



EE PLAN (SECTION 20)

PLEASE READ THIS FIRST	SECTION A: EMPLOYER DETAILS & INSTRUCTIONS									
PURPOSE OF THIS FORM Section 20 requires designated employers to prepare and implement an Employment Equity Plan which will achieve reasonable progress towards employment equity in the employer's workforce. An Employment Equity Plan must state- (a) The objectives to be achieved for each year of the plan (b) The affirmative action measures to be implemented as required by section 15(2); (c) Where under representation of people from designated groups has been identified by the analysis, the numerical goals to achieve the equitable representation of suitably qualified people from designated groups within each occupational level in the workforce, the timetable within which this is to be achieved, and the strategies intended to achieve those goals; (d) The timetable for each year of the plan for the achievement of goals and objectives other than numerical goals; (e) The duration of the plan, this may not be shorter than one year or longer than five years; (f) The procedures that will be used to monitor and evaluate the implementation of the plan and whether reasonable progress is being made towards implementing employment equity; (g) The internal procedures to resolve any dispute about the interpretation or implementation of the plan; (h) The persons in the workforce, including senior managers, responsible for monitoring and implementing the plan; and (i) Any other prescribed matter	Trade name	University of Cape Town								
	DTI registration name									
	DTI registration number									
	PAYE/SARS number	7870704204								
	UIF reference number									
	EE reference number	806909								
	National or Provincial EAP	Provincial EAP								
	Industry/Sector	Higher Education								
	Seta classification									
	Bargaining Council									
	Telephone number	(021) 650 2173								
	Postal address	University of Cape Town, Office of the Vice-Chancellor, Bremner Building, Lovers Walk, Lower Campus, Rondebosch,								
	Postal code	8001								
	City/Town	Cape Town,								
	Province	Western Cape								
	Physical address	Same as above								
	Postal code									
	City/Town									
	Province									
	Details of CEO/Accounting Officer									
	Name and surname	Professor Mosa Moshabela								
	Telephone number	(021) 650 2173								
	Email address	vc@uct.ac.za								
	Details of Employment Equity Senior Manager									
	Name and Surname	Professor Elelwani Ramugondo								
Telephone number	(021) 650 2176									
Email address	dvc.transformation@uct.ac.za									
Business type (Please mark with an X)										
☐ Private Sector ☐ National Government ☐ Local Government ☐ Non-profit Organisation		☐ State Owned Enterprise ☐ Provincial Government ☒ Educational Institution								
Information about the organization (Please mark with an X)										
Is your organisation an organ of State or designated in terms of a collective agreement?	<table border="1"> <thead> <tr> <th>YES</th> <th>NO</th> </tr> </thead> <tbody> <tr> <td></td> <td>x</td> </tr> </tbody> </table>		YES	NO		x				
YES	NO									
	x									
Number of employees in your organisation. (NB: Employers with 1 to 49 employees are designated if they are an organ of state or if they are appointed as a designated employer by collective agreement to comply with Chapter 3 of the EEA)	<table border="1"> <thead> <tr> <th>EMPLOYEES</th> <th>x</th> </tr> </thead> <tbody> <tr> <td>1 to 49</td> <td></td> </tr> <tr> <td>50 to 149</td> <td></td> </tr> <tr> <td>150 or more</td> <td>x</td> </tr> </tbody> </table>		EMPLOYEES	x	1 to 49		50 to 149		150 or more	x
EMPLOYEES	x									
1 to 49										
50 to 149										
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Is your organisation part of a group / holding company?	<table border="1"> <thead> <tr> <th>YES</th> <th>NO</th> </tr> </thead> <tbody> <tr> <td></td> <td>x</td> </tr> </tbody> </table>		YES	NO		x				
YES	NO									
	x									
If yes, please provide the name.										

	Date on which this EE Plan was finalised and approved.	4 September 2025
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IMPORTANT INFORMATION

- a) A designated employer must comply to Sections 16 and 17 of the Employment Equity Act, as amended, by consulting with employees when conducting an EE Analysis, preparing an EE Plan and reporting annually to the Department of Employment and Labour.
- b) Section 20 requires that a designated employer prepares and implements an Employment Equity Plan.
- c) The employer must consult and attempt to reach consensus on the development of the EE Plan (EEA13) by taking the following into account-
 - (i) Analysis report (EEA12).
 - (ii) National or Provincial Economically Active Population (EAP)
 - (iii) Determining the duration of the EE Plan.
 - (iv) Determining the annual objectives of the EE Plan.
 - (v) Corrective measures/ Affirmative Action measures formulated, including goals and targets.
 - (vi) Time frames established.
 - (vii) Determine the monitoring procedures of the implementation of the EE Plan.
 - (viii) Determine the internal procedures to resolve any dispute about the implementation of the EE Plan.
 - (ix) Resources identified and allocated for the implementation of the EE Plan, including senior managers responsible for monitoring the implementation of the EE Plan.
 - (x) The EE Plan must be communicated to all employees.
- d) Barriers and Affirmative Action Measures must be aligned with those indicated in the audit analysis (EEA12) and meet the following requirements:
 - Include time-frames in order to track progress in the implementation of these AA Measures;
 - These time-frames should be within the duration of the EE Plan in terms of day, month and year (dd/mm/yyyy); and
 - Include the designations of responsible persons in the workforce to monitor the implementation of these AA Measures.
- e) Designated employers must prepare and implement an EE Plan (EEA13) that outlines annual targets, which are in line with relevant 5-year sector targets regulated in terms of Section 15A of the Employment Equity Act as amended for the four-upper occupational levels (i.e. Top Management, Senior Management, Professionally Qualified and Skilled Technical).
- f) Employers who become designated during the 5-year sector target period regulated in terms of Section 15A of the Employment Equity Act as amended must prepare an EE Plan with annual targets for the remainder of the period.
- g) Numerical goals and targets in the EE plan must include the entire workforce profile for that occupational level in terms of population group and gender, and NOT the difference between the current workforce profile and the projected workforce profile the employer seeks to achieve.
- h) The objectives to be achieved for each year of the plan should meet the SMART principle as follows: Specific; measurable; attainable; relevant and time bound.
- i) "Temporary employees" are those employees employed for less than three months.
- j) Guidelines on occupational levels are provided in the EEA9 form of these regulations.

