

## Employment Equity (EE), Diversity Management and Change Management

JPC recognises the value a diverse workforce brings and believes that the Company should reflect the diversity of the communities we serve in the CoJ. To achieve its objectives JPC fully embraces the principles of employment equity and promotes the fair and consistent treatment of all our Employees, encouraging equal opportunities. Gender mainstreaming, youth programmes, personal development, succession planning and retention have become some of the key drivers in JPC's human capital management practices and strategies.

The EE Plan outlines the five-year objectives:

- Elimination of unfair discrimination;
- Implementation of Affirmative Action;
- Promotion of diversity;
- Ensuring efficiency and effectiveness to enhance equitable delivery services;
- Implementation of fair and equitable working facilities for all Employees;
- Recruitment and retention of suitable Employees from designated groups;
- Training of Employees and managers;
- Ensure timeous submission of progress reports on the implementation of the EE plan to the Department of Labour; and
- Ensure proper budgeting for EE activities as per the plan.

These objectives will be monitored annually to monitor and ensure reasonable progress.

Focused attention on diversity management within the Company is essential and will form part of the Change Management process. Since the integration of FMM, MTC and JPC, the Company has a diverse set of skills, cultures and generational differences, which presents challenges. In the first two quarters of the new financial year JPC embarked on an extensive Change Management programme in conjunction with a Diversity Management programme.

JPC is adopting a proactive approach to managing diversity in the workplace. The Company regards a diverse workforce as a business asset and opportunity to identify and realise the potential of the diverse knowledge, qualifications, skills, abilities, behavioural attributes and background of the workforce.

Diversity Management is considered a strategic issue, and to safeguard diversity, is entrenched in the culture of the Company. Specific initiatives and inclusive practices and behaviours of benefit to all Employees will be introduced. JPC will focus on creating a work environment that values and utilises the contributions of Employees with diverse backgrounds, experiences and perspectives. The Employer and Employees have an ethical and legal responsibility to maintain an environment that is free of discrimination and harassment, is safe, respectful and productive, and also to be treated fairly within the workplace.

The diversity implementation plan will encompass the following:

- Cultures;
- Religions;
- Sex orientation;
- Race and gender; and
- Diversity backgrounds, experiences, skills and education.

### Promotion of diversity awareness and Change Management plan

In order to achieve the strategy and diversity, the plan must take note of the following:

- A diversity-consciousness audit amongst all Employees to ascertain the level of awareness of diversity-related issues in the workplace;
- Diversity Management training for Management and all Employees;
- Initiatives to support diversity such as cultural events/interactions;
- Create multicultural work teams who find themselves in a potentially destructive group process, to work through difficult interpersonal processes despite individual differences;
- Conflict within the organisation caused by stress relating to job insecurity because of the restructuring;
- Understanding the quality of work life;

- Understanding the social profile of our Employees;
- Generational differences and the impact on productivity and the value systems of the organisation;
- Different values and the impact on the organisational values;
- Determining the work-life balance and how to create and maintain that work-life balance; and
- Ethics – defining work ethics, leadership ethics, corporate and organisational ethics and building an ethical environment.

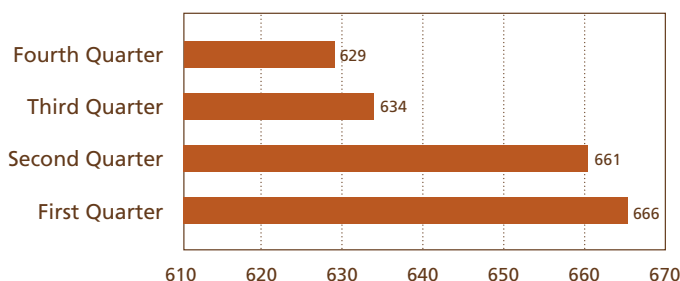
Employment Equity demographics status indicates that JPC has a total Employee complement of **629 permanent** Employees and **10 temporary** Employees at 30 June 2015. This includes people with disabilities.

