



EE PLAN (SECTION 20)

PLEASE READ THIS FIRST	SECTION A: EMPLOYER DETAILS & INSTRUCTIONS								
PURPOSE OF THIS FORM Section 20 requires designated employers to prepare and implement an Employment Equity Plan which will achieve reasonable progress towards employment equity in the employer's workforce. An Employment Equity Plan must state- (a) The objectives to be achieved for each year of the plan (b) The affirmative action measures to be implemented as required by section 15(2); (c) Where under representation of people from designated groups has been identified by the analysis, the numerical goals to achieve the equitable representation of suitably qualified people from designated groups within each occupational level in the workforce, the timetable within which this is to be achieved, and the strategies intended to achieve those goals; (d) The timetable for each year of the plan for the achievement of goals and objectives other than numerical goals; (e) The duration of the plan, this may not be shorter than one year or longer than five years; (f) The procedures that will be used to monitor and evaluate the implementation of the plan and whether reasonable progress is being made towards implementing employment equity; (g) The internal procedures to resolve any dispute about the interpretation or implementation of the plan; (h) The persons in the workforce, including senior managers, responsible for monitoring and implementing the plan; and (i) Any other prescribed matter	Trade name	Hessequa Municipality							
	DTI registration name	N/A							
	DTI registration number	N/A							
	PAYE/SARS number	7190706228							
	UIF reference number	01066858							
	EE reference number	18327							
	National or Provincial EAP	Provincial							
	Industry/Sector	Public Sector							
	Seta classification	LGSETA							
	Bargaining Council	SALGBC							
	Telephone number	028 713 8000							
	Postal address	PO Box 29 Riversdale							
	Postal code	6670							
	City/Town	Riversdale							
	Province	Western Cape							
	Physical address	Civic Centre Van den Berg Street, Riversdale							
	Postal code	7760							
	City/Town	Riversdale							
	Province	Western Cape							
	Details of CEO/Accounting Officer								
	Name and surname	Mr. ASA de Klerk							
	Telephone number	028 713 8001							
	Email address	mm@hessequa.gov.za							
	Details of Employment Equity Senior Manager								
	Name and Surname	Ms. M Griesel							
Telephone number	028 713 8004								
Email address	marina@hessequa.gov.za								
Business type (Please mark with an X)									
☐ Private Sector ☐ National Government ☒ Local Government ☐ Non-profit Organisation	☐ State Owned Enterprise ☐ Provincial Government ☐ Educational Institution								
Information about the organization (Please mark with an X)									
Is your organisation an organ of State or designated in terms of a collective agreement?	<table border="1"> <thead> <tr> <th>YES</th> <th>NO</th> </tr> </thead> <tbody> <tr> <td>x</td> <td></td> </tr> </tbody> </table>	YES	NO	x					
YES	NO								
x									
Number of employees in your organisation. (NB: Employers with 1 to 49 employees are designated if they are an organ of state or if they are appointed as a designated employer by collective agreement to comply with Chapter 3 of the EEA)	<table border="1"> <thead> <tr> <th>EMPLOYEES</th> <th>x</th> </tr> </thead> <tbody> <tr> <td>1 to 49</td> <td></td> </tr> <tr> <td>50 to 149</td> <td></td> </tr> <tr> <td>150 or more</td> <td>x</td> </tr> </tbody> </table>	EMPLOYEES	x	1 to 49		50 to 149		150 or more	x
EMPLOYEES	x								
1 to 49									
50 to 149									
150 or more	x								
Is your organisation part of a group / holding company?	<table border="1"> <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.	N/A								
Date on which this EE Plan was finalised and approved.	22 September 2025								

