



<p>PLEASE READ THIS FIRST</p> <p style="text-align: center;">↓</p>	<p>DEPARTMENT OF LABOUR</p>
<p>PURPOSE OF THIS FORM</p> <p>Section 20 requires designated employers to prepare and implement an Employment Equity Plan which will achieve reasonable progress towards employment equity in the employer's workforce. An Employment Equity Plan must state-</p> <p>(a) The objectives to be achieved for each year of the plan</p> <p>(b) The affirmative action measures to be implemented as required by section 15(2);</p> <p>(c) Where under representation of people from designated groups has been identified by the analysis, the numerical goals to achieve the equitable representation of suitably qualified people from designated groups within each occupational level in the workforce, the timetable within which this is to be achieved, and the strategies intended to achieve those goals;</p> <p>(d) The timetable for each year of the plan for the achievement of goals and objectives other than numerical goals;</p> <p>(e) The duration of the plan, this may not be shorter than one year or longer than five years;</p> <p>(f) The procedures that will be used to monitor and evaluate the implementation of the plan and whether reasonable progress is being made towards implementing employment equity;</p> <p>(g) The internal procedures to resolve any dispute about the interpretation or implementation of the plan;</p> <p>(h) The persons in the workforce, including senior managers, responsible for monitoring and implementing the plan; and</p> <p>(i) Any other prescribed matter.</p>	<p style="text-align: center;">TEMPLATE FOR EMPLOYMENT EQUITY PLAN (Section 20)</p> <p>Employer Details</p> <p>Trade name: AfroCentric Health Limited</p> <p>DTI Registration name: AfroCentric Health Limited</p> <p>PAYE/SARS No: 7340779802</p> <p>EE Ref No: 3940</p> <p>Industry/Sector : Finance and Business Services</p> <p>Province: Gauteng</p> <p>Tel No: 011 671 2000</p> <p>Fax No: 011 671 5413</p> <p>Postal address: P O Box 1101, Florida Glen, 1708</p> <p>Physical address: 37 Conrad Road, Florida North, Roodepoort,1709</p> <p>Province: Gauteng</p> <p>Name & Surname of the CEO/Accounting Officer: Antoine van Buuren</p> <p>Email address: antoinev@afrocentrichealth.com</p>

1. INTRODUCTION

AfroCentric Health Limited has developed a new Employment Equity Plan with a view to enhancing workplace diversity and aligning to the transformation objectives of the AfroCentric Health Group. The Employment Equity Plan will run for a 2 year period commencing from 1 October 2017 until 30 September 2019.

The main objectives of the plan are:

- To ensure alignment of Human Resources policies, practices and procedures to the Department of Labour's Code of Good Practice on integrating Employment Equity into Human Resources policies, practices and procedures
- To implement Affirmative Action measures formulated to eliminate barriers to Employment Equity resulting from people practices and the working environment
- To eliminate and prohibit unfair discrimination in the workplace
- To achieve Numerical Targets and Goals set out for the 2 year period
- To ensure better representation in our workforce of the National Economically Active Population statistics of South Africa.

The AfroCentric Health Limited Employment Equity Plan will incorporate the following Legal Entities:

- Medscheme Holdings (Pty) Ltd;
- Helios IT Solutions (Pty) Ltd; and
- Aid for Aids Management (Pty) Ltd;
- AfroCentric Distribution Services (Pty) Ltd
- Klinika (Pty) Ltd

The AfroCentric Health Limited Employment Equity Plan will provide for the Numerical Targets and Goals, as well as the Affirmative Action measures to be achieved for the duration of the Plan for AfroCentric Health Limited as a whole.

Line Mangers will be responsible and accountable for achieving the numerical targets and goals for their relevant Business Units. Both the National Employment Equity Forum as well as the Divisional/Legal Entity Employment Equity Forums will monitor the progress toward the achievement of the Plan. The Senior Manager appointed for Employment Equity, along with the Group CEO, will be ultimately responsible for the achievement of the Plan.

The numerical targets and goals as well as Affirmative Action measures included in this plan will be achieved/implemented according to the timelines stipulated in the Plan. Any deviation to these timelines will require justification and prior approval by the relevant committees, and ultimately by the Group CEO and Assigned Senior Manager accountable for Employment Equity implementation.

1. Background to the Employment Equity Plan

The AfroCentric Health Employment Equity Plan has been developed according to the process outlined below:

1. Analysis of workforce profile as at 8 March 2017 against the National Economically Active Population Statistics
2. Identification of under-represented and over-represented groups
3. Analysis of policies, procedures and work environment in terms of identified barriers to transformation
4. Identify strategies and Affirmative Action measures to improve under-representation and barriers identified

The analysis of the workforce profile as well as the identification of barriers was conducted at a Divisional Forum level to ensure a consultative approach. Input from the various Divisional Forums was compiled into a National Document that was reviewed and approved by the Senior Manager for Employment Equity, the National Employment Equity Forum Chair as well as the Employment Equity Practice Owner.

