

<p>PLEASE READ THIS FIRST</p> <p style="text-align: center;">↓</p>	<p>DEPARTMENT OF LABOUR</p>	
<p>PURPOSE OF THIS FORM</p> <p>Designated employers are expected to complete this template in order to comply with Section 19, which must include an analysis of their workforce profile, policies, procedures, practices and environment.</p> <p>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.</p> <p>Section 19(2) indicates that the analysis must include a profile to determine the under-representation of people from the designated groups in the various occupational levels in the workforce.</p>	<p>ANALYSIS</p>	
	Trade name	Clicks Retailers
	DTI registration name	New Clicks South Africa (Pty) LTD
	DTI registration number	19950729892
	PAYE/SARS number	7650729892
	UIF reference number	056714/8
	EE reference number	17097
	Seta classification	Wholesale & Retail
	Industry/Sector	Retail and Motor Trade and Repair Services
	Telephone number	0214601911
	Postal address	PO Box 5142
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	Postal code	8000
	City/Town	Cape Town
	Province	Western Cape
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	City/Town	Cape Town
	Province	Western Cape
<p>Details of CEO/Accounting Officer at the time of submitting this report</p>		
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A designated employer is required to conduct an analysis of their workplaces.

According to section 19(1) of the Employment Equity Act, a designated employer must 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;

In order for a designated employer to comply with this provision, the following template should be utilized to furnish the required information.

1. QUALITATIVE ANALYSIS

1.1. BARRIERS AND AFFIRMATIVE ACTION MEASURES (*policies, procedures and/or practice*)

In order to conduct an analysis of policies, procedures and/or practice, barriers are identified and proposed affirmative action measures established to respond to such barriers. Please note that the information below serves as a baseline to inform the 'Barriers and Affirmative Action measures (non-numerical goals) in the Employment Equity Plan (EE Plan).

CATEGORIES	BARRIERS AND AFFIRMATIVE ACTION MEASURES					
	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) (briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	PROPOSED AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION) (briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	
	POLICY	PROCEDURE	PRACTICE			
Recruitment	✓		✓	<ul style="list-style-type: none"> Inadequate progress to improve the representivity of EE employees at the Top, Senior and management levels 	<ul style="list-style-type: none"> Review the use of representative selection panels for senior and scarce & critical skills 	
Advertising positions						
Selection criteria	✓		✓		<ul style="list-style-type: none"> Implement policy change to reflect EE target for shortlisted candidates 	
Appointments	✓		✓		<ul style="list-style-type: none"> A minimum of 80% of shortlisted candidates needs to be from designated groups 	
Job classification and grading				No barriers identified		
Remuneration and benefits			✓	There is a differential on compa-ratio based on race and gender	Review adjustments to compa-ratio as part of the annual increase process and report on adjustments and progress to internal remuneration and social ethics committee	
Terms & conditions of employment				No barriers identified		
Work environment and facilities				No barriers identified		
Training and development		✓	✓	No structured learning and development programme in place with specific purpose of achieving EE in Clicks corporate services Lack of alignment between the Talent strategy & the learning delivery programmes.	Development and implement a structured accelerated learning programme to support EE plan in Clicks Corporate Services Implement a calendar per business unit that integrates the talent & succession, performance evaluation and IDP planning and approvals.	

CATEGORIES	BARRIERS AND AFFIRMATIVE ACTION MEASURES				
	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)	PROPOSED AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)
	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)
Performance and evaluation			✓	HR & Line Managers do not fully comprehend the application of all of the elements of the Group performance management framework.	Continue to train and report on performance management framework. On-going training in terms of refresher training for existing managers and training for new incumbents.
Succession & experience planning		✓	✓	Talent and succession process not aligned to EE plan and transformation roadmap	Talent and succession process to align to EE plan Improve talent and succession actual to plan
Disciplinary measures				No barriers identified	
Retention of designated groups		✓	✓	Inconsistent delivery of the retention plan for designated groups in scarce and critical areas	<ul style="list-style-type: none"> ▪ Development and implement a plan to retain designated groups ▪ Articulation and implementation of affiliation programme and delivery outputs
Corporate culture		✓	✓	Lack of awareness and appreciation of diversity in managerial levels.	Work is required to create awareness and appreciation of diversity in managerial levels
Reasonable accommodation	✓	✓	✓	Inconsistent practices, procedures due to lack of policy in terms of reasonable accommodation	Consistent policy indicating what constitutes reasonable accommodation
HIV&AIDS prevention and wellness programmes				No barriers identified	
Assigned senior manager(s) to manage EE implementation				No barriers identified	
Budget allocation in support of employment equity goals				No barriers identified	
Time off for employment equity consultative				No barriers identified	

CATEGORIES	BARRIERS AND AFFIRMATIVE ACTION MEASURES				
	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)	PROPOSED AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)
	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)
committee to meet					

2. QUANTITATIVE ANALYSIS

Section 19(2) of the EEA requires that a designated employer must include a profile, as prescribed of the designated employer's workforce within each occupational level in order to determine the degree of under-representation of people from designated groups in various occupational levels in that employer's workforce.

In order for a designated employer to comply with this provision, the following template should be utilised to furnish the required information.

