

# 2024



**IRAS**

integrated reporting  
& assurance services  
Since 2009

**NCPD**

National Council of & for  
Persons with Disabilities



## **Disabled Persons Rate (DPR)**

A 2024 review of the employment of disabled persons within JSE listed companies.



# ABOUT OUR RESEARCH

If nothing else, South Africa continues to be a perpetual case study in social exclusion.

Young learners, particularly in rural area public schools are excluded from access to properly trained teachers and most of the basic tools of instruction, from musical instruments for those wanting to be a rock star, to the scientific equipment required to help unravel the mysteries and wonder of science.

The urban poor are excluded from affordable housing in cities such as Johannesburg and Cape Town, where 'tent cities' are being informally constructed in parks and unoccupied land without access to water, sanitation and electricity.

The average South African worker is excluded from access to not only a 'fair wage', but a basic 'living wage'.

The disabled are excluded from just about everything.

When one considers that South Africa is trying to cope with a current official unemployment rate of 32.9% (i.e., excluding all employment age individuals who have given up on trying to find work), while our youth are all but shackled to an unemployment rates of between 40.7% for those aged 25 to 34 and 59.7% for those aged from 15 to 24, it's not impossible to correctly estimate that the unemployment rate for disabled persons is roughly 86.7%.

The maths?

As per Statistics South Africa (Stats SA), roughly 15% of all South Africans are deemed "disabled" for one of several reasons – sight, hearing, amputation, mobility, epilepsy to name but a few – while half of these individuals are either too young or too old to be fully employed. Within this 15% of our population, another half has been removed from the potential workforce either due to the severity of their disability or the severity of the injustice they suffer while attempting to find employment of any kind, meaningful or not. Therefore, 7.5% of the population are "disabled potential workers".

Again, as per Stats SA, the average disabled persons rate within companies of all sizes in SA is 1.0%, which means that  $7.5\% - 1.0\% = 6.5\%$ , and  $6.5\% \div 7.5\% = 86.7\%$ .

Horrendous!

As if being unemployed in South Africa isn't enough of a challenge, imagine being an unemployed disabled person whose probability of finding employment is nearly three times lower than that of non-disabled persons, even though government policies encourage companies to employ and/or train disabled persons.

In crass terms, companies are given "bonus points" for employing and/or training disabled persons as per the Department of Trade and Industry (dti) Codes of Good Practice for Broad-Based Black Economic Empowerment (i.e., the B-BBEE Codes), which one might assume would be closing the unemployment differential between "disabled" and "abled" persons. In the past, I quasi-joked that in my next life I'd like to be a young black woman with one arm, to be given preferential advantage during recruitment drives.

However, the research doesn't necessarily suggest being that young woman doesn't work (no pun intended).

In reality, even those among us who avoid all risk at all costs (not me, that's for sure) are not immune to the potential for developing a disability. Car accidents happen. Catastrophic house fires happen (particularly within informal settlements). Previously undiagnosed degenerative diseases happen. Even the loss of body parts can result from stray bullets on the fringes of a public gun battle, particularly in areas like Mthatha and the Cape Flats, forcing us to face a future in which we are an unemployed disabled person.

Worse still, it's a little-known fact that only 10-15% of all suicide attempts result in death, with a much higher percentage resulting in some form of disability, also leading to a life of being an unemployed disabled person.

During a study I conducted while still in university, it was determined that as many as 30% of all rail suicide attempts end only in disability rather than death, while more than 70% of all rail drivers (in the UK) who are involved in rail suicide attempts are deemed medically unfit, or "disabled", for two or more years, and frequently result in the driver's own disability and/or suicide.

Fortunately, in our post-covid world, employers have had to wake up to the need for acknowledging mental health as a potential disability, and have had to adapt (e.g., work-from-home set-ups), and are seemingly being forced to acknowledge the need for the rightful inclusion of disabled persons in the workforce.

However, a few years ago I was conducting a sustainability assurance site visit at one of my former client's operations in Cape Town.

I was given an empty office within the management offices area to work from and spent enough time in that office during my first two days to identify a young lady who was almost completely wheelchair bound due to the progression of her inherited case of Spina Bifida.

At first, I didn't take notice. I merely heard a bit of a tussle in the passage just before a wheelchair squeaked past my door, and then repeated itself a few minutes later, but in the opposite direction, at least twice each day because she was going from her office to the bathroom and back.

Eventually, but only on Day 3 (shamefully), I stepped out into the passage when the first sounds of struggle began and offered my assistance. I pushed her wheelchair for her, opened a couple of doors and essentially just chatted with her and observed the difficulties she endured getting into and out of her office, including the fact that to enter her office she had to 'step up' out her wheelchair and fully extend her arm so she could reach the swipe pad with her access card.

On Day 5, at the end of my close-out meeting with all members of the senior management team I concluded my presentation with a series of photos and observations demonstrating the challenges their disabled employee faced simply to use the toilet. Almost immediately, the Human Resources Manager stated, *"This is why we don't hire disabled people."* He then went on to argue that accommodating disabled persons was too expensive.

Shock...horror...but indicative of that company's overall approach to diversity and inclusion of disabilities.

Of the several hundred employees at this one operation within a much larger company, only the lady in the wheelchair was disabled. Worse yet, when I interrogated their HR stats, only 62 of more than 7 000 employees were disabled, resulting in a Disabled Persons Rate (DPR) of only 0.89%, even though a much larger percentage of their jobs could easily benefit from the employment of a disabled person (literally hundreds of positions).

From that day onward, Integrated Reporting & Assurance Services (IRAS) has devoted a significant proportion of our research publication time and cost towards identifying JSE listed companies that seemingly go out of their way to offer corporate leadership for the inclusion of disabled persons.

For the first couple of years, we merely included a small section in our annual [Update on ESG/Sustainability Data Transparency \(SDTI\) in South Africa](#) publication that highlighted progress towards improved DPR.

I, personally, hoped that by publicly discussing the issue, and drawing some attention to the companies with the highest DPR on the JSE, some sort of measurable change would eventually occur. But it didn't.

Four years ago, IRAS stepped further into the light and began offering annual Disabled Persons Rate Awards, in partnership with the National Council of and for Persons with Disabilities (NCPD), during our annual SDTI report launch events.

This too didn't result in the change I was seeking.

Therefore, the 8<sup>th</sup> of August 2024 became our first annual DPR Awards event, where the NCPD and IRAS drew many of the companies at the top of their industry sectors together for celebration and discussion.



# OUR RESEARCH

The small, but highly impactful, IRAS team scoured through the 2023 Integrated Annual and/or Sustainability reports published by 235 JSE listed companies to first determine that only 80 of the 235 companies (34.0%) reported either a number of disabled employees or a self-calculated DPR.