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

1. DURATION OF THE PLAN

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

01/09/2025
Start date: (dd / mm / yyyy) to 31/08/2030
End date: (dd / mm / yyyy)

2. OBJECTIVES FOR EACH YEAR OF THE PLAN

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

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

TIMEFRAMES		OBJECTIVES
YEAR 1	1 September 2025 to 31 August 2026	Standardize and communicate internal post procedures
		Amplify fair access to advertisements across all university campuses
		Review Employment Equity Guidance Note
		Implement the new EE Plan by ensuring that accountability for achievement of EE Goals and Targets is embedded in senior managers' performance agreements
		Conduct a follow-up Inclusivity Survey to measure impact and progress made since 2019, and adjust the Inclusivity strategy, where necessary.
		Communicate staff benefits on more UCT platforms
YEAR 2	From 1 September 2026 to 31 August 2027	Review and align policies with legal frameworks, equity goals, and best practices.
		Develop a Promotion/ Policy.
		Complete career development pilot and development of career development toolkit and draft policy.
		Review and adopt amendments to the Anti-Racism Policy and Procedures. Automate the training of the Anti-Racism Policy Education.
		Automation of the inclusive leadership modules for staff included in the staff online training manual in 2026. Continue with bespoke training for supervisors.
		Increase and amplify critical diversity, unconscious bias training including anti-sexual harassment training modules
YEAR 3	From 1 September 2027 to 31 August 2028	Review and align policies with legal frameworks, equity goals, and best practices.
		Conduct policy review of the UCT Disability Policy
YEAR 4	From 1 September 2028 to 31 August 2029	Review and align policies with legal frameworks, equity goals, and best practices.
		Monitor and Evaluate progress against EE Targets and review and revise strategy if necessary
		Preparation for the commencement of the next EE Planning cycle
YEAR 5		Review and align policies with legal frameworks, equity goals, and best practices.

	From 1 September 2029 to 31 August 2030	Develop a Remuneration Policy
		Conduct a EE Barrier Analysis
		Consult stakeholders on the new EE Plan
		Conclude the 2025-2030 EE Plan
		Verify disability status
		Conduct EEA1 drive

3. BARRIERS AND AFFIRMATIVE ACTION MEASURES

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

CATEGORIES	BARRIERS AND AFFIRMATIVE ACTION MEASURES							
	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (PLEASE PROVIDE NARRATION) (Briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION) (Briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	TIME FRAME		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
Recruitment	X	X	X	Recruitment policies, procedures and practices	<i>(i) Review of all recruitment policies</i> - Review and align policies with legal frameworks, equity goals, and best practices. - Promote awareness about the policies	September 2025	August 2030	Accountability: DVC: People Culture and Society Responsibility: Executive Director of Human Resources

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	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
					through training, and internal campaigns. <i>(ii)Recruitment procedures</i> - Simplify and clarify recruitment processes through user-friendly guidelines and checklists. - Ensure compliance with procedural steps, especially for equity-sensitive posts (EE SOP will address this)			

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					- Enhance communication with candidates, ensuring transparency and timely feedback. <i>(iii)Recruitment Practices</i> - Strengthen HR Oversight during recruitment processes. - Develop post-recruitment survey to review and enhance processes			

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Advertising positions	X	X		Improvements required to ensure accessibility of internal job adverts to all employees	- Standardize internal posting procedures - Ensure fair access to advertisements across all university campuses - Ensure practices support equitable access to development and advancement, especially for underrepresented groups.	September 2025	August 2030	Accountability: DVC: People Culture and Society Responsibility: Executive Director of Human Resources

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					- Review current procedures and practices			
Selection criteria	X	X	X	Improvements required to ensure policies, procedures and practice promote diversity of UCT workforce.	Ensure criteria set out on job adverts does not unfairly disadvantage any candidates and that the criteria seeks to improve diversity. - Ensure consistent, fair, and transparent	September 2025	August 2030	Accountability: DVC: People Culture and Society Responsibility: Executive Director of Human Resources

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					application of selection criteria. - HR to continue to take lead in driving standardization, building selection committee capacity, enhancing consistency and embedding equity goals into selection processes.			

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	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
Appointments	X	X	X	a) Lack of promotions policy and clarity on how internal promotion intersects with employment equity application and plans. b) Current EE Guidance note creates absolute barriers.	a) Promotion Policy and Employment Equity Guidance note under development and review respectively candidates; b) Employment Equity training; c) Standard interview processes with trained ee	September 2025	August 2030	Accountability: DVC: People Culture and Society Responsibility: Executive Director of Human Resources Employment Equity Manager

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					representatives on each panel ; d) Programs that target the career development of Women, such as the Research Leadership Program and HERS-SA; e) Completion of career development pilot and development of career development toolkit and draft policy.			

