


2013 - 2014

14<sup>th</sup> COMMISSION FOR  
EMPLOYMENT EQUITY  
ANNUAL REPORT



EMPLOYMENT EQUITY

TURNING OVER A NEW LEAF AGAINST ALL ODDS

The background features a large, abstract composition of overlapping shapes. A central, light gold shape is bounded by a white dotted line. This shape is surrounded by darker gold and green areas. In the bottom right corner, there is a detailed, close-up photograph of a green leaf with visible veins.

TURNING OVER A NEW LEAF  
AGAINST ALL ODDS



# labour

Department:  
Labour  
REPUBLIC OF SOUTH AFRICA

2013 - 2014

## 14<sup>th</sup> COMMISSION FOR EMPLOYMENT EQUITY ANNUAL REPORT

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# GLOSSARY

<b>Commission</b>	Means the Commission for Employment Equity (CEE)
<b>Department</b>	Means the Department of Labour
<b>DG</b>	Means the Director-General of the Department of Labour
<b>Designated groups</b>	Means black people, women and people with disabilities who: <ul style="list-style-type: none"> <li>(a) are citizens of the Republic of South Africa by birth or descent; or</li> <li>(b) became citizens of the Republic of South Africa by naturalisation—             <ul style="list-style-type: none"> <li>(i) before 27 April 1994;</li> <li>(ii) after 26 April 1994 and who would have been entitled to acquire citizenship by naturalisation prior to that date but who were precluded by apartheid policies</li> </ul> </li> </ul>
<b>Small employers</b>	Mean those designated employers who employ fewer than 150 employees
<b>Large employers</b>	Mean those designated employers who employ 150 or more employees
<b>EAP</b>	Means the Economically Active Population which includes people from 15 to 64 years of age who are either employed or unemployed and seeking employment
<b>NEDLAC</b>	Means National Economic Development Labour Council
<b>Workforce profile</b>	Means a snapshot of an employer’s workforce population distribution, including race, gender and disability
<b>Workforce movement</b>	Pertains to any movement in the workforce, including recruitment, promotion and terminations
<b>SOEs</b>	State Owned Enterprises formerly known as Parastatals







## FOREWORD BY THE CHAIRPERSON OF THE CEE

The 2013/2014 Annual Report of the Commission for Employment Equity (CEE) is being presented to the Minister of Labour, Mildred Oliphant, at a time of great introspection and debate about issues of transformation, employment equity and Broad-Based Black Economic Empowerment. Indeed, 2014, being the year when we commemorate 20 years of non-racial and non-sexist democracy, is an opportune time to conduct a hard, objective and rigorous analysis.

The past year has been very demanding for the CEE, which remains a part-time Commission. In 2013, the CEE worked on the amendments to the Employment Equity Act. Subsequent to the passing of the EE Amended Act, No 47 of 2013, the CEE then embarked on the equally daunting task of preparing the amended draft regulations, to complement the amended Act.

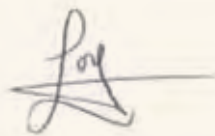
Parallel to this process, the CEE and the Department of Labour also worked with experts from the International Labour Organisation on guidelines for dealing with the elimination of unfair discrimination with regards to equal pay for work of equal value. The amended Employment Equity Act was signed by the President in January 2014, whilst the draft regulations were released for public comment by the Minister of Labour on 28 February 2014. The past year has therefore been a year of serious delivery by the Commission. It remains for me to sincerely thank all the other eight Commissioners for their outstanding commitment and dedication. Two of the Commissioners (Ms Tabea Magodiello and Ms Tanya Cohen) only joined the Commission some eight months ago. Yet they have chaired sub-commissions and also headed up critical task teams to work on the above instruments.

During the course of the year, some Commissioners found themselves with added responsibilities in their places of full-time employment. These ranged from responsibility for amendments to the BBBEE Act, to becoming president of one of the largest unions in the country. So to all the Commissioners I say, “ningadinwa nangomso”. I also want to thank our Minister for the support that she gave to the Commission over the year in question. The highlight of this support was the inaugural Employment Equity and Transformation Indaba that took place in April 2013. We are also very pleased that this great Indaba initiative will continue into 2014 and beyond.

The Commission for Employment Equity Report reflects the situation on the ground as reported by employers in the official reports that they submit to the Department of Labour. The “shoot the messenger” responses that have sometimes characterised some of the responses to the CEE Report are as regrettable as they are misdirected. The focus of the attention ought to be on the elimination of the on-going effects of our past racial, gender and disability discrimination. That remains the ‘elephant in the room’ that continues to roam and rage as we divert our energies toward the messenger and at times the message. In addition, to the figures on the levels and percentages of representation or under-representation of the various groups (as stipulated in the Employment Equity Act of 1998, as amended by Act 47 of 2013), this report also contains an analysis of the trends between 2003 and 2013.

The Commission has also been closely monitoring the court cases and judgements around employment equity. There is a sub-section in this annual report that summarises at least three of these cases, with some indication of how the issues of concern or contention in those cases have been addressed by the amended Act and or by the draft regulations. Needless to say, the report also covers, in brief, the amendments themselves. As is customary, data are then analysed, broken down into sectors, provinces, etc. One of the remaining gaps and challenges in the employment equity space is the need to deal with the ‘soft’ aspects of employment equity. A balance has to be struck between the justified focus on numbers and representation versus the transformation of attitudes, cultures, practices and behaviours.

These ‘chapter II’ challenges are more difficult to measure and yet they will determine whether we will eventually witness real substantive transformation in South Africa or merely the change in numbers/ percentages. The Commission intends to pay more attention to these issues during its last year (between now and June 2015), whilst it continues to deal with the hard facts and figures on affirmative action and employment equity, without fear or favour. Nndaa!



LOYISO MBABANE (DR)

CHAIRPERSON: COMMISSION FOR EMPLOYMENT EQUITY



# MEMBERS OF THE COMMISSION FOR EMPLOYMENT EQUITY

Members of the Commission for Employment Equity are appointed according to section 29 (1) of the Act, which includes the appointment of a Chairperson and eight members nominated by NEDLAC, i.e. two representatives of each from the State, Organised Business, Organised Labour and Community.

## Chairperson

**Dr Loyiso Mzisi Mbabane**  
Chairperson



Dr Loyiso Mbabane was the Director of Equal Opportunities in the Department of Labour at the time of the promulgation of the EE Act in 1998. He has been the Executive Director for both the Black Economic Empowerment Commission and the Black Business Council. He is an academic and currently the acting Deputy Vice Chancellor (Academic Affairs and Research) of the Walter Sisulu University. He holds a PhD in Business Administration from the University of Cape Town (Graduate School of Business).

## Business Constituency

**Tabea Magodiello**  
Business Representative



Ms Tabea Magodiello, is the Joint Managing Director of TPG Consulting. She qualified as a Social Worker and later as a Clinical Psychologist. Tabea has held a number of leadership positions, including sitting on a number of Boards for Private Companies and NGOs. Currently she sits on the Board of G4S (PTY) LTD. She is also the President and Director for APSO (Federation of African Professional Staffing Organisations) and serves as the Chairperson of the Job Club Fund.

**Tanya Cohen**  
Business Representative



Ms Tanya Cohen is an attorney and holds a BA, LLB, LLM (Laws) from the University of Witwatersrand. Tanya is the director of the Retail Association and also serves on the Boards of BUSA NPC and Starfish Greathearts NPC. She is an active participant in the labour market and led the BUSA delegation in negotiations in NEDLAC on the labour law amendments, including those on the Employment Equity Bill. She is the former Chairperson of the CCMA Governing Body and has on a number of occasions represented BUSA internationally at the International Labour Organisation.

## Community Constituency

**Malesela Maleka**  
Community representative



Mr Malesela Maleka is presently the Head of Policy at the SACP. A sports activist, he has held various leadership positions in the sporting fraternity, the student movement (SASCO) and is currently a member of the YCL SA National Committee. He also serves on BANKSETA Council and the Quality Council for Trades and Occupations.

Mr Andrew Madella is also a community representative and has occupied leadership positions in various community based organisations, trade unions, the SACP and the ANC. He also served as Municipal Councillor and later as Member of Parliament for the African National Congress. He is currently the Secretary-General of Disabled People South Africa and serves on the board of the National Development Agency, the Council of the Cape Peninsula University of Technology and at NEDLAC.



**Andrew Madella**  
Community representative

### Labour Constituency

Ms Nomvula Hadi has held many leadership positions in the ANC, Youth League and the Women's League before joining a trade union. Her highest position was as the President of the South African Municipal Workers' Union (SAMWU) until 2012.



**Nomvula Hadi**  
Labour Representative

Mr Andrew Chirwa is currently the President of NUMSA, a member of the Central Executive Committee of COSATU and sits on NEDLAC exco representing Labour. He intends as his new role on the CEE to champion real and meaningful transformation in the interest of our country.



**Andrew Chirwa**  
Labour Representative

### Government Constituency

Ms Nomonde Mesatywa is employed at the Department of Trade and Industry as the Chief Director for Broad Based Black Economic Empowerment. Her area of expertise is rights based policy formulation and development. She is an admitted attorney and Heads the Secretariat for the Presidential Advisory Council on BBBEE.



**Ms Nomonde Mesatywa**  
Government Representative

Ms Barbara Watson is currently the Chief Director: Transformation Policies and Programmes at the Department of Public Service and Administration. She is a social worker by Profession and has extensive experience in fields such as childcare, mental health, education and community development. Her interests are human rights and transformation, with a special focus on the rights of people with disabilities and women. Prior to joining the public service, Commissioner Watson worked in the civil society sector and also served at the Truth and Reconciliation Commission.



**Barbara Watson**  
Government Representative

**ONE**

INTRODUCTION



# 1. INTRODUCTION

The Commission for Employment Equity (CEE), is a statutory body established in terms of section 28 of the EE Act to advise the Minister, the CEE is required to submit an annual report to the Minister of Labour on the implementation of employment equity in terms of Section 33 of the Act. This is the 14<sup>th</sup> annual report submitted to the Minister by the CEE since the first report of 2000.

Workforce distribution provides information on the Economically Active Population (EAP) of the country's four major population groupings in terms of their race and gender, which is crucial for the setting of EE numerical goals. The trends analysis provides a snapshot of changes in the top four occupational levels for the years 2003, 2005, 2007, 2009, 2011 and 2013. Focus is placed on these specific reporting periods because this is when only large employers submitted reports to the Department.

Employers with 150 or more employees (i.e. large employers) are required by the Act to report annually to the Department of Labour. Employers with fewer than 150 employees (i.e. small employers) are required to report every two years. A further requirement is for employers with fewer than 50 employees but who have a turnover exceeding that of a small business (as stipulated in Schedule 4 of the Act) to report. Employers who are not designated to report in terms of the aforementioned requirements have the option to voluntarily comply with the reporting requirements. From the 2014 reporting period, due to the amendments to the Act, all employers, both large and small, will be required to report annually.



**MEMBERS OF THE COMMISSION FOR  
EMPLOYMENT EQUITY**



**TWO**

**HIGHLIGHTS  
FOR THE PERIOD**



## 2. HIGHLIGHTS FOR THE PERIOD

Highlights for the period cover key activities of the CEE in the execution of its mandate. Key highlights for the period included the amended Employment Equity Act no.47 of 2013, amended regulations for public comment, the Transformation and Employment Equity Indaba held in April 2013 and a reflection on some best practices identified during the DG Review process.

### 2.2 AMENDMENTS TO THE ACT

The Employment Equity Act of 1998 has not been amended since its inception. This has provided some time to assess the effectiveness of the Act and to identify and consider any unintended consequences, gaps and administrative improvements that are required with the legislation.

Under the auspices of the Commission for Employment Equity, a formal process began towards the end of 2010 to identify areas for review and amendment in the Employment Equity Act. This culminated in a Bill being tabled for consideration in NEDLAC. Following a rigorous social dialogue process, substantial consensus was obtained on proposed amendments. The high degree of consensus is notable, particularly in relation to the extent to which representatives from Government, Organised Labour and Organised Business jointly supported the imperative of the employment equity legislation in transforming the workplace into a one where there is equal opportunity for all.

The following are some of the key proposals that are contained in the amended Employment Equity Act, no. 47 of 2013 ('the Act') which was assented to by the President on (14 January 2014) for promulgation at a future date:

The definition of "designated groups" has been revised to ensure that black people, women and people with disabilities who became citizens of South Africa prior to 27 April 1994 or who would have obtained citizenship but for apartheid policies, will now benefit from affirmative action. Local spheres of Government are now subject to the Act.

Throughout the Act, the requirement to monitor and report on categories within the workforce has been removed. Only the requirement to monitor and report on levels in the workplace remains. The experience gained since the inception of the Act demonstrated that categories of work were too varied across different sectors and different workplaces to provide a meaningful basis of comparison. As such this amendment was made in order to simplify administrative requirements for employers as far as possible.

The concept of equal pay for work of equal value has been explicitly incorporated into the unfair discrimination provisions. This stipulates that it is unfair for an employer, based on a prohibited ground, or analogous arbitrary ground, to have different terms and conditions of employment for employees doing the same work, similar work or work of equal value. The law is now explicitly aligned with the International Labour Organisation prescripts on equal pay for work of equal value. Provision is now made in the Act for the Minister, after consultation with the Commission, to issue regulations to prescribe the criteria and methodology for assessing work of equal value.

Discrimination on the basis of arbitrary grounds has been added to the list of unfair discriminatory grounds. The onus provision in relation to unfair discrimination has been updated in the Act in order to create clarity and to align with emerging case law on employment equity (*Mangena and Others v Fila South Africa (Pty) Ltd and Others* [2009] ZALC 81; (2010) 31 ILJ 662 (LC); [2009] 12 BLLR 1224 (LC)). The onus provisions differ for listed grounds and arbitrary grounds. For listed grounds, once alleged, the employer must prove that either the discrimination did not take place, or it is rational and not unfair or otherwise justifiable. In the instance of arbitrary grounds, the complainant must prove that the conduct complained of is not rational, amounts to discrimination and is unfair.

Access is enhanced in relation to unfair discrimination cases as employees earning under the BCEA threshold or employees that allege unfair discrimination on the basis of sexual harassment may now have their cases conciliated and arbitrated by the CCMA. Previously these cases would have been adjudicated upon by the Labour Court - a much longer and more expensive process. In order to ensure fairness and in light of the legal importance of such cases, a full right of appeal is available for discrimination matters that are adjudicated upon by the CCMA.

The Act provides that psychometric assessments must now be certified by the Health Professionals Council of SA or other body authorised by law to certify such assessments.

Smaller businesses are now required to report annually in order for improved data capturing. The CEE is cognisant of the increased frequency of reporting adding to the regulatory burden, but has already provided for more simplified reporting and continuous monitoring on the impact on small businesses.

Assessment of compliance has been simplified and made more relevant. It is no longer mandatory to refer to: (1) the pool of suitably qualified people from designated groups; (2) the economic and financial factors relevant to the sector, (3) the present and anticipated economic and financial circumstances of the employer or (4) the present and planned vacancies that exist. An employer may, however, refer to reasonable grounds in its defence in order to justify its failure to comply. There is also an enabling provision empowering the Minister, after consultation with NEDLAC, to issue regulations in this regard as well as on the specification of circumstances under which an employer's compliance may be assessed with respect to national and regional economically active population.

The enforcement provisions of the EE Act are simplified to eliminate excessive mandatory enforcement steps as well as the mandatory criteria that must be taken into account in assessing compliance. This is intended to promote effective enforcement and will also prevent the delaying tactics of some employers that have abused the previous enforcement process. The new provisions should not prevent employers who are legitimately aggrieved by decisions from challenging these decisions at an appropriate juncture.

In terms of the Act, failure to consult, conduct an analysis, assign a senior manager, publish a report, keep records and comply with a DG request in 90 days can result in a voluntary undertaking or compliance order. On the other hand, failing to act on a compliance order may result in application to the Labour Court to impose a fine. Fines of between R1.5 and R2.7 million can be imposed.

For more serious transgressions, such as failure to report, a complaint about an EE plan or a successive EE plan, or failure to comply with a DG recommendation within 180 days can be referred directly to Court by the DG. A fine of between 2% - 10% of turnover can be imposed.

In terms of the Act, failure to consult, conduct an analysis, assign a senior manager, publish a report, keep records and comply with a DG request in 90 days can result in a undertaking or compliance order, and failing compliance the matter can be referred to Court. Fines of between R1.5 and R2.7 million can be imposed.

For more serious transgressions, such as failure to report, a complaint about an EE plan or a successive EE plan, or failure to comply with a DG recommendation within 180 days can be referred directly to Court by the DG. A fine of between 2% - 10% of turnover can be imposed.

The fines for breach of confidentiality, undue influence, obstruction and fraud in relation to the Act have been increased from R10 000 to R30 000 in order to reflect the seriousness with which these offences are regarded.

After 20 years of our newly found democracy, sufficient time has passed in order to assess the effectiveness of the Act and to identify and consider any unintended consequences, gaps and administrative improvements that are required with the legislation.

## 2.2 REGULATIONS

Regulations are being amended mainly to bring them in line with the provisions of the amended Employment Equity Act of 2013, with the Minister publishing a gazetted version for public comment on 28 February 2014 for 30 days. Additional changes are also proposed in order to simplify reporting requirements by employers to the Department of Labour. Some of the key proposed changes include:

**Reporting requirements:** An employer, who becomes designated on or after the first working day of April, but before the first working day of October of the same year, must only submit its first report on the first working day of October in the following year or on such other date as may be prescribed to enable a full annual cycle of reporting. Regulations of 2009 required designated employers employing 150 or more employees to report within six months of being designated and thereafter annually on the first working day of October; and designated employers employing fewer than 150 employees to report within twelve months of being designated and thereafter every year that ends with an even number. The new regulations now require all employers regardless of the number of employees to report each and every year.

**Reporting forms (EEA2 and EEA4):** Reporting forms are now simplified even further in order to make reporting to the Department by designated employers even easier and more conducive for online reporting.

**Equal pay for work of equal value:** The amended Employment Equity Act of 2013 is very explicit about equal pay for work of equal value. Consequently, pay equity provisions have been included in the regulations outlining the criteria and methodology for eliminating unfair discrimination in pay in terms of race, gender, disability or any other prohibited or arbitrary ground.



The previous regulations of 2009 did not have criteria and methodologies for assessing equal pay for work of equal value. The Commission has, with the support of the International Labour Organisation, advised the Minister on the 'Equal Pay for Work of Equal Value' contained in the regulations for public comment.

**National and provincial Economically Active Population (EAP):** Employers will be provided with guidance in the regulations for the setting of numerical goals and numerical targets by taking the national and provincial EAP into account when developing and implementing their employment equity plans.

**Employment equity analysis and plan:** A designated employer is still required to consult with its employees, conduct an analysis of its workforce, workforce environment, including policies, procedures and practices, prepare and implement an employment equity plan and submit a report to the Department of Labour on the first working day of October as prescribed. As with reporting, where forms are provided in terms of the EEA2 Form and the EEA4 Form, Amendments to the regulations now have included templates for the conducting of an analysis and for the development of an employment equity plan. Designated employers will still be expected to submit their reports to the Department, and they will still be expected to keep their analysis reports and employment equity plans and submit them only on request.

The regulations that were published for public comment were also tabled at NEDLAC for deliberation, commencing on 10 March 2014. The Commission for Employment Equity (CEE) will advise the Minister after considering all inputs and ensuring that amendments are finalised and made effective for reporting for the first working day of October or as prescribed.

A big thank you goes to the public, NEDLAC, the ILO and various stakeholders for their submissions as a response to pleas for public comments. The South African Rewards Association (SARA) is acknowledged for their assistance and professionalism in contributing towards the updating of Annexure EEA 9 and establishing the various occupational levels using different job evaluation and grading systems.

## 2.3 LABOUR COURT CASES ON EMPLOYMENT EQUITY (2009 – 2013)

The following Labour Court Judgements on employment equity are highlighted in this report as they have direct policy implications that have been addressed through the amendments to the Employment Equity Act and its regulations:

### 2.3.1 Director-General of Department of Labour vs. Comair Limited (Case no. J2326/07)

Comair was referred to the Labour Court for failure to comply with the Director-General's recommendations pertaining to the preparation of the Employment Equity Plan (EE Plan). However, the decision of the DG to refer Comair to Court for non-compliance was reviewed and set aside in terms of Section 50(h) of the Employment Equity Act, 1998 (the Act).

The reasons for the review was due to the fact that the DG failed to take into account during the assessment process, all factors listed under Section 42 before referring non-compliance to Court. These factors included: (1) no consideration was made to the pool of suitably qualified people from designated groups from which the employer may reasonably be expected to promote or appoint employees, (2) economic and financial factors relevant to the sector in which the employer operates, and (3) present and anticipated economic and financial circumstances of the employer; etc. The gaps in these sections highlighted by the judgement have now been amended in the Act and further guidance will be provided in the regulations in order to strengthen the implementation and enforcement mechanisms of the Act to improve compliance.

### 2.3.2 Solidarity vs. Department of Correctional Services (Case no. C368/2012)

In this case, Solidarity sought relief on behalf of the Western Cape Correctional Services' officials that were denied promotion, despite having acted in those positions for a long time and also having been recommended for promotion after interviews. These officials lodged an unfair discrimination case in relation to the Department's employment equity (EE) targets reflected in the EE Plan, which were geared towards Africans and not Coloureds for those particular positions. The Department's EE targets were formulated utilising only the demographics of the national economically active population and not taking into account both the national and regional demographics as required by Section 42 (a)(i) of the Act.

The Court ruled that the Department of Correctional Services is required to take immediate steps to ensure that both national and regional demographics are taken into account in respect of members of the designated groups, i.e. black people, women and people with disabilities when setting targets at all occupational levels of its workforce.



In order to provide guidance as to how designated employers should take into account both national and regional EAP, new provisions have been inserted under section 42(2) and 42(3) of the Act to empower the Minister to issue regulations that provide implementation guidelines on this matter. The draft EE regulations that are inclusive of proposed guidelines on this matter have been published for public comment.

### 2.3.3 Solidarity vs. South African Police Service (Case no. 165/13)

In this case, Solidarity on behalf of a white female police captain who was not appointed as Superintendent despite having been evaluated as the best candidate, lodged an unfair discrimination case against the South African Police Service (SAPS). The white woman captain was not promoted because her appointment would have affected representivity and militates against employment equity as per the EE targets in the SAPS EE Plan.

It is explained in the ruling that the Employment Equity Act, section 15, is very clear that ‘no absolute barriers’ should be established by any employment policy or practice to the prospective or continued employment or advancement of people who are not from designated groups. Therefore, it does not follow that where the only suitable person is from non-designated group in relation to representivity, that person should not be appointed.

To provide implementation tools for designated employers to be able to prepare and implement EE Plans that are fully compliant with the requirements of section 20, an EE Plan template has been developed and included in the EE regulations published for public comment.

## 2.4 EMPLOYMENT EQUITY AND TRANSFORMATION INDABA

As part of their activities, the CEE together with the Minister of Labour hosted the first Employment Equity and Transformation Indaba since the inception of the Employment Equity Act 15 years ago. The indaba was held in Boksburg over two days on 18 and 19 April 2013. The objectives of the Indaba included, but were not limited to:

- Reflection on achievements and challenges relating to employment equity and transformation of our country, particularly at the workplace, since the inception of our democracy in 1994
- Placement of employment equity and transformation back onto the public arena
- Establishment of strategic partnerships with other Ministries and Departments, Commissions and Councils to ensure synergy, alignment and effectiveness in government transformation initiatives moving forward
- Creation of social dialogue in order to develop appropriate interventions on transformation to address challenges at the workplace level.



*Minister Mildred Oliphant delivering a keynote address at the 2013 EE and Transformation Indaba.*

The distinguished guests that attended this event included, amongst others, the Minister of Labour as a key note speaker; Minister of Higher Education and Minister of Women, Children and People with Disabilities, Members of the Parliamentary Portfolio Committee on Labour, Executives of Organised Business and Organised Labour, the Director-General of the Department of Labour, the Commission for Employment Equity, Commission for Gender Equality; International Labour Organisation (ILO); Director of the CCMA, including stakeholders from Community Constituencies who participated in constituency-based commissions. In addition, formal presentations by the Minister for Public Service and Administration and Minister for Trade and Industry were delivered on their behalf as well.

Minister of Labour, Minister Oliphant, launched the 13<sup>th</sup> CEE Annual Report on the first day of the Indaba. It was clear from the details of this report that workers still face unfair discrimination in the workplace on a day-to-day basis in terms of race, gender and disability. It was evident from the report that the country is still found wanting in relation to equitable representation of the designated groups, in particular women and people with disabilities in the middle-to-upper occupational levels.

In his presentation of the key highlights of the report, the CEE Chairperson alluded to worrying phenomena demonstrated by statistics submitted by designated employers, especially in the four upper occupational levels. He referred to the following phenomena:

- **Deep-Hole Syndrome:** (This refers to the population group profile of employees in an organisational structure. The demographic profile of employee representation that gets darker as one goes lower in the organisational structure)
- **Random Walk Phenomenon:** (There is no consistency in the up or downward trend in statistics. The gains made in the representation of designated groups in one period are reversed by an increase in the representation of whites particularly males in the next period and as such the performance of the country on 10 years resembles a “drunkards walk” from the bar)
- **Missing Women Phenomenon:** Women representation is always lower than male representation at middle to senior levels, contrary to the gender demographics of the country or even to the woman EAP
- **Some groups being more designated than others:** With reference to the over-representation of Indians amongst “designated groups” at middle to senior management levels as well as the pattern whereby white females are usually over-represented in relation to other designated groups at the most significant levels
- **Packing order** in the representation of people with disabilities. The same pattern that is found with population group is also prevalent in terms of disability, where the representation of Black people with disabilities is much less than those of the White group, particularly at the middle-to-upper levels. This shows that population group raises its ugly head, even in the employment of people with disabilities.

In its endeavours to encourage compliance, the CEE also took the opportunity to show-case some designated employers for the progress that they have made in implementing their Employment Equity Plans that were approved by the Director-General during the review process. Some key areas of improvement that were identified and showcased involved the employment of people with disabilities, graduate development programmes, accelerated management training interventions, coaching and mentoring programmes, including talent management programmes of people from designated groups. Of those designated employers invited, Woolworths, Nedbank, Old Mutual, Truworths, Pick n Pay, South African Breweries, Tongaat-Hulett, Bid Air, Kolok, MTN, Tiger Consumer Brands and Rennie's Ships fully participated in the Indaba, which included showcasing their efforts via video clips.

Participants were divided into commissions on the second day and were required to deliberate on best practices and challenges, including making recommendations on the way forward. The focus areas together with key points for each of the Commissions are listed below:

- Management of disputes in relation to the elimination of unfair discrimination and the implementation of affirmative action measures
- Pay equity - Equal Pay for Work of Equal Value
- Increasing the pool of suitably qualified individuals
- Increasing the representation of the designated groups in crucial occupational levels in the workplace, particularly Africans and Coloureds, Black women and People with Disabilities
- Strengthening compliance and enforcement mechanisms.

Participants at the Indaba reiterated the need for employers to take employment equity seriously and address inequality in order to transform workplaces.

## 2.5 DIRECTOR-GENERAL REVIEWS

The process of conducting Director-General Reviews has been on-going for seven years since 2006. The process commenced with identification of JSE listed companies, including multinational companies operating in the country in different sectors. During this process, the Department found employers wanting in complying with the requirements stipulated by the Employment Equity Act.

### CHALLENGES

The Department observed among others, the following challenges during reviews:

- There was no buy-in from senior and top leadership to embrace employment equity as part of business imperatives
- EE Managers assigned were mostly junior staff with no authority and the necessary resources to execute their mandate
- Consultative Forums were not existing or if existing they were not properly constituted
- Lack of consultation on the preparation and development of EE Plans, including preparation of annual EE reports before submission to the Department
- In matters referred to the Labour Court, companies were reluctant to submit requested information in the DG Reviews and Companies failing to comply with recommendations made by the Director-General.

However, employers were issued with DG Recommendations and given reasonable time to implement those recommendations. Follow-ups were conducted to monitor progress made by companies after their EE Plans were approved by the DG for implementation going forward. It came as no surprise when companies came with positive strategies and practices that yielded positive spin-offs ensuring that employment equity and transformation happen in their workplaces.

### SPIN-OFFS

- The Chief Executive Officers (CEOs) of the employers concerned became hands-on in implementing and monitoring programmes to develop their employees
- Improvement in recruitment by engaging in methods involving career fairs and open-days
- Some companies surpassed their EE targets as projected in their approved EE Plan, including an increase on employment of People with Disabilities from a zero-base
- Development of programmes within the IT Systems to track employee movements and align it with the projected targets.

In lieu of the positive strategies and best practices implemented by some companies, the Commission for Employment Equity (CEE) show-cased some 15 companies in the Commission for Employment Equity Annual Report (2011/2012) as recognition of efforts to embrace transformation and to encourage other companies to follow suit.

The Department has again this financial year, conducted follow-ups with 17 companies, and found only two companies that were reviewed in 2009 (i.e. Netcare Holdings Group and Massdiscounters) showing satisfactory progress of transformation.



*Some of the delegates at the 2013 EE and Transformation Indaba*

## 2.5.1 NETCARE (IN THE HEALTH SECTOR)

### CHALLENGES

During the review process, the Netcare Holdings Group was found wanting and operating without an Employment Equity Plan (EE Plan) in terms section 20(2). DG recommendations were issued requesting the company to prepare and develop an EE Plan for the DG's approval.

### INTERVENTIONS

Subsequent to the approval of the EE Plan by the DG, the CEO of the company demonstrated full involvement and a “hands-on” approach in implementing and monitoring a Plan that included strategies aimed at training and employing People with Disabilities. The strategies/interventions included the following:

- Introduction of the Sinako Project in 2012 to assist individuals with disabilities who had not completed Grade 12, or did not have a post-Grade 12 qualification to be more employable
- Adopted an approach of “One Hospital-One employee with a disability per year”
- Introduced “External Recruitment Drive” of using referral and financial incentive for staff
- Built relations with Disability Organisations (NGOs) and recruitment companies
- Partnered with Masingita Project to exchange learners for permanent placement
- Set targets for a workplace Skills Plan, pharmacy internships/learnerships and netcare education
- The company is extending learnerships programme under the Sinako Project to include internships for students with a disability who may have a degree or diploma in human resources, financial management, accounting, economics, administration, pharmacy and nursing.

### OUTCOME/RESULTS

In 2013, the Department conducted a follow-up as part of monitoring progress made by the company in implementing the approved EE Plan. It was found that the company implemented the above interventions that yielded the following positive results:

- Of the 50 learners who enrolled for the first time in learnership programmes under the Sinako Project in 2012, 35 were unemployed youth and most of them have already been offered permanent employment by Netcare
- In 2009, Netcare employed 0.5% People with Disabilities
- In May 2013, the company reached 2.3% employment of People with Disabilities.

## 2.5.2 MASSDICOUNTERS (WHOLESALE AND RETAIL SECTOR)

### CHALLENGES

During the DG review process, the company was operating with an EE Plan that did not meet the requirements of section 20(2). The company lacked strategies to create and accelerate a pool of suitably qualified designated groups in corporate and junior management levels, women leaders with a sound understanding of retail, including in positions of buyers and Planners. The company also had challenges in accountability for transformation.

### INTERVENTIONS

Massdiscounters implemented the following interventions in response to the challenges it faced above:

- The company created a Merchandise Academy which accelerates the development of merchandise competencies
- Recruitment agencies with a level 3-4 recognition Level are incentivised to ensure the suitable placement of designated groups
- The company participated in the WRSETA NQF Level 5 Buying and Planning Learnerships
- The MDD female consumer panel was created with the intention of gauging key insights from women on various areas of business and consumer patterns
- An Internal Management bridging programme was developed
- A recruitment tracker was created to provide the company with a more powerful approach to managing placements of designated groups
- A unique E-based learning program was developed and it is supported by Walmart International.

