



YOUTH
EMPLOYMENT
SERVICE



ANNUAL REPORT 2020/2021



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A MESSAGE FROM THE CO-CHAIRS

It gives us great pleasure to report that, notwithstanding huge challenges, the Youth Employment Service (YES) has made great strides and is well positioned to increase its impact as the economy recovers. As a fledgling organisation tasked with driving investment in youth jobs by leveraging B-BBEE legislation, YES has negotiated myriad economic, political and social headwinds in the two years covered by this report – not least a shrinking economy. Despite this, YES has made great strides in achieving its goals. We are grateful to the extensive cooperation we receive from the Presidency and various government departments, as well as the many NGOs that support YES's work, without which YES could not be successful.

YES was registered as a non-profit organisation in October 2018. The B-BBEE amendment to the legislation enabling YES was gazetted by the Department of Trade, Industry and Competition (dtic)¹ in October 2018, and YES began placing youth in January 2019. In order to do this, YES began actively engaging companies in the private sector on understanding how to achieve YES targets and participate – [the investment required from YES registered entities to qualify for B-BBEE benefits](#). By March 2019, 205 companies had signed up, paid their registration fees, and committed to 10,250 12-month quality work experiences.

No one could have predicted that the end of the next financial year (on March 31, 2020),

When you give people hope, they create opportunity.

**Stephen Koseff, co-chairperson,
Youth Employment Services**

the first full financial year with the B-BBEE Gazette in place, would coincide with the arrival of the coronavirus pandemic and subsequent imposition of a lockdown that battered an already ailing economy, decimated business confidence, and made the creation of work opportunities for youth even more challenging.

Figures from the Quarterly Labour Force Survey showed that 57.46 percent of youth (15-34 years) were unemployed in Q1 2021. As the people of South Africa strive to rebound from the [biggest contraction in the economy in 90 years](#), the mission of YES, to bring business, government, labour and civil society together to fast-track opportunities for unemployed youth, is more critical and relevant than ever.

In an employment landscape rendered ever more perilous, YES has had to be strategic and focussed to adapt. The executive team has expanded its skill set and maintained a sustainable offering to ensure that YES brought in sufficient numbers of youth opportunities to continue this critical work. By March 2020, YES-registered companies had committed to 33,251 work experiences and by October 2020 the 40,000 mark was achieved. By the

end of March 2021 51,027 work experiences had been created, translating to R2.9 billion in youth salaries.

As we move towards the beginning of the new financial year, YES is seeing confidence from South African business returning with a shift in sentiment evidenced by stronger February and March results, when compared with lockdown months. February of 2021 was YES's second best month ever in terms of corporate registrations.

THE YES STRATEGY

YES brings a holistic approach that views South Africa in its entirety and encourages innovation and inclusiveness in every sphere of business to get young people into employment. Through opening employment pathways, enabled by B-BBEE legislative amendments, YES is uniquely positioned to disrupt the status quo by giving economically excluded, black youth a portal into the world of work.

It is in everyone's interest to expand employment, provide training and internships, support entrepreneurship, finance and mentor small businesses, and drive innovation.

**Colin Coleman, co-chairperson,
Youth Employment Service**

Our work with government, in particular with the dtic on [B-BBEE policy](#), has secured concrete benefits for corporations as an incentive for them to partner in work experience creation.

[Along with placements in influential organisations](#) like Nedbank, Investec, VW, Telsure Investment Holdings, Toyota, Standard Bank, and Shoprite, YES offers corporates who cannot place youth inside their own infrastructure or business the option to sponsor work experiences inside of community-based enterprises, which range from NGOs to a variety of small businesses. In this option, our implementation partners place YES Youth in high-demand



STEPHEN KOSEFF

Non-executive director,
co-chairperson

Stephen Koseff is the former CEO of the Investec Group. In addition to his directorships of Investec Ltd, Investec plc and various other Investec subsidiaries, he is a non-executive director of the South African Banking Association.



COLIN COLEMAN

Non-executive director,
co-chairperson

Colin Coleman is a South African banker and public figure. He was previously the CEO of Goldman Sachs for Sub Saharan Africa. In January 2020, he left Goldman Sachs to become a senior fellow and lecturer at Yale University's Jackson Institute for Global Affairs.

¹ At the time, the Department was the Department of Trade and Industry (dti)

social sector jobs, creating impactful work experiences that include roles in early childhood development, counselling, community health work, and IT sector jobs, to build capacity for the major shifts seen in online trade. These placements have immense value, not only because they provide youth with quality, purposeful work which leads them into careers in high-growth sectors, but also because of the hands-on help and vitality youth bring to sectors that are often under-resourced. Companies also benefit from the association of their brands with critical social- and enterprise-development programmes.

A second, but longer-term component of the YES strategy to create jobs involves the concept of a YES Hub, which opens and exposes youth to a range of new, technologically driven career pathways such as piloting drones and hydroponic farming. This strategy encourages corporates to explore investing in markets in townships and rural areas by delivering skills, intellectual property, technology and sourcing from communities. Hubs are seeding mechanisms for small and medium



The remarkable potential in our young people across all sectors and spaces is undeniable. Young people from time immemorial have always been driven by changing the world, by changing the way things are done, by changing the way we live, by changing unjust systems, by bringing about justice and bringing about a new world.

**President Cyril Ramaphosa:
2020 Youth Day message**

enterprises, which in turn are the biggest absorber of semiskilled youth labour, thus illustrating the holistic and integrated action-oriented understanding YES brings to communities. Our three hubs – in Tembisa, Alexandra and Saldanha – are equipped with the infrastructure small enterprises need to get off the ground, showcasing cutting-edge 4IR technologies and training.

We plan to continue to mobilise and incubate SMME development in communities by encouraging corporates to explore integrated B-BBEE models and localise supply chains and raise our profile in underserved neighbourhoods so that YES becomes synonymous with growth, innovation and a prosperous, inclusive South Africa.

WHERE TO NEXT?

While in the medium to long term, getting SMMEs to take on youth is an essential part of any national job creation strategy, YES needs to redouble its efforts to focus on its short-term strategy: getting business on board. Our collective focus and effort, as the South African business community, needs to be on placing youth with existing businesses, getting them skilled enough to be absorbed by the companies they are placed with or by the sector or industry those companies are in.

The biggest problem South Africa has right now is that not enough people are contributing to the fiscus, and we have a vast inequality gap. The solution demands collective responsibility. We must do more to reset the economy. That first job YES facilitates for a young person is the trigger to an economic cascade of events leading,

ultimately, to the creation of new taxpayers and contributing economic participants. It is the only way to address inequality.

YES will continue to play its part with the same passion with which it embarked on this venture and will keep looking for new ways to open up pathways for youth to gain access to the economy. Our young talent, fresh thinking and new ways of doing business, along with cutting edge technical training and soft skills incubated in a diverse field of working environments will go a long way towards setting South Africa on the path to [economic recovery](#).

ACKNOWLEDGEMENTS AND THANKS

We would like to extend our thanks to all the companies that have entrusted us with helping them play a part in improving the prospects of South African youth and, in so doing, contributing to the prosperity of our country. We are mindful of the sacrifices some corporates have made by choosing this path, especially against the backdrop of Covid-19, through the toughest of economic conditions.

Our gratitude is also extended to our implementation partners for their cooperation and collaboration during the year. Thank you to our board members who commit considerable unpaid time to supporting YES, we place great value on the input and guidance received from them.

Finally, thanks go to our past and future chief executives, Tashmia Ismail-Saville, Leanne Emery, Vaunn Kelly, Ravi Naidoo, the management team and YES staff for their hard work and dedication in building the NPO and the considerable impact we see today. ●

YES HIGHEST JOB CREATORS

AS AT 31 MARCH 2021

SHOPRITE



A MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

South Africa is often singled out for its dramatic inequality gap and the yawning chasm between ideas, policy and measurable impact on the ground. The strides made by the Youth Employment Service (YES) a little over two years of operation stand out as an example of an initiative which breaks this pattern. Based on a functional and effective collaboration between business, government and labour, YES has bridged ideological divides to focus on the all-important task of creating work opportunities for youth in a country where extreme youth unemployment feeds socio-economic distress and volatility at community level.

We have come close to the individual and beautiful faces of young people, made sombre and sometimes broken by unemployment. Many young South Africans display a loss of dignity, dashed hopes and have had their confidence brutalised by a system which systemically locks them out of networks that could

YES endeavours to create alternative scenarios for youth employment to increase the likelihood of employment for youth that fall outside society's standard definition of 'employable'.

otherwise offer a path to opportunity and a better future.

