

EMPLOYMENT EQUITY PROGRESS REPORT

The South African Reserve Bank submitted the first Employment Equity Plan to the Department of Labour on 01 October 2000. In the Plan, the Bank committed itself to the principles of equal opportunity and fair treatment through the elimination of unfair discrimination. Numerical targets were also set out in the Plan to be achieved in 2005.

The first Employment Equity Progress Report (Report) was submitted to the Department of Labour on 01 October 2001. The Report submitted progress made towards the achievement of commitments and targets set out in the Equity Plan. For the third reporting cycle, the Bank submitted the Second Employment Equity Report on 01 October 2002. This Report documents progress made to date and is published here for your information.

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Introduction and background to the Progress Report on Employment Equity of the South African Reserve Bank (the Bank)

1. The Employment Equity Act, 1998 (Act No. 55 of 1998) (hereafter the “EE Act”) was promulgated to give effect to the constitutional principles and objectives of redressing the effects of unfair discrimination and inequality in the workplace of the past which prevailed as a result of apartheid and other discriminatory policies.
2. The EE Act gives effect to these objectives by outlawing all forms of unfair discrimination in the workplace. The EE Act promotes equal opportunity and fair treatment in employment through the elimination of unfair discrimination and requires all designated employers to implement affirmative action measures aimed at ensuring equitable representation of designated groups in all occupational categories and levels in the workplace.
3. The EE Act further requires designated employers to prepare an employment equity plan and to report annually on the progress made in implementing the employment equity plan. The Bank is a designated employer in terms of the EE Act and is required to comply with the provisions of the EE Act.
4. The Bank has prepared an employment equity plan in consultation with the Employment Equity Consultative Body (EECB), a body that represents the interests of all employees (all categories and levels).
5. The Bank submitted the first annual progress report on time in October 2001 and as required by the EE Act, is now submitting the second annual progress report covering the period April 2001 to March 2002. In this progress report the Bank reports on, *inter alia*, the affirmative action measures it has taken since the submission of the last report, the achievement of the objectives set out in the Bank’s employment equity plan, the workforce movements as well as challenges encountered during the reporting period.

SECTION A: EMPLOYER DETAILS

EMPLOYER : South African Reserve Bank (the Bank)

REGISTRATION NO : 734/07/1315/7

SARS REGISTRATION NO : The Bank is established in terms of Act No. 90 of 1998

UIF NUMBER : 113218/6

INDUSTRY SECTOR : Banking

CONTACT PERSON : Dr X. P. Guma

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Church Street
Pretoria
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PHYSICAL ADDRESS : 370 Church Street
Pretoria
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TOWN/CITY : Pretoria

POSTAL CODE : 0001

TELEPHONE NO : (012) 313 3854

FAX NO : (012) 313 4296

E-MAIL ADDRESS : Xolile.Guma@resbank.co.za

DATE OF SUBMISSION : 2002-10-01

Organ of state

Yes	No <input checked="" type="checkbox"/>
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Are you voluntarily complying with this Act as specified in section 14

Yes	No <input checked="" type="checkbox"/>
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SECTION B: Workforce Profile

1. Date of workforce profile: As at 31 March 2002

2. Please report the total number of employees (including employees with disabilities) in each of the following occupational categories:

Occupational Categories	Male				Female				TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers	36	6	8	138	22	5	5	21	241
Professionals	74	12	14	176	64	13	12	112	477
Technicians and associate professionals	49	4	8	25	10	5	5	19	125
Clerks	65	6	14	52	128	54	31	341	691
Service and sales workers	153	35	7	160	34	19	1	30	439
Skilled agricultural and fishery workers	0	0	0	0	0	0	0	0	0
Craft and related trades workers	23	6	2	19	1	0	0	1	52
Plant and machine operators and assemblers	10	1	0	1	0	0	0	1	13
Elementary occupations	118	11	1	24	56	9	0	12	231
TOTAL PERMANENT	528	81	54	575	315	105	54	537	2269
Non – permanent employees	9	0	1	16	10	3	2	5	46
TOTAL	537	81	55	611	325	108	56	542	2315

