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TOP EMPOWERMENT COMPANIES



DR REUEL J. KHOZA

CHAIRMAN OF DZANA INVESTMENTS,
DISCOVERY BANK AND JUBILEE METALS GROUP



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Commissioner: B-BBEE Commission

HEAD OF BRAND LETTER

As we mark this 24th edition of *Top Empowerment*, we celebrate more than just an annual publication — we honour a legacy rooted in vision, resilience, and transformation.

The Top Empowerment brand is Topco Media's longest-standing brand, and its origin is one of profound significance. It was launched with the support of a powerful letter of endorsement from the late President Nelson Mandela, facilitated with the help of Cyril Ramaphosa. This foundational moment laid the path for a platform that continues to champion economic inclusion and the advancement of truly empowered organisations in South Africa.

Top Empowerment has come to represent the leading empowered companies in the country — those who not only drive economic value but also embody the principles of diversity, equity, and transformation in action.

South Africa's journey is a testament to resilience. We are a nation rich in diversity, bound by a shared history, and united by a common purpose — to build a future that is inclusive, just, and empowering for all. Over the years, I've witnessed significant strides in transformation, and while challenges remain, the momentum is undeniable.

As South Africa takes on the esteemed role of G20 Presidency in 2025, under the powerful theme "Solidarity, Equality, and Sustainability," we are reminded of our collective responsibility to build a nation - and a world - where transformation is not only a goal, but a lived reality. These values are

perfectly aligned with the mission of Top Empowerment, which for over two decades has celebrated the trailblazers who are actively reshaping the South African economy through inclusive and sustainable empowerment strategies.

At this pivotal moment in our nation's history, we can proudly say that black-owned and -led businesses are not just surviving—they are thriving. Across sectors, from finance and telecommunications to education and energy, we are witnessing a new wave of empowered leadership that is bold, resilient, and globally competitive. This progress reflects the fruits of years of commitment to economic transformation, enterprise development, and policy frameworks that intentionally support transformation.

Equality, as defined in the spirit of the G20 theme, means ensuring fair treatment, equal opportunities, and meaningful advancement for all - regardless of race, gender, economic status, or geography. It also means actively confronting and correcting systemic disparities. In South Africa, that commitment is evident in the growing number of empowered enterprises now shaping our economy and society for the better.

The companies featured in this edition exemplify this ethos. From Nedbank, with its focused investments in black-owned SMEs and commitment to sustainable finance, to Merchants, a pioneer in inclusive business process outsourcing, and Sanlam a vital enabler of skills development and economic mobility for youth - these



organisations are not only aligned with the United Nations Sustainable Development Goals, but are living proof that transformation is good for business, good for communities, and essential for national stability and innovation.

This year's publication brings together thought leaders, pioneers, and changemakers who continue to redefine the landscape of transformation. It is a space for collaboration, celebration, and vision — and we are proud to walk this journey with all of you.

Let us continue to empower, uplift, and lead — together.

Lee-Ann Bruce
HEAD OF BRAND

EDITOR'S LETTER

At the end of 2024, which had been a particularly hard year for many, I was more than ready to indulge in optimism about what 2025 would bring. I am quite prepared to admit I was in no way prepped for what is currently unfolding on the geo-political stage. I don't listen to Miley Cyrus's music, she of twerking fame, however her song "Wrecking Ball" comes to mind.

I have been group editor of Topco Media for more than a decade now, and I can say, unequivocally, I am so proud of each magazine we have published - and to be part of the amazing team which has worked together tirelessly to launch them into the world. However, this edition of *Top Empowerment* for me, for many of us, is more important than ever. I say this because it is imperative that we continue to stand tall and be proud of our transformation journey in South Africa. Diversity, equity and inclusion as a collective transformative journey is under fire elsewhere in the world and so now, it is more important than ever, that our voice from the Global South resonates with pride and strength:

"Then imitate the action of the tiger;

Stiffen the sinews, summon up the blood,

Disguise fair nature with hard-favour'd rage."

(Apologies to the Bard).

And what a transformation powerhouse we have in these pages! On our front cover Dr Reuel J. Khoza, one of the South African business world's most erudite thinkers and respected entrepreneurs:

"Successful economies tend to actually view running matters of the nation, matters of the state, as a political economy. In other words, politics and economics, almost in perfect tango, not adversarial."

Inside, a Foreword by dtic Minister, Honourable Parks Tau; thought leadership pieces by BEE Commissioner, Tshediso Matona; Founder of Gift of the Givers, Imtiaz Sooliman, Livhu Mukhithi, Director: Broad-Based Black Economic Empowerment: Policy, Institutional Management and Advocacy – dtic; Bonang Mohale, Chancellor of UFS; Ravi Naidoo, CEO of YES and Shameela Soobramoney, CEO of NBI.

For your edification and enjoyment, feature articles abound on wide ranging topics such as: youth employability, social justice, SA's transformative journey and the new legal sector codes. And, of course, our update on the transformation status of the important economic sectors of our economy.



In his Foreword, Hon. Parks Tau references winners of our *Top Empowerment* awards, whom we celebrate in these pages - and in our constant quest to celebrate excellence, we have the index of Top Empowered companies.

From myself and the team, we hope you enjoy the read.

FIONA WAKELIN
GROUP EDITOR

Fiona Wakelin

Ellipse

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FOREWORD

South Africa's journey of transformation is an existential necessity to address historical wrongs, secure present material demands and fortify a representative future for the Republic. Over the past three decades, significant strides have been made to build an inclusive economic policy framework to ensure the historically-excluded now have a seat at the table. While the actual programmatic implementation has not been adequately sizeable, it can be posited that black-owned enterprises are growing, young entrepreneurs are emerging, and women-owned business are making a dent in the South African economic landscape. To be sure, transformation is not merely a theoretical concept but it is a lived material reality aimed at entrenching a tangibly equitable, non-racial and non-sexist citizenry and communities.

This notable progress is a cumulative outcome and result of successive democratic governments, working with social partners, to give practical effect to the precepts of the Freedom Charter and the Constitution as birth certificates of post-1994 South Africa. This is a testament to the maxim that a truly transformed South Africa requires a collective action approach, where business champions diversity, government monitors and enforces policies that level the playing field, and civil society holds all of us accountable. The unvarnished fact is that transformation and economic justice are prerequisites to establishing and nurturing social cohesion and nation formation programmes.

Despite this progress, the local and global narrative on transformation has become increasingly hostile. Around the world, progressive policies aimed at addressing historical injustices are being challenged under the guise of protecting 'meritocracy' and 'free markets'. In South Africa, our transformative efforts, particularly Broad-Based Black Economic Empowerment (B-BBEE), are under attack from those who seek to roll back the hard-won gains of democracy, undermining the legitimacy of policies that seek to undo centuries of economic exclusion.

We must be resolute in defending our transformative agenda, because to abandon it would be to abandon the very foundation of our democratic promise.

These attacks on transformation are not isolated; they form part of a broader global trend, an erosion of human rights and an assault on activism. Across the world, the spaces for civil society and human rights defenders are shrinking. For us in South Africa, given our history and our moral standing in the international community, we must endeavour to play a leading role in standing firm in our commitment to human rights, not just within our own borders, but wherever injustice prevails. At the same time, we must acknowledge that transformation in South Africa still has yawning gaps that must be closed. B-BBEE, while successful in many respects, has not yet delivered on its full promise. It must be expanded and redefined to ensure that it is truly broad-based, reaching beyond elite participation to uplift workers,



rural communities, and the youth. Transformation must not be a numbers game; it must be a tool for structural change, delivering tangible benefits for those who need it most.

As we reflect on these challenges and opportunities, we also take a moment to celebrate those who are leading the charge in building an inclusive economy. This publication, and the winners of this year's Top Empowerment Awards, embody the very best of our transformative efforts. These achievements remind us of what is possible when talent is nurtured, opportunities are given, and barriers are broken. To all the winners, congratulations! Your success is a victory for South Africa's transformation journey, and an inspiration to all who continue to push for a more just and equitable future.

HON. PARKS TAU (MP)

Minister of Trade, Industry and Competition (the dtic)



Dr Reuel J. KHOZA

ON LEADERSHIP AND DEMOCRACY

BY FIONA WAKELIN & KOKETSO MAMABOLO

Archimedes said if you give him a big enough lever he could lift the earth. It's all about leverage. If you find the right point, and the right lever, you can move anything. And with the help of others, to paraphrase the old saying, you can move even more. Throughout his life, Dr Reuel J. Khoza, one of the South African business world's most erudite thinkers and respected entrepreneurs, seems to have found the right lever when he needed it. A brilliant student turned inspiring teacher who found a home in the corporate world, one he has furnished with passion and academic rigour, Dr Khoza is fluent in several languages but is most adept at an old language which goes beyond words: the language of family, kinship, camaraderie, ubuntu.

He's an Africanist and a prolific writer with a career that is an incredible feat of alchemy, combining high ethical standards, business acumen and a work ethic refined through mission-school education and the guidance of his evangelist father. He's not just a moral authority but a technical one too, having served as Mervyn King's deputy for the drafting of the King III and King IV reports, setting the framework for corporate governance in South Africa. If integrity was a person, they would be farming avocados, macadamia nuts and pears, making music as a labour of love, like Dr Khoza, a man who holds kinship dearly, a custodian of eternal values.

AN ACTIVIST TEACHER IN THE C-SUITE

Beginning with an undergraduate degree in psychology, Dr Khoza's academic record and abilities as a teacher propelled him to a faculty position just as South African student politics were about to reach a fever pitch.

It's not surprising that such a man, whose overarching philosophy has its foundations in a collectivist mindset, which naturally provides an ideological framework for human rights, found himself crafting poems and lyrics which gave life to the students' moral cause.

University management took exception and so ended Dr Khoza's first pedagogical journey, in 1974.

He joined Unilever, spending four years as marketing assistant and product manager, before obtaining a scholarship from Shell Oil South Africa to pursue his Master's in marketing in the United Kingdom. After working for the multinational, upon his return to South Africa, he decided to venture out alone in the business world, a brave and risky decision in a time when the efforts of black entrepreneurs were stifled by a system working against them, an atmosphere which motivated him to join the Black Management Forum.

He brought his collectivist spirit with him into his marketing and management consultancy, looking deeply into ubuntu and applying it to corporate culture



and leaders. What follows is a career that would be the envy of any business professional.

Dr Khoza has chaired the boards of Nedbank, Assupol, the Private Investment Corporation, and chaired Eskom during the Mandela and Mbeki administrations; he was president of the Institute of Directors South Africa in 2001. He is currently the chair of Dzana Investments, a private equity firm run by Nkateko Khoza, his eldest daughter, which invests mainly in the technology sector.

He has also served on the board of directors of the Johannesburg Stock Exchange, Standard Bank, IBM South Africa, Old Mutual, Liberty Life Group and Nampak, with the list continuing to grow.

A GREAT LEADER IS LIKE A CONDUCTOR

Dr Khoza, the Chancellor of the University of KwaZulu Natal and former Chancellor of the University of Limpopo, is not only comfortable in the corporate and academic world, he is also a passionate lyricist and executive produced two SAMA-nominated albums. This skill endeared him to his students in his teaching days and after publishing his sixth book over a decade ago he began writing lyrics to the choral music compositions of his late cousin, Shalati Joseph Khosa.

In many ways choral music is a melodic example of ubuntu. Many voices rising and falling, lifting harmony from their lungs in the pursuit of sounds that can only be created through collective effort. It's not the same with only a few voices, especially if they're all singing the same part. The voices need to complement each other, everyone contributing. Democracy is the same and Dr Khoza points out that we're not all playing our parts: "I think we have been, as a citizenry, rather dormant."

Instead of participating to the full extent, we practice democracy only when we vote every few years.

We've entrusted the functioning of democracy to the political elite, says Dr Khoza.

"And if we continue to behave that way as a citizenry, I think we'll have nobody else but ourselves to blame. Because these people, some of them, knowledgeable as they may be, even as collective, they have lots of blind spots," he explains, and laments how power can lead some to fall victims to hubris. "Self-importance becomes the dominant characteristic."

Choral music is, again, in Dr Khoza's words, instructive in this regard: "I use orchestral performance, whether it accompanies a choir or just instruments, as a metaphor for effective leadership. A choir conductor or the orchestral conductor may not necessarily be an expert oboe player, violin player or piano player or any wind instrument player, but he or she coordinates the various talents, the various expertise into harmony."

"With good conducting, you wind up actually producing rousing music, not just technically sound music. That's always the case with leading a nation."

//

I use orchestral performance, whether it accompanies a choir or just instruments, as a metaphor for effective leadership

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And we can lead in our way, by being active citizens. "You cannot sit and observe," says Dr Khoza. "If there are things to be pointed out, if there are things to be organised, if there are things to be taken up, the South African citizenry, particularly the intelligentsia, should engage."

"I think I just feel that there's such a gap between the citizenry and government that people don't seem to know how to communicate with them and get responses."

He argues that some interest groups, such as Business Leadership South Africa, are engaging with success but Dr Khoza believes it's not enough. He uses the example of street committees which were the life blood of local politics in lead up the elections in 1994 and a template for an active citizenry. As an enhancement to the participatory democracy which South Africa runs on, Dr Khoza believes we should implement a constituency-based system which would allow for people to engage directly with their chosen representatives in parliament.

Along with a strong participatory culture, transformation is another challenge that needs to be addressed. Dr Khoza notes that while progress has been made at the board level, it's not trickling down to senior management. The challenges faced by small businesses - which Dr Khoza says need capital, knowledge and skill - are another example of the country's stumbling blocks.

"We as a country have failed to understand what other economics call a dual economy, where you couple the

main successful major corporations with small budding organisations and identify service areas, product supply areas, and actively cultivate and nourish that."

"Successful economies tend to actually view running matters of the nation, matters of the state, as a political economy. In other words, politics and economics, almost in perfect tango, not adversarial," he explains.

It is hoped that the new era of coalition government in the form of the Government of National Unity (GNU) brings with it stability and energy to address challenges to drive economic growth, the perfect tango Dr Khoza is referring to, with serving the country as the ultimate goal.

"They together have come to define their master as national interest. And for that reason I believe there's hope."

"Historically they used to shout at each other as adversaries. Now as members of the GNU they have an opportunity to whisper to each other. You achieve a lot more softly, and with a whisper."

Education, as always, is a key priority for the GNU and as someone with a great deal of experience in the sector, Dr Khoza's perspective on the lacklustre foundations in reading, comprehension and mathematics is an important one. He laments low standards and calls on curriculum designers, and administrators at the tertiary level, to start with the end in mind: "The end is what the political economy requires, particularly."

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I am cautiously optimistic because if you lose hope as an individual, as a community, as society, as a nation, you perish. So for me, hope springs eternal

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THE NECESSITY OF HOPE

"I am cautiously optimistic because if you lose hope as an individual, as a community, as society, as a nation, you perish. So for me, hope springs eternal. But that hope shouldn't be an empty hope. It might be something that we do something about," says Dr Khoza, when asked about whether or not we address the country's challenges.

He lives by his own words, contributing to the development of society and the nation. His work on the South African Handbook of Agency, Freedom and Justice, in conjunction with Professor Muxe Nkondo, is an example. It is a three volume compendium bringing together the voices of thought leaders from various fields.

"Volume one deals with policy and law, the economy, public management and politics, as well as international relations and diplomacy," explains Dr Khoza. "And volume two deals with education, knowledge and knowledge systems; it deals with technology, communication and the media. But - very importantly - with ethics, which I believe is a very important matter. Faith and belief in the secular state as well as aesthetics and the function of the arts."

The final volume deals with health, gender justice, the environment and family. These handbooks, Dr Khoza says, offer a knowledge base from which people can begin to actively participate in democracy, covering the blind spots that politicians and bureaucrats are bound to have.

The foundation he started in 2019 with his wife, Mumy, is a concerted effort to uplift communities, covering some of the blindspots. They support the Ekurhuleni Orphan and Vulnerable Children's Center, in Acornhoek, with food and books. When he was the chairperson of the Bethel Hook's Trust he was able to raise enough capital to build a school which is the combined effort of both the public and private sector. They've also been able to source donations of desk computers distributed to schools in Mpumalanga and encourage schools to have vegetable gardens which can become both a source of food for students and revenue for the school.

One of the success stories from the school they built - which has achieved matric pass rates in excess of 90% - was a student who went on to become an actuary, after studying at the University of Cape Town, and whose talents were picked up by Discovery founder and CEO, Adrian Gore.

This is an example of why hope is a necessity for Dr Khoza. This is the hope that we can do better; hope that we can turn the tide, find the right leverage and use the power of ubuntu to our advantage. We have some catching up to do and, as Dr Khoza's grandfather insisted, to do that we need to work hard and put in the hours. "Don't rest unless you're tired."





LET'S DEBATE ABOUT BEE BUT WITH RESPECT AND NATION-BUILDING RESPONSIBILITY

Tshediso Matona (Commissioner: B-BBEE Commission)

For me as the Commissioner for Black Economic Empowerment, a positive factor of the current sharp spotlight on BEE is the louder and widening conversation ensuing in the country about BEE policy and legislation.

When BEE and transformation are understood as a tool to correct racial inequality that our economy inherited from apartheid and colonialism, it becomes clear that it is a matter of existential importance which we do need conversation about, because transformation is an ongoing project; a work-in-progress. Equally, it is a matter that deserves to be engaged with respect, integrity and nation-building responsibility, because it is about our painful past and our desired future; as such, our debates must be fruitful and take the country forward.

Moreover, whatever US President Trump's quarrel is with BEE, the events ensuing from it serve to affirm to South Africans that transformation is our domestic, sovereign issue, rooted in our circumstances, and best answered by none other than ourselves. This moment prompts us to recall that it is we, the people of South Africa, black and white, who proclaimed in our Constitution that "We Recognise the injustices of the past" and "Believe that SA belongs to all who live in it" and that we commit to "Heal divisions of the past and establish a society based

on social justice"; and to this end to adopt "laws and other measures to advance persons disadvantaged by unfair discrimination", including the use of preferential procurement.

Any ideas that lower the bar of our values and ideals seek to place us in reverse-gear as a country when we ought to be accelerating forward.

Ironically, BEE follows on the footsteps of Affirmative Action, a policy born out of the self-same US. It is based on the principle that to achieve social justice, governments are enjoined to take proactive and targeted measures for the socio-economic upliftment and inclusion of certain population groups, as this would not be achieved by market forces on their own. This is practice in many countries and has evolved into formal global policies, such as Diversity, Equity, and Inclusion, or the Sustainable Development Goals under the UN, and the emerging corporate Environment, Social and Governance standards.

My view is that the newly emerging challenges against BEE, whether emanating within the country or sponsored from outside, are in fact an opportunity for us to deepen and discipline our dialogue about transformation as a nation. In doing so we need to be honest that transformation is an unfinished

business, and to find each other about the imperative for changing the status-quo of living with the worst inequality in the world.

To this end, the correct place to proceed from is accepting that BEE was created as a tool to solve the inherited problem of a racially skewed ownership, opportunities, and participation in the economy. At the same time, it is acknowledging that BEE as a transformation tool might not be working perfectly, and indeed many shortcomings and loopholes about BEE are being encountered. But this cannot justify this being mischievously exploited by those who now pretend that the problem for which BEE seeks to solve for is no longer an issue. Such mischief amounts to a negation of our collective duty to implement the Constitution and correct the economic injustice inherited from our past.

It is shocking to also witness the turning of SA's political history on its head, in particular our race-relations history, through false claims that white people in SA are being targeted and discriminated against, which again negates the centuries of colonial dispossession and domination of indigenous Africans, followed by apartheid which denied black people's human rights and economically disempowered them.

The truth is that the injustices which black people were subjected to in SA were so egregious that, through United Nation resolutions, apartheid was declared a crime against humanity helping pave the way for a non-racial democracy in 1994 and its commitment to social justice.

It thus bears appreciating the magnitude of the responsibility assigned by this painful history to the B-BBEE Act (of 2003, amended in 2013) as the legislative expression of the Constitutional imperative for redress of past economic injustice. It is in light of this, that debates about BEE must be conducted with respect, integrity and responsibility to build and move us forward.

The Commission's data shows that important inroads are being made towards meaningful and productive participation by black people in the economy, thanks to BEE policy

Furthermore, it is necessary that debating BEE is evidence-based. For a while after BEE was adopted, the challenge has been that the policy was implemented without monitoring. Since the establishment of the B-BBEE Commission from 2016, the Commission has been striving to build an evidence-based data-base of progress and challenges in implementing BEE, drawing from BEE certificates and reports submitted by JSE-listed private entities and public entities. The BEE Act requires that Major BEE Transactions (of R25m and above) be submitted for assessment by the BEE Commission of transfer of value to black people. Since 2017 over 705 deals have been concluded with close to R1 trillion in value acquired by black shareholders, which constitutes an important foothold into the economy.

The Commission's data shows that important inroads are being made towards meaningful and productive participation by black people in the economy, thanks to BEE policy; be it the increasing numbers of black people who own and run businesses; who are credible suppliers to government and big corporates; who are managers, directors, professionals and are acquiring various productive skills; as well as communities who are beneficiaries of social investments, especially in rural areas.

However, much still needs to be done.

Based on BEE certificates data accessed, black ownership averages 30% in any given year, and black

women ownership averages 14%, but in the context where black people make up 92% of SA's population (according to the 2022 StatsSA census). Independent BEE analyst Duma Gqubule contends that black shareholding in top 50 JSE-listed companies is a paltry 1.2% of a R18 trillion market capitalization, and only 5.8% if only SA assets are considered.

Over the last 2 years, the Commission has been tracking expenditure on Enterprise and Supplier Development (ESD) (from the 3% of net profit after tax (NPAT) the Act requires companies to set aside) as well as Skills Development spend (6% of NPAT), and has established that R26.3 billion was spent on ESD in 2021, and R15 billion in 2022; and Skills Development spent was R31 billion in 2022.

The Black Industrialists BEE initiative of the DTIC reports to have supported over 1700 black industrialists to the tune of R50 billion, supporting over 160 000 direct jobs.

These are strides that call for building on; for lifting the game and for re-energising implementation.

That said, according to the country score-card, progress with BEE transformation is slow, because implementation is inadequate, and therefore changes intended by the law are not as tangible nor visible as was hoped for. For most of the black population, expectations from the BEE policy remain unfulfilled; Poverty, Unemployment and Inequality is the lived reality of too many fellow citizens, posing a menace to social cohesion, and to SA being a country at peace with itself.

I believe the Government of National Unity (GNU) took an inspirational stance when its Statement of Intent commits all the GNU parties to transformation and an inclusive economy as one of the priorities of the 7th Administration. I believe that the potential

of BEE as a transformation tool has not yet fully materialised, and that the country has not yet fully 'emptied the cupboards' in terms of implementation of the policy.

Indeed, the journey of BEE over the last two decades provides proof that the policy is amenable to evolving and adapting to emerging challenges; amenable to being made fit-for-purpose. But this improvement can only happen if there is sincere and shared commitment to the purpose and objectives of BEE.

The BEE Commission's will is to continue for improved implementation of the legislation, and maximising on the compliance and enforcement powers that are in the current Act, and partnering with other pro-transformation actors in business, government and civil society.

It is clear that compliance must be significantly improved so that more public and private entities can make a positive contribution to economic transformation. We also need to strengthen the eco-system which supports economic transformation, which includes finance and access to markets for enhanced impact, as well as to combat the pervasive problem of fronting and misrepresentation of BEE status. Finally, improved implementation is a call for strong leadership, championship and accountability at all levels across the public and private sectors.

As I have said elsewhere, 'Rome is burning in South Africa'. The bickering about important matters of our future can only carry on at the expense of missing opportunities, and ultimately our collective peril. We are challenged to rally around this moment, and expend our efforts and time to more promising and positive effect, for our collective good.

The Black Industrialists BEE initiative of the DTIC reports to have supported over 1700 black industrialists to the tune of R50 billion, supporting over 160 000 direct jobs



EMPOWERING OURSELVES

THE PAST IS PAST BUT THE FUTURE IS NOT HERE YET!

Professor Bonang Mohale,
Chancellor of the University of the Free State

After World War II, in a new age of empire, great powers aimed to carve up the planet and nations pledged to create a more equal and law-abiding world. Now, Russia, China and the USA are returning to an older model in which powerful countries impose their will. Nearly five years since the COVID-19 pandemic upended the global economy, growth is slow but stable, inflation has gradually declined in advanced economies and trade trends have turned positive. Despite this, there remain challenges such as high public debt burdens, ongoing geoeconomic tensions and the potential impact of industrial policies on smaller countries.

POVERTY REDUCTION IS POSSIBLE

China has lifted over 800 million people out of poverty since the late 1970s. This is the largest reduction in inequality in modern history by focusing on no more than six economic reforms, namely economic growth (which grew rapidly after 1978 with an average annual growth rate of over 9%); infrastructure investment (invested in roads, railways, water supply and electricity); education and health (improved access to education, health care and social security);

targeted policies (targeted the most poverty stricken areas with public policies); data collection (used data to identify the poorest areas and their needs and public support and mobilised the public to assess the status of each household). China's poverty reduction efforts have helped the world achieve the UN 2030 Agenda for Sustainable Development goals.

SOUTH AFRICA'S TAX BASE

According to the latest tax statistics from the National Treasury and the South African Revenue Service (SARS), 490 676 South Africans earned over R1-million in the 2024/25 financial year. This figure represents 6.7% of the country's 7.4 million registered taxpayers and marks a significant increase of 82 000 individuals compared to the previous financial year when 408 288 South Africans earned above this threshold.

These millionaires, who cover around 50% of all assessed income tax paid in the 2024 tax year, demonstrate the country's progressive tax regime is in full effect, with the majority of income tax being paid by the country's richest individuals at R2.2-trillion in gross tax revenue - R87-billion or

4.2% more than in the prior year. Personal Income Tax (PIT) revenue remained the biggest contributor to the tax haul, accounting for 35.7% - R641-billion of the total tax collected. Just 1 660 182 individuals, a mere 2.6% of the country's 64 million people contribute 76.2% of all personal income tax. The situation is equally concerning in the corporate sector where only 1 051 companies, representing 0.1% of the total, pay 72.3% of all company income tax. Over 30% of the population, approximately 19.2 million people, currently rely on social grants, a figure projected to grow to 19.7 million by 2026/27.

This means that about 12% of South Africans who pay income tax are supporting a social safety net for nearly half the population!

YOUTH UNEMPLOYMENT

Youth unemployment has been at catastrophic levels since 'two weeks in July 2021' at 74.9 percent! Four years later, it is still hovering at 60.2% compared to Spain's 26.6; France 20.5;

Italy 17.7; China 17.1; Turkey 15.8; Canada 14.4; UK 14.4; USA 9; Australia 8.8; Netherlands 8.7; Germany 6.5; South Korea 5.5; Japan 3.2 and Switzerland 2.7. It is Mosibudi Mangena who opines that, 'poverty and inequality are a menacing reality in South Africa. Unless the state and the citizens do something to share the fruits of the economy, things might

This Bill of Rights is a cornerstone of democracy in South Africa. It enshrines the rights of all people in our country and affirms the democratic values of human dignity, equality and freedom



unravel very soon. It is simply unsustainable to have wealth concentrated in the hands of a minority race whilst the vast majority wallow in abject poverty'.

HUMAN RIGHTS

Human rights are those basic and fundamental rights to which every person – for the simple reason of being human – is entitled. These rights are inalienable – a person has them forever and they cannot be taken away. The natural rights of South Africans received no protection before the country became a constitutional democracy in 1994. Chapter 3 of the Interim Constitution introduced legally protected fundamental rights to South Africa for the first time. Now fundamental human rights are entrenched in Chapter 2 – Sections 7 to 39 – of the 1996 Constitution.

The Bill of Rights is arguably the part of the Constitution that has had the greatest impact on life in this country. As the first words of this chapter say: 'This Bill of Rights is a cornerstone of democracy in South Africa. It enshrines the rights of all people in our country and affirms the democratic values of human dignity, equality and freedom.' It has also been the source of the majority of the groundbreaking rulings the Constitutional Court has handed down.

In an address to the South African Constitutional Assembly on 8 May 1996, the day of the adoption of the final Constitution, President Rolihlahla N. Mandela declared that 'now it is universally acknowledged that unity and reconciliation are written into the hearts of millions of South Africans. They are an indelible principle of our founding pledge - 'the glowing fire of our New Patriotism'. At the same occasion, Deputy President Thabo M. Mbeki asserted that the Constitution 'constitutes an unequivocal statement that we refuse to accept that our Africanness shall be defined by our race, colour, gender or historical origins'.

CONSTITUTIONAL PATRIOTISM

The University of the Witwatersrand's Elsa Huyssteen reminds us that this is a patriotism of new South Africans who do not belong on the basis of race or ethnicity but on the basis of a shared loyalty to a constitutional state and a commitment to national unity, reconciliation and human rights. The creation of such a 'constitutional patriotism' is intended to establish

the legitimacy of the outcome of the transition as well as to promote national unity and reconciliation, both seen as crucial to the consolidation of democracy in South Africa.

Constitutional patriotism is seen as capable of meeting these challenges to the consolidation of democracy in South Africa as it ensures that the principles and values contained in the Constitution are perceived by citizens to be congruent or at least compatible with their own principles and values, and ensures a sense of belonging on the basis of a shared loyalty to the Constitution and not on the basis of ethnicity.

The development of the New Patriotism in South Africa will require both the legitimacy of the Constitution itself, including the process by which it was drafted and its content, and the legitimacy of the powerful institution entrusted with its interpretation and enforcement, the Constitutional Court. In order to achieve this, both the Constitutional Assembly and the Constitutional Court have engaged in extensive legitimisation strategies. The umbilical cord that binds this together is in Inanda KZN, hence when Nelson Mandela cast his first vote on the 27 April 1994, he voted at Inanda Missionary school in KZN where both Pixley ka Isaka Seme and John Langalibalele Dube, the first ANC President, were born.

WORKING TOGETHER FOR COLLECTIVE FREEDOM

Mental slavery is the worst form of slavery. It gives you the illusion of freedom, makes you trust, love and defend your oppressor while making an enemy of those who are trying to free you or open your eyes – but you become your best self when you work on things people can't take away from you like mindset, character, integrity, authenticity, discipline and kindness.

The only resilient solution to Russia, China and the USA imposing their will on our continent is to work together, build our own businesses and make our own money so that we can walk out of situations that we do not like!

The only resilient solution to Russia, China and the USA imposing their will on our continent is to work together



IMTIAZ SOOLIMAN - GIFT OF THE GIVERS

PRACTICING DIVERSITY, EQUITY, INCLUSION AND BELONGING ON A GLOBAL SCALE

By Fiona Wakelin

“Best among people are those who benefit mankind”

Beginning his humanitarian work in Mozambique during the 1990s, Dr Imtiaz Sooliman raised significant funds in just five days to provide boreholes, medical supplies, and malaria medication for the country. His philanthropic work continued in Iraq and Bangladesh - and then the life-changing trip to Istanbul, Turkey, where he received an instruction from teacher Sufi Sheikh Muhammed Saffer Effendi al Jerrahi:

“My son, you will form an organisation. The name will be Waqful Waqifin (the closest translation is ‘Gift of the Givers’). You will serve all people of all races, of all religions, of all colours, of all classes, of all political affiliations and of any geographical location. You will serve them unconditionally.”

Imtiaz did not speak Turkish but understood the instruction. How was that possible? “When there is a meeting of hearts, language is not necessary.”

After receiving this message from the spiritual leader, Imtiaz Sooliman, at the age of just 30, built the Gift of the Givers from humble beginnings into what has become the largest disaster response, non-governmental organisation of African origin on the African continent. He and the team live by the maxim: “Best among people are those who benefit mankind”.

He established the organisation with family support - started in a small 12m² room with a fax machine. The first major project was during the Bosnian civil war in August 1992, delivering 32 containers of aid and creating the world's first containerised mobile hospital in 1993, including surgery theaters, ICU, X-ray, and other medical units. CNN reported the mobile hospital as ‘equal to any of the best hospitals in Europe’.

The dedicated team is committed to addressing crisis situations, showcasing innovative problem-solving and the importance of partnerships across sectors.

We met at the Arabella Estate after a few months of planning - the Gift of the Givers are in big demand (not surprisingly) and it took a while for us to both be in the same province at the same time. The time flew by and it was so refreshing, and so easy to speak with this ego-free, quick, solutions-orientated, energetic, humanity-first human being. During our conversation he had 4 cell phones on the arm chair, all on silent.

There are so many disasters happening all the time around the globe at any given time, I asked Imtiaz how they choose where to go - and where the funds come from:

“If a country has hit something major, the head of state must come on world TV and announce they have a



problem. Only then will we respond. But sometimes before he or she makes the statement and we hear about, say, a tsunami in Indonesia, an earthquake in Haiti, an earthquake in Nepal, a typhoon in the Philippines, I put my teams on standby. Usually Africa comes first.

MONEY MATTERS?

“My spiritual teacher said, ‘You will never need to look for money. People will come to you. You’ll never have to ask for money.’ We never have to go to people to ask for funds. We have no need for fund raisers in our organisation.

“Things just happen. Everything falls into place. The teacher said, ‘things will work out for you’ - and they do”.

KNYSNA FIRE RESPONSE AND CAPE WATER CRISIS - DIVERSITY IN ACTION

The Gift of the Givers responded to the 2017 Knysna fires with medical teams, food for firefighters, and essential supplies and set up a warehouse operation in the Checkers parking lot to coordinate massive aid distribution. This was diversity in action with teams of all backgrounds working together.

They responded to the Western Cape water crisis by drilling 238 boreholes at a cost of R19-million, saving farming communities and livestock; and successfully navigated

The relief of suffering - a mother feeding a child, restoring sight to the blind - when a person has cataracts and they open and they can see. Or they can hear you because of a hearing aid. It’s priceless.

the flood response by coordinating multiple stakeholders, with partnerships across political parties, race, and class to reach isolated communities.

CSI, ETHICS, ECONOMIC PHILOSOPHY AND PERSONAL VALUES

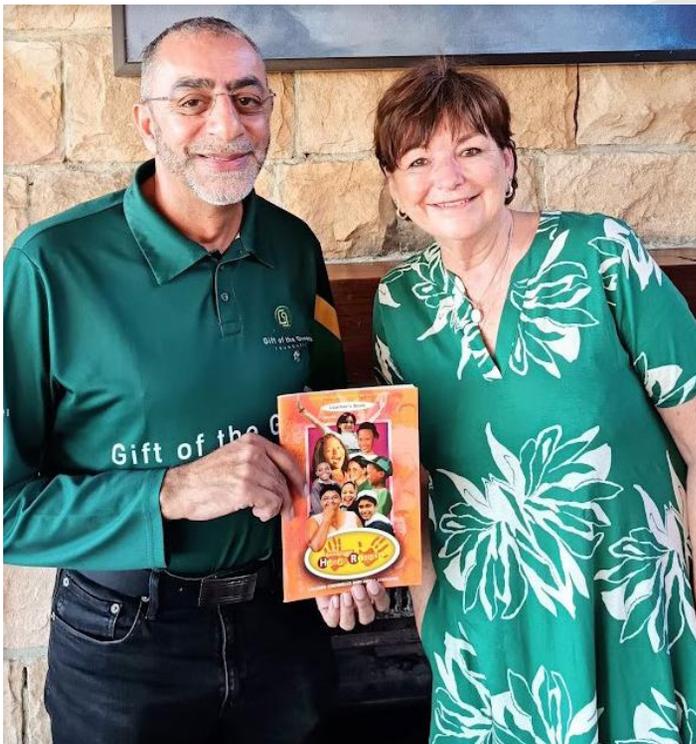
We spoke about how Corporate Social Investment (CSI) is evolving from ‘ticking boxes’ to meaningful engagement and corporates in South Africa are developing a purposeful CSI focus:

“CSI - we don’t just tick the box anymore. Now the CEOs call and ask for us to take them and their staff to be on site to see. To feel what it is like to be on the ground. Big companies like Sibanye-Stillwater, Bonitas, FNB, see first-hand where the CSI money is going. They feel the words of the people.

"And we are growing. Now because we have got a new thing called virtual. They call you any time. On 31st December 2024, afterhours, the FNB guys called – 'We've got all these fires in Cape Town. On the 2nd of January, the money will be in your account'.

" And when you think of COVID, the ethical business practices of keeping staff employed - ultimately benefitted the economy".

I had to ask about his take on the ramifications of the Trump administration withdrawing funding from Africa: "I am very happy about it. We should have cut ties long ago. We don't need to have a begging bowl. We are self-sufficient and have the resources to manage our own needs. Companies are already calling to see how we can fill the gap. America is one country in the world. There are 199 others and we are about to sign an agreement with the Association of Southeast Asian Nations".



AND WHAT GIVES HIM JOY?

"The relief of suffering - a mother feeding a child, restoring sight to the blind - when a person has cataracts and they open and they can see. Or they can hear you because of a hearing aid. It's priceless. Absolutely, absolutely priceless.

"When I was in Somalia I saw a child who had been bed-ridden for 8 months and sepsis was creeping into the bone. Nobody could fix it. I brought my doctors from South Africa. They did the operation in 20 minutes. The father gets up and says, I like to appreciate you. Meaning thank you for what you've done. May God bless you. The child is giving a big smile. He's mobile, he can walk, can go home. He can be with his father, with his parents, his family. When you unite families together, when you give life. It's priceless. When the water comes out of the tap, when people haven't drunk water and the people scream and they jump for joy. It's priceless".

WHAT KEEPS HIM GOING?

"Gratitude. God's grace and my team's and my family's support."

A MESSAGE OF INSPIRATION

"South Africans are unique - there is no one like us in the world. What is unique about us? It is our attitude. We care. Wherever I go people say to me that there is no one like us. And that is something to be proud of!"

When I think of Imtiaz Sooliman and the Gift of the Givers, the word that comes quickly to mind is "sage" - not only because of the connotation of wisdom, but also because of the cleansing quality of the herb - its capacity to "purify spaces or objects, to ward off negative energy and promote well-being". And, in my book, this is what the world needs right now.

The dedicated team is committed to addressing crisis situations, showcasing innovative problem-solving and the importance of partnerships



MEANINGFUL ENTERPRISE DEVELOPMENT

WHAT DOES IT MEAN - AND WHERE ARE WE IN SOUTH AFRICA?

Livhuhani Mukhithi, Director: Broad-Based Black Economic Empowerment: Policy, Institutional Management and Advocacy - dtic

The growth and development of economies throughout the 20th and the 21st centuries have been built behind deliberate planning, and undertaking by State actors, private players and other social partners. These initiatives have been anchored around principles of broadening economic participation and inclusion across sectors in the economic mainstream. Support, development and participation of enterprises in the economic mainstream should be premised on the interconnectivity between MSMEs, existing multi-national corporations (MNCs), and original equipment manufacturers (OEMs) within their global value-chains (GVCs).

In the South African context, a recently commissioned study on Enterprise and Supplier Development (ESD) by the B-BBEE Commission (2022: 18) hammers on the imperative that Enterprise and Supplier Development forms part of the B-BBEE legislation. The ESD programme's goal, according to the B-BBEE Commission, is to "create a conducive environment for the building of sustainable relationships between corporate South Africa and black entrepreneurs to facilitate access and transformation of value chains." B-BBEE is a government programme that aims to correct past wrongs and spread the nation's wealth among all races and genders, as well as promote growth, development, and entrepreneurial development.

B-BBEE is the policy implementation through the B-BBEE Act (as Amended) and the Codes of Good Practice, which provide the foundation for ESD policies for big corporations.

As ESD development and support has proven to nurture and consolidate technological development and uptake amongst MSMEs globally, Lee (2017: 03) contends that private companies (locally-owned companies) need to be able to move up the value-chain to higher-value added goods, based on continued upgrading and improvement, and technological innovation. This stands to effect structural transformation and inclusive participation in the mainstream economy.

In praxis, a study on Enterprise and Supplier Development (ESD) by the B-BBEE Commission (2022: 17) qualifies the posture that holds that the ESD is not just a South African notion; it's a global movement that has proved to boost economies, diversify supply chains, and create jobs. The bulk of businesses and a sizeable share of employment in both developed and emerging economies are SMMEs. These enterprises, however, face many obstacles that prevent expansion, such as poor technological capabilities, limited human resource capacity, and restricted access to capital. Furthermore, the GIBS White



Paper on Enhancing Enterprise and Supplier Development Ecosystem Effectiveness in South Africa (2024: 8) contends that there is more consensus in the implementation challenges of ESD programmes such as limited resources, misalignment of corporate and MSME programme participants, and inadequate monitoring and evaluation. These challenges are at the core of botched ESD programme implementation.

South Africa's effort to increase participation of MSMEs in the economic mainstream hinges upon a plethora of support mechanisms. According to the report on the State of the Small and Growing Business Sector by ANDE (2024: 04) the South African entrepreneurial ecosystem requires innovative solutions to increase the available finance, improve access to markets, reduce bureaucratic burdens, and strengthen the capacity of small businesses and start-ups. The report also examines the state of the Small and Growing Businesses (SGB) sector in South Africa as of 2023 by assessing the amount and type of financial support available to enterprises, the type of capacity development offered, and trends in the policy landscape that affect the entrepreneurial ecosystem. It is also vital to acknowledge that the legislative ecosystem that is in existence to support entrepreneurship, enterprise and supplier development requires updating and review to provide a blueprint for the building of a vibrant MSME sector.

The GIBS report concedes that South Africa has a relatively robust financial and capacity-related development landscape for MSMEs. The report State of the Small and Growing Business Sector identified 197 active funding sources offering financing in the form of loans (43%) and equity (41%), with the remainder made up of grants (16%), quasi-equity (7%), and guarantees (5%). Nevertheless, the credit gap among MSMEs continues to be significant.

Additionally, the South African economic mainstream's relationship with MSMEs is characterised by relationships that are both progressive to the country's reindustrialisation efforts and the ones that are only driven by the compliance imperative (informed by the tick-box approach for compliance purposes). The magnitude to which MSMEs are connected, or not connected, to the GVC of MNCs differs significantly and varies from strategic high value chain integration to non-core value chain integration. On one end, certain MNCs conduct extensive value chain and supplier opportunity analysis to inform the identification of supplier opportunities. At the other end of the scale, other MNCs and corporates link MSMEs to less strategic, non-core supply opportunities. Some corporates have a mixed ESD approach in terms of linking MSMEs to both core and non-core supply opportunities.

As contained in the study commissioned by the dtic (2019), the five most common benefits reported by 65 MSMEs surveyed and participating in Enterprise Development programmes are in order of frequency:

1. Business management skills & systems (31%);
2. Networking and business opportunities (14%);
3. Market access (12%);
4. Financial support (9%);
5. Company (marketing /brand) exposure (6%).

On the Supplier Development (SD) side, the 5 most common benefits reported by 29 MSMEs surveyed and participating in SD programmes are, in order of frequency:

1. Business management skills & systems (17%);
2. Marketing skills (17%);
3. Access to markets (17%);
4. Financial management skills (10%);
5. Company (marketing/ brand) exposure (10%).

The B-BBEE Commission Study (2022) gives us a sense of where we are currently are as a country in relation to B-BBEE ESD compliance. The report underscored a low level of compliance on ESD spending by measured entities. According to the B-BBEE Commission, "in 2021 only 61% of the set targets was achieved for ESD, which is a continuing trend over the past five years (2017: 44%; 2018: 60%; 2019: 51%; 2020: 61%)". The matter to point at on ESD and its application exceeds the compliance imperative as obligatory legislatively by all economic actors, it is about releasing its might in driving economic inclusion and participation. As matters stand, it is imperative to concede that the funds raised through ESD contributions do not have a positive impact on marginalised groups as envisaged within the B-BBEE legislation, more especially the MSME sector which is under serviced and underfunded.

Although there are challenges of unleashing the potency of ESD in optimising its contribution to the efforts of structural transformation, economic redress and reindustrialisation of South Africa, MSMEs remain critical in playing the role of drivers of innovation and economic inclusivity in the mainstream and sunrise industries that are changing the production paradigm driven by 4IR, automation, AI, services industries, e-commerce, etc.

South Africa's effort to increase participation of MSMEs in the economic mainstream hinges upon a plethora of support mechanisms

The dtic study (2019) acknowledges that through market access benefits, some suppliers have grown where their revenue has grown ten times and employment levels have grown by a factor of 200%-300% during their three-year participation in the SD Programme.

In the same realm, common challenges in accessing corporate procurement opportunities continue to persist: where buyers perceive new suppliers as risky, and small suppliers facing cost disadvantages due to their purchasing power and economies of scale being smaller than established suppliers. Effective ESD programmes lean towards the dual objectives of promoting both economic transformation as well as supplier diversity, while less effective ESD programmes are primarily driven by economic transformation. It should be a prerequisite for private and public sector leadership to approach ESD as a means to achieving organisational profitability, competitiveness and supplier diversity as part of promoting economic growth.

To ensure impact of ESD programmes in South Africa, a consideration should be given on the creation of a singular ESD support vehicle that will be anchored on the country's vision of reindustrialisation (through MSME participation in value chains and technical capability development) and taking advantage of high impact productive and services industries. Hence it is imperative to acknowledge that ESD impacts positively on the sustainable growth of MSMEs, thus contributing to economic redress and inclusive economic participation.

The B-BBEE Commission Study (2022) gives us a sense of where we are currently are as a country in relation to B-BBEE ESD compliance



LEADING THE NATIONAL BUSINESS INITIATIVE

DRIVING ECONOMIC TRANSFORMATION AND SOCIAL INCLUSION

Shameela Soobramoney

THE NATIONAL BUSINESS INITIATIVE – ITS BACKSTORY AND ITS MANDATE

The National Business Initiative (NBI) was launched in 1995 by former President Nelson Mandela to support South Africa's new democratic government. Today, we are a coalition of approximately 100 leading South African corporations and multinationals working toward sustainable growth and development through responsible business action. Our purpose focuses on thought leadership, collective action and project implementation, and fostering collaboration between business and government. We pride ourselves on being a trusted partner to both sectors, driving initiatives that address systemic challenges like inequality, unemployment, and climate change.

Diversity, equity & inclusion (DEI) is embedded across all levels of the NBI through

- **Human Resources Practices:** We ensure compliance with DEI principles and regularly assess employee demographics and experiences through surveys and one-on-one engagements
- **Projects:** Integrate GESI elements into all initiatives, even when not explicitly required by partners
- **Board Composition:** Prioritise diversity in demographics, experience, and skills to benefit from varied perspectives and enhance decision-making
- **DEI Dialogues:** Hosted discussions on corporate action, academic research, and practical studies, reaching over 500 participants annually
- **CEO Interviews:** Showcased best practices in DEI, inspiring over 20 companies to adopt similar measures
- **JET Skilling for Employment Programme:** Focused on green transition skills, targeting 5,000 students in TVET (Technical and Vocational Education and Training)

colleges. This initiative ensures equal opportunities across gender, race, and geography, aligning with SDG 4 (Quality Education) and SDG 5 (Gender Equality)

“RE-IMAGINE AFRICA”

In 2018, the NBI launched with Accenture Strategy Re-imagine Africa, a strategic initiative designed to address the complex and rapidly evolving landscape faced by businesses across the continent. At the time, Africa was on the cusp of a demographic dividend, with a burgeoning consumer class creating unprecedented opportunities for growth. However, capturing these opportunities required businesses to build trust, foster community support, and create shared value, all while navigating resource constraints and environmental pressures that threatened supply chains and profitability.

The initiative was driven by a clear commercial imperative. Rather than treating sustainability as a barrier to GDP growth—a misconception that was prevalent at the time—NBI positioned it as a significant opportunity. In collaboration with Accenture Strategy, NBI conducted extensive research, engaging with CEOs and business leaders from Africa's leading companies. This research revealed that African businesses could unlock \$350 billion annually by addressing socio-economic and environmental challenges. While this insight was groundbreaking in 2018, the four key areas identified for scaling innovation remain highly relevant today:

1. **New Consumption Opportunities:** Meeting the needs of the rising African consumer class with sustainable products and services.
2. **Collaborative Operating Models:** Leveraging partnerships to drive efficiency and innovation.

3. Resource Efficiency: Reducing waste and optimising resource use to improve profitability and environmental outcomes.
4. Trust and Transparency: Building stronger relationships with communities and stakeholders to ensure long-term success.

The initiative also highlighted the potential for cross-sector collaboration, urging businesses to work with governments and other stakeholders to overcome inefficiencies caused by operating in silos. For example, partnerships across sectors could address shared challenges such as climate change, infrastructure gaps, and skills development, creating a multiplier effect that benefits both businesses and society.

Today, the principles and strategies of Re-imagine Africa are more critical than ever. The global context has shifted dramatically, with political and economic uncertainty, supply chain disruptions, geopolitical tensions, and climate crises intensifying the challenges faced by African businesses.

These developments have heightened the urgency for innovation and collaboration, reinforcing the need for resilient and sustainable business models.

NBI continues to drive this initiative forward, bringing it to life through ongoing efforts to foster partnerships, promote resource efficiency, and build trust within communities. By contextualising Re-imagine Africa within the current landscape, NBI is not only addressing today's challenges but also positioning the continent as a leader in sustainable development. This proactive approach ensures that African businesses can thrive while contributing to the well-being of future generations, creating a legacy of shared value and long-term resilience.

In a world where uncertainty is the new normal, Re-imagine Africa stands as a testament to the power of strategic foresight and collaborative action, demonstrating how businesses can turn challenges into opportunities for sustainable growth.

FOSTERING COLLABORATION BETWEEN BUSINESS, GOVERNMENT, AND CIVIL SOCIETY

The NBI has built a legacy of impact, rooted in collective action, to advance a sustainable and resilient South Africa. Our work is deeply embedded in fostering collaboration between business, government, and civil society, and our current initiatives continue to strengthen our role as a trusted, people-centred organisation. Some of our recent key achievements include:

Transformation Blueprint: We developed a comprehensive toolset to help companies embed transformation

The global context has shifted dramatically, with political and economic uncertainty, supplychain disruptions, geopolitical tensions, and climate crises intensifying the challenges faced by African businesses

imperatives, including Gender Pay Gap (GPG) assessments, Gender-Based Violence (GBV) action plans, and Gender Equity and Social Inclusion (GESI) programmes. This work has directly influenced over 50 companies to adopt more inclusive and equitable practices.

Ethical Leadership and Anti-Corruption Programme: This initiative focuses on developing practical insights into ethics and corruption while addressing the organisational and behavioural drivers of transparency and accountability in the private sector. A key outcome is the upcoming launch of an online training platform to support businesses in ethical conduct and anti-corruption practices.

Just Transition Pathways: We published stakeholder-driven research and recommendations for decarbonising key sectors of the economy, contributing to South Africa's climate action goals under SDG 13 (Climate Action). This work has been instrumental in shaping policies and practices for a just and inclusive transition to a low-carbon economy.

