



SASA
SOUTH AFRICAN SOCIETY OF ANAESTHESIOLOGISTS

SASA

Transformation,

Inclusivity, Diversity

and Equity Policy

2024

First published March 2021

SASA TRANSFORMATION INCLUSIVITY DIVERSITY & EQUITY POLICY

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PREAMBLE

The South African Society of Anaesthesiologists (SASA) believes in the strategic imperative of transformation and the culture of equity and belonging. As a professional society, we should be representative of the diverse and multicultural sectors of the South African community and are therefore deeply affected by our shared history of Apartheid and other discriminatory laws and practices.

SASA endorses and subscribes to the Constitution of the Republic of South Africa, Act 108 of 1996 and related legislation. We:

- Recognise the injustices of our past;
- Honour those who suffered for justice and freedom in our land;
- Respect those who have worked to build and develop our country;
- Believe that South Africa belongs to all who live in it, united in our diversity.

In accordance with adopting the Constitution as the supreme law of the country, our intention is to:

- Heal the divisions of the past and establishing a society based on democratic values, social justice and fundamental human rights;
- Lay the foundations for a democratic and open society in which government is based on the will of the people and every citizen is equally protected by law;
- Improve the quality of life of all citizens and free the potential of each person; and
- Build a united and democratic South Africa, able to take its rightful place as a sovereign state in the family of nations.

SASA consequently endorses and subscribes to the Bill of Rights embedded in Chapter 2 of the Constitution as the cornerstone of democracy in South Africa, enshrining the rights of all people in our country and confirming the democratic values of human dignity, Equity and freedom.

Discrimination, whether overt, covert, or systemic, in regard to race, gender, sex, ethnic or social origin, colour, sexual orientation, culture, religion, language, national origin, disability status, socio-economic status, age, and ideology shall be eliminated and a policy of zero tolerance implemented.

Therefore, SASA will not tolerate the expression of racism, prejudice or discrimination in any form whether it be speech, written, attitudes or actions. Derogatory, hurtful or hateful practices are not in line with the Society's values or ethos. All members of the Society should feel respected, valued, and welcome – irrespective of race, citizenship, ethnicity, language, gender, religious beliefs, social class or sexual orientation.

This policy is required to be read and considered with the SASA Constitution and Bylaws which have been and will be amended to include and reflect the focus on equity and belonging.

References in this document to “Society” (Capitalised S) is intended to mean The South African Society of Anaesthesiologists (SASA).

1. DEFINITIONS:

a. *Transformation*

Transformation is conceptualised as a reorientation from past values, policies, and practices to a future defined by the elimination of all forms of unfair discrimination, addressing the effects of past discriminatory policies and practices and forms of unconscious bias that lead to discrimination, working towards the attainment of Equity and equity of opportunity in a non-racist, non-sexist and socially just society, and promoting reconciliation and national unity among South Africa's diverse population.

Transformation must create an empowering environment for members' success and must develop an institutional culture that engages diversity, especially through promotion of non-discrimination and multiculturalism.

