



**Dx/GCSx EE & SD COMMITTEE**

***Target Setting Principles***

- Eskom views Employment Equity as a strategic imperative and is, within this context, striving to ensure that its workforce demographic profile reflects the Economic Active demographic profile of South Africa
- Eskom must, in terms of the Vision 2020 on Employment Equity statement of intent, match the Economic Active Profile of South Africa by 31 March 2020
- Eskom is currently committed to major cost savings resulting from BPP initiatives. This has already resulted in the capping of workforce numbers and less opportunities to progress towards the Eskom 2020 Vision on Employment Equity
- Business has been calling for a different approach to the way in which Employment Equity targets have been set before as a result of the cost savings drive, and more especially the capping of workforce numbers, which has a negative impact on their ability to achieve the incremental targets, as set before

- **Currently Employment Equity targets are set as follows:**
  - The Economic Active Population demographic profile minus the workforce (per occupational level, race & gender groups) as at the end of a particular financial year, divided by the years remaining between that particular date and the 31<sup>st</sup> of March 2020
- **Follow a two-prompt approach to the setting of Employment Equity targets**
  - **Set targets for the business based on the current formula referred to above, in order to provide it with clear direction on:**
    - The milestones which need to be reached on an annual base in order to align with the Vision 2020 Employment Equity statement of intent. (These targets will also be used for Employment Equity Planning and Consultation-, but not for performance management purposes)
    - The demographic profile (race grouping/gender grouping) of individuals that should receive preference when appointing/promoting new/current employees – in support of the above targets

- **Follow a two-prompt approach to the setting of Employment Equity targets (continued)**
  - Set targets at Senior Management (EEE/SEE) and Professional/Managerial (P/G/M/S 14 – 18) levels based on the extent to which opportunities to appoint/promote employees within/into these levels have been utilised to improve the under representation of people from the designated groups in the business during a particular financial year. (The formula which will be applied to set these targets will be as follows: The number of Black (African/Coloured Indian) or Female (African/ Coloured/Indian/White) appointments that have been made/done within/into these levels during the financial year, expressed as a percentage of the total number of appointments/ promotions made/done at these levels during the same period. (These targets will be used for performance management purposes as it is believed that the business will perceive these targets to be reasonably fair and to a large extent, within their control)

