

# ENABLING OUR PEOPLE

## 11.1 LEADERSHIP AND EMPLOYEE DEVELOPMENT

### MANAGEMENT APPROACH

Umgeni Water promotes and encourages ethical behaviour and decision-making by all employees, Board members and stakeholders. This is facilitated through a Code of Ethics. During the reporting period, the Ethics Committee monitored and assessed the following activities of Umgeni Water:

### LABOUR AND EMPLOYMENT MATTERS, INCLUDING:

- Human capital and workforce matters: recruitment and selection, succession and coaching, health and safety, HIV awareness, wellness programmes, disciplinary and dispute resolution processes and training and development.

### SOCIAL AND ECONOMIC DEVELOPMENT, INCLUDING:

This includes Umgeni Water's standing in terms of the goals and purposes of:

- The ten (10) principles set out in the United Nations Global Compact Principles and OECD recommendations regarding corruption, including human rights, child and forced labour, environment, anti-corruption, bribery, extortion and transparency;
- The Employment Equity Act, No. 55 of 1998; and
- The Broad-Based Black Economic Empowerment Act, No. 53 of 2003.

### GOOD CORPORATE CITIZENSHIP, INCLUDING:

- Promotion of equality, prevention of unfair discrimination and measures to address corruption;
- Corporate social contribution and development of the communities in which Umgeni Water conducts its business; and
- Impartial/objective sponsorship, donations and charitable giving.

### THE ENVIRONMENT, HEALTH AND PUBLIC SAFETY, INCLUDING:

- Impact of Umgeni Water's activities, products and services.

### CONSUMER RELATIONSHIPS, INCLUDING:

- Umgeni Water's policies and record relating to advertising, public relations and compliance with consumer protection laws.

### LABOUR PRACTICES AND DECENT WORK

The entity's goals and human resources needs are mutual, compatible and strongly inter-dependent. Human Resources policies seek to ensure a competent, motivated and engaged workforce.

### EMPLOYMENT

The workforce profile is shown in **Table 11.1** and **Figure 11.1**.

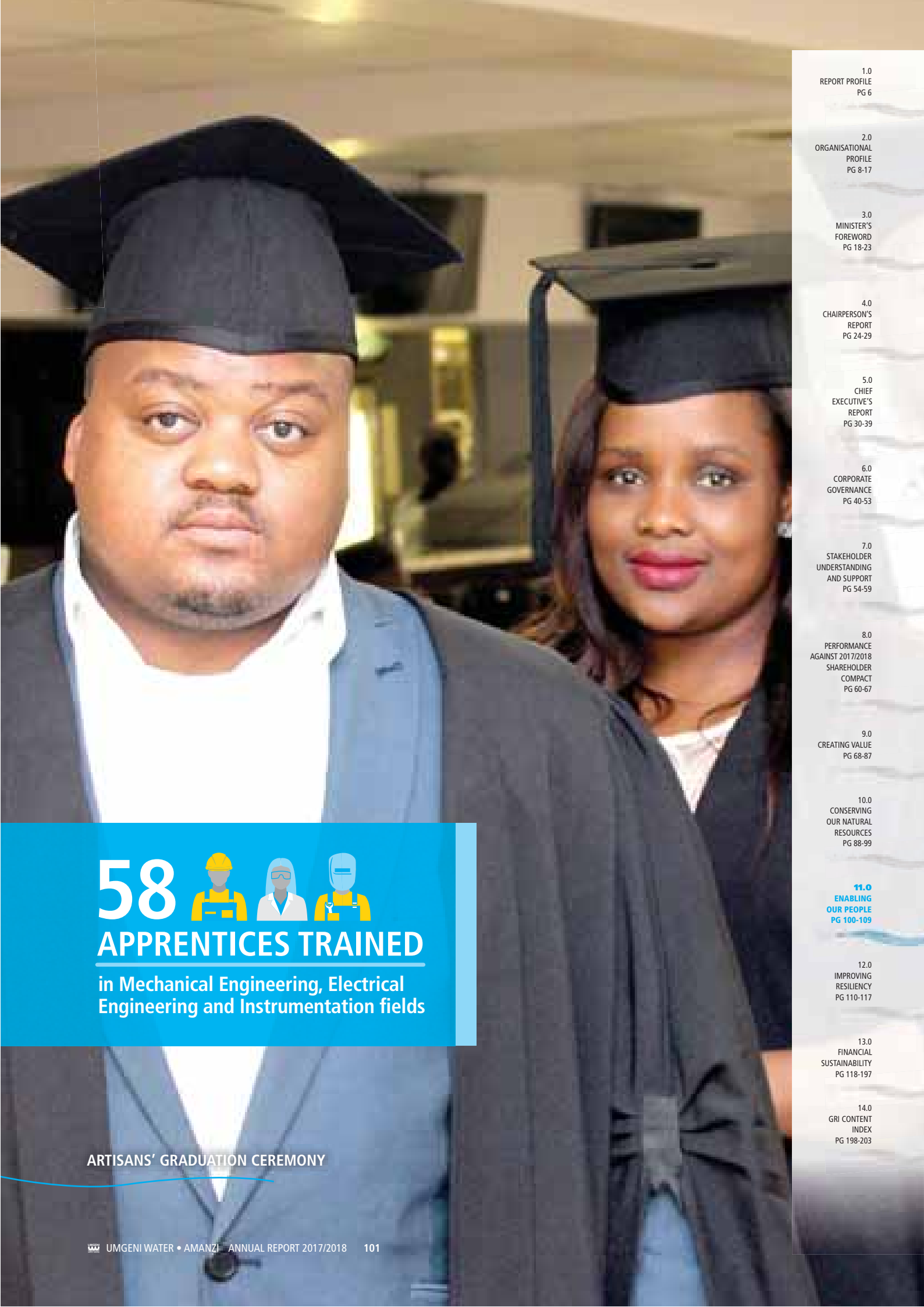
- The entity seeks to maintain a workforce that enables it to deliver quality services to all stakeholders;