3. Please report the total number of employees with disabilities in each of the following categories:

Occupational Categories	Male				Female				TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers	–	–	–	–	–	–	–	–	0
Professionals	–	–	–	1	–	–	–	–	1
Technicians and associate professionals	–	–	–	–	1	–	–	–	1
Clerks	–	–	–	1	–	–	–	1	2
Service and sales workers	–	–	–	–	–	–	–	–	–
Skilled agricultural and fishery workers	–	–	–	–	–	–	–	–	–
Craft and related trades workers	–	–	–	–	–	–	–	–	–
Plant and machine operators and assemblers	–	–	–	–	–	–	–	–	–
Elementary occupations	–	–	–	–	–	–	–	–	–
TOTAL PERMANENT	–	–	–	–	–	–	–	–	–
Non – permanent employees	–	–	–	–	–	–	–	–	–
TOTAL	0	0	0	2	1	0	0	1	4

Please report the number of employees (including employees with disabilities) in each of the following occupational levels:

Occupational Categories	Male				Female				TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top management	18	2	3	56	9	1	1	4	94
Senior management	19	3	5	80	10	3	2	12	134
Professionally qualified and experienced specialists and management	43	9	11	173	31	3	7	81	358
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	75	9	16	79	62	19	13	142	415
Semi-skilled and discretionary decision making	215	45	15	180	145	68	31	286	985
Unskilled and defined decision making	158	13	4	26	58	12	0	12	283
TOTAL PERMANENT	528	81	54	594	315	106	54	537	2269
Non – permanent employees	9	0	1	16	10	3	2	5	46
TOTAL	537	81	55	610	325	109	56	542	2315

5. Please report the total number of employees with disabilities in each of the following occupational level:

Occupational Categories	Male				Female				TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top management	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and management	0	0	0	1	0	0	0	0	1
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0	0	0	1	0	0	0	0	1
Semi-skilled and discretionary decision making	0	0	0	0	1	0	0	1	2
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	0	0	0	2	1	0	0	1	4
Non – permanent employees									
TOTAL	0	0	0	2	1	0	0	1	4

SECTION C: Workforce movement

Reporting period for workforce movement (past 12 months): From: 1 April 2001

To: 31 March 2002

6. Recruitment (report the total number of new recruits during the twelve months preceding this report:

Occupational Categories	Male				Female				TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top management	0	1	0	2	3	0	0	0	6
Senior management	7	1	1	1	2	1	1	0	14
Professionally qualified and experienced specialists and management	9	1	4	1	12	1	2	5	35
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	26	0	8	4	23	6	3	6	76
Semi-skilled and discretionary decision making	13	2	1	1	32	8	5	2	64
Unskilled and defined decision making	9	3	0	10	2	2	0	6	32
Total Permanent	64	8	14	19	74	18	11	19	227

People with disabilities									
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7. **Promotion:** (report the total number of promotions into each occupational level during the twelve months preceding this report)

Occupational Categories	Male				Female				TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top management	10	1	1	13	1	1	1	1	29
Senior management	8	0	3	19	6	1	1	5	43
Professionally qualified and experienced specialists and management	19	2	0	32	11	1	2	10	77
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	21	3	4	21	15	4	7	39	114
Semi-skilled and discretionary decision making	42	13	4	44	30	17	3	19	172
Unskilled and defined decision making	28	0	0	0	9	1	0	1	39
Total Permanent	128	19	12	129	72	25	14	75	474

People with disabilities									
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8. Termination

8.1 Termination: (report the number of terminations in each occupational level during the twelve months preceding this report)

Occupational Categories	Male				Female				TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top management				3					3
Senior management	5	1		5				3	14
Professionally qualified and experienced specialists and management	4	1	1	6	1		1	5	19
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	10	4		7	1	2	1	8	33
Semi-skilled and discretionary decision making	3			2	1	0	0	0	6
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0
Total Permanent	22	7	1	28	3	2	2	16	81

People with disabilities									
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8.2 Termination categories: (report the total number of terminations in each category during the twelve months preceding this report)

