



18th  
**COMMISSION FOR  
EMPLOYMENT EQUITY**  
**ANNUAL REPORT**  
2017 - 2018



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18th

## COMMISSION FOR EMPLOYMENT EQUITY ANNUAL REPORT 2017 - 2018

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# GLOSSARY

<b>B-BBEE</b>	Broad-Based Black Economic Empowerment
<b>B-BBEE Commission</b>	Broad-Based Black Economic Empowerment Commission
<b>BMF</b>	Black Management Forum
<b>BUSA</b>	Business Unity South Africa
<b>CGE</b>	Commission for Gender Equality
<b>Commission</b>	Commission for Employment Equity (CEE)
<b>Department</b>	Department of Labour
<b>DG</b>	Director-General of Department of Labour
<b>Designated groups</b>	“Designated groups” mean black people, women and people with disabilities who: (a) Are citizens of the Republic of South Africa by birth or descent; or (b) became citizens of the Republic of South Africa by naturalisation– (i) Before 27 April 1994; or (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.
<b>EAP</b>	Economically Active Population (EAP) includes people from 15 to 64 years of age who are either employed or unemployed and are seeking employment
<b>ILO</b>	International Labour Organisation
<b>NEDLAC</b>	National Economic Development and Labour Council
<b>NPO</b>	Non-Profit Organisation
<b>POPULATION GROUPS</b>	Means African, Coloured, Indian, White and Foreign National
<b>SAHRC</b>	South African Human Rights Commission



# FOREWORD

## CHAIRPERSON: (CEE)

It has been 20 years since the promulgation of the Employment Equity Act and one is naturally inclined to want to investigate the degree of transformation in the country as a result of the Employment Equity Act. A reflection of the first CEE Annual report, compared to the current status, is significant.

The first Annual CEE report was launched in 2001. A total of 12 980 employers submitted their EE reports to the EE Registry for the first year of the EE reporting cycle. Of these reports, 8 250 complied with the requirements in accordance with the Act, whilst 4 730 were excluded from the analysis for various reasons. During the 2017 employment equity reporting cycle, 27 163 employment equity reports were submitted by designated employers, representing 7 299 428 employees. This represents at least three times the number of reports submitted since the first reporting cycle. This improvement in reporting is to be applauded.

I purposely focused on the total number of reports in the initial 2001 reporting cycle, including the non-compliant reports, based on the premise that the excluded reports indicated the willingness to report despite the errors in those submissions. It is accepted that designated employers might still have been familiarising themselves with reporting requirements and that these errors were made “in good faith”. However, as in the first reporting cycle, the CEE was still faced with challenges in 2017 with a number of reports from designated employers being excluded because they did not report correctly.

Some errors are negligent and inexcusable, which should not be used as an excuse for submitting inaccurate reports. In 2017, 30 employers reported that their total staff compliment were Persons with Disabilities. Although the possibility existed for an employer to have a full staff compliment of persons with disabilities, the CEE was suspicious that this was highly improbable. Upon further investigation, the CEE found that these employers simply repeated the same number of employees in the Table on Workforce Profile for all employees and in the Table on Workforce Profile for Persons with Disabilities only, most probably as a “copy and Paste”. Negligent errors typically reflect on some employers who report “just for the sake of compliance” in an effort to simply “tick the boxes” at the end of the reporting cycle.

Although it could be argued that the country has made progress in reporting compliance, it is clear from these inaccuracies that there are still pockets of designated employers who appear not to be committed to the spirit of the law at all.

When analysing progress in terms of the objectives of the Act, the number of persons from designated groups, in Table 1 on the following page, reflects the shift. The table cannot be considered to be an absolute comparison, as the number of reports received varied and a number of other variables might have impacted on the nature of the reports. The information however, still presents a measurement of progress.



OCCUPATIONAL LEVEL	PERIOD	WHITE	AFRICAN	COLOURED	INDIAN	MALE	FEMALE
Top Management	2001	87%	6%	3%	4%	87%	13%
	2017	67%	14.3%	5.1%	9.4%	77.1%	22.9%
Senior Management	2001	81%	9%	5%	5%	80%	20%
	2017	56.1%	22.1%	7.7%	10.9%	66.2%	38.8%
Professionally Qualified	2001	56%	33%	6%	5%	62%	38%
	2017	42.2%	36.5%	9.6%	8.8%	53.4%	46.6%
Technical Skilled	2001	18%	58%	18%	6%	60%	40%
	2017	19.6%	61.7%	11.3%	5.6%	52.9%	47.1%

Data on the trends of the number of Foreign Nationals employed across various economic sectors commenced in 2009 when the EE reporting instruments were amended. As a result of the late start of reporting on Foreign Nationals, we are unable to do a direct comparison with the 2001 figures at the top four occupational levels reported by designated employers.

In 2001, designated employers reported that 1% of their total employees were Persons with Disabilities across all occupational levels of their organisations compared to the 1.3%, in 2017, which is an insignificant increase.

In terms of race, the biggest shift from the White population to the Black population, in particular the Indian Population has been at the Top and Senior management levels. The White Population at Top Management level decreased by 20% whilst at Senior Management level a 24.9% decrease is noted. This represents around a 1% increase of the Black Population year on year and is considered to be a very slow rate of transformation. Again, it should be remembered that the table cannot be considered to be an absolute comparison, as the number of reports received varied and a number of other variables might have impacted on the quality of the reports.

At Professionally Qualified level, there has been a decrease of the White Population of 13.8% and at the Skilled Technical Level their representation increased by 1.6%.

The picture in terms of gender remains particularly discouraging. The highest increase in representation of women, is noted at Senior Management level, which is 18.8% increase. This bleak picture is after 20 years and is far from desirable.

In the first CEE Report, the Commission indicated that: "The EEA (Employment Equity Act) and the SDA (Skills Development Act) also provide the basis for addressing other indicators of inequality in the labour market. These two Acts must complement each other in addressing inequalities and unfair discrimination in human capital development and thus helping this country to harness fully the potential of its diverse human capital."<sup>1</sup>

Twenty years later, the 4<sup>th</sup> Commission of Employment Equity can clearly report that the impact of the Skills Development Act to redress the inequality in the workplace appears to have been minimal. Employers still complain of a lack of a skilled labour pool from which to draw from to increase the percentage of employees from designated groups at the top four occupational levels of organisations. This is particularly concerning when the Training and Development activities reported by designated employers seem to favour the White Population group.

Year-on-year, the statistics indicate that the White Population Group remains favoured for training and development, while males remain favoured in terms of gender. Thus the two pieces of legislation that are supposed to be supporting each other in driving transformation are not achieving the desired outcome.

What could be the problem, one might ask? The CEE embarked on Sectoral Engagements during 2016, which provided great insights on the perceptions of employers and the reasons for the slow pace of transformation. One of the key reasons offered was the lack of commitment from the Top Management of Designated Employers.

There is simply no real "political will and commitment" to transform. If the implementation of the SDA was supposed to have bared fruits in creating a pool of suitably qualified candidates from the designated groups for promotion to the top four occupational levels of organisations, why is it that these results are not evident, while training and development is taking place at these levels? The statistics indicate that the intended beneficiaries of the Act are overlooked in training and promotions. This is totally counterproductive to the very objectives of the Act.

Cynthia Rose of Ethics Monitor suggests that Leaders with low ethics focus on compliance, as opposed to commitment in response to legislation. The Low Ethics Leader often focuses on the quality and consistency of enforcement, as opposed to embracing shared values and sustainability of outcomes in making a decision on how to respond to legislation. This paradigm is totally devastating to transformation, which results in Policy Makers and Enforcers doing a lot of things, but achieving very little in transformation.

South Africa is in dire need of ethical leaders. It is common knowledge that we get what we reward. The country therefore needs to be preoccupied with answering the questions: "How do we create ethical leadership and how do we reward ethical leadership?"

<sup>1</sup> 1st CEE Annual Report, 1999-2001, p 6.

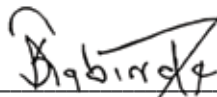
Twenty years on and we are still nowhere near celebrating effective implementation of transformation legislation. We cannot even begin to contemplate the implementation of a “Sunset” clause on this legislation.

The Commission is now preoccupied with advising the Minister on exploring other effective implementation and compliance mechanisms for this Legislation and also creating an environment where the focus goes just beyond compliance, but commitment from ethical leaders in the South African labour market.

In conclusion, I thank Minister Mildred Oliphant for entrusting us with this vital responsibility as Commissioners to advise on matters related to Employment Equity. We remain committed to provide sound and well thought through advice to her. I would like to also thank my fellow Commissioners for their commitment to fulfilling the CEE’s mandate. I appreciate each one of you Commissioners, and the value you add.

I also thank the Director-General, Mr Thobile Lamati, for supporting the work of the CEE by ensuring that the Directorate of Employment Equity has the necessary resources to provide both the technical and logistical Secretariat services required for the work we do. For this, I am very grateful.

Finally, I would like to thank our strategic partners. Together we can make a difference to the lives of South Africans who need to experience transformation, and feel included in their workplaces.



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**T KABINDE, MS**

**Chairperson: Commission for Employment Equity**



# MEMBERS OF THE COMMISSION FOR EMPLOYMENT EQUITY

## CHAIRPERSON: COMMISSION FOR EMPLOYMENT EQUITY



**Ms Tabea Kabinde** is the Managing Director of We Find Talent, a recruitment agency based in Pretoria and Cape Town. She holds a Master's degree in Clinical Psychology and has been within the recruitment industry for over two decades. She has wide experience in the Human Resources and Organisational Development fields; specialising in Change Management and facilitation of involvements, Recruitment and Selection, Executive Search as well as Psychometric Screening.

Ms Tabea Kabinde has served on numerous Boards in the Private and NPO Sectors. She was appointed as President of APSO in 2011. During her years with APSO, she drove the transformation agenda within the Recruitment Industry Body and prides herself for moving APSO from a local association to a world respected professional body. She is also involved in CAPES, which is an umbrella body, representing a unified voice for the South African staffing industry.

Ms Tabea Kabinde has been an active role player at BUSA and NEDLAC. She was honoured with a role as one of three business representatives for South Africa at the ILO "Building the future with Decent Work" conference in Geneva. She proudly represented BUSA and has been instrumental in drafting and launching the Charter for South African Private Employment Agencies, reaffirming the industry's commitment to professionalism and compliance. Ms Kabinde has been privileged enough to receive a number of accolades, which include Business Woman of the Year in 2013, as well as the Founders Cup conferred by APSO in 2014. She stepped down as a business representative on the CEE in 2015 to take up the appointment first, as Acting Chairperson of the Commission and is currently serving as Chairperson for the fourth Commission.

## BUSINESS CONSTITUENCY



**Dr Annelie Gildenhuys** is an Industrial Sociologist who specialised in Employee Relations, Group Conflict mediation and Diversity Management. She started her career at the Human Sciences Research Council (HSRC) as Labour Economic researcher, where after she worked as Employee Relations practitioner. Dr Gildenhuys is the Employee Relations Committee representative for the Banking Association South Africa (BASA) and represents Business Unity South Africa (BUSA) at a number of Social Policy fora. Annelie is an Essential Services Commissioner, supervisor and examiner at GIBS for MBA research students. Dr Gildenhuys is an accredited Commercial and CEDR (UK) Mediator (2012) and was instrumental in establishing the Bargaining Council for Civil Engineering (BCCEI).

She is a former part-time CCMA commissioner, trainer and mentor and panellist for several Bargaining Councils since inception in 1996 until 2011, as well as a number of alternative Dispute Resolution bodies. She qualified as Executive Management coach (2010) and is a Master Human Resource practitioner. As Managing Director of an accredited Human capital consulting firm for more than 15 years, she consulted a large number of multinational organisations and Unions in employment equity and diversity management strategy. She is the author of several practical e-learning guides and videos. She is an accredited facilitator and assessor in all Human Resources Unit standards and is a member of South African Labour Law Society (SASLAW).



**Ms Thembi Chagonda** holds a degree in Social Science, majoring in Industrial Psychology & Sociology from Rhodes University. She also achieved a Post Graduate Diploma in Labour Law in 2005 and is an accredited assessor and moderator. In 2016 she received accreditation in 4MAT Learning Design (About Learning), accredited through Michigan University.

She was the Managing Director of Global Business Solutions since 2005 and has extensive experience consulting in the fields of human resource management, transformation in the workplace, employment equity, skills development, and Broad-Based Black Economic Empowerment. Ms Chagonda is a board member of the ASDSA (Association for Skills Development in South Africa), the IoD (Institute of Directors) and chairs a number of Education Trusts in order to facilitate opportunities for under privileged communities. She has served in Remuneration Committee's, Social and Ethics Committee and Nomination Committees.

She consults for a range of large multinational organisations and serves as a Commissioner on the Commission for Employment Equity representing organised business. In 2014 she was nominated finalist Top Black Female Leader of the Year Award category of the 13th Oliver Empowerment Award. She is passionate about empowerment of persons with disabilities.

## COMMUNITY CONSTITUENCY



**Mr Puleng Tsebe** is a retired educator. He was a lecturer at Mokopane College of Education and later appointed as principal at Alfred Masebe School. He became a councillor at Mogalakwena Municipality and Waterberg District Municipalities. He is active within the disability community and has held many leadership positions.

Among those are, the National Deputy Chairperson Development at Disabled People South Africa (DPSA), DPSA Provincial Chairperson – Limpopo, Chairperson of DPSA Mogalakwena Branch, Disability Forum Member at Services SETA (SSETA), Waterberg District Chairperson of Home Affairs' National Population Registration Clean-up Campaign Forum, Board member of Polokwane Gateway International Airport, Chairperson of Voortrekker Hospital Board, Chairperson at Mokopane Provincial Hospital Board, Member for Polokwane/Mankweng Hospital Complex Board, Member of Waterberg FET College Council, ANC Secretary Western Sub-Region (now Waterberg Region) and Chairperson of SANCO in Mahwelereng. He is the DPSA representative in the Community Constituency of the Development Chamber at NEDLAC. He is a member of the Executive Committee at NEDLAC and he is a member of the BEE Advisory Council.



**Mr Malesela Maleka** is presently the Head of Policy, Research and Political Education at the South African Communist Party (SACP). He holds a Professional Certificate in Public Management from Wits Business School; Higher Certificate in Economic Development from the University of the Western Cape; Advanced Diploma in Public Administration from the University of the Western Cape, and a Post Graduate Diploma in Public and Development Management from Wits University.

A sports activist, Mr Maleka has held various leadership positions in the sporting fraternity, the student movement (SASCO) and the Young Communist League of South Africa. He also serves on BANKSETA Council and the SAQA Board.



## GOVERNMENT CONSTITUENCY

**Ms Zodwa Ntuli** is the Deputy Director-General for Consumer and Corporate Regulation in the Department of Trade and Industry (DTI) since 2008. She has delivered on major reforms, including the Corporate Law Reform (new Companies Act of 2008 and establishment of CIPC), the Consumer Law Reform (Consumer Protection Act of 2008 and establishment of the National Consumer Commission), the Removal of Adverse Credit Information (Negative Credit Bureau Listing) for consumers, the National Credit Amendment Act, introducing enhanced affordability tests for lending, Lotteries Amendments leading to improved distribution of lottery funds to good causes, to name a few.

Previously, she was the Executive Manager at South African Airways from 2006 - 2008 and part of the team that established Mango Airline. She was Executive Manager for the Compliance Division at the Competition Commission, and led development of the first Leniency Policy of the Competition Commission to uncover cartels. Her passion for women development led her to initiate the Corporate Governance Development Program for Women, a partnership between the DTI and the Institute of Directors Southern Africa.

Her strength is in project management, policy development and business regulation. Since August 2015, she was appointed by the Minister of Trade and Industry to establish and head B-BBEE Commission, whose role is to oversee the implementation of the B-BBEE Act, as amended.



**Ms Shoki Tshabalala** is currently the Deputy-Director General (DDG) in the Department of Women is responsible for social transformation and economic empowerment.

She is the former Head of the Department for Social Development in Gauteng. Previously, she served as the DDG in the Department of Health and Social Development responsible for Social Services, the Chief Director for Social Crime Prevention in the Department of Community Safety and the Director responsible for Social Transformation (Gender, Youth, and Disability) in the Office of the Premier of Gauteng Province.



### ORGANISED LABOUR CONSTITUENCY

**Ms Zingiswa Losi** is presently the Deputy President in COSATU. She is employed as a Deputy Director for Partnership at the Civilian Secretariat for the South African Police Services. Previously she was employed at Ford Motor Company as an operator and later became a quality inspector. She started her career as an Admin Technical Support for the South African Air Force, where she gained various skills including inter-personal skills, communication strategies and high integrity and leadership skills.

Ms Losi is a task oriented, articulate, confident, a team player and a persuasive team builder. Through the military discipline, she has acquired many attributes among them humility, principles, determination and decisiveness and how to use initiatives in order to meet and resolve challenges. She is presently pursuing a course in Criminal Law and Procedure through Damelin College.



**Mr Bhabhali ka Maphikela Nhlapo** is employed as the Skills Development Policy Coordinator at the Congress of South African Trade Unions (COSATU). Prior to his appointment to this position, he was the Chief Operations Officer at VRC Ngubeni Construction and Cleaning. He was also the Skills Planning Manager and Constituency Support Executive Manager for the Chemical Industries Education and Training Authority (CHIETA). Mr Nhlapo started his career as the Education and Training Officer later becoming a Skills Development Coordinator and eventually the Elections Manager at CEPPWAWU, which is a COSATU affiliate.

He holds a BA in Social Work from the University of Fort Hare and is currently pursuing an MA in Industrial Sociology at the University of the Witwatersrand. He obtained a number of certificates in Labour Legislation and Skills for Employment from the ILO Training Centre in Italy and Geneva as well as a Certificate in Productivity Management from the Japan International Labour Foundation (Tokyo).



# 1. INTRODUCTION



# 1. INTRODUCTION

The Employment Equity Act, No 55, 1998 as amended incorporates two elements: a) the elimination of unfair discrimination and b) the implementation of affirmative action measures to enable the equitable representation of employees in relation to their population groups, gender status and disability status in the workplace.

The Commission for Employment Equity (CEE) is a statutory body established in terms of Section 28 of Employment Equity Act, No 55 of 1998 (EEA). The role of the CEE is to advise the Minister of Labour on any matters concerning the Act, including policy recommendations and matters pertaining to the implementation towards achieving the objectives of the EEA. The CEE is required to submit an annual report to the Minister of Labour in terms of Section 33 of the EEA to monitor and evaluate progress towards achieving the objectives of the EEA.

This report covers an analysis of information submitted by employers through their annual Employment Equity Reports as required by Section 21 of the Employment Equity Act. These reports were submitted by employers to the Employment Equity Registry from 1 September 2017 to 15 January 2018. The content of this report highlights key activities of the CEE for the period, provides information on the National and Provincial Economically Active Population (EAP), presents the current status of employment equity representation and related trends for the past three years in terms of race, gender and disability in the workforce. An analysis of the reports received in the 2017-2018 reporting is provided by province, sector and business type as well.

The report concludes with observations and remarks including the need to urgently promulgate Section 53 for the certification of compliance for those employers who want to conduct business with government, i.e. both designated and non-designated employers.



# 2.

## KEY HIGHLIGHTS FOR THE PERIOD



## 2. KEY HIGHLIGHTS FOR THE PERIOD

During the year under review, the CEE focussed on achieving its core objectives. The key outcomes of the work during 2017 include:

### 2.1. PROPOSED AMENDMENTS TO THE ACT AND ITS REGULATIONS

The CEE in its 17th CEE Annual Report explored various options for the promulgation of Section 53 of the Employment Equity Act. Section 53 requires every employer that concludes an agreement with any organ of the State or for the hiring or letting of anything, to comply with the requirements of the Act. Compliance to Chapter II of the Act (i.e. the elimination and prohibition of unfair discrimination) applies to both designated employers and non-designated employers – only designated employers are required to comply with Chapter III (i.e. affirmative action for the equitable representation of the designated groups). This has led to proposals for amendments to the Employment Equity Act and its Regulations.

Key amendment proposals include the revisiting of the definition of designated employers, setting of sector targets as an enabling provision to monitor and measure compliance and, at the same time, allow for a rapid certification process in terms of the requirements of Section 53. The proposed amendments in the Act are designed for easy regulation and digitisation, particularly the certification process.

Deliberations on the matter by the Social Partners at NEDLAC have already commenced both in terms of the proposed amendments to the Act and the Regulations. In the main, the defining of economic sectors and the setting of sectoral numerical targets will be done through sectoral stakeholder engagements, which are planned to resume in the next financial year upon publication of the Amendment Bill for public comment.

### 2.2. STRATEGIC PARTNERSHIPS

The CEE continued to engage with other statutory bodies that have a significant contribution to make in eliminating unfair discrimination and achieving equity in the labour market. The CEE engaged and concluded Memoranda of Understanding with the following bodies:

#### 2.2.1. Commission for Conciliation, Mediation and Arbitration (CCMA)

The CEE had engaged with the CCMA to discuss their mandate and areas of common interest. It was clear that the mandate of the CEE was to advise the Minister on policy or any other related matter for the implementation of the Act and the mandate of the CCMA was workplace dispute resolution. Deliberations and agreement on areas for collaboration included the following broad areas:

- Referral of Complaints
- Sharing of information and assistance
- Strategic partnership on areas of common interest.

#### 2.2.2 Public Service Commission (PSC)

The CEE met with the PSC to gain insight into its mandate and to establish cooperation to ensure maximum compliance to the Employment Equity Act in the Public Service. This was the initial meeting and more meetings should follow in the next financial year to improve compliance in the Public Service. Deliberations and agreement on areas for collaboration included the following:

- Improve reporting in respect of Section 21
- Promote social cohesion
- Referral of cases for effective and efficient handling
- Share in Research projects
- Leverage on the promotional training by the PSC
- Promote representation of designated groups, in particular in the upper echelons of the Public Service.



# 3.

## WORKFORCE DISTRIBUTION





## 3. WORKFORCE DISTRIBUTION

This section of the report covers the statistical distribution of the national and regional demographics of the Economically Active Population (EAP), which is contained in the Quarterly Labour Force Survey (QLFS) conducted and published by Statistics South Africa. The EAP includes people between the ages 15 to 64 years of age who are either employed or unemployed, and who are seeking employment. The EAP is used as a benchmark to assist employers in the analysis of their workforce to determine the degree of under-representation of the designated groups. The benchmark furthermore guides employers in the setting of self-imposed numerical goals and targets towards achieving an equitable and representative workforce. The EAP for persons with disabilities remains unavailable from Statistics South Africa, and as a result this section is unable to provide benchmarks for this designated group.

Section 15 of the EEA requires designated employers to implement affirmative action measures designed to ensure that suitably qualified people from designated groups have equal opportunities to employment and are equitably represented in all occupational levels in the workforce of a designated employer.

### 3.1. NATIONAL ECONOMICALLY ACTIVE (EAP) BY POPULATION AND GENDER GROUP<sup>2</sup>

**Table 1: National EAP by Population and Gender Group\***

MALE		FEMALE			Total	
AM	African Male	42.7%	AF	African Female	35.8%	<b>78.5%</b>
CM	Coloured Male	5.2%	CF	Coloured Female	4.4%	<b>9.6%</b>
IM	Indian Male	1.7%	IF	Indian Female	1.1%	<b>2.8%</b>
WM	White Male	5.1%	WF	White Female	4.0%	<b>9.1%</b>
		<b>54.7%</b>			<b>45.3%</b>	<b>100.0%</b>

(\*Source: Statistics South Africa, (QLFS 3rd Quarter, 2017)

2. Please note that all figures in this report have been rounded to one decimal point.

### 3.2. PROVINCIAL ECONOMICALLY ACTIVE (EAP) BY POPULATION GROUP AND GENDER

TABLE 2: PROVINCIAL EAP BY POPULATION AND GENDER GROUP*						
PROVINCE	GENDER	POPULATION GROUP				
		AFRICAN	COLOURED	INDIAN	WHITE	TOTAL
Eastern Cape	Male	42.3%	4.8%	0.5%	3.7%	51.3%
	Female	40.1%	4.7%	0.3%	3.6%	48.7%
	<b>TOTAL</b>	<b>82.4%</b>	<b>9.5%</b>	<b>0.8%</b>	<b>7.3%</b>	<b>100.0%</b>
Free State	Male	49.2%	1.6%	0.7%	4.4%	55.9%
	Female	40.3%	1.0%	0.1%	2.6%	44.1%
	<b>TOTAL</b>	<b>89.5%</b>	<b>2.6%</b>	<b>0.8%</b>	<b>7.0%</b>	<b>100.0%</b>
Gauteng	Male	44.6%	2.0%	1.8%	7.1%	55.5%
	Female	36.2%	1.5%	1.2%	5.6%	44.5%
	<b>TOTAL</b>	<b>80.8%</b>	<b>3.5%</b>	<b>3%</b>	<b>12.7%</b>	<b>100.0%</b>
KwaZulu-Natal	Male	43.7%	0.2%	5.3%	2.2%	51.5%
	Female	42.9%	0.5%	3.5%	1.6%	48.5%
	<b>TOTAL</b>	<b>86.6%</b>	<b>0.7%</b>	<b>8.8%</b>	<b>3.8%</b>	<b>100.0%</b>
Limpopo	Male	52.0%	0.2%	1.0%	2.1%	55.4%
	Female	43.1%	0.4%	0.1%	1.0%	44.6%
	<b>TOTAL</b>	<b>95.1%</b>	<b>0.6%</b>	<b>1.1%</b>	<b>3.1%</b>	<b>100.0%</b>
Mpumalanga	Male	52.0%	0.2%	0.6%	3.2%	56.0%
	Female	41.7%	0.1%	0.3%	1.9%	44.0%
	<b>TOTAL</b>	<b>93.7%</b>	<b>0.3%</b>	<b>0.9%</b>	<b>5.1%</b>	<b>100.0%</b>
North West	Male	54.8%	0.6%	0.4%	3.9%	59.7%
	Female	36.2%	0.9%	0.1%	3.1%	40.3%
	<b>TOTAL</b>	<b>91.0%</b>	<b>1.5%</b>	<b>0.5%</b>	<b>7.0%</b>	<b>100.0%</b>
Northern Cape	Male	27.3%	22.9%	0.2%	4.4%	54.9%
	Female	21.1%	20.8%	0.0%	3.2%	45.1%
	<b>TOTAL</b>	<b>48.4%</b>	<b>43.7%</b>	<b>0.2%</b>	<b>7.6%</b>	<b>100.0%</b>
Western Cape	Male	20.9%	25.1%	0.6%	8.4%	55.0%
	Female	16.8%	20.8%	0.3%	7.1%	45.0%
	<b>TOTAL</b>	<b>37.7%</b>	<b>45.9%</b>	<b>0.9%</b>	<b>15.5%</b>	<b>100.0%</b>

(\*Source: Statistics South Africa, (QLFS 3rd Quarter, 2017)





# 4.

**ANALYSIS OF  
EMPLOYMENT EQUITY  
REPORTS RECEIVED IN 2017**



## 4. ANALYSIS OF EMPLOYMENT EQUITY REPORTS RECEIVED IN 2017

This section of the report provides an analysis of the extent of reporting by employers for 2017 by Province, Sector and Business Type. It includes information of the workforce profile, workforce movement and skills development by occupational level, population group, gender and disability for 2017. This section concludes with a trends analysis of the workforce profile from 2015 to 2017 by occupational level in terms of population group, gender and disability. (Please note that when reading this report any reference to an increase or decrease in percentage refers to the percentage point difference.)

### 4.1. EXTENT OF REPORTING FOR 2017

During the 2017 employment equity reporting cycle, 27 163 employment equity reports were submitted by designated employers, which included 7 299 428 employees. The representation of reports by province, business type and sector below:

TABLE 3: TOTAL NUMBER OF REPORTS AND THE NUMBER OF EMPLOYEES COVERED BY PROVINCE				
PROVINCE	REPORTS RECEIVED	% REPORTS RECEIVED	EMPLOYEES	% EMPLOYEES
Eastern Cape	1 440	5.3%	367 303	5.0%
Free State	728	2.7%	151 848	2.1%
Gauteng	12 165	44.8%	3 694 816	50.6%
KwaZulu-Natal	4 029	14.8%	923 305	12.6%
Limpopo	763	2.8%	257 638	3.5%
Mpumalanga	1 491	5.5%	376 343	5.2%
Northern Cape	381	1.4%	93 870	1.3%
North West	646	2.4%	206 892	2.8%
Western Cape	5 520	20.3%	1 227 413	16.8%
<b>TOTAL</b>	<b>27 163</b>	<b>100.0%</b>	<b>7 299 428</b>	<b>100.0%</b>

Table 3 shows that almost 45% of the reports were submitted by employers in the Gauteng Province representing 50.6% of the total number of employees reported on across all provinces. The Western Cape Province was second with 20.3% reports representing more than a million employees and followed by KwaZulu-Natal with approximately 14.8% representing just below 1 million employees.

TABLE 4: TOTAL NUMBER OF REPORTS AND THE NUMBER OF EMPLOYEES COVERED BY BUSINESS TYPE				
BUSINESS TYPE	REPORTS RECEIVED	% REPORTS RECEIVED	EMPLOYEES	% EMPLOYEES
National Government	56	0.2%	333 337	4.6%
Provincial Government	142	0.5%	656 852	9.0%
Local Government	189	0.7%	193 541	2.7%
Private Sector	25 800	95.0%	5 357 449	73.4%
Non-Profit Organisations	549	2.0%	337 521	4.6%
State-Owned Enterprises	122	0.4%	182 967	2.5%
Educational Institutions	305	1.1%	237 761	3.3%
<b>TOTAL</b>	<b>27 163</b>	<b>100.0%</b>	<b>7 299 428</b>	<b>100.0%</b>

Table 4 shows that the private sector accounted for the vast majority of the reports submitted, which covered 73.4% of the employees.

TABLE 5: TOTAL NUMBER OF REPORTS AND THE NUMBER OF EMPLOYEES COVERED B BY SECTOR				
SECTOR	REPORTS RECEIVED	% REPORTS RECEIVED	EMPLOYEES	% EMPLOYEES
Agriculture	3 472	12.8%	584 652	8.0%
Mining	759	2.8%	413 804	5.7%
Manufacturing	5 016	18.5%	895 743	12.3%
Electricity	452	1.7%	135 638	1.9%
Construction	2 729	10.0%	382 591	5.2%
Retail	2 198	8.1%	622 007	8.5%
Wholesale	3 541	13.0%	507 417	7.0%
Catering	1 596	5.9%	298 591	4.1%
Transport	1 778	6.5%	445 358	6.1%
Finance	3 094	11.4%	945 179	12.9%
Community	2 528	9.3%	2 068 448	28.3%
<b>TOTAL</b>	<b>27 163</b>	<b>100.0%</b>	<b>729 9428</b>	<b>100.0%</b>

Table 5 indicates that the highest number of reports submitted were from Manufacturing, Wholesale, and Agricultural sectors. The Community sector, which has high Government representation, accounted for most of the employees (28.3%) of all the reports submitted.

#### 4.2 ANALYSIS OF WORKFORCE PROFILE, WORKFORCE MOVEMENT AND SKILLS DEVELOPMENT FOR ALL EMPLOYERS BY PROVINCE, SECTOR, OCCUPATIONAL LEVEL, POPULATION GROUP, GENDER AND DISABILITY FOR 2017

National EAP by Population and Gender Group*						
MALE			FEMALE			Total
AM	African Male	42.7%	AF	African Female	35.8%	78.5%
CM	Coloured Male	5.2%	CF	Coloured Female	4.4%	9.6%
IM	Indian Male	1.7%	IF	Indian Female	1.1%	2.8%
WM	White Male	5.1%	WF	White Female	4.0%	9.1%
		54.7%			45.3%	100.0%

The analysis below is benchmarked against the National Economic Population as outlined in the table above.

##### 4.2.1. Top Management level by Population Group, Gender and Disability

Figure 1: Top management by population group (All Employers)

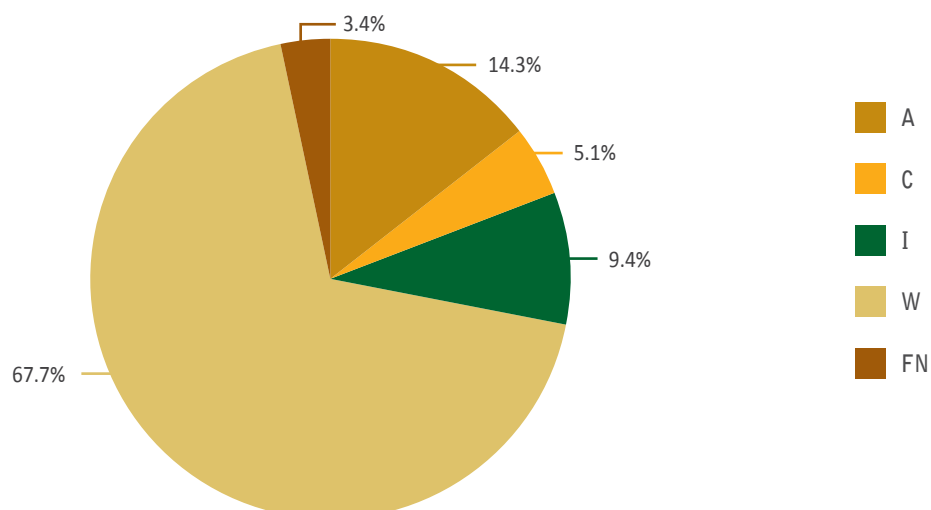


Figure 1 shows the representation of the White Population Group is more than six times their EAP and the Indian Population Group is more than three times their EAP at the Top Management level. It also shows the representation of the African Population Group to be approximately one-fifth and the Coloured Population Group approximately half of their EAP at this occupational level.

Figure 2: Top management by Gender (All Employers)

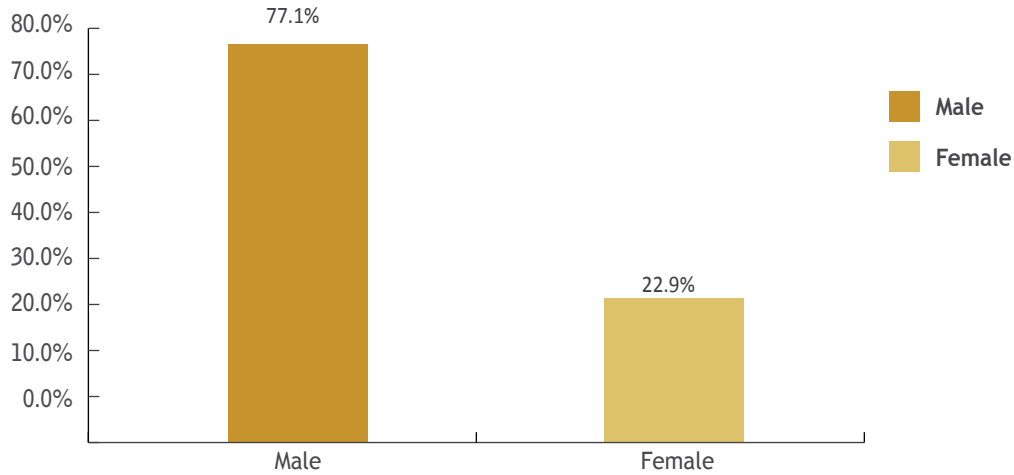


Figure 2 indicates that the representation of Females is at approximately half their EAP at the Top Management level.

Figure 3: Top management - Government and private sector by population group

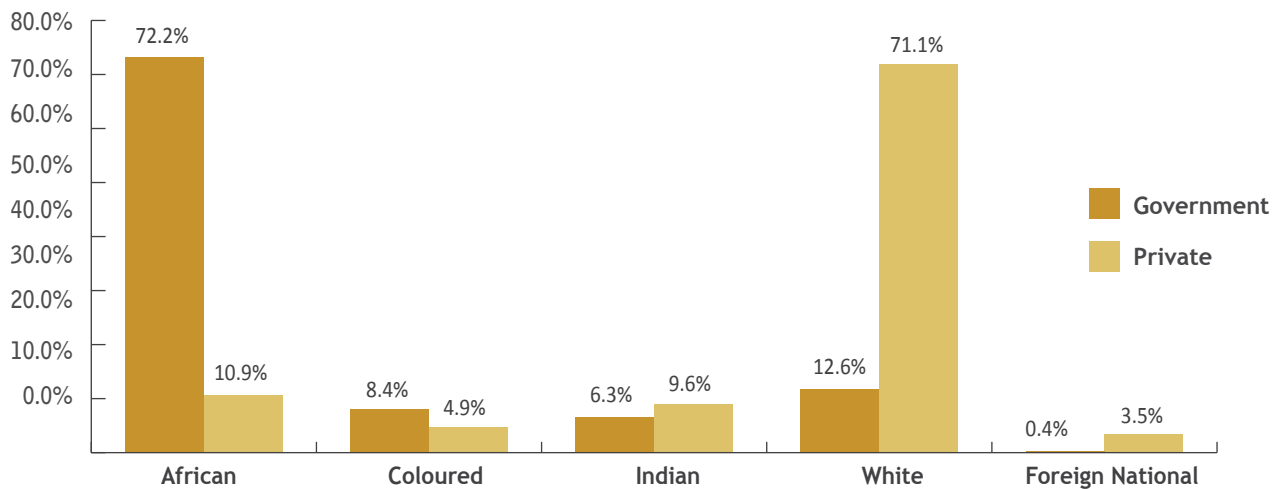


Figure 3 shows that at the Top Management level in the Private Sector the representation of the White Population Group is more than seven times their EAP and in the Government Sector they are just above their EAP. It also shows that in the Government Sector the Coloured Population Group representation is closely aligned with their EAP and in the private sector their representation stands at nearly half of their EAP. The private sector employs about eight times more people from the Foreign National Population Group when compared to the Government sector at this occupational level.

