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1. DOCUMENT OVERVIEW

1.1 Purpose

This document provides a 3-year plan for the implementation of the Employment Equity Policy in Company$name.

1.2 Scope

The scope of this document includes the objectives, barriers, procedures and numerical goals that will be adopted to address the Employment Equity Policy according to the guidelines as set by the legislature.

1.3 Audience

The intended audience of this document is the Senior Management of Company$name, the Employment Equity Advisory Committee and Human Resources. This document will also be made available to the employees of Company$name via the company’s intranet facility and or Notice Boards.

2. APPLICABLE DOCUMENT/DRAWINGS

The documents listed in Table 1 form part of this document to the extent that they are referenced. In the event of conflicts between the documents referenced and the content of this document, the content of this document will be considered as a superseding requirement (except for legislated documents)

Table 1 - Applicable Documentation

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<td>Employment Equity Act as amended</td>
<td>Government Gazette</td>
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<td>Company$name Remuneration Policy</td>
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<td>Government Gazette</td>
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<td>18</td>
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<td>Motor Division H/O</td>
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<td>19</td>
<td>n/a</td>
<td>Broad Based Black Economic Empowerment Act no. 53 of 2003</td>
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3. **COMPANY$NAME EMPLOYMENT EQUITY STATEMENT**

Company$name believes that South Africa needs a strong Motor Industry to compete in the global marketplace. Company$name is supportive of the transformation taking place in South Africa and the resultant Labour Law dispensation.

The company has committed itself to the creation, facilitation and development of an organisation that supports the equality of all South Africans where people from previously disadvantaged sectors of the population will gain access to opportunities and development on their suitability and potential. Company$name is committed to being a role model in the process of transforming society with special focus on the Motor Industry.

In addition, the company is supportive of the social responsibility efforts of the Imperial Group of companies.

The Company is committed to creating and maintaining an environment, which provides equal opportunities to all its employees, with special consideration for historically disadvantaged groups. It will take steps to promote equal opportunity in the workplace by eliminating unfair discrimination in any employment policy or practice.

Company$name recognizes that a large ration of their current skills base is represented by the employees from the non-designated groups.

Company$name is committed to ensure that black economic empowerment are measurably demonstrated via support of the Imperial Group BEE initiatives.

4. **OBJECTIVES OF THE POLICY**

The company’s commitment and objectives in respect of Employment Equity are:

- Ensuring employment opportunities will not be affected by discriminatory practices of any kind (implicit or explicit).
- Creating an environment free from discrimination where individuals will learn, grow and develop.
- The development of black entry-level Motor professionals in participation with educational and training institutions.
- The elimination of all forms of sexual and racial harassment.
- The removal of barriers that may unfairly restrict employment and promotion.
- The implementation of affirmative action measures to enhance the representation (according to regional and dealer specific unit targets) of designated employees at all levels of the group, focused on the long term objective of reflecting the regional South African population demographics and where the specific dealer operates.
- Developing and encouraging a company culture in which diversity is encouraged and valued. There will be a focus on shared values to develop team spirit, promote mutual understanding and optimize strategic and business goals.
- To create an awareness about Equity through an effective communication strategy and enhance participation of employees.
- Establishing an Employment Equity Advisory Committee to effectively manage and drive the Employment Equity Plan and Policy.
- To support divisional training programs for fast-tracking individuals within Company$name that shows potential.
- No compromising work ethics. Employment Equity must be pursued in a manner that will ensure that existing standards are retained and developed.
- Maintain standards and services as well as a competitive business edge.
- The policy will support good business principles and profitability in the short, medium and long term.
• The practice of nepotism will be prohibited through the implementation of this policy and associated plan.
• The Company should ensure that the appointment of staff will be based on merit and not on tokenism.
• Decisions will be made in a manner that does not adversely affect existing employee’s job security.

5. **KEY PLAYERS: ROLE AND RESPONSIBILITY**

### 5.1 Franchise Director

The Franchise Director of Company\$name is:

- the champion of Employment Equity in Company\$name.
- accountable to the Imperial Motor Division’s Board and to the company for the successful implementation of the Employment Equity policy.
- also responsible and accountable for the continuing strategic development thereof.
- responsible for ensuring that the Employment Equity policy is not a stand-alone document, but is clearly linked to the company’s strategic plans.
- responsible for ensuring that he/she receives regular (at least every quarter) reports from the Human Resource Manager alternatively the Dealer Principals covering progress towards agreed deliverables.
- therefore responsible for negotiating and agreeing with each Dealer Principal the Employment Equity goals in their respective business. These goals should reflect the overall company guidelines as contained in this document, and the Numerical Goals established in the Employment Equity Report as its parameters.

