

Southern African Society for quality Annual Conference 2026



QUALITY BEYOND COMPLIANCE:

**Shaping Sustainable, Intelligent, and High
Performance Organisations**

27 October 2026 - 4 Webinars

28 October 2026 - Site Visit

29 October 2026 - 5 Workshops

30 October 2026 - Main

**Conference Day - 5 presentations
by respective specialists and
leaders**

8 SASQ CPD POINTS PER DAY

DRAFT PROGRAM



Webinars via Zoom

Tuesday 27 October 2026



At 09.00 AM - 10.00 AM

Standards and Standardisation

Mr Xolani Mphalwa

In a competitive marketplace, organisations constantly seek ways to demonstrate quality, reliability and trust. But are we making full use of one of our most powerful communication tools—standards and standardisation?

Standards are often seen as compliance requirements, technical documents or something organisations prepare for an audit. Yet effective standardisation can communicate much more. It demonstrates that an organisation has consistent processes, defined practices and a commitment to delivering predictable outcomes.

Certification to recognised standards such as ISO 9001 can provide independent evidence of this commitment. However, the real value goes beyond the certificate. Organisations can use their standards journey to strengthen their brand, build customer confidence and differentiate themselves from competitors.

This webinar explores how standards and standardisation can become powerful advertising and communication tools, helping organisations turn their commitment to quality into a compelling message for customers and stakeholders.

Can your standards become part of your competitive story?

Mr Xolani Mphalwa is the Chairperson of the SABS TC 176 Technical Committee, a Senior Member and Director of SASQ, and a Quality and Improvement Consultant. He has many years of experience in Standards and Standardisation.

At 10.30 AM - 11.30 AM

Quality Dimensions for Quality 4.0

Mr Feizal Ally

Quality is evolving. As organisations embrace digitalisation, artificial intelligence, automation, data analytics and connected technologies, traditional approaches to quality management are being transformed.

Quality 4.0 is not simply about introducing new technology—it is about rethinking how organisations create, measure and sustain quality in a rapidly changing environment.

This webinar explores the key dimensions of Quality 4.0 and how they influence organisational performance. These dimensions extend beyond traditional product and process quality to include data, technology, people, leadership, culture, connectivity, innovation, customer experience and organisational agility.

The session will consider how organisations can integrate these dimensions to move from reactive quality control towards intelligent, predictive and value-driven quality management.

An important question will be explored:

Are your quality systems ready for the digital organisation of tomorrow?

Join us to explore the dimensions of Quality 4.0 and discover how they can help organisations move beyond compliance towards intelligent quality and sustainable performance excellence.

Mr Feizal Ally is a SASQ Senior Member. He is presently a lecturer at the University of South Africa and very involved in Curriculum Development in the fields of Quality at Unisa and Services Seta. He conducts research in the field of Quality 4.0.

At 12.30 PM - 13.30 PM

Quality and Safety Management

Should we integrate or not? let's debate

Mr Leader Nkala

Quality Management and Safety Management are often grouped together within integrated management systems. But are they really pursuing the same objective?

Although both seek to prevent undesirable outcomes, they originate from different domains and have different underlying purposes. Safety management is strongly associated with risk, prevention, legal and regulatory compliance, and the protection of people and assets. Quality management, on the other hand, extends beyond compliance. It focuses on customer needs, value creation, process effectiveness, consistency, improvement and organisational performance.

So, does integration create synergy—or could it unintentionally dilute the distinct contribution of each discipline?

This webinar explores the arguments for and against integrating Quality and Safety Management. It will consider whether common processes such as risk management, auditing and corrective action should be integrated, while preserving the unique objectives and professional identity of each discipline.

Mr Leader Nkala is a Certified SASQ Management Systems Practitioner and also a Certified Member of South African Institute of Occupational Safety and Health. He also has a legal background, and is a consultant and auditor in all three areas.



Webinars via Zoom

Tuesday 27 October 2026



At 14.00 PM - 15.00 PM

Should SASQ Pursue SAQA Recognition?

Let's Put It to a Vote

Prof Roy Ramphal

SASQ has reached an important point in its development. As the organisation seeks to strengthen the quality profession in South Africa, one strategic question deserves serious consideration:

Should SASQ pursue recognition through SAQA?

