



Black Economic Empowerment



PRESENTATION AGENDA

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1. New Legislation

1. The Amended Codes of Good Practice gazetted 11th October 2013.
 - Including draft amended QSE Code published 10th October 2014.
2. The Broad-Based Black Economic Empowerment Amendment Act, 27th January 2014.

2. Why the requirement for new Legislation?

1. To make the BEE Codes more effective
2. Previous Codes did not bring about transformation as expected
3. SA businesses still largely white dominated
4. To create an environment conducive for large-scale black industrialisation to happen
5. To create an environment for reducing unemployment
6. To promote enterprise development collaboration
7. To establish a B-BBEE Commission to oversee, supervise and promote adherence with the legislation
8. To stop the practice whereby companies fraudulently represent their BEE in order to get business i.e. fronting

Why the need for Industrialisation?

1. SA is a nation of shoppers
2. SA growth in the last 5 years since start of global recession has been driven by increases in government salaries and the wage bill – at 15% average increase per annum
3. These increases spent on imported goods
4. We export our income – i.e. we create jobs in China and not in SA
5. Manufacturing sector has shrunk – should be increasing
6. SA currently at its biggest trade deficit
7. Increased manufacturing will create jobs and stop increase in trade deficit

3. Amended B-BBEE Codes

- i. On 11 October 2013, the DTI gazetted the Amended B-BBEE Codes of Good Practice.
- ii. The number of elements in the BEE Scorecard has been decreased from **seven to five**.
- iii. The Management Control element now includes Employment Equity forming a single element, and Procurement and Enterprise Development have been combined under the heading of Enterprise and Supplier Development.

Scorecard:

The Five elements are:

		<u>DTI GENERIC</u>	<u>DTI QSE</u>
		<u>Points</u>	<u>Points</u>
1. Ownership	:	25	25
2. Management Control	:	20	15
3. Skills Development	:	20	25
4. Enterprise and Supplier Development	:	40	30
5. Socio Economic Development	:	<u>5</u>	<u>5</u>
	Total :	<u>110</u>	<u>100</u>

Note: The DTI QSE is a draft Code

v. The Recognition Levels

B-BBEE Status	Qualification (current)	Qualification (New)	B-BBEE recognition level
Level One Contributor	≥100 points on the Scorecard	≥100 points on the Scorecard	135%
Level Two Contributor	≥85 but <100 points on the Scorecard	≥95 but <100 points on the Scorecard	125%
Level Three Contributor	≥75 but <85 points on the Scorecard	≥ 90 but <95 points on the Scorecard	110%
Level Four Contributor	≥65 but <75 points on the Scorecard	≥80 but <90 points on the Scorecard	100%
Level Five Contributor	≥55 but <65 points on the Scorecard	≥75 but <80 points on the Scorecard	80%
Level Six Contributor	≥45 but <55 points on the Scorecard	≥70 but <75 points on the Scorecard	60%
Level Seven Contributor	≥40 but <45 points on the Scorecard	≥55 but <70 points on the Scorecard	50%
Level Eight Contributor	≥30 but <40 points on the Scorecard	≥40 but <55 points on the Scorecard	10%
Non-Compliant Contributor	<30 points on the Scorecard	<40 points on the Scorecard	0%

- vi. Exempted Micro-Enterprises (EME's):
 - vi. Entities with annual turnover **below R10 million (previously R5 million)**
 - vii. Exempt and qualify as Level 4 Contributors.
 - viii. EME's that are **at least 51% black owned** qualify as **Level Two Contributors**
 - ix. EME's that are **100% black owned** qualify as **Level One Contributors**.
- vii. Qualifying Small Enterprises (QSE's):
 - vi. Entities with annual turnover **between R10 million and R50 million** (previously between R5 million and R35 million)
 - vii. Will be required to score **on all five elements of the scorecard**.
 - viii. Some lower targets and scores, and less complex than for entities over R50 million.
 - ix. QSE's that are **at least 51% black owned** qualify as **Level Two Contributors**
 - x. QSE's that are **100% black owned qualify as Level One Contributors**
- viii. Generic Scorecard:
 - a. Entities with annual turnover **above R50 million**
 - b. Will score on all five elements of the scorecard

ix. Priority Elements:

