 **EEA12**

**EE ANALYSIS (SECTION 19)**

|  |  |
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| **PLEASE READ THIS FIRST** | **SECTION A: EMPLOYER DETAILS & INSTRUCTIONS** |
| **PURPOSE OF THIS FORM**This form (EEA12) is used to conduct the Analysis. Designated employers are expected to complete this template in order to comply with Section 19.Section 19(1) of the EEA requires a designated employer to conduct an analysis as prescribed, of its employment policies, practices, procedures and the working environment in order to identify employment barriers which adversely affect people from designated groups. Section 19(2) indicates that the analysis must include a profile to determine the under-representation of people from the designated groups in the various occupational levels in the workforce. | Trade name  |  |
| DTI registration name |  |
| DTI registration number |  |
| PAYE/SARS number |  |
| UIF reference number |  |
| EE reference number |  |
| National or Provincial EAP |  |
| Industry/Sector |  |
| Seta classification |  |
| Bargaining Council |  |
| Telephone number |  |
| **Postal address** |  |
|  |
| Postal code |  |
| City/Town |  |
| Province |  |
| **Physical address** |  |
|  |
| Postal code |  |
| City/Town |  |
| Province |  |
| **Details of CEO/Accounting Officer** |
| Name and surname  |  |
| Telephone number |  |
| Email address |  |
| **Details of Employment Equity Senior Manager** |
| Name and Surname |  |
| Telephone number |  |
| Email address |  |
| **Business type (Please mark with an X)** |
| **** Private Sector  National Government **** Local Government **** Non-profit Organisation | **** State Owned Enterprise**** Provincial Government**** Educational Institution |
| **Information about the organization (Please mark with an X)** |
| Is your organisation an organ of State or designated in terms of a collective agreement? |

|  |  |
| --- | --- |
| **YES** | **NO** |
|  |  |

 |
| Number of employees in your organisation. **(NB: Employers with 1 to 49 employees are designated if they are an organ of state or if they are appointed as a designated employer by collective agreement to comply with Chapter 3 of the EEA)** |

|  |  |
| --- | --- |
| **EMPLOYEES** | **x** |
| **1 to 49** |  |
| **50 to 149** |  |
| **150 or more** |  |

 |
| Is your organisation part of a group / holding company?If yes, please provide the name. |

|  |  |
| --- | --- |
| **YES** | **NO** |
|  |  |

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
| Date on which this EE Analysis was finalised. | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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**2 of 2 EEA9**

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| **IMPORTANT INFORMATION** |
| 1. A designated employer must comply to Sections 16 and 17 of the Employment Equity Act, as amended, by consulting with employees when conducting an Analysis, preparing an EE Plan and reporting annually to the Department of Employment and Labour.
2. The purpose of the analysis is to determine the extent of under-representation of employees, i.e. both permanent and temporary employees, from the designatedgroups in the different occupational levels of the employer’s workforce in terms of race, gender and disability; to assess all employment policies, procedures and practices, and the working environment in order to –
3. Identify any barriers that may contribute to the under-representation of employees from the designated groups;
4. Identify any barriers or factors that may contribute to the lack of Affirmation of diversity in the workplace;
5. Identify other employment conditions that may adversely affect designated groups; and
6. Identify practices or factors that positively promote employment equity and diversity in the workplace, including reasonable accommodation.
7. Section 19(1) of the Employment Equity Act requires a designated employer to conduct an analysis of its employment policies, practices, procedures and the working environment in order to identify employment barriers, which adversely affect people from the designated groups. The review should include a critical examination of all established policies, practices, procedures and the working environment to identify barriers that directly or indirectly impede one or more of the designated groups’ equitable representation in the workplace, including those relating to -
8. Recruitment, selection, pre-employment testing and induction, promotion, development and retention that could be biased, inappropriate or un-affirming.
9. Succession and experience planning, promotions and transfers to establish whether designated groups are excluded or adversely affected.
10. Job assignments and training opportunities to establish if designated groups are enabled to participate and contribute meaningfully.
11. Performance and remuneration, including equal pay for work of equal value.
12. Discipline and dispute resolution policies and practices that may not be justified and have a disproportionate adverse effect on the designated groups.
13. Working conditions that may not cater for cultural, religious and other diversity differences.
14. Working conditions that may not reasonably accommodate all designated employees, including for employees with disabilities.
15. Corporate culture.
16. Any other policy, procedure or practice that may arise from the consultation process.