IMPORTANT INFORMATION

- a) A designated employer must comply to Sections 16 and 17 of the Employment Equity Act, as amended, by consulting with employees when conducting an EE Analysis, preparing an EE Plan and reporting annually to the Department of Employment and Labour.
- b) Section 20 requires that a designated employer prepares and implements an Employment Equity Plan.
- c) The employer must consult and attempt to reach consensus on the development of the EE Plan (EEA13) by taking the following into account-
 - (i) Analysis report (EEA12).
 - (ii) National or Provincial Economically Active Population (EAP)
 - (iii) Determining the duration of the EE Plan.
 - (iv) Determining the annual objectives of the EE Plan.
 - (v) Corrective measures/ Affirmative Action measures formulated, including goals and targets.
 - (vi) Time frames established.
 - (vii) Determine the monitoring procedures of the implementation of the EE Plan.
 - (viii) Determine the internal procedures to resolve any dispute about the implementation of the EE Plan.
 - (ix) Resources identified and allocated for the implementation of the EE Plan, including senior managers responsible for monitoring the implementation of the EE Plan.
 - (x) The EE Plan must be communicated to all employees.
- d) Barriers and Affirmative Action Measures must be aligned with those indicated in the audit analysis (EEA12) and meet the following requirements:
 - Include time-frames in order to track progress in the implementation of these AA Measures;
 - These time-frames should be within the duration of the EE Plan in terms of day, month and year (dd/mm/yyyy); and
 - Include the designations of responsible persons in the workforce to monitor the implementation of these AA Measures.
- e) Designated employers must prepare and implement an EE Plan (EEA13) that outlines annual targets, which are in line with relevant 5-year sector targets regulated in terms of Section 15A of the Employment Equity Act as amended for the four-upper occupational levels (i.e. Top Management, Senior Management, Professionally Qualified and Skilled Technical).
- f) Employers who become designated during the 5-year sector target period regulated in terms of Section 15A of the Employment Equity Act as amended must prepare an EE Plan with annual targets for the remainder of the period.
- g) Numerical goals and targets in the EE plan must include the entire workforce profile for that occupational level in terms of population group and gender, and NOT the difference between the current workforce profile and the projected workforce profile the employer seeks to achieve.
- h) The objectives to be achieved for each year of the plan should meet the SMART principle as follows: Specific; measurable; attainable; relevant and time bound.
- i) "Temporary employees" are those employees employed for less than three months.
- j) Guidelines on occupational levels are provided in the EEA9 form of these regulations.

N.B It is advisable that at least 6 months before the expiry of the EE Plan a designated employer should prepare a subsequent EE Plan (Successive EE Plan as required by Section 23).

1. DURATION OF THE PLAN

The affirmative action measures, numerical goals and the annual targets in this EE Plan must be aligned to the sector targets (i.e. the 5-year sector target) set in terms of Section 15A of the Employment Equity Act, as amended. The specific start and end dates for the duration of this Employment Equity Plan (EE Plan) is contained below.

2025 - 09 - 01 to 2030 – 08 - 31

2. OBJECTIVES FOR EACH YEAR OF THE PLAN

The relevant Economically Active Population (EAP) and the 5-year sector targets set in terms of Section 15A of the Employment Equity Act, as amended, have been used to address the under-representation of the suitably qualified individuals from the designated groups in this EE Plan.

The objectives for each year of the plan outlined below are specific, measurable, attainable, relevant and time bound.

TIMEFRAMES		OBJECTIVES
YEAR 1	From 01-09-2025 to 31-08-2026	To appoint more women in leadership positions to better align with the demographic of the PDI in the Province.
		To finalise the Reward and Recognition Policy
		To advertise posts in all three languages, English/Xhosa/Afrikaans
YEAR 2	From 01-09-2026 to 31-08-2027	To appoint more women in leadership positions to better align with the demographic of the PDI in the Province.
		To recruit more women in occupational learnerships.
		To draft New Employee Engagement Assistance Policy
YEAR 3	From 01-09-2027 to 31-08-2028	To appoint more women in leadership positions to better align with the demographic of the PDI in the Province.
		To recruit more women in occupational learnerships.
		To implement New Employee Engagement Initiatives from Policy.
YEAR 4	From 01-09-2028 to 31-08-2029	To appoint more women in leadership positions to better align with the demographic of the PDI in the Province.
		To recruit more women in occupational learnerships.
YEAR 5	From 01-09-2029 to 31-08-2030	To appoint more women in leadership positions to better align with the demographic of the PDI in the Province.
		To recruit more women in occupational learnerships.

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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 time-frames to track progress in the implementation of the AA Measures. The time-frames 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.

