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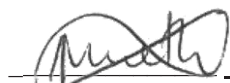
## DEPARTMENT OF EMPLOYMENT AND LABOUR

NO. 6125

15 April 2025

## REPEAL OF EMPLOYMENT EQUITY REGULATIONS, 2014

I, **Nomakhosazana Meth**, Minister of Employment and Labour, in terms of Section 55(1) of the Employment Equity Act, 1998 (Act No. 55 of 1998 as amended), and on the advice of the Commission for Employment Equity, hereby repeal the Regulations made in terms of the Employment Equity Act, 55 of 1998, published under Government Notice No. 37873 of 1 August 2014. This Notice will be effective from the date of publication.



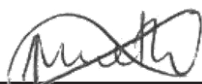
**MS. NOMAKHOSA ZANA METH, MP**  
**MINISTER OF EMPLOYMENT AND LABOUR**

DATE: 10 April 2025

## DEPARTMENT OF EMPLOYMENT AND LABOUR

## EMPLOYMENT EQUITY REGULATIONS, 2025

I, **Nomakhosazana Meth**, Minister of Employment and Labour, hereby under section 55(1) of the Employment Equity Act, 1998 (Act 55 of 1998 as amended), and on the advice of the Commission for Employment Equity, publish the Employment Equity Regulations in the Schedule, which regulations will be effective from the date of publication.



**MS. NOMAKHOSAZANA METH, MP**  
**MINISTER OF EMPLOYMENT AND LABOUR**

DATE: 10 April 2025

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## 1. Definitions

In these Regulations, any word or expression to which a meaning has been assigned in the Act has the meaning so assigned and, unless the context indicates otherwise.

**“Department”** means the Department of Employment and Labour;

**“EAP”** means Economically Active Population;

**“EE Plan”** means the Employment Equity Plan as contemplated in section 20 of the Act;

**“Labour Relations Act”** means the Labour Relations Act, 1995 (Act No. 66 of 1995), as amended;

**“listed ground”** means a ground listed in terms of section 6(1) of the Act;

**“National Minimum Wage Commission”** means the National Minimum Wage Commission as established in terms of the National Minimum Wage Act, 2018 (Act No. 9 of 2018), as amended;

**“regional demographics”** means the Provincial Economically Active Population;

**“temporary employees”** means employees who are employed for less than three months;

**“the Act”** means the Employment Equity Act, 1998 (Act No. 55 of 1998), as amended; and

**“work of equal value”** includes work that is the same, substantially the same or of the same value as other work, as contemplated in regulation 4 of these Regulations.

## EQUAL PAY FOR WORK OF EQUAL VALUE

### 2. Equal Pay for Work of Equal Value Criteria

These Regulations are published to prescribe the criteria and methodology for assessing work of equal value contemplated in section 6(4) of the Act.

### 3. Eliminating unfair discrimination

- (1) An employer must, in order to eliminate unfair discrimination, take steps to eliminate differences in terms and conditions of employment, including remuneration of employees who perform work of equal value if those differences are directly or indirectly based on a listed ground or any arbitrary ground that is prohibited by section 6(1) of the Act.
- (2) Without limiting sub-regulation (1), an employer must ensure that employees are not paid different remuneration for work of equal value based on race, gender or disability.

### 4. Meaning of work of equal value

For the purposes of these Regulations, the work performed by an employee –

- (1) is the same as the work of another employee of the same employer, if their work is identical or interchangeable;
- (2) is substantially the same as the work of another employee employed by that employer, if the work performed by the employees is sufficiently similar that they can reasonably be considered to be performing the same job, even if their work is not identical or interchangeable;

- (3) is of the same value as the work of another employee of the same employer in a different job, if their respective occupations are accorded the same value in accordance with regulations 5 to 7.

## 5. Methodology

When, applying section 6(4) of the Act –

- (1) it must first be established:
  - (a) whether the work concerned is of equal value in accordance with regulation 6; and
  - (b) whether there is a difference in terms and conditions of employment, including remuneration.
- (2) it must then be established whether any difference in terms of sub-regulation (1)(b) constitutes unfair discrimination, applying the provisions of section 11 of the Act.

## 6. Assessing whether work is of equal value

- (1) In considering whether work is of equal value, the relevant jobs must be objectively assessed, taking into account the following criteria:
  - (a) the responsibility demanded of the work, including responsibility for people, finances and material;
  - (b) the skills and qualifications, including prior learning and experience, required to perform the work, whether formal or informal;
  - (c) the physical, mental and emotional effort required to perform the work; and
  - (d) to the extent that it is relevant, the conditions under which work is performed, including the physical environment, psychological conditions, time when and geographic location where the work is performed.
- (2) In addition to the criteria specified in sub-regulation (1), any other factor indicating the value of the work may be taken into account in evaluating work, provided the employer shows that the factor is relevant to assessing the value of the work.
- (3) The assessment undertaken in terms of sub-regulations (1) and (2) must be conducted in a manner that is free from bias on grounds of race, gender, disability or on any other ground contemplated in section 6(1) of the Act.
- (4) Despite sub-regulations (1) and (2), an employer may justify the value assigned to an employee's work by reference to the classification of a relevant job in terms of a sectoral determination made by the Minister of Employment and Labour in terms of section 55 of the Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997) which applies to the employer.

## 7. Factors justifying differentiation in terms and conditions of employment

- (1) If employees perform work that is of equal value, a difference in terms and conditions of employment, including remuneration, is not unfair discrimination if the difference is fair and rational and is based on any one or a combination of the following grounds:
  - (a) the individuals' respective seniority or length of service;

- (b) the individuals' respective qualifications, ability, competence or potential above the minimum acceptable levels required for the performance of the job;
  - (c) the individuals' respective performance, quantity or quality of work, provided that employees are equally subject to the employer's performance evaluation system, that the performance evaluation system is consistently applied;
  - (d) where an employee is demoted as a result of organisational restructuring or for any other legitimate reason without a reduction in pay and fixing the employee's salary at this level until the remuneration of employees in the same job category reaches this level;
  - (e) where an individual is employed temporarily in a position for purposes of gaining experience or training and as a result receives different remuneration or enjoys different terms and conditions of employment;
  - (f) the existence of a shortage of relevant skill, or the market value in a particular job classification; and
  - (g) any other relevant factor that is not unfairly discriminatory in terms of section 6(1) of the Act.
- (2) A differentiation in terms and conditions of employment based on one or more grounds listed in sub-regulation (1) will be fair and rational if it is established, in accordance with section 11 of the Act, that –
- (a) its application is not biased against an employee or group of employees based on race, gender or disability or any other ground listed in section 6(1) of the Act; and
  - (b) it is applied in a proportionate manner.

## DUTIES OF A DESIGNATED EMPLOYER

### 8. Collecting information and conducting an analysis

- (1) When a designated employer collects information contemplated in section 19 of the Act, the employer must request each employee in the workforce to complete a declaration using the **EEA1** form.
- (2) Where an employee refuses to complete the **EEA1** form or provides inaccurate information, the employer may establish the designation of an employee by using reliable historical and existing data, and persons with disabilities have the right not to declare their disability.
- (3) A designated employer must conduct an analysis as required by section 19 of the Act by reviewing its workforce profile and employment policies, practices, procedures and the working environment in order to identify employment barriers which adversely affect people from designated groups from being equitably represented across all occupational levels, and the outcome of the analysis must be reported using the **EEA12** template in these regulations.
- (4) A designated employer must refer to the relevant Codes of Good Practice issued in terms of section 54 of the Act as a guide when collecting information and conducting the analysis required by section 19 of the Act.
- (5) When a designated employer conducts the analysis required by section 19 of the Act, the employer may refer to –
  - (a) **EEA8**, a guide on the applicable national and regional economically active population (EAP); and

(b) **EEA9**, which contains a description of occupational levels.

(6) A designated employer must record on the **EEA12** template whether it is using the national or regional EAP as a basis for conducting its analysis in terms of section 19 of the Act.

**9. Duty to prepare and implement an Employment Equity Plan (EE Plan)**

(1) Designated employers must prepare and implement an EE Plan for the period from 1 September 2025 until 31 August 2030.

(2) Employers who become designated employers, after 1 April 2025, must prepare an EE Plan for the remainder of the period until 31 August 2030.

(3) A designated employer must refer to the relevant Codes of Good Practice issued in terms of section 54 of the Act when preparing an EE Plan contemplated in section 20 of the Act.

(4) The EE Plan must contain, at a minimum, all the elements contained in the **EEA13** template of these regulations.

(5) When developing EE Plans and setting annual numerical targets in their workplaces in terms of Section 20(2) of the EEA, designated employers must take into account -

(a) their workforce profile,

(b) the relevant 5-year sectoral numerical targets; and

(c) the applicable EAP.

(6) In addition to the factors listed in sub-regulation (5), a designated employer may take into account any of the following to the extent that they are consistent with the purpose of the Act –

(a) the inherent requirements of a particular job;

(b) the pool of suitably qualified persons;

(c) the formal qualifications, prior learning, relevant experience or capacity to acquire, within a reasonable time, the ability to do the job, as contemplated in sections 20(3) to (5) of the Act;

(d) the rate of turnover and natural attrition within the workplace; and

(e) recruitment and promotional trends within a workplace.

(7) A designated employer must –

(a) comply with the numerical targets set in terms of section 15A(3) for the economic sector in which they operate;

(b) refer to the Ministerial notice issued in terms of section 15A and **EEA17** to the regulations to determine the sector they operate in; and

(c) if it operates in more than one sector, apply the numerical targets for the sector in which the majority of their employees are engaged.

(8) The 5-year sectoral numerical targets set in terms of section 15A(2) of the Act are key milestones towards achieving the equitable representation of the different designated groups

within the four upper occupational levels in an employer's workforce in relation to the demographics of the applicable EAP, and for persons with disabilities.

- (9) When determining their Annual EE targets towards achieving the 5-year sectoral numerical targets, a designated employer must set numerical targets for all designated groups in each of the four upper occupational levels in relation to the applicable sector targets and EAP, and for persons with disabilities.
- (10) A designated employer must avoid perpetuating the over-representation of any group if their representation exceeds the applicable EAP in a particular occupational level.
- (11) A designated employer that has exceeded the numerical target set for a particular designated group at an occupational level should continue to set targets that maintain compliance with the EAP.
- (12) Designated employers must set numerical goals and annual EE targets at the semi-skilled and unskilled occupational levels in their EE Plans in terms of Section 20(2) of the EEA, taking into account the applicable EAP.
- (13) Designated employers' compliance will be assessed against their annual targets set towards meeting the relevant 5-year sectoral numerical targets.
- (14) A designated employer will incur no penalty or any form of disadvantage if there are reasonable grounds to justify its failure to comply with any target, as contemplated by section 53(6)(b), read with section 42(4), of the Act.
- (15) A designated employer must retain their EE Plan for a period of five years after the expiry of the EE Plan.
- (16) A designated employer must refer to the **EEA9** in the regulations for guidance on how to differentiate between the various occupational levels.

#### 10. Duty to report

- (1) A designated employer must submit a report to the Director-General in terms of section 21 of the Act annually—
  - (a) by hand delivery of a completed **EEA2** form as specified in regulation 10(2) together with the **EEA4** form in terms of regulation 12; or
  - (b) electronically by using the online reporting system available on the Department's website: **www.labour.gov.za**.
- (2) A designated employer that submits its report by hand must do so by delivering a completed **EEA2** form and **EEA4** form, which are signed by the Chief Executive Officer/ Accounting Officer of the employer—
  - (a) to the Head Office of the Department for assistance to immediately capture the report into the system and receive feedback; and
  - (b) in the period from 1 September until the first working day of October.
- (3) A designated employer may submit a report electronically using the online reporting EE System from 1 September until 15 January of the following year.

- (4) An employer that becomes a designated employer on or after the first working day of April is only required to submit its first report in the following reporting cycle.
- (5) A designated employer will not be assessed for compliance with its annual targets in the first report submitted after becoming a designated employer.
- (6) A designated employer may not be issued with a certificate in terms of section 53(2) of the Act unless it has submitted a compliant report in the preceding year.
- (7) A designated employer that is a holding company controlling more than one registered entity may choose to submit a consolidated report.
- (8) A designated employer that chooses to submit a consolidated report contemplated in sub-regulation 10(7) must—
  - (a) have a consolidated Employment Equity Plan which is supported by individual Employment Equity Plans for each of the registered entities included in the consolidated report; and
  - (b) adopt a method of reporting that remains consistent for the duration of the plan.
- (9) The information contained in a report must be verified and authorised by—
  - (a) the chief executive officer; or
  - (b) 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), the accounting officer.
- (10) A designated employer must inform the Director-General in writing immediately of any changes to —
  - (a) their trade name; or
  - (b) details of their chief executive officer or accounting officer and the managers who have been assigned responsibility in terms of section 24 of the Act.
- (11) A designated employer that is unable to report in terms of this regulation must notify the Director-General in writing by the last working day of August in the same year giving reasons and providing evidence for its inability to do so using the **EEA14** form.
- (12) The Department must provide an employer that has submitted a report with one of the following —
  - (a) a letter rejecting the report because it does not comply with the requirements of the Act and these regulations;
  - (b) a letter advising the employer that there are errors in the report and requesting the employer to rectify those errors within a specified period; or
  - (c) an electronic acknowledgement letter stating that the report is complete and has been submitted into the Department's EE system.
- (13) A designated employer that receives a letter advising that there are errors in the report in terms of sub-regulation (12)(b) must submit information correcting those errors within the period specified in the letter.

- (14) A designated employer must retain a copy of the report for five years after it has been submitted to the Director-General in terms of section 21 of the Act.
- (15) Public companies that are designated employers must publish a summary of their EEA report in terms of section 21 of the Act in their annual financial report in terms of section 22 of the Act, including the information specified in the **EEA10** form.
- (16) An EE report submitted in terms of section 21 of the Act is a public document and a copy may be requested by completing and submitting the **EEA11** form online using the Department's website: **www.labour.gov.za**.
- (17) The relevant provisions of the Electronic Communications and Transactions Act No 25 of 2002 are applicable in respect of any issue concerning the electronic submission of a report or receipt of a document or e-mail.

#### 11. **Duty to inform**

The notice contemplated in section 25(1) of the Act is contained as the Summary of the Act in Annexure **EEA3** of these Regulations and must be displayed at the workplace.

#### 12. **Income differentials and discrimination**

- (1) A designated employer must submit an Income Differential Statement in terms of section 27 of the Act, using the **EEA4** form, to the National Minimum Wage Commission by hand delivery or electronically as contemplated by regulation (10).
- (2) An employer, who becomes designated on or after the first working day of April is only required to submit its Income Differential Statement in the following reporting cycle.
- (3) A designated employer must retain a copy of the statement of income differentials contemplated in regulation 12(1) for a period of five years after it has been submitted.
- (4) An **EEA4** form submitted in terms of these Regulations is not a public document.

### **ENFORCEMENT MECHANISMS**

#### 13. **Requesting a written undertaking**

A labour inspector may request and obtain a written undertaking in terms of section 36 of the Act using the **EEA5** form.

#### 14. **Compliance order**

A labour inspector may serve a compliance order in terms of section 37 of the Act on a designated employer using the **EEA6** form.

##### **14A. Service of compliance order in terms of section 37**

- (1) A compliance order may be served on an employer in terms of section 37 of the Act by any of the following methods—
  - (a) handing a copy of the order to the employer or a representative of the employer;
  - (b) leaving a copy of the order at the employer's premises or registered office; and
  - (c) e-mailing a copy of the order to the employer's e-mail address.

- (2) In the event of a dispute as to whether a compliance order has been served in terms of sub-regulation (1), service may be proved by–
- (a) in the case of an order served by hand–
    - i. a copy of a receipt signed by, or on behalf of, the employer clearly indicating the name and designation of the recipient and the place, time and date of service; or
    - ii. a statement confirming service signed by the person who delivered a copy of the order to the other party or left it at any premises.
  - (b) in the case of an order left at the employer's premises, a statement confirming service signed by the person who left it at the employer's premises; and
  - (c) in the case of an order served by e-mail–
    - i. a copy of the sent e-mail indicating the successful dispatch to the employer of the email and any attachments concerned; and
    - ii. an affidavit of the person who effected service, providing proof of the correct e-mail address of the employer and confirmation that the e-mail and any attachments were dispatched to the employer.
- (3) If proof of service in accordance with sub-regulation (2) is provided, it is presumed, until the contrary is proven, that the employer on whom it was served has knowledge of the contents of the compliance order.
- (4) If proof that the document was posted by registered post to the employer in accordance with sub-regulation (2) is provided, it is presumed, until the contrary is proven, that the employer received the order seven days after the date of posting.
- (5) The relevant provisions of the Electronic Communications and Transactions Act No. 25 of 2002 are applicable in respect of any issue concerning service by e-mail.

**15. Review by the Director-General**

A designated employer that has been identified for review by the Director-General in terms of section 43 of the Act must –

- (a) complete fully and accurately the DG Review Assessment form (**EEA7**); and
- (b) furnish the required records, documents and information within the period specified by the Director-General.

**16. EE Compliance Certificate in terms of section 53**

- (1) An employer must request a certificate in terms of section 53 of the Act online by means of the Department's website: **www.labour.gov.za**.
- (2) A designated employer may request a certificate in terms of sub-regulation (1) after submitting its annual report in terms of section 21 of the Act.
- (3) An employer, that is not a designated employer, requesting a certificate in terms of section 53 of the Act must specify that it complies with Chapter II of the Act and that it complies with the National Minimum Wage Act, 2018 using the **EEA15** form.

- (4) A designated employer must specify in its application on the **EEA15** form any grounds that it seeks to rely upon to justify its failure to comply with –
- (a) any requirement for the issuing of a certificate as contemplated by section 42(4) of the Act; or
  - (b) in the case of non-compliance with a sectoral target, any grounds contemplated by section 53(6)(b).
- (5) Justifiable reasonable grounds for not complying with the targets are –
- (a) insufficient recruitment opportunities;
  - (b) insufficient promotion opportunities;
  - (c) insufficient target individuals from designated groups with relevant formal qualifications, prior learning, relevant experience or capacity to acquire, within a reasonable time, the ability to do the job, as contemplated by sections 20(3) to (5) of the Act;
  - (d) the impact of a CCMA award or court order;
  - (e) a transfer of a business;
  - (f) mergers or acquisitions; and
  - (g) the impact of economic conditions on the business.
- (6) An EE Compliance Certificate in terms of section 53 of the Act must be issued to–
- (a) a designated employer in the form of **EEA16A**; or
  - (b) an employer, that is not a designated employer, in the form of **EEA16B**.
- (7) A certificate issued in terms of section 53 of the Act is valid for twelve months from the date on which it is issued.

**17. Withdrawal of the EE Compliance Certificate**

- (1) The following persons may issue a notice withdrawing a certificate issued in terms of section 53(2) of the Act –
- (a) the Minister;
  - (b) a labour inspector appointed in terms of section 63 of the Basic Conditions of Employment Act; or
  - (c) an official of the Department who has been delegated or assigned this function in terms of section 56 of the Act,
- (2) A person contemplated in sub-regulation (1) may withdraw a certificate issued in terms of section 53(2) if they are satisfied that –
- (a) the certificate was issued as a result of any misrepresentation or the provision of any fraudulent or inaccurate information; or
  - (b) any condition necessary for issuing the certificate no longer exists.

