

UNIVERSITY OF THE
FREE STATE
UNIVERSITEIT VAN DIE
VRYSTAAT
YUNIVESITHI YA
FREISTATA



UFS EMPLOYMENT EQUITY PLAN

EE PLAN (SECTION 20)

PLEASE READ THIS FIRST	SECTION A: EMPLOYER DETAILS & INSTRUCTION								
<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.</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>NO FAXED OR E-MAILED REPORTS WILL BE ACCEPTED</p>	Trade name	UNIVERSITY OF THE FREE STATE							
	DTI registration name	UNIVERSITY OF THE FREE STATE							
	DTI registration number	0000							
	PAYE/SARS number	7120710266							
	UIF reference number	1368922							
	EE reference number	1690							
	National or Provincial EAP	Free State							
	Industry/Sector	Education							
	Seta classification	Education, Training and Development Practices Sector Education and Training Authority (ETDP SETA)							
	Bargaining Council								
	Telephone number	+27514013026							
	Postal address	P O BOX 339 BLOEMFONTEIN, BLOEMFONTEIN							
	Postal code	9300							
	City/Town	BLOEMFONTEIN							
	Province	Free State							
	Physical address	205 Nelson Mandela Drive BLOEMFONTEIN, BLOEMFONTEIN							
	Postal code	9300							
	City/Town	BLOEMFONTEIN							
	Province	FREE STATE							
	Details of CEO/Accounting Officer								
	Name and Surname	Prof Hester Klopper							
	Telephone number	0514017000							
	Email address	klopperhc@ufs.ac.za							
	Details of Employment Equity Senior Manager								
	Name and Surname	Prof. Bulelwa Nguza-Mduba							
Telephone number	051 401 3002								
Email address	cp@eecms.co.za								
Business type (Mark with an)									
<input type="checkbox"/> Private Sector <input type="checkbox"/> National Government <input type="checkbox"/> Local Government <input type="checkbox"/> Non-profit Organisation	<input checked="" type="checkbox"/> State-Owned Enterprise <input type="checkbox"/> Provincial Government <input type="checkbox"/> Educational Institution								
Information about the organisation (Mark with an X)									
Is your organisation an organ of State or designated in terms of a collective agreements?	<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 the 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 or 149</td><td></td></tr> <tr> <td>150 or more</td><td>X</td></tr> </tbody> </table>	EMPLOYEES	X	1 to 49		50 or 149		150 or more	X
EMPLOYEES	X								
1 to 49									
50 or 149									
150 or more	X								
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.	1 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) Discipline and dispute resolution policies and practices that may not be justified and have a disproportionate adverse effect on the designated groups.
 - (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.

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

31/08/2030

Start date: (dd / mm / yyyy) to 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.

2.1 NUMERICAL OBJECTIVES FOR EACH YEAR OF THE PLAN

TIMEFRAMES		OBJECTIVES
YEAR1	01/09/2025 to 31/08/2026	<ul style="list-style-type: none"> - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 9 African Females to Junior Management - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 2 African Females (Disabled) to Junior Management - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 6 African Females to Middle Management - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 1 African Females (Disabled) to Middle Management - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 2 African Females to Senior Management - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 2 African Females to Top Management - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 13 African Males to Junior Management - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 3 African Males (Disabled) to Junior Management - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 9 African Males to Middle Management - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 1 African Males (Disabled) to Middle Management - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 17 African Males to Semi-Skilled - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 2 African Males (Disabled) to Semi-Skilled - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 7 African Males to Unskilled - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 1 Coloured Males to Semi-Skilled - UNIVERSITY OF THE FREE STATE will endeavour to Promote 1 African Females from Junior Management to Middle Management - UNIVERSITY OF THE FREE STATE will endeavour to Promote 10 White Females from Junior Management to Middle Management - UNIVERSITY OF THE FREE STATE will endeavour to Promote 3 White Males from Junior Management to Middle Management - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 6

TIMEFRAMES		OBJECTIVES
		<p>African Females from Unskilled</p> <ul style="list-style-type: none"> - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 2 Foreign National Females from Junior Management - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 1 Foreign National Females from Middle Management - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 9 White Females from Junior Management - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 3 White Females from Middle Management - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 1 White Females (Disabled) from Middle Management - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 8 White Females from Semi-Skilled - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 1 White Females (Disabled) from Semi-Skilled - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 1 African Males from Junior Management - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 2 African Males from Middle Management - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 3 Foreign National Males from Junior Management - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 2 Foreign National Males from Middle Management - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 2 White Males from Junior Management - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 3 White Males from Middle Management - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 1 White Males from Semi-Skilled - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 1 White Males from Senior Management
YEAR2	01/09/2026 to 31/08/2027	<ul style="list-style-type: none"> - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 8 African Females to Junior Management - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 1 African Females (Disabled) to Junior Management - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 2 African Females to Middle Management - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 9 African Males to Junior Management - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 2 African Males (Disabled) to Junior Management - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 5 African Males to Middle Management - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 1 African Males (Disabled) to Middle Management - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 5 African Males to Semi-Skilled - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 8 African Males to Unskilled - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 1 African Males (Disabled) to Unskilled - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 1 African Females from Junior Management - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 1 African Females from Middle Management - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 1 African Females from Semi-Skilled - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 9 African Females from Unskilled - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 2 Foreign National Females from Junior Management - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 1 Foreign National Females from Middle Management

TIMEFRAMES		OBJECTIVES
		<ul style="list-style-type: none"> - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 7 White Females from Junior Management - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 3 White Females from Middle Management - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 5 White Females from Semi-Skilled - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 3 African Males from Junior Management - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 1 African Males from Top Management - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 2 African Males from Unskilled - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 3 Foreign National Males from Junior Management - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 2 Foreign National Males from Middle Management - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 2 White Males from Junior Management - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 3 White Males from Middle Management - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 1 White Males from Semi-Skilled
YEAR3	01/09/2027 to 31/08/2028	<ul style="list-style-type: none"> - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 7 African Females to Junior Management - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 1 African Females (Disabled) to Junior Management - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 3 African Females to Middle Management - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 1 African Females (Disabled) to Middle Management - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 1 African Females to Top Management - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 9 African Males to Junior Management - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 1 African Males (Disabled) to Junior Management - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 6 African Males to Middle Management - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 1 African Males (Disabled) to Middle Management - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 10 African Males to Semi-Skilled - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 1 African Males (Disabled) to Semi-Skilled - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 9 African Males to Unskilled - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 1 African Females from Junior Management - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 6 African Females from Unskilled - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 1 Coloured Females from Junior Management - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 1 Coloured Females from Semi-Skilled - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 2 Foreign National Females from Junior Management - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 1 Foreign National Females from Middle Management - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 9 White Females from Junior Management - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 1 White Females from Middle Management - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 11