This is down from the 87 of 252 companies for 2022 financial periods, and also down in terms of frequency (2022: 34.5%). However, 34.0% remains significantly higher than the meagre 24.1% identified from reports published for the 2021 financial period, demonstrating a trend towards increased transparency, even while listed companies disappear from the JSE.

Perhaps it's worth noting what is/is not a "disabled person".

The more common and/or obvious examples include:

- ❖ Blindness
- ❖ Deafness
- ❖ Paralysis (of varying parts of the body)
- ❖ The inability to walk (i.e., mobility challenged)
- ❖ Amputations
- ❖ Diseases such as arthritis, epilepsy, Parkinson's, Tourette Syndrome and depression.

Resulting in much frustration, the government of South Africa doesn't provide a specific list of scheduled disabilities, as exists in other countries, and in some industries (e.g., Metals & Mining) two people with the very same affliction can be differently classified.

For example, someone with Insulin Dependent Diabetes (IDD) can be deemed "not disabled" as long as they don't work underground or do not operate buses and/or other mobile machinery to transport other employees (e.g., a bus driver). However, if someone who works underground (or is a driver) develops IDD and has to be declared unfit to continue those duties (even if they're fit to do other work) then they'd be re-classified as "disabled".

Therefore, one must be careful to dig a bit deeper than the surface of disability rate data when attempting to compare information within and between industries.

For most industries, a disabled person is anyone who is unable to perform normal duties due to a specific condition that can be confirmed by a doctor to be a barrier to normal work obligations.

To be deemed "disabled", a person would be expected to self-declare their disability(ies) to their employer, and a doctor would be expected to confirm that condition. However, this doesn't always work out as one might hope (or expect).

Far too frequently, persons with a disability remain unwilling to declare their status for fear of some form of recrimination, such as various forms of discrimination (e.g., a lack of employer willingness to recruit, train and/or promote the individual based on a biased opinion of their physical and/or mental capabilities). While this can potentially result in false data (i.e., under-reporting of disabilities in the workforce), one might wonder whether companies using this as an excuse for a low DPR should ask themselves...

*"What is it about our corporate culture (or management team) that leads disabled persons to fear bias and/or discrimination?"*

Even with the potential for earning B-BBEE bonus points, which could ultimately benefit disabled workers by way of access to additional training opportunities and/or being talent pooled for upward mobility (i.e., future promotions), companies continue to claim that they can't get employees to declare their disabilities and/or that they're unable to recruit competent disabled persons.

I call, "Bullshit!"

The NCPD, is an umbrella of support for several thousand direct and/or indirect disabled beneficiaries. They gather support from around South Africa to then provide it to 417 other NPOs, 185 special needs schools, and 25 places of worship within all nine of our provinces.

The NCPD is always ready and willing to assist companies with an array of tools, guidance and support personnel who can help identify where job opportunities can match an availability of skills, and they do so, at least in part, through the quiet persuasion of leading by example.

As of July 2024, the NCPD employed and/or partnered with a total of 62 people, of which 32 are disabled, resulting in a **Disabled Persons Rate (DPR) of 51.6%**!

In addition, the NCPD helps identify accessibility challenges for persons with specific disabilities (e.g., wheelchair access for mobility challenged individuals and/or architectural design improvements to assist blind and/or hearing-impaired individuals). The NCPD also assists with training and/or acting as intermediaries between employers and their disabled employees, such as teaching managers, supervisors and work colleagues how to communicate in South African Sign Language.

To be brutally blunt, I frequently ask companies with significant noise risks why they don't hire deaf people, because their hearing is already screwed, and because the company can save money on noise control systems and/or on the purchase of high-end personal protective equipment (PPE) to guard against potential compensation claims for Noise Induced Hearing Loss (NIHL).

It simply makes Rands and sense, especially because there are a multitude of proven cases in SA and across Africa!

In one garment manufacturing facility in Nigeria, the company was convinced by a local 'Deaf Society' to test the suitability of deaf people on clothing production lines. While there was an initial struggle to fully integrate these employees due to obvious communication challenges, a representative acted as an interpreter between the deaf people and the rest of their team members.

After one year, the company loudly celebrated the fact that the average deaf employee was more than 10% more efficient than the rest of the team, and that THE most productive machine operator was deaf.

So, why can some companies get it right when others can't?

Our assertion, based on our research is that it takes special people to recognise the specialness within others.

Before offering up awards and recognition to companies for having the Highest DPR for their sector, IRAS engaged the award winners to ask "Why?".

Perhaps the greatest example is that of Attacq, which has the highest overall DPR among the 80 companies that disclosed a DPR in their 2023 reporting, because of their specialised learnership programme for disabled persons (see the Attacq case study).

Consider also, the fact that Netcare's extremely high DPR (second highest among all JSE listed companies) is mostly the result of their in-house specialised training programme for disabled persons to become nurses (see the Netcare case study).

In fairness, all of the 18 companies identified as having the highest DPR in their sector appear to have incredibly unique stories that almost always is the result of one or more leaders who are especially passionate about combatting SA's systematic exclusion of training members SA's diverse community of disabled persons for employment and/or training opportunities, perhaps with the exception of the one that rather rudely insisted – twice – that we "stop bothering them with such nonsense". As seasoned providers of ESG/Sustainability Assurance, our guess is that if we were to dig a little deeper, we'd probably find that their DPR was either a fluke, or a bold-faced lie. **(NOTE: They didn't collect their award)**

In total, the 80 companies providing their number of disabled persons employed in their 2023 reporting period had a total of 1 535 955 employees, with 18 126 of them being deemed disabled (1.18%).

This can be compared with the fact 87 companies provided DPR data for their 2022 reporting periods had a total of 1 265 757 employees, of which 13 574 of them were disabled (1.07%). Within 2021 reports, the totals were 12 021 disabled persons within a total population of 1 020 549 persons (1.18%)