SAQA recognition could potentially provide a formal pathway for recognising professional learning, competencies and qualifications within South Africa's national qualifications framework. It could also create opportunities to strengthen SASQ's certification activities and enhance the recognition of quality practitioners.

However, recognition does not come without implications. The process may involve additional requirements, governance arrangements, quality assurance responsibilities, costs, resources and ongoing compliance obligations. It is therefore important that SASQ considers not only the potential benefits, but also the challenges and long-term commitments involved.

What would SAQA recognition mean for SASQ members, quality practitioners, employers, training providers and the future development of the profession?

Would it strengthen SASQ's role—or could there be alternative approaches to achieving professional recognition?

This webinar will provide an open platform to examine the arguments, opportunities, risks and implications.

There will be no predetermined answer.

We will present the issues.

We will debate the alternatives.

We will hear different perspectives.

Then we will put the question to a vote.

Should SASQ pursue SAQA recognition?

Let's put it to a vote.

Prof Roy Ramphal has almost 45 years of experience in industry and academia. He is a SASQ lifetime achiever, an ASQ Senior Member, as well represents SASQ in the SABS 176 Technical Committee. Amongst his research and publications in many quality related topics, he also researches professional boddies.

SITE VISIT

Wednesday 28 October 2026

Still to be Confirmed



Workshops

Thursday 29 October 2026

Venue: ABB Campus

2 Lake Road, Longmeadow Business Estate
(North), Modderfontein, 1609, Gauteng, South
Africa.



At 08.00 AM - 09.00 AM

Registration

At 09.00 AM - 09.30 AM

Welcome, Address by ABB Executives

At 09.30 AM - 10.30 AM

Preparing for the next generation of quality management systems (ISO 9001: 2026 and ISO 19011: 2026)

Mr David Stables

The quality profession is entering an important new phase with the publication of ISO 9001:2026 and the revised ISO 19011:2026.

ISO 9001 remains the internationally recognised framework for Quality Management Systems, while ISO 19011 provides guidance for auditing management systems. Together, these standards influence how organisations establish, maintain and evaluate their management systems.

But what has changed—and what do these changes mean in practice?

This webinar will explore the key developments, new expectations and practical implications of ISO 9001:2026 and ISO 19011:2026. It will consider what organisations, quality managers, auditors and consultants need to understand as they prepare for the transition and application of the revised standards.

The discussion will also look beyond simply identifying changes to consider an important question:

How can the new requirements and guidance add value rather than simply create another compliance exercise?

Join us to explore the new standards and what they mean for the future of quality management and auditing straight from one of the crafters of the new standards.

Mr David Stables has many years of quality experience in academia as well as in industry. He is also a member of the SABS 176 Technical Committee, and has been intensively and closely involved with the new ISO 9001:2026 and ISO 19011:2026 Standards in local, national and global committees.

At 11.00 AM - 12.00 PM

**Get Six Sigma Training – White Belt
Start Your Six Sigma Journey**

Dr John Higgins

How can organisations reduce waste, minimise variation, solve problems and improve processes more systematically? Six Sigma provides a structured approach to improving organisational performance by using data, problem-solving techniques and disciplined process improvement.

This practical webinar introduces participants to the fundamentals of Six Sigma at White Belt level. It is designed for quality professionals, managers, supervisors, team leaders and anyone interested in developing a foundation in process improvement and operational excellence.

Participants will gain an understanding of the Six Sigma philosophy, key concepts, process variation, problem-solving and the DMAIC approach—and how these principles can be applied in the workplace.

Importantly, this is more than simply an introductory presentation.

Participants who complete the session will receive a Certificate at Six Sigma White Belt level, providing recognition of their participation and foundational learning.

The session will be facilitated by Dr John Higgins, a certified Six Sigma professional and experienced training consultant, bringing practical knowledge and industry experience to the discussion.

Take the first step towards becoming a Six Sigma practitioner.

Learn. Participate. Earn your White Belt certificate.

Dr John Morwood Higgins is an experienced Lean Six Sigma professional, consultant and trainer with extensive practical experience in quality, process improvement, engineering and organisational performance. His Six Sigma expertise is supported by formal qualifications and more than five decades of professional experience across manufacturing, engineering, service operations, quality management and consulting.

