



# CURRICULUM VITAE

## GENERAL INFORMATION

---

First name, Name: **DUMITRU** Completion Date: **2023, August**  
PASCU Date of birth:

## I. BACKGROUND and EXPERIENCE

### A. EDUCATION / TRAINING PROGRAMS

<u>Education Level</u>	<u>Education Field</u>	<u>Graduation Year</u>	<u>Taken at/Supplier</u>
1. Ph.D. (chemical engineering/environment, industrial smell's management), 2020-2023			UPB Bucharest University
2. Executive MBA	General Management	2016	ASEBUSS / <i>Kennesaw State University/U.S.A.</i>
3. Master Degree (mini MBA)	Renewable Energy	2012	Green Power Academy London/U.K.
4. Master Degree (MA HRM)	HR Management	2005	CODECS / <i>University of Westminster/U.K.</i>
5. University Degree	Mechanical Engineering	1996	University of Suceava

#### Participation in training programs

<u>Participation in training programs</u>	<u>training provider/taken at</u>
2023, Biodiversity 2030 Roadmap quarry's life/requests & initiatives	Cembureau
2022 pre-Ph.D.: circular economy: waste to fuel/minimize waste/avoiding smell pollution, Ceprochim/R&D Institute for cement & lime industry;	
2021&2022: smell management in industrial sector/dynamic olfactometry – UPB Bucharest/nanomaterials/chemical	HeidelbergCement Romania / Bucharest;
2018 – G.D.P.R within HR (One Base)	HeidelbergCement Group / Heidelberg;
2017 – H.R. processes in H.R. Globe	Heidelberg Cement Technology Center/Ennigerloh;
2016 – CKD/by-pass dust (logistics, product development)	Asebuss/CIBER Bucharest;
2016 – Lean 6 Sigma/yellow belt,	Heidelberg Cement Technology Center / Mokra;
2016 – CKD/by-pass dust (legal & permits, supply generation)	Heidelberg Cement Romania/Fieni, Bicz, Deva
2015 – Continuous Improvement Project (CIP) / cement division,	Heidelberg Cement Technology Center / VDZ;
2014 – Cement Manufacturing Technology Online Curriculum,	Heidelberg Cement Group;
2013 – Compliance basics e-learning,	Competition Consulting;
2011 – Competitors and competition law,	
2012, 2010, 2008 – Influences of Alternative Fuels & Raw Materials in cement production, plant' equipment and stack emissions,	European Cement Research Association;
2006 – International/Regional wastes management to waste recovery,	Renor/Recyfuel (Norway/ Belgium);
2004 – E.V.A for cement plants (cement E.V.A- KPI's value drivers),	Cap Gemini Ernst & Young;
2003 – M.B.O/Performance Management (KPI's linked to incentives),	Managerial Design/Canada;
2001 – 2002: I.M.C.P. - Woodsboro LW Aggregate,	Heidelberg Cement Group/Lehigh ED USA;
2000 – Industrial process automation with e-PLAN and SIMATIC S7,	FROSYS Cluj Napoca;
1999 – Finance for non-financials; Investments project management,	HZ Management Romania / Moldocim Bicz;
1999 – Cement plant automation (PLC SIMATIC S7),	Profi-Vision Automation Berlin;
1998 – Cement plant operation,	DANCEM / Moldocim Bicz;

## **B. WORK EXPERIENCE:**

### **2021-2024 Ph.D. works: intensive researches on cement & lime sustainability pillars:**

- **Zero waste/waste to value** (to combustion & material utilization, MSW/IW Streams, Construction & Demolition Waste) to avoid pollution and releasing unpleasant smell;
- **Circularity/Biodiversity:**
  - **soils/site restoration preventing air/soil pollution** using by-products and industrial absorbents; small scale sample analyzes/utilization to capture smells (hydrogen sulfides and aromatic hydrocarbons); solution for further utilization;