Terminations	Male				Female				TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Resignation	13	4	1	18	2	2	2	8	50
Non-renewal of contract	2	1	0	1	1	0	0	0	5
Dismissal – Operational requirements (retrenchment)	0	0	0	0	0	0	0	0	0
Dismissal – misconduct	4	2	0	2	0	0	0	0	8
Dismissal – incapacity	0	0	0	0	0	0	0	0	0
Other: Retirement	3	0	0	6	0	0	0	8	18
Total	22	7	1	28	3	2	2	16	81

SECTION D: Disciplinary Action

9. Disciplinary action: (report the total number of disciplinary actions during the twelve months preceding this report)

	Male				Female			
	African	Coloured	Indian	White	African	Coloured	Indian	White
Disciplinary Action	16	4	1	12	6	3	0	0

Total 42

Explanatory notes

Analysis of the misconduct addressed through disciplinary action procedures, include the following range of offences

- Abuse of alcohol and drugs
- Absence from work without permission
- Negligence leading the discharging of firearms or negligence leading to loss of or damage of property
- Insubordination
- Use of abusive or obscene language
- Theft, falsification of documents or fraud

SECTION E: Skills Development

10. Training: (report the total number of people who received training in each occupational category during the twelve months preceding this report)

Occupational Categories	Male				Female				TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top management	8	1	2	20	5	1	0	0	37
Senior management	16	1	3	30	6	2	1	8	67
Professionally qualified and experienced specialists and mid-management	27	9	5	57	21	2	5	47	173
Skilled technical and academically qualified workers, junior management, supervisors, foremen, an superintendents	51	3	11	21	42	13	9	86	236
Semi-skilled and discretionary decision making	85	19	8	58	81	36	16	105	408
Unskilled and defined decision making	43	2	1	7	13	1	0	4	71
Skilled agricultural and fishery workers	0	0	0	0	0	0	0	0	0
Craft and related trades workers	0	0	0	0	0	0	0	0	0
Plant and machine operators and assemblers	0	0	0	0	0	0	0	0	0
Elementary occupations	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	230	35	30	193	168	55	31	250	992
Non – permanent employees									
TOTAL	230	35	30	193	168	55	31	250	992

SECTION F: Qualitative Assessment

11. Awareness of Employment Equity

11.1 Please indicate which of the following awareness measures were implemented by your organisation:

	YES	NO	COMMENTS
Formal written communication	X		<ul style="list-style-type: none"> The abridged version of the Employment Equity Plan was translated into some of the other official languages and communicated to employees. Newsletters informing employees about employment equity were also published.
Policy statement includes reference to employment equity	X		<ul style="list-style-type: none"> The Employment Equity policy was drafted as the preamble to the Employment Equity Plan of the Bank. All new employees are introduced to the EE Policy and the EE Plan during the induction programme.
Summary of the Act Displayed	X		<ul style="list-style-type: none"> The summary of the EE Act was published in a newsletter that was distributed to all employees and certain provisions of the Act were published in subsequent newsletters. Posters with a summary of the EE Act are displayed prominently in the building.

Awareness of Employment Equity – continued

	YES	NO	COMMENTS
Employment Equity Training	X		<ul style="list-style-type: none"> • The Senior Management group was taken through a structured training programme on the legislative framework for implementing change in the workplace, particularly the provisions of the Act. • The main consultative group involving the representatives of management and employees underwent training on the legal mandate of consultation and roles and responsibilities of the employment equity structures. • All employees were invited to transformation workshops at which the equity strategies of the Bank were explained, and an opportunity was also given for them to voice their fears, concerns and expectations.
Diversity management programmes	X		<ul style="list-style-type: none"> • Diversity training was part of the various change management training initiatives.
Discrimination awareness programmes	X		<ul style="list-style-type: none"> • Non-discriminatory practices are emphasised in the EE Policy and Plan of the Bank. During workshops and employment equity training, all employees were made aware of the Bank's commitment to eradicating discriminatory practices.
Other (please specify):			
Roadshows			<ul style="list-style-type: none"> • Bankwide application
Workshops			<ul style="list-style-type: none"> • Bankwide application