BARRIERS AND AFFIRMATIVE ACTION MEASURES								
CATEGORIES	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (PLEASE PROVIDE NARRATION)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)	TIME FRAME		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE	(Briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	(Briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	START DATE	END DATE	
Recruitment	Nil	Nil	Nil	N/A	N/A			
Advertising positions	Nil	Nil	x	No IsiXhosa adverts	Appoint tri-lingual in HR	01-08-2025		Manager: HR
Selection criteria	Nil	Nil	Nil	N/A	N/A			
Appointments	Nil	Nil	Nil	N/A	N/A			
Job classification and grading	Nil	Nil	Nil	N/A	N/A			

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BARRIERS AND AFFIRMATIVE ACTION MEASURES								
CATEGORIES	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (PLEASE PROVIDE NARRATION)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)	TIME FRAME		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE	(Briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	(Briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	START DATE	END DATE	
Remuneration and benefits	Nil	Nil	Nil					
Terms & conditions of employment	Nil	Nil	Nil					
Work environment and facilities	Nil	Nil	Nil					

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BARRIERS AND AFFIRMATIVE ACTION MEASURES								
CATEGORIES	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (PLEASE PROVIDE NARRATION)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)	TIME FRAME		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE	(Briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	(Briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	START DATE	END DATE	
Performance and evaluation	Nil	Nil	Nil					
Succession & experience planning	Nil	Nil	Nil					
Disciplinary measures	Nil	Nil	Nil					
Retention of designated groups	Yes	N/A	N/A	Professional black employees struggle to settle with families - lack of English schooling				Council - Policy
Corporate culture	Nil	Nil	Nil					
Reasonable accommodation	Yes	N/A	N/A	Lack of adequate accommodation				Council – Policy

BARRIERS AND AFFIRMATIVE ACTION MEASURES								
CATEGORIES	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (PLEASE PROVIDE NARRATION)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)	TIME FRAME		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE	(Briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	(Briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	START DATE	END DATE	
				n in various towns				
Harassment	Nil	Nil	Nil					
HIV&AIDS prevention and wellness programmes	Nil	Nil	Nil					
Assigned senior manager(s) to manage EE implementation	Nil	Nil	Nil					
Budget allocation in support of employment equity goals	Nil	Nil	Nil					
Time off for employment equity consultative committee to meet	Nil	Nil	Nil					

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4. 5-YEAR SECTOR NUMERICAL TARGETS AND NUMERICAL GOALS

Employers must populate the table below using the regulated 5-year sector targets including the numerical goals for the semi-skilled and unskilled level.

5-YEAR SECTOR TARGETS AND NUMERICAL GOALS FOR SEMI-SKILLED AND UNSKILLED LEVEL (2025-2030)		
OCCUPATIONAL LEVELS AND DISABILITY	GENDER	DESIGNATED GROUPS SECTOR TARGET %
TOP MANAGEMENT	Male	49.8
	Female	41.9
	TOTAL	91.7
SENIOR MANAGEMENT	Male	49.8
	Female	46.1
	TOTAL	95.9
PROFESSIONALLY QUALIFIED	Male	49.8
	Female	46.1
	TOTAL	95.9
SKILLED TECHNICAL	Male	49.8
	Female	46.1
	TOTAL	95.9
		EMPLOYER'S NUMERICAL GOAL
SEMI-SKILLED	Male	64.2
	Female	35.4
	TOTAL	99.6
UNSKILLED	Male	77.2
	Female	21.8
	TOTAL	99
5-YEAR NUMERICAL TARGET FOR EMPLOYEES WITH DISABILITIES		
5-Year Sector Target for Employees with disabilities (%)		3

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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

Table 1: Snapshot of workforce profile for all employees, including employees with disabilities