- Three elements namely, **Ownership; Skills Development; and Enterprise and Supplier Development**, have been termed **Priority Elements**. Failure to achieve 40% of target will result in discounting of an entity's BEE status level as follows:

- Entities using the **Generic Scorecard** need to achieve the minimum thresholds on **all three elements**. Failure to do so will result in their BEE status being **reduced by one level** e.g. a Level 4 entity will drop down to Level 5.
- **QSE's** need to achieve the minimum threshold on **Ownership and any one of the remaining two Priority Elements**. Failure to do so will result in their BEE status being **reduced by one level**.

x. Group Sub-targets

Certain elements require the overall black compliance targets to be broken down into **sub-targets for different sub-groups** (i.e. Blacks; Asians; and Coloureds) and weighted in accordance with equitable representation as per the Employment Equity Act. These elements are:

- Management Control: specifically the sub-elements Senior Management, Middle Management and Junior Management, and,
- Skills Development.

These Group Sub-targets do not apply to QSE's.

Table 1: Profile of the national EAP by race and gender

Male			Female		
AM	African male	40.7%	AF	African female	34.2%
CM	Coloured male	5.8%	CF	Coloured female	5.0%
IM	Indian male	1.9%	IF	Indian female	1.1%
WM	White male	6.4%	WF	White female	4.9%
TOTAL		54.8%	TOTAL		45.2%

Source: Statistics South Africa, (QLFS 3 2012) (all percentages are rounded to one decimal point)

Table 2: Profile of the EAP by race and gender per province

Province	Male				Female				Total
	A	C	I	W	A	C	I	W	
Western Cape	17.8%	27.1%	0.2%	7.8%	16.1%	23.9%	0.1%	7.0%	100.0%
Eastern Cape	39.9%	7.7%	0.4%	5.7%	35.5%	5.5%	0.4%	4.8%	100.0%
Northern Cape	28.0%	20.7%	0.1%	4.9%	24.2%	19.0%	0.0%	3.0%	100.0%
Free State	47.1%	1.7%	0.2%	5.3%	40.4%	1.2%	0.1%	4.1%	100.0%
KwaZulu-Natal	42.3%	1.3%	7.3%	3.3%	38.3%	0.8%	4.4%	2.3%	100.0%
North West	52.2%	0.8%	0.2%	5.7%	37.7%	0.4%	0.0%	3.1%	100.0%
Gauteng	42.5%	1.9%	1.5%	9.8%	34.2%	1.9%	0.9%	7.2%	100.0%
Mpumalanga	47.8%	0.3%	0.5%	4.7%	42.9%	0.1%	0.1%	3.6%	100.0%
Limpopo	54.5%	0.2%	0.5%	1.8%	41.3%	0.1%	0.2%	1.5%	100.0%

Source: Statistics South Africa, (QLFS 3 2012) (all percentages are rounded to one decimal point)

xi. Transitional period effective from 11 October 2013 to 30 April 2015:

Up to **30th April 2015** an Entity **can elect** to use any of the following:

- a) The amended Codes of Good Practice gazetted 11 October 2013
- b) The DTI Codes as gazetted in February 2007

It has been announced that any BEE rating for which a certificate is issued by 30th April 2015 can be based on the 2007 Codes, but any certificate issued thereafter must be done using the new Codes.

Currently Companies using a **Sector Code** will still be audited on the current Sector Code until the amendments to these Codes have been gazetted. Sector Codes are required to be aligned by 30th April 2015, failing which the amended DTI Codes will apply.

xii. Fundamental AUDIT Principles:

- Substance take precedence over legal form
- Any reasonable interpretation consistent with the B-BEE Act and the B-BBEE Strategy must take precedence.
- *Whenever an Empowerment decision is made ask the question:
Is this within the spirit of B-BBEE?*
- **Example:**

Legally your Gardener is a shareholder within your company and according to HR is an Executive Director. But during the BEE Audit it is found that the Gardener knows nothing about your business and has never been involved in any financial or operational decision that had a material influence in the business.