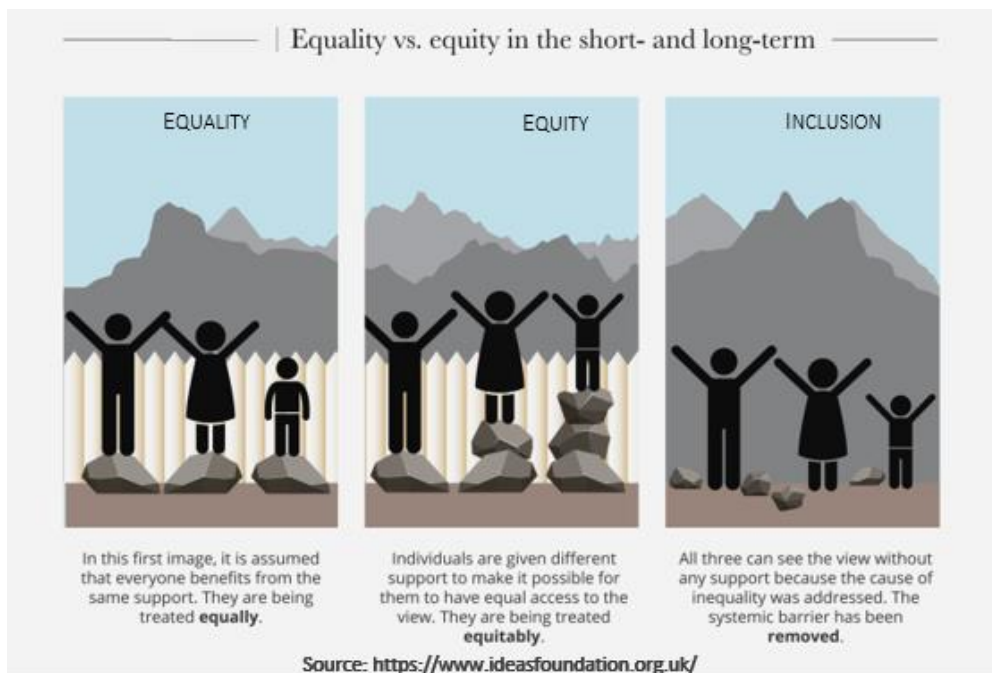
b. *Equity vs Equality of Opportunity:*

EQUALITY refers to “sameness” and, although it does promote fairness and justice, it does so by affording everyone equal opportunities and by assuming each member of the system has the same starting position and is already on a level playing field and with the same perspectives.

EQUITY refers to the process of identifying and providing different support to individuals based on their needs and encouraging the inclusion of different perspectives. This then enables equal opportunity (equality) at achieving success and strengthening the overall outcome.

Without first ensuring equity, we cannot enable equality. (A tangible example may be a person educated in an under-resourced school vs one educated in a well-resourced school. At University level the former would require additional support to enable Equity of opportunity.)

Without first acknowledging our diverse backgrounds, we cannot achieve success in ultimately achieving equality.



2. GOVERNANCE STRUCTURES

A Transformation, Inclusivity, Diversity and Equity Committee (TIDE) has been established as a sub-committee of the SASA Council with a general mandate to report to Council, existing within the other bodies of the Society and answerable to Council. Its powers are granted by Council and its conduct must be aligned to SASA Bylaws and the SASA Constitution. The TIDE will be fully accountable to SASA Council as with all other sub-structures within SASA.

The TIDE consults and works with the Council and other leadership structures of the Society to establish Transformation, Inclusivity, Diversity and Equity strategies and their implementation across all levels of the Society as well as address barriers to entry into the profession. This is intended to include, but not be limited to, activities targeted at undergraduates, promoting Anaesthesiology as a speciality choice, advocating and collaborating to address barriers to entry to the speciality at departmental level, promoting Societal work among registrars, and inclusion and promotion of Societal work to diplomates, qualified specialists and nurses.

The governance structures recognise Transformation, Inclusivity, Diversity and Equity as strategic imperatives and shall strive to promote transformation and redress to achieve an excellent, relevant, and socially just society.

3. COMPOSITION OF THE TIDE COMMITTEE

Council reserves the right, from time to time, to direct the composition of the Transformation, Inclusivity, Diversity and Equity Committee.

The TIDE shall be representative of the diversity of the population, geographically represent membership as far as possible, inclusive of all functional units and branches of SASA, and shall consist of the following 22 members:

- A Convenor who shall be an elected, existing SASA Councillor.
- The current SASA Vice President.
- The SASA CEO.
- A representative from each SASA business unit – Education, Public Sector, Private Sector, Regulation and Special Interest Group/ Branches.
- A representative from each individual special interest group – PACSA, OASIS, SASNACC, CASSA, SASRA and HITSA.
- A representative from each SASA branch – Acacia, Cape Eastern, Cape Western, Central, Gauteng & KwaZulu-Natal.
- A registrar representative (this should not be the Council SARFA registrar representative owing to work commitments existing for the SARFA representative on Council, but the incoming SARFA representative to council who is expected to work together with the Registrar representative on council.)