Occupational Levels		Male				Female				Foreign Nationals		Total
		A	C	I	W	A	C	I	W	Male	Female	
Top management	value	0	3	0	2	0	0	0	1	0	0	6
	%	0	50	0	33	0	0	0	17	0	0	100
Senior management	value	0	15	0	11	0	4	0	4	1	0	35
	%	0	42.9	0	31.4	0	11.4	0	11.4	2.9	0	100
Professionally qualified and experienced specialists and mid-management	value	3	18	0	7	2	12	0	3	1	0	46
	%	6.5	39.1	0	15.2	4.3	26.1	0	6.5	2.2	0	100
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	1	27	0	3	2	20	0	5	0	0	58
	%	1.7	46.6	0	5.2	3.4	34.5	0	8.6	0	0	100
Semi-skilled and discretionary decision making	value	16	144	0	2	5	60	0	5	0	0	232
	%	5.9	62.1	0	0.9	2.2	25.9	0	2.2	0	0	100
Unskilled and defined decision making	value	16	141	0	2	5	34	0	0	0	0	198
	%	8.1	71.2	0	1	2.5	17.2	0	0	0	0	100
TOTAL PERMANENT	value	36	348	0	27	14	130	0	18	2	0	575
	%	6.3	60.5	0	4.7	2.4	22.6	0	3.1	0.3	0	100
Temporary employees	value	1	8	0	0	2	6	0	3	0	0	20
	%	5	40	0	0	10	30	0	15	0	0	100
GRAND TOTAL	value	37	356	0	27	16	136	0	21	2	0	595
	%	6.2	59.8	0.0	4.5	2.7	22.9	0.0	3.5	0.3	0.0	100

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Table 2: Snapshot for workforce profile for employees with disabilities ONLY

Occupational Levels		Male				Female				Foreign Nationals		Total
		A	C	I	W	A	C	I	W	Male	Female	
Top management	value	0	0	0	0	0	0	0	0	0	0	0
	%	0	0	0	0	0	0	0	0	0	0	0
Senior management	value	0	0	0	0	0	0	0	0	0	0	0
	%	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	value	0	0	0	0	0	0	0	0	0	0	0
	%	0	0	0	0	0	0	0	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	0	0	0	0	0	0	0	0	0	0	0
	%	0	0	0	0	0	0	0	0	0	0	0
Semi-skilled and discretionary decision making	value	0	1	0	0	0	0	0	0	0	0	1
	%	0	0.4	0	0	0	0	0	0	0	0	0.4
Unskilled and defined decision making	value	0	2	0	0	0	1	0	0	0	0	3
	%	0	1.0	0.0	0.0	0.0	0.5	0.0	0.0	0.0	0.0	1.5
TOTAL PERMANENT	value	0	3	0	0	0	1	0	0	0	0	4
	%	0.0	0.5	0.0	0.0	0.0	0.2	0.0	0.0	0.0	0.0	0.7
Temporary employees	value	0	0	0	0	0	0	0	0	0	0	0
	%	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	value	0	3	0	0	0	1	0	0	0	0	4
	%	0.0	0.5	0.0	0.0	0.0	0.2	0.0	0.0	0.0	0.0	0.7

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: 01/09/2029

End date: 31/08/2030

Table 3: Numerical goals and 5-year Sector Targets for all employees, including employees with disabilities

Occupational Levels		Male				Female				Foreign Nationals		Total
		A	C	I	W	A	C	I	W	Male	Female	
Top management	value	0	3	0	2	1	0	0	0	0	0	6
	%	0	50	0	33	17	0	0	0	0	0	100
Senior management	value	0	14	0	8	5	4	0	4	1	0	36
	%	0	38.9	0	22.2	13.9	11.1	0	11.1	2.8	0	100
Professionally qualified and experienced specialists and mid-management	value	4	18	0	6	8	12	0	1	2	0	51
	%	8	36.0	0	12.0	16.0	24.0	0	2.0	2.0	0	100
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	8	27	0	2	9	20	0	4	0	0	70
	%	11.4	38.6	0.0	2.9	12.9	28.6	0.0	5.7	0.0	0.0	100
Semi-skilled and discretionary decision making	value	16	138	0	1	19	59	0	7	0	0	240
	%	6.7	57.5	0.0	0.4	7.9	24.6	0.0	2.9	0.0	0.0	100.0
Unskilled and defined decision making	value	16	140	0	2	10	34	0	0	0	0	202
	%	7.9	69.3	0.0	1.0	5.0	16.8	0.0	0.0	0.0	0.0	100
TOTAL PERMANENT	value	44	340	0	21	52	129	0	17	2	0	605
	%	7.3	56.2	0.0	3.5	8.6	21.3	0.0	2.8	0.3	0.0	100
Temporary employees	value	6	1	0	0	8	3	0	3	0	0	21
	%	28.6	4.8	0.0	0.0	38.1	14.3	0.0	14.3	0.0	0.0	100
GRAND TOTAL	value	50	341	0	21	60	132	0	20	2	0	626
	%	8.0	54.5	0.0	3.4	9.6	21.1	0.0	3.2	0.3	0.0	100

