

DIS-CHEM

EMPLOYMENT EQUITY

AND

DIVERSITY MANAGEMENT

POLICY

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GLOSSARY – DEFINITIONS OF TERMS

AA Affirmative Action

EE Employment Equity

These are measures designed to ensure that suitably qualified persons from the designated group have equal employment opportunities and are equitably represented in all occupational levels and categories in the workplace of a designated employer.

EEA The Employment Equity Act, Act 55 of 1998

LRA Labour Relations Act, 66 of 1995 (as amended)

Black People Is a collective term referring to Africans, Coloureds and Indians.

Designated Group

This refers to Black people, women and persons with a disability who are natural persons and are:

- South African citizens by birth or descent; or
- Are citizens by naturalisation prior to 27 April 1994; or
- Became citizens of South Africa on 27 April 1994, but who, not for the Apartheid policy in place would have been able to acquire citizenship by naturalisation prior to that date

Persons with a disability/PWD

Refers to people who have a long term or recurring physical or mental impairment which substantially limits their prospects of entry into, or advancement in, employment

Reasonable Accommodation

Any modification or adjustment to a job or to the working environment that will enable a person from a designated group to have access to or participate or advance in employment and which reduces the impact of the impairment and allows the employee to fulfil the essential functions of the job

Suitably Qualified

Refers to a person who has one or a combination of the following:

- Formal qualification
- Knowledge/skills/abilities achieved through prior learning
- Experience
- Has the capacity to acquire, within a reasonable time, the ability to do the job.

1. INTRODUCTION

South African society has undergone a rapid change, which has created a new economic order. In a nation where the majority was economically and politically disadvantaged, the new economic order would generate different needs and demands. The Company recognises and accepts the accountability and responsibility to comply with legislation and to meet its strategic goals with regard to employment equity and does so in the form of the adoption and implementation of this policy, practices and procedures.

2. DIS-CHEM EE VISION & MISSION

2.1 DIS-CHEM EE VISION

2.1.1 Dis-Chem is committed to recruiting quality people and developing their potential in order to expand their careers and to become participants in sustaining its competitive edge. To achieve this and taking South Africans history into account, the company commits itself to equity programme to accelerate its culture of diversity.

2.1.2 The company recognizes its responsibility to equalize opportunities the previous disadvantaged within the social, economic and educational sector. Accelerating opportunities for disadvantaged does not mean that the career development of others will be ignored. Our people will continue to be recognized for their competencies on merit counting the prohibitions of the EEA.

2.2 DIS-CHEM MISSION

2.2.1 Dis-Chem will endeavor to increase to have people from the designated groups adequately represented at all levels within the

group over the next five years. The definition of “adequate representation” will be based on consultation, operational needs and best practice. The entire process will be viewed on an ongoing basis and the company reserves the right to amend all or any part of the equity strategy/employment policies and procedures, after appropriate consultation, where possible.

3. PURPOSE

The purpose of the Dis-Chem Employment Equity and Diversity Management Policy is to achieve equity in the workplace by:

- 3.1. Promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination
- 3.2. Implementing affirmative action measures to redress the disadvantages in employment experienced by black people, women and people with disabilities, in order to ensure their equitable representation in all occupational categories and levels in the workforce
- 3.3. Actively recruiting, training, developing and promoting suitable qualified people from designated groups
- 3.4. Creating a work environment that encourages diversity as a strength and allows all people to develop and contribute to their full potential
- 3.5. Also creating a work environment that enhances workplace diversity as a strategic advantage for achievement of world-class excellence that is also protected from all forms of psychological and physical harassment
- 3.6. Providing Dis-Chem’s present and future needs for skilled and managerial human resources

- 3.7 Promoting economic development and efficiency in the workplace
- 3.8 Ensuring that Dis-Chem becomes known as an equal opportunity employer and employer of choice, committed to the transformation of South Africa
- 3.9 In order to facilitate communication within the Company, to aid and facilitate change processes within the Company and to monitor the implementation of the Employment Equity Plan, an Employment Equity Committee will be established. Employees will elect representatives on an annual basis.
- 3.10 Feedback meetings are held quarterly and other meetings take place as and when required. The role and the special tasks of the committee are reviewed annually and communicated to all employees.
- 3.11 Any Employee can stand for election. Any Employee can request that an issue relating to Employment Equity be raised by an Employment Equity representative at an Employment Equity meeting.
- 3.12 The Employment Equity Committee will carry out the role of mediator and contribute to the equity and fairness of all Human Resources policies, benefits and systems and of the employment equity policy and future plans/targets. A code of conduct for Equity Committee members will be drawn up for the members to sign, outlining their roles and responsibilities.