The list of SIGs may be amended and affect the composition of this committee from time to time.

All members of the Transformation, Inclusivity, Diversity and Equity Committee, including the Convenor, shall serve for a maximum of 2 years or less, if they no longer represent the structure that they were elected onto the committee by. All members may be re-elected for subsequent terms. The committee may be co-convened by the SASA Council member and a second member of the Transformation, Inclusivity, Diversity and Equity Committee.

The Committee shall be entitled, at its discretion, to invite members from Special Interest Group structures, SASA Branches, University Departments and other related interested parties to its meetings or part of its meetings from time to time. Such invitees shall have no voting rights. They shall be regarded as observers, except when asked to participate in the meeting by the Chair of the Committee.

4. INITIATIVES AND PURPOSE OF THE TIDE COMMITTEE

The Transformation, Inclusivity, Diversity and Equity Committee's purpose is to continue growing the Society and the profession into one in which all members of the profession can be included and achieve a sense of belonging and which harnesses all input and views to enhance the strength and excellence of the Society. The vision is to build transformative justice, inclusivity, and development into the fabric of the SASA so that it becomes an organic part of our practice. The notion of transformation is deeper and broader than a narrow categorisation based on race and gender representation. Specifically, and with intention, this vision includes the undertaking to ensure that empowerment and transformation underscores the country Constitution's intention of inclusivity and does not result in exclusion of any member or group.

Transformation, Inclusivity, Diversity and Equity shall be a permanent agenda item of each Council meeting and the SASA Annual General Meeting. The Committee shall regularly report back to Council, providing written reports for all quarterly meetings as well as the AGM.

The initiative of the Transformation, Inclusivity, Diversity and Equity Committee includes but is not limited to:

- Assisting in developing resources to help the Society improve diversity inclusive of the membership of the Society.
- Ensuring that all policies in the Society underpin and support transformation and inclusive diversity, in line with the Transformation, Inclusivity, Diversity and Equity Policy of SASA.
- Facilitating training to create awareness and appreciation, respect of differences and an inclusive institutional culture characterised by fair processes.
- Taking steps to eliminate unfair discrimination and racism.
- Addressing the effects of past discriminatory policies and practices.
- Actively supporting the promotion of equity and Equity of opportunity for all.
- Ensuring access to developmental opportunities for all, especially the underdeveloped and previously marginalised sections of the population.

- Promoting the pursuit of anaesthesia as a speciality through promotion to school leavers considering medicine through undergraduate to post graduate level. Specific efforts to overcome obstacles and barriers to transformation of the profession (and therefore the Society) are to be directed by :
 - co-ordination and action to target and ensure that the profession of anaesthesia and the Society is promoted within medical school undergraduates nationally;
 - offer assistance to newly qualified general practitioners to consider anaesthesia as a speciality;
 - encourage and assist graduates to apply to anaesthetic departments and meet the required criteria and;
 - actively promote Societal membership and voluntary work among registrars and consultants in the public and private sector.
- Promoting reconciliation and unity among the diverse stakeholders.
- Working towards the attainment of true Equity in a non-racist, non-sexist, non- discriminatory and socially just Society.
- Ensuring that the Society promotes and adopts a principle of inclusivity of all its members and ensures that exclusivity based on race, gender, ethnicity, religion, age, sexual orientation, origin, or any other individual characteristic is never used to exclude, discourage or impede participation or promotion within the Society.
- Promoting reconciliation and unity among members of the Society and the profession at large.
- Offering Transformation, Inclusivity, Diversity and Equity Workshops at the annual scientific meeting of the Society whilst facilitating training and encouraging honest conversation regarding Transformation, Inclusivity, Diversity and Equity.
- Facilitating the strategic imperative of promoting and supporting Transformation, Inclusivity, Diversity and Equity in Council, the Society, societal structures, and the profession.
- Facilitating the continued and mandatory follow up, evaluation of and monitoring of the implementation of the transformation strategy and policy and its impact on membership.
- Facilitating an organisational culture of diversity and inclusivity.
- Facilitating progress in the workforce to broadly reflect demographic diversity.
- Facilitating diverse representation amongst governance structures of the Society.
- Facilitating the identification of key Transformation, Inclusivity, Diversity and Equity issues and areas of concern, focus, and designing a Transformation, Inclusivity, Diversity and Equity Plan in consultation with Council, and reviewing the Plan from time to time;
- Facilitating consultation with stakeholders.

