

2026



# 16. Corporate Governance

## The Ultimate Transport & Logistics Job Description Guide for Professionals

*Guidelines, Policies, and Best Practices for Success*



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# Foreword

Corporate governance has become one of the defining pillars of modern organizational life. In an era marked by rapid transformation, regulatory scrutiny, digital disruption, and rising stakeholder expectations, governance is no longer confined to boardrooms or compliance departments. It is a living system shaping how decisions are made, how risks are managed, how value is created, and how trust is earned.

At the heart of this system are people.

Governance is built not only on frameworks, policies, and regulations, but on the clarity of roles, responsibilities, and competencies. Without well-defined functions, even the most sophisticated governance structures fail to deliver their promise. Job descriptions are therefore not administrative formalities; they are the foundation of accountability, transparency, and organizational coherence. They define who safeguards integrity, who ensures compliance, who supports the Board, who manages risk, who drives ESG, and who upholds ethical conduct.

This book was created to bring structure, precision, and dignity to the profession of corporate governance. It recognizes that governance roles whether in the Board Secretariat, compliance, risk management, internal audit, ESG, data protection, or strategic oversight require a unique blend of technical expertise, ethical judgment, and organizational influence. These roles operate at the intersection of law, strategy, operations, and culture. They protect the organization while enabling it to grow. They ensure accountability while supporting innovation. They translate principles into practice.

By providing clear, comprehensive, and modern job descriptions, this book offers a framework that organizations can use to build governance capability, strengthen internal controls, and align teams around shared expectations. It supports leaders in designing governance operating models, HR teams in structuring career pathways, and professionals in understanding the competencies required to excel in their roles.

More importantly, it honors the individuals who work every day to uphold integrity, transparency, and responsible leadership. Governance professionals often operate behind the scenes, yet their work is essential to organizational resilience and public trust. This book recognizes their contribution and provides a foundation for the next generation of governance excellence.

As organizations navigate increasing complexity from ESG reporting to digital ethics, from regulatory change to stakeholder activism the need for strong governance has never been greater. Clear roles are the first step toward strong governance. This book provides that clarity.

It is offered as a practical tool, a strategic reference, and a contribution to the ongoing evolution of the corporate governance profession.

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# Disclaimer

This publication is provided for informational and educational purposes only. The job descriptions, competency frameworks, and role definitions contained in this book are intended as general guidance to support organizational design, capability development, and professional understanding within procurement, supply chain management, logistics, and corporate governance functions.

The content does **not** constitute legal advice, regulatory interpretation, or professional consultancy. While every effort has been made to ensure accuracy and relevance, laws, regulations, industry standards, and organizational requirements vary across jurisdictions and may change over time. Readers and organizations are responsible for verifying compliance with applicable legislation, collective agreements, internal policies, and sector-specific obligations before implementing any role descriptions or frameworks presented in this book.

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# The Ultimate Transport & Logistics Job Description Guide for Professionals

*A practical framework for hiring professionals  
who keep operations moving*

## **What This Guide Is (and isn't)**

This guide helps you write clear, realistic, and attractive job descriptions for transport & logistics roles.

### **It is:**

Practical and role-focused

Written for hiring managers, logistics leaders, and HR partners

Designed to improve candidate quality, not volume

### **It is not:**

A legal document

An internal task list

A generic HR template

A job description is a decision document for candidates.

# 16. Corporate Governance

## 16.1 Board of Directors & Executive Governance

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16.1.2 Vice-Chair of the Board

16.1.3 Independent Board Director

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- 16.3.4 Regulatory Affairs Manager
- 16.3.5 Intellectual Property (IP) Counsel
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16.7.1 Head of ESG

16.7.2 Sustainability Program Manager

### **16.7.2 ESG Specializations**

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16.7.5 Human Rights & Social Impact Officer

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## **16.8 Data Governance, Information Security & Privacy**

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16.8.1 Data Governance Manager

16.8.2 Data Steward

16.8.3 Master Data Governance Specialist

### **16.8.2 Information Security**

16.8.4 Information Security Manager

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16.8.7 Identity & Access Management (IAM) Specialist

### **16.8.3 Privacy & Data Protection**

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16.8.9 Privacy Compliance Specialist

16.8.10 GDPR Program Manager

## **16.9 Corporate Administration & Secretariat**

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16.9.3 Legal & Governance Assistant

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## **16.10 Stakeholder Engagement & External Relations**

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16.10.2 Government Relations Officer

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# 16.1 Board of Directors & Executive Governance — Complete Job Descriptions

## 16.1.1 Chair of the Board

### Position Overview

The **Chair of the Board** serves as the highest leadership role within the Board of Directors, responsible for ensuring effective governance, strategic oversight, and ethical stewardship of the organisation. In the transport and logistics sector where operational complexity, regulatory scrutiny, and supply-chain resilience are paramount the Chair plays a critical role in guiding the Board to deliver sustainable performance, robust risk management, and long-term value creation.

The Chair ensures that the Board operates in line with **Corporate Governance Principle 16.1.1**, emphasizing independence, accountability, transparency, and effective leadership.

### Key Responsibilities

#### 1. Board Leadership & Governance

- Provide strategic leadership to the Board, ensuring it functions effectively, cohesively, and in compliance with governance standards.
- Uphold the principles of independence, integrity, and accountability in all Board activities.
- Ensure the Board sets clear organisational purpose, values, and long-term strategic direction.
- Promote a culture of ethical conduct, sustainability, and responsible decision-making.

#### 2. Board Meetings & Decision-Making

- Plan, convene, and chair Board meetings, ensuring agendas are well-structured and aligned with strategic priorities.
- Facilitate high-quality discussions, encouraging constructive challenge and diverse viewpoints.
- Ensure decisions are made based on robust information, risk assessment, and long-term impact.
- Oversee the accuracy and completeness of Board minutes and resolutions.

#### 3. Strategy Oversight

- Guide the Board in reviewing, approving, and monitoring the organisation's strategic plan.
- Ensure alignment between strategy, risk appetite, and operational capabilities in the transport and logistics environment.
- Monitor market trends, regulatory changes, and technological developments affecting the sector.

#### 4. Risk Management & Compliance

- Ensure the Board maintains a comprehensive risk management framework, including operational, safety, environmental, and supply-chain risks.
- Oversee compliance with transport regulations, international logistics standards, and corporate governance codes.
- Promote a proactive approach to safety, sustainability, and crisis preparedness.

#### 5. Stakeholder Engagement

- Act as the primary liaison between the Board and key stakeholders, including shareholders, regulators, industry bodies, and strategic partners.
- Ensure transparent communication and timely disclosure of material information.
- Represent the organisation at high-level industry events, regulatory consultations, and public forums.

## 6. Board Composition, Performance & Development

- Lead the Board in evaluating its performance, structure, and skills mix.
- Oversee succession planning for Board members and senior executives.
- Ensure ongoing training and development for directors, particularly in areas such as ESG, digital transformation, and transport-sector regulation.

## 7. Relationship with the CEO & Executive Leadership

- Maintain a constructive, independent, and supportive relationship with the CEO.
- Provide guidance and oversight without encroaching on executive responsibilities.
- Ensure clear separation of roles between governance (Board) and management (Executive Team).

## Key Competencies & Attributes

Competency	Description
<b>Strategic Leadership</b>	Ability to guide long-term direction in a complex, fast-moving sector.
<b>Corporate Governance Expertise</b>	Deep understanding of governance codes, Board dynamics, and fiduciary duties.
<b>Sector Knowledge</b>	Strong familiarity with transport, logistics, supply chains, and regulatory frameworks.
<b>Risk &amp; Compliance Acumen</b>	Skilled in overseeing risk frameworks, safety standards, and regulatory compliance.
<b>Communication &amp; Influence</b>	Exceptional ability to engage stakeholders and facilitate Board cohesion.
<b>Integrity &amp; Independence</b>	Demonstrates impartiality, ethical judgment, and commitment to transparency.
<b>Crisis Leadership</b>	Capable of guiding the organisation through disruptions, accidents, or supply-chain shocks.

## Qualifications & Experience

- Proven experience as a Board Chair, Non-Executive Director, or senior executive in a large or complex organisation.
- Strong background in transport, logistics, supply chain management, or related industries.
- Demonstrated understanding of corporate governance frameworks (e.g., OECD, national governance codes, ESG standards).
- Experience in strategic planning, risk oversight, and stakeholder engagement.
- Advanced degree in business, law, logistics, engineering, or related field (preferred).
- Professional certifications in governance (e.g., IoD, GCGL, CDir) are an advantage.

## Sector-Specific Expectations

- Familiarity with multimodal transport operations (road, rail, air, maritime).
- Understanding of sustainability challenges such as decarbonisation, fleet modernisation, and green logistics.
- Awareness of digital transformation trends: automation, telematics, AI-driven logistics, and supply-chain visibility tools.
- Ability to oversee safety culture, regulatory compliance, and operational resilience.

### **Role Impact**

The Chair of the Board ensures that the organisation:

- Operates with integrity and transparency.
- Maintains strong governance and risk oversight.
- Delivers sustainable value to shareholders and stakeholders.
- Navigates the complexities of the transport and logistics landscape with confidence and foresight.

## 16.1.2 Vice-Chair of the Board

### Position Overview

The **Vice Chair of the Board** supports the Chair in ensuring effective governance, strategic oversight, and high-quality Board performance. The Vice Chair acts as a key governance leader, stepping in for the Chair when required and reinforcing Board cohesion, independence, and accountability.

In the transport and logistics sector—characterized by safety-critical operations, regulatory complexity, and global supply-chain interdependencies—the Vice Chair plays a crucial role in maintaining governance continuity, strengthening risk oversight, and supporting long-term strategic resilience.

This role aligns with **Corporate Governance Principle 16.1.2**, emphasizing delegated authority, continuity of leadership, and support for the Chair.

### Key Responsibilities

#### 1. Support to the Chair

- Assist the Chair in ensuring the Board operates effectively, ethically, and in line with governance standards.
- Provide counsel to the Chair on Board dynamics, director performance, and governance matters.
- Act as a sounding board for the Chair on strategic, risk, and stakeholder issues.

#### 2. Acting Chair Responsibilities

- Serve as **Acting Chair** in the Chair's absence, disability, or recusal.
- Lead Board meetings when delegated, ensuring balanced discussion, constructive challenge, and sound decision-making.
- Uphold the same standards of independence, impartiality, and governance integrity expected of the Chair.

#### 3. Board Leadership & Governance Continuity

- Support the Chair in maintaining an effective Board culture grounded in transparency, accountability, and ethical conduct.
- Help ensure the Board's agenda remains aligned with strategic priorities, risk appetite, and sector-specific challenges.
- Promote adherence to governance codes, Board policies, and regulatory obligations.

#### 4. Committee Oversight & Participation

- Serve on the Executive Committee (where applicable) and other key committees as required.
- Provide leadership to committees when delegated by the Chair.
- Ensure committee outputs are effectively integrated into Board decision-making.

#### 5. Strategic Oversight

- Support the Chair in guiding the Board's review and approval of long-term strategy.
- Monitor sector trends—such as decarbonisation, digitalisation, fleet modernisation, and supply-chain resilience—and ensure they are reflected in Board discussions.
- Encourage robust evaluation of strategic risks and opportunities.

#### 6. Risk, Safety & Compliance Oversight

- Reinforce the Board's oversight of risk management frameworks, particularly in areas critical to transport and logistics:

- operational safety
- regulatory compliance
- environmental and sustainability obligations
- supply-chain continuity
- Ensure risk discussions remain forward-looking and aligned with the organisation’s risk appetite.

**7. Stakeholder Engagement**

- Support the Chair in maintaining constructive relationships with shareholders, regulators, industry bodies, and strategic partners.
- Represent the organisation externally when delegated.
- Promote transparent communication and responsible disclosure.

**8. Board Composition, Succession & Performance**

- Assist the Chair in evaluating Board performance, director effectiveness, and skills gaps.
- Support succession planning for the Chair, Board members, and senior executives.
- Encourage ongoing director development, especially in governance, ESG, and sector-specific competencies.

**Key Competencies & Attributes**

<b>Competency</b>	<b>Description</b>
<b>Governance Expertise</b>	Strong understanding of Board roles, fiduciary duties, and governance frameworks.
<b>Leadership Continuity</b>	Ability to seamlessly assume the Chair’s responsibilities when required.
<b>Sector Knowledge</b>	Familiarity with transport and logistics operations, regulations, and risks.
<b>Strategic Insight</b>	Ability to evaluate long-term strategy and industry trends.
<b>Risk &amp; Safety Oversight</b>	Skilled in assessing operational, safety, and compliance risks.
<b>Interpersonal Influence</b>	Strong relationship-building and conflict-resolution skills.
<b>Integrity &amp; Independence</b>	Demonstrates impartiality, ethical judgment, and accountability.

**Qualifications & Experience**

- Experience as a Non-Executive Director, senior executive, or governance leader in a complex organisation.
- Background in transport, logistics, supply chain, infrastructure, or related sectors (preferred).
- Strong understanding of corporate governance codes and Board best practices.
- Experience in strategic planning, risk oversight, and stakeholder engagement.
- Professional governance training or certification (e.g., IoD, CDir, governance institutes) is advantageous.

**Sector-Specific Expectations**

- Understanding of multimodal transport operations (road, rail, maritime, air).
- Awareness of regulatory frameworks governing transport safety, fleet operations, and cross-border logistics.

- Familiarity with ESG pressures, including emissions reduction, energy transition, and responsible logistics.
- Appreciation of digital transformation trends such as automation, telematics, and AI-enabled supply-chain visibility.

**Role Impact**

The Vice Chair ensures:

- Continuity of governance leadership.
- Strengthened Board performance and cohesion.
- Effective oversight of strategy, risk, and compliance.
- Support for the Chair in navigating the complexities of the transport and logistics sector.
- Long-term value creation for shareholders and stakeholders.

## 16.1.3 Independent Board Director

### Position Overview

An **Independent Board Director** provides objective judgment, strategic oversight, and impartial governance to the Board. Independence is essential for ensuring accountability, transparency, and balanced decision-making especially in the transport and logistics sector, where operational risks, regulatory scrutiny, and supply-chain complexity demand rigorous oversight.

The Independent Director contributes to the Board's effectiveness by offering unbiased perspectives, challenging assumptions, and safeguarding the interests of shareholders and stakeholders. This role aligns with **Corporate Governance Principle 16.1.3**, which emphasises independence, objectivity, and freedom from conflicts of interest.

### Key Responsibilities

#### 1. Governance & Oversight

- Uphold the highest standards of corporate governance, ethics, and integrity.
- Provide independent judgment on Board decisions, ensuring transparency and accountability.
- Ensure compliance with governance codes, regulatory requirements, and industry standards.
- Promote a culture of responsible leadership and ethical conduct across the organisation.

#### 2. Strategic Contribution

- Participate actively in the development, review, and approval of the organisation's long-term strategy.
- Offer independent insights on market trends, competitive dynamics, and sector disruptions.
- Evaluate strategic proposals with objectivity, ensuring alignment with organisational purpose and risk appetite.

#### 3. Risk, Safety & Compliance Oversight

- Provide independent scrutiny of the organisation's risk management framework.
- Focus on sector-critical risks, including:
  - operational safety
  - fleet management
  - environmental compliance
  - cross-border logistics risks
  - cybersecurity and digital supply-chain vulnerabilities
- Ensure that risk mitigation strategies are robust, forward-looking, and aligned with regulatory expectations.

#### 4. Financial & Performance Oversight

- Review financial statements, budgets, and performance reports with independence and diligence.
- Ensure financial integrity, transparency, and responsible capital allocation.
- Challenge management constructively on performance, efficiency, and long-term value creation.

#### 5. Board Committees

- Serve on key Board committees (e.g., Audit, Risk, Remuneration, Governance, Sustainability) as required.

- Provide independent oversight and ensure committee outputs support sound Board decisions.
- Contribute to committee evaluations, reporting, and continuous improvement.

#### **6. Stakeholder Accountability**

- Safeguard the interests of shareholders, employees, customers, regulators, and the broader community.
- Ensure transparent communication and responsible disclosure of material information.
- Support the organisation’s reputation and social licence to operate.

#### **7. Independence & Conflict Management**

- Maintain strict independence from management, major shareholders, and related parties.
- Declare any potential conflicts of interest promptly and recuse where appropriate.
- Uphold impartiality in all Board deliberations and decisions.

#### **8. Board Effectiveness & Development**

- Contribute to Board evaluations, succession planning, and skills assessments.
- Support the development of a diverse, skilled, and high-performing Board.
- Participate in ongoing governance training, particularly in ESG, digital transformation, and sector-specific regulation.

#### **Key Competencies & Attributes**

<b>Competency</b>	<b>Description</b>
<b>Independence of Mind</b>	Ability to challenge constructively and make unbiased decisions.
<b>Governance Expertise</b>	Strong understanding of Board duties, fiduciary responsibilities, and governance frameworks.
<b>Sector Insight</b>	Knowledge of transport, logistics, supply chains, or related industries.
<b>Risk &amp; Safety Acumen</b>	Ability to assess operational, regulatory, and strategic risks.
<b>Financial Literacy</b>	Competence in interpreting financial statements and performance metrics.

<b>Strategic Thinking</b>	Capacity to evaluate long-term opportunities and threats.
<b>Ethical Judgment</b>	Commitment to integrity, transparency, and responsible leadership.
<b>Communication Skills</b>	Ability to articulate views clearly and engage constructively with stakeholders.

### **Qualifications & Experience**

- Experience as a Non-Executive Director, senior executive, or governance professional.
- Background in transport, logistics, supply chain, infrastructure, or a related field (advantageous but not mandatory).
- Strong understanding of corporate governance codes and Board best practices.
- Financial literacy and experience with risk oversight.
- Professional governance training or certification (e.g., IoD, CDir, governance institutes) is beneficial.
- Must meet all independence criteria as defined by the organisation’s governance framework.

### **Sector-Specific Expectations**

- Understanding of multimodal transport operations (road, rail, maritime, air).
- Awareness of regulatory frameworks governing safety, fleet operations, and cross-border logistics.
- Familiarity with ESG pressures, including decarbonisation, emissions reporting, and sustainable logistics.
- Insight into digital transformation trends such as automation, telematics, AI-driven logistics, and supply-chain visibility technologies.

### **Role Impact**

An Independent Board Director strengthens the Board by:

- Enhancing objectivity and accountability.
- Supporting robust risk and safety oversight.
- Ensuring transparent and ethical governance.
- Contributing to strategic resilience and long-term value creation.
- Protecting stakeholder interests and reinforcing trust in the organisation.

## 16.1.4 Non-Executive Board Director

### Position Overview

A **Non-Executive Board Director (NED)** provides independent oversight, strategic guidance, and constructive challenge to the executive leadership team. Unlike executive directors, NEDs do not engage in day-to-day operations; instead, they ensure that the organisation is well-governed, ethically led, and strategically positioned for long-term success.

In the transport and logistics sector—where safety, regulatory compliance, operational resilience, and global supply-chain dynamics are central—the NED plays a crucial role in strengthening governance, enhancing risk oversight, and supporting sustainable value creation.

This role aligns with **Corporate Governance Principle 16.1.4**, which emphasises independent oversight, accountability, and the separation of governance from management.

### Key Responsibilities

#### 1. Governance & Oversight

- Ensure the organisation adheres to high standards of corporate governance, ethics, and transparency.
- Provide objective oversight of executive performance, ensuring accountability and responsible leadership.
- Monitor compliance with legal, regulatory, and industry-specific requirements.
- Promote a culture of integrity, safety, and responsible conduct across the organisation.

#### 2. Strategic Guidance

- Contribute to the development, review, and approval of the organisation's long-term strategy.
- Offer external perspectives on market trends, competitive positioning, and sector disruptions.
- Challenge strategic proposals constructively to ensure they are robust, realistic, and aligned with organisational purpose.

#### 3. Risk, Safety & Compliance Oversight

- Evaluate the adequacy of the organisation's risk management framework.
- Provide oversight of key sector-specific risks, including:
  - operational safety
  - fleet and asset management
  - environmental and emissions compliance
  - cross-border logistics and customs risks
  - cybersecurity and digital supply-chain vulnerabilities
- Ensure that risk mitigation strategies are effective and forward-looking.

#### 4. Financial Oversight

- Review financial statements, budgets, and performance reports with diligence.
- Ensure financial integrity, transparency, and responsible capital allocation.
- Challenge assumptions and ensure that financial decisions support long-term sustainability.

#### 5. Board Committees

- Serve on Board committees such as Audit, Risk, Remuneration, Governance, or Sustainability.

- Provide independent oversight and ensure committee outputs support informed Board decisions.
- Contribute to committee evaluations and continuous improvement.

## **6. Stakeholder Engagement**

- Represent the interests of shareholders and broader stakeholders.
- Support transparent communication and responsible disclosure.
- Promote trust and credibility with regulators, customers, partners, and the community.

## **7. Board Effectiveness & Development**

- Participate in Board evaluations, succession planning, and skills assessments.
- Support the development of a diverse, skilled, and high-performing Board.
- Engage in ongoing governance training, particularly in ESG, digital transformation, and sector-specific regulation.

## **8. Independence & Ethical Conduct**

- Maintain independence of judgment and avoid conflicts of interest.
- Declare any potential conflicts promptly and act with impartiality.
- Uphold the highest standards of ethical behaviour and fiduciary responsibility.

## **Key Competencies & Attributes**

<b>Competency</b>	<b>Description</b>
<b>Strategic Insight</b>	Ability to evaluate long-term opportunities and risks.
<b>Governance Knowledge</b>	Strong understanding of Board duties and governance frameworks.
<b>Sector Awareness</b>	Familiarity with transport, logistics, supply chains, or related industries.
<b>Risk &amp; Safety Acumen</b>	Ability to assess operational and regulatory risks.
<b>Financial Literacy</b>	Competence in reviewing financial statements and performance metrics.
<b>Constructive Challenge</b>	Ability to question assumptions and hold executives accountable.
<b>Ethical Judgment</b>	Commitment to integrity, transparency, and responsible leadership.

**Communication Skills** Ability to articulate views clearly and collaborate effectively.

## **Qualifications & Experience**

- Experience as a senior executive, Non-Executive Director, or governance professional.
- Background in transport, logistics, supply chain, infrastructure, finance, or related fields.
- Strong understanding of corporate governance codes and Board best practices.
- Financial literacy and experience with risk oversight.
- Professional governance training or certification (e.g., IoD, CDir, governance institutes) is advantageous.

## **Sector-Specific Expectations**

- Understanding of multimodal transport operations (road, rail, maritime, air).
- Awareness of regulatory frameworks governing safety, fleet operations, and cross-border logistics.

- Familiarity with ESG requirements, including decarbonisation, emissions reporting, and sustainable logistics.
- Insight into digital transformation trends such as automation, telematics, AI-enabled logistics, and supply-chain visibility technologies.

**Role Impact**

A Non-Executive Board Director strengthens the organisation by:

- Enhancing governance quality and accountability.
- Supporting robust oversight of strategy, risk, and performance.
- Bringing external perspectives that enrich Board deliberations.
- Protecting stakeholder interests and reinforcing trust.
- Contributing to long-term resilience and sustainable value creation.

## 16.1.5 Executive Board Director

### Position Overview

An **Executive Board Director** is a member of the Board who simultaneously holds an executive leadership role within the organisation (e.g., CEO, COO, CFO, Chief Logistics Officer). This dual capacity places the Executive Director at the intersection of governance and management, responsible for executing strategy, driving operational performance, and providing the Board with accurate, timely, and strategic insights. In the transport and logistics sector where operational efficiency, safety, regulatory compliance, and supply-chain resilience are mission-critical the Executive Director plays a pivotal role in ensuring that Board decisions translate into effective operational outcomes.

This role aligns with **Corporate Governance Principle 16.1.5**, which defines the responsibilities of Executive Directors in supporting governance while leading the organisation's day-to-day operations.

### Key Responsibilities

#### 1. Strategic Execution & Leadership

- Lead the development and implementation of the organisation's strategic plan.
- Translate Board-approved strategies into operational objectives, KPIs, and performance targets.
- Ensure alignment between strategy, operational capabilities, and market realities.
- Drive innovation in logistics, fleet management, digitalisation, and supply-chain optimisation.

#### 2. Operational Management

- Oversee day-to-day operations within the executive portfolio (e.g., operations, finance, commercial, logistics).
- Ensure operational excellence across multimodal transport activities (road, rail, maritime, air).
- Maintain high standards of safety, service reliability, and customer satisfaction.
- Lead continuous improvement initiatives to enhance efficiency and reduce costs.

#### 3. Risk, Safety & Compliance

- Implement and maintain robust risk management systems aligned with Board expectations.
- Ensure compliance with:
  - transport safety regulations
  - environmental and emissions standards
  - cross-border logistics and customs requirements
  - labour, fleet, and operational regulations
- Promote a strong safety culture across all operational teams.

#### 4. Financial Performance & Stewardship

- Manage budgets, financial plans, and resource allocation within the executive portfolio.
- Ensure financial discipline, cost control, and sustainable profitability.
- Provide the Board with accurate financial and operational reports.
- Support capital investment decisions, including fleet renewal, infrastructure, and technology upgrades.

**5. Board Reporting & Accountability**

- Provide the Board with timely, accurate, and comprehensive information to support effective governance.
- Report on operational performance, risks, opportunities, and strategic progress.
- Ensure transparency and integrity in all disclosures and communications.
- Support the Board in evaluating organisational performance and strategic alignment.

**6. Stakeholder Engagement**

- Build and maintain strong relationships with key stakeholders, including:
  - regulators
  - customers
  - suppliers
  - industry bodies
  - employees and unions
- Represent the organisation in high-level negotiations, regulatory discussions, and industry forums.

**7. Leadership & People Development**

- Lead, mentor, and develop senior management teams.
- Foster a culture of accountability, innovation, safety, and operational excellence.
- Support succession planning for critical operational and leadership roles.
- Promote diversity, inclusion, and workforce development across the organisation.

**8. Governance Responsibilities**

- Participate actively in Board meetings, contributing operational insights and strategic perspectives.
- Support the Board’s governance processes while respecting the separation between governance and management.
- Ensure that executive actions align with Board decisions, governance policies, and ethical standards.

**Key Competencies & Attributes**

<b>Competency</b>	<b>Description</b>
<b>Strategic Leadership</b>	Ability to translate strategy into operational reality.
<b>Operational Expertise</b>	Deep understanding of transport, logistics, and supply-chain operations.
<b>Financial Acumen</b>	Strong command of budgeting, financial management, and performance metrics.
<b>Risk &amp; Safety Management</b>	Skilled in managing operational and regulatory risks.
<b>Governance Awareness</b>	Understanding of Board dynamics and governance responsibilities.
<b>Stakeholder Influence</b>	Ability to build trust and manage complex relationships.
<b>Innovation Mindset</b>	Commitment to digitalisation, automation, and continuous improvement.
<b>Ethical Leadership</b>	Demonstrates integrity, transparency, and accountability.
<b>Qualifications &amp; Experience</b>	

- Senior executive experience in transport, logistics, supply chain, infrastructure, or related sectors.
- Proven track record in operational leadership, strategic execution, and performance management.
- Strong understanding of corporate governance principles and Board responsibilities.
- Financial literacy and experience managing large budgets or complex operations.
- Advanced degree in business, logistics, engineering, finance, or related field (preferred).
- Professional governance training (e.g., IoD, CDir) is an advantage.

#### **Sector-Specific Expectations**

- Knowledge of multimodal transport operations and global supply-chain dynamics.
- Familiarity with regulatory frameworks governing safety, fleet operations, and cross-border logistics.
- Understanding of ESG requirements, including decarbonisation, emissions reporting, and sustainable logistics.
- Awareness of digital transformation trends such as telematics, automation, AI-driven logistics, and real-time visibility tools.

#### **Role Impact**

An Executive Board Director strengthens the organisation by:

- Driving operational excellence and strategic execution.
- Providing the Board with accurate, real-world insights.
- Enhancing governance through transparency and accountability.
- Ensuring safety, compliance, and operational resilience.
- Supporting long-term value creation for shareholders and stakeholders.

## 16.1.6 Audit Committee Member

### Position Overview

An **Audit Committee Member** plays a central role in ensuring the integrity of financial reporting, the robustness of internal controls, and the effectiveness of risk management systems. In the transport and logistics sector—where organisations manage large fleets, complex supply chains, regulatory compliance obligations, and significant capital investments the Audit Committee’s oversight is essential for safeguarding financial sustainability and operational accountability.

This role aligns with **Corporate Governance Principle 16.1.6**, which outlines the responsibilities of Audit Committee members in supporting the Board’s fiduciary duties.

### Key Responsibilities

#### 1. Financial Reporting Oversight

- Review and assess the integrity, accuracy, and transparency of financial statements.
- Ensure compliance with applicable accounting standards and regulatory reporting requirements.
- Evaluate significant accounting judgments, estimates, and disclosures.
- Oversee the effectiveness of financial reporting processes and internal controls.

#### 2. Internal Controls & Internal Audit

- Monitor the adequacy and effectiveness of internal control systems across the organisation.
- Review internal audit plans, reports, findings, and management responses.
- Ensure internal audit has sufficient independence, authority, and resources.
- Follow up on remediation of internal audit findings, especially those related to:
  - fleet management
  - safety compliance
  - procurement and logistics contracts
  - asset utilisation and maintenance

#### 3. External Audit Oversight

- Recommend the appointment, reappointment, or removal of external auditors.
- Review the scope, approach, and results of external audits.
- Assess auditor independence, objectivity, and performance.
- Review management letters and ensure timely resolution of audit issues.

#### 4. Risk Management & Compliance

- Oversee the organisation’s risk management framework, with emphasis on:
  - operational and safety risks
  - financial and liquidity risks
  - cybersecurity and digital supply-chain risks
  - environmental and regulatory compliance
- Ensure risk assessments are integrated into strategic and operational decision-making.
- Monitor compliance with laws, regulations, and industry standards.

#### 5. Fraud Prevention & Ethical Conduct

- Oversee systems for detecting and preventing fraud, corruption, and financial misconduct.
- Review whistleblowing mechanisms and ensure concerns are investigated appropriately.

- Promote a culture of integrity, transparency, and ethical behaviour.

## 6. Committee Reporting & Board Support

- Provide the Board with clear, timely reports on audit, risk, and compliance matters.
- Recommend improvements to governance, internal controls, and risk management.
- Support the Board in fulfilling its fiduciary responsibilities.

### Key Competencies & Attributes

Competency	Description
<b>Financial Expertise</b>	Strong understanding of accounting, auditing, and financial reporting.
<b>Risk &amp; Control Acumen</b>	Ability to evaluate internal controls, risk frameworks, and compliance systems.
<b>Sector Knowledge</b>	Awareness of transport and logistics operations, risks, and regulatory requirements.
<b>Analytical Thinking</b>	Ability to interpret complex financial and operational data.
<b>Independence &amp; Integrity</b>	Demonstrates objectivity, ethical judgment, and impartiality.
<b>Attention to Detail</b>	Strong focus on accuracy, compliance, and risk mitigation.
<b>Communication Skills</b>	Ability to engage constructively with auditors, executives, and Board members.

### Qualifications & Experience

- Professional background in finance, auditing, accounting, risk management, or related fields.
- Experience in transport, logistics, supply chain, infrastructure, or asset-intensive industries (advantageous).
- Strong understanding of corporate governance, audit standards, and regulatory frameworks.
- Professional qualifications such as CA, CPA, ACCA, CIA, CISA, or equivalent are highly desirable.
- Prior experience serving on an Audit Committee or working with audit functions is beneficial.

### Sector-Specific Expectations

- Understanding of cost structures, fleet depreciation, maintenance cycles, and asset-heavy operations.
- Awareness of regulatory frameworks governing safety, emissions, and cross-border logistics.
- Familiarity with digitalisation trends affecting audit and risk, such as:
  - telematics
  - automation
  - AI-driven logistics
  - cybersecurity threats
- Ability to evaluate risks related to supply-chain disruptions, fuel price volatility, and operational continuity.

### Role Impact

An Audit Committee Member strengthens the organisation by:

- Ensuring financial integrity and transparency.
- Enhancing internal controls and risk management.
- Supporting compliance with regulatory and industry standards.
- Protecting shareholder value and organisational reputation.
- Reinforcing trust in the organisation's governance and reporting systems.

## 16.1.7 Risk Committee Member

### Position Overview

A **Risk Committee Member** plays a critical role in overseeing the organisation's risk management framework, ensuring that risks are identified, assessed, monitored, and mitigated effectively. In the transport and logistics sector—where operational safety, regulatory compliance, supply-chain continuity, and environmental risks are central—the Risk Committee provides essential governance to safeguard the organisation's resilience and long-term sustainability.

This role aligns with **Corporate Governance Principle 16.1.7**, which outlines the responsibilities of Risk Committee members in supporting the Board's oversight of enterprise-wide risk.

### Key Responsibilities

#### 1. Enterprise Risk Management (ERM) Oversight

- Review and monitor the organisation's risk management framework, ensuring it is robust, comprehensive, and aligned with strategic objectives.
- Evaluate the effectiveness of risk identification, assessment, and mitigation processes.
- Ensure that risk appetite and tolerance levels are clearly defined and approved by the Board.
- Oversee the integration of risk management into strategic planning and operational decision-making.

#### 2. Operational & Safety Risk Oversight

- Provide governance oversight of safety-critical risks, including:
  - fleet operations
  - driver and crew safety
  - maintenance and asset integrity
  - hazardous materials handling
  - accident and incident management
- Ensure that safety culture, reporting, and compliance systems are effective and continuously improving.

#### 3. Strategic & Emerging Risks

- Monitor emerging risks affecting the transport and logistics sector, such as:
  - geopolitical disruptions
  - supply-chain instability
  - fuel price volatility
  - digital transformation and automation
  - climate-related risks and ESG obligations
- Ensure management develops appropriate mitigation strategies for long-term resilience.

#### 4. Regulatory & Compliance Risks

- Oversee compliance with transport, environmental, labour, and cross-border regulations.
- Review the effectiveness of compliance frameworks and internal controls.
- Ensure timely reporting and remediation of compliance breaches.

#### 5. Cybersecurity & Technology Risks

- Evaluate risks related to:
  - cybersecurity threats

- data protection
- digital supply-chain systems
- telematics and fleet management technologies
- Ensure that cybersecurity strategies and incident response plans are robust and regularly tested.

## 6. Business Continuity & Crisis Management

- Review and assess business continuity plans, disaster recovery strategies, and crisis response capabilities.
- Ensure the organisation is prepared for disruptions such as:
  - natural disasters
  - major accidents
  - IT system failures
  - supply-chain breakdowns
- Monitor post-incident reviews and ensure lessons learned are implemented.

## 7. Reporting & Communication

- Provide the Board with clear, timely reports on key risks, mitigation progress, and emerging threats.
- Recommend improvements to risk governance, internal controls, and organisational resilience.
- Ensure transparent communication with stakeholders regarding material risks.

## 8. Committee Effectiveness

- Participate actively in committee meetings, contributing expertise and independent judgment.
- Support periodic reviews of the committee’s performance, charter, and responsibilities.
- Engage in ongoing training on risk management, ESG, and sector-specific developments.

## Key Competencies & Attributes

Competency	Description
<b>Risk Management Expertise</b>	Strong understanding of ERM frameworks and risk governance.
<b>Sector Knowledge</b>	Awareness of transport and logistics operations, safety, and regulatory risks.
<b>Analytical Thinking</b>	Ability to interpret complex risk data and assess mitigation strategies.
<b>Strategic Insight</b>	Understanding of long-term and emerging risks.
<b>Independence &amp; Integrity</b>	Demonstrates objectivity, ethical judgment, and impartiality.
<b>Communication Skills</b>	Able to articulate risk issues clearly to the Board and stakeholders.
<b>Crisis Leadership</b>	Ability to evaluate and guide crisis response and recovery efforts.

## Qualifications & Experience

- Experience in risk management, safety oversight, compliance, operations, finance, or related fields.

- Background in transport, logistics, supply chain, infrastructure, or asset-intensive industries is advantageous.
- Strong understanding of corporate governance and risk oversight responsibilities.
- Professional certifications in risk, safety, or governance (e.g., CRM, IRM, CDir, ISO 31000 training) are beneficial.
- Prior experience serving on a Risk Committee or working with ERM frameworks is an advantage.

#### **Sector-Specific Expectations**

- Understanding of multimodal transport operations (road, rail, maritime, air).
- Familiarity with regulatory frameworks governing safety, emissions, and cross-border logistics.
- Awareness of ESG-related risks, including decarbonisation, climate resilience, and sustainability reporting.
- Insight into digital transformation trends such as automation, telematics, AI-driven logistics, and cybersecurity.

#### **Role Impact**

A Risk Committee Member strengthens the organisation by:

- Enhancing risk governance and organisational resilience.
- Supporting safe, compliant, and efficient operations.
- Ensuring proactive identification and mitigation of risks.
- Protecting stakeholder interests and long-term value.
- Reinforcing trust in the organisation's governance and risk culture.

## 16.1.8 Remuneration & Compensation Committee

### Position Overview

A **Remuneration & Compensation Committee Member** plays a key governance role in overseeing the organisation's compensation policies, executive remuneration structures, and performance-related incentives. In the transport and logistics sector where workforce capability, safety culture, and operational reliability are central to success the committee ensures that remuneration frameworks support strategic objectives, regulatory compliance, and long-term value creation.

This role aligns with **Corporate Governance Principle 16.1.8**, which outlines the responsibilities of Remuneration Committee members in ensuring fairness, transparency, and alignment between pay and performance.

#### Key Responsibilities

##### 1. Executive Remuneration Oversight

- Review and recommend remuneration packages for executive directors and senior management.
- Ensure compensation structures are:
  - competitive
  - performance-based
  - aligned with organisational strategy
  - compliant with governance and regulatory requirements
- Evaluate fixed and variable pay components, including bonuses, incentives, and long-term reward schemes.

##### 2. Remuneration Policy Development

- Contribute to the development and periodic review of the organisation's remuneration policy.
- Ensure the policy supports:
  - attraction and retention of key talent
  - operational excellence
  - safety and compliance culture
  - long-term sustainability
- Ensure remuneration practices reflect sector-specific realities such as fleet operations, logistics complexity, and 24/7 workforce demands.

##### 3. Performance Evaluation & Incentive Alignment

- Review performance metrics used to determine executive and senior management incentives.
- Ensure KPIs reflect:
  - safety performance
  - operational efficiency
  - customer service
  - ESG and sustainability goals
  - financial performance
- Assess whether incentive outcomes are fair, transparent, and aligned with actual performance.

##### 4. Workforce Compensation & Culture

- Oversee broader workforce remuneration trends, including:
  - wage structures
  - overtime and shift allowances

- driver and crew compensation
- union agreements
- retention and engagement strategies
- Ensure compensation supports a strong safety culture and operational reliability.

### **5. Regulatory Compliance & Governance**

- Ensure remuneration practices comply with:
  - labour laws
  - transport and logistics regulations
  - governance codes
  - disclosure requirements
- Review remuneration disclosures in annual reports and ensure transparency.

### **6. Benchmarking & Market Analysis**

- Review benchmarking studies and market data to ensure competitive compensation.
- Monitor industry trends in:
  - executive pay
  - driver and logistics workforce compensation
  - incentive structures
  - ESG-linked remuneration
- Recommend adjustments based on market conditions and organisational needs.

### **7. Committee Reporting & Board Support**

- Provide the Board with clear, timely reports on remuneration decisions and policy updates.
- Recommend improvements to compensation governance and performance alignment.
- Support shareholder engagement on remuneration matters, including AGM disclosures.

### **Key Competencies & Attributes**

<b>Competency</b>	<b>Description</b>
<b>Compensation Expertise</b>	Understanding of remuneration structures, incentives, and governance.
<b>Sector Knowledge</b>	Awareness of transport and logistics workforce dynamics and regulatory requirements.
<b>Financial Acumen</b>	Ability to evaluate compensation costs, performance metrics, and value creation.
<b>Ethical Judgment</b>	Commitment to fairness, transparency, and responsible pay practices.
<b>Analytical Thinking</b>	Ability to interpret benchmarking data and performance outcomes.
<b>Independence</b>	Objective decision-making free from conflicts of interest.
<b>Communication Skills</b>	Ability to articulate remuneration decisions clearly to the Board and stakeholders.

### **Qualifications & Experience**

- Experience in HR, remuneration governance, finance, executive leadership, or related fields.

- Background in transport, logistics, supply chain, or asset-intensive industries is advantageous.
- Strong understanding of corporate governance and compensation regulations.
- Familiarity with performance management frameworks and incentive design.
- Professional certifications in HR, governance, or compensation (e.g., CIPD, SHRM, CDir) are beneficial.

### **Sector-Specific Expectations**

- Understanding of compensation structures for:
  - drivers
  - fleet operators
  - logistics coordinators
  - shift-based and unionised workforces
- Awareness of regulatory frameworks affecting pay, working hours, and safety compliance.
- Familiarity with ESG-linked remuneration trends, including emissions reduction and safety KPIs.
- Insight into digital transformation impacts on workforce roles and compensation.

### **Role Impact**

A Remuneration & Compensation Committee Member strengthens the organisation by:

- Ensuring fair, transparent, and competitive pay practices.
- Aligning remuneration with performance, safety, and strategic goals.
- Supporting talent attraction, retention, and workforce stability.
- Enhancing governance credibility and stakeholder trust.
- Contributing to long-term organisational resilience and value creation.

## 16.1.9 Nomination & Governance Committee Member

### Position Overview

A **Nomination & Governance Committee Member** plays a critical role in shaping the leadership, governance culture, and long-term strategic capability of the organisation. This committee ensures that the Board and senior leadership have the right mix of skills, independence, diversity, and experience to govern effectively—particularly important in the transport and logistics sector, where operational complexity, regulatory scrutiny, and safety-critical environments demand strong oversight.

This role aligns with **Corporate Governance Principle 16.1.9**, which outlines responsibilities related to Board composition, director appointments, governance frameworks, and succession planning.

### Key Responsibilities

#### 1. Board Composition & Succession Planning

- Assess the Board’s current composition, skills, experience, and diversity.
- Identify gaps and recommend suitable candidates for Board and committee roles.
- Oversee succession planning for:
  - Board members
  - Committee chairs
  - Executive leadership roles
- Ensure continuity of leadership and governance stability.

#### 2. Director Recruitment & Appointment

- Lead the process for identifying, evaluating, and recommending new directors.
- Ensure candidates meet independence, competence, and integrity requirements.
- Oversee onboarding and orientation programmes for new directors.
- Promote diversity of thought, background, and expertise.

#### 3. Governance Framework & Policies

- Review and recommend updates to the organisation’s governance framework, including:
  - Board charters
  - committee mandates
  - governance policies
  - codes of conduct
- Ensure governance practices align with regulatory requirements and industry best practices.

#### 4. Board & Committee Evaluations

- Oversee annual evaluations of:
  - Board performance
  - committee effectiveness
  - individual director contributions
- Ensure evaluation outcomes inform development plans and succession strategies.

#### 5. Director Training & Development

- Identify training needs for Board members, especially in:
  - ESG and sustainability
  - digital transformation

- transport and logistics regulation
- risk and safety oversight
- Ensure ongoing professional development to maintain Board effectiveness.

## **6. Governance Compliance & Reporting**

- Monitor compliance with governance codes, listing requirements, and regulatory obligations.
- Review governance disclosures in annual reports and public filings.
- Ensure transparency and accountability in governance reporting.

## **7. Ethical Leadership & Culture**

- Promote a culture of integrity, accountability, and ethical conduct.
- Oversee adherence to codes of ethics, conflict-of-interest policies, and governance standards.
- Support the Board in fostering a strong organisational culture aligned with strategic goals.

## **8. Committee Reporting & Board Support**

- Provide the Board with clear, timely reports on nomination and governance matters.
- Recommend improvements to governance structures, processes, and policies.
- Support the Board in maintaining high standards of leadership and oversight.

## **Key Competencies & Attributes**

<b>Competency</b>	<b>Description</b>
<b>Governance Expertise</b>	Strong understanding of governance frameworks, Board dynamics, and regulatory requirements.
<b>Strategic Insight</b>	Ability to assess long-term leadership needs and Board capability.
<b>Sector Knowledge</b>	Awareness of transport and logistics operations, risks, and regulatory environments.
<b>Assessment &amp; Judgement</b>	Skilled in evaluating director competencies, independence, and suitability.
<b>Ethical Leadership</b>	Commitment to integrity, transparency, and responsible governance.
<b>Interpersonal Skills</b>	Ability to engage constructively with directors, executives, and stakeholders.
<b>Diversity Advocacy</b>	Supports inclusive leadership and diverse Board composition.

## **Qualifications & Experience**

- Experience in governance, HR leadership, executive search, legal, or senior management roles.
- Background in transport, logistics, supply chain, infrastructure, or regulated industries is advantageous.
- Strong understanding of corporate governance codes and Board best practices.
- Experience with Board evaluations, succession planning, or leadership development.
- Professional governance training (e.g., IoD, CDir, governance institutes) is beneficial.

## **Sector-Specific Expectations**

- Understanding of the leadership competencies required in transport and logistics, including:
  - safety culture
  - operational excellence
  - regulatory compliance
  - digital transformation
- Awareness of ESG-related governance expectations, including diversity and sustainability oversight.
- Familiarity with global supply-chain dynamics and their impact on leadership needs.

### **Role Impact**

A Nomination & Governance Committee Member strengthens the organisation by:

- Ensuring the Board has the right skills, independence, and diversity.
- Enhancing governance quality, transparency, and accountability.
- Supporting leadership continuity and long-term strategic capability.
- Reinforcing trust among shareholders, regulators, and stakeholders.
- Contributing to a resilient, well-governed, and future-ready organisation.

## 16.1.10 Sustainability & ESG Committee Member

### Position Overview

A **Sustainability & ESG Committee Member** plays a pivotal role in guiding the organisation's environmental, social, and governance (ESG) strategy. In the transport and logistics sector—where carbon emissions, fuel efficiency, safety culture, labour practices, and regulatory compliance are under intense scrutiny—this committee ensures that sustainability is embedded into strategy, operations, and long-term value creation.

This role aligns with **Corporate Governance Principle 16.1.10**, which outlines responsibilities related to ESG oversight, sustainability performance, and ethical governance.

### Key Responsibilities

#### 1. ESG Strategy & Oversight

- Review and guide the organisation's ESG strategy, ensuring alignment with:
  - long-term business objectives
  - regulatory requirements
  - stakeholder expectations
  - global sustainability standards
- Monitor progress against ESG goals, KPIs, and commitments.

#### 2. Environmental Stewardship

- Oversee environmental performance, including:
  - carbon emissions reduction
  - fleet efficiency and fuel optimisation
  - waste management
  - energy use and renewable energy adoption
  - environmental compliance
- Support initiatives related to decarbonisation, green logistics, and sustainable fleet transition.

#### 3. Social Responsibility & Workforce Well-Being

- Monitor social performance indicators such as:
  - employee safety and well-being
  - diversity, equity, and inclusion
  - labour practices and working conditions
  - community engagement
  - training and workforce development
- Ensure the organisation fosters a strong safety culture across all transport operations.

#### 4. Governance & Ethical Conduct

- Oversee governance practices related to:
  - ethical conduct
  - anti-corruption and anti-bribery measures
  - human rights compliance
  - responsible procurement and supply-chain ethics
- Ensure ESG risks are integrated into the enterprise risk management framework.

#### 5. ESG Reporting & Disclosure

- Review sustainability reports, ESG disclosures, and integrated reporting.
- Ensure compliance with:

- global reporting standards (e.g., GRI, SASB, ISSB)
- regulatory requirements
- investor expectations
- Promote transparency, accuracy, and credibility in ESG communication.

## 6. Stakeholder Engagement

- Engage with key stakeholders, including:
  - regulators
  - investors
  - customers
  - community groups
  - industry bodies
- Ensure stakeholder concerns and expectations inform ESG priorities.

## 7. Monitoring Emerging Trends

- Stay informed on emerging ESG trends, including:
  - climate-related risks
  - sustainable transport technologies
  - circular economy practices
  - green financing and ESG-linked investment
  - evolving regulatory frameworks
- Advise the Board on strategic implications of these trends.

## 8. Committee Reporting & Board Support

- Provide the Board with clear, timely updates on ESG performance, risks, and opportunities.
- Recommend improvements to sustainability strategy, governance, and reporting.
- Support the Board in fulfilling its ESG-related fiduciary responsibilities.

## Key Competencies & Attributes

Competency	Description
<b>ESG Expertise</b>	Strong understanding of sustainability frameworks, climate strategy, and social responsibility.
<b>Sector Knowledge</b>	Awareness of transport and logistics environmental impacts, safety risks, and regulatory obligations.
<b>Strategic Insight</b>	Ability to integrate ESG considerations into long-term strategy.
<b>Analytical Thinking</b>	Skilled in interpreting ESG data, KPIs, and performance metrics.
<b>Ethical Leadership</b>	Commitment to integrity, transparency, and responsible governance.
<b>Stakeholder Engagement</b>	Ability to engage constructively with regulators, investors, and communities.
<b>Innovation Mindset</b>	Interest in sustainable technologies and operational transformation.

## Qualifications & Experience

- Experience in sustainability, ESG leadership, environmental management, risk, governance, or related fields.
- Background in transport, logistics, supply chain, infrastructure, or regulated industries is advantageous.
- Strong understanding of ESG reporting standards and regulatory requirements.
- Experience with climate strategy, safety oversight, or social impact programmes.

- Professional certifications in sustainability, governance, or ESG (e.g., ESG practitioner programmes, ISO 14001, GRI training) are beneficial.

### **Sector-Specific Expectations**

- Understanding of emissions sources and reduction pathways in transport and logistics.
- Familiarity with sustainable fleet technologies (EVs, hydrogen, biofuels).
- Awareness of global supply-chain sustainability challenges.
- Insight into ESG-linked financing, green bonds, and sustainability-linked loans.
- Knowledge of safety-critical operations and workforce well-being requirements.

### **Role Impact**

A Sustainability & ESG Committee Member strengthens the organisation by:

- Embedding sustainability into strategy and operations.
- Enhancing ESG performance, transparency, and accountability.
- Supporting compliance with evolving environmental and social regulations.
- Building long-term resilience and competitive advantage.
- Reinforcing trust among investors, regulators, customers, and communities.

## 16.1.11 Ethics & Compliance Committee Member

### Position Overview

An **Ethics & Compliance Committee Member** provides oversight, guidance, and assurance that the organisation operates with integrity, transparency, and adherence to all applicable laws, regulations, and ethical standards. In the transport and logistics sector where operations span jurisdictions, involve safety-critical activities, and rely on complex supply chains robust ethics and compliance governance is vital.

This role aligns with **Corporate Governance Principle 16.1.11**, which outlines responsibilities related to ethical conduct, regulatory compliance, and organisational integrity.

### Key Responsibilities

#### 1. Ethics & Integrity Oversight

- Promote a culture of ethical behaviour, accountability, and transparency across the organisation.
- Review and monitor the implementation of the organisation's Code of Ethics and Conduct.
- Ensure ethical considerations are embedded into decision-making, operations, and leadership behaviour.
- Oversee investigations into ethical breaches, misconduct, or conflicts of interest.

#### 2. Compliance Framework Governance

- Oversee the organisation's compliance management system, ensuring it is robust, effective, and aligned with regulatory requirements.
- Monitor compliance with:
  - transport and logistics regulations
  - safety and environmental laws
  - labour and employment standards
  - anti-corruption and anti-bribery legislation
  - data protection and cybersecurity requirements
- Ensure compliance risks are identified, assessed, and mitigated.

#### 3. Policies & Procedures

- Review and recommend updates to ethics, compliance, and conduct-related policies.
- Ensure policies reflect:
  - sector-specific regulatory obligations
  - international standards
  - best practices in governance and compliance
- Oversee communication and training programmes to ensure policy awareness.

#### 4. Whistleblowing & Reporting Mechanisms

- Oversee the organisation's whistleblowing framework, ensuring:
  - confidentiality
  - protection from retaliation
  - timely investigation of concerns
- Review whistleblowing reports and ensure appropriate follow-up actions.

#### 5. Compliance Monitoring & Reporting

- Review compliance reports, audit findings, and incident investigations.
- Monitor trends in compliance breaches, near-misses, and ethical concerns.

- Ensure corrective actions are implemented and tracked.

## 6. Regulatory Engagement

- Monitor changes in laws, regulations, and industry standards affecting transport and logistics.
- Ensure the organisation maintains constructive relationships with regulators.
- Oversee regulatory filings, certifications, and compliance disclosures.

## 7. Training & Awareness

- Support the development of ethics and compliance training programmes for:
  - drivers and fleet operators
  - logistics and warehouse staff
  - management and leadership teams
- Ensure training addresses:
  - safety culture
  - anti-corruption
  - cross-border compliance
  - data protection
  - ethical decision-making

## 8. Committee Reporting & Board Support

- Provide the Board with clear, timely updates on ethics and compliance matters.
- Recommend improvements to compliance frameworks, governance structures, and ethical culture.
- Support the Board in fulfilling its fiduciary responsibilities related to integrity and compliance.

## Key Competencies & Attributes

Competency	Description
<b>Ethical Judgment</b>	Strong commitment to integrity, fairness, and responsible conduct.
<b>Compliance Expertise</b>	Understanding of regulatory frameworks and compliance systems.
<b>Sector Knowledge</b>	Awareness of transport and logistics regulations, safety requirements, and cross-border obligations.
<b>Analytical Skills</b>	Ability to evaluate compliance data, investigations, and risk indicators.
<b>Independence</b>	Objective decision-making free from conflicts of interest.
<b>Communication Skills</b>	Ability to articulate ethical expectations and compliance findings clearly.
<b>Confidentiality</b>	Ability to handle sensitive information with discretion.

## Qualifications & Experience

- Experience in compliance, legal, risk management, governance, or related fields.
- Background in transport, logistics, supply chain, or regulated industries is advantageous.
- Strong understanding of ethics frameworks, compliance systems, and regulatory obligations.
- Experience with investigations, audits, or compliance monitoring.
- Professional certifications in compliance, governance, or ethics (e.g., CCEP, CCEP-I, CDir) are beneficial.

### **Sector-Specific Expectations**

- Understanding of safety-critical operations and regulatory requirements in transport and logistics.
- Familiarity with cross-border compliance, customs regulations, and international transport standards.
- Awareness of ESG-related compliance obligations, including emissions reporting and labour practices.
- Insight into digital compliance risks such as cybersecurity, telematics, and data privacy.

### **Role Impact**

An Ethics & Compliance Committee Member strengthens the organisation by:

- Ensuring ethical conduct and regulatory compliance across all operations.
- Enhancing organisational integrity, transparency, and accountability.
- Reducing legal, operational, and reputational risks.
- Supporting a strong safety and compliance culture.
- Reinforcing trust among regulators, customers, employees, and stakeholders.

## 16.1.12 Corporate Secretary / Company Secretary

### Position Overview

The **Corporate Secretary / Company Secretary** is the chief governance officer of the organisation, responsible for ensuring that the Board, its committees, and the executive leadership operate within a robust governance framework. In the transport and logistics sector where regulatory compliance, safety oversight, and cross-border operations are central the Corporate Secretary plays a pivotal role in maintaining transparency, accountability, and legal integrity.

This role aligns with **Corporate Governance Principle 16.1.12**, which outlines responsibilities related to Board administration, governance compliance, statutory obligations, and corporate record-keeping.

### Key Responsibilities

#### 1. Board & Committee Governance

- Coordinate all Board and committee meetings, including:
  - scheduling
  - agenda preparation
  - distribution of papers
  - minute-taking
  - follow-up on action items
- Ensure meetings are conducted in accordance with governance policies, legal requirements, and best practices.
- Support the Chair, committee chairs, and directors with governance guidance and procedural advice.

#### 2. Corporate Governance Framework

- Maintain and update the organisation's governance framework, including:
  - Board charters
  - committee mandates
  - governance policies
  - codes of conduct
- Ensure governance practices align with regulatory requirements, industry standards, and ESG expectations.
- Advise the Board on emerging governance trends and regulatory changes.

#### 3. Statutory & Regulatory Compliance

- Ensure compliance with:
  - corporate laws
  - transport and logistics regulations
  - environmental and safety reporting obligations
  - cross-border operational requirements
- Maintain statutory registers, corporate filings, and legal documentation.
- Liaise with regulators, exchanges, and government authorities as required.

#### 4. Board Support & Director Services

- Facilitate director onboarding, induction, and ongoing training.
- Maintain director records, declarations, and conflict-of-interest registers.
- Provide directors with timely access to information, documents, and governance resources.
- Support Board evaluations and succession planning processes.

#### 5. Corporate Records & Documentation

- Maintain accurate and secure corporate records, including:
  - minutes
  - resolutions
  - statutory registers
  - governance documents
  - shareholder records
- Ensure document retention policies comply with legal and regulatory requirements.

#### **6. Shareholder & Stakeholder Communication**

- Coordinate shareholder meetings, including AGMs and special meetings.
- Prepare and distribute notices, circulars, and governance disclosures.
- Support transparent communication with shareholders, regulators, and key stakeholders.
- Ensure compliance with disclosure obligations and reporting standards.

#### **7. Ethics, Compliance & Risk Support**

- Support the Ethics & Compliance Committee and Risk Committee with governance documentation and reporting.
- Ensure governance alignment with:
  - safety culture
  - ESG commitments
  - ethical conduct policies
  - compliance frameworks
- Maintain whistleblowing procedures and ensure confidentiality and proper escalation.

#### **8. Executive & Organisational Support**

- Provide governance advice to senior management on:
  - decision-making processes
  - policy development
  - regulatory compliance
  - corporate structure and subsidiaries
- Support cross-border operations with documentation, permits, and compliance filings.

#### **Key Competencies & Attributes**

<b>Competency</b>	<b>Description</b>
<b>Governance Expertise</b>	Deep understanding of corporate governance frameworks and Board operations.
<b>Regulatory Knowledge</b>	Familiarity with transport, logistics, safety, and corporate compliance requirements.
<b>Attention to Detail</b>	High accuracy in documentation, filings, and record-keeping.
<b>Communication Skills</b>	Clear, professional communication with directors, executives, and regulators.
<b>Confidentiality &amp; Integrity</b>	Ability to handle sensitive information with discretion and ethical judgment.
<b>Organisational Skills</b>	Strong coordination, planning, and administrative capabilities.
<b>Problem-Solving</b>	Ability to anticipate governance issues and provide practical solutions.

## **Qualifications & Experience**

- Professional qualification in law, governance, business administration, or related fields.
- Membership in a recognised governance or company secretarial body (e.g., ICSA/CGI, IoD) is highly desirable.
- Experience in corporate governance, legal compliance, or Board administration.
- Background in transport, logistics, supply chain, or regulated industries is advantageous.
- Strong understanding of statutory obligations, regulatory filings, and governance best practices.

## **Sector-Specific Expectations**

- Awareness of regulatory frameworks governing:
  - fleet operations
  - safety compliance
  - environmental reporting
  - cross-border logistics
- Understanding of ESG reporting requirements and sustainability governance.
- Familiarity with digital governance tools, telematics data governance, and cybersecurity considerations.

## **Role Impact**

A Corporate Secretary strengthens the organisation by:

- Ensuring the Board operates efficiently, transparently, and in compliance with governance standards.
- Supporting legal and regulatory compliance across all operations.
- Enhancing organisational integrity, accountability, and stakeholder trust.
- Providing the governance backbone that enables safe, sustainable, and strategic operations.

## 16.1.13 Board Governance Officer

### Position Overview

The **Board Governance Officer** is a key governance professional responsible for supporting the Board, its committees, and the Corporate Secretary in ensuring high-quality governance processes, compliance with regulatory requirements, and effective Board operations. In the transport and logistics sector—where safety, regulatory oversight, cross-border operations, and ESG expectations are central—the Governance Officer plays a vital role in maintaining governance integrity and operational accountability.

This role aligns with **Corporate Governance Principle 16.1.13**, which outlines responsibilities related to governance administration, Board support, compliance coordination, and continuous improvement of governance practices.

### Key Responsibilities

#### 1. Board & Committee Support

- Assist in planning, coordinating, and administering Board and committee meetings.
- Prepare and distribute agendas, briefing packs, and supporting documents.
- Ensure timely follow-up on action items and resolutions.
- Support minute-taking and maintain accurate governance records.

#### 2. Governance Framework Management

- Support the development, review, and implementation of governance policies, including:
  - Board charters
  - committee mandates
  - codes of conduct
  - governance procedures
- Ensure governance documents remain current and aligned with regulatory requirements and best practices.

#### 3. Regulatory & Compliance Coordination

- Assist in monitoring compliance with:
  - corporate governance codes
  - transport and logistics regulations
  - environmental and safety reporting obligations
  - cross-border operational requirements
- Support the Corporate Secretary in preparing statutory filings and regulatory submissions.

#### 4. Board Evaluation & Development

- Coordinate annual Board, committee, and director evaluations.
- Support the development of Board training programmes, including:
  - ESG and sustainability
  - digital transformation
  - transport and logistics regulation
  - risk and safety governance
- Maintain training records and track director development activities.

#### 5. Corporate Records & Documentation

- Maintain secure and accurate governance records, including:
  - minutes

- resolutions
- statutory registers
- policy documents
- director declarations
- Ensure document retention policies comply with legal and regulatory requirements.

## 6. Governance Reporting

- Assist in preparing governance sections of:
  - annual reports
  - sustainability reports
  - regulatory filings
  - Board dashboards
- Support transparent and accurate governance disclosures.

## 7. Stakeholder & Director Support

- Provide administrative and governance support to directors, including onboarding and orientation.
- Maintain director profiles, independence assessments, and conflict-of-interest registers.
- Facilitate communication between directors, executives, and governance functions.

## 8. Ethics, Risk & Compliance Support

- Support governance processes for:
  - ethics and compliance reporting
  - whistleblowing procedures
  - risk management documentation
- Ensure alignment between governance, risk, compliance, and sustainability functions.

## 9. Continuous Improvement

- Identify opportunities to enhance governance processes, digital tools, and Board efficiency.
- Benchmark governance practices against industry standards and regulatory expectations.
- Support governance maturity initiatives across the organisation.

## Key Competencies & Attributes

Competency	Description
<b>Governance Knowledge</b>	Understanding of governance frameworks, Board processes, and regulatory requirements.
<b>Sector Awareness</b>	Familiarity with transport and logistics operations, safety obligations, and compliance risks.
<b>Organisational Skills</b>	Strong coordination, planning, and document-management capabilities.
<b>Attention to Detail</b>	High accuracy in documentation, reporting, and compliance tracking.
<b>Communication Skills</b>	Clear, professional communication with directors, executives, and regulators.

