

CPD Points: 2 ECSA CREDITS



Consulting Engineers South Africa

INFRASTRUCTURE
Indaba
2026

18 - 19
March 2026
Durban ICC

**5-year Sector numerical EE targets –
practical steps to align transformation
goals with organisational capacity and
growth**

Theme: Pioneering Change Engineering Infrastructure for Inclusive Growth

Why and what are sectoral numerical EE targets?

- Sectoral EE targets are **key milestones** aimed at assisting employers to set **realistic and achievable** transformation goals within the context of their organisations to achieve equity in their workplace.
- Sectoral EE targets are **not quotas** (rigid and mandatory – no flexibility in relation to enforcement).
- Sectoral EE that are **flexible** – employers in consultation with employees self-regulate the annual EE targets in their EE Plans towards achieving the 5-year sectoral EE targets; and
- If unable to achieve **own** annual EE targets – employer can raise a justifiable ground/reason for failure to comply without a penalty.

Justifiable ground/ reasons for non-compliance with sectoral EE targets – regulation 16 & EEA15

- Insufficient recruitment opportunities;
- Insufficient promotional opportunities;
- Insufficient **target individuals from the designated groups** with relevant formal qualifications, prior learning, relevant experience or capacity to acquire, within a reasonable time, the ability to do the job, as contemplated by section 20(3) to (5) of the EEA;
- The impact of a CCMA award or court order;
- A transfer of a business; Mergers or acquisitions; and
- the impact of **economic conditions** on the business.

Practical steps to align sectoral EE targets with organisational transformation goals and capacity

- **Employers obligated to objectively:**
- **Conduct an analysis of your workplace (section 19)** – take snapshot of workforce profile (identify the applicable sector EE targets and EAP either national or provincial); and barrier analysis of HR Policies, practices and procedures within the economic and capacity context of the organisation;
- **Develop and implement EE Plan (section 20)** with own realistic and achievable Annual EE targets supported by positive measures/ affirmative action measures towards achieving the 5-year sector EE targets; and
- **Submit an annual EE report (EEA2 & EEA4 forms) as per sections 21 & 27 – 1st actual assessment starts in 2026 EE reporting cycle.**

Solutions and Opportunities — Let's Challenge Ourselves

- Sectoral EE targets should **not be seen as punitive measures** to oppress the voice of employers, but **key progressive minimum milestones**, which present opportunities to:
- **Introspect; be intentional; and explore different transformation strategies** to objectively eliminate unfair treatment and discrimination in the employment policies and practices to achieve equity in the workplace; and
- Promote **access to equal opportunities to all suitably qualified employees** irrespective of their **race, gender or disability or any other prohibited ground** to create equitable, diversified and inclusive sustainable organisations.

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Thank you!

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