*Note: A = African, C = Coloured, I = Indian and W = Whites.*

Occupational levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	M	F	
Top Management	1	0	2	1	0	1	1	0	0	0	6
Senior Management	4	0	0	1	4	1	0	0	0	0	10
Professionally qualified and experienced specialists and Mid-management	8	0	2	5	9	1	1	3	0	0	29
Junior Management, Superintendents and Management	78	4	4	10	14	2	1	4	1	0	118
Semi-skilled/Administration	121	3	2	1	64	7	1	4	0	1	204
Unskilled and defined decision making	136	19	3	2	82	19	1	0	0	0	262
<b>TOTAL PERMANENT/FTC</b>	<b>348</b>	<b>26</b>	<b>13</b>	<b>20</b>	<b>173</b>	<b>31</b>	<b>5</b>	<b>11</b>	<b>1</b>	<b>1</b>	<b>629</b>
Temporary Employees	2	1	1	0	4	2	0	0	0	0	10
<b>GRAND TOTAL</b>	<b>350</b>	<b>27</b>	<b>14</b>	<b>20</b>	<b>177</b>	<b>33</b>	<b>5</b>	<b>11</b>	<b>1</b>	<b>1</b>	<b>639</b>

The workforce profile above indicates that majority of the Employees are at lower levels between semi-skilled and unskilled.

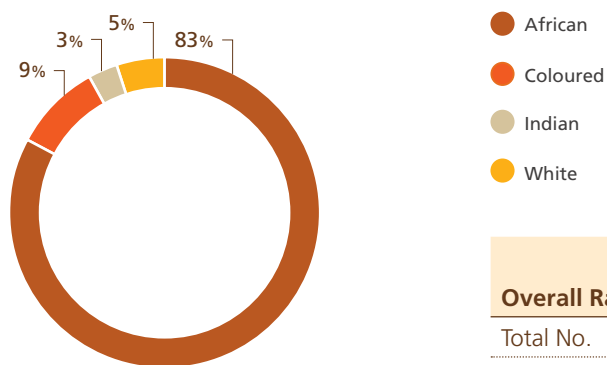
The workforce trend below indicates JPC’s quarterly profile for the 2014/2015 financial year. The profile in its entirety is inclusive of temporary Employees.



## Employment Equity (EE), Diversity Management and Change Management continued

**Racial Split:** The graph and table below demonstrate the overall racial split at 30 June 2015. According to the gap analysis whites are under-represented by 11% against the set target of 16%. The demographics for the designated groups are slightly over target. The under-representation will be addressed as and when positions become available and where suitable qualified white candidates will be given preference.

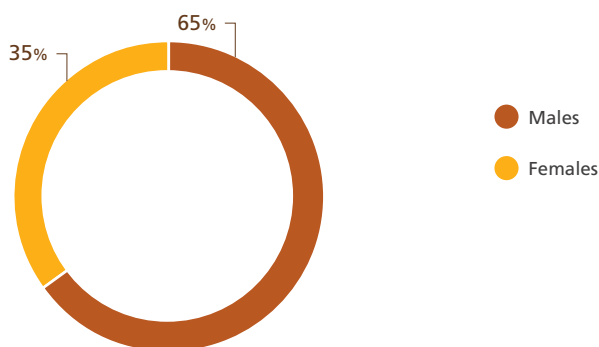
### Racial Split – June 2015



Overall Racial	JPC Total				Foreign Nationals
	A	C	I	W	
Total No.	521	57	18	31	2
Actual	83%	9%	3%	5%	0%
<b>Target</b>	<b>78%</b>	<b>4%</b>	<b>2%</b>	<b>16%</b>	<b>0%</b>
Gaps	5%	5%	1%	(11%)	

**Gender Split:** The graph and table below indicate the overall gender split at 30 June 2015. It shows clearly that females are under-represented by 15% against the 50% gender target. The EE implementation plan will address the imbalance identified as and when suitable positions become available.

### Gender Split – June 2015



	Males	Females
Actual	65%	35%
<b>Target</b>	<b>50%</b>	<b>50%</b>
Gaps	15%	(15%)