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Department:
Labour

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PURPOSE OF THIS FORM

Section 20 requires designated employers to prepare and implement an Employment Equity Plan which will achieve reasonable progress towards employment equity in the employer's workforce. An Employment Equity Plan must state-

- (a) The objectives to be achieved for each year of the plan
- (b) The affirmative action measures to be implemented as required by section 15(2);
- (c) Where under representation of people from designated groups has been identified by the analysis, the numerical goals to achieve the equitable representation of suitably qualified people from designated groups within each occupational level in the workforce, the timetable within which this is to be achieved, and the strategies intended to achieve those goals;
- (d) The timetable for each year of the plan for the achievement of goals and objectives other than numerical goals;
- (e) The duration of the plan, this may not be shorter than one year or longer than five years;
- (f) The procedures that will be used to monitor and evaluate the implementation of the plan and whether reasonable progress is being made towards implementing employment equity;
- (g) The internal procedures to resolve any dispute about the interpretation or implementation of the plan;
- (h) The persons in the workforce, including senior managers, responsible for monitoring and implementing the plan; and
- (i) Any other prescribed matter.

DEPARTMENT OF LABOUR

EMPLOYMENT EQUITY PLAN (Section 20)

Employer Details

Trade name: **AfroCentric Health Limited**

DTI Registration name: **AfroCentric Health Limited**

PAYE/SARS No: **7340779802**

EE Ref No: **3940**

Industry/Sector : **Finance and Business Services**

Province: **Gauteng**

Tel No: **011 671 2000**

Fax No: **011 671 5413**

Postal address: **P O Box 1101, Florida Glen, 1708**

Physical address: **37 Conrad Road, Florida North, Roodepoort, 1709**

Province: **Gauteng**

Name & Surname of the CEO/Accounting Officer: **Ahmed Banderker**

Email address: **Ahmed@afrocentrichealth.com**

1. INTRODUCTION

AfroCentric Health Limited has developed a new Employment Equity Plan with a view to enhancing workplace diversity and aligning to the transformation objectives of the AfroCentric Group. The Employment Equity Plan will run for a 2 year period commencing from **1 October 2019 until 30 September 2021**.

The main objectives of the plan are:

- To ensure alignment of Human Resources policies, practices and procedures to the Department of Labour's Code of Good Practice on integrating Employment Equity into Human Resources policies, practices and procedures
- To implement Affirmative Action measures formulated to eliminate barriers to Employment Equity resulting from people practices and the working environment
- To eliminate and prohibit unfair discrimination in the workplace
- To achieve Numerical Targets and Goals set out for the 2 year period
- To ensure better representation in our workforce of the National Economically Active Population statistics of South Africa.

The AfroCentric Health Limited Employment Equity Plan will incorporate the following Legal Entities:

- AfroCentric Management Services
- Medscheme Holdings (Pty) Ltd;
- Helios IT Solutions (Pty) Ltd; and
- Aid for Aids Management (Pty) Ltd;
- AfroCentric Distribution Services (Pty) Ltd
- Klinika (Pty) Ltd

Section 20 requires that a designated employer prepares and implements an Employment Equity Plan which will achieve reasonable progress towards employment equity. An Employment Equity Plan must state the following:

- a. The objectives to be achieved for each year of the plan should meet the SMART principle as follows:-
 - Specific
 - Measurable
 - Attainable
 - Relevant; and
 - Time bound
- b. Barriers and Affirmative Action Measures must be aligned with those indicated in the audit analysis (section 19(1)) and meet the following requirements:
 - Include time-frames in order to track progress in the implementation of these AA Measures;
 - These time-frames should be within the duration of the EE Plan (no "on-going" permitted) and
 - Include responsible persons to monitor the implementation of these AA Measures (not names of people but designations).
- c. The workforce profile, numerical goals and targets with exact time-frames according to the duration of the plan which must be accompanied by strategies to achieve them as informed by the findings in the audit analysis (as per section 19(2)).
- d. Non-numerical goals according to paragraph b above (no need to repeat the table)
- e. The duration of the plan which may not be shorter than 1 year or longer than 5 years (it must have a start and end date in terms of day, month and year).

