



CONCOR HOLDINGS (PTY) LIMITED

EMPLOYMENT EQUITY PLAN

1. THE OBJECTIVE OF THE EMPLOYMENT EQUITY PLAN

The objectives of the Employment Equity Plan are ;

- 1.1 To work towards the elimination of unfair discrimination that may exist in employment policies, practices and procedures.
- 1.2 To implement affordable affirmative action measures to achieve reasonable progress towards the equitable representation of suitably qualified persons in the workplace.
- 1.3 To promote diversity and respect for all employees in the workplace.
- 1.4 To implement affordable appropriate measures regarding the training and retention of designated persons.
- 1.5 The policy does not require Concor Holdings to take any decision concerning an employment policy or practice that would establish an absolute barrier to the prospective or continued employment or advancement of people who are not from designated groups.

2. MEASURES TO IDENTIFY AND ELIMINATE ANY UNFAIR EMPLOYMENT BARRIERS, INCLUDING UNFAIR DISCRIMINATION

- 2.1 It is company policy to promote equal opportunity in the workplace and prohibit unfair discrimination in respect of all employment policies, practices and procedures.
- 2.2 The company is committed to a working environment where opportunities and treatment is not dependant on race, gender, religion or any other arbitrary grounds.
- 2.3 The company shall not unfairly discriminate directly or indirectly against an employee or applicant for employment on one or more grounds, including race, gender, sex, pregnancy, marital status, family responsibility, ethnic or social origin, colour, sexual orientation, HIV status, age, disability, religion, conscience, belief, political opinion, culture, language and birth.
- 2.4 The divisional employment equity committees conducted analysis of the division's human resource policies and procedures to identify possible barriers and to identify the remedial steps required to eliminate barriers that unfairly affect people from designated groups. The barriers which were identified and the action plans related to the elimination of such barriers are set out in Annexure A hereto.

3. MEASURES TO PROMOTE THE REASONABLE ACCOMMODATION OF DISABLED PERSONS

- 3.1 The company is committed to taking reasonable measures to facilitate the employment of disabled persons, subject to industry specific conditions and appropriate budgetary constraints, so as to enable their participation in the workforce.
- 3.2 Consideration shall be given to other appropriate measures subject to the relevant constraints.
- 3.3 Disabled persons shall not be subjected to unfair discrimination and targets relating to the employment of the disabled are contained in Annexure B hereto.

4. MEASURES TO PROMOTE REASONABLE PROGRESS TOWARDS THE EQUITABLE REPRESENTATION OF SUITABLY QUALIFIED PEOPLE

- 4.1 With reference to the composition of the labour pool, the company's labour turnover and financial circumstances, as well as other relevant information (poor state of the industry, decrease in work to tender on, cyclical nature of the industry), the targets contained in Annexure B hereto have been set to ensure reasonable progress towards the equitable representation of suitably qualified persons in all occupational categories and levels in the workforce.
- 4.2 The timetable for the attainment of these goals is set out in Annexure B hereto.
- 4.3 In order to achieve these targets, the following strategies will be adapted:
 - 4.3.1 When vacancies become available in occupations in which designated persons are under-represented, management shall endeavour to recruit suitably qualified designated persons in order to achieve targets. No appointments shall be made solely because an applicant is a member of a designated group, as all applicants should be suitably qualified to perform the inherent requirements of the job.
 - 4.3.2 The policy does not require the establishment of absolute barriers to the prospective or continued employment, or advancement of people who are not from designated groups and the rights of such non-designated persons shall not be ignored.
 - 4.3.3 Company's management shall, by way of performance management and other appropriate methods, identify promising employees from designated and non-designated groups who may be fast tracked into more senior positions. In occupations where designated persons are under-represented, a degree of preference should be given to designated persons in this regard.

4.3.4 Such identified persons should, where possible, be sent on training courses or provided with extra tuition, and/or coaching and counselling, so as to enable them to acquire the skills and competencies necessary to be promoted to more senior positions, should they meet the requirements of the position.

4.3.5 No promotion should take place purely on the grounds of a person being a member of a designated group and it is the responsibility of relevant management to ensure that the designated persons who are promoted and fast tracked through the organisation are suitably qualified and have, or within a reasonable period, are able to acquire the skills necessary to meet the inherent requirements of the job.