# EXAMPLE OF ESKOM WORKFORCE PROFILE – JAN 2015



Occupational Level	Date	South African								Foreign Nationals		Total
		Male				Female				Male	Female	
		A	C	I	W	A	C	I	W			
<b>EAP %</b>		<b>40.30%</b>	<b>5.60%</b>	<b>1.90%</b>	<b>6.20%</b>	<b>34.90%</b>	<b>5.00%</b>	<b>1.20%</b>	<b>4.60%</b>	<b>0.00%</b>	<b>0.00%</b>	
Top management	Jan 2015 Actual	13	0	3	5	5	0	1	1	0	0	28
	Jan 2015 %	46.43%	0.00%	10.71%	17.86%	17.86%	0.00%	3.57%	3.57%	0.00%	0.00%	
	Target March 2015 %	39.54%	3.46%	12.94%	16.18%	18.44%	3.36%	2.73%	3.29%	0.00%	0.00%	
Senior management	Jan 2015 Actual	99	17	47	138	65	12	23	28	11	2	442
	Jan 2015 %	22.40%	3.85%	10.63%	31.22%	14.71%	2.71%	5.20%	6.33%	2.49%	0.45%	
	Target March 2015 %	24.74%	4.32%	9.06%	28.51%	17.77%	2.97%	4.13%	6.12%	1.96%	0.36%	
Professionally qualified and experienced specialists and mid-management	Jan 2015 Actual	1918	344	459	1390	1564	149	198	396	85	27	6530
	Jan 2015 %	29.37%	5.27%	7.03%	21.29%	23.95%	2.28%	3.03%	6.06%	1.30%	0.41%	
	Target March 2015 %	30.59%	5.42%	6.08%	19.46%	25.42%	2.76%	2.79%	5.87%	1.21%	0.34%	
Skilled technical and academically qualified workers, junior management, supervisors, foremen, ...	Jan 2015 Actual	8505	1089	478	3386	5821	557	326	1101	80	29	21372
	Jan 2015 %	39.80%	5.10%	2.24%	15.84%	27.24%	2.61%	1.53%	5.15%	0.37%	0.14%	
	Target March 2015 %	39.12%	5.15%	2.24%	14.76%	28.37%	3.07%	1.50%	5.26%	0.34%	0.13%	
Semi-skilled and discretionary decision making	Jan 2015 Actual	8751	1061	63	576	2317	381	63	620	5	8	13845
	Jan 2015 %	63.21%	7.66%	0.46%	4.16%	16.74%	2.75%	0.46%	4.48%	0.04%	0.06%	
	Target March 2015 %	59.79%	7.44%	0.70%	4.67%	19.13%	3.06%	0.61%	4.47%	0.02%	0.06%	
Unskilled and defined decision making	Jan 2015 Actual	0	0	0	0	0	0	0	0	0	0	0
	Jan 2015 %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
	Target March 2015 %	71.69%	0.84%	3.55%	14.13%	8.13%	0.74%	0.16%	0.76%	0.00%	0.00%	
<b>TOTAL ESKOM PERMANENT WORKFORCE</b>	<b>Jan 2015 Actual</b>	19286	2511	1050	5495	9772	1099	611	2146	181	66	42217
	<b>Dec 2015 %</b>	<b>45.68%</b>	<b>5.95%</b>	<b>2.49%</b>	<b>13.02%</b>	<b>23.15%</b>	<b>2.60%</b>	<b>1.45%</b>	<b>5.08%</b>	<b>0.43%</b>	<b>0.16%</b>	
	<b>Target March 2015 %</b>	<b>44.68%</b>	<b>5.95%</b>	<b>2.38%</b>	<b>12.21%</b>	<b>24.67%</b>	<b>3.01%</b>	<b>1.42%</b>	<b>5.09%</b>	<b>0.38%</b>	<b>0.00%</b>	
Temporary employees	Jan 2015 Actual	1	1	2	10	1	0	0	0	0	0	15
	Jan 2015 %	6.67%	6.67%	13.33%	66.67%	6.67%	0.00%	0.00%	0.00%	0.00%	0.00%	
	Target March 2015 %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
<b>GRAND TOTAL</b>	Jan 2015 Actual	19287	2512	1052	5505	9773	1099	611	2146	181	66	42232

## RACIAL EQUITY

	Actual ACI	Headcount (Excl FN)	% Black	Eskom Target
<b>Snr Management</b>	263	429	61.31%	60%
	Actual ACI	Headcount (Excl FN)	% Black	Eskom Target
<b>Professional/Middle Management</b>	4632	6418	72.17%	70%

## GENDER EQUITY

	Actual Females	Headcount (Excl FN)	% Female	Eskom Target
<b>Snr Management</b>	128	429	29.84%	31%
	Actual Females	Headcount (Excl FN)	% Female	Eskom Target
<b>Professional/Middle Management</b>	2307	6418	35.95%	37%

## YTD HIRES AND PROMOTIONS

	YTD Actual ACI Hires & Promotions	Total YTD Hires & Promotions	% Black	Eskom Target
<b>Snr Management</b>	8	9	88.9%	
<b>Professional</b>	228	275	82.9%	
<b>Total</b>	<b>236</b>	<b>284</b>	<b>83.1%</b>	

	YTD Actual Females Hires & Promotions	Total YTD Hires & Promotions	% Female	Eskom Target
<b>Snr Management</b>	2	9	22.2%	
<b>Professional</b>	123	275	44.7%	
<b>Total</b>	<b>125</b>	<b>284</b>	<b>44.0%</b>	

## DISABILITIES

	Actual	WFP EE Headcount	%	Eskom Target %
<b>Disabilities</b>	1281	41614	3.08%	2.5%