The Franchise Director will conduct meetings every quarter with the Employment Equity Advisory Committee to assess progress, discuss strategy and any other matters within the ambit of the Employment Equity policy.

The Franchise Director will appoint a Section 24 Manager, who will take responsibility for monitoring and implementing the Employment Equity plan. He/she will have the authority and means to perform this function. He/she will take reasonable steps to ensure that management performs their duties with regard to employment equity. The assignment of responsibilities to this person does not relieve the Company of its obligations regarding employment equity. See also below point 5.3

### 5.2 The Company\$name Employment Equity Advisory Forum

The Company facilitated the establishment of an equity forum representing employees from all occupational categories, employees from disadvantaged groups and employees not from disadvantaged groups.

The Company\$name Employment Equity Advisory Forum:

- Function in an advisory capacity to the Franchise Director and the Executive Committee (Exco).
- Meet with the Franchise Director on a quarterly basis.
- Assist the Franchise Director in assessing the progress on Company\$name’s Employment Equity policy.
- Assist the Franchise Director in devising strategies to overcome monetary blockages, hiccups and obstacles to the Employment Equity policy.
- The forum is a body corporate established with terms as set out in its constitution a copy of which is annexed hereto marked Annexure 3.
• The forum was engaged in consultation with management and proposed this equity plan which the Company$name Employment Equity Advisory Forum adopted without any amendments as its Employment Equity Plan for a period of three years subject to annual review as provided for herein.

5.3 The Section 24 Manager

The appointed person will be as senior manager that will report to the Franchise Director and will:

• Drive the policy on a day-to-day basis.
• Be at the forefront of implementation of the policy.
• Provide continuing guidance and direction to the Leadership Team regarding production of their reports on the policy and the progress in all areas of Company$name.
• Provide advice to and consult with the Franchise Director on strategy and Direction as well as implementation of the policy.
• Advise and consult with the Employment Equity Advisory Committee on strategy, implementation and obstructions to the Employment Equity policy.
• Ensure that workplace analysis occur as required.

5.4 Human Resources

The Human Resources function will act as a facilitator and provide a supporting role, with specific attention to:

• Advising relevant parties (line management/representatives, etc.) on the development and implementation of policy and programs.
• Ongoing advice on issues of racial and gender sensitivity.
• Mediation of conflicts arising out of the implementation of the policy.
• Facilitation of formation of and discussions at the Employment Equity Advisory Committee(s).
• Assisting dealers in the setting of numerical targets and devising of appropriate Employment Equity plans.
• Evaluating and improving grievance procedures to minimize the possibility of discriminatory harassment.
• Advising management on the development of Employment Equity policy and strategy.
• Establishing procedures to monitor and evaluate the implementation of the plan.
• Establishing internal procedures to resolve any dispute about the interpretation or implementation of the plan.
• Aligning the Human Resource Procedures with the Equity Plan and Requirements.

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

An annual report will be submitted to the Department of Labour by the 30th of September each year. The achievement of targets will form part of the key performance areas against which management will be measured.
7. COMPANY$NAME’S COMMITMENT TO COMMUNICATION AND CONSULTATION

A comprehensive communication strategy needs to be developed to convey a clear and consistent message to all employees about Employment Equity issues and to consult where appropriate and necessary.

Company$name will take all responsible steps to consult and reach agreement on Employment Equity and affirmative action measures.

The Employment Equity Advisory Forum will make recommendations to the Exco and the Franchise Director pertaining to Employment Equity matters at group level and will assist the Exco and the Franchise Director in the implementation of the resulting policies and action plans.

The management team will be included in an information session where the content and intent of the Company$name Equity plan is explained. Each leader’s responsibility for effective implementation will be made clear and linked to performance objectives. All necessary training and support will be provided. The portfolio and senior manager’s contribution in respect of transformation will be measured and assessed via the company’s performance appraisal system.

All employees will be exposed to information on the Employment Equity act and will have an opportunity to comment on the group’s Employment Equity policies.

The Employment Equity policy and subsequent plans will be published on the company intranet portal (Company$name’s internal web page) and will be available as part of the general policy documentation from Human Resources. In addition, sexual harassment policies and a code-of-conduct will be available for reference. Please refer to section 10.2 of this document in respect of the relevant policy documents.

The status of equity in the Company will be published in the Imperial Group’s Annual Report and will be published on the Intranet/ or displayed on the dealer notice boards.

8. ASSESSMENT OF STATUS

Company$name commits to performing initial and follow up assessments amongst their people with regard to:

- Policies and practices
- Attitudes and perceptions
- Demographic profiles

The intention of these assessments is to determine where potential problem areas may exist and put a plan in place to effect corrective actions. The Employment Equity Advisory Forum will be actively involved in this process.

8.1 Assessment practices

Included in this assessment will be recruitment, selection and placement, development, training, promotion, compensation, benefits, and the use of facilities.

