Employment Equity 2026

Navigating the New Regulatory Framework

Sector Numerical Targets • EE Plans • Annual Targets • Reporting • Compliance Certificates

A 2-Day Professional Programme on the Employment Equity Amendment Act, the 2025 Regulations and the 2025–2030 Sector Numerical Targets

DURATION
2 Days

FORMATS
Live Online or Classroom

2026 SESSIONS
29 Oct – 27 Nov 2026
Four dates and venues

LIVE ONLINE
Microsoft Teams
Early-bird · Standard R6,995
R5,995 per delegate

CLASSROOM SESSIONS
Johannesburg · Cape Town · Durban
Early-bird · Standard R7,995
R7,495 per delegate

Early-bird rate applies to bookings confirmed 14 days or more before the course start date. Standard rate applies thereafter.
Group bookings: Special rates available for organisations registering multiple delegates. Independent Training Management is not VAT registered — no VAT is charged.

Why this programme matters

South Africa's Employment Equity framework has undergone significant regulatory change. The Employment Equity Amendment Act, 2022 commenced on 1 January 2025, followed by the publication of the Employment Equity Regulations, 2025 and the Regulations on the Sector Numerical Targets, 2025.

The five-year sector numerical targets covering the 2025–2030 period are now an important consideration in the development and implementation of Employment Equity Plans.

2026 Training Dates and Venues

LIVE ONLINE
29–30 Oct 2026
Microsoft Teams

JOHANNESBURG
12–13 Nov 2026
Southern Sun Sandton

CAPE TOWN
19–20 Nov 2026
Century City Conference Centre

DURBAN
26–27 Nov 2026
Premier Hotel Umhlanga

Who Should Attend

- HR Managers
- Human Resources Practitioners
- Employment Equity Managers
- Employment Equity Officers
- Transformation Managers
- HR Business Partners
- Labour Relations Managers
- Labour Relations Practitioners
- Employee Relations Managers
- Compliance Managers
- Diversity and Inclusion Managers
- EE Committee / Forum Members
- Senior Management
- HR Consultants
- Organisational Development Practitioners
- Payroll and HR Administration (EE reporting)
- Employers and Designated Employer Representatives
- Managers responsible for EE Plans
- Professionals supporting EE compliance

Course Overview

The new framework introduces important changes to how designated employers approach Employment Equity planning, workforce analysis, numerical targets, annual targets, reporting and compliance. The five-year sector numerical targets covering the 2025–2030 period are now an important consideration in the development and implementation of Employment Equity Plans.

This programme provides a structured examination of the current Employment Equity framework and focuses on what employers, HR professionals, Employment Equity managers and other responsible stakeholders need to understand and implement.

Programme Modules

01 Legislative Framework
The EE Act and 2022 amendments; 2025 Regulations; Sector Numerical Targets Regulations.

02 Sector and Annual Targets
The 18 economic sectors; five-year sector targets; annual employer targets; reasonable grounds.

03 Planning and Workforce Analysis
EE Plans; workforce analysis; EAP; employment barriers; consultation requirements.

04 Reporting
Annual EE reporting; EEA2 and EEA4; data verification; CEO approval.

05 Compliance and Enforcement
Compliance certificates; enforcement; equal pay for work of equal value.

06 2026 Outlook
Current 2026 regulatory developments and the 2026–2030 compliance roadmap.

Key Regulatory Focus Areas

Topic	Module
2025–2030 Sector Numerical Targets	Modules 4–6
Employment Equity Plans	Modules 9 and 11
Annual Employer Targets	Modules 10 and 12
EEA2 and EEA4 Reporting	Module 13
EE Compliance Certificates	Module 14
Equal Pay for Work of Equal Value	Module 15
2026 Regulatory Developments	Module 17

Course Objectives

- ✓ Explain the current EE legislative and regulatory framework
- ✓ Interpret the 2025 Employment Equity Regulations
- ✓ Identify the relevant economic sector applicable to an employer
- ✓ Understand how the EAP and workforce profile influence EE planning
- ✓ Understand the structure and requirements of an EE Plan
- ✓ Understand the factors considered when setting targets
- ✓ Understand EE consultation and governance requirements
- ✓ Understand the purpose and application of EEA2 and EEA4
- ✓ Identify common Employment Equity compliance weaknesses
- ✓ Follow a structured approach to EE compliance and monitoring
- ✓ Understand key changes introduced by the EE Amendment Act, 2022
- ✓ Understand the purpose and application of sector numerical targets
- ✓ Understand the relationship between sector targets and annual targets
- ✓ Identify employment barriers requiring affirmative action
- ✓ Understand how annual numerical targets should be developed
- ✓ Understand the EE compliance certificate framework

DAY 1: Legislative, Sector and Planning Foundations

Modules 1 to 8

1 Understanding the Employment Equity Act

- Purpose and objectives; designated groups; employer and employee responsibilities
- Affirmative action measures; suitably qualified persons; unfair discrimination
- Obligations under Chapters II and III; consultation and disclosure requirements

2 The Employment Equity Amendment Act, 2022 and the 2025 Regulations

- Key amendments; commencement 1 January 2025; Section 15A and sector numerical targets
- Ministerial powers; changes affecting designated employers; Section 53 compliance certificates
- 2025 General Administrative Regulations; repeal of the previous framework

