



Property investment excellence.

EMPLOYMENT EQUITY POLICY & PLAN

STATEMENT OF INTENT

The Company is committed to creating and maintaining an environment, which provides equal opportunities to all its employees, with special consideration for historically disadvantaged groups. It will take steps to promote equal opportunity in the workplace by eliminating unfair discrimination in any employment policy or practice. The Company is committed to an employment equity policy in order to achieve equity in the workplace by:

1. Promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination.
2. Implementing positive measures to redress the disadvantages in employment experienced by designated groups in order to ensure their equitable representation in the workplace.

THE COMPANY RECOGNISES:

Owing to past discriminatory laws and practices, there are disparities in employment, occupation and income within the national labour market.

As a result of unfair discrimination and exclusion from employment, black people, woman and people with disabilities are the most disadvantaged groups in the country.

THE COMPANY RESOLVE

1. To promote the constitutional right of equality;
2. To eliminate unfair discrimination in employment;
3. To redress the effects of discrimination;
4. To pursue a diverse workforce which is representative of the South African people;
5. To promote economic development and efficiency in the workforce;
6. To redress historical, legal, social and economic discrimination against designated groups;

7. To establish conditions which will further the creation of equality of opportunity for all employees and to develop them;
8. To ensure the continued survival, growth and competitiveness of the Company in a changing South Africa and world order;
9. To contribute to building a non-racial, non-sexist South Africa.

WORDS, EXPRESSIONS AND DEFINITIONS

Words, phrases and expressions used in this plan will have the meanings as defined in the Employment Equity Act, No. 55 of 1998 (hereinafter referred to as “the Act”) unless the context determines otherwise.

Hyprop Investments Ltd Equity Committee

The Company facilitated the establishment of an equity committee representing employees from all occupational categories, employees from designated groups and employees from non designated groups.

The committee was engaged in consultation with management regarding this employment equity plan and adopted it without any amendments as its Employment Equity Plan, subject to annual review as provided for herein.

GUIDING PRINCIPLES

The Company is committed to ensure that its Employment Equity Objectives are achieved in a manner which conforms fully to the following guiding principles:

- 1 A need exists to ensure the Company does what may be necessary to promote equal opportunity in the workplace by eliminating unfair discrimination in any employment policy or practice.
- 2 The Company’s obligations with regard to employment equity must be exercised in such a manner, that investor/client confidence in the Company is not adversely affected.
- 3 Employment equity initiatives should be integrated with the Company’s business strategy.
- 4 Employment equity must be pursued in a manner that will ensure that existing standards are retained and developed.
- 5 The Company should ensure that the appointment of staff will be based on merit and not on tokenism.
- 6 Any decisions taken will be presented to staff in a manner that will avoid negative perceptions developing.
- 7 The Company should exercise its obligations pursuant to employment equity in the most cost effective manner.
- 8 The Company should ensure that the process will be fully transparent and effectively communicated in writing as soon as possible.

- 9 The Company will encourage all employees to embrace the task of redressing any inequalities and will develop a sense of ownership with regard to this process.
- 10 Decisions will be made in a manner that does not affect existing employees' job security.

RECRUITMENT

Recruitment and selection will be in keeping with the Company's business strategy and will be based on fairness, objectivity, having regard for competency and seeking to redress historical imbalances to achieve broad representation.

TRAINING AND DEVELOPMENT

The Company is committed to the development of employees or prospective employees on an accelerated basis, through effective training and skills development. The Company has a training plan, identifying the required competencies for job categories and identifying the competencies of the company's employees preparing for then appropriate succession plans.

UNFAIR DISCRIMINATION

The Company or any of its employees may not unfairly discriminate, directly or indirectly, against an employee, in any employment policy or practice, on one or more grounds, including race, gender, pregnancy, marital status, family responsibility, ethnic or social origin, sexual orientation, age, disability, religion, HIV status, conscience, belief, political opinion, culture, language and place of birth.

