

PLEASE READ THIS FIRST



DEPARTMENT OF LABOUR

PURPOSE OF THIS FORM

Section 20 requires designated employers to prepare and implement an employment equity plan which will achieve reasonable progress towards employment equity in the employer's workforce. An employment equity plan must state-

- (a) The objectives to be achieved for each year of the plan
- (b) The affirmative action measures to be implemented as required by section 15(2);
- (c) Where under representation of people from designated groups has been identified by the analysis, the numerical goals to achieve the equitable representation of suitably qualified people from designated groups within each occupational level in the workforce, the timetable within which this is to be achieved, and the strategies intended to achieve those goals;
- (d) The timetable for each year of the plan for the achievement of goals and objectives other than numerical goals;
- (e) The duration of the plan, this may not be shorter than one year or longer than five years;
- (f) The procedures that will be used to monitor and evaluate the implementation of the plan and whether reasonable progress is being made towards implementing employment equity;
- (g) The internal procedures to resolve any dispute about the interpretation or implementation of the plan;
- (h) The persons in the workforce, including senior managers, responsible for monitoring and implementing the plan; and
- (i) Any other prescribed matter.

EMPLOYMENT EQUITY PLAN

*** Section 20 ***

Employer Details

Trade name	Stellenbosch University
DTI Registration name	
PAYE/SARS No	1274073020
EE Ref No	762312
Industry/Sector	Education, Training and Development Practices
Province	Western Cape
Tel No	0218084648
Fax No	0218082484
Postal address	Rector and Vice Chancellor, Private Bag X1, Matieland, Stellenbosch, 7600
Physical address	Administration B building, Victoria Street, Stellenbosch
Province	Western Cape
Name & Surname of the CEO/Accounting Officer	Prof Wim de Villiers
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Please Note: This EE Plan must be read with the latest annual EEA12 (Employment Equity Workforce Analysis) and the Code for Employment Equity and Diversity of Stellenbosch University.

1. Duration of this EE Plan:

Start Date :	01/10/2020	End Date :	30/09/2025
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2. Objectives for each year of this EE Plan:

Timeframe	Goals and Objectives *** Other than Numerical Goals & Targets : Section 20 (2) (a) ***	Timetable *** Section 20 (2) (d) ***
Year 1 01/10/2020 to 30/09/2021	<p>Communication : Communication of Company Policies and Procedures to all employees, including the HIV/ Aids , Sexual Harassment , Work of Equal Value = Equal Remuneration & EE Policies , as well as this EE Plan and the latest EEA2 submitted to Department of Employment and Labour. A summary of the EE Act (EEA3) will be displayed.</p>	01/10/2020 to 30/09/2021
	<p>Skills Development: Identify and train employees from the under-represented designated groups to be able to be appointed in the levels where an under-representation of race and gender has been identified. Skills Development Training will be conducted in line with the Company’s Work Place Skills Plan, which is in line with this EE Plan. This objective is subject to availability of funds and posts on the different occupational levels.</p>	01/10/2020 to 30/09/2021
	<p>EE Awareness: Present Employment Equity Training / Awareness Sessions to 1000 employees, as required by Section 7.2 of the Code of Good Practice: Preparation of EE Plans to ensure meaningful consultation. The said is also underpinned by the Department of Employment and Labour Guidelines on Consultation. Diversity, Anti-Discrimination Awareness and the 6 Codes of Good Practice will be included in the said EE Training / Awareness Sessions.</p>	01/10/2020 to 30/09/2021
	<p>Recruitment and Appointments: Procedures to focus on under-represented designated groups and EE Numerical Goals and Targets.</p>	01/10/2020 to 30/09/2021
	<p>Consultation, Feedback, Monitoring and Evaluation: Quarterly EE Forum meetings. The minutes and attendance registers of the said meetings will be communicated to all employees.</p>	Quarterly
	<p>Representative EE Forum : Review composition of the EE Forum Members to ensure all occupational levels and both designated and non-designated groups are represented</p>	01/10/2020 to 30/09/2021
	<p>Affirmative Action Measures: Implementation of Affirmative Action Measures as identified through the EE Barrier Identification Audit and Consultation process.</p>	As per Section 3 herein
	<p>Record Keeping: A formal record keeping system will be utilized to effectively retain the prescribed EE Documents for 5 years, the said will be reviewed and updated quarterly.</p>	01/10/2020 to 30/09/2021
	<p>EEA1’s: All employees will have access to their completed EEA1, and will be afforded the opportunity to add information to the said.</p>	01/10/2020 to 30/09/2021
	<p>Annual EE Reporting: Prepare and submit the EEA2 Report & EEA4 Income Differential Statement to the Director General of Labour.</p>	01/10/2020 to 15/01/2021
	<p>Prepare Successive EE Documentation Draft annual EEA12 (Workforce Analysis)</p>	01/10/2020 to 15/01/2021
Timeframe	Goals and Objectives *** Other than Numerical Goals & Targets : Section 20 (2) (a) ***	Timetable *** Section 20 (2) (d) ***
Year 2	<p>Communication : Communication of Company Policies and Procedures to all employees, including the HIV/ Aids , Sexual Harassment , Work of Equal Value = Equal Remuneration & EE</p>	01/10/2021 to 30/09/2022

	Policies , as well as this EE Plan and the latest EEA2 submitted to Department of Employment and Labour. A summary of the EE Act (EEA3) will be displayed.	
	Skills Development: Identify and train employees from the under-represented designated groups to be able to be appointed in the levels where an under-representation of race and gender has been identified. Skills Development Training will be conducted in line with the Company's Work Place Skills Plan, which is in line with this EE Plan. This objective is subject to availability of funds and posts on the different occupational levels.	01/10/2021 to 15/01/2022
	EE Awareness: Present Employment Equity Training / Awareness Sessions to 1000 employees, as required by Section 7.2 of the Code of Good Practice: Preparation of EE Plans to ensure meaningful consultation. The said is also underpinned by the Department of Employment and Labour Guidelines on Consultation. Diversity, Anti-Discrimination Awareness and the 6 Codes of Good Practice will be included in the said EE Training / Awareness Sessions.	01/10/2021 to 15/01/2022
	Recruitment and Appointments: Procedures to focus on under-represented designated groups and EE Numerical Goals and Targets.	01/10/2021 to 15/01/2022
	Consultation, Feedback, Monitoring and Evaluation: Quarterly EE Forum meetings. The minutes and attendance registers of the said meetings will be communicated to all employees.	Quarterly
	Representative EE Forum : Review composition of the EE Forum Members to ensure all occupational levels and both designated and non-designated groups are represented	01/10/2021 to 15/01/2022
	Affirmative Action Measures: Implementation of Affirmative Action Measures as identified through the EE Barrier Identification Audit and Consultation process.	As per Section 3 herein
	Record Keeping: A formal record keeping system will be utilized to effectively retain the prescribed EE Documents for 5 years, the said will be reviewed and updated quarterly.	01/10/2021 to 15/01/2022
	EEA1's: All employees will have access to their completed EEA1, and will be afforded the opportunity to add information to the said.	01/10/2021 to 15/01/2022
	Annual EE Reporting: Prepare and submit the EEA2 Report & EEA4 Income Differential Statement to the Director General of Labour.	01/10/2021 to 15/01/2022
	Prepare Successive EE Documentation Draft annual EEA12 (Workforce Analysis)	01/10/2021 to 15/01/2022