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| **IMPORTANT INFORMATION** |
| 1. Section 19(2) of the EEA requires a designated employer to conduct a workforce profile analysis to determine the degree of under-representation of the various population groups in the different occupational levels, particularly the designated groups (Blacks, women and employees with disabilities). The first step in conducting an analysis of the workforce profile is to differentiate between employees of the various groups, both in terms of the designated (i.e., Blacks, women and employees with disabilities) and non-designated groups by using the EEA1 form, contained in the regulations, for employees to declare their status.
2. Where there is doubt in the self-identification process of an employee, existing and/or historical information may be used to assist to verify an employee’s status.
3. An analysis of the workforce profile should provide a comparison of designated groups using up-to-date demographic data in terms of their Economically Active Population (EAP) and their representation at the various occupational levels. The EAP is contained in the latest published Commission for Employment Equity (CEE) Annual Report and the description of the various occupational levels is contained in the EEA9 form of the regulations.
4. Designated employers operating in more than one province must consider the nature and geographical area of their operations and elect to adopt either-
	* + - 1. the national EAP;
				2. the provincial EAP for each of the provinces in which they operate;
				3. the provincial EAP of the province where the largest part of their operations is conducted.
5. Designated employers using the national EAP, or the EAP of a province in which the major part of its operations are, must nevertheless have regard to variations between the EAPs of different provinces when setting targets to achieve equitable representation of employees from designated groups in all occupational levels.
6. Designated employer must use the EAP that they have chosen for conducting an analysis, preparing an EE plan and reporting to the Department and must utilise it for the entire duration of the EE Plan in line with the relevant 5-year sector targets.
7. The analysis of the workforce profile must be based on a snapshot of the employee distribution in the various occupational levels on a particular date in terms of race, gender and disability, and per occupational level on that date.
8. The analysis must capture the under-representation or over-representation of a particular group, whether designated or non-designated, and be used to identify and prioritize strategies in the EE plan, in order to address such under-representation.
9. A designated employer must conduct an Analysis for the purpose of addressing the 5-year sector specific targets set in terms of Section 15A of the Employment Equity Act as amended.
10. The alphabets “A”, “C”, “I”, W”, “M” and “F” used in the tables have the following corresponding meanings and must be interpreted as “Africans”, “Coloureds”, “Indians”, “Whites”, “Males” and “Females” respectively.
11. “Temporary employees” are those employees employed for less than three months.
 |

1. **ANALYSIS OF THE EMPLOYMENT POLICIES, PRACTICES, PROCEDURES AND THE WORKING ENVIRONMENT**
	1. **BARRIERS AND AFFIRMATIVE ACTION MEASURES (*policies, procedures and/or practice)***

In order to conduct an analysis of policies, procedures and/or practice, barriers are identified and proposed affirmative action measurers established to respond to such barriers. Please note that the information below serves as a baseline to inform the ‘Barriers and Affirmative Action measures (non-numerical goals) in the Employment Equity Plan (EE Plan).