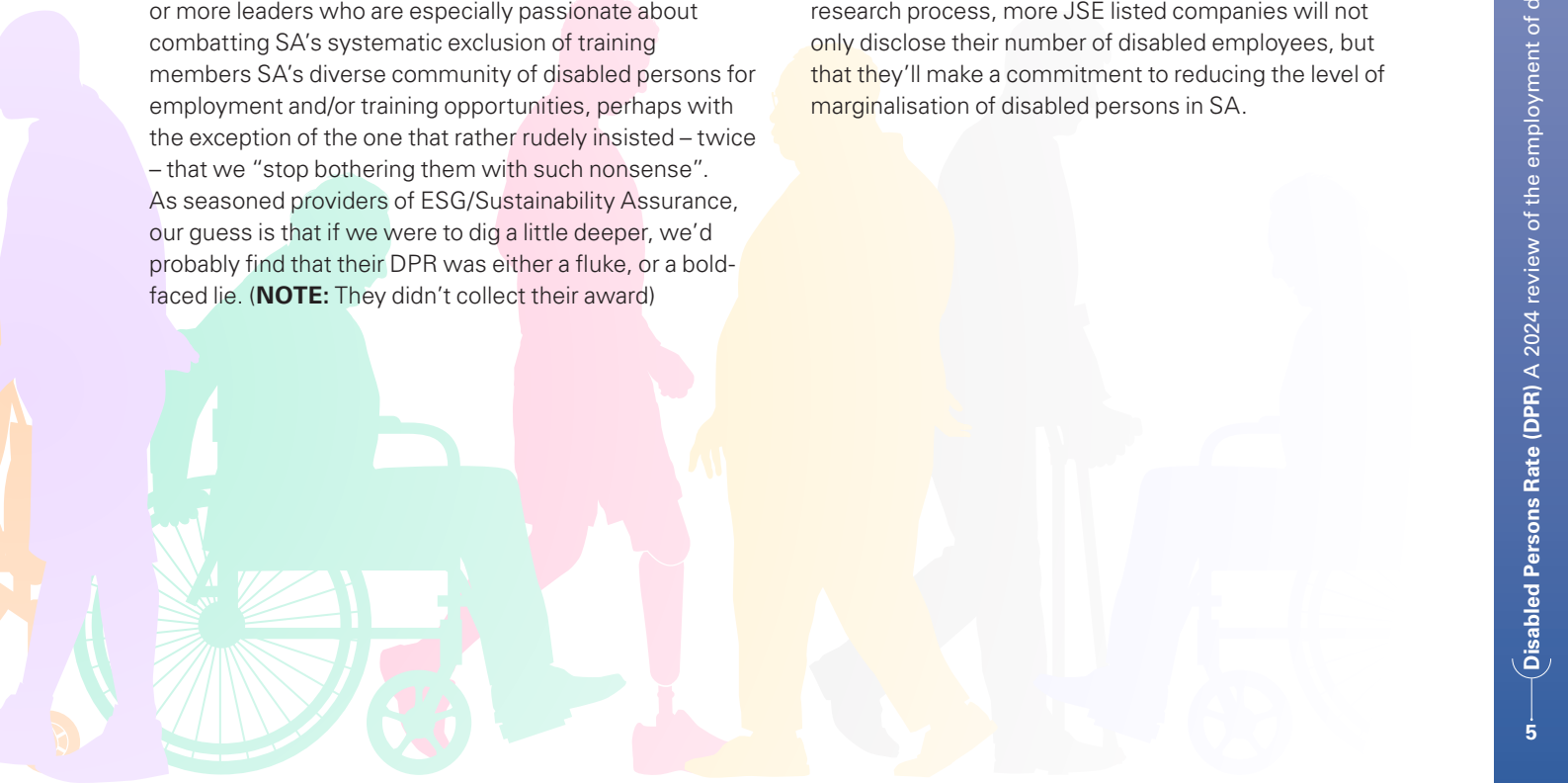
## Disabled Learner Rate

It should also be noted that 34 companies provided information for a new indicator IRAS is now tracking: the Disabled Learner Rate (DLR), the two highest being Attacq and Redefine Properties.

As discussed above, Attacq has developed an incredibly generous learning & development program that provides one-year employment contracts to 10 disabled learners to go way above and beyond reasonable expectations. Their full-time one-year project is wholly about giving the learners a chance to learn new skills, thus Attacq's DLR is exactly the same as their DPR.

While Redefine Properties has reported a 2.19% DPR, their DLR is the second highest among the 79 companies that provided DPR data, and the second highest DLR with a whopping 4.36%. As with Attacq, Redefine's incredible DLR appears to be the consequence of rising above expectations in order to provide skills beyond their immediate employment needs, which is something both the NCPD and IRAS wish to see a lot more of in the near future.

It is our hope at IRAS that by raising awareness of the opportunities to employ more disabled persons, including tracking Disabled Persons Rate data within our SDTI research process, more JSE listed companies will not only disclose their number of disabled employees, but that they'll make a commitment to reducing the level of marginalisation of disabled persons in SA.



## HOW CAN YOUR COMPANY IMPROVE YOUR DPR?

As with most things, this research report is almost exclusively designed as mechanism to deploy the Hawthorn Effect.

Following a lengthy research study, Hawthorne concluded that people will modify an aspect of their behaviour if they know they're being watched.

In this case, our research report declaring which JSE companies appear to respect the rights of disabled person is our attempt to modify the corporate behaviour of the 155 JSE listed companies that have not yet publicly disclosed the impact of their equity and inclusion policies and procedures (if they have any).

For those that have been caught in our strategic web of deceit, IRAS highly recommends a quick call to the team and the NCPD. Their abundantly capable team is prepared to assist companies through the provision of several services, including, but not limited to:

- ❖ Development assistance and presentation support of company-specific awareness campaigns.
- ❖ Workplace assessments of existing jobs to identify their suitability for deploying one or more disabled persons, and what alterations in policies, procedures and/or technology may be required to integrate disabled person into certain roles.
- ❖ Recruitment support for identifying skilled (and un-skilled) disabled candidates.



## ABOUT THE COVER

30 years ago (May to August 1994), I volunteered with a couple of organisations in the Les Cayes area of southwestern Haiti, to finish building churches, schools and homes for the ages, where I met 'Josephat, the One-legged man'.

I lived in a guesthouse at the top of a rather arduous hill, and was frequently interrupted by 'professional beggars' who would change from their normal clothing into a poor person's costume, inclusive of dirtying themselves in one of the many puddles at the bottom of the road connecting our little village to the road leading to Les Cayes, before climbing the hill and knocking on every door behind which a missionary or volunteer lived.

When I realised the depths of their scam, Josephat immediately came into my thoughts.

Here was this elderly man, minus one leg due to an infection, precariously perched on one foot and one crutch, swinging a machete while cutting the grass all the way up and all the way down the road where I lived.

He wasn't employed by anyone, and never once asked any of us for anything, but he would smile and offer me a kind 'ki jan ou je?', to which I would respond with either "pa pi mal" (not too bad) or "mwenn byen" (doing well), and we'd wave as I continued on my way.

Disgusted by the actions of one woman in particular, I decided to a) put a tarantula on the back of my neck just before I opened the door, resulting in almost every beggar running from home, and b) put a dollar into a jar resting on the top of the table in my room.

At the end of my five months in Haiti, less than two hours from when I departed for the airport in Port-au-Prince, I handed Josephat the jar of dollars and simply said, "mèci" (Thank you), only to have him return just as my bag was tossed into the car heading out.

