 **EE PLAN (SECTION 20) EEA13**

**EE PLAN (SECTION 20)**

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| **PLEASE READ THIS FIRST** | **SECTION A: EMPLOYER DETAILS & INSTRUCTIONS** |
| **PURPOSE OF THIS FORM**Section 20 requires designated employers to prepare and implement an Employment Equity Plan which will achieve reasonable progress towards employment equity in the employer’s workforce. An Employment Equity Plan must state-(a) The objectives to be achieved for each year of the plan(b) The affirmative action measures to be implemented as required by section 15(2);(c) Where under representation of people from designated groups has been identified by the analysis, the numerical goals to achieve the equitable representation of suitably qualified people from designated groups within each occupational level in the workforce, the timetable within which this is to be achieved, and the strategies intended to achieve those goals; (d) The timetable for each year of the plan for the achievement of goals and objectives other than numerical goals;(e) The duration of the plan, this may not be shorter than one year or longer than five years;(f) The procedures that will be used to monitor and evaluate the implementation of the plan and whether reasonable progress is being made towards implementing employment equity;(g) The internal procedures to resolve any dispute about the interpretation or implementation of the plan;(h) The persons in the workforce, including senior managers, responsible for monitoring and implementing the plan; and(i) Any other prescribed matter | 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 Plan was finalised and approved. | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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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 EE Analysis, preparing an EE Plan and reporting annually to the Department of Employment and Labour.
	2. Section 20 requires that a designated employer prepares and implements an Employment Equity Plan.
	3. The employer must consult and attempt to reach consensus on the development of the EE Plan (EEA13) by taking the following into account-
1. Analysis report (EEA12).
2. National or Provincial Economically Active Population (EAP)
3. Determining the duration of the EE Plan.
4. Determining the annual objectives of the EE Plan.
5. Corrective measures/ Affirmative Action measures formulated, including goals and targets.
6. Time frames established.
7. Determine the monitoring procedures of the implementation of the EE Plan.
8. Determine the internal procedures to resolve any dispute about the implementation of the EE Plan.
9. Resources identified and allocated for the implementation of the EE Plan, including senior managers responsible for monitoring the implementation of the EE Plan.
10. The EE Plan must be communicated to all employees.
	1. Barriers and Affirmative Action Measures must be aligned with those indicated in the audit analysis (EEA12) and meet the following requirements:
* Include time-frames in order to track progress in the implementation of these AA Measures;
* These time-frames should be within the duration of the EE Plan in terms of day, month and year (dd/mm/yyyy); and
* Include the designations of responsible persons in the workforce to monitor the implementation of these AA Measures.
	1. Designated employers must prepare and implement an EE Plan (EEA13) that outlines annual targets, which are in line with relevant 5-year sector targets regulated in terms of Section 15A of the Employment Equity Act as amended for the four-upper occupational levels (i.e. Top Management, Senior Management, Professionally Qualified and Skilled Technical).
	2. Employers who become designated during the 5-year sector target period regulated in terms of Section 15A of the Employment Equity Act as amended must prepare an EE Plan with annual targets for the remainder of the period.
	3. Numerical goals and targets in the EE plan must include the entire workforce profile for that occupational level in terms of population group and gender, and NOT the difference between the current workforce profile and the projected workforce profile the employer seeks to achieve.
	4. The objectives to be achieved for each year of the plan should meet the SMART principle as follows: Specific; measurable; attainable; relevant and time bound.
	5. “Temporary employees” are those employees employed for less than three months.
	6. Guidelines on occupational levels are provided in the EEA9 form of these regulations**.**

**N.B It is advisable that at least 6 months before the expiry of the EE Plan a designated employer should prepare a subsequent EE Plan (Successive EE Plan as required by Section 23).** |

1. **DURATION OF THE PLAN**

The affirmative action measures, numerical goals and the annual targets in this EE Plan must be aligned to the sector targets (i.e. the 5-year sector target) set in terms of Section 15A of the Employment Equity Act, as amended. The specific start and end dates for the duration of this Employment Equity Plan (EE Plan) is contained below.

01/09/2025 31/08/2030

**Start date: (dd / mm / yyyy) to End date: (dd / mm / yyyy)**

1. **OBJECTIVES FOR EACH YEAR OF THE PLAN**

The relevant Economically Active Population (EAP) and the 5-year sector targets set in terms of Section 15A of the Employment Equity Act, as amended, have been used to address the under-representation of the suitably qualified individuals from the designated groups in this EE Plan.

