

ASISA

Association for Savings
and Investment South Africa (ASISA)

**A FIVE-YEAR
TRANSFORMATION JOURNEY
2018 - 2022**



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Acknowledgements

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Note from the Research Teams

Although the research teams acted as third parties and did not bear the responsibility for the completeness of the information provided by various verification agencies, due diligence was exercised in independently consolidating the data. The five-year data, sourced by ASISA from SANAS-accredited verification agencies and other reliable sources, is deemed accurate and dependable.

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Introduction

The Association for Savings and Investment South Africa (ASISA) represents most of South Africa's asset managers, collective investment scheme (CIS) management companies, linked investment service providers (LISPS), multi-managers, and life insurance companies.

With assets under management of around R6 trillion, ASISA members are collectively among the biggest contributors to the financial sector. ASISA members are considered key custodians of our nation's savings and investments.

Transformation is at the top of ASISA's strategic priorities. For this reason, the ASISA Board commissioned an annual research report, which measures the transformation progress of the savings and investment industry as represented by ASISA, enabling us to celebrate achievements and identify gaps. The ongoing analysis guides strategic industry transformation endeavours to drive meaningful and sustainable transformation, diversity, and inclusion in the industry.

ASISA released the first savings and investment industry transformation report in 2022, measuring transformation as reported by participating members for the reporting periods of 2018 to 2020. An updated report was commissioned during 2023 for the five-year period, which included updated data for the reporting periods 2021 and 2022.

The 2018 to 2020 Report was prepared by B-BBEE Research Trends JV. The independent and impartial analysis for 2021 to 2022 was also done with the assistance of B-BBEE Research Trends JV and an update was provided by Diversifi. Both entities are majority Black-owned, specialising in B-BBEE, Transformation, Diversity, Equity and Inclusion.

We commend and thank our member companies for their willingness to support this research and for trusting ASISA with their data.

Methodology

This Report references the collective transformation progress of participating ASISA member companies in compliance with the 2017 Amended Financial Sector Codes (FSC) on Broad-Based Black Economic Empowerment (B-BBEE). The Report is based on data extracted from B-BBEE scorecard reports and certificates issued between 1 January 2018 and 31 December 2022.

The Report presents only scorecards for Life Offices and Asset Managers because CIS management companies, LISPS and multi-managers included in the ASISA member base are owned by Life Offices and Asset Managers. Life Offices are measured against seven elements of the FSC, while Asset Managers are measured against five.

The Report represents 97% of assets under management (AUM) for Life Offices and more than 85% of AUM for Asset Managers.

Employing qualitative and quantitative techniques, this Report analyses participating ASISA members' B-BBEE data and shares impact stories from various participants. ASISA approved the methodology, which encompasses the following components:

1. Technical and B-BBEE Data Analysis:

- Consolidation and technical analysis of B-BBEE data across different industry participants.
- Comprehensive aggregation of data on all elements of the FSC scorecard, including weighted averages for different scorecard elements.

2. Qualitative Insights:

- A collection of personal accounts from ASISA member employees and beneficiaries of the ASISA Foster the Future entities. Stories were sourced from voluntary survey responses and interviews.

3. Data Collection and Verification:

- To aid in analysing and consolidating the industry's B-BBEE profile, consent was obtained from ASISA members to collect research data directly from their respective verification agencies.

- Direct data collection from verification agencies was done by ASISA, based on verified FSC scorecards of the various participants.
- Review of verification agency data submissions to ensure accuracy and completeness.

4. Weighting Criteria for Data Aggregation:

Taking into consideration the uniqueness of the various elements of the B-BBEE scorecard, different weighting criteria were used in aggregating data for each element of the scorecard:

- AUM for Ownership.
- Employee Headcount for Management Control.
- Leivable Amounts (Payroll) for Skills Development.
- Net Profit After Tax (NPAT) for Enterprise and Supplier Development, Socio-Economic Development, and Consumer Education.

5. 2018-2022 Reporting Period Analysis:

- Acquisition of raw data, including B-BBEE Scorecard Reports, Certificates, Affidavits, and detailed element-level data.
- Validation of submitted information against the B-BBEE certificates and external sources such as data from the Department of Employment and Labour (DoEL).
- Information for 2018 to 2020 was not recalculated but was included in this Report for comparison.

6. Research Design and Approval:

- The research methodology was designed and signed off by ASISA. It was then adopted by B-BBEE Research Trends JV, represented by Transformation and B-BBEE Research SA, DDG Consulting, and Diversifi in producing the 2018-2022 Industry Report.

The Financial Sector Code (FSC) – An Overview

The gazetting of the Financial Sector Code (FSC) for Broad-Based Black Economic Empowerment (B-BBEE) in 2012, and later the Amended FSC in 2017, were hailed as momentous

occasions by ASISA and its members. The FSC provides the South African financial sector with a clear roadmap on how to build on existing achievements in Black Economic

Empowerment to the benefit of all stakeholders. The FSC is also the main framework against which the empowerment progress of financial institutions is measured.

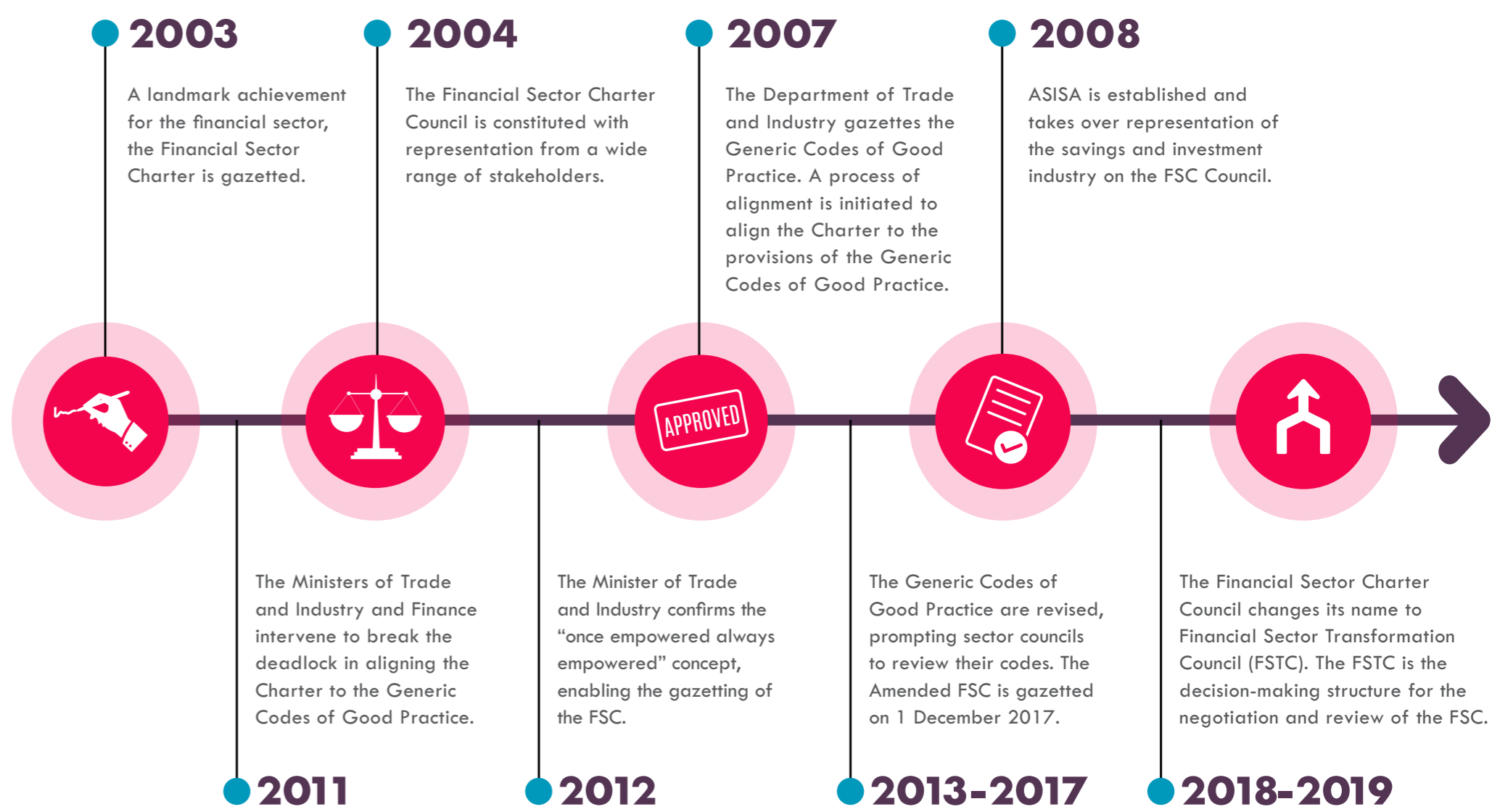
The timeline on the opposite page details the extraordinary journey of lengthy consultation, compromise and ultimately agreement by all stakeholders that made it possible to bring the FSC into existence.

South Africa's financial sector consists of the following industries, which are regulated by the Financial Sector Conduct Authority (FSCA) and/or the Prudential Authority (PA):



Industry	Representative Body
Savings and investment industry (locally registered asset managers, collective investment scheme management companies, linked investment service providers, multi-managers and life offices)	Association for Savings and Investment South Africa (ASISA)
Banking (local banks and foreign controlled banks in SA)	Banking Association South Africa (BASA) International Banking Association (IBA)
Short-term insurers	South African Insurance Association (SAIA)
Independent financial advisors	Financial Intermediaries Association of Southern Africa (FIA)
Retirement funds	BATSETA – Council of Retirement Funds of South Africa
Venture capital and private equity	Southern African Venture Capital and Private Equity Association (SAVCA)
Markets	Johannesburg Stock Exchange (JSE)

The Financial Sector Code (FSC) - A Timeline



Foreword



Busisa Jiya
CEO

ASISA and its members regard meaningful transformation of our industry and society as a key priority. The ASISA Board therefore commissioned annual research to measure the collective transformation progress of the savings and investment industry, helping us identify areas that require more focus.

The first edition of this Report, titled The Journey towards Transformation of South Africa's Savings and Investment Industry as represented by ASISA (2018–2020), was published in 2022.

I am pleased that this year we are able to present an overview of the collective transformation progress made by ASISA members over the five years since the Amended Financial Sector Code (FSC) took effect on 1 December 2017.

The Report titled Association for Savings and Investment South Africa (ASISA): A five-year transformation journey (2018 to 2022) builds on the previous edition by adding data collected for 2021 and 2022.

The analysis presented in the Report, which was independently compiled by transformation advisory consultants Diversifi, highlights areas where good progress towards meeting the transformation targets of the FSC has been made by ASISA members. The most notable improvement was recorded by both Life Offices and Asset Managers for the ownership element of the FSC scorecard, which measures the extent to which Black people own equity in a company.

Also encouraging is that contributions by Life Offices and Asset Managers towards Enterprise and Supplier Development (ESD) exceeded the targets in 2021 and 2022. Equally, targets related to Socio-Economic Development and Consumer

Education were surpassed by Life Offices and Asset Managers in 2021 and 2022.

However, 2021 and 2022 will also be etched into our memories as a period in our history where the impact of the Covid-19 pandemic reverberated across all aspects of life. In addition to the financial impact on companies, which resulted in reduced spending on some transformation initiatives, the sudden shift from collaborative face-to-face office environments to remote working also slowed the skills development of junior Black employees and the onboarding of Black interns.

These events, the impact of which is reflected in the data of this Report, should not discourage us. Instead, we should be motivated to intensify the focus of our collaborative initiatives in addressing our industry's most critical transformation shortcomings. A good example of such an initiative is the Fezeka Graduate Programme launched under the auspices of the ASISA Academy in December 2022. I invite you to read on page 45 how the Fezeka programme helped Tsholofelo Maake from Diepsloot, a township near Johannesburg, secure a rotational internship starting with Africa's largest asset management company, the Public Investment Corporation (PIC).

In addition to Tsholofelo Maake's story, you will find another 27 personal accounts in this Report of how deliberate focus on transformation can bring about the change we desperately need. Semadi Motau, CEO of Black-owned stockbroker Navigare, describes it best on page 77 where he points out that meaningful transformation is about being deliberate: "Unfortunately, we do come from an environment where not all of us had the opportunity. In trying to correct that – and it is going to take time – we have got to be deliberate in our actions."

A recent survey conducted by ASISA to ascertain whether deliberate actions over time are delivering results in the asset management space showed the following:

- In 2018, 23% of portfolio managers managing some of South Africa's biggest collective investment schemes (CIS) were Black (African, Coloured, Indian).
- By 2023, this number had increased to 37%.
- Concerningly, there was no significant improvement in the number of female portfolio managers, which stayed static at 17%.

These numbers indicate that, as an industry, we need to be even more deliberate in our actions to bring about transformation.

Individual member companies are encouraged to use the industry-weighted averages achieved for each element of the FSC as a yardstick against which to measure their individual progress and to take corrective action where necessary.

The ASISA Foster the Future initiative, consisting of the ASISA Academy, the ASISA Foundation and ASISA Enterprise and Supplier Development (ESD), was set up to provide member companies with opportunities to collaboratively progress towards meeting and exceeding several of our industry's transformation goals.

The impact achieved by each entity is detailed on page 99 of this report. We encourage members to take note of these initiatives and to work with us in 2024 to scale the various programmes to speed up meaningful and sustainable transformation.

In conclusion, while we are encouraged by the transformation progress under some of the FSC scorecard elements, we are acutely aware that more needs to be done. ASISA and its members remain committed to transforming into an inclusive industry that is representative of the society that it serves.











Summary of Overall FSC Scorecard

The B-BBEE performance of financial institutions (or measured entities) is measured using a balanced B-BBEE Scorecard. The balanced scorecard measures the following elements:

- **Equity Ownership**
- **Management Control (including Employment Equity)**
- **Skills Development**
- **Procurement, Enterprise and Supplier Development (ESD)**
- **Socio-Economic Development and Consumer Education**
- **Empowerment Financing**
- **Access to Financial Services**

This report covers entities that are measured under the Life Offices Scorecard and the Other Institutions Scorecard.

	Banks & Life Offices Scorecard	Short Term Insurers Scorecard	Stock Exchanges & Stock Exchanges Members	Other Institutions Scorecard (incl. Asset Managers)	Code Series Reference
 Equity Ownership*	23	23	23	25	FS100
 Management Control & Employment Equity	20	20	20	20	FS200
 Skills Development*	20	20	20	20	FS300
 Procurement*	15	20	20	20	FS400
 Enterprise & Supplier Development*	10	15	15	15	FS400
 Socio-Economic Development & Consumer Education*	5	5	5	5	FS500
 Empowerment Financing	15	N/A	N/A	N/A	FS600
 Access to Financial Services	12	12	N/A	N/A	FS700
TOTAL	120	115	103	105	

*Scorecard elements with bonus points

Executive Summary

ASISA members continue to work towards transformation, despite the challenges posed by the Covid-19 pandemic, the associated lockdowns, and their aftermath.

Covid-19 pandemic

This report covers the period through which South Africa experienced lockdowns triggered by the pandemic. This resulted in total closure of business for some industries and for others lower economic activity. This often limited expenditure, placed profits under pressure and resulted in dividends of some companies being suspended. The financial industry was affected by restrictions on movement, market volatility, higher than usual mortality of policyholders and pressure on expenditure and profits. This also affected transformation efforts that depend on investments being made or costs incurred. The limitation on costs incurred, share price valuations and even suspension of dividends to shareholders placed B-BBEE equity deals under pressure to repay acquisition debt. This negatively affected some B-BBEE scorecard levels.

Equity Ownership

Both the Life Office and Asset Management industries meet and often significantly exceed B-BBEE ownership targets in aggregate. This is on the back of some large B-BBEE transactions in the asset management industry, as well as various technical factors related to multinationals and listed entities included in this report which, because of its size, contributes a major share of the results on Equity Ownership. Details on this are dealt with later in the report. Funding levels of some of the B-BBEE deals, which are under pressure as a result of valuations and share prices after the pandemic, are of concern.

Life Offices:

- Black Economic Interest **improved** to >33%
- Black Voting Rights **improved** to >40%

Asset Managers:

- Black Economic Interest **improved** to >36%
- Black Voting Rights **improved** to >42%

Management Control and Employment Equity

Management Control and Employment Equity have, for a long time, been the biggest challenge for an industry dependent on scarce specialised skills, and the industry has in general not met the FSC targets. It is, however, encouraging to note that progress is being made towards achieving the targets across most levels. This is confirmed by a survey of portfolio managers (independent of this research report) of the biggest Collective Investment Scheme (CIS) portfolios in South Africa. The survey shows that positive shifts have been made from 2018 until now, although these are still insufficient. A concern from 2021 and 2022 is a drop-off in compliance at some of the junior levels, accompanied by lower skills spend on non-management staff and the unemployed for Life Offices. This implies that the industry's skills pipeline may come under pressure, which will stunt further progress at the senior levels in future years.

Life Offices (Management Control):

- Board Representation by Black people **reduced** from 47% (2020) to 43% (2022)
- Executive Director Representation by Black people **improved** to >32%
- Executive Management Representation by Black people **improved** to >44%

Asset Managers (Management Control):

- Board Representation by Black people **improved** from 52% (2020) to 60% (2022)
- Executive Director Representation by Black people **improved** to >50%, although Black women **reduced** from 15% (2020) to 11% (2022)
- Executive Management Representation by Black people **increased** from 42% (2020) to 47% (2022), and Black women **increased** from 20% (2020) to 21% (2022)

Life Offices (Employment Equity):

- Black people in Senior Management **improved** to >50%
- Black people in Middle Management **improved** to >60%
- Black people in Junior Management **reduced** from 91% (2020) to 84% (2022)

Asset Managers (Employment Equity):

- Black people in Senior Management **reduced** from 43% (2020) to 40% (2022)
- Black people in Middle Management have **remained** the same since 2020 at 57%
- Black people in Junior Management **reduced** from 74% (2020) to 61% (2022)

Skills Development

Targets related to the expenditure incurred on employees in Senior, Middle and Junior Management indicate a gradual increase compared to previous years with targets being achieved in 2022 for the Middle and Junior Management levels. The correlation of this increased training with creating a skills pipeline that will result in improved Employment Equity data remains to be seen. Training of African people, which is measured separately by the Financial Sector Code (FSC), remains, in most cases, below target. This correlates with the Employment Equity data which show a similar low achievement against targets for African people.

Life Offices:

Skills Development Expenditure on Black people in Senior and Executive Management increased to 1.92% – Target: 2%
Skills Development Expenditure on Black people in Middle Management increased to 3.54% – Target: 3%
Skills Development Expenditure on Black people in Junior Management increased to 7.12% – Target: 5%
Skills Development Expenditure on Black people in Non-Management reduced to 7.19% (2022) from 9.41% (2020) – Target: 8%
Black people in Learnerships, Apprenticeships and Internships increased to 13.76% (2022) from 11.22% (2020) – Target: 5%

Asset Managers:

Skills Development Expenditure on Black people in Senior and Executive Management increased to 0.82% – Target: 2%
Skills Development Expenditure on Black people in Middle Management increased to 2.02% – Target: 3%
Skills Development Expenditure on Black people in Junior Management reduced from 5.06% (2020) to 3.28% (2022) – Target: 5%
Skills Development Expenditure on Black people in Non-Management reduced to 12.89% (2022) from 16.22% (2020) – Target: 8%
Black people in Learnerships, Apprenticeships and Internships remained the same at 12% - Target: 5%

Enterprise and Supplier Development (including Preferential Procurement)

The industry continues to achieve high levels of supply chain compliance, and spends almost double its targets on enterprise and supplier development. This is commendable, especially given the impact of the pandemic and the fact that Broker (Independent Financial Advisor) commissions were included as part of procurement starting in 2020. This would particularly have affected Life Offices but is a welcome development given the need to transform the entire industry value chain.

Life Offices: (Enterprise and Supplier Development):

Enterprise Development increased to >0.59% – Target: 0.20%
Supplier Development increased to >3.41% – Target: 1.80%

Asset Managers (Enterprise and Supplier Development):

Enterprise Development increased to >1.92% – Target: 1%
Supplier Development increased to >3.64% – Target: 2%

Life Offices: (Preferential Procurement):

Weighted Procurement from all suppliers reduced from 91.27% (2020) to 71.13% (2022) – Target: 80%
Weighted Procurement from Qualifying Small Enterprise suppliers reduced from 13.69% (2020) to 12.54% (2022) – Target: 18%
Weighted Procurement from Exempt Micro Enterprise suppliers increased from 9.84% (2020) to 14.91% (2022) – Target: 12%
Weighted Procurement from 51% Black-Owned Enterprise suppliers reduced from 39.86% (2020) to 32.06% (2022) – Target: 30%
Weighted Procurement from 30% Black Women-Owned suppliers reduced from 23.65% (2020) to 16.18% (2022) – Target: 10%

Asset Managers (Preferential Procurement):

Weighted Procurement from all suppliers increased to 89.36% (2022) from 82.59% (2020) – Target: 80%
Weighted Procurement from Qualifying Small Enterprise suppliers increased to 10.69% (2022) from 8.97% (2020) – Target: 18%

Weighted Procurement from Exempt Micro Enterprise suppliers reduced from 7.46% (2020) to 6.26% (2022) – Target: 12%
Weighted Procurement from 51% Black-Owned Enterprise suppliers increased from 23.40% (2020) to 25.92% (2022) – Target: 30%
Weighted Procurement from 30% Black Women-Owned suppliers remained the same at >11% – Target: 10%

Empowerment Finance

Life Offices continue to invest in transformational infrastructure (projects that support economic development in undeveloped areas and contribute to equitable access to economic resources) and meet their targets. However, valuations of some of the debt instruments, like many aspects, came under pressure in 2021 and 2022, and in certain instances maturing investments have not been replaced. Likewise, many B-BBEE transaction-related debt instruments have matured and have not been replaced by Black Business Growth Funding. We believe that this is due to a combination of reduced risk appetite and regulatory uncertainty.

Life Offices:

Targeted Investments reduced to 160.73% (2022) from 214.64% (2020) of the industry target
Black Business Growth Funding reduced to 51.47% (2022) from 196.71% (2020) of the industry target

Asset Managers:

Not applicable to Asset Managers

Access to Financial Services

The Life Office industry achieved its targets on Market Penetration. This is commendable given challenges experienced in the period under review related to persistency and higher than usual mortality in the assistance business market. More work is required in designing appropriate products and ensuring full transactional access to underserved communities.

Life Offices:

Appropriate Products only achieved 66% of industry targets.
Market Penetration of active policies achieved 101.42% of the industry target
Transactional Access achieved 81.06% – Target: 80%

Asset Managers:

Not applicable to Asset Managers

Consumer Education and Socio-Economic Development

The industry was fully compliant in aggregate with its Consumer Financial Education and Socio-Economic Development targets for the first time in 2022. This is both commendable and a welcome achievement given the trying times.

Life Offices:

Socio-Economic Development increased to >1.99% – Target: 0.60%
Consumer Education increased to >0.80% – Target: 0.40%

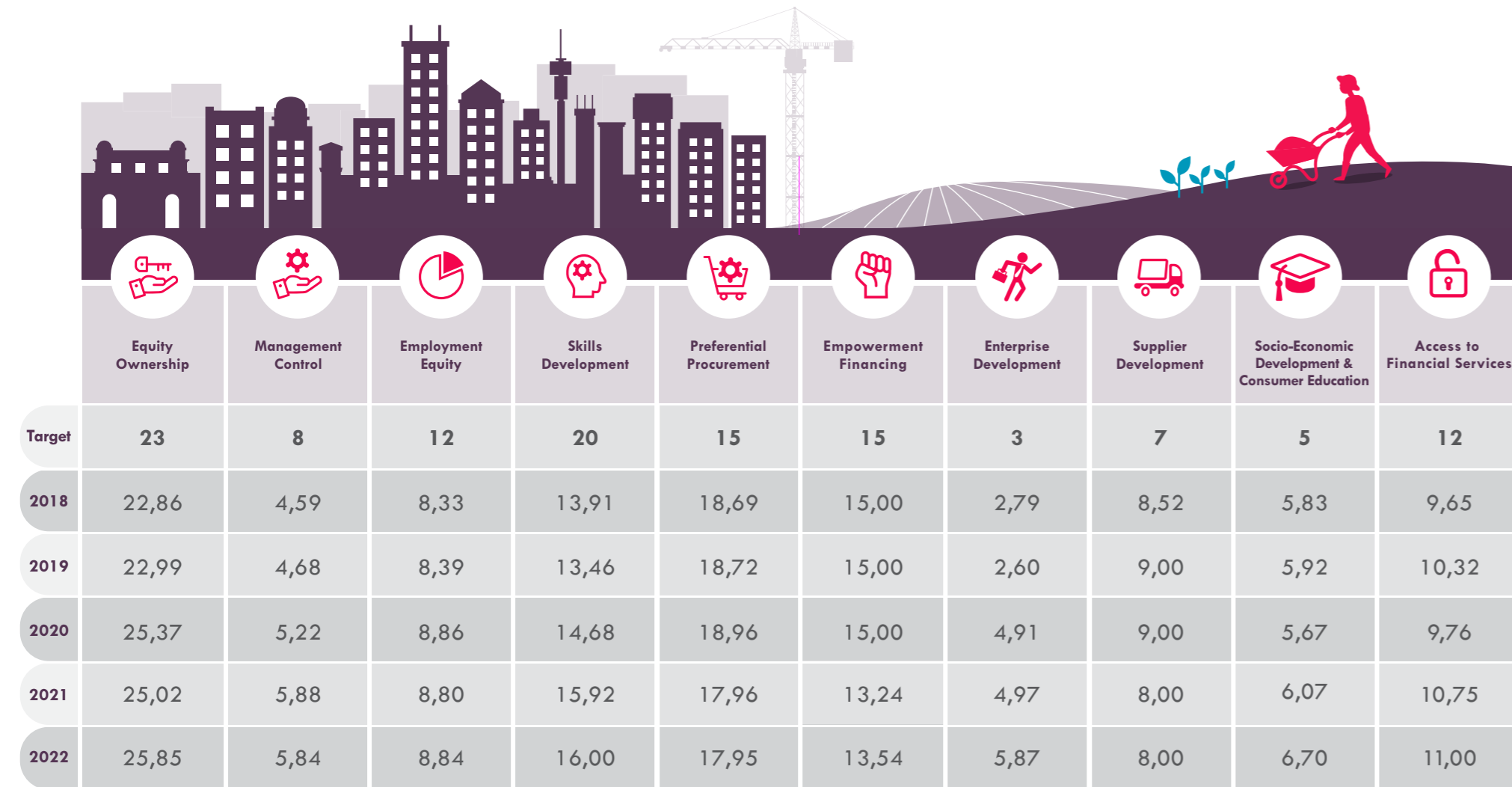
Asset Managers:

Socio-Economic Development increased to >4.34% – Target: 0.60%
Consumer Education increased to >0.47% – Target: 0.40%

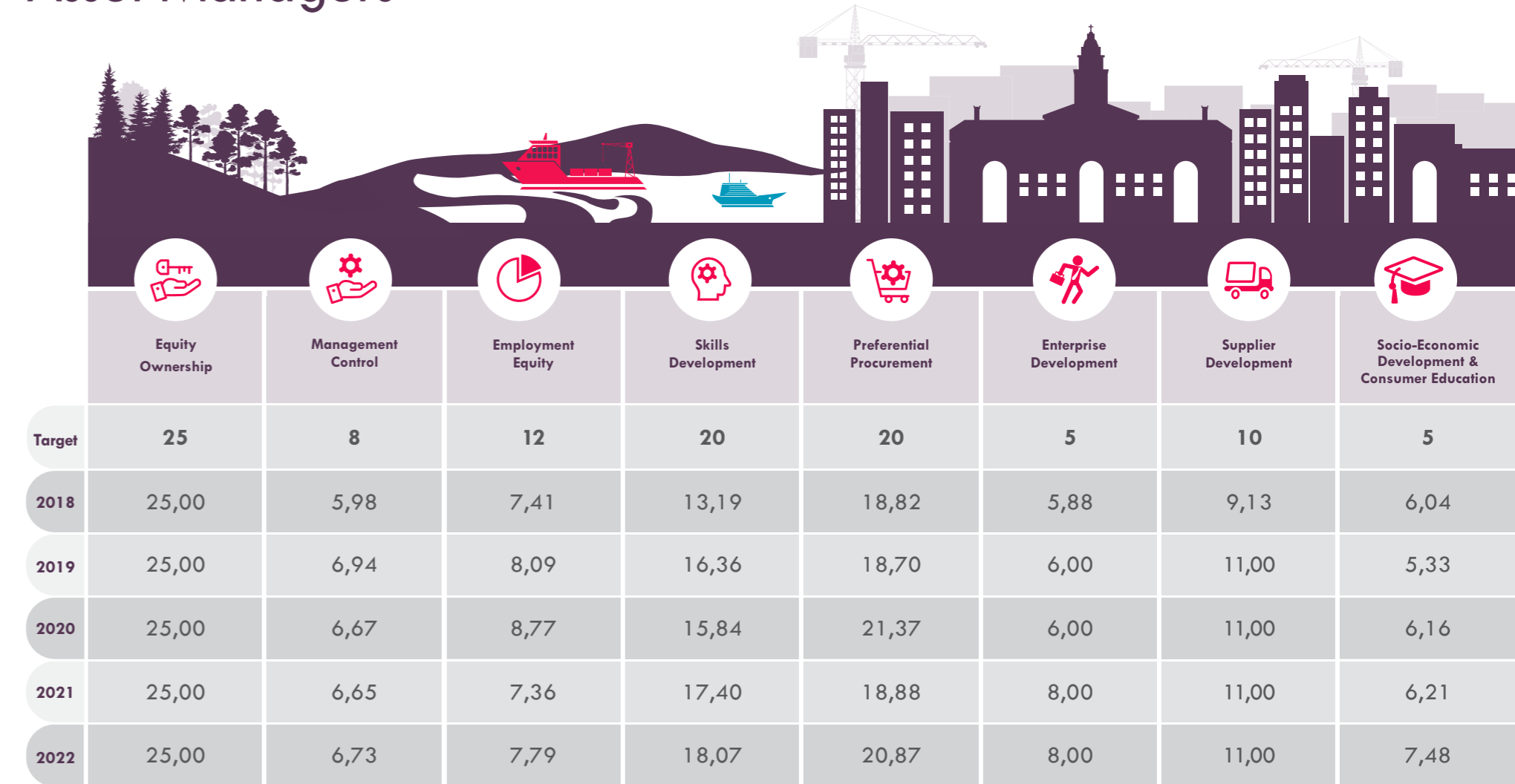
Finally, ASISA's Foster the Future initiatives (ASISA Academy, ASISA Foundation and ASISA ESD) must be acknowledged for the role that they have played. Their material contribution remains vital to sustaining the transformation trajectory.