Josephat said to me (paraphrasing), "I want to thank you, not only for the money, but for the lesson my parentless grandchildren have learned today." "To thank you, my kids would like to give you something in return".

The youngest of the three (girl) had drawn me a picture of Josephat, the three children, and me.

The middle child (also a girl) sang me the most beautiful of hymns.

The oldest child (boy) handed me a simple red plastic bowl, probably imported from China, and then said the following...

*"This is the only new thing, and the very last thing my mother gave me before she died, and I want you to have it so that you never forget my grandfather"*

It's been 30 years, but that simple red plastic bowl remains in a place of honour in my living room, reminding me not just of that amazing send off from Les Cayes, but of one of the most important lessons I've ever learned.

## IN CLOSING...

Both the NCPD and IRAS wish to once again thank the 79 JSE listed companies that disclosed the number of their employees who are disabled, and thus their Disabled Persons Rate.

We also wish to offer a special note of high regard for the 19 companies that had the highest DPR in their industry sector, as well as the 50 companies that reported a DPR greater than the Stats SA average of 1.0%.

Our updated hope is that we'll be able to report back to our stakeholders that even more companies are not only reporting their DPR, but ensuring that no fewer than 1.0% of their employee pool is part of the disabled persons community.

For more information, please email either [bernadette@ncpd.org.za](mailto:bernadette@ncpd.org.za) or [michael@iras.co.za](mailto:michael@iras.co.za).

## CASE STUDY



### Connecting Human Potential: Adcorp's Inclusive Approach to Employment

In South Africa, where unemployment rates have soared in recent years, disabled persons face even greater challenges finding employment. At Adcorp, diversity and inclusion are among our core values, and we foster a welcoming environment that embraces differences, allowing everyone to be their authentic selves. This commitment is reflected in our diverse workforce, where employees with disabilities fill positions spanning from interns to seasoned executives.

Our dedication to inclusivity for disabled persons is not just talk. The proof lies in the numbers:

- ❖ Three employees with disabilities have been with us for over 17 years
- ❖ The average tenure of our employees with disabilities is 5 – 8 years (excluding new interns)

As a Workforce Solutions Company, we work with organisations across a diverse range of industries. It is important to not only drive inclusion internally, but also enable our partners to do the same, particularly through **ICAN**, a division of the Production Management Institute of Southern Africa (PMI) by Adcorp.

At **ICAN** it is considered a privilege to be able to promote the rights and inclusion of disabled persons in all industries and workplaces. Our diversity and inclusion solutions go beyond recruitment and training services as a pathway to accessible workplaces. We help build inclusive cultures where disabled persons feel valued, productive, and included.

Adcorp leverages **ICAN**'s expertise to support all internal brands in meeting their business objectives while making a sustainable, impactful investment into the lives of disabled persons, as well as their families, and South African society as a whole. For us, this is core to connecting human potential.

Our ultimate goal is to recruit, train and deploy disabled persons in areas of meaningful employment in a way to guide other companies as they develop their own disability solutions, and we have a multitude of examples of how Adcorp assists disabled persons.

In one case, a Senior Digital Marketing Specialist developed Hemiplegia; a paralysis of the muscles of the lower face, arm, and leg on one side of the body that typically results in impaired motor skills. To accommodate their condition, including a speech impediment, Adcorp moved online meetings to in-person meetings in order to provide clearer communication (verbal and non-verbal), and then upskilled them in the use of artificial intelligence (AI)

so that technology can enable an ability to deliver work efficiently.

In another case, Nkosinathi (above and below) is based in Gqeberha (formerly Port Elizabeth, or P.E), and has played an important role since August of 2012. Nkosinathi is now a training facilitator, despite his post-lingual deafness, which developed only after he obtained the abilities of speech and language.

In his own words...

Adcorp assisted with purchasing a Bluetooth-enabled hearing aid to improve my quality of life, and to assist during facilitation sessions, providing access to better knowledge transfer and reasonable accommodation within my work environment.

Adcorp has allowed me, with my disability, to have stable employment.

They believed in my ability and made so many accommodations in terms of having access to specialist consultations and going for operations. Adcorp is compassionate in terms of allowing me to manage my disability.

Adcorp's support has helped me impact others' lives (especially learners) to show them what you can achieve despite your disability.

This past year, with the full support of my team, I underwent a successful cochlear implant that has changed my life, in many amazing ways.

**At Adcorp, we challenge all South African organisations to join us in building a more inclusive workforce. Let us unlock the potential of every individual and create a society where everyone can thrive.**



**Nkosinathi Qandana** – Facilitator  
in one of our training businesses

## CASE STUDY



### Alexander Forbes: Positively Impacting Society

Since 2019, Alexforbes has strategically increased its focus on supporting people with disabilities.

Our aim has been to advance our employees from one NQF level to another through tailored learning programmes, ensuring they are marketable in the working economy with aligned qualifications and work experience.

To achieve this, we have provided comprehensive support through a dedicated disability management team and carefully selected vendors who are sensitive to the unique needs of people with disabilities, ensuring the best possible outcomes.

Our Health Management Solutions Team has played a crucial role in ensuring that we provide reasonable accommodation for our employees with disabilities. Additionally, we have partnered with Life Health Solutions to better support all colleagues, including those with disabilities, by focusing on mental and emotional wellbeing.

Furthermore, Alexforbes has established the Charity Begins at Home initiative, which includes providing financial support for employees with disabilities who require assistance beyond reasonable accommodation.

In 2023, Alexforbes implemented the I Am Impact strategy, which encourages us to look beyond our B-BBEE scorecard and focus on our impact multiplier and its effects. This means prioritising initiatives that are not only beneficial to our employees in the short term but are also impactful, intentional and sustainable. This strategy extends beyond our organisation, with programmes that allow our employees to give back to the communities we serve.

We remain committed to fostering a thriving and diverse workforce, driven by our human capital and transformation team, the diversity and inclusion forum and our leaders.



## CASE STUDY



### Astral Foods: Providing disabled persons with technical skills

Astral Foods ("Astral" is the largest integrated poultry producer in South Africa, including the manufacturing of animal feeds, broiler genetics, production of day-old chicks and hatching eggs, breeder and broiler production, abattoir and further processing operations, and the sales and distribution of various key poultry brands.

As engineering skills are critical to the efficient operation and productivity of our various operations, we have over the course of the past 3 years increasingly focussed on developing our own talent pipeline, including upskilling via short courses, formal apprenticeships and learnerships.

In 2022 Astral embarked on a pilot project, with the support and expertise of Insignis, to roll out a formal Technical Skills Program at our Festive operation in Olifantsfontein. Our aim was to address the three pillars of youth employability, opportunities for persons living with a disability and the development of a scarce and critical technical skills pipeline.

