

CONSTITUTION OF THE TRANSFORMATION FORUM

1. PURPOSE

The Clicks Group recognises the importance of diversity in the workplace and is committed to shaping an organisational environment which supports inclusivity. To this end, the business unit Transformation Forums has been established to represent employees in matters relates to Employment Equity and Skills Development.

The purpose of the business unit Transformation Forum is to:

- Facilitate the achievement of and transparency in the business unit transformation agenda
- Create awareness of and support business unit initiatives in relation to transformation
- Promote the empowerment and advancement of designated groups
- Consult on matters related to Skills Development and Employment Equity in line with legislation

2. MANDATE OF THE TRANSFORMATION FORUM

The mandate of the Transformation Forum is derived from the following:

- Employment Equity Act, which provides the core of the mandate for the Transformation Forum
- Skills Development Act, which compliments the core mandate of the Transformation Forum
- Group Transformation Roadmap, which is a strategic initiative overseen by the Board and supported by the Group CEO and Group HR Director. The business unit MDs are responsible for the development and achievement of business unit transformation targets in line with the Roadmap.
- Group values, of which the Transformation Forum shall be the custodian and will entrench

3. COMPOSITION OF THE FORUM

Each business unit will be responsible for setting up its own Transformation Forum. Members of the forum will be elected from permanent full-time and part-time employees across:

- Occupational levels – excluding Top Management
- Designated groups (Africans, Coloureds, Indians, women and people with disabilities)
- Non-designated groups
- Trade union representatives, where applicable

The Transformation Forum will have a minimum of eight **(8)** and to a maximum of twenty **(20)** members of which:

- Management and Human Resource representatives will be assigned by the business unit;
- Trade union representatives will be elected by the recognised trade union to serve on the Transformation Forum; and
- All other representatives will be elected by permanent fulltime employees of the business unit

4. ELECTION OF FORUM MEMBERS

Election to the forum has to be undertaken and conducted in an open and fair manner.

- The election of forum members must be communicated to all employees
- Transformation Forum members must be nominated and elected by their colleagues or own constituency
- The nominated and elected members must reflect the demographics of the business, employees across occupational level and be representative of the designated areas

4.1 Criteria for Selecting Forum Members

In order to be elected to serve on the Transformation Forum, employees must:

- Have been in the employ of the business unit for a period of more than one year **(12 months)**.
- Be a permanent (full-time and part-time) employee
- Not be serving notice for resignation

4.2 Election process

- All permanent (full-time and part-time) employees who are eligible for election have the right to vote.
 - HR Manager/s will facilitate and administer the election process.
 - Voting will take place during working hours by a secret ballot.
 - Candidates who obtain the highest number of votes will be selected to serve on the Transformation Forum.
 - Employees to send their nominations to the HR Manager.
 - Election of forum members shall be held at least three **(3)** months before the end of the current period of tenure for forum members.
 - Recognised trade union may elect one **(1)** alternative member to represent the union.
- If a member of the Transformation forum resigns from the forum or the organisation or their employment is terminated before the end of the tenure, the Chairperson of the forum will inform the HR representative to facilitate elections for a replacement member. The election of a replacement member will be conducted in the same manner as the normal elections.

5. TRANSFORMATION FORUM TENURE

The period of tenure for Transformation Forum members shall be three **(3)** years.

6. ROLE OF THE TRANSFORMATION FORUM

The role of the Transformation Forum includes consultation, monitoring and reporting on matters related to transformation, specifically Employment Equity and Skills Development within a business unit.

5.1 Consultation

The Transformation Forum will be responsible for:

- Providing feedback to management on employee suggestions, perceptions and concerns related to transformation.
- Consulting on matters related to:
 - Conducting an analysis in line with section 19 of the Employment Equity Act
 - Preparing and implementing the employment equity plan in line with section 20 of the Employment Equity Act
 - Reporting in line with section 21 of the Employment Equity Act

- Providing input and assisting in the implementation of transformation interventions related to diversity, employees with disability, skills development and employment equity.

5.2 Monitoring and Evaluation

The Transformation Forum will be responsible for:

- Partnering with management and Human Resources to identify barriers in employment equity
- Auditing and analysing the application and implementation of employment equity and skills development policies and practices
- Providing input and monitoring the implementation of employment equity and workplace skills plans in the business unit

5.3 Reporting

The Transformation Forum will be responsible for:

- Reviewing and signing off the business unit Employment Equity plan and report in line with agreed timelines;
- Reviewing and signing off the business unit Workplace Skills Plan and Annual Training report in line with agreed timelines;
- Submitting minutes, action items and attendance register of the Transformation Forum meeting to the Group HR Director within ten **(10)** days of the forum meeting
- Submitting the business unit Employment Equity plan and report to the Group HR Director, duly signed by the business unit MD and Head of HR in line with the agreed timelines
- Submitting the business unit Workplace Skills Plan and Annual Training Report to the Group HR Director, duly signed by the business unit MD and Skills Development Facilitator in line with the agreed timelines