TIMEFRAMES		OBJECTIVES
		White Females from Semi-Skilled - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 1 African Males from Top Management - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 3 African Males from Unskilled - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 3 Foreign National Males from Junior Management - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 2 Foreign National Males from Middle Management - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 3 White Males from Junior Management - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 1 White Males (Disabled) from Junior Management - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 4 White Males from Middle Management - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 2 White Males from Semi-Skilled
YEAR4	01/09/2028 to 31/08/2029	- UNIVERSITY OF THE FREE STATE will endeavour to Recruit 9 African Females to Junior Management - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 2 African Females (Disabled) to Junior Management - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 2 African Females to Middle Management - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 1 African Females (Disabled) to Middle Management - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 1 African Females to Senior Management - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 1 Coloured Females to Senior Management - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 11 African Males to Junior Management - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 2 African Males (Disabled) to Junior Management - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 6 African Males to Middle Management - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 1 African Males (Disabled) to Middle Management - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 6 African Males to Semi-Skilled - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 1 African Males (Disabled) to Semi-Skilled - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 1 African Males to Top Management - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 11 African Males to Unskilled - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 1 African Males (Disabled) to Unskilled - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 1 African Females from Junior Management - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 1 African Females from Middle Management - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 11 African Females from Unskilled - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 1 Coloured Females from Top Management - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 2 Foreign National Females from Junior Management - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 1 Foreign National Females from Middle Management - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 11 White Females from Junior Management - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 1 White Females (Disabled) from Junior Management

TIMEFRAMES		OBJECTIVES
		<ul style="list-style-type: none"> - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 1 White Females from Middle Management - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 1 White Females (Disabled) from Middle Management - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 6 White Females from Semi-Skilled - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 1 African Males from Junior Management - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 2 African Males from Unskilled - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 1 Coloured Males from Unskilled - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 3 Foreign National Males from Junior Management - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 2 Foreign National Males from Middle Management - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 4 White Males from Junior Management - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 4 White Males from Middle Management - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 1 White Males from Semi-Skilled - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 2 White Males from Senior Management
YEAR5	01/09/2029 to 31/08/2030	<ul style="list-style-type: none"> - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 7 African Females to Junior Management - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 1 African Females (Disabled) to Junior Management - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 4 African Females to Middle Management - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 1 African Females to Senior Management - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 13 African Males to Junior Management - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 2 African Males (Disabled) to Junior Management - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 8 African Males to Middle Management - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 11 African Males to Semi-Skilled - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 2 African Males (Disabled) to Semi-Skilled - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 9 African Males to Unskilled - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 1 Coloured Males to Junior Management - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 1 Coloured Males (Disabled) to Junior Management - UNIVERSITY OF THE FREE STATE will endeavour to Recruit 1 Coloured Males to Semi-Skilled - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 2 African Females from Junior Management - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 1 African Females from Middle Management - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 1 African Females from Semi-Skilled - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 5 African Females from Unskilled - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 2 Coloured Females from Semi-Skilled - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 1 Coloured Females from Unskilled - UNIVERSITY OF THE FREE STATE will endeavour to Terminate 2

TIMEFRAMES		OBJECTIVES
		<p>Foreign National Females from Junior Management</p> <p>- UNIVERSITY OF THE FREE STATE will endeavour to Terminate 1</p> <p>Foreign National Females from Middle Management</p> <p>- UNIVERSITY OF THE FREE STATE will endeavour to Terminate 3</p> <p>Foreign National Females from Semi-Skilled</p> <p>- UNIVERSITY OF THE FREE STATE will endeavour to Terminate 1</p> <p>Foreign National Females from Senior Management</p> <p>- UNIVERSITY OF THE FREE STATE will endeavour to Terminate 2</p> <p>Foreign National Females from Unskilled</p> <p>- UNIVERSITY OF THE FREE STATE will endeavour to Terminate 9</p> <p>White Females from Junior Management</p> <p>- UNIVERSITY OF THE FREE STATE will endeavour to Terminate 4</p> <p>White Females from Middle Management</p> <p>- UNIVERSITY OF THE FREE STATE will endeavour to Terminate 11</p> <p>White Females from Semi-Skilled</p> <p>- UNIVERSITY OF THE FREE STATE will endeavour to Terminate 2</p> <p>African Males from Junior Management</p> <p>- UNIVERSITY OF THE FREE STATE will endeavour to Terminate 1</p> <p>African Males from Semi-Skilled</p> <p>- UNIVERSITY OF THE FREE STATE will endeavour to Terminate 5</p> <p>Foreign National Males from Junior Management</p> <p>- UNIVERSITY OF THE FREE STATE will endeavour to Terminate 2</p> <p>Foreign National Males from Middle Management</p> <p>- UNIVERSITY OF THE FREE STATE will endeavour to Terminate 1</p> <p>Foreign National Males from Unskilled</p> <p>- UNIVERSITY OF THE FREE STATE will endeavour to Terminate 5</p> <p>White Males from Middle Management</p> <p>- UNIVERSITY OF THE FREE STATE will endeavour to Terminate 1</p> <p>White Males (Disabled) from Middle Management</p> <p>- UNIVERSITY OF THE FREE STATE will endeavour to Terminate 1</p> <p>White Males from Semi-Skilled</p> <p>- UNIVERSITY OF THE FREE STATE will endeavour to Terminate 1</p> <p>White Males from Senior Management</p>

2.2 NON-NUMERICAL OBJECTIVES FOR EACH YEAR OF THE PLAN

TIMEFRAMES		OBJECTIVES
YEAR1	01/09/2025 to 31/08/2026	<ul style="list-style-type: none"> - The Company will raise an employment equity awareness campaign across the board. - The Company will roll out a disability campaign to create awareness, sensitisation and education around disability and encourage disclosure. - The Company will endeavour to meet or achieve our numerical goals in the event of under-represented groups within their respective occupational levels. We will endeavour to meet and achieve our targets for this year as set in this EE Plan. However, should there be no movements to our workforce profile in terms of terminations, new recruits and/or promotions the workforce profile will remain status quo. Should there be disparities and natural attrition occur, preference will be given to the highest under-represented races and genders in the various occupational levels as per the EAP statistics. Should we not promote and/or recruit as per the highest under-represented races and genders in the various occupational levels, corroborative evidence will be retained for non-qualifying candidates. - We will monitor the monthly recruitment statistics and aligned it with the EE Plan. - We will identify the critical skills that are required for our succession planning. We will implement retirement monitoring mechanisms and align it with our EE Plan targets and goals. - We will utilise employment equity software or online application to manage our Employment Equity Plan and our goals and annual targets. - We will align our Recruitment Policy to the goals and targets of our EE Plan. - Our Performance Management process will be fair and transparent.
YEAR2	01/09/2026 to 31/08/2027	<ul style="list-style-type: none"> - The Company will roll out a disability campaign to create awareness, sensitisation and education around disability and encourage disclosure. - The Company will endeavour to meet or achieve our numerical goals in the event of under-represented groups within their respective occupational levels. We will endeavour to meet and achieve our targets for this year as set in this EE Plan. However, should there be no movements to our workforce profile in terms of terminations, new recruits and/or promotions the workforce profile will remain status quo. Should there be disparities and natural attrition occur, preference will be given to the highest under-represented races and genders in the various occupational levels as per the EAP statistics. Should we not promote and/or recruit as per the highest under-represented races and genders in the various occupational levels, corroborative evidence will be retained for non-qualifying candidates. - We will monitor the monthly recruitment statistics and aligned it with the EE Plan. - We will utilise employment equity software or online application to manage our Employment Equity Plan and our goals and annual targets.
YEAR3	01/09/2027 to 31/08/2028	<ul style="list-style-type: none"> - The Company will roll out a disability campaign to create awareness, sensitisation and education around disability and encourage disclosure. - The Company will endeavour to meet or achieve our numerical goals in the event of under-represented groups within their respective occupational levels. We will endeavour to meet and achieve our targets for this year as set in this EE Plan. However, should there be no movements to our workforce profile in terms of