The project was structured to create a combination of training programs at various levels of competency to allow for a broad skills intake of 45 disabled learners to start with. Learners would all be unemployed youth, working towards a full apprenticeship. The initial intake included a mix of African and Coloured males and females (23 male and 22 female).

The program focus is 100% directed to advancing employment opportunities for people with disabilities. As of August 2024, a total of 58 learners are currently within the technical skills program.

Our Engineering and Human Resources team, together with our pool of qualified and committed engineering artisans provide guidance, supervision and mentorship for all apprentices to ensure that they successfully complete each year of their studies.

The aim of the technical skills pipeline is to facilitate placement across our organisation as opportunities arise, while simultaneously improving the employability of our youth and providing opportunities for people living with a disability to be productive and meaningful contributors in the South African economy.

The Astral/Insignis project has increased the visibility and viability of offering opportunities to young people who live with a disability, both in developing that talent for purpose, but also creating greater awareness and sensitivity within our workplaces of their ability to thrive and succeed as well.

The Technical Skills program will be rolled out at our County Fair operation in the Western Cape during the coming year.

In his own words...

I am Rajane Billy Seboka, a dedicated and passionate individual who has been given the opportunity to excel in the technical industry despite living with bipolar disorder.

I am proud to have had the opportunity to be a part of Astral's millwright project where I managed to work and learn a lot of electrical and mechanical skills that will help me for many years.

Living with bipolar disorder has given me a distinct perspective and approach to problem solving.

I'm really humbled to have completed this program while I have this disability, because I've struggled to be given an opportunity because many companies did not want to accommodate any folks with disability in a technical industry.



## CASE STUDY



### Attacq Limited

As a relatively small JSE-listed company, Attacq believes that being 'small' doesn't limit the impact we can have on marginalized persons with disabilities.

To understand who we are as an organisation, consider Mall of Africa located in Waterfall City, Midrand - a property we developed and now manage to provide residents access to high-quality shopping and entertainment.

While we don't employ many people (159 as at 30 June 2023) and have a low employee turnover rate, our capacity to offer employment opportunities is limited. However...

Each year, Attacq recruits disabled learners to participate in a specially designed one-year learning and development programme, equipping them with Customer Service and/or IT skills that can be utilised in service to other companies.

To put this in perspective, 10 out of 159 employees represent a Disabled Persons Rate (DPR) of 6.29%, significantly higher than South Africa's national average of only 1.0%. According to the National Council of and for Persons with Disabilities (NCPD) and Integrated Reporting & Assurance Services (IRAS), this is the highest DPR among all JSE-listed companies—for the third year in a row.

Given our size, our goal in recruiting and training disabled persons is not to promise them jobs at Attacq that we don't have, nor are likely to provide in the future, but rather to facilitate their employment opportunities through our network of stakeholders.

For example, within the Mall of Africa, there are a variety of shops owned and operated by companies like Mr Price, Woolworths, and Vodacom—all of which are also JSE-listed. These companies not only report their own DPR annually but can also benefit from the skills and knowledge of the successful graduates of our training programme.

We don't do this in search of awards; rather, we at Attacq believe that those who can help those less fortunate should do so.

What we do is not just a 'good thing,' but the right thing to do!



**Gugu Tshabalala** is a successful graduate of Attacq's 2022 learnership programme.

After completing the programme Gugu was appointed as a Guest Relations Officer at Mall of Africa. She is currently serving as a Human Capital Administration Learner at Attacq head office while furthering her education in Office Administration.



Some of Attacq's colleagues and disabled learners participated in our Rise Against Hunger event on 18 July 2024

# CASE STUDY



## Brikor

Brikor, which listed on the AltX in August 2007, is a manufacturer and supplier of building and construction materials used across a broad spectrum of applications from low-cost housing to residential, commercial, industrial, civil engineering and infrastructure projects.

Right from the beginning, Brikor has been a company that truly wants to not only comply with everything, but rather to outperform and/or exceed reasonable expectations on the company.

In our experience, not only within Brikor, but also within other companies that our team members have previously worked at, that a person's physical condition may change for any number of reasons, and that it's our responsibility to assist in looking for alternative employment options to assist them, rather than declare them an incapacity case and simply terminate their employment.

If, for example, someone becomes disabled, Brikor doesn't deem them "incapacitated" and dismiss them, but rather tries to provide them with the assistance they need to ensure that the employee can maintain their position within the company.

Our preference is to support the employee whenever and wherever we can.

For example, when an employee who was previously working in a production area was diagnosed with poor vision during his annual surveillance medical, he was moved to an area where he wouldn't be exposed to moving machinery and other sight-dependent risks, and where his poor vision would not impact his ability to be a productive member of the team.

When a supervisor was injured in an accident that damaged his back and leg, the company moved him into a production area that could easily accommodate his injuries.

When an employee lost a leg due to an injury, Brikor accommodates his new mobility challenges by making his workplace wheelchair friendly.

After being diagnosed with epilepsy, a lady was provided a job in an area where her potential for epileptic fits and/or seizures limited her risk of harm.

After a freak accident, an employee experiencing stiffness in his Index finger, and could not perform his normal duties as an off setter. While receiving rehabilitation exercises, we transferred him to the Laboratory, to assist, while he is also part of our Career Progression Plan programme, he receives on-the-job training and/or external training to help further his career.

Again, Brikor is not a company that strives to meet a target, but rather exceed the target as best we can. This is why our Disabled Persons Rate (DPR) isn't at the national average of 1.0%, but rather two and a half times that, at 2.5%.

### Ronel Coetzee

Human Resources Manager



**Tantsi Legodi** – Filing Clerk:  
Finance & Administration  
Department



**Zweli Matlaisane** – Trainee in  
the Laboratory



**Charles Dlongolo** – Cleaner –  
Workshop & Offices



## Master Drilling: The Sisonke Programme

At Master Drilling, we believe that **Sisonke**, IsiZulu for “**We are Together**”, is the right word to use in the naming of a programme designed to assist the

disadvantaged in South Africa, including persons with disabilities. We also believe in the need to support, rather than shy away from, diversity and disability.

As part of our commitment to togetherness, Master Drilling strives to accommodate disabled persons in our workplace, as well as at the organisations our employees are placed. We do our best to ensure that our workplace is safe, secure, accommodating and designed to foster acceptance and comfort. To date, we have accommodated persons visual and/or auditory impairments, with epilepsy, multiple sclerosis, and amputations.

Master Drilling views the **Sisonke** programme, launched in 2020, as an opportunity to engage with civil society to extract true potential with a direct and hands-on physical and financial contribution. We augmented our development and empowerment services by rolling out **Sisonke**.

