

# THE **EMPOWERMENT**

SPECIAL EDITION: OCTOBER 2019

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## **TRANSFORMING TRANSFORMATION** EMPOWERMENT MUST BE DRIVEN BY ENTREPRENEURS



**FEATURING:**  
**The Top Empowered Companies of 2019**



**BUSINESSREPORT**

**INDEPENDENT**

# THE COMPENSATION FUND

## LAUNCHED A **NEW** ONLINE CLAIMS MANAGEMENT SYSTEM CALLED COMPEASY

On the **12th October 2018**, we launched the **Compensation Fund's** modernisation project, **eCOID**. The **eCOID** project is aimed at developing an integrated online platform for the business of the Fund using the S4i – SAP for Insurance solution.

The first phase of the project was to develop a claims management system, which we promised would be launched in the second quarter of the 2019/2020 financial year. This system will replace the current claims management system, *Umehluko*.

CompEasy was be launched on **01 October 2019**.

### The benefits of the new claims system are:

- Faster turnaround due to efficient, streamlined processes
- Correct workflows – the right process going to the right person at the right time
- Open communication – status updates on the progress of your claims
- Timeous payments to all stakeholders
- A single source of the truth – data migration from legacy systems
- Correct data - data cleansing and enrichment

The system go-live activities will include a systematic cut-over approach that will be executed, to ensure that we successfully transition to the new system. Impacted stakeholders include Employers, Employees, Beneficiaries, Switching Houses, and Medical Service Providers. All Pensioners/Beneficiaries will not be affected by this process and will be paid their monthly pensions as per the normal

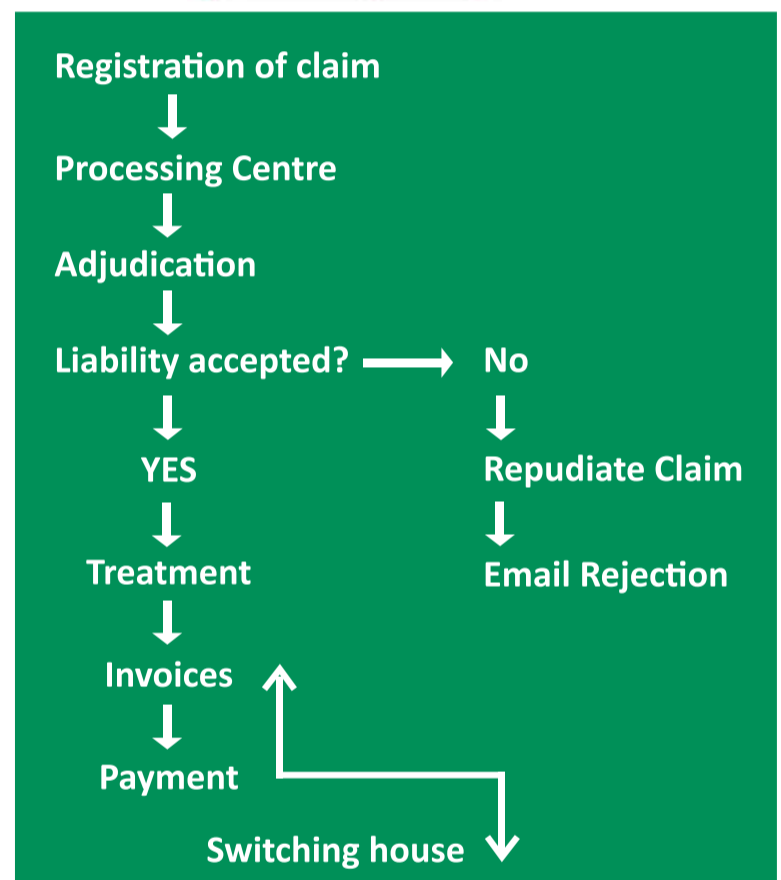
payment dates.

Pre-authorizations requests should still be sent to the dedicated pre-authorizations email address where feedback will be given by our processing team.

*As of 12 September 2019, the uMehluko system will be unavailable to all users.*

For submission of claims and claim related inquiries during this period please send an email to **CompEasy@labour.gov.za**

*We request for your patience and understanding during this time.*



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By Lerato Ratsoma

# Focus on the intended goals

## One-size-fits-all approach can never work

A few years ago, my colleague, Vuyo Jack, suggested assessing outcomes as opposed to inputs, which was met with much disagreement as most companies believed that they shouldn't be held accountable for whether, say, their enterprise development initiatives are successful or not. Which is fair, in that if the wrong beneficiaries are chosen, no amount of interventions would yield the right outcomes. However, that should not absolve businesses from the responsibility to ensure that their transformation expenditure produces real results. Some middle ground should and can be reached so that this becomes a win-win situation.

The National Development Programme lists entrepreneurship as one of the key drivers of economic growth and a tool for reducing the unemployment rate. It is therefore of national duty to ensure that if you are to spend 3% of your company's net profit after tax on enterprise and supplier development, it is actually contributing to a state that I think all companies want to see – increased demand for their products and services.

This then would necessitate companies to take note of reports such as that of Catalyst for Growth 2018, in which the non-profit organisation assesses the effectiveness of business development services offered by the enterprise development specialists. The goal is to ensure that when you spend money it is optimised and will lead to growth in small companies, which can develop capacity to hire even more people and not remain beneficiaries in perpetuity. This would serve also to grow the economy.

There needs to be a way of assessing not only impact, but perceptions too. Employment equity is not a priority element and there has been limited improvement in the statistics over time. But employment equity should be a priority because if the optics of a company are not right, it tarnishes any gains that can be made in getting buy-in from the public of BEE in general. Regardless of what ownership or the scorecard look like, if a company's profile is nowhere near the national racial profile, we will be forever fighting over points and accusing each other of fronting.

There has been progress in skills development. Many companies have said, especially those in the services industry, that there is only so much training you can take your own employees to in any given year, especially if that type of training needs to align with the South African Qualifications Authority. Therefore, opening skills development to non-employees is a step in the right direction, including the requirement to support bursaries. However, the overall weighting of skills development may need to be reconsidered because the requirement to upskill the economy is higher for those

outside the employment ambit than those inside.

Learnerships and absorption requirements have made a small difference, however the SETAs really need to come to the party in ensuring that where they are supposed to pay the stipends, that it is actually done, monthly, and on time – not six months into an internship programme. The TVET college systems also need to be jacked up. There are far too many learners with completed in-service training who wait years for their certificates to be released and no coherent reason is given for the delays.

Government also needs to report on its procurement spending. Considering that it has the largest procurement budget, there is a lot of room for government to make an impact in transforming the value chain. That is assuming that corruption is cleaned out and that only genuine companies with experience and entrepreneurial entities with clean governance records are preferred.

*To lead to better outcomes, we need to look at what is measured*

The levels of corruption in government supply chain processes have been discouraging. Perhaps the whistleblowing mechanisms in place are not effective or trusted by employees. This issue erodes trust in BEE and government intentions, especially considering that monies wasted in corruption come straight from our pockets in the form of taxes and levies. BEE should be taken seriously by government and we look forward to assessing how well it also complies with the code requirements.

Ownership is a tad more problematic as it is an emotive element with many differing views. To tackle it decisively, we need to come to some agreement on what transformed ownership looks like to all of us. Are we looking at black investors owning 25% of the JSE (although we do know that the majority of shareholders are actually institutional investors and not retail/individual investors)? Or are we looking at owner-managed businesses where the shareholders are also managers of the business (which is more probable in smaller entities)? Note that there are clear distinctions of duties between

shareholders and management of a business according to the Companies Act.

Say we agree that the management of a business falls within the ambit of the management and control element, then we can focus on what we are measuring under ownership. Do principles such as exclusions and modified flow-through bring us closer to or further away from the stated goals? What about mandated investments through institutional shareholders? Can we agree on how we want to assess these – which is critical for listed companies owned mainly by institutional investors? Is there a good reason why we don't merely look at unencumbered black ownership and leave everything else out? (That is, the black ownership net of any debt and with no restrictions to its rights.)

Everything else creates an impression of transformation but introduces doubt and lack of trust in the process from the public's viewpoint. However, if we go that route, what happens to continuing recognition of ownership post the sale by a black shareholder? And sales of assets to black people? Should these not contribute only to points on the scorecard, and not to the black shareholding percentage? This would be consistent with how equity equivalents are assessed.

I believe that removing the bells and whistles around ownership will lead to a clearer picture of the level of transformation and restore public faith in the measurement of ownership. My only reservation is how these changes would be made, as many companies have invested time and expenses in creating structures that are compliant, based on the current understanding of the codes. Therefore, a reasonable transition period would be needed should there be major changes.

The above arguments touch on numerous issues that could do with reassessment to increase the impact of empowerment initiatives and improve public perceptions of transformation. Yes, the new amendments to skills development are a good start, however they are tweaks to the current framework.

A national dialogue to discuss these and other issues could be useful right now, to reassess what we want to see out of transformation. What would transformation look like to the general public, what does successful transformation look like, and what do we need to do to get there? We are clear that as a country we need to kickstart economic growth. How can transformation assist in that? I think we are all clear that the next boom in the economy would need a whole lot more inclusive growth than previously growth periods. Robust debates can be a productive way of charting the path towards a transformed future with inclusive growth. ■

Ratsoma is MD, Empowerdex

It's time to talk about reassessing the B-BBEE Codes of Good Practice, if not overhauling them. And no, this is not to suggest the creation of yet another incidence of policy uncertainty. Rather – in the spirit of President Cyril Ramaphosa's call to pull together towards a common goal – assessing if the current form of B-BBEE is taking us closer or further away from the intended goals.

It's only six years since the amended codes were instituted, with many companies having taken more than a year to complete the transition. Even today, some sectors are yet to align with the amendments. These amendments did not receive a warm reception. There were naysayers with predictions of reduced adherence to the codes, based on their seemingly onerous requirements. What was not considered with the amendments is that a one-size-fits-all approach could never work. And that tightening the screws always creates an area of weakness in the system.

Most professional services companies, for example, have no problems maintaining and improving their scores, especially those that have a training requirement to take on articled clerks or candidate attorneys. They therefore benefit without necessarily changing their models. On the other hand, those services companies would struggle with supplier development, whereas the manufacturing and trading entities could at least make inroads in those areas. Regardless of the reasons, companies have figured out the right mix to get their level one status.

Looking at scores and weighting changes do not lead to meaningful change. To lead to better outcomes, we need to look at what is measured. The 2013 amendments were brought about precisely because the feeling at the time was that a lot of companies were achieving level one status without true transformation necessarily having taken place. It was believed then that the problem with the original codes was perhaps that they were not stringent enough, hence the need to assess the weightings of the elements and identify priority elements on which to focus. The belief was that this would spur transformation and therefore restore faith in the empowerment programme – and perhaps even start that sunset discussion that is not even an option right now.



Sea Harvest Group Limited and Brimstone Investment Corporation Limited Board Chairman, Fred Robertson, and Sea Harvest Group Limited CEO, Felix Ratheb, at the Group's JSE listing event on 23 March 2017.

## Mapping Sea Harvest's Journey to Becoming One of SA's Most Empowered Fishing and Food Companies

It is true that transformation is not a destination but a journey. This has been the experience of Sea Harvest, a company that started as a small fishing company on the Cape west coast in 1964 when a Spanish-owned company called Pescanova joined forces with Southern Sea Fishing Enterprises and Imperial Cold Storage (ICS).

Since its establishment, Sea Harvest has grown to become one of the largest employers and economic drivers in the Saldanha Bay area, which has now been declared an industrial development zone by national government. The company's growth has accelerated over the past few years in pursuit of its vision of being a leading, black-owned, responsible and diversified global seafood business.

Sea Harvest has navigated many changing tides in its 55-year history but has always honoured its commitment of delivering premium quality products to its customers, while meeting the expectations of its people and the communities in which it operates. This commitment was made when Sea Harvest first began operating and opened its doors to one of the most sophisticated processing facilities in the southern hemisphere to date. With Sea Harvest's 50th anniversary in 2014, one of its first employees, Yolinda Prezents, reminisced that, "Everyone was so excited, everyone wanted to work at Sea Harvest. We people that are born and bred in Saldanha are Baainars. The

sea's in my blood. Saldanha's in my blood. And after working in the factory for over 40 years, Sea Harvest's in my blood, too."

Since 1964 the ownership of the company has undergone various monumental changes; in 1992, founding partner, Pescanova, sold its stake in Sea Harvest to Tiger Brands (formerly ICS), which listed Sea Harvest on the Johannesburg Stock Exchange (JSE). This listing allowed for

*“Sea Harvest and Brimstone's commitment to transforming the industry will continue into the future through the R100 million South African Fisheries Development Fund established to develop small, medium and macro-sized enterprises (SMMEs) involved in the fishing industry*

the introduction of new shareholders into the company and provided access to those who had been previously disadvantaged. In 1998, post the country's first truly democratic election, broad-based black economic empowerment (B-BBEE) within the fishing industry became an imperative which facilitated the entry of Cape-based empowerment company, black-owned and managed Brimstone Investment Corporation ("Brimstone"). Brimstone invested in Sea Harvest for the first time, purchasing one million shares and bolstering Sea Harvest's black shareholding, which would

become the central anchor from which the company would evolve from a 100% white-owned company to an 83% black-owned company in just 21 years.