The objectives for each year of the plan outlined below are specific, measurable, attainable, relevant and time bound.

|  |  |
| --- | --- |
| **TIMEFRAMES** | **OBJECTIVES** |
| **YEAR 1** | From 01/09/2025 to 31/08/2026 |  |
|  |
|  |
| **YEAR 2** | From 01/09/2026 to 31/08/2027 |  |
|  |
|  |
| **YEAR 3** | From 01/09/2027 to 31/08/2028 |  |
|  |
|  |
| **YEAR 4** | From 01/09/2028 to 31/08/2029 |  |
|  |
|  |
| **YEAR 5** | From 01/09/2029 to 31/08/2030 |  |
|  |
|  |

More information for each of the objectives are stated overleaf, according to the SMART principle.

|  |  |
| --- | --- |
| **Key Component** | **Objective for YEAR 1 (……..)** |
| **S**pecific - What is the specific task? |  |
| **M**easurable - What are the standards or parameters? |  |
| **A**chievable - Is the task feasible? |   |
| **R**ealistic - Are sufficient resources available? |  |
| **T**ime-Bound - What are the start and end dates? | 1 September 2025 – 31 August 2026 |
| **Responsible person** | Employment Equity Manager. |

|  |  |
| --- | --- |
| **Key Component** | **Objective for YEAR 2 (……..)** |
| **S**pecific - What is the specific task? |  |
| **M**easurable - What are the standards or parameters? |  |
| **A**chievable - Is the task feasible? |   |
| **R**ealistic - Are sufficient resources available? |  |
| **T**ime-Bound - What are the start and end dates? | 1 September 2026 – 31 August 2027 |
| **Responsible person** | Employment Equity Manager. |

|  |  |
| --- | --- |
| **Key Component** | **Objective for YEAR 3 (……..)** |
| **S**pecific - What is the specific task? |  |
| **M**easurable - What are the standards or parameters? |  |
| **A**chievable - Is the task feasible? |   |
| **R**ealistic - Are sufficient resources available? |  |
| **T**ime-Bound - What are the start and end dates? | 1 September 2027 – 31 August 2028 |
| **Responsible person** | Employment Equity Manager. |

|  |  |
| --- | --- |
| **Key Component** | **Objective for YEAR 4 (……..)** |
| **S**pecific - What is the specific task? |  |
| **M**easurable - What are the standards or parameters? |  |
| **A**chievable - Is the task feasible? |   |
| **R**ealistic - Are sufficient resources available? |  |
| **T**ime-Bound - What are the start and end dates? | 1 September 2028 – 31 August 2029 |
| **Responsible person** | Employment Equity Manager. |

|  |  |
| --- | --- |
| **Key Component** | **Objective for YEAR 5 (……..)** |
| **S**pecific - What is the specific task? |  |
| **M**easurable - What are the standards or parameters? |  |
| **A**chievable - Is the task feasible? |   |
| **R**ealistic - Are sufficient resources available? |  |
| **T**ime-Bound - What are the start and end dates? | 1 September 2029 – 31 August 2030 |
| **Responsible person** | Employment Equity Manager. |

1. **BARRIERS AND AFFIRMATIVE ACTION MEASURES**

The barriers and Affirmative Action Measures identified in the EE analysis conducted must be included in the EE Plan. These measures must include time- frames to track progress in the implementation of the AA Measures. The time-frames must have specific dates and be within the duration of the EE Plan (no “ongoing” permitted). The designations of responsible persons to monitor the implementation of these AA Measures must be specified.

| **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)** | **AFFIRMATIVE ACTION MEASURES****(PLEASE PROVIDE NARRATION)****(Briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)** | **TIME FRAME** | **RESPONSIBILITY****(Designation)** |
| **POLICY** | **PROCEDURE** | **PRACTICE** | **START DATE** | **END DATE** |  |
| Recruitment  |  |  |  |  |  |  |  |  |
| Advertising positions |  |  |  |  |  |  |  |  |
| Selection criteria |  |  |  |  |  |  |  |  |
| Appointments |  |  |  |  |  |  |  |  |
| Job classification and grading |  |  |  |  |  |  |  |  |
| Remuneration and benefits |  |  |  |  |  |  |  |  |
| Terms & conditions of employment |  |  |  |  |  |  |  |  |
| Work environment and facilities |  |  |  |  |  |  |  |  |
| 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. **5-YEAR SECTOR NUMERICALTARGETS AND NUMERICAL GOALS**

**Employers must populate the table below using the regulated 5-year sector targets including the numerical goals for the semi-skilled and unskilled level.**

|  |
| --- |
| **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** | 55.30% |
| **Female** | 44.70% |
| **TOTAL** | 100.00% |
| **UNSKILLED** | **Male** | 55.30% |
| **Female** | 44.70% |
| **TOTAL** | 100.00% |
| **5-YEAR NUMERICAL TARGET FOR EMPLOYEES WITH DISABILITIES** |
| **5-Year Sector Target for Employees with disabilities (%)** | **3%** |

1. **WORKFORCE PROFILE, NUMERICAL GOALS AND TARGETS**

**5.1 SNAPSHOT OF THE CURRENT WORKFORCE PROFILE**

The workforce profile snapshot tables used for the conducting of the analysis to inform this plan are used below as a baseline for the setting of numerical goals and targets for each year of the plan.