8.2 Demographic profile

The regions and dealers have compiled a profile of permanent employees in each occupational category and level of business. This will be assessed against the demographics of the region to determine under-representation of designated groups on regular bases.
9. KEY ISSUES WITHIN THE EQUITY PLAN:

9.1 Objectives of the Action Plan on Equity
Each Franchise Director is responsible to ensure that his/her division’s dealers set numerical goals in line with the group’s numerical goals and in line with the Employment Equity plan.

9.2 Policies and procedures
Policies and procedures to support the Employment Equity Plan within Company$name must be implemented, and reviewed on a continuous base. These procedures and policies will be available to all employees via the intranet. Please refer to above section in this regard.

9.3 Dispute resolution
Procedures within Company$name must be manifested to address any dispute that may arise out of the implementation of the Employment Equity policy. These procedures and policies must be available to all employees.

9.4 Complaints
Any employee or official of a representative union who is dissatisfied with any matter relating to the Company’s obligations regarding employment equity, this plan and policy, the interpretation and implementation of it or any of the reports submitted to the Director-General, should direct the complaint for consideration in terms of the Company’s grievance procedure.

9.5 Non conformance
In the interest of achieving the objectives of this policy and plan, non-conformance with this policy or plan constitutes misconduct. Non-conforming employees will be counseled and disciplined in terms of the Company’s disciplinary code and procedure.

9.6 Measures to monitor positive Employment Equity within the company
Positive measures must be implemented to evaluate and monitor effective implementation of the Employment Equity Plan within each dealer on continuous bases.

The positive measures to be implemented for designated groups in the workplace, will include:

- Measures to further diversity, regarding the equal dignity and respect for all people.
- Modifications or adjustments to jobs or the working environment that will enable persons with disabilities to access, to participated or to advance in employment.
- Affirmative action measures, such as the preferential treatment to appoint and promote suitably qualified black people, women and people with disabilities to ensure their equitable representation in all the occupational categories and levels.
- Measures to retain, train and develop black people, women and people with disabilities.

9.7 Senior Management Responsibilities
Senior Management will be responsible for implementing, supporting and monitoring the Employment Equity Plan and the progress made at each dealer.

9.8 Risks and Assumptions
Each dealer has identified risks and assumptions that can influence the staffing strategy to achieve numerical goals, and that relate to the employment barriers that adversely affect the employment opportunities and advancement of the designated groups.
9.9 Employment barriers

Each dealer has identified (and will continue in doing so), employment barriers that adversely affect the employment opportunities and advancement of black people, women and people with disabilities.

9.10 Recruitment

Each dealer will strive to eliminate all forms of discrimination in the recruitment process. Each dealer will undertake specific measures to employ retain and develop employees from designated group in line with the relevant demographic targets. All placements will however be executed on the basis of the intrinsic requirements of the position.

Recruitment practices will be linked to the demographic targets set in the respective numerical goals planning documents. Preference will be given to suitable qualified designated employees when a vacancy occurs.

9.11 Mentorship

Company$name will participate in a formal learnership/mentorship program as a key aspect of the Employment Equity program. This will not be limited to employees from designated groups but the primary focus will be to assist affirmative action trainees and graduates in their integration and rapid development within the group. The success of this program lies in the standard of mentors involved in the interaction with trainees. Sufficient training will be provided to identified mentors and protégé.

9.12 Graduate management trainees

Company$name will participate in the Imperial Group’s initiative on the training and upliftment of the previous designated groups through a coordinated training programme. This programme is currently in place and in providing in-house training and mentorship for students with potential with the idea of appointing them in management positions once they have completed their studies. Because of the profile of the Motor industry, the main focus on training and recruiting of designated groups is on business graduates with potential in the Motor sector.

9.13 Internal career opportunities

Company$name supports the principle of internal promotion and advancement of their people. Employees will be promoted on performance, merit and potential.

This process will be conducted in a fair manner. Preference will be give to suitable qualified designated employees when internal career opportunities arise.

9.14 Demographics

Each dealer is responsible to formulate and drive its respective equity goals. Each dealer is required to institute pro-active efforts to align their demographic structure with that of the relevant operating region, keeping in mind the constraints and skill shortages in the Motor industry.

Factors to consider when setting demographic goals:

- Demographic profile of national and regional economically active population;
- Pool of suitably qualified people from designated groups from which the dealer may reasonably be expected to appoint or promote employees;
- Economic and financial factors relevant to the sector in which the dealer operates;
- Present and anticipated financial circumstances of the dealer;
- Number of present and planned vacancies that exist in the various categories and levels and the dealer’s labour turnover; and
• Each dealer must set realistic demographic targets (permanent employees) to achieve over a 3-year implementation phase. These targets must be based on geographical representation and will be assessed and evaluated at a group level on a regular basis.

