BEE123

TECHNOLOGY | PEOPLE | IMPACT

Supplier B-BBEE Readiness Workshop

Understanding the rules. Building capability. Transforming sustainably.

2-hour practical workshop for Nedbank suppliers

September 2026



What you should leave with

WORKSHOP OUTCOMES

CLARITY

Know which B-BBEE framework, threshold and status document applies to your business.

READINESS

Understand what clients such as Nedbank need from suppliers — and why timing matters.

ACTION

Identify practical, credible steps that strengthen competitiveness without shortcuts or fronting.

Not a once-a-year certificate — a year-round transformation and market-readiness discipline.

Two hours, focused on what suppliers need

AGENDA

15 min	Why B-BBEE matters in the South African market
25 min	How the framework works: scorecards, sectors, thresholds and certification
20 min	Draft 2026 Statement 400: what may change
15 min	Risk: misrepresentation, fronting and document integrity
30 min	Practical transformation: quick wins, skills transfer and supplier readiness
15 min	Your 90-day action plan + Q&A

End-to-End Transformation Solutions

Solutions across the full B-BBEE Scorecard

BEE123
Software & Advisory Services

EE123
Software & Advisory Services

ESD123
Enterprise Development

SKILLS123
Skills Development

YES123
Youth Employment Solutions

SED123
Socio-Economic Development

Our Stats

Delivering impact, driving transformation

15 Years
Established

500+
Clients

5 000
Users

Level 1
51% BO, 33% BWO

80
Staff members

B-BBEE & EE
Specialists

RECOGNITION & INDUSTRY LEADERSHIP

ABP Leadership

- Board Member
- Director of the Training Portfolio
- Member of the Technical Committee

Future of HR Awards 2025

- Best Innovation in HR using Technology

B-BBEE is more than an ownership conversation

RESET THE MISCONCEPTION

MYTH

"If my business is white-owned, there is nothing meaningful I can do."

REALITY

Ownership is one element. Measured businesses can improve through management, skills, procurement, supplier development and socio-economic initiatives.

BUSINESS LENS

Customers increasingly need suppliers that understand transformation, provide reliable evidence and support their procurement objectives.

Transformation is not about excluding capable suppliers — it is about widening participation while building stronger value chains.

Why B-BBEE matters

SESSION 1 | 10 MIN

1

Transforming supply chains

Increasing procurement from Black-owned and Black women-owned businesses.

2

Opening market access

Creating sustainable growth for Black-owned EMEs and QSEs, including new entrants.

3

Strengthening local industry

Supporting localisation and building South Africa's industrial base.

4

Driving inclusive growth

Supporting employment creation and participation in the mainstream economy.

WHY IT MATTERS TO YOU

- Your B-BBEE status affects whether clients can recognise spend with you.
- A strong, accurate profile can unlock preferential terms and ESD support.
- Compliance protects both scorecards from errors or misrepresentation.

The scorecard is a system, not a single number

Different Codes may change weightings, thresholds, rules and evidence requirements.

25 pts	**Ownership**	Who owns economic interest and voting rights.
19 pts	**Management Control**	Who participates in decision-making and leadership.
25 pts	**Skills Development**	How the business invests in developing people.
46 pts	**Enterprise & Supplier Development**	Who you procure from and how you develop suppliers.
5 pts	**Socio-Economic Development**	How the business supports broader participation.

PRIORITY ELEMENTS

Miss a 40% sub-minimum on Ownership, Skills Development or Enterprise & Supplier Development and your level is discounted by at least one level.

Your level affects the value customers can recognise

PROCUREMENT RECOGNITION

Level 1 135% recognition	**Level 2** 125% recognition	**Level 3** 110% recognition	**Level 4** 100% recognition
Level 5 80% recognition	**Level 6** 60% recognition	**Level 7** 50% recognition	**Level 8** 10% recognition

A R100 purchase from a Level 1 supplier can contribute R135 of recognised B-BBEE procurement spend.

Affidavit, CIPC certificate or SANAS verification?

CERTIFICATION

AFFIDAVIT

Common for qualifying EMEs and enhanced-recognition QSEs, subject to the applicable Code. Must be correctly completed and commissioned.

CIPC

May be available in certain circumstances, but sector and threshold limits mean it is not a universal substitute.

SANAS CERTIFICATE

Required for Generic entities and many QSEs or sector-specific categories. Confirm the agency's accreditation.

Never choose the easiest document. Choose the document the applicable Code permits.

Certification: which document do you need?