Brimstone, is a JSE listed empowerment company with over 3000 shareholders of which 73% are HDIs. Since its listing in 1998, Brimstone has added value to their shareholders by paying out dividends over the years made possible by their

By 2004, Brimstone had steadily increased its Sea Harvest shareholding to 21%. A seminal moment in Sea Harvest's transformation evolution was in 2009 when Brimstone led a black consortium comprised of Kagiso Investment Holdings and senior management in acquiring Tiger Brands' majority shareholding in Sea Harvest, which was at the time the largest empowerment deal in the fishing industry. Since then over the past 10 years, Brimstone has invested over R1.5 billion in Sea Harvest to ensure that the company continues to grow whilst benefitting HDIs.

Driving transformation is a non-negotiable for Sea Harvest and the company has worked hard to ensure that it supports government's endeavour to empower the previously disadvantaged. This has taken Sea Harvest from a Level 4 B-BBEE company 10 years ago to a Level 1 company in 2019. Over the past decade, Sea Harvest has achieved consistent success on its ambitious transformation journey. Central to this focus is ensuring that its employees also share in the wealth of the company through Employee Share Trusts, whilst remaining healthy and safe through a variety of safety and health initiatives that the company provides. Over the past four years the Trusts have received and paid out dividends and capital from shares of over R115 million to qualifying employee beneficiaries of the schemes.

Sea Harvest Group CEO,

Felix Ratheb, says, "Over the past 15 years as a company we have always deliberately structured our growth on the central tenant that HDIs should stand to benefit from all we do. From shareholding and employment to procurement and corporate social investment, there is always an overall aim of promoting black empowerment within the industry where we operate."

Through its activities Sea Harvest continues to provide real evidence of its commitment to leading the transformation charge with regard to its shareholding and management and in doing so redressing the past injustices that lead to the marginalisation of historically disadvantaged people in the country. Sea Harvest and Brimstone's commitment to transforming the industry will continue into the future through the R100 million South African Fisheries Development Fund established to develop small, medium and macro-sized enterprises (SMMEs) involved in the fishing industry, as well as small-scale fishers and their communities in South Africa's four coastal provinces.

Sea Harvest and Brimstone Chairman, Fred Robertson, says in conclusion that, "Sea Harvest is no doubt climbing a very steep growth path but we are ensuring that our strategic goals are achieved in a way that meets the expectations of government, industry and all South Africans in a meaningful and transformative manner."

# Factoring in the fourth wave of BEE

With calls growing for more effective transformation polices, government needs to strive for a win-win approach, writes Colin Anthony

Since democracy in 1994, the government has grappled to overcome the apartheid legacy of economic disparity. Income inequality split along racial lines remains a stubborn fracture within SA and is a major impediment to national unity.

The main policy tool to overcome the income inequality, broad-based black economic empowerment, has resulted in much progress – as is reflected in this publication which celebrates the achievements of those companies that have attained high B-BBEE scores. Another of its achievements has been the development of a strong black middle class. However, there is widespread recognition that the policy is failing to meaningfully address the country's economic imbalances and there are growing calls for a change to SA's transformation policies.

The initial vehicle to address economic disparity was the reconstruction and development programme, which was overtaken in 2000 with the Black Economic Empowerment Commission's first attempt at broadly defining BEE. Two major revisions, in 2003 (which introduced "broad-based" BEE) and 2013, have been accompanied by numerous tweaks to targets and point allocations for various factors.

Another factor is that the strong focus on ownership has served to minimise emphasis on business growth. Particularly in the early years, shareholders who bought into a company through BEE deals did little to add to the company's value, serving only to increase the company's black ownership score but not contributing operationally to the growth of the business itself, thus it did

not serve to fuel wider economic growth either.

Today more and more people, including from within government, are questioning the effectiveness of the transformation programme and calling for change.

Trade and Industry Minister Ebrahim Patel says the BEE laws in their current form need a rethink as they have not always produced the required results. While they worked well in some areas, they had not given South Africans the empowerment they require, he told Parliament in July after presenting his department's annual performance plan. "Some say empowerment has not been broad enough or not broad at all. There is real sense that we need a rethink on how we implement broad-based polices," BDLive quotes him as saying.

Patel outlined the three waves that SA has been through, as espoused by Empowerdex chairperson Vuyo Jack in this publication last year. Broadly defined, the first phase focused on passive shareholdings with beneficiaries waiting for dividends, which did not foster entrepreneurship. The second phase introduced broad-based empowerment, widening the net of beneficiaries, while the third phase focused on black people starting businesses from scratch and growing them through utilising the procurement and enterprise development opportunities offered through the BEE framework. It also focused on developing black industrialists.

Patel calls for a fourth wave that is focused on empowering workers, saying that the Competition Amendment Act

(2018) has a provision that encourages worker ownership in acquisitions.

Jack argues for a fourth wave that has similar attributes to the third wave: people will still start their businesses and pursue growth through procurement opportunities. The main difference, he says, will be that black entrepreneurs will drive this wave, "proactively engaging with politicians and corporate executives with an agenda that brings true transformation to the fore". These are the people, he argues, that take the risks, whereas politicians do not. They "bring their soul to the game, are here to build rather than destroy and are going to give more than they take".

A third – and crucial – factor for the fourth wave should be that BEE is growth-enhancing. Simply put, it should be a win-win situation in that it facilitates the growth of the small business sector while benefiting big businesses at the same time.

But for businesses, B-BBEE compliance has become increasingly complex, time-consuming and costly. This is a concern: empowerment is meant to be a business enabler. Through the trickle-down system of procurement, for example, companies are incentivised to procure from downstream black businesses. That improves their BEE rating, making them more attractive to their own clients which may include government. Again – while there has been some progress in developing a black entrepreneurial sector, the results are not nearly strong enough.

New research will add to business' concerns.

Omegal Gangapersad, in her masters thesis at Leiden University in The

Netherlands on the long-term effects of B-BBEE on JSE-listed companies, found a negative correlation between empowerment scores and a company's share price.

Using data from 2004-2018, she performed analyses over different time horizons and over different sectors – whereas previous research efforts in this field were narrower and used shorter timeframes. Gangapersad measured the share price up to five years on from a company's BEE score. For both the time horizon and sectoral analyses, the long-term relationship between BEE scores and share price performance was negative – although the findings with the sectoral analyses were a little ambiguous.

Practically speaking, Gangapersad says, the study re-emphasises that the incentives of firms that comply with B-BBEE are not sufficiently aligned with the purpose of B-BBEE. "Increasing the targets to B-BBEE compliance only aggravates this misalignment," she says, urging future transformation policy to serve as a revenue driver rather than a cost driver while contributing to reducing racial inequality. That loops back to the original goals of black economic empowerment: that it should be a win-win arrangement.

In developing policies to fuel the fourth wave of economic empowerment, government needs to factor in all these considerations. In the face of SA's embattled economy, it has no room to increase the burden on big business. Rather, it should focus on generating policies through which big businesses benefits while generating a strong, powerful sector of small black businesses. ■

## Unintended consequences of "narrow" interpretation of ownership

By Colin Anthony

Despite strong pushback, the BEE Commission is standing firm on its "narrow" interpretation of ownership requirements when companies transfer shares to trusts for socioeconomic upliftment initiatives. It has declared that the majority of transactions involving broad-based trusts do not constitute genuine and effective black ownership.

Ajay Lalu, MD of BlackLite Consulting, argues that the commission is guilty of over-interpretation.

"I have some empathy with their stance because there are substantive abuses of broad-based BEE schemes in general. We need to root out the abusive trusts but not punish all broad-based ownership schemes (BBOS)."

He refers to the commission's stance on annual general meetings as just one of many examples of over-interpretation. If a bank holds an AGM, the commission says all beneficiaries must attend. "That's absurd. It's like saying, if I own shares in an Allan Gray unit trust which in turn owns shares in say, Standard Bank, I must attend Standard Bank's AGM. But I don't have a right to attend Standard's AGM. The asset manager of the unit trust attends as representatives of the unit trust."

B-BBEE ownership entails three elements that must be in the hands of black people: exercisable voting rights based on the percentage of shares held; the rights associated with the class of those shares; and economic interest (the rights of the shareholder to receive dividends).

The commission's argument is that ownership is not attached to individuals when a trust supports a school and the beneficiaries are schoolchildren, because the end beneficiaries (the schoolchildren) change every year. Lalu says this is absurd because when a trust winds up, it passes the assets on to beneficiaries or to another trust with similar objective. "Beneficiaries would receive the trust's assets including all capital appreciation at termination. So the stance confounds me. On what basis does the commission get to that interpretation?"

Lalu says the commission's stance favours narrow-based ownership and that both ANC and government policy makes it clear that SA needs to broaden economic participation. "Narrow-based ownership can't be the objective of alleviating poverty and transformation.

You channel the dividends of companies to trusts that own shares in the company – for the benefit of beneficiaries."

An unintended consequence, he says, is that big companies are now questioning whether to include BBOS in BEE transactions. Asset managers are also withholding investment in highly regulated industries or listed companies with BBOS as shareholders. "The very amendments to phase 2 of the Codes of Good Practice were to include BBOS in ownership.

"When we engage with the commission, we find its uncompromising stance does not adhere to the written policy as articulated by DTI (trade and industry department) and it is in fact often at odds with the policy. It also goes against what is morally right." ■



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# The essence of BEE

## Top-ranked firms driving education and skills development

By Helen Grange

**E**ducating and upskilling black employees is the strengthening focus of the B-BBEE Codes of Good Practice, and this is where this year's top-ranked BBEE companies continue to outperform their competitors.

The Most Empowered Company on the JSE is construction group Wilson Bayly Holmes Ovcon (WBHO). It prides itself as a company in which education doesn't stop at internal training and apprenticeships but extends into tertiary level education for deserving black learners and providing mentorship for its bursary students. WBHO also has 16 emerging black contractors, as well as some of its own employees, on its enterprise development programme.

"Our success has been in cross-amplification of employment equity and training," says Ingrid Campbell, director of WBHO Group Support Services. "For example, our young bursary students are mentored by an older WBHO bursary student to ensure that they succeed at varsity and when they start their working life together at the company.

"We have also established amazing engineering schools with lectures held by senior operational staff, and through our trust, we offer tertiary education to our employees' children. The results of these efforts are now becoming visible and we are all extremely proud to have become a transformed company," she says.

This speaks to the efforts of the construction sector as a whole in aligning itself to the B-BBEE Codes of Good Practice, having revised its charter at the end of 2017 to adhere to the then amendments to the codes. A consistent performer is the Raubex Group, which focuses on road construction. It was the top-ranked firm last year and is second in this year's Empowerdex rankings, while Aveng Africa, a global infrastructure and resources group, is ranked at 23.

Recently, Aveng sold its Grinaker LTA Building and Civil Engineering business (Aveng Grinaker-LTA Construction) to the black-owned Laula Consortium. Aveng CE Sean Flanagan says the transaction made another "sustainable contribution to transformation of the construction industry".

Third in the overall rankings and first in the ICT category is Multichoice South Africa. In August, the pay TV service provider declared a R1.5bn dividend to shareholders of its B-BBEE scheme, Phuthuma Nathi, which has a 20% stake in the company. This followed a decision in February, as part of Multichoice's JSE listing, to allocate Phuthuma shareholders an additional 5% stake in Multichoice, which translates into far-reaching benefits to more than 90,000 individual and institutional B-BBEE shareholders.

Multichoice provides funding as well as mentorship and skills development for BEE start-ups and businesses in the film, television and media industries, while bursaries and learnerships are offered in career paths

in production, media and engineering, among others. The MultiChoice Enterprise Development Trust, meanwhile, ensures that new talent and previously disadvantaged businesses receive the opportunity to compete fairly with established contributors of content. It also provides finance for emerging production companies to acquire skills needed for high-quality productions.

Similarly, computer hardware manufacturer Mustek Ltd, which is eighth in this year's rankings, places high importance on skills development and training. It places a lot of emphasis on inhouse training of staff which also enables the company to stay abreast of constantly changing technology. Specialised staff training courses are outsourced and Mustek is a fully accredited member of the MICT Seta, reclaiming its full development levies every year. In line with national directives, priority in terms of skills development is given to previously disadvantaged individuals, including women.

The top-ranked financial services company is FirstRand, ranked fourth overall, followed by Nedbank Group (sixth), Standard Bank (ninth) and Investec Ltd (11th). FirstRand increased its black ownership between 2016 to 2017, according to the Transformation Report released earlier this year by the Banking Association of SA (Basa), but added to that, FirstRand also procures only from BEE-rated companies and has a special focus on procuring from black-owned and black women-owned entities. Various business units within the group also offer finance to small

black businesses, while mentoring is provided through FirstRand's enterprise development initiatives.

Upskilling also remains high on the agenda for the Nedbank Group, which in its pledge earlier this year to President Cyril Ramaphosa's YES initiative, a programme to tackle youth unemployment, placed 3,315 youth in its skills development programme. "Transformation is much more than compliance with the codes; it's a moral and business imperative to contribute to a sustainable future for all," Nedbank Group CEO Mike Brown said at the time.

First in the tourism sector and seventh overall is Tsogo Sun. The hospitality and gaming group is accredited as a training provider, meaning it is able to develop and provide new learning programmes that improve the skills of employees and unemployed people in local communities.

Additionally, the Tsogo Sun Entrepreneurs Programme is a nationwide enterprise and supplier development programme that supports 259 black-owned emerging businesses.

In the last financial year, Tsogo Sun spent R172m training and developing employees and a further R69m on enterprise and supplier development beneficiaries. "Management and leadership development programmes, coaching and mentoring programmes, job rotation and job shadowing training are some of the solutions used to develop talent for future roles across all levels of management, says Candy Tothill, Tsogo Sun GM of corporate affairs. "These opportunities for development and growth are key contributors to improved performance and employee retention, especially within the supervisory and management levels."