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Job classification and grading	X	X	X	Implementation and practice of policy and guidelines	a) Audit of Grading practices; b) Improve Communication and Transparency: Clearly communicate how grading works; c) Offer position evaluation training to Union representatives again	September 2025	August 2030	Accountability: Executive Director of Human Resources Responsibility: Director: Organisational Development
Remuneration and benefits	X	X	X	Current policies do reflect fairness but may not always be visible to staff,	-Policy review to assess and address perceptions.	August 2025	September 2030	Accountable: Executive Director, HR Responsible: Director: HR: Staff well-being and rewards

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				Do a need assessment through on perceptions Limited understanding of competitive benefits and how UCT compares to other institutions	Implement a Total Reward policy for UCT. - Audit Salary Data and ensure that line managers are trained on fair pay practices and the Total Reward Policy. -Communication and awareness -Ensure that there is greater awareness and			

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					that benefits are more visible .			
Terms & conditions of employment	X	X	X	Insufficient resources available to ensure inclusion of all staff	HR to conduct a review of the terms and conditions of employment across the institution. HR to ensure that fair and consistent policies and practices are implemented on terms and conditions of employment.	March 2026	August 2030	Accountability: DVC: People Culture and Society Responsibility: Executive Director of Human Resources
Work environment and facilities	X	X	X	Insufficient resources to to ensure inclusion	HR and relevant departments, including facilities,	September 2025	August 2030	Accountability: Deputy Vice-

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				of persons with disabilities.	to conduct a review of the barriers identified and address the concerns raised.			Chancellor: People Culture and Society Responsibility: Executive Director Human Resources Director, OIC Manager Disability Services

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Performance and evaluation	X	X	X	Implementation and practice of policy and guidelines	a) Improve Communication and Transparency; b) Performance Management system redesign (dependent on remuneration policy review and linked to remuneration); c) Change culture of performance management to that of engagement rather than measurement; d) PM to integrate with career development and	August 2025	September 2030	Accountability: Executive Director Human Resources Responsibility: Director: Organisational Development

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					succession planning			
Succession & experience planning	X	X	X	- Lack of promotions policy and clarity on how internal promotion intersects with employment equity application and plans. b) Current EE Guidance note creates absolute barriers.	a) Promotion Policy and Employment Equity Guidance note under development and review respectively; promotions policy developed together with OIC and unions. Both to remove any absolute barriers to over represented groups and deliberately prioritise internal candidates; b)	September 2025	August 2030	Accountability: Executive Director Human Resources Responsibility: Director: Organisational Development

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					Employment Equity training; c) Standard interview processes with trained ee representatives on each panel ; d) Programs that target the career development of Women, such as the Research Leadership Program and HERS-SA; e) Completion of career development pilot and development of career development toolkit and draft policy.			

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Disciplinary measures	N/A							
Retention of designated groups	X	X	X	Retention of designated groups	HR to develop a retention strategy as part of the broader People Strategy that will be developed. The retention strategy will be aligned with other policies under development/review, e.g. career development, promotions, remuneration etc.	January 2026	August 2030	Accountability: Executive Director Human Resources Responsibility: Director: Organisational Development Employment Equity Manager
Corporate culture	X	X	X	Homophobia, Transphobia, individual prejudices,	Sessions on gender and coloniality to be added to success	September 2025	August 2030	Accountability: DVC: People Culture and Society Responsibility:

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				harassment, bullying and stereotyping. Prejudice that limits inclusion and perceptions of fair, confidential practices at UCT	factors. In addition, inclusive leadership modules for staff are to be included on the staff online training manual in 2026 in addition to bespoke training for supervisors. Online automation of the inclusive leadership modules Review and adoption of amendments to Anti-Racism Policy and Procedures.			Director: OIC Inclusivity Specialist

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					Automating the new Policy Education Offerings. Fully deploy the racial trauma peer supporters. Use Inclusivity Survey data and focus groups to map areas where racial differences persist to undermine team cohesion. Use the findings to conceptualise an action plan(led by the Deans/EDs). Conduct training workshops on various thematic areas including unconscious bias	September 2025	August 2030	

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					and microaggressions -Continue with the Dismantling Racism Strategy Work. Implement the Think Tank series to produce scholarship on the cultural experiences within higher education by staff and students.			

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Reasonable accommodation			X	Financial limitations which affect amplification of accommodations for staff living with disability	-The revision of the UCT Disability Policy will involve focus group discussions, collaboration with the department responsible for reasonable accommodations, and partnership with Disability Studies to align research with operational implementation	January 2026	December 2027	Accountability: Director: OIC Manager Disability Services

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					and strengthen inclusive practices across the university (Revision and approval of disability policy and updating the operational guidelines). -Engage actively in relevant University structures and initiatives aimed at advancing barrier-free access, while collaborating closely with internal stakeholders, project teams,			

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	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
					and external access consultants appointed by the Disability Service or the University to support inclusive design and implementation across building projects.			
Harassment	X	X	X	26 participants share some perceptions and/or experiences that highlight there are concerns with coming forward and reporting and/or concerns about using the internal systems available.	-Ensuring communication is amplified, improvement in case investigation or informal measures or external reporting. -Communication drives as aligned with SORMA	September 2025	August 2030	Accountability: Executive Director Human Resources Director: OIC Responsibility: Director: Employee Relations Survivor Support Specialist

CATEGORIES	BARRIERS AND AFFIRMATIVE ACTION MEASURES							
	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (PLEASE PROVIDE NARRATION) (Briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION) (Briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	TIME FRAME		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
					which ensures clear reporting for internal and external support services. - Adapted online training and bespoke training; Scholarship on gender violence response and education in UCT. Including annual reporting on data received. Training of line management.			
HIV&AIDS prevention and wellness programmes	N/A							
Assigned senior manager(s) to manage EE implementation	N/A							

CATEGORIES	BARRIERS AND AFFIRMATIVE ACTION MEASURES							
	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (PLEASE PROVIDE NARRATION) (Briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION) (Briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	TIME FRAME		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
Budget allocation in support of employment equity goals	N/A							
Time off for employment equity consultative committee to meet	N/A							