## OUTCOME/RESULTS

The Department did a follow-up in 2013 to monitor the progress made by Massdiscounters in achieving numerical goals through the implementation of interventions as reflected in the EE Plan approved by the DG. The above interventions by Massdiscounters returned the following results:

- The company was found to have surpassed numerical goals in Senior Management and Professionally Qualified levels in its last 2013 reporting cycle of the approved EE Plan
- 68% of designated groups placed in the Merchandising Team are providing exceptional results, and the company has now several African male and female Buyers at strategic level
- Although the forum of MDD female consumer panel started in 2013, it had already contributed to the placement of the first Black female who is heading a regional distribution centre
- There are 41 women who make up the panel, and the panel has started to add value to the company by providing feedback on the expectations of female consumers
- Internal management bridging programme MDD developed and launched the first Admin Manager Supervisory Programme (NQF4). 91 Deputy Admin Managers completed a 12 month accredited programme aimed at bridging the gap between supervisory and management
- Developed a unique E-based learning programme that is supported by Walmart International, with 29 students, of which 60% are Black and equipped with critical management skills, empowering them to transform the business themselves.

## 2.6 BROAD-BASED BLACK ECONOMIC EMPOWERMENT

The Commission has been involved in activities to align the Broad-Based Black Economic Empowerment Act and their Codes to critical provisions of the Employment Equity Act as amended, including their regulations. Key areas that have already been considered for alignment include the following:

- Beneficiaries of Broad-Based Black Economic Employment are very similar to that of the beneficiaries of employment equity, with the focus of the former pertaining only Black people. The definition of “designated groups” has been revised to ensure that Black people, including women, youth, people with disabilities and people living in rural areas who became citizens of South Africa prior to 27 April 1994 or who would have obtained citizenship but for apartheid policies did not, will now benefit from affirmative action. Local spheres of Government are now subjected to the Act.
- Occupational levels defined in the EEA9 Annexure in the Employment Equity Regulations will be exactly the same as those contained in the BBBEE Codes
- The BBBEE Codes used to have seven elements for assessment previously, which have now been consolidated and reduced to five, with employment equity subsumed under the Management and Control element in Code 200. Assessment of this element focuses on disability and the following three occupational levels: Senior Management, Professionally Qualified and Skilled and Lower Management levels. The Top Management level has been subsumed under the Ownership element in Code 100
- Penalties in terms of fines are now linked to the turnover of companies.



# THREE

WORKFORCE  
DISTRIBUTION





### 3. WORKFORCE DISTRIBUTION

The workforce population distribution is based on the Quarterly Labour Force Survey (QLFS) published by Statistics South Africa on the Economically Active Population (EAP). The EAP includes people from 15 to 64 years of age who are either employed or unemployed and who are seeking employment. The EAP is meant to assist employers during the analysis of their workforce to determine the degree of under-representation of the designated groups. Further, it guides employers by assisting them in the setting of their numerical goals and targets in order to achieve an equitable and representative workforce.

The national and provincial demographics of the Economically Active Population (EAP) are illustrated in Tables 1 and 2 by population group and gender respectively. In addition, the EAP data indicates that special efforts are also required to increase the pool of women who are economically active, especially when they are the majority and are able to make more of a contribution towards the development of the South African economy.

Table 1: Profile of the national EAP distribution by population group and gender

NATIONAL EAP BY POPULATION GROUP AND GENDER			
Race	Male	Female	Total
African	40.3%	34.9	75.2
Coloured	5.6%	5.0%	10.6
Indian	1.9%	1.2%	3.1
White	6.2%	4.6%	10.8
<b>Total</b>	<b>54.0%</b>	<b>46.0%</b>	<b>100%</b>

Source: Statistics South Africa, (QLFS 3 2013) (all percentages are rounded to one decimal point)

Table 2: Profile of the EAP distribution by population group and gender per province

PROVINCE	POPULATION GROUP AND GENDER					Total
	GENDER	A	C	I	W	
Western Cape	Male	16.2%	27.4%	0.2%	8.7%	52.5%
	Female	15.0%	25.0%	0.1%	7.3%	47.4%
	TOTAL	31.2%	52.4%	0.3%	16.0%	100%
Eastern Cape	Male	39.6%	7.3%	0.4%	5.1%	52.4%
	Female	37.3%	6.2%	0.1%	4.0%	47.6%
	TOTAL	76.9%	13.5%	0.5%	9.1%	100%
Northern Cape	Male	30.6%	19.1%	0.2%	5.3%	55.2%
	Female	24.8%	15.8%	0.1%	4.1%	44.8%
	TOTAL	55.4%	34.9%	0.3%	9.4%	100%
Free State	Male	47.8%	1.1%	0.2%	5.3%	54.4%
	Female	24.8%	15.8%	0.1%	4.1%	44.8%
	TOTAL	72.6%	16.9%	0.3%	9.4%	100%
KwaZulu-Natal	Male	42.6%	1.1%	6.4%	2.7%	52.8%
	Female	39.9%	1.0%	4.2%	2.1%	47.2%
	TOTAL	82.5%	2.1%	10.6%	4.8%	100%
North West	Male	54.9%	0.7%	0.2%	3.5%	59.3
	Female	36.9%	0.7%	0.1%	3.0%	40.7%
	TOTAL	91.8%	1.4%	0.3%	6.5%	100%
Gauteng	Male	41.2%	1.8%	1.7%	9.9%	54.6%
	Female	35.0%	1.5%	1.1%	7.8%	45.4%
	TOTAL	76.2%	3.3%	2.8%	17.7%	100%
Mpumalanga	Male	49.9%	0.4%	0.9%	4.6%	55.8
	Female	40.9%	0.4%	0.3%	2.5%	44.1
	TOTAL	90.8%	0.8%	1.2%	7.1%	100%
Limpopo	Male	50.3%	0.4%	0.5%	1.8%	53.0%
	Female	45.1%	0.4%	0.3%	1.3%	47.1%
	TOTAL	95.4%	0.8%	0.8%	3.1%	100%

Source: Statistics South Africa, (QLFS 3 2013) (all percentages are rounded to one decimal point)

Table 2 shows the EAP distribution per province and in terms of population group and gender. All employee statistics in graphs and tables that follow should be viewed in relation to the national and provincial EAP both in terms of race and gender.

# FOUR

## TRENDS ANALYSIS



## 4. TRENDS ANALYSIS

The graphs and tables in this section provide the population group and gender workforce profile distribution from 2003 to 2013. A trends analysis of the first four occupational levels, i.e. Top Management, Senior Management, Professionally Qualified and Skilled levels, are provided below in terms of population group and gender. Please note that the Department only started collecting data for foreign nationals from 2006 onwards.

### 4.1 POPULATION DISTRIBUTION TRENDS FOR THE TOP MANAGEMENT LEVEL FROM 2003 TO 2013 BY POPULATION GROUP AND GENDER

Figure 1: Population distribution trends for the Top Management level from 2003 to 2013 by population group

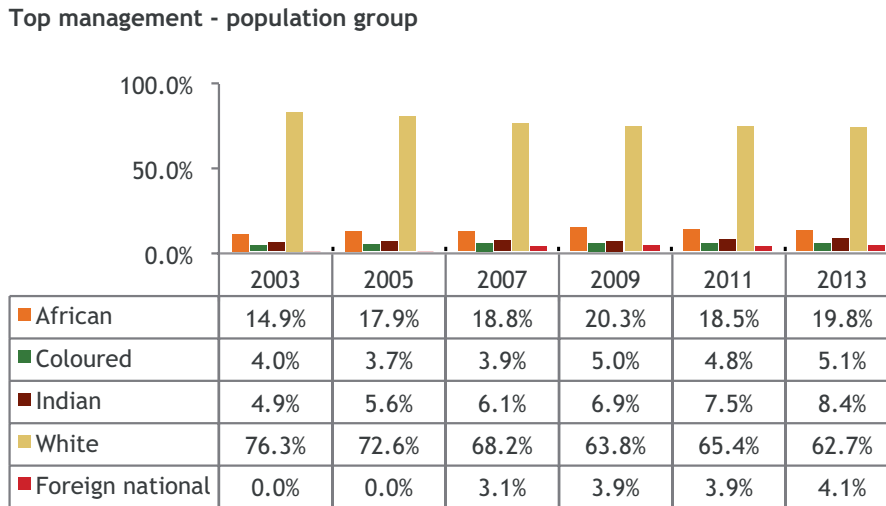


Figure 1 shows fluctuations in the employment distribution of African, Coloured and White population groups in terms of their representation at the Top Management level. The representation of Indians and Foreign nationals has been gradually increasing over the same period. White representation decreased by 13.6% from 76.3% in 2003 to 62.7% in 2013 and African representation increased slightly by 4.9% over the same period from 14.9% to 19.8%. Coloureds representation increased over the same by 1.1% from 4.0% in 2003 to 5.1% in 2013.

Figure 2 : Population distribution trends for the Top Management level from 2003 to 2013 by gender

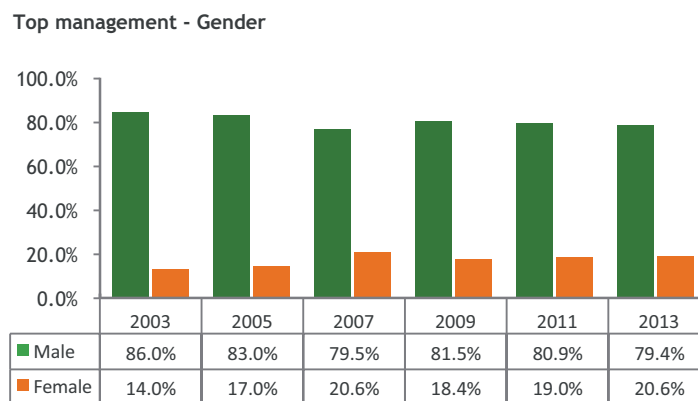


Figure 2 shows that males continue to be over-represented at the Top Management level, although their representation at this level dropped by 6.6% from 86.0% in 2003 to 79.4% in 2013. Female representation increased steadily by 6.6% from 14% in 2003 to 20.6% in 2013 at this level. More still needs to be done in order to bring the representation of females anywhere near close to their EAP.

### Changes at the Top Management Level from 2003 to 2013 using actual values and percentages

At the Top Management Level, the total workforce increased by 7 056 (45.5%) from 15 515 in 2003 to 22 571 in 2013, which had the following impact in terms of population group and gender distribution:

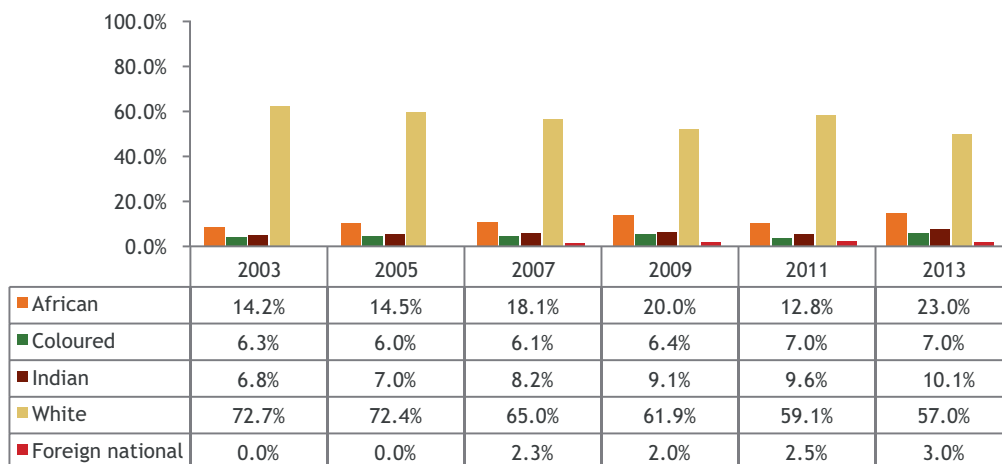
- White representation increased by 2 318 (19.6%) at this level from 1 183 employees in 2003 to 14 149 employees in 2013
- Indian representation increased by 1 113 (145.3%) at this level from 766 employees in 2003 to 1 879 employees in 2013
- Coloured representation increased by 537 (88.2%) at this level from 609 employees in 2003 to 1 146 employees in 2013
- African representation increased by 2 155 (93.3%) at this level from 2 309 employees in 2003 to 4 464 employees in 2013
- Female representation increased by 2 468 (113.4%) at this level from 2 177 employees in 2003 to 4 646 employees in 2013
- Male representation increased by 4 587 (34.4%) at this level from 13 338 employees in 2003 to 17 925 employees in 2013
- Disability representation increased by 100 (40.5%) at this level from 247 employees in 2003 to 347 employees in 2013.

## 4.2 POPULATION DISTRIBUTION TRENDS FOR THE SENIOR MANAGEMENT LEVEL FROM 2003 TO 2013 BY POPULATION GROUP AND GENDER

Figure 3: Population distribution trends for the Senior Management level from 2003 to 2013 by population group

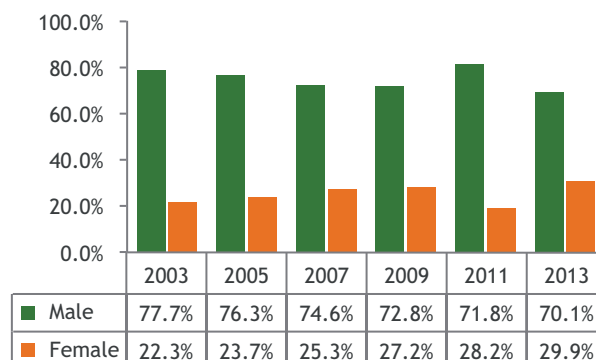
Figure 3 shows an increase of the Black Groups (i.e. Africans, Coloureds and Indians) and a decrease of Whites at this level.

Senior management - population group



African representation has been consistently increasing from 14.2% in 2003 to 23.0% in 2013, representing 8.8% increase. Indians increased at this level by 3.3% from 6.8% in 2003 to 10.1% in 2013, while Coloureds representation increased by 0.7% from 6.3% in 2003 to 7% in 2013, which is a clear indication that the increase in representation is not benefiting all within the Black group equally or on an equitable basis. White representation decreased from 72.7% in 2003 to 57% in 2013. The representation of Foreign Nationals increased by 0.7% from 2.3% in 2007 to 3.0% in 2013.

Figure 4: Population distribution trends for the Senior Management level from 2003 to 2013 by gender



as shown in Figure 4, males occupy more than double the positions occupied by females at this level. Male representation decreased 7.6% from 77.7% in 2003 to 70.1% in 2013 and female representation increased by the same amount from 22.3% to 29.9% over the same period. The representation of females has been increasing at a snail's pace, illustrating some blockages for women to reach the upper echelons of the organisational structure.

**Changes at the Senior Management Level from 2003 to 2013 using actual values and percentages**

At the Senior Management Level, the total workforce increased by 37 094 (78.2%) from 47 433 in 2003 to 84 527 in 2013, which had the following impact in terms of population group and gender distribution:

- White representation increased by 13 656 (19.6%) at this level from 34 485 employees in 2003 to 48 141 employees in 2013
- Indian representation increased by 5 285 (165.2%) at this level from 3 200 employees in 2003 to 8 485 employees in 2013
- Coloured representation increased by 2 864 (94.8%) at this level from 3 020 employees in 2003 to 5 884 employees in 2013
- African representation increased by 12 764 (189.7%) at this level from 6 728 employees in 2003 to 19 492 employees in 2013
- Female representation increased by 14 716 (138.7%) at this level from 10607 employees in 2003 to 25 323 employees in 2013
- Male representation increased by 22.379 (60.8%) at this level from 36 826 employees in 2003 to 59 204 employees in 2013
- Disability representation increased by 456 (74.3%) at this level from 614 employees in 2003 to 1 070 employees in 2013.

### 4.3 POPULATION DISTRIBUTION TRENDS FOR THE PROFESSIONALLY QUALIFIED LEVEL FROM 2003 TO 2013 BY POPULATION GROUP AND GENDER

Figure 5: Population distribution trends for the Professionally Qualified level from 2003 to 2013 by population group

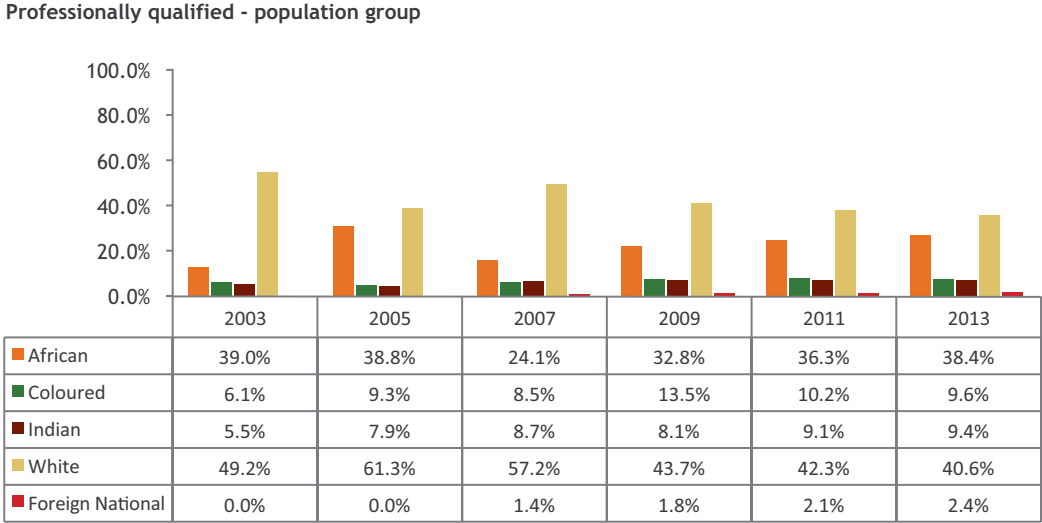
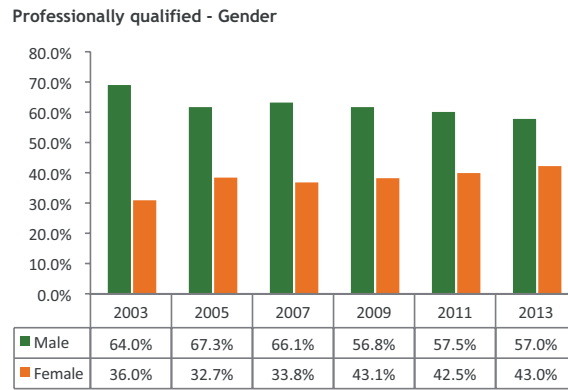


Figure 5 shows fluctuations in the representation of Blacks at the Professionally Qualified level over the ten year period albeit at varying degrees. Africans representation decreased by 0.6% from 39.0% in 2003 to 38.4% in 2013, although the decrease they experienced between 2003 and 2005 by 17.5% was the worst. Coloured representation increased by 3.5% from 6.1% to 9.6% over the same period and has been gradually declining from 2009. Indian representation increased by 3.9 from 5.5% in 2003 to 9.4% in 2013, with a slight decline of 0.6% between 2007 and 2009 before increasing again from 2011. While the representation of Whites increased by 12.1% between 2003 and 2005, it has been gradually from 2007 with a decrease of 8.6% between from 49.2% to 40.6%. The representation of foreign nationals has been on a steady increase from 2007.

Indians have benefited the most from the opportunities that arose and African representation actually decreased over the period in this significant occupational level that serves as a stepping stone to the Senior Management and Top Management levels.



Figure 6: Population distribution trends for the Professionally Qualified level from 2003 to 2013 by gender



According to Figure 6, male representation is still slightly more than females at the Professionally Qualified level. Although male representation increased between 2003 and 2005, it has been decreasing over the years.

The 43% representation of females at this level is very encouraging as they are gaining ground and are closer to their EAP.

**Changes at the Professionally Qualified Level from 2003 to 2013 using actual values and percentages**

- At the Professionally Qualified Level, the total workforce increased by 7 056 (45.5%) from 15 515 in 2003 to 22 571 in 2013, which had the following impact in terms of population group and gender distribution:
- White representation increased by 40 701 (32.0%) at this level from 127 181 employees in 2003 to 167 882 employees in 2013
- Indian representation increased by 24 992 (174.5%) at this level from 14 323 employees in 2003 to 39 315 employees in 2013
- Coloured representation increased by 24 336 (154.1%) at this level from 15 796 employees in 2003 to 40 132 employees in 2013
- African representation increased by 59 605 (59.2%) at this level from 100 798 employees in 2003 to 160 401 employees in 2013
- Female representation increased by 85 910 (91.2%) at this level from 94 223 employees in 2003 to 180 133 employees in 2013
- Male representation increased by 73 964 (45.1%) at this level from 163 899 employees in 2003 to 237 863 employees in 2013
- Disability representation increased by 2 500 (123.7%) at this level from 2 021 employees in 2003 to 4 521 employees in 2013.

**4.4 POPULATION DISTRIBUTION TRENDS FOR THE SKILLED TECHNICAL LEVEL FROM 2003 TO 2013 BY POPULATION GROUP AND GENDER**

Figure 7: Population distribution trends for the Skilled Level from 2003 to 2013 by population group

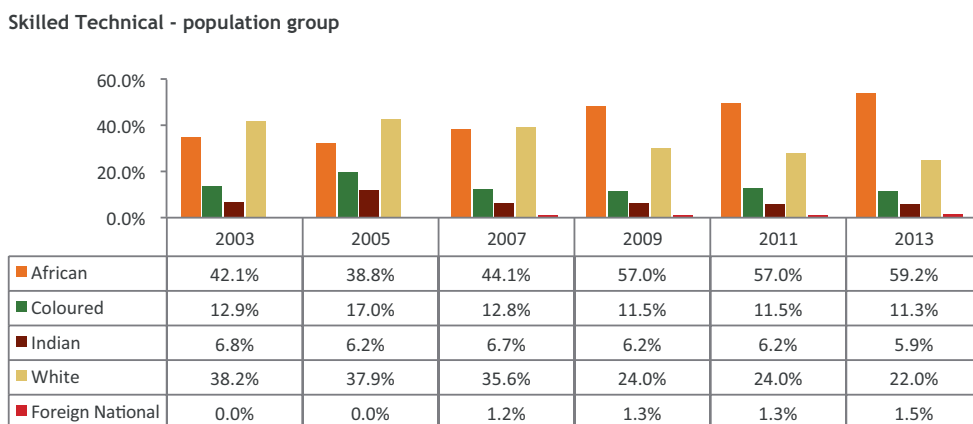


Figure 7 shows fluctuations in terms of representation of the various population groups at the skilled level, while the representation of whites, while has been on a constant decline over the period. African representation at this level increased by 17.1% from 42.1% in 2003 to 59.2% in 2013 as well as the representation of Foreign Nationals by 0.6% for the same period. The representation of Coloureds people decreased by 1.6% from 12.9% to 11.3%, Indians people decreased by 0.9% from 6.8% to 5.9% and Whites representation decreased by 16.2% from 38.2% to 22% from 2003 to 2013.

Figure 8: Population distribution trends for the Skilled Level from 2003 to 2013 by gender

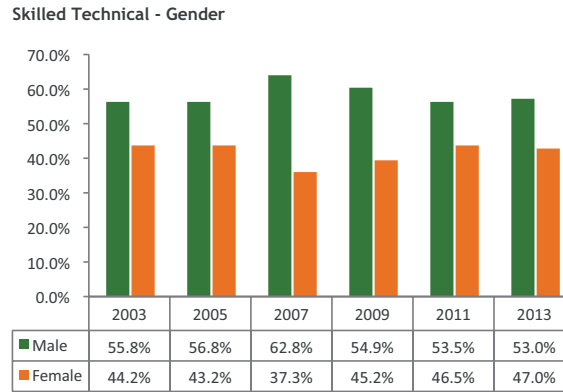


Figure 8 shows the fluctuation representation in terms of gender. Males have always been over-represented at the Skilled Level, with the highest peak reached in 2007, and a steady decline from 2009 onwards. The representation of females has been declining from 2005, before increasing again in 2009 and they are over their EAP at this level.

**Changes at the Skilled Level from 2003 to 2013 using actual values and percentages**

- At the Skilled Level, the total workforce increased by 605687 (72.0%) from 841537 in 2003 to 1447224 in 2013, which had the following impact in terms of population group and gender distribution:
- White representation decreased by 2 695 (0.8%) at this level from 321 591 employees in 2003 to 318 894 employees in 2013
- Indian representation increased by 28 420 (49.8%) at this level from 57 019 employees in 2003 to 85 439 employees in 2013
- Coloured representation increased by 54 322 (50.0%) at this level from 108 710 employees in 2003 to 163 032 employees in 2013
- African representation increased by 503 396 (142.1%) at this level from 354 217 employees in 2003 to 857 613 employees in 2013
- Female representation increased by 309 555 (83.3%) at this level from 371 819 employees in 2003 to 681 374 employees in 2013
- Male representation increased by 255 932 (54.5%) at this level from 469 718 employees in 2003 to 725 650 employees in 2013
- Disability representation increased by 1 580 (11.9%) at this level from 13 225 employees in 2003 to 14 805 employees in 2013.

Table 3 :Trends for aggregated workforce profile of people with disabilities (PWD) from 2003 to 2013for all employers

Year	2003	2005	2007	2009	2011	2013
All Employees	3 296 844	2 365 259	2 030 837	4 426 972	5 174 860	5 593 326
All PWD	44 725	43 716	10 700	40 830	43 666	50 867
% of PWD	1.3%	1.8%	0.5%	0.9%	0.8%	0.9%

People with disabilities accounted for 50 867 or 0.9% (Total disability / Total workforce) of the total number of employees (5 593 326) reported by all employers in 2013. There is a deep drop in the amount of people with disabilities reported for 2007, but the CEE can only report on data that was received from employers during that period. However, the exclusion of employers for not fully and accurately reporting in terms of the regulations and the decrease in the total population size for the period cannot be ignored.

There is a decrease in the representation of people with disabilities at this level by 0.4% from 1.3% in 2003 to 0.9% in 2013. We are far from reaching the target that the Government has set for the Public Service of 2% representation for People with Disabilities by 2015.

# FIVE

ANALYSIS OF  
EMPLOYMENT EQUITY  
REPORTS RECEIVED IN 2013





## 5. ANALYSIS OF EMPLOYMENT EQUITY REPORTS RECEIVED IN 2013

This section of the report reflects on the extent of reporting by employers for 2013 in relation to workforce profiles, workforce movement by province, sector and business type of the population distribution in terms of population groups, gender and disability. Focus is only placed on the first four occupational levels, i.e. Top Management, Senior Management, Professionally Qualified and Skilled levels, because this is where people from designated groups are most under-represented.

The main tables supporting the information reflected in this report are contained in Appendix A. An increase or decrease in the percentage in the report refers mainly, in most cases, to the percentage point difference for interpretation purposes.

### 5.1 EXTENT OF REPORTING

There has been a progressive increase in the number of reports received from employers and the number of reports that are fully and accurately completed since the tightening of the regulations. Table 4 outlines reporting information for large employers only for 2009, 2011 and 2013. Large employers are required to report every year and small employers are required to submit a report every two years, i.e. every year that ends with an even number.

Table 4 : Employment equity reports received and analysed

YEAR	REPORTS RECEIVED	REPORTS EXCLUDED	REPORTS INCLUDED IN ANALYSIS	% REPORTS FOR ANALYSIS
2009	3695	326	3369	91.2%
2011	4492	122	4370	97.3%
2013	5102	118	4984	97.7%

*(All percentages are rounded to one decimal point)*

In 2013, 5102 reports were received and 4984 reports were analysed, which amounts to 97.7% of these reports being included in the analysis. More than 98% of these reports were submitted on-line and this dramatically improved the accuracy of reports received. The accuracy rate has also been gradually increasing since the introduction of a provision in the regulations that deem employers who do not fully and accurately complete their reports to have not reported at all in terms of the Act. Controls in the employment equity reporting system assist in picking up inaccuracies in the reports, thus alerting users to these problems.

### 5.2 WORKFORCE PROFILE, WORKFORCE MOVEMENT AND SKILLS DEVELOPMENT IN TERMS OF POPULATION GROUP, GENDER AND DISABILITY - (ALL PERCENTAGES ARE ROUNDED TO ONE DECIMAL POINT)

This part of the report provides the national employee population distribution in terms of race, gender and disability for the first four occupational levels from the employment equity reports received from employers during the 2013 reporting period. An insight into movements in workplaces is also provided in terms of recruitment, promotion and skills development for the same period.

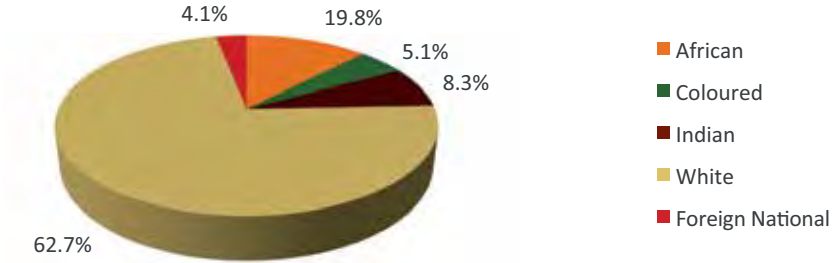
Illustrations are done using graphs and tables below to reflect on workforce profiles and movements on a national basis, workforce profiles by province, workforce profile by sector, workforce profiles by business type and trends from 2009 to 2013 for the four most upper occupational levels, i.e. Top Management, Senior Management, Professionally Qualified and the Skilled level.

*(Please note that when interpreting the next tables and graphs the following meanings apply: AM - African males, AF - African females, CM- Coloured males, CF -Coloured females, IM- Indian Males, IF- Indian females, WM- White males, WF- White females, FM- Foreign males and FF- Foreign females)*

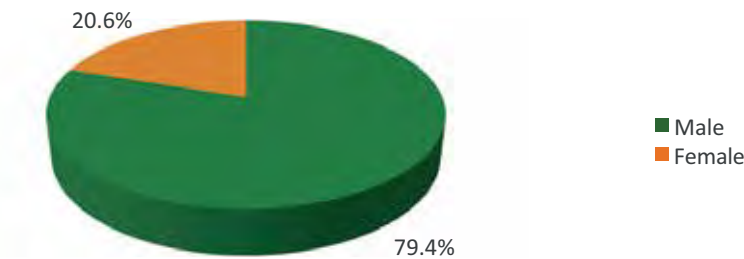
## 5.2.1 TOP MANAGEMENT POPULATION DISTRIBUTION IN TERMS OF POPULATION GROUP, GENDER AND DISABILITY

Figure 9: Workforce profile at the Top Management level by population group, gender and disability

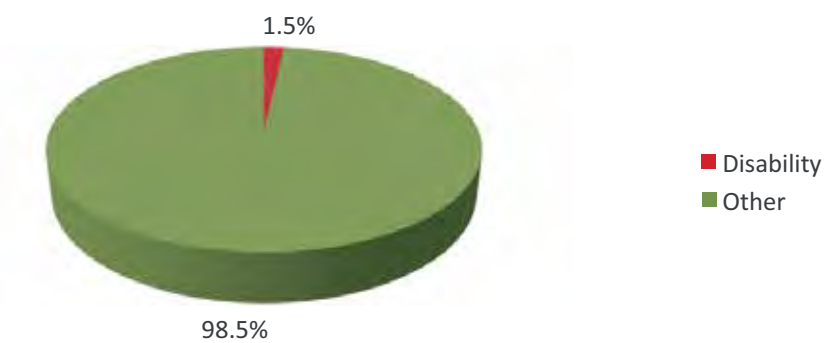
Top Management - population group



Top Management - Gender



Top Management



According to Figure 9, there is an over-representation of Whites with 62.7% more than, which is nearly five times their EAP and nearly double the sum of all Blacks at this level combined. This is followed by Africans with 19.8% representation, while Indians make up 8.3%, which is more than double their EAP when compared to Africans and Coloured within the Black Group. Coloureds make up 5.1% of the representation at the Top Management level.