- f. Procedures to monitor and evaluate the implementation of the plan (which must state clear roles of stakeholders involved in the monitoring of the plan including time-frames when the monitoring takes place).
- g. Internal procedures to resolve any dispute about the interpretation or implementation of the plan (include the stakeholders involved in resolving the dispute and time-frames allocated for each step of the process)
- h. The persons in the workforce, including senior managers, responsible for monitoring and implementing the plan.
- i. Any other prescribed matter.

DURATION OF THE PLAN

Section 20 indicates that the duration of the Employment Equity Plan may not be shorter than one year or longer than five years. The duration of the plan must have a specific start and end date, as reflected below:

01 October 2019 – 30 September 2021

2. OBJECTIVES FOR EACH YEAR OF THE PLAN

The objectives for each year of the plan, which should be specific, measurable, attainable, relevant and time bound, are reflected in the table below:

TIMEFRAMES	OBJECTIVES	
YEAR 1 01 October 2019 – 30 September 2020	<ul style="list-style-type: none"> To have regular employment equity committee meetings to monitor progress in implementation of the employment equity plan, and discuss relevant issues. 	01 October 2019 – 30 September 2020
	<ul style="list-style-type: none"> Management to implement the recruitment policy and ensure it is aligned to EE goals and targets (inclusive of people with disabilities). 	01 October 2019 – 30 September 2020
	<ul style="list-style-type: none"> Expand the pool of suitable candidates from designated groups through multiple recruitment source agents. 	01 October 2019 – 30 September 2020
	<ul style="list-style-type: none"> Train recruiting managers and Business Partners on EE requirements 	March 2020- May 2020
	<ul style="list-style-type: none"> Management to ensure all remuneration and benefit structures are communicated to the entire workforce 	March 2020
	<ul style="list-style-type: none"> Align talent pipelines and skills development with EE goals and targets 	01 October 2019 – 30 September 2020
	<ul style="list-style-type: none"> Management to communicate the process of requesting training to all employees. 	March 2020-April 2020
	<ul style="list-style-type: none"> To develop and implement a policy on reasonable accommodation. Create awareness on the reasonable accommodation policy 	January 2020
	<ul style="list-style-type: none"> Create awareness on diversity and transformation. 	November 2019; September 2020
	<ul style="list-style-type: none"> Create awareness on the approval process of non-EAP aligned recruitment 	October 2019; February 2020; June 2020
	<ul style="list-style-type: none"> Address under-representation of designated groups by implementing EE goals and targets 	01 October 2019 – 30 September 2020
	<ul style="list-style-type: none"> Submit Employment Equity Reports 	December 2019

Afrocentric Health Limited - EE Plan
01 October 2019 – 30 September 2021

TIMEFRAMES		
YEAR 2 01 October 2020 - 30 September 2021	<ul style="list-style-type: none"> To have regular employment equity committee meetings to monitor progress in implementation of employment equity plan, and discuss relevant issues. 	01 October 2020 - 30 September 2021
	<ul style="list-style-type: none"> Align talent pipeline policy with retention strategy for designated groups 	01 October 2020 - 30 September 2021
	<ul style="list-style-type: none"> Continue with awareness creation on employment equity through different strategies including diversity workshops. 	September 2021
	<ul style="list-style-type: none"> Review additional assistance for pregnant women and employees with disability during evacuations and other relevant circumstances. 	March 2021
	<ul style="list-style-type: none"> Conduct disciplinary management annual workshops to educate employees on the policy 	February 2021-March 2021
	<ul style="list-style-type: none"> Address underrepresentation of designated groups by implementing EE goals and targets 	01 October 2020 - 30 September 2021
	<ul style="list-style-type: none"> Begin the process of drafting the new EE plan 	August 2021
	<ul style="list-style-type: none"> Submit Employment Equity Reports 	December 2021

3. BARRIERS AND AFFIRMATIVE ACTION MEASURES

The barriers and Affirmative Action Measures identified in the EE analysis conducted must be included in the EE Plan. These measures must include time-frames to track progress in the implementation of the AA Measures. The time-frames must have specific dates and be within the duration of the EE Plan (no "ongoing" permitted). The designations of responsible persons to monitor the implementation of these AA Measures should be specified.