The National Document was then used to inform this Employment Equity Plan.

DURATION OF THE PLAN

The AfroCentric Health Employment Equity Plan will run for a 2 year period, commencing **1 October 2017 to 30 September 2019.**

2. OBJECTIVES FOR EACH YEAR OF THE PLAN

The objectives for each year of the plan are reflected in the table below:

EE PLAN OBJECTIVES 1 OCTOBER 2017- 30 SEPTEMBER 2019			
YEAR 1: 1 OCTOBER 2017 – 30 SEPTEMBER 2018			
Timelines	Objective	Measure	Comments
1 October 2017 – 31 October 2017	<ul style="list-style-type: none"> Review additional assistance for pregnant women and employees with disability during evacuations and other relevant circumstances. 	<ul style="list-style-type: none"> Additional assistance put in place for employees with disability and pregnant women. 	<ul style="list-style-type: none"> An analysis must be done as to whether assistance is required holistically or if these are only isolated incidents that require individual attention.
1 October 2017- 31 October 2017	<ul style="list-style-type: none"> Conduct audit of interview panels to ensure compliance to the policy which stipulates that there must be consistency in the panel throughout the process and the panel must be fairly represented. 	<ul style="list-style-type: none"> Sample of interview panels have been audited Finding report generated Corrective actions with timelines for implementation 	<ul style="list-style-type: none"> A sample will be taken from interviews conducted over the last year period.
1 November 2017 – 30 November 2017	<ul style="list-style-type: none"> Document process for sign off and approval by the EE Forums of appointments outside of targets. 	<ul style="list-style-type: none"> Process finalized Process documented Process communicated and adopted in business 	
1 November 2017- 30 November 2017	<ul style="list-style-type: none"> Implement a formal Succession Management programme to identify employees for the talent pool in under-represented groups who can serve as successors for selected roles. 	<ul style="list-style-type: none"> Programme implemented Designated employees identified as successors Successors placed on development 	<ul style="list-style-type: none"> High potential employees must be identified and be as closely as possible aligned to the National EAP.
1 December 2017- 31 December 2017	<ul style="list-style-type: none"> Clearly document performance management moderation process Review performance management for employees with disability 	<ul style="list-style-type: none"> Updated and communicated Policy 	<ul style="list-style-type: none"> Determine if there is validity in reviewing the performance management policy to cater for employees with disability.
1 January 2018- 28 February 2018	<ul style="list-style-type: none"> Recruit 5 learners with disability 	<ul style="list-style-type: none"> 5 learners placed on a training programme in 	<ul style="list-style-type: none"> The learners must be in the black

EE PLAN OBJECTIVES 1 OCTOBER 2017- 30 SEPTEMBER 2019

YEAR 1: 1 OCTOBER 2017 – 30 SEPTEMBER 2018

Timelines	Objective	Measure	Comments
		the business	categories
1 January 2018- 31 March 2018	<ul style="list-style-type: none"> Conduct an audit of our premises to determine gaps in accommodating people with disability 	<ul style="list-style-type: none"> Audit conducted Report on findings provided Identification of feasible areas for improvement. Project plan developed 	<ul style="list-style-type: none"> Not all findings may be possible or financially viable for the business. This will need to be presented to the National EE Forum for review.
1 February 2018	<ul style="list-style-type: none"> Implement unemployed learnership programmes to serve as recruitment pools for future vacancies 	<ul style="list-style-type: none"> Learnerships successfully implemented Successful placements in the business after successful completion of learnerships 	<ul style="list-style-type: none"> The learnerships must be aligned to the National EAP statistics
1 March 2018- 30 June 2018	<ul style="list-style-type: none"> Conduct disciplinary management annual workshops to educate employees on the policy 	<ul style="list-style-type: none"> Number of employee attendances 	
1 April 2018- 30 June 2018	<ul style="list-style-type: none"> Align Training budget to EAP 	<ul style="list-style-type: none"> Training spend per category 	<ul style="list-style-type: none"> Budget aligned to meet EAP targets as closely as possible
1 June 2018 – 30 June 2018	<ul style="list-style-type: none"> Review salary benchmarks to attract people from designated groups. 	<ul style="list-style-type: none"> Report generated on findings of market related benchmarks for certain skills in designated groups 	<ul style="list-style-type: none"> This will be reviewed to determine business feasibility
1 August 2018- 30 September 2017	<ul style="list-style-type: none"> Run Manager sensitisation sessions on Diversity to increase placements in designated groups 	<ul style="list-style-type: none"> Number of manager attendances Pre and post manager feedback 	
1 August 2018- 30 September 2017	<ul style="list-style-type: none"> Run employee awareness sessions on Diversity to embrace diversity in the business 	<ul style="list-style-type: none"> Number of employee attendances Pre and post employee feedback 	

