

EE PLAN (SECTION 20)E

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	Public Works & Infrastructure								
	DTI registration name	-								
	DTI registration number									
	PAYE/SARS number	7240726432								
	UIF reference number	-								
	EE reference number	790230								
	National or Provincial EAP	Provincial EAP								
	Industry/Sector	Public Administration and Defence, Compulsory Social Security								
	Seta classification	-								
	Bargaining Council	-								
	Telephone number	040 6024256								
	Postal address	Department of Public Works & Infrastructure Private Bag X0022								
	Postal code	5605								
	City/Town	BHISHO								
	Province	EASTERN CAPE								
	Physical address	Corner Independence Avenue & Boulevard Qhasana Building								
	Postal code	5605								
	City/Town	BHISHO								
	Province	EASTERN CAPE								
	Details of CEO/Accounting Officer									
	Name and surname		Ms PP Penxa							
	Telephone number		040 602 4265							
	Email address		Phucuka.penxa@ecdpcw.gov.za							
	Details of Employment Equity Senior Manager									
	Name and Surname		Mr S. Kufa							
Telephone number		040 6024181								
Email address		sicelo.kufa@ecdpcw.gov.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"> <tr> <th>YES</th> <th>NO</th> </tr> <tr> <td>X</td> <td></td> </tr> </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"> <tr> <th>EMPLOYEES</th> <th>x</th> </tr> <tr> <td>1 to 49</td> <td></td> </tr> <tr> <td>50 to 149</td> <td></td> </tr> <tr> <td>150 or more</td> <td>X</td> </tr> </table>	EMPLOYEES	x	1 to 49		50 to 149		150 or more	X
EMPLOYEES	x									
1 to 49										
50 to 149										
150 or more	X									
Is your organisation part of a group / holding company?		<table border="1"> <tr> <th>YES</th> <th>NO</th> </tr> <tr> <td></td> <td>X</td> </tr> </table>	YES	NO		X				
YES	NO									
	X									
If yes, please provide the name.										
Date on which this EE Plan was finalised and approved.		01 September 2025								

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 September 2025
Start date: (dd / mm / yyyy) **to** **31 August 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	01/09/2025 to 31/08/2026	- Supports EE transformation
		- Expand diversity within senior management Through promotion or targeted recruitment
		- To increase number of Person with Disabilities
		- Address gender gap
YEAR 2	01/09/2026 to 31/08/2027	- Supports EE transformation
		- Expand diversity within senior management Through promotion or targeted recruitment
		- To increase number of Person with Disabilities
		- Address gender gap
YEAR 3	01/09/2027 to 31/08 2028	- Supports EE transformation
		- Expand diversity within senior management Through promotion or targeted recruitment
		- To increase number of Person with Disabilities
		- Address gender gap
YEAR 4	01/09/2028 to 31/08/2029	- Supports EE transformation
		- Expand diversity within senior management Through promotion or targeted recruitment
		- To increase number of Person with Disabilities
		- Address gender gap
YEAR 5	01/09/2029 to 31/08/2030	- Supports EE transformation
		- Expand diversity within senior management Through promotion or targeted recruitment
		- To increase number of Person with Disabilities
		- Address gender gap

AA Measures must be specified.

CATEGORIES	BARRIERS AND AFFIRMATIVE ACTION MEASURES						RESPON SIBILITY (Designat ion)
				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	
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE
Recruitment			✓	- Inability to attract people from designated groups and people with disabilities	- To approach National and Provincial Organizations of Persons with Disabilities - Targeted recruitment /Ring fence all SMS posts - To approach Institutions of Higher Learning - Disability disclosure campaigns - HRD interventions at high school level (Career Guidance) - Head hunting	01/09/2025	31/08/2030 Director: HRA