Overall FSC Scorecard per Element: Life Offices



Overall FSC Scorecard per Element: Asset Managers



Equity Ownership

Equity Ownership measures the extent to which Black people participate in meaningful economic transformation through direct and indirect shareholding of enterprises.

This is measured through exercisable Voting Rights, Economic Interest attributable to Black people and designated groupings and the extent of Unencumbered Value created in the hands of Black people. Factors that influence the measurement of Black Ownership include but are not limited to the exclusion of the proportion of the value attributable to foreign operations (for multinationals) and the fluctuation of Black Ownership through shareholders classified as Mandated Investments (for listed entities).

Life Offices: The growth in the Black Ownership since 2018 to 2022, and particularly between 2021 and 2022, relates to improvement in the levels of Black Ownership by some of the largest members, representing approximately 70% of the Assets Under Management.

The weighting criteria applied to the calculation of the industry level of

Black Ownership will likely result in Black Ownership reflecting changes linked to the larger members of the industry compared to small members (in this case, the Assets Under Management weighting being applied).

The target for Economic Interest attributable to Black people has been exceeded (2021: 31.22%; 2022: 33.46%), which could create the expectation that the Net Value target would be achieved. This was, however, not the case, indicating debt levels and share price valuations as under pressure, impacted by the Covid-19 pandemic from 2020 to 2021 (and the 2022 aftermath).

This is evident in the growth in Net Value from 2018 to 2020 (pre-Covid levels) and the subsequent reduction in Net Value levels. The debt levels linked to the Black Ownership transactions also affect Net Value levels, specifically when share price valuations are negatively impacted.

The Net Value levels calculated in this report, which are in line with the assumptions applied in the Initial Report, do not favour individual levels of Net Value being exceeded where supportive data

were not provided and will merely limit the Net Value to the compliance target of 25%. This would apply to cases where, for example, a company exceeded the Net Value target, but the Verification Agency certificate or the B-BBEE Affidavit did not disclose such data by only reporting the full weighting points being achieved. In such cases, it was assumed that the compliance target was achieved, although it could be higher, increasing the reported industry level of Net Value.

Asset Managers: The growth in the Black Ownership from 2018 to 2022, and particularly between 2021 and 2022, relates to improvement of levels of Black Ownership by some of the largest members representing approximately 65% (mostly multinational companies or part of a multinational group) of the Assets Under Management weighting applied in the calculation of the industry level of Black Ownership. Factors directly impacting the increased level of Black Ownership included restructuring of shareholding structures (including unbundling transactions) and increased valuations of foreign operations compared to the South African operations' values.

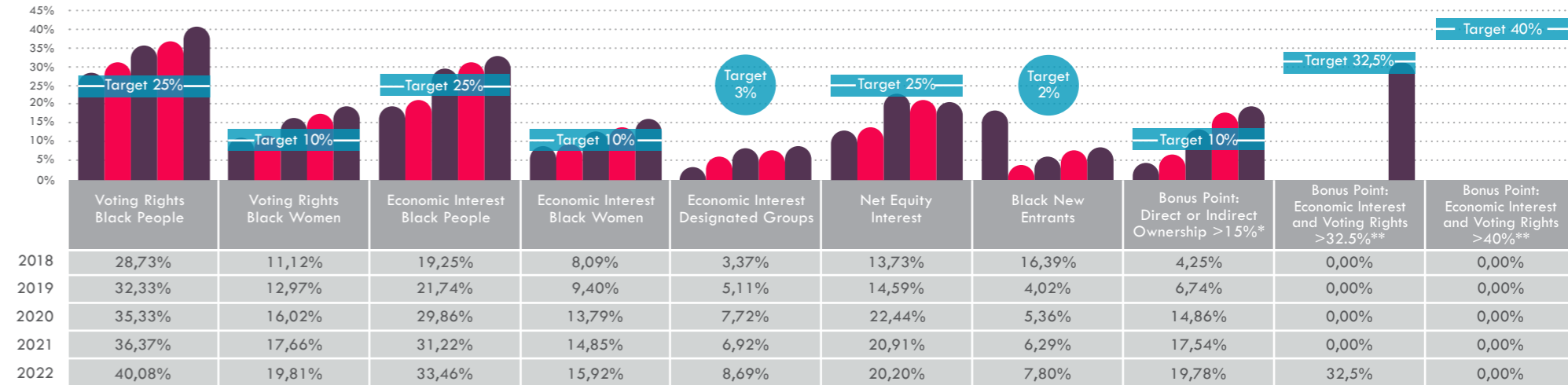
The weighting criteria applied to the calculation of the industry level of Black Ownership inevitably results in Black Ownership reflecting changes linked to the larger members of the industry compared to small members (in this case, the Assets Under Management weighting being applied).

The target for Economic Interest attributable to Black people has been exceeded (2021: 34.22%; 2022: 36.80%), which would create the expectation that the similar Net Value target would be achieved. This was, however, not the case, indicating debt levels and share price valuations under pressure, impacted by the Covid-19 pandemic from 2020 to 2021 (and the 2022 aftermath).

This is evident from the growth in Net Value from 2018 to 2020 (pre-Covid levels) and the subsequent reduction in Net Value levels. The debt levels, linked to the Black Ownership transactions also affect Net Value levels, specifically when share price valuations are negatively affected.

The Net Value levels calculated in this report do not favour individual levels

Life Offices Ownership Scorecard per Indicator as a % achieved

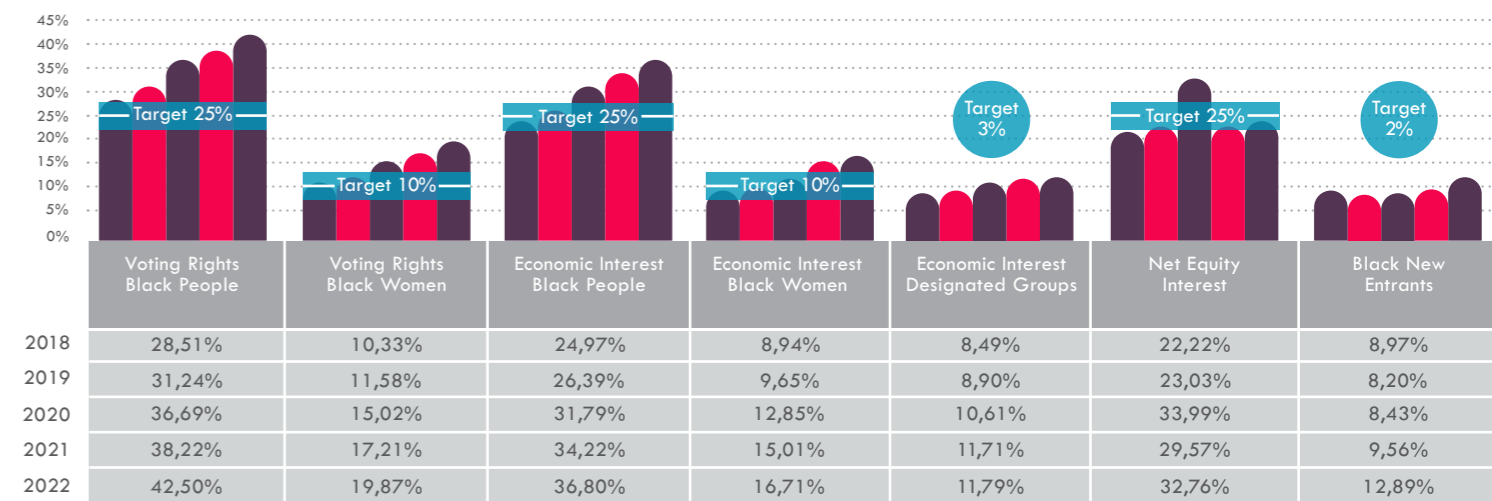


* A measured entity with 15% direct Black Economic Interest, can receive a maximum of 3 Bonus Points for an additional 10% Black Economic Interest held as direct or indirect ownership.
 ** Bonus Points to incentivise Economic Interest and Voting Rights in excess of 32.5% (1 point) and 40% (1 point). These targets are an absolute value, which measures whether targets of 32.5% and 40% with regards to Economic Interest and Voting Rights were jointly achieved. A value of 0% in the graph above indicates non-achievement, whereas 32.5% or 40% indicates achievement of the targets.

of Net Value being exceeded where supportive data were not provided and will merely limit the Net Value to the compliance target of 25%. This would apply to cases where, for example, a company exceeded the Net Value target but the Verification Agency certificate or the B-BBEE Affidavit did not disclose such data by only reporting the full weighting points achieved.

In such cases it was assumed that the compliance target was achieved, although it could be higher, which increases the reported industry level of Net Value.

Asset Managers Ownership Scorecard per Indicator as a % achieved



Management Control

The Management Control scorecard measures the extent to which Black people participate through Board and Executive Management structures. This is measured through Voting Rights exercised on the Board of Directors, and by the extent of the racial composition of Executive Directorships and Executive Management. This measurement indicates the extent of participation by and composition of Black people as a percentage of the total Voting Rights and number of executives.

Life Offices: The participation by Black people on boards reflects consistent levels of around 45%, with an anomaly in 2021. This is a result of inconsistent reporting by members with transformed boards which would include data for 2021 but not for 2022. In all sub-indicators, the targets have not been achieved.

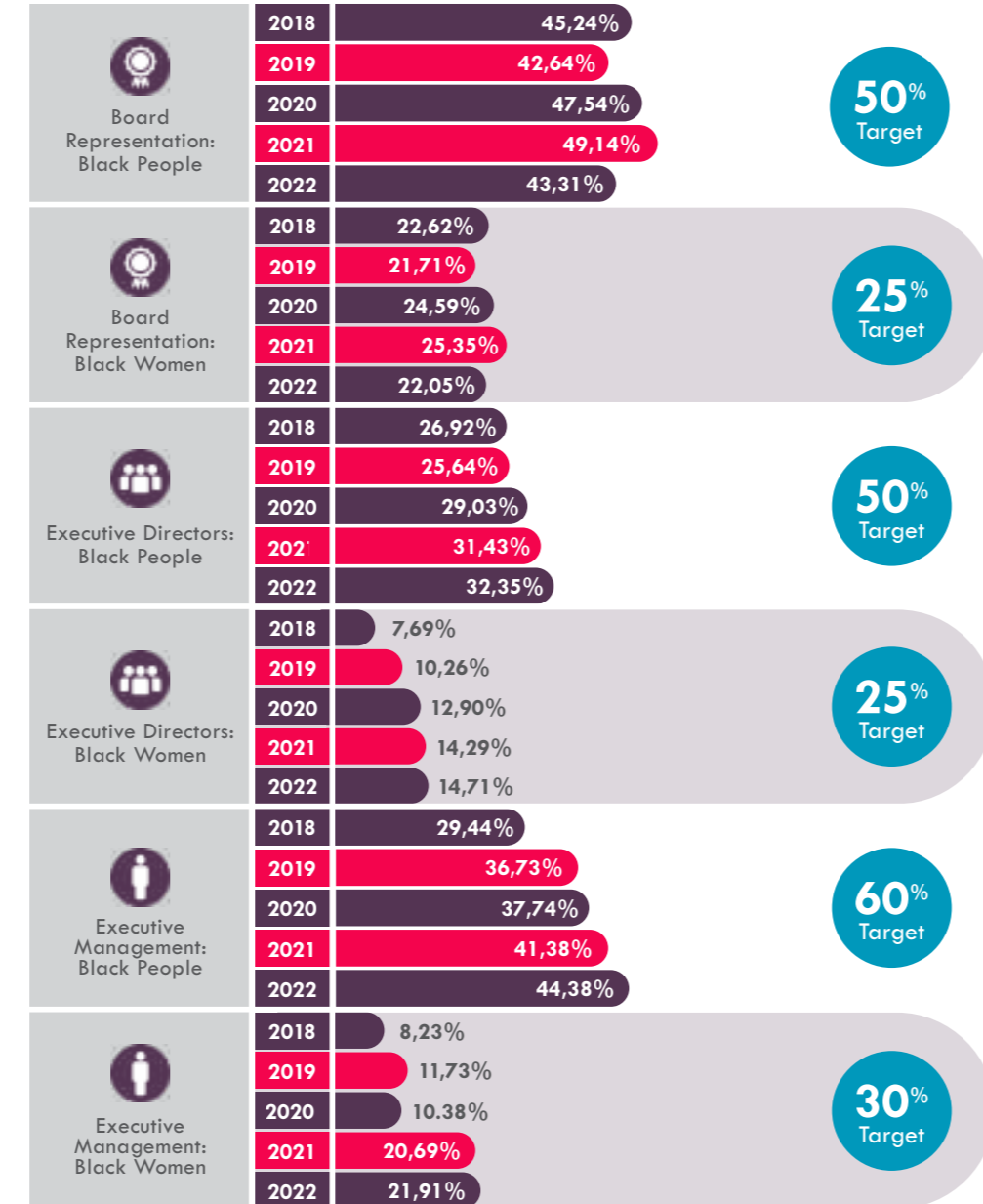
The trends reported above on the composition of boards do not follow the same growth in transformation compared to the increase in Black Ownership levels. Black Ownership, as explained previously, does not fluctuate only because of new B-BBEE transactions, but also because of changes

in valuations of businesses (in the case of multinationals) and the levels of Mandated Investors (in the case of listed entities). Factors such as fluctuation of valuations and Mandated Investors do not result in new Black shareholders being introduced into the shareholding of enterprises, which would be an expected correlation between the Ownership and Management Control elements.

A steady growth in the representation of Black people as Executive Directors and Executive Management confirms a focus on new appointments in such positions by members. This is because of factors that include retirement of White people in those positions, active appointment of new Black executives, and natural attrition. The reported levels, however, remain low compared to the targets although the trajectory of growth is promising.

Gender-based levels of Black women at Executive Board and Management levels remains low compared to the levels represented by indicators measuring both genders of Black people. Only 60% to 66% of the targets for Black women in these categories were achieved, compared to 65% to 75% of the targets for Black people.

Life Offices Management Control Scorecard per Indicator as a % Achieved



Asset Managers: The participation by Black people on boards improved since 2020 to levels exceeding the targets, with respect to both sub-indicators related to board representation. Targets achieved for 2021 and 2022 were consistent although in the case of Black women as Executive Directors and Executive Management they reduced to levels lower than reported in 2018. This is also the case with Black people in Executive Management positions.

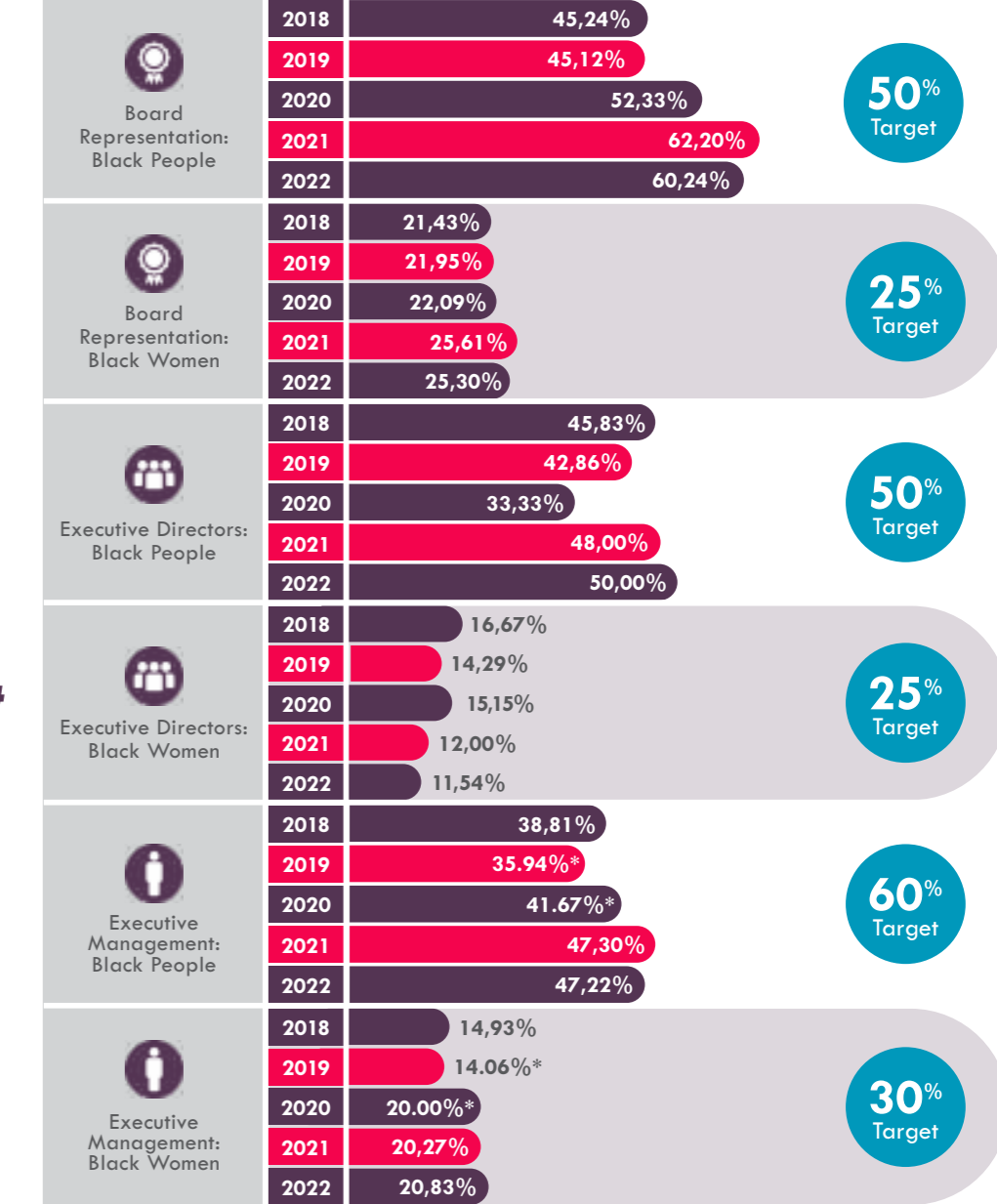
The trends reported above on the composition of boards follows the same growth in transformation compared to the increase in Black Ownership levels. This may be a result of actual control being exercised through the appointment of board members by shareholders.

The decline of representation of Black people as Executive Directors, contrary to the Life Offices, should be a cause for concern. Gender-based levels of Black women in Executive Board and Management declined to levels of 40% to 66% of the targets for Black women in these categories, compared to 80% to 100% of the targets for Black people.

The weighting criteria applied to the calculation of the industry level of Management Control will correlate with changes linked to the larger members (with larger boards and executive management teams) of the industry compared to small members. Although some smaller Asset Managers have already transformed to levels exceeding the targets, this would result in a lower impact.

The Management Control scorecard measures the extent to which Black people participate through Board and Executive Management structures. ”

Asset Managers Management Control Scorecard per Indicator as a % Achieved



*Restated

Employment Equity

The Employment Equity scorecard measures the extent to which Black people participate in management structures of companies. This is measured by way of the extent of the racial composition of different management and skilled levels of employment. This measurement indicates Black people as a percentage of the number of employees represented in the specific indicator. Reporting of this element must be aligned with the reporting on Employment Equity to the Department of Labour.

Life Offices: The trend in most sub-indicators reflects a gradual improvement compared to the targets. However, the seeming stagnation and sometimes decline in results between 2021 and 2022 related to Junior Management levels are alarming. Most of the targets have not been met. Due to the high number of employees (around 70 000 employees) and subsequent low sensitivity to changes, the percentages achieved per the above numbers seem low. The required skills are not always available, aggravating the issue of appropriate race and gender-based appointments.

The employment of African people by Life Offices is very low compared to the

targets required. This is concerning given that statistics released by the Department of Employment and Labour indicate that more than 80% of the economically active population are classified as African people.

The increase in reported numbers of Black people with disability (2022: 0.88%; 2021: 0.91%; 2020: 0.22%) may be attributable to the appointment of unemployed learners through dedicated learnership programmes. This may also form part of the strategies implemented to improve the Skills Development scorecard and correlates with the increase in the number of learnerships reported as part of the Skills Development element below. However, such learnership numbers also include existing employees.

The weighting criteria applied to calculating the industry level of Employment Equity will correlate with changes linked to the larger members (with a higher number of employees) compared to small members.

Asset Managers: The trend for 2021 and 2022, in most sub-indicators, reflects stagnation and decline compared to the period from 2018 to 2020. This is based on the same members consistently reporting

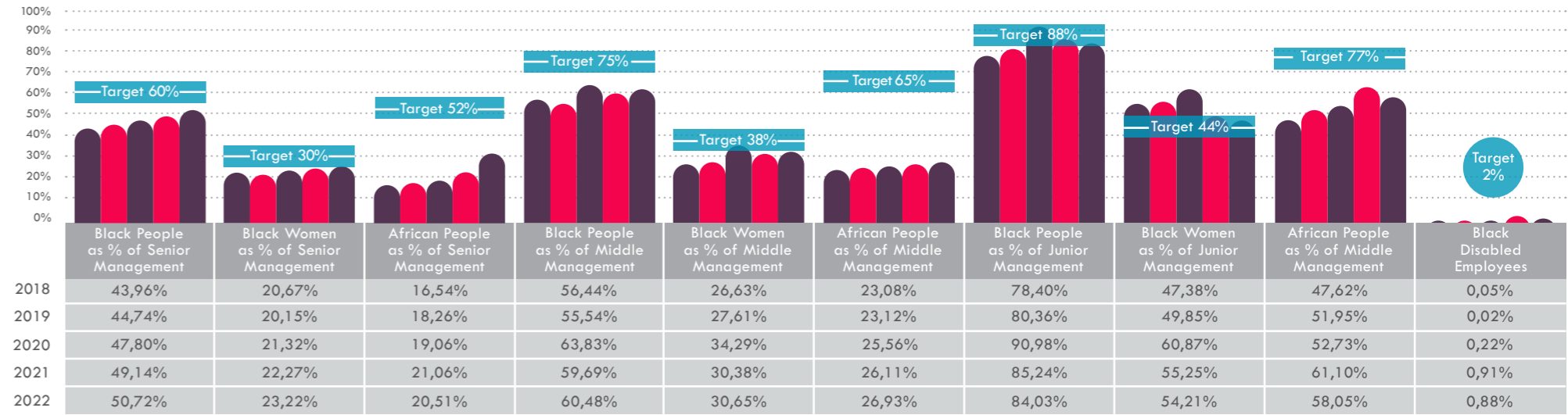
from 2018 to 2022. The downward trend of Black people in Junior Management is concerning, with none of the targets being met. The combined total number of employees reported by contributing members to this report is around 8 700 for 2022 (2021: 8 400) of which approximately 51% are Black people.

The high increase in reported numbers of Black people with disability (2022: 5.57%; 2021: 5.97%; 2020: 1.64%) is attributable to the appointment of Black unemployed learners with disability through dedicated learnership programmes by Asset Managers representing approximately 33% of the total number of employees in this report. This may also have formed part of the strategies implemented to improve the Skills Development scorecard. If numbers were restated by removing the impact of these members, reported numbers of Black people with disability decrease to 2.23% (2022) and 2.16% (2021).

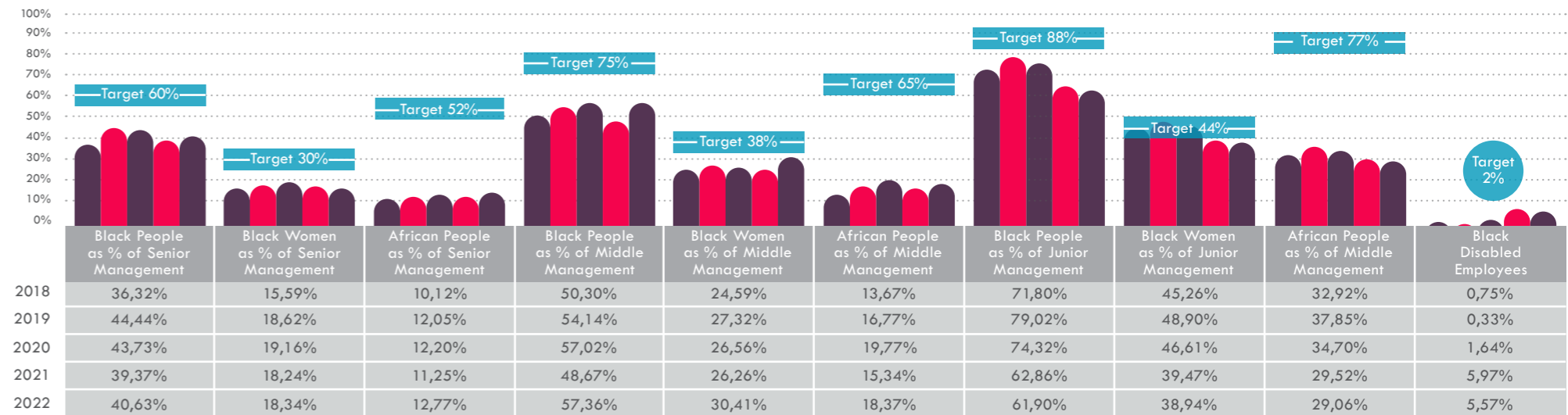
The weighting criteria applied to calculating the industry level of Employment Equity will correlate to changes linked with the larger members (with a higher number of employees) compared to small members.



Life Offices Employment Equity Scorecard per Indicator as a % Achieved



Asset Managers Employment Equity Scorecard per Indicator as a % Achieved





Kelefilwe Kungwane
Liberty Group

It takes a village to build a career

We know it takes a village to raise a child," says Kelefilwe Kungwane. "In my experience, it also takes a village to build a career."

Kungwane, Head of Insurance Risk Insights and Data Analytics at Liberty Group, says the support she received on her journey played a big role in her success. "I was supported every step of the way – from my parents who are both teachers, to the support I get from colleagues today."

I was supported every step of the way – from my parents who are both teachers, to the support I get from colleagues today. ”

Raised in Pretoria, Kungwane is the second of six children in a family that always placed value on education. This principle is reflected in the siblings' success today in various fields, including medicine and engineering. She says her mother would probably have studied medicine had she been born in a different era.