CERTIFICATION

EME

TURNOVER
≤ R10m turnover (Amended Codes)

CERTIFICATION
Sworn affidavit or CIPC certificate

ENHANCED
51%+ Black-owned = Level 2; 100% = Level 1

QSE

TURNOVER
R10m – R50m turnover

CERTIFICATION
51%+ Black-owned: sworn affidavit. Below 51%: SANAS-accredited certificate

ENHANCED
51%+ = Level 2; 100% = Level 1

GENERIC

TURNOVER
R50m+ turnover

CERTIFICATION
SANAS-accredited verification certificate — always required

ENHANCED
No enhanced recognition category

Expired certificates remain usable if they were valid during the client's verification period — but always provide the latest certificate where available.

White-owned EMEs and QSEs: know your category

PRACTICAL FOCUS

WHITE-OWNED EME

Under the Generic Codes, an EME with less than 51% Black ownership receives Level 4 enhanced recognition. The correct annual affidavit remains essential.

WHITE-OWNED QSE

Under the Generic Codes, a QSE with less than 51% Black ownership generally requires measurement by a SANAS-accredited verification agency.

SECTOR WARNING

Do not transplant Generic Code rules into Tourism, Construction, Legal, Property or other sector codes. Thresholds and certification rules differ.

Being white-owned does not mean B-BBEE does not apply — it means your strategy must start with the correct category and realistic levers.

First question: which Code applies to your business?

SECTOR ALIGNMENT

1. Do not assume the Generic Codes apply simply because they are the most familiar.
2. Where a valid sector code applies, the supplier must be assessed under that sector framework.
3. Sector classification is driven by the nature of the business and, in several codes, the proportion of revenue from defined activities.
4. Getting the sector wrong means the wrong threshold, the wrong status document and unreliable procurement recognition.

Correct Code → correct threshold → correct status document → credible recognition

Sector quick reference: Generic and R10m EME sectors

SECTOR CODE DETAIL

Sector / Code	EME	QSE	Generic	Typical status document route
Generic Codes	≤ R10m	R10m–R50m	≥ R50m	EME affidavit/CIPC; 51%+ QSE affidavit; <51% QSE + Generic: SANAS
AgriBEE	≤ R10m	R10m–R50m	≥ R50m	Affidavit/CIPC for EME; 51%+ QSE affidavit; <51% QSE + Generic: SANAS
Financial Services	≤ R10m	R10m–R50m QSFI	≥ R50m	EME affidavit/CIPC; 51%+ QSFI affidavit; <51% QSFI + Generic: SANAS
ICT	≤ R10m	R10m–R50m	≥ R50m	EME affidavit/CIPC; 51%+ QSE affidavit; <51% QSE + Generic: SANAS
Forest	≤ R10m	R10m–R50m	≥ R50m	EME affidavit/CIPC; 51%+ QSE affidavit; <51% QSE + Generic: SANAS

Where the EME threshold is R10m, CIPC may be more likely to align — but the correct sector and document must still be checked.

Sector quick reference: lower or special EME thresholds

SECTOR CODE DETAIL

Sector / Code	EME / ELE	QSE	Generic	Certification notes
Tourism	≤ R5m	R5m–R45m	≥ R45m	EME affidavit; 51%+ QSE affidavit/CIPC per code; <51% + Generic: SANAS
Defence	≤ R5m	R5m–R50m	≥ R50m	EME affidavit; 51%+ QSE affidavit/CIPC per code; <51% + Generic: SANAS
MAC – PR	≤ R5m	R5m–R10m	≥ R10m	PR has lower thresholds than general MAC — confirm sub-sector first
MAC – General	≤ R10m	R10m–R50m	≥ R50m	EME affidavit/CIPC; 51%+ QSE affidavit/CIPC per code; <51%: SANAS
Integrated Transport	≤ R5m	R5m–R35m	≥ R35m	2007-style certificates for EME; QSE + Generic: SANAS or IRBA
Legal – Attorneys	≤ R5m ELE	R5m–R25m	≥ R25m	ELE affidavit or CIPC; 51%+ QSE affidavit; <51% + Generic: SANAS
Legal – Advocates	≤ R3m ELE	R3m–R15m	≥ R15m	ELE affidavit/CIPC plus confirmatory affidavit

A lower sector threshold can turn an apparent Generic-Code EME into a QSE or Generic entity under its actual sector.

Construction and Property require extra care

SECTOR CODE DETAIL

Category	Threshold	Certification / status route	QSE / Generic cut-off
Construction – Contractor	EME ≤ R10m	Affidavit/CIPC only below R3m; above R3m requires SANAS certificate	QSE R10m–R50m; Generic ≥ R50m
Construction – BEP	EME ≤ R6m	Affidavit/CIPC only below R1.8m; above R1.8m requires SANAS certificate	QSE R6m–R25m; Generic ≥ R25m
Property – Asset-based	EME < R80m net assets	QSE < R400m net assets	Generic ≥ R400m net assets
Property – Service-based	EME < R10m revenue	QSE < R50m revenue	Generic ≥ R50m revenue
Property – Agents / brokers / valuers	EME < R2.5m revenue	QSE < R35m revenue	Generic ≥ R35m revenue

Construction and Property cannot be judged on turnover alone — business activity, asset category and sub-category matter.