CATEGORIES		BARRIERS AND AFFIRMATIVE ACTION MEASURES					RESPON SIBILITY (Designat ion)		
		BARRIERS (PLEASE PROVIDE NARRATION)			AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)		TIME FRAME		
Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice		(Briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)			(Briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)				
		POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
Advertising positions				✓	- Recruitment advertisements are not easily accessible	- Crafting adverts to indicate areas of underrepresentation. - Forward adverts to institutions of Persons with Disabilities. - Send advert to relevant institutions, Regional Offices, Community halls, Libraries notice boards and institutions of Persons with Disabilities.	01/09/2025	31/08/2030	Director: HRA
Selection criteria	✓	✓		✓	- Human resources officials as advisors get overruled by the Panel members. - Non-availability of suitable candidates for scarce skills posts - Policy considers only one mode of selection e.g. Oral Interviews	- HR Manager to conduct a briefing to panel members before the selection process - Public Service Commission Recruitment Tool kit should be utilised in Selection criteria - Circulate approved Guidelines on Recruitment and Selection to all departmental officials. - Training of panel members and HR Practitioners in the selection criteria - Consider other forms of assessment to be part of the interview process.	01/09/2025	31/08/2030	Director: HRA

BARRIERS AND AFFIRMATIVE ACTION MEASURES								
CATEGORIES	BARRIERS (PLEASE PROVIDE NARRATION)			AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)		TIME FRAME		RESPON SIBILITY (Designat ion)
	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			(Briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)		(Briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)		
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
Appointments	✓		✓	- Decline of appointment offers due to attraction and retention challenges	- To distribute the EEA1 disability form for completion. - Identify scarce skills posts in the Attraction and Retention Policy of the Department. - Implement Attraction and Retention policy of the department. - Implement Departmental Attraction and Retention policy in line with the Public Service Regulations and OTP proposed strategy.	01/09/2025	31/08/2030	Director: HRA
Job classification and grading	✓	✓	✓	- Occupational Specific Dispensation requirements are rigid (some of the technical areas are not appearing) - No outlined Apprenticeship jobs clearly classified	- To influence the Bargaining Council through recognized unions to review OSD requirements - To develop Apprenticeship and Artisan Programme.	01/09/2025	31/08 /2030	Director: HRA
Remuneration and benefits				No Barrier				

BARRIERS AND AFFIRMATIVE ACTION MEASURES							
CATEGORIES	BARRIERS (PLEASE PROVIDE NARRATION)			AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)		TIME FRAME	RESPON SIBILITY (Designat ion)
	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			(Briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)		(Briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE
Terms & conditions of employment				No Barrier			
Training & Development			✓	- No targeted training interventions for designated groups	- To develop Career Pathing and Development Management Policy - Develop a Comprehensive Women Empowerment Programme - Awarding Bursaries to learners with Disabilities	01/09/2025	31/08/2030
							Director: HRU & CD

BARRIERS AND AFFIRMATIVE ACTION MEASURES						
CATEGORIES	BARRIERS AND AFFIRMATIVE ACTION MEASURES			TIME FRAME		RESPONSIBILITY (Designation)
	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)			
				START DATE	END DATE	
Performance and evaluation			- Failure to plan effects the performance of Persons with Disabilities (availability of resources)	01/09/2025	31/08/2030	Director: HRU & CD
Succession & experience planning	✓	✓	- No succession planning Policy - No Recognition of Prior Learning Policy	01/09/2025	31/08/2030	Director: HRU & CD
Disciplinary measures		✓	- To do awareness campaigns & change Management. Establish Gender & Youth Fora.	01/09/2025	31/08/2030	Director: ER & Wellness
Corporate culture		✓	- Lack of work family interface practices	01/09/2025	31/08/2030	Director: OD

BARRIERS AND AFFIRMATIVE ACTION MEASURES							
CATEGORIES	BARRIERS (PLEASE PROVIDE NARRATION)			AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)	TIME FRAME		RESPONSIBILITY (Designation)
	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			(Briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	(Briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)		
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE
				- To accommodate women who are pregnant or breast feeding	Management & Change Management.		
Reasonable accommodation	✓			- No policy that supports reasonable accommodation	- Develop policy that supports reasonable accommodation.	01/09/2025	31/08/2030
Workplace Harassment	✓			- Understanding and implementing the workplace Harassment policy.	- To promote the application of workplace Harassment policy.	01/09/2025	31/08/2030 Director: EW & LR
HIV&AIDS prevention and wellness programmes				No Barrier			
Assigned senior manager(s) to manage EE implementation				No Barrier			
Budget allocation in support of employment			✓	- No specific budget identified for employment equity	- Implement Integrated Planning (Procurement Plans,	01/09/2025	31/08/2030 Chief Director: Corporate Management