Kungwane built on that great start when, at 16, she joined the Up With Science programme run by the University of Pretoria – an extra-curricular programme for high school students who excelled in science or mathematics. Time

and effort put in after school and at weekends during her final three years at high school paid off.

"That programme opened up a world of opportunities for me," says Kungwane, a Fellow of the Actuarial Society of South Africa and a Chartered Enterprise Risk Actuary since 2019.

The programme also helped with fees for her first year of university when she started her undergraduate degree in 2012. After that, she received funding and psycho-social support from the South African Actuaries Development Programme. She completed her BSc in Actuarial and Financial Mathematics in 2014 and her Honours in Actuarial Science in 2015.

The culture has always been an open-door policy here, not that we even have doors. People have always been open and very generous with their time. ”

Kungwane says she has continued to feel guided and supported in her career at Liberty. In addition to assistance with exam fees and time off to study, what makes Liberty "stand apart and above" for her is access to a wealth of experience.

She describes having easy access to expert colleagues in an environment that values mentoring highly. These actuaries, she says, are people who have contributed to industry policies and frameworks that inform and govern her work today: people who "have shaped the way things are".

"The culture has always been an open-door policy here, not that we even have doors. People have always been open and very generous with their time."





Nadeem Fakier
Swiss Re

Keeping his eyes on the glass half-full

Top of his school and a leading matriculant in his province, Nadeem Fakier remembers discovering that he was well behind most of his university class because they had taken Advanced Maths (AdMaths) in matric, a subject that wasn't offered at his school. But then, he says, some others were using a computer for the first time.

Fakier, a Pricing Actuary at Swiss Re, decided to focus on the glass half-full

As a member of the first generation of his family to attend university and go into the corporate world, Fakier says he has often found aspects of this unfamiliar world difficult to navigate. ”

to become part of the 30% of the class expected to make it into the profession. He admits that thinking about that 30% success rate when everyone in the class “must have been in the top 1%” was intimidating.

He had known about the low success rate from early on. When he became interested in being an actuary while still at school, he asked around and received very negative feedback, with everyone focusing on “the

glass half-empty”. His response was to seek out people in the profession and he found them much more optimistic. This provided an important turning point for him.

After completing his Bachelor of Business Science (BBusSc) in Actuarial Science in 2017, Fakier started working in 2018. He completed all the required professional examinations by the end of 2019 and became a Fellow of the Actuarial Society of South Africa in 2021.

As a member of the first generation of his family to attend university and go into the corporate world, Fakier says he has often found aspects of this unfamiliar world difficult to navigate.

Education was a priority in his family, but when it came to university, neither parent was familiar with the lifestyle or the demands. He filled the gap with a good support network of classmates and others: “Even though none of this group had attended school with me, most of them came from similar backgrounds and were facing similar challenges.”

Again, when he got to the corporate world, he felt “overwhelmed”. This is not a unique experience, he says: “A

lot of people who are first-generation graduates going into the corporate world don't have support in the sense that the parents have never experienced a corporate environment.”

The gap continues to exist around him, and Fakier often finds himself fielding questions from younger colleagues. He helps them focus on the glass half-full.

A lot of people who are first-generation graduates going into the corporate world don't have support in the sense that the parents have never experienced a corporate environment. ”





Ann-Maree Tippoo Ninety One

Changing course, and opening new paths

A piece of advice that Ann-Maree Tippoo might give her 16-year-old self would be that it is okay to change your mind and to change course. It took her some time to unlearn the single-minded determination she learned from her parents, which enabled them to build lives of dignity under apartheid. Allowing herself to change direction made it possible to change course when she realised that she did not want to be an actuary after graduating with a degree in actuarial science in 2012.

She did not, however, abandon financial services and is now a portfolio manager at Ninety One (Investec Asset Management until March 2020).

Tippoo explains that changing course allowed her to focus on areas where she felt she might have a bigger impact, such as her first role as Environmental, Social and Governance (ESG) analyst at Investec Asset Management.

Education was always important in her family. Her parents, who have a science background, pushed her and her brother to do well at school. Tippoo describes going to Westerford High School in Cape Town as “one of the best things that happened to me”. She says: “They treated us like adults, in an environment that allowed me to flourish.”

When she was at high school, Tippoo danced with Cape Town City Ballet, and at first considered a career in the arts. Her second choice was medicine, but she chose actuarial science after representatives from the South African Actuaries Development Programme visited her class at Westerford and introduced the scholars to the possibility of a full scholarship for members of previously disadvantaged groups.

They treated us like adults in an environment that allowed me to flourish ”

The programme goes beyond paying tuition fees and living costs; assistance was also provided for extra-curricular projects. This proved to be a good basis for a career at Ninety One, where, Tippoo says, “talent density” is valued, meaning that employees are encouraged to develop different capabilities



and varied experiences rather than traditional silo thinking.

Tippoo started working at Investec Asset Management in 2013, two years before the asset manager launched a formal graduate programme. During those early years, she remembers, an exceptional manager helped to set her up for success. Tippoo recalls that she was encouraged to engage across the business and at all levels of seniority: a rich and empowering experience that she still values.

In 2015, she completed a Master of Commerce in Development Finance and, in 2016, she moved into an equity analyst role.





Five years later, she was promoted from assistant portfolio manager to portfolio manager at Ninety One.

Even if she did not have the chance to give her 16-year-old self the permission to change her mind, Tippoo has made a success of being open to possibilities and changing course where appropriate as the world has changed around her.

At Ninety One “talent density” is valued, meaning that employees are encouraged to develop different capabilities and varied experiences rather than traditional silo thinking. ”





Sandile Malinga
M&G Investments

Everyone needs to be brought along.

Ten years ago, if you walked into a room full of investment managers in South Africa, you could probably count the number of people of colour on one hand; today, you might need two hands, says Sandile Malinga, Co-Head of Multi-Asset Funds at M&G Investments. "Transformation is happening, but it is slow, and we are working off a very low base."

He adds: "It is high time we started dealing with the other glaring aspect of

It is high time we started dealing with the other glaring aspect of transformation in investment teams – the gender dimension. ”

transformation in investment teams – the gender dimension."

"South Africa's scorecard on transformation in terms of gender is very poor – as bad as the industry in Europe or the US," he says. His personal interest in female empowerment might be partly the result of being surrounded by impressive women his whole life – a mother who "has been a strong supporter of every crazy idea that I have had", a wife who is "absolutely amazing", and three daughters, aged three to 17. He agrees that this has influenced his awareness that the best decisions are made by diverse teams.

Malinga studied actuarial science and graduated with a BSc in Mathematical Statistics and Actuarial Science in 2006.

He explains that he took longer than most to qualify as an actuary because it didn't seem that important in the context of the demands of building a career in asset management. It was always at the back of his mind, however, and over the years he completed all required professional exams and became a Fellow of the Actuarial Society of South Africa in 2021.

He has always worked in asset management, starting in fixed income before moving to multi-asset allocation over a career at two investment houses.

Even if he hasn't worked in a traditional actuarial field like life insurance, he says that the actuarial studies and the professional exams "teach you to not hold assumptions too preciously, to be open to being

Ten years ago, if you walked into a room full of investment managers in South Africa, you could probably count the number of people of colour on one hand. ”

challenged, to constantly re-evaluate". This is useful in life in general, including working in a complex society like South Africa.

In terms of transformation, one real change he has seen has been a shift from asset managers talking about the need for transformation to clients demanding transformation, which "means we have a much better chance of making transformation work".

"It is also a numbers game. If you receive a pile of CVs these days, most of them will be from people of colour and the majority will be from women. So, yes, things are changing, but the pace is still a little slow."

"We need to be very deliberate, to keep having the tough conversations because everyone needs to come along on the journey; everyone needs to be brought along."





Krishna Kanjee Momentum Wealth

Embracing diversity, 'where the true magic unfolds'

From school, where "everyone was so much like me", to deciphering all the accents at Wits University, Krishna Kanjee applies a wide-angled lens to inclusivity. Diversity is where the real magic is, says Kanjee.

Kanjee, Head of Product at Momentum Wealth, attended a small Hindu ethos Model C school from nursery school to matric, where she loved being "surrounded by people from a similar cultural background".

When she started at Wits University in 2011 the diversity of her class was a bit of a culture shock, she says, "daunting, but very exciting." She soon discovered so many like-minded people – despite them being from different cultural backgrounds. "A strong, values-based upbringing had a big impact on me and helped me to unlock the magic when embracing diversity. After spending all my school years in a Hindu ethos school, university showed me how different points of view lead to beautiful solutions, even to technical problems."

By the end of 2014, Kanjee had obtained her Honours Degree in Actuarial Science, and after earning exemptions in most of the actuarial professional exams offered by Wits, she joined Momentum in 2015.

Kanjee says that diversity was even more magical at work because, suddenly, she was working with people from different backgrounds, ages and levels of experience. "Diversity brings in the magic when you're working in a team."

In 2020, Kanjee passed her final exam, the investments fellowship exam, and qualified as a Fellow of the Actuarial Society of South Africa later that year.

Incidentally, it was also a certain kind of magic that attracted Kanjee to

Yes, there is magic in the numbers, but the real magic is what comes between the numbers, the intangible factors such as diversity. ”

the actuarial profession: "the idea of quantifying the intangible, predicting what may seem unpredictable."

Now the mother of five-month-old twin boys, Kanjee says, "Yes, there is magic in the numbers, but the real magic is what comes between the numbers, the intangible factors such as diversity."

She believes that "an environment where people feel safe to speak" is where the magic unfolds.

"I have seen the tagline 'With us, it's personal' play out from day one at Momentum," says Kanjee, adding that every leader she has encountered there has been instrumental in fostering an environment where people are empowered and set on the path to success.

So, in this magical world of teamwork and diversity, has she encountered any

bias? "I'm aware of the implicit biases, but, quite honestly, I haven't experienced anything like that. Maybe if I had joined the workforce in the early 90s when I was born, it would have been a different story."





Vuyelwa Nyezi Discovery Life

People who don't look like you can be allies too

When she started working, Vuyelwa Nyezi, Capital Actuary at Discovery Life, struggled to connect with people around her. But, once she got to know her colleagues, she was pleased to discover that many were passionate about transformation and that there were allies amongst them.

One ally, a middle-aged white woman, Nyezi says, "backed me up and would see how good the work I was doing was". This

support gave Nyezi the confidence to believe in herself and know that "everyone wanted me there for my skill".

Whenever new people join the business now, she tries to ensure they feel as supported as she did, "to make sure they know they belong here".

She encourages them: "Get to know the supervisors, even if they don't look like you." She shares what she learned, that "there are people who want to make sure that you get every opportunity".

Nyezi came from a different environment to many of her colleagues. She grew up in a village outside Mthatha in the Eastern Cape. Her dad was unemployed, and her mum was a street vendor. She grew up in poverty, but her mother worked incredibly hard to make sure there was food on the table every day and that her children got a good education.

"We lived in a village, but she took us to school in town, where the teachers were

**You are here for
your skill. ”**

better, and we were able to see a bit of another world," says Nyezi.

That good education set Nyezi and her siblings up for success. When her older brother was doing a finance degree at UCT with the help of a sponsorship, he heard about actuarial science and thought it sounded perfect for his brilliant little sister. He told her about it, saying it would be difficult, but he knew she could do it.



**We lived in a village,
but she took us to
school in town where
the teachers were
better, and we were
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another world. ”**

Nyezi liked the sound of it, and after being awarded the Eastern Cape Premier's scholarship for being one of the top achievers in the province in her matric year, she headed to the University of Cape Town, where she completed her Bachelor of Commerce in Actuarial Science in 2015.

She went on to write her professional exams from 2016 to mid-2021 (while she was working) and was admitted as a Fellow of the Actuarial Society of South Africa in October 2021.

After she started working, she had to tell herself for a while that "Everyone wants you here; you are here for your skill!" and now she believes it.



Skills Development

The Skills Development element measures the extent to which Black people, including employees and non-employees, participate in training programmes through various interventions. This is measured by way of the extent of expenditure invested in training based on the racial composition of different management levels of employment as well as non-employees and unemployed Black people. The remuneration of employees on internships, learnerships and apprenticeships is recognised as a notional training cost, over and above the training costs and headcount, as part of the Skills Development scorecard.

Life Offices: Targets related to expenditure on employees in Senior, Middle and Junior Management levels indicate a gradual increase compared to previous years. Targets were achieved in 2022 for Middle and Junior Management levels, which is the focus by companies when providing training and preparing employees for promotion. It remains to be seen whether this increased training will influence Employment Equity targets by Black people being promoted as positions become available.

Training targets for Senior Management have not been achieved, partially because

of the limited time available to Senior and Executive Management to provide training due to organisational responsibilities. Average training cost targets per Black employee in Senior and Executive Management positions, based on the 2022 data, indicate an amount of R94 500 per individual to be spent to achieve the full target. This is very high in relation to the other management levels (Middle Management: R45 155; Junior Management: R22 230; Non-Management: R18 850).

The Skills Development scorecard measures training expenditure incurred for the benefit of Black people (African, Coloured and Indian people), as well as training expenditure incurred for the benefit of African Black people. Training expenditure on African people remains, in most cases, below target. This correlates with the Employment Equity data which report a similar low achievement against target for African people.

Training cost incurred for the benefit of Black unemployed people remains low and targets are not being achieved. This is primarily due to the high target of 1.50% of the total Leviable Amount which, in terms of monetary value for 2022 reported Leviable Amounts, resulted in

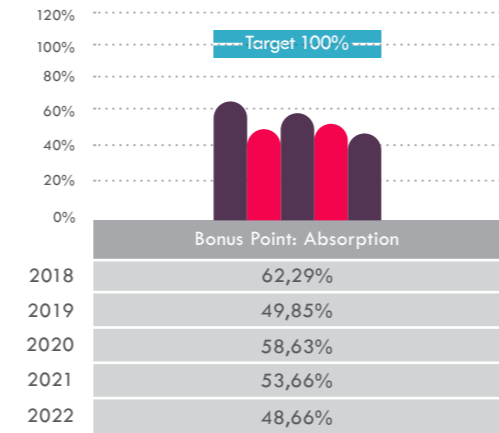
an annual target of around R500 million to be spent to achieve the targeted weighting points. A total of R37 million of spend towards this sub-indicator has been recorded by members.

The number of Black people in Learnerships, Internships and Apprenticeships increased steadily. These training programmes include theoretical intervention and practical experience (mostly required in the workplace) to achieve a qualification issued by a Registered Institution of Learning, which is generally focused on Middle and Junior Management positions. Training costs and salaries/stipends for the duration of the training period may be recognised as training costs. The increase in the number of these training courses and expected associated costs correlates with the increased achievement of targets for Middle and Junior Management categories.

The Absorption of Unemployed Learners who have participated in a learnership has remained at around 50% since 2018. Less than 10% of all learnerships are classified as Unemployed Learnerships for 2022, which provides the basis for the absorption of these learners. This poses a question about whether sufficient emphasis is being placed on building

a pipeline for the industry and whether the strategies employed are effective.

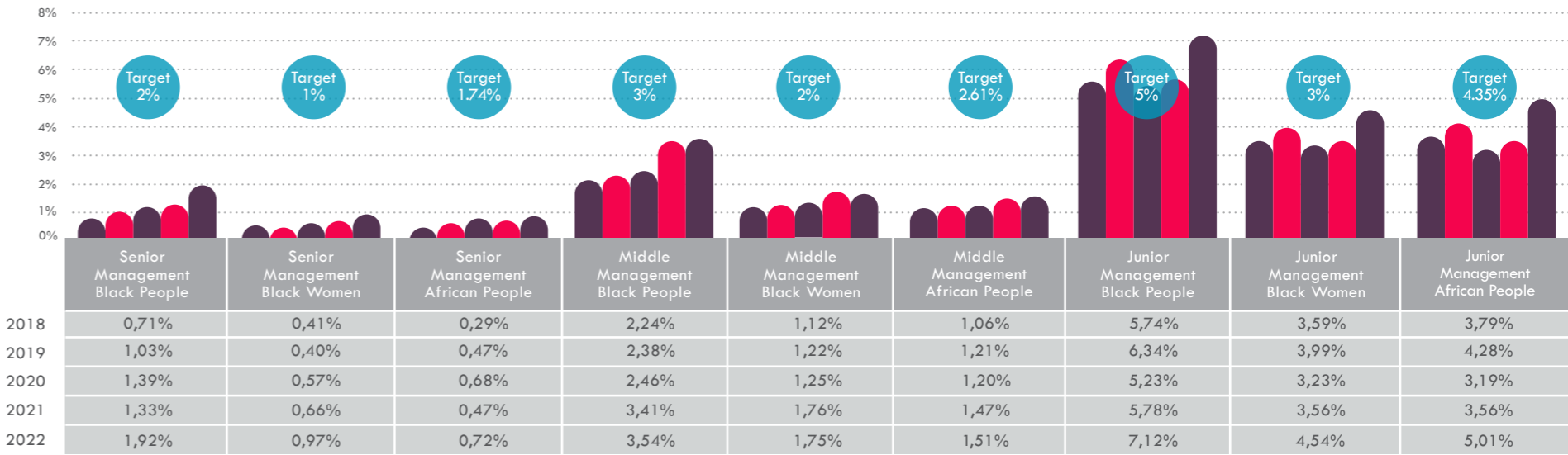
% Absorption of Black Learners at the End of the Learnership, Internship or Apprenticeship Programme – Life Offices



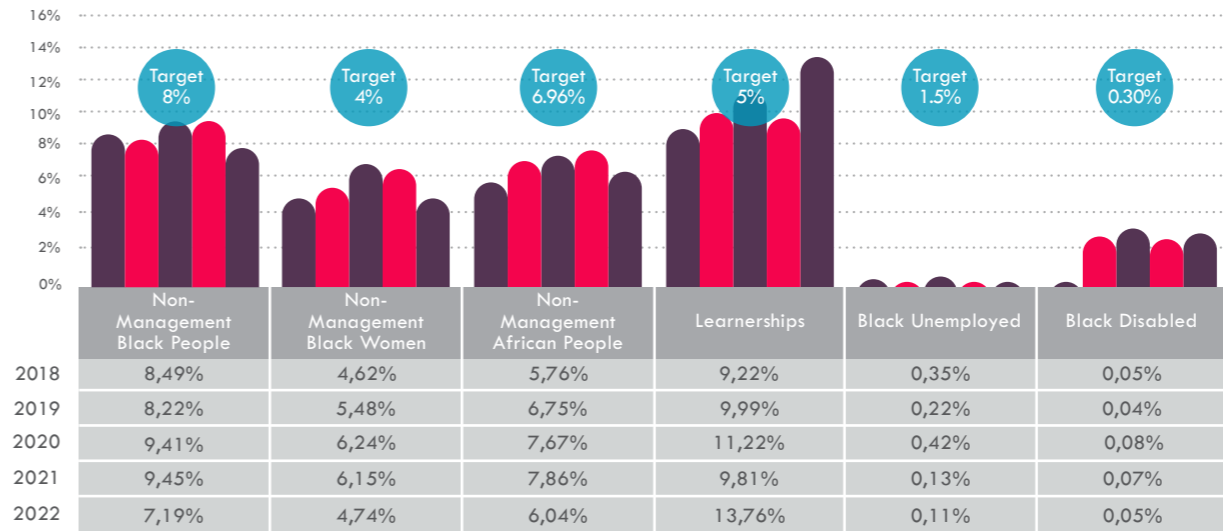
Total Skills Development Expenditure: Life Offices

Year	Total Expenditure
2018	R1,588,912,169
2019	R1,813,540,221
2020	R1,887,772,593
2021	R1,620,322,026
2022	R1,820,077,377

Skills Development Scorecard per Indicator as a % Achieved for Management Levels - Life Offices



Skills Development Scorecard per Indicator as a % Achieved for Non-Management, Unemployed, Disabled and Learnerships - Life Offices



Skills Development (cont.)

Asset Managers: Targets related to the expenditure incurred on employees in Senior, Middle and Junior Management levels fluctuate, with only Senior Management indicating an upward trend. None of these targets was achieved for 2021 and 2022. Targets were achieved for the sub-indicators related to training spend for Non-Management employees, Black Unemployed people, Disabled Black employees and the headcount of Black people in Learnerships, Internships and Apprenticeships.

Average training cost targets per Black employee in Senior and Executive Management positions, based on the 2022 data, indicate an amount of R176 000 per individual to be spent to achieve the full target. This is very high in relation to the other management levels (Middle Management: R67 100; Junior Management: R53 500; Non-Management: R50 400).

The Skills Development scorecard measures training expenditure incurred for the benefit of Black people (African, Coloured and Indian people), but also measures training expenditure incurred

for the benefit of African Black people. Training expenditure incurred on African people remains, in most cases, below target. This correlates with the Employment Equity data, which reports a similar low achievement against the target for African people.

Targets towards training costs incurred for the benefit of Black unemployed people have been achieved.

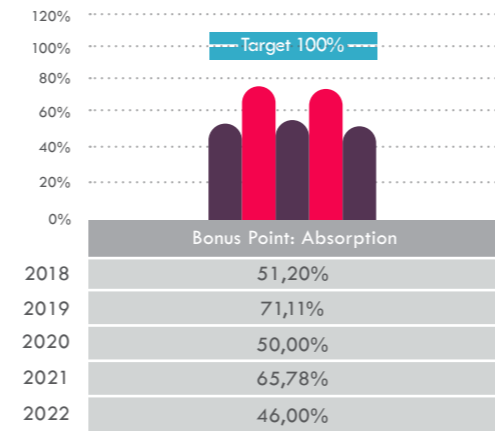
The number of Black people in Learnerships, Internships and Apprenticeships has increased steadily. These training programmes include theoretical intervention and practical experience (mostly acquired in the workplace) to achieve a qualification issued by a Registered Institution of Learning, which is generally focused on Middle and Junior Management positions. Training cost and salaries/stipends for the duration of the training period may be recognised as training costs. The increase in the number of these training courses and expected associated costs correlates with the increased achievement of targets for Middle and Junior Management categories.

The absorption of unemployed learners who have participated in a learnership remained at 50% levels since 2018. Less than 10% of all learnerships are classified as Unemployed Learnerships for 2022, which provides the basis for the question on the efficiency of the training programmes and the success rate of

The Skills Development element measures the extent to which Black people, including employees and non-employees, participate in training programmes through various interventions. ”

permanently employing such learners in the financial industry.

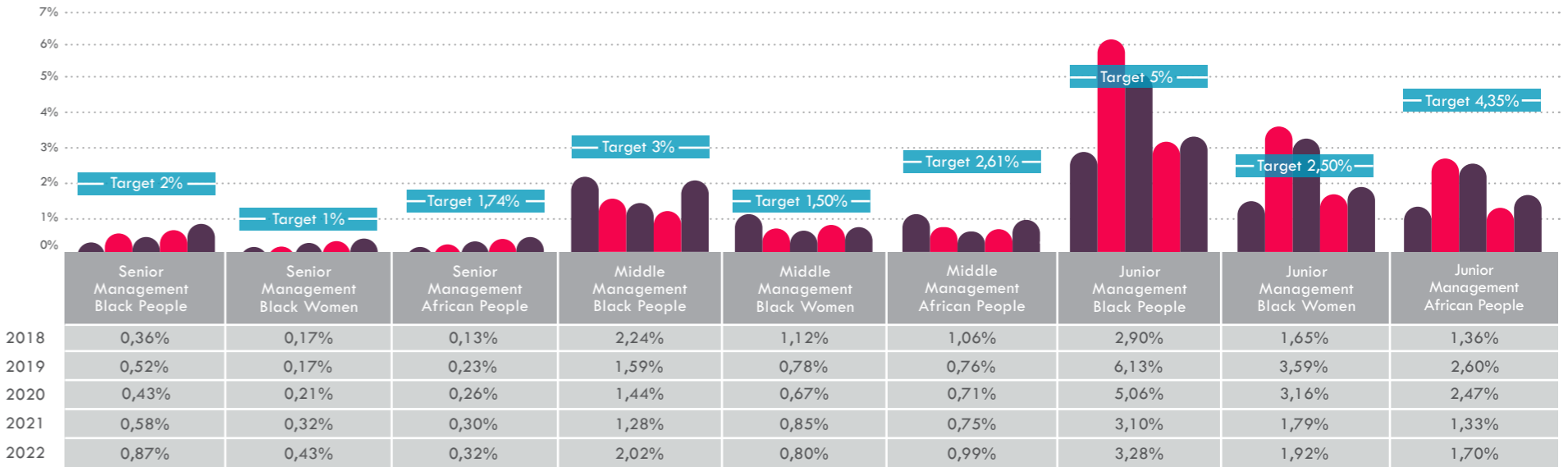
% Absorption of Black Learners at the End of the Learnership, Internship or Apprenticeship Programme – Asset Managers



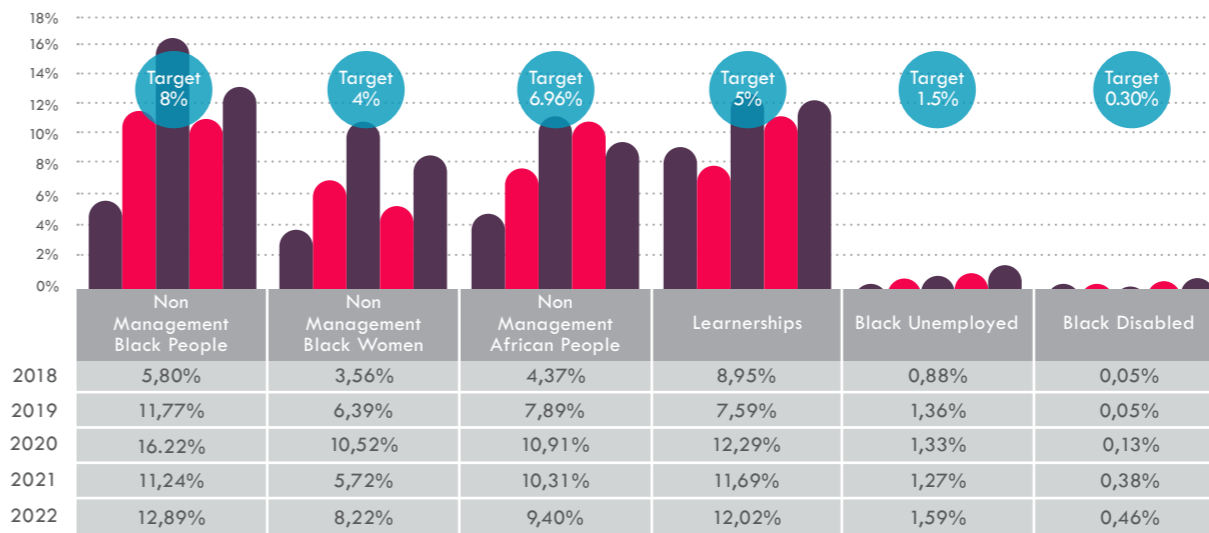
Total Skills Development Expenditure: Asset Managers

Year	Total Expenditure
2018	R116,316,443
2019	R103,985,918
2020	R161,095,026
2021	R207,050,301
2022	R257,923,601

Skills Development Scorecard per Indicator as a % Achieved for Management Levels - Asset Managers



Skills Development Scorecard per Indicator as a % Achieved for Non-Management, Unemployed, Disabled and Learnerships - Asset Managers



ASISA Academy IMACS@TSiBA Internship

The relationship with TSiBA, a Cape Town-based not-for-profit higher education institution, was formed in 2011 and is the ASISA Academy's longest partnership with a university. Together, we identify second-year Bachelor of Business Administration (BBA) Finance students interested in building careers in the savings and investment industry.

Students are required to participate in the IMACS@TSiBA learning programme over 12 months while completing their BBA degrees. Those who successfully complete all their courses proceed to intern at their sponsors.

Designed by our industry and delivered by expert practitioners, the IMACS@TSiBA Internship creates a pipeline of Black work-ready graduates

with a practical understanding of the investment administration environment and its systems.

Sponsors of this internship are not only creating employment opportunities for young talent, but are also proactively transforming our industry one intern at a time.

In 2023, the ASISA Academy IMACS@TSiBA Internship was restructured in an effort to scale this programme significantly, and we would like to acknowledge the sponsors who have made this possible: Allan Gray, Coronation Fund Managers, Foord Asset Management, Intembeko Investment Administrators, JTC Group, M & G Investments, Prescient, RGA, Sanlam and Taquanta Asset Managers.



Chane' Hendricks ASISA Academy IMACS@TSiBA Internship

I took the plunge.

While TSiBA was not her first choice since it was not well known when she matriculated in 2011, Chane' Hendricks says it turned out to be the best choice for her. She remembers TSiBA for the "hands-on approach" to learning and the willingness of everyone, from the lecturers to the dean, to help students with problems – no matter how big or small.