John has specialised in Lean Six Sigma training and implementation, delivering programmes from Yellow Belt through Green Belt and Black Belt level. He has lectured and consulted in Lean Six Sigma and has developed and delivered programmes both locally and internationally. His international experience includes training and programme implementation for organisations in Saudi Arabia and China.



Workshops

Thursday 29 October 2026

Venue: ABB Campus

2 Lake Road, Longmeadow Business Estate
(North), Modderfontein, 1609, Gauteng, South
Africa.



At 12:15 PM - 13.00 PM

Mr Karl Koner

Beyond Checkbox Compliance: Driving Enterprise Value via the End-to-End Transversal Value Pipeline

Is your Quality Management System genuinely improving your organisation—or is it simply helping you pass the next audit?

Many organisations invest significant effort in maintaining compliance, completing corrective actions and preparing evidence for auditors. Yet compliance alone does not necessarily translate into customer value, operational efficiency, profitability or sustainable performance.

This webinar challenges organisations to look beyond “checkbox compliance” and consider how quality can contribute directly to enterprise value.

The End-to-End Transversal Value Pipeline provides a way of thinking about how value flows across organisational boundaries—from customer needs and business processes through to operational execution, performance outcomes and customer experience.

The session will explore how organisations can identify hidden sources of waste, friction, delays, duplication and lost value that traditional quality approaches may overlook.

The central question is:

How do we move from proving that processes are compliant to demonstrating that they actually create value?

Join us for a thought-provoking session by Karl Koner, that challenges traditional approaches to quality and explores how the quality profession can become a stronger contributor to enterprise performance, customer value and business results.

Move beyond the checkbox.

Follow the value.

Transform quality into enterprise impact.

Karl Konar has extensive experience in organisational transformation, human capital strategy, change management and performance improvement. His professional focus is on understanding the underlying causes of organisational problems and translating that understanding into practical interventions that create measurable business value. Karl brings a multidisciplinary perspective to organisational performance, combining organisational behaviour, leadership, strategy, human resources, risk analysis, root-cause analysis, data mining, forecasting and project management. His experience spans healthcare, government and consulting environments, where he has been involved in major transformation initiatives and operational improvement programmes.

His work demonstrates a particular interest in identifying the hidden organisational factors that prevent value from flowing effectively across functions and processes. This includes cultural friction, misalignment between strategy and budgets, ineffective processes, operational constraints and opportunities to improve shared value.

At 14.00 PM - 14.45 PM

Becoming an effective auditee

Mr Nick Kalidass

An audit is often viewed from the auditor's perspective. But what about the person being audited?

Being an effective auditee is about much more than simply answering questions and providing evidence. Auditees have an important role in ensuring that the audit is fair, objective, accurate and valuable to the organisation.

This practical session will explore what auditees should know before, during and after an audit. It will consider participation in the opening meeting, understanding the audit scope and criteria, presenting appropriate evidence, asking for clarification when necessary, addressing misunderstandings and ensuring that findings are factually accurate.

The session will also examine the closing meeting, including how auditees can respond to findings and seek clarification where they disagree with an auditor's interpretation.

Most importantly, the webinar will challenge the perception that the auditee is simply a passive participant.

Do you know your rights when you are being audited?

Join us to learn how to become a more confident, informed and effective auditee—and turn the audit into an opportunity for improvement rather than simply a compliance exercise.

Nick Niranjana Kalidass is an experienced quality professional with more than 40 years of international experience across South Africa and several African countries. His career provides him with a valuable perspective on auditing because he has experienced management systems from both sides of the audit process. This extensive experience makes him particularly well positioned to address “Becoming an Effective Auditee” and help organisations understand how to participate confidently, provide meaningful evidence, engage constructively with auditors and derive greater value from the audit process.



Workshops

Thursday 29 October 2026

Venue: ABB Campus

2 Lake Road, Longmeadow Business Estate
(North), Modderfontein, 1609, Gauteng, South
Africa.



At 15:00 PM - 15.45 PM

Digital Resilience and Quality 4.0: Governing AI and Automation

Dr Noah Julius

Digital transformation is changing how organisations operate, make decisions and deliver value. But as automation, data and artificial intelligence become increasingly embedded in business processes, a critical question emerges: How resilient is your organisation when the technology you depend on fails?