- (3) A certificate issued in terms of section 53(2) may not be withdrawn unless –
  - (a) the employer has been given 14 days to make representations upon being served with an **EEA16C** notice; and
  - (b) any representations by the employer have been considered.
- (4) A notice of withdrawal must be issued on an **EEA16D** form.

#### **GENERAL ADMINISTRATIVE MATTERS**

##### **18. Repeal of laws**

The Employment Equity Regulations, 2014 as published in Government Notice No. 595 of 1 August 2014 are hereby repealed.

##### **19. Short title**

These Regulations are called the Employment Equity Regulations, 2025.



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EEA1

| <b>DECLARATION BY EMPLOYEE<br/>(Confidential)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |        |        |  |  |         |          |        |       |  |  |  |  |                          |     |  |  |    |  |                   |     |  |  |    |  |
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| <p><b>PLEASE READ THIS FIRST</b></p> <p><b>PURPOSE OF THIS FORM</b></p> <p>This form is used to obtain information from employees for the purpose of assisting employers in conducting an analysis on the workforce profile. Designated employers should use this form to ascertain which employees are from designated groups in terms of the Employment Equity Act, 55 of 1998, as amended.</p> <p><b>WHO COMPLETES THIS FORM?</b><br/>All employees must fill in this form.</p> <p><b>INSTRUCTIONS</b></p> <p>All designated employers must ensure that the contents of this form remain confidential, and that it is only used to comply with the Employment Equity Act, 55 of 1998, as amended.</p> <p><b>PLEASE NOTE:</b></p> <p>'Designated groups', mean black people, women and people with disabilities who-</p> <p>a) Are citizens of the Republic of South Africa by birth or descent; or</p> <p>b) Became citizens of the Republic of South Africa by naturalization –</p> <p>(i) before 27 April 1994; or</p> <p>(ii) after 26 April 1994 and would have been entitled to acquire citizenship by naturalization prior to that date but who were precluded by Apartheid policies.</p> <p>"People with disabilities" includes people who have a long -term or recurring physical, mental intellectual or sensory impairment, which in interaction with various barriers, may substantially limit their prospects of entry into, or advancement, in employment, and 'persons with disabilities' has a corresponding meaning.</p> | <p>1. Name of employee: -----</p> <p>2. Employee workplace No: -----<br/><b>(This is the number that an employer /company /organization uses to identify an employee in the workplace).</b></p> <p>3. Please indicate to which categories you belong with an 'X' below:</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-bottom: 10px;"> <tr> <td style="width: 50%; text-align: center;">Male</td> <td style="width: 50%; text-align: center;">Female</td> </tr> <tr> <td style="height: 20px;"></td> <td style="height: 20px;"></td> </tr> </table> <table border="1" style="width: 100%; border-collapse: collapse; margin-bottom: 10px;"> <tr> <td style="width: 25%; text-align: center;">African</td> <td style="width: 25%; text-align: center;">Coloured</td> <td style="width: 25%; text-align: center;">Indian</td> <td style="width: 25%; text-align: center;">White</td> </tr> <tr> <td style="height: 20px;"></td> <td style="height: 20px;"></td> <td style="height: 20px;"></td> <td style="height: 20px;"></td> </tr> </table> <table border="1" style="width: 100%; border-collapse: collapse; margin-bottom: 10px;"> <tr> <td style="width: 60%;">People with a disability</td> <td style="width: 10%; text-align: center;">YES</td> <td style="width: 30%;"></td> </tr> <tr> <td></td> <td style="text-align: center;">NO</td> <td></td> </tr> </table> <p>Do you require reasonable accommodation: Yes/No</p> <p>If yes, please specify:</p> <p>-----</p> <p>4. Please select the applicable option below by referring to the definition of designated groups as defined in Section 1 of the Act:</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-bottom: 10px;"> <tr> <td style="width: 50%;">Foreign Nationals</td> <td style="width: 10%; text-align: center;">YES</td> <td style="width: 40%;"></td> </tr> <tr> <td></td> <td style="text-align: center;">NO</td> <td></td> </tr> </table> <p><b>I declare that the above information is true and correct.</b></p> <p>Signed: -----<br/>Employee</p> <p>Date: -----</p> | Male   | Female |  |  | African | Coloured | Indian | White |  |  |  |  | People with a disability | YES |  |  | NO |  | Foreign Nationals | YES |  |  | NO |  |
| Male                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Female                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |        |        |  |  |         |          |        |       |  |  |  |  |                          |     |  |  |    |  |                   |     |  |  |    |  |
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| African                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Coloured                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Indian | White  |  |  |         |          |        |       |  |  |  |  |                          |     |  |  |    |  |                   |     |  |  |    |  |
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| People with a disability                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | YES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |        |        |  |  |         |          |        |       |  |  |  |  |                          |     |  |  |    |  |                   |     |  |  |    |  |
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| Foreign Nationals                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | YES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |        |        |  |  |         |          |        |       |  |  |  |  |                          |     |  |  |    |  |                   |     |  |  |    |  |
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| PLEASE READ THIS FIRST                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | SECTION A: EMPLOYER DETAILS & INSTRUCTIONS                                                                                                                                                   |           |    |         |  |           |  |             |  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|----|---------|--|-----------|--|-------------|--|
| <p><b>PURPOSE OF THIS FORM</b></p> <p>This form enables employers to comply with Section 21 of the Employment Equity Act 55 of 1998, as amended.</p> <p>This form contains the format for employment equity reporting by designated employers to the Department of Employment and Labour.</p> <p><b>WHO COMPLETES THIS FORM?</b></p> <p>Designated employers are required to complete this form. Designated employers are those who employ 50 or more employees.<br/>(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 a collective agreement to comply with Chapter 3 of the EEA)</p> <p><b>WHEN SHOULD EMPLOYERS REPORT?</b></p> <p>Designated employers must complete the EEA2 and EEA4 forms and submit them together to the Department of Employment and Labour from 1 September to 15 January of the following year. Hand delivered reports must only be submitted from 1 September to the first working day of October of the same year to the Department of Employment and Labour (Head Office).</p> <p><b>Online submission visit:</b></p> <p><a href="http://www.labour.gov.za">www.labour.gov.za</a></p> <p><b>NO FAXED OR E-MAILED OR REGISTERED MAILED REPORTS WILL BE ACCEPTED</b></p> | Trade name                                                                                                                                                                                   |           |    |         |  |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | DTI registration name                                                                                                                                                                        |           |    |         |  |           |  |             |  |
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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Industry/Sector                                                                                                                                                                              |           |    |         |  |           |  |             |  |
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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>Details of CEO/Accounting Officer</b>                                                                                                                                                     |           |    |         |  |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Name and surname                                                                                                                                                                             |           |    |         |  |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Telephone number                                                                                                                                                                             |           |    |         |  |           |  |             |  |
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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>Details of Employment Equity Senior Manager</b>                                                                                                                                           |           |    |         |  |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Name and Surname                                                                                                                                                                             |           |    |         |  |           |  |             |  |
| Telephone number                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                              |           |    |         |  |           |  |             |  |
| Email address                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                              |           |    |         |  |           |  |             |  |
| <b>Business type (Mark with an X)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                              |           |    |         |  |           |  |             |  |
| <input type="checkbox"/> Private Sector<br><input type="checkbox"/> National Government<br><input type="checkbox"/> Local Government<br><input type="checkbox"/> Non-profit Organisation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <input type="checkbox"/> State Owned Enterprise<br><input type="checkbox"/> Provincial Government<br><input type="checkbox"/> Educational Institution                                        |           |    |         |  |           |  |             |  |
| <b>Information about the organization (Mark with an X)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                              |           |    |         |  |           |  |             |  |
| Is your organisation an organ of State or designated in terms of a collective agreement?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <table border="1"> <tr> <th>YES</th> <th>NO</th> </tr> <tr> <td></td> <td></td> </tr> </table>                                                                                               | YES       | NO |         |  |           |  |             |  |
| YES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | NO                                                                                                                                                                                           |           |    |         |  |           |  |             |  |
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| 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)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <table border="1"> <tr> <th>EMPLOYEES</th> <th>x</th> </tr> <tr> <td>1 to 49</td> <td></td> </tr> <tr> <td>50 to 149</td> <td></td> </tr> <tr> <td>150 or more</td> <td></td> </tr> </table> | EMPLOYEES | x  | 1 to 49 |  | 50 to 149 |  | 150 or more |  |
| EMPLOYEES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | x                                                                                                                                                                                            |           |    |         |  |           |  |             |  |
| 1 to 49                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                              |           |    |         |  |           |  |             |  |
| 50 to 149                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                              |           |    |         |  |           |  |             |  |
| 150 or more                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                              |           |    |         |  |           |  |             |  |
| Is your organisation part of a group / holding company?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <table border="1"> <tr> <th>YES</th> <th>NO</th> </tr> <tr> <td></td> <td></td> </tr> </table>                                                                                               | YES       | NO |         |  |           |  |             |  |
| YES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | NO                                                                                                                                                                                           |           |    |         |  |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                              |           |    |         |  |           |  |             |  |
| If yes, please provide the name.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | _____                                                                                                                                                                                        |           |    |         |  |           |  |             |  |
| Year for which this report is submitted                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | _____                                                                                                                                                                                        |           |    |         |  |           |  |             |  |

Please indicate below the preceding 12-month period that the report covers (Except for first time reporting, where the period may be shorter):

From (date):     /    /     to (date):     /    /      
DD / MM / YYYY DD / MM / YYYY

Please indicate below the duration of your current Employment Equity Plan, which must be aligned to the relevant sector EE targets timeframes:

From (date):     /    /     to (date):     /    /      
DD / MM / YYYY DD / MM / YYYY

### INSTRUCTIONS

- a. 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 and implementing an EE Plan and reporting annually to the Department of Employment and Labour.
- b. Designated employers must complete the EEA2 and EEA4 forms and submit them together to the Department of Employment and Labour from 1 September to 15 January of the following year when submitting online. Hand delivered reports must only be submitted from 1 September to the first working day of October of the same year to the Department of Employment and Labour (Head Office).
- c. Designated employers must prepare an Employment Equity Plan (EE Plan) (EEA13 template) that outlines annual targets for the purpose of addressing the 5-year sector specific targets regulated in terms of Section 15A of the Employment Equity Act as amended.
- d. Employers who become designated during the sector target period must prepare an Employment Equity Plan (EE Plan) with annual targets for the remainder of the period regulated in terms of Section 15A of the Employment Equity Act as amended.
- e. 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.
- f. Please note that designated employers who submit their first report or report for the first time for the 5-year sector target period will not be measured on their annual EE targets for the first year of reporting. A designated employer may not be issued with a certificate in terms of section 53(2) of the Act unless it has submitted a compliant report in the preceding year.
- g. Designated groups mean black people (i.e., Africans, Coloureds and Indians), women and persons with disabilities who are citizens of the Republic of South Africa by birth or descent, or became citizens of the Republic of South Africa by naturalization: before 27 April 1994 or after 26 April 1994 and who would have been entitled to acquire citizenship by naturalization prior to that date but were precluded by apartheid policies.
- h. 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.
- i. "Temporary employees" are those employees employed for less than three months.
- j. Guidelines and descriptions of occupational levels are provided in the EEA9 form of these regulations.
- k. All areas of the form must be fully and accurately completed and submitted by designated employers.
- l. Designated employers must **not** leave blank spaces, use 'not applicable' (NA) or a 'dash' (-) when referring to the value "0" (Zero) or the word "No".
- m. Areas highlighted in grey in the EEA2 form will be automatically populated using data contained in this report and from the previous report.
- n. The information contained in a report 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).

**SECTION B: WORKFORCE PROFILE AND NUMERICAL TARGETS****1. WORKFORCE PROFILE AND NUMERICAL TARGETS**

1.1 Please report the total number of **employees** (including employees with disabilities) and annual EE targets in each of the following **occupational levels**: Note: A=Africans, C=Coloureds, I=Indians and W=Whites

| Occupational Levels                             |       | Male |   |   |   | Female |   |   |   | Foreign Nationals |        | Total |
|-------------------------------------------------|-------|------|---|---|---|--------|---|---|---|-------------------|--------|-------|
|                                                 |       | A    | C | I | W | A      | C | I | W | Male              | Female |       |
| Top management – Workforce profile              | value |      |   |   |   |        |   |   |   |                   |        |       |
|                                                 | %     |      |   |   |   |        |   |   |   |                   |        |       |
| Top management target – current year            | value |      |   |   |   |        |   |   |   |                   |        |       |
|                                                 | %     |      |   |   |   |        |   |   |   |                   |        |       |
| Senior management – Workforce profile           | value |      |   |   |   |        |   |   |   |                   |        |       |
|                                                 | %     |      |   |   |   |        |   |   |   |                   |        |       |
| Senior management target – current year         | value |      |   |   |   |        |   |   |   |                   |        |       |
|                                                 | %     |      |   |   |   |        |   |   |   |                   |        |       |
| Professionally qualified – Workforce profile    | value |      |   |   |   |        |   |   |   |                   |        |       |
|                                                 | %     |      |   |   |   |        |   |   |   |                   |        |       |
| Professionally qualified target – current year  | value |      |   |   |   |        |   |   |   |                   |        |       |
|                                                 | %     |      |   |   |   |        |   |   |   |                   |        |       |
| Skilled technical – Workforce profile           | value |      |   |   |   |        |   |   |   |                   |        |       |
|                                                 | %     |      |   |   |   |        |   |   |   |                   |        |       |
| Skilled technical target – current year         | value |      |   |   |   |        |   |   |   |                   |        |       |
|                                                 | %     |      |   |   |   |        |   |   |   |                   |        |       |
| Semi-skilled – Workforce Profile                | value |      |   |   |   |        |   |   |   |                   |        |       |
|                                                 | %     |      |   |   |   |        |   |   |   |                   |        |       |
| Semi-skilled target – current year              | value |      |   |   |   |        |   |   |   |                   |        |       |
|                                                 | %     |      |   |   |   |        |   |   |   |                   |        |       |
| Unskilled – Workforce profile                   | value |      |   |   |   |        |   |   |   |                   |        |       |
|                                                 | %     |      |   |   |   |        |   |   |   |                   |        |       |
| Unskilled target – current year                 | value |      |   |   |   |        |   |   |   |                   |        |       |
|                                                 | %     |      |   |   |   |        |   |   |   |                   |        |       |
| Total employees (excluding temporary employees) | value |      |   |   |   |        |   |   |   |                   |        |       |
|                                                 | %     |      |   |   |   |        |   |   |   |                   |        |       |
| Temporary employees                             | value |      |   |   |   |        |   |   |   |                   |        |       |
|                                                 | %     |      |   |   |   |        |   |   |   |                   |        |       |
| GRAND TOTAL                                     | value |      |   |   |   |        |   |   |   |                   |        |       |
|                                                 | %     |      |   |   |   |        |   |   |   |                   |        |       |

- 1.2 Please report the total number of **employees with disabilities only** in each of the following occupational levels and the annual EE target of the total workforce: Note: A=Africans, C=Coloureds, I=Indians and W=Whites

| 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                                                          | value |      |   |   |   |        |   |   |   |                   |        |       |
|                                                                                   | %     |      |   |   |   |        |   |   |   |                   |        |       |
| Skilled technical                                                                 | value |      |   |   |   |        |   |   |   |                   |        |       |
|                                                                                   | %     |      |   |   |   |        |   |   |   |                   |        |       |
| Semi-skilled                                                                      | value |      |   |   |   |        |   |   |   |                   |        |       |
|                                                                                   | %     |      |   |   |   |        |   |   |   |                   |        |       |
| Unskilled                                                                         | value |      |   |   |   |        |   |   |   |                   |        |       |
|                                                                                   | %     |      |   |   |   |        |   |   |   |                   |        |       |
| TOTAL PERMANENT                                                                   | value |      |   |   |   |        |   |   |   |                   |        |       |
|                                                                                   | %     |      |   |   |   |        |   |   |   |                   |        |       |
| Temporary employees                                                               | value |      |   |   |   |        |   |   |   |                   |        |       |
|                                                                                   | %     |      |   |   |   |        |   |   |   |                   |        |       |
| GRAND TOTAL                                                                       | value |      |   |   |   |        |   |   |   |                   |        |       |
|                                                                                   | %     |      |   |   |   |        |   |   |   |                   |        |       |
| ANNUAL EE TARGET FOR EMPLOYEES WITH DISABILITIES                                  |       |      |   |   |   |        |   |   |   |                   |        |       |
| Workforce Profile of Employees with Disabilities of total Workforce               | %     |      |   |   |   |        |   |   |   |                   |        |       |
| Annual target for employees with Disabilities of the total workforce—current year | %     |      |   |   |   |        |   |   |   |                   |        |       |

1.3 Please indicate whether your organisation achieved all the annual numerical targets for the current year:

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

1.4 Please indicate with an (X) a key Justifiable Reason for each of the occupational levels and for employees with disabilities where your organisation did not achieve any of the numerical targets for the current year in the table below.

| OCCUPATIONAL LEVELS AND DISABILITY | Justifiable reasons for not meeting EE Sector Targets |                                      |                                                                                                                                  |                         |                      |                       |                                           |
|------------------------------------|-------------------------------------------------------|--------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|-------------------------|----------------------|-----------------------|-------------------------------------------|
|                                    | Insufficient recruitment opportunities                | Insufficient promotion opportunities | Insufficient target individuals with relevant qualification, prior learning, experience or capacity to acquire ability to do job | CCMA Award/ Court Order | Transfer of business | Mergers/ Acquisitions | Impact of Economic Conditions on Business |
| Top management                     |                                                       |                                      |                                                                                                                                  |                         |                      |                       |                                           |
| Senior management                  |                                                       |                                      |                                                                                                                                  |                         |                      |                       |                                           |
| Professionally qualified           |                                                       |                                      |                                                                                                                                  |                         |                      |                       |                                           |
| Skilled technical                  |                                                       |                                      |                                                                                                                                  |                         |                      |                       |                                           |
| Semi-Skilled                       |                                                       |                                      |                                                                                                                                  |                         |                      |                       |                                           |
| Unskilled                          |                                                       |                                      |                                                                                                                                  |                         |                      |                       |                                           |
| Employees with disabilities        |                                                       |                                      |                                                                                                                                  |                         |                      |                       |                                           |

**SECTION C: WORKFORCE MOVEMENTS****2. Recruitment**

2.1 Please report the total number of new recruits, **including employees with disabilities**. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

| 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 | value |      |   |   |   |        |   |   |   |                   |        |       |
|                          | %     |      |   |   |   |        |   |   |   |                   |        |       |
| Skilled technical        | value |      |   |   |   |        |   |   |   |                   |        |       |
|                          | %     |      |   |   |   |        |   |   |   |                   |        |       |
| Semi-skilled             | value |      |   |   |   |        |   |   |   |                   |        |       |
|                          | %     |      |   |   |   |        |   |   |   |                   |        |       |
| Unskilled                | value |      |   |   |   |        |   |   |   |                   |        |       |
|                          | %     |      |   |   |   |        |   |   |   |                   |        |       |
| TOTAL PERMANENT          | value |      |   |   |   |        |   |   |   |                   |        |       |
|                          | %     |      |   |   |   |        |   |   |   |                   |        |       |
| Temporary employees      | value |      |   |   |   |        |   |   |   |                   |        |       |
|                          | %     |      |   |   |   |        |   |   |   |                   |        |       |
| GRAND TOTAL              | value |      |   |   |   |        |   |   |   |                   |        |       |
|                          | %     |      |   |   |   |        |   |   |   |                   |        |       |