- All employees are based in KwaZulu-Natal and within commuting distance from all operational sites;
- All full-time and fixed-term contract employees are provided with several benefits, including: membership of provident fund or retirement fund, housing allowance and medical aid; and
- All female employees are entitled to maternity leave. During the reporting period, twenty (20) female employees qualified for 100% maternity leave benefits and 98% returned to work after their leave and 2% are still on leave.

### SUCCESSION, MENTORING AND COACHING

Succession, mentoring and coaching of employees is crucial to enable the entity to create a pool of competencies to meet current and future needs. This is facilitated through sound policies and plans that embrace:

- Scarce, Core and Critical positions, including positions critical for retention of institutional memory;
- Profiling of potential retirees (60 – 65 years of age) occupying scarce and critical positions;
- Documenting competencies identified for key positions for compilation of job profiles;
- Preparing individuals to assume higher levels of responsibility in key and strategic positions; and
- Developing a skills database of Employees, Learners, Apprenticeships and other Trainees, which provides an informed pool from which to identify successors. Mentorship Agreements and Talent Review Questionnaires are being drawn up.



# 58 APPRENTICES TRAINED

in Mechanical Engineering, Electrical Engineering and Instrumentation fields

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**Table 11.1:** 2017/2018 Workforce by Employment Type/Category; Race and Gender is Shown for the Permanent Establishment for (a) Parent Company and (b) Wholly-Owned Subsidiary.

**(a) Umgeni Water (Permanent Establishment)**

Occupational Category	Total	Male				Female			
		African	Coloured	Indian	White	African	Coloured	Indian	White
Top management *	4	2	0	0	1	1	0	0	0
Senior management	27	6	2	9	3	3	0	3	1
Professionally qualified and experienced specialists and mid-management	242	81	5	31	22	75	3	19	6
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	417	184	6	37	12	141	8	26	3
Semi-skilled and discretionary decision-making	197	175	2	0	0	17	0	3	0
Unskilled and defined decision-making	42	31	0	0	0	11	0	0	0
<b>Total</b>	<b>929</b>	<b>479</b>	<b>15</b>	<b>77</b>	<b>38</b>	<b>248</b>	<b>11</b>	<b>51</b>	<b>10</b>

