

<b>Policy:</b> Copyright PPC Current - 01 February 2017	<b>Number:</b> HR 0015 <b>Revision:</b> 1.1 <b>Policy Owner:</b> PPC Group HR <b>Site responsible for the policy:</b> PPC Group Services	
<b>Policy Title:</b> PPC Employment Equity policy		

## 1. INTRODUCTION

The consolidation of democracy in our country requires the eradication of social and economic inequalities, especially those that are systemic in nature, which were generated in South Africa's history by colonialism, apartheid and patriarchy, and which brought pain and suffering to the great majority of our people. The basis for progressively redressing these conditions lies in the Constitution which, amongst others, upholds the values of human dignity, equality, freedom and social justice in a united, non-racial and non-sexist society where all may flourish; (Promotion of Equality and Prevention of Unfair Discrimination Act, 2000 (Act No. 4 of 2000))

The purpose of the Employment Equity Amendment Act 47 of 2013 in South Africa is:

- To promote equal opportunities and fair treatment to all in the workplace by eliminating unfair discrimination; and
- To implement affirmative action measures to redress the disadvantages in employment caused by this past that affect members from the designated groups.

In order to facilitate transformation and begin to position PPC as a great place to work for all, as well as a leader of transformation in the South African context, an integrated and focused policy is being adopted to ensure that implementation can happen in a coherent and sustainable manner.

<b>ABBREVIATIONS AND ACRONYMS</b>	
■ AA	■ Affirmative Action
■ B-BBEE	■ Broad-Based Black Economic Empowerment
■ CEO	■ Chief Executive Officer
■ D-G	■ Director-General
■ Designated Employer	■ An Employer that employs more than 50 employees
■ DGs	■ Designated Groups
■ DoL	■ Department of Labour
■ Group Executive	■ Group Human Resources Executive
■ EE	■ Employment Equity

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▪ EE Act (as in EEA2, EEA9)	▪ Employment Equity Amendment Act 47 of 2013
▪ HR	▪ Human Resources
▪ HRM	▪ Human Resources Management
▪ HIV/AIDS	▪ Human immunodeficiency virus infection/acquired immunodeficiency syndrome
▪ EXCO	▪ PPC's Operations Executive Management Committee
▪ HOD	▪ Head of Department
▪ MQA SETA	▪ Mines Qualifications Authority Sector Education Training Authority
▪ PPC	▪ PPC Ltd and shall, unless the context otherwise indicates shall at all times include PPC's and its subsidiaries within South Africa
▪ PWD	▪ Persons with Disabilities
▪ SETA	▪ Sector Education and Training Authority
▪ SD	▪ Skills Development
▪ SDF	▪ Skills Development Facilitator
▪ SEESDF	▪ Site EE & SD Forum
▪ SOLIDARITY	▪ Solidarity Union
▪ NUM	▪ National Union of Mineworkers
▪ NACBAWU	▪ National Construction, Building and Allied Workers Union
▪ WSP	▪ Group/ Company/ Site Skills Plan

## GLOSSARY

Best HR Management Practices

A normative model of Human Resources Management, which assumes that appropriate HR practices tap the motivation of employees and generate employee commitment. Underlying this model is a management philosophy that assumes that eliciting worker effort to enhance motivation and generate employee commitment will lead to improved organisational performance

Designated Groups

As defined by the EE Act:

Means black people, women and people with disabilities who (a) are citizens of the Republic of South Africa by birth or descent; or (b) became citizens of

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the Republic of South Africa by naturalisation— (i) before 27 April 1994; or (ii) after 26 April 1994 and who would have been entitled to acquire citizenship by naturalisation prior to that date but who were precluded by apartheid policies