**Sisonke** reflects the importance of developing communities and being better together. Community empowerment and upliftment influences, and is influenced by, social transformation and encouraging the disadvantaged to take the lead of their own development and actively participate in addressing their own challenges to bring sustainable positive change. Master Drilling strives to enhance the communities’ capacity-building standing so that they become self-reliant and self-sufficient and develop ownership of their circumstances and opportunities thereby sustaining their socio-economic and growth and development.

**Sisonke** aims to create empowerment opportunities for disabled persons in our communities and promote diversity in our workplaces as we believe diversity generates power and ability to achieve more in different manners. The project consists of employing disabled adults and allocating the employees to local non-profit

organisations as administrative support, teacher assistants or general assistants, and included 12 disabled employees during 2024.

Our disabled employees receive an employment opportunity, an income, and are exposed to a diverse workplace to gain practical work experience. The employment opportunities usually consist of a fixed-term contract of 12 months, and all identified employees will be enrolled in accredited courses throughout their employment, including management and computer skills courses up to NQF Level 4.

At the end of their training, the employees are presented to the Master Drilling Training Centre because we believe in sustainable and holistic development. Some of the successful trainees receive a full-time employment contract to ensure their security and stability. The training centre managers take responsibility to familiarise the allocated employees with their roles and responsibilities in the workplace, and monitor, supervise, and coach them in partnership with social workers from the Master Drilling Social Services team. Individual and peer supervision groups are facilitated to ensure optimal growth and development for our disabled employees.

**Sisonke** not only serves our disabled employees, but also the organisations that receive the privilege to accommodate these individuals’ skills and abilities. This is where our employees grow, our organisations grow, the community grows, and Master Drilling grows, as our mission states – *the better we make our community, the further it goes.*



## CASE STUDY



### Nedbank: Embracing diversity, equity and inclusion as significant cornerstones of our success

In today's dynamic corporate landscape, diversity, equity and inclusion (DEI) are no longer just buzzword; they are the foundation of a thriving, innovative, and productive workforce. Our unwavering commitment to employing and accommodating persons with disabilities goes beyond strategic imperatives and moral obligations, creating an inclusive environment where everyone is valued and respected. This dedication has brought remarkable benefits for our employees, organisation, and clients.

The prevailing DEI narrative often focuses on compliance and incremental progress. While these aspects are crucial, they fall short of the transformative change required to leverage the benefits of a diverse, equitable and inclusive workplace. As such, Nedbank challenges the status quo for good, striving beyond compliance.

Our focus on the employment of disabled persons strives to accommodate persons with disabilities as an important component of how Nedbank demonstrate

our commitment to fully incorporate DEI within our overall culture, as opposed to treating it as a stand-alone initiative. This reflects our view that DEI is not a programme of work, but rather a lens through which we see the world. It is part of our DNA, shaping the decisions we make, the products and services we build, and the way in which we connect with our clients and workforce. Our intent is for employees with disabilities to have a sense of belonging.

By embracing diverse perspectives, we spark innovation and enhance productivity. The '*Different is Good*' principle encourages us to recognise the unique value in every employee. Diverse teams bring a variety of viewpoints and problem-solving approaches, fostering more creative and practical solutions. This diversity of thought is a critical driver of innovation at Nedbank. Our digital transformation initiatives, for instance, have been profoundly enriched by the contributions of employees from varied backgrounds such as persons with disabilities resulting in user-friendly and inclusive financial products that serve a broader client base.

## CASE STUDY



### Santam: The testimony of a disabled employee

I am Mthetho Dlabane, and I work as a switchboard operator at Santam Head Office in Bellville, Cape Town. I started working for the company on the 1st of August in 2019, and I would like to share my story with you.

In 2022, I was involved in an incident where I was robbed and attacked, resulting in the loss of vision in my left eye, which was my only functional eye. However, my company decided to provide me with a temporary disability leave where they paid me 75% of my salary during that time.

I needed glasses to improve my vision, but after an eye test, the optometrist informed me that the glasses would cost R13 800 and that I also needed a magnifier electronic device costing R38 000.

I could not afford these expenses, so I approached my managers.

In a meeting with them, they decided to cover all the costs for me. They paid for both the glasses and the magnifier, which made me very happy.

I returned to the office in February 2024, and I was very impressed and happy to find that my managers had arranged all the extra accommodations I requested. This made me very proud to be a Santam employee and I would like to thank our leaders for ensuring that they treat us equally, provide opportunities to people with disabilities, and made excellent decisions and innovative ideas to keep Santam running for the past 106 years.

Santam is still the number one insurance company in South Africa.



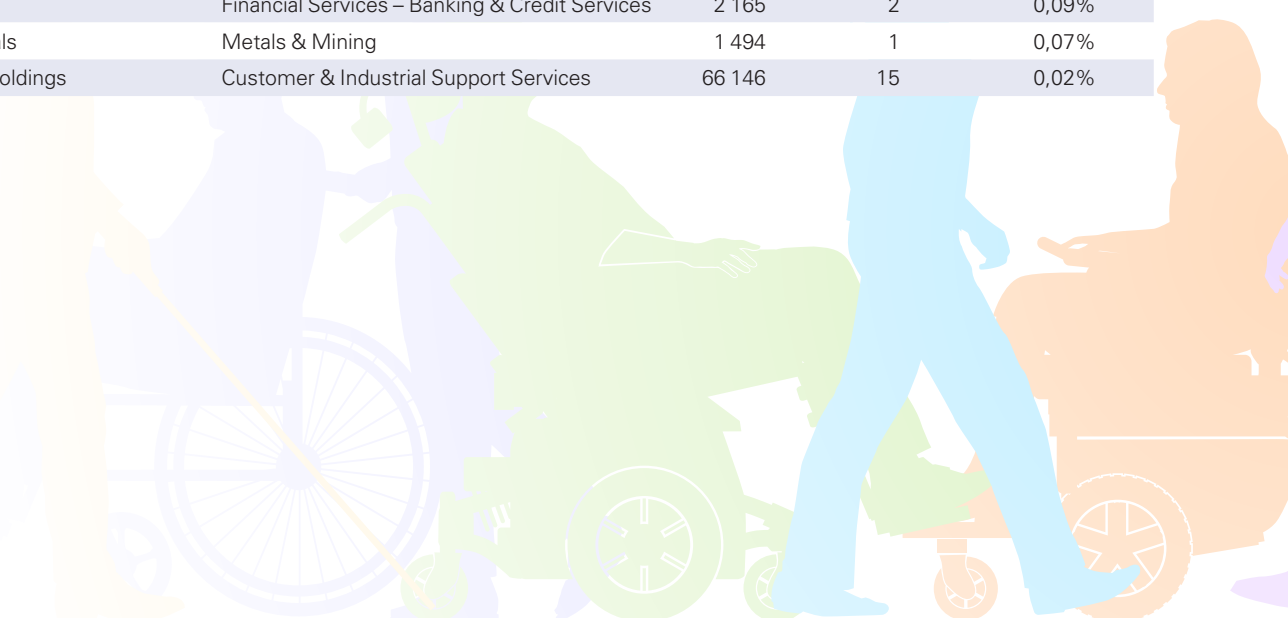
**Table 1: Company Disabled Person Rates (DPR) – Highest to Lowest**