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)
				START DATE	END DATE	
equity goals						
Time off for employment equity consultative committee to meet		goals	Annual Recruitment Plan, HR Plan, EE Plan, WSP etc.			
		No Barrier				

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	49.8%
	Female	41.9%
	TOTAL	91.7%
SENIOR MANAGEMENT	Male	49.8%
	Female	46.1%
	TOTAL	95.9%
PROFESSIONALLY QUALIFIED	Male	49.8%
	Female	46.1%
	TOTAL	95.9%
SKILLED TECHNICAL	Male	49.8%
	Female	46.1%
	TOTAL	95.9%
		EMPLOYER'S NUMERICAL GOAL
SEMI-SKILLED	Male	49.8%
	Female	47.4%
	TOTAL	97.2%
UNSKILLED	Male	49.8%
	Female	47.4%
	TOTAL	97.2%
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 31 August 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	0	0	0	0	1	0	0	0	0	0	1
	%	0%	0%	0%	0%	100%	0%	0%	0%	0%	0%	100%
Senior management	value	20	0	0	0	31	1	0	0	0	0	52
	%	38,4%	0%	0%	0%	2,3%	1,9%	0%	0%	0%	0%	42,5%
Professionally qualified and experienced specialists and mid-management	value	80	4	1	4	59	1	1	1	3	0	154
	%	51,9%	2,5%	0,6%	2,5%	38,3%	0,6%	0,6%	0,6%	1,9%	0%	99,5
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	335	8	0	6	417	9	1	6	0	0	782
	%	42,8%	1%	0%	0,7%	53,3%	1,1%	0,1%	0,7%	0%	0%	99,7
Semi-skilled and discretionary decision making	value	187	1	0	2	178	2	0	0	1	0	371
	%	50%	0,2%	0%	0,5%	47,9%	0,5%	0%	0%	0,2%	0%	
Unskilled and defined decision making	value	96	0	0	0	112	2	0	0	0	0	210
	%	45,7%	0%	0%	0%	53,3%	0,9%	0%	0%	0%	0%	99,9%
TOTAL PERMANENT	value	718	13	1	12	798	15	2	7	4	0	1570
	%	45,7%	0,8%	0,06%	0,7%	50,8%	0,9%	0,1%	0,4%	0,2%	0%	99,6%
Temporary employees	value	56	0	0	0	119	1	0	0	0	0	176
	%	31,8	0%	0%	0%	67,6%	0,5%	0%	0%	0%	0%	99,9%
GRAND TOTAL	value	774	13	1	12	917	16	2	7	4	0	1746
	%	44,3%	0,7%	0,05%	0,6%	52,5%	0,9%	0,1%	0,4%	0,2	0%	99,7%

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%
Senior management	value	1	0	0	0	0	0	0	0	0	0	1
	%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%
Professionally qualified and experienced specialists and mid-management	value	3	0	0	0	0	0	0	0	0	0	3
	%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	7	0	0	1	4	0	0	0	0	0	12
	%	58,3%	0%	0%	8,3%	33,3%	0%	0%	0%	0%	0%	99,9%
Semi-skilled and discretionary decision making	value	8	0	0	1	12	0	0	0	0	0	21
	%	38%	0%	0%	4,7%	57,1%	0%	0%	0%	0%	0%	99,8%
Unskilled and defined decision making	value	5	0	0	0	0	0	0	0	0	0	5
	%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%
TOTAL PERMANENT	value	24	0	0	2	16	0	0	0	0	0	42
	%	57,1%	0%	0%	4,7%	38%	0%	0%	0%	0%	0%	99,8
Temporary employees	value	2	0	0	0	1	0	0	0	0	0	3
	%	66,6%	0%	0%	0%	33,3%	0%	0%	0%	0%	0%	99,9
GRAND TOTAL	value	26	0	0	2	17	0	0	0	0	0	45
	%	57,7%	0%	0%	4,4%	37,7	0%	0%	0%	0%	0%	99,8