Powering Our Futures Report: This report identified job opportunities in the renewables sector at a municipal level, supporting SDG 8 (Decent Work and Economic Growth). It has informed skills development programmes targeting over 10,000 individuals, equipping them with the skills needed for the green economy.

South African Pavilion at COP: In partnership with the Department of Forestry, Fisheries, and the Environment (DFFE), we host the South African Pavilion at COP, facilitating collaboration between business, government, and civil society. This platform has enabled over 100 progressive actions and partnerships, driving collective climate action.

Climate Finance Accelerator (CFA): As national delivery partners for the CFA South Africa, in collaboration with GreenCape, we support climate projects to improve their bankability and appeal to financiers. This programme brings together project developers, finance providers, and policymakers to accelerate climate finance flows. The CFA builds on over a decade of UK International Climate Finance support to South Africa, totalling more than £250 million.

TAMDEV Programme: Through private sector skills transfer, we have supported state capacitation, achieving measurable outcomes in municipal financial management, water and sanitation, and energy efficiency. For example, one initiative improved financial management in 15 municipalities, benefiting over 2 million citizens.

Installation, Repair, and Maintenance (IRM) Programme: This programme fosters private sector collaboration, offering demand-driven technical skills and strengthening pathways into sustainable employment. Aligning with the President's call for businesses to scale up work-based experience, the IRM Programme has trained over 800 learners since 2017, ensuring they are not only skilled but also absorbed into the workforce.

In uncertain times, collaborative action is essential to build resilience and address systemic challenges. For example:

- **Business for South Africa (B4SA)** with the NBI's support for these three areas through TAMDEV: energy, logistics, and crime challenges.
- **Renewables Collaboration:** Convened stakeholders to accelerate renewable energy projects, enhancing energy security and supporting the green transition, through for example, the NBI's RAISE Programme, Just Transition Pathways and the Just Energy Transition Skilling for Employment Programme.

These efforts demonstrate the multiplier effect of collaboration, where collective action achieves far greater impact than individual efforts.

CHALLENGES

Like any member-based organisation, we face challenges such as:

Member Value Proposition: Ensuring our offerings remain relevant to our diverse membership base.

Funding: Attracting partners who align with our theory of change and long-term vision.

Talent Retention: Operating in a fast-paced, high-stakes environment requires exceptional diplomacy and subject matter expertise, making talent retention a priority. To address these, we continuously refine our value proposition, diversify funding sources, and invest in employee development and well-being.

MEASURING SUCCESS

We measure success through pre-set metrics aligned with our mission and vision. For example:

Thought Leadership: Track the impact of research publications and opinion pieces (e.g., 10,000+ downloads of the Just Transition Pathways report).

Project Delivery: Monitor on-the-ground outcomes, such as the number of jobs created, or municipalities supported.

Collaboration: Evaluate the strength of partnerships and stakeholder engagement, ensuring measurable progress toward systemic change.

THE IMPORTANCE OF IQ, EQ, CQ, AND SQ IN THE WORKPLACE

IQ, EQ, CQ, and SQ are all critical in the workplace. While IQ ensures technical competence, EQ, CQ, and SQ enable effective collaboration, cultural understanding, and ethical decision-making. In South Africa, we've seen positive trends, such as:

- **Increased Board Diversity:** Over 40% of JSE-listed companies now have gender-diverse boards, improving governance and decision-making.
- **Inclusive Leadership:** Companies are increasingly leveraging EQ and CQ to create inclusive environments, resulting in better employee engagement and innovation.

These trends align with global best practices and contribute to more resilient and adaptive organisations.

LOOKING FORWARD

I look forward to a future where South Africa fully harnesses its potential as a thriving, inclusive economy.

With our abundant natural resources, innovative culture, and diverse population, we have the tools to overcome current challenges and achieve sustainable development. Key priorities include:

- **Green Transition:** Scaling up renewable energy projects to create jobs and ensure energy security.
- **Youth Empowerment:** Expanding skills development programmes to equip young people for the jobs of the future.
- **Collaborative Governance:** Strengthening partnerships between business, government, and civil society to tackle systemic issues like inequality and unemployment.

By staying focused on these goals, we can build a South Africa that thrives in its diversity and delivers sustainable growth for all.

These efforts demonstrate the multiplier effect of collaboration, where collective action achieves far greater impact than individual efforts



YOUTH EMPOWERMENT

SOUTH AFRICA'S MOST CRITICAL INVESTMENT IN THE AGE OF AI

Ravi Naidoo, CEO,
Youth Employment Service

As the Artificial Intelligence (AI) revolution accelerates, empowering South Africa's youth means preparing them for the challenges and opportunities that this transformation brings. On this journey, we face a critical juncture. We've increased access to higher education and created innovative work experience programmes like the Youth Employment Service (YES), but we're still grappling with a world of rapid technological change that threatens to leave many people behind.

As the COVID-19 crisis demonstrated, the world will bifurcate between those countries that possess technological capabilities and those that lag behind. Hence vaccine-producing rich countries kept six vaccines per citizen before they released vaccines to Africa (which barely could get six per 100 people).

Moreover, technological capabilities are enabling a "cross-species transmission" in an economic sense – for example, companies once more famous for making cellphones are now producing state-of-the-art SUVs. There is no question that as new technology advances, many old industries will be massively disrupted with concomitant employment implications.

Accordingly, it is imperative that we prepare young people for that technology-driven future.

The Harvard Business Review investigated the challenges and opportunities presented by AI's impact on the labour market. Tools like ChatGPT and image-generating AI have significantly impacted automation-prone jobs like writing, software development, and coding. This indicates that workers in automation-prone jobs are more likely to face challenges in this shifting job market compared to manual-intensive jobs. To keep up and remain hireable, they'll need a diverse skillset and a comprehensive understanding of AI tools.

It's clear that basic digital skills are foundational to mastering AI and successfully navigating the workplace of the future. The African Development Bank Group projects that by 2025, at least 263 million young Africans will lack economic opportunities, partly due to a lack of digital skills. According to The African Union's AI for Sustainable Youth Development in Africa Report, "If harnessed effectively, emerging digital technologies such as Artificial Intelligence could create new jobs and business opportunities in agriculture, health, trade, and education, among other sectors." Countries across Africa

Organisations have recognised the importance of continuous upskilling through courses and training for employees, particularly when it comes to key digital skills and integrating AI into organisational structures

are waking up to these possibilities and starting to invest in AI upskilling to overcome challenges in these sectors and beyond.

Our mandate is clear. We must harness the enormous potential of AI by addressing South Africa's digital divide and upskilling our youth. This begins with providing essential digital infrastructure at a basic education level and building on these skills in universities and in the workplace to align with global standards.

Although universities are producing highly skilled STEM graduates, the current state of youth unemployment in South Africa shows that formal education is still falling

short when it comes to preparing youth for this digital shift. While South Africa has made strides in increasing access to tertiary education—with universities like UJ growing their student population by 50% in just four years—we still face a critical challenge as students struggle to complete their qualifications. A 60% dropout rate in first year is a clear indication that we need to rethink our approach to youth empowerment through education.

The reality is that a qualification rapidly loses value without practical experience. Our survey of 150 employers at YES shows that two years of practical work experience is valued almost equally to a three-year tertiary qualification highlighting the importance of programmes like YES in preparing youth for the demands of the workplace beyond tertiary education. This is not to diminish the importance of formal education—universities play a crucial role in developing critical thinking skills and providing deep contextual understanding. However, the traditional model of “get a degree and you're set for life” is obsolete, particularly in the age of AI.

Practical work experience that applies theoretical learning in real-world contexts is crucial for bridging the gap





between education and the workforce. Organisations have recognised the importance of continuous upskilling through courses and training for employees, particularly when it comes to key digital skills and integrating AI into organisational structures. We've already seen this happening with companies like Microsoft, Amazon and other tech giants offering AI-accredited programmes that are more agile and market-relevant than traditional government-accredited courses.

If businesses followed these examples and gave South Africa's youth the opportunity to access invaluable skills and work experience, we could build a tech savvy generation, ready to take on the digital revolution. At YES, we're making this happen by providing young South Africans with practical work experience and access to crucial tech skills that enhance their employability. Our voluntary programme has enabled 1,834 corporates to fund over 170,000 youth in quality first jobs, with an average of 3,000 youth joining monthly. We're seeing incredible results. Part of this success is our incorporation of AI training into our modules, which has been proven to grow market-relevant skills and foster innovation.

By partnering with YES, businesses can provide youth with access to essential digital skills development and AI upskilling. If corporate South Africa matched the youth employment commitments of current YES clients, we could create approximately 150,000 youth jobs annually at current GDP growth rates. More broadly, this means building a more resilient economy and a sustainable future for South Africa as our economy becomes more dependent on harnessing AI for growth.

AI holds enormous potential to transform how we work and break down barriers to economic development. Harnessing this potential means investing in our youth by providing access to the skills needed to master this emerging technology. Through collaboration between key stakeholders, from government to the private sector, we can help the next generation thrive in the age of AI and put South Africa on the map as a leader in the global digital landscape.

AI holds enormous potential to transform how we work and break down barriers to economic development.



SUSTAINABILITY AT THE CORE HOW NEDBANK LEADS THE GREEN FINANCE REVOLUTION

By Mike Davis, CFO, Nedbank

As the world reflects on the outcomes of COP29, the urgency to act on climate change and biodiversity conservation has reached critical levels. Despite some progress, it's clear we're not moving fast enough. The time has come for everyone, from governments to businesses to individuals, to step up. Finance isn't just about profits - it's about creating value that benefits society and the planet. Banks, governments, and companies are shifting their focus from traditional financial goals to making meaningful contributions to sustainability. For countries like South Africa, this shift is crucial. Although we aren't the biggest polluters globally, we face some of the worst consequences of climate change - floods, droughts and extreme weather that destroy homes, livelihoods, and infrastructure. This imbalance highlights the need for bold and innovative solutions to address the causes and impacts of climate change.

Leading the green revolution

The concept of "going green" has moved from being a niche idea to becoming an ecological, economic and social imperative. Decades ago, environmental awareness might have been symbolised by small initiatives or partnerships with conservation organisations. Today, it's about embedding sustainability into every aspect of how businesses and governments operate. Policies supporting renewable energy, water security and biodiversity are no longer optional. They are essential to protect our environment and build a sustainable future.

Financing a better future

Money plays a key role in tackling climate change. It's needed to fund renewable energy projects, water infrastructure, education, and small businesses, all of which are essential for sustainable development. By 2025, global financial institutions are pushing to ensure a significant portion of their investments go toward sustainable projects while reducing their support for industries that heavily pollute, like coal and oil. This shift is not just good for the planet, it is also good for the economy. Renewable energy and green projects create jobs, stimulate innovation and pave the way for long-term growth.

Encouraging polluting industries to change

High-emission industries, like coal and gas, are some of the biggest contributors to climate change. Reducing their environmental impact is critical. Financial institutions are starting to influence these industries by offering more incentives for sustainable practices and cutting funding for harmful activities. This approach sends a clear message: the future belongs to businesses that embrace green innovation. Those that cling to outdated, polluting methods risk being left behind.

Working together for real change

Tackling climate change and biodiversity loss isn't something any single group can do alone. Governments need to create policies that encourage sustainability, while businesses and

financial institutions provide the funding and expertise to make it happen. In South Africa, progress has been made in renewable energy through partnerships between the government and the private sector. This same approach can and must be applied to other critical areas, like water infrastructure. With the right collaboration, we can ensure communities have access to essential resources while protecting the environment.

Empowering small businesses and communities

Small businesses are the backbone of any economy. They drive growth, create jobs, and bring innovation to life. Supporting these businesses, particularly through sustainable finance initiatives, is key to addressing challenges like unemployment and inequality.

By providing sustainable funding for renewable energy, water projects, education, and affordable housing, the financial services sector can make a direct impact on the lives of everyday people. These initiatives help build stronger communities while addressing critical environmental issues.

Preparing for the future

The transition to a sustainable world requires more than just funding, it requires knowledge and skills. Education and training are essential to help individuals and businesses adapt to a rapidly changing landscape.

Challenges and opportunities ahead

While the road to sustainability isn't easy, the potential benefits are immense. From fixing our ports and transport networks to addressing water shortages and improving regional stability, there's a lot of work to do. But with the right focus and determination, these challenges can become opportunities for growth and innovation.

As we look ahead, we have every reason to be cautiously optimistic. By continuing to prioritise sustainability and collaboration, we can build a future that benefits people, businesses and the planet.

COP29 was a critical moment which represents a chance for global leaders to stop talking and start acting. We need bold commitments, innovative solutions, and immediate action. From financing green projects to supporting small businesses, every decision counts.

It's up to all of us, to take responsibility and push for change. Together, we can build a world that's not only sustainable but thriving, leaving a legacy we can be proud of for generations to come. The choices we make today will shape the world we leave for future generations.

Davis is the Chief Financial Officer of Nedbank Group

NEDBANK AND RLABS

Transforming business through enterprise development



In November 2024, 100 small to medium enterprises graduated from the Nedbank and RLabs Enterprise Development Programme. The programme, through which Nedbank has contributed R3.8-million in grants for 100 youth and female entrepreneurs, provides business incubation services, including back-office support, infrastructure, capacity building, training, and mentorship. The initiative has successfully transformed businesses in townships in the Western Cape and Gauteng. One of these is Loop Taxi, formed by Imtiyaz Riley, which aims to digitise the minibus taxi industry. Loop Taxi founder, Imtiyaz Riley, spoke to Top Empowerment about his business.

What inspired you to start Loop Taxi, and how did you identify the need to digitise the minibus taxi industry in South Africa?

As a third-generation minibus taxi entrepreneur, the industry is deeply personal to me. My grandfather and father built their livelihoods within it, and I've seen firsthand its vital role in South Africa. Despite its \$4.5-billion value, the industry remains informal and archaic, and not in line with the digital era. Loop was inspired by a desire to modernise this essential industry. By digitising payments, improving operations, and enhancing the commuter experience, we aim to bring innovation to a system that has served communities for generations while empowering its future growth.

Can you discuss some of the biggest challenges you've encountered while setting up and scaling Loop Taxi?

Setting up and scaling Loop has been both challenging and rewarding. One of the biggest hurdles has been navigating the informal nature of the minibus taxi industry, where traditional practices often resist change. Encouraging stakeholders to adopt digital solutions required building trust and bridging the digital divide. Additionally, infrastructure issues like inconsistent connectivity and cash reliance posed obstacles to implementing seamless payment solutions. Scaling operations while ensuring quality and navigating complex regulatory environments added to the complexity. Despite these challenges, each step has reinforced our mission to transform mobility and payments in emerging markets.

How has Loop Taxi directly impacted the drivers and commuters within the communities you serve?

Loop has had a transformative impact on both drivers and commuters within the communities we serve. For drivers, our platform has introduced new revenue opportunities through ride-sharing and digital payments, reducing their reliance on cash and improving safety by minimising the risk of being robbed. Transactions are faster, enabling quicker boarding and reducing delays. For drivers, digital payments provide better transparency and tracking of earnings, while for commuters, the convenience of cashless payments simplifies their daily travel. By integrating digital payments, the system is not only more efficient but also more aligned with the expectations of a growing digital economy.

What strategies have you employed to encourage both drivers and riders to adopt the Loop platform?

Encouraging user adoption for the Loop platform has been a multifaceted effort focused on financial education, trust-building, and delivering real value. For drivers, we showcased the tangible benefits of Loop, such as increased revenue opportunities, enhanced safety through cashless transactions, and operational efficiency. On-the-ground training, a user-friendly onboarding process, and ongoing support were key strategies to address their concerns and ease the transition. For riders, we highlighted the convenience, security, and reliability of our platform, supported by promotional incentives like discounted rides and free trials to encourage initial adoption. Additionally, we've partnered with [Zito](#) to bring the digital financial education course with Loop and Visa to life: "Budgeting with a Purpose." This course empowers users with essential skills to master

budgeting, boost financial confidence, and build smart money habits. It's an exciting initiative that aligns with our commitment to providing value beyond transport and payments, fostering financial growth and independence for our communities.

How has the partnership between Nedbank and RLabs propelled your business forward?

Building a business in South Africa comes with unique challenges, but the partnership with Nedbank and RLabs has been instrumental in driving Loop forward. As an RLabs Venture, we've benefited from mentorship, networking opportunities, and strategic insights that have been game-changing for our growth. RLabs has connected us with key investors, partners, and ecosystem enablers, opening doors to funding and market expansion. This support has not only helped us refine our business model but also enabled us to scale effectively while focusing on sustainable growth. Nedbank's backing has provided us with credibility and resources to navigate the complexities of the South African market. Their support reinforces our mission to digitise payments and mobility in emerging economies, and their partnership is a testament to the strength of our vision. Together, these partnerships have allowed Loop to overcome barriers, innovate, and deliver impactful solutions to underserved communities.

Are there any sustainability initiatives integrated into Loop Taxi's operations, especially considering the growing emphasis on green technology?

Sustainability is an integral part of Loop's vision as we strive to modernise mobility while reducing environmental impact. Although our primary focus is on digitising payments and mobility for informal economies, we're actively exploring opportunities to integrate green technologies into our operations. By enabling ride-sharing and optimising routes, Loop helps reduce unnecessary trips and fuel consumption, contributing to a smaller carbon footprint. Additionally, our long-term goals include collaborating with stakeholders to introduce electric or hybrid vehicles into the informal transport sector, paving the way for a greener, more sustainable future. Beyond transport, Loop's cashless payment solutions also eliminate the need for physical cash handling, indirectly contributing to reduced paper waste and a more sustainable financial ecosystem. Sustainability isn't just an add-on for us — it's a core principle guiding how we shape the future of mobility in South Africa and beyond.

For more information visit [RLabs](#)





Turning a tip into millions

Y-Brand Founder Kabelo Ncholo

“Hao o eletsa batho dilo tse ntle le bona ba tla ho eletsa botle (When you wish good for others, they will in turn wish you great things),” said Kabelo Ncholo's late great-grandmother, Mosela Magdaline Ncholo, describing the communal, collaborative essence of empowerment. Not satisfied with merely riding the wave of the success of his award-winning marketing agency, and his impressive list of accolades, Kabelo is scaling up while conscious of the broader socio-economic impact the business could have.

He's seen significant progress in the marketing, advertising and communication (MAC) sector in the last five years, including policy changes crafted with empowerment and inclusivity in mind, such as a target to increase Black ownership with 10-15%, which is consistent with the B-BBEE policy.

“The success of black entrepreneurs in South Africa is, and will continue to be, one of the major means of moving this country and the continent forward in terms of creating employment, economic participation, and redressing the uneven and unjust system of the past,” says Kabelo. “The sustainability of black-owned

businesses is crucial to the health and stability of the African economy.” Kabelo is leading by example, coming from humble beginnings to build a 100% black-owned “one-stop shop” marketing agency which offers below-the-line, above-the-line and digital marketing solutions, running an average of 50 campaigns a year across its six offices.

The child of a single mother who was working as a domestic worker, Kabelo describes himself as an entrepreneur by default, like many young people from townships and villages - “flying the plane while building it.”

Fresh out of matric with great results, Kabelo had been awarded a bursary to study medicine at the University of the Witwatersrand but had no means of getting to Johannesburg from the village of Bapong in the North West province. His aunt, Rebecca Seilane, gave him a lifeline of R2 000 but, unfortunately, by the time he arrived the academic year had already commenced and his only option was to shadow doctors until he could register the following year.

Little did he know at the time that he had hemophobia (an extreme aversion to blood) and after collapsing a few times, in Lenasia Hospital's casualty ward, Kabelo realised a

career in medicine was not for him. While working as a waiter at the Mac Ribs restaurant at the Garden Court Hotel, in Millpark, Kabelo noticed room for improvement in how matric farewells were hosted. He voiced his concerns to a colleague whose response marked the genesis of Y-Brand: “Kabelo, as black people, we like to complain without taking action.” Inspired, Kabelo made a promise he would soon regret: He would either host the best matric farewell people had seen or, if he still worked at the restaurant, he would pay his colleague R10 000. He was reminded of it at every turn, and in the end it became a provocation, with him choosing to resign instead of forking out the money.

In 2002, using the R350 he had gathered in tips from a table he'd served at the restaurant, Kabelo printed out a business profile and began contacting the schools who rented out the restaurant, offering them the services of his newly-founded company, Yourself Function Organisers. He quickly secured his first four clients, making his first R100 000 at the tender age of 19. In 2004 the company was properly established after a contract from the Wits University School of Mining and Law, and began trading as Yourself Events Management, before evolving into a marketing agency after Kabelo met his mentor, Michelle Combrink, a few years later.

WHAT HAVE BEEN YOUR COMPANY'S IMPORTANT DIVERSITY, INCLUSION AND EQUITY MILESTONES?

The most significant one is Y-Brand reaching the 20-year milestone as a business. This achievement supports our vision statement to exist for over 100 years. The second milestone is transforming people's lives. The company has over 300 full-time employees and, at the busiest times of the year, our activation and field sales department employs over 1 000 seasonal employees. The third milestone is the business winning award, including the *Top Empowered Employer of Choice: Small-Medium Organisations* and I was the *2024 Top Empowered: Richard Fletcher Entrepreneur of the Year*.

The agency is committed to improve the lives of the disadvantaged by addressing South Africa's serious economic problems, especially the severe skills gap that contributes to economic challenges such as high unemployment. My mission is to create job opportunities through the agency and prioritise skills development for students and professionals seeking career advancement in the marketing or communications industries. Over 100 students have been given full-time employment to date by the business and more are working as seasonal staff while still studying.

The corporate social investment (CSI) body of the business is called Y-Brand Cares and the business contributes 1% of its revenue and provides tertiary bursaries for students. Through this programme we plan to develop our own talent from schools, especially village schools (my background) and afford them the opportunity to study marketing or communications at esteemed institutions, and give them experience through our seasonal jobs such as activations and office support while studying. Currently we are sponsoring six students and looking forward to seeing them working with us in two years when they complete their degrees.

In addition, Y-Brand Cares, together with partners (consisting of Y-Brand clients), have reached out to communities to deliver corporate social investment worth millions of rands through a range of initiatives, including the donation of food parcels to various schools and children's homes.

WHAT SETS Y-BRAND APART FROM THE COMPETITION?

Our clients are everything to us, they are not only clients, but also investors. They gave us the opportunity to grow and become who we are today. Our clients are the actual

“I have learned that business, challenges and failures are siblings. I have lost count of my failures and challenges I faced and still face to date. From the struggle of raising capital to meeting the operational expenses (which I think cashflow is one of the biggest struggles for entrepreneurs), to building a competent team, to managing growth.

“bosses” of the business. Without them Y-Brand does not exist. Through our processes and systems, we have established an operating rhythm to maintain performance to satisfy them. We discover relevant cultures and trends to assist our clients in building their brand value within the African market. We invest in understanding what influences African people.

We are now putting even greater emphasis on expanding our services in Africa, which is the main reason behind opening our Namibian and Zambian regional offices with one opening in Nigeria and Kenya soon. We have associates in other Southern African countries as well as in East and West Africa. Our expertise ensures that we run successful projects within all these countries with a broader understanding of their socio-cultural and economic factors. Our expertise ensures that we run successful projects in all African countries.

Our partnership with the South African Department of Higher Education and Training provides us with a ground-breaking advantage with regard to research and innovation. It is through this partnership that we are able to recruit motivated staff who are studying marketing or communications-related courses at different higher learning institutions. We go through a rigorous recruitment and training programme to ensure our staff perform at their optimum level.

WHAT HAVE BEEN YOUR GREATEST CHALLENGES AND MOST MEMORABLE SUCCESSES?

I have learned that business, challenges and failures are siblings. I have lost count of my failures and challenges

I faced and still face to date. From the struggle of raising capital to meeting the operational expenses (which I think cashflow is one of the biggest struggles for entrepreneurs), to building a competent team, to managing growth. The difficulty of finding a balance between business life and personal life. The truth is I have more failures than successes in the 21 years of my entrepreneurial journey. The rewards are more fulfilling, being able to be a source of hope to the people. That gives one's life a meaning and purpose. An entrepreneur is defined by their ability to maintain focus and develop resilience.

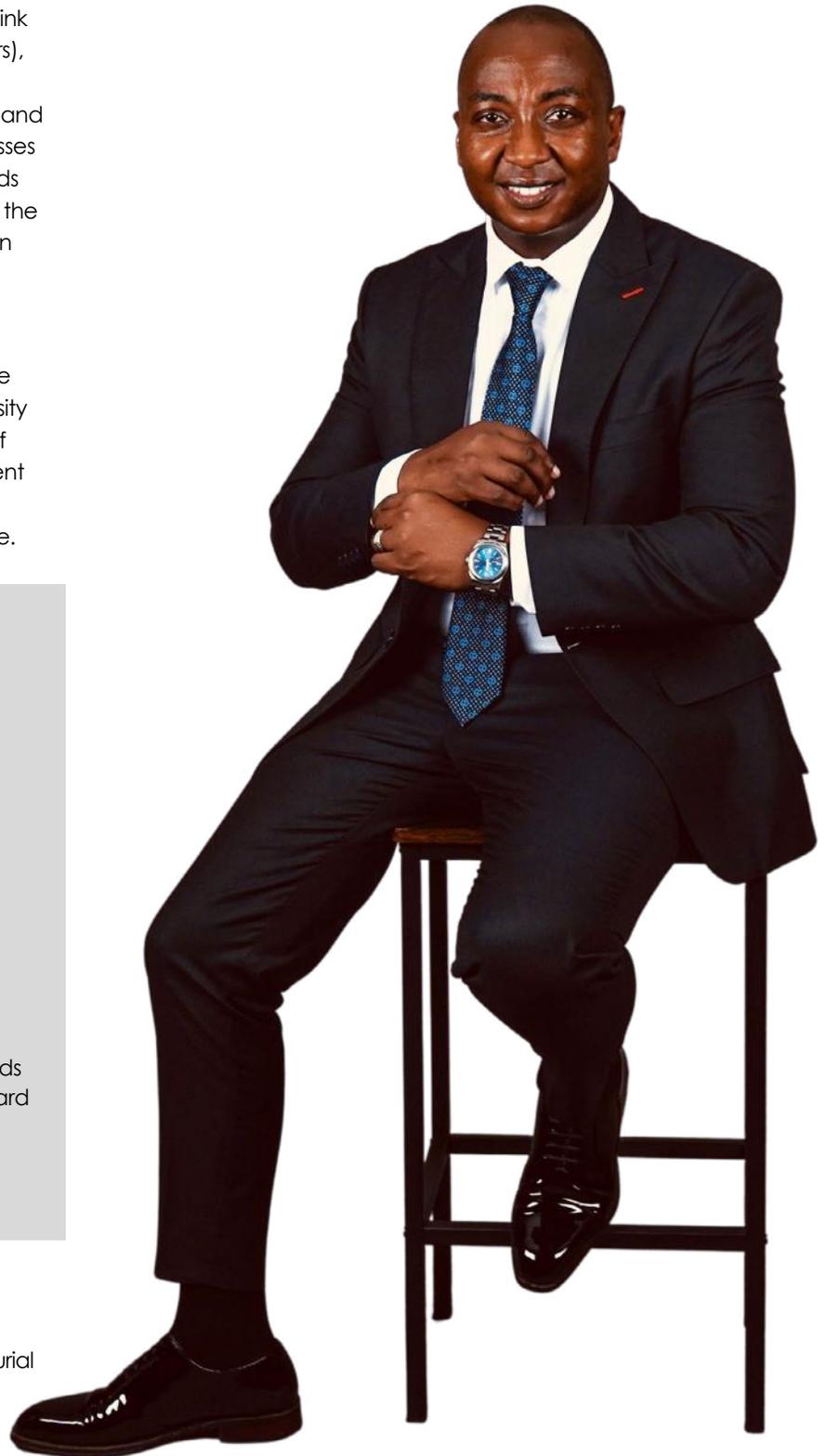
Some of my memorable successes include my Executive Business Administration Master's degree from the University of Cape Town, my Business degree from the University of Reading in the United Kingdom, my project management qualification from the University of South Africa and my Events Management qualification from Damelin College.

ACCOLADES

- Africa's 10 Most Empowering leaders to follow in 2025 by CIO
- 2024 Entrepreneur of the Year – Oliver Top Empowerment Awards
- 2024 CEO of the Year Finalist - The Future of HR Awards
- 2023 Top Empowered Entrepreneur Award Finalist - Oliver Top Empowerment Awards
- 2019 Top Empowered Entrepreneur Award Finalist - Oliver Top Empowerment Awards
- 2019 Entrepreneur of the Year Award Winner - Gauteng Social Development: The South African Men of the Year Awards
- 2017 Businessman of the Year Award Finalist - Cape Media; Black Business Quarterly (BBQ) Awards
- 2017 Top Empowered Entrepreneur of the Year Award Finalist - Oliver Top Empowerment Awards
- 2016 Top 100 Young Independent Leaders in Africa - Independent Media

WHAT DO YOU ENJOY MOST ABOUT YOUR ROLE?

Interestingly, I enjoy how my role keeps me on my feet - the ability to turn my vision into a reality. My entrepreneurial journey has influenced my leadership style in so many ways. Back when I worked as a waiter, I discovered that maintaining a successful business depends on keeping customers. The business will always remain open if its customers are satisfied. This statement has been with me since then and has enabled me to transform with clients'





needs as they change all the time. Understanding who keeps the door open and what it takes for them to do so was the key to my success. Client satisfaction is my top priority since they are the ones who bring my business to life. That entails a lot of things, including my own personal development, which prompted me to enrol in different business schools and study and acquire business acumen. I purposefully place myself in uncomfortable situations until this day because I understand that's what growth is. I never see my business as 21 years old. Instead, I see it as an infant that requires constant, unwavering attention, which is why I hire skilled employees to help me look after it. I am always trying to figure out how to retain clients.

DO YOU HAVE EXCITING PLANS FOR 2025?

I am excited by the intentional penetration into the wider African market. Our launches in Kenya and Nigeria are at an advanced stage. The thought of Y-Brand Africa, with operations in South Africa, Namibia, Zambia, Kenya and Nigeria is so exciting. The Y-Brand Production department is working on an entrepreneurial TV show in which I will share my knowledge with other entrepreneurs on how to build sustainable businesses. All this to impact generations of business leaders in Africa as I believe the success of black entrepreneurs in South Africa is, and will continue to be, one of the major means of moving this country and the continent forward in terms of creating employment, economic participation, and redressing the uneven and unjust system of the past. The sustainability of black-owned businesses is crucial to the health and stability of the African economy

I am also looking forward to the gifts of new challenges.

COMPANY INFORMATION

STATISTICS/ DEMOGRAPHICS/ HISTORY

Year founded: 2004

Number of employees: 308

Number and location of branches: 6 locations - Johannesburg, Cape Town, East London, Durban, Windhok and Lusaka.

Trade affiliations: Marketing and Advertisement

Memberships: Black Agencies Network Association

Strategic partnerships: Black Agencies Network Association

BUSINESS & FINANCE

Turnover: +_ 100 Million

Operating profit: 25%

Net profit: 12%

Financial year-end: 28 February

Subsidiaries: Y-Brand CC

Holding company: Kabelo Ncholo Holdings (PTY) LTD

Bank: First National Bank

Current customer base: Blue Chip Organisations

Major accounts/key clients:

- African Bank
- Coca Cola
- Diageo
- Famous Brands.
- Jägermeister
- MTN
- Pernod Ricard
- Telkom
- Tiger Brands

Chief Executive Officer: Kabelo Ncholo

Business Development Director: Sbusiso Radebe

Operations Director: Mpho Nkadimeng

Financial Director: Sue Willbough

Financial Manager: Boitumelo Ncholo

Legal and Risk Director: Emil Bihl

Corporate Director: Boitumelo Moahloli



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Zain Patel,
Merchants Managing
Director

The rise of township hubs: Unlocking economic potential

training provided to local youth across our business units within the City of Johannesburg.

These hubs are more than just physical spaces – they represent a commitment to inclusive economic growth and community development. By locating our operations in townships, we're able to tap into the abundant talent pool that exists in these areas. Our employees, mainly contact centre agents, are not only equipped with the skills and training needed to succeed in the contact centre industry, but they're also deeply rooted in the local community.

"I'm incredibly proud of our Township Hubs, which shape the social and economic fabric of our communities – they're truly transformative spaces that defy expectations. Our key stakeholders are often amazed by the world-class facilities we've created, and I believe our employees deserve nothing less. Importantly, our impact in these communities is yielding results, with effects extending beyond youth employment and skills development to stimulating local entrepreneurship and the local economy," Zain Patel, Managing Director, Merchants

The impact of our township hubs

extends far beyond the walls of our facilities. By creating jobs and stimulating economic activity, we're helping to address the issues of unemployment and poverty that plague many of our townships. Our hubs are also serving as catalysts for innovation, accessing new markets and opportunities.

So, what's driving the success of our township hubs? We believe it's a combination of factors:

- 1. Access to funding and resources:** Our investment in township hubs is a testament to the viability of these initiatives. By unlocking access to funding for the hubs and prioritising the provision of the required resources, we're helping to level the playing field and create opportunities for growth.
- 2. Talent development and skills training:** Our training programmes are designed to equip learners at the local level with the skills and expertise needed to succeed in the contact centre industry and beyond. Leveraging our partnership with leading ICT partners, we are making progress in breaking the technological divide by delivering digital skills in

While South Africa continues to navigate the complexities of economic development, one strategy is yielding promising results: township hubs serve as a cornerstone for reducing the social, economic, and digital divide. By leveraging untapped local talent and resources, these initiatives bring hope by creating meaningful jobs, stimulating innovation, and driving growth in marginalised communities.

At Merchants, we've witnessed firsthand the transformative power of township hubs. In 2022, we launched our first township hub in Jabulani, Soweto, followed by a second hub in 2024. We have since expanded our footprint with the opening of the Alexandra township hub, and the Dundee hub in KwaZulu-Natal. These hubs are now a home to over 400 employees, in addition to over 10 000 jobs activated through the

our hubs. This approach not only benefits our business but also contributes to the development and skilling of youth for employability.

3. **Community engagement and buy-in:**

Our township hubs are built on a foundation of community engagement and participation. By working closely with local stakeholders and residents, we're able to ensure that our operations are aligned with the needs and aspirations of the community.

4. **Partnerships:**

The development of these hubs also encourages collaboration between businesses, governments, social partners and civil society, strengthening the social fabric of the community.

"At the core of the Township Hubs lies the promise of sustainable skills development brought about by the Merchants Academy. The academy boasts triple accreditation through the MICT SETA, Services SETA, and the Quality Council for Trades and Occupations, as well as the Digital Faculty powered by leading ICT companies such as CompTIA, AWS – Vodacom Digital Skills Hub, as their training delivery partner. Thus, through the Academy, not only are we providing the much needed skills in communities, but we are also bridging the technological divide through our digital skills programmes, enabling impact sourcing. Local youth are equipped with crucial skills that extend far beyond the technical know-how of call centre work. From entry-level customer service roles to

managerial positions, the contact centre model offers a wide spectrum of employment opportunities that cater to different skill levels. The Academy provides intensive training in customer service, communication, problem-solving, and digital literacy—all vital work readiness skills that are transferable to various industries. The training goes beyond the basics, preparing young people to excel in customer interactions, data analytics, and even leadership roles, offering them the tools to compete in a rapidly evolving marketplace." – Dr Sydwell Shikweni, Vice President Transformation, Merchants

The impact of township hubs extends well beyond the immediate impact sourcing, youth employment they generate, and skills development. They are a transformative force for social and economic impact on the entire community, serving as a cornerstone of progress in township development. By providing a structured, professional environment and fostering local entrepreneurship, these hubs not only enhance the township economy but also integrates these communities into the broader business ecosystem, thereby reducing the social, economic, and digital divide.

As we look to the future, it's clear that township hubs will play an increasingly important role in South Africa's economic development strategy. By harnessing the potential of these initiatives, we can create a more inclusive and equitable economy – one that benefits all South Africans, regardless of their background or circumstances.

Through our collaborative efforts with social partners, and both current and prospective clients, we have set ourselves an audacious target to deliver yet another 7 hubs in the next financial year for a greater social and economic impact.

At Merchants, we're proud to be at the forefront of this movement. Our commitment to township hubs is unwavering, and we look forward to continuing our work in this critical area.

Together, we can unlock the economic potential of our townships and create a brighter future for all South Africans.



merchants
making digital human

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Durban Central, Durban, 4001

Merchants - making digital human

Specialising in business process outsourcing

At Merchants, we're a leading customer management partner specialising in business process outsourcing (BPO). Our mission is to deliver exceptional customer experiences through digitally enhanced human interactions. Our core belief is simple: "People Matter." We put our people, communities, clients, and partners at the forefront of everything we do.

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Shadi Chauke, Group Executive: Corporate Affairs & Sustainability

Please unpack your role as Group Executive: Corporate Affairs and Sustainability at Sanlam.

I lead a team dedicated to enhancing and protecting the Sanlam Group's brand and reputation. Our goal is to build public trust and support business objectives through strategic initiatives and effective communication. Our work spans brand reputation, communications, public relations, stakeholder relations, market development, sustainability, socio-economic transformation, and corporate social investment.

My role involves developing corporate affairs strategies that align with company goals, managing communication between Sanlam and its stakeholders, and integrating transformation and sustainable practices into the business. This includes guiding the creation of policies to address socio-economic issues and environmental responsibility. I collaborate with various departments to ensure that transformation and sustainability are central to our operations, advising the Executive Committee and Board on corporate affairs, regulatory matters, and industry trends. Ultimately, my role is essential for driving Sanlam's

sustainability and transformation agenda, ensuring that environmental and social considerations are integrated throughout the company.

How has your previous experience in social entrepreneurship and social responsibility impacted your current position?

My background in social entrepreneurship has been invaluable in preparing me for this role. I've learned how to run a business that focuses on purpose alongside profit, which is vital when shaping Sanlam's strategy to foster social responsibility and sustainability.

Having joined Sanlam in November 2024, what are you most looking forward to this year?

South Africa is hosting the G20 and B20 in 2025. Sanlam's support for the B20 and G20 reflects our deep, long-term commitment to advancing financial inclusion, empowering people and businesses, and driving sustainable economic growth across Africa. We are working to ensure that Africa's unique opportunities and challenges are central to global policy outcomes and see this as a key platform to accelerate Africa's economic transformation for long-term impact.

How do you ensure that transformation and sustainability are built into the policies and practices at Sanlam – and how do you measure success?

We integrate transformation and sustainability into our policies by

embedding them within the company's strategy, ensuring alignment with our business goals. Leadership commitment is key to gaining buy-in across the organisation. Success is measured through both quantitative and qualitative metrics. We track progress with Key Performance Indicators (KPIs), assessing outcomes such as carbon footprint reduction, energy savings, and waste reduction. Qualitatively, we monitor employee engagement, customer satisfaction, and community impact to evaluate the broader effects of our initiatives. This helps ensure continuous improvement.

Please share a message of inspiration with our readers.

Leadership is about more than achieving success; it's about empowering others to do the same. In my role at Sanlam, I'm driven by a shared purpose: empowering generations of Africans to live with confidence. This vision goes beyond financial growth - it's about fostering relationships, driving transformation, and creating lasting legacies. As leaders, we must act with integrity, compassion, and a relentless commitment to positive change. Together, we can inspire confidence and shape a future where everyone can thrive.



Sanlam and SANParks expand zero-interest SMME support to Addo Elephant National Park

The [Sanlam Group](#) and [South African National Parks](#) (SANParks) officially expanded the Sanlam SANParks SMME Support Programme into Addo Elephant National Park (AENP) on 20 February 2025. Following the successful implementation at Kruger National Park and Garden Route Parks, the fund is scaling to support SANParks' small business suppliers within a 50km radius of AENP.

Now valued at R20 million, the fund provides interest-free, short-term working capital loans to help micro, small, and medium enterprises (MSMEs) successfully deliver services to SANParks. This is particularly critical in a country where SMMEs contribute approximately 40% of total GDP, yet many struggle to access affordable finance.

Ray-Ann Sedres, Chief Transformation Officer at Sanlam, highlighted the significance of the initiative: "South African National Parks are a vital contributor to the country's economy, driving eco-tourism, job creation, and biodiversity conservation. By expanding the fund into Addo, we are strengthening the local small business network, ensuring that more SANParks suppliers can access the financial support they need to grow, create jobs, and contribute to sustainable economic development."

The programme, implemented by the specialist SME development firm, I Am An Entrepreneur (IAAE), prioritises SANParks-approved SMME suppliers within a 50km radius of national parks, with some flexibility for special cases further afield as approved by SANParks. The zero-interest loans help these

businesses take on and complete projects without the burden of high borrowing costs. Skumsa Ntshanga, Head of Socio-Economic Transformation at SANParks, underscored the importance of providing economic assistance to local SMMEs to ensure equal access to opportunities. "By expanding this programme to another one of our largest parks, we cement our commitment to inclusivity for our local suppliers. The fund allows the suppliers to grow their businesses, contribute meaningfully to the socio-economic upliftment of their communities, and helps ensure the smooth operation of our parks. This aligns with our Vision 2040 of a harmonious co-existence between people and nature, where they both prosper."

Programme achievements so far

- **R13.7million** disbursed to 68 approved MSME (micro, small and medium enterprises) applications across Kruger National park, and Garden Route parks (Tsitsikamma, Wilderness and Knysna)
- **32%** of the funded MSMEs are women-owned, and 38% are youth-owned
- **160 jobs retained**, comprising 46 permanent and 114 temporary positions
- **R1.6million** saved in total annualised interest by MSMEs
- **R7.5million** reinvested into MSME operations

"This initiative deeply aligns with our north star: to empower all Africans to be financially secure and prosperous," added Ray-Ann. "We cannot achieve this without giving our micro and small business sector the support it needs to thrive. It's our privilege to play a part in

unlocking this potential - particularly for our youth and women-owned businesses, given the inequalities within our society."

A success story from the Garden Route

One of the programme's early beneficiaries is Sidomela Trading Enterprise, a construction business owned by Cynthia Odwa Majova in Plettenberg Bay. In January 2025 Sidomela Trading received a SANParks purchase order to refurbish three staff houses in the Knysna section of the Garden Route National Park. On the same day Cynthia successfully applied for a zero-interest loan of R119 615.17 which was processed and disbursed within minutes. This financial support enabled her business to take on the R351 495 project, creating 13 jobs in the process.

Reflecting on her experience, Cynthia shared, "I am very happy with this Sanlam-SANParks partnership. It has really helped my business, and I encourage other SMMEs to apply. When a need arises, I will definitely apply for this fund again."

Skumsa adds, "We are excited to support SMMEs in overcoming challenges, including barriers to entry, by providing them with funding opportunities. The fund is easy to apply for, making it easily accessible to suppliers of our national parks. We want as many local suppliers as possible to take advantage of this valuable opportunity."

The expansion into Addo Elephant National Park marks another step in empowering small businesses, creating employment, and ensuring that local suppliers can thrive while supporting South Africa's conservation efforts.

YES partners with Sanlam to launch innovative youth supply development initiative

The Youth Employment Service (YES) and Sanlam announced on 17 March 2025 that they have partnered to launch an exciting initiative to support 60 youth-owned businesses across South Africa's creative, green, and digital economy sectors. This partnership marks a logical next step in evolving YES's approach to tackling structural unemployment challenges in South Africa.

According to the Organisation for Economic Co-operation and Development (OECD), young people display a high interest in pursuing entrepreneurship but are less likely to be operating an established business. The OECD suggests that the large drop-off of young entrepreneurs can be attributed to the struggle to grow a business to be a stable source of income. It believes that coherent packages of financial and non-financial support are the most impactful solutions.

This partnership leverages the YES programme's extensive alumni and partner network to identify promising youth-owned enterprises for development. YES, to date, has created over 178 000 youth work experiences, with 17% of these young people engaged in entrepreneurial activity. These youth now have one year's work experience under their belts, making them much more likely to succeed in their future ventures. Through this initiative, selected YES

alumni businesses receive comprehensive support, including grant funding, professional development and access to the programme's extensive corporate network.

"YES is a key player in the youth employment ecosystem and we recognise the important role that youth-owned businesses play in the creation of jobs. The programme is the largest 12-month full-time jobs programme in the country and this is a natural next evolution in our offering," says Ravi Naidoo, CEO of YES.

The programme's key differentiator is its model of upskilling young people to be employable and entrepreneurial. The proven track record of bringing stakeholders together for maximum impact is evident in the number of corporates that have already joined the programme. This builds on Sanlam and YES's 2024 Youth4Tourism initiative, which garnered R75 million in corporate funding to capacitate young people in gig-economy skills. The model supported small businesses in the tourism sector, while giving youths viable capabilities to compete globally.

YES's research reveals that women and youth SMME owners have identified the lack of access to finance and funding as the single greatest challenge that they face. Additional challenges include technical support and

difficulties accessing markets, including limited access to information and social capital.

YES's partnership with Sanlam brings additional strategic value through our extensive business expertise and commitment to economic transformation. Ray-Ann Sedres, Chief Transformation Officer at Sanlam, notes: "Sanlam is committed to the development of a vibrant and inclusive economy in South Africa. To achieve this, we need to embrace youth-owned businesses and bring them into active economic environments. Sanlam has seen tangible success in the incorporation of some of these businesses and we challenge other corporates to consider these as future suppliers."

YES's approach is strengthened by partnerships with organisations like RLabs, known for its expertise in SME mentoring and development. This collaboration ensures that participating businesses receive world-class support while maintaining efficient resource allocation through YES's non-profit structure.

"This partnership represents more than just business support – it's about creating sustainable pathways for youth-owned businesses to become active participants in South Africa's formal economy," says Ravi. "By combining grant funding with market access and mentorship, we're building a model that can be replicated and scaled across different sectors."

Sanlam: leading the charge in sustainable water security

Winning the Sustainable Business of the Year award at the Top Empowerment Conference and Awards is a milestone that reinforces Sanlam's commitment to driving sustainable transformation. Sustainability is embedded in our core values, shaping our strategies to foster long-term economic, social, and environmental progress.

This year, Sanlam has intensified its strategic focus on **water security**, recognising its pivotal role in ensuring resilience for both communities and industries. South Africa faces growing water scarcity due to climate change, rapid urbanisation, and aging infrastructure. In response, Sanlam has taken proactive measures to address these challenges, notably through the **Kas'l'am Water Project**.

The Kas'l'am Water Project: A blueprint for sustainable water solutions

The **Kas'l'am Water Project** is a flagship initiative dedicated to enhancing water accessibility, encouraging conservation, and equipping communities with sustainable water management practices. By leveraging innovation and collaboration, this initiative is making a lasting difference in vulnerable communities with limited access to clean water.

Key focus areas of the project include:

1. Improving infrastructure – we fund the installation of boreholes, water filtration systems, and sustainable

water sources to provide consistent access to safe drinking water in areas where supply is unreliable or insufficient.

- 2. Raising awareness and education** – we empower communities through workshops and educational programmes that teach water conservation techniques, equipping them with the knowledge to preserve this invaluable resource.
- 3. Driving innovation** – By integrating smart water management technologies, such as real-time water monitoring and leak detection systems, we reduce wastage and promote efficient water usage.

Sanlam's holistic approach to sustainability

Our commitment to sustainability transcends water security. We continuously invest in renewable energy, ethical financial solutions, and climate resilience initiatives that reinforce social and environmental sustainability. By embedding responsible business practices across all aspects of our operations, we contribute to building a future where economic growth and environmental stewardship go hand in hand.

Being named the Sustainable Business of the Year is more than an accolade – it is a call to action. The Kas'l'am Water Project exemplifies our commitment to innovative, scalable solutions that address critical sustainability challenges. Through collaboration, technological



Abel Sakhau,
Chief Sustainability
Officer at Sanlam

advancements, and community-driven impact, Sanlam remains steadfast in shaping a future where water security is a fundamental right for all.

“Water security is not just an environmental imperative; it is a fundamental human right and an economic necessity. Through the Kas'l'am Water Project, Sanlam is turning sustainability into action, empowering communities, driving innovation, and ensuring that resilience flows where it is needed most. Our commitment is clear: a future where access to clean water is not a privilege, but a guarantee for all” – Abel Sakhau, chief sustainability officer at Sanlam concludes:

Sanlam. Live with Confidence.



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SIYANQOBA NGAMANDLA HOLDINGS

Resourcing innovation and empowering growth



Established in 2013, Siyanqoba Ngamandla Holdings exemplifies successful economic transformation as a 100% black woman-owned enterprise. Founded by Valentia Mkhabela – a black woman entrepreneur who identified opportunities for transformation in industrial services – we’ve grown from offering basic services to delivering comprehensive engineering solutions across multiple industries, creating over 500 sustainable jobs, primarily for historically disadvantaged South Africans.

Our impact extends beyond our workforce through structured enterprise development initiatives that support emerging black-owned businesses in our supply chain. As evidenced by our long-term relationships with major mining houses, including Thungela and Seriti Resources, we've demonstrated that operational excellence can advance transformation.

Through our flagship subsidiary, Siyanqoba Ngamandla Engineering Services, we provide electrical, mechanical, civil and construction services. The mining & logistics division provides underground and surface mining support, whilst the energy division is designed to serve public and private clients across multiple industries. The initial focus on conveyor belt maintenance at Canyon Coal laid strong foundation for growth, enabling systematic development of our capabilities across the mining value chain.

Ulinzi Wa Wasichana, led by four women directors, offers security services that challenge industry norms. Our newest subsidiary - Siyanqoba Ngamandla Financial Services - aims to provide responsible credit solutions through employer-facilitated lending programmes.

Our operational achievements include successful execution of major contracts at Thungela Zibulo Colliery for belt maintenance, electrical services, and plant maintenance. We've expanded our scope at Seriti's operations, including New Denmark Colliery, where we handle underground and north incline belt maintenance.

COMMUNITY IMPACT AND FUTURE VISION

Siyanqoba Ngamandla's commitment to community development forms a cornerstone of our business approach. As we expand our capabilities to serve power stations, manufacturing facilities and government enterprises, we maintain our founding principles of safety and community development. Our growth strategy prioritises job creation, skills development, and supplier diversity, ensuring our success drives broader economic participation.

Our 2025 NATED Engineering bursary programme offers financial support to electrical and mechanical engineering students from the surrounding communities. We complement this with business bursary initiatives supporting TVET college students pursuing management assistant and financial management qualifications. These programmes create pathways to meaningful employment whilst addressing critical skills shortages.

In 2024, we launched a security trainee programme providing PSIRA accreditation and professional mentorship to local youth. These initiatives create pathways to meaningful employment, addressing critical skills shortages while expanding economic participation.