**Figure 4: Top management - Government and private sector by gender**

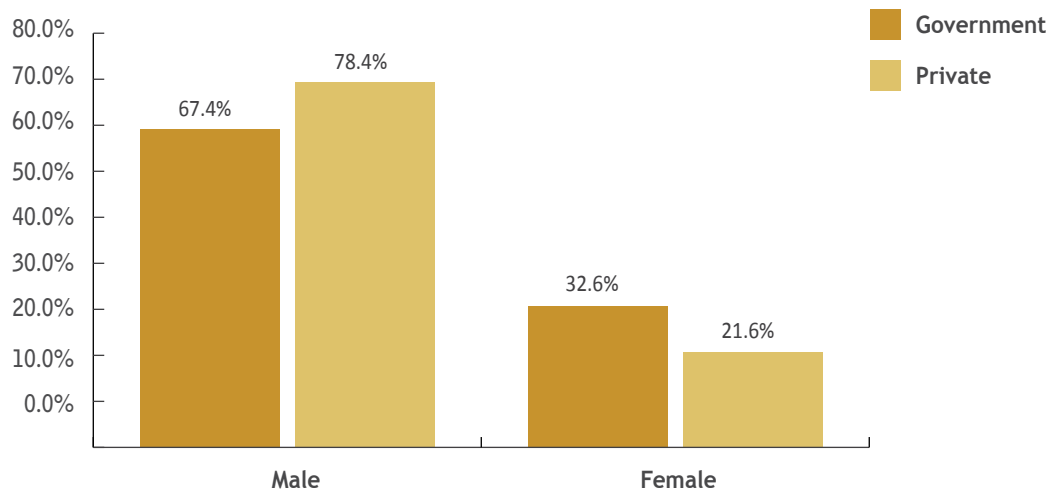


Figure 4 shows that both the Private and Government Sectors employ more Males than Females at the Top Management level. It also shows the representation of Females to be below their EAP in both the Private and Government Sectors at this occupational level. The Private Sector is still lagging behind in representation of Females at this level.

**Figure 5: Top management - Disabled (All employers)**

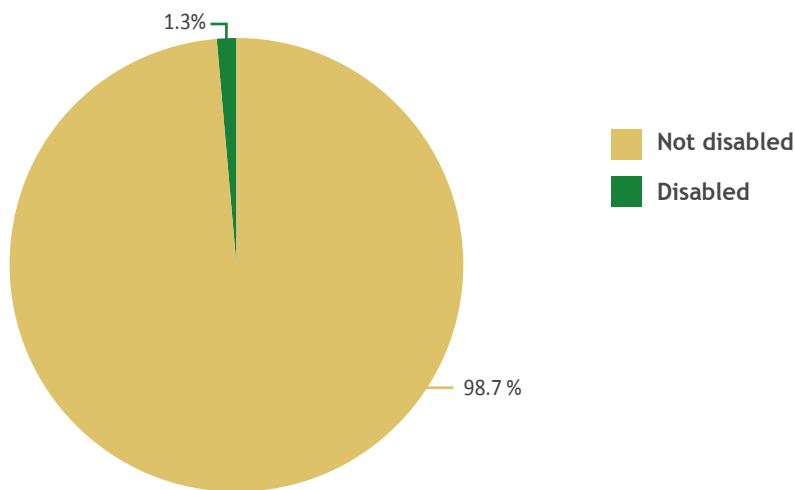


Figure 5 shows that relative to the total workforce there is a low representation (1.3%) of persons with disabilities at the Top Management Level.

**Table 6: Workforce profile at the Top Management Level by Population Group and Gender for Persons with Disabilities (All Employers)**

Male				Female				Foreign National		TOTAL
African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
9.2%	5.8%	12.6%	46.0%	4.2%	3.0%	4.2%	12.9%	1.9%	0.3%	100.0%

Table 6 shows that within the disability group, the White Population Group is the main beneficiaries of affirmative action at the Top Management level.



Province	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Eastern Cape	11.0%	4.3%	2.6%	59.5%	5.3%	2.2%	0.5%	12.7%	1.8%	0.2%	100.0%
Free State	16.0%	1.9%	1.5%	59.7%	7.4%	0.3%	0.4%	11.8%	0.8%	0.1%	100.0%
Gauteng	10.3%	1.9%	6.3%	53.3%	5.9%	1.3%	2.5%	13.6%	4.1%	0.7%	100.0%
KwaZulu-Natal	9.2%	1.7%	19.3%	46.3%	3.9%	0.7%	6.9%	9.9%	1.8%	0.3%	100.0%
Limpopo	19.1%	0.5%	4.1%	51.7%	8.1%	0.3%	1.0%	14.0%	1.1%	0.2%	100.0%
Mpumalanga	17.0%	1.3%	3.3%	56.4%	6.7%	0.6%	0.8%	12.7%	0.8%	0.3%	100.0%
Northern Cape	13.6%	9.9%	1.6%	53.9%	5.4%	4.2%	0.6%	10.0%	0.9%	0.0%	100.0%
North West	22.0%	0.9%	2.9%	52.3%	6.8%	0.5%	0.8%	13.2%	0.6%	0.0%	100.0%
Western Cape	3.0%	8.4%	2.5%	62.0%	1.0%	4.6%	1.0%	14.9%	2.1%	0.5%	100.0%

Table 7 shows that across all provinces, the White Population Group representation is more than five times their EAP and the African Population Group representation is more than three times below their EAP at the Top Management level. The Indian Population Group is more than six times their EAP in KwaZulu-Natal and their representation in all other provinces exceed their EAP. The Coloured Population Group representation in terms of their EAP remains low in terms of their EAP across all provinces at this level. At this occupational level, the representation of the Foreign National Group is highest in Gauteng and the Western Cape.

Sector	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Agriculture	5.2%	2.5%	0.9%	73.4%	1.8%	1.3%	0.2%	13.6%	1.0%	0.1%	100.0%
Mining and Quarrying	20.0%	1.9%	2.6%	56.4%	5.8%	0.7%	1.0%	8.0%	3.5%	0.1%	100.0%
Manufacturing	5.4%	3.1%	9.0%	60.1%	2.6%	1.6%	2.5%	10.8%	4.4%	0.6%	100.0%
Electricity, Gas and Water	22.4%	5.7%	6.1%	40.0%	11.1%	2.1%	2.9%	6.1%	3.3%	0.4%	100.0%
Construction	13.3%	5.2%	5.9%	57.5%	4.8%	1.8%	2.3%	6.5%	2.5%	0.3%	100.0%
Retail and Motor Trade/Repair Service	4.1%	3.1%	8.6%	61.1%	1.6%	1.9%	2.6%	15.5%	1.3%	0.3%	100.0%
Wholesale Trade/ Commercial Agents/Allied Services	4.6%	2.4%	10.7%	57.3%	2.6%	1.5%	3.3%	14.3%	2.7%	0.5%	100.0%
Catering/ Accommodation/ other trade	7.7%	2.6%	4.4%	49.1%	5.5%	2.5%	1.9%	22.1%	3.4%	0.8%	100.0%
Transport/ Storage/ Communications	10.9%	3.5%	9.7%	47.5%	6.2%	2.6%	3.8%	11.4%	4.1%	0.4%	100.0%
Finance/Business Services	9.2%	2.9%	5.6%	50.8%	5.7%	2.2%	3.1%	16.0%	3.7%	0.9%	100.0%
Community/ Social/Personal Services	21.3%	4.0%	4.8%	35.1%	11.0%	2.2%	2.9%	16.7%	1.2%	0.7%	100.0%

Table 8 shows that in all sectors of the economy, the White Population Group representation is more than five times their EAP and the African Population Group representation is more than three times below their EAP at the Top Management level. The Indian Population Group is more than double their EAP and the Coloured Population Group is below their EAP in all sectors of the economy at this occupational level. Representation of the Foreign National Population Group is more than 3% in most sectors of the economy at this occupational level.

Males share the highest proportion of representation within this occupational level.

**Table 9: Workforce profile at the Top Management level by Business Type, Population Group and Gender**

BUSINESS TYPE	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
National Government	36.5%	6.2%	5.6%	15.3%	23.7%	2.3%	3.4%	6.0%	0.8%	0.2%	100.0%
Provincial Government	49.2%	5.9%	1.6%	5.6%	29.4%	2.4%	1.9%	3.8%	0.0%	0.2%	100.0%
Local Government	52.2%	6.5%	4.7%	7.2%	23.4%	1.9%	1.3%	2.5%	0.2%	0.1%	100.0%
Private Sector	7.4%	3.1%	7.0%	57.8%	3.5%	1.8%	2.6%	13.3%	3.0%	0.5%	100.0%
Non-Profit Organisations	21.5%	4.7%	3.5%	25.3%	13.1%	3.8%	3.3%	19.8%	2.8%	2.2%	100.0%
State Owned Enterprises	39.4%	3.6%	6.4%	12.7%	23.6%	3.3%	3.1%	6.1%	1.3%	0.6%	100.0%
Educational Institutions	12.6%	4.9%	5.0%	35.5%	7.6%	2.4%	2.6%	24.9%	3.2%	1.3%	100.0%

Table 9 shows that the Private Sector (71.1%) and Educational Institutions (63.0%) are predominantly represented by the White Population Group, with the Indian Population Group representation much higher than their EAP at the Top Management level. The African Population Group representation is closer to their EAP in all spheres of Government and at State Owned Enterprises (SOE's) at this occupational level.

**Table 10: Workforce movement at the Top Management level by Population Group and Gender (All Employers)**

	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Workforce profile-all employees	9.6%	3.3%	6.8%	54.5%	4.7%	1.9%	2.6%	13.2%	2.9%	0.5%	100.0%
Recruitment	16.4%	3.8%	6.4%	39.8%	10.9%	2.4%	3.5%	11.2%	4.9%	0.6%	100.0%
Promotion	15.1%	4.6%	7.1%	36.2%	10.8%	4.3%	5.0%	14.1%	1.9%	0.8%	100.0%
Terminations	13.7%	3.2%	5.9%	48.9%	7.5%	2.0%	2.5%	11.2%	4.4%	0.8%	100.0%
Skills Development	14.2%	4.1%	7.7%	42.2%	9.5%	3.1%	4.1%	15.2%	0	0	100.0%

Table 10 shows that the White Population Group accounts for more than five times their EAP in relation to their representation, recruitment, promotion and skills development at the Top Management level. This may indicate lateral movement across organisations by the White Population Group at this occupational level.

#### 4.2.2. Workforce profile at the Senior Management level by Population Group, Gender and Disability

**Figure 6: Senior Management by population group (All employers)**

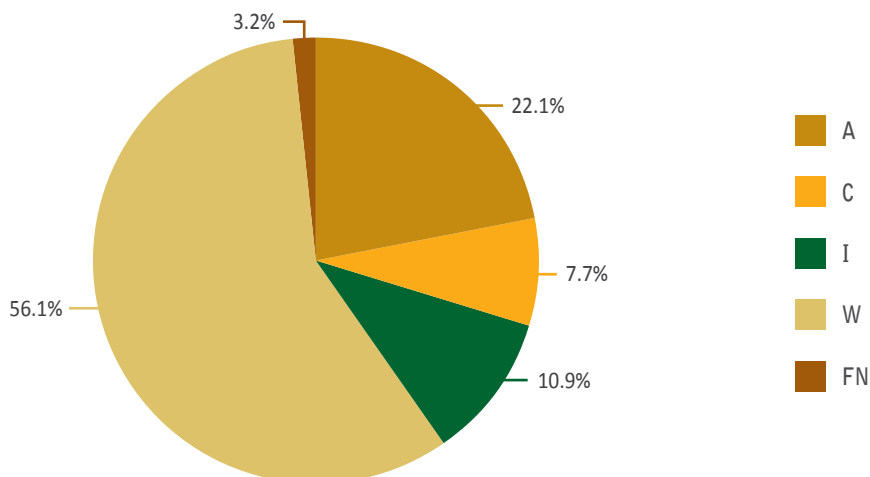
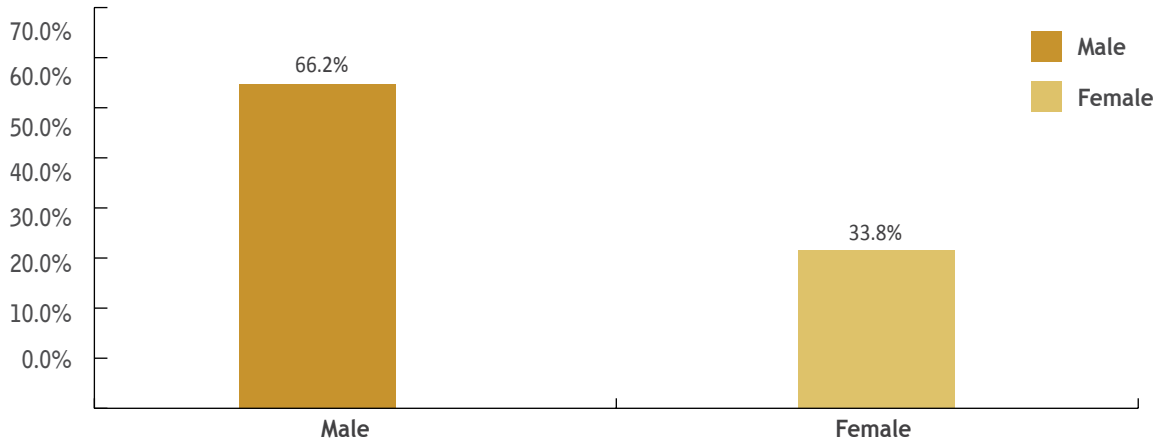


Figure 6 shows that the White Population Group representation at the Senior Management level is more than five times their EAP. The African Population Group is more than three times below their EAP. The representation of the Indian Population Group at 10.9% is more than three times their EAP and the Coloured Population Group at 7.7% is close to reaching their EAP at this level. Three people from the Foreign National Population Group are employed for every hundred people employed at this occupational level.

**Figure 7: Senior Management by Gender (All employers)**



More than two thirds of employees (66.2%) in Senior Management are Male, while Females only account for 33.8% as can be seen in Figure 7. This shows that the Female representation is about two-thirds of their EAP distribution at this occupational level.

**Figure 8: Senior Management - Government and Private Sector by Population Group**

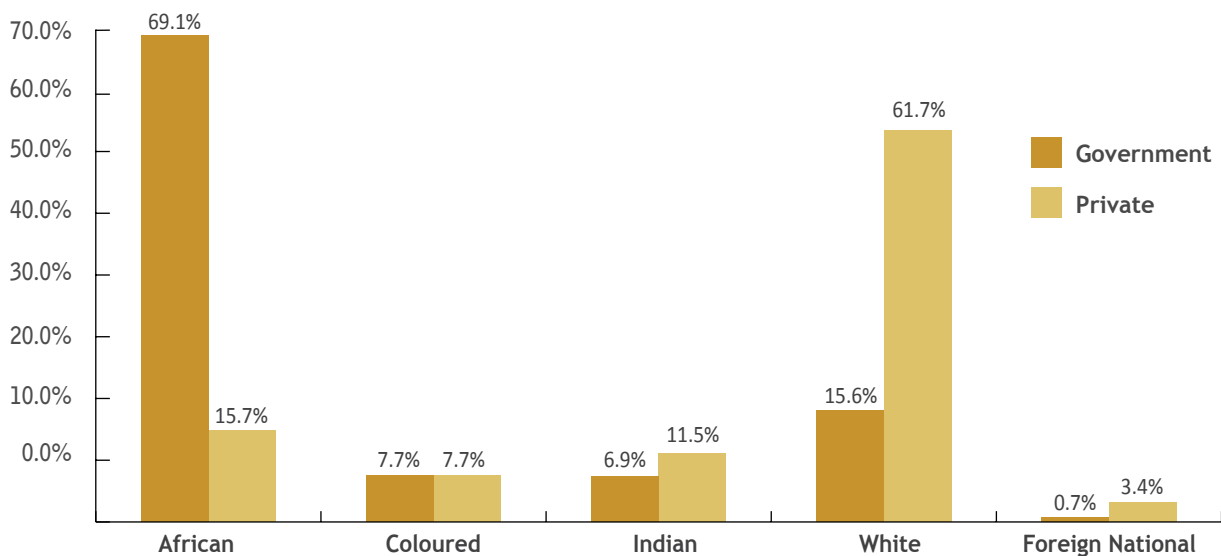


Figure 8 also shows the Private Sector as the biggest employer of White and Indian Population Groups in relation to their EAP and Foreign Nationals at the Senior Management level. It also shows that the Government Sector on a percentage basis is the biggest employer of persons from African and Coloured groups.

**Figure 9: Senior Management - Government and private sector by gender**

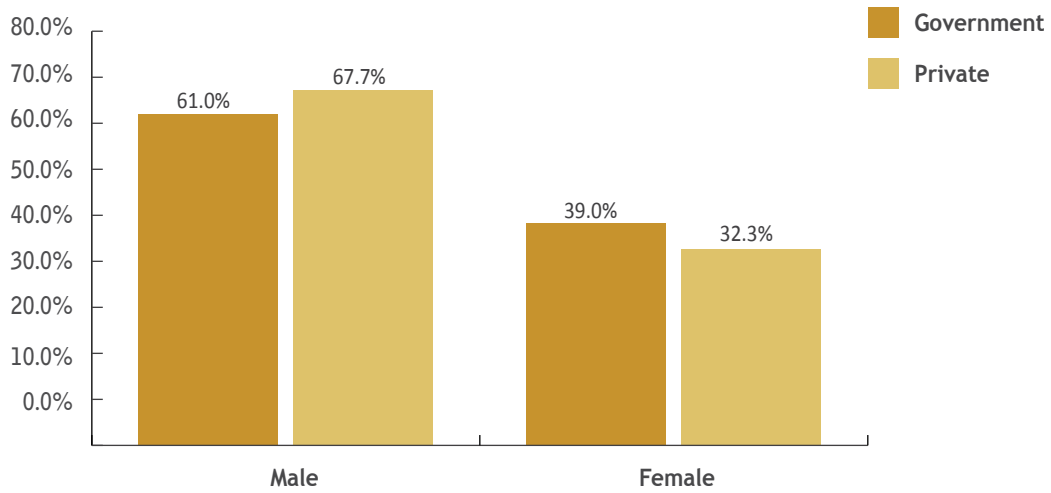


Figure 9 shows that the Private Sector and the Government Sector at the Senior Management level are Male dominated in relation to their EAP.

**Figure 10: Senior Management - disabled (all employers)**

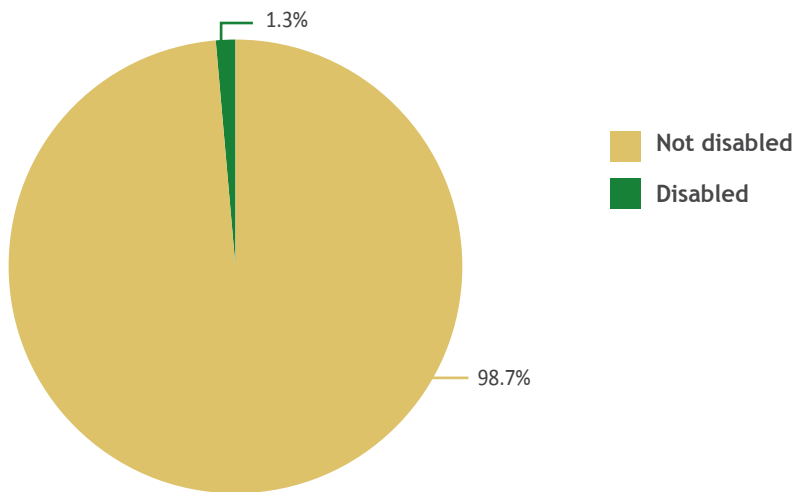


Figure 10 shows a relatively low level of representation of persons with disabilities at the Senior Management level, which is at 1.3%.

Table 11: Workforce profile at the Senior Management Level by Population Group and Gender for Persons with Disabilities (All Employers)											
Male				Female				Foreign National		TOTAL	
African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female		
11.4%	5.8%	7.9%	43.5%	5.1%	3.9%	4.3%	17.1%	0.7%	0.3%	100.0%	

Table 11 shows that within the disability group, the White Population Group remains highly represented at the Senior Management level.

Province	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Eastern Cape	17.8%	5.9%	2.3%	40.8%	10.4%	3.2%	1.1%	16.6%	1.6%	0.3%	100.0%
Free State	23.2%	2.7%	1.0%	41.1%	11.7%	1.5%	0.4%	17.4%	0.8%	0.1%	100.0%
Gauteng	14.1%	3.2%	6.8%	38.4%	8.9%	2.1%	3.8%	18.7%	2.9%	1.0%	100.0%
KwaZulu-Natal	14.3%	2.7%	20.0%	28.9%	7.7%	1.7%	9.7%	13.0%	1.5%	0.4%	100.0%
Limpopo	33.9%	0.7%	1.9%	30.3%	17.2%	0.2%	0.7%	12.2%	2.5%	0.4%	100.0%
Mpumalanga	27.8%	1.1%	2.1%	39.4%	11.8%	0.6%	0.7%	14.8%	1.4%	0.3%	100.0%
Northern Cape	18.1%	11.7%	1.0%	39.4%	8.1%	6.1%	0.1%	14.0%	1.4%	0.1%	100.0%
North West	26.8%	1.4%	2.1%	39.9%	11.5%	1.0%	0.6%	15.7%	1.0%	0.1%	100.0%
Western Cape	5.0%	12.1%	3.1%	42.8%	2.9%	8.3%	1.9%	21.2%	1.9%	0.7%	100.0%

Table 12 shows that across all Provinces the White Population Group representation is way above their Provincial EAP. The Indian Population Group has the second largest representation in KwaZulu-Natal and the Coloured Population Group has the second largest representation in the Western Cape, while Africans are grossly under-represented in the Western Cape at this Level.

In terms of gender, Males have the largest representation in most provinces.

Sector	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Agriculture	9.8%	4.2%	1.4%	58.6%	3.8%	1.7%	0.8%	18.3%	1.1%	0.3%	100.0%
Mining and Quarrying	19.3%	2.7%	3.5%	54.8%	5.1%	0.9%	1.4%	9.2%	2.7%	0.4%	100.0%
Manufacturing	9.0%	5.5%	9.3%	46.7%	4.3%	2.6%	3.6%	15.7%	2.8%	0.6%	100.0%
Electricity, Gas and Water	28.7%	4.4%	6.2%	27.3%	16.9%	2.2%	2.6%	9.2%	2.1%	0.4%	100.0%
Construction	16.5%	6.4%	5.7%	48.0%	5.8%	2.0%	2.0%	10.6%	2.5%	0.5%	100.0%
Retail and Motor Trade/Repair Service	10.4%	6.3%	8.6%	39.6%	5.5%	4.8%	4.0%	19.2%	1.3%	0.3%	100.0%
Wholesale Trade/Commercial Agents/Allied Services	8.8%	4.3%	10.9%	39.6%	5.3%	3.3%	4.9%	20.3%	2.1%	0.7%	100.0%
Catering/Accommodation/other trade	13.1%	4.5%	4.0%	29.6%	10.5%	5.1%	3.2%	26.6%	2.4%	1.0%	100.0%
Transport/Storage/Communications	14.6%	4.8%	9.3%	35.8%	7.9%	2.7%	4.5%	15.4%	4.0%	1.0%	100.0%
Finance/Business Services	9.6%	3.7%	7.5%	36.4%	7.3%	3.3%	5.4%	22.2%	3.0%	1.3%	100.0%
Community/Social/Personal Services	28.2%	4.4%	4.1%	18.3%	18.5%	3.4%	3.2%	17.7%	1.4%	0.8%	100.0%

Table 13 shows that the White Population Group in relation to their EAP dominates in all sectors of the economy at the Senior Management Level. The representation of the African Population Group, although below their EAP, is much better in the Electricity, Gas and Water sector, as well as in the Community, Social and Personal services. Except for the Agricultural sector, the representation of the Indian Population Group is either close to or more than double their EAP in all other sectors of the economy. The representation of the Foreign National Population Group is relatively high in all sectors, particularly in the Transport/ Storage/ Communications and the Finance/Business Services sectors of the economy.

BUSINESS TYPE	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
National Government	37.4%	4.2%	4.9%	10.5%	28.1%	2.6%	3.6%	7.9%	0.4%	0.4%	100.0%
Provincial Government	44.5%	5.3%	2.9%	5.9%	30.7%	4.0%	2.1%	3.9%	0.5%	0.1%	100.0%
Local Government	45.9%	5.6%	4.3%	12.7%	23.1%	2.2%	1.6%	4.1%	0.4%	0.1%	100.0%
Private Sector	10.2%	4.7%	7.6%	42.6%	5.4%	3.0%	3.9%	19.1%	2.6%	0.8%	100.0%
Non-Profit Organisations	24.2%	4.4%	2.8%	16.2%	18.1%	5.3%	3.5%	20.9%	2.9%	1.8%	100.0%
State Owned Enterprises	33.5%	5.1%	7.2%	16.8%	22.0%	2.7%	3.7%	6.4%	1.7%	0.9%	100.0%
Educational Institutions	14.1%	3.5%	3.9%	26.1%	8.4%	2.7%	3.8%	32.0%	3.7%	1.7%	100.0%

Table 14 shows that the White Population Group is mostly represented within the Private Sector and Educational Institutions, while the African Population Group is mostly employed in all spheres of Government, particularly the Provincial and Local Government spheres of Government as well as State Owned Enterprises (SOE) at the Senior Management level. Although the representation of the African and Coloured Population Groups is highest in all spheres of government, they still remain below their EAP at this occupational level. In all Business Types, Males are represented at more than 47% at this level.

Foreign National representation at this level is the highest (5.4%) at the Educational Institutions, which is followed by Non-profit Organisations at (4.7%)

	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Workforce profile-all employees	14.0%	4.7%	7.1%	38.1%	8.1%	3.1%	3.8%	18.0%	2.4%	0.8%	100.0%
Recruitment	15.8%	4.9%	6.6%	35.7%	9.8%	3.2%	3.8%	15.8%	3.3%	1.0%	100.0%
Promotion	18.2%	5.6%	7.5%	27.8%	11.7%	4.6%	5.0%	16.4%	2.1%	1.0%	100.0%
Terminations	13.8%	4.6%	6.2%	40.0%	7.8%	2.9%	3.2%	17.7%	2.9%	0.9%	100.0%
Skills Development	18.1%	4.9%	8.0%	28.4%	14.6%	3.8%	5.1%	17.1%	0	0	100.0%

Table 15 shows that the White Population Group accounts for more than four times their EAP in relation to their representation, recruitment, promotion and skills development at the Senior Management level. This may indicate lateral movement by the White Population Group as there are high termination rates of this Population Group in this occupational level as well. The recruitment, promotion and termination rates for the Foreign National Population Group are rather high at this level as well.

Males, particularly the White Male Population Group and Indian Male Population Group, seem to enjoy most of the recruitment, promotion and skills development opportunities at this occupational level, especially when taking their EAP into account.

#### 4.2.3. Professionally Qualified level by Population Group, Gender and Disability

Figure 11: Professionally qualified level by population group (All Employers)

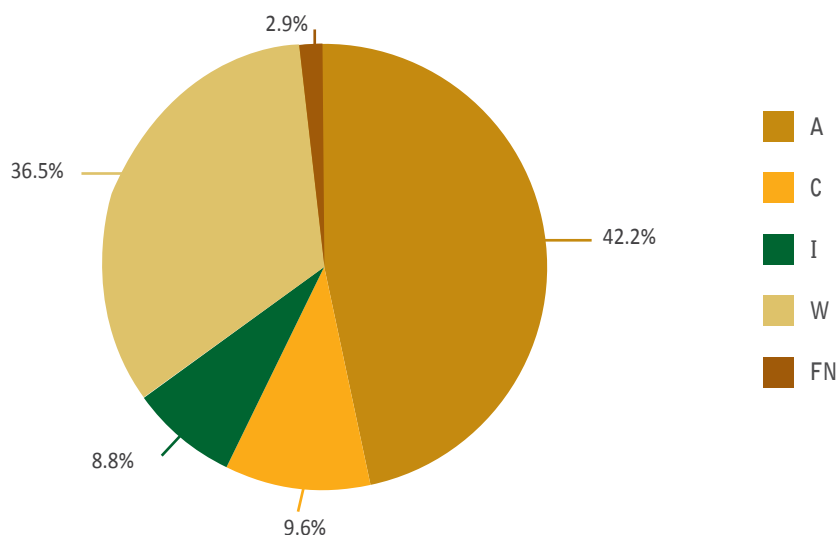


Figure 11 shows that the African Population Group representation at the Professionally Qualified level is greater than that of the White Population Group, although it is still far below their EAP. The Indian Population Group in terms of their EAP and the Foreign National Population Group are also highly represented at this occupational level.

Figure 12: Professionally qualified by gender (All employers)

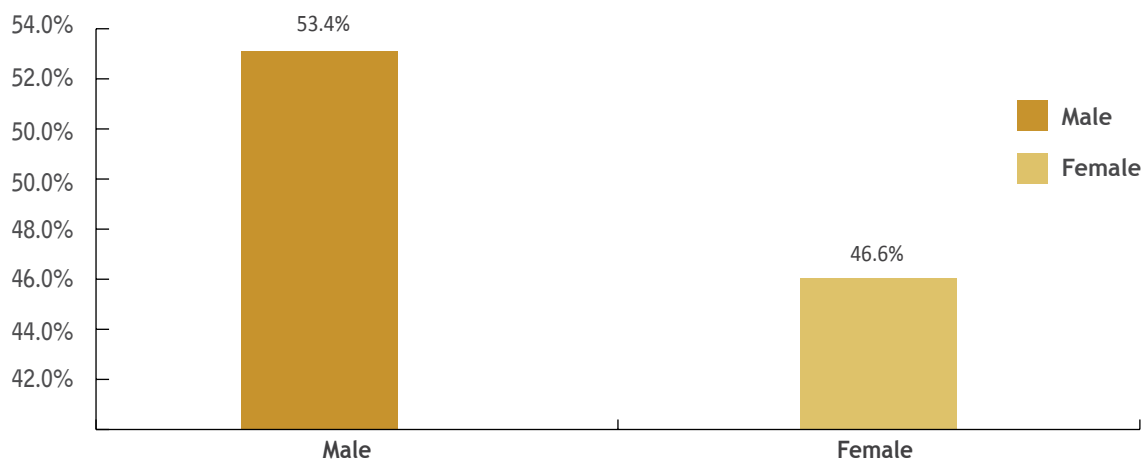


Figure 12 shows that Females are above their EAP at the Professionally Qualified level. It can be assumed that there is a pool of Females that can be recruited and promoted to senior management.

Figure 13: Professionally qualified - government and private sector by population group

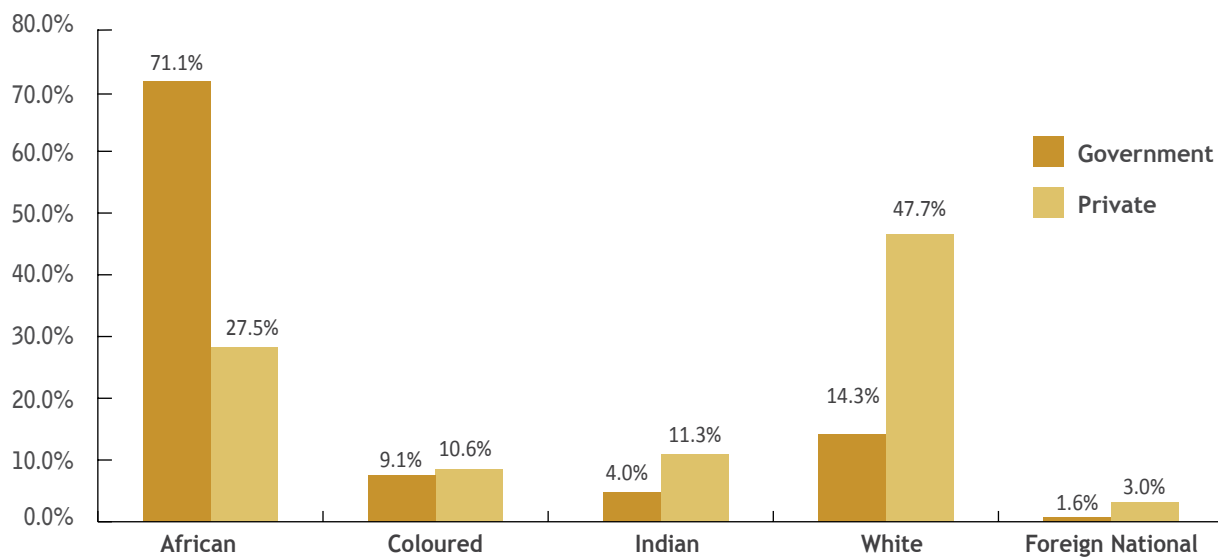


Figure 13 shows that the representation of the African and Coloured Population Groups is closely aligned to their EAP and the White and Indian Population Groups are above their EAP at the Professionally Qualified level in the Government Sector. It also shows that the representation of the White and Indian Population Groups is at least four times their EAP at this level in the Private Sector.

**Figure 14: Professionally qualified - government and private sector by gender**

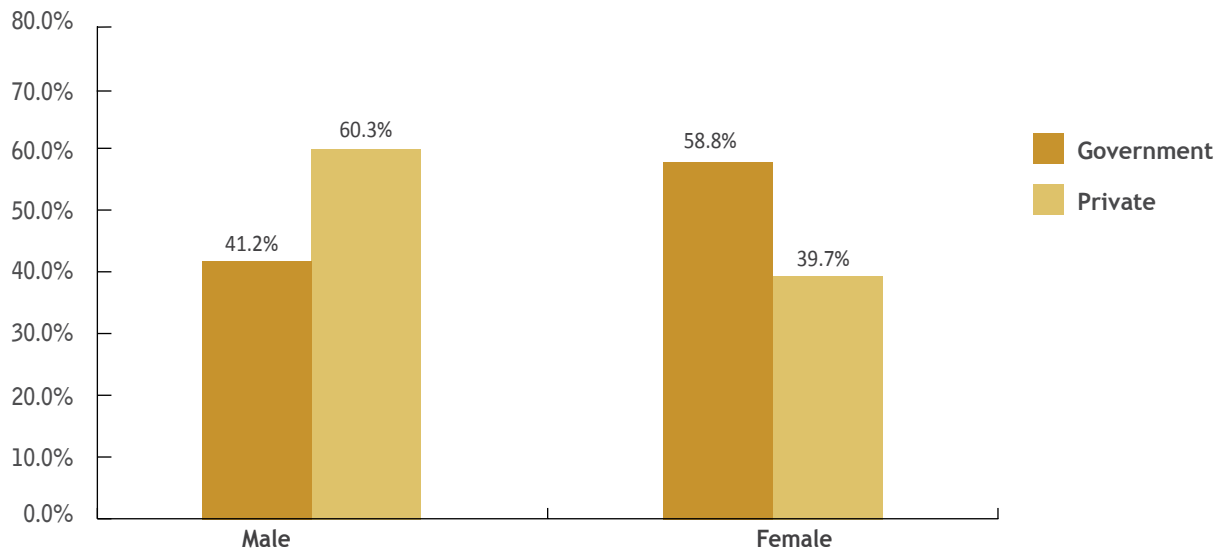


Figure 14 shows that the Private Sector employs more Males than the Government Sector at the Professionally Qualified level. It also shows that the Government Sector employs more than 50% of females at this occupational level.

**Figure 15: Professionally qualified - disabled (All employers)**

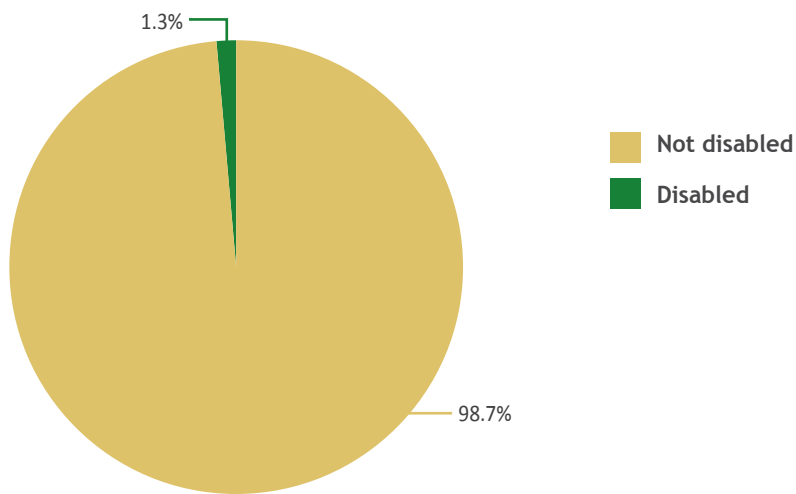


Figure 15 shows that in terms of the total workforce, there is a very low level of representation of persons with disabilities at the Professionally Qualified level which is at 1.3%.

**Table 16: Workforce profile at the Professionally Qualified Level by Population Group and Gender for Persons with Disabilities (All Employers)**

Male				Female				Foreign National		TOTAL
African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
15.4%	5.3%	5.3%	31.1%	13.0%	4.5%	4.1%	20.6%	0.6%	0.2%	100.0%

Table 16 shows that within the Disability Group, the White and Indian Population Groups are the main beneficiaries of affirmative action at the Professionally Qualified level.



PROVINCE	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Eastern Cape	24.1%	3.7%	0.7%	7.3%	50.3%	4.4%	0.6%	7.5%	1.0%	0.4%	100.0%
Free State	28.4%	2.4%	0.4%	24.4%	25.9%	1.7%	0.4%	15.2%	0.9%	0.3%	100.0%
Gauteng	20.0%	3.9%	5.5%	24.7%	17.8%	3.4%	4.4%	17.2%	2.3%	0.9%	100.0%
KwaZulu-Natal	22.2%	2.2%	14.6%	14.4%	20.8%	2.1%	11.1%	10.2%	1.7%	0.6%	100.0%
Limpopo	40.0%	0.2%	0.4%	6.7%	45.0%	0.2%	0.3%	5.0%	1.5%	0.5%	100.0%
Mpumalanga	30.9%	0.7%	1.1%	18.6%	29.8%	0.9%	0.8%	12.3%	3.7%	1.3%	100.0%
Northern Cape	18.0%	16.3%	0.7%	18.1%	15.4%	14.2%	0.6%	14.0%	2.0%	0.7%	100.0%
North West	29.8%	1.2%	1.2%	20.8%	24.8%	1.2%	0.9%	15.5%	3.3%	1.3%	100.0%
Western Cape	8.7%	14.9%	2.7%	25.5%	7.7%	14.3%	2.3%	21.3%	1.8%	0.8%	100.0%

According to **Table 17**, the Western Cape has 47% representation of the White Population Group representation, followed by the Free State with a 40% representation of the same group. The Indian Population Group exceeds their National and Regional EAPs in Kwa-Zulu Natal at the Professionally Qualified level. Mpumalanga and the North West employ the most people from the Foreign National Group in this occupational level.