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: 01 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	0	0	0	0	1	0	0	0	0	0	1
	%	0	0	0	0	100	0	0	0	0	0	100%
Senior management	value	20	3	2	1	31	1	2	1	0	0	61
	%	29,8	10,4	5,9	2,9	46,2	1,4	1,4	1,4	0	0	96,5%
Professionally qualified and experienced specialists and mid-management	value	82	7	4	5	62	3	4	3	3	0	173
	%	47,3	1,1	1,1	2,8	34,6	4	3,4	2,8	1,7	0	96%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	582	82	64	40	506	89	33	36	0	0	1432
	%	40,6	5,7	4,4	2,7	35,3	6,2	2,3	2,5	0	0	97%
Semi-skilled and discretionary decision making	value	397	52	8	21	363	45	3	22	1	0	912
	%	43,6	5,6	0,8	2,4	39,6	4,9	0,3	2,4	0,1	0	97,5%
Unskilled and defined decision making	value	128	17	2	8	116	15	2	7	0	0	295
	%	43,3	5,7	0,7	2,7	39,3	5%	0,7	2,3	0	0	99,7
TOTAL PERMANENT	value	1209	161	80	75	1079	153	44	69	4	0	2874
	%	42	5,6	2,7	2,6	37,5	5,3	1,5	2,4	0,1	0	99,7
	value	0	0	0	0	0	0	0	0	0	0	0
	%	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	value	1209	166	80	75	1079	153	44	69	4	0	2874
	%	42	5,6	2,7	2,6	37,5	5,3	1,5	2,4	0,1	0	99,7%

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%
Senior management	value	1	0	0	1	0	0	0	0	0	0	2
	%	50	0	0	50	0	0	0	0	0	0	100%
Professionally qualified and experienced specialists and mid-management	value	4	0	1	0	0	1	1	0	0	0	7
	%	57	0	14,2	0	0	14,2	14,2	0	0	0	99,6%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	21	4	1	4	12	6	3	3	0	0	54
	%	38,8	7,4	1,8	7,4	22,2	11,1	5,5	5,5	0	0	99,7%
Semi-skilled and discretionary decision making	value	9	5	2	1	18	2	1	1	0	0	39
	%	23	12,8	5,1	2,5	46,1	5,1	2,5	2,5	0	0	99,6%
Unskilled and defined decision making	value	7	0	0	0	0	0	0	0	0	0	7
	%	100	0	0	0	0	0	0	0	0	0	100%
TOTAL PERMANENT	value	42	9	4	6	30	9	5	4	0	0	109
	%	38,5	8,2	3,6	5,5	27,5	8,2	4,5	3,6	0	0	99,6%
Temporary employees	value	0	0	0	0	0	0	0	0	0	0	0
	%	0	0	0	0	0	0	0	0	0	0	0%
GRAND TOTAL	value	42	9	4	6	30	9	5	4	0	0	109
	%	38,5	8,2	3,6	5,5	27,5	8,2	4,5	3,6	0	0	99,6%

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: **01 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	0	0	0	0	1	0	0	0	0	0	1
	%	0	0	0	0	100	0	0	0	0	0	100%
Senior management	value	20	0	0	0	31	1	1	0	0	0	53
	%	37,7	0	0	0	58,4	1,8	1,8	0	0	0	100%
Professionally qualified and experienced specialists and mid-management	value	82	5	2	4	59	1	3	2	3	0	161
	%	50,9	3,1	1,2	2,4	36,6	0,6	1,8	1,2	1,8	0	100%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	343	13	4	11	428	22	7	12	0	0	840
	%	40,8	1,5	0,4	1,3	50,9	2,6	0,8	1,4	0	0	99,7%
Semi-skilled and discretionary decision making	value	191	5	3	2	184	9	1	0	1	0	396
	%	48,2	1,2	0,7	0,5	46,4	2,2	0,2	0	0,2	0	99,6%
Unskilled and defined decision making	value	96	0	0	0	112	2	0	0	0	0	210
	%	45,7	0	0	0	53,3	0,9	0	0	0	0	100%
TOTAL PERMANENT	value	732	23	9	17	815	35	12	14	4	0	1661
	%	44	1,3	0,5	1	49	2,1	0,7	0,8	0,2	0	99,6%
Temporary employees	value	0	0	0	0	0	0	0	0	0	0	0
	%	0	0	0	0	0	0	0	0	0	0	0%
GRAND TOTAL	value	732	23	9	17	815	35	12	14	4	0	1661
	%	44	1,3	0,5	1	49	2,1	0,7	0,8	0,2	0	99,6%