9.15 Local community social responsibility involvement

Company$name is committed to the growth of the Motor industry in South Africa. The company to this end supports the initiatives of the Imperial Group that will enhance the awareness of the Motor industry and upliftment of the socio-economic community.

9.16 Nepotism

The company prohibits the practice of nepotism.

Nepotism is defined as: the practice of giving promotions, basic employment, higher earnings, and other benefits to employees who are relatives of management and includes the appointment of employee relatives in the same business unit. Relatives are defined as family members that include:

• spouses or life partners;
• parents or adoptive parents;
• grandparents;
• children or adopted children;
• grandchildren and
• siblings.

10. SUMMARY OF THE NUMERICAL GOALS OF THE DIFFERENT DEALERS

10.1 Objectives of the Action Plan on Equity

Create and sustain an environment that supports the principles of Employment Equity by creating a culture of awareness.

Eliminate all kinds of harassment and discrimination.

Increase awareness and appreciation of other cultures and special needs.

Create and sustain a responsive workplace in all employment and career development activities and promoting internal career opportunities.

Support group programs to increase the representation and enhance the career opportunities of designated group members and still maintain and improve both work and workforce standards.

Encourage self-growth and development and support it by participating in the annual succession planning initiative.

Adopt monitoring and accountability mechanism to evaluate and engage corrective measures to sustain progress relating the Employment Equity in Company$name, especially through modification of working environment to achievement of numerical goals.

10.2 Policies, Practices and Procedures

The following company policies exist:

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<thead>
<tr>
<th>NO</th>
<th>POLICY</th>
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<tbody>
<tr>
<td>Document ID No: IMD112</td>
<td>Document Date: January 2009</td>
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### 10.3 Internal Procedures to Resolve Disputes:

The Disciplinary Code and Grievance Procedure will be made available to all employees via the intranet.

**Acknowledgement of union representation**

Contents of Employment Equity disputes and or grievances should be reported to a representative Employment Equity Advisory Forum or Human Resources.

A written complaint must be filed.

The Employment Equity Committee should act as the mediator.

Disputes concerning discrimination should be reported to the Chairperson of the Employment Equity Advisory Committee within three (3) working days of the occurrence. This will enable the Chairperson to conduct a fact-finding exercise and to make a recommendation to the relevant parties regarding appropriate actions.

If not satisfied, the Employment Equity Advisory Committee can refer disputes as per their Constitution. See attached Annexure 3.
10.4 Procedures in Place to Monitor and Evaluate Implementations

The following procedures will be put in place to monitor and evaluate the implementation of, and the corrective steps towards, Employment Equity.

- Surveys, Climate Studies
- Quarterly statistics and evaluations
- Assessments to identify and eliminate employment barriers and unfair discrimination
- Measures to further diversity, based on equality and respect of all people
- Assessments of the investments made to expand the life skills of employees from the designated groups

Table 2: Procedure in place to monitor and evaluate implementations

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>ACTIVITIES</th>
<th>TIME FRAME</th>
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<tbody>
<tr>
<td>Surveys</td>
<td>Equity Achievements</td>
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<td>Employee participation, satisfaction and expectations</td>
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<td>Reports</td>
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<td>Numerical distribution</td>
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<td>Training statistics (in support of Equity)</td>
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<td>Grievances and disputes reported</td>
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<td>Assessments</td>
<td>Assessments of the investment in life skills within the designated groups</td>
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<td>Assessments to identify and eliminate employment barriers and unfair</td>
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<td>discrimination continuously</td>
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<td>Measures to further diversity, based on equality and respect of all people</td>
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<td>Success of mentorship program</td>
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<td>Successes of the Employment Equity Advisory Committee</td>
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</table>

10.5 Senior Management’s responsibilities

The Franchise Director and the General Managers should be involved in the formulation of the dealers’ Employment Equity Numerical Goals.

They should ensure that equal opportunity is a reality within Company$name.

They should take responsibility for the implementation and the enforcement of Equity Plan and actions.

They should support the Employment Equity Advisory Committee.
They should enforce implementation of policies.

Where Employment Equity is concerned, manage subordinates in terms of Job outputs and related tasks.

Coaching, mentoring and career planning.

Management is responsible to prevent Equity from having a negative effect on business (business decline and standard of services).

Identify training needs to improve skills development and commercial orientation.

Responsible for communication of relevant business changes or strategies that will have an impact on the Equity Plan.

Encourage a positive climate in relation to the importance of the development of people and positive expectations of the designated groups.

Assess the progress in relation to the dealer's plan and indicate areas where changes to the strategy or the plan are necessary.

To ensure the inclusion of Employment Equity and people development objectives in the key areas of all managers.

