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GROUP COMPLIANCE EXECUTIVE, HALFWAY GROUP
MEMBER OF NADA'S LEGAL AND COMPLIANCE COMMITTEE

Name: Adv. Suzette Neuhoff

Occupation: Group Compliance Executive at Halfway Group, and member of NADA's Legal and Compliance Committee

A Brief Summary of Your Background

As Advocate by profession and serving as the Group Compliance Executive at the Halfway Group, I help navigate the complexities of compliance, risk and law. With over 30 years of experience across audit, risk, legal and compliance, what keeps me genuinely passionate about this work is its human element - at its core, compliance is about people. It is about building trust, enabling sound strategic decisions, and helping the business grow responsibly and sustainably.

Having recently concluded my tenure as a Director of the Compliance Institute Southern Africa (CISA) and Chair of its Audit and Risk Committee, I remain deeply committed to advancing our industry. I currently serve on NADA's Legal and Compliance Committee and participate on its National Executive Committee as an invitee.

What Does a Day in Your Role Look Like?

No two days are ever identical, and frankly, that is what keeps me energised!

I am privileged to operate in a role where I can influence broad strategy, safeguard organisational reputation, and actively cultivate a culture of integrity. On any given day, I might be engaging with regulatory bodies, evaluating emerging commercial risks, framing compliance solutions, advising executive leadership, or mentoring my team. It's a dynamic balancing act that pairs high-level strategic vision with grounded, real-world problem solving.

What Are the Challenges and Rewards of Your Position?

Women bring indispensable perspectives to the boardroom. By blending empathy, resilience, and sharp accountability, female leaders consistently drive balanced, high-performance outcomes.

A central focus of my role is evolving Compliance from a traditional 'policing' function into a trusted strategic partner, one that actively protects the bottom line while driving sustainable growth. Achieving this requires earning trust, fostering open dialogue, and demonstrating to executive management that strong governance is a business enabler, not a brake pedal.

Compliance maturity naturally varies across different business units, but I view those gaps as opportunities to cultivate ownership and integrate good governance into daily decision-making. The ultimate reward is seeing our teams embrace compliance not as a mandatory checklist, but as a catalyst for making better, more confident business decisions.

In Which Areas Can the Motor Industry Improve?

The automotive landscape is evolving at a rapid pace. Heightened regulation, digital transformation, and the influx of new global entrants, particularly Chinese brands, are shifting consumer expectations and disrupting traditional retail models.

To lead in this new era, the industry must deeply embed customer outcomes into its operational DNA. Compliance should not exist in an ivory tower, it must directly inform how we make decisions, serve customers, and build resilient businesses. Today's buyers demand transparency, authenticity, and trust. The dealerships and groups that will dominate the future are those that embrace change, invest in robust compliance frameworks, and keep the customer at the centre of every decision.

My philosophy remains simple: Compliance is not just a function, it is a culture.

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