4. B-BBEE Scorecard

4.1 Ownership:

- Ownership is a Priority Element
- Companies need at least 40% of the Required 25% Economic Interest percentage which equates to 10% Ownership with any outstanding loans to be in line with the annual graduation factor as set up in the codes. (See Net Value block in slide below). Calculated on Net Value line on the scorecard.
- New Entrants compliance has been increased from R 20 million to R 50 million and is now part of the main scorecard.
- Applies to DTI Generic and DTI QSE Scorecards

Ownership – DTI Generic

Element	Category	Indicator	Weighting points	Compliance Target
OWNERSHIP Total Points = 25	Voting Rights	Exercisable Voting Rights in the Enterprise in the hands of black people	4	25%+1 vote
		Exercisable Voting Rights in the Enterprise in the hands of black women	2	10%
	Economic Interest	Economic Interest of black people in the Enterprise	4	25%
		Economic Interest of black women in the Enterprise	2	10%
		Economic Interest of the following black natural people in the Enterprise: - black designated groups; - black participants in Employee Ownership Schemes; - black people in Broad-Based Ownership Schemes; - Black Participants in Co-operatives	3	3%
		Black New Entrants	2	2%
	Realisation Points	Net Value	8	Achieved accordingly: 10% of the Target (Year 1) 20% of the Target (Year 2) 40% of the Target (Year 3-4) 60% of the Target (Year 5-6) 80% of the Target (Year 7-8) 100% of the Target (Year 9-10)

Ownership – DTI QSE

Element	Category	Indicator	Weighting points	Compliance Target
OWNERSHIP Total Points = 25	Voting Rights	Exercisable Voting Rights in the Enterprise in the hands of black people	5	25%+1 vote
		Exercisable Voting Rights in the Enterprise in the hands of black women	2	10%
	Economic Interest	Economic Interest of black people in the Enterprise	5	25%
		Economic Interest of black women in the Enterprise	2	10%
		Economic Interest of the following Black New Entrants or Black Designated Groups.	3	3%
	Realisation Points	Net Value	8	Achieved accordingly: 10% of the Target (Year 1) 20% of the Target (Year 2) 40% of the Target (Year 3-4) 60% of the Target (Year 5-6) 80% of the Target (Year 7-8) 100% of the Target (Year 9-10)

4.2 Management Control:

- Management Control and Employment equity combined into one element
- The targets are based on the **overall demographic** representation of black people as defined by the Commission EE report (See previous slides for breakdown)
- Demographics breakdown does not apply to QSE's

Formula Used for S,M,J										
	A=	$\left[\frac{AM}{C} + \frac{CM}{C} + \frac{IM}{C} + \frac{AF}{C} + \frac{CF}{C} + \frac{IF}{C} \right]$								
		6								
Formula Used for S,M,J Females										
	A=	$\left[\frac{AF}{C} + \frac{CF}{C} + \frac{IF}{C} \right]$								
		3								

Example:

All Employees Occupation Levels	Male					Female					All
	African	Coloured /Chinese	Indian	White/ Non-SA	Sub-Total	African	Coloured /Chinese	Indian	White/ Non-SA	Sub-Total	Total
	AM	CM	IM			AF	CF	IF			
EAP Targets	40.30%	5.90%	1.80%	6.60%	54.60%	33.80%	5.20%	1.10%	5.30%	45.40%	100.00%
Senior Management	40	6	2	7	55	34	5	1	5	45	100
SM as % of all SM employees	40.00%	6.00%	2.00%	7.00%	55.00%	34.00%	5.00%	1.00%	5.00%	45.00%	100.00%
SM as % of EAP Targets	99.26%	100.00%	100.00%		299.26%	100.00%	96.15%	90.91%		287%	586.32%

$$A = \left[\frac{AM}{C} + \frac{CM}{C} + \frac{IM}{C} + \frac{AF}{C} + \frac{CF}{C} + \frac{IF}{C} \right]$$

$$A = \left[\frac{40.00\%}{40.30\%} + \frac{6.00\%}{5.90\%} + \frac{2.00\%}{1.80\%} + \frac{34.00\%}{33.80\%} + \frac{5.00\%}{5.20\%} + \frac{1.00\%}{1.10\%} \right]$$

$$A = \frac{586.32\%}{6}$$

$$A = 97.72\%$$

Score for Senior Management = A / Target x Points

97.72% / 60% x 2 = 3.26 (Can only score max points of 2)

