

INDUSTRIAL DEVELOPMENT CORPORATION OF SOUTH AFRICA LIMITED

Management Control

Sub-Element	Indicator	Weighting Points	Compliance Target	Actual	Score
Board Participation	Exercisable voting rights of black board members as a percentage of all board members	1	50.00%	74.97%	1.00
	Exercisable voting rights of black female board members as a percentage of all board members	1	25.00%	49.98%	1.00
	Black persons who are executive directors as a percentage of all executive directors	2	50.00%	100.00%	2.00
	Black female executive directors as a percentage of all executive directors	1	25.00%	0.00%	0.00
Other Executive Management	Black Other Executive Management as a percentage of all Other Executive Management	2	60.00%	72.73%	2.00
	Black female Other Executive Management as a percentage of all Other Executive Management	1	30.00%	36.36%	1.00
Senior Management	Black employees in Senior Management as a percentage of all Senior Management	2	60.00%	65.00%	2.00
	Black female Employees in Senior Management as a percentage of all Senior Management	1	30.00%	31.67%	1.00
	African employees in Senior Management as a percentage of all Senior Management	1	51.65%	50.00%	0.97
Middle Management	Black Employees in Middle Management as a percentage of all Middle Management	2	75.00%	75.86%	2.00
	Black female Employees in Middle Management as a percentage of all Middle Management	1	38.00%	26.29%	0.69
	African Employees in Middle Management as a percentage of all Middle Management	1	64.56%	55.17%	0.85
Junior Management	Black Employees in Junior Management as a percentage of all Junior Management	1	88.00%	86.97%	0.99
	Black female Employees in Junior Management as a percentage of all Junior Management	1	44.00%	48.48%	1.00
	African Employees in Junior Management as a percentage of all Junior Management	1	75.75%	70.61%	0.93
Disabled	Black Employees with disabilities as a percentage of all employees	1	2.00%	1.18%	0.59
					18.02

Skills Development

Sub-Element	Indicator	Weighting Points	Compliance Target	Actual	Score
Senior and Executive Management Spend	Skills Development Expenditure on Learning Programmes specified in the learning programme matrix for black Senior and Executive Managers as a percentage of the leviabale amount applicable to this level	2	2.00%	0.86%	0.86
	Skills Development Expenditure on Learning Programmes specified in the learning programme matrix for black women Senior and Executive Managers as a percentage of the leviabale amount applicable to this level	1	1.00%	0.36%	0.36
Middle Management Spend	Skills Development Expenditure on Learning Programmes specified in the learning programme matrix for black Middle Managers as a percentage of the leviabale amount applicable to this level	2	3.00%	0.43%	0.28
	Skills Development Expenditure on Learning Programmes specified in the learning programme matrix for black women Middle Managers as a percentage of the leviabale amount applicable to this level	1	1.50%	0.26%	0.17
Junior Management Spend	Skills Development Expenditure on Learning Programmes specified in the learning programme matrix for black Junior Managers as a percentage of the leviabale amount applicable to this level	3	5.00%	0.51%	0.31
	Skills Development Expenditure on Learning Programmes specified in the learning programme matrix for black women Junior Managers as a percentage of the leviabale amount applicable to this level	2	2.50%	0.37%	0.30
Non Management Spend	Skills Development Expenditure on Learning Programmes specified in the learning programme matrix for black non-management staff as a percentage of the leviabale amount applicable to this level	3	8.00%	42.24%	3.00
	Skills Development Expenditure on Learning Programmes specified in the learning programme matrix for black women non-management staff as a percentage of the leviabale amount applicable to this level	1	4.00%	20.51%	1.00
Skills Development Expenditure	Skills Development Expenditure on Learning Programmes specified in the Learning Programme Matrix for black employees with disabilities as a percentage of Leviabale Amount	2	0.30%	0.00%	0.00
Learnerships, Apprenticeships, and Internships	Number of Black People (employed or unemployed) participating in Learnerships, Apprenticeships and Internships as a percentage of total Employees	8	5.00%	5.06%	8.00
Bonus Points	Number of unemployed black people absorbed by the Measured Entity / Industry at the end of the Learnership programme	3	100.00%	100.00%	3.00
					17.28