| **CATEGORIES** | **BARRIERS AND AFFIRMATIVE ACTION MEASURES** |
| --- | --- |
| **Tick (√) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice** | **BARRIERS****(PLEASE PROVIDE NARRATION)****(Briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)** | **PROPOSED AFFIRMATIVE ACTION MEASURES****(PLEASE PROVIDE NARRATION)****(Briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)** |
| **POLICY** | **PROCEDURE** | **PRACTICE** |
| Recruitment  |  |  |  |  |  |
| Advertising positions |  |  |  |  |  |
| Selection criteria |  |  |  |  |  |
| Appointments |  |  |  |  |  |
| Job classification and grading |  |  |  |  |  |
| Remuneration and benefits |  |  |  |  |  |
| Terms & conditions of employment |  |  |  |  |  |
| Work environment and facilities |  |  |  |  |  |
| Training and development |  |  |  |  |  |
| Performance and evaluation |  |  |  |  |  |
| Succession & experience planning |  |  |  |  |  |
| Disciplinary measures |  |  |  |  |  |
| Retention of designated groups |  |  |  |  |  |
| Corporate culture |  |  |  |  |  |
| Reasonable accommodation |  |  |  |  |  |
| Harassment |  |  |  |  |  |
| HIV&AIDS prevention and wellness programmes |  |  |  |  |  |
| Assigned senior manager(s) to manage EE implementation |  |  |  |  |  |
| Budget allocation in support of employment equity goals |  |  |  |  |  |
| Time off for employment equity consultative committee to meet  |  |  |  |  |  |

1. **WORKFORCE PROFILE ANALYSIS**

Section 19(2) of the EEA requires designated employers to conduct a workforce profile analysis of each occupational level in order to determine the degree of under-representation of the various population groups in the different occupational levels.

Designated employers must use the relevant Economically Active Population (EAP) and the 5-year sector targets that have been set in terms of Section 15A of the Employment Equity Act as amended and its regulations in terms of population group, gender and for employees with disabilities when conducting a workforce profile analysis to determine the under-representation.

* 1. **5-YEAR SECTOR NUMERICALTARGETS AND NUMERICAL GOALS**

Employers must set their own targets for the two bottom occupational levels (i.e. semi-skilled and unskilled). Employers will have to make a full analysis to set targets for these two levels before populating the table below.

|  |
| --- |
| **5-YEAR SECTOR TARGETS AND NUMERICAL GOALS FOR SEMI-SKILLED AND UNSKILLED LEVEL (2025-2030)**  |
| **OCCUPATIONAL LEVELS AND DISABILITY** | **GENDER** | **DESIGNATED GROUPS SECTOR TARGET %** |
| **TOP MANAGEMENT** | **Male** |  |
| **Female** |  |
| **TOTAL** |  |
| **SENIOR MANAGEMENT** | **Male** |  |
| **Female** |  |
| **TOTAL** |  |
| **PROFESSIONALLY QUALIFIED** | **Male** |  |
| **Female** |  |
| **TOTAL** |  |
| **SKILLED TECHNICAL** | **Male** |  |
| **Female** |  |
| **TOTAL** |  |
|  | **EMPLOYER’S NUMERICAL GOAL**  |
| **SEMI-SKILLED** | **Male** |  |
| **Female** |  |
| **TOTAL** |  |
| **UNSKILLED** | **Male** |  |
| **Female** |  |
| **TOTAL** |  |
| **5-YEAR NUMERICAL TARGET FOR EMPLOYEES WITH DISABILITIES** |
| **5-Year Sector Target for Employees with disabilities (%)** |  |

* 1. **SNAPSHOT OF WORKFORCE PROFILE**

Workforce profile Information contained in the two tables below in terms of population group, gender and disability as of the last day of the month \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (dd/ mm/ yyyy). **Table 1A** contains information on all employees, including employees with disabilities, and **Table 1B** only contains information on employees with disabilities.