Management Control Scorecard – DTI Generic

Element	Category	Indicator	Weighting points	Compliance Target
MANAGEMENT CONTROL	Board Participation	Exercisable Voting Rights of black board members as a percentage of all board members	2	50%
		Exercisable Voting Rights of black <u>Female</u> board members as a percentage of all board members	1	25%
	Executive Management	Executive Black directors as a percentage of all executive directors	2	50%
		Executive Black <u>Female</u> directors as a percentage of all executive directors	1	25%
	Other Executive Management	Black Executive Management as a percentage of all such employees	2	60%
		Black <u>Female</u> Executive Management as a percentage of all such employees	1	30%
	** Senior Management	Black employees in senior management as percentage of all such employees.	2	60%
		Black <u>Female</u> employees in senior management as percentage of all such employees.	1	30%
	** Middle Management	Black employees in middle management as a percentage of all such employees	2	75%
		Black <u>Female</u> employees in middle management as percentage of all such employees.	1	38%
	** Junior Management	Black employees in Junior management as a percentage of all such employees	2	88%
		Black <u>Female</u> employees in Junior management as percentage of all such employees.	1	44%
	Disabled Employees	Black employees of the Measured Entity who are Disabled Employees as a percentage of all employees	2	2%

Total Points = 20

Management Control Scorecard – DTI QSE

Element	Category	Indicator	Weighting points	Compliance Target
MANAGEMENT CONTROL	Executive Management	Black Executive Management as a percentage of all Executive Management	5	50%
		Black Women Executive Management as a percentage of all Executive Management	2	25%
	Non-Executive Management	Black Non-Executive Management as a percentage of all Non-Executive Management	6	60%
		Black Women Non-Executive Management as a percentage of all Non-Executive Management	2	30%
Total Points = 15				

4.3 Skills Development:

- Skills Development is a Priority Element
- Companies need at least 40% in each target set out in the Skills Development Element
- The following criteria must be fulfilled in order for Companies to receive points for Skills:
 - ❖ Workplace Skills Plan, an Annual Training Report and Pivotal Report which are SETA approved
 - ❖ Implementation of a Priority Skills program specifically for black people
- The compliance targets are based on the **overall demographic** representation of black people
- Skills development extended from training black employees only, to include training black non-employees.
- Points are earned for **Unemployed** people participating in Learnerships, Apprenticeships and Internships
- Category F and G training cannot represent more than 15% of the total value of Skills spend.
- Legitimate training costs such as accommodation, travel, catering, etc. cannot exceed more than 15% of the total value of Skills spend.
- Mandatory sectoral training does not qualify as skills development contribution, i.e. health and safety in construction sector, first aid, etc.
- Training outside the country is measurable provided it meets the SAQA requirements for recognition

Skills Development Scorecard – DTI Generic

Element	Category	Indicator	Weighting points	Compliance Target
SKILLS DEVELOPMENT Total Points = 20 Bonus = 5	** Skills Development Expenditure on any programme specified in the learning programme matrix	Skills Development Expenditure on Learning Programmes specified in the Learning Programme Matrix for black people as a percentage of Leviale Amount	8	6%
		Skills Development Expenditure on Learning Programmes specified in the Learning Programme Matrix for black employees with disabilities as a percentage of Leviale Amount	4	0.3%
	** Learnerships, Apprenticeships and Internships	Number of black people participating in learnerships, Apprenticeships or Internships Programmes as a percentage of total employees	4	2.5%
		Number of Unemployed Black People participating in Learnerships, Apprenticeships and Internships as a percentage of total Employees	4	2.5%
	BONUS Points	Number of Black people absorbed by the Measured and Industry Entity at the end of the Learnership programme	5	100%

*** These targets are further broken down into ethnic sub-groups to represent the demographics of Blacks, Asians and Coloureds.*

Skills Development Scorecard – DTI QSE

Element	Category	Indicator	Weighting points	Compliance Target
<p>SKILLS DEVELOPMENT</p> <p>Total Points = 25</p>	<p>Skills Development Expenditure on any programme specified in the learning programme matrix</p>	<p>Skills Development Expenditure on Learning Programmes specified in the Learning Programme Matrix for black people as a percentage of Leivable Amount</p>	<p>20</p>	<p>3%</p>
		<p>Skills Development Expenditure on Learning Programmes specified in the Learning Programme Matrix for black females as a percentage of Leivable Amount</p>	<p>5</p>	<p>1%</p>