BARRIERS AND AFFIRMATIVE ACTION MEASURES								
CATEGORIES	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)	TIME-FRAMES		RESPONSIBILITY Y (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
Recruitment procedures		✓	✓	61% of the employees who completed surveys stated that they are not aware of the recruitment policy in place EE survey results indicated that recruitment is not aligned with EAP	Management to ensure employees are informed of the recruitment policy and ensure that the recruitment process is informed by the EE goals and targets which are inclusive of people with disabilities. EE forums to monitor the implementation of EE goals and targets	01 October 2019	30 September 2020	Human Capital and Divisional EE forums

BARRIERS AND AFFIRMATIVE ACTION MEASURES								
CATEGORIES	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
				stats, EE policy and recruitment policy.	and ensure it's in alignment with the EAP targets.			
Advertising positions		✓	✓	87% of employees who completed the surveys stated that employees on leave are not informed of internal vacancies.	HC and Helios to ensure all employees on leave are informed of internal vacancies	1 October 2019	30 September 2020	Helios and Human Capital
Selection criteria	✓	✓	✓	The Recruitment, Selection and Placement policy states that minimum qualification is matric – this preclude some people who may not have a matric but	The Recruitment, Selection and Placement policy does state that RPL will be considered, but it is the person's responsibility to provide proof of RPL. Education and	1 October 2019	30 September 2020	Human Capital

BARRIERS AND AFFIRMATIVE ACTION MEASURES								
CATEGORIES	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
				fully accessible to people with physical disabilities	reasonably accommodated.			
Retention of designated groups				As per surveys analysed there is no barrier identified in this category				
Corporate culture	✓	✓	✓	The inability to promote within the business is a barrier, where Senior Managers are not able to promote candidates who have shown tremendous growth	Review the implementation of promotions in the business.	1 October 2019	30 September 2020	General Manager Shared Services/General Manager BP & CoE

BARRIERS AND AFFIRMATIVE ACTION MEASURES								
CATEGORIES	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
Work environment and facilities	✓	✓	✓	75% of the employees who completed the surveys stated that there is no policy on reasonable accommodation, furthermore the work environment is not fully accessible to people with physical disabilities.	HC to draft and implement a reasonable accommodation policy. Facilities manager to provide audit results and identify business areas where people with disabilities can be reasonably accommodated.	5 January 2020	30 June 2020	Employment Equity Consultant and Facilities manager

BARRIERS AND AFFIRMATIVE ACTION MEASURES								
CATEGORIES	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
HIV&AIDS prevention and wellness programmes	✓	✓	✓	90% of the employees who completed the surveys stated that there is no HIV and AIDS policy; in addition there is no awareness creation programme in place.	Management to draft HIV and AIDS policy and implement strategies on awareness creation on HIV/AIDS.	5 January 2020	30 June 2020	Wellness Manager
Assigned senior manager(s) to manage EE implementation				<i>As per surveys analysed there is no barrier identified in this category</i>				
Budget allocation in support of employment equity goals				<i>As per surveys analysed there is no barrier identified in this category</i>				

BARRIERS AND AFFIRMATIVE ACTION MEASURES								
CATEGORIES	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)	TIME-FRAMES		RESPONSIBILITY Y (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
Time off for employment equity consultative committee to meet				As per surveys analysed there is no barrier identified in this category				

4. WORKFORCE PROFILE, NUMERICAL GOALS AND TARGETS

Workforce profile information is a snapshot of the workforce at a particular date and time, which is used below to conduct an analysis of the workforce and, at the same time, serve as baseline information for the setting of numerical goals and targets.

4.1 SNAPSHOT OF THE CURRENT WORKFORCE PROFILE

The workforce profile snapshot tables used for the conducting of the analysis to inform this plan are used below as a baseline for the setting of numerical goals and targets for each year of the plan.

Workforce profile snapshot date

6 September 2019

Table 1: Snapshot of workforce profile for 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	2	0	2	3	2	0	0	0	0	0	9
Senior management	7	1	4	15	4	2	1	8	0	0	42
Professionally qualified and experienced specialists and mid-management	51	27	37	59	65	41	54	134	1	0	469
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	511	214	105	67	1244	677	180	376	1	9	3384
Semi-skilled and discretionary decision making	38	4	0	0	71	14	2	11	0	0	140
Unskilled and defined decision making	3	1	1	0	3	1	1	0	0	0	10
TOTAL PERMANENT	612	247	149	144	1389	735	238	529	2	9	4054
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	612	247	149	144	1389	735	238	529	2	9	4054

Table 2: Snapshot for workforce profile for 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	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	1	1	1	1	1	1	4	0	0	10
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	23	11	2	1	27	21	6	14	0	0	105
Semi-skilled and discretionary decision making	3	0	0	0	3	1	1	1	0	0	9
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	26	12	3	2	31	23	8	19	0	0	124
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	26	12	3	2	31	23	8	19	0	0	124

4.2 NUMERICAL GOALS

Numerical goals must include the entire workforce profile, and **NOT** the difference that is projected to be achieved by the end of this EE Plan. Below are two tables on numerical goals, one covering all employees, including people with disabilities, and the other covering people with disabilities only.