The YES team have worked tirelessly to create these pathways from rural farms in KwaZulu-Natal to mining towns in Limpopo. Through our platform of loyal corporate partners, who have offered more than 50,000 youth a chance to show the world just what they can do, a difference is being made. Investments in youth jobs and training sprout green shoots of hope for a future that works.

More than half of South African youth entering the workforce do not have a matric certificate, and a large percentage are not in education, employment or training (NEET). According to data released by Statistics South Africa, the steady increase in unemployment in the last 10 years – in youth unemployment in particular – shows no signs of abating, 74.7 percent of youth aged 15-24 are unemployed (QLSF 2021:Q2, expanded definition). In real terms, millions of young people have no choice and find extreme difficulty in engaging with the labour market. Not only are they disadvantaged in terms of social mobility indicators – education, generational wealth, health and geospatial location – their



TASHMIA ISMAIL-SAVILLE

Chief executive officer

Tashmia Ismail-Saville is the founding CEO of the Youth Employment Service (YES). She has expertise in setting up organisations and has made contributions locally and internationally in the areas of innovation, inclusive business, digitisation of knowledge and business development, economic and behavioural research.

precariousness is made worse still if they lack work experience, or if they have been unemployed for a long time.

YES recognises that a vast, and untapped, resource for South African economic growth lies in the latent potential of its youth, millions of young people just waiting in the wings to be offered that life-changing work opportunity which enables them to become productive economic participants. A strong push for placements is being made in high labour absorbing sectors, 4IR roles and future high-growth sectors, including green energy. YES utilises digital platforms and behavioural methods to train and scale, and we have delivered over 7.5 million learning minutes to youth on YES smartphone apps in the last two years. Large scale and innovative employment programmes, such as YES, are the only way in which we can shift the status quo and realise this potential.

When YES first started, many hours were spent working across government

departments to arrive at a way to incentivise corporate investment in youth employment. This intensive groundwork has resulted in a shift in the South African employment landscape that enables YES to offer businesses a seamless model, to transform and commit to youth employment, by providing new pathways into the world of work.

The main thrust of our policy work is to use broad-based black economic empowerment (B-BBEE) to leverage entry into work experiences for youth.

When it is done responsibly, with a scorecard approach that integrates multiple policy aspects of B-BBEE, it has a powerful multiplier effect in marginalised communities. A powerful example of this impact can be seen through YES Hubs.

This is how, in the space of two years, despite the spectre of recession, the pandemic, lockdown, job losses and low business confidence, YES has been able to work with corporate partners to unlock work



opportunities for over 50,000 youth across the country. This equates to R2.9 billion in salaries paid to previously unemployed young people. Many of these youth have been placed in meaningful jobs from climate change ambassadors protecting biodiversity hot spots to populating all important talent pipelines in the digital economy. Youth with a range of backgrounds – from the unskilled with no matric through to qualified graduates – have been placed and benefit from the substantial corporate salary commitments facilitated by YES.

After YES Youth have completed their 12-month quality work experience, we provide them with a CV and reference letter, which multiple studies and employer surveys have shown, increase their chances of formal employment. To date, YES has delivered over 28,000 CVs and reference letters to alumni youth, resulting in an absorption rate of 29 percent for YES Youth as at March 2021.

While YES has been successful in creating work opportunities in an economy which has been consistently shedding jobs for more than a decade, the work ahead remains a Herculean task. If we are to address the extensive problem with meaningful impact, initiatives such as YES will need to multiply, work in tandem with other projects and share a mindset of scale, disruption and creativity. It is only through continued collaboration, the ongoing and increased commitment of Corporate SA.

Sincerely,
TASHMIA ISMAIL-SAVILLE

Chief Executive Officer
(Resigned June 2021)

YES BOARD
2020/2021
AS AT MARCH 2021



Stephen Koseff
Non-executive director,
co-chairperson



Colin Coleman
Non-executive director,
co-chairperson



**Tashmia
Ismail-Saville**
Chief executive officer



Zarina Bassa
Non-executive director



Cassim Coovadia
Non-executive director



Patrick Dlamini
Non-executive director



Adrian Enthoven
Non-executive director



Nomvuyo Guma
Non-executive director



Donne Nicol
Non-executive director



Simon Susman
Non-executive director





ABOUT THIS REPORT

This aim of this report, which covers the period January 2019 to March 2021, is:

- to consolidate the achievements of YES and the challenges it has encountered,
- to measure the performance of YES against its objectives and
- to examine its short-, medium- and long-term prospects.

Annual reports issued by YES enable stakeholders to make informed assessments of the organisation's performance, and meet best practice reporting standards for non-profit organisations to demonstrate accountability and credibility.

In compiling this report, we have tried to represent the voices of all those who have shared in our successes and journeyed with us through this endeavour.

Our financial information is independently audited and verified. You can view our full annual financial statements [here](#). An extract of the annual financial statements is also available on pages 60-69 of this report.

THE YES VISION

Transforming companies, communities and youth lives by connecting youth to economic opportunity and dignity and together build a future that works.

THE YES MISSION

- Connect with companies to create work opportunities for South African youth at scale.
- Improve the employability of youth with CVs and reference letters, and transition youth to earning an income.
- Leverage B-BBEE policy for better company impact and performance.

YES TERMINOLOGY

Youth: Black youth, ages 18 to 35

12-month quality work experience (QWE): A year-long salaried position sponsored by a corporation. Corporations can place youth in their own organisations or opt to sponsor youth placed by one of our implementation partners.

Programme: A programme is measured as the 12 months during which the youth complete their quality work experience, and is the period measured by the B-BBEE verification agency.

Absorption rate: The rate at which placed YES Youth are given permanent jobs after their 12-month quality work experience.

B-BBEE: Broad-based black economic empowerment is a government policy to advance economic transformation and enhance the economic participation of Black people (African, Coloured and Indian people who are South African citizens) in the South African economy.

B-BBEE Level-Up: An improvement in a company's B-BBEE score.

Implementation partner (IP): YES engages implementation partners selected by corporates based on the job types they need, or want to support. IPs enable YES to offer the turnkey solution (implementation partner model) of recruiting, contracting, managing and deploying, as well as holding the employment contract with youth.

Hub: A YES Hub is a centrally located safe space in an underserved community, purpose-built to address barriers to economic inclusion like legacy spatial planning, substandard infrastructure (transport, electricity, water, waste, telecommunications) and obstacles to small business like lack of expertise and access to funding. Hubs bring corporate investment (through funding of hub infrastructure) and technology (access to WiFi, digital training) into communities to build local capabilities and opportunities, where the youth are.

The YES Gazette: Government Gazette No. 41866, Notice 502 of 2018, dated 28 August 2018 (the "Y.E.S Initiative Gazette") is a piece of legislation that allowed for the inclusion of the YES initiative in the Amended Code Series 000. The B-BBEE benefits (level ups) afforded can be achieved exclusively through YES, legitimising YES's processes and methodology.

The YES Practice Note: The Practice Note 1 of 2018 published under the Government Gazette No. 41975, Notice 640 of 2018, dated 12 October 2018 (the "Practice Note") is another piece of legislation that provides guidance on the application of the YES initiative as published in the YES Gazette.

Clarification Note: The dtic issued a clarification to the YES Initiative to provide guidance on application of the Y.E.S. Initiative as published in the Government Gazette on 28 August 2018, as well as the Practice Note published on 12 October 2018. The note addressed confusion around the maintenance of B-BBEE levels, absorption buffers, and also noted that the transport sector did not need sub-minimums to participate.

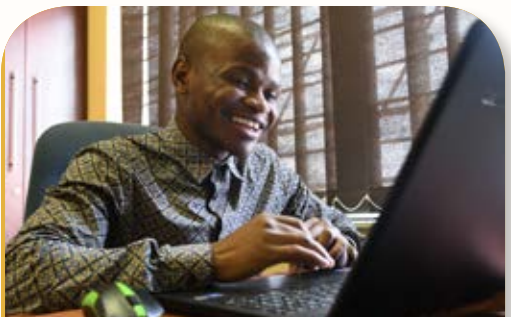
OUR IMPACT AS OF MARCH 2021



51,207
Quality work experiences created



29%
YES Youth absorption rate



R2.9 billion +
in Youth salaries injected into the economy



7.5 million
minutes of learning delivered on YES smartphones



400+
B-BBEE level ups

972
Companies have paid registration



1,394
programmes



88%
of YES Youth are from grant recipient only households



60%
of YES Youth are women



90%
Of YES Youth have dependants

YES IN BRIEF

The Youth Employment Service (YES) is a social initiative that focuses on youth employability and employment in South Africa in a partnership that includes government, business, labour and civil society; it is a private sector-funded and self-sustaining non-profit organisation (NPO).