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%
Senior management	value	1	0	0	0	0	0	0	0	0	0	1
	%	100	0	0	0	0	0	0	0	0	0	100%
Professionally qualified and experienced specialists and mid-management	value	4	0	1	0	0	0	1	0	0	0	6
	%	66,6	0	16,6	0	0	0	16,6	0	0	0	99,8%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	10	1	1	3	6	3	2	1	0	0	27
	%	37	3,7	3,7	11,1	22,2	11,1	7,4	3,7	0	0	99,9%
Semi-skilled and discretionary decision making	value	8	3	2	1	14	1	1	0	0	0	30
	%	26,6	10	6,6	3,3	46,6	3,3	3,3	0	0	0	99,7%
Unskilled and defined decision making	value	5	0	0	0	0	0	0	0	0	0	5
	%	100	0	0	0	0	0	0	0	0	0	100%
TOTAL PERMANENT	value	28	4	4	4	20	4	4	1	0	0	69
	%	40,5	5,7	5,7	5,7	28,9	5,7	5,7	1,4	0	0	99,3%
Temporary employees	value	0	0	0	0	0	0	0	0	0	0	0
	%	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	value	28	4	4	4	20	4	4	1	0	0	69
	%	40,5	5,7	5,7	5,7	28,9	5,7	5,7	1,4	0	0	99,3%

Numerical targets: Year 2

Start date: **01 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	0	0	0	0	1	0	0	0	0	0	1
	%	0	0	0	0	100	0	0	0	0	0	100%
Senior management	value	20	1	2	1	31	1	1	0	0	0	57
	%	35	1,7	3,5	1,7	54,3	1,7	1,7	0	0	0	99,6%
Professionally qualified and experienced specialists and mid-management	value	82	5	3	5	59	2	3	2	3	0	164
	%	50	3	1,8	3	35,9	1,2	1,8	1,2	1,8	0	99,7%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	400	31	19	25	445	38	15	16	0	0	989
	%	40,4	3,1	1,9	2,5	44,9	3,8	1,5	1,6	0	0	99,7%
Semi-skilled and discretionary decision making	value	243	16	7	5	222	22	3	6	1	0	525
	%	46,2	3	1,3	0,9	42,2	4,1	0,5	1,1	0,1	0	99,4%
Unskilled and defined decision making	value	104	6	0	2	112	6	0	1	0	0	231
	%	45	2,5	0	0,8	48,4	2,5	0	0,4	0	0	99,6%
TOTAL PERMANENT	value	849	59	31	38	870	69	22	25	4	0	1967
	%	43,1	2,9	1,5	1,9	44,2	3,5	1,1	1,2	0,2	0	99,6
Temporary employees	value	0	0	0	0	0	0	0	0	0	0	0
	%	0	0	0	0	0	0	0	0	0	0	0%
GRAND TOTAL	value	849	59	31	38	870	69	22	25	4	0	1967
	%	43,1	2,9	1,5	1,9	44,2	3,5	1,1	1,2	0,2	0	99,6

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
Senior management	value	1	0	0	1	0	0	0	0	0	0	2
	%	50	0	0	50	0	0	0	0	0	0	100%
Professionally qualified and experienced specialists and mid-management	value	4	0	1	0	0	1	1	0	0	0	7
	%	57,1	0	14,2	0	0	14,2	14,2	0	0	0	99,7%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	12	1	1	3	7	3	3	2	0	0	32
	%	37,5	3,1	3,1	9,3	21,8	9,3	9,3	6,2	0	0	99,6%
Semi-skilled and discretionary decision making	value	8	3	2	1	15	1	1	1	0	0	32
	%	25	9,3	6,2	3,1	46,8	3,1	3,1	3,1	0	0	99,7%
Unskilled and defined decision making	value	6	0	0	0	0	0	0	0	0	0	6
	%	100	0	0	0	0	0	0	0	0	0	100%
TOTAL PERMANENT	value	31	4	4	5	22	5	5	3	0	0	79
	%	39,2	5	5	6,3	27,8	6,3	6,3	3,7	0	0	99,6
Temporary employees	value	0	0	0	0	0	0	0	0	0	0	0
	%	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	value	31	4	4	5	22	5	5	3	0	0	79
	%	39,2	5	5	6,3	27,8	6,3	6,3	3,7	0	0	99,6