Timeframe	Goals and Objectives	Timetable
	*** Other than Numerical Goals & Targets : Section 20 (2) (a) ***	*** Section 20 (2) (d) ***
Y e a r	Communication : Communication of Company Policies and Procedures to all employees, including the HIV/ Aids , Sexual	01/10/2022 to 30/09/2023

	Harassment , Work of Equal Value = Equal Remuneration & EE Policies , as well as this EE Plan and the latest EEA2 submitted to Department of Employment and Labour. A summary of the EE Act (EEA3) will be displayed.	
	Skills Development: Identify and train employees from the under-represented designated groups to be able to be appointed in the levels where an under-representation of race and gender has been identified. Skills Development Training will be conducted in line with the Company's Work Place Skills Plan, which is in line with this EE Plan. This objective is subject to availability of funds and posts on the different occupational levels.	01/10/2022 to 30/09/2023
	EE Awareness: Present Employment Equity Training / Awareness Sessions to 1000 employees, as required by Section 7.2 of the Code of Good Practice: Preparation of EE Plans to ensure meaningful consultation. The said is also underpinned by the Department of Employment and Labour Guidelines on Consultation. Diversity, Anti-Discrimination Awareness and the 6 Codes of Good Practice will be included in the said EE Training / Awareness Sessions.	01/10/2022 to 30/09/2023
	Recruitment and Appointments: Procedures to focus on under-represented designated groups and EE Numerical Goals and Targets.	01/10/2022 to 30/09/2023
	Consultation, Feedback, Monitoring and Evaluation: Quarterly EE Forum meetings. The minutes and attendance registers of the said meetings will be communicated to all employees.	Quarterly
	Representative EE Forum : Review composition of the EE Forum Members to ensure all occupational levels and both designated and non-designated groups are represented	01/10/2022 to 30/09/2023
	Affirmative Action Measures: Implementation of Affirmative Action Measures as identified through the EE Barrier Identification Audit and Consultation process.	As per Section 3 herein
	Record Keeping: A formal record keeping system will be utilized to effectively retain the prescribed EE Documents for 5 years, the said will be reviewed and updated quarterly.	01/10/2022 to 30/09/2023
	EEA1's: All employees will have access to their completed EEA1, and will be afforded the opportunity to add information to the said.	01/10/2022 to 30/09/2023
	Annual EE Reporting: Prepare and submit the EEA2 Report & EEA4 Income Differential Statement to the Director General of Labour.	01/09/2022 to 15/01/2023
	Prepare Successive EE Documentation Draft annual EEA12 (Workforce Analysis)	01/09/2022 to 15/01/2023

Timeframe	Goals and Objectives *** Other than Numerical Goals & Targets : Section 20 (2) (a) ***	Timetable *** Section 20 (2) (d) ***
Year 4 01/10/2023 to 30/09/2024	Communication : Communication of Company Policies and Procedures to all employees, including the HIV/ Aids , Sexual Harassment , Work of Equal Value = Equal Remuneration & EE Policies , as well as this EE Plan and the latest EEA2 submitted to Department of Employment and Labour. A summary of the EE Act (EEA3) will be displayed.	01/10/2023 to 30/09/2024
	Skills Development: Identify and train employees from the under-represented designated groups to be able to be appointed in the levels where an under-representation of race and gender has been identified. Skills Development Training will be conducted in line with the Company's Work Place Skills Plan, which is in line with this EE Plan.	01/10/2023 to 30/09/2024

	This objective is subject to availability of funds and posts on the different occupational levels.	
	EE Awareness: Present Employment Equity Training / Awareness Sessions to 1000 employees, as required by Section 7.2 of the Code of Good Practice: Preparation of EE Plans to ensure meaningful consultation. The said is also underpinned by the Department of Employment and Labour Guidelines on Consultation. Diversity, Anti-Discrimination Awareness and the 6 Codes of Good Practice will be included in the said EE Training / Awareness Sessions.	01/10/2023 to 30/09/2024
	Recruitment and Appointments: Procedures to focus on under-represented designated groups and EE Numerical Goals and Targets.	01/10/2023 to 30/09/2024
	Consultation, Feedback, Monitoring and Evaluation: Quarterly EE Forum meetings. The minutes and attendance registers of the said meetings will be communicated to all employees.	Quarterly
	Representative EE Forum : Review composition of the EE Forum Members to ensure all occupational levels and both designated and non-designated groups are represented	01/10/2023 to 30/09/2024
	Affirmative Action Measures: Implementation of Affirmative Action Measures as identified through the EE Barrier Identification Audit and Consultation process.	As per Section 3 herein
	Record Keeping: A formal record keeping system will be utilized to effectively retain the prescribed EE Documents for 5 years, the said will be reviewed and updated quarterly.	01/10/2023 to 30/09/2024
	EEA1's: All employees will have access to their completed EEA1, and will be afforded the opportunity to add information to the said.	01/10/2023 to 30/09/2024
	Annual EE Reporting: Prepare and submit the EEA2 Report & EEA4 Income Differential Statement to the Director General of Labour.	01/09/2023 to 15/01/2024
	Prepare Successive EE Documentation Draft annual EEA12 (Workforce Analysis)	01/09/2023 to 15/01/2024

3. Barriers and Affirmative Action Measures:

✘ = No Barrier ✓ = Barrier Identified

The EE Barrier Analysis below was conducted in consultation with:

- ⇒ Top Management,
- ⇒ EE Manager, and
- ⇒ All Members of the representative EE Forum,

who provided feedback and/or input during a formal EE Forum Meeting as per EE Forum Minutes.

Categories	IDENTIFIED BARRIERS			BARRIER DESCRIPTION	AFFIRMATIVE ACTION MEASURE/S DESCRIPTION	TIMEFRAME/S FOR IMPLEMENTATION OF AA MEASURES		RESPONSIBILITY (Designation Only)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
Recruitment procedures & Advertising positions & Selection criteria & Appointments	✘	✓	✓	Low labour turnover in some occupational levels A shortage of funds High minimum post requirements as a result of the nature of the academic environment Limited pool of qualifying candidates from the designated groups Careers in the private sector being more attractive and profitable; difficulty retaining employees from designated groups	Monitor and review advertised positions and new appointments at EEAC meetings (add as standing agenda item). Require all faculties and environments to draft, as part of their business plans, their own EEP, which must include goals and targets that contribute significantly to the diversification of staff. Thus SU could move closer to representing the economically active population of the region, and ultimately the country. Expand the pool of qualifying candidates from the designated groups, and ensure that effective recruitment is done regarding the designated groups. The following measures are being implemented: <ul style="list-style-type: none"> • Expanding the pool of suitable candidates from the designated groups at undergraduate level • Recruiting applications from postgraduate students • Postgraduate bursaries to students from designated groups Special efforts during the application and appointment process to enlarge the pool of appointable candidates from designated groups by the following means:	01/10/2020	30/09/2024	<ul style="list-style-type: none"> • Rector • Vice-Rector: Social Impact, Transformation and Personnel • EE Manager • Deans • Environment Heads