<b>Competency</b>	<b>Description</b>
<b>Confidentiality &amp; Integrity</b>	Ability to handle sensitive information with discretion and ethical judgment.
<b>Analytical Thinking</b>	Ability to interpret governance data, compliance reports, and evaluation outcomes.
<b>Digital Fluency</b>	Comfortable with governance software, document management systems, and digital workflows.

### **Qualifications & Experience**

- Experience in governance, legal, compliance, corporate administration, or Board support roles.
- Background in transport, logistics, supply chain, or regulated industries is advantageous.
- Strong understanding of corporate governance principles and regulatory frameworks.
- Professional governance training or certification (e.g., CGI/ICSA, IoD, governance practitioner programmes) is beneficial.
- Experience with Board portals, digital governance tools, and document management systems.

### **Sector-Specific Expectations**

- Awareness of regulatory frameworks governing:
  - fleet operations
  - safety compliance
  - environmental reporting
  - cross-border logistics
- Understanding of ESG reporting requirements and sustainability governance.
- Familiarity with safety-critical operations and risk management processes.
- Insight into digital transformation trends affecting governance and operations.

### **Role Impact**

A Board Governance Officer strengthens the organisation by:

- Enhancing Board efficiency, transparency, and compliance.
- Supporting robust governance processes and documentation.
- Ensuring alignment between governance, risk, compliance, and sustainability.
- Reinforcing organisational integrity and stakeholder trust.
- Contributing to a mature, resilient, and well-governed organisation.

## 16.1.14 Board Meeting & Documentation Coordinator

### Position Overview

The **Board Meeting & Documentation Coordinator** is responsible for the administrative, logistical, and documentation-related functions that support the Board of Directors and its committees. This role ensures that Board meetings are well-organised, that directors receive timely and accurate information, and that governance documentation is maintained to the highest standards.

In the transport and logistics sector—where regulatory compliance, safety oversight, and operational complexity require meticulous governance the coordinator plays a vital role in supporting Board efficiency and transparency.

This role aligns with **Corporate Governance Principle 16.1.14**, which emphasises effective meeting management, accurate documentation, and strong governance administration.

### Key Responsibilities

#### 1. Board & Committee Meeting Coordination

- Schedule Board and committee meetings in alignment with annual governance calendars.
- Coordinate logistics, including:
  - venue arrangements
  - virtual meeting platforms
  - technology setup
  - travel and accommodation for directors
- Prepare and distribute meeting notices, agendas, and briefing materials.
- Ensure directors receive documents in a timely and secure manner.

#### 2. Documentation & Minute-Taking

- Assist with minute-taking during Board and committee meetings.
- Draft, format, and finalise minutes, resolutions, and action logs.
- Ensure documentation is accurate, complete, and aligned with governance standards.
- Track follow-up actions and ensure timely completion by responsible parties.

#### 3. Governance Record Management

- Maintain secure and organised governance records, including:
  - minutes
  - resolutions
  - Board packs
  - statutory documents
  - policy updates
- Ensure compliance with document retention policies and regulatory requirements.
- Manage digital governance platforms or Board portals.

#### 4. Board Pack Preparation

- Compile, format, and quality-check Board and committee packs.
- Coordinate with executives and departments to gather required documents.
- Ensure materials are clear, consistent, and aligned with agenda priorities.
- Support the Corporate Secretary in ensuring compliance with disclosure and confidentiality standards.

#### 5. Director Support

- Assist with onboarding and orientation of new directors.
- Provide administrative support to directors, including:
  - meeting schedules
  - document access
  - governance resources
- Maintain director contact lists, profiles, and availability calendars.

## 6. Compliance & Governance Support

- Assist the Corporate Secretary and Governance Officer with:
  - regulatory filings
  - governance reporting
  - policy updates
  - conflict-of-interest registers
- Ensure meeting processes comply with governance frameworks and legal requirements.

## 7. Communication & Coordination

- Serve as a central point of contact between directors, executives, and governance staff.
- Ensure clear communication regarding meeting expectations, deadlines, and document submissions.
- Support stakeholder engagement related to Board activities.

## 8. Continuous Improvement

- Identify opportunities to improve meeting efficiency, documentation quality, and governance workflows.
- Support digital transformation of governance processes, including:
  - Board portals
  - e-signatures
  - digital archiving
- Benchmark administrative practices against industry standards.

## Key Competencies & Attributes

Competency	Description
<b>Organisational Excellence</b>	Strong ability to coordinate complex schedules, documents, and workflows.
<b>Attention to Detail</b>	High accuracy in documentation, formatting, and record-keeping.
<b>Communication Skills</b>	Clear, professional communication with directors and executives.
<b>Confidentiality &amp; Integrity</b>	Ability to handle sensitive information with discretion.
<b>Governance Awareness</b>	Understanding of Board processes and governance requirements.
<b>Digital Fluency</b>	Comfortable with Board portals, document management systems, and virtual meeting tools.
<b>Time Management</b>	Ability to meet tight deadlines and manage multiple priorities.

## Qualifications & Experience

- Experience in administrative, governance, corporate support, or Board coordination roles.

- Background in transport, logistics, supply chain, or regulated industries is advantageous.
- Strong understanding of Board meeting processes and governance documentation.
- Proficiency with digital governance tools and document management systems.
- Training or certification in governance administration is beneficial.

#### **Sector-Specific Expectations**

- Awareness of regulatory frameworks affecting transport and logistics operations.
- Understanding of safety-critical reporting and compliance documentation.
- Familiarity with ESG reporting and sustainability governance.
- Ability to support cross-border documentation and regulatory filings.

#### **Role Impact**

A Board Meeting & Documentation Coordinator strengthens the organisation by:

- Ensuring Board operations run smoothly and efficiently.
- Supporting accurate, transparent, and compliant governance documentation.
- Enhancing communication between directors and executives.
- Reinforcing governance integrity and organisational accountability.
- Contributing to a well-structured, high-performing Board environment.

## 16.2.1 Chief Executive Officer (CEO)

### Position Overview

The **Chief Executive Officer (CEO)** is the highest-ranking executive responsible for leading the organisation, executing the Board-approved strategy, and ensuring sustainable, safe, and efficient operations across all transport and logistics activities. The CEO provides visionary leadership, drives organisational performance, and ensures compliance with regulatory, safety, environmental, and governance standards. In a sector defined by operational complexity, global supply-chain interdependencies, and rapid technological change, the CEO plays a pivotal role in shaping long-term competitiveness and resilience.

This role aligns with **Corporate Governance Principle 16.2.1**, which outlines the CEO's responsibilities in strategic leadership, operational management, risk oversight, and stakeholder engagement.

### Key Responsibilities

#### 1. Strategic Leadership & Execution

- Develop, recommend, and execute the organisation's long-term strategy in alignment with Board direction.
- Translate strategic objectives into operational plans, KPIs, and performance targets.
- Drive innovation in logistics, fleet management, digitalisation, and customer service.
- Ensure the organisation remains competitive in a rapidly evolving transport and logistics landscape.

#### 2. Operational Excellence

- Oversee day-to-day operations across multimodal transport activities (road, rail, maritime, air).
- Ensure operational reliability, safety, and efficiency.
- Lead continuous improvement initiatives to optimise fleet utilisation, reduce costs, and enhance service quality.
- Maintain strong oversight of supply-chain resilience and operational risk.

#### 3. Safety, Risk & Compliance

- Champion a strong safety culture across all levels of the organisation.
- Ensure compliance with:
  - transport safety regulations
  - environmental and emissions standards
  - labour and working-time rules
  - cross-border logistics and customs requirements
- Oversee enterprise risk management, ensuring risks are identified, assessed, and mitigated.

#### 4. Financial Stewardship

- Lead financial planning, budgeting, and resource allocation.
- Ensure financial sustainability, profitability, and responsible capital management.
- Oversee major investments, including fleet renewal, infrastructure, and technology upgrades.
- Provide accurate, timely financial and operational reports to the Board.

#### 5. Stakeholder Engagement

- Build and maintain strong relationships with:
  - regulators
  - customers
  - suppliers
  - industry bodies
  - investors and shareholders
  - employees and unions
- Represent the organisation in high-level negotiations, public forums, and industry events.

## 6. Organisational Leadership & Culture

- Lead, mentor, and develop the executive leadership team.
- Foster a culture of accountability, innovation, safety, and ethical conduct.
- Promote diversity, inclusion, and workforce development.
- Ensure succession planning for critical leadership roles.

## 7. Governance & Board Collaboration

- Work closely with the Board to ensure alignment between governance and management.
- Provide the Board with accurate, comprehensive information for effective oversight.
- Implement Board decisions and ensure adherence to governance policies.
- Maintain clear separation between governance (Board) and management (executive team).

## 8. Sustainability & ESG Leadership

- Drive sustainability initiatives, including:
  - emissions reduction
  - green fleet transition
  - responsible logistics practices
  - community and social impact programmes
- Ensure ESG considerations are integrated into strategy and operations.

## Key Competencies & Attributes

Competency	Description
<b>Strategic Vision</b>	Ability to anticipate industry trends and shape long-term direction.
<b>Operational Mastery</b>	Deep understanding of transport, logistics, and supply-chain operations.
<b>Financial Acumen</b>	Strong command of budgeting, financial management, and investment decisions.
<b>Risk &amp; Safety Leadership</b>	Skilled in managing operational, regulatory, and strategic risks.
<b>People Leadership</b>	Ability to inspire, develop, and lead diverse teams.
<b>Stakeholder Influence</b>	Strong relationship-building and negotiation skills.
<b>Innovation Mindset</b>	Commitment to digital transformation and continuous improvement.
<b>Ethical Integrity</b>	Demonstrates transparency, accountability, and responsible leadership.

## **Qualifications & Experience**

- Proven senior executive experience in transport, logistics, supply chain, infrastructure, or related sectors.
- Demonstrated success in leading large, complex, safety-critical operations.
- Strong understanding of corporate governance and Board-management dynamics.
- Experience in strategic planning, financial management, and organisational transformation.
- Advanced degree in business, logistics, engineering, or related field (preferred).
- Professional governance training (e.g., IoD, CDir) is an advantage.

## **Sector-Specific Expectations**

- Knowledge of multimodal transport operations and global supply-chain dynamics.
- Familiarity with regulatory frameworks governing safety, fleet operations, and cross-border logistics.
- Understanding of ESG requirements, including decarbonisation and sustainability reporting.
- Awareness of digital transformation trends such as telematics, automation, AI-driven logistics, and real-time visibility tools.

## **Role Impact**

The CEO strengthens the organisation by:

- Driving strategic growth and operational excellence.
- Ensuring safety, compliance, and risk resilience.
- Enhancing financial performance and long-term sustainability.
- Building a high-performing, future-ready organisation.
- Reinforcing trust among stakeholders and the broader community.

## 16.2.2 Chief Operating Officer (COO)

### Position Overview

The **Chief Operating Officer (COO)** is the executive leader responsible for the organisation's end-to-end operational performance across all transport and logistics functions. The COO ensures that operations are safe, efficient, compliant, customer-focused, and aligned with the Board-approved strategy.

In a sector defined by multimodal operations, global supply-chain interdependencies, regulatory scrutiny, and rapid technological change, the COO plays a pivotal role in delivering operational excellence and long-term resilience.

This role aligns with **Corporate Governance Principle 16.2.2**, which outlines responsibilities related to operational leadership, risk and safety oversight, performance management, and strategic execution.

### Key Responsibilities

#### 1. Operational Leadership & Performance

- Lead and manage day-to-day operations across all transport and logistics functions, including:
  - fleet operations
  - warehousing and distribution
  - supply-chain management
  - customer service
  - maintenance and asset management
- Ensure operational reliability, efficiency, and service excellence.
- Drive continuous improvement initiatives to optimise cost, productivity, and quality.

#### 2. Safety, Risk & Compliance

- Champion a strong safety culture across all operational teams.
- Ensure compliance with:
  - transport safety regulations
  - environmental and emissions standards
  - labour and working-time rules
  - cross-border logistics and customs requirements
- Oversee operational risk management, including incident prevention, reporting, and corrective actions.
- Ensure robust emergency response and business continuity plans.

#### 3. Strategic Execution

- Translate the CEO's and Board's strategic direction into operational plans and measurable KPIs.
- Lead operational transformation initiatives, including:
  - fleet modernisation
  - digitalisation and automation
  - network optimisation
  - sustainability and decarbonisation programmes
- Ensure operational capabilities support long-term strategic goals.

#### 4. Financial & Resource Management

- Manage operational budgets, cost structures, and resource allocation.
- Ensure efficient utilisation of assets, including vehicles, equipment, and facilities.

- Support capital investment decisions related to fleet, infrastructure, and technology.
- Monitor operational financial performance and implement corrective actions where needed.

### **5. Customer & Stakeholder Engagement**

- Ensure high levels of customer satisfaction through reliable, responsive, and high-quality service delivery.
- Build strong relationships with:
  - key customers
  - suppliers and contractors
  - regulators
  - industry partners
- Support commercial teams in contract negotiations and service design.

### **6. Technology, Digitalisation & Innovation**

- Lead the adoption of operational technologies, including:
  - telematics
  - route optimisation systems
  - warehouse automation
  - AI-driven logistics tools
  - real-time visibility platforms
- Ensure digital transformation enhances efficiency, safety, and customer experience.

### **7. People Leadership & Culture**

- Lead, mentor, and develop operational leadership teams.
- Foster a culture of accountability, safety, innovation, and continuous improvement.
- Ensure workforce planning, training, and development support operational needs.
- Promote diversity, inclusion, and employee engagement across operational teams.

### **8. Governance & Reporting**

- Provide the CEO and Board with accurate, timely operational reports.
- Ensure transparency in performance, risks, incidents, and compliance matters.
- Support governance processes, including audits, risk reviews, and sustainability reporting.
- Maintain clear separation between governance oversight and operational execution.

### **Key Competencies & Attributes**

<b>Competency</b>	<b>Description</b>
<b>Operational Mastery</b>	Deep understanding of transport, logistics, and supply-chain operations.
<b>Safety &amp; Risk Leadership</b>	Strong commitment to safety culture and regulatory compliance.
<b>Strategic Execution</b>	Ability to translate strategy into operational outcomes.
<b>Financial Acumen</b>	Skilled in budgeting, cost control, and asset optimisation.
<b>People Leadership</b>	Ability to inspire, develop, and lead large operational teams.

<b>Competency</b>	<b>Description</b>
<b>Innovation Mindset</b>	Embraces digital transformation and continuous improvement.
<b>Customer Focus</b>	Ensures service excellence and strong customer relationships.
<b>Ethical Integrity</b>	Demonstrates transparency, accountability, and responsible leadership.

### **Qualifications & Experience**

- Senior operational leadership experience in transport, logistics, supply chain, infrastructure, or related sectors.
- Proven track record in managing large, complex, safety-critical operations.
- Strong understanding of regulatory frameworks governing transport and logistics.
- Experience in operational transformation, digitalisation, and process optimisation.
- Advanced degree in logistics, engineering, business, or related field (preferred).
- Professional governance or safety certifications are advantageous.

### **Sector-Specific Expectations**

- Knowledge of multimodal transport operations (road, rail, maritime, air).
- Familiarity with fleet management, maintenance cycles, and asset-heavy operations.
- Understanding of ESG requirements, including emissions reduction and sustainable logistics.
- Awareness of global supply-chain dynamics and cross-border compliance.
- Insight into emerging technologies shaping the future of logistics.

### **Role Impact**

The COO strengthens the organisation by:

- Delivering safe, efficient, and reliable operations.
- Enhancing customer satisfaction and competitive advantage.
- Driving operational transformation and innovation.
- Ensuring compliance, risk resilience, and sustainability.
- Supporting long-term strategic growth and organisational excellence.

## 16.2.3 Chief Financial Officer (CFO)

### Position Overview

The **Chief Financial Officer (CFO)** is the executive leader responsible for the organisation's financial strategy, performance, and stewardship. In the transport and logistics sector where margins are tight, assets are expensive, and regulatory compliance is extensive the CFO plays a pivotal role in ensuring financial resilience, operational efficiency, and long-term value creation.

The CFO partners closely with the CEO, COO, and Board to drive strategic decision-making, optimise capital allocation, and ensure robust financial governance. This role aligns with **Corporate Governance Principle 16.2.3**, which outlines responsibilities related to financial leadership, risk management, reporting integrity, and strategic financial planning.

### Key Responsibilities

#### 1. Financial Strategy & Leadership

- Develop and execute the organisation's financial strategy in alignment with Board-approved objectives.
- Provide financial insights to support strategic planning, investment decisions, and operational priorities.
- Ensure financial sustainability, profitability, and long-term value creation.

#### 2. Financial Planning, Budgeting & Forecasting

- Lead the budgeting, forecasting, and financial planning processes.
- Ensure accurate, timely financial analysis to support executive and Board decision-making.
- Monitor financial performance against targets and implement corrective actions where needed.

#### 3. Financial Reporting & Governance

- Oversee preparation of accurate, compliant financial statements and reports.
- Ensure adherence to accounting standards, regulatory requirements, and governance frameworks.
- Support the Audit Committee with transparent reporting, disclosures, and audit coordination.
- Maintain strong internal controls and financial integrity across the organisation.

#### 4. Capital Management & Investment Oversight

- Optimise capital structure, liquidity, and working capital.
- Lead capital allocation decisions, including:
  - fleet acquisition and renewal
  - infrastructure investments
  - technology and digital transformation projects
- Evaluate investment proposals using robust financial modelling and risk analysis.

#### 5. Risk Management & Compliance

- Oversee financial risk management, including:
  - fuel price volatility
  - currency and interest rate exposure
  - credit and counterparty risk
  - insurance and claims management
- Ensure compliance with:

- tax regulations
- transport and logistics financial reporting requirements
- environmental and ESG-related financial disclosures

## 6. Cost Optimisation & Operational Efficiency

- Drive cost-reduction initiatives across operations, maintenance, procurement, and supply-chain functions.
- Improve asset utilisation and lifecycle cost management.
- Support the COO in evaluating operational performance and efficiency metrics.

## 7. Funding, Treasury & Investor Relations

- Manage banking relationships, financing arrangements, and treasury operations.
- Secure funding for strategic initiatives, including fleet modernisation and infrastructure expansion.
- Lead investor relations and communicate financial performance to shareholders and stakeholders.

## 8. Technology, Data & Digital Transformation

- Champion financial digitalisation, including:
  - ERP systems
  - data analytics
  - automation of financial processes
  - real-time performance dashboards
- Ensure financial systems support operational visibility and decision-making.

## 9. Leadership & Organisational Development

- Lead and develop the finance team, fostering a culture of accountability, accuracy, and continuous improvement.
- Promote cross-functional collaboration with operations, commercial, HR, and sustainability teams.
- Support succession planning for key financial roles.

## 10. ESG & Sustainability Integration

- Oversee financial aspects of sustainability initiatives, including:
  - emissions reporting
  - green financing
  - cost-benefit analysis of sustainable fleet technologies
- Ensure ESG metrics are integrated into financial planning and reporting.

## Key Competencies & Attributes

Competency	Description
<b>Financial Expertise</b>	Deep understanding of accounting, finance, and capital management.
<b>Strategic Insight</b>	Ability to align financial strategy with long-term organisational goals.
<b>Operational Acumen</b>	Familiarity with transport and logistics cost structures and asset cycles.
<b>Risk &amp; Compliance Leadership</b>	Skilled in managing financial, regulatory, and operational risks.
<b>Analytical Thinking</b>	Strong modelling, forecasting, and data-driven decision-making skills.

<b>Competency</b>	<b>Description</b>
<b>Stakeholder Influence</b>	Ability to communicate complex financial matters clearly and persuasively.
<b>Ethical Integrity</b>	Commitment to transparency, accountability, and responsible leadership.
<b>Digital Fluency</b>	Comfortable with financial systems, analytics tools, and automation.

### **Qualifications & Experience**

- Senior financial leadership experience in transport, logistics, supply chain, infrastructure, or asset-intensive industries.
- Strong background in financial strategy, capital management, and operational finance.
- Professional accounting qualification (e.g., CPA, CA, ACCA) strongly preferred.
- Experience with large-scale investments, fleet financing, and long-term asset planning.
- Familiarity with ESG reporting, sustainability financing, and regulatory compliance.
- Advanced degree in finance, business, economics, or related field (preferred).

### **Sector-Specific Expectations**

- Understanding of fleet lifecycle costs, maintenance economics, and asset depreciation.
- Awareness of regulatory frameworks affecting financial reporting in transport and logistics.
- Familiarity with fuel hedging, freight market dynamics, and supply-chain cost drivers.
- Insight into digital transformation trends such as telematics, automation, and AI-enabled forecasting.

### **Role Impact**

The CFO strengthens the organisation by:

- Ensuring financial resilience and long-term sustainability.
- Supporting strategic growth through disciplined capital allocation.
- Enhancing transparency, governance, and financial integrity.
- Driving operational efficiency and cost optimisation.
- Reinforcing stakeholder confidence and organisational credibility.

## 16.2.4 Chief Legal Officer (CLO) / General Counsel

### Position Overview

The **Chief Legal Officer (CLO) / General Counsel** is the organisation's most senior legal executive, responsible for overseeing all legal, regulatory, and compliance matters. The CLO ensures that the organisation operates within the law, manages legal risks effectively, and upholds the highest standards of governance and ethical conduct. In the transport and logistics sector—where operations span multiple jurisdictions, involve complex contracts, and require strict adherence to safety and environmental regulations—the CLO plays a critical role in safeguarding the organisation's integrity, continuity, and strategic interests.

This role aligns with **Corporate Governance Principle 16.2.4**, which outlines responsibilities related to legal leadership, compliance oversight, risk management, and Board advisory support.

### Key Responsibilities

#### 1. Legal Strategy & Leadership

- Develop and lead the organisation's legal strategy to support business objectives and risk mitigation.
- Provide legal advice to the CEO, executive team, and Board on strategic, operational, and governance matters.
- Ensure legal considerations are integrated into decision-making across all business units.

#### 2. Regulatory Compliance & Governance

- Oversee compliance with:
  - transport and logistics regulations
  - safety and environmental laws
  - labour and employment standards
  - cross-border and customs requirements
  - data protection and cybersecurity regulations
- Ensure the organisation maintains strong governance practices and adheres to statutory obligations.
- Support the Corporate Secretary and governance functions with legal oversight.

#### 3. Contract Management & Commercial Support

- Oversee drafting, negotiation, and review of key contracts, including:
  - customer and supplier agreements
  - fleet leasing and procurement contracts
  - logistics and warehousing agreements
  - cross-border transport arrangements
- Ensure contracts protect the organisation's interests and comply with legal and regulatory requirements.

#### 4. Litigation, Disputes & Claims Management

- Manage litigation, arbitration, and dispute resolution processes.
- Oversee claims related to:
  - accidents and incidents
  - insurance matters
  - cargo loss or damage
  - regulatory enforcement actions
- Coordinate with external counsel and ensure cost-effective legal representation.

**5. Risk Management & Safety Oversight**

- Identify, assess, and mitigate legal and regulatory risks across operations.
- Support enterprise risk management (ERM) processes, particularly in:
  - safety compliance
  - environmental obligations
  - cross-border operations
  - contractual liabilities
- Ensure legal risks are integrated into operational and strategic planning.

**6. Ethics, Compliance & Integrity**

- Oversee the organisation’s ethics and compliance framework, including:
  - anti-corruption and anti-bribery programmes
  - whistleblowing mechanisms
  - conflict-of-interest policies
  - code of conduct enforcement
- Promote a culture of integrity, transparency, and ethical behaviour.

**7. Board & Executive Advisory Support**

- Provide legal and governance advice to the Board and its committees.
- Prepare legal reports, risk assessments, and compliance updates for Board meetings.
- Ensure the Board is informed of emerging legal trends and regulatory changes.

**8. Cross-Border & International Operations**

- Oversee legal matters related to:
  - international transport regulations
  - customs and trade compliance
  - cross-border labour and safety requirements
  - international contracts and partnerships
- Ensure global operations comply with local and international laws.

**9. Leadership & Team Development**

- Lead and develop the legal, compliance, and regulatory affairs teams.
- Foster a culture of professionalism, accountability, and continuous improvement.
- Ensure the legal function is responsive, strategic, and aligned with organisational priorities.

**Key Competencies & Attributes**

<b>Competency</b>	<b>Description</b>
<b>Legal Expertise</b>	Deep understanding of corporate, commercial, regulatory, and transport law.
<b>Strategic Judgment</b>	Ability to balance legal risk with commercial and operational realities.
<b>Regulatory Acumen</b>	Strong knowledge of transport, logistics, safety, and environmental regulations.
<b>Risk Management</b>	Skilled in identifying and mitigating legal and compliance risks.
<b>Negotiation Skills</b>	Effective in complex contract negotiations and dispute resolution.

<b>Competency</b>	<b>Description</b>
<b>Ethical Leadership</b>	Commitment to integrity, transparency, and responsible governance.
<b>Communication Skills</b>	Ability to explain complex legal issues clearly to non-legal stakeholders.
<b>Cross-Functional Influence</b>	Works effectively with operations, finance, HR, commercial, and safety teams.

#### **Qualifications & Experience**

- Qualified lawyer with a recognised legal degree and bar admission.
- Extensive legal leadership experience in transport, logistics, supply chain, infrastructure, or regulated industries.
- Strong background in commercial law, regulatory compliance, and contract management.
- Experience managing litigation, disputes, and external counsel.
- Familiarity with ESG-related legal obligations and sustainability reporting.
- Advanced degree in law, business, or related field (preferred).

#### **Sector-Specific Expectations**

- Understanding of multimodal transport regulations (road, rail, maritime, air).
- Familiarity with fleet operations, safety compliance, and environmental obligations.
- Knowledge of cross-border logistics, customs law, and international trade.
- Awareness of digital transformation risks, including cybersecurity and data governance.
- Insight into insurance, claims management, and accident liability frameworks.

#### **Role Impact**

The CLO / General Counsel strengthens the organisation by:

- Protecting legal and regulatory integrity across all operations.
- Reducing legal, operational, and reputational risks.
- Supporting strategic growth through sound legal guidance.
- Enhancing governance, compliance, and ethical culture.
- Ensuring long-term organisational resilience and stakeholder trust.

## 16.2.5 Chief Risk Officer (CRO)

### Position Overview

The **Chief Risk Officer (CRO)** is the executive leader responsible for establishing, implementing, and overseeing the organisation's enterprise-wide risk management framework. The CRO ensures that risks across operations, safety, finance, compliance, cybersecurity, and strategy are identified, assessed, monitored, and mitigated effectively.

In the transport and logistics sector where organisations manage large fleets, cross-border operations, hazardous goods, regulatory scrutiny, and supply-chain vulnerabilities the CRO plays a critical role in safeguarding organisational resilience, protecting people and assets, and enabling sustainable growth.

This role aligns with **Corporate Governance Principle 16.2.5**, which outlines responsibilities related to risk governance, safety oversight, compliance integration, and strategic risk leadership.

### Key Responsibilities

#### 1. Enterprise Risk Management (ERM) Leadership

- Develop and lead the organisation's ERM framework, ensuring alignment with strategic objectives.
- Establish risk appetite, tolerance levels, and governance structures in collaboration with the Board.
- Ensure risk management is embedded into decision-making across all business units.
- Provide regular risk reports and insights to the CEO, executive team, and Board committees.

#### 2. Operational & Safety Risk Oversight

- Oversee safety-critical risks related to:
  - fleet operations
  - driver and crew safety
  - maintenance and asset integrity
  - hazardous materials handling
  - accident and incident management
- Ensure robust safety systems, reporting mechanisms, and continuous improvement processes.
- Support the COO and operational leaders in strengthening safety culture and compliance.

#### 3. Regulatory & Compliance Risk Management

- Ensure compliance with:
  - transport and logistics regulations
  - environmental and emissions standards
  - labour and working-time rules
  - cross-border and customs requirements
- Oversee compliance monitoring, audits, and remediation activities.
- Work closely with the CLO/General Counsel and Compliance teams.

#### 4. Strategic & Emerging Risk Management

- Identify and assess emerging risks, including:
  - geopolitical disruptions
  - supply-chain instability

- fuel price volatility
- climate-related risks
- ESG obligations
- digital transformation and automation impacts
- Advise the executive team on long-term risk implications and mitigation strategies.

### **5. Cybersecurity & Technology Risk**

- Oversee cybersecurity risk management, including:
  - data protection
  - digital supply-chain systems
  - telematics and fleet management technologies
  - IT resilience and incident response
- Ensure cybersecurity frameworks meet regulatory and industry standards.

### **6. Business Continuity & Crisis Management**

- Lead development and testing of business continuity and disaster recovery plans.
- Oversee crisis response processes for:
  - major accidents
  - natural disasters
  - IT system failures
  - supply-chain disruptions
- Ensure lessons learned are integrated into future planning.

### **7. Insurance & Claims Management**

- Oversee insurance strategy, including:
  - fleet insurance
  - liability coverage
  - property and cargo insurance
- Manage claims processes and relationships with insurers and brokers.
- Ensure insurance coverage aligns with risk exposure.

### **8. Risk Culture & Training**

- Promote a strong risk-aware culture across the organisation.
- Develop training programmes for:
  - safety
  - compliance
  - risk identification and reporting
  - crisis management
- Ensure employees understand their role in managing risk.

### **9. Leadership & Collaboration**

- Lead the risk management team and coordinate cross-functional risk activities.
- Collaborate closely with operations, finance, legal, HR, IT, sustainability, and commercial teams.
- Support the CEO and Board in fulfilling risk governance responsibilities.

### **Key Competencies & Attributes**

<b>Competency</b>	<b>Description</b>
<b>Risk Management Expertise</b>	Deep understanding of ERM, safety, compliance, and operational risk.

<b>Competency</b>	<b>Description</b>
<b>Sector Knowledge</b>	Familiarity with transport, logistics, supply-chain, and regulatory environments.
<b>Analytical Thinking</b>	Ability to interpret complex risk data and develop actionable insights.
<b>Strategic Insight</b>	Skilled in identifying long-term and emerging risks.
<b>Safety Leadership</b>	Strong commitment to safety culture and regulatory compliance.
<b>Crisis Management</b>	Effective in high-pressure situations requiring rapid decision-making.

<b>Communication Skills</b>	Able to articulate risk issues clearly to executives and the Board.
<b>Ethical Integrity</b>	Demonstrates transparency, accountability, and responsible leadership.

### **Qualifications & Experience**

- Senior leadership experience in risk management, safety, compliance, operations, or related fields.
- Background in transport, logistics, supply chain, infrastructure, or regulated industries is highly advantageous.
- Strong understanding of corporate governance and risk oversight responsibilities.
- Professional certifications in risk management (e.g., CRM, IRM, ISO 31000, CERA) are beneficial.
- Experience with ERM frameworks, safety systems, and regulatory compliance.
- Advanced degree in business, risk, engineering, logistics, or related field (preferred).

### **Sector-Specific Expectations**

- Understanding of multimodal transport operations and safety-critical environments.
- Familiarity with regulatory frameworks governing fleet operations, emissions, and cross-border logistics.
- Awareness of ESG-related risks, including climate resilience and sustainability reporting.
- Insight into digital transformation risks such as automation, telematics, and cybersecurity.
- Knowledge of insurance markets and claims management in transport and logistics.

### **Role Impact**

The CRO strengthens the organisation by:

- Enhancing risk governance and organisational resilience.
- Reducing operational, financial, legal, and reputational risks.
- Supporting safe, compliant, and efficient operations.
- Enabling informed strategic decision-making.
- Reinforcing stakeholder trust and long-term sustainability.

## 16.2.6 Chief Compliance Officer (CCO)

### Position Overview

The **Chief Compliance Officer (CCO)** is the executive responsible for designing, implementing, and overseeing the organisation's compliance framework. The CCO ensures that all operations, employees, and business units adhere to applicable laws, regulations, standards, and internal policies.

In the transport and logistics sector—where organisations operate fleets, manage hazardous goods, cross borders, and face strict safety and environmental obligations—the CCO plays a central role in protecting the organisation from legal, operational, and reputational risks.

This role aligns with **Corporate Governance Principle 16.2.6**, which outlines responsibilities related to compliance governance, regulatory oversight, ethical conduct, and organisational integrity.

### Key Responsibilities

#### 1. Compliance Strategy & Framework

- Develop and lead the organisation's compliance strategy and framework.
- Ensure compliance programmes align with:
  - regulatory requirements
  - industry standards
  - Board-approved governance policies
  - ESG and sustainability expectations
- Establish compliance KPIs, monitoring systems, and reporting structures.

#### 2. Regulatory Compliance Oversight

- Ensure adherence to all relevant regulations, including:
  - transport safety laws
  - environmental and emissions standards
  - labour and working-time rules
  - customs and cross-border requirements
  - data protection and cybersecurity laws
- Monitor regulatory changes and advise the executive team and Board on implications.

#### 3. Policy Development & Enforcement

- Develop, update, and enforce compliance-related policies, including:
  - code of conduct
  - anti-corruption and anti-bribery policies
  - whistleblowing procedures
  - conflict-of-interest policies
  - safety and operational compliance standards
- Ensure policies are communicated clearly and consistently across the organisation.

#### 4. Compliance Monitoring, Audits & Reporting

- Oversee internal compliance audits and coordinate external regulatory inspections.
- Monitor compliance performance, identify gaps, and implement corrective actions.
- Provide regular compliance reports to the CEO, executive team, and Board committees.

- Ensure accurate and timely regulatory filings and disclosures.

### **5. Ethics & Integrity Leadership**

- Promote a culture of ethical behaviour, transparency, and accountability.
- Oversee investigations into misconduct, ethical breaches, or compliance violations.
- Ensure whistleblowing mechanisms are confidential, accessible, and effective.
- Collaborate with the Chief Legal Officer and Ethics Committee on integrity matters.

### **6. Operational Compliance & Safety Integration**

- Work closely with the COO and operational leaders to ensure:
  - fleet compliance
  - driver and crew certification
  - maintenance and asset integrity
  - hazardous goods handling compliance
  - incident reporting and corrective actions
- Ensure safety and compliance are embedded into daily operations.

### **7. Training & Awareness**

- Develop and deliver compliance training programmes for:
  - drivers and fleet operators
  - warehouse and logistics staff
  - management and leadership teams
- Ensure employees understand their compliance responsibilities and reporting obligations.

### **8. Risk Management Collaboration**

- Support the CRO in identifying and mitigating compliance-related risks.
- Integrate compliance risk into the enterprise risk management (ERM) framework.
- Ensure compliance considerations inform strategic and operational decisions.

### **9. Cross-Border & International Compliance**

- Oversee compliance with international transport regulations, including:
  - customs and trade laws
  - cross-border labour requirements
  - international safety standards
- Ensure global operations meet local legal requirements.

### **10. Leadership & Team Development**

- Lead and develop the compliance team, fostering professionalism and continuous improvement.
- Ensure the compliance function is proactive, responsive, and aligned with organisational priorities.

### **Key Competencies & Attributes**

<b>Competency</b>	<b>Description</b>
<b>Regulatory Expertise</b>	Deep understanding of transport, logistics, safety, and environmental regulations.
<b>Ethical Leadership</b>	Strong commitment to integrity, transparency, and responsible conduct.
<b>Risk &amp; Compliance Acumen</b>	Skilled in identifying, assessing, and mitigating compliance risks.

<b>Competency</b>	<b>Description</b>
<b>Analytical Thinking</b>	Ability to interpret compliance data and regulatory requirements.
<b>Communication Skills</b>	Clear, persuasive communication with employees, executives, and regulators.
<b>Cross-Functional Collaboration</b>	Works effectively with operations, legal, HR, IT, and risk teams.
<b>Attention to Detail</b>	High accuracy in compliance monitoring and documentation.
<b>Crisis Management</b>	Capable of managing investigations, incidents, and regulatory inquiries.

### **Qualifications & Experience**

- Senior compliance leadership experience in transport, logistics, supply chain, infrastructure, or regulated industries.
- Strong understanding of regulatory frameworks, safety standards, and operational compliance.
- Experience with compliance audits, investigations, and regulatory engagement.
- Professional certifications in compliance (e.g., CCEP, CCEP-I, ISO 37301, governance certifications) are advantageous.
- Advanced degree in law, business, risk, or related field (preferred).

### **Sector-Specific Expectations**

- Familiarity with multimodal transport operations and safety-critical environments.
- Understanding of cross-border logistics, customs compliance, and international transport law.
- Awareness of ESG-related compliance obligations, including emissions reporting and labour standards.
- Insight into digital compliance risks such as cybersecurity, telematics, and data governance.

### **Role Impact**

The CCO strengthens the organisation by:

- Ensuring compliance with laws, regulations, and ethical standards.
- Reducing legal, operational, and reputational risks.
- Enhancing organisational integrity and stakeholder trust.
- Supporting safe, efficient, and sustainable operations.
- Enabling long-term resilience and governance maturity.

## 16.2.7 Chief Sustainability Officer (CSO)

### Position Overview

The **Chief Sustainability Officer (CSO)** is the executive leader responsible for developing, implementing, and overseeing the organisation's sustainability and ESG strategy. The CSO ensures that environmental, social, and governance considerations are embedded into operations, culture, and long-term strategic planning.

In the transport and logistics sector—one of the world's most emissions-intensive and heavily regulated industries—the CSO plays a pivotal role in driving decarbonisation, improving social impact, ensuring ethical supply chains, and strengthening ESG performance.

This role aligns with **Corporate Governance Principle 16.2.7**, which outlines responsibilities related to sustainability leadership, ESG governance, regulatory compliance, and stakeholder engagement.

### Key Responsibilities

#### 1. Sustainability & ESG Strategy Leadership

- Develop and lead the organisation's sustainability and ESG strategy.
- Align sustainability goals with:
  - Board-approved strategy
  - regulatory requirements
  - investor expectations
  - global sustainability standards
- Establish ESG KPIs, performance dashboards, and reporting frameworks.

#### 2. Environmental Stewardship & Decarbonisation

- Lead initiatives to reduce environmental impact, including:
  - fleet emissions reduction
  - fuel efficiency optimisation
  - transition to electric, hybrid, hydrogen, or alternative-fuel fleets
  - energy efficiency in warehouses and facilities
  - waste reduction and circular economy practices
- Ensure compliance with environmental regulations and emissions reporting requirements.

#### 3. Social Responsibility & Workforce Well-Being

- Oversee social sustainability programmes, including:
  - employee safety and well-being
  - diversity, equity, and inclusion (DEI)
  - labour standards and working conditions
  - community engagement and social impact initiatives
- Ensure alignment with international labour and human rights standards.

#### 4. Ethical Supply Chain & Procurement

- Ensure responsible sourcing and ethical supply-chain practices.
- Oversee supplier ESG assessments, audits, and compliance.
- Promote sustainable procurement, including low-carbon and ethically sourced materials.

#### 5. ESG Reporting & Disclosure

- Lead preparation of ESG disclosures, including:
  - sustainability reports
  - integrated reports

- climate-related financial disclosures
- Ensure compliance with global standards such as:
  - GRI
  - SASB
  - ISSB
  - TCFD
  - EU CSRD (where applicable)
- Ensure transparency, accuracy, and credibility in ESG communication.

## 6. Regulatory Compliance & Risk Management

- Monitor and interpret sustainability-related regulations, including:
  - emissions standards
  - environmental permits
  - cross-border sustainability requirements
  - ESG-linked financial regulations
- Collaborate with the CRO and CCO to integrate ESG risks into the ERM framework.

## 7. Innovation, Technology & Green Transformation

- Drive adoption of sustainable technologies, including:
  - telematics for fuel optimisation
  - route optimisation systems
  - warehouse automation for energy efficiency
  - renewable energy solutions
- Evaluate emerging technologies and their sustainability impact.

## 8. Stakeholder Engagement & Partnerships

- Engage with:
  - regulators
  - investors
  - customers
  - industry bodies
  - community organisations
- Represent the organisation in sustainability forums, industry coalitions, and public engagements.
- Support ESG-linked financing initiatives such as green bonds and sustainability-linked loans.

## 9. Leadership & Culture

- Foster a culture of sustainability across the organisation.
- Lead training and awareness programmes on ESG topics.
- Collaborate with HR, operations, finance, and commercial teams to embed sustainability into daily operations.

## Key Competencies & Attributes

Competency	Description
<b>Sustainability Expertise</b>	Deep understanding of environmental management, ESG frameworks, and climate strategy.
<b>Sector Knowledge</b>	Familiarity with transport and logistics emissions, safety, and regulatory obligations.
<b>Strategic Insight</b>	Ability to integrate sustainability into long-term business strategy.

<b>Competency</b>	<b>Description</b>
<b>Analytical Thinking</b>	Skilled in interpreting ESG data, KPIs, and reporting standards.
<b>Innovation Mindset</b>	Embraces new technologies and sustainable operational models.
<b>Stakeholder Influence</b>	Strong communication and engagement skills across diverse groups.
<b>Ethical Leadership</b>	Commitment to transparency, integrity, and responsible governance.
<b>Cross-Functional Collaboration</b>	Works effectively with operations, finance, HR, risk, and commercial teams.

### **Qualifications & Experience**

- Senior leadership experience in sustainability, ESG, environmental management, or related fields.
- Background in transport, logistics, supply chain, infrastructure, or regulated industries is highly advantageous.
- Strong understanding of ESG reporting standards and regulatory requirements.
- Experience with decarbonisation strategies, environmental compliance, and social impact programmes.
- Professional certifications in sustainability (e.g., ESG practitioner programmes, ISO 14001, GRI) are beneficial.
- Advanced degree in sustainability, environmental science, engineering, business, or related field (preferred).

### **Sector-Specific Expectations**

- Understanding of emissions sources and reduction pathways in transport and logistics.
- Familiarity with sustainable fleet technologies (EVs, hydrogen, biofuels).
- Awareness of global supply-chain sustainability challenges.
- Insight into ESG-linked financing and sustainability-related investor expectations.
- Knowledge of safety-critical operations and workforce well-being requirements.

### **Role Impact**

The CSO strengthens the organisation by:

- Driving sustainability transformation and ESG excellence.
- Reducing environmental impact and improving social performance.
- Enhancing compliance, risk resilience, and stakeholder trust.
- Positioning the organisation as a leader in sustainable transport and logistics.
- Supporting long-term competitiveness and responsible growth.

## 16.2.8 Chief Audit Executive (CAE)

### Position Overview

The **Chief Audit Executive (CAE)** is the organisation's most senior internal audit leader, responsible for providing independent, objective assurance on the effectiveness of governance, risk management, and internal controls. The CAE ensures that the Board, Audit Committee, and executive leadership have clear visibility into operational, financial, compliance, safety, and technology risks.

In the transport and logistics sector where organisations manage large fleets, hazardous goods, cross-border operations, and mission-critical infrastructure the CAE plays a vital role in strengthening organisational resilience, safety, and accountability.

This role aligns with **Corporate Governance Principle 16.2.8**, which outlines responsibilities related to internal audit independence, assurance, governance oversight, and continuous improvement.

### Key Responsibilities

#### 1. Internal Audit Strategy & Leadership

- Develop and execute a risk-based internal audit plan aligned with organisational strategy and risk profile.
- Ensure internal audit activities provide independent, objective assurance to the Board and Audit Committee.
- Maintain internal audit independence in accordance with professional standards (e.g., IIA Standards).

#### 2. Governance, Risk & Control Assurance

- Evaluate the effectiveness of:
  - governance structures
  - enterprise risk management (ERM) processes
  - internal controls across operations, finance, IT, and compliance
- Provide insights and recommendations to strengthen governance maturity.

#### 3. Operational & Safety Audit Oversight

- Conduct audits of safety-critical operations, including:
  - fleet operations
  - driver and crew safety
  - maintenance and asset integrity
  - hazardous materials handling
  - incident reporting and corrective actions
- Ensure operational audits support continuous improvement and regulatory compliance.

#### 4. Financial & Compliance Audits

- Oversee audits related to:
  - financial reporting accuracy
  - fraud prevention and detection
  - procurement and contract management
  - regulatory compliance (transport, environmental, labour, customs)
- Ensure findings are communicated clearly and remediation is tracked.

#### 5. Technology, Cybersecurity & Data Assurance

- Lead audits of:
  - cybersecurity controls
  - data protection and privacy compliance

- telematics and fleet management systems
- digital supply-chain platforms
- Evaluate IT resilience, system integrity, and digital transformation risks.

## 6. Audit Committee & Board Engagement

- Provide regular reports to the Audit Committee on audit findings, risk insights, and control weaknesses.
- Advise the Board on emerging risks, governance gaps, and internal control maturity.
- Ensure transparency, independence, and professional objectivity in all audit communications.

## 7. Investigation & Integrity Support

- Lead or support investigations into:
  - fraud
  - misconduct
  - ethical breaches
  - compliance violations
- Collaborate with the Chief Compliance Officer, Chief Legal Officer, and Ethics Committee.

## 8. Continuous Improvement & Best Practices

- Benchmark internal audit practices against industry standards.
- Promote automation, data analytics, and digital audit tools.
- Ensure internal audit contributes to organisational learning and performance improvement.

## 9. Leadership & Team Development

- Lead and develop the internal audit team, ensuring high professional standards.
- Foster a culture of independence, integrity, and analytical excellence.
- Support training and certification (e.g., CIA, CISA, CRMA).

## Key Competencies & Attributes

Competency	Description
<b>Audit Expertise</b>	Deep knowledge of internal audit standards, methodologies, and assurance practices.
<b>Risk &amp; Control Acumen</b>	Strong understanding of ERM, internal controls, and governance frameworks.
<b>Sector Knowledge</b>	Familiarity with transport, logistics, safety, and regulatory environments.
<b>Analytical Thinking</b>	Ability to interpret complex data and identify root causes.
<b>Independence &amp; Integrity</b>	Demonstrates objectivity, ethical judgment, and professional scepticism.
<b>Communication Skills</b>	Clear, concise reporting to executives and the Board.
<b>Technology Awareness</b>	Understanding of cybersecurity, digital systems, and data-driven auditing.
<b>Leadership</b>	Ability to inspire, develop, and lead a high-performing audit team.

## Qualifications & Experience

- Senior internal audit leadership experience in transport, logistics, supply chain, infrastructure, or regulated industries.

- Strong understanding of internal audit standards (IIA), risk management, and governance.
- Professional certifications such as CIA, CISA, CRMA, or equivalent strongly preferred.
- Experience auditing safety-critical operations, digital systems, and regulatory compliance.
- Advanced degree in accounting, finance, business, risk, or related field (preferred).

#### **Sector-Specific Expectations**

- Understanding of multimodal transport operations and safety-critical environments.
- Familiarity with regulatory frameworks governing fleet operations, emissions, and cross-border logistics.
- Awareness of ESG-related audit requirements and sustainability reporting assurance.
- Insight into digital transformation risks such as telematics, automation, and cybersecurity.
- Knowledge of insurance, claims, and incident investigation processes.

#### **Role Impact**

The CAE strengthens the organisation by:

- Enhancing governance, transparency, and accountability.
- Providing independent assurance on risk, controls, and compliance.
- Supporting safe, efficient, and resilient operations.
- Reducing financial, operational, and reputational risks.
- Reinforcing stakeholder trust and long-term sustainability.

## 16.2.9 Chief Human Resources Officer (CHRO)

### Position Overview

The **Chief Human Resources Officer (CHRO)** is the executive leader responsible for shaping the organisation's people strategy, workforce capability, culture, and talent development. In the transport and logistics sector where operational performance depends heavily on skilled drivers, warehouse teams, planners, technicians, and frontline supervisors the CHRO plays a pivotal role in building a resilient, engaged, and safety-focused workforce.

This role aligns with **Corporate Governance Principle 16.2.9**, which outlines responsibilities related to human capital strategy, organisational culture, workforce planning, and leadership development.

### Key Responsibilities

#### 1. Human Capital Strategy & Workforce Planning

- Develop and execute a comprehensive HR strategy aligned with organisational goals.
- Lead workforce planning to ensure the organisation has the right skills, capacity, and structure.
- Anticipate future workforce needs driven by:
  - digital transformation
  - fleet modernisation
  - regulatory changes
  - sustainability initiatives

#### 2. Talent Acquisition & Retention

- Oversee recruitment strategies for critical roles such as:
  - drivers
  - logistics coordinators
  - warehouse staff
  - maintenance technicians
  - operational supervisors
- Implement retention programmes to reduce turnover in high-demand roles.
- Strengthen employer branding to attract top talent.

#### 3. Learning, Development & Leadership Capability

- Lead training and development programmes focused on:
  - safety and compliance
  - operational excellence
  - leadership and supervisory skills
  - digital and technical competencies
- Build leadership pipelines and succession plans for key roles.

#### 4. Performance Management & Organisational Effectiveness

- Oversee performance management frameworks that align with:
  - operational KPIs
  - safety performance
  - customer service standards
  - ESG and sustainability goals
- Promote a culture of accountability, continuous improvement, and high performance.

#### 5. Compensation, Benefits & Workforce Well-Being

- Oversee compensation structures tailored to the sector’s unique workforce dynamics.
- Ensure competitive pay, allowances, and incentive schemes for frontline roles.
- Lead employee well-being initiatives, including:
  - fatigue management
  - mental health support
  - ergonomic and safety programmes

## **6. Labour Relations & Industrial Engagement**

- Manage relationships with unions, works councils, and employee representatives.
- Oversee collective bargaining, labour negotiations, and dispute resolution.
- Ensure compliance with labour laws, working-time regulations, and cross-border employment requirements.

## **7. Culture, Engagement & Change Management**

- Foster a culture of safety, integrity, inclusion, and operational excellence.
- Lead organisational change initiatives, including:
  - digital transformation
  - restructuring
  - mergers and acquisitions
- Conduct employee engagement surveys and drive improvement actions.

## **8. Diversity, Equity & Inclusion (DEI)**

- Develop DEI strategies that promote:
  - gender diversity in leadership
  - inclusive hiring practices
  - equitable career development
- Ensure compliance with global and local DEI regulations.

## **9. HR Governance, Compliance & Reporting**

- Ensure HR policies comply with:
  - labour and employment laws
  - transport and logistics regulations
  - safety and training requirements
- Oversee HR reporting for:
  - Board committees
  - ESG disclosures
  - regulatory filings
- Maintain accurate workforce data and HR analytics.

## **10. Technology & Digital HR Transformation**

- Lead adoption of HR technologies, including:
  - HRIS platforms
  - digital learning systems
  - workforce scheduling tools
  - telematics-linked performance data
- Ensure HR digitalisation supports efficiency and data-driven decision-making.

## **Key Competencies & Attributes**

<b>Competency</b>	<b>Description</b>
<b>Strategic HR Leadership</b>	Ability to align people strategy with organisational goals.

<b>Competency</b>	<b>Description</b>
<b>Sector Knowledge</b>	Understanding of transport and logistics workforce dynamics and regulatory requirements.
<b>Safety &amp; Compliance Mindset</b>	Strong commitment to safety culture and regulatory adherence.
<b>Labour Relations Expertise</b>	Skilled in union engagement, negotiations, and conflict resolution.
<b>People Development</b>	Ability to build leadership capability and workforce skills.
<b>Change Leadership</b>	Effective in leading transformation and organisational change.
<b>Analytical Thinking</b>	Strong HR analytics and data-driven decision-making.
<b>Ethical Integrity</b>	Demonstrates fairness, transparency, and responsible leadership.

### **Qualifications & Experience**

- Senior HR leadership experience in transport, logistics, supply chain, infrastructure, or labour-intensive industries.
- Strong background in labour relations, workforce planning, and organisational development.
- Experience managing large, diverse, and geographically dispersed workforces.
- Professional HR certifications (e.g., SHRM-SCP, CIPD, HRCI) are advantageous.
- Advanced degree in HR, business, organisational psychology, or related field (preferred).

### **Sector-Specific Expectations**

- Understanding of driver workforce challenges, certification requirements, and fatigue management.
- Familiarity with cross-border employment regulations and international labour standards.
- Awareness of ESG-related workforce reporting and social sustainability requirements.
- Insight into digital transformation impacts on workforce roles and skills.

### **Role Impact**

The CHRO strengthens the organisation by:

- Building a skilled, engaged, and safety-focused workforce.
- Enhancing organisational culture, leadership capability, and operational performance.
- Reducing turnover, improving productivity, and supporting long-term resilience.
- Ensuring compliance with labour, safety, and regulatory requirements.
- Positioning the organisation as an employer of choice in the transport and logistics sector.

## 16.2.10 Chief Information Officer (CIO)

### Position Overview

The **Chief Information Officer (CIO)** is the executive leader responsible for the organisation's technology strategy, digital transformation, data governance, and IT operations. The CIO ensures that technology enables safe, efficient, compliant, and customer-centric transport and logistics operations.

In a sector where real-time visibility, automation, telematics, cybersecurity, and integrated supply-chain systems are mission-critical, the CIO plays a central role in shaping operational excellence and long-term competitiveness.

This role aligns with **Corporate Governance Principle 16.2.10**, which outlines responsibilities related to technology leadership, digital innovation, cybersecurity governance, and data-driven decision-making.

### Key Responsibilities

#### 1. Technology Strategy & Digital Transformation

- Develop and execute the organisation's technology and digital transformation strategy.
- Ensure alignment with:
  - Board-approved strategic objectives
  - operational priorities
  - sustainability and ESG goals
  - customer experience expectations
- Lead digital innovation across fleet operations, warehousing, planning, and customer interfaces.

#### 2. IT Operations & Infrastructure Management

- Oversee reliable, secure, and scalable IT infrastructure, including:
  - data centres and cloud environments
  - network and communications systems
  - hardware and software lifecycle management
- Ensure high system availability for mission-critical logistics operations.

#### 3. Cybersecurity & Data Protection

- Lead cybersecurity strategy, including:
  - threat detection and response
  - data protection and privacy compliance
  - secure telematics and IoT systems
  - cybersecurity awareness training
- Ensure compliance with cybersecurity regulations and industry standards.

#### 4. Digital Logistics & Operational Technology

- Oversee deployment and optimisation of logistics technologies, including:
  - telematics and fleet management systems
  - route optimisation and dispatch platforms
  - warehouse management systems (WMS)
  - transport management systems (TMS)
  - automation and robotics
- Ensure technology enhances safety, efficiency, and service quality.

#### 5. Data Governance, Analytics & Business Intelligence

- Establish enterprise-wide data governance frameworks.
- Lead development of analytics capabilities to support:

- operational performance
- predictive maintenance
- fuel optimisation
- customer insights
- risk and safety reporting
- Promote a data-driven culture across the organisation.

## 6. Digital Customer Experience

- Oversee digital platforms that enhance customer experience, including:
  - real-time tracking
  - customer portals
  - automated notifications
  - digital documentation and e-signatures
- Ensure technology supports transparency, reliability, and service excellence.

## 7. Technology Risk Management

- Identify and mitigate technology-related risks, including:
  - system failures
  - cybersecurity threats
  - data breaches
  - vendor dependencies
  - operational disruptions
- Collaborate with the CRO and CCO to integrate IT risks into the ERM framework.

## 8. Vendor & Partner Management

- Oversee relationships with technology vendors, integrators, and service providers.
- Ensure contracts deliver value, compliance, and performance.
- Evaluate emerging technologies and strategic partnerships.

## 9. Budgeting & Resource Management

- Manage IT budgets, investments, and cost optimisation.
- Ensure efficient allocation of resources to support strategic priorities.
- Oversee technology procurement and lifecycle planning.

## 10. Leadership & Organisational Development

- Lead and develop IT and digital teams.
- Foster a culture of innovation, agility, and continuous improvement.
- Ensure technology skills evolve with industry trends and organisational needs.

## Key Competencies & Attributes

Competency	Description
<b>Technology Leadership</b>	Ability to shape and execute digital and IT strategy.
<b>Sector Knowledge</b>	Understanding of logistics technologies, telematics, and operational systems.
<b>Cybersecurity Expertise</b>	Strong command of cybersecurity frameworks and data protection.
<b>Operational Acumen</b>	Ability to align technology with operational efficiency and safety.
<b>Analytical Thinking</b>	Skilled in data governance, analytics, and digital insights.
<b>Innovation Mindset</b>	Embraces emerging technologies and digital transformation.

<b>Competency</b>	<b>Description</b>
<b>Stakeholder Influence</b>	Strong communication and collaboration across functions.
<b>Ethical Integrity</b>	Commitment to responsible data use, transparency, and governance.

### **Qualifications & Experience**

- Senior IT leadership experience in transport, logistics, supply chain, infrastructure, or technology-intensive industries.
- Strong background in digital transformation, cybersecurity, and enterprise systems.
- Experience with logistics technologies (TMS, WMS, telematics, IoT) is highly advantageous.
- Professional certifications in IT governance, cybersecurity, or project management (e.g., CISM, CISSP, ITIL, PMP) are beneficial.
- Advanced degree in information technology, computer science, engineering, or related field (preferred).

### **Sector-Specific Expectations**

- Understanding of real-time logistics systems and operational technology.
- Familiarity with cross-border data requirements and digital customs processes.
- Awareness of ESG-related digital reporting and sustainability technologies.
- Insight into automation, AI, robotics, and predictive analytics in logistics.
- Knowledge of safety-critical systems and regulatory compliance.

### **Role Impact**

The CIO strengthens the organisation by:

- Driving digital transformation and operational innovation.
- Enhancing cybersecurity, data governance, and IT resilience.
- Improving operational efficiency, safety, and customer experience.
- Supporting strategic growth through technology-enabled capabilities.
- Positioning the organisation as a modern, competitive, and future-ready logistics leader.

## 16.2.11 Chief Data Officer (CDO)

### Position Overview

The **Chief Data Officer (CDO)** is the executive leader responsible for the organisation's data strategy, governance, analytics, and data-driven innovation. The CDO ensures that data is accurate, secure, accessible, and leveraged to improve operational efficiency, customer experience, safety, and strategic decision-making.

In the transport and logistics sector—where telematics, IoT sensors, fleet data, route optimisation, warehouse automation, and real-time tracking generate massive data volumes—the CDO plays a critical role in transforming data into a strategic asset.

This role aligns with **Corporate Governance Principle 16.2.11**, which outlines responsibilities related to data governance, digital intelligence, analytics capability, and information-driven decision support.

### Key Responsibilities

#### 1. Data Strategy & Governance Leadership

- Develop and lead the organisation's enterprise-wide data strategy.
- Establish data governance frameworks covering:
  - data quality
  - data ownership
  - metadata management
  - data lifecycle management
  - data ethics and responsible use
- Ensure alignment with Board-approved strategy and regulatory requirements.

#### 2. Data Architecture & Infrastructure

- Oversee design and optimisation of data architecture, including:
  - data lakes and warehouses
  - integration platforms
  - IoT and telematics data pipelines
  - cloud and hybrid data environments
- Ensure scalable, secure, and high-performance data infrastructure.

#### 3. Analytics, Insights & Business Intelligence

- Lead development of advanced analytics capabilities, including:
  - predictive maintenance
  - route optimisation
  - demand forecasting
  - fuel efficiency modelling
  - safety and risk analytics
- Deliver dashboards and insights that support executive and operational decision-making.

#### 4. Data Quality & Integrity

- Establish data quality standards and monitoring systems.
- Ensure accuracy, consistency, and reliability of operational and financial data.
- Oversee data cleansing, validation, and reconciliation processes.

#### 5. AI, Automation & Digital Innovation

- Drive adoption of AI and machine learning applications, such as:
  - automated scheduling and dispatch
  - anomaly detection in fleet behaviour
  - warehouse robotics optimisation

- customer service automation
- Evaluate emerging technologies and their potential impact on logistics operations.

## 6. Data Protection, Privacy & Cybersecurity Collaboration

- Ensure compliance with data protection laws and privacy regulations.
- Collaborate with the CIO and CISO on:
  - cybersecurity controls
  - secure data access
  - identity and access management
  - incident response
- Promote responsible and ethical data use.

## 7. Customer & Supply-Chain Data Management

- Oversee data systems supporting:
  - real-time tracking
  - customer portals
  - digital documentation
  - supply-chain visibility platforms
- Ensure data enhances customer experience and operational transparency.

## 8. ESG, Sustainability & Regulatory Reporting

- Support sustainability reporting through:
  - emissions data accuracy
  - fuel consumption analytics
  - ESG performance dashboards
- Ensure compliance with environmental and data-related regulatory requirements.

## 9. Cross-Functional Collaboration

- Work closely with:
  - operations (fleet, warehouse, planning)
  - finance
  - commercial teams
  - HR
  - risk and compliance
- Ensure data supports organisational performance and strategic priorities.

## 10. Leadership & Capability Development

- Build and lead data teams, including:
  - data engineers
  - data scientists
  - analysts
  - governance specialists
- Foster a data-driven culture across the organisation.

## Key Competencies & Attributes

Competency	Description
<b>Data Strategy Expertise</b>	Ability to design and execute enterprise-wide data strategies.
<b>Technical Mastery</b>	Strong understanding of data architecture, analytics, and AI.
<b>Sector Knowledge</b>	Familiarity with logistics data flows, telematics, and operational systems.

<b>Competency</b>	<b>Description</b>
<b>Analytical Thinking</b>	Skilled in turning complex data into actionable insights.
<b>Governance &amp; Compliance</b>	Strong command of data protection, privacy, and regulatory requirements.
<b>Innovation Mindset</b>	Embraces emerging technologies and digital transformation.
<b>Cross-Functional Influence</b>	Effective collaboration with operations, IT, finance, and commercial teams.
<b>Ethical Integrity</b>	Commitment to responsible data use and transparency.

### **Qualifications & Experience**

- Senior leadership experience in data management, analytics, digital transformation, or related fields.
- Background in transport, logistics, supply chain, or technology-intensive industries is highly advantageous.
- Strong understanding of data governance, architecture, and analytics frameworks.
- Experience with IoT, telematics, automation, and real-time operational data.
- Professional certifications in data management, analytics, or governance (e.g., CDMP, DAMA, CDO certifications) are beneficial.
- Advanced degree in data science, computer science, engineering, business analytics, or related field (preferred).

### **Sector-Specific Expectations**

- Understanding of fleet data, route optimisation, and telematics systems.
- Familiarity with warehouse automation, robotics, and digital supply-chain platforms.
- Awareness of ESG-related data requirements and sustainability reporting.
- Insight into cybersecurity risks and digital supply-chain vulnerabilities.
- Knowledge of cross-border data flows and digital customs processes.