"That's also the feeling that I have here at Taquanta," says Hendricks of her employer,

where she started working as an ASISA Academy IMACS@TSiBA intern in 2016.

Hendricks grew up in Mitchells Plain, and, as the oldest of three girls she is also the first graduate in her family. She enrolled at TSiBA in 2012 and completed a Higher Certificate in Business Administration before embarking on her Bachelor of Business Administration degree in 2013.

In her second year, Hendricks had to pick a stream. "When you are younger, you think of being a doctor or other popular career paths, but I never thought of this industry and how huge it is and the impact it has on every man in the street."

Once the TSiBA lecturers had provided an outline of the Investment Management Administration stream, Hendricks signed up thinking, "Let's try it and see what happens."

"I took the plunge; I didn't know anything about investment management and decided to see where it took me."

She qualified for the IMACS@TSiBA Internship and was sponsored by Taquanta Asset Managers. In her final year, she completed her internship in the Taquanta

When you are younger, you think of being a doctor or other popular career paths, but I never thought of this industry and how huge it is and the impact it has on every man in the street. ”

portfolio administration department and was offered a full-time position in 2016.

She admits that, at the time, she never thought that she would end up where she is now – a portfolio manager at Taquanta Asset Managers.

Once she had bedded down the foundational knowledge and felt that she had outgrown the administration department, Hendricks became curious about other departments in the company. "You know us millennials; we don't like staying in the same place for too long," she laughs.

She was given an opportunity to join the Fixed Income Investment Team as a trainee analyst. She progressed to trainee portfolio manager and, after three years of training, she was

promoted to the coveted position of portfolio manager, specialising in cash management.

As a first-generation graduate, Hendricks would like her success to motivate others to believe in themselves and to grab opportunities with both hands.

She says that many young people allow their backgrounds to define and restrict them, even in the workplace. Mentorship is a powerful way to change this and to help people believe that they belong, says Hendricks.

Quoting American poet and civil rights activist Maya Angelou, she concludes: "My mission in life is not merely to survive but to thrive and to do so with some passion, some compassion, some humour, and some style."





Velly Masuku
ASISA Academy
IMACS@TSiBA Internship

If you have logic, you hold the key.

In January 2013, Velly Masuku left his childhood home in eMbalenhle near Secunda in Mpumalanga at age 17, with a matric certificate and big dreams. "My dad was like, 'here's a hug, here's money, here's the bus stop – let me know when you get there. You are smart enough to figure it out!'"

Masuku was off to the University of KwaZulu-Natal (UKZN), where he had been accepted to study for a Bachelor of

Commerce in Accounting. The only thing he knew for sure was that he did not want to work in the mines like his father and other family members, and an accounting qualification seemed like a good springboard for a career in finance.

He had just registered at UKZN when he received a call from TSiBA, a Cape Town-based not-for-profit higher education institution, offering him a fully funded scholarship if he registered for a Bachelor of Business Administration degree. Since Masuku had not yet figured out how he was going to fund his studies at UKZN, the decision to take up the offer from TSiBA was "not that complicated". Masuku deregistered, returned home, and left on a bus for Cape Town.

Masuku arrived in Belville, Cape Town, on a Sunday and started at TSiBA on the Monday. In his first year, he completed a Higher Certificate in Business Administration and returned in 2014 to start his three-year degree programme.

In his second year, Masuku came across the ASISA Academy IMACS@TSiBA Internship and decided to apply. "We did a bunch of interviews with the sponsors of the internship – all the major

players – and I was sponsored by Sanlam Investments, which was great, and the greatness came at the end. Because I was sponsored, I got to complete my internship at Sanlam Investments."

Masuku says some of the absolute highlights of the ASISA Academy IMACS@TSiBA Internship included the lessons in logical thinking delivered with such passion by programme champion Anton Berkovitz. "Anton always taught us logic more than anything. If you logically think through these things, you will get the right answer. He would tell us that he who holds the gold holds the key – if you have logic, you hold the key, you hold the gold."

"One of the other best things about the courses was the exposure to the people in the industry. Every week, unless it was a recap week, we got someone different. Industry experts came to tell us about real developments in the industry as they were happening. This was super exciting for me and solidified that the course I was doing was right for me."

Masuku started realising the significance of the savings and investment industry and was more determined than ever to succeed in his chosen career path. He is

unapologetically ambitious, and only four years after graduating from TSiBA in 2016 with a Bachelor in Business Administration (BBA) majoring in Entrepreneurship, Leadership and Self-development, and specialising in Finance, Masuku was promoted to a team leader position in one of the specialised services teams at his current employer, Curo Fund Services. A year later, he was appointed Operations Manager in the Curo Fund Services Specialised Services Department, a position he still holds today.

He attributes his success to a combination of lucky decisions: moving to Cape Town with no certainty other than a spot at TSiBA, applying for IMACS@TSiBA, hard work, and guidance from his mentor and friend Bethwill Cloete. Cloete was a 2010 TSiBA graduate who was instrumental in guiding Masuku into his current role.

He encourages the industry to share information about the different roles available to graduates. He says that when school leavers and students think about a career in finance, they think about analysts and portfolio managers. "There are so many other supporting roles, like fund administration. That is why

I am still in fund administration; you learn so much, what life companies are doing, what Mancos are doing, what asset managers are doing."

Asked about his views on transformation in the savings and investment industry, Masuku does not hesitate: "We need more mentorship. Internship programmes are great, but people come into that with no prior exposure [to the workplace and the industry]. People want to be mentored but don't know where to find it."

Masuku believes so strongly in the power of mentorship that he volunteered last year as a mentor on an ASISA Academy mentoring pilot project in partnership with the National Mentorship Movement.

People want to be mentored but don't know where to find it. ”



ASISA Academy Independent Financial Advisor (IFA) Internship

The ASISA Academy Independent Financial Advisor (IFA) Internship was launched in 2016 to speed up transformation in the financial advice space while at the same time addressing graduate unemployment.

Funded by several ASISA members*, the ASISA Academy IFA Internship has proven effective in helping Black graduates bridge the gap between tertiary education and the skills required by IFA practices.

The internship provides Black graduates interested in pursuing a career in financial planning with the opportunity to intern with established IFA practices for 12 months.

Interns participate in a structured programme that offers a powerful

combination of work-readiness input, theoretical knowledge and practical work experience delivered by the Academy in partnership with the IFA practices.

Each year, the IFA Internship kicks off in the middle of February, with interns participating in two-week work readiness courses. The interns, mostly BCom Financial Planning graduates from around the country, then join their host practices at the beginning of March each year in Cape Town, Durban, East London, Gqeberha, Bloemfontein and Johannesburg.

* Allan Gray, Coronation, Ninety One, M & G Investments, Perpetua, Colourfield, Swiss Re, Old Mutual, Camissa and Marriott.



Matthew Beelders ASISA Academy IFA Internship

Getting a foot in the door

Growing up in Athlone, Cape Town, Matthew Beelders wanted to be a doctor until he realised that “operating on people is not for me”. Fast forward to October 2023, and Beelders is one exam away from qualifying as a Chartered Financial Analyst (CFA).

A product of the second ASISA Academy Independent Financial Advisor (IFA) Internship in 2017, Beelders is now an investment analyst at Core Wealth Managers in Cape Town.

He says his uncle, who was instrumental in guiding him into a career in financial services, first told him about the CFA designation. “He would tell me that if you get a CFA, it is like the gold standard.”

“My uncle, my father’s youngest brother, studied at the University of the Western Cape, and his wife went as far as becoming a Chartered Accountant. He had a big part in me going the hard-core finance route, but I also have a passion for it, a keen interest in business and financial markets.”

Beelders matriculated from Gardens Commercial High School in 2013 and then enrolled for a Bachelor of Commerce degree at the University of the Western Cape.

“In my second year, I challenged myself and did a corporate finance course. And in my third year, I signed up for a course in financial management. I realised that I enjoy stimulating my mind with financial problems. It was rewarding for me to hurt my brain; it’s like going to the gym, and if your muscles are not burning, it is not working.”

Beelders says the more he felt challenged by tough financial concepts, the more he enjoyed the problem-solving

I realised that I enjoy stimulating my mind with financial problems. It was rewarding for me to hurt my brain; it’s like going to the gym, and if your muscles are not burning, it is not working. ”

aspect of finance. He graduated in 2016 with a Major in Finance and Insurance.

He found out about the ASISA Academy IFA Internship in his third year when the ASISA Academy team presented to the students in the Insurance stream. Beelders says while he had developed a keen interest in investments by then, “going the advisor route for me was a foot in the door”.

Beelders says while he did not pursue financial advice as a career, the learnings from his year as an IFA intern at SWI Financial Consultants have proven invaluable. As an analyst it is important to understand the advice side of the industry as well as the products and legal structures it offers.

“I like starting at ground level. You get to learn everything and when you

get to higher positions, you take that knowledge with you,” says Beelders.

“Also, if I had not done the IFA Internship, I would not have had exposure to the portfolio management side, and it resonated with me.”

At the end of his internship, Beelders heard about the analyst position at Core Wealth Managers (an IFA host employer on this programme since 2017) and applied for it. Almost six years later, he is still there, guided by two CFA charter holders and so close to becoming one himself.

In my second year, I challenged myself and did a corporate finance course. ”





Tiisetso Mokoena ASISA Academy IFA Internship

Helping people better their lives and start building wealth

Tiisetso Mokoena is one of 31 interns participating in the 2023/24 ASISA Academy IFA Internship. Growing up in Daveyton on the Johannesburg East Rand, Mokoena had no idea that helping people by giving them financial advice could be a career option, nor had she been exposed to the savings and investment industry.

Mokoena does, however, recall her family struggling to make ends meet on

her father's income earned as a machine operator. "I come from a very big family. We are four sisters, and my dad is the only breadwinner."

Fascinated by numbers, she opted to study for a Bachelor of Commerce in Finance at the University of Johannesburg from 2019 to 2021. In 2022, she was browsing LinkedIn when she came across the ASISA Academy and noticed the IFA Internship.

"What really stood out for me was that this programme was all about ASISA wanting to increase the number of Black financial advisors. And the focus on giving Black females a chance really jelled with me."

Mokoena took a leap of faith and applied for the internship. She was overjoyed when she received a call in January 2023, asking her whether she would be interested in interning with Wealth Creed, a Black female-owned wealth management business based in Johannesburg. Co-founder Gugu Sidaki participated in the Independent Financial Advisor (IFA) Development Programme run by the ASISA Enterprise and Supplier Development (ESD) initiative in 2019.

If I can make a difference and better someone's life or save them from falling into debt, to me, that means the world. ”



Before she could start working as an intern with Wealth Creed, in February 2023 Mokoena had to participate in a two-week work readiness course with the ASISA Academy.

In hindsight, says Mokoena, the work-readiness course was life-changing. "If anything, I needed it because it helped channel me onto the right path, and it covered so many gaps. In those 10 days, I learnt so much."

She adds that the work-readiness course also helped her to understand the industry she was about to join. On 1 March 2023, Mokoena started interning at Wealth Creed.

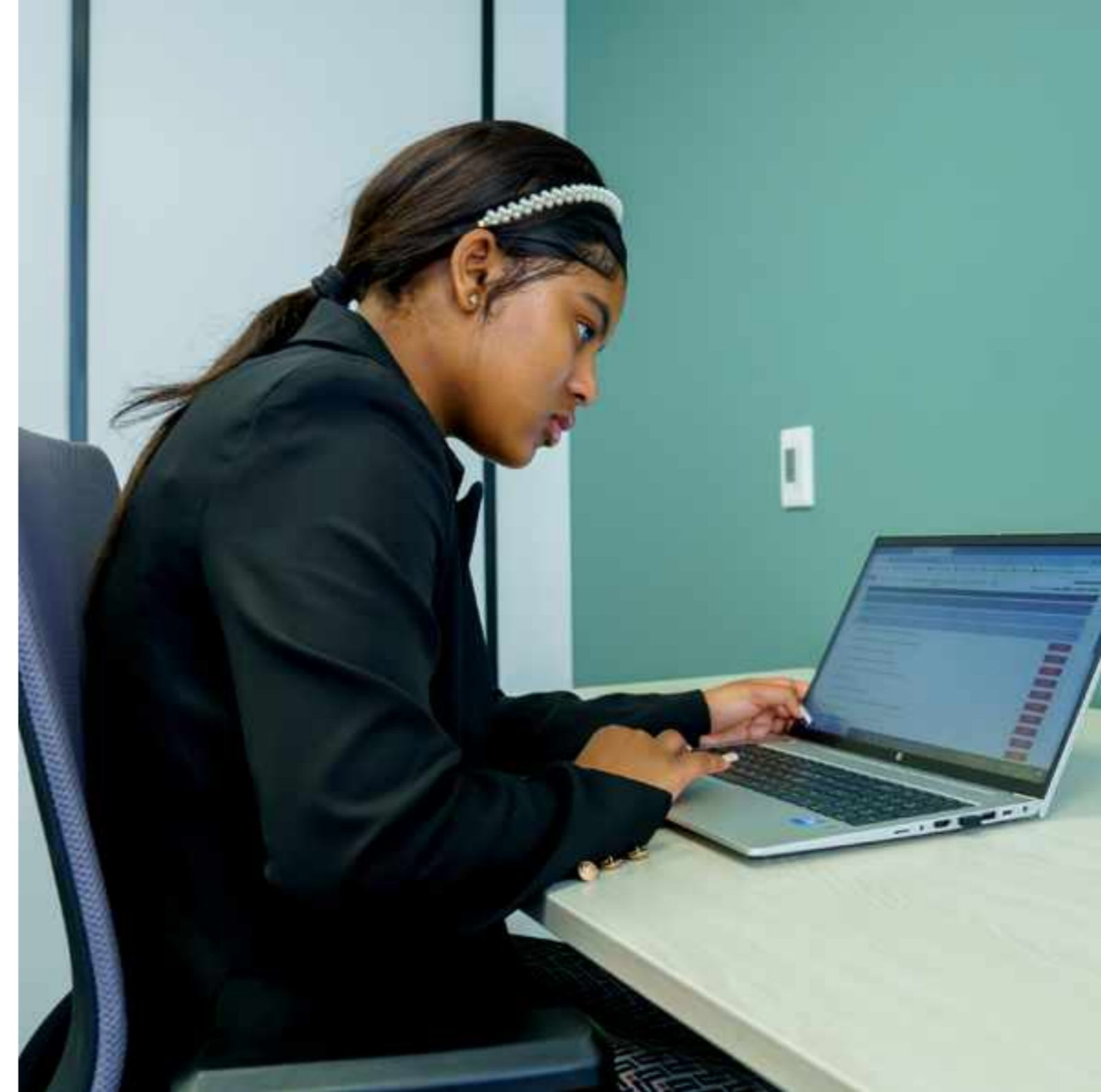
"Initially, I was nervous about interning at a small practice, but I quickly realised that working for a small business has to be one of the best things ever, especially at the start of your career. You get to tap into a lot of things – you are not just focused on one function. One minute, you're dealing with clients, then you're doing compliance, and then practice management stuff. I am at the start of my career, and I have already learnt so much."

Mokoena says that she has been privileged to learn the ins and outs of running an IFA practice and has nothing but praise for Sidaki as a mentor and manager. "I have learnt so much from Gugu," she says.

Mokoena is excited about the career path that she has chosen. "I have come to realise that as a financial advisor I will get to help change people's lives by encouraging better financial decisions. That has made me really passionate about building a career as a financial advisor."

She says she is already a lot wiser with her own money and has also become that friend who is bugging others to open a tax-free savings account and save for retirement. Mokoena states proudly that she recently even managed to get her parents to prepare a budget.

"This career gives me a sense of purpose. Not only am I in a position to help my family, but also other people to better their lives and start building wealth. If I can make a difference and better someone's life or save them from falling into debt, to me, that means the world."



ASISA Academy Fezeka Graduate Programme

In December 2022, the Fezeka Graduate Programme was launched under the auspices of the ASISA Academy. Fezeka was created as an exciting industry collaboration to help the South African asset management industry improve the representation of Black women on investment teams.

Delivered by the ASISA Academy in partnership with business consultancy Joint Prosperity, the inaugural programme got underway on Monday, 6 February 2023, with an orientation week hosted by Joint Prosperity. The eight participating Black female graduates started the first of three work rotations at their host employers on Monday, 13 February 2023. Over a period of 15 months, the graduates will work at three different host companies, receiving competitive remuneration while at the same time participating in the ASISA Academy's Financial Markets Practitioner (FMP) Learnership.

The FMP Learnership is a Fasset-registered NQF Level 7 learnership that

provides a learning pathway to a higher qualification, such as an Honours degree or a NQF level 8 postgraduate diploma. The learnership also qualifies for categories B and D on the B-BBEE Learning Programme Matrix for scoring skills development points.

The investment management companies supporting the 2022/23 Fezeka Graduate Programme are Aeon Investment Management, Anchor Stockbrokers, Catalyst Fund Managers, Coronation Asset Management, Eskom Pension & Provident Fund, Foord Asset Management, Gradidge Mahura Investments, Granate Asset Management, Mazi Asset Management, Mentenova Consultants and Actuaries, Merchant West Asset Management, M & G Investments, Old Mutual Multi Managers, Perpetua Investment Managers, Public Investment Corporation (PIC), PPS Investments, Sanlam Investment Management, SBG Securities, STANLIB Asset Management, and Terebinth Capital.



Tsholofelo Maake ASISA Academy Fezeka Graduate Programme

I wouldn't be here if it were not for Fezeka

On Monday, 13 February 2023, Tsholofelo Maake reported to the Pretoria-based offices of Africa's largest asset management company, the Public Investment Corporation (PIC). This was the first of three rotations over a 15-month period, and Maake wanted to pinch herself.

"For the first two weeks I was just living in a dream. I couldn't believe that I was here. It was a very emotional journey for me.

Coming from Diepsloot, it was a moment of 'I have done it'."

Wiping away tears as she recalls her first weeks on the Fezeka programme, Maake continues: "I have always wanted to be in a board room discussing finance-related stuff. Now I am here, in the board room, not just with anyone, but with the biggest in the industry."

Maake grew up in Diepsloot, and was encouraged by her grandmother to aim high and to work hard to achieve her dreams. "My grandmother really supported me. She was a big motivation for me. She constantly reminded me why I was doing this."

The first of her family to go to university and land a corporate job, Maake says she has always been determined to achieve her goals and aspirations.

She describes herself as having been ambitious from a young age. "I did not want to be part of the teenage pregnancy stigma of Diepsloot or of the gangster environment. So I worked really hard to get good marks and to get into university."

Maake finished among the top 10 scholars in her matric year. While she was uncertain about

I have done it. ”

what career path to follow after school, she was passionate about money and budgeting.

But since all the smart kids at school took maths and science, Maake also chose maths and science in Grade 10 instead of accounting. It was only in Grade 12 that she realised that her future was in accounting and finance.

"That is why I applied for a BCom in Financial Science at the University of Pretoria, and I was accepted."

Maake opted to delay the start of her degree programme in order to complete a bridging course in accounting in 2019 so that she would "not drown in accounting" in her first year.

She started her degree in 2020 and, in October 2020, was awarded a Golden Key by the University of Pretoria for placing among the top 15% of students in her faculty. In her second year, Maake was awarded a Moshal Scholarship, which, unbeknown to her then, would prove a material stepping stone towards entering the Fezeka programme.

In her third year, Maake had seen a post about Fezeka, but immediately dismissed the thought of applying. But when she was encouraged by a career coordinator and the Moshal Program to apply, she took the plunge.

Maake is one of eight ambitious Black women who were chosen to participate in the inaugural Fezeka Graduate Programme, and she has no regrets. "Fezeka is an amazing opportunity for Black females wanting a career in asset management. I wouldn't be here if it were not for Fezeka."

At the time of the interview, Maake was interning with Mazi Asset Management and on 16 January 2024 she starts her third and final rotation with STANLIB Asset Management.

"Fitting in" has proven to be the biggest challenge for Maake. "It is not the norm to see someone from Diepsloot working at an asset management firm."

Whenever she feels stressed and demotivated she returns to her childhood home in Diepsloot. "I look at the living conditions that we have and my focus comes back."





Coco-Chanel MacMinn
ASISA Academy Fezeka
Graduate Programme

This industry is where I belong.

While Coco-Chanel MacMinn always knew that she wanted to work with big numbers in a fast-paced corporate environment, asset management was not on her horizon until she came across the Fezeka Graduate Programme.

MacMinn says she had a vague idea of what the investment industry entailed after she researched the degree programmes offered by the University of Stellenbosch. However, the real

As soon as I started Fezeka, I was having so much fun. I love my job. ”

size and scope of it and all the career opportunities became clear only when she joined Fezeka.

On Monday, 13 February 2023, MacMinn started her first Fezeka job rotation with Sanlam Investments in Cape Town. She is working her second rotation at Anchor Stockbrokers and will complete the Fezeka programme early next year at Old Mutual Multi-managers.

Applying for the Fezeka programme was the best decision she could have made for her career, says MacMinn. “And it’s the happiest decision. As soon as I started Fezeka, I was having so much fun. I love my job.”

MacMinn grew up in Brackenfell, Cape Town, and completed her secondary schooling at St Cyprian’s in 2017. She chose the University of Stellenbosch for her undergraduate degree, a Bachelor

of Commerce in Investment Management, because she knew that moving to Stellenbosch would take her out of her comfort zone.

In 2021, she returned to Cape Town to complete a Bachelor of Commerce Honours in Economic Analysis of Financial Markets at the University of Cape Town.

Not scared of leaving her comfort zone for a second time, MacMinn accepted an internship offer at the end of 2021 at a Johannesburg-based management consulting firm specialising in banking and insurance. But her relocation was short-lived as the job became a remote position following Covid-19.

MacMinn enjoyed her first corporate job, but she felt that something was missing. “I always thought there must be somewhere where I really belong; where I just fit in.” But she did not know what she was looking for until she came across the Fezeka programme.

When I saw this opportunity on the UCT career portal, I knew this was my chance. ”

“When I saw this opportunity on the UCT career portal, I knew this was my chance,” says MacMinn. She applied, was invited for the interviews and was selected as one of the first eight “Fezeka ladies”.

“I feel that this industry is where I belong,” states MacMinn. “I have been working with quantitative analysts and equity research analysts. I really enjoy this work – I love analysing the big numbers and building models.”

She points out that young women especially are just not exposed to the investment industry and therefore it is not a natural career choice for them. Her mother, as the first university graduate in her family, was adamant that MacMinn and her siblings must get a university education. She also inspired MacMinn to explore a degree in finance.

This paved the way for a career in asset management, something that MacMinn feels very lucky to have discovered.



Preferential Procurement

The Preferential Procurement element measures the extent to which companies procure goods and services from B-BBEE compliant suppliers. Suppliers' spend is weighted against the appropriate supplier B-BBEE Level to measure the extent to which procurement processes aligned with transformational targets.

Life Offices: General procurement targets indicate a decline since 2020. This may be because of a decline in the recognition levels due to lower B-BBEE scores achieved by entities during the Covid-19 pandemic, which relates to the 2021 and 2022 years. The same trend applies to entities with 51% Black Ownership and 30% Black Women Ownership.

The Covid-19 pandemic limited entities (all industries, as the financial industry procures goods and services from other industries as well) in implementing B-BBEE initiatives through work environment restrictions (which impacted the implementation of Skills Development initiatives and other elements). This also resulted in a conservative approach to incurring expenditure because

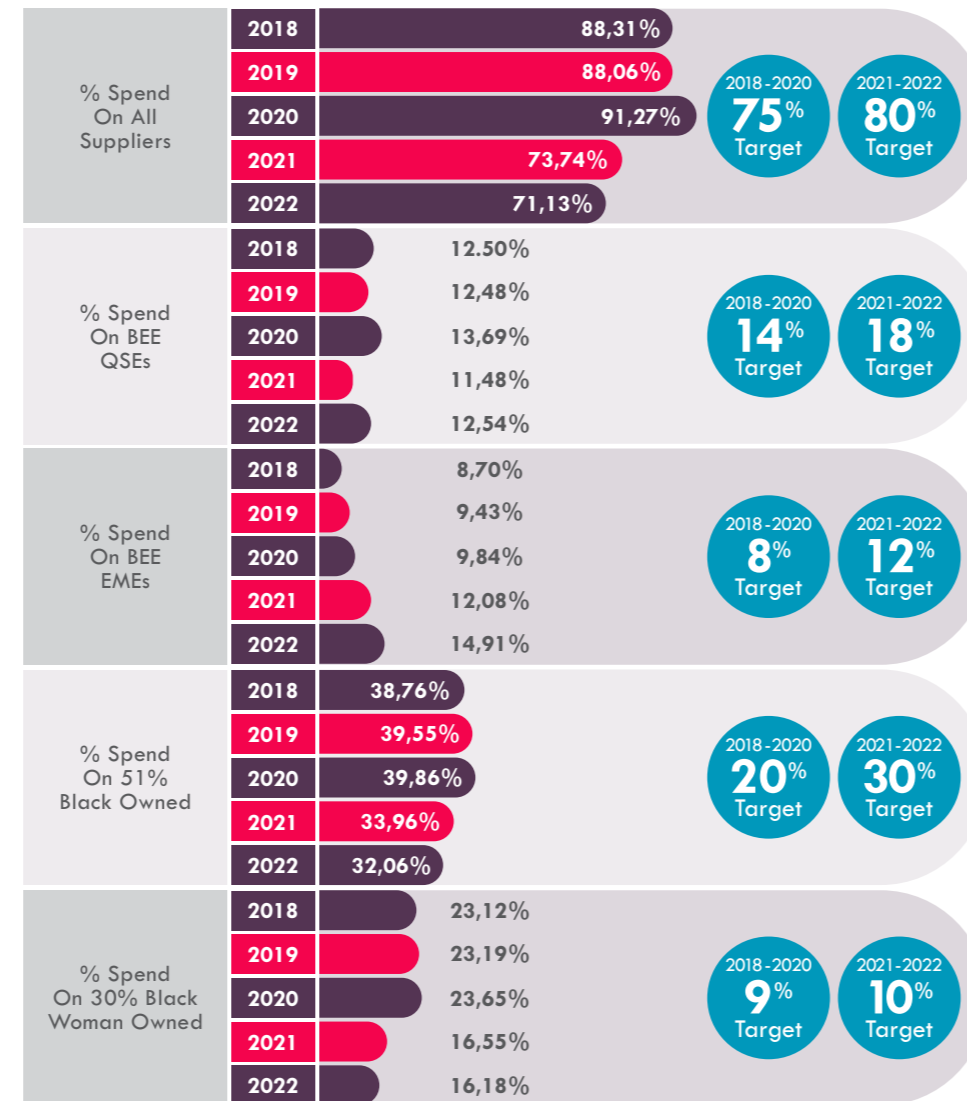
of lower economic activity affecting transformational initiatives.

The inclusion of insurance broker (Independent Financial Advisor) Commissions since December 2020, which were initially excluded from the measurement of Preferential Procurement, also impacts the targets negatively. Insurance broker and insurance intermediary commissions were set for inclusion under the Preferential Procurement scorecards starting from the third year (December 2020) of implementation of the Amended FSC. The seemingly low levels of transformation in the broker industry, partially due to limited reporting on B-BBEE, impacted the measurement of Preferential Procurement by including commissions as part of the weighted procurement and subsequent increase to the required targets to be achieved.

Procurement spend from Exempt Micro Enterprises (EMEs) increased. Including the broker commissions (as explained above), this resulted in an increase in this indicator due to some brokers being classified as EMEs.

Procurement from Qualifying Small Enterprises (QSEs) remains below target and seemingly stagnant.