This workshop explores how digital tools can strengthen real-time monitoring, predictive decision-making, process consistency and recovery capability, while also creating new risks—including poor data quality, algorithmic error, cyber disruption, fragile digital supply chains and unclear accountability.

Drawing on the principles of ISO 9001 and ISO 22301, participants will explore practical approaches to governing digital dependencies, defining ownership, establishing meaningful controls and metrics, testing disruption scenarios and embedding responsible AI oversight.

The workshop will help participants understand why Digital Resilience and Quality 4.0 are complementary capabilities, rather than separate technology initiatives.

If your organisation is increasingly dependent on automation, AI and data, this is an opportunity to consider how to protect customer value, sustain trusted operations and innovate with confidence.

Don't just digitise. Build resilience into your digital future.

Dr Noah Julius is an executive management consultant and scholar-practitioner with more than 26 years of corporate experience, combining expertise in organisational transformation, leadership, management systems and organisational resilience. His professional certifications include ISO 22301 Business Continuity Management Senior Lead Implementer, ISO audit techniques, Business Intelligence and Knowledge Management, ISO 45001 and ISO 14001, as well as Prosci ADKAR Change Management. His experience spans business continuity, quality, risk management, process assurance, leadership, culture, change and organisational resilience across public and private sector environments. Dr Julius brings together technology, people, systems and resilience to help organisations navigate an increasingly digital and complex business environment.



Conference

Friday 30 October 2026
Venue: Emperor's Palace
Conference Centre
Johannesburg



At 09.00 AM - 09.30 AM

Welcome and Address by SASQ Chairman

At 09.30 AM - 10.15 AM

**Climate Change and role of quality professionals
Dr Tshenge Demana (Ex DTIC)**

Climate change is no longer only an environmental issue—it is increasingly a quality, risk and leadership issue. Organisations are facing changing environmental conditions, resource constraints, disruptions to supply chains, evolving customer expectations and increasing regulatory pressures. These developments have direct implications for the ability of organisations to consistently deliver products and services that meet requirements.

This presentation explores the quality impact of climate change and examines the role that quality leaders can play in helping organisations respond. It considers how climate-related risks can affect processes, infrastructure, suppliers, resources, product conformity, business continuity and organisational performance.

The presentation will also explore the implications of climate change for risk-based thinking, leadership, strategic planning, performance management and continual improvement. Particular attention will be given to the relevance of climate change within management systems and how organisations can incorporate climate considerations into their existing quality practices.

The central message is that quality professionals can no longer view climate change as an issue belonging exclusively to environmental specialists. Quality leadership has an important role in anticipating climate-related risks, protecting organisational resilience and ensuring continued customer value.

The presentation challenges quality professionals to ask:

How prepared is your Quality Management System for the quality risks created by climate change?

Dr Tshenge Demana is an experienced specialist in quality, standards, sustainability policy and business strategy, with extensive experience in South Africa's public-sector industrial and economic development environment.

He previously served in senior management roles within the Department of Trade, Industry and Competition, where he contributed to the development of South Africa's Metrology, Standards, Accreditation and Quality Assurance (MSAQA) framework.

Dr Demana was also involved in initiatives supporting the establishment and development of the National Metrology Institute as an independent entity and directed the National Industrial Energy Efficiency Project. Following the Johannesburg Climate Change Conference, he played a role in establishing the National Cleaner Production Centre (NCPC).

He holds a Ph.D. in Chemistry from the University of Michigan, USA, and has served on the CHIETA and UNISA Business School Advisory Council boards.

His professional interests include international standards, operational excellence, sustainability, global best practice and creating organisational value beyond compliance.

Dr Demana brings a distinctive perspective that connects standards, public policy, sustainability and organisational performance, making his contribution particularly relevant to organisations seeking to understand how quality and standards can support broader economic, environmental and business objectives.

At 10.15 AM - 11.00 AM

AI and quality impact

**Mr Norbit Williams
(ESKOM)**

Artificial Intelligence is rapidly changing the way organisations operate, make decisions and manage quality. While AI presents significant opportunities for improving efficiency, consistency, prediction and decision-making, it also introduces new questions about quality, reliability, accountability and risk.

This presentation explores the potential impact of AI on the quality profession and on organisational Quality Management Systems. It considers how AI can support data analysis, process monitoring, predictive quality, problem identification, risk management and continual improvement, enabling organisations to move beyond reactive approaches towards more intelligent and predictive quality management.