### **Role Impact**

The CDO strengthens the organisation by:

- Transforming data into a strategic asset that drives efficiency and innovation.
- Enhancing operational performance, safety, and customer experience.
- Improving data quality, governance, and regulatory compliance.
- Supporting digital transformation and long-term competitiveness.
- Enabling predictive, intelligent, and resilient logistics operations.

## 16.2.12 Chief Security Officer (CSO – Corporate Security)

### Position Overview

The **Chief Security Officer (CSO)** is the executive leader responsible for the organisation's corporate security strategy, physical protection systems, crisis management, and security risk governance. The CSO ensures that people, cargo, fleet assets, facilities, and supply-chain operations are protected against threats such as theft, vandalism, terrorism, cyber-physical attacks, insider risks, and geopolitical disruptions.

In the transport and logistics sector—where operations span borders, involve high-value cargo, and rely on complex networks of depots, warehouses, and fleet movements—the CSO plays a critical role in safeguarding operational continuity and organisational resilience.

This role aligns with **Corporate Governance Principle 16.2.12**, which outlines responsibilities related to security governance, risk mitigation, crisis response, and protection of critical assets.

### Key Responsibilities

#### 1. Corporate Security Strategy & Governance

- Develop and lead the organisation's corporate security strategy.
- Establish security governance frameworks, policies, and standards.
- Ensure alignment with:
  - Board-approved risk appetite
  - regulatory requirements
  - international security standards (e.g., ISO 28000, TAPA)
  - ESG and sustainability expectations
- Provide regular security reports to the CEO, CRO, and Board committees.

#### 2. Physical Security & Asset Protection

- Oversee security of:
  - fleet vehicles
  - warehouses and distribution centres
  - depots and terminals
  - cross-dock facilities
  - corporate offices
- Implement physical security controls such as:
  - access control systems
  - CCTV and surveillance
  - perimeter protection
  - intrusion detection
  - secure parking and loading zones

#### 3. Cargo Security & Supply-Chain Protection

- Ensure protection of high-value, sensitive, or regulated cargo.
- Oversee secure transport protocols, including:
  - route risk assessments
  - driver security briefings
  - secure parking and rest-stop procedures
  - cargo sealing and tamper-evident systems

- Ensure compliance with international cargo security programmes (e.g., C-TPAT, AEO).

#### **4. Threat Intelligence & Risk Management**

- Monitor global and regional security threats, including:
  - organised cargo crime
  - hijacking and theft
  - terrorism and sabotage
  - geopolitical instability
  - insider threats
- Conduct security risk assessments and implement mitigation measures.
- Collaborate with the CRO to integrate security risks into the ERM framework.

#### **5. Crisis Management & Business Continuity**

- Lead crisis response for:
  - major security incidents
  - natural disasters
  - civil unrest
  - supply-chain disruptions
  - facility breaches
- Oversee business continuity planning, emergency response, and incident recovery.
- Conduct drills, simulations, and crisis readiness training.

#### **6. Security Operations & Incident Response**

- Oversee 24/7 security operations, including:
  - security control centres
  - incident monitoring
  - rapid response protocols
- Ensure timely investigation of security incidents and root-cause analysis.
- Coordinate with law enforcement, regulators, and insurance partners.

#### **7. Insider Threat & Workforce Security**

- Develop programmes to prevent and detect insider risks.
- Oversee:
  - background checks
  - access rights management
  - employee security awareness training
  - behavioural risk monitoring
- Ensure alignment with HR, Legal, and Compliance functions.

#### **8. Technology, Surveillance & Digital Security Integration**

- Oversee deployment of security technologies, including:
  - telematics-based security alerts
  - geofencing
  - AI-enabled surveillance
  - automated access control
- Collaborate with the CIO and CISO to manage cyber-physical security risks.

#### **9. Regulatory Compliance & Industry Standards**

- Ensure compliance with:
  - transport security regulations
  - customs and border security requirements
  - hazardous goods security protocols

- data protection and privacy laws (for surveillance systems)
- Maintain certifications and audit readiness for security standards.

## 10. Leadership & Stakeholder Engagement

- Lead and develop the corporate security team.
- Build strong relationships with:
  - law enforcement
  - customs and border agencies
  - industry security networks
  - insurers and risk partners
- Promote a culture of security awareness across the organisation.

### Key Competencies & Attributes

Competency	Description
<b>Security Expertise</b>	Deep knowledge of physical security, cargo protection, and threat management.
<b>Sector Knowledge</b>	Understanding of transport, logistics, and supply-chain security risks.
<b>Crisis Leadership</b>	Effective in high-pressure situations requiring rapid, decisive action.
<b>Risk &amp; Governance Acumen</b>	Skilled in integrating security into enterprise risk frameworks.
<b>Analytical Thinking</b>	Ability to interpret threat intelligence and incident data.
<b>Technology Awareness</b>	Familiarity with surveillance, telematics, and security automation.
<b>Communication Skills</b>	Clear, authoritative communication with executives and frontline teams.
<b>Ethical Integrity</b>	Commitment to responsible, lawful, and transparent security practices.

### Qualifications & Experience

- Senior security leadership experience in transport, logistics, supply chain, infrastructure, or high-risk industries.
- Strong background in physical security, crisis management, and threat intelligence.
- Experience with cargo crime prevention, supply-chain security, and regulatory compliance.
- Professional certifications (e.g., CPP, PSP, CISSP, ISO 28000 Lead Auditor) are advantageous.
- Advanced degree in security management, criminology, risk, or related field (preferred).

### Sector-Specific Expectations

- Understanding of cargo crime trends, hijacking risks, and organised theft networks.
- Familiarity with cross-border security requirements and customs programmes.
- Awareness of cyber-physical risks in telematics, IoT, and automated logistics systems.
- Insight into ESG-related security reporting and human rights due-diligence obligations.

- Knowledge of hazardous goods security and regulatory frameworks.

**Role Impact**

The CSO strengthens the organisation by:

- Protecting people, cargo, assets, and infrastructure.
- Reducing security-related losses, disruptions, and liabilities.
- Enhancing crisis readiness and operational resilience.
- Supporting safe, compliant, and secure logistics operations.
- Reinforcing stakeholder trust and long-term organisational stability.

## 16.2.13 VP / Director of Corporate Governance

### Position Overview

The **VP / Director of Corporate Governance** is the senior executive responsible for designing, implementing, and overseeing the organisation's governance framework. This role ensures that the Board, its committees, and executive leadership operate within a robust governance system that supports transparency, accountability, ethical conduct, and regulatory compliance.

In the transport and logistics sector—where safety, regulatory oversight, cross-border operations, and ESG expectations are central—the Director of Corporate Governance plays a pivotal role in strengthening organisational resilience and Board effectiveness. This role aligns with **Corporate Governance Principle 16.2.13**, which outlines responsibilities related to governance leadership, Board support, compliance alignment, and continuous improvement of governance practices.

### Key Responsibilities

#### 1. Governance Framework Leadership

- Develop and maintain the organisation's corporate governance framework.
- Oversee governance policies, including:
  - Board and committee charters
  - codes of conduct
  - delegation of authority frameworks
  - governance procedures and protocols
- Ensure alignment with regulatory requirements, industry standards, and ESG expectations.

#### 2. Board & Committee Support

- Provide strategic governance support to the Board and its committees.
- Oversee:
  - annual governance calendars
  - agenda planning
  - Board pack quality assurance
  - minute accuracy and action-tracking
- Ensure directors receive timely, relevant, and accurate information.

#### 3. Governance Compliance & Regulatory Alignment

- Ensure compliance with:
  - corporate governance codes
  - transport and logistics regulations
  - environmental and safety reporting obligations
  - cross-border governance requirements
- Oversee statutory filings, disclosures, and governance-related regulatory submissions.

#### 4. Board Development & Evaluation

- Lead Board and committee evaluation processes.
- Oversee director onboarding, induction, and ongoing training.
- Support succession planning for Board and executive leadership roles.
- Ensure directors remain informed on governance trends and regulatory changes.

#### 5. Ethics, Integrity & Governance Culture

- Promote a culture of ethical conduct, transparency, and accountability.
- Oversee:

- conflict-of-interest management
- whistleblowing frameworks
- governance-related investigations
- Collaborate with the Chief Compliance Officer and Chief Legal Officer on integrity matters.

## 6. ESG & Sustainability Governance

- Support ESG governance structures, including:
  - sustainability reporting
  - climate-related disclosures
  - social and ethical governance oversight
- Ensure ESG considerations are integrated into Board decision-making.

## 7. Governance Reporting & Disclosure

- Oversee governance sections of:
  - annual reports
  - integrated reports
  - sustainability reports
- Ensure accuracy, transparency, and alignment with global reporting standards.

## 8. Risk & Assurance Collaboration

- Work closely with:
  - Chief Risk Officer (CRO)
  - Chief Audit Executive (CAE)
  - Chief Compliance Officer (CCO)
- Ensure governance, risk, and compliance (GRC) functions are aligned and effective.
- Support enterprise risk management (ERM) governance processes.

## 9. Digital Governance & Information Management

- Oversee governance technology platforms, including Board portals.
- Ensure secure, efficient management of governance documentation.
- Promote digital transformation of governance processes.

## 10. Leadership & Stakeholder Engagement

- Lead the corporate governance team.
- Serve as a trusted advisor to the Board, CEO, and executive leadership.
- Engage with regulators, shareholders, and industry bodies on governance matters.

## Key Competencies & Attributes

<b>Competency</b>	<b>Description</b>
<b>Governance Expertise</b>	Deep understanding of corporate governance frameworks and Board operations.
<b>Regulatory Acumen</b>	Strong knowledge of transport, logistics, and ESG-related regulations.

<b>Strategic Insight</b>	Ability to align governance with organisational strategy and risk profile.
<b>Communication Skills</b>	Clear, persuasive communication with directors and executives.
<b>Ethical Integrity</b>	Demonstrates transparency, fairness, and responsible leadership.
<b>Analytical Thinking</b>	Skilled in interpreting governance data and evaluation outcomes.
<b>Organisational Excellence</b>	Strong coordination, planning, and documentation capabilities.
<b>Stakeholder Influence</b>	Effective engagement with regulators, shareholders, and industry partners.

### **Qualifications & Experience**

- Senior governance leadership experience in transport, logistics, supply chain, infrastructure, or regulated industries.
- Strong understanding of corporate governance codes, regulatory frameworks, and Board operations.
- Experience supporting Boards, committees, and executive leadership teams.
- Professional governance qualifications (e.g., CGI/ICSA, IoD) are highly advantageous.
- Advanced degree in law, governance, business, or related field (preferred).

### **Sector-Specific Expectations**

- Familiarity with safety-critical governance and regulatory oversight.
- Understanding of cross-border logistics governance and international compliance.
- Awareness of ESG governance requirements and sustainability reporting.
- Insight into digital governance tools and secure information management.

### **Role Impact**

The VP / Director of Corporate Governance strengthens the organisation by:

- Enhancing Board effectiveness and governance maturity.
- Ensuring compliance, transparency, and ethical conduct.
- Supporting strategic decision-making through strong governance processes.
- Reinforcing stakeholder trust and organisational credibility.
- Building a resilient, well-governed transport and logistics enterprise.

## 16.2.14 VP / Director of Corporate Strategy

### Position Overview

The **VP / Director of Corporate Strategy** is the senior executive responsible for shaping the organisation's long-term strategic direction, driving transformation initiatives, and ensuring alignment between corporate objectives, operational capabilities, and market realities. This role leads strategic planning, competitive intelligence, portfolio optimisation, and enterprise-wide transformation programmes.

In the transport and logistics sector where organisations face volatile markets, technological disruption, regulatory shifts, and evolving customer expectations the Director of Corporate Strategy plays a critical role in building resilience, competitiveness, and sustainable growth.

This role aligns with **Corporate Governance Principle 16.2.14**, which outlines responsibilities related to strategic leadership, organisational transformation, market analysis, and long-term value creation.

### Key Responsibilities

#### 1. Corporate Strategy Development

- Lead development of the organisation's long-term strategy in alignment with Board and CEO direction.
- Translate strategic objectives into actionable plans, KPIs, and performance targets.
- Identify growth opportunities across:
  - new markets
  - service lines
  - digital platforms
  - sustainability initiatives
  - partnerships and M&A

#### 2. Strategic Planning & Execution

- Oversee annual and multi-year strategic planning cycles.
- Ensure alignment between corporate strategy and:
  - operational capabilities
  - financial plans
  - risk appetite
  - ESG commitments
- Monitor execution of strategic initiatives and report progress to executive leadership and the Board.

#### 3. Market Intelligence & Competitive Analysis

- Lead market research and competitive intelligence activities.
- Analyse trends affecting the transport and logistics sector, including:
  - digitalisation
  - automation
  - regulatory changes
  - geopolitical shifts
  - sustainability and decarbonisation
- Provide insights to support strategic decision-making.

#### 4. Transformation & Change Leadership

- Lead enterprise-wide transformation programmes, including:
  - digital transformation

- fleet modernisation
- network optimisation
- organisational redesign
- customer experience transformation
- Ensure change initiatives are delivered on time, on budget, and with measurable impact.

### **5. Mergers, Acquisitions & Strategic Partnerships**

- Identify and evaluate potential M&A opportunities.
- Lead due diligence, valuation, and integration planning.
- Develop strategic partnerships with:
  - technology providers
  - logistics partners
  - sustainability innovators
  - cross-border operators

### **6. ESG & Sustainability Strategy Integration**

- Ensure sustainability and ESG priorities are embedded into corporate strategy.
- Support decarbonisation roadmaps, circular economy initiatives, and social impact programmes.
- Collaborate with the CSO (Sustainability) on climate-related strategic planning.

### **7. Portfolio & Performance Management**

- Evaluate business unit performance and strategic fit.
- Recommend portfolio adjustments, divestments, or new investments.
- Oversee strategic KPIs and performance dashboards.

### **8. Risk & Scenario Planning**

- Conduct scenario planning for:
  - supply-chain disruptions
  - fuel price volatility
  - regulatory shifts
  - technological disruption
  - geopolitical risks
- Collaborate with the CRO to integrate strategic risks into the ERM framework.

### **9. Stakeholder Engagement & Communication**

- Present strategic insights and recommendations to the CEO, executive team, and Board.
- Communicate strategy across the organisation to ensure alignment and engagement.
- Support investor relations with strategic narratives and market positioning.

### **10. Leadership & Team Development**

- Lead the corporate strategy team, including analysts, planners, and transformation specialists.
- Foster a culture of strategic thinking, innovation, and continuous improvement.
- Build strategic capability across the organisation.

### **Key Competencies & Attributes**

<b>Competency</b>	<b>Description</b>
<b>Strategic Insight</b>	Ability to anticipate industry trends and shape long-term direction.

<b>Competency</b>	<b>Description</b>
<b>Analytical Excellence</b>	Skilled in data-driven analysis, modelling, and scenario planning.
<b>Sector Knowledge</b>	Deep understanding of transport, logistics, and supply-chain dynamics.
<b>Transformation Leadership</b>	Effective in leading complex, cross-functional change initiatives.
<b>Commercial Acumen</b>	Strong understanding of market dynamics, customer needs, and value creation.
<b>Communication Skills</b>	Clear, persuasive communication with executives and the Board.
<b>Innovation Mindset</b>	Embraces new technologies, business models, and sustainability trends.
<b>Collaboration &amp; Influence</b>	Works effectively across functions and organisational levels.

### **Qualifications & Experience**

- Senior strategy leadership experience in transport, logistics, supply chain, infrastructure, or related industries.
- Proven track record in strategic planning, transformation, and market analysis.
- Experience with M&A, partnerships, and strategic investment evaluation.
- Strong understanding of digital transformation, sustainability, and operational strategy.
- Advanced degree in business, economics, engineering, logistics, or related field (preferred).
- Professional certifications in strategy, transformation, or project leadership are advantageous.

### **Sector-Specific Expectations**

- Understanding of multimodal transport operations and global supply-chain networks.
- Familiarity with regulatory frameworks, safety requirements, and cross-border logistics.
- Awareness of ESG-related strategic drivers, including decarbonisation and social impact.
- Insight into digital logistics technologies such as telematics, AI, automation, and real-time visibility platforms.

### **Role Impact**

The VP / Director of Corporate Strategy strengthens the organisation by:

- Shaping long-term direction and competitive positioning.
- Driving transformation and innovation across the enterprise.
- Enhancing resilience, sustainability, and operational excellence.
- Supporting informed decision-making at the executive and Board levels.
- Enabling sustainable growth in a rapidly evolving transport and logistics landscape.

## 16.2.15 VP / Director of Legal Affairs

### Position Overview

The **VP / Director of Legal Affairs** is the senior leader responsible for overseeing the organisation's legal strategy, legal operations, and regulatory compliance across all jurisdictions in which the company operates. This role ensures that the organisation's activities, contracts, partnerships, and governance processes comply with applicable laws and support safe, efficient, and sustainable logistics operations.

In the transport and logistics sector where companies manage large fleets, cross-border movements, hazardous goods, complex contracts, and high regulatory scrutiny the Director of Legal Affairs plays a critical role in protecting the organisation's interests and enabling strategic growth.

This role aligns with **Corporate Governance Principle 16.2.15**, which outlines responsibilities related to legal oversight, regulatory compliance, contract governance, and executive advisory support.

### Key Responsibilities

#### 1. Legal Strategy & Leadership

- Develop and lead the organisation's legal strategy in alignment with corporate objectives.
- Provide legal guidance to the CEO, executive team, and Board on strategic, operational, and governance matters.
- Ensure legal considerations are integrated into business planning and decision-making.

#### 2. Regulatory Compliance & Legal Risk Management

- Oversee compliance with:
  - transport and logistics regulations
  - environmental and emissions laws
  - labour and working-time rules
  - customs and cross-border requirements
  - data protection and cybersecurity regulations
- Identify, assess, and mitigate legal risks across operations.
- Collaborate with the CRO and CCO to integrate legal risks into the ERM and compliance frameworks.

#### 3. Contract Governance & Commercial Support

- Oversee drafting, negotiation, and review of key contracts, including:
  - customer service agreements
  - supplier and vendor contracts
  - fleet leasing and procurement agreements
  - warehousing and logistics contracts
  - cross-border and international transport arrangements
- Ensure contracts protect the organisation's interests and comply with legal and regulatory requirements.

#### 4. Litigation, Disputes & Claims Management

- Manage litigation, arbitration, and dispute resolution processes.
- Oversee claims related to:
  - accidents and incidents
  - cargo loss or damage
  - insurance matters

- regulatory enforcement actions
- Coordinate with external counsel and ensure cost-effective legal representation.

### **5. Governance & Board Support**

- Support the Corporate Governance function with legal oversight.
- Ensure compliance with governance codes, statutory obligations, and disclosure requirements.
- Prepare legal reports and updates for the Board and its committees.

### **6. Cross-Border & International Legal Affairs**

- Oversee legal matters related to:
  - international transport regulations
  - customs and trade compliance
  - cross-border labour and safety requirements
  - international contracts and partnerships
- Ensure global operations comply with local and international laws.

### **7. Ethics, Integrity & Compliance Collaboration**

- Support ethical conduct and integrity frameworks, including:
  - anti-corruption and anti-bribery programmes
  - whistleblowing mechanisms
  - conflict-of-interest management
- Work closely with the CCO and CLO/General Counsel on integrity matters.

### **8. Mergers, Acquisitions & Strategic Transactions**

- Provide legal oversight for:
  - due diligence
  - transaction structuring
  - contract negotiation
  - post-merger integration
- Ensure legal risks are identified and managed throughout the transaction lifecycle.

### **9. Legal Operations & Process Improvement**

- Oversee legal operations, including:
  - legal technology platforms
  - document management
  - legal spend optimisation
  - standardised contract templates
- Promote efficiency, transparency, and continuous improvement in legal processes.

### **10. Leadership & Team Development**

- Lead and develop the legal affairs team.
- Foster a culture of professionalism, accountability, and continuous learning.
- Ensure legal capabilities evolve with regulatory and industry trends.

### **Key Competencies & Attributes**

<b>Competency</b>	<b>Description</b>
<b>Legal Expertise</b>	Strong command of corporate, commercial, regulatory, and transport law.
<b>Strategic Judgment</b>	Ability to balance legal risk with commercial and operational realities.

<b>Competency</b>	<b>Description</b>
<b>Sector Knowledge</b>	Understanding of logistics, fleet operations, and cross-border regulations.
<b>Risk Awareness</b>	Skilled in identifying and mitigating legal and regulatory risks.
<b>Negotiation Skills</b>	Effective in complex contract negotiations and dispute resolution.
<b>Ethical Integrity</b>	Demonstrates transparency, fairness, and responsible leadership.
<b>Communication Skills</b>	Able to explain complex legal issues clearly to non-legal stakeholders.
<b>Cross-Functional Collaboration</b>	Works effectively with operations, finance, HR, compliance, and governance teams.

### **Qualifications & Experience**

- Qualified lawyer with a recognised legal degree and bar admission.
- Senior legal leadership experience in transport, logistics, supply chain, infrastructure, or regulated industries.
- Strong background in commercial law, regulatory compliance, and contract management.
- Experience managing litigation, disputes, and external counsel.
- Familiarity with ESG-related legal obligations and sustainability reporting.
- Advanced degree in law, business, or related field (preferred).

### **Sector-Specific Expectations**

- Understanding of multimodal transport regulations (road, rail, maritime, air).
- Familiarity with fleet operations, safety compliance, and environmental obligations.
- Knowledge of cross-border logistics, customs law, and international trade.
- Awareness of digital transformation risks, including cybersecurity and data governance.
- Insight into insurance, claims management, and accident liability frameworks.

### **Role Impact**

The VP / Director of Legal Affairs strengthens the organisation by:

- Protecting legal and regulatory integrity across all operations.
- Reducing legal, operational, and reputational risks.
- Supporting strategic growth through sound legal guidance.
- Enhancing governance, compliance, and ethical culture.
- Ensuring long-term organisational resilience and stakeholder trust.

## 16.2.16 VP / Director of Risk Management

### Position Overview

The **VP / Director of Risk Management** is the senior executive responsible for developing, implementing, and overseeing the organisation's enterprise-wide risk management framework. This role ensures that operational, financial, strategic, compliance, safety, cybersecurity, and supply-chain risks are identified, assessed, monitored, and mitigated effectively.

In the transport and logistics sector—where organisations manage large fleets, cross-border operations, hazardous goods, and complex supply-chain networks—the Director of Risk Management plays a pivotal role in safeguarding organisational resilience, protecting people and assets, and enabling sustainable growth.

This role aligns with **Corporate Governance Principle 16.2.16**, which outlines responsibilities related to risk governance, operational risk oversight, safety integration, and enterprise resilience.

### Key Responsibilities

#### 1. Enterprise Risk Management (ERM) Framework

- Develop and maintain the organisation's ERM framework.
- Establish risk appetite, tolerance thresholds, and governance structures.
- Ensure risk management is embedded into strategic planning and operational decision-making.
- Provide regular risk reports to the CEO, CRO (if applicable), and Board committees.

#### 2. Operational Risk Oversight

- Identify and manage risks related to:
  - fleet operations
  - driver and crew safety
  - warehousing and distribution
  - hazardous materials handling
  - maintenance and asset integrity
- Conduct operational risk assessments and ensure mitigation plans are implemented.

#### 3. Safety & Compliance Risk Integration

- Collaborate with the COO, CCO, and Safety teams to ensure:
  - regulatory compliance
  - incident reporting and investigation
  - corrective and preventive actions
  - safety culture reinforcement
- Monitor safety performance indicators and risk trends.

#### 4. Financial & Insurance Risk Management

- Oversee insurance strategy, including:
  - fleet insurance
  - liability coverage
  - cargo and property insurance
- Manage claims processes and relationships with insurers and brokers.
- Conduct financial risk assessments related to:
  - fuel price volatility
  - currency exposure

- credit and counterparty risk

## 5. Supply-Chain & Business Continuity Risk

- Assess risks across the supply chain, including:
  - vendor reliability
  - geopolitical disruptions
  - port and border delays
  - natural disasters
- Lead business continuity planning and crisis management frameworks.
- Conduct scenario planning and resilience testing.

## 6. Cyber & Technology Risk

- Collaborate with the CIO and CISO to manage:
  - cybersecurity threats
  - data protection risks
  - telematics and IoT vulnerabilities
  - digital supply-chain system risks
- Ensure technology risks are integrated into the ERM framework.

## 7. ESG & Sustainability Risk

- Identify and manage ESG-related risks, including:
  - climate-related risks
  - emissions compliance
  - social and labour risks
  - ethical supply-chain risks
- Support sustainability reporting and climate-risk disclosures.

## 8. Governance, Reporting & Assurance

- Provide risk insights and reports to:
  - the Board
  - Audit and Risk Committees
  - executive leadership
- Ensure alignment between risk, audit, compliance, and governance functions.
- Support internal and external audits related to risk management.

## 9. Risk Culture & Training

- Promote a risk-aware culture across the organisation.
- Develop training programmes for:
  - risk identification
  - incident reporting
  - crisis response
  - safety and compliance
- Ensure employees understand their role in managing risk.

## 10. Leadership & Team Development

- Lead and develop the risk management team.
- Foster a culture of analytical excellence, accountability, and continuous improvement.
- Ensure risk capabilities evolve with industry and regulatory trends.

## Key Competencies & Attributes

Competency	Description
Risk Management Expertise	Strong command of ERM, operational risk, and safety-critical risk frameworks.

<b>Competency</b>	<b>Description</b>
<b>Sector Knowledge</b>	Deep understanding of transport, logistics, and supply-chain risk dynamics.
<b>Analytical Thinking</b>	Skilled in interpreting risk data, trends, and scenario models.
<b>Strategic Insight</b>	Ability to align risk management with long-term organisational goals.
<b>Crisis Leadership</b>	Effective in high-pressure situations requiring rapid decision-making.
<b>Collaboration &amp; Influence</b>	Works effectively with operations, finance, legal, compliance, and IT.
<b>Ethical Integrity</b>	Demonstrates transparency, accountability, and responsible leadership.
<b>Communication Skills</b>	Clear, concise communication with executives and the Board.

### **Qualifications & Experience**

- Senior risk management leadership experience in transport, logistics, supply chain, infrastructure, or regulated industries.
- Strong understanding of ERM frameworks, operational risk, and safety-critical environments.
- Experience with insurance, claims management, and business continuity planning.
- Professional certifications (e.g., CRM, IRM, ISO 31000, CERA) are advantageous.
- Advanced degree in business, risk, engineering, logistics, or related field (preferred).

### **Sector-Specific Expectations**

- Understanding of multimodal transport operations and cross-border logistics.
- Familiarity with regulatory frameworks governing fleet operations, emissions, and safety.
- Awareness of ESG-related risks and sustainability reporting requirements.
- Insight into digital transformation risks such as telematics, automation, and cybersecurity.
- Knowledge of cargo security, theft prevention, and supply-chain resilience.

### **Role Impact**

The VP / Director of Risk Management strengthens the organisation by:

- Enhancing risk governance and organisational resilience.
- Reducing operational, financial, legal, and reputational risks.
- Supporting safe, compliant, and efficient logistics operations.
- Enabling informed strategic decision-making.
- Reinforcing stakeholder trust and long-term sustainability.

## 16.2.17 VP / Director of Compliance

### Position Overview

The **VP / Director of Compliance** is the senior executive responsible for designing, implementing, and overseeing the organisation's compliance framework. This role ensures that all business units, employees, and operations adhere to applicable laws, regulations, industry standards, and internal policies.

In the transport and logistics sector—where companies operate fleets, manage hazardous goods, cross borders, and face strict safety, environmental, and labour regulations—the Director of Compliance plays a pivotal role in protecting the organisation from legal, operational, and reputational risks.

This role aligns with **Corporate Governance Principle 16.2.17**, which outlines responsibilities related to compliance governance, regulatory oversight, ethical conduct, and organisational integrity.

### Key Responsibilities

#### 1. Compliance Strategy & Governance

- Develop and lead the organisation's compliance strategy and governance framework.
- Establish compliance policies, standards, and procedures aligned with:
  - regulatory requirements
  - industry best practices
  - Board-approved governance policies
  - ESG and sustainability expectations
- Ensure compliance is embedded into operational and strategic decision-making.

#### 2. Regulatory Compliance Oversight

- Ensure adherence to all relevant regulations, including:
  - transport safety laws
  - environmental and emissions standards
  - labour and working-time rules
  - customs and cross-border requirements
  - data protection and cybersecurity laws
- Monitor regulatory changes and advise leadership on implications and required actions.

#### 3. Compliance Monitoring, Audits & Reporting

- Oversee internal compliance audits and coordinate external regulatory inspections.
- Monitor compliance performance, identify gaps, and implement corrective actions.
- Provide regular compliance reports to the CEO, CRO, CLO, and Board committees.
- Ensure accurate and timely regulatory filings and disclosures.

#### 4. Policy Development & Enforcement

- Develop, update, and enforce compliance-related policies, including:
  - code of conduct
  - anti-corruption and anti-bribery policies
  - whistleblowing procedures
  - conflict-of-interest policies
  - safety and operational compliance standards

- Ensure policies are communicated clearly and consistently across the organisation.

### **5. Ethics, Integrity & Conduct Management**

- Promote a culture of ethical behaviour, transparency, and accountability.
- Oversee investigations into misconduct, ethical breaches, or compliance violations.
- Ensure whistleblowing mechanisms are confidential, accessible, and effective.
- Collaborate with Legal, HR, and Governance functions on integrity matters.

### **6. Operational Compliance & Safety Integration**

- Work closely with the COO and operational leaders to ensure:
  - fleet compliance
  - driver and crew certification
  - maintenance and asset integrity
  - hazardous goods handling compliance
  - incident reporting and corrective actions
- Ensure safety and compliance are embedded into daily operations.

### **7. Training & Awareness**

- Develop and deliver compliance training programmes for:
  - drivers and fleet operators
  - warehouse and logistics staff
  - management and leadership teams
- Ensure employees understand their compliance responsibilities and reporting obligations.

### **8. Risk Management Collaboration**

- Support the CRO in identifying and mitigating compliance-related risks.
- Integrate compliance risk into the enterprise risk management (ERM) framework.
- Conduct compliance risk assessments and scenario analyses.

### **9. Cross-Border & International Compliance**

- Oversee compliance with international transport regulations, including:
  - customs and trade laws
  - cross-border labour requirements
  - international safety standards
- Ensure global operations meet local legal requirements.

### **10. Leadership & Stakeholder Engagement**

- Lead and develop the compliance team.
- Engage with regulators, auditors, industry bodies, and external partners.
- Serve as a trusted advisor to the executive team on compliance matters.

### **Key Competencies & Attributes**

<b>Competency</b>	<b>Description</b>
<b>Regulatory Expertise</b>	Deep understanding of transport, logistics, safety, and environmental regulations.
<b>Ethical Leadership</b>	Strong commitment to integrity, transparency, and responsible conduct.
<b>Risk &amp; Compliance Acumen</b>	Skilled in identifying, assessing, and mitigating compliance risks.
<b>Analytical Thinking</b>	Ability to interpret compliance data and regulatory requirements.

<b>Competency</b>	<b>Description</b>
<b>Communication Skills</b>	Clear, persuasive communication with employees, executives, and regulators.
<b>Cross-Functional Collaboration</b>	Works effectively with operations, legal, HR, IT, and risk teams.
<b>Attention to Detail</b>	High accuracy in compliance monitoring and documentation.
<b>Crisis Management</b>	Capable of managing investigations, incidents, and regulatory inquiries.

### **Qualifications & Experience**

- Senior compliance leadership experience in transport, logistics, supply chain, infrastructure, or regulated industries.
- Strong understanding of regulatory frameworks, safety standards, and operational compliance.
- Experience with compliance audits, investigations, and regulatory engagement.
- Professional certifications in compliance (e.g., CCEP, CCEP-I, ISO 37301, governance certifications) are advantageous.
- Advanced degree in law, business, risk, or related field (preferred).

### **Sector-Specific Expectations**

- Familiarity with multimodal transport operations and safety-critical environments.
- Understanding of cross-border logistics, customs compliance, and international transport law.
- Awareness of ESG-related compliance obligations, including emissions reporting and labour standards.
- Insight into digital compliance risks such as cybersecurity, telematics, and data governance.

### **Role Impact**

The VP / Director of Compliance strengthens the organisation by:

- Ensuring compliance with laws, regulations, and ethical standards.
- Reducing legal, operational, and reputational risks.
- Enhancing organisational integrity and stakeholder trust.
- Supporting safe, efficient, and sustainable operations.
- Enabling long-term resilience and governance maturity.

## 16.2.18 VP / Director of Internal Audit

### Position Overview

The **VP / Director of Internal Audit** is the senior leader responsible for providing independent, objective assurance on the effectiveness of governance, risk management, and internal controls across the organisation. This role ensures that the Board, Audit Committee, and executive leadership have clear visibility into operational, financial, compliance, safety, and technology risks.

In the transport and logistics sector where companies operate large fleets, manage hazardous goods, run cross-border operations, and rely on mission-critical digital systems the Director of Internal Audit plays a vital role in strengthening organisational resilience, safety, and accountability.

This role aligns with **Corporate Governance Principle 16.2.18**, which outlines responsibilities related to internal audit independence, assurance, governance oversight, and continuous improvement.

### Key Responsibilities

#### 1. Internal Audit Strategy & Planning

- Develop and execute a risk-based internal audit plan aligned with organisational strategy and risk profile.
- Ensure internal audit activities provide independent, objective assurance to the Board and Audit Committee.
- Maintain internal audit independence in accordance with professional standards (e.g., IIA Standards).

#### 2. Governance, Risk & Control Assurance

- Evaluate the effectiveness of:
  - governance structures
  - enterprise risk management (ERM) processes
  - internal controls across operations, finance, IT, and compliance
- Provide insights and recommendations to strengthen governance maturity.

#### 3. Operational & Safety Audit Oversight

- Conduct audits of safety-critical operations, including:
  - fleet operations
  - driver and crew safety
  - maintenance and asset integrity
  - hazardous materials handling
  - incident reporting and corrective actions
- Ensure operational audits support continuous improvement and regulatory compliance.

#### 4. Financial, Compliance & Regulatory Audits

- Oversee audits related to:
  - financial reporting accuracy
  - fraud prevention and detection
  - procurement and contract management
  - regulatory compliance (transport, environmental, labour, customs)
- Ensure findings are communicated clearly and remediation is tracked.

#### 5. Technology, Cybersecurity & Data Assurance

- Lead audits of:
  - cybersecurity controls

- data protection and privacy compliance
- telematics and fleet management systems
- digital supply-chain platforms
- Evaluate IT resilience, system integrity, and digital transformation risks.

#### **6. Audit Committee & Board Engagement**

- Provide regular reports to the Audit Committee on audit findings, risk insights, and control weaknesses.
- Advise the Board on emerging risks, governance gaps, and internal control maturity.
- Ensure transparency, independence, and professional objectivity in all audit communications.

#### **7. Investigations & Integrity Support**

- Lead or support investigations into:
  - fraud
  - misconduct
  - ethical breaches
  - compliance violations
- Collaborate with the Compliance, Legal, and Ethics functions.

#### **8. Continuous Improvement & Best Practices**

- Benchmark internal audit practices against industry standards.
- Promote automation, data analytics, and digital audit tools.
- Ensure internal audit contributes to organisational learning and performance improvement.

#### **9. Leadership & Team Development**

- Lead and develop the internal audit team, ensuring high professional standards.
- Foster a culture of independence, integrity, and analytical excellence.
- Support training and certification (e.g., CIA, CISA, CRMA).

#### **Key Competencies & Attributes**

<b>Competency</b>	<b>Description</b>
<b>Audit Expertise</b>	Deep knowledge of internal audit standards, methodologies, and assurance practices.
<b>Risk &amp; Control Acumen</b>	Strong understanding of ERM, internal controls, and governance frameworks.
<b>Sector Knowledge</b>	Familiarity with transport, logistics, safety, and regulatory environments.
<b>Analytical Thinking</b>	Ability to interpret complex data and identify root causes.
<b>Independence &amp; Integrity</b>	Demonstrates objectivity, ethical judgment, and professional scepticism.
<b>Communication Skills</b>	Clear, concise reporting to executives and the Board.
<b>Technology Awareness</b>	Understanding of cybersecurity, digital systems, and data-driven auditing.
<b>Leadership</b>	Ability to inspire, develop, and lead a high-performing audit team.

#### **Qualifications & Experience**

- Senior internal audit leadership experience in transport, logistics, supply chain, infrastructure, or regulated industries.
- Strong understanding of internal audit standards (IIA), risk management, and governance.
- Professional certifications such as CIA, CISA, CRMA, or equivalent strongly preferred.
- Experience auditing safety-critical operations, digital systems, and regulatory compliance.
- Advanced degree in accounting, finance, business, risk, or related field (preferred).

#### **Sector-Specific Expectations**

- Understanding of multimodal transport operations and safety-critical environments.
- Familiarity with regulatory frameworks governing fleet operations, emissions, and cross-border logistics.
- Awareness of ESG-related audit requirements and sustainability reporting assurance.
- Insight into digital transformation risks such as telematics, automation, and cybersecurity.
- Knowledge of insurance, claims, and incident investigation processes.

#### **Role Impact**

The VP / Director of Internal Audit strengthens the organisation by:

- Enhancing governance, transparency, and accountability.
- Providing independent assurance on risk, controls, and compliance.
- Supporting safe, efficient, and resilient operations.
- Reducing financial, operational, and reputational risks.
- Reinforcing stakeholder trust and long-term sustainability.

## 16.2.19 VP / Director of Sustainability & ESG

### Position Overview

The **VP / Director of Sustainability & ESG** is the senior executive responsible for developing, implementing, and overseeing the organisation's sustainability, environmental, social, and governance (ESG) strategy. This role ensures that sustainability principles are embedded into operations, culture, risk management, and long-term strategic planning.

In the transport and logistics sector—one of the world's most emissions-intensive and heavily regulated industries—the Director of Sustainability & ESG plays a pivotal role in driving decarbonisation, improving social impact, ensuring ethical supply chains, and strengthening ESG performance.

This role aligns with **Corporate Governance Principle 16.2.19**, which outlines responsibilities related to sustainability leadership, ESG governance, regulatory compliance, and stakeholder engagement.

### Key Responsibilities

#### 1. Sustainability & ESG Strategy Leadership

- Develop and lead the organisation's sustainability and ESG strategy.
- Align sustainability goals with:
  - Board-approved strategy
  - regulatory requirements
  - investor expectations
  - global sustainability standards
- Establish ESG KPIs, performance dashboards, and reporting frameworks.

#### 2. Environmental Stewardship & Decarbonisation

- Lead initiatives to reduce environmental impact, including:
  - fleet emissions reduction
  - fuel efficiency optimisation
  - transition to electric, hybrid, hydrogen, or alternative-fuel fleets
  - energy efficiency in warehouses and facilities
  - waste reduction and circular economy practices
- Ensure compliance with environmental regulations and emissions reporting requirements.

#### 3. Social Responsibility & Workforce Well-Being

- Oversee social sustainability programmes, including:
  - employee safety and well-being
  - diversity, equity, and inclusion (DEI)
  - labour standards and working conditions
  - community engagement and social impact initiatives
- Ensure alignment with international labour and human rights standards.

#### 4. Ethical Supply Chain & Procurement

- Ensure responsible sourcing and ethical supply-chain practices.
- Oversee supplier ESG assessments, audits, and compliance.
- Promote sustainable procurement, including low-carbon and ethically sourced materials.

#### 5. ESG Reporting & Disclosure

- Lead preparation of ESG disclosures, including:
  - sustainability reports

- integrated reports
  - climate-related financial disclosures
- Ensure compliance with global standards such as:
  - GRI
  - SASB
  - ISSB
  - TCFD
  - EU CSRD (where applicable)
- Ensure transparency, accuracy, and credibility in ESG communication.

## **6. Regulatory Compliance & Risk Management**

- Monitor and interpret sustainability-related regulations, including:
  - emissions standards
  - environmental permits
  - cross-border sustainability requirements
  - ESG-linked financial regulations
- Collaborate with the CRO and CCO to integrate ESG risks into the ERM framework.

## **7. Innovation, Technology & Green Transformation**

- Drive adoption of sustainable technologies, including:
  - telematics for fuel optimisation
  - route optimisation systems
  - warehouse automation for energy efficiency
  - renewable energy solutions
- Evaluate emerging technologies and their sustainability impact.

## **8. Stakeholder Engagement & Partnerships**

- Engage with:
  - regulators
  - investors
  - customers
  - industry bodies
  - community organisations
- Represent the organisation in sustainability forums, industry coalitions, and public engagements.
- Support ESG-linked financing initiatives such as green bonds and sustainability-linked loans.

## **9. Governance & Board Support**

- Provide ESG insights and reports to the Board and its committees.
- Ensure ESG considerations are integrated into governance structures and decision-making.
- Support Board-level sustainability training and development.

## **10. Leadership & Culture**

- Foster a culture of sustainability across the organisation.
- Lead training and awareness programmes on ESG topics.
- Collaborate with HR, operations, finance, and commercial teams to embed sustainability into daily operations.

## **Key Competencies & Attributes**

<b>Competency</b>	<b>Description</b>
<b>Sustainability Expertise</b>	Deep understanding of environmental management, ESG frameworks, and climate strategy.
<b>Sector Knowledge</b>	Familiarity with transport and logistics emissions, safety, and regulatory obligations.
<b>Strategic Insight</b>	Ability to integrate sustainability into long-term business strategy.
<b>Analytical Thinking</b>	Skilled in interpreting ESG data, KPIs, and reporting standards.
<b>Innovation Mindset</b>	Embraces new technologies and sustainable operational models.
<b>Stakeholder Influence</b>	Strong communication and engagement skills across diverse groups.
<b>Ethical Leadership</b>	Commitment to transparency, integrity, and responsible governance.
<b>Cross-Functional Collaboration</b>	Works effectively with operations, finance, HR, risk, and commercial teams.

#### **Qualifications & Experience**

- Senior leadership experience in sustainability, ESG, environmental management, or related fields.
- Background in transport, logistics, supply chain, infrastructure, or regulated industries is highly advantageous.
- Strong understanding of ESG reporting standards and regulatory requirements.
- Experience with decarbonisation strategies, environmental compliance, and social impact programmes.
- Professional certifications in sustainability (e.g., ESG practitioner programmes, ISO 14001, GRI) are beneficial.
- Advanced degree in sustainability, environmental science, engineering, business, or related field (preferred).

#### **Sector-Specific Expectations**

- Understanding of emissions sources and reduction pathways in transport and logistics.
- Familiarity with sustainable fleet technologies (EVs, hydrogen, biofuels).
- Awareness of global supply-chain sustainability challenges.
- Insight into ESG-linked financing and sustainability-related investor expectations.
- Knowledge of safety-critical operations and workforce well-being requirements.

#### **Role Impact**

The VP / Director of Sustainability & ESG strengthens the organisation by:

- Driving sustainability transformation and ESG excellence.
- Reducing environmental impact and improving social performance.
- Enhancing compliance, risk resilience, and stakeholder trust.
- Positioning the organisation as a leader in sustainable transport and logistics.
- Supporting long-term competitiveness and responsible growth.

## 16.3.1 Corporate Lawyer / Legal Counsel

### Position Overview

The **Corporate Lawyer / Legal Counsel** provides expert legal advice and support across the organisation, ensuring that business activities comply with applicable laws, regulations, and contractual obligations. This role supports operations, commercial teams, compliance, governance, and executive leadership by mitigating legal risks and enabling safe, efficient, and compliant logistics operations.

In the transport and logistics sector—where companies manage fleets, cross-border movements, hazardous goods, complex contracts, and high regulatory scrutiny—the Legal Counsel plays a critical role in protecting the organisation’s interests and supporting strategic growth.

This role aligns with **Corporate Governance Principle 16.3.1**, which outlines responsibilities related to legal advisory, contract governance, regulatory compliance, and ethical conduct.

### Key Responsibilities

#### 1. Legal Advisory & Support

- Provide legal advice to management and operational teams on:
  - commercial transactions
  - regulatory compliance
  - employment matters
  - safety and environmental obligations
  - data protection and privacy
- Support decision-making by identifying legal risks and recommending mitigation strategies.

#### 2. Contract Drafting, Review & Negotiation

- Draft, review, and negotiate a wide range of contracts, including:
  - customer service agreements
  - supplier and vendor contracts
  - fleet leasing and procurement agreements
  - warehousing and logistics contracts
  - cross-border transport arrangements
- Ensure contracts protect the organisation’s interests and comply with legal requirements.

#### 3. Regulatory Compliance & Legal Risk Management

- Monitor and interpret laws and regulations affecting the transport and logistics sector, including:
  - transport safety laws
  - environmental and emissions regulations
  - labour and working-time rules
  - customs and cross-border requirements
  - data protection and cybersecurity laws
- Support the Compliance and Risk teams in identifying and mitigating legal risks.

#### 4. Litigation, Disputes & Claims Support

- Assist in managing litigation, arbitration, and dispute resolution.
- Support claims related to:
  - accidents and incidents
  - cargo loss or damage

- insurance matters
- regulatory enforcement actions
- Liaise with external counsel and ensure effective case management.

## 5. Corporate Governance & Policy Support

- Support the development and maintenance of governance policies, including:
  - code of conduct
  - whistleblowing procedures
  - conflict-of-interest policies
  - delegation of authority frameworks
- Assist in preparing legal reports and documentation for Board and committee meetings.

## 6. Ethics, Integrity & Compliance Collaboration

- Support ethical conduct and integrity frameworks.
- Assist in investigations into misconduct, ethical breaches, or compliance violations.
- Work closely with Compliance, HR, and Governance teams.

## 7. Cross-Border & International Legal Support

- Provide legal guidance on:
  - international transport regulations
  - customs and trade compliance
  - cross-border employment and safety requirements
  - international contracts and partnerships
- Ensure global operations comply with local legal requirements.

## 8. Mergers, Acquisitions & Strategic Transactions

- Support due diligence, contract review, and legal analysis for M&A activities.
- Assist in integration planning and post-transaction legal compliance.

## 9. Legal Operations & Documentation Management

- Maintain legal documentation, templates, and contract repositories.
- Support implementation of legal technology tools and process improvements.
- Ensure efficient, transparent, and compliant legal workflows.

## Key Competencies & Attributes

Competency	Description
<b>Legal Expertise</b>	Strong command of corporate, commercial, and regulatory law.
<b>Sector Knowledge</b>	Understanding of logistics, fleet operations, and cross-border regulations.
<b>Analytical Thinking</b>	Ability to interpret complex legal issues and provide practical solutions.
<b>Negotiation Skills</b>	Skilled in contract negotiation and dispute resolution.
<b>Ethical Integrity</b>	Demonstrates fairness, transparency, and responsible conduct.
<b>Communication Skills</b>	Able to explain legal concepts clearly to non-legal stakeholders.
<b>Attention to Detail</b>	High accuracy in drafting, reviewing, and analysing legal documents.
<b>Collaboration</b>	Works effectively with operations, compliance, HR, finance, and governance teams.

## Qualifications & Experience

- Law degree from a recognised institution and admission to practice.
- Experience in corporate, commercial, or regulatory law—preferably in transport, logistics, supply chain, or regulated industries.
- Strong background in contract drafting, negotiation, and regulatory compliance.
- Experience with cross-border legal matters and international transport law is advantageous.
- Familiarity with ESG-related legal obligations and sustainability reporting is beneficial.

### **Sector-Specific Expectations**

- Understanding of multimodal transport regulations (road, rail, maritime, air).
- Familiarity with fleet operations, safety compliance, and environmental obligations.
- Knowledge of customs law, international trade, and cross-border logistics.
- Awareness of digital transformation risks, including cybersecurity and data governance.
- Insight into insurance, claims management, and accident liability frameworks.

### **Role Impact**

The Corporate Lawyer / Legal Counsel strengthens the organisation by:

- Protecting legal and regulatory integrity across all operations.
- Reducing legal, operational, and reputational risks.
- Supporting strategic growth through sound legal guidance.
- Enhancing governance, compliance, and ethical culture.
- Ensuring long-term organisational resilience and stakeholder trust.

## **16.3.2. Senior Legal Advisor – Corporate Governance (16.3.2)**

### **Position Overview**

The Senior Legal Advisor – Corporate Governance provides expert legal counsel on all matters relating to corporate governance, regulatory compliance, and board operations. This role ensures that the organization adheres to statutory obligations, governance best practices, and internal policies while supporting executive leadership and the Board of Directors in strategic decision-making.

The position requires deep legal expertise, strong analytical judgment, and the ability to influence governance culture across the organization.

### **Key Responsibilities**

#### **1. Corporate Governance Advisory**

- Advise the Board, Board Committees, and Executive Management on governance frameworks, legal obligations, and emerging regulatory trends.
- Draft, review, and update governance policies, charters, and internal rules to ensure alignment with best practices.
- Ensure effective implementation of governance standards across the organization.

#### **2. Board & Committee Support**

- Prepare and review Board and Committee documentation, including agendas, resolutions, minutes, and briefing papers.
- Ensure compliance with procedural requirements, quorum rules, and statutory timelines.
- Provide legal guidance during Board meetings and strategic discussions.

#### **3. Regulatory Compliance & Risk Management**

- Monitor changes in corporate, securities, and regulatory laws; assess their impact on the organization.
- Lead compliance initiatives related to governance, disclosure obligations, and corporate reporting.
- Identify governance-related risks and propose mitigation strategies.

#### **4. Legal Advisory & Interpretation**

- Provide authoritative legal opinions on corporate structure, shareholder rights, director duties, and conflicts of interest.
- Support transactions, restructurings, and corporate actions from a governance perspective.
- Ensure legal accuracy and consistency in all governance-related documents.

#### **5. Stakeholder Engagement**

- Liaise with regulators, external counsel, auditors, and shareholders on governance matters.
- Represent the organization in governance-related consultations, regulatory reviews, and industry forums.
- Promote a culture of transparency, accountability, and ethical conduct.

#### **6. Policy Development & Implementation**

- Lead the development and rollout of governance frameworks, including codes of conduct, delegation of authority, and compliance policies.
- Conduct governance training for directors, executives, and senior managers.
- Oversee annual governance assessments and board evaluation processes.

## **Required Competencies (Aligned with 16.3.2 Senior Level)**

### **Technical Competencies**

- Expert knowledge of corporate governance laws, regulations, and best-practice frameworks (e.g., OECD, King IV, EU governance directives).
- Strong legal drafting and interpretation skills.
- Advanced understanding of corporate structures, board dynamics, and fiduciary duties.
- Experience with regulatory filings, corporate secretariat functions, and compliance systems.

### **Behavioural Competencies**

- High integrity and sound ethical judgment.
- Strong analytical and problem-solving abilities.
- Excellent communication and negotiation skills.
- Ability to influence senior stakeholders and operate confidently at Board level.
- Strategic thinking with attention to detail.

### **Qualifications & Experience**

- Law degree (LLB or equivalent); LLM or governance-related postgraduate qualification preferred.
- Admission as an attorney/advocate or equivalent professional certification.
- 8–12 years of post-qualification experience, with at least 5 years in corporate governance or corporate legal advisory roles.
- Experience working with Boards, listed companies, financial institutions, or regulated entities is an advantage.

### **Reporting Structure**

- **Reports to:** Chief Legal Officer / Head of Corporate Governance
- **Direct Reports:** Governance Officers, Legal Analysts (depending on organizational structure)
- **Key Internal Interfaces:** Board of Directors, Executive Committee, Risk & Compliance, Internal Audit, Company Secretariat
- **Key External Interfaces:** Regulators, external counsel, auditors, shareholders

### **Key Performance Indicators (KPIs)**

- Compliance with governance and regulatory requirements.
- Quality and timeliness of Board and Committee support.
- Effectiveness of governance frameworks and policies.
- Stakeholder satisfaction (Board, executives, regulators).
- Successful implementation of governance improvement initiatives.

## 16.3.3. Contract & Commercial Law Specialist

### Job Description

#### Position Overview

The Contract & Commercial Law Specialist provides advanced legal expertise on commercial transactions, contract structuring, negotiation, and risk management. This role ensures that all commercial engagements are legally sound, strategically aligned, and compliant with applicable laws and internal policies. The specialist acts as a trusted advisor to business units, safeguarding the organization's interests while enabling commercial growth.

This is a senior professional role requiring deep technical knowledge, strong commercial acumen, and the ability to influence decision-making across the organization.

#### Key Responsibilities

##### 1. Contract Drafting, Review & Negotiation

- Draft, review, and negotiate complex commercial agreements, including procurement contracts, service-level agreements, licensing agreements, partnership agreements, and vendor contracts.
- Ensure contractual terms protect the organization's legal and commercial interests.
- Lead negotiations with external parties, balancing risk mitigation with business objectives.

##### 2. Commercial Legal Advisory

- Provide expert legal advice on commercial law, contract interpretation, and regulatory requirements affecting commercial operations.
- Support business units in structuring commercial deals, pricing models, and partnership frameworks.
- Advise on competition law, consumer protection, data protection, and sector-specific regulations.

##### 3. Risk Assessment & Mitigation

- Identify legal, financial, and operational risks in commercial arrangements.
- Develop risk mitigation strategies and propose alternative contractual solutions.
- Ensure alignment with enterprise risk management frameworks.

##### 4. Policy & Process Development

- Develop and maintain contract templates, playbooks, and commercial policy frameworks.
- Implement best practices in contract lifecycle management.
- Support digital transformation initiatives related to contract automation and workflow systems.

##### 5. Dispute Management & Resolution

- Manage contractual disputes, claims, and breach-related issues.
- Liaise with external counsel where necessary and support litigation or arbitration strategies.
- Facilitate early dispute resolution to minimize financial and reputational exposure.

##### 6. Stakeholder Engagement & Training

- Collaborate with procurement, finance, operations, and commercial teams to support business objectives.

- Conduct training on contract management, negotiation skills, and commercial risk awareness.
- Serve as a key point of contact for internal and external stakeholders on commercial legal matters.

### **Required Competencies (Aligned with 16.3.3 Senior Specialist Level)**

#### **Technical Competencies**

- Expert knowledge of contract law, commercial law, and regulatory frameworks.
- Strong drafting, negotiation, and analytical skills.
- Ability to structure complex commercial transactions.
- Proficiency in contract lifecycle management and compliance systems.
- Understanding of competition law, data protection, and sector-specific regulations.

#### **Behavioural Competencies**

- Strong business judgment and commercial awareness.
- Excellent communication and negotiation capabilities.
- High attention to detail with the ability to manage multiple priorities.
- Integrity, professionalism, and sound ethical judgment.
- Ability to influence stakeholders and work cross-functionally.

#### **Qualifications & Experience**

- Law degree (LLB or equivalent); LLM in Commercial or Contract Law preferred.
- Admission as an attorney/advocate or equivalent professional certification.
- 7–10 years of post-qualification experience in commercial or contract law.
- Experience in corporate, procurement, or commercial environments; exposure to regulated industries is an advantage.
- Proven track record in negotiating high-value or complex contracts.

#### **Reporting Structure**

- **Reports to:** Senior Legal Manager / Head of Commercial Legal
- **Direct Reports:** None (may oversee junior legal officers depending on structure)
- **Key Internal Interfaces:** Procurement, Finance, Operations, Commercial, Risk & Compliance
- **Key External Interfaces:** Vendors, partners, external counsel, regulators (as applicable)

#### **Key Performance Indicators (KPIs)**

- Quality and timeliness of contract reviews and negotiations.
- Reduction of contractual and commercial risks.
- Stakeholder satisfaction and support effectiveness.
- Compliance with legal and internal policy requirements.
- Contribution to commercial strategy and value creation.

## 16.3.4. Regulatory Affairs Manager

### Job Description

#### Position Overview

The Regulatory Affairs Manager leads the organization's regulatory strategy, ensuring full compliance with applicable laws, industry standards, and regulatory frameworks. This role acts as the primary liaison between the organization and regulatory bodies, overseeing regulatory submissions, monitoring legislative developments, and advising senior leadership on regulatory risks and opportunities.

The position requires deep regulatory expertise, strong analytical capability, and the ability to influence policy and compliance culture across the organization.

#### Key Responsibilities

##### 1. Regulatory Strategy & Compliance Management

- Develop and implement regulatory strategies to ensure compliance with all applicable laws, regulations, and industry standards.
- Oversee regulatory compliance programs, audits, and reporting obligations.
- Ensure internal policies and procedures align with evolving regulatory requirements.

##### 2. Regulatory Monitoring & Impact Assessment

- Track legislative and regulatory developments at national and international levels.
- Conduct impact assessments and advise leadership on regulatory changes affecting operations, products, or services.
- Prepare regulatory risk reports and recommend mitigation strategies.

##### 3. Regulatory Submissions & Approvals

- Lead the preparation, review, and submission of regulatory filings, licenses, permits, and approvals.
- Ensure accuracy, completeness, and timeliness of all regulatory documentation.
- Maintain a robust regulatory records management system.

##### 4. Stakeholder Engagement & Liaison

- Serve as the primary point of contact with regulatory authorities, industry bodies, and government agencies.
- Represent the organization in regulatory consultations, hearings, and industry forums.
- Build strong relationships with regulators to support constructive engagement.

##### 5. Internal Advisory & Training

- Provide expert regulatory advice to business units, executive management, and the Board.
- Support product development, commercial initiatives, and strategic projects with regulatory guidance.
- Conduct training on regulatory compliance, emerging regulations, and best practices.

##### 6. Policy Development & Governance

- Develop and maintain regulatory policies, frameworks, and standard operating procedures.
- Support governance structures, including compliance committees and regulatory oversight forums.

- Lead internal reviews to ensure regulatory readiness and continuous improvement.

### **Required Competencies (Aligned with 16.3.4 Senior Manager Level)**

#### **Technical Competencies**

- Deep knowledge of regulatory frameworks relevant to the organization's industry.
- Strong understanding of compliance systems, regulatory reporting, and audit processes.
- Ability to interpret complex legislation and translate it into practical business requirements.
- Experience with regulatory submissions, licensing, and approvals.
- Familiarity with risk management, governance frameworks, and policy development.

#### **Behavioral Competencies**

- Strong leadership and stakeholder-management skills.
- Excellent communication, negotiation, and influencing abilities.
- High integrity and sound ethical judgment.
- Strategic thinking with strong analytical and problem-solving skills.
- Ability to work under pressure and manage multiple regulatory priorities.

#### **Qualifications & Experience**

- Law degree, compliance qualification, or relevant regulatory discipline (LLB, LLM, BCom Law, Regulatory Affairs certification).
- 8–12 years of experience in regulatory affairs, compliance, or legal roles.
- Experience engaging with regulators and managing regulatory submissions.
- Background in a regulated industry (finance, telecoms, energy, pharmaceuticals, etc.) is highly advantageous.
- Proven track record in regulatory strategy and compliance leadership.

#### **Reporting Structure**

- **Reports to:** Head of Compliance / Chief Legal Officer / Chief Regulatory Officer
- **Direct Reports:** Regulatory Specialists, Compliance Officers (depending on structure)
- **Key Internal Interfaces:** Legal, Compliance, Risk, Operations, Product Development, Executive Management
- **Key External Interfaces:** Regulatory authorities, industry associations, external counsel, auditors

#### **Key Performance Indicators (KPIs)**

- Timeliness and accuracy of regulatory submissions.
- Compliance with regulatory obligations and audit outcomes.
- Effectiveness of regulatory monitoring and impact assessments.
- Quality of engagement with regulators and industry bodies.
- Implementation of regulatory improvements and readiness initiatives.

## 16.3.5. Intellectual Property (IP) Counsel

### Position Overview

The Intellectual Property (IP) Counsel is responsible for developing, protecting, and enforcing the organization's intellectual property strategy. This senior specialist role provides expert legal advice on patents, trademarks, copyrights, trade secrets, licensing, and technology-related agreements. The IP Counsel ensures that the organization's innovations, brands, and proprietary assets are safeguarded while enabling commercial growth and competitive advantage.

The role requires deep technical knowledge of IP law, strong analytical capability, and the ability to partner with R&D, commercial, and executive teams.

### Key Responsibilities

#### 1. IP Strategy & Portfolio Management

- Develop and implement the organization's IP strategy aligned with business objectives.
- Manage the full lifecycle of IP assets, including patents, trademarks, copyrights, and trade secrets.
- Conduct IP audits to identify, evaluate, and strengthen the organization's IP portfolio.
- Oversee external IP counsel and coordinate global filings and registrations.

#### 2. Legal Advisory on IP Matters

- Provide expert legal advice on patentability, freedom-to-operate (FTO), infringement risks, and IP ownership.
- Advise on IP issues related to product development, branding, technology transfer, and commercialization.
- Support R&D, engineering, and innovation teams with proactive IP guidance.

#### 3. IP Protection & Enforcement

- Monitor potential infringements and lead enforcement actions, including cease-and-desist letters, negotiations, and litigation support.
- Develop and implement trade secret protection programs.
- Manage disputes involving IP rights, including oppositions, cancellations, and domain name conflicts.

#### 4. Contracting & Licensing

- Draft, review, and negotiate IP-related agreements, including licensing, R&D collaborations, NDAs, technology transfer agreements, and joint ventures.
- Ensure that contractual terms protect the organization's IP interests and comply with relevant laws.
- Support commercial teams in structuring IP-driven deals.

#### 5. Regulatory & Compliance Support

- Ensure compliance with IP laws, international treaties, and industry-specific regulatory requirements.
- Monitor legal developments in IP law and assess their impact on the organization.
- Develop internal policies and guidelines for IP management and compliance.

#### 6. Training & Stakeholder Engagement

- Conduct training for employees on IP awareness, confidentiality, and innovation protection.

- Collaborate with internal teams to foster a culture of IP consciousness and innovation.
- Engage with external stakeholders, including patent offices, regulators, and industry associations.

### **Required Competencies (Aligned with 16.3.5 Senior Specialist Level)**

#### **Technical Competencies**

- Expert knowledge of patent, trademark, copyright, and trade secret law.
- Strong experience with IP prosecution, enforcement, and portfolio management.
- Ability to interpret technical information and collaborate with R&D or engineering teams.
- Skilled in drafting and negotiating IP-related agreements.
- Understanding of global IP frameworks (WIPO, TRIPS, EPC, USPTO, EPO, etc.).

#### **Behavioral Competencies**

- Strong analytical and problem-solving skills.
- Excellent communication and stakeholder-management abilities.
- High integrity and sound ethical judgment.
- Strategic thinking with attention to detail.
- Ability to work cross-functionally and influence decision-making.