YES brings together corporate partners and sponsors, key market and industry players, communities, and government to create youth work opportunities and develop SMMs in areas with high rates of unemployment by promoting their capacity with funded youth labour.

YES drives youth employability by supporting entry into 12-month quality work experiences paid for by the private sector. YES began as a special project of the CEO Initiative and was launched in March 2018 by President Cyril Ramaphosa.

The main objective of YES, according to its memorandum of incorporation, is

“to provide support and development of unemployed Black youth (18-35) by linking them with work opportunities and providing workplace readiness training for job seekers by: encouraging corporate business to create new one-year positions for unemployed youth and placing Beneficiaries accordingly; and encouraging corporate business, unable to place Beneficiaries, to sponsor the salary for a one-year starter position into a quality work experience”.

As a Covid-19 response, the dtic has provided a concession to companies, allowing them to level up almost immediately in their first year of YES.

Besides meeting the sub-minimum requirements, corporate partners must ensure that their youth are contracted before their financial year-end in order to get their B-BBEE level up(s) in that same year.



VOLKSWAGEN

GROUP SOUTH AFRICA



HOW YES COMPLEMENTS THE SOUTH AFRICAN EMPLOYMENT LANDSCAPE

YES is uniquely positioned to mobilise and facilitate collaboration across economic and social drivers to grow the South African economy. Entities that feature in the employment landscape can be classified according to the functions and needs they fulfil. Broadly speaking, these are: demand for skills, supply of skills and matching platforms.

In a healthy employment ecosystem, these three entity types are symbiotic and optimised, and young people entering the world of work are meaningfully engaged in work opportunities with scope for permanent, stable employment and entrepreneurial stimuli.

YES focuses on creating employment and employability through engagements with the private sector. YES also provides work readiness and essential skills training via the smartphone and YES apps it has developed. This training is designed to enhance the work experience for the placed youth and the employer, and increases the chances of youth being absorbed into permanent employment by the host company after their YES work experience, getting a job somewhere else or starting their own business.

YES INNOVATIONS

- Amendments to the B-BBEE codes of good practice to reward YES-affiliated companies with one or two levels up on their scorecards for investing in youth jobs.
- Youth training via zero-rated mobile phone apps. At March 2021, YES Youth had recorded more than 7.5 million training minutes.
- A behavioural approach that includes digital nudges and storytelling aiding positive socio-emotional shifts and a growth mindset.
- Leveraging off a strong and vast ecosystem via the turnkey solution (implementation partner model) through which companies can use youth jobs as a vehicle to reach ESG and SDG strategies.

OPERATIONAL COST EFFICIENCY

A key metric for YES is to measure operating costs relative to cost of a 12-month quality work experience. Operational costs continue to be closely monitored and managed, with the team making a combined effort to maintain the cost-per-job ratio at under 5.4% of the salaries that are paid to the youth. In other words, for every R100 that goes into YES Youth hands (for youth salaries), the operating cost of running the YES programme is only R5.40.



YES TIMELINE

YES began as a special project of President Cyril Ramaphosa's CEO Initiative in March 2018, and became officially operational in January 2019.

By the end of our first financial year in March 2019, 261 companies had registered via the YES digital portal; 205 of these companies had progressed to paying registration fees and had jointly committed to 10,250 work experiences for previously unemployed youth.

By March 2020, the end of our second financial year, YES had placed over 33,251 youth in 12-month quality work experiences, which equated to more than R1.9 billion paid to youth as salaries.

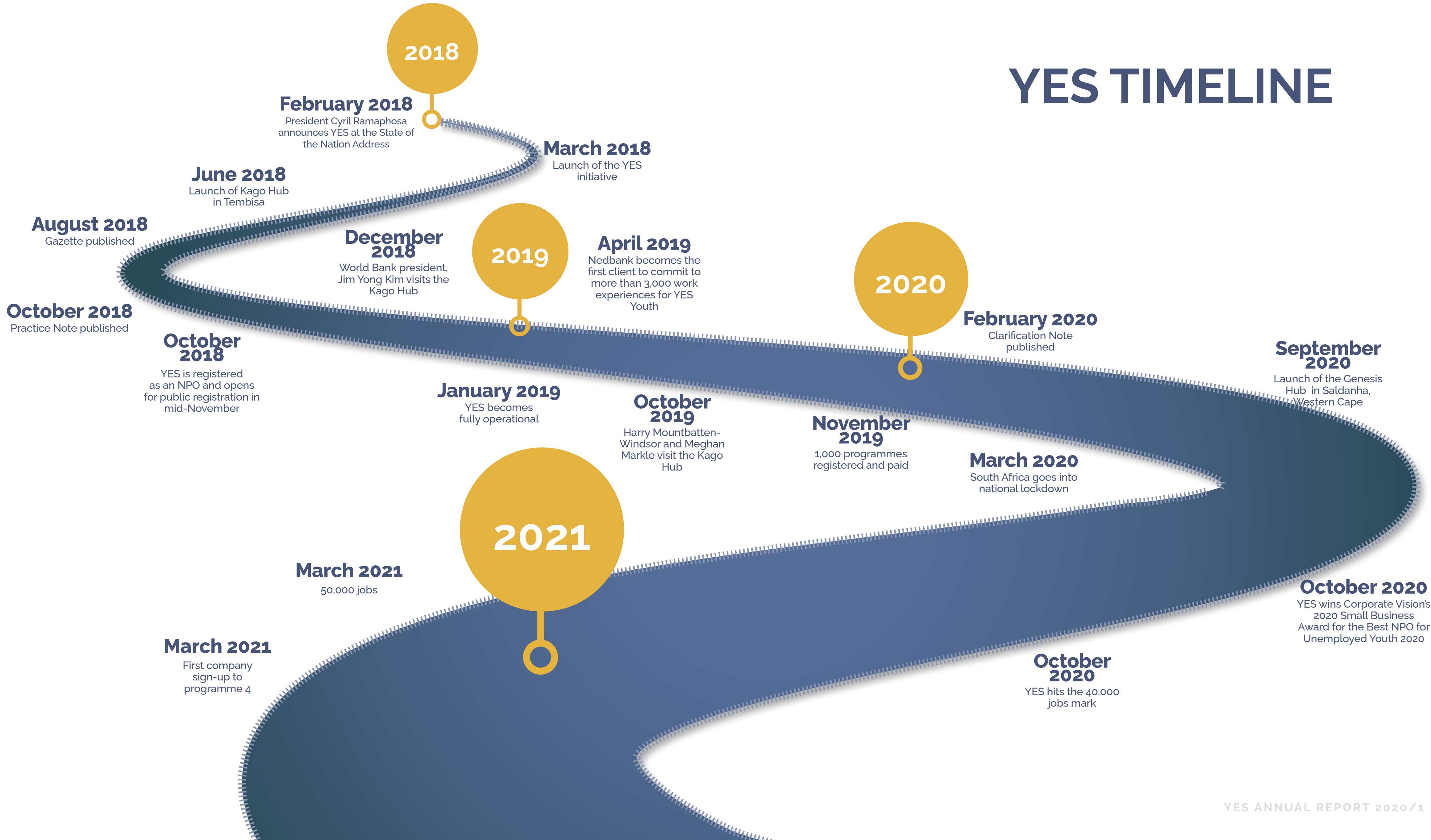
In spite of the Covid-19 lockdown in late March 2020, YES managed to maintain its earlier momentum. Most YES clients continued their programmes, and some chose to continue after the heightened Covid-19 period. YES job commitments continued to grow into 2020 and by the end of October had exceeded the 40,000 mark.

In February of 2021, YES logged a record month with 136 corporate registrations – the second most registrations ever logged.

March 2021 saw YES reach a momentous milestone, with 50,000+ quality work experiences created. In the same month, three companies had registered for programme four – the first ever organisations to do so.



YES TIMELINE



WHAT YES DOES

This section of the report unbundles the components of the YES ecosystem and explains how they play out in the real world.