Numerical targets: Year 3

Start date: **01 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	0	0	0	0	1	0	0	0	0	0	1
	%	0	0	0	0	100	0	0	0	0	0	100%
Senior management	value	20	2	2	1	31	1	2	0	0	0	59
	%	33,8	3,3	3,3	1,6	52,5	1,6	3,3	0	0	0	99,4%
Professionally qualified and experienced specialists and mid-management	value	82	5	3	5	59	3	4	3	3	0	167
	%	49,1	2,9	1,7	2,9	35,3	1,7	2,3	1,7	1,7	0	99,3%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	462	47	34	31	463	57	22	22	0	0	1138
	%	40,5	4,1	2,9	2,7	40,6	5	1,9	1,9	0	0	99,6%
Semi-skilled and discretionary decision making	value	293	29	8	11	266	31	3	12	1	0	654
	%	44,8	4,4	1,2	1,6	40,6	4,7	0,4	1,8	0,1	0	99,6%
Unskilled and defined decision making	value	112	9	1	4	112	9	2	3	0	0	252
	%	44,4	3,5	0,3	1,5	44,4	3,5	0,7	1,1	0	0	99,4%
TOTAL PERMANENT	value	969	92	48	52	931	101	33	40	4	0	2270
	%	42,6	4	2,1	2,2	41	4,4	1,4	1,7	0,1		99,5%
Temporary employees	value	0	0	0	0	0	0	0	0	0	0	0
	%	0	0	0	0	0	0	0	0	0	0	0%
GRAND TOTAL	value	969	92	48	53	931	101	33	40	4	0	2270
	%	42,6	4	2,1	2,2	41	4,4	1,4	1,7	0,1		99,5%

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%
Senior management	value	1	0	0	1	0	0	0	0	0	0	2
	%	50	0	0	50	0	0	0	0	0	0	100%
Professionally qualified and experienced specialists and mid-management	value	4	0	1	0	0	1	1	0	0	0	7
	%	57,1	0	14,2	0	0	14,2	14,2	0	0	0	99,7%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	13	2	1	4	8	4	3	3	0	0	38
	%	34,2	5,2	2,6	10,5	21	10,5	7,8	7,8	0	0	99,6%
Semi-skilled and discretionary decision making	value	9	3	2	1	16	2	1	1	0	0	35
	%	25,7	8,5	5,7	2,8	45,7	5,7	2,8	2,8	0	0	99,7%
Unskilled and defined decision making	value	7	0	0	0	0	0	0	0	0	0	7
	%	100	0	0	0	0	0	0	0	0	0	100%
TOTAL PERMANENT	value	34	5	4	6	24	7	5	4	0	0	89
	%	38,2	5,6	4,4	6,7	26,9	7,8	5,6	4,4	0	0	99,6%
Temporary employees	value	0	0	0	0	0	0	0	0	0	0	0
	%	0	0	0	0	0	0	0	0	0	0	0%
GRAND TOTAL	value	34	5	4	6	24	7	5	4	0	0	89
	%	38,2	5,6	4,4	6,7	26,9	7,8	5,6	4,4	0	0	99,6%

Numerical targets: Year 4

Start date: **01 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	0	0	0	0	1	0	0	0	0	0	1
	%	0	0	0	0	100	0	0	0	0	0	100%
Senior management	value	20	3	2	1	31	1	2	0	0	0	60
	%	33,3	5	3,3	1,6	51,6	1,6	3,3	0	0	0	99,7%
Professionally qualified and experienced specialists and mid-management	value	82	6	3	5	61	3	4	3	3	0	170
	%	48,2	3,5	1,7	2,9	35,8	1,7	2,3	1,7	1,7	0	99,5%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	527	64	48	34	484	72	27	29	0	0	1287
	%	40,9	5,1	3,7	2,6	37,6	5,5	2	2,2	0	0	99,6%
Semi-skilled and discretionary decision making	value	347	40	9	16	311	39	3	17	1	0	783
	%	44,3	5,1	1,1	2	39,7	4,9	0,3	2,1	0,1	0	99,6%
Unskilled and defined decision making	value	120	14	1	6	114	11	2	5	0	0	273
	%	43,9	5,1	0,3	2,1	41,7	4	0,7	1,8	0	0	99,6%
TOTAL PERMANENT	value	1096	129	63	62	1002	126	38	54	4	0	2574
	%	42,5	4,9	2,4	2,4	38,9	4,8	1,4	2	0,1	0	99,4%
Temporary employees	value	0	0	0	0	0	0	0	0	0	0	0
	%	0	0	0	0	0	0	0	0	0	0	0%
GRAND TOTAL	value	1096	129	63	62	1002	126	38	54	4	0	2574
	%	42,5	5	2,4	2,4	38,9	4,8	1,4	2,1	0,1	0	99,4%