COMMUNICATION

The principles of this plan will be relayed by means of written communications, and by its accessibility to employees. The Company will have available at each of its workplaces a copy of its employment equity plan and the most recent reports submitted to the Director-General.

MEDICAL TESTING

The Company will not allow any medical testing unless:

- 1 it is permitted by legislation;
- 2 an inherent requirement of the job;
- 3 justifiable due to employment conditions, medical facts, social policy, or the fair distribution of employee benefits.

PSYCHOMETRIC TESTING AND OTHER ASSESSMENTS

The Company will not permit any psychometric testing or any other similar assessment of an employee unless the test or assessment:

- 1 has been scientifically shown to be valid and reliable;
- 2 can be applied fairly to all employees; and
- 3 is not biased against any employee or group.

OBJECTIVE OF THE EMPLOYMENT EQUITY PLAN

The objective of this plan is to ensure equal opportunity and fair treatment in employment, but also to ensure the Company's employees ultimately represent the economically active profile of the South African population in terms of designated groups.

The Company is committed to ensuring that employment within the Company is representative of the national economically active population profile at the earliest opportunity.

DURATION

The duration of this plan is from **01/10/2011 – 30/09/2016**.

ASSIGNED S24 MANAGER

The Company assigned **Karin Eichhorn** who will take responsibility for monitoring and implementing the employment equity plan. She will have the authority and means to perform this function. She will take reasonable steps to ensure that management performs their duties with regard to employment equity. She will have a budget allocated for the accomplishments of Employment Equity goals and targets.

The assignment of responsibilities to this person does not relieve the Company of its obligations regarding employment equity.

COMPLAINTS OR DISPUTES

Any employee or official of a representative union who is dissatisfied with any matter relating to the Company's obligations regarding employment equity, this plan and policy, the interpretation and implementation of it or any of the reports submitted to the Director-General, should direct the complaint for consideration in terms of the Company's grievance procedure. The Human Capital Manager has an obligation to report on the number

of matters arising as well as the outcome of the matter. This will be done in the Employment Equity Committee monitoring meetings.

MONITORING AND ASSESSMENT

The **Hyprop Investments Ltd Social and Ethics Committee** will monitor the implementation of the plan and all relevant policies, practices, procedures and programmes at the Company. The Committee will assess their effectiveness in the light of fairness, transparency and equity, in order to strive for diversity at the Company. Monitoring and assessment will be carried out in a transparent and participative manner. The Committee will meet at least once every six months in order to assist the Company to monitor and evaluate this employment equity plan. Special meetings may be arranged should an urgent need arise.

NON-CONFORMANCE

In the interest of achieving the objectives of this policy and plan, non-conformance with this policy or plan constitutes misconduct. Non-conforming employees will be counseled and disciplined in terms of the Company's disciplinary code and procedure.

The company's Workforce Profile Representation expressed as a percentage

As at 31 December 2013

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0%	0%	0%	100%	0%	0%	0%	0%	0%	0%	100%
Senior management	4.17%	0%	4.17%	29.17%	0%	4.17%	0%	58.33%	0%	0%	100%
Professionally qualified and experienced specialists and mid-management	5.88%	0%	8.82%	41.18%	0%	0%	5.88%	38.24%	0%	0%	100%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0%	2.33%	2.33%	16.28%	18.6%	9.3%	11.63%	37.21%	0%	2.33%	100%
Semi-skilled and discretionary decision making	13.24%	2.94%	2.94%	16.18%	23.53%	11.76%	5.88%	23.53%	0%	0%	100%
Unskilled and defined decision making	54.55%	20.45%	0%	9.09%	11.36%	2.27%	0%	2.27%	0%	0%	100%
TOTAL PERMANENT	16.7%	5.6%	3.3%	20.9%	13.5%	6.5%	5.1%	27.9%	0%	0.5%	100%