On a quarterly basis, to monitor each division’s progress in the area of Employment Equity. This involves monitoring the workforce, succession and career plans in each division emphasizing the appointment, development, attrition and upward mobility of the designated group.

To monitor external recruitment and ensure that the Employment Equity policy is rigorously pursued.

To monitor the appraisal system and ensure that penalties and rewards are linked to failure or success in the area of Employment Equity.

To undertake reviews where there is short falls.
10.6 **Risks and assumptions to achieve staffing strategy:**

The following positive and negative factors will influence our ability to achieve our objectives:

<table>
<thead>
<tr>
<th>Item</th>
<th>Positive Factors</th>
<th>Negative Factors</th>
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<td>Natural attrition within the company will enable focus to be placed on filling vacancies with other population groups</td>
<td>The current ratio of population groupings currently going through post educational institutions</td>
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<tr>
<td>2</td>
<td>The company’s focus on growth to achieve greater market share and the need to employ more staff to fill the new posts</td>
<td>The current ratio of population groupings currently going through Motor specific training in post educational institutions</td>
</tr>
<tr>
<td>3</td>
<td>External factors will help drive the process (e.g. market pressure, legislation, etc)</td>
<td>The ability to retain staff, especially the highly mobile black staff, many of whom command a higher than market average income</td>
</tr>
<tr>
<td>4</td>
<td>Management’s commitment to realise our objectives</td>
<td>Possible deterioration of staff motivation through a perceived reduction in job security</td>
</tr>
<tr>
<td>5</td>
<td>The current positive attitude and commitment of staff to assist in the process</td>
<td>Additional budget that will impact on our bottom line to train new staff to provide a professional and competitive service to our customers</td>
</tr>
<tr>
<td>6</td>
<td>The vacuum in the Motor Industry Market of suitably skilled competent staff required to deliver a professional and competitive service to our customers due to the large immigration of white Motor specialist</td>
<td>The principle of meritocracy (skills, experience and potential) must be applied in its entirety to accommodate the principle of cause-and-effect.</td>
</tr>
<tr>
<td>7</td>
<td>The Company Employment Equity Policy supports the principle of internal promotion and advancement of employees.</td>
<td>Additional budget that will impact on our bottom line to do modifications to current working environment, offices, parking areas and ablution facilities.</td>
</tr>
<tr>
<td>8</td>
<td>The job profiles within the Motor Industry accommodates physical disabled people.</td>
<td></td>
</tr>
</tbody>
</table>
11. EMPLOYMENT BARRIERS IDENTIFIED

11.1 Communication
- Equity awareness

11.2 Language barriers
- Policies and procedures

11.3 Skill deficiencies
- Technical
- Communication Skills
- Soft skills
- Life Skills

11.4 Discrimination
- Recruitment and retention
- Underachievement
- Gender
- Smokers/Non-smokers
- Sexual Orientation
- Family Responsibility (Marital Status)
- Racial
- Disabled

11.5 Demographic statistics to be viewed against business reality, available pool of skilled resources in the immediate sector
- % of Motor professionals available in the demographic sector
- Available vacancies, business growth prospects/expectations

11.6 Insecurities and unrealistic securities behind Equity (perceptions, prejudice, fears)
- Entitlement
- Retrenchments
- Reverse Discrimination
- Business decline

11.7 Standard of Service
- Tokenism
- Annexure A - the process and action plans on how to eliminate employment barriers
12. NUMERICAL GOALS

12.1 Objectives and Targets

Personnel Turnover per annum

Over the past two years the average personnel turnover per annum was calculated at 30%. This figure is within the confines of the motor industry average.

Inorganic and organic growth per annum

Growth is not necessarily reflected in staff numbers but mostly in the growth of the business. The sale of dealers as a result of Volkswagen SA’s BEE initiatives has had an impact on the staff turnover and company initiatives.

No retrenchments

Some retrenchments are foreseen. The current personnel turnover of 30% per annum will result in a certain amount of resignations per year. New appointments will focus on Employment Equity.

Gender Ratio – Gauteng

50.9% males and 49.1% females represent the population within the province of Gauteng. These figures were used in determining the gender ratio within Company$Name over the next three years. From these figures it is assumed that Company$Name will employee more males than females.

Educational Level – Gauteng

Due to the nature of Company$Name’s business mainly applicants with matric and or at least three years relevant industry experience are offered employment. The educational level of the different population groups will therefore have a huge impact on the Employment Equity Plan and staffing / recruitment of Company$Name.

12.2 Staffing strategy to achieve numeric goals

To achieve the numeric goals as indicated in the 3-year plan a specific Staffing Strategy will be introduced. The staffing strategy will mainly focus on:

New Appointments

When employment opportunities arise within Company$Name because of current staff members resigning or growth in staff numbers due to the growth in business any new employment will focus on reaching the targets as set in the equity plan. Although the emphasis will be on Employment Equity the key contributing factors for employment will still be Skill Level and the ability to perform the required task.

