

ANALYSIS CONFIGURATION



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1. ANALYSIS CONFIGURATION

This stage is the starting point for creating an effective Employment Equity (EE) Plan. It allows the organisation to look closely at its workforce to understand where gaps or imbalances may exist. By analysing workforce data, employers can see whether their staffing profile reflects diversity across race, gender, disability, and occupational levels.

Once this analysis is complete, the organisation can begin configuring its EE plan by identifying barriers that may be preventing fair access to opportunities, and by selecting the affirmative action measures that will help address them. These measures are then supported with clear strategies and narratives, which explain how the actions will be carried out in practice.

The goal is simple: to create an Employment Equity Plan that supports fairness, inclusivity, and equal opportunities for everyone in the workplace.

The following pages outline the structured process for conducting workforce analysis and configuring the Employment Equity Plan through barrier identification, affirmative action measures, and strategic planning.

2. DATA REVIEW AND DISCLAIMER

The Employment Equity portal provides tools analyses workforce data and assists in the preparation of an Employment Equity Plan. The results and reports generated are based entirely on the information entered in the system.

While the system supports compliance with the Employment Equity Act, it remains the responsibility of the organisation and its authorised representatives to:

- Verify the accuracy and completeness of all workforce data entered.
- Ensure that the selected barriers, affirmative action measures, and strategies align with legal requirements and organisational objectives.
- Confirm all submissions before finalising the Employment Equity Plan.

The screenshot shows a web interface with a progress bar at the top containing three steps: 1. Data Review & Disclaimer, 2. Work Force Analysis, and 3. EE Plan. The current step is 'Data Review & Disclaimer'. A 'Back To Portal' button is located in the top left. The main heading is 'Disclaimer'. Below it, a red warning message states: 'Please note that once the completed Analysis and Plan has been submitted and concluded through confirmation, no alternation can be made to this plan while the plan is active. You will be able to create a new plan two week prior to the start of the next 5 year plan period.' A white box contains the following text: 'Disclaimer', 'SpecCon holdings cannot be held liable for any issues that occur as a result of user errors, incorrect data etc, and that users confirm that information captured in the system has been updated and reviewed before navigating to the EE portal.', and 'Need any help? [Contact to Consultant](#)'. Below this box is a checkbox with the text 'I hereby confirm that I am authorized and able to act on behalf of Demo Company to confirm this information.' and a 'Continue' button at the bottom right.

3. WORK FORCE ANALYSIS

ANALYSIS REPORT: SECTION 19

Please view and ensure that your company information is correct.

Once you have verified the relevant information, click on “Next” to proceed.

PLEASE READ THIS FIRST

PURPOSE OF THIS FORM

PURPOSE OF THIS FORM This form (EEA12) is used to conduct the Analysis. Designated employers are expected to complete this template in order to comply with Section 19.

Section 19(1) of the EEA requires a designated employer to conduct an analysis as prescribed, of its employment policies, practices, procedures and the working environment in order to identify employment barriers which adversely affect people from designated groups.

PURPOSE OF THIS FORM This form (EEA12) is used to conduct the Analysis. Designated employers are expected to complete this template in order to comply with Section 19.

DEPARTMENT OF LABOUR

TEMPLATE FOR REPORTING ON ANALYSIS (Section 19)

Employer Details

Trade Name : Demo Final

DTI Registration Name : DEMO FINAL (PTY) LTD

DTI Registration Number : 2000/ 112332/ 00

PAYE/SARS Number : 1234567890

Employment Equity Reference Number : 000001

Seta classification : Media, Information and Communication Technologies Sector Education and Training Authority (MICT SETA)

Industry/Sector : Information and Communication

Province : Gauteng

Tel No : +27645268993

Postal Address : 200 Festival Street

Physical Address : 200 Festival Street

Postal Code : 0157

Name & Surname of the CEO/Accounting Officer : Pieter du Toit

Email Address : pieter@agriman.africa

Next

4. BARRIER AND AFFIRMATIVE ACTION MEASURES

You will be able to select the Barrier Categories, Barrier Narrative and the Affirmative Action Measures from the approved list. When selecting the relevant “Barrier Category, Barrier Narrative and the Affirmative Action Measures”, the information will appear highlighted.