01/09/2029

Table 4: Numerical goals and targets for employees with disabilities ONLY

Occupational Levels		Male				Female				Foreign Nationals		Total
		A	C	I	W	A	C	I	W	Male	Female	
Top management	value	0	0	0	0	0	0	0	0	0	0	0
	%	0	0	0	0	0	0	0	0	0	0	0
Senior management	value	0	0	0	0	3	0	0	0	0	0	3
	%	0	0.0	0	0.0	8.3	0.0	0	0.0	0.0	0	8.3
Professionally qualified and experienced specialists and mid-management	value	1	0	0	0	1	0	0	0	0	0	0
	%	2.0	0.0	0.0	0.0	2.0	0.0	0.0	0.0	0.0	0.0	3.9
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	1	0	0	0	2	0	0	0	0	0	0
	%	0.01	0	0	0	2.9	0	0	0	0	0	2.9
Semi-skilled and discretionary decision making	value	0	1	0	0	3	0	0	2	0	0	1
	%	0.0	0.4	0.0	0.0	1.3	0.0	0.0	0.8	0.0	0.0	2.5
Unskilled and defined decision making	value	0	2	0	0	2	1	0	0	0	0	3
	%	0.0	1.0	0.0	0.0	1.0	0.5	0.0	0.0	0.0	0.0	2.5
TOTAL PERMANENT	value	2	3	0	0	11	1	0	2	0	0	19
	%	0.3	0.5	0.0	0.0	1.8	0.2	0.0	0.3	0.0	0.0	3.03
Temporary employees	value	0	0	0	0	0	0	0	0	0	0	0
	%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0
GRAND TOTAL	value	2	3	0	0	11	1	0	2	0	0	19
	%	0.3	0.5	0.0	0.0	1.8	0.2	0.0	0.3	0.0	0.0	3.03

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

Table 5: Numerical targets for all employees, including employees with disabilities

Occupational Levels		Male				Female				Foreign Nationals		Total
		A	C	I	W	A	C	I	W	Male	Female	
Top management	value	0	3	0	2	1	0	0	0	0	0	6
	%	0	50	0	33	17	0	0	0	0	0	100
Senior management	value	0	15	0	10	2	4	0	4	1	0	36
	%	0	41.7	0	27.8	5.6	11.1	0	11.1	2.8	0	100
Professionally qualified and experienced specialists and mid-management	value	4	18	0	7	6	12	0	3	1	0	51
	%	7.8	35.3	0	13.7	11.8	23.5	0	5.9	2.0	0	100
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	7	27	0	3	8	20	0	5	0	0	70
	%	10.0	38.6	0	4.3	11.4	28.6	0	7.1	0.0	0	100
Semi-skilled and discretionary decision making	value	16	144	0	2	14	59	0	5	0	0	240
	%	6.7	60.0	0	0.8	5.8	24.6	0	2.1	0.0	0	100
Unskilled and defined decision making	value	16	141	0	2	9	34	0	0	0	0	202
	%	7.9	69.8	0	1.0	4.5	16.8	0	0	0	0	100
TOTAL PERMANENT	value	43	348	0	26	40	129	0	17	2	0	605
	%	7.1	57.5	0	4.3	6.6	21.3	0	2.8	0.3	0	100
Temporary employees	value	1	8	0	0	3	6	0	3	0	0	21
	%	4.8	38.1	0	0.0	14.3	28.6	0	14.3	0	0	100
GRAND TOTAL	value	44	356	0	26	43	135	0	20	2	0	626
	%	7.0	56.9	0	4.2	6.9	21.6	0	3.2	0.3	0	100

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Table 6: Numerical targets for employees with disabilities ONLY