#### **Qualifications & Experience**

- Law degree (LLB or equivalent); LLM in Intellectual Property Law preferred.
- Admission as an attorney/advocate or equivalent professional certification.
- 7–10 years of experience in IP law, preferably in a corporate or technology-driven environment.
- Experience with patent prosecution, trademark management, and IP litigation support.
- Technical background (engineering, science, or technology) is an advantage but not mandatory.

#### **Reporting Structure**

- **Reports to:** Head of Legal / Chief Legal Officer / Senior IP Counsel
- **Direct Reports:** None (may oversee IP analysts or paralegals depending on structure)
- **Key Internal Interfaces:** R&D, Engineering, Product Development, Marketing, Legal, Compliance, Commercial
- **Key External Interfaces:** Patent and trademark offices, external counsel, regulators, industry associations

#### **Key Performance Indicators (KPIs)**

- Strength and growth of the IP portfolio.
- Timeliness and quality of IP filings and renewals.
- Effectiveness of IP risk mitigation and enforcement actions.
- Stakeholder satisfaction and internal advisory effectiveness.
- Contribution to innovation strategy and competitive positioning.

## 16.3.6 Data Protection Officer (DPO – GDPR)

### Job Description

#### Position Overview

The Data Protection Officer (DPO) is responsible for overseeing the organization's data protection strategy, ensuring compliance with the General Data Protection Regulation (GDPR) and all applicable data privacy laws. This senior role acts as an independent advisor to the organization, monitoring internal compliance, managing data protection risks, and serving as the primary point of contact for supervisory authorities and data subjects.

The DPO must possess expert knowledge of data protection law, strong analytical skills, and the ability to influence privacy culture across the organization.

#### Key Responsibilities

##### 1. GDPR Compliance & Governance

- Develop, implement, and maintain the organization's GDPR compliance framework.
- Monitor adherence to data protection laws, internal policies, and industry standards.
- Oversee Data Protection Impact Assessments (DPIAs) and advise on risk mitigation.
- Ensure compliance with lawful bases for processing, consent management, and data subject rights.

##### 2. Advisory & Strategic Guidance

- Provide expert advice to senior management, business units, and project teams on data protection obligations.
- Support the design of new products, systems, and processes through Privacy by Design and Privacy by Default principles.
- Interpret complex data protection legislation and translate it into practical business requirements.

##### 3. Data Subject Rights & Incident Management

- Oversee processes for responding to data subject requests (access, rectification, erasure, portability, objection).
- Manage personal data breaches, including assessment, documentation, and notification to supervisory authorities when required.
- Ensure effective incident response procedures and post-incident reviews.

##### 4. Training & Awareness

- Develop and deliver training programs to enhance data protection awareness across the organization.
- Promote a culture of privacy, accountability, and responsible data handling.
- Provide targeted guidance to high-risk teams such as IT, HR, Marketing, and Product Development.

##### 5. Liaison with Supervisory Authorities

- Act as the primary point of contact for data protection regulators.
- Coordinate regulatory inquiries, audits, and investigations.
- Maintain transparent and constructive relationships with supervisory authorities.

##### 6. Documentation & Record-Keeping

- Maintain comprehensive records of processing activities (RoPA).

- Oversee data retention schedules, deletion processes, and data lifecycle management.
- Ensure documentation meets GDPR accountability requirements.

### **Required Competencies (Aligned with 16.3.6 Senior Specialist Level)**

#### **Technical Competencies**

- Expert knowledge of GDPR, EU data protection laws, and global privacy frameworks.
- Strong understanding of IT systems, cybersecurity principles, and data governance.
- Experience conducting DPIAs, risk assessments, and privacy audits.
- Ability to interpret complex legal and technical information.
- Skilled in incident response, breach management, and regulatory reporting.

#### **Behavioural Competencies**

- High integrity, independence, and sound ethical judgment.
- Strong communication and stakeholder-management skills.
- Analytical and strategic thinking with attention to detail.
- Ability to influence senior leaders and drive organizational change.
- Resilience and professionalism when managing regulatory or high-pressure situations.

#### **Qualifications & Experience**

- Law degree, compliance qualification, or data protection certification (e.g., CIPP/E, CIPM, GDPR Practitioner).
- 7–10 years of experience in data protection, privacy law, compliance, or related fields.
- Demonstrated experience implementing GDPR compliance programs.
- Background in regulated industries (finance, telecoms, healthcare, technology) is an advantage.
- Strong understanding of IT, cybersecurity, and data management practices.

#### **Reporting Structure**

- **Reports to:** Chief Compliance Officer / Chief Legal Officer / Board (where independence is required)
- **Direct Reports:** Data Privacy Specialists, Analysts (depending on structure)
- **Key Internal Interfaces:** Legal, Compliance, IT Security, HR, Marketing, Product Development, Risk
- **Key External Interfaces:** Supervisory authorities, external counsel, auditors, data processors

#### **Key Performance Indicators (KPIs)**

- GDPR compliance maturity and audit outcomes.
- Timeliness and quality of responses to data subject requests.
- Effectiveness of DPIAs and risk mitigation measures.
- Incident response performance and breach management outcomes.
- Organization-wide privacy awareness and training coverage.
- Quality of engagement with regulators and stakeholders.

## 16.3.7. Ethics & Integrity Manager – 16.3.7

### Job Description

#### Position Overview

The Ethics & Integrity Manager is responsible for developing, implementing, and overseeing the organization's ethics, integrity, and responsible-conduct programs. This senior role promotes a culture of ethical decision-making, transparency, and accountability across the organization. The position ensures that employees understand and adhere to the organization's values, Code of Conduct, and ethical standards, while also managing ethics-related risks and investigations.

The role requires strong leadership, sound judgment, and the ability to influence behaviour and culture at all levels of the organization.

#### Key Responsibilities

##### 1. Ethics & Integrity Program Management

- Design, implement, and continuously improve the organization's ethics and integrity framework.
- Oversee the development and maintenance of the Code of Conduct, ethics policies, and related guidelines.
- Ensure alignment with global best practices, regulatory expectations, and organizational values.

##### 2. Advisory & Culture Building

- Serve as a trusted advisor to leadership on ethical dilemmas, conflicts of interest, and integrity-related risks.
- Promote an ethical culture through awareness campaigns, leadership engagement, and targeted interventions.
- Provide guidance on ethical decision-making and responsible business conduct.

##### 3. Training & Awareness

- Develop and deliver ethics and integrity training programs for employees, managers, and executives.
- Ensure training content is relevant, engaging, and tailored to high-risk functions.
- Monitor training completion and effectiveness, and implement improvements where needed.

##### 4. Reporting, Investigations & Case Management

- Manage the ethics reporting channels (e.g., whistleblowing hotline, ethics inbox) and ensure confidentiality and protection against retaliation.
- Lead or oversee investigations into ethical misconduct, conflicts of interest, fraud, or breaches of the Code of Conduct.
- Ensure investigations are conducted fairly, consistently, and in accordance with legal and internal standards.

##### 5. Risk Assessment & Monitoring

- Conduct ethics and integrity risk assessments across business units and functions.
- Identify emerging ethical risks and recommend mitigation strategies.
- Monitor trends, root causes, and systemic issues to strengthen the ethics program.

##### 6. Stakeholder Engagement & Governance

- Collaborate with Legal, Compliance, HR, Internal Audit, and Risk to ensure a coordinated approach to integrity management.

- Support ethics-related reporting to senior management, the Board, and relevant committees.
- Engage with external stakeholders, including regulators, industry bodies, and ethics networks.

### **Required Competencies (Aligned with 16.3.7 Senior Specialist/Manager Level)**

#### **Technical Competencies**

- Strong knowledge of ethics, integrity, compliance, and governance frameworks.
- Experience conducting investigations and managing sensitive ethical issues.
- Understanding of anti-corruption, anti-fraud, conflicts of interest, and whistleblowing regulations.
- Ability to design and implement ethics programs and training.
- Familiarity with risk management and organizational culture dynamics.

#### **Behavioral Competencies**

- High integrity, discretion, and sound ethical judgment.
- Strong communication and interpersonal skills.
- Ability to influence behavior and drive cultural change.
- Empathy, fairness, and professionalism when handling sensitive matters.
- Analytical thinking with attention to detail and consistency.

#### **Qualifications & Experience**

- Degree in Law, Ethics, Compliance, Business, Psychology, or related field.
- Professional certifications in ethics, compliance, or investigations are an advantage.
- 7–10 years of experience in ethics, compliance, governance, or related roles.
- Experience managing investigations and ethics programs in complex organizations.
- Exposure to regulated industries or multinational environments is beneficial.

#### **Reporting Structure**

- **Reports to:** Chief Compliance Officer / Chief Ethics & Integrity Officer / Head of Governance
- **Direct Reports:** Ethics Officers, Analysts (depending on structure)
- **Key Internal Interfaces:** Legal, Compliance, HR, Internal Audit, Risk, Executive Leadership
- **Key External Interfaces:** Regulators, external investigators, ethics associations, auditors

#### **Key Performance Indicators (KPIs)**

- Effectiveness and maturity of the ethics & integrity program.
- Timeliness and quality of investigations and case resolutions.
- Employee awareness and training completion rates.
- Reduction in ethics-related incidents and repeat findings.
- Strength of ethical culture as measured through surveys and assessments.
- Quality of reporting to leadership and governance bodies.

Here is a **full, polished, corporate-grade Job Description** for a **16.3.8 Anti-Corruption & Anti-Bribery Officer**, aligned with the senior-level governance, compliance, and ethics roles you've been building. It fits seamlessly into the same job family structure and maintains the same tone and depth.

If you want it tailored to a specific regulatory environment (FCPA, UK Bribery Act, OECD, local anti-corruption laws), I can refine it further.

## **16.3.8. Anti-Corruption & Anti-Bribery Officer – 16.3.8**

### **Position Overview**

The Anti-Corruption & Anti-Bribery Officer is responsible for developing, implementing, and overseeing the organization's anti-corruption and anti-bribery compliance framework. This senior role ensures adherence to global and local anti-corruption laws, promotes a culture of integrity, and mitigates corruption-related risks across the organization's operations, partners, and supply chain.

The position requires deep expertise in anti-corruption regulations, strong investigative capability, and the ability to influence ethical behavior at all levels of the organization.

### **Key Responsibilities**

#### **1. Anti-Corruption & Anti-Bribery Program Management**

- Design, implement, and continuously enhance the organization's anti-corruption and anti-bribery compliance program.
- Develop and maintain policies, procedures, and controls aligned with global standards (e.g., FCPA, UK Bribery Act, OECD Guidelines).
- Ensure the program is risk-based, effective, and embedded across all business units.

#### **2. Risk Assessment & Monitoring**

- Conduct corruption and bribery risk assessments across operations, markets, and third-party relationships.
- Identify high-risk activities, transactions, and jurisdictions, and recommend mitigation strategies.
- Monitor compliance trends, emerging risks, and regulatory developments.

#### **3. Third-Party Due Diligence**

- Oversee due diligence processes for suppliers, agents, intermediaries, and business partners.
- Evaluate red flags, assess integrity risks, and recommend approval, remediation, or rejection.
- Ensure ongoing monitoring of third-party relationships and compliance certifications.

#### **4. Investigations & Case Management**

- Lead or oversee investigations into allegations of bribery, corruption, facilitation payments, conflicts of interest, or related misconduct.
- Ensure investigations are conducted confidentially, objectively, and in accordance with legal and internal standards.
- Manage remediation actions, disciplinary processes, and reporting to senior leadership.

#### **5. Training & Awareness**

- Develop and deliver anti-corruption and anti-bribery training for employees, executives, and high-risk functions.
- Promote awareness of ethical conduct, red flags, and reporting mechanisms.
- Ensure training is tailored to roles, jurisdictions, and risk exposure.

#### **6. Advisory & Stakeholder Engagement**

- Provide expert advice to leadership, business units, and project teams on corruption-related risks.
- Support strategic initiatives, transactions, and partnerships with anti-corruption guidance.

- Collaborate with Legal, Compliance, Ethics, Internal Audit, and Procurement to ensure a coordinated approach.

## **7. Reporting & Governance**

- Prepare reports for senior management, the Board, and relevant committees on program effectiveness, risks, and incidents.
- Maintain documentation required for regulatory compliance and audit readiness.
- Serve as a point of contact for regulators, auditors, and external investigators when required.

### **Required Competencies (Aligned with 16.3.8 Senior Specialist/Manager Level)**

#### **Technical Competencies**

- Strong knowledge of anti-corruption and anti-bribery laws (FCPA, UK Bribery Act, OECD, local legislation).
- Experience conducting investigations and managing sensitive misconduct cases.
- Expertise in third-party due diligence, risk assessment, and compliance controls.
- Understanding of fraud prevention, conflicts of interest, and financial crime frameworks.
- Ability to design and implement compliance programs and training.

#### **Behavioral Competencies**

- High integrity, independence, and ethical judgment.
- Strong communication and stakeholder-management skills.
- Analytical and investigative mindset with attention to detail.
- Ability to influence behavior and drive cultural change.
- Professionalism, discretion, and resilience in high-pressure situations.

#### **Qualifications & Experience**

- Degree in Law, Compliance, Business, Forensics, or related field.
- Professional certifications in compliance, anti-corruption, or investigations (e.g., CFE, CAMS, ICCA) are an advantage.
- 7–10 years of experience in anti-corruption, compliance, investigations, or related roles.
- Experience in multinational or regulated environments is highly beneficial.
- Proven track record in managing anti-corruption programs and complex investigations.

#### **Reporting Structure**

- **Reports to:** Chief Compliance Officer / Head of Ethics & Compliance / Chief Risk Officer
- **Direct Reports:** Compliance Analysts, Investigators (depending on structure)
- **Key Internal Interfaces:** Legal, Ethics, Internal Audit, Procurement, Finance, HR, Executive Leadership
- **Key External Interfaces:** Regulators, external investigators, auditors, third-party due diligence providers

#### **Key Performance Indicators (KPIs)**

- Effectiveness and maturity of the anti-corruption & anti-bribery program.
- Quality and timeliness of investigations and remediation actions.
- Completion and impact of training and awareness initiatives.
- Reduction in corruption-related incidents and repeat findings.
- Strength of third-party due diligence and monitoring processes.
- Quality of reporting to leadership and governance bodies.

## 16.3.9. Whistleblowing Program Manager

### Job Description

#### Position Overview

The Whistleblowing Program Manager is responsible for designing, implementing, and managing the organization's whistleblowing framework to ensure safe, confidential, and effective reporting of misconduct. This senior role safeguards the integrity of the organization by enabling employees and stakeholders to raise concerns without fear of retaliation, while ensuring compliance with global whistleblower protection laws and internal governance standards.

The position requires strong investigative capability, deep understanding of ethics and compliance frameworks, and the ability to build trust across the organization.

#### Key Responsibilities

##### 1. Whistleblowing Framework Management

- Develop, implement, and continuously improve the organization's whistleblowing program in line with global best practices and legal requirements.
- Maintain secure and confidential reporting channels (hotlines, digital platforms, in-person reporting).
- Ensure the program is accessible, trusted, and well-communicated across the organization.

##### 2. Case Intake, Triage & Management

- Oversee the intake, triage, and categorization of whistleblowing reports.
- Ensure timely, fair, and consistent handling of all cases.
- Maintain strict confidentiality and protect whistleblowers from retaliation.

##### 3. Investigations Oversight

- Lead or coordinate investigations into allegations of misconduct, including fraud, corruption, harassment, discrimination, safety violations, and ethical breaches.
- Ensure investigations follow due process, are evidence-based, and comply with legal and internal standards.
- Collaborate with Legal, HR, Internal Audit, and Compliance on complex or high-risk cases.

##### 4. Reporting & Governance

- Prepare regular reports for senior management, the Board, and relevant committees on whistleblowing trends, case outcomes, and systemic issues.
- Track and analyze data to identify patterns, root causes, and areas requiring remediation.
- Ensure documentation meets regulatory and audit requirements.

##### 5. Training, Awareness & Culture Building

- Develop and deliver training on whistleblowing procedures, retaliation prevention, and ethical reporting.
- Promote a culture of transparency, accountability, and psychological safety.
- Conduct targeted awareness campaigns for high-risk functions and leadership teams.

##### 6. Compliance & Regulatory Alignment

- Ensure the whistleblowing program complies with applicable laws (e.g., EU Whistleblower Directive, SOX, PIDA, local regulations).
- Monitor regulatory developments and update the program accordingly.

- Serve as a point of contact for regulators, auditors, and external investigators when required.

## **7. Retaliation Prevention & Remediation**

- Implement and monitor anti-retaliation measures to protect whistleblowers.
- Investigate allegations of retaliation and ensure appropriate corrective actions.
- Support remediation plans to address systemic weaknesses identified through whistleblowing cases.

### **Required Competencies (Aligned with 16.3.9 Senior Specialist/Manager Level)**

#### **Technical Competencies**

- Strong knowledge of whistleblower protection laws, ethics frameworks, and compliance standards.
- Experience conducting or overseeing investigations into misconduct.
- Understanding of fraud, corruption, harassment, and other workplace misconduct risks.
- Ability to manage confidential information and sensitive cases with discretion.
- Familiarity with case-management systems and reporting tools.

#### **Behavioural Competencies**

- High integrity, impartiality, and sound ethical judgment.
- Strong communication and interpersonal skills.
- Ability to build trust and promote a speak-up culture.
- Analytical and investigative mindset with attention to detail.
- Emotional intelligence and professionalism when handling sensitive matters.

#### **Qualifications & Experience**

- Degree in Law, Compliance, Forensics, HR, Psychology, or related field.
- Professional certifications in compliance, investigations, or ethics (e.g., CFE, CECO, CIPM) are an advantage.
- 7–10 years of experience in whistleblowing, investigations, ethics, compliance, or related roles.
- Experience managing sensitive cases in complex or regulated environments.
- Exposure to multinational or high-risk industries is beneficial.

#### **Reporting Structure**

- **Reports to:** Chief Ethics & Compliance Officer / Head of Governance / Chief Risk Officer
- **Direct Reports:** Investigators, Case Managers (depending on structure)
- **Key Internal Interfaces:** Legal, HR, Internal Audit, Ethics, Risk, Security, Executive Leadership
- **Key External Interfaces:** Regulators, external investigators, hotline providers, auditors

#### **Key Performance Indicators (KPIs)**

- Timeliness and quality of case handling and investigations.
- Effectiveness and maturity of the whistleblowing program.
- Employee awareness and trust in reporting channels.
- Reduction in retaliation incidents and repeat misconduct.
- Quality of reporting to leadership and governance bodies.
- Compliance with regulatory requirements and audit outcomes.

## 16.3.10. Code of Conduct Officer

### Position Overview

The Code of Conduct Officer is responsible for developing, implementing, and overseeing the organization's Code of Conduct framework. This senior role ensures that employees understand and adhere to the organization's ethical standards, values, and behavioural expectations. The position promotes a culture of integrity, accountability, and responsible conduct while ensuring alignment with legal, regulatory, and governance requirements.

The role requires strong ethical judgment, excellent communication skills, and the ability to influence behaviours and culture across the organization.

### Key Responsibilities

#### 1. Code of Conduct Framework Management

- Develop, maintain, and update the organization's Code of Conduct and related policies.
- Ensure the Code reflects legal requirements, ethical standards, and organizational values.
- Lead periodic reviews to ensure relevance, clarity, and alignment with global best practices.

#### 2. Awareness, Training & Culture Building

- Design and deliver Code of Conduct training programs for employees, managers, and executives.
- Promote awareness of ethical expectations through campaigns, communications, and leadership engagement.
- Foster a culture of integrity, respect, and accountability across the organization.

#### 3. Advisory & Ethical Guidance

- Provide expert advice on ethical dilemmas, conflicts of interest, and behavioural expectations.
- Support managers and employees in interpreting and applying the Code in day-to-day situations.
- Serve as a trusted advisor on matters involving conduct, values, and organizational culture.

#### 4. Monitoring & Compliance

- Monitor adherence to the Code of Conduct through assessments, audits, and behavioural indicators.
- Identify areas of non-compliance and recommend corrective actions.
- Collaborate with Compliance, HR, and Legal to ensure consistent enforcement of standards.

#### 5. Reporting & Governance

- Prepare reports for senior management, the Board, and ethics committees on Code of Conduct trends, risks, and program effectiveness.
- Track and analyse conduct-related data to identify patterns and systemic issues.
- Ensure documentation meets regulatory, audit, and governance requirements.

#### 6. Investigations & Case Coordination

- Support or coordinate investigations into Code of Conduct violations, including harassment, discrimination, conflicts of interest, and unethical behaviours.
- Ensure investigations are fair, confidential, and aligned with internal procedures.

- Work with HR, Legal, and Ethics teams to ensure appropriate remediation and disciplinary actions.

## **7. Stakeholder Engagement**

- Collaborate with HR, Ethics, Compliance, Legal, and Internal Audit to ensure a unified approach to conduct management.
- Engage with external stakeholders, including regulators, auditors, and ethics networks, when required.
- Support integration of conduct expectations into onboarding, performance management, and leadership development.

## **Required Competencies (Aligned with 16.3.10 Senior Specialist/Manager Level)**

### **Technical Competencies**

- Strong knowledge of ethics, conduct standards, compliance frameworks, and governance principles.
- Experience developing and implementing Codes of Conduct or similar behavioural frameworks.
- Understanding of workplace misconduct risks, conflicts of interest, and anti-retaliation principles.
- Ability to conduct or support investigations into conduct-related issues.
- Familiarity with organizational culture dynamics and behaviours-change methodologies.

### **Behavioural Competencies**

- High integrity, discretion, and ethical judgment.
- Strong communication and interpersonal skills.
- Ability to influence behaviours and drive cultural change.
- Empathy, fairness, and professionalism when handling sensitive matters.
- Analytical thinking with attention to detail and consistency.

### **Qualifications & Experience**

- Degree in Law, Ethics, Compliance, HR, Psychology, or related field.
- Professional certifications in ethics, compliance, or investigations are an advantage.
- 7–10 years of experience in ethics, compliance, HR, governance, or related roles.
- Experience managing conduct programs or investigations in complex organizations.
- Exposure to multinational or regulated environments is beneficial.

### **Reporting Structure**

- **Reports to:** Chief Ethics & Compliance Officer / Head of Governance / Chief HR Officer
- **Direct Reports:** Conduct Analysts, Ethics Specialists (depending on structure)
- **Key Internal Interfaces:** HR, Legal, Compliance, Ethics, Internal Audit, Risk, Executive Leadership
- **Key External Interfaces:** Regulators, auditors, external investigators, ethics associations

### **Key Performance Indicators (KPIs)**

- Effectiveness and maturity of the Code of Conduct program.
- Training completion rates and employee awareness levels.
- Timeliness and quality of conduct-related investigations.
- Reduction in conduct-related incidents and repeat findings.
- Strength of ethical culture as measured through surveys and assessments.

- Quality of reporting to leadership and governance bodies.

## 16.3.11. Compliance Manager

### Position Overview

The Compliance Manager is responsible for developing, implementing, and overseeing the organization's compliance framework to ensure adherence to legal, regulatory, and internal policy requirements. This senior role provides strategic guidance to leadership, monitors compliance risks, and drives a culture of accountability and ethical conduct across the organization.

The position requires strong regulatory knowledge, excellent analytical skills, and the ability to influence behavior and decision-making at all levels.

### Key Responsibilities

#### 1. Compliance Framework Development & Management

- Design, implement, and continuously enhance the organization's compliance management system.
- Develop and maintain compliance policies, procedures, and controls aligned with regulatory requirements and best practices.
- Ensure compliance frameworks are risk-based, effective, and embedded across business units.

#### 2. Regulatory Monitoring & Advisory

- Monitor changes in laws, regulations, and industry standards relevant to the organization.
- Conduct impact assessments and advise leadership on compliance obligations and emerging risks.
- Provide expert guidance to business units on regulatory requirements and compliance expectations.

#### 3. Compliance Risk Assessment & Monitoring

- Lead compliance risk assessments and develop mitigation strategies.
- Monitor compliance performance, conduct thematic reviews, and oversee corrective action plans.
- Maintain compliance dashboards, metrics, and reporting tools.

#### 4. Training & Awareness

- Develop and deliver compliance training programs tailored to different roles and risk areas.
- Promote a culture of compliance, integrity, and responsible conduct.
- Ensure training effectiveness through assessments and continuous improvement.

#### 5. Investigations & Issue Management

- Oversee or support investigations into compliance breaches, misconduct, or policy violations.
- Ensure investigations are conducted fairly, confidentially, and in accordance with internal standards.
- Coordinate remediation actions and track implementation.

#### 6. Reporting & Governance

- Prepare compliance reports for senior management, the Board, and relevant committees.
- Provide insights on compliance trends, risks, and program effectiveness.
- Ensure documentation meets regulatory, audit, and governance requirements.

#### 7. Stakeholder Engagement

- Collaborate with Legal, Risk, Internal Audit, HR, Ethics, and operational teams to ensure a coordinated approach to compliance.
- Engage with regulators, auditors, and external stakeholders as required.
- Support compliance integration in strategic initiatives, projects, and new business activities.

### **Required Competencies (Aligned with 16.3.11 Senior Manager Level)**

#### **Technical Competencies**

- Strong knowledge of compliance frameworks, regulatory requirements, and governance principles.
- Experience conducting compliance risk assessments and implementing controls.
- Understanding of regulatory reporting, audit processes, and monitoring tools.
- Ability to interpret complex regulations and translate them into practical business requirements.
- Skilled in investigations, issue management, and remediation planning.

#### **Behavioural Competencies**

- High integrity, independence, and ethical judgment.
- Strong communication and stakeholder-management skills.
- Analytical and strategic thinking with attention to detail.
- Ability to influence behavior and drive cultural change.
- Professionalism, resilience, and sound decision-making.

#### **Qualifications & Experience**

- Degree in Law, Compliance, Business, Risk Management, or related field.
- Professional certifications in compliance (e.g., CCEP, ICA, CAMS) are an advantage.
- 7–12 years of experience in compliance, regulatory, or governance roles.
- Experience in regulated industries or multinational environments is highly beneficial.
- Proven track record in managing compliance programs and leading cross-functional initiatives.

#### **Reporting Structure**

- **Reports to:** Chief Compliance Officer / Head of Governance / Chief Risk Officer
- **Direct Reports:** Compliance Officers, Analysts (depending on structure)
- **Key Internal Interfaces:** Legal, Risk, Internal Audit, HR, Ethics, Operations, Executive Leadership
- **Key External Interfaces:** Regulators, auditors, external consultants, industry associations

#### **Key Performance Indicators (KPIs)**

- Compliance program maturity and audit outcomes.
- Timeliness and quality of compliance reporting.
- Reduction in compliance breaches and repeat findings.
- Training completion rates and employee awareness levels.
- Effectiveness of risk mitigation and remediation actions.
- Quality of engagement with regulators and governance bodies.

## 16.3.12. Regulatory Compliance Specialist

### Position Overview

The Regulatory Compliance Specialist is responsible for monitoring, interpreting, and implementing regulatory requirements that impact the organization. This senior specialist role ensures that business operations comply with applicable laws, regulations, and industry standards, while supporting the development of compliance controls and advising business units on regulatory obligations.

The position requires strong analytical skills, deep regulatory knowledge, and the ability to translate complex legal requirements into practical operational guidance.

### Key Responsibilities

#### 1. Regulatory Monitoring & Interpretation

- Track and analyze regulatory developments, legislative changes, and industry standards relevant to the organization.
- Interpret complex regulatory requirements and assess their impact on business operations, products, and processes.
- Prepare regulatory updates, impact assessments, and guidance notes for leadership and business units.

#### 2. Compliance Advisory & Support

- Provide expert regulatory advice to business units, project teams, and senior management.
- Support the design and implementation of processes, controls, and systems to ensure regulatory compliance.
- Advise on regulatory requirements for new products, services, and strategic initiatives.

#### 3. Compliance Framework Implementation

- Assist in developing and maintaining compliance policies, procedures, and standards.
- Support the implementation of compliance frameworks aligned with regulatory expectations and best practices.
- Monitor adherence to regulatory requirements through reviews, assessments, and testing.

#### 4. Regulatory Reporting & Documentation

- Prepare or support regulatory filings, submissions, and reports as required by law or regulatory authorities.
- Maintain accurate and up-to-date compliance documentation, registers, and evidence of regulatory adherence.
- Ensure timely escalation of regulatory issues or breaches.

#### 5. Training & Awareness

- Develop and deliver training on regulatory requirements, compliance obligations, and emerging risks.
- Promote awareness of regulatory expectations across the organization.
- Provide targeted training for high-risk functions and new regulatory developments.

#### 6. Risk Assessment & Issue Management

- Conduct regulatory compliance risk assessments and support mitigation planning.

- Identify gaps, weaknesses, or non-compliance issues and recommend corrective actions.
- Support investigations into regulatory breaches and assist with remediation efforts.

### **7. Stakeholder Engagement**

- Collaborate with Legal, Risk, Compliance, Internal Audit, and operational teams to ensure a coordinated approach to regulatory compliance.
- Engage with regulators, auditors, and external consultants when required.
- Support regulatory inspections, audits, and inquiries.

### **Required Competencies (Aligned with 16.3.12 Senior Specialist Level)**

#### **Technical Competencies**

- Strong knowledge of regulatory frameworks relevant to the organization's industry.
- Ability to interpret and apply complex laws, regulations, and guidelines.
- Experience with compliance monitoring, risk assessments, and regulatory reporting.
- Understanding of governance, risk management, and internal control principles.
- Familiarity with compliance management systems and regulatory tools.

#### **Behavioural Competencies**

- High integrity, professionalism, and ethical judgment.
- Strong analytical and problem-solving skills.
- Excellent communication and stakeholder-management abilities.
- Attention to detail with the ability to manage multiple priorities.
- Proactive mindset and ability to work independently.

#### **Qualifications & Experience**

- Degree in Law, Compliance, Business, Public Policy, or related field.
- Professional certifications in compliance or regulation (e.g., ICA, CCEP, CAMS) are an advantage.
- 5–8 years of experience in regulatory compliance, legal, or governance roles.
- Experience in regulated industries or multinational environments is beneficial.
- Proven ability to interpret regulations and support operational compliance.

#### **Reporting Structure**

- **Reports to:** Compliance Manager / Head of Regulatory Compliance / Chief Compliance Officer
- **Direct Reports:** None (may mentor junior analysts depending on structure)
- **Key Internal Interfaces:** Legal, Risk, Internal Audit, Operations, Product Development, HR, Executive Leadership
- **Key External Interfaces:** Regulators, auditors, external consultants, industry associations

#### **Key Performance Indicators (KPIs)**

- Timeliness and accuracy of regulatory reporting and submissions.
- Quality of regulatory analysis and impact assessments.
- Reduction in regulatory breaches and audit findings.
- Training completion rates and regulatory awareness levels.
- Effectiveness of compliance controls and remediation actions.
- Quality of engagement with regulators and internal stakeholders.

## 16.3.13. Third-Party Compliance Officer

### Job Description

#### Position Overview

The Third-Party Compliance Officer is responsible for developing, implementing, and managing the organization's third-party compliance framework. This senior specialist role ensures that suppliers, contractors, agents, distributors, and other external partners operate in accordance with legal, regulatory, ethical, and contractual requirements. The position plays a critical role in mitigating third-party risks, including corruption, fraud, sanctions, data protection, human rights, and ESG-related exposures.

The role requires strong analytical skills, deep compliance knowledge, and the ability to influence internal and external stakeholders.

#### Key Responsibilities

##### 1. Third-Party Compliance Framework Management

- Develop and maintain the organization's third-party compliance policies, procedures, and standards.
- Ensure alignment with global best practices, regulatory expectations, and internal governance frameworks.
- Support integration of third-party compliance requirements into procurement, contracting, and vendor-management processes.

##### 2. Due Diligence & Risk Assessment

- Conduct risk-based due diligence on third parties, including background checks, sanctions screening, financial integrity reviews, and ethical assessments.
- Identify red flags and recommend mitigation measures, enhanced monitoring, or rejection where necessary.
- Maintain risk profiles for high-risk third parties and ensure ongoing monitoring.

##### 3. Contracting & Compliance Controls

- Review and advise on compliance clauses in contracts, including anti-corruption, data protection, confidentiality, ESG, and audit rights.
- Ensure appropriate controls are embedded into third-party engagements based on risk level.
- Support procurement and legal teams in structuring compliant third-party relationships.

##### 4. Monitoring & Oversight

- Monitor third-party performance, compliance certifications, and adherence to contractual obligations.
- Conduct periodic reviews, audits, and assessments of high-risk third parties.
- Track and analyse compliance trends, incidents, and emerging risks.

##### 5. Investigations & Issue Management

- Support or lead investigations involving third-party misconduct, including bribery, fraud, human rights violations, or data breaches.
- Coordinate remediation actions, corrective measures, and reporting to leadership.
- Ensure timely escalation of significant risks or breaches.

##### 6. Training & Awareness

- Develop and deliver training for internal teams and third parties on compliance expectations, red flags, and reporting mechanisms.

- Promote awareness of third-party risks across procurement, operations, and business units.
- Provide targeted guidance for high-risk functions and geographies.

## **7. Reporting & Governance**

- Prepare reports for senior management, the Board, and compliance committees on third-party risks, due diligence outcomes, and program effectiveness.
- Maintain accurate and up-to-date records of due diligence, monitoring activities, and risk assessments.
- Support regulatory inspections, audits, and external reviews.

### **Required Competencies (Aligned with 16.3.13 Senior Specialist Level)**

#### **Technical Competencies**

- Strong knowledge of third-party risk management, compliance frameworks, and regulatory requirements.
- Experience conducting due diligence, sanctions screening, and risk assessments.
- Understanding of anti-corruption, anti-bribery, sanctions, data protection, ESG, and supply-chain compliance.
- Ability to interpret complex regulations and apply them to third-party engagements.
- Familiarity with compliance management systems and due-diligence tools.

#### **Behavioral Competencies**

- High integrity, professionalism, and ethical judgment.
- Strong analytical and problem-solving skills.
- Excellent communication and stakeholder-management abilities.
- Attention to detail with the ability to manage multiple priorities.
- Ability to influence internal teams and external partners.

#### **Qualifications & Experience**

- Degree in Law, Compliance, Business, Risk Management, or related field.
- Professional certifications in compliance, anti-corruption, or risk management (e.g., CCEP, CFE, ICA) are an advantage.
- 5–8 years of experience in compliance, third-party risk management, procurement compliance, or related roles.
- Experience in regulated industries or multinational environments is beneficial.
- Proven ability to conduct due diligence and manage third-party compliance programs.

#### **Reporting Structure**

- **Reports to:** Compliance Manager / Head of Third-Party Risk / Chief Compliance Officer
- **Direct Reports:** None (may mentor analysts depending on structure)
- **Key Internal Interfaces:** Procurement, Legal, Risk, Internal Audit, Finance, Operations, Ethics, Executive Leadership
- **Key External Interfaces:** Suppliers, contractors, agents, distributors, due-diligence providers, auditors

#### **Key Performance Indicators (KPIs)**

- Timeliness and quality of due-diligence reviews.
- Reduction in third-party compliance incidents and repeat findings.
- Effectiveness of monitoring and risk-mitigation measures.

- Training completion rates and awareness levels among internal teams and third parties.
- Quality of reporting to leadership and governance bodies.
- Compliance with regulatory and audit requirements.

## 16.3.14. AML / KYC Compliance Officer

### Position Overview

The AML / KYC Compliance Officer is responsible for ensuring that the organization complies with Anti-Money Laundering (AML), Counter-Terrorist Financing (CTF), and Know-Your-Customer (KYC) regulatory requirements. This senior specialist role oversees customer due diligence, transaction monitoring, sanctions screening, and financial-crime risk assessments. The position plays a critical role in protecting the organization from financial-crime risks and ensuring adherence to global and local regulatory frameworks.

The role requires strong analytical skills, deep regulatory knowledge, and the ability to work effectively with internal and external stakeholders.

### Key Responsibilities

#### 1. AML / KYC Framework Implementation

- Implement and maintain AML, CTF, and KYC policies, procedures, and controls.
- Ensure alignment with regulatory requirements, industry standards, and internal governance frameworks.
- Support continuous improvement of the financial-crime compliance program.

#### 2. Customer Due Diligence (CDD) & Enhanced Due Diligence (EDD)

- Conduct and review CDD and EDD for new and existing customers.
- Assess customer risk profiles, identify red flags, and recommend risk-mitigation measures.
- Ensure proper documentation, verification, and ongoing monitoring of customer information.

#### 3. Transaction Monitoring & Investigations

- Monitor transactions for suspicious activity using automated systems and manual reviews.
- Investigate alerts, document findings, and escalate suspicious cases as appropriate.
- Prepare Suspicious Activity Reports (SARs) or equivalent regulatory filings.

#### 4. Sanctions & PEP Screening

- Conduct sanctions, PEP (Politically Exposed Person), and adverse-media screening.
- Investigate potential matches and determine whether escalation or remediation is required.
- Ensure compliance with global sanctions regimes (UN, EU, OFAC, etc.).

#### 5. Risk Assessment & Reporting

- Support AML / CTF risk assessments and contribute to enterprise-wide risk assessments.
- Prepare reports for senior management, regulators, and compliance committees.
- Track and analyse AML / KYC trends, emerging risks, and regulatory developments.

#### 6. Training & Awareness

- Develop and deliver AML / KYC training for employees, managers, and high-risk functions.
- Promote awareness of financial-crime risks and reporting obligations.
- Ensure training content is updated to reflect regulatory changes.

## 7. Regulatory Engagement & Audit Support

- Support regulatory inspections, audits, and inquiries related to AML / KYC compliance.
- Maintain accurate and up-to-date documentation for audit readiness.
- Liaise with regulators, external auditors, and law-enforcement agencies when required.

### Required Competencies (Aligned with 16.3.14 Senior Specialist Level)

#### Technical Competencies

- Strong knowledge of AML, CTF, KYC, sanctions, and financial-crime regulations.
- Experience with CDD, EDD, transaction monitoring, and suspicious-activity investigations.
- Understanding of risk-based approaches and financial-crime typologies.
- Familiarity with AML systems, screening tools, and case-management platforms.
- Ability to interpret complex regulations and apply them to operational processes.

#### Behavioural Competencies

- High integrity, professionalism, and ethical judgment.
- Strong analytical and investigative skills.
- Excellent communication and stakeholder-management abilities.
- Attention to detail with the ability to manage multiple priorities.
- Proactive mindset and ability to work independently.

#### Qualifications & Experience

- Degree in Law, Finance, Compliance, Business, or related field.
- Professional certifications in AML / financial crime (e.g., CAMS, ICA, ACAMS) are an advantage.
- 5–8 years of experience in AML, KYC, financial-crime compliance, or related roles.
- Experience in regulated industries (banking, fintech, insurance, payments) is highly beneficial.
- Proven ability to conduct investigations and manage AML / KYC processes.

#### Reporting Structure

- **Reports to:** AML Manager / Head of Financial Crime / Chief Compliance Officer
- **Direct Reports:** None (may mentor junior analysts depending on structure)
- **Key Internal Interfaces:** Compliance, Risk, Legal, Operations, Onboarding, Internal Audit, Finance
- **Key External Interfaces:** Regulators, auditors, law-enforcement agencies, external consultants

#### Key Performance Indicators (KPIs)

- Timeliness and quality of CDD / EDD reviews.
- Accuracy and effectiveness of transaction-monitoring investigations.
- Reduction in AML / KYC breaches and audit findings.
- Quality of SARs and regulatory reporting.
- Training completion rates and awareness levels.
- Strength of AML / KYC controls and risk-mitigation measures.

## 16.3.14. AML / KYC Compliance Officer

### Job Description

#### Position Overview

The AML / KYC Compliance Officer is responsible for ensuring that the organization complies with Anti-Money Laundering (AML), Counter-Terrorist Financing (CTF), and Know-Your-Customer (KYC) regulatory requirements. This senior specialist role oversees customer due diligence, transaction monitoring, sanctions screening, and financial-crime risk assessments. The position plays a critical role in protecting the organization from financial-crime risks and ensuring adherence to global and local regulatory frameworks.

The role requires strong analytical skills, deep regulatory knowledge, and the ability to work effectively with internal and external stakeholders.

#### Key Responsibilities

##### 1. AML / KYC Framework Implementation

- Implement and maintain AML, CTF, and KYC policies, procedures, and controls.
- Ensure alignment with regulatory requirements, industry standards, and internal governance frameworks.
- Support continuous improvement of the financial-crime compliance program.

##### 2. Customer Due Diligence (CDD) & Enhanced Due Diligence (EDD)

- Conduct and review CDD and EDD for new and existing customers.
- Assess customer risk profiles, identify red flags, and recommend risk-mitigation measures.
- Ensure proper documentation, verification, and ongoing monitoring of customer information.

##### 3. Transaction Monitoring & Investigations

- Monitor transactions for suspicious activity using automated systems and manual reviews.
- Investigate alerts, document findings, and escalate suspicious cases as appropriate.
- Prepare Suspicious Activity Reports (SARs) or equivalent regulatory filings.

##### 4. Sanctions & PEP Screening

- Conduct sanctions, PEP (Politically Exposed Person), and adverse-media screening.
- Investigate potential matches and determine whether escalation or remediation is required.
- Ensure compliance with global sanctions regimes (UN, EU, OFAC, etc.).

##### 5. Risk Assessment & Reporting

- Support AML / CTF risk assessments and contribute to enterprise-wide risk assessments.
- Prepare reports for senior management, regulators, and compliance committees.
- Track and analyze AML / KYC trends, emerging risks, and regulatory developments.

##### 6. Training & Awareness

- Develop and deliver AML / KYC training for employees, managers, and high-risk functions.
- Promote awareness of financial-crime risks and reporting obligations.

- Ensure training content is updated to reflect regulatory changes.

## **7. Regulatory Engagement & Audit Support**

- Support regulatory inspections, audits, and inquiries related to AML / KYC compliance.
- Maintain accurate and up-to-date documentation for audit readiness.
- Liaise with regulators, external auditors, and law-enforcement agencies when required.

### **Required Competencies (Aligned with 16.3.14 Senior Specialist Level)**

#### **Technical Competencies**

- Strong knowledge of AML, CTF, KYC, sanctions, and financial-crime regulations.
- Experience with CDD, EDD, transaction monitoring, and suspicious-activity investigations.
- Understanding of risk-based approaches and financial-crime typologies.
- Familiarity with AML systems, screening tools, and case-management platforms.
- Ability to interpret complex regulations and apply them to operational processes.

#### **Behavioral Competencies**

- High integrity, professionalism, and ethical judgment.
- Strong analytical and investigative skills.
- Excellent communication and stakeholder-management abilities.
- Attention to detail with the ability to manage multiple priorities.
- Proactive mindset and ability to work independently.

#### **Qualifications & Experience**

- Degree in Law, Finance, Compliance, Business, or related field.
- Professional certifications in AML / financial crime (e.g., CAMS, ICA, ACAMS) are an advantage.
- 5–8 years of experience in AML, KYC, financial-crime compliance, or related roles.
- Experience in regulated industries (banking, fintech, insurance, payments) is highly beneficial.
- Proven ability to conduct investigations and manage AML / KYC processes.

#### **Reporting Structure**

- **Reports to:** AML Manager / Head of Financial Crime / Chief Compliance Officer
- **Direct Reports:** None (may mentor junior analysts depending on structure)
- **Key Internal Interfaces:** Compliance, Risk, Legal, Operations, Onboarding, Internal Audit, Finance
- **Key External Interfaces:** Regulators, auditors, law-enforcement agencies, external consultants

#### **Key Performance Indicators (KPIs)**

- Timeliness and quality of CDD / EDD reviews.
- Accuracy and effectiveness of transaction-monitoring investigations.
- Reduction in AML / KYC breaches and audit findings.
- Quality of SARs and regulatory reporting.
- Training completion rates and awareness levels.
- Strength of AML / KYC controls and risk-mitigation measures.

## 16.3.15. Export Controls & Trade Compliance Officer

### Job Description

#### Position Overview

The Export Controls & Trade Compliance Officer is responsible for ensuring that the organization complies with all applicable export control, sanctions, customs, and international trade regulations. This senior specialist role oversees classification, licensing, screening, and trade-compliance risk management across global operations. The position plays a critical role in safeguarding the organization from regulatory, financial, and reputational risks associated with cross-border trade.

The role requires deep regulatory expertise, strong analytical skills, and the ability to work effectively with internal and external stakeholders across multiple jurisdictions.

#### Key Responsibilities

##### 1. Export Controls & Trade Compliance Framework

- Develop, implement, and maintain the organization's export controls and trade compliance policies, procedures, and standards.
- Ensure alignment with global regulatory regimes (e.g., EAR, ITAR, EU Dual-Use Regulation, OFAC, UN sanctions).
- Support continuous improvement of the trade-compliance management system.

##### 2. Classification & Licensing

- Determine export classifications (ECCN, HTS, Schedule B, EU dual-use codes) for products, technology, and software.
- Assess licensing requirements and prepare or coordinate export license applications.
- Maintain accurate classification records and ensure proper documentation for audits.

##### 3. Sanctions & Restricted-Party Screening

- Conduct screening of customers, suppliers, intermediaries, and transactions against sanctions and restricted-party lists.
- Investigate potential matches and escalate high-risk cases.
- Ensure compliance with global sanctions regimes and embargoes.

##### 4. Transaction & Shipment Compliance

- Review and approve export transactions, shipping documentation, and customs declarations.
- Ensure adherence to destination controls, end-use/end-user restrictions, and re-export rules.
- Support logistics, procurement, and sales teams in managing compliant cross-border operations.

##### 5. Risk Assessment & Monitoring

- Conduct trade-compliance risk assessments across business units and geographies.
- Identify high-risk activities, jurisdictions, and products, and recommend mitigation strategies.
- Monitor regulatory developments and emerging trade-compliance risks.

##### 6. Training & Awareness

- Develop and deliver training on export controls, sanctions, customs compliance, and trade regulations.
- Promote awareness of trade-compliance obligations across the organization.

- Provide targeted guidance for high-risk functions such as sales, logistics, engineering, and procurement.

## **7. Investigations & Issue Management**

- Investigate potential violations of export controls, sanctions, or customs regulations.
- Coordinate remediation actions, corrective measures, and voluntary disclosures where appropriate.
- Ensure timely escalation of significant risks or breaches.

## **8. Reporting & Governance**

- Prepare reports for senior management, compliance committees, and regulators on trade-compliance risks and program effectiveness.
- Maintain accurate and audit-ready documentation of classifications, licenses, screenings, and assessments.
- Support internal and external audits, inspections, and regulatory inquiries.

### **Required Competencies (Aligned with 16.3.15 Senior Specialist Level)**

#### **Technical Competencies**

- Strong knowledge of export controls, sanctions, customs, and international trade regulations.
- Experience with product classification, licensing, and restricted-party screening.
- Understanding of supply-chain processes, logistics, and cross-border trade operations.
- Ability to interpret complex regulations and apply them to business activities.
- Familiarity with trade-compliance systems and screening tools.

#### **Behavioural Competencies**

- High integrity, professionalism, and ethical judgment.
- Strong analytical and problem-solving skills.
- Excellent communication and stakeholder-management abilities.
- Attention to detail with the ability to manage multiple priorities.
- Proactive mindset and ability to work independently.

#### **Qualifications & Experience**

- Degree in Law, International Trade, Compliance, Business, or related field.
- Professional certifications in trade compliance (e.g., CUSECO, CES, ITAR/EAR certifications) are an advantage.
- 5–8 years of experience in export controls, sanctions compliance, customs, or international trade.
- Experience in regulated industries (aerospace, defence, technology, manufacturing) is highly beneficial.
- Proven ability to manage complex trade-compliance processes and cross-border operations.

#### **Reporting Structure**

- **Reports to:** Head of Trade Compliance / Chief Compliance Officer / Global Supply Chain Compliance Lead
- **Direct Reports:** None (may mentor analysts depending on structure)
- **Key Internal Interfaces:** Legal, Compliance, Logistics, Procurement, Sales, Engineering, Risk, Internal Audit
- **Key External Interfaces:** Regulators, customs authorities, freight forwarders, brokers, external consultants, auditors

#### **Key Performance Indicators (KPIs)**

- Accuracy and timeliness of product classifications and licensing.
- Reduction in trade-compliance breaches and audit findings.
- Effectiveness of sanctions and restricted-party screening.
- Training completion rates and awareness levels.
- Quality of documentation and audit readiness.
- Strength of trade-compliance controls and risk-mitigation measures.

## 16.4.1. Enterprise Risk Manager

### Job Description

#### Position Overview

The Enterprise Risk Manager is responsible for designing, implementing, and maintaining the organization's Enterprise Risk Management (ERM) framework. This senior role ensures that risks across all business units are identified, assessed, monitored, and effectively managed in alignment with strategic objectives. The Enterprise Risk Manager provides expert guidance to leadership, strengthens risk culture, and supports informed decision-making at all levels of the organization. The role requires deep technical expertise in risk management, strong analytical capability, and the ability to influence senior stakeholders in a complex environment.

#### Key Responsibilities

##### 1. ERM Framework Development & Governance

- Develop, implement, and continuously enhance the Enterprise Risk Management framework.
- Ensure alignment with global standards (ISO 31000, COSO ERM) and regulatory expectations.
- Establish risk policies, methodologies, and governance structures.
- Support the functioning of risk committees and governance forums.

##### 2. Risk Identification & Assessment

- Lead enterprise-wide risk identification exercises, including workshops, interviews, and scenario planning.
- Conduct qualitative and quantitative risk assessments to evaluate likelihood, impact, and velocity.
- Maintain and update the enterprise risk register, ensuring accuracy and completeness.

##### 3. Risk Monitoring, Reporting & Analytics

- Monitor key risks, emerging risks, and risk indicators across the organization.
- Develop risk dashboards, heat maps, and analytical reports for senior management and the Board.
- Ensure timely escalation of significant risks, control weaknesses, or incidents.

##### 4. Strategic Risk Advisory

- Provide risk insights to support strategic planning, investment decisions, and major projects.
- Conduct risk assessments for new initiatives, partnerships, and business changes.
- Facilitate risk-informed decision-making across business units.

##### 5. Internal Control & Assurance Coordination

- Collaborate with Internal Audit, Compliance, and other assurance functions to ensure integrated risk management.
- Support the design, evaluation, and enhancement of internal controls.
- Track remediation actions and ensure closure of risk-related findings.

##### 6. Risk Culture, Training & Awareness

- Promote a strong risk culture through communication, leadership engagement, and awareness campaigns.
- Develop and deliver training on risk management principles, tools, and responsibilities.

- Support business units in embedding risk management into daily operations.

## **7. Business Continuity & Resilience Support**

- Contribute to business continuity planning, crisis management, and resilience initiatives.
- Conduct scenario testing, stress testing, and tabletop exercises.
- Ensure alignment between ERM, operational resilience, and continuity frameworks.

### **Required Competencies (Aligned with 16.4.1 Senior Manager Level)**

#### **Technical Competencies**

- Strong knowledge of ERM frameworks, risk methodologies, and governance principles.
- Experience conducting risk assessments, scenario analyses, and risk modeling.
- Understanding of internal controls, assurance processes, and regulatory requirements.
- Ability to interpret complex business information and translate it into risk insights.
- Proficiency with risk management tools, dashboards, and reporting systems.

#### **Behavioural Competencies**

- Strong analytical and strategic thinking.
- Excellent communication and stakeholder-management skills.
- High integrity, professionalism, and sound judgment.
- Ability to influence senior leaders and drive cultural change.
- Proactive mindset with strong problem-solving abilities.

#### **Qualifications & Experience**

- Degree in Risk Management, Finance, Business, Economics, or related field.
- Professional certifications (CRM, IRM, FRM, CIA, CRMA) are an advantage.
- 7–12 years of experience in enterprise risk management, internal audit, or related fields.
- Experience in regulated industries or multinational organizations is highly beneficial.
- Proven ability to lead ERM programs and engage senior stakeholders.

#### **Reporting Structure**

- **Reports to:** Chief Risk Officer / Head of Enterprise Risk / Chief Governance Officer
- **Direct Reports:** Risk Analysts, Risk Officers (depending on structure)
- **Key Internal Interfaces:** Internal Audit, Compliance, Finance, Operations, Strategy, Executive Leadership
- **Key External Interfaces:** Regulators, auditors, consultants, industry associations

#### **Key Performance Indicators (KPIs)**

- Maturity and effectiveness of the ERM framework.
- Quality and timeliness of risk reporting.
- Reduction in risk incidents and control weaknesses.
- Engagement levels and risk culture indicators across the organization.
- Quality of risk insights provided to leadership and governance bodies.
- Successful completion of risk-based assurance and remediation activities.

## 16.4.2. Operational Risk Manager

### Job Description

#### Position Overview

The Operational Risk Manager is responsible for developing, implementing, and overseeing the organization's operational risk management framework. This senior role ensures that operational risks across all business units are identified, assessed, monitored, and mitigated in alignment with regulatory expectations and internal governance standards. The Operational Risk Manager partners closely with business leaders to strengthen controls, reduce incidents, and embed a strong risk culture. The role requires deep expertise in operational risk, strong analytical capability, and the ability to influence stakeholders across complex environments.

#### Key Responsibilities

##### 1. Operational Risk Framework Development & Implementation

- Develop, implement, and continuously enhance the operational risk management framework.
- Ensure alignment with global standards (e.g., Basel, ISO 31000, COSO) and regulatory requirements.
- Establish operational risk policies, methodologies, and governance structures.

##### 2. Risk Identification, Assessment & Control Evaluation

- Lead operational risk identification exercises, including process reviews, workshops, and control assessments.
- Conduct risk assessments to evaluate likelihood, impact, and control effectiveness.
- Maintain the operational risk register and ensure regular updates.

##### 3. Incident Management & Root Cause Analysis

- Oversee the operational risk incident management process, including logging, investigation, and remediation.
- Conduct root cause analyses to identify systemic issues and prevent recurrence.
- Track and report incidents, losses, and near misses.

##### 4. Key Risk Indicators (KRIs) & Monitoring

- Develop and monitor KRIs to detect emerging risks and control weaknesses.
- Collaborate with business units to ensure timely reporting and escalation of risk indicators.
- Analyse trends and provide insights to leadership.

##### 5. Internal Control Strengthening

- Evaluate the design and effectiveness of internal controls across business processes.
- Recommend enhancements to mitigate operational risks and improve control maturity.
- Partner with Internal Audit, Compliance, and Risk teams to ensure coordinated assurance.

##### 6. Risk Reporting & Governance

- Prepare operational risk reports, dashboards, and heat maps for senior management and risk committees.
- Ensure timely escalation of significant risks, incidents, and control failures.
- Support governance forums with insights and recommendations.

##### 7. Business Continuity & Resilience Support

- Contribute to business continuity planning, crisis management, and resilience initiatives.
- Support scenario testing, stress testing, and continuity exercises.
- Ensure alignment between operational risk and resilience frameworks.

### **8. Training, Awareness & Culture Building**

- Promote a strong operational risk culture through communication and engagement initiatives.
- Develop and deliver training on operational risk principles, tools, and responsibilities.
- Support business units in embedding operational risk management into daily operations.

### **Required Competencies (Aligned with 16.4.2 Senior Manager Level)**

#### **Technical Competencies**

- Strong knowledge of operational risk frameworks, methodologies, and regulatory expectations.
- Experience with risk assessments, control evaluations, and incident management.
- Understanding of internal controls, assurance processes, and governance principles.
- Ability to analyse complex operational processes and identify risk exposures.
- Proficiency with risk management tools, dashboards, and reporting systems.

#### **Behavioural Competencies**

- Strong analytical and problem-solving skills.
- Excellent communication and stakeholder-management abilities.
- High integrity, professionalism, and sound judgment.
- Ability to influence and drive cultural change across business units.
- Proactive mindset with strong organizational and prioritization skills.

#### **Qualifications & Experience**

- Degree in Risk Management, Business, Finance, Operations, or related field.
- Professional certifications (e.g., ORM, IRM, FRM, CRMA, CIA) are an advantage.
- 7–12 years of experience in operational risk, internal control, internal audit, or related fields.
- Experience in regulated industries or multinational organizations is highly beneficial.
- Proven ability to lead operational risk programs and engage senior stakeholders.

#### **Reporting Structure**

- **Reports to:** Head of Operational Risk / Chief Risk Officer / Head of Enterprise Risk
- **Direct Reports:** Operational Risk Analysts, Control Specialists (depending on structure)
- **Key Internal Interfaces:** Internal Audit, Compliance, Finance, Operations, IT, HR, Executive Leadership
- **Key External Interfaces:** Regulators, auditors, consultants, industry associations

#### **Key Performance Indicators (KPIs)**

- Reduction in operational risk incidents and losses.
- Effectiveness and maturity of the operational risk framework.
- Quality and timeliness of risk reporting and escalation.

- Strength of internal controls and remediation outcomes.
- Engagement levels and operational risk culture indicators.
- Successful completion of risk-based assurance and control testing activities.

## 16.4.3. Strategic Risk Analyst

### Job Description

#### Position Overview

The Strategic Risk Analyst is responsible for analysing, assessing, and reporting on strategic risks that could impact the organization's long-term objectives, competitive position, and value creation. This senior specialist role provides deep analytical insights, supports strategic planning, and enhances the organization's ability to anticipate and respond to emerging risks and opportunities.

The role requires strong analytical capability, business acumen, and the ability to translate complex data into actionable insights for senior leadership.

#### Key Responsibilities

##### 1. Strategic Risk Identification & Assessment

- Identify strategic risks through environmental scanning, market analysis, stakeholder engagement, and scenario planning.
- Assess the likelihood, impact, velocity, and interdependencies of strategic risks.
- Maintain the strategic risk register and ensure alignment with enterprise-wide risk frameworks.

##### 2. Market, Industry & Competitor Analysis

- Conduct in-depth analysis of market trends, regulatory developments, technological shifts, and competitive dynamics.
- Evaluate how external forces may influence the organization's strategy, business model, and long-term performance.
- Prepare insights that support strategic decision-making and risk mitigation.

##### 3. Scenario Planning & Stress Testing

- Develop and model strategic scenarios to test resilience under different market, economic, or geopolitical conditions.
- Support stress-testing exercises to evaluate the impact of extreme but plausible events.
- Provide recommendations to strengthen strategic resilience.

##### 4. Strategic Risk Reporting & Insights

- Prepare high-quality reports, dashboards, and presentations for senior management, the Board, and strategy committees.
- Translate complex data into clear, actionable insights and strategic recommendations.
- Ensure timely escalation of significant strategic risks or emerging threats.

##### 5. Collaboration with Strategy & Business Units

- Work closely with Strategy, Finance, Operations, and other functions to integrate risk insights into strategic planning.
- Support major projects, investments, and transformation initiatives with strategic risk assessments.
- Facilitate cross-functional discussions on risk appetite, trade-offs, and strategic priorities.

##### 6. Emerging Risk Monitoring

- Monitor global trends, disruptions, and early-warning indicators that may affect the organization's future direction.
- Conduct horizon scanning to identify long-term risks and opportunities.
- Provide thought leadership on emerging risk themes.

## 7. Risk Culture & Capability Building

- Promote awareness of strategic risk concepts across the organization.
- Support training and capability-building initiatives related to strategic risk, scenario analysis, and forecasting.
- Contribute to strengthening a forward-looking, risk-aware culture.

### Required Competencies (Aligned with 16.4.3 Senior Specialist Level)

#### Technical Competencies

- Strong knowledge of strategic risk management, scenario planning, and forecasting methodologies.
- Expertise in market analysis, competitive intelligence, and macro-environmental assessment.
- Ability to interpret complex data and develop actionable insights.
- Understanding of enterprise risk management frameworks and governance principles.
- Proficiency with analytical tools, visualization platforms, and modeling techniques.

#### Behavioural Competencies

- Strong analytical and critical-thinking skills.
- Excellent communication and presentation abilities.
- High integrity, professionalism, and sound judgment.
- Ability to influence stakeholders and support strategic discussions.
- Curiosity, adaptability, and a forward-looking mindset.

#### Qualifications & Experience

- Degree in Business, Economics, Finance, Risk Management, Data Analytics, or related field.
- Professional certifications (e.g., IRM, FRM, CFA, CRM) are an advantage.
- 5–10 years of experience in strategic risk, strategy, market intelligence, consulting, or related analytical roles.
- Experience in multinational or regulated industries is beneficial.
- Proven ability to deliver high-quality strategic insights and risk analysis.

#### Reporting Structure

- **Reports to:** Head of Enterprise Risk / Chief Risk Officer / Head of Strategy
- **Direct Reports:** None (may mentor analysts depending on structure)
- **Key Internal Interfaces:** Strategy, Finance, Operations, Innovation, Internal Audit, Compliance, Executive Leadership
- **Key External Interfaces:** Industry analysts, consultants, regulators, research institutions

#### Key Performance Indicators (KPIs)

- Quality and relevance of strategic risk insights and analysis.
- Timeliness and accuracy of strategic risk reporting.
- Integration of risk insights into strategic planning and decision-making.
- Identification and monitoring of emerging risks.
- Engagement and satisfaction of senior stakeholders.
- Contribution to strengthening strategic resilience and foresight.

## 16.4.4. Business Continuity & Resilience Manager

### Position Overview

The Business Continuity & Resilience Manager is responsible for developing, implementing, and maintaining the organization's business continuity, crisis management, and operational resilience frameworks. This senior role ensures that the organization can anticipate, withstand, respond to, and recover from disruptions while safeguarding people, operations, assets, and reputation.

The position requires strong technical expertise, excellent coordination skills, and the ability to influence leaders across the organization to embed resilience into strategic and operational planning.

### Key Responsibilities

#### 1. Business Continuity Framework Development

- Develop, implement, and continuously enhance the organization's Business Continuity Management (BCM) framework.
- Ensure alignment with global standards (ISO 22301, ISO 22317, NIST, COSO) and regulatory expectations.
- Establish policies, governance structures, and lifecycle processes for continuity planning.

#### 2. Business Impact Analysis (BIA) & Risk Assessment

- Lead BIAs across all business units to identify critical processes, dependencies, and recovery priorities.
- Conduct continuity-related risk assessments to evaluate vulnerabilities and resilience gaps.
- Maintain and update continuity and resilience risk registers.

#### 3. Continuity & Recovery Planning

- Develop and maintain Business Continuity Plans (BCPs), Disaster Recovery Plans (DRPs), and Crisis Management Plans (CMPs).
- Ensure plans address people, technology, facilities, supply chain, and third-party dependencies.
- Coordinate with IT, Operations, HR, and other functions to ensure integrated recovery strategies.