Current Economically Active Population Statistics

Race	Male %	Female %	Total %
African	40.5	33.1	73.6
Coloured	6	5	11
Indian	1.9	1.3	3.2
White	6.7	5.4	12.1
Disabled			3
Total	55.1	44.8	

Comparison to the current Economically Active Population (EAP) percentages, the following levels of under and over representation are identified (Positive numbers indicate under-representation; negative numbers indicate over- representation)

Occupational Levels	Male				Female			
	A	C	I	W	A	C	I	W
Top management	40.50%	6.00%	1.90%	-93.30%	33.10%	5.00%	1.30%	5.40%
Senior management	36.33%	6.00%	-2.27%	-22.47%	33.10%	0.83%	1.30%	-52.93%
Professionally qualified and experienced specialists and mid-management	34.62%	6.00%	-6.92%	-34.48%	33.10%	5.00%	-4.58%	-32.84%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	40.50%	3.67%	-0.43%	-9.58%	14.50%	-4.30%	-10.33%	-31.81%
Semi-skilled and discretionary decision making	27.26%	3.06%	-1.04%	-9.48%	9.57%	-6.76%	-4.58%	-18.13%
Unskilled and defined decision making	-14.05%	-14.45%	1.90%	-2.39%	21.74%	2.73%	1.30%	3.13%

Hyprop Investments Ltd current workforce profile:

Occupational Levels		
	Black	White
Top management	0%	100%
Senior management	13%	87%
Professionally qualified and experienced specialists and mid-management	21%	79%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	44%	53%
Semi-skilled and discretionary decision making	60%	40%
Unskilled and defined decision making	89%	11%
TOTAL PERMANENT	44%	56%
Temporary employees		
GRAND TOTAL	51%	49%

The following barriers towards achieving a representative workforce were identified:

Categories	Yes	No	Please explain
Recruitment procedures		X	
Advertising positions		X	
Selection criteria		X	
Appointments		X	
Job classification and grading		X	
Remuneration and benefits		X	
Terms and conditions of employment		X	
Job assignments		X	
Work environment and facilities		X	
Training and development		X	
Performance and evaluation systems		X	
Promotions		X	
Transfers		X	
Demotions		X	
Succession and experience planning		X	
Disciplinary measures		X	
Dismissals		X	
Corporate culture		X	
HIV and AIDS education and prevention programme		X	
Other (please specify):		X	

Numerical Goals 01/10/2011 – 30/09/2016

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
	Top management	0	0	0	2	0	0	0	0	0	
Senior management and experienced specialists and mid-management academically qualified workers, junior management, supervisors, foremen, and superintendents	3	2	1	3	4	4	1	7	0	0	25
Semi-skilled and discretionary decision making	5	4	2	3	5	4	2	4	0	0	29
Unskilled and defined decision making	6	5	4	3	22	10	4	9	0	0	63
	9	6	0	3	4	8	6	17	0	0	53
	17	7	0	2	8	5	0	5	0	0	44
TOTAL PERMANENT	40	24	7	16	43	31	13	42	0	0	216

Projected Workforce Profile at the end of the plan (5 YEAR PROJECTION)

Numerical Changes to ensure that the company reaches its projected Workforce Profile (5 years targets)

2013

Occupational Levels	Male				Female			
	A	C	I	W	A	C	I	W
Top management	-	-	-	-	-	-	-	-
Senior management	(1.00)	-	-	1.00	-	1.00	(1.00)	4.00
Professionally qualified and experienced specialists and mid-management	2.00	-	2.00	(3.00)	-	-	2.00	2.00
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	(1.00)	(1.00)	(3.00)	(7.00)	(5.00)	(3.00)	2.00	(3.00)
Semi-skilled and discretionary decision making	-	(4.00)	2.00	8.00	12.00	-	(2.00)	(1.00)
Unskilled and defined decision making	7.00	2.00	-	2.00	(3.00)	(4.00)	-	(4.00)
TOTAL PERMANENT	7.00	(3.00)	1.00	1.00	4.00	(6.00)	1.00	(2.00)