Male representation at 79.4% is almost four times that of females at this level. People with Disabilities are lurking behind with 1.5% of the representation at this level.



Table 5 : Workforce profile at the Top Management level by province and by population group and gender

PROVINCE	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Western Cape	3.9%	8.3%	3.4%	62.0%	1.5%	4.4%	1.2%	12.7%	2.2%	0.4%	100.0%
Eastern Cape	16.6%	5.5%	2.8%	55.7%	7.0%	1.2%	0.1%	8.1%	2.9%	0.0%	100.0%
Northern Cape	19.2%	11.4%	2.2%	45.4%	13.1%	2.6%	0.0%	6.1%	0.0%	0.0%	100.0%
Free State	25.7%	2.9%	1.3%	41.1%	15.4%	0.0%	0.2%	11.8%	1.1%	0.6%	100.0%
KwaZulu-Natal	16.5%	2.5%	13.6%	45.9%	7.1%	1.1%	3.8%	7.1%	2.2%	0.1%	100.0%
North West	42.5%	0.6%	1.7%	35.8%	10.7%	0.4%	0.8%	6.1%	1.5%	0.0%	100.0%
Gauteng	12.3%	2.4%	6.8%	52.2%	6.5%	1.1%	2.0%	11.0%	4.9%	0.8%	100.0%
Mpumalanga	24.8%	2.4%	2.3%	52.6%	7.6%	0.3%	0.5%	7.8%	1.7%	0.0%	100.0%
Limpopo	28.5%	1.3%	3.9%	43.2%	12.3%	0.5%	0.5%	8.9%	0.8%	0.0%	100.0%

Table 5 shows the White group as over-represented at the Top management level in eight provinces, except the North West province where African Male representation is performing well in Top Management. The Western Cape Province has the most representation of the White group at the Top management level for both the male and female groups. White male representation occupies almost two thirds of Top management positions in the Western Cape and just more than half of the positions in the North West.

African female representation appears to be the least preferred group in the Western Cape. Male Foreign National representation in the Western Cape is more than the African female representation at this level.

Table 6: Workforce profile at the Top Management level by province for disability

PROVINCE	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Western Cape	0.0%	11.1%	4.4%	55.6%	0.0%	6.7%	4.4%	15.6%	2.2%	0.0%	100.0%
Eastern Cape	26.7%	6.7%	6.7%	40.0%	0.0%	0.0%	0.0%	20.0%	0.0%	0.0%	100.0%
Northern Cape	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Free State	0.0%	0.0%	0.0%	50.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
KwaZulu-Natal	31.1%	2.7%	8.1%	23.0%	23.0%	2.7%	1.4%	6.8%	1.4%	0.0%	100.0%
North West	40.0%	0.0%	0.0%	60.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Gauteng	11.9%	3.0%	10.1%	49.4%	4.8%	3.0%	2.4%	11.3%	4.2%	0.0%	100.0%
Mpumalanga	29.6%	0.0%	0.0%	63.0%	3.7%	0.0%	0.0%	3.7%	0.0%	0.0%	100.0%
Limpopo	71.4%	0.0%	0.0%	28.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%

Table 6: shows that White representation is the highest among people with disabilities at the Top Management level in almost all provinces. African males with disabilities are the least represented in the Northern Cape, Free State and the Western Cape provinces. African females with disabilities are least represented in the Eastern Cape, Western Cape, Northern Cape and North West Province.

Representation of African females with disabilities are strong in Free State and Kwa-Zulu-Natal and White female representation is stronger than all the other groups in all the other provinces when compared to the representation of Black female representation.

Table 7: Sector workforce profile at the Top Management Level by population group and gender

SECTORS	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Agriculture	6.7%	2.2%	1.3%	72.7%	3.4%	0.6%	0.2%	11.1%	1.7%	0.1%	100.0%
Mining and Quarrying	17.4%	2.0%	2.2%	60.8%	4.9%	0.6%	1.2%	6.3%	4.2%	0.5%	100.0%
Manufacturing	6.0%	2.9%	8.4%	61.5%	2.7%	1.3%	1.5%	8.1%	7.1%	0.6%	100.0%
Electricity, Gas and Water	36.8%	3.9%	4.7%	26.2%	17.1%	1.4%	1.4%	3.6%	4.5%	0.4%	100.0%
Construction	13.4%	5.1%	5.2%	60.8%	4.4%	1.2%	1.8%	5.1%	2.8%	0.3%	100.0%
Retail and Motor Trade/Repair Service	3.5%	4.0%	5.6%	68.7%	1.2%	1.5%	1.4%	12.0%	1.8%	0.3%	100.0%
Wholesale Trade/ Commercial Agents/ Allied Services	5.4%	2.5%	9.9%	59.7%	3.3%	1.4%	2.9%	10.3%	3.7%	0.8%	100.0%
Catering/Accommodation/other trade	11.5%	2.9%	4.1%	51.4%	6.3%	1.5%	1.3%	17.9%	2.8%	0.4%	100.0%
Transport/ Storage/ Communications	13.5%	3.5%	9.4%	48.9%	6.4%	1.4%	2.2%	10.2%	3.6%	0.7%	100.0%
Finance/Business Services	11.3%	2.9%	6.9%	48.7%	6.2%	2.3%	2.5%	14.7%	3.9%	0.8%	100.0%
Community/ Social/Personal Services	32.5%	5.2%	5.2%	26.7%	15.1%	2.1%	2.1%	9.8%	1.1%	0.3%	100.0%

According to Table 7, White representation is stronger than other groups almost in all the business sectors at the Top Management level. This is very evident in the agricultural sector and seem to feature less in the community, social and personal services sector, which has a large representation of government employers in the sector.

There is a growing trend towards the employment of Foreign Nationals at this level. A case in point is in mining; manufacturing; electricity, gas and water supply; wholesale and trade; catering; transport and finance sectors where foreign national representation surpasses that of Indian and Coloureds females at the top management level.

Table 8: Sector workforce profile at the Top Management Level for people with disabilities

SECTOR	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Agriculture	12.5%	0.0%	0.0%	87.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Mining and Quarrying	21.1%	0.0%	0.0%	68.4%	0.0%	0.0%	0.0%	10.5%	0.0%	0.0%	100.0%
Manufacturing	4.8%	11.1%	4.8%	54.0%	3.2%	1.6%	3.2%	11.1%	6.3%	0.0%	100.0%
Electricity, Gas and Water	0.0%	0.0%	16.7%	33.3%	33.3%	16.7%	0.0%	0.0%	0.0%	0.0%	100.0%
Construction	27.6%	0.0%	13.8%	31.0%	6.9%	3.4%	0.0%	13.8%	3.4%	0.0%	100.0%
Retail and Motor Trade/Repair Service	0.0%	11.8%	29.4%	47.1%	0.0%	5.9%	0.0%	5.9%	0.0%	0.0%	100.0%
Wholesale Trade/Commercial Agents/Allied Services	8.7%	0.0%	4.3%	52.2%	0.0%	4.3%	4.3%	8.7%	17.4%	0.0%	100.0%
Catering/Accommodation/other trade	27.3%	0.0%	0.0%	72.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Transport/ Storage/ Communications	25.6%	5.1%	10.3%	38.5%	0.0%	0.0%	2.6%	17.9%	0.0%	0.0%	100.0%
Finance/Business Services	2.9%	0.0%	5.9%	52.9%	2.9%	5.9%	8.8%	20.6%	0.0%	0.0%	100.0%
Community/Social/Personal Services	32.2%	2.2%	6.7%	26.7%	23.3%	3.3%	0.0%	5.6%	0.0%	0.0%	100.0%

Table 8 depicts that even with disability, White people are more represented than any other group in all the sectors at the Top Management level, particularly Agriculture where their representation stands at more than 80%. An impressive feature is that of African people with disabilities featuring significantly with one third of them in Electricity, gas and water supply sector.



**Table 9: Workforce profile at the Top Management level by population group and gender and by business type - (Please note All Government is inclusive of national, provincial and local governments)**

BUSINESSES TYPE	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
All Employers	13.5%	3.5%	6.5%	52.3%	6.3%	1.6%	1.9%	10.4%	3.6%	0.5%	100.0%
All Government	45.5%	5.8%	5.6%	11.8%	23.8%	1.7%	1.7%	3.5%	0.3%	0.1%	100.0%
National Government	40.4%	5.6%	6.3%	11.7%	25.8%	2.9%	2.7%	3.9%	0.5%	0.2%	100.0%
Provincial Government	43.4%	6.7%	4.3%	7.0%	28.1%	2.1%	1.8%	5.8%	0.3%	0.3%	100.0%
Local Government	48.2%	5.7%	5.8%	13.3%	21.7%	1.2%	1.3%	2.7%	0.3%	0.0%	100.0%
Private Sector	8.8%	3.2%	6.6%	58.6%	3.8%	1.5%	1.8%	11.0%	4.2%	0.6%	100.0%
Non-Profit Organisation	36.6%	4.2%	3.9%	23.2%	15.1%	1.5%	1.8%	11.1%	1.8%	0.7%	100.0%
State Owned Enterprises	33.4%	4.1%	9.3%	24.1%	16.0%	3.1%	2.7%	5.8%	0.6%	0.8%	100.0%
Educational Institution	29.0%	5.3%	5.5%	26.3%	14.7%	2.2%	2.2%	14.5%	0.2%	0.0%	100.0%

As shown in Table 9, White representation is still very high at the Top Management level in the private sector, non-profit organisation and the educational institution business types. In fact, White female representation seems to receive preference over their Black female counterparts within the business types.

Only in government (all tiers) and in State Owned Enterprises (SOEs) are Africans in the majority, both male and female. African males are mostly represented in the local government sector, followed by provincial and national governments, while the African female group is mostly represented in provincial government. The same pattern emerges in all tiers for government and SOEs, where the African group and males are over-represented.

Male foreign nationals feature more significantly at the Top Management than the African, Indian and Coloured female representation in the private sector combined.

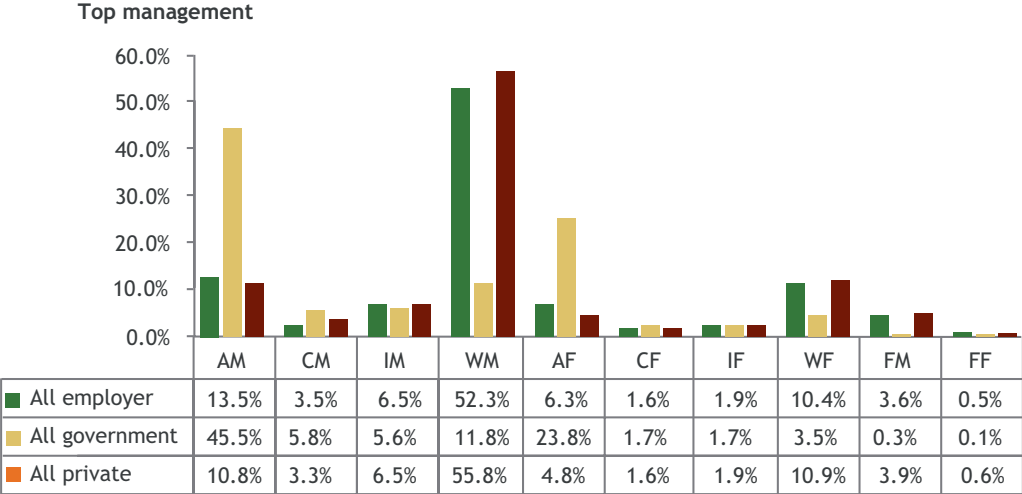
**Table 10: Workforce profile at the Top Management level by business type for people with disabilities-(Please note All Government is inclusive of national, provincial and local governments)**

Business Type	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
All Employers	17.9%	3.7%	7.5%	45.2%	8.1%	2.9%	2.0%	10.1%	2.6%	0.0%	100.0%
All Government	45.5%	5.8%	5.6%	11.8%	23.8%	1.7%	1.7%	3.5%	0.3%	0.1%	100.0%
National Government	43.5%	2.2%	2.2%	13.0%	32.6%	4.3%	0.0%	2.2%	0.0%	0.0%	100.0%
Provincial Government	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Local Government	14.3%	0.0%	14.3%	14.3%	57.1%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Private Sector	12.8%	4.5%	7.9%	53.0%	1.9%	2.6%	2.6%	11.7%	3.0%	0.0%	100.0%
Non-Profit Organisation	0.0%	0.0%	0.0%	60.0%	10.0%	0.0%	0.0%	20.0%	10.0%	0.0%	100.0%
State Owned Enterprises	75.0%	0.0%	0.0%	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Educational Institution	16.7%	0.0%	25.0%	25.0%	16.7%	8.3%	0.0%	8.3%	0.0%	0.0%	100.0%

In Table 10, White representation still has a hold at the Top Management level with regard to the people with disabilities in the private sector. African people with disabilities feature more prominently in government, especially in provincial government. They are also fairly represented in non-profit organisations and in SOE's, while disabled Indians are mostly represented in institutions of learning.

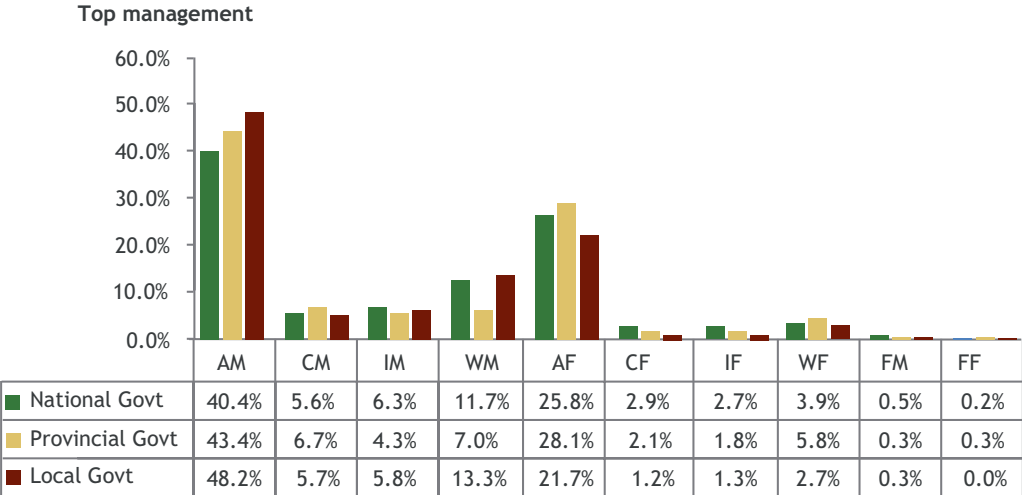
National Government appears to be doing fairly well with regards to the representation of females at the Top Management level.

Figure 10: Workforce population distribution for Top Management for all employers



As depicted in Figure 10, the representation of Africans and Coloured is higher in government, while Indians, Whites and Foreign Nationals are mostly represented in the private sector.

Figure 11: Workforce population distribution for Top Management for government employers only



According to Figure 11 this is the sector where designated groups are doing well in Top Management level compared to their EAP and Whites are few in this sector. Africans appear to be significantly represented than the other designated groups in all spheres of government. Almost half (48.2%) of the employees reported to be in local government were African males. There is a fair amount of representation of white males especially in national and local government spheres.



Figure 12: Workforce population distribution for Top Management for private sector employers

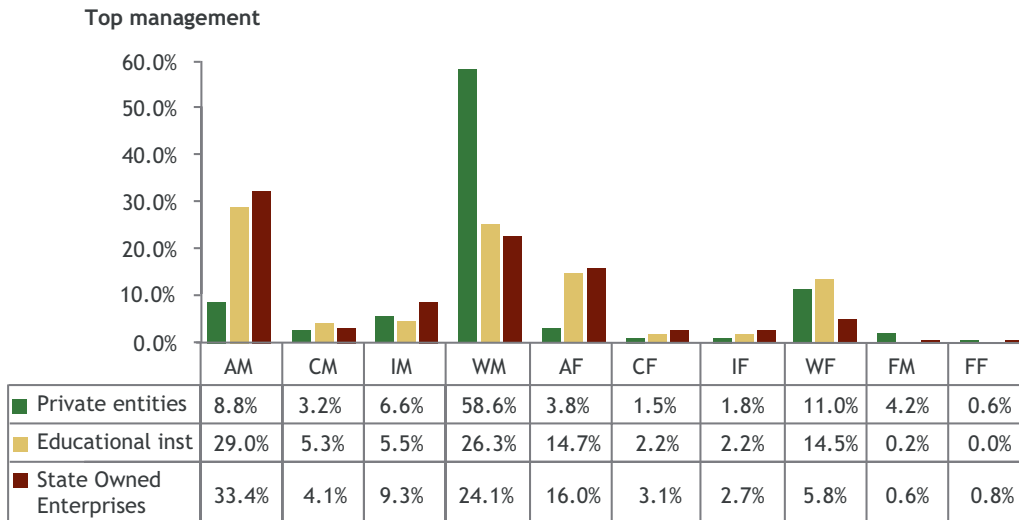


Figure 12 depicts that the White group (69.6%) especially males (58.6%) are over-represented in the Top Management level in the private sector compared to the designated groups, while African male representation (33.4%) and Indian male representation (9.3%) are more represented within State Owned Enterprises. The White group and African group are mostly represented within educational institutions.

Table 11: Workforce profiles and movements population distribution at the Top Management level in terms of population group, gender and disability - (Please note that there is no separate workforce movement data on disability)

WORKFORCE MOVEMENTS	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Workforce profile for all employees	13.5%	3.5%	6.5%	52.3%	6.3%	1.6%	1.9%	10.4%	3.6%	0.5%	100.0%
Workforce profile for people with disabilities only	17.9%	3.7%	7.5%	45.2%	8.1%	2.9%	2.0%	10.1%	2.6%	0.0%	100.0%
Recruitment for all employers	18.8%	4.2%	5.7%	37.1%	12.6%	2.5%	2.5%	10.0%	6.2%	0.4%	100.0%
Promotion for all employers	13.2%	4.2%	9.5%	42.3%	8.6%	3.2%	3.7%	13.4%	1.6%	0.4%	100.0%
Skills development for all employers	18.8%	4.5%	7.1%	41.2%	10.8%	2.3%	2.7%	12.6%	0%	0%	100%

Table 11 above shows that at the Top Management level, White representation at 62.7% and males in particular still continue to enjoy preference over other race groups in terms of representation, recruitment, promotion and skills development at this level. Accounting for 47.1% of all recruitments and 55.7% of all promotions, the status quo of inequity is bound to remain for at least a century at this level if workforce movements are to continue along the same path. More than 53.8% of the White group was exposed to skills development as opposed to other racial groups. This situation puts them in a better position for available opportunities in the workplace.

Males, particularly the White male group, seem to still enjoy the same preference when comparing their representation status and recruitment and promotion trajectory to that of females at this level. Accounting for only 20.7% of the representation, and noting the low recruitment and promotion drive, female representation is likely to remain under-represented at this level for centuries to come. White female representation at 12.8% representation was nevertheless more than twice their EAP at this level.

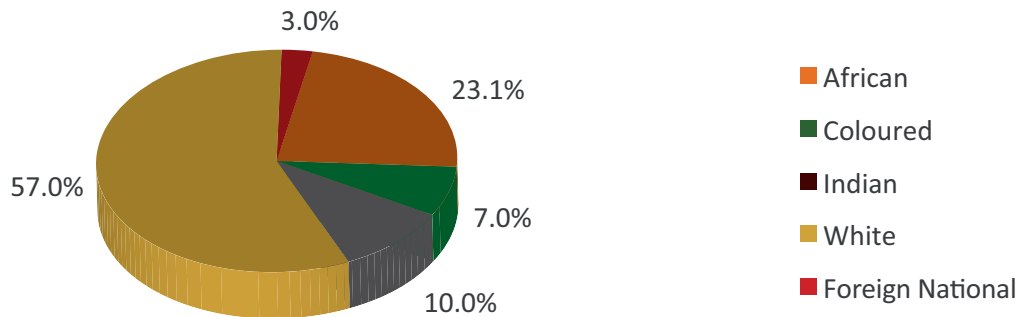
The population group and gender distribution of people with disabilities represented at this level is very similar to that of the total workforce at this level, with a huge margin of white and male representation.



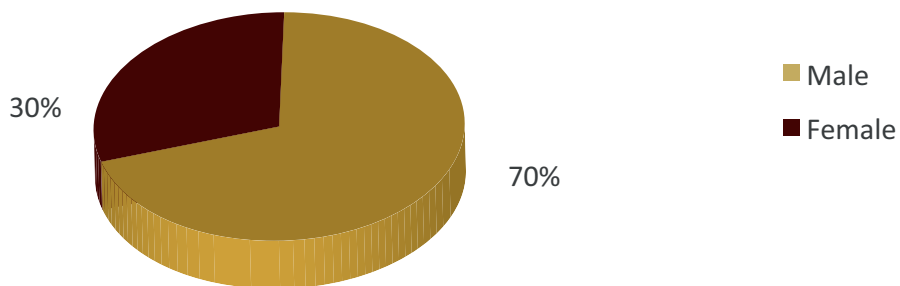
## 5.2.2 SENIOR MANAGEMENT IN TERMS OF POPULATION GROUP, GENDER AND DISABILITY

Figure 13: Workforce profile at the Senior Management level by population group, gender and disability

### Senior Management - population group



### Senior Management - Gender



### Senior Management

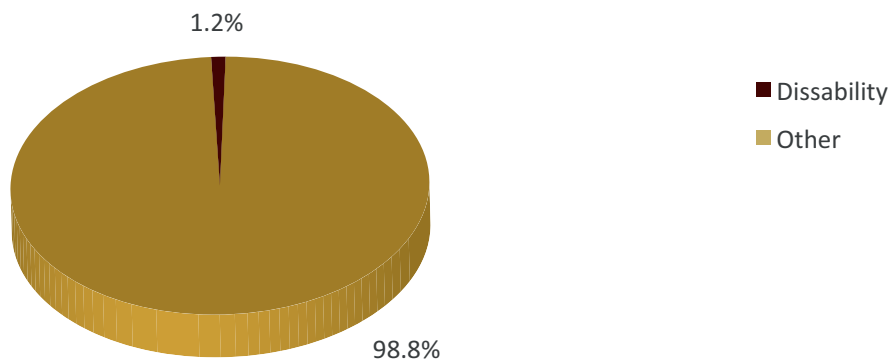


Figure 13 shows that the representation of the White group at 57.0% is more than the EAP and almost doubles when compared to the Black group. The representation of the Indian group at 10% is the most over-represented in the Black group as their representation is around three times their EAP at this level.

Male representation at 70% are almost double the representation of women and nearly one-and-a-half-times their EAP at this level. Their over-representation at this level seems to be entrenched, and unless drastic action is taken the status quo will remain in both the upper occupational levels. People with Disabilities accounted for 1.2% of the workforce at this level.

Table 12: Workforce profile at the Senior Management level by province and by population group and gender

PROVINCE	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Western Cape	5.6%	11.7%	3.8%	45.1%	3.3%	7.0%	1.9%	19.0%	2.0%	0.5%	100.0%
Eastern Cape	21.2%	5.5%	2.3%	43.1%	11.4%	2.1%	0.7%	11.6%	1.6%	0.4%	100.0%
Northern Cape	18.6%	13.3%	1.4%	44.1%	6.9%	4.7%	0.2%	8.8%	2.0%	0.0%	100.0%
Free State	31.6%	3.1%	1.4%	35.5%	11.9%	0.9%	0.2%	15.2%	0.2%	0.0%	100.0%
KwaZulu-Natal	15.2%	2.9%	17.5%	34.8%	6.9%	1.9%	7.3%	11.4%	1.8%	0.3%	100.0%
North West	32.0%	1.7%	1.4%	36.7%	15.1%	1.3%	0.6%	10.4%	0.6%	0.0%	100.0%
Gauteng	14.2%	3.5%	6.8%	42.0%	8.2%	1.9%	3.3%	16.6%	2.8%	0.7%	100.0%
Mpumalanga	33.0%	1.3%	1.7%	41.3%	11.1%	0.4%	0.4%	9.1%	1.5%	0.1%	100.0%
Limpopo	44.2%	0.4%	1.6%	21.7%	24.1%	0.1%	0.6%	5.8%	1.4%	0.1%	100.0%

Table 12 shows a similar picture at this level where the White group is generally over-represented in most provinces especially the Western Cape Province where they occupy 64.1% of the positions in Senior Management. The Black group is over-represented in Senior Management in Limpopo (71%) and has a slight majority in North West (52.1%) and KwaZulu-Natal Provinces (51.7%).

A common pattern that emerges from the data is the exceptionally good representation of Indians at this level when compared to their EAP in nearly every province. The Coloured group may appear to be performing well in the Western Cape and Northern Cape, but if one had to zoom in on their EAP even at the provincial level, much more needs to be done in order to increase their representation at this level. Generally, with the exception of the Western Cape and Kwa-Zulu Natal, the African group has the second largest representation in all the other provinces at this level.

Table 13: Workforce profile at the Senior Management level by province for disability

PROVINCE	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Western Cape	3.2%	18.3%	6.3%	38.1%	1.6%	8.7%	1.6%	19.8%	2.4%	0.0%	100.0%
Eastern Cape	35.7%	2.4%	0.0%	42.9%	11.9%	2.4%	0.0%	4.8%	0.0%	0.0%	100.0%
Northern Cape	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Free State	42.9%	0.0%	0.0%	57.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
KwaZulu-Natal	13.6%	0.0%	13.6%	40.9%	9.1%	1.1%	5.7%	15.9%	0.0%	0.0%	100.0%
North West	30.8%	15.4%	0.0%	30.8%	7.7%	0.0%	0.0%	15.4%	0.0%	0.0%	100.0%
Gauteng	14.1%	4.0%	6.0%	44.8%	7.5%	1.5%	3.5%	16.9%	1.1%	0.6%	100.0%
Mpumalanga	26.8%	0.0%	0.0%	51.2%	9.8%	2.4%	0.0%	9.8%	0.0%	0.0%	100.0%
Limpopo	47.1%	0.0%	2.9%	44.1%	2.9%	0.0%	0.0%	2.9%	0.0%	0.0%	100.0%

According to Table 13, except in Northern Cape and Limpopo, White people with disabilities are well represented at the Senior Management level in most of the provinces. African people with disabilities are the least represented in the Western Cape and Indian people with disabilities are fairly represented in KwaZulu-Natal.

From reports received, it appears as though there are more male people with disabilities than females with disabilities in almost all the provinces.

Table 14: Sector workforce profile at the Senior Management Level by population group and gender

SECTORS	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Agriculture	12.6%	3.8%	1.9%	60.8%	4.6%	1.4%	0.7%	12.7%	1.2%	0.2%	100.0%
Mining and Quarrying	15.7%	2.4%	3.5%	61.0%	3.5%	0.6%	1.1%	8.0%	3.7%	0.4%	100.0%
Manufacturing	8.4%	4.8%	8.5%	52.6%	3.7%	2.2%	3.0%	12.7%	3.8%	0.4%	100.0%
Electricity, Gas and Water	31.0%	3.3%	5.6%	29.5%	16.3%	1.5%	2.2%	8.1%	2.0%	0.5%	100.0%
Construction	16.1%	5.1%	4.4%	56.3%	6.4%	1.1%	1.2%	6.2%	3.1%	0.2%	100.0%
Retail and Motor Trade/Repair Service	9.1%	6.2%	7.8%	44.0%	4.3%	4.1%	3.7%	19.2%	1.2%	0.4%	100.0%
Wholesale Trade/ Commercial Agents/Allied Services	10.8%	4.3%	10.3%	43.6%	4.5%	2.7%	2.9%	18.0%	2.2%	0.6%	100.0%
Catering/Accommodation/other trade	12.5%	4.0%	4.8%	32.5%	9.9%	4.3%	2.6%	26.5%	2.4%	0.5%	100.0%
Transport/ Storage/ Communications	15.6%	4.6%	11.0%	39.7%	7.9%	2.2%	3.1%	13.7%	1.8%	0.4%	100.0%
Finance/Business Services	10.2%	3.8%	7.4%	39.6%	6.8%	2.6%	4.5%	21.2%	2.9%	1.1%	100.0%
Community/ Social/Personal Services	32.2%	5.4%	4.2%	18.8%	19.0%	2.9%	3.2%	12.8%	1.0%	0.3%	100.0%

As depicted in Table 14, the White group, particularly White males, are over-represented at the Senior Management level. An exception can be found in the community, social and personal services, which have more African male representation and the electricity, gas and water supply industries, with slightly more African female representation than White female representation.

Africans as a group are the second largest group across most sectors, except for the manufacturing industry where Indians have the second largest representation after the White group. Coloured female representation is slightly more in retail and the motor trade sector as compared to their African and Indians female counterparts.

Male foreign national representation at the senior management level feature prominently in mining and quarrying, even ahead of the Coloured and Indian groups.



Table 15: Sector workforce profile at the Senior Management Level for disability

SECTOR	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Agriculture	11.4%	5.7%	2.9%	65.7%	0.0%	2.9%	2.9%	8.6%	0.0%	0.0%	100.0%
Mining and Quarrying	14.8%	3.7%	0.0%	63.0%	1.9%	0.0%	0.0%	14.8%	1.9%	0.0%	100.0%
Manufacturing	7.9%	6.1%	12.2%	57.3%	1.8%	4.3%	0.6%	9.1%	0.6%	0.0%	100.0%
Electricity, Gas and Water	20.7%	0.0%	3.4%	48.3%	10.3%	0.0%	0.0%	17.2%	0.0%	0.0%	100.0%
Construction	9.8%	5.9%	3.9%	72.5%	5.9%	0.0%	0.0%	2.0%	0.0%	0.0%	100.0%
Retail and Motor Trade/Repair Service	5.3%	8.8%	7.0%	52.6%	1.8%	0.0%	3.5%	21.1%	0.0%	0.0%	100.0%
Wholesale Trade/ Commercial Agents/ Allied Services	2.2%	4.3%	6.5%	60.9%	0.0%	2.2%	0.0%	21.7%	0.0%	2.2%	100.0%
Catering/Accommodation/other trade	30.2%	1.9%	0.0%	17.0%	20.8%	5.7%	1.9%	18.9%	3.8%	0.0%	100.0%
Transport/ Storage/ Communications	7.9%	4.0%	11.9%	43.6%	5.0%	3.0%	4.0%	19.8%	0.0%	1.0%	100.0%
Finance/Business Services	10.4%	5.8%	5.0%	42.3%	4.6%	1.9%	4.6%	21.9%	2.7%	0.8%	100.0%
Community/Social/Personal Services	34.5%	5.0%	3.6%	20.5%	16.4%	2.3%	5.0%	12.7%	0.0%	0.0%	100.0%

Table 15 shows that White representation is still very strong at the Senior Management for people with disabilities in most sectors. The only exception is seen in the transport, storage and communication sector, which is overshadowed by Indian people with disabilities at 55.6% in this sector.

Table 16: Workforce profile at the Senior Management level by population group and gender and by business type (Please note All Government is inclusive of national, provincial and local governments)

BUSINESSES TYPE	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
All Employers	15.0%	4.5%	6.9%	41.3%	8.0%	2.5%	3.2%	15.7%	2.4%	0.6%	100.0%
All Government	39.0%	5.4%	4.4%	13.4%	23.8%	2.6%	2.9%	7.7%	0.5%	0.3%	100.0%
National Government	34.3%	4.6%	4.8%	13.8%	24.0%	2.6%	4.1%	10.5%	0.7%	0.5%	100.0%
Provincial Government	45.1%	5.6%	3.1%	7.4%	28.5%	3.4%	2.0%	4.5%	0.4%	0.0%	100.0%
Local Government	41.7%	6.5%	4.7%	18.3%	19.4%	1.9%	1.4%	5.7%	0.3%	0.1%	100.0%
Private Sector	10.2%	4.3%	7.4%	47.5%	4.8%	2.4%	3.2%	16.9%	2.8%	0.6%	100.0%
Non-Profit Organisation	27.9%	5.3%	3.2%	21.6%	16.6%	4.4%	3.2%	15.9%	1.3%	0.6%	100.0%
SOE	26.8%	4.4%	6.4%	24.7%	18.3%	2.8%	3.0%	10.6%	2.0%	0.9%	100.0%
Educational Institution	23.0%	4.5%	5.4%	21.8%	13.8%	3.1%	3.7%	22.1%	2.0%	0.4%	100.0%

The picture depicted in Table 16 is very similar to that of Top Management with slightly reduced representation of the African group in all tiers of government. African representation, both males and females, is strongest at provincial government for both the genders. Africans as a group are also significantly represented at the senior management level in SOEs, which is bigger than the White group.