#### 4. Testing, Exercising & Validation

- Design and execute continuity and crisis-management exercises, including tabletop simulations, scenario tests, and full-scale drills.
- Evaluate performance, identify gaps, and drive remediation actions.
- Ensure continuous improvement of resilience capabilities.

#### 5. Crisis Management & Incident Response

- Support activation of crisis-management structures during disruptions.
- Provide guidance to crisis leaders, coordinate response activities, and ensure effective communication.
- Document incidents, lessons learned, and post-event reviews.

#### 6. Resilience Monitoring & Reporting

- Monitor resilience indicators, emerging threats, and operational vulnerabilities.
- Prepare dashboards, reports, and insights for senior management and risk committees.
- Ensure timely escalation of significant continuity risks or disruptions.

#### 7. Training, Awareness & Culture Building

- Develop and deliver training on business continuity, crisis response, and resilience principles.
- Promote a culture of preparedness and proactive risk management.
- Support leaders and teams in embedding resilience into daily operations.

#### **8. Stakeholder & Regulatory Engagement**

- Collaborate with Risk, IT, Security, Facilities, HR, and Operations to ensure integrated resilience planning.
- Engage with regulators, auditors, and external partners on continuity and resilience matters.
- Support compliance with industry-specific continuity requirements.

#### **Required Competencies (Aligned with 16.4.4 Senior Manager Level)**

##### **Technical Competencies**

- Strong knowledge of business continuity, crisis management, and operational resilience frameworks.
- Experience conducting BIAs, risk assessments, and continuity planning.
- Understanding of IT disaster recovery, cybersecurity, and supply-chain resilience.
- Ability to design and execute continuity exercises and crisis simulations.
- Proficiency with continuity management tools and reporting platforms.

##### **Behavioural Competencies**

- Strong leadership and coordination skills.
- Excellent communication and stakeholder-management abilities.
- High integrity, professionalism, and sound judgment under pressure.
- Analytical and strategic thinking with attention to detail.
- Ability to influence and drive a culture of preparedness.

##### **Qualifications & Experience**

- Degree in Risk Management, Business, IT, Security, or related field.
- Professional certifications (CBCP, MBCI, ISO 22301 Lead Implementer/Auditor) are an advantage.
- 7–12 years of experience in business continuity, crisis management, operational resilience, or related fields.
- Experience in regulated industries or multinational organizations is highly beneficial.
- Proven ability to lead continuity programs and manage complex disruptions.

##### **Reporting Structure**

- **Reports to:** Chief Risk Officer / Head of Business Continuity & Resilience / Chief Operating Officer
- **Direct Reports:** Continuity Specialists, Resilience Analysts (depending on structure)
- **Key Internal Interfaces:** IT, Security, Facilities, HR, Operations, Internal Audit, Compliance, Executive Leadership
- **Key External Interfaces:** Regulators, auditors, emergency services, consultants, suppliers

##### **Key Performance Indicators (KPIs)**

- Maturity and effectiveness of the continuity and resilience framework.
- Timeliness and quality of BCP/DRP updates and testing.
- Response effectiveness during disruptions and crisis events.
- Reduction in downtime, recovery times, and operational impacts.

- Engagement levels and preparedness across business units.
- Compliance with regulatory and audit requirements.

## 16.4.5. Crisis Management Coordinator – 16.4.5

### Position Overview

The Crisis Management Coordinator is responsible for supporting the development, implementation, and execution of the organization's crisis management framework. This senior specialist role ensures that the organization is prepared to respond effectively to disruptive events, safeguarding people, operations, assets, and reputation. The Crisis Management Coordinator plays a central role in coordinating crisis-response activities, maintaining readiness, and ensuring alignment with business continuity and resilience programs.

The role requires strong organizational skills, the ability to perform under pressure, and the capability to coordinate multiple stakeholders during high-stress situations.

### Key Responsibilities

#### 1. Crisis Management Framework Support

- Support the development, maintenance, and enhancement of the organization's crisis management framework.
- Ensure alignment with global standards (ISO 22361, ISO 22301, NIST) and internal governance requirements.
- Maintain crisis management policies, procedures, and playbooks.

#### 2. Crisis Team Coordination

- Coordinate activities of the Crisis Management Team (CMT) and support activation during incidents.
- Ensure roles, responsibilities, and communication protocols are clearly defined and understood.
- Maintain updated contact lists, escalation paths, and crisis-response resources.

#### 3. Incident Response & Coordination

- Serve as a central coordination point during crisis events, ensuring timely information flow and decision support.
- Document incident timelines, actions, and decisions for post-event analysis.
- Liaise with internal teams (IT, Security, HR, Operations) and external partners as needed.

#### 4. Preparedness, Training & Exercises

- Plan and facilitate crisis-management exercises, including tabletop simulations and scenario-based drills.
- Evaluate performance, identify gaps, and support remediation actions.
- Deliver training to crisis teams, leaders, and key personnel on crisis-response procedures.

#### 5. Monitoring & Early-Warning Support

- Monitor internal and external risk indicators, alerts, and intelligence that may trigger crisis activation.
- Support horizon scanning for emerging threats, including geopolitical, cyber, operational, and environmental risks.
- Provide timely updates to risk and resilience leadership.

#### 6. Communication & Stakeholder Engagement

- Support internal and external crisis communications, ensuring accuracy and consistency.
- Coordinate with Corporate Communications, HR, Legal, and other functions during crisis events.

- Maintain templates and communication tools for rapid deployment.

## **7. Post-Incident Review & Continuous Improvement**

- Conduct after-action reviews following crisis events and exercises.
- Document lessons learned and track implementation of corrective actions.
- Contribute to continuous improvement of crisis-management capabilities.

## **8. Integration with Resilience & Continuity Programs**

- Collaborate with Business Continuity, Operational Resilience, Security, and Risk teams to ensure integrated preparedness.
- Ensure crisis-management activities align with business continuity plans and recovery strategies.
- Support cross-functional resilience initiatives.

### **Required Competencies (Aligned with 16.4.5 Senior Specialist Level)**

#### **Technical Competencies**

- Strong knowledge of crisis management, emergency response, and resilience frameworks.
- Experience coordinating crisis events, exercises, or incident-response activities.
- Understanding of business continuity, operational resilience, and risk-management principles.
- Ability to analyse complex situations and support rapid decision-making.
- Proficiency with crisis-management tools, communication platforms, and documentation systems.

#### **Behavioural Competencies**

- Calm, composed, and effective under pressure.
- Strong communication and coordination skills.
- High integrity, professionalism, and sound judgment.
- Ability to influence and collaborate across diverse teams.
- Strong organizational skills and attention to detail.

#### **Qualifications & Experience**

- Degree in Risk Management, Security, Business, Emergency Management, or related field.
- Professional certifications (e.g., CBCI, CMCP, ISO 22361 training) are an advantage.
- 5–10 years of experience in crisis management, emergency response, business continuity, or related fields.
- Experience in multinational or regulated environments is beneficial.
- Proven ability to coordinate crisis-response activities and support high-pressure decision-making.

#### **Reporting Structure**

- **Reports to:** Business Continuity & Resilience Manager / Chief Risk Officer / Head of Crisis Management
- **Direct Reports:** None (may coordinate cross-functional teams)
- **Key Internal Interfaces:** Business Continuity, Security, IT, HR, Legal, Operations, Communications, Executive Leadership
- **Key External Interfaces:** Emergency services, regulators, consultants, suppliers, crisis-response partners

#### **Key Performance Indicators (KPIs)**

- Effectiveness and readiness of crisis-management processes.
- Quality and timeliness of crisis-response coordination.

- Completion and outcomes of crisis exercises and training.
- Implementation of lessons learned and corrective actions.
- Stakeholder engagement and preparedness levels.
- Compliance with regulatory and audit requirements.

## **16.4.6. Internal Control Manager (Corporate Governance – Transport & Logistics)**

### **1. Role Purpose**

The Internal Control Manager ensures that the organisation maintains a robust, efficient, and compliant internal control environment aligned with corporate governance standards, industry regulations, and operational risks specific to transport and logistics. The role strengthens accountability, transparency, and operational integrity across the business by designing, implementing, and monitoring internal control frameworks that support safe, efficient, and compliant transport and logistics operations.

### **2. Key Responsibilities**

#### **A. Internal Control Framework**

- Develop, implement, and maintain the organisation’s internal control framework in line with corporate governance principles and regulatory requirements.
- Conduct periodic reviews of internal control policies, procedures, and workflows to ensure relevance and effectiveness.
- Coordinate annual internal control self-assessments and ensure timely remediation of identified gaps.
- Ensure segregation of duties, approval hierarchies, and process controls are properly designed and enforced.

#### **B. Corporate Governance & Compliance**

- Support the implementation of corporate governance standards, including transparency, accountability, and ethical conduct.
- Ensure compliance with transport and logistics regulations (e.g., safety, customs, environmental, supply chain security).
- Monitor adherence to internal policies, codes of conduct, and governance frameworks.
- Prepare governance reports for senior management, audit committees, and regulatory bodies.

#### **C. Risk Management**

- Identify, assess, and monitor operational, financial, and compliance risks across transport and logistics activities.
- Conduct risk-based control testing and develop mitigation strategies.

- Collaborate with operational teams to embed risk awareness into daily processes (fleet operations, warehousing, customs, freight forwarding, etc.).
- Maintain risk registers and ensure alignment with enterprise risk management (ERM) frameworks.

#### **D. Process Improvement & Operational Excellence**

- Analyse end-to-end logistics processes (transport planning, dispatch, warehousing, inventory, customs clearance, billing) to identify inefficiencies and control weaknesses.
- Recommend process improvements that enhance accuracy, safety, and cost efficiency.
- Lead cross-functional initiatives to standardise processes and strengthen internal controls.
- Support digital transformation initiatives (automation, telematics, ERP/WMS/TMS enhancements).

#### **E. Audit Coordination**

- Act as the primary liaison for internal and external audits.
- Prepare audit documentation, coordinate fieldwork, and ensure timely closure of audit findings.
- Monitor implementation of corrective action plans and report progress to management.

#### **F. Training & Awareness**

- Develop and deliver training on internal controls, governance standards, and compliance requirements.
- Promote a culture of accountability, ethical behaviour, and continuous improvement across the organisation.

### **3. Required Qualifications & Experience**

#### **Education**

- Bachelor's or master's degree in business administration, Finance, Accounting, Risk Management, Supply Chain Management, or related field.
- Professional certifications preferred:
  - CIA, CISA, CFE, CRMA, or equivalent
  - Logistics certifications (e.g., APICS, CILT) are an advantage.

## **Experience**

- 5–10 years of experience in internal control, audit, risk management, or corporate governance.
- Experience in transport, logistics, supply chain, or related operational environments is strongly preferred.
- Proven track record in designing and implementing internal control frameworks.

## **4. Key Skills & Competencies**

### **Technical Skills**

- Strong understanding of internal control frameworks (COSO, ISO standards).
- Knowledge of transport and logistics operations (fleet management, warehousing, customs, freight).
- Familiarity with ERP, WMS, TMS, and digital compliance tools.
- Strong analytical and process-mapping skills.

### **Behavioural Competencies**

- High integrity and ethical judgement.
- Strong communication and stakeholder-management skills.
- Ability to influence without authority.
- Detail-oriented with strong problem-solving abilities.
- Proactive, structured, and able to work independently.

## **5. Key Performance Indicators (KPIs)**

- Reduction in control deficiencies and audit findings.
- Timely completion of risk assessments and control testing cycles.
- Compliance rates with internal policies and regulatory requirements.
- Improvement in operational efficiency and process standardisation.
- Quality and timeliness of governance reporting.
- Training completion rates and employee awareness levels.

## **6. Working Conditions**

- Office-based with regular visits to operational sites (warehouses, transport hubs, depots).

- Occasional travel to regional or international locations depending on company footprint.
- High-responsibility role requiring discretion, confidentiality, and professional judgement.

### **7. Organisational Impact**

This role is critical in ensuring that the organisation operates safely, efficiently, and ethically. By strengthening internal controls and governance, the Internal Control Manager directly contributes to operational resilience, regulatory compliance, financial integrity, and long-term sustainability in a complex and fast-moving transport and logistics environment.

## **16.4.7. Internal Control Analyst**

### **1. Role Purpose**

The Internal Control Analyst supports the design, implementation, and monitoring of internal control systems across the transport and logistics operations. The role ensures that business processes comply with governance standards, regulatory requirements, and internal policies. It provides analytical insight, conducts control testing, and supports continuous improvement initiatives to strengthen operational integrity, efficiency, and risk mitigation.

### **2. Key Responsibilities**

#### **A. Internal Control Monitoring & Testing**

- Perform periodic testing of internal controls across operational, financial, and compliance processes.
- Document control effectiveness, identify deficiencies, and recommend corrective actions.
- Maintain detailed working papers and evidence to support control assessments.
- Track remediation activities and verify closure of control gaps.

#### **B. Governance & Compliance Support**

- Assist in monitoring adherence to corporate governance frameworks, policies, and procedures.
- Support compliance checks related to transport and logistics regulations (safety, customs, environmental, fleet operations).
- Participate in policy reviews and help update procedures to reflect regulatory or operational changes.
- Prepare compliance dashboards and reports for management review.

#### **C. Risk Assessment & Analysis**

- Support risk identification and assessment activities across logistics operations.
- Analyse process data to detect trends, anomalies, or emerging risks.
- Contribute to maintaining risk registers and documenting risk mitigation actions.
- Assist in conducting root-cause analyses for control failures or incidents.

#### **D. Process Documentation & Improvement**

- Map and document end-to-end processes (transport planning, warehousing, dispatch, inventory, billing).

- Identify inefficiencies, bottlenecks, and control weaknesses.
- Support process improvement initiatives aimed at enhancing accuracy, safety, and cost efficiency.
- Collaborate with operational teams to standardise procedures and embed controls.

#### **E. Audit Support**

- Assist in preparing documentation for internal and external audits.
- Coordinate data requests and ensure timely submission of audit evidence.
- Support the Internal Control Manager in monitoring audit findings and follow-up actions.

#### **F. Reporting & Data Management**

- Prepare internal control reports, dashboards, and performance metrics.
- Maintain accurate records of control tests, findings, and remediation progress.
- Provide analytical insights to support decision-making and governance reporting.

### **3. Required Qualifications & Experience**

#### **Education**

- Bachelor's degree in accounting, Finance, Business Administration, Risk Management, Supply Chain, or related field.
- Professional certifications (or progress toward):
  - CIA, CISA, CRMA, CFE
  - Logistics certifications (APICS, CILT) are an advantage.

#### **Experience**

- 2–5 years of experience in internal control, audit, compliance, or risk management.
- Experience in transport, logistics, or supply chain environments is preferred.
- Familiarity with process mapping, control testing, and data analysis.

### **4. Key Skills & Competencies**

#### **Technical Skills**

- Understanding of internal control frameworks (COSO, ISO standards).

- Knowledge of logistics operations (fleet, warehousing, customs, freight forwarding).
- Strong analytical and data-interpretation skills.
- Proficiency with ERP, WMS, TMS, and reporting tools.
- Ability to document processes and identify control gaps.

### **Behavioural Competencies**

- High attention to detail and accuracy.
- Strong communication and interpersonal skills.
- Analytical mindset with problem-solving capability.
- Integrity, confidentiality, and ethical judgement.
- Ability to work collaboratively and manage multiple tasks.

### **5. Key Performance Indicators (KPIs)**

- Timeliness and accuracy of control testing.
- Reduction in recurring control deficiencies.
- Quality of process documentation and analysis.
- Compliance with internal policies and regulatory requirements.
- Timely closure of audit and control findings.
- Quality and clarity of reporting outputs.

### **6. Working Conditions**

- Office-based with regular visits to operational sites (warehouses, depots, transport hubs).
- Occasional travel depending on operational footprint.
- Requires strong coordination with cross-functional teams.

### **7. Organisational Impact**

The Internal Control Analyst plays a key role in strengthening governance, improving operational reliability, and reducing risk exposure. By supporting robust internal controls, the role contributes directly to safer, more efficient, and compliant transport and logistics operations.

## **16.4.8. SOX / ICS Compliance Specialist**

### **1. Role Purpose**

The SOX / ICS Compliance Specialist ensures that the organisation's internal control environment complies with Sarbanes-Oxley (SOX) requirements and the Internal Control System (ICS) framework. The role focuses on documenting processes, testing controls, evaluating compliance, and supporting remediation activities. It plays a critical part in safeguarding financial integrity, operational reliability, and regulatory compliance across transport and logistics operations.

### **2. Key Responsibilities**

#### **A. SOX Compliance**

- Execute SOX control testing in accordance with annual testing plans.
- Document test results, identify control deficiencies, and support remediation tracking.
- Maintain SOX documentation including narratives, flowcharts, RCMs (Risk & Control Matrices), and evidence files.
- Support walkthroughs with internal and external auditors.
- Ensure SOX controls are updated to reflect process or system changes.

#### **B. Internal Control System (ICS) Compliance**

- Perform ICS control assessments across operational and financial processes.
- Support the implementation and maintenance of the ICS framework.
- Monitor compliance with internal policies, procedures, and governance standards.
- Assist in evaluating the design and operating effectiveness of controls.
- Contribute to ICS reporting and dashboards for management.

#### **C. Process Documentation & Control Mapping**

- Document end-to-end processes, including transport, warehousing, inventory, billing, and financial flows.
- Identify key risks and map corresponding controls.
- Maintain accurate and up-to-date process documentation in line with governance requirements.
- Support process owners in understanding and embedding controls.

#### **D. Testing, Monitoring & Reporting**

- Conduct periodic control testing (SOX, ICS, operational controls).
- Prepare detailed test scripts, working papers, and evidence logs.
- Analyse test results to identify trends, recurring issues, or systemic weaknesses.
- Prepare compliance reports, dashboards, and presentations for management and auditors.

### **E. Audit Support**

- Coordinate with internal and external auditors during SOX and ICS audits.
- Provide requested documentation, evidence, and explanations.
- Support the Internal Control Manager in tracking audit findings and verifying remediation.

### **F. Continuous Improvement**

- Recommend improvements to strengthen control design and operational efficiency.
- Support automation and digitalisation initiatives (ERP, WMS, TMS, workflow tools).
- Assist in training process owners on control requirements and compliance expectations.

## **3. Required Qualifications & Experience**

### **Education**

- Bachelor's degree in accounting, Finance, Business Administration, Risk Management, or related field.
- Professional certifications (or progress toward):
  - CIA, CISA, CRMA, CPA, or equivalent
  - Logistics or supply chain certifications are beneficial.

### **Experience**

- 1–3 years of experience in SOX compliance, internal controls, audit, or risk management.
- Experience in transport, logistics, supply chain, or manufacturing environments is an advantage.
- Familiarity with SOX 404 requirements and ICS frameworks.

## **4. Key Skills & Competencies**

## **Technical Skills**

- Strong understanding of SOX 404, ICS frameworks, and internal control principles.
- Ability to document processes and identify key risks and controls.
- Experience with ERP systems (SAP, Oracle, Microsoft Dynamics) and compliance tools.
- Strong analytical and data-driven mindset.
- Proficiency in process mapping and control testing methodologies.

## **Behavioural Competencies**

- High attention to detail and accuracy.
- Strong organisational and documentation skills.
- Clear and concise communication style.
- Integrity, confidentiality, and sound judgement.
- Ability to work independently and manage multiple priorities.

## **5. Key Performance Indicators (KPIs)**

- Timeliness and accuracy of SOX and ICS testing.
- Quality of documentation and evidence files.
- Reduction in recurring control deficiencies.
- Timely closure of remediation actions.
- Audit feedback and quality of interactions with auditors.
- Compliance with internal deadlines and reporting cycles.

## **6. Working Conditions**

- Office-based with occasional visits to operational sites (warehouses, depots, transport hubs).
- Collaboration with finance, operations, IT, and governance teams.
- Occasional travel depending on organisational footprint.

## **7. Organisational Impact**

The SOX / ICS Compliance Specialist plays a foundational role in ensuring financial accuracy, operational reliability, and regulatory compliance. By supporting strong internal controls, the role helps protect the organisation from financial misstatements,

operational risks, and compliance failures critical in the fast-moving transport and logistics sector.

## **16.4.9. Fraud Prevention & Detection Officer**

### **1. Role Purpose**

The Fraud Prevention & Detection Officer is responsible for identifying, investigating, and mitigating fraud risks across the organisation's transport and logistics operations. The role focuses on proactive fraud prevention, continuous monitoring, data analysis, and incident investigation. It supports the organisation in safeguarding assets, ensuring ethical conduct, and strengthening the integrity of financial and operational processes.

### **2. Key Responsibilities**

#### **A. Fraud Risk Identification & Assessment**

- Conduct fraud risk assessments across operational, financial, and supply-chain processes.
- Identify high-risk areas such as procurement, fuel management, warehousing, inventory, transport routing, customs, and vendor management.
- Maintain and update the fraud risk register with emerging risks and trends.
- Support the design of fraud-related controls and monitoring mechanisms.

#### **B. Fraud Prevention**

- Develop and implement fraud prevention strategies, policies, and awareness programs.
- Support the design of preventive controls such as segregation of duties, access controls, approval workflows, and system-based validations.
- Collaborate with IT to enhance digital fraud-detection capabilities (e.g., anomaly detection, access monitoring).
- Promote a culture of integrity and ethical behaviour across the organisation.

#### **C. Fraud Detection & Monitoring**

- Perform continuous monitoring of key fraud indicators using data analytics and exception reporting.
- Analyse operational and financial data to identify unusual patterns, anomalies, or red flags.
- Conduct targeted reviews in high-risk areas (fuel usage, overtime, routing deviations, inventory shrinkage, vendor payments).
- Support whistleblowing investigations by analysing data and validating allegations.

#### **D. Fraud Investigation**

- Conduct or support internal investigations into suspected fraud, misconduct, or policy violations.
- Gather evidence, interview relevant parties, and document findings in a structured and confidential manner.
- Prepare investigation reports with clear conclusions and recommendations.
- Support disciplinary processes and, where applicable, legal or regulatory reporting.

#### **E. Reporting & Documentation**

- Prepare fraud monitoring dashboards, investigation summaries, and trend analyses for management.
- Maintain accurate and secure documentation of investigations, evidence, and outcomes.
- Report significant fraud risks or incidents to the Internal Control Manager and relevant governance committees.

#### **F. Training & Awareness**

- Deliver fraud awareness training to employees, supervisors, and operational teams.
- Develop communication materials on fraud risks, red flags, and reporting channels.
- Support the promotion and maintenance of the organisation's whistleblowing framework.

#### **G. Collaboration & Stakeholder Engagement**

- Work closely with internal controls, compliance, HR, finance, operations, and IT teams.
- Liaise with external auditors, forensic specialists, and regulatory bodies when required.
- Provide guidance to process owners on fraud-resistant process design.

### **3. Required Qualifications & Experience**

#### **Education**

- Bachelor's degree in accounting, Finance, Forensic Auditing, Risk Management, Criminology, or related field.
- Professional certifications preferred:

- CFE (Certified Fraud Examiner)
- CIA, CISA, CRMA, or equivalent
- Supply chain/logistics certifications are an advantage.

### **Experience**

- 1–3 years of experience in fraud prevention, internal audit, forensic analysis, or compliance.
- Experience in transport, logistics, supply chain, or high-volume operational environments is beneficial.
- Experience with data analytics tools and investigative techniques is preferred.

## **4. Key Skills & Competencies**

### **Technical Skills**

- Knowledge of fraud schemes, red flags, and investigative methodologies.
- Strong analytical and data-mining skills.
- Understanding of internal controls, risk management, and governance frameworks.
- Familiarity with ERP, WMS, TMS, and digital monitoring tools.
- Ability to document investigations clearly and objectively.

### **Behavioural Competencies**

- High integrity, confidentiality, and ethical judgement.
- Strong critical-thinking and problem-solving abilities.
- Excellent communication and interviewing skills.
- Attention to detail and accuracy.
- Ability to work independently and handle sensitive matters discreetly.

## **5. Key Performance Indicators (KPIs)**

- Timeliness and quality of fraud investigations.
- Reduction in fraud incidents or losses.
- Effectiveness of fraud monitoring and detection activities.
- Quality and clarity of investigation reports.
- Employee awareness and training participation rates.

- Implementation of fraud-related control improvements.

## **6. Working Conditions**

- Office-based with regular visits to operational sites (warehouses, depots, transport hubs).
- Requires handling sensitive and confidential information.
- Occasional travel depending on organisational footprint.

## **7. Organisational Impact**

The Fraud Prevention & Detection Officer plays a crucial role in protecting the organisation from financial loss, reputational damage, and operational disruption. By identifying and mitigating fraud risks, the role strengthens trust, transparency, and ethical conduct across the transport and logistics value chain.

## **16.5 Internal Audit**

### **16.5.1. Head of Internal Audit (Transport & Logistics)**

#### **1. Role Purpose**

The Head of Internal Audit leads the organisation's independent assurance function, providing objective evaluation of governance, risk management, and internal control effectiveness across all transport and logistics operations. The role ensures that the organisation operates with integrity, efficiency, and compliance, while supporting continuous improvement and safeguarding organisational assets. As the chief audit executive, this role advises senior leadership and the Audit Committee on emerging risks, control weaknesses, and strategic improvements.

#### **2. Key Responsibilities**

##### **A. Strategic Leadership of the Internal Audit Function**

- Develop and execute a risk-based annual internal audit plan aligned with organisational strategy.
- Lead, mentor, and manage the internal audit team, ensuring high professional standards.
- Establish audit methodologies, quality assurance processes, and performance metrics.
- Ensure the independence and objectivity of the internal audit function.

##### **B. Governance, Risk & Compliance Oversight**

- Provide independent assurance on the effectiveness of governance structures, risk management practices, and internal controls.
- Evaluate the organisation's compliance with laws, regulations, and internal policies.
- Advise senior leadership on emerging risks, industry trends, and control implications.
- Support the strengthening of corporate governance frameworks across the organisation.

##### **C. Audit Execution & Reporting**

- Oversee the planning, execution, and reporting of operational, financial, IT, and compliance audits.
- Ensure audit findings are clearly communicated, risk-rated, and actionable.

- Present audit results, risk insights, and thematic findings to the Audit & Risk Committee.
- Monitor and report on the implementation of corrective action plans.

#### **D. Fraud Risk Management & Investigations**

- Provide oversight of fraud risk assessments and fraud-related controls.
- Lead or supervise investigations into suspected fraud, misconduct, or control breaches.
- Ensure proper documentation, reporting, and escalation of significant incidents.
- Collaborate with legal, HR, and compliance teams on disciplinary or regulatory actions.

#### **E. Stakeholder Engagement & Advisory Support**

- Build strong relationships with executive management, operational leaders, and external auditors.
- Provide advisory support on major projects, system implementations, and process redesigns while maintaining audit independence.
- Communicate complex audit and risk issues in a clear, business-focused manner.
- Represent the internal audit function in governance committees and strategic forums.

#### **F. Continuous Improvement & Innovation**

- Drive adoption of data analytics, automation, and digital audit tools.
- Promote a culture of accountability, transparency, and continuous improvement.
- Benchmark internal audit practices against industry standards (IIA, ISO, COSO).
- Ensure ongoing professional development of the audit team.

### **3. Required Qualifications & Experience**

#### **Education**

- Bachelor's or master's degree in accounting, Finance, Business Administration, Risk Management, or related field.
- Professional certifications required or strongly preferred:
  - CIA (Certified Internal Auditor)

- CA/CPA, CISA, CRMA, or equivalent
- Additional logistics or supply chain qualifications are an advantage.

### **Experience**

- 10+ years of progressive experience in internal audit, risk management, or assurance.
- At least 5 years in a senior leadership or head-of-audit role.
- Experience in transport, logistics, supply chain, or large operational environments is highly desirable.
- Proven track record in leading complex audits and managing high-performing teams.

## **4. Key Skills & Competencies**

### **Technical Skills**

- Deep knowledge of internal audit standards (IIA), COSO frameworks, and risk management principles.
- Strong understanding of transport and logistics operations (fleet, warehousing, customs, procurement, routing, inventory).
- Expertise in data analytics, audit software, and digital assurance tools.
- Strong financial acumen and understanding of regulatory requirements.

### **Leadership & Behavioural Competencies**

- High integrity, independence, and ethical judgement.
- Strategic thinker with strong business acumen.
- Excellent communication and presentation skills.
- Ability to influence senior stakeholders and drive organisational change.
- Strong analytical, investigative, and problem-solving abilities.
- Resilience and ability to manage sensitive or high-pressure situations.

## **5. Key Performance Indicators (KPIs)**

- Completion of the annual audit plan within agreed timelines.
- Quality and impact of audit findings and recommendations.
- Reduction in high-risk control deficiencies.
- Audit Committee satisfaction and confidence levels.

- Timeliness and effectiveness of remediation follow-up.
- Maturity and capability development of the internal audit team.
- Adoption of data-driven and technology-enabled audit practices.

## **6. Working Conditions**

- Executive-level role with regular interaction with senior leadership and the Board.
- Requires travel to operational sites (warehouses, depots, transport hubs, regional offices).
- Handles confidential and sensitive information with strict discretion.

## **7. Organisational Impact**

The Head of Internal Audit plays a critical role in strengthening organisational resilience, protecting assets, and ensuring ethical, compliant, and efficient operations. By providing independent assurance and strategic insight, the role supports long-term sustainability and operational excellence across the transport and logistics value chain.

## 16.5.2. Senior Internal Auditor (Transport & Logistics)

### 1. Role Purpose

The Senior Internal Auditor leads and executes complex operational, financial, IT, and compliance audits across the organisation's transport and logistics operations. The role provides independent assurance on the effectiveness of governance, risk management, and internal controls. It also mentors junior auditors, contributes to audit planning, and supports the Head of Internal Audit in delivering high-quality, risk-based audit outcomes that strengthen organisational integrity and performance.

### 2. Key Responsibilities

#### A. Audit Planning & Risk Assessment

- Contribute to the development of the annual risk-based audit plan.
- Conduct preliminary risk assessments and scoping for assigned audits.
- Identify key risks, control objectives, and audit priorities across transport, logistics, warehousing, procurement, finance, and IT processes.
- Develop detailed audit programs and testing methodologies.

#### B. Audit Execution

- Lead and perform end-to-end audits, including planning, fieldwork, testing, and reporting.
- Evaluate the design and operating effectiveness of internal controls.
- Analyse data, identify control gaps, and assess root causes.
- Ensure audit work is properly documented, evidence-based, and aligned with IIA standards.
- Coordinate with cross-functional teams to gather information and validate findings.

#### C. Reporting & Communication

- Prepare clear, concise, and risk-focused audit reports.
- Present findings and recommendations to management and support constructive discussions.
- Ensure audit issues are risk-rated and actionable.
- Follow up on remediation plans and verify closure of audit findings.

#### D. Advisory & Continuous Improvement

- Provide advisory support on process improvements, system implementations, and control enhancements while maintaining audit independence.
- Identify opportunities to improve efficiency, reduce risk, and strengthen governance.
- Promote best practices in internal controls and risk management across the organisation.

#### **E. Fraud Risk & Investigations**

- Support fraud risk assessments and targeted reviews in high-risk areas.
- Assist in investigations of suspected fraud, misconduct, or control breaches.
- Document findings and support disciplinary or corrective actions where required.

#### **F. Mentoring & Team Development**

- Guide and coach junior auditors during audits.
- Review working papers and provide feedback to ensure quality and consistency.
- Support training initiatives to build audit capability within the team.

### **3. Required Qualifications & Experience**

#### **Education**

- Bachelor's degree in accounting, Finance, Business Administration, Risk Management, or related field.
- Professional certifications preferred:
  - CIA (Certified Internal Auditor)
  - CISA, CRMA, CPA, or equivalent
  - Additional logistics or supply chain qualifications are an advantage.

#### **Experience**

- 5–7 years of experience in internal audit, external audit, or risk management.
- Experience in transport, logistics, supply chain, or large operational environments is highly desirable.
- Proven experience leading complex audits and mentoring junior staff.

### **4. Key Skills & Competencies**

#### **Technical Skills**

- Strong knowledge of internal audit standards (IIA), COSO, and risk management frameworks.
- Understanding of transport and logistics operations (fleet, warehousing, routing, customs, procurement).
- Proficiency in data analytics, audit software, and ERP systems.
- Strong analytical, investigative, and problem-solving skills.

### **Behavioural Competencies**

- High integrity, independence, and professional judgement.
- Excellent communication and report-writing skills.
- Ability to influence and engage stakeholders at all levels.
- Strong organisational skills and ability to manage multiple audits.
- Leadership qualities with a collaborative mindset.

### **5. Key Performance Indicators (KPIs)**

- Timely completion of assigned audits.
- Quality and clarity of audit reports.
- Reduction in recurring control deficiencies.
- Effectiveness of follow-up and remediation tracking.
- Contribution to audit methodology improvements.
- Development and performance of junior auditors.

### **6. Working Conditions**

- Office-based with regular travel to operational sites (warehouses, depots, transport hubs, regional offices).
- Requires handling sensitive and confidential information.
- Interaction with senior management and cross-functional teams.

### **7. Organisational Impact**

The Senior Internal Auditor plays a pivotal role in strengthening governance, improving operational efficiency, and reducing risk exposure. By delivering high-quality audits and supporting continuous improvement, the role enhances organisational resilience and contributes to safe, compliant, and efficient transport and logistics operations.

## 16.5.3. Financial Auditor (Transport & Logistics)

### 1. Role Purpose

The Financial Auditor performs risk-based financial audits to assess the accuracy, integrity, and compliance of the organisation's financial reporting and related processes. The role evaluates internal controls, identifies weaknesses, and recommends improvements to strengthen financial governance across transport and logistics operations. It contributes to safeguarding assets, ensuring regulatory compliance, and supporting reliable financial decision-making.

### 2. Key Responsibilities

#### A. Financial Audit Planning & Preparation

- Assist in developing audit scopes and objectives for financial audits.
- Conduct preliminary risk assessments of financial processes, accounts, and transactions.
- Review financial policies, procedures, and regulatory requirements to inform audit planning.
- Prepare audit work programs aligned with IIA standards and organisational methodologies.

#### B. Financial Audit Execution

- Perform detailed testing of financial transactions, account balances, reconciliations, and reporting processes.
- Evaluate the design and operating effectiveness of financial controls, including:
  - revenue recognition
  - accounts payable and receivable
  - payroll
  - procurement and vendor payments
  - inventory valuation
  - fixed assets
  - cash management
- Identify control deficiencies, process inefficiencies, and compliance gaps.
- Document audit work thoroughly with clear evidence and analysis.

#### C. Reporting & Communication

- Prepare audit findings, working papers, and draft reports for review by the Senior Internal Auditor.
- Communicate issues clearly and professionally to process owners and management.
- Recommend practical, risk-based corrective actions.
- Support follow-up reviews to verify implementation of remediation plans.

#### **D. Compliance & Regulatory Assurance**

- Assess compliance with financial regulations, accounting standards, and internal policies.
- Support audits related to tax, statutory reporting, and financial governance requirements.
- Assist in evaluating adherence to IFRS/GAAP and internal accounting guidelines.

#### **E. Data Analysis & Continuous Monitoring**

- Use data analytics to identify anomalies, trends, or potential fraud indicators.
- Support continuous monitoring activities for high-risk financial processes.
- Contribute to the development of automated audit tests where applicable.

#### **F. Support for Operational & Integrated Audits**

- Participate in cross-functional audits involving finance, operations, procurement, warehousing, and transport.
- Provide financial expertise to broader audit engagements.
- Assist in investigations related to financial irregularities or suspected fraud.

### **3. Required Qualifications & Experience**

#### **Education**

- Bachelor's degree in accounting, Finance, Auditing, Business Administration, or related field.
- Professional certifications (or progress toward):
  - CIA, CPA, ACCA, CIMA, or equivalent
  - Additional logistics or supply chain qualifications are beneficial.

#### **Experience**

- 3–5 years of experience in financial auditing, internal audit, or external audit.

- Experience in transport, logistics, supply chain, or high-volume operational environments is an advantage.
- Strong understanding of financial controls, accounting standards, and audit methodologies.

#### **4. Key Skills & Competencies**

##### **Technical Skills**

- Strong knowledge of financial auditing techniques and internal control frameworks.
- Understanding of IFRS/GAAP and regulatory reporting requirements.
- Proficiency with ERP systems (SAP, Oracle, Microsoft Dynamics) and audit tools.
- Strong analytical and data-driven mindset.
- Ability to identify financial risks and evaluate control effectiveness.

##### **Behavioural Competencies**

- High integrity, independence, and ethical judgement.
- Strong communication and report-writing skills.
- Attention to detail and accuracy.
- Ability to work collaboratively and manage multiple assignments.
- Critical thinking and problem-solving ability.

#### **5. Key Performance Indicators (KPIs)**

- Quality and accuracy of audit work and documentation.
- Timely completion of assigned financial audits.
- Reduction in recurring financial control deficiencies.
- Effectiveness of recommendations and remediation follow-up.
- Compliance with audit standards and methodologies.
- Contribution to data-driven audit improvements.

#### **6. Working Conditions**

- Office-based with periodic visits to operational sites (warehouses, depots, transport hubs).
- Requires handling sensitive financial information with confidentiality.
- Collaboration with finance, operations, procurement, and governance teams.

## **7. Organisational Impact**

The Financial Auditor plays a key role in ensuring the accuracy and reliability of financial reporting, strengthening internal controls, and supporting sound financial governance. By identifying risks and recommending improvements, the role contributes to financial integrity, operational efficiency, and long-term organisational sustainability.

## 16.5.4. Operational Auditor (Transport & Logistics)

### 1. Role Purpose

The Operational Auditor evaluates the efficiency, effectiveness, and control environment of operational processes across the transport and logistics value chain. The role conducts risk-based operational audits, identifies process weaknesses, and recommends improvements to enhance productivity, compliance, safety, and cost-effectiveness. It supports the organisation in strengthening operational governance and ensuring that business processes operate reliably and in alignment with strategic objectives.

### 2. Key Responsibilities

#### A. Operational Audit Planning & Scoping

- Assist in developing audit scopes for operational audits based on risk assessments.
- Analyse operational data, process flows, and performance indicators to identify high-risk areas.
- Review policies, procedures, and regulatory requirements relevant to operational activities.
- Prepare audit work programs tailored to transport and logistics operations.

#### B. Operational Audit Execution

- Conduct end-to-end audits of operational processes, including:
  - fleet management and routing
  - warehousing and inventory control
  - transport planning and dispatch
  - customs and border processes
  - procurement and vendor management
  - safety, security, and compliance
- Evaluate process efficiency, control effectiveness, and adherence to policies.
- Perform site visits, interviews, observations, and data analysis.
- Identify operational risks, inefficiencies, and control gaps.

#### C. Reporting & Recommendations

- Prepare clear, concise audit findings and draft reports for review.

- Recommend practical, risk-based improvements to enhance operational performance.
- Communicate findings to operational managers and support constructive discussions.
- Follow up on remediation actions and verify closure of audit issues.

#### **D. Compliance & Regulatory Assurance**

- Assess compliance with operational regulations, including safety, environmental, customs, and transport laws.
- Evaluate adherence to internal operational standards and quality frameworks.
- Support audits related to ISO standards, safety audits, and regulatory inspections.

#### **E. Data Analysis & Continuous Monitoring**

- Use data analytics to identify anomalies, inefficiencies, or emerging risks.
- Support continuous monitoring of key operational metrics (fuel usage, routing deviations, inventory shrinkage, turnaround times).
- Contribute to the development of automated operational audit tests.

#### **F. Support for Integrated Audits**

- Participate in cross-functional audits involving finance, IT, compliance, and operations.
- Provide operational insights to broader audit engagements.
- Assist in investigations related to operational irregularities or suspected misconduct.

### **3. Required Qualifications & Experience**

#### **Education**

- Bachelor's degree in Logistics, Supply Chain Management, Business Administration, Accounting, Auditing, or related field.
- Professional certifications (or progress toward):
  - CIA, CISA, CRMA
  - Logistics certifications (CILT, APICS, Lean Six Sigma) are an advantage.

#### **Experience**

- 2–4 years of experience in internal audit, operational audit, process improvement, or logistics operations.
- Experience in transport, warehousing, supply chain, or manufacturing environments is strongly preferred.
- Familiarity with operational controls, risk management, and process optimisation.

#### **4. Key Skills & Competencies**

##### **Technical Skills**

- Strong understanding of operational processes in transport and logistics.
- Knowledge of internal audit standards (IIA) and risk management frameworks.
- Proficiency with ERP, WMS, TMS, and operational data tools.
- Strong analytical and problem-solving skills.
- Ability to map processes and identify inefficiencies.

##### **Behavioural Competencies**

- High integrity, independence, and professional judgement.
- Strong communication and interpersonal skills.
- Ability to work collaboratively with operational teams.
- Attention to detail and accuracy.
- Proactive mindset with a focus on continuous improvement.

#### **5. Key Performance Indicators (KPIs)**

- Timely completion of operational audits.
- Quality and clarity of audit findings and recommendations.
- Reduction in recurring operational control deficiencies.
- Improvement in operational efficiency and compliance.
- Effectiveness of follow-up and remediation tracking.
- Contribution to data-driven audit enhancements.

#### **6. Working Conditions**

- Frequent visits to operational sites (warehouses, depots, transport hubs, cross-border points).
- Requires observation of physical operations and interaction with frontline teams.

- Exposure to fast-paced, high-volume logistics environments.

## **7. Organisational Impact**

The Operational Auditor plays a vital role in improving operational performance, reducing risk, and strengthening governance across the transport and logistics network. By identifying inefficiencies and recommending improvements, the role supports safer, more efficient, and more compliant operations that contribute directly to organisational success.

## 16.5.5. IT Auditor (Transport & Logistics)

### 1. Role Purpose

The IT Auditor evaluates the effectiveness of IT general controls, application controls, cybersecurity measures, and technology-enabled business processes across the organisation. The role ensures that systems supporting transport and logistics operations are secure, reliable, compliant, and aligned with governance and risk management frameworks. It contributes to safeguarding data integrity, protecting digital assets, and supporting operational resilience.

### 2. Key Responsibilities

#### A. IT Audit Planning & Scoping

- Assist in developing risk-based IT audit plans and scopes.
- Identify key IT risks related to cybersecurity, data integrity, system access, change management, and IT operations.
- Review IT policies, standards, and regulatory requirements to inform audit planning.
- Prepare IT audit work programs aligned with IIA and ISACA standards.

#### B. IT General Controls (ITGC) Audits

- Evaluate the design and operating effectiveness of ITGCs, including:
  - user access management
  - change management
  - backup and recovery
  - IT operations and job scheduling
  - system development lifecycle
- Test controls supporting ERP, WMS, TMS, and other core systems used in transport and logistics.

#### C. Application Controls & Process Automation

- Assess automated controls within key business applications (ERP, WMS, TMS, finance systems).
- Evaluate data interfaces, system configurations, and workflow controls.
- Review system-based validations, exception handling, and segregation of duties.

- Support audits of digital transformation initiatives and new system implementations.

#### **D. Cybersecurity & IT Risk Assurance**

- Assess cybersecurity controls, including network security, endpoint protection, and incident response.
- Review vulnerability management, patching, and security monitoring processes.
- Evaluate compliance with cybersecurity frameworks and internal security policies.
- Identify potential cyber risks and recommend mitigation strategies.

#### **E. Data Analytics & Continuous Monitoring**

- Use data analytics tools to identify anomalies, trends, or control weaknesses.
- Support continuous monitoring of IT and operational data (e.g., access logs, system exceptions).
- Contribute to developing automated audit scripts and dashboards.

#### **F. Reporting & Communication**

- Prepare clear, concise IT audit findings and draft reports.
- Communicate issues and recommendations to IT and business stakeholders.
- Support follow-up reviews to verify remediation of IT audit findings.
- Provide technical insights during integrated audits.

#### **G. Support for Integrated & Operational Audits**

- Participate in cross-functional audits involving finance, operations, cybersecurity, and compliance.
- Provide IT expertise to operational and financial audit teams.
- Assist in investigations involving data manipulation, system misuse, or cybersecurity incidents.

### **3. Required Qualifications & Experience**

#### **Education**

- Bachelor's degree in information systems, Computer Science, Cybersecurity, Auditing, or related field.
- Professional certifications (or progress toward):
  - CISA (preferred), CRISC, CISSP, CEH, or equivalent

- CIA or other audit certifications are an advantage.

## **Experience**

- 2–4 years of experience in IT auditing, cybersecurity, IT risk management, or related fields.
- Experience with ERP, WMS, TMS, and other logistics systems is highly desirable.
- Familiarity with ITGC frameworks, cybersecurity standards, and audit methodologies.

## **4. Key Skills & Competencies**

### **Technical Skills**

- Strong understanding of IT controls, cybersecurity principles, and risk management.
- Knowledge of ITGC, application controls, and system implementation reviews.
- Proficiency with audit tools, data analytics, and IT management systems.
- Ability to interpret system logs, configurations, and technical documentation.
- Understanding of transport and logistics systems and their IT dependencies.

### **Behavioural Competencies**

- High integrity, independence, and professional judgement.
- Strong analytical and problem-solving skills.
- Clear communication of technical issues to non-technical stakeholders.
- Attention to detail and accuracy.
- Ability to work collaboratively in cross-functional teams.

## **5. Key Performance Indicators (KPIs)**

- Quality and accuracy of IT audit work and documentation.
- Timely completion of IT audits and follow-up reviews.
- Reduction in recurring IT control deficiencies.
- Effectiveness of recommendations and remediation tracking.
- Contribution to data analytics and automated audit testing.
- Stakeholder satisfaction with audit insights and communication.

## **6. Working Conditions**

- Office-based with periodic visits to data centres, operational sites, and system support locations.
- Requires handling sensitive system and security information.
- Collaboration with IT, cybersecurity, operations, and governance teams.

## **7. Organisational Impact**

The IT Auditor plays a critical role in protecting the organisation's digital infrastructure, ensuring system reliability, and strengthening IT governance. By identifying risks and recommending improvements, the role enhances cybersecurity, operational continuity, and the integrity of technology-enabled processes across the transport and logistics network.

## 16.5.6. ESG Auditor (Transport & Logistics)

### 1. Role Purpose

The ESG Auditor evaluates the organisation's environmental, social, and governance practices to ensure compliance with sustainability standards, regulatory requirements, and internal policies. The role provides independent assurance on ESG reporting, climate-related risks, ethical conduct, and social responsibility across transport and logistics operations. It supports the organisation in strengthening sustainability performance, transparency, and long-term resilience.

### 2. Key Responsibilities

#### A. ESG Audit Planning & Scoping

- Assist in developing ESG-focused audit plans based on regulatory requirements and organisational priorities.
- Identify ESG risks related to environmental impact, social responsibility, ethics, and governance.
- Review sustainability frameworks (e.g., GRI, SASB, CSRD, TCFD, UN SDGs) to inform audit planning.
- Prepare ESG audit work programs aligned with internal audit standards.

#### B. Environmental Audits

- Evaluate environmental compliance across transport and logistics operations, including:
  - emissions reporting (Scope 1, 2, and relevant Scope 3)
  - fuel consumption and energy efficiency
  - waste management and recycling
  - environmental permits and regulatory adherence
- Assess the accuracy and completeness of environmental data and reporting.
- Identify opportunities to reduce environmental impact and improve sustainability performance.

#### C. Social Responsibility Audits

- Assess compliance with labour standards, health and safety regulations, and human rights policies.
- Review workforce practices, diversity and inclusion initiatives, and community engagement programs.

- Evaluate safety culture, incident reporting, and corrective action processes.
- Conduct site visits to assess working conditions and operational safety.

#### **D. Governance & Ethical Conduct Audits**

- Evaluate governance structures, ethical conduct, and compliance with codes of ethics.
- Review anti-corruption controls, whistleblowing mechanisms, and conflict-of-interest processes.
- Assess transparency, accountability, and alignment with governance best practices.
- Support audits related to ESG-linked procurement and supplier due diligence.

#### **E. ESG Reporting & Data Assurance**

- Validate the accuracy and completeness of ESG metrics and disclosures.
- Review data collection processes, controls, and reporting systems.
- Support assurance activities for sustainability reports and regulatory submissions (e.g., CSRD).
- Identify gaps in ESG reporting and recommend improvements.

#### **F. Data Analysis & Continuous Monitoring**

- Use data analytics to identify ESG trends, anomalies, or emerging risks.
- Support continuous monitoring of ESG indicators (emissions, safety incidents, labour metrics).
- Contribute to developing automated ESG audit tests and dashboards.

#### **G. Reporting & Communication**

- Prepare ESG audit findings and draft reports for review.
- Communicate issues and recommendations to sustainability, operations, and governance teams.
- Support follow-up reviews to verify remediation of ESG audit findings.
- Provide insights to support ESG strategy and sustainability initiatives.

### **3. Required Qualifications & Experience**

#### **Education**

- Bachelor's degree in environmental science, Sustainability, Auditing, Business, Supply Chain, or related field.

- Professional certifications (or progress toward):
  - ESG/Sustainability certifications (GRI, SASB, CSRD, ISSP)
  - CIA, CRMA, or other audit certifications are an advantage.

### **Experience**

- 2–4 years of experience in ESG auditing, sustainability reporting, internal audit, compliance, or environmental management.
- Experience in transport, logistics, supply chain, or industrial operations is highly desirable.
- Familiarity with ESG frameworks, sustainability metrics, and regulatory requirements.

## **4. Key Skills & Competencies**

### **Technical Skills**

- Strong understanding of ESG frameworks (GRI, SASB, TCFD, CSRD, UN SDGs).
- Knowledge of environmental compliance, safety standards, and social responsibility practices.
- Ability to evaluate ESG data, metrics, and reporting processes.
- Proficiency with audit tools, data analytics, and sustainability reporting systems.
- Understanding of transport and logistics operations and their ESG impacts.

### **Behavioural Competencies**

- High integrity, independence, and ethical judgement.
- Strong analytical and problem-solving skills.
- Clear communication and report-writing abilities.
- Ability to collaborate with cross-functional teams.
- Attention to detail and commitment to continuous improvement.

## **5. Key Performance Indicators (KPIs)**

- Quality and accuracy of ESG audit work and documentation.
- Timely completion of ESG audits and follow-up reviews.
- Improvement in ESG performance indicators and compliance levels.
- Reduction in recurring ESG-related control deficiencies.
- Contribution to sustainability reporting accuracy and transparency.

- Stakeholder satisfaction with ESG audit insights.

## **6. Working Conditions**

- Office-based with regular visits to operational sites (warehouses, depots, transport hubs, cross-border points).
- Requires interaction with sustainability, operations, HR, procurement, and governance teams.
- Exposure to environmental and safety-critical operational environments.

## **7. Organisational Impact**

The ESG Auditor plays a crucial role in strengthening sustainability governance, improving environmental and social performance, and enhancing transparency. By providing independent assurance on ESG practices, the role supports responsible operations, regulatory compliance, and long-term organisational resilience.

## 16.5.7. Forensic Auditor (Transport & Logistics)

### 1. Role Purpose

The Forensic Auditor conducts investigations into suspected fraud, financial irregularities, misconduct, and operational anomalies across the organisation. The role applies forensic accounting techniques, data analytics, and investigative methodologies to uncover wrongdoing, quantify losses, and recommend corrective actions. It strengthens organisational integrity, supports legal and disciplinary processes, and enhances fraud-resistant controls across transport and logistics operations.

### 2. Key Responsibilities

#### A. Fraud Detection & Investigation

- Conduct investigations into suspected fraud, corruption, theft, collusion, or policy violations.
- Gather, analyse, and preserve evidence in accordance with forensic standards.
- Perform interviews with employees, vendors, and other relevant parties.
- Document findings in clear, structured investigation reports suitable for legal or disciplinary use.
- Support case escalation to legal, HR, or law enforcement when required.

#### B. Forensic Data Analysis

- Use data analytics to identify anomalies, red flags, and suspicious patterns in:
  - financial transactions
  - procurement activities
  - fuel usage and routing
  - inventory movements
  - payroll and overtime
  - vendor payments
- Develop and run continuous monitoring scripts to detect emerging fraud risks.
- Analyse digital evidence, system logs, and access records.

#### C. Fraud Risk Assessment

- Conduct fraud risk assessments across operational and financial processes.

- Identify high-risk areas such as procurement, warehousing, customs, fleet operations, and cash handling.
- Recommend enhancements to fraud-related controls and monitoring mechanisms.
- Maintain and update the fraud risk register.

#### **D. Control Evaluation & Improvement**

- Assess the adequacy of internal controls in preventing and detecting fraud.
- Identify control weaknesses and recommend practical, risk-based improvements.
- Collaborate with internal audit, compliance, and operations to strengthen fraud-resistant processes.
- Support the design of automated controls and exception reporting tools.

#### **E. Reporting & Documentation**

- Prepare detailed forensic reports, executive summaries, and evidence files.
- Present investigation outcomes to senior management and governance committees.
- Maintain secure, confidential records of all investigations and evidence.
- Track remediation actions and verify closure of fraud-related findings.

#### **F. Training & Awareness**

- Support fraud awareness training for employees and managers.
- Develop communication materials on fraud risks, red flags, and reporting channels.
- Promote a culture of integrity, transparency, and ethical conduct.

#### **G. Collaboration & Stakeholder Engagement**

- Work closely with internal audit, compliance, HR, legal, finance, and operations.
- Liaise with external forensic specialists, auditors, and law enforcement when necessary.
- Provide expert advice on fraud prevention and forensic methodologies.

### **3. Required Qualifications & Experience**

#### **Education**

- Bachelor's degree in accounting, Forensic Auditing, Finance, Criminology, Business Administration, or related field.
- Professional certifications preferred:
  - CFE (Certified Fraud Examiner)
  - CIA, CISA, CRMA, CPA, or equivalent
  - Digital forensics certifications are an advantage.

### **Experience**

- 3–5 years of experience in forensic auditing, fraud investigation, internal audit, or related fields.
- Experience in transport, logistics, supply chain, or high-volume operational environments is highly desirable.
- Strong background in data analytics, forensic techniques, and investigative interviewing.

## **4. Key Skills & Competencies**

### **Technical Skills**

- Strong knowledge of fraud schemes, forensic accounting, and investigative methodologies.
- Proficiency in data analytics tools (ACL, IDEA, Power BI, SQL).
- Understanding of internal controls, risk management, and governance frameworks.
- Ability to analyse digital evidence and system logs.
- Familiarity with ERP, WMS, TMS, and financial systems.

### **Behavioural Competencies**

- High integrity, confidentiality, and ethical judgement.
- Strong critical-thinking and problem-solving skills.
- Excellent interviewing and communication abilities.
- Attention to detail and accuracy.
- Ability to manage sensitive investigations independently.

## **5. Key Performance Indicators (KPIs)**

- Quality and thoroughness of forensic investigations.

- Timeliness of investigation completion.
- Reduction in fraud incidents and financial losses.
- Effectiveness of fraud detection analytics and monitoring.
- Quality of forensic reports and evidence documentation.
- Implementation of fraud-related control improvements.

## **6. Working Conditions**

- Office-based with frequent visits to operational sites (warehouses, depots, transport hubs).
- Requires handling sensitive and confidential information.
- May involve irregular hours during urgent investigations.

## **7. Organisational Impact**

The Forensic Auditor plays a critical role in protecting the organisation from fraud, misconduct, and financial loss. By uncovering irregularities, strengthening controls, and promoting ethical behaviour, the role enhances organisational integrity, operational reliability, and stakeholder trust across the transport and logistics network.

## **16.6 Corporate Strategy & Performance**

### **16.6.1. Corporate Strategy**

#### **1. Role Purpose**

The Corporate Strategy Manager leads the development, execution, and monitoring of the organisation's long-term strategic direction. The role provides high-level strategic insight, drives enterprise-wide planning, and ensures alignment between corporate objectives and operational performance across the transport and logistics network. It plays a central role in shaping organisational growth, transformation, competitiveness, and long-term sustainability.

#### **2. Key Responsibilities**

##### **A. Strategic Planning & Development**

- Lead the formulation of the organisation's long-term strategy, including vision, mission, and strategic priorities.
- Conduct environmental scanning, market analysis, competitor benchmarking, and industry trend assessments.
- Facilitate strategic planning workshops with executive and senior leadership.
- Translate strategic objectives into actionable plans, KPIs, and performance targets.
- Ensure alignment between corporate strategy and operational business plans.

##### **B. Corporate Performance Management**

- Oversee the design and implementation of the corporate performance management framework.
- Monitor organisational performance against strategic KPIs, targets, and scorecards.
- Analyse performance trends, identify gaps, and recommend corrective actions.
- Prepare quarterly and annual performance reports for executive leadership and the Board.
- Support business units in cascading KPIs and aligning operational performance with strategic goals.

##### **C. Strategic Projects & Transformation Initiatives**

- Lead or support major strategic initiatives, including digital transformation, operational optimisation, sustainability, and growth projects.
- Develop business cases, feasibility studies, and cost-benefit analyses.

- Track progress of strategic projects and ensure delivery within scope, budget, and timelines.
- Provide strategic advisory support to cross-functional project teams.

#### **D. Market Intelligence & Business Insights**

- Maintain a comprehensive understanding of market dynamics, regulatory changes, and emerging opportunities.
- Conduct scenario planning, forecasting, and risk assessments.
- Provide strategic insights to support executive decision-making.
- Identify new business opportunities, partnerships, and innovation pathways.

#### **E. Stakeholder Engagement & Communication**

- Collaborate with executive leadership, business units, and governance committees to ensure strategic alignment.
- Prepare high-quality presentations, strategy documents, and Board-level reports.
- Communicate strategic priorities across the organisation to drive understanding and buy-in.
- Engage with external stakeholders, industry bodies, and strategic partners where required.

#### **F. Continuous Improvement & Organisational Development**

- Promote a culture of strategic thinking, innovation, and performance excellence.
- Enhance strategic planning methodologies, tools, and frameworks.
- Support capability-building initiatives related to strategy, performance, and transformation.
- Benchmark organisational performance against industry best practices.

### **3. Required Qualifications & Experience**

#### **Education**

- Bachelor's or master's degree in business administration, Economics, Strategy, Finance, or related field.
- Professional certifications or executive training in strategy, performance management, or transformation are an advantage.

#### **Experience**

- 7–10 years of experience in corporate strategy, management consulting, business planning, or performance management.
- Experience in transport, logistics, supply chain, or large operational environments is highly desirable.
- Proven track record in leading strategic initiatives and delivering organisational transformation.

#### **4. Key Skills & Competencies**

##### **Technical Skills**

- Strong understanding of strategic planning frameworks and performance management systems.
- Advanced analytical, financial modelling, and business case development skills.
- Knowledge of transport and logistics industry trends, value chains, and competitive dynamics.
- Proficiency with strategy tools, dashboards, and data-visualisation platforms.

##### **Behavioural Competencies**

- Strategic thinker with strong business acumen.
- Excellent communication, facilitation, and presentation skills.
- Ability to influence senior stakeholders and drive alignment.
- High integrity, sound judgement, and strong problem-solving ability.
- Collaborative leadership style with a focus on results and continuous improvement.

#### **5. Key Performance Indicators (KPIs)**

- Quality and timeliness of strategic plans and performance reports.
- Alignment of business unit plans with corporate strategy.
- Delivery and impact of strategic initiatives and transformation projects.
- Improvement in organisational performance metrics.
- Stakeholder satisfaction with strategic insights and support.
- Adoption of strategy and performance frameworks across the organisation.

#### **6. Working Conditions**

- Executive-level role with regular interaction with senior leadership and the Board.

- Requires periodic travel to operational sites (warehouses, depots, regional offices).
- Fast-paced environment with multiple concurrent strategic priorities.

## **7. Organisational Impact**

The Corporate Strategy Manager plays a pivotal role in shaping the organisation's future direction, driving performance excellence, and ensuring long-term competitiveness. By aligning strategy with execution, the role strengthens organisational resilience, operational efficiency, and sustainable growth across the transport and logistics network.

## 16.6.2. Strategic Planning Analyst (Transport & Logistics)

### 1. Role Purpose

The Strategic Planning Analyst provides analytical, research, and modelling support to the Corporate Strategy function. The role contributes to the development of long-term strategies, business plans, and performance frameworks by delivering high-quality insights, forecasts, and scenario analyses. It plays a key role in aligning organisational priorities, supporting strategic decision-making, and driving performance excellence across the transport and logistics network.

### 2. Key Responsibilities

#### A. Strategic Research & Market Intelligence

- Conduct research on industry trends, competitor activities, regulatory developments, and emerging technologies.
- Analyse market dynamics affecting transport and logistics, including demand patterns, cost drivers, and customer expectations.
- Prepare strategic intelligence reports to support executive decision-making.
- Maintain databases of market, economic, and operational indicators.

#### B. Strategic Planning Support

- Assist in the development of the organisation's strategic plan, annual business plans, and long-term forecasts.
- Support strategic planning workshops, stakeholder engagements, and cross-functional alignment sessions.
- Translate strategic objectives into measurable KPIs and performance targets.
- Contribute to scenario planning, risk assessments, and strategic option evaluations.

#### C. Financial & Operational Modelling

- Develop financial models, cost-benefit analyses, and business cases for strategic initiatives.
- Analyse operational performance data to identify trends, gaps, and improvement opportunities.
- Support investment evaluations, capital allocation decisions, and ROI assessments.

- Prepare sensitivity analyses to test strategic assumptions.

#### **D. Corporate Performance Monitoring**

- Support the design and maintenance of corporate performance dashboards and scorecards.
- Track organisational performance against strategic KPIs and targets.
- Identify performance deviations and assist in root-cause analysis.
- Prepare monthly, quarterly, and annual performance reports for management.

#### **E. Strategic Projects & Transformation Support**

- Provide analytical support for strategic projects, including digital transformation, sustainability, operational optimisation, and growth initiatives.
- Monitor project progress, risks, and benefits realisation.
- Assist in preparing project documentation, presentations, and executive updates.

#### **F. Stakeholder Engagement & Communication**

- Collaborate with business units to gather data, validate assumptions, and align strategic inputs.
- Prepare high-quality presentations, briefing notes, and strategy documents.
- Communicate insights clearly to both technical and non-technical audiences.
- Support change-management activities related to strategy execution.

### **3. Required Qualifications & Experience**

#### **Education**

- Bachelor's degree in business administration, Economics, Finance, Strategy, Data Analytics, or related field.
- Postgraduate studies or professional certifications in strategy, analytics, or performance management are an advantage.