Occupational Levels		Male				Female				Foreign Nationals		Total
		A	C	I	W	A	C	I	W	Male	Female	
Top management	value	0	0	0	0	0	0	0	0	0	0	0
	%	0	0	0	0	0	0	0	0	0	0	0
Senior management	value	0	0	0	0	1	0	0	0	0	0	1
	%	0	0	0	0	2.8	0	0	0	0	0	2.8
Professionally qualified and experienced specialists and mid-management	value	1	0	0	0	0	0	0	0	0	0	1
	%	2.0	0	0	0	0	0	0	0	0	0	2
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	0	0	0	0	2	0	0	0	0	0	2
	%	0	0	0	0	2.9	0	0	0	0	0	2.9
Semi-skilled and discretionary decision making	value	0	1	0	0	1	0	0	0	0	0	2
	%	0	0.4	0	0	0.4	0	0	0	0	0	0.8
Unskilled and defined decision making	value	0	2	0	0	1	1	0	0	0	0	4
	%	0	1	0	0	0.5	0.5	0	0	0	0	2.0
TOTAL PERMANENT	value	1	3	0	0	5	1	0	0	0	0	10
	%	0.2	0.5	0	0	0.8	0.2	0	0	0	0	1.6
Temporary employees	value	0	0	0	0	0	0	0	0	0	0	0
	%	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	value	1	3	0	0	5	1	0	0	0	0	10
	%	0.2	0.5	0	0	0.8	0.2	0	0	0	0	1.6

Numerical targets: Year 2

Start date: 01/09/2026

End date: 31/08/2027

Table 7: Numerical targets, including employees with disabilities

Occupational Levels		Male				Female				Foreign Nationals		Total
		A	C	I	W	A	C	I	W	Male	Female	
Top management	value	0	3	0	2	1	0	0	0	0	0	6
	%	0	50	0	33	17	0	0	0	0	0	100
Senior management	value	0	14	0	9	4	4	0	4	1	0	36
	%	0	38.9	0	25.0	11.1	11.1	0	11.1	2.8	0	100
Professionally qualified and experienced specialists and mid-management	value	4	18	0	6	7	12	0	3	1	0	51
	%	7.8	35.3	0	11.8	13.7	23.5	0	5.9	2.0	0	100
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	8	27	0	2	8	20	0	5	0	0	70
	%	11.4	38.6	0	2.9	11.4	28.6	0	7.1	0	0	100
Semi-skilled and discretionary decision making	value	16	142	0	1	16	59	0	6	0	0	240
	%	6.7	59.2	0	0.4	6.7	24.6	0	2.5	0	0	100
Unskilled and defined decision making	value	16	141	0	2	9	34	0	0	0	0	202
	%	7.9	69.8	0	1.0	4.5	16.8		0.0	0	0	100
TOTAL PERMANENT	value	44	345	0	22	45	129	0	18	2	0	605
	%	7.3	57.0	0	3.6	7.4	21.3	0	3.0	0.3	0	100
Temporary employees	value	6	1	0	0	8	3	0	3	0	0	21
	%	28.6	4.8	0	0.0	38.1	14.3	0	14.3	0	0	100
GRAND TOTAL	value	50	346	0	22	53	132	0	21	2	0	626
	%	8.0	55.3		3.5	8.5	21.1	0	3.4	0.3	0	100

Table 8: Numerical targets for employees with disabilities ONLY

Occupational Levels		Male				Female				Foreign Nationals		Total
		A	C	I	W	A	C	I	W	Male	Female	
Top management	value	0	0	0	0	0	0	0	0	0	0	0
	%	0	0	0	0	0	0	0	0	0	0	0
Senior management	value	0	0	0	0	2	0	0	0	0	0	2
	%	0	0	0	0	5.6	0	0	0	0	0	5.6
Professionally qualified and experienced specialists and mid-management	value	1	0	0	0	0	0	0	0	0	0	1
	%	2.0	0	0	0	0	0	0	0	0	0	2
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	0	0	0	0	2	0	0	0	0	0	2
	%	0	0	0	0	2.9	0	0	0	0	0	2.9
Semi-skilled and discretionary decision making	value	0	1	0	0	1	0	0	1	0	0	3
	%	0.0	0.4	0	0	0.4	0	0	0.4	0	0	1.3
Unskilled and defined decision making	value	0	2	0	0	1	1	0	0	0	0	4
	%	0.0	1.0	0	0	0.5	0.5	0	0	0	0	2.0
TOTAL PERMANENT	value	1	3	0	0	6	1	0	1	0	0	12
	%	0.2	0.5	0	0.0	1.0	0.2	0	0.2	0	0	1.9
Temporary employees	value	0	0	0	0	0	0	0	0	0	0	0
	%	0.0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	value	1	3	0	0	6	1	0	1	0	0	12
	%	0.2	0.5	0	0	1.0	0.2	0	0.2	0	0	1.9