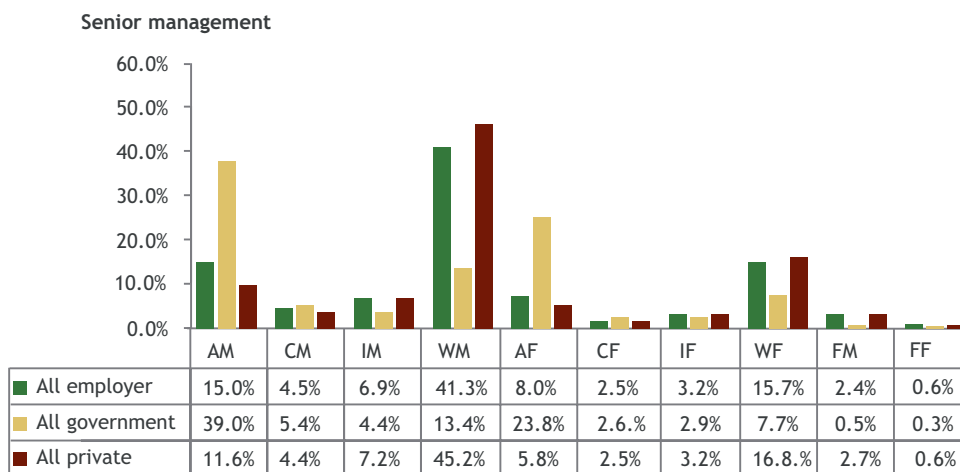
More people from the White group, especially White females, are found in non-profit organisations and educational institutions, while the status quo of White male representation is still very prominent in the private sector, non-profit organisations as well as educational institutions.

**Table 17: Workforce profile at the Senior Management level by Business Type for disability**  
(Please note All Government is inclusive of national, provincial and local Governments)

Business Type	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
All Employers	15.6%	5.1%	6.0%	43.7%	7.0%	2.3%	3.0%	15.8%	1.0%	0.4%	100.0%
All Government	41.8%	1.8%	3.6%	12.7%	34.5%	3.6%	0.0%	1.8%	0.0%	0.0%	100.0%
National Government	22.1%	5.2%	2.6%	31.2%	15.6%	0.0%	5.2%	18.2%	0.0%	0.0%	100.0%
Provincial Government	53.8%	5.1%	5.1%	15.4%	15.4%	2.6%	2.6%	0.0%	0.0%	0.0%	100.0%
Local Government	38.9%	5.6%	0.0%	44.4%	5.6%	5.6%	0.0%	0.0%	0.0%	0.0%	100.0%
Private Sector	9.8%	5.2%	7.0%	50.8%	3.5%	2.3%	2.5%	17.2%	1.3%	0.5%	100.0%
Non-Profit Organisation	16.2%	5.4%	2.7%	21.6%	27.0%	2.7%	2.7%	21.6%	0.0%	0.0%	100.0%
SOE	17.6%	5.9%	2.9%	47.1%	2.9%	2.9%	2.9%	17.6%	0.0%	0.0%	100.0%
Educational Institution	37.4%	4.4%	4.4%	14.3%	19.8%	3.3%	6.6%	8.8%	1.1%	0.0%	100.0%

According to Table 17, White people with disabilities are mostly represented in the private sector, non-profit organisations, parastatals and National Government at this level. Although the numbers are small, the Indian group, especially males, seems to be over-represented in educational institution. African people with disabilities are mostly represented in the provincial and local government spheres at the Senior Management.

Figure 14: Workforce population distribution for Senior Management for all employers



According to Figure 14, African representation is strongest in the government at this level and White representation still remain the strongest in the private sector, where they continue to be over-represented.

Figure 15: Workforce population distribution for Senior Management for government employers only

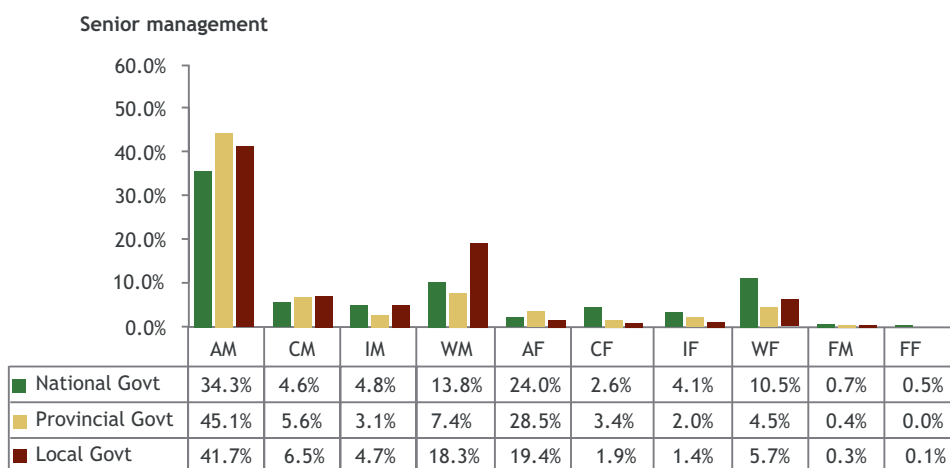


Figure 15 shows African representation to be at reasonable levels in national and provincial government, and to a lesser extent in local government. White and Indian representation is almost double their EAP in local government at this level.

Figure 16: Workforce population distribution for Senior Management for private sector employers

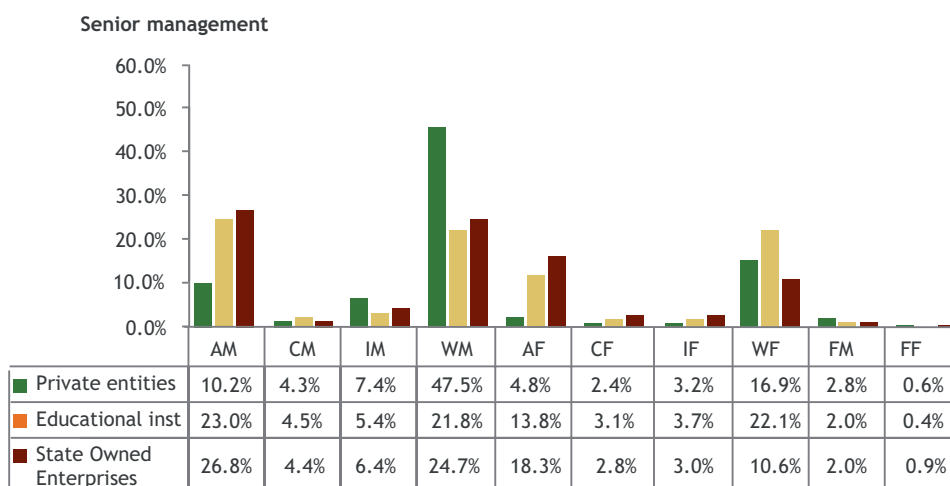


Figure 16 shows that whites are over-represented in the private sector compared to other sectors, African females lead at State Owned Enterprises as compared to other female groups.

Table 18: Workforce profile and movements at the Senior Management level in terms of population group, gender and disability - (Please note that there is no separate workforce movement data for disability)

WORKFORCE MOVEMENTS	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Workforce profile for all employees	15.0%	4.5%	6.9%	41.3%	8.0%	2.5%	3.2%	15.7%	2.4%	0.6%	100.0%
Workforce profile for people with disabilities only	15.6%	5.1%	6.0%	43.7%	7.0%	2.3%	3.0%	15.8%	1.0%	0.4%	100.0%
Recruitment for all employers	18.3%	4.2%	6.3%	36.2%	10.7%	2.1%	3.3%	13.9%	3.9%	1.1%	100.0%
Promotion for all employers	20.0%	4.7%	8.4%	28.9%	11.7%	2.9%	5.2%	15.3%	2.1%	0.7%	100.0%
Skills development for all employers	17.7%	4.9%	7.8%	32.7%	11.9%	3.1%	4.2%	17.5%	0%	0%	100%

As shown in Table 18, the over-representation of Whites at this level almost mirrors their representation and the recruitment and promotion opportunities offered to them at the Top Management level. Whites and Indians are more likely to be appointed, promoted or exposed to training at the Senior Management level, particularly when their EAP is taken into account.

Only 44.1% work opportunities went to the Black group collectively at the Senior Management level compared to 50.1% for the White group. The same pattern prevailed with the White group exposed to more training opportunities (50.2%) than the Black group (49.6%). With regards to promotion the Black group had a slight advantage (52.9%) that the White group (44.2%).

Once again, just as with the representation at the Top Management level, the race and gender population distribution of people with disabilities represented at this level is very similar to that of the total workforce at this level, with White and male representation are leading by a huge margin.

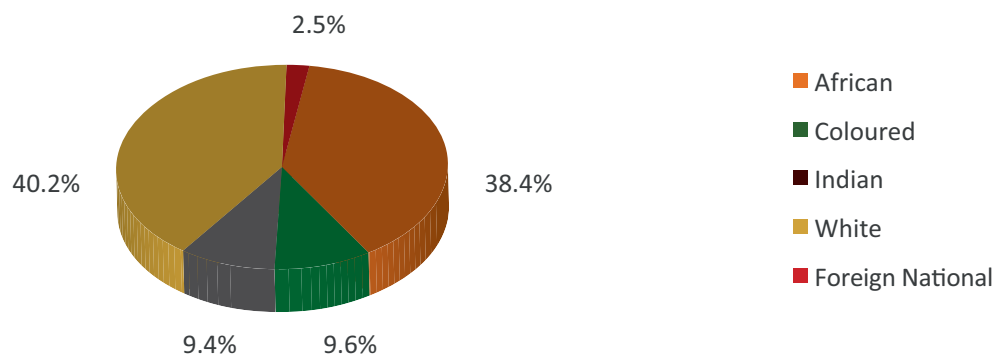
The existing patterns only indicate that inequities in the representation in terms of race, gender and disability at this level will remain for a number of decades to come.



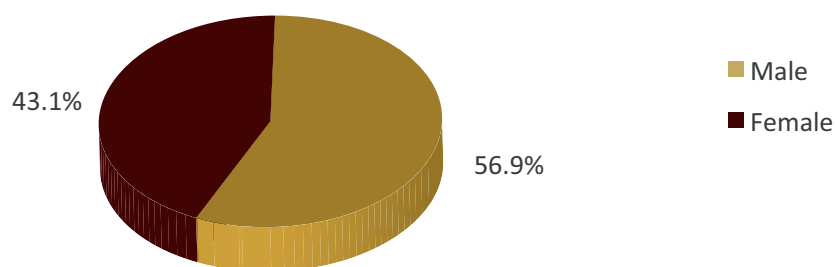
### 5.2.3 PROFESSIONALLY QUALIFIED IN TERMS OF POPULATION GROUP, GENDER AND DISABILITY

Figure 17: Workforce profile at the Professionally Qualified level by population group, gender and disability

#### Professionally Qualified - population group



#### Professionally Qualified - Gender



#### Professionally Qualified

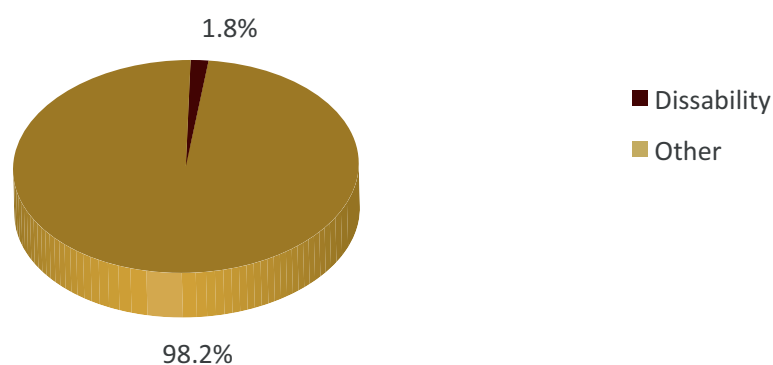


Figure 17 reflects that at 40.2% whites are still over-represented at this level three-and-a-half times in comparison with their EAP. Blacks, particularly Africans and Coloureds are gradually making ground at this level both in terms of males and females. Although this is still low in comparison to the EAP, this is pleasing as it is the level which is a feeder to the upper echelons indicating the availability of a pool of suitably qualified designated people. The representation of Indians is still very high as it is nearly three times their EAP at this level.

It is clear from the above chart that males still make up the majority of employees at this level, but the gap is narrowing as female representation at this level is only about 2.9% below their EAP. Much still needs to be done in terms of the representation of people with disabilities as they accounted for a mere 1.8% of the workforce at this level, although it is an improvement from the upper two levels.



Table 19: Workforce profile at the Professional Qualified level by province and by population group and gender

PROVINCE	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Western Cape	8.1%	14.8%	3.2%	25.9%	7.3%	15.1%	2.4%	21.0%	1.5%	0.7%	100.0%
Eastern Cape	27.4%	6.1%	0.9%	13.0%	37.8%	4.2%	0.6%	8.6%	1.0%	0.4%	100.0%
Northern Cape	18.7%	13.7%	0.5%	35.3%	9.7%	8.6%	0.2%	12.3%	0.8%	0.3%	100.0%
Free State	26.2%	1.5%	0.3%	22.1%	27.1%	1.7%	0.4%	17.4%	2.2%	1.1%	100.0%
KwaZulu-Natal	22.6%	2.3%	13.9%	14.8%	23.0%	2.0%	10.3%	8.5%	1.8%	0.6%	100.0%
North West	28.9%	1.3%	1.3%	23.3%	27.6%	1.1%	0.8%	14.3%	1.3%	0.2%	100.0%
Gauteng	18.6%	4.0%	5.8%	28.3%	16.2%	3.4%	4.4%	16.7%	2.0%	0.7%	100.0%
Mpumalanga	35.7%	1.2%	1.3%	32.5%	14.9%	0.5%	0.3%	11.0%	2.4%	0.3%	100.0%
Limpopo	42.0%	0.2%	0.3%	4.6%	48.0%	0.2%	0.2%	3.0%	1.3%	0.3%	100.0%

According to Table 19, the representation of Whites is more than double their EAP in most of the provinces.

African people are mostly over-represented in Limpopo. Whites are mostly represented at the professionally qualified level in six of the nine provinces, while White female representation is also more than double their EAP in most provinces and they appear to be doing particularly well in the Western Cape.

Table 20: Workforce profile at the Professionally Qualified level by province for disability

PROVINCE	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Western Cape	4.7%	15.3%	2.8%	38.6%	1.7%	10.6%	1.7%	22.5%	1.3%	0.8%	100.0%
Eastern Cape	23.1%	11.3%	2.3%	28.5%	20.4%	3.6%	0.0%	10.4%	0.5%	0.0%	100.0%
Northern Cape	16.7%	8.3%	0.0%	41.7%	8.3%	8.3%	0.0%	16.7%	0.0%	0.0%	100.0%
Free State	32.1%	3.6%	0.0%	46.4%	7.1%	0.0%	0.0%	7.1%	0.0%	3.6%	100.0%
KwaZulu-Natal	15.4%	2.5%	16.5%	29.1%	11.2%	1.8%	4.9%	17.5%	0.7%	0.4%	100.0%
North West	34.8%	0.0%	0.0%	34.8%	18.0%	0.0%	2.2%	10.1%	0.0%	0.0%	100.0%
Gauteng	16.6%	3.3%	5.6%	37.6%	11.0%	2.3%	3.2%	19.5%	0.5%	0.4%	100.0%
Mpumalanga	28.2%	0.8%	1.5%	51.1%	4.6%	0.0%	0.0%	13.0%	0.8%	0.0%	100.0%
Limpopo	58.8%	0.0%	0.0%	10.9%	26.1%	0.0%	0.0%	4.2%	0.0%	0.0%	100.0%

Table 20 shows that except for the Limpopo and North West Provinces where Africans are over-represented, the White group continue to be the most represented in other provinces at the Professionally Qualified level. White people with disabilities are most represented in Mpumalanga, where they make up more than 64.1% of the people with disabilities employed. African people with disabilities are the least represented in the Western Cape Province and Indian people with disabilities are well represented in Kwazulu-Natal. Males with disabilities are more than females with disabilities at this level.

Males with disabilities are more than females with disabilities at this level.

Table 21: Sector workforce profile at the Professionally Qualified Level by population group and gender

SECTORS	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Co-loured	Indian	White	Male	Female	
Agriculture	24.5%	4.8%	1.8%	37.3%	12.0%	2.6%	1.0%	14.3%	1.4%	0.3%	100.0%
Mining and Quarrying	24.5%	2.9%	2.6%	45.3%	8.7%	1.1%	1.4%	10.4%	2.6%	0.5%	100.0%
Manufacturing	13.2%	6.6%	8.8%	41.9%	5.6%	3.0%	3.8%	14.9%	1.9%	0.4%	100.0%
Electricity, Gas and Water	27.8%	4.7%	5.8%	25.2%	20.9%	2.2%	2.4%	8.3%	2.3%	0.4%	100.0%
Construction	22.4%	6.1%	4.3%	43.4%	8.1%	1.2%	1.5%	8.7%	4.0%	0.4%	100.0%
Retail and Motor Trade/Repair Service	16.6%	7.4%	7.1%	25.3%	11.6%	7.5%	4.6%	18.9%	0.7%	0.3%	100.0%
Wholesale Trade/Commercial Agents/Allied Services	16.4%	5.6%	7.7%	29.8%	10.2%	4.6%	3.9%	20.1%	1.2%	0.3%	100.0%
Catering/Accommodation/other trade	16.4%	4.3%	3.8%	19.1%	19.8%	6.0%	4.1%	22.3%	3.0%	1.3%	100.0%
Transport/Storage/Communications	19.7%	6.1%	7.7%	33.0%	10.8%	2.9%	3.3%	13.4%	2.6%	0.5%	100.0%
Finance/Business Services	13.8%	5.0%	7.0%	25.8%	12.4%	5.6%	6.6%	21.3%	1.5%	0.9%	100.0%
Community/Social/Personal Services	25.4%	4.1%	2.8%	10.2%	34.4%	5.2%	3.4%	12.0%	1.7%	0.7%	100.0%

According to Table 21, Africans are mostly represented within the community, social and personal services industry, which is mainly composed of government departments, while Whites still dominate in many of the other sectors. Most notable is the significant representation of females, which surprisingly even surpasses their male counterparts in this sector.

Africans are more represented at the professionally qualified level within the electricity, gas and water supply sector. African females feature prominently in the catering sector, more than even their male counterparts

Table 22 : Sector workforce profile at the Professionally Qualified Level for disability

SECTOR	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Agriculture	15.9%	6.2%	2.1%	40.7%	11.7%	3.4%	2.1%	17.9%	0.0%	0.0%	100.0%
Mining and Quarrying	23.5%	1.9%	0.9%	58.2%	1.4%	1.4%	0.5%	10.8%	1.4%	0.0%	100.0%
Manufacturing	9.4%	8.3%	9.1%	52.2%	2.4%	4.5%	1.4%	12.0%	0.5%	0.2%	100.0%
Electricity, Gas and Water	13.5%	8.6%	3.7%	44.8%	11.7%	1.8%	3.1%	11.7%	0.0%	1.2%	100.0%
Construction	21.5%	4.0%	4.7%	50.3%	6.0%	0.0%	1.3%	10.7%	0.0%	1.3%	100.0%
Retail and Motor Trade/Repair Service	5.4%	4.9%	14.1%	41.3%	2.7%	3.3%	4.3%	22.8%	0.5%	0.5%	100.0%
Wholesale Trade/ Commercial Agents/ Allied Services	4.9%	4.2%	9.9%	50.0%	1.4%	3.5%	2.8%	22.5%	0.0%	0.7%	100.0%
Catering/Accommodation/other trade	8.3%	1.2%	2.4%	31.5%	13.1%	4.8%	0.0%	31.5%	3.6%	3.6%	100.0%
Transport/ Storage/ Communications	17.6%	7.3%	7.6%	43.3%	6.4%	0.9%	2.7%	13.0%	1.2%	0.0%	100.0%
Finance/Business Services	11.3%	3.7%	5.2%	34.6%	7.3%	4.8%	4.9%	27.3%	0.4%	0.4%	100.0%
Community/ Social/Personal Services	28.9%	4.2%	3.5%	21.8%	21.5%	2.2%	2.2%	15.2%	0.4%	0.1%	100.0%

The continued dominance of White disabled people in the Professionally Qualified level is observed, in Table 22, in most of the sectors. An exception can be seen in the Community, Social & Personal Services, where Africans have a slight edge over other race groups.

There is an over representation of male people with disabilities in all the sectors at this level.



Table 23: Workforce profile at the Professional Qualified level by population group and gender and by business type  
 -(Please note All Government is inclusive of national, provincial and local governments)

BUSINESSES TYPE	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
All Employers	19.8%	5.1%	5.4%	24.9%	18.6%	4.5%	4.0%	15.3%	1.8%	0.6%	100.0%
All Government	30.1%	4.2%	2.3%	8.5%	36.6%	5.7%	2.8%	8.3%	1.0%	0.5%	100.0%
National Government	36.7%	3.5%	2.2%	11.4%	30.1%	3.0%	2.6%	9.9%	0.4%	0.2%	100.0%
Provincial Government	28.5%	3.5%	2.1%	6.2%	40.2%	6.5%	3.0%	8.0%	1.3%	0.6%	100.0%
Local Government	28.7%	10.2%	3.6%	19.4%	23.2%	5.3%	1.6%	7.6%	0.3%	0.1%	100.0%
Private Sector	15.3%	5.7%	6.9%	32.8%	9.8%	4.5%	4.6%	18.0%	1.8%	0.6%	100.0%
Non-Profit Organisation	25.9%	4.4%	2.8%	16.6%	23.4%	5.0%	2.7%	16.4%	2.0%	0.8%	100.0%
SOE	26.7%	4.2%	5.3%	26.1%	19.6%	3.0%	3.2%	9.3%	1.9%	0.6%	100.0%
Educational Institution	19.8%	3.4%	3.8%	14.4%	30.6%	2.8%	3.8%	16.7%	3.4%	1.3%	100.0%

As far as the Professionally Qualified level is concerned, Whites still have an edge over other population groups in the private sector and the educational institutions, while White females continue to have an advantage over other Black females in non-profit organisations as shown in Table 23.

The African group is mostly employed in government and State Owned Enterprises with African females dominating the provincial government. The representation of foreign nationals (mostly male) is visible only in educational institutions and non-profit organisations..

Table 24: Workforce profile at the Professional Qualified level by business type for disability -  
 (Please note All Government is inclusive of national, provincial and local governments)

Business Type	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
All Employers	17.4%	4.8%	5.4%	36.4%	10.7%	3.1%	2.7%	18.4%	0.6%	0.4%	100.0%
All Government	30.5%	6.1%	2.6%	23.3%	20.1%	2.6%	1.7%	12.9%	0.2%	0.0%	100.0%
National Government	29.6%	3.8%	3.5%	25.4%	16.5%	1.2%	2.7%	16.9%	0.4%	0.0%	100.0%
Provincial Government	32.3%	6.8%	2.1%	17.3%	25.6%	3.2%	1.3%	11.1%	0.2%	0.0%	100.0%
Local Government	24.8%	8.3%	2.8%	44.0%	4.6%	3.7%	0.9%	11.0%	0.0%	0.0%	100.0%
Private Sector	11.1%	5.3%	6.7%	44.0%	4.8%	3.7%	3.3%	20.2%	0.5%	0.4%	100.0%
Non-Profit Organisation	14.6%	1.0%	1.0%	34.4%	13.5%	3.1%	1.0%	30.2%	0.0%	1.0%	100.0%
SOE	24.8%	3.7%	4.1%	35.3%	13.3%	0.9%	2.8%	13.8%	0.0%	1.4%	100.0%
Educational Institution	24.4%	2.1%	4.4%	22.6%	22.0%	2.1%	2.0%	18.0%	1.7%	0.8%	100.0%

Table 24, above shows that White people with disabilities are over-represented in the Private Sector, educational institutions, State Owned Enterprises and the National Government at this level. Disabled Africans however feature mostly in Provincial and Local Government spheres as in non-profit organisations.

Female people with disabilities are mostly represented in non-profit organisations at the Professionally Qualified level.

Figure 18: Workforce population distribution for Professionally Qualified for all employers

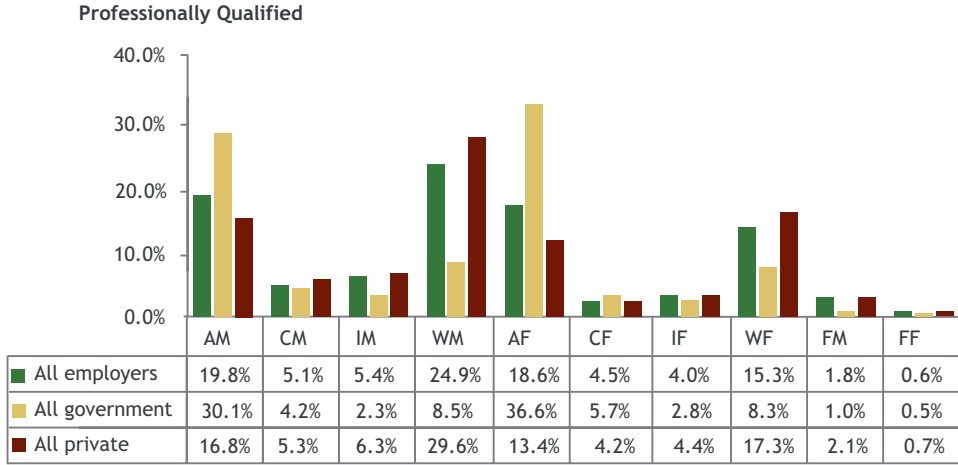


Figure 18 shows that the government is doing very well in terms of representation of the African group (66.7%) and females in particular (53.4%). In contrast the White group especially males are still over represented by almost half (46.9%) in the private sector and by more than a third (40.2%) in all establishments who reported overall.

Figure 19: Workforce population distribution for Professionally Qualified for government employers only

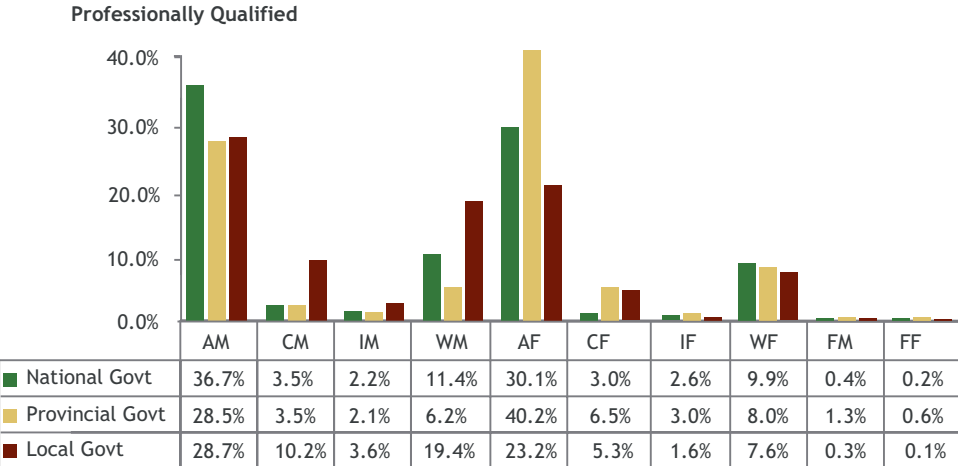


Figure 19 depicts the workforce distribution within government only. As can be seen in this level there is an overwhelming majority representation of Blacks in provincial government (83.8%) followed by national government (78.1%) and local government (72.6%). There appears to be a clear preference for the appointment of males in most spheres with the exception of the provincial government sector which places an emphasis in the appointment of females.

Figure 20: Workforce population distribution for Professionally Qualified for private sector employers

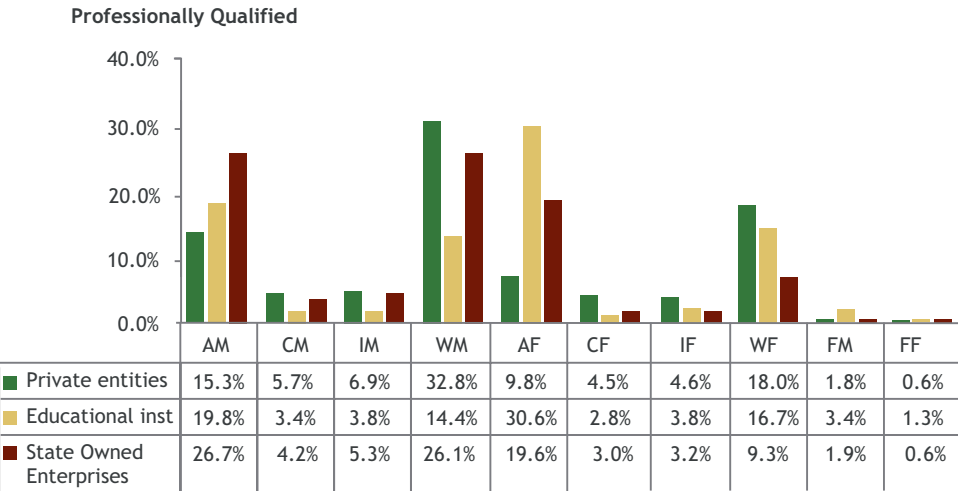


Figure 20 above shows the representation of the workforce in the private sector. Just over half of the workforce (50.8%) within private entities in the professional occupational level consists of the White group. This is followed by 25.1% Africans, 11.5% Indians and 10.2% Coloureds. This representation is imbalanced in comparison with the EAP of the various population groups.

With regards to the educational institutions, just more than half (50.4%) of the Africans are represented at this level, followed by whites (31.1%), Indians (7.6%) and Coloureds (6.2%). Of significance is the encouraging representation of females in the educational institution sector at 53.9% in relation to their EAP.

There is an almost equitable representation of African and white males within State Owned Enterprises at this level.

