

GENERIC SCORECARD

Turnover Applicable: Above R35 million

Elements Audited: All seven elements on the scorecard

Criteria	Weighting	Target	Raw Score	Weighted Score
OWNERSHIP (20)				
Voting Rights:				
Exercisable voting rights in the Enterprise in the hands of black people.	3	25% + 1 vote	%	
Exercisable voting rights in the Enterprise in the hands of black women.	2	10%	%	
Economic Interest:				
Economic interest of black people in the Enterprise.	4	25%	%	
Economic interest of black women in the Enterprise.	2	10%	%	
Economic interest of the following black natural people in the Enterprise: <ul style="list-style-type: none"> • Black designated groups; • Black participants in Employee Ownership Schemes; • Black beneficiaries of Broad-Based Ownership Schemes; • Black participants in Co-operatives. 	1	2.5%	%	
Realisation Points:				
Ownership fulfillment.	1	Yes	Yes/No	
Net value. <ul style="list-style-type: none"> • 20% of target in years 1-2 • 40% of target in years 3-4 • 60% of target in years 5-6 • 80% of target in years 7-8 • 100% of target in years 9-10 	7	25%	%	
Bonus Points:				
Involvement in the ownership of the Enterprise of black new entrants.	2	10%	%	
Involvement in the ownership of the Enterprise of black participants: <ul style="list-style-type: none"> • In Employee Ownership Schemes; • Of Broad-Based Ownership Schemes; • Co-operatives. 	1	10%	%	
MANAGEMENT CONTROL (10)				
Board Participation:				
Exercisable Voting Rights of black Board members who are black adjusted using the Adjusted Recognition for Gender.	3	50%	%	
Black Executive Directors adjusted using the				

Adjusted Recognition for Gender.	2	50%	%	
Top Management:				
Black Senior Top Management adjusted using the Adjusted Recognition for Gender.	3	40%	%	
Black Other Top Management adjusted using the Adjusted Recognition for Gender.	2	40%	%	
Bonus Points:				
Black Independent Non-Executive Board Members.	1	40%	%	
EMPLOYMENT EQUITY (15) (years 0-5)				
Black Disabled Employees as a percentage of all employees.	2	2 %	%	
Black employees in Senior Management as a percentage of all such employees using the Adjusted Recognition for Gender.	5	43%	%	
Black employees in Middle Management as a percentage of all such employees using the Adjusted Recognition for Gender.	4	63%	%	
Black employees in Junior Management as a percentage of all such employees using the Adjusted Recognition for Gender.	4	68%	%	
SKILLS DEVELOPMENT (15)				
Skills Development Expenditure on Learning Programmes:				
Adjusted Skills Development Expenditure on Learning Programmes for black employees as a percentage of Leivable Amount.	6	3%	%	
Adjusted Skills Development Expenditure on Learning Programmes for black employees with disabilities as a percentage of Leivable Amount.	3	0.3%	%	
Learning Programmes:				
Adjusted number of black employees participating in Learning Programmes as a percentage of total employees.	6	5%	%	
PREFERENTIAL PROCUREMENT (20)				
BEE Procurement Spend from all Suppliers based on the BEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend.	12	50%	%	
BEE Procurement Spend from Qualifying Small Enterprises or Exempted Micro-Enterprises based on the applicable BEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend.	3	10%	%	

BEE Procurement Spend from any of the following Suppliers (regardless of their BEE Procurement Recognition Level) as a percentage of Total Measured Procurement Spend: <ul style="list-style-type: none"> Suppliers that are more than 50% black owned; or Suppliers that are more than 30% black women owned. 	5	15%	%	
ENTERPRISE DEVELOPMENT (15)				
Average annual value of all Qualifying Contributions made by the Measured Entity measured from the commencement of this statement or the Inception Date to the date of measurement as a percentage of the target.	15	3%of NPAT OR 0.375% of turnover	%	
SOCIO-ECONOMIC DEVELOPMENT (05)				
Average annual value of all Qualifying Contributions made by the Measured Entity measured from the commencement of this statement or the Inception Date to the date of the measurement as a percentage of the target.	5	1%of NPAT OR 0.125% of turnover	%	
Total:	100			