EEA9	An Annexure to Regulation 32393 dated 1 August 2014 to the EE Act as Amended defining the Occupational Levels according to which employees and their remuneration need to be profiled/ calculated in terms of the EE Act with reference to ranges of grades of some Job Evaluation systems used in South Africa
EE Manager	(Senior) Manager appointed by the CEO to assist him/her in carrying out his/her EE responsibilities in terms (as provided for in terms of Section 24 of the EE Act)
Equitable Representation	The fair representation of the different race and gender groups, and in particular, according to the demographics of the Pool of Suitably Qualified Persons from which an employer can reasonably be expected to employ
Occupational Level	The Levels according to which PPC's Workforce needs to be profiled as per the EEA9
Blacks	Black South Africans (Africans, Coloureds, Chinese and Indians) who are citizens by birth, by descent, by naturalisation prior to Interim Terms of Reference (1994) or by naturalisation after the Interim Terms of Reference, where prevented by Apartheid prior thereto
Suitably Qualified Person	In relation to a particular job, a person is regarded as suitably qualified as a result of any one of, or any combination of his/her formal qualifications, prior learning, relevant experience, and capacity to acquire, within a reasonable time, the ability to do the job
Workforce Profile	The Profile of PPC's Workforce, and its PWDs, according to race and gender, per Occupational Level

## 2. POLICY STATEMENT

PPC recognises the importance of diversity in the workplace and that Employment Equity is an imperative business driver that creates a workplace in which everyone has equal employment and growth opportunity, and which reflects the vibrant diversity of our country through equitable representation of all demographics in all occupational categories.

## 3. PURPOSE

- To support PPC's strategic intent through giving guidance and create awareness within PPC [defined term] aimed at creating a non-discriminatory and equitably representative workplace through transformation.

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- Promote the empowerment and advancement of previously disadvantaged employees in order to create racial and gender equity;
- Improve the level of representation of blacks at all management levels;
- Identify and explore opportunities for employing people with disabilities;
- Support the achievement of PPC's B-BBEE and Mining Charter targets.

The following legislative frameworks and sector understandings play a significant role in informing our approach to transformation:

- The Employment Equity Amendment Act of 2013
- Basic Conditions of Employment Amendment Act, No 11 of 2002
- The Labour Relations Act (LRA), Act 66 of 1995 as amended
- Promotion of Equality and Prevention of Unfair Discrimination Act, 2000 (Act No. 4 of 2000)
- Broad-Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003)
- The Broad Based Socio Economic Empowerment Charter for the South African Industry, hereafter referred to as "the Mining Charter" 2010
- Broad-Based Black Economic Empowerment Amendment Act, 2013 (Act No. 46 of 2013) and the Revised Codes of good practise
- Skills Development Amendment Act 26 of 2011
- Skills Development Levies Amendment Act 24 of 2010
- Mineral and Petroleum Resources Development Amendment Act, 49 of 2008
- Mining Charter Amended September 2010

PPC's approach to transformation although informed by these regulatory frameworks is underpinned by the fundamental belief that transformation is a strategic imperative to ensure that we are able to thrive, grow and contribute to a truly non-racial and non-sexist work environment in South Africa.

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#### 4. SCOPE AND APPLICATION

This policy applies to all employees of PPC and job applicants at PPC [defined term] as set out below;

PPC is the holding company of the following South African designated employer subsidiaries:

- PPC Cement SA (Pty) Ltd (“PPC Cement”)
- PPC Lime Ltd (“PPC Lime”)
- PPC Aggregate Quarries (Pty) Ltd (“PPC Aggregate”)
- Pronto Holdings (Pty) Ltd (“Pronto”)
- Safika Cement Holdings (Pty) Ltd (“Safika”)
- 3 Q Mahuma Concrete (Pty) Ltd
- PPC Group Services (“Pty”) Ltd (“PPC Group Services”)

#### 5. PPC’S EMPLOYMENT EQUITY (EE) CHALLENGE

PPC has up to now adopted a compliance approach to the requirements of the EE Act, and EE Transformation, respectively.

Although this approach has produced a few notable successes, it has identified certain challenges that need improvement inter alia;

- An EE policy that needs to provide adequately for the effective management of EE Compliance and EE Transformation .
- An absence of management in certain instances resulting in;
  - The development, monitoring, evaluation and implementation of EE plans not being compliant with the requirements of the EE Act.
  - Lack of awareness , understanding and buy-in of EE and transformation imperatives by employees in certain instances.
  - Different timelines of site EE plans which are not conducive to the effective management of EE, EE goals, at Group level.
  - Under representaton of Blacks in Senior Management, Professional and Junior Management.