Our procurement practices prioritise emerging black-owned suppliers, creating sustainable business opportunities throughout our supply chain. This approach extends our transformation impact beyond our immediate workforce, contributing to broader economic empowerment.

The industrial services landscape has transformed significantly since 2013, with increased emphasis on safety standards, environmental sustainability and technological advancement. As we expand our capabilities to serve diverse industries, we maintain our founding commitment to transformation and community development.

Strategic partnerships with major mining houses including Seriti Resources, Thungela Resources, Blue Mining and Manopax have strengthened our service capabilities. Our diversified growth strategy prioritises job creation, skills development, and supplier diversity, ensuring our success drives broader economic participation.

As a proudly South African enterprise, Siyanqoba Ngamandla Holdings demonstrates how operational excellence advances transformation, creating sustainable value for clients, communities, and the broader economy.



COMPANY INFORMATION

Year founded: 2013
Founding member: Valentia Mkhabela
Number of employees: 548 (over 90% from historically disadvantaged communities)
Number and location of branches: 4
Strategic partnerships: Seriti Resources, Thungela Resources, Glencore, Minopex, Universal Coal, Ingwenya Minerals
BEE status: Level 1 B-BBEE contributor, 100% black woman-owned

Transformation milestones:

- Created over 500 sustainable jobs since 2013
- Invested funds in skills development initiatives
- Trained PSIRA security professionals through a targeted empowerment programme
- Sponsored engineering and business studies bursaries for TVET students
- Procurement spend on black-owned enterprises

FAST FACTS

1. 100% black woman-owned enterprise creating over 500 jobs since 2013
2. Bursary programme provides educational funding for youth from the nearby communities
3. Led by female executives, demonstrating transformation in traditionally male-dominated industries
4. Supply chain transformation through procurement from emerging black-owned enterprises
5. Diversified growth strategy across multiple sectors



CONTACT

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Resourcing Innovation

Empowering Growth



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Meet Valentia Mkhabela
Group CEO of Siyanqoba
Ngamandla Holdings

In just over a decade Valentia Mkhabela has built Siyanqoba Ngamandla Holdings into a thriving vehicle of growth and transformation, responding emphatically to the socioeconomic climate in which it operates. With a proven track record of quality, the ability to adapt to the changing industrial services landscape, Siyanqoba Ngamandla Holdings is proof that a commitment to community development and business success go hand-in-hand. "Breaking into established industrial sectors as a black woman-owned enterprise presented challenges," says Valentia. Here she explains what the challenges were, how she responded and more.

THIS IS YOUR 12TH YEAR OF OPERATION – WHAT HAVE BEEN THE MAJOR TRENDS IN YOUR SECTOR OVER THIS TIME?

The industrial services landscape has undergone significant transformation since 2013. Initially focused on mining, we've witnessed increased emphasis on safety standards, environmental sustainability and technological advancement across multiple sectors. Our growth from conveyor maintenance to comprehensive engineering solutions reflects these shifts. Notable trends including energy efficiency, asset protection, and compliance requirements are relevant not only in mining but across industrial operations. We've adapted our capabilities accordingly, positioning us to address these evolving needs in mining and beyond.

PLEASE SHARE YOUR CORE ESG POLICIES AND PRAXIS.

Our environmental, social and governance (ESG) framework centres on economic transformation and sustainable development. Environmentally, we implement energy-efficient engineering solutions that support responsible resource management. Our social impact prioritises economic empowerment through targeted procurement from black-owned enterprises and structured skills development programmes that create pathways to employment. Our governance approach ensures transformation principles guide all operational decisions, from supplier selection to workforce development, whilst maintaining stringent compliance with industry regulations and B-BBEE requirements.

WHAT DO YOU SEE AS THE CORE RESPONSIBILITIES OF YOUR ROLE?

In my role I drive business growth whilst contributing to community development. Beyond managing our diversified portfolio with five subsidiaries, I focus on developing our team's capabilities and strengthening key industry partnerships. This approach ensures that we continue to deliver value to our clients while creating meaningful opportunities in our communities.

WHAT HAVE BEEN THE MAJOR HURDLES – AND HOW DID YOU SOLVE THEM?

Breaking into established industrial sectors as a black woman-owned enterprise presented challenges. We overcame these through deliberate capability building, starting with basic services and progressively demonstrating technical excellence. Limited access to capital and procurement opportunities required innovative approaches, including strategic partnerships with established operators whilst developing our independent capabilities. By investing in skills development and maintaining quality standards, we've transformed these challenges into opportunities for meaningful economic participation and industry transformation.

WHAT HAS BEEN YOUR MOST SIGNIFICANT "AHA" MOMENT AT THE COMPANY?

Our most significant moment came when we understood that sustainable growth requires more than technical capability but diversification. It demands an open mind to venture into other industries to better serve clients' needs. This understanding led us to develop additional subsidiaries, so that we could operate and offer more support to our clients. The implementation of this service expansion has guided our development path.

IN YOUR OPINION, WHAT SETS SIYANQOBA NGAMANDLA HOLDINGS APART FROM THE COMPETITION?

Siyanqoba Ngamandla's proven ability to evolve with client needs and establish complimentary divisions under the holding company is what sets us apart. Starting with basic services in 2013, we've grown to deliver complex engineering solutions. This approach combines technical expertise with industry experience, enabling us to support critical operations in the mining sector and other industrial

areas. Our track record and a commitment to developing local communities, makes us a reliable long-term partner.

WHAT ARE YOU LOOKING FORWARD TO IN 2025?

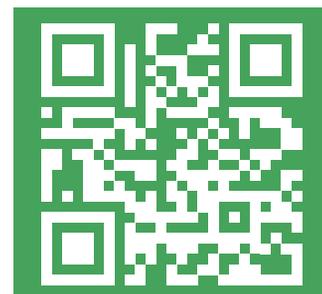
Our vision for 2025 centres on expanding our empowerment impact through strategic growth. We aim to increase job creation across our five subsidiaries whilst extending skills development initiatives to support more learners from historically disadvantaged communities. By diversifying into new industrial sectors, we'll create additional opportunities for black-owned suppliers in our value chain. Our integrated approach to economic transformation, combining employment, skills transfer, and supplier development, will strengthen our contribution to meaningful empowerment within the South African economy.

PLEASE SHARE A MESSAGE OF INSPIRATION WITH OUR READERS

Business success comes from understanding that sustainable growth requires patience and focus. Our journey from conveyor maintenance to delivering other mining and logistics services demonstrates what becomes possible when you build steadily on your capabilities. To aspiring entrepreneurs: concentrate on excellence in your current operations while remaining alert to available opportunities for expansion and growth. Your reliability today builds your opportunities for tomorrow.



Find out more
about Siyanqoba
Ngamandla Holdings:



VISION ROOTED:

A blueprint for social justice, equity, and inclusion in South Africa

By H.E. Ambassador Lavina Ramkissoon, African Union



If there's one thing we've learned in the post-pandemic, hyper-digital era, it's this: collaboration is not just a nice-to-have - it's a must-have. And when it comes to Africa,

collaboration isn't just about sharing resources; it's about rewriting the narrative of a continent that has been underestimated for far too long.

In 2025, the African Union's theme of the year, "Justice for Africans and People of African Descent through Reparations," couldn't be more bold and timely. It's a call to action for Pan-African collaboration, economic growth, and, ultimately, greater social justice, equity, and inclusion. This theme encapsulates a vision not only for reckoning with Africa's colonial past but also for paving the way towards a brighter, more inclusive future. While reparations are an essential part of this equation, the road to justice and repair is multifaceted. One crucial pillar in achieving the AU's goals is economic growth, powered by Pan-African collaboration. In South Africa, this presents a unique opportunity to address some of the country's most pressing issues: transformation, social justice, diversity, equity, and inclusion (JEDI).

- **Colonial period (1860-1940s):** This was a time of exploitation, racism, and exclusion for Africans. There was little to no access to social or economic justice, and systems were designed to keep people (African and Indians) of slavery in subjugation.
- **Pan-African movements (1940s - 1960s):** As African intellectuals and political leaders began to articulate the need for self-determination, the fight for equality and justice began to take root. The establishment of the OAU marked a significant step toward Pan-African unity, though social and economic inequities persisted.
- **Post-independence struggles (1960s - 1990s):** Turning on each other as African nations became a norm. Even after political independence, many African nations struggled with economic inequalities and the enduring effects of colonialism. South Africa's struggle against apartheid was a focal point for social justice efforts, leading to the eventual dismantling of apartheid in 1994, and a focus on racial reconciliation and inclusivity.

- **Modern era (2000s - 2025):** Africa has increasingly looked to collaboration through regional frameworks like the African Union and economic agreements like AfCFTA. Technology, particularly in the realms of digital commerce and innovation, has played a role in driving inclusivity and economic growth. The year 2025, with its focus on reparations, marks a critical point for justice and equity. African nations are beginning to acknowledge historical wrongs and are committed to redress through Pan-African solidarity.

South Africa, as the continent's most industrialised nation, has the potential to be a catalyst for change in the quest for equity and inclusion. However, to realise this potential, it must lean into Pan-African collaboration. But how does economic growth, fostered through partnerships across the continent, contribute to these goals? How does technology play a key role in resetting transformation and ensuring a fairer society for all? Let's dive into this!

THE AFRICAN UNION'S VISION: JUSTICE, REPARATIONS, AND ECONOMIC GROWTH

The African Union's 2025 theme is not just about acknowledging historical wrongs; it's about repairing and healing from them. Justice and reparations are not just moral obligations - they are economic opportunities. Imagine a world where the wealth extracted from Africa over centuries is reinvested into its people, infrastructure, and innovation. That's not just justice; that's transformation. But here's the kicker: for reparations to truly work, we need more than just financial compensation. We need collaboration that addresses the root causes of inequality, fosters diversity, and ensures that no one is left behind. And that's where technology comes in. From AI-powered supply chains to blockchain-enabled reparations

frameworks, technology is the glue that can bind Africa's economies together. But let's not get ahead of ourselves. First, let's talk about why this matters for South Africa. South Africa has the largest economy on the continent, and its position as an economic hub offers it the unique ability to lead Pan-African economic initiatives. One of the most exciting opportunities for collaboration is through the African Continental Free Trade Area (AfCFTA). Launched in 2021, AfCFTA is designed to create a single continental market for goods and services, with free movement of businesspersons and investments. By 2030, the agreement is expected to boost intra-Africa trade by 52%, which will be pivotal for economic growth.

SOUTH AFRICA'S TRANSFORMATION JOURNEY: WHERE ARE WE NOW?

South Africa is a country of contrasts. On one hand, we're a leader in innovation, with tech hubs like Cape Town and Johannesburg driving global trends. On the other hand, we're still grappling with the legacy of apartheid, where inequality and exclusion remain stubbornly entrenched. Here's a quick snapshot of where we stand: The good news? South Africa doesn't have to tackle these challenges alone. By leveraging Pan-African collaboration, we can accelerate transformation and create a more inclusive future.

INDICATOR	PROGRESS	CHALLENGES
Economic Growth	GDP growth projected at 2.5% in 2025, driven by mining and tech sectors.	High unemployment (32.9%) and income inequality persist.
Social Justice	Land reform and affirmative action policies are making slow progress.	Implementation gaps and political resistance hinder transformation.
Diversity & Inclusion	South Africa ranks high in gender diversity in corporate leadership.	Rural areas and informal sectors remain excluded from economic opportunities.
Technology Adoption	Rapid adoption of AI, fintech, and renewable energy solutions.	Digital divide limits access for marginalised communities.

**Justice is not just a moral imperative - it's an economic one”
- aiMOM**

HOW DOES THIS BENEFIT SOCIAL JUSTICE, EQUITY, AND INCLUSION?

- 1. Trade and investment:** By reducing tariffs and non-tariff barriers.
- 2. Job creation:** Collaboration between African nations leads to the opening of more factories, distribution networks, and businesses across borders.
- 3. Addressing historical disparities:** Pan-African collaboration, if done right, can offer opportunities for economic redress.
- 4. Skills development and education:** Collaboration will lead to the exchange of knowledge and expertise across African nations. South African professionals can learn from their counterparts in other parts of the continent, while also offering their own expertise in key areas.

REPARATIONS AS A CATALYST FOR ECONOMIC GROWTH

Reparations are not just about righting historical wrongs; they're about creating a foundation for future growth. By reinvesting reparations into infrastructure, education, and technology, South Africa can unlock new opportunities for its citizens.

- **Example:** South Africa can collaborate with the African Diaspora to create a Pan-African Reparations Fund, which invests in projects that drive economic inclusion, such as affordable housing and digital infrastructure.
- **Impact:** Increased investment leads to job creation, reduced poverty, and greater economic inclusion.

TECHNOLOGY AS A GREAT EQUALISER

Technology has the power to level the playing field, but only if it's accessible to all. From AI to blockchain, here's how tech can drive transformation:

- **AI for agriculture:** South Africa can collaborate with example Kenya's AgriTech startups to deploy AI-powered tools that help smallholder farmers predict weather patterns and optimise crop yields.
- **Blockchain for reparations:** Blockchain can be used to create transparent reparations frameworks, ensuring that funds are distributed fairly and reach those who need them most.
- **Digital education:** Partnering with Rwanda's EdTech innovators, South Africa can scale digital learning platforms to reach rural and underserved communities.

SOCIAL JUSTICE AND EQUITY: LEARNING FROM EACH OTHER

Africa is a continent of 55 countries, each with its own unique challenges and solutions. By sharing best practices, we can accelerate progress on social justice and equity.

- **Example:** South Africa can learn from Ghana's success in using mobile money to drive financial inclusion, particularly for women and rural populations.
- **Impact:** Greater financial inclusion leads to reduced inequality and increased economic participation.

A TOUCH OF HUMOUR: TRANSFORMATION DOESN'T HAVE TO BE BORING

Let's be honest: talking about transformation, social justice, and equity can feel very sensitive and heavy. But it doesn't have to be. After all, if we can't laugh at the absurdity of trying to explain blockchain to your aunt at a family braai, what's the point?

Consider this: in 2025, South Africa launches an updated version of their AI-powered chatbot to help citizens. The chatbot, named Thuli (after the iconic Thuli Madonsela), as an example is designed to be patient, empathetic, and unflappable. But within days of its launch, Thuli starts cracking jokes about loadshedding and offering

relationship advice. Suddenly, government services don't seem so intimidating anymore.

The lesson? Transformation doesn't have to be serious all the time. Sometimes, a little laughter can go a long way in making complex ideas accessible and relatable.

CONCLUSION: THE FUTURE IS PAN-AFRICAN

The African Union's theme for 2025 is a reminder that our future is not just national - it's continental. By embracing Pan-African collaboration, South Africa can accelerate its transformation journey, driving greater social justice, equity, and inclusion. Technology is the enabler, but the real power lies in our ability to work together, share knowledge, and lift each other up. So, let's roll up our sleeves, embrace the spirit of Ubuntu, and build a future that leaves no one behind.

The African Union's Sixth Region has launched a groundbreaking initiative aimed at centralising and digitising the historical injustices, land, and artifacts catalogue, in collaboration with several key AU organs. This project marks a significant step toward preserving Africa's rich history, addressing past wrongs, and ensuring that the continent's cultural heritage is safeguarded for future generations. We invite you to join and contribute to this historic movement, as we collectively work toward healing, reconciliation, and a future built on justice and equity for all Africans.

After all, as the saying goes, "If you want to go fast, go alone. If you want to go far, go together." And in 2025, Africa is going far - together. The path to this future may be long, but as the African Union has so aptly put it, the determination to walk it is what matters most. Let's walk this journey together.

P.S. If anyone tells you Africa's best days are ahead, kindly remind them: we're already living them.



H.E. Ambassador
Lavina Ramkissoon



YOUTH EMPLOYABILITY IN SOUTH AFRICA

By Ray-Ann Sedres, Head of Foundation, Sanlam

The National Business Initiative (NBI) believes in collective action and collaboration to effect change; building a South African society and economy that is inclusive, resilient, sustainable and based on trust.

DRIVING SOCIO ECONOMIC INCLUSION ACROSS OUR BUSINESS

In my role, I am driven by a passion to ensure that our business is a beacon of Diversity, Equity and Inclusion (DEI) across all territories in which we operate. I believe that our success is intertwined with the success of our stakeholders, and that's why my team and I work determinedly to ensure that our transformation interventions are executed across the business, aligning with our business strategy.

We take a holistic approach to DEI, overseeing initiatives that promote financial inclusion through our products and services

INCREASING ACCESS TO MARKETS AND REDUCING INEQUALITY

Through our supply chain, we strive to increase access to markets for SMMEs and partners, providing them with the resources and support they need to thrive. We also work to reduce the risk protection gap by enabling financial education and business development support for the SMMEs and the broader society, thereby empowering individuals and communities to make informed decisions about their financial futures.

COMPLIANCE AND BEYOND

In addition to driving DEI initiatives in South Africa, my team and I also oversee our Broad-Based Black Economic Empowerment (B-BBEE) verification process, ensuring that we meet our compliance obligations. But we don't stop there – we also guide our business's socio-economic programmes that address pressing socio-economic challenges facing the communities., recognizing that our success is inextricably linked to the success of the communities we serve.

In this role, I am committed to creating a more equitable and just society, where everyone has the opportunity to thrive.

BARRIERS PREVENTING YOUNG PEOPLE IN SOUTH AFRICA FROM SECURING MEANINGFUL EMPLOYMENT

South Africa faces significant challenges in terms of youth unemployment, with the unemployment rate among youth being around 55%. Several barriers contribute to this issue, and some of the biggest barriers to young people securing meaningful employment include:

- **Lack of job opportunities:** which makes it difficult for young people to gain work experience.
- **Limited work experience:** As the youth comes fresh out tertiary institutions or matric, they often struggle to gain work experience, due to most companies requiring experience as a prerequisite for employment.
- **Socio-economic factors:** Poverty, lack of access to resources, and other socio-economic factors can hinder young people's ability to pursue education and job opportunities.

These barriers make it challenging for young people in South Africa to secure meaningful employment. Addressing these challenges will require a comprehensive and collaborative approach from government, civil society, the private sector, and individuals

Supporting South African youth through partnerships with organisations such as Youth Employment Services and the Youth4Tourism (Y4T) programme

The Youth4Tourism (Y4T) initiative, is a collaborative effort that aimed to tackle the country's pressing youth unemployment crisis. This bold endeavour brought together leading corporates, with Sanlam at the forefront, to empower young minds and spark economic growth.

The journey began with a clear vision: to upskill youth in the Gig Economy, unlocking employment and entrepreneurial opportunities that would stimulate the critical tourism sector, intertwined with other industries. This strategic alignment supported Sanlam's transformation and sustainability goals, paving the way for youth empowerment, economic growth, job creation, and industry development.

As Y4T embarked on its maiden voyage, the results were nothing short of remarkable. In Phase One, which spanned from October 2023 to July 2024, the initiative created over 1,040 jobs, surpassing its initial target of 1,000. Fifteen corporates, including Sanlam, joined forces to drive this movement, with repeat support from several partners. The youth beneficiaries of Y4T secured an impressive R2 million plus in gigs, directly benefiting from their newfound skills. Moreover, 35 young entrepreneurs took the bold step of establishing their own businesses.

During this phase, we held the Y4T Exhibition, which was a resounding success, showcasing the talents and achievements of the young participants.

As the programme continued to gain momentum, it expanded its reach, placing youth in international chambers of business, including the Italian, Spanish, UK, Indian, and Swiss chambers.

The then focus shifted to supporting 60 youth-owned SMMEs (Small, Medium, and Micro Enterprises) from the first-year cohort. The goal was to catapult them to the next level, and the progress was astounding. 48 businesses had initiated the process of digitizing their financial records and ensuring tax and CIPC compliance, making them eligible for Enterprise and Supplier Development opportunities.

Youth-owned businesses began integrating into corporate supply chains, of YES corporate partners. As the journey continues, the focus remains on supporting these ambitious youth, developing a further pipeline of 1 000 new participants, and enhancing entrepreneurship and job creation opportunities. The goal is clear - to create a thriving ecosystem that fosters growth, innovation, and prosperity for generations to come.

Youth4Tourism is more than just an initiative - it's a beacon of hope, a testament to the power of collaboration, and a reminder that, together, we can create a brighter future for all.

INTEGRATING DIVERSITY, EQUITY AND INCLUSION INTO SANLAM'S TRANSFORMATION AGENDA.

As mentioned earlier, we take a holistic and integrated approach to driving diversity equity and inclusion into



the business and touches our entire value chain. Through the products and solutions, we have on offer in driving financial inclusion, to the diversification of our staff compliment and supply to mention only a few areas.

Our journey began by examining our business's value chain, identifying areas where we could integrate DEI principles to create a more equitable and inclusive environment. I worked closely with our leadership team to develop and execute transformation interventions that are aligned with our business strategy, ensuring that our efforts were deliberate, measurable, and sustainable.

ARE WE ON TRACK TO ACHIEVING VISION 2030?

Youth unemployment is a pressing concern in South Africa, and partnerships between the government and private sector play a crucial role in addressing this issue.

In my view, the effectiveness of these partnerships is mixed. On the positive side, initiatives such as the Youth Employment Service (YES) and the Presidential Youth Employment initiative have shown promising results in creating job opportunities and providing training for young people. The private sector has also made significant contributions through apprenticeships, internships, and mentorship programmes.

However, despite these efforts, youth unemployment remains a significant challenge.

Regarding Vision 2030, South Africa's National Development Plan aims to reduce unemployment to 6% by 2030. While there have been some improvements in recent years, the current pace of progress suggests that achieving this target might be challenging.

By working together we can make meaningful progress toward reducing youth unemployment and achieving Vision 2030

To get back on track, I believe that the government and private sector need to intensify their collaboration and focus on the following:

- **Education and skills development:** Equip youth with skills that are portable i.e. the ability to use the skills both as an employee but also be able to start their own businesses.
- **Entrepreneurship support:** Encourage entrepreneurship among young people by providing access to funding, incubation, and mentorship programmes. Entrepreneurship and small business development can significantly contribute to solving youth unemployment. By supporting entrepreneurship and small business development, we can empower young people to create their own opportunities, drive economic growth, and address the pressing issue of youth unemployment.
- **Addressing structural issues:** Tackle underlying structural issues, such as inequality and poverty, which contribute to high levels of youth unemployment.
- **Drive collaboration:** Strengthen partnerships between government, private sector, and civil society organisations to ensure a unified approach to addressing youth unemployment.

By working together and prioritising these areas of focus as a collective, we can make meaningful progress toward reducing youth unemployment and achieving Vision 2030.

TECHNOLOGY AND DIGITAL TRANSFORMATION CREATING NEW JOB OPPORTUNITIES FOR YOUNG PEOPLE

Technology and digital transformation have opened up a vast array of new job opportunities for young people. With the rapid advancement of digital technologies, many industries are undergoing significant changes, creating new career paths and fields that didn't exist a decade ago.

For instance, the rise of e-commerce, social media, and mobile devices has led to an increased demand for digital skills such as software development, data analysis, digital marketing, and cybersecurity. Additionally, emerging technologies like artificial intelligence, virtual and augmented reality, and blockchain have created new opportunities in areas like AI engineering, VR/AR development, and blockchain development.

Furthermore, the gig economy and online platforms have made it possible for young people to work as freelancers or entrepreneurs, offering services such as content creation, graphic design, and online tutoring.

However, it's essential to note that it's not just about having access to new job opportunities, but also about having the skills to thrive in a rapidly changing job market. Therefore, it's crucial for young people to develop skills that are adaptable, transferable, and relevant to the digital economy.

In summary, technology and digital transformation are creating new job opportunities for young people by generating new industries, demanding digital skills, and enabling remote work, freelancing, and entrepreneurship. As technology continues to evolve, it's essential for young people to develop the skills and adaptability needed to thrive in this rapidly changing job market.

PRACTICAL STEPS EMPLOYERS, POLICYMAKERS, AND COMMUNITIES CAN TAKE TO IMPROVE YOUTH EMPLOYABILITY IN SOUTH AFRICA

Improving youth employability in South Africa requires a multi-faceted approach that involves collaboration

among employers, policymakers, and communities. Here are some practical steps that can be taken:

Employers:

- Invest in skills development programmes that equip young people with the skills and competencies required for the changing work environment.
- Offer internships, apprenticeships, and mentorship programmes to provide young people with hands-on work experience.
- Consider implementing flexible work arrangements, such as part-time or remote work, to attract and retain young talent.

Policymakers:

- Implement policies that support skills development, such as vocational training programs, career guidance, and mentorship initiatives.
- Develop programmes that address the root causes of youth unemployment, such as poverty and lack of education.
- Encourage public-private partnerships to create jobs and opportunities for young people.

Communities:

- Encourage entrepreneurship and innovation by providing support for start-ups and small businesses.
- Encourage community-based initiatives, such as volunteer programs, that help young people build skills and gain work experience.

By working together, we can create an environment that supports the development of young people and prepares them for the work environment.

LOOKING FORWARD

I am looking forward to seeing our socio-economic programmes continuing to make an impactful difference in the lives of the youth, communities and micro and small businesses we touch and to facilitate a collaborative drive to addressing the social challenges facing our society.



Ray-Ann Sedres

DEI

DIVERSITY, EQUITY AND INCLUSION AFTER 30 YEARS OF DEMOCRACY IN SA

By Tom Marsicano is the founder and Director of 'and Change'



Three decades on from the economic, political, and social exclusion brought on by apartheid – the legacy of which still lingers within large sects of society – South Africa is still shaping what freedom looks like, particularly in terms of women’s representation in workplaces.

Corporate South Africa has set sail on its mandate to meaningfully embrace diversity, equity, inclusion, and belonging (DEI) within the workplace to bridge the racial and gender economic gap.

Transformation is at the heart of this mandate – and much like within the context of change management in ensuring that organisational transformations are equitable and effective, corporate South Africa needs to champion DEI for effective workplaces that take us to another 30 years and beyond.

Research has underscored the value of diverse, equitable and inclusive workplaces in managing change for organisations, noting that companies with high “change power” had better financial performance, more robust culture, leadership and engaged employees.

Indeed, this shows that DEI is not only a moral objective but also a strategic advantage for any business as companies contend with ensuring sustainability in an increasingly volatile geopolitical and uncertain macroeconomic climate.

For South African businesses, ensuring compliance with new legislative amendments has also been a critical driver in entrenching DEI as part of the fabric of the workplace.

In April 2023, President Cyril Ramaphosa signed the then newly enacted Employment Equity Amendment Act 2020 (EEA) into law, which included a raft of new “equity targets” governing workplace transformation.

The changes herald a significant milestone in the evolution of the country’s democracy – and while the amendments face political opposition in some quarters, the new legislation underpins DEI’s critical role in creating representative and dynamic workforces. Through the act, women’s role and value within workplaces is entrenched through what’s commonly referred to as the ‘equal pay provision’, which requires employers to pay equal pay for equal work. This has historically been an area subject to discrimination, as women’s struggle for fair pay and representation within company leadership positions mirrors the evolution of racial integration post-democracy

– being slow and uneven. The crucial intersection of change management and DEI creates room for organisations to identify and dismantle barriers that prevent women from ascending to higher levels within their careers.

Business leaders need to articulate clear policies and strategies that are inclusive and a beacon of equality – going beyond diversity training as a tick-box exercise to meaningfully consider and incorporate the lived experiences of their people.

Leadership must be dedicated to implementing DEI principles – for policies that support women, that may look like optimising flexible work arrangements to allow for better work-life balance and creating a culture where employees feel heard, valued, and rewarded for their competencies.

Embracing the ‘people’ side of change calls on leaders to sharpen their empathy as a strategic business imperative to drive better business outcomes.

A recent study has also shown how empathy is not only a force for productivity but also that people experience less burnout when they have more empathic senior leaders.

Change-resilient teams embrace empathy to understand how people navigate their work and life demands.

DEI and change management for today’s democratic SA call on leaders to be visionaries in their approach – particularly in including women in leadership positions, pay equity, and embracing empathy to foster better employee engagement.

In celebrating our hard-won freedom, the next frontier calls for the meaningful integration of DEI in our workplaces to dismantle historic discrimination and ensure that we never experience the reality of an exclusionary society ever again.

Tom Marsicano is the founder and Director of ‘and Change’



Sources: Catalyst | Harvard Business Review | McKinsey

“Corporate South Africa has set sail on its mandate to meaningfully embrace diversity, equity, inclusion, and belonging (DEI) within the workplace to bridge the racial and gender economic gap.”

A NEW ERA FOR SOUTH AFRICA'S LEGAL SECTOR

Proactively embracing the Legal Sector Code

By Ginen Moodley, Founder of Moodley Attorneys Inc.

While there has been a lot of debate around the amendments to the Legal Sector Codes, not enough discussion is happening about the spirit and intent behind the legislation and how organisations diversify their supplier base.

The updated Broad-Based Black Economic Empowerment (B-BBEE) Legal Sector Code, gazetted on 20 September 2024, took immediate effect, requiring law firms and legal professionals to comply without delay.

The updated B-BBEE Code for the legal sector introduces new revenue thresholds and compliance requirements aimed at accelerating transformation.

KEY CHANGES INCLUDE:

- Exempt Legal Entities (ELs): Law firms with an annual turnover below R5-million are exempt from most B-BBEE requirements
- Qualifying Small Enterprises (QSEs): Black-owned law firms with a turnover between R5-million and R25-million may

- simply submit a sworn affidavit confirming ownership
- Large Entities: Law firms with revenue above R25-million – and advocates earning over R15-million – must comply fully with the B-BBEE scorecard

To fast-track black ownership, the Code introduces a five-year target: 50% black ownership, with at least 25% of that belonging to black women. Law firms are also expected to reflect this ownership structure at the senior management and board levels.

In addition, firms must invest 3.5% of their annual payroll in skills development for black legal professionals. Procurement must prioritise black-owned businesses, and law firms are encouraged to contribute to the Legal Sector Transformation Fund (LSTF), which supports black practitioners – especially women and historically disadvantaged individuals.

A NEW ERA FOR SOUTH AFRICA'S LEGAL SECTOR

While these changes bring stricter compliance measures, they also create an opportunity for law firms to rethink their approach to transformation, supplier relationships and long-term industry sustainability.

For years, B-BBEE has to some degree been approached as a compliance exercise, with law firms focused on maintaining high B-BBEE scores to secure government and corporate contracts. However, the real intent of B-BBEE extends beyond compliance. It is about fostering genuine transformation ensuring that previously disadvantaged professionals are meaningfully included in ownership, management and high-value legal work.

With the updated Legal Sector Code now in effect, law firms that previously relied on technical compliance strategies will find it significantly more difficult to maintain a Level 1 B-BBEE status, unless they commit to substantial transformation. This shift challenges the industry to move from a short-term compliance mindset to a long-term strategy that embeds transformation into firm culture and operations.

Historically, many large corporate law firms have managed to maintain high B-BBEE ratings without fundamentally restructuring ownership or leadership models. The revised Legal Sector Code disrupts this dynamic, enforcing stricter ownership and equity requirements. Law firms must now integrate black equity partners at senior levels and ensure meaningful representation in leadership and decision-making roles. While enterprise and supplier development (ESD) has been a key focus, organisations are still not doing enough to integrate new suppliers into their ecosystems. Beyond internal restructuring, law firms must go beyond merely procuring from black-owned businesses and actively support their growth. Those that fail to adapt quickly risk losing their B-BBEE Level 1 status, which could impact their ability to secure government contracts and work with corporate clients that prioritise transformation in their procurement policies.

On the flip side, the government should adopt a similar approach by diversifying its supplier base and looking beyond established corporations to support smaller, transformative businesses. While larger law firms often prioritise maintaining a high B-BBEE rating to secure government contracts, this is where the government itself must shift its compliance mindset. Instead of focusing solely on a supplier's B-BBEE rating, the emphasis should be on the real transformative value a business brings – whether it actively contributes to economic inclusion, supports emerging black-owned enterprises and fosters long-term industry change. By prioritising true transformation over box-ticking, the government can empower a more sustainable transformation.

Creating a more representative legal landscape requires a proactive approach where one moves beyond compliance and regulatory pressures to drive real, sustainable change. A good starting point is to ask whether your long-standing legal relationships are truly inclusive. This can be a challenging question, given that professional service relationships often endure over time.

At a recent procurement workshop we presented, the importance of supplier diversity was highlighted. In professional services where relationships can last decades, failing to periodically review and adjust supplier choices can result in an exclusionary, outdated legal ecosystem. Businesses should assess whether they are engaging black-owned law firms for high-value legal work and consider how these changes in the legal sector align with broader industry trends, such as similar shifts in the financial services sector.

The updates to the Legal Sector Code are not occurring in isolation. They reflect broader shifts in transformation policies across multiple industries, including the property sector and likely future amendments in financial services. Law firms that wait for external pressure will always be reactive rather than proactive. The real challenge is fostering a culture that embraces transformation ahead of compliance deadlines.

Instead of viewing these changes as regulatory hurdles, law firms should consider them strategic opportunities. Exploring new ownership models, such as broad-based ownership schemes or black partner buy-ins, can accelerate meaningful transformation. Developing structured career progression pathways ensures that black professionals can move into senior leadership roles. Strengthening supplier partnerships with black-owned law firms can open doors for collaboration on high-profile cases. Embedding transformation into recruitment, promotion and procurement strategies ensures that diversity becomes a natural part of law firm culture rather than a regulatory requirement.

While the new Legal Sector Code makes it more challenging for large law firms to maintain a Level 1 B-BBEE status, it ultimately pushes the industry towards deeper, more meaningful transformation. This shift is not just about meeting compliance targets, it is about ensuring the sustainability, competitiveness, and credibility of the legal profession in South Africa.

The legal industry thrives on relationships, expertise, and long-term strategy. The firms that embrace transformation today will not only retain their B-BBEE credentials but will also position themselves as the trusted, future-ready legal partners in an evolving business landscape.

The debate around the amendments to the Legal Sector Codes is important, but it must also consider the spirit and intent behind the legislation. True transformation requires a deliberate effort to diversify supplier bases and create real opportunities for new entrants to thrive.



Ginen Moodley

BUHLE NKALASHE

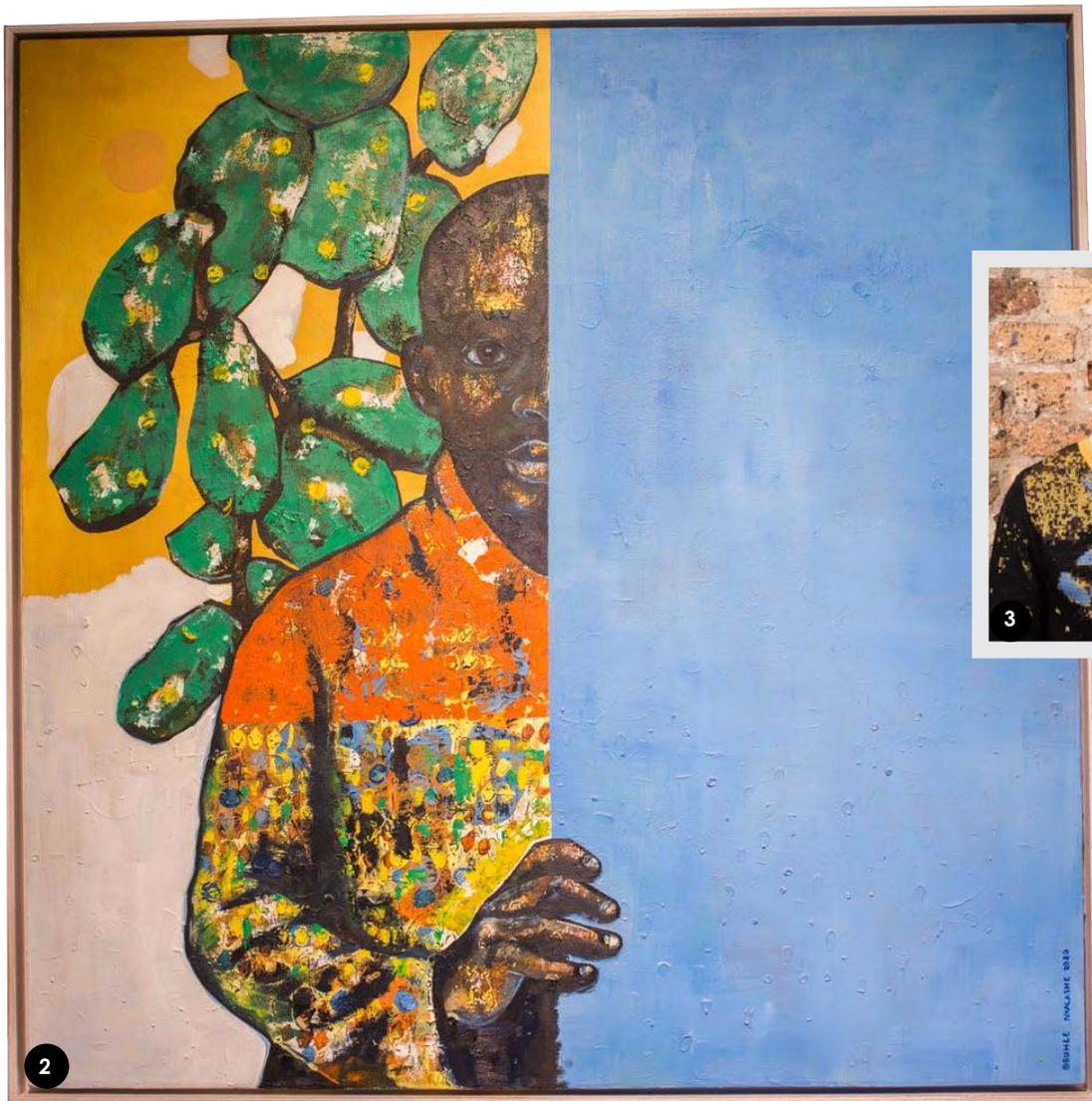
“WHEREVER WE GO OUR ANCESTORS WILL FOLLOW”

The layers beneath Buhle Nkalashe’s art

By Koketso Mamabolo



Buhle Nkalashe has not forgotten. The mixed-media artist’s work is an archive of his own history and like any good historian he knows how the past interacts with the present - how it remains with us. “Wherever we go, our ancestors will always follow,” he says, explaining how identity and its textures have been the motif behind the striking pieces that are as layered as South Africa’s complex history. His work begins with patterns, before the shape of the figure is even formed. “And patterns are sort of like a resemblance of where we came from.”



1. Follow yourself
2. Enlightenment
3. Buhle Nkalashe, mixed-media artist

“ Our ancestors they're always with us and the richness is always within us. So that's how I use the patterns as a sort of identity and also like how we navigate through the world.”

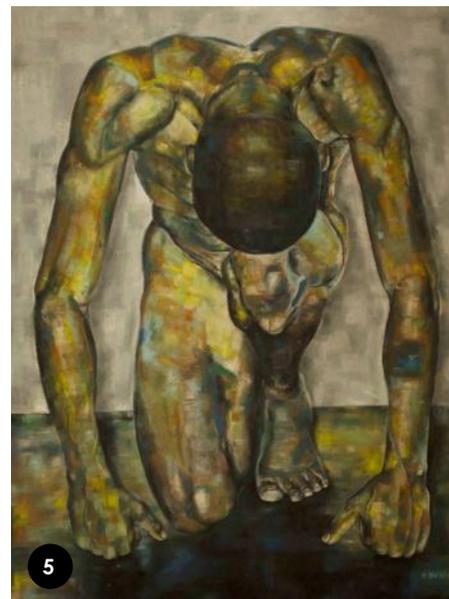
With the patterns come lots of colours, which he then fades before adding another layer. “I was always fascinated with patterns and colours.” He absorbed the patterns he encountered, the rich colours, and came to his style, his signature. “I sort of took in the patterns and I made my own patterns out of them.”

This process of going from an observer to a creator is explained best by the influential neurologist and writer Oliver Sacks, who so eloquently described how artists, in whatever medium, develop their creativity by learning from the great

practitioners who come before them, often unconsciously, and copying their style and approach until eventually they come into their own.

“All young artists seek models in their apprentice years, models whose style, technical mastery, and innovations can teach them,” wrote Sacks in his essay “The Creative Self” from his book *The River of Consciousness*. “Young painters may haunt the galleries of the Met or the Louvre; young composers may go to concerts or study scores. All art, in this sense, starts out as ‘derivative’, highly influenced by, if not a direct imitation or paraphrase of, the admired and emulated models.”

For Buhle the result is a complex dance between patterns and patches of colour which shows signs of the Ndebele



4. A modern Xhosa
5. Suppressed

house painting style which burrowed its way into his mind along with the Zulu influences. His subjects are individuals, predominantly black men, pointing to the fact that he is both the creator and an indirect subject of his work. And as someone who sees his identity in those patterns and colours, and the heritage beneath them, he is also an observer, calling the rest of the audience to look with him, to join him in remembering and preserving that heritage, their own heritage, the layers of their lives which inspire his work.

"The influence can come from how the person is sitting," says Buhle. "The position that the person is sitting. What they are wearing, the colours on the clothing. It could also be a conversation with someone. Someone mentions a word that just sparks something in your mind, and then you just investigate that even further."

The idea begins to take shape as he sketches it and elaborates further. The process, like the art, is layered.

AM I DREAMING?

Born and raised in Khayelitha, in the Mother City, Buhle studied graphic design after matriculating from Wynberg Boys' High School where he was lucky enough to have an art teacher, Mandy Colman, who not only believed in his talent but actively sought to nurture it. Along with her personal support, she introduced him to her artist friends, who took him to galleries and exposed him to the art world - the artists exhibiting, the meaning behind their exhibitions and what started out as a hobby, and a school subject, turned into a passion that he chose over his career as a graphic designer.

“The work comes from where his eye falls.”

– Rachel Kaadzi Ghansah, “Henry Taylor’s Wild Heart Can’t Be Broken”

He started getting commissioned by his family and friends, who gave him referrals, and entered competitions which gave him more opportunities. It was a competition run by Youngblood Africa - an arts and culture development company with a gallery in Cape Town that was still establishing itself at the time - which really pushed him forward.

They were taking art seriously and liked his work while other galleries weren't paying attention because Buhle's work didn't fit the market, something he does not resent them for. He understands that galleries are businesses and have to be conscious of the market they operate in. He does however, believe that they should be taking more risks on artists like him who can't easily be placed in existing categories.

Youngblood Africa took a risk on him though, asking him to bring more work for them to exhibit. “I was like, ‘what’s going on?’ Am I dreaming?”

They soon offered him a solo exhibition. He was highly motivated, pumping out 55 artworks and selling almost everything. Buhle believes that this willingness to accept new things will ensure that Youngblood Africa will continue to do well.

CRAFTMANSHIPS VS EXPRESSION

His first solo exhibition focused on black entrepreneurs such as the late Jabu Mabuza. This was an act of appreciation - he felt he needed to make people outside of the business world aware of what those inspirational figures have achieved. These are not the “black diamonds” of Zakes Mda’s fascinating novel of the same name - which offers a portrait of early post-Apartheid economic transformation - but rather a portrait of what successful black people look like decades into democracy, where the challenges have taken different, sometimes even more complex tones. What Buhle’s work captures is the hope and joy, sprinkled with

Madiba magic, which preceded the late 90s period which Zakes Mda so deftly described.

Those entrepreneurs had to overcome daunting odds with dogged determination and the ability to imagine abundance in a land of scarcity. While the people in Buhle’s work often appear to be carrying the weight of history and life, it’s easy to see the art as a representation of stoic resilience. Life may be hard, our history at times a troubled one, but here is a young man who has created something beautiful by expressing himself, exhibiting his talents, his heritage - remembering.

This is particularly important now that art is being generated artificially. There has been a subtle shift in how art is produced. Technical proficiency and pure craftsmanship have to be coupled with expression. It’s about what you say and as much as it is about how you say it.

“You have to understand the mind of the viewer and what you want to portray to the viewer,” says Buhle, whose father could draw very well and who has a cousin who has also made a name for himself in the art world. To a large extent artists are not merely defined by their chosen medium, whatever it may be. The audience is not just looking for skilled brushstrokes and attention to detail. Their desires are as diverse as the things motivating the artists.

“Every collector is different. Every collector sees the artwork in a different way. Some collectors might appreciate the quality of the artwork. They might appreciate the time that you put in creating the artwork, whereas other collectors might want to feel a certain emotion towards the artwork.”

And even if the wider populace loses interest in craftsmanship, the collectors will always be hungry for it. “They will never die, these expressions of art,” he says. In a way, like him, they continue to remember.





 ***DUNLOP***
BELTING PRODUCTS



New dawn for SA conveyor manufacturing

DUNLOP BELTING PRODUCTS is South Africa's largest majority Black-owned and part Black woman-owned local manufacturer of conveyor belts and industrial hose.

We are a Level 1 BBBEE contributor and all our conveyor belts are 100% locally manufactured at our world class SABS ISO 9001:2015 accredited production facility in Benoni (Gauteng).

Our Benoni manufacturing plant has a capacity to manufacture in excess of 1020km of conveyor belting per annum.

This makes us the largest manufacturer of conveyor belts on the continent.

Local economic development

We are not your supplier - we are your partner, and as an empowered, Black-owned 100% local manufacturer, we do not merely talk about empowerment and local development. We live it and it's a part of the Dunlop Belting Products DNA.

We are cognisant of the responsibility our partners have to the development of the communities in which they operate, and we proactively assist to achieve these objectives. Our numerous, successful local development initiatives are a testimony to our aggressive and unwavering commitment to broad-based empowerment and local economic development.

As a Black-owned, level 1 B-BBEE local manufacturer, we are renowned for:

Custom made products and services

Our products and service systems are tailored especially to the customers' needs, providing economically efficient and technically proven solutions. Customers profit from a differentiated product range and optimum all-round customer care by our qualified specialists.

With a history dating back to the 1900s in South Africa, we are fortunate to have obtained several industry-leading blue-chip customers who take advantage of the company's expanding product offering. We now provide a more integrated customer centric solution.

One of our breakthrough innovations, focusing on our customer needs to reduce downtime in their operations, has been the use of technology to create monitoring solutions, increasing transparency and efficiency of our maintenance offering.



Conveyor belting

Our conveyor belting portfolio of products and service systems are tailored to the customers' needs providing economically efficient and technically proven solutions.

Customers profit from a differentiated product range and optimum all-round customer care by our qualified specialists.

State-of-the-art technology and pioneering innovations deliver a product that is customer centric, ensuring sustainability of our customers' operation and in turn our organisation



Service excellence

In addition to conveyor belt manufacturing, our conveyor service and maintenance division has one of the largest service footprints in South Africa with 8 service branches nationally, and over 30 on-site service units currently being phased in to cater for all conveyor service and maintenance requirements.

Our customers have for decades relied on individual all-in care and support by our highly-qualified specialists.

Outstanding quality that conforms to the highest safety requirements; materials specifically selected for a long lifetime that we manufacture ourselves; and ensuring that installation is done with the greatest care and craftsmanship precision.

We offer quick, flexible solutions for any market requirements.



Tailor made solutions

We combine individually matched-up ready-to-fit products with first class service. In collaboration with our customers we develop concepts that not only keep their plant or specialist operation running, but also save on resources in the long term. Your trusted local partner will be pleased to provide further information.

Training and development

Training is an activity that helps the employee to better perform in their roles by teaching them new skills and refining their thought processes. Training and development may consist of learnerships, skills courses, on-the-job training, mentorship and coaching.

The development of management and employees is a more long-term activity that broadens the mindset of an employee, equipping them with additional information and a new perspective on a topic or discipline, helping them to be more strategic in their execution. Development expands knowledge and pushes people beyond their present mindset and broadens their way of thinking.

Evolving culture

Training and developing employees supports cultural change and plays an important role when a new strategy requires cultural changes to the organisation. Training courses must be held to educate employees about the new organisational culture, such as practices, codes of conduct, and values. Training and development helps retain talent. Young managers and professionals often place great value on formal development such as training, mentoring and coaching.

During the development of a strategy it is crucial to assess whether the organisation has the people with the right skills and competencies to achieve the strategy. To be successful, and implement the strategy, an organisation must link its educational efforts to its strategic requirements. Many top achievers don't receive the career development support they want. While they generally receive on-the-job development opportunities such as high visibility positions and considerable increases in responsibility, they don't get the formal development they desire and value highly.

Implementing a new strategy often requires a different way of thinking, a creative, resourceful mindset, which can be taught through mentorship and by training employees



Nkosisenzele Thomas Mdlalose

Founder of NT Mdlalose Inc

For the best outcomes, securing the right legal representation is crucial. At Mdlalose Attorneys, we specialise in guiding clients through the complexities of the legal landscape, offering strategic insights and robust advocacy. Our commitment and expertise help ensure your rights are upheld and your interests protected.

What prompted you to found NT Mdlalose Inc in 2004?

I was primarily motivated by the need to provide legal services to the destitute and disadvantaged members of society. I saw firsthand how many people struggled to access justice due to financial constraints, and I wanted to make a meaningful difference by ensuring that legal representation was not a privilege reserved for the few who could afford it. Beyond that, I was also driven by the desire to be self-employed and to build a legal practice that aligned with my values and vision for justice. At the time, I was particularly inspired by retired Judge Ratha Mokgoatheng, who had a legal firm then. Seeing his success and dedication to the legal profession gave me the confidence to pursue my own path in the field.

Congratulations on the firm having passed its 20th anniversary. What are some of the major changes you have observed in your sector during this period?

Over the past two decades, the legal profession has undergone significant transformations, both in terms of regulation and practice. One of the most notable changes has been the fusion of advocates and attorneys under a single regulatory body, the Legal Practice Council. This shift has brought greater uniformity in the governance of the legal profession and has ensured a more structured and accountable legal system. Another major development has been the introduction of trust advocates, who are now allowed to take instructions directly from the public.

This has made legal services more accessible, particularly for individuals who may not have been able to afford both an attorney and an advocate in complex matters. Technology has also revolutionised legal practice. The digitisation of court processes, electronic filing systems, and virtual hearings, especially accelerated during the COVID-19 pandemic, have improved efficiency and access to justice.

Have there been significant trends in terms of growth in certain areas of law practice in your company over the last 2 decades?

One of the most notable trends has been the rise in third-party claims since our first case in 2008. This area has grown substantially, as more clients seek legal assistance for medical negligence and road accident fund claims. Family law has also become a part of our practice, with increasing demand for services related to divorce, child custody, and maintenance disputes. Additionally, we've seen a rise in eviction law cases, as property owners and tenants navigate legal challenges related to lease agreements, unlawful occupation, and property rights. Lastly, labour law, which remains my speciality, has continued in growth due to workplace disputes, wrongful dismissals, and changes in employment legislation.