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%
Senior management	value	1	0	0	1	0	0	0	0	0	0	2
	%	50	0	0	50	0	0	0	0	0	0	100%
Professionally qualified and experienced specialists and mid-management	value	4	0	1	0	0	1	1	0	0	0	7
	%	57,1	0	14,2	0	0	14,2	14,2	0	0	0	99,7
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	17	3	1	4	10	5	3	3	0	0	46
	%	36,9	6,5	2,1	8,6	21,7	10,8	6,5	6,5	0	0	99,6
Semi-skilled and discretionary decision making	value	9	4	2	1	17	2	1	1	0	0	37
	%	24,3	10,8	5,4	2,7	45,9	5,4	2,7	2,7	0	0	99,9%
Unskilled and defined decision making	value	7	0	0	0	0	0	0	0	0	0	7
	%	100	0	0	0	0	0	0	0	0	0	100%
TOTAL PERMANENT	value	38	7	4	6	27	8	5	4	0	0	99
	%	38,3	7	4	6	27,2	8	5	4	0	0	99,5
Temporary employees	value	0	0	0	0	0	0	0	0	0	0	0
	%	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	value	38	7	4	6	27	8	5	4	0	0	99
	%	38,3	7	4	6	27,2	8	5	4	0	0	99,5

Numerical targets: Year 5			
Start date:	01 September 2029 DD / MM / YYYY	End date:	31 August 2030 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	0	0	0	0	1	0	0	0	0	0	1
	%	0	0	0	0	100	0	0	0	0	0	100%
Senior management	value	20	3	2	1	31	1	2	1	0	0	61
	%	29,8	10,4	5,9	2,9	46,2	1,4	1,4	1,4	0	0	96.5%
Professionally qualified and experienced specialists and mid-management	value	82	7	4	5	62	3	4	3	3	0	173
	%	47,3	1,1	1,1	2,8	34,6	4	3,4	2,8	1,7	0	96%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	582	82	64	40	506	89	33	36	0	0	1432
	%	40,6	5,7	4,4	2,7	35,3	6,2	2,3	2,5	0	0	97%
Semi-skilled and discretionary decision making	value	397	52	8	21	363	45	3	22	1	0	912
	%	43,6	5,6	0,8	2,4	39,6	4,9	0,3	2,4	0,1	0	97,5%
Unskilled and defined decision making	value	128	17	2	8	116	15	2	7	0	0	295
	%	43,3	5,7	0,7	2,7	39,3	5	0,7	2,3	0	0	99,7
TOTAL PERMANENT	value	1209	161	80	75	1079	153	44	69	4	0	2874
	%	42	5,6	2,7	2,6	37,5	5,3	1,5	2,4	0,1	0	99,7
	value	0	0	0	0	0	0	0	0	0	0	0
	%	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	value	1209	166	80	75	1079	153	44	69	4	0	2874
	%	42	5,6	2,7	2,6	37,5	5,3	1,5	2,4	0,1	0	99,7%