**Works validation** (interpretation results, technical bottlenecks, conclusion, next steps/action plan) **between the student, Ph.D. coordinator/chemistry dept. and CEPROCIM – the technical, R&D National Institute for cement and lime industry).**

### **02/2020 - up to now: Managing Director**

**Company: Emerson Technick Maschinenfabrik**

**Business sector/area: manufacturing of food processing equipment's & machinery;**

#### **Main activities and responsibilities:**

- *Plan, set up and execute the Company short- and medium-term strategy: raw materials and spare parts, technical/investments, design and technology, quality assurance, production and delivery, environmental, health & safety, financial base and compliance to norms, standards and regulations.*
- *Adhere to smell and smoke emission/regulation – catalysts and R&D developments;*

#### **Major achievements:**

- 1<sup>st</sup> delivery on German market of a neutral smoke emission installation;
- Extend the Company's portfolio in production of food processing machines;
- Re-engineering in company activity [organization clustering, production 'cost awareness (direct/indirect costs, quality, time delivery), health & safety, workforce/staff optimization];
- ISO 45001 / 2019, 2020, 2021,2022,2023 re/accreditation;
- YTD 12.2022 vs. 2021: two times more in volume delivery with 40% less in workforce;
- YTD 12.2020 vs. 12.2019:
  - o increase 2.5 times in company's net sales and 1.75 in its net income;
- Job grading linked to reward;
- ABC inventory and stock optimization;

### **01/2018 - 12/2019 Human Resources Director**

**Company: HeidelbergCement Romania (HeidelbergCement Group)**

**Business sector/area: Building Materials;**

#### **Main activities and responsibilities (country level):**

- *Personnel administration & work relation, trade unions partnership;*
- *Recruitment and selection;*
- *Performance appraisal;*
- *Job grading, compensation and benefits, retention.*
- *Training and personnel development;*
- *Succession planning / manpower planning, talent management;*
- *Trainee's (country level), internship and apprenticeship (cement plants);*
- *Expats management;*
- *HR KPI's: benchmark and reporting;*

#### **Major achievements:**

- Retention program (key specialists and job's performers) – cement division;
- Job grading linked with base salary (BL's aggregates, RMC and cement and country level);
- Post Trainee Program for cement plant's Trainees;
- Define specific KPI's for recruitment and selection, training, comp and benefits;
- Fifth program of apprenticeship successfully launched August 2019 (CCR operators);
- Programs of apprenticeship successfully launched in Sept. 2017 and Sept.2018 (cement plant professional electricians and cement plant's flow operators);
- Selected Trainees in the field of process technology, mechanical engineering, electrical engineering and geology already in the program according to organizational needs;
- Retention schemes for experts, key holders and company specialists;
- Special development programs for company key holders promoted/lifted in the organization;
- Branding and communication strategy (different channels and workshops);
- Define the job's standard structure (cement plant) according to basic of skills and professional requirements (internal alignment and ranking);
- Company's training and development catalog; Special projects CIP & Customer Excellence (CEM, AGG, RMC); Junior Engineer Training for top talents and tech field experts;

07/2017 – 12/2017 Deputy Human Resources Director

**Company:** HeidelbergCement Romania (HeidelbergCement Group)

**Business sector/area:** Building Materials;

**Main activities and responsibilities** (cement business: plants, services and sales):

- *Recruitment and selection;*
- *Education and training;*
- *HR Globe administrator for HR processes of HeidelbergCement Romania population;*
- *Special projects (apprenticeship, internship and Trainee programs);*
- *Personnel development and succession planning;*
- *Employer Branding consolidation;*
- *Exit interviews;*