4. 5-YEAR SECTOR NUMERICAL TARGETS AND NUMERICAL GOALS

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

5-YEAR SECTOR TARGETS AND NUMERICAL GOALS FOR SEMI-SKILLED AND UNSKILLED LEVEL (2025-2030)		
OCCUPATIONAL LEVELS AND DISABILITY	GENDER	DESIGNATED GROUPS SECTOR TARGET %
TOP MANAGEMENT	Male	27.60%
	Female	46.10%
	TOTAL	73.70%
SENIOR MANAGEMENT	Male	30.50%
	Female	46.10%
	TOTAL	76.60%
PROFESSIONALLY QUALIFIED	Male	43.00%
	Female	46.10%
	TOTAL	89.10%
SKILLED TECHNICAL	Male	49.80%
	Female	46.10%
	TOTAL	95.90%
		EMPLOYER'S NUMERICAL GOAL
SEMI-SKILLED	Male	45.70%
	Female	47.10%
	TOTAL	92.80%
UNSKILLED	Male	45.70%
	Female	47.10%
	TOTAL	92.80%
5-YEAR NUMERICAL TARGET FOR EMPLOYEES WITH DISABILITIES		
5-Year Sector Target for Employees with disabilities (%)		3%

5. WORKFORCE PROFILE, NUMERICAL GOALS AND TARGETS

5.1 SNAPSHOT OF THE CURRENT WORKFORCE PROFILE

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

Workforce profile snapshot date: **1 June 2025**
DD / MM / YYYY

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

Occupational Levels		Male				Female				Foreign Nationals		Total
		A	C	I	W	A	C	I	W	Male	Female	
Top management	value	1	0	0	0	0	0	0	0	0	0	1
	%	100,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	100,0%
Senior management	value	2	1	3	2	4	0	2	2	2	2	20
	%	10,0%	5,0%	15,0%	10,0%	20,0%	0,0%	10,0%	10,0%	10,0%	10,0%	100,0%
Professionally qualified and experienced specialists and mid-management	value	32	73	38	191	34	83	38	183	157	82	911
	%	3,5%	8,0%	4,2%	21,0%	3,7%	9,1%	4,2%	20,1%	17,2%	9,0%	100,0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	289	342	59	266	496	754	160	520	194	215	3295
	%	8,8%	10,4%	1,8%	8,1%	15,1%	22,9%	4,9%	15,8%	5,9%	6,5%	100,0%
Semi-skilled and discretionary decision making	value	479	273	5	17	512	533	22	55	14	19	1929
	%	24,8%	14,2%	0,3%	0,9%	26,5%	27,6%	1,1%	2,9%	0,7%	1,0%	100,0%
Unskilled and defined decision making	value	68	29	0	0	240	87	0	3	0	1	428
	%	15,9%	6,8%	0,0%	0,0%	56,1%	20,3%	0,0%	0,7%	0,0%	0,2%	100,0%
TOTAL PERMANENT	value	871	718	105	476	1286	1457	222	763	367	319	6584
	%	13,2%	10,9%	1,6%	7,2%	19,5%	22,1%	3,4%	11,6%	5,6%	4,8%	100,0%
Temporary employees	value	38	41	10	41	97	100	21	111	36	40	535
	%	7,1%	7,7%	1,9%	7,7%	18,1%	18,7%	3,9%	20,7%	6,7%	7,5%	100,0%
GRAND TOTAL	value	909	759	115	517	1383	1557	243	874	403	359	7119
	%	12,8%	10,7%	1,6%	7,3%	19,4%	21,9%	3,4%	12,3%	5,7%	5,0%	100,0%

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

Occupational Levels		Male				Female				Foreign Nationals		Total
		A	C	I	W	A	C	I	W	Male	Female	
Top management	value	0	0	0	0	0	0	0	0	0	0	0
	%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Senior management	value	0	0	0	0	0	0	0	0	0	0	0
	%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Professionally qualified and experienced specialists and mid-management	value	0	0	0	5	0	2	2	7	2	0	18
	%	0,0%	0,0%	0,0%	27,8%	0,0%	11,1%	11,1%	38,9%	11,1%	0,0%	100,0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	2	4	0	6	3	7	1	15	1	2	41
	%	4,9%	9,8%	0,0%	14,6%	7,3%	17,1%	2,4%	36,6%	2,4%	4,9%	100,0%
Semi-skilled and discretionary decision making	value	2	0	0	1	1	6	0	2	0	0	12
	%	16,7%	0,0%	0,0%	8,3%	8,3%	50,0%	0,0%	16,7%	0,0%	0,0%	100,0%
Unskilled and defined decision making	value	0	0	0	0	3	3	0	0	0	0	6
	%	0,0%	0,0%	0,0%	0,0%	50,0%	50,0%	0,0%	0,0%	0,0%	0,0%	100,0%
TOTAL PERMANENT	value	4	4	0	12	7	18	3	24	3	2	77
	%	5,2%	5,2%	0,0%	15,6%	9,1%	23,4%	3,9%	31,2%	3,9%	2,6%	100,0%
Temporary employees	value	0	0	0	0	1	0	0	0	0	0	1
	%	0,0%	0,0%	0,0%	0,0%	100,0%	0,0%	0,0%	0,0%	0,0%	0,0%	100,0%
GRAND TOTAL	value	4	4	0	12	8	18	3	24	3	2	78
	%	5,1%	5,1%	0,0%	15,4%	10,3%	23,1%	3,8%	30,8%	3,8%	2,6%	100,0%

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

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

Start date: 1 September 2025
DD / MM / YYYY

End date: 31 August 2030
DD / MM / YYYY

Table 3: Numerical goals and 5-year Sector Targets for all employees, including employees with disabilities