It must be noted that the growth of the business over the 2 year period is low and this is as a result of various project currently underway in the business, all of which are aimed at more efficiencies. These projects include:

1. HBM
2. Save our Seconds (SOS)
3. Digitilisation

Start date: **01/10/2019** End date: **30/09/2021**

Numerical goals for 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	3	1	2	2	3	1	0	0	0	0	12
Senior management	10	1	4	12	7	2	1	7	0	0	44
Professionally qualified and experienced specialists and mid-management	69	26	37	56	75	41	50	128	1	0	483
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	614	214	100	90	1271	650	175	360	1	9	3484
Semi-skilled and discretionary decision making	57	4	0	3	63	10	2	8	0	0	147
Unskilled and defined decision making	3	1	1	0	3	1	1	0	0	0	10
TOTAL PERMANENT	756	247	144	163	1422	705	229	503	2	9	4180
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	756	247	144	163	1422	705	229	503	2	9	4180

Numerical goals for 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	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	1	1	1	1	1	1	4	0	0	10
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	24	12	3	1	28	21	7	14	0	0	108
Semi-skilled and discretionary decision making	4	0	0	0	4	1	1	1	0	0	9
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	28	13	4	2	33	23	9	19	0	0	127
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	28	13	4	2	33	23	9	19	0	0	131

4.3 NUMERICAL TARGETS

Numerical targets must include the entire workforce profile, and **NOT** the difference that is projected to be achieved by the next reporting period. Below are two tables on numerical targets, one covering all employees, including people with disabilities, and the other only covers people with disabilities **ONLY**.

Numerical targets: Year 1		
Start date:	01/10/2019	End date: 30/09/2020

Numerical targets for 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	3	0	2	2	3	0	0	0	0	0	10
Senior management	9	1	4	13	5	2	1	8	0	0	43
Professionally qualified and experienced specialists and mid-management	59	26	37	57	72	41	52	132	1	0	477
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	563	214	102	81	1259	670	175	370	1	9	3444
Semi-skilled and discretionary decision making	51	4	0	1	66	12	2	9	0	0	145
Unskilled and defined decision making	3	1	1	0	3	1	1	0	0	0	10
TOTAL PERMANENT	688	246	146	154	1408	726	231	519	2	9	4129
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	688	246	146	154	1408	726	231	519	2	9	4129

Numerical targets for 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	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	1	1	1	1	1	1	4	0	0	10
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	24	12	2	1	28	21	6	14	0	0	108
Semi-skilled and discretionary decision making	3	0	0	0	3	1	1	1	0	0	9
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	27	13	3	2	32	23	8	19	0	0	127
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	27	13	3	2	32	23	8	19	0	0	127

Numerical targets: Year 2		
Start date:	01/10/2020	End date: 30/09/2021

Numerical targets, including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	3	1	2	2	3	1	0	0	0	0	12
Senior management	10	1	4	12	7	2	1	7	0	0	44
Professionally qualified and experienced specialists and mid-management	69	26	37	56	75	41	50	128	1	0	483
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	614	214	100	90	1271	650	175	360	1	9	3484
Semi-skilled and discretionary decision making	57	4	0	3	63	10	2	8	0	0	147
Unskilled and defined decision making	3	1	1	0	3	1	1	0	0	0	10
TOTAL PERMANENT	756	247	144	163	1422	705	229	503	2	9	4180
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	756	247	144	163	1422	705	229	503	2	9	4180

Numerical targets for 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	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	1	1	1	1	1	1	4	0	0	10
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	24	12	3	1	28	21	7	14	0	0	108
Semi-skilled and discretionary decision making	4	0	0	0	4	1	1	1	0	0	9
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	28	13	4	2	32	23	8	19	0	0	127
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	28	13	4	2	33	23	9	19	0	0	131

5. PROCEDURES TO MONITOR AND EVALUATE THE IMPLEMENTATION OF THE PLAN

All the structures for monitoring and evaluating the progress of the plan should be specified with clear roles and responsibilities for the stakeholders involved including time frames when the monitoring takes place.