TIMEFRAMES		OBJECTIVES
		<p>terminations, new recruits and/or promotions the workforce profile will remain status quo. Should there be disparities and natural attrition occur, preference will be given to the highest under-represented races and genders in the various occupational levels as per the EAP statistics. Should we not promote and/or recruit as per the highest under-represented races and genders in the various occupational levels, corroborative evidence will be retained for non-qualifying candidates.</p> <ul style="list-style-type: none"> - We will monitor the monthly recruitment statistics and aligned it with the EE Plan. - We will utilise employment equity software or online application to manage our Employment Equity Plan and our goals and annual targets.
YEAR4	01/09/2028 to 31/08/2029	<ul style="list-style-type: none"> - The Company will roll out a disability campaign to create awareness, sensitisation and education around disability and encourage disclosure. - The Company will endeavour to meet or achieve our numerical goals in the event of under-represented groups within their respective occupational levels. We will endeavour to meet and achieve our targets for this year as set in this EE Plan. However, should there be no movements to our workforce profile in terms of terminations, new recruits and/or promotions the workforce profile will remain status quo. Should there be disparities and natural attrition occur, preference will be given to the highest under-represented races and genders in the various occupational levels as per the EAP statistics. Should we not promote and/or recruit as per the highest under-represented races and genders in the various occupational levels, corroborative evidence will be retained for non-qualifying candidates. - We will monitor the monthly recruitment statistics and aligned it with the EE Plan. - We will utilise employment equity software or online application to manage our Employment Equity Plan and our goals and annual targets.
YEAR5	01/09/2029 to 31/08/2030	<ul style="list-style-type: none"> - The Company will start to prepare our Successive Employment Equity Plan as it will expire soon (advisable to start to prepare the Successive Employment Equity Plan 6 months prior to expiry date thereof). - The Company will endeavour to meet or achieve our numerical goals in the event of under-represented groups within their respective occupational levels. We will endeavour to meet and achieve our targets for this year as set in this EE Plan. However, should there be no movements to our workforce profile in terms of terminations, new recruits and/or promotions the workforce profile will remain status quo. Should there be disparities and natural attrition occur, preference will be given to the highest under-represented races and genders in the various occupational levels as per the EAP statistics. Should we not promote and/or recruit as per the highest under-represented races and genders in the various occupational levels, corroborative evidence will be retained for non-qualifying candidates. - We will monitor the monthly recruitment statistics and aligned it with the EE Plan. - We will utilise employment equity software or online application to manage our Employment Equity Plan and our goals and annual targets.

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 timeframes to track progress in the implementation of the AA Measures. The timeframes 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 (X) 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)	PROPOSED AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)	TIME FRAME		RESPONSIBILITY
	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	
Recruitment procedures			X	- We noticed that we have a challenge recruiting disabled staff (target is 3% of the total workforce). Possible reasons include, but are not limited to: our working environment requires able bodies employees to occupy the positions due to the nature of the business; our business premises lack facilities for disabled candidates due to the high cost of implementing these facilities; positions that require travel for business purposes are difficult to fill by disabled candidates due to their problems with mobility; when interviewing candidates with disabilities they are afraid of facing discrimination in the workplace; we struggle to find disabled candidates with the correct skills and education for the advertised positions and/or disabled candidates have difficulty commuting to our workplace as mobility is a problem in most cases and they need to rely on someone	- We will liaise with the Disabled People of South Africa (contact number 021-422 0357) to identify possible disabled candidates when recruiting. - We will have a disability sensitisation workshop to encourage declaration by disabled employees and request the completion of the EEA1 declaration.	01/09/2025	31/08/2030	HR manager

CATEGORIES	BARRIERS AND AFFIRMATIVE ACTION MEASURES							
	Tick (X) 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)	PROPOSED AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)	TIME FRAME		RESPONSIBILITY
	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	
				to assist them with transport. - After reviewing our EAP Analysis (EEA12) we noted that there is Substantial inequality between male and female employees. The barrier we experience is that the industry we operate in is a male dominant industry.	- We will consider female applicants to be appointed in the office when an opportunity arises to promote equality.			
Advertising positions	-	-	-	-	-	-	-	-
Selection and promotions	-	-	-	-	-	-	-	-
Appointments	-	-	-	-	-	-	-	-
Job classification and grading	-	-	-	-	-	-	-	-
Remuneration and benefits	-	-	-	-	-	-	-	-
Terms and conditions of employment	-	-	-	-	-	-	-	-
Job assignments	-	-	-	-	-	-	-	-
Work environment and facilities	-	-	-	-	-	-	-	-

Training and development		X	X	<ul style="list-style-type: none"> - After reviewing our performance and evaluation system and appraisals we concluded that certain designated employees need training to develop in our Company. - A lack of proper succession planning, talent and career management for designated groups was noticed. - Our Workplace Skills Plan (WSP) is not aligned with our EE Plan. - We noted that emphasis is placed on generic training instead of skills specific training. 	<ul style="list-style-type: none"> - We will engage in a mentorship programme where certain mentor(s) will be allocated to certain designated mentee(s). - We will develop succession planning guidelines for approval. - The Workplace Skills Plan (WSP) and EE Plan will be aligned with the development of the new WSP. - Progression framework describing career path ways to be developed. 	01/09/2025	31/08/2030	HR manager
Performance and evaluation	-	-	-	-	-	-	-	-

CATEGORIES	BARRIERS AND AFFIRMATIVE ACTION MEASURES							
	Tick (X) 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)	PROPOSED 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
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
Promotions	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-
Succession and experience planning		X		- The Company does not have a Talent Management Plan. This negatively impacts the implementation of our Employment Equity Plan.	- We will develop a Talent Management Plan enabling us to consider increased training and development of people from designated groups.	01/09/2025	31/08/2030	HR manager
Disciplinary measures	-	-	-	-	-	-	-	-
Dismissals	-	-	-	-	-	-	-	-
Retention of designated groups	X	X	X	- We experienced a lack of career pathing for professional and administrative staff impacting negatively on retention. - Designated groups leave the entity, because our salaries are not market related.	- The Company will conduct a policy review on professional and administrative staff promotion. - We will conduct market related research and benchmark our salaries and benefits with salary surveys.	01/09/2025	31/08/2030	HR manager
Corporate culture	-	-	-	-	-	-	-	-
Reasonable accommodation	-	-	-	-	-	-	-	-
HIV&AIDS prevention and wellness programmes	-	-	-	-	-	-	-	-
Assigned senior manager(s) to manage employment	-	-	-	-	-	-	-	-