Preferential Procurement Scorecard per Indicator as a % of Total Measured Procurement Spend - Life Offices

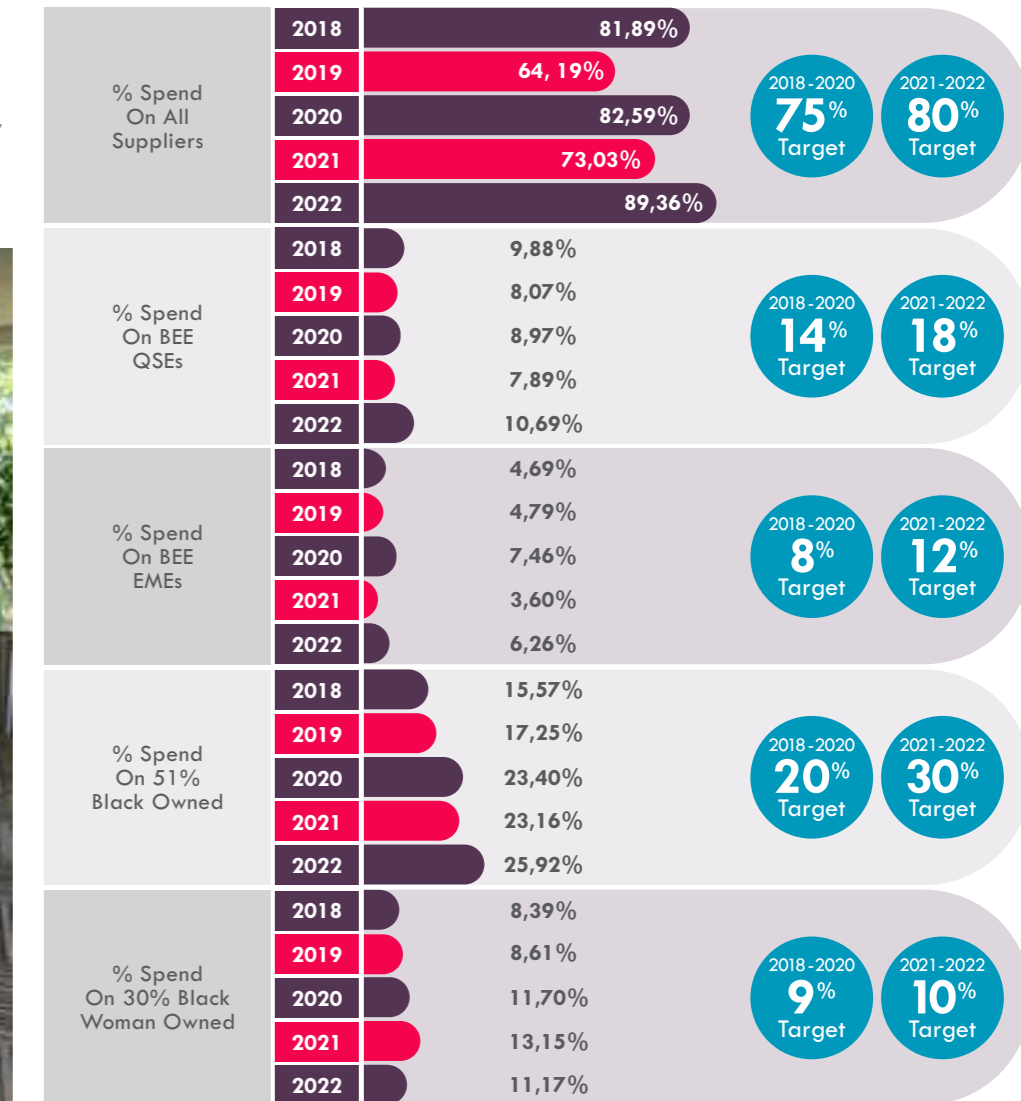


Asset Managers: The Asset Management industry reports an upward trend in procurement compliance in virtually all sub-indicators, although targets for QSE, EME and 51% Black Owned spend have not been achieved.

The inclusion of Insurance Broker Commissions in the measurement of Preferential Procurement since December 2020 does not affect the targets negatively in this case, because savings products are generally subject to advice fees.



Preferential Procurement Scorecard per Indicator as a % of Total Measured Procurement Spend - Asset Managers





Zakhe Khuzwayo
InnoVent

When the big guys resist the urge to bully the small guys

As InnoVent Rental and Asset Management Solutions' first big corporate client, Discovery not only gave them a big break but also a loan on very friendly terms. More importantly, says Zakhe Khuzwayo, InnoVent co-founder and Chief Financial Officer, the bigger company also always played fair.

Resisting the urge to take advantage of their buying power and always paying a fair price for goods and services has

meant that InnoVent was able to enjoy the benefit of a big-hitting client without being squeezed on every level.

"They even appeared in our corporate video," he says of Discovery, the company that put InnoVent on the map.

Dealing with big companies, such as Discovery, can really be a challenge for smaller businesses, says Khuzwayo. "They [smaller businesses] will usually be a price-taker, forced to accept what they are offered for the benefit of hanging onto the customer. It can become a vanity project, with the small business hanging onto an unprofitable relationship in the hope it will open other doors."

InnoVent was able to enjoy the benefit of a big-hitting client without being squeezed on every level. ””

InnoVent, South Africa's first Microsoft-authorized refurbisher, offers cost-effective and sustainable equipment leasing solutions to help companies and institutions finance technology and keep their IT equipment up to date.

Khuzwayo agrees that their first deal signed with Discovery – financing audiovisual equipment – was a bit of a leap of faith on Discovery's part. InnoVent was established in late 2003, and the deal, signed in September 2004, was worth about R600 000 at the time, a significant deal for a fledgling business.

Discovery was impressed, and the company started financing laptops and desktop computers for the group in 2005. In 2011, the Discovery Enterprise and Supplier Development Programme provided a substantial loan to InnoVent to conclude a management buyout of shares in their company. In 2012, they signed a deal to finance assets worth R300 million at the new 1 Discovery Place building.

In the years since then, InnoVent has expanded services to Discovery to include servers, networking, vehicles and emergency medical vehicles. During Covid, they supplied Discovery Vitality in the

Small businesses are key to changing the landscape in South Africa. ””

UK with more than 1 000 laptops for their employees to work from home at a time when there was a worldwide shortage of laptops. They are now financing more than R100 million worth of assets annually for Discovery in South Africa.

Khuzwayo says that the basis of the relationship has always been that InnoVent provides very good value, but it clearly also resonates with Discovery's culture of "intentionally developing black entrepreneurs and small businesses".

"Small businesses are key to changing the landscape in South Africa, especially in terms of unemployment," says Khuzwayo. This is also why InnoVent invests in transformation and development in South Africa, most notably through the company's foundation, which receives 4% of dividends to invest in education and developing small businesses.





They challenge me to remain open, have deep empathy and compassion, and stay teachable – arguably one of life’s greatest gifts. ”

**Portia Malatji
PM Skillshouse**

Bringing others along on the road to success

Many South Africans will be able to relate to Portia Malatji’s story of hardship. In 1996, Malatji moved to Johannesburg from Maphalle Village in Limpopo “with just R30 and a suitcase full of dreams”. She wanted to study, but could not. She found a job, but was retrenched. She was a single mother without financial support. Malatji explains that these tough experiences were the very foundation of the success of PM Skillshouse, a consumer education business.

“Each of these experiences means that I have a deep, meaningful point of connection with the people we train. I find myself in them and through them. I am because they are,” she says, adding: “They challenge me to remain open, have deep empathy and compassion, and stay teachable – arguably one of life’s greatest gifts.”

After losing her job at a company that provided training to individuals and small companies, Malatji saw a gap in the financial literacy space – training people in their own language – and started her business with a small contract with one of the big life insurers. After about a year, she was invited to apply for Liberty’s Blue Skies Programme. She was accepted for the course that “empowered us

and taught us how to run our businesses like big businesses”.

Launched in 2015, Blue Skies is Liberty’s flagship Enterprise and Supplier Development (ESD) Programme. Managed by the ASISA ESD initiative, the programme invests in the strategic growth of value-chain-aligned small businesses as part of Liberty’s commitment to transformation.

PM Skillshouse has been a supplier of training and development services



to Liberty since 2015 and also counts several other leading South African financial services companies as clients. PM Skillshouse trains more than 37 000 people each year in basic financial literacy.

PM Skillshouse also finds facilitators in communities to help entrepreneurs start businesses. “We don’t want people to migrate from rural areas to cities. We help them to implement their projects in their communities, where they will create jobs and empower other people.”

“Transformation is going to happen much faster when we reach people close to home and talk to them in their home language using examples that are familiar,” says Malatji.

The course empowered us and taught us how to run our businesses like a big business. ”





Olga Ncube
Kusile Facilities Management

Once the transformation ball starts rolling...

When Olga Ncube recently caught sight of a large competitor's transformation strategy, she was pleased to see that her small business, Kusile Facilities Management, ticked all the boxes naturally

"As we continue to grow, we must often outsource work. We choose partners who are local, Black-owned and female-run all the time – simply by selecting the best candidate."

Many similar programmes end with a certificate; you don't actually get access to market. ”

Ncube, a graduate of the Momentum Metropolitan Holdings Masikhulise Enterprise and Supplier Development programme, has learnt a thing or two about partnerships, as she has grown Kusile from a side-hustle into a business with a national presence that employs 300 to 500 workers at any given time.

Ncube and her husband, Sifiso, started Kusile as a small pest-control service in 2003. They registered the business in 2004, but it was another six years before Ncube gave up her full-time job to focus on the business.

"We started with small contracts here and there, adding on services – from

specialised health hygiene to garden and laundry services – as we grew."

In 2010, they saw a big opportunity to expand, and she left her full-time job. That was when Kusile started to do "real business", landing contracts with the City of Johannesburg and some corporate clients, including Momentum, which is how the company became involved in the supplier development programme.

"As well as financial support, we received a lot of guidance, for example, with financial management systems and bringing our books up to date." A total of 215 business development hours were committed to Kusile through the programme.

Last year, the company was invited to tender for cleaning and hygiene services

As we continue to grow, we must often outsource work. We choose partners who are local, Black-owned and female-run all the time – simply by selecting the best candidate. ”

at all Metropolitan branches nationwide. Kusile emerged as the preferred bidder and the contract started in March 2023.

Ncube credits the Momentum Metropolitan supplier development programme for giving Kusile the edge, particularly on how to compete.

"Many similar programmes end with a certificate; you don't actually get access to market."

Ncube and her team had hardly finished celebrating the win when Momentum asked if they needed further support. She says Momentum has continued to invest in Kusile, and most recently funded the purchase of high-level window cleaning equipment to keep the growth and transformation ball rolling.





Tim Molteno
Intembeko Investment
Administrators

It takes courage to empower other businesses

Intembeko Investment Administrators was launched in 2017 in response to two business needs: Coronation Fund Managers and PPS Investments (PPSI) needed a fund administrator, and South African asset managers needed to transform. Supporting the launch of one of South Africa's first Black-managed and Black-owned investment administrators might seem like a no-brainer, but according to Tim Molteno, Intembeko Managing

Director, it was still a very courageous move on the part of Coronation and PPSI.

Without key factors such as B-BBEE legislation, a specific business need and businesses like Coronation and PPSI "who are not afraid of helping others," Molteno doubts that Intembeko would have been formed.

He also makes the point that this was not Coronation's first rodeo; the company had already successfully supported the launch of other Black-owned businesses that went on to become their direct competitors. He mentions Kagiso (now Camissa Asset Managers), which was started as a joint venture with Coronation, as just one example.

"To support the launch of businesses that will potentially compete with you in the future requires confidence, comfort and a very bold vision," says Molteno.

In Intembeko's case, the immediate business need (new investment administrators for Coronation and PPSI) came about because of a change in the wider market. Coronation and PPSI decided to fill this gap by supporting the creation of an empowered investment

administrator, thereby progressing transformation in the industry and solving the immediate problem of not having an ideal administrative partner.

Coronation and PPSI provided funding and "an immense amount of support" to help get the business off the ground. Then, says Molteno, "they effectively handed the keys over and said: 'You guys need to run the business!'"

"It takes courage for leaders at an established listed business to support a new business and then effectively walk away and hand over responsibility. That is not common and takes very specific leadership, culture and vision."

It takes courage for leaders at an established listed business to support a new business and then effectively walk away and hand over responsibility. That is not common and takes very specific leadership, culture and vision. ”

Even if it is well known that a rising tide lifts all boats, it is far more commonplace for incumbents to protect their share of the market than to focus on expanding the market and assisting new entrants. That is why Molteno says it took courage and why courage became one of Intembeko's founding values.

In terms of further building on the transformation agenda, Molteno says it is a natural process in terms of the staff you appoint and the suppliers you choose. The staff at Intembeko are majority female and Black.

Diversity makes good business sense, he adds, saying it "allows for more





objectivity, wiser decision-making and less fear of the unknown".

Intembeko, which according to Molteno loosely translates to mean trust and integrity, administers more than R475 billion in retail assets on behalf of clients, including its founding partners, Coronation and PPSI.

This was not Coronation's first rodeo; the company had already successfully supported the launch of other Black-owned businesses that went on to become their direct competitors. ”





Nousheena Ebrahim Patel Swiss Re

One big client helps small business take off

When Nousheena Ebrahim Patel started her catering business to fund her dream of being a pilot, she had no idea it would take off like it has done. She also couldn't have imagined the support she has received from Swiss Re.

Ebrahim had always wanted to be a pilot and started working towards that "straight out of school". She got the theory under her belt quickly, but her parents were

I couldn't have known how much I would love the catering business. Sometimes I have even wondered if I will ever go back to flying. ”

struggling to fund the required flying hours, and when Covid hit she started looking for a way to take the pressure off them.

She was providing flower arrangements for events when someone asked her if she could cook, and JustFoodSA was born. She started sharing recipes on social media and doing small events. Then, an Instagram follower recommended her to someone at Swiss Re who was looking for a caterer for a farewell party.

Swiss Re was impressed, and one event led to another. Soon, JustFoodSA was Swiss Re's preferred caterer. The company also helped Ebrahim to buy equipment. That was a big confidence booster for her. Now, she does a few jobs a month for Swiss Re, from baby-showers to board meetings, events for other corporate clients (some referred by Swiss Re), and private events.



"Once you have a client like Swiss Re on your books, people definitely take you more seriously."

In addition to the two ladies that JustFoodSA regularly employs, Ebrahim gets a lot of support from her mother, her grandmother and her husband. She uses other local small businesses where she can.

Does her success mean no more flying? "I couldn't have known how much I would love the catering business. Sometimes I have even wondered if I will ever go back to flying."

At 25, Ebrahim still has time to get other dreams off the ground.

Once you have a client like Swiss Re on your books, people definitely take you more seriously. ”



Enterprise and Supplier Development

Enterprise and Supplier Development (ESD) measures the extent to which companies assist 51% Black-owned EMEs and QSEs to contribute to development and sustainability through financial and operational assistance.

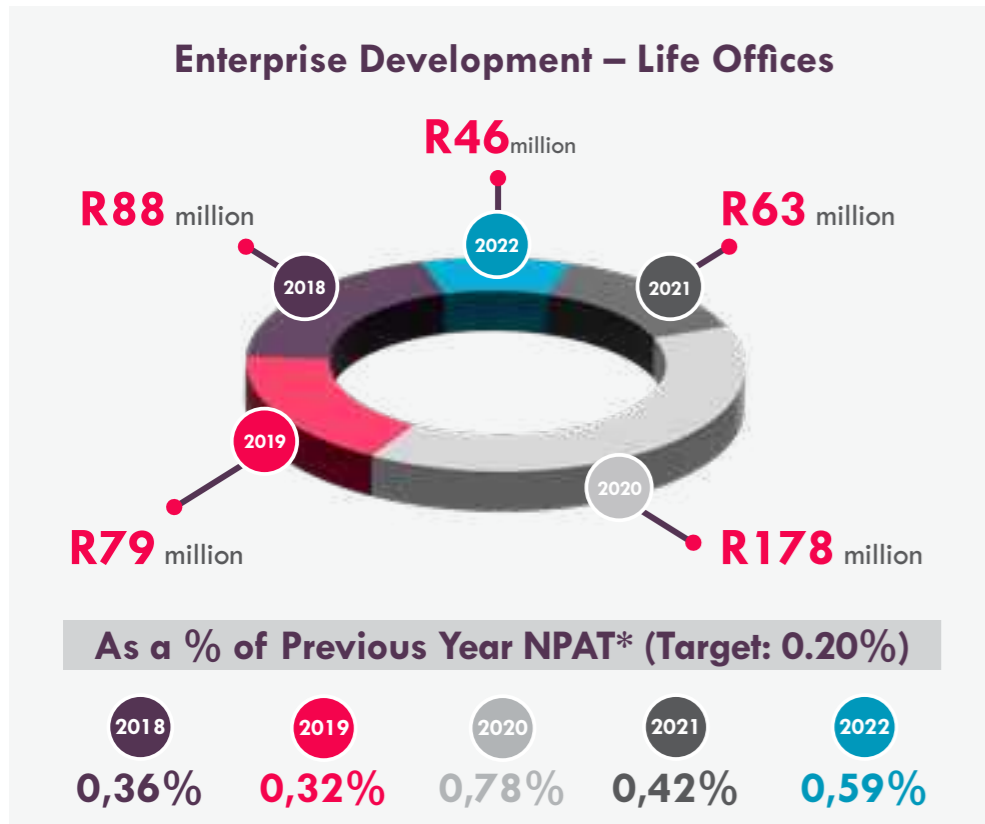
The main goal of ESD is to create sustainable small and medium enterprises (SMEs), thereby supporting and creating jobs, which in turn contribute to economic growth.

Life Offices: Contributions made by Life Offices to Enterprise and Supplier Development exceeded the targets for 2021 and 2022. Supplier Development contributions are dominated by interest-free loans to funds focusing on the development of the suppliers of the Life Offices. Enterprise Development consists of grant-based payments and other expense-related contributions to support beneficiary entities.

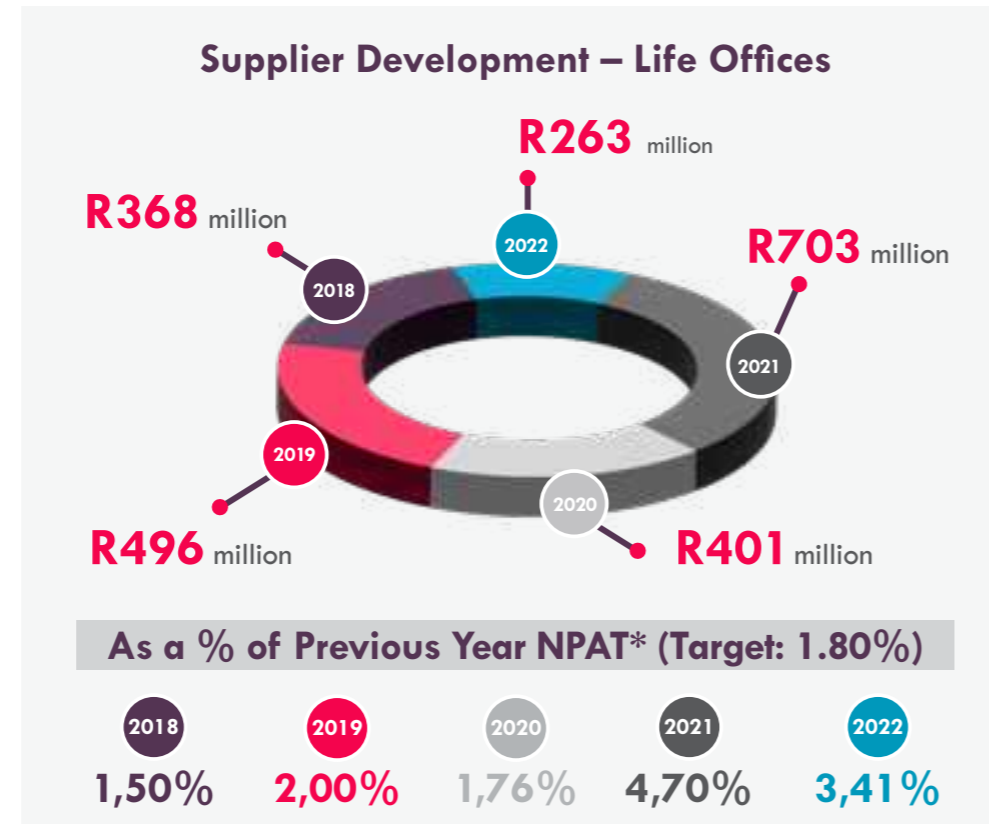
Asset Managers: Contributions made by Asset Managers to Enterprise and Supplier Development exceeded the targets for 2021 and 2022.

Supplier Development contributions are dominated by interest-free loans to funds focusing on development of the suppliers to the Asset Management industry.

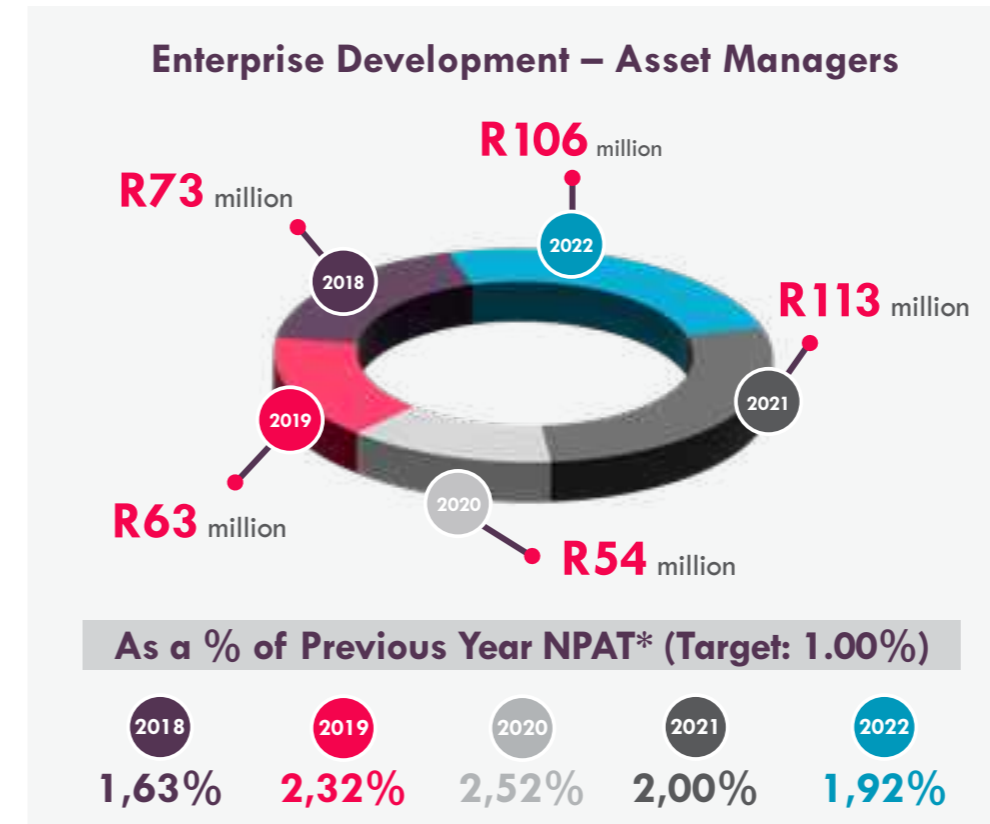
For more information, please also refer to the ASISA ESD overview in the Foster the Future section of this report.



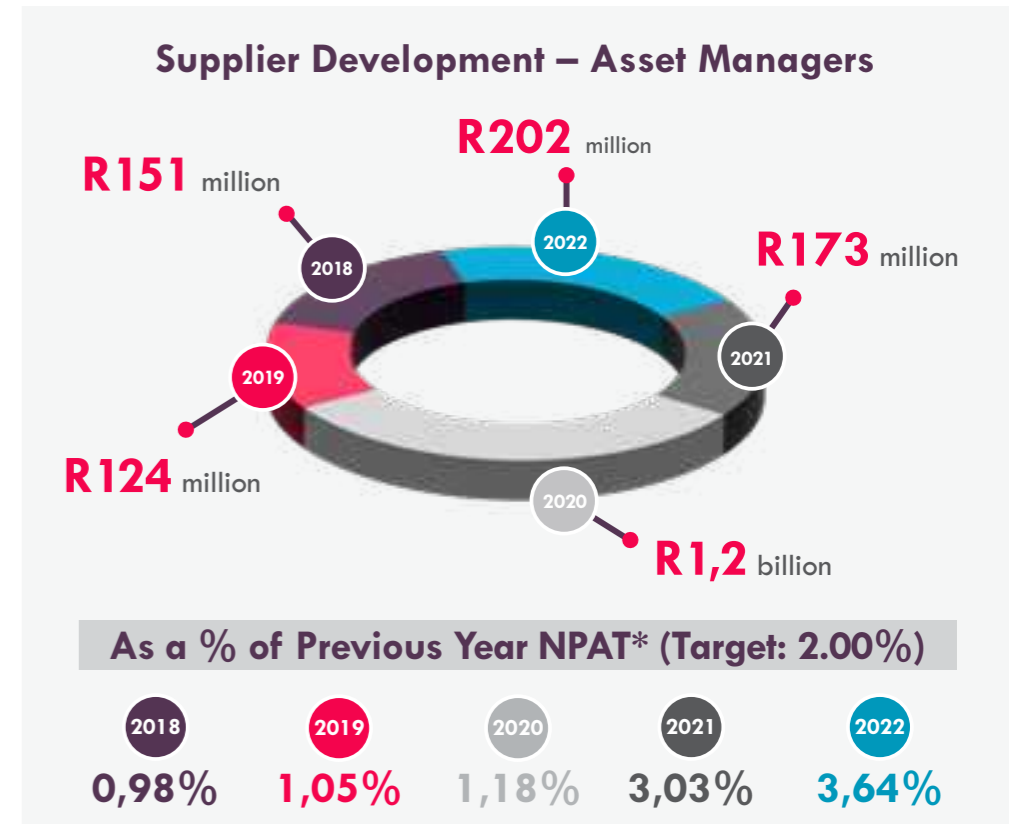
*Net Profit After Tax (NPAT)



*Net Profit After Tax (NPAT)



*Net Profit After Tax (NPAT)



*Net Profit After Tax (NPAT)



WasteWant ASISA ESD Fund

Recognising the potential for growth and job creation

In 2008, after resigning from her political career, Lydia Anderson-Jardine embarked on a new venture with her late husband, Anthony Jardine. With seed money from her pension, they initiated a small recycling business in Stikland, Cape Town, to supplement their family's income. As the enterprise gained momentum, it became a family affair, eventually leading to the establishment of WasteWant, a 100% Black-owned waste management company.

Today, WasteWant is run by Anderson-Jardine's son Rowen Anderson. Since its humble beginnings 13 years ago, the company has grown into a successful recycling and waste management company, primarily focusing on processing dry non-hazardous waste. WasteWant now employs more than 1 700 people, many of whom were previously homeless, and counts among its clients the City of Cape Town and the Western Cape Government.

Selected from Sanlam's supply chain in 2013, the company completed two years of business development support with the Sanlam Group Enterprise and Supplier Development (ESD) Programme, which is the ASISA ESD initiative's longest-standing partnership.

Recognising the company's potential for growth and job creation, the ASISA ESD Investment Committee approved WasteWant for funding in 2014. At the time, WasteWant was primarily focused on recycling. The initial round of funding played a pivotal role in enhancing WasteWant's recycling capabilities, which were the primary revenue generator for the business.

In 2020, the ASISA ESD Fund extended its support to green initiatives in alignment

with the Green Outcomes Fund (GOF) guidelines, and WasteWant was among the beneficiaries. This was facilitated by Edge Growth, the ASISA ESD fund manager. Edge Growth is one of four South African Catalytic Finance Partners (CFPs) of the GOF. This unique blended finance model, established as a public/private partnership between the Jobs Fund and Green Cape, encourages investments in green



Small, Medium and Micro Enterprises (SMMEs). It achieves this by subsidising investments to mitigate risk, and fund managers are rewarded when these investments lead to the creation of permanent jobs in targeted green SMMEs. WasteWant, having generated 686 new jobs in 2023, emerged as a leading GOF beneficiary, resulting in a grant contribution of R13 million from the GOF to the ASISA ESD Funds.

WasteWant now employs more than 1 700 people, many of whom were previously homeless, and counts amongst its clients the City of Cape Town and the Western Cape Government. ”





WasteWant recently secured a general cleaning contract from the City of Cape Town, which is set to commence in October 2023. This contract is expected to bring with it about 200 additional job opportunities in 2023.

According to Rowen Anderson, the journey for WasteWant underwent a transformative shift when the company received approval for funding from the ASISA ESD initiative.

"ASISA has been instrumental in our journey, going beyond providing financial support. When they initially invested in our vision, we had just one vehicle, a Ford Ranger bakkie. We started in a modest 300 square metre building, and now we operate from a sprawling 4 000 square metre space. The funds we've received have been put to excellent use, and our most recent funding will be utilised to establish a low-density polyethylene plant for converting plastic into pellets used in bag production."

Anderson has big plans for WasteWant. These include plans to expand operations nationally and to provide support to budding entrepreneurs in the industry.