Focus areas for the future, she says, include procurement from black women-owned businesses and further opportunities to establish and support enterprise and supplier development initiatives through procurement. In the 12 months to end-March 2019, the group spent R1,6bn on products and services from black-owned suppliers, of which R628m was spent on procurement from suppliers with more than 30% black women ownership, she says.

African Equity Empowerment Investments is the top-ranked company in the generic codes – that is, all companies that don't have a sector-specific charter but adhere to the DTI's B-BBEE Codes of Good Practice. It is ranked fifth overall. AEEI is a diversified investment and empowerment company and is 73.7% black-owned, of which 38% constitutes female ownership.

On its heels in this category and in 10th place overall is Anchor Industries, a sales, testing and shipping equipment rental business which finally achieved the highest level for (B-BBEE Level 1) after going the extra mile in respect of skills development. "Having narrowly missed this level last year, we were determined not to fall short again and so put in extra effort to ensure our skills development, empowerment and enterprise development goals were either met or exceeded," says HR manager Jessica Coetzee. "BEE sets very stiff targets for generic companies with a turnover above R50m, but we knew that if we worked from March to February and not just in the last few months, we would be able to achieve this level."

In terms of industry-specific charters that factor in sector-specific issues, only the petroleum & liquid fuel sector is yet to finalise its own charter. The agriculture, construction, financial, forestry, ICT, property and tourism and transport sectors are all operating under their own codes. However, the transport sector is developing a new charter but is still operating under the 2009 Transport Sector Codes of Good Practice, says Yuneal Padayachy, deputy director of B-BBEE at the department of trade and industry.

The petroleum and liquid fuel sector's code had been scheduled to be gazetted last year but this did not materialise. The challenge has been different players in the sector not agreeing on the requirements to be submitted to the minister, says Fani Tshifularo, executive director of the Petroleum Industry Association. Discussions are continuing. ■

# WBHO



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Our publication "Our Transformation Journey" details the 15 year path our business has taken to reach this success - and is available on our website, [www.wbho.co.za](http://www.wbho.co.za)



## JSE'S MOST EMPOWERED COMPANIES

RANK	ENTITY NAME	SECTOR CODE	TOTAL BEE SCORE	REBASED SCORECARD*	RECOGNITION LEVEL	OWNERSHIP SCORE	MANAGEMENT CONTROL	EMPLOYMENT EQUITY	SKILLS DEVELOPMENT	PREFERENTIAL PROCUREMENT	ENTERPRISE & SUPPLIER DEVELOPMENT	SOCIOECONOMIC DEVELOPMENT
1	WILSON BAYLY HOLMES-OVCON LTD	CONSTRUCTION SECTOR	109.97	104.73%	1	30.00	11.25		25.66		37.06	6.00
2	RAUBEX GROUP LTD	CONSTRUCTION SECTOR	105.57	100.54%	1	26.46	12.84		24.06		36.31	5.90
3	MULTICHOICE SOUTH AFRICA LTD	ICT SECTOR	128.74	99.03%	1	24.08	17.49		20.64		54.53	12.00
4	FIRSTRAND LTD	FINANCIAL SECTOR	118.18	98.48%	1	25.28	12.80		17.04	18.61		6.00
5	AFRICAN EQUITY EMPOWERMENT INVESTMENTS LTD	GENERIC	107.03	98.19%	1	25.00	17.20		20.33		39.50	5.00
6	NEDBANK GROUP LTD	FINANCIAL SECTOR	117.60	98.00%	1	26.00	15.64		14.37	18.61		6.00
7	TSOGO SUN HOLDINGS LTD	TOURISM SECTOR	106.40	95.86%	1	27.00	12.51		20.17		38.72	8.00
8	MUSTEK LTD	ICT SECTOR	124.50	95.77%	1	25.00	13.38		23.78		50.34	12.00
9	STANDARD BANK OF SOUTH AFRICA LTD	FINANCIAL SECTOR	114.55	95.46%	1	23.81	14.88		17.62	18.83		7.11
10	ANCHOR INDUSTRIES (PTY) LTD	GENERIC	103.71	95.15%	1	25.00	13.43		19.04		43.00	3.24
11	INVESTEC LTD	FINANCIAL SECTOR	102.09	94.53%	1	23.00	13.16		18.56	14.21		6.00
12	OCEANA GROUP LTD	GENERIC	102.58	94.11%	1	25.00	13.94		17.24		41.40	5.00
13	MONDI LTD	FORESTRY SECTOR	105.40	94.11%	1	21.83	8.90		19.22		47.45	8.00
14	EOH HOLDINGS LTD	ICT SECTOR	122.17	93.98%	1	25.00	16.28		20.79		48.10	12.00
15	SANLAM LTD	FINANCIAL SECTOR	112.77	93.98%	1	27.00	11.88		16.64	17.97	8.12	4.66
16	TSOGO SUN HOTELS LTD	TOURISM SECTOR	103.74	93.46%	1	27.00	12.20		18.44		38.10	8.00
17	SANTAM LTD	FINANCIAL SECTOR	107.44	93.43%	1	26.80	10.10		17.36	20.42	17.00	6.00
18	ETION LTD	ICT SECTOR	121.04	93.11%	1	25.00	16.40		19.95		47.69	12.00
19	MOMENTUM METROPOLITAN HOLDINGS LTD FORMERLY MMI HOLDINGS LTD	FINANCIAL SECTOR	111.40	92.83%	1	25.86	10.58		11.93	18.23	13.71	8.00
20	SUPER GROUP HOLDINGS (PTY) LTD	GENERIC	100.02	91.76%	1	25.00	7.76		22.64		39.62	5.00
21	MPACT OPERATIONS (PTY) LTD	FORESTRY SECTOR	100.96	90.14%	1	30.46	11.11		14.83		36.56	8.00
22	CALGRO M3 HOLDINGS LTD	PROPERTY SECTOR	100.05	85.51%	1	28.86	5.45	3.47	14.67		40.60	2.00
23	AVENG (AFRICA) (PTY) LTD	CONSTRUCTION SECTOR	97.67	93.02%	2	27.00	15.34		20.27		29.06	6.00
24	OLD MUTUAL LIFE ASSURANCE COMPANY (SOUTH AFRICA) LTD	FINANCIAL SECTOR	109.25	91.04%	2	22.35	13.40		14.21	17.00	12.00	5.29
25	VODACOM GROUP LTD	ICT SECTOR	117.69	90.53%	2	21.33	17.39		23.32		43.65	12.00
26	AFRICAN OXYGEN LTD	GENERIC	98.26	90.15%	2	23.00	10.20		24.32		35.74	5.00
27	HOSKEN CONSOLIDATED INVESTMENT LTD	GENERIC	98.02	89.93%	2	25.00	13.78		18.06		36.18	5.00
28	LIBERTY HOLDINGS LTD	FINANCIAL SECTOR	107.61	89.67%	2	22.23	13.25		15.02	13.57		6.69
29	ADAPT IT (PTY) LTD	ICT SECTOR	116.44	89.57%	2	18.00	18.00		16.92		51.52	12.00
30	ALVIVA HOLDINGS LTD	ICT SECTOR	115.96	89.20%	2	22.75	13.92		22.54		44.75	12.00
31	MOBILE TELEPHONE NETWORKS (PTY) LTD (MTN SA)	ICT SECTOR	115.91	89.16%	2	24.80	15.47		16.77		46.87	12.00
32	EXXARO RESOURCES LTD	GENERIC	96.05	88.12%	2	25.00	12.86		16.14		37.13	4.92
33	CORONATION FUND MANAGERS LTD	FINANCIAL SECTOR	92.37	87.97%	2	25.00	12.26		12.71		35.90	6.50
34	ABSA GROUP LTD	FINANCIAL SECTOR	105.30	87.75%	2	17.94	14.30		13.07	16.01		7.60
35	AECI LTD	GENERIC	95.01	87.17%	2	25.00	11.36		18.20		35.45	5.00
36	SAPPI SOUTHERN AFRICA LTD	FORESTRY SECTOR	95.04	84.86%	2	27.00	10.60		12.63		36.81	8.00
37	ALEXANDER FORBES GROUP HOLDINGS LTD	FINANCIAL SECTOR	91.92	79.93%	2	27.00	12.12		10.44		25.96	6.00
38	MURRAY & ROBERTS HOLDINGS LTD	CONSTRUCTION SECTOR	92.75	88.33%	3	30.00	8.94		15.54		32.63	5.64
39	AFROCENTRIC INVESTMENTS CORPORATION LTD	GENERIC	94.32	86.53%	3	25.00	12.79		18.24		33.76	4.53
40	JSE LTD	FINANCIAL SECTOR	88.61	86.03%	3	15.37	15.77		15.52	20.95	13.01	7.99
41	ADCOCK INGRAM HOLDINGS LTD	GENERIC	93.69	85.95%	3	23.97	13.84		17.54		33.34	5.00
42	METROLIFE HOLDINGS LTD	GENERIC	93.53	85.81%	3	25.00	10.74		17.57		35.22	5.00
43	AYO TECHNOLOGY SOLUTIONS LTD	ICT SECTOR	111.19	85.53%	3	25.00	15.02		16.91		44.99	9.27
44	DISCOVERY LTD	FINANCIAL SECTOR	102.18	85.15%	3	21.44	9.82		17.05		18.15	3.00
45	THE BIDVEST GROUP LTD	GENERIC	91.56	84.00%	3	25.00	12.54		16.40		32.62	5.00
46	GRAND PARADE INVESTMENTS LTD	GENERIC	90.68	83.19%	3	25.00	12.04		19.91		28.73	5.00
47	OMNIA GROUP (PTY) LTD	GENERIC	90.67	83.18%	3	25.00	12.82		22.61		27.42	2.82
48	BARLOWORLD LTD	GENERIC	90.59	83.11%	3	24.64	12.44		18.41		30.10	5.00
49	HUDACO TRADING (PTY) LTD	GENERIC	90.23	82.78%	3	24.62	5.89		20.11		34.61	5.00
50	ARROWHEAD PROPERTIES LTD	PROPERTY SECTOR	68.23	80.27%	3**	10.47	10.54				40.22	2.00
51	REDEFINE PROPERTIES LTD	PROPERTY SECTOR	91.87	78.52%	3	30.94	3.00	2.39	18.65		29.89	2.00
52	GROWTHPOINT PROPERTIES LTD	PROPERTY SECTOR	91.56	78.26%	3	25.47	4.85	6.01	10.59		37.64	2.00
53	SEPHAKU HOLDINGS LTD	CONSTRUCTION SECTOR	87.23	83.08%	4	22.17	12.55		17.82		29.38	5.31
54	SOUTH AFRICAN DISTILLERS AND WINES (DISTELL LTD)	GENERIC	87.87	80.61%	4	25.00	5.75		20.05		32.07	5.00
55	AFRICAN RAINBOW MINERALS LTD	GENERIC	87.29	80.08%	4	21.54	12.86		14.46		33.43	5.00
56	SASFIN HOLDINGS LTD	FINANCIAL SECTOR	86.42	80.02%	4	17.41	10.36		13.26	15.73	9.34	5.32
57	ASPEN PHARMACARE HOLDINGS LTD	GENERIC	86.73	79.57%	4	25.00	7.38		14.22		35.13	5.00
58	JASCO ELECTRONICS HOLDINGS LTD	ICT SECTOR	101.15	77.81%	4	22.00	12.98		14.49		39.68	12.00
59	CTP LTD	GENERIC	84.54	77.56%	4	13.99	8.82		16.47		40.26	5.00
60	COGNITION HOLDINGS LTD	GENERIC	84.40	77.43%	4	13.52	6.02		20.97		39.61	4.28
61	LIFE HEALTHCARE GROUP HOLDINGS LTD	GENERIC	83.13	76.27%	4	16.69	11.30		21.12		29.02	5.00
62	NASPERS LTD	GENERIC	82.37	75.57%	4	20.00	6.41		15.98		34.98	5.00
63	RAND MERCHANT INVESTMENT HOLDINGS LTD	FINANCIAL SECTOR	86.25	75.00%	4	22.49	8.90		12.13		29.79	3.69
64	IMPERIAL HOLDINGS LTD	GENERIC	81.49	74.76%	4	23.89	10.32		15.27		27.01	5.00
65	CAPITEC BANK LTD	FINANCIAL SECTOR	89.48	74.57%	4	14.28	8.14		15.71	11.55	11.00	5.21
66	NAMPAK LTD	GENERIC	80.64	73.98%	4	18.90	7.35		18.76		30.63	5.00
67	BID CORPORATION LTD	GENERIC	80.02	73.41%	4	20.00	8.20		17.03		29.79	5.00
68	YORK TIMBER HOLDINGS LTD	FORESTRY SECTOR	80.48	71.86%	4	20.17	4.82		8.92		38.57	8.00
69	EQUITES PROPERTY FUND LTD	PROPERTY SECTOR	83.05	70.98%	4	24.13	5.18	3.65	18.37		26.72	0.00
70	RCL FOODS LTD	AGRI-BEE SECTOR	80.39	67.55%	4	23.99	5.20		8.61		27.59	15.00
71	MERAPE RESOURCES LTD	GENERIC	80.58	73.93%	5**	23.00	15.38		14.59		23.84	3.77
72	ARCELOR MITTAL SOUTH AFRICA LTD	GENERIC	80.46	73.82%	5	16.32	9.18		19.11		30.85	5.00
73	NETCARE LTD	GENERIC	76.67	70.34%	5	14.49	9.63		15.01		32.54	5.00
74	ASCENDIS HEALTH LTD	GENERIC	76.09	69.81%	5	25.00	7.87		12.66		27.31	3.25
75	MIX TELEMATICS LTD	GENERIC	75.75	69.50%	5	6.67	7.06		23.46		33.56	5.00
76	CLIENTELE LTD	FINANCIAL SECTOR	83.38	72.50%	6	13.94	12.80		12.82		32.31	2.31
77	AVI LTD	GENERIC	78.22	71.76%	6**	19.37	5.50		18.19		30.16	5.00

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# Oceana at the forefront of effective transformation

The roots of the Oceana Group stretch back in time to a tiny fishing village on the West Coast when Lamberts Bay Canning Company Ltd was established in 1918. From this humble beginning, Oceana has grown into a leading global fishing company and is South Africa's largest fishing company. The Group is among the most empowered companies on the Johannesburg Stock Exchange.

