

<p><b>PLEASE READ THIS FIRST</b></p> <p style="text-align: center;">↓</p>	<p><b>DEPARTMENT OF LABOUR</b></p>
<p><b>PURPOSE OF THIS FORM</b></p> <p>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-</p> <p>(a) The objectives to be achieved for each year of the plan</p> <p>(b) The affirmative action measures to be implemented as required by section 15(2);</p> <p>(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;</p> <p>(d) The timetable for each year of the plan for the achievement of goals and objectives other than numerical goals;</p> <p>(e) The duration of the plan, this may not be shorter than one year or longer than five years;</p> <p>(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;</p> <p>(g) The internal procedures to resolve any dispute about the interpretation or implementation of the plan;</p> <p>(h) The persons in the workforce, including senior managers, responsible for monitoring and implementing the plan; and</p> <p>(i) Any other prescribed matter.</p>	<p style="text-align: center;"><b>TEMPLATE FOR EMPLOYMENT EQUITY PLAN (Section 20)</b></p> <p><b>Employer Details</b></p> <p>Trade name: Safety and Security Sector Education and Training Authority (SASSETA)</p> <p>DTI Registration name: SASSETA</p> <p>PAYE/SARS No: 7100737503</p> <p>EE Ref No: 122910</p> <p>Industry/Sector: Education and Training</p> <p>Tel No: 011 087 5500</p> <p>Fax No: N/A</p> <p>Postal address: P. O. BOX 7612 Halfway House 1685</p> <p>Physical address: Waterfall Corporate Campus 74 Waterfall Drive Midrand 1685</p> <p>Province: Gauteng</p> <p>Name &amp; Surname of the CEO/Accounting Officer: Mr Thamsanqa Mdontswa</p> <p>Email address: tmdontswa@sasseta.org.za</p>

## 1. INTRODUCTION

Section 20 requires that a designated employer prepares and implements an employment equity (EE) plan which will achieve reasonable progress towards employment equity in that workplace.

An EE Plan must state the following:

- a. 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
- b. Barriers and Affirmative Action Measures must be aligned with those indicated in the audit analysis (section 19(1)) 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 (no “on-going” permitted) and
  - Include responsible persons to monitor the implementation of these AA Measures (not names of people but designations).
- c. The workforce profile, numerical goals and targets with exact time-frames according to the duration of the plan which must be accompanied by strategies to achieve them as informed by the findings in the audit analysis (as per section 19(2)).
- d. Non-numerical goals according to paragraph b above (no need to repeat the table)
- e. The duration of the plan which may not be shorter than 1 year or longer than 5 years (it must have a start and end date in terms of day, month and year).
- f. Procedures to monitor and evaluate the implementation of the plan ( which must state clear roles of stakeholders involved in the monitoring of the plan including time-frames when the monitoring takes place).
- g. Internal procedures to resolve any dispute about the interpretation or implementation of the plan (include the stakeholders involved in resolving the dispute and time-frames allocated for each step of the process)
- h. The persons in the workforce, including senior managers, responsible for monitoring and implementing the plan.
- i. Any other prescribed matter.

**NB: 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)**

## 2. DURATION OF THE PLAN

Section 20 of the Act requires that the duration of the employment equity (EE) plan may not be shorter than one year or longer than five years.

The duration of this plan is five (5) years commencing on 1 January 2023 and ending on 31 December 2027. The plan shall be subjected to annual review during the reporting period.

## 3. OBJECTIVES FOR EACH YEAR OF THE PLAN

The objectives for each year of the plan, which should be specific, measurable, attainable, relevant and time bound, are reflected in the table below:

TIMEFRAMES		OBJECTIVES
YEAR 1	1 January 2023 – 31 December 2023	<ul style="list-style-type: none"> <li>To seek to appoint a Coloured incumbent (male or female) in the professionally qualified category.</li> <li>To conduct a holistic job evaluation and job grading that will align all the jobs to the market related remuneration packages.</li> </ul>
YEAR 2	1 January 2024 - 31 December 2024	<ul style="list-style-type: none"> <li>To appoint one person with disability in the skilled technical or senior occupational level</li> <li>To appoint people from designated groups, other than Africans, in the skilled technical or senior occupational level.</li> </ul>
YEAR 3	1 January 2025 - 31 December 2025	<ul style="list-style-type: none"> <li>To fill the vacancy of the Top management with a member of a <i>designated group</i>.</li> </ul>
YEAR 4	1 January 2026 - 31 December 2026	<ul style="list-style-type: none"> <li>To have achieved at least 80% of all set targets.</li> </ul>
YEAR 5	1 January 2027 - 31 December 2027	<ul style="list-style-type: none"> <li>Set numerical and non-numerical goals should have been achieved at not less than 90%.</li> <li>To develop and have approved new employment equity plan for 1 January 2028 – 31 March 2030.</li> </ul>

