

DEPARTMENT OF LABOUR

ANNUAL EMPLOYMENT EQUITY ANALYSIS
***Section 19 ***

University Details

Trade name	Stellenbosch University
DTI Registration name	None
PAYE/SARS No	1274073020
EE Ref No	762312
Industry/Sector	Education, Training and Development Practices
Province	Western Cape
Tel No	021808 4648
Fax No	021808 2484
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
Email address	vc@sun.ac.za

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This workforce analysis must be read with Section 8.1.1 of the EE Plan (EEA13)	

1. Qualitative Analyses

The EE barrier analysis below was conducted in consultation with top management, EE manager, and all members of the representative EE Committee who provided feedback and/or input during a formal EE Committee meeting as per EE Committee minutes.

1.1 Barriers and Affirmative Action Measures:

✘ = No Barrier ✓ = Barrier Identified

✘ = No Barrier ✓ = Barrier Identified

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	

<p>Recruitment procedures</p> <p>&</p> <p>Advertising positions</p> <p>&</p> <p>Selection criteria</p> <p>&</p> <p>Appointments</p>	✘	✓	✓	<p>Low labour turnover in some occupational levels</p> <p>A shortage of funds</p> <p>High minimum post requirements as a result of the nature of the academic environment</p> <p>Limited pool of qualifying candidates from the designated groups</p> <p>Careers in the private sector being more attractive and profitable; difficulty retaining employees from designated groups</p>	<p>Monitor and review advertised positions and new appointments at EEAC meetings (add as standing agenda item).</p> <p>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.</p> <p>Expand the pool of qualifying candidates from the designated groups, and ensure that effective recruitment is done regarding the designated groups.</p> <p>The following measures are being implemented:</p> <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 <p>Special efforts during the application and appointment process to enlarge the pool of appointable candidates from designated groups by the following means:</p> <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 	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
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					<p>a first round of recruitment has not attracted suitably qualifying applicants from the designated groups;</p> <ul style="list-style-type: none"> • 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; • 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 			
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					<p>responsibility centre heads, and the Rector with Council; 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 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>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>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>	01/01/2020	01/01/2021	<ul style="list-style-type: none"> Rector Vice-Rector: Social Impact, Transformation and Personnel EE Manager Deans

				<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>Implement policy and practices to rectify disparities</p>			<ul style="list-style-type: none"> Environment Heads
Terms & conditions of employment	x	✓	✓	<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	x	✓	✓	<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>Inadequate facilities for people with disabilities and access.</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> <p>Ensure access and facilities for people with disabilities are in place.</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
Training and development	x	✓	✓	<p>Limited participation of employees in EE Initiatives</p> <p>Lack of EE, Diversity & Anti-discrimination Awareness amongst all employees</p>	<p>Offer Siyakhula 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 institutional climate</p>	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	✓	<p>Transformation (including EE) key performance areas (KPAs) not formalized in work agreements of all staff</p> <p>Some employees do not find the performance and evaluation process helpful or motivating Performance evaluation not consistently applied</p>	<p>Transformation (including EE) to be integral to the key performance areas (KPAs) of environment heads and staff exercising delegated powers.</p> <p>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.</p> <p>The weight of the transformation KPA must be between 20% and 25%.</p> <p>The managers of environment heads and staff exercising delegated powers must evaluate their performance regarding transformation and EE annually. Review Performance and Evaluation System</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
Succession & experience planning	x	x	✓	<p>Deficient skills development of new employees, and deficient monitoring of staff turnover trends</p>	<p>Monitor and review skills development of employees</p> <p>Monitoring of staff turnover trends at EEAC Meetings (standing agenda point)</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
Disciplinary measures	✓	x	x	<p>Disciplinary Code not including a list of offences, among other things discrimination on any listed or arbitrary ground and sexual harassment</p> <p>Lack of monitoring; letting unfair discrimination and harassment go unnoticed Aspects of communication via social media and freedom of speech being very unclear and needing urgent attention.</p>	<p>Review and update the Disciplinary Code to include a list of offences, among other things discrimination on any listed or arbitrary ground and sexual harassment.</p> <p>Make unfair discrimination and harassment a standing agenda item for EEAC meetings. Investigate and improve aspects of communication via social media and freedom of speech.</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
Retention of designated groups	x	✓	✓	<p>Flawed communication and implementation of a retention strategy</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</p>	01/10/2020	30/09/2024	<ul style="list-style-type: none"> • Rector • Vice-Rector: Social Impact, Transformation and Personnel • EE Manager