At the same time, the presentation examines the quality risks associated with AI, including poor-quality data, algorithmic errors, bias, lack of transparency, inappropriate decisions and over-reliance on automated systems.

The presentation challenges quality professionals to consider how existing quality principles can be applied to AI-enabled processes and how organisations can establish appropriate governance, controls, human oversight and performance measures.

The central question is:

Will Artificial Intelligence simply automate existing approaches to quality—or can it fundamentally transform the way organisations create and manage quality?

The presentation explores how quality professionals can embrace AI while ensuring that trust, reliability, customer value and continual improvement remain at the centre of organisational performance.

Conference

Friday 30 October 2026
Venue: Emperor's Palace
Conference Centre
Johannesburg



Profile - Mr Norbit Williams

Norbit Williams is an experienced ICT and strategic operations executive with more than 20 years of public- and private-sector experience, including extensive executive-level experience within national government and large organisations.

He currently serves as Senior Manager: Group IT Governance Services at Eskom, where his expertise encompasses ICT governance, risk and compliance, digital transformation, cybersecurity, master data management, supplier relationships and cloud migration. His work focuses on ensuring that technology is effectively governed and aligned with organisational strategy and business objectives.

Norbit holds a Master of Information Technology from the University of Pretoria and a B.Com Honours in Information Systems from the University of the Western Cape. He also holds professional certifications and training in COBIT, ITIL, PRINCE2, public management and executive leadership, and is a Chartered CIO.

He was a 2023 South Africa CIO of the Year finalist, reflecting his contribution to the ICT leadership environment. For the SASQ Conference, Norbit brings a valuable technology-governance perspective to the discussion on Artificial Intelligence and Quality. His experience provides insight into how organisations can manage the opportunities and risks associated with digital technologies while maintaining governance, accountability, risk management and organisational performance.

At 11.30 AM - 12.15 PM

Thembekile Mlangeni
(DTIC)

Implementation of the Mutual Recognition Agreement (MRA) in the AfCFTA: Challenges and Opportunities

Can Africa create a single market if countries do not recognise each other's evidence of conformity?

The African Continental Free Trade Area (AfCFTA) provides an unprecedented opportunity to expand intra-African trade, stimulate economic growth and strengthen regional integration. At the heart of this ambition is the Mutual Recognition Agreement (MRA), which seeks to enable participating State Parties to recognise and accept each other's conformity assessment results—reducing unnecessary duplication in testing, inspection and certification.

But turning this ambition into reality presents significant challenges.

A major concern is the shortage of internationally accredited laboratories and quality infrastructure institutions across the continent. Without adequate and trusted Quality Infrastructure (QI), businesses may continue to face repeated testing, inspection and certification requirements when attempting to trade across borders. The resulting barriers can increase costs, delay market access and undermine the very objectives of AfCFTA.

This presentation examines the implementation challenges and opportunities associated with the MRA, including the institutional and operational arrangements required for effective recognition. It will also explore alternative pathways and practices currently being used for regulatory conformity where formal mutual recognition remains difficult.

For quality professionals, regulators, conformity assessment bodies, laboratories and businesses, this is an important discussion about the future of African trade, standards, accreditation and quality infrastructure.

Can Mutual Recognition become a catalyst for African trade—or will weaknesses in Quality Infrastructure continue to hold back the AfCFTA vision?

Join us to explore the challenge, the opportunities and what it could mean for the future of Quality and Trade in Africa.

Thembekile Mlangeni is an experienced international trade negotiator and trade policy specialist with extensive expertise in market access, trade facilitation, Technical Barriers to Trade (TBT), Non-Tariff Barriers (NTBs) and regional economic integration.

She currently serves as Director: Market Access at the Department of Trade, Industry and Competition (the dtic), where she leads and oversees South Africa's participation in AfCFTA negotiations, including Industrial Tariffs, Technical Barriers to Trade and Rules of Origin. She also leads national stakeholder consultations on TBT and NTB issues and chairs South Africa's TBT institutional coordination work involving National Quality Infrastructure institutions and regulators.

Her international experience includes approximately eight years representing South Africa at the World Trade Organisation (WTO) in Geneva, where she served as a market access negotiator and represented South Africa in the Council for Trade in Goods and related committees. She also served as Chair of the WTO Committee on Rules of Origin in 2018–2019.