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- Insufficient focus on attraction, developing and retaining internal talent amongst black people and women.
- Lack of focus on career management and succession planning.
- Under representation of people with disabilities.

## 6. STRATEGIES RECOGNISED TO IMPLEMENT EE TRANSFORMATION EFFECTIVELY

### 6.1 Employment Equity Plan

- PPC recognises that in order to implement EE effectively, it needs to develop and implement an EE Plan to ensure that achievable EE goals are set, actively pursued and achieved.
- Although PPC will have only one EE Plan, PPC sites shall each set, and implement, their own EE Numerical Goals, the aggregate of which will be PPC EE Plans and EE Numerical Goals which will align with the group targets.
- Those aspects of PPC Group's EE Plan Non-Numerical Goals and Affirmative Action ("AA") Measures that impact on PPC and its sites shall be included in PPC AA Measures.
- PPC shall monitor the implementation of both their respective Numerical Goals, and those AA Measures that impact directly on them. These shall be customised for each site.
- PPC Ltd and shall, unless the context otherwise indicates shall at all times include PPC's and its subsidiaries within South Africa.

### 6.2 Create an optimal enabling environment to ensure talent (with emphasis on Designated Groups) is attracted, trained and retained:

- EE awareness training
- Diversity awareness training
- Attraction and retention of black people, females and people with disabilities
- Development and Retention of internal Talent.
- Leadership Development
- Pipeline Development: Learnerships, Internships, Graduate Development Programme
- Effective mentorship and coaching programmes
- Effective succession management

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- Reasonable accommodation/facilities
- Effective on boarding

### 6.3 Consultative Structures

The Employment Equity Forums are established at all sites to discuss Employment Equity issues concerning the employer and workers.

Matters of consultations include issues relating to the conducting of an analysis, preparing and implementing an Employment Equity Plan and submission of employment equity reports as directed by the Codes of Good Practice

The forums include:

- representative trade unions, where applicable;
- worker representatives from designated and non-designated groups and ;
- senior management representing the employer.

Where the representative body or trade union refuses to be involved in consultations, a written record of that refusal shall be kept and a copy of the document given to the body/union concerned.

The Skills Development (“SD”) Levies Act requires a Training Committee to be established at all workplaces with more than 50 employees, made up of workforce representatives, which need to be consulted with regard to the development of Company/ Site Skills Plans (“WSP”) and Training Reports (“TR”), and the implementation of the WSPs.

PPC compiles WSPs and Training Reports for each Site, which are then consolidated and submitted to the MQA SETA as PPC’s WSP and ATR.