STAKEHOLDER	ROLE/RESPONSIBILITY	FREQUENCY
<ul style="list-style-type: none"> ▪ Directors ▪ Senior Leadership 	<ul style="list-style-type: none"> ▪ Evaluate progress made on EE compliance each year ▪ Address the communication barrier regarding the lack of knowledge regarding company policies and monitor the implementation of the EE plan ▪ To support the process of drafting and rolling out all the policies listed on the EE plan ▪ Participate, where necessary, in resolving disputes relating to Employment Equity ▪ Directors to provide EE manager with budget and authority to implement the EE Plan ▪ Drive recruitment that is aligned with numerical goals and targets in order to address under representation of designated groups. 	<ul style="list-style-type: none"> ▪ Quarterly
<ul style="list-style-type: none"> ▪ Senior Manager Employment Equity 	<ul style="list-style-type: none"> ▪ Ensure effective consultation and awareness of the EE Plan ▪ Facilitate the implementation of the EE Plan within the business ▪ Monitor the achievement of the EE Plan on an ongoing basis ▪ Report on the progress made toward achieving the EE Plan ▪ Support all the relevant stakeholders in achieving their part of the EE Plan ▪ Compile annual EE reports to the Department of Labour 	<ul style="list-style-type: none"> ▪ Ongoing
<ul style="list-style-type: none"> ▪ National EE forum 	<ul style="list-style-type: none"> ▪ Evaluate progress made each year on the EE barriers and numerical targets identified for each year of the EE plan ▪ Resolve disputes relating to Employment Equity that are escalated from Divisional Forums. ▪ Ensure overall compliance with EE legislation 	<ul style="list-style-type: none"> ▪ Quarterly
<ul style="list-style-type: none"> ▪ Divisional EE forum 	<ul style="list-style-type: none"> ▪ Evaluate progress made in the Division against the numerical targets identified for each year of the EE plan ▪ Resolve disputes relating to Employment Equity that arise within the Division ▪ To report back to the committee on matters of unfair discrimination ▪ To report back to constituents on matters of consultation during committee meetings 	<ul style="list-style-type: none"> ▪ Quarterly

6. DISPUTE RESOLUTION MECHANISMS

Should there be a dispute about the interpretation or implementation of the Employment Equity Plan, the following procedure will be followed:

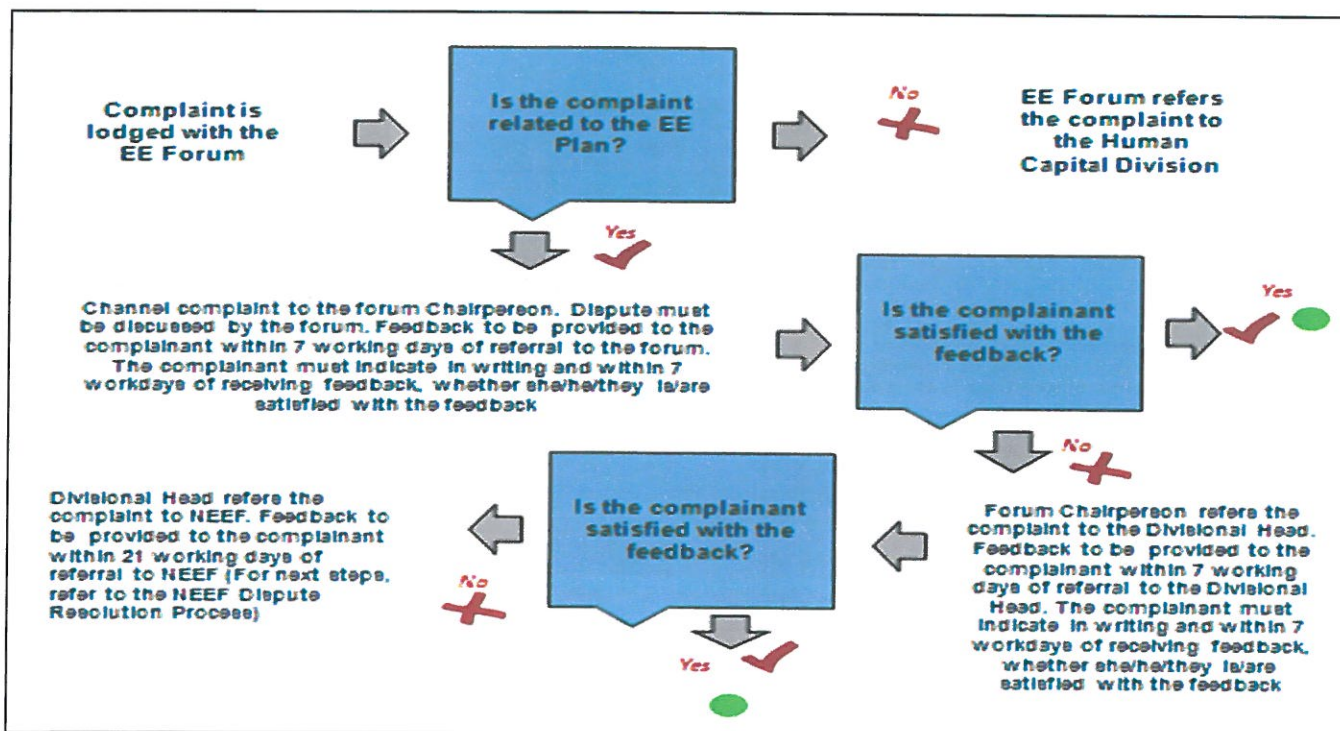
Divisional Employment Equity Forum Dispute Resolution Process