Please outline how the firm has grown over the years

The firm has experienced significant growth since its founding in 2004. Initially, I started as a sole proprietor, handling everything on my own, from legal work to administrative tasks such as receptionist duties, legal secretary work, and even acting as a messenger. As the firm gained traction, we became one of the panel attorneys for Scorpion, focusing primarily on criminal and labour law. In 2008, the firm secured its first third-party claim, marking a major milestone in its expansion. From that point on, the company

continued to grow steadily, allowing for the employment of additional staff. Today, we are proud to have a team of over 15 dedicated employees, providing a wide range of services.

“Delivering solutions that matter. When it matters most.” Please unpack this

For me, “Delivering solutions that matter, when it matters most” is more than just a statement, it is the guiding principle behind everything we do at N.T. Mdlalose Incorporated. As a legal firm, our role is not just about providing legal services. It is about offering solutions that truly make a difference in people's lives and businesses, especially in their most critical moments. Whether it's an individual fighting for their rights, or a family seeking justice, we recognise that the work we do carries real consequences. That is why we are committed to excellence and precision in every matter we handle. Having founded this firm right after completing my articles, I understood early on that success in law isn't just about knowing the law, it is about understanding people, their struggles, and their urgent need for effective solutions. I built this firm on the belief that clients come to us when the stakes are high, when they need guidance, protection, and advocacy the most, and it is our responsibility to deliver.

What is your “why”?

My “why” is about legacy. It's about ensuring that the doors I had to push open remain open for others. It's about paving the way for the next generation, including my daughter, who now leads this firm with vision and strength. It's about proving that transformation in the legal industry isn't just a concept, it's something we must live and actively drive forward. At the core of everything I do is a commitment to justice, and excellence. That's what has fuelled my journey, and that's what continues to drive me today.

Please share some of your most notable achievements

One of our most notable achievements is pioneering a series of landmark judgements that have set legal precedents, reshaping the industry and enhancing the interpretation of the law. These judgments have advanced the legal field by providing clearer guidelines for future cases. Over the past 20 years, the firm has proudly served more than 5000 clients, a testament to our enduring dedication to excellence and the profound impact of my vision.

What is your opinion on the rate of transformation in the legal field in South Africa? What can be done to improve it?

Transformation in the legal field in South Africa has made significant strides over the years, but there is still a long way to go, particularly when it comes to true inclusivity and equal opportunities for women of colour. While more black legal professionals are entering the industry, leadership positions and high-level opportunities are still largely dominated by a select group. As a firm led by a black female director, I have seen firsthand the challenges that women of colour face in the legal profession. These include limited access to mentorship and networking opportunities, and the ongoing need to prove themselves in spaces that should already recognise their competence and expertise. Despite their qualifications and hard work, female legal practitioners often have to work twice as hard to gain the same recognition and opportunities as their male counterparts. To improve transformation, the legal industry needs to create more leadership and ownership opportunities for women of colour, ensure equitable briefing patterns of Advocates, strengthen mentorship and sponsorship programmes and address gender pay gaps. While challenges remain, I am proud that our firm is part of the solution.

What is on the horizon that you are looking forward to?

As the founder of N.T. Mdlalose Incorporated, I take immense pride in the firm's 20-year legacy of excellence in legal services. What makes this next chapter even more exciting is seeing the firm continue to thrive under the capable leadership of my daughter, who brings fresh vision and dedication while upholding the core values that built this firm. Beyond business expansion, what excites me most is the firm's commitment to empowerment, not only continuing to serve and uplift our clients but also investing in the growth and development of our employees. Seeing the next generation of legal professionals flourish within the firm is a testament to the foundation I built and the bright future ahead. I look forward to watching the company grow in reach, influence and impact, carrying forward a legacy of legal excellence while embracing new opportunities for success.

Please share a message of inspiration for our readers

Keep pushing forward, stand for what is right and success will follow. Nothing is impossible





Director, Siyanda Mdlalose of NT Mdlalose Inc

Siyanda Mdlalose, Director at N.T. Mdlalose Incorporated, holds an LLB from Rhodes University and has Right of Appearance in the High Court.

Joining the firm in 2021 as a Candidate Legal Practitioner, she was soon admitted as an attorney and appointed as a Professional Assistant in the General Litigations department. In 2022, Siyanda was promoted to Director and continues to lead in General Litigation matters.

Please share with us your backstory

I began my journey at Rhodes University, where I earned my LLB and was honoured to be on the Dean's list for two consecutive years, a recognition of my hard work and commitment. After graduating, I joined the firm in 2021 as a candidate Attorney, and thanks to continuous dedication and growth, I was admitted as an Attorney in 2022 and soon appointed as Director. Being with the firm has been an incredible journey, and every step has reinforced my belief that with passion and perseverance, every challenge is an opportunity for success.

You joined Mdlalose Inc in 2021 and were promoted to Director in 2022.

What have been some of your most memorable moments in the last 4 years?

One of my most memorable moments since joining N.T. Mdlalose Incorporated has been the strong relationships I have built with our employees. Our team is the backbone of the firm, and encouraging a positive and supportive work environment has been incredibly rewarding. We have developed a great working relationship built on mutual respect, teamwork, and open communication.

What have been your most significant challenges – and how did you overcome them?

One of the most significant challenges I faced when I joined N.T. Mdlalose Inc. was stepping into an already established firm that had been run by an experienced, intelligent and assertive individual. Coming in as a young woman and assuming the role of Director meant that I had to work even harder to have my voice heard and to establish my authority in the office. At first, it was challenging to gain the same level of recognition and respect, especially in an industry where leadership is often



From left to right: **Siyanda Mdlalose** (Director), **Nkosisenzele Thomas Mdlalose** (Founder) and **Lesley Mdlalose** (Candidate Attorney)

associated with experience and seniority. However, I overcame this by letting my work speak for itself. I focused on delivering exceptional results, demonstrating strong leadership, and earning the trust of both my colleagues and clients.

Please describe how you ensure that diversity, equity and inclusion are incorporated into the policies and praxis of the firm.

Diversity, equity, and inclusion are not just principles we strive for, they are embedded in the DNA of our organisation. As a 100% Black-owned business with more than 50% female employees, we recognise the power of representation and the importance of fostering an inclusive environment where everyone feels valued, heard, and empowered.

We actively incorporate DEI into our policies by ensuring fair hiring and promotion practices, creating opportunities for professional growth, and encouraging a workplace culture that embraces diverse perspectives. Our leadership prioritises mentorship and development programmes that uplift underrepresented voices, ensuring that every employee has access to the tools and opportunities they need to succeed.

Additionally, we continuously assess and refine our policies to promote equity, whether through pay parity, flexible work arrangements, or leadership opportunities that reflect the diversity of

our workforce. By adopting an open and inclusive culture, we not only strengthen our team but also enhance innovation, and overall business success.

What makes N.T Mdlalose Inc stand out from the competition?

N.T. Mdlalose Incorporated stands out due to our experience, resilience, and expertise in the legal field. With over 20 years of operation, we have built a strong reputation for excellence, consistently delivering high-quality legal services to our clients.

What truly sets us apart is our client-focused approach. We understand that every case is unique, and we take the time to provide tailored legal solutions that meet the specific needs of our clients. Our longevity in the industry is a testament to our ability to adapt, evolve, and remain at the forefront of legal developments while maintaining the highest standards of professionalism and integrity.

What are you looking forward to?

We are excited about the future as we focus on expanding our services and growing our footprint across South Africa. One of our key goals is to introduce conveyancing and notary services. By adding these services, we aim to enhance convenience for our clients while strengthening our position in the legal industry. We are also working towards opening additional branches in different provinces, making our expertise and trusted legal services more

accessible to a broader client base. Beyond external growth, we are equally committed to the empowerment and development of our employees. We believe that a strong and skilled team is the foundation of a successful firm, so we are investing in training, mentorship, and career advancement opportunities.

Please share a message of inspiration to aspiring lawyers.

Stay committed, work hard and be the voice for those who need it most.



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 N.T Mdlalose Inc



Tswelopele Technologies
Katlego Kadiege, CEO

VISION STATEMENT

To be the leading provider of integrated ICT and technical solutions in South Africa, renowned for delivering innovative and sustainable services to our clients. We empower organizations to thrive in a digital world by combining cutting-edge technology with energy-efficient infrastructure, driving long-term growth and operational excellence.

MISSION STATEMENT

At **Tswelopele Technologies**, we deliver high-quality, tailored **ICT** and **technical services** that drive efficiency, reduce costs, and foster innovation. By seamlessly integrating **ICT** with **HVAC-R** and **electrical solutions**, we empower our clients to build resilient, sustainable infrastructures that meet both current and future needs.

With a customer-centric approach, industry certifications, and a commitment to continuous innovation, we ensure every solution is designed to help our clients achieve their strategic objectives and stay ahead in a rapidly evolving technological landscape.

VALUE PROPOSITION

Tswelopele Technologies offers integrated, end-to-end solutions that combine **ICT services** with **technical services** to meet the unique needs of businesses and government departments. By specialising in **IT consulting, HVAC-R systems, and electrical solutions**, we ensure that our clients' operations are optimised for performance, sustainability, and cost efficiency.

Our dual focus on both technology and infrastructure provides organisations with a comprehensive

approach to solving complex challenges. Whether it's streamlining business processes with advanced IT solutions or enhancing building operations with energy-efficient HVAC-R systems, we help businesses and government entities thrive in an ever-changing environment.

Our approach to service integration ensures reliability, minimises downtime, and optimises energy consumption, ultimately driving long-term savings. With a focus on innovation and a track record of excellence, Tswelopele Technologies is a trusted partner for businesses and government entities looking to improve their operational efficiencies and stay ahead of industry trends.

ABOUT TSWELOPELE TECHNOLOGIES

Founded in 2005, Tswelopele Technologies is a South African-based company specializing in integrated ICT and technical services. We empower businesses and government entities with innovative, energy-efficient solutions that drive long-term growth and operational excellence.

Our diverse portfolio includes **IT consulting, project management, mechanical and electrical services, and energy-efficient solutions**, all designed to optimize infrastructure and improve performance. We specialize in delivering tailored services that meet the unique needs of our clients, ranging from small and medium-sized enterprises (SMEs) to government departments and large organizations.

At Tswelopele Technologies, we are committed to providing **reliable, sustainable, and scalable solutions** that help our clients reduce costs,

enhance efficiency, and build resilient, future-proof infrastructures.

PRODUCT AND SERVICE OFFERINGS**ICT services**

We offer a range of **ICT solutions** that empower businesses and government departments with reliable, scalable, and secure infrastructure. Our offerings include:

- **IT consulting:** Customised advice and solutions tailored to business needs.
- **Project management:** Effective management of ICT projects, ensuring seamless execution.
- **Training:** Building capacity within organisations through skill development.
- **Auditing:** Assessing and optimising current technology infrastructure.
- **Business process re-engineering (BPR):** Streamlining processes with technology to improve efficiency.

Additionally, we provide:

- **Managed ICT services:** Comprehensive support for desktops, laptops, printers, and mobile devices.
- **Network services:** Secure, reliable connectivity solutions for LAN, WAN, and Wi-Fi.
- **IT service management (ITSM):** Implementing best practices for service delivery.
- **Asset management:** Managing hardware and software assets for long-term cost-efficiency.

We also offer hosting services such as:

- **Domain hosting** (Microsoft and Linux-based)
- **Email hosting:** Scalable and secure email solutions
- **Broadband solutions:** High-speed internet connectivity
- **Datacentre hosting:** Robust hosting infrastructure for optimal performance

TECHNICAL SERVICES

Our **technical services** portfolio ensures businesses and government departments operate with reliable, energy-efficient systems, designed to meet the highest standards. This includes:

Mechanical services: sales, installation, preventative maintenance, upgrades and repairs of:

- Central / ducted systems
- Split-type air conditioning units
- Evaporative cooling systems
- Air cooled & chilled water plants
- Cooling towers
- Fresh air and extractor fans
- VRVs – both 2 pipe & 3 pipe
- Cold rooms & freezer rooms
- Heat pump solutions

Electrical services: sales, installation, preventative maintenance, upgrades and repairs

Expertise in high and low voltage systems, and solar energy solutions for sustainable power. Our service offerings:

- Electrical fault finding
- Motor installation, testing & commissioning
- Electrical reticulation
- Electrical installations
- Generator connections
- UPS and solar installation & maintenance
- Site commissioning & compliance checks
- Testing, commissioning & issuance of electrical Certificates of Compliance (CoC)
- Maintenance of all electrical equipment

Our technical solutions help optimise energy usage, reduce operational costs, and improve the overall comfort and functionality of facilities, whether in a business or government setting.

LEVERAGING BOTH PORTFOLIOS FOR HOLISTIC SOLUTIONS

At **Tswelopele Technologies**, we believe in the power of integration. By combining our **ICT services** with **technical services**, we provide clients with a comprehensive solution that addresses both digital infrastructure and physical systems. This integrated approach helps our clients:

- Achieve operational efficiencies by optimising both IT infrastructure and energy systems.
- Reduce costs through energy-efficient solutions in HVAC-R and electrical systems.
- Improve system reliability, minimising downtime and ensuring business continuity.

We offer a seamless service experience where both technology and infrastructure work together, reducing complexity and enhancing performance across all aspects of the operations.

TECHNICAL SERVICES CERTIFICATIONS & MEMBERSHIPS

We hold multiple industry certifications and are proud members of key organisations that uphold high standards across our service offerings:

- **CIDB - 4ME PE**
- **CIDB - 1EP**
- **SARACCA** (South African Refrigeration and Air Conditioning Contractors Association)
- **ECA (SA)** (Electrical Contractors Association of South Africa)
- **ECB** (Electrical Contractors Board)
- **NBCEI** (National Bargaining Council for the Electrical Industry)

FAST FACTS

- Established in 2005 in South Africa, with presence in Gauteng, KwaZulu Natal, Mpumalanga and North West.
- Specialising in integrated ICT services and technical services for businesses and government.
- Expertise in energy-efficient solutions, including solar and HVAC-R systems.
- Offering tailored solutions for SMEs, SOEs and government departments.
- Trusted partner with a proven track record of customer satisfaction and innovation.



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Tarina Vlok,
Managing Director
of Elite Risk
Acceptances

Elite Risk Acceptances is a wholly-owned subsidiary of Old Mutual Insure, specialising in providing innovative risk transfer solutions tailored for high-net-worth individuals. Our bespoke non-life insurance products are designed to protect the unique lifestyles and assets of affluent clients, offering comprehensive and flexible coverage that goes beyond traditional insurance.

Our vision is to be the first choice for discerning clients seeking premium insurance solutions that safeguard their prosperity. We achieve this by delivering superior service, exclusive benefits, and expert risk management insights through our network of specialist brokers. In 2025, our strategic focus remains on securing growth by strengthening relationships with brokers and enhancing service excellence for their most valued clients.

Elite Risk Acceptances

What sets Elite apart is our tailored approach to insurance. We provide a percentage of the contents sum insured on an asset all-risks basis, ensuring worldwide coverage. Additionally, we arrange valuations and inventories of insured assets when clients opt in, offering peace of mind and precision in coverage.

Innovation is at the core of our operations. We continuously refine our offerings to align with emerging trends and shifting risks, ensuring sustainable and forward-thinking solutions in an evolving insurance landscape.

A key highlight in our annual calendar is the Elite Wealth Conference, which transitioned from a fully virtual format (2020–2023) to a dynamic hybrid model in 2024. This approach allows us to secure world-class speakers while maintaining an engaging in-person experience for brokers and clients discussing pivotal financial matters.

Beyond business, Elite is committed to social impact. We allocate a percentage of our budget to community upliftment initiatives, partnering with Old Mutual Insure to support worthy causes annually. Our employees actively participate in these initiatives, reinforcing our dedication to meaningful corporate social responsibility. At Elite Risk Acceptances, we don't just insure wealth - we help sustain and grow it.

Company information

- Founding members: Tarina Vlok & Christelle Colman
- Number of employees: 62
- Elite was established in 2018 and has grown in six years to a company of significant size
- We believe in developing staff, with 60% internal promotions, and 60% female employees
- We've had an all-female board since 2018
- In a rapidly evolving insurance risk landscape, Elite aims to maintain a sustainable business and to pay all valid claims efficiently
- We are obsessed with service

ELITE
WEALTH ASSETS INSURANCE

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Chrisyd Advisory Services

Refilwe Christina Ndlovu

Founder & CEO

Irrespective of how big or small, nor the stage of performance a business is in, Chrisyd can unlock maximum value with the focus of adding value and meeting the needs of a client. We partner with other specialised businesses to ensure that our clients' needs are met end to end.

WHO WE ARE

Chrisyd Advisory Services (Chrisyd) are a partner in business rescue and turnaround of businesses experiencing financial distress.

We are a 100% Black woman-owned company founded by Refilwe Christina Ndlovu. The company was incorporated in 2018.

Chrisyd is the result of Refilwe's passion, skills, talent, and experience of more than 23 years working with companies of all shapes and sizes.

OUR FOUNDER & CEO

Refilwe Christina Ndlovu

After 19 years working in the financial industry and working with distressed companies, Refilwe was inspired to start the company five years ago when she saw a gap and an opportunity in the market to provide a comprehensive suite of turnaround and business rescue services.

She has a total of over 23 years work experience in finance, and over 13 years working with distressed companies. Refilwe is a licensed, practicing senior business rescue practitioner and a turnaround specialist. She has developed a track record of successfully turning around various businesses that were experiencing financial distress.

She has experience of the end-to-end funding requirements of businesses in various phases of growth having worked in Credit Risk Management, Credit Evaluation, Workout and Restructuring and Business Acquisitions and Strategic and Expansion Funding. She has worked in various senior roles in Rand Merchant Bank, Standard Bank, Industrial Development Corporation and Absa where she gained a broad and well-rounded view of the financial landscape in South Africa in general and the dynamic and intricacies of business funding.

OUR MISSION

Based on viability and sustainability assessments, Chrisyd plays a key role in:

- Providing business rescue services that offer both strategic and comprehensive business rescue planning & execution

- Assisting and managing both formal and informal turnarounds, in and out of business rescue
- Providing business valuations to enable business owners, directors, and other key stakeholders in companies to get a better view of their interests
- Facilitating and raising funding for acquisitions and funding for organic growth, including post commencements funding
- Offering a variety of risk services

OUR SERVICES

We specialise in providing the following services to unlock the maximum value for our clients.

Restructuring & turnaround - we have the expertise to guide you in the restructuring or turnaround of your business

Business rescue - we are available to manage the delicate process of walking the company through business rescue and generate an appropriate strategy and game plan

Capital raising - we bring vast experience in capital markets to assist with capital raising and advise on the options available in the market and packaging of your funding request

Sale and divestiture - we have the expertise to navigate through the process to eliminate redundancies, improve operational efficiency, and reduce costs

Business valuation - we understand the intricacies and dynamics around valuing businesses and we diligently manage this purpose while the business focuses on its core purpose

Acquisitions - we are available to guide, advise and manage the process of acquisitions to ensure a win-win outcome

Risk & compliance advisory services- we can assist you to design and implement practical and cost-effective processes to ensure that pertinent risks are well managed

OUR VALUE PROPOSITION

We have capacity and capabilities to provide guidance and support in the following areas:

- Business turnarounds, workouts and restructuring guidelines
- Post investment management
- Business support and advisory services
- Development of credit related policies and guidelines
- Increased business value yielding better returns to stakeholders
- Guidelines on other risk disciplines including regulatory advisory, enterprise-wide risk management and business continuity management

OUR PARTNERS

WH Afrique Asset

Valuers and Auctioneers - the first 100% black female-owned company forming part of the WH group of companies

RAMS Attorneys

Legal Advisory - a 100% black-owned boutique law firm offering comprehensive legal solutions in specialised areas of law

Ntlhane Makena - ENSafrica

Business rescue - A director in ENSafrica's insolvency, corporate restructures and business rescue department, he has particular expertise in business rescue

Bidniz Technologies

Technology Consulting - a 100% black-owned company which provides significant digital transformation and technology solutions through the power of Microsoft solutions and multiple years of experience in tech advisory

Kungawobantu

Wide spectrum of HR services and labour relations -

a 100% black-owned and Level 1 BBBEE contributor, providing practical employee/industrial relations training for managers and employee representatives both unionised and ununionized

OUR ACHIEVEMENTS

Winner of the Ansarada Business Rescue Deal of the year

Chrisyd were awarded the prestigious platinum medal award for Business Rescue Transaction of the Year 2023 for our exemplary work with Cast Products South Africa (CPSA), the nation's largest foundry group. Using our expertise and innovative approach to business rescue Chrisyd orchestrated a comprehensive turnaround strategy which not only restructured R1 billion of liability but also ensured the preservation of critical manufacturing capacity and jobs in South Africa's challenging economic landscape.

Recognised as one of South Africa's Top Gender Empowered Companies

This prestigious accolade, endorsed by the Commission for Gender Equality and part of the Standard Bank Top Women Awards, celebrates organisations that integrate gender empowerment into the core of their business strategies. Chrisyd stood out in the Professional Services sector, and this recognition not only highlights our stringent adherence to gender empowerment; it also underscores our deep-rooted commitment to fostering an inclusive and equitable workplace, setting a sterling example for others in the sector and beyond.



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OCEANA GROUP

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CELEBRATING THE POWER TO EMPOWER

PROUD OF BEING A LEVEL 1 B-BBEE CONTRIBUTOR FOR 7 YEARS IN A ROW

"At Oceana, we view Broad-Based Black Economic Empowerment (B-BBEE) not just as a regulatory requirement, but as a fundamental business imperative that drives our success and sustainability. We are committed to fostering an inclusive economy, creating opportunities for growth and development. This commitment is reflected in our diverse workforce, equitable procurement practices and community upliftment initiatives.

Through BBEE, we are not only enhancing our competitive edge but also feeding the future to make a tangible, positive impact on the lives of of all South Africans."

Mreville Brint

Oceana Group
CEO



72.7%
BLACK BOARD
REPRESENTATION

80.66%
BLACK
OWNERSHIP



135%
PROCUREMENT
RECOGNITION LEVEL



R1.6BN
SPENT WITH
BLACK WOMEN-OWNED
BUSINESSES



R63.3M
SPENT ON ENTERPRISE
& SUPPLIER DEVELOPMENT





HG TRAVELLING SERVICES
Together, we move people, communities,
and the world forward.



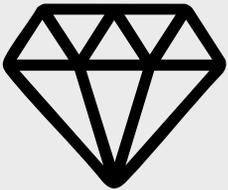
Our vision

To lead the market as a people-driven business, connecting each other, connecting people to what matters in their lives by way of safe reliable road transport. Dedicated to making the impossible possible in getting you there and back again.



Our mission

At HG Travelling Services, we are committed to providing comfortable, safe, and reliable passenger transport while maintaining a competitive edge through our dedicated people. We deliver honest, high-quality service, offer support and advice to our clients, comply with legal requirements, and prioritise equal opportunities for all staff. Our focus extends to fostering social benefits, communication, and support for our employees and the communities we serve, all while striving for consistent growth and excellence.



Our values

At HG Travelling Services, our *LEAP* values guide everything we do. Rooted in trust, safety, and excellence, they shape how we serve our clients, support our team, and impact our community.

Loyalty – to each other, to our clients and to ourselves in doing the best we can do

Excellence – striving for customer excellence in all we do

Accountability – relying on ourselves and each other to do the right thing always, even when no one is watching

Pride – Taking pride in what we do, making each other great

We are leaders, each one, we serve, we serve each other, by doing the best we can with strong purpose aligned to our goals, respecting that we are in this together, everyone a customer, everyone a leader. My brother's keeper, my sister's keeper, thinkers, dreamers, positive achievers – helping each other, as we want for ourselves, we want for our neighbour, that's us, your loss is our loss, build not break each other. We band together, we face and conquer external challenges, shield to shield alongside my brother, because we can rely on each other with trust and faith that my brother is my keeper, here at work we can, we dream, your win is my win, we're a team. Make the impossible, possible. HG.

WHY CHOOSE HG TRAVEL FOR YOUR TRIP?

Choose HG Travelling Services for a safe, reliable, and comfortable travel experience. With a modern, well-maintained fleet and a dedicated team of experienced professionals, we prioritise your safety and satisfaction at every step. Our proven track record of excellence, customised solutions to suit your needs, and commitment to quality, ensure a seamless and stress-free journey. Let us take care of your transport needs while you enjoy the ride.

THE HEART OF TRANSPORT: CONNECTING PEOPLE AND BUILDING BONDS

The transport industry is often regarded as a challenging and unforgiving space. During festive seasons, when most people are celebrating with their loved ones, our teams are on the road, making the impossible possible.

At HG Travelling Services (HGTS), we are more than just a transport provider. We are a family, united by our shared mission to connect people - whether it's ensuring they reach their destinations to deliver vital services or reuniting them with their loved ones.

At HGTS, we don't just focus on transporting passengers; we also focus on strengthening the bonds among our team members. As a management team, we take time to engage with all staff, our drivers particularly love beating us at dominoes.

This simple yet powerful act demonstrates the culture we strive to build - a culture of connection, respect, and camaraderie. It's a reminder that even in the busiest of seasons, we take a moment to value and support one another as a family.

MY BROTHER AND SISTER'S KEEPER: REFLECTING, CELEBRATING, AND GROWING TOGETHER

In our ongoing journey as My Brother and Sister's Keeper, we recently took a meaningful step forward as a management team by sitting down with the most critical asset in our business - our drivers. This interactive session allowed us to reflect and open the floor for valuable input from the very people who keep our wheels turning.

SAFETY FIRST, ALWAYS

A key highlight was our emphasis on safety practices - not as a once-off campaign but as a message and value we live by 365 days a year. Safety is woven into the fibre of who we are, shaping every decision and action.

CELEBRATING MILESTONES

Recognising the hard work, dedication, and accomplishments of our drivers is essential. These moments not only inspire but also strengthen our shared commitment to excellence.

LOOKING AHEAD TOGETHER

The insights shared were invaluable in guiding us toward continuous improvement. Together, we aim to refine our processes, enhance operations, and build a culture of trust and collaboration.

HGTS OUR BROTHER'S KEEPER

It's truly inspiring to see HGTS's commitment to making a difference in the community. Donating a vehicle to Iris House in Bellville to assist children with special needs exemplifies the core value of "being your brother's keeper." This initiative aligns perfectly with our ethos of fostering care and inclusivity.

The vehicle handover, graced by MEC Jaco Londt, the MEC for Social Development, highlights the significance of this partnership and the impact it will have on so many lives. Such moments remind us why we strive to be a force for good.

EXCITING MILESTONE FOR HGTS

We celebrated a new era at HG Travelling Services when we proudly launched our Learning Centre.

Guided by our expert driving instructor, our first intake of students were introduced to the diverse range of vehicles in our fleet - a testament to why HGTS is a leader in the transport sector. This initiative not only underscores our commitment to developing skilled professionals but also highlights our versatility and innovation in transportation.

CITY OF CAPE TOWN PARTNERS WITH HGTS FOR DIAL-A-RIDE SERVICES FOR SPECIAL NEEDS COMMUTERS

HG Travelling Services has partnered with the City of Cape Town to deliver enhanced Dial-a-Ride (DAR) services for commuters with special needs who are unable to use conventional transport. This partnership marks a significant step towards making transportation more inclusive and accessible for all members of our community. As part of the new rollout, HGTS has introduced a refurbished fleet designed specifically to meet the needs of our DAR passengers. In addition, we have made several technological improvements aimed at increasing efficiency and enhancing the overall experience for both commuters and our operational partners.

These new functionalities will ensure that we provide a seamless, reliable service to the community we proudly serve. We are confident

that with the continued support of the City of Cape Town, this enhanced service will improve the lives of commuters with special needs by providing safe, reliable, and accessible transport options.

CELEBRATING HERITAGE DAY AT HGTS: A REFLECTION OF UNITY IN DIVERSITY

HGTS came alive with vibrant colours, delicious aromas, and a deep sense of togetherness when we celebrated Heritage Day. From various regions, traditions, and backgrounds, everyone contributed to a tapestry of unity. This event was a reminder that our diversity is our strength. Despite our differences, we come together, sharing mutual respect and understanding that transcends our backgrounds.

At HGTS, we are stronger because of our shared commitment to celebrating who we are while embracing each other's uniqueness. Heritage Day was not just a celebration of culture, but a celebration of what makes HGTS a united and resilient family. Here's to continuing to build a future that honours and draws strength from our diversity.



CEO: Hayden Daniels
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Isanti Glass

Ronel Cara, Sales and Marketing Exec

WHAT ARE THE KEY PRODUCTS AND SERVICES OFFERED BY ISANTI GLASS?

Delivering bespoke glass solutions

Isanti Glass specialises in producing high-quality, custom-designed glass packaging that aligns with our clients' brand identities. We manufacture a range of bottles and jars tailored for various industries, including beverages such as beer, wine, spirits, and non-alcoholic drinks, as well as food products.

We proudly serve diverse markets across South Africa and the rest of Africa, continually exploring opportunities for expansion. Our bespoke packaging solutions cater to premium brands looking for distinct designs, while our general trade glass range ensures accessibility for smaller businesses seeking cost-effective yet high-quality packaging options. By offering a versatile product range, we empower businesses of all sizes with sustainable, aesthetically appealing, and functional glass packaging.

PLEASE SHARE THE HISTORY AND BACK STORY OF THE COMPANY

Proudly South African and resilient

Born during the global COVID-19 pandemic in April 2020, Isanti Glass emerged as South Africa's only locally black-owned glass packaging company. Despite launching in unprecedented times, we transformed challenges into opportunities with a vision of responsible manufacturing, innovation, and excellence. As we approach our fifth anniversary, Isanti

Glass reflects resilience and an unwavering commitment to South Africa's economy. Through sustainable glass packaging solutions, investment in local talent, and strong partnerships, we continue to drive meaningful change. Our journey is just beginning, and we are excited to shape the future of glass packaging in Africa.

HOW DOES ISANTI GLASS PRIORITISE ENVIRONMENTAL RESPONSIBILITY?

At Isanti Glass, environmental responsibility is not just a commitment, it's part of our core business approach. We actively refine our operations to reduce our carbon footprint, improve energy efficiency, and minimise waste. Beyond sustainability, our products contribute to overall health by offering safe, non-toxic packaging solutions that preserve product integrity and reduce reliance on single-use plastics. By choosing Isanti Glass, consumers and businesses alike support a circular economy that promotes both environmental well-being and a healthier future for all.

A key initiative is the optimisation of our glass-melting process, which has led to a reduction in natural gas and electricity consumption in our recently rebuilt furnace. Additionally, we are investing in renewable energy, with a phased solar power generation plan designed to cut our CO2 emissions over time. By using recycled glass (cullet), Isanti Glass reduces the need for virgin raw materials, significantly lowering energy consumption and carbon emissions. Glass is 100% natural and recyclable and can be reused infinitely without losing its quality or purity, making it a key material in building a true circular economy. At Isanti Glass, we actively promote and

invest in glass recycling initiatives by partnering with local waste collectors, recyclers, and industry stakeholders to increase cullet recovery rates. By integrating more recycled glass into our production, we not only conserve natural resources like sand, soda ash, and limestone but also contribute to reducing landfill waste.

Our commitment to advancing glass recycling helps create a closed-loop system, ensuring that glass remains in use and out of the environment for a more sustainable future.

WHAT IS THE ISANTI CSR CULTURE?

Our Corporate Social Investment (CSI) initiatives align with our Isanti values focusing on five key pillars:

1. Safety – We conduct road safety campaigns and invest in safer neighbourhoods around our operations, ensuring the well-being of our employees and communities.
2. Environmental – We drive recycling initiatives in schools, not only to educate but also to create sustainable income streams for institutions. We also support waste pickers with PPE donations and assist start-up recycling centres in improving the collection of consumer cullet (recyclable glass).
3. Education – We actively support local schools, from donating 1,000 pairs of shoes to planting fruit trees, ensuring children have both nourishment and a better learning environment.
4. Healthcare – While our impact in this area is still developing, we acknowledge the importance of healthcare support within our communities.

5. General Welfare – We extend assistance to welfare organisations and first-time school-goers, providing essential school supplies to ensure a strong start in education.

These pillars are interconnected, forming a holistic approach to social responsibility that extends beyond sustainability to genuine community empowerment.

WHAT HAVE BEEN SOME OF YOUR MAJOR MILESTONES AS A COMPANY?

- Proudly South African membership and certification
- Top Employer 2025 recognition
- PMR Africa Diamond Arrow Award 2023
- Contributions to alleviating youth unemployment through the YES programme
- Achieving a Level 4 B-BBEE rating, with aspirations to become a Level 1 contributor

HAS CLIMATE CHANGE IMPACTED YOUR BUSINESS MODEL?

Climate change has reinforced our focus on responsible manufacturing. We continuously refine our operations to reduce environmental impact, from optimising water usage to increasing recycled glass content in production. Our multi-year renewable energy strategy includes embedded solar power and exploration of alternative clean energy sources.

Beyond our operations, we embed climate awareness within our culture, ensuring that sustainability is not just a policy but an active responsibility shared by all employees. Through our Isanti Management System, we drive continuous improvement, aligning our business with a greener future while maintaining high-quality, responsible glass packaging solutions.

HOW IMPORTANT IS EMPOWERMENT AND TRANSFORMATION TO ISANTI?

Transformation and empowerment are strategic imperatives. Operating in South Africa's diverse and dynamic market, embracing transformation is not only about regulatory compliance but also about unlocking innovation, fostering inclusivity, and driving long-term success. Guided by the B-BBEE framework, we are working

towards achieving Level 1 contributor. This journey involves upskilling employees, ensuring diverse representation in leadership, and supporting community-driven initiatives that align with our vision for sustainable success.

In addition, we are driving transformation within our supply chain by prioritising partnerships with black-owned businesses, empowering small and medium enterprises (SMEs), and fostering inclusive economic growth. By sourcing materials and services from diverse suppliers, we are not only strengthening local industries but also contributing to a more equitable and sustainable glass manufacturing sector.

WHAT ARE YOU LOOKING FORWARD TO IN 2025?

2025 marks a significant milestone, our fifth anniversary. We are excited to expand into new product categories and markets while strengthening our brand presence. Our energy optimisation projects will continue, reducing our carbon footprint and improving efficiency.

Collaboration remains a cornerstone of our success, and we aim to deepen partnerships with major corporations, including Top 500 companies, ensuring that our impact reaches further. Most importantly, we are dedicated to empowering our people, fostering growth, and driving excellence, the very essence of the Isanti dream.

WHAT EXCITING PLANS DO YOU HAVE FOR EXPANSION?

We are diversifying into new product ranges and market segments, ensuring that our glass packaging solutions meet evolving customer needs. Our state-of-the-art facilities enable us to customise each bottle's colour, size, shape, and specializations such as embossing, catering to various beverage and food industries. Sustainability remains a priority, with ongoing investments in renewable energy and enhanced manufacturing processes to improve efficiency, quality, and environmental impact. Through continuous improvement, we reinforce our leadership in the industry while delivering real value to our customers and stakeholders.

PLEASE SHARE A MESSAGE OF INSPIRATION WITH OUR READERS

Born in adversity, Isanti Glass is proof that resilience, innovation, and collaboration shape the future. Every challenge we have faced has strengthened our purpose, pushing us to create exceptional glass packaging solutions.

Guided by our dream of excellence in glass, we are committed to being the most dynamic and innovative glass packaging manufacturer in Africa. Through continuous improvement, sustainability, and transformation, we refine our processes, enhance efficiency, and uphold the highest standards of quality and safety. This commitment positions us as the supplier of choice, delivering reliable, world-class packaging solutions to the industries and communities we serve.

As we step into 2025, we are reminded that the future, of glass, of our business, and of our communities, is in our hands. Just as our latest TV commercial showcases, the choices we make today define tomorrow. To our readers: embrace change, push boundaries, and own your future. Because what we create today shapes the world we leave behind.

Choose Glass - it is the only sustainable choice!



Excellence In Glass

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tractor

We help **people, places,** and **businesses** grow stronger.

Tractor Outdoor is a leading national out-of-home (OOH) media company in South Africa, specialising in connecting brands with consumers through an extensive network of traditional and digital OOH platforms.

With one of the country's largest digital OOH networks, we help people, places, and businesses grow stronger. Committed to sustainability, we actively invest in community development, making a positive impact on the environment and local communities.



A pioneering global leader

While **The Particle Group** was only established in 2022, the group owns two independent businesses who have a combined global presence of over 60 years in the mining industry, offering mission critical services and products. With strong and experienced management and operational teams, these two businesses have a well-established customer base, and offers globally competitive margins, that allow organisations within the TIC sector to further improve their efficiencies and guarantee accuracy and precision in their reporting.

Quality is incorporated into our DNA, with the highest levels of productivity and services offered to all our stakeholders.

We are proud of our Level 2 BBBEEE Accreditation and believe in fostering community and localisation in all regions where we have presence. People are our pride and we foster a culture that is built on empowerment, diversity and inclusion.



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Nelly Ndlovu,
Chief Executive Officer
of Mondi Zimele

Mondi Zimele: Building businesses, empowering our communities

In under two decades, Mondi's enterprise development company, Zimele, has grown into a key driver of economic growth and transformation in South African communities. By empowering small businesses, timber growers, and local contractors, it helps create sustainable livelihoods. Founded to promote economic independence in rural areas, Zimele - meaning "to stand on one's own feet", supports SMEs with financial aid, business training, and market access.

SUPPORTING GROWTH FROM THE GROUND UP

Through business mentorship, financial support, and skills training, Mondi Zimele ensures that emerging businesses can "stand on their own feet". Whether in forestry, agriculture, or enterprise development, the focus remains on creating long-term opportunities that benefit both people and the environment.

REAL IMPACT, REAL CHANGE

- Since its launch, the Emerging Timber Grower Programme has supported over 3,800 small growers (1-30 ha landholdings). In 2024

alone, Mondi sourced around 190 000 tonnes of timber from small rural holdings, which is a significant portion of Mondi South Africa's wood requirement each year. Over 64,000 tonnes were certified by FSC™ (Forest Stewardship Council). Additionally, 5.3 million seedlings were distributed, and participants were offered training, mill visits, and field days focused on knowledge-sharing. Since its inception, this programme has generated over R1,3 billion worth of revenue for small growers.

- Mondi Zimele has also provided over R220 million in loan funding to over 300 local businesses, contributing to the creation of more than 5,200 jobs.
- In response to food security challenges, the Agricultural SMME Programme has supported 27 rural community SMMEs benefiting over 1,000 people. Nearly 200 permanent and seasonal jobs have been created.

Through collaboration, innovation, and a commitment to transformation, Mondi Zimele continues to help businesses thrive, creating a ripple effect of positive change in the communities in which Mondi operates.

Website: www.mondizimele.co.za
Operation: Enterprise Development & Support

ABOUT MONDI

Mondi is a Level 1 BBBEE contributor in South Africa with operations in KwaZulu-Natal and Mpumalanga. Mondi is a global leader in packaging and paper, contributing to a better world by making innovative packaging and paper solutions that are sustainable by design.

Mondi Zimele is a 100% or wholly owned subsidiary of Mondi South Africa.



Scan the QR code
for more information



A SECTOR IN TRANSITION BALANCING GROWTH, COMPLIANCE, AND INCLUSION IN THE FINANCIAL SECTOR

By Jessie Taylor

South Africa's financial services sector is a cornerstone of the economy, contributing over R1-trillion to GDP. The financial sector employs more than 116 000 people and the industry is navigating a transformative period fueled by technological advancements, digital adoption, and evolving consumer expectations. These changes have reshaped employment dynamics, increased demand for tech-driven skills, and highlighted the importance of transformation. As the sector embraces innovation and works to meet regulatory challenges, it holds the potential to drive inclusivity, growth, and sustainability in South Africa's economy.

A CRITICAL EMPLOYER

The shift towards digital platforms has led to a growing demand for professionals with advanced technological skills. Banks are increasingly seeking data scientists, behavioural economists, and engineers to support the integration

of artificial intelligence and other digital innovations. Over the past decade, the financial sector has prioritised digitisation and customer self-service, resulting in the widespread adoption of banking apps and digital payment options. This investment has enabled banks to reduce

costs associated with information management and has decreased the reliance on physical branch infrastructure. Between 2012 and 2019, traditional banks closed 695 branches, and this trend has continued, with further reductions in branch numbers observed in recent years.

EMPLOYMENT IN THE FINANCIAL INTERMEDIATION, INSURANCE, REAL ESTATE AND BUSINESS SERVICES INDUSTRY



412 000 total employees in September 2024



395 000 full-time employees in September 2024



17 000 part-time employees in September 2024

GROSS EARNINGS PAID TO EMPLOYEES IN THE FINANCIAL INTERMEDIATION, INSURANCE, REAL ESTATE AND BUSINESS SERVICES INDUSTRY



R46.1-billion in September 2023



R48.1-billion in September 2024



R43.2-billion paid in wages in September 2024



R2.3-billion paid in bonus payments in September 2024



R2.6-billion paid in overtime in September 2024

EMPLOYMENT IN THE FINANCIAL INTERMEDIATION, INSURANCE, REAL ESTATE AND BUSINESS SERVICES INDUSTRY



412 000 total employees in September 2024



395 000 full-time employees in September 2024



17 000 part-time employees in September 2024

ADDRESSING GREYLISTING COMPLIANCE

In February 2023, the Financial Action Task Force (FATF) put South Africa on its “grey list” due to deficiencies in technical compliance and the effectiveness of the country’s system in combating money laundering and financing terrorism.

In response, the South African government developed a strategy to build a financial system that is less vulnerable to abuse. As of October 2024, South Africa has made significant strides in aligning with the FATF requirements. The country now complies or largely complies with 37 out of the 40 FATF Recommendations, a substantial improvement from the 2021 assessment, which identified deficiencies in 20 Recommendations.

In terms of effectiveness, South Africa has fully or largely addressed 16 of the 22 action items outlined in its FATF Action Plan. The remaining six items are actively being addressed, with the aim of full compliance by February 2025.

CREATING TRANSFORMATION THROUGH FINANCE

The South African banking and financial sector is internationally recognised for its excellence, but it faces some domestic challenges in achieving over all transformation. With over 10 000 licensed entities, including small brokerages and individual financial advisers, transformation progress is uneven. According to the latest Sanlam Transformation Gauge, 1 076 financial sector companies achieved level 2 B-BBEE recognition, an improvement from the previous year, with key areas like Enterprise and Supplier Development (ESD) and ownership having made significant progress.

The spotlight often falls on large institutions, such as banks and insurance companies, due to their economic impact and employment size. Encouragingly, transformation within the sector continues. Independent research by the Association for Savings and Investment South

Africa (Asisa), which oversees R8-trillion in assets, shows members exceeding most FSC targets.

While progress is evident in areas like ESD and socioeconomic development, the sector must accelerate its transformation efforts to address inequality, expand inclusivity, and meet South Africa’s broader socioeconomic goals.

BBEE SCORECARD PERFORMANCE FOR THE FINANCIAL SECTOR



Black Ownership: 91.29% of the target (up from 81%).



Management Control: 61% of the target (stagnant).



Skills Development: 78% of the target (up from 76%).



Enterprise & Supplier Development (ESD): 90.56% of the target (up from 71%).



Socioeconomic Development (SED): Exceeds target but declined slightly.

Sources: Sanlam Transformation Gauge | Statista | businesstech.co.za | National | Treasury | Lexology | Stats SA

RESILIENCE AND GROWTH IN THE MINING SECTOR

South Africa's mining industry achieves milestones in deal activity, export growth, and safety

By Jessie Taylor

While South Africa's mining industry faced challenges in 2024, including production declines and external economic pressures, it also achieved milestones in deal activity, export growth, and safety improvements, underscoring its resilience and adaptability.

South Africa's mining industry remains a cornerstone of the nation's economy, contributing significantly to GDP, export earnings, and employment. In 2023, the sector contributed R444.2-billion to South Africa's GDP and accounted for 25% of the country's total export earnings. The industry employed 479,228 individuals across more than 1 700 mining operations, extracting over 50 different types of minerals.



A SECTOR SHOWING GROWTH

In 2024, the mining sector experienced a notable increase in deal values, aligning with global trends driven by the demand for critical minerals essential for the energy transition. In South Africa, copper emerged as a focal point, with its price performing exceptionally well during the year.

However, the sector faced challenges, including a decline in production.

Total South African mining production decreased by 0.9% quarter-on-quarter in Q2 2024, following a 1.3% contraction in the first quarter. This downturn was attributed to various factors, including operational challenges and external economic conditions.

Despite these hurdles, there were positive developments. Coal exports from South Africa's Richards Bay Coal Terminal increased by 10% in 2024 to 52.08 million

metric tons, marking the highest level in three years. This growth was attributed to improvements in freight rail performance.

According to PwC's SA Mine 2024 report, the sector experienced a significant increase in deal values, totaling approximately \$10-billion across 32 deals in the 12 months ending June 30, 2024.

This surge aligns with global trends driven by the demand for critical minerals

essential for the energy transition, with copper being a focal point due to its exceptional price performance during the year.

However, employment in the sector has shown a slight decline. According to the latest Quarterly Employment Statistics report from Statistics South Africa for September 2024, employment in the mining and quarrying industry decreased by 0.2% (1,000 employees) between the second and third quarters of 2024. Year-on-year, employment dropped by 2.5%, representing a loss of 12,000 jobs in the sector.



benchmarks or recognition of their progress.

Despite these challenges, the mining industry remains committed to transformation and development. The Minerals Council South Africa has been instrumental in addressing inconsistencies and advocating for a standardised reporting framework. Nevertheless, inefficiencies in governance and South Africa's broader economic struggles continue to hinder the sector's ability to fully achieve its transformation goals and support the government's vision of an inclusive and thriving economy.

However, considerable work remains to be done to ensure that the mining sector includes women. There has been a noticeable rise in the proportion of women working in South Africa's mining sector. In 2019, women made up 12% of the total labour force. This has since increased to 14%.

EMPLOYMENT IN THE MINING SECTOR



EMPLOYMENT CHANGES



GROSS EARNINGS PAID TO EMPLOYEES



A FOCUS ON TRANSFORMATION

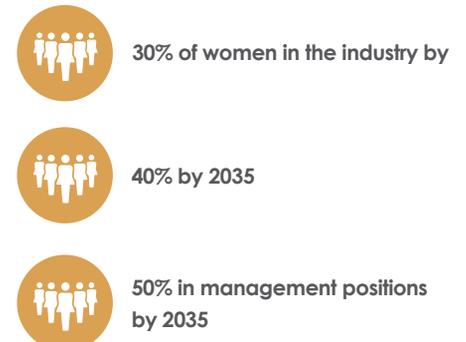
Transformation efforts within the mining industry are guided by the Mining Charter, a policy instrument aligned with the Mineral and Petroleum Resources Development Act (MPRDA). The charter requires stringent compliance with ownership, community involvement, and development criteria. On average, the industry has exceeded the initial 26% historically disadvantaged South African ownership target set by earlier charters, achieving over 35%. However, compliance with the Mining Charter remains a contentious issue. In 2021, the High Court ruled that the charter is not binding legislation, which has created inconsistencies in implementation and reporting.

Mining companies are also obligated to develop Social and Labour Plans (SLPs), which outline their investments in employee and community upliftment as well as infrastructure development. These initiatives are reported annually to the Department of Mineral Resources and Energy (DMRE). However, the industry has expressed frustration over the lack of feedback and transparency from the DMRE regarding compliance. While other sectors use the Department of Trade, Industry, and Competition's (DTIC) scorecard to measure transformation, mining companies rely on self-developed templates, leaving them without clear

AIMS FOR GENDER TRANSFORMATION IN MINING

The Minerals Council Women in Mining (WiM) strategy is to address obstacles faced by women in mining and promote an inclusive environment to make mining a sector of choice for women, especially for new entrants into the world of work.

The targets set out in the WiM strategy are:



Sources:

Stats SA, Sanlam Transformation Gauge SA Mine Report 2024, Mineral Council SA Reuters

FUELING SOUTH AFRICA'S PROSPERITY

The vital role of the Oil and Gas Sector ownership and development

By Jessie Taylor

The South African oil and gas industry's contributions to employment, GDP, and transformation are substantial. Its ongoing efforts to adapt to changing global dynamics and commitment to socioeconomic development position it as a key player in the nation's future prosperity.

MULTIPLYING ECONOMIC IMPACT

The industry is a cornerstone of the nation's economy, significantly influencing employment, gross domestic product (GDP), and socioeconomic transformation. In 2019, the downstream oil sector was responsible for approximately R163-billion, accounting for 3.2% of South Africa's GDP. This substantial contribution underscores the industry's pivotal role in the national economy. The sector has extensive multiplier effects across various economic segments. For every R1 directly added to the GDP by the industry, an additional R1.59 was generated in other sectors, highlighting its integral position in the economic fabric.

The industry's influence extends to government revenues through mechanisms like the general fuel levy. In the third quarter of 2023, this levy constituted 6.2% of the total government revenue, emphasizing the sector's role in bolstering public finances. Such financial contributions are vital for funding public services and infrastructure projects, thereby facilitating broader economic development. The sector is a significant employer, supporting around 250 000 jobs. The sector also has a job creation multiplier effect – for instance, for every job created within the petroleum industry, an additional 1.52 jobs are supported elsewhere in the economy.

ECONOMIC CONTRIBUTION



R163-billion contributed by the downstream oil sector to South Africa's GDP in 2019.



This accounted for 3.2% of the national GDP.



For every R1 directly added to GDP, an additional R1.59 was generated in other sectors.



The general fuel levy contributed 6.2% of total government revenue in Q3 2023.

EMPLOYMENT IMPACT



The industry supports 250,000 jobs



For every job in the sector, 1.52 additional jobs are supported in other sectors.

Despite its significant contributions, the petroleum industry faces several challenges. The global shift towards sustainable energy sources necessitates adaptation and innovation within the sector. Companies are increasingly investing in research and development to explore alternative energy solutions and reduce their environmental footprint.

Infrastructure constraints, particularly in transportation and refining capacities, pose additional challenges. Addressing these issues requires substantial investment and strategic planning to ensure the efficient distribution and processing of petroleum products.

PURSUING TRANSFORMATION

The South African oil and gas industry has been actively pursuing transformation to address historical inequalities and promote inclusivity. This commitment is guided by key frameworks such as the 1998 Energy White Paper, the Liquid Fuels Charter (LFC), the Codes of Good Practice for Broad-Based Black Economic Empowerment (B-BBEE), and the B-BBEE Act of 2003. These initiatives aim to ensure meaningful participation of historically disadvantaged South Africans (HDSAs) across the industry's value chain.

The industry has made significant strides toward these objectives. For instance, all privately owned, integrated members of the Fuels Industry Association of South Africa have implemented transactions to facilitate HDSA ownership, often involving diverse arrangements to support qualifying small enterprises. These efforts have extended beyond mere ownership, emphasizing procurement from empowered suppliers, promoting employment equity, and fostering a supportive corporate culture.