1 Data Review & Disclaimer

2 Work Force Analysis

3 EE Plan

Back To Portal

Analysis Report

Barrier and Affirmative Action Measures Selection

Occupational Level Analysis (Strategies Selection)

Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practices

Tick (✓) the Barrier Narrative

Tick (✓) the one or more Affirmative Actions Measure

Categories

Recruitment procedures

Advertising positions

Selection and promotions

Appointments

Job classification and grading

Confirmation of Barriers & Timeframes

Affirmative Action Measure

Select the “Barrier Category,” as indicated.

Dashboard

More

My Profile

My Teams

My Courses

Course Library

EA

Affirmative Action Measures Selection

Level Analysis (Strategies Selection)

Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practices

Tick (✓) the Barrier Narrative

Tick (✓) the one or more Affirmative Actions Measure

Categories

Recruitment procedures

Advertising positions

Selection and promotions

Appointments

Job classification and grading

Remuneration and benefits

Terms and conditions of employment

Confirmation of Barriers & Timeframes

The Manager responsible for recruitment is familiar with the shortfalls and overachievements as per the EAP Quantitative Analysis, but this analysis does not extend to the recruitment process.

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 bodied 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 to assist them with transport.

We noticed that there is an inability to attract enough numbers of people from the designated groups based on the EAP targets.

Affirmative Action Measure

The Manager responsible for recruitment will draft and implement a quantitative employment equity analysis indicating workforce profile shortfalls in relation to the demographics of South Africa (EAP – Economically Active Population).

The responsible person will ensure that the EAP Analysis is in the EEAT2 format.

The person responsible for recruitment will re-emphasize the importance of the EAP quantitative analysis prior to recruitment and promotions.

The EE Manager and/or Recruitment Manager will be made aware of the EAP quantitative analysis and the necessity thereof.

The Department of Employment and Labour has an online database of registered candidates seeking employment. We will post vacant positions on this platform (<https://essa.labour.gov.za/EssaOnline/WebBeans/>) and receive CV's of matched individuals based on our opportunity criteria.

Select the “Barrier Narrative,” as indicated.

Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practices	Tick (✓) the Barrier Narrative	Tick (✓) the one or more Affirmative Actions Measure
Categories <input type="checkbox"/> Recruitment procedures <input type="checkbox"/> Advertising positions <input type="checkbox"/> Selection and promotions <input type="checkbox"/> Appointments <input type="checkbox"/> Job classification and grading <input type="checkbox"/> Remuneration and benefits <input type="checkbox"/> Terms and conditions of employment	Confirmation of Barriers & Timeframes <p>The Manager responsible for recruitment is familiar with the shortfalls and overachievements as per the EAP Quantitative Analysis, but this analysis does not extend to the recruitment process.</p> <p>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 bodied 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 to assist them with transport.</p> <p>We noticed that there is an inability to attract enough numbers of people from the designated groups based on the EAP targets.</p>	Affirmative Action Measure <p>We will liaise with the Department of Employment and Labour (www.labour.gov.za) to identify possible disabled candidates when recruiting.</p> <p>We will liaise with the Disabled People of South Africa (contact number 021-422 0357) to identify possible disabled candidates when recruiting.</p> <p>We will liaise with the Disabled Youth of South Africa (DYSA - contact number 021-422 0357) to identify possible disabled candidates when recruiting.</p> <p>We will liaise with the Disabled Women of South Africa (DWSA - contact number 021-422 0357) to identify possible disabled candidates when recruiting.</p> <p>We will have a disability sensitisation workshop to encourage declaration by disabled employees and request the completion of the EEA1 declaration.</p>

Select the “Affirmation Action Measures,” as indicated.

We will have a disability sensitisation workshop to encourage declaration by disabled employees and request the completion of the EEA1 declaration.

Once you have selected the “Affirmative Action Measures, a popup box will appear.

The screenshot shows a web application interface with a confirmation dialog box overlaid on a form. The dialog box is titled "Confirmation of Barriers and Measures" and contains the following elements:

- Radio buttons for "Policy", "Practice", and "Procedure".
- Input field for "Start Date of Barrier" with the value "01-09-2025".
- Input field for "End Date of Barrier" with the value "31-08-2030".
- Input field for "Job Title *".
- Input field for "Name".
- "Cancel" and "Confirm" buttons at the bottom.

The background form is partially visible, showing the same structure as the first image, with columns for "Confirmation of Barriers & Timeframes" and "Affirmative Action Measure".

Herewith the Definitions, to assist you in selecting the correct information.

4.1 Policy

Policy is a formal statement of principles or rules that guide decision-making and set the overall direction for Employment Equity.