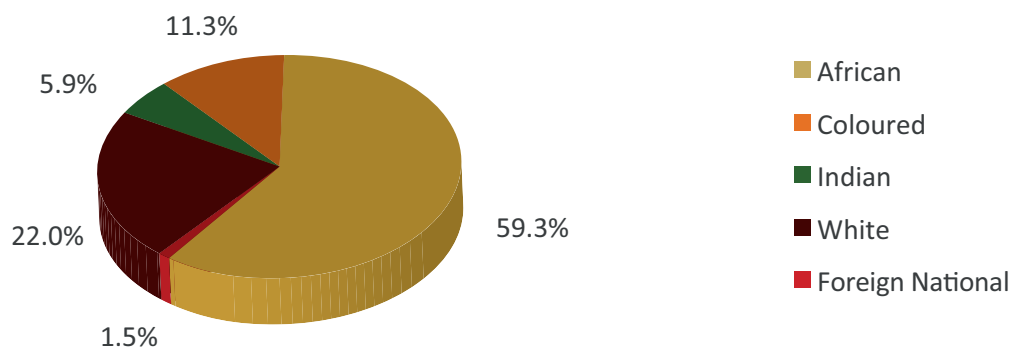
**Table 25: Workforce profile and movements at the Professionally Qualified level in terms of population group, gender and disability - (Please note that there is no separate workforce movement data for disability)**

WORKFORCE MOVEMENTS	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Workforce profile for all employees	19.8%	5.1%	5.4%	24.9%	18.6%	4.5%	4.0%	15.3%	1.8%	0.6%	100.0%
Workforce profile for people with disabilities only	17.4%	4.8%	5.4%	36.4%	10.7%	3.1%	2.7%	18.4%	0.6%	0.4%	100.0%
Recruitment for all employers	18.9%	3.9%	5.2%	19.8%	26.2%	3.5%	4.5%	13.4%	3.3%	1.2%	100.0%
Promotion for all employers	26.3%	5.0%	4.4%	16.4%	23.7%	4.5%	4.2%	13.9%	1.0%	0.4%	100.0%
Skills development for all employers	19.2%	6.0%	5.8%	18.3%	22.1%	7.8%	4.6%	16.1%	0%	0%	100%

As can be seen in Table 25, the African group has made significant gains with regards to recruitment (45.1%), promotions (50%) and skills development opportunities (41.3%). Females were afforded more recruitment and training opportunities than males, which is a significant change in practice as there has been more emphasis on males than females. Despite the White group already making up 40.2% of the representation at this level, a third of all recruitments (33.2%) of all recruitments, promotions (30.3%) and training (34.4%) opportunities were afforded to them. Coloureds were also afforded more promotion and training opportunities than Indians but the situation with regards to recruitment is still following traditional patterns.

#### 5.2.4 SKILLED IN TERMS OF POPULATION GROUP, GENDER AND DISABILITY

##### Skilled Technical - Population group



### Skilled Technical - Gender

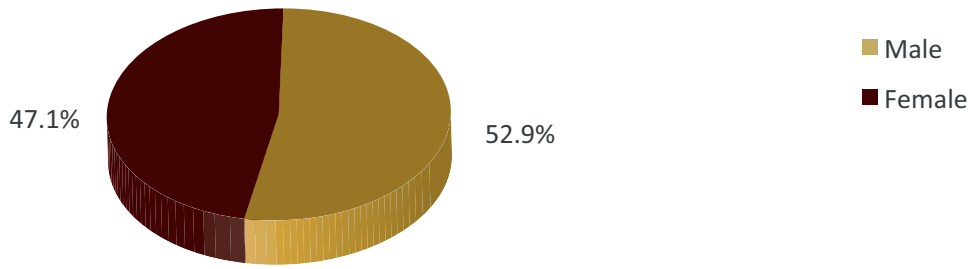


Figure 21: Workforce profile at the Skilled Level by population group, gender and disability

### Skilled Technical

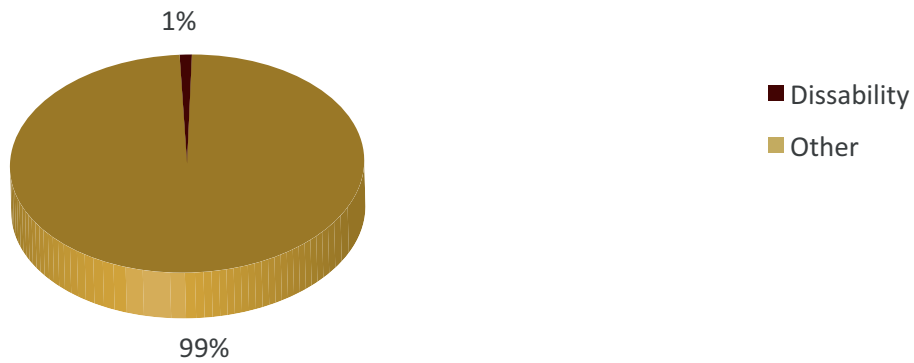


Figure 21 shows that the representation of Africans at 59.3% is much closer to their EAP at the skilled technical level. Of particular significance is the representation of Coloureds at 11.3%, which has surpassed their EAP although this is a picture, which should have been seen at the previous levels. Although at a diminishing rate, the representation of the White group still remains twice their EAP and Indians have also surpassed their EAP. The representation of all the population groups, except for Africans, is either near or above their EAP at this level.

The representation of females (47.1%) has slightly surpassed their EAP at the expense of male representation (52.9%), which is very close to their respective EAP. This is a positive step towards the increase in the representation of females, who have been confined to low-level jobs. With regards to the people with disabilities, they accounted for only 1% of the workforce at this level

Table 26: Workforce profile at the Skilled Level by province and by population group and gender

PROVINCE	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Western Cape	15.6%	18.5%	1.7%	10.9%	14.4%	20.4%	1.7%	15.4%	0.8%	0.5%	100.0%
Eastern Cape	25.1%	5.5%	0.4%	6.9%	50.1%	4.6%	0.4%	5.9%	0.8%	0.3%	100.0%
Northern Cape	29.8%	21.9%	0.4%	19.5%	12.5%	8.5%	0.0%	7.1%	0.2%	0.0%	100.0%
Free State	31.1%	2.4%	0.2%	11.5%	37.2%	3.2%	0.1%	13.0%	1.0%	0.2%	100.0%
KwaZulu-Natal	26.6%	1.9%	8.8%	4.6%	42.2%	2.2%	8.3%	4.7%	0.6%	0.2%	100.0%
North West	33.2%	0.9%	0.3%	11.2%	40.5%	1.1%	0.3%	10.1%	2.3%	0.1%	100.0%
Gauteng	33.5%	4.8%	3.0%	14.8%	23.6%	4.4%	2.7%	11.4%	1.4%	0.3%	100.0%
Mpumalanga	50.6%	1.5%	0.5%	21.2%	15.6%	0.4%	0.3%	6.4%	3.4%	0.1%	100.0%
Limpopo	40.5%	0.1%	0.1%	1.5%	54.1%	0.1%	0.1%	2.1%	1.2%	0.3%	100.0%

Table 26 above shows that the representation of the designated groups in terms of population group and gender at this level has been reaching relatively reasonable proportions in all provinces. Africans are mostly represented in all Provinces with an over-representation in Limpopo (94.6%). The representation of females in the Eastern Cape (55.1%), Limpopo (54.3%), KwaZulu-Natal (52.7%) and the North West (41.9%) Provinces are very impressive as it surpasses the provincial EAP's. This is an indication of a commitment towards transformation in these provinces. The representation of foreign nationals in Mpumalanga and North West Provinces is almost greater than that of Coloureds and Indians combined.

Table 27: Workforce profile at the Skilled Level by province for disability

PROVINCE	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Western Cape	8.0%	21.3%	3.1%	20.1%	6.3%	18.6%	2.3%	19.9%	0.3%	0.0%	100.0%
Eastern Cape	31.9%	10.7%	0.5%	15.9%	28.1%	4.9%	0.2%	7.4%	0.4%	0.0%	100.0%
Northern Cape	13.2%	22.6%	1.9%	47.2%	3.8%	5.7%	0.0%	5.7%	0.0%	0.0%	100.0%
Free State	27.2%	4.3%	1.1%	25.0%	20.7%	0.0%	1.1%	20.7%	0.0%	0.0%	100.0%
KwaZulu-Natal	31.5%	3.8%	17.8%	12.1%	15.1%	1.9%	8.4%	8.6%	0.6%	0.2%	100.0%
North West	37.3%	1.5%	0.7%	18.3%	30.6%	1.5%	0.4%	8.6%	1.1%	0.0%	100.0%
Gauteng	26.2%	4.6%	3.4%	22.0%	19.8%	4.3%	2.5%	16.3%	0.8%	0.2%	100.0%
Mpumalanga	48.7%	0.9%	0.0%	26.3%	13.7%	0.6%	0.0%	9.6%	0.3%	0.0%	100.0%
Limpopo	83.7%	0.1%	0.0%	1.4%	13.8%	0.1%	0.0%	0.7%	0.1%	0.1%	100.0%

According to Table 27 above, there is an over-representation of African people with disabilities in Limpopo (97.5%), whilst whites are mostly represented in the Northern Cape at 52.9%, Free State (45.7%) and the Western Cape (40%). The representation of disabled females is disappointing in comparison to their able-bodied counterparts.

Table 28: Sector workforce profile at the Skilled Level by population group and gender

Table 28 shows that the most of the industries within the skilled level is highly represented by Africans, notably African males.

SECTORS	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Agriculture	35.7%	9.5%	1.9%	16.3%	16.6%	5.7%	1.0%	12.3%	0.8%	0.1%	100.0%
Mining and Quarrying	44.2%	3.9%	0.8%	29.9%	8.7%	1.0%	0.4%	6.1%	5.0%	0.1%	100.0%
Manufacturing	31.6%	9.6%	6.7%	23.6%	8.9%	4.6%	2.7%	10.1%	1.9%	0.2%	100.0%
Electricity, Gas and Water	38.9%	4.8%	2.5%	15.0%	27.1%	2.7%	1.5%	6.4%	0.8%	0.2%	100.0%
Construction	50.9%	7.2%	2.4%	17.1%	9.8%	1.7%	1.1%	6.0%	3.7%	0.2%	100.0%
Retail and Motor Trade/Repair Service	24.2%	7.1%	5.0%	13.2%	22.8%	10.7%	4.3%	12.2%	0.4%	0.2%	100.0%
Wholesale Trade/ Commercial Agents/Allied Services	27.8%	6.7%	5.3%	16.9%	16.3%	6.5%	4.2%	15.5%	0.7%	0.3%	100.0%
Catering/Accommodation/other trade	26.0%	5.0%	2.5%	8.2%	30.2%	9.5%	3.0%	12.4%	1.8%	1.3%	100.0%
Transport/ Storage/ Communications	33.0%	8.1%	5.0%	19.6%	17.2%	4.4%	2.6%	8.9%	0.9%	0.2%	100.0%
Finance/Business Services	21.0%	5.6%	3.7%	10.0%	26.8%	9.6%	5.0%	17.3%	0.6%	0.4%	100.0%
Community/ Social/Personal Services	30.5%	3.8%	1.5%	3.5%	44.8%	4.8%	2.5%	7.6%	0.7%	0.4%	100.0%

This is the case especially in the mining (50.9%), construction (44.2%), electricity & gas (38.9%) and the transport, storage and communications industries (33%).

Whites are mostly represented in mining (29.9%) and the manufacturing industries (23.6%). Most of the industries are male



dominated, with females mostly represented in the community, social & personal services industry (59.7%), followed by finance & business services industry (58.7%) and catering/accommodation industry (55.1%).

The representation of African females within the electricity, gas & water supply is encouraging as it is an indication that females are beginning to make inroads into the industries, which were traditionally male dominated although more could be done with regards to the representation of females in all industries in general.

**Table 29: Sector workforce profile at the Skilled Level for disability**

As expected Table 29, indicates that males are also over-represented in people with disabilities in most industries at the Skilled

SECTORS	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Agriculture	35.6%	11.0%	3.3%	17.5%	10.4%	6.8%	1.8%	13.4%	0.3%	0.0%	100.0%
Mining and Quarrying	46.5%	2.9%	0.7%	34.6%	4.2%	0.6%	0.1%	5.02%	5.2%	0.0%	100.0%
Manufacturing	22.7%	11.2%	7.9%	34.6%	6.7%	4.8%	1.5%	10.2%	0.5%	0.0%	100.0%
Electricity, Gas and Water	33.2%	3.5%	2.9%	33.2%	14.2%	1.4%	0.9%	9.6%	0.8%	0.1%	100.0%
Construction	46.7%	5.6%	2.8%	23.6%	7.9%	1.9%	0.5%	10.0%	0.5%	0.5%	100.0%
Retail and Motor Trade/Repair Service	18.2%	6.0%	8.4%	19.3%	17.0%	10.1%	5.5%	15.4%	0.0%	0.2%	100.0%
Wholesale Trade/ Commercial Agents/Allied Services	20.0%	7.7%	7.4%	20.4%	14.6%	5.6%	4.2%	19.7%	0.2%	0.2%	100.0%
Catering/Accommodation/other trade	20.3%	6.4%	1.9%	11.4%	28.7%	11.1%	3.3%	15.3%	0.8%	0.6%	100.0%
Transport/ Storage/ Communications	21.7%	5.2%	4.8%	31.9%	16.9%	3.8%	2.1%	13.3%	0.3%	0.0%	100.0%
Finance/Business Services	39.0%	4.7%	2.8%	8.7%	18.6%	6.1%	3.1%	16.7%	0.1%	0.1%	100.0%
Community/ Social/Personal Services	32.0%	4.6%	2.9%	9.7%	429.4%	3.8%	2.8%	14.2%	0.4%	0.2%	100.0%

Technical level, with the exception of the catering/accommodation sector (58.4%) and community, social & personal services (50.2%). African males with disabilities feature prominently in construction (46.7%), mining (46.5%), and finance & business services (39%) industries, which are traditionally male dominated. White females with disabilities also feature prominently in the wholesale & retail trade industry (19.7%).

**Table 30 : Workforce profile at the Skilled level by population group and gender and by business type -**

(Please note All Government is inclusive of national, provincial and local governments)

Table 30 shows that at the skilled technical level, Blacks (89.5%) are mostly represented in government especially females (60%). The

BUSINESSES TYPE	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
All Employers	30.9%	5.7%	3.1%	12.0%	28.3%	5.6%	2.8%	10.0%	1.2%	0.3%	100.0%
All Government	30.5%	3.9%	1.2%	3.7%	48.4%	4.2%	1.3%	6.1%	0.5%	0.2%	100.0%
National Government	39.6%	6.5%	1.1%	7.2%	33.0%	4.2%	1.2%	7.2%	0.0%	0.0%	100.0%
Provincial Government	27.2%	1.6%	0.6%	1.6%	56.9%	3.9%	1.2%	5.8%	0.8%	0.3%	100.0%
Local Government	33.6%	13.5%	5.0%	9.9%	23.8%	6.4%	2.1%	5.4%	0.1%	0.0%	100.0%
Private Sector	32.7%	6.9%	4.1%	16.8%	16.6%	6.1%	3.2%	11.7%	1.6%	0.3%	100.0%
Non-Profit Organisation	36.2%	4.1%	1.6%	7.5%	33.3%	5.5%	1.7%	9.4%	0.5%	0.2%	100.0%
SOE	34.7%	5.0%	2.4%	15.9%	28.7%	3.7%	2.1%	6.8%	0.5%	0.2%	100.0%
Educational Institution	19.6%	3.9%	2.2%	4.5%	45.9%	6.1%	5.0%	11.1%	1.1%	0.6%	100.0%

provincial tier of government deserved commendation with its achievements of representation of females (67.8%) and Black females in particular (62%). The educational institutions are also doing well in the representation of females (68.1%) and Blacks in particular (57%). The over-representation of males (60.5%) in the private sector has been a common thread throughout the occupational levels. African males are mostly represented in most business types except in provincial government (56.9%) and educational institutions (45.9%).

Table 31: Workforce profile at the Skilled Level by business type for people with disabilities- (Please note All Government is inclusive of national, provincial and local governments)

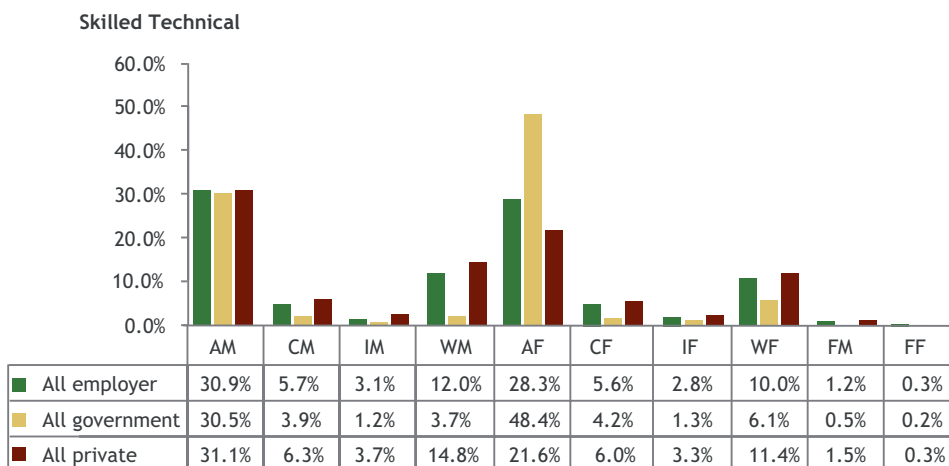
As shown in Table 31, the situation is the same with disabled people where males are over-represented in most of the business types

Business Type	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
All Employers	32.0%	5.7%	3.9%	18.8%	17.9%	4.8%	2.5%	13.7%	0.6%	0.1%	100.0%
All Government	31.3%	5.6%	2.1%	11.2%	30.6%	3.2%	1.5%	14.2%	0.2%	0.0%	100.0%
National Government	35.5%	4.3%	2.1%	11.1%	25.8%	3.2%	1.4%	16.6%	0.0%	0.0%	100.0%
Provincial Government	30.4%	3.8%	1.8%	8.2%	37.7%	2.6%	1.8%	13.7%	0.1%	0.0%	100.0%
Local Government	25.1%	16.0%	3.2%	23.3%	14.4%	5.6%	0.8%	10.4%	1.1%	0.0%	100.0%
Private Sector	33.6%	5.8%	4.6%	21.2%	12.7%	5.3%	2.5%	13.5%	0.7%	0.1%	100.0%
Non-Profit Organisation	25.2%	5.4%	1.2%	17.8%	19.8%	5.4%	3.9%	21.3%	0.0%	0.0%	100.0%
SOE	27.7%	2.5%	2.5%	32.2%	20.3%	2.3%	1.3%	10.4%	0.9%	0.0%	100.0%
Educational Institution	25.0%	7.4%	4.3%	7.9%	29.0%	5.9%	5.1%	14.1%	0.7%	0.5%	100.0%

especially African males, although white males are the most in state owned enterprises (32%). Their presence is felt within the local government tier (67.6%), private sector (65.2%) and in state owned enterprises (64.9%).

In the skilled technical level, females are mostly represented within the provincial government tier (55.8%) and educational institutions (54.1%).

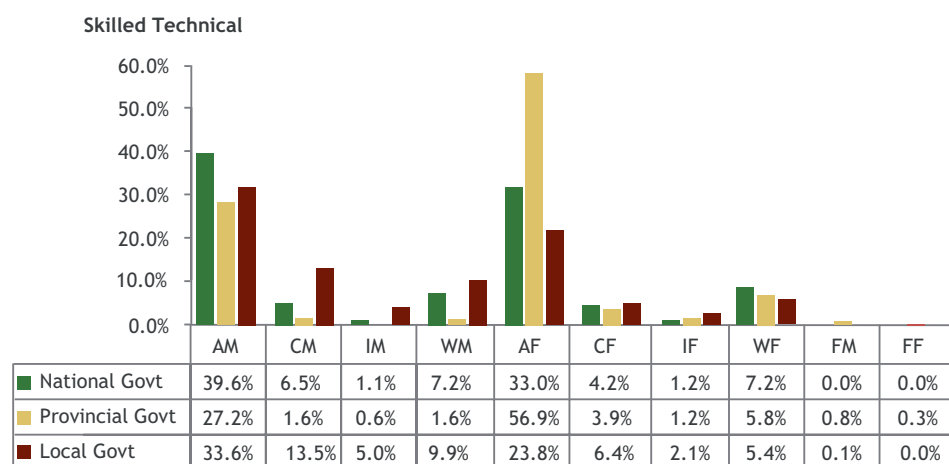
Figure 22: Workforce population distribution for Skilled Technical for all employers



According to Figure 22 males are slightly more represented than females within all employers overall (51.7%) and in the private sector in particular (60.5%). More than 60% of the females are represented in government with African females comprising almost half of them (48.4%).

**Figure 23: Workforce population distribution for Skilled Technical for government employers only**

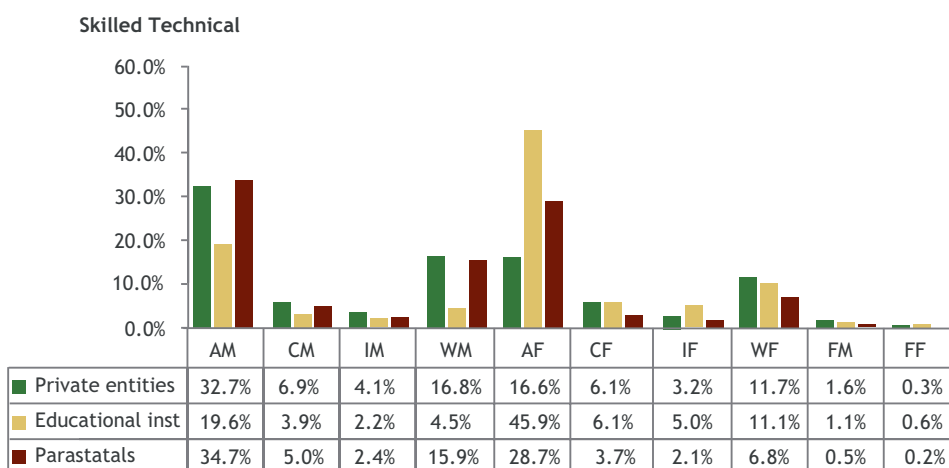
Figure 23 shows that Blacks especially Africans are the most represented group in government with African females (56.9%)



doubling their male counterparts within the provincial sphere. The presence of African males is mostly felt in national (39.6%) and local government (33.6%) spheres. The representation of Coloured males (13.5%) within the local government sphere, which is surpassing that of white males (9.9%) is encouraging at this level.

**Figure 24: Workforce population distribution for Skilled Technical for private sector employers**

Figure 24 shows that African females (45.9%) are mostly represented within educational institutions, followed by their male



counterparts (19.6%). The representation of African males at the skilled technical level is mostly in state owned enterprises (34.7%) and private entities in general (32.7%).

**Table 32: Workforce profile and movements at the Skilled Technical level in terms of population group, gender and disability - (Please note that there is no separate workforce movement data for disability)**

Table 32 above shows that Blacks and Africans in particular have benefitted significantly from recruitment, promotion and training opportunities at this level, with females benefitting the most in terms of promotion opportunities (54.7%) compared to

WORKFORCE MOVEMENTS	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Workforce profile for all employees	30.9%	5.7%	3.1%	12.0%	28.3%	5.6%	2.8%	10.0%	1.2%	0.3%	100.0%
Workforce profile for people with disabilities only	32.0%	5.7%	3.9%	18.8%	17.9%	4.8%	2.5%	13.7%	0.6%	0.1%	100.0%
Recruitment for all employers	34.3%	5.4%	2.9%	12.7%	25.6%	4.5%	2.5%	9.5%	2.0%	0.6%	100.0%
Promotion for all employers	31.4%	4.3%	2.2%	6.1%	39.9%	5.1%	2.2%	7.5%	0.9%	0.3%	100.0%
Skills development for all employers	32.8%	7.1%	3.9%	11.8%	22.4%	7.5%	3.6%	10.8%	0%	0%	100%

their male counterparts (44%). Males continue to receive preference in terms of all recruitment (55.3%) and skills development (55.6%) opportunities.



# SIX

## SUMMARY AND CONCLUSION



## 6. SUMMARY AND CONCLUSION

The 2013/2014 CEE Annual Report (the 14th Report) contains more than the usual statistics, demographics and percentages, because 2013/2014 heralded major amendments to the Employment Equity Act. The amended Employment Equity Act, No. 47 of 2013 is also accompanied by draft regulations, which were released by the Minister of Labour for public comment on 28 February 2014. The regulations also include guidelines on dealing with issues of equal pay for work of equal value. Over and above these developments, which are all covered in this 14<sup>th</sup> Report, there is also a summary of the three major court cases on affirmative action/ employment equity, with a brief overview of the implications of the judgements and how these are addressed in the amendments. On the statistical front, the 14<sup>th</sup> Report contains a long-run analysis of patterns from 2003 to 2013. An important addition this year is the actual numbers are provided over and above the percentages. One gets to see the base from which the various groups are either declining or increasing. This changes the effect of the percentages drastically.

### AMENDMENTS TO THE EE ACT

The following changes were introduced in the EE Amendment Act, 2013:

- a) The EE Amendment Act, No 47 of 2013, inter alia, extends the definition of “designated group” to include people who were denied their South African citizenship by apartheid laws
- b) Reporting is streamlined to focus only on levels and no longer on categories
- c) Discrimination on the grounds of pay/ remuneration/ benefits is prohibited for people who are doing equal work or work of equal value (which are defined in the draft regulations)
- d) Discrimination on ‘arbitrary grounds’ is added to the prohibited grounds for discriminating. The burden of proof is however reversed so that the onus rests on the party who is alleging the discrimination
- e) Lower-paid employees (covered by BCEA) can use the CCMA to deal with cases of unfair discrimination (rather than the Labour Court)
- f) Cases of unfair discrimination on the basis of sexual harassment can now be handled via the CCMA (for conciliation and arbitration), with a full right of appeal for such matters. Items ‘e’ and ‘f’ seek to increase access to justice for poorer and/ or sexually abused employees
- g) All employers will now report annually, rather than only those with 150 or more employees
- h) Section 42 of the Act has been repealed so that the DG no longer has to consider all the factors that were listed in the previous section 42 in assessing compliance with the EE Act. The draft regulations contain proposals on how employers can approach the vexing issue of balancing national and regional demographics of the Economically Active Population
- i) Linked to the ‘h’ above is the streamlining of the processes for assessing compliance on the part of the Department of Labour, resulting in the shortening of the path to the Labour Court
- j) More robust fines are introduced for non-compliance (R1.5 million - R2.7 million). For more serious violations the turnover threshold applies (2% - 10%)
- k) Failure to comply after 180 days can now result in a direct appeal to the Labour Court by the DG.
- l) Trebling of fines for breach of confidentiality, undue influence, obstruction, fraud are increased to R30 000.

### DRAFT EMPLOYMENT EQUITY REGULATIONS

The following proposals are included in the Draft EE Regulations 2014:

- a) All employers must now report every year, so smaller employers no longer report every second year. An employer who becomes designated during the reporting period, should submit their first report only on the first working day of October of the following reporting year (not in November, February, etc.)
- b) The regulations unpack the concept of ‘pay’ as well as the meaning of ‘equal value’ to guide employers in dealing with any possible discrimination on the grounds of equal pay for equal work or for work of equal value
- c) In terms of the Solidarity versus Department of Correctional Services case, the court insisted that employers should consider both the national as well as the regional demographics of the Economically Active Population (EAP) in their application and enforcement of targets. It ought to be noted that the EAP demographics are not the same as the general population demographics, because they exclude people below the ages of 16 and above 65. EAP also excludes people who are no longer looking for work (discouraged potential employees); it excludes students; people in prisons and others who are not eligible for employment. EAP is therefore very sensitive to the historical patterns of employment in the country and in any province (e.g. the previously all-male employment patterns of mining provinces such as the North West and Free State). Over the past few centuries, the EAP’s of such provinces would have been strongly biased in favour of the males who were the preferred group for employment. The apartheid laws also played a very serious role in creating preferences for one particular group over others. So some balance ought to be struck between taking cognizance of these historical patterns of employment and their distortionary effect on the labour market and the EAP’s in various parts of South Africa, versus the globalisation imperative which requires the recruitment of skills from across the nation and even globally. The draft regulations seek to accommodate the need by larger employers (using number of employees as proxy) to widen their net when they seek prospective employees, particularly at the senior levels

The assumption is that the senior levels tend to scarcity of supply, particularly at the local or regional level and hence would require recruitment nationally (and even globally), whereas at the lower levels, the skills that are required are not always that scarce and supply is normally available locally and/or regionally. On the other hand, using the EAP of Rustenburg or the North West province when planning the targets for a platinum mine, will invariably lead to the continued under-representation of women, who were historically not employed at any level in the mines (including lower levels). Consequently, the female EAP of North West (as just one case in point) currently stands at only 40% versus that of males (60%).

## LABOUR COURT CASES

### Director-General of Labour versus Comair (2007)

The Labour Court ruled against the Department of Labour for not considering all the factors that were listed in section 42, of the Act when reviewing if an employer has complied. The Employment Equity Act (47 of 2013) has now repealed section 42. The onus is no longer on the DG to conduct research into all the socio-economic factors that could possible influence whether a particular employer can comply with the Act.

### Solidarity vs Department of Correctional Services (2012)

The judgement in this case also turned on the interpretation of section 42, particularly the need to consider both the national EAP as well as the regional EAP (rather than one or the other). The amended regulations seek to deal with this balancing act by proposing two ways of accommodating both, one is via the levels, where some are national and other regional, the other is via averaging of the two.

### Solidarity vs South African Police Services (2013)

The court rejected the refusal by the SAPS to employ a white female as Superintendent merely on the basis that her category (white females) was already over-represented. This case reinforces the need for long-term planning with respect to employment equity, as part of the key strategic plan of any institution or employer. Employers should develop the required capacity and skills and not expect to get them via advertisement. So human resources policies and practices, including skills development, ought to be aligned to employment equity, otherwise the SAPS and other employers will never get enough candidates that are eligible to be Superintendents from the ranks of designated groups.

### Key observations from 2003-2013 data

#### Top Management

- a) Africans constitute less than 20% of Top Management in 2013, whereas they are 75% of the national EAP of the country. Whites constitute 62% of Top Management in 2013, in stark contrast with their EAP nationally of 10.8%
- b) The movement of various designated groups into Top Management, over the past ten years, has been staggered and inconsistent. For instance, in 2009, African representation at the Top Management level reached the highest percentage point of 20.3%, before declining to the current 19.8%. In fact the 'movement' has been more like static, if not retrogressive, over the past five years, at this most crucial level of decision-making and influence
- c) The above-noted pattern is also reflected in the trends of the Coloured category of designated group members. This category first declines in 2005, when it is expected to increase, then it increases to 5% in 2009, before declining to 4.8% in 2011. So there is regression, not progress
- d) The only solid and consistent progress in the percentages of representation at Top Management level, between 2003 and 2013, takes place in the Indian sub-category of designated group members. This group virtually doubles its representation during that period
- e) The actual figures (raw data) of all employees in Top Management reveal another story. The total number of employees in Top Management from the statistics that were given by employers in their EE reports, were 15 515 in 2003 and it rose to 22 571 in 2013. Of the 22 571 Top Managers in 2013, a staggering 14 149 are white employees. This is 'followed' by Africans who are a mere 4 464; then Indians (1 879); Coloureds (1 146). The total number of People with Disabilities in the reporting population at Top Management is 347 people in 2013
- f) Females constitute 20.6% of Top Management. Their actual figure is 4 646 employees. So, in real terms, there are more females in Top Management (4 646) than all the Africans in Top Management (4 464). This ought to be interpreted in the backdrop of the respective EAP's of the various designated group members (Female EAP: 46%; Africans: 75%; Indians: 3.1%; Coloureds : 10.6% ). In actual terms, there are more Indians in Top Management (1 879) than Coloured people (1 146), when the actual EAP's are the complete opposite.
- g) What the real numbers reveal is that the 'cake' has been expanding/ increasing over the past ten years, but it has not transformed at the same rate as it has been increasing. We then have the biblical situation of even more being added to



those to whom more representation had been given, whereas from those whose representation was less, lesser still will be added. To continue the cake analogy, the black raisins on the cake remain scattered here and there even as the cake continues to enlarge.

- h) People with disabilities constituted 1.6% (247) of Top Management in 2003, ten years later they are 1.8% (347 employees). The actual number went up by only 100 people in ten years!

### Senior Management

- a) The pattern for Top Management is reflected in Senior Management, albeit with some slight variation of between 2% and 5%. For instance white senior managers (at 57%) are only 5% points below their representation of 62.7 in Top Management. Similarly, Africans constitute 23% of Senior Management (versus 19.8% of Top Management); Coloureds are 7% (versus 5.1%); Indians are 10% of Senior Management (versus 8.4% of Top Management).
- b) Females constitute 29.9% of Senior Management in 2013, versus 20.6% in Top Management. So in 2013, 70% of Senior Management remains male employees
- c) The percentage representation of People with Disabilities in Senior Management has not changed in the last ten years; it is stuck at 1.3%. The actual figures are 614 employees with disabilities in Senior Management by 2003 and 1070 in 2013. But then the total number of employees at Senior Management level grew from 47,433 in 2003 to 84,527. A staggering 37,095 additional employees were added to the category of which only 456 were People with Disabilities (or 1.23 %).