					<ul style="list-style-type: none"> • following a transparent and effective recruitment process; • evaluating minimum job requirements and routine investigations to determine whether the requirements set are really necessary for the effective execution of functions related to the post; • ensuring that deans and Environment heads, with the support of the Human Resources Division (HR), investigate alternative recruitment methods if a first round of recruitment has not attracted suitably qualifying applicants from the designated groups; • if two or more candidates from designated groups have been found appointable, giving preference to candidates from the most underrepresented designated group; • considering creating a position for a candidate with proven potential who was not recommended for appointment; e.g. recruiting the person for postgraduate studies or as a research assistant, and assisting them in applying for postgraduate bursaries or allocating a subsistence allowance from strategic funds while the person is registered as a postgraduate student working in a department. Any initiative to accommodate such people with a view to later appointment or promotion must be considered without creating an expectation to appointment. The method of funding should be determined together with the Vice-Rector: Social Impact, Transformation And Personnel; 			
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					<ul style="list-style-type: none"> • expecting deans and Environment heads to strive actively towards meeting the targets linked to their respective performance contracts; faculty and Environment chairs agree on these targets together with their dean or Environment head. Deans set their targets along with the Vice-Rector: Social Impact, Transformation and Personnel or the applicable head to whom the Rector wishes to delegate the responsibility, while Environment heads contract with responsibility centre heads, and the Rector with Council; <p>Develop underqualified employees with potential from the designated groups by means of the following:</p> <ul style="list-style-type: none"> • identifying candidates with potential from the designated groups; • enabling staff to pursue further training or studies in accordance with the guidelines set by HR; • monitoring and offering encouragement by offering incentives; and <p><input type="checkbox"/> Take note:</p> <p>Changes to the staff profile will take place on the understanding that:</p> <ul style="list-style-type: none"> • appointees must meet the minimum requirements for the posts concerned; • no staff members may involuntarily lose their jobs purely because of affirmative action; • neither the standards of teaching and research nor the quality of graduates delivered by SU may be compromised; the 		
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					<p>requirements set by the various bodies of accreditation must still be met; and applicants from the designated groups do not necessarily have a right to affirmative action.</p> <p>Draft and implement guidelines for members of recruitment and selection panels.</p>			
Remuneration and benefits	✓	✗	✗	<p>No guidelines on Work of Equal Value = Equal Pay</p> <p>An institutional culture that discourages employees, especially women from negotiating salaries and benefits.</p> <p>Female staff members' salaries and benefits not always on par with that of their male counterparts.</p> <p>No clear policy on differentiated remuneration.</p>	<p>Draft Policy on Work of Equal Value = Equal Pay</p> <p>Create awareness of the proposed Policy and of the maxim "Work of Equal Value = Equal Pay"</p> <p>Implement policy and practices to rectify disparities</p>	01/01/2020	01/01/2021	<ul style="list-style-type: none"> • Rector • Vice-Rector: Social Impact, Transformation and Personnel • EE Manager • Deans • Environment Heads
Terms & conditions of employment	✗	✓	✓	<p>Failures in implementing the Code for Employment Equity and Diversity</p> <p>SU's policies regarding EE, HIV&AIDS and sexual harassment not being aligned with the CGPs</p> <p>SU's Disciplinary Code not including a list of offences, among other things discrimination on any listed or arbitrary ground and sexual harassment</p>	<p>The Code for Employment Equity and Diversity must be applied to avoid unfair discrimination during the establishment, maintenance and termination of a relationship of employment.</p> <p>Review and update SU's EE, HIV&AIDS and sexual harassment policies and align them with the CGP.</p> <p>Review and update SU's Disciplinary Code to include a list of offences, among other things discrimination on any listed or arbitrary ground and sexual harassment.</p> <p>Review and improve the funding of replacement workers for female staff who are on maternity leave.</p>	01/10/2020	30/09/2022	<ul style="list-style-type: none"> • Rector • Vice-Rector: Social Impact, Transformation and Personnel • EE Manager • Deans • Environment Heads
Work environment and facilities	✗	✓	✓	<p>Under-representation of Disabled Persons (Currently at 0.4% of total workforce)</p> <p>Capable students with disabilities are not assessed or actively considered for positions before they leave.</p>	<p>Conduct a workplace audit to identify suitable positions for persons with specific disabilities, and consider appointing suitably qualified persons with a disability when such positions become available.</p>	01/10/2020	30/09/2024	<ul style="list-style-type: none"> • Rector • Vice-Rector: Social Impact, Transformation and Personnel • EE Manager • Deans • Environment Heads

				Inadequate facilities for people with disabilities and access.	Compile a database of qualified students with disabilities and of other postgrad students from designated groups who are highly skilled and who would be interested in employment at SU. Ensure access and facilities for people with disabilities are in place.			
Training and development	x	✓	✓	Limited participation of employees in EE Initiatives Lack of EE, Diversity & Anti-discrimination Awareness amongst all employees	Offer Siyakhula EE, anti-discrimination and diversity workshops to help all staff members deal with difficult issues of dialogue and engagement regarding transformation. Continue to explore other opportunities for improving institutional climate	01/10/2020	30/09/2021	<ul style="list-style-type: none"> • Rector • Vice-Rector: Social Impact, Transformation and Personnel • EE Manager • Deans • Environment Heads
Performance and evaluation	x	x	✓	Transformation (including EE) key performance areas (KPAs) not formalized in work agreements of all staff Some employees do not find the performance and evaluation process helpful or motivating Performance evaluation not consistently applied	Transformation (including EE) to be integral to the key performance areas (KPAs) of environment heads and staff exercising delegated powers. KPAs to be included in every SU employee's work agreement, and specific transformation performance indicators must form part of work agreements with environment heads and staff exercising delegated powers. The weight of the transformation KPA must be between 20% and 25%. The managers of environment heads and staff exercising delegated powers must evaluate their performance regarding transformation and EE annually. Review Performance and Evaluation System	01/01/2020	01/01/2021	<ul style="list-style-type: none"> • Rector • Vice-Rector: Social Impact, Transformation and Personnel • EE Manager • Deans • Environment Heads
Succession & experience planning	x	x	✓	Deficient skills development of new employees, and deficient monitoring of staff turnover trends	Monitor and review skills development of employees Monitoring of staff turnover trends at EEAC Meetings (standing agenda point)	01/10/2020	30/09/2024	<ul style="list-style-type: none"> • Rector • Vice-Rector: Social Impact, Transformation and Personnel • EE Manager • Deans • Environment Heads
Disciplinary measures	✓	x	x	Disciplinary Code not including a list of offences, among other things discrimination on any listed or	Review and update the Disciplinary Code to include a list of offences, among other things discrimination on	01/10/2020	30/09/2022	<ul style="list-style-type: none"> • Rector

