



TRANSFORMATION
MAKES BUSINESS SENSE

15th

COMMISSION FOR
EMPLOYMENT EQUITY

ANNUAL REPORT

2014 - 2015





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COMMISSION FOR EMPLOYMENT EQUITY

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GLOSSARY

CC	Constitutional Court
Commission	Commission for Employment Equity (CEE)
Department	Department of Labour
DG	Director-General of the Department of Labour
Designated groups	“Designated groups” mean black people, women and people with disabilities who - are citizens of the Republic of South Africa by birth or descent; or became citizens of the Republic of South Africa by naturalization - before 27 April 1994 after 26 April 1994 and who would have been entitled to acquire citizenship by naturalization prior to that date but who were precluded by apartheid policies.
EAP	Economically Active Population (EAP) which includes people from 15 to 64 years of age who are either employed or unemployed and seeking employment
HIV	Human Immunodeficiency Virus
ILO	International Labour Organisation
LC	Labour Court
LAC	Labour Appeal Court
NEDLAC	National Economic Development and Labour Council
SANDF	South African National Defence Force
SAPS	South African Police Services
SOCs	State Owned Companies (SOCs) formerly known as SOE/Parastatals
Workforce movement	Pertains to any movement in the workforce, including recruitment, promotion and terminations
Workforce profile	A snapshot of an employer’s workforce population distribution, including race, gender and disability



TABEA MAGODIELO (MS)
ACTING-CHAIRPERSON: COMMISSION FOR
EMPLOYMENT EQUITY

FOREWORD

Employment Equity is a highly emotive subject and every time I engage people on it, I am always aware of how raw the emotions are around the discussion. I often have to fight the urge to be defensive, but rather choose to be factual about the matter. The Amendments have also evoked varied responses from the public yet at the heart of these responses are deep rooted feelings that reveal to me how difficult it is for most South Africans to put themselves in “the other’s shoes”. Be that as it may, we need to deal with the matter and hopefully get to a place where every South African in our country can look back and say: “It was a course worth pursuing”. I feel privileged to present this report to the Minister on behalf of the CEE and hope that it can enrich the debate and be a catalyst in moving the South African workplace to a place of true transformation.

The report presents statistics and analyses of the workforce. One can look at it as a statistical exercise. However, the users of the CEE report are encouraged to genuinely look at the meaning of the statistics and reflect on the state of our workplaces in the light of the transformation agenda. Transformation is a matter of the heart. It requires a passion for that which you are buying into, and a willingness to walk all the way, over all sorts of obstacles to achieve that which you bought into. This is lacking amongst most of the top echelons of business. There appears to be no real commitment to the transformation required.

The Amendments have been put in place to give effect to fundamental Constitutional rights, i.e. the right to equality, fair labour practices and protection against unfair discrimination; and to strengthen the implementation and enforcement mechanisms of the Act, e.g. increased fines for non-compliance. The current inequalities in the South African labour market are as a result of past statutory discrimination in the workplace, such as job reservation and denial of organising rights for black South Africans. To think that this can be reversed without statutory imperatives is unrealistic. It is the only way to enforce this compliance given that the environment is one where people do not want to embrace what is necessary. The Regulations and the Codes on Equal Pay for Work of Equal Value support the amendments by giving us “the how to” and the tools, and the CEE is proud to have concluded these documents. They are practical and an easy way to achieve the desired outcomes of the Act and its amendments.

There is another reality though. The objective of affirmative action is intended to address past discrimination, is set out in section 15 of the EEA where it is stated that these are measures ‘designed to ensure that suitability qualified people from designated groups have equal opportunity to employment and are equitably represented in all occupational levels in the workforce of a designated employer’.

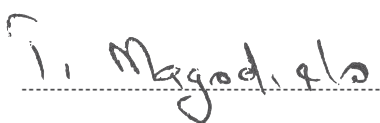
This report provides a picture of representation of employees at different occupational levels with reference to the economically active population as an indicator of progress on affirmative action. We recognise that to this extent, this indicator has its limitations as it only reflects one side of the picture. It fails to quantifiably look at the pool of suitability qualified people and whether there is equal opportunity for employment, which is far more complex and difficult to assess. Current systems used for reporting do not provide us with ways of tapping into this information.

The trends in the 2014/2015 report remain relatively unchanged. Change remains slow and again this means that the Sunset Clause is a “pie in the sky” concept. What is further alarming is how in some of the provinces and sectors we have witnessed a decline in black representation where it matters most. Also becoming significantly evident is the increase of Foreign Nationals at senior levels of most organisations.