ABOUT YES

YES offers a way for businesses to hire youth, either internally or externally, on a 12-month fixed term contract. In return, organisations can gain up to two full B-BBEE levels on their B-BBEE scorecard.

YES works constantly to improve on the packages available to companies that sign up by advocating for refinements of B-BBEE benefits, thresholds for absorption and conditions to qualify for the Employee Tax Incentive. As a Covid-19 response, the dtic has provided a concession to companies, allowing them to level up almost immediately in their first year of YES. In their first year with YES, companies could receive their B-BBEE level up almost immediately if they contracted youth before their financial year-end. This function was particularly important during 2020 because of the disruptions caused by the Covid-19 pandemic which have affected the profit margins of many businesses.

YES Youth gain work experience through our corporate members or their host organisations, as well as skills and work-readiness training to enable them to start their own business or work for SMMEs in their communities.





HOW QUALITY WORK EXPERIENCES BENEFIT COMPANIES

B-BBEE

- Over 400 YES B-BBEE Level-Ups have already been awarded to our corporate partners.
- To qualify for the unique B-BBEE benefits agreed with government and gazetted in 2018, a member company:
 - Funds youth on work experiences according to a function of their profit (net profit after tax [NPAT] for the past three fiscals), turnover and current staff headcount.
 - Qualifies according to the sub-minimums of the generic B-BBEE scorecard.
 - Undertakes to employ at least 2.5 percent of their quota after the programme (for one B-BBEE level up), or at least 5 percent (for two B-BBEE levels up). Our absorption rate as at March 2021 is more than 10 times the 2.5 percent minimum requirement, demonstrating the value youth can add when given the chance. .

Make compliance count

- Benefits run parallel to other scorecard criteria. The YES Level Up benefit is not part of the skills development pillar of the standard B-BBEE Scorecard, and are not internships or learnerships.
- YES categories align with the dtic codes – Large (Generic), QSE (Qualifying Small Entities: SMEs) and EME (Exempt Micro Entities: Small companies). Participation costs are tailored accordingly.

Talent in the pipeline

The YES programme is a relatively low-risk way to introduce partially screened young talent into a business to test their potential. One YES client has employed, full-time, over 90 percent of its YES Youth, and our average absorption rate exceeds 29 percent.

Prosperous communities = Prosperous economy = Prosperous country

South Africa needs interventions to ignite economic growth and overcome unemployment to support enterprise development. The goal of the YES initiative is to include youth in the economy. More employment means more taxpayers and greater capacity.

VISIBILITY AND INFLUENCE

The continuous PR and thought leadership placement efforts have increased the frequency of YES's media exposure, critically, our expert positioning has grown significantly in influential business media channels such as The Sunday Times, 702, SABC News, eTV, SAFM, Business Day TV, OFM, IOL and eNCA (to name but a few).

Our collaborative approach means that YES enjoys the interest and support of influential people – key stakeholders such as President Cyril Ramaphosa, government ministers and high-profile NGO and private sector individuals.

In February 2021, a partnership between the Multichoice Group and YES saw the premier of a docuseries on YES, some of its hero clients and inspirational youth. The docuseries, The Great Reset, was released on the on-demand platform, Showmax and can be watched [here](#).

YES is also supported by international dignitaries. Visits to the Kago YES Hub in Tembisa by Harry Mountbatten-Windsor and Meghan Markle, the immediate past-president of the World Bank, Jim Yong Kim and World Bank Country Director, Marie Nelly attracted much media attention.

YES also participates in and hosts various forums and webinars that align with the strategic goals of the organisation, such events serve to further garner publicity and coverage.



 Investec



 **tiH** TELESURE
INVESTMENT
HOLDINGS





702

[Listen: Youth unemployment improving with YES in 2021!](#)

eNCA

[Watch: The jobs emergency with YES](#)

iono.fm

[Listen: #OFMBusinessHour: YES empowering youth during unemployment crisis](#)

GOO THINGS GUY

[Group of seamstresses from Joburg townships landed 'life-changing' order](#)

POWER 96.7

[Listen: YES is the key to igniting SA's SME sector](#)

702

[Listen: YES is combatting SA's unemployment crisis](#)

The Star

[Companies say YES to reducing youth unemployment in SA](#)

iono.fm

[Listen: Invest in youth jobs, invest in our future](#)

702

[Listen: Showmax and YES: The Great Reset](#)

GOO THINGS GUY

[Young HIV soldiers say YES to stamping out AIDS](#)

NEWROOM AFRICA

[Watch: Youth unemployment, ways to change perceptions and the creation of meaningful jobs. Say YES.](#)

BD TV

[Watch: How do we tackle youth unemployment in SA?](#)

e

[Watch: The crisis of youth unemployment](#)

SABC

[Watch: YES Initiative explained: Tashmia Ismail-Saville](#)

BIZCOMMUNITY

[The role of policy in regulatory frameworks in driving youth entrepreneurship](#)

Times LIVE

[Previously unemployed graduate now part of team finding solutions in the Covid-19 fight](#)

CORE OBJECTIVES

1. Match unemployed youth with work experience

12-month work experiences improve the employability of young people by exposing them to the world of work. Our policy work and in-built initiatives aim to create gig economy jobs and other innovative youth employment opportunities beyond conventional skilled and semi-skilled work.

2. Increase corporate registrations

The number of work experiences we can offer depends on steady growth in our corporate registrations. Companies continued to sign up during the lockdown period and, by mid-October 2020, YES had a total of 1,188 corporate registrations. By March of 2021, 1,425 companies had registered for YES. 298 companies have signed up programme two and 78 for programme three.

3. Educate the business community and increase media visibility

Business, government and other stakeholders can drive change and tackle the youth employability challenge. We engage and educate the business community about the benefits of integrating YES into their structures and deliver messaging about our successes and new developments on the employability front. An important aspect is to advocate for B-BBEE benefits for companies that register for YES.

4. Promote learning and development interventions

Our 21 smartphone work readiness learning modules and 12 entrepreneurial learning modules help build soft skills for life.

The YESLife App assesses and measures the quality work experience through weekly, monthly, baseline, midline and endline surveys to ensure continued improvement throughout the programme. To compile their unique profile, YES Youth complete a series of questions about their background and their journey through their 12-month quality work experience.

5. Establish three YES Hubs

YES Hubs are centred in underserved communities built to support YES Youth and bring employment and entrepreneurship (income-generating) opportunities closer to home. Hubs also raise the profile of the YES Initiative.





YES AND COVID-19

In what has become known as the ‘pandemic quarter’ (April–June 2020), South Africa’s GDP fell by just over 16 percent.¹ YES nevertheless attracted 41 new company registrations in April and May 2020. In anticipation of the impact of Covid-19 on work experiences, we appealed to our corporate clients that were hosting youth to continue honouring their contractual obligations with YES Youth and to pick up on missed work after lockdown.

Our plan of action in responding to the chaos brought on by the pandemic was first to protect the work experiences already in progress, and secondly to get new companies on board.

The actions of some companies during this time embody the true spirit of YES. One retailer included YES workers in a reward and incentive scheme. Another retailer extended contracts by three months.

Second, our strategy was to step up our campaign to attract new company registrations. Although 2020 was an unprecedented year. February 2021 became one of YES’s record month, with the second highest corporate registrations in one month (136).

Third, we aimed to implement the medium- to long-term strategies that inspired our Hubs – sustainable job creation at community level via small business growth.

Fourth, during the hard lockdown of 2020, we quickly created and uploaded modules on the YES digital learning platforms, informing YES Youth about Covid-19 preventions, precautions and facts. This was aimed to stop the spread of misinformation, which was rife at the time, as well as keep our youth safe. We also distributed digital surveys on the mental health and well-being of YES Youth. Additional yoga and mindfulness modules were developed and uploaded quickly when YES Youth reported a decline in their mental wellbeing. These modules were developed to help youth cope with stress and depression, indicating the holistic nature of the YES programme.

¹ <http://www.statssa.gov.za/?p=13601>

READY FOR WORK

YES Youth leave their work experience with a changed mindset, a new set of skills, and a significantly lower risk of returning to unemployment. Creating unique quality work experiences with our corporate partners, IPs and beneficiaries helps us to quantify the economic potential of youth employment. The quality work experience document, [available on the YES website](#), ensures all partners and YES participants are aligned with the critical elements of the programme.

WHAT MAKES A QUALITY WORK EXPERIENCE?