11.2 Please indicate how many employees received employment equity/non-discrimination training during the past year:

Number of employees trained	1348
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Trainee Group	Total
Senior Management	64
MSC/EECB Working Group	9
Roadshows for all employees	1275
Total	1348

12. Consultation

12.1 Please indicate which stakeholders were involved in the consultation process prior to the development of your employment equity plan:

	Yes	No
Workplace forum	N/A	
Consultative body or forum	X	
Registered trade union(s)		
Employees	X	
Other (please specify) – Bank management	X	

12.2 What was the level of agreement reached in the formulation of the EE Plan:

Total	Sufficient <input checked="" type="checkbox"/>	Some	None
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The Bank's EE Plan was developed under the guidance of the Governors and co-ordinated by the Vulindlela Unit with the support of the then Advisor to the Governors, Dr X. P. Guma. Events that led to the drafting of the Employment Equity Plan include the culture audit, employment equity workshop, analysis of human resource policies and one-on-one meetings with Heads of Department.

The culture audit was conducted to give employees an opportunity to comment on barriers to implementing equity in the Bank. The survey results were used as a basis for subsequent employment equity workshops. The workshops were intended to establish the depth of understanding of employees of the Employment Equity Act and how it affects them, to address any lack of understanding or misperceptions and to elicit any perceived barriers to the achievement of equity.

This was followed by a high level analysis of human resource policies which necessitated that the meetings be held with divisional Human Resource Consultants/Heads. The analysis was intended to investigate how well prepared the Bank was for employment equity. Thus one-on-one interviews with each Heads of Department were held as part of the analysis process.

An Employment Equity Consultative Committee was established, in parallel to the process of drafting the EE Plan. The Committee underwent training on all the provisions of the EE Act. Issues for consultation included human resource policies and any other matters that fall under the ambit of the EE Act. Consensus was reached on employment practices identified as barriers in the analysis on page 11 (EEA 2) of Report.

The development of the annual employment equity progress reports also allowed all the parties involved in the consultation process to consult extensively with their constituencies. In matters that proved to be very contentious, external facilitators were utilised to enable all the parties involved to reach common ground.

12.3 How regularly do you meet with the stakeholders mentioned in 12.1:

Weekly	Monthly ✓	Quarterly	Yearly	Other
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13. Analysis

Please indicate in which categories of employment policy or practices barriers to employment equity were identified:

Categories	Yes	No	If yes, specify
Recruitment procedures	X		<ul style="list-style-type: none"> There was no link between the recruitment process and human resources and succession planning.
Advertising positions		X	
Selection criteria		X	
Appointments	X		<ul style="list-style-type: none"> Not all departments complied with the targets set for each period
Job classification and grading	X		<ul style="list-style-type: none"> Disparity originally existed in the Hay System
Remuneration and benefits (Pay Policy)	X		<ul style="list-style-type: none"> Disparity in job weights and pay levels
Terms and conditions of employment	X		<ul style="list-style-type: none"> Staff regulations, personnel regulations, grievance procedures and disciplinary code were not aligned to legislation
Job assignments	X		<ul style="list-style-type: none"> Not utilised optimally
Work environment and facilities	X		<ul style="list-style-type: none"> Physical working conditions for people with disabilities were not addressed. Physical working conditions are still a problem outside the Head Office environment for people with disabilities, for example at the Bank's branches.
Training and development	X		<ul style="list-style-type: none"> Did not address the skills critical to the functions of the Central Bank
Performance and evaluation systems	X		<ul style="list-style-type: none"> Performance assessment for management did not include employment equity objectives and targets, and should be heavily weighted in this regard. Performance management systems were not applied consistently.
Promotions	X		<ul style="list-style-type: none"> Designated groups were under-represented at senior levels.