				<p>arbitrary ground and sexual harassment</p> <p>Lack of monitoring; letting unfair discrimination and harassment go unnoticed</p> <p>Aspects of communication via social media and freedom of speech being very unclear and needing urgent attention.</p>	<p>any listed or arbitrary ground and sexual harassment.</p> <p>Make unfair discrimination and harassment a standing agenda item for EEAC meetings.</p> <p>Investigate and improve aspects of communication via social media and freedom of speech.</p>			<ul style="list-style-type: none"> • Vice-Rector: Social Impact, Transformation and Personnel • EE Manager • Deans • Environment Heads
Retention of designated groups	x	✓	✓	<p>Flawed communication and implementation of a retention strategy</p> <p>No regular feedback mechanisms to flag problematic meeting habits</p> <p>Halal catering at the institution</p> <p>No policy on women bringing up children (impact on promotion etc. as women take much longer to get promotion)</p> <p>Inadequate provision of maternity leave benefits</p>	<p>During the appointment process, offer the possibility of appointing a mentor in accordance with the general guidelines for providing mentors to the broad University community. Mentors can assist and advise on personal as well as professional matters.</p> <p>Provide diversity training for SU Management to develop their skills to manage and utilize diversity. Diversity training for staff, too, is necessary to promote respect, sensitivity and dignity among the University community.</p> <p>Create opportunities for accelerated training and career development. Career planning must take employees' potential into account and must be based on that identified potential. To this end, those responsible for supporting an employee's career are required to draft realistic action plans, e.g. by means of further training. Deans and RC heads must accept responsibility for ensuring, in collaboration with HR, that these objectives receive the attention they require; e.g. by providing suitable funding and time planning for training and development.</p> <p>Develop and apply an objective, uniform performance appraisal system.</p> <p>To be reviewed and improved:</p> <p>Special leave for religions other than Christianity,</p> <p>Central maternity leave fund,</p> <p>Regular feedback mechanisms to flag problematic meeting habits, and</p> <p>Halal catering</p>	01/10/2020	30/09/2024	<ul style="list-style-type: none"> • Rector • Vice-Rector: Social Impact, Transformation and Personnel • EE Manager • Deans • Environment Heads

Corporate culture	x	✓	✓	<p>Limited employee participation in EE Initiatives and training, diversity and anti-discrimination awareness among employees in general</p> <p>No regular platform for staff to network and discuss institutional solutions regarding childcare, transport, further studies and disability support</p> <p>Many employees being of the opinion that EE activity is simply 'for the sake of ticking the box' and that it will not lead to any changes</p>	<p>Conduct an EE Climate Survey on regular basis.</p> <p>Offer EE, anti-discrimination and diversity workshops to help all staff members deal with difficult issues of dialogue and engagement regarding transformation.</p> <p>Continue to explore other opportunities for improving the institutional climate and affecting real change, and adding value to employees and the University alike.</p>	01/10/2020	30/09/2024	<ul style="list-style-type: none"> • Rector • Vice-Rector: Social Impact, Transformation and Personnel • EE Manager • Deans • Environment Heads
Reasonable accommodation	x	✓	✓	<p>Disabled persons being underrepresented (currently 0,4% of the total workforce)</p> <p>Capable students with disabilities not being assessed or actively considered for positions at SU before they leave</p>	<p>Conduct a workplace audit to identify suitable positions for persons with specific disabilities, and consider appointing suitably qualified persons with a disability when such positions become available.</p> <p>Compile a database of qualified students with disabilities and of other postgrad students from designated groups who are highly skilled and who would be interested in employment at SU.</p>	01/10/2020	30/09/2021	<ul style="list-style-type: none"> • EE Manager • Deans • Environment Heads
HIV&AIDS prevention and wellness programmes	x	x	x					
Assigned senior manager(s) to manage EE implementation	x	x	x					
Budget allocation in support of employment equity goals	x	✓	✓	<p>Lack of budget allocation in support of employment equity goals and other supporting actions</p>	<p>Negotiate for resources from the Strategic Fund for promoting diversity; e.g. to fund actions as stipulated in the EEP and other supporting actions.</p>	01/10/2020	30/09/2021	<ul style="list-style-type: none"> • Rector • Vice-Rector: Social Impact, Transformation and Personnel • EE Manager
Time off for employment equity consultative	x	✓	✓	<p>Lack of regular feedback to all employees after EEAC meetings</p>	<p>Hold quarterly and give feedback to all employees.</p>	01/10/2020	30/09/2024	<ul style="list-style-type: none"> • Rector • Vice-Rector: Social Impact, Transformation and Personnel • EE Manager

committee to meet								
Communication, Awareness and Consultation as per section 12.1 Of the EE Plan	✘	✔	✔	<p>Lack of employee participation in EE Initiatives</p> <p>Lack of EE, diversity and anti-discrimination awareness among employees in general</p> <p>Lack of communication, coordination and structure among EE role players, initiatives and policies</p>	<p>Present EE, anti-discrimination and diversity workshops to help all staff members deal with difficult issues of dialogue and engagement regarding transformation.</p> <p>Continue to explore other opportunities for improving the institutional climate.</p> <p>Communicate and implement a coordinated EE structure.</p>	01/10/2020	30/09/2024	<ul style="list-style-type: none"> • Rector • Vice-Rector: Social Impact, Transformation and Personnel • EE Manager • Deans • Environment Heads

4. 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. The following specific university circumstances to be noted, as they influence numerical goals and targets:

- a) **Targets:** In order to increase the percentage of African black, coloured and Indian (ACI) employees from 48% in 2020 to 55% in 2025, approximately half of all appointments previously held by white employees should be from the ACI groupings. The projections in this report is based on the low turnover of the past two years, and expected retirements over the next five years. Changes in turnover patterns, the creation of new positions or freezing of current positions would all have an influence on the estimates.
- b) **Top 3 Occupational Levels:** Leadership of University, staff turnover and lack of available positions due to structure and workforce requirements. New appointments will be carefully considered to address over and under representation and emphasis will be placed on positions opening as a result of retirement, resignation etc. to appoint EE candidates.
- c) **Bottom 3 Occupational Levels:** Staff turnover and lack of available positions due to structure and workforce requirements. New appointments will be carefully considered to address over and under representation and emphasis will rather be placed on positions opening as a result of retirement, resignation etc. to appoint EE candidates.
- d) **Disabled Persons:** Due to operational and Occupational Health and Safety Act requirements, a lack of suitable positions for persons with a disability exists. See Section 8.2 herein.
- e) **Sustainability and Economic Viability:** The University places a high priority on the economic viability, thus ensuring job security for current and future employees. The University will exercise its obligations pursuant to employment equity in the most cost effective manner.
- f) **Stellenbosch University has an obligation** to make sound and ethical decisions, ensure that the university's selection and appointment procedures are administered fairly, consistently, without any form of bias, treat all employees equally, and fairly, not place an absolute barrier to persons from the non-designated group.
- g) **Provincial / Geographic Location:** Sourcing candidates from other provinces has a financial impact on the University. The University, nevertheless, does not allow this reality to inhibit progress with equity.
- h) **Pool of Suitably Qualified Persons:** Limited due to critical skills and inherent requirements of the job in several occupational levels.

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: 01/10/2020

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

The EEA1 form was used to obtain information from all employees for the purpose conducting an analysis of the workforce profile.

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	M	F	
Top Management	0	1		4	0		0	1	0	0	6
Senior Management	3	7	2	24	1	2	1	16	5		61
Prof Qualified and Experienced Specialist and Mid-Management	23	61	14	377	18	66	9	313	51	25	957
Skilled, Academic, Jr Mgmt, Supervisors, Foremen and Supts	67	286	14	202	96	455	17	582	9	18	1746
Semiskilled and Discretionary Decision Making	24	185	0	7	34	153	0	25	1	0	429
Unskilled and Defined Decision Making	3	24	0	0	6	27	0	1	0		61
Total Permanent	120	564	30	614	155	703	27	938	66	43	3260
Temporary employees (Fixed term contracts)	58	124	15	163	132	217	27	425	62	59	1282
Grand Total	178	688	45	777	287	920	54	1363	128	102	4542

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

The EEA1 form was used to obtain information from all employees for the purpose conducting an analysis of the workforce profile.