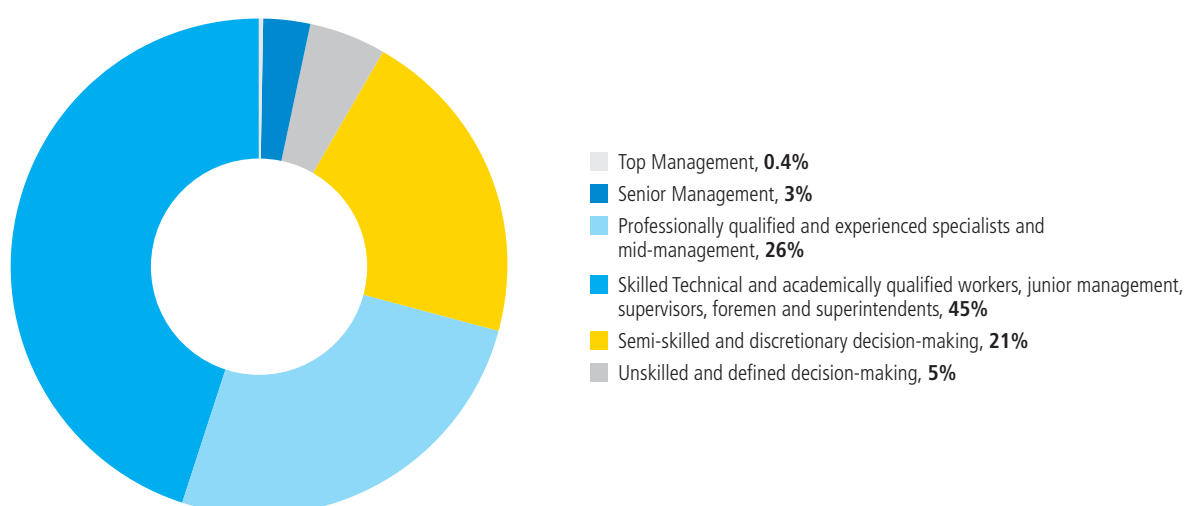
\*Top management consists of Executives on five-year fixed-term contracts

**(b) Msinsi Holdings SOC Ltd (Permanent Establishment)**

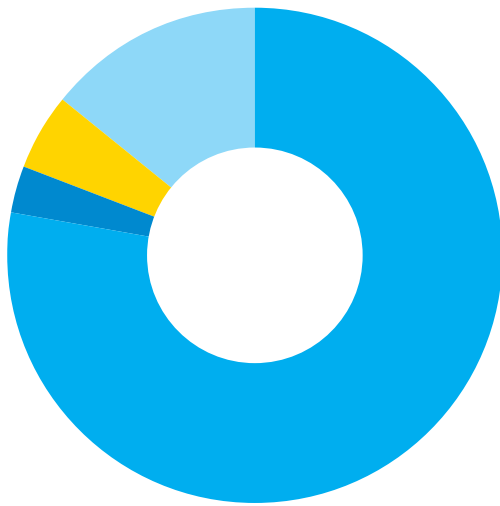
Occupational Category	Total	Male				Female			
		African	Coloured	Indian	White	African	Coloured	Indian	White
Top management	1	1	0	0	0	0	0	0	0
Senior management	2	0	0	0	0	2	0	0	0
Professionally qualified and experienced specialists and mid-management	7	2	0	0	0	3	0	2	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	24	7	0	0	0	17	0	0	0
Semi-skilled and discretionary decision-making	40	34	0	0	0	6	0	0	0
Unskilled and defined decision-making	43	24	0	0	0	19	0	0	0
<b>Total</b>	<b>117</b>	<b>68</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>47</b>	<b>0</b>	<b>2</b>	<b>0</b>

