



Learning and Development Workplace Trainer, Zandile Sogidashe, started her career at Sea Harvest as part of a 2015 Learnership program. Today, Zandile facilitates the Learnership 2017/2018 class and trains successful candidates in the Cold Store and Fresh Fish Operations. She was part of a group of 19 staff selected to go on an international trip to visit the factory of one of Sea Harvest's service providers in 2018.

Sea Harvest: At the forefront of fisheries transformation ambitions

While transformation appears to be happening at a slow pace within the overall South African economy, the fishing industry, in particular the hake trawling sector, continues to out-pace many sectors in its transformation pursuits.

Over the past 10 years, the Sea Harvest Group (Sea Harvest) has been at the forefront of this ambition in the industry, propelled by its majority black ownership since 2008, when black-managed and owned Brimstone Investment Corporation Limited (Brimstone) invested over R700m to buy-out the then majority shareholder, Tiger Brands Limited.

Since then the Group has seen itself listed on the Johannesburg Stock Exchange (JSE) and elevate its black ownership to 80% and achieve the milestone of becoming a Level 1 broad based black economic empowerment (BB-BEE) contributor.

Through its broad-based black shareholding, Sea Harvest continues to strive to incite societal change by providing access to the formal economy to those who were previously marginalized and distribute the wealth to all its shareholders, which includes its employees. "As a JSE-listed company, our driving force is not just generating profits. While we are in business to make money and create wealth, we want to be a part of the solution to the challenges facing South Africa," explains Sea Harvest and Brimstone Chairman, Fred Roberson.



Michael Madangatya is the owner of Khula Khula Transport in Saldanha, one of the local businesses from which Sea Harvest procures services. The company specialises in the transportation of dry and perishable goods.

Sea Harvest's senior and middle management is over 70% black, one of the success stories of the company's commitment to transformation. As the company has grown over the past few years, what has been instrumental is the transformation of Sea Harvest's workforce supported by its training and skills development (over R80 million spent since 2009) for African and Coloured designated employees.

With its holistic approach to transformation, a string of 100% black-owned businesses have also benefitted from Sea Harvest's procurement policies that favour black suppliers, resulting in an annual average spend of c.R100 million doing business with local SMMEs on the Cape west coast. "Together with our procurement strategy we are proud to be a

founding member of the West Coast Business Development Centre, which focuses on developing entrepreneurs by offering business advice and coaching to assist them in achieving sustained business growth," says Sea Harvest CEO, Felix Ratheb.

The company's philosophy on transformation is one that is constantly changing with the needs of the business and the industry at large. However, for the Group, it's the new normal. Robertson explains, "Our vision is to partner with government and become a leading black-owned and responsible diversified global agri-business with maximum beneficiation in our own country. We are focused on growth, sustainable jobs, developing skills and investing in new black businesses in the fishing industry and local



Musa Xulu started in the Sea Harvest Cadet program a few years ago. Today, Musa is a qualified 2nd Mate and sails as a Bosun on board the fresh fish vessel, Harvest Saldanha.

communities."

Sea Harvest is well on its way to fulfilling its vision of promoting access into the fishing industry. Earlier this year Sea Harvest together with Brimstone and Old Mutual's Masisizane Fund launched a R100m Fisheries Development Fund, which will aim to assist SMMEs succeed in the fishing industry.

In addition to its participation in the fund, in July 2018 Sea Harvest led a BBEE consortium in acquiring the previously majority white-owned Viking Fishing Group of Companies and a majority share of its aquaculture operation.

The other participants of the deal were the 88% black-owned Vuna Fishing Group; and two new, 100% black-owned, entrants in the industry, Nalitha Invest-

ments Proprietary Limited and South African Fishing Empowerment Corporation Proprietary Limited. "The opportunity to be involved in such a transaction means that we can further contribute to the growth of truly black entrepreneurs in the fishing industry in order to continue turning the tide towards a more transformed fishing sector," concluded Robertson.