3 Who Is Required to Comply?

- Designated employers; employers with 50 or more employees; organs of state
- Changes affecting employers with fewer than 50 employees
- Collective agreements; determining applicable obligations

4 The 18 Economic Sectors

- Sector classification used for sector numerical targets
- Identifying the applicable sector; employers operating across multiple sectors
- Applying the majority-employee principle; implications for EE planning

5 Five-Year Sector Numerical Targets

- Purpose; 2025–2030 target period; designated groups; gender and disability representation
- Numerical goals at semi-skilled and unskilled levels
- Sector targets versus employer annual targets; common interpretation mistakes

6 EAP, Workforce Representation and Over-Representation

- Understanding the Economically Active Population; national versus regional EAP
- Workforce profile analysis; under- and over-representation
- Occupational categories and levels; factors influencing target setting

7 Workforce Analysis and Identification of Employment Barriers

- Recruitment, selection, appointments, promotion, training, skills development
- Career development, succession, performance, retention, turnover, remuneration
- Disability inclusion, reasonable accommodation, workplace culture

8 Consultation, Governance and Employee Participation

- Consultation requirements; trade union involvement; management responsibilities
- EE consultative forums; roles and responsibilities
- Consultation records; disclosure of relevant information

DAY 2: Plans, Targets, Reporting and Compliance

Modules 9 to 17

9 Developing the Employment Equity Plan

- Purpose; 2025–2030 planning period; EE objectives; annual numerical targets
- Section 20 requirements; EEA13 EE Plan; workforce profile; affirmative action measures
- Responsibilities, implementation mechanisms, monitoring and evaluation

10 Setting Annual Employment Equity Targets

- Employer-specific annual targets; EAP considerations; availability of suitably qualified persons
- Recruitment and promotion trends; qualifications, experience, prior learning
- Relationship between annual targets and five-year sector targets; worked scenarios

11 Implementing and Monitoring the EE Plan

- Recruitment and selection; promotion; succession; career progression
- Training and development; retention; disability inclusion; reasonable accommodation
- Measuring progress; maintaining supporting evidence; corrective action

12 Reasonable Grounds for Not Meeting Targets

- Lack of recruitment or promotion opportunities; qualifications and experience
- Transfers, turnover, natural attrition; availability of suitably qualified persons
- Mergers, acquisitions, organisational changes; labour court or CCMA orders; economic circumstances

13 Annual Employment Equity Reporting

- EEA2: occupational categories, workforce profile, recruitment, promotions, terminations, income differentials
- EEA4: recruitment, training, CEO / accounting officer approval
- Electronic reporting; data verification; common reporting errors

14 Employment Equity Compliance Certificates

- Section 53; purpose of the compliance certificate; state contracts
- EEA15, EEA16A, EEA16B; application requirements; certificate validity
- Withdrawal; common employer mistakes

15 Equal Pay for Work of Equal Value

- Same work, substantially the same work, work of equal value
- Skills, qualifications, effort, responsibility, working conditions
- Job evaluation; income differential analysis; remuneration risk

16 Enforcement, Inspections and Employer Compliance

- Department of Employment and Labour enforcement powers; inspections
- Requests for information; written undertakings; compliance orders; Director-General reviews
- Evidence of implementation; preparing organisational records

17 2026 Regulatory Developments and the Road Ahead

- Current status of the EE framework in 2026; 2025–2030 sector numerical targets
- Recent legal developments; 2026 draft revised Code of Good Practice
- Building a 2026–2030 Employment Equity compliance roadmap

Registration Form

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R5,995 Live Online
R7,495 Classroom
early-bird rate, per delegate

FORMAT OPTION

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29–30 October 2026
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BOOKING CONTACT (APPROVING OFFICIAL)

FULL NAME (MR / MRS / MS) _____ POSITION _____

COMPANY NAME _____ VAT NUMBER _____

TELEPHONE _____ EMAIL _____

ADDRESS _____

SIGNATURE _____ DATE _____

FINANCE AND PAYMENT

PERSON RESPONSIBLE FOR FINANCE _____ DIRECT TEL NO. _____

DATE OF PAYMENT _____ PURCHASE ORDER / REFERENCE NO. _____

ACCOUNT HOLDER	BANK	BRANCH	ACCOUNT NO.
Independent Training Management (Pty) Ltd	FNB South Africa	Randburg (251650)	62685879276

DELEGATES ATTENDING THIS PROGRAMME

#	Full Name	Position	Email
1			
2			
3			
4			

TERMS AND CONDITIONS

1. Fees are current at time of print; Independent Training reserves the right to change them.
2. Additional delegate rates apply for bookings made at the same time, on the same course.
3. Confirmation: on receipt of this form and payment/PO, you will receive email confirmation with venue details, map and start times.
4. Attendance: no learner may attend without proof of payment or an order number.
5. Substitution: delegate substitutes may be made at any time at no penalty — please notify us in writing.
6. Payment is due 5 working days before the course by cheque or EFT, quoting the invoice reference and organisation name. Cancellations must be emailed to Independent Training; please notify us immediately of any reschedule or cancellation.

CANCELLATION CHARGES

11–30 days before course	10%
6–10 days before course	20%
4–6 days before course	30%
1–3 days before course	50%