Occupational Levels		Male				Female				Foreign Nationals		Total
		A	C	I	W	A	C	I	W	Male	Female	
Top management	value	1	0	0	0	0	0	0	0	0	0	1
	%	100,00%	0,00%	0,00%	0,00%	0,00%	0,00%	0,00%	0,00%	0,00%	0,00%	100,00%
Senior management	value	3	2	2	2	5	2	1	2	1	2	22
	%	13,64%	9,09%	9,09%	9,09%	22,73%	9,09%	4,55%	9,09%	4,55%	9,09%	100,00%
Professionally qualified and experienced specialists and mid-management	value	100	110	20	117	93	107	33	140	121	66	907
	%	11,03%	12,13%	2,21%	12,90%	10,25%	11,80%	3,64%	15,44%	13,34%	7,28%	100,00%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	675	696	27	159	593	609	97	247	97	100	3300
	%	20,45%	21,09%	0,82%	4,82%	17,97%	18,45%	2,94%	7,48%	2,94%	3,03%	100,00%
Semi-skilled and discretionary decision making	value	469	465	17	8	429	409	13	125	8	13	1956
	%	23,98%	23,77%	0,87%	0,41%	21,93%	20,91%	0,66%	6,39%	0,41%	0,66%	100,00%
Unskilled and defined decision making	value	75	52	1	0	209	79	1	11	0	0	428
	%	17,52%	12,15%	0,23%	0,00%	48,83%	18,46%	0,23%	2,57%	0,00%	0,00%	100,00%
TOTAL PERMANENT	value	1323	1325	67	286	1329	1206	145	525	227	181	6614
	%	19,96%	19,99%	1,01%	4,32%	20,05%	18,20%	2,19%	7,92%	3,42%	2,73%	100,00%
Temporary employees	value	38	41	10	41	97	100	21	111	36	40	535
	%	7,10%	7,66%	1,87%	7,66%	18,13%	18,69%	3,93%	20,75%	6,73%	7,48%	100,00%
GRAND TOTAL	value	1361	1366	77	327	1426	1306	166	636	263	221	7149
	%	19,0%	19,1%	1,1%	4,6%	19,9%	18,2%	2,3%	8,9%	3,7%	3,1%	100,0%

Table 4: Numerical goals and targets for employees with disabilities ONLY

Occupational Levels		Male				Female				Foreign Nationals		Total
		A	C	I	W	A	C	I	W	Male	Female	
Top management	value	0	0	0	0	0	0	0	0	0	0	0
	%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Senior management	value	0	0	0	0	0	0	0	0	0	0	0
	%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Professionally qualified and experienced specialists and mid-management	value	1	1	0	8	1	4	3	7	2	0	27
	%	3,7%	3,7%	0,0%	29,6%	3,7%	14,8%	11,1%	25,9%	7,4%	0,0%	100,0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	12	12	1	17	11	17	5	28	1	2	106
	%	11,3%	11,3%	0,9%	16,0%	10,4%	16,0%	4,7%	26,4%	0,9%	1,9%	100,0%
Semi-skilled and discretionary decision making	value	8	7	2	7	9	10	2	7	0	0	52
	%	15,4%	13,5%	3,8%	13,5%	17,3%	19,2%	3,8%	13,5%	0,0%	0,0%	100,0%
Unskilled and defined decision making	value	3	3	3	3	5	5	0	0	0	0	22
	%	13,6%	13,6%	13,6%	13,6%	22,7%	22,7%	0,0%	0,0%	0,0%	0,0%	100,0%
TOTAL PERMANENT	value	24	23	6	35	26	36	10	42	3	2	207
	%	11,6%	11,1%	2,9%	16,9%	12,6%	17,4%	4,8%	20,3%	1,4%	1,0%	100,0%
Temporary employees	value	0	0	0	0	1	0	0	0	0	0	1
	%	0,0%	0,0%	0,0%	0,0%	100,0%	0,0%	0,0%	0,0%	0,0%	0,0%	100,0%
GRAND TOTAL	value	24	23	6	35	27	36	10	42	3	2	208
	%	11,5%	11,1%	2,9%	16,8%	13,0%	17,3%	4,8%	20,2%	1,4%	1,0%	100,0%

5.3 NUMERICAL TARGETS

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

Numerical targets: Year 1											
Start date:		1 September 2025 DD / MM / YYYY				End date: 31 August 2026 DD / MM / YYYY					

Table 5: Numerical targets for all employees, including employees with disabilities

Occupational Levels		Male				Female				Foreign Nationals		Total
		A	C	I	W	A	C	I	W	Male	Female	
Top management	value	1	0	0	0	0	0	0	0	0	0	1
	%	100,00%	0,00%	0,00%	0,00%	0,00%	0,00%	0,00%	0,00%	0,00%	0,00%	100,00%
Senior management	value	3	1	2	2	4	1	2	2	1	2	20
	%	15,00%	5,00%	10,00%	10,00%	20,00%	5,00%	10,00%	10,00%	5,00%	10,00%	100,00%
Professionally qualified and experienced specialists and mid-management	value	55	86	34	166	55	95	37	165	146	78	917
	%	6,00%	9,38%	3,71%	18,10%	6,00%	10,36%	4,03%	17,99%	15,92%	8,51%	100,00%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	588	608	39	176	554	638	106	330	133	129	3301
	%	17,81%	18,42%	1,18%	5,33%	16,78%	19,33%	3,21%	10,00%	4,03%	3,91%	100,00%
Semi-skilled and discretionary decision making	value	471	455	16	9	433	418	15	120	9	15	1961
	%	24,02%	23,20%	0,82%	0,46%	22,08%	21,32%	0,76%	6,12%	0,46%	0,76%	100,00%
Unskilled and defined decision making	value	68	39	1	0	227	85	1	7	0	0	428
	%	15,89%	9,11%	0,23%	0,00%	53,04%	19,86%	0,23%	1,64%	0,00%	0,00%	100,00%
TOTAL PERMANENT	value	1186	1189	92	353	1273	1237	161	624	289	224	6628
	%	17,89%	17,94%	1,39%	5,33%	19,21%	18,66%	2,43%	9,41%	4,36%	3,38%	100,00%
Temporary employees	value	38	41	10	41	97	100	21	111	36	40	535
	%	7,10%	7,66%	1,87%	7,66%	18,13%	18,69%	3,93%	20,75%	6,73%	7,48%	100,00%
GRAND TOTAL	value	1224	1230	102	394	1370	1337	182	735	325	264	7163
	%	17,1%	17,2%	1,4%	5,5%	19,1%	18,7%	2,5%	10,3%	4,5%	3,7%	100,0%