Promotions

Internal vacancies and career opportunities must be available to internal employees to further career paths. Promotions will be based on merit, skill level, knowledge and experience that will enhance the business sense of the appointment.

Training Programs
Internal opportunities:

- To ensure that the numbers as indicated in the equity plan is reached, the different dealers within Company$name will participate in the group’s training programmes.
- Succession planning will also be utilised to ensure that people get the relevant practical experience and to ensure that they develop all the necessary skills.

External Opportunities:

- Focus must be on identifying areas where members of designated groups can be developed as to be able to reach the numerical goals.

### 13. DEFINITIONS OF TERMS

Words, phrases and expressions used in this plan will have the meanings as defined in the Employment Equity Act, No. 55 of 1998 (hereinafter referred to as “the Act”) unless the context determines otherwise.

**Dealer**: Individual dealership as represented by a General Manager

**Designated group**: Black people, women and people with disabilities.

**Region**: Designated area under the responsibility of a Regional Managing Director.

**Black people**: Generic term, which means Africans, Coloureds and Indians.

**CCMA**: Commission for conciliation, mediation and arbitration.

**Employee**: any person other than an independent contractor who works for Company$name and receives any remuneration

**People with disabilities**: people with a long term or recurring physical or mental impairment, which substantially limits their prospects of entry to or advancement of employment.
## ANNEXURE 1: EMPLOYMENT EQUITY BARRIERS IDENTIFIED IN THE DIFFERENT DEALERS:

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<thead>
<tr>
<th>BARRIERS</th>
<th>OBJECTIVES</th>
<th>ACTIONS</th>
<th>TIME FRAME</th>
<th>COMMENTS</th>
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<tr>
<td><strong>COMMUNICATION</strong></td>
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<tr>
<td>Equity awareness</td>
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<tr>
<td>Current work force to be</td>
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<td>educated and informed on a</td>
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<td>continues bases</td>
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<tr>
<td>Presentations to all the</td>
<td>Presentations</td>
<td>Reading material</td>
<td>Orientation Program will form part of the Induction</td>
<td>Continuous revision and auditing of policies.</td>
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<td>employees</td>
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<tr>
<td>To ensure effective</td>
<td>Presentations</td>
<td>Surveys and assessments</td>
<td>Orientation Program must introduce the Equity Policy</td>
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<tr>
<td>Communication Strategies</td>
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<td>To provide necessary</td>
<td>Policies and procedures</td>
<td>Policies and procedures available on INTRANET – revised as needed.</td>
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<td>guidelines and practices</td>
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<tr>
<td>Language barriers</td>
<td></td>
<td>None</td>
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<tr>
<td>To encourage employees to</td>
<td>Policies and procedures</td>
<td>Policies and procedures available on INTRANET – revised as needed.</td>
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<tr>
<td>expand own business knowledge</td>
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<tr>
<td>about Company$name</td>
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<tr>
<td>Business knowledge about</td>
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<tr>
<td>Company$name</td>
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<td>Internet, INTRANET, Publications, e-mail, Company$name News letter,</td>
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<p>| <strong>COMPANY CULTURE</strong>             |            |         |            |          |
|                                 |            |         |            |          |
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<table>
<thead>
<tr>
<th>BARRIERS</th>
<th>OBJECTIVES</th>
<th>ACTIONS</th>
<th>COMMENTS</th>
<th>TIME FRAME</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company Culture</td>
<td>To create and sustain an environment that support the principles of employment equity To enhance transparency in the company</td>
<td>Change attitudes and perceptions Change management style Communication and enforcement of policies and procedures</td>
<td>Change management through training and mentorship programs Manager to be held responsible, measured against Performance Contracts Regular assessments</td>
<td></td>
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<tr>
<td>3. SKILLS DEFICIENCIES</td>
<td></td>
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<tr>
<td>Technical</td>
<td>To address concerns regarding standard of education</td>
<td>In-house training Mentorship program (expertise) External training</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Soft skills</td>
<td>Cultural differences Personal Communication Skills</td>
<td>Training Counseling Mentoring Visual material available</td>
<td>Work shops Team building</td>
<td></td>
</tr>
<tr>
<td>Life skills (budget, personal economics, will, estate and financial planning, driving skills, harassment, aids, adapting to environment, prejudice, tolerance, etiquette &amp; dress code, assertiveness)</td>
<td>To equip employees with life skills</td>
<td>Work Shops Training Part of Orientation Program Counseling Mentoring Driving School programs</td>
<td>Presentation Skills Communication skills Telephone skills Emotional Intelligence Personal management Video’s or reading material when available</td>
<td></td>
</tr>
<tr>
<td>BARRIERS</td>
<td>OBJECTIVES</td>
<td>ACTIONS</td>
<td>COMMENTS</td>
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<td>--------------------------------------------------------------------------</td>
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<tr>
<td>Recruitment and retention processes – not</td>
<td>Policy and procedures</td>
<td>Measure against law requirements</td>
<td>Reviewing of staffing procedures, work descriptions and interviews to</td>
<td></td>
</tr>
<tr>
<td>discriminatory</td>
<td>Retention of personnel</td>
<td>Mentorship Program</td>
<td>ensure that they are non-bias</td>
<td></td>
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<tr>
<td></td>
<td>Advertising sources</td>
<td>Counseling</td>
<td>Flexibility in job criteria to accommodate designated groups</td>
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<td></td>
<td>Selection Criteria</td>
<td></td>
<td>Preferential to affirmative development</td>
<td></td>
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<tr>
<td></td>
<td>Job Criteria</td>
<td></td>
<td>Preferential opportunities and training</td>
<td></td>
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<td></td>
<td>Job Assignments</td>
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<td></td>
<td>Promotions</td>
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<td>Development</td>
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<td></td>
<td>Demotion</td>
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<td>Disciplinary actions</td>
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<td></td>
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<tr>
<td>Under-achievement (application according to</td>
<td>Prevent discrimination in opportunities for career</td>
<td>Manage through Performance Contracting</td>
<td>Preferential opportunities and training</td>
<td></td>
</tr>
<tr>
<td>skills, experience or qualifications)</td>
<td>advancement</td>
<td>Career Planning Model</td>
<td>Proactive participation in own career</td>
<td></td>
</tr>
<tr>
<td></td>
<td>To prevent discrimination through prejudices</td>
<td></td>
<td>Business implications</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Career changes according to skills</td>
<td></td>
<td>Keep in mind experience, background, exposure</td>
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<tr>
<td>Medical fitness</td>
<td>Prevent discrimination to employees with ill-health</td>
<td>Enforce practices in work place</td>
<td>Support through medical program</td>
<td></td>
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<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Smoking</td>
<td>Policy must be in place to accommodate personal</td>
<td>Assess the need/possibilities of smoking</td>
<td>To accommodate all</td>
<td></td>
</tr>
<tr>
<td></td>
<td>needs</td>
<td>areas</td>
<td>Not to disturb others</td>
<td></td>
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<tr>
<td>Sexual Orientation</td>
<td>Non discrimination regardless of sexual orientation</td>
<td>Enforce working practices</td>
<td>No discrimination</td>
<td></td>
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<tr>
<td></td>
<td>Create awareness</td>
<td></td>
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</tbody>
</table>
### Family responsibilities
- Prevent discriminative remarks and actions at all times
- Sensitivity towards parents
  - Flexible work hours
- Take limitations into considerations – flexible working hours already implemented