SECTOR	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Agriculture	19.3%	5.7%	1.6%	37.6%	10.2%	3.1%	1.1%	19.8%	1.2%	0.3%	100.0%
Mining and Quarrying	28.2%	3.2%	2.4%	40.3%	10.0%	1.1%	1.5%	10.5%	2.3%	0.4%	100.0%
Manufacturing	15.4%	6.7%	8.3%	36.3%	9.0%	3.4%	4.0%	14.6%	1.9%	0.5%	100.0%
Electricity, Gas and Water	31.0%	5.0%	5.9%	21.5%	22.9%	2.3%	2.7%	6.8%	1.5%	0.3%	100.0%
Construction	25.0%	7.0%	4.8%	36.8%	9.0%	1.7%	1.7%	10.2%	3.2%	0.5%	100.0%
Retail and Motor Trade/Repair Service	16.7%	8.0%	7.0%	24.2%	13.0%	7.7%	4.6%	17.4%	0.8%	0.5%	100.0%
Wholesale Trade/ Commercial Agents/Allied Services	15.0%	5.3%	7.2%	28.1%	10.1%	4.6%	5.1%	22.5%	1.7%	0.5%	100.0%
Catering/ Accommodation/ other trade	19.1%	5.5%	3.7%	18.2%	18.1%	7.1%	3.2%	20.4%	3.0%	1.7%	100.0%
Transport/ Storage/ Communications	22.5%	5.9%	7.6%	28.3%	11.9%	3.2%	3.9%	12.9%	3.1%	0.7%	100.0%
Finance/Business Services	14.5%	5.1%	6.9%	23.6%	14.0%	5.8%	6.5%	20.2%	2.4%	1.1%	100.0%
Community/ Social/Personal Services	24.5%	3.6%	2.2%	8.1%	37.9%	5.0%	2.9%	13.1%	1.8%	1.0%	100.0%

**Table 18** shows a high representation of the White and the Indian Population Groups in all sectors in relation to their National EAP. The Community, Social and Personal Services as well as the Electricity, Gas and Water Supply Sectors are leading in terms of the representation of the African Population Group at this level. The Catering, Accommodation and Other Trade and Transport, Storage and Communication sectors are leading in relation to the employment of the Foreign National Group at this occupational level.

There is a higher representation of Males in relation to their EAP in most sectors at the Professionally Qualified level. Representation of Females is reflected mostly in the Community and in Social and Personal Services and in the Catering, Accommodation and Other Trade sectors.

Table 19: Workforce profile at the Professionally Qualified level by Business Type, Population Group and Gender											
BUSINESS TYPE	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
National Government	37.4%	4.1%	2.9%	11.2%	28.8%	3.2%	2.5%	9.4%	0.4%	0.2%	100.0%
Provincial Government	25.6%	3.2%	1.4%	4.1%	47.5%	5.8%	2.2%	8.1%	1.3%	0.6%	100.0%
Local Government	35.7%	9.3%	2.6%	12.6%	27.0%	5.2%	1.4%	5.9%	0.2%	0.1%	100.0%
Private Sector	16.4%	5.8%	6.5%	29.4%	11.2%	4.7%	4.7%	18.3%	2.2%	0.8%	100.0%
Non-Profit Organisations	23.3%	1.7%	3.7%	6.8%	41.1%	3.2%	4.0%	11.6%	2.7%	1.8%	100.0%
State Owned Enterprises	31.2%	4.7%	5.4%	19.2%	24.3%	3.1%	3.1%	6.7%	1.5%	0.6%	100.0%
Educational Institutions	14.0%	4.7%	2.5%	19.4%	13.1%	3.7%	3.3%	31.7%	4.9%	2.6%	100.0%

The representation of the White and Indian Population Groups within the Private Sector and Educational Institutions are far above their EAP at the Professionally Qualified level. The African Population Group features prominently in Government, Non-Profit Organisations and State Owned Enterprises. The analysis also indicates a high presence of Foreign Nationals at this level, particularly in the private sector. African Female representation is well below their EAP in the Private Sector and in the Educational Institutions.

Table 20: Workforce profile and movement at the Professionally Qualified level by Population Group and Gender (All Employers)											
	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Workforce profile-all employees	20.4%	5.0%	4.9%	21.1%	21.7%	4.7%	3.9%	15.4%	2.0%	0.8%	100.0%
Recruitment	20.8%	4.8%	5.1%	23.0%	17.8%	4.0%	4.1%	15.3%	3.7%	1.4%	100.0%
Promotion	25.5%	5.3%	5.2%	15.0%	22.5%	5.3%	5.3%	11.8%	3.2%	0.8%	100.0%
Terminations	19.5%	4.9%	5.1%	26.3%	15.6%	4.0%	3.8%	16.3%	3.4%	1.2%	100.0%
Skills Development	20.0%	6.1%	4.7%	13.9%	31.3%	7.2%	3.9%	12.8%	0	0	100.0%

Table 20 shows that both the White and African Population Groups were the main beneficiaries of recruitment, promotion and training opportunities at the Professionally Qualified level. The overall picture indicates that the African Population Group remains below their National EAP.

#### 4.2.4. Skilled Level by Population Group, Gender and Disability

Figure 16: Skilled level by population group (All employers)

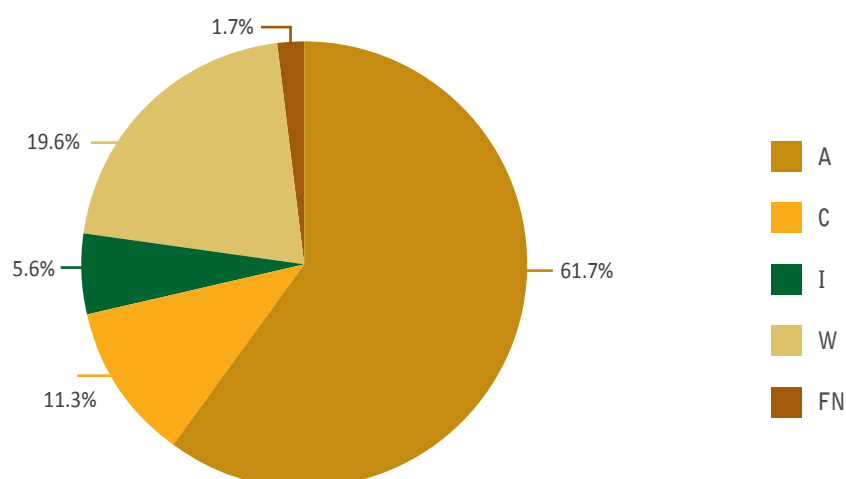


Figure 16 shows that more than sixty percent is represented by the African Population Group, which is still below their EAP at the Skilled level. The representation of the White and Indian Population Groups is approximately double their EAP at this occupational level. This figure also shows that for every 100 people employed at this level, up to two people are from the Foreign National Group.

Figure 17: Skilled level by gender (All employers)

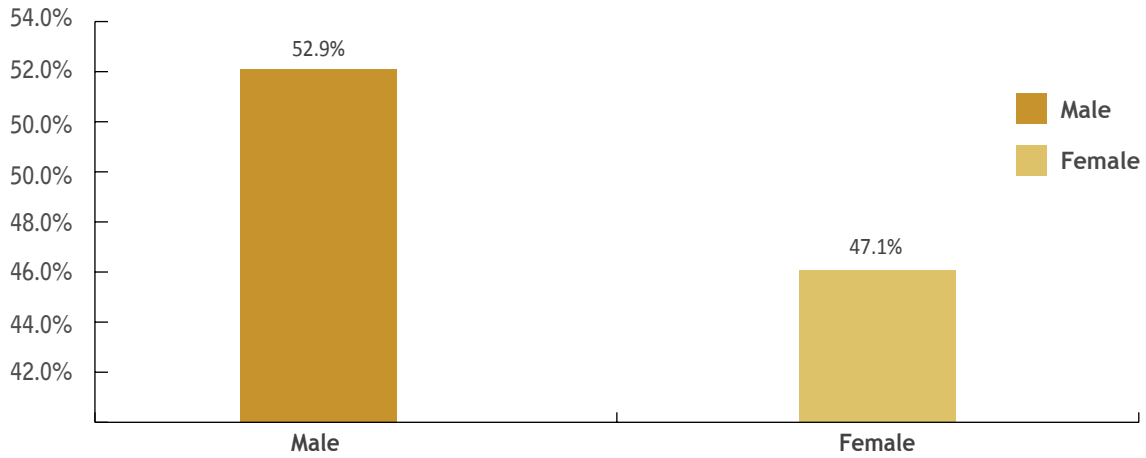


Figure 17 shows that at the Skilled Technical Level, Females are above their National EAP which suggests that there is a pool of suitably of technically qualified females at this level some of which should be ready for advancement to the next occupational level.

Figure 18: Skilled level - Government and private sector by population group

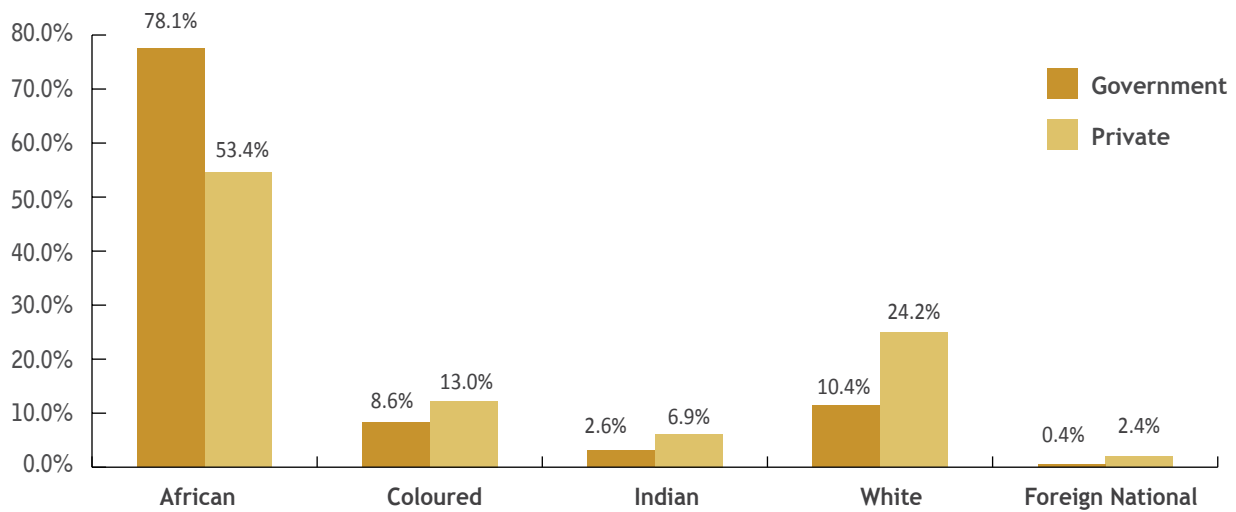


Figure 18 shows that the African Population Group has met their National EAP in Government, while they are far below their National EAP in the Private Sector. It also shows that in the Private Sector for every 100 people employed at this level, two are Foreign Nationals.

**Figure 19: Skilled level - Government and private sector by Gender**

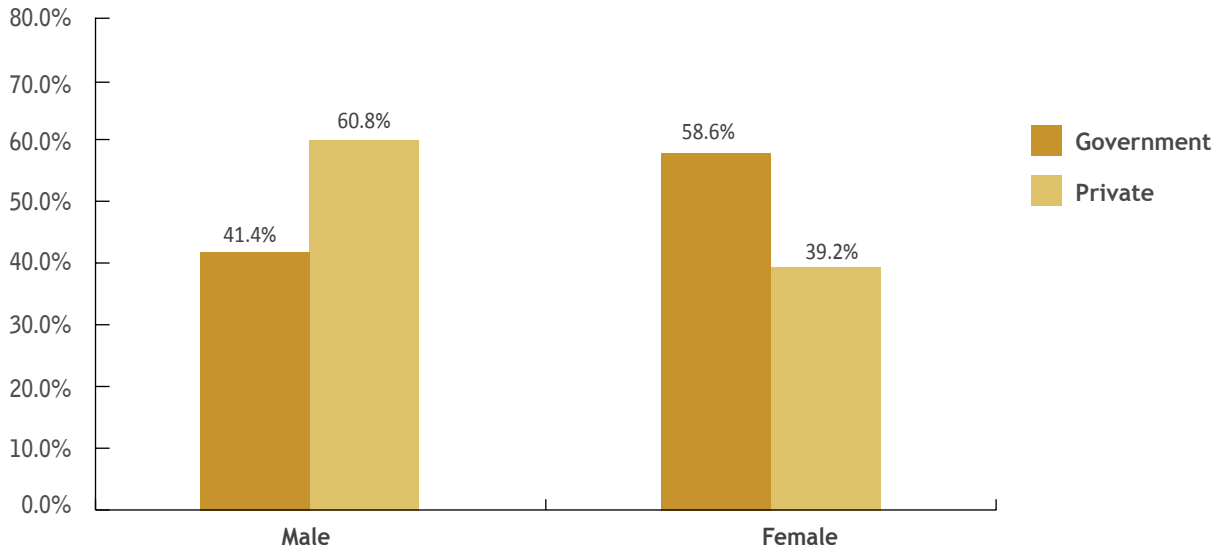


Figure 19, once again in this report, shows that Government Sector is a better employer of Females and the Private Sector is a better employer of Males at the Skilled level. It also shows that the various population groups are closely aligned to their EAP in terms of representation at this occupational level.

**Figure 20: Skilled level - Disabled (All employers)**

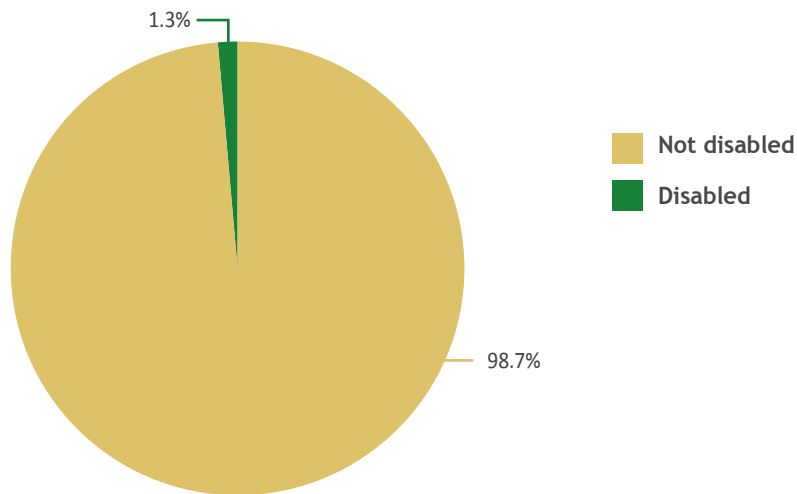


Figure 20 shows that in terms of the total workforce, 1.2% of the workforce is made up of persons with disabilities at the Skilled level.

Table 21: Workforce profile at the Skilled Technical Level by Population Group and Gender for Persons with Disabilities (All Employers)										
Male				Female				Foreign National		TOTAL
African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
26.1%	5.8%	3.2%	16.6%	25.4%	5.4%	2.6%	14.3%	0.4%	0.2%	100.0%

Table 21 above reflects the population distribution of persons with disabilities only at the Skilled level in terms of population group and gender, which shows the White and Indian Population Groups are performing well at this occupational level in relation to their EAP.

PROVINCE	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Eastern Cape	26.8%	8.2%	0.6%	10.5%	38.0%	6.6%	0.5%	7.7%	0.8%	0.3%	100.0%
Free State	34.2%	1.8%	0.2%	10.1%	38.0%	1.8%	0.2%	13.0%	0.7%	0.2%	100.0%
Gauteng	36.3%	4.4%	2.7%	12.3%	25.2%	4.2%	2.5%	10.5%	1.4%	0.4%	100.0%
KwaZulu-Natal	30.7%	1.8%	8.7%	4.1%	38.8%	2.0%	8.4%	4.4%	0.9%	0.2%	100.0%
Limpopo	38.7%	0.2%	0.1%	2.9%	54.3%	0.2%	0.1%	2.7%	0.8%	0.1%	100.0%
Mpumalanga	39.6%	0.8%	0.3%	8.5%	41.2%	0.5%	0.3%	6.4%	2.1%	0.3%	100.0%
Northern Cape	21.5%	15.8%	0.2%	9.7%	22.1%	19.8%	0.2%	9.0%	1.2%	0.4%	100.0%
North West	33.6%	0.8%	0.2%	10.6%	42.5%	0.9%	0.3%	9.7%	1.3%	0.1%	100.0%
Western Cape	16.3%	19.9%	1.5%	10.8%	15.2%	19.3%	1.7%	13.3%	1.5%	0.6%	100.0%

Table 22 shows that the African Population Group is fairly represented at the Skilled Level in all provinces when considering their National and Regional EAP. In the Western Cape, the Coloured Population Group is fairly represented at this Level. Foreign Nationals are most represented in the Mpumalanga, Western Cape and Gauteng Provinces at this occupational level.

Female are reasonably represented at this level, although White Females still remain overrepresented in comparison to their National and Regional EAP.

SECTOR	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Agriculture	34.7%	12.0%	1.1%	15.2%	15.7%	6.5%	0.7%	12.0%	1.8%	0.2%	100.0%
Mining and Quarrying	50.0%	3.9%	0.6%	23.3%	11.2%	1.0%	0.4%	5.3%	4.3%	0.1%	100.0%
Manufacturing	33.3%	10.2%	6.1%	19.5%	11.5%	5.1%	2.9%	9.4%	1.8%	0.3%	100.0%
Electricity, Gas and Water	43.6%	4.9%	2.2%	13.4%	25.7%	2.6%	1.5%	5.3%	0.6%	0.1%	100.0%
Construction	51.7%	7.5%	2.4%	14.1%	10.8%	2.1%	1.3%	6.3%	3.5%	0.2%	100.0%
Retail and Motor Trade/Repair Service	27.1%	7.1%	4.8%	13.0%	23.8%	9.5%	3.7%	10.0%	0.7%	0.2%	100.0%
Wholesale Trade/Commercial Agents/Allied Services	27.2%	6.0%	4.8%	14.1%	19.2%	7.1%	4.4%	14.7%	1.8%	0.7%	100.0%
Catering/Accommodation/other trade	28.5%	4.8%	1.9%	6.6%	32.3%	8.6%	2.6%	9.8%	3.2%	1.8%	100.0%
Transport/Storage/Communications	37.1%	7.5%	4.8%	14.9%	18.6%	4.3%	2.6%	8.0%	1.9%	0.3%	100.0%
Finance/Business Services	21.4%	5.8%	3.8%	9.5%	28.3%	9.8%	5.1%	14.5%	1.1%	0.6%	100.0%
Community/Social/Personal Services	32.0%	3.6%	1.4%	3.9%	43.4%	4.6%	2.3%	8.1%	0.5%	0.3%	100.0%

As shown in Table 23 above, the African Population Group is above 40% across all economic sectors they are however, still below their National EAP at the Skilled level. There is a high representation of Foreign Nationals across all sectors, particularly the Catering, Accommodation and Other Trade and Mining and Quarrying sector.

**Table 24: Workforce profile at the Skilled Technical Level by Business Type, Population Group and Gender**

BUSINESS TYPES	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
National Government	44.1%	6.3%	2.0%	8.2%	26.9%	3.6%	1.2%	7.6%	0.0%	0.0%	100.0%
Provincial Government	25.3%	1.7%	0.5%	1.5%	58.5%	4.5%	1.3%	6.2%	0.3%	0.2%	100.0%
Local Government	35.9%	12.1%	4.0%	7.1%	28.4%	6.8%	1.8%	3.8%	0.1%	0.0%	100.0%
Private Sector	34.7%	6.9%	3.8%	13.6%	18.8%	6.1%	3.1%	10.7%	1.9%	0.5%	100.0%
Non-Profit Organisations	22.8%	1.1%	1.9%	1.7%	59.4%	2.3%	5.2%	4.9%	0.4%	0.3%	100.0%
State Owned Enterprises	39.2%	5.2%	2.3%	13.4%	30.2%	3.4%	1.4%	4.5%	0.2%	0.1%	100.0%
Educational Institutions	19.1%	6.7%	1.3%	7.9%	30.8%	10.2%	2.3%	19.1%	1.5%	1.0%	100.0%

Table 24 shows that within the Black Population Group, Indians are below their EAP in Provincial Government. The African Population Group also shows that the highest employer of Foreign Nationals is the Private Sector, which is followed by Educational Institutions at this occupational level. Except for National and Provincial Government, Males and Females seem to be equitably represented at this occupational level.

**Table 25: Workforce movement at the Skilled Technical Level by Population Group and Gender (All Employers)**

	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Workforce profile-all employees	32.7%	5.8%	2.9%	10.2%	29.0%	5.5%	2.7%	9.4%	1.3%	0.4%	100.0%
Recruitment	33.9%	5.9%	2.7%	11.2%	27.0%	5.1%	2.6%	9.1%	1.9%	0.6%	100.0%
Promotion	33.7%	5.1%	2.2%	4.9%	39.1%	5.3%	2.4%	6.1%	0.9%	0.4%	100.0%
Terminations	33.9%	6.2%	2.7%	12.7%	23.4%	5.4%	2.5%	10.5%	2.1%	0.6%	100.0%
Skills Development	33.9%	6.2%	3.1%	8.6%	29.8%	7.1%	2.9%	8.4%	0	0	100.0%

Table 25 shows that at the Skilled level, both the African and the Coloured Population Groups are accessing recruitment and promotion opportunities at this Level. Females are getting a fair chance in accessing both recruitment and promotional opportunities at this Level as well.

#### 4.2.5. Workforce profile at the Semi-skilled level by Population Group, Gender and Disability

**Figure 21: Semi-skilled by population group (All employers)**

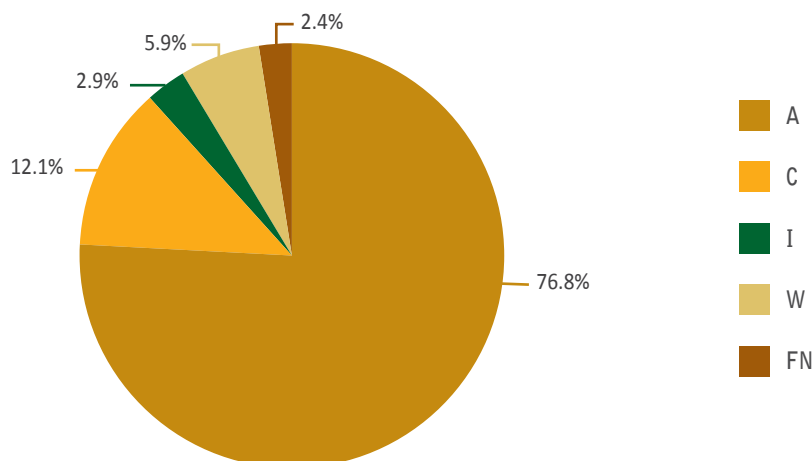


Figure 21 shows that the Semi-Skilled Occupational Level is predominantly Black with over 90% representation. The White Population Group is below their EAP distribution at this level.

**Figure 22: Semi - skilled level by gender (All employers)**

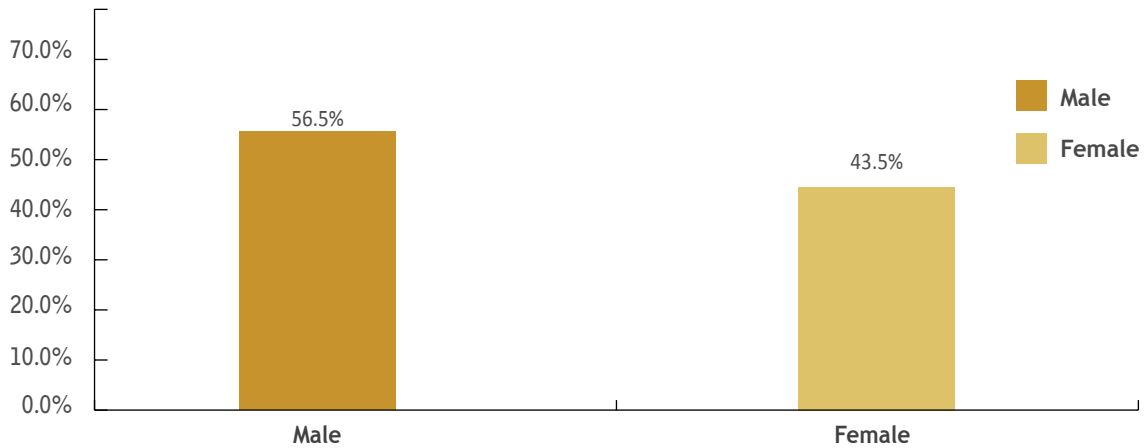


Figure 22 shows that the representation of both Males and Females are closely aligned to the EAP gender distribution at the Semi-skilled level.

**Figure 23: Semi - skilled -Government and private sector by population group**

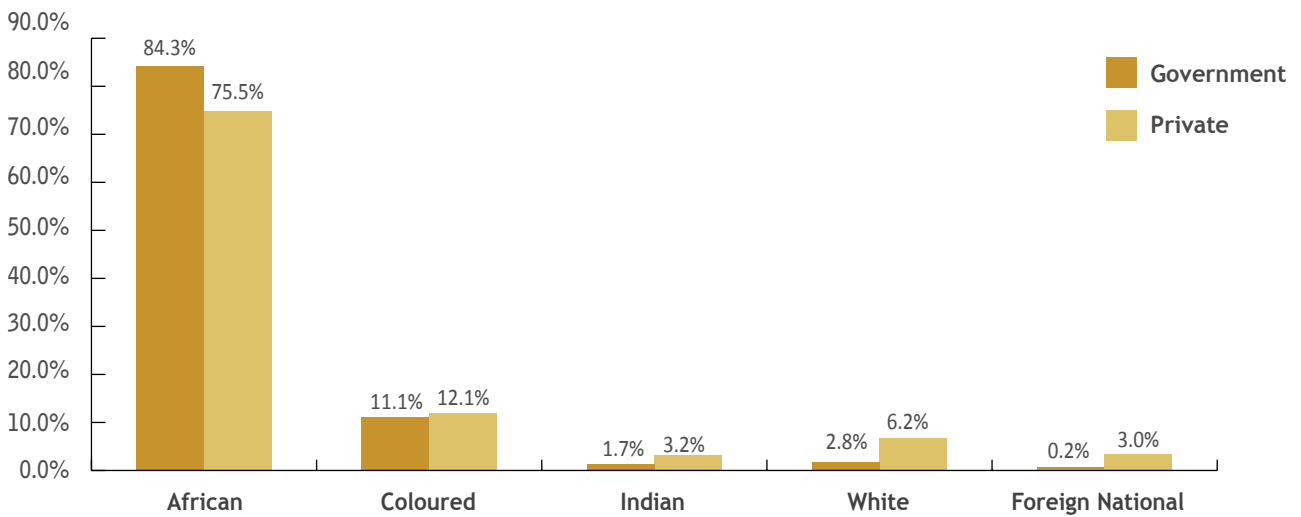


Figure 23 shows that the Private Sector employs number persons from Foreign National Population Group at the Semi-skilled level, where skills are normally neither scarce nor critical. Representation of the various population groups appear to be equitable in the Government Sector at this level. It also shows that for every hundred people employed in the Private Sector, three are from the Foreign National Population Group.

**Figure 24: Semi - skilled -Government and Private Sector by gender**

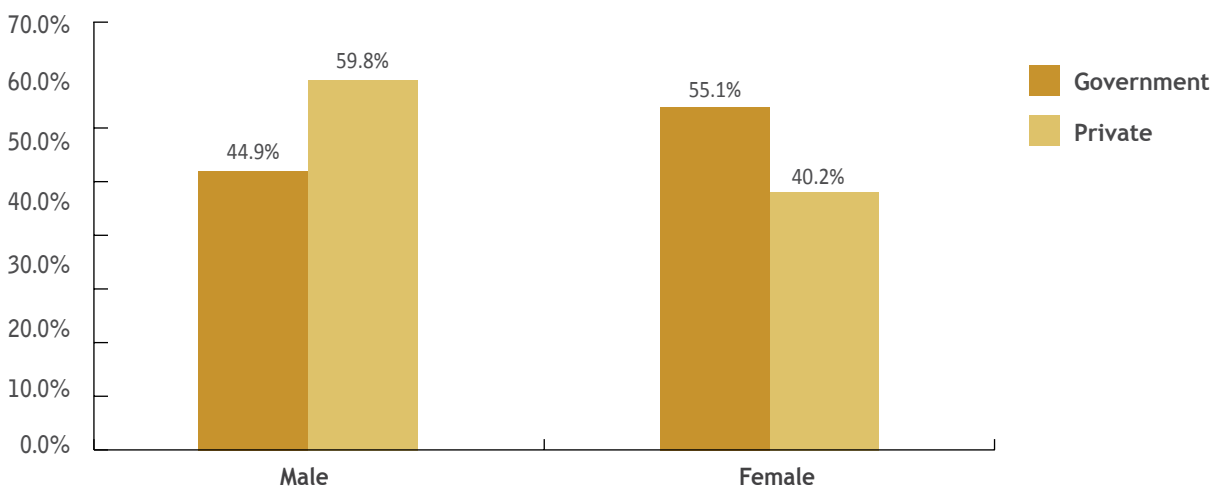


Figure 24 shows that Females are in the majority at 55% in Government, while they represent 40.2% in the Private Sector at this Level.

**Figure 25: Semi-Skilled - Disabled (All employers)**

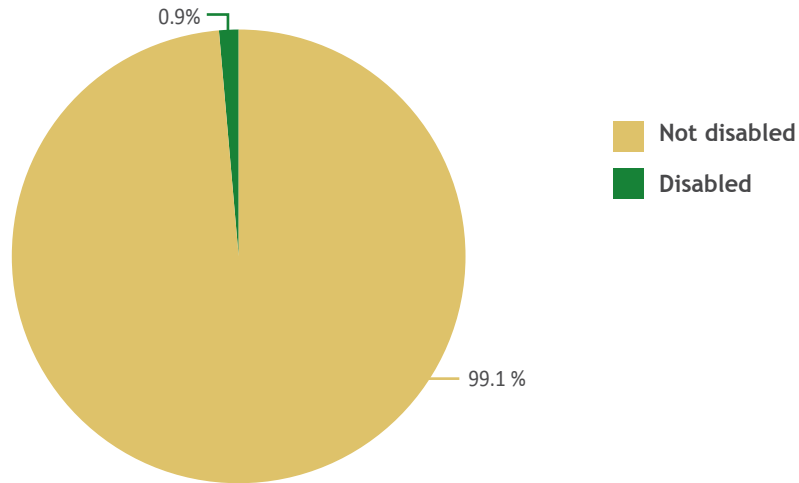


Figure 25 shows that the representation of Persons with Disabilities at the Semi-Skilled level remains very low at 0.9%.

**Table 26: Workforce profile at the Semi-skilled level by Race and Gender for Persons with Disabilities (All Employers)**

Male				Female				Foreign National		TOTAL
African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
39.3%	7.1%	2.3%	5.6%	29.0%	6.8%	2.0%	6.7%	1.2%	0.1%	100.0%

Table 26 above reflects a reasonable representation of all populations groups and gender in terms of Disability at this level.

**Table 27: Workforce profile at the Semi-skilled level by Province, Population Group and Gender**

PROVINCE	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Eastern Cape	41.7%	9.2%	0.2%	2.6%	35.5%	6.8%	0.2%	3.2%	0.5%	0.1%	100.0%
Free State	52.6%	3.2%	0.1%	4.6%	26.3%	2.2%	0.1%	6.4%	4.2%	0.3%	100.0%
Gauteng	50.4%	3.5%	1.2%	2.9%	30.9%	3.6%	1.2%	3.8%	2.2%	0.3%	100.0%
KwaZulu-Natal	44.5%	1.7%	5.4%	1.0%	37.4%	2.0%	5.3%	1.8%	0.7%	0.2%	100.0%
Limpopo	50.4%	0.3%	0.1%	1.0%	43.0%	0.2%	0.0%	1.1%	3.5%	0.2%	100.0%
Mpumalanga	58.4%	0.5%	0.1%	2.2%	33.2%	0.5%	0.1%	2.3%	2.5%	0.2%	100.0%
Northern Cape	38.1%	19.2%	0.0%	2.3%	21.1%	14.7%	0.1%	3.0%	0.9%	0.6%	100.0%
North West	53.8%	0.8%	0.1%	2.6%	27.7%	1.0%	0.1%	3.4%	10.5%	0.1%	100.0%
Western Cape	24.1%	16.7%	0.6%	2.1%	30.7%	19.5%	0.9%	3.9%	1.2%	0.5%	100.0%

Table 27 indicates that the African Population Group representation at the Semi-skilled level is greater than their EAP distribution in all Provinces. Foreign Nationals are highly represented at this level in the North West Province.

The Western Cape has above 50% representation of Females at this occupational level.



**Table 28: Workforce profile at the Semi-skilled level by Sector, Population Group and Gender**

SECTOR	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Agriculture	48.1%	15.2%	0.3%	2.3%	19.4%	7.8%	0.2%	3.5%	2.6%	0.6%	100.0%
Mining and Quarrying	70.6%	2.0%	0.1%	1.7%	9.5%	0.5%	0.1%	0.9%	14.5%	0.1%	100.0%
Manufacturing	51.8%	9.6%	2.8%	4.2%	18.5%	6.9%	1.6%	3.0%	1.4%	0.2%	100.0%
Electricity, Gas and Water	60.4%	6.1%	0.9%	3.5%	21.3%	2.5%	0.7%	4.0%	0.6%	0.2%	100.0%
Construction	72.1%	5.6%	0.6%	2.9%	12.1%	1.5%	0.5%	2.6%	1.9%	0.1%	100.0%
Retail and Motor Trade/Repair Service	27.8%	4.7%	1.5%	2.4%	48.4%	10.0%	1.6%	2.7%	0.6%	0.3%	100.0%
Wholesale Trade/Commercial Agents/Allied Services	42.1%	5.4%	2.0%	3.2%	31.6%	6.5%	2.5%	4.8%	1.4%	0.4%	100.0%
Catering/Accommodation/other trade	33.3%	3.1%	0.6%	1.3%	49.5%	5.3%	0.8%	2.0%	2.7%	1.3%	100.0%
Transport/Storage/Communications	54.9%	7.4%	2.7%	3.5%	20.9%	3.6%	1.9%	3.3%	1.6%	0.2%	100.0%
Finance/Business Services	35.7%	5.3%	2.1%	2.8%	35.5%	8.7%	3.2%	5.8%	0.6%	0.4%	100.0%
Community/Social/Personal Services	40.1%	4.3%	0.8%	1.2%	42.1%	6.3%	1.1%	3.7%	0.3%	0.2%	100.0%

Table 28 suggests that the African Population Group is equitably represented in terms of their EAP across all sectors, with the Mining and Quarrying and the Electricity, Gas and Water Sectors having the highest representation of the African Population Group at 80.1% and 81.7% respectively. Catering, Accommodation and Other Trades has the most representation of Females, which is also the second largest employer of Foreign Nationals at this Level (4%). The largest employer from the Foreign National is the Mining and Quarrying Sector at 14.6%.

**Table 29: Workforce profile at the Semi-skilled level by Business Type, Population Group and Gender**

BUSINESS TYPE	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
National Government	44.7%	5.2%	0.9%	1.0%	40.3%	4.9%	0.8%	2.2%	0.1%	0.0%	100.0%
Provincial Government	29.4%	2.9%	0.4%	0.4%	59.0%	5.5%	0.6%	1.5%	0.2%	0.1%	100.0%
Local Government	43.8%	12.6%	2.4%	1.8%	27.9%	7.7%	1.4%	2.3%	0.0%	0.0%	100.0%
Private Sector	46.9%	5.9%	1.6%	2.7%	28.6%	6.2%	1.6%	3.5%	2.6%	0.4%	100.0%
Non-Profit Organisations	33.8%	3.2%	0.8%	1.0%	53.0%	4.1%	1.0%	2.8%	0.2%	0.2%	100.0%
State Owned Enterprises	53.4%	6.7%	1.0%	3.3%	29.1%	3.5%	0.6%	2.2%	0.0%	0.1%	100.0%
Educational Institutions	22.0%	8.1%	0.4%	3.1%	30.8%	20.8%	0.8%	13.1%	0.5%	0.4%	100.0%

Table 29 shows that the White and Indian Population Groups are below their EAP in most of the business types at this level, with Foreign Nationals highly represented in the Private Sector. State Owned Enterprises and the Government Sector employ the most Africans at this occupational level.

**Table 30: Workforce movement at the Semi-skilled level by Population Group and Gender (All Employers)**

	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
<b>Workforce profile-all employees</b>	44.8%	5.8%	1.4%	2.4%	32.1%	6.2%	1.5%	3.4%	2.1%	0.3%	<b>100.0%</b>
<b>Recruitment</b>	44.5%	6.0%	1.6%	3.0%	31.4%	7.1%	1.5%	3.2%	1.3%	0.4%	<b>100.0%</b>
<b>Promotion</b>	42.6%	5.6%	1.2%	1.7%	39.0%	5.3%	1.0%	1.5%	2.0%	0.3%	<b>100.0%</b>
<b>Terminations</b>	44.4%	6.3%	1.7%	3.1%	29.8%	7.5%	1.5%	3.7%	1.6%	0.4%	<b>100.0%</b>
<b>Skills Development</b>	42.3%	5.4%	1.7%	2.2%	37.1%	7.0%	1.7%	2.7%	0	0	<b>100.0%</b>

Table 30 shows that Skills development, recruitment and promotion opportunities accrue to the designated groups equitably at the Semi-Skilled level. The Foreign National Population Group appears to be a major beneficiary at this occupational level.