- Identifying infringements of the Transformation Policy within membership, Council, and the Society, managing reported infringements or complaints related to Transformation, Inclusivity, Diversity and Equity and engaging in proactive and constructive processes to remedy these. Any complaints must be addressed and responded to as a priority by the Committee.

5. COMMITTEE OPERATIONS

The Transformation, Inclusivity, Diversity and Equity Committee will:

- meet at least once every calendar month.
- ensure it meets before each Council meeting. This is to facilitate a comprehensive feedback report on its activities to the Council, which meets on a quarterly basis. The Committee Convenor will be responsible for tabling and presenting the Committee report at each Council meeting and ensuring clear communication with the Council itself.
- Pursue the initiatives and purpose of the Committee as set out in this policy.
- Ensure it is au-fait with SASA Bylaws, the SASA constitution and operational requirements of the Society with direct support from the SASA CEO and Committee Convenor/s (if co-convened, one of which must be a SASA Councillor).
- Minute meetings with actions allocated to members of the Committee and deliverable dates itemised. Minutes from meetings will be recorded and distributed to members within 12 days of each meeting. Abridged minutes of Committee meetings will routinely be made available to the SASA EXCO and Council.
- Should serious disagreement exist in the committee that is not able to be resolved through Convenor or CEO intervention, any member of the Committee may request a Council vote to determine whether a proposed or adopted decision should be adopted or stand.
- Highlights of Transformation, Inclusivity, Diversity and Equity issues are to be sent for publication in the Society newsletter to keep SASA membership updated on events and processes underway. Publication of highlights are the purview of SASA Council and the SASA Communications team.
- Ensure that the Committee and Committee members:
 - are au fait with this and the Anti-Racism and Discrimination Policies of SASA;
 - comply with the Policy intentions, initiatives and purpose of this Policy;
 - comply with the Policy objectives, assessment and procedures;
 - ensure maintenance of human dignity in all interactions and actions by the committee or its members;
 - comply with the Policy Guiding Principles of Conduct.

6. POLICY CHANGES

The Society shall consider and document the resulting changes in policy that would be required as a result of the collected data and the vision and policy on transformation for the Society from time to time. As with all SASA documents, changes may need to be made as these are living documents but will only be made with the agreement of SASA Council.

7. EVALUATION AND FEEDBACK

There should be consistent evaluation of the Transformation, Inclusivity, Diversity and Equity process and feedback to the Council. The Transformation, Inclusivity, Diversity and Equity Committee shall have the primary focus of establishing, contributing to, and monitoring with a view to report back to Council a Transformation, Inclusivity, Diversity and Equity strategy, its monitoring and its implementation. This is an evolutionary policy that is subject to annual review in the third quarter of each year.

8. INFORMATION AND EDUCATION

The Society's formal and informal policies, newsletters and communications should reflect and promote values of inclusivity, diversity, Equity and human dignity.

Members of the Society shall regularly be made aware of their constitutional rights and responsibilities; the history and impact of ideologies and practices of racism and discrimination; the meaning and practice of diversity, inclusivity, and tolerance and the relevant SASA policies.

The Council, Business Units, Branches and Special Interest Groups shall promote equity and demonstrate sensitivity to context and diversity in their activities. This includes promotion and adoption of SASA policies and rules relating to academic and scientific organised activities.