Learning and growth

The YES apps: The three YES apps perform a range of functions that include soft skills and work readiness training across 21 modules (YES4Youth app), monitoring and evaluation of youth, their work experiences and socio-emotional and behavioural shifts (YESLife) and entrepreneurial training (Siyazikhela).

- The modules build socio-emotional skills and a growth mindset which improve career success.
- Through the smartphones and apps, 4IR training methods are optimised.

Digital work-readiness programmes improve the rate of placement successes, mentor youth and save time for employers' protection and equal opportunity

- YES measures and monitors learning on the YES smartphones.
- Monitoring the work experiences youth receive to promote a quality 12-months.
- Measurement is consistent and fair regardless of the work opportunity youth are receiving, or where youth start out or live.

Structured exit strategy

- A portfolio compiled from digital surveys and supervisor information is used to build a CV, and a YES letter to certify authenticity and quality. This enhances the prospects of YES Youth, particularly those who have no certification or qualification.

Youth who exit the programme are included in the YES LinkedIn digital network to increase their visibility.

The YES trusted implementation partner model was established to enable the



TURNKEY SOLUTION

creation of work experiences to scale. They give businesses who cannot afford, or do not have capacity to host youth in their organisations, an affordable and reliable way to make an impact. Businesses, youth and communities are all able to benefit.

The YES IPs take care of the recruitment, admin, training and hosting costs while businesses receive their B-BBEE level ups. Regular reporting and digital dashboards enable organisations to keep a close eye on the development of the youth they have invested in.

IPs AND YOUTH

Youth are placed in small businesses and NGOs in high-impact jobs – from conservation to healthcare and education, creating far-reaching economic and social benefits. Meaningful engagement and interaction with communities and society-at-large are invaluable in preparing youth for work. The soft skills they gain – communication, work ethic, teamwork, critical thinking and leadership – are known to be indicators for success in the workplace. Training opportunities also include high-demand skills like coding and drone piloting which will equip youth to transition to [the 4th Industrial Revolution](#).

IPs, ECONOMIC INCLUSION AND SOCIAL CAPITAL

The quality work experiences offered by YES IPs cover a range of sectors and industries of which education (29 percent), digital (11 percent), agriculture (9 percent) and health (9 percent) are the largest.


These sectors showcase the double impact YES strives to achieve through these partnerships, which enable YES Youth to deliver value in critical, high-demand development areas like primary healthcare, early childhood development, digital services, education, and conservation.

Our vision is to be able to offer youth hosted work experiences across the spectrum of employment possibilities, which will increase the rate at which they are absorbed into formal employment. YES is broadening its reach and exploring the potential for work experiences in the digital, renewable energy and agricultural sectors.




HOW YES CHOOSES IPs

The YES IP team ensures partners are carefully selected and vetted to become IPs in order to provide youth with quality work experiences while ensuring corporate sponsors obtain their B-BBEE level ups.




Assessment of IPs include:

- Solvency
- Sustainability
- Training
- Ability to add value to youth lives and communities beyond YES




Workplaces are checked to ensure a safe and stimulating environment.

IPs are also scored on their ability to provide close supervision and impactful training.



The scorecard and monthly report are generated to:

- Monitor IP performance
- Maintain transparency
- Monitor IP progress



Digital monitoring processes ensure all IP data is up-to-date and accurate, allowing YES to maintain rigour in the monitoring and evaluation process.

IPs undergo standardised vetting procedures and sign contracts that set out the obligations of the three parties involved: corporate sponsor, IP and YES. IPs are selected by corporates to provide capacity for YES Youth, according to the types of jobs they would like to sponsor.

To lighten their administrative burden, all IPs have been migrated to TIMU, an all-in-one centralised platform where they can upload new cohorts, manage existing cohorts, and track drop-offs and replacements. TIMU ensures that IP data is accurate and allows YES to monitor drop-off and replacements to reduce costs for corporates.

TOWARDS A STRONG NETWORK OF YES IPs

To ensure compliance with the Implementation Partner Master Agreement (IPMA) and Sponsored Host Placement (SHP) agreement, YES implemented monthly IP reports from June 2020 in addition to the monthly check-ins already in place.

Reports include a scorecard of the performance of the IP, as well as data on management areas that include the number of youth, number of smartphone deliveries, engagement with the YES app, absorption targets and cumulative drop-offs and replacements. The reports are generated only from quantitative data, which leaves no room for subjectivity.

Monthly scorecards help IPs keep track of their performance and enable YES sponsored companies to ensure youth are being taken care of and monitored, which in turn aids B-BBEE verification and benchmarking. IPs are measured on administration, their provision of QWEs, their absorption rate, their social impact and their success stories. The better the IPs perform, the more effective the youth work experience, and the stronger our impact on youth development.

IP STRATEGY

As we continue to build the IP network, the IP team has analysed high-growth industries in South Africa. These industries are linked to YES targeted client sign-ups, and research indicating scalable jobs in these industries. By the end of 2022, the IP team aims to have 40 IPs within the YES IP network.



Agriculture and agriprocessing



Green energy



Clothing and textiles



Manufacturing



Eco-tourism



SMMEs



Construction



COMMUNITY HUBS

WHEN YOU WALK INTO A YES HUB,
YOU WALK INTO A NEW FUTURE

YES Hubs connect youth and the community to global best practice in training and technology, specially located and designed to address barriers to youth employment and economic inclusion. Hubs are part of our medium- to long-term plan to empower youth and bring investment and technology into the heart of communities.

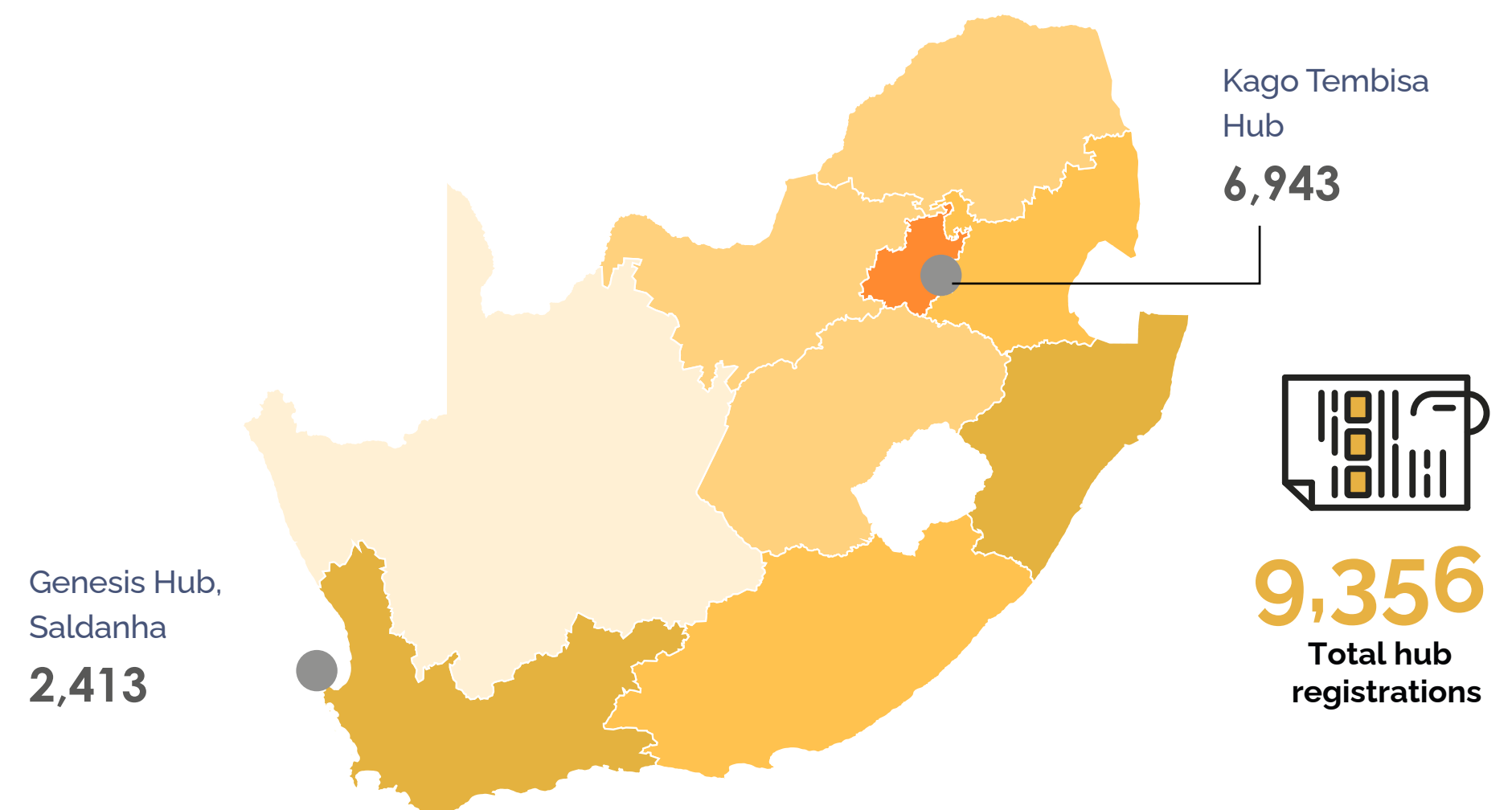
A range of activities takes place at a YES Hub, enabling innovation and a cross pollination of ideas, seeding points for new business. Youth energy coupled with networks, market access and industry inputs are the right mix of ingredients for small business development to thrive.