**Figure 11.1:** Employment in 2017/2018 showing (a) category, (b) race, (c) gender, (d) age and (e) disability

**(a) Employment Status (Parent) by Category**

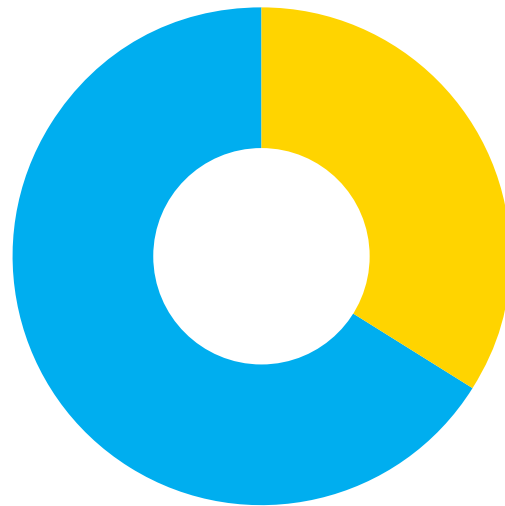


(b) Employment Status (Parent) by Race



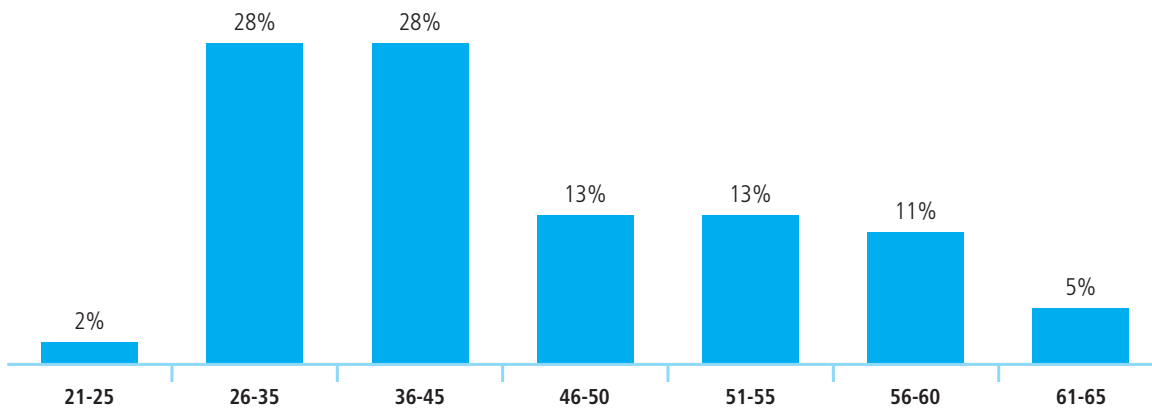
Indian, 14%      African, 78%  
Coloured, 3%      White, 5%

(c) Employment Status (Parent) by Gender

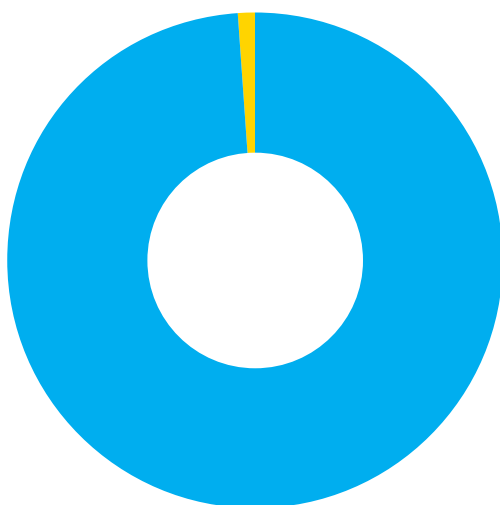


Male, 66%      Female, 34%

(d) Age Profile (Parent)



(e) Employee Disability Profile (Parent)



Total Employees, 99%      Total with Disability, 1%

Table 11.2: Summary of Staff Numbers as at 30 June 2018

Staff Numbers	Total
Parent permanent	929
Msinsi permanent	117
<b>Group permanent</b>	<b>1 046</b>
Group fixed term contracts	185
<b>Group Total</b>	<b>1 231</b>

RECRUITMENT AND TURNOVER

In the reporting period, the entity recruited one hundred and fifty-five (155) employees, comprising of:

- Twenty-nine (29) permanent employees;
- Sixty-four (64) contract employees; and
- Sixty-two (62) graduates, apprentices, interns and in-service trainees.

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Turnover was thirty-nine (39), including:

- Eighteen (18) resignations;
- Three (3) natural deaths;
- Ten (10) retirements;
- Three (3) dismissals; and
- Five (5) due to medical boarding.

The entity's turnover percentage for the year is 3.15% and is below the industry benchmark of 8%.

## LABOUR/MANAGEMENT RELATIONS

The rights and well-being of all employees are safe-guarded and protected through alignment of corporate policies with relevant legislation and regulations.

Specifically with its union, NEHAWU, the entity has in place a Collective Agreement that is maintained. Currently, fifty-nine per cent (59%) of the total workforce are members of the union, of which fifty-four percent (54%) are within the collective bargaining unit.

Quarterly Union-Management meetings were held in the reporting period, excluding special meetings that were held to provide more timely feedback. The collective agreement serves as the minimum terms of engagement, as the entity is committed to information sharing and to providing reasonable response at all times to organised labour regarding any significant operational changes that affect employees. During the engagement

sessions, management actively engaged labour regarding concerns raised and sought to achieve resolution of issues without any stand-offs.

## OCCUPATIONAL HEALTH AND SAFETY

Umgeni Water has an overriding commitment to achieve zero harm to people, property and environment. To achieve this, the organisation has undertaken all reasonable and practicable steps to prevent and eliminate any risk that may lead to an incident.