Company Name	Industry Sector	Number of Employees	Number of Disabled Persons	Disabled Persons Rate (%)
Attacq Limited	Real Estate – REITs & Other	159	10	6,29%
Netcare	Health & Pharmaceuticals	18 568	856	4,61%
Master Drilling	Metals & Mining	3 007	116	3,86%
African Media Entertainment	ICT, Media & Others	230	8	3,48%
Alexander Forbes Group Holdings	Financial Services – Investments & Other	2 586	83	3,20%
Clicks Group	Retail	18 447	534	2,89%
Growthpoint Properties	Real Estate – REITs & Other	669	19	2,84%
Goldfields	Metals & Mining	21 526	603	2,80%
Impala Platinum	Metals & Mining	38 256	1 033	2,70%
Transpaco	General Industrials	1 559	42	2,69%
Mpact	General Industrials	5 095	135	2,65%
Adcock Ingram	Health & Pharmaceuticals	2 549	65	2,55%
Sygnia	Real Estate – Investment & Services	316	8	2,53%
Brikor Limited	Construction, Materials & Equipment	681	17	2,50%
enX Group	General Industrials	684	17	2,49%
Reunert Limited	Electronic & Electrical Equipment	6 819	160	2,35%
Foschini (TFG)	Retail	46 566	1 076	2,31%
Santam	Financial Services – Insurance & Benefits	6 472	142	2,19%
Redefine Properties	Real Estate – REITs & Other	459	13	2,83%
Italtile	Retail	2 726	59	2,16%
Famous Brands	Travel & Leisure	4 197	90	2,14%
Omnia	Energy, Natural Resources & Chemicals	1 700	35	2,05%
Adcorp	Customer & Industrial Support Services	1 799	36	2,00%
Life Healthcare	Health & Pharmaceuticals	16 960	339	2,00%
Metrofile	Customer & Industrial Support Services	1 234	25	2,00%
Tsogo Sun	Travel & Leisure	8 303	166	2,00%
Vodacom	ICT, Media & Others	17 398	340	1,95%
First Rand	Financial Services – Banking & Credit Services	50 493	959	1,90%
Nedbank Group	Financial Services – Banking & Credit Services	25 477	484	1,90%
Sanlam Limited	Financial Services – Insurance & Benefits	113 748	2 082	1,83%
Astral Foods	Food, Beverages & Other	12 311	220	1,79%
Sea Harvest	Food, Beverages & Other	4 440	78	1,76%
Exxaro	Metals & Mining	20 665	349	1,69%
Thungela Resources	Metals & Mining	4 431	69	1,56%
Sibanye Stillwater	Metals & Mining	82 788	1 242	1,50%
Oceana Group	Food, Beverages & Other	3 416	51	1,49%
Pick n Pay	Retail	59 900	869	1,45%
Hudaco Industries	Customer & Industrial Support Services	3 635	51	1,40%
Metair	General Industrials	17 035	232	1,36%
Woolworths	Retail	38 732	490	1,27%



**Table 1: Disabled Person Rates (DPR) – Highest to Lowest (cont.)**

Company Name	Industry Sector	Number of Employees	Number of Disabled Persons	Disabled Persons Rate (%)
Old Mutual	Financial Services – Insurance & Benefits	31 032	381	1,23%
Calgro M3	Construction, Materials & Equipment	163	2	1,23%
Combined Motor Holdings	Retail	2 586	31	1,20%
Telkom	ICT, Media & Others	11 624	129	1,11%
Libstar Holdings	Food, Beverages & Other	6 445	71	1,10%
Transaction Capital	Financial Services – Banking & Credit Services	11 155	120	1,08%
Standard Bank	Financial Services – Banking & Credit Services	54 176	542	1,00%
Northam Platinum	Metals & Mining	22 368	224	1,00%
Quilter	Real Estate – Investment & Services	3 014	30	1,00%
Dis-Chem	Retail	20 883	203	0,97%
Barloworld	General Industrials	6 289	60	0,95%
Bidcorp	Retail	28 022	252	0,90%
African Rainbow Minerals	Metals & Mining	22 931	192	0,84%
Momentum Metropolitan	Financial Services – Insurance & Benefits	15 991	130	0,81%
Absa	Financial Services – Banking & Credit Services	37 107	278	0,75%
Mr Price	Retail	28 862	216	0,75%
Raubex	Construction, Materials & Equipment	7 660	53	0,69%
RCL Foods	Food, Beverages & Other	22 669	157	0,69%
Bidvest	General Industrials	132 870	894	0,67%
Choppies Enterprises	Retail	9 740	63	0,65%
OUTsurance	Financial Services – Insurance & Benefits	7 467	48	0,64%
Discovery	Financial Services – Insurance & Benefits	13 700	82	0,60%
AECI	Energy, Natural Resources & Chemicals	7 189	40	0,56%
Kumba Iron Ore	Metals & Mining	11 621	63	0,54%
South Ocean Holdings	Electronic & Electrical Equipment	568	3	0,53%
JSE Limited	Financial Services – Investments & Other	589	3	0,51%
Anglo American Platinum	Metals & Mining	22 334	112	0,50%
Super Group	Transportation	20 007	89	0,44%
Tiger Brands	Food, Beverages & Other	12 397	54	0,44%
CA Sales		15 268	46	0,30%
KAP Industrial	General Industrials	18 082	45	0,25%
Bell Equipment	Construction, Materials & Equipment	3 041	6	0,20%
Shoprite	Retail	153 726	274	0,18%
Cashbuild	Retail	6 046	10	0,17%
Wesizwe Platinum	Metals & Mining	746	1	0,16%
Harmony Gold	Metals & Mining	45 546	46	0,10%
Finbond	Financial Services – Banking & Credit Services	2 165	2	0,09%
Jubilee Metals	Metals & Mining	1 494	1	0,07%
Workforce Holdings	Customer & Industrial Support Services	66 146	15	0,02%