G & T Autobody ASISA ESD Fund & Programmes

The growth was huge

“I was given an opportunity, and I grabbed it with both hands,” says Thembi Sithole, owner and general manager of G & T Autobody in Johannesburg, one of the few Black-woman-owned panel beating shops in the country. She is referring to the early-stage business development support received in 2016 and 2017 from the Sanlam Group Enterprise and Supplier Development Programme, which is managed by the ASISA ESD initiative.

Sithole relates how the mentorship, in particular, helped move G & T Autobody into a different sphere. “The annual turnover when we started [on the Sanlam ESD Development Programme] was R4.9 million. The following year, it was R7.2 million. The growth was huge.”

Sithole says seeing her business take off after having benefitted from the mentorship empowered her to start “walking bold”.

In 2018, following Sithole's two-year business development journey, the ASISA ESD Investment Committee approved G & T Autobody for funding from the Motor Body Repair (MBR) funding facility. The funding was used to purchase a spray booth to ensure professional-quality spray painting of vehicles and for the working capital required to expand the workshop. This provided G & T Autobody with increased capacity for taking on additional work from short-term insurers.

It was a proud moment for Sithole and the ASISA ESD initiative when, at the beginning of 2021, G & T Autobody exited the ASISA ESD investment portfolio, having repaid the loan in full.

Born and raised in KwaZulu-Natal, Sithole began her journey in the industry some 35 years ago when she moved to Johannesburg and started washing cars at a panel-beating shop. She worked her way up to receptionist and then administrative assistant.

“I worked at that business for 18 years, but I had reached a ceiling. I decided it was time to start my own business, and G & T Autobody opened in 2010.”

Today, G & T Autobody is accredited as a leading Major Structural Repairer. It had 22 employees and a turnover in excess of R21 million in 2022.

G & T Autobody was recently selected to participate in the next OUTsurance



Kwande Programme, focusing on MBR businesses. G & T Autobody will join eight other businesses aiming to grow beyond the R50 million a year turnover mark with the help of the programme. Managed by the ASISA ESD initiative, OUTsurance Kwande is focused on growing and developing Black-owned small and medium-sized enterprises (SMEs) aligned to OUTsurance's value chain. These enterprises include panel beaters, towing businesses, builders, plumbers, electricians and other artisans.

Sithole is ready to embrace another growth spurt and has exciting plans that include opening another motor body repair shop. She also plans to provide more opportunities and training for the youth in the MBR space.

I decided it was time to start my own business, and G & T Autobody opened in 2010. ”





Pineapple ASISA ESD Fund

Tapping into an underinsured market

Pineapple, a majority Black-owned insure-tech company, first appeared on the radar of the ASISA ESD Investment Committee in 2019.

The short-term insurance disruptor was created in 2017 by Matthew Smith, Ndabenhle Ngulube, Sizwe Ndlovu and Marnus van Heerden as part of a Hannover Re competition aimed at generating innovative models for the reinsurance and short-term insurance

space. Impressed by the team's innovative work, Hannover Re provided Pineapple with seed funding via Lireas Holdings, the strategic investment arm of the Hannover Re Group Africa.

Two years later, in 2019, the Pineapple founding team, was ready to implement an ambitious growth strategy and more funding was needed. The ASISA ESD Investment Committee approved an investment into Pineapple under the ASISA ESD Fund's Inclusive Innovation mandate, and the Fund joined Lireas Holdings as the second major investor.

Some of the funding provided by the ASISA ESD Fund was used for Pineapple's above-the-line marketing campaign consisting of witty billboards across Johannesburg. The humorous and honest billboard adverts resonated with consumers, resulting in a 1 500% increase in website traffic.

Representation from the ASISA ESD Fund on Pineapple's Board of Directors has provided the company with critical strategic guidance and input, particularly on its growth and fundraising efforts. Commercially, the investment has yielded returns in excess of 35% to date for

the ASISA ESD Fund – making this a successful impact investment.

In 2020, Pineapple entered into a partnership with the Old Mutual Group, working closely with Old Mutual Insure

to deliver accessible and simple financial services products to South Africans.

Smith explains that the short-term insurer's Artificial Intelligence driven operating model has made it possible





We try to put our customers at the centre of every decision we make. ”

to offer affordable and comprehensive insurance to all South Africans.

Pineapple has already made significant progress in tapping into an underinsured market:

- 86% of Pineapple policyholders are younger than 45;
- 67% of Pineapple policyholders have had insurance for less than three years;
- 45% of Pineapple policyholders are brand new to insurance.

Ngulube notes: "Our business was founded on the principle of customer centricity. We try to put our customers at the centre of every decision we make, and this has really paid off for us."





Wealth Creed ASISA IFA Development Programme

Professionalising a brand-new outfit

In 2016, the ASISA Enterprise and Supplier Development (ESD) initiative launched the ASISA Independent Financial Advisor (IFA) Development Programme in collaboration with Allan Gray, Coronation Asset Managers, Ninety One and M&G Investments. Since then, additional sponsors have come on board: Camissa, Colourfield, Futuregrowth Asset Management, Just SA, Marriott, Old Mutual, Perpetua, and Swiss Re. Since its launch, more than 185 Black-owned IFA practices have

participated in the annual 12-month ASISA IFA Development Programme.

One of the IFA practices to come through the development programme was Wealth Creed, a Johannesburg-based wealth management business co-founded in 2018 by Gugu Sidaki. She heard about the programme from another IFA who had participated and was “ranting and raving about how incredible the programme was and what it had done for her business”. Sidaki researched the ASISA ESD initiative and the programme and decided to apply.

“We were a brand-new outfit. All I knew was how to advise clients, but very little about the business of running a practice. It made so much sense for me to participate.”

Sidaki joined the programme in 2019 with 29 other IFA practices and saw an immediate benefit. “I got to meet people who had been in business for a number of years who shared lessons of what not to do. There were so many learnings.”

She says that one of the practical take-outs was that Wealth Creed did not have a payoff line — something tangible that clients could see. “So we added a payoff line — Legacy Makers — to the logo after attending the programme.”

The programme helped professionalise her IFA practice, says Sidaki. “All these little things you don't think about—for example, the client engagement contract. We had a standard template that we were using, but during the programme, so many amazing ideas were shared with us — so many beautiful templates. It sounds so small and insignificant, but the second phase of engagement with clients, once you have presented them with a plan, is the engagement contract. A well-designed contract presents such a professional image.”

Sidaki says that at the end of the programme, participants received a list of 143 action points that IFA practices could implement to grow their businesses. She says that having that list focuses her attention on what is important.

All I knew was how to advise clients, but very little about the business of running a practice. ”

Sidaki has benefitted from several industry transformation initiatives, and credits all of them for having helped her get to where she is today.

“People almost scoff at the idea of transformation because they think it is a handout, but I promise you our business would not have been what it is today had it not been for those things.”

One of those “things” that made a material difference was sponsored office space, first from Deutsche Bank and later from Investec Wealth Management.

Wealth Creed was launched from a home office five years ago, but, says Sidaki, the right address is crucial. “Support does not always have to come in the form of cash, but prime office space in the right location makes a big difference.

“Our journey to this point would never have happened without support like that,” according to Sidaki. She adds, however, that more needs to be done to support more Black IFAs because “we play a valuable role in clients' lives and in furthering the transformation and financial inclusion drive”.

People almost scoff at the idea of transformation because they think it is a handout, but I promise you our business would not have been what it is today had it not been for those things. ”

The next step for Sidaki is to grow the business. She is exploring a number of options, which include a possible merger or acquisition of an existing book.

Until she finds the right deal, she is shoring up capacity by doing her part in growing the pool of Black IFAs. In March, Sidaki signed up as a host IFA practice for the ASISA Academy IFA Internship, and is currently hosting Tiisetso Mokoena, one of 31 interns participating in the 2023/24 IFA Internship.





Navigare ASISA ESD Stockbroker Development Programme

We have to be deliberate in our actions

In August 2016, the ASISA ESD initiative launched a Stockbroker Development Programme to support the sustainable growth of majority Black-owned stockbrokers with a turnover of less than R100 million a year, enabling them to compete against larger established stockbrokers.

One of the participants in the inaugural ASISA ESD Stockbroker Development Programme was Navigare. Semadi Motau,

CEO of Navigare, says by participating in the ASISA ESD Stockbroker Development Programme, "we were able to make sure we build our business beyond just being a Black-owned stockbroker".

"That has always been our outlook. We don't want to be seen as a BEE stockbroker. We are a South African business anchored in excellence, value add and diversity, and we just so happen to have a 51% Black shareholder."

In 2016, founders James and Erica Bruce, Gavin Bower and Harold Jones partnered with Vuyisele Radebe and Theko Capital to transform the business into a 51% Black-owned stockbroker. Radebe passed away in January 2021, and his family remains a shareholder.

Motau relates how, in 2016, Radebe challenged Navigare to examine why the business exists and why clients should choose to do business with the stockbroker.

"Trying to answer that question led us down a path of innovation, of investing in big data, machine learning, and artificial intelligence. And that is really how we got on this path of finding a smart way to compete."

We were able to make sure we build our business beyond just being a Black-owned stockbroker. ”

The company's investment in technology, data analytics, and data scientists is having the desired results. At the 2023 Financial Mail Top Analyst Awards, Navigare Labs, a Navigare business unit, won the "Innovative Research" category and was a finalist in the "Quantitative Analysis" category.

Motau says like most small and medium businesses, access to capital is a challenge. To help Black-owned stockbrokers overcome this challenge, the ASISA ESD Prefunded Settlement Guarantee (PFSG) loan facility was launched in 2019. Access to funding for capital adequacy requirements enables emerging Black-owned stockbrokers to take on larger trade volumes, which in turn supports growth, profitability and cash flow generation within these SMEs.

Motau says meaningful transformation is about being deliberate. "Unfortunately, we do come from an environment where not all of us had the opportunity. In trying to correct

that – and it is going to take time – we have got to be deliberate in our actions."

According to Motau, the significance of programmes like the ASISA ESD Stockbroker Development Programme is that they are deliberate about providing opportunities to those who were historically excluded.

"In this particular instance, ASISA is proactive in being impactful in bringing along effective transformation and inclusivity. If you are not deliberate in those actions, then it never happens."

Motau says the focus for Navigare is to navigate a difficult operating environment through diversification. "We are finding that our investment in machine learning and artificial intelligence has positioned us to generate different income streams. For example, one of our most popular products with investment managers is shareholder analysis. Now we take the

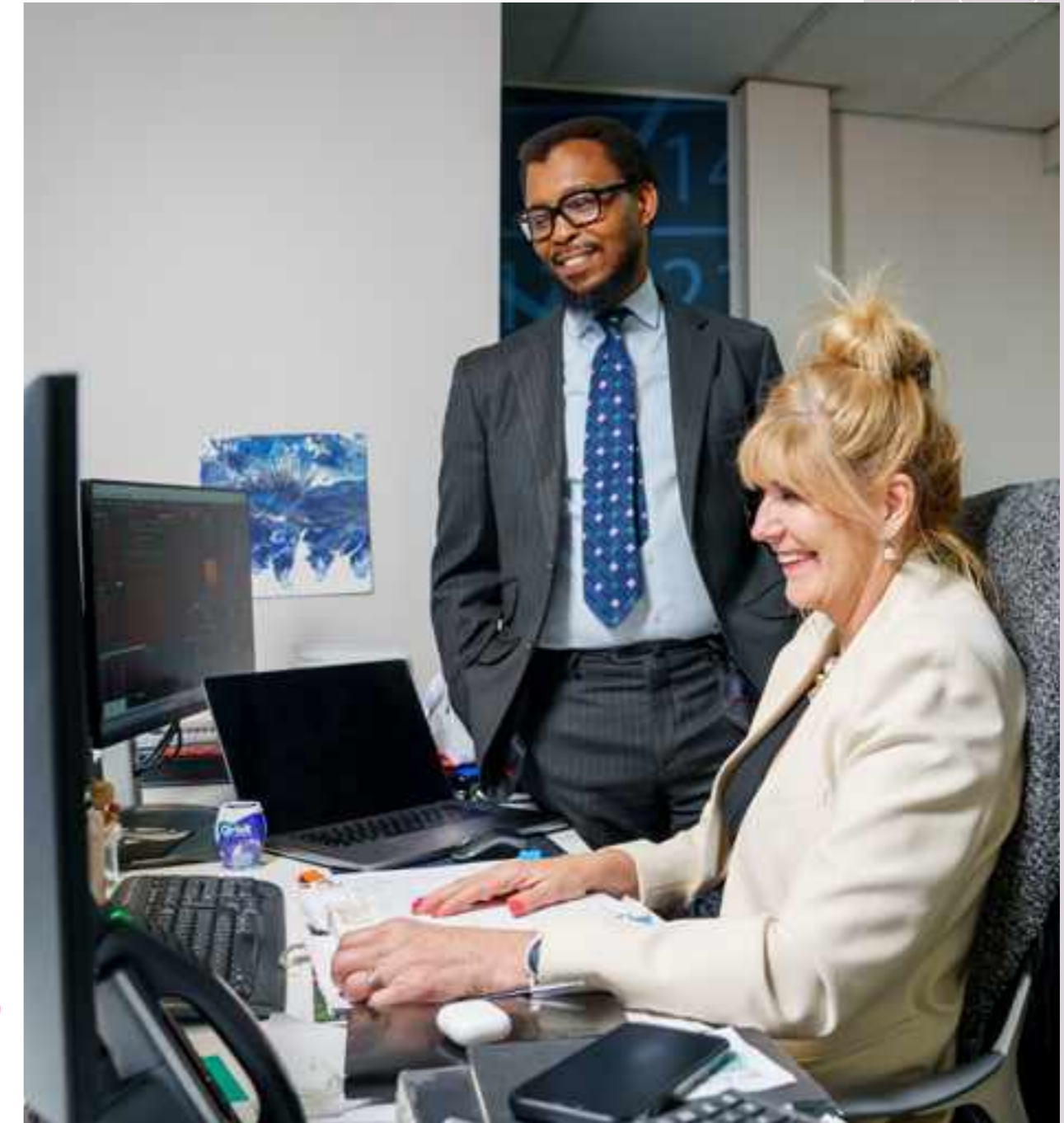




very same technology we have used there to help the corporate C-suite better engage with their shareholder through shareholder analysis."

The first three years of the ASISA ESD Stockbroker Development Programme were funded by Coronation Fund Managers, M&G Investments, Ninety One, Old Mutual Investment Group, Sanlam Investment Management and STANLIB. The current sponsors of the programme are Foord Asset Management, PSG Financial Services, SA Home Loans, Standard Bank Securities, and Taquanta Asset Managers.

We are finding that our investment in machine learning and artificial intelligence has positioned us to generate different income streams. ”



Empowerment Finance

(Applicable only to Life Offices and Banks)

Empowerment Finance measures the extent to which Life Offices invest in Targeted Investments. This is through debt financing or other forms of credit extension or equity investments in South African projects in areas where gaps or backlogs in economic development and job creation have not been adequately addressed by financial institutions.

It further recognises B-BBEE Transaction Financing for the provision of finance for, or investments in, B-BBEE transactions before 1 December 2017. Black Business Growth Funding was subsequently introduced to develop large Black-owned businesses through operational capital support to create jobs.

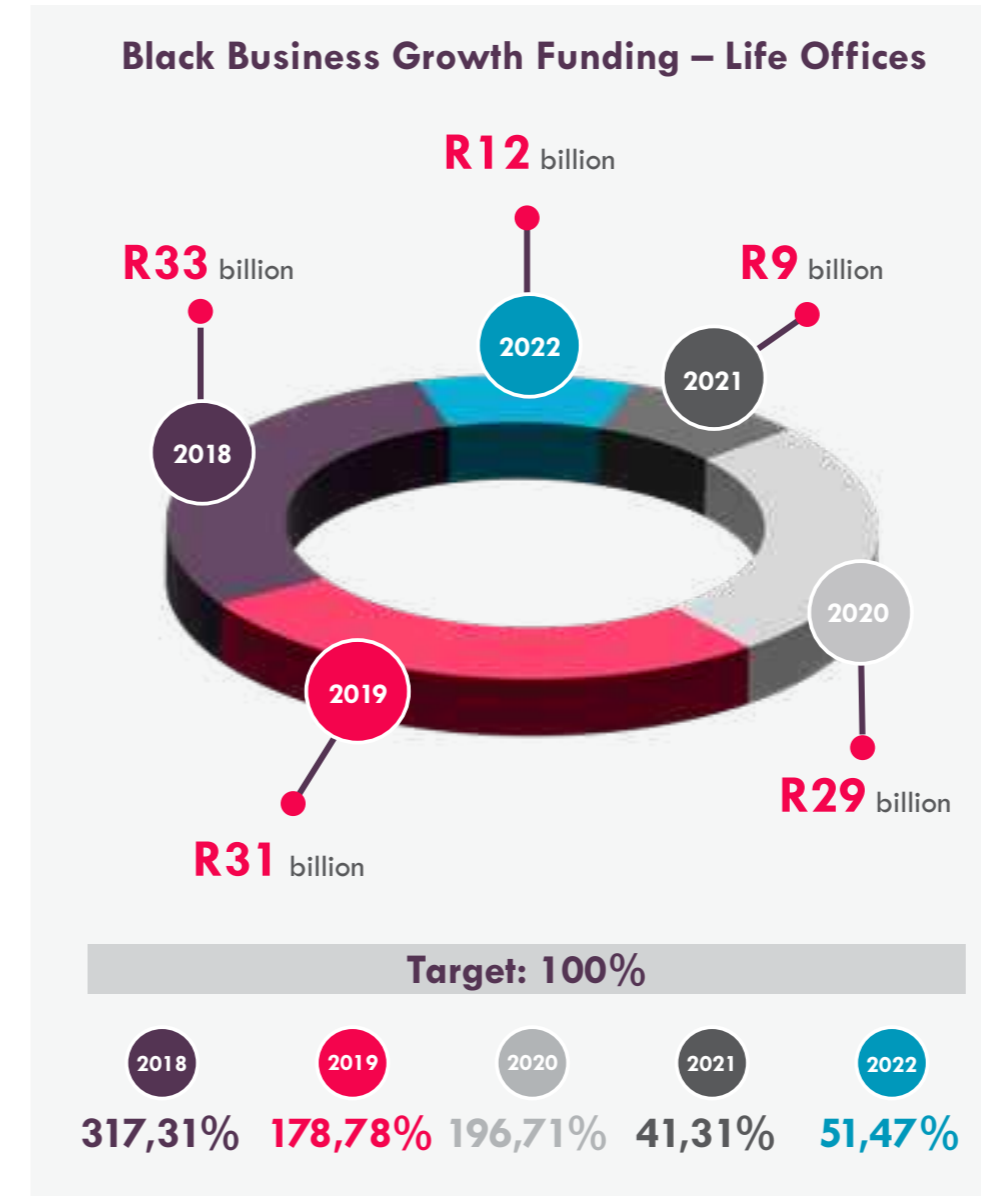
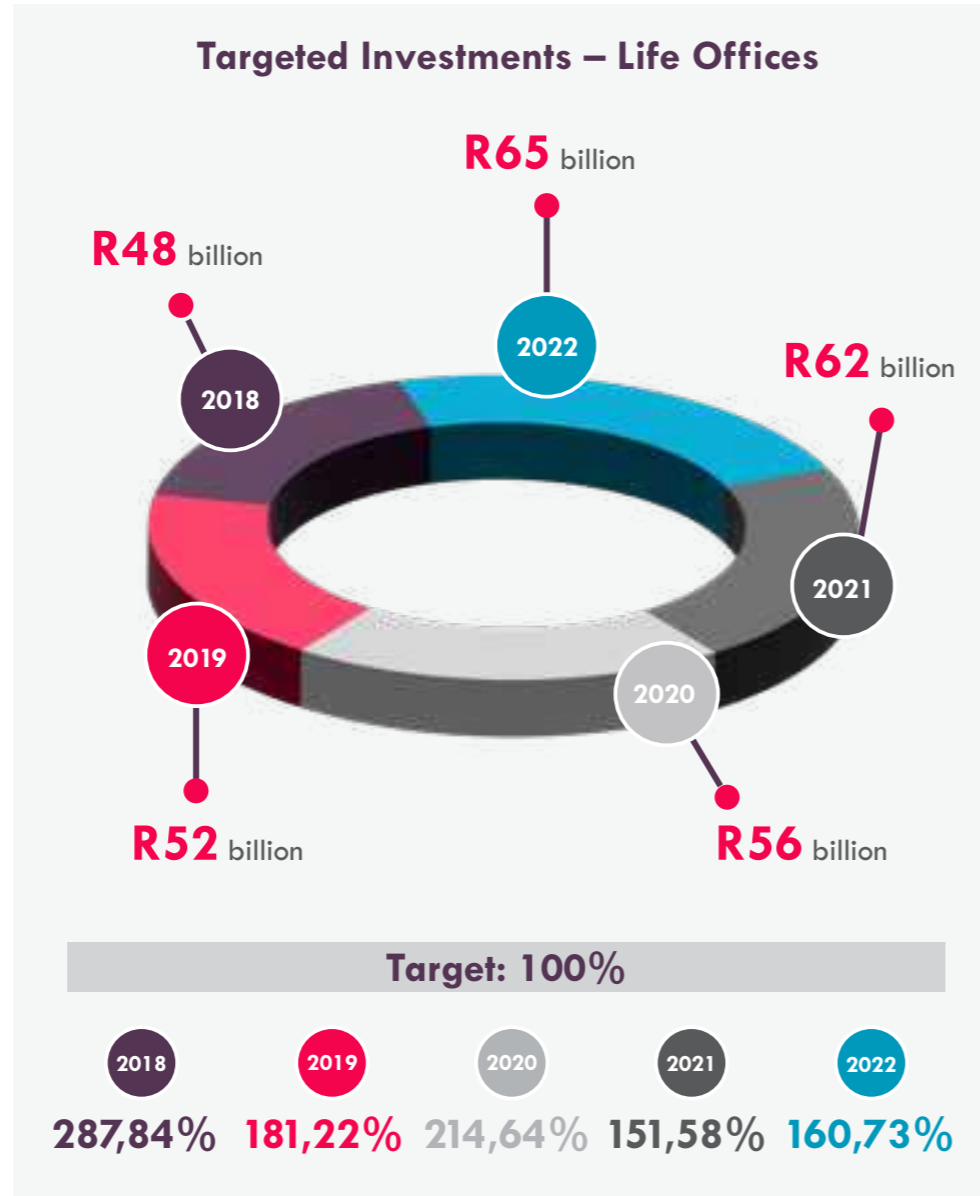
Life Offices: The Life Office industry exceeded its industry targets pertaining to Targeted Investments, although there has been a decline since 2020.

Targeted Investments include the provision of debt in various forms, some of which is listed debt instruments, for example, bonds issued by various institutions conducting Transformational

Infrastructure, Affordable Housing and Agricultural Finance to Black Owned entities in the Agri industry.

Due to the high investment in listed debt instruments, the decline in 2021 and 2022 may be because of the lower valuation of listed debt instruments as a result of the Covid-19 pandemic and its aftermath.

Black Business Growth Funding declined significantly because of previously recognised B-BBEE Transaction Financing deals expiring. This should be replaced with Black Business Growth Funding initiatives, which are perceived to be complicated to implement by Life Offices and, sometimes, not fit for the mandate and risk profile associated with such funding.



Access to Financial Services

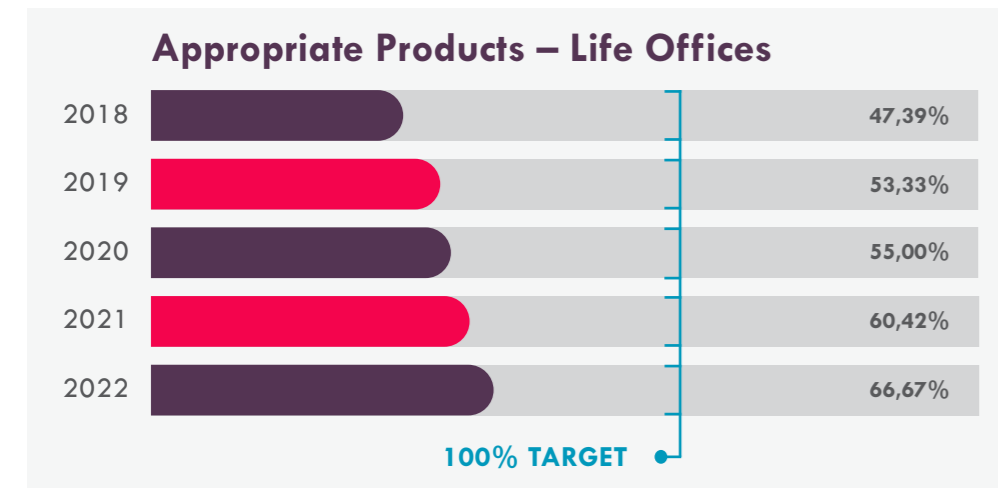
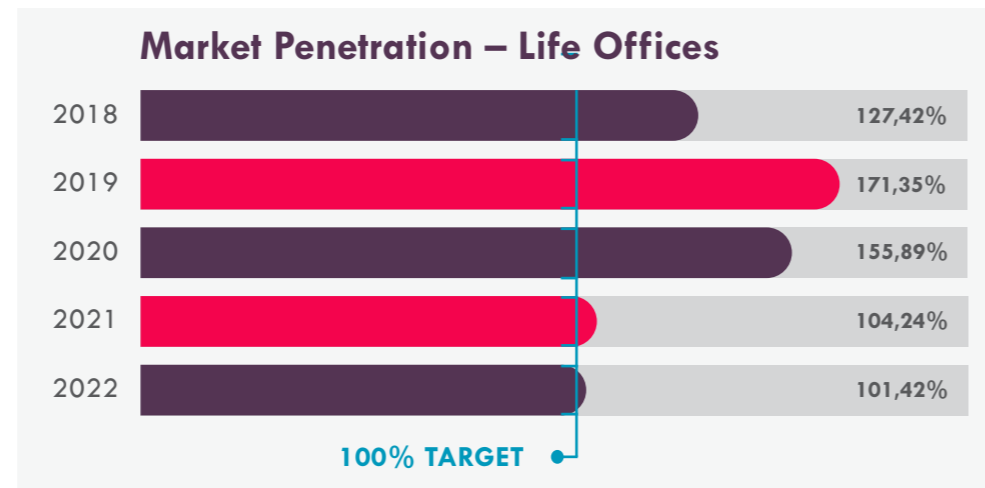
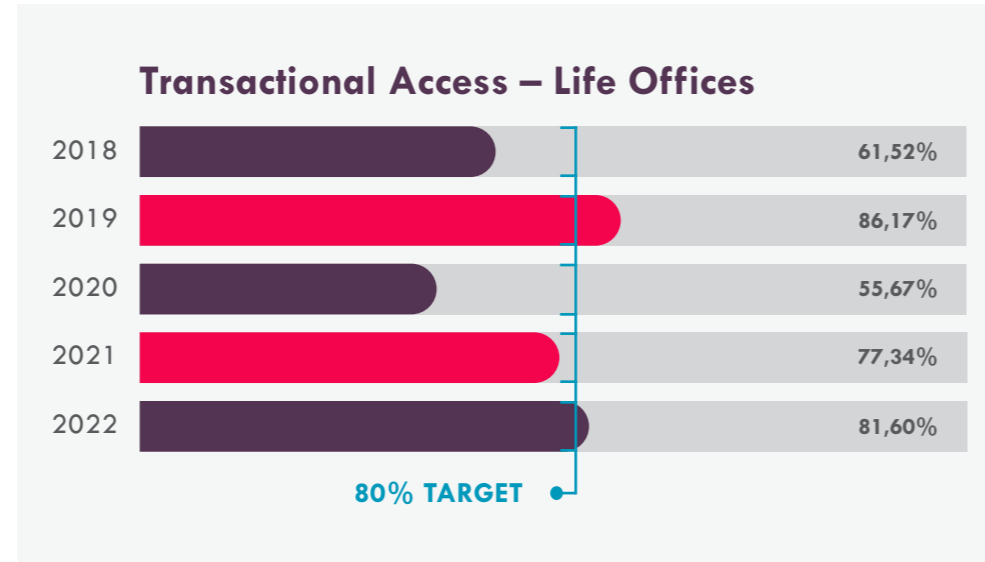
(Applicable only to Life Offices, Short-term Insurers and Banks)

Access to Financial Services measures the extent to which Life Offices make financial products accessible to low-income earners, predominantly through funeral schemes and credit life cover.