**Table 1A: Snapshot of all employees, including employees with disabilities**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Occupational Levels** | **Male** | **Female** | **Foreign Nationals** | **Total** |
| **A** | **C** | **I** | **W** | **A** | **C** | **I** | **W** | **Male** | **Female** |  |
| Top management | value |  |  |  |  |  |  |  |  |  |  |  |
| % |  |  |  |  |  |  |  |  |  |  |  |
| Senior management | value |  |  |  |  |  |  |  |  |  |  |  |
| % |  |  |  |  |  |  |  |  |  |  |  |
| Professionally qualified and experienced specialists and mid-management | value |  |  |  |  |  |  |  |  |  |  |  |
| % |  |  |  |  |  |  |  |  |  |  |  |
| Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents | value |  |  |  |  |  |  |  |  |  |  |  |
| % |  |  |  |  |  |  |  |  |  |  |  |
| Semi-skilled and discretionary decision making | value |  |  |  |  |  |  |  |  |  |  |  |
| % |  |  |  |  |  |  |  |  |  |  |  |
| Unskilled and defined decision making | value |  |  |  |  |  |  |  |  |  |  |  |
| % |  |  |  |  |  |  |  |  |  |  |  |
| **TOTAL PERMANENT** | value |  |  |  |  |  |  |  |  |  |  |  |
| % |  |  |  |  |  |  |  |  |  |  |  |
| Temporary employees | value |  |  |  |  |  |  |  |  |  |  |  |
| % |  |  |  |  |  |  |  |  |  |  |  |
| **GRAND TOTAL** | value |  |  |  |  |  |  |  |  |  |  |  |
| % |  |  |  |  |  |  |  |  |  |  |  |

**Table 1B: Snapshot of employees with disabilities Only**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Occupational Levels** | **Male** | **Female** | **Foreign Nationals** | **Total** |
| **A** | **C** | **I** | **W** | **A** | **C** | **I** | **W** | **Male** | **Female** |  |
| Top management | value |  |  |  |  |  |  |  |  |  |  |  |
| % |  |  |  |  |  |  |  |  |  |  |  |
| Senior management | value |  |  |  |  |  |  |  |  |  |  |  |
| % |  |  |  |  |  |  |  |  |  |  |  |
| Professionally qualified and experienced specialists and mid-management | value |  |  |  |  |  |  |  |  |  |  |  |
| % |  |  |  |  |  |  |  |  |  |  |  |
| Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents | value |  |  |  |  |  |  |  |  |  |  |  |
| % |  |  |  |  |  |  |  |  |  |  |  |
| Semi-skilled and discretionary decision making | value |  |  |  |  |  |  |  |  |  |  |  |
| % |  |  |  |  |  |  |  |  |  |  |  |
| Unskilled and defined decision making | value |  |  |  |  |  |  |  |  |  |  |  |
| % |  |  |  |  |  |  |  |  |  |  |  |
| **TOTAL PERMANENT** | value |  |  |  |  |  |  |  |  |  |  |  |
| % |  |  |  |  |  |  |  |  |  |  |  |
| Temporary employees | value |  |  |  |  |  |  |  |  |  |  |  |
| % |  |  |  |  |  |  |  |  |  |  |  |
| **GRAND TOTAL** | value |  |  |  |  |  |  |  |  |  |  |  |
| % |  |  |  |  |  |  |  |  |  |  |  |

* 1. **ANALYSIS OF WORKFORCE PROFILE BY OCCUPATIONAL LEVEL**

The analysis must be done separately for the various population groups and gender (including the population group and gender intersections) within each of the occupational levels.

Where the representation of employees with disabilities is below 3%, designated employers are expected to indicate the strategies to address the under-representation.

* + 1. **TOP MANAGEMENT (Analysis)**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Top Management** | **Male** | **Female** | **Foreign National** | **Total** |
| **A** | **C** | **I** | **W** | **A** | **C** | **I** | **W** | **Male** | **Female** |
| EAP% |  |  |  |  |  |  |  |  |  |  |  |
| 5-Year Sector Target (%) (**Designated groups)** |  |  |  |  |  |  |
| Workforce Profile(value) |  |  |  |  |  |  |  |  |  |  |  |
| Workforce Profile (%) |  |  |  |  |  |  |  |  |  |  |  |
| **COMMENTS:** **Strategies to address under-representation:** • Preference will be given to the under-represented groups during recruitment, promotion & training. * Arising opportunity will be distributed amongst the designated groups to address underrepresentation.
* Career development plans and succession plans to be put into place to make sure that designated groups are given opportunities within the organisation.