**Table 2: Highest Disabled Persons Rate (DPR) per Industry Sector**

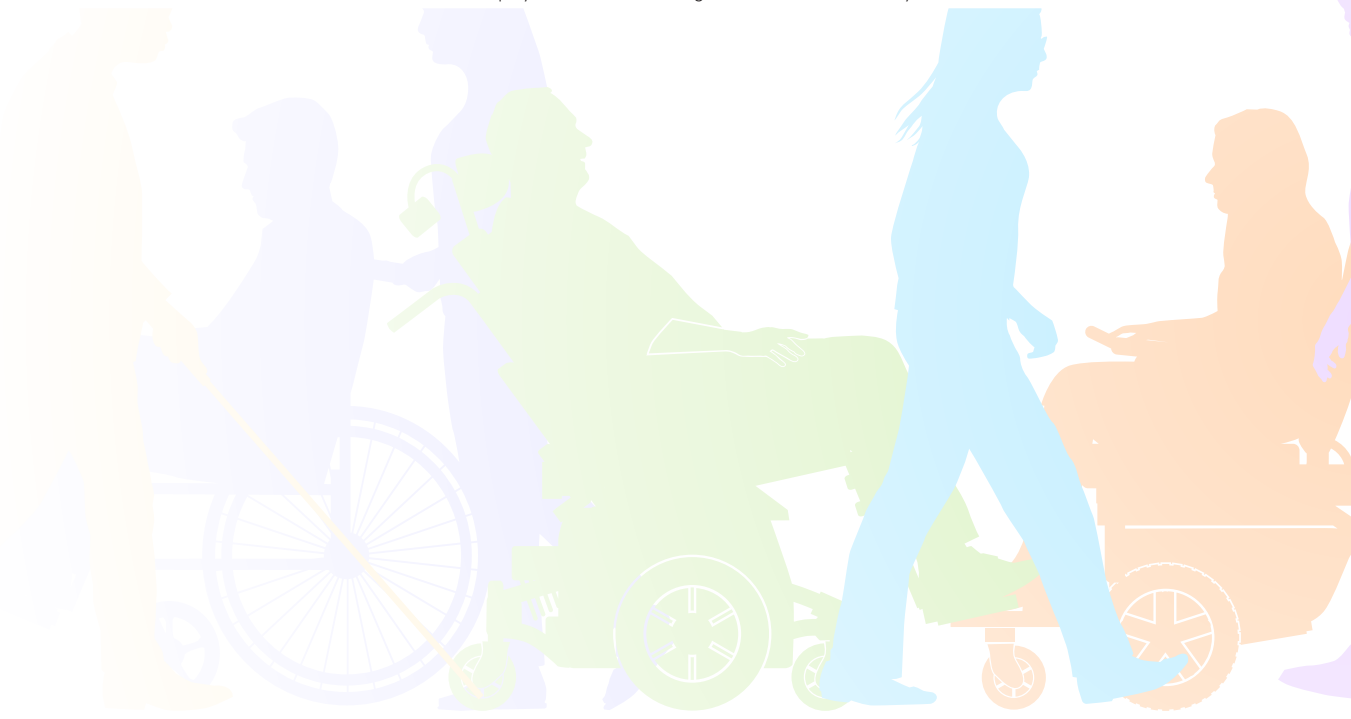
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Netcare	Health & Pharmaceuticals	18 568	856	4,61%
Master Drilling	Metals & Mining	3 007	116	3,86%
African Media Entertainment	ICT, Media & Others	230	8	3,48%
Alexander Forbes Group Holdings	Financial Services – Investments & Other	2 586	83	3,20%
Clicks Group	Retail	18 447	534	2,89%
Transpaco	General Industrials	1 559	42	2,69%
Sygnia	Real Estate – Investment & Services	316	8	2,53%
Brikor Limited	Construction, Materials & Equipment	681	17	2,50%
Reunert	Electronic & Electrical Equipment	6 819	160	2,35%
Santam	Financial Services – Insurance & Benefits	6 472	142	2,19%
Famous Brands	Travel & Leisure	4 197	90	2,14%
Omnia	Energy, Natural Resources & Chemicals	1 700	35	2,05%
Adcorp	Customer & Industrial Support Services	1 799	36	2,00%
Metrofile	Customer & Industrial Support Services	1 234	25	2,00%
First Rand	Financial Services – Banking & Credit Services	50 493	959	1,90%
Nedbank	Financial Services – Banking & Credit Services	25 477	484	1,90%
Astral Foods	Food, Beverages & Other	12 311	220	1,79%




**Table 3: Disabled Learner Rate (DLR) – Highest to Lowest**

Company Name	Industry Sector	Number of Employees	Disabled Learners	Disabled Learners Rate
Attacq Limited*	Real Estate – REITs & Other	159	10	6,29%
Redefine Properties	Real Estate – REITs & Other	459	20	4,36%
JSE Limited	Financial Services – Investments & Other	589	24	4,07%
Blue Label Telecoms	ICT, Media & Others	1 412	56	3,97%
Metrofile	Customer & Industrial Support Services	1 234	43	3,48%
Sasfin	Financial Services – Investments & Other	761	22	2,89%
Transpaco	General Industrials	1 559	40	2,57%
enX Group	General Industrials	684	16	2,34%
Lewis Group	Retail	9 524	210	2,20%
Invicta Holdings	Customer & Industrial Support Services	3 000	44	1,47%
Famous Brands	Travel & Leisure	4 197	61	1,45%
Pepkor	Retail	50 000	700	1,40%
Premier Group	Food, Beverages & Other	8 200	104	1,27%
Brikor Limited	Construction, Materials & Equipment	681	8	1,17%
Truworths	Retail	12 126	131	1,08%
Sasol	Energy, Natural Resources & Chemicals	29 073	313	1,08%
Mpact	General Industrials	5 095	52	1,02%
Quilter	Real Estate – Investment & Services	3 014	30	1,00%
Vodacom	ICT, Media & Others	17 398	153	0,88%
Grindrod	Transportation	4 162	36	0,86%
Sephaku	Construction, Materials & Equipment	714	6	0,84%
South Ocean Holdings	Electronic & Electrical Equipment	568	4	0,70%
Pick n Pay	Retail	59 900	402	0,67%
Woolworths	Retail	38 732	230	0,59%
Raubex	Construction, Materials & Equipment	7 660	44	0,57%
Kumba Iron Ore	Metals & Mining	11 621	60	0,52%
Investec	Financial Services – Banking & Credit Services	8 705	30	0,34%
Master Drilling	Metals & Mining	3 007	10	0,33%
Super Group	Transportation	20 007	65	0,32%
Netcare	Health & Pharmaceuticals	18 000	57	0,32%
Transaction Capital	Financial Services – Banking & Credit Services	11 155	35	0,31%
KAL Group	Retail	7 423	12	0,16%
Stefanutti Stocks	Construction, Materials & Equipment	6 405	3	0,05%
Workforce Holdings	Customer & Industrial Support Services	66 146	30	0,05%

\* Attacq's DPR and DLR are the same because all 10 of their disabled employees were on a training contract. We decided only to award them for their DPR.





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