- **Purpose:** It outlines the organisation's commitment to creating a fair, inclusive, diverse workplace in compliance with laws such as the Employment Equity Act.
- **Example:** The EE policy might state the organisation's commitment to eliminating unfair discrimination and promoting diversity across all job levels.

4.2 Practice

Practice refers to the consistent, day-to-day actions or behaviours that reflect the implementation of the policy.

- **Purpose:** Practices bring the policy to life by showing how it is applied in real workplace situations.
- **Example:** A recruitment practice could involve advertising job opportunities on diverse channels to attract underrepresented groups.

4.3 Procedure

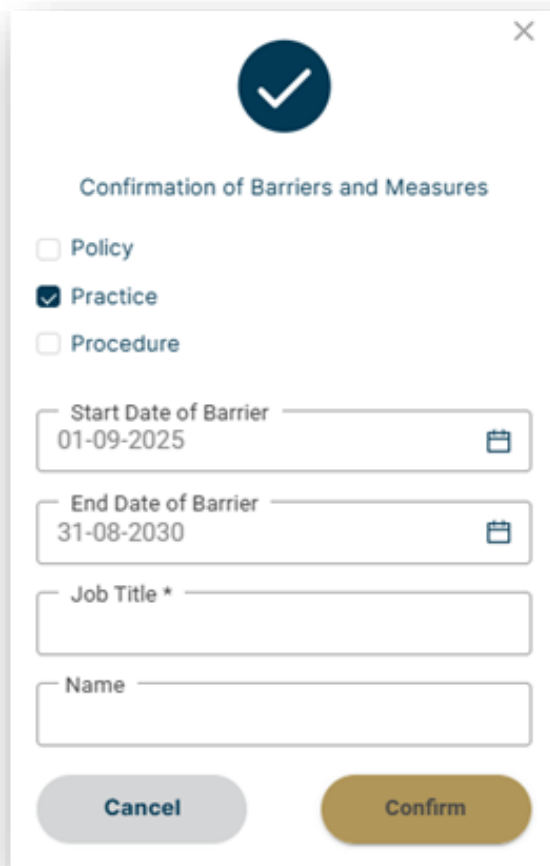
Procedure is a step-by-step guide detailing how to carry out specific activities to achieve the goals set in the policy.

- **Purpose:** Procedures ensure that EE practices are applied systematically and consistently across the organisation.

- **Example:** A procedure for handling discrimination complaints might outline exactly how employees can report issues, who investigates them, and the resolution process.

The following fields must be selected and completed.

- Either Policy or Practice or Procedure (using the checkbox provided)
- Start Date (The “Start Date of Barrier” defaults to the 01st of September 2025).
- End Date (when hovering over the calendar icon you will be able to select the applicable date).
- Job Title (capture the Job Title example, “HR Manager” as the responsible role for this barrier in the textbox provided).
- Name (this field optional).



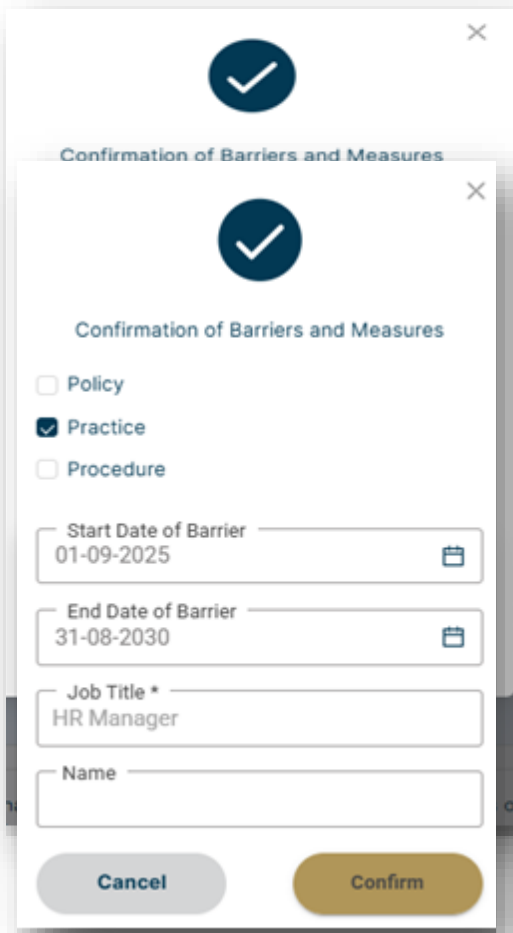
A confirmation dialog box titled "Confirmation of Barriers and Measures" with a close button (X) in the top right corner. At the top center is a dark blue circle containing a white checkmark. Below the title are three radio button options: "Policy" (unchecked), "Practice" (checked), and "Procedure" (unchecked). Below these are two date input fields: "Start Date of Barrier" with the value "01-09-2025" and a calendar icon, and "End Date of Barrier" with the value "31-08-2030" and a calendar icon. Below the dates are two text input fields: "Job Title *" and "Name". At the bottom are two buttons: "Cancel" (grey) and "Confirm" (gold).