On a positive note, we welcome the decrease of whites at top management in the light of the EAP statistics on designated people. However, the pace is still slow. In 2010 it was at 2.9% and it is in 2014 at 3.4%. We cannot hope to pick up momentum unless there is a passion for transformation. Employers have to come to terms with the fact that such better representation amongst the designated people makes business sense. There is definitely a business case to be made for that. It is not just a matter of redressing the past.

That is why Transformation Legislation (the B-BBEE Act in particular) in the workplace is putting the bar higher and tightening up on compliance, thereby ensuring that poor compliance results in a compromised ability to compete successfully in business with regards to tenders. It is in our collective interests to transform our workplaces so that there is equal access to employment, thereby harnessing the talent of our whole population in the economy.

IT HAS TO BE DONE!!!



TABEA MAGODIELO (MS)

ACTING-CHAIRPERSON: COMMISSION FOR EMPLOYMENT EQUITY



MEMBERS OF THE COMMISSION FOR EMPLOYMENT EQUITY

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

ACTING CHAIRPERSON: COMMISSION FOR EMPLOYMENT EQUITY



Ms Tabea Magodiello is the joint Managing Director of We Find Talent, a recruitment company based in Pretoria. She holds a Masters degree in Clinical Psychology and has been in the recruitment industry for close to two decades. She has wide experience in the Human Resources and Organisational Development fields, Specialising in Change Management and Facilitation; Recruitment and Selection as well as Psychometric Screening.

She serves on numerous Boards in the Private and NPO sectors. During her years of involvement in The Federation of African Professional Staffing Organisations (APSO) she has been instrumental in driving the Transformation agenda within the Recruitment Industry Body. The legacy of her Presidency at APSO (2011 - 2014) has been cited as “moving APSO from a local association to a world-respected professional body”. She is also involved in Confederation of Associations in the Private Employment Sector (CAPES) which is an umbrella body, representing a unified voice for the South African staffing industry.

Ms Magodiello has been an active role player at Business Unity South Africa and NEDLAC. She was further honoured with a role as one of three business representatives for South Africa at the ILO “Building a 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. She is the recipient of a number of accolades, which include The Business Woman of the Year Award conferred by the South African Business Women Council in 2013 as well as the Founders Cup conferred by APSO in 2014. In 2015 Ms Magodiello stepped down as a business representative on the Commission in order to take up the appointment as Acting Chairperson of the Commission.

BUSINESS CONSTITUENCY



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

COMMUNITY CONSTITUENCY



Mr Puleng Tsebe is a retired educator. He was a lecturer at Mokopane College of Education and later appointed 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, Disability Forum Member- SSETA, DPSA Chairperson Mogalakwena Branch, DPSA Provincial Chairperson - Limpopo. Chairperson of Home Affairs National Population Registration Campaign Stakeholders’ Committee, Board member of Polokwane Gateway International Airport, Chairperson of Voortrekker Hospital Board, Chairperson of Mokopane Provincial Hospital Board, Member of 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 also a member of the Presidential B-BBEE Advisory Council and a member of the Deputy President’s Committee of Principals at NEDLAC.



COMMUNITY CONSTITUENCY

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



GOVERNMENT CONSTITUENCY

Ms Nomonde Mesatywa is employed at the Department of Trade and Industry. She is the Acting Deputy Director-General for Broadening Participation Division and the Chief Director for Broad-Based Black Economic Empowerment. Her area of expertise is rights based policy formulation and development more specifically policies geared towards economic inclusivity and regional development. She is an admitted attorney and Heads the Secretariat for the Presidential Advisory Council on B-BBEE.



Ms Barbara Watson is currently the Chief Director: Transformation Policies and Programmes at the Department of Public Service and Administration. She is a social worker by Profession and has extensive experience in subjects such as human rights, governance, ethics and transformation, with a special focus on the rights of people with disabilities and women. Prior to joining the public service, Commissioner Watson worked in the civil society sector and also served at the Truth and Reconciliation Commission. Commissioner Watson is a serving trustee of the Government Employee Pension Fund and a member of the Institute of Directors.



LABOUR CONSTITUENCY¹

Mr Andrew Chirwa is currently the President of NUMSA, a member of the Central Executive Committee of COSATU and is representing Organised Labour in the NEDLAC Executive Committee.