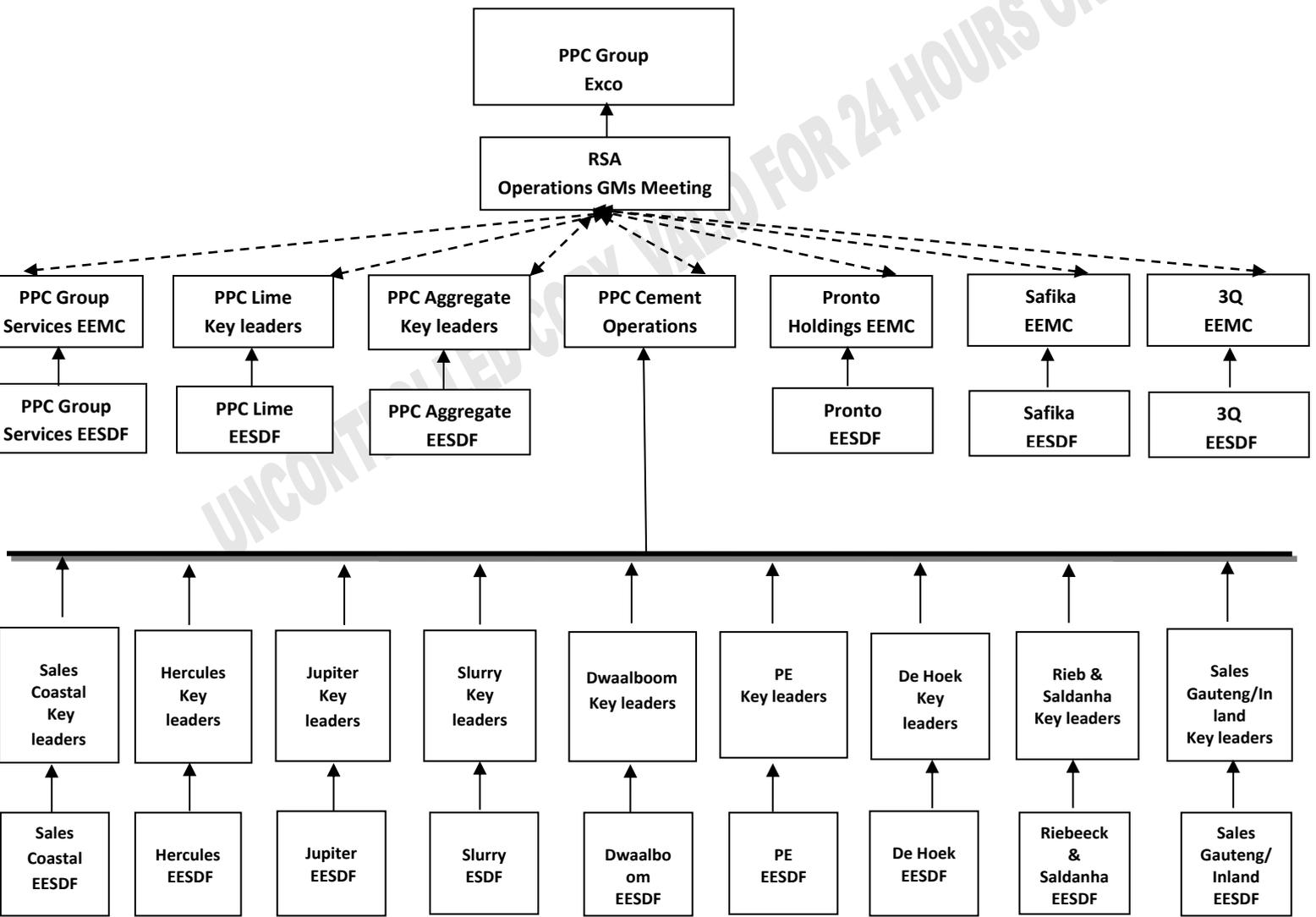
In order to best discharge these consultative obligations, PPC has decided to establish one consultative structure to fulfil both obligations at Group and each Site (except for its Riebeeck and Saldanha operations which will have one EESDF between them), to be called Site EE and SD Forums (“SEESDFs”) respectively.

Each site’s EESDF shall be preceded by the name of the site as the case may be, and in the case of Riebeeck and Saldanha’s, by “Riebeeck/ Saldanha”

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It is recognised that for the effective management of EE transformation at PPC, all sites will have quarterly EESDF meetings. A report will be presented quarterly at the site Key leader meetings. The site EE Manager report on EESDF quarterly at the Operations GMs' meetings.

The function, roles and responsibilities of all PPC EE Structures, as well as their composition, their reporting lines and interrelationship are set out below.



**EESDF** – Employment Equity & Skill Development Forum

**EEMC** – (Employment Equity Management Committee) **Key Leaders** at Business Unit level. **EESDF** Reps to present Employment Equity Matters that requires Management attention.

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#### 6.4 Monitoring, Evaluation and Reporting

- Employment Equity meetings at the sites shall be held quarterly to discuss and monitor the implementation of Employment Equity strategies.
- Site Key Leaders meetings are held monthly where a report of EESD will be given from the quarterly EESDF.
- All site EE Managers will report quarterly on EESDF progress at the Operations GMs Meeting.
- EESDF matters will be reporting quarterly to Exco through the Group HR reporting.
- PPC participates in scheduled audits and reviews as mandated by the Department of Labour to monitor progress towards the Employment Equity Plans and other EE strategies.
- Employment Equity targets and progress are reported annually to the Department of Labour through Employment Equity Reports EEA2 and EEA4 reports.
- Employment Equity targets and progress are reported on:
  - Annual BBBEE scorecards
  - Annual Mining Charter reports
  - Quarterly Exco reporting
  - Quarterly Social and Ethics reporting

