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# **THE BUS COMMUTER AND COACH SERVICES SECTOR CODE**

# **THE BUS COMMUTER AND COACH SERVICES OWNERSHIP SCORECARD**

Element	Indicators of Empowerment	Bus Commuter Weightings	Bus Commuter Targets	Coach Services Weightings	Coach Services Targets
<u>Ownership</u>	Voting Rights				
	Exercisable voting rights in the hands of Black people	6	40%	6	40%
	Exercisable voting rights in the hands of Black Women	2	20%	2	20%
	Economic Interest				
	Economic interest in the hands of Black people	5	40%	5	40%
	Economic interest in the hands of Black Women	2	20%	2	20%
		3	3%	3	3%
	Involvement in the ownership by Black new Entrants	4	10%	4	10%
	Realization Points				
	Net Value/Net Economic Interest	8	Refer to Annexure C	8	Refer to Annexure C
<u>Total</u>		30		30	

# **THE BUS COMMUTER AND COACH SERVICES MANAGEMENT CONTROL SCORECARD**

Element	Indicators of Empowerment	Bus Commuter Weightings	Bus Commuter Targets	Coach Services Weightings	Coach Services Targets
Management Control	Board Participation				
	Exercisable voting rights of Black board members as a percentage of all board members	2	50%	2	50%
	Exercisable voting rights of Black women as a percentage of all board members	1	25%	1	25%
	Black Executive directors as a percentage of total number of executive directors	2	50%	2	50%
	Black Women Executive directors as a percentage of total number of executive directors	1	25%	1	25%
	Other Executive Management				
	Black Executive Management as a percentage of all executives directors	2	60%	2	60%
	Black Female Executive Management as a percentage of all executives directors	1	30%	1	30%
	Senior Management				
	Black employees in senior management as a percentage of all senior management	2	60%	2	60%
	Black female employees in senior management as a percentage of all senior management	1	30%	1	30%
	Middle Management				
	Black employees in middle management as a percentage of all middle management	2	75%	2	75%
	Black female employees in middle management as a percentage of all middle management	1	38%	1	38%
	Junior Management				
	Black employees in junior management as a percentage of all junior management	1	88%	1	88%
	Black female employees in junior management as a percentage of all junior management	0,5	34%	0,5	34%
	Women in Semi Skilled Unskilled positions	0,5	50%	0,5	50%
	Employees with disabilities				
	Black employees with disabilities as a percentage of all employees	1,5	2%	1,5	2%
Black female employees with disabilities as a percentage of all employees	0,5	0.5%	0,5	0.5%	
	<u>Total</u>	19		19	

# **THE BUS COMMUTER AND COACH SERVICES SKILLS DEVELOPMENT SCORECARD**

Element	Indicators of Empowerment	Bus Commuter Weightings	Bus Commuter Targets	Coach Services Weightings	Coach Services Targets
<b>Skills Development</b>	<b>Skills Development Expenditure on any programme specified in the Learning Programmes Matrix for Black people as a percentage of the Leviale Amount</b>				
	Skills Development Expenditure on Learning Programmes specified in the Learning Programmes Matrix for Black people as a percentage of the Leviale Amount	8	6%	8	6%
	Skills Development Expenditure on Learning Programmes specified in the Learning Programmes Matrix for Black Employees with disabilities as a percentage of the Leviale Amount	4	0.3%	4	0.3%
	<b>Learnerships, Apprenticeships and Internships</b>				
	Number of Black employees participating in Learnerships, Apprenticeships and Internships as a percentage of total employees <b>(18.1 Learnerships)</b>	4	5%	4	5%
	Number of Black unemployed people participating in Learnerships, Apprenticeships and Internships as a percentage of total employees <b>(18.2 Learnerships)</b>	4	3%	4	3%
	<b>Bonus Points</b>				
	Number of black people absorbed by the measured and/or Industry entity at the end of the learnerships programme	5	100%	5	100%
<u>Total</u>		25		25	