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	M	F	
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
Prof Qualified and Experienced Specialist and Mid-Management	0	0	1	4	0	1	0	3	0	0	9
Skilled, Academic, Jr Mgmt, Supervisors, Foremen and Supts	0	0	0	6	1	1	0	5	0	0	13
Semiskilled and Discretionary Decision Making	0	0	0	1	1	0	0	1	0	0	3
Unskilled and Defined Decision Making	0	0	0	0	0	0	0	0	0	0	0
Total Permanent	0	0	1	11	2	2	0	9	0	0	25
Temporary employees (Fixed term contracts)	0	0	0	3	0	1	0	2	0	0	6
Grand Total	0	0	1	14	2	3	0	11	0	0	31

4.2 NUMERICAL GOALS

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.

Numerical Goal			
Start date:	01/10/2020	End date:	30/09/2025

Numerical goals for all employees, including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	M	F	
Top Management	0	1	1	2	1	0	0	1	0	0	6
Senior Management	4	7	2	17	5	5	2	14	5	0	61
Prof Qualified and Experienced Specialist and Mid-Management	46	71	22	315	52	80	20	275	25	51	957
Skilled, Academic, Jr Mgmt, Supervisors, Foremen and Supts	94	293	21	165	144	455	19	528	18	9	1746
Semiskilled and Discretionary Decision Making	25	185	0	7	38	153	0	20	0	1	429
Unskilled and Defined Decision Making	3	24	0	0	6	27	0	1	0	0	61
Total Permanent	172	581	46	506	246	720	41	839	48	61	3260
Temporary employees (Fixed term contracts)	58	124	15	163	132	217	27	425	62	59	1282
Grand Total	230	705	61	669	378	937	68	1264	110	120	4542

Please Note:

Numerical Goals and/or Numerical Targets cannot be set accurately due to the following reasons:

- Terminations due to Resignations, Dismissals (misconduct / incapacity), Death etc. cannot be forecasted and is an unknown factor;
- The University is under no legal obligation to make appointments outside of its operational and/or human resources needs;
- Low staff turnover in some Occupational Levels;
- Availability of Suitably Qualified Candidates from the Designated Groups;
- Economic Instability of South Africa, and Financial Constraints of the University.

In order to increase the percentage of African black, Coloured and Indian (ACI) employees from 48% in 2020 to 55% in 2025, approximately half of all appointments previously held by white employees should be from the ACI groupings. Modulation on gender should be done on the different post levels, specifically at senior levels for a 50/50 ratio. The sum total of the considerations above led to Numerical Goals and Numerical Targets being set conservatively, ensuring the said are reached and not to over commit the university to Goals and Targets that it will be unable to reach. Should positions become available, suitably qualified persons from the Under-represented Designated Groups will receive preference.

The above must in no way be seen as a lack of commitment by the University to Employment Equity.

Numerical goals for people with disabilities ONLY

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	M	F	
Top Management	0	0	0	0	0	0	0	0	0	0	0
Senior Management	1	1	0	0	1	2	0	0	0	0	5
Prof Qualified and Experienced Specialist and Mid-Management	5	7	1	5	2	9	1	5	0	0	35
Skilled, Academic, Jr Mgmt, Supervisors, Foremen and Supts	3	2	1	5	2	6	1	5	0	0	25
Semiskilled and Discretionary Decision Making	3	3	0	2	2	4	1	2	0	0	17
Unskilled and Defined Decision Making	1	0	0	0	0	0	0	2	0	0	3
Total Permanent	13	13	2	12	7	21	3	14	0	0	85
Temporary employees (Fixed term contracts)	0	0	0	3	0	1	0	2	0	0	6
Grand Total	13	13	2	15	7	22	3	16	0	0	91

Please Note:

Numerical Goals and/or Numerical Targets cannot be set accurately due to the following reasons:

- Terminations due to Resignations, Dismissals (misconduct / incapacity), Death etc. cannot be forecasted and is an unknown factor;
- The University is under no legal obligation to make appointments outside of its operational and/or human resources needs;
- Low staff turnover in some Occupational Levels;
- Availability of Suitably Qualified Candidates from the Designated Groups;
- Economic Instability of South Africa, and Financial Constraints of the University.

In order to increase the percentage of African black, Coloured and Indian (ACI) employees from 48% in 2020 to 55% in 2025, approximately half of all appointments previously held by white employees should be from the ACI groupings. Modulation on gender should be done on the different post levels, specifically at senior levels for a 50/50 ratio. The sum total of the considerations above led to Numerical Goals and Numerical Targets being set conservatively, ensuring the said are reached and not to over commit the university to Goals and Targets that it will be unable to reach. Should positions become available, suitably qualified persons from the Under-represented Designated Groups will receive preference.

The above must in no way be seen as a lack of commitment by the University to Employment Equity.

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

Numerical targets: Year 1			
Start date:	01/10/2020	End date:	30/09/2021

Numerical targets for all employees, including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	M	F	
Top Management	0	1	1	3	0	0	0	1	0	0	6
Senior Management	3	7	2	24	1	2	1	16	5	0	61
Prof Qualified and Experienced Specialist and Mid-Management	26	61	14	368	24	68	10	310	25	51	957
Skilled, Academic, Jr Mgmt, Supervisors, Foremen and Supts	67	286	14	202	100	455	17	578	18	9	1746
Semiskilled and Discretionary Decision Making	24	185	0	7	34	153	0	25	0	1	429
Unskilled and Defined Decision Making	3	24	0	0	6	27	0	1	0	0	61
Total Permanent	123	564	31	604	165	705	28	931	48	61	3260
Temporary employees (Fixed term contracts)	58	124	15	163	132	217	27	425	62	59	1282
Grand Total	181	688	46	767	297	922	55	1356	110	120	4542

Please Note:

Numerical Goals and/or Numerical Targets cannot be set accurately due to the following reasons:

- Terminations due to Resignations, Dismissals (misconduct / incapacity), Death etc. cannot be forecasted and is an unknown factor;
- The University is under no legal obligation to make appointments outside of its operational and/or human resources needs;
- Low staff turnover in some Occupational Levels;
- Availability of Suitably Qualified Candidates from the Designated Groups;
- Economic Instability of South Africa, and Financial Constraints of the University.

In order to increase the percentage of African black, Coloured and Indian (ACI) employees from 48% in 2020 to 55% in 2025, approximately half of all appointments previously held by white employees should be from the ACI groupings. Modulation on gender should be done on the different post levels, specifically at senior levels for a 50/50 ratio. The sum total of the considerations above led to Numerical Goals and Numerical Targets being set conservatively, ensuring the said are reached and not to over commit the university to Goals and Targets that it will be unable to reach. Should positions become available, suitably qualified persons from the Under-represented Designated Groups will receive preference.

The above must in no way be seen as a lack of commitment by the University to Employment Equity.

Numerical targets for people with disabilities ONLY

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	M	F	
Top Management	0	0	0	0	0	0	0	0	0	0	0
Senior Management	1	1	0	0	1	2	0	0	0	0	5
Prof Qualified and Experienced Specialist and Mid-Management	1	3	1	4	1	2	0	3	0	0	15
Skilled, Academic, Jr Mgmt, Supervisors, Foremen and Supts	1	1	0	6	1	2	0	5	0	0	16
Semiskilled and Discretionary Decision Making	1	1	0	1	1	2	0	1	0	0	7
Unskilled and Defined Decision Making	0	0	0	0	0	0	0	0	0	0	0
Total Permanent	4	6	1	11	4	8	0	9	0	0	43
Temporary employees (Fixed term contracts)	0	0	0	3	0	1	0	2	0	0	6
Grand Total	4	6	1	14	4	9	0	11	0	0	49

Please Note:

Numerical Goals and/or Numerical Targets cannot be set accurately due to the following reasons:

- Terminations due to Resignations, Dismissals (misconduct / incapacity), Death etc. cannot be forecasted and is an unknown factor;
- The University is under no legal obligation to make appointments outside of its operational and/or human resources needs;
- Low staff turnover in some Occupational Levels;
- Availability of Suitably Qualified Candidates from the Designated Groups;
- Economic Instability of South Africa, and Financial Constraints of the University.