4. GUIDING PRINCIPLES

- 4.1 Black people, women and people with disabilities face significant disadvantages in employment. These include occupational segregation, inequalities in pay, lack of access to training and advancement opportunities and high levels of unemployment

- 4.2 Dis-Chem Employment Equity and Diversity Management policy adopts a holistic and integrated approach to two enduring realities of both population and labour markets: diversity and inequalities. It incorporates Affirmative Action, Employment Equity and Diversity Management as three distinct, but not mutually exclusive activities for (a) increasing diversity, (b) maximising human resources, and (c) eradicating discrimination practices.
- 4.3 Labour law dispensation require diversity management strategies for successful implementation and maintenance of workplace transformation programmes
- 4.4 Dis-Chem views diversity management as a tool to bring about harmony and effective functioning in the day-to-day activities of its diverse population.

5. POLICY GUIDELINES – EMPLOYMENT EQUITY

In managing Employment Equity in the workplace, the company will pursue the following policy guidelines:

5.1 Designated Groups

5.1.1 Designated groups covered under this policy are Black (Coloured, Indians and African) people, women and people with disabilities. Who are South African citizens by birth or descent or by naturalisation or who have acquired South African citizenship. It should be noted that the Broad Based Black Economic Empowerment Act defines Black persons as Africans, Indians, and Coloureds (including Chinese persons), who:-

5.1.1.1 Are South African citizens by birth or descent, or

5.1.1.2 Are South African citizens by naturalisation before 27 April 1994, or

5.1.1.3 Have become South African citizens after 27 April 1994 but who would have been eligible for South African citizenship before 27 April 1994 except for the Apartheid legislation in place prior to the implementation of the new Constitution

5.1.2 Dis-Chem will, within the objective of its employment equity policy, target all designated groups in recruitment and selection, development and promotion opportunities.

5.1.3 In the practical implementation of employment equity Dis-Chem acknowledges and will take into consideration that, within the category of designated groups, there has been differential disadvantage from the past.

5.2 Consultation

5.2.1 Dis-Chem will take reasonable steps to ensure proper consultation and attempt to reach agreement on the implementation of all aspects of this policy.

5.2.2 The consultation process will be ongoing and include representation from all internal stakeholders

5.3 Affirmative Action measures

5.3.1 Affirmative Action measures are measures designed to ensure that suitably qualified people from designated groups have equal employment opportunities and are equally represented in all occupational categories and levels in the workforce.

5.3.2 In assessing whether a person is suitably qualified for a job opportunity in Dis-Chem, either of or a combination of the following factors will be considered:

5.3.2.1 The person's formal qualifications

5.3.2.2 The person's prior learning

5.3.2.3 The person's relevant experience

5.3.2.4 The person's capacity to acquire, within a reasonable time, the ability to do the required job, i.e. potential

5.3.2 Dis-Chem's Affirmative Action measures will include:

5.3.2.1 The identification and elimination of employment barriers, including unfair discrimination, which may adversely affect people from designated groups.

5.3.2.2 The establishment of numerical targets with clear time frames and accountability for their achievement

5.3.2.3 Measures designed to further diversity in the workplace based on the equal dignity and respect for all people

5.3.2.4 Making reasonable accommodation for people from designated groups to ensure that they enjoy equal

opportunities and are equitable represented in the workforce

5.4 Preferential Treatment

5.4.1 Affirmative Action measures include preferential treatment and numerical goals, but exclude quotas. Preferential treatment does not, however, imply establishing absolute barriers to the prospective or continued employment and advancement of people who are not from designated groups. Dis-Chem will not make anyone redundant to make way for the appointment or development of people from designated groups

5.4.2 Dis-Chem recognises that a policy of preferential treatment may negatively affect perceptions of future opportunity amongst people not from designated groups. Dis-Chem therefore remains committed to people who perform and expects its managers to find innovative ways to deal with this challenge, and link this to its growth and expansion programme.

5.4.3 In deciding on the application of preferential treatment, Dis-Chem will take into consideration the following:

5.4.3.1 The demographic profile of the national and regional economically active population

5.4.3.2 The pool of suitably qualified people from designated groups from which Dis-Chem may reasonably be expected to promote or appoint employees

- 5.4.3.3 The economic and financial factors relevant to the sector in which Dis-Chem operates
- 5.4.3.4 The present and anticipated economic and financial circumstances of Dis-Chem
- 5.4.3.5 The number of present and planned vacancies that exist in the various job categories and levels, and Dis-Chem's labour turnover

5.5 HR Practice and Employee Profile Analysis

- 5.5.1 Dis-Chem will conduct an analysis, and continue to evaluate its employment policies, practices and procedures to identify employment barriers that may adversely affect people from designated groups.
- 5.5.2 In addition, Dis-Chem will conduct ongoing analysis of its internal and external labour markets, by occupational categories and levels, to determine the degree of under representation of people from designated groups.