### Racism
- Prevent discriminative remarks and actions at all times
- No discrimination
  - Enforce working practices
- Influence the clients and workforce’s attitudes against racial perceptions

### Disabled people
- To be able to accommodate physically disabled people in building – any one of the current personnel can become disabled
- Management committed to accommodate disabled people when situation occurs
- Building already made accessible for disabled people, only toilet facilities still need attention.

### 5. DEMOGRAPHICS

<table>
<thead>
<tr>
<th>BARRIERS</th>
<th>OBJECTIVES</th>
<th>ACTIONS</th>
<th>COMMENTS</th>
<th>TIME FRAME</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demographic statistics to be viewed against business reality, available pool of professionally skilled resources in the immediate sector.</td>
<td>Increase percentage levels of Motor Industry professionals available in the demographic sector</td>
<td>Co-operation with tertiary institutions Identify the resources from workforce with applicable skills to invest in the program</td>
<td>Investments in relationships with institutions to increase the level of Motor Industry professionals in sector.</td>
<td></td>
</tr>
<tr>
<td>Available vacancies and prospected business growth</td>
<td>Future vacancies to be filled with skilled Motor professionals from designated groups as far as possible.</td>
<td>To enforce the applicable policies Counseling and mentors required allaying the fears of the non-designated groups.</td>
<td></td>
<td></td>
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<tr>
<td>Future bursaries and financial sponsorships</td>
<td></td>
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</tr>
<tr>
<td>Marketing objectives towards Equity</td>
<td>Take-overs must be assessed to determine the implications on the Equity Plan.</td>
<td>Revise Equity Plan</td>
<td></td>
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</tbody>
</table>
## ANNEXURE 2: EMPLOYMENT EQUITY NUMERICAL GOALS

