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Maritsa Nel



Here to be Proactive

Why the future of banking starts with its people.

As Head of Investment Banking Operations at Absa, Maritsa Nel is helping to reshape the systems and processes behind the business. Her approach to transformation, however, starts with the people responsible for making those systems work.

Operational efficiency can easily become a conversation about systems, automation and processes. For Maritsa, sustainable change requires something more: people who feel confident enough to take ownership, contribute ideas and challenge the way things have always been done.

Maritsa leads teams spanning operations, middle office, transaction management and collateral management. It is a role that

requires her to balance efficiency, risk and client value while ensuring that the people behind the operation continue to develop alongside it.

That approach can be seen in the transformation taking place within investment banking operations. Under Maritsa's leadership, the business has streamlined workflows and introduced automated processes, while also developing Flow, a system that now tracks more than 2 000 monitoring conditions.

The work is aimed at strengthening efficiency, cost management and risk mitigation while ultimately delivering greater value to clients. Maritsa has also contributed to broader system enhancements and process improvements that have helped simplify workflows across the function.

Yet technology is only one part of the story. She works alongside colleagues to solve problems, listens to different perspectives and encourages employees to take ownership of both decisions and outcomes. Her approach is not simply to provide the answer, but to give people the confidence and opportunity to help shape it.

Mentorship is an important extension of that philosophy. As a mentor, teacher and trusted adviser, Maritsa creates opportunities for colleagues to strengthen their skills and confidence while preparing for broader responsibilities.

She encourages people to speak up, question conventional thinking and play an active role in shaping solutions. In doing so, progress becomes less dependent on one person or one initiative. The knowledge, confidence and leadership needed to sustain change are developed across the team.

For Maritsa, this connection between people and performance is central to building an operations function that can continue evolving. New technology may make processes faster and more efficient, but people ultimately determine whether transformation lasts.

By investing in both, she is helping build an investment banking operations function that is more efficient and prepared for the future, while developing the people who will be responsible for carrying that progress forward.

Your
story
matters