#### 4.2.6. Unskilled Level by Population Group, Gender and Disability

**Figure 26: Unskilled by population group (All employers)**

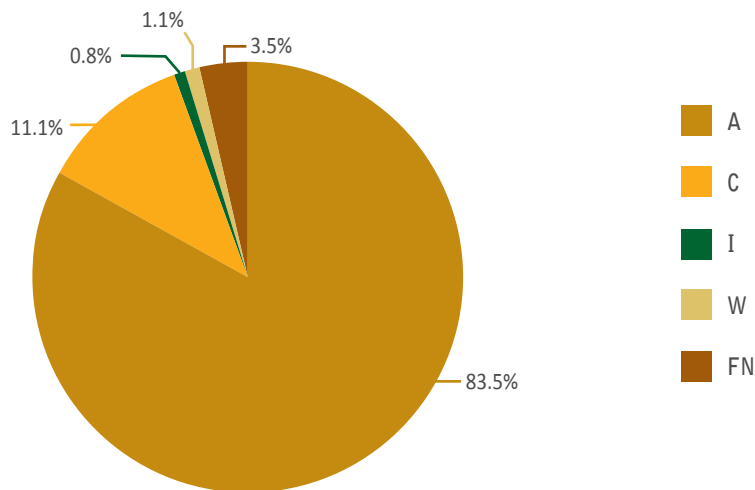


Figure 26 shows that the White and Indian Population Groups are below their EAP. Historically, this is the Level at which the Black Population Group were employed and remained without any prospects of advancement and this has not changed. The Foreign National Population Group is represented at 3.5% at this Unskilled level.

**Figure 27: Unskilled by gender (All employers)**

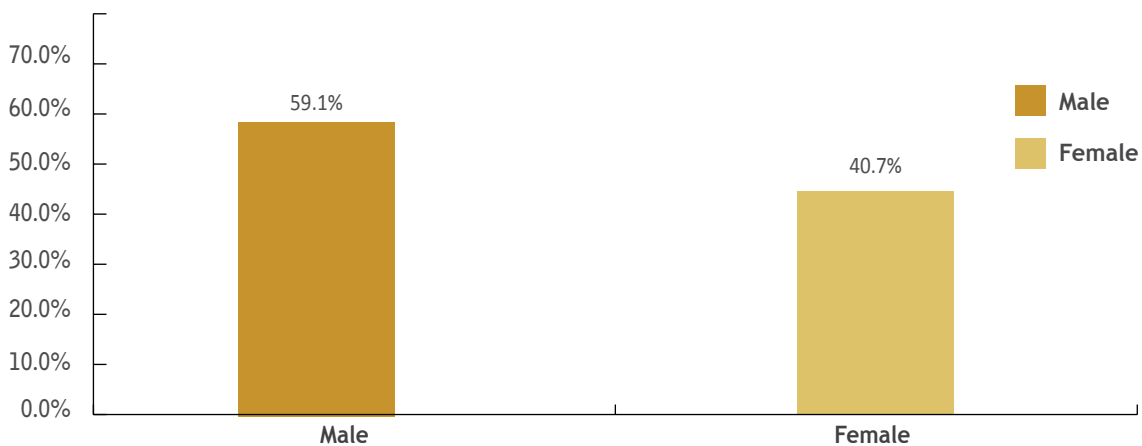


Figure 27 shows that even at this entry level of occupation, females are still underrepresented in relation to their National EAP.

**Figure 28: Unskilled - Government and private sector by population group**

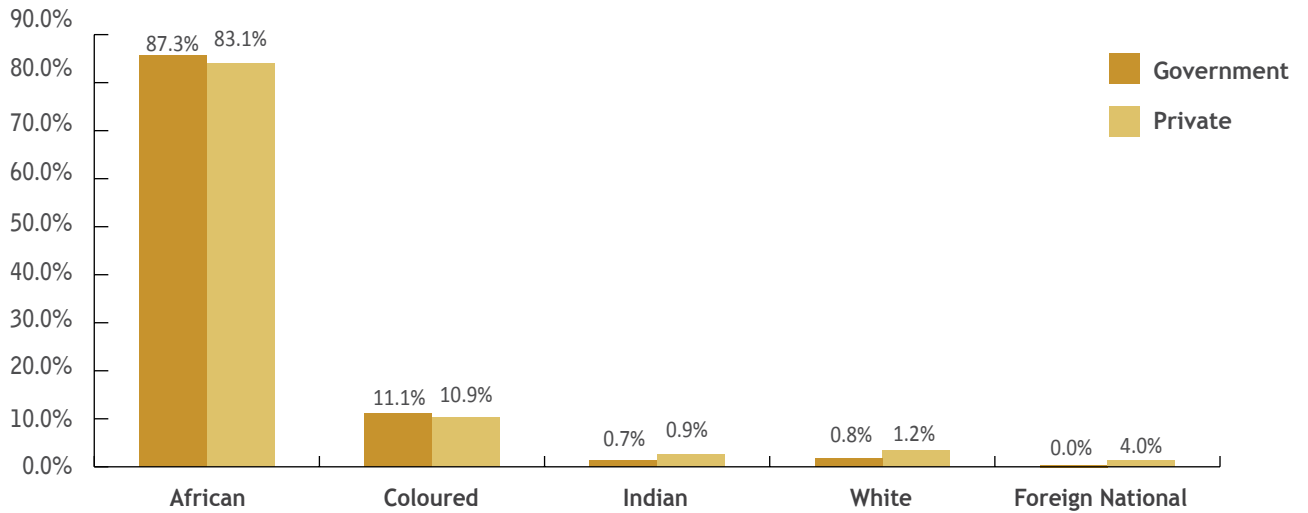


Figure 28 shows that the Private Sector employs four people from the Foreign National Population Group for every hundred people they employ at the Unskilled level.

**Figure 29: Unskilled - Government and private sector by gender**

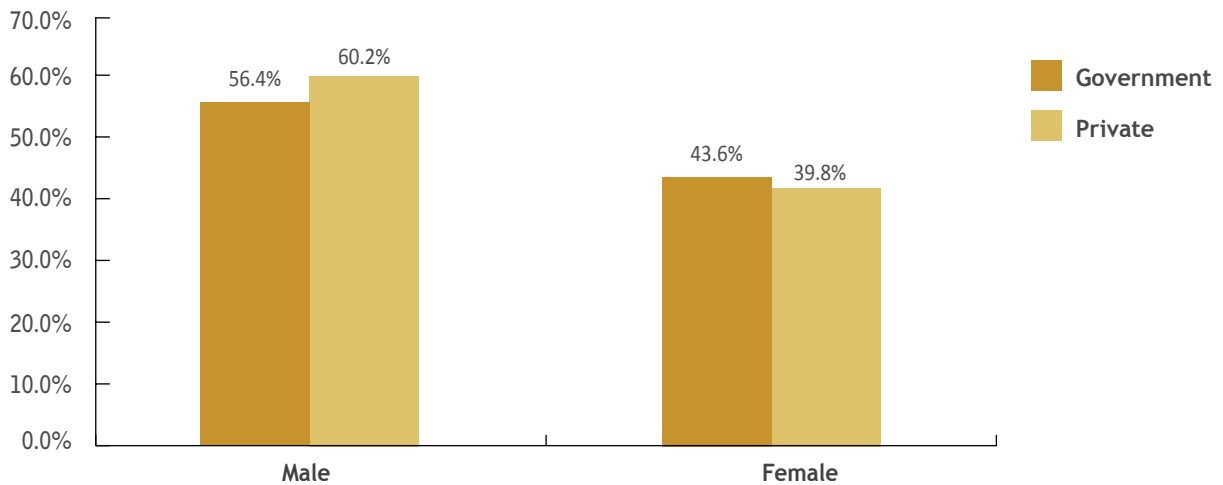


Figure 29 shows that the Government Sector is progressing towards reflecting the gender demographics at this Level. The Private Sector is still lagging behind in terms of Female representation at this Level.

**Figure 30: Unskilled - disabled (All employers)**

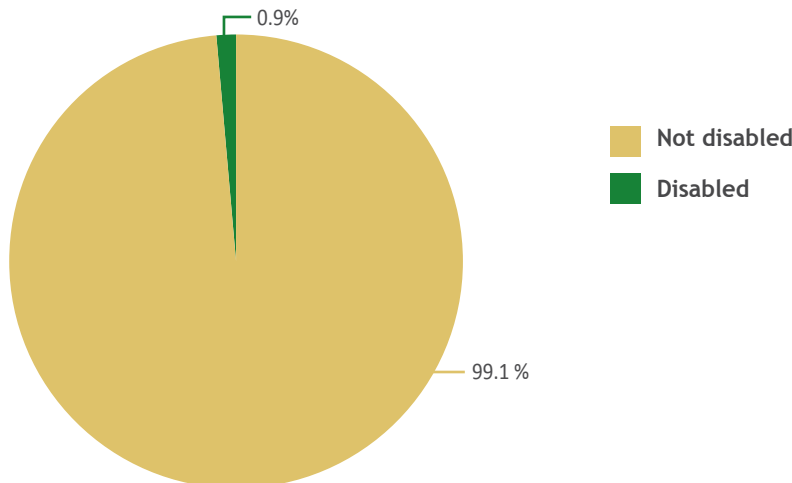


Figure 30 shows that the representation of persons with disabilities at the Unskilled Level is very low, reflecting only 1% of the total workforce.

**Table 31: Workforce profile at the Unskilled Level by Population Group and Gender for Persons with Disabilities (All)**

Male				Female				Foreign National		TOTAL
African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
45.6%	6.9%	1.2%	2.7%	33.5%	5.6%	0.4%	1.0%	2.9%	0.2%	100.0%

**Table 31** above reflects the distribution of persons with disabilities only at the Unskilled level in terms of population groups and gender. It shows that Persons with Disabilities from the Indian and White Population Groups are lower than their EAP the Unskilled level.

**Table 32: Workforce profile at the Unskilled Level by Province, Population Group and Gender**

PROVINCE	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Eastern Cape	46.6%	7.9%	0.0%	0.5%	36.7%	6.7%	0.0%	0.3%	0.9%	0.3%	100.0%
Free State	56.6%	2.1%	0.1%	1.3%	35.6%	1.6%	0.0%	0.7%	1.7%	0.4%	100.0%
Gauteng	56.1%	2.6%	0.4%	1.0%	33.0%	2.4%	0.2%	0.4%	3.3%	0.6%	100.0%
KwaZulu-Natal	51.9%	1.1%	2.1%	0.4%	40.8%	0.8%	1.3%	0.2%	1.1%	0.2%	100.0%
Limpopo	45.5%	0.5%	0.0%	0.5%	39.7%	0.3%	0.0%	0.1%	9.6%	3.7%	100.0%
Mpumalanga	54.7%	0.5%	0.0%	0.7%	38.9%	0.4%	0.0%	0.2%	3.4%	1.2%	100.0%
Northern Cape	44.6%	24.5%	0.1%	0.8%	16.5%	12.0%	0.0%	1.0%	0.5%	0.1%	100.0%
North West	58.8%	0.8%	0.0%	0.9%	33.6%	0.6%	0.0%	0.5%	4.4%	0.5%	100.0%
Western Cape	31.4%	17.6%	0.2%	0.6%	30.0%	17.2%	0.2%	0.4%	1.7%	0.7%	100.0%

**Table 32** shows that the representation of the White and Indian Population Groups are far below their EAP at this level across all provinces, except for KwaZulu-Natal where the representation of the Indian Population Group is above their EAP. A high percentage of the Foreign National Population Group are employed in Limpopo.

**Table 33: Workforce profile at the Unskilled Level by Sector, Population Group and Gender**

SECTOR	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Agriculture	41.7%	8.9%	0.0%	0.2%	33.5%	8.8%	0.0%	0.1%	4.8%	1.8%	100.0%
Mining and Quarrying	70.1%	0.6%	0.0%	0.6%	14.7%	0.2%	0.0%	0.1%	12.7%	0.9%	100.0%
Manufacturing	54.7%	7.1%	1.2%	1.3%	26.5%	6.3%	0.7%	0.3%	1.5%	0.3%	100.0%
Electricity, Gas and Water	66.9%	4.7%	0.8%	1.7%	23.8%	1.3%	0.2%	0.2%	0.4%	0.1%	100.0%
Construction	72.1%	6.2%	0.2%	0.8%	17.1%	1.3%	0.0%	0.2%	1.8%	0.2%	100.0%
Retail and Motor Trade/Repair Service	38.6%	5.3%	0.8%	0.9%	44.0%	7.9%	0.5%	0.6%	1.0%	0.4%	100.0%
Wholesale Trade/Commercial Agents/Allied Services	46.4%	5.3%	0.9%	1.0%	38.0%	4.9%	0.6%	0.5%	1.7%	0.7%	100.0%
Catering/Accommodation/other trade	30.8%	3.0%	0.1%	0.5%	54.7%	7.0%	0.1%	0.6%	2.1%	1.3%	100.0%
Transport/Storage/Communications	64.8%	6.8%	0.7%	1.4%	21.9%	2.2%	0.1%	0.4%	1.3%	0.3%	100.0%
Finance/Business Services	40.9%	3.6%	0.3%	0.6%	46.8%	4.9%	0.2%	0.5%	1.3%	0.8%	100.0%
Community/Social/Personal Services	45.1%	6.1%	0.5%	0.6%	41.5%	4.9%	0.3%	0.5%	0.4%	0.2%	100.0%

**Table 33** shows that the Mining and Quarrying Sector has a high representation from the Foreign National Population Group at this level, which is greater than the Coloured, Indian and White Population Groups combined at the Unskilled level. The Indian and White Population Groups are below their EAP in all the Sectors at this occupational level. The representation across most sectors is closely aligned to their EAP of the various population groups.

BUSINESS TYPE	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
<b>National Government</b>	48.9%	4.9%	0.4%	0.6%	40.6%	4.2%	0.1%	0.3%	0.0%	0.0%	<b>100.0%</b>
<b>Provincial Government</b>	41.0%	3.1%	0.2%	0.5%	51.2%	3.3%	0.2%	0.4%	0.0%	0.0%	<b>100.0%</b>
<b>Local Government</b>	53.7%	11.9%	0.8%	0.5%	28.7%	3.9%	0.2%	0.1%	0.0%	0.0%	<b>100.0%</b>
<b>Private Sector</b>	50.1%	5.5%	0.5%	0.8%	32.9%	5.4%	0.3%	0.4%	3.2%	0.8%	<b>100.0%</b>
<b>Non-Profit Organisations</b>	36.1%	4.1%	0.3%	0.4%	51.9%	6.0%	0.3%	0.5%	0.2%	0.2%	<b>100.0%</b>
<b>State Owned Enterprises</b>	60.7%	7.4%	0.1%	0.5%	28.5%	2.6%	0.0%	0.2%	0.0%	0.0%	<b>100.0%</b>
<b>Educational Institutions</b>	33.3%	11.3%	0.2%	1.0%	38.9%	11.9%	0.2%	1.6%	1.0%	0.6%	<b>100.0%</b>

**Table 34** shows that only the White and Indian Population Groups as being below their EAP at the Unskilled level. The Private Sector employs the most people from the Foreign National Population Group at this level.

	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
<b>Workforce profile-all employees</b>	49.3%	5.7%	0.5%	0.8%	34.2%	5.3%	0.3%	0.4%	2.7%	0.7%	<b>100.0%</b>
<b>Recruitment</b>	49.0%	6.5%	0.5%	1.0%	34.0%	6.1%	0.3%	0.5%	1.5%	0.6%	<b>100.0%</b>
<b>Promotion</b>	45.0%	5.8%	0.7%	1.1%	39.2%	4.8%	0.4%	0.6%	1.4%	1.0%	<b>100.0%</b>
<b>Terminations</b>	52.1%	7.0%	0.6%	1.0%	29.9%	6.2%	0.3%	0.5%	1.9%	0.5%	<b>100.0%</b>
<b>Skills Development</b>	51.8%	6.0%	0.7%	1.1%	34.7%	5.0%	0.4%	0.4%	0	0	<b>100.0%</b>

**Table 35** indicates that most of the opportunities in terms of recruitment, promotion and skills development accrue to the African and Coloured Population Groups at the Unskilled level. This movement is a given considering that this is the level at which these two population groups are concentrated in the labour market.



# 5.

**TRENDS ANALYSIS  
OF WORKFORCE PROFILE**



## 5. TRENDS ANALYSIS OF WORKFORCE PROFILE FROM 2015 TO 2017 BY OCCUPATIONAL LEVEL, POPULATION GROUP, GENDER AND PERSONS WITH DISABILITIES

National EAP by Population Group and Gender*						
MALE			FEMALE			TOTAL
AM	African Male	42.7%	AF	African Female	35.8%	78.5%
CM	Coloured Male	5.2%	CF	Coloured Female	4.4%	9.6%
IM	Indian Male	1.7%	IF	Indian Female	1.1%	2.8%
WM	White Male	5.1%	WF	White Female	4.0%	9.1%
		54.7%			45.3%	100.0%

The analysis below is benchmarked against the National Economic Active Population as outlined in the table above.

### 5.1. Workforce profile trends at the Top Management level from 2015 to 2017 by Population Group, Gender and Disability

Figure 31: Top management by population group (All employers)

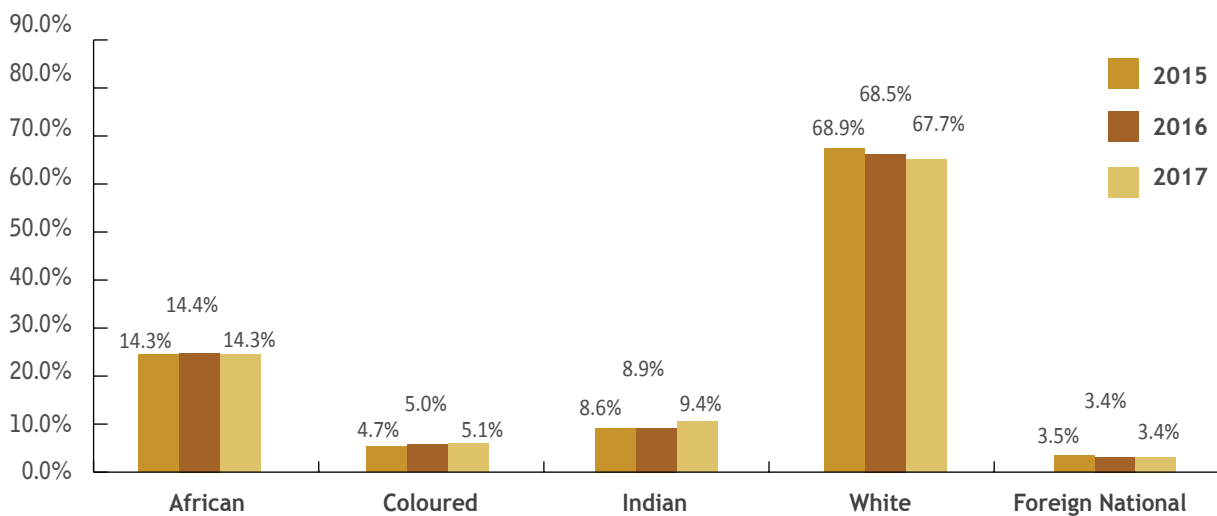


Figure 31 indicates that the representation of the White Population Group remained at more than six times and the Indian Population Group at approximately three times their National EAP over the past three years at the Top Management level. The African Population Group representation remained at one-fifth and the Coloured Population Group about half of their National EAP at this occupational level. Representation of the Foreign National Population Group accounted for three people for every hundred people employed at this occupational level from 2015 to 2017.

**Figure 32: Top management by gender (All employers)**

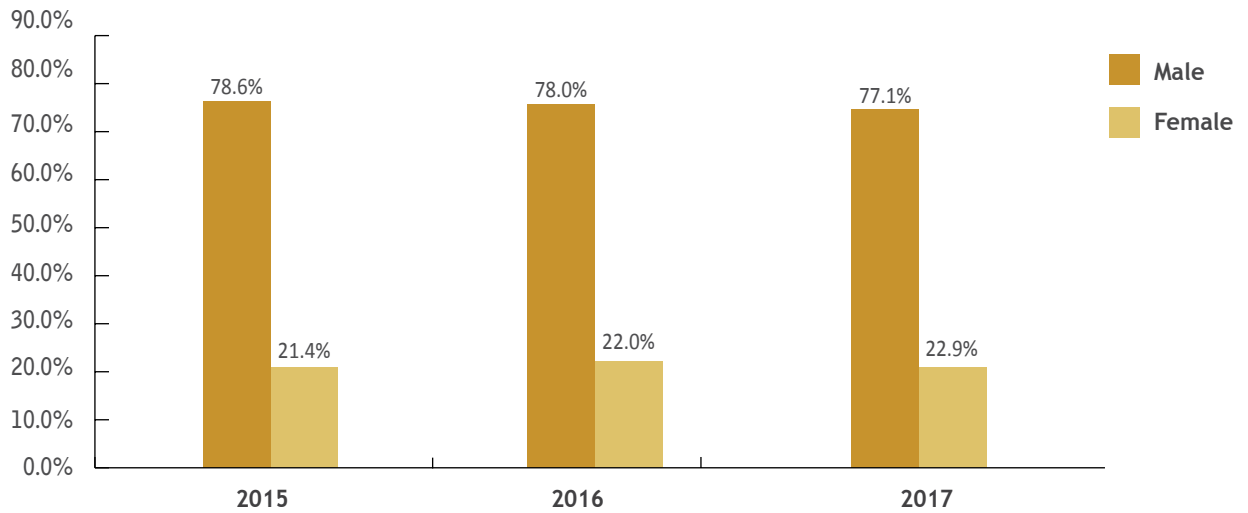


Figure 32 depicts an insignificant increase in the representation of Females, where their representation remains at half of their National EAP at the Top Management level.

**Figure 33: Top management Disability (All employers)**

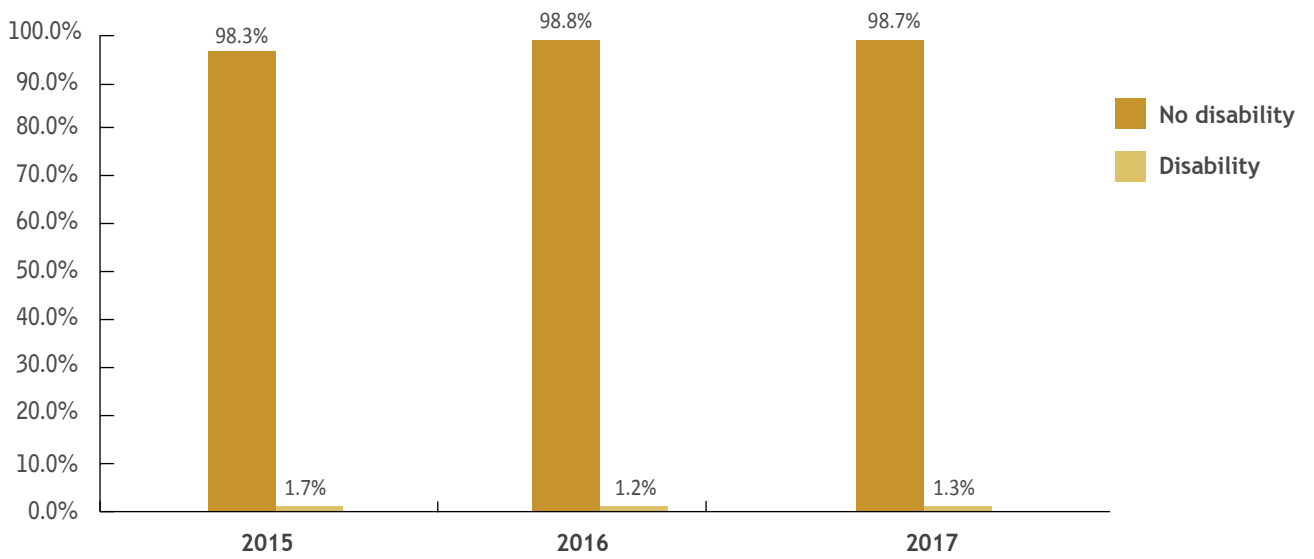


Figure 33 shows that the representation of persons with disabilities at the Top Management level remains insignificant, dropping significantly at this occupational level from 2015 to 2017.



## 5.2. Workforce profile trends at the Senior Management level from 2015 to 2017 by Population Group, Gender and Disability

**Figure 34: Senior management by population group (All employers)**

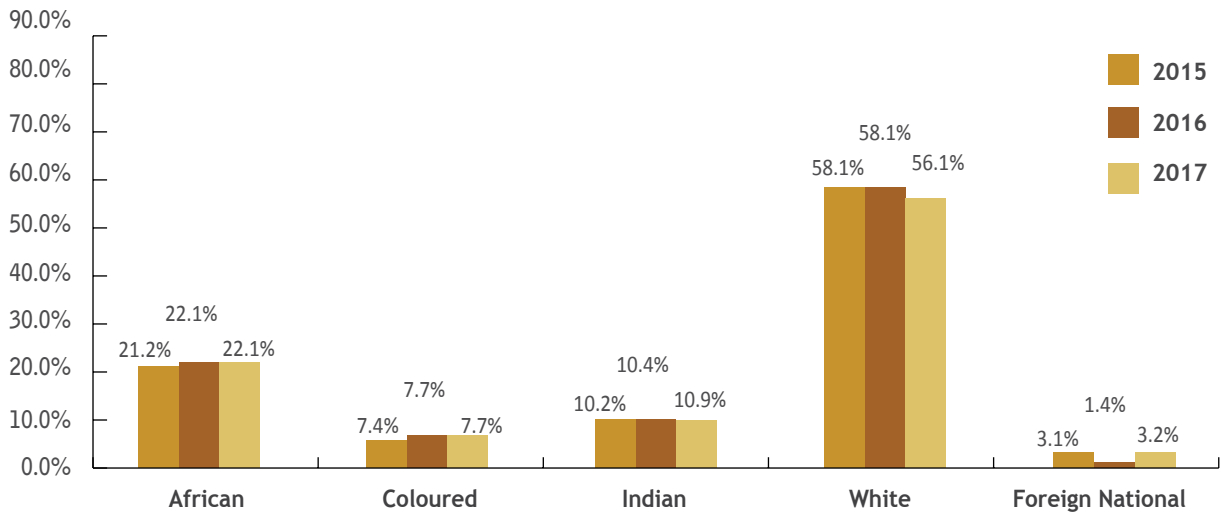


Figure 34 shows that from 2015 to 2017 the representation of the White Population Group remained above five times and the Indian Population Group above three times their National EAP at the Senior Management level. The representation of the African Population Group remained at less than a third of their EAP at this level. Three people from the Foreign National Population Group were employed for every hundred people employed at this occupational level.

**Figure 35: Senior management by gender (All employers)**

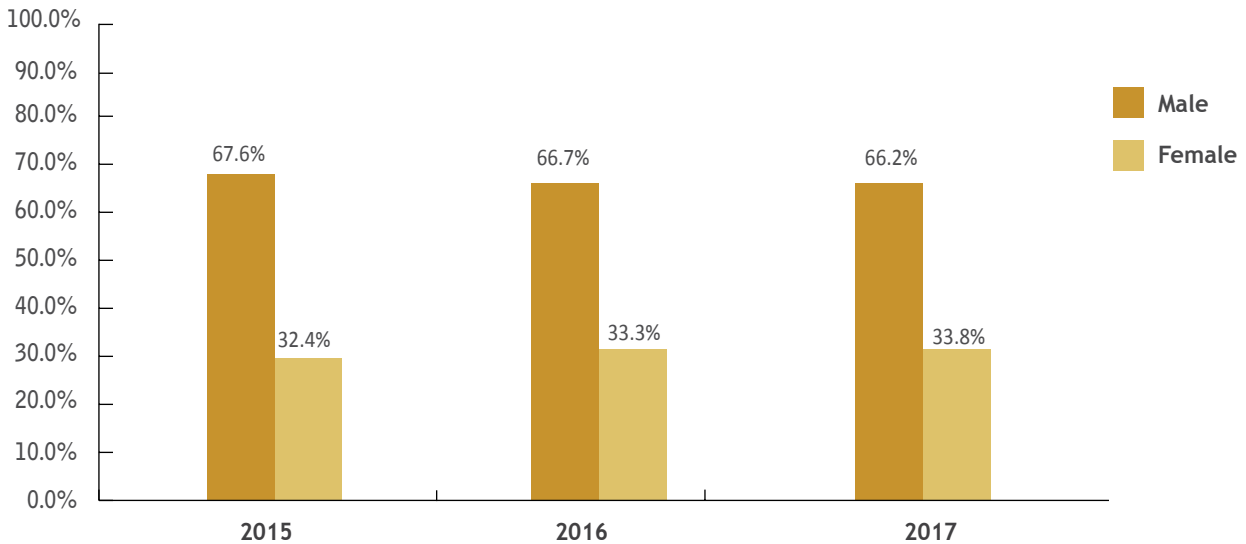


Figure 35 shows an insignificant increase of Females from 2015 to 2017 at the Senior Management level, where their representation stood at about two-thirds of their EAP.

**Figure 36: Senior management - Disability (All employers)**

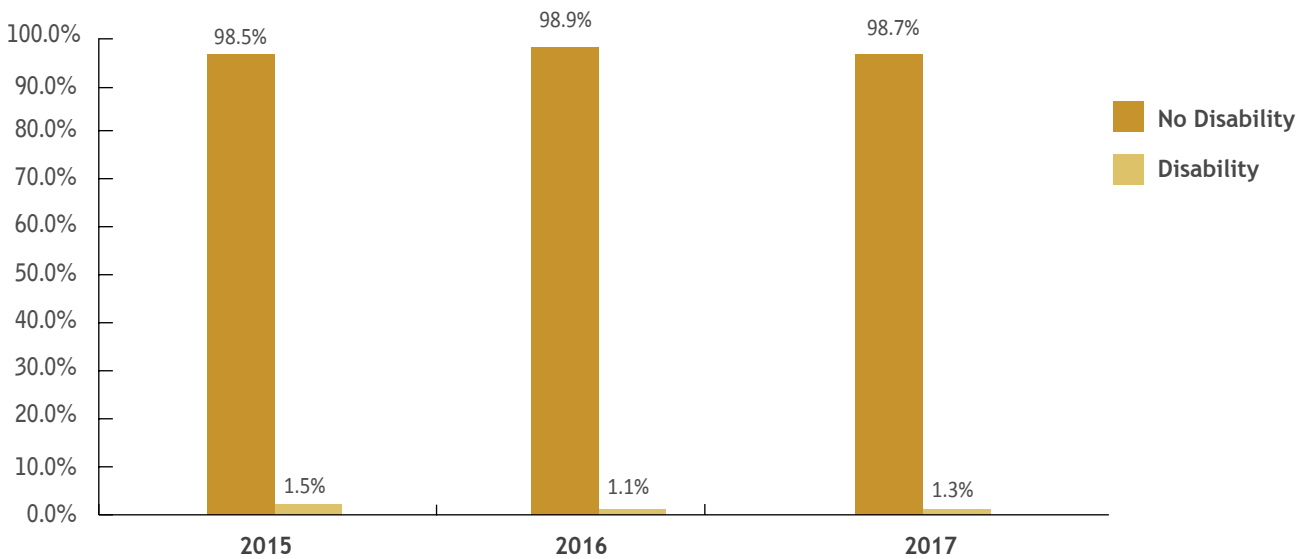


Figure 36 shows that the representation of Persons with Disabilities decreased from 1.5% in 2015 to 1.3% in 2017 at the Senior Management level.

### 5.3. Workforce profile trends at the Professionally Qualified level from 2015 to 2017 by Population Group, Gender and Disability

**Figure 37: Professionally qualified by population group (All employers)**

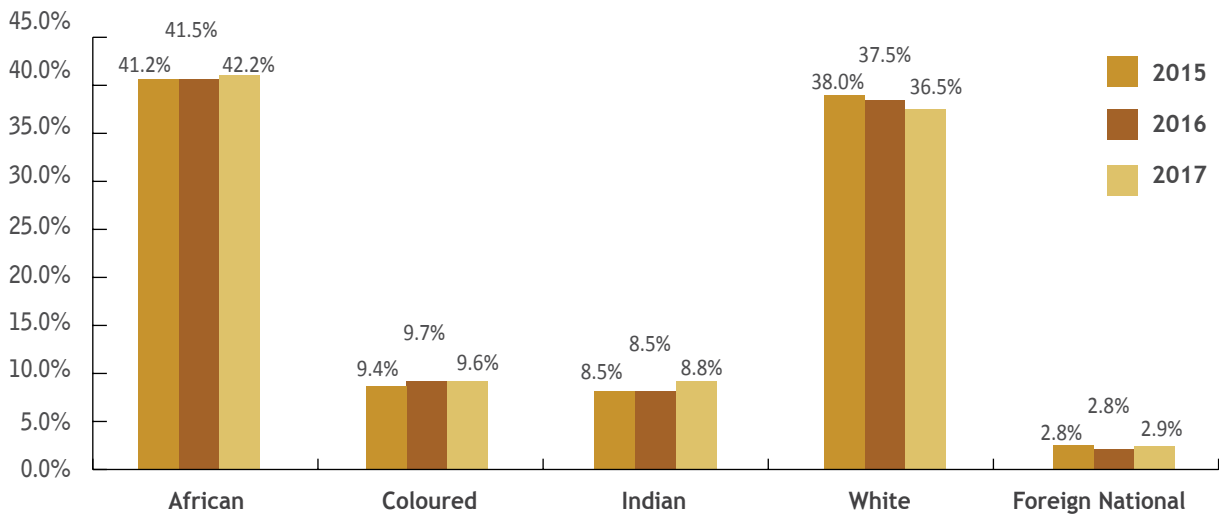


Figure 37 shows that from 2015 to 2017 the representation of the White Population Group accounted for about four times and the Indian Population Group for about two times their National EAP at the Professionally Qualified level. The representation of the African Population Group remained at less than a third of their EAP at this level, with the representation of the Coloured Population Group closely aligned to their EAP. Three people from the Foreign National Population Group were employed for every hundred people employed at this occupational level during this period.

**Figure 38: Professionally qualified by gender (All employers)**

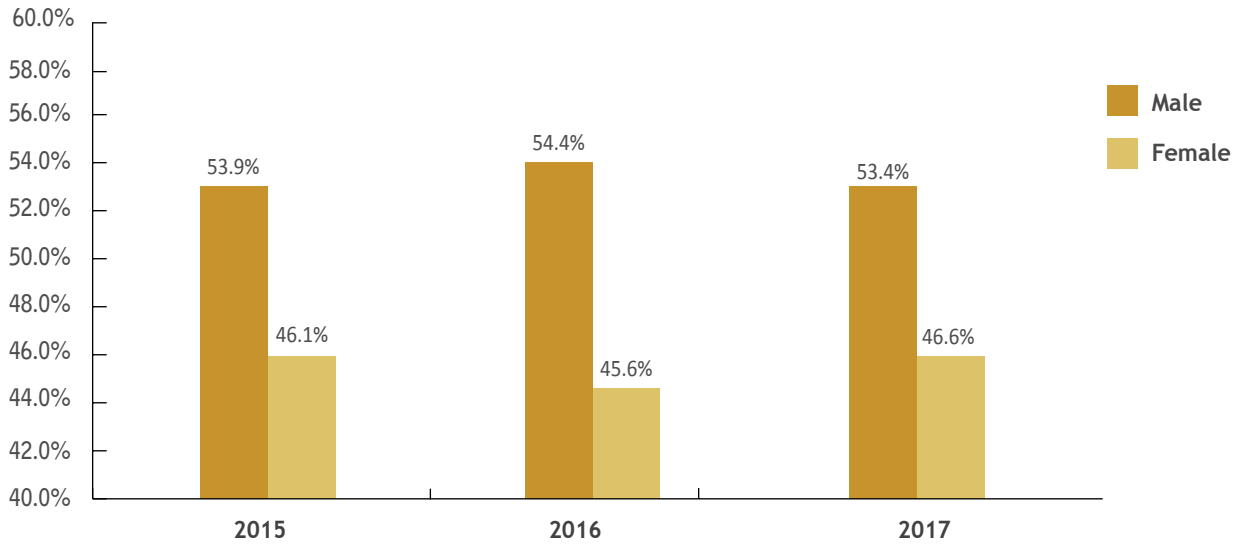


Figure 38 shows that Males and Females are equitably represented at the Professionally Qualified level in terms of their National EAP Gender distribution.

**Figure 39: Professionally qualified - disability (All employers)**

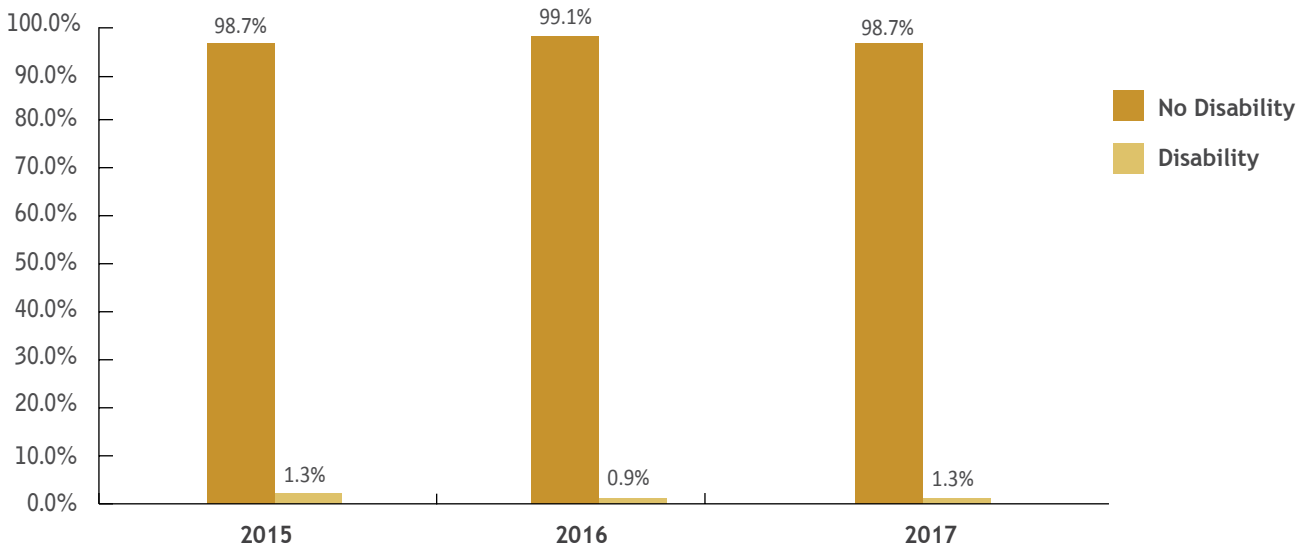


Figure 39 shows that the representation of Persons with Disabilities at the Professionally Qualified level remained around 1% from 2015 to 2017.