2.1 SNAPSHOT OF WORKFORCE PROFILE

Workforce profile Information contained in the two tables below in terms of race, gender and disability is as at **01/02/2018**. The first table contains information on all employees, including people with disabilities, and the second table only contains information on people with disabilities.

Table 1: Snapshot of all employees, including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	1	3	6	0	1	0	2	3	1	17
Senior management	6	8	10	32	4	8	7	20	2	1	98
Professionally qualified and experienced specialists and mid-management	111	63	38	140	117	58	53	187	11	15	793
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	524	179	51	114	701	508	171	480	12	12	2752
Semi-skilled and discretionary decision making	3350	732	62	59	4810	1903	117	107	6	4	11150
Unskilled and defined decision making	1	0	0	0	2	0	0	0	0	0	3
TOTAL PERMANENT	3992	983	164	351	5634	2478	348	796	34	33	14813
Temporary employees	160	30	9	24	249	76	12	46	5	12	623
GRAND TOTAL	4152	1013	173	375	5883	2554	360	842	39	45	15436

Table 2: Snapshot of people with disabilities ONLY

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	1	0	0	0	0	0	0	0	1
Senior management	1	0	1	2	0	0	1	0	0	0	5
Professionally qualified and experienced specialists and mid-management	2	3	3	5	4	9	5	12	1	0	44
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	12	7	2	9	27	30	8	24	0	0	119
Semi-skilled and discretionary decision making	36	12	1	1	105	73	7	1	0	0	236
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	51	22	8	17	136	112	21	37	1	0	405
Temporary employees	6	1	1	0	2	2	0	1	0	0	13
GRAND TOTAL	57	23	9	17	138	114	21	38	1	0	418

2.2 ANALYSIS OF WORKFORCE PROFILE BY OCCUPATIONAL LEVEL

The analysis is done separately for each occupational level and for each race and gender intersection in terms of African male, Coloured male, Indian male, White male, African female, Coloured female, Indian female, White male, Foreign National male and Foreign National female.

A similar analysis is done pertaining to the representation of people with disabilities (PWDs) without the Economically Active Population (EAP). The degree of under representation of the designated groups is determined by taking into account the Economically Active Population as outlined in the EEA8 of these regulations.

TOP MANAGEMENT

	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
EAP	42.8%	5.3%	1.8%	5.3%	35.1%	4.5%	1%	4.2%	0	0	100%
ACTUAL	0	1	3	6	0	1	0	2	3	1	17
%	0.00%	5.88%	17.65%	35.29%	0.00%	5.88%	0.00%	11.76%	17.65%	5.88%	100.00%

No movement is expected at the Top Management level, due to a very small pool of people.

SENIOR MANAGEMENT

	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
EAP	42.8%	5.3%	1.8%	5.3%	35.1%	4.5%	1%	4.2%	0	0	100%
ACTUAL	6	8	10	32	4	8	7	20	2	1	98
%	6.12%	8.16%	10.20%	32.65%	4.08%	8.16%	7.14%	20.41%	2.04%	1.02%	100.00%

Turnover rate at the senior management level is very low. When opportunities become available, more action is required to identify and implement specific shortlist target based on areas of underrepresentation.

PROFESSIONALLY QUALIFIED

	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
EAP	42.8%	5.3%	1.8%	5.3%	35.1%	4.5%	1%	4.2%	0	0	100%
ACTUAL	111	63	38	140	117	58	53	187	11	15	793
%	14.00%	7.94%	4.79%	17.65%	14.75%	7.31%	6.68%	23.58%	1.39%	1.89%	100.00%

This level represents scarce and critical skills areas such as pharmacists and merchandise areas.

Opportunities through natural attrition and talent & succession plans needs to be taken to shift the profile by increasing the AM and AF representivity.

SKILLED TECHNICAL

	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
EAP	42.8%	5.3%	1.8%	5.3%	35.1%	4.5%	1%	4.2%	0	0	100%
ACTUAL	524	179	51	114	701	508	171	480	12	12	2752
%	19.04%	6.50%	1.85%	4.14%	25.47%	18.46%	6.21%	17.44%	0.44%	0.44%	100.00%

Significant progress has been made at this level. The various development programmes has been a success. The Pharmacist Assistant learnership, Store Operations Management learnership and graduate development programmes will continue to address the African male underrepresentation.

SEMI-SKILLED

	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
EAP	42.8%	5.3%	1.8%	5.3%	35.1%	4.5%	1%	4.2%	0	0	100%
ACTUAL	3350	732	62	59	4810	1903	117	107	6	4	11150
%	30.04%	6.57%	0.56%	0.53%	43.14%	17.07%	1.05%	0.96%	0.05%	0.04%	100.00%

Many entry level positions are at this level and the turnover rate provides a challenge. Success has been achieved through the Healthcare and Beauty training in place to develop employees. AM's are underrepresented and will be focused on in the near future, however this level is well represented in terms of the designated groups.

UNSKILLED

	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
EAP	42.8%	5.3%	1.8%	5.3%	35.1%	4.5%	1%	4.2%	0	0	100%
ACTUAL	1	0	0	0	2	0	0	0	0	0	3
%	33.33%	0.00%	0.00%	0.00%	66.67%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%

No significant movement expected due to the small pool of employees.