The entity's commitment is driven by:

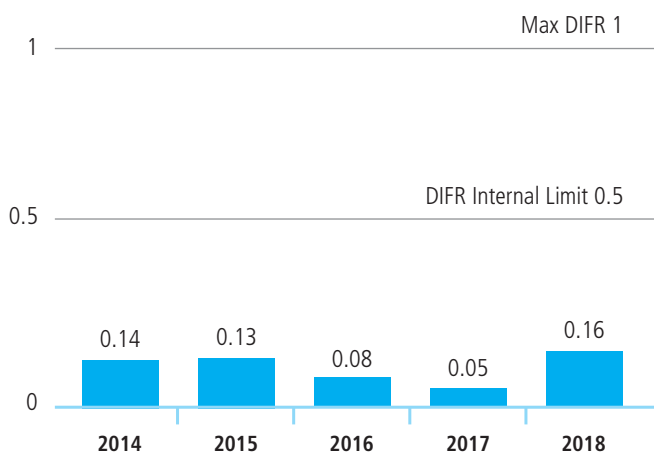
- Acknowledging that while we operate in an inherently high risk industry, we cannot ignore our moral and legal obligation to safeguard the wellbeing of our people;
- Our approach is that health and safety comes first at all times and there are no shortcuts;
- Our continuous efforts to create a culture where every employee understands the importance of working safely and can go home safe and healthy to their family after every shift;
- By instilling our beliefs and culture to our employees and relevant stakeholders, that a safe site is a productive site and that safety and production go hand in hand;
- Maintaining the health and safety of our employees, as well as the communities in which we operate;

- Random compliance audits that are conducted on all sites to ensure SHEQ compliance, these include management audits to instil participative leadership;
- Continuously providing resources, information, training, equipment, systems and other support to all individuals as they have a role to play; to enable all to understand their role; to work safely and healthily; and to participate in improving performance overall and minimise business impact upon the environment.

Umgeni Water applies International, as well as South African standards, across the organisation. The organisation also drives programmes to support the organisation in complying with relevant legislation and regulations that govern our operations and our operating environment. In this regard, the organisation has retained its OHSAS 18001 accreditation and duly awarded ISO 9001:2015 accreditation. To maintain integrity and continuous improvement of this system, regular SHE legal compliance audits were conducted by an independent and competent service provider.

One of the measures adopted by Umgeni Water in measuring its safety performance is the Disabling Injury Frequency Rate (DIFR). There was a noticeable increase in the number of disabling incidents recorded in the year compared with previous years. Our final DIFR was recorded at 0.16. **(Figure 11.2).**

**Figure 11.2:** Disabling Injury Frequency Rate (DIFR)



Calculation of disabling incident frequency rate (DIFR) is as follows: The total number of fatal injury cases, permanent disability cases, lost workday cases, restricted workday cases, health fatality cases, irreversible diagnosed disease cases and reversible diagnosed cases, times 200 000 and divided by the number of rolling man-hours worked over the exposure period.

## SKILLS DEVELOPMENT

Umgeni Water annually compiles and submits a Workplace Skills Plan to EWSETA, which identifies the skills needs of the entity and ensures skills training and development is effective. The skills development programmes include:

- Employee training and development;
- Assisted education programme;

- Learnership and apprenticeship programmes;
- Bursary programme; and
- Graduate trainee and internship programmes.

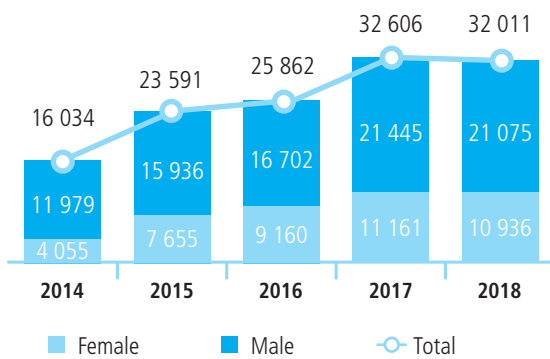
The entity has started the planning process for a skills audit and competency mapping to strengthen and link the skills development initiatives into the organisational strategy.

Progress on skills development programmes is detailed in the sections that follow.