Should a dispute be logged at the Divisional Forum level, the matter will be discussed at the Forum to determine whether it is a complaint related to the EE Plan or not. Should the matter not be related to the EE Plan, the Divisional Forum will refer the complaint to the Human Capital Division to be dealt with further. Should it be determined that the complaint is related to the EE Plan, the matter will be channelled to the Forum Chairperson who will discuss the complaint.

Feedback must be provided to the complainant within 7 working days of the complaint being referred to the Forum. The complainant then has 7 working days in which to indicate whether they are satisfied with the feedback.

If the complainant is not satisfied with the feedback provided by the Forum, the complaint will be referred to the Divisional Head, who will have 7 working days to provide feedback to the complainant. The complainant then has 7 working days in which to indicate whether they are satisfied with the feedback. Should the complainant still not be satisfied with the feedback provided, the Divisional Head will refer the matter to the National Employment Equity. Feedback is to be provided by NEEF within 21 working days of the matter being referred.

Divisional Dispute Resolution



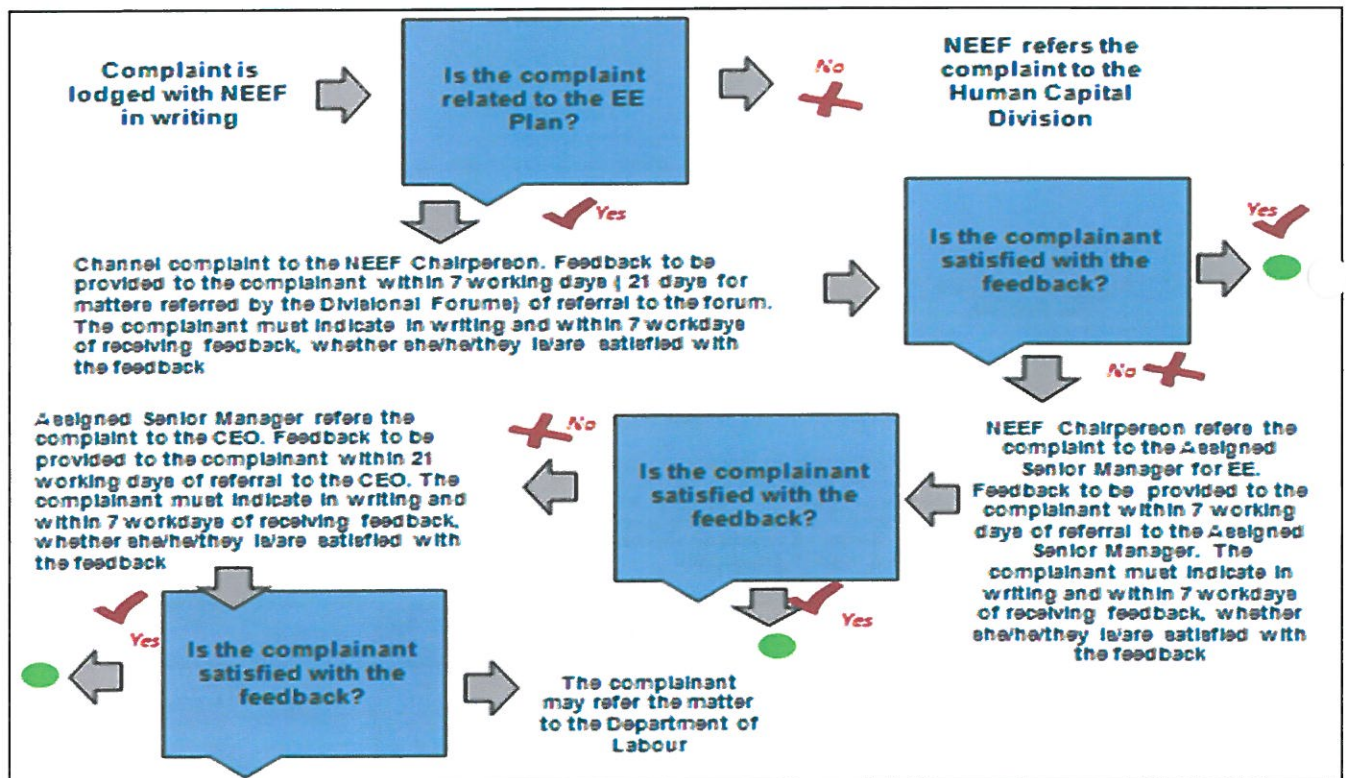
National Employment Equity Forum Dispute Resolution Process