EE PLAN OBJECTIVES 1 OCTOBER 2017- 30 SEPTEMBER 2019			
YEAR 2: 1 OCTOBER 2018 – 30 SEPTEMBER 2019			
Timelines	Objective	Measure	Comments
1 October 2018 – 30 October 2018	<ul style="list-style-type: none"> Implement Disability Disclosure Campaign 	<ul style="list-style-type: none"> Number of valid disclosures 	
1 November 2018- 30 November 2018	<ul style="list-style-type: none"> Continue to implement Manager sensitisation sessions for Diversity and disability in the Workplace 	<ul style="list-style-type: none"> Number of manager attendances Pre and post manager feedback 	
1 February 2019	<ul style="list-style-type: none"> Implement unemployed learnership programmes to serve as recruitment pools in the future 	<ul style="list-style-type: none"> Learnerships successfully implemented Successful placements in the business after successful completion of learnerships 	<ul style="list-style-type: none"> The learnerships must be aligned to the National EAP statistics
1 June 2019- 30 June 2019	<ul style="list-style-type: none"> Align Training budget to EAP 	<ul style="list-style-type: none"> Training spend per category 	<ul style="list-style-type: none"> Budget aligned to meet EAP targets as closely as possible
1 April 2019-31 May 2019	<ul style="list-style-type: none"> Workforce Analysis to compile new EE plan 	<ul style="list-style-type: none"> Numerical analysis completed Policy, procedure, work environment analysis 	
1 June 2019- 30 June 2019	<ul style="list-style-type: none"> Consult with Divisional Forums on analysis 	<ul style="list-style-type: none"> All Divisional Forums consulted with 	
1 July 2019- 31 July 2019	<ul style="list-style-type: none"> Review EE Plan 	<ul style="list-style-type: none"> EE Plan Finalised 	
1 August 2019 – 30 September 2017	<ul style="list-style-type: none"> Consult with Divisional Forums on EE Plan 	<ul style="list-style-type: none"> All Divisional Forums consulted with on Plan 	

3. BARRIERS AND AFFIRMATIVE ACTION MEASURES

The barriers and corresponding Affirmative Action Measures identified during the analysis are depicted in the table below.

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-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
Recruitment procedures	X		X	<p>1. The Recruitment, Selection and Placement policy states that the interview panel should be cross-functional and be inclusive of representatives from different gender and race groups in line with the Employment Equity policy. Currently, this is not practice within the company.</p> <p>2. The Recruitment, Selection and Placement policy states that the panel members and interview questions shall be consistent for all applicants. At times the interview panel members is not consistent.</p>	<ul style="list-style-type: none"> There must be education in the business so that all recruiting managers understand that the panel must remain consistent and be representative. Do audits of interviews to check that panels are compliant to policy 	1/10/2017	30/10/2017	Talent Manager
Selection criteria	X		X	<p>1. The Recruitment, Selection and Placement policy states that minimum qualification is matric – does this preclude some people who may not have a matric but may have obtained relevant</p>	<ul style="list-style-type: none"> The Recruitment, Selection and Placement policy does state that RPL will be considered, but it is the person's responsibility to provide proof of RPL. 	1/10/2017	30/09/2019	Talent Manager

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)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	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)	START DATE	END DATE	
				practical experience	Education and awareness needs to be created so that all stakeholders are aware of the interpretation and application of the policy when recruiting.			
Appointments	X		X	<ol style="list-style-type: none"> 1. The Recruitment, Selection and Placement policy must include disability disclosure 2. The Recruitment, Selection and Placement policy should specify that we will do disability disclosures every 6 months 3. The Recruitment, Selection and Placement policy does not make provision for appointments of candidates where their salary requirements are higher than the benchmark. This prejudices the candidate if appointed in terms of future increases. 4. External appointments shall be made in line with the EE Plan. Deviations from this principle 	<ul style="list-style-type: none"> • Disability disclosure process to be included in policy. • Consider amending the Recruitment, Selection and Placement policy with regard to appointments where the salary at time of appointment is above the benchmark. We need to have flexibility around this, especially when we want to attract those in designated groups. • EE Representatives are to be included in motivations where non-EE candidates are being considered in order to manage expectations or gain sign-off from the greater EE Committee. This must become 	1/11/2017	30/11/2017	Talent Manager

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	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
				shall be permissible only after approval from the division's Executive and Employment Equity representative. This is an EE barrier because EE representatives are not consulted for these appointments.	policy.			
Job classification and grading	X		X	<ol style="list-style-type: none"> The Remuneration policy does not provide an alternative for appointment of employees with CTC greater than 75th percentile at the time of appointment. The policy also does not provide a list of specialised skill where exceptions can be made. Employees do not fully understand the grading process/system. 	<ul style="list-style-type: none"> The current Broad-Banding structure or diagram needs to be replaced with a clear one. The Remuneration policy needs to provide alternatives for appointment of employees with CTC greater than 75th percentile at the time of appointment. The policy should maybe provide a list of specialised skill where exceptions can be made. Human Capital needs to create more awareness and to educate employees on Job Grading 	1/06/2018	30/06/2018	GM: Shared Services