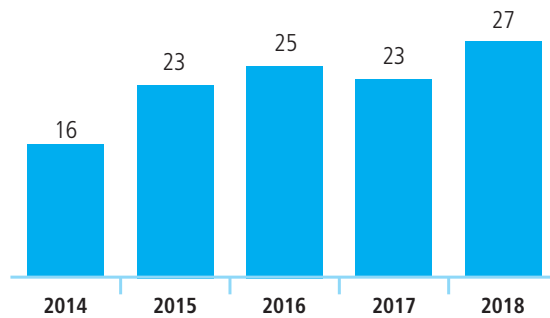
## TRAINING AND DEVELOPMENT

Training categorised by gender and by employee category are shown in **Figure 11.3 (a)** and **Table 11.3** and show that all categories of employees were exposed to training with a total of 32 011 hours spent in training and development.

**Figure 11.3 (a): Training Hours by Gender**



**Figure 11.3 (b): Training Spend (Rm)**



**Table 11.3: Training Hours by Occupational Level, Gender and per Employee in 2017/2018**

Occupational Levels	Total Employees Trained	Total Female	Training Hours Female	Total Male	Training Hours Male	Total Hour per Category
Top Management	5	1	40	4	152	192
Senior Management	22	6	330	16	637	967
Professionally Qualified and Experienced Specialists and Mid-Management	218	82	3 337	136	4 627	7 964
Skilled Technical and Academically Qualified Workers, Junior Management, Supervisors, Foreman and Superintendents	471	148	4 523	323	11 236	15 759
Semi-Skilled and Discretionary Decision-Making	130	35	1 112	95	1 906	3 018
Unskilled and Defined Decision-Making	59	15	383	44	1 531	1 914
Non-Permanent	151	89	1 211	62	986	2 197
<b>Total</b>	<b>1 056*</b>	<b>376</b>	<b>10 939</b>	<b>680</b>	<b>21 075</b>	<b>32 011</b>

\*Total includes fixed-term contracts and trainees

## LEADERSHIP, LEARNERSHIPS AND APPRENTICESHIPS

At Umgeni Water, skills development remains an essential enabler for employees to excel in their individual and organisational roles to deliver on the entity's mandate. In this regard, the organisation partnered with

Duke Corporate Education for coordination and implementation of a Management Development Programme (MDP) for thirty (30) Umgeni Water Young Professionals. The objective of the MDP is to enhance self-confidence of young professionals to lead innovative processes that can filter through the organisation, and techniques to

rigorously analyse Umgeni Water challenges or opportunities. It also aims to provide a holistic view of the importance to work in a profitable and sustainable environment within a global context and competencies to ensure readiness to lead the entity into the future.

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The Learnerships and Apprenticeships programme provided training, development and exposure to both internal and external candidates. In 2017/2018, a total of fifty-eight (58) Apprentices were enrolled in the learnership and apprenticeship programme and received theoretical training at Amajuba TVET College and Shukela Training Centre in the Electrical, Boiler-making, Instrumentation, Motor Mechanics and Mechanical Engineering trades. During this period, learners further received practical work exposure from the various Umgeni Water operational sites, as per the requirements of the programme. Twelve (12) apprentices in the Boiler-making trade have completed their trade and were deemed to be competent as Artisans. Artisan Trainees who passed their trade tests are employed within the entity over a two-year period as Artisan Trainees.

Umgeni Water assessed the skills and competency levels of internal personnel against requirements of Draft Regulation 17 of the Water Services Act for Blue Drop and Green Drop certification and developed a multi-year training plan to fill the skills and competency gaps. The internal positions include Superintendent, Process and Quality Technicians, Senior Operator, Operator and Process Controller positions. In the reporting period, a total of 445 Process Controllers were enrolled in either the Learnership Programme or in N3 Water and Waste Treatment and various courses in water and wastewater treatment.

### ASSISTED EDUCATION

The organisation continued to provide employees with financial support to further their studies in disciplines related to the entity's core and support business for improved performance to meet the current and future skills needs through the Assisted Education Programme (AEP). For the period under review, thirty-three per cent (33%) of employees enrolled in formal qualifications that respond directly to critical and scarce skills needs.

### UMGENI WATER YOUNG PROFESSIONALS

Since the inception of Umgeni Water Young Professionals (UWYP) in 2014,

the forum has an active membership of 163, consisting of employees below the age of thirty-five (35). The UWYP is a solution oriented platform that aims to cultivate professional development, leadership and social responsibility amongst the entity's young workforce.

