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# TRANSFORMATION LEARNING NETWORK

HOSTED BY THE CENTRE FOR THE ADVANCEMENT OF SOCIAL IMPACT AND TRANSFORMATION (CASIT)

## The B-BBEE Imperative – Advancing Transformation at Stellenbosch University

Thursday, 30 October 2025



13h00 - 14h30



Online via MS Teams



### Guest Speaker: Elsa Frylinck

Elsa Frylinck is a transformation strategist and attorney who advises her clients on meaningful Broad-Based Black Economic Empowerment (B-BBEE). With more than eighteen years' experience in B-BBEE advisory and legal compliance and a Master's in Advanced Company Law, she has developed a deep understanding of how values and accountability can turn transformation from a compliance exercise into a force for inclusive growth.

### Abstract

Transformation within higher education goes beyond compliance — it is about creating equitable access, opportunity, and impact. This presentation explores how Stellenbosch University is operationalising Broad-Based Black Economic Empowerment (B-BBEE) as a practical framework for inclusive growth. The B-BBEE Scorecard is not merely a regulatory measure; it is a strategic instrument that helps track, direct, and accelerate meaningful change across all spheres of the institution.

Drawing on national policy, institutional realities, and values-based leadership, the presentation unpacks the link between transformation objectives and measurable outcomes. It demonstrates how the principles of B-BBEE can be translated into tangible actions through management accountability, skills development, supplier diversification, and socio-economic impact.

Through practical examples, it highlights how systems, partnerships, and strategies can make transformation real - not only on paper but in the daily experiences of people within the University and broader society. The session invites participants to rethink transformation as both a compliance journey and a shared moral commitment to South Africa's inclusive future.

Kindly forward the invitation to any interested parties.

For any enquiries or accessibility needs please contact:  
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