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%
Senior management	value	1	0	0	1	0	0	0	0	0	0	2
	%	50	0	0	50	0	0	0	0	0	0	100%
Professionally qualified and experienced specialists and mid-management	value	4	0	1	0	0	1	1	0	0	0	7
	%	57	0	14,2	0	0	14,2	14,2	0	0	0	99,6%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	21	4	1	4	12	6	3	3	0	0	54
	%	38,8	7,4	1,8	7,4	22,2	11,1	5,5	5,5	0	0	99,7%
Semi-skilled and discretionary decision making	value	9	5	2	1	18	2	1	1	0	0	39
	%	23	12,8	5,1	2,5	46,1	5,1	2,5	2,5	0	0	99,6%
Unskilled and defined decision making	value	7	0	0	0	0	0	0	0	0	0	7
	%	100	0	0	0	0	0	0	0	0	0	100%
TOTAL PERMANENT	value	42	9	4	6	30	9	5	4	0	0	109
	%	38,5	8,2	3,6	5,5	27,5	8,2	4,5	3,6	0	0	99,6%
Temporary employees	value	0	0	0	0	0	0	0	0	0	0	0
	%	0	0	0	0	0	0	0	0	0	0	0%
GRAND TOTAL	value	42	9	4	6	30	9	5	4	0	0	109
	%	38,5	8,2	3,6	5,5	27,5	8,2	4,5	3,6	0	0	99,6%

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
Head of Department	- HOD for the Department but may delegate the role to the Chief Director: Corporate Services - Establish an Employment Equity Committee and appoint members in writing with their duties and responsibilities added to their special projects. - Sanction the removal of the EE Committee Members and formally effect their de-appointment.	Quarterly
EE Manager	- Manage and monitor Employment Equity Compliance and hold all Senior Management Members accountable for enforcing the implementation of Employment Equity in the Department. - Ensure the implementation of EE Committee recommendations on matters for consultation as stated in the Employment Equity Act. These are; - Conducting of the EE analysis - Preparing and implementing the EE Plan - Preparing Employment Equity report. - Monitoring and ensuring that the EE Committee functions effectively.	Monthly
EE Committee members	- Provide feedback to Head of the Department in writing on the outcomes of the EE Committee meetings - Advise the Director: HRP &A on issues around the recruitment process - Attend meetings quarterly and as when there is a need - Play an active advisory role in the totality of the recruitment process. - Effectively represent their employees	Quarterly

	and report back to the said employees in an accurate and effective manner from time to time. ▪ Strictly adhere to the principle of confidentiality as and when executed their EE Committee duties and in terms of generally accepted practice in the recruitment process. ▪ Act cohesively as a team and engage in constructive debate	
▪ District Directors	▪ Manage and monitor Employment Equity compliance on the implementation of Employment Equity in District Offices	▪ Ongoing

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 person responsible and timeframes for each step to resolve the dispute.

Employees will utilize the normal grievance procedures for cases arising out of the alleged non-implementation of the goals and objectives of this plan through Employment Relations Office within the stipulated period of 30 days.

People external to the Department or employees that have exhausted the grievance procedure should follow the normal dispute resolution procedure in terms of the Employment Equity Act.

Employment Equity Committee members that breach the confidentiality clause will be dealt with in terms of the Disciplinary Code and Procedures for the Public Service.

8. SENIOR MANAGERS ASSIGNED TO MONITOR AND IMPLEMENT THE PLAN

DIRECTORS ASSIGNED TO MONITOR AND IMPLEMENT THE PLAN

- Head of Department (CEO)
- Chief Director: Corporate Services (Employment Equity Manager)
- Deputy Directors-Chief Directors
- Directors / Regional Directors
- Employment Equity Committee members
- Director : Organisational Development
- Director : Human Resource Utilisation & Development
- Director : Human Resource Administration & Practices
- Director : Employee Wellness & Labour Relations

9. ANY OTHER PRESCRIBED MATTER CAN BE INCLUDED.

The Employment Equity Plan will be reviewed five years from the date of its approval. It may be reviewed at any stage when there is a need to do so or when there are changes in the applicable legislation and other prescripts.

The Employment Equity Plan was consulted to the Employment Equity Committee which is comprised of Directors, District Directors, Corporates Services Deputy Directors, Representatives from all the Departmental Programmes and Labour Unions.

SIGNATURE OF THE CHIEF EXECUTIVE OFFICER/ACCOUNTING OFFICER

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

Chief Executive Officer/Accounting Officer	
	
I _____ (full Name) CEO/Accounting Officer of (Organisation)	
Department of Public Works & Infrastructure	
hereby declare that I have read, approved and authorized this EE Plan.	
Signed on this	01 day of September year 2025
At place:	East London
	
Chief Executive Officer /Accounting Officer	