### 3. Promotion

3.1 Please report the total number of promotions into each occupational level, **including employees with disabilities**.  
Note: A=Africans, C=Coloureds, I=Indians and W=Whites

| 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 | value |      |   |   |   |        |   |   |   |                   |        |       |
|                          | %     |      |   |   |   |        |   |   |   |                   |        |       |
| Skilled technical        | value |      |   |   |   |        |   |   |   |                   |        |       |
|                          | %     |      |   |   |   |        |   |   |   |                   |        |       |
| Semi-skilled             | value |      |   |   |   |        |   |   |   |                   |        |       |
|                          | %     |      |   |   |   |        |   |   |   |                   |        |       |
| Unskilled                | value |      |   |   |   |        |   |   |   |                   |        |       |
|                          | %     |      |   |   |   |        |   |   |   |                   |        |       |
| TOTAL PERMANENT          | value |      |   |   |   |        |   |   |   |                   |        |       |
|                          | %     |      |   |   |   |        |   |   |   |                   |        |       |
| Temporary employees      | value |      |   |   |   |        |   |   |   |                   |        |       |
|                          | %     |      |   |   |   |        |   |   |   |                   |        |       |
| GRAND TOTAL              | value |      |   |   |   |        |   |   |   |                   |        |       |
|                          | %     |      |   |   |   |        |   |   |   |                   |        |       |

#### 4. Termination

4.1 Please report the total number of terminations in each occupational level, **including employees with disabilities**.  
Note: A=Africans, C=Coloureds, I=Indians and W=Whites

| 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 | value |      |   |   |   |        |   |   |   |                   |        |       |
|                          | %     |      |   |   |   |        |   |   |   |                   |        |       |
| Skilled technical        | value |      |   |   |   |        |   |   |   |                   |        |       |
|                          | %     |      |   |   |   |        |   |   |   |                   |        |       |
| Semi-skilled             | value |      |   |   |   |        |   |   |   |                   |        |       |
|                          | %     |      |   |   |   |        |   |   |   |                   |        |       |
| Unskilled                | value |      |   |   |   |        |   |   |   |                   |        |       |
|                          | %     |      |   |   |   |        |   |   |   |                   |        |       |
| TOTAL PERMANENT          | value |      |   |   |   |        |   |   |   |                   |        |       |
|                          | %     |      |   |   |   |        |   |   |   |                   |        |       |
| Temporary employees      | value |      |   |   |   |        |   |   |   |                   |        |       |
|                          | %     |      |   |   |   |        |   |   |   |                   |        |       |
| GRAND TOTAL              | value |      |   |   |   |        |   |   |   |                   |        |       |
|                          | %     |      |   |   |   |        |   |   |   |                   |        |       |

**SECTION D: SKILLS DEVELOPMENT****5. Skills Development**

- 5.1 Please report the total number of employees, **including employees with disabilities**, who received training **ONLY** for the purpose of achieving the sector targets/ numerical goals, and not the number of training courses attended by individuals. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

| Occupational Levels      |       | Male |   |   |   | Female |   |   |   | Total |
|--------------------------|-------|------|---|---|---|--------|---|---|---|-------|
|                          |       | A    | C | I | W | A      | C | I | W |       |
| Top management           | value |      |   |   |   |        |   |   |   |       |
|                          |       |      |   |   |   |        |   |   |   |       |
| Senior management        | value |      |   |   |   |        |   |   |   |       |
|                          |       |      |   |   |   |        |   |   |   |       |
| Professionally qualified | value |      |   |   |   |        |   |   |   |       |
|                          | %     |      |   |   |   |        |   |   |   |       |
| Skilled technical        | value |      |   |   |   |        |   |   |   |       |
|                          | %     |      |   |   |   |        |   |   |   |       |
| Semi-skilled             | value |      |   |   |   |        |   |   |   |       |
|                          | %     |      |   |   |   |        |   |   |   |       |
| Unskilled                | value |      |   |   |   |        |   |   |   |       |
|                          | %     |      |   |   |   |        |   |   |   |       |
| TOTAL PERMANENT          | value |      |   |   |   |        |   |   |   |       |
|                          | %     |      |   |   |   |        |   |   |   |       |
| Temporary employees      | value |      |   |   |   |        |   |   |   |       |
|                          | %     |      |   |   |   |        |   |   |   |       |
| GRAND TOTAL              | value |      |   |   |   |        |   |   |   |       |
|                          | %     |      |   |   |   |        |   |   |   |       |

## SECTION E: 5-YEAR SECTOR TARGETS, NUMERICAL GOALS AND ANNUAL NUMERICAL TARGETS

### 6. 5-YEAR SECTOR TARGETS AND NUMERICAL GOALS

6.1 The 5-year sector targets for designated groups for the economic sector selected in **Section A** of this form must be recorded in this Table for the four upper occupational levels (Top Management, Senior Management, Professionally Qualified & Middle Management and Skilled Technical occupational levels), including for employees with disabilities.

Employers must, in addition, set numerical goals for the lower occupational levels (Semi-skilled and Unskilled levels) guided by the national or regional EAP that they are applying.

| 5-YEAR SECTOR TARGETS AND NUMERICAL GOALS FOR SEMI-SKILLED AND UNSKILLED LEVEL (2025-2030) |        |                                      |
|--------------------------------------------------------------------------------------------|--------|--------------------------------------|
| OCCUPATIONAL LEVELS AND DISABILITY                                                         | GENDER | DESIGNATED GROUPS<br>SECTOR TARGET % |
| TOP MANAGEMENT                                                                             | Male   |                                      |
|                                                                                            | Female |                                      |
|                                                                                            | TOTAL  |                                      |
| SENIOR MANAGEMENT                                                                          | Male   |                                      |
|                                                                                            | Female |                                      |
|                                                                                            | TOTAL  |                                      |
| PROFESSIONALLY QUALIFIED                                                                   | Male   |                                      |
|                                                                                            | Female |                                      |
|                                                                                            | TOTAL  |                                      |
| SKILLED TECHNICAL                                                                          | Male   |                                      |
|                                                                                            | Female |                                      |
|                                                                                            | TOTAL  |                                      |
|                                                                                            |        | EMPLOYER'S<br>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 (%)                                   |        |                                      |

## 7. ANNUAL NUMERICAL TARGETS FOR NEXT YEAR

7.1 Please indicate the annual numerical targets as contained in the EE Plan (i.e., the entire workforce profile **including employees with disabilities**) for each of the occupational levels in the table below. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

| 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                                              | value |      |   |   |   |        |   |   |   |                   |        |       |
|                                                                       | %     |      |   |   |   |        |   |   |   |                   |        |       |
| Skilled technical                                                     | value |      |   |   |   |        |   |   |   |                   |        |       |
|                                                                       | %     |      |   |   |   |        |   |   |   |                   |        |       |
| Semi-skilled                                                          | value |      |   |   |   |        |   |   |   |                   |        |       |
|                                                                       | %     |      |   |   |   |        |   |   |   |                   |        |       |
| Unskilled                                                             | value |      |   |   |   |        |   |   |   |                   |        |       |
|                                                                       | %     |      |   |   |   |        |   |   |   |                   |        |       |
| TOTAL PERMANENT                                                       | value |      |   |   |   |        |   |   |   |                   |        |       |
|                                                                       | %     |      |   |   |   |        |   |   |   |                   |        |       |
| Temporary employees                                                   | value |      |   |   |   |        |   |   |   |                   |        |       |
|                                                                       | %     |      |   |   |   |        |   |   |   |                   |        |       |
| GRAND TOTAL                                                           | value |      |   |   |   |        |   |   |   |                   |        |       |
|                                                                       | %     |      |   |   |   |        |   |   |   |                   |        |       |
| ANNUAL NUMERICAL TARGET FOR NEXT YEAR FOR EMPLOYEES WITH DISABILITIES |       |      |   |   |   |        |   |   |   |                   |        |       |
| Annual Target for Employees with disabilities (value)                 |       |      |   |   |   |        |   |   |   |                   |        |       |
| Annual Target for Employees with disabilities (% of total workforce)  |       |      |   |   |   |        |   |   |   |                   |        |       |

**SECTION F: CONSULTATION AND AFFIRMATIVE ACTION MEASURES****8. Consultation**

8.1 Please indicate below the stakeholders that were involved in the consultation process when developing and implementing your Employment Equity Plan and the preparation of this Employment Equity Report.

| Consultation                                 | Yes | No |
|----------------------------------------------|-----|----|
| Consultative body or employment equity forum |     |    |
| Representative trade union(s)                |     |    |
| Employees                                    |     |    |

**9. Barriers and affirmative action measures**

9.1 Please indicate which categories of employment policy or practice barriers to employment equity were identified. If your answer is 'Yes' to barriers in any of the categories, please indicate whether or not there are affirmative action measures developed and the time-frames to overcome them.

| Categories                                                    | BARRIERS |    | AA MEASURES |    | TIME-FRAME TO IMPLEMENT AA MEASURES |          |
|---------------------------------------------------------------|----------|----|-------------|----|-------------------------------------|----------|
|                                                               | YES      | NO | YES         | NO | START DATE                          | END DATE |
| Recruitment                                                   |          |    |             |    |                                     |          |
| Advertisement of positions                                    |          |    |             |    |                                     |          |
| Selection criteria                                            |          |    |             |    |                                     |          |
| Appointments                                                  |          |    |             |    |                                     |          |
| Job classification and grading                                |          |    |             |    |                                     |          |
| Remuneration and benefits                                     |          |    |             |    |                                     |          |
| Terms & conditions of employment                              |          |    |             |    |                                     |          |
| Job assignments                                               |          |    |             |    |                                     |          |
| Work environment and facilities                               |          |    |             |    |                                     |          |
| Training and development                                      |          |    |             |    |                                     |          |
| Performance and evaluation                                    |          |    |             |    |                                     |          |
| Promotions                                                    |          |    |             |    |                                     |          |
| Transfers                                                     |          |    |             |    |                                     |          |
| Succession & experience planning                              |          |    |             |    |                                     |          |
| Disciplinary measures                                         |          |    |             |    |                                     |          |
| Dismissals                                                    |          |    |             |    |                                     |          |
| 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 |          |    |             |    |                                     |          |

**SECTION G: MONITORING AND EVALUATION****10. Monitoring of progress**

10.1 How regularly do you monitor progress on the implementation of the Employment Equity Plan? Please choose one.

| Monthly | Quarterly |
|---------|-----------|
|         |           |

**11. Achievement of annual objectives**

11.1 Did you achieve the annual objectives as set out in your Employment Equity Plan for this reporting period?

| Yes | No | Please explain |
|-----|----|----------------|
|     |    |                |

**SECTION H: Signature of the Chief Executive Officer/ Accounting Officer**

The information contained in a report 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                                                                                                                                                                                                                                                                            |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>I----- (Full Name) CEO/ Accounting Officer of (Organisation)</p> <p>-----</p> <p>hereby declare that I have read, approved and authorized this information.</p> <p>Signed on this -----day of ----- (month) year -----</p> <p>At (place): -----</p> <p>-----</p> <p>Chief Executive Officer/ Accounting Officer</p> |



## **SUMMARY OF THE EMPLOYMENT EQUITY ACT, 55 OF 1998, AS AMENDED ISSUED IN TERMS OF SECTION 25(1)**

### **1. Chapter I – Definition, purpose, interpretation and application**

#### **1.1 Definitions: Section 1**

- (a) Designated groups mean black people (i.e., African, Coloured and Indian), women and persons with disabilities who are citizens of the Republic of South Africa by birth or descent, or became citizens of the Republic of South Africa by naturalization: before 27 April 1994 or after 26 April 1994 and who would have been entitled to acquire citizenship by naturalization prior to that date but were precluded by apartheid policies.
- (b) Designated employer means an employer who employs 50 or more employees, municipalities and organs of State.
- (c) Temporary employees are employees who are employed for less than three months.
- (d) Sector means an industry or service or part of an industry or service

#### **1.2 Purpose of the Act: Section 2**

The purpose of this act is to achieve equity in the workplace by-

- (a) Promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination; and
- (b) Implementing affirmative action measures to redress the disadvantages in employment experienced by designated groups to ensure their equitable representation in all occupational levels in the workforce.

#### **1.3 Application of the Act: Section 4**

- (a) Chapter II applies to all employers and employees.
- (b) Chapter III applies to designated employers and people from designated groups.
- (c) Members of the National Defence Force, National Intelligence Agency and South African Secret Services are excluded from this Act.

### **2. Chapter II – prohibition of unfair discrimination**

- (a) No person may unfairly discriminate, directly or indirectly, against an employee in any employment policy or practice, on one or more grounds including race, gender, sex, pregnancy, marital status, family responsibility, ethnic or social origin, colour, sexual orientation, age, disability, religion, HIV status, conscience, belief, political opinion, culture, language, birth or on any other arbitrary ground.
- (b) It is not unfair discrimination to promote affirmative action consistent with the Act or to prefer or exclude any person on the basis of an inherent job requirement.
- (c) Harassment of an employee is a form of unfair discrimination and is prohibited on any one, or a combination of, the grounds prohibiting unfair discrimination.

#### **2.1. Equal pay for work of equal value: Section 6(4)**

- (a) Employers may not unfairly discriminate against employees by providing different terms and conditions of employment between employees of the same employer performing the same or substantially the same work or work of equal value that is directly or indirectly based on any one or more grounds listed in subsection 6(1) or on any other arbitrary ground.

**2.2. Medical testing: Section 7**

- (a) Medical testing on an employee is prohibited, unless legislation permits or requires the testing; or it is justifiable in the light of medical facts, employment conditions, social policy, the fair distribution of employee benefits or the inherent requirements of the job.
- (b) Testing of an employee to determine that employee's HIV status is prohibited unless such testing is determined to be justifiable by the Labour Court in terms of section 50(4) of this Act.

**2.3. Psychological testing and other similar assessments: Section 8**

Psychological testing and other similar assessments of an employee are prohibited unless the test or assessment being used has been scientifically shown to be valid and reliable, can be applied fairly to all employees and is not biased against any employee.

**2.4. Disputes concerning Chapter 2: Section 10**

- (a) An employee, or applicant for employment, may refer a dispute concerning alleged unfair discrimination, medical or psychological testing to the CCMA for conciliation. This must be done within six months of the alleged discrimination or testing.
- (b) If a dispute is not resolved after conciliation, any party to the dispute may refer it to the Labour Court for adjudication. The parties to a dispute may also agree to refer the dispute for arbitration.
- (c) Unfair dismissal disputes in which unfair discrimination is alleged must be dealt with in terms of the Labour Relations Act. The dismissal must be referred to the CCMA within 30 days.
- (d) An employee may refer a dispute to the CCMA for arbitration if: –
  - (i) the employee alleges sexual harassment; and
  - (ii) in any other case, where the employee earns less than the amount prescribed by the Minister in terms of section 6(3) of the Basic Conditions of Employment Act; or
- (e) Any party may refer the dispute to the CCMA for arbitration.

**3. Chapter III – Affirmative Action****3.1 Duties of a designated employer: Section 13**

- (a) A designated employer must implement affirmative action measures for designated groups to achieve employment equity.
- (b) In order to implement affirmative action measures, a designated employer must-
  - (i) Consult with employees;
  - (ii) Conduct analysis;
  - (iii) Prepare an Employment Equity Plan; and
  - (iv) Report to the Director-General on progress made in the implementation of the plan.

**3.2 Affirmative action measures: Section 15**

- (a) Affirmative action measures are measures intended to ensure that suitably qualified employees from designated groups have equal employment opportunities and are equitably represented in all occupational levels of the workforce.
- (b) Such measures must include:
  - (i) Identification and elimination of barriers with an adverse impact on designated groups;
  - (ii) Measures which promote diversity;
  - (iii) Making reasonable accommodation for people from designated groups;
  - (iv) Retention, development and training of designated groups (including skills development); and
  - (v) Preferential treatment and numerical goals to ensure equitable representation, which exclude quotas.
- (c) Designated employers are not required to take any decision regarding an employment policy or practice that would establish an absolute barrier to prospective or continued employment or advancement of people not from designated groups.

- (d) The Minister may publish a notice in the *Gazette* identifying national economic sectors for the purposes of this Act, having regard to any relevant code contained in the Standard Industrial Classification of all Economic Activities published by Statistics South Africa.
- (e) The Minister may, after consulting the relevant sectors and with the advice of the Commission, for the purpose of ensuring the equitable representation of suitably qualified people from designated groups at all occupational levels in the workforce, by notice in the *Gazette* set numerical targets for any sector or part of a sector.

### 3.3 Consultation: Section 16 and 17

- (a) A designated employer must consult with its employees and their representatives on employment equity matters
- (b) Designated employers should consult with employees both from designated and non-designated groups, and employees representing the interests of individuals from the various occupational levels.  
Matters for consultation must include issues relating to the conducting of an analysis, preparing and implementing an Employment Equity Plan and preparation and submission of employment equity reports.

### 3.4 Disclosure of information: Section 18

To ensure meaningful consultation, the employer must disclose relevant information to the consulting parties, subject to section 16 of the Labour Relations Act 66 of 1995.

### 3.5 Analysis: Section 19

A designated employer must conduct an analysis of employment policies, practices, procedures and the work environment so as to identify employment barriers that adversely affect members of the designated groups. The analysis must also include the development of a workforce profile to determine to what extent designated groups are under-represented in the workplace.

### 3.6. Employment Equity Plan: Section 20

- (a) A designated employer must prepare and implement an Employment Equity Plan, which must not be shorter than one year and not longer than five years, and should include a timetable for the achievement of goals and objectives for each year of the plan.
- (b) The numerical goals set by an employer must comply with any sectoral target in terms of Section 15A that applies to that employer.
- (c) The Director-General may apply to the Labour Court to impose a fine in terms of Schedule 1 for failure to prepare and implement an Employment Equity Plan.

### 3.7. Report: Section 21

- (a) A designated employer must submit a report to the Director-General once every year on such date and in such manner as may be prescribed.
- (b) The Labour Court may, on application by the Director-General, impose a fine contemplated in Schedule 1 of this Act for failure to report.

### 3.8. Designated employer must assign a manager: Section 24

A designated employer must assign one or more senior managers to ensure implementation and monitoring of the Employment Equity Plan and must make available necessary resources for this purpose.

**3.9. Income Differentials: Section 27**

- (a) A statement of remuneration and benefits received in each occupational level of that employer's workforce must be submitted by a designated employer to National Minimum Wage Commission.
- (b) Where disproportionate income differentials or unfair discrimination in terms and conditions of employment as contemplated by section 6(4) of the Act are reflected in the statement contemplated in sub-regulation (a), a designated employer must take measures to progressively reduce such differentials subject to guidance as may be given by the Minister as contemplated in the regulations.