How to decide which status document to use

SECTOR CODE DETAIL

Step	Decision point	What to check
Step 1	Confirm sector applicability	Nature of business, revenue split and sector definitions
Step 2	Determine revenue / asset threshold	Correct financial year-end and most recent financial information
Step 3	Confirm ownership percentage	51%, 75%, 100%, Black women ownership and Designated Group claims
Step 4	Select the permitted document	Affidavit, CIPC, SANAS, or accounting officer certificate where older codes apply
Step 5	Check validity and consistency	Entity details, commissioner of oaths, dates, FYE, sector, issuer and alterations

A supplier declaration is not an administrative formality — it is procurement evidence your customer may rely on.

CIPC certificates: useful, but not universal

SECTOR CODE DETAIL

WHERE CIPC HELPS

- Simple, low-cost route for qualifying EMEs in aligned sectors.
- Can carry the same status as a sworn affidavit where permitted.
- Useful for onboarding when sector and threshold are correct.

WHERE CIPC ADDS RISK

- Sector thresholds differ from R10m.
- The platform forces a sector selection where the Generic Codes may apply.
- Incorrect selection creates misclassification and unreliable recognition.

PRACTICAL RULE

- Check the Code first.
- Check the threshold second.
- Only then decide whether CIPC is acceptable.

When the sector threshold is not R10m, do not rely on a CIPC certificate without further validation.

Sole proprietors: the business and the owner are linked

SUPPLIER STRUCTURES

1 START WITH THE PERSON

A sole proprietorship is not a separate company with shareholders. Understand the proprietor's identity, ownership position and the nature of the business first.

2 APPLY THE RIGHT CODE

Sole-proprietor status does not create a separate turnover threshold. The applicable Generic or Sector Code still determines EME, QSE or Generic status.

3 USE THE RIGHT EVIDENCE

Do not automatically require a CIPC certificate. The evidence must fit the Code, category and legal form, and must reflect the enterprise accurately.

Validate the legal form first — a sole proprietor should not be forced into company-specific evidence by a standard onboarding checklist.

Your B-BBEE strategy is linked to your financial year-end

TIMING

START	MID-YEAR	Q3	FYE	VERIFY
Baseline & targets	Track evidence & gaps	Accelerate interventions	Close & evidence	Independent assurance

WHY TIMING MATTERS

- Your turnover category and much of the measurement evidence are tied to the relevant financial period.
- Affidavits should state the revenue for the year under review and the full financial year-end.
- Scorecard initiatives usually need to be implemented, paid and evidenced within the measurement period to count.

Waiting until the verification date leaves too little time to correct gaps.

Do not wait for a tender or certificate expiry

BE PROACTIVE

12 MONTHS OUT

Confirm Code, category, ownership data, baseline score and client expectations.

6 MONTHS OUT

Track skills, procurement, supplier development and evidence. Fix execution gaps while there is still time.

90 DAYS OUT

Validate documents, reconcile spend, close qualifying initiatives and prepare the verification file.

B-BBEE is easier — and usually more cost-effective — when managed as part of normal business planning.

2026 Draft Statement 400: important, but not yet final

DRAFT AMENDMENTS

DRAFT FOR PUBLIC COMMENT

Not yet final law — but a clear signal of intent.

WHAT IT SIGNALS

- The draft proposes material changes to Preferential Procurement and Enterprise & Supplier Development.
- Understand the direction of travel now, but avoid treating draft provisions as final law.
- Ownership categories, supplier development outcomes, longer-term contracting and evidence of impact are receiving greater emphasis.

Plan for resilience under both the current rules and the likely future direction.

What the draft could change in procurement

DRAFT STATEMENT 400

15% target
100% Black-owned EMEs

15% target
100% Black-owned QSEs

25% target
100% Black-owned enterprises

25% target
51%–99% Black-owned

12% target
100% Black women-owned

10% bonus target
100% Designated Group owned

Customers may place more strategic value on ownership profile, supplier category and sustained supplier relationships.

Transformation Fund: an alternative route

DRAFT STATEMENT 400

CURRENT ROUTE

Enterprise Development and Supplier Development contributions remain a route to points.

PROPOSED ALTERNATIVE

The draft introduces a Transformation Fund contribution target of 3% of NPAT for 20 points as an alternative.

SUPPLIER IMPLICATION

Supplier development support may become more outcome-driven, with stronger expectations for needs analysis, metrics and monitoring.

The draft does not remove the importance of capable suppliers — it raises the bar on demonstrable impact.