SASA is thus committed to:

- Eliminating racism and other forms of unfair discrimination at every level of institutional governance in the Society.
- Engendering through its policies, procedures, practices and structures an anti-racist and rights-based culture, which includes respect for human dignity and diversity.
- Challenging and inviting deep reflection on racist and discriminatory beliefs to shift attitudes within the Society and the profession.

- Ensuring that reported incidents are not trivialised or ignored but acted upon immediately.

9. OBJECTIVES AND PROCEDURES

The objectives of this policy and procedures are to:

- clearly communicate the Society's stance on diversity and belonging.
- create an environment within which all stakeholders are challenged to reflect on their personal attitudes and behaviours.
- regularly interrogate practices, policies, and structures through the lens of the preamble, initiatives and purpose of the Transformation, Inclusivity, Diversity and Equity Committee.
- consciously develop a culture of learning and listening, to better understand how and when conscious and unconscious bias lead to discrimination and become sensitised to hurtful words, actions, and practices.
- eliminate from the Society and among membership and the profession any words or actions that arise from racist or discriminatory belief systems.
- ensure that there are always choices and effective processes available to those who report incidents of racism or discrimination.

10. MANAGEMENT OF HUMAN DIGNITY

- a.* It is recorded that the processes applied in this Policy assume that the dignity and protection of all parties to a dispute of this nature are protected, in terms of the constitutional protections afforded to both the alleged victim and alleged perpetrators of harm.
- b.* In this regard, regardless of the outcome of the above process, SASA will offer to the parties, relevant support, and assistance in order to restore a fair and equitable working environment. Such assistance may include further counselling, or any other relevant intervention.

11. TRANSFORMATION, INCLUSIVITY, DIVERSITY AND EQUITY LEADERSHIP

The CEO, SASA EXCO and SASA Council shall be directly involved in helping to develop, define and contextualise the Transformation, Inclusivity, Diversity and Equity Policy and should provide visible leadership by being the main communicator of the Policy.

An inclusive institutional culture, valuing differences and diversity, promoting fair processes and equity, shall be a moral and strategic imperative.

A position for a Convenor of the Transformation, Inclusivity, Diversity and Equity Committee has been created on SASA Council, tasked to oversee the strategic implementation of actions that are aligned to SASA's values in order to redress past injustices and lead the Society to a future characterised by respect for all in the profession of Anaesthesia.

12. SASA COUNCIL

Diversity and transformation issues should feature on all Council agendas as a permanent item and should be addressed regularly in a focused and purposeful manner. The Transformation, Inclusivity, Diversity and Equity Committee shall regularly report back to Council.

The Council is responsible for reviewing this policy at least annually in the third quarter of each year.

13. INSTITUTIONAL TRANSFORMATION PROCESS

Key steps in the process of institutional transformation of SASA:

- Developing a clear Transformation, Inclusivity, Diversity and Equity Policy.
- Establishing a Transformation, Inclusivity, Diversity and Equity committee (as dictated by this Policy).
- Identifying key diversity issues.
- Designing a Transformation, Inclusivity, Diversity and Equity Plan that includes tangible outcomes and clearly defined timelines.
- Consulting various stakeholders.
- Identifying key focus areas.
- Allocating appropriate resources and;
- Measuring and evaluating progress and implementation.

The commitment to Transformation, Inclusivity, Diversity and Equity must be fostered and communicated so that it is understood, accepted and in majority, supported by all key stakeholders of the Society.

The institutional culture of diversity and transformation should be transparent, accountable, and democratic.

An enabling environment shall be established with respect for diversity and an appreciation that to achieve unity in our diversity is a source of strength.

An open platform through constructive dialogue in a safe space within a framework of ethical and value-based rules should be established to discuss diversity, dissonance, and transformation.

Complaints relating to discrimination, racism, human rights violations, and breaches of the Transformation, Inclusivity, Diversity and Equity policy shall be addressed in terms of this Policy through the TIDE and its Convenor and ultimately to the CEO and EXCO, and if not resolved, to SASA Council. Process, address and resolution of the complaint will be dealt with in accordance with procedures outlined in this policy.