Please select either Policy, Practice or Procedure.

The image shows a date selection interface. At the top, there are two dropdown menus: the first is set to '2030' and the second is set to 'Aug'. Below these is a calendar grid for August 2030. The days of the week are abbreviated as 'Su', 'Mo', 'We', 'Th', 'Fr', and 'Sa'. The dates are arranged in rows. The date '31' is highlighted in a dark box. Below the calendar, there is a text input field labeled 'End Date of Barrier' containing the text '31-08-2030'. Below this are two more text input fields: 'Job Title *' and 'Name'. At the bottom of the form are two buttons: 'Cancel' and 'Confirm'.

When clicking on the arrow, a dropdown of the relevant years will appear. Select the applicable “End Date of Barrier.” Click on the date “31” to confirm the selection.

In the “Job Title” text box provided start capturing the first two characters and a list will appear for your selection. In this example we selected the “HR Manager” as the responsible role for this barrier.



The image shows a mobile application dialog box titled "Confirmation of Barriers and Measures". At the top, there is a dark blue circle with a white checkmark. Below the title, there is another identical checkmark icon. The dialog contains three radio button options: "Policy" (unchecked), "Practice" (checked), and "Procedure" (unchecked). Below these are two date pickers: "Start Date of Barrier" with the value "01-09-2025" and "End Date of Barrier" with the value "31-08-2030". There are also two text input fields: "Job Title *" with the value "HR Manager" and "Name" which is currently empty. At the bottom, there are two buttons: a grey "Cancel" button and a gold "Confirm" button.

Once all the correct details have you selected and captured, click on “Confirm” to save the applicable “Barrier Narrative” and “Affirmative Action Measure.

Please note that “Name field” optional.

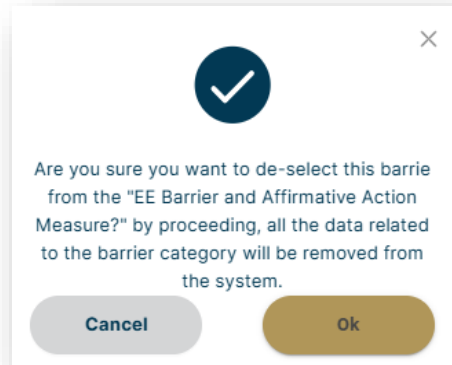
Your selected “Barrier Narrative” and “Affirmative Action Measures” will appear highlighted.

Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practices	Tick (✓) the Barrier Narrative	Tick (✓) the one or more Affirmative Actions Measure
Categories <input checked="" type="checkbox"/> Recruitment procedures <input type="checkbox"/> Advertising positions <input type="checkbox"/> Selection and promotions <input type="checkbox"/> Appointments <input type="checkbox"/> Job classification and grading <input type="checkbox"/> Remuneration and benefits <input type="checkbox"/> Terms and conditions of employment	Confirmation of Barriers & Timeframes <p>The Manager responsible for recruitment is familiar with the shortfalls and overachievements as per the EAP Quantitative Analysis, but this analysis does not extend to the recruitment process.</p> <p><input checked="" type="checkbox"/> 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 to assist them with transport.</p> <p><input type="checkbox"/> We noticed that there is an inability to attract enough numbers of people from the designated groups based on the EAP targets.</p>	Affirmative Action Measure <p><input type="checkbox"/> We will liaise with the Department of Employment and Labour (www.labour.gov.za) to identify possible disabled candidates when recruiting.</p> <p><input type="checkbox"/> We will liaise with the Disabled People of South Africa (contact number 021-422 0357) to identify possible disabled candidates when recruiting.</p> <p><input type="checkbox"/> We will liaise with the Disabled Youth of South Africa (DYSA - contact number 021-422 0357) to identify possible disabled candidates when recruiting.</p> <p><input type="checkbox"/> We will liaise with the Disabled Women of South Africa (DWSA - contact number 021-422 0357) to identify possible disabled candidates when recruiting.</p> <p><input checked="" type="checkbox"/> We will have a disability sensitisation workshop to encourage declaration by disabled employees and request the completion of the EEA1 declaration.</p>

After adding all the applicable “Barrier Narratives” and “Affirmative Action Measures,” click next to save your selected information.