Enterprise Supplier Development

Sub-Element	Indicator	Weighting Points	Compliance Target	Actual	Score
Preferential Procurement	B-BBEE Procurement Spend from all Empowering Suppliers based on the B-BBEE Procurement Recognition Levels as a Percentage of Total Measured Procurement Spend	7	75.00%	64.28%	6.000
	B-BBEE Procurement Spend from all Empowering Suppliers that are Qualifying Small Enterprises based on the applicable B-BBEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend	5	14.00%	4.21%	1.50
	B-BBEE Procurement Spend from Exempted Micro-Enterprise suppliers based on the applicable B-BBEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend	4	8.00%	3.06%	1.53
	B-BBEE Procurement Spend from all Empowering Suppliers that are at least 51% black owned based on the applicable B-BBEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend	9	20.00%	14.15%	6.37
	B-BBEE Procurement Spend from all Empowering Suppliers that are at least 30% Black Women Owned based on the applicable B-BBEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend	5	9.00%	10.16%	5.00
Bonus Points	B-BBEE Procurement Spend from Designated Group Suppliers that are at least 51% Black owned based on the B-BBEE Recognition Level	2	2.00%	0.83%	0.83
	B-BBEE procurement spend from black stockbrokers or black fund managers who are empowering suppliers based on the B-BBEE procurement recognition levels as a percentage of total value of all trade allocatedOR B-BBEE procurement spend from intermediated black professional service providers who are empowering suppliers based on the B-BBEE procurement recognition levels as a percentage of intermediated spend	2		129.24%	2.00
Supplier Development	Annual value of all Qualifying Supplier Development Contributions made by the Measured Entity as a percentage of the target	13	2.00%	0.82%	5.32
Enterprise Development	Annual value of Enterprise Development Contributions and Sector Specific Programmes made by the Measured Entity as a percentage of the target	7	1.00%	11.71%	7.00
Bonus Points	Bonus point for graduation of one or more Enterprise Development beneficiaries to graduate to the Supplier Development level	1	Yes	Yes	1.00
	Bonus point for creating one or more jobs directly as a result of Supplier Development and Enterprise Development initiatives by the Measured Entity	1	Yes	No	0.00
	Enterprise development support of black stockbrokers, black fund managers or intermediaries	2	0.50%	0.00%	0.00
					36.55

Socio-Economic Development

Sub-Element	Indicator	Weighting Points	Compliance Target	Actual	Score
SED Contributions	Annual value of all Socio-Economic Development Contributions made by the Measured Entity as a percentage of the target	3	0.60%	7.11%	3.00
CE Contributions	Annual value of all Qualifying Consumer Education Contributions made by the Measured Entity as a percentage of NPAT	2	0.40%	0.85%	2.00
Bonus Points	Additional SED contributions made by the measured entity as a percentage of NPAT	1	0.20%	6.51%	1.00
	Additional CE contributions made by the measured entity as a percentage of NPAT	1	0.10%	0.45%	1.00
	Grant contributions to Fundisa Retail Fund and other similar initiatives	2	0.20%	0.00%	0.00
					7.00

TOTAL BEE SCORE	78.86 Points
TOTAL BEE SCORE (ADJUSTED)	83.20 Points
BEE Recognition Level	100%
BEE Status	LEVEL 4
Black Ownership	N/A
Black Female Ownership	N/A
Empowering Supplier	YES
Applicable BEE Codes	Financial Sector - Specialised Enterprises Scorecard (Revised Codes)
Financial Year	01 Apr 2017 - 31 Mar 2018

Verification Analyst:  (sign) 17/07/18 (date)

Verification Manager:  (sign) 17/07/18 (date)