5.6 Employment Equity Plan

- 5.6.1 Dis-Chem will develop and implement five (5) year employment equity plans that will provide the framework for measuring progress in representation of people from designated as well implementation of affirmative measures besides numerical goals.

5.7 Disclosure of information

5.7.1 Dis-Chem's Employment Equity Plan will be communicated, and made available on request, to all employees.

5.7.2 In terms of the legislative reporting requirements, Dis-Chem will submit the required employment equity report to the Department of Labour as stipulated by section 21 of the EEA.

5.8 Accountability

5.8.1 Dis-Chem CEO will be overall accountable for ensuring that the employment equity and diversity management policy objectives are achieved, and will be responsible for ensuring that Dis-Chem line managers implement the policy at a practical day to day level.

5.9 Targeted Recruitment & Selection, Training & Development, Promotion and Retention

5.9.1 Dis-Chem's employment equity plan will not only include broad targets and timetables relating to occupational levels, but will also cover specific targets for recruitment and selection, training and development opportunities, transfers, work sharing and promotion opportunities, and strategies and plans for retaining people from designated groups.

5.10 Black Economic Empowerment

5.10.1 Over and above the challenge of employment equity, Dis-Chem acknowledges the need to contribute to the development of business opportunities and partnership with people from designated groups. This will include equity, amongst others, investment, implementation of code 300 & 400 of BBBEE and other transformation initiatives.

5.11 Dispute Resolution

5.11.1 The company will adopt the alternative dispute resolution policies and practices when handling disputes relating to the implementation of the employment equity policy and the provisions of the Labour Relations Act will also be used.

5.11.2 Line management will ensure that there is greater transparency and communication of these procedures to employees at all levels within the company

5.11.3 Dis-Chem will pursue the following best practices in handling dispute resolution:

5.11.3.1 Establish a policy for alternative dispute resolution, including procedures and responsible persons

5.11.3.2 Retaliation against employees who pursue their legal rights is prohibited

5.11.3.3 Disciplinary action will be taken against those who retaliate

- 5.11.3.4 Line management to ensure that internal procedures are fair and do not unfairly discriminate against a particular group of employees within the company
- 5.11.3.5 If you feel that you have been discriminated against or subject to harassment you may forward your query or complaint to the Employment Equity Manager. Other grievances or complaints which are not founded on grounds of discrimination or harassment must be lodged in terms of the Grievance Procedure.
- 5.11.3.6 No employee may unfairly discriminate, directly or indirectly, against an employee, in any employment policy or practice, on one or more grounds, including race, gender, sex, pregnancy, marital status, family responsibility, ethnic or social origin, colour, sexual orientation, age, disability, religion, HIV status, conscience, belief, political opinion, culture, language and birth.
- 5.11.3.7 It is not unfair discrimination to—
- 5.11.3.7.1 Take affirmative action measures consistent with the purpose of this Act; or
 - 5.11.3.7.2 Distinguish, exclude or prefer any person on the basis of an inherent requirement of a job.
- 5.11.3.8 An employee, an applicant for employment, may refer a dispute concerning alleged unfair discrimination (or medical or psychological testing) to the CCMA for conciliation. This must be done within 6 months of the alleged discrimination (or testing). If a dispute is not resolved at Conciliation, a party may refer the dispute for arbitration. Unfair dismissal disputes in which unfair

discrimination is alleged must be dealt with in terms of the Labour Relations Act. The dismissal must be referred to the CCMA within 30 days.

6. POLICY GUIDELINES – DIVERSITY MANAGEMENT

In managing diversity, the company will pursue the following policy guidelines: -

6.1 Cultural Diversity

6.1.1 Being aware of the diverse cultures that exist among its employees at all levels of employment, Dis-Chem will develop a culture that recognises each of the different cultures represented by employees, vendors and customers.

6.1.2 As part of the company's diversity management programme, employees will be encouraged to discuss and share cultural values and practices so as to gain a better understanding of the rich heritage of their diverse cultures. Such interventions will improve communication, strengthen functional teams and improve interpersonal relationships.

6.1.3 In defining its corporate culture, the company will try not to suppress other cultural values in favour of any one culture. This goes for employees and the business environment within which the company operates and from which the company has earned its credibility and status.