Categories	Yes	No	If yes, specify
Transfers	X		<ul style="list-style-type: none"> • Authorisation by managers led to bias and did not aim at the achievement of the EE goals.
Demotions	X		<ul style="list-style-type: none"> • This was a barrier because there was a policy in place but the Bank did not use it to demote non-performers.
Succession and experience planning	X		<ul style="list-style-type: none"> • The application of policies, systems and procedures needed to be reviewed.
Disciplinary measures	X		<ul style="list-style-type: none"> • Line managers need training on procedural labour relations issues
Dismissals	X		<ul style="list-style-type: none"> • Constructive dismissals were increasing due to problems in the culture; unfortunately exit interviews were not probing enough.
Corporate culture	X		<ul style="list-style-type: none"> • Management awareness of process was weak
HIV/Aids education and prevention programme		X	

Categories	Yes	No	If yes, specify
Other (please specify)			
Psychometric Assessments		X	
Screening		X	
Interviewing		X	
Human Resources Planning	X		<ul style="list-style-type: none"> Recruitment policy up to 1999 was insufficient to deal with equity issues
Orientation Programme		X	
Hours of Work		X	
Annual leave		X	
Medical Aid Fund		X	
Pension Fund/Retirement		X	
Social Functions		X	
Exit interviews	X		<ul style="list-style-type: none"> There was no link between exit interviews, induction and retention strategies.
Documentation	X		<ul style="list-style-type: none"> People at lower levels did not have access to information since it was presented predominantly in an electronic format. Policies were not effectively communicated.
Job Rotation	X		<ul style="list-style-type: none"> Job opportunities for exposure were not afforded to all people. No effort is made to correct and teach staff. Rotation should be encouraged even it would take more time to complete the tasks.
Other selection instrument to supplement interviews	X		<ul style="list-style-type: none"> There has been an over-reliance on interviews

14. Employment Equity Plan:

Please indicate in which categories affirmative action measures have been implemented:

Categories	Yes	No	If yes, specify
Recruitment procedures	X		<ul style="list-style-type: none"> Policy in place linked to employment equity.
Advertising positions	X		<ul style="list-style-type: none"> Done externally and internally in all media
Selection criteria	X		<ul style="list-style-type: none"> Policy in place
Appointments	X		<ul style="list-style-type: none"> Control mechanism is in place monitoring appointments, promotions, transfers Progress Reports tabled quarterly Strategic planning sessions assess collective and departmental progress
Job classification and grading	X		<ul style="list-style-type: none"> JE Manager was introduced to replace and address the disparities in the Hay system
Remuneration and benefits	X		<ul style="list-style-type: none"> The Pay Policy has been revised during period 2001. Pay ranges were narrowed from previous 40% between minimum and maximum to a current difference of 21%. The wage gap is narrowed through the introduction of the new pay policy. The JE Manager was introduced to address discrepancies.
Terms and conditions of employment	X		<ul style="list-style-type: none"> Staff regulations, personnel regulations, grievance procedure and disciplinary code are in place.
Job assignments	X		<ul style="list-style-type: none"> Secondment to areas of competence was encouraged.
Work environment and facilities	X		<ul style="list-style-type: none"> A Disability Committee is in place
Training and development	X		<ul style="list-style-type: none"> The Workplace Skills Plan was approved by the Sector Education and Training Authority for the period ending March 2002 (progress to be in the 3rd Report)
Performance and evaluation systems	X		<ul style="list-style-type: none"> The systems and procedures are in place but are in need of improvement
Setting numerical goals	X		<ul style="list-style-type: none"> Goals set in consultation with senior management as per EE 2005 Plan
Promotions	X		<ul style="list-style-type: none"> Promotion policy in place Control mechanism to monitor promotions in line with the EE Plan is in place (Annexure A)
Transfers		X	
Demotions		X	