**4. Chapter V - Monitoring, Enforcement and Legal Proceedings****4.1 Monitoring: Section 34**

Employees or trade union representatives can monitor the implementation of the Act and report any contraventions to the relevant bodies.

**4.2 Powers of the Labour Inspector: Section 35**

Labour Inspectors are authorised to conduct an inspection as provided for in section 65 and 66 of the Basic Conditions of Employment Act, 1997.

**4.3 Undertaking to comply: Section 36**

- (a) If the inspector has reasonable grounds to believe a designated employer has failed to comply with its obligations in terms of the Act, the inspector may request and obtain a written undertaking to comply within a specified period.
- (b) If an employer fails to comply with an undertaking, the Director-General may apply to the Labour Court to make such an undertaking an order of the Labour Court.

**4.4 Compliance Order: Section 37**

- (a) A labour inspector may serve a compliance order to a designated employer if that employer has failed to comply with sections 16, 17, 19, 22, 24, 25, or 26 of this Act.
- (b) If an employer fails to comply with an undertaking, the Director-General may apply to the Labour Court to make such an undertaking an order of the Labour Court.

**4.5 Review by Director-General: Section 43, 44 and 45**

- (a) The Director-General may conduct a review to determine whether an employer is complying with the Act.
- (b) The outcome of the review may result in the Director-General approving the designated employers' Employment Equity Plan: or may make recommendations to fulfil the requirements of the Act.
- (c) If an employer fails to comply with a request made by the Director-General in terms of section 43(2) or a recommendation made by the Director-General in terms of section 44 (b), the Director-General may apply to the Labour Court for an order directing the employer to comply with the request or recommendation or to impose a fine in terms of Schedule 1 of this Act.

**4.6 Powers of the Labour Court: Section 50**

The Labour Court has the powers to make any appropriate orders, award compensation or impose fines.

**4.7 Protection of employee Rights: Section 51**

The Act protects employees who exercise their rights and obligations under the Act against victimisation, obstruction and undue influence.

**5. Chapter VI – General Provisions****5.1 State contracts: Section 53**

- (a) Designated employers who seek to do business with any organ of state, will have to apply for a certificate from the Minister confirming their compliance with chapter II and III of the Act and the payment of the minimum wage in terms of the National Minimum Wage Act of 2018.
- (b) Non-designated employers who seek to do business with any organ of state, will have to apply for a certificate from the Minister confirming their compliance with chapter II of the Act and the payment of the minimum wage in terms of the National Minimum Wage Act of 2018
- (c) Both designated and non- designated employers must confirm that the CCMA or a court has not issued an award against the employer in the previous 12 months for breaching the prohibition on unfair discrimination and for failing to pay the minimum wage.

**5.2 Liability of Employers: Section 60**

Should employees contravene any provision of this Act while performing their duties; the employer will be liable, unless the employer can prove that it did everything in its power to prevent the undesired act.



| PLEASE READ THIS FIRST                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | SECTION A: EMPLOYER DETAILS & INSTRUCTIONS                                                                                                            |         |    |           |  |             |  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|---------|----|-----------|--|-------------|--|
| <p><b>PURPOSE OF THIS FORM</b></p> <p>This form enables employers to comply with Section 27 (1) of the Employment Equity Act 55 of 1998, as amended.</p> <p>This form contains the format for an Income Differential Statement to be completed by a designated employer and submitted to the Department of Employment and Labour.</p> <p><b>WHO COMPLETES THIS FORM?</b></p> <p>Designated employers are required to complete this form. Designated employers are those who employ 50 or more employees.<br/>(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 a collective agreement to comply with Chapter 3 of the EEA)</p> <p><b>WHEN SHOULD EMPLOYERS REPORT?</b></p> <p>Designated employers must complete the EEA2 and EEA4 forms and submit them together to the Department of Employment and Labour from 1 September to 15 January of the following year when submitting online. Hand delivered reports must only be submitted from 1 September to the first working day of October of the same year to the Department of Employment and Labour (Head Office).</p> <p><b>Online reports and contact details:</b></p> <p><a href="http://www.labour.gov.za">www.labour.gov.za</a></p> <p><b>NO FAXED OR E-MAILED OR REGISTERED MAILED REPORTS WILL BE ACCEPTED</b></p> | Trade name                                                                                                                                            |         |    |           |  |             |  |
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| <input type="checkbox"/> Private Sector<br><input type="checkbox"/> National Government<br><input type="checkbox"/> Local Government<br><input type="checkbox"/> Non-profit Organisation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <input type="checkbox"/> State Owned Enterprise<br><input type="checkbox"/> Provincial Government<br><input type="checkbox"/> Educational Institution |         |    |           |  |             |  |
| <b>Information about the organization (Mark with an X)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                       |         |    |           |  |             |  |
| Is your organisation an organ of State or designated in terms of a collective agreement?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <table border="1"> <tr> <th>YES</th> <th>NO</th> </tr> <tr> <td></td> <td></td> </tr> </table>                                                        | YES     | NO |           |  |             |  |
| YES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | NO                                                                                                                                                    |         |    |           |  |             |  |
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| 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)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <table border="1"> <tr> <td>1 to 49</td> <td></td> </tr> <tr> <td>50 to 149</td> <td></td> </tr> <tr> <td>150 or more</td> <td></td> </tr> </table>   | 1 to 49 |    | 50 to 149 |  | 150 or more |  |
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| Is your organisation part of a group / holding company?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <table border="1"> <tr> <th>YES</th> <th>NO</th> </tr> <tr> <td></td> <td></td> </tr> </table>                                                        | YES     | NO |           |  |             |  |
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| If yes, please provide the name.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | _____                                                                                                                                                 |         |    |           |  |             |  |
| Year for which this report is submitted                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | _____                                                                                                                                                 |         |    |           |  |             |  |

## SECTION B: THE FOLLOWING MUST BE TAKEN INTO CONSIDERATION WHEN COMPLETING THE EEA4 FORM

1. The objective of the EEA4 Form is to collect information for the assessment of the remuneration gap between the highest paid and lowest paid employees and, at the same time, to assess inequalities in remuneration in relation to race and gender in the various occupational levels. It must be noted that the total number of employees in the EEA2 in each occupational level (Workforce profile table 1.1) must be taken into account when completing this form (EEA4).
2. All employees (including Foreign Nationals) must be included when completing the EEA4 form in the appropriate space provided in the table below. Temporary employees are employees employed to work for less than three months over a period of 12 months.
3. **“Remuneration”** means any payment in money or in kind, or both in money and in kind, made or owing to any person in return for that person working for any other person, including the State.
4. Remuneration (i.e. fixed and variable remuneration) contained in this form must reflect information of the same employees reflected in the EEA2 Form for the reporting period concerned across all occupational levels. The workforce in terms of race and gender must be exactly the same as the workforce outlined in the EEA2 Form.
5. All employees, including Foreign Nationals and temporary employees (i.e. those employees employed to work for less than three months) must be included when completing the EEA4 Form.
6. Calculation of remuneration must include a period of twelve months and reflect the same reporting period covered by the EEA2 Form. Where an employee had not worked for a full twelve-month period, an amount equivalent to the annual remuneration must be calculated and furnished. For example, the annual equivalent for an employee who worked for three months and earned R30 000 is R120 000 (i.e.  $(R30\ 000 / 3) * 12$ ). All remuneration amounts to be reflected in the table below must be rounded up to the nearest Rand (R) and included as **total remuneration (fixed / guaranteed remuneration plus any variable remuneration)** that was paid out for each group in terms of population group and gender.
7. No blank spaces, commas (,), full stops or decimal points (.) or any other separator should be included when capturing the remuneration information in each of the cells in the table below – for example R7 345 567.6 must be captured as R7345568 with no separators.
8. All remuneration (i.e. total cost to company) must be included in the form as annualized fixed / guaranteed remuneration and annualized variable remuneration). The information below provides inclusions and exclusions to consider when completing the EEA4 Form.

### 8.1 Fixed / Guaranteed remuneration includes:

- a) Salary/wage;
- b) Housing or accommodation subsidy or housing or accommodation received as a benefit in kind;
- c) Travel allowance or provision of a car, except to the extent that the allowance or the car is provided to enable the employee to work as provided for by the Fourth and Seventh Schedules of the Income Tax Act;
- d) Any cash payments made to an employee, except those listed as exclusions in terms of this schedule;
- e) Any other payments in kind received by an employee, except those listed as exclusions in terms of this schedule;
- f) Employer's contributions to medical aid, pension, provident fund or similar benefit funds;
- g) Employer's contributions to income protection, funeral or death benefit schemes; and
- h) Guaranteed (non-discretionary) annual bonus/13<sup>th</sup> cheque.

**8.2 Variable remuneration includes:**

- a) Short-term incentives: annual or shorter incentives and (generally) cash performance-based payments, including deferrals (commission schemes are included here);
- b) Long-term incentives: longer than one year, (usually) share-based awards and cash-based settlement that have a vesting period of more than one year must also be included, which may be retention and / or performance-based;
- c) Lump sums in respect of ongoing employment e.g. back pay and leave paid upon termination;
- d) Discretionary payments not related to an employee's hours of work or performance (for example, a retention bonus);
- e) As provided for by the Income Tax Act, the taxable benefit portion of bursaries and scholarships provided to the employee and/or relatives of the employee;
- f) Dividends included as remuneration by the Fourth Schedule of the Income Tax Act; and
- g) Overtime.

**8.3 Excluded:**

- a) Any allowance, cash payment or payment in kind provided to enable the employee to work (for example, an equipment, tool or similar allowances or the provision of transport or the payment of a transport allowance to enable the employee to travel to and from work);
- b) Gratuities (for example, tips received from customers) and gifts from the employer;
- c) Non-employment related lump sums such as severance pay; and
- d) Dividends not included as remuneration by the Fourth Schedule of the Income Tax Act.

**9. Information and Calculations**

Information is required on the number of employees, including employees with disabilities, and the total remuneration in each **occupational level** in terms of the population group and gender in **Section C of the EEA4 form**.

In addition, remuneration information is required for the lowest paid individual at the lowest occupational level and the remuneration of the highest paid individual is required for each of the other occupational levels in your organisation in terms of population group and gender in **Section D of the EEA4 form**.

- 9.1 Please provide the remuneration of the employee with the **highest total remuneration** (i.e. fixed/guaranteed and variable remuneration) for each occupational level in terms of population group and gender. Where applicable, information must be provided for both males and females for Africans, Coloureds, Indians, Whites and Foreign Nationals.
  - 9.2 Please provide the remuneration of the employee with the **lowest total remuneration** (i.e. fixed/guaranteed and variable remuneration) for the lowest occupational level in your organisation in terms of population group and gender. Where applicable, information must be provided for both males and females for Africans, Coloureds, Indians, Whites and Foreign Nationals.
  - 9.3 Please provide the **median remuneration** and the **remuneration gap** as required in **Section E of the EEA4 Form**.
10. The information contained in a report 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).

## SECTION C: WORKFORCE PROFILE AND TOTAL REMUNERATION

Please use the table below to indicate the number of employees, including employees with disabilities, and the total remuneration in terms of population group and gender for each occupational level. In addition, please provide the total remuneration per occupational level in your organisation.

| Occupational levels                                                     |                     | MALE |   |   |   | FEMALE |   |   |   | FOREIGN NATIONALS |   | Total |
|-------------------------------------------------------------------------|---------------------|------|---|---|---|--------|---|---|---|-------------------|---|-------|
|                                                                         |                     | A    | C | I | W | A      | C | I | W | M                 | F |       |
| Top Management                                                          | Number of employees |      |   |   |   |        |   |   |   |                   |   |       |
|                                                                         | Total remuneration  |      |   |   |   |        |   |   |   |                   |   |       |
| Senior Management                                                       | Number of employees |      |   |   |   |        |   |   |   |                   |   |       |
|                                                                         | Total remuneration  |      |   |   |   |        |   |   |   |                   |   |       |
| Professionally qualified and experienced specialists and mid-management | Number of employees |      |   |   |   |        |   |   |   |                   |   |       |
|                                                                         | Total remuneration  |      |   |   |   |        |   |   |   |                   |   |       |
| Skilled technical, academically qualified and, junior management,       | Number of employees |      |   |   |   |        |   |   |   |                   |   |       |
|                                                                         | Total remuneration  |      |   |   |   |        |   |   |   |                   |   |       |
| Semi-skilled and discretionary decision making                          | Number of employees |      |   |   |   |        |   |   |   |                   |   |       |
|                                                                         | Total remuneration  |      |   |   |   |        |   |   |   |                   |   |       |
| Unskilled and defined decision making                                   | Number of employees |      |   |   |   |        |   |   |   |                   |   |       |
|                                                                         | Total remuneration  |      |   |   |   |        |   |   |   |                   |   |       |
| TOTAL PERMANENT                                                         | Number of employees |      |   |   |   |        |   |   |   |                   |   |       |
|                                                                         | Total remuneration  |      |   |   |   |        |   |   |   |                   |   |       |
| Temporary employees                                                     | Number of employees |      |   |   |   |        |   |   |   |                   |   |       |
|                                                                         | Total remuneration  |      |   |   |   |        |   |   |   |                   |   |       |
| TOTAL                                                                   | Number of employees |      |   |   |   |        |   |   |   |                   |   |       |
|                                                                         | Total remuneration  |      |   |   |   |        |   |   |   |                   |   |       |

**SECTION D1: FIXED / GUARANTEED AND VARIABLE REMUNERATION**

Please provide the remuneration of the employee with the **highest total remuneration (i.e. fixed/guaranteed and variable remuneration)** in terms of population group and gender for each occupational level, where applicable. Where a choice has to be made between two employees with the same total remuneration, i.e. one employee having a higher fixed/guaranteed remuneration and the other employee having a higher variable remuneration, the employee with the higher variable remuneration should be chosen when completing the form below. **(NB: If there is only one employee at a particular occupational level, only capture their information in table D1 and do not repeat their information in table D2)**

| Occupational levels                                                  |                    | MALE |   |   |   | FEMALE |   |   |   | FOREIGN NATIONALS |   |
|----------------------------------------------------------------------|--------------------|------|---|---|---|--------|---|---|---|-------------------|---|
|                                                                      |                    | A    | C | I | W | A      | C | I | W | M                 | F |
| Top Management                                                       | Fixed / Guaranteed |      |   |   |   |        |   |   |   |                   |   |
|                                                                      | Variable           |      |   |   |   |        |   |   |   |                   |   |
|                                                                      | Total Remuneration |      |   |   |   |        |   |   |   |                   |   |
| Senior Management                                                    | Fixed / Guaranteed |      |   |   |   |        |   |   |   |                   |   |
|                                                                      | Variable           |      |   |   |   |        |   |   |   |                   |   |
|                                                                      | Total Remuneration |      |   |   |   |        |   |   |   |                   |   |
| Professionally qualified, experienced specialists and mid-management | Fixed / Guaranteed |      |   |   |   |        |   |   |   |                   |   |
|                                                                      | Variable           |      |   |   |   |        |   |   |   |                   |   |
|                                                                      | Total Remuneration |      |   |   |   |        |   |   |   |                   |   |
| Skilled technical, academically qualified and junior management      | Fixed / Guaranteed |      |   |   |   |        |   |   |   |                   |   |
|                                                                      | Variable           |      |   |   |   |        |   |   |   |                   |   |
|                                                                      | Total Remuneration |      |   |   |   |        |   |   |   |                   |   |
| Semi-skilled and discretionary decision making                       | Fixed / Guaranteed |      |   |   |   |        |   |   |   |                   |   |
|                                                                      | Variable           |      |   |   |   |        |   |   |   |                   |   |
|                                                                      | Total Remuneration |      |   |   |   |        |   |   |   |                   |   |
| Unskilled and defined decision making                                | Fixed / Guaranteed |      |   |   |   |        |   |   |   |                   |   |
|                                                                      | Variable           |      |   |   |   |        |   |   |   |                   |   |
|                                                                      | Total Remuneration |      |   |   |   |        |   |   |   |                   |   |

## SECTION D2: FIXED / GUARANTEED AND VARIABLE REMUNERATION

Please provide the remuneration of the employee with the **lowest total remuneration (i.e., fixed/guaranteed and variable remuneration)** in terms of population group and gender for each occupational level, where applicable. Where a choice has to be made between two employees with the same total remuneration, i.e., one employee having the lowest fixed/guaranteed remuneration and the other employee having the lowest variable remuneration, the employee with the lowest variable remuneration should be chosen when completing the form below.

| Occupational levels                                                  |                    | MALE |   |   |   | FEMALE |   |   |   | FOREIGN NATIONALS |   |
|----------------------------------------------------------------------|--------------------|------|---|---|---|--------|---|---|---|-------------------|---|
|                                                                      |                    | A    | C | I | W | A      | C | I | W | M                 | F |
| Top Management                                                       | Fixed / Guaranteed |      |   |   |   |        |   |   |   |                   |   |
|                                                                      | Variable           |      |   |   |   |        |   |   |   |                   |   |
|                                                                      | Total Remuneration |      |   |   |   |        |   |   |   |                   |   |
| Senior Management                                                    | Fixed / Guaranteed |      |   |   |   |        |   |   |   |                   |   |
|                                                                      | Variable           |      |   |   |   |        |   |   |   |                   |   |
|                                                                      | Total Remuneration |      |   |   |   |        |   |   |   |                   |   |
| Professionally qualified, experienced specialists and mid-management | Fixed / Guaranteed |      |   |   |   |        |   |   |   |                   |   |
|                                                                      | Variable           |      |   |   |   |        |   |   |   |                   |   |
|                                                                      | Total Remuneration |      |   |   |   |        |   |   |   |                   |   |
| Skilled technical, academically qualified and, junior management,    | Fixed / Guaranteed |      |   |   |   |        |   |   |   |                   |   |
|                                                                      | Variable           |      |   |   |   |        |   |   |   |                   |   |
|                                                                      | Total Remuneration |      |   |   |   |        |   |   |   |                   |   |
| Semi-skilled and discretionary decision making                       | Fixed / Guaranteed |      |   |   |   |        |   |   |   |                   |   |
|                                                                      | Variable           |      |   |   |   |        |   |   |   |                   |   |
|                                                                      | Total Remuneration |      |   |   |   |        |   |   |   |                   |   |
| Unskilled and defined decision making                                | Fixed / Guaranteed |      |   |   |   |        |   |   |   |                   |   |
|                                                                      | Variable           |      |   |   |   |        |   |   |   |                   |   |
|                                                                      | Total Remuneration |      |   |   |   |        |   |   |   |                   |   |

## SECTION E: MEDIAN REMUNERATION AND THE REMUNERATION GAP

Please note that in order to complete this section properly, your payroll must be sorted in ascending order from the lowest pay to the highest pay. **Total annual remuneration** includes fixed/guaranteed and variable pay. The **'median'** is the "middle" value in a list of payments (i.e. total remuneration) ranked from lowest to highest. When the payroll contains an even number of values, the median is the sum of the two middle values divided by 2. The **range** is the area of variation that includes the lower and upper limits of a particular scale. To calculate the range of the top 5% highest paid employees and the range of the lowest 5% paid employees, please do the following:

1. Sort the payroll in ascending order (from the lowest pay to the highest pay).
2. Multiply the total number of employees by 5% (Round off decimals to the nearest whole number).
3. Refer to the earnings of employees that correlate to the number referred to above.
4. Capture the range (lowest and highest) remuneration of the top 5% of the highest paid employees, e.g. from R1000, 000 (lowest) to R2000, 000 (highest).
5. Repeat the exercise for the lowest 5% paid employees, e.g. from R100, 000 (lowest) to R200, 000 (highest).

|                                                                                                                                                                                                                          |                                  |                     |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|---------------------|
| <b>Number of employees covered in the top 5% of the highest paid employees in your organisation</b>                                                                                                                      | <b>Number of employees</b>       |                     |
| <b>What is the total annual remuneration of the top 5% of the highest paid employees in your organisation?</b>                                                                                                           | <b>Total Annual Remuneration</b> |                     |
| <b>What is the range of the top 5% of the highest paid employees in your organisation (total annual remuneration)?</b>                                                                                                   | <b>Range</b>                     |                     |
|                                                                                                                                                                                                                          | <b>From (Lowest)</b>             | <b>To (Highest)</b> |
|                                                                                                                                                                                                                          | R                                | R                   |
| <b>Number of employees covered in the lowest 5% paid employees in your organisation</b>                                                                                                                                  | <b>Number of employees</b>       |                     |
| <b>What is the total annual remuneration of the lowest 5% paid employees in your organisation?</b>                                                                                                                       | <b>Total Annual Remuneration</b> |                     |
| <b>What is the range of the lowest 5% paid employees in your organisation (total annual remuneration)?</b>                                                                                                               | <b>Range</b>                     |                     |
|                                                                                                                                                                                                                          | <b>From (Lowest)</b>             | <b>To (Highest)</b> |
|                                                                                                                                                                                                                          | R                                | R                   |
| <b>What is the median remuneration for employees in your organisation?</b>                                                                                                                                               | <b>Median Remuneration</b>       | R                   |
| <b>Please indicate whether your organisation has a remuneration policy in place to address and close the vertical gap/ horizontal gap between the highest and lowest paid employees in your workforce? (Mark with X)</b> | <b>YES</b>                       |                     |
|                                                                                                                                                                                                                          | <b>NO</b>                        |                     |

|                                                                                                                                               |                                 |  |
|-----------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|--|
| How many times (e.g. 10x, 15x, 20x) is the vertical gap between the highest paid employee and lowest paid employee in your organisation?      | _____                           |  |
| Is the remuneration-gap between the highest and lowest paid employees in your organisation aligned to your remuneration policy? (Mark with X) | YES                             |  |
|                                                                                                                                               | NO                              |  |
| Are there measures to address the remuneration gap in your Employment Equity Plan? (Mark with X)                                              | YES                             |  |
|                                                                                                                                               | NO                              |  |
| Please indicate a key reason for the Income Differentials that apply to your organisation. (Mark with X)                                      | a) Seniority/ length of service |  |
|                                                                                                                                               | b) Qualifications               |  |
|                                                                                                                                               | c) Performance                  |  |
|                                                                                                                                               | d) Demotion                     |  |
|                                                                                                                                               | e) Experiential training        |  |
|                                                                                                                                               | f) Shortage of skill            |  |
|                                                                                                                                               | g) Transfer of business         |  |
|                                                                                                                                               | h) Other                        |  |
| If other is chosen as a key reason above, please specify the key reason-                                                                      |                                 |  |

**SECTION F: Signature of the Chief Executive Officer/Accounting Officer**

The information contained in a report 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<br>of (Organisation)             |
| -----                                                                      |
| hereby declare that I have read, approved and authorized this information. |
| Signed on this -----day of ----- (month) year -----                        |
| At (place): -----                                                          |
| -----<br>Chief Executive Officer/Accounting Officer                        |



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| WRITTEN UNDERTAKING                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                           |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|
| PLEASE READ THIS FIRST                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | SECTION A: EMPLOYER DETAILS & INSTRUCTION |
| <p><b>PURPOSE OF THIS FORM</b></p> <p>To obtain a written undertaking from the <b>designated</b> employer in terms of Section 36 to comply with the requirements of the Employment Equity Act, 55 of 1998, as amended.</p> <p><b>WHO COMPLETES THIS FORM?</b></p> <p>A <b>designated</b> employer, assisted by a labour inspector.</p> <p><b>WHO RECEIVES THIS FORM?</b></p> <p>This form goes to the <b>labour</b> inspector.</p> <p><b>PLEASE NOTE:</b></p> <p>A labour inspector may request and obtain a written undertaking from a designated employer to comply with the provisions of Section 36 (1) within a specified period.</p> <p>Failure to comply with this undertaking may result in the Director-General applying to the Labour Court, to make this undertaking, or any part thereof, an order of the Labour Court in terms of Section 36(2).</p> | Trade name                                |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | DTI registration name                     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | DTI registration number                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | PAYE/SARS number                          |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | UIF reference number                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | EE reference number                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Seta classification                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Industry/Sector                           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Bargaining Council                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Telephone number                          |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>Postal address</b>                     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Postal code                               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | City/Town                                 |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Province                                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>Physical address</b>                   |
| Postal code                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                           |
| City/Town                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                           |
| Province                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                           |
| <b>Details of CEO/Accounting Officer</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                           |
| Name and surname                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                           |
| Telephone number                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                           |
| Email address                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                           |

Please tick (X) the applicable box below as an undertaking to comply with the following provisions of the Act and its regulations.

| (i) Consult with employees (section 16 read with section 17) |  |
|--------------------------------------------------------------|--|
| Please specify:                                              |  |
|                                                              |  |
|                                                              |  |

**(ii) Conduct an analysis (section 19)**

Please specify:

**(iii) Preparation of an EE Plan (section 20)**

Please specify:

**(iv) Publish report (section 22)****(v) Assign responsibility to one or more senior managers (section 24)****(vi) Inform employees (section 25)****(vii) Keep records (section 26)**

I hereby undertake to comply with this written undertaking within.....days of being issued. Failure to comply with this undertaking may result in the Director-General applying to the Labour Court in order to make this undertaking or any part thereof, an order of the Labour Court in terms Section 36(2).

ISSUED ON .....DAY OF (MONTH)..... YEAR .....

AT (PLACE).....

SIGNED: DESIGNATED EMPLOYER/ ON BEHALF OF DESIGNATED EMPLOYER

.....

SIGNED: LABOUR INSPECTOR .....

CONTACT DETAILS OF THE LABOUR INSPECTOR:

.....

PHYSICAL ADDRESS.....

.....

.....



employment &amp; labour

Department:  
Employment and Labour  
REPUBLIC OF SOUTH AFRICA

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| COMPLIANCE ORDER                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                           |  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|--|
| PLEASE READ THIS FIRST                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | SECTION A: EMPLOYER DETAILS & INSTRUCTION |  |
| <p><b>PURPOSE OF THIS FORM</b></p> <p>This form is used to <b>serve</b> a compliance order <b>on a designated employer in the prescribed manner if that employer</b> has failed to comply with sections 16, 17, 19, 22, 24, 25 or 26 of the Employment Equity Act, 55 of 1998, as amended.</p> <p>Failure to comply with this compliance order may result in the Director-General applying to the Labour Court, to make this compliance order an order of the Labour Court.</p> <p><b>WHO COMPLETES THIS FORM?</b><br/>A labour inspector fills this form.</p> <p><b>WHO RECEIVES THIS FORM?</b><br/>This form goes to the <b>designated</b> employer.</p> <p><b>PLEASE NOTE:</b><br/><b>A designated</b> employer must display a copy of this order prominently at a place accessible to the affected employees at each.</p> | Trade name                                |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | DTI registration name                     |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | DTI registration number                   |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | PAYE/SARS number                          |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | UIF reference number                      |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | EE reference number                       |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Seta classification                       |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Industry/Sector                           |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Bargaining Council                        |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Telephone number                          |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>Postal address</b>                     |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Postal code                               |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | City/Town                                 |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Province                                  |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>Physical address</b>                   |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Postal code                               |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | City/Town                                 |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Province                                  |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>Details of CEO/Accounting Officer</b>  |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Name and surname                          |  |
| Telephone number                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                           |  |
| Email address                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                           |  |

1. You are required to comply with the following provisions of the Act and its regulations. Failure to comply with this compliance order may result in the Director-General applying to the Labour Court in order to make this compliance order an order of the Labour Court. **(The box(es) ticked (X) below apply)**

|       |                                                                   |                          |
|-------|-------------------------------------------------------------------|--------------------------|
| (i)   | Consult with employees (section 16 read with section 17)          | <input type="checkbox"/> |
| (ii)  | Conduct an analysis (section 19)                                  | <input type="checkbox"/> |
| (iii) | Preparation of an EE Plan (section 20)                            | <input type="checkbox"/> |
| (iv)  | Publish report (section 22)                                       | <input type="checkbox"/> |
| (v)   | Assign responsibility to one or more senior managers (section 24) | <input type="checkbox"/> |
| (vi)  | Inform employees (section 25)                                     | <input type="checkbox"/> |
| (vii) | Keep records (section 26)                                         | <input type="checkbox"/> |

2. You are required to comply with this compliance order within.....days of receipt hereof. The employer must display a copy of this order prominently at a place accessible to the affected employees at each workplace named in it in terms of Section 25(2)(b).

**SERVED ON** .....**DAY OF (MONTH)**..... **YEAR** .....

**AT (PLACE)**.....

**SIGNED: DESIGNATED EMPLOYER/ ON BEHALF OF DESIGNATED EMPLOYER**

.....

**SIGNED: LABOUR INSPECTOR** .....

**CONTACT DETAILS OF THE LABOUR INSPECTOR:**

.....

**PHYSICAL**

**ADDRESS**.....

.....

.....

|                                                                                   |                                                                                                   |                    |             |
|-----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|--------------------|-------------|
|  | <b>employment &amp; labour</b><br>Department<br>Employment and Labour<br>REPUBLIC OF SOUTH AFRICA | <b>PAGE 1 OF 4</b> | <b>EEA7</b> |
|-----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|--------------------|-------------|

## DIRECTOR-GENERAL REVIEW ASSESSMENT FORM

### INSTRUCTIONS

The following are instructions for the completion of this Assessment Form:

In this Assessment Form the term “Company or Organisation” is used to refer to the Designated Employer who is being required to submit documentation in terms of Section 43 of the Employment Equity Act as amended.

- 1) The designated employer must complete all sections of the Assessment Form.
- 2) The designated employer must respond in the spaces provided in the Assessment Form, and where “YES” is indicated, provide supporting information and evidence as an annexure with the relevant heading(s).
- 3) The annexure(s) containing the supporting information and evidence must be numbered as per each section of the Assessment Form.
- 4) All information must be submitted in hard and/or electronic copies.
- 5) Should information requested not be completed and submitted in the required format, it may result in the Director-General applying to the Labour Court to use remedies available in terms of Section 45 of the Act.
- 6) The completed Assessment Form must be signed by the Chief Executive Officer/Accounting Officer.
- 7) Should the designated employer have an enquiry regarding the completion of the Assessment Form, please contact:

| THE DEPARTMENT OF EMPLOYMENT AND LABOUR |  |
|-----------------------------------------|--|
| Contact Person:                         |  |
| Address:                                |  |
|                                         |  |
|                                         |  |
| Tel.:                                   |  |
| E-mail:                                 |  |

**NB: The Assessment Form must be delivered or e-mailed to the above address.**

| DIRECTOR-GENERAL REVIEW ASSESSMENT FORM                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                              |  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| PLEASE READ THIS FIRST                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | SECTION A: EMPLOYER DETAILS & INSTRUCTIONS                                                                                                                   |  |
| <p><b>PURPOSE OF THIS FORM</b></p> <p>This form enables designated employers to comply with Section 43 of the Employment Equity Act 55 of 1998 as amended.</p> <p>This form contains the format for the Director-General Review of designated employers. All <b>designated</b> employers are required to use this form.</p> <p><b>WHO COMPLETES THIS FORM?</b></p> <p>All designated employers who are subjected to the Director-General Review and required to submit information in terms of section 43 of the Employment Equity Act, 55 of 1998 as amended.</p> | Trade name                                                                                                                                                   |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | DTI registration name                                                                                                                                        |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | DTI registration number                                                                                                                                      |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | PAYE/SARS number                                                                                                                                             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | UIF reference number                                                                                                                                         |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | EE reference number                                                                                                                                          |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Seta classification                                                                                                                                          |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Industry/Sector                                                                                                                                              |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Bargaining Council                                                                                                                                           |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | National or Provincial EAP                                                                                                                                   |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Telephone number                                                                                                                                             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>Postal address</b>                                                                                                                                        |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Postal code                                                                                                                                                  |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | City/Town                                                                                                                                                    |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Province                                                                                                                                                     |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>Physical address</b>                                                                                                                                      |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Postal code                                                                                                                                                  |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | City/Town                                                                                                                                                    |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Province                                                                                                                                                     |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>Details of CEO/Accounting Officer</b>                                                                                                                     |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Name and surname                                                                                                                                             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Telephone number                                                                                                                                             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Email address                                                                                                                                                |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>Details of Employment Equity Senior Manager</b>                                                                                                           |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Name and Surname                                                                                                                                             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Telephone number                                                                                                                                             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Email address                                                                                                                                                |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>Business type (Please mark with an X)</b>                                                                                                                 |  |
| <input type="checkbox"/> Private Sector<br><input type="checkbox"/> <b>National</b> Government<br><input type="checkbox"/> Local Government<br><input type="checkbox"/> <b>Non-profit</b> Organisation                                                                                                                                                                                                                                                                                                                                                             | <input type="checkbox"/> State Owned Enterprise<br><input type="checkbox"/> Provincial Government<br><input type="checkbox"/> <b>Educational</b> Institution |  |
| <b>Information about the organization (Please mark with an X)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                              |  |
| Number of employees in the 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)                                                                                                                                                                                                                                                                                                                         | <input type="checkbox"/> 1 to 49<br><input type="checkbox"/> 50 to 149<br><input type="checkbox"/> 150 or more                                               |  |
| Date on which this EEA7 form was submitted to the Department.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | _____                                                                                                                                                        |  |

**2. SECTION B: ASSIGNED EE MANAGER**

2.1 Did you assign one or more senior manager(s) in terms of section 24?

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

2.1.1 If yes, please provide proof detailing the assignment of responsibilities as outlined. (e.g., letter of assignment detailing responsibilities and mandate)

**3. SECTION C: CONSULTATION**

3.1 Does your organisation have a forum for consultation on employment equity in terms of section 16?

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

3.1.1 If yes, please provide proof of the composition of the forum; copies of the minutes covering the previous twelve months reporting period accompanied by agendas and signed attendance registers.

**4. SECTION D: EMPLOYMENT EQUITY ANALYSIS**

4.1. Did your company conduct an analysis of the **workforce, policies, procedures, practices and the work environment** in terms of section 19?

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

4.1.1 If yes, please provide documentary proof in the form of Report(s) detailing the outcome of your analysis in line with the EEA12 template. Please note that presentation slides or copies of employment policies will **NOT** be accepted.

**5. SECTION E: EMPLOYMENT EQUITY PLAN**

5.1. Does your organisation have an Employment Equity (EE) Plan in terms of section 20, which includes Affirmative Action measures as outlined in the EEA13 template?

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

5.1.1 If yes, please attach a copy of your EE Plan. In case of a consolidated plan, please include the individual plans of each operation included in the consolidated plan.

**6. SECTION F: SIGNATURE OF CHIEF EXECUTIVE OFFICER/ACCOUNTING OFFICER**

The information contained in a report 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                                                                                                                                                                                                                                                                       |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>I ----- (Full Name) CEO/Accounting Officer of<br/>(Organisation) -----</p> <p>hereby declare that I have read, approved and authorized this information.</p> <p>Signed on this ----- day of ----- (month) year ----</p> <p>At (place): -----</p> <p>-----<br/>Chief Executive Officer /Accounting Officer</p> |



## DEMOGRAPHIC PROFILE OF THE NATIONAL AND/OR REGIONAL ECONOMICALLY ACTIVE POPULATION

Statistics South Africa provides demographic data using Quarterly Labour Force Surveys (QLFS) from time to time. The Quarterly Labour Force Surveys provide statistics on the national and provincial Economically Active Population (EAP) in terms of race and gender. Designated employers are required to use the Labour Force Survey of the third quarter for employment equity (EE) purposes when conducting an analysis (Section 19), preparing and implementing an EE plan (Section 20) and when reporting (Section 21) to the Department in terms of the EE Act, 1998 as amended.

Designated employers operating in more than one province must consider the nature and geographical area of their operations and adopt either the national or regional EAP for conducting an analysis, preparing an EE plan and reporting to the Department.

Designated employers who operate in more than one but whose operations are predominantly in one province may choose the EAP of the province where their operations are dominant.

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.

This information is reviewed annually, and also made available in the Commission for Employment Equity (CEE) Annual Reports, which may be accessed from the Department of Employment and Labour website:

[www.labour.gov.za](http://www.labour.gov.za)



## OCCUPATIONAL LEVELS

### WHAT IS THE PURPOSE OF THIS ANNEXURE?

Job evaluation or grading systems are used by many organisations to measure jobs according to their content and establish the comparative worth between jobs.

This annexure provides a table of equivalent occupational levels that may be used by employers when completing the EEA2 and EEA4 forms.

### INSTRUCTIONS

The table below indicates the occupational levels within organisations as developed through the use of different job evaluation or grading systems. The table provides equivalent levels from each of these job evaluation systems.

Employers that do not have job evaluation and grading systems should use the table below for guidance to determine the occupational levels in their organisations.

| OCCUPATIONAL LEVELS                                                                                  | Paterson Classic (levels) | Paterson Modern (bands) | ReMeasure ©(points) | Hay Units ©(points) | Hay Decision Tree ©(points) | Peromnes ©(points) | Task © (levels) | JEasy © (levels) | DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|------------------------------------------------------------------------------------------------------|---------------------------|-------------------------|---------------------|---------------------|-----------------------------|--------------------|-----------------|------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Top Management/<br>Executives                                                                        | F+1 – F+5                 | G Band <sup>1</sup>     | 300-349             | 3581-7160           |                             | 1++                |                 |                  | Controls the functional integration of the business. Determines the overall strategy and objectives of the business. Directs the company into the future. The nature of the work and focus is long-term. Sign-off on policy or strategy                                                                                                                                                                                                                  |
|                                                                                                      | F1 – F5                   | F Lower-F Upper         | 250-299             | 1801-3580           | 225-275                     | 1 to 1+            | 23-26           | 6a-6e            |                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Senior Management                                                                                    | E1-E5                     | E Lower-E Upper         | 200-249             | 735-1800            | 175-224                     | 3-2                | 19-22           | 5a-5e            | Knowledge of entire business area/BU/company or group. Provide inputs for/formulation of the overall Organisational strategy. Translates the overall strategy into business plans for BU/Functional Unit, thereby operationalising organisational strategy. Implements and manages business plan, goals and objectives and ensures the achievement of overall key Organisational/BU/Functional outputs. Manages the development of innovation and change |
| Professionally Qualified & experienced specialists/mid-management                                    | D1-D5                     | D Lower-D Upper         | 150-199             | 371-734             | 125-174                     | 6-4                | 14-18           | 4a-4e            | Professional knowledge of sub-discipline or discipline. Provide input in the formulation of Organisational/Functional Unit business plans. Formulate and implement departmental/team plans that will support the BU business plans. Optimisation of resources (finances, people, material, information and technology) to achieve given objectives in most productive and cost-effective way.                                                            |
| Skilled Technical & Academically Qualified/ Junior Management/ Supervisors/ Foremen/ Superintendents | C1-C5                     | C Lower-C Upper         | 100-149             | 192-370             | 75-124                      | 10-7               | 9-13            | 3a-3e            | Applies broad knowledge of products, techniques and processes. Evaluates procedures and applies previous experience. A good solution can usually be found. Determines own priorities. What has to be done is stipulated; but may require initiative in terms of how it should be done                                                                                                                                                                    |
| Semi-Skilled & discretionary decision-making                                                         | B1-B5                     | B Lower-B Upper         | 50-99               | 85-191              | 25-74                       | 11-15              | 4-8             | 2a-2e            | Accountable for direct product, process or service quality. Incremental improvement of existing processes and procedures according to clear guidelines. Choosing of correct action on the basis of set standards, training procedures and past experience                                                                                                                                                                                                |
| Unskilled & defined decision-making                                                                  | A1-A3                     | A                       | 20-49               | 54-84               | 0-24                        | 16-19              | 1-3             | 1a-1c            | Steps to accomplish work or processes are clearly defined and understood. Tasks are sometimes repetitive and uncomplicated and the work cycle is short                                                                                                                                                                                                                                                                                                   |

<sup>1</sup> The F+1 – F+5 levels are commonly referred to as the G Band in industry and extend beyond the Paterson Classic F5 band.