				<p>No regular feedback mechanisms to flag problematic meeting habits</p> <p>Halal catering at the institution No policy on women bringing up children (impact on promotion etc. as women take much longer to get promotion) Inadequate provision of maternity leave benefits</p>	<p>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, Central maternity leave fund, Regular feedback mechanisms to flag problematic meeting habits, and Halal catering</p>			<ul style="list-style-type: none"> • 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</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

				of ticking the box' and that it will not lead to any changes				
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	✓	✓	Lack of budget allocation in support of employment equity goals and other supporting actions	Negotiate for resources from the Strategic Fund for promoting diversity; e.g. to fund actions as stipulated in the EEP and other supporting actions.	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 committee to meet	x	✓	✓	Lack of regular feedback to all employees after EEAC meetings	Hold quarterly and give feedback to all employees.	01/10/2020	30/09/2024	<ul style="list-style-type: none"> • Rector • Vice-Rector: Social Impact, Transformation and Personnel • EE Manager
Communication, Awareness and Consultation as per section 12.1 Of the EE Plan	x	✓	✓	<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

2. Quantitative Analyses

2.1. Snapshot of Current Workforce Profile

Current Workforce Snapshot Date: 01/10/2020

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

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	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 of workforce profile 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	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

3. NATIONAL AND PROVINCIAL ANALYSIS OF WORKFORCE PROFILE BY OCCUPATIONAL LEVEL

The Economically Active Population (EAP) both nationally and provincially was used as a benchmark to assist the university in the analysis of the workforce to determine the degree of under-representation of the designated groups. The benchmark furthermore guides the university in the setting of numerical goals and targets towards achieving an equitable and representative workforce.

TOP MANAGEMENT

	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	M	F	
2019 National EAP %	42,8%	5,2%	1,7%	5,0%	36,0%	4,5%	0,9%	3,8%	0%	0%	100
2019 Provincial EAP %	20,4%	24,7%	0,6%	8,3%	17,6%	21,8%	0,2%	6,3%	0%	0%	100
Actual No. of employees	0	1	0	4	0	0	0	1	0	0	6
Actual %	0,0%	16,7%	0,0%	66,7%	0,0%	0,0%	0,0%	16,7%	0,0%	0,0%	100%
Findings against National EAP	☒	↑	☒	↑	☒	☒	☒	↑	☒	☒	
Findings against Provincial EAP	☒	↓	☒	↑	☒	☒	☒	↑	☒	☒	

☐ = Over-represented ☐ = Under-represented ☐ = No Employees

Strategies to address under-representation :

- Preference will be given to the under-represented groups during recruitment, promotion & training.
- Candidates must be suitably qualified and meet the inherent requirements of the position.

Strategies to address over-representation :

- The University will not unfairly discriminate against any person by dismissing/retrenching a person on the basis of race and/or gender.
- Should a person from the over-represented groups leave the employ of the company, a person from the under-represented designated groups will receive preference on condition that the person must be suitably qualified and meet the inherent requirements of the position.
- Approximately half of all appointments previously held by white employees should be from the ACI groupings.
- Strategies are subject to the availability of positions and / or positions becoming available.

SENIOR MANAGEMENT

	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	M	F	
2019 National EAP %	42,8%	5,2%	1,7%	5,0%	36,0%	4,5%	0,9%	3,8%	0%	0%	100
2019 Provincial EAP %	20,4%	24,7%	0,6%	8,3%	17,6%	21,8%	0,2%	6,3%	0%	0%	100
Actual No. of employees	3	7	2	24	1	2	1	16	5	0	61
Actual %	4,9%	11,5%	3,3%	39,3%	1,6%	3,3%	1,6%	26,2%	8,2%	0,0%	100,0%
Findings against National EAP	↓	↑	↑	↑	↓	↓	↑	↑	↑	☒	
Findings against Provincial EAP	↓	↓	↓	↑	↓	↓	↑	↑	↑	☒	

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- Approximately half of all appointments previously held by white employees should be from the ACI groupings.
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PROFESSIONALLY QUALIFIED

	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	M	F	
2019 National EAP %	42,8%	5,2%	1,7%	5,0%	36,0%	4,5%	0,9%	3,8%	0%	0%	100
2019 Provincial EAP %	20,4%	24,7%	0,6%	8,3%	17,6%	21,8%	0,2%	6,3%	0%	0%	100
Actual No. of employees	23	61	14	377	18	66	9	313	51	25	957
Actual %	2,4%	6,4%	1,5%	39,4%	1,9%	6,9%	0,9%	32,7%	5,3%	2,6%	100,0%
Findings against National EAP	↓	↑	↓	↑	↓	↑	↑	↑	↑	↑	
Findings against Provincial EAP	↓	↓	↓	↑	↓	↓	↑	↑	↑	↑	

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SKILLED TECHNICAL

	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	M	F	
2019 National EAP %	42,8%	5,2%	1,7%	5,0%	36,0%	4,5%	0,9%	3,8%	0%	0%	100
2019 Provincial EAP %	20,4%	24,7%	0,6%	8,3%	17,6%	21,8%	0,2%	6,3%	0%	0%	100
Actual No. of employees	67	286	14	202	96	455	17	582	9	18	1746
Actual %	3,8%	16,4%	0,8%	11,6%	5,5%	26,1%	1,0%	33,3%	0,5%	1,0%	100,0%
Findings against National EAP	↓	↑	↓	↑	↓	↑	↑	↑	↑	↑	
Findings against Provincial EAP	↓	↓	↑	↑	↓	↑	↑	↑	↑	↑	