**THE BUS COMMUTER AND COACH SERVICES  
SECTOR ENTERPRISE AND SUPPLIER SCORECARD**

Element	Indicators of Empowerment	Bus Commuter Weightings	Bus Commuter Targets	Coach Services Weightings	Coach Services Targets
Enterprise and Supplier Development	Preferential Procurement				
	B-BBEE Procurement Spend from Empowering Suppliers based on the B-BBEE Procurement Recognition Level as a percentage of Total Measurable Procurement Spend	2	80%	2	80%
	B-BBEE Procurement Spend from all Empowering Suppliers that are Qualifying Small Enterprises based on the applicable B-BBEE Procurement Recognition Level as a percentage of Total measurable Procurement Spend	3	20%	3	20%
	B-BBEE Procurement Spend from Exempt Micro Enterprises based on the applicable B-BBEE Procurement Recognition Level as a percentage of Total measurable Procurement Spend	4	20%	4	20%
	B-BBEE Procurement Spend from Empowering Suppliers that are at least 51% black owned based on the applicable B-BBEE Procurement Recognition Levels as a percentage of the Total Measured Procurement Spend	10	40%	10	40%
	B-BBEE Procurement Spend from Empowering Suppliers that are at least 30% black women owned based on the applicable B-BBEE Procurement Recognition Levels as a percentage of the Total Measured Procurement Spend	6	15%	6	15%
	Bonus Points				
	B-BBEE Procurement Spend from Designated Group Suppliers that are at least 51% Black Owned	2	3%	2	3%
	Supplier Development				
	Annual value of all Supplier Development Contributions made by the measured entity as a percentage of the target	10	2% of NPAT	10	2% of NPAT
	Enterprise Development				
	Annual value of Enterprise Development Contributions and Sector Specific Programmes made by the Measured Entity as a percentage of the target	5	1% of NPAT	5	1% of NPAT
	Bonus Points				
Bonus point for the graduation of one or more Enterprise Development beneficiaries to graduate to the Supplier Development level	1		1		
Bonus point for creating one or more jobs directly as a result of Supplier Development and Enterprise Development initiatives by the Measured entity	1		1		
<u>Total</u>		44		44	

1. The codes need to have guidelines and criteria for supplier development initiatives that are specifically around subcontracting of routes by larger entities to the smaller black owned entities. The routes subcontracted need to demonstrate without a reasonable doubt:
  - Profitability;
  - Viability;
  - Sustainability; and
  - Annual increase in revenue and job creation.
  
2. One of the empowering supplier criteria in Bus Commuter and Charter Services should include a criteria stating that the measured entity can demonstrate that they have contributed towards the development of Black suppliers of Bus Commuter and Charter Services specific services and commodities over and above their supplier and enterprise development targets.

**THE BUS COMMUTER AND COACH SERVICES  
SOCIO ECONOMIC DEVELOPMENT SCORECARD**

Element	Indicators of Empowerment	Bus Commuter Weightings	Bus Commuter Targets	Coach Services Weightings	Coach Services Targets
<u>Socio Economic Development</u>	Annual value of Socio Economic Development Contributions made by the Measured Entity as a percentage of the target	5	1% of NPAT	5	1% of NPAT
<u>Total</u>		5		5	

# **THE BUS COMMUTER AND COACH SERVICES SPECIALISED SCORECARD**

Indicator	Indicators of Empowerment	Bus Commuter Weightings	Bus Commuter Targets	Coach Services Weightings	Coach Services Targets
<u>Management Control</u>	Board Participation				
	Exercisable voting rights of Black board members as a percentage of all board members	1	60%	1	60%
	Exercisable voting rights of Black women as a percentage of all board members	1	30%	1	30%
	Black Executive directors as a percentage of total number of executive directors	1	60%	1	60%
	Black Women Executive directors as a percentage of total number of executive directors	1	30%	1	30%
	Black Youth in Management				
	Black Youth in Management as a percentage of senior management and above	2	15%	2	15%
	Other Executive Management				
	Black Executive Management as a percentage of all executives directors	1	60%	1	60%
	Black Female Executive Management as a percentage of all executives directors	1	30%	1	30%
	Management with disabilities				
	Black People with disabilities as a percentage of all Management	1	1%	1	1%
	Black Women with disabilities as a percentage of all Management	1	0,50%	1	0,50%
	Senior Management				
	Black employees in senior management as a percentage of all senior management	1	70%	1	70%
	Black female employees in senior management as a percentage of all senior management	1	35%	1	35%
	Middle Management				
	Black employees in middle management as a percentage of all middle management	1	80%	1	80%
	Black female employees in middle management as a percentage of all middle management	1	40%	1	40%
	Junior Management				
	Black employees in junior management as a percentage of all junior management	1	88%	1	88%
	Black female employees in junior management as a percentage of all junior management	1	44%	1	44%
	Black Women in Semi Skilled Unskilled positions	1	50%	1	50%
	Black Youth Employees				
	Black youth in technical positions as a percentage of employees	2	30%	2	30%
	Employees with disabilities				
	Black employees with disabilities as a percentage of all employees	1	2%	1	2%
	Black women with disabilities as a percentage of all employees	1	1%	1	1%
Total		21		21	