Categories	Yes	No	If yes, specify
Succession and experience planning	X		<ul style="list-style-type: none"> The policies, systems and procedures are constantly under review to enhance effectiveness
Disciplinary measures	X		<ul style="list-style-type: none"> The revised labour relations manual is accessible to all employees Aspects of labour relations are now part of the induction programme
Diversity programme and sensitisation	X		<ul style="list-style-type: none"> Sensitisation sessions on the EEA and its potential impact were conducted – all employees were afforded the opportunity to attend.
Community investment and bridging programme	X		<ul style="list-style-type: none"> See Annexure B
Retention measures		X	<ul style="list-style-type: none"> Continuously under investigation
Reasonable accommodation	X		<ul style="list-style-type: none"> Much has been done to accommodate people with disabilities
Other (please specify)			
Psychometric	X		
Screening	X		
Human Resources Planning	X		<ul style="list-style-type: none"> The EE 2005 Plan enforces Human Resources planning focussed on employment equity.
Orientation programme	X		<ul style="list-style-type: none"> All discrimination has been removed
Hours of work	X		<ul style="list-style-type: none"> All discrimination has been removed
Annual leave	X		<ul style="list-style-type: none"> All discrimination has been removed
Medical Aid Fund	X		<ul style="list-style-type: none"> All discrimination has been removed
Pension Fund	X		<ul style="list-style-type: none"> Membership is non-discriminatory
Social functions	X		<ul style="list-style-type: none"> Accommodation of diverse cultures addressed
Dismissals		X	<ul style="list-style-type: none"> Work in progress
Exit interviews		X	<ul style="list-style-type: none"> Work in progress
Documentation		X	<ul style="list-style-type: none"> Work in progress
Job rotation		X	<ul style="list-style-type: none"> Work in progress
Other (Please specify)			
Selection criteria		X	<ul style="list-style-type: none"> Work in progress

15. Numerical goals:

15.1 Please use the table below to indicate the numerical goals you have set for current employment equity plan:

Occupational Categories	Male				Female				TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislation, senior officials and managers	50	8	8	118	21	6	6	5	244
Professionals	103	17	14	151	85	13	16	121	520
Technicians and associate professionals	31	8	8	16	9	2	4	25	103
Clerks	95	15	28	58	145	60	38	344	783
Service and sales workers	185	50	17	186	47	24	2	34	545
Skilled agricultural and fishery workers	0	0	0	0	0	0	0	0	0
Craft and related trades workers	37	6	2	26	1	0	0	3	75
Plant and machine operators and assemblers	10	1	0	4	1	0	0	2	18
Elementary occupations	105	10	1	20	51	9	0	12	208
TOTAL PERMANENT	616	115	78	579	360	114	65	569	2496
Non – permanent employees									
TOTAL	616	115	78	579	360	114	65	569	2496

15.2 By which year do you plan to achieve the above numerical goals: **2005**

16. Resources:

Please indicate what resources have been allocated to the implementation of employment equity during the past year:

Allocation of Resources	Yes	No
Appointed a designated officer to manage the implementation	X	
Allocated a budget to support the implementation goals of employment equity	X	
Time off for employment equity consultative committee (or equivalent) to meet on a regular basis	X	
Other (Please specify):		
Continuation of a dedicated management committee to manage all consultation issues emanating from the EE Plan	X	
Staff compliment increased from 2 to 5	X	

17. Monitoring evaluation of implementation:

How regularly do you monitor progress on the implementation of the employment equity plan:

Weekly	Monthly	Quarterly <input checked="" type="checkbox"/>	Yearly	Other
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Reporting done at the Governors' Committee Meetings; the Board's Remunerations Committee as well as the Strategic Planning Session comprising of all senior management.

SECTION G: Progress Report

(Section G to be completed from the second cycle reporting onwards)

18. Reporting period: From 1 May 2001 to 31 March 2002

19. Did you achieve the numerical goals as set out in your employment equity plan for this period:

Yes ✓	No
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20. Did you achieve the affirmative action objectives as set out in your employment equity plan for this period

Yes ✓	No
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20.1 If not, what were the obstacles you experienced:

Obstacles to the employment equity goals and objectives during the past year

20.2 If yes, what factors promoted the accomplishment of your goals and objectives:

Factors contributing to the accomplishment of the employment equity goals and objectives during the past year
• Monitoring of the compliance of the targets by the Governors' Committee.
• Commitment and support to an efficient consultation mechanism by the Bank.
• Compliance with stipulations of the Employment Equity Act and Code of Good Practice.

20.3 **Affirmative Procurement (See Annexure C)**

SECTION H: Signature of Chief Executive Officer

Signed on this _____ day of _____ year _____ at place: _____

Signature

Full Name