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	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
Work environment and facilities	X		X	<ol style="list-style-type: none"> 1. Company premises are not always conducive to employees with disability or other conditions 2. Clarify company position /initiatives we have in place to promote employee health and safety like wellness programs, EAP, etc. 3. Clarify/Include Work-place Ergonomics 4. Make reference to the Basic Conditions of Employment Act as well under Legislative Framework to cover employee concerns about prolong breaks etc. 	<ul style="list-style-type: none"> • Audit to be done of premises to identify concern areas to develop action plans. • Employees to be educated on where to find the BCEA and other legislation at their office sites. 	1/01/2018	31/03/2018	Talent Manager
Training and development	X		X	<ol style="list-style-type: none"> 1. Poor access to training facilities for persons with physical disability 2. Centralised training budget does not enable or empower managers to manage training in line with EAP requirements. Departments reliance of HC 	<ul style="list-style-type: none"> • Audit to be done on Training facilities. • Ensure trainers do an assessment of learners prior to them attending training to become aware of any special needs. • Find tools to manage and 	01/01/2018	31/03/2018	Talent Manager, Trainers

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	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
				discretion for the allocation of the training budget is a barrier	identify candidates to participate in the talent development programs. <ul style="list-style-type: none"> The Learning and Development Policy must specify how the organisation will achieve the EE objectives in learning and development. Review of budget methodology for training 			
Performance and evaluation	X		X	<ol style="list-style-type: none"> Moderation - the process must be clearly stated in the Performance Management policy. Managers get busy with day-to-day responsibilities and often neglect the necessary interactions with staff that provide the opportunity to coach and offer work related feedback. Accommodations for Employees with Disability is not currently catered for in performance management. 	<ul style="list-style-type: none"> Amend current Performance Management policy to include staff with disabilities. Moderation process to be clearly documented 	1/12/2017	31/12/2017	PM Consultant
Succession & experience	X		X	1. Staff are not aware of the Succession Management policy	<ul style="list-style-type: none"> Succession Management to be formally implemented 	1/11/2017	30/11/2017	Talent Manager/Business

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	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
planning				<p>2. The Succession Management Policy does not make provision for Employment Equity in the work place, however, the Employment Equity Policy does mention that employees from designated groups need to form part of succession pools.</p> <p>3. Multi skilling is not being implemented</p> <p>4. Management is not communicating Succession Management practices and processes to staff. This is, however, largely due to the Succession Management Practice not being formally implemented as yet.</p> <p>5. No clear mention of EE requirements in the Succession Management policy, although this is discussed in the Employment Equity Policy.</p> <p>6. Currently succession planning is</p>				Partners

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	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
				not clearly defined				
Disciplinary measures	X	X	X	<p>1. The Disciplinary Management policy states that the party requesting a copy of the recording, may be required to pay for the copy or transcripts thereof. This may prejudice some employees who might not be by the means to pay for such. This could deter them the right to request a copy or transcripts.</p> <p>2. The Disciplinary management policy states that management should communicate the policy and ensure that all employees are aware and understand the policy. There is no clear instruction on how this should be done, thus in practice managers seldom ensure that their employees are aware of the policy</p>	<ul style="list-style-type: none"> Conduct annual workshops to educate employees on the policy Management to take accountability to ensure employees are aware of the policy 	1/03/2018	30/06/2018	IR Consultant
Corporate culture	X			1. No organisational policies cover time granted off for religious	<ul style="list-style-type: none"> Review the implementation of promotions in the business. Time should be allowed for 	1/11/2017	30/11/2017	Talent Manager/Business Partners

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	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
				prayer 2. The inability to promote within the business is a barrier, where Senior Managers are not able to promote candidates who have shown tremendous growth 3. The Forum mentioned that staff members are divided because of the different languages at the office.	the observance of religious prayers. • Management must adopt English as a business language.			
Reasonable accommodation			X	1. People with disabilities / pregnant woman that don't get sufficient help when it comes to evacuations	<ul style="list-style-type: none"> Discuss with the Health and Safety team to possibly allocate an extra marshal per floor for these instances. 	1/10/2017	30/10/2017	Talent Manager
HIV&AIDS prevention and wellness programmes	X		X	1. HIV/AIDS awareness for staff or HIV/AIDS in the workplace is not happening 2. The HIV/AIDS Workplace policy states that "Relevant HIV/AIDS information should be included in OH and first aid training..." – this is not being done as per a	<ul style="list-style-type: none"> Include a guideline document in the HIV/AIDS Workplace policy advising employees on how to disclose their HIV positive status. Have wellness programs during the year not only 1 December. 	1//11/2017	30/11/2017	Wellness Manager, Talent Manager