<table>
<thead>
<tr>
<th>Occupational Categories</th>
<th>Male</th>
<th></th>
<th></th>
<th></th>
<th>Female</th>
<th></th>
<th></th>
<th></th>
<th>White Male</th>
<th></th>
<th></th>
<th>Foreign Nationals</th>
<th>TOTAL</th>
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<td>A</td>
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<tr>
<td>Legislators, senior officials and managers</td>
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<td>Professionals</td>
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<td>Technicians and associate professionals</td>
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<td>Clerks</td>
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<td>Service and sales workers</td>
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<td>Skilled agricultural and fishery workers</td>
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<td>Craft and related trades workers</td>
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<td>Plant and machine operators and assemblers</td>
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<td>Elementary occupations</td>
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<td>TOTAL PERMANENT</td>
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<td>Non – permanent employees</td>
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<td>GRAND TOTAL</td>
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ANNEXURE 3 ADVISORY FORUM CONSTITUTION

The Company$name Employment Equity Advisory Forum Constitution

1 NAME

The name of this forum is the Company$name Employment Equity Advisory Forum (hereinafter referred to as “the forum”).

2 THE OBJECTIVE: TO BUILD A COMPANY WITH A DIVERSE AND REPRESENTATIVE WORK FORCE

To consult with, advise and assist Company$name a division of the Imperial Group (Pty) Ltd (hereinafter referred to as “Company$name”) to comply with its obligation to take steps to promote equal opportunity in the workplace by eliminating unfair discrimination in any employment policy or practice as required in terms of Section 5 of the Employment Equity Act, No. 55 of 1998 (hereinafter referred to as “the Act”.)

3 GENERAL PRINCIPLES

The forum will ascribe to the following general principles to ensure that any decisions reached and made by it will not be in any conflict with such principles. These general principles are:

3.1 A need exists to ensure that Company$name does what may be necessary to promote equal opportunity in the workplace by eliminating unfair discrimination in any employment policy or practice.

3.2 Company$name’s obligations with regard to Employment Equity must be exercised in such a manner, that investor/parent confidence in Company$name is not adversely affected.

3.3 Employment equity initiatives should be integrated with Company$name’s business plan.

3.4 Employment equity must be pursued in a manner that will ensure that existing standards are retained and developed.

3.5 Company$name should ensure that the appointment of staff will be based on merit and not on tokenism.
3.6 Any decisions taken will be presented to staff in a manner, which will avoid negative perceptions developing.

3.7 Company$\text{name}$ should exercise its obligations pursuant to Employment Equity in the most cost effective manner.

3.8 Company$\text{name}$ should ensure that the process will be fully transparent and effectively communicated in writing as soon as possible.

3.9 The activities of the forum will be such that they comply fully with the provisions of the Employment Equity Act.

3.10 The forum will encourage all employees in Company$\text{name}$ to embrace the task of redressing any inequalities in Company$\text{name}$ and will develop a sense of ownership with regard to this process.

3.11 Decisions will be made in a manner that does not adversely affect existing employees' job security.

4 STATUS OF THE FORUM

4.1 The forum will be a body with perpetual succession and shall be an organisation not for gain.

4.2 The forum will advise Company$\text{name}$ to comply fully with its obligations as provided in terms of section 2 and 5 of the Act.

5 MEMBERSHIP

5.1 The forum will be constituted in a manner that complies fully with provisions of Section 16 of the Employment Equity Act.

5.2 One or two employees will be elected from time to time to represent each occupational category of Company$\text{name}$'s work force.

5.3 The selected employees must reflect the interests of employees from the designated groups and employees who are not from the designated groups as defined in the Act.

6 MEETINGS

The forum will meet on a bi-monthly basis.

7 CHAIRPERSON

A chairperson may be elected for a term as determined by the members of the forum.
8 OFFICE, SUPPORT AND INFRASTRUCTURE

The resources, infrastructure and offices of Company$name will be utilised for purposes of the forum’s activities. In this regard, the forum will report to the section 24 manager who will provide the forum such support necessary to perform its responsibilities.

9 DECISION MAKING

All decisions made will be by consensus. If no consensus can be reached, decisions will be made by a simple majority vote of members present at any meeting. In case of a deadlock, the chairperson of the forum will have a casting vote.

10 DISPUTE RESOLUTION PROCEDURES

Any dispute about any matter relating to the activities of the forum can be resolved by arbitration. The arbitrator appointed for this purpose will be an advocate or an attorney with at least five years of professional practice, agreed to by the parties or nominated by the relevant Bar Council.

11 CHANGING OF THIS CONSTITUTION

Any of the provisions of this Constitution may be repealed, changed or added to in any manner by resolution of the forum in any of their meetings, provided such resolution is accepted by a 2/3 majority of all its members.

______________________________
Chairperson

AS WITNESSES:

1. __________________________

2. __________________________