## 5.4. Workforce profile trends at the Skilled level from 2015 to 2017 by Population Group, Gender and Disability

**Figure 40: Skilled level by population group (All employers)**

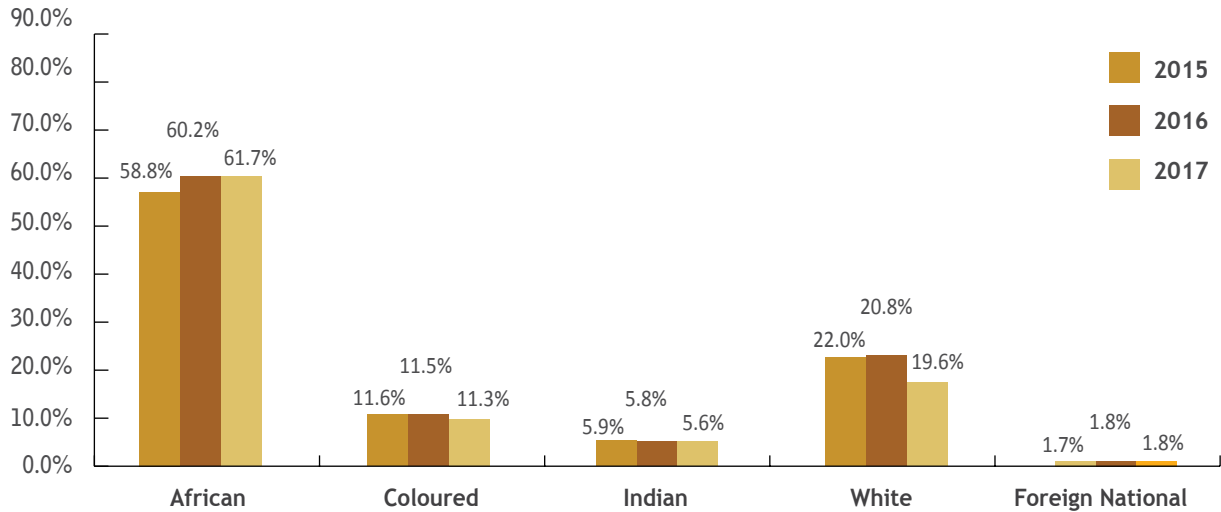


Figure 40 shows that the Indian Population Group and White Population Group representation remained at approximately double their National EAP at the Skilled level from 2015 to 2017. The African Population Group remained below and Coloured Population Group remained slightly above their EAP in terms of representation from 2015 to 2017 at this occupational level.

**Figure 41: Skilled level by gender (All employers)**

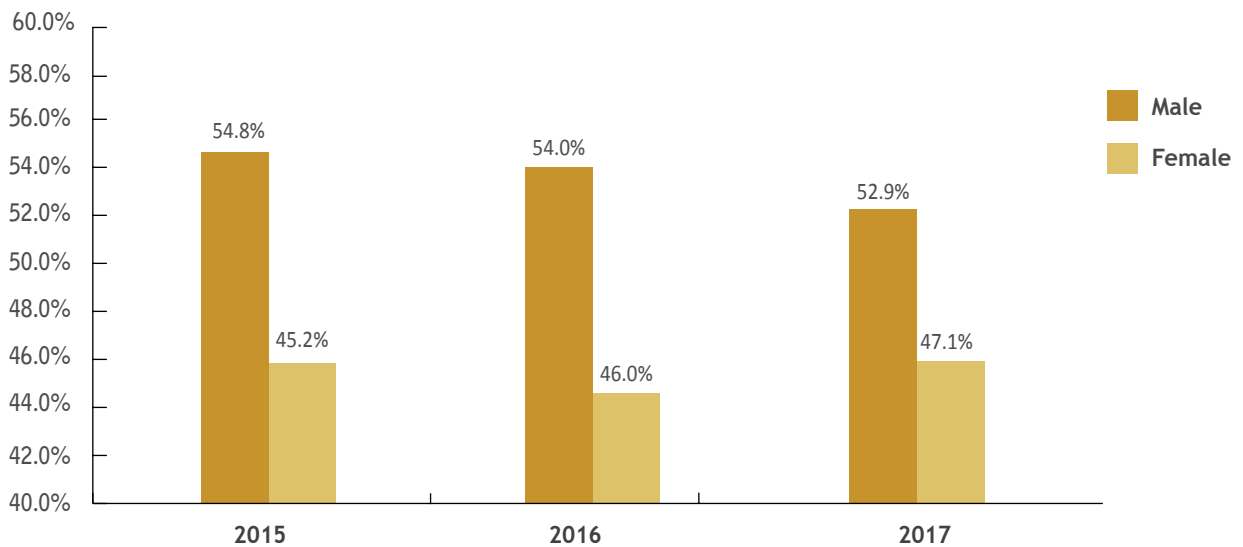


Figure 41 shows an equitable distribution of Males and Females from 2015 to 2017 at the Skilled level in relation to their EAP Gender distribution.

**Figure 42: Skilled level -Disability (All employers)**

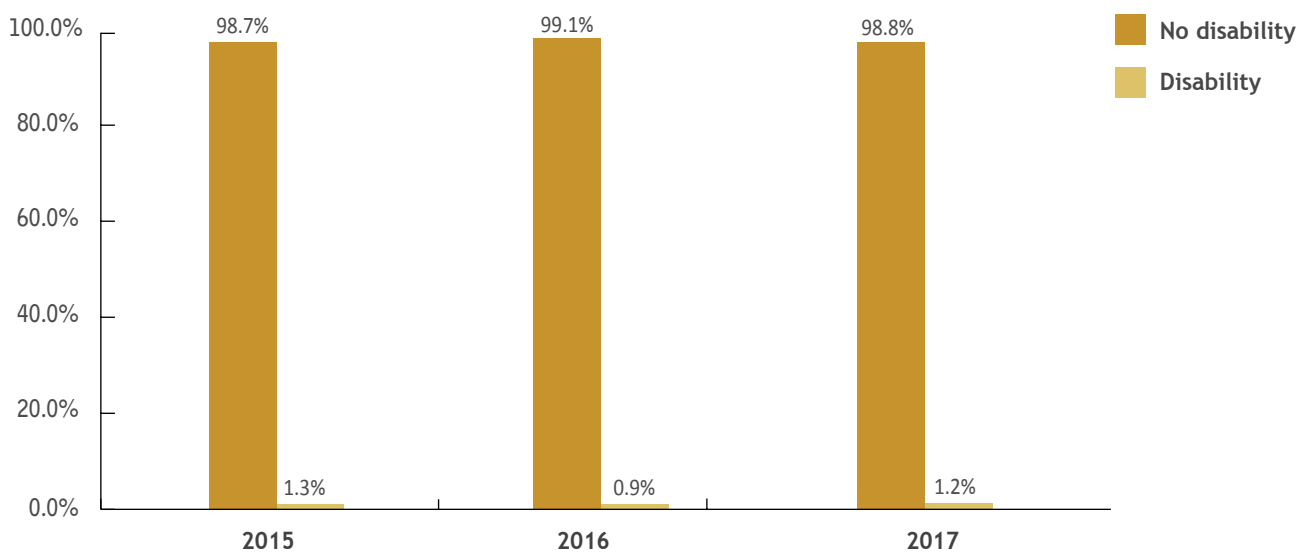


Figure 42 shows a decrease in the representation of Persons with Disabilities at the Skilled level from 2015 to 2017.

### 5.5. Workforce profile trends at the Semi-skilled level from 2015 to 2017 by Population Group, Gender and Disability

**Figure 43: Semi-skilled level by population group (All employers)**

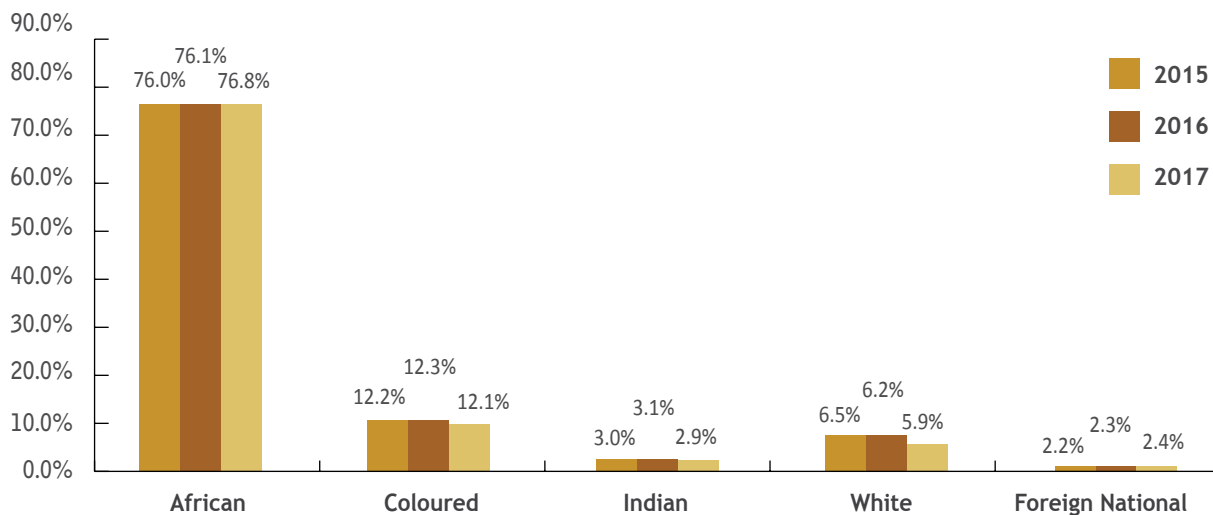


Figure 43 shows that the African Population Group has remained at around 76% over the past three years at this Level. The White Population Group also remained around 6% at the Semi-skilled level. The Foreign National Group represented two people for every hundred people employed at this level from 2015 to 2017.

**Figure 44: Semi-skilled level by gender (All employers)**

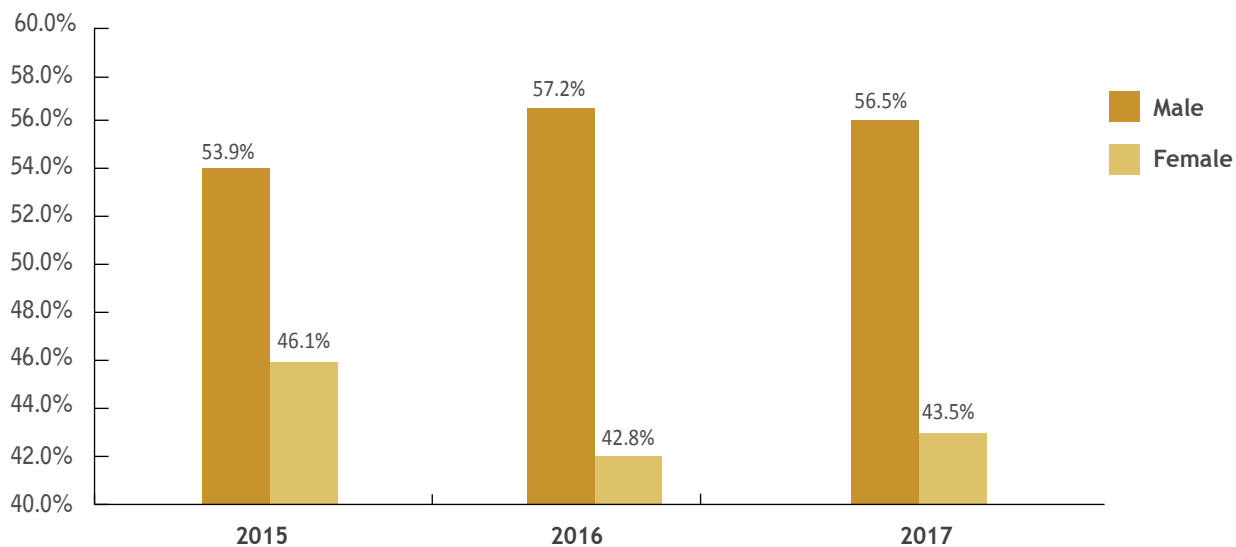


Figure 44 shows that the representation of Females has decreased from 46.1% in 2015 to 43.5% in 2017 at the Semi-skilled Level.

**Figure 45: Semi-skilled - Disability (All employers)**

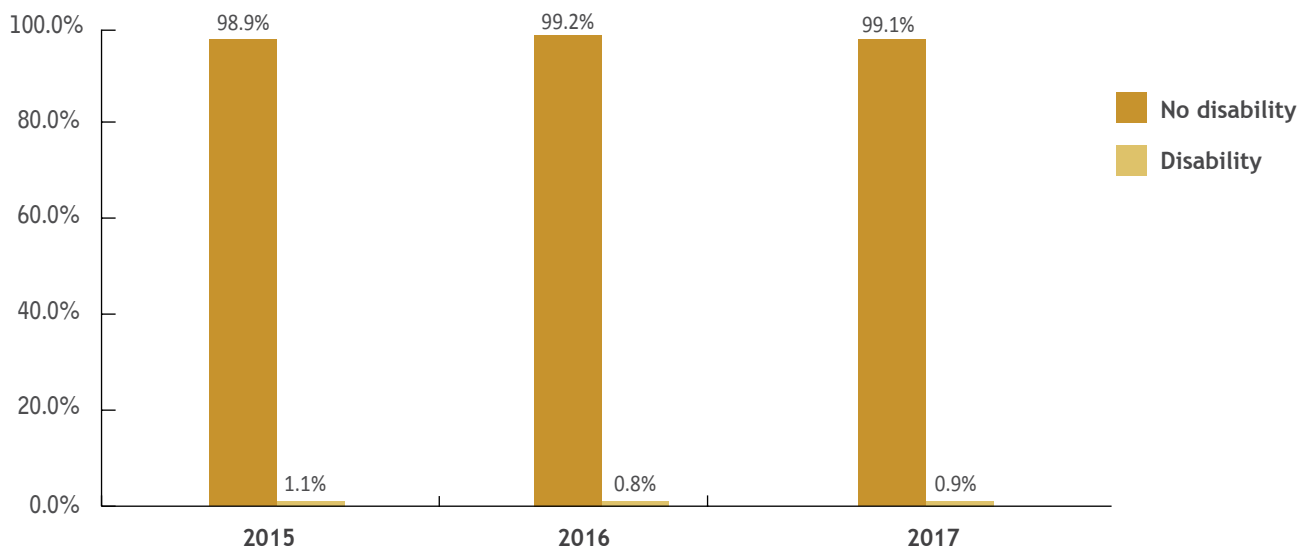


Figure 45 shows that the representation of Persons with Disabilities remained low and flat at approximately 1% from 2015 to 2017 at the Semi-Skilled level.

## 5.6. Workforce profile trends at the Unskilled level from 2015 to 2017 by Population Group, Gender and Disability

**Figure 46: Unskilled by population (All employers)**

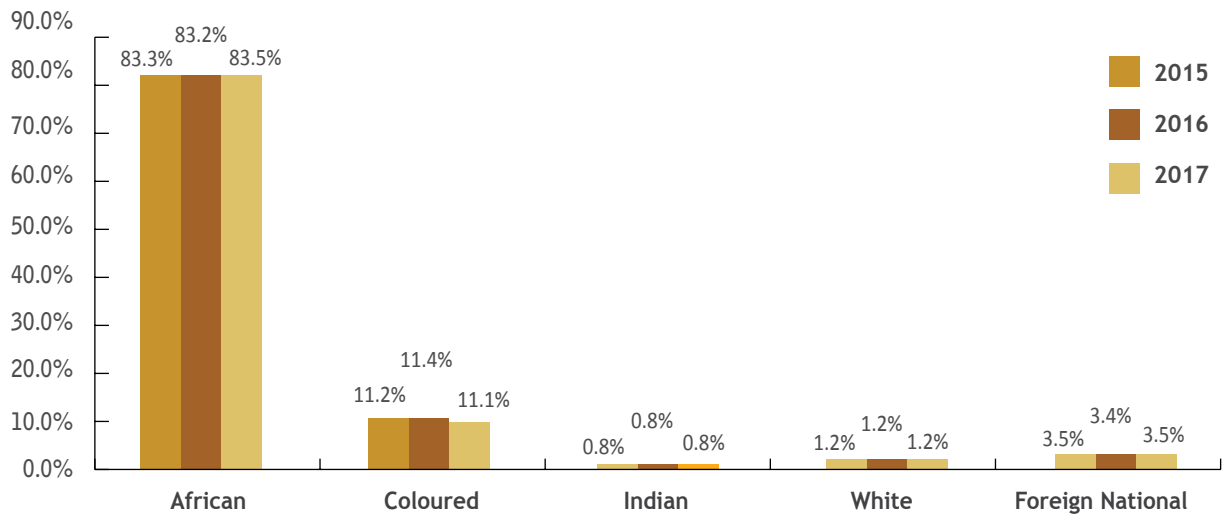


Figure 46 indicates that the White and Indian Population Groups remained below their EAP and for every hundred people employed at the Unskilled level, three were from the Foreign National Population Group.

**Figure 47: Unskilled by gender**

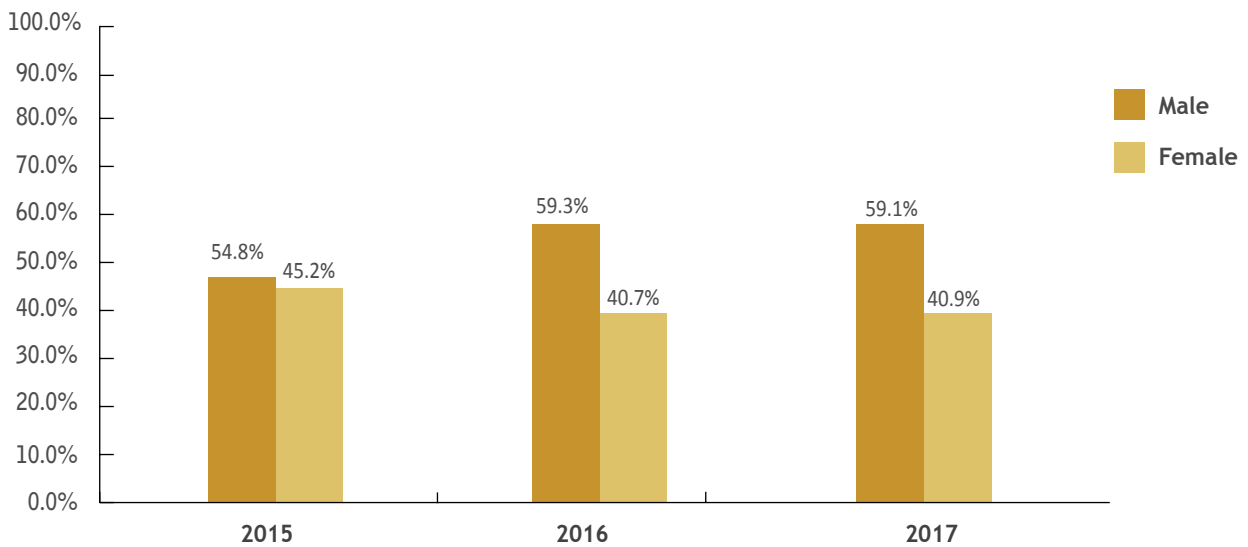


Figure 47 shows that the representation of Females at the Unskilled level was in line with their EAP in 2015 and was slightly below their EAP Gender distribution from 2016 to 2017.

**Figure 48: Unskilled - Disability (All employers)**

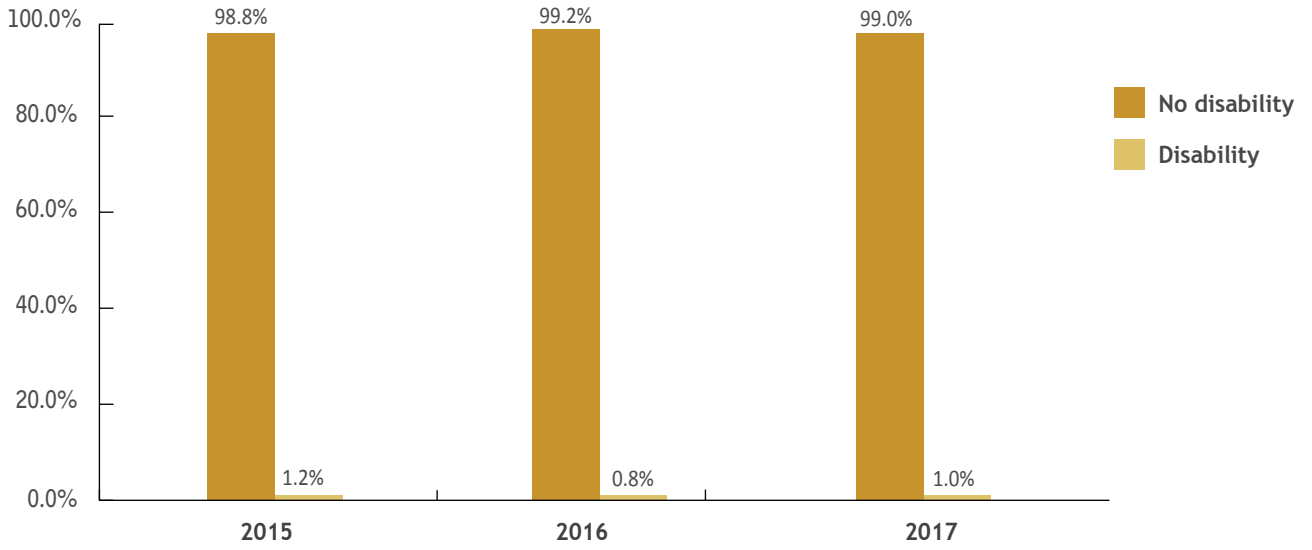


Figure 48 indicates that representation of Persons with Disabilities remained low and flat at approximately 1% for the past three years.

### 5.7. Trends for the Representation of Persons with Disabilities from 2015 to 2017 (All Employers)

2015	2016	2017
1.2%	0.8%	1%

The representation of Persons with Disabilities in the total workforce remained flat and disappointing at about 1% for the past three years.







# 6.

COCLUDING  
OBSERVATION  
AND REMARKS



## 6. CONCLUDING OBSERVATIONS AND REMARKS

As we consolidate 20 years of the inception of the Employment Equity Act of 1998, it is critical that we pause and take stock of factual information that employers have been submitting to the Department of Labour for the transformation of South African workplaces.

Lack of equitable representation at the Top Management level does not bode well for the future sustainable economic growth of the country as we continue not to be inclusive and representative of the demographic population distribution in the workplace in terms of population groups, gender and disability. In order to reach equity at the Top Management level, the CEE believes that multi-pronged strategies should either be strengthened or developed.

Representation at the Senior Management level still remains appalling for the African and Coloured Population Groups, with the representation of the White and Indian Population Groups still at more than double and the representation of females is at about half their EAP. Drastic steps must be taken to capitalise on the opportunities in the workplace by developing, recruiting and promoting persons from these groups at the Professionally Qualified level.

Furthermore, at the Professionally Qualified Level, the African Population Group representation is greater than that of the White Population Group, although proportionally the real representation of the African Population Group is about half their National EAP in the workplace. The Indian Population Group representation is more than double their National EAP and the Coloured Population Group representation is below their National EAP at this occupational level. Although the representation of African Females was greater than that of the White Females, proportionally the White Female representation remained about three times their EAP at this occupational level.

It could be argued that the picture at the Skilled level is very similar to the Professionally Qualified Level in terms population distribution and gender. The White Population Group representation is below their EAP at the Semi-Skilled and Unskilled levels and the Indian Population Group is below their EAP at the Unskilled level.

The representation of persons with disabilities remains at 1% of the total workforce and their representation remains low at all six occupational levels. Data collected from Employment Equity Reports suggests that Persons with Disabilities from the White Population Group and the Male Group are also preferred candidates for critical occupational levels in the workplace. Statistics South Africa carries the responsibility to at least establish the EAP for Persons with Disabilities, as this could provide a realistic benchmark to measure against the representation of Persons with Disabilities.

The high representation of Foreign Nationals at every occupational level should be a concern to everybody in the country. Direct foreign investment may play a role and at times influence the employment of Foreign Nationals at the upper occupational levels, which may be influenced by the parent company that is normally based overseas. The question then still remains, why the high representation of Foreign Nationals even at occupational levels where skills are available locally.

It is a known fact that South Africa migration laws and national policies are well informed, free from unfair discrimination and meets the requirements of international standards. The answer lies in whether we are implementing them sufficiently or not in order to counter the discomfort of communities whose members are unemployed and are bound to sit and see Foreign Nationals employed in their area, even in unskilled jobs. The CEE is very clear that nobody should be unfairly discriminated against, whether a person is a National or Foreign National, but beneficiaries of affirmative action remain local citizens from the designated groups.

At all the critical occupational levels, the Government Sector appears to be more transformed than the Private Sector, particularly in terms of the representativeness of the designated groups. The White Population Group and the Indian Population Group appear to do well in the Private Sector, particularly at the upper-four occupational levels. The representation of the Male Group also remains dominant in the Private Sector.



# 7. REFERENCES



## 7. REFERENCES

- 7.1 Department of Labour (2015). 15th Commission for Employment Equity Annual Report 2015-16, Pretoria
- 7.2 Department of Labour (2016). 16th Commission for Employment Equity Annual Report 2016-17, Pretoria
- 7.3 Department of Labour (2017). 17th Commission for Employment Equity Annual Report 2017-18, Pretoria
- 7.4 South Africa (2013). Employment Equity Amendment Act, No. 47, Government Printer, Pretoria.
- 7.5 Statistics South Africa (2017). Quarterly Labour Force Survey, Quarter 3, Pretoria.
- 7.6 Employment Equity Act, 1998. General Administrative Regulations, 2014



# 8.

## APPENDIX



## 8. APPENDIX

### A. WORKFORCE PROFILE AND MOVEMENT FOR ALL EMPLOYEES IN TERMS OF POPULATION GROUP, GENDER AND DISABILITY FOR 2017

WORKFORCE PROFILE FOR ALL EMPLOYEES BY POPULATION GROUP AND GENDER	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	5 804	2 001	4 141	33 130	2 883	1 125	1 559	8024	1 767	321	60 755
	9.6%	3.3%	6.8%	54.5%	4.7%	1.9%	2.6%	13.2%	2.9%	0.5%	100.0%
Senior Management	20 495	6 863	10 400	55 955	11 944	4 512	5 575	26436	3 544	1 153	146 877
	14.0%	4.7%	7.1%	38.1%	8.1%	3.1%	3.8%	18.0%	2.4%	0.8%	100.0%
Professionally qualified and experienced specialists and mid-management	128 588	31 313	30 733	132 695	136 562	29 342	24 464	97133	12 794	5 263	628 887
	20.4%	5.0%	4.9%	21.1%	21.7%	4.7%	3.9%	15.4%	2.0%	0.8%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	622 270	109 782	54 853	195 082	553 218	105 718	52 332	179067	25 248	7 373	1 904 943
	32.7%	5.8%	2.9%	10.2%	29.0%	5.5%	2.7%	9.4%	1.3%	0.4%	100.0%
Semi-skilled and discretionary decision making	1 120 004	145 201	35 695	60 960	801 806	156 295	36 329	85341	51 528	7 651	2 500 810
	44.8%	5.8%	1.4%	2.4%	32.1%	6.2%	1.5%	3.4%	2.1%	0.3%	100.0%
Unskilled and defined decision making	652 886	76 099	6 776	10 205	452 518	70 741	4 040	5007	36 341	9 383	1 323 996
	49.3%	5.7%	0.5%	0.8%	34.2%	5.3%	0.3%	0.4%	2.7%	0.7%	100.0%
TOTAL PERMANENT	2 550 047	371 259	142 598	488 027	1 958 931	367 733	124 299	401008	131 222	31 144	6 566 268
	38.8%	5.7%	2.2%	7.4%	29.8%	5.6%	1.9%	6.1%	2.0%	0.5%	100.0%
Temporary employees	288 955	41 155	5 821	18 592	285 902	42 589	5 683	19862	17 357	7 244	733 160
	39.4%	5.6%	0.8%	2.5%	39.0%	5.8%	0.8%	2.7%	2.4%	1.0%	100.0%
<b>GRAND TOTAL</b>	<b>2 839 002</b>	<b>412 414</b>	<b>148 419</b>	<b>506 619</b>	<b>2 244 833</b>	<b>410 322</b>	<b>129 982</b>	<b>420 870</b>	<b>148 579</b>	<b>38 388</b>	<b>7 299 428</b>

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	71	45	97	354	32	23	32	99	15	2	770
	9.2%	5.8%	12.6%	46.0%	4.2%	3.0%	4.2%	12.9%	1.9%	0.3%	100.0%
Senior Management	216	109	149	823	97	73	81	324	14	5	1 891
	11.4%	5.8%	7.9%	43.5%	5.1%	3.9%	4.3%	17.1%	0.7%	0.3%	100.0%
Professionally qualified and experienced specialists and mid-management	1 260	437	436	2 545	1 063	365	333	1 692	46	19	8 196
	15.4%	5.3%	5.3%	31.1%	13.0%	4.5%	4.1%	20.6%	0.6%	0.2%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	6 026	1 349	742	3 831	5 856	1 254	601	3 297	87	36	23 079
	26.1%	5.8%	3.2%	16.6%	25.4%	5.4%	2.6%	14.3%	0.4%	0.2%	100.0%
Semi-skilled and discretionary decision making	8 805	1 587	505	1 259	6 488	1 527	441	1 507	259	22	22 400
	39.3%	7.1%	2.3%	5.6%	29.0%	6.8%	2.0%	6.7%	1.2%	0.1%	100.0%
Unskilled and defined decision making	5 841	888	158	350	4 287	711	57	127	366	24	12 809
	45.6%	6.9%	1.2%	2.7%	33.5%	5.6%	0.4%	1.0%	2.9%	0.2%	100.0%
TOTAL PERMANENT	22 219	4 415	2 087	9 162	17 823	3 953	1 545	7 046	787	108	69 145
	32.1%	6.4%	3.0%	13.3%	25.8%	5.7%	2.2%	10.2%	1.1%	0.2%	100.0%
Temporary employees	1 714	253	51	109	2074	237	55	71	38	15	4 617
	37.1%	5.5%	1.1%	2.4%	44.9%	5.1%	1.2%	1.5%	0.8%	0.3%	100.0%
GRAND TOTAL	23 933	4 668	2 138	9 271	19 897	4 190	1 600	7 117	825	123	73 762

RECRUITMENT FOR ALL EMPLOYEES BY POPULATION GROUP AND GENDER	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	646	148	253	1 565	428	94	139	442	191	24	3930
	16.4%	3.8%	6.4%	39.8%	10.9%	2.4%	3.5%	11.2%	4.9%	0.6%	100.0%
Senior Management	2 429	748	1014	5 489	1 505	492	583	2 430	510	155	15 355
	15.8%	4.9%	6.6%	35.7%	9.8%	3.2%	3.8%	15.8%	3.3%	1.0%	100.0%
Professionally qualified and experienced specialists and mid-management	15 005	3 492	3 674	16 538	12 820	2 876	2939	11051	2640	991	72 026
	20.8%	4.8%	5.1%	23.0%	17.8%	4.0%	4.1%	15.3%	3.7%	1.4%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	92 647	16 064	7 392	30 505	73 863	13 842	7240	24945	5219	1585	273 302
	33.9%	5.9%	2.7%	11.2%	27.0%	5.1%	2.6%	9.1%	1.9%	0.6%	100.0%
Semi-skilled and discretionary decision making	245 161	33 297	8 857	16 319	172 982	38977	8542	17681	7331	2343	551 490
	44.5%	6.0%	1.6%	3.0%	31.4%	7.1%	1.5%	3.2%	1.3%	0.4%	100.0%
Unskilled and defined decision making	206 384	27 484	2041	4213	143 193	25740	1080	2234	6156	2548	421 073
	49.0%	6.5%	0.5%	1.0%	34.0%	6.1%	0.3%	0.5%	1.5%	0.6%	100.0%
TOTAL PERMANENT	562 272	81 233	23 231	74 629	404 791	82 021	20 523	58 783	22 047	7 646	1 337 176
	42.0%	6.1%	1.7%	5.6%	30.3%	6.1%	1.5%	4.4%	1.6%	0.6%	100.0%
Temporary employees	286 504	45 215	5 309	14 320	254 586	47295	4365	15578	15 692	6 502	695 366
	41.2%	6.5%	0.8%	2.1%	36.6%	6.8%	0.6%	2.2%	2.3%	0.9%	100.0%



GRAND TOTAL	848 776	126 448	28 540	88 949	659 377	129 316	24 888	74 361	37 739	14148	203 2542
PROMOTION FOR ALL EMPLOYEES BY POPULATION GROUP AND GENDER	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	361	110	170	864	259	103	120	337	46	20	2 390
	15.1%	4.6%	7.1%	36.2%	10.8%	4.3%	5.0%	14.1%	1.9%	0.8%	100.0%
Senior Management	1941	598	794	2962	1244	488	535	1745	224	109	10 640
	18.2%	5.6%	7.5%	27.8%	11.7%	4.6%	5.0%	16.4%	2.1%	1.0%	100.0%
Professionally qualified and experienced specialists and mid-management	12 384	2 581	2 533	7 293	10 941	2 581	2 550	5 751	1 548	399	48 561
	25.5%	5.3%	5.2%	15.0%	22.5%	5.3%	5.3%	11.8%	3.2%	0.8%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	50 394	7 643	3 277	7 277	58 391	7 923	3 520	9 074	1 370	543	149 412
	33.7%	5.1%	2.2%	4.9%	39.1%	5.3%	2.4%	6.1%	0.9%	0.4%	100.0%
Semi-skilled and discretionary decision making	44 029	5 751	1 234	1 707	40 302	5 453	1 079	1 543	2 044	266	103 408
	42.6%	5.6%	1.2%	1.7%	39.0%	5.3%	1.0%	1.5%	2.0%	0.3%	100.0%
Unskilled and defined decision making	7 027	902	109	166	6 130	747	63	98	226	156	15 624
	45.0%	5.8%	0.7%	1.1%	39.2%	4.8%	0.4%	0.6%	1.4%	1.0%	100.0%
TOTAL PERMANENT	116 136	17 585	8 117	20 269	117 267	17 295	7 867	18 548	5 458	1 493	330 035
	35.2%	5.3%	2.5%	6.1%	35.5%	5.2%	2.4%	5.6%	1.7%	0.5%	100.0%
Temporary employees	8 125	831	161	594	6 785	857	263	1 260	295	189	19 360
	42.0%	4.3%	0.8%	3.1%	35.0%	4.4%	1.4%	6.5%	1.5%	1.0%	100.0%
GRAND TOTAL	124 261	18 416	8 278	20 863	124 052	18 152	8 130	19 808	5 753	1 682	349 395

TERMINATION FOR ALL EMPLOYEES BY POPULATION GROUP AND GENDER	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	688	159	294	2455	376	101	124	563	222	41	5 023
	13.7%	3.2%	5.9%	48.9%	7.5%	2.0%	2.5%	11.2%	4.4%	0.8%	100.0%
Senior Management	2713	905	1 206	7 835	1 532	578	618	3466	566	176	19 595
	13.8%	4.6%	6.2%	40.0%	7.8%	2.9%	3.2%	17.7%	2.9%	0.9%	100.0%
Professionally qualified and experienced specialists and mid-management	16 737	4 199	4 340	22 496	13 315	3 420	3 256	13 926	2 893	1 031	85 613
	19.5%	4.9%	5.1%	26.3%	15.6%	4.0%	3.8%	16.3%	3.4%	1.2%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	102 483	18 722	8282	38249	70681	16218	7468	31855	6496	1855	302 309
	33.9%	6.2%	2.7%	12.7%	23.4%	5.4%	2.5%	10.5%	2.1%	0.6%	100.0%
Semi-skilled and discretionary decision making	249 346	35 389	9326	17360	167164	42223	8410	20648	8968	2256	561 090
	44.4%	6.3%	1.7%	3.1%	29.8%	7.5%	1.5%	3.7%	1.6%	0.4%	100.0%
Unskilled and defined decision making	198 949	26 788	2116	3951	114301	23728	1091	2052	7090	2068	382 134
	52.1%	7.0%	0.6%	1.0%	29.9%	6.2%	0.3%	0.5%	1.9%	0.5%	100.0%
TOTAL PERMANENT	570 916	86 162	25 564	92 346	367 369	86 268	20 967	72 510	26 235	7 427	1 355 764
	42.1%	6.4%	1.9%	6.8%	27.1%	6.4%	1.5%	5.3%	1.9%	0.5%	100.0%
Temporary employees	230004	37088	3814	12435	201598	38813	3533	14541	13516	5566	560 908
	41.0%	6.6%	0.7%	2.2%	35.9%	6.9%	0.6%	2.6%	2.4%	1.0%	100.0%
GRAND TOTAL	800 920	123 250	29 378	104 781	568 967	125 081	24 500	87 051	39 751	12 993	1 916 672

SKILLS DEVELOPMENT FOR ALL EMPLOYEES BY POPULATION GROUP AND GENDER	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top Management	1 343	393	730	4 002	904	292	387	1 440	9 491
	14.2%	4.1%	7.7%	42.2%	9.5%	3.1%	4.1%	15.2%	100.0%
Senior Management	9 130	2 451	4 044	14 337	7 383	1 911	2 562	8 642	50 460
	18.1%	4.9%	8.0%	28.4%	14.6%	3.8%	5.1%	17.1%	100.0%
Professionally qualified and experienced specialists and mid-management	55 199	16 838	13 109	38 397	86 369	19 994	10 771	35 339	276 016
	20.0%	6.1%	4.7%	13.9%	31.3%	7.2%	3.9%	12.8%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	204 914	37 458	18 670	51 897	180 076	42 592	17 759	50 710	604 076
	33.9%	6.2%	3.1%	8.6%	29.8%	7.1%	2.9%	8.4%	100.0%
Semi-skilled and discretionary decision making	310 725	39 327	12 169	16 033	272 397	51 152	12 649	19 841	734 293
	42.3%	5.4%	1.7%	2.2%	37.1%	7.0%	1.7%	2.7%	100.0%
Unskilled and defined decision making	140 979	16 393	1 863	3 011	94 386	13 663	966	1 108	272 369
	51.8%	6.0%	0.7%	1.1%	34.7%	5.0%	0.4%	0.4%	100.0%
TOTAL PERMANENT	722 290	112 860	50 585	127 677	641 515	129 604	45 094	117 080	1 946 705
	37.1%	5.8%	2.6%	6.6%	33.0%	6.7%	2.3%	6.0%	100.0%
Temporary employees	50 267	7 819	1 143	2 162	54 414	10 123	1 495	1 855	129 278
	38.9%	6.0%	0.9%	1.7%	42.1%	7.8%	1.2%	1.4%	100.0%
GRAND TOTAL	772 557	120 679	51 728	129 839	695 929	139 727	46 589	118 935	2 075 983