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	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
				<p>first aider</p> <p>3. The HIV/AIDS Workplace policy doesn't specify where within the organisation an employee can disclose their HIV status should they wish to do so and the actual measures to maintain confidentiality therefore.</p> <p>4. The HIV/AIDS Workplace policy also speaks of coordinated peer education services and yet no mention of how to acquire the services once you have been diagnosed with HIV.</p> <p>5. The HIV/AIDS Workplace policy makes mention of an Employee Wellbeing Programme and no reference to where detailed information with regards to the program can be found.</p> <p>6. The HIV/AIDS Workplace policy states that Employees can make use of the company's grievance procedure and no reference to where more information can be</p>				

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	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
				<p>found with regards to the procedure.</p> <p>7. Nowhere in the HIV/AIDS Workplace policy does it outline the link between HR and AFA to help affected employees to have confidence disclosing their status. For instance once AFA has an employee's HIV positive status confirmed, how is the information then flagged to HR to consider for performance management?</p> <p>8. Confidentiality is compromised for staff</p>				
Budget allocation in support of employment equity goals	X		X	<p>1. Constitution to include the budget and process</p> <p>2. No budget in the policy.</p>	<ul style="list-style-type: none"> • A budget pool to be made available to attract the required talent to AfroCentric. • This budget to be used to make offers in line with market analysis for fair remuneration. • Budget to be made available for awareness and education within the business. 	1/10/2017	30/09/2019	Talent Manager

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	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
Time off for employment equity consultative committee to meet	X		X	1. Managers do not always provide sufficient time for forum members to fulfil their roles as guided by the forum constitutions.	<ul style="list-style-type: none"> • Forum meetings to be scheduled upfront in the calendars to ensure that the discussions are happening. • Allow for a "2nd" so that there is a stand in for when the Forum rep cannot attend due to work commitments. • Include management of members when invites are send for meetings for them to make provision for off time and adjustment. 	1/10/2017	30/09/2019	Talent Manager

4. WORKFORCE PROFILE, NUMERICAL GOALS AND TARGETS

4.1 SNAPSHOT OF THE CURRENT WORKFORCE PROFILE

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

Workforce profile snapshot date **08/03/2017**

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

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	1	1	2	5	2	0	0	0	0	0	11
Senior management	8	2	5	15	3	2	3	10	1	0	49
Professionally qualified and experienced specialists and mid-management	41	18	31	61	57	41	52	132	1	0	434
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	396	248	98	74	1053	746	177	430	1	2	3225
Semi-skilled and discretionary decision making	33	4	4	1	70	24	3	21	0	0	160
Unskilled and defined decision making	8	2	0	0	8	7	1	0	0	0	26
TOTAL PERMANENT	487	275	140	156	1193	820	236	593	3	2	3905
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	487	275	140	156	1193	820	236	593	3	2	3905

Snapshot for workforce profile for people with disabilities ONLY

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	1	0	1	0	0	1	3	0	0	6
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	8	7	1	1	8	12	3	14	0	0	54
Semi-skilled and discretionary decision making	3	0	1	0	3	0	1	2	0	0	10
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	11	8	2	2	11	12	5	19	0	0	70
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	11	8	2	2	11	12	5	19	0	0	70

4.2 NUMERICAL GOALS

Below are two tables on numerical goals, one covering all employees, including people with disabilities, and the other covering people with disabilities **ONLY**.

Numerical Goals	
Start date: 01/10/2017 DD / MM / YYYY	End date: 30/09/2019 DD / MM / YYYY

Numerical goals for all employees, including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	1	1	1	4	3	1	0	0	0	0	11
Senior management	12	2	5	12	9	2	3	9	1	0	55
Professionally qualified and experienced specialists and mid-management	89	21	24	50	100	41	46	112	1	0	484
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	769	248	98	147	1269	600	177	400	1	2	3711
Semi-skilled and discretionary decision making	69	8	4	10	60	12	3	12	0	0	178
Unskilled and defined decision making	10	1	0	1	8	1	0	1	0	0	22
TOTAL PERMANENT	951	281	132	224	1449	656	229	534	3	2	4461
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	951	281	132	224	1449	656	229	534	3	2	4461

Strategies to increase headcount in under-represented groups

Internal Action Plans (internal recruitment)

1. Develop a pool of talent made up largely of African Male and Female employees who are placed on development programmes to advance into future roles at the upper levels.
2. Implement a formal Succession Management programme in the business to identify those in the talent pool who can serve as successors for selected roles.