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## SUMMARY OF THE EMPLOYMENT EQUITY PROGRESS REPORT TO BE INCLUDED IN THE ANNUAL REPORT

Public companies that are designated employers must publish a summary of their EEA report in terms of section 21 of the Act in their annual financial report in terms of section 22 of the Act. Every employer who is required to comply with Section 22 must follow the format below.

### Occupational levels

Please report the total number of **employees (including employees with disabilities)** in each of the following **occupational levels**. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

| 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 |      |   |   |   |        |   |   |   |                   |        |       |
|                                                                                                                    | %     |      |   |   |   |        |   |   |   |                   |        |       |

Please report the total number of **employees with disabilities ONLY** in each of the following **occupational levels**. Note:  
A=Africans, C=Coloureds, I=Indians and W=Whites

| 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 |      |   |   |   |        |   |   |   |                   |        |       |
|                                                                                                                    | %     |      |   |   |   |        |   |   |   |                   |        |       |
| <b>TOTAL PERMANENT</b>                                                                                             | value |      |   |   |   |        |   |   |   |                   |        |       |
|                                                                                                                    | %     |      |   |   |   |        |   |   |   |                   |        |       |
| Temporary employees                                                                                                | value |      |   |   |   |        |   |   |   |                   |        |       |
|                                                                                                                    | %     |      |   |   |   |        |   |   |   |                   |        |       |
| <b>GRAND TOTAL</b>                                                                                                 | value |      |   |   |   |        |   |   |   |                   |        |       |
|                                                                                                                    | %     |      |   |   |   |        |   |   |   |                   |        |       |



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## REQUEST FOR EMPLOYMENT EQUITY REPORT (EEA2)

| PLEASE READ THIS FIRST                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Section A: Applicant details                |  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|--|
| <p><b>PURPOSE OF THIS FORM</b></p> <p>This form is used to request the Employment Equity Report (Form EEA2) of an employer from the Department of Employment and Labour. It is issued in terms of Section 21(5) of the Employment Equity Act, 55 of 1998 as amended.</p> <p><b>INSTRUCTIONS</b></p> <p>Enter the following link:<br/> <a href="https://ee.labour.gov.za/DMISO/EEA11Logon.aspx">https://ee.labour.gov.za/DMISO/EEA11Logon.aspx</a> to register your personal profile and create a password to log into the EEA2 application and request the EEA2 Report.</p> <p>Visit <a href="http://www.labour.gov.za">www.labour.gov.za</a></p> | Name and Surname:                           |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | ID / Passport No:                           |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Organisation / Individual name              |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Address:                                    |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | City:                                       |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Telephone No.:                              |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | E-mail Address:                             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Section B: EEA2 Report requested and Reason |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | EE Reference No:                            |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Trading name:                               |  |
| <b>Reason: Please select one key reason only (X)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                             |  |
| Benchmarking                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <input type="checkbox"/>                    |  |
| Research                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <input type="checkbox"/>                    |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                             |  |
| Year for which the report is requested:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                             |  |
| <p><b>NB: Please consult the EE Public Register available on the Department's website to obtain the EE Reference number.</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                             |  |



employment &amp; labour

Department:  
Employment and Labour  
REPUBLIC OF SOUTH AFRICA

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## EE ANALYSIS (SECTION 19)

| PLEASE READ THIS FIRST                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | SECTION A: EMPLOYER DETAILS & INSTRUCTIONS                                                                                                                                                   |                                                                                                                                                       |    |         |  |           |  |             |  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|----|---------|--|-----------|--|-------------|--|
| <p><b>PURPOSE OF THIS FORM</b></p> <p>This form (EEA12) is used to conduct the Analysis.</p> <p>Designated employers are expected to complete this template in order to comply with Section 19.</p> <p>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.</p> <p>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.</p> | 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                                                                                                                                                                             |                                                                                                                                                       |    |         |  |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>Postal address</b>                                                                                                                                                                        |                                                                                                                                                       |    |         |  |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Postal code                                                                                                                                                                                  |                                                                                                                                                       |    |         |  |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | City/Town                                                                                                                                                                                    |                                                                                                                                                       |    |         |  |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Province                                                                                                                                                                                     |                                                                                                                                                       |    |         |  |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>Physical address</b>                                                                                                                                                                      |                                                                                                                                                       |    |         |  |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Postal code                                                                                                                                                                                  |                                                                                                                                                       |    |         |  |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | City/Town                                                                                                                                                                                    |                                                                                                                                                       |    |         |  |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Province                                                                                                                                                                                     |                                                                                                                                                       |    |         |  |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>Details of CEO/Accounting Officer</b>                                                                                                                                                     |                                                                                                                                                       |    |         |  |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Name and surname                                                                                                                                                                             |                                                                                                                                                       |    |         |  |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Telephone number                                                                                                                                                                             |                                                                                                                                                       |    |         |  |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Email address                                                                                                                                                                                |                                                                                                                                                       |    |         |  |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>Details of Employment Equity Senior Manager</b>                                                                                                                                           |                                                                                                                                                       |    |         |  |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Name and Surname                                                                                                                                                                             |                                                                                                                                                       |    |         |  |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Telephone number                                                                                                                                                                             |                                                                                                                                                       |    |         |  |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Email address                                                                                                                                                                                |                                                                                                                                                       |    |         |  |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>Business type (Please mark with an X)</b>                                                                                                                                                 |                                                                                                                                                       |    |         |  |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <input type="checkbox"/> Private Sector<br><input type="checkbox"/> National Government<br><input type="checkbox"/> Local Government<br><input type="checkbox"/> Non-profit Organisation     | <input type="checkbox"/> State Owned Enterprise<br><input type="checkbox"/> Provincial Government<br><input type="checkbox"/> Educational Institution |    |         |  |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>Information about the organization (Please mark with an X)</b>                                                                                                                            |                                                                                                                                                       |    |         |  |           |  |             |  |
| Is your organisation an organ of State or designated in terms of a collective agreement?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <table border="1"> <tr> <th>YES</th> <th>NO</th> </tr> <tr> <td></td> <td></td> </tr> </table>                                                                                               | YES                                                                                                                                                   | NO |         |  |           |  |             |  |
| 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)                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <table border="1"> <tr> <th>EMPLOYEES</th> <th>x</th> </tr> <tr> <td>1 to 49</td> <td></td> </tr> <tr> <td>50 to 149</td> <td></td> </tr> <tr> <td>150 or more</td> <td></td> </tr> </table> | EMPLOYEES                                                                                                                                             | x  | 1 to 49 |  | 50 to 149 |  | 150 or more |  |
| EMPLOYEES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | x                                                                                                                                                                                            |                                                                                                                                                       |    |         |  |           |  |             |  |
| 1 to 49                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                              |                                                                                                                                                       |    |         |  |           |  |             |  |
| 50 to 149                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                              |                                                                                                                                                       |    |         |  |           |  |             |  |
| 150 or more                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                              |                                                                                                                                                       |    |         |  |           |  |             |  |
| Is your organisation part of a group / holding company?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <table border="1"> <tr> <th>YES</th> <th>NO</th> </tr> <tr> <td></td> <td></td> </tr> </table>                                                                                               | YES                                                                                                                                                   | NO |         |  |           |  |             |  |
| YES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | NO                                                                                                                                                                                           |                                                                                                                                                       |    |         |  |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                              |                                                                                                                                                       |    |         |  |           |  |             |  |
| If yes, please provide the name.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | _____                                                                                                                                                                                        |                                                                                                                                                       |    |         |  |           |  |             |  |
| Date on which this EE Analysis was finalised.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | _____                                                                                                                                                                                        |                                                                                                                                                       |    |         |  |           |  |             |  |

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**IMPORTANT INFORMATION**

- a. 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.
- b. The purpose of the analysis is to determine the extent of under-representation of employees, i.e. both permanent and temporary employees, from the designated groups 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 –
- (i) Identify any barriers that may contribute to the under-representation of employees from the designated groups;
  - (ii) Identify any barriers or factors that may contribute to the lack of Affirmation of diversity in the workplace;
  - (iii) Identify other employment conditions that may adversely affect designated groups; and
  - (iv) Identify practices or factors that positively promote employment equity and diversity in the workplace, including reasonable accommodation.
- c. 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 -
- (i) Recruitment, selection, pre-employment testing and induction, promotion, development and retention that could be biased, inappropriate or un-affirming.
  - (ii) Succession and experience planning, promotions and transfers to establish whether designated groups are excluded or adversely affected.
  - (iii) Job assignments and training opportunities to establish if designated groups are enabled to participate and contribute meaningfully.
  - (iv) Performance and remuneration, including equal pay for work of equal value.
  - (v) Discipline and dispute resolution policies and practices that may not be justified and have a disproportionate adverse effect on the designated groups.
  - (vi) Working conditions that may not cater for cultural, religious and other diversity differences.
  - (vii) Working conditions that may not reasonably accommodate all designated employees, including for employees with disabilities.
  - (viii) Corporate culture.
  - (ix) Any other policy, procedure or practice that may arise from the consultation process.

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**IMPORTANT INFORMATION**

- d. 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.
- (i) 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.
  - (ii) 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.
  - (iii) Designated employers operating in more than one province must consider the nature and geographical area of their operations and elect to adopt either-
    - (a) the national EAP;
    - (b) the provincial EAP for each of the provinces in which they operate;
    - (c) the provincial EAP of the province where the largest part of their operations is conducted.
  - (iv) 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.
  - (v) 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.
  - (vi) 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.
  - (vii) 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.
  - (viii) 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.
- e. 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.
- f. "Temporary employees" are those employees employed for less than three months.

# 1. ANALYSIS OF THE EMPLOYMENT POLICIES, PRACTICES, PROCEDURES AND THE WORKING ENVIRONMENT

## 1.1. 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 measures 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<br>(PLEASE PROVIDE NARRATION)                                                                                | PROPOSED AFFIRMATIVE ACTION MEASURES<br>(PLEASE PROVIDE NARRATION)                                                        |
|                                | POLICY                                                                                                                               | PROCEDURE | PRACTICE | (Briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category) | (Briefly describe the affirmative action measures to be implemented in response to barriers identified for each category) |
| Recruitment                    |                                                                                                                                      |           |          |                                                                                                                       |                                                                                                                           |
| Advertising positions          |                                                                                                                                      |           |          |                                                                                                                       |                                                                                                                           |
| Selection criteria             |                                                                                                                                      |           |          |                                                                                                                       |                                                                                                                           |
| Appointments                   |                                                                                                                                      |           |          |                                                                                                                       |                                                                                                                           |
| Job classification and grading |                                                                                                                                      |           |          |                                                                                                                       |                                                                                                                           |

| 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<br>(PLEASE PROVIDE NARRATION)                                                                                | PROPOSED AFFIRMATIVE ACTION<br>MEASURES<br>(PLEASE PROVIDE NARRATION)                                                     |
|                                  | POLICY                                                                                                                               | PROCEDURE | PRACTICE | (Briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category) | (Briefly describe the affirmative action measures to be implemented in response to barriers identified for each category) |
| 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         |                                                                                                                                      |           |          |                                                                                                                       |                                                                                                                           |

| 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<br>(PLEASE PROVIDE NARRATION)                                                                                | PROPOSED AFFIRMATIVE ACTION MEASURES<br>(PLEASE PROVIDE NARRATION)                                                        |
|                                                               | POLICY                                                                                                                               | PROCEDURE | PRACTICE | (Briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category) | (Briefly describe the affirmative action measures to be implemented in response to barriers identified for each category) |
| 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 |                                                                                                                                      |           |          |                                                                                                                       |                                                                                                                           |

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**2. 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.

**2.1 5-YEAR SECTOR NUMERICAL TARGETS 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<br>SECTOR TARGET % |
| TOP MANAGEMENT                                                                             | Male   |                                      |
|                                                                                            | Female |                                      |
|                                                                                            | TOTAL  |                                      |
| SENIOR MANAGEMENT                                                                          | Male   |                                      |
|                                                                                            | Female |                                      |
|                                                                                            | TOTAL  |                                      |
| PROFESSIONALLY QUALIFIED                                                                   | Male   |                                      |
|                                                                                            | Female |                                      |
|                                                                                            | TOTAL  |                                      |
| SKILLED TECHNICAL                                                                          | Male   |                                      |
|                                                                                            | Female |                                      |
|                                                                                            | TOTAL  |                                      |
|                                                                                            |        | EMPLOYER'S<br>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 (%)                                   |        |                                      |

**2.2 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 |      |   |   |   |        |   |   |   |                   |        |       |
|                                                                                                                    | %     |      |   |   |   |        |   |   |   |                   |        |       |
| <b>TOTAL PERMANENT</b>                                                                                             | value |      |   |   |   |        |   |   |   |                   |        |       |
|                                                                                                                    | %     |      |   |   |   |        |   |   |   |                   |        |       |
| Temporary employees                                                                                                | value |      |   |   |   |        |   |   |   |                   |        |       |
|                                                                                                                    | %     |      |   |   |   |        |   |   |   |                   |        |       |
| <b>GRAND TOTAL</b>                                                                                                 | value |      |   |   |   |        |   |   |   |                   |        |       |
|                                                                                                                    | %     |      |   |   |   |        |   |   |   |                   |        |       |

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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 |      |   |   |   |        |   |   |   |                   |        |       |
|                                                                                                                    | %     |      |   |   |   |        |   |   |   |                   |        |       |

### 2.3 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.

#### 2.2.1 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 (%)<br>(Designated groups)                                                                                                                     |      |   |   |   |        |   |   |   |                  |        |       |
| Workforce Profile(value)                                                                                                                                            |      |   |   |   |        |   |   |   |                  |        |       |
| Workforce Profile (%)                                                                                                                                               |      |   |   |   |        |   |   |   |                  |        |       |
| <b>COMMENTS: Please provide observations and proposed strategies to address the under-representation of any group in order to achieve the 5-year sector target.</b> |      |   |   |   |        |   |   |   |                  |        |       |

#### 2.2.2 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 (%)<br>(Designated groups)                                                                                                                     |      |   |   |   |        |   |   |   |                  |        |       |
| Workforce Profile(value)                                                                                                                                            |      |   |   |   |        |   |   |   |                  |        |       |
| Workforce Profile (%)                                                                                                                                               |      |   |   |   |        |   |   |   |                  |        |       |
| <b>COMMENTS: Please provide observations and proposed strategies to address the under-representation of any group in order to achieve the 5-year sector target.</b> |      |   |   |   |        |   |   |   |                  |        |       |

**2.2.3 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 (%)<br>(Designated groups)                                                                                                                     |      |   |   |   |        |   |   |   |                  |        |       |
| Workforce Profile(value)                                                                                                                                            |      |   |   |   |        |   |   |   |                  |        |       |
| Workforce Profile (%)                                                                                                                                               |      |   |   |   |        |   |   |   |                  |        |       |
| <b>COMMENTS:</b> Please provide observations and proposed strategies to address the under-representation of any group in order to achieve the 5-year sector target. |      |   |   |   |        |   |   |   |                  |        |       |

**2.2.4 SKILLED (Analysis)**

| Skilled Technical                                                                                                                                                   | Male |   |   |   | Female |   |   |   | Foreign National |        | Total |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|---|---|---|--------|---|---|---|------------------|--------|-------|
|                                                                                                                                                                     | A    | C | I | W | A      | C | I | W | Male             | Female |       |
| EAP%                                                                                                                                                                |      |   |   |   |        |   |   |   |                  |        |       |
| 5-Year Sector Target (%)<br>(Designated groups)                                                                                                                     |      |   |   |   |        |   |   |   |                  |        |       |
| Workforce Profile(value)                                                                                                                                            |      |   |   |   |        |   |   |   |                  |        |       |
| Workforce Profile (%)                                                                                                                                               |      |   |   |   |        |   |   |   |                  |        |       |
| <b>COMMENTS:</b> Please provide observations and proposed strategies to address the under-representation of any group in order to achieve the 5-year sector target. |      |   |   |   |        |   |   |   |                  |        |       |

**2.2.5 SEMI-SKILLED (Analysis)**

| Semi-Skilled                                                                                                                                                   | Male |   |   |   | Female |   |   |   | Foreign National |        | Total |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|------|---|---|---|--------|---|---|---|------------------|--------|-------|
|                                                                                                                                                                | A    | C | I | W | A      | C | I | W | Male             | Female |       |
| EAP                                                                                                                                                            |      |   |   |   |        |   |   |   |                  |        |       |
| Workforce Profile<br>(value)                                                                                                                                   |      |   |   |   |        |   |   |   |                  |        |       |
| Workforce Profile<br>(%)                                                                                                                                       |      |   |   |   |        |   |   |   |                  |        |       |
| <b>COMMENTS:</b> Please provide observations and proposed strategies to address the under-representation of any group in order to achieve the numerical goals. |      |   |   |   |        |   |   |   |                  |        |       |

**2.2.6 UNSKILLED (Analysis)**

| Unskilled                                                                                                                                                      | Male |   |   |   | Female |   |   |   | Foreign National |        | Total |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|------|---|---|---|--------|---|---|---|------------------|--------|-------|
|                                                                                                                                                                | A    | C | I | W | A      | C | I | W | Male             | Female |       |
| EAP                                                                                                                                                            |      |   |   |   |        |   |   |   |                  |        |       |
| Workforce Profile (value)                                                                                                                                      |      |   |   |   |        |   |   |   |                  |        |       |
| Workforce Profile (%)                                                                                                                                          |      |   |   |   |        |   |   |   |                  |        |       |
| <b>COMMENTS: Please provide observations and proposed strategies to address the under-representation of any group in order to achieve the numerical goals.</b> |      |   |   |   |        |   |   |   |                  |        |       |