CATEGORIES	BARRIERS AND AFFIRMATIVE ACTION MEASURES							
	Tick (X) 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)	PROPOSED 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
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
equity implementation								
Budget allocation in support of employment equity goals	-	-	-	-	-	-	-	-
Time off for employment equity consultative committee to meet	-	-	-	-	-	-	-	-
Harassment	-	-	-	-	-	-	-	-

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
		EMPLOYEE'S NUMERICAL GOAL
SEMI-SKILLED	Male	54.60
	Female	45.40
	TOTAL	100.00
UNSKILLED	Male	54.60
	Female	45.40
	TOTAL	100.00
5-YEAR NUMERICAL TARGET FOR EMPLOYEES WITH DISABILITIES		
5-Year Sector Target for Employees with disabilities (%)		3.00

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 **31/08/2025**

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	3	0	1	0	0	1	0	2	0	0	7
	%	42.86	0.00	14.29	0.00	0.00	14.29	0.00	28.57	0.00	0.00	100.00
Senior management	value	5	1	2	8	0	0	1	2	0	1	20
	%	25.00	5.00	10.00	40.00	0.00	0.00	5.00	10.00	0.00	5.00	100.00
Professionally qualified and experienced specialists and mid management	value	26	3	4	91	28	4	2	88	36	9	291
	%	8.93	1.03	1.37	31.27	9.62	1.37	0.69	30.24	12.37	3.09	100.00
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	194	30	7	183	258	58	13	371	68	40	1222
	%	15.88	2.45	0.57	14.98	21.11	4.75	1.06	30.36	5.56	3.27	100.00
Semi-skilled and discretionary decision making	value	270	40	3	38	426	103	7	165	1	5	1058
	%	25.52	3.78	0.28	3.59	40.26	9.74	0.66	15.60	0.09	0.47	100.00
Unskilled and defined decision making	value	261	15	2	3	393	9	0	1	1	2	687
	%	37.99	2.18	0.29	0.44	57.21	1.31	0.00	0.15	0.15	0.29	100.00
TOTAL PERMANENT	value	759	89	19	323	1105	175	23	629	106	57	3285
	%	23.11	2.71	0.58	9.83	33.64	5.33	0.70	19.15	3.23	1.74	100.00
Temporary employees	value	38	5	0	12	41	6	0	24	0	2	128
	%	29.69	3.91	0.00	9.38	32.03	4.69	0.00	18.75	0.00	1.56	100.00
GRAND TOTAL	value	797	94	19	335	1146	181	23	653	106	59	3413
	%	23.35	2.75	0.56	9.82	33.58	5.30	0.67	19.13	3.11	1.73	100.00

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
	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Senior management	value	0	0	0	0	0	0	0	0	0	0	0
	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Professionally qualified and experienced specialists and mid management	value	2	0	1	3	1	0	0	4	0	0	11
	%	18.18	0.00	9.09	27.27	9.09	0.00	0.00	36.36	0.00	0.00	100.00
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	1	1	0	11	3	0	0	15	0	0	31
	%	3.23	3.23	0.00	35.48	9.68	0.00	0.00	48.39	0.00	0.00	100.00
Semi-skilled and discretionary decision making	value	1	0	0	4	3	3	0	7	0	0	18
	%	5.56	0.00	0.00	22.22	16.67	16.67	0.00	38.89	0.00	0.00	100.00
Unskilled and defined decision making	value	3	0	0	0	10	0	0	1	0	0	14
	%	21.43	0.00	0.00	0.00	71.43	0.00	0.00	7.14	0.00	0.00	100.00
TOTAL PERMANENT	value	7	1	1	18	17	3	0	27	0	0	74
	%	9.46	1.35	1.35	24.32	22.97	4.05	0.00	36.49	0.00	0.00	100.00
Temporary employees	value	0	0	0	0	0	0	0	0	0	0	0
	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GRAND TOTAL	value	7	1	1	18	17	3	0	27	0	0	74
	%	9.46	1.35	1.35	24.32	22.97	4.05	0.00	36.49	0.00	0.00	100.00

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: 01/09/2025

End date: 31/08/2030

DD / MM / YYYY

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	2	0	1	0	3	0	0	2	0	0	8
	%	25.0 0	0.00	12.5 0	0.00	37.5 0	0.00	0.00	25.0 0	0.00	0.00	100.00
Senior management	value	5	1	2	4	4	1	1	2	0	0	20
	%	25.0 0	5.00	10.0 0	20.0 0	20.0 0	5.00	5.00	10.0 0	0.00	0.00	100.00
Professionally qualified and experienced specialists and mid management	value	62	3	4	74	46	4	2	83	26	4	308
	%	20.1 3	0.97	1.30	24.0 3	14.9 4	1.30	0.65	26.9 5	8.44	1.30	100.00
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	252	32	7	168	299	57	13	315	50	30	1223
	%	20.6 1	2.62	0.57	13.7 4	24.4 5	4.66	1.06	25.7 6	4.09	2.45	100.00
Semi-skilled and discretionary decision making	value	324	42	3	32	424	100	7	123	1	2	1058
	%	30.6 2	3.97	0.28	3.02	40.0 8	9.45	0.66	11.6 3	0.09	0.19	100.00
Unskilled and defined decision making	value	300	14	2	3	356	8	0	1	0	0	684
	%	43.8 6	2.05	0.29	0.44	52.0 5	1.17	0.00	0.15	0.00	0.00	100.00
TOTAL PERMANENT	value	945	92	19	281	1132	170	23	526	77	36	3301
	%	28.6 3	2.79	0.58	8.51	34.2 9	5.15	0.70	15.9 3	2.33	1.09	100.00
Temporary employees	value	38	5	0	12	41	6	0	24	0	2	128
	%	29.6 9	3.91	0.00	9.38	32.0 3	4.69	0.00	18.7 5	0.00	1.56	100.00
GRAND TOTAL	value	983	97	19	293	1173	176	23	550	77	38	3429
	%	28.6 7	2.83	0.55	8.54	34.2 1	5.13	0.67	16.0 4	2.25	1.11	100.00