### Long standing employment equity common objectives that SASSETA will be striving to achieve throughout the duration of a plan:

- To ensure that SASSETA demographics reflect those of the country with respect to the economically active population (EAP);
- To continuously identify gaps and formulate appropriate affirmative action measures which seek to address past imbalances reflected in the workplace;
- To communicate, advocate and make awareness with regard to the EEA2 and the EEA13 and the EE Committee decisions to the organization;
- To promote equal opportunity and fair treatment in employment through the eradication of any and all forms of unfair discrimination;
- To ensure that training and development opportunities are aligned to affirmative action measures;

- To seek to attain equilibrium in the gender amongst African at the semi-skilled level through natural attrition; and
- To ensure that the workplace is accommodating to people with disabilities. This will be achieved by ensuring that the office spaces are well demarcated to allow movements of personnel's and the workstations cater for people with disabilities.

**4. BARRIERS AND AFFIRMATIVE ACTION MEASURES**

The barriers and affirmative action (AA) measures identified in the employment equity analysis conducted must be included in the plan. These measures must include timeframes to track progress in the implementation of the AA measures. 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 should be specified.

<b>BARRIERS AND AFFIRMATIVE ACTION MEASURES</b>								
<b>CATEGORIES</b>	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			<b>BARRIERS (PLEASE PROVIDE NARRATION)  (briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)</b>	<b>AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)  (briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)</b>	<b>TIME-FRAMES</b>		<b>RESPONSIBILITY (Designation)</b>
	<b>POLICY</b>	<b>PROCEDURE</b>	<b>PRACTICE</b>			<b>START DATE</b>	<b>END DATE</b>	
Recruitment procedures		✓	✓	- EE committee not represented during the recruitment process -Not providing selection panels with a copy of the EE plan outlining numerical targets. - EE Committee representatives not understanding their role	- EE Reps serve as part of the recruitment personnel.  - HR to provide updated EE plan (numerical targets) to assist the recruitment panel. -Training will be given to EE reps to understand their mandate and	01/01/2023 (already in place)	31/12/2027	EE Manager

BARRIERS AND AFFIRMATIVE ACTION MEASURES								
CATEGORIES	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)	TIME-FRAMES		RESPONSIBILITY (Designation)	
	POLICY	PROCEDURE	PRACTICE		START DATE	END DATE		
				<p><b>BARRIERS</b> (PLEASE PROVIDE NARRATION)</p> <p>(briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)</p> <p>during the recruitment process.</p> <ul style="list-style-type: none"> <li>- short notice for EE members to be part of recruitment process.</li> <li>- having internal job applicants who do not possess job requirements for advertised positions, thus preventing them from advancing to higher positions.</li> </ul>	<p><b>AFFIRMATIVE ACTION MEASURES</b> (PLEASE PROVIDE NARRATION)</p> <p>(briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)</p> <p>position during recruitment</p> <ul style="list-style-type: none"> <li>- new standard operating procedure (SOP) for recruitment and selection process with clearly stipulated timelines in place.</li> <li>- continuous development of internal workforce to equip them with qualifications and/or skills.</li> </ul>			

BARRIERS AND AFFIRMATIVE ACTION MEASURES						
CATEGORIES	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (PLEASE PROVIDE NARRATION)  (briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)  (briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			
Advertising positions			✓	<ul style="list-style-type: none"> <li>- Job adverts are not widely spread on all advertising platforms</li> <li>- Job adverts sometimes attract inappropriate candidates and do not reach targeted audience.</li> </ul>	<ul style="list-style-type: none"> <li>- Advertise on various online platforms.</li> <li>- An e-recruitment (on-line recruitment) system was implemented.</li> <li>- Job adverts shall always have a clause encouraging applicants from designated groups to apply.</li> <li>- Promote vacancies through social media</li> </ul>	HR Manager
					01/01/2023  31/12/2027	