### Professionally Qualified

- a) The proportion of Africans in this category actually declined between 2003 and 2013. In 2003 Africans constituted 39% of Professionally Qualified employees, but in 2013 they were 38.4%. The total pool of employees in this category, in actual numbers was 15 515 in 2003, and 22 571 in 2013. Of this total in 2003, Whites were 49.2%, Africans were 39%, Coloureds 6.1%, Indians 5.5% and females 36%. In 2013, on the other hand, the real number of whites at the Professionally Qualified level grew to 167 882; versus those of Africans 160 401, Coloureds 40 132, Indians 39 315 and People with Disabilities 4 521
- b) The actual proportion of women at the Professionally Qualified level has been static at some 43% for the past five years or so. The actual number of females at this level was 94 223 in 2003 and it grew to 180 133 in 2013. This compares with the actual number of males which was at 163 889 in 2003 and which actually grew to 237 863 by 2013.

### Skilled Level

- a) In percentage representation terms, the various groups seem to be doing well at the skilled level. Whites would appear to have declined from 38.2% in 2003 to 22% in 2013; whilst Africans seem to have increased from 42% in 2003 to 59% in 2013. Contrarily, Coloureds in percentage terms actually decreased from 12.9% in 2003 to 11.3% in 2013; whilst Indians declined from 6.8% to 5.9% during the same period. However this has to be interpreted in the backdrop of the real increases in opportunities between 2003 and 2013.
- c) The total pool of employees in this category, in actual numbers was 841 537 in 2003, and 1 447 224 in 2013. Of this total in 2003, Whites were 38.2%, Africans were 42.1%, Coloureds 12.9%, Indians 6.8% and Females 44.2%. In 2013, on the other hand, the real number of whites at the Professionally Qualified level grew to 167 882, versus those of Africans 160 401, Coloureds 40 132, Indians 39 315 and People with Disabilities 4 521
- d) The actual proportion of women at the Skilled Level was 47% in 2013 versus 44.2% in 2003. The actual number of females at this level was 371,819 in 2003 and it grew to 681 374 in 2013. This compares with the actual number of males which was at 469 718 in 2003 and which actually grew to 725 650 by 2013.
- e) At this level, the proportion of People with Disabilities declined from 1.6% in 2003 to 1% in 2013.

The 14th Annual CEE Report also produces data for 2013 on the representation of the various categories by sector, business type and by province. Efforts will be made in future to also do some long-term trends' analyses of these data, based on the actual reports that were submitted by employers over the past ten years or more. The sum-total will still be the same because the total figures are extracted from all the reports, representing all the provinces as well as all sectors and business types. The addition of actual figures in this year's annual report show, in actual fact, opportunities continue to be skewed along the old racial, gender and disability lines. Whilst the percentages seem to be increasing for some designated groups, even these increases are inconsistent and staggered. Yet beyond the staggered and erratic movement of designated group, lies another picture of very low bases from which the percentages are calculated, so that the actual numbers are increasing at a far slower rate. Where there were 10 000 members of non-designated groups in a particular level and only 1 000 members of designated groups, if the designated groups double in actual numbers, the move from 1 000 to 2 000 changes the representation in percentage terms from 10% to 20%, which looks very good. But in the meantime the 10 000 actually grows to some 13 000, so that the additional 1 000 members of designated groups becomes 15.4% of the new numbers. Whilst a 15.4% level of representation is better than 10%, the reality is that another 2 000 extra members of non-designated groups were also added in the process. This calls for a far more nuanced approach to the interpretation of the percentages of representation than has been the case hitherto, so that the reality can be understood. So many challenges still lie ahead and we still have a very long way to go.

# SEVEN

## REFERENCES



## 7 REFERENCES

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# EIGHT

## APPENDIX A



## 8 APPENDIX A

### 8.1 TABLES FOR WORKFORCE PROFILE FOR ALL LARGE EMPLOYERS

8.1.1 Please report the total number of employees (including employees with disabilities) in each of the following occupational levels (for all large employers)

OCCUPATIONAL LEVELS	Male				Female				Foreign National		Total
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
Top Management	3 048	790	1460	11 811	1 416	356	419	2 338	816	117	22 571
	13.5%	3.5%	6.5%	52.3%	6.3%	1.6%	1.9%	10.4%	3.6%	0.5%	100.0%
Senior Management	12 701	3 786	5 793	34 888	6 791	2 098	2 692	13 253	2 036	489	84 527
	15.0%	4.5%	6.9%	41.3%	8.0%	2.5%	3.2%	15.7%	2.4%	0.6%	100.0%
Professionally qualified and experienced specialists and mid-management	82 596	21 139	22 526	103 951	77 805	18 933	16 789	63 931	7 651	2 675	417 996
	19.8%	5.1%	5.4%	24.9%	18.6%	4.5%	4.0%	15.3%	1.8%	0.6%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	447 378	82 463	44 660	173 627	410 235	80 569	40 779	145 269	17 722	4 522	1 447 224
	30.9%	5.7%	3.1%	12.0%	28.3%	5.6%	2.8%	10.0%	1.2%	0.3%	100.0%
Semi-skilled and discretionary decision making	872 001	102 223	30 464	49 345	578 643	120 122	30 855	78 962	48 048	3 766	1 914 429
	45.5%	5.3%	1.6%	2.6%	30.2%	6.3%	1.6%	4.1%	2.5%	0.2%	100.0%
Unskilled and defined decision making	521 315	49 203	5 482	6 691	300 977	45 298	3 272	2 691	27 072	3 695	965 696
	54.0%	5.1%	0.6%	0.7%	31.2%	4.7%	0.3%	0.3%	2.8%	0.4%	100.0%
<b>TOTAL PERMANENT</b>	<b>1 939 039</b>	<b>259 604</b>	<b>110 385</b>	<b>380 313</b>	<b>1 375 867</b>	<b>267 376</b>	<b>94 806</b>	<b>306 444</b>	<b>103 345</b>	<b>15 264</b>	<b>4 852 443</b>
	<b>40.0%</b>	<b>5.3%</b>	<b>2.3%</b>	<b>7.8%</b>	<b>28.4%</b>	<b>5.5%</b>	<b>2.0%</b>	<b>6.3%</b>	<b>2.1%</b>	<b>0.3%</b>	<b>100.0%</b>
Temporary employees	310 216	40 170	7 341	23 170	272 809	40 383	7 708	23 154	11 413	4 519	740 883
	41.9%	5.4%	1.0%	3.1%	36.8%	5.5%	1.0%	3.1%	1.5%	0.6%	100.0%
<b>GRAND TOTAL</b>	<b>2 249 255</b>	<b>299 774</b>	<b>117 726</b>	<b>403 483</b>	<b>1 648 676</b>	<b>307 759</b>	<b>102 514</b>	<b>329 598</b>	<b>114 758</b>	<b>19 783</b>	<b>5 593 326</b>

8.1.2 Please report the total number of employees with disabilities only in each of the following occupational levels (for all large employers)

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	62	13	26	157	28	10	7	35	9	0	347
	17.9%	3.7%	7.5%	45.2%	8.1%	2.9%	2.0%	10.1%	2.6%	0.0%	100.0%
Senior Management	167	55	64	468	75	25	32	169	11	4	1070
	15.6%	5.1%	6.0%	43.7%	7.0%	2.3%	3.0%	15.8%	1.0%	0.4%	100.0%
Professionally qualified and experienced specialists and mid-management	785	218	243	1646	483	142	124	834	27	19	4521
	17.4%	4.8%	5.4%	36.4%	10.7%	3.1%	2.7%	18.4%	0.6%	0.4%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	4 743	850	580	2 777	2 646	709	366	2 025	89	20	14 805
	32.0%	5.7%	3.9%	18.8%	17.9%	4.8%	2.5%	13.7%	0.6%	0.1%	100.0%
Semi-skilled and discretionary decision making	6 889	1 193	421	1 518	4 278	1 370	372	1 508	350	23	17 922
	38.4%	6.7%	2.3%	8.5%	23.9%	7.6%	2.1%	8.4%	2.0%	0.1%	100.0%
Unskilled and defined decision making	4 856	446	89	210	3 023	395	29	117	434	28	9 627
	50.4%	4.6%	0.9%	2.2%	31.4%	4.1%	0.3%	1.2%	4.5%	0.3%	100.0%
<b>TOTAL PERMANENT</b>	<b>17 502</b>	<b>2 775</b>	<b>1 423</b>	<b>6 776</b>	<b>10 533</b>	<b>2 651</b>	<b>930</b>	<b>4 688</b>	<b>920</b>	<b>94</b>	<b>48 292</b>
	<b>36.2%</b>	<b>5.7%</b>	<b>2.9%</b>	<b>14.0%</b>	<b>21.8%</b>	<b>5.5%</b>	<b>1.9%</b>	<b>9.7%</b>	<b>1.9%</b>	<b>0.2%</b>	<b>100.0%</b>
Temporary employees	939	108	21	91	1 041	209	23	58	57	28	2 575
	36.5%	4.2%	0.8%	3.5%	40.4%	8.1%	0.9%	2.3%	2.2%	1.1%	100.0%
<b>GRAND TOTAL</b>	<b>1 8441</b>	<b>2 883</b>	<b>1 444</b>	<b>6 867</b>	<b>11 574</b>	<b>2 860</b>	<b>953</b>	<b>4 746</b>	<b>977</b>	<b>122</b>	<b>50 867</b>

## 8.2 WORKFORCE MOVEMENT

8.2.1 Please report the total number of new recruits, including people with disabilities (for all large employers)

OCCUPATIONAL LEVELS	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	345	78	104	681	231	46	46	184	113	8	1 836
	18.8%	4.2%	5.7%	37.1%	12.6%	2.5%	2.5%	10.0%	6.2%	0.4%	100.0%
Senior Management	1 697	385	580	3 361	992	195	310	1 290	360	103	9 273
	18.3%	4.2%	6.3%	36.2%	10.7%	2.1%	3.3%	13.9%	3.9%	1.1%	100.0%
Professionally qualified and experienced specialists and mid-management	10 992	2 273	3 039	11 533	15 274	2 048	2 617	7 809	1 897	709	58 191
	18.9%	3.9%	5.2%	19.8%	26.2%	3.5%	4.5%	13.4%	3.3%	1.2%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	70 584	11 087	5 966	26 191	52 769	9 251	5 175	19 494	4 151	1 132	205 800
	34.3%	5.4%	2.9%	12.7%	25.6%	4.5%	2.5%	9.5%	2.0%	0.6%	100.0%
Semi-skilled and discretionary decision making	182 011	23 893	8 066	12 787	137 260	26 851	7 763	14 797	4 493	2 100	420 021
	43.3%	5.7%	1.9%	3.0%	32.7%	6.4%	1.8%	3.5%	1.1%	0.5%	100.0%
Unskilled and defined decision making	154 948	17 011	1 749	2 844	96 670	13 564	1 002	1 296	4 008	1 067	294 159
	52.7%	5.8%	0.6%	1.0%	32.9%	4.6%	0.3%	0.4%	1.4%	0.4%	100.0%
TOTAL PERMANENT	420 577	54 727	19 504	57 397	303 196	51 955	16 913	44 870	15 022	5 119	989 280
	42.5%	5.5%	2.0%	5.8%	30.6%	5.3%	1.7%	4.5%	1.5%	0.5%	100.0%
Temporary employees	265 644	42 440	6 975	16 783	223 941	48 036	6 212	19 503	9 222	3 780	642 536
	41.3%	6.6%	1.1%	2.6%	34.9%	7.5%	1.0%	3.0%	1.4%	0.6%	100.0%
GRAND TOTAL	686 221	97 167	26 479	74 180	527 137	99 991	23 125	64 373	24 244	8 899	1 631 816

8.2.2 Please report the total number of promotions into each occupational level, including people with disabilities (for all large employers)

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	183	58	132	586	119	44	51	185	22	5	1 385
	13.2%	4.2%	9.5%	42.3%	8.6%	3.2%	3.7%	13.4%	1.6%	0.4%	100.0%
Senior Management	1 782	417	746	2 571	1 042	258	465	1 360	185	65	8 891
	20.0%	4.7%	8.4%	28.9%	11.7%	2.9%	5.2%	15.3%	2.1%	0.7%	100.0%
Professionally qualified and experienced specialists and mid-management	12 695	2 402	2 124	7 922	11 441	2 187	2 037	6 694	491	210	48 203
	26.3%	5.0%	4.4%	16.4%	23.7%	4.5%	4.2%	13.9%	1.0%	0.4%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	43 180	5 969	2 959	8 400	54 853	7 050	3 087	10 263	1 175	372	137 308
	31.4%	4.3%	2.2%	6.1%	39.9%	5.1%	2.2%	7.5%	0.9%	0.3%	100.0%
Semi-skilled and discretionary decision making	36 782	3 905	1 023	1 645	29 657	4 308	1 048	1 624	1 250	110	81 352
	45.2%	4.8%	1.3%	2.0%	36.5%	5.3%	1.3%	2.0%	1.5%	0.1%	100.0%
Unskilled and defined decision making	6705	1079	149	167	5668	817	115	101	132	27	14 960
	44.8%	7.2%	1.0%	1.1%	37.9%	5.5%	0.8%	0.7%	0.9%	0.2%	100.0%
<b>TOTAL PERMANENT</b>	<b>101 327</b>	<b>13 830</b>	<b>7 133</b>	<b>21 291</b>	<b>102 780</b>	<b>14 664</b>	<b>6 803</b>	<b>20 227</b>	<b>3 255</b>	<b>789</b>	<b>292 099</b>
	<b>34.7%</b>	<b>4.7%</b>	<b>2.4%</b>	<b>7.3%</b>	<b>35.2%</b>	<b>5.0%</b>	<b>2.3%</b>	<b>6.9%</b>	<b>1.1%</b>	<b>0.3%</b>	<b>100.0%</b>
Temporary employees	7136	1 339	266	622	5 106	807	169	528	218	33	16224
	44.0%	8.3%	1.6%	3.8%	31.5%	5.0%	1.0%	3.3%	1.3%	0.2%	100.0%
<b>GRAND TOTAL</b>	<b>108 463</b>	<b>15 169</b>	<b>7 399</b>	<b>21 913</b>	<b>107 886</b>	<b>15 471</b>	<b>6 972</b>	<b>20 755</b>	<b>3 473</b>	<b>822</b>	<b>308 323</b>



## 8.3 SKILLS DEVELOPMENT

8.3.1 Please report the total number of people from the designated groups, including people with disabilities, who received training solely for the purpose of achieving the numerical goals, and not the number of training courses attended by individuals (for all large employers)

OCCUPATIONAL LEVELS	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top Management	1 154	275	438	2 531	664	144	164	772	6 142
	18.8%	4.5%	7.1%	41.2%	10.8%	2.3%	2.7%	12.6%	100.0%
Senior Management	6 555	1 822	2 880	12 090	4 410	1 150	1 544	6 480	36 931
	17.7%	4.9%	7.8%	32.7%	11.9%	3.1%	4.2%	17.5%	100.0%
Professionally qualified and experienced specialists and mid-management	38 951	12 185	11 700	37 228	44 949	15 926	9 390	32 791	203 120
	19.2%	6.0%	5.8%	18.3%	22.1%	7.8%	4.6%	16.1%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	161 985	34 874	19 279	58 486	110 725	37 097	17 845	53 289	493 580
	32.8%	7.1%	3.9%	11.8%	22.4%	7.5%	3.6%	10.8%	100.0%
Semi-skilled and discretionary decision making	290 387	33 782	12 282	16 110	205 854	43 882	15 072	29 034	646 403
	44.9%	5.2%	1.9%	2.5%	31.8%	6.8%	2.3%	4.5%	100.0%
Unskilled and defined decision making	142 266	12 035	1 942	2 444	70 200	11 287	1 362	1 047	242 583
	58.6%	5.0%	0.8%	1.0%	28.9%	4.7%	0.6%	0.4%	100.0%
<b>TOTAL PERMANENT</b>	<b>641 298</b>	<b>94 973</b>	<b>48 521</b>	<b>128 889</b>	<b>436 802</b>	<b>109 486</b>	<b>45 377</b>	<b>123 413</b>	<b>1 628 759</b>
	<b>39.4%</b>	<b>5.8%</b>	<b>3.0%</b>	<b>7.9%</b>	<b>26.8%</b>	<b>6.7%</b>	<b>2.8%</b>	<b>7.6%</b>	<b>100.0%</b>
Temporary employees	51 097	4 322	1 234	3 431	31 591	4 908	857	2 669	100 109
	51.0%	4.3%	1.2%	3.4%	31.6%	4.9%	0.9%	2.7%	100.0%
<b>GRAND TOTAL</b>	<b>692 395</b>	<b>99 295</b>	<b>49 755</b>	<b>132 320</b>	<b>468 393</b>	<b>114 394</b>	<b>46 234</b>	<b>126 082</b>	<b>1 728 868</b>

8.3.1 Please report the total number of people with disabilities only who received training solely for the purpose of achieving the numerical goals, and not the number of training courses attended by individuals (for all large employers)

OCCUPATIONAL LEVELS	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top Management	17	1	6	34	6	2	3	12	81
	21.0%	1.2%	7.4%	42.0%	7.4%	2.5%	3.7%	14.8%	100.0%
Senior Management	83	30	48	214	34	21	26	79	535
	15.5%	5.6%	9.0%	40.0%	6.4%	3.9%	4.9%	14.8%	100.0%
Professionally qualified and experienced specialists and mid-management	371	96	123	719	173	83	85	389	2 039
	18.2%	4.7%	6.0%	35.3%	8.5%	4.1%	4.2%	19.1%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	8 666	624	249	1 163	2 051	417	189	900	14 259
	60.8%	4.4%	1.7%	8.2%	14.4%	2.9%	1.3%	6.3%	100.0%
Semi-skilled and discretionary decision making	3950	345	136	359	2 041	368	175	507	7 881
	50.1%	4.4%	1.7%	4.6%	25.9%	4.7%	2.2%	6.4%	100.0%
Unskilled and defined decision making	3889	265	37	193	1 634	163	10	48	6 239
	62.3%	4.2%	0.6%	3.1%	26.2%	2.6%	0.2%	0.8%	100.0%
<b>TOTAL PERMANENT</b>	<b>16 976</b>	<b>1 361</b>	<b>599</b>	<b>2 682</b>	<b>5 939</b>	<b>1 054</b>	<b>488</b>	<b>1 935</b>	<b>31 034</b>
	<b>54.7%</b>	<b>4.4%</b>	<b>1.9%</b>	<b>8.6%</b>	<b>19.1%</b>	<b>3.4%</b>	<b>1.6%</b>	<b>6.2%</b>	<b>100.0%</b>
Temporary employees	644	105	25	31	454	64	12	19	1 354
	47.6%	7.8%	1.8%	2.3%	33.5%	4.7%	0.9%	1.4%	100.0%
<b>GRAND TOTAL</b>	<b>6 245</b>	<b>1 329</b>	<b>693</b>	<b>2 619</b>	<b>4 451</b>	<b>973</b>	<b>509</b>	<b>1 794</b>	<b>18 613</b>

# TABLES FOR EACH PROVINCE IN TERMS OF POPULATION GROUP AND GENDER

## 8.4.1 EASTERN CAPE

1.1 Please report the total number of employees (including employees with disabilities) in each of the following occupational levels

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	142	47	24	476	60	10	1	69	25	0	854
	16.6%	5.5%	2.8%	55.7%	7.0%	1.2%	0.1%	8.1%	2.9%	0.0%	100.0%
Senior Management	561	146	62	1138	301	55	18	307	43	11	2 642
	21.2%	5.5%	2.3%	43.1%	11.4%	2.1%	0.7%	11.6%	1.6%	0.4%	100.0%
Professionally qualified and experienced specialists and mid-management	7 001	1 547	223	3 316	9 637	1 069	143	2 203	265	104	25 508
	27.4%	6.1%	0.9%	13.0%	37.8%	4.2%	0.6%	8.6%	1.0%	0.4%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	20 281	4 470	355	5 583	40 472	3 691	292	4 806	630	243	80 823
	25.1%	5.5%	0.4%	6.9%	50.1%	4.6%	0.4%	5.9%	0.8%	0.3%	100.0%
Semi-skilled and discretionary decision making	31 101	7 519	222	2 100	19 515	5 003	171	2 073	300	94	68 098
	45.7%	11.0%	0.3%	3.1%	28.7%	7.3%	0.3%	3.0%	0.4%	0.1%	100.0%
Unskilled and defined decision making	23 112	3 631	30	360	14 318	2 980	9	108	179	34	44 761
	51.6%	8.1%	0.1%	0.8%	32.0%	6.7%	0.0%	0.2%	0.4%	0.1%	100.0%
<b>TOTAL PERMANENT</b>	<b>82 198</b>	<b>17 360</b>	<b>916</b>	<b>12 973</b>	<b>84 303</b>	<b>12 808</b>	<b>634</b>	<b>9 566</b>	<b>1 442</b>	<b>486</b>	<b>222 686</b>
	<b>36.9%</b>	<b>7.8%</b>	<b>0.4%</b>	<b>5.8%</b>	<b>37.9%</b>	<b>5.8%</b>	<b>0.3%</b>	<b>4.3%</b>	<b>0.6%</b>	<b>0.2%</b>	<b>100.0%</b>
Temporary employees	12 226	2 035	47	710	16 696	2 459	52	700	1 097	408	36 430
	33.6%	5.6%	0.1%	1.9%	45.8%	6.7%	0.1%	1.9%	3.0%	1.1%	100.0%
<b>GRAND TOTAL</b>	<b>94 424</b>	<b>19 395</b>	<b>963</b>	<b>13 683</b>	<b>100 999</b>	<b>15 267</b>	<b>686</b>	<b>10 266</b>	<b>2 539</b>	<b>894</b>	<b>259 116</b>

## 8.4.2 FREE STATE

Please report the total number of employees (including People with Disabilities) in each of the following occupational levels

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	122	14	6	195	73	0	1	56	5	3	475
	25.7%	2.9%	1.3%	41.1%	15.4%	0.0%	0.2%	11.8%	1.1%	0.6%	100.0%
Senior Management	274	27	12	308	103	8	2	132	2	0	868
	31.6%	3.1%	1.4%	35.5%	11.9%	0.9%	0.2%	15.2%	0.2%	0.0%	100.0%
Professionally qualified and experienced specialists and mid-management	1856	103	21	1564	1917	121	25	1230	156	79	7072
	26.2%	1.5%	0.3%	22.1%	27.1%	1.7%	0.4%	17.4%	2.2%	1.1%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	6 172	471	35	2 288	7 378	637	23	2 575	197	46	19 822
	31.1%	2.4%	0.2%	11.5%	37.2%	3.2%	0.1%	13.0%	1.0%	0.2%	100.0%
Semi-skilled and discretionary decision making	19 425	770	14	1 594	20 876	783	21	4 237	1 855	62	49 637
	39.1%	1.6%	0.0%	3.2%	42.1%	1.6%	0.0%	8.5%	3.7%	0.1%	100.0%
Unskilled and defined decision making	15 252	489	9	150	7 604	301	3	93	1 571	64	25 536
	59.7%	1.9%	0.0%	0.6%	29.8%	1.2%	0.0%	0.4%	6.2%	0.3%	100.0%
<b>TOTAL PERMANENT</b>	<b>43 101</b>	<b>1 874</b>	<b>97</b>	<b>6 099</b>	<b>37 951</b>	<b>1 850</b>	<b>75</b>	<b>8 323</b>	<b>3 786</b>	<b>254</b>	<b>103 410</b>
	<b>41.7%</b>	<b>1.8%</b>	<b>0.1%</b>	<b>5.9%</b>	<b>36.7%</b>	<b>1.8%</b>	<b>0.1%</b>	<b>8.0%</b>	<b>3.7%</b>	<b>0.2%</b>	<b>100.0%</b>
Temporary employees	4 510	292	16	703	5 555	183	5	870	284	311	12 729
	35.4%	2.3%	0.1%	5.5%	43.6%	1.4%	0.0%	6.8%	2.2%	2.4%	100.0%
<b>GRAND TOTAL</b>	<b>47 611</b>	<b>2 166</b>	<b>113</b>	<b>6 802</b>	<b>43 506</b>	<b>2 033</b>	<b>80</b>	<b>9 193</b>	<b>4 070</b>	<b>565</b>	<b>116 139</b>

### 8.4.3 GAUTENG

Please report the total number of employees (including employees with disabilities) in each of the following occupational levels

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	1 553	296	857	6 576	816	144	253	1 389	614	97	12 595
	12.3%	2.4%	6.8%	52.2%	6.5%	1.1%	2.0%	11.0%	4.9%	0.8%	100.0%
Senior Management	7 885	1 935	3 802	23 361	4 565	1 047	1 852	9 254	1 544	399	55 644
	14.2%	3.5%	6.8%	42.0%	8.2%	1.9%	3.3%	16.6%	2.8%	0.7%	100.0%
Professionally qualified and experienced specialists and mid-management	48 515	10 403	15 140	73 856	42 338	8 788	11 386	43 479	5 242	1 789	260 936
	18.6%	4.0%	5.8%	28.3%	16.2%	3.4%	4.4%	16.7%	2.0%	0.7%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	280 394	40 518	25 210	124 035	197 842	37 025	22 354	95 329	11 399	2 845	836 951
	33.5%	4.8%	3.0%	14.8%	23.6%	4.4%	2.7%	11.4%	1.4%	0.3%	100.0%
Semi-skilled and discretionary decision making	551 955	38 480	13 846	33 085	305 925	41 926	14 773	50 784	32 428	2 378	1 085 580
	50.8%	3.5%	1.3%	3.0%	28.2%	3.9%	1.4%	4.7%	3.0%	0.2%	100.0%
Unskilled and defined decision making	283 136	12 104	2 141	4 103	140 222	11 085	857	1 585	15 990	1 299	472 522
	59.9%	2.6%	0.5%	0.9%	29.7%	2.3%	0.2%	0.3%	3.4%	0.3%	100.0%
<b>TOTAL PERMANENT</b>	<b>1 173 438</b>	<b>103 736</b>	<b>60 996</b>	<b>265 016</b>	<b>691 708</b>	<b>100 015</b>	<b>51 475</b>	<b>201 820</b>	<b>67 217</b>	<b>8 807</b>	<b>2 724 228</b>
	<b>43.1%</b>	<b>3.8%</b>	<b>2.2%</b>	<b>9.7%</b>	<b>25.4%</b>	<b>3.7%</b>	<b>1.9%</b>	<b>7.4%</b>	<b>2.5%</b>	<b>0.3%</b>	<b>100.0%</b>
Temporary employees	1 77 369	15 400	3 774	14 809	117 579	13 523	3 288	13 662	3 602	1 565	364 571
	48.7%	4.2%	1.0%	4.1%	32.3%	3.7%	0.9%	3.7%	1.0%	0.4%	100.0%
<b>GRAND TOTAL</b>	<b>1 350 807</b>	<b>119 136</b>	<b>64 770</b>	<b>279 825</b>	<b>809 287</b>	<b>113 538</b>	<b>54 763</b>	<b>215 482</b>	<b>70 819</b>	<b>10 372</b>	<b>3 088 799</b>



## 8.4.4 KWAZULU NATAL

Please report the total number of employees (including People with Disabilities) in each of the following occupational levels

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	480	73	396	1 333	205	31	110	207	63	4	2 902
	16.5%	2.5%	13.6%	45.9%	7.1%	1.1%	3.8%	7.1%	2.2%	0.1%	100.0%
Senior Management	1 211	233	1 399	2 778	548	155	580	910	143	21	7978
	15.2%	2.9%	17.5%	34.8%	6.9%	1.9%	7.3%	11.4%	1.8%	0.3%	100.0%
Professionally qualified and experienced specialists and mid-management	8431	844	5 196	5 536	8 583	758	3 858	3 181	661	240	37 288
	22.6%	2.3%	13.9%	14.8%	23.0%	2.0%	10.3%	8.5%	1.8%	0.6%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	47 993	3 489	15 876	8 326	76 236	3 937	14 917	8 463	998	291	180 526
	26.6%	1.9%	8.8%	4.6%	42.2%	2.2%	8.3%	4.7%	0.6%	0.2%	100.0%
Semi-skilled and discretionary decision making	101 425	4 683	14 002	2 483	79 769	5 219	12 391	3 848	1 164	221	225 205
	45.0%	2.1%	6.2%	1.1%	35.4%	2.3%	5.5%	1.7%	0.5%	0.1%	100.0%
Unskilled and defined decision making	66 059	2 123	2 790	349	49 120	1 508	1 936	157	376	58	124 476
	53.1%	1.7%	2.2%	0.3%	39.5%	1.2%	1.6%	0.1%	0.3%	0.0%	100.0%
<b>TOTAL PERMANENT</b>	<b>225 599</b>	<b>11 445</b>	<b>39 659</b>	<b>20 805</b>	<b>214 461</b>	<b>11 608</b>	<b>33 792</b>	<b>16 766</b>	<b>3 405</b>	<b>835</b>	<b>578 375</b>
	<b>39.0%</b>	<b>2.0%</b>	<b>6.9%</b>	<b>3.6%</b>	<b>37.1%</b>	<b>2.0%</b>	<b>5.8%</b>	<b>2.9%</b>	<b>0.6%</b>	<b>0.1%</b>	<b>100.0%</b>
Temporary employees	49 449	3 301	2 883	1 915	57 825	2 845	3 833	2 458	516	60	125 085
	39.5%	2.6%	2.3%	1.5%	46.2%	2.3%	3.1%	2.0%	0.4%	0.0%	100.0%
<b>GRAND TOTAL</b>	<b>275 048</b>	<b>14 746</b>	<b>42 542</b>	<b>22 720</b>	<b>272 286</b>	<b>14 453</b>	<b>37 625</b>	<b>19 224</b>	<b>3921</b>	<b>895</b>	<b>703 460</b>

## 8.4.5 LIMPOPO

Please report the total number of employees (including employees with disabilities) in each of the following occupational levels

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	109	5	15	165	47	2	2	34	3	0	382
	28.5%	1.3%	3.9%	43.2%	12.3%	0.5%	0.5%	8.9%	0.8%	0.0%	100.0%
Senior Management	589	6	21	289	321	1	8	78	19	2	1334
	44.2%	0.4%	1.6%	21.7%	24.1%	0.1%	0.6%	5.8%	1.4%	0.1%	100.0%
Professionally qualified and experienced specialists and mid-management	6 741	30	45	739	7 702	28	38	481	201	50	16 055
	42.0%	0.2%	0.3%	4.6%	48.0%	0.2%	0.2%	3.0%	1.3%	0.3%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	31 996	74	50	1 200	42 691	74	67	1632	926	215	78 925
	40.5%	0.1%	0.1%	1.5%	54.1%	0.1%	0.1%	2.1%	1.2%	0.3%	100.0%
Semi-skilled and discretionary decision making	23 054	109	23	189	23 506	87	16	305	214	51	47 554
	48.5%	0.2%	0.0%	0.4%	49.4%	0.2%	0.0%	0.6%	0.5%	0.1%	100.0%
Unskilled and defined decision making	12 009	49	4	39	10 011	43	0	10	2 869	1 160	26 194
	45.8%	0.2%	0.0%	0.1%	38.2%	0.2%	0.0%	0.0%	11.0%	4.4%	100.0%
<b>TOTAL PERMANENT</b>	<b>74 498</b>	<b>273</b>	<b>158</b>	<b>2 621</b>	<b>84 278</b>	<b>235</b>	<b>131</b>	<b>2 540</b>	<b>4 232</b>	<b>1 478</b>	<b>170 444</b>
	<b>43.7%</b>	<b>0.2%</b>	<b>0.1%</b>	<b>1.5%</b>	<b>49.4%</b>	<b>0.1%</b>	<b>0.1%</b>	<b>1.5%</b>	<b>2.5%</b>	<b>0.9%</b>	<b>100.0%</b>
Temporary employees	8 021	498	5	51	15 218	1 031	0	38	1 896	242	27 000
	29.7%	1.8%	0.0%	0.2%	56.4%	3.8%	0.0%	0.1%	7.0%	0.9%	100.0%
<b>GRAND TOTAL</b>	<b>82 519</b>	<b>771</b>	<b>163</b>	<b>2 672</b>	<b>99 496</b>	<b>1 266</b>	<b>131</b>	<b>2 578</b>	<b>6 128</b>	<b>1 720</b>	<b>197 444</b>