Numerical targets: Year 3

Start date: 01/09/2027

End date: 31/08/2028

Table 9: Numerical targets, including employees with disabilities

Occupational Levels		Male				Female				Foreign Nationals		Total
		A	C	I	W	A	C	I	W	Male	Female	
Top management	value	0	3	0	2	1	0	0	0	0	0	6
	%	0	50	0	33	17	0	0	0	0	0	100
Senior management	value	0	14	0	9	4	4	0	4	1	0	36
	%	0	38.9	0	25.0	11.1	11.1	0	11.1	2.8	0	100
Professionally qualified and experienced specialists and mid-management	value	4	18	0	6	7	12	0	3	1	0	51
	%	7.8	35.3	0	11.8	13.7	23.5	0	5.9	2.0	0	100
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	8	27	0	2	8	20	0	5	0	0	70
	%	11.4	38.6	0	2.9	11.4	28.6	0	7.1	0	0	100
Semi-skilled and discretionary decision making	value	16	142	0	1	16	59	0	6	0	0	240
	%	6.7	59.2	0	0.4	6.7	24.6	0	2.5	0	0	100
Unskilled and defined decision making	value	16	141	0	2	9	34	0	0	0	0	202
	%	7.9	69.8	0	1.0	4.5	16.8	0	0.0	0	0	100
TOTAL PERMANENT	value	44	343	0	21	48	129	0	18	2	0	605
	%	7.3	56.7	0	3.5	7.9	21.3	0	3.0	0.3	0	100
Temporary employees	value	6	1	0	0	8	3	0	3	0	0	21
	%	28.6	4.8	0	0.0	38.1	14.3	0	14.3	0	0	100
GRAND TOTAL	value	50	344	0	21	56	132	0	21	2	0	626
	%	8.0	55.0	0	3.4	8.9	21.1	0	3.4	0.3	0.0	100

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Table 10: Numerical targets for employees with disabilities ONLY

Occupational Levels		Male				Female				Foreign Nationals		Total
		A	C	I	W	A	C	I	W	Male	Female	
Top management	value	0	0	0	0	0	0	0	0	0	0	0
	%	0	0	0	0	0	0	0	0	0	0	0
Senior management	value	0	0	0	0	3	0	0	0	0	0	3
	%	0	0	0	0	8.3	0	0	0	0	0	8.3
Professionally qualified and experienced specialists and mid-management	value	1	0	0	0	0	0	0	0	0	0	1
	%	2	0	0	0	0	0	0	0	0	0	2
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	0	0	0	0	2	0	0	0	0	0	2
	%	0	0	0	0	2.9	0	0	0	0	0	2.9
Semi-skilled and discretionary decision making	value	0	1	0	0	2	0	0	2	0	0	5
	%	0	0.4	0	0	0.8	0	0	0.8	0	0	2.1
Unskilled and defined decision making	value	0	2	0	0	2	1	0	0	0	0	5
	%	0	1.0	0	0.0	1.0	0.5	0	0.0	0	0	2.5
TOTAL PERMANENT	value	1	3	0	0	9	1	0	2	0	0	16
	%	0.2	0.5	0	0	1.4	0.2	0	0.3	0	0	2.6
Temporary employees	value	0	0	0	0	0	0	0	0	0	0	0
	%	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	value	1	3	0	0	9	1	0	2	0	0	16
	%	0.2	0.5	0	0	1.4	0.2	0	0.3	0	0	2.6