5.4 The Transformation Forum is not:

- A negotiating body or disciplinary committee
- Responsible for developing Employment Equity and Skills Development Strategies
- Responsible for implementing human resource processes and procedures

7. TRANSFORMATION FORUM MEETINGS

- The Transformation Forum will hold a minimum of two (2) meetings in a calendar year in line with the annual work plan
- A quorum of 75% will be required in order to hold a meeting
- Business units will schedule additional meetings based on business units needs and requirements

8. STAKEHOLDER RESPONSIBILITIES

The Transformation Forum stakeholders must understand their responsibilities in driving and supporting the transformation agenda.

7.1 HR Managers

HR Managers will be responsible for:

- Sharing and recording achievements
- Acting as a source of support for the forum
- Guide forum members on skills development and equity matters
- Provide support to line managers in the implementation of Employment Equity and workplace Skills plans
- Assist in preparing Employment Equity and Workplace Skills plans for the business unit

7.2 Line Managers

Line Managers will be responsible for:

- Identify problems areas in employment equity and set equity targets
- Assess recruitment, promotion and training policies and practices in order to identify and remove barriers to achieving equity in the workplace
- Adhere to and ensure adherence to Employment Equity, Skills Development and Transformation policies and procedures
- Provide support to Transformation Forum and forum members
- Creating awareness of the employment Equity and skills Development Act amongst employees

7.3 Individual Employees

Individual employees will be responsible for:

- Complying with the policies and procedures relating to employment Equity and Skills Development
- Participating in transformation related initiatives

9. OFFICE BEARERS

The Transformation forum will meet to elect among themselves, a Chairperson, Deputy Chairperson and Secretary.

Role of the Chairperson:

- Chair meetings of the forum
- Provide direction on implementation of activities
- Ensure compliance with the Group values and code of conduct
- Present forum reports to the business unit
- Make presentations during Group meetings when required

Role of the Deputy Chairperson:

- Support and deputise the Chairperson in the above activities

Role of the Secretary:

- Take minutes during forum meetings
- Consolidate reports
- Circulate minutes and reports of the forum meeting to forum members within fourteen **(14)** days of the meeting
- Arrange the meeting venue, accommodation and other relevant logistics
- Send out the forum meeting agenda at least seven **(7)** working days before the meeting
- Circulate the annual workplace and schedule of meetings to enable forum members to plan their time appropriately

10. CONDUCT FOR FORUM MEMBERS

Forum members must:

- Represent their constituents and report back to them
- Adhere to confidentiality agreements
- Submit matters of discussion to the forum Secretary at least fourteen (**14**) days before the meeting in order to be placed on the agenda
- Attend forum meetings regularly
- Adhere to the spirit and the intent of the Transformation forum
- Forward an apology for non-attendance of a forum meeting to the Secretary in writing before the meeting
- Participate constructively during forum meetings
- Conduct themselves in line with Group values
- Respect and uphold forum decisions
- Perform all tasks and duties assigned to them by the forum

11. RESOLUTIONS

The decisions of the Transformation Forum shall be made by a majority vote and the human resource representative shall not vote and the Chairperson of the forum shall have the casting vote. Decisions of the forum must be documented in forum minutes and distributed to all representatives.

12. DISPUTE RESOLUTION

In an event that a dispute arises within the forum, the following dispute resolution process will be followed:

1. The Transformation forum must first discuss the matter in an attempt to seek a resolution.
2. If the forum does not arrive at a resolution, the matter must be referred to the business unit head of HR in writing within fourteen (**14**) days of the dispute arising.
3. If the matter is not resolved, then it must be referred to the Group HR Director in writing within 14 days thereafter.

13. RECORD KEEPING

All records of the Transformation Forum must be kept for a period of five **(5)** years. These include:

- Minutes of the Transformation Forum meetings
- Attendance registers
- Meeting resolutions
- Nomination forms and election results
- Proof of communication to employees
- Employment Equity plan and report
- Affirmative action measures
- Proof of workplace analysis

Definition of terms

“Black people”	a generic term which means Africans, Coloureds and Indians
“Designated group”	means black people, women and people with disabilities
“Employee”	any person other than an independent contractor who works for the Clicks Group or business unit and is entitled to receive any remuneration and in any manner assist in the carrying on or conducting business of the Group or business unit
“People with disabilities”	people who have long-term or recurring physical or mental impairment which substantially limits their prospects of entry into, or advancement in employment
“Reasonable accommodation”	any modification or adjustment to a job or to the working environment that will enable a person from a designated group to have access to or participate in advancement in employment
“Registered trade union”	a trade union as defined in section 213 of the Labour Relations Act and registered in terms of section 96
“Trade union representative”	a member of the trade union who is elected to represent employees in the workplace