#### 6.5 Recruitment procedure for all management, core/scarce and critical skills

- EE requirements are stipulated on the “Requisition to fill a Vacancy – HR3 form” in line with the EE Plan.
- The requisition (HR3 form) is completed by the HR department and approved by the relevant Line Manager/General Manager/Executive /MD.
- All vacancies will be advertised internally for 10 working days, external recruitment should only commence when no suitable internal candidate is available.
- If a position is earmarked for a designated group, shortlisting will include designated group applicants only.
- If the initial recruitment efforts fail to identify a suitable candidate from the designated group candidates, a motivation must be written by the HR Manager for approval by the Group HR Executive and MD Cement RSA to proceed with a recruitment which will then include non-designated applicants.

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- The “offer form” should also indicate if a deviation from the EE Plan requirements has occurred and the signed motivation must be attached.

NB: deviations will only be tolerated for scarce skills, and critical positions provided the hiring manager commits to a succession and or development plan to avoid future deviations.

Breaches of this policy shall lead to corrective action in terms of PPC’s disciplinary processes and procedures.

## 7 GUIDING PRINCIPLES

### 7.1 Prohibition of Unfair Discrimination

In line with Section 6 of the Employment Equity Act – Act 55 of 1998 (as amended), no employee or job applicant of PPC shall be discriminated against on one or more of personal or physical characteristics like race, gender, sex, pregnancy, marital status, family responsibility, ethnic or social origin, colour, sexual orientation, age disability, religion, HIV status, conscience, belief, political opinion, culture, language and birth.

However, fair discrimination shall occur where it is relevant to affirmative action measures (to achieve employment equity targets) or to the inherent requirements of the job.

To this effect, all PPC has conducted a desktop audit and analysis of employment policies and practices as well as working environment and facilities to identify whether any of these policies or practices contain any unfair discrimination or barriers to the recruitment, promotion, advancement and retention of members of the designated groups.

The identified barriers have been reported in the EEA12 in support of the EE Plan, PPC shall commit to the strategies to eliminate these barriers.

### 7.2 Equal Opportunities / Affirmative Action

PPC has implemented measures to ensure that suitably qualified people from designated groups have equal employment opportunities and are equitably represented in all levels in the workforce. In order to redress the imbalance of the past, PPC has developed strategies for the employment, advancement and retention of black South Africans to management levels and women in core business functions. The Employment Equity Plan is instrumental in ensuring the implementation of

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Employment Equity strategies and Affirmative Action measures. These strategies support the company's BBBEE as well as the Mining Charter's objectives.

Affirmative Action measures implemented/ to be implemented at PPC includes:

- Measures to identify and eliminate employment barriers and unfair discrimination.
- Measures designed to further diversity based on equal dignity and respect of all people.
- Making reasonable accommodation to people from designated groups in order to ensure that they enjoy equal opportunities and are equitably represented in all levels of the workforce.
- Use of Employee Share Scheme to attract and retain black employees.

### 7.3 Diversity

PPC embodies a culture of equal dignity, respect and appreciation of the diverse backgrounds of all employees and business acquaintances. PPC participates in Diversity awareness programmes to encourage employees to build relationships of trust, co-operation and confidence amongst themselves as well as with business acquaintances.

## 8 AUTHORITY, ROLES AND RESPONSIBILITIES OF EE TRANSFORMATION ROLE PLAYERS

### 8.1 Chief Executive Officer

- Ensures the appointment of the Senior Employment Equity Manager for PPC.

### 8.2 Senior Employment Equity Manager (Section 24 Appointment)

- Ensures the preparation, implementation, monitoring and reporting of the site's Employment Equity Plans as prescribed by the EE Act and the appointment of all site EE Managers.

### 8.3 Group Human Resources Executive

- Reports annually to the Board of Directors, providing detailed information regarding the progress of employment equity and affirmative action within PPC and subsidiaries.
- Reports progress on employment equity and affirmative action quarterly to the Social and Ethics.

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- Provides leadership, demonstrates personal commitment and supports the employment equity policy, plan and programmes within PPC.
- Ensures that employment equity is strategically integrated into the Human Resources policies and practices.