With Masters degrees in Diplomatic Studies and Economics, together with extensive research, negotiation and policy experience, Thembekile brings a unique understanding of the relationship between standards, conformity assessment, Quality Infrastructure and international trade.

Her experience makes her particularly well positioned to examine the challenges and opportunities of implementing the AfCFTA Mutual Recognition Agreement and its potential impact on facilitating African trade.

Conference

Friday 30 October 2026
Venue: Emperor's Palace
Conference Centre
Johannesburg



At 12.15 PM - 13.00 PM

Ashveer Raghunandan
(Illovo Sugar Malawi)

From Quality 4.0 to Intelligent Quality Leadership Capabilities for AI Adoption in Continuous Process Manufacturing

Can AI transform quality from detecting problems after they occur to predicting and preventing them before value is lost?

Quality management in continuous process manufacturing has traditionally depended on standardisation, process stability, variation reduction and disciplined control. Artificial Intelligence introduces a different paradigm—one based on learning, prediction and probabilistic decision-making.

The challenge, however, may not be the technology. Are organisations and their leaders ready to use it effectively?

Drawing on doctoral research into the organisational characteristics required for executive-level AI adoption, this presentation examines the transition from Quality 4.0 to Intelligent Quality. It explores how leadership behaviour, organisational readiness, technological infrastructure and human-AI interaction influence successful AI adoption.

The research highlights the importance of capabilities such as strategic foresight, algorithmic appreciation, intellectual humility, technological trust, structural ambidexterity and translation leadership—the ability to connect deep process expertise with data science capability.

The presentation demonstrates how AI can extend quality management beyond retrospective measurement, conformance and corrective action towards prediction, prevention and optimisation.

For quality and manufacturing leaders, the session provides a practical perspective on introducing AI while preserving the safety, stability and operational discipline essential to high-reliability manufacturing.

The central message is compelling:

The future of quality is not simply digital. It is intelligent—and leadership is the bridge between the two.

Ashveer Raghunandan is a senior manufacturing and process-technology leader with more than 25 years of experience in sugar manufacturing, process engineering, technology development, capital projects, commissioning and operational improvement.

He currently serves as Manufacturing Director at Illovo Sugar Malawi, where he is responsible for manufacturing performance, product quality, cost optimisation, continuous improvement and capability development. His previous senior leadership roles within Illovo Sugar Africa included Head of Specialisation – Process & Technology and Head of Specialisation – Manufacturing, providing group-level leadership in operational excellence, process optimisation, recoveries improvement, technology adoption and manufacturing capability.

Ashveer is also undertaking doctoral research into Executive Leadership and AI Adoption in Continuous-Process Manufacturing. His research examines the leadership, organisational, cultural, human-capital and technological conditions required for successful AI adoption.

His technical expertise spans process optimisation, Lean and Six Sigma, operational excellence, quality improvement, data-driven decision-making and technology innovation.

For the SASQ Conference, Ashveer brings a distinctive combination of senior manufacturing leadership, deep process-engineering expertise and research into AI adoption. His presentation, "From Quality 4.0 to Intelligent Quality," explores how organisations can use AI to move quality beyond retrospective measurement and corrective action towards prediction, prevention and optimisation.

His central message: technology enables the transformation—but leadership makes Intelligent Quality possible.

At 13.00 PM - 14.00 PM **Lunch**

Conference

Friday 30 October 2026
Venue: Emperor's Palace
Conference Centre
Johannesburg



At 14.00 PM - 14.45 PM

**Thornton van Wyngaardt
(GRC Link)**

Leveraging AI, Automation and Integrated Management Systems to Transform Organisational Performance

Is your management system ready for the digital age—or are you simply digitising yesterday's way of working? Organisations are operating in an increasingly digital, connected and data-driven environment. Traditional quality management approaches remain important, but organisations now have an opportunity to combine established quality principles with Artificial Intelligence, automation, advanced analytics and integrated management systems to fundamentally improve how they manage performance.

This presentation explores how organisations can move beyond compliance-focused management systems and use technology to strengthen decision-making, governance, risk management and operational excellence.