2014

Occupational Levels	Male				Female			
	A	C	I	W	A	C	I	W
Top management	-	-	-	-	-	-	-	-
Senior management	1.00	1.00	-	(1.00)	-	1.00	1.00	(3.00)
Professionally qualified and experienced specialists and mid-management	2.00	1.00	(1.00)	(4.00)	1.00	1.00	-	-
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	1.00	1.00	-	(2.00)	1.00	1.00	-	(2.00)
Semi-skilled and discretionary decision making	-	-	-	-	-	-	-	-
Unskilled and defined decision making	-	-	-	-	-	-	-	-
TOTAL PERMANENT	4.00	3.00	(1.00)	(7.00)	2.00	3.00	1.00	(5.00)

2015

Occupational Levels	Male				Female			
	A	C	I	W	A	C	I	W
Top management	-	-	-	-	-	-	-	-
Senior management	1.00	1.00	-	(2.00)	1.00	1.00	-	(2.00)
Professionally qualified and experienced specialists and mid-management	1.00	1.00	2.00	(5.00)	2.00	1.00	2.00	(4.00)
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	2.00	2.00	-	(3.00)	1.00	-	-	(2.00)
Semi-skilled and discretionary decision making	-	-	-	-	-	-	-	-
Unskilled and defined decision making	-	-	-	-	-	-	-	-
TOTAL PERMANENT	4.00	4.00	2.00	(10.00)	4.00	2.00	2.00	(8.00)

2016

Occupational Levels	Male				Female			
	A	C	I	W	A	C	I	W
Top management	-	-	-	-	-	-	-	-
Senior management	-	-	-	-	1.00	1.00	-	(1.00)
Professionally qualified and experienced specialists and mid-management	2.00	2.00	-	(5.00)	2.00	2.00	-	(3.00)
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	2.00	-	-	(6.00)	7.00	2.00	1.00	(6.00)
Semi-skilled and discretionary decision making	-	-	-	-	-	-	-	-
Unskilled and defined decision making	-	-	-	-	-	-	-	-
TOTAL PERMANENT	4.00	2.00	-	(11.00)	10.00	5.00	1.00	(10.00)

AFFIRMATIVE ACTION

The Company will institute the following affirmative action measures with immediate effect, to redress any imbalances. These measures ensure equity and improved equality in the workplace.

Categories	Action	Responsible	Start Date	End Date
Recruitment procedures	Recruitment and selection will be in keeping with the Company's business strategy and will be based on fairness, objectivity, having regard for competency and will consider the EE plan targets.	Senior Management and HR	2011	Ongoing and on Target
Advertising positions	Recruitment and selection will be in keeping with the Company's business strategy and will be based on fairness, objectivity, having regard for competency and will consider the EE plan targets.	Senior Management and HR	2011	Ongoing
Selection criteria	Recruitment and selection will be in keeping with the Company's business strategy and will be based on fairness, objectivity, having regard for competency and will consider the EE plan targets.	HR	2011	Ongoing
Appointments	The company will consider the EE plan targets.	HR	2011	Ongoing
Training and development	The company has a training plan in place and will develop designated employees in accordance with this plan.	HR	2011	Ongoing and on Target
Promotions	The company will consider the EE plan targets when promoting individuals whilst keeping the inherent job requirements in mind.	HR	2011	Ongoing
Succession and experience planning	The company has a training plan in place and will develop designated employees in accordance with this plan.	HR	2011	Ongoing
HIV and AIDS education and prevention programmes	The Company will plan and host a health day.	HR	2012	Ongoing

SUMMARY

This plan represents **Hyprop Investments Ltd's** total commitment to ensure equal opportunity and fair treatment in employment to all groups, but also to ensure that **Hyprop Investments Ltd** addresses any remaining inequalities and unfair discrimination.

This policy and plan will be updated every January.