Table 6: Numerical targets for employees with disabilities ONLY

Occupational Levels		Male				Female				Foreign Nationals		Total
		A	C	I	W	A	C	I	W	Male	Female	
Top management	value	0	0	0	0	0	0	0	0	0	0	0
	%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Senior management	value	0	0	0	0	0	0	0	0	0	0	0
	%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Professionally qualified and experienced specialists and mid-management	value	0	0	0	5	0	2	2	7	2	0	18
	%	0,0%	0,0%	0,0%	27,8%	0,0%	11,1%	11,1%	38,9%	11,1%	0,0%	100,0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	4	6	1	8	5	9	2	20	1	2	58
	%	6,9%	10,3%	1,7%	13,8%	8,6%	15,5%	3,4%	34,5%	1,7%	3,4%	100,0%
Semi-skilled and discretionary decision making	value	3	1	0	2	2	7	0	3	0	0	18
	%	16,7%	5,6%	0,0%	11,1%	11,1%	38,9%	0,0%	16,7%	0,0%	0,0%	100,0%
Unskilled and defined decision making	value	1	1	1	1	3	3	0	0	0	0	10
	%	10,0%	10,0%	10,0%	10,0%	30,0%	30,0%	0,0%	0,0%	0,0%	0,0%	100,0%
TOTAL PERMANENT	value	8	8	2	16	10	21	4	30	3	2	104
	%	7,7%	7,7%	1,9%	15,4%	9,6%	20,2%	3,8%	28,8%	2,9%	1,9%	100,0%
Temporary employees	value	0	0	0	0	1	0	0	0	0	0	1
	%	0,0%	0,0%	0,0%	0,0%	100,0%	0,0%	0,0%	0,0%	0,0%	0,0%	100,0%
GRAND TOTAL	value	8	8	2	16	11	21	4	30	3	2	105
	%	7,6%	7,6%	1,9%	15,2%	10,5%	20,0%	3,8%	28,6%	2,9%	1,9%	100,0%

Numerical targets: Year 2

Start date: 1 September 2026
DD / MM / YYYY

End date: 31 August 2027
DD / MM / YYYY

Table 7: Numerical targets, including employees with disabilities

Occupational Levels		Male				Female				Foreign Nationals		Total
		A	C	I	W	A	C	I	W	Male	Female	
Top management	value	1	0	0	0	0	0	0	0	0	0	1
	%	100,00%	0,00%	0,00%	0,00%	0,00%	0,00%	0,00%	0,00%	0,00%	0,00%	100,00%
Senior management	value	3	3	2	2	4	2	1	2	1	2	22
	%	13,64%	13,64%	9,09%	9,09%	18,18%	9,09%	4,55%	9,09%	4,55%	9,09%	100,00%
Professionally qualified and experienced specialists and mid-management	value	64	90	33	158	63	99	36	157	141	72	913
	%	7,01%	9,86%	3,61%	17,31%	6,90%	10,84%	3,94%	17,20%	15,44%	7,89%	100,00%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	629	644	36	168	571	621	100	295	118	117	3299
	%	19,07%	19,52%	1,09%	5,09%	17,31%	18,82%	3,03%	8,94%	3,58%	3,55%	100,00%
Semi-skilled and discretionary decision making	value	472	461	16	9	430	411	14	122	8	13	1956
	%	24,13%	23,57%	0,82%	0,46%	21,98%	21,01%	0,72%	6,24%	0,41%	0,66%	100,00%
Unskilled and defined decision making	value	70	41	1	0	223	84	1	8	0	0	428
	%	16,36%	9,58%	0,23%	0,00%	52,10%	19,63%	0,23%	1,87%	0,00%	0,00%	100,00%
TOTAL PERMANENT	value	1239	1239	88	337	1291	1217	152	584	268	204	6619
	%	18,69%	18,69%	1,33%	5,08%	19,48%	18,36%	2,29%	8,81%	4,04%	3,08%	100,00%
Temporary employees	value	38	41	10	41	97	100	21	111	36	40	535
	%	7,10%	7,66%	1,87%	7,66%	18,13%	18,69%	3,93%	20,75%	6,73%	7,48%	100,00%
GRAND TOTAL	value	1277	1280	98	378	1388	1317	173	695	304	244	7154
	%	17,8%	17,9%	1,4%	5,3%	19,4%	18,4%	2,4%	9,7%	4,2%	3,4%	100,0%

Table 8: Numerical targets for employees with disabilities ONLY

Occupational Levels		Male				Female				Foreign Nationals		Total
		A	C	I	W	A	C	I	W	Male	Female	
Top management	value	0	0	0	0	0	0	0	0	0	0	0
	%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Senior management	value	0	0	0	0	0	0	0	0	0	0	0
	%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Professionally qualified and experienced specialists and mid-management	value	0	1	0	7	0	3	3	7	2	0	23
	%	0,0%	4,3%	0,0%	30,4%	0,0%	13,0%	13,0%	30,4%	8,7%	0,0%	100,0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	6	7	1	12	6	12	2	23	1	2	72
	%	8,3%	9,7%	1,4%	16,7%	8,3%	16,7%	2,8%	31,9%	1,4%	2,8%	100,0%
Semi-skilled and discretionary decision making	value	4	1	1	2	4	7	0	3	0	0	22
	%	18,2%	4,5%	4,5%	9,1%	18,2%	31,8%	0,0%	13,6%	0,0%	0,0%	100,0%
Unskilled and defined decision making	value	1	1	1	1	4	4	0	0	0	0	12
	%	8,3%	8,3%	8,3%	8,3%	33,3%	33,3%	0,0%	0,0%	0,0%	0,0%	100,0%
TOTAL PERMANENT	value	11	10	3	22	14	26	5	33	3	2	129
	%	8,5%	7,8%	2,3%	17,1%	10,9%	20,2%	3,9%	25,6%	2,3%	1,6%	100,0%
Temporary employees	value	0	0	0	0	1	0	0	0	0	0	1
	%	0,0%	0,0%	0,0%	0,0%	100,0%	0,0%	0,0%	0,0%	0,0%	0,0%	100,0%
GRAND TOTAL	value	11	10	3	22	15	26	5	33	3	2	130
	%	8,5%	7,7%	2,3%	16,9%	11,5%	20,0%	3,8%	25,4%	2,3%	1,5%	100,0%