Learning Programme Matrix

Cat	Programme	Narrative Description	Delivery Mode	Learning Site	Learning Achievement
A	Bursaries	Institution based theoretical instruction alone - formally assessed by the institution	Institutional instruction	Institutions such as university and colleges, school, ABET providers	Recognized theoretical knowledge resulting in the achievement of a degree, diploma or certificate issued by an accredited or registered formal institution of learning
B	Internships	Institution based theoretical Instruction as well as some practical learning with an employer or in a simulated work environment – formally assessed through the institution	Mixed mode delivery with institutional instruction as well as supervised learning in an appropriate workplace or stimulated work environment	Institutions Such as universities and colleges, schools, ABET providers and workplace	Theoretical knowledge and workplace experience with set requirements resulting in the achievement of a degree, diploma or certificate issued by an accredited or registered formal institution of learning
C	Learnerships	Recognized or registered structured experiential learning in the workplace that is required after the achievement of a qualification – formally assessed by a statutory occupational or professional body	Structured learning in the workplace with mentoring or coaching	Workplace	Occupational or professional knowledge and experience formally recognized through registration or licensing
D	Learnerships or Apprenticeships	Occupationally – directed instructional and work – Based learning programme that requires a formal contract – formally assessed by an accredited body	Institutional instruction together with structured, supervised experiential learning in the workplace	Institution and workplace	Theoretical knowledge and workplace learning, resulting in the achievement of a South African Qualifications Authority registered qualification, a certificate or other similar occupational or professional qualification issued by an accredited or registered formal institution of learning
E	Work – integrated learning	Occupationally – directed instructional and work – based learning programme that does not require a formal contract – formally assessed by an accredited body	Structured, supervised experiential learning in the workplace which may include some institutional instruction	Workplace, institutional as well as ABET providers	Credits awarded for registered unit standards, continued professional development, improved performance or skills (e.g. evidence of outputs based on Performance Development Programme)
F	Informal training	Occupationally – directed informal instructional programmes	Structured information sharing or direct instruction involving workshops, seminars and conferences and short courses	Institutions, Conferences and meetings	Continuing professional development, attendance certificates and credits against registered unit standards (in some instances)
G	Informal training	Work-based informal programmes	Informal training	Workplace	Increased understand of job or work context or improved performance or skills

4.4 Enterprise and Supplier Development:

- Enterprise and Supplier Development is a Priority Element
- Companies need at least 40% in each target set out in this element
- **Procurement:**
 - ❖ Only Certificates from Empowering suppliers can be used for calculating procurement score
 - ❖ Separate targets for QSE and EME suppliers
 - ❖ At least 51% Black owned or at least 30% Black women owned suppliers procurement calculation is based on their **BEE Recognition level** and not just the Procurement spend
 - ❖ Bonus points to be scored if procurement done through Designated Group suppliers that are at least 51% black owned.
- **Supplier Development and Enterprise Development:**
 - ❖ Only contributions made to at least 51% black owned QSE or EME suppliers qualify for Supplier Development
 - ❖ Only annual contributions qualify – no more cumulative, except if the contributions span over multiple years then total contributions amount is averaged per year.
 - ❖ Spend on Supplier Development cannot be acknowledged under Enterprise Development and vice versa
- **Total Measured Spend:**
 - ❖ Imports can be excluded from TMS spend, provided that entity has developed and implemented an ED and Supplier Development plan for imported goods and services

➤ **Empowering Supplier – definition in terms of the Amended Codes of Good Practice gazetted on 11th October 2013**

An Empowering Supplier within the context of B-BBEE is a B-BBEE compliant entity, which is a good citizen South African entity, complying with all regulatory requirements of the country, and it should meet at least three if it is a large enterprise, or one if it is a QSE, of the following criteria:

- 1. At least 25% of Cost of Sales, excluding labour cost and depreciation, must be procured from local producers or local suppliers in South Africa, and for service industry enterprises labour is included but capped at 15%.*
- 2. Job creation – 50% of jobs created are for Black people provided that the number of Black employees since the immediate prior verified B-BBEE Measurement is maintained.*
- 3. At least 25% transformation of raw material/beneficiation which include local manufacturing, production and/or assembly, and/or packaging.*
- 4. Skills transfer – at least spend 12 days per annum of productivity deployed in assisting Black EME and QSE beneficiaries to increase their operation or financial capacity.*