4.3.6 In identifying suitable designated persons for fast tracking, promising non-designated persons should not be ignored.

5. MEASURES TO RETAIN SUITABLY QUALIFIED DESIGNATED PERSONS

5.1 The company is committed to the retention of suitably qualified designated persons and shall carry out exit audits where persons leave the organisation, in order to ascertain the reasons for leaving and identify problems that may be contributing towards staff turnover.

5.2 Newly appointed or promoted designated and non-designated persons shall be put through appropriate induction training, to facilitate their integration into the workforce and to ensure familiarity with the tasks and responsibilities assigned to them.

5.3 All newly appointed and promoted persons shall be given job specifications to ensure that key performance areas, key outputs, performance standards, knowledge and skills, interpersonal and personal competencies are clarified.

5.4 All newly appointed and promoted persons shall be assigned a mentor to assist with answering questions, providing explanations and guiding the candidate in the new position. If necessary, the services of a mentoring consultant may be engaged to train managers and equip them with mentoring skills.

6. MEASURES TO ENSURE DIVERSITY

6.1 Where necessary, managers shall be coached in diversity management.

6.2 Such coaching shall encourage equal dignity and respect of all people, as well as awareness of different cultures and practices.

7. TRAINING AND DEVELOPMENT

- 7.1 As far as are reasonably possible; the contents of chapters 2 (prohibition of discrimination) and 3 (employment equity) of the Act shall be communicated to employees.
- 7.2 Subject to reasonable budgetary limitations and operational requirements of the operation, the company shall allocate annual funds to the training of employees to equip them with appropriate skills that are beneficial to the company.
- 7.3 The aforementioned funds shall be expended primarily on designated persons in an endeavour to correct the effect of past educational discrimination.
- 7.4 Subject to available resources and the operational requirements of the company, where bursaries are allocated, an endeavour shall be made to allocate the funds in accordance with the principles mentioned in paragraph 7.3 above.

8. THE DURATION OF THE PLAN

The company has designated its plan for the duration of 5 years but may revise its targets on an annual basis.

9. MONITORING OF THE PLAN

- 9.1 The divisional managers responsible for the implementation of the plan shall report to their Excos and the Group E.E. Manager once a quarter on the progress of the implementation of the plan.
- 9.2 The employment equity committees shall meet once a quarter for feedback sessions and evaluation of the progress of the plan.

10. DISPUTE RESOLUTION

- 10.1 All disputes relating to employment equity will be dealt with in terms of internal procedures, before either party may have recourse to further remedies.
- 10.2 Where a dispute relating to employment equity arises, the aggrieved party shall refer the matter to the employment equity committee.
- 10.3 The employment equity committee shall hold 3 meetings to endeavour to resolve the matter, during which the services of a mediator may be engaged.
- 10.4 Should the parties be unable to resolve the issue in dispute, either party may refer the issue in accordance with the provisions of the Employment Equity Act.

11. ASSIGNMENT OF SENIOR MANAGER

The Concor Holdings Board has appointed Ms R. Cronje, Human Resources Co-ordinator, as Group Employment Equity Manager (in terms of Section 24 (1) (a) of the Act) to formulate policy and co-ordinate all employment equity practices.

11.1 In addition, each division has assigned a manager to take responsibility for the implementation and monitoring of the employment equity plan.

11.2 The following persons have been appointed in the various divisions :

	<u>Operation</u>	<u>Manager</u>
*	Concor Building	Mr D. Theron
*	Concor Civils	Mr J. Bodenstein
*	Concor Technicrete	Mr M. Cele
*	Concor Plant	Mr A. Coetzee
*	Concor Engineering	Mr A. Coetzee
*	Concor Roads	Mr J. Nothnagel
*	Facility Management	Mr E. Eksteen
*	Concor Holdings	Mr. D. Theron

11.3 The managers shall report to their respective divisional managing directors and also liaise closely with the group employment equity manager.

12. SUMMARY OF THE ACT

A notice board shall be reserved for the display of a summary of the Act and other relevant notices pertaining to the Act.

13. REPORT

13.1 The company shall report annually in October of each year to the Director General, on the implementation of the Employment Equity Act, in accordance with section 21 of the Act, after consultation with the divisional employment equity committees.

14. PUBLICATION OF THE REPORT

14.1 A summary of the annual employment equity report shall be published in the company's annual report.