A complaint must be lodged in writing with the National Employment Equity Forum (NEEF), who will discuss the matter to determine whether it NEEF Forum will refer the complaint to the Human Capital Division to be dealt with further. Should it be determined that the complaint is related to the EE Plan, the matter will be channelled to the NEEF Chairperson who is to provide feedback to the complainant within 7 working days of receiving the complaint. The complainant then has 7 working days in which to indicate whether they are satisfied with the feedback.

If the complainant is not satisfied with the feedback provided by the Forum, the NEEF Chairperson will refer the matter to Senior Manager for EE, who will have 7 working days from receiving to complaint to provide feedback. The complainant then has 7 working days in which to indicate whether they are satisfied with the feedback.

Should the complainant still not be satisfied with the feedback provided, the EE Senior Manager will refer the matter to the Company CEO. Feedback is to be provided by the CEO within 21 working days of the matter being referred to the CEO. The complainant then has 7 working days in which to indicate whether they are satisfied with the feedback. Should the complainant still not be satisfied with the feedback, the matter may be referred to the Department of Labour.

National Dispute Resolution



7. SENIOR MANAGERS ASSIGNED TO MONITOR AND IMPLEMENT THE PLAN

Afrocentric Health Limited has appointed **Modjadji Tati** as **EE Manager** as she is permanently appointed as Human Capital Director as reflected on EEA9 and set out on Section 24 of chapter 3 of EE Act. Her overall responsibilities as reflected on the appointment letter as EE manager will form part of her overall performance evaluation.

8. ANY PRESCRIBED MATTER CAN BE INCLUDED.

Skills Development and Talent Pipeline

AfroCentric Health has a diverse workforce, thus AfroCentric Health is committed to ensuring equality of opportunity and dignity at work for all employees, to the prevention of discrimination, and to the recognition of the value of a skilled workforce.

AfroCentric Health recognises that on-going development of an organization is crucially dependent on how empowered and skilled its employees are. Thus AfroCentric Health recognizes the need for immediate action and is ready and willing to invest their resources on creating an environment conducive to growth and development through skills development, coaching and mentoring of its workforce across all occupational levels.

SIGNATURE OF THE CHIEF EXECUTIVE OFFICER/ACCOUNTING OFFICER

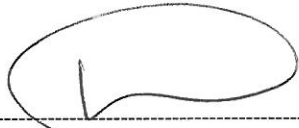
Chief Executive Officer/Accounting Officer

MODJADI TATI (full Name) CEO/Accounting Officer of

Hereby declare that I have read, approved and authorized this EE Plan.

Signed on this 2nd day of OCTOBER year 2019

At place: AFROCENTRIC HEALTH



Chief Executive Officer/Accounting Officer