External Action Plans (external recruitment)

1. Ensure that Top Management communicate clear instructions as to the high focus on recruiting African Males and Females.
2. EE Forums are to sign off all appointments that are not in line with our targets. This can only be exempted through the relevant Executive for valid business reasons.
3. Implement learnerships that can serve as candidate pools for future vacancies
4. Include transformation in performance contracts of managers

Numerical goals for people with disabilities ONLY

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	1	0	1	0	0	1	3	0	0	6
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	12	7	2	1	13	13	5	17	0	0	61
Semi-skilled and discretionary decision making	6	2	2	1	4	3	3	3	0	0	18
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	18	10	4	3	17	16	9	23	0	0	100
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	18	10	4	3	17	16	9	23	0	0	100

Strategies to increase the number of employees with disability

1. Conduct internal disclosure campaigns to identify any employees with disability.
2. Recruit 15 unemployed people with disability on a learnership with the business for 12 months. Develop these people to advance into permanent positions when they become available.
3. Conduct an audit of our work premises to identify what reasonable accommodation will be required for these learners as well as for existing and future employees with disability.
4. Implement manager sensitisation workshops to educate managers on better supporting employees with disability as well as recruiting more employees with disability.

5. Implement employee workshops to educate employees on what a disability is and the etiquette required to ensure fair treatment of employees with disability.

4.3 NUMERICAL TARGETS

Below are two tables on numerical targets, one covering all employees, including people with disabilities, and the other only covers people with disabilities **ONLY**.

Numerical targets: Year 1	
Start date: 01/10/2017 DD / MM / YYYY	End date: 30/09/2018 DD / MM / YYYY

Numerical targets for all employees, including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	1	1	2	4	2	1	0	0	0	0	11
Senior management	11	2	5	13	5	2	3	10	1	0	52
Professionally qualified and experienced specialists and mid-management	66	20	26	56	77	41	50	122	1	0	459
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	576	248	98	117	1153	696	177	400	1	2	3468
Semi-skilled and discretionary decision making	54	5	3	6	60	19	3	19	0	0	169
Unskilled and defined decision making	10	1	0	1	8	2	1	1	0	0	24
TOTAL PERMANENT	719	277	134	197	1305	760	234	552	3	2	4183
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	719	277	134	197	1305	760	234	552	3	2	4183

Numerical targets for people with disabilities ONLY

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	1	0	1	0	0	1	3	0	0	6
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	10	7	1	1	10	12	4	16	0	0	61
Semi-skilled and discretionary decision making	4	1	2	1	4	2	2	2	0	0	18
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	14	9	3	3	14	14	7	21	0	0	85
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	14	9	3	3	14	14	7	21	0	0	85

Numerical targets: Year 2	
Start date: 01/10/2018 DD / MM / YYYY	End date: 30/09/2019 DD / MM / YYYY

Numerical targets, including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	1	1	1	4	3	1	0	0	0	0	11
Senior management	12	2	5	12	9	2	3	9	1	0	55
Professionally qualified and experienced specialists and mid-management	89	21	24	50	100	41	46	112	1	0	484

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	769	248	98	147	1269	600	177	400	1	2	3711
Semi-skilled and discretionary decision making	69	8	4	10	60	12	3	12	0	0	178
Unskilled and defined decision making	10	1	0	1	8	1	0	1	0	0	22
TOTAL PERMANENT	951	281	132	224	1449	656	229	534	3	2	4461
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	951	281	132	224	1449	656	229	534	3	2	4461

Numerical targets for people with disabilities ONLY

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	1	0	1	0	0	1	3	0	0	6
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	12	7	2	1	13	13	5	17	0	0	61
Semi-skilled and discretionary decision making	6	2	2	1	4	3	3	3	0	0	18
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	18	10	4	3	17	16	9	23	0	0	100
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	18	10	4	3	17	16	9	23	0	0	100

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

The structures depicted in the table below will be responsible for monitoring and evaluating the progress of the plan should.

STAKEHOLDER	ROLE/RESPONSIBILITY	FREQUENCY
<ul style="list-style-type: none"> ▪ Divisional Employment Equity Forums 	<ul style="list-style-type: none"> ▪ Monitor the achievement of numerical and non-numerical targets at a Divisional level ▪ Address areas of concern where targets are not being achieved ▪ Attend to any EE Disputes ▪ Communication channel between employees and the National EE Forum 	<ul style="list-style-type: none"> ▪ At least once every quarter
<ul style="list-style-type: none"> ▪ National Employment Equity Forum 	<ul style="list-style-type: none"> ▪ Monitor the achievement of numerical and non-numerical targets at a National level ▪ Address areas of concern where targets are not being achieved ▪ Attend to any EE Disputes referred by the Divisions ▪ Attend to matters relating to EE that impact on the business 	<ul style="list-style-type: none"> ▪ Once every quarter
<ul style="list-style-type: none"> ▪ Employment Equity Practice Owner 	<ul style="list-style-type: none"> ▪ Facilitate implementation of the EE Plan ▪ Compile annual EE reports ▪ Provide reports on business progress toward achievement of targets ▪ Support all relevant stakeholders in achievement of EE targets 	<ul style="list-style-type: none"> ▪ Monthly basis
<ul style="list-style-type: none"> ▪ Employment Equity Senior Manager 	<ul style="list-style-type: none"> ▪ Report on EE related matters to Exco ▪ Support all relevant stakeholders in achievement of EE targets ▪ Accountable for EE Reporting and achievement of EE Plan 	<ul style="list-style-type: none"> ▪ Monthly basis