The session will demonstrate how AI and automation can support more effective audits, streamline compliance activities, retain organisational knowledge, improve process visibility and enable more meaningful continual improvement. It will also consider how integrated management systems can connect quality, environmental, occupational health and safety, information security and other organisational requirements within technology-enabled frameworks.

Delegates will gain practical insights into applying Quality 4.0 principles, integrating digital technologies into existing management systems and developing more intelligent and resilient organisations.

The presentation challenges quality professionals and business leaders to rethink the role of technology:

Are we using technology simply to automate compliance—or are we using it to transform organisational performance?

Join Thornton van Wyngaardt for an exploration of how people, processes, data and technology can come together to create intelligent management systems and sustainable organisational excellence.

Thornton van Wyngaardt is a strategic business leader with more than 17 years of experience across Governance, Risk and Compliance (GRC), Human Resources and SHEQ advisory. As Managing Director of GRC Link (Pty) Ltd, he leads a specialist consulting practice focused on ISO management systems, compliance, risk and organisational performance across a diverse range of industries.

Thornton has extensive practical experience in the design and implementation of ISO-aligned management systems, with expertise covering ISO 9001, ISO 14001, ISO 45001, ISO 22000, ISO 27001 and ISO 50001, as well as ISO 31000 enterprise risk management. His experience also includes ISO implementation and lead-auditor training, enterprise risk management and root-cause analysis.

His professional approach combines technical management-system expertise with commercial and strategic leadership, enabling organisations to connect governance, risk, compliance and operational performance.

Thornton is particularly interested in helping organisations move beyond traditional compliance approaches through technology-enabled management systems and more integrated approaches to governance and performance.

His qualifications include an MBA Essentials programme in Business Management and Strategy, Postgraduate Diploma in Total Quality Management from UNISA, BCom in Industrial Psychology from North-West University and a NEBOSH International Diploma, supported by extensive professional development in ISO standards, auditing and management systems.

For the SASQ Conference, Thornton brings a practical business perspective to Quality 4.0, exploring how AI, automation and integrated management systems can help organisations transform quality and compliance systems into intelligent platforms for better decision-making, resilience and organisational performance.

At 15.00 PM - 15.45 PM

Ethics beyond compliance

Dr Lincoln Cave (The Ethics Institute)

Organisations can have policies, procedures, codes of conduct and regulatory controls—and still face difficult ethical choices. Compliance establishes minimum requirements; ethics challenges organisations to consider what is right, responsible and sustainable when the rules do not provide the complete answer.

This presentation explores the distinction between compliance-driven behaviour and an ethical organisational culture. It considers how leadership, values, accountability, transparency and decision-making influence ethical behaviour across an organisation.

For quality and governance professionals, the issue is particularly important. Management systems are designed to provide structure and control, but their effectiveness ultimately depends on the behaviour and decisions of the people operating within them.

The session will challenge delegates to consider whether their organisations merely “do what the rules require”, or whether they create an environment where people are encouraged to do the right thing—even when nobody is watching.

Conference

Friday 30 October 2026
Venue: Emperor's Palace
Conference Centre
Johannesburg



Profile: Dr Lincoln Cave

Dr Lincoln Cave is an organisational ethics specialist with more than 30 years of professional experience, including extensive experience in national security, international relations, governance and ethics. He currently serves as Executive: Organisational Ethics at The Ethics Institute (TEI) in South Africa.

He holds a Doctorate in Public Management from Tshwane University of Technology, a Master's Degree in Security Studies from the University of Pretoria, a Postgraduate Diploma in Legal Principles Compliance from the University of Johannesburg and a Corporate Forensic Investigator Diploma. He is also a Certified Ethics Officer.

Dr Cave has extensive experience in ethics training, ethics awareness, governance and organisational ethics, having conducted training for a range of professionals and stakeholders, including security managers from state entities and members of foreign intelligence services. He has also contributed to ethics awareness initiatives through Global Ethics Day.

His published work covers areas including ethical decision-making, regulatory compliance, corporate governance, public-sector ethics, forensic practice and ethical leadership. His recent work has also examined the distinction between compliance and ethical culture, highlighting the importance of ethical judgement when rules do not provide a complete answer.

For the SASQ Conference, Dr Cave brings a particularly relevant perspective to "Ethics Beyond Compliance": moving from simply meeting rules and requirements towards building organisations in which ethical leadership, culture, accountability and judgement shape everyday decisions.