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SEMI-SKILLED

	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	M	F	
2019 National EAP %	42,8%	5,2%	1,7%	5,0%	36,0%	4,5%	0,9%	3,8%	0%	0%	100
2019 Provincial EAP %	20,4%	24,7%	0,6%	8,3%	17,6%	21,8%	0,2%	6,3%	0%	0%	100
Actual No. of employees	24	185	0	7	34	153	0	25	1	0	429
Actual %	5,6%	43,1%	0,0%	1,6%	7,9%	35,7%	0,0%	5,8%	0,2%	0,0%	100,0%
Findings against National EAP	↓	↑	☒	↓	↓	↑	☒	↑	↑	☒	
Findings against Provincial EAP	↓	↑	☒	↓	↓	↑	☒	↓	↑	☒	

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- Strategies are subject to the availability of positions and / or positions becoming available.

UNSKILLED

	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	M	F	
2019 National EAP %	42,8%	5,2%	1,7%	5,0%	36,0%	4,5%	0,9%	3,8%	0%	0%	100
2019 Provincial EAP %	20,4%	24,7%	0,6%	8,3%	17,6%	21,8%	0,2%	6,3%	0%	0%	100
Actual No. of employees	3	24	0	0	6	27	0	1	0		61
Actual %	4,9%	39,3%	0,0%	0,0%	9,8%	44,3%	0,0%	1,6%	0,0%	0,0%	100,0%
Findings against National EAP	↓	↑	☒	☒	↓	↑	☒	↓	☒	☒	
Findings against Provincial EAP	↓	↑	☒	☒	↓	↑	☒	↓	☒	☒	

Strategies to address under-representation :

- Preference will be given to the under-represented groups during recruitment, promotion & training.

- Candidates must be suitably qualified and meet the inherent requirements of the position.
- Strategies to address over-representation:
- The University will not unfairly discriminate against any person by dismissing/retrenching a person on the basis of race and/or gender.
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- Approximately half of all appointments previously held by white employees should be from the ACI groupings.
- Strategies are subject to the availability of positions and / or positions becoming available.

4. TOTAL NUMBER OF PEOPLE WITH DISABILITIES (Temporary Employees excluded)

	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	M	F	
2019 National EAP %	42,8%	5,2%	1,7%	5,0%	36,0%	4,5%	0,9%	3,8%	0%	0%	100
2019 Provincial EAP %	20,4%	24,7%	0,6%	8,3%	17,6%	21,8%	0,2%	6,3%	0%	0%	100
Actual No. of employees	0	0	1	14	2	3	0	11	0	0	31
Actual %	0,0%	0,0%	3,2%	45,2%	6,5%	9,7%	0,0%	35,5%	0,0%	0,0%	100,0%
Findings against National EAP	☒	☒	↑	↑	↓	↑	☒	↑	☒	☒	
Findings against Provincial EAP	☒	☒	↑	↑	↓	↓	☒	↑	☒	☒	

☐ = Over-represented ☐ = Under-represented ☐ = No Employees

Strategies to address under-representation :

- Preference will be given to the under-represented groups during recruitment, promotion & training.
- Candidates must be suitably qualified and meet the inherent requirements of the position.
- Strategies to address over-representation:
- The University will not unfairly discriminate against any person by dismissing/retrenching a person on the basis of race and/or gender.
- Should a person from the over-represented groups leave the employ of the company, a person from the under-represented designated groups will receive preference on condition that the person must be suitably qualified and meet the inherent requirements of the position.
- Approximately half of all appointments previously held by white employees should be from the ACI groupings.
- Strategies are subject to the availability of positions and / or positions becoming available.

5. TOTAL NUMBER OF EMPLOYEES VERSUS NATIONAL EAP % (Temporary Employees excluded)

	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	M	F	
2019 National EAP %	42,8%	5,2%	1,7%	5,0%	36,0%	4,5%	0,9%	3,8%	0%	0%	100
2019 Provincial EAP %	20,4%	24,7%	0,6%	8,3%	17,6%	21,8%	0,2%	6,3%	0%	0%	100
Actual No. of employees	178	688	45	777	287	920	54	1363	128	102	4542
Actual %	3,9%	15,1%	1,0%	17,1%	6,3%	20,3%	1,2%	30,0%	2,8%	2,2%	100,0%
Findings against National EAP	↓	↑	↓	↑	↓	↑	↑	↑	↑	↑	

Findings against Provincial EAP	↓	↓	↑	↑	↓	↓	↑	↑	↑	↑	
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- Strategies are subject to the availability of positions and / or positions becoming available

10. SIGNATURE OF THE CHIEF EXECUTIVE OFFICER/ACCOUNTING OFFICER (EEA12)

Chief Executive Officer/Accounting Officer

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**



Chief Executive Officer /Accounting Officer Signature