BARRIERS AND AFFIRMATIVE ACTION MEASURES						
CATEGORIES	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (PLEASE PROVIDE NARRATION)  (briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)  (briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			
Selection criteria			✓	The selection panel not being made aware of the EE plan.  Candidate short-list bias can occur due to	EE plan snapshot with numerical targets shall be provided to the selection panel.  - HR Department shall always prepare and submit a spreadsheet of job applicants to the selection panel. This spreadsheet clearly indicates race and gender for each job applicant.  Race, if not indicated, has	HR Manager
				platforms.		
					01/01/2020	31/12/2027

BARRIERS AND AFFIRMATIVE ACTION MEASURES								
CATEGORIES	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice		BARRIERS (PLEASE PROVIDE NARRATION)  (briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)  (briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	TIME-FRAMES		RESPONSIBILITY (Designation)	
	POLICY	PROCEDURE			PRACTICE	START DATE		END DATE
Appointments	✓		✓	the fact that potential employees are evaluated utilising CVs. For example, Cloete surname can be either a White or Coloured or even African surname.	to be verified prior to eliminating possible future candidates who will assist SASSETA to achieve its numerical targets.	01/01/2023	31/08/2027	HR Manager

BARRIERS AND AFFIRMATIVE ACTION MEASURES								
CATEGORIES	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (PLEASE PROVIDE NARRATION)  (briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)  (briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
Job classification and grading		✓		Unclear job descriptions and jobs not correctly graded.	Process of updating job descriptions and grading of all jobs is underway.	01/01/2023	31/12/2023	HR Manager
Remuneration and benefits			✓	Payment of remuneration packages that are not market related.	- Annual salary negotiation team inclusive of labour and management. - Benchmarking of staff salaries with similar institutions using external agencies.	01/06/2023	31/07/2027	HR Manager
Terms & conditions of employment			✓	We are a licence-based entity and contracts are linked to licence period	Employment contracts to be extended to be in line with current SETA license	01/01/2023	31/12/2023	HR Manager

BARRIERS AND AFFIRMATIVE ACTION MEASURES						
CATEGORIES	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (PLEASE PROVIDE NARRATION)  (briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)  (briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			
Work environment and facilities			✓	- employment contracts of SASSETA workforce expiring on 31 March 2025, making it difficult to attract and/or retain employees from designated groups.  Workstations not accommodative for all kinds of disability.	SASSETA has user-friendly open plan, which is flexible and accommodates all employees including people with disabilities.	HR Manager

BARRIERS AND AFFIRMATIVE ACTION MEASURES							
CATEGORIES	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice		BARRIERS (PLEASE PROVIDE NARRATION)  (briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)  (briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE			PRACTICE	START DATE	
Training and development	✓		<ul style="list-style-type: none"> <li>- Employees are not motivated to develop themselves and get fully prepared for senior positions within the organization.</li> <li>- Policy has a limit of bursary funding per employee.</li> </ul>	<ul style="list-style-type: none"> <li>- Culture of learning / skills development is encouraged.</li> <li>- Adequate staff development budget to fund bursaries and short courses (skills programmes) is made available every year.</li> <li>- Review bursary amount.</li> </ul>	01/01/2023	31/12/2026	Management Committee
Performance and evaluation	✓		Unclear performance management system characterized by	All employees and managers were trained on performance management	01/01/2023	30/12/2024	HR Manager

BARRIERS AND AFFIRMATIVE ACTION MEASURES						
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	POLICY	PROCEDURE	PRACTICE			
				inconsistency and bias in applying its principles, thereby adversely affecting staff morale.	concept.  Performance management documents (policy and templates) are under review.	
Succession & experience planning			✓	Managers are not well capacitated in mentoring and coaching staff.	Managers to undergo coaching and mentoring programme.	HR Manager
Disciplinary measures	✓	✓	✓	Managers are bias, or alternatively not assertive enough, when taking disciplinary action.	- Disciplinary Policy with clearly defined procedure is in place.	MANCO