Skills transfer is a compliance and competitiveness lever

CAPABILITY

WHY SKILLS TRANSFER PAYS OFF

- Strengthens operational capability, productivity, financial management, digital maturity and market access.
- The draft's Empowering Supplier criteria include skills transfer that helps Black EMEs and QSEs build capacity.
- Training and mentoring can qualify as Enterprise or Supplier Development where the requirements and evidence are met.
- Treat skills transfer as capability building — not a once-off workshop with no measurable outcome.

Ask: what capability will be stronger in 12 months because of this intervention?

Transformation works best as a partnership, not a threat

SUPPLIER COMMITMENT

TRANSPARENCY

Be open about your current status, constraints and a realistic transformation pathway.

CONTINUITY

Strong commercial performance, service quality and compliance remain essential during the journey.

PROGRESS

Agree practical milestones, track them and communicate evidence of movement rather than unsupported promises.

A credible journey is more valuable than a rushed structure that cannot withstand verification.

Quick wins: improve readiness and the business

PRACTICAL ACTION

1. Confirm your Code and threshold
2. Fix affidavit / certificate errors
3. Build a B-BBEE evidence folder
4. Map spend to supplier status
5. Use existing training strategically
6. Pay qualifying small suppliers faster
7. Offer mentoring / technical support
8. Set a 12-month scorecard plan

Quick wins should create momentum — not substitute for a sustainable strategy.

The line you must not cross

RISK

MISREPRESENTATION

False or misleading statements about ownership, turnover, beneficiaries, spend, employment or qualifying initiatives.

FRONTING RISK

Structures that create the appearance of transformation without the substance, control, benefit or participation represented.

DOCUMENT RISK

Altered certificates, incorrect affidavits, invalid templates or documents issued under the wrong Code.

If the commercial reality and the B-BBEE story do not match, stop and investigate.

Know the risks: fronting and misrepresentation

RED FLAGS TO AVOID

- Window-dressing — Black shareholders on paper with no real decision-making power or economic benefit.
- Benefit diversion — ownership or profit share promised to a Black participant but redirected elsewhere.
- Opportunistic intermediaries — an entity inserted purely to secure recognition, adding no real value.
- Inflated claims on certificates or affidavits that do not match reality.

WHY IT MATTERS

- Fronting is a criminal offence under the B-BBEE Amendment Act — fines and imprisonment are possible.
- A misrepresentation finding can invalidate your certificate retrospectively, affecting every client who relied on it.
- Reputational damage can end supplier relationships permanently.
- Where a certificate raises doubt, customers will request supporting documents.

Transparency upfront avoids delays — and protects both scorecards.

Before you send a B-BBEE document to a customer

SUPPLIER CHECKLIST

- ✓ Correct legal entity and registration details
- ✓ Correct turnover category
- ✓ Correct financial year-end
- ✓ SANAS-accredited agency where required
- ✓ Correct sector / scorecard
- ✓ Correct ownership percentages
- ✓ Correct affidavit template and commissioning
- ✓ No alterations, inconsistencies or expired information

A clean document pack builds trust and prevents procurement delays.

Mini case study: a white-owned QSE supplier

APPLY THE PRINCIPLES

SCENARIO

- R28m annual turnover; less than 51% Black ownership; services business under the Generic Codes.
- Certificate expires in four months and a major customer asks for an improved B-BBEE roadmap.
- Already spends on employee training, uses small local suppliers and has senior specialists who can mentor.

NEXT 90 DAYS

- Validate category and baseline
- Quantify existing levers
- Build the evidence pack
- Design sustainable interventions
- Prepare for verification

What would you do in the next 90 days?

Your 90-day supplier readiness plan

ACTION PLAN

DAYS 1–30

Confirm Code, category, financial year-end, ownership profile and current status. Validate your document and identify evidence gaps.

DAYS 31–60

Build a baseline score and readiness view. Identify realistic actions in skills, procurement and supplier development.

DAYS 61–90

Assign owners, budget and milestones. Start interventions early and create a monthly evidence and progress review.

One owner. One plan. Monthly tracking. Evidence as you go.

Six messages to take back to your business

KEY TAKEAWAYS

1

B-BBEE affects market access — understand why your customers ask for it.

2

Start with the correct sector, threshold and status document.

3

White-owned EMEs and QSEs still need a deliberate B-BBEE strategy.

4

Your financial year-end matters: manage the scorecard throughout the year.

5

Never trade substance for a better level — misrepresentation creates serious risk.

6

Use transformation to build skills, supplier capability and competitiveness.

Questions and discussion

CLOSE

What is the one B-BBEE action your business should start this month?

ASK

Clarify anything that remains uncertain.

CHECK

Validate your Code, category and document.

ACT

Build a practical plan before the next tender or verification.

Let’s make the next 90 days count.

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Thank you

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