**Major achievements:**

- Define specific KPI's for recruitment and selection, training, comp and benefits;
- Third program of apprenticeship successfully launched in Sept. 2017 (cement plant professional electricians);
- Selected Trainees in the field of process technology, mechanical engineering, electrical engineering and geology already in the program according to organizational needs;
- Special development programs for company key holders just promoted/lifted from within the organization;
- Design and run the Annual Training Plan based on identified training and development needs;
- HeidelbergCement Romania Management Academy (approval of program content and its structure including targeted groups);
- Extension of HC Romania population within the Group HR Globe portal (for HR processes of performance and potential evaluation, development dialog, target settings, target evaluation, salary review);
- Most desire employer program - launched (all the subprograms aligned through the same branding and communication strategy, different channels and workshops);

03/2012 – 07/2017 Alternative Fuels Director HeidelbergCement Romania (and Recyfuel Executive Director)

**Company:** HeidelbergCement Romania (HeidelbergCement Group)

**Business sector/area:** Building Materials / Cement manufacturing: waste recovery;

**Main activities and responsibilities:**

- *Country A.F. management (AF strategy implementation for Romanian HC cement plants);*
- *Management of Recyfuel (interim waste recovery facility and waste laboratory) – company 100% owned by HeidelbergCement Romania;*
- *A.F. KPI's: record, report, optimization & benchmarking (internally and OCR/Group H.C.);*
- *part of HeidelbergCement: AFR Expert and AF Lead Buyer Groups (C.E.-C.A.)*
- *A.F. & biomass mix fuels (primary/alternatives):*
  - o *Management of sampling plans – carbon footprint/emission factors; CO2 allocations;*
- *Develop and updates A.F. Master Plans - country & per cement plant (waste streams-waste fuels, logistic-delivery, feeding/recovery constrains, needs in CAPEX/forecast);*

**Major achievements:**

- All 3 HCR cement plants increased significantly the share of alternative fuels used in their operations for the eighth consecutive year;
- 2005 – 2015: 645.000 tons of waste recovered as alternative fuel - equivalent of
  - 425.000 ton of saved fossil fuels and
  - cut in emissions (410.000 to CO2) and
  - yearly 1,25-2,75 EUR/to as cost avoidance for interim product unit;(A.F.: 2004: 5.800 tons: 2 waste streams for one cement plant, no interim recovery; 2015:135.000 tons/11 streams for 3 cement plants, interim recovery for all of them);
- national/regionals waste marketing database linked to AFR: availability/actual/best plants run;
- tendering lagoons and fresh oil sludge/recovery – long term contracts with oil refineries;
- 1<sup>st</sup> place in 2015 Innovation Contest (Country Level) for the project:
  - o “Caged sludge recovery” (additional added value of 750.000 EUR/year);
- Recyfuel' portfolio expansion to RDF production (AFE's/EVA, CAPEX execution, permits, equipment-operation, staffing, standard procedure for additional 30.000 ton/year in output);
- CAPEX fundamentals E.V.A/PP for strategic cement plant projects - waste recovery (by-pass, calciners/combustion chambers, by-pass dust, dry sewage sludge, tube feeding different RDF sources);
- Set up & develop specialized A.F. department within the plants to fit both Recyfuel&cement plant' needs (communication-job rotation, ABC inventory, AF 'service maps vs. potential failure points);

**Company:** Carpatcement Holding S.A. (HeidelbergCement Group)

**Business sector/area:** Building Materials / Cement manufacturing: waste recovery

**Main activities and responsibilities:**

- *Management of Recyfuel company:*
  - o *alternative fuels production and delivery plus ISO 17025 waste laboratory;*
  - o *Recyfuel's CAPEX/AFE's, P&L, CFS (operation), logistic operation, R&D for new A.F to anticipate waste market movements/new waste stream developments;*
- *Manage the long term partnerships in waste recovery – country level;*
  - o *management of "Investments-A.F delivery" partnerships in Deva, Fieni, Bicaz;*
- *Quality control system (procedure and measures) for upstream waste and downstream A.F. (before, during and after the burning stages);*