#### **Experience**

- 2–4 years of experience in strategic planning, business analysis, management consulting, or performance management.
- Experience in transport, logistics, supply chain, or large operational environments is beneficial.
- Strong background in data analysis, financial modelling, and research.

## **4. Key Skills & Competencies**

### **Technical Skills**

- Strong analytical and quantitative skills.
- Proficiency in financial modelling, forecasting, and scenario analysis.
- Ability to interpret complex data and translate it into strategic insights.
- Familiarity with strategy frameworks and performance management systems.
- Proficiency with Excel, Power BI/Tableau, and data-visualisation tools.
- Understanding of transport and logistics industry dynamics is an advantage.

### **Behavioural Competencies**

- Critical thinker with strong problem-solving ability.
- Excellent communication and presentation skills.
- High attention to detail and accuracy.
- Ability to work collaboratively across functions.
- Proactive, curious, and adaptable mindset.

## **5. Key Performance Indicators (KPIs)**

- Quality and accuracy of strategic analyses and reports.
- Timeliness and reliability of market intelligence and modelling outputs.
- Contribution to strategic planning and performance management cycles.
- Quality of business cases and financial models.
- Stakeholder satisfaction with insights and support.
- Alignment of analytical outputs with strategic priorities.

## **6. Working Conditions**

- Office-based with periodic visits to operational sites (warehouses, depots, regional offices).
- Fast-paced environment with multiple concurrent strategic priorities.
- Requires collaboration with cross-functional teams and senior stakeholders.

## **7. Organisational Impact**

The Strategic Planning Analyst strengthens the organisation's strategic capability by providing the analytical foundation for informed decision-making. Through rigorous

research, modelling, and performance insights, the role supports long-term competitiveness, operational excellence, and sustainable growth across the transport and logistics network.

## **16.6.3. Corporate Development Manager (Transport & Logistics)**

### **1. Role Purpose**

The Corporate Development Manager leads strategic growth initiatives, including mergers and acquisitions (M&A), partnerships, joint ventures, investment evaluations, and new business development. The role identifies and assesses opportunities that strengthen the organisation's competitive position, expand its transport and logistics footprint, and support long-term value creation. It plays a central role in shaping the organisation's growth trajectory and executing strategic transactions.

### **2. Key Responsibilities**

#### **A. Strategic Growth & Opportunity Identification**

- Identify and evaluate strategic growth opportunities, including acquisitions, partnerships, alliances, and new market entries.
- Conduct market scans, competitor assessments, and industry trend analyses to uncover potential opportunities.
- Build and maintain a pipeline of strategic prospects aligned with corporate priorities.
- Engage with external stakeholders, industry networks, and potential partners.

#### **B. Mergers & Acquisitions (M&A)**

- Lead or support end-to-end M&A processes, including:
  - target identification
  - preliminary screening
  - valuation and financial modelling
  - due diligence coordination
  - deal structuring and negotiation support
- Collaborate with legal, finance, tax, and operational teams during transaction execution.
- Prepare investment proposals and recommendations for executive leadership and the Board.

#### **C. Business Case Development & Financial Modelling**

- Develop robust business cases for strategic initiatives, investments, and partnerships.
- Conduct financial modelling, scenario analysis, and valuation assessments.
- Evaluate ROI, payback periods, and strategic fit of proposed initiatives.
- Provide insights to support capital allocation decisions.

#### **D. Strategic Partnerships & Alliances**

- Identify and evaluate partnership opportunities with logistics providers, technology firms, suppliers, and industry stakeholders.
- Support negotiation of partnership terms and collaboration frameworks.
- Monitor partnership performance and ensure alignment with strategic objectives.
- Manage ongoing relationships with strategic partners.

#### **E. Post-Merger Integration & Value Realisation**

- Support integration planning and execution for acquired businesses.
- Monitor synergy realisation, performance metrics, and integration milestones.
- Identify risks and challenges during integration and recommend corrective actions.
- Ensure alignment between acquired entities and corporate strategy.

#### **F. Strategic Project Management**

- Lead or support strategic projects related to growth, transformation, innovation, or diversification.
- Track project progress, risks, and benefits realisation.
- Prepare executive-level presentations, reports, and updates.
- Ensure cross-functional alignment and stakeholder engagement.

#### **G. Market Intelligence & Insights**

- Maintain a deep understanding of transport and logistics markets, including:
  - emerging technologies
  - regulatory changes
  - competitive dynamics
  - customer trends

- Provide insights that inform strategic decisions and growth priorities.

### **3. Required Qualifications & Experience**

#### **Education**

- Bachelor's or master's degree in business administration, Finance, Economics, Strategy, or related field.
- Professional certifications in corporate finance, M&A, or strategy (e.g., CFA, CIMA, PMI) are an advantage.

#### **Experience**

- 5–8 years of experience in corporate development, M&A, investment analysis, management consulting, or strategic planning.
- Experience in transport, logistics, supply chain, or infrastructure sectors is highly desirable.
- Proven track record in evaluating and executing strategic transactions.

### **4. Key Skills & Competencies**

#### **Technical Skills**

- Strong financial modelling, valuation, and analytical capabilities.
- Deep understanding of M&A processes, due diligence, and deal structuring.
- Knowledge of transport and logistics industry dynamics.
- Proficiency with financial analysis tools, modelling software, and data-visualisation platforms.
- Strong business case development and strategic assessment skills.

#### **Behavioural Competencies**

- Strategic thinker with strong commercial acumen.
- Excellent communication, negotiation, and stakeholder-management abilities.
- High integrity, sound judgement, and confidentiality.
- Ability to manage multiple complex projects simultaneously.
- Collaborative and adaptable, with a results-driven mindset.

### **5. Key Performance Indicators (KPIs)**

- Quality and impact of strategic transactions and partnerships.
- Timeliness and accuracy of business cases and financial models.

- Successful execution and integration of M&A activities.
- Growth in revenue, market share, or capabilities resulting from strategic initiatives.
- Stakeholder satisfaction with insights and project leadership.
- Strength and relevance of the strategic opportunity pipeline.

## **6. Working Conditions**

- Office-based with periodic travel for due diligence, site visits, and partner engagements.
- Fast-paced environment with high-stakes strategic priorities.
- Frequent interaction with senior leadership, external advisors, and industry partners.

## **7. Organisational Impact**

The Corporate Development Manager plays a pivotal role in shaping the organisation's growth strategy, expanding its market presence, and driving long-term value creation. Through strategic transactions, partnerships, and investment insights, the role strengthens competitiveness and supports sustainable expansion across the transport and logistics network.

## **16.6.4. Mergers & Acquisitions (M&A) Specialist (Transport & Logistics)**

### **1. Role Purpose**

The Mergers & Acquisitions (M&A) Specialist supports the identification, evaluation, and execution of strategic transactions, including acquisitions, partnerships, joint ventures, and divestitures. The role conducts financial modelling, due diligence, market research, and transaction analysis to support the organisation's growth strategy. It plays a key role in expanding the organisation's transport and logistics footprint and strengthening long-term competitiveness.

### **2. Key Responsibilities**

#### **A. Opportunity Screening & Market Research**

- Conduct research to identify potential acquisition targets, partnership opportunities, and strategic investments.
- Analyse industry trends, competitor activities, and market dynamics relevant to transport and logistics.
- Maintain a pipeline of potential targets aligned with corporate growth priorities.
- Prepare opportunity briefs and strategic assessments for leadership review.

#### **B. Financial Modelling & Valuation**

- Develop detailed financial models to assess valuation, synergies, and deal economics.
- Conduct scenario analysis, sensitivity testing, and ROI assessments.
- Evaluate financial statements, forecasts, and operational performance of potential targets.
- Support capital allocation decisions with robust analytical insights.

#### **C. Due Diligence Support**

- Coordinate and participate in financial, operational, legal, and commercial due diligence.
- Gather and analyse data from internal teams and external advisors.
- Identify risks, integration challenges, and value-creation opportunities.
- Prepare due-diligence summaries and risk assessments for decision-makers.

#### **D. Transaction Execution**

- Support the Corporate Development Manager in preparing transaction documents, including:
  - investment proposals
  - term sheets
  - negotiation materials
  - Board submissions
- Liaise with legal, finance, tax, and operational teams during deal execution.
- Track transaction timelines, deliverables, and stakeholder responsibilities.

#### **E. Post-Merger Integration (PMI) Support**

- Assist in integration planning, including synergy identification and performance tracking.
- Support cross-functional teams during integration execution.
- Monitor integration risks and escalate issues as needed.
- Contribute to post-deal reviews and lessons-learned analyses.

#### **F. Strategic Project Support**

- Provide analytical support for strategic initiatives, including diversification, digital transformation, and new business development.
- Prepare business cases, feasibility studies, and strategic recommendations.
- Support project governance, reporting, and stakeholder engagement.

#### **G. Reporting & Communication**

- Prepare high-quality presentations, dashboards, and reports for executive leadership.
- Communicate complex financial and strategic insights clearly and concisely.
- Maintain accurate documentation of transaction processes and analyses.

### **3. Required Qualifications & Experience**

#### **Education**

- Bachelor's degree in finance, Economics, Business Administration, Accounting, or related field.
- Professional certifications or progress toward CFA, CIMA, or similar credentials are an advantage.

## **Experience**

- 3–5 years of experience in M&A, corporate finance, investment banking, management consulting, or strategic planning.
- Experience in transport, logistics, supply chain, or infrastructure sectors is beneficial.
- Strong background in financial modelling, valuation, and due diligence.

## **4. Key Skills & Competencies**

### **Technical Skills**

- Advanced financial modelling and valuation expertise.
- Strong understanding of M&A processes, due diligence, and deal structuring.
- Knowledge of transport and logistics industry dynamics.
- Proficiency with Excel, financial analysis tools, and data-visualisation platforms.
- Ability to interpret financial statements and operational data.

### **Behavioural Competencies**

- Analytical thinker with strong problem-solving ability.
- Excellent communication and presentation skills.
- High attention to detail and accuracy.
- Ability to manage multiple priorities in a fast-paced environment.
- Strong stakeholder-management and collaboration skills.
- High integrity and confidentiality.

## **5. Key Performance Indicators (KPIs)**

- Quality and accuracy of financial models and valuations.
- Timeliness and thoroughness of due-diligence support.
- Contribution to successful deal execution and integration.
- Strength of opportunity pipeline research and analysis.
- Stakeholder satisfaction with insights and deliverables.
- Impact of strategic recommendations on growth outcomes.

## **6. Working Conditions**

- Office-based with periodic travel for due diligence, site visits, and partner engagements.
- Fast-paced environment with multiple concurrent strategic priorities.
- Frequent interaction with internal teams, external advisors, and potential partners.

## **7. Organisational Impact**

The M&A Specialist plays a critical role in supporting the organisation's growth strategy by identifying opportunities, evaluating investments, and enabling successful transactions. Through rigorous analysis and structured execution support, the role strengthens competitiveness, accelerates expansion, and contributes to long-term value creation across the transport and logistics network.

## 16.6.6. Transformation Program Manager (Transport & Logistics)

### 1. Role Purpose

The Transformation Program Manager leads the planning, execution, and governance of enterprise-wide transformation initiatives. The role ensures that strategic projects deliver measurable value, drive operational excellence, and support long-term organisational competitiveness. It acts as a central coordination point for cross-functional change, ensuring alignment between strategy, operations, technology, and performance outcomes across the transport and logistics network.

### 2. Key Responsibilities

#### A. Transformation Program Leadership

- Lead the design, implementation, and management of large-scale transformation programs.
- Translate strategic objectives into structured initiatives, milestones, and deliverables.
- Ensure alignment between transformation programs and corporate strategy.
- Establish program governance structures, steering committees, and reporting frameworks.

#### B. Project Portfolio Management

- Oversee the organisation's strategic project portfolio, ensuring prioritisation and resource alignment.
- Monitor project performance, risks, dependencies, and benefits realisation.
- Support project managers with guidance, tools, and escalation pathways.
- Ensure consistent application of project management methodologies across the organisation.

#### C. Change Management & Stakeholder Engagement

- Develop and execute change-management strategies to support successful adoption of new processes, systems, and ways of working.
- Engage with senior leaders, operational teams, and external partners to drive buy-in.
- Facilitate communication plans, training programs, and stakeholder workshops.
- Identify resistance points and implement mitigation strategies.

#### **D. Performance Tracking & Benefits Realisation**

- Define KPIs, success metrics, and benefits-realisation frameworks for transformation initiatives.
- Track progress against targets and identify performance gaps.
- Prepare executive-level dashboards, reports, and insights.
- Ensure that transformation outcomes are embedded into business operations.

#### **E. Cross-Functional Collaboration**

- Work closely with operations, finance, IT, HR, procurement, and other business units to ensure integrated execution.
- Support digital transformation initiatives, including automation, system upgrades, and data-driven improvements.
- Facilitate alignment between strategic projects and operational realities.

#### **F. Risk Management & Issue Resolution**

- Identify program-level risks, constraints, and interdependencies.
- Develop mitigation plans and escalate critical issues to leadership.
- Ensure compliance with governance, regulatory, and quality standards.
- Conduct post-implementation reviews and lessons-learned assessments.

#### **G. Continuous Improvement & Innovation**

- Promote a culture of innovation, agility, and continuous improvement.
- Introduce best practices in project management, transformation governance, and performance optimisation.
- Benchmark transformation approaches against industry standards and competitors.
- Identify opportunities to streamline processes and enhance organisational efficiency.

### **3. Required Qualifications & Experience**

#### **Education**

- Bachelor's or master's degree in business administration, Strategy, Project Management, Engineering, or related field.
- Professional certifications preferred:
  - PMP, PRINCE2, Agile/Scrum, Lean Six Sigma

- Additional strategy or transformation credentials are an advantage.

### **Experience**

- 6–10 years of experience in transformation management, project portfolio management, management consulting, or strategic program leadership.
- Experience in transport, logistics, supply chain, or large operational environments is highly desirable.
- Proven track record in leading complex, cross-functional transformation initiatives.

## **4. Key Skills & Competencies**

### **Technical Skills**

- Strong understanding of transformation methodologies, project management frameworks, and change-management principles.
- Ability to analyse operational and financial data to inform decision-making.
- Knowledge of transport and logistics operations, systems, and value chains.
- Proficiency with project management tools, dashboards, and performance-tracking systems.

### **Behavioural Competencies**

- Strong leadership and influencing skills.
- Excellent communication, facilitation, and stakeholder-management abilities.
- High resilience, adaptability, and problem-solving capability.
- Strategic thinker with a hands-on execution mindset.
- Collaborative, structured, and results-driven.

## **5. Key Performance Indicators (KPIs)**

- Delivery of transformation programs within scope, budget, and timelines.
- Achievement of targeted benefits and performance improvements.
- Stakeholder satisfaction and adoption of new processes or systems.
- Quality and timeliness of program reporting and governance.
- Reduction in operational inefficiencies and cost drivers.
- Maturity of project and transformation management practices across the organisation.

## **6. Working Conditions**

- Office-based with regular travel to operational sites (warehouses, depots, regional offices).
- Fast-paced environment with multiple concurrent strategic initiatives.
- Frequent interaction with senior leadership and cross-functional teams.

## **7. Organisational Impact**

The Transformation Program Manager plays a critical role in driving organisational evolution, operational excellence, and long-term competitiveness. By ensuring that strategic initiatives are executed effectively and deliver measurable value, the role strengthens resilience, accelerates growth, and supports sustainable transformation across the transport and logistics network.

## **16.6.6. Corporate Performance Manager (Transport & Logistics)**

### **1. Role Purpose**

The Corporate Performance Manager leads the design, implementation, and governance of the organisation's performance management framework. The role ensures that strategic objectives are translated into measurable KPIs, monitored consistently, and acted upon across the transport and logistics network. It provides insights, drives accountability, and supports continuous improvement to enhance organisational efficiency, service quality, and long-term competitiveness.

### **2. Key Responsibilities**

#### **A. Corporate Performance Framework Leadership**

- Lead the development and continuous improvement of the corporate performance management framework.
- Ensure alignment between strategic objectives, KPIs, targets, and operational performance measures.
- Establish performance governance structures, reporting cycles, and review mechanisms.
- Support business units in cascading KPIs and embedding performance culture.

#### **B. Performance Monitoring & Reporting**

- Oversee the collection, validation, and analysis of performance data across all business units.
- Develop and maintain corporate performance dashboards, scorecards, and reporting tools.
- Monitor performance trends, identify gaps, and highlight areas requiring intervention.
- Prepare monthly, quarterly, and annual performance reports for executive leadership and the Board.

#### **C. Insights, Analytics & Decision Support**

- Conduct deep-dive analyses to understand performance drivers, root causes, and improvement opportunities.
- Provide actionable insights to support strategic decision-making and operational optimisation.

- Collaborate with BI and analytics teams to enhance data quality and analytical capabilities.
- Support scenario modelling and forecasting for performance planning.

#### **D. Performance Review Facilitation**

- Lead performance review sessions with executives and business unit leaders.
- Ensure discussions are data-driven, focused, and aligned with strategic priorities.
- Track action items, commitments, and follow-up activities from review meetings.
- Promote accountability and transparency across the organisation.

#### **E. Continuous Improvement & Capability Building**

- Identify opportunities to improve processes, systems, and performance measurement practices.
- Support operational excellence initiatives, including Lean, Six Sigma, and digital optimisation.
- Provide training and guidance to business units on KPI development, data interpretation, and performance management.
- Benchmark organisational performance against industry standards and best practices.

#### **F. Strategic Alignment & Collaboration**

- Work closely with Strategy, Finance, Operations, HR, and IT to ensure integrated performance management.
- Support strategic planning cycles by providing performance insights and trend analyses.
- Ensure performance metrics reflect regulatory requirements, customer expectations, and operational realities.
- Contribute to transformation initiatives by defining and tracking program KPIs.

### **3. Required Qualifications & Experience**

#### **Education**

- Bachelor's or master's degree in business administration, Economics, Strategy, Data Analytics, or related field.
- Professional certifications in performance management, analytics, or project management are an advantage.

## **Experience**

- 5–8 years of experience in performance management, business analysis, strategy, or operational excellence.
- Experience in transport, logistics, supply chain, or large operational environments is highly desirable.
- Proven experience in KPI design, data analysis, and performance reporting.

## **4. Key Skills & Competencies**

### **Technical Skills**

- Strong understanding of performance management frameworks and KPI methodologies.
- Advanced analytical and data-interpretation skills.
- Proficiency with dashboards, BI tools (Power BI, Tableau), and data-visualisation platforms.
- Knowledge of transport and logistics operations and performance drivers.
- Ability to translate complex data into clear insights and recommendations.

### **Behavioural Competencies**

- Strong communication and facilitation skills.
- High attention to detail and accuracy.
- Ability to influence and engage stakeholders at all levels.
- Strategic thinker with a continuous-improvement mindset.
- Collaborative, structured, and results-oriented.

## **5. Key Performance Indicators (KPIs)**

- Quality, accuracy, and timeliness of performance reports and dashboards.
- Improvement in organisational performance metrics and KPI achievement rates.
- Adoption and maturity of performance management practices across business units.
- Stakeholder satisfaction with insights and support.
- Effectiveness of performance review processes and follow-up actions.
- Contribution to strategic planning and transformation outcomes.

## **6. Working Conditions**

- Office-based with periodic visits to operational sites (warehouses, depots, regional offices).
- Fast-paced environment with multiple concurrent performance cycles.
- Frequent interaction with senior leadership and cross-functional teams.

## **7. Organisational Impact**

The Corporate Performance Manager plays a central role in driving organisational excellence, accountability, and strategic alignment. By ensuring that performance is measured, understood, and improved, the role strengthens operational reliability, enhances service delivery, and supports long-term sustainability across the transport and logistics network.

## **16.6.7. Balanced Scorecard (BSC) Specialist (Transport & Logistics)**

### **1. Role Purpose**

The Balanced Scorecard (BSC) Specialist is responsible for designing, maintaining, and enhancing the organisation's Balanced Scorecard framework. The role ensures that strategic objectives are translated into measurable KPIs across all perspectives—Financial, Customer, Internal Processes, and Learning & Growth. It supports strategy execution by aligning business units, monitoring performance, and providing insights that drive operational excellence across the transport and logistics network.

### **2. Key Responsibilities**

#### **A. Balanced Scorecard Framework Management**

- Develop, implement, and continuously refine the organisation's Balanced Scorecard framework.
- Ensure alignment between corporate strategy, strategic objectives, KPIs, and performance targets.
- Facilitate the cascading of BSC elements to business units, departments, and teams.
- Maintain BSC documentation, templates, and governance standards.

#### **B. KPI Development & Alignment**

- Work with business units to define meaningful, measurable, and achievable KPIs.
- Ensure KPIs reflect strategic priorities and regulatory or operational requirements.
- Validate KPI definitions, data sources, and calculation methodologies.
- Support integration of KPIs into performance contracts and operational scorecards.

#### **C. Performance Monitoring & Reporting**

- Collect, validate, and analyse performance data across all BSC perspectives.
- Develop and maintain BSC dashboards, scorecards, and performance reports.
- Identify performance gaps, trends, and improvement opportunities.
- Prepare monthly, quarterly, and annual BSC reports for senior leadership.

#### **D. Strategy Execution Support**

- Facilitate strategy review sessions and BSC performance dialogues.
- Track progress of strategic initiatives and ensure alignment with BSC objectives.
- Support business units in developing action plans to address performance gaps.
- Provide insights to guide decision-making and strategic adjustments.

#### **E. Data Quality & Governance**

- Ensure accuracy, consistency, and reliability of KPI data.
- Collaborate with IT, BI, and data owners to improve data systems and reporting tools.
- Conduct periodic audits of KPI data sources and reporting processes.
- Promote data governance best practices across the organisation.

#### **F. Training & Capability Building**

- Train managers and teams on BSC concepts, KPI development, and performance interpretation.
- Develop training materials, guides, and toolkits to support BSC adoption.
- Promote a performance-driven culture across the organisation.

#### **G. Continuous Improvement & Benchmarking**

- Benchmark performance metrics against industry standards and competitors.
- Identify opportunities to enhance the BSC framework and reporting processes.
- Support digital transformation initiatives related to performance management.
- Recommend improvements to strengthen strategic alignment and execution.

### **3. Required Qualifications & Experience**

#### **Education**

- Bachelor's degree in business administration, Strategy, Economics, Data Analytics, or related field.
- Professional certifications in Balanced Scorecard, performance management, or analytics are an advantage.

#### **Experience**

- 3–5 years of experience in performance management, strategy execution, KPI development, or business analysis.

- Experience in transport, logistics, supply chain, or large operational environments is beneficial.
- Strong background in data analysis, dashboard development, and performance reporting.

#### **4. Key Skills & Competencies**

##### **Technical Skills**

- Strong understanding of the Balanced Scorecard methodology and strategy execution frameworks.
- Proficiency with KPI design, performance measurement, and data validation.
- Advanced analytical skills and ability to interpret complex data.
- Proficiency with BI tools (Power BI, Tableau), Excel, and performance dashboards.
- Understanding of transport and logistics performance drivers.

##### **Behavioural Competencies**

- Strong communication and facilitation skills.
- High attention to detail and accuracy.
- Ability to collaborate across functions and influence stakeholders.
- Structured, analytical, and results-oriented mindset.
- Proactive, adaptable, and committed to continuous improvement.

#### **5. Key Performance Indicators (KPIs)**

- Accuracy, consistency, and timeliness of BSC reporting.
- Alignment of KPIs and scorecards across business units.
- Improvement in organisational performance metrics.
- Adoption and maturity of BSC practices across the organisation.
- Stakeholder satisfaction with insights and support.
- Contribution to strategy execution and performance improvement.

#### **6. Working Conditions**

- Office-based with periodic visits to operational sites (warehouses, depots, regional offices).

- Fast-paced environment with multiple performance cycles and strategic priorities.
- Frequent interaction with senior leadership and cross-functional teams.

## **7. Organisational Impact**

The Balanced Scorecard Specialist plays a vital role in translating strategy into measurable action, ensuring organisational alignment, and driving performance excellence. By enabling clear visibility of strategic progress, the role strengthens accountability, operational reliability, and long-term competitiveness across the transport and logistics network.

## **16.6.8. Governance Reporting Analyst (Transport & Logistics)**

### **1. Role Purpose**

The Governance Reporting Analyst is responsible for coordinating, analysing, and producing high-quality governance reports that support executive decision-making, regulatory compliance, and organisational transparency. The role ensures that performance, risk, compliance, and strategic information is consolidated, validated, and presented in a clear and actionable manner. It plays a key role in strengthening governance structures and enabling effective oversight across the transport and logistics network.

### **2. Key Responsibilities**

#### **A. Governance Reporting & Consolidation**

- Prepare governance reports for executive leadership, Board committees, and regulatory bodies.
- Consolidate inputs from multiple departments, including Strategy, Risk, Compliance, Finance, and Operations.
- Ensure reports are accurate, complete, and aligned with governance standards.
- Maintain reporting calendars, templates, and submission schedules.

#### **B. Data Validation & Quality Assurance**

- Validate data submitted by business units to ensure accuracy, consistency, and reliability.
- Conduct quality checks on KPIs, risk indicators, compliance metrics, and strategic updates.
- Identify data gaps, inconsistencies, or anomalies and coordinate corrective actions.
- Support continuous improvement of data governance practices.

#### **C. Performance & Strategic Insights**

- Analyse performance trends, risks, and operational indicators to identify key insights.
- Support the development of dashboards, scorecards, and governance analytics.
- Provide commentary and interpretation to enhance the clarity of governance reports.

- Highlight areas requiring executive attention or intervention.

#### **D. Risk, Compliance & Audit Reporting Support**

- Coordinate reporting related to enterprise risk management, compliance monitoring, and internal audit findings.
- Track the status of risk mitigation actions, compliance obligations, and audit recommendations.
- Ensure alignment between governance reporting and regulatory requirements.
- Support integrated reporting across risk, compliance, and performance domains.

#### **E. Stakeholder Engagement & Coordination**

- Work closely with business units to gather inputs, validate information, and ensure timely submissions.
- Facilitate governance reporting workshops and briefing sessions.
- Support communication between operational teams and governance committees.
- Build strong relationships with data owners and reporting stakeholders.

#### **F. Documentation & Governance Framework Support**

- Maintain governance documentation, including reporting guidelines, templates, and process maps.
- Support the enhancement of governance frameworks, policies, and reporting standards.
- Assist in preparing Board packs, committee presentations, and executive summaries.
- Ensure compliance with internal governance protocols and external regulatory expectations.

### **3. Required Qualifications & Experience**

#### **Education**

- Bachelor's degree in business administration, Governance, Public Administration, Strategy, Data Analytics, or related field.
- Professional certifications in governance, risk, compliance, or performance management are an advantage.

#### **Experience**

- 2–4 years of experience in governance reporting, performance management, risk management, compliance, or business analysis.
- Experience in transport, logistics, supply chain, or large operational environments is beneficial.
- Strong background in data analysis, reporting, and stakeholder coordination.

#### **4. Key Skills & Competencies**

##### **Technical Skills**

- Strong understanding of governance frameworks, reporting standards, and oversight processes.
- Proficiency with data analysis, KPI validation, and performance reporting.
- Advanced skills in Excel, Power BI/Tableau, and dashboard development.
- Ability to interpret complex data and translate it into clear insights.
- Knowledge of transport and logistics performance drivers is an advantage.

##### **Behavioural Competencies**

- High attention to detail and accuracy.
- Strong communication and report-writing skills.
- Ability to work collaboratively across functions.
- Structured, analytical, and deadline-driven.
- Professional integrity and commitment to transparency.

#### **5. Key Performance Indicators (KPIs)**

- Accuracy, completeness, and timeliness of governance reports.
- Improvement in data quality and reporting consistency across business units.
- Stakeholder satisfaction with reporting clarity and insights.
- Compliance with governance reporting standards and regulatory requirements.
- Effectiveness of coordination across risk, compliance, and performance domains.
- Contribution to governance framework improvements.

#### **6. Working Conditions**

- Office-based with periodic visits to operational sites (warehouses, depots, regional offices).

- Fast-paced environment with multiple reporting cycles and deadlines.
- Frequent interaction with senior leadership, governance committees, and cross-functional teams.

## **7. Organisational Impact**

The Governance Reporting Analyst plays a vital role in strengthening organisational accountability, transparency, and oversight. By ensuring that governance information is accurate, insightful, and actionable, the role supports effective decision-making, regulatory compliance, and strategic alignment across the transport and logistics network.

## 16.6.9. ESG Reporting Specialist (Transport & Logistics)

### 1. Role Purpose

The ESG Reporting Specialist is responsible for coordinating, analysing, and producing high-quality Environmental, Social, and Governance (ESG) reports that meet regulatory requirements, stakeholder expectations, and internal sustainability objectives. The role ensures the accuracy, completeness, and integrity of ESG data, supports sustainability strategy execution, and enhances transparency across the transport and logistics network.

### 2. Key Responsibilities

#### A. ESG Reporting & Disclosure Management

- Prepare ESG reports aligned with recognised frameworks (GRI, SASB, TCFD, CSRD, UN SDGs).
- Coordinate ESG data collection across departments including Operations, HR, Safety, Finance, and Compliance.
- Ensure ESG disclosures meet regulatory requirements and stakeholder expectations.
- Maintain reporting calendars, templates, and governance standards.

#### B. ESG Data Collection, Validation & Quality Assurance

- Develop and maintain ESG data-collection processes and tools.
- Validate ESG data for accuracy, completeness, and consistency.
- Conduct quality checks on environmental, social, and governance indicators.
- Work with data owners to resolve discrepancies and improve data reliability.

#### C. Environmental Performance Monitoring

- Track and report environmental metrics such as:
  - greenhouse gas emissions (Scope 1, 2, and relevant Scope 3)
  - energy consumption
  - fuel efficiency and fleet emissions
  - waste generation and recycling
  - water usage
- Support environmental compliance reporting and sustainability initiatives.

#### **D. Social & Governance Metrics Reporting**

- Collect and analyse social indicators including workforce diversity, training, safety performance, and labour practices.
- Support governance reporting related to ethics, anti-corruption, risk management, and compliance.
- Ensure alignment between ESG metrics and corporate governance frameworks.

#### **E. ESG Insights & Analysis**

- Analyse ESG trends, risks, and performance gaps.
- Provide insights to support sustainability strategy and decision-making.
- Develop dashboards, scorecards, and ESG performance summaries.
- Benchmark ESG performance against industry peers and best practices.

#### **F. Stakeholder Engagement & Coordination**

- Collaborate with internal teams to gather ESG data and ensure timely submissions.
- Support external reporting to regulators, investors, and sustainability rating agencies.
- Assist in preparing ESG content for annual reports, integrated reports, and corporate communications.
- Engage with external auditors during ESG assurance processes.

#### **G. Continuous Improvement & Capability Building**

- Support the enhancement of ESG reporting systems, tools, and methodologies.
- Provide training to business units on ESG data requirements and reporting standards.
- Promote a culture of sustainability and responsible business practices.
- Contribute to digital transformation initiatives related to ESG data management.

### **3. Required Qualifications & Experience**

#### **Education**

- Bachelor's degree in Sustainability, Environmental Science, Business Administration, Data Analytics, or related field.
- Professional certifications in ESG, sustainability reporting, or environmental management are an advantage (GRI, SASB, CSRD, ISSP).

## **Experience**

- 2–4 years of experience in ESG reporting, sustainability analytics, corporate reporting, or performance management.
- Experience in transport, logistics, supply chain, or industrial operations is beneficial.
- Strong background in data analysis, reporting, and ESG frameworks.

## **4. Key Skills & Competencies**

### **Technical Skills**

- Strong understanding of ESG frameworks (GRI, SASB, TCFD, CSRD, UN SDGs).
- Proficiency in ESG data management, KPI development, and reporting methodologies.
- Advanced analytical skills and ability to interpret complex sustainability data.
- Proficiency with Excel, Power BI/Tableau, and ESG reporting tools.
- Knowledge of environmental and social performance drivers in transport and logistics.

### **Behavioural Competencies**

- High attention to detail and accuracy.
- Strong communication and report-writing skills.
- Ability to collaborate across functions and influence stakeholders.
- Structured, analytical, and deadline-driven.
- Commitment to sustainability and continuous improvement.

## **5. Key Performance Indicators (KPIs)**

- Accuracy, completeness, and timeliness of ESG reports.
- Improvement in ESG data quality and reporting consistency.
- Stakeholder satisfaction with ESG insights and disclosures.
- Compliance with ESG reporting standards and regulatory requirements.
- Contribution to sustainability strategy execution and performance improvement.
- Successful completion of ESG assurance and audit processes.

## **6. Working Conditions**

- Office-based with periodic visits to operational sites (warehouses, depots, transport hubs).
- Fast-paced environment with multiple reporting cycles and regulatory deadlines.
- Frequent interaction with sustainability, operations, HR, finance, and governance teams.

## **7. Organisational Impact**

The ESG Reporting Specialist plays a critical role in strengthening sustainability governance, enhancing transparency, and supporting responsible business practices. By ensuring high-quality ESG reporting, the role builds stakeholder trust, supports regulatory compliance, and contributes to long-term resilience across the transport and logistics network.

## 16.7.1. Head of ESG (Environmental, Social & Governance)

### 1. Role Purpose

The Head of ESG provides strategic leadership for the organisation's Environmental, Social, and Governance agenda. The role sets the ESG vision, drives sustainability strategy, ensures regulatory compliance, and embeds responsible business practices across the transport and logistics network. It oversees ESG reporting, climate-related risk management, social impact programs, and governance frameworks to strengthen organisational resilience, stakeholder trust, and long-term sustainability.

### 2. Key Responsibilities

#### A. ESG Strategy & Leadership

- Develop and lead the organisation's ESG strategy, ensuring alignment with corporate objectives and global best practices.
- Define ESG priorities, targets, and performance indicators across environmental, social, and governance pillars.
- Integrate ESG considerations into strategic planning, risk management, and operational decision-making.
- Provide expert guidance to executive leadership and the Board on ESG trends, risks, and opportunities.

#### B. Environmental Sustainability Management

- Oversee environmental programs related to:
  - greenhouse gas emissions reduction
  - energy efficiency and renewable energy
  - waste management and circular economy initiatives
  - water stewardship
  - fleet emissions and sustainable transport solutions
- Ensure compliance with environmental regulations and reporting requirements.
- Drive climate-related risk assessments and adaptation strategies.

#### C. Social Responsibility & Human Capital Impact

- Lead social sustainability initiatives including:
  - workforce wellbeing and safety

- diversity, equity, and inclusion (DEI)
- labour standards and human rights compliance
- community engagement and social investment
- Strengthen safety culture and support programs that enhance employee experience and community impact.

#### **D. Governance, Ethics & Compliance**

- Oversee governance frameworks related to ethics, anti-corruption, transparency, and responsible business conduct.
- Ensure alignment with governance codes, regulatory expectations, and stakeholder requirements.
- Strengthen whistleblowing mechanisms, conflict-of-interest processes, and governance reporting.
- Collaborate with Risk, Compliance, and Internal Audit to ensure integrated oversight.

#### **E. ESG Reporting & Disclosure**

- Lead ESG reporting aligned with global standards (GRI, SASB, TCFD, CSRD, UN SDGs).
- Oversee ESG data governance, quality assurance, and disclosure processes.
- Prepare ESG content for annual reports, integrated reports, and sustainability reports.
- Engage with external auditors for ESG assurance and verification.

#### **F. Stakeholder Engagement & Partnerships**

- Engage with regulators, investors, industry bodies, and sustainability rating agencies.
- Represent the organisation in ESG forums, working groups, and external partnerships.
- Build strong internal networks to drive cross-functional ESG implementation.
- Respond to stakeholder inquiries related to ESG performance and strategy.

#### **G. ESG Risk Management & Performance Monitoring**

- Identify ESG-related risks and integrate them into enterprise risk management frameworks.

- Monitor ESG performance, track progress against targets, and drive continuous improvement.
- Develop dashboards, scorecards, and executive-level ESG insights.
- Benchmark performance against industry peers and global sustainability leaders.

#### **H. Team Leadership & Capability Building**

- Lead and develop the ESG team, including specialists in environment, social impact, governance, and reporting.
- Build organisational capability through training, awareness programs, and change-management initiatives.
- Promote a culture of sustainability, responsibility, and ethical conduct.

### **3. Required Qualifications & Experience**

#### **Education**

- Bachelor's or master's degree in Sustainability, Environmental Science, Business Administration, Public Policy, or related field.
- Professional certifications in ESG, sustainability reporting, environmental management, or governance are an advantage (GRI, SASB, CSRD, ISSP, LEED).

#### **Experience**

- 10+ years of experience in ESG, sustainability, corporate responsibility, or related fields.
- Experience in transport, logistics, supply chain, or industrial operations is highly desirable.
- Proven track record in ESG strategy development, reporting, and stakeholder engagement.
- Experience leading cross-functional teams and managing complex sustainability programs.

### **4. Key Skills & Competencies**

#### **Technical Skills**

- Deep understanding of ESG frameworks, sustainability standards, and regulatory requirements.
- Strong knowledge of environmental management, climate risk, and social impact practices.
- Proficiency in ESG reporting, data governance, and performance measurement.

- Ability to interpret complex ESG data and translate it into strategic insights.
- Understanding of transport and logistics sustainability challenges and opportunities.

### **Behavioural Competencies**

- Strategic thinker with strong leadership presence.
- Excellent communication, negotiation, and stakeholder-management skills.
- High integrity, ethical judgement, and commitment to responsible business.
- Ability to influence at executive and Board levels.
- Collaborative, innovative, and results-driven.

### **5. Key Performance Indicators (KPIs)**

- Achievement of ESG targets and sustainability performance improvements.
- Quality, accuracy, and timeliness of ESG reporting and disclosures.
- Improvement in ESG ratings, rankings, and stakeholder perceptions.
- Compliance with environmental and social regulations.
- Successful execution of sustainability initiatives and climate-action programs.
- Organisational adoption of ESG practices and culture.

### **6. Working Conditions**

- Executive-level role with regular interaction with senior leadership and the Board.
- Office-based with periodic visits to operational sites (warehouses, depots, transport hubs).
- Engagement with external stakeholders, regulators, and industry bodies.

### **7. Organisational Impact**

The Head of ESG plays a transformative role in shaping the organisation's sustainability agenda, strengthening governance, and enhancing long-term resilience. By embedding ESG principles into strategy and operations, the role drives responsible growth, regulatory compliance, and stakeholder trust across the transport and logistics network.

## **16.7.2. Sustainability Program Manager (Transport & Logistics)**

### **1. Role Purpose**

The Sustainability Program Manager leads the design, implementation, and monitoring of sustainability initiatives across the organisation. The role drives environmental stewardship, social responsibility, and ethical governance by coordinating cross-functional programs, ensuring regulatory compliance, and embedding sustainability principles into daily operations. It plays a central role in advancing the organisation's ESG strategy and achieving long-term sustainability goals.

### **2. Key Responsibilities**

#### **A. Sustainability Program Leadership**

- Lead the development and execution of sustainability programs aligned with the organisation's ESG strategy.
- Translate high-level sustainability goals into actionable initiatives, timelines, and performance indicators.
- Coordinate cross-functional teams to ensure effective implementation of sustainability projects.
- Monitor program progress and ensure alignment with corporate priorities.

#### **B. Environmental Sustainability Initiatives**

- Manage environmental programs related to:
  - carbon reduction and energy efficiency
  - fleet emissions and sustainable transport solutions
  - waste reduction and recycling
  - water conservation
  - environmental compliance and permitting
- Support climate-action initiatives, including adaptation and resilience planning.
- Identify opportunities to reduce environmental impact across operations.

#### **C. Social Responsibility & Community Impact**

- Support programs related to workforce wellbeing, safety, diversity, and inclusion.
- Coordinate community engagement and social investment initiatives.

- Ensure alignment with labour standards, human rights policies, and ethical sourcing practices.
- Promote a culture of social responsibility across the organisation.

#### **D. Governance & Compliance Support**

- Ensure sustainability programs comply with environmental, social, and governance regulations.
- Support the development of policies, procedures, and governance frameworks.
- Collaborate with Risk, Compliance, and Internal Audit to address ESG-related risks.
- Maintain documentation and evidence for audits, inspections, and regulatory submissions.

#### **E. Performance Monitoring & Reporting**

- Track sustainability KPIs and program performance metrics.
- Develop dashboards, scorecards, and progress reports for leadership and the Board.
- Provide insights and recommendations to improve sustainability outcomes.
- Support ESG reporting processes, including data collection and validation.

#### **F. Stakeholder Engagement & Communication**

- Engage with internal stakeholders to drive sustainability awareness and participation.
- Coordinate with external partners, NGOs, regulators, and industry bodies.
- Prepare communication materials, presentations, and sustainability updates.
- Support sustainability training and capability-building initiatives.

#### **G. Continuous Improvement & Innovation**

- Identify opportunities to enhance sustainability performance and operational efficiency.
- Benchmark against industry best practices and emerging sustainability trends.
- Support digital transformation initiatives related to sustainability data and reporting.
- Promote innovation in environmental and social impact programs.

### **3. Required Qualifications & Experience**

## **Education**

- Bachelor's degree in Sustainability, Environmental Science, Business Administration, Public Policy, or related field.
- Professional certifications in sustainability, ESG, environmental management, or related areas are an advantage (GRI, SASB, ISSP, LEED).

## **Experience**

- 5–7 years of experience in sustainability, ESG program management, environmental management, or corporate responsibility.
- Experience in transport, logistics, supply chain, or industrial operations is highly desirable.
- Proven experience managing cross-functional sustainability initiatives.

## **4. Key Skills & Competencies**

### **Technical Skills**

- Strong understanding of sustainability frameworks, ESG standards, and regulatory requirements.
- Knowledge of environmental management, climate action, and social impact practices.
- Proficiency in sustainability data analysis, KPI tracking, and reporting.
- Familiarity with transport and logistics sustainability challenges and opportunities.
- Ability to manage complex projects and coordinate multiple stakeholders.

### **Behavioural Competencies**

- Strong leadership and coordination skills.
- Excellent communication and stakeholder-engagement abilities.
- High integrity, ethical judgement, and commitment to sustainability.
- Analytical, structured, and results-driven mindset.
- Adaptable, collaborative, and proactive.

## **5. Key Performance Indicators (KPIs)**

- Achievement of sustainability program targets and milestones.
- Improvement in environmental and social performance metrics.
- Stakeholder engagement and participation in sustainability initiatives.

- Compliance with sustainability regulations and standards.
- Quality and timeliness of sustainability reporting inputs.
- Contribution to ESG strategy execution and organisational culture.

## **6. Working Conditions**

- Office-based with regular visits to operational sites (warehouses, depots, transport hubs).
- Fast-paced environment with multiple sustainability initiatives running concurrently.
- Frequent interaction with internal teams, external partners, and regulatory bodies.

## **7. Organisational Impact**

The Sustainability Program Manager plays a pivotal role in advancing the organisation's sustainability agenda, reducing environmental impact, and strengthening social responsibility. By driving effective sustainability programs, the role enhances operational resilience, regulatory compliance, and long-term value creation across the transport and logistics network.

## 16.7.3. ESG Analyst (Transport & Logistics)

### 1. Role Purpose

The ESG Analyst supports the organisation's Environmental, Social, and Governance agenda by collecting, analysing, and validating ESG data, preparing sustainability insights, and supporting reporting and compliance activities. The role provides analytical and operational support to ESG programs, ensuring accurate performance tracking, regulatory alignment, and continuous improvement across the transport and logistics network.

### 2. Key Responsibilities

#### A. ESG Data Collection & Validation

- Coordinate the collection of ESG data from Operations, HR, Safety, Finance, Procurement, and other departments.
- Validate data for accuracy, completeness, and consistency.
- Maintain ESG databases, data dictionaries, and reporting templates.
- Support improvements in ESG data governance and quality assurance.

#### B. ESG Performance Monitoring

- Track ESG KPIs across environmental, social, and governance pillars.
- Monitor trends in emissions, energy use, waste, water, safety, diversity, ethics, and compliance.
- Identify performance gaps and areas requiring intervention.
- Support the development of ESG dashboards and scorecards.

#### C. ESG Reporting Support

- Assist in preparing ESG disclosures aligned with frameworks such as GRI, SASB, TCFD, CSRD, and UN SDGs.
- Compile ESG inputs for sustainability reports, integrated reports, and regulatory submissions.
- Support external ESG assurance processes by preparing evidence and documentation.
- Respond to data requests from rating agencies, investors, and regulators.

#### D. Environmental & Social Program Support

- Provide analytical support for environmental initiatives (carbon reduction, waste management, fleet efficiency).
- Support social responsibility programs related to safety, wellbeing, diversity, and community impact.
- Assist in tracking progress of sustainability projects and action plans.
- Conduct research on emerging ESG trends, risks, and best practices.

#### **E. Governance & Compliance Support**

- Assist in monitoring governance indicators such as ethics training, whistleblowing cases, and compliance metrics.
- Support alignment with governance frameworks and regulatory requirements.
- Maintain documentation for audits, inspections, and compliance reviews.
- Collaborate with Risk, Compliance, and Internal Audit on ESG-related risks.

#### **F. Stakeholder Engagement & Communication**

- Work with internal stakeholders to gather data, clarify requirements, and ensure timely submissions.
- Prepare ESG presentations, briefing notes, and communication materials.
- Support sustainability awareness campaigns and training sessions.
- Engage with external partners, consultants, and industry bodies as required.

#### **G. Continuous Improvement & Innovation**

- Identify opportunities to enhance ESG data systems, reporting processes, and performance tracking.
- Benchmark ESG performance against industry peers and global standards.
- Support digital transformation initiatives related to ESG analytics and automation.
- Contribute ideas to strengthen sustainability culture and operational efficiency.

### **3. Required Qualifications & Experience**

#### **Education**

- Bachelor's degree in Sustainability, Environmental Science, Business Administration, Data Analytics, Economics, or related field.
- Certifications in ESG, sustainability reporting, or environmental management are an advantage (GRI, SASB, CSRD, ISSP).

## **Experience**

- 1–3 years of experience in ESG analysis, sustainability reporting, data analytics, or corporate responsibility.
- Experience in transport, logistics, supply chain, or industrial operations is beneficial.
- Strong background in data analysis, KPI tracking, and reporting.

## **4. Key Skills & Competencies**

### **Technical Skills**

- Understanding of ESG frameworks (GRI, SASB, TCFD, CSRD, UN SDGs).
- Strong analytical skills and ability to interpret complex sustainability data.
- Proficiency with Excel, Power BI/Tableau, and ESG reporting tools.
- Knowledge of environmental and social performance metrics.
- Familiarity with transport and logistics sustainability challenges.

### **Behavioural Competencies**

- High attention to detail and accuracy.
- Strong communication and report-writing skills.
- Ability to collaborate across functions and manage multiple tasks.
- Structured, analytical, and proactive mindset.
- Commitment to sustainability and responsible business practices.

## **5. Key Performance Indicators (KPIs)**

- Accuracy and completeness of ESG data and reports.
- Timeliness of ESG submissions and reporting cycles.
- Improvement in ESG data quality and governance.
- Stakeholder satisfaction with ESG insights and support.
- Contribution to sustainability program outcomes.
- Compliance with ESG reporting standards and regulatory requirements.

## **6. Working Conditions**

- Office-based with periodic visits to operational sites (warehouses, depots, transport hubs).

- Fast-paced environment with multiple reporting cycles and sustainability initiatives.
- Frequent interaction with internal teams and external partners.

## **7. Organisational Impact**

The ESG Analyst plays a critical role in strengthening sustainability performance, enhancing transparency, and supporting responsible business practices. By ensuring high-quality ESG data and insights, the role enables informed decision-making, regulatory compliance, and continuous improvement across the transport and logistics network.

## **16.7.4. Climate & Carbon Specialist (Transport & Logistics)**

### **1. Role Purpose**

The Climate & Carbon Specialist leads the organisation's carbon accounting, climate-risk assessment, and decarbonisation initiatives. The role ensures accurate measurement of greenhouse gas (GHG) emissions, supports climate-related reporting, and drives programs that reduce the organisation's environmental footprint. It plays a critical role in advancing climate strategy, regulatory compliance, and long-term sustainability across the transport and logistics network.

### **2. Key Responsibilities**

#### **A. Carbon Accounting & Emissions Measurement**

- Lead the calculation and verification of GHG emissions across Scope 1, Scope 2, and relevant Scope 3 categories.
- Maintain carbon inventories, emissions factors, and data-collection methodologies.
- Ensure alignment with recognised standards such as the GHG Protocol, ISO 14064, and national regulations.
- Validate emissions data from fleet operations, facilities, energy use, and supply chain activities.

#### **B. Climate Reporting & Disclosure**

- Support climate-related reporting aligned with TCFD, CSRD, GRI, and other regulatory frameworks.
- Prepare climate-related sections for sustainability reports, integrated reports, and regulatory submissions.
- Coordinate external assurance processes for carbon data and climate disclosures.
- Respond to climate-related information requests from investors, regulators, and rating agencies.

#### **C. Decarbonisation Strategy & Implementation**

- Identify and evaluate opportunities to reduce emissions across operations, including:
  - fleet efficiency and alternative fuels

- renewable energy and energy-efficiency projects
- modal shifts and route optimisation
- waste-to-energy and circular-economy initiatives
- Support the development of science-based targets and carbon-reduction roadmaps.
- Monitor progress of decarbonisation initiatives and quantify emissions reductions.

#### **D. Climate Risk Assessment & Adaptation**

- Conduct climate-risk assessments to identify physical and transition risks.
- Support integration of climate risks into enterprise risk management frameworks.
- Analyse climate scenarios and model potential impacts on operations, assets, and supply chains.
- Recommend adaptation strategies to enhance resilience.

#### **E. Data Governance & Analytics**

- Maintain climate-related datasets, tools, and emissions-tracking systems.
- Develop dashboards and analytics to monitor carbon performance.
- Ensure data quality, consistency, and traceability across all reporting streams.
- Collaborate with IT, BI, and operational teams to enhance climate-data systems.

#### **F. Stakeholder Engagement & Collaboration**

- Work with Operations, Fleet Management, Facilities, Procurement, and Finance to gather data and implement climate initiatives.
- Engage with external partners, consultants, and industry bodies on climate-related projects.
- Support training and awareness programs on carbon management and climate action.
- Communicate climate insights clearly to technical and non-technical audiences.

#### **G. Research, Innovation & Continuous Improvement**

- Monitor emerging climate regulations, technologies, and best practices.
- Benchmark carbon performance against industry peers and global standards.
- Identify innovative solutions to reduce emissions and improve energy efficiency.

- Contribute to the organisation's long-term climate strategy and sustainability roadmap.

### **3. Required Qualifications & Experience**

#### **Education**

- Bachelor's degree in environmental science, Climate Science, Sustainability, Engineering, or related field.
- Professional certifications in carbon accounting, climate reporting, or environmental management are an advantage (GHG Protocol, ISO 14064, SBTi, ISSP).

#### **Experience**

- 3–5 years of experience in carbon accounting, climate analysis, sustainability, or environmental management.
- Experience in transport, logistics, supply chain, or industrial operations is highly desirable.
- Strong background in emissions measurement, climate reporting, and decarbonisation initiatives.

### **4. Key Skills & Competencies**

#### **Technical Skills**

- Strong understanding of GHG Protocol, ISO 14064, TCFD, CSRD, and climate-reporting frameworks.
- Proficiency in carbon accounting tools, emissions modelling, and climate-data analysis.
- Knowledge of energy management, fleet emissions, and sustainable transport solutions.
- Ability to interpret complex climate data and translate it into actionable insights.
- Familiarity with transport and logistics environmental impacts.

#### **Behavioural Competencies**

- Analytical, structured, and detail-oriented.
- Strong communication and stakeholder-engagement skills.
- Ability to manage multiple projects and deadlines.
- Proactive, innovative, and committed to sustainability.

- High integrity and professional judgement.

## **5. Key Performance Indicators (KPIs)**

- Accuracy and completeness of carbon inventories and climate data.
- Timeliness and quality of climate-related reporting and disclosures.
- Progress toward emissions-reduction targets and decarbonisation milestones.
- Improvement in climate-data governance and reporting consistency.
- Stakeholder satisfaction with climate insights and support.
- Contribution to climate-risk management and resilience planning.

## **6. Working Conditions**

- Office-based with periodic visits to operational sites (warehouses, depots, fleet yards, transport hubs).
- Fast-paced environment with multiple climate-related reporting cycles and initiatives.
- Frequent collaboration with operational, technical, and sustainability teams.

## **7. Organisational Impact**

The Climate & Carbon Specialist plays a critical role in reducing the organisation's environmental footprint, strengthening climate resilience, and supporting regulatory compliance. By driving accurate carbon accounting and effective decarbonisation initiatives, the role contributes to long-term sustainability, operational efficiency, and responsible growth across the transport and logistics network.

## **16.7.5. Human Rights & Social Impact Officer (Transport & Logistics)**

### **1. Role Purpose**

The Human Rights & Social Impact Officer supports the organisation's social sustainability agenda by ensuring respect for human rights, promoting ethical labour practices, and strengthening community impact. The role monitors social-risk exposure, supports compliance with human rights standards, and drives initiatives that enhance employee wellbeing, diversity, inclusion, and community engagement across the transport and logistics network.

### **2. Key Responsibilities**

#### **A. Human Rights Due Diligence**

- Conduct human rights risk assessments across operations, supply chains, and contractor networks.
- Identify risks related to labour practices, working conditions, discrimination, and vulnerable groups.
- Support the development and implementation of human rights policies and procedures.
- Monitor compliance with international standards (UNGPs, ILO conventions, OECD guidelines).

#### **B. Labour Standards & Ethical Practices**

- Assess adherence to labour laws, ethical sourcing requirements, and organisational codes of conduct.
- Monitor issues such as fair wages, working hours, freedom of association, and non-discrimination.
- Collaborate with HR, Procurement, and Operations to address labour-related risks.
- Support audits of suppliers, contractors, and service providers.

#### **C. Social Impact Program Support**

- Assist in designing and implementing social impact initiatives, including:
  - community development projects
  - employee wellbeing and safety programs
  - diversity, equity, and inclusion (DEI) initiatives

- youth development, education, and skills-building partnerships
- Track program outcomes and measure social impact.

#### **D. Incident Monitoring & Grievance Mechanisms**

- Support the management of grievance channels related to human rights and social issues.
- Track, analyse, and report on incidents, complaints, and resolutions.
- Ensure confidentiality, fairness, and transparency in grievance processes.
- Identify systemic issues and recommend corrective actions.

#### **E. Social Performance Monitoring & Reporting**

- Collect and analyse social sustainability data, including:
  - workforce demographics
  - training and development metrics
  - safety and wellbeing indicators
  - community engagement outcomes
- Prepare inputs for ESG, sustainability, and integrated reports.
- Support external reporting to regulators, investors, and rating agencies.

#### **F. Stakeholder Engagement & Collaboration**

- Engage with employees, unions, communities, NGOs, and government bodies on social sustainability matters.
- Support awareness campaigns on human rights, ethical conduct, and social responsibility.
- Prepare communication materials, presentations, and training content.
- Build strong relationships with internal and external stakeholders.

#### **G. Compliance, Governance & Continuous Improvement**

- Ensure compliance with human rights legislation, social-impact regulations, and ESG standards.
- Maintain documentation for audits, inspections, and regulatory submissions.
- Benchmark social performance against industry peers and global best practices.
- Recommend improvements to strengthen social sustainability and ethical conduct.

### **3. Required Qualifications & Experience**

#### **Education**

- Bachelor's degree in social sciences, Human Rights, Public Policy, Sustainability, Development Studies, or related field.
- Certifications in human rights, social impact assessment, or sustainability are an advantage.

#### **Experience**

- 2–4 years of experience in human rights, social sustainability, labour standards, community development, or ESG.
- Experience in transport, logistics, supply chain, or industrial operations is beneficial.
- Strong background in social-risk assessment, stakeholder engagement, and reporting.

### **4. Key Skills & Competencies**

#### **Technical Skills**

- Understanding of human rights frameworks (UNGPs, ILO standards, OECD guidelines).
- Knowledge of social impact assessment methodologies and labour-standards compliance.
- Strong analytical skills and ability to interpret social-performance data.
- Familiarity with ESG reporting frameworks and social indicators.
- Understanding of social risks in transport and logistics environments.

#### **Behavioural Competencies**

- Strong communication and interpersonal skills.
- High integrity, empathy, and ethical judgement.
- Ability to engage diverse stakeholders and manage sensitive issues.
- Structured, detail-oriented, and proactive.
- Commitment to social justice, fairness, and responsible business practices.

### **5. Key Performance Indicators (KPIs)**

- Quality and timeliness of human rights assessments and social-impact reports.
- Reduction in social-risk incidents and labour-related non-compliance.

- Improvement in social-performance metrics (DEI, wellbeing, community impact).
- Stakeholder satisfaction with engagement and support.
- Effectiveness of grievance mechanisms and resolution processes.
- Contribution to ESG reporting and sustainability program outcomes.

## **6. Working Conditions**

- Office-based with regular visits to operational sites (warehouses, depots, border posts, transport hubs).
- Frequent engagement with employees, communities, suppliers, and external partners.
- Fast-paced environment with multiple social-impact initiatives and reporting cycles.

## **7. Organisational Impact**

The Human Rights & Social Impact Officer plays a vital role in ensuring ethical, fair, and socially responsible operations. By strengthening human rights compliance, enhancing community impact, and promoting inclusive practices, the role supports organisational resilience, stakeholder trust, and long-term sustainability across the transport and logistics network.

## **16.7.6. Responsible Business Conduct (RBC) Officer (Transport & Logistics)**

### **1. Role Purpose**

The Responsible Business Conduct (RBC) Officer promotes ethical, transparent, and responsible business practices across the organisation and its supply chain. The role ensures alignment with international RBC standards, supports due-diligence processes, monitors ethical risks, and strengthens systems that prevent corruption, misconduct, and irresponsible practices. It plays a key role in embedding integrity, accountability, and responsible conduct across the transport and logistics network.

### **2. Key Responsibilities**

#### **A. Responsible Business Conduct Framework Implementation**

- Support the implementation of the organisation's RBC framework, policies, and guidelines.
- Ensure alignment with international standards such as OECD RBC Guidelines, UN Global Compact, and UN Guiding Principles.
- Promote responsible conduct across operations, suppliers, contractors, and partners.
- Maintain RBC documentation, procedures, and governance structures.

#### **B. Ethical Risk Assessment & Due Diligence**

- Conduct RBC due-diligence assessments on suppliers, contractors, and business partners.
- Identify risks related to corruption, bribery, conflicts of interest, labour practices, and environmental harm.
- Support risk-mitigation plans and monitor corrective actions.
- Collaborate with Procurement, Legal, Compliance, and Operations to strengthen ethical sourcing.

#### **C. Anti-Corruption & Integrity Support**

- Support implementation of anti-corruption policies, training, and awareness programs.
- Monitor compliance with ethical conduct requirements, including gifts, hospitality, and conflict-of-interest disclosures.
- Assist in investigations of ethical breaches and misconduct.

- Track and report on integrity-related incidents and trends.

#### **D. Supply Chain Responsibility**

- Monitor supplier compliance with RBC, ESG, and ethical-sourcing requirements.
- Support supplier audits, assessments, and capacity-building initiatives.
- Engage suppliers on responsible labour practices, environmental performance, and human rights.
- Maintain supplier-risk registers and due-diligence records.

#### **E. Training, Awareness & Culture Building**

- Develop and deliver training on RBC, ethics, anti-corruption, and responsible sourcing.
- Promote a culture of integrity, transparency, and accountability across the organisation.
- Prepare communication materials, guidance notes, and awareness campaigns.
- Support leadership in reinforcing responsible business expectations.

#### **F. Reporting, Monitoring & Compliance**

- Track RBC KPIs and prepare reports for ESG, sustainability, and governance disclosures.
- Support regulatory reporting related to ethics, anti-corruption, and responsible sourcing.
- Maintain evidence for audits, inspections, and compliance reviews.
- Monitor emerging RBC regulations, standards, and best practices.

#### **G. Stakeholder Engagement & Collaboration**

- Engage with internal teams, suppliers, regulators, and industry bodies on RBC matters.
- Support grievance mechanisms related to ethical concerns and responsible conduct.
- Participate in cross-functional committees and working groups.
- Build strong relationships with data owners, auditors, and compliance partners.

### **3. Required Qualifications & Experience**

#### **Education**

- Bachelor's degree in business Ethics, Law, Sustainability, Public Policy, Social Sciences, or related field.
- Certifications in compliance, anti-corruption, responsible sourcing, or ESG are an advantage.

### **Experience**

- 2–4 years of experience in responsible business conduct, compliance, ethics, sustainability, or supply-chain governance.
- Experience in transport, logistics, supply chain, or industrial operations is beneficial.
- Strong background in due diligence, ethical-risk assessment, and reporting.

## **4. Key Skills & Competencies**

### **Technical Skills**

- Understanding of RBC frameworks (OECD Guidelines, UNGPs, UN Global Compact).
- Knowledge of anti-corruption, ethical sourcing, and compliance practices.
- Strong analytical skills and ability to interpret ethical-risk data.
- Familiarity with ESG reporting frameworks and social/environmental indicators.
- Understanding of supply-chain risks in transport and logistics.

### **Behavioural Competencies**

- High integrity, ethical judgement, and professionalism.
- Strong communication and interpersonal skills.
- Ability to manage sensitive issues with discretion.
- Structured, detail-oriented, and proactive.
- Collaborative and able to influence across functions.

## **5. Key Performance Indicators (KPIs)**

- Quality and timeliness of RBC due-diligence assessments.
- Reduction in ethical-risk incidents and non-compliance findings.
- Supplier compliance with RBC and ethical-sourcing requirements.
- Effectiveness of training and awareness programs.
- Stakeholder satisfaction with RBC support and insights.

- Contribution to ESG reporting and responsible-conduct improvements.

## **6. Working Conditions**

- Office-based with periodic visits to operational sites and supplier locations.
- Frequent engagement with internal teams, suppliers, and external partners.
- Fast-paced environment with multiple compliance and reporting cycles.

## **7. Organisational Impact**

The Responsible Business Conduct Officer plays a crucial role in strengthening ethical behaviour, reducing integrity risks, and promoting responsible practices across the organisation and its supply chain. By embedding RBC principles into operations, the role enhances stakeholder trust, regulatory compliance, and long-term sustainability across the transport and logistics network.