The forum targets creation of an enabling environment for professional growth of young professionals through affiliation and registration with their respective professional bodies. The forum further encourages active community participation and creation of a professional and social network amongst young professionals within the water sector for empowerment, and sharing of resources and information.

In the year under review, the forum continued in its quest of motivating and inspiring the entity's young professionals to grow professionally and be active social citizens by organising and participating in various conferences, seminars and technical tours, both local and international. UWYP participated in the 8<sup>th</sup> International Young Water Professionals Conference, where UWYP presented and won the thesis competition amongst eighty-six (86) participants from twenty-two (22) countries on Umgeni Water's water utility benchmarking system, demonstrating the valuable tariff analytical output of the home-grown system. The competition offered an opportunity for young professionals to showcase their research skills.

UWYP collaborated with other young professionals from Rand Water and Bloem Water, and embarked on a joint technical tour to a water reclamation plant in Beaufort West. The joint technical tour provided a platform for different water boards to interact and exchange ideas and experiences and also to identify innovative ways to increase the efficiency and enhance the current water supply.

The UWYP continued to grow in stature as a socially-responsible forum by conducting six (6) career guidance seminars in rural schools in various districts within the province.

### BURSAR, GRADUATE AND IN-SERVICE TRAINEE PROGRAMMES

Umgeni Water's graduate trainee programme is aligned to guidelines provided by professional registration bodies. In the reporting period, the entity had a total of twenty-four (24) graduates enrolled in engineering, science and other required professional fields and fifty (50) in-service trainees receiving experiential training.

The entity also has a one-year internship programme that provides work experience to unemployed graduates. Seventeen (17) interns were contracted in the reporting year to work in multi-disciplinary fields across the organisation.

Umgeni Water is funding ten (10) bursary students through the Umgeni Bursary Scheme with students enrolled at various universities in disciplines of Civil Engineering, Mechanical Engineering, Electrical Engineering, Chemistry, Microbiology and Finance.

The entity, in partnership with National Treasury, continued to implement the graduate development programme of engineers, technologists, process support and technicians with specific emphasis on meeting the skills shortages in municipalities in the Province.

In the reporting period, thirty (30) Graduates were developed under the National Treasury Graduate Development Programme. Eighteen (18) graduates have submitted final engineering reports to the Engineering Council of South Africa for assessment and certification.

### PRE-RETIREMENT TRAINING

Pre-retirement training is conducted annually, targeting employees in the age group fifty-five (55) to sixty-five (65). In addition, information is regularly provided to all employees to raise awareness of the importance of retirement planning and increase knowledge regarding sustainable management of retirement fund benefits.

## KEY MEMBERSHIPS AND ASSOCIATIONS

Umgeni Water employees subscribe to a wide range of memberships and associations (**Table 11.4**). These straddle governance and risk, water, science and engineering, natural resources, social impact management, business, finance and accounting, and occupational health and safety, amongst others. The memberships ensure employees keep abreast in fields of expertise and participate in sector knowledge sharing.

**Table 11.4:** Key Membership and Associations

Category	Memberships
Governance and Risk	Institute of Directors in Southern Africa (IoDSA) Institute of Risk Management South Africa (IRMSA) Ethics Institute of South Africa (EthicsSA) Institute of Internal Auditors (IIA) Information Systems Audit and Control Association (ISACA) Compliance Institute of South Africa Association of Arbitrators Corporate Counsel Association of South Africa
Financial and Business	South African Institute of Chartered Accountants (SAICA) Association of Corporate Treasurers of Southern Africa (ACTSA) Chartered Institute of Management Accountants (CIMA) South African Institute of Professional Accountants (SAIPA) National Business Initiative (NBI) Durban Chamber of Commerce and Industry (DCCI) Pietermaritzburg Chamber of Business (PCB) Chartered Institute of Purchasing (CIPS)
Product Quality, Infrastructure Stability, Research, Innovation, Science and Technology	Water Institute of Southern Africa (WISA) South African Association of Water Utilities (SAAWU) International Desalination Association South African Institute of Agricultural Engineers South African Institute of Mechanical Engineers International Association of Hydrological Sciences American Water Works Association (AWWA) International Water Association (IWA) Engineering Council of South Africa (ECSA) South African Institute of Civil Engineers (SAICE) Construction Industry Development Board (CIDB) South African Institute of Chemical Engineers (SAICHE) Project Management Institute South African Council for Planners South African Planning Institute South African National Committee on Large Dams (SANCOLD) The Association of SA Quantity Surveyors Concrete Society of Southern Africa NPC South African Council for the Project and Construction Management Professions (SACPCMP) The Southern African Institute of Mining and Metallurgy (SAIMM) South African Geomatics Council American Chemical Society (ACS)
Community and Environmental Sustainability, Science and Technology	International Association for Impact Assessment (IAIAsa) South African Council for Natural Scientific Professions (SACNASP) Institute of Waste Management
Employee and Leadership Development, Operational Resiliency and Operational Optimisation	Institute of Information Technology Professional of South Africa (IITPSA) South African National Standards Association (SABS) South African Institute of Draughting Electrical Contractors' Association NACE International South African Right of Way Association (SARWA) Institute of Safety Management Fire Protection Association of South Africa South African Board of People Practice (SABPP) South African Nursing Council (SANC) South African Reward Association (SARA) South African Society of Occupational Health Nursing Practitioners (SASHON) Chartered Institute for Purchasing and Supply (CIPS) State Owned Entities Procurement Forum (SOEPF) Society of South African Archivists (SASA) Library and Information Association of South Africa (LIASA) South African Institute of Occupational Safety and Health (SAIOSH) Toastmasters International