Youth who register at the Hub are offered access to networks, training, markets, work opportunities, ideas for careers or new businesses, and the necessary partner support to make it happen. Small business is a generator for jobs, which is why YES Hubs work to attract the magic cocktail of ideas and resources to encourage, nurture and support small business.

Together with like-minded partners and corporate funders, Hubs deliver a host of programmes that include a basket of digital courses, textile manufacturing centres, ceramics labs, creative agencies, small business support centres, drone programming, culinary academies, beauty therapy, biodegradable sanitary pad production, 3D printing labs, and urban farming (to name but a few). Exciting programmes are being planned and added regularly.

Our communities are home to thousands of potential entrepreneurs and self-starters who just need that first chance to unlock their potential through support programmes, training and connections to markets and business.

Watch our Hubs video [here](#).







Digigate Lab



Green Engine Aquaponics Farming



Drone Academy



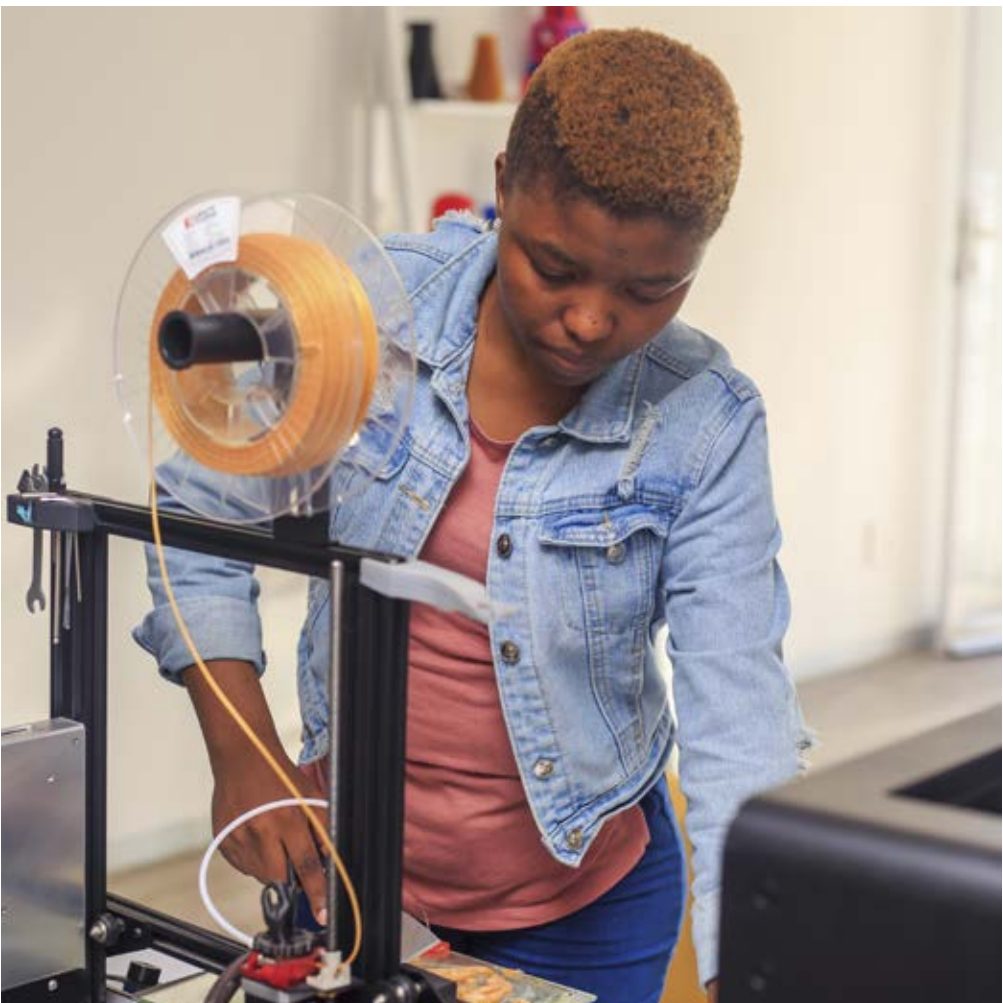
Biodegradable Sanitary Pad Production



Textile Manufacturing Centre



YES Culinary Academy



3D Printing Lab

UPCOMING HUB PROGRAMMES

- Ceramics and Pottery Lab
- Youth Content Collective
- Hair and Beauty Training Academy



YES PEOPLE

YES PEOPLE

HUMAN RESOURCES

The Human Capital Department at YES is committed to the strategy. We are confident that our leadership and diversified core businesses will continue navigating external challenges in their operating environments to achieve our growth plans. This, in turn, will create sustainable long-term value for our employees.

The YES staff complement was 53 employees and 8 consultants as 31 March 2021.

The executive management team convenes regularly to plan various development processes, principles and practices, and to monitor the progress of financial matters and business plans.

EMPLOYMENT EQUITY

YES recognises the power in diversity and as such strives to build a culture that embodies the values of accountability, growth mindset, integrity, teamwork, diversity, innovation and excellence.

Female employees currently account for 60 percent of the staff complement. We ensure that our workforce reflects our focused employment equity philosophy. In this regard, in accordance with our internal management and control results, black representation is at 50 percent at top management, and 70 percent at senior management level, and at middle and junior management levels it is 92 percent respectively. The percentage of black employees throughout the group is currently 87 percent.

Our main challenges in employment equity are facilitating and fast-tracking the skills of our employees to enable our development pipeline.



CHIEF FINANCIAL OFFICER

FINANCIAL REPORT FOR THE YEAR ENDED 31 MARCH 2021



The Youth Employment Service Initiative (Y.E.S) was formally gazetted in August 2018. The financial year ended 31 March 2021 (FY21) is

therefore the organisation's second full year of operations with the Government Gazette notice in effect.

YES receives no funding from the South African government. Its main source of income is the monitoring and evaluation (M&E) fees paid by corporate clients for each youth placement.

The FY21 year was significantly impacted by the exceptional circumstances around the Covid-19 induced lockdowns. This, together with the related negative economic impact, put significant financial pressure on corporate funders, which resulted in a 23 percent reduction in youth placed into 12-month QWEs (17,706 for FY21 vs. 22,993 for FY20). In the second half of FY21, YES experienced a significant improvement in corporate sponsorship for the employment of YES Youth with over 12,000 QWEs being created in this period.

The 23 percent reduction in youth placements was the primary driver behind the 26 percent reduction in revenue to R101.4 million for FY21. Consequently, cost of sales, which consist mainly of costs incurred to place YES Youth and smartphones given to youth, declined 9 percent to R38.2 million

With YES establishing much of its processes and human resources structure, as well as two additional Hubs (Saldanha Genesis and the YES Netcare Ulusha Alexandra Hub) in FY21, overall operating costs grew 13 percent to R64.5 million. If we remove the additional costs incurred in establishing the two new Hubs in FY21, like for like operating costs declined 4 percent, which reflects YES's strong commitment to appropriately respond by curtailing operating costs in a weak economy.

Overall, YES operating costs excluding Hubs represents a mere 5.4 percent of the benefit (salaries) received by YES Youth in FY21. This reflects YES's ability to control costs and ensure that the overwhelming benefit is derived by YES Youth.