## **16.7.7. Corporate Social Responsibility (CSR) Manager (Transport & Logistics)**

### **1. Role Purpose**

The Corporate Social Responsibility (CSR) Manager leads the organisation's social impact strategy, community engagement programs, and corporate citizenship initiatives. The role ensures that the organisation contributes positively to society, supports community development, and upholds responsible business practices. It strengthens stakeholder relationships, enhances brand reputation, and drives meaningful social outcomes across the transport and logistics network.

### **2. Key Responsibilities**

#### **A. CSR Strategy & Program Leadership**

- Develop and implement the organisation's CSR strategy aligned with ESG priorities and corporate values.
- Identify social impact focus areas such as education, youth development, road safety, community wellbeing, and local economic development.
- Translate CSR strategy into actionable programs, budgets, and performance indicators.
- Ensure CSR initiatives support long-term social value creation.

#### **B. Community Engagement & Partnerships**

- Build and maintain relationships with community organisations, NGOs, schools, local authorities, and social partners.
- Identify opportunities for strategic partnerships that enhance community impact.
- Coordinate community consultations, needs assessments, and stakeholder dialogues.
- Represent the organisation in community forums and social development platforms.

#### **C. Social Investment & Philanthropy Management**

- Manage social investment programs, sponsorships, donations, and employee-volunteering initiatives.
- Evaluate funding proposals and ensure alignment with CSR priorities.
- Monitor the impact of social investments and ensure responsible allocation of resources.

- Maintain transparent records of all CSR contributions and outcomes.

#### **D. Employee Engagement & Volunteering**

- Develop and promote employee-volunteering programs that support community needs.
- Coordinate internal campaigns that encourage staff participation in CSR initiatives.
- Collaborate with HR to integrate CSR into employee engagement and wellbeing strategies.
- Recognise and celebrate employee contributions to social impact.

#### **E. Social Impact Measurement & Reporting**

- Track and analyse social impact metrics, outcomes, and return on social investment.
- Develop dashboards, reports, and case studies for internal and external stakeholders.
- Prepare CSR content for sustainability reports, integrated reports, and ESG disclosures.
- Benchmark CSR performance against industry peers and global best practices.

#### **F. Governance, Compliance & Risk Management**

- Ensure CSR programs comply with regulatory requirements, ethical standards, and governance frameworks.
- Maintain documentation for audits, inspections, and reporting obligations.
- Identify social-risk exposures and support mitigation strategies.
- Align CSR initiatives with human rights, labour standards, and responsible business conduct policies.

#### **G. Communication & Brand Reputation**

- Collaborate with Corporate Affairs and Communications to promote CSR achievements.
- Prepare communication materials, press releases, and storytelling content.
- Enhance the organisation's reputation as a responsible and community-focused entity.
- Support awareness campaigns on social responsibility and community impact.

### **3. Required Qualifications & Experience**

#### **Education**

- Bachelor's degree in social sciences, Development Studies, Sustainability, Public Policy, Communications, or related field.
- Professional certifications in CSR, sustainability, or social impact assessment are an advantage.

#### **Experience**

- 5–7 years of experience in CSR, social impact management, community development, or corporate affairs.
- Experience in transport, logistics, supply chain, or industrial operations is beneficial.
- Proven track record in managing community programs and stakeholder partnerships.

### **4. Key Skills & Competencies**

#### **Technical Skills**

- Strong understanding of CSR frameworks, social impact methodologies, and ESG standards.
- Knowledge of community development, stakeholder engagement, and social investment practices.
- Ability to measure and report social impact effectively.
- Familiarity with social risks in transport and logistics environments.
- Proficiency in project management and program evaluation.

#### **Behavioural Competencies**

- Excellent communication and relationship-building skills.
- High integrity, empathy, and cultural sensitivity.
- Strong organisational and coordination abilities.
- Creative, proactive, and community-focused mindset.
- Ability to influence and collaborate across diverse stakeholder groups.

### **5. Key Performance Indicators (KPIs)**

- Achievement of CSR program targets and social impact outcomes.
- Strength and quality of community partnerships and stakeholder relationships.

- Employee participation in CSR and volunteering initiatives.
- Improvement in social-performance metrics and community wellbeing indicators.
- Quality and timeliness of CSR reporting and communications.
- Contribution to brand reputation and stakeholder trust.

## **6. Working Conditions**

- Office-based with frequent travel to community sites, partner organisations, and operational locations.
- High level of engagement with external stakeholders and community groups.
- Fast-paced environment with multiple CSR initiatives and reporting cycles.

## **7. Organisational Impact**

The CSR Manager plays a pivotal role in strengthening the organisation's social licence to operate, enhancing community wellbeing, and building long-term stakeholder trust. By driving impactful CSR programs, the role contributes to responsible growth, positive social change, and sustainable development across the transport and logistics network.

## **16.8.1. Data Governance, Information Security & Privacy (Job Family Overview)**

### **1. Role Purpose**

The Chief Data & Information Security Officer (CDISO) provides strategic leadership for data governance, cybersecurity, and privacy across the organisation. The role ensures that data is managed responsibly, systems are protected from cyber threats, and privacy regulations are fully complied with. It establishes enterprise-wide frameworks for data quality, information security, and data protection, enabling safe digital transformation and operational resilience across the transport and logistics network.

### **2. Key Responsibilities**

#### **A. Data Governance Leadership**

- Develop and lead the organisation's data governance strategy and framework.
- Establish policies for data quality, data lifecycle management, metadata, and master data.
- Ensure data ownership, stewardship, and accountability across business units.
- Oversee data-governance councils and cross-functional data-management committees.

#### **B. Information Security Strategy & Cyber Risk Management**

- Lead the organisation's information security program, including cybersecurity strategy, policies, and controls.
- Identify, assess, and mitigate cyber risks across systems, networks, and operational technologies.
- Oversee security operations, incident response, threat monitoring, and vulnerability management.
- Ensure alignment with ISO 27001, NIST, and other security frameworks.

#### **C. Privacy & Data Protection Compliance**

- Ensure compliance with data-protection laws (GDPR, POPIA, national privacy regulations).
- Oversee privacy impact assessments, data-processing registers, and consent-management processes.
- Lead investigations of data breaches and coordinate regulatory notifications.
- Promote privacy-by-design and responsible data-handling practices.

#### **D. Digital Resilience & Business Continuity**

- Oversee disaster recovery, business continuity planning, and cyber-resilience programs.
- Ensure critical systems and data can be restored quickly after disruptions.
- Conduct regular testing of continuity and recovery plans.
- Collaborate with IT, Operations, and Risk to strengthen organisational resilience.

#### **E. Governance, Policies & Compliance**

- Develop and maintain information-security, data-governance, and privacy policies.
- Ensure compliance with regulatory, contractual, and industry requirements.
- Oversee internal and external audits related to data and security.
- Maintain documentation for regulators, auditors, and governance committees.

#### **F. Stakeholder Engagement & Leadership**

- Engage with executives, regulators, partners, and industry bodies on data and security matters.
- Provide strategic guidance to the Board on cyber risks, data governance, and privacy.
- Build strong relationships with IT, Legal, Risk, Operations, and Digital teams.
- Represent the organisation in cybersecurity and data-governance forums.

#### **G. Team Leadership & Capability Building**

- Lead teams responsible for data governance, cybersecurity, and privacy.
- Build organisational capability through training, awareness, and culture-building initiatives.
- Promote a culture of responsible data use, security awareness, and privacy protection.
- Mentor and develop specialists in data governance, information security, and privacy.

### **3. Required Qualifications & Experience**

#### **Education**

- Bachelor's or master's degree in information security, Computer Science, Data Management, Cybersecurity, or related field.

- Professional certifications preferred:
  - CISSP, CISM, CISA
  - CDMP (Data Management)
  - ISO 27001 Lead Implementer/Auditor
  - GDPR/Privacy certifications (CIPP/E, CIPM)

## **Experience**

- 10+ years of experience in information security, data governance, cybersecurity, or privacy.
- Experience in transport, logistics, supply chain, or industrial operations is highly desirable.
- Proven track record in leading enterprise-wide data and security programs.

## **4. Key Skills & Competencies**

### **Technical Skills**

- Deep understanding of cybersecurity frameworks (NIST, ISO 27001).
- Strong knowledge of data-governance principles and data-management practices.
- Expertise in privacy laws, data-protection regulations, and compliance.
- Ability to manage complex security architectures and digital-risk environments.
- Familiarity with transport and logistics operational technologies (OT/ICS).

### **Behavioural Competencies**

- Strong leadership and influencing skills.
- Excellent communication and stakeholder-management abilities.
- High integrity, confidentiality, and risk-awareness.
- Strategic thinker with a hands-on execution mindset.
- Calm, decisive, and resilient under pressure.

## **5. Key Performance Indicators (KPIs)**

- Reduction in cyber risks and security incidents.
- Compliance with data-protection and privacy regulations.
- Improvement in data quality, governance maturity, and data-management practices.

- Effectiveness of incident response and recovery processes.
- Stakeholder satisfaction with data and security governance.
- Successful implementation of data-governance and cybersecurity programs.

## **6. Working Conditions**

- Executive-level role with regular interaction with senior leadership and the Board.
- Office-based with periodic visits to operational sites and data-centre environments.
- High-pressure environment with evolving cyber threats and regulatory demands.

## **7. Organisational Impact**

The CDISO plays a critical role in safeguarding the organisation's data, systems, and reputation. By leading robust data-governance, cybersecurity, and privacy programs, the role strengthens digital resilience, regulatory compliance, and stakeholder trust enabling safe and sustainable growth across the transport and logistics network.

## 16.8.2. Corporate Governance Data Steward – Transport & Logistics (16.8.2)

### 1. Role Purpose

The Corporate Governance Data Steward ensures that all governance-related data within the transport and logistics environment is accurate, compliant, secure, and aligned with internal policies and external regulatory requirements. This role acts as the custodian of governance data, enabling transparent decision-making, risk mitigation, and operational excellence across the organisation's transport and logistics activities.

The Data Steward plays a central role in maintaining data integrity for areas such as fleet compliance, safety reporting, environmental performance, supplier governance, operational risk, and regulatory submissions.

### 2. Key Responsibilities

#### A. Data Governance & Stewardship

- Maintain ownership of governance-related datasets across transport and logistics operations.
- Ensure data quality, accuracy, completeness, and consistency in line with the organisation's data governance framework.
- Develop and maintain data dictionaries, metadata, and data lineage documentation.
- Implement data quality controls, validation rules, and monitoring dashboards.
- Coordinate with Data Owners and Data Custodians to ensure proper data lifecycle management.

#### B. Corporate Governance Compliance

- Ensure that all transport and logistics data complies with relevant regulations, including:
  - Transport safety and fleet regulations
  - Environmental and emissions reporting
  - Supply chain transparency requirements
  - Corporate governance codes and audit standards
- Support internal and external audits by providing validated and traceable data.
- Monitor compliance gaps and escalate risks to the Corporate Governance team.

### **C. Risk Management & Reporting**

- Maintain datasets related to operational risk, incidents, near-misses, and safety performance.
- Support the creation of governance dashboards and KPI reports for senior leadership.
- Ensure timely and accurate reporting to regulators, partners, and internal committees.
- Identify data-related risks and propose mitigation strategies.

### **D. Cross-Functional Collaboration**

- Work closely with Transport Operations, Logistics Planning, Procurement, HSE, IT, and Compliance teams.
- Act as the subject-matter expert for governance data in transport and logistics.
- Provide training and guidance to operational teams on data quality and governance standards.
- Support digital transformation initiatives involving fleet management systems, telematics, ERP, and logistics platforms.

### **E. Continuous Improvement**

- Recommend improvements to data governance processes, tools, and policies.
- Participate in data governance councils or working groups.
- Support automation and digitalisation of governance reporting.
- Benchmark data governance practices against industry standards.

## **3. Required Skills & Competencies**

### **Technical Competencies**

- Strong understanding of data governance frameworks (e.g., DAMA-DMBoK).
- Experience with data quality tools, BI platforms, and governance systems.
- Knowledge of transport and logistics systems (TMS, WMS, fleet management, telematics).
- Familiarity with regulatory frameworks in transport, logistics, and corporate governance.
- Ability to interpret and manage complex datasets.

### **Behavioural Competencies**

- High attention to detail and accuracy.
- Strong analytical and problem-solving skills.
- Excellent communication and stakeholder-management abilities.
- Integrity, accountability, and a strong sense of responsibility.
- Ability to work cross-functionally in a fast-paced environment.

#### **4. Qualifications & Experience**

- Bachelor's degree in business administration, Logistics, Data Management, Compliance, or related field.
- 3–5 years of experience in data governance, compliance, transport operations, or corporate governance.
- Experience in the transport and logistics sector is highly desirable.
- Certifications (preferred but not required):
  - Data Governance (e.g., CDMP, DCAM)
  - Compliance or audit certifications
  - Transport/logistics regulatory training

#### **5. Key Performance Indicators (KPIs)**

- Data quality scores (accuracy, completeness, timeliness).
- Compliance rate with regulatory reporting requirements.
- Reduction in data-related audit findings.
- Efficiency and reliability of governance reporting.
- Stakeholder satisfaction with data availability and quality.

#### **6. Working Conditions**

- Office-based with occasional site visits (depots, warehouses, fleet operations).
- Collaboration with cross-functional teams across multiple locations.
- Hybrid work options depending on company policy.

#### **7. Why This Role Matters**

Transport and logistics operations rely heavily on accurate, compliant, and transparent data. The Corporate Governance Data Steward ensures that the organisation meets its legal obligations, mitigates operational risks, and upholds strong governance standards—ultimately supporting safe, efficient, and responsible transport operations.

## 16.8.3. Master Data Governance Specialist – Transport & Logistics

### 1. Role Purpose

The Master Data Governance Specialist is responsible for establishing, maintaining, and continuously improving the organisation's master data standards across all transport and logistics domains. This role ensures that master data is accurate, consistent, secure, and aligned with corporate governance, regulatory requirements, and operational needs.

The Specialist acts as the central authority for master data structures, definitions, and quality controls, enabling efficient logistics operations, regulatory compliance, and strategic decision-making.

### 2. Key Responsibilities

#### A. Master Data Management (MDM)

- Define, maintain, and enforce master data standards, taxonomies, and hierarchies across transport and logistics (e.g., fleet assets, routes, depots, suppliers, customers, materials, transport units).
- Oversee the creation, modification, and retirement of master data records.
- Ensure data integrity across systems such as ERP, TMS, WMS, telematics, and compliance platforms.
- Develop and maintain master data dictionaries, reference data catalogues, and metadata repositories.

#### B. Data Governance & Quality Assurance

- Implement and monitor data quality rules, validation processes, and automated controls.
- Conduct regular data quality assessments and root-cause analyses.
- Lead data cleansing, enrichment, and standardisation initiatives.
- Ensure alignment with the organisation's data governance framework and corporate governance policies.

#### C. Compliance & Regulatory Alignment

- Ensure master data supports compliance with transport and logistics regulations, including:
  - Fleet and driver compliance

- Dangerous goods classifications
- Environmental and emissions reporting
- Supplier governance and due-diligence requirements
- Support audit processes by ensuring master data is traceable, accurate, and well-documented.

#### **D. Systems & Process Integration**

- Collaborate with IT and system owners to ensure master data structures are correctly implemented across platforms.
- Support system upgrades, integrations, and digital transformation initiatives.
- Participate in data governance councils, steering committees, and cross-functional working groups.

#### **E. Stakeholder Engagement & Training**

- Serve as the subject-matter expert for master data across the organisation.
- Provide training, guidance, and support to operational teams, data stewards, and data owners.
- Facilitate communication between business units, IT, and governance teams to ensure consistent data practices.

#### **F. Continuous Improvement & Innovation**

- Identify opportunities to enhance master data processes, automation, and governance maturity.
- Benchmark master data practices against industry standards and best-practice frameworks (e.g., DAMA-DMBoK).
- Contribute to the development of policies, procedures, and governance documentation.

### **3. Required Skills & Competencies**

#### **Technical Competencies**

- Strong expertise in Master Data Management (MDM) principles and frameworks.
- Proficiency with ERP, TMS, WMS, and related logistics systems.
- Experience with data governance tools, data catalogues, and quality-monitoring platforms.

- Understanding of transport and logistics operations, regulatory requirements, and asset structures.
- Ability to design and maintain data models, taxonomies, and metadata structures.

### **Behavioural Competencies**

- Exceptional attention to detail and analytical thinking.
- Strong communication and stakeholder-management skills.
- Ability to influence without authority and drive governance adoption.
- Structured, methodical, and process-oriented mindset.
- High integrity and commitment to data accuracy and compliance.

### **4. Qualifications & Experience**

- Bachelor's degree in data management, Information Systems, Logistics, Business Administration, or related field.
- 4–7 years of experience in master data management, data governance, or information management.
- Experience in transport, logistics, supply chain, or fleet operations is highly advantageous.
- Preferred certifications:
  - CDMP (Certified Data Management Professional)
  - DCAM (Data Management Capability Assessment Model)
  - Governance, risk, or compliance certifications

### **5. Key Performance Indicators (KPIs)**

- Master data accuracy, completeness, and consistency scores.
- Reduction in data-related operational errors or compliance issues.
- Timeliness of master data updates and lifecycle management.
- Adoption rate of master data standards across business units.
- Audit outcomes related to data governance and master data.

### **6. Working Conditions**

- Office-based with hybrid options depending on company policy.

- Collaboration with multiple departments across logistics, operations, IT, procurement, and governance.
- Occasional travel to operational sites (warehouses, depots, fleet hubs).

## **7. Strategic Importance of the Role**

Master data is the backbone of efficient transport and logistics operations. The Master Data Governance Specialist ensures that the organisation's foundational data is reliable, compliant, and strategically aligned enabling operational excellence, regulatory compliance, and informed decision-making across the enterprise.

## 16.8.4. Information Security Manager – Transport & Logistics

### 1. Role Purpose

The Information Security Manager is responsible for developing, implementing, and maintaining the organisation's information security strategy across all transport and logistics operations. This role ensures that data, systems, and digital assets are protected against cyber threats, operational disruptions, and regulatory non-compliance.

The manager oversees security governance, risk management, incident response, and compliance frameworks, ensuring that the organisation's logistics, fleet, and supply-chain systems operate securely and resiliently.

### 2. Key Responsibilities

#### A. Information Security Governance

- Develop and maintain the organisation's information security policies, standards, and procedures.
- Ensure alignment with corporate governance frameworks and industry standards (ISO 27001, NIST, CIS Controls).
- Lead security governance committees and participate in cross-functional risk forums.
- Oversee security awareness programmes and promote a strong security culture.

#### B. Risk Management & Compliance

- Conduct regular information security risk assessments across transport and logistics systems (TMS, WMS, telematics, ERP, IoT devices).
- Ensure compliance with relevant regulations, including:
  - Data protection laws (GDPR or local equivalents)
  - Transport and fleet regulatory requirements
  - Cybersecurity and critical-infrastructure regulations
- Maintain risk registers, track mitigation actions, and report on risk posture to senior leadership.
- Support internal and external audits, ensuring evidence is accurate and complete.

### **C. Security Operations & Incident Response**

- Oversee monitoring of security events, vulnerabilities, and threats.
- Lead the incident response process, including investigation, containment, remediation, and post-incident reviews.
- Coordinate with IT, operations, and external partners to ensure rapid and effective incident handling.
- Maintain and test business continuity and disaster recovery plans.

### **D. System & Infrastructure Security**

- Ensure secure design, configuration, and operation of critical systems, including:
  - Fleet management and telematics platforms
  - Warehouse automation and IoT devices
  - Transport planning and routing systems
  - Cloud and on-premise infrastructure
- Oversee identity and access management (IAM), ensuring least-privilege and role-based access controls.
- Support secure integration of new technologies, digital transformation initiatives, and third-party systems.

### **E. Vendor & Third-Party Security**

- Assess and monitor security risks associated with suppliers, logistics partners, and technology vendors.
- Ensure contractual security requirements are defined and enforced.
- Conduct third-party security reviews and manage remediation activities.

### **F. Continuous Improvement & Strategy**

- Monitor emerging threats, industry trends, and regulatory changes.
- Recommend improvements to strengthen the organisation's security posture.
- Develop long-term security strategies aligned with business objectives and digital-transformation goals.

## **3. Required Skills & Competencies**

### **Technical Competencies**

- Strong knowledge of cybersecurity frameworks (ISO 27001, NIST CSF, CIS).

- Experience with security operations, incident response, and vulnerability management.
- Understanding of transport and logistics technologies, including IoT, telematics, and operational technology (OT).
- Proficiency with SIEM, IAM, endpoint protection, and network-security tools.
- Knowledge of data protection regulations and governance frameworks.

### **Behavioural Competencies**

- Strong leadership and stakeholder-management skills.
- Excellent communication and ability to translate technical risks into business language.
- High integrity, accountability, and sound judgement.
- Analytical, structured, and proactive approach to problem-solving.
- Ability to work under pressure during incidents or operational disruptions.

### **4. Qualifications & Experience**

- Bachelor's degree in information security, Computer Science, IT, or related field.
- 5–8 years of experience in information security, cybersecurity, or IT risk management.
- Experience in transport, logistics, supply chain, or industrial/operational environments is highly advantageous.
- Preferred certifications:
  - CISSP (Certified Information Systems Security Professional)
  - CISM (Certified Information Security Manager)
  - ISO 27001 Lead Implementer or Auditor
  - CEH, CompTIA Security+, or equivalent

### **5. Key Performance Indicators (KPIs)**

- Reduction in security incidents and vulnerabilities.
- Compliance with security policies, standards, and regulatory requirements.
- Incident response time and effectiveness.
- Audit outcomes and remediation closure rates.
- Security awareness and training participation levels.

- Maturity of the organisation's security posture.

## **6. Working Conditions**

- Office-based with hybrid options depending on company policy.
- Collaboration with IT, operations, logistics, procurement, and governance teams.
- Occasional travel to warehouses, depots, fleet hubs, and partner sites.
- Participation in on-call or after-hours incident response when required.

## **7. Strategic Importance of the Role**

Transport and logistics operations rely heavily on interconnected systems, IoT devices, and real-time data flows. The Information Security Manager ensures these systems remain secure, resilient, and compliant protecting the organisation from cyber threats, operational disruptions, and reputational risks.

## 16.8.5. Cybersecurity Analyst – Transport & Logistics

### 1. Role Purpose

The Cybersecurity Analyst is responsible for monitoring, analysing, and responding to security threats across the organisation's transport and logistics systems. This role ensures the confidentiality, integrity, and availability of digital assets, operational technologies, and critical logistics infrastructure.

The analyst plays a hands-on role in threat detection, incident response, vulnerability management, and security monitoring, helping safeguard fleet systems, warehouse technologies, IoT devices, and enterprise applications.

### 2. Key Responsibilities

#### A. Security Monitoring & Threat Detection

- Monitor security events, alerts, and logs across SIEM, endpoint protection, network tools, and cloud platforms.
- Analyse suspicious activity, identify potential threats, and escalate incidents as required.
- Maintain and tune detection rules, use cases, and monitoring dashboards.
- Track emerging threats relevant to transport and logistics (e.g., telematics attacks, OT vulnerabilities, GPS spoofing).

#### B. Incident Response & Investigation

- Participate in the full incident response lifecycle: detection, containment, eradication, recovery, and post-incident review.
- Conduct forensic analysis of compromised systems, logs, and network traffic.
- Document incidents, lessons learned, and recommended improvements.
- Support after-hours or on-call response during critical security events.

#### C. Vulnerability Management

- Perform regular vulnerability scans across IT, OT, and logistics systems.
- Analyse scan results, prioritise remediation, and track closure with system owners.
- Support patch management processes and verify successful remediation.
- Assess vulnerabilities in IoT devices, telematics units, warehouse automation, and fleet systems.

## **D. Security Controls & Compliance**

- Support implementation and monitoring of security controls aligned with ISO 27001, NIST CSF, and corporate governance requirements.
- Assist with internal and external audits by providing evidence and documentation.
- Ensure compliance with data protection laws and transport-sector regulations.
- Maintain accurate security documentation, runbooks, and procedures.

## **E. System & Infrastructure Security Support**

- Assist in securing cloud and on-premise environments, including identity and access management (IAM).
- Review security configurations for new systems, integrations, and digital-transformation initiatives.
- Support secure deployment of logistics technologies such as:
  - Fleet management and telematics platforms
  - Warehouse management systems (WMS)
  - Transport management systems (TMS)
  - IoT sensors and automation equipment

## **F. Awareness & Continuous Improvement**

- Support cybersecurity awareness training and phishing-simulation programmes.
- Recommend improvements to detection capabilities, processes, and tools.
- Stay informed about new attack techniques, vulnerabilities, and industry trends.

## **3. Required Skills & Competencies**

### **Technical Competencies**

- Strong understanding of cybersecurity principles, threat analysis, and incident response.
- Experience with SIEM, EDR, firewalls, vulnerability scanners, and IAM tools.
- Knowledge of network security, cloud security, and endpoint protection.
- Familiarity with OT and IoT security in logistics environments is a strong advantage.
- Understanding of regulatory and governance frameworks (ISO 27001, NIST, GDPR).

## **Behavioural Competencies**

- Analytical mindset with strong problem-solving skills.
- Ability to work under pressure during security incidents.
- Clear communication and ability to explain technical issues to non-technical stakeholders.
- High integrity, confidentiality, and attention to detail.
- Proactive, curious, and committed to continuous learning.

## **4. Qualifications & Experience**

- Bachelor's degree in Cybersecurity, Information Technology, Computer Science, or related field.
- 2–5 years of experience in cybersecurity operations, SOC analysis, or IT security.
- Experience in transport, logistics, supply chain, or industrial environments is beneficial.
- Preferred certifications:
  - CompTIA Security+
  - CEH (Certified Ethical Hacker)
  - CySA+ (Cybersecurity Analyst)
  - GIAC (GSEC, GCIA, or similar)

## **5. Key Performance Indicators (KPIs)**

- Incident detection and response times.
- Reduction in recurring vulnerabilities and misconfigurations.
- Accuracy and completeness of incident documentation.
- Compliance with security policies and audit requirements.
- Effectiveness of monitoring and detection improvements.

## **6. Working Conditions**

- Office-based with hybrid options depending on company policy.
- Collaboration with IT, operations, logistics, and governance teams.
- Occasional travel to operational sites (warehouses, depots, fleet hubs).
- Participation in on-call rotation for incident response.

## **7. Strategic Importance of the Role**

Transport and logistics operations rely on interconnected digital systems, IoT devices, and real-time data flows. The Cybersecurity Analyst plays a critical role in protecting these systems from cyber threats, ensuring operational continuity, regulatory compliance, and the safety of people, assets, and goods.

## 16.8.6. Security Operations Center (SOC) Analyst – Transport & Logistics

### 1. Role Purpose

The SOC Analyst is responsible for real-time monitoring, detection, analysis, and initial response to cybersecurity threats targeting the organisation's transport and logistics systems. This role forms the first line of defence within the Security Operations Center, ensuring that digital assets, fleet systems, warehouse technologies, and operational platforms remain secure and resilient.

The SOC Analyst plays a critical role in protecting the organisation from cyberattacks, operational disruptions, and data breaches by providing continuous surveillance and rapid incident triage.

### 2. Key Responsibilities

#### A. Security Monitoring & Alert Handling

- Monitor SIEM dashboards, security tools, and event logs for suspicious activity.
- Analyse alerts, correlate events, and determine the severity and impact of potential threats.
- Escalate incidents to higher-tier analysts or the Information Security Manager when required.
- Maintain situational awareness of the organisation's security posture.

#### B. Incident Triage & Response

- Perform initial investigation and classification of security incidents.
- Execute first-level containment actions following established playbooks.
- Document incident details, timelines, and evidence for further analysis.
- Support after-hours or on-call rotations during critical events.

#### C. Threat Intelligence & Analysis

- Review threat intelligence feeds and identify indicators of compromise (IOCs) relevant to transport and logistics.
- Update detection rules and SIEM use cases based on emerging threats.
- Track sector-specific risks such as:
  - Telematics system exploitation
  - GPS spoofing or jamming

- IoT/OT vulnerabilities in warehouses and fleet systems

#### **D. Vulnerability & Security Control Support**

- Assist with vulnerability scanning and verification of remediation.
- Monitor endpoint protection, firewall logs, and network security tools.
- Support patch management by identifying high-risk vulnerabilities.

#### **E. SOC Operations & Documentation**

- Maintain SOC runbooks, incident response procedures, and escalation paths.
- Ensure accurate and timely logging of all SOC activities.
- Participate in SOC shift handovers and daily operational briefings.

#### **F. Collaboration & Continuous Improvement**

- Work closely with IT, network teams, logistics operations, and cybersecurity colleagues.
- Recommend improvements to detection capabilities and SOC processes.
- Participate in security exercises, tabletop simulations, and training sessions.

### **3. Required Skills & Competencies**

#### **Technical Competencies**

- Strong understanding of cybersecurity fundamentals, threat detection, and incident response.
- Experience with SIEM platforms, EDR tools, firewalls, and vulnerability scanners.
- Knowledge of network protocols, log analysis, and common attack techniques.
- Familiarity with cloud security and identity management.
- Advantageous: experience with OT/IoT security in logistics environments.

#### **Behavioural Competencies**

- Analytical and detail-oriented mindset.
- Ability to remain calm and focused during high-pressure incidents.
- Strong communication and documentation skills.
- Curiosity, initiative, and a passion for continuous learning.
- Integrity, confidentiality, and a strong sense of responsibility.

### **4. Qualifications & Experience**

- Diploma or bachelor's degree in Cybersecurity, Information Technology, Computer Science, or related field.
- 1–3 years of experience in a SOC, cybersecurity operations, or IT security role.
- Experience in transport, logistics, supply chain, or industrial environments is beneficial.
- Preferred certifications:
  - CompTIA Security+
  - CySA+
  - CEH
  - Blue Team Level 1 (BTL1) or similar

### 5. Key Performance Indicators (KPIs)

- Speed and accuracy of incident triage.
- Reduction in false positives through improved tuning.
- Quality and completeness of incident documentation.
- Compliance with SOC procedures and SLAs.
- Contribution to detection improvements and threat-intelligence updates.

### 6. Working Conditions

- SOC environment with shift-based or hybrid work depending on company policy.
- Collaboration with IT, cybersecurity, and operational teams.
- Occasional travel to operational sites (warehouses, depots, fleet hubs).
- Participation in on-call rotations for critical incidents.

### 7. Strategic Importance of the Role

Transport and logistics operations depend on interconnected digital systems, IoT devices, and real-time data flows. The SOC Analyst ensures these systems remain protected from cyber threats, enabling safe, efficient, and uninterrupted operations across the supply chain.

Here is a **full, polished, and professionally structured Job Description for a 16.8.7 Identity & Access Management (IAM) Specialist**, aligned with the 16.8.x governance and cybersecurity hierarchy and tailored to the transport and logistics environment. This role builds naturally on the SOC and Cybersecurity Analyst levels you've already defined.

## **16.8.7. Identity & Access Management (IAM) Specialist – Transport & Logistics**

### **1. Role Purpose**

The IAM Specialist is responsible for implementing, maintaining, and improving the organisation's identity and access management processes, technologies, and controls. This role ensures that only authorised individuals have appropriate access to systems, applications, and data across the transport and logistics environment.

The IAM Specialist plays a critical role in safeguarding operational systems such as fleet management, warehouse automation, telematics, and transport planning platforms by enforcing strong authentication, access governance, and identity lifecycle management.

### **2. Key Responsibilities**

#### **A. Identity Lifecycle Management**

- Manage the full identity lifecycle: provisioning, modification, de-provisioning, and periodic access reviews.
- Ensure timely onboarding and offboarding of employees, contractors, and third-party partners.
- Maintain accurate identity records across IAM platforms, directories, and HR systems.
- Support role-based access control (RBAC), attribute-based access control (ABAC), and least-privilege principles.

#### **B. Access Governance & Compliance**

- Conduct regular access reviews, segregation-of-duties (SoD) checks, and privilege audits.
- Ensure compliance with corporate governance, data protection laws, and transport-sector regulations.
- Maintain documentation for audit purposes and support internal/external audit activities.
- Identify and remediate access-related risks, misconfigurations, and policy violations.

#### **C. Authentication & Authorization Management**

- Administer authentication systems such as MFA, SSO, identity federation, and privileged access management (PAM).

- Monitor and optimise authentication flows to balance security and user experience.
- Support secure integration of new applications into IAM platforms.

#### **D. IAM Systems Administration**

- Manage IAM tools such as Azure AD, Active Directory, IAM suites, PAM solutions, and identity governance platforms.
- Maintain group policies, access rules, and directory structures.
- Troubleshoot identity-related issues and support IT teams with escalations.
- Ensure IAM systems are patched, updated, and aligned with security best practices.

#### **E. Privileged Access Management (PAM)**

- Enforce controls for privileged accounts, service accounts, and administrative access.
- Monitor privileged activity and investigate anomalies.
- Support implementation of just-in-time (JIT) access and session monitoring.

#### **F. Collaboration & Continuous Improvement**

- Work closely with IT, cybersecurity, HR, operations, and logistics teams to ensure consistent access practices.
- Participate in IAM projects, system upgrades, and digital-transformation initiatives.
- Recommend improvements to IAM processes, automation, and governance maturity.
- Stay informed about emerging IAM technologies, threats, and best practices.

### **3. Required Skills & Competencies**

#### **Technical Competencies**

- Strong understanding of IAM concepts, identity lifecycle, RBAC/ABAC, and authentication protocols.
- Experience with IAM platforms (Azure AD, Active Directory, Okta, SailPoint, CyberArk, etc.).
- Knowledge of MFA, SSO, federation (SAML, OAuth, OpenID Connect), and directory services.

- Familiarity with transport and logistics systems (TMS, WMS, telematics, ERP) is an advantage.
- Understanding of regulatory frameworks (ISO 27001, NIST, GDPR).

### **Behavioural Competencies**

- High attention to detail and accuracy.
- Strong analytical and problem-solving skills.
- Clear communication and ability to work with both technical and non-technical stakeholders.
- Integrity, confidentiality, and a strong sense of responsibility.
- Proactive mindset with a focus on continuous improvement.

### **4. Qualifications & Experience**

- Bachelor's degree in information security, Computer Science, IT, or related field.
- 3–5 years of experience in IAM, cybersecurity, or IT systems administration.
- Experience in transport, logistics, supply chain, or industrial environments is beneficial.
- Preferred certifications:
  - Microsoft Identity & Access Administrator
  - CompTIA Security+
  - Certified Identity and Access Manager (CIAM)
  - Azure Administrator or similar

### **5. Key Performance Indicators (KPIs)**

- Timeliness and accuracy of identity provisioning and de-provisioning.
- Reduction in access-related audit findings and SoD violations.
- Compliance with IAM policies and access review cycles.
- Effectiveness of MFA/SSO adoption and authentication reliability.
- Reduction in privileged-access risks and misconfigurations.

### **6. Working Conditions**

- Office-based with hybrid options depending on company policy.
- Collaboration with IT, cybersecurity, HR, and operational teams.

- Occasional travel to operational sites (warehouses, depots, fleet hubs).
- Participation in on-call rotations for critical IAM issues if required.

### **7. Strategic Importance of the Role**

Identity is the new security perimeter especially in a transport and logistics environment where interconnected systems, IoT devices, and cloud platforms are essential. The IAM Specialist ensures that access is controlled, monitored, and compliant, protecting the organisation from insider threats, cyberattacks, and operational disruptions.

## **16.8.8. Data Protection Officer (DPO) (16.8.8) – Transport & Logistics**

### **1. Role Purpose**

The Data Protection Officer (DPO) ensures that the organisation processes personal data in compliance with applicable data-protection laws (e.g., GDPR or local equivalents). The DPO oversees privacy governance, advises on data-protection obligations, monitors compliance, and acts as the primary point of contact for supervisory authorities.

In a transport and logistics environment, the DPO plays a critical role in safeguarding personal data related to drivers, customers, employees, contractors, telematics systems, and digital logistics platforms.

### **2. Key Responsibilities**

#### **A. Data Protection Governance**

- Develop, implement, and maintain the organisation's data-protection framework, policies, and procedures.
- Ensure compliance with GDPR and other applicable data-protection regulations.
- Oversee the organisation's privacy management system, including data-protection controls, documentation, and reporting.
- Maintain the Record of Processing Activities (RoPA).

#### **B. Advisory & Compliance Monitoring**

- Advise senior management and business units on data-protection obligations, risks, and best practices.
- Monitor compliance with data-protection laws, internal policies, and corporate governance requirements.
- Conduct regular audits, assessments, and compliance reviews.
- Provide guidance on data-protection impact assessments (DPIAs) and legitimate-interest assessments (LIAs).

#### **C. Risk Management & Incident Response**

- Oversee personal-data breach management, including investigation, containment, documentation, and regulatory notification.
- Work closely with cybersecurity teams to ensure privacy-by-design and privacy-by-default principles.

- Identify and mitigate data-protection risks across transport and logistics operations.

#### **D. Stakeholder Engagement & Training**

- Serve as the primary point of contact for data-protection authorities and external stakeholders.
- Respond to data-subject rights requests (DSARs), ensuring timely and compliant handling.
- Provide training and awareness programmes to employees, drivers, and operational teams.
- Collaborate with IT, HR, Operations, Legal, and Security teams to embed privacy into business processes.

#### **E. Data Governance & Operational Integration**

- Ensure data-protection requirements are integrated into:
  - Fleet management and telematics systems
  - Warehouse automation and IoT devices
  - Transport management systems (TMS)
  - Customer and supplier platforms
  - Employee and contractor systems
- Support data-minimisation, retention, and deletion processes.
- Oversee cross-border data transfers and ensure appropriate safeguards.

#### **F. Continuous Improvement & Reporting**

- Monitor regulatory developments, industry trends, and emerging privacy risks.
- Recommend improvements to strengthen the organisation's privacy posture.
- Prepare regular reports for senior leadership, governance committees, and the board.

### **3. Required Skills & Competencies**

#### **Technical Competencies**

- Deep knowledge of GDPR and global data-protection laws.
- Strong understanding of data-governance frameworks and privacy-by-design principles.
- Familiarity with cybersecurity, IT systems, and digital logistics technologies.

- Experience conducting DPIAs, RoPA maintenance, and DSAR management.
- Understanding of transport-sector data flows (telematics, routing, IoT, fleet systems).

### **Behavioural Competencies**

- High integrity, independence, and strong ethical judgement.
- Excellent communication and stakeholder-management skills.
- Analytical, structured, and detail-oriented mindset.
- Ability to influence without authority and drive compliance culture.
- Strong problem-solving and decision-making abilities.

### **4. Qualifications & Experience**

- Bachelor's degree in law, Compliance, Information Security, Data Governance, or related field.
- 5–8 years of experience in data protection, privacy compliance, or governance.
- Experience in transport, logistics, supply chain, or industrial environments is highly advantageous.
- Preferred certifications:
  - CIPP/E (Certified Information Privacy Professional – Europe)
  - CIPM (Certified Information Privacy Manager)
  - ISO 27701 Lead Implementer or Auditor
  - GDPR Practitioner

### **5. Key Performance Indicators (KPIs)**

- Compliance with GDPR and internal privacy policies.
- Timeliness and accuracy of DSAR responses.
- Reduction in privacy-related incidents and audit findings.
- Completion and quality of DPIAs and RoPA updates.
- Effectiveness of privacy training and awareness programmes.
- Regulatory engagement outcomes.

### **6. Working Conditions**

- Office-based with hybrid options depending on company policy.

- Collaboration with legal, IT, cybersecurity, HR, operations, and governance teams.
- Occasional travel to warehouses, depots, fleet hubs, and partner sites.
- May require availability during major incidents or regulatory deadlines.

## **7. Strategic Importance of the Role**

Transport and logistics operations rely on continuous data flows involving employees, drivers, customers, and partners. The DPO ensures that this data is processed lawfully, securely, and transparently protecting individuals' rights, maintaining regulatory compliance, and safeguarding the organisation's reputation.

## **16.8.9. Privacy Compliance Specialist –**

### **Transport & Logistics**

#### **1. Role Purpose**

The Privacy Compliance Specialist supports the organisation in implementing, monitoring, and improving privacy and data-protection practices. Working under the Data Protection Officer, the Specialist ensures that personal data is processed lawfully, transparently, and securely across all transport and logistics operations.

This role focuses on operational compliance, privacy risk assessments, data-subject rights, and embedding privacy-by-design into systems such as telematics, fleet management, warehouse automation, and customer platforms.

#### **2. Key Responsibilities**

##### **A. Privacy Compliance & Governance**

- Support the implementation of the organisation’s privacy framework, policies, and procedures.
- Monitor compliance with GDPR and other applicable data-protection laws.
- Maintain and update privacy documentation, including data-processing inventories and RoPA.
- Assist in developing privacy standards, guidelines, and training materials.

##### **B. Data-Subject Rights Management**

- Coordinate and process data-subject access requests (DSARs), ensuring timely and compliant responses.
- Support the handling of requests related to rectification, erasure, restriction, portability, and objection.
- Maintain accurate records of DSARs and ensure proper communication with requestors.

##### **C. Privacy Impact Assessments**

- Assist in conducting Data Protection Impact Assessments (DPIAs) and Legitimate Interest Assessments (LIAs).
- Identify privacy risks and propose mitigation measures.
- Ensure privacy-by-design and privacy-by-default principles are applied to new projects and technologies.

#### **D. Incident & Breach Support**

- Support the DPO and cybersecurity teams in managing personal-data breaches.
- Assist with incident documentation, investigation, and reporting.
- Track remediation actions and lessons learned.

#### **E. Operational Integration & Support**

- Work with IT, HR, Operations, Fleet, and Logistics teams to ensure privacy controls are embedded in daily processes.
- Review data-processing activities related to:
  - Telematics and driver monitoring
  - Warehouse automation and IoT devices
  - Transport management systems (TMS)
  - Customer and supplier platforms
  - Employee and contractor systems
- Support data-retention, minimisation, and deletion processes.

#### **F. Training, Awareness & Stakeholder Engagement**

- Deliver privacy awareness sessions to employees, drivers, and operational teams.
- Provide guidance on privacy best practices and compliance requirements.
- Act as a point of contact for internal privacy queries.

#### **G. Continuous Improvement & Reporting**

- Monitor regulatory updates, industry trends, and emerging privacy risks.
- Recommend improvements to strengthen privacy compliance and governance.
- Prepare reports and metrics for the DPO and governance committees.

### **3. Required Skills & Competencies**

#### **Technical Competencies**

- Strong understanding of GDPR and global privacy regulations.
- Knowledge of data-governance principles and privacy-by-design methodologies.
- Familiarity with cybersecurity concepts and IT systems.
- Experience with DPIAs, DSARs, and privacy documentation.

- Understanding of transport and logistics data flows is an advantage.

### **Behavioural Competencies**

- High attention to detail and accuracy.
- Strong communication and stakeholder-management skills.
- Analytical, structured, and methodical approach.
- Integrity, confidentiality, and sound judgement.
- Ability to work independently and collaboratively.

### **4. Qualifications & Experience**

- Bachelor's degree in law, Compliance, Information Security, Data Governance, or related field.
- 2–5 years of experience in privacy compliance, data protection, or governance.
- Experience in transport, logistics, supply chain, or industrial environments is beneficial.
- Preferred certifications:
  - CIPP/E
  - CIPM
  - GDPR Practitioner
  - ISO 27701 Foundation

### **5. Key Performance Indicators (KPIs)**

- Timeliness and accuracy of DSAR handling.
- Completion and quality of DPIAs and privacy assessments.
- Reduction in privacy-related incidents and audit findings.
- Compliance with privacy policies and regulatory requirements.
- Effectiveness of privacy training and awareness initiatives.

### **6. Working Conditions**

- Office-based with hybrid options depending on company policy.
- Collaboration with legal, IT, cybersecurity, HR, operations, and governance teams.
- Occasional travel to warehouses, depots, fleet hubs, and partner sites.

- May require availability during major incidents or regulatory deadlines.

## **7. Strategic Importance of the Role**

Transport and logistics operations rely on continuous data flows involving employees, drivers, customers, and partners. The Privacy Compliance Specialist ensures that personal data is handled responsibly and lawfully, supporting operational trust, regulatory compliance, and the organisation's reputation.

## 16.8.10. GDPR Program Manager – Transport & Logistics

### 1. Role Purpose

The GDPR Program Manager leads the organisation's enterprise-wide GDPR compliance program, ensuring that all personal-data processing activities across transport and logistics operations meet regulatory requirements. This role oversees GDPR strategy, governance, risk management, and continuous improvement, working closely with the DPO and senior leadership.

The Program Manager ensures that GDPR principles are embedded into operational processes, digital platforms, telematics systems, and supply-chain technologies, enabling lawful, transparent, and secure data processing.

### 2. Key Responsibilities

#### A. GDPR Program Leadership

- Develop, implement, and maintain the organisation's GDPR compliance program.
- Establish governance structures, roles, and responsibilities for privacy across the enterprise.
- Lead GDPR steering committees, working groups, and cross-functional governance forums.
- Ensure alignment with corporate governance, cybersecurity, and data-management frameworks.

#### B. Regulatory Compliance & Oversight

- Monitor compliance with GDPR and related data-protection laws across all business units.
- Oversee the maintenance of the Record of Processing Activities (RoPA).
- Ensure lawful bases for processing are documented and reviewed.
- Lead GDPR maturity assessments and coordinate external audits.

#### C. Risk Management & DPIA Governance

- Oversee Data Protection Impact Assessments (DPIAs), Legitimate Interest Assessments (LIAs), and Transfer Impact Assessments (TIAs).
- Identify privacy risks and ensure mitigation plans are implemented.
- Ensure privacy-by-design and privacy-by-default principles are embedded into new systems, projects, and technologies.

#### **D. Incident & Breach Management**

- Oversee personal-data breach response processes in collaboration with the DPO and cybersecurity teams.
- Ensure timely regulatory notifications and communication with affected individuals when required.
- Conduct root-cause analysis and ensure corrective actions are implemented.

#### **E. Operational Integration Across Transport & Logistics**

- Ensure GDPR compliance across:
  - Fleet management and telematics systems
  - Warehouse automation and IoT devices
  - Transport management systems (TMS)
  - Customer and supplier platforms
  - HR, driver, and contractor systems
- Oversee data-retention, minimisation, and deletion processes.
- Ensure cross-border data transfers comply with GDPR requirements.

#### **F. Training, Awareness & Culture Building**

- Develop and deliver GDPR training programs for employees, drivers, and operational teams.
- Promote a culture of privacy awareness and accountability.
- Provide expert guidance to business units on GDPR obligations.

#### **G. Vendor & Third-Party Management**

- Oversee privacy due diligence for suppliers, logistics partners, and technology vendors.
- Ensure data-processing agreements (DPAs) and contractual safeguards are in place.
- Monitor third-party compliance and remediation activities.

#### **H. Reporting & Continuous Improvement**

- Prepare GDPR compliance reports for senior leadership, governance committees, and the board.
- Track KPIs, risks, and program performance metrics.

- Monitor regulatory developments and industry trends.
- Recommend improvements to strengthen the organisation's privacy posture.

### **3. Required Skills & Competencies**

#### **Technical Competencies**

- Deep knowledge of GDPR and global data-protection regulations.
- Strong understanding of data-governance frameworks, privacy-by-design, and risk-management methodologies.
- Familiarity with cybersecurity, IT systems, and digital logistics technologies.
- Experience managing large-scale compliance programs.
- Ability to interpret complex regulatory requirements and translate them into operational controls.

#### **Behavioural Competencies**

- Strong leadership and stakeholder-management skills.
- Excellent communication and ability to influence at all organisational levels.
- High integrity, independence, and sound ethical judgement.
- Analytical, structured, and strategic mindset.
- Ability to manage multiple priorities in a fast-paced environment.

### **4. Qualifications & Experience**

- Bachelor's or master's degree in law, Compliance, Information Security, Data Governance, or related field.
- 7–10 years of experience in privacy, GDPR compliance, or governance roles.
- Experience in transport, logistics, supply chain, or industrial environments is highly advantageous.
- Preferred certifications:
  - CIPP/E
  - CIPM
  - GDPR Practitioner / Lead Implementer
  - ISO 27701 Lead Implementer or Auditor

### **5. Key Performance Indicators (KPIs)**

- GDPR compliance maturity level and audit outcomes.

- Timeliness and quality of DPIAs, RoPA updates, and risk assessments.
- Reduction in privacy-related incidents and regulatory findings.
- Completion of GDPR training and awareness programs.
- Effectiveness of privacy-by-design integration into projects.
- Vendor compliance and contract-management performance.

## **6. Working Conditions**

- Office-based with hybrid options depending on company policy.
- Collaboration with legal, IT, cybersecurity, HR, operations, procurement, and governance teams.
- Occasional travel to warehouses, depots, fleet hubs, and partner sites.
- May require availability during major incidents or regulatory deadlines.

## **7. Strategic Importance of the Role**

## **16.9.1 Corporate Governance Officer**

### **16.9.1. Corporate Administration & Secretariat**

#### **1. Role Purpose**

The Corporate Governance Officer provides administrative, regulatory, and governance support to the corporate secretariat function. This role ensures that the organisation's governance processes, board activities, statutory obligations, and corporate records are maintained in accordance with legal requirements, internal policies, and best-practice governance standards.

In a transport and logistics environment, the Corporate Governance Officer plays a key role in supporting compliance across multiple entities, operational sites, and regulatory frameworks.

#### **2. Key Responsibilities**

##### **A. Board & Committee Support**

- Coordinate board and committee meetings, including scheduling, logistics, and distribution of meeting packs.
- Assist in preparing agendas, briefing notes, resolutions, and supporting documentation.
- Record accurate minutes and track action items to ensure timely follow-up.
- Maintain annual governance calendars and ensure compliance with meeting requirements.

##### **B. Corporate Administration & Statutory Compliance**

- Maintain statutory registers, corporate records, and entity documentation.
- Support the filing of statutory returns, annual reports, and regulatory submissions.
- Assist with the incorporation, dissolution, or restructuring of legal entities.
- Ensure compliance with corporate governance codes, company law, and sector-specific regulations.

##### **C. Policy & Governance Framework Support**

- Assist in developing, updating, and communicating governance policies, charters, and procedures.
- Support governance reviews, internal audits, and compliance assessments.

- Monitor adherence to governance frameworks across business units and operational sites.

#### **D. Stakeholder Coordination**

- Liaise with board members, executives, regulators, auditors, and internal stakeholders.
- Support onboarding and induction of new directors and committee members.
- Coordinate declarations of interest, fit-and-proper assessments, and director compliance requirements.

#### **E. Corporate Records & Document Management**

- Maintain secure and accurate corporate records, including:
  - Board and committee minutes
  - Resolutions and approvals
  - Entity registers
  - Delegation of authority documents
- Ensure proper version control, confidentiality, and secure storage of governance documents.

#### **F. Governance Reporting & Monitoring**

- Prepare governance reports, dashboards, and compliance summaries for senior leadership.
- Track governance KPIs, regulatory deadlines, and compliance obligations.
- Support risk-management activities related to governance and corporate administration.

#### **G. Continuous Improvement**

- Recommend improvements to governance processes, templates, and workflows.
- Support digitalisation initiatives within the corporate secretariat (e-board systems, document management tools).
- Stay informed about governance trends, regulatory changes, and best practices.

### **3. Required Skills & Competencies**

#### **Technical Competencies**

- Strong understanding of corporate governance principles and company-law requirements.

- Experience with board administration, minute-taking, and corporate-record management.
- Familiarity with governance frameworks (e.g., King IV, OECD Principles, ISO 37000).
- Knowledge of regulatory requirements relevant to transport and logistics entities.
- Proficiency with governance software, document-management systems, and MS Office tools.

### **Behavioural Competencies**

- High attention to detail and accuracy.
- Strong organisational and administrative skills.
- Excellent written and verbal communication.
- Discretion, integrity, and ability to handle confidential information.
- Professionalism and ability to interact with senior stakeholders.
- Proactive, structured, and able to manage multiple priorities.

### **4. Qualifications & Experience**

- Diploma or bachelor's degree in Corporate Governance, Business Administration, Law, or related field.
- 1–3 years of experience in corporate governance, secretariat support, or compliance.
- Experience in transport, logistics, or regulated industries is advantageous.
- Preferred certifications:
  - Chartered Governance Institute (CGI) modules or equivalent
  - Corporate governance or compliance training

### **5. Key Performance Indicators (KPIs)**

- Timeliness and accuracy of board and committee documentation.
- Compliance with statutory filing deadlines and governance obligations.
- Quality and completeness of corporate records.
- Stakeholder satisfaction with governance support.
- Reduction in governance-related audit findings.

### **6. Working Conditions**

- Office-based with hybrid options depending on company policy.
- Collaboration with legal, compliance, finance, operations, and executive teams.
- Occasional travel to operational sites, subsidiaries, or regulatory offices.
- May require extended hours during board cycles or regulatory deadlines.

### **7. Strategic Importance of the Role**

Strong governance is essential for operational integrity, regulatory compliance, and stakeholder trust especially in a complex transport and logistics environment. The Corporate Governance Officer ensures that governance processes run smoothly, records are accurate, and the organisation meets its legal and ethical obligations.

## 16.9.2. Corporate Documentation & Records Manager

### Corporate Administration & Secretariat

#### 1. Role Purpose

The Corporate Documentation & Records Manager is responsible for establishing, maintaining, and overseeing the organisation's corporate documentation and records-management framework. This role ensures that all corporate records including governance documents, statutory registers, contracts, policies, and operational records are accurate, secure, compliant, and accessible.

In a transport and logistics environment, the role is critical for managing documentation across multiple entities, operational sites, fleet operations, and regulatory jurisdictions.

#### 2. Key Responsibilities

##### A. Corporate Records Management

- Develop, implement, and maintain the organisation's records-management framework, policies, and retention schedules.
- Ensure proper classification, indexing, storage, and retrieval of corporate documents.
- Maintain statutory registers, corporate filings, and entity documentation.
- Oversee secure archiving, both physical and digital, ensuring compliance with legal and regulatory requirements.

##### B. Governance Documentation Oversight

- Manage the lifecycle of governance documents, including:
  - Board and committee minutes
  - Resolutions and approvals
  - Delegation of authority frameworks
  - Corporate policies and charters
- Ensure version control, document integrity, and secure access.

##### C. Compliance & Regulatory Support

- Ensure documentation practices comply with company law, governance codes, and sector-specific regulations.
- Support statutory filings, annual returns, and regulatory submissions by ensuring documentation accuracy.

- Coordinate with legal and compliance teams to maintain up-to-date corporate records.

#### **D. Digital Records & Systems Management**

- Oversee electronic document-management systems (EDMS) and governance platforms.
- Lead digitalisation initiatives to modernise records-management processes.
- Ensure secure access controls, audit trails, and data-protection compliance within documentation systems.

#### **E. Document Control for Transport & Logistics Operations**

- Manage documentation related to:
  - Fleet compliance and licensing
  - Safety and incident records
  - Environmental and emissions reporting
  - Supplier and contract documentation
  - Operational permits and certifications
- Ensure records are audit-ready and aligned with operational requirements.

#### **F. Stakeholder Coordination**

- Work closely with legal, compliance, operations, HR, finance, and executive teams.
- Support internal and external audits by providing accurate and timely documentation.
- Train employees on records-management policies, procedures, and systems.

#### **G. Risk Management & Quality Assurance**

- Conduct periodic reviews and audits of records-management practices.
- Identify gaps, risks, and inefficiencies, and implement corrective actions.
- Ensure business continuity for critical records through backups and disaster-recovery planning.

#### **H. Continuous Improvement**

- Monitor industry trends, regulatory changes, and best practices in records management.

- Recommend improvements to enhance efficiency, compliance, and governance maturity.
- Lead initiatives to streamline documentation workflows and reduce manual processes.

### **3. Required Skills & Competencies**

#### **Technical Competencies**

- Strong knowledge of records-management principles, corporate governance, and company-law requirements.
- Experience with EDMS, governance software, and digital archiving tools.
- Understanding of regulatory documentation requirements in transport and logistics.
- Familiarity with data-protection laws and secure-information-handling practices.
- Excellent document-control, classification, and indexing skills.

#### **Behavioural Competencies**

- High attention to detail and accuracy.
- Strong organisational and administrative abilities.
- Excellent communication and stakeholder-management skills.
- Integrity, discretion, and ability to handle confidential information.
- Proactive, structured, and able to manage multiple priorities.

### **4. Qualifications & Experience**

- Bachelor's degree in Records Management, Information Science, Corporate Governance, Business Administration, or related field.
- 3–5 years of experience in records management, corporate documentation, or governance administration.
- Experience in transport, logistics, or regulated industries is advantageous.
- Preferred certifications:
  - Records Management Certification (e.g., ICRM, IRMS)
  - Governance or compliance training
  - EDMS or information-management system certifications

### **5. Key Performance Indicators (KPIs)**

- Accuracy, completeness, and accessibility of corporate records.
- Compliance with statutory filing deadlines and documentation requirements.
- Reduction in documentation-related audit findings.
- User adoption and satisfaction with records-management systems.
- Efficiency and timeliness of document retrieval and processing.

## **6. Working Conditions**

- Office-based with hybrid options depending on company policy.
- Collaboration with legal, compliance, operations, HR, finance, and executive teams.
- Occasional travel to operational sites, subsidiaries, or archives.
- May require extended hours during audit cycles or regulatory deadlines.

## **7. Strategic Importance of the Role**

Accurate, secure, and compliant documentation is essential for strong governance, operational integrity, and regulatory compliance especially in a complex transport and logistics environment. The Corporate Documentation & Records Manager ensures that the organisation's corporate memory is preserved, accessible, and aligned with legal and governance standards.

## 16.9.3. Legal & Governance Assistant

### Corporate Administration & Secretariat

#### 1. Role Purpose

The Legal & Governance Assistant provides administrative, legal, and governance support to the corporate secretariat and legal teams. This role ensures that corporate governance processes, legal documentation, compliance activities, and board-support functions are executed efficiently and in line with regulatory and organisational requirements.

In a transport and logistics environment, the role supports governance across multiple entities, operational sites, contracts, and regulatory frameworks.

#### 2. Key Responsibilities

##### A. Governance & Secretariat Support

- Assist with the coordination of board and committee meetings, including scheduling, logistics, and document preparation.
- Support the drafting and distribution of agendas, meeting packs, resolutions, and minutes.
- Track action items and ensure timely follow-up with responsible stakeholders.
- Maintain governance calendars and assist with director onboarding and compliance requirements.

##### B. Legal Administration & Documentation

- Provide administrative support to the legal team, including drafting correspondence, preparing templates, and managing legal files.
- Assist with contract administration, including version control, filing, and tracking key dates.
- Support the preparation and review of legal documents under supervision (e.g., NDAs, service agreements, compliance forms).
- Maintain accurate and secure legal records in accordance with internal policies.

##### C. Corporate Records & Statutory Compliance

- Assist in maintaining statutory registers, corporate filings, and entity documentation.
- Support the preparation and submission of statutory returns, annual reports, and regulatory filings.

- Ensure documentation is stored securely and in compliance with legal and governance standards.

#### **D. Compliance & Regulatory Support**

- Assist with compliance monitoring activities, including tracking regulatory deadlines and obligations.
- Support internal audits, governance reviews, and compliance assessments.
- Help maintain policies, procedures, and governance frameworks.

#### **E. Stakeholder Coordination**

- Liaise with internal teams (legal, compliance, finance, HR, operations) and external stakeholders (regulators, auditors, legal firms).
- Support communication with board members, executives, and committee participants.
- Coordinate declarations of interest, compliance attestations, and governance disclosures.

#### **F. Document & Information Management**

- Maintain organised and secure digital and physical filing systems.
- Ensure proper classification, indexing, and retrieval of legal and governance documents.
- Support the implementation and use of governance and document-management systems.

#### **G. Research & Administrative Support**

- Conduct basic legal and governance research as required.
- Prepare summaries, briefing notes, and reports for the legal and governance teams.
- Provide general administrative support, including scheduling, correspondence, and meeting coordination.

### **3. Required Skills & Competencies**

#### **Technical Competencies**

- Basic understanding of corporate governance principles and legal processes.
- Familiarity with company-law requirements and regulatory obligations.
- Experience with document-management systems and governance software.

- Strong administrative and document-control skills.
- Ability to draft and review basic legal and governance documents.

### **Behavioural Competencies**

- High attention to detail and accuracy.
- Strong organisational and time-management skills.
- Excellent written and verbal communication.
- Integrity, discretion, and ability to handle confidential information.
- Professionalism and ability to interact with senior stakeholders.
- Proactive, reliable, and able to manage multiple tasks.

### **4. Qualifications & Experience**

- Diploma or bachelor's degree in law, Corporate Governance, Business Administration, or related field.
- 1–3 years of experience in legal administration, governance support, or corporate secretariat roles.
- Experience in transport, logistics, or regulated industries is advantageous.
- Preferred certifications:
  - Legal assistant or paralegal certification
  - Corporate governance or compliance training

### **5. Key Performance Indicators (KPIs)**

- Accuracy and timeliness of legal and governance documentation.
- Compliance with statutory filing deadlines and governance obligations.
- Quality of board and committee support.
- Stakeholder satisfaction with legal and governance assistance.
- Reduction in documentation-related audit findings.

### **6. Working Conditions**

- Office-based with hybrid options depending on company policy.
- Collaboration with legal, compliance, governance, finance, HR, and operational teams.
- Occasional travel to operational sites, subsidiaries, or regulatory offices.

- May require extended hours during board cycles or regulatory deadlines.

## **7. Strategic Importance of the Role**

Effective governance and legal administration are essential for organisational integrity, regulatory compliance, and operational efficiency—especially in a complex transport and logistics environment. The Legal & Governance Assistant ensures that governance processes run smoothly, legal documentation is accurate, and the organisation meets its statutory and ethical obligations.

## **16.9.4. Corporate Affairs Coordinator – Corporate Administration & Secretariat**

### **1. Role Purpose**

The Corporate Affairs Coordinator supports the organisation's corporate affairs, governance, and communication functions by coordinating stakeholder engagement, managing corporate communications, supporting governance processes, and ensuring consistent corporate messaging. This role plays a key part in strengthening the organisation's reputation, transparency, and stakeholder relationships.

In a transport and logistics environment, the Corporate Affairs Coordinator ensures effective communication across multiple operational sites, regulatory bodies, partners, and internal teams.

### **2. Key Responsibilities**

#### **A. Corporate Communications & Messaging**

- Coordinate internal and external corporate communications, including announcements, newsletters, and executive messages.
- Support the development of communication materials such as presentations, reports, and briefing notes.
- Ensure consistent corporate branding and messaging across all communication channels.
- Assist with crisis-communication coordination under guidance from senior leaders.