BARRIERS AND AFFIRMATIVE ACTION MEASURES							
CATEGORIES	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice		BARRIERS (PLEASE PROVIDE NARRATION)  (briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)  (briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE			PRACTICE	START DATE	
Retention of designated groups	✓		There is no strategy for retaining designated groups.	- Staff retention policy consisting numerous retention elements is in place.	01/07/2022	31/03/2026	MANCO
Corporate culture			-Resistance to change -Lack of communication	- Workshop employees on change management. - Clear communication and timeously with regard to issues affecting employees.	01/01/2024	31/12/2024	Executive Manager: Corporate Services
Reasonable accommodation			There is no practice around reasonable accommodation as advocated by the Act.	Expert capacity building of Management and other stakeholders (Union and EE Committee	01/01/2023	31/03/2024	HR Manager

BARRIERS AND AFFIRMATIVE ACTION MEASURES							
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	POLICY	PROCEDURE			PRACTICE	START DATE	
HIV&AIDS prevention and wellness programmes				Representatives) who sit in selection panels.	01/01/2023	31/12/2027	CEO
			<ul style="list-style-type: none"> <li>- Non-existence of employee wellness programme.</li> <li>- employee wellness days not conducted.</li> <li>- No commemoration of AIDS Day.</li> </ul>	<ul style="list-style-type: none"> <li>-employee wellness programme is in place.</li> <li>- Employee wellness days conducted</li> <li>- World AIDS Day observed.</li> </ul>	Annually	Annually	HR Manager
Assigned senior manager(s) to manage EE			-	EE Manager was appointed by the CEO and actively participates in employment equity	-	-	CEO

BARRIERS AND AFFIRMATIVE ACTION MEASURES								
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	POLICY	PROCEDURE			PRACTICE	START DATE		END DATE
implementation								
Budget allocation in support of employment equity goals			✓	Unavailability of EE budget	EE activities are budgeted for, and they are funded as and when required.	01/01/2023	31/12/2027	EE Manager
Time off for employment equity consultative committee to meet	✓		✓	<ul style="list-style-type: none"> <li>Unavailability of members to attend meetings due to them being focused on their daily operations</li> <li>No alternates for certain designated groups</li> </ul>	<ul style="list-style-type: none"> <li>Meetings scheduled at the beginning of each year to allow members to plan ahead</li> <li>Members who have alternates should make it a point that their alternates attend</li> </ul>	01/01/2023	31/12/2027	EE Manager

BARRIERS AND AFFIRMATIVE ACTION MEASURES									
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				START DATE	END DATE				
	<table border="1"> <tr> <td>POLICY</td> <td>PROCEDURE</td> <td>PRACTICE</td> </tr> </table>	POLICY	PROCEDURE	PRACTICE		<ul style="list-style-type: none"> <li>if the main members can't make it.</li> <li>Continuous efforts are put to recruit from designated groups and increase pool of alternates.</li> </ul>			
POLICY	PROCEDURE	PRACTICE							

## 5. WORKFORCE PROFILE, NUMERICAL GOALS AND TARGETS

Workforce profile information is a snapshot of the workforce at a particular date and time, which is used below to conduct an analysis of the workforce and, at the same time, serve as baseline information for the setting of numerical goals and targets.

### 4.1 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           01/01/2023  
DD / MM /YYYY

**Table 1: Snapshot of workforce profile for all employees, including people with disabilities**

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	1	0	0	0	0	0	0	0	0	0	1
Senior management	2	0	0	0	2	0	1	0	0	0	5
Professionally qualified and experienced specialists and mid-management	5	0	0	0	4	0	1	0	0	0	10
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	15	1	1	0	19	0	1	0	0	0	37
Semi-skilled and discretionary decision making	9	0	0	0	68	1	0	0	0	0	78
Unskilled and defined decision making	2	0	0	0	5	0	0	0	0	0	7
<b>TOTAL PERMANENT</b>	<b>34</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>98</b>	<b>1</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>138</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	<b>34</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>98</b>	<b>1</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>138</b>

**Table 2: Snapshot for workforce profile for people with disabilities ONLY**

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	0	0	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0	0	0	0	0	0	0	0	0	0	0
Semi-skilled and discretionary decision making	0	0	0	0	1	0	0	0	0	0	1
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL PERMANENT</b>	0	0	0	0	1	0	0	0	0	0	1
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	0	0	0	0	1	0	0	0	0	0	1



## Numerical goals for people with disabilities ONLY

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	1	0	0	0	0	1
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	0	0	0	1	0	0	0	0	0	1
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	1	0	0	0	1	0	0	0	0	0	2
Semi-skilled and discretionary decision making	0	0	0	0	0	1	1	0	0	0	2
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL PERMANENT</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### 4.3 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 people with disabilities, and the other only covers people with disabilities **ONLY**.