Workforce profile snapshot date:

 **DD / MM /YYYY**

**Table 1: Snapshot of workforce profile for 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 2: Snapshot for workforce profile for 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 |  |  |  |  |  |  |  |  |  |  |  |
| % |  |  |  |  |  |  |  |  |  |  |  |

**5.2 5-YEAR SECTOR NUMERICAL TARGETS, NUMERICAL GOALS AND ANNUAL TARGETS**

5-year Sector Numerical targets and Numerical goals must include the entire workforce profile, and **NOT** the difference that is projected to be achieved by the end of this EE Plan. Below are two tables on numerical goals, one covering all employees, including employees with disabilities, and the other covering employees with disabilities **ONLY.**

**Start date: …………….…….…….……. End date: ………………………………….…**

 **DD / MM / YYYY DD / MM / YYYY**

**Table 3: Numerical goals and 5-year Sector Targets for 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 4: Numerical goals and targets for 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 |  |  |  |  |  |  |  |  |  |  |  |
| % |  |  |  |  |  |  |  |  |  |  |  |

**5.3 NUMERICAL TARGETS**

Numerical targets must include the entire workforce profile, and **NOT** the difference that is projected to be achieved by the next reporting period. Below are two tables on numerical targets, one covering all employees, including employees with disabilities, and the other only covers employees with disabilities **ONLY**.

|  |
| --- |
| **Numerical targets: Year 1** |
| Start date: …………….…….…….……. End date: ………………………………….… DD / MM / YYYY DD / MM / YYYY |

**Table 5: Numerical targets for 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 6: Numerical targets for 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 |  |  |  |  |  |  |  |  |  |  |  |
| % |  |  |  |  |  |  |  |  |  |  |  |

|  |
| --- |
| **Numerical targets: Year 2** |
| Start date: …………….…….…….……. End date: ………………………………….… DD / MM / YYYY DD / MM / YYYY |

**Table 7: Numerical targets, 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 8: Numerical targets for 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 |  |  |  |  |  |  |  |  |  |  |  |
| % |  |  |  |  |  |  |  |  |  |  |  |

|  |
| --- |
| **Numerical targets: Year 3** |
| Start date: …………….…….…….……. End date: ………………………………….… DD / MM / YYYY DD / MM / YYYY |

**Table 9: Numerical targets, 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 10: Numerical targets for 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 |  |  |  |  |  |  |  |  |  |  |  |
| % |  |  |  |  |  |  |  |  |  |  |  |

|  |
| --- |
| **Numerical targets: Year 4** |
| Start date: …………….…….…….……. End date: ………………………………….… DD / MM / YYYY DD / MM / YYYY |

**Table 11: Numerical targets, 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 12: Numerical targets for 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 |  |  |  |  |  |  |  |  |  |  |  |
| % |  |  |  |  |  |  |  |  |  |  |  |

**6. PROCEDURES TO MONITOR AND EVALUATE THE IMPLEMENTATION OF THE PLAN**

All the structures for monitoring and evaluating the progress of the plan should be specified with clear roles and responsibilities for the stakeholders involved including time frames when the monitoring takes place.

| **STAKEHOLDER/****Responsible person** | **ROLE/RESPONSIBILITY AND METHODS TO MONITOR AND EVALUATE THE IMPLEMENTATION OF THE EE PLAN** | **FREQUENCY** | **TARGET MONTH AND YEAR** |
| --- | --- | --- | --- |
| CEO & Managing Director | Provide overall business direction for the Employment Equity Plan – advise on anticipated changes in the organisation that will impact on numerical goals & targets and any aspects impacting on the implementation of the Employment Equity Plan and meeting the targets for Designated Groups.  | Provide quarterly input to the Committee meetings (scheduled every 3 months at the date and time communicated and agreed with Committee members). Meetings generally take place during the following months of the year:* 1. June
	2. July
	3. August
	4. September/August.
 | 1 June; 1 July; 1 August and 1 September / August 2025-2030.  |
| Assigned Senior Manager for Employment Equity | Develop, Implement and Report on the Plan. | Report (on-line) to the Department of Labour on the implementation of the Employment Equity Plan on an annual basis (by 1st September) by submitting the EEA2 and EEA4. | 1st September 2025 - 2030. |
| Consult with Employment Equity Committee members. | Review & revise the EE Plan, as necessary, through consultation.Update the EEA13 (EE Plan) on an annual basis by the 1st of September as and when required after consultation with the EE Committee members. | 1st September 2025 - 2030 |
| Ensure that records are kept to effectively monitor and evaluate the plan. | Audit the Employment Equity Files that are kept at the premises on an annual basis to ensure that all required documents are updated and filed. | 1st September 2025 – 31 August 2030. |
| Employment Equity Committee/ Consultative Forum members. | Represent employees/ constituencies on the Committee. | Attend quarterly meetings.Provide regular feedback to employees/constituencies on Employment Equity & Skills Development matters. Bring matters that are reported by Employees to the attention of the EE/SD Committee/Forum. | During quarterly meetings that take place during June, July, August, and September every year during 2025- 2030. |
|  | Consult with Management on the development and implementation of the Employment Equity Plan. | Attend quarterly meetings.Record progress towards achieving EE Targets and report/communicate to employees.Provide feedback into the development and implementation of the EE Plan during quarterly meetings. | During quarterly meetings that take place during June, July, August, and September every year during 2025 to 2030. |