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
	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Senior management	value	0	0	0	0	0	0	0	0	0	0	0
	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Professionally qualified and experienced specialists and mid management	value	6	0	1	2	4	0	0	2	0	0	15
	%	40.00	0.00	6.67	13.33	26.67	0.00	0.00	13.33	0.00	0.00	100.00
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	11	2	0	10	10	0	0	14	0	0	47
	%	23.40	4.26	0.00	21.28	21.28	0.00	0.00	29.79	0.00	0.00	100.00
Semi-skilled and discretionary decision making	value	7	0	0	4	3	3	0	6	0	0	23
	%	30.43	0.00	0.00	17.39	13.04	13.04	0.00	26.09	0.00	0.00	100.00
Unskilled and defined decision making	value	5	0	0	0	10	0	0	1	0	0	16
	%	31.25	0.00	0.00	0.00	62.50	0.00	0.00	6.25	0.00	0.00	100.00
TOTAL PERMANENT	value	29	2	1	16	27	3	0	23	0	0	101
	%	28.71	1.98	0.99	15.84	26.73	2.97	0.00	22.77	0.00	0.00	100.00
Temporary employees	value	0	0	0	0	0	0	0	0	0	0	0
	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GRAND TOTAL	value	29	2	1	16	27	3	0	23	0	0	101
	%	28.71	1.98	0.99	15.84	26.73	2.97	0.00	22.77	0.00	0.00	100.00

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 01/09/2025	End date 31/08/2026
_____	_____
DD / MM / YYYY	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	3	0	1	0	2	1	0	2	0	0	9
	%	33.3 3	0.00	11.1 1	0.00	22.2 2	11.1 1	0.00	22.2 2	0.00	0.00	100.00
Senior management	value	5	1	2	7	2	0	1	2	0	1	21
	%	23.8 1	4.76	9.52	33.3 3	9.52	0.00	4.76	9.52	0.00	4.76	100.00
Professionally qualified and experienced specialists and mid management	value	34	3	4	91	36	4	2	94	34	8	310
	%	10.9 7	0.97	1.29	29.3 5	11.6 1	1.29	0.65	30.3 2	10.97	2.58	100.00
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	209	30	7	178	268	58	13	352	65	38	1218
	%	17.1 6	2.46	0.57	14.6 1	22.0 0	4.76	1.07	28.9 0	5.34	3.12	100.00
Semi-skilled and discretionary decision making	value	289	41	3	37	426	103	7	156	1	5	1068
	%	27.0 6	3.84	0.28	3.46	39.8 9	9.64	0.66	14.6 1	0.09	0.47	100.00
Unskilled and defined decision making	value	268	15	2	3	387	9	0	1	1	2	688
	%	38.9 5	2.18	0.29	0.44	56.2 5	1.31	0.00	0.15	0.15	0.29	100.00
TOTAL PERMANENT	value	808	90	19	316	1121	175	23	607	101	54	3314
	%	24.3 8	2.72	0.57	9.54	33.8 3	5.28	0.69	18.3 2	3.05	1.63	100.00
Temporary employees	value	38	5	0	12	41	6	0	24	0	2	128
	%	29.6 9	3.91	0.00	9.38	32.0 3	4.69	0.00	18.7 5	0.00	1.56	100.00
GRAND TOTAL	value	846	95	19	328	1162	181	23	631	101	56	3442
	%	24.5 8	2.76	0.55	9.53	33.7 6	5.26	0.67	18.3 3	2.93	1.63	100.00

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
	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Senior management	value	0	0	0	0	0	0	0	0	0	0	0
	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Professionally qualified and experienced specialists and mid management	value	3	0	1	3	2	0	0	3	0	0	12
	%	25.00	0.00	8.33	25.00	16.67	0.00	0.00	25.00	0.00	0.00	100.00
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	4	1	0	11	5	0	0	15	0	0	36
	%	11.11	2.78	0.00	30.56	13.89	0.00	0.00	41.67	0.00	0.00	100.00
Semi-skilled and discretionary decision making	value	3	0	0	4	3	3	0	6	0	0	19
	%	15.79	0.00	0.00	21.05	15.79	15.79	0.00	31.58	0.00	0.00	100.00
Unskilled and defined decision making	value	3	0	0	0	10	0	0	1	0	0	14
	%	21.43	0.00	0.00	0.00	71.43	0.00	0.00	7.14	0.00	0.00	100.00
TOTAL PERMANENT	value	13	1	1	18	20	3	0	25	0	0	81
	%	16.05	1.23	1.23	22.22	24.69	3.70	0.00	30.86	0.00	0.00	100.00
Temporary employees	value	0	0	0	0	0	0	0	0	0	0	0
	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GRAND TOTAL	value	13	1	1	18	20	3	0	25	0	0	81
	%	16.05	1.23	1.23	22.22	24.69	3.70	0.00	30.86	0.00	0.00	100.00

Numerical targets: Year 2			
Start date 01/09/2026		End date 31/08/2027	
DD / MM / YYYY		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	2	0	1	0	2	1	0	2	0	0	8
	%	25.0 0	0.00	12.5 0	0.00	25.0 0	12.5 0	0.00	25.0 0	0.00	0.00	100.00
Senior management	value	5	1	2	7	2	0	1	2	0	1	21
	%	23.8 1	4.76	9.52	33.3 3	9.52	0.00	4.76	9.52	0.00	4.76	100.00
Professionally qualified and experienced specialists and mid management	value	40	3	4	88	37	4	2	91	32	7	308
	%	12.9 9	0.97	1.30	28.5 7	12.0 1	1.30	0.65	29.5 5	10.39	2.27	100.00
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	217	30	7	176	276	58	13	345	62	36	1220
	%	17.7 9	2.46	0.57	14.4 3	22.6 2	4.75	1.07	28.2 8	5.08	2.95	100.00
Semi-skilled and discretionary decision making	value	294	41	3	36	425	103	7	151	1	5	1066
	%	27.5 8	3.85	0.28	3.38	39.8 7	9.66	0.66	14.1 7	0.09	0.47	100.00
Unskilled and defined decision making	value	275	15	2	3	378	9	0	1	1	2	686
	%	40.0 9	2.19	0.29	0.44	55.1 0	1.31	0.00	0.15	0.15	0.29	100.00
TOTAL PERMANENT	value	833	90	19	310	1120	175	23	592	96	51	3309
	%	25.1 7	2.72	0.57	9.37	33.8 5	5.29	0.70	17.8 9	2.90	1.54	100.00
Temporary employees	value	38	5	0	12	41	6	0	24	0	2	128
	%	29.6 9	3.91	0.00	9.38	32.0 3	4.69	0.00	18.7 5	0.00	1.56	100.00
GRAND TOTAL	value	871	95	19	322	1161	181	23	616	96	53	3437
	%	25.3 4	2.76	0.55	9.37	33.7 8	5.27	0.67	17.9 2	2.79	1.54	100.00