Life Offices: The Life Office industry achieved and exceeded the targets for both Market Penetration (the target for active policies) as well as Transactional Access (measuring the ability to service the policy through payments, claims and amendments). Targets related to the different products to be provided

to the identified target market (current and potential policyholders qualifying in terms of household income threshold) remains below the proposed six categories, with an average of four categories being compliant. The number of active policies exceeds the industry target of 5 739 023 policies.

Appropriate products should comply with industry standards set as part of the FSC Codes. The decline in the number of policies (Market Penetration) can be attributed to the cancellation of policies during the Covid-19 pandemic.



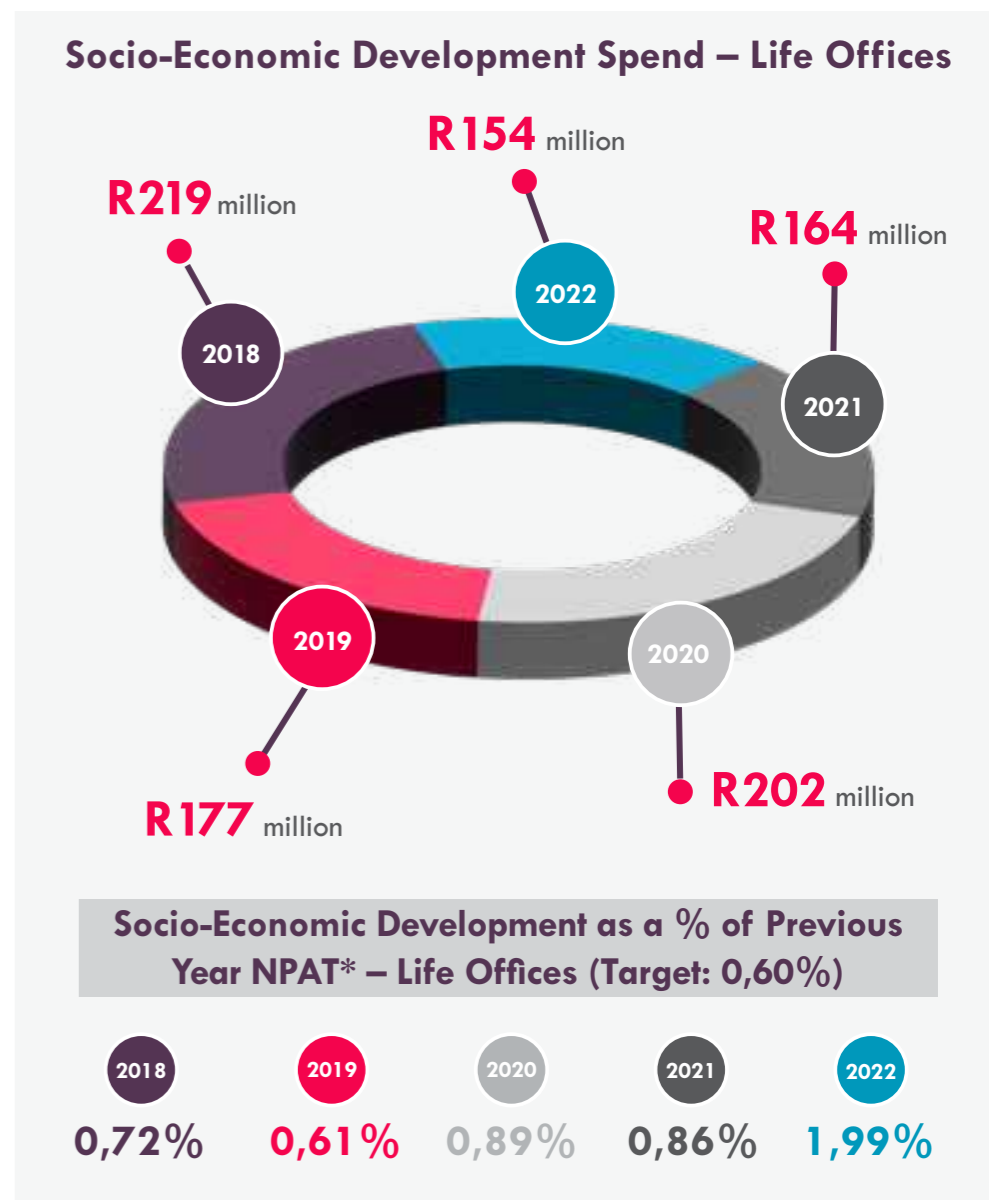
Socio-Economic Development and Consumer Financial Education

Socio-Economic Development measures the extent to which Life Offices and Asset Managers assist Black people with economic access by facilitating income-generating activities for targeted beneficiaries. Consumer Education measures the contribution to programmes that support financial literacy to assist Black people in making informed financial decisions.

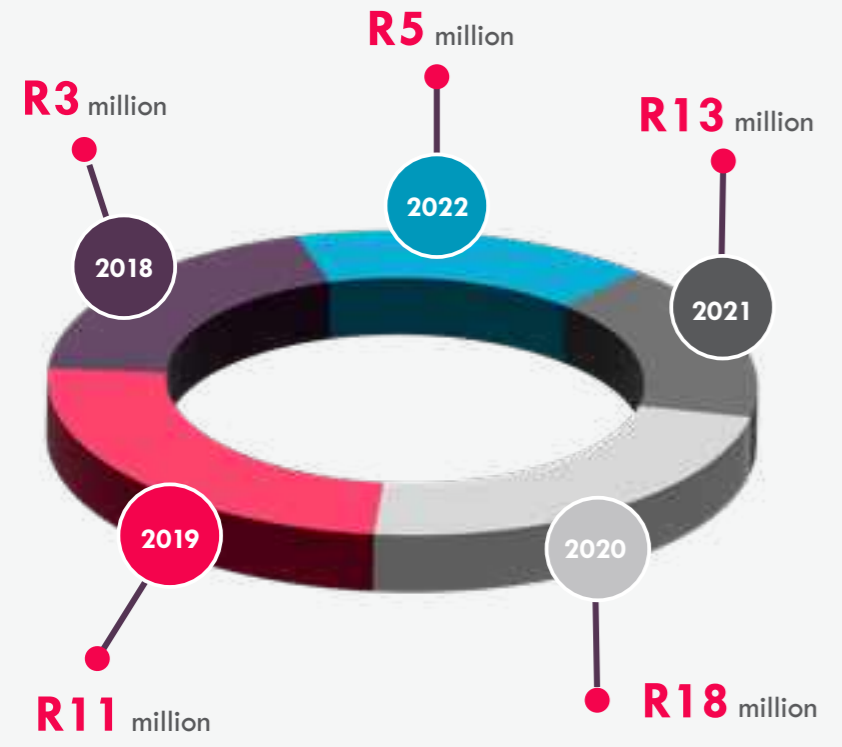
Life Offices: Targets related to SED and Consumer Education were exceeded for both 2021 and 2022. The SED target achieved for 2022 significantly increased because for some Life Offices the Net Profit after Tax was lower than usual. Spending on SED initiatives remained similar to other years where the profit target being higher.

Consumer Education follows the same trajectory as SED, for the reasons explained above.

Contributions to the Fundisa Retail Fund provided one bonus point.



Fundisa Retail Fund – Life Offices

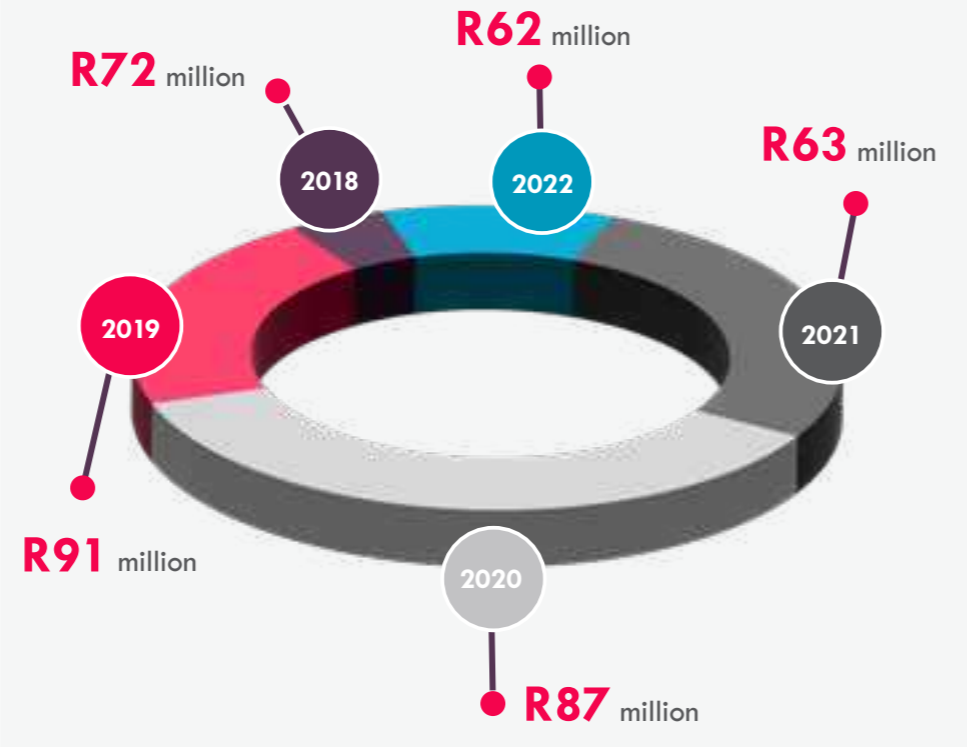


Fundisa Contributions as a % of Previous Year NPAT* – Life Offices (Target: 0,20%)



*Net Profit After Tax (NPAT)

Consumer Education – Life Offices



Consumer Education as a % of Previous Year NPAT* - Life Offices (Target: 0,40%)



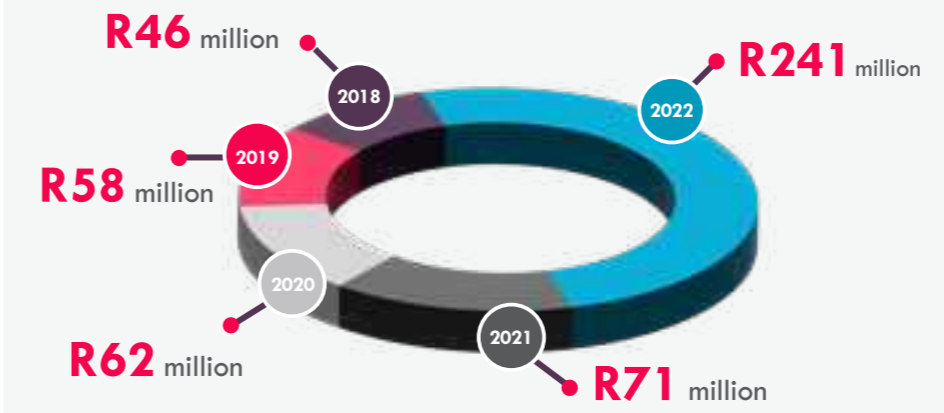
*Net Profit After Tax (NPAT)

Asset Managers: Targets for SED and Consumer Education were exceeded in 2021 and 2022. In 2022, there was a significant increase in the achieved SED target due to a sizeable contribution from one asset manager. However, if excluded from the calculation, the target of 0,60% would still have been exceeded.

Consumer Education remains close to the target of 0,40%, mainly because Asset Managers are not directly linked to the beneficiaries of consumer financial literacy programmes.

Contributions to the Fundisa Retail Fund provided one bonus point.

Socio-Economic Development Spend – Asset Managers

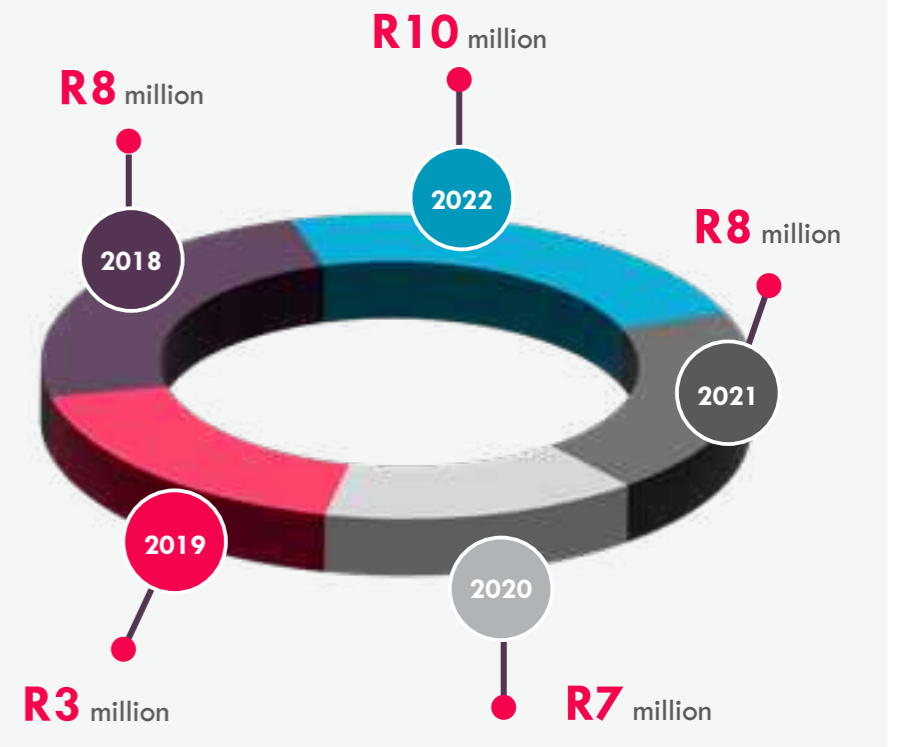


Socio-Economic Development as a % of Previous Year NPAT* – Asset Managers (Target: 0,60%)



*Net Profit After Tax (NPAT)

Fundisa Retail fund – Asset Managers

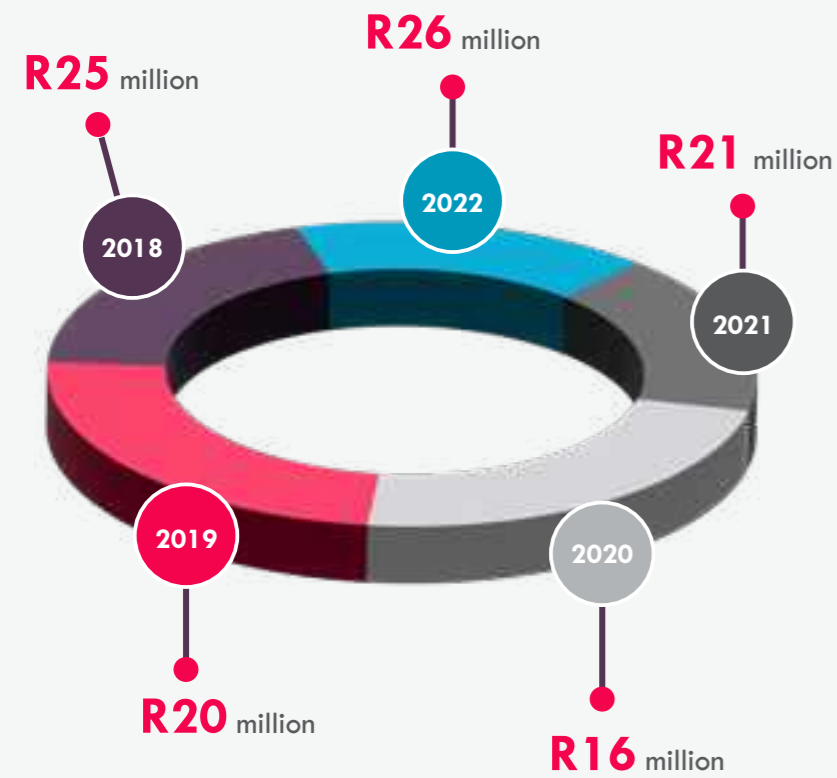


Fundisa Contributions as a % of Previous Year NPAT* – Asset Managers (Target: 0,20%)



*Net Profit After Tax (NPAT)

Consumer Education – Asset Managers



Consumer Education Spend as a % of Previous Year NPAT* – Asset Managers (Target: 0,40%)



*Net Profit After Tax (NPAT)



Owen Mdledle ASISA Foundation FLAME

Learning the value of diversification

Between 2019 and 2021, the ASISA Foundation ran the second iteration of the Financial Literacy and Micro Enterprise (FLAME) programme, inviting micro-enterprise owners from three provinces to learn how to manage their business and personal finances better. Owen Mdledle, a small-scale farmer from Philippi, in the Western Cape, was one of them.

“When we started the programme, we were just 14 farmers there to be upskilled

and to know more about farming,” he says. “Little did we know that we were going to be upskilled in other skills – not only pertaining to farming, but also to how to be good businesspeople, how to understand money, how to understand finances and how to grow and empower oneself.”

The FLAME programme has had a profound impact on Mdledle’s family, business and community. When he started on the programme he had only R1 127 in baseline monthly revenue. By the time he graduated two years later, this had increased to an average of R6 125. A 2023 assessment found that he now makes an average of R56 000 per month.

One of the most transformative lessons was the value of diversification. FLAME 2 launched in 2019, and coincided with the Covid-19 pandemic. The programme participants were advised to find opportunities that would reduce the impact of national lockdowns on their businesses. Mdledle did exactly that, setting up an e-hailing service (using vehicle financing that he secured through a local bank), a training and facilitation business, and a beauty shop operated by his wife. He is currently exploring opportunities in real

estate, in particular in student property in the Eastern Cape.

The FLAME programme taught him the discipline of bookkeeping and other compliance requirements, and cemented key financial education concepts that he has taken to heart. His cars – both business and personal – are insured, and his businesses’ budgets are tabled at monthly

I have learned to make means on what I have, and also to see opportunities where people think they don’t exist. Now I can interpret what the word ‘entrepreneur’ means! ”

staff meetings to discuss any variances. As an employer, he has also opened funeral policies for some of his employees.

“I am debt-free,” Mdledle says. “I have learned to make means on what I have, and also to see opportunities where people think they don’t exist. Now I can interpret what the word ‘entrepreneur’ means!”





Zaidah Dantu
ASISA Foundation WageWise

I learned how to draw up a budget and manage my money

The ASISA Foundation Saver Waya Waya WageWise consumer financial education programme provides financial education to working South Africans. The primary funder of WageWise is the Sanlam Foundation.

For Zaidah Dantu, who is part of the cleaning staff at the Cape Peninsula University of Technology, the programme was a transformative and empowering experience.

It alerts you to things that you never thought about before – or that you maybe knew about but don't actually do. ”

“What really stuck with me was the message about how to save and invest money,” she says. “I learned how to draw up a budget and manage my money, and I'm saving a lot more now. It used to be that money went out as it came in. There was no budget plan. That's changed now. This programme was very beneficial to me and my family because it educated me a lot regarding how to manage my money, which I didn't really think about before. One of my goals now is to start investing in the future.”

Dantu participated in the WageWise programme in October 2021, when Covid-19 restrictions prompted a shift towards a blended learning approach. This meant

a change from on-site workshops to a combination of in-person sessions and online learning. For Dantu, the medium didn't matter nearly as much as the message.

WageWise aims to build the financial knowledge, capability, and resilience of workers, thus enabling them to adequately prepare for paying for their children's education, save for retirement and cope with unforeseen emergencies. As a married mother of two teenage children, and living in Bellville South near Cape Town, Dantu says that the programme's practical lessons resonated most with her.



“It alerts you to things that you never thought about before – or that you maybe knew about but don't actually do,” she says. “For example, I think most South African workers don't know how to manage their money or how to save for the future. And many people struggle with getting out of debt. If everybody took part in this programme, I think it would decrease the debt status of citizens today. I've shared what I learned on the programme with my family, and I would definitely recommend WageWise to anybody – no matter what work they're doing.”





I'm from a household where my dad was the only breadwinner, and my mom was unemployed. ”

Khensani Masinge
ASISA Foundation
L+EARN #SecureTheBag

Being a broke student sucks sometimes

Khensani Masinge took part in the ASISA Foundation L+EARN #SecureTheBag programme from June to November 2021, when she was in her third year of studying for a Bachelor of Science degree at the University of Johannesburg. In response to the Covid-19 pandemic, the L+EARN programme had pivoted from a traditional in-person workshop model to a multi-pronged, digitally driven,

virtual platform approach – branded as #SecureTheBag.

Like many of her peers, Masinge responded positively to the new approach. “The webinars have been really exciting,” she said at the end of the programme. “I feel like for the first time I am exposed to a platform where you guys are actually tackling issues we have been taught to like shy away from, like side hustles and cryptocurrency.”

In 2022, she enrolled in a BSc Honours in Quantity Surveying – a qualification she aims to complete in 2023. “I have always been one to juggle school and a side hustle,” she says. “Everyone around me was like, ‘Focus on school! Focus on school!’ . . . but, really, being a broke student sucks sometimes.”

In September 2023, she reflected on how the programme had empowered her with fundamental financial skills, while also influencing her family and community. “I’m from a household where my dad was the only breadwinner, and my mom was unemployed,” she says. “So, when my brother and I started working, we would help where we could. It’s simply talking to your parents and helping them where possible.”

Masinge and her family now practise sound financial principles such as budgeting and managing credit wisely. She appreciates the lessons she learned during the L+EARN #SecureTheBag webinars,

and is focusing on developing strong financial acumen and saving towards her financial goals. She has set aside a portion of her monthly budget to save towards a 10% deposit on a vehicle.

Despite a difficult economic climate characterised by rising fuel and electricity prices and high interest rates, which make it challenging for a young adult who has recently started working, Masinge still prioritises her spending and sets aside a portion of her earnings towards savings and investing. Thanks to #SecureTheBag, her days of being a “broke student” are well and truly behind her.





The main reason I joined the L+EARN #BIZ programme was to learn as much as possible. ”

initially considered opening the restaurant in the trendy Braamfontein neighbourhood. However, after reflection and market research, he decided to open the business in the township, where the kasi (South African slang for township) flavours resonated best with his customers.

Mokonyana entered the L+EARN #BIZ pilot programme in 2022, being one of a cohort of 53 business owners. “The main reason I joined the L+EARN #BIZ programme was to learn as much as possible, because learning helps you grow,” he says. He came out of the programme with a sound Business Model Canvas, ready to take Sandwich Bite from a side hustle to a fully-fledged business that demands his full attention.

Mokonyana attributes his success to the intense training he received via the

L+EARN #BIZ programme’s webinars and coaching sessions. L+EARN #BIZ taught him to focus on growing his business and tightening his processes. He also came to understand the importance of marketing, noting in his final business pitch that, “The best way for me to have an edge over my competitors is to continually market myself and let people know that I’m there.” His strategy has paid off: Sandwich Bite attracts customers as far afield as Nigeria, and his business has garnered immense attention and support from the local community in Tembisa.



My business has benefited from the solid foundation set by the programme’s teachings and this has put me in a good position to grow my business. ”

On a personal level, Mokonyana says that the programme taught him how to set his personal goals and to have a clear vision. It also taught him good business habits, like regular recording of finances and managing a personal budget.

“A programme such as #BIZ is critical in unlocking the potential in young entrepreneurs in underdeveloped communities,” he says. “My business has benefited from the solid foundation set by the programme’s teachings and this has put me in a good position to grow my business.”





Alice Nombeko Mtakati
ASISA Foundation Build Up

Getting your financial house in order

Build Up is a financial literacy programme provided by the ASISA Foundation to support people in organisations or groupings who are already working together to achieve a common goal. The Western Cape Housing Secondary Co-operative is one such organisation. It is part of the South African Housing and Property Tertiary Co-operative (SAHCA), a national organisation in the built environment which brings together groups of people who share a common need for housing. Through

the co-operative (which is a legal entity) they negotiate for land and good prices on building materials, and build houses collectively. The co-operative assists people who, for various reasons, are not able to receive housing subsidies from the government.

As a member of the Western Cape Housing Secondary Co-operative, Alice Nombeko Mtakati participated in a Build Up training workshop in Grassy Park, near Cape Town, in June 2019.

It had a transformative effect on her – both in her role in the co-operative and on a personal level. “The workshop had

After attending the Build Up workshop I managed to settle some of my debts and my credit score now has improved a lot. ”

When I do my monthly budget, I first distinguish between my needs and wants for the month and only then do I make my final decision. ”

a big impact on my life because in 2019 I was in debt and my credit score was bad,” she recalls. “After attending the Build Up workshop I managed to settle some of my debts and my credit score now has improved a lot. I am now managing to pay all the debts I have.”

Since participating in the Build Up workshop, Mtakati has also taken out a retirement annuity, opened a savings account, and is an active participant in South Africa's formal economy.

She now brings that same sense of financial acumen and responsibility to her role in the Western Cape Housing Secondary Co-operative. She appreciates that in order to be an effective member of the co-operative, she first had to get her own financial house in order. That starts with responsible spending and saving. “When I do my



monthly budget, I first distinguish between my needs and wants for the month and only then do I make my final decision,” she says. “As a result, my personal finances have improved and I manage to save money each month.”





Advocate Makhubalo Ndaba
ASISA Foundation Retirement Fund Trustee Education (RFTE)

Climbing the trustee leadership path

South Africa's retirement fund system manages assets worth the equivalent of about 50% of the national gross domestic product (GDP), and the Trustees who administer those funds carry a tremendous weight of responsibility. Advocate Makhubalo Ndaba, a member of the Government Employees Pension

The pension fund industry is paced at a fast developmental path, with legal and regulatory changes coming more often than in most disciplines. ”

Fund (GEPPF) Board of Trustees and an Independent Trustee on the Corporate Selection Suite of Umbrella Funds, has a deep appreciation of that responsibility.

“The pension fund industry is paced at a fast developmental path, with legal and regulatory changes coming more often than in most disciplines,” he says. “Trustees are enjoined to develop themselves in order to keep up with these developments. The fiduciary role of a Trustee changes with the times, and this is occasioned by the growing size of pension funds and the resultant influence on financial markets. The traditional role of a Trustee has also been outrun by

global economic developments.”

Ndaba is highly qualified, having recently been awarded a fellowship to study full-time at Harvard Law School in 2024: a first for a male South African. He has participated in the ASISA Foundation's Retirement Fund Trustee Education (RFTE) programme since 2016.

“I started on investment management, which is not my forte,” he says. “Over time I have had a grasp of its key principles and practices. With ESG being a developing discipline, the ESG workshops have also come in handy because they are quite practical about active ownership.” In fact, Ndaba has taken much of what he has learned in those RFTE workshops and



Over the years, I have climbed the Trustee leadership path through these continual learning and development interventions. ”

presented papers globally to his peers in the retirement industry.

For Ndaba, the transformative value of the RFTE workshops lies in the continual learning and development opportunities they offer. “Trustees have a huge responsibility and a wide discretion in the exercise of their duties,” he says. “It therefore behoves them that they keep abreast with trends and developments in the pension space. The RFTE workshops are designed to capacitate all, without any specific academic orientation. Hence, over the years, I have climbed the Trustee leadership path through these continual learning and development interventions.”



Foster The Future

The ASISA Foster the Future initiative brings together three entities: the ASISA Academy, ASISA Enterprise and Supplier Development (ESD) and the ASISA Foundation.

These three entities are driven by the common goal of speeding up transformation by fostering inclusive economic growth. However, inclusive economic growth can only be achieved through meaningful social interventions such as creating employment for Black graduates, facilitating financial literacy for disadvantaged and vulnerable citizens, and providing Black-owned small and medium enterprises (SMEs) with business support and access to market. Therefore, with funding from ASISA

members and ongoing support from key stakeholders, the Foster the Future initiative aims to:

- Create job opportunities for Black South African graduates by developing skills and talent. (ASISA Academy)
- Help young Black people, workers, and economically vulnerable citizens onto the road of financial literacy. (ASISA Foundation)
- Grow the Black-owned SME segment, not only through business development and funding, but also by providing access to market via ASISA member supply chains. (ASISA ESD)

The ASISA Board, through its Transformation Governance Committee, oversees strategic advocacy for the Foster the Future entities.



ASISA Academy

The ASISA Academy is an independent business school established by the savings and investment industry as represented by ASISA to achieve the following three objectives in support of accomplishing greater economic inclusion:

Job creation

Create desperately needed employment opportunities for Black graduates aspiring for a career in the savings and investment industry by bridging the divide between university theory and workplace reality and facilitating access to internships and learnerships.

Skills development

Provide high quality, practical learning solutions that assist ASISA members and other stakeholders in the financial sector with upskilling their employees.

Empowering retirement fund trustees

Offer fully funded, yet independent, training to South African retirement fund trustees and principal officers, thereby empowering them to take informed decisions for the benefit of millions of South African retirement fund members.