The dawn of South Africa's democracy brought with it major, yet very necessary disruptions to the commercial fishing sector. Before the dawn of democracy in 1994, only 1% of the fishing rights was held by black South Africans. Our first democratic government soon recognised that the allocation of commercial fishing rights was a tool to drive transformation, and today the commercial fishing industry is one of the most transformed sectors in our economy.

Oceana has overcome numerous challenges and we can count many great achievements in our hundred-year history. Presently we employ over 5000 people in 15 production facilities and operations in South Africa, Namibia, Angola and the USA, and manage a fleet of 55 vessels. Oceana is home to one of South Africa's iconic brands, Lucky Star.

As a company we are proud of what we have achieved. "Oceana has made enormous progress in driving effective and meaningful transformation in the industry. Our greatest achievement is not only becoming a majority black-owned and black-controlled company in 2011 but, being one of the first companies in South Africa to transform our ownership structure through an effective empowerment transaction," says Oceana CEO, Imraan Soomra.



This year we celebrate 25 years of our democracy both in South Africa and in Oceana. It is 25 years since the Oceana Group concluded our first empowerment transaction with Real Africa Holdings who later sold their shares. This led to the establishment of the Oceana Empowerment Trust (OET) in 2006, with the objective to unlock and convert the value of harvesting fishing rights into shared, broad based value for eligible black South African employees within Oceana.

When the likelihood of selling their shares in Oceana became a realistic prospect, the company was faced with the challenge of who their new black empowerment partner or partners would be. The board and management team decided to include our own black employees in the company as shareholders, along with Brimstone. This investment of R7.5m was Brimstone's first transaction and Oceana became their anchor investment and continues to strengthen. Brimstone now holds a 24% shareholding in Oceana.

The OET has 10% shareholding in Oceana with a market value estimated at just under R1 billion. The OET is nominally the largest 100% black-owned fishing entity in South Africa in terms of ownership. Since inception the OET has transformed the lives of its beneficiaries who have now become financially empowered as authentic stakeholders in SA's formal economy. As of June 2019, 2,460 beneficiaries have received over R400 million through the Trust.

**"At Oceana we believe that any large company that is afforded the right to fish must prove their ability and commitment to turn these rights into broad-based social and economic benefits in a safe, sustainable and inclusive manner," remarks Soomra. "We are justifiably proud of our company's performance on the B-BBEE score card attaining a level I rating in terms of the Revised Codes of Good Practice with continuous improvements in other areas including management control. This is testament to the successful implementation of our transformation strategy throughout the group's management structures and daily business activities."**

However, effective transformation is more than ticking boxes on the B-BBEE scorecard; it must be born from a real commitment to implementing the government's policies and meeting objectives on transformation and empowerment. Oceana continues to strive to set the industry benchmark in promoting broad based transformation to ensure that our shareholders, our employees, the communities in which we operate, our customers, suppliers, and the government all benefit from the value we create through making the best possible use of our fishing rights.

A responsible and transformed commercial fishing industry is key to unlocking economic development in South Africa, because fishing value chains offer opportunities for inclusive growth and employment at variable skills levels and can be accessible in rural coastal communities.

"South Africa's commercial fishing industry is a major contributor to defeating poverty, unemployment and inequality. I am confident that Oceana has a sustainability strategy that enables us to convert fishing rights into shared value and continue to deliver social and environmental dividends to society," says Soomra.

"Both the world and South Africa are experiencing fundamental challenges to the status quo, and socio-economic dynamics are changing at a rapid pace worldwide. Society's needs and expectations are growing more vocal, more complex and more urgent. As South Africa's largest fishing company we have the responsibility to empower our country through effective and inclusive transformation, while delivering shared value through efficient and sustainable fishing. We realise that the only way to build our competitiveness and resilience going forward is through growing our company's social dividend and effectively transforming the commercial fishing industry."

To make a meaningful impact  
you don't just adapt, *you transform.*

At Oceana our core purpose is to impact lives by transforming our fishing resources into shared value, endless opportunities and a sustainable future for all. While some may see just a fishing company, we pride ourselves on being so much more.



## JSE'S MOST EMPOWERED COMPANIES

RANK	ENTITY NAME	SECTOR CODE	TOTAL BEE SCORE	REBASED SCORECARD*	RECOGNITION LEVEL	OWNERSHIP SCORE	MANAGEMENT CONTROL	EMPLOYMENT EQUITY	SKILLS DEVELOPMENT	PREFERENTIAL PROCUREMENT	ENTERPRISE & SUPPLIER DEVELOPMENT	SOCIOECONOMIC DEVELOPMENT
78	SOUTH OCEAN HOLDINGS LTD	GENERIC	76.98	70.62%	6**	8.84	8.70		20.78		33.66	5.00
79	ITALTILE LTD	GENERIC	76.59	70.27%	6**	13.63	12.30		15.11		30.55	5.00
80	THE SPAR GROUP LTD	GENERIC	76.54	70.22%	6**	17.00	9.16		24.95		20.43	5.00
81	SYGNIA LTD	FINANCIAL SECTOR	72.36	68.91%	6	9.54	11.43		12.09		31.30	8.00
82	CLICKS GROUP LTD	GENERIC	74.21	68.08%	6	15.03	12.06		15.57		26.55	5.00
83	THE FOSCHINI GROUP LTD	GENERIC	70.57	64.74%	6	13.91	10.30		16.24		25.12	5.00
84	WOOLWORTHS HOLDINGS LTD	GENERIC	74.50	68.35%	7**	20.02	12.95		12.78		23.75	5.00
85	FAMOUS BRANDS LTD	TOURISM SECTOR	71.31	64.24%	7**	0.00	12.68		21.28		32.35	5.00
86	ANGLOGOLD ASHANTI LTD	GENERIC	69.67	63.92%	7	12.01	9.65		8.41		34.60	5.00
87	ASTRAL OPERATIONS LTD	AGRIBEE SECTOR	71.06	59.71%	7**	20.43	9.82		15.88		18.80	6.13
88	PIONEER FOOD GROUP LTD	AGRIBEE SECTOR	70.66	59.38%	7**	18.88	7.98		8.23		23.67	11.90
89	KAAP AGRI LTD	AGRIBEE SECTOR	70.27	59.05%	7**	22.05	5.48		10.71		17.03	15.00
90	TIGER BRANDS LTD	AGRIBEE SECTOR	70.03	58.85%	7**	18.30	10.13		11.02		15.58	15.00
91	KAP INDUSTRIAL HOLDINGS LTD	GENERIC	56.21	51.57%	7	10.81	4.23		14.83		23.19	3.15
92	AFRICAN MEDIA ENTERTAINMENT LTD	ICT SECTOR	84.42	64.94%	8**	7.10	9.29		17.99		38.04	12.00
93	REMGRO LTD	GENERIC	66.48	60.99%	8**	17.45	7.37		12.18		24.48	5.00
94	LEWIS GROUP LTD	GENERIC	66.12	60.66%	8**	6.93	8.63		14.96		30.60	5.00
95	SHOPRITE HOLDINGS LTD	GENERIC	63.12	57.91%	8**	7.42	8.80		17.82		24.08	5.00
96	REBOSIS PROPERTY FUND LTD	PROPERTY SECTOR	66.78	57.08%	8	26.00	8.48	6.79	1.69		21.82	2.00
97	SISHEN IRON ORE COMPANY (PTY) LTD (KUMBA IRONE ORE LTD)	GENERIC	61.48	56.40%	8**	18.49	12.25		5.27		20.56	4.91
98	RHODES FOOD GROUP HOLDINGS LTD	AGRIBEE SECTOR	62.05	52.14%	8**	11.43	7.33		12.69		15.60	15.00
99	SIBANYE GOLD LTD	GENERIC	56.32	51.67%	8**	9.87	6.64		0.00		34.81	5.00
100	BRIMSTONE INVESTMENT CORPORATION LTD	GENERIC	56.00	51.38%	8**	23.75	12.16		0.37		14.72	5.00

\*SCORES REBASED TO 100%; FOR EXAMPLE, THE CONSTRUCTION SECTOR SCORES ARE OUT OF 105 AND FINANCIAL SERVICES ARE VARIABLE SO WERE REBASED TO 100

\*\*DISCOUNTING PRINCIPLE APPLIED

## SECTOR CODES

RANK 2019	ENTITY NAME	SECTOR CODE	TOTAL BEE SCORE	REBASED SCORECARD	RECOGNITION LEVEL	BLACK OWNERSHIP %	OWNERSHIP SCORE	MANAGEMENT CONTROL	EMPLOYMENT EQUITY	SKILLS DEVELOPMENT	PREFERENTIAL PROCUREMENT	ENTERPRISE & SUPPLIER DEVELOPMENT	SOCIOECONOMIC DEVELOPMENT
<b>AGRICULTURE SECTOR</b>													
1	RCL FOODS LTD	AGRIBEE SECTOR	80.39	67.55%	4	23.41%	23.99	5.20		8.61		27.59	15.00
2	ASTRAL OPERATIONS LTD	AGRIBEE SECTOR	71.06	59.71%	7**	21.78%	20.43	9.82		15.88		18.80	6.13
3	PIONEER FOOD GROUP LTD	AGRIBEE SECTOR	70.66	59.38%	7**	18.10%	18.88	7.98		8.23		23.67	11.90
4	KAAP AGRI LTD	AGRIBEE SECTOR	70.27	59.05%	7**	26.22%	22.05	5.48		10.71		17.03	15.00
5	TIGER BRANDS LTD	AGRIBEE SECTOR	70.03	58.85%	7**	23.61%	18.30	10.13		11.02		15.58	15.00
6	RHODES FOOD GROUP HOLDINGS LTD	AGRIBEE SECTOR	62.05	52.14%	8**	Not stated	11.43	7.33		12.69		15.60	15.00
7	CLOVER INDUSTRIES LTD	AGRIBEE SECTOR	57.74	48.52%	8**	20.09%	16.42	3.53		11.34		11.45	15.00
8	LIBSTAR HOLDINGS LTD	AGRIBEE SECTOR	47.59	39.99%	Non-Compliant**	8.98%	8.07	5.10		7.99		11.43	15.00
9	QUANTUM FOODS HOLDINGS LTD	AGRIBEE SECTOR	42.48	35.70%	Non-Compliant**	6.00%	7.95	6.57		5.10		13.66	9.20
<b>CONSTRUCTION SECTOR</b>													
1	WILSON BAYLY HOLMES-OVCON LTD	CONSTRUCTION SECTOR	109.97	104.73%	1	54.21%	30.00	11.25		25.66		37.06	6.00
2	RAUBEX GROUP LTD	CONSTRUCTION SECTOR	105.57	100.54%	1	52.50%	26.46	12.84		24.06		36.31	5.90
3	AVENG (AFRICA) (PTY) LTD	CONSTRUCTION SECTOR	97.67	93.02%	2	86.79%	27.00	15.34		20.27		29.06	6.00
4	MURRAY & ROBERTS HOLDINGS	CONSTRUCTION SECTOR	92.75	88.33%	3	78.58%	30.00	8.94		15.54		32.63	5.64
5	SEPHAKU HOLDINGS LTD	CONSTRUCTION SECTOR	87.23	83.08%	4	25.93%	22.17	12.55		17.82		29.38	5.31
<b>FINANCIAL SECTOR</b>													
1	FIRSTSTRAND LTD	FINANCIAL SECTOR	118.18	98.48%	1	25.86%	25.28	12.80		17.04	18.61		6.00
2	NEDBANK GROUP LTD	FINANCIAL SECTOR	117.60	98.00%	1	28.00%	26.00	15.64		14.37	18.61		6.00
3	STANDARD BANK OF SOUTH AFRICA LTD	FINANCIAL SECTOR	114.55	95.46%	1	22.20%	23.81	14.88		17.62	18.83		7.11
4	INVESTEC LTD	FINANCIAL SECTOR	102.09	94.53%	1	20.95%	23.00	13.16		18.56	14.21		6.00
5	SANLAM LTD	FINANCIAL SECTOR	112.77	93.98%	1	39.61%	27.00	11.88		16.64	17.97	8.12	4.66
6	SANTAM LTD	FINANCIAL SECTOR	107.44	93.43%	1	34.00%	26.80	10.10		17.36	20.42	17.00	6.00
7	MOMENTUM METROPOLITAN HOLDINGS LTD FORMERLY MMI HOLDINGS LTD	FINANCIAL SECTOR	111.40	92.83%	1	24.96%	25.86	10.58		11.93	18.23	13.71	8.00
8	OLD MUTUAL LIFE ASSURANCE COMPANY (SOUTH AFRICA) LTD	FINANCIAL SECTOR	109.25	91.04%	2	22.60%	22.35	13.40		14.21	17.00	12.00	5.29
9	LIBERTY HOLDINGS LTD	FINANCIAL SECTOR	107.61	89.67%	2	22.90%	22.23	13.25		15.02	13.57		6.69
10	CORONATION FUND MANAGERS LTD	FINANCIAL SECTOR	92.37	87.97%	2	30.26%	25.00	12.26		12.71		35.90	6.50