**Major achievements:**

- *Recyfuel Romania: staffing and organizational design (based on best practices Group's waste treatment facilities: Renor/Norway, Recyfuel/Belgium, Recy Miljo/Sweden);*
- *Recyfuel Romania design and set up as:*
  - o *profit center in Carpatcement Holding side and*
  - o *cost center in Recyfuel: (positive P&L, positive evolution of its bottom-line indicators);*
- *commissioning of RDF production sites (in long term partnership):*
  - o *Fieni (30.000 to/2008), Deva (30.000 to/2009) Bicaz (30.000 to/2012);*
- *burner optimization Fieni (with HTC) to feed additional A.F. (6 to/h – kiln main burner);*
- *pasty hazardous waste optimization (8 to/h, different lay outs & feedings); increase up to three times the equipment's availability and feeding volumes;*
- *technical criteria for: waste acceptance (R12), A.F reception (R1) and new waste insertion;*
- *commissioning of ISO 17025 waste laboratory;*
- *internal trainer/training: "why use AFR ?" for plant's N-2 to N-3 levels & Recyfuel;*
- *lobby contribution through specialized organization CIROM to include cement plants as BAT solution for waste management/Into National Waste Management Plan and Strategy;*

**Company:** Carpatcement Holding S.A. (HeidelbergCement Group)

**Business sector/area:** Building Materials / Cement manufacturing: H.R (org. development);

**Main activities and responsibilities:**

- *Personnel development & training for Carpatcement Holding;*
- *Manage the PDP's generated by career interviews (for succession planning and key positions employees);*
- *Roll out EVA value drivers project (CEM internal trainings and dpt. KIP's set up)*
- *MBO deployment for AG, RMX, CEM BL's (M.B.O. from N to N-2 levels);*
- *Link the employee's individual performance with rewards (M.B.O with specific departmental KPI's (EVA value drivers) linked with incentives):*
- *Country certified M.B.O. internal facilitator (Managerial Design/Canada);*
- *Performance appraisal based on MBO (mixed HR team);*

**Major achievements:**

- *1<sup>st</sup> country manpower planning: basic of skills and professional requirements (with Hudson) and Company's Key Positions profiles;*
- *Assessment center for Company key position holders (final reports);*
- *Internal assessment for Company' high potential employees;*
- *Development centers for Succession Planning employees (vs Company' key positions);*
- *extended PDP's forms over the formal training and education; roll out the process;*
- *1<sup>st</sup> mentoring trial within the company (concept, deployment, pair's match);*

**01/2003 - 01/2004 H. R. Manager**

**Company:** Romcif Fieni S.A. (HeidelbergCement Group)

**Business sector/area:** Building Materials / Cement manufacturing / human resources;

**Main activities and responsibilities:**

- *HR management of Fieni cement plant:*
  - o *Organizational HR (comp. & benefits, job description, job analyzes, ROF, RI, CBA);*
  - o *Run restructuring programs (for non-core business assets as generated by Investments in plant efficiency and modern maintenance concepts implementation)*
  - o *Cement plant recruitment & selection (new position);*
  - o *Training & education, employee development (SP, HP), performance appraisal;*
  - o *Analyze & direct the first pool of HP's toward:*
    - *the areas of experts or management/managers and*
    - *the side of cement production or support services;*

**Major achievements:**

- *cement core business, restructuring & outsourcing of non-core businesses;*
- *tough org. restructuring processes (from 2.250 to 745 employees; 1<sup>st</sup> lean organization set up; reinsertion of restructured personnel on job market/spin off;*
- *1<sup>st</sup> concept of Performance Management (quarter bonus vs. classical payments scheme);*
- *appropriate (win/win) collaboration and negotiation with strong Trade Unions;*
- *switch from "4 times/year personnel bonuses" to the system of "performance related bonus";*
- *1<sup>st</sup> structure of cement plant job analyzes/job evaluation;*