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
	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Senior management	value	0	0	0	0	0	0	0	0	0	0	0
	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Professionally qualified and experienced specialists and mid management	value	4	0	1	3	2	0	0	3	0	0	13
	%	30.77	0.00	7.69	23.08	15.38	0.00	0.00	23.08	0.00	0.00	100.00
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	6	1	0	11	6	0	0	15	0	0	39
	%	15.38	2.56	0.00	28.21	15.38	0.00	0.00	38.46	0.00	0.00	100.00
Semi-skilled and discretionary decision making	value	3	0	0	4	3	3	0	6	0	0	19
	%	15.79	0.00	0.00	21.05	15.79	15.79	0.00	31.58	0.00	0.00	100.00
Unskilled and defined decision making	value	4	0	0	0	10	0	0	1	0	0	15
	%	26.67	0.00	0.00	0.00	66.67	0.00	0.00	6.67	0.00	0.00	100.00
TOTAL PERMANENT	value	17	1	1	18	21	3	0	25	0	0	86
	%	19.77	1.16	1.16	20.93	24.42	3.49	0.00	29.07	0.00	0.00	100.00
Temporary employees	value	0	0	0	0	0	0	0	0	0	0	0
	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GRAND TOTAL	value	17	1	1	18	21	3	0	25	0	0	86
	%	19.77	1.16	1.16	20.93	24.42	3.49	0.00	29.07	0.00	0.00	100.00

Numerical targets: Year 3			
Start date 01/09/2027		End date 31/08/2028	
DD / MM / YYYY		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	1	0	3	1	0	2	0	0	8
	%	12.5 0	0.00	12.5 0	0.00	37.5 0	12.5 0	0.00	25.0 0	0.00	0.00	100.00
Senior management	value	5	1	2	7	2	0	1	2	0	1	21
	%	23.8 1	4.76	9.52	33.3 3	9.52	0.00	4.76	9.52	0.00	4.76	100.00
Professionally qualified and experienced specialists and mid management	value	47	3	4	84	41	4	2	89	30	6	310
	%	15.1 6	0.97	1.29	27.1 0	13.2 3	1.29	0.65	28.7 1	9.68	1.94	100.00
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	227	30	7	172	283	57	13	336	59	34	1218
	%	18.6 4	2.46	0.57	14.1 2	23.2 3	4.68	1.07	27.5 9	4.84	2.79	100.00
Semi-skilled and discretionary decision making	value	305	41	3	34	425	102	7	140	1	5	1063
	%	28.6 9	3.86	0.28	3.20	39.9 8	9.60	0.66	13.1 7	0.09	0.47	100.00
Unskilled and defined decision making	value	281	15	2	3	372	9	0	1	1	2	686
	%	40.9 6	2.19	0.29	0.44	54.2 3	1.31	0.00	0.15	0.15	0.29	100.00
TOTAL PERMANENT	value	866	90	19	300	1126	173	23	570	91	48	3306
	%	26.1 9	2.72	0.57	9.07	34.0 6	5.23	0.70	17.2 4	2.75	1.45	100.00
Temporary employees	value	38	5	0	12	41	6	0	24	0	2	128
	%	29.6 9	3.91	0.00	9.38	32.0 3	4.69	0.00	18.7 5	0.00	1.56	100.00
GRAND TOTAL	value	904	95	19	312	1167	179	23	594	91	50	3434
	%	26.3 2	2.77	0.55	9.09	33.9 8	5.21	0.67	17.3 0	2.65	1.46	100.00

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
	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Senior management	value	0	0	0	0	0	0	0	0	0	0	0
	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Professionally qualified and experienced specialists and mid management	value	5	0	1	3	3	0	0	3	0	0	15
	%	33.33	0.00	6.67	20.00	20.00	0.00	0.00	20.00	0.00	0.00	100.00
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	7	1	0	10	7	0	0	15	0	0	40
	%	17.50	2.50	0.00	25.00	17.50	0.00	0.00	37.50	0.00	0.00	100.00
Semi-skilled and discretionary decision making	value	4	0	0	4	3	3	0	6	0	0	20
	%	20.00	0.00	0.00	20.00	15.00	15.00	0.00	30.00	0.00	0.00	100.00
Unskilled and defined decision making	value	4	0	0	0	10	0	0	1	0	0	15
	%	26.67	0.00	0.00	0.00	66.67	0.00	0.00	6.67	0.00	0.00	100.00
TOTAL PERMANENT	value	20	1	1	17	23	3	0	25	0	0	90
	%	22.22	1.11	1.11	18.89	25.56	3.33	0.00	27.78	0.00	0.00	100.00
Temporary employees	value	0	0	0	0	0	0	0	0	0	0	0
	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GRAND TOTAL	value	20	1	1	17	23	3	0	25	0	0	90
	%	22.22	1.11	1.11	18.89	25.56	3.33	0.00	27.78	0.00	0.00	100.00

Numerical targets: Year 4			
Start date 01/09/2028		End date 31/08/2029	
DD / MM / YYYY		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	2	0	1	0	3	0	0	2	0	0	8
	%	25.00	0.00	12.50	0.00	37.50	0.00	0.00	25.00	0.00	0.00	100.00
Senior management	value	5	1	2	5	3	1	1	2	0	1	21
	%	23.81	4.76	9.52	23.81	14.29	4.76	4.76	9.52	0.00	4.76	100.00
Professionally qualified and experienced specialists and mid management	value	54	3	4	80	43	4	2	87	28	5	310
	%	17.42	0.97	1.29	25.81	13.87	1.29	0.65	28.06	9.03	1.61	100.00
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	239	30	7	168	293	57	13	324	56	32	1219
	%	19.61	2.46	0.57	13.78	24.04	4.68	1.07	26.58	4.59	2.63	100.00
Semi-skilled and discretionary decision making	value	312	41	3	33	425	102	7	134	1	5	1063
	%	29.35	3.86	0.28	3.10	39.98	9.60	0.66	12.61	0.09	0.47	100.00
Unskilled and defined decision making	value	291	14	2	3	361	9	0	1	1	2	684
	%	42.54	2.05	0.29	0.44	52.78	1.32	0.00	0.15	0.15	0.29	100.00
TOTAL PERMANENT	value	903	89	19	289	1128	173	23	550	86	45	3305
	%	27.32	2.69	0.57	8.74	34.13	5.23	0.70	16.64	2.60	1.36	100.00
Temporary employees	value	38	5	0	12	41	6	0	24	0	2	128
	%	29.69	3.91	0.00	9.38	32.03	4.69	0.00	18.75	0.00	1.56	100.00
GRAND TOTAL	value	941	94	19	301	1169	179	23	574	86	47	3433
	%	27.41	2.74	0.55	8.77	34.05	5.21	0.67	16.72	2.51	1.37	100.00