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## PERFORMANCE, ALIGNMENT TO STRATEGY AND REMUNERATION

Umgeni Water continues to successfully implement a three-component performance management system in the organisation. The system ensures that all employees have conceptual knowledge and understanding of the role and purpose of their jobs with line of sight to the entity's strategy and performance objectives and targets.

The Board of Umgeni Water assesses the entity's performances against pre-determined objectives on a quarterly and annual basis, whilst formal employee performance assessments are undertaken twice a year.

The performance management process at Umgeni Water is development orientated and intended to cultivate effective human resources

management and career development. As a result, appraisals are constructively used to provide feedback and coaching to individual employees concerning their job performance.

Performance is linked to remuneration in that performance bonuses are paid subject to all of the following requirements being met:

- The entity's balanced scorecard targets have been substantially met as set out in the Shareholder Compact with the Minister of Water and Sanitation;
- The divisional balance scorecard targets have been met as per divisional plans;
- The individual performance targets have been met as per individual performance contracts; and
- The entity can afford to pay performance bonuses.

Through this structured performance management system, Umgeni Water ensures implementation of its strategic goals through skilled, competent, motivated and engaged employees, whilst recognising and rewarding good performance.

## DIVERSITY AND EQUAL OPPORTUNITY

Umgeni Water's workforce by employment type/category, race and gender is shown in **Table 11.1** and **Figure 11.1**. The organisation annually submits an Employment Equity Plan to the Department of Labour and prepares quarterly equity reports to track the status of its workforce diversity against its plan. Umgeni Water does not discriminate between men and women in terms of remuneration.



MOOI RIVER AT SPRING GROVE DAM

## HUMAN RIGHTS

### INVESTMENT AND PROCUREMENT PRACTICES

Umgeni Water is an entity of state that is committed to a system of acquisition of goods and services that is fair, equitable, transparent, competitive and cost effective and promotes the objectives of Broad-Based Black Economic Empowerment.

Awareness continues to be built amongst the entity's employees through requesting mandatory disclosures of interests in support of fair, equitable, transparent and competitive procurement practices.

Performance with participation goals set for the reporting period may be found in the Economic Empowerment chapter of this Annual Report.

The entity remains confident that it is contributing to effective economic transformation that will benefit the sector as a whole.

### CHILD AND FORCED LABOUR

Umgeni Water, as a state-owned entity, subscribes fully to National Legislation, which ensures a healthy and safe work environment for its employees. The entity's Human Resources Policies comply and are in line with the Labour Relations Act (Act No. 66 of 1995), Basic Conditions of Employment Act (Act No. 75 of 1997) and their relevant Codes of Good Practice. The entity is also aligned to the United Nations Global Compact Principles and OECD recommendations in this regard. Umgeni Water does not practise child and forced labour.

## NON-DISCRIMINATION

During the year, zero (0) incidents of discrimination were reported.

### INDIGENOUS RIGHTS

Umgeni Water subscribes fully to the Bill of Rights in terms of the Constitution of the Republic of South Africa (Act 108 of 1997). During the year, there were zero (0) reported incidents of violation of rights of indigenous people in any aspect of the organisation's business.

### HUMAN RIGHTS REMEDIATION

Zero (0) grievances related to human rights issues/contraventions were filed.

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