6.2 Gender Diversity

6.2.1 Realising the need to encourage the participation of women in various job categories and levels of employment, the company will put in place strategies and programmes to assist women to realise their aspirations in line with the company's Employment Equity plan.

6.2.2 Gender stereotypes and sexist comments will be guarded against and employees will be encouraged to treat people of the opposite sex with respect and dignity.

6.3 Racial Diversity

6.3.1 The company will encourage employees from all race groups to treat one another with mutual dignity and respect. No discriminatory comments and practices, racial slurs, jokes or any verbal, graphic or physical conduct will be allowed. Employees will be required to have tolerance towards each other's background differences.

6.4 Managing Change

6.4.1 With the current challenges facing businesses globally, the company recognises the need for change in its workforce profile, business processes and environment so as to meet the requirements of the relevant legislation. To manage such changes, Dis-Chem will do the following:-

- 6.4.1.1 Create awareness regarding why change is necessary and help employees cope with and manage change so that initiatives such as Employment Equity and Affirmative Action can be sustainable.
- 6.4.1.2 Provide opportunity, events, resources and forums that will promote communication and information sharing in a non-threatening, culture sensitive and respectful way.
- 6.4.1.3 Have training and development programmes for managers, supervisors and team leaders on change and diversity management.
- 6.4.1.4 Apply disciplinary and grievance procedures in instances where employees have treated one another in a manner that is contrary to the ideals outlined in this policy.
- 6.4.1.5 Encourage staff to contribute ideas towards the continuous improvement and successful maintenance of a diversified workplace.

6.5 Valuing Diversity

- 6.5.1 In the execution of its day-to-day management practices and implementation of business initiatives, the company will take advantage of existing structures and processes to accommodate the diversity of its employees. There will be no unfair exclusion based on culture, gender, race, religion, appearance, stereotypes, lifestyle or any other preferences or biased opinion.

6.6 Building on Diversity

- 6.6.1 As part of its strategic approach to human resources management, the company will use its numerical targets on employment equity to achieve a reasonable balance in employing and/or promoting blacks, women and people with disabilities.
- 6.6.2 To ensure the success of the company's affirmative action programme, all employees, especially supervisors and managers, will be required to give the necessary support and assist designated employees to achieve the objectives set for them in their new jobs.
- 6.6.3 Employees within Dis-Chem will, whenever possible, listen to and consider the views and opinions of all voices, irrespective of reporting level or employment category without undermining or bias.

7. RESPONSIBILITIES

- 7.1 CEO of Dis-Chem
- 7.1.1 Custodian of Transformation
- 7.2 Human Resources
- 7.2.1 Facilitation and monitoring of the process
- 7.3 Line Management
- 7.3.1 Creation of work process environment and terms that are diversity enhancing
- 7.3.2 Ensure the demographics of the are equitable represented by all race groups

8. MONITORING

- 8.1 Labour Relations, Human Resources, Management, Employment Equity Committee

9. REFERENCE DOCUMENTS/ PRACTICES

- 9.1 Disciplinary and Grievance procedures
- 9.2 Sexual Harassment Policy
- 9.3 Recruitment and Selection Policy
- 9.4 Training and Development Policy

CONTACTING AN EE COMMITTEE MEMBER

To : _____

From

Name : _____

Position : _____

Department : _____

Nature of query:

This query relates to discrimination / harassment on grounds of:-

- | | |
|---|--|
| <input type="checkbox"/> An employment policy or practice | <input type="checkbox"/> Race |
| <input type="checkbox"/> Gender | <input type="checkbox"/> Sex |
| <input type="checkbox"/> Pregnancy | <input type="checkbox"/> Marital status |
| <input type="checkbox"/> Family responsibility | <input type="checkbox"/> Ethnic or social origin |
| <input type="checkbox"/> Colour | <input type="checkbox"/> Sexual orientation |
| <input type="checkbox"/> Age | <input type="checkbox"/> Disability |
| <input type="checkbox"/> Religion | <input type="checkbox"/> HIV status |
| <input type="checkbox"/> Conscience | <input type="checkbox"/> Belief |
| <input type="checkbox"/> Political opinion | <input type="checkbox"/> Culture |
| <input type="checkbox"/> Language and | <input type="checkbox"/> Birth |
| <input type="checkbox"/> Medical testing | <input type="checkbox"/> Psychometric testing |
| <input type="checkbox"/> Other: _____ | |

Desired outcome:

Date : _____

Signature : _____

Please ensure that the recipient acknowledges receipt of your query or complaint.