**B. WORKFORCE PROFILE FOR ALL EMPLOYEES IN TERMS OF PROVINCE, POPULATION GROUP, GENDER AND DISABILITY**

**EASTERN CAPE**

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	280	110	66	1513	135	56	12	322	45	5	2544
	11.0%	4.3%	2.6%	59.5%	5.3%	2.2%	0.5%	12.7%	1.8%	0.2%	100.0%
Senior Management	930	311	119	2 136	545	166	55	869	86	15	5 232
	17.8%	5.9%	2.3%	40.8%	10.4%	3.2%	1.1%	16.6%	1.6%	0.3%	100.0%
Professionally qualified and experienced specialists and mid-management	16 477	2 531	461	4 994	34 406	2 991	393	5 137	661	287	68 338
	24.1%	3.7%	0.7%	7.3%	50.3%	4.4%	0.6%	7.5%	1.0%	0.4%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	18 523	5 661	431	7 255	26 312	4 585	343	5 322	578	180	69 190
	26.8%	8.2%	0.6%	10.5%	38.0%	6.6%	0.5%	7.7%	0.8%	0.3%	100.0%
Semi-skilled and discretionary decision making	44 737	9 853	221	2 827	38 065	7 328	235	3 428	544	98	107 336
	41.7%	9.2%	0.2%	2.6%	35.5%	6.8%	0.2%	3.2%	0.5%	0.1%	100.0%
Unskilled and defined decision making	32 474	5 488	31	376	25 547	4 646	10	191	627	231	69 621
	46.6%	7.9%	0.0%	0.5%	36.7%	6.7%	0.0%	0.3%	0.9%	0.3%	100.0%
TOTAL PERMANENT	113 421	23 954	1 329	19 101	125 010	19 772	1 048	15 269	2 541	816	322 261
	35.2%	7.4%	0.4%	5.9%	38.8%	6.1%	0.3%	4.7%	0.8%	0.3%	100.0%
Temporary employees	16 618	3 315	59	794	17 822	3 487	52	699	1 798	398	45 042
	36.9%	7.4%	0.1%	1.8%	39.6%	7.7%	0.1%	1.6%	4.0%	0.9%	100.0%
GRAND TOTAL	130 039	27 269	1 388	19 895	142 832	23 259	1 100	15 968	4 339	1 214	367 303

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES ONLY	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	3	3	1	28	5	2	0	7	0	0	49
	6.1%	6.1%	2.0%	57.1%	10.2%	4.1%	0.0%	14.3%	0.0%	0.0%	100.0%
Senior Management	12	4	3	50	2	1	1	15	0	0	88
	13.6%	4.5%	3.4%	56.8%	2.3%	1.1%	1.1%	17.0%	0.0%	0.0%	100.0%
Professionally qualified and experienced specialists and mid-management	85	31	2	69	70	20	1	41	3	0	322
	26.4%	9.6%	0.6%	21.4%	21.7%	6.2%	0.3%	12.7%	0.9%	0.0%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	174	76	5	130	100	38	3	51	0	0	577
	30.2%	13.2%	0.9%	22.5%	17.3%	6.6%	0.5%	8.8%	0.0%	0.0%	100.0%
Semi-skilled and discretionary decision making	482	123	3	56	339	108	2	39	1	0	1153
	41.8%	10.7%	0.3%	4.9%	29.4%	9.4%	0.2%	3.4%	0.1%	0.0%	100.0%
Unskilled and defined decision making	279	81	3	10	187	70	0	5	1	0	636
	43.9%	12.7%	0.5%	1.6%	29.4%	11.0%	0.0%	0.8%	0.2%	0.0%	100.0%
TOTAL PERMANENT	1 035	318	17	343	703	239	7	158	5	0	2 825
	36.6%	11.3%	0.6%	12.1%	24.9%	8.5%	0.2%	5.6%	0.2%	0.0%	100.0%
Temporary employees	155	29	1	10	244	37	1	3	0	0	480
	32.3%	6.0%	0.2%	2.1%	50.8%	7.7%	0.2%	0.6%	0.0%	0.0%	100.0%
GRAND TOTAL	1190	347	18	353	947	276	8	161	5	0	3305

## FREE STATE

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	235	28	22	877	109	4	6	174	12	2	1469
	16.0%	1.9%	1.5%	59.7%	7.4%	0.3%	0.4%	11.8%	0.8%	0.1%	100.0%
Senior Management	576	67	25	1018	289	36	11	432	21	3	2478
	23.2%	2.7%	1.0%	41.1%	11.7%	1.5%	0.4%	17.4%	0.8%	0.1%	100.0%
Professionally qualified and experienced specialists and mid-management	2 720	225	34	2 337	2 481	160	34	1 453	89	30	9 563
	28.4%	2.4%	0.4%	24.4%	25.9%	1.7%	0.4%	15.2%	0.9%	0.3%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	14 486	772	64	4 263	16 104	759	73	5 502	298	87	42 408
	34.2%	1.8%	0.2%	10.1%	38.0%	1.8%	0.2%	13.0%	0.7%	0.2%	100.0%
Semi-skilled and discretionary decision making	22 539	1 365	51	1 985	11 266	927	37	2 758	1 809	139	42 876
	52.6%	3.2%	0.1%	4.6%	26.3%	2.2%	0.1%	6.4%	4.2%	0.3%	100.0%
Unskilled and defined decision making	19 586	720	19	436	12 322	562	3	254	597	127	34 626
	56.6%	2.1%	0.1%	1.3%	35.6%	1.6%	0.0%	0.7%	1.7%	0.4%	100.0%
TOTAL PERMANENT	60 142	3 177	215	10 916	42 571	2 448	164	10 573	2 826	388	133 420
	45.1%	2.4%	0.2%	8.2%	31.9%	1.8%	0.1%	7.9%	2.1%	0.3%	100.0%
Temporary employees	6 810	954	19	633	8 008	716	54	901	238	95	18 428
	37.0%	5.2%	0.1%	3.4%	43.5%	3.9%	0.3%	4.9%	1.3%	0.5%	100.0%
GRAND TOTAL	66 952	4 131	234	11 549	50 579	3 164	218	11 474	3 064	483	151 848

WORKFORCE PROFILE FOR PEOPLE WITH DISABILITIES ONLY	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	7	4	0	7	0	0	0	1	0	0	19
	36.8%	21.1%	0.0%	36.8%	0.0%	0.0%	0.0%	5.3%	0.0%	0.0%	100.0%
Senior Management	4	1	0	16	1	0	1	1	0	0	24
	16.7%	4.2%	0.0%	66.7%	4.2%	0.0%	4.2%	4.2%	0.0%	0.0%	100.0%
Professionally qualified and experienced specialists and mid-management	21	1	0	28	12	3	0	20	0	0	85
	24.7%	1.2%	0.0%	32.9%	14.1%	3.5%	0.0%	23.5%	0.0%	0.0%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	162	10	4	77	238	4	1	117	0	0	613
	26.4%	1.6%	0.7%	12.6%	38.8%	0.7%	0.2%	19.1%	0.0%	0.0%	100.0%
Semi-skilled and discretionary decision making	169	16	0	37	72	4	0	28	4	0	330
	51.2%	4.8%	0.0%	11.2%	21.8%	1.2%	0.0%	8.5%	1.2%	0.0%	100.0%
Unskilled and defined decision making	228	13	0	23	142	5	0	6	15	0	432
	52.8%	3.0%	0.0%	5.3%	32.9%	1.2%	0.0%	1.4%	3.5%	0.0%	100.0%
TOTAL PERMANENT	591	45	4	188	465	16	2	173	19	0	1 503
	39.3%	3.0%	0.3%	12.5%	30.9%	1.1%	0.1%	11.5%	1.3%	0.0%	100.0%
Temporary employees	19	0	0	3	19	2	0	0	0	0	43
	44.2%	0.0%	0.0%	7.0%	44.2%	4.7%	0.0%	0.0%	0.0%	0.0%	100.0%
GRAND TOTAL	610	45	4	191	484	18	2	173	19	0	1 546

## GAUTENG PROVINCE

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	3 162	598	1 925	16 396	1 821	403	778	4 193	1 257	219	30 752
	10.3%	1.9%	6.3%	53.3%	5.9%	1.3%	2.5%	13.6%	4.1%	0.7%	100.0%
Senior Management	12 008	2 711	5 766	32 716	7 592	1 787	3 270	15 905	2 507	845	85 107
	14.1%	3.2%	6.8%	38.4%	8.9%	2.1%	3.8%	18.7%	2.9%	1.0%	100.0%
Professionally qualified and experienced specialists and mid-management	71 138	13 715	19 394	87 573	63 046	12 083	15 625	61 118	7 997	3 348	355 037
	20.0%	3.9%	5.5%	24.7%	17.8%	3.4%	4.4%	17.2%	2.3%	0.9%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	378 223	46 188	28 161	128 373	263 025	43 533	26 264	109 241	14 676	4 432	1 042 116
	36.3%	4.4%	2.7%	12.3%	25.2%	4.2%	2.5%	10.5%	1.4%	0.4%	100.0%
Semi-skilled and discretionary decision making	651 052	45 536	15 010	37 560	399 490	47 042	14 942	49 311	28 743	4 102	1 292 788
	50.4%	3.5%	1.2%	2.9%	30.9%	3.6%	1.2%	3.8%	2.2%	0.3%	100.0%
Unskilled and defined decision making	317 681	14 520	2 444	5 626	186 988	13 578	1 081	2 547	18 740	3 414	566 619
	56.1%	2.6%	0.4%	1.0%	33.0%	2.4%	0.2%	0.4%	3.3%	0.6%	100.0%
TOTAL PERMANENT	1 433 264	123 268	72 700	308 244	921 962	118 426	61 960	242 315	73 920	16 360	3 372 419
	42.5%	3.7%	2.2%	9.1%	27.3%	3.5%	1.8%	7.2%	2.2%	0.5%	100.0%
Temporary employees	147 279	12 009	3 035	10 269	118 655	1 1048	2 666	10 129	5 278	2 029	322 397
	45.7%	3.7%	0.9%	3.2%	36.8%	3.4%	0.8%	3.1%	1.6%	0.6%	100.0%
<b>GRAND TOTAL</b>	<b>1 580 543</b>	<b>135 277</b>	<b>75 735</b>	<b>318 513</b>	<b>1 040 617</b>	<b>129 474</b>	<b>64 626</b>	<b>252 444</b>	<b>79 198</b>	<b>18 389</b>	<b>3 694 816</b>

WORKFORCE PROFILE FOR PEOPLE WITH DISABILITIES ONLY	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	34	13	47	150	17	4	19	44	10	1	339
	10.0%	3.8%	13.9%	44.2%	5.0%	1.2%	5.6%	13.0%	2.9%	0.3%	100.0%
Senior Management	130	47	81	490	83	31	49	212	8	2	1133
	11.5%	4.1%	7.1%	43.2%	7.3%	2.7%	4.3%	18.7%	0.7%	0.2%	100.0%
Professionally qualified and experienced specialists and mid-management	901	237	313	1 940	841	213	277	1 321	27	13	6 083
	14.8%	3.9%	5.1%	31.9%	13.8%	3.5%	4.6%	21.7%	0.4%	0.2%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	4 504	6 39	403	2821	4654	747	427	2501	65	24	16 785
	26.8%	3.8%	2.4%	16.8%	27.7%	4.5%	2.5%	14.9%	0.4%	0.1%	100.0%
Semi-skilled and discretionary decision making	5266	489	181	758	3993	548	238	1071	200	15	12759
	41.3%	3.8%	1.4%	5.9%	31.3%	4.3%	1.9%	8.4%	1.6%	0.1%	100.0%
Unskilled and defined decision making	3304	212	48	204	2136	195	24	62	272	10	6467
	51.1%	3.3%	0.7%	3.2%	33.0%	3.0%	0.4%	1.0%	4.2%	0.2%	100.0%
TOTAL PERMANENT	14 139	1 637	1 073	6 363	11 724	1 738	1 034	5 211	582	65	43 566
	32.5%	3.8%	2.5%	14.6%	26.9%	4.0%	2.4%	12.0%	1.3%	0.1%	100.0%
Temporary employees	1 073	125	28	63	1 367	115	35	48	25	7	2 886
	37.2%	4.3%	1.0%	2.2%	47.4%	4.0%	1.2%	1.7%	0.9%	0.2%	100.0%
<b>GRAND TOTAL</b>	<b>15 212</b>	<b>1 762</b>	<b>1 101</b>	<b>6 426</b>	<b>13 091</b>	<b>1 853</b>	<b>1 069</b>	<b>5 259</b>	<b>607</b>	<b>72</b>	<b>46 452</b>

## KWAZULU-NATAL

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	785	146	1 653	3 969	330	58	593	852	157	26	8 569
	9.2%	1.7%	19.3%	46.3%	3.9%	0.7%	6.9%	9.9%	1.8%	0.3%	100.0%
Senior Management	2 499	477	3 495	5 045	1 350	302	1 699	2 275	265	74	17 481
	14.3%	2.7%	20.0%	28.9%	7.7%	1.7%	9.7%	13.0%	1.5%	0.4%	100.0%
Professionally qualified and experienced specialists and mid-management	12 366	1 237	8 116	8 019	11 578	1 145	6 155	5 699	944	360	55 619
	22.2%	2.2%	14.6%	14.4%	20.8%	2.1%	11.1%	10.2%	1.7%	0.6%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	77 328	4 513	22 047	10 414	97 712	5 070	21 138	11 100	2 209	627	252 158
	30.7%	1.8%	8.7%	4.1%	38.8%	2.0%	8.4%	4.4%	0.9%	0.2%	100.0%
Semi-skilled and discretionary decision making	143 720	5 417	17 523	3 364	120 943	6 544	16 979	5 656	2 355	497	322 998
	44.5%	1.7%	5.4%	1.0%	37.4%	2.0%	5.3%	1.8%	0.7%	0.2%	100.0%
Unskilled and defined decision making	91 416	1 954	3 622	650	71 945	1 425	2 349	370	2 000	424	176 155
	51.9%	1.1%	2.1%	0.4%	40.8%	0.8%	1.3%	0.2%	1.1%	0.2%	100.0%
TOTAL PERMANENT	328 114	13 744	56 456	31 461	303 858	14 544	48 913	25 952	7 930	2 008	832 980
	39.4%	1.6%	6.8%	3.8%	36.5%	1.7%	5.9%	3.1%	1.0%	0.2%	100.0%
Temporary employees	33 612	1 416	2 247	1 349	45 494	1 319	2 367	1 810	608	103	90 325
	37.2%	1.6%	2.5%	1.5%	50.4%	1.5%	2.6%	2.0%	0.7%	0.1%	100.0%
GRAND TOTAL	361 726	15 160	58 703	32 810	349 352	15 863	51 280	27 762	8 538	2 111	923 305

WORKFORCE PROFILE FOR PEOPLE WITH DISABILITIES ONLY	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	11	1	44	42	3	0	8	15	2	1	127
	8.7%	0.8%	34.6%	33.1%	2.4%	0.0%	6.3%	11.8%	1.6%	0.8%	100.0%
Senior Management	21	2	46	59	5	4	20	16	2	0	175
	12.0%	1.1%	26.3%	33.7%	2.9%	2.3%	11.4%	9.1%	1.1%	0.0%	100.0%
Professionally qualified and experienced specialists and mid-management	68	8	88	98	40	8	40	55	5	2	412
	16.5%	1.9%	21.4%	23.8%	9.7%	1.9%	9.7%	13.3%	1.2%	0.5%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	364	39	281	153	268	48	125	129	3	4	1 414
	25.7%	2.8%	19.9%	10.8%	19.0%	3.4%	8.8%	9.1%	0.2%	0.3%	100.0%
Semi-skilled and discretionary decision making	1 076	58	286	63	681	51	156	68	5	0	2 444
	44.0%	2.4%	11.7%	2.6%	27.9%	2.1%	6.4%	2.8%	0.2%	0.0%	100.0%
Unskilled and defined decision making	553	25	84	31	544	19	24	15	1	1	1 297
	42.6%	1.9%	6.5%	2.4%	41.9%	1.5%	1.9%	1.2%	0.1%	0.1%	100.0%
TOTAL PERMANENT	2 093	133	829	446	1 541	130	373	298	18	8	5 869
	35.7%	2.3%	14.1%	7.6%	26.3%	2.2%	6.4%	5.1%	0.3%	0.1%	100.0%
Temporary employees	208	8	18	7	189	14	19	7	1	0	471
	44.2%	1.7%	3.8%	1.5%	40.1%	3.0%	4.0%	1.5%	0.2%	0.0%	100.0%
GRAND TOTAL	2 301	141	847	453	1 730	144	392	305	19	8	6 340

## LIMPOPO

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	227	6	49	615	96	3	12	166	13	2	1189
	19.1%	0.5%	4.1%	51.7%	8.1%	0.3%	1.0%	14.0%	1.1%	0.2%	100.0%
Senior Management	848	18	47	758	432	6	18	306	63	9	2 505
	33.9%	0.7%	1.9%	30.3%	17.2%	0.2%	0.7%	12.2%	2.5%	0.4%	100.0%
Professionally qualified and experienced specialists and mid-management	7 406	43	81	1 245	8 332	36	63	924	273	98	18 501
	40.0%	0.2%	0.4%	6.7%	45.0%	0.2%	0.3%	5.0%	1.5%	0.5%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	30854	140	110	2309	43307	132	74	2169	625	86	79806
	38.7%	0.2%	0.1%	2.9%	54.3%	0.2%	0.1%	2.7%	0.8%	0.1%	100.0%
Semi-skilled and discretionary decision making	34 056	209	78	691	29 040	163	26	775	2 388	159	67 585
	50.4%	0.3%	0.1%	1.0%	43.0%	0.2%	0.0%	1.1%	3.5%	0.2%	100.0%
Unskilled and defined decision making	21 509	242	20	251	18 757	154	3	50	4 519	1 749	47 254
	45.5%	0.5%	0.0%	0.5%	39.7%	0.3%	0.0%	0.1%	9.6%	3.7%	100.0%
TOTAL PERMANENT	94 900	658	385	5 869	99 964	494	196	4 390	7 881	2 103	216 840
	43.8%	0.3%	0.2%	2.7%	46.1%	0.2%	0.1%	2.0%	3.6%	1.0%	100.0%
Temporary employees	12 779	531	9	138	22633	756	6	54	3004	888	40798
	31.3%	1.3%	0.0%	0.3%	55.5%	1.9%	0.0%	0.1%	7.4%	2.2%	100.0%
GRAND TOTAL	107679	1189	394	6007	122597	1250	202	4444	10885	2991	257 638

WORKFORCE PROFILE FOR PEOPLE WITH DISABILITIES ONLY	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	4	0	1	15	1	0	0	4	1	0	26
	15.4%	0.0%	3.8%	57.7%	3.8%	0.0%	0.0%	15.4%	3.8%	0.0%	100.0%
Senior Management	11	0	1	21	1	0	0	4	0	1	39
	28.2%	0.0%	2.6%	53.8%	2.6%	0.0%	0.0%	10.3%	0.0%	2.6%	100.0%
Professionally qualified and experienced specialists and mid-management	77	0	1	22	27	0	0	13	1	0	141
	54.6%	0.0%	0.7%	15.6%	19.1%	0.0%	0.0%	9.2%	0.7%	0.0%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	194	2	2	38	131	0	3	33	4	0	407
	47.7%	0.5%	0.5%	9.3%	32.2%	0.0%	0.7%	8.1%	1.0%	0.0%	100.0%
Semi-skilled and discretionary decision making	308	1	1	16	158	2	0	10	17	0	513
	60.0%	0.2%	0.2%	3.1%	30.8%	0.4%	0.0%	1.9%	3.3%	0.0%	100.0%
Unskilled and defined decision making	223	0	2	4	142	0	0	0	33	7	411
	54.3%	0.0%	0.5%	1.0%	34.5%	0.0%	0.0%	0.0%	8.0%	1.7%	100.0%
TOTAL PERMANENT	817	3	8	116	460	2	3	64	56	8	1 537
	53.2%	0.2%	0.5%	7.5%	29.9%	0.1%	0.2%	4.2%	3.6%	0.5%	100.0%
Temporary employees	28	0	1	3	27	1	0	0	1	1	62
	45.2%	0.0%	1.6%	4.8%	43.5%	1.6%	0.0%	0.0%	1.6%	1.6%	100.0%
GRAND TOTAL	845	3	9	119	487	3	3	64	57	9	1 599

## MPUMALANGA

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	407	30	80	1 352	160	15	20	305	20	7	2 396
	17.0%	1.3%	3.3%	56.4%	6.7%	0.6%	0.8%	12.7%	0.8%	0.3%	100.0%
Senior Management	1 464	58	111	2 079	620	29	38	780	75	18	5 272
	27.8%	1.1%	2.1%	39.4%	11.8%	0.6%	0.7%	14.8%	1.4%	0.3%	100.0%
Professionally qualified and experienced specialists and mid-management	6 461	146	226	3 898	6 245	187	160	2 566	773	267	20 929
	30.9%	0.7%	1.1%	18.6%	29.8%	0.9%	0.8%	12.3%	3.7%	1.3%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	40 919	806	284	8 816	42 551	496	267	6 656	2 210	279	103 284
	39.6%	0.8%	0.3%	8.5%	41.2%	0.5%	0.3%	6.4%	2.1%	0.3%	100.0%
Semi-skilled and discretionary decision making	66 986	568	88	2 568	38 096	549	125	2 593	2 825	220	114 618
	58.4%	0.5%	0.1%	2.2%	33.2%	0.5%	0.1%	2.3%	2.5%	0.2%	100.0%
Unskilled and defined decision making	53 184	485	39	671	37 789	428	9	173	3 333	1 126	97 237
	54.7%	0.5%	0.0%	0.7%	38.9%	0.4%	0.0%	0.2%	3.4%	1.2%	100.0%
TOTAL PERMANENT	169 421	2 093	828	19 384	125 461	1 704	619	13 073	9 236	1 917	343 736
	49.3%	0.6%	0.2%	5.6%	36.5%	0.5%	0.2%	3.8%	2.7%	0.6%	100.0%
Temporary employees	15 796	222	80	867	13 664	80	23	329	1041	505	32 607
	48.4%	0.7%	0.2%	2.7%	41.9%	0.2%	0.1%	1.0%	3.2%	1.5%	100.0%
GRAND TOTAL	185 217	2 315	908	20 251	139 125	1 784	642	13 402	10 277	2 422	376 343

WORKFORCE PROFILE FOR PEOPLE WITH DISABILITIES ONLY	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	7	0	1	18	4	0	2	3	0	0	35
	20.0%	0.0%	2.9%	51.4%	11.4%	0.0%	5.7%	8.6%	0.0%	0.0%	100.0%
Senior Management	16	1	2	28	3	0	0	11	1	0	62
	25.8%	1.6%	3.2%	45.2%	4.8%	0.0%	0.0%	17.7%	1.6%	0.0%	100.0%
Professionally qualified and experienced specialists and mid-management	48	3	3	61	19	0	0	23	0	0	157
	30.6%	1.9%	1.9%	38.9%	12.1%	0.0%	0.0%	14.6%	0.0%	0.0%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	241	3	3	102	142	3	1	43	4	0	542
	44.5%	0.6%	0.6%	18.8%	26.2%	0.6%	0.2%	7.9%	0.7%	0.0%	100.0%
Semi-skilled and discretionary decision making	538	10	0	30	341	11	0	24	10	0	964
	55.8%	1.0%	0.0%	3.1%	35.4%	1.1%	0.0%	2.5%	1.0%	0.0%	100.0%
Unskilled and defined decision making	396	3	2	10	290	5	2	3	14	3	728
	54.4%	0.4%	0.3%	1.4%	39.8%	0.7%	0.3%	0.4%	1.9%	0.4%	100.0%
TOTAL PERMANENT	1 246	20	11	249	799	19	5	107	29	3	2 488
	50.1%	0.8%	0.4%	10.0%	32.1%	0.8%	0.2%	4.3%	1.2%	0.1%	100.0%
Temporary employees	74	0	2	3	66	1	0	0	11	3	160
	46.3%	0.0%	1.3%	1.9%	41.3%	0.6%	0.0%	0.0%	6.9%	1.9%	100.0%
GRAND TOTAL	1 320	20	13	252	865	20	5	107	40	6	2 648



## NORTHERN CAPE

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	91	66	11	361	36	28	4	67	6	0	670
	13.6%	9.9%	1.6%	53.9%	5.4%	4.2%	0.6%	10.0%	0.9%	0.0%	100.0%
Senior Management	242	156	13	526	108	81	2	187	19	1	1 335
	18.1%	11.7%	1.0%	39.4%	8.1%	6.1%	0.1%	14.0%	1.4%	0.1%	100.0%
Professionally qualified and experienced specialists and mid-management	1 206	1 095	49	1 214	1 031	950	39	938	131	48	6 701
	18.0%	16.3%	0.7%	18.1%	15.4%	14.2%	0.6%	14.0%	2.0%	0.7%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	4 475	3 299	44	2 021	4 609	4 136	34	1 884	256	79	20 837
	21.5%	15.8%	0.2%	9.7%	22.1%	19.8%	0.2%	9.0%	1.2%	0.4%	100.0%
Semi-skilled and discretionary decision making	9 872	4 973	12	601	5 452	3 802	22	780	227	145	25 886
	38.1%	19.2%	0.0%	2.3%	21.1%	14.7%	0.1%	3.0%	0.9%	0.6%	100.0%
Unskilled and defined decision making	6 206	3 406	10	115	2 297	1 672	5	135	63	10	13 919
	44.6%	24.5%	0.1%	0.8%	16.5%	12.0%	0.0%	1.0%	0.5%	0.1%	100.0%
TOTAL PERMANENT	22 092	12 995	139	4 838	13 533	10 669	106	3 991	702	283	69 348
	31.9%	18.7%	0.2%	7.0%	19.5%	15.4%	0.2%	5.8%	1.0%	0.4%	100.0%
Temporary employees	10 467	2 316	9	117	9 407	1 933	11	143	99	20	24 522
	42.7%	9.4%	0.0%	0.5%	38.4%	7.9%	0.0%	0.6%	0.4%	0.1%	100.0%
GRAND TOTAL	32 559	15 311	148	4 955	22 940	12 602	117	4 134	801	303	93 870

WORKFORCE PROFILE FOR PEOPLE WITH DISABILITIES ONLY	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	0	1	0	10	0	0	0	1	0	0	12
	0.0%	8.3%	0.0%	83.3%	0.0%	0.0%	0.0%	8.3%	0.0%	0.0%	100.0%
Senior Management	2	2	0	12	0	0	0	3	0	0	19
	10.5%	10.5%	0.0%	63.2%	0.0%	0.0%	0.0%	15.8%	0.0%	0.0%	100.0%
Professionally qualified and experienced specialists and mid-management	6	6	0	14	5	6	0	5	0	0	42
	14.3%	14.3%	0.0%	33.3%	11.9%	14.3%	0.0%	11.9%	0.0%	0.0%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	28	29	1	31	23	8	0	9	0	0	129
	21.7%	22.5%	0.8%	24.0%	17.8%	6.2%	0.0%	7.0%	0.0%	0.0%	100.0%
Semi-skilled and discretionary decision making	50	34	2	13	20	13	1	7	0	0	140
	35.7%	24.3%	1.4%	9.3%	14.3%	9.3%	0.7%	5.0%	0.0%	0.0%	100.0%
Unskilled and defined decision making	47	31	0	2	28	13	0	3	0	0	124
	37.9%	25.0%	0.0%	1.6%	22.6%	10.5%	0.0%	2.4%	0.0%	0.0%	100.0%
TOTAL PERMANENT	133	103	3	82	76	40	1	28	0	0	466
	28.5%	22.1%	0.6%	17.6%	16.3%	8.6%	0.2%	6.0%	0.0%	0.0%	100.0%
Temporary employees	18	3	0	1	3	2	0	0	0	0	27
	66.7%	11.1%	0.0%	3.7%	11.1%	7.4%	0.0%	0.0%	0.0%	0.0%	100.0%
GRAND TOTAL	151	106	3	83	79	42	1	28	0	0	493

## NORTH WEST

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	257	10	34	610	79	6	9	154	7	0	1 166
	22.0%	0.9%	2.9%	52.3%	6.8%	0.5%	0.8%	13.2%	0.6%	0.0%	100.0%
Senior Management	668	34	52	995	288	24	16	392	25	2	2 496
	26.8%	1.4%	2.1%	39.9%	11.5%	1.0%	0.6%	15.7%	1.0%	0.1%	100.0%
Professionally qualified and experienced specialists and mid-management	3 743	148	154	2 621	3 120	149	110	1 951	417	160	12 573
	29.8%	1.2%	1.2%	20.8%	24.8%	1.2%	0.9%	15.5%	3.3%	1.3%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	18 099	435	127	5 695	22 932	502	138	5 208	727	66	53 929
	33.6%	0.8%	0.2%	10.6%	42.5%	0.9%	0.3%	9.7%	1.3%	0.1%	100.0%
Semi-skilled and discretionary decision making	36 562	513	34	1800	18 808	684	53	2 335	7 122	66	67 977
	53.8%	0.8%	0.1%	2.6%	27.7%	1.0%	0.1%	3.4%	10.5%	0.1%	100.0%
Unskilled and defined decision making	23 442	311	10	343	13 380	233	11	189	1 741	219	39 879
	58.8%	0.8%	0.0%	0.9%	33.6%	0.6%	0.0%	0.5%	4.4%	0.5%	100.0%
TOTAL PERMANENT	82 771	1 451	411	12 064	58 607	1 598	337	10 229	10 039	513	178 020
	46.5%	0.8%	0.2%	6.8%	32.9%	0.9%	0.2%	5.7%	5.6%	0.3%	100.0%
Temporary employees	8 403	140	35	1 661	15 052	167	51	2 501	663	199	28 872
	29.1%	0.5%	0.1%	5.8%	52.1%	0.6%	0.2%	8.7%	2.3%	0.7%	100.0%
GRAND TOTAL	91 174	1 591	446	13 725	73 659	1 765	388	12 730	10 702	712	206 892

WORKFORCE PROFILE FOR PEOPLE WITH DISABILITIES ONLY	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	2	0	1	8	1	0	1	5	0	0	18
	11.1%	0.0%	5.6%	44.4%	5.6%	0.0%	5.6%	27.8%	0.0%	0.0%	100.0%
Senior Management	7	1	5	21	0	0	0	8	0	0	42
	16.7%	2.4%	11.9%	50.0%	0.0%	0.0%	0.0%	19.0%	0.0%	0.0%	100.0%
Professionally qualified and experienced specialists and mid-management	23	4	0	42	15	0	0	24	1	0	109
	21.1%	3.7%	0.0%	38.5%	13.8%	0.0%	0.0%	22.0%	0.9%	0.0%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	116	2	0	89	81	5	1	51	1	1	347
	33.4%	0.6%	0.0%	25.6%	23.3%	1.4%	0.3%	14.7%	0.3%	0.3%	100.0%
Semi-skilled and discretionary decision making	244	12	1	39	158	6	2	20	8	0	490
	49.8%	2.4%	0.2%	8.0%	32.2%	1.2%	0.4%	4.1%	1.6%	0.0%	100.0%
Unskilled and defined decision making	165	0	0	8	181	0	0	6	16	0	376
	43.9%	0.0%	0.0%	2.1%	48.1%	0.0%	0.0%	1.6%	4.3%	0.0%	100.0%
TOTAL PERMANENT	557	19	7	207	436	11	4	114	26	1	1 382
	40.3%	1.4%	0.5%	15.0%	31.5%	0.8%	0.3%	8.2%	1.9%	0.1%	100.0%
Temporary employees	23	0	0	0	23	0	0	0	0	0	46
	50.0%	0.0%	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
GRAND TOTAL	580	19	7	207	459	11	4	114	26	1	1 428

## WESTERN CAPE

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	360	1 007	301	7437	117	552	125	1791	250	60	12 000
	3.0%	8.4%	2.5%	62.0%	1.0%	4.6%	1.0%	14.9%	2.1%	0.5%	100.0%
Senior Management	1 260	3 031	772	10 682	720	2 081	466	5 290	483	186	24971
	5.0%	12.1%	3.1%	42.8%	2.9%	8.3%	1.9%	21.2%	1.9%	0.7%	100.0%
Professionally qualified and experienced specialists and mid-management	7071	12 173	2 218	20 794	6 323	11 641	1 885	17 347	1 509	665	81 626
	8.7%	14.9%	2.7%	25.5%	7.7%	14.3%	2.3%	21.3%	1.8%	0.8%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	39 363	47 968	3 585	25 936	36 666	46 505	4 001	31 985	3 669	1 537	241 215
	16.3%	19.9%	1.5%	10.8%	15.2%	19.3%	1.7%	13.3%	1.5%	0.6%	100.0%
Semi-skilled and discretionary decision making	110 480	76 767	2 678	9 564	140 646	89 256	3 910	17 705	5 515	2 225	458 746
	24.1%	16.7%	0.6%	2.1%	30.7%	19.5%	0.9%	3.9%	1.2%	0.5%	100.0%
Unskilled and defined decision making	87 388	48 973	581	1 737	83 493	48 043	569	1 098	4 721	2 083	278 686
	31.4%	17.6%	0.2%	0.6%	30.0%	17.2%	0.2%	0.4%	1.7%	0.7%	100.0%
TOTAL PERMANENT	245 922	189 919	10 135	76 150	267 965	198 078	10 956	75 216	16 147	6 756	1 097 244
	22.4%	17.3%	0.9%	6.9%	24.4%	18.1%	1.0%	6.9%	1.5%	0.6%	100.0%
Temporary employees	37 191	20 252	328	2 764	35 167	23 083	453	3 296	4 628	3 007	130 169
	28.6%	15.6%	0.3%	2.1%	27.0%	17.7%	0.3%	2.5%	3.6%	2.3%	100.0%
GRAND TOTAL	283 113	210 171	10 463	78 914	303 132	221 161	11 409	78 512	20 775	9 763	1 227 413

WORKFORCE PROFILE FOR PEOPLE WITH DISABILITIES ONLY	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	3	23	2	76	1	17	2	19	2	0	145
	2.1%	15.9%	1.4%	52.4%	0.7%	11.7%	1.4%	13.1%	1.4%	0.0%	100.0%
Senior Management	13	51	11	126	2	37	10	54	3	2	309
	4.2%	16.5%	3.6%	40.8%	0.6%	12.0%	3.2%	17.5%	1.0%	0.6%	100.0%
Professionally qualified and experienced specialists and mid-management	31	147	29	271	34	115	15	190	9	4	845
	3.7%	17.4%	3.4%	32.1%	4.0%	13.6%	1.8%	22.5%	1.1%	0.5%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	243	549	43	390	219	401	40	363	10	7	2265
	10.7%	24.2%	1.9%	17.2%	9.7%	17.7%	1.8%	16.0%	0.4%	0.3%	100.0%
Semi-skilled and discretionary decision making	672	844	31	247	726	784	42	240	14	7	3607
	18.6%	23.4%	0.9%	6.8%	20.1%	21.7%	1.2%	6.7%	0.4%	0.2%	100.0%
Unskilled and defined decision making	646	523	19	58	637	404	7	27	14	3	2338
	27.6%	22.4%	0.8%	2.5%	27.2%	17.3%	0.3%	1.2%	0.6%	0.1%	100.0%
TOTAL PERMANENT	1608	2137	135	1168	1619	1758	116	893	52	23	9509
	16.9%	22.5%	1.4%	12.3%	17.0%	18.5%	1.2%	9.4%	0.5%	0.2%	100.0%
Temporary employees	116	88	1	19	136	65	0	13	0	4	442
	26.2%	19.9%	0.2%	4.3%	30.8%	14.7%	0.0%	2.9%	0.0%	0.9%	100.0%
GRAND TOTAL	1 724	2 225	136	1 187	1 755	1 823	116	906	52	27	9 951

## C. WORKFORCE PROFILE FOR ALL EMPLOYEES BY SECTOR, POPULATION GROUP, GENDER AND DISABILITY

### AGRICULTURE

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	253	123	46	3 597	87	64	9	664	50	7	4 900
	5.2%	2.5%	0.9%	73.4%	1.8%	1.3%	0.2%	13.6%	1.0%	0.1%	100.0%
Senior Management	720	305	106	4 299	279	124	61	1 341	79	20	7 334
	9.8%	4.2%	1.4%	58.6%	3.8%	1.7%	0.8%	18.3%	1.1%	0.3%	100.0%
Professionally qualified and experienced specialists and mid-management	3 366	994	277	6 535	1 769	537	195	3 452	216	58	17 399
	19.3%	5.7%	1.6%	37.6%	10.2%	3.1%	1.1%	19.8%	1.2%	0.3%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	19 146	6 609	582	8 401	8 659	3 584	407	6 604	974	137	55 103
	34.7%	12.0%	1.1%	15.2%	15.7%	6.5%	0.7%	12.0%	1.8%	0.2%	100.0%
Semi-skilled and discretionary decision making	54 093	17 129	373	2 564	21 882	8 834	272	3 905	2 888	636	112 576
	48.1%	15.2%	0.3%	2.3%	19.4%	7.8%	0.2%	3.5%	2.6%	0.6%	100.0%
Unskilled and defined decision making	86 788	18 453	49	499	69 742	18 282	37	291	9 971	3 842	207 954
	41.7%	8.9%	0.0%	0.2%	33.5%	8.8%	0.0%	0.1%	4.8%	1.8%	100.0%
TOTAL PERMANENT	164 366	43 613	1 433	25 895	102 418	31 425	981	16 257	14 178	4 700	405 266
	40.6%	10.8%	0.4%	6.4%	25.3%	7.8%	0.2%	4.0%	3.5%	1.2%	100.0%
Temporary employees	62 800	12 902	21	494	72 563	17 213	35	399	8 801	4 158	179 386
	35.0%	7.2%	0.0%	0.3%	40.5%	9.6%	0.0%	0.2%	4.9%	2.3%	100.0%
GRAND TOTAL	227 166	56 515	1 454	26 389	174 981	48 638	1 016	16 656	22 979	8 858	584 652