Measuring Our Impact

1 Job creation for black graduates

The ASISA Academy offers two **graduate internships**: the Investment Management Administration & Client Services (IMACS@TSiBA) Internship and the Independent Financial Advisor (IFA) Internship.

The internship approach has proven very effective, with around 80% of interns receiving permanent employment offers from ASISA member companies and independent financial advisor practices on completion of their internships.

Contributing to the success of the internships is the ASISA Academy's strong partnership with seven institutions of higher learning: University of Cape Town, University of the Western Cape, TSiBA Business School, University of Johannesburg, University of KwaZulu-Natal, Nelson Mandela University, and University of the Free State.

The ASISA Academy achieved a significant milestone in March 2022 with the launch of the **Financial Markets Practitioner Learnership**, the Academy's first learnership. This NQF Level 7 learnership is registered with the Finance and Accounting Services

Sector Education and Training Authority (Fasset) and provides a learning pathway to a higher qualification such as an honours degree or a NQF level 8 postgraduate diploma. This qualification complies with the Amended Financial Sector Code (FSC) criteria set out in categories B and D on the Learning Programme Matrix for scoring skills development points.

The ASISA Academy also regularly delivers bespoke work readiness courses for university students and newly employed graduates from ASISA members and other financial services providers to equip new employees with the skills to transition from university to the corporate workplace. In 2022, work readiness courses were presented to 83 students from various universities around the country and graduates in their first year of work. These courses were delivered in partnership with the University of KwaZulu-Natal, 10X, Alexforbes, Citadel and Hollard.

IMACS@TSiBA Internship

- 133 TSiBA Bachelor in Business Administration - Finance students (2011 – 2022)
- 100% black & 50% black female



- 80% - 85% employment by sponsors on completion

Sponsors over the years: Allan Gray, Citadel Wealth Management, Coronation Fund Managers, Futuregrowth Asset Management, Intembeko Investment Administrators, M & G Investments, Maitland, Ninety One Asset Management, Old Mutual, Prescient, PSG, RECM, Sanlam, State Street, Taquanta Investment Holdings.

Independent Financial Advisor (IFA) Internship

- 221 BComm Financial Planning graduates from seven universities in five provinces (2016 – 2022)
- 100% black & 68% black female
- 80 IFA practices around the country have hosted interns
- 80% of these interns were permanently employed by host IFA practices, while the remaining interns were employed by asset managers and banks

Sponsors over the years: Allan Gray (founding sponsor), Coronation Fund Managers (founding sponsor), M & G Investments (founding sponsor), and Ninety One Asset Management (founding sponsor).

Investment Management Work Ready Internship (concluded in 2021)

- 92 BComm Investment Management graduates from two universities (2015 – 2021)
- 90% black & 50% black female
- 85% on average permanently employed by sponsors at the end of the internship

Sponsors over the years: Absa, Alexander Forbes, ClucasGray, Coronation Fund Managers, etfSA, First Avenue Investment Management, Foord Asset Management, Futuregrowth Asset Management, Hollard, Investment Solutions, Khumo Capital, Ninety One Asset Management, Obsidian Capital, Old Mutual, and Silica.

Financial Markets Practitioner (FMP) Learnership

- 15 participants (11 ASISA member employees and 4 unemployed graduates)
- 100% black & 70% black female

Inaugural sponsors: Camissa Asset Management (previously Kagiso), Coronation Fund Managers, Momentum, and Sanlam.

This 12-month learnership concludes with an external examination set by the South African Institute of Stockbrokers.

2 Skills Development

All ASISA Academy learning solutions are designed and delivered in collaboration with senior industry experts. This ensures that learning remains rooted in the reality of the changing needs of industry.

A range of **Short Courses** and Sprints are offered to ASISA member employees and stakeholder employees.

Since its inception in 2008 to the end of 2022, the ASISA Academy has delivered training courses to 14 380 delegates, including employees of ASISA member companies and other key industry stakeholders such as the Financial Sector Conduct Authority (FSCA), the Auditor General of South Africa (AGSA) and the Public Investment Corporation (PIC). Bespoke workshops have also been delivered to various African regulators from Botswana, Namibia, Eswatini and Uganda.

3 Empowering Retirement Fund Trustees

As custodians of the nation's retirement savings, principal officers and trustees of retirement funds perform a crucial role in ensuring that assets are invested in the best interest of all fund members and that the funds remain financially healthy. To execute this important role, principal officers and trustees must be equipped with the relevant skills

and knowledge. For this reason, **Retirement Fund Trustee Education** (RFTE) is one of the cornerstones of the ASISA Academy's consumer financial learning programmes.

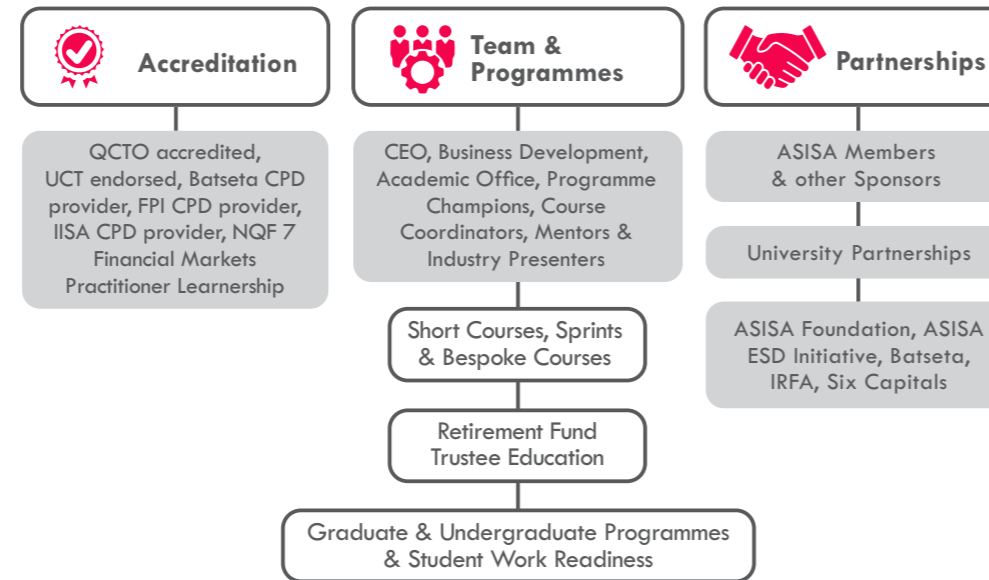
The ASISA Academy RFTE workshops are funded by the ASISA Foundation and are professionally recognised for CPD points by Batseta - Council of Retirement Funds for South Africa. To date, the ASISA Academy has delivered 511 workshops to more than 6 000 retirement fund trustees and principal officers on more than 15 different topics.

In 2018 the Academy was recognised as the South African Trustee Training Provider of the Year in Batseta's prestigious Imbasa Yegolide Awards.

Learn with us

The ASISA Academy is recognised as a Level 1 B-BBEE contributor, with more than 75% of the Academy's beneficiaries being Black South Africans. This means employers can claim 135% of their skills development spend with the ASISA Academy. Please **contact us** to discuss how we can support your skills development requirements.

ASISA Academy Structure 2022



ASISA Enterprise and Supplier Development (ESD)

The **ASISA ESD** initiative was founded by ASISA in 2013 to facilitate the sustainable development of high-potential Black-owned small and medium enterprises (SMEs) through an innovative combination of tailored business support, access to market and financial support when required. Qualifying SMEs are selected from the supply chains of ASISA member companies

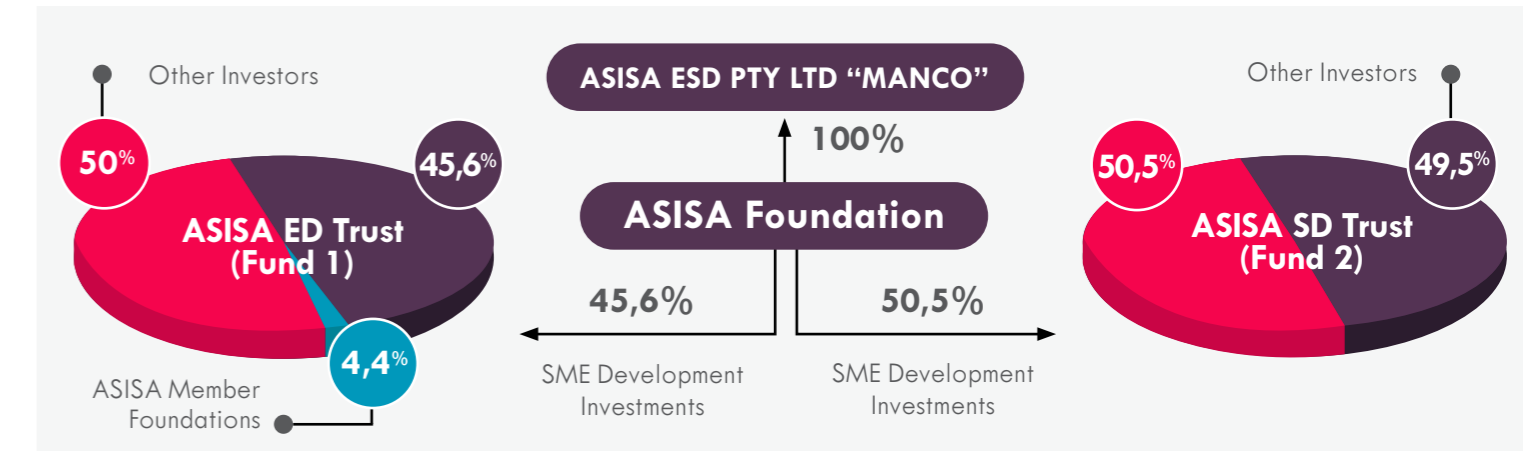
The ASISA ESD initiative, powered by Edge Growth, consists of the following structures:

- The ASISA Enterprise Development Trust and the ASISA Supplier Development Trust are investment vehicles referred to as the ASISA ESD Funds.
- The ASISA Enterprise and Supplier Development Management Company (Manco) delivers SME development programmes.

The operating model of the ASISA ESD initiative has been structured to align with the requirements of the Amended Financial Sector Code (FSC) by strategically optimising ESD spending in terms of the B-BBEE scorecard while

achieving meaningful and measurable commercial and social impact outcomes. The initiative aims to support SMEs that can plug into our funders' value chains, achieve growth and create jobs.

Funders contribute to the ASISA ESD initiative by providing investment, loan and grant capital to the Funds and/or project capital to the Manco. This funding is then channelled into SME development investments and/or SME development programmes and contributes to the financial services industry transformation process.



The ASISA ESD Funds

Our Funds invest in majority Black-owned SMEs with high growth potential, supply chain alignment, competitive advantage and the strategic business fundamentals required to succeed. They invest through equity, debt, or a combination thereof in amounts of between R1 million and R50 million to support businesses requiring expansion capital to grow and create jobs and social impact.

Our current portfolio includes SMEs from the following sectors: Information

and Communication Technology (ICT) and other technology (including insure tech and health tech), the green economy, motor body repairs, construction and financial services. All transactions are evaluated and approved by the ASISA ESD Investment Committee, which consists of investment professionals with experience in the investment industry across private equity, asset management, SME development and financial services.

To view our portfolio companies, please visit [our website](#).

The ASISA ESD Manco

The Manco provides uniquely tailored business acceleration and developmental support that Black-owned SMEs require to grow. Our enterprise and supplier development programmes enable funders to strategically build enterprises and suppliers directly aligned to their value chains. The selection of SMEs is focused on client-specific commodities such as motor body repairs, plumbing, construction, office supplies and financial practices as a core business offering.

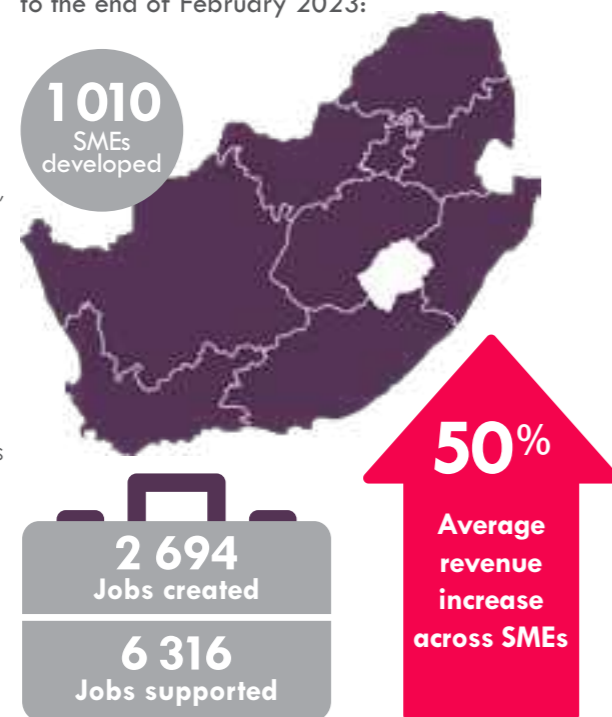
The current SME and broker development programmes include the following: the ASISA Independent Financial Advisor (IFA) Programme, Inseta Broker Development Programme, OUTsurance Kwande Programme, Sanlam Group Enterprise and Supplier Development (ESD) Programme and Sanlam Group Broker Programme, a stockbroker programme, Momentum Metropolitan Broker Programme 2020 and 2022, Liberty Broker Programme, and Santam Broker Programme. The ASISA ESD programme sponsor approves the overall programme strategy and objectives planned to unlock access to skills, growth and procurement opportunities to programme SMEs.

For further details on our programmes, please visit [our website](#)

Measuring our impact

It is a core goal of the ASISA ESD initiative to create a significant impact within the ASISA member ecosystem, as well as the financial services sector more broadly, by supporting emerging Black-owned businesses in the space. This includes but is not limited to significant job creation, support of emerging players such as Black brokers and asset managers as well as suppliers to the insurance industry, and emerging healthcare solutions.

Below is an overview of the outcomes achieved by the ASISA ESD initiative from its inception to the end of February 2023:



101 100

Hours of business support for SMEs

R823 million

Deployed into SME Investment (R473m) and Acceleration (R350m)

10 998

Artisans and small contractors benefitted through indirect job creation

R285 million

Spent in industry procurement from our supported SMEs

71 funders

Provided with optimal ESD investment

R1.07 billion

Raised for SME investment (R689m) and Acceleration (R387m)

Impact achievements since inception: Jan 2013 to Feb 2023



Black Stockbrokers:

Capital adequacy funding amounting to **~R80m** was provided to five Black-owned stockbrokers (three still in place), resulting in up to a five times increase in annual revenue due to lifted trading thresholds.



Black Fund Managers:

Growth funding worth **R45m** was made to Black-owned private equity fund and equity fund-of-fund managers by the ASISA ESD Funds, resulting in them **accessing ~R2,5bn in AUM** from industry to date.



Healthcare:

The Funds have committed **>R35m** to Black-owned healthcare investments, with some endorsed by the National Department of Health. This positively impacts the health and safety of healthcare workers and patients, as well as servicing underserved township communities in the Western Cape and Gauteng regions.



Green Economy:

The Funds have committed **~R85m** to Black-owned SMEs within the green economy

space, with more in the pipeline. This has resulted in thousands of tons of additional waste being recycled as well as significant energy and water saving and job creation.



Motor Body repairs, property services / construction companies:

These key suppliers to the short-term insurance industry have seen **~R40m** in capital deployed to support their growth.



Returns:

Funds investments to date have achieved a **6% Gross IRR**. This has resulted in **over R7,3m in distributions** flowing to the ASISA Foundation for consumer financial literacy and education, with the balance flowing to investors since fund inception.



IFAs:

The Funds have invested in three Black-owned Independent Financial Advisors (IFAs).

Join us as a funder

The ASISA ESD initiative is managed by an experienced ESD Fund Management and Business Development Support team. Supporting this initiative provides funders with the following benefits:

- Maximum compliance benefit for every Rand spent and single upfront investment that counts year on year;
- Best practice governance structure and standards;
- Social impact, job creation through business development support;
- Flexible, tailored turnkey ESD solution aligned to funder and SMEs unique needs;
- Immediate and ongoing access to Enterprise Development points; and
- Access to support Black-owned supplier database to assist in transforming supply chains.

We invite you to [contact us](#) to discuss how we can help develop and grow high-potential Black-owned SMEs on your supply chain.

The quarterly **ASISA ESD Impact Reports** provide a detailed overview of the impact achieved by the ASISA ESD initiative quarter on quarter.

ASISA Foundation

The **ASISA Foundation** was established by ASISA in 2012 as a Public Benefit Organisation (PBO) and a Broad-Based Ownership Scheme (B-BOS) to facilitate the pooling of funding from ASISA member companies to provide consumer financial education and related programmes to targeted beneficiaries in accordance with the Financial Sector Code (FSC).

The objective is to make a sustainable and positive impact on the financial well-being of previously disadvantaged and vulnerable South Africans by facilitating greater financial capability and economic participation for all citizens.

We strive to achieve this by implementing effective, efficient, objective, relevant and targeted consumer financial education programmes, micro-enterprise development programmes and retirement fund trustee education initiatives for the savings and investment industry.

The ASISA Foundation is funded primarily by the members of ASISA. Additional programme funding is received from other

industry and financial services sector members and Government entities.

From inception to 31 December 2022, the ASISA Foundation has received R227 million from 97 funders. ASISA members contributed 75%, public sector entities 8% and 17% was received from other entities. The ASISA Foundation is also a primary beneficiary unit holder in the ASISA Enterprise and Supplier Development (ESD) initiative. To date, distributions of R7.2 million have been received from the ASISA ESD initiative.

The ASISA Foundation has deployed R178 million for the benefit of its beneficiaries.

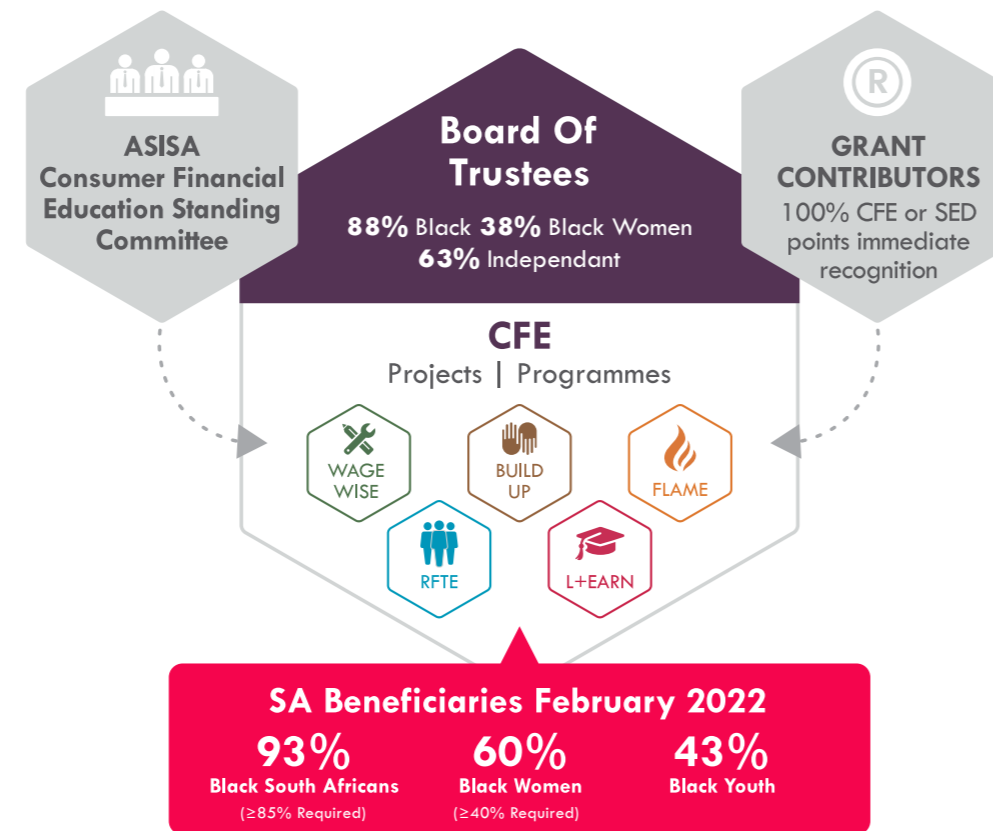
Structure and Governance

The ASISA Foundation is structured to enable ASISA members to authentically and efficiently obtain Black Economic Empowerment (BEE) points for the Consumer Education (CE) and Socio Economic Development (SED) elements of the Amended FSC.

The ASISA Foundation Trust looks after the interests of the beneficiaries of the various

programmes. Appointed trustees have a deep understanding of the power of financial education to facilitate transformation through financial and economic inclusion of those previously excluded.

The ASISA Consumer Financial Education (CFE) Standing Committee, which consists of ASISA member specialists in the field of CFE, provides insights that guide the ASISA Foundation CFE programme strategies.



Delivering on our CFE mandate

The ASISA Foundation delivers on its CFE mandate under the Saver Waya-Waya (SWW) banner, which consists of four consumer financial education programmes customised for beneficiaries according to their specific profiles:



SWW WageWise:

A consumer financial education programme targeting workers via their employers and through trade unions to provide them with the tools needed to help them manage their current and future income better.



SWW Financial Literacy and Micro-Enterprise (FLAME):

A programme focused on teaching micro-entrepreneurs to grow their businesses with confidence, create employment

and contribute to the local and national economy through an accredited business development methodology using financial literacy as a core development tool. FLAME provides practical and relatable information and skills to business owners with financial literacy as the core.



SWW L+EARN:

#SecuretheBag - A programme aimed at young adults, particularly tertiary education students at TVET colleges and universities, to help them better understand and manage finances and to take charge of their current and future income as they prepare for the world of work. **#BIZ** - A programme targeted at young Black business owners and aimed at developing their personal and business financial literacy knowledge and skills, thereby supporting and improving their income-generation activities and capacity, enabling greater participation in the economy.



SWW Build Up:

A programme that focuses on supporting members of organised community structures such as co-operatives with improved levels of financial literacy and financial capability within the context of their membership.



Retirement Fund Trustee Education (RFTE)

The ASISA Foundation provides funding for RFTE, primarily implemented by the ASISA Academy. The RFTE programme was created to equip trustees, principal officers and chairpersons of retirement funds with the necessary knowledge and skills to fulfil their fiduciary duty towards the fund members. The programme qualifies as Consumer Education as per FSTC Guidance Note 500(a).

As prescribed by the CFE requirements, the ASISA Foundation engages independent monitoring and evaluation (M&E) service providers who report to the Board of Trustees on the extent to which each project has achieved its pre-defined objectives, the impact achieved as well as beneficiary reach. These reports are available to funders on request.



Measuring our impact

The ASISA Foundation's programmes comply with all FSC requirements regarding target audiences and have consistently exceeded the minimum criteria of reaching at least 85% of Black South African beneficiaries, of whom at least 40% are Black women. At least 25% of programmes have been delivered in rural areas.

National Footprint and Reach 2013 to December 2022

The ASISA Foundation Overview for 2022 provides a detailed breakdown of the impact achieved by each programme and can be accessed [here](#).

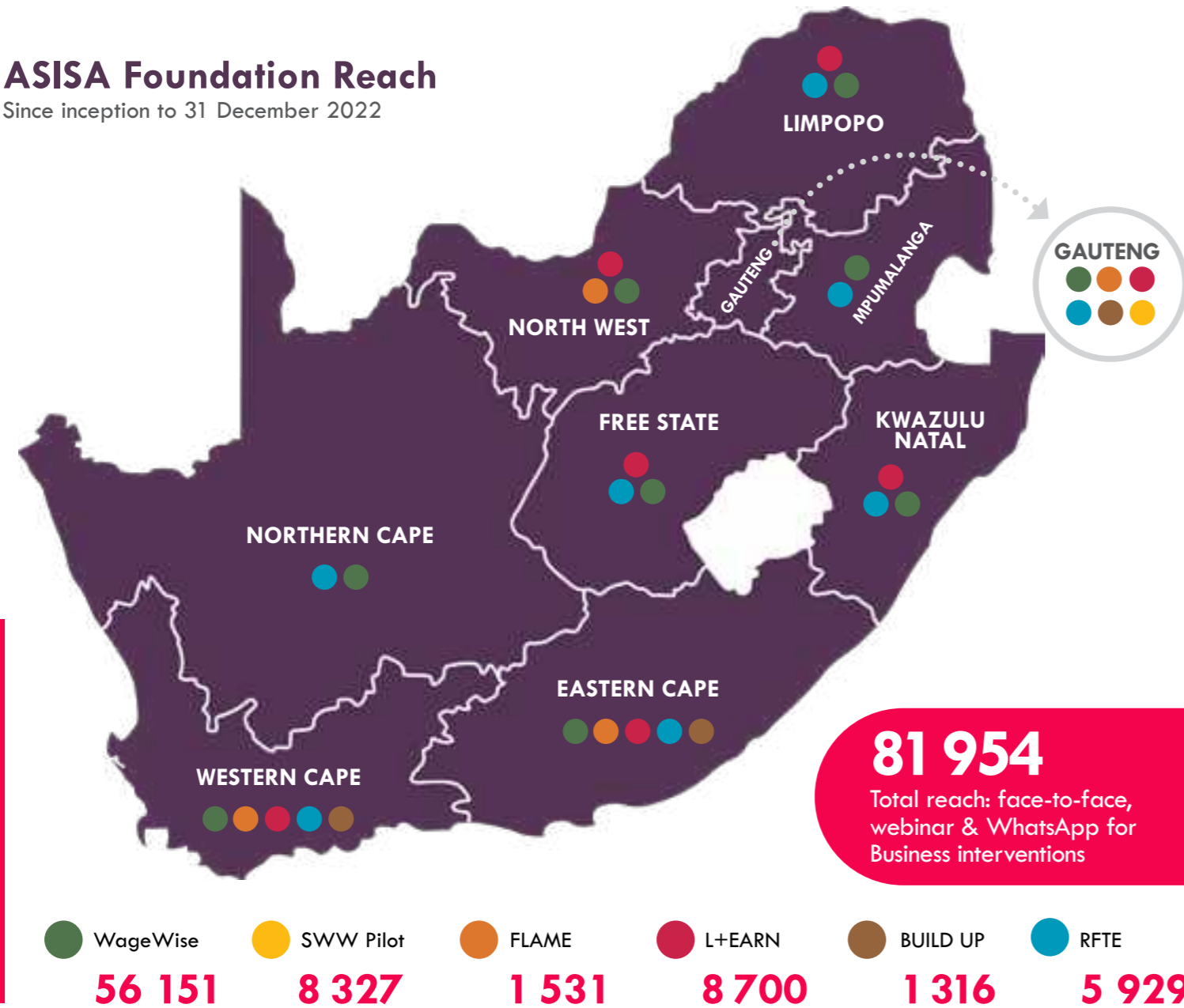
HELP US MAKE A DIFFERENCE

On 1 August 2023, the ASISA Foundation launched its *Celebrating 10 Years of Infinite Impact* campaign, highlighting the impact achieved over the past 10 years.

Our focus continues to be on pursuing strategic collaboration opportunities, and we invite you to join us in taking this initiative forward.

ASISA Foundation Reach

Since inception to 31 December 2022



Glossary of Terms

ABSIP

Association of Black Securities and Investment Professionals

ASISA

Association for Savings and Investment South Africa

BASA

Banking Association South Africa

BATSETA

Council of Retirement Funds for South Africa

B-BBEE

Broad-Based Black Economic Empowerment

B-BBEE Scorecard

The balanced B-BBEE scorecard measuring various elements of the FSC

Black People

The term "Black people" refers to Africans, Coloureds and Indians

Codes of Good Practice

Statements and all Codes of Good Practice issued in terms of section 9 of B-BBEE Act No. 53 of 2003

DTIC

Department of Trade, Industry and Competition

EAP

Economically Active Population (determined & published by STATS SA)

ED

Enterprise Development

EE

Employment Equity

ESD

Enterprise and Supplier Development

EME

Exempted Micro-Enterprise

IBA

International Banking Association

FIA

Financial Intermediaries Association of Southern Africa

FSC

Financial Sector Code

IBA

International Banking Association

JSE

Johannesburg Stock Exchange

NPAT

Net Profit After Tax

QSFI:

Qualifying Small Financial Institution

SAIA

South African Insurance Association

SAVCA

Southern African Venture Capital and Private Equity Association

SD

Supplier Development

SED

Socio-Economic Development

Target

The targets for the various elements and indicators in the B-BBEE Scorecard


TMPS


Total Measured Procurement Spend



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