HIV&AIDS prevention and wellness programmes	<p>There are very few qualified female Construction Vehicle Drivers available in the job market, which makes it extremely difficult to fill female EAP targets positions based on highest priority.</p>
Assigned senior manager(s) to manage employment equity implementation	
Budget allocation in support of employment equity goals	
Time off for employment equity consultative committee to meet	
Harassment	
Back	Next

To remove a barrier, click on the Affirmative Action measure selected and you will be prompted whether you wish to remove it, as displayed below:



5. OCCUPATIONAL LEVEL ANALYSIS

Please see the overview below of the “Occupational Level Analysis (Strategies Selection).”

Occupational Level Analysis (Strategies Selection)

Top Management | Senior Management | Middle Management | Junior Management | Semi-Skilled | Unskilled

	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Adjusted Sectorial Numerical Targets	22.91%	0.42%	0.87%	5.8%	26.1%	0.84%	0.77%	3.49%	0%	0%	62%
Actual Workforce Profile %	30%	0%	10%	30%	10%	0%	0%	20%	0%	0%	100%
Over/Underachieved %	6.09%	-0.62%	9.13%	24.2%	-16.1%	-0.84%	-0.77%	16.51%	0%	0%	38%

COMMENTS: Please provide observations and proposed strategies to address the under-representation of any group in order to achieve the 5-year sector target.

Observations

	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Over/Underachieved %	6.09%	-0.62%	9.13%	24.2%	-16.1%	-0.84%	-0.77%	16.51%	0%	0%	38%
Over/Underachieved Headcount	1	0	1	2	-2	0	0	2	0	0	4
Priority	5	4	6	8	1	2	3	7	0	0	0

Strategies Selection

Strategies Applicable

Please provide observations and proposed strategies to address under-representation of any group to achieve the 5-year sector target.

Strategy Narrative

Strategy

The organization's employment equity strategy for this past period is to maintain the current workforce profile (status quo), as internal staff movement has occurred during the previous 3 periods. Given the stable operational structure, no significant appointments, promotions, or terminations are anticipated.

Strategy Narrative

Although no new employment opportunities are projected during the anticipated 5-year Employment Equity Plan, the organization remains committed to the principles of the Employment Equity Act. Workforce demographics and sectorial numerical targets to be achieved will be monitored based on the historic and occupational status and gender in this occupational level, and when vacancies or promotional opportunities arise through internal criteria, they will be addressed in alignment with employment equity objectives and sectorial numerical targets. In this way, the organization ensures compliance, promotes representation, and remains prepared to address representation as opportunities arise.

When starting with “Occupational Level Analysis” the first one highlighted will be “Top Management”. You can either select the default strategy as show above by not clicking the check box for “Strategies Selection”. Or if you wish to select applicable strategies, please click the check box “Strategies Applicable” and the screen will appear as per page 14 of this document.

Strategies Selection

Strategies Applicable

Now you may to select the applicable “Strategies.”

strategies selection

Strategies Applicable

Please provide observations and proposed strategies to address under-representation of any group to achieve the 5-year sector target.

Strategies	Strategy Narrative
Ensuring that designated people are equally represented in all occupational levels as per the latest EAP targets.	The Company will consult on targets with stakeholders/line managers prior to recruitment and/or promotions.
Shaping our Bursar/Learner intake profile to optimise designated representation in this occupation level.	A systematic programme of targeted recruitment towards designated people based on EAP under-represented races and genders will be implemented.
The Company will seek ways to retain employees internally so that they are not lost to the external market (retention strategies).	The Company will seek external talent only once all internal talent acquisition has been exhausted.
We will establish a monthly progress monitoring mechanism towards Employment Equity and transformation.	The Company will include an incentive at a department level for the achievement of set targets and goals as per our EE Plan.
We will establish a support mechanism programme such as coaching and mentoring for employees from designated groups.	The Company will include Key Performance Indicators (KPIs) and Key Performance Areas (KPAs) for relevant recruitment managers to enhance set targets and goals as per our EE Plan.
The Company will ensure that females are adequately represented in this occupational level.	Recruitment and selection committee members will be trained on the EE Act and also on how to conduct targeted and competency based interviews.
The Company will establish a support mechanism such as coaching and mentoring for designated employees that are under-represented according to EAP targets.	Plans contained in the Company for change transformation framework will continue to be implemented.