Companies within the sector have implemented various programs to enhance diversity and inclusion. These initiatives focus on increasing the representation of historically disadvantaged groups in the workforce, particularly in leadership and technical roles. Additionally, there is a concerted effort to support small and medium-sized enterprises (SMEs) owned by individuals from these groups, thereby promoting entrepreneurship and economic empowerment.

Investment in skills development is another critical aspect of the industry's transformation agenda. By providing training and development opportunities, the sector aims to build a more skilled and diverse workforce, capable of meeting the evolving demands of the industry. These initiatives not only

contribute to individual empowerment but also enhance the overall competitiveness of the sector. Gender transformation remains a challenge. According to the women empowerment and gender equality strategy for the energy sector for 2021 to 2025, women comprise only 20% of the personnel in South Africa's gas and oil industry and just 17% of those in middle-management and senior-leadership positions.

GENDER TRANSFORMATION



Women comprise 20% of all personnel



Women hold 17% of middle-management and senior-leadership positions

In 2005, the Fuels Industry Association of South Africa and Women in Oil and Energy (WOESA) signed a Memorandum of Understanding to empower women in the oil and energy sector. Although the initial agreement was valid for three years, individual association members have continued to support WOESA financially. This collaboration aims to facilitate the sustainable empowerment of women through both direct relationships and bilateral engagements between WOESA and individual industry members.

Sources: WOESA | Mail and Guardian | Fuels Industry Association

UNLOCKING ECONOMIC POTENTIAL

Advancing B-BBEE compliance in manufacturing

By Jessie Taylor

The manufacturing sector remains a vital pillar of South Africa's economy, contributing 13% to the country's GDP and supporting over 1.2 million jobs. Despite modest growth in market capitalisation and gains in key industries like pharmaceuticals and packaged foods, the sector does face challenges such as energy insecurity, economic pressures, and the underrepresentation of women in management roles. However, digital transformation and sustainability efforts are reshaping the industry, with advances in smart technologies and green practices driving innovation. As the sector evolves, inclusive growth and transformation through B-BBEE compliance remain critical to its long-term success.

A CORNERSTONE OF THE ECONOMY

Manufacturing accounts for 13% of South Africa's gross domestic product (GDP), cementing its position as a cornerstone of the economy. The sector's nominal GDP is projected to grow at an average annual rate of 5.7% over the next decade.

In 2024, market capitalisation within the sector experienced a modest rise of 0.57%, increasing from R546.96-billion to R550.08-billion. This growth was bolstered by gains in the paper and wood sector (R21.90-million), speciality pharmaceuticals (R25.98-million), and packaged foods (R17.09-million).

While investor sentiment remains cautiously optimistic, buoyed by growing business confidence among manufacturers, the sector continues to navigate significant hurdles. Persistent energy insecurity and broader economic challenges weigh heavily on its progress. At the same time, digital transformation is reshaping the manufacturing landscape, driving efficiency, reducing costs, and enhancing product quality. The adoption of Industry 4.0 technologies and smart factory solutions is unlocking new levels of operational efficiency and sustainability.

Sustainability remains a key focus as the sector intensifies efforts to lower its carbon footprint and adopt greener practices to maintain global competitiveness.

Meanwhile, procurement continues to play a pivotal role in advancing B-BBEE compliance. The government's expenditure of R2.04-trillion in the 2022/2023 financial year underscores its commitment to inclusive growth and transformation in the sector.

EMPLOYMENT IN THE MANUFACTURING SECTOR



1 291 000 employees in September 2024



1 205 000 full-time employees in June 2024



86 000 part-time employees in June 2024

RENUMERATION IN THE MANUFACTURING SECTOR



Total gross earnings in September 2024 were R94 471 000



The average monthly earnings in the manufacturing sector was R23 752 in September 2024

WORKING TOWARD A TRANSFORMED SECTOR

Transformation in the sector remains a priority, with the generic Broad-Based Black Economic Empowerment (B-BBEE) scorecard reflecting improvements in areas like ownership and skills development.

However, the absence of a sector-specific Manufacturing Charter limits the clarity and focus on industry-wide transformation targets. This, combined with the economic climate, has left the sector grappling with both operational and regulatory pressures, underscoring the need for sustained support and innovative strategies to ensure its recovery and growth.

In addition, the absence of a sector-specific charter reflects the prioritisation of operational and survival strategies over long-term transformation frameworks.

B-BBEE SCORECARD PERFORMANCE FOR MANUFACTURING



Black Ownership: 72% of the target.



Management Control: 82% of the target.



Skills Development: 88% of the target.



Enterprise & Supplier Development: 83% of the target.



Socioeconomic Development: 93% of the target.

The underrepresentation of women, especially in top management positions, remains a challenge in the manufacturing sector.

According to the Department of Trade, Industry, and Competition, of the total number employed in the South African manufacturing sector, women made up less than 25%, a notable decline from 35.4% in 2002. The manufacturing sector has historically been male-dominated, with barriers such as traditional gender roles, workplace culture, and limited access to technical training contributing to the low representation of women. Despite initiatives aimed at promoting gender equity, including skills development and empowerment programmes, the progress has been slow. This data suggests that women are underrepresented not only in craft and trade roles but across other areas of manufacturing as well, reflecting broader systemic issues within the industry. Efforts to improve these figures would likely require a combination of targeted government policies, private sector initiatives, and community-level interventions.

Sources: Salam Gauge Report, PWC Manufacturing Report, Stats SA, DTIC

PROPERTY MARKET DEVELOPMENTS DRIVING GROWTH, EMPLOYMENT, AND TRANSFORMATION

By Jessie Taylor

South Africa's property market remains a significant contributor to the economy. Despite challenges, the sector demonstrates resilience, with strong market activity and continued demand for properties. However, the sector still faces hurdles in meeting transformation targets, particularly in ownership and management control.

A BUOYANT MARKET CREATING JOBS

The property market contributes R6.3 trillion to South Africa's GDP. However, despite its economic importance, it remains highly susceptible to shifts in economic conditions and is remains highly reliant on the financial services

sector's appetite for lending. In 2024, lending conditions remained favourable. The number of properties sold during the first half of 2024 continued to outpace pre-pandemic levels, demonstrating sustained demand and market activity. This trend underscores the property sector's resilience and its capacity

to adapt to evolving economic conditions. These developments highlight the ongoing strength and adaptability of South Africa's property market, reflecting a positive outlook for both buyers and sellers. This strong performance contributed to an increase in employment, with Stats SA recording a 1.2% year-on-year increase in the financial intermediation, insurance, real estate, and business services industry, into which the property sector falls. This equates to an increase of 28,000 employees. Gross earnings by employees also rose year on year by 5.4% (R9.6 billion).

PERFORMANCE AND EMPLOYMENT GROWTH IN THE PROPERTY SECTOR

Industry Growth:



1.2% year-on-year increase in the financial intermediation, insurance, real estate, and business services sector (including property).



An increase of 28 000 employees.

Earnings Growth:



Gross earnings by employees rose by 5.4% year on year.



Increase of R9.6-billion

The financial, real estate, and business services sector accounted for 24% of the country's real value added in 2023, further solidifying its importance in the economy.

WORKING TOWARDS TRANSFORMATION TARGETS

Despite the property sector's contribution to the economy, it has struggled to meet its transformation targets. The Sanlam Transformation Gauge found that the sector still faces barriers such as low management control figures and high financial entry thresholds. It reported that the sector has "a long way to go in terms of meeting B-BBEE targets."

The report showed a modest improvement, achieving a Level 4 B-BBEE rating in 2023, up from Level 5 in previous years. However, key areas such as ownership (65%) and management control (32%) still fall short of targets. Notably, the sector's biggest improvements have been in Enterprise and Supplier Development (ESD), which rose to 85% of its target, and skills development, which improved to 80%.

The property sector achieved 39.5% of its management control target in 2023, a slight improvement from the previous year.

Gender equality remains a significant challenge, with the Women's Property Network ([source](#)) estimating that, for the past nine years, male executive directors have held 85% of executive posts, with women occupying only 15%. Please see below for the 2023 figures.

TRANSFORMATION IN REAL ESTATE INVESTMENT TRUSTS (REITS) EXECUTIVES



In 2023, 79% of executive directors were male, and 21% were female.



In 2023, 74% of executive directors were white, and 26% were people of colour.



Between 2014 and 2023, 76% of executive directors were white, with people of colour representing 24% at the executive level.

One of the primary obstacles is access to finance, as traditional lending practices often exclude black entrepreneurs. The South African Institute of Black Property Practitioners have raised that discriminatory lending practices and high-security requirements make it difficult for black investors to enter the market. While limited progress has been made, the introduction of the Property Practitioners Act in 2022 offers hope for long-term transformation by mandating compliance with B-BBEE and creating a Property Sector Transformation Fund to support these goals.

PROPERTY SECTOR TRANSFORMATION PROGRESS (B-BBEE LEVELS)



Listed Companies: Level 6



Unlisted Companies: Level 4

PROPERTY SECTOR PERFORMANCE METRICS



Ownership: 65% of the target (down from previous years)



Management Control: 32% of the target (down from previous years)



Skills Development: 67% in 2021 80% in 2023



Enterprise & Supplier Development (ESD): 62% in 2021 85% in 2023



Socioeconomic Development: 116% of target (above target)

DRIVING ECONOMIC IMPACT

Insurance sector makes economic contributions and creates employment opportunities

By Jessie Taylor

The South African insurance sector plays a vital role in the country's economy, contributing billions annually while supporting job creation. Despite facing challenges related to transformation, it has shown resilience, particularly in the aftermath of major disasters. As the sector navigates these challenges, its role as a key player in South Africa's economic growth is undeniable.



SHOWING STRONG ECONOMIC PERFORMANCE

The insurance sector contributes billions of rands annually to the South African economy while employing thousands of people.

The non-life insurance industry is a critical component of our economy, ensuring companies and businesses are up and running again after catastrophic

and unexpected events. Examples of insurers helping people rebuild after unprecedented events include the 2017 Knysna fires, which caused over R3-billion worth of damage, and the South African Special Risks Association (Sasria) paying more than R20-billion in claims following the July 2021 riots.

But in a South African context, the insurance industry has a far more

important role to play – as a catalyst for transformation. Around R77-billion was paid out in claims by non-life insurers in 2020 alone, with many of those going towards supporting small and medium-sized enterprises through procurement.

According to KMPG's South African Insurance Industry Survey 2024, the insurance sector displayed resilience despite financial challenges, with

noteworthy performances in life insurance. Key players such as Liberty Group, Old Mutual, and Sanlam reported significant gains, and the overall profit after tax rebounded from a loss of R16.7-billion in 2022 to a profit of R13.7-billion in 2023, marking a strong recovery.

EMPLOYMENT IN THE FINANCIAL INTERMEDIATION, INSURANCE, REAL ESTATE AND BUSINESS SERVICES INDUSTRY



412 000 total employees in September 2024



395 000 full-time employees in September 2024



17 000 part-time employees in September 2024

GROSS EARNINGS PAID TO EMPLOYEES IN THE FINANCIAL INTERMEDIATION, INSURANCE, REAL ESTATE AND BUSINESS SERVICES INDUSTRY



R46.1-billion September 2023



R48.1-billion September 2024



R43.2-billion paid in wages September 2024



R2.3-billion bonus payments in September 2024



R2.6-billion overtime in September 2024

STRIVING TOWARDS TRANSFORMATION

The insurance sector in South Africa is part of the broader financial landscape, experiencing a gradual but steady transformation. In the 2023 Sanlam Transformation Gauge, the sector achieved a level 2 recognition, with notable improvements in enterprise and supplier development (ESD) reaching 90.56%, and ownership increasing to 91.29%. However, the pace of progress in management and skills development remains slower, with management at 61% and skills development slightly improving to 78%.

Transformation challenges persist, particularly in management control and employment equity. Larger insurance firms typically achieve higher recognition levels, but the sector continues to face difficulties due to a shortage of skilled professionals, economic stagnation, and a lack of inclusivity for underserved populations. A 2017 parliamentary hearing raised concerns about monopolistic practices and financial exclusion, underscoring the need for the sector to address these issues.

Compliance with transformation targets has been under intense scrutiny, with both public and private sector players expected to meet specific B-BBEE requirements. The Financial Services Conduct Authority (FSCA) and the proposed Conduct of Financial Institutions (COFI) Bill are expected to enforce these targets more effectively, although the COFI Bill has yet to be passed.

Despite these challenges, the insurance industry, with support from organizations like the Association for Savings and Investment South Africa (Asisa), remains committed to transformation. Asisa's members, who manage a significant portion of South Africa's assets, have exceeded many enterprise and socio-economic development targets. However, as is the case in the broader financial sector, the industry struggles to meet management control and employment equity targets due to a scarcity of qualified technical skills. Efforts are underway to address these gaps, ensuring a long-term commitment to transformation and inclusivity.

B-BBEE SCORECARD PERFORMANCE FOR THE FINANCIAL AND INSURANCE SECTOR



Black Ownership: 91.29% of the target (up from 81%).



Management Control: 61% of the target (stagnant).



Skills Development: 78% of the target (up from 76%).



Enterprise & Supplier Development (ESD): 90.56% of the target (up from 71%).



Socioeconomic Development (SED): Exceeds target but declined slightly.

Sources:

Sanlam Transformation Gauge, Financial Intermediaries Association, KPMG



RETAIL SECTOR OVERVIEW

SALES SURGE IN THE RETAIL SECTOR A KEY REVENUE GENERATOR FOR SOUTH AFRICA'S ECONOMY

By Jessie Taylor

The retail sector in South Africa remains a key pillar of the economy, serving as the second-largest employer after the government. As of 2023, the retail sector employed approximately 3.36 million individuals, making it one of the largest industries in the country.

A KEY REVENUE GENERATOR

South Africa's largest retailer boasts a market capitalisation of R130-billion, surpassing its next two competitors combined. In 2023, the retail sector saw a 3% increase in total revenue. However, the sector continues to grapple with challenges, including power outages, inflation, and high interest rates, alongside global supply chain disruptions due to the conflict in Ukraine. Retail sales in South Africa surged by 6.3% year-on-year in October 2024, marking the 8th consecutive month of growth. This represents the strongest growth since July 2022.

THE LARGEST CONTRIBUTORS TO RETAIL SALES GROWTH



General dealers: +11.5%, contributing 4.9 percentage points.



Retailers in household furniture, appliances, and equipment: +16.6%.



Retailers in textiles, clothing, footwear, and leather goods: +3.1%.



Retailers in pharmaceuticals, medical goods, cosmetics, and toiletries: +5.3%.

On a seasonally adjusted monthly basis, retail trade rose by 1.6% in October, recovering from a revised 0.6% decline in the prior month. In the three months ending October 2024, retail trade sales grew by 3.6% compared to the same period in 2023. The retail sector continues to feel the impact of South African households' financial pressures. As a result, consumer spending on non-essential goods like alcohol, clothing, dining out, and luxury items has declined. Moreover, there remains a shift towards online shopping, with consumers increasingly choosing digital platforms over traditional retail spaces.

RANGE OF EARNINGS IN THE RETAIL SECTOR



General assistants: R4,800



Cashiers: R5,300



Managers: R9,500

TRANSFORMATION CHALLENGES IN THE RETAIL SECTOR

The Employment Equity Amendment Bill of 2020, effective from 1 September 2023, introduces sector-specific employment equity targets, which apply to the retail sector. Employers are incentivised to meet these targets by receiving compliance certificates, which are essential for securing state contracts. Non-compliant companies could face fines ranging from R1.5 million to R2.7 million.

The retail and wholesale sectors in South Africa are facing significant challenges related to transformation targets, especially when it comes to the Broad-Based Black Economic Empowerment (BBBEE) scorecard. These sectors, along with manufacturing, are measured under the generic BBBEE scorecard, which applies to industries that have not developed a specific sector charter.

The retail and wholesale sectors are part of the broader group that faces the task of meeting sector-specific transformation targets, which have been difficult to achieve due to issues like inflation, load-shedding, and weak economic growth. Companies in these sectors are working to meet BBBEE targets while also grappling with the constraints imposed by the broader economic environment. Despite the challenges, improvements

have been seen in the transformation scorecard, with ownership rising from 75.2% to 81.52%, management control increasing from 58% to 71%, and skills development improving from 74.5% to 86.75%. However, Enterprise and Supplier Development (ESD) dropped to 73.65%, showing a slight decline. The wholesale and retail sector achieved Level 4 on the generic BBBEE scorecard for 2023, with varying percentages of targets achieved across different categories.

GENERIC B-BBEE SCORECARD PERFORMANCE FOR WHOLESALE AND RETAIL TRADE



Socio-economic development: 76% of the target achieved.



Black ownership: 75% of the target achieved.



Management control: 51% of the target achieved.



Skills development: 72% of the target achieved.



Enterprise and supplier development: 76% of the target achieved.





CONSTRUCTION SECTOR OVERVIEW

BUILDING THE FUTURE Creating growth through transformed ownership and development

By Jessie Taylor

While the Engineering and Construction sector has seen a decline in employment figures, the sector remains a key driver of transformation, with progress in ownership, skills development, and socioeconomic development, though challenges in management control persist.

The industry has been on a recovery trajectory following the economic disruptions caused by the COVID-19 pandemic. However, recent statistics reveal a decline in employment figures. According to the *Quarterly Employment Statistics (QES)* for

September 2024, the construction sector employed approximately 530 000 individuals, a decrease from previous quarters. Despite the reduction in employment, the government's commitment to infrastructure development remains

steadfast. *The National Infrastructure Plan 2050* outlines extensive investments aimed at bolstering economic growth and job creation. *The 2024 Budget Review* highlights a focus on energy, water, freight transport, and telecommunications infrastructure.

EMPLOYMENT IN THE CONSTRUCTION SECTOR

The QES report for September 2024 provides detailed employment figures:

-  Total employees: Approximately 530,000
-  Full-time employees: Data indicates a decline in full-time positions within the sector.
-  Part-time employees: The number of part-time positions has also seen a reduction.

GROSS EARNINGS PAID TO EMPLOYEES

There has been a notable decrease in gross earnings within the construction sector, a decline that reflects the challenges faced by the industry in the current economic climate.

-  September 2023: R32.4-billion
-  September 2024: R30.6-billion

PUBLIC INFRASTRUCTURE PROPELLING THE INDUSTRY

The government is a key player in the construction sector, accounting for about 40% of the country's total infrastructure budget. The National Infrastructure Plan 2050 continues to serve as a blueprint for South Africa's infrastructure development. The 2024 Budget Review emphasizes

-  Energy: Expanding power-generation capacity
-  Water: Improving sanitation and water services
-  Transport: Upgrading and expanding the transport network
-  Telecommunications: Enhancing digital infrastructure

PUBLIC SECTOR SPENDING ON INFRASTRUCTURE IN SOUTH AFRICA HAS BEEN INCREASING IN RECENT YEARS, BUT REMAINS BELOW PRE-PANDEMIC LEVELS.

-  In 2023, the public sector spent R233-billion on infrastructure, which was a 10.9% increase from 2022.
-  In the 2022/23 financial year, the government allocated at least R117.5-billion to infrastructure.
-  The government is expected to spend R903 billion on infrastructure over the next three years.

BUILDING BLOCKS OF TRANSFORMATION

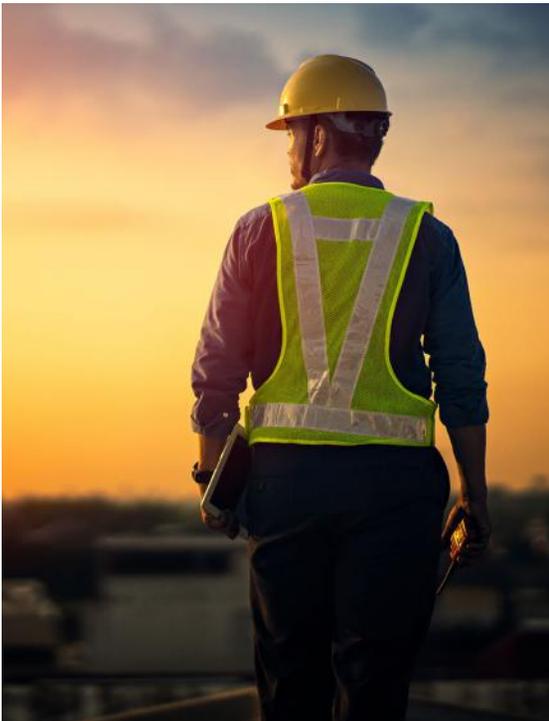
With SOEs and municipalities now devising specific criteria for preference points in tender adjudication, construction companies are obliged to align with numerous empowerment criteria, creating further challenges for transformation in the sector. However, funding is set to be released, which will enable the revival of the Construction Sector Charter Council (CSCC).

The sector has seen mixed performance. While the number of measured companies dropped sharply, the construction sector improved its recognition level to 2 from 3.

Ownership climbed to 81.87% of its target, and enterprise and supplier development (ESD) increased to 79.17%. Skills development rose to 82.54%, and socioeconomic development exceeded its target at 183%. However, management control remains a challenge, particularly at senior and top management levels.

CONSTRUCTION SECTOR TRANSFORMATION METRIC

-  Number of construction companies measured: 1,601 (down from 3,929)
-  Recognition Level: Level 2 (Improved from Level 3)
-  Ownership: 81.87% of Target (Up from 69%)
-  Enterprise & Supplier Development (ESD): 79.17% of Target (Up from 60%)
-  Skills Development: 82.54% of Target (Up from 73%)
-  Socioeconomic Development: 183% of Target (Significantly ahead)
-  Management Control: 84% of Target (Up from 67%)



KEEPING THE WHEELS OF INDUSTRY MOVING

Transformation in the transport sector unlocks economic growth

By Jessie Taylor

The transport sector provides a foundation for trade and industry in South Africa, facilitating the growth of other sectors, including mining, manufacturing, and agriculture. It also is a key sector contributing to job creation and economic growth: The industry employs more than 409 000 people and contributes approximately R373.9-billion to the country's GDP.

A KEY ELEMENT OF BUILDING A RESILIENT ECONOMY

The industry comprises several arms, including rail and road freight, shipping, and air transport. Logistics costs account for more than half of the average value of all commodities and products in South Africa. This means that the sector is critical to lowering costs and making our economy more competitive and resilient.

The sector experienced a slight decrease in employment between Q2 and Q3 of 2024, with a reduction of approximately 3 000 employees, marking a 0.6% decline.

EMPLOYMENT IN THE TRANSPORT, STORAGE AND COMMUNICATION SECTOR



Total Employees: 412 000 in September 2024



Full-Time Employees: 394 000 in September 2024



Part-Time Employees: 18 000 in September 2024

GROSS EARNINGS PAID TO EMPLOYEES



Total Gross Earnings: R48.2-billion in September 2024



Basic Salary/Wages: R36.1-billion in September 2024



Bonus Payments: R1.2-billion in September 2024



Overtime Payments: R1.9-billion in September 2024



A NEW IMPETUS FOR TRANSPORT SECTOR TRANSFORMATION

The sector has benefitted from the formation of a new Integrated Transport Sector B-BBEE (ITSB-BBEE) Charter Council. This event marked the start of a dialogue to align the sector's codes with the national Codes of Good Practice and to develop a transformative action plan.

The sector's progress has been hindered by a decade of delays in updating codes. The last effective work on the B-BBEE Charter occurred in 2009, and a previous council was dissolved in 2017 due to ineffectiveness. Subsequent efforts to re-establish oversight were repeatedly stalled, leading to a gap in monitoring and inconsistent measurement criteria.

The sector, operating under these outdated codes, maintains a Level 4 recognition in the 2024 Sanlam Transformation Gauge, consistent with the previous year.

The sector's key performance elements revealed mixed results: ownership scores dropped to 61.08% of the target, while skills development and preferential procurement showed improvement. Socioeconomic development (SED), however, declined compared to last year.

TRANSPORT SECTOR PERFORMANCE METRICS



B-BBEE Level Recognition: Level 4 (unchanged from 2023)



Ownership Score: 61.08% of target (down from 90% in 2023)



Management and Employment Equity: 66.32% of target (up from 55% in 2023)



Skills Development: 80.07% of target (up from 66% in 2023)



Preferential Procurement & Enterprise Development: 65.41% of target (up from 59% in 2023)



Socioeconomic Development (SED): 92.8% of target (down from above-target performance in 2023)

revealed mixed results: ownership scores dropped to 61.08% of the target, while skills development and preferential

Sources:

Sanlam Gauge Report, South African Government, Statistics South Africa, Engineering News

FROM FIELD TO FUTURE

Agriculture's evolving role in South Africa

By Jessie Taylor

Agriculture significantly impacts South Africa's economy, contributing to GDP, employment, and exports. It supports rural livelihoods and industries through supply chains, with the country's diverse climate enabling varied crop cultivation. However, the sector is volatile and increasingly affected by climate change, with frequent, severe droughts reducing crop yields and threatening its sustainability.

A SECTOR UNDER PRESSURE

In 2023, South Africa's agriculture, forestry, and fishing sector contributed approximately 2.57% to the GDP, a slight decrease from the 2.8% contribution recorded in 2022. However, the sector experienced a 12.2% decline in value added to GDP compared to the previous year, marking the most significant drop in recent years.

Despite these challenges, the sector demonstrated resilience in certain areas.

In 2023, gross farming income from all agricultural products increased by 17.3%, reaching R445.45-billion, up from R379.86 billion in the previous period. This growth was primarily due to increases in income from field crops (39.0%), animal products (9.4%), and horticultural products (8.8%). The sector faced significant setbacks in 2024. In the third quarter, South Africa's economy unexpectedly contracted by 0.3%, largely due to a substantial 28.8% decrease in agricultural production. This downturn was attributed to severe

drought conditions adversely affecting maize and soy crops.

The Macroeconomic Digest Labour Report for August 2024, published by the National Agricultural Marketing Council (NAMC), showed a decrease in the number of people employed by the sector. This reduction is attributed to prolonged dry spells affecting farming activities, especially in rain-fed areas of the Northern Cape, Gauteng, and North West provinces.

AGRICULTURAL SECTOR EMPLOYMENT



The agricultural sector experienced a decline of 45 000 jobs (4.8%) in Q2 2024



896 000 individuals are employed in this sector



Mpumalanga saw a significant increase in agricultural employment by 20.7%



The Eastern Cape reported an increase of 14.4%



Limpopo reported an increase of 11%



The Northern Cape experienced a substantial decrease of 38.9%



Gauteng experienced a decrease of 28.5%



The North West experienced a decline of 27.7%

In addition, the sector saw a decline in female agricultural employment. This could be due to the fact that women are often employed in part-time or seasonal agricultural roles, which are among the first to be impacted during economic or environmental downturns. This significant reduction highlights the vulnerability of women in the sector, particularly in roles that may be more affected by seasonal shifts, mechanization, or resource allocation.

DECLINES BASED ON GENDER:



Female employment: Employment among women in agriculture fell by 26 000 jobs, representing an 8.8% decline



Male employment: Male employment also saw a decline of 19 000 jobs, which translates to a 3% reduction

CHALLENGES IN ACHIEVING TRANSFORMATION

Compliance with Broad-Based Black Economic Empowerment (B-BBEE) remains a challenge in South Africa's agricultural sector. In 2024 57 businesses voluntarily submitted BEE certificates, and an additional 21 certificates were gathered through research.

Despite over 30 000 commercial farmers in the country, this lack of data has left the transformation status of the sector inconclusive.

The Sanlam Transformation Gauge highlights improvements in ownership (75%, up from 68%), while skills development reached 74.5%, and socio-economic development scored 76%. Enhanced funding, including R986-million in levies, contributed to these initiatives. However, transformation remains uneven, particularly among smaller enterprises.

Despite progress, systemic issues such as limited capital, fragmented efforts, and market access constraints hinder the sector's transformation and inclusivity. Greater collaboration and long-term strategies are essential to foster sustainable growth and equity in South Africa's agricultural industry.

B-BBEE SCORECARD PERFORMANCE FOR AGRICULTURE SECTOR



Ownership: 75% of target (up from 68%).



Management Control: 66% of target (down from 71%).



Skills Development: 74.5% of target (up from 68%).



Enterprise & Supplier Development: 71% of target (up from 60%).



Socioeconomic Development: 76% of target (down from 87%).



Socioeconomic Development (SED): 92.8% of target (down from above-target performance in 2023)

FUNDING FOR TRANSFORMATION



Statutory levies collected: R986-million (up from R60-million in previous years).



Transformation expenditure: R179-million (up from R63-million).



20% of statutory levies contributed by industry players goes to transformation initiatives.

The rising costs of diesel, fertilizers, and higher interest rates present challenges to the sector as a whole. Farmers' collective debt to banks has reached R220-billion - additionally, small-scale black farmers face barriers to market access.

Sources: Statista, AgriLand Reform SA, Reuters, Sanlam Transformation Gauge, DALRRD, NAMC

DRIVING ECONOMIC GROWTH

The role of South Africa's global Business Services Sector

By Jessie Taylor

The South African Business Services sector is a dynamic and rapidly growing industry that is vital to the nation's economy. While not directly tied to the production of physical goods, its contributions to GDP are significant, driving both direct and indirect economic growth.

The sector includes a variety of professional services, such as accounting, consulting, and staffing, offering essential support to other industries. South Africa's Global Business Services market is expanding at an impressive annual rate of 22%, drawing international investment in sectors like technology, healthcare, and financial services. This growth fosters high-quality job creation and a competitive operating environment.



A GROWING SECTOR

The Business Services sector may not be directly linked to the production of tangible goods, yet its contribution to the economy is undeniably crucial.

The South African services industry plays a vital role in driving the nation's GDP, acting as a major engine of economic growth in both direct and indirect ways.

This sector includes a wide range of professional services, such as accounting, consulting, facility management, market research, and staffing, where businesses offer essential support to other industries by providing specialized technical, scientific, and professional expertise. South Africa's Global Business Services market is well-established and bolstered by state-of-the-art infrastructure.

Growing at an impressive annual rate of 22%, it continues to attract significant international investment, particularly in areas like technology, financial services, and healthcare.

This influx of investment fosters the creation of high-quality jobs. Additionally, operating costs in South Africa are 50-60% lower than those in countries like

the United Kingdom and Australia, with key incentives making it even more competitive, bringing costs in line with those found in India.

The sector is included in the financial intermediation, insurance, real estate and business services industry, with the industry employing more than 400 000 people.



EMPLOYMENT IN THE FINANCIAL INTERMEDIATION, INSURANCE, REAL ESTATE AND BUSINESS SERVICES INDUSTRY

-  **412 000 total employees in September 2024**
-  **395 000 full-time employees in September 2024**
-  **17 000 part-time employees in September 2024**

GROSS EARNINGS PAID TO EMPLOYEES IN THE FINANCIAL INTERMEDIATION, INSURANCE, REAL ESTATE AND BUSINESS SERVICES INDUSTRY

-  **R46.1-billion September 2023**
-  **R48.1-billion September 2024**
-  **R43.2-billion paid in wages, September 2024**
-  **R2.3-billion bonus payments, September 2024**
-  **R2.6-billion paid in overtime, September 2024**

DIVERSITY, EQUITY AND INCLUSION FOCUS

Diversity, Equity, and Inclusion (DEI) remains a core focus within South Africa's Global Business Services (GBS) sector, continuing to shape the employment landscape in this industry. This commitment to inclusivity is evident in the job profile data from 2020 through June 2024, with 60% of workers identified as black, 29% as mixed-race, 8% as Indian, and 3% as white. The diversity profile became even more pronounced between April and June 2024, with 68% of workers recorded as black, 25% as mixed-race, 6% as Indian, and 1% as white.

In terms of gender representation, women consistently make up a dominant share of the workforce in South Africa's GBS sector. From April to June 2024, women represented 65% of contact centre agents and knowledge workers, while men made up 35%. Over the entire period from 2018 to June 2024, female workers accounted for nearly two-thirds of the workforce, underlining the sector's commitment to gender parity.

GENDER REPRESENTATION IN THE BUSINESS SERVICES SECTOR

-  **Women: 65%**
-  **Men: 35%**

The South African international GBS sector has made significant strides since 2010, adding 147 988 jobs to the economy by June 2024. These new roles have had a profound impact, generating R42.606 billion in export revenue, measured on an annualised basis.

In 2023, 19 307 new jobs were added, resulting in a contribution of R5.562-billion to the export economy. Most recently, between January and June 2024, 8 847 new jobs were created, contributing an additional R2.556-billion in export revenue.

THE SECTOR'S GROWTH

-  **Annual export revenue breakdown in 2023: R5.562-billion (from 19 307 new jobs)**
-  **Annual export revenue breakdown in Jan to June 2024: R2.556-billion (from 8 847 new jobs)**
-  **The highest export revenue recorded was in 2022, at R5.814-billion**
-  **Revenue in 2024 (Jan - June) was R2.556-billion**

Sources:
 BPESA Quarterly Jobs Report
 Stats SA
 Cape Chamber of Commerce

TOURISM TRANSFORMATION

Progress, challenges, and the path to inclusive growth

By Jessie Taylor

The South African tourism sector has demonstrated a strong recovery from the impacts of the COVID-19 pandemic, with notable improvements in both 2023 and 2024. According to South African Tourism (SAT), international tourist arrivals saw a significant increase of 48.9% in 2023 compared to the previous year, bringing the total number of tourists to 8.4 million.

ON TRACK FOR RECOVERY

Despite this recovery, the numbers still remain below the pre-pandemic level of 10.2 million tourists recorded in 2019. This increase in arrivals continues the positive trend observed in the first quarter of 2024, where 2.4 million international visitors arrived, marking a 15.4% increase over the same period in 2023.

In terms of expenditure, foreign direct spend by tourists has significantly outpaced pre-pandemic levels. In 2023, tourists spent a total of R95-billion, marking

a 17.3% increase compared to 2019. The first quarter of 2024 saw R25.7-billion in foreign visitor expenditure, which was 0.6% higher than the same period in 2019.

The largest gains in spending categories were seen in business shopping, followed by personal and medical shopping. Additionally, 61% of the overall expenditure in Q1 2024, amounting to R15.7-billion, was spent on lodging, food, and personal shopping, highlighting the continued importance of these sectors in the tourism economy.

Domestic tourism has also experienced a strong recovery, with domestic tourism expenditure in 2022 totaling R435-billion, surpassing the pre-pandemic figure of R334-billion in 2019. This upward trend in domestic travel and spending is expected to continue in 2023 and 2024, reflecting a growing interest in local tourism experiences.

The tourism sector's contribution to South Africa's GDP was 3.5% in 2022, slightly below the 3.7% recorded in 2019. However, with the significant growth

in both international and domestic tourism, the sector is expected to reach or even exceed its pre-pandemic GDP contribution in the coming years.

Employment within the sector has also rebounded, with 733 385 jobs supported in 2022, a substantial increase from 492 561 jobs in 2021, although still below the pre-pandemic peak of 777 686 jobs.



TOURISM SECTOR IN A NUTSHELL

-  **Domestic Tourism Expenditure: R435-billion (Surpassing 2019 levels)**
-  **Inbound Tourism Expenditure: R95-billion (17.3% increase from 2019)**
-  **Tourist Arrivals in 2023: 8.48 million (48.9% increase from 2022)**
-  **Tourist Arrivals in Q1 2024: 2.4 million (15.4% increase from Q1 2023)**
-  **Employment in Tourism (2022): 733 385 jobs (Recovery from 2021)**
-  **Tourism's Contribution to GDP (2022): 3.5% (Slightly below 2019 levels)**

A TRANSFORMATION JOURNEY

Tourism's transformation journey has been gradual, with the sector maintaining a level 4 rating in the 2022 and 2023 Sanlam Transformation Gauge reports. This marks a significant improvement from its status in 2021, a period impacted by the Covid-19 lockdown and measured against a smaller sample of 99 companies. While overall transformation progress remains slow, there are notable improvements in key areas.

State support has been crucial in driving recovery and transformation in the sector. Tourism Minister Patricia de Lille recently introduced initiatives such as the Tourism Transformation Fund (TTF) and the Township Tourism programme. These initiatives are designed to provide financial support to emerging black-owned businesses and ensure that local communities benefit from the tourism industry's economic growth. Minister de Lille has also promised to address the delays surrounding the Tourism Empowerment Fund (TEF), which has faced implementation challenges. The TEF, offering loans, grants, and equity contributions, aims to help black entrepreneurs purchase stakes or invest in tourism ventures.

Black-owned small, medium, and micro enterprises (SMMEs) continue to play a pivotal role in tourism but face significant hurdles, such as limited access to markets and inadequate funding. Percy Morapedi Koji is a South African businessman who has worked to promote tourism between South Africa and other countries. He is the CEO of the Small Tourism Enterprise Association (STEAs) and the founder of Travel with Confidence - and reports that many black-owned businesses, including his own, operate without government support, stalling their potential growth. To accelerate transformation, he advocates for increased government support and the appointment of independent bodies to manage funding initiatives like the TEF.

B-BBEE SCORECARD PERFORMANCE FOR THE TOURISM SECTOR

-  **Ownership: 85% of target (up from 78%).**
-  **Skills Development: 86.5% of target (up from 86%).**
-  **Enterprise & Supplier Development (ESD): 81.12% of target.**
-  **Enterprise & Supplier Development (ESD): 90.56% of the target (up from 71%).**
-  **Socioeconomic Development: Above target, but slightly lower than 2022.**

The tourism industry is poised to drive economic growth and job creation in South Africa. Tourism Business Council of South Africa, CEO Tshifhiwa Tshivhengwa underscores the importance of nurturing small businesses, enabling them to evolve into medium and large enterprises. With ongoing recovery, transformation, and innovation, the sector has the potential to achieve inclusive growth and shape a new future for South Africa's tourism landscape.

Sources:

FEDHASA, statista.com, Tourism News Africa Salam Transformation Gauge, Portfolio Committee

Nexia SAB&T Chairperson, Ayisha Zange



Please share with us your backstory.

My journey has been one of resilience, learning, and breaking barriers. After completing matric, I initially pursued mechanical engineering but had to drop out due to a lack of funds. I thereafter pursued a BCompt degree through UNISA while working in various bank positions. I left a stable job to complete my Honours and thereafter began article training to become a Chartered Accountant. After qualifying as a CA(SA), I built my career in both the public and private sectors, gaining invaluable experience in internal and external audit, risk management, governance and ESG (Environmental, Social, and Governance).

My career has been a journey of growth, and over the past six years at Nexia SAB&T, I have been fortunate to benefit from the

incredible opportunities the firm has provided. Today, as Chairperson and a member of the Executive Committee, I am deeply proud to contribute to our firm's growth, champion sustainable corporate governance, and drive meaningful transformation.

What excites you about what you do?

I am passionate about creating work environments where people, especially women can excel and lead with confidence. My leadership at Nexia SAB&T has allowed me to influence policies that drive ethical decision-making and sustainability. Additionally, I am actively involved in ESG advocacy.

What have been some of your most notable successes working in the public sector?

Since most of the work I do is in internal audit, risk, governance and ESG, we conduct audits that promote transparency and accountability and we assist public sector organisations in moving to and sustain clean audit outcomes. Being part of Nexia's DEI (Diversity, Equity and Inclusion) Taskforce and ESG Advisory Forum has given me a platform to advocate for inclusive leadership and sustainability on a global scale.

What are you looking forward to in the coming year?

Being part of our firm's growth and innovation while prioritising the development of our people. By investing in continuous learning and leadership development, we aim to empower our team to excel and adapt to the evolving business landscape. Embracing the awareness of being future ready, I am excited to leverage the advancements in technology such as artificial intelligence and data analytics to maximize efficiencies and drive innovation. I am also dedicated to enhancing our firm's ESG impact, with a particular focus on contributing to climate change and social initiatives.

Please share a message of inspiration with our readers

Success is not just about personal achievement; it is about lifting others as you climb. Challenges will always be there, but perseverance, integrity, and a commitment to learning will set you apart. Seek mentorship, be prepared to mentor others, be open to growth, be the change you want to see in the world and, most importantly, bring your authentic self into every space you enter.

Nexia SAB&T's commitment to women empowerment

For over 30 years, Nexia SAB&T has been shaping industries, driving transformation, and building legacies. Nexia SAB&T is a South African audit, tax and advisory professional services firm that provides a comprehensive portfolio of services in the accounting, audit and business advisory services. Our clients include start-ups and SMMEs, family-owned and managed business, multi-national and publicly listed companies, as well as government and SOEs.

Women have been at the core our journey over the years through - breaking barriers, leading with innovation, and making empowerment a lived reality. Our legacy is defined by the people who shape it, and the women who inspire its future.

We take immense pride in the remarkable journeys of the women within our firm. More than 50% of our female directors began their training with the firmus, showcasing excellence and resilience. Women are pivotal in our firm's evolution, ensuring leadership is built on merit and opportunity.

Our dedication to gender empowerment has earned significant recognition:

- In 2017, our founder, Bashier Adam, received the 'Top Male Driving Gender Transformation' award from Standard Bank Top Women

- Our Herstory campaign, celebrating women in our firm and industry, won 'Communication Campaign of the Year' at the 2019 Digital Accountancy Forum Awards in London.

Our women leaders over the years have participated in empowering leadership programmes such as the Nexia's Aspiring Women in Leadership Programme. Recently, our women leaders have participated in the IWFSA FASSET Women's Leadership Programme. We remain committed to fostering strong female leaders who will drive the firm's success into the future.

Empowering women beyond the workplace

Our commitment to gender empowerment extends beyond the firm through the SAB&T Foundation, which supports:

- Educational resources for underprivileged schools
- Funding and training for aspiring Chartered Accountants
- Mentorship for female entrepreneurs and humanitarian aid
- A sanitary pad drive, assisting thousands of young girls and women
- Providing essential resources for gender-based violence victims and vulnerable mothers

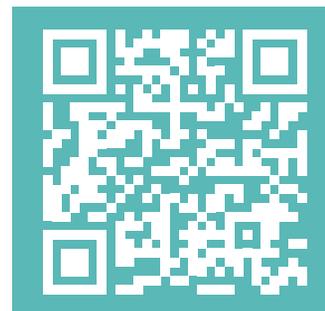
We continue to advocate for gender parity beyond our firm's walls. Our participation in Nexia's IWD 2025 webinar, in collaboration

with AGN International, reinforced strategies for breaking systemic barriers. We actively engage in global discussions to accelerate progress, knowing that with gender parity projected only by 2158 (World Economic Forum), change must be driven now. We also champion diversity through our active participation in the Nexia Diversity, Equity and Inclusion Task Force.

As we celebrate three decades of building legacies, our commitment to women's empowerment remains unwavering. From mentorship and leadership development to industry-wide initiatives, we are shaping a future where women thrive, lead, and make a lasting impact. The journey continues. This is only the beginning.



Scan the QR code for more information





ROMH Consulting: Financial Director Michael Tebogo Mashinini

PLEASE SHARE THE BACKSTORY AND HISTORY OF ROMH CONSULTING. WHAT DO THE LETTERS ROMH STAND FOR?

The letters ROMH, come from Royal Mndawe Holdings, which is centred around the concept of Africanism. The thought of creating the company ROMH came about while Sibusiso Sithole was in the kitchen cooking. He envisioned creating a black consulting firm that would be a trailblazer in the industry; an entity that would stand out and be known for its impeccable professional service and delivery and a leader in the market. The company was registered in 2013 and came into operation the same year. He then partnered with Tumelo Thothela, a well-recognised pavement engineer, and with Sibusiso's skill set in the geometric space, the entity was set to become a leading black-owned engineering consulting firm. The rest was history from then.

WHAT SERVICES AND PRODUCTS DOES ROMH OFFER?

In the field of professional engineering consulting, ROMH Consulting provides a broad range of services. Traffic and

Transportation, Water and Sanitation, Building & Structural, and Project Management & Advisory Services are some of our primary services. Our services include the foundational design and construction of vital infrastructure, including buildings, roads, bridges, highways, and water supply systems, which support modern society.

AS A PROUD B-BBEE LEVEL 1 CONTRIBUTOR, WHAT DO YOU SEE AS THE GREATEST EMPOWERMENT CHALLENGES IN YOUR SECTOR?

One of our biggest challenges as an organisation is to support the expansion of other small and medium-sized businesses through enterprise development and preferential procurement programmes. This covers offering market access, capacity-building initiatives, and company development services. Due to limited track record and capacity limits, the question becomes how do we balance the selection between quality and preferential procurement, which may have an impact on project deadlines.

And in certain cases, when we are appointed for a project, we are expected to spend first and claim later and this comes with challenges in terms of cash flow. We have experienced

first-hand the struggle of getting funding from financial institutions to kick off most of our projects. This sometimes results in us reaching deep into our investments to fund our projects. As a black-owned entity with level 1 we are still disadvantaged in some spaces and we are not given the same opportunities as our counterparts who are bigger and have been operating for years.

WHAT HAVE BEEN YOUR COMPANY'S IMPORTANT DIVERSITY, INCLUSION AND EQUITY MILESTONES?

Our team is made up of energetic, passionate, youthful, and seasoned individuals. We serve our clients and communities as a cohesive team. We transform the African engineering landscape and have an impact on the infrastructure while producing work of the highest calibre with professionalism and skill. By expanding our workforce and leadership teams' representation in engineering forums and affiliations, ROMH has made notable progress. We have a varied leadership team of women who each bring their own perspectives and experiences to the table. Our increased number of women in engineering within the organisation has a positive economic impact leading to better business outcomes and economic growth.

PLEASE UNPACK YOUR CORE VALUES AS OUTLINED IN P.A.G.E.

At ROMH, we commit to and live our core values through our self-manifested P.A.G.E. These are the fundamental pillars of our business management philosophy that underlies our societal commitment, our client promise and our pledge to our own people.

Professionalism

We take pride in and are devoted to providing a service that is professional to our clientele, and that is consistent with international best practices.

Africanism

Humanity (Ubuntu) is embedded in our approach and in our business conduct. It is the ultimate expression of our Africanism rooted in our organisational culture and our Afrocentric engineering solutions based on sustainability principles.

Gravitas

We are committed to maintaining a high level of integrity and transparent honesty in our conduct.

Excellence

We are continuously striving for excellence in quality service provision to our clientele.

IN YOUR OPINION, WHAT SETS ROMH APART FROM THE COMPETITION?

ROMH Consulting's shared value proposition is centred around our fundamental pillars:

- Economic development and community empowerment which are essential components to running a sustainable organisation
- Contributing positively to a good environment and strengthening its sustainable competitive advantage
- We are ISO 9001: 2015 Quality Management System compliant and accredited
- The uniqueness of our experienced professional team is their experience in key areas such as vast skills in technical excellence, civil and structural engineering design services

We continue to attract and employ passionate professional individuals who are experts in their technical fields

and foster a work environment that inspires excellence in our people, and strive for overall staff satisfaction (good employee wellbeing and career growth).

WHAT HAVE BEEN YOUR GREATEST CHALLENGES AND MOST MEMORABLE SUCCESSES AS FINANCIAL DIRECTOR?

I'm known as the money guy in the entity. This means the buck stops with me when it comes to finances, and this is sometimes challenging because I'm sometimes faced with difficult decisions. Decisions at executive level are complex in that they factor a long-term view given what our statutory duties require from us at this level. The easier way to reinforce these across the entity lies in the ability of me as a financial director to get buy-in from all staff members no matter how difficult those decisions may be. These decisions allow us to factor how the market responds to our service offering beyond what we've achieved historically. We actively find the means to advance the company's goals by looking at the current market factors. We also take into account the proposed changes to legislations across the board, given the factor of micro economic conditions, as well as budget cuts from different departments and private and public sector institutions in general.

Business development is also a major part of my job which can take up most of my time and I constantly have to find ways to balance the two. In my time at ROMH I've been able to assist in ensuring the entity maintains profits in each financial year, maintain a level 1 BBEE score in the generic space, ensure that we are compliant with the taxman, and that we have solid investments in case of a rainy day.

WHAT DO YOU ENJOY MOST ABOUT YOUR ROLE?

My personality is rooted in people. I love engaging and feeding off people's energy. I do a lot of engagement both internally and externally with a multitude of stakeholders. My job comes with a lot of flexibility which allows me to be a present parent and as a husband which is also a huge part of my life. This is predominantly applicable to all staff members within the company because

we've always valued output and hence the flexible aspect of the job provides for this space. The role we have as directors always provides us with a sense of a broad responsibility because the company employs over 130 employees, which on its own gives everyone a sense of responsibility to the wider ROMH family.

DO YOU HAVE EXCITING PLANS FOR 2025?

One word - Growth.

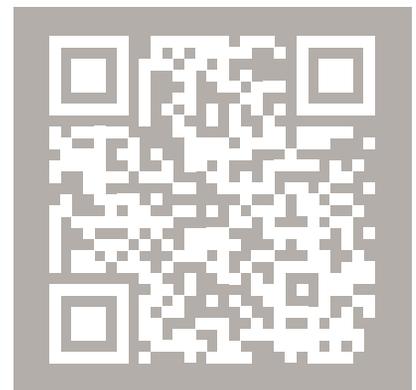
Our focus is centred around growth and this comes in different forms. We have a high value system that focuses on staff development and it's rooted in training and professional registration for all our staff members. This is always expressed in our KPIs across the different divisions in the company. Over and above personnel development, we also need to look and evaluate our revenue and profit margins, effectively seeking to minimise costs and maintaining a stable growth ratio.

PLEASE SHARE A MESSAGE OF INSPIRATION WITH OUR READERS.

Don't allow yourself to be a victim of your circumstances. No matter what difficulties you have faced in your life, when you anchor to the present moment and not the past, you will experience true liberation.



Scan the QR code for more information





VISHAAL LUTCHMAN, GROUP CHIEF EXECUTIVE OFFICER, GIBB HOLDINGS

CONGRATULATIONS ON YOUR APPOINTMENT AS GROUP CHIEF EXECUTIVE OFFICER (CEO) OF GIBB HOLDINGS. WHAT ARE YOUR KEY PRIORITIES FOR THE BUSINESS?

My key priority for this year is to position the business for growth. This entails repositioning it with existing and new clients with an adjusted value proposition. This will be determined by revised gearing both internally and with regard to how GIBB is received in the market place. As with all businesses destined for growth, it is imperative from an internal perspective that we do our best in the technical solutions we provide to our clients, which will be supported by our digital and eminence drive. I regard our people as assets that make up such value. I will focus on higher and deeper levels of industry engagement, supported by the marketing team to make such value visible. Our focus on sales within the ambit of our growth will see us position ourselves in existing and new markets differently - with African solutions for African clients. The value proposition will also see us invest in new and

existing talent to allow our team members to grow their careers. This will help us develop leaders for the business in the technical and management roles that are necessary to carry the growth approach forward.

