

B-BBEE SCORECARD – DETAILED ANALYSIS

Measured Entity	NESTLÉ (SOUTH AFRICA) PROPRIETARY LIMITED	Certificate #
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Ownership

Sub-Element	Indicator	Weighting Points	Compliance Target		Actual	Score
Voting Rights	Exercisable Voting Rights in the Enterprise in the hands of black people	4	25.01%	25% + 1 Vote	0.00%	0.00
	Exercisable Voting Rights in the Enterprise in the hands of black Women	2	10.00%		0.00%	0.00
Economic Interest	Economic Interest of black people in the Enterprise	4	25.00%		0.00%	0.00
	Economic Interest of black Women in the Enterprise	2	10.00%		0.00%	0.00
	Economic Interest of any of the following Black natural people in the Measured Entity: - Black Designated Groups (Youth, Unemployed, Rural Living, Disabled) - Black Participants in Employee Share Ownership Programmes; - Black people in Broad-based Ownership Schemes; - Black participants in Co-operatives	3	3.00%		0.00%	0.00
	Involvement in the ownership of the Enterprise of black new entrants	2	2.00%		0.00%	0.00
Realisation Points	Net Equity Value	8	25.00%	As per Net Equity Calculations (Formula A or B)	0.00	0.00 <i>SubMin</i>
						0.00

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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	2	50.00%		50.00%	2.00
	Exercisable voting rights of black female board members as a percentage of all board members	1	25.00%		25.00%	1.00
	Black persons who are executive directors as a percentage of all executive directors	2	50.00%		50.00%	2.00
	Black female executive directors as a percentage of all executive directors	1	25.00%		25.00%	1.00
Other Executive Management	Black Other Executive Management as a percentage of all Other Executive Management	2	60.00%		41.67%	1.39
	Black female Other Executive Management as a percentage of all Other Executive Management	1	30.00%		33.33%	1.00
Senior Management	Black employees in Senior Management as a percentage of all Senior Management	2	60.00%		32.02%	1.07
	Black female Employees in Senior Management as a percentage of all Senior Management	1	30.00%		17.18%	0.57
Middle Management	Black Employees in Middle Management as a percentage of all Middle Management	2	75.00%		59.50%	1.59
	Black female Employees in Middle Management as a percentage of all Middle Management	1	38.00%		37.42%	0.98
Junior Management	Black Employees in Junior Management as a percentage of all Junior Management	1	88.00%		81.41%	0.93
	Black female Employees in Junior Management as a percentage of all Junior Management	1	44.00%		34.30%	0.78
Disabled	Black Employees with disabilities as a percentage of all employees	2	2.00%		2.87%	2.00
						16.30

Skills Development

Sub-Element	Indicator	Weighting Points	Compliance Target		Actual	Score
Skills Development Expenditure	Skills Development Expenditure on Learning Programmes specified in the Learning Programme Matrix for black people as a percentage of Leviable Amount	6	3.50%	Excluding Bursaries for students at Higher Education Institutions	3.50%	6.00
	Skills Development Expenditure on Bursaries for Black Students at Higher Education Institutions	4	2.50%	Only Bursaries	0.47%	0.76
	Skills Development Expenditure on Learning Programmes specified in the Learning Programme Matrix for black employees with disabilities as a percentage of Leviable Amount	4	0.30%		0.31%	4.00
Learnerships	Number of black people participating in Learnerships, Apprenticeships and Internships as a percentage of total employees	6	5.00%		4.88%	5.85
Bonus Points	Number of black people absorbed by the Measured and Industry Entity at the end of the Learnerships programme	5	100.00%	of Learnership Target above	20.31%	1.02
						17.63

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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	5	80.00%		89.62%	5.00
	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	3	15.00%		7.24%	1.45
	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	15.00%		6.74%	1.80
	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	11	50.00%		49.29%	10.84
	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	4	12.00%		39.88%	4.00
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%		8.08%	2.00
Supplier Development	Annual value of all Qualifying Supplier Development Contributions made by the Measured Entity as a percentage of the target	10	2.00%	of NPAT	3.01%	10.00
Enterprise Development	Annual value of Enterprise Development Contributions and Sector Specific Programmes made by the Measured Entity as a percentage of the target	5	1.00%	of NPAT	2.65%	5.00
Bonus Points	Bonus point for graduation of one or more Enterprise Development beneficiaries to graduate to the Supplier Development level	1	Yes		No	0.00
	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		Yes	1.00
						41.09

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	5	1.00%	of NPAT	1.28%	5.00
						5.00

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Youth Employment Service Initiative (Y.E.S)

Sub-Element	Indicator	Weighting Points	Compliance Target		Actual	Score
Y.E.S - Bonus Points	Achieved 1.5 x Y.E.S Employment Target	3	100.00%		154.55%	3.00
	Achieved 2 x Y.E.S Absorption Target		2.50%		6.49%	
						3.00

TOTAL BEE SCORE	83.02 Points
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DISCOUNTED BROAD BASED CONTRIBUTION LEVEL

LEVEL 4

<--Discounted

YOUTH EMPLOYMENT SERVICE	YES
PROCUREMENT LEVEL	100%
EMPOWERING SUPPLIER	YES
DESIGNATED GROUP SUPPLIER	NO

Applied Scorecard: General - Generic (Revised Codes) - R2

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