## SECTOR CODES

RANK 2019	ENTITY NAME	SECTOR CODE	TOTAL BEE SCORE	REBASED SCORECARD	RECOGNITION LEVEL	BLACK OWNERSHIP %	OWNERSHIP SCORE	MANAGEMENT CONTROL	EMPLOYMENT EQUITY	SKILLS DEVELOPMENT	PREFERENTIAL PROCUREMENT	ENTERPRISE & SUPPLIER DEVELOPMENT	SOCIOECONOMIC DEVELOPMENT
11	ABSA GROUP LTD	FINANCIAL SECTOR	105.30	87.75%	2	15.28%	17.94	14.30		13.07	16.01		7.60
12	ALEXANDER FORBES GROUP HOLDINGS LTD	FINANCIAL SECTOR	91.92	79.93%	2	51.64%	27.00	12.12		10.44		25.96	6.00
13	JSE LTD	FINANCIAL SECTOR	88.61	86.03%	3	12.53%	15.37	15.77		15.52	20.95	13.01	7.99
14	DISCOVERY LTD	FINANCIAL SECTOR	102.18	85.15%	3	19.98%	21.44	9.82		17.05		18.15	3.00
15	SASFIN HOLDINGS LTD	FINANCIAL SECTOR	86.42	80.02%	4	14.20%	17.41	10.36		13.26	15.73	9.34	5.32
16	RAND MERCHANT INVESTMENT HOLDINGS LTD	FINANCIAL SECTOR	86.25	75.00%	4	21.66%	22.49	8.90		12.13		29.79	3.69
17	CAPITEC BANK LTD	FINANCIAL SECTOR	89.48	74.57%	4	15.40%	14.28	8.14		15.71	11.55	11.00	5.21
18	CLIENTELE LTD	FINANCIAL SECTOR	83.38	72.50%	6**	10.09%	13.94	12.80		12.82		32.31	2.31
19	SYGNIA LTD	FINANCIAL SECTOR	72.36	68.91%	6	8.77%	9.54	11.43		12.09		31.30	8.00
20	EFFICIENT GROUP LTD	FINANCIAL SECTOR	47.47	46.09%	Non-Compliant**	7.49%	5.05	10.65		13.94		14.61	3.22
21	PSG KONSULT LTD	FINANCIAL SECTOR	33.14	31.56%	Non-Compliant**	2.93%	2.26	3.78		3.59	7.06	13.89	2.56
22	AVIOR CAPITAL MARKETS HOLDINGS LTD	FINANCIAL SECTOR	22.52	21.45%	Non-Compliant**	0.44%	0.14	5.34		5.02		10.90	1.12
<b>FORESTRY SECTOR</b>													
1	MONDI LTD	FORESTRY SECTOR	105.40	94.11%	1	29.33%	21.83	8.90		19.22		47.45	8.00
2	MPACT OPERATIONS (PTY) LTD	FORESTRY SECTOR	100.96	90.14%	1	25.09%	30.46	11.11		14.83		36.56	8.00
3	SAPPI SOUTHERN AFRICA LTD	FORESTRY SECTOR	95.04	84.86%	2	48.13%	27.00	10.60		12.63		36.81	8.00
4	YORK TIMBER HOLDINGS LTD	FORESTRY SECTOR	80.48	71.86%	4	29.66%	20.17	4.82		8.92		38.57	8.00
<b>GENERIC SECTOR</b>													
1	AFRICAN EQUITY EMPOWERMENT INVESTMENTS LTD	GENERIC	107.03	98.19%	1	73.72%	25.00	17.20		20.33		39.50	5.00
2	ANCHOR INDUSTRIES (PTY) LTD	GENERIC	103.71	95.15%	1	65.95%	25.00	13.43		19.04		43.00	3.24
3	OCEANA GROUP LTD	GENERIC	102.58	94.11%	1	66.02%	25.00	13.94		17.24		41.40	5.00
4	SUPER GROUP HOLDINGS (PTY) LTD	GENERIC	100.02	91.76%	1	45.47%	25.00	7.76		22.64		39.62	5.00
5	AFRICAN OXYGEN LTD	GENERIC	98.26	90.15%	2	68.55%	23.00	10.20		24.32		35.74	5.00
6	HOSKEN CONSOLIDATED INVESTMENT LTD	GENERIC	98.02	89.93%	2	76.10%	25.00	13.78		18.06		36.18	5.00
7	EXXARO RESOURCES LTD	GENERIC	96.05	88.12%	2	31.12%	25.00	12.86		16.14		37.13	4.92
8	AECI LTD	GENERIC	95.01	87.17%	2	56.30%	25.00	11.36		18.20		35.45	5.00
9	AFROCENTRIC INVESTMENTS CORPORATION LTD	GENERIC	94.32	86.53%	3	57.38%	25.00	12.79		18.24		33.76	4.53
10	ADCOCK INGRAM HOLDINGS	GENERIC	93.69	85.95%	3	35.00%	23.97	13.84		17.54		33.34	5.00
11	METROLIFE HOLDINGS LTD	GENERIC	93.53	85.81%	3	59.58%	25.00	10.74		17.57		35.22	5.00
12	THE BIDVEST GROUP LTD	GENERIC	91.56	84.00%	3	35.47%	25.00	12.54		16.40		32.62	5.00
13	GRAND PARADE INVESTMENTS LTD	GENERIC	90.68	83.19%	3	68.40%	25.00	12.04		19.91		28.73	5.00
14	OMNIA GROUP (PTY) LTD	GENERIC	90.67	83.18%	3	Not Stated	25.00	12.82		22.61		27.42	2.82
15	BARLOWORLD LTD	GENERIC	90.59	83.11%	3	51.98%	24.64	12.44		18.41		30.10	5.00
16	HUDACO TRADING (PTY) LTD	GENERIC	90.23	82.78%	3	24.38%	24.62	5.89		20.11		34.61	5.00
17	SOUTH AFRICAN DISTILLERS AND WINES (DISTELL LTD)	GENERIC	87.87	80.61%	4	37.19%	25.00	5.75		20.05		32.07	5.00
18	AFRICAN RAINBOW MINERALS LTD	GENERIC	87.29	80.08%	4	52.72%	21.54	12.86		14.46		33.43	5.00
19	ASPEN PHARMACARE HOLDINGS LTD	GENERIC	86.73	79.57%	4	48.91%	25.00	7.38		14.22		35.13	5.00
20	CTP LTD	GENERIC	84.54	77.56%	4	14.61%	13.99	8.82		16.47		40.26	5.00
21	COGNITION HOLDINGS LTD	GENERIC	84.40	77.43%	4	16.38%	13.52	6.02		20.97		39.61	4.28
22	LIFE HEALTHCARE GROUP HOLDINGS LTD	GENERIC	83.13	76.27%	4	16.35%	16.69	11.30		21.12		29.02	5.00
23	NASPERS LTD	GENERIC	82.37	75.57%	4	25.51%	20.00	6.41		15.98		34.98	5.00
24	IMPERIAL HOLDINGS LTD	GENERIC	81.49	74.76%	4	23.51%	23.89	10.32		15.27		27.01	5.00
25	NAMPAK LTD	GENERIC	80.64	73.98%	4	22.86%	18.90	7.35		18.76		30.63	5.00
26	BID CORPORATION LTD	GENERIC	80.02	73.41%	4	54.55%	20.00	8.20		17.03		29.79	5.00
27	MERAFE RESOURCES LTD	GENERIC	80.58	73.93%	5	45.78%	23.00	15.38		14.59		23.84	3.77
28	ARCELOR MITTAL SOUTH AFRICA LTD	GENERIC	80.46	73.82%	5	24.31%	16.32	9.18		19.11		30.85	5.00
29	NETCARE LTD	GENERIC	76.67	70.34%	5	13.18%	14.49	9.63		15.01		32.54	5.00
30	ASCENDIS HEALTH LTD	GENERIC	76.09	69.81%	5	31.76%	25.00	7.87		12.66		27.31	3.25
31	MIX TELEMATICS LTD	GENERIC	75.75	69.50%	5	10.09%	6.67	7.06		23.46		33.56	5.00
32	AVI LTD	GENERIC	78.22	71.76%	6**	16.35%	19.37	5.50		18.19		30.16	5.00
33	SOUTH OCEAN HOLDINGS LTD	GENERIC	76.98	70.62%	6**	15.11%	8.84	8.70		20.78		33.66	5.00
34	ITALTILE LTD	GENERIC	76.59	70.27%	6**	10.60%	13.63	12.30		15.11		30.55	5.00

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## SECTOR CODES

RANK 2019	ENTITY NAME	SECTOR CODE	TOTAL BEE SCORE	REBASED SCORECARD	RECOGNITION LEVEL	BLACK OWNERSHIP %	OWNERSHIP SCORE	MANAGEMENT CONTROL	EMPLOYMENT EQUITY	SKILLS DEVELOPMENT	PREFERENTIAL PROCUREMENT	ENTERPRISE & SUPPLIER DEVELOPMENT	SOCIOECONOMIC DEVELOPMENT
35	THE SPAR GROUP LTD	GENERIC	76.54	70.22%	6**	23.16%	17.00	9.16		24.95		20.43	5.00
36	CLICKS GROUP LTD	GENERIC	74.21	68.08%	6	13.27%	15.03	12.06		15.57		26.55	5.00
37	THE FOSCHINI GROUP LTD	GENERIC	70.57	64.74%	6	14.33%	13.91	10.30		16.24		25.12	5.00
38	WOOLWORTHS HOLDINGS LTD	GENERIC	74.50	68.35%	7**	35.20%	20.02	12.95		12.78		23.75	5.00
39	ANGLOGOLD ASHANTI LTD	GENERIC	69.67	63.92%	7	18.77%	12.01	9.65		8.41		34.60	5.00
40	KAP INDUSTRIAL HOLDINGS LTD	GENERIC	56.21	51.57%	7	10.27%	10.81	4.23		14.83		23.19	3.15
41	REMGRO LTD	GENERIC	66.48	60.99%	8**	18.33%	17.45	7.37		12.18		24.48	5.00
42	LEWIS GROUP LTD	GENERIC	66.12	60.66%	8**	7.38%	6.93	8.63		14.96		30.60	5.00
43	SHOPRITE HOLDINGS LTD	GENERIC	63.12	57.91%	8**	7.82%	7.42	8.80		17.82		24.08	5.00
44	SISHEN IRON ORE COMPANY (PTY) LTD (KUMBA IRONE ORE LTD)	GENERIC	61.48	56.40%	8**	15.44%	18.49	12.25		5.27		20.56	4.91
45	SIBANYE GOLD LTD	GENERIC	56.32	51.67%	8**	9.55%	9.87	6.64		0.00		34.81	5.00
46	BRIMSTONE INVESTMENT CORPORATION LTD	GENERIC	56.00	51.38%	8**	65.85%	23.75	12.16		0.37		14.72	5.00
47	NU-WORLD INDUSTRIES (PTY) LTD	GENERIC	51.97	47.68%	8	11.66%	10.67	5.64		10.20		20.46	5.00
48	MONTAUK HOLDINGS LTD	GENERIC	32.03	29.39%	Non-Compliant**	13.48%	11.81	1.50		0.00		18.72	0.00
49	PEPKOR HOLDINGS LTD	GENERIC	31.39	28.80%	Non-Compliant**	7.86%	6.78	6.42		9.83		5.06	3.30
50	DIS-CHEM PHARMACIES (PTY) LTD	GENERIC	25.30	23.21%	Non-Compliant**	0.52%	1.31	6.66		10.51		4.58	2.24
51	HOMECHOICE INTERNATIONAL PLC	GENERIC	20.14	18.48%	Non-Compliant**	0.00%	0.00	1.99		1.27		12.65	4.23
52	TASTE HOLDINGS LTD	GENERIC	15.55	14.27%	Non-Compliant**	0.00%	0.00	5.66		7.77		2.12	0.00
53	COMBINED MOTOR HOLDINGS LTD	GENERIC	14.44	13.25%	Non-Compliant**	6.94%	5.64	2.22		0.00		6.58	0.00
<b>ICT SECTOR</b>													
1	MULTICHOICE SOUTH AFRICA LTD	ICT SECTOR	128.74	99.03%	1	34.75%	24.08	17.49		20.64		54.53	12.00
2	MUSTEK LTD	ICT SECTOR	124.50	95.77%	1	43.66%	25.00	13.38		23.78		50.34	12.00
3	EOH HOLDINGS LTD	ICT SECTOR	122.17	93.98%	1	60.64%	25.00	16.28		20.79		48.10	12.00
4	ETION LTD	ICT SECTOR	121.04	93.11%	1	33.81%	25.00	16.40		19.95		47.69	12.00
5	VODACOM GROUP LTD	ICT SECTOR	117.69	90.53%	2	27.06%	21.33	17.39		23.32		43.65	12.00
6	ADAPT IT (PTY) LTD	ICT SECTOR	116.44	89.57%	2	28.81%	18.00	18.00		16.92		51.52	12.00
7	ALVIVA HOLDINGS LTD	ICT SECTOR	115.96	89.20%	2	25.75%	22.75	13.92		22.54		44.75	12.00
8	MOBILE TELEPHONE NETWORKS (PTY) LTD (MTN SA)	ICT SECTOR	115.91	89.16%	2	41.41%	24.80	15.47		16.77		46.87	12.00
9	AYO TECHNOLOGY SOLUTIONS LTD	ICT SECTOR	111.19	85.53%	3	83.37%	25.00	15.02		16.91		44.99	9.27
10	JASCO ELECTRONICS HOLDINGS LTD	ICT SECTOR	101.15	77.81%	4	56.44%	22.00	12.98		14.49		39.68	12.00
11	AFRICAN MEDIA ENTERTAINMENT LTD	ICT SECTOR	84.42	64.94%	8**	11.19%	7.10	9.29		17.99		38.04	12.00
<b>PROPERTY SECTOR</b>													
1	CALGRO M3 HOLDINGS LTD	PROPERTY SECTOR	100.05	85.51%	1	25.08%	28.86	5.45	3.47	14.67		40.60	2.00
2	ARROWHEAD PROPERTIES LTD	PROPERTY SECTOR	68.23	80.27%	3**	7.78%	10.47	10.54				40.22	2.00
3	REDEFINE PROPERTIES LTD	PROPERTY SECTOR	91.87	78.52%	3	24.99%	30.94	3.00	2.39	18.65		29.89	2.00
4	GROWTHPOINT PROPERTIES LTD	PROPERTY SECTOR	91.56	78.26%	3	19.58%	25.47	4.85	6.01	10.59		37.64	2.00
5	EQUITES PROPERTY FUND LTD	PROPERTY SECTOR	83.05	70.98%	4	53.09%	24.13	5.18	3.65	18.37		26.72	0.00
6	REBOSIS PROPERTY FUND LTD	PROPERTY SECTOR	66.78	57.08%	8	30.41%	26.00	8.48	6.79	1.69		21.82	2.00
7	TEXTON PROPERTY FUND LTD	PROPERTY SECTOR	32.33	38.04%	Non-Compliant**	48.68%	17.55	4.66				5.47	0.33
8	OCTODEC INVESTMENTS LTD	PROPERTY SECTOR	30.61	36.01%	Non-Compliant**	2.97%	2.91	0.50				25.75	0.24
9	FORTRESS INCOME FUND LTD	PROPERTY SECTOR	7.90	9.29%	Non-Compliant**	0.40%	0.12	4.72				3.02	0.00
<b>TOURISM SECTOR</b>													
1	TSOGO SUN HOLDINGS LTD	TOURISM SECTOR	106.40	95.86%	1	63.03%	27.00	12.51		20.17		38.72	8.00
2	TSOGO SUN HOTELS LTD	TOURISM SECTOR	103.74	93.46%	1	63.03%	27.00	12.20		18.44		38.10	8.00
3	FAMOUS BRANDS LTD	TOURISM SECTOR	71.31	64.24%	7**	0.00%	0.00	12.68		21.28		32.35	5.00
4	SPUR CORPORATION LTD	TOURISM SECTOR	34.30	30.90%	Non-Compliant**	21.23%	17.72	4.16		3.27		4.15	5.00