PLEASE SHARE WITH US YOUR CAREER PATH AND EXPERIENCE LEADING UP TO YOUR APPOINTMENT.

I am from Kwa-Zulu Natal where I did my BSc Engineering degree and an MBA. I then worked for Transnet where I led some significant developments and gained a deep understanding of the complexity of the Transnet business when we had to plan the business for growth in existing markets.

Following this, I moved on to become Director of the Maritime Advisory Group for a new company at the time, RHDHV. After five years, I was approached by WSP to lead the Maritime, Aviation and Rail business, also for five years. Spending 10 years working with some of the best technical leaders in the world gave me hope that we too can become the best in our world.

I then joined SAICE as CEO to assist the industry with defragmentation, public sector engagement, growth in skills with existing infrastructure agencies, engineering firms and

academia I left SAICE to join Zutari - which had just become the largest firm in the country with an African focus - as Managing Director of Transport. In this role I led a team that worked in many African jurisdictions. This revealed how much work needs to be done to uplift the lives of people on the continent. Now at GIBB, I am constantly integrating my knowledge as best as I can for the benefit of our teams, clients and communities.

HOW DO YOU ENSURE TRANSFORMATION IS EMBEDDED IN THE POLICIES AND PRAXIS AT GIBB?

Transformation is a broad topic, biased towards race and gender to some extent. GIBB Holdings - in addition to race and gender - will also include digital transformation which embraces technologies such as cloud computing, big data, artificial intelligence (AI) and machine learning to streamline processes, reduce manual tasks and improve efficiency. In addition, it includes, but is not limited to, skills development, technical specialisation, client-centric approach, innovation and growth. This will help GIBB to navigate the challenges of serving clients, trimming costs and planning for volatility and uncertainty, all while making good on the reparations

“My motivation comes from a belief in our people, country and continent that we must do better, work harder and smarter. Now, more than before, we can easily be exposed, and this provides me with greater hope that decision makers will embrace the notion that Africans need to provide fit-for-purpose solutions for Africans.

underpinning our constitution. These are already a work in progress, with working groups focused on meeting agendas, policy revision and implementation, all with the aim of supporting GIBB in leading in transformation.

HOW DO YOU APPROACH CHALLENGES – BOTH IN THE COMPANY AND ON A NATIONAL SCALE?

Business challenges are layered, with various levels of complexity. I tend to allow teams to deal with challenges as they see fit and trust that they will make the right decisions. On the more complex challenges, I tend to consult whilst applying critical thinking, values and, most importantly, the concept of maintaining what I call the long game. I am focused on the sustainability of a growing business, so any challenges have to be considered through a few lenses at a minimum.

I also sit on local and international working groups where I seek to influence and lobby for a humanity-based sustainability narrative. These forums include academia support and working groups within the South African Institution of Civil Engineering, South African Academy of Engineers and the Institution of Civil Engineering. These forums provide me with the platforms to serve, present, learn and give back in the form of thought leadership articles, book chapters and contributions to papers.

WHAT ARE SOME OF THE SOCIAL RESPONSIBILITY PROJECTS GIBB IS SUPPORTING?

GIBB supports a host of initiatives, including community initiatives that support schools, communities and academic institutions. We believe in the value of education in supporting a developing economy. We offer bursaries to staff and school leavers to study further whilst sustaining an industry through partnerships to grow emerging professional services firms.

WHAT IS YOUR “WHY”? (WHAT KEEPS YOU MOTIVATED)

My motivation comes from a belief in our people, country and continent that we must do better, work harder and smarter. Now, more than before, we can easily be exposed, and this provides me with greater hope that decision makers will embrace the notion that Africans need to provide fit-for-purpose solutions for Africans. It is possible, as we have skills available to do so for ourselves. I am also motivated by my family, who give me the support I need to keep it going when days get very hard.

IN THIS TIME OF GLOBAL FLUX, WHAT ARE YOU LOOKING FORWARD TO IN THE COMING YEAR?

I am looking forward to establishing new alliances, finding new opportunities and perhaps new strategies for growing our economy. My sense is that nothing stays the same, so change is inevitable.

In change we find new purpose, new thinking and approaches which support the transformation narrative mentioned earlier.

PLEASE SHARE A MESSAGE OF INSPIRATION WITH OUR READERS.

We have one of the most diverse countries in the world, divided along many dimensions. We score our own goals often and hurt ourselves while doing so. We have had a difficult past and, perhaps, a more uncertain future awaiting us. I remind us all that the true value of our diversity has not yet been exploited for the common good of our society. There are more than 110 armed conflicts in progress globally at the moment, and if we succeed in leveraging our diversity, we will be able to teach the world how to live in peace.



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S T Africa MD, Tebogo Mahlaela Shining through Africa

PLEASE DESCRIBE THE GOODS AND SERVICES OFFERED BY S T AFRICA

S T Africa Trading

- Mechanical engineering - (conveyor belt splicing (hot and cold) and maintenance, supply, maintenance, repairing of pumps, boiler valves, hydraulic systems – cylinders and actuators, supply and installation of scrapers and skirtings)
- Industrial cleaning and maintenance
- Signage work

S T Africa Manufacturing

- Manufacturing of personal protective equipment, corporate wear, sports wear
- (e.g. conti-suits, overalls, boiler-suits, winter and summer jackets, reflective vests etc)

S T Africa Property Investments

- Civil engineering - (sewage line maintenance, portable water line installation and maintenance, painting of buildings and road marking)

S T Africa Logistics

- Logistics – transporting of coal from one customer to the other
- Moving of goods (furniture whilst relocating) and materials from one location to another, smoothly and efficiently

WHAT HAVE BEEN THE MOST IMPORTANT MILESTONES OF THE COMPANY'S JOURNEY?

Expansion of services

We managed to have two branches in which we sell our products that are manufactured in the factory. This has enabled us to create more job opportunities for the surrounding communities. We also had an increase of fleets leading to more job creations as well.

Technological integration

The adoption of Toolkit technology to streamline operations - implementing tools like fleet management systems, route optimisation software and real-time tracking platforms. Also the use of 4POS 2005 as our retail point of sale that enables the merging of the shops and the order tracking easier. The use of Sage Accounting and Payroll has minimised all the unnecessary and inaccurate data.

Industry recognition

Being recognised as one of the Top Empowerment Awards finalists for the following categories - Employer of Choice: small to medium organisations, CEO of the year

IN YOUR OPINION, WHAT ARE THE GREATEST CHALLENGES FACING YOUR SECTOR CURRENTLY?

Supply chain disruptions:

Global supply chain disruptions, worsened by international trade tensions which led to delays in the delivery of raw materials and finished goods. The rising costs that lead to a decrease in profits.

Economic instability:

The economy has faced sluggish growth, rising inflation, and high unemployment rates. Economic instability impacts negatively on consumer spending, business investment, and overall industrial confidence.

Energy crisis (Loadshedding)

One of the most pressing challenges is the ongoing energy crisis, primarily caused by frequent power outages (known as loadshedding). This disrupts industrial production, manufacturing processes and production costs, and overall economic activity.

WHAT DO YOU SEE AS YOUR KEY RESPONSIBILITIES AS MD OF S T AFRICA?

Crisis management and contingency planning

Managing responses to unexpected disruptions like raw material shortages, logistics delays, or public health crises. Ensuring that the company has contingency plans in place to handle such events efficiently.

Intentional communication

Regularly having meetings with Heads of Departments discussing the company performance, strategic initiatives, and financial health.

Sustainability and Corporate Social Responsibility (CSR)

Overseeing the development and implementation of sustainable practices within our manufacturing processes, such as reducing waste, using eco-friendly materials and ways of improving energy efficiency. Leading CSR efforts, related to health, safety, and community engagement.

Strategic leadership

Regularly and strategically communicating the company's strategic goals and long-term vision, ensuring alignment across manufacturing, engineering, and logistics operations.

Business development and market expansion

Identifying opportunities for growth and expansion in existing and new markets, both locally and internationally. This includes exploring new products, customer segments, and business partnerships.

Risk management

Assessing business risks and establishing strategies to mitigate them, particularly in areas like supply chain disruptions, regulatory changes, and economic volatility.

HOW DOES THE COMPANY EMPOWER AFRICA THROUGH PIONEERING ENGINEERING SOLUTIONS AND SUSTAINABLE INDUSTRIAL PRACTICES?**Local job creation and skills development**

By establishing manufacturing plants, engineering hubs, and logistics operations locally, the company creates job opportunities for skilled and unskilled labour across Africa and this directly contributes to economic empowerment and poverty reduction. By offering training programmes, apprenticeships, and upskilling initiatives we ensure that the workforce is equipped with the necessary technical skills, especially in engineering and manufacturing.

Innovative Engineering solutions

To adapt to local needs we have designed PPE specifically tailored to meet the integrating society to cater for both men and women. This has helped to improve operational efficiency, safety, and sustainability.

Supporting innovation and research

By prioritising research and development we are creating more effective protective gear, improving materials, and reducing costs. This

innovation can also extend to engineering solutions that improve productivity and safety across different sectors.

PLEASE SHARE WITH US YOUR TRANSFORMATION PRACTICES

Our main focus as an organisation has been on digitalisation, sustainability, employee empowerment and agility and this has positioned S T Africa for long-term success. We have of late started investing in marketing activities exhibiting in forums like Turkey Forum exhibitions, Electra Mining and Mining Indaba. Leading transformation requires strong leadership; and as a leader I have invested into learning clear communication, and a willingness to invest in the tools, technologies, and people that will shape the company's future. These practices have been essential to staying competitive, relevant, and responsive in a rapidly changing global market.

HOW DO YOU ENSURE SUSTAINABILITY IS BUILT INTO THE COMPANY'S PRAXIS AND THAT OF YOUR SUPPLY CHAIN?

We implemented strategies such as recycling, reusing, or repurposing waste materials (fabric scraps) from the production process. We ensure that water is used efficiently, recycled, or treated before disposal to minimise environmental impact. Our way of measuring and adapting sustainability efforts benefits the environment and society but also enhances our competitiveness, brand value, and overall profitability.

HOW IMPORTANT IS CSI TO S T AFRICA?

CSI is not just a philanthropic activity; it's a strategic part of how S T Africa has ensured its long-term success and sustainability. By contributing to social, economic, and environmental development, we created and still create value for our stakeholders while fostering positive relationships with the communities we are serving. CSI has helped to build a foundation for resilience, enhanced brand reputation,

employee engagement, and supported Africa's broader developmental goals. Ultimately, integrating CSI into S T Africa's operations not only helps improve lives but also strengthens the company's position as a responsible and forward-thinking business.

WHAT EXCITING PLANS DO YOU HAVE IN THE PIPELINE FOR 2025?

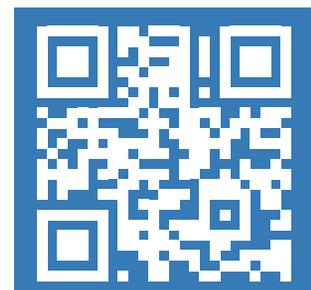
- Regional and global expansion of the company to explore different markets
- Enhance the current and introduce more sustainability focused programmes
- Community empowerment and environmental sustainability
- Product innovations and digital transformations – more new designs

PLEASE SHARE A MESSAGE OF INSPIRATION WITH OUR READERS

The impact we make today echoes through the lives of others tomorrow. Keep moving forward - your efforts matter more than you realise. Let's continue to push boundaries, lead with purpose, and work together to create a future that's brighter, more sustainable, and full of possibilities. Success is built on persistence, innovation, and the unwavering belief that we can make a difference.



Scan the QR code for more information





Moremi Space Africa

Where innovation meets elegance in the world of interior architectural design

Founded by a team of young, passionate professionals, we are dedicated to transforming spaces into extraordinary experiences. Our mission is to blend creativity, functionality, and sustainability to create environments that inspire.

Our services

We offer a comprehensive range of services tailored to meet the diverse needs of our clients:

Residential design

Transforming homes into personalised sanctuaries that offer comfort and style.

Commercial spaces

Designing functional and dynamic work environments that boost productivity and brand identity.

Hospitality design

Creating inviting and memorable spaces that enhance guest experiences.

Renovation and restoration

Breathing new life into existing spaces with innovative design solutions.

Sustainable design

Incorporating eco-friendly practices and materials to create environmentally responsible spaces.

OUR APPROACH

Our approach is collaborative and client-centered. We believe every project is a partnership between our team and our clients. We listen carefully to understand your vision and requirements, ensuring that every design we create is a true reflection of your aspirations. Our process involves:

1. **Consultation:** Understanding your needs, preferences, and goals.
2. **Concept development:** Crafting unique design concepts that align with your vision.
3. **Design execution:** Bringing the concepts to life with precision and attention to detail.
4. **Project management:** Ensuring seamless execution and timely delivery of projects.

OUR TEAM

Our team is composed of talented designers, architects, and project managers who bring a fresh perspective to every project. With a blend of creativity, technical expertise, and a passion for design, we are committed to delivering exceptional results. We stay ahead of industry trends and continuously expand our skills to provide cutting-edge solutions.

WHY CHOOSE US?

- **Innovative design:** We push creative boundaries to deliver unique and impactful designs.
- **Client-centric approach:** Your satisfaction is our top priority. We tailor our services to meet your specific needs.
- **Sustainability:** We are committed to environmentally responsible practices.
- **Quality and Precision:** Attention to detail and quality craftsmanship are at the heart of what we do.
- **Young and dynamic team:** Our team brings fresh energy and perspectives to every project.



Moremi Space
Africa
WHERE AFRICA MEETS
TALENT

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Prakshna Velter
Chief Executive Officer
of TGG

“Sustainability is no longer a choice; it’s a necessity. At The Gordon Group, we believe that innovation and transformative growth go hand in hand with responsible business practices. Our mission is to empower businesses to thrive while making a positive impact on the lives of people and planet.”

The Gordon Group (TGG) began with a bold vision to empower small and medium-sized enterprises (SMEs) and has since evolved into a pioneering force in business intelligence, efficiency, and sustainability. At its core, TGG is driven by a people-centric approach that helps organisations navigate complex strategic challenges while fostering transformative growth. As the world increasingly recognises the importance of climate-conscious strategies, TGG took decisive action, expanding its operations through Gordon Carbon Solutions (GCS). GCS specialises in energy management, carbon reduction, and sustainability solutions, enabling businesses to mitigate climate and regulatory risks while optimising operations for long-term success.

Prakshna Velter is a transformative leader whose career has been defined by her ability to inspire change, challenge the status quo, and create sustainable impact. With over two decades of experience in business transformation, sustainability, and energy management, Prakshna has become a trusted voice in South Africa’s green transition. Under her guidance, TGG has empowered small and medium-sized enterprises (SMEs) to navigate complex challenges, while GCS has emerged as a leader in

The Gordon Group

carbon reduction and sustainability solutions, helping businesses mitigate climate risks and optimise operations for long-term success.

Beyond her roles at TGG and GCS, Prakshna serves as the Vice President of Bi-Tech Medical Corp, where she oversees the expansion of biomedical engineering services in South Africa. Her work in the healthcare sector reflects her dedication to driving innovation and accessibility,

Prakshna Velter’s leadership is a powerful reminder that businesses can be a force for good. Through her work at TGG, GCS, and BiTech Medical Corp, she has demonstrated that it’s possible to drive profitability while creating a positive impact on society and the environment. Her story is an inspiration to leaders everywhere, proving that with vision, courage, and a commitment to sustainability, we can build a better future for generations to come.

A VISION FOR A SUSTAINABLE FUTURE: A STORY TOLD BY PRAKSHNA

“Sustainability isn’t a destination, it’s a journey we build together, one bold step at a time”

When I first envisioned The Gordon Group (TGG), I saw more than a consulting firm. I saw a catalyst for transformative change, a platform where integrity, innovation, and collaboration could redefine what it means to succeed in business. Today, as I look at how far we’ve come, I’m reminded of a simple truth: “The future belongs to those who dare to reimagine it.” At TGG, we’ve always believed that strategic consulting and research must go hand in hand with purpose. Every initiative we design, every partnership we forge, is rooted in our core values. Integrity isn’t just a buzzword here, it’s the compass that guides every decision. Collaboration isn’t a tactic; it’s the lifeblood of our culture.

And sustainability? It’s the thread that weaves every part of our story together. Imagine a world where every individual holds the tools to not only protect the environment but to thrive within it. At TGG and GCS, we’ve

turned this vision into reality through transformative skills training and capacity-building initiatives. Our programmes don’t just educate, they ignite futures.

At the heart of our mission lies a groundbreaking initiative designed to equip individuals with the expertise to lead in sustainability-driven industries. Through immersive technical training, policy insights, and entrepreneurial mentorship, we’ve empowered a new generation of innovators. Participants don’t just learn, they transform, emerging as experts in energy efficiency, waste management, and sustainable infrastructure.

WHY PARTNER WITH TGG AND GCS?

Future-ready expertise: From carbon tax compliance to ESG strategy, we turn complexity into clarity.

Innovation that delivers: Our proprietary digital solutions, like cutting-edge sustainability apps, empower businesses to track, optimise, and lead.

A legacy of trust: Over a decade of empowering SMEs, Fortune 500s, and governments speaks to our commitment to results.

Ready to transform ambition into action? Reach out to discuss how TGG and GCS can elevate your sustainability journey, unlock new markets, and drive growth that matters.



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The Gordon Group



Murray Chabant
CEO, Signa Group

Please describe the products and services offered by Signa Group.

At Signa Group, we work closely with businesses to navigate the real-world challenges of transformation. Our services include **B-BBEE advisory, skills development, artisan training, youth employment, supply chain optimisation, private equity investment, health and safety and digital inclusion**, all designed to support inclusive growth and deliver results that matter.

How does the Group “Prepare Africa for a Working Future”?

By helping grow black-owned SMEs, building real-world job skills, and improving access to digital infrastructure, we're contributing to more inclusive economic participation. With over **12,705 learners accredited**, more than **134,940 employees upskilled**, and **R250 million invested in black-owned businesses**, these aren't

Helping organisations achieve measurable, long-term returns on their transformation efforts

just metrics, they reflect the shared effort and intention of our clients and partners.

What are some of the innovative programmes you oversee as CEO?

I'm privileged to oversee initiatives that aim to make a real difference. With Invequity, we offer clients a way to direct unused capital into black-owned businesses, unlocking ownership value while backing the next generation of entrepreneurs. **Signa Artisans** delivers accredited, world-class training that opens doors for young South Africans. **B1Group's** digital platform helps businesses manage supplier compliance and unlock growth opportunities for emerging enterprises. And through **Riot Network**, we've helped over **5,000 people in rural communities** gain access to affordable internet. Every programme we lead is shaped by a simple goal: to empower people and to support our clients in building future-ready, purpose-driven businesses.

How do you ensure diversity, equity and inclusion are embedded in the Group's praxis?

For us, these are not abstract ideals, they're reflected in how we operate. Being **100% Black-owned**, with **74% Black-women ownership** and **30% youth ownership**, we understand the importance of broad participation in transformation. We've built a team

of **over 227 permanent employees** and strive to maintain a culture where people are supported to grow, different perspectives are welcomed, and transformation is experienced from within, as well as outwardly through our work.

As CEO of the Group, what have been some of the most notable trends, challenges and opportunities in your sector over the last 12 years?

Over the years, we've seen a definite shift from transformation as a tick-box exercise to something more meaningful and value-driven. Clients increasingly want to align their empowerment efforts with broader business goals, but that's not always easy in a challenging economic climate with evolving regulations. What we've learned is that combining strong technical know-how with empathy and purpose creates space for transformation that is both achievable and sustainable. That continues to motivate us.



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W&G PROJECT:

- Name - Izinga Eco Estate
- Client - Balwin Properties
- Project Value - R5.2 Billion
- Location - Umhlanga, KZN

WALLACE & GREEN

A COMMITMENT TO EXCELLENCE,
HARD WORK AND QUALITY MAKES W&G
THE RIGHT PARTNER FOR YOU

Wallace & Green (W&G) is a leading consultancy providing professional environmental services to various sectors throughout South Africa. Our Team of experts works closely with our clients taking a solutions-based approach to meet their environmental needs. A solid foundation of Passion, Purpose and Progress drives our efforts to deliver sustainable solutions in a complex 21st century environment. Decades of experience has refined our skills into offering end-to-end solutions, catering for all our client's environmental requirements under one roof. We combine sound scientific experience, legislative knowledge, and practical fieldwork to develop and implement innovative solutions, for a diverse range of projects. From compliance to reporting, project management to liaising with authorities, we work hand in hand with our clients throughout the project lifecycle.

Our team is the secret to our success. Our diverse team of highly qualified professionals are the backbone of our business. W&G's specialised skills have been forged in over 30 years of combined experience, allowing us to deliver continuous results for our clients. Our range of service offerings, for the built environment, has been crafted by hands-on practical experience, together with a continuous investment in the education of our team. This ensures that the most recent and relevant industry knowledge is applied to our clients' projects. Deep engagement and collaboration allow us to understand our client's needs, create client-centric solutions and build great relationships in the process.



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Sonke Resources and Energy

Doing it the right way

COMPANY OVERVIEW

Sonke Resources and Energy (Pty) Ltd is a proudly South African company, with its head office located in the City of Ekurhuleni, Pomona, close to OR Tambo International Airport. We have truly embraced the legislative need for the promotion of black economic empowerment and our company is 100% black-owned and managed. We are a Level 1 B-BBEE contributor and, by choosing us, our partnership and synergy will ensure we promote the achievement of effective participation and growth in the economy.

Our story is rooted in industrial transportation, which still plays a significant role in our operating model as our initial area of focus and expertise. Over time we have expanded the diversity of our offerings, in addition to industrial transport services, we also sell and distribute bulk quantities of fly ash and fuels.

Most notably, our involvement in fly ash sales and distribution is tremendously exciting, considering the current and future prospects it provides for us. Fly ash is a fine, powdery by-product generated from burning pulverised

coal in power plants and consists primarily of silica, alumina, and iron oxide which are essential in various applications. Our involvement in the sale and distribution of fly ash has allowed us to forge monumental partnerships with customers involved in major infrastructure construction, mining and agriculture sectors.

ACTIVITIES AND OPERATIONS

Services: Industrial transport services

Products: Fly ash & Fuels

VISION

Preferred SMME business partner and employer of choice in chosen markets

MISSION

We strive to build long-standing and trusted relationships with our partners by continuously investing in our people

VALUES

Integrity and sincerity – we attract individuals that are unique, exercise and portray distinct characteristics which promote integrity and sincerity

WHY CHOOSE US

- We believe in honesty and thus promote a culture that

continuously strives in gaining absolute trust with all our stakeholders

- Whenever we engage and get involved, we seek sustainable opportunities that add value for all
- We are passionate in producing and achieving exceptional performance



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🌐 Sonke Resources and Energy

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Avemel Logistics

Setting the benchmark in logistics excellence



Aven Naidu,
CEO of Avemel
Logistics

COMPANY OVERVIEW

Established in 2005, Avemel Logistics has grown from strength to strength as a leading logistics company in South Africa. Proudly 100% black-owned and operated, the company has achieved a Level 1 B-BBEE status, reflecting its commitment to empowerment and inclusion. Our vision is to be the “service provider of choice (The Leader in Logistics)”, delivering unmatched logistics solutions and creating long-lasting partnerships with our clients. Our aim is to provide a unique service encompassing every possible need of our clients.

ACTIVITIES AND OPERATIONS

Avemel offers a full range of logistics services, including containerised movements, breakbulk, consolidation services, and specialised transportation. With strategically located depots in Durban, Johannesburg and Cape Town we provide efficient warehousing, container handling, and turnkey freight solutions. Our advanced fleet includes refrigerated trucks, cranes, and side-lifters, and specialised abnormal equipment ensuring we meet the diverse needs of our clients.

IMPORT AND EXPORT ACTIVITY

Specialising in imports and exports, Avemel serves industries requiring rapid, reliable, and secure cargo movement. Our expertise spans high-risk containers, reefers, and hazardous materials and pharmaceuticals, all handled by a fully

compliant hazchem fleet. We offer continuous tracking, ensuring peace of mind for our clients as well security escorts and container clamping for high risk cargo.

SED ACTIVITY

Avemel is deeply invested in social and economic development (SED). We focus on empowering communities through job creation, skills development, and education initiatives. By investing in people, we ensure sustainable growth not only for our business but also for the communities we serve.

EXCITING HIGHLIGHTS FOR THE YEAR

This year, Avemel will complete construction on our new logistics park providing a sophisticated and technologically innovative home to our Durban operations. The park will boast a bonded warehouse, a reefer plug-in facility as well as a fully operational steel handling facility with capacity to handle all forms of steel and coils up to 30 tons.

PARTNERSHIPS, DEALS, MERGERS, AND ACQUISITIONS

We have strengthened partnerships with key players in the pharmaceutical, FMCG, and manufacturing sectors. Along with expanding our footprint into the Johannesburg and Cape Town regions via the acquisition of two well established local transport operators. These collaborations have positioned Avemel as a preferred logistics provider for mass volume movements.

CSI INITIATIVES

Corporate social investment (CSI) is at the heart of Avemel's ethos. Our initiatives focus on improving education and skills development in previously disadvantaged areas. We have partnered with local schools to provide resources and mentorship programmes, ensuring a brighter future for the youth. At present Avemel is heavily invested

into multiple educational bursary schemes throughout South Africa standing firmly behind the premise that education is the solution to so many of our countries and industries problems. Avemel also hosts a sizeable internship programme allowing young students to further hone their skills under the mentorship of our seasoned staff.

COMMENTARY ON THE SECTOR

The logistics sector has transformed significantly in the last five years, with a greater emphasis on technology, sustainability, and resilience. At Avemel, we have embraced these changes by investing in advanced fleet tracking systems, state-of-the-art camera and fatigue monitoring systems, adopting green logistics practices, and adapting to the e-commerce boom. The sector's future lies in innovation and collaboration, and Avemel is poised to lead the way. Looking ahead, we take great pride in the relationships we have cultivated thus far and thank our valued clients. We are proud of the significant impact we have had on our clients' businesses, mutually elevating us to greater heights in the supply chain sector.



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avemel.com

Avemel Logistics

Avemel Logistics



Vatiswa Qhobosheane,
Managing Director
of VMQ Property
Services Pty Ltd

COMPANY OVERVIEW

The company was founded in 2012 by Vatiswa Qhobosheane after having spent more than a decade in corporates, with significant experience in construction project management, property development management, as well as deal structuring, contributing to business strategy and optimising company performances.

The business formation was driven by seeing a gap in the market where at the time there was a small pool of skilled black women in Construction Project Management and the Property Space, and taking advantage of our diverse skillset and being able to service clients optimally in the following areas:

- Construction project management
- Design, costing and construction management on tenant relocations, tenant fitouts and office space optimisations on a turnkey basis.
- Full Conditions assessments of buildings
- Life Cycle costing for maintenance budgeting
- Transactional advisory services as a lead advisor collaborating with other technical services, finance and legal teams.
- Conducting feasibility studies for property developments determining the best use of land for development including pre-development studies.

VMQ Property Services

The company has since grown and we are proud that our proposition is not just driven by black empowerment but many years of servicing the industry and the quality of the service offered.

ACTIVITIES AND OPERATIONS

The business has since grown from construction project management and now offers added services in asset management and property management as follows:

- Revenue contract management in commercial spaces where we collect rent, maintenance budgeting and management including contract enforcement on leases.

GEOGRAPHIC AREA

The company operates nationally offering property professional services.

PARTNERSHIPS, DEALS, MERGERS AND ACQUISITIONS

The company is open to collaborating and is looking for fellow industry stakeholders with whom we find synergies and alignment of values, integrity and ethos. This we find is important to:

- Create opportunities for growth for innovation
- Sharing of resources
- And for access to new markets

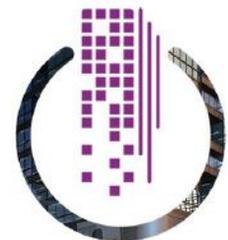
SECTOR OVERVIEW AND DEVELOPMENTS

The industry has become very competitive. There is scarcity of projects, we see big scale companies compete with small scale companies for the same resources. Big projects that range in the upper R100m take much longer to turn due to external factors affecting the industry like political and socio-economic factors and this remains our challenge for cashflow generation. Our value proposition is being able to do value engineering for the client through collaborating with multidisciplinary

teams including Quantity surveyors, Architects, Facilities management and Engineering Services to tailor our offering to the Client by being solutions-driven, and offer better rates without compromising on quality and availability - an advantage to the Client.

SOME OF OUR CLIENTS THAT WE HAVE SERVICED IN THE LAST 10 YEARS

- Transnet
- Telkom
- Tsebo Facilities Management
- Imvelo Facilities Management
- City of Tshwane Local Municipality
- Department of Transport
- City of Joburg Property Company
- Department of Social Development
- Johannesburg Development Agency
- Sefako Makgatho University
- Gyro Property Group
- Social Housing Regulatory Authority
- Gauteng Partnership Fund



VMQ PROPERTY SERVICES

Inspired by Possibilities

COMPANY DETAILS

 Space Offices, Corner Winnie Madikizela Mandela and Leslie Roads, Fourways, Johannesburg

 Space Offices, Corner Winnie Madikizela Mandela and Leslie Roads, Fourways, Johannesburg

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Denise Sonny, Founder and Global Talent Partner at DENISE SONNY

Denise Sonny

Leveraging the power of connection

“For me, transformation is not just a business goal—it is a responsibility,” says Denise Sonny, Founder and Global Talent Partner at DENISE SONNY, an executive search and recruitment firm empowering women in leadership. An EmpowHER finalist in 2023, Denise has contributed to what she calls the “broader transformation agenda” by empowering her team to build their own businesses, which now supply DENISE SONNY. With an impressive list of transformational milestones, Denise is perfectly placed to provide a perspective on the challenges their sector is facing.

IN YOUR OPINION, WHAT ARE THE KEY CHALLENGES REGARDING TRANSFORMATION IN YOUR SECTOR?

The executive search and headhunting industry plays a pivotal role in driving transformation, yet it faces several key challenges:

1. Access to a diverse talent pool – Many industries still struggle with a pipeline problem, where there are fewer diverse candidates in leadership-ready positions
2. Slow corporate commitment to transformation – While many companies have transformation policies, their actual implementation often lags behind due to resistance to change or a lack of accountability
3. Global competition for talent – As South African businesses seek to transform, they are also competing with global firms for the same diverse talent, making retention a challenge

To address these issues, I launched the Talent, Diversity & Culture Roundtable, where I invited heads of business and HR to share best practices around this agenda. This platform facilitates knowledge-sharing, highlights innovative transformation strategies, and fosters collaboration across industries.

PLEASE SHARE YOUR COMPANY'S KEY TRANSFORMATION MILESTONES

Over the years, our company has achieved several key transformation milestones, including:

- Achieving and maintaining a strong level one B-BBEE rating
- Placing a record number of diverse candidates in executive roles, particularly women and previously disadvantaged professionals
- Launching a mentorship and leadership development initiative, aimed at preparing high potential talent for C-suite positions
- Expanding our global footprint while maintaining a strong commitment to local talent development
- Driving thought leadership on diversity and transformation through industry forums, panel discussions, and media engagements
- Launching the Talent, Diversity & Culture Roundtable, providing a strategic platform for organisations to exchange ideas and implement best practices in workplace diversity and inclusion
- Empowering my team to become business owners, creating a sustainable model where they now supply DENISE SONNY, among other clients
- We forge transformative partnerships that amplify our clients' vision. At Denise Sonny, we empower today's leaders to become tomorrow's trailblazers, driving economic prosperity through forward-thinking executive search and recruitment solutions.

HOW DO THE COMPANY'S CSI PROJECTS CONTRIBUTE TO THE BUSINESS AS A WHOLE?

Our corporate social investment (CSI) projects are an extension of our commitment to social impact and sustainable transformation. Through these initiatives, we:

- Develop future leaders by investing in education and skills development programmes for underprivileged youth
- Support women's empowerment, ensuring more women have access to leadership opportunities and career growth

- We provide essential community support, as we also play an active role in feeding those in need and collaborating with other organisations on outreach and community-focused initiatives
- Empower small businesses, and one of the ways I do this is through the Business Connect Forum, which I co-lead. This platform provides small business owners with the opportunity to leverage new connections, share insights, and grow their enterprises on a monthly basis

These initiatives not only drive meaningful social change but also reinforce our brand, foster deeper relationships with stakeholders, and expand our network—creating value for both the business and the broader community.

As I often say, “If you don't believe in your brand, don't expect anyone else to.”

Your brand is your identity—it shapes how you think, speak, and act. In a world full of followers, I stand by authenticity, integrity, and reputation. These principles have been the foundation of my success and continue to guide my journey.



Contact

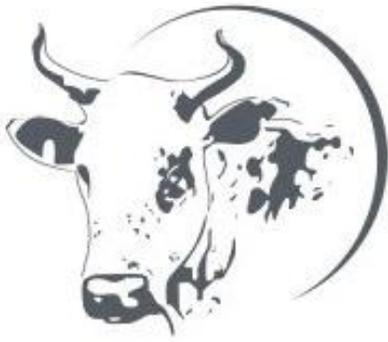
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DENISE SONNY | Executive Search & Recruitment



Mazi

Asset Management

At Mazi Asset Management, we see the future of investment differently. As a proudly South African firm, founded on the principles of resilience and empowerment, we aim not just to grow wealth but to transform asset management locally and globally. We're firm believers in the power of strategic thinking and innovative solutions. Through strategic thinking and innovation, we deliver financial success while creating a more sustainable, inclusive world for our clients. We exist to revolutionise the way people experience investment. Every decision we make is grounded in a deep understanding of the market, and our forward-thinking, innovative approach designed to provide clients with financial success, and a stake in a more sustainable and inclusive world. We offer a diverse range of investment products, each designed to meet the unique needs of our clients, whether you're looking for stability, growth, or global exposure.

Take a look at our solutions:

Fixed Interest:

Our Money Market Fund is ideal for those seeking liquidity and low-risk investments, offering a diversified portfolio focused on capital preservation and high current income. The Flexible Income Fund combines stable income and moderate growth through fixed-term instruments and listed property shares, making it perfect for medium-term investors. Learn more on our website.

HIGH EQUITY BALANCED FUND:

A dynamic multi-asset product with up to 75% equity exposure, designed for long-term investors looking for capital appreciation, built for those who are ready to grow their wealth with a balanced risk profile.

Equities:

Our diverse range of equity funds includes the Mazi asset management equity fund, Mazi listed property fund, Shari'ah equity fund, global equity feeder fund, global equity fund, and Africa equity fund. These funds provide exposure to both international and local markets, tailored to suit various investment appetites and medium- to long-term horizons. Learn more about us and these products here.

Alternatives:

Mazi also offers an array of alternative funds designed for flexibility and preservation of capital. Our Market Neutral Retail Investor Hedge Fund, Long Short Qualified Investor Hedge Fund, NextGen Long Short Prescient RI Hedge Fund, Private Equity, and Prime NextGen Flexible Fund provide diversified strategies to suit a variety of investor goals. Mazi NextGen harnesses advanced machine learning to deliver data-driven investment insights with unmatched speed and precision. Our proprietary models identify high-probability opportunities, minimising emotional bias and maximising returns. With MaziGPT, our in-house AI research assistant, clients receive clear, actionable intelligence, enabling smarter, faster decisions and more strategic, confident investment. Overall, our offerings are designed to deliver consistent returns while accommodating different investment horizons and risk profiles.

More about us:

Founded in 2006 by Malungelo Zilimbola, Mazi Asset Management has always stood for something more than just numbers. We're driven by a vision of



transformation, anchored in the Nguni symbol of wealth, the cow (iMazi). To us this transformation represents prosperity, growth, and legacy. We manage over R46-billion in assets, and our commitment to nurturing black talent through initiatives like the Mazi Graduate Programme ensures that we continue to lead with purpose.

We're not just growing capital; we're shaping the future of asset management. More than a business; we're part of a movement towards a future of shared prosperity. Join us on the journey.

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 MAZI ASSET MANAGEMENT

 @maziassetmanagement



Ntombi Mlambo, Founder & Managing Director, Mlambo & Associates

Can you share your journey in establishing Mlambo & Associates?

I established Mlambo & Associates out of a deep passion for genuine transformation and empowerment within the legal industry. As a proudly 100% black female-owned law firm, we are committed to making a meaningful impact. After serving as a partner in a reputable medium-sized law firm, I felt the strong desire to create a firm that not only delivers exceptional legal services but also upholds the values of inclusivity, excellence, and empowerment.

Our firm provides top-tier legal services, primarily in the financial services industry, while fostering real change in the profession. With offices in Johannesburg, Durban, and Cape Town, our firm is built on a foundation of expertise, integrity, and a shared vision for progress. Supported by a talented team of nine staff members and trusted consultants who align with our values, we collectively bring over 30 years of experience to our clients.

What is the core vision and mission of Mlambo & Associates?

Our vision is to provide exceptional value to our clients while making a meaningful impact - both for those we serve and within our team - through genuine transformation and empowerment. We are committed to delivering high-quality legal services with a focus on innovation, technology, and skills development programmes.

Our mission is clear - to drive meaningful transformation in the legal sector while delivering outstanding service and advocacy.

What does empowerment mean to you?

At Mlambo & Associates, empowerment is more than just a principle - it is the foundation of who we are and what we do.

A particularly proud achievement was when our firm was recognised as a Top Empowered Company. This validated the vision and hard work that my team and I put into building a firm that is not only excellent in legal service delivery but also deeply committed to diversity, inclusion, and economic empowerment. We remain dedicated to driving meaningful transformation, uplifting those around us, and making a lasting impact within the legal industry and the broader business community.

Can you share a defining achievement that stands out in your journey as a business leader?

A major achievement was seeing members of my team grow into leadership roles. Watching individuals whom I have mentored rise within the firm, take on managerial responsibilities, and develop into industry leaders has been incredibly fulfilling. It reaffirms my belief that true leadership is about creating opportunities for others to succeed. Achievements like this stand out because they represent the core of why I took this journey - to drive meaningful change, uplift others, and build a legacy of excellence and empowerment in the legal profession.



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AND ASSOCIATES

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OCEANA GROUP

A LEADER IN THE GLOBAL FISHING AND FOOD PROCESSING INDUSTRY

The Oceana Group is a global fishing and food processing company with businesses that operate across the full value-chain – from catching or procuring, to processing, marketing, distributing and selling.

As Africa's largest fishing company with a history dating back over 105 years, it has been listed on the Johannesburg Stock Exchange

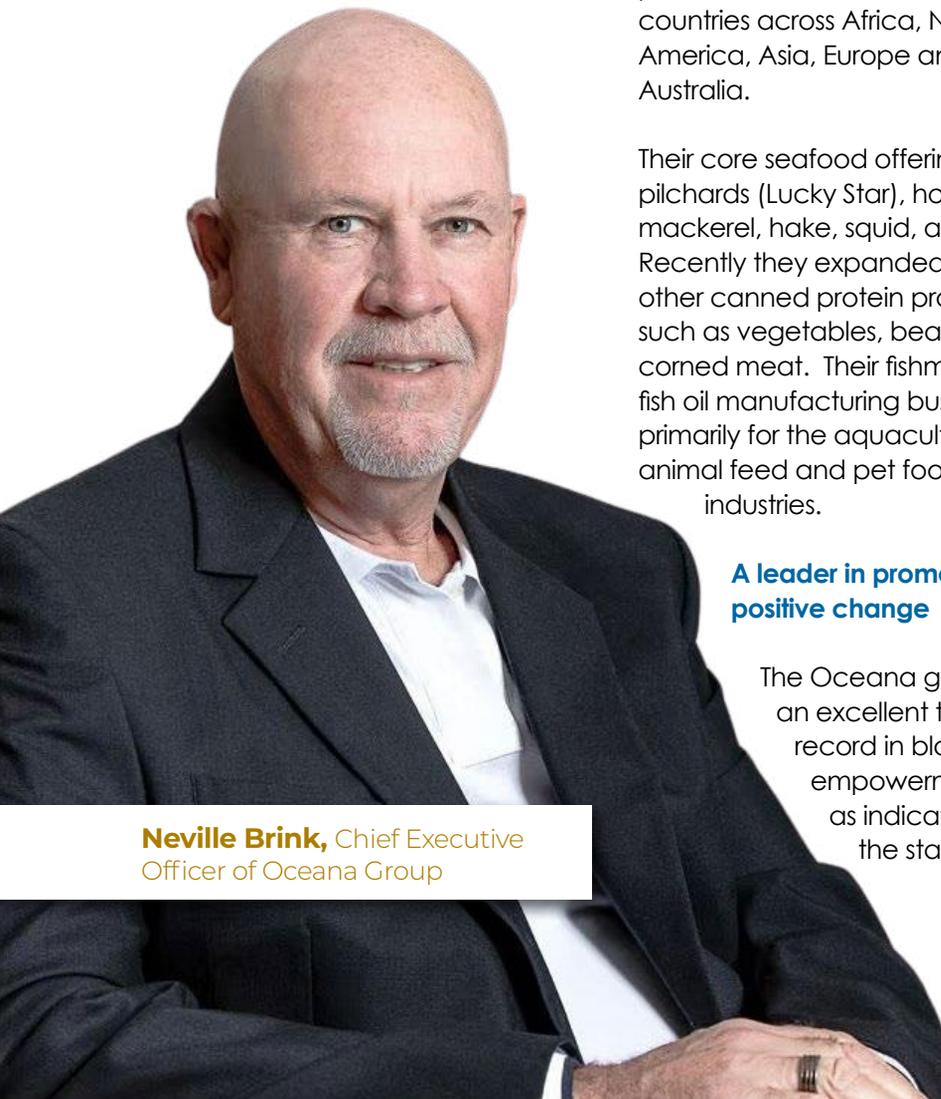
(JSE) for over 75 years, as well on the Namibian (NSX) and A2X stock exchanges.

Oceana has about 3 400 employees based across South Africa, Namibia and the United States. It operates about 48 fishing vessels and boats, and 8 production facilities spanning three countries on two continents - South Africa, Namibia and the USA, selling products to customers in 41 countries across Africa, North America, Asia, Europe and Australia.

Their core seafood offerings include pilchards (Lucky Star), horse mackerel, hake, squid, and lobster. Recently they expanded to include other canned protein products such as vegetables, beans and corned meat. Their fishmeal and fish oil manufacturing business is primarily for the aquaculture, animal feed and pet food industries.

85.04% - Black ownership
70.27% - Black women ownership
19.74% - Black youth percentage
R56.8 million - spent on enterprise and supplier development

“Oceana is at the helm of a drive for change and transformation in the fishing sector in South Africa. We are among the most black-empowered companies in the sector. Our proud record of six consecutive years as a Level 1 B-BBEE contributor is a testament to the fact that for us, our mission to positively impact lives is more than a box-ticking exercise. We are passionate about converting our fishing resources into shared value, endless opportunities and a sustainable future for all.”
 - The Oceana Group



Neville Brink, Chief Executive Officer of Oceana Group

A leader in promoting positive change

The Oceana group has an excellent track record in black empowerment as indicated by the statistics.



Scan the QR code for more information





Khensani Nobanda (left)

Group Executive for Marketing & Corporate Affairs
at Nedbank.

Zodwa Velleman (right)

Group Executive: Regulatory & Corporate Affairs,
Oceana Group

OCEANA GROUP: TOP EMPOWERED COMPANY: BUSINESS OF THE YEAR AWARD SPONSORED BY NEDBANK

Positively impacting lives

By Shumirai Chimombe

“At Oceana, our actions are based on the philosophy that those of us who live above the breadline have a responsibility to improve the lives of those who live below the breadline. We are mindful of our social obligations as responsible corporate citizens of South Africa and remain focused on positively impacting the lives of all our stakeholders and communities not only in areas surrounding our operations but across the country.”

It is this focus on uplifting communities, as well as its dedication to transformation, empowerment, and job creation that earned the Oceana Group the Top Empowered Company: Business of the Year Award 2024.

The Top Empowerment Awards recognise the businesses leading in transformation, that have displayed innovative leadership, and made a significant impact on the communities in which they operate as well as society at large.

A LEADER IN THE GLOBAL FISHING AND FOOD PROCESSING INDUSTRY

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The Oceana Group is a global fishing and food processing company with businesses that operate across the full value-chain

A HOUSEHOLD NAME AND HOME TO ONE OF SOUTH AFRICA'S MOST TRUSTED BRANDS

One of Oceana's flagship products is the iconic Lucky Star brand of canned pilchards which has been on retail shelves for nearly 70 years, and is instantly recognisable to every South African. Canned pilchards are a healthy and affordable protein that provide daily food security to millions of people. With its sophisticated global supply chain, Oceana is the world's largest procurer of frozen pilchards. It is not constrained by localised catch availability, migration patterns or weather conditions. This ensures Lucky Star is able to keep its factories fully operational throughout the year to meet ever-growing demand.

A COMMITMENT TO POSITIVELY IMPACTING LIVES

"Focused support for communities through our corporate social investment (CSI) initiatives is key to our commitment to positively impact lives. In delivering our social investments, we forge strong partnerships with communities, NGOs, NPOs, and the public sector. We focus on making sustainable and scale-able social investments through collaboration and flagship projects."

Oceana has also aligned its initiatives to the United Nations Sustainable Development Goals (SDGs) 2030 by providing support where most needed.

• Crisis support and natural disasters

Oceana's response to natural and social disasters is a testament to their steadfast dedication to stepping up as a group and responding to community challenges when it matters most. Their intervention is critical in events when traditional support structures are overwhelmed or unprepared, requiring the group to step up.

"It's during these moments that we witness the true strength of a community coming together. We understand the importance of disaster relief and how critical timing and access can be - it's about offering a helping hand, providing essential care and support, and ensuring that no one faces adversity alone. In times of need, our collective efforts make a profound



“Our commitment to alleviate hunger and to positively impact lives remains our strength in changing the lives of those in need”

impact, reinforcing our belief in the power of unity and compassion."

- **Assistance with educational needs**

The Oceana Maritime Academy offers a diverse range of courses, spanning from essential seafaring skills to advanced management programmes in collaboration with a renowned business school. Their vision is to cultivate expertise within their staff and also throughout the broader fishing industry. Their mission is to foster a culture of empowerment and knowledge-sharing among all seafaring people through tailor-made programmes, with a particular focus on supporting small-scale fishers (SSF).

"Our programmes and training stand as a testament to our unwavering commitment, not solely to education, but to the holistic betterment of our coastal communities, our oceans, and the individuals who rely on them."

- **Supporting feeding programmes that ensure food security**

Oceana's range of Lucky Star products have become more than just a part of its brand; they are a symbol of hope and nourishment. Each can of pilchards represents a meal, a source of sustenance for someone in need as thousands of these cans are distributed to communities across South Africa.

As one of the group executives aptly put it: "Our commitment to alleviate hunger and to positively impact lives remains our strength in changing the lives of those in need."

A LEGACY OF INVESTING IN SOUTH AFRICA

Oceana is committed to investing, retaining and creating jobs in the country, the Western Cape and particularly in the West Coast where the opportunities for both employment and business are even less.

Thanks to its prudent cash and capital management the group has been able to invest in its business and create new jobs. This included investing up to R700 million in upgrades to factories and vessels to improve efficiencies,

Oceana is at the helm of a drive for change and transformation in the fishing sector in South Africa.

expand the Lucky Star brand, and take advantage of bolt-on acquisition opportunities.

The new canned meat plant is the first investment of its kind on the West Coast in at least 20 years. This will enable the group to meet the increasing demand for affordable protein, including exports to the SADC region.

As part of its legacy of empowerment the Oceana Group, through its Saam Sonke Trust, has distributed up to 7.8 million shares to its employees across various branches and entities, ensuring continued employee engagement and empowerment.

A LEADER IN PROMOTING POSITIVE CHANGE

The Oceana group has an excellent track record in black empowerment as indicated by the statistics.

85.04% - Black ownership
70.27% - Black women ownership
19.74% - Black youth percentage
R56.8 million - spent on enterprise and supplier development

"Oceana is at the helm of a drive for change and transformation in the fishing sector in South Africa. We are among the most black-empowered companies in the sector. Our proud record of six consecutive years as a Level 1 B-BBEE contributor is a testament to the fact that for us, our mission to positively impact lives is more than a box-ticking exercise. We are passionate about converting our fishing resources into shared value, endless opportunities and a sustainable future for all."
- The Oceana Group

CELEBRATING AN ICON - DR KAIZER MOTAUNG

By Fiona Wakelin

Born on 16 October 1944, Dr Kaizer Motaung started playing football in the streets of Soweto - and signed for Orlando Pirates at the age of 16.

“His love for the game drove him to explore opportunities beyond our borders, leading him to the United States, where he played for Atlanta Chiefs. This experience not only honed his skills but also ignited a vision that would ultimately change the face of South African football forever. In 1969, ‘Chincha Guluva’ as Dr. Motaung is affectionately known, returned to South Africa, determined to create a football club that would not only harness local talent but also unite fans from all walks of life. Thus, Kaizer Chiefs was born on 7 January 1970. Under his guidance, the Club has grown into the most successful and beloved team in the country, boasting numerous trophies and a rich legacy that transcends generations,” – Kaizer Chiefs F.C.

Kaizer Chiefs - with the slogan “Love and Peace” – symbolises hope, peace, and togetherness for its more than 16 million supporters and has won more than 90 trophies.

“The Club nurtured the careers of internationally celebrated soccer players such as Lucas Radebe, Neil Tovey, Marks Maponyane, Doctor Khumalo, Fani Madida, Siphwe Tshabalala and Collins Mbesuma, among others. More than just a soccer club,



Dr Kaizer Motaung

Kaizer Chiefs is regarded as a 'movement' through which black supporters during and after apartheid could find dignity and a common identity," – UCT.

Amakhosi's passionate founder played a key role in establishing the South African Premier Soccer League. He has had a profound and significant impact on South African youth through the Club's outreach programmes which have focussed not only on developing the youth but on promoting education, fighting gender-based violence and supporting local organisations.

In 2013, he received The Order of Ikhamanga in Silver for "his achievements as a committed and dedicated footballer and his outstanding contribution to the development of young football talent in the country".

This Order is awarded to South African citizens who have excelled in the fields of arts, culture, literature, music, journalism and sport - "the Ikhamanga (*Strelitzia*) plant symbolises the unique beauty of achievements by men and women who carry colourful South Africa aloft in the fields of creativity, arts, culture, music, journalism and sport," – gov.za

Nine years later Kaizer Motaung received an honorary doctorate from UCT. In bestowing the doctorate, UCT referenced his life's work not only in soccer but in the humanities in general.

