



**Erica Johnson**  
**Independent Energy Analyst**

In the course of my 20-year engineering career, I gained wide and deep business insights in the executive and operational challenges at Eskom (1994 – 2014). In the recent period, from mid-2015 to mid-2017, I have engaged in short term advisory contracts in the Banking, Telecommunications sector and Government sector. This has served to broaden my business skills and electricity industry insights beyond the utility industry to other types of companies.

My career at Eskom was richly varied and stimulating. The last 7 years was spent filling various leadership roles where I had executive responsibilities for the following portfolios: Operations, Planning, Risk, Strategy, IT, Legal & Regulatory and Stakeholder Management, and Customer Service. The highlights of this period include running the country's Systems Operator, being responsible for all of Eskom's transmission and distribution "wires" – totalling 360,000km at that time, being responsible for 5,000,000 customers and 20,000 employees. Operational highlights from my Eskom career include leading the recovery of SA's power system in 2008 following significant supply-side constraints the country experienced at that time. From that time (2008) to my departure in 2014, I continued to lead the emergency crises management and resilience response in the company and I continued to drive the organisational learning's, from these crises, through the Board and Executive governance committees.

Other areas of deep electricity industry exposure included my involvement in the regular multi-year revenue application for Eskom Holdings. This included engagements with the Electricity Regulator and intensive customer and stakeholder engagements around tariff impacts assessments.

In the area of the Southern African Power Pool operations, I played a role in managing the regional energy constraints as they started manifesting. During this period, the regional pool developed to include a regional co-ordinating centre and enabled new IPP entrants to drive the development of the energy market.

Through my experiences at Eskom, I have developed thorough insights into complex, integrated business management systems. I believe, that with the depth of operational challenges I was exposed to, I have attuned my risk management and business-resilience management capabilities to a very high level.

Since mid-2017, I have started pivoting to a career in the financial sector with an emphasis on developing expertise in the financial risks arising from the complex transitions underway in the power and infrastructure sector.

Professional Qualification: BSc Engineering (UCT, 1990), MSc Engineering (UCT, 1997), MBA (WITS Business School , 2008), and ACE (MIT Sloan School of Business, 2011).