#### 8.4 Members of the Executive Management Team

- Implement employment equity objectives and numerical targets within their departments, as outlined in the Employment Equity Plan, bearing in mind how these relate to the strategic and operational objectives of PPC as a whole.
- Create a working environment, which is conducive to addressing the needs of designated and non-designated groups of employees within their departments.
- Earmark vacant posts for prospective candidates within a designated group and ensure that such posts are filled accordingly.
- Recruit and train members of the designated and non-designated groups and oversee their career development.
- Facilitate communication between those individuals responsible for driving Employment Equity programmes and the employees from the designated and non-designated groups within their departments.

#### 8.5 Group Transformation Manager

- Ensures legal compliance through submission of EE Reports and Plans to the Department of Labour as may be required from time to time.
- Oversees setting of the objectives and numerical targets required to deliver the employment equity goals, whilst at the same time focusing on PPC's strategic and operational responsibility.
- Gives advice and guidance to HR Managers in terms of Employment Equity legislation and PPC Employment Equity policy.

#### 8.6 Employees

- Make full use of the opportunities for training and career development.
- Be honest and proactive in communicating circumstances affecting their jobs which might require reasonable accommodation.

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- Be proactive in communicating their priorities and concerns regarding employment equity programmes to their line managers and be open and positive about their values by helping others to understand them.
- Contribute constructively and actively towards achieving PPC's strategic goals and objectives.
- Monitor the implementation of Employment Equity Plan through their representation in the Employment Equity Forums.

### 8.7 Employment Equity Forum

- Monitors PPC's adheres to the requirements of the EEA, as an employer.
- Participates in conducting an analysis of PPC's employment policies and practices to identify barriers on a continuous basis.
- Participates in the implementation of PPC's Employment Equity Plan and other employment equity related matters in a proactive manner according to the company's needs.
- Employee representatives will assist the forum with regular communication to the workforce.
- Allocate members to participate as observers in selected HR and IR processes as to ensure fairness.

## 9 Grievance and / or dispute resolution

Any grievances and or disputes emanating from the implementation or interpretation of the Employment Equity policy within PPC must be referred to the site Employment Equity Forum for resolution; further unresolved matters should be dealt with in terms of the PPC's Grievance and Conflict Resolution procedures.

## 10 Responsibilities of this policy

The PPC Human Resources Executive is ultimately responsible for developing, maintaining, monitoring and implementing all Human Resources related policies across the PPC Group.

## 11 Compliance

Failure to comply with this policy may result in disciplinary measures up to and including just cause for termination of employment.

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## 12. QUESTIONS

Should you have any queries with this policy please contact your local Human Resources Manager.

## 13. PUBLICATION AND ACCESSABILITY

13.1 To ensure that all employees have ready access to policies, the company will maintain an official "Group Policies" web page (<http://ppcconnect/Pages/Governance.aspx>) on its intranet with the most current approved version of all company policies.

13.2 The web page will be maintained by the Group Secretary. The documents on the web page will constitute the official electronic depository for company-wide policies for PPC Group.

13.3 To maintain an organized system of change control, and to ensure consistency throughout the company, individual business unit web sites should not contain separate copies or versions of Group Policies or applicable procedures. Instead, all web sites that reference Group Policies must use hyperlinks to the documents on the official "Group Policies" web page.

13.4 This does not preclude subsidiaries from maintaining internal policies and procedures on their web sites, provided the internal policies and procedures are not identified as official PPC Group policies and procedures, and do not conflict with PPC Group policies.

## 14. FREQUENCY OF REVIEW AND UPDATE

14.1 The PPC Human Resources Executive is ultimately responsible for developing, maintaining, monitoring and implementing all Human Resources related policies across the PPC Group.

14.2 PPC Ltd will review this procedure annually or when a change in the procedure is required.

## 15. EFFECTIVE DATE

This Policy was effective 01 February, 2017.

Last update: Scope updated

Last reviewed: 01 January 2017.

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**16. SIGNATURE, TITLE AND DATE OF APPROVAL**

This policy needs to be signed by the appropriate officer (listed below) before it is considered approved.

Approved:

\_\_\_\_\_

**PPC Group HR Executive**

Date Approved: 01 February 2017

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