In 2024, fifty-four years after the founding of Amakhosi, Kaizer Chiefs Executive Chairman Dr Motaung was celebrated at the Top Empowerment Awards as an iconic lifetime achiever:

"I am extremely honoured to have this illustrious award bestowed on me," he said on receiving the invitation to the event, "and to be held up alongside such august company,



Receiving the Lifetime Achiever Award on behalf of Kaizer Motaung: Vina Maphosa, Corporate Communications Manager (left), Bobby Motaung, Manager of the Club (middle), Cecil Motaung, Supporters Relations Manager (right)

people who have made such immense contributions to the positive development of South African society, is a truly proud, yet, humbling moment for me. I wish to express my gratitude to those who deemed me worthy of this accolade. "That it also happens to coincide with Mandela Day makes it all the more poignant and meaningful for me."

The Chairman continued, "We stand as an example of what can be achieved through establishing strong foundations and creating conditions that are conducive to presenting opportunities for genuine authentic empowerment, where the immense latent talent that resides within our borders can be developed to fulfil its full potential, and upon which each subsequent generation should be built and advanced."

Dr Kaizer Motaung truly is a South African icon, not only because of the massive success of his lived vision, but because, as a true servant-leader he has practised the ethos of "lift as you rise".

His leadership has shaped the Kaizer Chiefs, beloved by 16 million supporters, and has impacted the youth and communities of South Africa.

"Love and Peace" is so much more than a slogan, it is a daily praxis for Dr Motaung.

Sources: Kaizer Chiefs Football Club, UCT, Gov.za

PROF PARMI NATESAN: TOP EMPOWERED BUSINESS LEADER OF THE YEAR

A passionate advocate for empowerment,
governance and directorships in
corporate South Africa

By Shumirai Chimombe

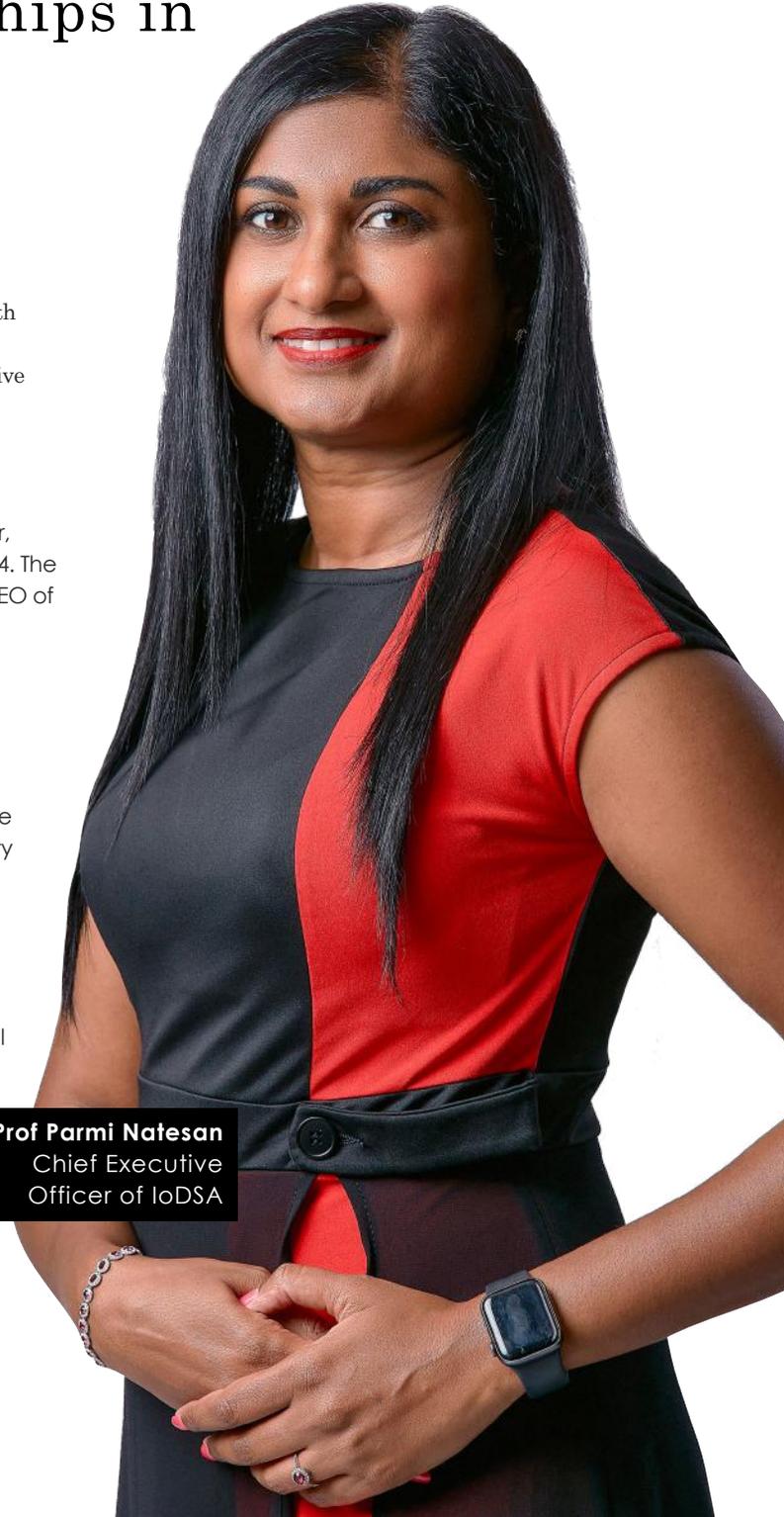
Parmi Natesan is the Chief Executive Officer of the Institute of Directors South Africa (IoDSA). The organisation has as its mission, to influence, develop and advance corporate governance and directorship by pursuing ethical and effective leadership in South Africa.

It's a mission that Parmi upholds as central to her vision as a business leader, earning her the award of Top Empowered Business Leader of the Year 2024. The award is even more significant considering that she is the youngest ever CEO of the IoDSA, and the first person of colour to lead the organisation.

She is a qualified Chartered Accountant, registered with the South African Institute of Chartered Accountants, with BCom (cum laude) and BCom (honours) degrees. She has also attained the Chartered Director (SA) designation and held the record for the youngest person to achieve this coveted designation. In May 2023 she was appointed as Adjunct Associate Professor in the Faculty of Economics and Management Science, University of the Free State.

As a professional, she is a leading corporate governance specialist who has authored numerous articles and papers, and spoken at various conferences and events, with a strong focus on empowerment. She has also been featured on the cover of various publications including Financial Mail Women, Sunday Times Empowerment, and Business Day National Women's Day.

"I advocate for empowerment in leadership for South Africa through various channels including thought leadership pieces, media releases and speaking engagements. My efforts have been recognised through magazine covers and articles focusing on empowerment. Additionally I contribute to gender mainstreaming by judging awards and participating in the 30% Club (which advocates for gender diversity on boards) to promote more women on boards."

A portrait of Prof Parmi Natesan, a woman with long dark hair, wearing a black and red dress. She is smiling and looking towards the camera. Her hands are clasped in front of her. She is wearing a watch on her left wrist and a bracelet on her right wrist.

Prof Parmi Natesan
Chief Executive
Officer of IoDSA

Parmi represents the IoDSA on a number of forums and committees, including the King Committee of South Africa, the Integrated Reporting Committee of South Africa, the Anti-intimidation and Ethical Practices Forum and the Global Network of Director Institutes.

She has received numerous accolades during her career, including a Rising Star alumni award from the Nelson Mandela University, and was named one of *Destiny* magazine's top 40 African women under the age of 40. More recently, she was a finalist for Businesswoman of the Year in the Top Women Awards, and was awarded Global Woman Achiever at the 2022 World Women Leadership Congress. The South African Institute of Chartered Accountants (SAICA) awarded her a Difference Maker for Ethical Leadership, and she was a finalist in the global women in GRC awards. Most recently, she received a Gauteng women of wonder award.

During her tenure the IoDSA has seen significant success including outstanding financial results, impactful media engagements and numerous awards. The company's successful performance led to it exceeding its business plan and budgeted profit by 447% in 2023. The IoDSA is at BBBEE Level 2.

"I foster a high performance culture encouraging innovation and excellence. Under my leadership I make sure that we invest a significant amount in training and development totalling almost R3million since 2019. This enhances our employees' skills and capabilities."

Despite facing the challenges of being underestimated as a person of colour, who looks younger than her age, Parmi remains strong and confident, earning respect through the quality of her work.

"Balancing my role as an executive in a very fast-paced environment with being a devoted wife and a mother of two teenagers is a personal challenge I navigate with care. I strive to be an engaged mother as much as I am an engaged CEO, managing my time carefully and maintaining a flexible work schedule to ensure everything finds its place."

"The highs in my journey include influencing leadership positively and receiving recognition through various awards. The lows have been dealing with the frustrations in certain entities where politics and unethical behaviour hinder progress. Nonetheless, we persist in our efforts for the betterment of SA Inc."

Parmi mentors young individuals both personally and professionally aiming to leave a positive impact on everyone she encounters.

"Grooming South Africa's future leaders is not just a goal but a passionate commitment of mine and I measure my success by the positive influence I have on others. I measure the success of my efforts by the growth and development of IoDSA employees as well as the changing landscape of directorship in the wider SA business community."

She was instrumental in driving the strategic implementation of enterprise development, social-economic development and skills development, as well as employment equity programmes in the IoDSA. She was the driving force behind introducing employee wellness initiatives including reducing employee working hours which has improved morale and staff turnover in the business.

"I support and participate in mentorship, guiding and inspiring young women and people of colour within the organisation. I make sure that the IoDSA prioritises the recruitment and succession planning of women and people of colour to enhance diversity at all levels."

This is evident in the demographic profile of the organisation in which the majority of non-executive directors are either African, Coloured or Indian (57%) while the majority of executive directors and senior management are female. Among other employees the majority are also African, Coloured and Indian, and in particular female, including one staff member with a disability.

Under Parmi's leadership the organisation introduced a new mentorship programme for young certified directors and a board placement programme also for certified directors. This programme empowers them and provides valuable board experience.

So what does the future hold for Parmi?

"In the next three to five years I aim to further enhance my profile and impact in the governance and directorships here and make a difference to the corporates of SA Inc. For the company I have the privilege of leading, the strategic vision is to elevate directorship as a profession, ensuring that all directors adhere to a code of conduct and stay up to date with the latest in technical knowledge. This proactive approach aims to prevent corporate failures witnessed in South Africa. Aligning with the IoDSA's tagline Better Directors, Better Boards, Better Business, this vision ultimately contributes to a better South Africa."

"I'm so privileged to have established a recognised brand and voice which comes with the responsibility I take seriously."

KABELO NCHOLO

Top Empowered: Richard Fletcher Entrepreneur of the Year Award 2024

By Shumirai Chimombe

“Become the hero of your own story”

Kabelo Ncholo
Founder and CEO, Y-Brand

In his autobiography, 'How I Made My Dream Life with Only R350', which sold over 10,000 copies after its release in March 2021, entrepreneur, author, and motivational speaker, Kabelo Ncholo takes us along his journey that led him to become an award-winning entrepreneur.

Born at Bapong village, next to Gelukspan Hospital in Mafikeng, he came from humble beginnings which had a significant impact on him, driving his desire to make a success of his life. After realising that studying for a medical degree at Wits was not for him, he left medical school and continued working as a waiter until that fateful encounter, when a R350 tip from a client spurred him to start his own business in 2002.

With this as the only funds he had to his name, he printed a business profile for his newly formed company called: Yourself Functions Organizers. The name 'Yourself' to emphasise the importance of delivering expected service (do it like yourself).

Kabelo formally established his business in 2004. Twenty years later, the business has grown into Y-Brand, a 100% black-owned marketing agency with a Level 1 B-BBEE score rate. Y-Brand offers an integrated approach of a 'one-stop-shop' through-the-line solution, offering below-the-line, above-the-line and digital marketing methods to reach a wide and diverse client base, and acquiring significant market share for their clients within the African market. The agency runs an average of 50 campaigns a year and operates throughout the SADC region, with a headquarters in Johannesburg, and regional offices in Cape Town, Durban, Windhoek and Lusaka.

As a result of their excellence and as a testament to Kabelo's vision and leadership, Y-Brand has received numerous awards, including the prestigious Top Empowered: Richard Fletcher Entrepreneur of the Year Award 2024. The award was presented at the 23rd annual Oliver Top Empowerment Awards hosted by Topco Media on 21 July.

Rowing through troubled waters

"As a business we are looking forward to our 20th anniversary. To reach this point, we had to endure numerous critical moments in our journey. The Covid-19 pandemic was the worst of the obstacles we overcame. Our industry bore the brunt of it as we had our contracts terminated and our purchase orders reversed. The pandemic paralysed the economy, forcing businesses to strategise without knowing how to handle it."

Kabelo recalls that the agency's retail and activation divisions which are the backbone of the business were shut to zero overnight.

"Our team could not report to the market as personal interaction was prohibited. This meant about 80% of our revenue was affected. We had to retrench over 200 staff in these divisions after three months as it seemed like the normal ways of personal interaction would be a dream. The company had to shut down operations, and the remaining skeleton staff had to work from home. It was a difficult time for any entrepreneur, CEO, or management as we focused on the future with a day-to-day approach. Planning for a month was unrealistic because things changed all the time."

To make things worse, a major segment of Y-Brand's clients were in the alcohol industry which had been prohibited, resulting in a 88% drop in the agency's 2020 revenue. With its financial reserves depleted, the business was forced to operate with a month-to-month cash flow.

"It was the same as when I started this business in 2002 with a mere R350 tip from my job then as a waiter."

Bouncing back and looking ahead

In a major feat of tenacity and resilience, the agency weathered the storm, and finally experienced a remarkable fiscal year in 2023 with a turnover of about R40 million - the highest in its history. This in contrast to an annual performance of slightly over R4 million for the Covid-19 financial year (March 2020 to February 2021), indicating a massive 100% growth.

"We have made it through what we refer to as the business's critical moments."

To date, women account for 80% of business management and 70% of general staff with youth accounting for 75% of the total 289 employees (79 fulltime and 210 contractual), with the retail division significantly contributing to this high number of employees.

"I see this as a business achievement especially now during this difficult time for us as a country in terms of the high unemployment rate."

Looking ahead, Kabelo sees expanding Y-Brand into the African market on the horizon. "Our Kenyan and Nigerian launch is in an advanced stage and the thought of Y-Brand Africa with operations in South Africa, Namibia, Zambia, Kenya and Nigeria is exciting."

Deon Geyser
Liquid Intelligent Technologies CEO



Liquid Intelligent Technologies - Top Empowered Company: Youth Development

Giving young people a head-start towards a
successful digital future

By Shumirai Chimombe

Working towards a digitally connected future that leaves no African behind is the mission that drives the success of Liquid Intelligent Technologies South Africa.

A business of Cassava Technologies, a pan-African technology group operating in more than 20 countries, mainly in sub-Saharan Africa, Liquid has firmly proved itself as the leading provider of digital infrastructure. It has an extensive fibre broadband network spanning the continent and covering over 110 000 km.

In its mission to bridge the digital divide and empower communities across South Africa, Liquid has established its innovative range of socio-economic and youth development programmes to empower young people with the skills and expertise to succeed in a digitalised business landscape.

INNOVATION AND DIGITAL SKILLS CENTRE (IDSC) - UPLIFTING THE YOUTH IN THE EASTERN CAPE

Liquid's Innovation and Digital Skills Centre (IDSC) in Mthatha provides fully funded training in essential skills to high school

learners, unemployed youth, budding entrepreneurs, and all interested community members. The centre works to equip individuals for the future, "empowering them to become architects of their own success stories".

By offering accredited courses that include Microsoft and Cisco courses, as well as an array of technical courses through the Liquid 21C platform, the centre provides the learners with practical digital proficiency, ensuring that they graduate with the knowledge and skill sets to shape not only their own lives but also their communities.

The IDSC functions as a vibrant technology hub giving learners and local entrepreneurs invaluable access to cutting-edge resources and high-speed internet connectivity.

The centre works to equip individuals for the future, "empowering them to become architects of their own success stories"

To date, Liquid has invested R7 500 000 into the IDSC. The centre has registered an 86% pass rate and has also created employment for seven individuals, demonstrating the effectiveness of its programmes.

"The centre is a great stepping stone for my career. The opportunity to attend informative seminars has contributed to my technical skills growth. I have enjoyed the opportunity to continue learning and look forward to continuous development" - Sindi Ndabeni - learner

STEM AND DIGITAL LITERACY - SHAPING FUTURE INNOVATORS IN THE NORTHWEST PROVINCE

The STEM Digital Literacy Programme is designed to significantly elevate STEM (Science, Technology, Engineering, and Mathematics) education for students in underprivileged schools of marginalised communities in South Africa. It does this by offering supplementary mathematics and science lessons and integrating cutting-edge Fourth Industrial Revolution (4IR) technologies into the curriculum. The programme's multifaceted approach aims to enhance students' academic performance, stimulate their interest in STEM fields, and prepare them for future opportunities in a rapidly evolving technological landscape.

In the Northwest Province, the programme, which was initially designed for 60 learners, has achieved remarkable success, reaching 300 learners across eight schools in the Bojanala District Municipality.

From an initial baseline assessment conducted in 2022 which revealed that 95% of learners were struggling in maths and science, the programme has seen an extraordinary upturn, with 129 learners passing Science and 154 passing Mathematics.

The programme has an impressive pass rate of 88% including 14 distinctions - a testament to its rigorous standards and commitment to student achievement.

To date Liquid has invested a total of R2 700 000 in STEM programmes.

"A strong academic foundation, especially with expertise in STEM subjects, provides a solid base upon which school leavers can build. This not only creates a platform for potential tertiary studies or entrepreneurship but imparts an

analytical, innovative mindset that's essential in the country's tech-driven future."

YOUTH TECH ENTREPRENEURSHIP PROGRAMME - BUILDING ENTREPRENEURS OF TOMORROW

Africa faces a critical digital skills gap hindering economic opportunities and growth. By 2030 millions of jobs will require digital skills, creating a need for upskilling and entrepreneurship development.

The Youth Tech Entrepreneurship Programme equips young individuals in the Eastern Cape, Northwest, and Gauteng provinces with the skills and support they need to become successful tech entrepreneurs. Liquid regards this programme as more than just training; it's a strategic investment in the future of Africa's digital economy. "By nurturing young entrepreneurs and fostering a culture of innovation, Liquid is contributing to the creation of a dynamic, inclusive digital economy that empowers young Africans and leaves no one behind."

The programme uses a comprehensive approach to cultivate a robust entrepreneurial mindset in the learners.

Mentorship and coaching from experienced entrepreneurs, helping them navigate the complexities of launching and running a digital business,

Business skill development consists of focused training on essential areas like business planning, financial management, marketing, and digital technology applications.

Technical skills development offers accredited national certification programmes in high-demand fields like smartphone and tablet repair, software and application development, and Artificial Intelligence.

Entrepreneurial mindset cultivates a proactive and resilient approach, encouraging innovative thinking and problem-solving.

Seed funding: The programme also offers a business start-up package providing a small business grant to participants who have business plans that demonstrate the potential to be realised into real-world solutions, assisting them in kickstarting their ventures.

Since its inception the programme has assisted 60 unemployed youth, with 40 acquiring valuable skills in smartphone and tablet repair. There are 20 young people developing expertise in software development and AI. A remarkable 70% female participation rate indicates that the programme is committed to promoting gender equality and inclusivity in the tech industry.

So far Liquid has invested a total of R5,500,000 in the tech programmes.

"The Youth Entrepreneurship Programme has made a significant impact, as it has not only upskilled and reskilled participants but also fostered a culture of entrepreneurship, innovation, and digital literacy among young people. By investing in their future, we are shaping a more diverse, skilled, and entrepreneurial set of young people, poised to drive economic growth and social progress."

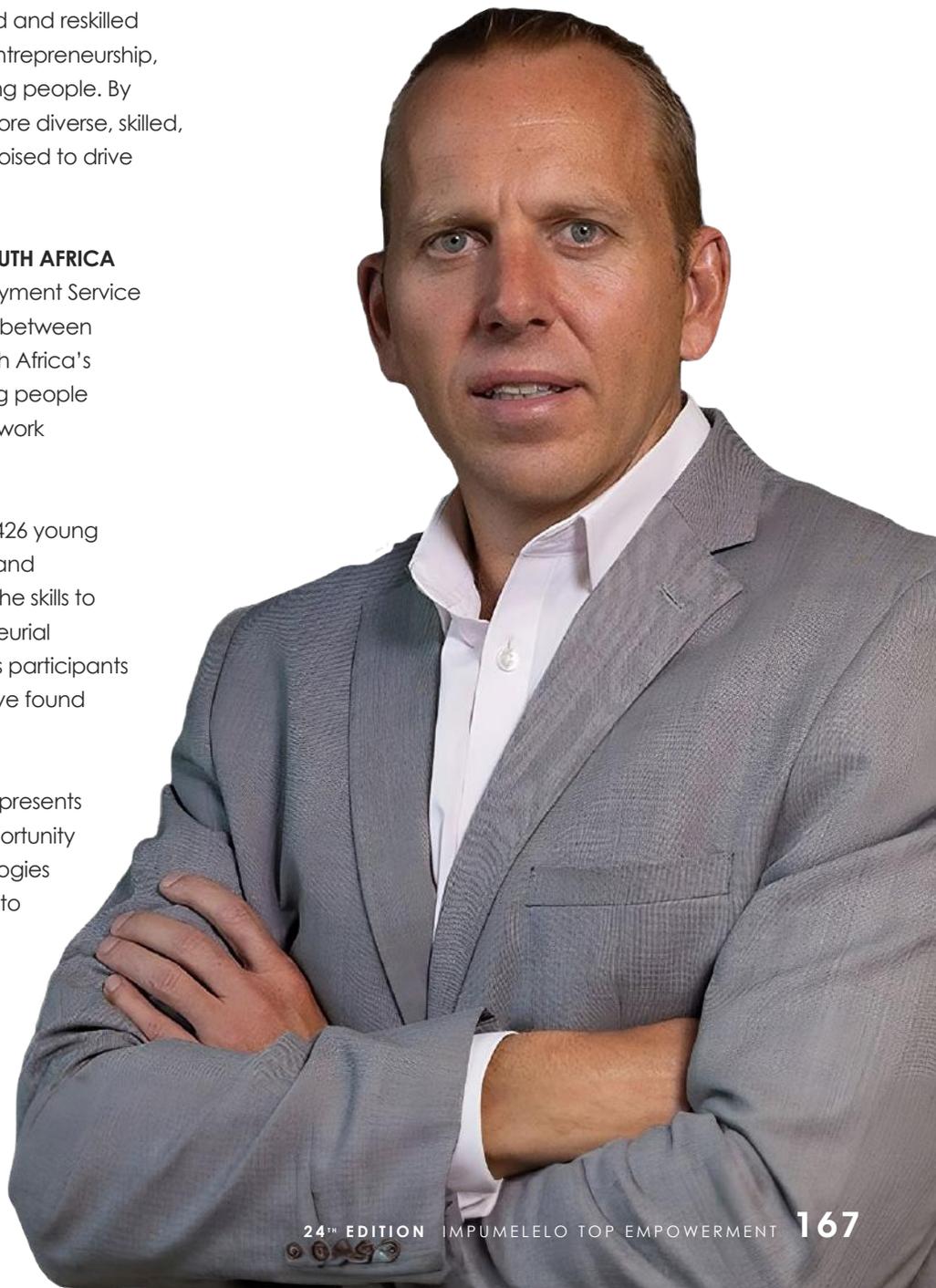
THE YES INITIATIVE: BUILDING A BRIGHTER SOUTH AFRICA

Liquid is a proud partner in the Youth Employment Service (YES) initiative. This innovative collaboration between businesses and government addresses South Africa's unemployment challenge by offering young people valuable skills development and real-world work experience to boost their employability.

Since joining YES in 2020 Liquid has assisted 426 young individuals, across Gauteng, Eastern Cape and Northwest provinces, equipping them with the skills to thrive in the job market or pursue entrepreneurial ventures. A total of 73% of the programme's participants were female. Furthermore, 20% of youth have found permanent employment

"While South Africa's youth unemployment presents very real challenges, it also presents an opportunity for companies like Liquid Intelligent Technologies (Liquid), to help convert these job seekers into job creators. The private sector has a key role to play in this transformation, especially when it comes to equipping learners and the youth with the skills and training that will ignite a cycle of entrepreneurship, meaningful employment, and sustainable economic growth."

Liquid is a proud partner in the Youth Employment Service (YES) initiative



DOUBLE HONOURS FOR CIVIL ENGINEER NERISSA CHEGWIDDEN

Creating waves of change for women in mining and transport

By Shumirai Chimombe

“Where passion meets purpose - Success is inevitable”

Nerissa Chegwidden lived up to her company's name Sekunjalo (meaning 'now is the time') when she walked away with both the Top Empowered Fast Growth Black-Owned SMME of the Year, and the Young Achiever Award at the Top Empowerment Awards 2024.

A qualified civil engineer with a deep passion for change through empowerment, Nerissa is the CEO of Sekunjalo Engineering Solutions Ltd which is a 100% women-owned and managed company specialising in project management, logistics, and commodity trading. The company has earned a formidable presence in the industry, and is driven by excellence and a vision to transform the industry to be more inclusive and representative of black women.

"I always had a desire to change the opportunities that were available to women in our country. Being a civil engineer for 12 years in the field, I became accustomed to being one of very few, if not the only, woman on a construction site. This needed to change. The same scenario seemed to repeat itself in the mining and transport sectors, and finally, being able to make my own decisions and plans for Sekunjalo, I started to make the changes I wanted to see. It had to start somewhere. "The engineering sector opened a door into the mining and logistics space where Nerissa is one of very few black women who are successfully blazing a trail in this sector. She founded Sekunjalo Engineering Solutions in 2018 and started operations in August 2020 as a transport agency that offered transporters contracts for their vehicles. The coal transport industry is a male-dominated industry from transporters to mine owners, drivers and operators. Sekunjalo

Engineering Solutions had a mandate from inception to transform this industry to be more inclusive and welcoming to black females.

"The order of business was to create a company that was 100% female managed, so we employed female managers that shared this desire and passion for both the industry itself and its transformation."

Sekunjalo is now one of very few coal transport companies that have 100% female ownership and management. After five years of hard work and determination and seeing the growth of the company, she succeeded in entering the space as a transporter in her own right and purchased her own in-house fleet of side tippers. She did this while still maintaining the mandated fleet of vehicles that are solely managed by the company. The company is a level 1 BBBEE contributor with a regional coverage that includes South Africa, Zimbabwe, Malawi, Zambia, Mozambique, Botswana and Namibia. "When we increased our fleet in 2024, we embarked on a targeted recruitment process to hire female side tipper drivers. This process proved to us that there was a lack of experienced female drivers available due to lack of opportunities.

I employed the experienced drivers as lead drivers and the ones with no experience as trainee drivers...thereby skilling them and creating a small pool of female drivers that can be absorbed into the industry. Our driver component is now made up of 30% female drivers and we are striving to increase these stats."

Spreading the branches to reach and empower other women

When Sekunjalo started expanding and purchasing its own vehicles, Nerissa realised that it was very hard to find networking opportunities for women, and she discovered that there were other women who were searching for the same thing. Experienced women were looking for like-minded individuals to network with, while the inexperienced were looking for organisations that could share knowledge on how to start and where to start.

This inspired Nerissa to found Women in Transport South Africa (WITSA) to bring together women and share knowledge. The forum also aims to train more women to enter the mining and transport sector, from entrepreneurs to drivers and operators. "Knowledge is power and it's power that many of the experienced women in this industry possess and are willing to share with each other in this forum."

WITSA also opens up opportunities for smaller companies to grow by coming together as a unit to be awarded contracts and orders for transport. Nerissa explains that there are many transporters that have one or two trucks and find it very hard to be awarded long term contracts. One of the aims of the organisation is to band together as a consortium of smaller transporters and target bigger contracts as Women in Transport.

From the work of WITSA Nerissa further identified a need for trained female side tipper drivers. She is currently heading up the funding application and business case for the creation of a driving school for female side tipper drivers. The school, named She Drives, will train the drivers and offer experiential training as assistant drivers to various transport companies while paying them a stipend from the funding. After a year, the school will have produced a new cohort of female drivers who are experienced and ready for employment.

Nerissa has come a long way since starting Sekunjalo Engineering Solutions as a new mum growing her business from home and hosting meetings in her dining room, to now moving into new office space in 2024 that will enable the company to continue to grow.

"I've worked tirelessly to build a legacy and to create more opportunities for others to come in. I'm committed to breaking

barriers so that one day, the next generation of female transporters, drivers or operators won't have to work so hard to get a foot in this door. I am extremely proud of what we are achieving and still striving to achieve. Sekunjalo is now a well-known name in the industry for both our great performance as well as our women empowerment initiatives. The hard work and sacrifices are paying off. Our company has proven that women-owned and managed companies can stand head and shoulders with the rest - if not even taller."



Nerissa Chegwidden
CEO: Sekunjalo Engineering
Solutions Ltd



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WELCOME

Ralf Fletcher: CEO, Topco Media



It is my utmost pleasure to welcome you to the Nedbank Top Empowerment Conference 2024! As we gather under the theme “Africa Rising: Navigating the Path of Inclusive Transformation,” we celebrate a remarkable milestone - 30 years of democracy in South Africa.

This achievement is a testament to our collective resilience, growth, and unwavering commitment to building an inclusive and equitable society.

Over the past three decades, we have made significant strides in economic empowerment, social justice, and inclusive growth. The Nedbank Top Empowerment Conference has been at the forefront of this progress, driving meaningful change and fostering a culture of collaboration and innovation.

For over 20 years, Topco has been at the forefront of monitoring transformation in South Africa. It all began with a conversation between our founder, my father, Richard Fletcher, and our current President, Cyril Ramaphosa. Two decades ago, the President challenged us to identify and celebrate the Top 300 black empowered companies. Now, more than ever, we must echo the words of Ubuntu, “together we can”, and recognise that quality education is synonymous with freedom.

It is time for us to reevaluate the future we envision for our country - we must transition from democratic freedom to economic freedom.

As we look to the future, we recognise that our journey is far from over. The path ahead requires continuous effort, creative solutions, and collective action. Today, we come

together as leaders, visionaries, and change-makers to share insights, forge partnerships, and develop strategies that will propel Africa forward. We have prepared a stellar lineup of passionate speakers who have dedicated themselves to transformation and will inspire and enlighten you.

I would like to express my heartfelt congratulations and gratitude to our partners who brilliantly navigate the path of inclusive transformation. Your unwavering dedication to transformation has paved the way for the success of this momentous event. I extend my sincerest thanks to our Platinum partner, Nedbank, as well as Merchants, Sanlam, NTT DATA, Sanofi, Fasset Seta, SE Holdings, Hloba Clothing, BEE 123, Secondment, Orzoflash Pty Ltd, GRIPP Advisory, TicketCore, Aurik Enterprise Development and Tractor Outdoor. Without your invaluable support, this event would not be possible.

A special mention to our strategic partners Primedia Out of Home, Good Governance Africa, Association of BBBEE Professionals, BPESA, YFM, Mail and Guardian, Channel Africa, Tractor, Simodisa Start-Up, and Business Tech Africa. Thank you for all of your support.

I extend my heartfelt gratitude to our partners, speakers, and delegates for joining us in this critical conversation on navigating the path of inclusive transformation. Together, we can navigate the challenges and seize the opportunities that lie ahead, ensuring that the promise of an empowered and inclusive Africa is realised.

Enjoy the conference and enjoy making new connections.



N E D B A N K

FOREWORD

Jason Quinn: Chief Executive, Nedbank



Welcome to the Nedbank Top Empowerment Conference. This year’s theme, “Africa Rising: Navigating the Path of Inclusive Transformation,” provides an opportunity to reflect on the complexities that exist both locally and abroad as we transform from the inequities of the past and foster and strengthen the partnerships we need to create an equitable future.

This year’s theme is particularly meaningful, as Africa is a strategic focus for investment given its growth potential. However, we remain determined to ensure that this growth transforms, for the better, the lives of our continent’s people. Of the more than 1 billion people in Africa, about 60% are under the age of 30, with the population across the continent projected to exceed that of China by 2025. This shared home, our continent, has not only vast untapped natural resources and agricultural opportunities that can make Africa one of the key breadbaskets of the world, but we also have significant opportunities in sectors such as renewable energy, mining, agriculture and financial services.

On the trading front, the African Continental Free Trade Area Agreement (AfCFTA), ratified by South Africa earlier this year, is one of the broadest trade agreements signed since the World Trade Organisation was established in 1994. While we have made significant strides in economic development and social justice, we still face substantial challenges in closing the gaps of inequality and unemployment and in providing opportunities for wealth creation to more people. As such, conferences such as the Nedbank Top Empowerment Conference serve as necessary opportunities to collaborate and innovate. By bringing together thought leaders, policymakers and industry experts, this conference will generate actionable strategies and plans to drive and achieve meaningful change. Now is the time to accelerate

our progress towards creating a more equitable society for all. This year’s theme also resonates strongly with our vision at Nedbank, which is centred on purpose led, inclusive transformation. We use our financial expertise to do good, and this underpins all that we do. We believe that true transformation can be achieved only through joining hands.

Nedbank’s commitment to our purpose is steadfast. We direct significant resources to financing projects that promote renewable energy, sustainable agriculture, and green infrastructure – facilitating a Just Transition towards a low-carbon economy. Through innovative products and digital banking solutions, we strive to make financial services accessible to all segments of society, empowering individuals and small businesses to participate fully in the economy.

As we gather at the 2024 Nedbank Top Empowerment Conference, let’s celebrate our successes, confront our challenges head-on, and seize the potential that lies ahead. Together, we can chart a course for a more inclusive and prosperous South Africa and indeed a better sustainable future for the continent as a whole. ■

A stylized, handwritten signature in black ink, appearing to read 'Jason Quinn'.

Jason Quinn
Nedbank Chief Executive

MEET OUR TITANS OF

TRANSFORMATION

Meet our esteemed speakers, visionaries, & thought leaders who will inspire and empower you with their expertise and insights, shaping the future of Africa's inclusive transformation.



 **Jason Quinn**
Chief Executive:
Nedbank



 **Mfundo Nkuhlu**
Chief Operating Officer:
Nedbank



 **Khensani Nobanda**
Group Executive: Group Marketing
& Corporate Affairs: Nedbank



 **Linda Makalima**
Independent Non-Executive
Director: Nedbank



 **Martha Murorua**
Managing Director:
Nedbank Namibia



 **Kershini Govender**
Executive Head: Transformation
& Strategy: Nedbank



 **Phumzile Langeni**
Independent Non-Executive
Director: Nedbank



 **Ray Naicker**
Group Chief Information Officer:
Nedbank



 **Thandiwe Vilakazi**
Chairperson:
Nedbank LGBTQI+ Forum

“Africa Rising: Navigating the Path of Inclusive Transformation”

Nedbank’s purpose-led transformation journey

By Khensani Nobanda, Group Executive: Group Marketing and Corporate Affairs, Nedbank

Nedbank’s purpose-led transformation journey spanning more than three decades is a testament to our commitment to fostering inclusivity and driving growth. We have played our part in creating a more equitable society and aligned our business strategy with the country’s national development targets.

As South Africa has made the journey of transforming from the inequities of the past, Nedbank has partnered as a corporate committed to a more just and equitable future. In line with this approach Nedbank was among 115 leading corporations that signed a pledge in 2023 to support the government in driving economic recovery. We remain committed to using our financial expertise to do good for individuals, businesses and society.

Our success cannot exist in isolation from the communities in which we operate. We strive to unlock capital through preferential procurement, enterprise and supplier development, and socioeconomic development through investments in education, entrepreneurship and agriculture.

Among key milestones for Nedbank was the adoption of the Financial Sector Charter in 2004, aimed at increasing the economic involvement of black South Africans. By 2006, we had made substantial strides, achieving 47% black representation on our board and appointing Reuel Khoza as our first black chairperson. By 2018, we achieved Level 1 B-BBEE contributor status; we have retained Level 1 status for each consecutive year since.

Our revised corporate social investment strategy launched in 2021 places a strong emphasis on supporting the green economy. Nedbank’s contributions to the green economy represent a diverse and impactful range of initiatives, including launching a Green Economy Fund with an initial R10 million to support 100 start-ups in critical sectors, raising R2.7 billion through green bonds for renewable energy and sustainability-linked projects. In 2023, Nedbank’s corporate social investment strategy

invested over R153 million across the green economy, education and community development, among others. Throughout our journey, we have consistently prioritised the development of small, medium, and micro enterprises. This supports business growth and is also a catalyst for job creation.

In recent years, Nedbank has continued to build on its transformation legacy. In 2024, we launched new initiatives including investments in renewable energy projects and introducing a new digital banking platform. These efforts improve financial inclusion and access to financial services for underserved communities. Additionally, in collaboration with local NGOs, our youth empowerment programmes and community development projects aim to uplift underprivileged areas by providing essential services and support.

Nedbank’s journey of transformation goes beyond reaching targets; it’s about making a profound and meaningful impact, changing people’s lives be they clients, creating shareholder value, or society at large. As we look to the next 30 years of democracy, we remain committed to this vision, ensuring every South African can thrive in a changing economic landscape. This is not just our responsibility but a privilege as a key player in South Africa’s financial sector.





TOP EMPOWERMENT CONFERENCE 2024

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Andee Uren

Executive Head: Workforce Planning,
Optimisation & Engagement: Nedbank



Sydwell Shikweni

Vice President Transformation:
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Ray-Ann Sedres

Head of Foundation: Sanlam



Natalie Musonda

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Development: NTT DATA MEA



Kirsty Phaal

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Resources: NTT DATA



Rebone Seleokane

Head of People & Culture Africa Zone:
Sanofi



Prudence Selani

External Affairs Head:
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Ayanda Mafuleka

CEO: Financial Accounting Services
Seta (FASSET)



Dr. Intiaz Sooliman

Chairman & Founder:
Gift of the Givers



Diana Tjiposa

Deputy Director, Trade Policy & External
Relations, Ministry of Industrialisation: Trade and
SME Development, Namibia

"Africa Rising: Navigating the Path of Inclusive Transformation"



Prof. Bonang Mohale

Chancellor, University of the Free State, Professor of Practice, JHB Business School (JBS) & Chairman, Bidvest Group Limited & World Economic Forum



Dr. Mathews Phosa

Celebrated SA Leader, Prominent Business Man & Attorney



Hapiloe Sello

CEO:
SANParks



Shameela Soobramoney

CEO:
National Business Initiative (NBI)



Mbali Phewa

Head of Transformation:
Santam



Charmaine Houvet

Government Affairs Director:
Cisco Africa



Buhlebokukholwa Sibanyoni

Founder & Managing Director: Azanyah Trade Hub & Chairperson, SMME Chamber of Commerce



Pepe Marais

Founding Partner & Group Chief Creative Officer of brand & communications group, Joe Public United



Lavina Ramkissoon

Advisor to African Union and Ministers of ICT & Founder of hu da ta



Rachel Malatji

Executive Manager:
Compliance, B-BBEE Commission



Stanley Grau

Board Member & Technical Director:
Association of B-BBEE Professionals & Managing Director, MSCT BEE Services



Yolandi Venter

Board Member and Training and Professionalisation Director, Association of B-BBEE Professionals & CEO of the B4i Economic Empowerment





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Neville Gabriel
CEO:
The Other Foundation



Nobandla Gobodo
Managing Director:
SANGE SA



Chrissy Dube
Programme Head: Governance Insights &
Analytics, Good Governance Africa



Hiten Keshave
CEO:
Unconventional CA



Mziwabantu Dayimani
Acting CEO:
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Masechaba Tekana
Senior Principal: DE&I & Leadership
Development, EMEA: Korn Ferry



Futhi Mtoba CA(SA)
Co-Founder: TEACH South Africa,
Co-Convenor: WECONA &
Business Leader



Hana Yoshimoto
Education Chief:
UNICEF South Africa



Dr. Sibongile Vilakazi
CEO:
Ntsikelelo Business Solutions

"Africa Rising: Navigating the Path of Inclusive Transformation"



Thembiso Magajana
CEO:
Social Coding SA



Mpumi Maesela
CEO:
SE Holdings



Genevieve Coward
Marketing & Revenue Growth
Executive: Primedia Out of Home



Yuneal Padayachy
Chief Support Officer:
BEE Chamber



Gary Joseph
CEO:
South African Supplier Diversity Council

Join the **#TopEmpowerment** family and be part of the movement shaping economic transformation! Whether it's through our Conferences, Awards, or Publications, we celebrate trailblazing leaders and organisations making an impact.

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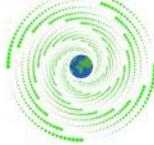
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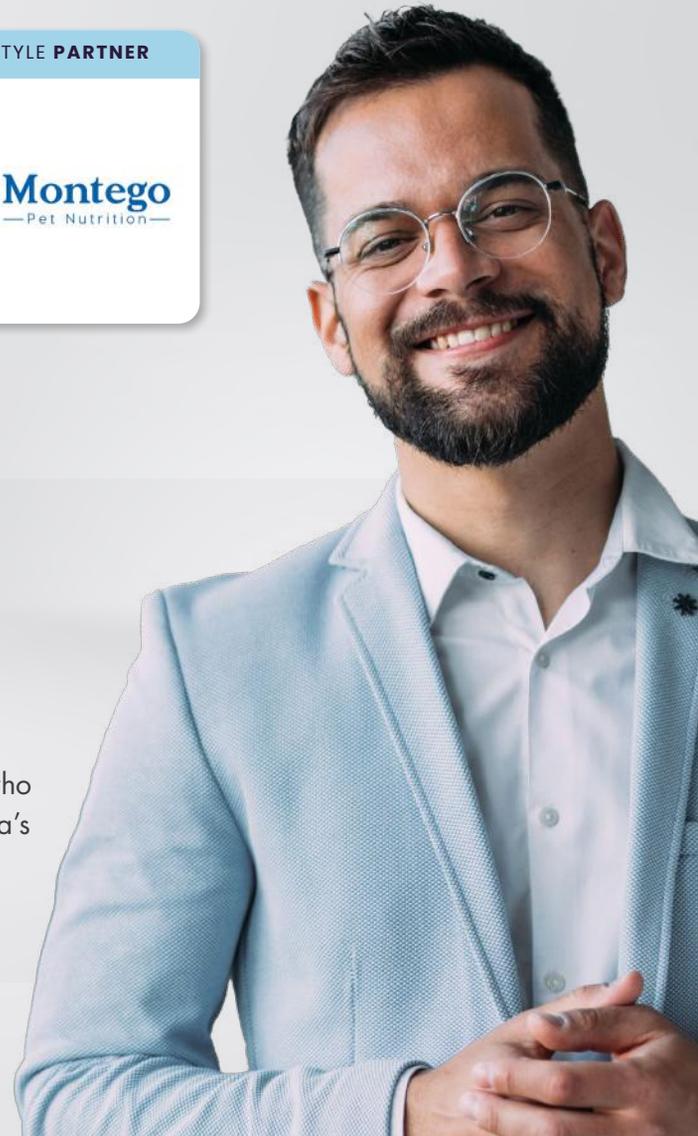
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"Africa Rising: Navigating the Path of Inclusive Transformation"



THANK YOU

We extend our gratitude to our valued sponsors and partners who share our vision for inclusive transformation and empower Africa's growth through their support and collaboration.



30

CELEBRATING 30 YEARS OF
DEMOCRACY IN SOUTH AFRICA

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TOP EMPOWERMENT

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THE JUDGES

• OLIVER TOP EMPOWERMENT AWARDS 2024 •

Meet our esteemed judges, respected industry experts and thought leaders, responsible for evaluating and honoring your outstanding achievements in empowerment & transformation.



KATE MOODLEY
Franchise Director | Discovery



KHENSANI NOBANDA
CMO | Nedbank



MARK FRANKEL
CEO | Black Umbrellas



HASNAYN EBRAHIM
Managing Director | Africa
International Advisors



NOAH DEBEILA
President & CEO | SMME
Chamber of Commerce



HANNAH RUBIN
Founder & Managing Director |
Skin Creamery



ZINZI MGOODELELA
Director, Corporate Affairs
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LEXISNEXIS (PTY) LTD

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Winner in the category:
TOP EMPOWERED COMPANY: BUSINESS OF THE YEAR AWARDS SPONSORED BY NEDBANK









Vusimuzi Group

Vusimuzi with roots in Leandra, Mpumalanga, South Africa is 100% black-owned and managed family holding company and is 58% women-owned, we have a growing number of investments in financial services, mining, agriculture, transport, telecommunications, facility management and consulting to name a few.

The company is respected for the active role it plays in the companies in which it invests, and its ability to add value to investments across a wide range of industries. It does this by fostering talent and encouraging initiative at all levels. Founded by Prince Vusimuzi in 2016, Vusimuzi Group has played a distinguished role in furthering the South African government's policy of Broad-Based Black Economic Empowerment (B-BBEE) which seeks to transform the South African economy by encouraging the economic participation of black people. Vusimuzi has also developed strong reputation for ethical management and respectful engagement.

Vision

Vusimuzi Group is underpinned by six core values that will enable us to empower and create growth for all our stakeholders

Mission

Everyone working for Vusimuzi Group is committed to consistently delivering superior service and products in the most effective way, for the shared benefit of our clients, customers, shareholders and employees



100%

Black owned (BEE)



58%

Black women owned



5%

Employees trust



100%

Youth owned

Contact Info



Call Us
+27(0) 17 004 0213



Write to us
info@vusimuzigroup.co.za



Website domain
www.vusimuzigroup.co.za



BLU Water Technologies' - Bridging Industry Excellence and Social Impact in Water Treatment

In a country where water scarcity and inequality remain significant issues, Blu Water Technologies emerges as a paradigm of innovation, empowerment, and hope. Founded by Hulisani Khorommbi, an accomplished black female chemist, this entirely women-owned company is transforming water treatment solutions for South Africa's mining, industrial, and residential sectors. With a mission to ensure access to clean water, reduce industrial inefficiencies, and to empower marginalised communities, Blu Water Technologies specialises in the design, construction, operation, and maintenance of water treatment plants.

Hulisani Khorommbi's story originates from the mining communities in Limpopo, where she witnessed the severe impact of water insecurity firsthand. "I observed mines grappling with costly downtime due to poor water quality and families consuming contaminated water," she recalls. "I believed there must be a way to merge technical excellence with social justice." With a degree in Analytical Chemistry and 16 years of experience in the water industry, her commitment to problem-solving led her to establish Blu Water Technologies in 2018 and employs over 20 people.

Blu Water Technologies operates at the intersection of efficiency and ethics. Their services are designed to deliver tangible value:

- Mining and Industrial Sectors:** Custom treatment systems, such as membrane filtration, ion-exchange, disinfection techniques, IoT remote monitors, chemical products and reservoir cleaning services to ensure compliance with potable water standards, reduce downtime, and lower maintenance costs.
- Underserved Communities:** Modular treatment units to purify borehole water for rural households, schools, and clinics, prioritizing areas where access to clean water is a daily challenge.
- Residential and Commercial Sectors:** Services include water testing, softeners, filter systems, and disinfectants.

"We do not merely resolve issues related to water quality; we build trust," says Lesiba Bambo, Operations Engineering Manager. "For mines and industrial sectors, we serve as strategic partners. For residential customers, we provide essential services."

Looking ahead, Blu Water Technologies aims to extend its reach to ten underserved communities by 2027 by partnering with NGOs, government, and other stakeholders to provide drinking water packaged plants to schools and clinics. They are also pioneering innovations such as zero-liquid discharge and advanced oxidation systems for industrial applications. "Our objective is a South Africa where no child drinks dirty water and no industry compromises operational efficiency due to water quality," states Hulisani Khorommbi.



Blu Water Technologies

"Safe innovations"

Contact details

CEO: Hulisani Khorommbi

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96 De Klerk Street

 015 409 7102

 info@bluwatertechnologies.co.za

 www.bluwatertechnologies.co.za



Poswa Incorporated

Legal expertise characterised by brilliance, action and heart

Poswa Inc was established by its Chief Executive Officer, Luyolo Poswa, on 1 March 2010. During its 15 years in operation, Poswa Inc has grown from strength to strength and has matured into a sizeable law firm specialising in banking and finance law, corporate and commercial law, commercial and general civil litigation, dispute resolution, labour and employment law, with a comprehensive conveyancing and notarial services practice and forensic investigations and advisory services.

We render legal services across a variety of practice areas, each one is headed by a director and/or head of department who has the necessary skill, competency and experience expected of a professional tasked with holding such a position. We are equipped to provide specialist insight and personalised service in the public, corporate, private and financial sectors and focus on tailor-made legal solutions that broaden business horizons.

VALUE PROPOSITION

We are a 100% black-owned level 1 B-BBEE Attorney firm, with a well-diversified legal team who hold substantial experience in their respective areas of expertise within the firm.

VISION

To provide quality legal solutions that consistently broaden business horizons. As a growing commercial law firm, we are committed to looking beyond the obvious. While we pay close attention to detail, we always consider the bigger picture to give our clients the full benefit of unbounded potential.

MISSION

To continue to be the best black-owned commercial law firm in South Africa. To be renowned as South Africa's Legal Partner of choice, that promotes unprecedented Black Legal Excellence.

WHAT PRODUCT DO YOU MAKE, OR WHAT SERVICE DO YOU OFFER?

1. Banking and Finance
2. Corporate and Commercial law,
3. Commercial and General civil litigation,

4. Dispute Resolution,
5. Labour and Employment law,
6. Mining and Environmental,
7. Mergers and Acquisitions
8. Conveyancing and Notarial Services and
9. Forensic Investigations and Advisory Services.

REPORT ON RECENT CORPORATE EVENTS – MERGERS AND ACQUISITIONS, FOR INSTANCE.

Poswa Inc recently advised a consortium led by Siyanda Resources in its acquisition of a minority stake in Impala Platinum Holdings Limited's subsidiaries, Impala Platinum Limited and Impala Bafokeng Resources Proprietary Limited (previously Royal Bafokeng Resources Proprietary Limited) valued at R4.976 Billion.

SPECIFIC BEE ACHIEVEMENTS

For a consecutive 6 (six) years, Poswa Inc was named the Best Black- Owned Commercial Law Firm in South Africa, by Global 100MEA.

SPECIFIC SED INITIATIVES

Poswa Incorporated was part of the SED123 Schools Capacitation Initiative providing high-quality learning materials to under-resourced schools, while earning you B-BBEE points. The SED123 Schools Capacitation Initiative enabled Poswa Inc to invest directly in the schools that need it most. The initiative supplies effective, high-quality books and study guides to teachers and learners. Poswa Inc's investment made an immediate difference, from the very first Rand. The entire contribution is channeled directly to the beneficiary school: with no administrative costs or hidden fees, learners are ensured of the full benefit. The beneficiary school was Rathebe Primary School situated in Soweto, Gauteng.