**7. DISPUTE RESOLUTION MECHANISMS**

1. Complainant
* Notify the Senior EE Manager in writing about the dispute in place (in 30 days period as soon as such dispute arises) Timeframe is important in case other external stakeholders (CCMA/ DoL) are to be involved at the end, because they also have limitations.
* Take note that such dispute is only for the Interpretation and Implementation of the EE plan.
1. Senior EE Manager
* Has 3 working days to inform the complainant about the possible way forward (either to resolve or refer the dispute to the EE committee for further engagement)
1. EE committee
	* Has 10 working days to delve on the dispute and also report back to the complainant through the Senior EE Manager/any other person nominated to narrate the response in absence of the EE Manager.
	* Complainant must also be given opportunity to indicate satisfaction on the response given.
	* If not satisfied, the complainant must be given 5 working days to file an appeal or dissatisfaction in writing. (If satisfied it means that matter is resolved and surely when committee meets again, you note such as progress and success on overcoming a dispute raised)
2. CEO/ Accounting Officer
	* Has 5 working days to deal with the issue in this regard (dispute on interpretation or implementation of the EE plan)
	* Response to complainant to also determine satisfaction or dissatisfaction.
	* In case the complainant is not satisfied, He/she must in writing be advised (within next 5 days) by either CEO / Senior EE Manager to refer the matter to CCMA / Labour Department / Labour Court / Constitutional Court etc. for further intervention.

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**8. SENIOR MANAGERS ASSIGNED TO MONITOR AND IMPLEMENT THE PLAN**

The Management of the organisation has appointed a designated Employment Equity Manager who will be responsible for developing, implementing and monitoring the Employment Equity Plan and compiling the report that must be submitted to government. The details of the Designated Manager for Employment Equity are indicated overleaf.

|  |  |
| --- | --- |
| **Name of EE Manager** |  |
| **Position of EE Manager** |  |
| **Duties & responsibilities associated with the position as EE manager** | * Familiarise him/herself with the aim, objectives and implementation of the Employment Equity Act, Act 55 of 1998.
* Ensure that all employees are informed of the aim and objectives of the Employment Equity Act, Act 55 of 1998.
* Ensure that all employees complete the EEA1 form.
* Establish an Employment Equity committee/forum which is representative of the organisation.
* Develop an Employment Equity Plan.
* Identifying and implement affirmative action (AA) measures in line with the Employment Equity Plan.
* Monitor the implementation of the plan and provide regular feedback to the committee and senior management.
* Consult with the committee/forum with the aim to reach consensus on the following:
	+ Demographics of the organisation;
	+ Numerical goals to be implemented in order to ensure that the organisation becomes more representative;
	+ Identify barriers that may exist that might prevent the achievement of the Employment Equity goals based on the analysis of current employment practises and policies that may cause.
	+ Develop strategies to overcome the identified barriers.
* Take corrective action in terms of Employment Equity matters if required.
* Advice management on the impact of the Employment Equity element of the BEE (Black Economic Empowerment) Scorecard if required.
 |

**SIGNATURE OF THE CHIEF EXECUTIVE OFFICER/ACCOUNTING OFFICER**

The information contained in the EEA13 template must be authorised and verified by the Chief Executive Officer; or the Accounting Officer in the case of an employer falling under the Public Finance Management Act, 1999(Act No.1 of 1999) or the Municipal Finance Management Act, 2003 (Act No. 56 of 2003).

|  |
| --- |
| **Chief Executive Officer/Accounting Officer** **I --------------------------------------------------------------------------- (full Name) CEO/Accounting Officer of (Organisation)****-----------------------------------------------------------------------------------------------------------------------------------****hereby declare that I have read, approved and authorized this EE Plan.****Signed on this -----------------day of -------------------------------------------------year----------------------------****At place: -----------------------------------------------------------------------------------------------------------------****-------------------------------------------------------------------****Chief Executive Officer /Accounting Officer**  |