## 8.4.6 MPUMALANGA

Please report the total number of employees (including People with Disabilities) in each of the following occupational levels

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	255	25	24	542	78	3	5	80	18	0	1 030
	24.8%	2.4%	2.3%	52.6%	7.6%	0.3%	0.5%	7.8%	1.7%	0.0%	100.0%
Senior Management	1 048	41	53	1 309	353	14	13	290	49	2	3 172
	33.0%	1.3%	1.7%	41.3%	11.1%	0.4%	0.4%	9.1%	1.5%	0.1%	100.0%
Professionally qualified and experienced specialists and mid-management	3 036	100	110	2 771	1 268	41	24	938	203	23	8 514
	35.7%	1.2%	1.3%	32.5%	14.9%	0.5%	0.3%	11.0%	2.4%	0.3%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	20 723	616	201	8 680	6 373	180	128	2 602	1 404	30	40 937
	50.6%	1.5%	0.5%	21.2%	15.6%	0.4%	0.3%	6.4%	3.4%	0.1%	100.0%
Semi-skilled and discretionary decision making	53 313	511	56	1 872	12 625	216	81	1 513	5 301	52	75 540
	70.6%	0.7%	0.1%	2.5%	16.7%	0.3%	0.1%	2.0%	7.0%	0.1%	100.0%
Unskilled and defined decision making	41 900	556	15	515	18 792	390	1	66	2 248	365	64 848
	64.6%	0.9%	0.0%	0.8%	29.0%	0.6%	0.0%	0.1%	3.5%	0.6%	100.0%
<b>TOTAL PERMANENT</b>	<b>120 275</b>	<b>1 849</b>	<b>459</b>	<b>15 689</b>	<b>39 489</b>	<b>844</b>	<b>252</b>	<b>5 489</b>	<b>9 223</b>	<b>472</b>	<b>194 041</b>
	<b>62.0%</b>	<b>1.0%</b>	<b>0.2%</b>	<b>8.1%</b>	<b>20.4%</b>	<b>0.4%</b>	<b>0.1%</b>	<b>2.8%</b>	<b>4.8%</b>	<b>0.2%</b>	<b>100.0%</b>
Temporary employees	16 466	378	111	1 075	14 771	86	39	595	1 038	524	35 083
	46.9%	1.1%	0.3%	3.1%	42.1%	0.2%	0.1%	1.7%	3.0%	1.5%	100.0%
<b>GRAND TOTAL</b>	<b>136 741</b>	<b>2 227</b>	<b>570</b>	<b>16 764</b>	<b>54 260</b>	<b>930</b>	<b>291</b>	<b>6 084</b>	<b>10 261</b>	<b>996</b>	<b>229 124</b>



## 8.4.7 NORTH WEST

Please report the total number of employees (including People with Disabilities) in each of the following occupational levels

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	203	3	8	171	51	2	4	29	7	0	478
	42.5%	0.6%	1.7%	35.8%	10.7%	0.4%	0.8%	6.1%	1.5%	0.0%	100.0%
Senior Management	400	21	18	459	189	16	8	130	8	0	1 249
	32.0%	1.7%	1.4%	36.7%	15.1%	1.3%	0.6%	10.4%	0.6%	0.0%	100.0%
Professionally qualified and experienced specialists and mid-management	2 455	109	111	1 981	2 351	93	68	1 216	108	17	8 509
	28.9%	1.3%	1.3%	23.3%	27.6%	1.1%	0.8%	14.3%	1.3%	0.2%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	11 687	331	115	3 956	14 248	370	91	3 569	799	37	35 203
	33.2%	0.9%	0.3%	11.2%	40.5%	1.1%	0.3%	10.1%	2.3%	0.1%	100.0%
Semi-skilled and discretionary decision making	23 754	313	16	1 012	20 746	519	44	2 129	4 958	43	53 534
	44.4%	0.6%	0.0%	1.9%	38.8%	1.0%	0.1%	4.0%	9.3%	0.1%	100.0%
Unskilled and defined decision making	18 828	170	7	163	8 801	158	4	92	2 097	107	30 427
	61.9%	0.6%	0.0%	0.5%	28.9%	0.5%	0.0%	0.3%	6.9%	0.4%	100.0%
<b>TOTAL PERMANENT</b>	<b>57 327</b>	<b>947</b>	<b>275</b>	<b>7 742</b>	<b>46 386</b>	<b>1 158</b>	<b>219</b>	<b>7 165</b>	<b>7 977</b>	<b>204</b>	<b>129 400</b>
	<b>44.3%</b>	<b>0.7%</b>	<b>0.2%</b>	<b>6.0%</b>	<b>35.8%</b>	<b>0.9%</b>	<b>0.2%</b>	<b>5.5%</b>	<b>6.2%</b>	<b>0.2%</b>	<b>100.0%</b>
Temporary employees	9602	94	24	815	17740	111	37	1294	516	180	30413
	31.6%	0.3%	0.1%	2.7%	58.3%	0.4%	0.1%	4.3%	1.7%	0.6%	100.0%
<b>GRAND TOTAL</b>	<b>66 929</b>	<b>1 041</b>	<b>299</b>	<b>8 557</b>	<b>64 126</b>	<b>1 269</b>	<b>256</b>	<b>8 459</b>	<b>8 493</b>	<b>384</b>	<b>159 813</b>

## 8.4.8 NORTHERN CAPE

Please report the total number of employees (including People with Disabilities) in each of the following occupational levels

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	44	26	5	104	30	6	0	14	0	0	229
	19.2%	11.4%	2.2%	45.4%	13.1%	2.6%	0.0%	6.1%	0.0%	0.0%	100.0%
Senior Management	110	79	8	261	41	28	1	52	12	0	592
	18.6%	13.3%	1.4%	44.1%	6.9%	4.7%	0.2%	8.8%	2.0%	0.0%	100.0%
Professionally qualified and experienced specialists and mid-management	322	235	9	606	166	148	3	212	13	5	1 719
	18.7%	13.7%	0.5%	35.3%	9.7%	8.6%	0.2%	12.3%	0.8%	0.3%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	2 125	1 557	25	1389	890	608	3	508	15	0	7 120
	29.8%	21.9%	0.4%	19.5%	12.5%	8.5%	0.0%	7.1%	0.2%	0.0%	100.0%
Semi-skilled and discretionary decision making	5 478	2 069	9	451	955	647	10	428	15	10	10 072
	54.4%	20.5%	0.1%	4.5%	9.5%	6.4%	0.1%	4.2%	0.1%	0.1%	100.0%
Unskilled and defined decision making	4 135	1 584	1	52	836	642	0	18	8	0	7 276
	56.8%	21.8%	0.0%	0.7%	11.5%	8.8%	0.0%	0.2%	0.1%	0.0%	100.0%
<b>TOTAL PERMANENT</b>	<b>12 214</b>	<b>5 550</b>	<b>57</b>	<b>2 863</b>	<b>2 918</b>	<b>2 079</b>	<b>17</b>	<b>1 232</b>	<b>63</b>	<b>15</b>	<b>27 008</b>
	<b>45.2%</b>	<b>20.5%</b>	<b>0.2%</b>	<b>10.6%</b>	<b>10.8%</b>	<b>7.7%</b>	<b>0.1%</b>	<b>4.6%</b>	<b>0.2%</b>	<b>0.1%</b>	<b>100.0%</b>
Temporary employees	8 073	1 966	1	43	6 767	1 488	0	49	59	33	18 479
	43.7%	10.6%	0.0%	0.2%	36.6%	8.1%	0.0%	0.3%	0.3%	0.2%	100.0%
<b>GRAND TOTAL</b>	<b>20 287</b>	<b>7 516</b>	<b>58</b>	<b>2 906</b>	<b>9 685</b>	<b>3 567</b>	<b>17</b>	<b>1 281</b>	<b>122</b>	<b>48</b>	<b>45 487</b>

## 8.4.9 WESTERN CAPE

Please report the total number of employees (including employees with disabilities) in each of the following occupational levels

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	140	301	125	2249	56	158	43	460	81	13	3 626
	3.9%	8.3%	3.4%	62.0%	1.5%	4.4%	1.2%	12.7%	2.2%	0.4%	100.0%
Senior Management	623	1 298	418	4985	370	774	210	2100	216	54	11 048
	5.6%	11.7%	3.8%	45.1%	3.3%	7.0%	1.9%	19.0%	2.0%	0.5%	100.0%
Professionally qualified and experienced specialists and mid-management	4 239	7 768	1 671	13 582	3 843	7 887	1 244	10 991	802	368	52 395
	8.1%	14.8%	3.2%	25.9%	7.3%	15.1%	2.4%	21.0%	1.5%	0.7%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	26 007	30 937	2 793	18 170	24 105	34 047	2 904	25 785	1 354	815	166 917
	15.6%	18.5%	1.7%	10.9%	14.4%	20.4%	1.7%	15.4%	0.8%	0.5%	100.0%
Semi-skilled and discretionary decision making	62 496	47 769	2 276	6 559	94 726	65 722	3 348	13 645	1 813	855	299 209
	20.9%	16.0%	0.8%	2.2%	31.7%	22.0%	1.1%	4.6%	0.6%	0.3%	100.0%
Unskilled and defined decision making	56 884	28 497	485	960	51 273	28 191	462	562	1 734	608	169 656
	33.5%	16.8%	0.3%	0.6%	30.2%	16.6%	0.3%	0.3%	1.0%	0.4%	100.0%
<b>TOTAL PERMANENT</b>	<b>150 389</b>	<b>116 570</b>	<b>7 768</b>	<b>46 505</b>	<b>174 373</b>	<b>136 779</b>	<b>8 211</b>	<b>53 543</b>	<b>6 000</b>	<b>2 713</b>	<b>702 851</b>
	<b>21.4%</b>	<b>16.6%</b>	<b>1.1%</b>	<b>6.6%</b>	<b>24.8%</b>	<b>19.5%</b>	<b>1.2%</b>	<b>7.6%</b>	<b>0.9%</b>	<b>0.4%</b>	<b>100.0%</b>
Temporary employees	24 500	16 206	480	3 049	20 658	18 657	454	3 488	2 405	1 196	91 093
	26.9%	17.8%	0.5%	3.3%	22.7%	20.5%	0.5%	3.8%	2.6%	1.3%	100.0%
<b>GRAND TOTAL</b>	<b>174 889</b>	<b>132 776</b>	<b>8 248</b>	<b>49 554</b>	<b>195 031</b>	<b>155 436</b>	<b>8 665</b>	<b>57 031</b>	<b>8 405</b>	<b>3 909</b>	<b>793 944</b>

# NINE

TABLES FOR EACH  
SECTOR IN TERMS  
OF POPULATION  
GROUP AND GENDER



## 9 TABLES FOR EACH SECTOR IN TERMS OF POPULATION GROUP AND GENDER

### 9.1 AGRICULTURE

73

Please report the total number of employees (including employees with disabilities) in each of the following occupational levels

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	81	26	16	877	41	7	2	134	21	1	1206
	6.7%	2.2%	1.3%	72.7%	3.4%	0.6%	0.2%	11.1%	1.7%	0.1%	100.0%
Senior Management	386	116	58	1 859	142	43	21	388	37	6	3 056
	12.6%	3.8%	1.9%	60.8%	4.6%	1.4%	0.7%	12.7%	1.2%	0.2%	100.0%
Professionally qualified and experienced specialists and mid-management	2 687	524	198	4 093	1 317	287	109	1 575	155	36	10 981
	24.5%	4.8%	1.8%	37.3%	12.0%	2.6%	1.0%	14.3%	1.4%	0.3%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	11 898	3 167	650	5 452	5 530	1 899	324	4 117	273	38	33 348
	35.7%	9.5%	1.9%	16.3%	16.6%	5.7%	1.0%	12.3%	0.8%	0.1%	100.0%
Semi-skilled and discretionary decision making	35 057	7 999	448	1 570	14 605	4 749	286	2 665	695	194	68 268
	51.4%	11.7%	0.7%	2.3%	21.4%	7.0%	0.4%	3.9%	1.0%	0.3%	100.0%
Unskilled and defined decision making	56 004	7 307	64	253	44 365	8 371	11	70	5 284	1 855	123 584
	45.3%	5.9%	0.1%	0.2%	35.9%	6.8%	0.0%	0.1%	4.3%	1.5%	100.0%
TOTAL PERMANENT	106 113	19 139	1 434	14 104	66 000	15 356	753	8 949	6 465	2 130	240 443
	44.1%	8.0%	0.6%	5.9%	27.4%	6.4%	0.3%	3.7%	2.7%	0.9%	100.0%
Temporary employees	36 629	7 379	80	352	41 640	10 818	47	245	3 608	1 808	102 606
	35.7%	7.2%	0.1%	0.3%	40.6%	10.5%	0.0%	0.2%	3.5%	1.8%	100.0%
<b>GRAND TOTAL</b>	<b>142 742</b>	<b>26 518</b>	<b>1 514</b>	<b>14 456</b>	<b>107 640</b>	<b>26 174</b>	<b>800</b>	<b>9 194</b>	<b>10 073</b>	<b>3 938</b>	<b>343 049</b>

## 9.2 CATERING/ACCOMODATION/OTHER

Please report the total number of employees (including employees with disabilities) in each of the following occupational levels

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	90	23	32	403	49	12	10	140	22	3	784
	11.5%	2.9%	4.1%	51.4%	6.3%	1.5%	1.3%	17.9%	2.8%	0.4%	100.0%
Senior Management	327	106	125	850	259	113	68	694	62	14	2 618
	12.5%	4.0%	4.8%	32.5%	9.9%	4.3%	2.6%	26.5%	2.4%	0.5%	100.0%
Professionally qualified and experienced specialists and mid-management	1 847	487	428	2161	2 236	674	459	2 514	337	145	11 288
	16.4%	4.3%	3.8%	19.1%	19.8%	6.0%	4.1%	22.3%	3.0%	1.3%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	7 920	1 517	775	2 506	9 176	2 886	916	3 759	561	390	30 406
	26.0%	5.0%	2.5%	8.2%	30.2%	9.5%	3.0%	12.4%	1.8%	1.3%	100.0%
Semi-skilled and discretionary decision making	24 045	2 687	671	1 146	33 716	4 949	963	2 162	919	741	71 999
	33.4%	3.7%	0.9%	1.6%	46.8%	6.9%	1.3%	3.0%	1.3%	1.0%	100.0%
Unskilled and defined decision making	13 501	1 311	34	159	23 736	2 753	68	181	456	246	42 445
	31.8%	3.1%	0.1%	0.4%	55.9%	6.5%	0.2%	0.4%	1.1%	0.6%	100.0%
<b>TOTAL PERMANENT</b>	<b>47 730</b>	<b>6 131</b>	<b>2 065</b>	<b>7 225</b>	<b>69 172</b>	<b>11 387</b>	<b>2 484</b>	<b>9 450</b>	<b>2 357</b>	<b>1 539</b>	<b>159 540</b>
	<b>29.9%</b>	<b>3.8%</b>	<b>1.3%</b>	<b>4.5%</b>	<b>43.4%</b>	<b>7.1%</b>	<b>1.6%</b>	<b>5.9%</b>	<b>1.5%</b>	<b>1.0%</b>	<b>100.0%</b>
Temporary employees	3764	712	83	531	5814	1223	113	610	248	163	13261
	28.4%	5.4%	0.6%	4.0%	43.8%	9.2%	0.9%	4.6%	1.9%	1.2%	100.0%
<b>GRAND TOTAL</b>	<b>51 494</b>	<b>6 843</b>	<b>2 148</b>	<b>7 756</b>	<b>74 986</b>	<b>12 610</b>	<b>2 597</b>	<b>10 060</b>	<b>2 605</b>	<b>1 702</b>	<b>172 801</b>

## 9.3 COMMUNITY/SOCIAL/PERSONAL SERVICES

Please report the total number of employees (including People with Disabilities) in each of the following occupational levels

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	1153	183	186	947	535	74	73	347	38	12	3548
	32.5%	5.2%	5.2%	26.7%	15.1%	2.1%	2.1%	9.8%	1.1%	0.3%	100.0%
Senior Management	4 038	681	528	2 360	2 378	367	407	1 605	120	43	12 527
	32.2%	5.4%	4.2%	18.8%	19.0%	2.9%	3.2%	12.8%	1.0%	0.3%	100.0%
Professionally qualified and experienced specialists and mid-management	34 008	5 444	3 778	13 689	46 003	7 001	4 519	16 056	2 207	970	133 675
	25.4%	4.1%	2.8%	10.2%	34.4%	5.2%	3.4%	12.0%	1.7%	0.7%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	168217	20892	8029	19498	246823	26411	13640	42170	3751	1952	551 383
	30.5%	3.8%	1.5%	3.5%	44.8%	4.8%	2.5%	7.6%	0.7%	0.4%	100.0%
Semi-skilled and discretionary decision making	183 552	19 097	4 672	6 888	193 924	27 806	5 889	21 186	1 558	598	465 170
	39.5%	4.1%	1.0%	1.5%	41.7%	6.0%	1.3%	4.6%	0.3%	0.1%	100.0%
Unskilled and defined decision making	78 698	119 63	1 540	939	62 870	8 202	675	709	414	109	166 119
	47.4%	7.2%	0.9%	0.6%	37.8%	4.9%	0.4%	0.4%	0.2%	0.1%	100.0%
<b>TOTAL PERMANENT</b>	<b>469 666</b>	<b>58 260</b>	<b>18 733</b>	<b>44 321</b>	<b>552 533</b>	<b>69 861</b>	<b>25 203</b>	<b>82 073</b>	<b>8 088</b>	<b>3 684</b>	<b>1 332 422</b>
	<b>35.2%</b>	<b>4.4%</b>	<b>1.4%</b>	<b>3.3%</b>	<b>41.5%</b>	<b>5.2%</b>	<b>1.9%</b>	<b>6.2%</b>	<b>0.6%</b>	<b>0.3%</b>	<b>100.0%</b>
Temporary employees	69 918	5 419	1 747	6 999	95 735	7 478	2 066	9 734	2 745	1 367	203 208
	34.4%	2.7%	0.9%	3.4%	47.1%	3.7%	1.0%	4.8%	1.4%	0.7%	100.0%
<b>GRAND TOTAL</b>	<b>539 584</b>	<b>63 679</b>	<b>20 480</b>	<b>51 320</b>	<b>648 268</b>	<b>77 339</b>	<b>27 269</b>	<b>91 807</b>	<b>10 833</b>	<b>5 051</b>	<b>1 535 630</b>

## 9.4 CONSTRUCTION

Please report the total number of employees (including People with Disabilities) in each of the following occupational levels

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	243	93	94	1105	80	21	33	92	51	5	1817
	13.4%	5.1%	5.2%	60.8%	4.4%	1.2%	1.8%	5.1%	2.8%	0.3%	100.0%
Senior Management	823	259	226	2883	327	54	62	316	159	12	5 121
	16.1%	5.1%	4.4%	56.3%	6.4%	1.1%	1.2%	6.2%	3.1%	0.2%	100.0%
Professionally qualified and experienced specialists and mid-management	3 791	1 025	727	7 332	1 369	199	251	1 466	672	69	16 901
	22.4%	6.1%	4.3%	43.4%	8.1%	1.2%	1.5%	8.7%	4.0%	0.4%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	32 285	4 565	1 513	10 825	6 211	1 073	670	3 801	2 353	135	63 431
	50.9%	7.2%	2.4%	17.1%	9.8%	1.7%	1.1%	6.0%	3.7%	0.2%	100.0%
Semi-skilled and discretionary decision making	52 931	3 194	587	2 467	8 303	960	355	2 178	1 186	71	72 232
	73.3%	4.4%	0.8%	3.4%	11.5%	1.3%	0.5%	3.0%	1.6%	0.1%	100.0%
Unskilled and defined decision making	56 227	3 206	90	595	10 942	1 114	22	205	768	212	73 381
	76.6%	4.4%	0.1%	0.8%	14.9%	1.5%	0.0%	0.3%	1.0%	0.3%	100.0%
TOTAL PERMANENT	146 300	12 342	3 237	25 207	27 232	3 421	1 393	8 058	5 189	504	232 883
	62.8%	5.3%	1.4%	10.8%	11.7%	1.5%	0.6%	3.5%	2.2%	0.2%	100.0%
Temporary employees	32 446	2 974	195	1 552	11 360	827	69	459	422	52	50 356
	64.4%	5.9%	0.4%	3.1%	22.6%	1.6%	0.1%	0.9%	0.8%	0.1%	100.0%
GRAND TOTAL	178 746	15 316	3 432	26 759	38 592	4 248	1 462	8 517	5 611	556	283 239



## 9.5 ELECTRICITY, GAS AND WATER

Please report the total number of employees (including employees with disabilities) in each of the following occupational levels

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	205	22	26	146	95	8	8	20	25	2	557
	36.8%	3.9%	4.7%	26.2%	17.1%	1.4%	1.4%	3.6%	4.5%	0.4%	100.0%
Senior Management	888	93	161	845	467	44	62	231	56	13	2860
	31.0%	3.3%	5.6%	29.5%	16.3%	1.5%	2.2%	8.1%	2.0%	0.5%	100.0%
Professionally qualified and experienced specialists and mid-management	4009	676	838	3632	3009	316	345	1191	328	51	14395
	27.8%	4.7%	5.8%	25.2%	20.9%	2.2%	2.4%	8.3%	2.3%	0.4%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	19312	2401	1236	7448	13457	1345	746	3194	394	91	49624
	38.9%	4.8%	2.5%	15.0%	27.1%	2.7%	1.5%	6.4%	0.8%	0.2%	100.0%
Semi-skilled and discretionary decision making	25613	2518	399	1838	9880	1238	406	2195	93	58	44238
	57.9%	5.7%	0.9%	4.2%	22.3%	2.8%	0.9%	5.0%	0.2%	0.1%	100.0%
Unskilled and defined decision making	15155	886	93	176	4154	235	22	54	12	3	20790
	72.9%	4.3%	0.4%	0.8%	20.0%	1.1%	0.1%	0.3%	0.1%	0.0%	100.0%
<b>TOTAL PERMANENT</b>	<b>65 182</b>	<b>6 596</b>	<b>2 753</b>	<b>14 085</b>	<b>31 062</b>	<b>3 186</b>	<b>1 589</b>	<b>6 885</b>	<b>908</b>	<b>218</b>	<b>132464</b>
	<b>49.2%</b>	<b>5.0%</b>	<b>2.1%</b>	<b>10.6%</b>	<b>23.4%</b>	<b>2.4%</b>	<b>1.2%</b>	<b>5.2%</b>	<b>0.7%</b>	<b>0.2%</b>	<b>100.0%</b>
Temporary employees	5916	495	73	234	3863	227	58	218	17	3	11104
	53.3%	4.5%	0.7%	2.1%	34.8%	2.0%	0.5%	2.0%	0.2%	0.0%	100.0%
<b>GRAND TOTAL</b>	<b>71 098</b>	<b>7 091</b>	<b>2 826</b>	<b>14 319</b>	<b>34 925</b>	<b>3 413</b>	<b>1 647</b>	<b>7 103</b>	<b>925</b>	<b>221</b>	<b>143568</b>

## 9.6 FINANCE/BUSINESS SERVICES

Please report the total number of employees (including People with Disabilities) in each of the following occupational levels

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	490	126	298	2 112	271	98	107	636	169	34	4 341
	11.3%	2.9%	6.9%	48.7%	6.2%	2.3%	2.5%	14.7%	3.9%	0.8%	100.0%
Senior Management	2 394	892	1 746	9 326	1 591	606	1 059	4 980	688	253	23 535
	10.2%	3.8%	7.4%	39.6%	6.8%	2.6%	4.5%	21.2%	2.9%	1.1%	100.0%
Professionally qualified and experienced specialists and mid-management	13 270	4 858	6 752	24 862	12 003	5 400	6 358	20 566	1 491	856	96 416
	13.8%	5.0%	7.0%	25.8%	12.4%	5.6%	6.6%	21.3%	1.5%	0.9%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	48 096	12 778	8 582	22 856	61 399	21 902	11 553	39 688	1 315	1 015	229 184
	21.0%	5.6%	3.7%	10.0%	26.8%	9.6%	5.0%	17.3%	0.6%	0.4%	100.0%
Semi-skilled and discretionary decision making	103 464	12 063	4 943	7 475	98 864	20 556	8 109	19 857	865	667	276 863
	37.4%	4.4%	1.8%	2.7%	35.7%	7.4%	2.9%	7.2%	0.3%	0.2%	100.0%
Unskilled and defined decision making	43 365	2 879	269	547	35 282	2 602	98	311	476	109	85 938
	50.5%	3.4%	0.3%	0.6%	41.1%	3.0%	0.1%	0.4%	0.6%	0.1%	100.0%
<b>TOTAL PERMANENT</b>	<b>211 079</b>	<b>33 596</b>	<b>22 590</b>	<b>67 178</b>	<b>209 410</b>	<b>51 164</b>	<b>27 284</b>	<b>86 038</b>	<b>5 004</b>	<b>2 934</b>	<b>716 277</b>
	<b>29.5%</b>	<b>4.7%</b>	<b>3.2%</b>	<b>9.4%</b>	<b>29.2%</b>	<b>7.1%</b>	<b>3.8%</b>	<b>12.0%</b>	<b>0.7%</b>	<b>0.4%</b>	<b>100.0%</b>
Temporary employees	83 693	11 460	2 814	6 244	62 638	9 444	2 074	7 214	2 997	844	189 422
	44.2%	6.0%	1.5%	3.3%	33.1%	5.0%	1.1%	3.8%	1.6%	0.4%	100.0%
<b>GRAND TOTAL</b>	<b>294 772</b>	<b>45 056</b>	<b>25 404</b>	<b>73 422</b>	<b>272 048</b>	<b>60 608</b>	<b>29 358</b>	<b>93 252</b>	<b>8 001</b>	<b>3 778</b>	<b>905 699</b>

## 9.7 MANUFACTURING

Please report the total number of employees (including People with Disabilities) in each of the following occupational levels

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	247	121	350	2550	112	53	61	335	295	23	4 147
	6.0%	2.9%	8.4%	61.5%	2.7%	1.3%	1.5%	8.1%	7.1%	0.6%	100.0%
Senior Management	988	568	1 006	6 217	432	260	351	1 502	448	47	11 819
	8.4%	4.8%	8.5%	52.6%	3.7%	2.2%	3.0%	12.7%	3.8%	0.4%	100.0%
Professionally qualified and experienced specialists and mid-management	6 163	3 080	4 136	19 617	2 638	1 388	1 763	7 000	885	168	46 838
	13.2%	6.6%	8.8%	41.9%	5.6%	3.0%	3.8%	14.9%	1.9%	0.4%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	51 651	15 637	10 933	38 649	14 560	7 600	4 363	16 574	3 177	298	16 3 442
	31.6%	9.6%	6.7%	23.6%	8.9%	4.6%	2.7%	10.1%	1.9%	0.2%	100.0%
Semi-skilled and discretionary decision making	128 938	22 854	7 816	9 264	37 853	18 089	4 388	8 208	1 656	201	239 267
	53.9%	9.6%	3.3%	3.9%	15.8%	7.6%	1.8%	3.4%	0.7%	0.1%	100.0%
Unskilled and defined decision making	77 089	8 536	1 822	1 365	32 885	8 200	1 172	287	939	164	132 459
	58.2%	6.4%	1.4%	1.0%	24.8%	6.2%	0.9%	0.2%	0.7%	0.1%	100.0%
TOTAL PERMANENT	265 076	50 796	26 063	77 662	88 480	35 590	12 098	33 906	7 400	901	597 972
	44.3%	8.5%	4.4%	13.0%	14.8%	6.0%	2.0%	5.7%	1.2%	0.2%	100.0%
Temporary employees	30 358	5 068	787	3 237	11 022	3 834	386	1 114	799	93	56 698
	53.5%	8.9%	1.4%	5.7%	19.4%	6.8%	0.7%	2.0%	1.4%	0.2%	100.0%
<b>GRAND TOTAL</b>	<b>295 434</b>	<b>55 864</b>	<b>26 850</b>	<b>80 899</b>	<b>99 502</b>	<b>39 424</b>	<b>12 484</b>	<b>35 020</b>	<b>8 199</b>	<b>994</b>	<b>654 670</b>

## 9.8 MINING AND QUARRYING

Please report the total number of employees (including People with Disabilities) in each of the following occupational levels

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	142	16	18	496	40	5	10	51	34	4	816
	17.4%	2.0%	2.2%	60.8%	4.9%	0.6%	1.2%	6.3%	4.2%	0.5%	100.0%
Senior Management	660	102	149	2 563	149	26	45	335	156	18	4 203
	15.7%	2.4%	3.5%	61.0%	3.5%	0.6%	1.1%	8.0%	3.7%	0.4%	100.0%
Professionally qualified and experienced specialists and mid-management	4 306	501	449	7 956	1 526	201	242	1 832	465	89	17 567
	24.5%	2.9%	2.6%	45.3%	8.7%	1.1%	1.4%	10.4%	2.6%	0.5%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	37 456	3 280	712	25 312	7 333	851	330	5 136	4 227	108	84 745
	44.2%	3.9%	0.8%	29.9%	8.7%	1.0%	0.4%	6.1%	5.0%	0.1%	100.0%
Semi-skilled and discretionary decision making	139 368	3 414	222	3 575	15 126	835	146	2 138	38 502	397	203 723
	68.4%	1.7%	0.1%	1.8%	7.4%	0.4%	0.1%	1.0%	18.9%	0.2%	100.0%
Unskilled and defined decision making	87 155	782	57	816	14 435	161	9	63	17 633	632	121 743
	71.6%	0.6%	0.0%	0.7%	11.9%	0.1%	0.0%	0.1%	14.5%	0.5%	100.0%
<b>TOTAL PERMANENT</b>	<b>269 087</b>	<b>8 095</b>	<b>1 607</b>	<b>40 718</b>	<b>38 609</b>	<b>2 079</b>	<b>782</b>	<b>9 555</b>	<b>61 017</b>	<b>1 248</b>	<b>432 797</b>
	<b>62.2%</b>	<b>1.9%</b>	<b>0.4%</b>	<b>9.4%</b>	<b>8.9%</b>	<b>0.5%</b>	<b>0.2%</b>	<b>2.2%</b>	<b>14.1%</b>	<b>0.3%</b>	<b>100.0%</b>
Temporary employees	3 846	409	43	737	848	146	25	225	102	5	6 386
	60.2%	6.4%	0.7%	11.5%	13.3%	2.3%	0.4%	3.5%	1.6%	0.1%	100.0%
<b>GRAND TOTAL</b>	<b>272 933</b>	<b>8 504</b>	<b>1 650</b>	<b>41 455</b>	<b>39 457</b>	<b>2 225</b>	<b>807</b>	<b>9 780</b>	<b>61 119</b>	<b>1 253</b>	<b>439 183</b>

## 9.9 RETAIL AND MOTOR TRADE/REPAIR SERVICES

Please report the total number of employees (including People with Disabilities) in each of the following occupational levels