WORKFORCE PROFILE FOR PEOPLE WITH DISABILITIES ONLY	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	4	1	1	53	0	4	0	6	0	0	69
	5.8%	1.4%	1.4%	76.8%	0.0%	5.8%	0.0%	8.7%	0.0%	0.0%	100.0%
Senior Management	5	3	1	55	0	1	1	11	0	1	78
	6.4%	3.8%	1.3%	70.5%	0.0%	1.3%	1.3%	14.1%	0.0%	1.3%	100.0%
Professionally qualified and experienced specialists and mid-management	34	19	5	85	17	6	2	43	1	0	212
	16.0%	9.0%	2.4%	40.1%	8.0%	2.8%	0.9%	20.3%	0.5%	0.0%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	168	85	9	121	74	29	2	89	6	2	585
	28.7%	14.5%	1.5%	20.7%	12.6%	5.0%	0.3%	15.2%	1.0%	0.3%	100.0%
Semi-skilled and discretionary decision making	562	157	5	37	242	86	2	43	13	0	1 147
	49.0%	13.7%	0.4%	3.2%	21.1%	7.5%	0.2%	3.7%	1.1%	0.0%	100.0%
Unskilled and defined decision making	515	184	0	13	446	150	1	4	33	9	1 355
	38.0%	13.6%	0.0%	1.0%	32.9%	11.1%	0.1%	0.3%	2.4%	0.7%	100.0%
TOTAL PERMANENT	1 288	449	21	364	779	276	8	196	53	12	3 446
	37.4%	13.0%	0.6%	10.6%	22.6%	8.0%	0.2%	5.7%	1.5%	0.3%	100.0%
Temporary employees	150	30	0	10	118	16	0	3	12	8	347
	43.2%	8.6%	0.0%	2.9%	34.0%	4.6%	0.0%	0.9%	3.5%	2.3%	100.0%
GRAND TOTAL	1 438	479	21	374	897	292	8	199	65	20	3 793

## CATERING AND ACCOMODATION

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	175	58	99	1112	125	57	44	500	78	17	2 265
	7.7%	2.6%	4.4%	49.1%	5.5%	2.5%	1.9%	22.1%	3.4%	0.8%	100.0%
Senior Management	868	296	268	1 968	694	340	211	1 765	162	66	6 638
	13.1%	4.5%	4.0%	29.6%	10.5%	5.1%	3.2%	26.6%	2.4%	1.0%	100.0%
Professionally qualified and experienced specialists and mid-management	3 197	919	618	3 038	3 030	1 179	541	3 402	499	282	16 705
	19.1%	5.5%	3.7%	18.2%	18.1%	7.1%	3.2%	20.4%	3.0%	1.7%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	14 906	2 521	999	3 434	16 924	4 508	1 344	5 119	1 674	917	52 346
	28.5%	4.8%	1.9%	6.6%	32.3%	8.6%	2.6%	9.8%	3.2%	1.8%	100.0%
Semi-skilled and discretionary decision making	43 198	4 033	785	1 631	64 088	6 851	1 037	2 635	3 553	1 732	129 543
	33.3%	3.1%	0.6%	1.3%	49.5%	5.3%	0.8%	2.0%	2.7%	1.3%	100.0%
Unskilled and defined decision making	21 610	2 119	63	324	38 417	4 911	85	387	1 444	893	70 253
	30.8%	3.0%	0.1%	0.5%	54.7%	7.0%	0.1%	0.6%	2.1%	1.3%	100.0%
TOTAL PERMANENT	83 954	9 946	2 832	11 507	12 3278	17 846	3 262	13 808	7 410	3 907	277 750
	30.2%	3.6%	1.0%	4.1%	44.4%	6.4%	1.2%	5.0%	2.7%	1.4%	100.0%
Temporary employees	6 446	521	68	624	10 933	873	76	626	469	205	20 841
	30.9%	2.5%	0.3%	3.0%	52.5%	4.2%	0.4%	3.0%	2.3%	1.0%	100.0%
GRAND TOTAL	90 400	10 467	2 900	12 131	134 211	18 719	3 338	1 4434	7 879	4 112	298 591

WORKFORCE PROFILE FOR PEOPLE WITH DISABILITIES ONLY	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	1	0	2	13	3	3	1	5	0	0	28
	3.6%	0.0%	7.1%	46.4%	10.7%	10.7%	3.6%	17.9%	0.0%	0.0%	100.0%
Senior Management	6	2	0	24	3	4	1	14	0	0	54
	11.1%	3.7%	0.0%	44.4%	5.6%	7.4%	1.9%	25.9%	0.0%	0.0%	100.0%
Professionally qualified and experienced specialists and mid-management	33	7	8	47	32	21	2	47	5	4	206
	16.0%	3.4%	3.9%	22.8%	15.5%	10.2%	1.0%	22.8%	2.4%	1.9%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	101	20	6	57	91	37	14	60	3	2	391
	25.8%	5.1%	1.5%	14.6%	23.3%	9.5%	3.6%	15.3%	0.8%	0.5%	100.0%
Semi-skilled and discretionary decision making	275	51	14	47	317	61	16	40	6	1	828
	33.2%	6.2%	1.7%	5.7%	38.3%	7.4%	1.9%	4.8%	0.7%	0.1%	100.0%
Unskilled and defined decision making	235	25	2	14	382	36	3	8	4	1	710
	33.1%	3.5%	0.3%	2.0%	53.8%	5.1%	0.4%	1.1%	0.6%	0.1%	100.0%
TOTAL PERMANENT	651	105	32	202	828	162	37	174	18	8	2217
	29.4%	4.7%	1.4%	9.1%	37.3%	7.3%	1.7%	7.8%	0.8%	0.4%	100.0%
Temporary employees	51	5	1	6	69	5	0	6	0	0	143
	35.7%	3.5%	0.7%	4.2%	48.3%	3.5%	0.0%	4.2%	0.0%	0.0%	100.0%
GRAND TOTAL	702	110	33	208	897	167	37	180	18	8	2 360

## COMMUNITY SERVICES

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	1 408	266	319	2 314	728	142	189	1 105	80	48	6 599
	21.3%	4.0%	4.8%	35.1%	11.0%	2.2%	2.9%	16.7%	1.2%	0.7%	100.0%
Senior Management	5 778	893	835	3 761	3 797	697	664	3 639	291	166	20 521
	28.2%	4.4%	4.1%	18.3%	18.5%	3.4%	3.2%	17.7%	1.4%	0.8%	100.0%
Professionally qualified and experienced specialists and mid-management	56 487	8 227	5 050	18 766	87 237	11 467	6 685	30 180	4 090	2 249	230 438
	24.5%	3.6%	2.2%	8.1%	37.9%	5.0%	2.9%	13.1%	1.8%	1.0%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	242 816	27 484	10 293	29 497	328 867	34 968	17 234	61 238	3 453	2 571	758 421
	32.0%	3.6%	1.4%	3.9%	43.4%	4.6%	2.3%	8.1%	0.5%	0.3%	100.0%
Semi-skilled and discretionary decision making	256 901	27 643	5 239	7 990	269 384	40 023	6 847	23 403	1 894	1 015	640 339
	40.1%	4.3%	0.8%	1.2%	42.1%	6.3%	1.1%	3.7%	0.3%	0.2%	100.0%
Unskilled and defined decision making	101394	13782	1157	1347	93286	10953	725	1156	797	423	225020
	45.1%	6.1%	0.5%	0.6%	41.5%	4.9%	0.3%	0.5%	0.4%	0.2%	100.0%
TOTAL PERMANENT	664 784	78 295	22 893	63 675	783 299	98 250	32 344	120 721	10 605	6 472	1 881 338
	35.3%	4.2%	1.2%	3.4%	41.6%	5.2%	1.7%	6.4%	0.6%	0.3%	100.0%
Temporary employees	51 083	4 682	1 386	6 262	99 425	6 778	2 116	10 409	3 459	1 510	187 110
	27.3%	2.5%	0.7%	3.3%	53.1%	3.6%	1.1%	5.6%	1.8%	0.8%	100.0%
GRAND TOTAL	715 867	82 977	24 279	69 937	882 724	105 028	34 460	131 130	14 064	7 982	2 068 448

WORKFORCE PROFILE FOR PEOPLE WITH DISABILITIES ONLY	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	11	4	5	25	6	0	2	19	1	1	74
	14.9%	5.4%	6.8%	33.8%	8.1%	0.0%	2.7%	25.7%	1.4%	1.4%	100.0%
Senior Management	73	11	13	112	27	10	8	42	2	0	298
	24.5%	3.7%	4.4%	37.6%	9.1%	3.4%	2.7%	14.1%	0.7%	0.0%	100.0%
Professionally qualified and experienced specialists and mid-management	538	112	67	467	528	88	59	448	12	5	2 324
	23.1%	4.8%	2.9%	20.1%	22.7%	3.8%	2.5%	19.3%	0.5%	0.2%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	2 639	367	144	991	3 145	319	181	1 262	12	12	9 072
	29.1%	4.0%	1.6%	10.9%	34.7%	3.5%	2.0%	13.9%	0.1%	0.1%	100.0%
Semi-skilled and discretionary decision making	1 709	322	103	308	1 570	283	86	496	6	5	4 888
	35.0%	6.6%	2.1%	6.3%	32.1%	5.8%	1.8%	10.1%	0.1%	0.1%	100.0%
Unskilled and defined decision making	971	214	22	75	657	95	8	34	2	5	2 083
	46.6%	10.3%	1.1%	3.6%	31.5%	4.6%	0.4%	1.6%	0.1%	0.2%	100.0%
TOTAL PERMANENT	5 941	1 030	354	1 978	5 933	795	344	2 301	35	28	18 739
	31.7%	5.5%	1.9%	10.6%	31.7%	4.2%	1.8%	12.3%	0.2%	0.1%	100.0%
Temporary employees	190	8	6	31	244	17	13	36	9	2	556
	34.2%	1.4%	1.1%	5.6%	43.9%	3.1%	2.3%	6.5%	1.6%	0.4%	100.0%
GRAND TOTAL	6 131	1 038	360	2 009	6 177	812	357	2 337	44	30	19 295

## CONSTRUCTION

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	844	333	375	3 663	305	112	146	411	157	20	6 366
	13.3%	5.2%	5.9%	57.5%	4.8%	1.8%	2.3%	6.5%	2.5%	0.3%	100.0%
Senior Management	1 850	716	635	5 395	655	220	219	1 195	283	60	11 228
	16.5%	6.4%	5.7%	48.0%	5.8%	2.0%	2.0%	10.6%	2.5%	0.5%	100.0%
Professionally qualified and experienced specialists and mid-management	7 368	2 072	1 427	10 856	2 639	5 03	512	3 009	938	157	29 481
	25.0%	7.0%	4.8%	36.8%	9.0%	1.7%	1.7%	10.2%	3.2%	0.5%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	48 674	7 016	2 266	13 287	10 179	2 021	1 260	5 916	3 276	230	94 125
	51.7%	7.5%	2.4%	14.1%	10.8%	2.1%	1.3%	6.3%	3.5%	0.2%	100.0%
Semi-skilled and discretionary decision making	75 671	5 844	673	3 052	12 744	1 564	548	2 750	2 008	142	104 996
	72.1%	5.6%	0.6%	2.9%	12.1%	1.5%	0.5%	2.6%	1.9%	0.1%	100.0%
Unskilled and defined decision making	62 203	5 376	205	698	14 751	1 096	41	195	1 537	170	86 272
	72.1%	6.2%	0.2%	0.8%	17.1%	1.3%	0.0%	0.2%	1.8%	0.2%	100.0%
TOTAL PERMANENT	196 610	21 357	5 581	36 951	41 273	5 516	2 726	13 476	8 199	779	332 468
	59.1%	6.4%	1.7%	11.1%	12.4%	1.7%	0.8%	4.1%	2.5%	0.2%	100.0%
Temporary employees	34 863	3 518	211	1 479	7 934	989	75	311	673	70	50 123
	69.6%	7.0%	0.4%	3.0%	15.8%	2.0%	0.1%	0.6%	1.3%	0.1%	100.0%
GRAND TOTAL	23 1473	24 875	5 792	38 430	49 207	6 505	2 801	13 787	8 872	849	382 591

WORKFORCE PROFILE FOR PEOPLE WITH DISABILITIES ONLY	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	10	12	13	33	5	0	5	8	1	0	87
	11.5%	13.8%	14.9%	37.9%	5.7%	0.0%	5.7%	9.2%	1.1%	0.0%	100.0%
Senior Management	12	15	14	65	1	4	5	12	0	0	128
	9.4%	11.7%	10.9%	50.8%	0.8%	3.1%	3.9%	9.4%	0.0%	0.0%	100.0%
Professionally qualified and experienced specialists and mid-management	62	19	14	96	15	5	7	37	3	1	259
	23.9%	7.3%	5.4%	37.1%	5.8%	1.9%	2.7%	14.3%	1.2%	0.4%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	306	56	30	139	100	11	14	51	4	0	711
	43.0%	7.9%	4.2%	19.5%	14.1%	1.5%	2.0%	7.2%	0.6%	0.0%	100.0%
Semi-skilled and discretionary decision making	544	67	11	41	311	28	11	32	2	0	1 047
	52.0%	6.4%	1.1%	3.9%	29.7%	2.7%	1.1%	3.1%	0.2%	0.0%	100.0%
Unskilled and defined decision making	282	22	6	9	149	16	4	2	2	1	493
	57.2%	4.5%	1.2%	1.8%	30.2%	3.2%	0.8%	0.4%	0.4%	0.2%	100.0%
TOTAL PERMANENT	1 216	191	88	383	581	64	46	142	12	2	2 725
	44.6%	7.0%	3.2%	14.1%	21.3%	2.3%	1.7%	5.2%	0.4%	0.1%	100.0%
Temporary employees	130	9	8	6	97	8	2	5	0	0	265
	49.1%	3.4%	3.0%	2.3%	36.6%	3.0%	0.8%	1.9%	0.0%	0.0%	100.0%
GRAND TOTAL	1 346	200	96	389	678	72	48	147	12	2	2 990

## ELECTRICITY, GAS AND WATER

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	249	63	68	445	123	23	32	68	37	4	1 112
	22.4%	5.7%	6.1%	40.0%	11.1%	2.1%	2.9%	6.1%	3.3%	0.4%	100.0%
Senior Management	1 033	159	224	981	608	78	94	329	75	14	3 595
	28.7%	4.4%	6.2%	27.3%	16.9%	2.2%	2.6%	9.2%	2.1%	0.4%	100.0%
Professionally qualified and experienced specialists and mid-management	4 643	755	876	3 218	3 419	348	406	1 020	229	48	14 962
	31.0%	5.0%	5.9%	21.5%	22.9%	2.3%	2.7%	6.8%	1.5%	0.3%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	21 374	2 400	1 093	6 580	12 611	1 251	717	2 601	316	68	49 011
	43.6%	4.9%	2.2%	13.4%	25.7%	2.6%	1.5%	5.3%	0.6%	0.1%	100.0%
Semi-skilled and discretionary decision making	24 043	2 423	368	1 398	8 481	977	280	1574	221	66	39 831
	60.4%	6.1%	0.9%	3.5%	21.3%	2.5%	0.7%	4.0%	0.6%	0.2%	100.0%
Unskilled and defined decision making	14 075	993	159	362	5 003	275	43	33	88	11	21 042
	66.9%	4.7%	0.8%	1.7%	23.8%	1.3%	0.2%	0.2%	0.4%	0.1%	100.0%
TOTAL PERMANENT	65 417	6 793	2 788	12 984	30 245	2 952	1 572	5 625	966	211	129 553
	50.5%	5.2%	2.2%	10.0%	23.3%	2.3%	1.2%	4.3%	0.7%	0.2%	100.0%
Temporary employees	3042	650	64	229	1546	349	48	91	60	6	6085
	50.0%	10.7%	1.1%	3.8%	25.4%	5.7%	0.8%	1.5%	1.0%	0.1%	100.0%
GRAND TOTAL	68 459	7 443	2 852	13 213	31 791	3 301	1 620	5 716	1 026	217	135 638

WORKFORCE PROFILE FOR PEOPLE WITH DISABILITIES ONLY	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	3	0	4	6	1	0	2	1	0	0	17
	17.6%	0.0%	23.5%	35.3%	5.9%	0.0%	11.8%	5.9%	0.0%	0.0%	100.0%
Senior Management	8	1	5	23	6	1	4	6	0	0	54
	14.8%	1.9%	9.3%	42.6%	11.1%	1.9%	7.4%	11.1%	0.0%	0.0%	100.0%
Professionally qualified and experienced specialists and mid-management	52	12	11	96	37	4	6	24	1	0	243
	21.4%	4.9%	4.5%	39.5%	15.2%	1.6%	2.5%	9.9%	0.4%	0.0%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	325	42	33	341	207	30	10	84	0	0	1 072
	30.3%	3.9%	3.1%	31.8%	19.3%	2.8%	0.9%	7.8%	0.0%	0.0%	100.0%
Semi-skilled and discretionary decision making	537	58	8	66	204	24	7	59	4	3	970
	55.4%	6.0%	0.8%	6.8%	21.0%	2.5%	0.7%	6.1%	0.4%	0.3%	100.0%
Unskilled and defined decision making	161	17	6	9	84	7	1	5	0	0	290
	55.5%	5.9%	2.1%	3.1%	29.0%	2.4%	0.3%	1.7%	0.0%	0.0%	100.0%
TOTAL PERMANENT	1 086	130	67	541	539	66	30	179	5	3	2 646
	41.0%	4.9%	2.5%	20.4%	20.4%	2.5%	1.1%	6.8%	0.2%	0.1%	100.0%
Temporary employees	32	4	0	1	55	2	0	0	0	0	94
	34.0%	4.3%	0.0%	1.1%	58.5%	2.1%	0.0%	0.0%	0.0%	0.0%	100.0%
GRAND TOTAL	1 118	134	67	542	594	68	30	179	5	3	2 740



## FINANCE AND BUSINESS SERVICES

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	978	305	597	5 405	603	234	325	1706	393	94	10 640
	9.2%	2.9%	5.6%	50.8%	5.7%	2.2%	3.1%	16.0%	3.7%	0.9%	100.0%
Senior Management	3 205	1 230	2 508	12 114	2 431	1 108	1 800	7 394	1 004	446	33 240
	9.6%	3.7%	7.5%	36.4%	7.3%	3.3%	5.4%	22.2%	3.0%	1.3%	100.0%
Professionally qualified and experienced specialists and mid-management	19 339	6 749	9 109	31 416	18 574	7 677	8 593	26 793	3 171	1 497	132 918
	14.5%	5.1%	6.9%	23.6%	14.0%	5.8%	6.5%	20.2%	2.4%	1.1%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	55 384	15 093	9 746	24 683	73 139	25 327	13 272	37 553	2 882	1 522	258 601
	21.4%	5.8%	3.8%	9.5%	28.3%	9.8%	5.1%	14.5%	1.1%	0.6%	100.0%
Semi-skilled and discretionary decision making	98 062	14 552	5 793	7 617	97 496	24 046	8 741	16 017	1 570	1 065	274 959
	35.7%	5.3%	2.1%	2.8%	35.5%	8.7%	3.2%	5.8%	0.6%	0.4%	100.0%
Unskilled and defined decision making	37 486	3 343	266	537	42 899	4 445	181	486	1 223	734	91 600
	40.9%	3.6%	0.3%	0.6%	46.8%	4.9%	0.2%	0.5%	1.3%	0.8%	100.0%
TOTAL PERMANENT	214 454	41 272	28 019	81 772	235 142	62 837	32 912	89 949	10 243	5 358	801 958
	26.7%	5.1%	3.5%	10.2%	29.3%	7.8%	4.1%	11.2%	1.3%	0.7%	100.0%
Temporary employees	67 084	9 958	1 720	3 842	45 183	8 188	1 173	4 221	1 251	601	143 221
	46.8%	7.0%	1.2%	2.7%	31.5%	5.7%	0.8%	2.9%	0.9%	0.4%	100.0%
GRAND TOTAL	281 538	51 230	29 739	85 614	280 325	71 025	34 085	94 170	11 494	5 959	945 179

WORKFORCE PROFILE FOR PEOPLE WITH DISABILITIES ONLY	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	14	8	8	44	2	7	7	19	8	1	118
	11.9%	6.8%	6.8%	37.3%	1.7%	5.9%	5.9%	16.1%	6.8%	0.8%	100.0%
Senior Management	47	23	26	202	31	25	32	100	5	2	493
	9.5%	4.7%	5.3%	41.0%	6.3%	5.1%	6.5%	20.3%	1.0%	0.4%	100.0%
Professionally qualified and experienced specialists and mid-management	290	141	174	1 004	346	168	181	775	8	5	3 092
	9.4%	4.6%	5.6%	32.5%	11.2%	5.4%	5.9%	25.1%	0.3%	0.2%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	534	206	144	460	1111	493	206	1026	8	11	4199
	12.7%	4.9%	3.4%	11.0%	26.5%	11.7%	4.9%	24.4%	0.2%	0.3%	100.0%
Semi-skilled and discretionary decision making	708	143	59	137	1 218	307	126	358	3	4	3 063
	23.1%	4.7%	1.9%	4.5%	39.8%	10.0%	4.1%	11.7%	0.1%	0.1%	100.0%
Unskilled and defined decision making	415	37	14	18	538	46	12	12	0	0	1 092
	38.0%	3.4%	1.3%	1.6%	49.3%	4.2%	1.1%	1.1%	0.0%	0.0%	100.0%
TOTAL PERMANENT	2 008	558	425	1 865	3 246	1 046	564	2 290	32	23	12 057
	16.7%	4.6%	3.5%	15.5%	26.9%	8.7%	4.7%	19.0%	0.3%	0.2%	100.0%
Temporary employees	204	27	4	20	299	22	6	11	13	5	611
	33.4%	4.4%	0.7%	3.3%	48.9%	3.6%	1.0%	1.8%	2.1%	0.8%	100.0%
GRAND TOTAL	2 212	585	429	1 885	3 545	1 068	570	2 301	45	28	12 668

## MANUFACTURING

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	604	352	1 013	6 740	291	174	278	1 211	494	63	11 220
	5.4%	3.1%	9.0%	60.1%	2.6%	1.6%	2.5%	10.8%	4.4%	0.6%	100.0%
Senior Management	2 052	1 268	2 124	10 704	989	594	823	3 587	640	137	22 918
	9.0%	5.5%	9.3%	46.7%	4.3%	2.6%	3.6%	15.7%	2.8%	0.6%	100.0%
Professionally qualified and experienced specialists and mid-management	10 061	4 354	5 398	23 724	5 913	2 191	2 605	9 542	1 266	312	65 366
	15.4%	6.7%	8.3%	36.3%	9.0%	3.4%	4.0%	14.6%	1.9%	0.5%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	71 545	21 822	13 167	41 871	24 688	10 877	6 248	20 107	3 908	546	214 779
	33.3%	10.2%	6.1%	19.5%	11.5%	5.1%	2.9%	9.4%	1.8%	0.3%	100.0%
Semi-skilled and discretionary decision making	170 691	31 714	9 106	13 696	60 956	22 889	5 334	9 843	4 701	635	329 565
	51.8%	9.6%	2.8%	4.2%	18.5%	6.9%	1.6%	3.0%	1.4%	0.2%	100.0%
Unskilled and defined decision making	106 007	13 807	2 317	2 530	51 361	12 245	1 275	631	2 961	642	193 776
	54.7%	7.1%	1.2%	1.3%	26.5%	6.3%	0.7%	0.3%	1.5%	0.3%	100.0%
TOTAL PERMANENT	360 960	73 317	33 125	99 265	144 198	48 970	16 563	44 921	13 970	2 335	837 624
	43.1%	8.8%	4.0%	11.9%	17.2%	5.8%	2.0%	5.4%	1.7%	0.3%	100.0%
Temporary employees	28 550	4 528	840	2 470	14 987	3 538	499	921	1 507	279	58 119
	49.1%	7.8%	1.4%	4.2%	25.8%	6.1%	0.9%	1.6%	2.6%	0.5%	100.0%
GRAND TOTAL	389 510	77 845	33 965	101 735	159 185	52 508	17 062	45 842	15 477	2 614	895 743

WORKFORCE PROFILE FOR PEOPLE WITH DISABILITIES ONLY	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	10	14	17	89	5	5	7	17	3	0	167
	6.0%	8.4%	10.2%	53.3%	3.0%	3.0%	4.2%	10.2%	1.8%	0.0%	100.0%
Senior Management	27	25	31	161	9	11	7	49	6	1	327
	8.3%	7.6%	9.5%	49.2%	2.8%	3.4%	2.1%	15.0%	1.8%	0.3%	100.0%
Professionally qualified and experienced specialists and mid-management	79	66	71	346	26	25	27	95	10	2	747
	10.6%	8.8%	9.5%	46.3%	3.5%	3.3%	3.6%	12.7%	1.3%	0.3%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	726	339	185	693	266	130	62	241	16	2	2660
	27.3%	12.7%	7.0%	26.1%	10.0%	4.9%	2.3%	9.1%	0.6%	0.1%	100.0%
Semi-skilled and discretionary decision making	1 955	488	163	239	941	385	72	163	16	3	4 425
	44.2%	11.0%	3.7%	5.4%	21.3%	8.7%	1.6%	3.7%	0.4%	0.1%	100.0%
Unskilled and defined decision making	1 031	221	54	57	847	243	15	18	10	4	2 500
	41.2%	8.8%	2.2%	2.3%	33.9%	9.7%	0.6%	0.7%	0.4%	0.2%	100.0%
TOTAL PERMANENT	3 828	1 153	521	1 585	2 094	799	190	583	61	12	10 826
	35.4%	10.7%	4.8%	14.6%	19.3%	7.4%	1.8%	5.4%	0.6%	0.1%	100.0%
Temporary employees	497	91	23	18	612	86	24	5	1	0	1 357
	36.6%	6.7%	1.7%	1.3%	45.1%	6.3%	1.8%	0.4%	0.1%	0.0%	100.0%
GRAND TOTAL	4 325	1 244	544	1 603	2 706	885	214	588	62	12	12 183

## MINING AND QUARRYING

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	301	29	39	849	88	10	15	121	52	2	1 506
	20.0%	1.9%	2.6%	56.4%	5.8%	0.7%	1.0%	8.0%	3.5%	0.1%	100.0%
Senior Management	948	131	174	2 689	249	44	71	449	132	18	4 905
	19.3%	2.7%	3.5%	54.8%	5.1%	0.9%	1.4%	9.2%	2.7%	0.4%	100.0%
Professionally qualified and experienced specialists and mid-management	5 052	578	429	7 203	1 794	202	265	1 880	405	76	17 884
	28.2%	3.2%	2.4%	40.3%	10.0%	1.1%	1.5%	10.5%	2.3%	0.4%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	41 927	3 300	490	19 514	9 396	860	303	4 457	3 581	90	83 918
	50.0%	3.9%	0.6%	23.3%	11.2%	1.0%	0.4%	5.3%	4.3%	0.1%	100.0%
Semi-skilled and discretionary decision making	132 242	3 781	128	3 171	17 820	969	99	1 659	27 193	210	187 272
	70.6%	2.0%	0.1%	1.7%	9.5%	0.5%	0.1%	0.9%	14.5%	0.1%	100.0%
Unskilled and defined decision making	77 998	718	17	665	16 299	251	6	86	14 173	1 025	111 238
	70.1%	0.6%	0.0%	0.6%	14.7%	0.2%	0.0%	0.1%	12.7%	0.9%	100.0%
TOTAL PERMANENT	258 468	8 537	1 277	34 091	45 646	2 336	759	8 652	45 536	1 421	406 723
	63.5%	2.1%	0.3%	8.4%	11.2%	0.6%	0.2%	2.1%	11.2%	0.3%	100.0%
Temporary employees	4 299	278	21	658	1 355	106	21	185	150	8	7 081
	60.7%	3.9%	0.3%	9.3%	19.1%	1.5%	0.3%	2.6%	2.1%	0.1%	100.0%
GRAND TOTAL	262 767	8 815	1 298	34 749	47 001	2 442	780	8 837	45 686	1 429	413 804

WORKFORCE PROFILE FOR PEOPLE WITH DISABILITIES ONLY	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	4	1	0	7	1	0	1	3	0	0	17
	23.5%	5.9%	0.0%	41.2%	5.9%	0.0%	5.9%	17.6%	0.0%	0.0%	100.0%
Senior Management	6	1	2	32	0	1	0	5	0	0	47
	12.8%	2.1%	4.3%	68.1%	0.0%	2.1%	0.0%	10.6%	0.0%	0.0%	100.0%
Professionally qualified and experienced specialists and mid-management	42	3	5	88	3	0	0	17	2	0	160
	26.3%	1.9%	3.1%	55.0%	1.9%	0.0%	0.0%	10.6%	1.3%	0.0%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	363	29	3	284	49	8	2	45	29	1	813
	44.6%	3.6%	0.4%	34.9%	6.0%	1.0%	0.2%	5.5%	3.6%	0.1%	100.0%
Semi-skilled and discretionary decision making	953	26	2	58	167	11	2	23	193	0	1435
	66.4%	1.8%	0.1%	4.0%	11.6%	0.8%	0.1%	1.6%	13.4%	0.0%	100.0%
Unskilled and defined decision making	1230	14	0	5	224	11	1	1	305	2	1793
	68.6%	0.8%	0.0%	0.3%	12.5%	0.6%	0.1%	0.1%	17.0%	0.1%	100.0%
TOTAL PERMANENT	2598	74	12	474	444	31	6	94	529	3	4265
	60.9%	1.7%	0.3%	11.1%	10.4%	0.7%	0.1%	2.2%	12.4%	0.1%	100.0%
Temporary employees	24	3	0	4	32	1	0	1	0	0	65
	36.9%	4.6%	0.0%	6.2%	49.2%	1.5%	0.0%	1.5%	0.0%	0.0%	100.0%
GRAND TOTAL	2 622	77	12	478	476	32	6	95	529	3	4 330

## RETAIL AND MOTOR

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	193	149	406	2 894	76	91	122	732	60	13	4 736
	4.1%	3.1%	8.6%	61.1%	1.6%	1.9%	2.6%	15.5%	1.3%	0.3%	100.0%
Senior Management	1 268	766	1 050	4 820	672	579	488	2 340	158	34	12 175
	10.4%	6.3%	8.6%	39.6%	5.5%	4.8%	4.0%	19.2%	1.3%	0.3%	100.0%
Professionally qualified and experienced specialists and mid-management	5 601	2 687	2 349	8 112	4 367	2 578	1 528	5 837	255	156	33 470
	16.7%	8.0%	7.0%	24.2%	13.0%	7.7%	4.6%	17.4%	0.8%	0.5%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	26 762	7 017	4 724	12 828	23 500	9 348	3 609	9 868	713	239	98 608
	27.1%	7.1%	4.8%	13.0%	23.8%	9.5%	3.7%	10.0%	0.7%	0.2%	100.0%
Semi-skilled and discretionary decision making	86 416	14 560	4 535	7 487	150 553	31 098	4 977	8 384	1 893	906	310 809
	27.8%	4.7%	1.5%	2.4%	48.4%	10.0%	1.6%	2.7%	0.6%	0.3%	100.0%
Unskilled and defined decision making	53 898	7 385	1 070	1 311	61 373	10 978	759	833	1 349	585	139 541
	38.6%	5.3%	0.8%	0.9%	44.0%	7.9%	0.5%	0.6%	1.0%	0.4%	100.0%
TOTAL PERMANENT	174 138	32 564	14 134	37 452	240 541	54 672	11 483	27 994	4 428	1 933	599 339
	29.1%	5.4%	2.4%	6.2%	40.1%	9.1%	1.9%	4.7%	0.7%	0.3%	100.0%
Temporary employees	7 407	1 044	279	409	10 634	1 853	308	403	213	118	22 668
	32.7%	4.6%	1.2%	1.8%	46.9%	8.2%	1.4%	1.8%	0.9%	0.5%	100.0%
GRAND TOTAL	181 545	33 608	14 413	37 861	251 175	56 525	11 791	28 397	4 641	2 051	622 007

WORKFORCE PROFILE FOR PEOPLE WITH DISABILITIES ONLY	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	1	1	18	30	0	1	2	4	0	0	57
	1.8%	1.8%	31.6%	52.6%	0.0%	1.8%	3.5%	7.0%	0.0%	0.0%	100.0%
Senior Management	7	9	14	51	7	5	2	29	0	1	125
	5.6%	7.2%	11.2%	40.8%	5.6%	4.0%	1.6%	23.2%	0.0%	0.8%	100.0%
Professionally qualified and experienced specialists and mid-management	34	22	26	100	16	23	22	74	1	0	318
	10.7%	6.9%	8.2%	31.4%	5.0%	7.2%	6.9%	23.3%	0.3%	0.0%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	170	50	60	165	135	72	41	132	1	0	826
	20.6%	6.1%	7.3%	20.0%	16.3%	8.7%	5.0%	16.0%	0.1%	0.0%	100.0%
Semi-skilled and discretionary decision making	516	111	46	111	656	189	48	116	5	3	1 801
	28.7%	6.2%	2.6%	6.2%	36.4%	10.5%	2.7%	6.4%	0.3%	0.2%	100.0%
Unskilled and defined decision making	448	56	27	57	324	33	6	18	3	0	972
	46.1%	5.8%	2.8%	5.9%	33.3%	3.4%	0.6%	1.9%	0.3%	0.0%	100.0%
TOTAL PERMANENT	1 176	249	191	514	1 138	323	121	373	10	4	4 099
	28.7%	6.1%	4.7%	12.5%	27.8%	7.9%	3.0%	9.1%	0.2%	0.1%	100.0%
Temporary employees	53	1	2	5	74	10	4	0	0	0	149
	35.6%	0.7%	1.3%	3.4%	49.7%	6.7%	2.7%	0.0%	0.0%	0.0%	100.0%
GRAND TOTAL	1 229	250	193	519	1 212	333	125	373	10	4	4 248

## TRANSPORT AND STORAGE

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	474	152	422	2061	270	111	163	494	178	18	4 343
	10.9%	3.5%	9.7%	47.5%	6.2%	2.6%	3.8%	11.4%	4.1%	0.4%	100.0%
Senior Management	1 588	520	1 009	3 881	861	289	487	1665	438	103	10 841
	14.6%	4.8%	9.3%	35.8%	7.9%	2.7%	4.5%	15.4%	4.0%	1.0%	100.0%
Professionally qualified and experienced specialists and mid-management	8838	2336	2982	11 151	4 698	1 247	1 545	5 073	1 212	281	39 363
	22.5%	5.9%	7.6%	28.3%	11.9%	3.2%	3.9%	12.9%	3.1%	0.7%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	53 988	10 886	6 937	21 687	27 071	6 253	3 743	11 686	2 754	427	145 432
	37.1%	7.5%	4.8%	14.9%	18.6%	4.3%	2.6%	8.0%	1.9%	0.3%	100.0%
Semi-skilled and discretionary decision making	96 576	12 961	4 733	6 215	36 784	6 291	3 362	5 884	2 860	373	176 039
	54.9%	7.4%	2.7%	3.5%	20.9%	3.6%	1.9%	3.3%	1.6%	0.2%	100.0%
Unskilled and defined decision making	32 372	3 414	371	705	10 960	1084	73	213	654	145	49 991
	64.8%	6.8%	0.7%	1.4%	21.9%	2.2%	0.1%	0.4%	1.3%	0.3%	100.0%
TOTAL PERMANENT	193 836	30 269	16 454	45 700	80 644	15 275	9 373	25 015	8 096	1 347	426 009
	45.5%	7.1%	3.9%	10.7%	18.9%	3.6%	2.2%	5.9%	1.9%	0.3%	100.0%
Temporary employees	10 147	1 048	408	907	5 237	649	182	448	282	41	19349
	52.4%	5.4%	2.1%	4.7%	27.1%	3.4%	0.9%	2.3%	1.5%	0.2%	100.0%
GRAND TOTAL	203 983	31 317	16 862	46 607	85 881	15 924	9 555	25 463	8 378	1 388	445 358

WORKFORCE PROFILE FOR PEOPLE WITH DISABILITIES ONLY	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	7	2	5	22	6	1	2	5	0	0	50
	14.0%	4.0%	10.0%	44.0%	12.0%	2.0%	4.0%	10.0%	0.0%	0.0%	100.0%
Senior Management	12	12	16	48	8	8	9	26	0	0	139
	8.6%	8.6%	11.5%	34.5%	5.8%	5.8%	6.5%	18.7%	0.0%	0.0%	100.0%
Professionally qualified and experienced specialists and mid-management	67	27	32	140	31	14	21	64	2	2	400
	16.8%	6.8%	8.0%	35.0%	7.8%	3.5%	5.3%	16.0%	0.5%	0.5%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	550	110	74	430	554	75	40	181	5	2	2021
	27.2%	5.4%	3.7%	21.3%	27.4%	3.7%	2.0%	9.0%	0.2%	0.1%	100.0%
Semi-skilled and discretionary decision making	696	105	53	113	543	60	31	92	5	2	1700
	40.9%	6.2%	3.1%	6.6%	31.9%	3.5%	1.8%	5.4%	0.3%	0.1%	100.0%
Unskilled and defined decision making	241	39	11	29	278	26	3	5	1	0	633
	38.1%	6.2%	1.7%	4.6%	43.9%	4.1%	0.5%	0.8%	0.2%	0.0%	100.0%
TOTAL PERMANENT	1 573	295	191	782	1 420	184	106	373	13	6	4 943
	31.8%	6.0%	3.9%	15.8%	28.7%	3.7%	2.1%	7.5%	0.3%	0.1%	100.0%
Temporary employees	283	64	4	2	396	59	4	3	3	0	818
	34.6%	7.8%	0.5%	0.2%	48.4%	7.2%	0.5%	0.4%	0.4%	0.0%	100.0%
GRAND TOTAL	1 856	359	195	784	1 816	243	110	376	16	6	5 761