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
	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Senior management	value	0	0	0	0	0	0	0	0	0	0	0
	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Professionally qualified and experienced specialists and mid management	value	6	0	1	3	4	0	0	2	0	0	16
	%	37.50	0.00	6.25	18.75	25.00	0.00	0.00	12.50	0.00	0.00	100.00
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	9	1	0	10	9	0	0	14	0	0	43
	%	20.93	2.33	0.00	23.26	20.93	0.00	0.00	32.56	0.00	0.00	100.00
Semi-skilled and discretionary decision making	value	5	0	0	4	3	3	0	6	0	0	21
	%	23.81	0.00	0.00	19.05	14.29	14.29	0.00	28.57	0.00	0.00	100.00
Unskilled and defined decision making	value	5	0	0	0	10	0	0	1	0	0	16
	%	31.25	0.00	0.00	0.00	62.50	0.00	0.00	6.25	0.00	0.00	100.00
TOTAL PERMANENT	value	25	1	1	17	26	3	0	23	0	0	96
	%	26.04	1.04	1.04	17.71	27.08	3.12	0.00	23.96	0.00	0.00	100.00
Temporary employees	value	0	0	0	0	0	0	0	0	0	0	0
	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GRAND TOTAL	value	25	1	1	17	26	3	0	23	0	0	96
	%	26.04	1.04	1.04	17.71	27.08	3.12	0.00	23.96	0.00	0.00	100.00

5.4 Strategies to be implemented to achieve the intended Goals and Targets.

COMMENTS:

Underneath each occupational level, furnish the proposed strategies on how to under-representation will be addressed.

Occupational Level	Strategy Narrative	Action Examples
Top Management	- Ensuring that designated people are equally represented in all occupational levels as per the latest EAP targets.	- A systematic programme of targeted recruitment towards designated people based on EAP under-represented races and genders will be implemented.
Senior Management	- Ensuring that designated people are equally represented in all occupational levels as per the latest EAP targets. - We will plan our workforce and the movement thereof as prescribed by the regulations pertaining to the EAP targets.	- The Company will consult on targets with stakeholders/line managers prior to recruitment and/or promotions. - A systematic programme of targeted recruitment towards designated people based on EAP under-represented races and genders will be implemented. - HR/Recruitment/Line Managers will frequently be provided with status reports so that they can evaluate how far they are in EE target and goal plans.
Middle Management	- Ensuring that designated people are equally represented in all occupational levels as per the latest EAP targets. - The Company will seek ways to retain employees internally so that they are not lost to the external market (retention strategies).	- A systematic programme of targeted recruitment towards designated people based on EAP under-represented races and genders will be implemented. - The Company will research possible retention strategies including, but not limited to: review of existing benefits and retention strategies, research on possible retention interventions (for example, employee benefits, incentives, contractual aspects, long-term service awards, etc).
Junior Management	- Ensuring that designated people are equally represented in all occupational levels as per the latest EAP targets. - The Company will seek ways to retain employees internally so that they are not lost to the external market (retention strategies).	- A systematic programme of targeted recruitment towards designated people based on EAP under-represented races and genders will be implemented. - The Company will research possible retention strategies including, but not limited to: review of existing benefits and retention strategies, research on possible retention interventions (for example, employee benefits, incentives, contractual aspects, long-term service awards, etc).
Semi-Skilled	- Ensuring that designated people are equally represented in all occupational levels as per the latest EAP targets.	- A systematic programme of targeted recruitment towards designated people based on EAP under-represented races and

genders will be implemented.

Occupational Level	Strategy Narrative	Action Examples
Unskilled	- Ensuring that designated people are equally represented in all occupational levels as per the latest EAP targets.	- A systematic programme of targeted recruitment towards designated people based on EAP under-represented races and genders will be implemented.

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.

6.1 Chief Executive Officer (CEO) and Board of Directors

The Board and / or Top Management need to formally monitor and evaluate the extent of progress being made using reports provided by the EE Manager on an annual basis.

STAKEHOLDER	ROLE/RESPONSIBILITY	FREQUENCY
Chief Executive Officer	Steering the following process: <ul style="list-style-type: none"> • Developing this EEP • Approving this EEP • Implementing this EEP 	Every 5 years.
Chief Executive Officer	Steering the following process: <ul style="list-style-type: none"> • Monitoring this EEP 	Quarterly.
Chief Executive Officer	Provides leadership by demonstrating personal commitment and support for the Plan.	Annually.
Chief Executive Officer	Formally monitor and evaluate extent of progress being made using reports provided by the EE Manager.	Quarterly.
Chief Executive Officer	Puts in place institutional mechanisms for effective and efficient implementation.	Quarterly.
Chief Executive Officer	Assigns responsibility to the Employment Equity Manager and EEC.	Quarterly.
Chief Executive Officer	Integrate the Plan into UNIVERSITY OF THE FREE STATE's strategic and operational plans.	Quarterly.
Chief Executive Officer	Ensure that objectives, targets, and goals are achieved as far as possible (and provide reasons for goals and targets that were not achieved).	Annually.
Chief Executive Officer	Include progress made with the implementation of the EEP as a standard item on the agenda of the Board of Directors' meetings.	Annually.
Chief Executive Officer	Review and sign off the EEA2 and EEA4 reports before submission thereof to the DEL.	Annually.

6.2 Assigned Senior Employment Equity Manager

Section 24 of the Employment Equity Act No 55 of 1998 stipulates that a designated employer must assign one or more senior manager(s) to ensure implementation and monitoring of the EEP and MUST make available necessary resources for this purpose.

The Senior EE Manager is the critical link between the CEO and the EEC, representing all Employment Equity Representatives.

STAKEHOLDER	ROLE/RESPONSIBILITY	FREQUENCY
EE Manager	Ensuring that an EEP is in place.	Every 5 years.
EE Manager	Responsible for implementing the EEP together with the EEC and identifying challenges.	Every 5 years.
EE Manager	Responsible for monitoring the EEP together with the EEC.	Quarterly.
EE Manager	Chair the EEC meetings.	Quarterly.
EE Manager	Ensure timely submission of the EEA2 and EEA4 reports as governed by the DEL.	Annually.
EE Manager	Ensure that employees, managers, and stakeholders are made aware of the content and application of the Employment Equity Act and anti-discrimination issues.	Quarterly.
EE Manager	Establish an EEC, schedule quarterly meetings, keep record and / or minutes of the proceedings, and ensure that relevant documents are retained for a period of at least 5 years.	Quarterly.
EE Manager	Ensure that the Summary of the Employment Equity Act 55 of 1998 (as amended) and Basic Conditions of the Employment Equity Act (as amended) is displayed at the workplace where it can be viewed by ALL employees informing them of the provisions of the Act.	Annually.
EE Manager	Draft an Affirmative Action Policy and see to it that the information as stipulated therein is transferred to the EEC.	Annually.
EE Manager	Draft a Non-discrimination Policy and see to it that the information as stipulated therein is transferred to the EEC.	Annually.
EE Manager	Discuss whether affirmative action measures as set out in the EEP have been implemented (including the monitoring thereof).	Quarterly.
EE Manager	Facilitate the development and implementation of the EE Plan.	Quarterly.
EE Manager	Monitor recruitment and selection process in terms of the demographic targets by providing targets of the vacant posts as per the EAP. Analysis.	Monthly.
EE Manager	Monitor the representation trend of the workforce (Sectoral Numerical Targets and EAP targets versus actual, identify under-represented races and genders in the various occupational levels).	Quarterly.
EE Manager	Function as the liaison between Top Management and EEC	Quarterly.
EE Manager	Advise CEO on EE matters.	Annually.