14. CONDUCT - GUIDING PRINCIPLES

- a.* SASA commits itself to promoting an environment in which the dignity of all is respected and protected. Victims of racism or discrimination should never feel that their grievances are ignored or trivialised, or fear reprisals.
- b.* All SASA Councillors, staff, Business Unit and Special Interest Group and Branch committees and SASA members have a role to play in creating and maintaining an environment in which racism and discrimination are unacceptable. They should strive always to ensure that their conduct does not cause offence and they should discourage unacceptable behaviour on the part of others.
- c.* All SASA office bearers must take appropriate and prioritised action in accordance with this policy when instances of racism and/or discrimination in the Society are brought to their attention.
- d.* Allegations of racist or discriminatory words, actions or practices will be taken very seriously and investigated rigorously and promptly. If allegations are found to have substance, the procedures outlined will be initiated, as appropriate.
- e.* Unsubstantiated, frivolous or malicious allegations will also be viewed in a serious light and the person making such allegations may themselves face disciplinary action.

15. PROHIBITED BEHAVIOUR

Any behaviour set out below is prohibited:

- Racist behaviour, or
- unfairly discriminating against any individual or group.

The contravention of the above may lead to formal disciplinary action by the Society in accordance with this Policy. It is the responsibility of every member to read and apply the requirements of this Policy.

16. RACIST AND/OR DISCRIMINATORY PRACTICES

Racist and/or discriminatory practices may comprise, but are not limited to, any of the following:

- a.** Direct racism or discrimination – i.e., a clear and overt act of racism or unjustifiable discrimination.

- b.** Indirect racism or discrimination - i.e., when a rule or practice seems to treat everyone fairly, but unfairly discriminates against individuals or groups.

Examples of direct racism and discrimination could include, but are not limited to, the following utterances, actions and practices:

- Hate speech, i.e. spoken or written words that are intended to offend, insult, intimidate, or threaten an individual or group based on a trait, attribute or identity marker such as race, gender, colour, ethnicity, ability, class, country of origin, sexual orientation, religious belief, political conviction, etc. Hate speech can encourage further discrimination, intimidation, and/or violence toward the group or individual being targeted.
- Derogatory remarks concerning a person's race, gender, colour, ethnicity, ability, class, country of origin, sexual orientation, religious belief, political conviction, age, or any other marker of identity or difference and/or derogatory comments about a person based on any of the abovementioned attributes.
- Use of slang terms to refer to someone of another race, gender, colour, ethnicity, ability, class, country of origin, sexual orientation, religious belief, political conviction, or any other marker of identity or difference.
- Cat-calling, wolf-whistling or any other attempt to embarrass or humiliate someone publicly in relation to their race, gender, colour, ethnicity, ability, class, country of origin, sexual orientation, religious belief, political conviction, or any other marker of identity or difference.

- Physical abuse or violence e.g. hitting, shoving, tripping, pinching, slapping, punching or threats of physical abuse which the offender overtly associates with the victim's race, gender, colour, ethnicity, ability, class, country of origin, sexual orientation, religious belief, political conviction, or any other marker of identity or difference.
- Creation and publication of memes or other representation of persons on all forms of social media which are derogatory or offensive to any person on the basis of race, gender, colour, ethnicity, ability, class, country of origin, sexual orientation, religious belief, political conviction, or any other marker of identity or difference.
- Wearing racist insignia.
- Offensive physical gestures or body language referring to persons of a particular group.
- Deliberately excluding individuals from activities on the grounds of race, gender, colour, ethnicity, ability, class, country of origin, sexual orientation, religious belief, political conviction, age, or any other marker of identity or difference.
- Telling jokes that are derogatory or offensive to members of a particular race, gender, sex, class, sexual orientation, age, language or religious group.
- Slang terms or derogatory comments about interracial or intersex relationships.
- Making statements to or about a person or a group of persons based on their race, gender, creed, social class, sexual orientation, age or language or any other characteristic(s), that either directly or indirectly implies non-belonging and/or that the person(s) has no place within the society.
- Imitating accents or speech patterns with the intention of mocking or ridiculing.
- Negative, discriminatory or offensive comments about individuals or groups.
- Any other form of negative or derogatory action, behaviour or treatment related to markers of identity or difference.