Numerical targets: Year 3

Start date: 1 September 2027
DD / MM / YYYY

End date: 31 August 2028
DD / MM / YYYY

Table 9: Numerical targets, including employees with disabilities

Occupational Levels		Male				Female				Foreign Nationals		Total
		A	C	I	W	A	C	I	W	Male	Female	
Top management	value	1	0	0	0	0	0	0	0	0	0	1
	%	100,00%	0,00%	0,00%	0,00%	0,00%	0,00%	0,00%	0,00%	0,00%	0,00%	100,00%
Senior management	value	3	3	2	2	4	2	1	2	1	2	22
	%	13,64%	13,64%	9,09%	9,09%	18,18%	9,09%	4,55%	9,09%	4,55%	9,09%	100,00%
Professionally qualified and experienced specialists and mid-management	value	76	97	29	146	73	100	34	153	133	68	909
	%	8,36%	10,67%	3,19%	16,06%	8,03%	11,00%	3,74%	16,83%	14,63%	7,48%	100,00%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	645	663	31	166	579	617	100	280	110	111	3302
	%	19,53%	20,08%	0,94%	5,03%	17,53%	18,69%	3,03%	8,48%	3,33%	3,36%	100,00%
Semi-skilled and discretionary decision making	value	469	465	16	9	429	410	14	123	8	13	1956
	%	23,98%	23,77%	0,82%	0,46%	21,93%	20,96%	0,72%	6,29%	0,41%	0,66%	100,00%
Unskilled and defined decision making	value	70	43	1	0	221	83	1	9	0	0	428
	%	16,36%	10,05%	0,23%	0,00%	51,64%	19,39%	0,23%	2,10%	0,00%	0,00%	100,00%
TOTAL PERMANENT	value	1264	1271	79	323	1306	1212	150	567	252	194	6618
	%	19,07%	19,18%	1,19%	4,87%	19,70%	18,29%	2,26%	8,55%	3,80%	2,93%	100,00%
Temporary employees	value	38	41	10	41	97	100	21	111	36	40	535
	%	7,10%	7,66%	1,87%	7,66%	18,13%	18,69%	3,93%	20,75%	6,73%	7,48%	100,00%
GRAND TOTAL	value	1302	1312	89	364	1403	1312	171	678	288	234	7153
	%	18,2%	18,3%	1,2%	5,1%	19,6%	18,3%	2,4%	9,5%	4,0%	3,3%	100,0%

Table 10: Numerical targets for employees with disabilities ONLY

Occupational Levels		Male				Female				Foreign Nationals		Total
		A	C	I	W	A	C	I	W	Male	Female	
Top management	value	0	0	0	0	0	0	0	0	0	0	0
	%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Senior management	value	0	0	0	0	0	0	0	0	0	0	0
	%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Professionally qualified and experienced specialists and mid-management	value	0	1	0	7	0	3	3	7	2	0	23
	%	0,0%	4,3%	0,0%	30,4%	0,0%	13,0%	13,0%	30,4%	8,7%	0,0%	100,0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	7	8	2	13	7	13	3	24	1	2	80
	%	8,8%	10,0%	2,5%	16,3%	8,8%	16,3%	3,8%	30,0%	1,3%	2,5%	100,0%
Semi-skilled and discretionary decision making	value	7	5	1	5	7	10	1	5	0	0	41
	%	17,1%	12,2%	2,4%	12,2%	17,1%	24,4%	2,4%	12,2%	0,0%	0,0%	100,0%
Unskilled and defined decision making	value	1	1	1	1	4	4	0	0	0	0	12
	%	8,3%	8,3%	8,3%	8,3%	33,3%	33,3%	0,0%	0,0%	0,0%	0,0%	100,0%
TOTAL PERMANENT	value	15	15	4	26	18	30	7	36	3	2	156
	%	9,6%	9,6%	2,6%	16,7%	11,5%	19,2%	4,5%	23,1%	1,9%	1,3%	100,0%
Temporary employees	value	0	0	0	0	1	0	0	0	0	0	1
	%	0,0%	0,0%	0,0%	0,0%	100,0%	0,0%	0,0%	0,0%	0,0%	0,0%	100,0%
GRAND TOTAL	value	15	15	4	26	19	30	7	36	3	2	157
	%	9,6%	9,6%	2,5%	16,6%	12,1%	19,1%	4,5%	22,9%	1,9%	1,3%	100,0%

