



SABPP EMPLOYMENT EQUITY, DIVERSITY AND TRANSFORMATION

Nedbank Group: Driven to create a winning bank – commercially focussed, transformed and innovative staff working collaboratively together

May 2018

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NEDBANK

Nedbank Limited Reg No 1951/000009/06. Authorised financial services and registered credit provider (NCRCP16).

Analysis

Nedbank
people
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Approach

- NSS
- Barret
- EE Forums at different levels
- Analysis Tool
- Internal and Market analysis

Workforce

- Representation in terms of race, gender and disability –EAP
- Recruitment trends
- Skills

Policies, procedures, practices and work environment

- Barriers
- Leadership
- Culture
- Best Practices

Principles

- Consultation
- Participation
- Involvement
- Beyond compliance



- Use of EEA1- employees complete EEA1.
- Cluster workforce analysis using regional and national EAP.
- Group workforce analysis using national EAP.
- Analyse internal and external environment in terms of availability of skills (including future skills).
- Complete EEA 12 and provide strategies to address under-representation.

Barriers identification Example

INTRODUCTION

- Employers are expected to eliminate **unfair discrimination** in all aspects of the workplace. Organisations need to identify **barriers** to ensure that fair employment, development and promotion of employees from the designated groups take place.

INSTRUCTIONS

- The questions must be answered with your division/cluster as your point of reference. Please do not respond from a general Ned bank's perspective.
- Read each question carefully before responding.
- Keep in mind the above explanation of unfair and fair discrimination as you respond
- When responding to questions, the following will assist you to identify barriers: Is the policy, procedure or practice
 - Unfairly discriminatory
 - Valid
 - Applied consistently to all employees
 - Compliant with legislation
- Feel free to provide additional comments below the question if you wish to do so.
- Your personal particulars on the cover of this questionnaire will assist in addressing issues at their point of origin. However you are not compelled to provide this information.

Barriers identification Example continues



1. RECRUITMENT AND SELECTION

INDICATOR	YES	NO	IF NO, EXPLAIN WHY
Do you think that			
a) Job adverts are specific and clear?			
b) Job adverts are accessible to all employees?			
c) Interviews are conducted in a professional manner which demonstrates respect for your dignity?			
d) The questions asked in the interview are relevant to the job?			

Are there any other issues related to RECRUITMENT & SELECTION that you would like to comment on?

2. APPOINTMENTS, TRANSFERS AND PROMOTIONS

INDICATOR	YES	NO	IF NO, EXPLAIN WHY
Do you think that ...			
a) Appointments in your division are done in line with employment equity principles?			
a) Promotions in your division are consistently done in a fair manner?			
a) Your job is properly graded and similar with same jobs in other divisions?			
a) Transfers are done in line with business requirements?			
a) Succession and experience planning considers all qualifying racial and gender groups?			

Are there any other issues related to APPOINTMENTS AND PROMOTIONS that you would like to comment on?

Implementation



- Development of AA measures in EEA12 and EEA13.
- Measures
 - Eliminate employment barriers that adversely affect the designated groups.
 - Advance diversity at the workplace.
 - Promote reasonable accommodation of the suitably qualified people from the designated groups.
 - Recruitment, promotion, retention and development.
 - Preferential treatment, realistic and flexible numerical goals and targets

Measure	Initiatives
Elimination of barriers	- Recruitment and selection. - Ethics- discrimination and sexual harassment.
Advance diversity	- Diversity awareness - Religion - Mean Who Do Good
Reasonable Accommodation	- Reasonable accommodation for the suitably qualified persons. - Systems for persons with disabilities. - Mothers
Recruitment, retention and skills development	- Recruitment skewed in favour of the under-represented groups. - Clusters document retention drivers. - Bursaries skewed in favour of the designated groups.
Preferential treatment	- Ten transformation truths commit to Africans, women and persons with disabilities. - Appoint overrepresented groups with proactive skills development initiatives.

Nedbank way

- Analysis and barrier identification is not a once off exercise.
- Barriers are dealt with on continuous basis.
- AA measures are tracked on a monthly basis.



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