17. ASSESSMENT AND PROCEDURES

The first consideration of any action taken will be within the context of SASA being first a Professional Society and foremost promoting the profession of anaesthesia and patient-centred care.

The following criteria will be considered when the severity of the incident is assessed and the decision around the next appropriate steps is made:

- was the behaviour hurtful?
- was the behaviour intentional?
- has the behaviour continued in spite of warnings to desist?

a. Processes

The processes to be followed in the instances of alleged racism/discrimination are progressive in nature, but not necessarily mutually exclusive.

b. Reporting

It is recognised that allegations of behaviour motivated by racism or other forms of discrimination are both serious and potentially sensitive in nature. As such, the complainant is encouraged to approach the SASA CEO or the Convenor of the SASA Transformation, Inclusivity, Diversity and Equity Committee for advice or assistance with the processes outlined below. A complainant may approach any member of SASA staff, SASA Council or the Transformation, Inclusivity, Diversity and Equity Committee with whom they feel comfortable.

Whoever is approached will:

- Listen and ask questions to obtain a full account of the incident.
- Provide support and advice.
- Assist the complainant in clarifying whether the offending behaviour does indeed constitute racism or discrimination.
- Discuss ways in which the problem could be resolved, should the complainant not wish to institute formal procedures.
- Provide ongoing support and care through the processes, whatever course of action is taken.
- Ensure the CEO and/or the Convenor of the Transformation, Inclusivity, Diversity and Equity Committee are informed, involved, and updated in writing at all times. This is to ensure accountable representatives are enabled to ensure the complaint is followed up and suitable resolution is reached, as well as ensuring Council is updated at every Council meeting.

The initial discussion will be confidential and the identity of neither the alleged victim, nor the alleged offender, need be revealed at this stage.

18. FORMAL INITIAL INQUIRY

Should the complainant wish to proceed to a formal initial inquiry or should the SASA staff member or Office Bearer consulted judge that the complaint warrants further purposeful action, the complainant shall be encouraged to lay a formal complaint with the SASA CEO or Convenor of the Transformation, Inclusivity, Diversity and Equity Committee.

A formal initial inquiry will then be facilitated by the CEO in accordance with the SASA Peer Review Policy in a formal mediated environment.

The CEO may decide to institute Remedial Discussions, a formal Peer Review Mediation or a Disciplinary Hearing. Should any of the above interventions fail, the next intervention may be undertaken.

The complainant may also request that the complaint/report simply be noted for tracking purposes and that no further action be taken at that stage. Counselling may be provided.

Both parties would be entitled to choose a SASA Member to represent them.

19. REMEDIAL DISCUSSIONS

- a.** If the complainant wishes to remain anonymous, and/or does not wish to pursue a restorative intervention or a disciplinary process, and if Convenor of the Transformation, Inclusivity, Diversity and Equity Committee together with the SASA CEO and SASA Council feels that the complaint warrants it, or if multiple minor complaints have been made about a particular person, a remedial discussion may be instituted.
- b.** A remedial discussion involves the Convenor of the Transformation, Inclusivity, Diversity and Equity Committee and the SASA CEO or member of SASA EXCO holding a conversation with the alleged offender in which they would indicate that concerns have been raised about the member's behaviour and describe the nature of the concerns, without revealing the identity of the complainant if she/he wishes to remain anonymous. The alleged offender will have an opportunity to respond to these concerns. The SASA representatives may then describe the forms of speech and/or behaviour which constitute racism and/or discrimination and which are unacceptable in terms of the policy and explain that, to whatever extent that the member has been involved in such behaviour (which s/he has now been made aware of), the behaviours should cease immediately. The member may be provided with a copy of the SASA Transformation Policy.
- c.** The Convenor and/ or Co-Convenor of the Transformation, Inclusivity, Diversity and Equity Committee and the SASA CEO will jointly be responsible and take the following into consideration when deciding if a remedial discussion would be appropriate:
 - i.** the wishes of the complainant