\*\*\*Candidates must be suitably qualified and meet the inherent requirements of the position. **Strategies to address over-representation:** • The employer will not unfairly discriminate against any person by dismissing/retrenching a person on the basis of race and/or gender. • Should a person from the over-represented groups leave the employ of the company, a person from the underrepresented designated groups will receive preference on condition that the person must be suitably qualified and meet the inherent requirements of the position. * Overrepresentation of groups will be dealt with in terms of natural a natural attrition strategy, and early retirement.

\*\*\*Strategies are subject to the availability of positions and / or positions becoming available. |

* + 1. **SENIOR MANAGEMENT (Analysis)**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Senior Management** | **Male** | **Female** | **Foreign National** | **Total** |
| **A** | **C** | **I** | **W** | **A** | **C** | **I** | **W** | **Male** | **Female** |
| EAP% |  |  |  |  |  |  |  |  |  |  |  |
| 5-Year Sector Target (%) (**Designated groups)** |  |  |  |  |  |  |
| Workforce Profile(value) |  |  |  |  |  |  |  |  |  |  |  |
| Workforce Profile (%) |  |  |  |  |  |  |  |  |  |  |  |
| **COMMENTS:** **Strategies to address under-representation:** • Preference will be given to the under-represented groups during recruitment, promotion & training. * Arising opportunity will be distributed amongst the designated groups to address underrepresentation.
* Career development plans and succession plans to be put into place to make sure that designated groups are given opportunities within the organisation.

\*\*\*Candidates must be suitably qualified and meet the inherent requirements of the position. **Strategies to address over-representation:** • The employer will not unfairly discriminate against any person by dismissing/retrenching a person on the basis of race and/or gender. • Should a person from the over-represented groups leave the employ of the company, a person from the underrepresented designated groups will receive preference on condition that the person must be suitably qualified and meet the inherent requirements of the position. * Overrepresentation of groups will be dealt with in terms of natural a natural attrition strategy, and early retirement.

\*\*\*Strategies are subject to the availability of positions and / or positions becoming available. |

* + 1. **PROFESSIONALLY QUALIFIED (Analysis)**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Professionally Qualified** | **Male** | **Female** | **Foreign National** | **Total** |
| **A** | **C** | **I** | **W** | **A** | **C** | **I** | **W** | **Male** | **Female** |
| EAP% |  |  |  |  |  |  |  |  |  |  |  |
| 5-Year Sector Target (%) (**Designated groups)** |  |  |  |  |  |  |
| Workforce Profile(value) |  |  |  |  |  |  |  |  |  |  |  |
| Workforce Profile (%) |  |  |  |  |  |  |  |  |  |  |  |
| **COMMENTS:** **Strategies to address under-representation:** • Preference will be given to the under-represented groups during recruitment, promotion & training. * Arising opportunity will be distributed amongst the designated groups to address underrepresentation.
* Career development plans and succession plans to be put into place to make sure that designated groups are given opportunities within the organisation.

\*\*\*Candidates must be suitably qualified and meet the inherent requirements of the position. **Strategies to address over-representation:** • The employer will not unfairly discriminate against any person by dismissing/retrenching a person on the basis of race and/or gender. • Should a person from the over-represented groups leave the employ of the company, a person from the underrepresented designated groups will receive preference on condition that the person must be suitably qualified and meet the inherent requirements of the position. * Overrepresentation of groups will be dealt with in terms of natural a natural attrition strategy, and early retirement.