\*SCORES REBASED TO 100%; FOR EXAMPLE, THE CONSTRUCTION SECTOR SCORES ARE OUT OF 105 AND FINANCIAL SERVICES ARE VARIABLE SO WERE REBASED TO 100

\*\*DISCOUNTING PRINCIPLE APPLIED

## MOST EMPOWERED COMPANIES BY SECTOR

RANK 2019	ENTITY NAME	SECTOR CODE	TOTAL BEE SCORE	REBASED SCORE*	RECOGNITION LEVEL	OWNERSHIP SCORE	MANAGEMENT CONTROL	EMPLOYMENT EQUITY	SKILLS DEVELOPMENT	PREFERENTIAL PROCUREMENT	ENTERPRISE & SUPPLIER DEVELOPMENT	SOCIOECONOMIC DEVELOPMENT
<b>ALTX</b>												
1	ANCHOR INDUSTRIES (PTY) LTD	GENERIC	103.71	95.15%	1	25.00	13.43		19.04		43.00	3.24
2	ETION LTD	ICT SECTOR	121.04	93.11%	1	25.00	16.40		19.95		47.69	12.00
3	AVIOR CAPITAL MARKETS HOLDINGS LTD	FINANCIAL SECTOR	22.52	21.45%	Non-Compliant**	0.14	5.34		5.02		10.90	1.12
<b>BANKS</b>												
1	FIRSTRAND LTD	FINANCIAL SECTOR	118.18	98.48%	1	25.28	12.80		17.04	18.61		6.00
2	NEDBANK GROUP LTD	FINANCIAL SECTOR	117.60	98.00%	1	26.00	15.64		14.37	18.61		6.00
3	STANDARD BANK OF SOUTH AFRICA LTD	FINANCIAL SECTOR	114.55	95.46%	1	23.81	14.88		17.62	18.83		7.11
4	ABSA GROUP LTD	FINANCIAL SECTOR	105.30	87.75%	2	17.94	14.30		13.07	16.01		7.60
5	CAPITEC BANK LTD	FINANCIAL SECTOR	89.48	74.57%	4	14.28	8.14		15.71	11.55	11.00	5.21
<b>BEVERAGES</b>												
1	SOUTH AFRICAN DISTILLERS AND WINES (DISTELL LTD)	GENERIC	0.00	0.00%	4	25.00	5.75		20.05		32.07	5.00
<b>CHEMICALS</b>												
1	AFRICAN OXYGEN LTD	GENERIC	98.26	90.15%	2	23.00	10.20		24.32		35.74	5.00
2	AECI LTD	GENERIC	95.01	87.17%	2	25.00	11.36		18.20		35.45	5.00
3	OMNIA GROUP (PTY) LTD	GENERIC	90.67	83.18%	3	25.00	12.82		22.61		27.42	2.82
<b>CONSTRUCTION &amp; MATERIALS</b>												
1	WILSON BAYLY HOLMES-OVCON LTD	CONSTRUCTION SECTOR	109.97	104.73%	1	30.00	11.25		25.66		37.06	6.00
2	RAUBEX GROUP LTD	CONSTRUCTION SECTOR	105.57	100.54%	1	26.46	12.84		24.06		36.31	5.90
3	CALGRO M3 HOLDINGS LTD	PROPERTY SECTOR	100.05	85.51%	1	28.86	5.45	3.47	14.67		40.60	2.00
4	AVENG (AFRICA) (PTY) LTD	CONSTRUCTION SECTOR	97.67	93.02%	2	27.00	15.34		20.27		29.06	6.00
5	SEPHAKU HOLDINGS LTD	CONSTRUCTION SECTOR	87.23	83.08%	4	22.17	12.55		17.82		29.38	5.31
<b>ELECTRICAL &amp; ELECTRONIC EQUIPMENTS</b>												
1	SOUTH OCEAN HOLDINGS LTD	GENERIC	0.00	0.00%	6**	8.84	8.70		20.78		33.66	5.00
<b>EQUITY INVESTMENTS</b>												
1	BRIMSTONE INVESTMENT CORPORATION LTD	GENERIC	0.00	0.00%	8**	23.75	12.16		0.37		14.72	5.00
<b>FINANCIAL SERVICES</b>												
1	AFRICAN EQUITY EMPOWERMENT INVESTMENTS LTD	GENERIC	107.03	98.19%	1	25.00	17.20		20.33		39.50	5.00
2	INVESTEC LTD	FINANCIAL SECTOR	102.09	94.53%	1	23.00	13.16		18.56	14.21		6.00
3	HOSKEN CONSOLIDATED INVESTMENT LTD	GENERIC	98.02	89.93%	2	25.00	13.78		18.06		36.18	5.00
4	CORONATION FUND MANAGERS LTD	FINANCIAL SECTOR	92.37	87.97%	2	25.00	12.26		12.71		35.90	6.50
5	ALEXANDER FORBES GROUP HOLDINGS LTD	FINANCIAL SECTOR	91.92	79.93%	2	27.00	12.12		10.44		25.96	6.00
6	JSE LTD	FINANCIAL SECTOR	88.61	86.03%	3	15.37	15.77		15.52	20.95	13.01	7.99
7	GRAND PARADE INVESTMENTS LTD	GENERIC	90.68	83.19%	3	25.00	12.04		19.91		28.73	5.00
8	SASFIN HOLDINGS LTD	FINANCIAL SECTOR	86.42	80.02%	4	17.41	10.36		13.26	15.73	9.34	5.32
9	RAND MERCHANT INVESTMENT HOLDINGS LTD	FINANCIAL SECTOR	86.25	75.00%	4	22.49	8.90		12.13		29.79	3.69
10	SYGNIA LTD	FINANCIAL SECTOR	72.36	68.91%	6	9.54	11.43		12.09		31.30	8.00
11	EFFICIENT GROUP LTD	FINANCIAL SECTOR	47.47	46.09%	Non-Compliant**	5.05	10.65		13.94		14.61	3.22
12	PSG KONSULT LTD	FINANCIAL SECTOR	33.14	31.56%	Non-Compliant**	2.26	3.78		3.59	7.06	13.89	2.56
<b>FOOD &amp; DRUG RETAILERS</b>												
1	BID CORPORATION LTD	GENERIC	80.02	73.41%	4	20.00	8.20		17.03		29.79	5.00
2	THE SPAR GROUP LTD	GENERIC	76.54	70.22%	6**	17.00	9.16		24.95		20.43	5.00
3	CLICKS GROUP LTD	GENERIC	74.21	68.08%	6	15.03	12.06		15.57		26.55	5.00
4	SHOPRITE HOLDINGS LTD	GENERIC	63.12	57.91%	8**	7.42	8.80		17.82		24.08	5.00
5	DIS-CHEM PHARMACIES (PTY) LTD	GENERIC	25.30	23.21%	Non-Compliant**	1.31	6.66		10.51		4.58	2.24
<b>FOOD PRODUCERS</b>												
1	OCEANA GROUP LTD	GENERIC	102.58	94.11%	1	25.00	13.94		17.24		41.40	5.00
2	RCL FOODS LTD	AGRIBEE SECTOR	80.39	67.55%	4	23.99	5.20		8.61		27.59	15.00
3	AVI LTD	GENERIC	78.22	71.76%	6**	19.37	5.50		18.19		30.16	5.00
4	ASTRAL OPERATIONS LTD	AGRIBEE SECTOR	71.06	59.71%	7**	20.43	9.82		15.88		18.80	6.13
5	PIONEER FOOD GROUP LTD	AGRIBEE SECTOR	70.66	59.38%	7**	18.88	7.98		8.23		23.67	11.90
6	TIGER BRANDS LTD	AGRIBEE SECTOR	70.03	58.85%	7**	18.30	10.13		11.02		15.58	15.00
7	RHODES FOOD GROUP HOLDINGS LTD	AGRIBEE SECTOR	62.05	52.14%	8**	11.43	7.33		12.69		15.60	15.00
8	CLOVER INDUSTRIES LTD	AGRIBEE SECTOR	57.74	48.52%	8**	16.42	3.53		11.34		11.45	15.00
9	LIBSTAR HOLDINGS LTD	AGRIBEE SECTOR	47.59	39.99%	Non-Compliant**	8.07	5.10		7.99		11.43	15.00
10	QUANTUM FOODS HOLDINGS LTD	AGRIBEE SECTOR	42.48	35.70%	Non-Compliant**	7.95	6.57		5.10		13.66	9.20