Numerical targets: Year 1	
Start date: 01/01/2023 DD / MM / YYYY	End date: .....31/12/2023 DD / MM / YYYY

#### Numerical targets for all employees, including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	1	0	0	0	0	0	0	0	0	0	1
Senior management	2	0	0	0	2	0	1	0	0	0	5
Professionally qualified and experienced specialists and mid-management	5	0	0	0	4	1	1	1	0	0	12
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	16	3	4	4	19	1	1	1	0	0	49
Semi-skilled and discretionary decision making	12	1	1	0	68	1	0	0	0	0	83
Unskilled and defined decision making	2	0	0	0	5	0	0	0	0	0	7
<b>TOTAL PERMANENT</b>	<b>38</b>	<b>4</b>	<b>5</b>	<b>4</b>	<b>98</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>157</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	<b>38</b>	<b>4</b>	<b>5</b>	<b>4</b>	<b>98</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>157</b>

## Numerical targets for people with disabilities ONLY

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	1	0	0	0	0	1
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0	0	0	1	0	0	0	0	0	0	1
Semi-skilled and discretionary decision making	1	0	0	0	0	0	0	0	0	0	1
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL PERMANENT</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>

**Numerical targets: Year 2**Start date: 01/01/2024  
DD / MM / YYYYEnd date: ...31/12/2024  
DD / MM / YYYY**Numerical targets, including people with disabilities**

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	1	0	0	0	0	0	0	0	0	0	1
Senior management	2	0	0	0	2	0	1	0	0	0	5
Professionally qualified and experienced specialists and mid-management	5	0	0	0	4	1	1	1	0	0	12
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	17	5	5	5	19	1	1	1	0	0	54
Semi-skilled and discretionary decision making	12	1	1	0	68	1	0	0	0	0	83
Unskilled and defined decision making	2	0	0	0	5	0	0	0	0	0	7
<b>TOTAL PERMANENT</b>	<b>39</b>	<b>6</b>	<b>6</b>	<b>5</b>	<b>98</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>162</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	<b>39</b>	<b>6</b>	<b>6</b>	<b>5</b>	<b>98</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>162</b>

## Numerical targets for people with disabilities ONLY

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	0	0	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	1	0	1	1	0	0	0	0	0	0	3
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL PERMANENT</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>

**Numerical targets: Year 3**Start date: 01/01/2025  
DD / MM / YYYYEnd date: ...31/12/2025  
DD / MM / YYYY

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	1	0	0	0	0	1
Senior management	2	1	1	0	2	0	1	0	0	0	7
Professionally qualified and experienced specialists and mid-management	5	0	0	0	4	1	1	1	0	0	12
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	17	5	5	5	19	1	1	1	0	0	54
Semi-skilled and discretionary decision making	12	1	1	0	68	1	0	0	0	0	83
Unskilled and defined decision making	2	0	0	0	5	0	0	0	0	0	7
<b>TOTAL PERMANENT</b>	<b>39</b>	<b>7</b>	<b>7</b>	<b>5</b>	<b>98</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>164</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	<b>39</b>	<b>7</b>	<b>7</b>	<b>5</b>	<b>98</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>164</b>

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	0	0	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0	0	0	0	0	0	0	0	0	0	0
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL PERMANENT</b>	0	0	0	0	0	0	0	0	0	0	0
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	0	0	0	0	0	0	0	0	0	0	0