Numerical targets: Year 4

Start date: 01/09/2028

End date: 31/08/2029

Table 11: Numerical targets, including employees with disabilities

Occupational Levels		Male				Female				Foreign Nationals		Total
		A	C	I	W	A	C	I	W	Male	Female	
Top management	value	0	3	0	2	1	0	0	0	0	0	6
	%	0	50	0	33	17	0	0	0	0	0	100
Senior management	value	0	14	0	8	6	4	0	4	1	0	36
	%	0	38.9	0	22.2	13.9	11.1	0	11.1	2.8	0	100
Professionally qualified and experienced specialists and mid-management	value	4	18	0	6	7	12	0	3	1	0	51
	%	7.8	35.3	0	11.8	13.7	23.5	0	5.9	2.0	0	100
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	8	27	0	2	9	20	0	4	0	0	70
	%	11.4	38.6	0	2.9	12.9	28.6	0	5.7	0	0	100
Semi-skilled and discretionary decision making	value	16	141	0	1	17	59	0	6	0	0	240
	%	6.7	58.8	0	0.4	7.1	24.6	0	2.5	0	0	100
Unskilled and defined decision making	value	16	140	0	2	10	34	0	0	0	0	202
	%	7.9	69.3	0	1.0	5.0	16.8	0	0	0	0	100
TOTAL PERMANENT	value	44	343	0	21	49	129	0	17	2	0	605
	%	7.3	56.7	0	3.5	8.1	21.3	0	2.8	0.3	0	100
Temporary employees	value	6	1	0	0	8	3	0	3	0	0	21
	%	28.6	4.8	0	0	38.1	14.3	0	14.3	0	0	100
GRAND TOTAL	value	50	344	0	21	57	132	0	20	2	0	626
	%	8.0	55.0	0	3.4	9.1	21.1	0	3.2	0.3	0	100

Table 12: Numerical targets for employees with disabilities ONLY

Occupational Levels		Male				Female				Foreign Nationals		Total
		A	C	I	W	A	C	I	W	Male	Female	
Top management	value	0	0	0	0	0	0	0	0	0	0	0
	%	0	0	0	0	0	0	0	0	0	0	0
Senior management	value	0	0	0	0	3	0	0	0	0	0	3
	%	0	0	0	0	8.3	0.0	0	0.0	0.0	0	8.3
Professionally qualified and experienced specialists and mid-management	value	1	0	0	0	0	0	0	0	0	0	1
	%	2	0	0	0	0	0	0	0	0	0	2
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	1	0	0	0	2	0	0	0	0	0	3
	%	0.01	0	0	0	2.9	0	0	0	0	0	2.9
Semi-skilled and discretionary decision making	value	0	1	0	0	2	0	0	2	0	0	5
	%	0	0.4	0	0	0.8	0	0	0.8	0	0	2.1
Unskilled and defined decision making	value	0	2	0	0	2	1	0	0	0	0	5
	%	0	1	0	0	1	0.5	0	0	0	0	2.5
TOTAL PERMANENT	value	2	3	0	0	9	1	0	2	0	0	17
	%	0.3	0.5	0	0	1.4	0.2	0	0.3	0	0	2.7
Temporary employees	value	0	0	0	0	0	0	0	0	0	0	0
	%	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	value	2	3	0	0	9	1	0	2	0	0	17
	%	0.3	0.5	0	0	1.4	0.2	0	0.3	0	0	2.7

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

All the structures for monitoring and evaluating the progress of the plan should be specified with clear roles and responsibilities for the stakeholders involved including time frames when the monitoring takes place.

STAKEHOLDER	ROLE/RESPONSIBILITY	FREQUENCY
Local Labour Forum	Review Annual Progress Report	Annually
Municipal Manager	Review Annual Progress Report	Annually
EE Manager	Review Annual Progress Report	Annually

7. DISPUTE RESOLUTION MECHANISMS

The South African Local Government Bargaining Council has a formal collective agreement (the Main Collective Agreement) that outlined a step-by-step grievance procedure for employees. This is the mechanism to use. All employees are familiar with the grievance procedure.

8. SENIOR MANAGERS ASSIGNED TO MONITOR AND IMPLEMENT THE PLAN

Director: Corporate Management – Ms Marina Griesel

9. ANY OTHER PRESCRIBED MATTER CAN BE INCLUDED.**SIGNATURE OF THE CHIEF EXECUTIVE OFFICER/ACCOUNTING OFFICER**

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

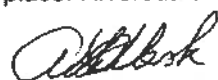
Accounting Officer

I, -ASA de Klerk, the Accounting Officer of Hessequa Municipality

hereby declare that I have read, approved and authorized this EE Plan after consultation with Local Labour Forum.

Signed on this 22nd day of September 2025

At place: Riversdale



Accounting Officer