## MOST EMPOWERED COMPANIES BY SECTOR

RANK 2019	ENTITY NAME	SECTOR CODE	TOTAL BEE SCORE	REBASED SCORE*	RECOGNITION LEVEL	OWNERSHIP SCORE	MANAGEMENT CONTROL	EMPLOYMENT EQUITY	SKILLS DEVELOPMENT	PREFERENTIAL PROCUREMENT	ENTERPRISE & SUPPLIER DEVELOPMENT	SOCIOECONOMIC DEVELOPMENT
<b>FORESTRY &amp; PAPER</b>												
1	MONDI LTD	FORESTRY SECTOR	105.40	94.11%	1	21.83	8.90		19.22		47.45	8.00
2	SAPPI SOUTHERN AFRICA LTD	FORESTRY SECTOR	95.04	84.86%	2	27.00	10.60		12.63		36.81	8.00
3	YORK TIMBER HOLDINGS LTD	FORESTRY SECTOR	80.48	71.86%	4	20.17	4.82		8.92		38.57	8.00
<b>GENERAL INDUSTRIALS</b>												
1	MPACT OPERATIONS (PTY) LTD	FORESTRY SECTOR	100.96	90.14%	1	30.46	11.11		14.83		36.56	8.00
2	MURRAY & ROBERTS HOLDINGS LTD	CONSTRUCTION SECTOR	92.75	88.33%	3	30.00	8.94		15.54		32.63	5.64
3	THE BIDVEST GROUP LTD	GENERIC	91.56	84.00%	3	25.00	12.54		16.40		32.62	5.00
4	BARLOWORLD LTD	GENERIC	90.59	83.11%	3	24.64	12.44		18.41		30.10	5.00
5	NAMPAK LTD	GENERIC	80.64	73.98%	4	18.90	7.35		18.76		30.63	5.00
6	KAP INDUSTRIAL HOLDINGS LTD	GENERIC	56.21	51.57%	7	10.81	4.23		14.83		23.19	3.15
7	REMGRO LTD	GENERIC	66.48	60.99%	8**	17.45	7.37		12.18		24.48	5.00
<b>GENERAL RETAILERS</b>												
1	ITALILE LTD	GENERIC	76.59	70.27%	6**	13.63	12.30		15.11		30.55	5.00
2	THE FOSCHINI GROUP LTD	GENERIC	70.57	64.74%	6	13.91	10.30		16.24		25.12	5.00
3	WOOLWORTHS HOLDINGS LTD	GENERIC	74.50	68.35%	7**	20.02	12.95		12.78		23.75	5.00
4	KAAP AGRI LTD	AGRIBEE SECTOR	70.27	59.05%	7**	22.05	5.48		10.71		17.03	15.00
5	LEWIS GROUP LTD	GENERIC	66.12	60.66%	8**	6.93	8.63		14.96		30.60	5.00
6	PEPKOR HOLDINGS LTD	GENERIC	31.39	28.80%	Non-Compliant**	6.78	6.42		9.83		5.06	3.30
7	HOMECHOICE INTERNATIONAL PLC	GENERIC	20.14	18.48%	Non-Compliant**	0.00	1.99		1.27		12.65	4.23
8	COMBINED MOTOR HOLDINGS LTD	GENERIC	14.44	13.25%	Non-Compliant**	5.64	2.22		0.00		6.58	0.00
<b>HEALTH CARE EQUIPMENT &amp; SERVICES</b>												
1	AFROCENTRIC INVESTMENTS CORPORATION LTD	GENERIC	94.32	86.53%	3	25.00	12.79		18.24		33.76	4.53
2	LIFE HEALTHCARE GROUP HOLDINGS LTD	GENERIC	83.13	76.27%	4	16.69	11.30		21.12		29.02	5.00
3	NETCARE LTD	GENERIC	76.67	70.34%	5	14.49	9.63		15.01		32.54	5.00
<b>INDUSTRIAL METALS &amp; MINING</b>												
1	ARCELOR MITTAL SOUTH AFRICA LTD	GENERIC	80.46	73.82%	5**	16.32	9.18		19.11		30.85	5.00
2	SISHEN IRON ORE COMPANY (PTY) LTD (KUMBA IRONE ORE LTD)	GENERIC	61.48	56.40%	8**	18.49	12.25		5.27		20.56	4.91
<b>INDUSTRIAL TRANSPORTATION</b>												
1	SUPER GROUP HOLDINGS (PTY) LTD	GENERIC	100.02	91.76%	1	25.00	7.76		22.64		39.62	5.00
2	IMPERIAL HOLDINGS LTD	GENERIC	81.49	74.76%	4	23.89	10.32		15.27		27.01	5.00
<b>LEISURE GOODS</b>												
1	NU-WORLD INDUSTRIES (PTY) LTD	GENERIC	0.00	0.00%	8	10.67	5.64		10.20		20.46	5.00
<b>LIFE INSURANCE</b>												
1	SANLAM LTD	FINANCIAL SECTOR	112.77	93.98%	1	27.00	11.88		16.64	17.97	8.12	4.66
2	MOMENTUM METROPOLITAN HOLDINGS LTD FORMERLY MMI HOLDINGS LTD	FINANCIAL SECTOR	111.40	92.83%	1	25.86	10.58		11.93	18.23	13.71	8.00
3	OLD MUTUAL LIFE ASSURANCE COMPANY (SOUTH AFRICA) LTD	FINANCIAL SECTOR	109.25	91.04%	2	22.35	13.40		14.21	17.00	12.00	5.29
4	LIBERTY HOLDINGS LTD	FINANCIAL SECTOR	107.61	89.67%	2	22.23	13.25		15.02	13.57		6.69
5	DISCOVERY LTD	FINANCIAL SECTOR	102.18	85.15%	3	21.44	9.82		17.05		18.15	3.00
6	CLIENTELE LTD	FINANCIAL SECTOR	83.38	72.50%	6**	13.94	12.80		12.82		32.31	2.31
<b>MEDIA</b>												
1	MULTICHOICE SOUTH AFRICA LTD	ICT SECTOR	128.74	99.03%	1	24.08	17.49		20.64		54.53	12.00
2	CTP LTD	GENERIC	84.54	77.56%	4	13.99	8.82		16.47		40.26	5.00
3	AFRICAN MEDIA ENTERTAINMENT LTD	ICT SECTOR	84.42	64.94%	8**	7.10	9.29		17.99		38.04	12.00
<b>MINING</b>												
1	EXXARO RESOURCES LTD	GENERIC	96.05	88.12%	2	25.00	12.86		16.14		37.13	4.92
2	AFRICAN RAINBOW MINERALS LTD	GENERIC	87.29	80.08%	4	21.54	12.86		14.46		33.43	5.00
3	MERAPE RESOURCES LTD	GENERIC	80.58	73.93%	5**	23.00	15.38		14.59		23.84	3.77
4	ANGLOGOLD ASHANTI LTD	GENERIC	69.67	63.92%	7	12.01	9.65		8.41		34.60	5.00
5	SIBANYE GOLD LTD	GENERIC	56.32	51.67%	8**	9.87	6.64		0.00		34.81	5.00
<b>MOBILE TELECOMMUNICATIONS</b>												
1	VODACOM GROUP LTD	ICT SECTOR	117.69	90.53%	2	21.33	17.39		23.32		43.65	12.00
2	MOBILE TELEPHONE NETWORKS (PTY) LTD (MTN SA)	ICT SECTOR	115.91	89.16%	2	24.80	15.47		16.77		46.87	12.00
<b>NONLIFE INSURANCE</b>												
1	SANTAM LTD	FINANCIAL SECTOR	0.00	0.00%	1	26.80	10.10		17.36	20.42	17.00	6.00
<b>OIL &amp; GAS PRODUCERS</b>												
1	MONTAUK HOLDINGS LTD	GENERIC	0.00	0.00%	Non-Compliant**	11.81	1.50		0.00		18.72	0.00



### MOST EMPOWERED COMPANIES BY SECTOR

RANK 2019	ENTITY NAME	SECTOR CODE	TOTAL BEE SCORE	REBASED SCORE*	RECOGNITION LEVEL	OWNERSHIP SCORE	MANAGEMENT CONTROL	EMPLOYMENT EQUITY	SKILLS DEVELOPMENT	PREFERENTIAL PROCUREMENT	ENTERPRISE & SUPPLIER DEVELOPMENT	SOCIOECONOMIC DEVELOPMENT
<b>PHARMACEUTICALS &amp; BIOTECHNOLOGY</b>												
1	ADCOCK INGRAM HOLDINGS	GENERIC	93.69	85.95%	3	23.97	13.84		17.54		33.34	5.00
2	ASPEN PHARMACARE HOLDINGS LTD	GENERIC	86.73	79.57%	4	25.00	7.38		14.22		35.13	5.00
3	ASCENDIS HEALTH LTD	GENERIC	76.09	69.81%	5	25.00	7.87		12.66		27.31	3.25
<b>REAL ESTATE INVESTMENT TRUSTS</b>												
1	ARROWHEAD PROPERTIES LTD	PROPERTY SECTOR	68.23	80.27%	3**	10.47	10.54				40.22	2.00
2	REDEFINE PROPERTIES LTD	PROPERTY SECTOR	91.87	78.52%	3	30.94	3.00	2.39	18.65		29.89	2.00
3	GROWTHPOINT PROPERTIES LTD	PROPERTY SECTOR	91.56	78.26%	3	25.47	4.85	6.01	10.59		37.64	2.00
4	EQUITES PROPERTY FUND LTD	PROPERTY SECTOR	83.05	70.98%	4	24.13	5.18	3.65	18.37		26.72	0.00
5	REBOSIS PROPERTY FUND LTD	PROPERTY SECTOR	66.78	57.08%	8	26.00	8.48	6.79	1.69		21.82	2.00
6	TEXTON PROPERTY FUND LTD	PROPERTY SECTOR	32.33	38.04%	Non-Compliant**	17.55	4.66				5.47	0.33
7	OCTODEC INVESTMENTS LTD	PROPERTY SECTOR	30.61	36.01%	Non-Compliant**	2.91	0.50				25.75	0.24
8	FORTRESS INCOME FUND LTD	PROPERTY SECTOR	7.90	9.29%	Non-Compliant**	0.12	4.72				3.02	0.00
<b>SOFTWARE &amp; COMPUTER SERVICES</b>												
1	EOH HOLDINGS LTD	ICT SECTOR	122.17	93.98%	1	25.00	16.28		20.79		48.10	12.00
2	ADAPT IT (PTY) LTD	ICT SECTOR	116.44	89.57%	2	18.00	18.00		16.92		51.52	12.00
3	AYO TECHNOLOGY SOLUTIONS LTD	ICT SECTOR	111.19	85.53%	3	25.00	15.02		16.91		44.99	9.27
4	JASCO ELECTRONICS HOLDINGS LTD	ICT SECTOR	101.15	77.81%	4	22.00	12.98		14.49		39.68	12.00
5	COGNITION HOLDINGS LTD	GENERIC	84.40	77.43%	4	13.52	6.02		20.97		39.61	4.28
6	NASPERS LTD	GENERIC	82.37	75.57%	4	20.00	6.41		15.98		34.98	5.00
<b>SUPPORT SERVICES</b>												
1	METROLIFE HOLDINGS LTD	GENERIC	93.53	85.81%	3	25.00	10.74		17.57		35.22	5.00
2	HUDACO TRADING (PTY) LTD	GENERIC	90.23	82.78%	3	24.62	5.89		20.11		34.61	5.00
3	MIX TELEMATICS LTD	GENERIC	75.75	69.50%	5	6.67	7.06		23.46		33.56	5.00
<b>TECHNOLOGY HARDWARE &amp; EQUIPMENT</b>												
1	MUSTEK LTD	ICT SECTOR	124.50	95.77%	1	25.00	13.38		23.78		50.34	12.00
2	ALVIVA HOLDINGS LTD	ICT SECTOR	115.96	89.20%	2	22.75	13.92		22.54		44.75	12.00
<b>TRAVEL &amp; LEISURE</b>												
1	TSOGO SUN HOLDINGS LTD	TOURISM SECTOR	106.40	95.86%	1	27.00	12.51		20.17		38.72	8.00
2	TSOGO SUN HOTELS LTD	TOURISM SECTOR	103.74	93.46%	1	27.00	12.20		18.44		38.10	8.00
3	FAMOUS BRANDS LTD	TOURISM SECTOR	71.31	64.24%	7**	0.00	12.68		21.28		32.35	5.00
4	SPUR CORPORATION LTD	TOURISM SECTOR	34.30	30.90%	Non-Compliant**	17.72	4.16		3.27		4.15	5.00
5	TASTE HOLDINGS LTD	GENERIC	15.55	14.27%	Non-Compliant**	0.00	5.66		7.77		2.12	0.00

\*SCORES REBASED TO 100%; FOR EXAMPLE, THE CONSTRUCTION SECTOR SCORES ARE OUT OF 105 AND FINANCIAL SERVICES ARE VARIABLE SO WERE REBASED TO 100

\*\*DISCOUNTING PRINCIPLE APPLIED

### OWNERSHIP

RANK 2019	ENTITY NAME	SECTOR CODE	TOTAL BEE SCORE	REBASED SCORE	TOTAL NUMBER OF POINTS ON SCORECARD	BEE RECOGNITION STATUS	RECOGNITION LEVEL	BLACK OWNERSHIP %	BLACK WOMEN OWNERSHIP %	OWNERSHIP SCORE
1	AVENG (AFRICA) (PTY) LTD	CONSTRUCTION SECTOR	97.67	93.02%	105.00	125%	2	86.79%	36.30%	27.00
2	AYO TECHNOLOGY SOLUTIONS LTD	ICT SECTOR	111.19	85.53%	130.00	110%	3	83.37%	32.99%	25.00
3	MURRAY & ROBERTS HOLDINGS LTD	CONSTRUCTION SECTOR	92.75	88.33%	105.00	110%	3	78.58%	32.06%	30.00
4	HOSKEN CONSOLIDATED INVESTMENT LTD	GENERIC	98.02	89.93%	109.00	125%	2	76.10%	43.52%	25.00
5	AFRICAN EQUITY EMPOWERMENT INVESTMENTS LTD	GENERIC	107.03	98.19%	109.00	135%	1	73.72%	38.29%	25.00
6	AFRICAN OXYGEN LTD	GENERIC	98.26	90.15%	109.00	125%	2	68.55%	11.41%	23.00
7	GRAND PARADE INVESTMENTS LTD	GENERIC	90.68	83.19%	109.00	110%	3	68.40%	22.80%	25.00
8	OCEANA GROUP LTD	GENERIC	102.58	94.11%	109.00	135%	1	66.02%	16.16%	25.00
9	ANCHOR INDUSTRIES (PTY) LTD	GENERIC	103.71	95.15%	109.00	135%	1	65.95%	30.31%	25.00
10	BRIMSTONE INVESTMENT CORPORATION LTD	GENERIC	56.00	51.38%	109.00	10%	8**	65.85%	21.94%	23.75

\*\* DISCOUNTING PRINCIPLE APPLIED

### MANAGEMENT CONTROL

RANK 2019	ENTITY NAME	SECTOR CODE	TOTAL BEE SCORE	REBASED SCORE	RECOGNITION LEVEL	MANAGEMENT CONTROL
1	AFRICAN EQUITY EMPOWERMENT INVESTMENTS LTD	GENERIC	107.03	98.19%	1	17.20
2	AVENG (AFRICA) (PTY) LTD	CONSTRUCTION SECTOR	97.67	93.02%	2	15.34
3	MERAFAE RESOURCES LTD	GENERIC	80.58	73.93%	5**	15.38
4	JSE LTD	FINANCIAL SECTOR	88.61	86.03%	3	15.77
5	ADAPT IT (PTY) LTD	ICT SECTOR	116.44	89.57%	2	18.00
6	NEDBANK GROUP LTD	FINANCIAL SECTOR	117.60	98.00%	1	15.64
7	MULTICHOICE SOUTH AFRICA LTD	ICT SECTOR	128.74	99.03%	1	17.49
8	VODACOM GROUP LTD	ICT SECTOR	117.69	90.53%	2	17.39
9	STANDARD BANK OF SOUTH AFRICA LTD	FINANCIAL SECTOR	114.55	95.46%	1	14.88
10	OCEANA GROUP LTD	GENERIC	102.58	94.11%	1	13.94

\*\*DISCOUNTING PRINCIPLE APPLIED

# Methodology: a step-by-step guide

## HOW IT IS DONE

The Most Empowered Companies project objectively measures the contributions made to broad-based black economic empowerment (B-BBEE) by companies listed on the JSE. This provides insight into the status of empowerment within big business.