- ii. risk to the complainant
 - iii. risk to any other person
 - iv. severity of the offence and the hurt or harm caused
 - v. the history of the alleged offender with regard to similar offences.
- d.** Remedial discussions serve an educative (remedial) purpose in that they alert offenders, who may be unaware of the offence that they are causing, to the unacceptable nature of racist/discriminatory behaviour, and the hurt and/or harm caused by such behaviour. They invite the alleged offender to reflect on their attitudes and behaviour and to consider making changes where necessary. These discussions also signal to SASA members at large the Society's intolerance of any forms of racism or discrimination.

20. SASA PEER REVIEW MEDIATION

A Peer Review Mediation can be instituted if a complaint has been preliminarily investigated and verified and if the complainant and the CEO and/or Convenor/s of the Transformation, Inclusivity, Diversity and Equity Committee believe that a formal Peer Review that involves the alleged offender can potentially resolve a matter. A mediation by its nature would at some stage highlight the consequences of the offence (hurt and/or harm caused) with the emphasis being on a response of acknowledgement of hurt and/or harm by the alleged offender as well as a sincere expression of remorse.

Collective problem solving is then used to agree upon some form of restitution/amends to be made, which would include concrete steps to avoid recurrence of offending behaviours. The decision to initiate a Peer Review rests with the CEO in consultation with the Convenor of the Transformation, Inclusivity, Diversity and Equity Committee and SASA EXCO.

The SASA Peer Review Policy details the steps required to initiate, proceed with and conclude the mediation process.

If the alleged offender disputes the allegation, refuses to attend or refuses to accept responsibility for hurt and/or harm caused, the matter will be referred back to the CEO for further investigation and action.

In the event that mediation fails, and in accordance with the SASA Peer Review Policy, the complainant may request adjudication by SASA Council in collaboration with the Transformation, Inclusivity, Diversity and Equity Committee for disciplinary hearing. SASA Council with the Convenor of the Transformation, Inclusivity, Diversity and Equity Committee makes the final decision regarding the course of action with the Convenor having the casting vote, should that be necessary.

21. DISCIPLINARY HEARING

Should the matter be unresolved after the Remedial Discussions and/ or a formal Peer Review Process – which includes the complainant or the respondent choosing NOT to engage in the aforementioned processes, a disciplinary process will be invoked and a formal disciplinary hearing may be called should such intervention be deemed appropriate by the Convenor of the Transformation, Inclusivity, Diversity and Equity Committee, the CEO and SASA EXCO.

For the sake of transparency and utilising established best practice, the disciplinary process will take place in accordance with established CCMA procedures in terms of process. This includes submission of arguments, formal procedure (online or in person), chairperson allocation, judgement and potential sanctions.

The progress of any professional or societal conduct to Disciplinary hearing is reserved for serious and severe infringement by members of SASA codes of conduct or policy. This may ultimately include the mandatory reporting of the infringing member to the HPCSA for unprofessional conduct.

22. RECORD KEEPING

For every formal report of racism and/or discrimination, standard administrative processes will be followed to document processing of the complaint. Any action taken, or a decision not to act, will be recorded and signed by all concerned. Should a remedial discussion, Peer Review Mediation or disciplinary process ensue, administrative records will be kept of these interventions and their outcomes.

23. CONFIDENTIALITY

SASA will make every effort to ensure that at all times complaints about racism and discrimination are handled in a manner which keeps the identities of persons involved confidential within the Society and beyond.

24. PROVISION FOR REVIEW OF POLICY AND PROCEDURES

The policy and procedures will be reviewed at least annually in the 3rd quarter and from time to time with appropriate changes made if necessary. This will be a living document that represents the needs and best interests of Transformation, Inclusivity, Diversity and Equity within the Society, as outlined.