**03/1999 – 01/2003 CAPEX Project Manager**

**Company:** Moldocim Bicz S.A. (HeidelbergCement Group)

**Business sector/area:** Building materials / Cement manufacturing: Investments

**Main activities and responsibilities:**

- *Investment's CAPEX management of the plant's projects of:*
  - o *Cement plant electric power distribution;*
  - o *Grate cooler automation and rotary kiln system modernization;*
  - o *Stone and marl quarries modernization;*
- *Evaluate-update on targeted investments objectives after CAPEX execution & project's commissioning (Group post investments review);*
- *Part of International Management Candidate Program/Lehigh, USA (alternative 2 years training).*

**Major achievements:**

- *P.I.F. within the budget and in time for all investments project according to AFE's approvals;*
- *PLC S7 SCADA/Ethernet/Profibus data transfer/process running in automation loops (Profi-Vision Berlin/update the kiln line no 1 in Bicz);*
- *I.M.C.P. final project: Woodsboro Light Weight Aggregates production in Maryland/U.S.A.:*
  - o *Future unit performance & product's portfolio customization - Lehigh Easter Division (Pre/due diligence study before Lehigh's final decision: to close, sell, J.V. or invests in own LWA business);*

**08/1996 - 03/1999 Cement Plant engineer**

**Company:** Moldocim Bicz S.A. (partially HeidelbergCement Group)

**Business sector/area:** Building Materials / Cement manufacturing: cement plant maintenance;

**Main activities and responsibilities:**

- *Part of plant electrical maintenance team for:*
  - o *Low voltage electrical motors repairs (el. winding's and connections);*
  - o *High voltage motors repairs and maintenance (rings motors);*
  - o *Low voltage electric power installation maintenance works;*
  - o *New Dancem dedusting ESP units for cement plants/grate cooler (the first environmental major investments in a cement plant to replace dedusting cyclones);*

**Major achievements:**

- *increase the maintenance time life of conveyors (adequate, smooth-running mode);*
- *monitor the interventions frequency and fault cause analyzes (functional equipment's time in between the failures) – a coarse version of actual MTBF system records;*



## C. SKILLS and KNOWLEDGE

### a. Communication skills:

	<b>Languages (incl. mother tongue)</b>	<b>Listening</b>	<b>Speaking</b>	<b>Reading</b>	<b>Writing</b>	<b>Language levels</b>
a	Romanian	4	4	4	4	4 = Mother tongue / bilingual
b	English	3	3	3	3	3 = Fluency
c	German	1	1	1	1	2 = Semi-fluency
d						1 = Basic knowledge

Good command on Microsoft Office' tools; SAP user (PM, MM, HR, HR Globe); planning & production software (ROCA);

### b. Strategic and managerial skills:

Crafting strategy, customer focus, consistent leadership, health & safety awareness, innovation management, dealing with paradox and ambiguity, conflict management/problem solving, develop direct reports/subordinates;

### c. Organizational and operating skills:

Drive for results (*plan and execute O.P.*), organize (*dealing with targets and time bounded tasks*), manage and measure works (*M.B.O's, KPI's including their optimization*), Investments and strategic developments (*EVA, NPV, IRR, CAPEX, core business/non-core business expansion*);

### d. Presentation skills:

Presentations/Conference/Seminars:

- *Numerous presentations held on technical solutions for waste recovery (Group HeidelbergCement CE-CA level), organized or asked by Romanian Association of Sanitation (Asociatia Romana de Salubritate) or Romanian Cement Association (CIROM);*
- *Presentations on cement industry key sustainability issues (zero waste, CO2 reduction/biomasses, production quality, renewable energy, binders, cementitious materials etc.) on CONSILOX – the Conference on the Science and Engineering of oxide materials;*
- *International Conference of the Institute for Business Administration in Bucharest 2016;*
- *Presentations and technical related documentation for central and counties local authorities to promote the cement plants as the best environmental services providers;*
- *Guest speaker to:*
  - *Polifest/Bucharest Technical University and BuzzChamp events in respect of Trainee and Internship programs of HeidlebergCement Romania;*
  - *ASEBUSS/Kennesaw State University: statistics, matrix prediction and forecast on a quarter energy consumption of an entity acting in the heavy industry (e.g., cement, mining, steel): markets/spot/trading/pick hrs. etc.*