The survey includes all companies listed on the JSE and AltX but excludes those on the venture capital and development boards. Exempt micro enterprises (EMEs) and qualifying small enterprises (QSEs) are also excluded from the ranking tables. Only companies whose empowerment scores are verified by a South African National Accreditation System (SANAS) verification agency have been ranked. The companies are also ranked by sector as well as by performance on the various elements of BEE. All of the scores are derived from actual verification certificates supplied to Empowerdex by the companies concerned and published with their consent. Where a company had not submitted their verification certificate in time for publication but the certificate was publicly available, that certificate has been used. These scores were taken to be accurate by the Empowerdex research team if they were completed by a SANAS-accredited B-BBEE Verification Agency.

## SCORING METHODOLOGY:

Participants were invited to submit a BEE rating certificate (see notes on verification certificates below). Although Empowerdex recognises the progress made by certain sectors in terms of the development of sector charters, in order to facilitate meaningful comparisons between various sectors, all companies were scored according to the methodology prescribed in the B-BBEE Codes of Good Practice (the Amended Codes), except where they were scored against an Amended Codes aligned Sector Code, which carries the same legal standing as the Amended Codes. The codes applicable to each company are reflected in the tables on overall rankings and sector rankings.

As some of the Sector Codes carry more points than the Amended Codes, we have ranked the scores in terms of the proportion of points against the total to determine the Most Empowered Companies in each of the categories ranked.

The following elements were scored:

## OWNERSHIP

The ownership rights and economic interest and the unencumbered equity that is in the hands of black individuals, black women, black designated groups (youth, people living with disabilities, military veterans, unemployed and rural dwellers), broad-based schemes, black new entrants, black participants in employee schemes and co-operatives are taken into consideration here. This is subject to the strict maxim of “substance over legal form” which pervades the codes. For example, if preference shares that are similar in nature to debt are issued to black investors, these would not be fully recognised as part of black ownership.

EMEs and QSEs: Amended B-BBEE Codes state that EMEs and QSEs are entitled to enhanced B-BBEE recognition only if they are 51% or 100% black-owned. 51% will be deemed Level 2 while 100% will be deemed Level 1 B-BBEE contributors. This means EMEs and QSEs cannot benefit from enhanced B-BBEE recognition if they measure their black ownership using the modified flow-through principle.

## MANAGEMENT CONTROL

This measures the representation of black people and black women across management positions in companies. The management portion relates to the board and executive management.

The compliance targets for management control are based on the overall demographic representation of

black employees as defined in the Regulations of the Employment Equity Act and Commission for Employment Equity Report, as amended from time to time.

The employee element measures senior, middle and junior management and in determining the measured entity's score, the targets need to be further broken into specific criteria according to the different race sub-groups within the definition of black in accordance with the Employment Equity Act on equitable representation and weighted accordingly. Semi-skilled and unskilled employees are not included in the measurement of management control.

The employee element further measures the inclusion of black employees living with disabilities in terms of The Employment Equity Act, No. 55 of 1998.

## SKILLS DEVELOPMENT

As with the employee element of the management control scorecard, the alignment principles for the amended codes provide for the application of the EAP targets in determining an entity's contribution towards skills development for its employees.

The skills spend target in respect of value of expenditure required in terms of spend for training of black employees is 6%. It allows for spending on unemployed people who are not employed by a measured entity to be trained. There is an opportunity to earn up to five bonus points where a measured entity absorbs up to 100% of its trainees. Points in this regard are allocated proportionately, depending on the percentage of trainees absorbed annually.

Skills development contributions for the benefit of black people are scored here. This takes into account the type of training outcomes and methods of assessment in the learning programmes matrix as presented in the amended codes. Measured entities are scored for their overall skills development contributions, their contributions in favour of black disabled people and the participation of black employees and unemployed black people in categories B, C and D apprenticeships, learnerships and internships, which are registered with the relevant SETA or on-the-job training with a formally assessed outcome or qualification.

### The following additional changes should be noted:

1. Informal training programmes will only account for a total maximum of 15% of total training expenditure.
2. Overhead costs and administration expenses for training are limited to a total maximum 15% of total training expenditure.
3. A tracking tool to measure the absorption rate of learners is required to determine the proportion of employees absorbed.

## SOCIOECONOMIC DEVELOPMENT

This looks at the social impact of contributions by companies on black beneficiaries. This differs slightly from standard corporate social investment in that it is largely directed at infrastructural, educational, community and healthcare development and at least 75% of beneficiaries in this instance must be black people.

## ENTERPRISE AND SUPPLIER DEVELOPMENT (ESD)

### ESD: PREFERENTIAL PROCUREMENT

The preferential procurement provisions are measured as a proportion of total measured procurement spend and only empowering suppliers qualify as suppliers.

The parameters for empowering suppliers have yet to be defined and thus, all entities with a valid B-BBEE certificate are deemed to be empowering.

This element assesses the financial impact on broad-based BEE-compliant firms through business with the measured entity. The focus is on total procurement from all suppliers, qualifying small enterprises, exempted micro enterprises, 51% black-owned enterprises, 30%

black woman-owned and 51% black-owned designated groups. This allows firms to score under more than one indicator for this element and provides an incentive to procure goods and services from small and black-owned businesses.

The amended codes in respect of preferential procurement are measured out of a total of 25 points. We have opted not to rank the top performers in terms of this pillar of the codes as the calculation for preferential procurement relates to the Total Measured Procurement Spend (TMPS) of each measured entity. Because the actual amount of expenditure is not disclosed by most measured entities, it is difficult to rank. The performance of a company may seem impressive but may be measured against a relatively low TMPS figure when compared to competitors.

### ESD: ENTERPRISE DEVELOPMENT

This element determines the impact of a measured entity on the development of financial and operational sustainability of qualifying enterprise development beneficiaries through monetary or quantifiable non-monetary support. Common forms of support include grant contributions, loans issued at favourable terms, management skills transfer and the provision of preferential credit facilities.

### ESD: SUPPLIER DEVELOPMENT

Similar to enterprise development, this element determines the impact of a measured entity on the development of financial and operational sustainability of qualifying supplier development beneficiaries through monetary or quantifiable non-monetary support. However, unlike enterprise development, the qualifying beneficiaries in this instance must be suppliers to the measured entity.

Common forms of support include grant contributions, loans issued at favourable terms, management skills transfer and the provision of preferential credit facilities.

The amended codes in respect of supplier development and enterprise development are measured out of a total of 10 and 5 points respectively. Similarly to preferential procurement, we have opted not to rank the top performers in terms of this pillar of the codes as the calculation for supplier development and enterprise development relates to the net profit after tax (NPAT) of each measured entity. Because the actual amount of expenditure is not disclosed by most measured entities, it is difficult to rank. The performance of a company may seem impressive, but may be measured against a relatively low NPAT figure when compared to competitors.

## HOW TO MEASURE A BEE SCORE

Using the generic scorecard from the Codes of Good Practice gazetted on 11 October 2013

EAP: Economically active population (as measured by StatsSA); NPAT = Net profit after tax

Note: On the scorecard, the bonus points do not form part of the overall score. The scorecard is out of 109 points and the bonuses are not part of the overall total.

From 31 November, the following changes to the Broad-Based Black Economic Empowerment Codes of Good Practice kick in. They were gazetted by the trade and industry department in May.

**ENTERPRISE AND SUPPLIER DEVELOPMENT:** The target for procurement of goods and services for 51% Black-owned suppliers has increased by 10% of the total procurement spend to 50%, with commensurate points awarded increasing from nine to 11.

- Measured entities may now continue to recognise EMEs or QSEs on their procurement scorecard as such where those EMEs or QSEs were ESD beneficiaries that are 51% black-owned (on a direct flow-through basis) and graduate to become large enterprises; but only if they were registered as an EME or QSE when they first received assistance

# to the Empowerdex B-BBEE rankings

from the measured entity. The recognition is valid for five years from the date of the initial assistance.

- Guarantee(s) provided on behalf of an enterprise or supplier development beneficiary to be recognised as the enterprise or supplier development beneficiary has been increased dramatically, from 3% to 50%.

**SKILLS DEVELOPMENT:** A new sub-element is introduced for skills development: expenditure on bursaries for black students with a target 2.5% scoring four points. Skills development expenditure towards informal

and workplace learning programmes has increased from 15% to 25%.

- The skills development target for expenditure on learning programmes for black people drops to 3.5% from 6%, with points awarded decreasing to six from eight.
- The target for black people participating in learnerships, apprenticeships and internships has increased to 5% from 2.5%, with the points increasing to six from four.

- The calculation of the 40% minimum threshold to avoid discounting by one B-BBEE recognition level can no longer include bonus points, but the bonus points achieved for absorption at the end of a learnership now extend to internships and apprenticeships.

**DESIGNATED GROUP SUPPLIER:** This was not previously defined, but it refers to a supplier that is not only 51% black-owned but also black youth, black people with disabilities, living in rural and underdeveloped areas, military veterans or unemployed. ■

B-BBEE Element & Indicators	Codes of Good Practice Weights and Targets	
	Weighting	Targets
<b>Ownership Indicators</b>		
<b>Ownership</b>	<b>25</b>	<b>Various</b>
Voting Rights (Black)	4	25.01%
Voting Rights (Black Women)	2	10.00%
Economic Interest (Black)	4	25.00%
Economic Interest (Black Women)	2	10.00%
Economic Interest (DG/ESOP/BBOS/CO)	3	3.00%
Black New Entrants	2	2.00%
Net Value	8	25.00%
<b>Management</b>	<b>19</b>	<b>Various</b>
Black board members as a percentage of all board members	2	50.00%
Black female board members as a percentage of all board members	1	25.00%
Black executive directors as a percentage of all executive directors	2	50.00%
Black female executive directors as a percentage of all executive directors	1	25.00%
Black executive management as a percentage of all executive management	2	60.00%
Black female executive management as a percentage of all executive management	1	30.00%
Black senior management as a percentage of all senior management	2	60.00%
Black female senior management as a percentage of all senior management	1	30.00%
Black middle management as a percentage of all middle management	2	75.00%
Black female middle management as a percentage of all middle management	1	38.00%
Black junior management as a percentage of all junior management	1	88.00%
Black female junior management as a percentage of all junior management	1	44.00%
Black Disabled people as a percentage of total employees	2	2.00%
<b>Skills Development</b>	<b>20</b>	<b>Various</b>
Skills Development Spend as percentage of leviable amount	8	6.00%
Skills Development Spend on disabled persons as a percentage of leviable amount	4	0.30%
Employed black people attending Category B,C & D learning programmes as a percentage of total employees	4	2.50%
Unemployed black people attending Category B,C & D learning programmes as a percentage of total employees	4	2.50%
BONUS - Number of black people absorbed by the measured and industry entity at the end of the learnership programme	5	100.00%
<b>Preferential Procurement</b>	<b>25</b>	<b>Various</b>
Total Measurable Procurement		
B-BBEE Procurement from Empowering Suppliers as a percentage of Total Measurable Procurement	5	80.00%
B-BBEE Procurement from Empowering QSE Suppliers as a percentage of Total Measurable Procurement	3	15.00%
B-BBEE Procurement from EME Suppliers as a percentage of Total Measurable Procurement	4	15.00%
B-BBEE Procurement from Empowering 51% black owned suppliers as a percentage of Total Measurable Procurement	9	40.00%
B-BBEE Procurement from Empowering 30% black women owned suppliers as a percentage of Total Measurable Procurement	4	12.00%
BONUS - B-BBEE Procurement from Designated Group Suppliers that are at least 51% black owned	2	2.00%
<b>Supplier Development</b>	<b>10</b>	
Total quantifiable monetary & non-monetary investment in development of SD beneficiaries	10	2.00%
<b>Enterprise Development</b>	<b>5</b>	
Total quantifiable monetary & non-monetary investment in development of ED beneficiaries	5	1.00%
BONUS point for graduation of one or more ED beneficiaries to graduate to the SD level	1	
BONUS point for creating one or more jobs directly as a result of SD and ED initiatives by the measured entity	1	
<b>Socio-Economic Development</b>	<b>5</b>	<b>Various</b>
Total Socio-Economic Development Spend benefitting black people	5	1.00%
<b>Total Score</b>	<b>109</b>	

**WE CARE...**



We care about **developing sustainable communities** and **improving the quality of life** of all South Africans.