6. DISPUTE RESOLUTION MECHANISMS

Should there be a dispute about the interpretation or implementation of the Employment Equity Plan, the following procedure will be followed:

o **Divisional Employment Equity Forum Dispute Resolution Process**

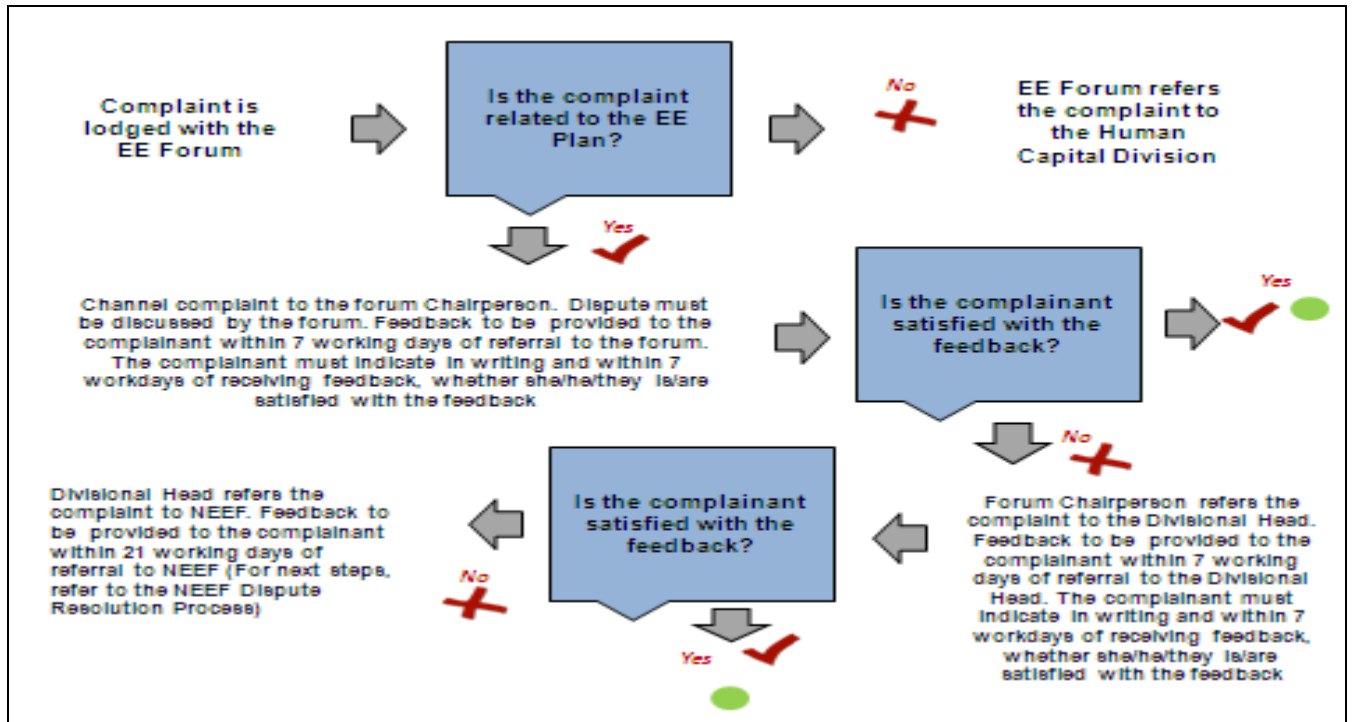
Should a dispute be logged at the Divisional Forum level, the matter will be discussed at the Forum to determine whether it is a complaint related to the EE Plan or not. Should the matter not be related to the EE Plan, the Divisional Forum will refer the complaint to the Human Capital Division to be dealt with further. Should it be determined that the complaint is related to the EE Plan, the matter will be channelled to the Forum Chairperson who will discuss the complaint.

Feedback must be provided to the complainant within 7 working days of the complaint being referred to the Forum. The complainant then has 7 working days in which to indicate whether they are satisfied with the feedback.

If the complainant is not satisfied with the feedback provided by the Forum, the complaint will be referred to the Divisional Head, who will have 7 working days to provide feedback to the complainant. The complainant then has 7 working days in which to indicate whether they are satisfied with the feedback.

Should the complainant still not be satisfied with the feedback provided, the Divisional Head will refer the matter to the National Employment Equity. Feedback is to be provided by NEEF within 21 working days of the matter being referred.