Indicator	Indicators of Empowerment	Bus Commuter Weightings	Bus Commuter Targets	Coach Services Weightings	Coach Services Targets
<b>Skills Development</b>	<b>Skills Development Expenditure on any programme specified in the Learning Programmes Matrix for Black people as a percentage of the Leivable Amount</b>				
	Skills Development Expenditure on Learning Programmes specified in the Learning Programmes Matrix for Black people as a percentage of the Leivable Amount	8	6%	8	6%
	Skills Development Expenditure on Learning Programmes specified in the Learning Programmes Matrix for Black Employees with disabilities as a percentage of the Leivable Amount	3	0,50%	3	0,50%
	<b>Learnerships, Apprenticeships and Internships</b>				
	Number of Black people participating in Management Development Programmes as a percentage of total employees	4	4%	4	4%
	Number of Black employees participating in Learnerships, Apprenticeships and Internships as a percentage of total employees <b>(18.1 Learnerships)</b>	4	5%	4	5%
	Number of Black people with disabilities participating in Learnerships, Apprenticeships and Internships as a percentage of total employees	4	4%	4	4%
	Number of black unemployed people participating in Learnerships, Apprenticeships and Internships as a percentage of total employees <b>(18.2 Learnerships)</b>	4	4%	4	4%
	<b>Bonus Points</b>				
	Number of black people absorbed by the measured and Industry entity at the end of the learnerships programme	5	100%	5	100%
	Total	32		32	



Indicator	Indicators of Empowerment	Bus Commuter Weightings	Bus Commuter Targets	Coach Services Weightings	Coach Services Targets
Enterprise and Supplier Development	Preferential Procurement				
	B-BBEE Procurement Spend from Empowering Suppliers based on the B-BBEE Procurement Recognition Level as a percentage of Total Measurable Procurement Spend	2	80%	2	80%
	B-BBEE Procurement Spend from all Empowering Suppliers that are Qualifying Small Enterprises based on the applicable B-BBEE Procurement Recognition Level as a percentage of Total measurable Procurement Spend	4	20%	4	20%
	B-BBEE Procurement Spend from Exempt Micro Enterprises based on the applicable B-BBEE Procurement Recognition Level as a percentage of Total measurable Procurement Spend	5	20%	5	20%
	B-BBEE Procurement Spend from Empowering Suppliers that are at least 51% black owned based on the applicable B-BBEE Procurement Recognition Levels as a percentage of the Total Measured Procurement Spend	10	40%	10	40%
	B-BBEE Procurement Spend from Empowering Suppliers that are at least 30% black women owned based on the applicable B-BBEE Procurement Recognition Levels as a percentage of the Total Measured Procurement Spend	6	25%	6	25%
	B-BBEE Procurement Spend from Empowering Suppliers that are at least 51% black youth owned based on the applicable B-BBEE Procurement Recognition Levels as a percentage of the Total Measured Procurement Spend	3	20%	3	20%
	B-BBEE Procurement Spend from Empowering Suppliers that are at least 51% owned by Black people with disabilities based on the applicable B-BBEE Procurement Recognition Levels as a percentage of the Total Measured Procurement Spend	3	10%	3	10%
	B-BBEE Procurement Spend from Designated Group Suppliers that are at least 51% Black Owned	3	10%	3	10%

Supplier Development					
Annual value of all Supplier Development Contributions made by the measured entity as a percentage of the target		15	1% of NPAT or 0.1% Annual Revenue/ Allocated budget/ Gross receipts / Discretionary spend	15	1% of NPAT or 0.1% Annual Revenue/ Allocated budget/ Gross receipts / Discretionary spend
Annual value of all subcontracting of routes and/depots to Small Bus Operators in the region		15	1% of NPAT or 0.1% Annual Revenue/ Allocated budget/ Gross receipts / Discretionary spend	15	1% of NPAT or 0.1% Annual Revenue/ Allocated budget/ Gross receipts / Discretionary spend
Enterprise Development					
Annual value of Enterprise Development Contributions and Sector Specific Programmes made by the Measured Entity as a percentage of the target		5	1% of NPAT or 0.1% Annual Revenue/ Allocated budget/ Gross receipts / Discretionary spend	5	1% of NPAT or 0.1% Annual Revenue/ Allocated budget/ Gross receipts / Discretionary spend
Bonus Points					
Bonus point for the graduation of one or more Enterprise Development beneficiaries to graduate to the Supplier Development level		1		1	
Bonus point for creating one or more jobs directly as a result of Supplier Development and Enterprise Development initiatives by the Measured entity		1		1	
<u>Total</u>		57		57	

Indicators of Empowerment	Bus Commuter Weightings	Bus Commuter Targets	Coach Services Weightings	Coach Services Targets
Annual value of Socio Economic Development Contributions made by the Measured Entity as a percentage of the target	5	1% of 'NPAT or 0.1% Annual Revenue/ Allocated budget/ Gross receipts / Discretionary spend	5	1% of 'NPAT or 0.1% Annual Revenue/ Allocated budget/ Gross receipts / Discretionary spend

THANK YOU

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