**Numerical targets: Year 4**Start date: 01/01/2026  
DD / MM / YYYYEnd date: ...31/12/2026  
DD / MM / YYYY

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	1	0	0	0	0	1
Senior management	2	1	1	0	2	0	1	0	0	0	7
Professionally qualified and experienced specialists and mid-management	5	0	0	0	4	1	1	1	0	0	12
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	17	5	5	5	19	1	1	1	0	0	54
Semi-skilled and discretionary decision making	12	4	1	3	60	1	0	2	0	0	83
Unskilled and defined decision making	2	0	0	0	5	0	0	0	0	0	7
<b>TOTAL PERMANENT</b>	39	10	7	8	90	4	3	4	0	0	164
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	39	10	7	8	90	4	3	2	0	0	164

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	0	0	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0	0	0	0	0	0	0	0	0	0	0
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL PERMANENT</b>	0	0	0	0	0	0	0	0	0	0	0
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	0	0	0	0	0	0	0	0	0	0	0

**Numerical targets: Year 5**Start date: 01/01/2027  
DD / MM / YYYYEnd date: ... 31/12/2027  
DD / MM / YYYY

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	1	0	0	0	0	1
Senior management	2	1	1	0	2	0	1	0	0	0	7
Professionally qualified and experienced specialists and mid-management	5	0	0	0	4	1	1	1	0	0	12
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	17	5	5	5	19	1	1	1	0	0	54
Semi-skilled and discretionary decision making	12	4	1	3	60	1	0	2	0	0	83
Unskilled and defined decision making	2	0	0	0	5	0	0	0	0	0	7
<b>TOTAL PERMANENT</b>	<b>39</b>	<b>10</b>	<b>7</b>	<b>8</b>	<b>90</b>	<b>4</b>	<b>3</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>164</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	<b>39</b>	<b>10</b>	<b>7</b>	<b>8</b>	<b>90</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>164</b>

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	1	0	0	0	0	1
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	1	0	1	2	0	0	0	0	0	0	4
Semi-skilled and discretionary decision making	1	0	0	0	1	0	0	0	0	0	2
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL PERMANENT</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7</b>

## 5. 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
<ul style="list-style-type: none"> <li>▪ Employment Equity Committee</li> </ul>	<ul style="list-style-type: none"> <li>▪ Monitor the achievement of numerical goals and targets</li> <li>▪ Address areas of concern where targets are not being achieved</li> <li>▪ Become a communication channel between employees and the committee</li> </ul>	<ul style="list-style-type: none"> <li>▪ Once every quarter</li> </ul>
<ul style="list-style-type: none"> <li>▪ HR Manager</li> </ul>	<ul style="list-style-type: none"> <li>▪ Provide updates on the EE Plan on every recruitment</li> </ul>	<ul style="list-style-type: none"> <li>▪ Periodically during any recruitment</li> </ul>
<ul style="list-style-type: none"> <li>▪ Employment Equity Manager</li> </ul>	<ul style="list-style-type: none"> <li>▪ Report on the EE related matters to Exco.</li> <li>▪ Support all relevant stakeholders on achievement of the EE targets</li> <li>▪ Accountable for EE reporting and achievement plan</li> </ul>	<ul style="list-style-type: none"> <li>▪ Quarterly during committee meeting</li> </ul>

## 6. 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 must be in place.

SSSETA has dispute resolution committee that deals with EE dispute. The EE Committee is mandated to deal effectively with all related EE Matters. Once an EE dispute is lodged by an employee, the following steps will be followed:

- An employee will lodge a dispute with the constituency representative accordingly.
- The representative will present the dispute at the forum and a solution will be negotiated.
- Should the employee still feel aggrieved, the matter will be escalated to the EE Manager.
- If the employee still feels aggrieved, the matter will be escalated to the CEO
- If the whole internal process is exhausted and the employee still feel aggrieved, the matter can be taken to relevant external bodies (e.g. CCMA, Department of Labour)

## 7. SENIOR MANAGERS ASSIGNED TO MONITOR AND IMPLEMENT THE PLAN

A senior Manager will be responsible for the implementation of the plan.

## 8. ANY PRESCRIBED MATTER CAN BE INCLUDED.

N/A

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

**Chief Executive Officer/Accounting Officer**

Thomsong / Madonsure (full name) CEO/Accounting Officer of  
SASSETA

hereby declare that I have read, approved and authorized this EE Plan.

Signed on this 21 day of December year 2022  
at Midrand (place)

  
Chief Executive Officer /Accounting Officer

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