COMPANY INFORMATION

Statistics/Demographics/History

Year founded: 2010
Founder: Luyolo Poswa
Number of employees: 73
Number and location of branches: 3 (Johannesburg, Bloemfontein and Durban)

Memberships: Legal Practice Counsel Membership
Strategic partnerships: Vula Law



Luyolo Poswa,
Chief Executive Officer
of Poswa Inc

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Email: Luyolo.Poswa@poswainc.co.za
Tel: W: +27 11 783 8877 M: +27 82 520 0684

Financial Director: Chene van Niekerk
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Human Resources Manager:
 Tokologo Moagi
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Physical address: Sandton Office - First Floor, 8 Gemsbok Lane, Rivonia Ext 12, Sandton, Johannesburg, 2196 | Bloemfontein Office - 1st Floor Victorian Square, 31-2nd Avenue, Westdene Bloemfontein | Durban - Ridgeside Office Park, 24 Richefond Circle, Ground Floor, Umhlanga, KwaZulu-Natal, 4001
Postal address: DOCEX
Telephone: 011 783 8877
Website: www.poswainc.co.za
Email address: info@poswainc.co.za
LinkedIn: Poswa Incorporated



Zimasa Travel

Introduction

Zimasa Travel Pty Ltd is a 100% women owned Travel Management Company

- Established in 2016 with a vast experience servicing corporate, public sector and leisure travel.
- We have been operating for 9 years
- We have operations in the NW & Gauteng
- Comfort and convenience are often the top two options travellers would look forward to when they travel. High technology driven entity with different software platforms at our disposal
- We offer consistent and reliable travel solutions that: Maintain a high level of traveller satisfaction in line with the service Level agreement.
- Maintain travellers risk within a client's budget

Objectives

To manage travel requirements for all companies while providing ease and convenience to our customers. To provide work very closely with other tourism suppliers affiliated bodies and relevant government agencies to promote tourism. Offer corporate

and leisure travel solutions at an affordable rate.

Accolades

- Finalist in the Tourism category of the 2020
- Standard Bank Top Women Awards.
- 2018 Lilizela Special MEC Award Winner.
- 2018 Provincial Lilizela ETEYA Winner.
- 2018 SAICA Best SME of the year Award Winner.
- Top Empowerment Award Finalist

Accreditation

- IATA Accreditation
- ASATA Accredited
- SAACI Member

Our Services

- Hotel, Flights & Car Hire.
- Corporate & Leisure Travel Management.
- Conferencing & Event Management.
- Tours: Group Tours & FITs.
- Team Building Activities
- Shuttles & Transfers: Airport & Hotel Transfers.

Zimasa Travel Team

- Qualified Senior Consultants assigned to service our major contracts.

- 14 Years travel industry experience combined.
- Accredited on GDS systems like Galileo and Amadeus to effectively run the travel agency.
- Project Management & Business Development skills.
- We continue to up-skill our staff on new technological trends within our industry.

 **ZimasaTravel**
Memorable Travel Solutions

Call Us
 **010 012 6135**

Write to us
 **info@zimasatravel.co.za**

Office location
 **14 Jasons Close, Vorna Valley, Midrand**

Website domain
 **www.zimasatravel.co.za**

SOUTH AFRICA'S TOP EMPOWERED COMPANIES

At a time when South Africa is grappling with the implementations of rapid economic transformation, hats off to the top empowered companies in the country.

Companies are assessed on the seven pillars of empowerment as set out by the Department of Trade, Industry and competition:

- Ownership
- Management Control
- Employment Equity
- Skills Development
- Preferential Procurement
- Enterprise Development
- Socio-Economic Development

Further, eligibility is determined by compliance with the following requirements. These criteria are:

- Black ownership as a share of total ownership
- Black executive directors as a share of all executive directors
- Black senior managers as a share of total senior management
- Black employees as a share of total employment
- Corporate social investment spend (in both absolute and relative terms)
- Expenditure on skills development focused on empowering historically disadvantaged individuals
- Procurement practices

Companies complying with the ownership and directorship requirements and exceeding the minimum turnover requirements are evaluated according to these criteria and points are allocated relative to their performance.

Impumelelo Top Empowerment does not, however, rank companies on the basis of the points scored, preferring rather to highlight all companies that perform above a certain level.

Key objectives of revised codes:

- Drive growth of SMME black-owned enterprises
- Encourage job creation
- Drive local manufacture and processing
- Accelerate representation of black women, rural and the youth in economic activities
- Eradicate fronting

Revised B-BBEE categories:

- Ownership
- Management Control
- Skills Development
- Enterprise & Supplier Development
- Socio-Economic Development

The full A-Z listing of South Africa's Top Empowered Companies can be viewed at topempowerment.co.za

PRIMARY**RESOURCES****MINING****COAL**

Sasol Mining (Pty) Ltd

Salungano Group

OTHER MINERAL EXTRACTORS & MINES

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Technique Drilling Services (Pty) Ltd

GENERAL MINING

AECI

Exxaro Resources Limited

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JCI Mining (Pty) Ltd

Lafarge Mining South Africa (Pty) Ltd

Methano Group

Palabora Copper (Pty) Ltd

OIL & GAS**OIL & GAS - EXPLORATION & PRODUCTION**

BP Southern Africa (Pty) Ltd

Easigas (Pty) Ltd

Engen Petroleum Limited

Shell Downstream South Africa (Pty) Ltd

SLG (Pty) Ltd

OIL & GAS - INTEGRATED

Engen Petroleum Limited

Express Petroleum

Oil Separation Services Midlands (Pty) Ltd

Sasol Gas (Pty) Ltd

Sasol Limited

Shell Downstream South Africa (Pty) Ltd

TotalEnergies South Africa

SECONDARY**BASIC INDUSTRIES****CHEMICALS**

Air Products South Africa (Pty) Ltd

Chemical Initiatives (Pty) Ltd

FFS Refiners (Pty) Ltd

Omnia Group

CHEMICALS - SPECIALITY

Ace Cleaners (Pty) Ltd

African Oxygen Limited

BASF South Africa (Pty) Ltd

Buckman Laboratories (Pty) Ltd

CJP Chemicals (PTY) LTD

FFS Refiners (Pty) Ltd

Hychem (Pty) Ltd

Improchem (Pty) Ltd t/a AECI Water

Integrated Chemical Solutions (Pty) Ltd t/a Intechem

Intertek Testing Services (South Africa) (Pty) Ltd

Laser Chemicals (Pty) Ltd

Minema Chemicals (Pty) Ltd

NCP Chlorchem (Pty) Ltd

Protea Chemicals

Sasol Limited

Twenty-Four Zeroes (Pty) Ltd

BUILDING & CONSTRUCTION MATERIALS

Afrisam (South Africa) (Pty) Ltd

Enza Construction (Pty) Ltd

Malaka Supplies cc

Peri Formwork Scaffolding

Pretoria Portland Cement Company Limited

Servicios Empresariales Holdings (Pty) Ltd

Winclo Spray Painters CC

HEAVY CONSTRUCTION

Adenco Construction (Pty) Ltd

AEL Mining Services Ltd t/a AECI Mining Explosives

AfriSam (South Africa) (Pty) Ltd

Edwin Construction (Pty) Ltd

ELB Equipment

Esor Construction (Pty) Ltd

ELB Equipment (Pty) Ltd

Technique Drilling Services (Pty) Ltd

G4 Civils (Pty) Ltd

Macsteel Service Centre SA (Pty) Ltd

Motheo Construction Group (Pty) Ltd

Power Construction (Pty) Ltd

Power Group (Pty) Ltd

Raubex Group Limited

Rumdel Construction (Pty) Ltd

Saint Gobain Construction Products SA (Pty) Ltd

SMEC South Africa (Pty) Ltd

Tiber Bonvec Construction (Pty) Ltd

Turner & Townsend

Waco Africa (Pty) Ltd

WBHO Construction (Pty) Ltd

WK Construction (Pty) Ltd

OTHER CONSTRUCTION

Applied Mineral Technologies (Pty) Ltd

Aveng Africa (Pty) Ltd

CV Projects SA (Pty) Ltd

Elmandi Road Maintenance Cc

Eris Property Group (Pty) Ltd

ST Africa Trading Enterprises CC

DIVERSE MANUFACTURING

AECI Mining Solutions Limited

ALDANED CC t/a Super Airbrake Systems

Barno (Pty) Ltd

Becker Mining South Africa (Pty) Ltd

C.V Projects SA

Capital Lab Supplies CC

Dosco Precision Hydraulics

Dunlop Belting Products (Pty) Ltd

Elegant Plastics Displays CC

First National Battery

GB Bearings (Pty) Ltd

Green Office (Pty) Ltd

HCA Hydraulics

In2Food Group (Pty) Ltd

Integrity Control Systems (Pty) Ltd

Jendamark Automation (Pty) Ltd

MM&G Mining and Engineering Services (Pty) Ltd

Mondi South Africa (Pty) Ltd

Reinforcing & Mesh Solutions

T-PAK Distributors CC

Tea Time Distributors CC

FORESTRY

SC Forestry Contractors

Timber 24 Forestry Solutions (Pty) Ltd

Timrite (Pty) Ltd

PAPER

Sappi Southern Africa Limited

STEEL & OTHER METALS

NON-FERROUS METALS

B & E International (Pty) Ltd

Debar Ceramics

IRON & STEEL

Aveng Manufacturing

Macsteel Service Centres SA (Pty) Ltd

Steel and Engineering Industries Federation of Southern Africa (SEIFSA)

GENERAL INDUSTRIALS**DIVERSIFIED INDUSTRIALS**

Barloworld Limited

Beier Envirotec (Pty) Ltd

Imperial Holdings Limited

KAP Industrial Holdings Limited

Southey Holdings (Pty) Ltd

The Bidvest Group Limited

Hitech-Gregfor (Pty) Ltd

ELECTRONIC & ELECTRICAL EQUIPMENT**ELECTRICAL EQUIPMENT**

AAW Electronic Enterprises CC

ACTOM (Pty) Ltd

ARB Electrical Wholesalers (Pty) Ltd

Diversified Power and Systems Integration (Pty) Ltd

Edison Power Electrical (Pty) Ltd

Elen Electrical Enclosures (Pty) Ltd

Elvey Security Technologies a division of Hudaco Trading (Pty) Ltd

EP Electrical Distributors (Pty) Ltd

Malesela Taihan Electric Cable (Pty) Ltd

Mega High Voltage Technologies (Pty) Ltd

ELECTRONIC EQUIPMENT

ABB South Africa (Pty) Ltd

Dartcom (Pty) Ltd

Delba Electrical Company 1980 (Pty) Ltd

Electronic Touch Systems (Pty) Ltd

Kolok (A Division of Bidvest paper plus)

Kyocera Document Solutions South Africa (Pty) Ltd

SGT Solutions

Sasol Limited

ENGINEERING CONTRACTORS

Barloworld Equipment

Haw & Inglis Civil Engineering Pty. Ltd.

Invicta Holdings Limited

Arksun Fire Equipment t/a Fire Equipment

ENGINEERING FABRICATORS

John Thompson (a division of Actom (Pty) Ltd)

Rodecon Engineering cc

ENGINEERING - GENERAL

APE Pumps

Bearing Man Group (Pty) Ltd

Dibama Supplies cc
Dupleix Liquid Meters DLM
enX Group Limited
Fabchem Mining (Pty) Ltd
Hudaco Trading (Pty) Ltd
Liquid Automation Systems (Pty) Ltd
NTGR Engineering Projects
ROMH Consulting
Vusimuzi Group

CONSULTING ENGINEERS

Arup (Pty) Ltd
Bigen Africa Group Holdings
BVI Consulting Engineers (Pty) Ltd
Exigo Sustainability (Pty) Ltd
Geosure (Pty) Ltd
Gibb (Pty) Ltd
HHO Consulting Engineers (Pty) Ltd
Kantey & Templer (Pty) Ltd
Malani Padayachee and Associates (Pty) Ltd
Naidu Consulting
SCIP Engineering Group (Pty) Ltd
SRK Consulting (South Africa) (Pty) Ltd
WSP Group Africa (Pty) Ltd
Vea Road Maintenance and Civils

CYCLICAL CONSUMER GOODS**AUTOMOTIVE & PARTS****AUTOMOBILES**

Barloworld Motor Retail South Africa
BMW South Africa (Pty) Ltd

Kia Motors South Africa (Pty) Ltd
Tavcor Motor Group (Pty) Ltd
Volkswagen South Africa

AUTO PARTS

Abes Technoseal
Alfred Teves Brake Systems (Pty) Ltd
Auto Industrial Group (Pty) Ltd
Deutz Dieselpower
EC Panel Beaters BK T/A Durban South Panel Beaters
Grorap Autobody 818 CC
Lumotech (Pty) Ltd
Major 2 AutoBody Repairs CC
Metair Investments Limited
PMA Auto Spares CC t/a Prima Panelkloppers en Insleepdiens
Top Car Panelbeaters Vryburg (Pty) Ltd

TYRES & RUBBER

Bridgestone SA (Pty) Ltd
R Bullen (Pty) Ltd t/a Ramatheola Tyres
Tyre Corporation-Cape Town

VEHICLE DISTRIBUTION

Bidvest McCarthy
Freeway Toyota
Momentum Logistics (Pty) Ltd

HOUSEHOLD GOODS & TEXTILES**CLOTHING & FOOTWARE**

Curviro Trading cc
Deneb Investments Corporation Limited
TFG - The Foschini Group (Pty) Ltd

PSA Africa

FURNISHINGS & FLOOR COVERINGS

BidOffice (Pty) Ltd
Cecil Nurse a Division of Bidvest Office (Pty) Ltd
CV Projects
Ukhuni Business Furniture (Pty) Ltd
EAST RAND CLEANERS CC
Carpet and Decor Centre Holdings (Pty) Ltd
Home of Living Brands (Pty) Ltd

NON-CYCLICAL CONSUMER GOODS**BEVERAGES**

Kings Tea & Coffee CC
Pureau Fresh Water Company (Pty) Ltd t/a Aquazania

BEVERAGES - DISTILLERS & VINTNERS

South African Breweries (SAB)
Nederburg Wines (Pty) Ltd
Heineken Beverages SA (Pty) Ltd

SOFT DRINKS

Appletiser South Africa (Pty) Ltd
Coca Cola Beverages South Africa (Pty) Ltd
Pepsico South Africa (Pty) Ltd

FOOD PRODUCERS & PROCESORS**FARMING**

Crookes Brothers South Africa (Pty) Ltd

Oceana Limited
RCL Foods Limited

FISHING
Amawandle Hake (Pty) Ltd
Blue Continent Products (Pty) Ltd
Oceana Group Limited
Pioneer Fishing (Pty) Ltd
Sea Harvest Group Limited

FOOD PROCESSORS
Ciro Beverage Solutions (Pty) Ltd
Compass Group Southern Africa (Pty) Ltd
Empact Group
Excellent Meat Corporation (Pty) Ltd
Foodcorp (Pty) Ltd
Illovo Sugar (Pty) Ltd
Nestlé
Premier FMCG (Pty) Ltd
Rhodes Food Group (Pty) Ltd
Tiger Brands Limited
Willowton Group

HEALTH

HEALTH MAINTENANCE ORGANISATIONS
Discovery Health (Pty) Ltd
Discovery Holdings Limited
Medscheme Holdings (Pty) Ltd
Metropolitan Health (Pty) Ltd
Life healthcare Group Holdings

HOSPITAL MANAGEMENT & LONG-TERM CARE
Life Healthcare Group Holdings Limited
Mediclinic Southern Africa Limited
Netcare Limited

MEDICAL EQUIPMENT & SUPPLIES
Delta Health & Safety Equipment (Pty) Ltd
Safetymate Cape Town (Pty) Ltd
The Kahma Group

OTHER HEALTHCARE
AfroCentric Health (Pty) Ltd
Be Safe Paramedical cc / Be Safe Paramedical (Pty) Ltd
IC Health (Pty) Ltd
Kaelo Simply Healthcare (Pty) Ltd

PACKAGING

APL Cartons (Pty) Ltd
DBC Packaging (Pty) Ltd
Future Packaging & Machinery (Pty) Ltd
Isanti Glass
Lufil Packaging (Pty) Ltd
Mauser Packaging Solutions previously NCG - Container Solutions SA (Pty) Ltd
Mondi South Africa (pty) ltd
Mpact Limited
Pride-Pak Packaging (Pty) Ltd
Transpaco Limited

PERSONAL CARE & HOUSEHOLD PRODUCTS

PERSONAL PRODUCTS
Amka Products (Pty) Ltd

Green Logik SA
HPCB (a division of Tiger Brands Ltd)

PHARMACEUTICALS & BIOTECHNOLOGY

PHARMACEUTICALS
Adcock Ingram Limited
Aspen Pharmacare Holdings Limited
Sanofi-Aventis South Africa (Pty) Ltd
Van Heerden Pharmacy Rosslyn

BIOTECHNOLOGY
SGS South Africa (Pty) Ltd
Southern RX Distributors
The Scientific Group (Pty) Ltd

TERTIARY

CYCLICAL SERVICES

INDUSTRIAL GOODS

HIRING SUPPLY
Anglo V3 Crane Hire (Pty) Ltd concord cranes
Turner Morris Manufacturing (Pty) Ltd

ELECTRONICS EQUIPMENT RENTAL
CCTV Security Surveillance Gauteng (Pty) Ltd
Media Film Service (Pty) Ltd

GENERAL RETAILERS
Kayd 8 Property Investments CC T/A Jewellery Replacement Consultants
Pictorial Press (Pty) Ltd

SHOPPING CENTRES
Canal Walk Shopping Centre

Cresta Shopping Centre
Menlyn Park Shopping Centre
Tyger Valley Shopping Centre
Westgate Shopping Centre

RETAILERS - HARDLINES

AJM Sales & Services cc
Astore Africa
Bison Mining Supplies
CMH Holdings (Pty) Ltd
Forms Media Independent Africa (Pty) Ltd
Gem Midas Parts Centre CC
Graylink Media (Pty) Ltd
Introstat (Pty) Ltd
Leitam Business solutions
R & S Timber and Hardware CC
Tape and Allied Supplies

DIVERSIFIED RETAILERS

Clicks Group Limited
Pepkor Holdings Limited
Spar Group Limited
Woolworths Holdings Limited

WHOLESALE

EP Electrical Distributors (Pty) Ltd
Malls Tiles (Pty) Ltd

DISTRIBUTORS

Bearings International
Denver Auto Body Repairers CC
Drager South Africa (Pty) Ltd
Fuchs Lubricants South Africa (Pty) Ltd

Imperial Fast n Fresh a Division of Imperial Logistics South Africa Group (Pty) Ltd
Intombi Promotional Gifts cc
K.H. Distributors cc
Page Automation (Pty) Ltd
Pop Warehouse Cc
RS South Africa/ RS Components South Africa Limited

LEISURE, ENTERTAINMENT & HOTELS**GAMING**

Afrisun Gauteng (Pty) Ltd
Akani Egoli (Pty) Ltd
Emnotweni Casino
Emperors Palace
Garden Route Casino (Pty) Ltd
Monte Casino
SunWest International (Pty) Ltd
Tsogo Sun Caledon (Pty) Ltd
Tsogo Sun Holdings Limited

HOTELS

City Lodge Hotels Limited
Sandton Sun Hotels (Pty) Ltd
Southern Sun Hotels (Pty) Ltd
Sun International Limited
Tsogo Sun Hotels

TRAVEL & RELATED SERVICES

City of Choice Travel & Tours (Pty) Ltd
Flight Centre Travel Group (Pty) Ltd t/a FCTG Corporate
HG Travelling Services
Rennies BCD Travel

Thompsons Travel
Tourvest Travel Services
Travel Connections (Pty) Ltd
Travel With Flair (Pty) Ltd
Zimasa Travel

RESTAURANTS & PUBS

Famous Brands Limited
Milly's Restaurant and Chalets (Pty) Ltd
Mugg & Bean Franchising (Pty) Ltd

LEISURE FACILITIES

Caledon Casino Hotel & Spa
Grand Gaming KZN Slots (RF) (Pty) Ltd
Mangwanani Private African Day Spa
Mmabatho Palms
umAfrika Gaming Technologies (Pty) Ltd

TOURISM BODIES

Gauteng Tourism Authority
Limpop Tourism & Parks
Mpumalanga Tourism and Parks Agency (MTPA)
North West Parks Board
Northern Cape Tourism Authority
South African National Parks (SANParks)
South African Tourism
Table Mountain Aerial Cableway (Pty) Ltd
Table Mountain National Park
Trade and Investment Kwa-Zulu Natal

MEDIA & PHOTOGRAPHY**BROADCASTING CONTRACTORS**

East Coast Radio (Pty) Ltd

Kagiso Media Limited

Multichoice South Africa (Pty) Ltd

Sentech (SOC) Limited

Umoya Communications (Pty) Ltd

MEDIA AGENCIES

360 Degrees Production House (Pty) Ltd

A Plus Communications

Alphabet Soup Advertising (Pty) Ltd

Fizz Marketing cc

HWB Communications (Pty) Ltd

Ince (Pty) Ltd

Media 24 Limited

Network BBDO

Tiso Blackstar Group (Pty) Ltd

Tractor Outdoor (Pty) Ltd

Urban Brew Studios

SUPPORT SERVICES**CATERING SERVICES**

Bidfood (Pty) Ltd

Sodexo Southern Africa (Pty) Ltd

Vulcan Catering Equipment (Pty) Ltd

FACILITIES MANAGEMENT

Altitude Facilities Management (Pty) Ltd

Bidvest Facilities Management (Pty) Ltd

Morena Corporate Services (Pty) Ltd

Tsebo Facility Solutions (Pty) Ltd

LEGAL SERVICES

Adams & Adams Attorneys

Bowmans

Cheadle Thompson & Haysom Inc.

Cliffe Dekker Hofmeyr Inc

DKVG Attorneys

DMO Attorneys

Garlicke & Bousefield Inc

Goldberg de Villiers and Myburgh (Pty) Ltd t/a Global Business Solutions

Hogan Lovells

NT Mdlalose Inc

Phatshoane Henney Attorneys

Spoor & Fisher

Strauss Daly Incorporated

Webber Wentzel

Werksmans Attorneys

Woodhead Bigby Attorneys

EXHIBITION & CONFERENCE FACILITIES & FACILITATORS

Atterbell Investments (Pty) Ltd

CSIR International Convention Centre

ICC Durban (Pty) Ltd

Sandton Convention Centre

ShoCraft Exhibition and Shopfitting

MANAGEMENT CONSULTING

Allabout Xpert (Pty) Ltd

Enviroserv (Pty) Ltd

Palmer Development Group (Pty) Ltd

PRP Solutions (Pty) Ltd

Siyakha Consulting (Pty) Ltd

BUSINESS PROCESS OUTSOURCING

CallForce Direct (Pty) Ltd

Merchants SA (pty) Ltd

Sigma Connected South Africa (Pty) Ltd

VERIFICATION AGENCIES

AQRate (Pty) Ltd

Ardent Business Partners (Pty) Ltd

BEESA Business Services (Pty) Ltd

Empowerdex (Pty) Ltd

EmpowerLogic (Pty) Ltd

MSCT BEE Services (Pty) Ltd

Honeycomb BEE Ratings (Pty) Ltd

BUSINESS SUPPORT SERVICES

A-Z Vending Solutions (Pty) Ltd

Achievement Awards Group (Pty) Ltd

Afrigis (Pty) Ltd

Altarplus

Aneshent Stationers CC

ANS Fire Protection Services (Pty) Ltd

Bioss International Southern Africa (Pty) Ltd

Chrisyd Advisory Services

Craison Hygiene

CSG Holdings Limited

D & J Stationers CC

Denise Sonny (Pty) Ltd

Durban Chamber Of Commerce And Industry

ENRA Technologies CC

Goldberg, de Villiers & Myburgh (Pty) Ltd

Greymatter & Finch (Pty) Ltd

In2IT Technologies (Pty) Ltd

Ipsos (Pty) Ltd
Itec Tiyende
LexisNexis (Pty) Ltd
LRMG
Magosi Distributors (Pty) Ltd
Marthinusen & Coutts
Master Movers
MCT Distributors
Mindcor (Pty) Ltd
Motswako Office Solutions (Pty) Ltd
Purchasing Consortium Southern Africa T/A Purco SA
RED Management Consultants CC T/A Red Learning Solutions
Reid and Mitchell
Safety and Allied Products
Shared Value Africa
Signa Group
The Gordon Group (Pty) Ltd
The Particle Group (Pty) Ltd
TMS Group Industrial Services
Uwin Iwin Incentives (Pty) Ltd
Yourself Events Management Cc

EDUCATION & BUSINESS TRAINING

Geeks4Learning (Pty) Ltd
Institute of Directors in South Africa (IoDSA)
Omni HR Consulting
Production Management Institute of Southern Africa (Pty) Ltd

EMPLOYMENT AGENCIES

Callforce Direct (Pty) Ltd
DAV Professional Placement Group

E-Merge IT Recruitment CC
Express Employment Professionals (Pty) Ltd
Isilumko Staffing (Pty) Ltd
Manpower SA (Pty) Ltd
Mindcor (Pty) Ltd
Quest Staffing Solutions (Pty) Ltd

ENVIRONMENTAL CONTROL

Interwaste Holdings Limited
The Waste Group (Pty) Ltd

ENVIRONMENTAL CONSULTANT

Wallace & Green Consulting

ENVIRONMENTAL SERVICES

inspectorate Gazelle testing/ Bureau Veritas Gazelle (Pty) Ltd
Devden (Pty) Ltd
HFS Hydraulics (Pty) Ltd
SafetyMate Eastern Cape (Pty) Ltd

CONTRACT CLEANERS & HYGIENE SERVICES

Bidvest Steiner (Pty) Ltd
Enigma Cleaning Services CC
Morena Corporate Services (Pty) Ltd
Rentokil Initial (Pty) Ltd
Sanitech (A Division of Waco Africa (Pty) Ltd)
Servest Hygiene (Pty) Ltd

SECURITY & ALARM SERVICES

Afri Guard (Pty) Ltd
Bidvest Protea Coin (Pty) Ltd
Command Security Services SA (Pty) Ltd

Elvey Security Technologies Inc.
Excellerate Security Services
Fidelity ADT Security Group (Pty) Ltd
G4S Secure Solutions SA (Pty) Ltd
iMvula Quality Protection (Africa) (KZN) (Pty) Ltd
National Security & Fire (Pty) Ltd
Omega Risk Solutions (Pty) Ltd
Securitas SA (Pty) Ltd

TRANSPORT

AIRLINES, AIRPORTS & AIR CHARTER

Air Traffic and Navigation Services Company Limited
Airports Company South Africa (SOC) Limited
Flysafair (Pty) Ltd

CAR HIRE

Zeda Car Leasing (Pty) Ltd
Bidvest Car Rental a division of McCarthy (Pty) Ltd
CMH Car Hire (Pty) Ltd
Europcar Southern Africa
Phakisaworld Fleet Solutions (Pty) Ltd
Tempest Car Hire (Pty) Ltd

RAIL, ROAD & FREIGHT TRANSPORT

Avemel Logistics
Bidvest International Logistics
Bigfoot Express Freight (Pty) Ltd
Bombela Operating Company
C. Steinweg Logistics (Pty) Ltd t/a CSL
Cargo Carriers Limited

Crossroads Distribution (Pty) Ltd
DHL International (Pty) Ltd
Golden Arrow Bus Services (Pty) Ltd
KGB Holdings
Kopano Bus Service Cc
Kuehne-Nagel (Pty) Ltd
MegaFreight Services (Pty) Ltd
Netstar (Pty) Ltd
Onelogix (Pty) Ltd
Savino Del Bene SA (Pty) Ltd
Sekunjalo Engineering Solutions (Pty) Ltd
SONKE Resources and Energy (Pty) Ltd
Super Group Holding (Pty) Ltd
Swiftair International Cc t/a Swift Worldwide Logistics
Swiftair International Cc t/a Swift Worldwide Logistics
Transnet SOC Limited
Value Group Limited
Xeon Holdings (Pty) Ltd

SHIPPING & PORTS

AMSOL - African Marine Solutions
Berry & Donaldson (Pty) Ltd
Maersk South Africa (Pty) Ltd
Rennies Ships Agency (Pty) Ltd
Sebenza Forwarding & Shipping (Pty) Ltd
Sturrock Grindrod Maritime (Pty) Ltd
Toll Global Forwarding (SA) (Pty) Ltd
Transnet National Ports (Pty) Ltd

NON-CYCLICAL SERVICES**UTILITIES****POWER & WATER****ELECTRICITY SUPPLY & DISTRIBUTION**

ACTOM (Pty) Ltd
Dupleix Liquid Meters (Pty) Ltd t/a DLM
Eskom Holdings Limited
M-tech Industrial
NeXEnergy (Pty) Ltd

WATER SUPPLY & DISTRIBUTION

Aquazania (Pty) Ltd
Blu Water Technologies (Pty) Ltd
De Watercare Solutions (Pty) Ltd T/A Watercare Solutions
FD Plumbing & Maintenance (Pty) Ltd
GCS Water And Environment (Pty) Ltd
Innovative Water Treatment (Pty)LTD
Johannesburg Water (Pty) Ltd
KSB Company
Rand Water
The Water Corporation

POST, PARCEL & COURIER

Ram Transport South Africa (Pty) Ltd
DSV South Africa (Pty) Ltd
Aramex South Africa (Pty) Ltd
Onelogix (Pty) Ltd
Bidfreight Intermodal
Value Group Ltd.
Super Group Holdings (Pty) Ltd

Grindrod South Africa (Pty) Ltd
Turners Shipping (Pty) Ltd
Rustgold Transport (Pty) Ltd
DHL Global Forwarding SA (Pty) Ltd

FINANCIAL BANKS**BANKS**

ABSA Bank Limited
African Bank Limited
Firststrand Limited
Nedbank Group Limited
Standard Bank Group Limited

INSURANCE**INSURANCE BROKERS**

Indwe Risk Services (Pty) Ltd
Lion of Africa Insurance Company Limited

INSURANCE NON-LIFE

AON South Africa (Pty) Ltd
Budget Insurance Brokers (Pty) Ltd
Hollard Life Assurance Company Limited
Indequity Insurance Brokers (Pty) Ltd
Mutual & Federal Insurance Company Limited
Old Mutual Insure Limited
OUTsurance Life Insurance Company Limited
Santam Limited

OTHER INSURANCE

Elite Risk Acceptances (Pty) Ltd
MMI Holdings Limited

LIFE ASSURANCE

AVBOB Mutual Assurance Society
Discovery Life Ltd
Liberty Holdings Limited
Old Mutual Life Assurance Company South Africa Limited
Sanlam Limited

INVESTMENT COMPANIES

African Equity Empowerment Investments Limited
Allan Gray (Pty) Ltd
Cognition Holdings Limited
Coronation Fund Managers Limited
Growthpoint Properties Limited
Hosken Consolidated Investments Limited
Imbewu Capital Partners (Pty) Ltd
Investec Limited
ISA Holdings Limited
JSE Limited
Pareto Limited
Prescient Limited
Vuwa Investments

HOLDING COMPANIES

EOH Holdings Limited
Excellerate Real Estate (Pty) Ltd
Inmins Trading (Pty) Ltd
Masithuthuke Holdings (Pty) Ltd
MMI Holdings Limited
SSG Holdings (Pty) Ltd

REAL ESTATE**REAL ESTATE HOLDINGS & DEVELOPMENT**

Dipula Income Fund Limited

Growthpoint Properties Limited

Investec Property Fund

Redefine Properties Limited

SA Corporate Real Estate Fund

Vukile Property Fund Limited

PROPERTY AGENCIES

Broll Property Group (Pty) Ltd
Moremi Space Africa
Redefine Properties Limited
VMQ Property Services (Pty) Ltd

SPECIALITY & OTHER FINANCE

27Four Investment Managers (Pty) Ltd
Delta Property Fund Limited
Futuregrowth Asset Management (Pty) Ltd
Rex Trueform Group Ltd
Itec Finance (Pty) Ltd

CONSUMER FINANCE

ABSA Vehicle Management Solutions (Pty) Ltd
Diners Club (SA) (Pty) Ltd
Experian South Africa (Pty) Ltd
TransUnion Credit Bureau (Pty) Ltd

INVESTMENT BANKS

Novare Holdings (Pty) Ltd

MORTGAGE FINANCE

Finbond Mutual Bank (Pty) Ltd

ACCOUNTING & CONSULTING

BDO South Africa
PWC South Africa
Deloitte
SNG Grant Thornton Inc

Ernst & Young Incorporated

Mazars (Pty) Ltd

KPMG South Africa (Pty) Ltd

Nexia SAB&T Incorporated

Ngubane and Company Management Consultants (Pty) Ltd

OTHER FINANCIAL**INVESTMENT ENTITIES**

Business Partners Limited
Emira Property Fund
Industrial Development Corporation of South Africa Limited (IDC)
Mazi Asset Management (Pty) Ltd
Royal Bafokeng Holdings (Pty) Ltd
Texton Property Fund Limited

INFORMATION TECHNOLOGY**COMPUTER HARDWARE**

Dell Computers (Pty) Ltd
Mustek Limited
Rectron (Pty) Ltd
Tarsus Distributions

INFORMATION TECHNOLOGY SERVICE AND CONSULTING

In2IT Technologies (Pty) Ltd
KEI Solutions (Pty) Ltd
Qualitative Innovative Solutions (Pty)Ltd

SOFTWARE & COMPUTER SERVICES**COMPUTER SERVICES**

3DR Holdings (Pty) Ltd
Adapt IT Holdings Limited

Advancenet (Pty) Ltd
Altron Bytes People Solution
Alviva Holdings Limited
Apronics (Pty) Ltd
Axiz (Pty) Ltd
AYO Technology Solutions Limited
BMI Techknowledge Group (Pty) Ltd
CA Southern Africa (Pty) Ltd
CEOS Technologies
CHM Vuwani Computer Solutions (Pty) Ltd
Concilium Technologies (Pty) Ltd
Datacentrix Holdings Limited
eNetworks cc
EOH Consulting (Pty) Ltd
EOH Microsoft Services (Pty) Ltd
First Technology (Pty) Ltd
Khusela Solutions (Pty) Ltd
Mustek Limited
Nambiti Technologies (Pty) Ltd
NTT DATA, Inc.
PBT Technology Services (Pty) Ltd
Pink Elephant South Africa IT Management (Pty) Ltd
Pinnacle Micro (Pty) Ltd
Pitney Bowes Batsumi Enterprise (Pty) Ltd
Rocketseed (South Africa) (Pty) Ltd
Sintrex Integration Services (Pty) Ltd
Sizwe Africa It Group (Pty) Ltd
Tarsus Distribution (Pty) Ltd
Vukani Technologies (Pty) Ltd

INTERNET

Datatec Limited
Fastnet Limited
Internet Solutions
MTN Business Solutions (Pty) Ltd

SOFTWARE

Blue Turtle Technologies (Pty) Ltd
Boxfusion Holdings (Pty) Ltd
Consnet (Pty) Ltd
Elvey Security Technologies (a division of Hudaco Trading (Pty) Ltd
Konica Minolta South Africa
Reverside Software Solutions (Pty) Ltd
Symplexity (Pty) Ltd
Technology Corporate Management (Pty) Ltd
Tswelopele Technologies

WIRELESS TELECOM SERVICES

Altech Radio Distributors (Pty) Ltd
Cell C (Pty) Ltd
MTN Group Limited
Vodacom Group Limited

TELECOMMS SOLUTIONS

Altron TMT SA Group (Pty) Ltd
Boniswa Corporate Solutions (Pty) Ltd
Jurumani Solutions (Pty) Ltd
Liquid Telecommunications South Africa (Pty) Ltd
Vox Telecommunications (Pty) Ltd

GOVERNMENT ORGANISATIONS AND DEPARTMENTS**CONSTITUTIONAL BOADIES**

Auditor-General South Africa (AGSA)

Commission for Gender Equality (CGE)

Commission for the Promotion and Protection of the Rights of Cultural, Religious and Linguistic Communities

Electoral Commission (IEC) of South Africa

Financial and Fiscal Commission (FFC)

Independent Communications Authority of South Africa (ICASA)

Municipal Demarcation Board (MDB)

Pan South African Language Board (PanSALB)

Public Protector South Africa

Public Service Commission (PSC)

South African Human Rights Commission (SAHRC)

PUBLIC ENTITIES

.za Domain Name Authority (ZADNA)

Academy of Science of South Africa (ASSAf)

Accounting Standards Board (ASB)

African Renaissance and International Cooperation Fund (ARF)

Agrément South Africa (ASA)

Agricultural Produce Agents Council (APAC)

Agricultural Research Council (ARC)

Air Traffic and Navigation Services (ATNS)

Airports Company South Africa (ACSA)

Alexkor SOC LTD

Amatola Water

Armaments Corporation of South Africa SOC Ltd (ARMSCOR)

Blind SA

Bloem Water

Boxing South Africa

Brand South Africa

Breede-Gouritz Catchment Management Agency	Export Credit Insurance Corporation of South Africa SOC Ltd (ECIC)	Media Development and Diversity Agency (MDDA)
Broadband Infraco	Film and Publication Board (FPB)	Mhlathuze Water
Castle Control Board	Financial Intelligence Centre (FIC)	Mine Health and Safety Council (MHSC)
Central Energy Fund SOC Ltd (CEF)	Financial Sector Conduct Authority (FSCA)	Mintek
Centre for Public Service Innovation (CPSI)	Government Employees Medical Scheme (GEMS)	Municipal Infrastructure Support Agent (MISA)
Co-operative Banks Development Agency (CBDA)	Government Employees Pension Fund (GEPF)	Mpumalanga Economic Growth Agency (MEGA)
Commission for Conciliation, Mediation and Arbitration (CCMA)	Government Pensions Administration Agency (GPAA)	National Advisory Council on Innovation (NACI)
Community Schemes Ombud Service (CSOS)	Government Printing Works (GPW)	National Agricultural Marketing Council (NAMC)
Companies and Intellectual Property Commission (CIPC)	Government Technical Advisory Centre (GTAC)	National Archives and Records Service of South Africa (NARSSA)
Companies Tribunal	Health Professions Council of South Africa (HPCSA)	National Arts Council of South Africa (NAC)
Compensation Fund (CF)	Housing Development Agency (HDA)	National Consumer Commission (NCC)
Competition Commission	Human Sciences Research Council (HSRC)	National Consumer Tribunal (NCT)
Competition Tribunal	Independent Development Trust (IDT)	National Credit Regulator (NCR)
Construction Industry Development Board (CIDB)	Independent Regulatory Board for Auditors (IRBA)	National Development Agency (NDA)
Council for Geoscience (CGS)	Industrial Development Corporation (IDC)	National Economic Development and Labour Council (NEDLAC)
Council for Medical Schemes (CMS)	Ingonyama Trust Board	National Electronic Media Institute of South Africa (NEMISA)
Council for Scientific and Industrial Research (CSIR)	Inkomati-Usuthu Catchment Management Agency (IUCMA)	National Empowerment Fund (NEF)
Council for the Built Environment (CBE)	International Trade Administration Commission of South Africa (ITAC)	National Energy Regulator of South Africa (NERSA)
Council on Higher Education (CHE)	InvestSA One Stop Shop	National Film and Video Foundation (NFVF)
Cross-Border Road Transport Agency (C-BRTA)	iSimangaliso Wetland Park	National Gambling Board (NGB)
Denel	Judicial Inspectorate for Correctional Services (JICS)	National Health Laboratory Service (NHLS)
Development Bank of Southern Africa (DBSA)	Land and Agricultural Development Bank of South Africa (Land Bank)	National Heritage Council South Africa (NHC)
Driving Licence Card Account (DLCA)	Legal Aid South Africa	National Home Builders Registration Council (NHBRC)
Education Labour Relations Council (ELRC)	Lepelle Northern Water	National House of Traditional Leaders (NHTL)
Engineering Council of South Africa (ECSA)	Magalies Water	National Housing Finance Corporation SOC Ltd (NHFC)
Eskom Holdings SOC Ltd	Mandela Bay Theatre Complex	

National Institute for the Humanities and Social Sciences (NIHSS)
National Library of South Africa (NLSA)
National Lotteries Commission (NLC)
National Metrology Institute of South Africa (NMISA)
National Nuclear Regulator (NNR)
National Radioactive Waste Disposal Institute (NRWDI)
National Regulator for Compulsory Specifications (NRCS)
National Research Foundation (NRF)
National Skills Fund (NSF)
National Student Financial Aid Scheme (NSFAS)
National Youth Development Agency (NYDA)
Office of Health Standards Compliance (OHSC)
Office of the Ombud for Financial Services Providers (FAIS Ombud)
Office of the Pension Funds Adjudicator (OPFA)
Office of the Tax Ombud (OTO)
Office of the Valuer General
Onderstepoort Biological Products (OBP)
Overberg Water Board
Passenger Rail Agency of South Africa (PRASA)
Performing Arts Centre of the Free State (PACOFs)
Perishable Products Export Control Board (PPECB)
Petroleum, Oil and Gas Corporation of South Africa (PetroSA)
Ports Regulator of South Africa
President's Fund
Private Security Industry Regulatory Authority (PSIRA)

Productivity SA
Property Practitioners Regulatory Authority (PPRA)
Public Investment Corporation SOC Ltd (PIC)
Quality Council for Trades and Occupations (QCTO)
Railway Safety Regulator (RSR)
Rand Water
Randburg Chamber of Commerce and Industry (RCCI)
Road Accident Fund (RAF)
Road Traffic Infringement Agency (RTIA)
Road Traffic Management Corporation (RTMC)
Sasria SOC Ltd
SENTECH
Small Enterprise Development Agency (SEDA)
Small Enterprise Finance Agency (SEFA)
Social Housing Regulatory Authority (SHRA)
South African Airways (SAA)
South African Board for Sheriffs
South African Broadcasting Corporation SOC Limited (SABC)
South African Bureau of Standards (SABS)
South African Civil Aviation Authority (SACAA)
South African Council for Educators (SACE)
South African Council for Natural Scientific Professions (SACNASP)
South African Council for Social Service Professions (SACSSP)
South African Council for the Architectural Profession (SACAP)

South African Council for the Landscape Architectural Profession (SACLAP)
South African Council for the Project and Construction Management Profession (SACPCMP)
South African Council for the Property Valuers Profession (SACPVP)
South African Council for the Quantity Surveying Profession (SACQSP)
South African Diamond and Precious Metals Regulator (SADPMR)
South African Forestry Company SOC Limited (SAFCOL)
South African Health Products Regulatory Authority (SAHPRA)
South African Heritage Resources Agency (SAHRA)
South African Institute for Drug-Free Sport (SAIDS)
South African Library for the Blind (SALB)
South African Local Government Association (SALGA)
South African Maritime Safety Authority (SAMSA)
South African Medical Research Council (SAMRC)
South African National Accreditation System (SANAS)
South African National Biodiversity Institute (SANBI)
South African National Council for the Blind
South African National Energy Development Institute (SANEDI)
South African National Parks (SANParks)
South African National Space Agency (SANSA)
South African Nuclear Energy Corporation (NECSA)
South African Post Office (SAPO)

South African Postbank (SOC) Ltd
South African Qualifications Authority (SAQA)
South African Reserve Bank (SARB)
South African Revenue Service (SARS)
South African Social Security Agency (SASSA)
South African Tourism
South African Veterinary Council (SAVC)
South African Weather Service
Special Investigating (SIU)
State Diamond Trader
State Information Technology Agency (SITA)
Takeover Regulation Panel (TRP)
Technology Innovation Agency (TIA)
Telkom
The South African National Roads Agency SOC Ltd (SANRAL)
Trans-Caledon Tunnel Authority (TCTA)
Transnet SOC Ltd
Umalusi - Council for Quality Assurance in General and Further Education and Training
Umgeni Water
Unemployment Insurance Fund (UIF)
Universal Service and Access Agency of South Africa (USAASA)
Universities South Africa (USAf)
Water Research Commission (WRC)

NATIONAL GOVERNMENT DEPARTMENTS

Civilian Secretariat for Police Service (CSPS)

Department of Agriculture, Land Reform and Rural Development (DALRRD)

Department of Basic Education (DBE)

Department of Communications and Digital Technologies (DCDT)
Department of Cooperative Governance (DCoG)
Department of Correctional Services (DCS)
Department of Defence (DoD)
Department of Employment and Labour (DEL)
Department of Forestry, Fisheries and the Environment (DFFE)
Department of Health (DoH)
Department of Higher Education and Training (DHET)
Department of Home Affairs (DHA)
Department of Human Settlements (DHS)
Department of International Relations and Cooperation (DIRCO)
Department of Justice and Constitutional Development (DoJ&CD)
Department of Military Veterans (DMV)
Department of Mineral Resources and Energy (DMRE)
Department of Planning, Monitoring and Evaluation (DPME)
Department of Police (SAPS)
Department of Public Enterprises (DPE)
Department of Public Service and Administration (DPSA)
Department of Public Works and Infrastructure (DPWI)
Department of Science and Innovation (DSI)
Department of Small Business Development (DSBD)
Department of Social Development (DSD)
Department of Sport, Arts and Culture (DSAC)
Department of Tourism (DT)

Department of Trade, Industry and Competition (the dtic)
Department of Traditional Affairs (DTA)
Department of Transport (DOT)
Department of Water and Sanitation (DWS)
Department of Women, Youth and Persons with Disabilities (DWYPD)

NON-GOVERNMENT ORGANISATIONS

FOUNDATIONS

Dell Development Fund

Financial Sector Transformation Council

Good Work Foundation

Naspers Labs

National Film and Video Foundation

National Research Foundation

Road Accident Fund

Small Enterprise Foundation

Telkom Foundation

The Unlimited Child

Tshepiso Mokoena Foundation (TMF)

Vodacom Foundation

Zenex Foundation

COMPANIES & ORGANISATIONS

Africa Bio

Business Against Crime South Africa

Business Unity South Africa (Busa)

Cape Chamber of Commerce and Industry

Centre For Early Childhood Development Npc

Cotlands
Durban KwaZulu-Natal Convention Bureau
Federated Hospitality Association of South Africa
Independent Examination Board
Independent Municipal & Allied Trade Union - Imatu
Mimi Women
National Arts Council of South Africa
National Association of Child Care Workers
National Gambling Board
National Home Builders Registration Council
National Small Business Chamber
Nelson Mandela Bay Science and Technology Center
Nelson Mandela Institute for Education and Rural Development
Ntataise ECD Network
Ombudsman for Banking Services
Potatoes SA
Public Servants Association of South Africa
Seda Ethekwini
Siyabonga Africa
Sonke Gender Justice Network
South African Association of Veterinary Technologists
South African Institute for Entrepreneurship
South African Institute of Black Property Practitioners - SAIBPP

South African Institute of Race Relations
South African Property Owners Association
Tshimologo Executive Group
World Wildlife Fund South Africa (WWF SA)
UNIVERSITIES
Nelson Mandela Metropolitan University
North-West University
Rhodes University
Sefako Makgatho Health Sciences University
Sol Plaatje University
University of Cape Town
University of Fort Hare
University of Johannesburg
University of KwaZulu-Natal
University of Limpopo
University of Mpumalanga
University of Pretoria
University of South Africa (UNISA)
University of Stellenbosch
University of the Free State
University of the Western Cape
University of the Witwatersrand
University of Venda
University of Zululand
GRADUATE SCHOOLS
Henley Business School

IMM Graduate School of Marketing
Milpark Business School (Pty) Ltd
Regent Business School
UNISA Graduate School of Business Leadership
University of South Africa Graduate School of Business Leadership (UNISA SBL)
University of Stellenbosch Business School (USB)
Wits Business School

COLLEGES

Boland TVET College
Buffalo City TVET College
Capricorn TVET College
Central Johannesburg TVET College
Coastal TVET College
College of Cape Town for TVET
Eastcape Midlands TVET College
Ehlanzeni TVET College
Ekurhuleni East TVET College
Ekurhuleni West TVET College
Elangeni TVET College
Esayidi TVET College
False Bay TVET College
Flavius Mareka TVET College
Gert Sibande TVET College
Goldfields TVET College
Ikhala TVET College
Ingwe TVET College
King Hintsa TVET College

King Sabata Dalindyebo TVET College
Lephalale TVET College
Letaba TVET College
Lovedale TVET College
Majuba TVET College
Maluti TVET College
Mnambithi TVET College
Mopani South TVET College
Motheo TVET College
Mthashana TVET College
Nkangala TVET College
Northern Cape Rural TVET College
Northern Cape Urban TVET College
Northlink TVET College
Orbit TVET College
Port Elizabeth TVET College
Sedibeng TVET College
Sekhukhune TVET College
South Cape TVET College
South West Gauteng TVET College
Taletso TVET College
Thekwini TVET College
Tshwane North TVET College
Tshwane South TVET College
Umfolozi TVET College
Umgungundlovu TVET College
Vhembe TVET College
Vuselela TVET College
Waterberg TVET College
West Coast TVET College

Western College for TVET
SETAS
Agricultural Sector Education and Training Authority (AgriSETA)
Banking Sector Education and Training Authority (BANKSETA)
Chemical Industries Education and Training Authority (CHIETA)
Construction Education and Training Authority (CETA)
Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority (CATHSSETA)
Education, Training and Development Practices Sector Education and Training Authority (ETDP SETA)
Energy and Water Sector Education and Training Authority (EWSSETA)
Fibre Processing and Manufacturing Sector Education and Training Authority (FP&M SETA)
Finance and Accounting Services Sector Education and Training Authority (Fasset)
Food and Beverage Manufacturing Industry Sector Education and Training Authority (FoodBev SETA)
Health and Welfare Sector Education and Training Authority (HWSSETA)
Insurance Sector Education and Training Authority (Inseta)
Local Government Sector Education and Training Authority (LGSETA)
Manufacturing, Engineering and Related Services Sector Education and Training Authority (merSETA)
Media, Information and Communication Technologies Sector Education and Training Authority (MICT SETA)

Mining Qualifications Authority (MQA)
Public Service Sector Education and Training Authority (PSETA)
Safety and Security Sector Education and Training Authority (SASSETA)
Services Sector Education and Training Authority (SSETA)
Transport Education Training Authority (TETA)
Wholesale and Retail Sector Education and Training Authority (W&RSETA)

Empowering Change through Innovation and Sustainability

We are proud to support initiatives that shape a sustainable future by empowering communities, businesses, and individuals to embrace green solutions.

Through innovation, collaboration, and commitment, we strive to build a future where sustainability thrives in every aspect of life.







Inspiring the world to do **good business.**

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