**2.2.7 EMPLOYEES WITH DISABILITIES (Analysis)**

| Employees with Disabilities (% of Total Workforce)                                                                                                                                    |                                     |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|
| A. 5-Year Sector Target (%)                                                                                                                                                           | 3%                                  |
| B. Total Workforce Profile of employees with Disabilities (value)                                                                                                                     |                                     |
| C. Total workforce of all the employees (Value)                                                                                                                                       |                                     |
| D. Total Workforce Profile of employees with Disabilities (%)                                                                                                                         | $B / C \times 100 = D \text{ (\%)}$ |
| <b>COMMENTS: Please provide observations and proposed strategies to address the under-representation of employees with disabilities in order to achieve the 5-year sector target.</b> |                                     |



## EE PLAN (SECTION 20) PAGE 1 OF 20

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## EE PLAN (SECTION 20)

| PLEASE READ THIS FIRST                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | SECTION A: EMPLOYER DETAILS & INSTRUCTIONS                                                                                                                                                   |           |    |         |  |           |  |             |  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|----|---------|--|-----------|--|-------------|--|
| <b>PURPOSE OF THIS FORM</b><br><br>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-<br><br>(a) The objectives to be achieved for each year of the plan<br><br>(b) The affirmative action measures to be implemented as required by section 15(2);<br><br>(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;<br><br>(d) The timetable for each year of the plan for the achievement of goals and objectives other than numerical goals;<br><br>(e) The duration of the plan, this may not be shorter than one year or longer than five years;<br><br>(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;<br><br>(g) The internal procedures to resolve any dispute about the interpretation or implementation of the plan;<br><br>(h) The persons in the workforce, including senior managers, responsible for monitoring and implementing the plan; and<br><br>(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                                                                                                                                                                                     |           |    |         |  |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>Details of CEO/Accounting Officer</b>                                                                                                                                                     |           |    |         |  |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Name and surname                                                                                                                                                                             |           |    |         |  |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Telephone number                                                                                                                                                                             |           |    |         |  |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Email address                                                                                                                                                                                |           |    |         |  |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>Details of Employment Equity Senior Manager</b>                                                                                                                                           |           |    |         |  |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Name and Surname                                                                                                                                                                             |           |    |         |  |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Telephone number                                                                                                                                                                             |           |    |         |  |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Email address                                                                                                                                                                                |           |    |         |  |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>Business type (Please mark with an X)</b>                                                                                                                                                 |           |    |         |  |           |  |             |  |
| <input type="checkbox"/> Private Sector<br><input type="checkbox"/> National Government<br><input type="checkbox"/> Local Government<br><input type="checkbox"/> Non-profit Organisation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <input type="checkbox"/> State Owned Enterprise<br><input type="checkbox"/> Provincial Government<br><input type="checkbox"/> Educational Institution                                        |           |    |         |  |           |  |             |  |
| <b>Information about the organization (Please mark with an X)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                              |           |    |         |  |           |  |             |  |
| Is your organisation an organ of State or designated in terms of a collective agreement?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <table border="1"> <tr> <th>YES</th> <th>NO</th> </tr> <tr> <td></td> <td></td> </tr> </table>                                                                                               | YES       | NO |         |  |           |  |             |  |
| 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)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <table border="1"> <tr> <th>EMPLOYEES</th> <th>x</th> </tr> <tr> <td>1 to 49</td> <td></td> </tr> <tr> <td>50 to 149</td> <td></td> </tr> <tr> <td>150 or more</td> <td></td> </tr> </table> | EMPLOYEES | x  | 1 to 49 |  | 50 to 149 |  | 150 or more |  |
| EMPLOYEES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | x                                                                                                                                                                                            |           |    |         |  |           |  |             |  |
| 1 to 49                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                              |           |    |         |  |           |  |             |  |
| 50 to 149                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                              |           |    |         |  |           |  |             |  |
| 150 or more                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                              |           |    |         |  |           |  |             |  |
| Is your organisation part of a group / holding company?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <table border="1"> <tr> <th>YES</th> <th>NO</th> </tr> <tr> <td></td> <td></td> </tr> </table>                                                                                               | YES       | NO |         |  |           |  |             |  |
| YES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | NO                                                                                                                                                                                           |           |    |         |  |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                              |           |    |         |  |           |  |             |  |
| If yes, please provide the name.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | _____                                                                                                                                                                                        |           |    |         |  |           |  |             |  |
| Date on which this EE Plan was finalised and approved.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | _____                                                                                                                                                                                        |           |    |         |  |           |  |             |  |

## EE PLAN - PAGE 2 OF 20

EEA13

## IMPORTANT INFORMATION

- a) 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.
- b) Section 20 requires that a designated employer prepares and implements an Employment Equity Plan.
- c) The employer must consult and attempt to reach consensus on the development of the EE Plan (EEA13) by taking the following into account-
- (i) Analysis report (EEA12).
  - (ii) National or Provincial Economically Active Population (EAP)
  - (iii) Determining the duration of the EE Plan.
  - (iv) Determining the annual objectives of the EE Plan.
  - (v) Corrective measures/ Affirmative Action measures formulated, including goals and targets.
  - (vi) Time frames established.
  - (vii) Determine the monitoring procedures of the implementation of the EE Plan.
  - (viii) Determine the internal procedures to resolve any dispute about the implementation of the EE Plan.
  - (ix) Resources identified and allocated for the implementation of the EE Plan, including senior managers responsible for monitoring the implementation of the EE Plan.
  - (x) The EE Plan must be communicated to all employees.
- d) 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.
- e) 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).
- f) 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.
- g) 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.
- h) 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.
- i) "Temporary employees" are those employees employed for less than three months.
- j) 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.

Start date: (dd / mm / yyyy)

to

End date: (dd / mm / yyyy)

**2. 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 DD/MM/YYYY to DD/MM/YYYY |            |
|            |                               |            |
|            |                               |            |
| YEAR 2     | From DD/MM/YYYY to DD/MM/YYYY |            |
|            |                               |            |
|            |                               |            |
| YEAR 3     | From DD/MM/YYYY to DD/MM/YYYY |            |
|            |                               |            |
|            |                               |            |
| YEAR 4     | From DD/MM/YYYY to DD/MM/YYYY |            |
|            |                               |            |
|            |                               |            |
| YEAR 5     | From DD/MM/YYYY to DD/MM/YYYY |            |
|            |                               |            |
|            |                               |            |

### 3. 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<br>(PLEASE PROVIDE NARRATION)<br><br>(Briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category) | PROPOSED AFFIRMATIVE ACTION MEASURES<br>(PLEASE PROVIDE NARRATION)<br><br>(Briefly describe the affirmative action measures to be implemented in response to barriers identified for each category) | TIME-FRAMES |          | RESPONSIBILITY<br>(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  |                                                                                                                                      |           |          |                                                                                                                                                                     |                                                                                                                                                                                                     |             |          |                                 |

| 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<br>(PLEASE PROVIDE NARRATION)<br><br>(Briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category) | PROPOSED AFFIRMATIVE ACTION MEASURES<br>(PLEASE PROVIDE NARRATION)<br><br>(Briefly describe the affirmative action measures to be implemented in response to barriers identified for each category) | TIME-FRAMES |          | RESPONSIBILITY<br>(Designation) |
|                                                               | POLICY                                                                                                                               | PROCEDURE | PRACTICE |                                                                                                                                                                     |                                                                                                                                                                                                     | START DATE  | END DATE |                                 |
| 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 |                                                                                                                                      |           |          |                                                                                                                                                                     |                                                                                                                                                                                                     |             |          |                                 |

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**4. 5-YEAR SECTOR NUMERICAL TARGETS 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<br>SECTOR TARGET % |
| TOP MANAGEMENT                                                                             | Male   |                                      |
|                                                                                            | Female |                                      |
|                                                                                            | TOTAL  |                                      |
| SENIOR MANAGEMENT                                                                          | Male   |                                      |
|                                                                                            | Female |                                      |
|                                                                                            | TOTAL  |                                      |
| PROFESSIONALLY QUALIFIED                                                                   | Male   |                                      |
|                                                                                            | Female |                                      |
|                                                                                            | TOTAL  |                                      |
| SKILLED TECHNICAL                                                                          | Male   |                                      |
|                                                                                            | Female |                                      |
|                                                                                            | TOTAL  |                                      |
|                                                                                            |        | EMPLOYER'S<br>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 (%)                                   |        |                                      |

## 5. 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 |      |   |   |   |        |   |   |   |                   |        |       |
|                                                                                                                    | %     |      |   |   |   |        |   |   |   |                   |        |       |

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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:** .....  
DD / MM / YYYY

**End date:** .....  
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 |      |   |   |   |        |   |   |   |                   |        |       |
|                                                                                                                    | %     |      |   |   |   |        |   |   |   |                   |        |       |
| <b>TOTAL PERMANENT</b>                                                                                             | value |      |   |   |   |        |   |   |   |                   |        |       |
|                                                                                                                    | %     |      |   |   |   |        |   |   |   |                   |        |       |
| Temporary employees                                                                                                | value |      |   |   |   |        |   |   |   |                   |        |       |
|                                                                                                                    | %     |      |   |   |   |        |   |   |   |                   |        |       |
| <b>GRAND TOTAL</b>                                                                                                 | value |      |   |   |   |        |   |   |   |                   |        |       |
|                                                                                                                    | %     |      |   |   |   |        |   |   |   |                   |        |       |

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**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: .....  
DD / MM / YYYY

End date: .....  
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 |      |   |   |   |        |   |   |   |                   |        |       |
|                                                                                                                    | %     |      |   |   |   |        |   |   |   |                   |        |       |
| <b>TOTAL PERMANENT</b>                                                                                             | value |      |   |   |   |        |   |   |   |                   |        |       |
|                                                                                                                    | %     |      |   |   |   |        |   |   |   |                   |        |       |
| Temporary employees                                                                                                | value |      |   |   |   |        |   |   |   |                   |        |       |
|                                                                                                                    | %     |      |   |   |   |        |   |   |   |                   |        |       |
| <b>GRAND TOTAL</b>                                                                                                 | value |      |   |   |   |        |   |   |   |                   |        |       |
|                                                                                                                    | %     |      |   |   |   |        |   |   |   |                   |        |       |

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**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 |      |   |   |   |        |   |   |   |                   |        |       |
|                                                                                                                    | %     |      |   |   |   |        |   |   |   |                   |        |       |

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**Numerical targets: Year 2**Start date: .....  
DD / MM / YYYYEnd date: .....  
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 |      |   |   |   |        |   |   |   |                   |        |       |
|                                                                                                                    | %     |      |   |   |   |        |   |   |   |                   |        |       |
| <b>TOTAL PERMANENT</b>                                                                                             | value |      |   |   |   |        |   |   |   |                   |        |       |
|                                                                                                                    | %     |      |   |   |   |        |   |   |   |                   |        |       |
| Temporary employees                                                                                                | value |      |   |   |   |        |   |   |   |                   |        |       |
|                                                                                                                    | %     |      |   |   |   |        |   |   |   |                   |        |       |
| <b>GRAND TOTAL</b>                                                                                                 | value |      |   |   |   |        |   |   |   |                   |        |       |
|                                                                                                                    | %     |      |   |   |   |        |   |   |   |                   |        |       |

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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 |      |   |   |   |        |   |   |   |                   |        |       |
|                                                                                                                    | %     |      |   |   |   |        |   |   |   |                   |        |       |

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**Numerical targets: Year 3**Start date: .....  
DD / MM / YYYYEnd date: .....  
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 |      |   |   |   |        |   |   |   |                   |        |       |
|                                                                                                                    | %     |      |   |   |   |        |   |   |   |                   |        |       |
| <b>TOTAL PERMANENT</b>                                                                                             | value |      |   |   |   |        |   |   |   |                   |        |       |
|                                                                                                                    | %     |      |   |   |   |        |   |   |   |                   |        |       |
| Temporary employees                                                                                                | value |      |   |   |   |        |   |   |   |                   |        |       |
|                                                                                                                    | %     |      |   |   |   |        |   |   |   |                   |        |       |
| <b>GRAND TOTAL</b>                                                                                                 | value |      |   |   |   |        |   |   |   |                   |        |       |
|                                                                                                                    | %     |      |   |   |   |        |   |   |   |                   |        |       |

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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 |      |   |   |   |        |   |   |   |                   |        |       |
|                                                                                                                    | %     |      |   |   |   |        |   |   |   |                   |        |       |

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**Numerical targets: Year 4**Start date: .....  
DD / MM / YYYYEnd date: .....  
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 |      |   |   |   |        |   |   |   |                   |        |       |
|                                                                                                                    | %     |      |   |   |   |        |   |   |   |                   |        |       |
| <b>TOTAL PERMANENT</b>                                                                                             | value |      |   |   |   |        |   |   |   |                   |        |       |
|                                                                                                                    | %     |      |   |   |   |        |   |   |   |                   |        |       |
| Temporary employees                                                                                                | value |      |   |   |   |        |   |   |   |                   |        |       |
|                                                                                                                    | %     |      |   |   |   |        |   |   |   |                   |        |       |
| <b>GRAND TOTAL</b>                                                                                                 | value |      |   |   |   |        |   |   |   |                   |        |       |
|                                                                                                                    | %     |      |   |   |   |        |   |   |   |                   |        |       |

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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 | ROLE/RESPONSIBILITY | FREQUENCY |
|-------------|---------------------|-----------|
|             |                     |           |
|             |                     |           |
|             |                     |           |
|             |                     |           |
|             |                     |           |

**7. DISPUTE RESOLUTION MECHANISMS**

A clear process to be followed to resolve disputes arising from the interpretation and implementation of the EE Plan, including the responsible persons and time-frames for each step to resolve the dispute.

**8. SENIOR MANAGERS ASSIGNED TO MONITOR AND IMPLEMENT THE PLAN****9. ANY OTHER PRESCRIBED MATTER CAN BE INCLUDED.**

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**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



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**DIRECTOR-GENERAL NOTIFICATION FORM**

| PLEASE READ THIS FIRST                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | SECTION A: EMPLOYER DETAILS & INSTRUCTIONS                                                                                                                                                                                     |           |    |         |  |           |  |             |  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|----|---------|--|-----------|--|-------------|--|
| <p><b>PURPOSE OF THIS FORM</b></p> <p>This form is issued in terms of Section 21(4A) of the Employment Equity Amendment Act, 2013 (Act No. 47 of 2013) for designated employers to notify the Director-General if they are unable to submit EE Report(s).</p> <p><b>WHO COMPLETES THIS FORM?</b></p> <p>Designated employers who are unable to submit their EE Report.</p> <p>The reason should be applicable to one or more of the reasons specified for in this form.</p> <p>This form must be signed by the;</p> <ul style="list-style-type: none"> <li>• <b>CEO</b> (Private Sector)</li> <li>• <b>Accounting Officer</b> (Organ of State)</li> </ul> <p><b>SEND TO:</b></p> <p><b>The Director-General C/O Employment Equity Registry</b><br/>Laboria House 215 Francis Baard Street<br/>Pretoria</p> <p>or</p> <p>Please visit the website for further guidance to submit the EEA14 form by using the Employment Equity online reporting system:<br/><a href="http://www.labour.gov.za">www.labour.gov.za</a></p> | Trade name                                                                                                                                                                                                                     |           |    |         |  |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | DTI registration name                                                                                                                                                                                                          |           |    |         |  |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | DTI registration number                                                                                                                                                                                                        |           |    |         |  |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | PAYE/SARS number                                                                                                                                                                                                               |           |    |         |  |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | UIF reference number                                                                                                                                                                                                           |           |    |         |  |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | EE reference number                                                                                                                                                                                                            |           |    |         |  |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Industry/Sector                                                                                                                                                                                                                |           |    |         |  |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Seta classification                                                                                                                                                                                                            |           |    |         |  |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Bargaining Council                                                                                                                                                                                                             |           |    |         |  |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Telephone number                                                                                                                                                                                                               |           |    |         |  |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>Postal address</b>                                                                                                                                                                                                          |           |    |         |  |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Postal code                                                                                                                                                                                                                    |           |    |         |  |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | City/Town                                                                                                                                                                                                                      |           |    |         |  |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Province                                                                                                                                                                                                                       |           |    |         |  |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>Physical address</b>                                                                                                                                                                                                        |           |    |         |  |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Postal code                                                                                                                                                                                                                    |           |    |         |  |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | City/Town                                                                                                                                                                                                                      |           |    |         |  |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Province                                                                                                                                                                                                                       |           |    |         |  |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>Details of CEO/Accounting Officer</b>                                                                                                                                                                                       |           |    |         |  |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Name and surname                                                                                                                                                                                                               |           |    |         |  |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Telephone number                                                                                                                                                                                                               |           |    |         |  |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Email address                                                                                                                                                                                                                  |           |    |         |  |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>Details of Employment Equity Senior Manager</b>                                                                                                                                                                             |           |    |         |  |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Name and Surname                                                                                                                                                                                                               |           |    |         |  |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Telephone number                                                                                                                                                                                                               |           |    |         |  |           |  |             |  |
| Email address                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                |           |    |         |  |           |  |             |  |
| <b>Business type (Please mark with an X)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                |           |    |         |  |           |  |             |  |
| <input type="checkbox"/> Private Sector<br><input type="checkbox"/> National Government<br><input type="checkbox"/> Local Government<br><input type="checkbox"/> Non-profit Organisation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <input type="checkbox"/> State Owned Enterprise<br><input type="checkbox"/> Provincial Government<br><input type="checkbox"/> Educational Institution                                                                          |           |    |         |  |           |  |             |  |
| <b>Information about the organization (Please mark with an X)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                |           |    |         |  |           |  |             |  |
| 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)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <table border="1"> <thead> <tr> <th>EMPLOYEES</th> <th>X</th> </tr> </thead> <tbody> <tr> <td>1 to 49</td> <td></td> </tr> <tr> <td>50 to 149</td> <td></td> </tr> <tr> <td>150 or more</td> <td></td> </tr> </tbody> </table> | EMPLOYEES | X  | 1 to 49 |  | 50 to 149 |  | 150 or more |  |
| EMPLOYEES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | X                                                                                                                                                                                                                              |           |    |         |  |           |  |             |  |
| 1 to 49                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                |           |    |         |  |           |  |             |  |
| 50 to 149                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                |           |    |         |  |           |  |             |  |
| 150 or more                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                |           |    |         |  |           |  |             |  |
| Is your organisation part of a group / holding company?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <table border="1"> <thead> <tr> <th>YES</th> <th>NO</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> </tr> </tbody> </table>                                                                                               | YES       | NO |         |  |           |  |             |  |
| YES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | NO                                                                                                                                                                                                                             |           |    |         |  |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                |           |    |         |  |           |  |             |  |
| If yes, please provide the name.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | _____                                                                                                                                                                                                                          |           |    |         |  |           |  |             |  |
| Reporting year                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | _____                                                                                                                                                                                                                          |           |    |         |  |           |  |             |  |

## DG NOTIFICATION – PAGE 2 OF 2 EEA14

**Section B: Select applicable reason below (X)**

|  | <b>Reason</b>                        | <b>Supporting documentation</b>                                                 |
|--|--------------------------------------|---------------------------------------------------------------------------------|
|  | Section 189-LRA                      | Section 189 Resolution/Agreement                                                |
|  | Section 197 LRA/Transfer of Business | Transfer Agreement/Resolution                                                   |
|  | Mergers/Acquisitions                 | Merger/Acquisition Agreement/Proclamation Gazette                               |
|  | Liquidation/Judicial Winding         | Liquidation Order/Certificate                                                   |
|  | Insolvency                           | Insolvency Order/Certificate                                                    |
|  | Business sold/closed down            | Sale Agreement or any relevant documentation                                    |
|  | Undergoing Business Rescue           | Business Rescue Practitioner's Appointment Letter or any relevant documentation |
|  | Non-designated employer              | CEO Declaration                                                                 |
|  | Other:<br>Specify _____              | Provide relevant documentation                                                  |

**Please provide a brief motivation based on the reason selected above:**

**Chief Executive Officer/Accounting Officer**

The information contained in the EEA14 form 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).