\*\*\*Strategies are subject to the availability of positions and / or positions becoming available. |

* + 1. **SKILLED (Analysis)**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Skilled Technical** | **Male** | **Female** | **Foreign National** | **Total** |
| **A** | **C** | **I** | **W** | **A** | **C** | **I** | **W** | **Male** | **Female** |
| EAP% |  |  |  |  |  |  |  |  |  |  |  |
| 5-Year Sector Target (%) (**Designated groups)** |  |  |  |  |  |  |
| Workforce Profile(value) |  |  |  |  |  |  |  |  |  |  |  |
| Workforce Profile (%) |  |  |  |  |  |  |  |  |  |  |  |
| **COMMENTS:** **Strategies to address under-representation:** • Preference will be given to the under-represented groups during recruitment, promotion & training. * Arising opportunity will be distributed amongst the designated groups to address underrepresentation.
* Career development plans and succession plans to be put into place to make sure that designated groups are given opportunities within the organisation.

\*\*\*Candidates must be suitably qualified and meet the inherent requirements of the position. **Strategies to address over-representation:** • The employer will not unfairly discriminate against any person by dismissing/retrenching a person on the basis of race and/or gender. • Should a person from the over-represented groups leave the employ of the company, a person from the underrepresented designated groups will receive preference on condition that the person must be suitably qualified and meet the inherent requirements of the position. * Overrepresentation of groups will be dealt with in terms of natural a natural attrition strategy, and early retirement.

\*\*\*Strategies are subject to the availability of positions and / or positions becoming available. |

* + 1. **SEMI-SKILLED (Analysis)**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Semi-Skilled** | **Male** | **Female** | **Foreign National** | **Total** |
| **A** | **C** | **I** | **W** | **A** | **C** | **I** | **W** | **Male** | **Female** |
| EAP |  |  |  |  |  |  |  |  |  |  |  |
| Workforce Profile (value) |  |  |  |  |  |  |  |  |  |  |  |
| Workforce Profile (%) |  |  |  |  |  |  |  |  |  |  |  |
| **COMMENTS:** **Strategies to address under-representation:** • Preference will be given to the under-represented groups during recruitment, promotion & training. * Arising opportunity will be distributed amongst the designated groups to address underrepresentation.
* Career development plans and succession plans to be put into place to make sure that designated groups are given opportunities within the organisation.

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\*\*\*Strategies are subject to the availability of positions and / or positions becoming available. |

* + 1. **UNSKILLED (Analysis)**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Unskilled** | **Male** | **Female** | **Foreign National** | **Total** |
| **A** | **C** | **I** | **W** | **A** | **C** | **I** | **W** | **Male** | **Female** |
| EAP |  |  |  |  |  |  |  |  |  |  |  |
| Workforce Profile (value) |  |  |  |  |  |  |  |  |  |  |  |
| Workforce Profile (%) |  |  |  |  |  |  |  |  |  |  |  |
| **COMMENTS:** **Strategies to address under-representation:** • Preference will be given to the under-represented groups during recruitment, promotion & training. * Arising opportunity will be distributed amongst the designated groups to address underrepresentation.
* Career development plans and succession plans to be put into place to make sure that designated groups are given opportunities within the organisation.

\*\*\*Candidates must be suitably qualified and meet the inherent requirements of the position. **Strategies to address over-representation:** • The employer will not unfairly discriminate against any person by dismissing/retrenching a person on the basis of race and/or gender. • Should a person from the over-represented groups leave the employ of the company, a person from the underrepresented designated groups will receive preference on condition that the person must be suitably qualified and meet the inherent requirements of the position. * Overrepresentation of groups will be dealt with in terms of natural a natural attrition strategy, and early retirement.

\*\*\*Strategies are subject to the availability of positions and / or positions becoming available. |

* + 1. **EMPLOYEES WITH DISABILITIES (Analysis)**

|  |
| --- |
| **Employees with Disabilities (% of Total Workforce)** |
| 1. 5-Year Sector Target (%)
 | 3% |
| 1. Total Workforce Profile of employees with Disabilities (value)
 |  |
| 1. Total workforce of all the employees (Value)
 |  |
| 1. Total Workforce Profile of employees with Disabilities (%)
 | B / C x 100 = D (%) |
| **COMMENTS:** **Preference will be given to the employment of people with disabilities as far as reasonably possible, considering the inherent job requirements and the applicant/employee's ability to perform the tasks and duties associated with the position.** |