In order to increase the percentage of African black, Coloured and Indian (ACI) employees from 48% in 2020 to 55% in 2025, approximately half of all appointments previously held by white employees should be from the ACI groupings. Modulation on gender should be done on the different post levels, specifically at senior levels for a 50/50 ratio. The sum total of the considerations above led to Numerical Goals and Numerical Targets being set conservatively, ensuring the said are reached and not to over commit the university to Goals and Targets that it will be unable to reach. Should positions become available, suitably qualified persons from the Under-represented Designated Groups will receive preference.

The above must in no way be seen as a lack of commitment by the University to Employment Equity.

Numerical targets: Year 2			
Start date:	01/10/2021	End date:	30/09/2022

Numerical targets for all employees, including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	M	F	
Top Management	0	1	1	3	0	0	0	1	0	0	6
Senior Management	3	7	2	21	3	3	1	16	5	0	61
Prof Qualified and Experienced Specialist and Mid-Management	31	63	15	359	28	71	11	303	25	51	957
Skilled, Academic, Jr Mgmt, Supervisors, Foremen and Supts	71	286	15	198	106	455	17	571	18	9	1746
Semiskilled and Discretionary Decision Making	24	185	0	7	37	153	0	22	0	1	429
Unskilled and Defined Decision Making	3	24	0	0	6	27	0	1	0	0	61
Total Permanent	132	566	33	588	180	709	29	914	48	61	3260
Temporary employees (Fixed term contracts)	58	124	15	163	132	217	27	425	62	59	1282
Grand Total	190	690	48	751	312	926	56	1339	110	120	4542

Please Note:

Numerical Goals and/or Numerical Targets cannot be set accurately due to the following reasons:

- Terminations due to Resignations, Dismissals (misconduct / incapacity), Death etc. cannot be forecasted and is an unknown factor;
- The University is under no legal obligation to make appointments outside of its operational and/or human resources needs;
- Low staff turnover in some Occupational Levels;
- Availability of Suitably Qualified Candidates from the Designated Groups;
- Economic Instability of South Africa, and Financial Constraints of the University.

In order to increase the percentage of African black, Coloured and Indian (ACI) employees from 48% in 2020 to 55% in 2025, approximately half of all appointments previously held by white employees should be from the ACI groupings. Modulation on gender should be done on the different post levels, specifically at senior levels for a 50/50 ratio. The sum total of the considerations above led to Numerical Goals and Numerical Targets being set conservatively, ensuring the said are reached and not to over commit the university to Goals and Targets that it will be unable to reach. Should positions become available, suitably qualified persons from the Under-represented Designated Groups will receive preference.

The above must in no way be seen as a lack of commitment by the University to Employment Equity.

Numerical targets for people with disabilities ONLY

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	M	F	
Top Management	0	0	0	0	0	0	0	0	0	0	0
Senior Management	1	1	0	0	1	2	0	0	0	0	5
Prof Qualified and Experienced Specialist and Mid-Management	2	3	1	4	2	4	1	3	0	0	20
Skilled, Academic, Jr Mgmt, Supervisors, Foremen and Supts	2	1	1	6	2	4	1	5	0	0	22
Semiskilled and Discretionary Decision Making	2	3	0	1	2	3	1	1	0	0	13
Unskilled and Defined Decision Making	0	0	0	0	0	0	0	2	0	0	2
Total Permanent	7	8	2	11	7	13	3	11	0	0	62
Temporary employees (Fixed term contracts)	0	0	0	3	0	1	0	2	0	0	6
Grand Total	7	8	2	14	7	14	3	13	0	0	68

Please Note:

Numerical Goals and/or Numerical Targets cannot be set accurately due to the following reasons:

- Terminations due to Resignations, Dismissals (misconduct / incapacity), Death etc. cannot be forecasted and is an unknown factor;
- The University is under no legal obligation to make appointments outside of its operational and/or human resources needs;
- Low staff turnover in some Occupational Levels;
- Availability of Suitably Qualified Candidates from the Designated Groups;
- Economic Instability of South Africa, and Financial Constraints of the University.

In order to increase the percentage of African black, Coloured and Indian (ACI) employees from 48% in 2020 to 55% in 2025, approximately half of all appointments previously held by white employees should be from the ACI groupings. Modulation on gender should be done on the different post levels, specifically at senior levels for a 50/50 ratio. The sum total of the considerations above led to Numerical Goals and Numerical Targets being set conservatively, ensuring the said are reached and not to over commit the university to Goals and Targets that it will be unable to reach. Should positions become available, suitably qualified persons from the Under-represented Designated Groups will receive preference.

The above must in no way be seen as a lack of commitment by the University to Employment Equity.

Numerical targets: Year 3			
Start date:	01/10/2022	End date:	30/09/2023

Numerical targets for all employees, including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	M	F	
Top Management	0	1	1	3	0	0	0	1	0	0	6
Senior Management	3	7	2	20	3	3	2	16	5	0	61
Prof Qualified and Experienced Specialist and Mid-Management	36	65	17	346	33	73	17	294	25	51	957
Skilled, Academic, Jr Mgmt, Supervisors, Foremen and Supts	78	286	15	192	115	455	17	561	18	9	1746
Semiskilled and Discretionary Decision Making	25	185	0	7	37	153	0	21	0	1	429
Unskilled and Defined Decision Making	3	24	0	0	6	27	0	1	0	0	61
Total Permanent	145	568	35	568	194	711	36	894	48	61	3260
Temporary employees (Fixed term contracts)	58	124	15	163	132	217	27	425	62	59	1282
Grand Total	203	692	50	731	326	928	63	1319	110	120	4542

Please Note:

Numerical Goals and/or Numerical Targets cannot be set accurately due to the following reasons:

- Terminations due to Resignations, Dismissals (misconduct / incapacity), Death etc. cannot be forecasted and is an unknown factor;
- The University is under no legal obligation to make appointments outside of its operational and/or human resources needs;
- Low staff turnover in some Occupational Levels;
- Availability of Suitably Qualified Candidates from the Designated Groups;
- Economic Instability of South Africa, and Financial Constraints of the University.

In order to increase the percentage of African black, Coloured and Indian (ACI) employees from 48% in 2020 to 55% in 2025, approximately half of all appointments previously held by white employees should be from the ACI groupings. Modulation on gender should be done on the different post levels, specifically at senior levels for a 50/50 ratio. The sum total of the considerations above led to Numerical Goals and Numerical Targets being set conservatively, ensuring the said are reached and not to over commit the university to Goals and Targets that it will be unable to reach. Should positions become available, suitably qualified persons from the Under-represented Designated Groups will receive preference.

The above must in no way be seen as a lack of commitment by the University to Employment Equity.