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	66	76	106	1 305	22	29	27	228	34	6	1 899
	3.5%	4.0%	5.6%	68.7%	1.2%	1.5%	1.4%	12.0%	1.8%	0.3%	100.0%
Senior Management	671	461	576	3 255	320	305	270	1 419	88	27	7 392
	9.1%	6.2%	7.8%	44.0%	4.3%	4.1%	3.7%	19.2%	1.2%	0.4%	100.0%
Professionally qualified and experienced specialists and mid-management	4 369	1 958	1 866	6 662	3 069	1 987	1 209	4 985	173	92	26 370
	16.6%	7.4%	7.1%	25.3%	11.6%	7.5%	4.6%	18.9%	0.7%	0.3%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	19 630	5 787	4 029	10 746	18 488	8 682	3 472	9 946	323	153	81 256
	24.2%	7.1%	5.0%	13.2%	22.8%	10.7%	4.3%	12.2%	0.4%	0.2%	100.0%
Semi-skilled and discretionary decision making	61 982	11 793	3 752	5 205	118 088	29 820	5 259	7 148	456	275	243 778
	25.4%	4.8%	1.5%	2.1%	48.4%	12.2%	2.2%	2.9%	0.2%	0.1%	100.0%
Unskilled and defined decision making	34 915	5 647	701	715	37 180	8 968	687	388	207	83	89 491
	39.0%	6.3%	0.8%	0.8%	41.5%	10.0%	0.8%	0.4%	0.2%	0.1%	100.0%
<b>TOTAL PERMANENT</b>	<b>121 633</b>	<b>25 722</b>	<b>11 030</b>	<b>27 888</b>	<b>177 167</b>	<b>49 791</b>	<b>10 924</b>	<b>24 114</b>	<b>1 281</b>	<b>636</b>	<b>450 186</b>
	<b>27.0%</b>	<b>5.7%</b>	<b>2.5%</b>	<b>6.2%</b>	<b>39.4%</b>	<b>11.1%</b>	<b>2.4%</b>	<b>5.4%</b>	<b>0.3%</b>	<b>0.1%</b>	<b>100.0%</b>
Temporary employees	10 447	2 390	508	1 125	17 966	4 279	695	1 367	95	47	38 919
	26.8%	6.1%	1.3%	2.9%	46.2%	11.0%	1.8%	3.5%	0.2%	0.1%	100.0%
<b>GRAND TOTAL</b>	<b>132 080</b>	<b>28 112</b>	<b>11 538</b>	<b>29 013</b>	<b>195 133</b>	<b>54 070</b>	<b>11 619</b>	<b>25 481</b>	<b>1 376</b>	<b>683</b>	<b>489 105</b>

## 9.10 TRANSPORT/STORAGE/COMMUNICATION

Please report the total number of employees (including employees with disabilities) in each of the following occupational levels

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	241	63	168	872	115	25	40	182	65	13	1784
	13.5%	3.5%	9.4%	48.9%	6.4%	1.4%	2.2%	10.2%	3.6%	0.7%	100.0%
Senior Management	957	282	676	2443	488	138	193	841	109	22	6149
	15.6%	4.6%	11.0%	39.7%	7.9%	2.2%	3.1%	13.7%	1.8%	0.4%	100.0%
Professionally qualified and experienced specialists and mid-management	5967	1842	2335	9994	3283	865	1012	4076	782	155	30311
	19.7%	6.1%	7.7%	33.0%	10.8%	2.9%	3.3%	13.4%	2.6%	0.5%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	39888	9794	6088	23623	20805	5356	3116	10756	1079	238	120743
	33.0%	8.1%	5.0%	19.6%	17.2%	4.4%	2.6%	8.9%	0.9%	0.2%	100.0%
Semi-skilled and discretionary decision making	72317	10470	4383	6219	23317	5231	2783	6005	1376	196	132297
	54.7%	7.9%	3.3%	4.7%	17.6%	4.0%	2.1%	4.5%	1.0%	0.1%	100.0%
Unskilled and defined decision making	25378	3182	299	599	6698	883	72	184	197	34	37526
	67.6%	8.5%	0.8%	1.6%	17.8%	2.4%	0.2%	0.5%	0.5%	0.1%	100.0%
<b>TOTAL PERMANENT</b>	<b>144 748</b>	<b>25 633</b>	<b>13 949</b>	<b>43 750</b>	<b>54 706</b>	<b>12 498</b>	<b>7 216</b>	<b>22 044</b>	<b>3 608</b>	<b>658</b>	<b>328 810</b>
	<b>44.0%</b>	<b>7.8%</b>	<b>4.2%</b>	<b>13.3%</b>	<b>16.6%</b>	<b>3.8%</b>	<b>2.2%</b>	<b>6.7%</b>	<b>1.1%</b>	<b>0.2%</b>	<b>100.0%</b>
Temporary employees	21 057	2 682	525	1 361	7 975	863	257	698	216	38	35 672
	59.0%	7.5%	1.5%	3.8%	22.4%	2.4%	0.7%	2.0%	0.6%	0.1%	100.0%
<b>GRAND TOTAL</b>	<b>165 805</b>	<b>28 315</b>	<b>14 474</b>	<b>45 111</b>	<b>62 681</b>	<b>13 361</b>	<b>7 473</b>	<b>22 742</b>	<b>3 824</b>	<b>696</b>	<b>364 482</b>

## 9.11 WHOLESALERS TRADE/COMMERCIAL AGENT/ALLIED SERVICES

Please report the total number of employees (including People with Disabilities) in each of the following occupational levels

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	90	41	166	998	56	24	48	173	62	14	1 672
	5.4%	2.5%	9.9%	59.7%	3.3%	1.4%	2.9%	10.3%	3.7%	0.8%	100.0%
Senior Management	569	226	542	2287	238	142	154	942	113	34	5247
	10.8%	4.3%	10.3%	43.6%	4.5%	2.7%	2.9%	18.0%	2.2%	0.6%	100.0%
Professionally qualified and experienced specialists and mid-management	2 179	744	1 019	3 953	1 352	615	522	2 670	156	44	13 254
	16.4%	5.6%	7.7%	29.8%	10.2%	4.6%	3.9%	20.1%	1.2%	0.3%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	11 025	2 645	2 113	6 712	6 453	2 564	1 649	6 128	269	104	39 662
	27.8%	6.7%	5.3%	16.9%	16.3%	6.5%	4.2%	15.5%	0.7%	0.3%	100.0%
Semi-skilled and discretionary decision making	44 734	6 134	2 571	3 698	24 967	5 889	2 271	5 220	742	368	96 594
	46.3%	6.4%	2.7%	3.8%	25.8%	6.1%	2.4%	5.4%	0.8%	0.4%	100.0%
Unskilled and defined decision making	33 828	3 504	513	527	28 430	3 809	436	239	686	248	72 220
	46.8%	4.9%	0.7%	0.7%	39.4%	5.3%	0.6%	0.3%	0.9%	0.3%	100.0%
<b>TOTAL PERMANENT</b>	<b>92 425</b>	<b>13 294</b>	<b>6 924</b>	<b>18 175</b>	<b>61 496</b>	<b>13 043</b>	<b>5 080</b>	<b>15 372</b>	<b>2 028</b>	<b>812</b>	<b>228 649</b>
	<b>40.4%</b>	<b>5.8%</b>	<b>3.0%</b>	<b>7.9%</b>	<b>26.9%</b>	<b>5.7%</b>	<b>2.2%</b>	<b>6.7%</b>	<b>0.9%</b>	<b>0.4%</b>	<b>100.0%</b>
Temporary employees	12 142	1 182	486	798	13 948	1 244	1 918	1 270	164	99	33 251
	36.5%	3.6%	1.5%	2.4%	41.9%	3.7%	5.8%	3.8%	0.5%	0.3%	100.0%
<b>GRAND TOTAL</b>	<b>104 567</b>	<b>14 476</b>	<b>7 410</b>	<b>18 973</b>	<b>75 444</b>	<b>14 287</b>	<b>6 998</b>	<b>16 642</b>	<b>2 192</b>	<b>911</b>	<b>261 900</b>

# TEN

TABLES FOR EACH  
BUSINESS TYPE IN TERMS  
OF POPULATION GROUP  
AND GENDER





# 10 TABLES FOR EACH BUSINESS TYPE IN TERMS OF POPULATION GROUP AND GENDER

## 10.1 ALL EMPLOYERS

Please report the total number of employees (including People with disabilities) in each of the following occupational levels

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	3 048	790	1 460	11 811	1 416	356	419	2 338	816	117	22 571
	13.5%	3.5%	6.5%	52.3%	6.3%	1.6%	1.9%	10.4%	3.6%	0.5%	100.0%
Senior Management	12 701	3 786	5 793	34 888	6 791	2 098	2 692	13 253	2 036	489	84 527
	15.0%	4.5%	6.9%	41.3%	8.0%	2.5%	3.2%	15.7%	2.4%	0.6%	100.0%
Professionally qualified and experienced specialists and mid-management	82 596	21 139	22 526	103 951	77 805	18 933	16 789	63 931	7 651	2 675	417 996
	19.8%	5.1%	5.4%	24.9%	18.6%	4.5%	4.0%	15.3%	1.8%	0.6%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	447 378	82 463	44 660	173 627	410 235	80 569	40 779	145 269	17 722	4 522	1 447 224
	30.9%	5.7%	3.1%	12.0%	28.3%	5.6%	2.8%	10.0%	1.2%	0.3%	100.0%
Semi-skilled and discretionary decision making	872 001	102 223	30 464	49 345	578 643	120 122	30 855	78 962	48 048	3 766	1 914 429
	45.5%	5.3%	1.6%	2.6%	30.2%	6.3%	1.6%	4.1%	2.5%	0.2%	100.0%
Unskilled and defined decision making	521 315	49 203	5 482	6 691	300 977	45 298	3 272	2 691	27 072	3 695	965 696
	54.0%	5.1%	0.6%	0.7%	31.2%	4.7%	0.3%	0.3%	2.8%	0.4%	100.0%
<b>TOTAL PERMANENT</b>	<b>1 939 039</b>	<b>259 604</b>	<b>110 385</b>	<b>380 313</b>	<b>1 375 867</b>	<b>267 376</b>	<b>94 806</b>	<b>306 444</b>	<b>103 345</b>	<b>15 264</b>	<b>4 852 443</b>
	<b>40.0%</b>	<b>5.3%</b>	<b>2.3%</b>	<b>7.8%</b>	<b>28.4%</b>	<b>5.5%</b>	<b>2.0%</b>	<b>6.3%</b>	<b>2.1%</b>	<b>0.3%</b>	<b>100.0%</b>
Temporary employees	310 216	40 170	7 341	23 170	272 809	40 383	7 708	23 154	1 1413	4 519	740 883
	41.9%	5.4%	1.0%	3.1%	36.8%	5.5%	1.0%	3.1%	1.5%	0.6%	100.0%
<b>GRAND TOTAL</b>	<b>2 249 255</b>	<b>299 774</b>	<b>117 726</b>	<b>403 483</b>	<b>1 648 676</b>	<b>307 759</b>	<b>102 514</b>	<b>329 598</b>	<b>114 758</b>	<b>19 783</b>	<b>5 593 326</b>

## 10.2 ALL GOVERNMENT

Please report the total number of employees (including People with disabilities) in each of the following occupational levels

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	809	104	100	209	424	31	30	63	6	2	1 778
	45.5%	5.8%	5.6%	11.8%	23.8%	1.7%	1.7%	3.5%	0.3%	0.1%	100.0%
Senior Management	4 084	561	458	1 407	2 499	274	302	811	55	27	10 478
	39.0%	5.4%	4.4%	13.4%	23.8%	2.6%	2.9%	7.7%	0.5%	0.3%	100.0%
Professionally qualified and experienced specialists and mid-management	28 138	3 971	2 135	8 000	34 232	5 345	2 598	7 803	965	442	93 629
	30.1%	4.2%	2.3%	8.5%	36.6%	5.7%	2.8%	8.3%	1.0%	0.5%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	111 138	14 141	4 224	13 404	176 563	15 431	4 603	22 212	2 001	791	364 508
	30.5%	3.9%	1.2%	3.7%	48.4%	4.2%	1.3%	6.1%	0.5%	0.2%	100.0%
Semi-skilled and discretionary decision making	81 774	12 309	2 788	3 371	123 633	13 121	3 087	11 080	343	226	251 732
	32.5%	4.9%	1.1%	1.3%	49.1%	5.2%	1.2%	4.4%	0.1%	0.1%	100.0%
Unskilled and defined decision making	44 352	8 187	717	467	32 862	3 159	250	326	40	11	90 371
	49.1%	9.1%	0.8%	0.5%	36.4%	3.5%	0.3%	0.4%	0.0%	0.0%	100.0%
<b>TOTAL PERMANENT</b>	<b>270 295</b>	<b>39 273</b>	<b>10 422</b>	<b>26 858</b>	<b>370 213</b>	<b>37 361</b>	<b>10 870</b>	<b>42 295</b>	<b>3 410</b>	<b>1 499</b>	<b>812 496</b>
	<b>33.3%</b>	<b>4.8%</b>	<b>1.3%</b>	<b>3.3%</b>	<b>45.6%</b>	<b>4.6%</b>	<b>1.3%</b>	<b>5.2%</b>	<b>0.4%</b>	<b>0.2%</b>	<b>100.0%</b>
Temporary employees	24 784	1 862	613	1 511	59 564	2 233	627	3 042	1 471	607	96 314
	25.7%	1.9%	0.6%	1.6%	61.8%	2.3%	0.7%	3.2%	1.5%	0.6%	100.0%
<b>GRAND TOTAL</b>	<b>295 079</b>	<b>41 135</b>	<b>11 035</b>	<b>28 369</b>	<b>429 777</b>	<b>39 594</b>	<b>11 497</b>	<b>45 337</b>	<b>4 881</b>	<b>2 106</b>	<b>908 810</b>

## 10.3 NATIONAL GOVERNMENT

Please report the total number of employees (including People with disabilities) in each of the following occupational levels

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	166	23	26	48	106	12	11	16	2	1	411
	40.4%	5.6%	6.3%	11.7%	25.8%	2.9%	2.7%	3.9%	0.5%	0.2%	100.0%
Senior Management	1 737	233	245	697	1 216	131	210	532	36	25	5 062
	34.3%	4.6%	4.8%	13.8%	24.0%	2.6%	4.1%	10.5%	0.7%	0.5%	100.0%
Professionally qualified and experienced specialists and mid-management	6 441	620	379	2 005	5 280	524	449	1 733	71	32	17 534
	36.7%	3.5%	2.2%	11.4%	30.1%	3.0%	2.6%	9.9%	0.4%	0.2%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	31 184	5 119	851	5 647	26 029	3 305	911	5 691	13	27	78 777
	39.6%	6.5%	1.1%	7.2%	33.0%	4.2%	1.2%	7.2%	0.0%	0.0%	100.0%
Semi-skilled and discretionary decision making	11 246	1 386	231	376	13 499	1 870	357	1 342	2	9	30 318
	37.1%	4.6%	0.8%	1.2%	44.5%	6.2%	1.2%	4.4%	0.0%	0.0%	100.0%
Unskilled and defined decision making	2 455	170	7	16	2 918	179	6	5	2	1	5 759
	42.6%	3.0%	0.1%	0.3%	50.7%	3.1%	0.1%	0.1%	0.0%	0.0%	100.0%
<b>TOTAL PERMANENT</b>	<b>53 229</b>	<b>7 551</b>	<b>1 739</b>	<b>8 789</b>	<b>49 048</b>	<b>6 021</b>	<b>1 944</b>	<b>9 319</b>	<b>126</b>	<b>95</b>	<b>137 861</b>
	<b>38.6%</b>	<b>5.5%</b>	<b>1.3%</b>	<b>6.4%</b>	<b>35.6%</b>	<b>4.4%</b>	<b>1.4%</b>	<b>6.8%</b>	<b>0.1%</b>	<b>0.1%</b>	<b>100.0%</b>
Temporary employees	2 342	184	48	182	2 985	223	55	175	59	29	6 282
	37.3%	2.9%	0.8%	2.9%	47.5%	3.5%	0.9%	2.8%	0.9%	0.5%	100.0%
<b>GRAND TOTAL</b>	<b>55 571</b>	<b>7 735</b>	<b>1 787</b>	<b>8 971</b>	<b>52 033</b>	<b>6 244</b>	<b>1 999</b>	<b>9 494</b>	<b>185</b>	<b>124</b>	<b>144 143</b>

## 10.4 PROVINCIAL GOVERNMENT

Please report the total number of employees (including People with disabilities) in each of the following occupational levels

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	142	22	14	23	92	7	6	19	1	1	327
	43.4%	6.7%	4.3%	7.0%	28.1%	2.1%	1.8%	5.8%	0.3%	0.3%	100.0%
Senior Management	1 163	144	81	191	734	88	51	116	11	0	2 579
	45.1%	5.6%	3.1%	7.4%	28.5%	3.4%	2.0%	4.5%	0.4%	0.0%	100.0%
Professionally qualified and experienced specialists and mid-management	18 885	2 352	1 402	4 098	26 679	4 300	1 994	5 322	868	399	66 299
	28.5%	3.5%	2.1%	6.2%	40.2%	6.5%	3.0%	8.0%	1.3%	0.6%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	67 599	4 047	1 518	4 105	141 778	9 780	2 932	14 526	1 934	748	248 967
	27.2%	1.6%	0.6%	1.6%	56.9%	3.9%	1.2%	5.8%	0.8%	0.3%	100.0%
Semi-skilled and discretionary decision making	48 474	3 878	853	1 789	98 742	7 564	1 814	7 970	331	206	171 621
	28.2%	2.3%	0.5%	1.0%	57.5%	4.4%	1.1%	4.6%	0.2%	0.1%	100.0%
Unskilled and defined decision making	18 272	1 162	153	177	19 897	1 145	126	233	21	8	41 194
	44.4%	2.8%	0.4%	0.4%	48.3%	2.8%	0.3%	0.6%	0.1%	0.0%	100.0%
<b>TOTAL PERMANENT</b>	<b>154 535</b>	<b>11 605</b>	<b>4 021</b>	<b>10 383</b>	<b>287 922</b>	<b>22 884</b>	<b>6 923</b>	<b>28 186</b>	<b>3 166</b>	<b>1 362</b>	<b>530 987</b>
	<b>29.1%</b>	<b>2.2%</b>	<b>0.8%</b>	<b>2.0%</b>	<b>54.2%</b>	<b>4.3%</b>	<b>1.3%</b>	<b>5.3%</b>	<b>0.6%</b>	<b>0.3%</b>	<b>100.0%</b>
Temporary employees	15 144	592	364	1 155	50 803	1 350	438	2 741	1 408	577	74 572
	20.3%	0.8%	0.5%	1.5%	68.1%	1.8%	0.6%	3.7%	1.9%	0.8%	100.0%
<b>GRAND TOTAL</b>	<b>169 679</b>	<b>12 197</b>	<b>4 385</b>	<b>11 538</b>	<b>338 725</b>	<b>24 234</b>	<b>7 361</b>	<b>30 927</b>	<b>4 574</b>	<b>1 939</b>	<b>605 559</b>

## 10.5 LOCAL GOVERNMENT

Please report the total number of employees (including People with disabilities) in each of the following occupational levels

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	501	59	60	138	226	12	13	28	3	0	1 040
	48.2%	5.7%	5.8%	13.3%	21.7%	1.2%	1.3%	2.7%	0.3%	0.0%	100.0%
Senior Management	1 184	184	132	519	549	55	41	163	8	2	2 837
	41.7%	6.5%	4.7%	18.3%	19.4%	1.9%	1.4%	5.7%	0.3%	0.1%	100.0%
Professionally qualified and experienced specialists and mid-management	2 812	999	354	1 897	2 273	521	155	748	26	11	9 796
	28.7%	10.2%	3.6%	19.4%	23.2%	5.3%	1.6%	7.6%	0.3%	0.1%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	12 355	4 975	1 855	3 652	8 756	2 346	760	1 995	54	16	36 764
	33.6%	13.5%	5.0%	9.9%	23.8%	6.4%	2.1%	5.4%	0.1%	0.0%	100.0%
Semi-skilled and discretionary decision making	22 054	7 045	1 704	1 206	11 392	3 687	916	1 768	10	11	49 793
	44.3%	14.1%	3.4%	2.4%	22.9%	7.4%	1.8%	3.6%	0.0%	0.0%	100.0%
Unskilled and defined decision making	23 625	6 855	557	274	10 047	1 835	118	88	17	2	43 418
	54.4%	15.8%	1.3%	0.6%	23.1%	4.2%	0.3%	0.2%	0.0%	0.0%	100.0%
<b>TOTAL PERMANENT</b>	<b>62 531</b>	<b>20 117</b>	<b>4 662</b>	<b>7 686</b>	<b>33 243</b>	<b>8 456</b>	<b>2 003</b>	<b>4 790</b>	<b>118</b>	<b>42</b>	<b>143 648</b>
	<b>43.5%</b>	<b>14.0%</b>	<b>3.2%</b>	<b>5.4%</b>	<b>23.1%</b>	<b>5.9%</b>	<b>1.4%</b>	<b>3.3%</b>	<b>0.1%</b>	<b>0.0%</b>	<b>100.0%</b>
Temporary employees	7 298	1 086	201	174	5 776	660	134	126	4	1	15 460
	47.2%	7.0%	1.3%	1.1%	37.4%	4.3%	0.9%	0.8%	0.0%	0.0%	100.0%
<b>GRAND TOTAL</b>	<b>69 829</b>	<b>21 203</b>	<b>4 863</b>	<b>7 860</b>	<b>39 019</b>	<b>9 116</b>	<b>2 137</b>	<b>4 916</b>	<b>122</b>	<b>43</b>	<b>159 108</b>

## 10.6 PRIVATE SECTOR

Please report the total number of employees (including People with disabilities) in each of the following occupational levels

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	1 675	610	1 260	11 191	735	288	352	2 097	793	106	19 107
	8.8%	3.2%	6.6%	58.6%	3.8%	1.5%	1.8%	11.0%	4.2%	0.6%	100.0%
Senior Management	6 874	2 907	4 992	31 947	3 198	1 596	2 166	11 352	1 862	417	67 311
	10.2%	4.3%	7.4%	47.5%	4.8%	2.4%	3.2%	16.9%	2.8%	0.6%	100.0%
Professionally qualified and experienced specialists and mid-management	39 380	14 655	17 625	84 056	25 230	11 477	11 805	46 086	4 746	1 493	256 553
	15.3%	5.7%	6.9%	32.8%	9.8%	4.5%	4.6%	18.0%	1.8%	0.6%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	282 413	59 213	35 604	144 770	143 306	52 896	27 292	100 897	13 779	2 656	862 826
	32.7%	6.9%	4.1%	16.8%	16.6%	6.1%	3.2%	11.7%	1.6%	0.3%	100.0%
Semi-skilled and discretionary decision making	740 331	82 524	26 774	42 018	385 632	95 022	26 232	57 211	47 226	3 193	1 506 163
	49.2%	5.5%	1.8%	2.8%	25.6%	6.3%	1.7%	3.8%	3.1%	0.2%	100.0%
Unskilled and defined decision making	455 483	37 653	4 630	5 891	250 129	38 831	2 869	2 109	26 962	3 633	828 190
	55.0%	4.5%	0.6%	0.7%	30.2%	4.7%	0.3%	0.3%	3.3%	0.4%	100.0%
<b>TOTAL PERMANENT</b>	<b>1 526 156</b>	<b>197 562</b>	<b>90 885</b>	<b>319 873</b>	<b>808 230</b>	<b>200 110</b>	<b>70 716</b>	<b>219 752</b>	<b>95 368</b>	<b>11 498</b>	<b>3 540 150</b>
	<b>43.1%</b>	<b>5.6%</b>	<b>2.6%</b>	<b>9.0%</b>	<b>22.8%</b>	<b>5.7%</b>	<b>2.0%</b>	<b>6.2%</b>	<b>2.7%</b>	<b>0.3%</b>	<b>100.0%</b>
Temporary employees	267 224	35 674	5 895	16 365	182 201	34 025	5 826	13 466	7 935	2 796	571 407
	46.8%	6.2%	1.0%	2.9%	31.9%	6.0%	1.0%	2.4%	1.4%	0.5%	100.0%
<b>GRAND TOTAL</b>	<b>1 793 380</b>	<b>233 236</b>	<b>96 780</b>	<b>336 238</b>	<b>990 431</b>	<b>234 135</b>	<b>76 542</b>	<b>233 218</b>	<b>103 303</b>	<b>14 294</b>	<b>4 111 557</b>

## 10.7 NON-PROFIT ORGANISATIONS

Please report the total number of employees (including People with disabilities) in each of the following occupational levels

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	261	30	28	166	108	11	13	79	13	5	714
	36.6%	4.2%	3.9%	23.2%	15.1%	1.5%	1.8%	11.1%	1.8%	0.7%	100.0%
Senior Management	582	111	66	450	345	91	67	331	27	13	2083
	27.9%	5.3%	3.2%	21.6%	16.6%	4.4%	3.2%	15.9%	1.3%	0.6%	100.0%
Professionally qualified and experienced specialists and mid-management	2 101	353	223	1 342	1897	407	221	1 328	158	68	8 098
	25.9%	4.4%	2.8%	16.6%	23.4%	5.0%	2.7%	16.4%	2.0%	0.8%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	9 602	1 084	418	1 986	8 831	1 472	463	2 485	120	62	26 523
	36.2%	4.1%	1.6%	7.5%	33.3%	5.5%	1.7%	9.4%	0.5%	0.2%	100.0%
Semi-skilled and discretionary decision making	7 825	1 713	226	901	8 607	1 731	282	1 299	42	53	22 679
	34.5%	7.6%	1.0%	4.0%	38.0%	7.6%	1.2%	5.7%	0.2%	0.2%	100.0%
Unskilled and defined decision making	7 006	1 220	33	80	5 828	1 265	29	65	14	19	15 559
	45.0%	7.8%	0.2%	0.5%	37.5%	8.1%	0.2%	0.4%	0.1%	0.1%	100.0%
<b>TOTAL PERMANENT</b>	<b>27 377</b>	<b>4 511</b>	<b>994</b>	<b>4 925</b>	<b>25 616</b>	<b>4 977</b>	<b>1 075</b>	<b>5 587</b>	<b>374</b>	<b>220</b>	<b>75 656</b>
	<b>36.2%</b>	<b>6.0%</b>	<b>1.3%</b>	<b>6.5%</b>	<b>33.9%</b>	<b>6.6%</b>	<b>1.4%</b>	<b>7.4%</b>	<b>0.5%</b>	<b>0.3%</b>	<b>100.0%</b>
Temporary employees	4364	283	50	353	5401	517	34	252	25	20	11299
	38.6%	2.5%	0.4%	3.1%	47.8%	4.6%	0.3%	2.2%	0.2%	0.2%	100.0%
<b>GRAND TOTAL</b>	<b>31 741</b>	<b>4 794</b>	<b>1 044</b>	<b>5 278</b>	<b>31 017</b>	<b>5 494</b>	<b>1 109</b>	<b>5 839</b>	<b>399</b>	<b>240</b>	<b>86 955</b>

## 10.8 STATE OWNED ENTERPRISES

Please report the total number of employees (including People with disabilities) in each of the following occupational levels

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	161	20	45	116	77	15	13	28	3	4	482
	33.4%	4.1%	9.3%	24.1%	16.0%	3.1%	2.7%	5.8%	0.6%	0.8%	100.0%
Senior Management	633	103	152	584	432	65	71	251	47	22	2360
	26.8%	4.4%	6.4%	24.7%	18.3%	2.8%	3.0%	10.6%	2.0%	0.9%	100.0%
Professionally qualified and experienced specialists and mid-management	4 465	708	893	4 364	3 289	509	530	1 554	321	105	16 738
	26.7%	4.2%	5.3%	26.1%	19.6%	3.0%	3.2%	9.3%	1.9%	0.6%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	14 437	2 064	1 015	6 592	1 1916	1 526	882	2 837	199	93	41 561
	34.7%	5.0%	2.4%	15.9%	28.7%	3.7%	2.1%	6.8%	0.5%	0.2%	100.0%
Semi-skilled and discretionary decision making	16 617	2 124	191	1107	9599	1482	332	1552	18	33	33055
	50.3%	6.4%	0.6%	3.3%	29.0%	4.5%	1.0%	4.7%	0.1%	0.1%	100.0%
Unskilled and defined decision making	1 899	148	7	34	1 183	148	19	14	0	0	3 452
	55.0%	4.3%	0.2%	1.0%	34.3%	4.3%	0.6%	0.4%	0.0%	0.0%	100.0%
TOTAL PERMANENT	38 212	5 167	2 303	12 797	26 496	3 745	1 847	6 236	588	257	97 648
	39.1%	5.3%	2.4%	13.1%	27.1%	3.8%	1.9%	6.4%	0.6%	0.3%	100.0%
Temporary employees	1 679	266	64	257	1 584	298	31	137	16	5	4 337
	38.7%	6.1%	1.5%	5.9%	36.5%	6.9%	0.7%	3.2%	0.4%	0.1%	100.0%
<b>GRAND TOTAL</b>	<b>39 891</b>	<b>5 433</b>	<b>2 367</b>	<b>13 054</b>	<b>28 080</b>	<b>4 043</b>	<b>1 878</b>	<b>6 373</b>	<b>604</b>	<b>262</b>	<b>101 985</b>



## 10.9 EDUCATIONAL INSTITUTIONS

Please report the total number of employees (including People with disabilities) in each of the following occupational levels

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	142	26	27	129	72	11	11	71	1	0	490
	29.0%	5.3%	5.5%	26.3%	14.7%	2.2%	2.2%	14.5%	0.2%	0.0%	100.0%
Senior Management	528	104	125	500	317	72	86	508	45	10	2 295
	23.0%	4.5%	5.4%	21.8%	13.8%	3.1%	3.7%	22.1%	2.0%	0.4%	100.0%
Professionally qualified and experienced specialists and mid-management	8 512	1 452	1 650	6 189	13 157	1 195	1 635	7 160	1 461	567	42 978
	19.8%	3.4%	3.8%	14.4%	30.6%	2.8%	3.8%	16.7%	3.4%	1.3%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	29 788	5 961	3 399	6 875	69 619	9 244	7 539	16 838	1 623	920	151 806
	19.6%	3.9%	2.2%	4.5%	45.9%	6.1%	5.0%	11.1%	1.1%	0.6%	100.0%
Semi-skilled and discretionary decision making	25 454	3 553	485	1 948	51 172	8 766	922	7 820	419	261	100 800
	25.3%	3.5%	0.5%	1.9%	50.8%	8.7%	0.9%	7.8%	0.4%	0.3%	100.0%
Unskilled and defined decision making	12 575	1 995	95	219	10 975	1 895	105	177	56	32	28 124
	44.7%	7.1%	0.3%	0.8%	39.0%	6.7%	0.4%	0.6%	0.2%	0.1%	100.0%
<b>TOTAL PERMANENT</b>	<b>76 999</b>	<b>13 091</b>	<b>5 781</b>	<b>15 860</b>	<b>14 5312</b>	<b>21 183</b>	<b>10 298</b>	<b>32 574</b>	<b>3 605</b>	<b>1 790</b>	<b>32 6493</b>
	<b>23.6%</b>	<b>4.0%</b>	<b>1.8%</b>	<b>4.9%</b>	<b>44.5%</b>	<b>6.5%</b>	<b>3.2%</b>	<b>10.0%</b>	<b>1.1%</b>	<b>0.5%</b>	<b>100.0%</b>
Temporary employees	12 165	2 085	719	4 684	24 059	3 310	1 190	6 257	1 966	1 091	57 526
	21.1%	3.6%	1.2%	8.1%	41.8%	5.8%	2.1%	10.9%	3.4%	1.9%	100.0%
<b>GRAND TOTAL</b>	<b>89 164</b>	<b>15 176</b>	<b>6 500</b>	<b>20 544</b>	<b>169 371</b>	<b>24 493</b>	<b>11 488</b>	<b>38 831</b>	<b>5 571</b>	<b>2 881</b>	<b>384 019</b>











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