STAKEHOLDER	ROLE/RESPONSIBILITY	FREQUENCY
EE Manager	Monitor submission of EEA2 report to the Department of Employment and Labour.	Annually.
EE Manager	Ensure that evidence is in place regarding justifiable reasons for not achieving the required targets, deviation forms, etc.	Monthly.

6.3 Employment Equity Committee / Representative Trade Union

Section 16 & 17 (Consultation with a representative Trade Union)

For Designated Employers with a representative Trade Union:

Section 16 and 17 of the Employment Equity Act, as amended, stipulates that a Designated Employer must take reasonable steps to consult with a representative Trade Union representing members at the workplace.

Section 16 & 17 (Consultation with employees or representatives nominated by them)

For Designated Employers without a representative Trade Union:

Section 16 and 17 of the Employment Equity Act, as amended, stipulates that a Designated Employer must take reasonable steps to consult with employees or representatives nominated by them, representing members at the workplace.

Employees or Representatives nominated by them, must reflect the interests of:

- Employees from all occupational levels and
- Employees from designated groups (including the disabled) and
- Employees from non-designated groups.

STAKEHOLDER	ROLE/RESPONSIBILITY	FREQUENCY
Appointed Trade Union / EE Representatives	Attending quarterly employment equity meetings.	Quarterly.
Appointed Trade Union / EE Representatives	Be involved in (and give input on) the setting of goals and targets for EEA2 reporting purposes.	Quarterly.
Appointed Trade Union / EE Representatives	Participate in the consultation process regarding the EAP analysis and development of EE Plan.	Every 5 years.
Appointed Trade Union / EE Representatives	Monitor the implementation and execution of the EAP Analysis and the EE Plan when worksheets and supporting documents are discussed in quarterly meetings.	Quarterly.
Appointed Trade Union / EE Representatives	Monitor the implementation of training i.e. Skills Development initiatives that are linked to the EEP.	Quarterly.
Appointed Trade Union / EE Representatives	Be involved in (and give input on) the draft of the Employment Equity Successive Plan 6 months prior to the expiry of the current EEP.	Every 5 years.
Appointed Trade Union / EE Representatives	Be involved in (and give input on) the draft Qualitative EAP Analysis as per Section 19. Also, be involved in the draft of the final EEA12 (Quantitative and Qualitative Analysis) as prescribed by the DEL.	Every 5 years.
Appointed Trade Union / EE Representatives	Provide feedback after every employment equity meeting to fellow colleagues in respect of the specific constituency you represent.	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 responsible persons and time-frames for each step to resolve the dispute.

RESPONSIBILITY	ACTION
Step 01	
Complainant	The complainant should lodge a written complaint with the human resources department within seven (7) working days of the incident.
Step 02	
Human Resources Official	The Human Resources Official should acknowledge receipt of the complaint within twenty-four (24) hours and refer the complaint to the EEC.
Step 03	
EE Manager and EEC	The EE Manager and the EEC will investigate the dispute. The investigation should be concluded within seven (7) working days.
Step 04	
EE Manager and Human Resources Official	Once the investigation has been concluded, the EE Manager and Human Resources Official will give written feedback to the complainant and arrange a meeting within seven (7) working days to try and resolve the issue.
Step 05	
Complainant	If the complainant is not satisfied with the outcome of the meeting, he / she may state the reasons for the dissatisfaction in writing and lodge it with the Human Resources Official within seven (7) working days of the meeting.
Step 06	
EE Manager / Human Resources Official	If the dispute cannot be resolved, an expert on employment equity matters (i.e. Legal Representative) will be called upon. This process must be done within twenty-one (21) working days to ensure that appropriate dispute resolution is followed, and a fair outcome is achieved.
Step 07	
EE Manager / Human Resources Official	Once the internal procedure has been exhausted, and the Complainant is still not satisfied with the outcome, the CEO will be notified to try and resolve the dispute in five (5) working days.
Step 08	
EE Manager / Human Resources Official and CEO	If the matter is still unresolved, it should be referred to either the CCMA or the Department of Employment and Labour. The CEO will be notified of the outcome.

8. SENIOR MANAGERS ASSIGNED TO MONITOR AND IMPLEMENT THE PLAN

The assignment of the formally appointed Senior EE Manager, Prof. Bulelwa Nguza-Mduba also confirms that:

- The Senior EE Manager is a permanent employee and reports directly to the CEO;
- The Senior EE Manager has executive authority and means to perform the functions pertaining to employment equity and the management thereof;
- The Senior EE Manager is allocated an appropriate budget and has access to other relevant resources pertaining to employment equity and the management thereof; and
- Key employment equity outcomes are incorporated into The Senior EE Manager's performance contract.
- It is acknowledged that, although The Senior EE Manager is appointed as Employment Equity Manager, the CEO is not relieved of any duty prescribed by the Employment Equity Act.

9. ANY OTHER PRESCRIBED MATTER CAN BE INCLUDED.

Please note:

It is hereby acknowledged and agreed by all stakeholders involved that the EAP Analysis as per Section 19 (Sectoral Numerical Targets aligned with EAP Targets) were used to inform the preparation and implementation of this EE Plan as per Section 20.

The following Sectoral Numerical Targets were considered and used to align it with the EAP Targets to determine the "Adjusted Sectoral Numerical Targets) – Source: Sectoral Numerical Targets Regulations, 15 April 2025.

The calculation below was used to determine the final adjusted Sectoral Numerical Targets.

Calculate 2030 targets: Using the formula (Sub-race Group's EAP%) ÷ (Total Designated Group EAP%) × Sectoral Target % to align with EAP proportionality.

Sectoral Targets

	Top Management			Senior Management			Middle Management			Junior Management		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Education	27.60 %	46.10 %	73.70 %	37.00 %	45.60 %	82.60 %	48.80 %	45.60 %	94.40 %	49.80 %	45.60 %	95.40 %

The following EAP Targets were used in preparation of this EEP (Source: Statistics South Africa, (QLFS, Quarter 3 2024)

EAP Targets

PROVINCIAL	Gender	AFRICAN	COLOURED	INDIAN	WHITE	TOTAL	DESIGNATED
Free State	Male	50.60%	1.60%	0.30%	2.10%	54.60%	52.50%
	Female	41.80%	1.90%	0.00%	1.70%	45.60%	45.20%
	TOTAL	92.40%	3.50%	0.30%	3.80%	100.00%	97.70%

Signature of the Chief Executive Officer/ Accounting Officer

The information contained in a report 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, Prof Hester Klopper (full Name) CEO/Accounting Officer of

UNIVERSITY OF THE FREE STATE

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

Signed on this 01 day of September (month) year 2025.

At (place): Bloemfontein



Chief Executive Officer/Accounting Officer