Numerical targets for people with disabilities ONLY

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	M	F	
Top Management	0	0	0	0	0	0	0	0	0	0	0
Senior Management	1	1	0	0	1	2	0	0	0	0	5
Prof Qualified and Experienced Specialist and Mid-Management	4	6	1	5	2	7	1	3	0	0	29
Skilled, Academic, Jr Mgmt, Supervisors, Foremen and Supts	2	2	1	5	2	4	1	5	0	0	22
Semiskilled and Discretionary Decision Making	2	3	0	2	2	3	1	1	0	0	14
Unskilled and Defined Decision Making	0	0	0	0	0	0	0	2	0	0	2
Total Permanent	9	12	2	12	7	16	3	11	0	0	72
Temporary employees (Fixed term contracts)	0	0	0	3	0	1	0	2	0	0	6
Grand Total	9	12	2	15	7	17	3	13	0	0	78

Please Note:

Numerical Goals and/or Numerical Targets cannot be set accurately due to the following reasons:

- Terminations due to Resignations, Dismissals (misconduct / incapacity), Death etc. cannot be forecasted and is an unknown factor;
- The University is under no legal obligation to make appointments outside of its operational and/or human resources needs;
- Low staff turnover in some Occupational Levels;
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In order to increase the percentage of African black, Coloured and Indian (ACI) employees from 48% in 2020 to 55% in 2025, approximately half of all appointments previously held by white employees should be from the ACI groupings. Modulation on gender should be done on the different post levels, specifically at senior levels for a 50/50 ratio. The sum total of the considerations above led to Numerical Goals and Numerical Targets being set conservatively, ensuring the said are reached and not to over commit the university to Goals and Targets that it will be unable to reach. Should positions become available, suitably qualified persons from the Under-represented Designated Groups will receive preference.

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Numerical targets: Year 4			
Start date:	01/10/2023	End date:	30/09/2024

Numerical targets for all employees, including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	M	F	
Top Management	0	1	1	2	1	0	0	1	0	0	6
Senior Management	3	7	2	18	4	4	2	16	5	0	61
Prof Qualified and Experienced Specialist and Mid-Management	42	68	19	328	44	77	18	285	25	51	957
Skilled, Academic, Jr Mgmt, Supervisors, Foremen and Supts	89	290	18	169	138	455	19	541	18	9	1746
Semiskilled and Discretionary Decision Making	25	185	0	7	38	153	0	20	0	1	429
Unskilled and Defined Decision Making	3	24	0	0	6	27	0	1	0	0	61
Total Permanent	162	575	40	524	231	716	39	864	48	61	3260
Temporary employees (Fixed term contracts)	58	124	15	163	132	217	27	425	62	59	1282
Grand Total	220	699	55	687	363	933	66	1289	110	120	4542

Please Note:

Numerical Goals and/or Numerical Targets cannot be set accurately due to the following reasons:

- Terminations due to Resignations, Dismissals (misconduct / incapacity), Death etc. cannot be forecasted and is an unknown factor;
- The University is under no legal obligation to make appointments outside of its operational and/or human resources needs;
- Low staff turnover in some Occupational Levels;
- Availability of Suitably Qualified Candidates from the Designated Groups;
- Economic Instability of South Africa, and Financial Constraints of the University.

In order to increase the percentage of African black, Coloured and Indian (ACI) employees from 48% in 2020 to 55% in 2025, approximately half of all appointments previously held by white employees should be from the ACI groupings. Modulation on gender should be done on the different post levels, specifically at senior levels for a 50/50 ratio. The sum total of the considerations above led to Numerical Goals and Numerical Targets being set conservatively, ensuring the said are reached and not to over commit the university to Goals and Targets that it will be unable to reach. Should positions become available, suitably qualified persons from the Under-represented Designated Groups will receive preference.

The above must in no way be seen as a lack of commitment by the University to Employment Equity.

Numerical targets for people with disabilities ONLY

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	M	F	
Top Management	0	0	0	0	0	0	0	0	0	0	0
Senior Management	1	1	0	0	1	2	0	0	0	0	5
Prof Qualified and Experienced Specialist and Mid-Management	4	6	1	5	2	9	1	5	0	0	33
Skilled, Academic, Jr Mgmt, Supervisors, Foremen and Supts	2	2	1	5	2	6	1	5	0	0	24
Semiskilled and Discretionary Decision Making	2	3	0	2	2	4	1	2	0	0	16
Unskilled and Defined Decision Making	0	0	0	0	0	0	0	2	0	0	2
Total Permanent	9	12	2	12	7	21	3	14	0	0	80
Temporary employees (Fixed term contracts)	0	0	0	3	0	1	0	2	0	0	6
Grand Total	9	12	2	15	7	22	3	16	0	0	86

Please Note:

Numerical Goals and/or Numerical Targets cannot be set accurately due to the following reasons:

- Terminations due to Resignations, Dismissals (misconduct / incapacity), Death etc. cannot be forecasted and is an unknown factor;
- The University is under no legal obligation to make appointments outside of its operational and/or human resources needs;
- Low staff turnover in some Occupational Levels;
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- Economic Instability of South Africa, and Financial Constraints of the University.

In order to increase the percentage of African black, Coloured and Indian (ACI) employees from 48% in 2020 to 55% in 2025, approximately half of all appointments previously held by white employees should be from the ACI groupings. Modulation on gender should be done on the different post levels, specifically at senior levels for a 50/50 ratio. The sum total of the considerations above led to Numerical Goals and Numerical Targets being set conservatively, ensuring the said are reached and not to over commit the university to Goals and Targets that it will be unable to reach. Should positions become available, suitably qualified persons from the Under-represented Designated Groups will receive preference.

The above must in no way be seen as a lack of commitment by the University to Employment Equity.

5. Strategies to achieve goals

The Code for Employment Equity and Diversity (**Annexure B**) will be implemented to accelerate the achievement of employment equity goals. The code contains actions to be implemented based on the four pillars of the employment equity plan, namely:

- a) Prohibition of unfair discrimination
- b) Affirmative action
- c) Equal opportunities and
- d) Diversity

6. Other prescribed matters

When interpreting the EE Act, any relevant codes of good practice must be taken into account in terms of Section 53(5) of the EE Act as Amended. Refer to **Annexure C**, regarding the relevant codes taken into account by the university.

7. Procedures to Monitor and Evaluate the Implementation of this EE Plan.

Stakeholder/s	Role/Responsibility	Frequency
Rector and Vice-Rector: Social Impact, Transformation and Personnel	Assessment of EE Act Compliance and Progress. Offer Guidance.	Quarterly
Chief Director HR, Director EE, EEAC, Deans and Environment Heads	Supervise implementation, awareness, consultation, monitoring and evaluation.	Ongoing feedback as well as quarterly feedback at EEAC meetings
Employees	Consult with and give feedback to EEAC representatives, Deans and Environment Heads.	Ongoing

8. Dispute Resolution Procedure

The following dispute resolution procedure must be followed regarding the interpretation and/or implementation of this Employment Equity Plan:

- a) Disputes relating to the interpretation and or implementation of the employment equity plan must be lodged in writing within seven working days to the chairperson of the employment equity committee, stating the nature of the dispute, the reason for the dispute and the solution that they propose.
- b) The chairperson of the employment equity committee must acknowledge receipt of the dispute and issue a response within seven working days of receiving notification of the dispute.
- c) Disputes may also be referred in writing to the employment equity committee through the employees' representative on the employment equity committee.
- d) Employees may also refer the disputes in writing to the chairperson of the employment equity committee via the Director: Employment Equity.
- e) Should the matter remain unresolved, it may be handled in accordance with the appropriate procedures (depending on the nature of the dispute) set out in the EEA and the Labour Relations Act.
- f) All disputes relating to the University's employment equity plan must be handled in accordance with the dispute resolution procedure as set out above before either party may have recourse to the CCMA.