Divisional Dispute Resolution



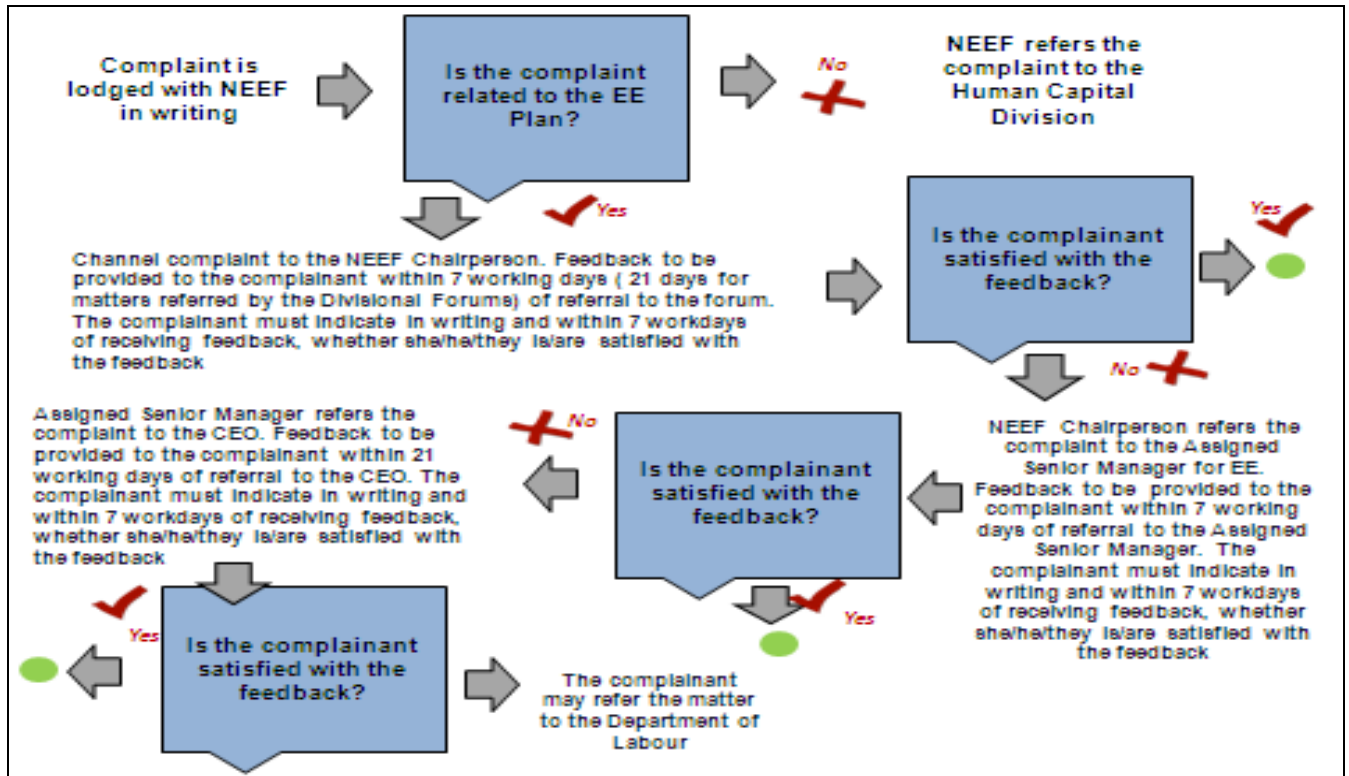
- o **National Employment Equity Forum Dispute Resolution Process**

A complaint must be lodged in writing with the National Employment Equity Forum (NEEF), who will discuss the matter to determine whether it NEEF Forum will refer the complaint to the Human Capital Division to be dealt with further. Should it be determined that the complaint is related to the EE Plan, the matter will be channelled to the NEEF Chairperson who is to provide feedback to the complainant within 7 working days of receiving the complaint. The complainant then has 7 working days in which to indicate whether they are satisfied with the feedback.

If the complainant is not satisfied with the feedback provided by the Forum, the NEEF Chairperson will refer the matter to Senior Manager for EE, who will have 7 working days from receiving to complaint to provide feedback. The complainant then has 7 working days in which to indicate whether they are satisfied with the feedback.

Should the complainant still not be satisfied with the feedback provided, the EE Senior Manager will refer the matter to the Company CEO. Feedback is to be provided by the CEO within 21 working days of the matter being referred to the CEO. The complainant then has 7 working days in which to indicate whether they are satisfied with the feedback. Should the complainant still not be satisfied with the feedback, the matter may be referred to the Department of Labour.

National Dispute Resolution



7. SENIOR MANAGERS ASSIGNED TO MONITOR AND IMPLEMENT THE PLAN

AfroCentric Health Limited has assigned the Human Capital Director who reports directly into the CEO as the Assigned Senior Manager responsible for Employment Equity for the duration of the AfroCentric Health Limited Employment Equity Plan commencing 1 October 2017 to 30 September 2019.

SIGNATURE OF THE CHIEF EXECUTIVE OFFICER/ACCOUNTING OFFICER

Chief Executive Officer/Accounting Officer

I (full Name) CEO/Accounting Officer of

.....

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

Signed on thisday ofyear.....

At place:.....

.....
Chief Executive Officer /Accounting Officer