Then select the “Strategy Narrative.”

Strategies Selection

Strategies Applicable

Please provide observations and proposed strategies to address under-representation of any group to achieve the 5-year sector target.

Strategies	Strategy Narrative
<input checked="" type="checkbox"/> Ensuring that designated people are equally represented in all occupational levels as per the latest EAP targets.	The Company will consult on targets with stakeholders/line managers prior to recruitment and/or promotions.
<input type="checkbox"/> Shaping our Bursar/Learner intake profile to optimise designated representation in this occupation level.	A systematic programme of targeted recruitment towards designated people based on EAP under-represented races and genders will be implemented.
<input type="checkbox"/> The Company will seek ways to retain employees internally so that they are not lost to the external market (retention strategies).	The Company will seek external talent only once all internal talent acquisition has been exhausted.
<input type="checkbox"/> We will establish a monthly progress monitoring mechanism towards Employment Equity and transformation.	The Company will include an incentive at a department level for the achievement of set targets and goals as per our EE Plan.
<input type="checkbox"/> We will establish a support mechanism programme such as coaching and mentoring for employees from designated groups.	The Company will include Key Performance Indicators (KPIs) and Key Performance Areas (KPAs) for relevant recruitment managers to enhance set targets and goals as per our EE Plan.
<input type="checkbox"/> The Company will ensure that females are adequately represented in this occupational level.	Recruitment and selection committee members will be trained on the EE Act and also on how to conduct targeted and competency based interviews.

Click on “Save current Selection” as you are building your strategies. When you have confirmed your selection, you can click on “Save Strategies for Top Management” (this will be for the current occupational level of you are currently working on). This process applies to all the other occupational levels.

The screenshot shows a web interface titled "Strategies Selection". At the top, there is a yellow banner with the text: "Please provide observations and proposed strategies to address under-representation of any group to achieve the 5-year sector target." Below this is a table with two columns: "Strategies" and "Strategy Narrative". The "Strategies" column contains several text boxes with various strategies, such as "Ensuring that designated people are equally represented in all occupational levels as per the latest EAP targets." and "The Company will ensure that females are adequately represented in this occupational level." The "Strategy Narrative" column contains corresponding narrative text for each strategy. At the bottom right of the table, there are two prominent buttons: "Save Current Selection" and "Save Strategies For Top Management". Two blue arrows point from the text below to these buttons.

When you click on “Save Current Selection” a confirmation message will appear at the bottom right hand side of the screen.

When you click on “Save Strategies for Top Management” you have completed the applicable strategies for this occupational level. You will be redirected to the top of the page, and the next occupational level will automatically select.

You will be directed to the next occupational level as displayed in the screen below, you will move from Top Management to Senior Management Occupational Level.

Occupational Level Analysis (Strategies Selection)

Top Management **Senior Management** Middle Management Junior Management Semi-Skilled Unskilled

	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Adjusted Sectorial Numerical Targets	26.92%	0.69%	0.98%	5.8%	33.47%	1.07%	0.98%	4.47%	0%	0%	74%
Actual Workforce Profile %	21.05%	7.89%	2.63%	10.53%	28.95%	10.53%	2.63%	15.79%	0%	0%	100%
Over/Underachieved %	-5.87%	7.2%	1.65%	4.73%	-4.52%	9.46%	1.65%	11.32%	0%	0%	26%

COMMENTS: Please provide observations and proposed strategies to address the under-representation of any group in order to achieve the 5-year sector target.

Observations

Senior Management	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Over/Underachieved %	-5.87%	7.2%	1.65%	4.73%	-4.52%	9.46%	1.65%	11.32%	0%	0%	26%
Over/Underachieved Headcount	-2	3	1	2	-2	4	1	4	0	0	11
Priority	1	5	3	4	2	6	3	7	0	0	0

Strategies Selection

Strategies Applicable

Please provide observations and proposed strategies to address under-representation of any group to achieve the 5-year sector target.

You can now repeat the process for all occupational levels, until you have saved all the strategies and strategy narratives for each occupational level.

Only once all the strategies and strategy narratives for each occupational level have been selected and saved, you can, click on “Next” to proceed to the plan. This process will be completed with your EECMS consultant.

Please stop at this point.