9. Senior Manager/s assigned to monitor and implement this EE Plan.

- 9.1. After due consideration of Section 24 of the EE Act and the 6 Codes of Good Practice, Mr Victor Mothobi (Chief Director: HR) was appointed as EE Manager. He was provided with an official letter of appointment printed on stationary showing the SU letterhead.
- 9.2. After due consideration of Section 20 (h) of the EE Act, the following persons were appointed as the persons responsible for monitoring and implementing the EE Plan :
- a) Prof W de Villiers: Rector and Vice Chancellor.
 - b) Prof N Koopman : Vice-Rector: Social Impact, Transformation and Personnel
 - c) All Deans
 - d) All Environment heads
 - e) All Members of the EEAC:

Name	Constituency Representative	Occupational Level	Race	Gender
Koopman, NN, Prof	Vice-Rector Social Impact, Transformation & Personnel	Senior Management	C	M
Mothobi, VL, Mr	Chief Director: Human Resources & EE Manager	Senior Management	A	M
Molapo, SD, Mr	Director: Employment Equity	Prof Qualified and Experienced Specialist and Mid-Management	A	M
Davidse, Zenobia Ms	Representative for Chief Operating Officer	Skilled, Academic, Jr Mgmt, Supervisors, Foremen and Supts	C	F
Coetzee, Annas, Mr	Representative for persons with disabilities	Disability	W	M
Mkhize, Thokozani, Mr	Nehawu – Labour union Representative	Union	A	M
Pillay, P, Prof	Faculty of Economics and Management Sciences	Prof Qualified and Experienced Specialist and Mid-Management	I	F
Setati, ME, Dr	African Female Representative	African Female Representative	A	F
Shaik, Mohamed, Mr	Rector's Office	Prof Qualified and Experienced Specialist and Mid-Management	I	M
Davidse, WP, Mr	Maties Staff Association	Skilled, Academic, Jr Mgmt, Supervisors, Foremen and Supts	C	M
Sutherland, ML, Mrs	Support Staff Representative	Support Staff (C2)	I	F
Wever, Lisbe Ms	Vice Rector, Learning and Teaching	Prof Qualified and Experienced Specialist and Mid-Management	W	F
Theron, Therina, Dr	Vice-Rector: Research, Innovation And Postgraduate Studies	Prof Qualified and Experienced Specialist and Mid-Management	W	F
Benjamin, ELLA, Mrs	Faculty of Theology	Skilled, Academic, Jr Mgmt, Supervisors, Foremen and Supts	C	F
Essop, MF , Prof	Faculty of Sciences	Prof Qualified and Experienced Specialist and Mid-Management	I	M
Mouton, ESA, Mr	Faculty of Health and Medical Sciences	Prof Qualified and Experienced Specialist and Mid-Management	W	M
Kelly, Claire, Dr	Transformation Office	Prof Qualified and Experienced Specialist and Mid-Management	W	F
Daguanno, Enzo, Mr	Faculty of Engineering	Prof Qualified and Experienced Specialist and Mid-Management	W	M
Michael-John Freeborough, MJ,	Representative for Non-Designated groups	Prof Qualified and Experienced Specialist and Mid-Management	W	M
Cortereal, Miss Gillian Magdalene	Support Staff Representative (elected by staff)	Skilled, Academic, Jr Mgmt, Supervisors, Foremen and Supts	C	F
Esau, Dr Omar	Academic Staff Representative (elected by staff)	Skilled, Academic, Jr Mgmt, Supervisors, Foremen and Supts	C	M
Sauls, Mr Kallie	Support Staff Representative (elected by staff)	Skilled, Academic, Jr Mgmt, Supervisors, Foremen and Supts	C	M
Marupula, Gabriel Mr	Technical Staff Representative	Skilled, Academic, Jr Mgmt, Supervisors, Foremen and Supts	A	M

9.3. Implementation, monitoring, evaluation and consultation of the employment equity plan forms part of the contracts of employment of:

- a) Prof W de Villiers, the Rector
- b) Prof N Koopman, Vice-Rector: Social Impact, Transformation and Personnel
- c) Chief Director HR
- d) Director EE
- e) Members of the Employment Equity Committee
- f) Deans and Environment heads

10. Rectorate Decision (20 October 2020) regarding the Employment Equity Plan for the duration 01 October 2020 until 31 September 2025.

After consideration and discussion, the Rectorate:

10.1. Noted that it is possible to achieve the 55% diversity target.

10.2 Requested that:

- a) Modulation on gender should be done on the different post levels, specifically at senior levels for a 50/50 ratio.
- b) To articulate in the document to be submitted to the Department of Labour the EE targets are the appointments that the University wants to achieve according to the EE Plan, but governing everything would be the Employment Equity Plan for individual priority appointments.
- c) That the HR practitioner for each environment should ensure that EE obligations are met.
- d) The final EE Plan be submitted to the Rectorate for consideration and approval before submission to the Department of Labour.

10.3. Decided that:

- a) All University environments be required to finalise Environment Staff Workforce Plans and Employment Equity Plans in the light of these targets.
- b) After approval of the final EE Plan, HR be tasked to present a comprehensive implementation plan that gives it the necessary authority to enforce EE obligations. This plan is to be presented by a specific date for the Rectorate's consideration, where- after it should be communicated to all environments by the Rectorate.
- c) HR, in collaboration with RC heads, identify particular areas that are lagging in their targets.
- d) Particular attention should be paid to ensuring that the institutional target is achieved on all occupational levels.
- e) Environments should be required to do succession planning and to launch recruitment processes (including drafting of profiles of candidates and advertisements) in alignment with the institutional and Environment Employment Equity Plans and the Code for Employment Equity and Diversity and to pursue a variety of approved recruitment and advertising mechanisms to advance diversification.
- f) In order to help with creating a more diverse pool of candidates, the preferred diversity profile of candidates should be identified in all advertisements.
- g) The Employment Equity Office should organise regular workshops for line managers, Human Resources practitioners and employment equity representatives with regard to the implementation of the Code for Employment Equity and Diversity.
- h) Monitoring mechanisms that advance progress with achieving targets in each University environment should be developed and implemented. This monitoring function should serve to reveal and address barriers for progress with diversification.
- i) The EE Office should submit annual reports to the Rectorate about progress with achieving targets in all divisions.
- j) The Rectorate will confirm and communicate the importance of aligning the environment EE plans to the institutional EE plan in order to achieve the SMI target of 55% by 2025. The Rectorate will emphasize the statutory position that where an environment does not have an environmental EE plan in place, the institutional targets will apply.
- k) Human Resources should provide a breakdown of targets to each environment per occupational level as part of its more pro-active approach in managing EE.

SIGNATURE OF THE CHIEF EXECUTIVE OFFICER/ACCOUNTING OFFICER (EEA13)

I **Professor WJS De Villiers**, CEO/Accounting Officer of **Stellenbosch University** hereby declare that I have read, approved and authorized this EE

Plan. Signed on this **17** day of **November 2020** at **Stellenbosch**

A handwritten signature in black ink, appearing to read 'WJS De Villiers', written in a cursive style.

Chief Executive Officer /Accounting Officer Signature