Some comments and references:

- 1. It is necessary to be an Empowering Supplier in order for a BEE certificate to be of any value to a measured entity for the purposes of calculating Procurement points.*
- 2. Exempted Micro Enterprises and Start-Ups are automatically recognised as Empowering Suppliers.*
- 3. Suppliers that are least 51% black owned are required to qualify as Empowering Suppliers.*
- 4. Suppliers that are at least 30% black women owned are required to qualify as Empowering Suppliers.*

Enterprise and Supplier Development Scorecard – DTI Generic

Element	Category	Indicator	Weighting points	Compliance Target
ENTERPISE AND SUPPLIER DEVELOPMENT	Preferential Procurement (25 Points)	B-BBEE Procurement Spend from all Empowering Suppliers based on the B-BBEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend	5	80%
		B-BBEE Procurement Spend from all Empowering Supplier that are Qualifying Small Enterprises based on the applicable B-BBEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend	3	15%
		B-BBEE Procurement Spend from all Exempted Micro Enterprises based on the applicable B-BBEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend	4	15%
		B-BBEE Procurement Spend from <u>Empowering Supplier</u> that are at least 51% Black Owned based on the applicable B-BBEE Procurement Recognition levels as a percentage of Total Measured Spend	9	40%
		B-BBEE Procurement Spend from <u>Empowering Supplier</u> that are at least 30% Black Women Owned based on the applicable B-BBEE Procurement Recognition levels as a percentage of Total Measured Spend	4	12%
		Bonus points: B-BBEE Procurement spend from Designated Group Supplier that are at least 51% Black Owned	2	2%
		Supplier Development	Annual value of all Supplier Development Contributions made by the Measured Entity as a percentage of the Target	10
	Enterprise Development	Annual value of Enterprise Development Contributions and Sector Specific Programs made by the Measured Entity as a percentage of the target	5	1% (NPAT)
	Bonus Points	Bonus point for graduation of one or more Enterprise Development beneficiaries to graduate to the Supplier Development level.	1	
		Bonus point for creating one or more jobs directly as a result of Supplier Development and Enterprise Development initiatives by the Measured Entity)	1	

Total Points = 40

Enterprise and Supplier Development – DTI QSE

Element	Category	Scorecard Indicator	Weighting points	Compliance Target
ENTERPISE AND SUPPLIER DEVELOPMENT Total Points = 30	Preferential Procurement (20 Points)	B-BBEE Procurement Spend from all Empowering Suppliers based on the B-BBEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend	15	60%
		B-BBEE Procurement Spend from <u>Empowering Supplier</u> that are at least 51% Black Owned based on the applicable B-BBEE Procurement Recognition levels as a percentage of Total Measured Spend	5	15%
	Supplier Development	Annual value of all Supplier Development Contributions made by the Measured Entity as a percentage of the Target	5	1% (NPAT)
	Enterprise Development	Annual value of Enterprise Development Contributions and Sector Specific Programs made by the Measured Entity as a percentage of the target	5	1% (NPAT)

4.5 Socio Economic Development:

- Only annual contributions made within the financial period being measured are acknowledged.
- No portion of the value of contributions made after the measurement date will qualify under this statement.
- Same scorecard for Generic and QSE

Socio-Economic Development – DTI Generic and QSE			
Element	Indicator	Weighting points	Compliance Target
SOCIO-ECONOMIC DEVELOPMENT Total Points = 5	Annual value of all Socio-Economic Development contributions by the Measured Entity as a percentage of the target	5	1% (Net Profit After Tax)

5. References and Definitions:

This Presentation at - <http://www.bizadvance.co.za/content/publications>

mPowerRatings – www.mpowerratings.co.za

BizAdvance Consulting – www.bizadvance.co.za

B-BBEE Codes - http://www.mpowerratings.co.za/bee_legislation.php

B-BBEE Amendment Act - http://www.thedti.gov.za/economic_empowerment/bee_codes.jsp

B-BBEE Definitions - <http://www.bizadvance.co.za/content/definitions>

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