### e. Personal and interpersonal skills:

- Understands how trend and politics impact on business future; skills to influence decision-making;
- Motivating and understand others, building effective teams, ethics, integrity and trust;
- Intellectually curios focused on key developments and trends to have solutions before they are asked;

## D. EFFECTIVENESS AREAS:

- General and strategic management/puzzling (create regional /national strategic long-term frames, propose, develop and execute) business strategies/blue ocean;
- Cement business (production, maintenance, KPI's, waste to value-AFR, health & safety, CO2 & emissions);
- Corporate Social Responsibility & Environmental Sustainability
  - climate change/net zero, decarbonization;
  - circular economy/recycling-reuse, zero waste/AFR;
  - renewable energy/WHPG/wind/solar/
  - biodiversity & land/site recultivation, restauration;
  - water management (planning, solution, usage);

- Smell's management released by industrial production processes;
- Cost's awareness (OPEX, budgeting, product leadership, continuous improvement management / lean 6σ);
- Project management (CAPEX, AFE's, EVA, IRR, PP);
- Strategic HR Management (inclusion workforce/equality, pipeline/SP, incentive/retention strategies, coaching and mentoring);

## E. LITERATURE/INTERNATIONAL WORKS & PUBLICATION

- **Hydrogen Sulphide Sequestration with Metallic Ions in Acidic Media Based on Chitosan/s EPDM/Polypropylene Composites Hollow Fiber Membranes System** (directing and absorbing unpleasant smell on production sites);  
(Published: 17 March 2023, MDPI/Membranes section, Basel, Switzerland);
- **Recuperative Amino Acids Separation through Cellulose Derivative Membranes with Microporous Polypropylene Fiber Matrix** (a separation frame work as to create an absorbent membrane to retain predicted concentration of the smell carrier);  
(Published: 5 June 2021, MDPI/Membranes section, Basel, Switzerland);
- **Removing of the Sulphur Compounds by Impregnated Polypropylene Fibers with Silver Nanoparticles-Cellulose Derivatives for Air Odor Correction** (an experimental study on absorbing unpleasant smell using specific media and tools followed by odor/air correction possibilities);  
(Published: 1 April 2021 MDPI/Membranes section, Basel, Switzerland);
- **Accessible Silver-Iron Oxide Nanoparticles as a Nanomaterial for Supported Liquid Membranes**  
(Published: 1 May 2022 MDPI/Nanomaterials section, Basel, Switzerland);
- **Membranes based on cellulose acetate recovered from cinematographic films for protein retention**  
(Bucharest U.P.B. Sci. Bull., Series B, Vol. 83, Issue 4, 2021 ISSN 1454-2331);

## II. ADDITIONAL INFO:

- Part of HeidelbergCement AFR Group Expert and WG Climate changes/CIROM;
- Direct subordinates developed and promoted in managerial/executive Romanian CEM Group level (technical CEM maintenance, RMC, environmental, AFR, health& safety);
- Active part on several organizational changes within the company – spin off, long term partnerships, new entities, merger etc. (Romcif, AFR partnerships, Recyfuel, HeidelbergCement Romania subsidiaries and reorganization);
- Internal trainer HeidelbergCement Romania on industry trends, impacting on sustainability pillars; define and create programs for the main pillars (evaluate awareness at own workforce levels including management and local/regional authorities);
- My short resume also on: <https://www.heidelbergcement.ro/ro/dumitru-pascu> or Dan Pascu LinkedIn profile;

## III. HOBBY:

Running trials, tracking, paintings-pastel, land/site's restauration, areal biodiversity;