## WHOLESALE TRADE, COMMERCIAL AGENTS AND ALLIED SERVICES

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	325	171	757	4 050	187	107	236	1 012	188	35	7 068
	4.6%	2.4%	10.7%	57.3%	2.6%	1.5%	3.3%	14.3%	2.7%	0.5%	100.0%
Senior Management	1 185	579	1 467	5 343	709	439	657	2 732	282	89	13 482
	8.8%	4.3%	10.9%	39.6%	5.3%	3.3%	4.9%	20.3%	2.1%	0.7%	100.0%
Professionally qualified and experienced specialists and mid-management	4 636	1 642	2 218	8 676	3 122	1 413	1 589	6 945	513	147	30 901
	15.0%	5.3%	7.2%	28.1%	10.1%	4.6%	5.1%	22.5%	1.7%	0.5%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	25 748	5 634	4 556	13 300	18 184	6 721	4 195	13 918	1 717	626	94 599
	27.2%	6.0%	4.8%	14.1%	19.2%	7.1%	4.4%	14.7%	1.8%	0.7%	100.0%
Semi-skilled and discretionary decision making	82 111	10 561	3 962	6 139	61 618	12 753	4 832	9 287	2 747	871	194 881
	42.1%	5.4%	2.0%	3.2%	31.6%	6.5%	2.5%	4.8%	1.4%	0.4%	100.0%
Unskilled and defined decision making	59 055	6 709	1 102	1 227	48 427	6 221	815	696	2 144	913	127 309
	46.4%	5.3%	0.9%	1.0%	38.0%	4.9%	0.6%	0.5%	1.7%	0.7%	100.0%
TOTAL PERMANENT	173 060	25 296	14 062	38 735	132 247	27 654	12 324	34 590	7 591	2 681	468 240
	37.0%	5.4%	3.0%	8.3%	28.2%	5.9%	2.6%	7.4%	1.6%	0.6%	100.0%
Temporary employees	13 234	2 026	803	1 218	16 105	2 053	1 150	1 848	492	248	39 177
	33.8%	5.2%	2.0%	3.1%	41.1%	5.2%	2.9%	4.7%	1.3%	0.6%	100.0%
GRAND TOTAL	186 294	27 322	14 865	39 953	148 352	29 707	13 474	36 438	8 083	2 929	507 417

WORKFORCE PROFILE FOR PEOPLE WITH DISABILITIES ONLY	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	6	2	24	32	3	2	3	12	2	0	86
	7.0%	2.3%	27.9%	37.2%	3.5%	2.3%	3.5%	14.0%	2.3%	0.0%	100.0%
Senior Management	13	7	27	50	5	3	12	30	1	0	148
	8.8%	4.7%	18.2%	33.8%	3.4%	2.0%	8.1%	20.3%	0.7%	0.0%	100.0%
Professionally qualified and experienced specialists and mid-management	29	9	23	76	12	11	6	68	1	0	235
	12.3%	3.8%	9.8%	32.3%	5.1%	4.7%	2.6%	28.9%	0.4%	0.0%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	144	45	54	150	124	50	29	126	3	4	729
	19.8%	6.2%	7.4%	20.6%	17.0%	6.9%	4.0%	17.3%	0.4%	0.5%	100.0%
Semi-skilled and discretionary decision making	350	59	41	102	319	93	40	85	6	1	1 096
	31.9%	5.4%	3.7%	9.3%	29.1%	8.5%	3.6%	7.8%	0.5%	0.1%	100.0%
Unskilled and defined decision making	312	59	16	64	358	48	3	20	6	2	888
	35.1%	6.6%	1.8%	7.2%	40.3%	5.4%	0.3%	2.3%	0.7%	0.2%	100.0%
TOTAL PERMANENT	854	181	185	474	821	207	93	341	19	7	3 182
	26.8%	5.7%	5.8%	14.9%	25.8%	6.5%	2.9%	10.7%	0.6%	0.2%	100.0%
Temporary employees	100	11	3	6	78	11	2	1	0	0	212
	47.2%	5.2%	1.4%	2.8%	36.8%	5.2%	0.9%	0.5%	0.0%	0.0%	100.0%
GRAND TOTAL	954	192	188	480	899	218	95	342	19	7	3 394

D. WORKFORCE PROFILE AND MOVEMENT FOR ALL EMPLOYEES, BUSINESS TYPE, POPULATION GROUP, GENDER AND DISABILITY FOR 2017

ALL GOVERNMENT

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	977	130	89	184	508	43	40	76	6	3	2056
	47.5%	6.3%	4.3%	8.9%	24.7%	2.1%	1.9%	3.7%	0.3%	0.1%	100.0%
Senior Management	5 199	608	524	1 231	3 419	358	333	721	53	32	12 478
	41.7%	4.9%	4.2%	9.9%	27.4%	2.9%	2.7%	5.8%	0.4%	0.3%	100.0%
Professionally qualified and experienced specialists and mid-management	46 647	6 255	2 891	9 898	69 549	8 637	3 588	13 419	1 720	818	163 422
	28.5%	3.8%	1.8%	6.1%	42.6%	5.3%	2.2%	8.2%	1.1%	0.5%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	142 590	18 275	5 810	17 997	207 308	20 050	5 921	28 581	1 003	660	448 195
	31.8%	4.1%	1.3%	4.0%	46.3%	4.5%	1.3%	6.4%	0.2%	0.1%	100.0%
Semi-skilled and discretionary decision making	129 854	18 795	3 146	3 031	161 386	19 522	2 727	6 641	342	182	345 626
	37.6%	5.4%	0.9%	0.9%	46.7%	5.6%	0.8%	1.9%	0.1%	0.1%	100.0%
Unskilled and defined decision making	58 327	9072	596	657	48077	4473	247	334	24	12	121 819
	47.9%	7.4%	0.5%	0.5%	39.5%	3.7%	0.2%	0.3%	0.0%	0.0%	100.0%
TOTAL PERMANENT	383 594	53 135	13 056	32 998	490 247	53 083	12 856	49 772	3 148	1 707	1 093 596
	35.1%	4.9%	1.2%	3.0%	44.8%	4.9%	1.2%	4.6%	0.3%	0.2%	100.0%
Temporary employees	23 516	2 130	520	1 446	55 142	2 284	648	2 752	1 293	403	90 134
	26.1%	2.4%	0.6%	1.6%	61.2%	2.5%	0.7%	3.1%	1.4%	0.4%	100.0%
GRAND TOTAL	407 110	55 265	13 576	34 444	545 389	55 367	13 504	52 524	4 441	2110	1 183 730

WORKFORCE PROFILE FOR PEOPLE WITH DISABILITIES ONLY	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	11	0	2	2	5	1	1	2	0	0	24
	45.8%	0.0%	8.3%	8.3%	20.8%	4.2%	4.2%	8.3%	0.0%	0.0%	100.0%
Senior Management	58	10	6	58	22	6	8	15	0	0	183
	31.7%	5.5%	3.3%	31.7%	12.0%	3.3%	4.4%	8.2%	0.0%	0.0%	100.0%
Professionally qualified and experienced specialists and mid-management	502	103	61	369	475	69	47	323	3	0	1 952
	25.7%	5.3%	3.1%	18.9%	24.3%	3.5%	2.4%	16.5%	0.2%	0.0%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	1577	293	96	803	1747	207	99	864	4	0	5690
	27.7%	5.1%	1.7%	14.1%	30.7%	3.6%	1.7%	15.2%	0.1%	0.0%	100.0%
Semi-skilled and discretionary decision making	1 390	245	73	142	1 165	171	32	215	0	1	3 434
	40.5%	7.1%	2.1%	4.1%	33.9%	5.0%	0.9%	6.3%	0.0%	0.0%	100.0%
Unskilled and defined decision making	640	135	15	25	371	48	5	9	0	0	1248
	51.3%	10.8%	1.2%	2.0%	29.7%	3.8%	0.4%	0.7%	0.0%	0.0%	100.0%
TOTAL PERMANENT	4 178	786	253	1 399	3 785	502	192	1 428	7	1	12 531
	33.3%	6.3%	2.0%	11.2%	30.2%	4.0%	1.5%	11.4%	0.1%	0.0%	100.0%
Temporary employees	76	6	2	8	105	2	7	20	8	1	235
	32.3%	2.6%	0.9%	3.4%	44.7%	0.9%	3.0%	8.5%	3.4%	0.4%	100.0%
GRAND TOTAL	4 254	792	255	1407	3 890	504	199	1 448	15	2	12 766

## EDUCATIONAL INSTITUTION

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	121	47	48	341	73	23	25	239	31	12	960
	12.6%	4.9%	5.0%	35.5%	7.6%	2.4%	2.6%	24.9%	3.2%	1.3%	100.0%
Senior Management	505	126	141	935	302	95	136	1147	134	60	3581
	14.1%	3.5%	3.9%	26.1%	8.4%	2.7%	3.8%	32.0%	3.7%	1.7%	100.0%
Professionally qualified and experienced specialists and mid-management	4 255	1 437	764	5 875	3 984	1 123	1 009	9 627	1 484	785	30 343
	14.0%	4.7%	2.5%	19.4%	13.1%	3.7%	3.3%	31.7%	4.9%	2.6%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	16 382	5 732	1 099	6 759	26 405	8 744	1 983	16 393	1 318	889	85 704
	19.1%	6.7%	1.3%	7.9%	30.8%	10.2%	2.3%	19.1%	1.5%	1.0%	100.0%
Semi-skilled and discretionary decision making	11 180	4 115	215	1 580	15 612	10 541	399	6 645	246	225	50 758
	22.0%	8.1%	0.4%	3.1%	30.8%	20.8%	0.8%	13.1%	0.5%	0.4%	100.0%
Unskilled and defined decision making	7 745	2 638	50	244	9 067	2 763	41	370	232	137	23 287
	33.3%	11.3%	0.2%	1.0%	38.9%	11.9%	0.2%	1.6%	1.0%	0.6%	100.0%
TOTAL PERMANENT	40 188	14 095	2 317	15 734	55 443	23 289	3 593	34 421	3 445	2 108	194 633
	20.6%	7.2%	1.2%	8.1%	28.5%	12.0%	1.8%	17.7%	1.8%	1.1%	100.0%
Temporary employees	10 948	1 155	537	4 395	14 448	1 778	694	6 395	1 932	846	43 128
	25.4%	2.7%	1.2%	10.2%	33.5%	4.1%	1.6%	14.8%	4.5%	2.0%	100.0%
GRAND TOTAL	51 136	15 250	2 854	20 129	69 891	25 067	4 287	40 816	5 377	2 954	237 761

WORKFORCE PROFILE FOR PEOPLE WITH DISABILITIES ONLY	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	0	0	0	2	0	0	2	0	1	0	5
	0.0%	0.0%	0.0%	40.0%	0.0%	0.0%	40.0%	0.0%	20.0%	0.0%	100.0%
Senior Management	4	1	1	8	3	1	3	8	0	0	29
	13.8%	3.4%	3.4%	27.6%	10.3%	3.4%	10.3%	27.6%	0.0%	0.0%	100.0%
Professionally qualified and experienced specialists and mid-management	29	3	7	87	22	5	1	67	10	6	237
	12.2%	1.3%	3.0%	36.7%	9.3%	2.1%	0.4%	28.3%	4.2%	2.5%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	167	27	30	134	273	34	29	203	6	8	911
	18.3%	3.0%	3.3%	14.7%	30.0%	3.7%	3.2%	22.3%	0.7%	0.9%	100.0%
Semi-skilled and discretionary decision making	82	33	2	79	52	22	0	52	0	0	322
	25.5%	10.2%	0.6%	24.5%	16.1%	6.8%	0.0%	16.1%	0.0%	0.0%	100.0%
Unskilled and defined decision making	101	9	2	7	96	9	1	8	2	0	235
	43.0%	3.8%	0.9%	3.0%	40.9%	3.8%	0.4%	3.4%	0.9%	0.0%	100.0%
TOTAL PERMANENT	383	73	42	317	446	71	36	338	19	14	1 739
	22.0%	4.2%	2.4%	18.2%	25.6%	4.1%	2.1%	19.4%	1.1%	0.8%	100.0%
Temporary employees	38	1	2	19	46	2	4	13	2	1	128
	29.7%	0.8%	1.6%	14.8%	35.9%	1.6%	3.1%	10.2%	1.6%	0.8%	100.0%
GRAND TOTAL	421	74	44	336	492	73	40	351	21	15	1 867



## LOCAL GOVERNMENT

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	574	72	52	79	257	21	14	28	2	1	1100
	52.2%	6.5%	4.7%	7.2%	23.4%	1.9%	1.3%	2.5%	0.2%	0.1%	100.0%
Senior Management	1 577	192	149	435	792	74	56	139	15	3	3 432
	45.9%	5.6%	4.3%	12.7%	23.1%	2.2%	1.6%	4.1%	0.4%	0.1%	100.0%
Professionally qualified and experienced specialists and mid-management	4 244	1 102	310	1 493	3 204	619	167	699	25	10	11 873
	35.7%	9.3%	2.6%	12.6%	27.0%	5.2%	1.4%	5.9%	0.2%	0.1%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	16 089	5 429	1 790	3 193	12 744	3 038	826	1 694	48	20	44 871
	35.9%	12.1%	4.0%	7.1%	28.4%	6.8%	1.8%	3.8%	0.1%	0.0%	100.0%
Semi-skilled and discretionary decision making	26 140	7 532	1 434	1 088	16 626	4 577	829	1 397	12	13	59 648
	43.8%	12.6%	2.4%	1.8%	27.9%	7.7%	1.4%	2.3%	0.0%	0.0%	100.0%
Unskilled and defined decision making	30 627	6 779	441	309	16 386	2 227	141	82	9	0	57 001
	53.7%	11.9%	0.8%	0.5%	28.7%	3.9%	0.2%	0.1%	0.0%	0.0%	100.0%
TOTAL PERMANENT	79 251	21 106	4 176	6 597	50 009	10 556	2 033	4 039	111	47	177 925
	44.5%	11.9%	2.3%	3.7%	28.1%	5.9%	1.1%	2.3%	0.1%	0.0%	100.0%
Temporary employees	6 419	1 438	141	159	6 365	855	123	112	2	2	15 616
	41.1%	9.2%	0.9%	1.0%	40.8%	5.5%	0.8%	0.7%	0.0%	0.0%	100.0%
GRAND TOTAL	85 670	22 544	4 317	6 756	56 374	11 411	2 156	4 151	113	49	193 541

WORKFORCE PROFILE FOR PEOPLE WITH DISABILITIES ONLY	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	5	0	1	2	2	0	0	2	0	0	12
	41.7%	0.0%	8.3%	16.7%	16.7%	0.0%	0.0%	16.7%	0.0%	0.0%	100.0%
Senior Management	14	2	0	19	2	2	0	0	0	0	39
	35.9%	5.1%	0.0%	48.7%	5.1%	5.1%	0.0%	0.0%	0.0%	0.0%	100.0%
Professionally qualified and experienced specialists and mid-management	41	27	5	40	10	11	1	11	0	0	146
	28.1%	18.5%	3.4%	27.4%	6.8%	7.5%	0.7%	7.5%	0.0%	0.0%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	123	83	25	87	80	64	12	60	3	0	537
	22.9%	15.5%	4.7%	16.2%	14.9%	11.9%	2.2%	11.2%	0.6%	0.0%	100.0%
Semi-skilled and discretionary decision making	244	100	31	46	130	65	6	52	0	1	675
	36.1%	14.8%	4.6%	6.8%	19.3%	9.6%	0.9%	7.7%	0.0%	0.1%	100.0%
Unskilled and defined decision making	275	112	11	6	94	25	3	3	0	0	529
	52.0%	21.2%	2.1%	1.1%	17.8%	4.7%	0.6%	0.6%	0.0%	0.0%	100.0%
TOTAL PERMANENT	702	324	73	200	318	167	22	128	3	1	1938
	36.2%	16.7%	3.8%	10.3%	16.4%	8.6%	1.1%	6.6%	0.2%	0.1%	100.0%
Temporary employees	30	0	1	1	36	1	2	0	0	0	71
	42.3%	0.0%	1.4%	1.4%	50.7%	1.4%	2.8%	0.0%	0.0%	0.0%	100.0%
GRAND TOTAL	732	324	74	201	354	168	24	128	3	1	2 009

## NATIONAL GOVERNMENT

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	194	33	30	81	126	12	18	32	4	1	531
	36.5%	6.2%	5.6%	15.3%	23.7%	2.3%	3.4%	6.0%	0.8%	0.2%	100.0%
Senior Management	2 135	240	277	599	1 601	151	206	451	21	25	5 706
	37.4%	4.2%	4.9%	10.5%	28.1%	2.6%	3.6%	7.9%	0.4%	0.4%	100.0%
Professionally qualified and experienced specialists and mid-management	11 306	1 248	889	3 380	8 705	976	749	2 847	107	59	30 266
	37.4%	4.1%	2.9%	11.2%	28.8%	3.2%	2.5%	9.4%	0.4%	0.2%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	57 666	8 251	2 611	10 671	35 199	4 694	1 607	9 991	41	30	130 761
	44.1%	6.3%	2.0%	8.2%	26.9%	3.6%	1.2%	7.6%	0.0%	0.0%	100.0%
Semi-skilled and discretionary decision making	57 304	6 612	1 092	1 265	51 657	6 249	963	2 863	76	38	128 119
	44.7%	5.2%	0.9%	1.0%	40.3%	4.9%	0.8%	2.2%	0.1%	0.0%	100.0%
Unskilled and defined decision making	7 038	712	51	86	5 852	603	15	41	0	2	14 400
	48.9%	4.9%	0.4%	0.6%	40.6%	4.2%	0.1%	0.3%	0.0%	0.0%	100.0%
TOTAL PERMANENT	135 643	17 096	4 950	16 082	103 140	12 685	3 558	16 225	249	155	309 783
	43.8%	5.5%	1.6%	5.2%	33.3%	4.1%	1.1%	5.2%	0.1%	0.1%	100.0%
Temporary employees	6 028	215	50	193	16 088	310	72	272	241	85	23 554
	25.6%	0.9%	0.2%	0.8%	68.3%	1.3%	0.3%	1.2%	1.0%	0.4%	100.0%
GRAND TOTAL	141 671	17 311	5 000	16 275	119 228	12 995	3 630	16 497	490	240	333 337

WORKFORCE PROFILE FOR PEOPLE WITH DISABILITIES ONLY	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	3	0	1	0	1	0	1	0	0	0	6
	50.0%	0.0%	16.7%	0.0%	16.7%	0.0%	16.7%	0.0%	0.0%	0.0%	100.0%
Senior Management	23	3	3	28	11	3	7	12	0	0	90
	25.6%	3.3%	3.3%	31.1%	12.2%	3.3%	7.8%	13.3%	0.0%	0.0%	100.0%
Professionally qualified and experienced specialists and mid-management	135	26	21	163	82	14	13	97	1	0	552
	24.5%	4.7%	3.8%	29.5%	14.9%	2.5%	2.4%	17.6%	0.2%	0.0%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	702	135	41	552	344	62	20	402	0	0	2258
	31.1%	6.0%	1.8%	24.4%	15.2%	2.7%	0.9%	17.8%	0.0%	0.0%	100.0%
Semi-skilled and discretionary decision making	459	92	17	73	402	65	12	113	0	0	1 233
	37.2%	7.5%	1.4%	5.9%	32.6%	5.3%	1.0%	9.2%	0.0%	0.0%	100.0%
Unskilled and defined decision making	45	5	0	8	22	4	1	3	0	0	88
	51.1%	5.7%	0.0%	9.1%	25.0%	4.5%	1.1%	3.4%	0.0%	0.0%	100.0%
TOTAL PERMANENT	1 367	261	83	824	862	148	54	627	1	0	4 227
	32.3%	6.2%	2.0%	19.5%	20.4%	3.5%	1.3%	14.8%	0.0%	0.0%	100.0%
Temporary employees	8	0	0	2	7	0	1	1	0	0	19
	42.1%	0.0%	0.0%	10.5%	36.8%	0.0%	5.3%	5.3%	0.0%	0.0%	100.0%
GRAND TOTAL	1 375	261	83	826	869	148	55	628	1	0	4 246

## NON-PROFIT ORGANISATION

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	286	62	46	336	174	51	44	263	37	29	1 328
	21.5%	4.7%	3.5%	25.3%	13.1%	3.8%	3.3%	19.8%	2.8%	2.2%	100.0%
Senior Management	923	168	106	620	691	202	134	797	109	69	3 819
	24.2%	4.4%	2.8%	16.2%	18.1%	5.3%	3.5%	20.9%	2.9%	1.8%	100.0%
Professionally qualified and experienced specialists and mid-management	8 573	642	1 351	2 516	15 116	1 190	1 474	4 253	976	647	36 738
	23.3%	1.7%	3.7%	6.8%	41.1%	3.2%	4.0%	11.6%	2.7%	1.8%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	29 751	1 470	2 462	2 245	77 631	3 017	6 753	6 466	491	434	130 720
	22.8%	1.1%	1.9%	1.7%	59.4%	2.3%	5.2%	4.9%	0.4%	0.3%	100.0%
Semi-skilled and discretionary decision making	31 686	2 978	712	939	49 639	3 853	896	2 646	161	189	93 699
	33.8%	3.2%	0.8%	1.0%	53.0%	4.1%	1.0%	2.8%	0.2%	0.2%	100.0%
Unskilled and defined decision making	15 072	1 708	111	163	21 681	2 501	131	210	84	76	41 737
	36.1%	4.1%	0.3%	0.4%	51.9%	6.0%	0.3%	0.5%	0.2%	0.2%	100.0%
TOTAL PERMANENT	86 291	7 028	4 788	6 819	164 932	10 814	9 432	14 635	1 858	1 444	308 041
	28.0%	2.3%	1.6%	2.2%	53.5%	3.5%	3.1%	4.8%	0.6%	0.5%	100.0%
Temporary employees	6 104	416	151	537	20 052	873	513	690	88	56	29 480
	20.7%	1.4%	0.5%	1.8%	68.0%	3.0%	1.7%	2.3%	0.3%	0.2%	100.0%
GRAND TOTAL	92 395	7 444	4 939	7 356	184 984	11 687	9 945	15 325	1 946	1 500	337 521

WORKFORCE PROFILE FOR PEOPLE WITH DISABILITIES ONLY	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	0	0	3	9	4	0	0	5	1	1	23
	0.0%	0.0%	13.0%	39.1%	17.4%	0.0%	0.0%	21.7%	4.3%	4.3%	100.0%
Senior Management	16	2	0	14	6	2	3	16	1	0	60
	26.7%	3.3%	0.0%	23.3%	10.0%	3.3%	5.0%	26.7%	1.7%	0.0%	100.0%
Professionally qualified and experienced specialists and mid-management	36	5	9	29	47	8	5	38	1	1	179
	20.1%	2.8%	5.0%	16.2%	26.3%	4.5%	2.8%	21.2%	0.6%	0.6%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	120	10	10	57	122	12	10	66	2	2	411
	29.2%	2.4%	2.4%	13.9%	29.7%	2.9%	2.4%	16.1%	0.5%	0.5%	100.0%
Semi-skilled and discretionary decision making	201	24	5	29	232	29	11	57	0	1	589
	34.1%	4.1%	0.8%	4.9%	39.4%	4.9%	1.9%	9.7%	0.0%	0.2%	100.0%
Unskilled and defined decision making	138	22	3	13	116	11	1	12	0	3	319
	43.3%	6.9%	0.9%	4.1%	36.4%	3.4%	0.3%	3.8%	0.0%	0.9%	100.0%
TOTAL PERMANENT	511	63	30	151	527	62	30	194	5	8	1 581
	32.3%	4.0%	1.9%	9.6%	33.3%	3.9%	1.9%	12.3%	0.3%	0.5%	100.0%
Temporary employees	145	6	1	5	165	4	0	0	0	0	326
	44.5%	1.8%	0.3%	1.5%	50.6%	1.2%	0.0%	0.0%	0.0%	0.0%	100.0%
GRAND TOTAL	656	69	31	156	692	66	30	194	5	8	1 907

## PRIVATE SECTOR

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	4 137	1 736	3 912	32 178	1 958	984	1 428	7 402	1 684	273	55 692
	7.4%	3.1%	7.0%	57.8%	3.5%	1.8%	2.6%	13.3%	3.0%	0.5%	100.0%
Senior Management	12 626	5 773	9 361	52 548	6 717	3 756	4 835	23 533	3 185	959	123 293
	10.2%	4.7%	7.6%	42.6%	5.4%	3.0%	3.9%	19.1%	2.6%	0.8%	100.0%
Professionally qualified and experienced specialists and mid-management	60 997	21 749	24 326	109 406	41 589	17 585	17 593	68 087	8217	2846	372 395
	16.4%	5.8%	6.5%	29.4%	11.2%	4.7%	4.7%	18.3%	2.2%	0.8%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	402 878	80 237	43 692	157 633	218 251	71 254	36 564	124 133	22 255	5 283	116 2180
	34.7%	6.9%	3.8%	13.6%	18.8%	6.1%	3.1%	10.7%	1.9%	0.5%	100.0%
Semi-skilled and discretionary decision making	916 415	115 413	31 048	53 475	558 346	120 379	31 934	68 115	50 765	7 022	1 952 912
	46.9%	5.9%	1.6%	2.7%	28.6%	6.2%	1.6%	3.5%	2.6%	0.4%	100.0%
Unskilled and defined decision making	563 321	61 654	6 012	9 072	369 734	60 641	3 618	4 072	36 000	9 155	1 123 279
	50.1%	5.5%	0.5%	0.8%	32.9%	5.4%	0.3%	0.4%	3.2%	0.8%	100.0%
TOTAL PERMANENT	1 960 374	286 562	118 351	414 312	1 196 595	274 599	95 972	295 342	122 106	25 538	4 789 751
	40.9%	6.0%	2.5%	8.6%	25.0%	5.7%	2.0%	6.2%	2.5%	0.5%	100.0%
Temporary employees	246 968	37 406	4 595	12 112	195 233	37 614	3 814	9 988	14 034	5 934	567 698
	43.5%	6.6%	0.8%	2.1%	34.4%	6.6%	0.7%	1.8%	2.5%	1.0%	100.0%
GRAND TOTAL	2 207 342	323 968	122 946	426 424	1 391 828	312 213	99 786	305 330	136 140	31 472	5 357 449

WORKFORCE PROFILE FOR PEOPLE WITH DISABILITIES ONLY	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	58	45	92	335	22	21	29	91	13	1	707
	8.2%	6.4%	13.0%	47.4%	3.1%	3.0%	4.1%	12.9%	1.8%	0.1%	100.0%
Senior Management	126	93	139	732	59	61	66	280	13	5	1 574
	8.0%	5.9%	8.8%	46.5%	3.7%	3.9%	4.2%	17.8%	0.8%	0.3%	100.0%
Professionally qualified and experienced specialists and mid-management	590	306	343	1 925	470	276	270	1 220	30	10	5 440
	10.8%	5.6%	6.3%	35.4%	8.6%	5.1%	5.0%	22.4%	0.6%	0.2%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	3 600	958	568	2 356	3 137	948	444	2 021	73	25	14 130
	25.5%	6.8%	4.0%	16.7%	22.2%	6.7%	3.1%	14.3%	0.5%	0.2%	100.0%
Semi-skilled and discretionary decision making	6 545	1 201	409	921	4 719	1 270	389	1 132	258	20	16 864
	38.8%	7.1%	2.4%	5.5%	28.0%	7.5%	2.3%	6.7%	1.5%	0.1%	100.0%
Unskilled and defined decision making	4 883	714	137	297	3 659	639	50	96	364	21	10 860
	45.0%	6.6%	1.3%	2.7%	33.7%	5.9%	0.5%	0.9%	3.4%	0.2%	100.0%
TOTAL PERMANENT	15 802	3 317	1 688	6 566	12 066	3 215	1 248	4 840	751	82	49 575
	31.9%	6.7%	3.4%	13.2%	24.3%	6.5%	2.5%	9.8%	1.5%	0.2%	100.0%
Temporary employees	1 449	239	46	76	1 753	228	44	37	28	13	3 913
	37.0%	6.1%	1.2%	1.9%	44.8%	5.8%	1.1%	0.9%	0.7%	0.3%	100.0%
GRAND TOTAL	17 251	3 556	1 734	6 642	13 819	3 443	1 292	4 877	779	95	53 488

## PROVINCIAL GOVERNMENT

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	209	25	7	24	125	10	8	16	0	1	425
	49.2%	5.9%	1.6%	5.6%	29.4%	2.4%	1.9%	3.8%	0.0%	0.2%	100.0%
Senior Management	1 487	176	98	197	1 026	133	71	131	17	4	3 340
	44.5%	5.3%	2.9%	5.9%	30.7%	4.0%	2.1%	3.9%	0.5%	0.1%	100.0%
Professionally qualified and experienced specialists and mid-management	31 097	3 905	1 692	5 025	57 640	7 042	2 672	9 873	1 588	749	121 283
	25.6%	3.2%	1.4%	4.1%	47.5%	5.8%	2.2%	8.1%	1.3%	0.6%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	68 835	4 595	1 409	4 133	159 365	12 318	3 488	16 896	914	610	272 563
	25.3%	1.7%	0.5%	1.5%	58.5%	4.5%	1.3%	6.2%	0.3%	0.2%	100.0%
Semi-skilled and discretionary decision making	46 410	4 651	620	678	93 103	8 696	935	2 381	254	131	157 859
	29.4%	2.9%	0.4%	0.4%	59.0%	5.5%	0.6%	1.5%	0.2%	0.1%	100.0%
Unskilled and defined decision making	20 662	1 581	104	262	25 839	1 643	91	211	15	10	50 418
	41.0%	3.1%	0.2%	0.5%	51.2%	3.3%	0.2%	0.4%	0.0%	0.0%	100.0%
TOTAL PERMANENT	168 700	14 933	3 930	10 319	337 098	29 842	7 265	29 508	2 788	1 505	605 888
	27.8%	2.5%	0.6%	1.7%	55.6%	4.9%	1.2%	4.9%	0.5%	0.2%	100.0%
Temporary employees	11 069	477	329	1 094	32 689	1 119	453	2 368	1 050	316	50 964
	21.7%	0.9%	0.6%	2.1%	64.1%	2.2%	0.9%	4.6%	2.1%	0.6%	100.0%
GRAND TOTAL	179 769	15 410	4 259	11 413	369 787	30 961	7 718	31 876	3 838	1 821	656 852

WORKFORCE PROFILE FOR PEOPLE WITH DISABILITIES ONLY	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	3	0	0	0	2	1	0	0	0	0	6
	50.0%	0.0%	0.0%	0.0%	33.3%	16.7%	0.0%	0.0%	0.0%	0.0%	100.0%
Senior Management	21	5	3	11	9	1	1	3	0	0	54
	38.9%	9.3%	5.6%	20.4%	16.7%	1.9%	1.9%	5.6%	0.0%	0.0%	100.0%
Professionally qualified and experienced specialists and mid-management	326	50	35	166	383	44	33	215	2	0	1 254
	26.0%	4.0%	2.8%	13.2%	30.5%	3.5%	2.6%	17.1%	0.2%	0.0%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	752	75	30	164	1 323	81	67	402	1	0	2 895
	26.0%	2.6%	1.0%	5.7%	45.7%	2.8%	2.3%	13.9%	0.0%	0.0%	100.0%
Semi-skilled and discretionary decision making	687	53	25	23	633	41	14	50	0	0	1 526
	45.0%	3.5%	1.6%	1.5%	41.5%	2.7%	0.9%	3.3%	0.0%	0.0%	100.0%
Unskilled and defined decision making	320	18	4	11	255	19	1	3	0	0	631
	50.7%	2.9%	0.6%	1.7%	40.4%	3.0%	0.2%	0.5%	0.0%	0.0%	100.0%
TOTAL PERMANENT	2 109	201	97	375	2 605	187	116	673	3	0	6 366
	33.1%	3.2%	1.5%	5.9%	40.9%	2.9%	1.8%	10.6%	0.0%	0.0%	100.0%
Temporary employees	38	6	1	5	62	1	4	19	8	1	145
	26.2%	4.1%	0.7%	3.4%	42.8%	0.7%	2.8%	13.1%	5.5%	0.7%	100.0%
GRAND TOTAL	2 147	207	98	380	2 667	188	120	692	11	1	6 511

## STATE OWN ENTERPRISES

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES ONLY	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	283	26	46	91	170	24	22	44	9	4	719
	39.4%	3.6%	6.4%	12.7%	23.6%	3.3%	3.1%	6.1%	1.3%	0.6%	100.0%
Senior Management	1 242	188	268	621	815	101	137	238	63	33	3 706
	33.5%	5.1%	7.2%	16.8%	22.0%	2.7%	3.7%	6.4%	1.7%	0.9%	100.0%
Professionally qualified and experienced specialists and mid-management	8 116	1 230	1 401	5 000	6324	807	800	1747	397	167	25 989
	31.2%	4.7%	5.4%	19.2%	24.3%	3.1%	3.1%	6.7%	1.5%	0.6%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	30 669	4 068	1 790	10 448	23 623	2 653	1 111	3 494	181	107	78 144
	39.2%	5.2%	2.3%	13.4%	30.2%	3.4%	1.4%	4.5%	0.2%	0.1%	100.0%
Semi-skilled and discretionary decision making	30 869	3 900	574	1 935	16 823	2 000	373	1 294	14	33	57 815
	53.4%	6.7%	1.0%	3.3%	29.1%	3.5%	0.6%	2.2%	0.0%	0.1%	100.0%
Unskilled and defined decision making	8 421	1 027	7	69	3 959	363	3	21	1	3	13 874
	60.7%	7.4%	0.1%	0.5%	28.5%	2.6%	0.0%	0.2%	0.0%	0.0%	100.0%
TOTAL PERMANENT	79 600	10 439	4 086	18 164	51 714	5948	2446	6 838	665	347	180 247
	44.2%	5.8%	2.3%	10.1%	28.7%	3.3%	1.4%	3.8%	0.4%	0.2%	100.0%
Temporary employees	1 419	48	18	102	1 027	40	14	37	10	5	2 720
	52.2%	1.8%	0.7%	3.8%	37.8%	1.5%	0.5%	1.4%	0.4%	0.2%	100.0%
GRAND TOTAL	81 019	10 487	4 104	18 266	52 741	5 988	2 460	6875	675	352	182 967

WORKFORCE PROFILE FOR PEOPLE WITH DISABILITIES ONLY	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	2	0	0	6	1	1	0	1	0	0	11
	18.2%	0.0%	0.0%	54.5%	9.1%	9.1%	0.0%	9.1%	0.0%	0.0%	100.0%
Senior Management	12	3	3	11	7	3	1	5	0	0	45
	26.7%	6.7%	6.7%	24.4%	15.6%	6.7%	2.2%	11.1%	0.0%	0.0%	100.0%
Professionally qualified and experienced specialists and mid-management	103	20	16	135	49	7	10	44	2	2	388
	26.5%	5.2%	4.1%	34.8%	12.6%	1.8%	2.6%	11.3%	0.5%	0.5%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	562	61	38	481	577	53	19	143	2	1	1 937
	29.0%	3.1%	2.0%	24.8%	29.8%	2.7%	1.0%	7.4%	0.1%	0.1%	100.0%
Semi-skilled and discretionary decision making	587	84	16	88	320	35	9	51	1	0	1 191
	49.3%	7.1%	1.3%	7.4%	26.9%	2.9%	0.8%	4.3%	0.1%	0.0%	100.0%
Unskilled and defined decision making	79	8	1	8	45	4	0	2	0	0	147
	53.7%	5.4%	0.7%	5.4%	30.6%	2.7%	0.0%	1.4%	0.0%	0.0%	100.0%
TOTAL PERMANENT	1 345	176	74	729	999	103	39	246	5	3	3 719
	36.2%	4.7%	2.0%	19.6%	26.9%	2.8%	1.0%	6.6%	0.1%	0.1%	100.0%
Temporary employees	6	1	0	1	5	1	0	1	0	0	15
	40.0%	6.7%	0.0%	6.7%	33.3%	6.7%	0.0%	6.7%	0.0%	0.0%	100.0%
GRAND TOTAL	1 351	177	74	730	1 004	104	39	247	5	3	3 734

## E: DESCRIPTION OF THE SIX OCCUPATIONAL LEVELS APPENDIX E: GUIDELINES

OCCUPATIONAL	Patterson Classic (levels)	Patterson Modern (bands)	ReMeasure © (points)	Hay Units © (points)	Hay Decision Tree (© points)	Peromnes © (points)	Task © (levels)	JEasy © (levels)	DESCRIPTION
Top Management/ Executives	F+1 – F+5	G Band <sup>4</sup>	300-349	3581-7160		1++			Controls the functional integration of the business. Determines the overall strategy and objectives of the business. Directs the company into the future. The nature of the work and focus is long-term. Sign-off on policy or strategy
	F1 – F5	F Lower-F Upper	250-299	1801-3580	225-275	1 to 1+	23-26	6a-6e	
Senior Management	E1-E5	E Lower-E Upper	200-249	735-1800	175-224	4-2	18-22	5a-5e	Knowledge of entire business area/BU/company or group. Provide inputs for/formulation of the overall Organisational strategy. Translates the overall strategy into business plans for BU/Functional Unit, thereby operationalizing organizational strategy. Implements and manages business plan, goals and objectives and ensures the achievement of overall key Organisational/BU/Functional outputs. Manages the development of innovation and change
Professionally Qualified and experienced specialists/mid-management	D1-D5	D Lower-D Upper	150-199	371-734	125-174	7-4	14-18	4a-4e	Professional knowledge of sub-discipline or discipline. Provide input in the formulation of Organisational/Functional Unit business plans. Formulate and implement departmental/team plans that will support the BU business plans. Optimisation of resources (finances, people, material, information and technology) to achieve given objectives in most productive and cost effective way
Skilled Technical and Academically Qualified/ Junior Management/ Supervisors/ Foremen/ Superintendents	C1-C5	C Lower-C Upper	100-149	192-370	75-124	11-7	9-13	3a-3e	Applies broad knowledge of products, techniques and processes. Evaluates procedures and applies previous experience. A good solution can usually be found. Determines own priorities. What has to be done is stipulated; but may require initiative in terms of how it should be done
Semi-Skilled and discretionary decision-making	B1-B5	B Lower-B Upper	50-99	85-191	25-74	15-11	4-8	2a-2e	Accountable for direct product, process or service quality. Incremental improvement of existing processes and procedures according to clear guidelines. Choosing of correct action on the basis of set standards, training procedures and past experience
Unskilled and defined decision-making	A1-A3	A	20-49	54-84	0-24	19-16	1-3	1a-1c	Steps to accomplish work or processes are clearly defined and understood. Tasks are sometimes repetitive and uncomplicated and the work cycle is short

4. The F+1 – F+5 levels are commonly referred to as the G Band in industry and extend beyond the Patterson Classic F5 band.



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