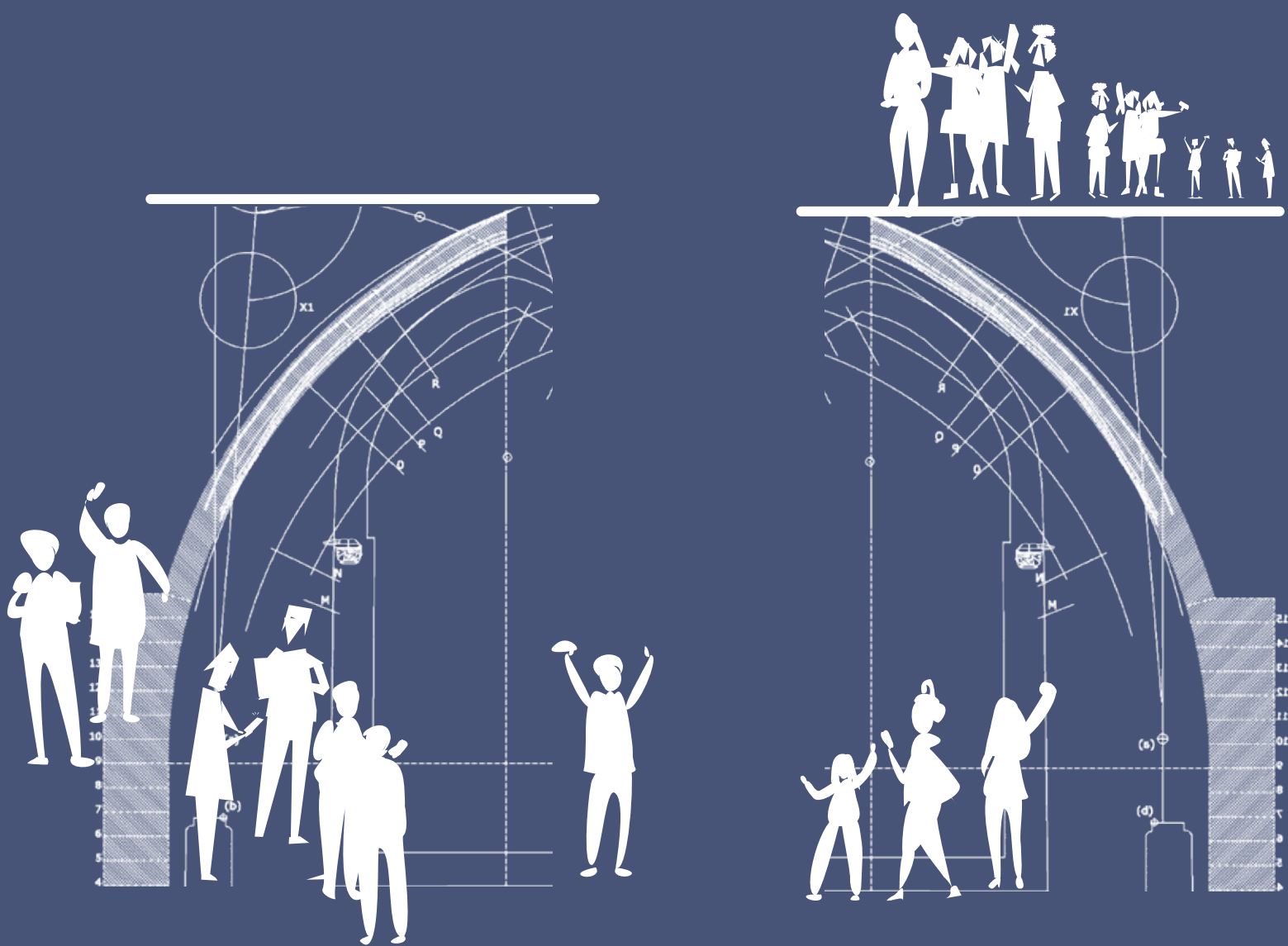
The net result is that YES generated a small surplus for FY21 of R2.1 million, which represents only 2 percent of the total revenue received. Reserves are retained by YES to sustain its operations and to ensure it can continue to make a positive impact on youth unemployment.

Overall, YES had cash reserves of R87.4 million, of which R35.4 million was restricted for commitments to YES Youth salaries and to various grants it has received. The remaining cash is retained to sustain YES's operations and to meet its on-going operational commitments. These reserves were crucial to YES sustaining its operations and services to YES Youth during the economic downturn of FY21. YES ended FY21 in a strong position, which should enable it to continue to execute on its mandate to enhance youth employment into the foreseeable future.

Vaunn Kelly
Chief Financial Officer



EXTRACT OF AUDITED ANNUAL FINANCIAL STATEMENTS



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Our financial information is independently audited and verified.
View our full annual financial statements [here](#).

AUDIT AND RISK COMMITTEE

Although not a statutory requirement for YES as a non-profit company, the Audit and Risk Committee ("the Committee") was established by the Board based on the principles of good corporate governance. The Committee has formal terms of reference which are reviewed on an annual basis, or as and when required. In addition to the typical duties of committees of this nature, relevant recommendations of the King IV Report on Corporate Governance for South Africa, 2016 were also incorporated in the terms of reference.

The primary role of the Committee is to ensure:

- the integrity of the financial reporting
- the audit process is well managed
- that a sound risk management and internal control system is maintained.

In pursuing these objectives, the Committee also oversees relations with the external auditors, provided by Ernst & Young Inc. and reviews the effectiveness of the internal audit function provided by BDO South Africa Inc.

The Committee met on the following dates during the current financial year:

- 29 July 2020
- 5 November 2020
- 18 February 2021

The Board and the Committee is satisfied that the Committee has effectively fulfilled its role and responsibilities during the period under review.

The Board is comfortable that the members of the Committee collectively possess the knowledge and experience to supervise the Company's financial management, internal and external auditors, the quality of financial controls and the preparation and evaluation of the audited annual financial statements. Ms ZBM Bassa (Chair), Mr C Coovadia and Mr SN Susman acted as members of the Committee for the period under review.

During the financial year ended 31 March 2021, in addition to the other duties set out in the Audit and Risk Committee's terms of reference, the Committee carried out the following functions:

- reviewed the performance and independence of Ernst & Young Inc.;
- determined the fees to be paid to Ernst & Young Inc. and their terms of engagement;
- monitored the use of Ernst & Young Inc. for any non-audit services;
- pre-approved any proposed contract with Ernst & Young Inc. for the provision of non-audit services to the Company;
- reviewed the performance of and approved the appointment of the internal auditor, BDO South Africa Inc.;
- determined the fees to be paid to BDO South Africa Inc., their terms of engagement and key areas of focus;
- reviewed YES financial results;
- assessed the reliability of internal controls;

- assessed the risks that YES is exposed to and the mitigations implemented to manage these.

The Committee has satisfied itself through enquiry that Ernst & Young Inc. and Mr Jaco du Plessis, the designated auditor, are independent of the Company. The Committee furthermore confirms that the annual financial statements have been prepared in accordance with International Financial Reporting Standards and the requirements of the Companies Act No. 71 of 2008 and that the accounting policies have been applied consistently compared to the prior year.

Key matters considered and deliberated:

- Key risks and managements mitigation plans
- Procurement systems, controls and accreditation of suppliers
- Internal audit scope and approach
- Completeness of income, including Grant, Placement and Registration income
- Monitoring performance against annual budget and forecast
- Assessing the updated financial forecasts and cost reduction opportunities in the context of the weak economic outlook as a result of the impact of Covid-19

- Recoverability of debtors
- Going concern and liquidity
- Approach of external auditor; their fees; accreditation of the firm and designated partner
- Consideration of audit differences
- Consideration of management's requisite skills and overall performance
- Assessing the opportunities to enhance overall controls
- IT risks and governance principles as guided by King IV, including IT policies, business continuity, cyber processes and controls, supplier selection controls
- Reviewing legal matters of significance

The Committee recommended the annual financial statements for the year ended 31 March 2021 for approval to the Board. The Board has subsequently approved the annual financial statements.



Z.B.M Bassa
Audit and Risk Committee Chair
13 September 2021

DIRECTORS' REPORT

The directors have pleasure in submitting their report on the annual financial statements of Youth Employment Service (RF) NPC for the year ended 31 March 2021.

1. Review of financial results and activities

The annual financial statements have been prepared in accordance with International Financial Reporting Standards and the requirements of the Companies Act No. 71 of 2008. The accounting policies have been applied consistently compared to the prior year.

Full details of the financial position, results of operations and cash flows of the company are set out in these annual financial statements.

