SPECIFICATION / SCOPE OF WORK	
PURPOSE OF SUBMISSION	TO SEEK APPROVAL FOR SPECIFICATION AND SCOPE OF WORK FOR THE APPOINTMENT OF A PROFESSIONAL SERVICE PROVIDER TO DEVELOP ENVIRONMENTAL SOCIAL, GOVERNANCE (ESG) FRAMEWORK AND CONDUCT AN IN-DEPTH ESG ASSESSMENT
DESCRIPTION OF GOODS / SERVICES / WORK	REQUEST FOR PROPOSAL (RFP) FOR THE APPOINTMENT OF A PROFESSIONAL SERVICE PROVIDER TO DEVELOP ENVIRONMENTAL SOCIAL, GOVERNANCE (ESG) FRAMEWORK AND CONDUCT AN IN-DEPTH ESG ASSESSMENT FOR A PERIOD OF 24 MONTHS.
SUBSIDIARY	**INTERSITE ASSET INVESTMENTS**

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1 SCOPE OF WORKS AND AREAS OF FOCUS

The ESG **FRAMEWORK** development and assessment shall cover Intersite Asset Investments (SOC) Ltd as the primary entity, including all operational assets under management, development projects including co-investments, managed portfolio, and material supply chain relationships. Where relevant, linkages to the PRASA Group shall be acknowledged, contextualised and assessed.

It must be noted that Objective 1 to 5 are sequential and dependant on each other, i.e., they will be delivered in order (Objective 1, then Objective 2, then Objective 3 and so-on).

It must be noted that the Objectives have specific timelines for delivery, which is further detailed under Project Timelines. Objective 1 to 5 must be delivered within 12 months of Contract Signature, with Objective 2 being delivered by 26 February 2027. Objective 6 has a maximum delivery period of 24 months from Contract Signature.

1.1 Objective 1: ESG Gap Analysis

- Map Intersite's current ESG functions and initiatives including all business functions and operations (Current State);
- Define a best-practice ESG Framework (Desired Future State) based on an assessment of international ESG standards, leading global ESG frameworks, and best-in-class practices of renowned organisations recognised for effective ESG implementation; and
- Perform a structured gap analysis comparing Intersite's current ESG functions and initiatives against the best-practice ESG Framework (Gap analysis).

1.2 Objective 2: ESG Framework

- Develop a bespoke Intersite ESG Framework encompassing governing principles and actions, material themes, measurement indicators, and reporting commitments that aligns to the Desired Future State. This Framework should include the templates for monitoring and reporting as well as draft Integrated Annual Performance Report including material disclosures.
- It must be noted that this objective has a specific deliverable date and will be required to be achieved by 26 February 2027.

1.3 Objective 3: ESG Policy and Process

- Develop an ESG Roadmap, including short-term quick wins, medium-term targets, and long-term aspirations, with each initiative assigned ownership/responsibilities, and Key Performance Indicators (KPIs).
- Develop Intersite's ESG Policies and SOPs aligned to the ESG Framework and Intersite Reporting Structures.

1.4 Objective 4: In-depth ESG Assessment

- Conduct an in-depth assessment of Intersite's ESG performance against the developed ESG Framework, including environmental, social, and governance dimensions across Intersite's business operations, property portfolio, development pipeline, and stakeholder environment;
- Assess Intersite's environmental performance, including energy consumption, carbon emissions, water usage, waste management, environmental compliance, and exposure to climate-related physical and transition risks across its operations and property assets;
- Assess Intersite's social performance and impact, including affordable housing, community development, local economic development, skills development, job creation, B-BBEE outcomes, labour practices, occupational health and safety, brand management and tenant/community relations;
- Assess Intersite's governance and ethics environment, including ethics management, anti-corruption controls, risk management, compliance, board oversight, governance practices, decision-making structures, and accountability mechanisms;
- Identify key ESG risks, gaps, opportunities, areas of improvement, and current performance levels against the developed ESG Framework; and
- Prepare an In-Depth ESG Assessment Report setting out the assessment findings, key observations, ESG risks, gaps, opportunities, and recommended areas of improvement.

1.5 Objective 5: ESG Roadmap

- Develop an ESG Roadmap, including short-term quick wins, medium-term targets, and long-term aspirations, with each initiative assigned ownership/responsibilities, and Key Performance Indicators (KPIs).

- Benchmark Intersite's current ESG performance against comparable South African and acclaimed Global related companies.

1.6 Objective 6: Efficient Reporting Tools and Mechanisms

- Assess opportunities to automate and/or digitise ESG data collection, consolidation, validation, monitoring, and reporting processes based on the ESG Framework, Roadmap, KPIs, Policies, SOPs, and Integrated Reporting requirements already developed;
- Assess the suitability of Intersite's existing enterprise systems and technology environment, including SAP and Microsoft Power Platform capabilities such as Power Apps, Power Automate, Power BI, and related tools, to support ESG reporting automation;
- Develop practical automated ESG reporting tools, dashboards, workflows, data capture mechanisms, and automation solutions to improve the efficiency, accuracy, consistency, and traceability of ESG reporting with Intersite's current systems;
- Where applicable, design automated approval workflows, evidence collection mechanisms, data validation checks, reporting dashboards, and management reporting outputs aligned to Intersite's approved ESG reporting requirements utilising existing Intersite's systems;
- Provide user guides, process documentation, configuration documentation, and handover material to enable Intersite to operate, maintain, and update the ESG reporting tools and mechanisms; and
- Provide all ESG reporting tools, dashboards, workflows, data models, source files, configuration documents, templates, and supporting documentation in editable formats to enable future use, updates, monitoring, reporting, and continuous improvement by Intersite.

1.7 Overarching Requirements

- Ensure ongoing knowledge transfer throughout the project to upskill relevant Intersite employees on ESG implementation, management, monitoring, and reporting, including the provision of appropriate reference documentation, templates, tools, and guidance material to support continued internal capability. Knowledge transfer will be deemed complete upon the submission of the required knowledge transfer material, completion of agreed knowledge transfer and handover sessions, and formal written sign-off by

Intersite confirming that the knowledge transfer activities, documentation, templates, tools, and guidance material have been provided to Intersite's satisfaction.

- Provide all project-related data, models, methodologies, presentations, reports, Word documents, Excel files, tools, templates, working papers, source files, assumptions, and supporting documentation to Intersite in editable formats to enable future updates, internal ownership, implementation, monitoring, reporting, and continuous improvement.
- Ensure that all documentation and outputs are prepared to a professional standard suitable for internal approval, governance reporting, Board-level consideration, and external stakeholder engagement, where applicable, including appropriate formatting, visual presentation, graphics, dashboards, tables, and high design quality.