Numerical targets: Year 4

Start date: 1 September 2028
DD / MM / YYYY

End date: 31 August 2029
DD / MM / YYYY

Table 11: Numerical targets, including employees with disabilities

Occupational Levels		Male				Female				Foreign Nationals		Total
		A	C	I	W	A	C	I	W	Male	Female	
Top management	value	1	0	0	0	0	0	0	0	0	0	1
	%	100,00%	0,00%	0,00%	0,00%	0,00%	0,00%	0,00%	0,00%	0,00%	0,00%	100,00%
Senior management	value	3	3	2	2	4	2	1	2	1	2	22
	%	13,64%	13,64%	9,09%	9,09%	18,18%	9,09%	4,55%	9,09%	4,55%	9,09%	100,00%
Professionally qualified and experienced specialists and mid-management	value	87	103	24	130	83	106	33	146	129	67	908
	%	9,58%	11,34%	2,64%	14,32%	9,14%	11,67%	3,63%	16,08%	14,21%	7,38%	100,00%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	662	682	29	164	588	610	98	263	103	104	3303
	%	20,04%	20,65%	0,88%	4,97%	17,80%	18,47%	2,97%	7,96%	3,12%	3,15%	100,00%
Semi-skilled and discretionary decision making	value	471	466	16	8	430	407	13	124	8	13	1956
	%	24,08%	23,82%	0,82%	0,41%	21,98%	20,81%	0,66%	6,34%	0,41%	0,66%	100,00%
Unskilled and defined decision making	value	73	47	1	0	215	81	1	10	0	0	428
	%	17,06%	10,98%	0,23%	0,00%	50,23%	18,93%	0,23%	2,34%	0,00%	0,00%	100,00%
TOTAL PERMANENT	value	1297	1301	72	304	1320	1206	146	545	241	186	6618
	%	19,57%	19,63%	1,09%	4,59%	19,92%	18,20%	2,20%	8,22%	3,64%	2,81%	100,00%
Temporary employees	value	38	41	10	41	97	100	21	111	36	40	535
	%	7,10%	7,66%	1,87%	7,66%	18,13%	18,69%	3,93%	20,75%	6,73%	7,48%	100,00%
GRAND TOTAL	value	1335	1342	82	345	1417	1306	167	656	277	226	7153
	%	18,6%	18,7%	1,1%	4,8%	19,8%	18,2%	2,3%	9,2%	3,9%	3,2%	100,0%

Table 12: Numerical targets for employees with disabilities ONLY

Occupational Levels		Male				Female				Foreign Nationals		Total
		A	C	I	W	A	C	I	W	Male	Female	
Top management	value	0	0	0	0	0	0	0	0	0	0	0
	%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Senior management	value	0	0	0	0	0	0	0	0	0	0	0
	%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Professionally qualified and experienced specialists and mid-management	value	1	1	0	8	1	4	3	7	2	0	27
	%	3,7%	3,7%	0,0%	29,6%	3,7%	14,8%	11,1%	25,9%	7,4%	0,0%	100,0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	10	10	2	15	9	15	5	26	1	2	95
	%	10,5%	10,5%	2,1%	15,8%	9,5%	15,8%	5,3%	27,4%	1,1%	2,1%	100,0%
Semi-skilled and discretionary decision making	value	7	5	1	5	7	10	1	5	0	0	41
	%	17,1%	12,2%	2,4%	12,2%	17,1%	24,4%	2,4%	12,2%	0,0%	0,0%	100,0%
Unskilled and defined decision making	value	3	3	3	3	5	5	0	0	0	0	22
	%	13,6%	13,6%	13,6%	13,6%	22,7%	22,7%	0,0%	0,0%	0,0%	0,0%	100,0%
TOTAL PERMANENT	value	21	19	6	31	22	34	9	38	3	2	185
	%	11,4%	10,3%	3,2%	16,8%	11,9%	18,4%	4,9%	20,5%	1,6%	1,1%	100,0%
Temporary employees	value	0	0	0	0	1	0	0	0	0	0	1
	%	0,0%	0,0%	0,0%	0,0%	100,0%	0,0%	0,0%	0,0%	0,0%	0,0%	100,0%
GRAND TOTAL	value	21	19	6	31	23	34	9	38	3	2	186
	%	11,3%	10,2%	3,2%	16,7%	12,4%	18,3%	4,8%	20,4%	1,6%	1,1%	100,0%

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

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

STAKEHOLDER	ROLE/RESPONSIBILITY	FREQUENCY
• Council • University HR Council • Institutional Forum	To ensure good corporate governance in terms of assessment of EE Act compliance risk exposure, monitors and evaluates progress	Annually
• Deputy Vice Chancellors • Deans, • Executive Directors • Heads of Departments • EE Manager • EE Forum	To ensure implementation of EE Plan goals and objectives, statutory reporting, communication, advocacy and awareness, consultation, monitoring and evaluation	Quarterly

7. DISPUTE RESOLUTION MECHANISMS

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

1. Submit a complaint to the EE Office in writing to assess whether the complaint is related to the EE Plan. If not, refer the matter to HR.
2. If yes, refer complaint to relevant Dean / Executive who provides feedback in writing to the EE Forum chairperson and complainant within five working days.
3. If the complainant is not satisfied, the employee may refer the matter in writing to the Office of the Vice-Chancellor, who provides feedback via the EE Forum chairperson to the complainant within five working days.
4. If the complainant remains dissatisfied, the employee may refer the matter to the Ombudsman for review within five working days.

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 Employment Equity Act and Labour Relations Act, as amended, respectively.

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 has recourse to the Commission of Conciliation, Mediation and Arbitration.

8. SENIOR MANAGERS ASSIGNED TO MONITOR AND IMPLEMENT THE PLAN

- **Accounting Officer: Vice-Chancellor**
- **The Deputy Vice-Chancellor: People Culture and Society**
- **All Deans, Executive Directors, Deputy Deans**

9. ANY OTHER PRESCRIBED MATTER CAN BE INCLUDED.

SIGNATURE OF THE CHIEF EXECUTIVE OFFICER/ACCOUNTING OFFICER

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

Chief Executive Officer/Accounting Officer

I Professor Mosa Moshabela (full Name) CEO/Accounting Officer of
(Organisation)

University of Cape Town

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

Signed on this 5 day of September 2025

At place: Cape Town



Chief Executive Officer /Accounting Officer