

ANNEXURE B

THIS SCORECARD IS USED TO RATE A COMPANY'S PROGRESS TOWARDS ACHIEVING GENERIC BEE TARGETS

| | OBJECTIVE & CODE | MEASURES | ACHIEVEMENT | TARGET | WEIGHT | TOTAL SCORE | |
|----------------------------|-------------------------------|--|---|-----------------|---------------|--------------|-------------|
| | | | TOTAL | | 106.0% | 0.0% | |
| DIIRECT EMPowerMENT | EQUITY OWNERSHIP (100) | | Subtotal | | 23% | 0.0% | |
| | | Unrestricted Voting rights in the hands of Black People | | 25.1% | 3.0% | | |
| | | Unrestricted Voting rights in the hands of Black Women | | 10.0% | 2.0% | | |
| | | Economic Interest in the enterprise to which Black People are entitled | | 25.0% | 4.0% | | |
| | | Economic Interest in the enterprise to which Black Women are entitled | | 10.0% | 2.0% | | |
| | | Economic Interest in the enterprise to which Black Designated Groups are entitled | | 2.5% | 1.0% | | |
| | | Level of unrestricted entitlement of Black People to receive their Economic Interest | | 25.0% | 7.0% | | |
| | | Debt entirely unencumbered (only applicable when Ownership>15%) | | YES | 1.0% | | |
| | | Black new entrants | | 15.0% | 3.0% | | |
| | | MANAGEMENT (200) | | Subtotal | | 11.0% | 0.0% |
| | | | Unrestricted Voting rights in the hands of the Black People | | 50.0% | 3.0% | |
| | | | Executive Members of the board who are Black People | | 50.0% | 1.0% | |
| | | | Executive Members of the board who are Black Women | | 25.0% | 1.0% | |
| | | | Senior Executive Management who are Black People | | 40.0% | 2.0% | |
| | | | Senior Executive Management who are Black Women | | 20.0% | 1.0% | |
| | | Other Executive Management who are Black People | | 40.0% | 1.0% | | |
| | | Other Executive Management who are Black Women | | 20.0% | 1.0% | | |
| | | Independent Non-Executive Board Members who are Black People – Bonus Point | | 40.0% | 1.0% | | |

| | | | | | | | |
|---|---|--|-----------------|-----------------|--------------|--------------|-------------|
| HUMAN RESOURCE DEVELOPMENT AND EMPLOYMENT EQUITY | Employment Equity (300) | | Subtotal | | 10.0% | 0.0% | |
| | | Black People with Disabilities as a % of all full-time employees | | 4.0% | 2.0% | | |
| | | Black People in Senior Management as a % of all Senior Management | | 60.0% | 2.0% | | |
| | | Black Women in Senior Management as a % of all Senior Management | | 30.0% | 2.0% | | |
| | | Black People in Middle Management (& equivalent) as a % of all Mid Management | | 75.0% | 2.0% | | |
| | | Black Women in Middle Management (& equivalent) as a % of all Mid Management | | 40.0% | 1.0% | | |
| | | Black People in Junior Management (& equivalent) as a % of all Jnr. Management | | 80% | 1.0% | | |
| | | Skills Development (400) | | Subtotal | | 20.0% | 0.0% |
| | | *Skills Development Spend on: | | | | | |
| | | - Black staff as a percentage of livable amount | | | | | |
| | | - Critical/Core Skills for Black Staff as a percentage of livable amount | | 3.0% | 4.0% | | |
| | | - Critical/Core Skills for Black Women staff as a percentage of livable amount | | 2.6% | 2.0% | | |
| | | - Black staff with disabilities as a percentage of livable amount | | 1.4% | 2.0% | | |
| | | *Learnership: | | 0.3% | 1.0% | | |
| | | Black staff on SETA accredited Learnership as a % of Total Staff | | 5.0% | 2.0% | | |
| | Black Women staff on SETA accredited Learnership as a % of Total Staff | | 2.5% | 2.0% | | | |
| | Rural/Formerly unemployed Black people on Learnership as a % of Total Staff | | 1.0% | 1.0% | | | |
| | *Organisational Transformation Index* | | | | | | |
| | Existence of comprehensive BEE strategy to integrate components of scorecard..... | | YES | 1.0% | | | |
| | Employment of a Skills Development Facilitator | | YES | 1.0% | | | |
| | Existence of a policy on non-discrimination widely published within the Enterprise... | | YES | 1.0% | | | |
| | Compliance with all relevant employment related legislation | | YES | 1.0% | | | |
| | Skills development expenditure on Black Staff as a percentage of total payroll | | YES | 1.0% | | | |
| | Learnership for Black Staff as a percentage of total staff | | YES | 1.0% | | | |

| | | | | | | |
|-----------------------------|---------------------------------------|---|-----------------|-----------------|--------------|--------------|
| INDIRECT EMPOWERMENT | Preferential Procurement (500) | | Subtotal | | 20.0% | 0.0% |
| | | BEE Spend from suppliers based on the BEE Procurement Recognition Level as a BEE Spend from Qual Small Ent. Based on the BEE Procurement Recognition..... | | 70.0% | 15.0% | |
| | | BEE Spend from Exmpted Micro Ent. Based on the BEE Procurement..... | | 4.0% | 4.0% | |
| | | | | 1.0% | 1.0% | |
| | | Enterprise Development (600) | | Subtotal | | 11.0% |
| | | Non-Recoverable Contributions made as a % of the cumulative EBITDA from..... | | 2.0% | 6.0% | |
| | | Recoverable Contributions made as a % of the cumulative EBITDA from..... | | 3.0% | 4.0% | |
| | | Investment shown to create a job in the previous year | | YES | 1.0% | |

| | | | | | | |
|------------------|---|--|-----------------|------|--------------|-------------|
| RESI-DUAL | Social investment and upliftment (700) | | Subtotal | | 11.0% | 0.0% |
| | | Non-recoverable Qualifying Corporate Social Investment Contributions | | 3.0% | 6.0% | |
| | | Qualifying Industry Specific Contributions made | | 0.0% | 4.0% | |
| | | Investment in Rural and/Urban renewal programme | | YES | 1.0% | |

| SUMMARY: | | | | % |
|-----------------------------|-------|--|--|---|
| BEE Ownership | (100) | | | |
| BEE Management | (200) | | | |
| Employment Equity | (300) | | | |
| Skills development | (400) | | | |
| Preferential Procurement | (500) | | | |
| Enterprise Development | (600) | | | |
| Social Corporate Investment | (700) | | | |
| TOTAL: | | | | |