

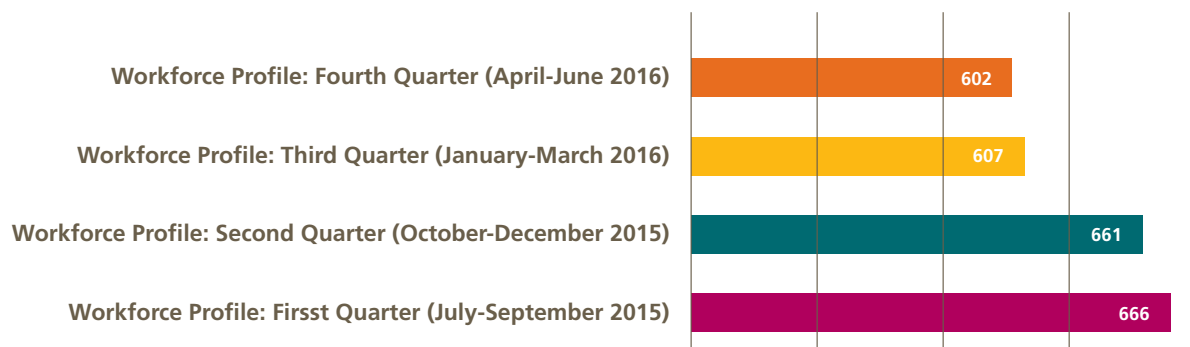
## Employment Equity

Employment Equity demographic status indicates that the JPC has a total staff compliment of 602 employees as of the end of June 2016 including people with disabilities and temporary staff.

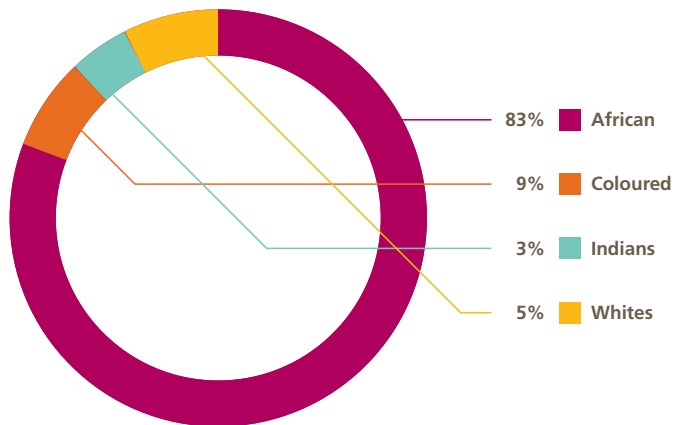
Note: **A**=African, **C**=Coloured, **I**=Indian and **W**=Whites.

Occupational levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	M	F	
Top Management	2	0	1	1	0	1	0	0	0	0	5
Senior Management	1	0	0	0	1	0	2	0	0	0	4
Professionally qualified and experienced specialists and Mid-management	17	0	4	6	16	1	2	3	0	0	49
Junior Management, Superintendents and Management	119	4	5	12	47	8	2	5	1	0	203
Semi-skilled/Administration	108	7	3	1	41	8	0	2	0	1	171
Unskilled and defined decision making	76	10	0	1	67	15	0	0	0	0	169
<b>TOTAL PERMANENT STAFF</b>	<b>323</b>	<b>21</b>	<b>13</b>	<b>21</b>	<b>172</b>	<b>33</b>	<b>6</b>	<b>10</b>	<b>1</b>	<b>1</b>	<b>601</b>
Temporary Employees	0	0	0	0	1	0	0	0	0	0	1
<b>GRAND TOTAL</b>	<b>323</b>	<b>21</b>	<b>13</b>	<b>21</b>	<b>173</b>	<b>33</b>	<b>6</b>	<b>10</b>	<b>1</b>	<b>1</b>	<b>602</b>

The graph indicates the staff profile respectively for 2015/2016 financial year. The analyses illustrate the significant decrease in terms of the staff deduction in comparison to the previous quarters.

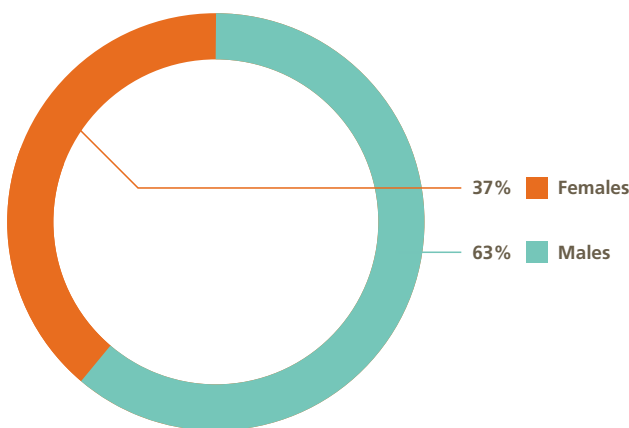


### Racial Split and Gender Split as at End June 2016



Overall Racial	JPC Total			
	A	C	I	W
Actual	83%	9%	3%	5%
<b>Target</b>	<b>78%</b>	<b>4%</b>	<b>2%</b>	<b>16%</b>
Gaps	5%	5%	1%	(11%)

The graph and table above shows that designated racial groups referred to as Blacks are over-represented, whereas the non-designated group referred to as Whites are under-represented by 11%. The under-representation has also been identified as a barrier in the EE plan and corrective measures are needed to close the gap against the set target.



Gender Split	Males	Females
Actual	63%	37%
<b>Target</b>	<b>50%</b>	<b>50%</b>
Gaps	13%	-13%

The key gender profile highlights that the JPC is characterised by a high representation of male employees in all occupational levels and under representation of female employees, especially in the first three top occupational levels. The corrective action is for the JPC to actively target females from under-represented racial groups namely White, Indian, and Coloured, especially for the top Senior Management and professionally qualified Middle Managers. This trend is a challenge experienced within the sector and HCM in conjunction with EE committee and leadership will implement initiatives to attract, develop and retain women. This outreach has been identified as essential in order to ensure an all-inclusive gender appreciative culture conducive to transformation.

## Employment Equity continued

### Performance Management & Succession Planning

The Human Resources department has embarked on the process of embedding performance standards that entailed developing performance standards for all new job profiles by focusing on the following tasks:

1. Determining the total number of jobs per division
2. Profiling and evaluating jobs
3. Categorising jobs that are similar or related
4. Determining common Key Performance Standards
5. Defining performance standards (methodology or principles)

Common Performance Standards for the following occupational categories have been finalized:

- Executive Managers
- Senior Managers
- Middle Managers/Operational Managers/Supervisors
- Administrators
- IT

### Employee Benefits

Employee Remuneration is based on all-in inclusive packages (total cost to company), including Employer Contributions towards benefits such as pension, housing, and medical aid. These employee costs represent 51.17 % of JPCs' expenditure.

#### Salary Bill for 2015/2016 Financial Year (July 2015 – June 2016)

Salary Bill for 2015/2016 Financial Year				
Quarter 1	Quarter 2	Quarter3	Quarter 4	YTD
50 529 948	68 904 984	50 899 947	56 371 990	226 706 869

#### Leave Provision for the Period Under Review

Leave Provision for 2015/2016			
Quarter 1	Quarter 2	Quarter3	Quarter 4
12 072 630	14 261 917	14 725 916	15 231 393

#### Overtime Costing for the Period Under Review

Overtime Costing for 2015/2016				
Quarter 1	Quarter 2	Quarter3	Quarter 4	YTD
1 019 455	987 011	1 084 090	1 096 370	4 186 926.00