I ..... (Full Name) CEO/Accounting Officer of  
(Organisation)

.....

Signed on this .....day of ..... (month)year .....

At place: .....

.....

**Chief Executive Officer /Accounting Officer**



## REQUEST FOR EE COMPLIANCE CERTIFICATE

| PLEASE READ THIS FIRST                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | SECTION A: EMPLOYER DETAILS & INSTRUCTIONS                                                                                                            |         |    |           |  |             |  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|---------|----|-----------|--|-------------|--|
| <p><b>PURPOSE OF THIS FORM</b></p> <p>This form must be completed by both designated and non-designated employers when requesting a certificate of compliance from the Department of Employment and Labour in terms of Section 53(2) of the Employment Equity Act of 1998, as amended.</p> <p><b>INSTRUCTIONS</b></p> <p><b>Designated employers and non-designated employers must only complete areas of the form that apply to them.</b></p> <p><b>Designated</b> employers must complete <b>sections A, B, C &amp; D.</b></p> <p><b>Non-designated</b> employers must complete <b>sections A, B, &amp; D.</b></p> <p><b>HOW TO REQUEST A COMPLIANCE CERTIFICATE?</b></p> <p>The request must be made online by means of the department website, <a href="http://www.labour.gov.za">www.labour.gov.za</a></p> | 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                                                                                                                                      |         |    |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>Postal address</b>                                                                                                                                 |         |    |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Postal code                                                                                                                                           |         |    |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | City/Town                                                                                                                                             |         |    |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Province                                                                                                                                              |         |    |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>Physical address</b>                                                                                                                               |         |    |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Postal code                                                                                                                                           |         |    |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | City/Town                                                                                                                                             |         |    |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Province                                                                                                                                              |         |    |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>Details of CEO/Accounting Officer</b>                                                                                                              |         |    |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Name and surname                                                                                                                                      |         |    |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Telephone number                                                                                                                                      |         |    |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Email address                                                                                                                                         |         |    |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>Details of Employment Equity Senior Manager</b>                                                                                                    |         |    |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Name and Surname                                                                                                                                      |         |    |           |  |             |  |
| Telephone number                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                       |         |    |           |  |             |  |
| Email address                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                       |         |    |           |  |             |  |
| <b>Business type (Please mark with an X)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                       |         |    |           |  |             |  |
| <input type="checkbox"/> Private Sector<br><input type="checkbox"/> National Government<br><input type="checkbox"/> Local Government<br><input type="checkbox"/> Non-profit Organisation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <input type="checkbox"/> State Owned Enterprise<br><input type="checkbox"/> Provincial Government<br><input type="checkbox"/> Educational Institution |         |    |           |  |             |  |
| <b>Information about the organization (Mark with X)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                       |         |    |           |  |             |  |
| Is your organisation an organ of State or designated in terms of a collective agreement?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <table border="1"> <tr> <th>YES</th> <th>NO</th> </tr> <tr> <td></td> <td></td> </tr> </table>                                                        | YES     | NO |           |  |             |  |
| 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)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <table border="1"> <tr> <td>1 to 49</td> <td></td> </tr> <tr> <td>50 to 149</td> <td></td> </tr> <tr> <td>150 or more</td> <td></td> </tr> </table>   | 1 to 49 |    | 50 to 149 |  | 150 or more |  |
| 1 to 49                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                       |         |    |           |  |             |  |
| 50 to 149                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                       |         |    |           |  |             |  |
| 150 or more                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                       |         |    |           |  |             |  |
| Is your organisation part of a group / holding company?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <table border="1"> <tr> <th>YES</th> <th>NO</th> </tr> <tr> <td></td> <td></td> </tr> </table>                                                        | YES     | NO |           |  |             |  |
| YES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | NO                                                                                                                                                    |         |    |           |  |             |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                       |         |    |           |  |             |  |
| If yes, please provide the name.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                       |         |    |           |  |             |  |

**REQUEST FOR AN EE COMPLIANCE CERTIFICATE – PAGE 2 OF 3 EEA15****SECTION B: TO BE COMPLETED BY BOTH DESIGNATED AND NON-DESIGNATED EMPLOYERS**

1. Complied with the requirements of the National Minimum Wage Act, 2018 or any exemption granted in terms of the Act, and there has been no award by the CCMA for failing to pay the national minimum wage in the previous 12 months.

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

2. Complied with Chapter II of the EE Act and there have been no adverse findings against the employer in the previous 12 months on unfair discrimination in the workplace by the CCMA and/or Labour Court.

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

3. In the case of an award made by the CCMA contemplated in question 1 or 2 or any court order in terms of Chapter II of the EE Act, is the matter currently the subject of an Appeal or Review.

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

## REQUEST FOR AN EE COMPLIANCE CERTIFICATE – PAGE 3 OF 3 EEA15

**SECTION C: TO BE COMPLETED BY DESIGNATED EMPLOYERS ONLY**

4. Have you complied with the applicable sectoral targets as specified in terms of section 15A of the Act in your EE Plan for this reporting period?

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

5. Did not meet the targets stipulated in the regulations in terms of Section 15A of the Act due to the following reason(s):

| PLEASE MARK WITH AN X KEY JUSTIFIABLE REASON FOR NOT COMPLYING WITH THE EE SECTOR TARGETS                                                                                                                          |   |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| a. Insufficient recruitment opportunities                                                                                                                                                                          | X |
| b. Insufficient promotion opportunities                                                                                                                                                                            |   |
| c. Insufficient target individuals from the designated groups with relevant formal qualifications, prior learning, relevant experience or capacity to acquire, within a reasonable time, the ability to do the job |   |
| d. Impact of a CCMA award or Court Order                                                                                                                                                                           |   |
| e. Impact of a transfer of business                                                                                                                                                                                |   |
| f. Impact of Mergers/ Acquisitions                                                                                                                                                                                 |   |
| g. Impact of economic conditions on the business                                                                                                                                                                   |   |

**SECTION D: SIGNATURE: CHIEF EXECUTIVE OFFICER / ACCOUNTING OFFICER**

The information contained in the EEA15 form 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).

I..... (Full name) CEO/Accounting Officer hereby declare that the above information is true and correct.

Signed on this ----- (day) of ----- (month) ----- (year)

At place: -----

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



EEA16A

Ref No : 000000  
Website : [www.labour.gov.za](http://www.labour.gov.za)  
Issue Date : 00000000

### EE Compliance Certificate

Issued in terms of Section 53(2) is valid for 12 months from the date of issue in terms of section 53(3)  
Employment Equity Act 55 of 1998 as amended

to

-----  
**NAME OF THE EMPLOYER**

being a

**DESIGNATED EMPLOYER**

and

is hereby certified to have complied with the requirements specified in section 53(6) of the Employment Equity Act, 1998 as amended

Providing false information to obtain a certificate of compliance or altering a certificate is a criminal offence which will render a person liable for prosecution at the instance of the Department of Employment and Labour.

**SIGNATURE :**

\_\_\_\_\_  
**MINISTER OF EMPLOYMENT AND LABOUR**



EEA16B

Ref No : 000000  
Website : [www.labour.gov.za](http://www.labour.gov.za)  
Issue Date : 00000000

### Certificate of Compliance

Issued in terms of Section 53(2) is valid for 12 months from the date of issue in terms of section 53(3)  
Employment Equity Act 55 of 1998 as amended

to

-----  
**NAME OF THE EMPLOYER**

being a

**NON-DESIGNATED EMPLOYER**

is hereby certified to have complied with the requirements specified in section 53(6) of the Employment Equity Act, 1998 as amended.

**NOTE:** Providing false information to obtain a certificate of compliance or altering a certificate is a criminal offence which will render a person liable for prosecution at the instance of the Department of Employment and Labour.

SIGNATURE: \_\_\_\_\_  
MINISTER OF EMPLOYMENT AND LABOUR



EEA16C

Ref No : 000000  
 Website : [www.labour.gov.za](http://www.labour.gov.za)  
 Issue Date : 00000000

To

.....

.....

# **NOTICE OF INTENTION TO WITHDRAW CERTIFICATE ISSUED IN TERMS OF SECTION 53(2) OF THE EMPLOYMENT EQUITY ACT, 1998**

It has come to the attention of the Department of Employment and Labour that the certificate issued to your business on.....should be withdrawn because –

- (a) You provided incorrect information when applying for the certificate in that -

.....

.....

.....

- (b) the conditions to receive the certificate are no longer satisfied in that -

.....

.....

.....

You are hereby notified that you have a period of 14 days from the date of this notice to provide written representations as to why the certificate should not be withdrawn. Any representations you make must be served.....

\_\_\_\_\_

**MINISTER OF EMPLOYMENT AND LABOUR/  
 LABOUR INSPECTOR  
 OFFICIAL WITH DELEGATED AUTHORITY**



EEA16D

Ref No : 000000  
Website : [www.labour.gov.za](http://www.labour.gov.za)  
Issue Date : 00000000

To

.....  
.....

**NOTICE OF WITHDRAWAL OF CERTIFICATE ISSUED IN TERMS OF SECTION 53(2) OF THE  
EMPLOYMENT EQUITY ACT, 1998**

On..... the Minister of Employment and Labour issued your business with certificate issued in terms of section 53(2) of the Employment Equity Act, 1998.

.....you were issued with a notice of intention to withdraw that certificate and provided with 14 days to make representations why this should not be done.

You did/ did not (delete where inapplicable) file representations.

Have considered the available evidence, including any representations filed, you are advised that the certificate has been withdrawn because –

- (a) the certificate was issued as a result of misrepresentation or the provision of fraudulent or inaccurate information;
- (b) any condition necessary for issuing the certificate being  
.....no longer exists.  
(delete where inapplicable)

\_\_\_\_\_  
**MINISTER OF EMPLOYMENT AND LABOUR**  
**LABOUR INSPECTOR**  
**OFFICIAL WITH DELEGATED POWERS**



**employment & labour**  
Department  
Employment and Labour  
REPUBLIC OF SOUTH AFRICA

PAGE 1 OF 4

EEA17

**ECONOMIC SECTORS AND SUB-SECTORS IN LINE WITH THE STANDARD INDUSTRIAL CLASSIFICATION (SIC) CODES**

| NO. | SECTORS                                          | SUB-SECTORS (DIVISIONS)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-----|--------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.  | <b>ACCOMMODATION AND FOOD SERVICE ACTIVITIES</b> | 1. Accommodation, Short term accommodation activities<br>2. Camping grounds, recreational vehicle parks and trailer parks<br>3. Food and beverage service activities; Restaurants and mobile food service; Event catering another food service activities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 2.  | <b>ADMINISTRATIVE AND SUPPORT ACTIVITIES</b>     | 1. Renting and leasing of motor vehicles (with or without driver)<br>2. Renting and leasing of personal and household goods<br>3. Renting and leasing of other machinery, equipment and tangible goods<br>4. Activities of employment placement agencies<br>5. Temporary employment agency activities; and other human resources provision<br>6. Travel agency, tour operator, reservation service and related activities<br>7. Security and investigation related to private security activities; security systems service activities<br>8. Services to buildings such as cleaning, landscape care and maintenance service activities<br>9. Office administrative, office support and other business support activities such as photocopying, document preparation<br>10. Activities of call centres |
| 3.  | <b>AGRICULTURE, FORESTRY &amp; FISHING</b>       | 1. Crop and animal production, hunting and related services activities.<br>2. Forestry and logging<br>3. Fishing and aquaculture                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| 4.  | <b>ARTS, ENTERTAINMENT AND RECREATION</b>        | 1. Creative, arts and entertainment activities<br>2. Libraries, archives, museums and other cultural activities<br>3. Gambling and betting activities<br>4. Sports activities and amusement and recreation activities<br>5. Other amusement and recreation activities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

**ECONOMIC SECTORS AND SUB-SECTORS – PAGE 2 OF 4 EEA17**

| <b>NO.</b> | <b>SECTORS</b>                                          | <b>SUB-SECTORS (DIVISIONS)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|------------|---------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>5.</b>  | <b>CONSTRUCTION</b>                                     | <ol style="list-style-type: none"> <li>1. Construction of buildings</li> <li>2. Civil Engineering</li> <li>3. Specialised construction activities</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>6.</b>  | <b>EDUCATION</b>                                        | <ol style="list-style-type: none"> <li>1. Pre – primary and primary education and activities of after-school centres; Primary education</li> <li>2. Secondary; Technical and vocational education</li> <li>3. Higher education</li> <li>4. Other education</li> <li>5. Educational support activities</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>7.</b>  | <b>ELECTRICITY, GAS, STEAM AND AIR CONDITION SUPPLY</b> | <ol style="list-style-type: none"> <li>1. Electricity, gas, steam and air conditioning supply</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>8.</b>  | <b>FINANCIAL AND INSURANCE ACTIVITIES</b>               | <ol style="list-style-type: none"> <li>1. Financial service activities, except insurance and pension funding.</li> <li>2. Insurance, reinsurance and pension funding, except compulsory social security</li> <li>3. Activities auxiliary to financial service and insurance activities</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>9.</b>  | <b>HUMAN HEALTH AND SOCIAL WORK ACTIVITIES</b>          | <ol style="list-style-type: none"> <li>1. Human health activities</li> <li>2. Residential care activities</li> <li>3. Social work activities without accommodation</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>10.</b> | <b>INFORMATION AND COMMUNICATION</b>                    | <ol style="list-style-type: none"> <li>1. Publishing activities.</li> <li>2. Motion picture, video and television programme production, sound recording and music publishing activities.</li> <li>3. Programme and broadcasting services</li> <li>4. Telecommunications</li> <li>5. Computer programming, consultancy and related activities</li> <li>6. Information service activities</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>11.</b> | <b>MANUFACTURING</b>                                    | <ol style="list-style-type: none"> <li>1. Manufacturing of food products; beverages and tobacco products</li> <li>2. Manufacturing of textile; wearing apparel; leather and related products</li> <li>3. Manufacturing of wood and product of wood; furniture; cork; articles of straw; plaiting materials; paper and paper products</li> <li>4. Manufacturing of printing; reproduction of recorded media; computer; electronic and optical products</li> <li>5. Manufacturing of coke; refined petroleum products; chemical products; pharmaceuticals; medicinal chemical; botanical products; rubber; tyres and tubes; plastic products and non-metallic mineral products</li> <li>6. Manufacturing of basic metals; fabricated metal products; except machinery and equipment</li> <li>7. Manufacturing of electrical equipment; machinery; equipment; motor vehicles; trailers; semi-trailers; transport equipment; installation of machinery and equipment.</li> </ol> |

## ECONOMIC SECTORS AND SUB-SECTORS – PAGE 3 OF 4 EEA17

| NO. | SECTORS                                                              | SUB-SECTORS (DIVISIONS)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-----|----------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 12. | <b>MINING AND QUARRYING</b>                                          | <ol style="list-style-type: none"> <li>1. Mining of coal and lignite</li> <li>2. Extraction of crude petroleum and natural gas</li> <li>3. Mining of metal ores</li> <li>4. Other mining and quarrying</li> <li>5. Mining support service activities</li> </ol>                                                                                                                                                                                                                                                                                                                            |
| 13. | <b>PROFESSIONAL, SCIENTIFIC AND TECHNICAL ACTIVITIES</b>             | <ol style="list-style-type: none"> <li>1. Legal and accounting, bookkeeping and auditing activities, tax consultancy</li> <li>2. Activities of head office; management consultancy activities</li> <li>3. Architectural and engineering activities; technical testing and analysis</li> <li>4. Scientific Research and experimental development on natural science and engineering; social sciences and humanities</li> <li>5. Advertising and market research and public opinion</li> <li>6. Specialised design and photographic activities</li> <li>7. Veterinary activities.</li> </ol> |
| 14. | <b>PUBLIC ADMINISTRATION AND DEFENCE; COMPULSORY SOCIAL SECURITY</b> | <ol style="list-style-type: none"> <li>1. Administration of the state and the economic and social policy of the community and provision of services to the community as a whole at National; Provincial and Local government levels.</li> <li>2. Compulsory social security activities.</li> </ol>                                                                                                                                                                                                                                                                                         |

## ECONOMIC SECTORS AND SUB-SECTORS – PAGE 4 OF 4 EEA17

| NO. | SECTORS                                                                    | SUB-SECTORS (DIVISIONS)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-----|----------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 15. | <b>REAL ESTATE ACTIVITIES</b>                                              | <ol style="list-style-type: none"> <li>1. Real estate activities with own or leased property</li> <li>2. Real estate activities on a fee or Contract basis</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| 16. | <b>TRANSPORTATION AND STORAGE</b>                                          | <ol style="list-style-type: none"> <li>1. Land transport and transport via pipeline</li> <li>2. Water transport</li> <li>3. Air transport</li> <li>4. Warehousing and support activities for transportation</li> <li>5. Postal and courier activities</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 17. | <b>WATER SUPPLY, SEWERAGE, WASTE MANAGEMENT AND REMEDIATION ACTIVITIES</b> | <ol style="list-style-type: none"> <li>1. Water collection, treatment and supply</li> <li>2. Sewerage</li> <li>3. Waste collection, treatment and disposal activities; materials recovery</li> <li>4. Remediation activities and other waste management services</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 18. | <b>WHOLESALE AND RETAIL TRADE; REPAIR OF MOTOR VEHICLES AND MOTORCYCLE</b> | <ol style="list-style-type: none"> <li>1. Wholesale and retail trade and; repair of motor vehicles and motorcycles, including sales of motor vehicles; wholesale of motor vehicles; retail of new and used motor vehicles; sale and maintenance of repair of motor vehicles and motorcycles and related parts and accessories; retail of automotive fuel in specialised stores</li> <li>2. Wholesale trade of motor vehicles and motorcycles, including wholesale of agricultural raw materials and live animals, food, beverages, tobacco, household goods, machinery, equipment and supplies and other specialised wholesale such as solid, liquid and gaseous fuels, metals and metal ore, construction materials, hardware, plumbing and heating equipment and supplies, waste and scrap, trade in diamonds, pearls and other precious and semi-precious stones</li> <li>3. Retail trade of motor vehicle and motorcycles, including retail sale in non-specialised stores with food, beverages, retail sale of food, beverages, tobacco information and communications equipment, cultural and recreation goods, and other goods such as clothing, footwear and leather, pharmaceutical and medical goods, cosmetics and toilet articles and jewellery in specialised stores.</li> </ol> |





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