

GORDON'S BAY SECURITY (Pty) Ltd

Equal Pay for work of equal value policy

01/09/2026

1. PURPOSE

All positions at **Gordons Bay Security (Pty) Ltd**, will have a complete job description of assigned duties, required and preferred experiences and skills, remuneration, and employment status.

2. POLICY STATEMENT

2.1 Policy

- a. Department Managers must ensure that an approved position is created/ confirmed vacant. A Position Application must be submitted to Human Resources for having final signature approval on the creation of all new positions or confirmation of all vacant positions.
- b. Job Evaluations / description activities will only occur subsequent to the creation of an approved position as verified by the Human Resources.
- c. Recruiting activities will only occur subsequent to the creation of an approved job description.

2.2 Contents of a Job Description

- a. All job descriptions will contain: A Summary, Qualifications, Essential Functions and Personal / Leadership Competencies;
- b. All jobs will be assigned to a pay grade and the employment status will be captured on the job description.

2.3 Create a Job Description

- a. Department Managers will ensure that a fair, complete and current job description is in place for all positions within their department at **Gordons Bay Security (Pty) Ltd**.
- b. When a new position is being added to a department, the department manager should follow these steps:
 - o Evaluate whether an exact job description currently exists for the position.
 - o If an exact job description does currently exist, the job description should be compared with other positions with the same job description and work of equal value. The Job description should be evaluated and assessed to eliminate unfair discrimination;

- If an exact job description does not currently exist, evaluate similar job descriptions as a baseline.
 - If neither an exact nor similar job description exists, the department manager should complete a job evaluation questionnaire and develop a position description;
 - Submit the job questionnaire to the Human Resource Department, who will review the job questionnaire and summary, finalize a job description and assign a pay grade and employment status to the position.
- c. The HR Department will take active steps to eliminate differences in terms and conditions of employment, including remuneration of employees who perform work of equal value if those differences are directly or indirectly based on a listed ground or any arbitrary ground that is prohibited by section 6 (1) of the Employment Equity Act.
- d. For the purpose of this policy, the work performed by an employee:
- is the same as the work of another employee of the same employer, if their work is identical or interchangeable;
 - is substantially the same as the work of another employee employed by that employer, if the work performed by the employees is sufficiently similar that they can reasonably be considered to be performing the same job, even if their work is not identical or interchangeable;
 - Is of the same value as the work of another employee of the same employer in a different job, if their respective occupations are accorded the same value in accordance with the Employment Equity regulations 5 to 7.

2.4 Evaluate a Job Description

Human Resource Department will evaluate new and existing job descriptions to apply section 6 (4) of the Employment Equity Act.

- a. HR will first establish whether the work concerned is of equal value by objectively assessing the relevant jobs in a manner that is free from bias on grounds of race, gender or disability and any other listed ground or any arbitrary ground that is prohibited. The following will be taken into account:
- I. The Responsibility demanded of the work, including responsibility for people, finances and material;
 - II. The Skills, qualifications, including prior learning and experience required to perform the work whether formal or informal;
 - III. Physical, mental and emotional effort required to perform the work;
 - IV. To the extent that it is relevant, the conditions under which work is performed, including physical, environment, psychological conditions, time when and geographic location where the work is performed.

- V. Any other factor indicating the value of the work may be taken into account in evaluating work, provided the employer shows that the factor is relevant to assessing the value of the work.
- b. HR will secondly establish whether there is a difference in terms and conditions of employment including remuneration. If employees perform work that is of equal value, a difference in terms and conditions of employment, including remuneration, is not unfair discrimination if the difference is fair and rational and is based on any one or a combination of the following grounds:
- the individuals' respective seniority or length of service;
 - the individuals' respective qualifications, ability, competence or potential above the minimum acceptable levels required for the performance of the job;
 - the individuals' respective performance, quantity or quality of work, provided that employees are equally subject to the employer's performance evaluation system, that the performance evaluation system is consistently applied;
 - where an employee is demoted as a result of organisational restructuring or for any other legitimate reason without a reduction in pay and fixing the employee's salary at this level until the remuneration of employees in the same job category reaches this level;
 - where an individual is employed temporarily in a position for purposes of gaining experience or training and as a result receives different remuneration or enjoys different terms and conditions of employment;
 - the existence of a shortage of relevant skill, or the market value in a particular job classification;
 - any other relevant factor that is not unfairly discriminatory in terms of section 6(1) of the Employment Equity Act.
- c. HR will then establish whether any differences constitutes unfair discrimination

2.5 Maintain a Job Description

- a. Human Resources will support the process resulting in the creation of the official job description.
- b. At the time of hire, and during the annual performance evaluation process, managers will review job descriptions to ensure they reflect the current job responsibilities and is free from unfair discrimination.
- c. Any updates to the job description will be submitted to Human Resources to be updated.
- d. If a job undergoes a significant change in job responsibilities, Human Resources can re-evaluate the job to ensure the job is assigned to the appropriate pay grade.
- e. All official job descriptions will be retained in Human Resources for reference.

3. AUTHORISATION

Top Management has the authority to approve changes or exceptions to this policy at any time with or without notice, provided such changes are in compliance with legal or regulatory requirements.

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