2. Directorate

The directors in office at the date of this report are as follows:

Directors

T. Ismail-Saville* (resigned 30 June 2021)

C. Coleman (Co-chair)

S. Koseff (Co-chair)

C. Coovadia

A.D.H. Enthoven

P.K. Dlamini

D.L. Nicol

S.N. Susman (Remuneration and Governance Chair)

Z.B.M. Bassa (Audit and Risk Committee Chair)

N.N.N Guma, Executive director

There have been no changes to the directorate for the year under review. T. Ismail-Saville resigned after year end on 30 June 2021, refer to note Events after the reporting period.

Other than the salary paid to T. Ismail-Saville in her capacity as CEO, no further remuneration has been paid to Directors for both the 2020 and 2021 financial years.

3. Directors' interests in contracts

During the financial year, no contracts were entered into which directors or officers of the company had an interest and which significantly affected the business of the company.

4. Borrowing powers

In terms of the Memorandum of Incorporation, the borrowing powers of the company are unlimited. However all borrowings by the company are subject to board approval as required by the board delegation of authority.

5. Events after the reporting period

Youth Employment Service (RF) NPC CEO, T. Ismail-Saville, resigned as director and CEO effective 30 June 2021. The board have established a selection committee tasked to appoint a new CEO and the process is underway with a recruitment agency. Leanne Emery and Vaunn Kelly have been appointed as joint acting CEOs during the transition period until the new CEO, R. Naidoo, takes office which is effective 1 November 2021.

The directors are not aware of any other material event which occurred after the reporting date and up to the date of this report.

6. Going concern

The annual financial statements have been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations for the foreseeable future and that the realisation of assets and settlement of

liabilities, contingent obligations and commitments will occur in the ordinary course of business.

7. Auditors

Ernst & Young Incorporated continued in office as auditors for the company for the year ended 31 March 2021 and have been nominated for reappointment for the year ending 31 March 2022.

8. Secretarial services

Fluidrock Co Sec (Pty) Ltd has been appointed to fulfill secretarial services for the company.

9. COVID-19 response

The World Health Organisation (WHO) announced the COVID-19 outbreak as a pandemic on Wednesday, 11 March 2020. The world-wide outbreak of COVID-19 has, to date, had a significant negative impact on financial markets around the world including South Africa. As the majority of Youth Employment Services (RF) NPC revenue is generated based on corporate companies engaging in the youth initiative there was a negative impact on financial performance. At the time of reporting, South Africa has stabilised the infection rate of the outbreak and the vaccine has

started being rolled out. There is still a level of uncertainty as to containment and prevention and as to what the impact might be on the economy, making reasonable impact estimates difficult at this point in time. It has been considered that the financial impact will be significant on the South African economy.

Despite the initial decline in corporate funding for YES youth in the beginning stages of the COVID-19 outbreak, there has been an increase in levels of business confidence and business activity has increased to pre-COVID levels. The increased business activity and stringent cost management has helped YES to breakeven for the 2021 period and create a small surplus.

The major impact from COVID-19 on YES is in 2 areas:

- on our Debtors book, refer to expected credit loss (ECL) in note 9, and
- a contingency due to exposure to future salary commitments from Corporates still to be invoiced and collected and who may not be able to fulfil their commitment for the full 12 months.

YES response to these risks:

YES has reviewed the 31 March 2021 Debtors which were not yet collected at 31 May 2021. We have raised a provision on these debtors where we don't have a high degree of certainty on the collection of these funds.

Although the debtors book increased significantly, the ECL did not increase. The increase in debtors is a result of youth

salaries being billed upfront; when youth salaries are invoiced a reciprocal third party salaries liability is raised and as such there is no profit and loss impact from youth salaries. When a corporate sponsor drops out of the YES program the youth contracts are cancelled so there is no exposure to YES for ECL on these youth salaries.

Potential exposure on uninvoiced and uncollected future youth salaries due from Corporates:

We are tracking the exposure to each Corporate for salaries still to be collected on the remainder of their 12-month youth commitment. YES only has a direct exposure if salaries are paid out by YES in advance of collecting funds from these

Corporates. This is monitored closely and driven through weekly debtors' collection reviews. YES could also arrange for these unfunded youth salaries to be transferred to another Corporate that joins subsequently or as a last resort, inform the Implementation Partner (IP) that further funding is no longer available in which case the Youth may have to be retrenched and can then raise a claim via UIF.

COVID-19 impact on YES future outlook

YES medium term future outlook remains dependent on future demand from corporate clients to fund YES Youth. YES is taking precautions to manage its costs tightly, conserve cash and drive revenue wherever possible.

**STATEMENT OF FINANCIAL POSITION
AS AT 31 MARCH 2021**

Youth Employment Service (RF) NPC
Registration number 2017/267641/08

Figures in Rand	2021	2020
ASSETS		
Non-Current Assets		
Property, plant and equipment	33 197 675	17 992 510
Right-of-use assets	1 015 239	2 041 817
Intangible assets	5 990 946	2 817 819
Other assets	-	965 693
	40 203 860	23 817 839
Current Assets		
Inventories	8 681	-
Accounts and other receivables	69 026 899	7 588 451
Prepayments	323 533	592 126
Cash and cash equivalents	87 363 587	101 820 858
	156 722 700	110 001 435
Total Assets	196 926 560	133 819 274
EQUITY AND LIABILITIES		
Equity		
Retained income	42 435 127	40 348 226
Liabilities		
Non-Current Liabilities		
Lease liabilities	-	723 524
Deferred income	28 888 268	35 110 496
	28 888 268	35 834 020
Current Liabilities		
Trade and other payables	104 860 879	35 270 640
Lease liabilities	1 169 707	1 461 292
Deferred income	19 572 579	20 905 096
	125 603 165	57 637 028
Total Liabilities	154 491 433	93 471 048
Total Equity and Liabilities	196 926 560	133 819 274

STATEMENT OF PROFIT OR LOSS AND OTHER
COMPREHENSIVE INCOME FOR THE YEAR ENDED
31 MARCH 2021

Youth Employment Service (RF) NPC
Registration number 2017/267641/o8

Figures in Rand	2021	2020
Revenue	101 442 016	137 696 707
Cost of sales	(38 218 512)	(41 905 224)
Gross profit	63 223 504	95 791 483
Other operating losses	(36 653)	-
Movement in credit loss allowances	639 573	(4 060 099)
Other operating expenses	(64 488 284)	(56 976 229)
Operating (loss) profit	(661 860)	34 755 155
Interest income	2 914 855	4 238 830
Finance costs	(166 094)	(220 583)
Profit for the year	2 086 901	38 773 402
Other comprehensive income	-	-
Total comprehensive income for the year	2 086 901	38 773 402

STATEMENT OF CHANGES IN EQUITY FOR THE
YEAR ENDED 31 MARCH 2021

Youth Employment Service (RF) NPC
Registration number 2017/267641/o8

Figures in Rand	Retained income	Total equity
Balance at 01 April 2019	1 574 824	1 574 824
Profit for the year	38 773 402	38 773 402
Other comprehensive income	-	-
Total comprehensive income for the year	38 773 402	38 773 402
Balance at 01 April 2020	40 348 226	40 348 226
Profit for the year	2 086 901	2 086 901
Other comprehensive income	-	-
Total comprehensive income for the year	2 086 901	2 086 901
Balance at 31 March 2021	42 435 127	42 435 127

STATEMENT OF CASH FLOWS FOR THE YEAR
ENDED 31 MARCH 2021

Youth Employment Service (RF) NPC
Registration number 2017/267641/o8

Figures in Rand	2021	2020
Cash flows from operating activities		
Cash generated from operations	8 928 641	85 337 211
Interest income	2 914 855	4 238 830
Finance costs	(103 475)	(60 767)
Net cash from operating activities	11 740 021	89 515 274
Cash flows from investing activities		
Purchase of property, plant and equipment	(20 349 072)	(14 860 354)
Sale of property, plant and equipment	15 171	-
Purchase of other intangible assets	(4 848 282)	(2 777 761)
Net cash from investing activities	(25 182 183)	(17 638 115)
Cash flows from financing activities		
Payment on lease liabilities	(1 015 109)	(1 037 727)
Net cash from financing activities	(1 015 109)	(1 037 727)
Total cash movement for the year	(14 457 271)	70 839 432
Cash at the beginning of the year	101 820 858	30 981 426
Total cash at end of the year	87 363 587	101 820 858



**YOUTH
EMPLOYMENT
SERVICE**