#### **B. Stakeholder Engagement**

- Support engagement with key stakeholders, including regulators, partners, community groups, and industry bodies.
- Maintain stakeholder databases and communication logs.
- Assist in organising stakeholder events, briefings, and corporate engagements.
- Prepare stakeholder correspondence and follow-up documentation.

#### **C. Governance & Secretariat Support**

- Assist with board and committee coordination, including meeting logistics and document preparation.
- Support the drafting and distribution of agendas, meeting packs, and governance updates.

- Track governance-related action items and ensure timely follow-up.
- Maintain governance calendars and assist with director communication.

#### **D. Corporate Reporting & Documentation**

- Support the preparation of corporate reports, including annual reports, sustainability reports, and governance disclosures.
- Assist in collecting, verifying, and consolidating information from various departments.
- Maintain accurate and secure corporate records, including communication archives and governance documentation.

#### **E. Media & Public Relations Support**

- Monitor media coverage and prepare summaries for senior leadership.
- Assist with drafting press releases, media statements, and public-facing content.
- Coordinate with external PR agencies when required.
- Support the organisation's social-media governance and content planning.

#### **F. Event Coordination**

- Organise corporate events, including:
  - Board and executive engagements
  - Stakeholder forums
  - Corporate social responsibility (CSR) events
  - Internal communication events
- Manage logistics, invitations, materials, and post-event reporting.

#### **G. Administrative & Project Support**

- Provide administrative support to the Corporate Affairs and Governance teams.
- Assist with special projects, corporate initiatives, and cross-functional programs.
- Conduct research and prepare briefing notes on governance, regulatory, or industry topics.

### **3. Required Skills & Competencies**

#### **Technical Competencies**

- Strong understanding of corporate communications, governance principles, and stakeholder engagement.

- Excellent writing, editing, and content-creation skills.
- Familiarity with corporate governance frameworks and reporting requirements.
- Experience with communication tools, document-management systems, and presentation software.
- Understanding of regulatory and operational contexts in transport and logistics is an advantage.

### **Behavioural Competencies**

- Strong interpersonal and communication skills.
- High attention to detail and accuracy.
- Professionalism, discretion, and ability to handle confidential information.
- Strong organisational and time-management abilities.
- Proactive, adaptable, and able to manage multiple priorities.
- Confident working with senior stakeholders and external partners.

### **4. Qualifications & Experience**

- Bachelor's degree in communications, Corporate Governance, Public Relations, Business Administration, or related field.
- 2–4 years of experience in corporate affairs, governance support, communications, or stakeholder engagement.
- Experience in transport, logistics, or regulated industries is advantageous.
- Preferred certifications:
  - Corporate communications or PR training
  - Governance or compliance training
  - Project-management certification (optional)

### **5. Key Performance Indicators (KPIs)**

- Quality and consistency of corporate communications.
- Timeliness and accuracy of governance and reporting support.
- Stakeholder satisfaction and engagement effectiveness.
- Successful coordination of corporate events and initiatives.
- Reduction in communication-related errors or governance gaps.

### **6. Working Conditions**

- Office-based with hybrid options depending on company policy.
- Collaboration with governance, legal, communications, HR, operations, and executive teams.
- Occasional travel to operational sites, subsidiaries, or stakeholder events.
- May require extended hours during major corporate events or reporting cycles.

## **7. Strategic Importance of the Role**

Corporate affairs play a vital role in shaping organisational reputation, ensuring transparent communication, and supporting strong governance. In a complex transport and logistics environment, the Corporate Affairs Coordinator ensures that communication flows smoothly, stakeholders remain informed, and governance processes are supported with professionalism and accuracy.

## **16.9.5. Shareholder Relations Officer – Corporate Administration & Secretariat**

### **1. Role Purpose**

The Shareholder Relations Officer is responsible for managing communication and engagement with shareholders, investors, and key external stakeholders. This role ensures transparent, accurate, and timely dissemination of corporate information, supports governance and compliance obligations, and strengthens the organisation's reputation and investor confidence.

In a transport and logistics environment, the role supports communication across multiple entities, regulatory frameworks, and operational contexts, ensuring shareholders remain informed about performance, strategy, and governance.

### **2. Key Responsibilities**

#### **A. Shareholder Communication & Engagement**

- Serve as a primary point of contact for shareholders and investor inquiries.
- Prepare and distribute shareholder communications, including notices, circulars, updates, and announcements.
- Maintain accurate shareholder records and contact information.
- Support engagement with institutional investors, analysts, and minority shareholders.

#### **B. Annual General Meeting (AGM) & Special Meetings**

- Coordinate all aspects of AGMs and shareholder meetings, including logistics, documentation, and regulatory compliance.
- Assist in preparing meeting notices, proxy forms, resolutions, and briefing materials.
- Support vote-tracking, proxy management, and post-meeting reporting.

#### **C. Corporate Reporting & Disclosure**

- Assist in preparing annual reports, integrated reports, sustainability reports, and governance disclosures.
- Ensure compliance with disclosure obligations under relevant company-law and stock-exchange requirements (if applicable).
- Coordinate with finance, governance, and communications teams to ensure accuracy and consistency of published information.

## **D. Regulatory & Compliance Support**

- Ensure compliance with shareholder-related regulatory requirements, including:
  - Statutory filings
  - Beneficial ownership registers
  - Share capital changes
  - Dividend declarations and distributions
- Liaise with regulators, transfer agents, and external advisors as required.

## **E. Share Register & Transfer Agent Management**

- Maintain and reconcile shareholder registers in collaboration with transfer secretaries.
- Monitor share movements, transfers, and ownership changes.
- Ensure accurate dividend processing and communication.

## **F. Stakeholder Engagement & Corporate Affairs Support**

- Support corporate affairs initiatives, including media monitoring, public disclosures, and stakeholder communication.
- Assist with investor presentations, roadshows, and corporate events.
- Prepare briefing notes, Q&A documents, and communication packs for executives and board members.

## **G. Data Management & Reporting**

- Maintain databases of shareholder information, engagement activities, and communication logs.
- Prepare regular reports for senior leadership, governance committees, and the board.
- Track shareholder sentiment, trends, and feedback to inform corporate strategy.

## **3. Required Skills & Competencies**

### **Technical Competencies**

- Strong understanding of corporate governance, investor relations, and company-law requirements.
- Knowledge of shareholder rights, disclosure obligations, and regulatory frameworks.
- Experience with shareholder registers, transfer agents, and corporate reporting.

- Strong writing, communication, and presentation skills.
- Familiarity with financial statements and corporate performance metrics.

### **Behavioural Competencies**

- Professionalism and strong interpersonal skills.
- High attention to detail and accuracy.
- Ability to handle confidential and sensitive information.
- Strong organisational and time-management abilities.
- Proactive, diplomatic, and able to engage with diverse stakeholders.
- Calm and composed under pressure, especially during AGMs and reporting cycles.

### **4. Qualifications & Experience**

- Bachelor's degree in Corporate Governance, Business Administration, Finance, Communications, or related field.
- 3–5 years of experience in shareholder relations, investor relations, corporate governance, or corporate affairs.
- Experience in transport, logistics, or regulated industries is advantageous.
- Preferred certifications:
  - Investor Relations certification (e.g., IR Society, NIRI)
  - Corporate governance or compliance training
  - Financial or communication-related qualifications

### **5. Key Performance Indicators (KPIs)**

- Quality and timeliness of shareholder communication.
- Accuracy of shareholder records and registers.
- Successful coordination of AGMs and shareholder meetings.
- Compliance with disclosure and regulatory obligations.
- Stakeholder satisfaction and engagement effectiveness.
- Reduction in shareholder-related compliance findings.

### **6. Working Conditions**

- Office-based with hybrid options depending on company policy.

- Collaboration with governance, legal, finance, communications, and executive teams.
- Occasional travel to operational sites, subsidiaries, or shareholder events.
- Extended hours may be required during AGMs, reporting cycles, or regulatory deadlines.

## **7. Strategic Importance of the Role**

Shareholders are key stakeholders in the organisation's long-term success. The Shareholder Relations Officer ensures transparent communication, regulatory compliance, and strong investor confidence critical elements for governance integrity, financial stability, and corporate reputation in a complex transport and logistics environment.

## **16.10.1. Public Affairs Manager – Stakeholder Engagement & External Relations**

### **1. Role Purpose**

The Public Affairs Manager leads the organisation’s public-policy engagement, government relations, and external stakeholder strategy. This role ensures that the organisation’s interests are represented in policy discussions, regulatory developments, and industry forums, while maintaining strong relationships with government bodies, regulators, community stakeholders, and industry associations.

In a transport and logistics environment, the Public Affairs Manager plays a critical role in navigating complex regulatory landscapes, influencing policy outcomes, and ensuring the organisation’s voice is heard in matters affecting mobility, infrastructure, safety, sustainability, and supply-chain operations.

### **2. Key Responsibilities**

#### **A. Government & Regulatory Engagement**

- Build and maintain strong relationships with government departments, regulatory authorities, and public-sector stakeholders.
- Monitor legislative and regulatory developments affecting transport, logistics, infrastructure, and corporate governance.
- Prepare policy submissions, position papers, and responses to public consultations.
- Represent the organisation in regulatory hearings, policy discussions, and government-industry working groups.

#### **B. Public Policy Strategy**

- Develop and implement the organisation’s public-affairs strategy aligned with corporate objectives.
- Identify emerging policy risks and opportunities and advise senior leadership accordingly.
- Coordinate cross-functional input for policy positions, ensuring alignment with operational, legal, and governance requirements.
- Support advocacy initiatives to influence policy outcomes in the organisation’s favour.

#### **C. Stakeholder Engagement & Relationship Management**

- Manage relationships with key external stakeholders, including:

- Industry associations
- Community groups
- NGOs and advocacy organisations
- Local authorities and municipal bodies
- Develop stakeholder-engagement plans and maintain stakeholder mapping and communication logs.
- Support community-engagement initiatives and corporate social responsibility (CSR) programmes.

#### **D. External Communications & Reputation Management**

- Collaborate with Corporate Communications to ensure consistent messaging on public-policy issues.
- Draft public statements, media responses, and briefing notes for executives.
- Support crisis-communication efforts involving regulatory or public-policy matters.
- Monitor media coverage and public sentiment related to transport, logistics, and regulatory issues.

#### **E. Corporate Reporting & Governance Support**

- Contribute to annual reports, sustainability reports, and governance disclosures related to public-policy engagement.
- Prepare reports and presentations for executive committees and the board.
- Ensure compliance with lobbying regulations, disclosure requirements, and ethical-conduct standards.

#### **F. Research, Analysis & Intelligence Gathering**

- Conduct research on policy trends, regulatory frameworks, and geopolitical developments.
- Analyse the potential impact of policy changes on operations, strategy, and compliance.
- Provide insights and recommendations to senior leadership and operational teams.

#### **G. Cross-Functional Collaboration**

- Work closely with Legal, Compliance, Operations, Sustainability, Communications, and Corporate Governance teams.

- Support operational teams in navigating regulatory requirements and stakeholder expectations.
- Ensure alignment between public-affairs activities and broader corporate strategy.

### **3. Required Skills & Competencies**

#### **Technical Competencies**

- Strong understanding of public policy, government processes, and regulatory frameworks.
- Knowledge of transport, logistics, infrastructure, and mobility-related legislation.
- Excellent policy-analysis, research, and advocacy skills.
- Strong writing and communication abilities, including drafting policy papers and briefing notes.
- Experience with stakeholder mapping, engagement planning, and issue management.

#### **Behavioural Competencies**

- Strong interpersonal and relationship-building skills.
- High level of professionalism, diplomacy, and political acumen.
- Strategic thinker with the ability to anticipate and interpret policy trends.
- Excellent negotiation, persuasion, and influencing abilities.
- Calm, composed, and effective under pressure.
- Integrity, discretion, and sound judgement.

### **4. Qualifications & Experience**

- Bachelor's or master's degree in public policy, Political Science, Law, Communications, Business Administration, or related field.
- 5–8 years of experience in public affairs, government relations, regulatory engagement, or policy analysis.
- Experience in transport, logistics, infrastructure, or regulated industries is highly advantageous.
- Preferred certifications:
  - Public Affairs or Government Relations training
  - Corporate governance or compliance certification

- Stakeholder-engagement or communication qualifications

## **5. Key Performance Indicators (KPIs)**

- Strength and effectiveness of government and stakeholder relationships.
- Quality and impact of policy submissions and advocacy efforts.
- Timeliness and accuracy of regulatory intelligence and analysis.
- Successful navigation of regulatory risks and opportunities.
- Stakeholder satisfaction and engagement outcomes.
- Compliance with lobbying and disclosure requirements.

## **6. Working Conditions**

- Office-based with hybrid options depending on company policy.
- Frequent engagement with government bodies, industry associations, and external stakeholders.
- Occasional travel to operational sites, conferences, and regulatory meetings.
- May require extended hours during legislative cycles or major policy developments.

## **7. Strategic Importance of the Role**

Public-policy decisions directly influence transport and logistics operations—from safety regulations and infrastructure planning to environmental standards and supply-chain governance. The Public Affairs Manager ensures the organisation's interests are represented, regulatory risks are managed, and stakeholder relationships are strengthened, supporting long-term operational resilience and corporate reputation.

## **16.10.2. Government Relations Officer – Stakeholder Engagement & External Relations**

### **1. Role Purpose**

The Government Relations Officer supports the organisation's engagement with government departments, regulatory authorities, and public-sector stakeholders. This role monitors policy developments, assists in advocacy efforts, coordinates regulatory submissions, and helps maintain constructive relationships with government bodies.

In a transport and logistics environment, the Government Relations Officer plays a vital role in navigating regulatory requirements, supporting compliance, and ensuring the organisation's interests are represented in policy discussions affecting mobility, infrastructure, safety, and supply-chain operations.

### **2. Key Responsibilities**

#### **A. Government Engagement Support**

- Assist in building and maintaining relationships with government departments, regulators, and public-sector agencies.
- Support the organisation's participation in government consultations, hearings, and policy forums.
- Coordinate meetings, briefings, and engagements with government officials.
- Maintain accurate records of government interactions and follow-up actions.

#### **B. Policy Monitoring & Analysis**

- Monitor legislative, regulatory, and policy developments relevant to transport, logistics, infrastructure, and corporate governance.
- Prepare summaries, briefing notes, and impact assessments for internal stakeholders.
- Identify emerging risks and opportunities arising from policy changes.
- Support cross-functional teams in understanding regulatory requirements.

#### **C. Advocacy & Policy Support**

- Assist in drafting policy submissions, position papers, and responses to government consultations.
- Support advocacy initiatives led by the Public Affairs Manager.
- Coordinate internal input for policy positions from legal, compliance, operations, and governance teams.

- Help prepare talking points, presentations, and briefing materials for executives.

#### **D. Regulatory Compliance Coordination**

- Support compliance with government reporting requirements, licensing obligations, and regulatory deadlines.
- Liaise with regulatory authorities to clarify requirements and ensure timely submissions.
- Assist in preparing documentation for audits, inspections, or regulatory reviews.

#### **E. Stakeholder Engagement & Relationship Management**

- Maintain stakeholder databases, contact lists, and engagement logs.
- Support engagement with:
  - Local authorities
  - Municipal bodies
  - Industry associations
  - Community groups
- Assist in organising stakeholder events, roundtables, and public-policy engagements.

#### **F. External Communications Support**

- Collaborate with Corporate Communications to ensure consistent messaging on regulatory and policy matters.
- Assist in drafting public statements, media responses, and communication materials related to government issues.
- Monitor media coverage of relevant policy topics and prepare summaries for leadership.

#### **G. Research & Intelligence Gathering**

- Conduct research on policy trends, regulatory frameworks, and political developments.
- Benchmark regulatory practices and public-policy approaches across the transport and logistics sector.
- Provide insights to support strategic decision-making.

#### **H. Administrative & Project Support**

- Provide administrative support for public-affairs projects and initiatives.

- Assist with budget tracking, reporting, and project documentation.
- Support cross-functional working groups and governance committees.

### **3. Required Skills & Competencies**

#### **Technical Competencies**

- Strong understanding of government processes, public policy, and regulatory frameworks.
- Knowledge of transport, logistics, infrastructure, or mobility-related legislation is an advantage.
- Strong research, analysis, and policy-writing skills.
- Ability to interpret regulatory documents and summarise complex information.
- Familiarity with stakeholder-engagement tools and communication platforms.

#### **Behavioural Competencies**

- Excellent interpersonal and relationship-building skills.
- High level of professionalism, diplomacy, and political awareness.
- Strong written and verbal communication abilities.
- Organised, detail-oriented, and able to manage multiple priorities.
- Proactive, adaptable, and able to work independently or collaboratively.
- Integrity, discretion, and sound judgement.

### **4. Qualifications & Experience**

- Bachelor's degree in public policy, Political Science, Law, Communications, Business Administration, or related field.
- 2–4 years of experience in government relations, public affairs, regulatory engagement, or policy analysis.
- Experience in transport, logistics, infrastructure, or regulated industries is advantageous.
- Preferred certifications:
  - Public Affairs or Government Relations training
  - Corporate governance or compliance certification
  - Stakeholder-engagement or communication qualifications

### **5. Key Performance Indicators (KPIs)**

- Timeliness and quality of policy monitoring and analysis.
- Effectiveness of government engagement and follow-up.
- Quality and impact of policy submissions and advocacy support.
- Compliance with regulatory reporting and engagement requirements.
- Stakeholder satisfaction and relationship strength.
- Contribution to risk mitigation and policy-related insights.

## **6. Working Conditions**

- Office-based with hybrid options depending on company policy.
- Frequent interaction with government bodies, regulators, and external stakeholders.
- Occasional travel to operational sites, government offices, and industry events.
- May require extended hours during legislative cycles or major policy developments.

## **7. Strategic Importance of the Role**

Government policy directly influences transport and logistics operations from safety regulations and infrastructure planning to environmental standards and supply-chain governance. The Government Relations Officer ensures the organisation remains informed, compliant, and well-positioned to influence policy outcomes, strengthening operational resilience and corporate reputation.

## **16.10.3. Investor Relations Manager – Stakeholder Engagement & External Relations**

### **1. Role Purpose**

The Investor Relations Manager is responsible for developing and managing the organisation’s investor-relations strategy, ensuring transparent, accurate, and timely communication with shareholders, analysts, financial institutions, and the broader investment community. This role strengthens investor confidence, supports capital-market activities, and enhances the organisation’s reputation.

In a transport and logistics environment, the Investor Relations Manager plays a critical role in communicating operational performance, strategic direction, sustainability initiatives, and regulatory impacts to the investment community.

### **2. Key Responsibilities**

#### **A. Investor Communication & Engagement**

- Serve as the primary point of contact for investors, analysts, and financial stakeholders.
- Prepare and deliver investor presentations, earnings updates, and market briefings.
- Coordinate investor meetings, roadshows, site visits, and conference participation.
- Respond to investor inquiries with accurate, timely, and compliant information.

#### **B. Financial & Market Reporting**

- Support the preparation of quarterly and annual financial disclosures.
- Collaborate with Finance, Corporate Affairs, and Legal to ensure accuracy and consistency of published information.
- Prepare investor-focused summaries of financial performance, operational metrics, and strategic initiatives.
- Monitor market trends, analyst reports, and competitor performance.

#### **C. Annual General Meeting (AGM) & Shareholder Engagement**

- Support the planning and execution of AGMs and shareholder meetings.
- Prepare shareholder communications, notices, resolutions, and briefing materials.
- Track shareholder sentiment, voting trends, and engagement outcomes.

#### **D. Regulatory & Compliance Oversight**

- Ensure compliance with stock-exchange rules, securities regulations, and disclosure obligations (if applicable).
- Coordinate with Legal and Compliance to ensure all investor communications meet regulatory standards.
- Maintain accurate records of investor interactions and disclosures.

#### **E. Market Intelligence & Analysis**

- Monitor industry trends, economic indicators, and regulatory developments affecting transport and logistics.
- Analyse investor feedback, market expectations, and valuation drivers.
- Provide insights and recommendations to senior leadership and the board.

#### **F. Corporate Reporting & Narrative Development**

- Contribute to the development of:
  - Annual reports
  - Integrated reports
  - Sustainability/ESG reports
  - Governance disclosures
- Ensure consistent messaging across all corporate publications.

#### **G. Cross-Functional Collaboration**

- Work closely with Finance, Strategy, Operations, Sustainability, Corporate Governance, and Communications teams.
- Support alignment between investor messaging and corporate strategy.
- Provide investor-related insights to support strategic decision-making.

#### **H. Crisis & Issues Management**

- Support communication during crises, operational disruptions, or regulatory events.
- Prepare investor statements, Q&A documents, and executive briefing notes.
- Monitor market reaction and manage investor expectations.

### **3. Required Skills & Competencies**

#### **Technical Competencies**

- Strong understanding of financial statements, valuation principles, and capital markets.
- Knowledge of investor-relations best practices and disclosure requirements.
- Excellent writing, presentation, and communication skills.
- Ability to translate complex financial and operational information into clear investor messaging.
- Familiarity with transport and logistics industry dynamics is an advantage.

### **Behavioural Competencies**

- Strong interpersonal and relationship-building skills.
- High level of professionalism, diplomacy, and credibility.
- Analytical, strategic, and detail-oriented mindset.
- Ability to work under pressure during reporting cycles and market events.
- Integrity, discretion, and sound judgement.

### **4. Qualifications & Experience**

- Bachelor's or master's degree in finance, Business Administration, Economics, Communications, or related field.
- 5–8 years of experience in investor relations, corporate finance, financial analysis, or capital-markets roles.
- Experience in transport, logistics, infrastructure, or regulated industries is highly advantageous.
- Preferred certifications:
  - Investor Relations certification (e.g., IR Society, NIRI)
  - CFA or financial-analysis qualifications (advantageous)
  - Corporate governance or ESG reporting training

### **5. Key Performance Indicators (KPIs)**

- Quality and clarity of investor communications.
- Strength of investor relationships and engagement outcomes.
- Accuracy and timeliness of financial disclosures.
- Market perception and analyst feedback.
- Compliance with disclosure and regulatory requirements.

- Successful execution of investor events and reporting cycles.

## **6. Working Conditions**

- Office-based with hybrid options depending on company policy.
- Frequent interaction with investors, analysts, and financial institutions.
- Occasional travel for investor meetings, conferences, and site visits.
- Extended hours may be required during reporting periods or market events.

## **7. Strategic Importance of the Role**

Investor confidence is essential for financial stability, capital access, and long-term growth. The Investor Relations Manager ensures transparent communication, strengthens market trust, and positions the organisation as a credible, well-governed, and strategically aligned player in the transport and logistics sector.

## **16.10.4. Corporate Communications Manager – Stakeholder Engagement & External Relations**

### **1. Role Purpose**

The Corporate Communications Manager leads the organisation's communication strategy, ensuring consistent, transparent, and impactful messaging across internal and external channels. This role strengthens the organisation's brand, reputation, and stakeholder trust by managing media relations, executive communication, crisis communication, and strategic content development.

In a transport and logistics environment, the Corporate Communications Manager plays a critical role in communicating operational updates, regulatory developments, sustainability initiatives, and corporate performance to diverse audiences.

### **2. Key Responsibilities**

#### **A. Communication Strategy & Planning**

- Develop and implement a comprehensive corporate communications strategy aligned with organisational goals.
- Ensure consistent messaging across all communication channels and stakeholder groups.
- Lead communication planning for major corporate initiatives, operational changes, and strategic projects.

#### **B. Media Relations & Public Positioning**

- Build and maintain strong relationships with media outlets, journalists, and industry publications.
- Draft and distribute press releases, media statements, and executive commentary.
- Coordinate media interviews, briefings, and press engagements.
- Monitor media coverage and prepare reports for senior leadership.

#### **C. Internal Communications**

- Lead internal communication initiatives to support employee engagement, culture, and organisational alignment.
- Develop internal newsletters, announcements, leadership messages, and intranet content.

- Support communication for operational updates, change-management initiatives, and crisis situations.

#### **D. Crisis & Issues Management**

- Develop and maintain crisis-communication protocols and response plans.
- Provide communication leadership during incidents, disruptions, or regulatory events.
- Prepare holding statements, Q&A documents, and executive briefings.
- Monitor public sentiment and manage reputational risk.

#### **E. Content Development & Brand Management**

- Oversee the creation of high-quality content, including:
  - Corporate reports
  - Executive speeches
  - Social-media content
  - Marketing and stakeholder materials
- Ensure brand consistency across all communication outputs.
- Collaborate with design, marketing, and digital teams to enhance visual and narrative impact.

#### **F. Stakeholder Engagement Support**

- Support communication with key stakeholders, including:
  - Government bodies
  - Industry associations
  - Community groups
  - Customers and partners
- Prepare briefing notes, presentations, and stakeholder updates.

#### **G. Digital Communications & Social Media**

- Manage the organisation's digital communication channels, including website and social-media platforms.
- Develop digital-content strategies to enhance visibility and engagement.
- Monitor online sentiment and respond to emerging issues.

#### **H. Reporting & Measurement**

- Track communication KPIs, media metrics, and engagement outcomes.
- Prepare reports for executive committees and the board.
- Recommend improvements to strengthen communication effectiveness.

### **3. Required Skills & Competencies**

#### **Technical Competencies**

- Strong understanding of corporate communications, media relations, and brand management.
- Excellent writing, editing, and storytelling skills.
- Knowledge of communication strategies in regulated or operationally complex industries.
- Familiarity with digital-communication tools, social-media platforms, and content-management systems.
- Understanding of transport and logistics industry dynamics is an advantage.

#### **Behavioural Competencies**

- Strong interpersonal and relationship-building skills.
- High level of professionalism, diplomacy, and emotional intelligence.
- Strategic thinker with strong analytical and problem-solving abilities.
- Ability to work under pressure, especially during crises or operational disruptions.
- Creative, proactive, and adaptable.

### **4. Qualifications & Experience**

- Bachelor's or master's degree in communications, Public Relations, Journalism, Corporate Affairs, or related field.
- 5–8 years of experience in corporate communications, media relations, or public affairs.
- Experience in transport, logistics, infrastructure, or regulated industries is highly advantageous.
- Preferred certifications:
  - Public Relations or Corporate Communications certification
  - Crisis-communication training
  - Digital-marketing or social-media strategy qualifications

## **5. Key Performance Indicators (KPIs)**

- Quality, consistency, and impact of communication outputs.
- Strength of media relationships and coverage outcomes.
- Employee engagement and internal-communication effectiveness.
- Crisis-communication performance and response times.
- Brand reputation metrics and stakeholder sentiment.
- Compliance with communication policies and regulatory requirements.

## **6. Working Conditions**

- Office-based with hybrid options depending on company policy.
- Frequent interaction with media, stakeholders, and internal teams.
- Occasional travel to operational sites, events, or media engagements.
- Extended hours may be required during crises, major announcements, or reporting cycles.

## **7. Strategic Importance of the Role**

Effective communication is essential for organisational reputation, stakeholder trust, and operational transparency. The Corporate Communications Manager ensures that the organisation speaks with clarity, credibility, and consistency strengthening its position in a competitive and highly regulated transport and logistics environment.

## **16.10.5. Media & Reputation Risk Officer – Stakeholder Engagement & External Relations**

### **1. Role Purpose**

The Media & Reputation Risk Officer is responsible for monitoring media activity, identifying reputational risks, and supporting proactive and reactive communication strategies. This role ensures that the organisation maintains a strong public image, responds effectively to emerging issues, and mitigates reputational threats across traditional and digital media channels.

In a transport and logistics environment where operational incidents, regulatory scrutiny, and public visibility are common the Media & Reputation Risk Officer plays a critical role in safeguarding the organisation's credibility and stakeholder trust.

### **2. Key Responsibilities**

#### **A. Media Monitoring & Intelligence**

- Monitor traditional, digital, and social-media channels for mentions of the organisation, competitors, and industry trends.
- Identify emerging issues, misinformation, or negative sentiment that may pose reputational risks.
- Prepare daily, weekly, and ad-hoc media-monitoring reports for leadership.

#### **B. Reputation Risk Assessment**

- Conduct reputational-risk assessments related to operational incidents, regulatory developments, or public-facing activities.
- Collaborate with Risk, Legal, and Communications teams to evaluate potential impacts.
- Maintain a reputation-risk register and track mitigation actions.

#### **C. Issues & Crisis Communication Support**

- Support the development and execution of crisis-communication plans.
- Assist in drafting holding statements, Q&A documents, and media responses during incidents.
- Monitor real-time media sentiment during crises and provide insights to leadership.
- Coordinate with operational teams to ensure accurate and timely information flow.

#### **D. Media Relations Support**

- Assist in managing relationships with journalists, media outlets, and industry publications.
- Support the preparation of press releases, media statements, and executive commentary.
- Coordinate media inquiries and ensure consistent, compliant responses.

#### **E. Digital & Social-Media Risk Management**

- Monitor social-media platforms for reputational threats, misinformation, or stakeholder concerns.
- Support the development of social-media governance guidelines and escalation procedures.
- Assist in drafting content and responses for digital channels when required.

#### **F. Stakeholder Engagement & Internal Coordination**

- Work closely with:
  - Corporate Communications
  - Legal & Compliance
  - Operations
  - Risk Management
  - HR and Safety teams
- Provide insights to support decision-making and risk mitigation.
- Assist in preparing briefing notes and communication packs for executives and the board.

#### **G. Reporting & Analytics**

- Track communication KPIs, sentiment trends, and reputational-risk indicators.
- Prepare reports for senior leadership, governance committees, and the board.
- Recommend improvements to strengthen reputation-risk management.

#### **H. Training & Awareness**

- Support training for employees on media engagement, social-media conduct, and reputational-risk awareness.
- Assist in developing internal guidelines and communication protocols.

### **3. Required Skills & Competencies**

#### **Technical Competencies**

- Strong understanding of media dynamics, public relations, and reputation-risk management.
- Experience with media-monitoring tools, sentiment analysis, and digital-risk platforms.
- Excellent writing, editing, and communication skills.
- Ability to analyse complex issues and translate them into clear insights.
- Familiarity with transport and logistics industry risks is an advantage.

#### **Behavioural Competencies**

- High level of professionalism, discretion, and sound judgement.
- Strong situational awareness and ability to remain calm under pressure.
- Analytical, detail-oriented, and proactive.
- Strong interpersonal and relationship-building skills.
- Ability to manage multiple priorities and respond quickly to emerging issues.

### **4. Qualifications & Experience**

- Bachelor's degree in communications, Public Relations, Journalism, Risk Management, or related field.
- 3–5 years of experience in media monitoring, communications, public affairs, or reputation-risk roles.
- Experience in transport, logistics, infrastructure, or regulated industries is advantageous.
- Preferred certifications:
  - Public Relations or Corporate Communications certification
  - Crisis-communication or reputation-risk training
  - Digital-communications or social-media governance qualifications

### **5. Key Performance Indicators (KPIs)**

- Accuracy and timeliness of media-monitoring insights.
- Effectiveness of reputation-risk identification and mitigation.
- Quality of crisis-communication support and response times.

- Stakeholder satisfaction with communication and risk-management support.
- Reduction in reputational-risk incidents or escalation severity.
- Compliance with communication and media-engagement protocols.

## **6. Working Conditions**

- Office-based with hybrid options depending on company policy.
- Frequent interaction with media, internal teams, and external stakeholders.
- Occasional travel to operational sites or media engagements.
- Extended hours may be required during crises or major incidents.

## **7. Strategic Importance of the Role**

Reputation is one of the organisation's most valuable assets. In a high-visibility sector like transport and logistics, the Media & Reputation Risk Officer ensures that the organisation is protected from reputational threats, communicates with clarity and credibility, and maintains trust with stakeholders, customers, and the public.

## **16.11.1. Project Manager (Corporate Governance) – Cross-Functional Governance**

### **1. Role Purpose**

The Project Manager (Corporate Governance) leads and coordinates governance-related projects across the organisation, ensuring alignment with regulatory requirements, corporate policies, and strategic objectives. This role drives cross-functional initiatives that strengthen governance maturity, enhance compliance, improve transparency, and support organisational transformation.

In a transport and logistics environment where governance intersects with safety, regulatory compliance, operational risk, and multi-entity structures the Project Manager ensures that governance initiatives are delivered effectively, on time, and with measurable impact.

### **2. Key Responsibilities**

#### **A. Governance Project Leadership**

- Lead end-to-end delivery of governance, compliance, and corporate-administration projects.
- Develop project plans, timelines, budgets, and resource requirements.
- Coordinate cross-functional teams including Legal, Compliance, Risk, HR, Finance, Operations, and IT.
- Ensure alignment with corporate governance frameworks, regulatory obligations, and strategic priorities.

#### **B. Policy, Framework & Compliance Implementation**

- Support the rollout of governance frameworks, policies, and standards across the organisation.
- Manage implementation of new governance processes, reporting structures, and compliance controls.
- Ensure project outputs meet regulatory requirements (e.g., company law, ESG, safety, data protection).

#### **C. Stakeholder Engagement & Communication**

- Engage with senior leaders, board committees, and functional heads to ensure project alignment.
- Prepare governance updates, project reports, and executive briefings.

- Facilitate workshops, training sessions, and stakeholder consultations.
- Maintain strong relationships with internal and external stakeholders.

#### **D. Risk, Audit & Assurance Support**

- Identify governance-related risks and develop mitigation plans.
- Support internal and external audits by coordinating documentation and project evidence.
- Track remediation actions and ensure timely closure of governance-related findings.
- Integrate risk-management principles into project planning and execution.

#### **E. Change Management & Organisational Adoption**

- Lead change-management activities to support adoption of new governance processes.
- Develop communication plans, training materials, and awareness campaigns.
- Monitor adoption metrics and address barriers to implementation.
- Promote a culture of accountability, transparency, and compliance.

#### **F. Reporting, Monitoring & Continuous Improvement**

- Track project performance, KPIs, and governance-maturity indicators.
- Prepare dashboards, progress reports, and board-level summaries.
- Identify opportunities to streamline governance processes and improve efficiency.
- Recommend enhancements to governance frameworks, tools, and methodologies.

#### **G. Cross-Functional Governance Integration**

- Ensure governance requirements are embedded into:
  - Operational processes
  - Digital transformation initiatives
  - Risk-management frameworks
  - ESG and sustainability reporting
  - Corporate-secretariat functions
- Support alignment between governance, compliance, and strategic planning.

### **3. Required Skills & Competencies**

#### **Technical Competencies**

- Strong understanding of corporate governance principles, regulatory frameworks, and compliance requirements.
- Experience managing cross-functional projects in complex or regulated environments.
- Knowledge of project-management methodologies (Agile, Waterfall, hybrid).
- Familiarity with transport and logistics governance requirements (safety, licensing, ESG, operational compliance).
- Proficiency with project-management tools and governance systems.

#### **Behavioural Competencies**

- Strong leadership and stakeholder-management skills.
- Excellent communication, facilitation, and presentation abilities.
- Analytical, structured, and detail-oriented mindset.
- Ability to manage multiple priorities and work under pressure.
- High integrity, professionalism, and sound judgement.
- Proactive, collaborative, and solution-oriented.

### **4. Qualifications & Experience**

- Bachelor's degree in business administration, Corporate Governance, Law, Project Management, or related field.
- 5–7 years of experience in project management, governance, compliance, or transformation roles.
- Experience in transport, logistics, infrastructure, or regulated industries is highly advantageous.
- Preferred certifications:
  - PMP, PRINCE2, or Agile certification
  - Corporate Governance or Compliance certification
  - Change-management qualifications (e.g., PROSCI)

### **5. Key Performance Indicators (KPIs)**

- On-time and on-budget delivery of governance projects.

- Improvement in governance-maturity scores and compliance outcomes.
- Stakeholder satisfaction and engagement effectiveness.
- Reduction in governance-related audit findings and risk exposures.
- Adoption and sustainability of new governance processes.
- Quality and clarity of project reporting and documentation.

## **6. Working Conditions**

- Office-based with hybrid options depending on company policy.
- Frequent collaboration with cross-functional teams and senior stakeholders.
- Occasional travel to operational sites, subsidiaries, or governance workshops.
- Extended hours may be required during major project milestones or regulatory deadlines.

## **7. Strategic Importance of the Role**

Governance is a strategic enabler of organisational integrity, risk management, and long-term sustainability. The Project Manager (Corporate Governance) ensures that governance initiatives are executed effectively, embedded across the organisation, and aligned with regulatory expectations strengthening corporate resilience and stakeholder trust in a complex transport and logistics environment.

## **16.11.2. Change Manager – Cross-Functional Governance Roles**

### **1. Role Purpose**

The Change Manager leads organisational change initiatives that support governance, compliance, operational transformation, and strategic improvement. This role ensures that new processes, systems, and governance frameworks are adopted effectively across the organisation by managing the people-side of change, reducing resistance, and enabling sustainable behavioural and cultural shifts.

In a transport and logistics environment where change impacts safety, regulatory compliance, operational efficiency, and multi-site coordination the Change Manager plays a critical role in ensuring that transformation initiatives are understood, accepted, and embedded.

### **2. Key Responsibilities**

#### **A. Change Strategy & Planning**

- Develop and implement change-management strategies for governance, compliance, and transformation projects.
- Conduct change impact assessments to understand organisational, process, and role-level implications.
- Create change-management plans covering communication, training, stakeholder engagement, and adoption metrics.
- Ensure alignment with corporate governance frameworks and strategic objectives.

#### **B. Stakeholder Engagement & Communication**

- Identify key stakeholders and develop tailored engagement strategies.
- Facilitate workshops, briefings, and feedback sessions to support change adoption.
- Prepare communication materials, including leadership messages, FAQs, and project updates.
- Act as a trusted advisor to senior leaders on change-readiness and adoption challenges.

#### **C. Training & Capability Building**

- Develop training plans, materials, and learning pathways to support new processes and systems.

- Coordinate training delivery across operational sites, corporate functions, and business units.
- Evaluate training effectiveness and adjust content based on feedback and adoption metrics.
- Promote a culture of continuous learning and governance awareness.

#### **D. Change Adoption & Behavioural Integration**

- Monitor adoption levels, behavioural shifts, and compliance with new governance processes.
- Identify resistance points and develop targeted interventions.
- Support managers and supervisors in leading change within their teams.
- Ensure that new behaviours and processes are embedded into daily operations.

#### **E. Governance, Compliance & Transformation Support**

- Ensure change initiatives comply with regulatory, governance, and organisational standards.
- Support the rollout of governance frameworks, policies, and reporting structures.
- Collaborate with Legal, Compliance, HR, Operations, and IT to ensure integrated change delivery.
- Align change-management activities with risk-management and audit requirements.

#### **F. Measurement, Reporting & Continuous Improvement**

- Track change-management KPIs, adoption metrics, and readiness indicators.
- Prepare reports, dashboards, and executive summaries for leadership and governance committees.
- Conduct post-implementation reviews to identify lessons learned.
- Recommend improvements to strengthen future change-management practices.

#### **G. Cross-Functional Collaboration**

- Work closely with project managers, transformation leads, and governance teams.
- Support digital-transformation initiatives, operational improvements, and cultural-change programs.

- Ensure alignment between change-management activities and broader organisational strategy.

### **3. Required Skills & Competencies**

#### **Technical Competencies**

- Strong understanding of change-management methodologies (e.g., PROSCI, ADKAR, Kotter).
- Knowledge of corporate governance, compliance frameworks, and organisational transformation.
- Experience conducting change-impact assessments and stakeholder analysis.
- Familiarity with transport and logistics operational environments is an advantage.
- Proficiency with project-management and communication tools.

#### **Behavioural Competencies**

- Strong interpersonal and relationship-building skills.
- Excellent communication, facilitation, and presentation abilities.
- High emotional intelligence and ability to manage resistance.
- Strategic thinker with strong analytical and problem-solving skills.
- Proactive, adaptable, and able to manage multiple priorities.
- Integrity, professionalism, and sound judgement.

### **4. Qualifications & Experience**

- Bachelor's degree in business administration, Organisational Development, Psychology, Corporate Governance, or related field.
- 5–7 years of experience in change management, organisational development, governance transformation, or similar roles.
- Experience in transport, logistics, infrastructure, or regulated industries is highly advantageous.
- Preferred certifications:
  - PROSCI Change Management
  - PMP or PRINCE2 (advantageous)
  - Corporate Governance or Compliance training

### **5. Key Performance Indicators (KPIs)**

- Adoption rates and behavioural integration of new processes.
- Stakeholder satisfaction and engagement effectiveness.
- Reduction in resistance and change-related disruptions.
- Successful delivery of change-management plans and training programs.
- Improvement in governance-maturity and compliance outcomes.
- Quality and clarity of change-management reporting.

## **6. Working Conditions**

- Office-based with hybrid options depending on company policy.
- Frequent collaboration with cross-functional teams and operational sites.
- Occasional travel to depots, warehouses, and regional offices.
- Extended hours may be required during major transformation milestones.

## **7. Strategic Importance of the Role**

Effective change management is essential for governance maturity, operational excellence, and long-term organisational resilience. The Change Manager ensures that governance and transformation initiatives are adopted smoothly, embedded sustainably, and aligned with strategic objectives strengthening performance and compliance across a complex transport and logistics environment.

## **16.11.3. Training & Governance Capability Lead – Cross-Functional Governance Roles**

### **1. Role Purpose**

The Training & Governance Capability Lead is responsible for designing, implementing, and managing governance-related training programmes that strengthen organisational capability, compliance awareness, and governance maturity. This role ensures that employees, managers, and leaders understand their governance responsibilities and are equipped with the knowledge and skills to meet regulatory, ethical, and operational standards.

In a transport and logistics environment where governance intersects with safety, regulatory compliance, operational risk, and multi-site operations the Training & Governance Capability Lead plays a critical role in embedding a culture of accountability, transparency, and continuous improvement.

### **2. Key Responsibilities**

#### **A. Governance Training Strategy & Framework**

- Develop and implement a governance training strategy aligned with organisational goals and regulatory requirements.
- Create a governance capability framework outlining required competencies across roles and levels.
- Conduct training needs analyses to identify gaps in governance knowledge and skills.
- Ensure alignment with corporate governance frameworks, compliance standards, and risk-management requirements.

#### **B. Training Design & Development**

- Design governance training programmes, including:
  - Corporate governance fundamentals
  - Compliance and regulatory training
  - Ethical conduct and decision-making
  - Risk-management awareness
  - Board and committee governance
- Develop training materials, e-learning modules, toolkits, and job aids.
- Ensure content is engaging, practical, and tailored to operational realities.

### **C. Training Delivery & Facilitation**

- Deliver training sessions, workshops, and capability-building programmes across the organisation.
- Coordinate training delivery with internal facilitators, external experts, and functional leaders.
- Support governance onboarding for new employees, managers, and directors.
- Ensure training is accessible across multiple sites, including depots, warehouses, and regional offices.

### **D. Governance Capability Building**

- Build governance capability across business units by:
  - Coaching managers on governance responsibilities
  - Supporting governance champions or ambassadors
  - Providing guidance on governance tools and processes
- Promote a culture of compliance, ethical behaviour, and responsible decision-making.

### **E. Monitoring, Evaluation & Reporting**

- Track training participation, completion rates, and competency development.
- Evaluate training effectiveness through assessments, feedback, and performance indicators.
- Prepare governance capability reports for senior leadership and governance committees.
- Recommend improvements to strengthen governance maturity and training impact.

### **F. Cross-Functional Collaboration**

- Work closely with Legal, Compliance, Risk, HR, Operations, and Corporate Governance teams.
- Support governance-related projects, audits, and transformation initiatives.
- Ensure training content reflects current regulatory requirements and organisational policies.
- Collaborate with digital-learning teams to enhance training delivery methods.

### **G. Change Management & Communication**

- Support change-management initiatives by developing training and communication materials.
- Facilitate awareness campaigns to reinforce governance expectations.
- Ensure employees understand the “why” behind governance changes and new requirements.

## **H. Governance Tools & Systems**

- Support the rollout and adoption of governance systems, including:
  - Policy-management platforms
  - Compliance-training systems
  - Risk-management tools
  - Document-management systems
- Provide training and user support to ensure effective utilisation.

## **3. Required Skills & Competencies**

### **Technical Competencies**

- Strong understanding of corporate governance, compliance, and regulatory frameworks.
- Expertise in training design, adult learning principles, and capability development.
- Experience with e-learning platforms, digital-learning tools, and instructional design.
- Familiarity with transport and logistics governance requirements (safety, licensing, ESG, operational compliance).
- Ability to translate complex governance concepts into practical, accessible training.

### **Behavioural Competencies**

- Excellent communication, facilitation, and presentation skills.
- Strong interpersonal and relationship-building abilities.
- High emotional intelligence and ability to influence without authority.
- Proactive, creative, and adaptable.
- Strong organisational and project-management skills.
- Integrity, professionalism, and sound judgement.

#### **4. Qualifications & Experience**

- Bachelor's degree in Corporate Governance, Education, Business Administration, Compliance, or related field.
- 5–7 years of experience in training, governance, compliance, or organisational development roles.
- Experience in transport, logistics, infrastructure, or regulated industries is highly advantageous.
- Preferred certifications:
  - Learning & Development or Instructional Design certification
  - Corporate Governance or Compliance certification
  - Change-management qualifications (e.g., PROSCI)

#### **5. Key Performance Indicators (KPIs)**

- Governance training completion and competency-development rates.
- Improvement in governance-maturity and compliance outcomes.
- Stakeholder satisfaction with training quality and relevance.
- Reduction in governance-related audit findings and compliance breaches.
- Adoption of governance tools, frameworks, and processes.
- Quality and clarity of training materials and reporting.

#### **6. Working Conditions**

- Office-based with hybrid options depending on company policy.
- Frequent collaboration with cross-functional teams and operational sites.
- Occasional travel to depots, warehouses, and regional offices.
- Extended hours may be required during major training rollouts or governance initiatives.

#### **7. Strategic Importance of the Role**

Governance capability is a cornerstone of organisational integrity, risk management, and operational excellence. The Training & Governance Capability Lead ensures that employees at all levels understand their governance responsibilities, enabling a culture of accountability, compliance, and continuous improvement across a complex transport and logistics environment.

## 16.11.4. Quality Assurance Manager – Cross-Functional Governance Roles

### 1. Role Purpose

The Quality Assurance Manager is responsible for developing, implementing, and overseeing the organisation's quality-assurance framework to ensure compliance with governance standards, regulatory requirements, and operational excellence objectives. This role drives continuous improvement, strengthens internal controls, and ensures that processes across the organisation meet defined quality, safety, and compliance benchmarks.

In a transport and logistics environment where quality directly impacts safety, customer satisfaction, regulatory compliance, and operational efficiency the Quality Assurance Manager plays a critical role in embedding a culture of excellence and accountability.

### 2. Key Responsibilities

#### A. Quality Assurance Framework Development

- Develop and maintain the organisation's quality-assurance framework, policies, and standards.
- Ensure alignment with governance requirements, regulatory obligations, and industry best practices.
- Establish quality metrics, KPIs, and performance-measurement systems.

#### B. Audit, Inspection & Compliance Oversight

- Plan and execute internal quality audits, inspections, and compliance reviews.
- Coordinate external audits and certification processes (e.g., ISO standards).
- Identify non-conformities, root causes, and improvement opportunities.
- Track corrective and preventive actions (CAPA) to ensure timely closure.

#### C. Process Improvement & Operational Excellence

- Lead continuous-improvement initiatives across business units and operational sites.
- Facilitate process-mapping, gap analysis, and optimisation workshops.
- Support the implementation of Lean, Six Sigma, or similar methodologies.
- Promote standardisation of processes and documentation.

#### D. Governance Integration

- Ensure quality-assurance practices support corporate governance frameworks.
- Collaborate with Legal, Compliance, Risk, and Operations to align quality controls with governance requirements.
- Support the development of governance reporting, dashboards, and assurance statements.

#### **E. Risk Management & Control Strengthening**

- Identify quality-related risks and develop mitigation strategies.
- Strengthen internal controls to reduce operational, compliance, and reputational risks.
- Support risk assessments and contribute to enterprise-risk-management activities.

#### **F. Training & Capability Building**

- Develop and deliver training on quality standards, audit readiness, and continuous improvement.
- Build quality-assurance capability across teams and operational sites.
- Support onboarding of employees on quality and governance expectations.

#### **G. Stakeholder Engagement & Communication**

- Engage with cross-functional teams to ensure quality standards are understood and applied.
- Provide clear communication on audit findings, quality performance, and improvement plans.
- Prepare reports for senior leadership, governance committees, and the board.

#### **H. Data, Reporting & Analytics**

- Analyse quality-performance data to identify trends, risks, and improvement opportunities.
- Maintain quality dashboards, scorecards, and assurance reports.
- Ensure accurate documentation and record-keeping for audit and compliance purposes.

### **3. Required Skills & Competencies**

#### **Technical Competencies**

- Strong understanding of quality-management systems (QMS), governance frameworks, and regulatory requirements.
- Experience with ISO standards (e.g., ISO 9001, ISO 45001, ISO 14001).
- Knowledge of audit methodologies, root-cause analysis, and CAPA processes.
- Familiarity with transport and logistics quality requirements (safety, fleet compliance, service quality).
- Proficiency with data analysis, reporting tools, and quality-management software.

### **Behavioural Competencies**

- Strong analytical and problem-solving skills.
- Excellent communication, facilitation, and stakeholder-management abilities.
- High attention to detail and commitment to accuracy.
- Proactive, structured, and able to manage multiple priorities.
- Integrity, professionalism, and sound judgement.
- Ability to influence and drive change across diverse teams.

### **4. Qualifications & Experience**

- Bachelor's degree in quality management, Engineering, Business Administration, Corporate Governance, or related field.
- 5–8 years of experience in quality assurance, compliance, governance, or operational excellence roles.
- Experience in transport, logistics, manufacturing, or regulated industries is highly advantageous.
- Preferred certifications:
  - ISO Lead Auditor (ISO 9001 or equivalent)
  - Six Sigma Green Belt or Black Belt
  - Quality Management or Governance certification

### **5. Key Performance Indicators (KPIs)**

- Reduction in non-conformities and audit findings.
- Improvement in quality-performance metrics and operational KPIs.
- Timeliness and effectiveness of corrective and preventive actions.

- Stakeholder satisfaction with quality-assurance support.
- Compliance with regulatory and governance requirements.
- Adoption of quality standards and continuous-improvement practices.

## **6. Working Conditions**

- Office-based with hybrid options depending on company policy.
- Frequent collaboration with operations, compliance, governance, and risk teams.
- Regular travel to operational sites, warehouses, depots, and regional offices.
- Extended hours may be required during audit cycles or major quality initiatives.

## **7. Strategic Importance of the Role**

Quality assurance is a cornerstone of governance, operational integrity, and customer trust. The Quality Assurance Manager ensures that processes are reliable, compliant, and continuously improving strengthening organisational resilience and performance in a demanding transport and logistics environment.

## **16.11.5. Continuous Improvement (Lean / Six Sigma) Manager – Cross-Functional Governance Roles**

### **1. Role Purpose**

The Continuous Improvement (Lean / Six Sigma) Manager leads the organisation's continuous-improvement strategy, applying Lean, Six Sigma, and operational-excellence methodologies to enhance efficiency, reduce waste, strengthen governance controls, and improve service quality. This role drives cross-functional improvement initiatives that support regulatory compliance, operational performance, and strategic transformation.

In a transport and logistics environment—where efficiency, safety, reliability, and compliance are critical—the Continuous Improvement Manager plays a key role in embedding a culture of excellence and structured problem-solving across all business units.

### **2. Key Responsibilities**

#### **A. Continuous Improvement Strategy & Framework**

- Develop and implement the organisation's continuous-improvement (CI) strategy aligned with governance and operational objectives.
- Establish CI frameworks, standards, and methodologies (Lean, Six Sigma, Kaizen).
- Define CI KPIs, performance metrics, and maturity-assessment tools.
- Promote a culture of continuous improvement and operational discipline.

#### **B. Lean / Six Sigma Project Leadership**

- Lead high-impact Lean and Six Sigma projects to improve efficiency, reduce waste, and enhance quality.
- Conduct DMAIC, root-cause analysis, value-stream mapping, and process-optimisation workshops.
- Ensure CI projects align with governance, compliance, and risk-management requirements.
- Track project benefits, cost savings, and performance improvements.

#### **C. Process Improvement & Operational Excellence**

- Identify process inefficiencies, bottlenecks, and improvement opportunities across operational sites.

- Standardise processes, documentation, and workflows to ensure consistency and compliance.
- Support digital-transformation initiatives by optimising processes before automation.
- Collaborate with Operations, Fleet, Warehousing, HR, Finance, and IT to drive improvements.

#### **D. Governance & Compliance Integration**

- Ensure CI initiatives support governance frameworks, internal controls, and regulatory requirements.
- Strengthen process controls to reduce compliance breaches and operational risks.
- Support audits, inspections, and assurance reviews by providing process-improvement insights.
- Align CI activities with quality-assurance, risk-management, and safety standards.

#### **E. Training, Coaching & Capability Building**

- Develop CI training programmes for employees, supervisors, and managers.
- Coach teams on Lean, Six Sigma, and structured problem-solving techniques.
- Build internal CI capability by developing Yellow Belt, Green Belt, or Kaizen practitioners.
- Support leadership in embedding CI behaviours and accountability.

#### **F. Stakeholder Engagement & Change Management**

- Engage cross-functional stakeholders to ensure buy-in and adoption of CI initiatives.
- Facilitate workshops, improvement events, and collaborative problem-solving sessions.
- Support change-management activities to ensure sustainable adoption of new processes.
- Communicate CI progress, successes, and lessons learned across the organisation.

#### **G. Data, Reporting & Performance Analytics**

- Analyse operational data to identify trends, risks, and improvement opportunities.
- Maintain CI dashboards, scorecards, and project-tracking tools.
- Prepare reports for senior leadership, governance committees, and the board.
- Use data-driven insights to prioritise improvement initiatives.

### **3. Required Skills & Competencies**

#### **Technical Competencies**

- Strong knowledge of Lean, Six Sigma, and continuous-improvement methodologies.
- Experience leading DMAIC projects and facilitating Kaizen events.
- Understanding of governance, compliance, and quality-assurance frameworks.
- Familiarity with transport and logistics operations (fleet, warehousing, routing, safety).
- Proficiency with data analysis, process-mapping tools, and CI software.

#### **Behavioural Competencies**

- Strong analytical and problem-solving skills.
- Excellent facilitation, coaching, and communication abilities.
- Ability to influence and drive change across diverse teams.
- High attention to detail and structured thinking.
- Proactive, collaborative, and resilient.
- Integrity, professionalism, and sound judgement.

### **4. Qualifications & Experience**

- Bachelor's degree in engineering, Operations Management, Business Administration, Quality Management, or related field.
- 5–8 years of experience in continuous improvement, operational excellence, or process-engineering roles.
- Experience in transport, logistics, manufacturing, or regulated industries is highly advantageous.
- Preferred certifications:
  - Lean Six Sigma Green Belt (required)

- Lean Six Sigma Black Belt (strong advantage)
- ISO, Quality Management, or Operational Excellence certifications

### **5. Key Performance Indicators (KPIs)**

- Improvement in operational KPIs (efficiency, cycle time, cost reduction, service quality).
- Reduction in waste, defects, and process variability.
- Number and impact of CI projects completed.
- Adoption of CI methodologies across business units.
- Stakeholder satisfaction with CI support and outcomes.
- Contribution to governance, compliance, and risk-reduction objectives.

### **6. Working Conditions**

- Office-based with hybrid options depending on company policy.
- Frequent travel to operational sites, warehouses, depots, and regional offices.
- Collaboration with operations, governance, quality, risk, and transformation teams.
- Extended hours may be required during major improvement initiatives or audits.

### **7. Strategic Importance of the Role**

Continuous improvement is essential for operational excellence, governance maturity, and long-term competitiveness. The Continuous Improvement (Lean / Six Sigma) Manager ensures that processes are efficient, compliant, and continuously evolving strengthening performance, reducing risk, and enhancing customer satisfaction in a demanding transport and logistics environment.

## **16.11.6. Governance & Compliance Internal Auditor – Cross-Functional Governance Roles**

### **1. Role Purpose**

The Governance & Compliance Internal Auditor provides independent, objective assurance on the effectiveness of governance structures, compliance frameworks, internal controls, and risk-management processes. This role evaluates how well the organisation adheres to regulatory requirements, internal policies, and governance standards, and recommends improvements to strengthen organisational integrity.

In a transport and logistics environment where compliance, safety, operational reliability, and regulatory oversight are critical the Governance & Compliance Internal Auditor plays a key role in safeguarding the organisation against governance failures, compliance breaches, and operational risks.

### **2. Key Responsibilities**

#### **A. Governance & Compliance Audit Planning**

- Participate in developing the annual governance and compliance audit plan.
- Conduct risk assessments to identify high-risk areas requiring audit attention.
- Align audit activities with regulatory requirements, governance frameworks, and organisational priorities.

#### **B. Internal Audit Execution**

- Perform audits of governance processes, compliance controls, and internal-control systems.
- Evaluate the effectiveness of:
  - Corporate governance structures
  - Policy-management frameworks
  - Compliance programmes
  - Delegation of authority and decision-making processes
  - Ethical-conduct and whistleblowing mechanisms
- Document audit findings, root causes, and recommendations.

#### **C. Regulatory & Compliance Assurance**

- Assess compliance with applicable laws, regulations, and industry standards, including:

- Transport and logistics regulations
- Safety and fleet-compliance requirements
- Data-protection and privacy laws
- Environmental and ESG-related obligations
- Review the effectiveness of compliance monitoring and reporting mechanisms.

#### **D. Internal Control Evaluation**

- Evaluate the design and operating effectiveness of internal controls across business units.
- Identify control weaknesses, process gaps, and opportunities for improvement.
- Support the development of corrective and preventive action plans (CAPA).

#### **E. Reporting & Stakeholder Engagement**

- Prepare clear, concise audit reports for management, governance committees, and the board.
- Present audit findings and recommendations to senior stakeholders.
- Track and follow up on remediation actions to ensure timely closure.

#### **F. Risk Management Support**

- Assess the adequacy of risk-management practices and risk-mitigation strategies.
- Provide insights into emerging risks, governance vulnerabilities, and compliance trends.
- Support enterprise-risk-management (ERM) activities where required.

#### **G. Continuous Improvement & Advisory Support**

- Provide advisory support on governance, compliance, and internal-control enhancements.
- Recommend improvements to strengthen governance maturity and compliance culture.
- Support transformation initiatives by ensuring governance and compliance risks are addressed.

#### **H. Cross-Functional Collaboration**

- Work closely with Legal, Compliance, Risk, Operations, HR, Finance, and Corporate Governance teams.

- Ensure audit activities are aligned with organisational strategy and regulatory expectations.
- Support training and awareness initiatives related to governance and compliance.

### **3. Required Skills & Competencies**

#### **Technical Competencies**

- Strong understanding of internal-audit methodologies, governance frameworks, and compliance requirements.
- Knowledge of regulatory obligations in transport and logistics (safety, fleet, environmental, operational compliance).
- Experience with risk-assessment techniques, internal-control evaluation, and audit documentation.
- Familiarity with ISO standards, COSO frameworks, and compliance-management systems.
- Proficiency with audit software, data-analysis tools, and reporting platforms.

#### **Behavioural Competencies**

- High integrity, professionalism, and ethical conduct.
- Strong analytical and critical-thinking skills.
- Excellent communication, report-writing, and presentation abilities.
- Ability to challenge constructively and influence stakeholders.
- Detail-oriented, structured, and able to manage multiple audits simultaneously.
- Independent, objective, and resilient.

### **4. Qualifications & Experience**

- Bachelor's degree in Internal Audit, Accounting, Corporate Governance, Law, Business Administration, or related field.
- 4–7 years of experience in internal audit, compliance, governance, or risk-management roles.
- Experience in transport, logistics, infrastructure, or regulated industries is highly advantageous.
- Preferred certifications:
  - Certified Internal Auditor (CIA)

- Certified Compliance Professional (CCP)
- Certified Information Systems Auditor (CISA) (advantageous)
- Corporate Governance or Risk-Management certification

### **5. Key Performance Indicators (KPIs)**

- Quality and clarity of audit reports and recommendations.
- Reduction in governance, compliance, and control-related findings.
- Timeliness of audit execution and remediation follow-up.
- Stakeholder satisfaction with audit insights and support.
- Improvement in governance-maturity and compliance outcomes.
- Adherence to audit standards and regulatory requirements.

### **6. Working Conditions**

- Office-based with hybrid options depending on company policy.
- Frequent collaboration with cross-functional teams and operational sites.
- Occasional travel to depots, warehouses, and regional offices.
- Extended hours may be required during major audit cycles or regulatory deadlines.

### **7. Strategic Importance of the Role**

Strong governance and compliance assurance are essential for organisational integrity, risk mitigation, and operational excellence. The Governance & Compliance Internal Auditor provides independent oversight that strengthens accountability, reduces risk exposure, and enhances stakeholder confidence in a complex transport and logistics environment.

# Last Word

Corporate governance is ultimately a commitment one that extends far beyond policies, frameworks, and compliance checklists. It is a commitment to integrity, transparency, accountability, and responsible leadership. It is a commitment to the people who rely on organizations to act with fairness and foresight. And it is a commitment to the future, ensuring that decisions made today stand the test of time.

The roles described in this book reflect that commitment. They represent the architecture through which governance becomes real: the individuals who safeguard ethical conduct, manage risk, support Boards, ensure compliance, uphold data protection, drive ESG progress, and strengthen organizational resilience. These roles are not administrative functions; they are guardians of trust.

As organizations navigate increasing complexity regulatory change, digital transformation, sustainability expectations, geopolitical uncertainty the need for strong governance has never been greater. Clear roles are the foundation of strong governance. They create alignment, empower professionals, and ensure that accountability is not abstract but lived through daily practice.

This book is offered as a tool to support that work. It provides structures where ambiguity often exists, clarity where responsibilities overlap, and coherence where governance must operate across diverse functions. But more importantly, it recognizes the people behind these roles: professionals who work quietly, diligently, and often invisibly to uphold the values that sustain organizations and societies.

The evolution of governance will continue. New risks will emerge, new expectations will arise, and new roles will be required. But the principles at the heart of governance integrity, transparency, and stewardship remain constant. They are the compass by which organizations navigate uncertainty and earn the trust of those they serve.

May this book support your journey, strengthen your structures, and inspire the next generation of governance professionals who will carry this responsibility forward with wisdom, courage, and purpose.

The work of governance never ends but with clarity, it becomes stronger.