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



ONE

INTRODUCTION



1 INTRODUCTION

The Commission for Employment Equity (CEE) is a statutory body established in terms of section 28 of the Employment Equity Act (EE Act). Its role is to advise the Minister on any matter concerning the Act, including policy and matters pertaining to the implementation of the EE Act. The Commission is required to submit a report to the Minister of Labour annually in terms of Section 33 of the Act. This is the 15th annual report submitted to the Minister by the CEE since its first report in 2000. Information contained in this report is derived from Employment Equity Reports submitted by designated employers from 1 September 2014 until 15 January 2015 for online reporting and from 1 September 2014 until the first working day of October 2014 for manual (hard copy) reporting.

Until the 2013 reporting period, large employers (i.e. employers with 150 or more employees) reported annually and small employers (i.e. employers with 50 or more and fewer than 150 employees) were required to report every two years. Since the commencement of the amended Act in August 2014, all designated employers, irrespective of size, are required to report to the Department every year (annually). Employers who are not designated in terms of the EE Act have the option to voluntarily comply as if they were designated employers in terms of the Act. In addition, due to the increase in the sector turnover threshold for being a designated employer, a number of small employers chose to de-register as they are not considered designated employers anymore.

A number of key highlights are provided for this reporting period. These include convening the 2014 Transformation and Employment Equity Indaba; the promulgation of the amended Employment Equity Act No.47 of 2013 and the 2014 Employment Equity Regulations; the development of the Code of Good Practice on Equal Pay for Work of Equal Value and a reflection on income differential assessments.

This report highlights the activities of the CEE for the period under review and looks at some of the legal principles that are emerging from the cases. The report goes on to provide a picture of the workforce distribution in South Africa showing information on the Economically Active Population (EAP) in terms of race (population group) and gender, which is crucial, together with the factors set out in section 15 of the EEA which require employers to ensure that suitably qualified people from designated groups have equal employment opportunities and are equitably represented in all occupational levels in the workforce for the setting of EE numerical goals and annual numerical targets.

A detailed analysis of the Employment Equity Reports for the 2014 reporting cycle is provided. This analysis involves a reflection on the representation, workforce movements and training of the designated groups in terms of race (population group), gender and disability at various levels, including provinces, sectors/industries and business types. A trend analysis is then provided in terms of race (population group), gender and disability for the top four occupational levels between 2010 and 2014.



TWO

HIGHLIGHTS
FOR THE PERIOD

PROMOTE EQUAL
PAY FOR WORK OF
EQUAL VALUE - DOES
RACE, GENDER AND
DISABILITY MATTER?

2 HIGHLIGHTS FOR THE PERIOD

The activities of the CEE are guided by the key strategic objectives set out by this Commission at the beginning of its term. Key activities highlighted for this period include the Employment Equity and Transformation Indaba 2014, promulgation of the amended Employment Equity Act and its Amended Regulations, development of the Code of Good practice on Equal Pay for Work of Equal Value and the finalisation of the Employment Equity Awards System.

2.1 EMPLOYMENT EQUITY AND TRANSFORMATION INDABA 2014

The 2014 Employment Equity and Transformation Indaba was held on 9 April 2014. During this Indaba, the Minister of Labour launched the 14th CEE Annual Report and the Public Register for designated employers who successfully submitted their Employment Equity Reports during the 2013 reporting cycle. Participants were also introduced to the new provision on “Equal Pay for Work of Equal Value”, which necessitates employers to re-evaluate their remuneration policies to ensure that employees doing the same, similar or work of equal value are paid the same.



2.2 PROMULGATION OF THE AMENDED EMPLOYMENT EQUITY ACT AND EMPLOYMENT EQUITY REGULATIONS

The amended EE Act No. 47 of 2013 was assented to by the President in January 2014. The Regulations had to be amended in order to bring them in line with the amendments prior to the President promulgating the commencement date for both these documents as 1 August 2014. It is important to note that arising out of the extensive consultations at NEDLAC, there was substantial consensus between Government, Organised Labour and Organised Business on the provisions of the Act and the Regulations.

Notable changes in the amended Act are the definition of designated groups, and the inclusion of local spheres of Government. Discrimination on the basis of arbitrary grounds has been explicitly added to the list of unfair discriminatory grounds. The onus of proof in relation to unfair discrimination has now been made clearer for both listed and arbitrary grounds. Access to justice is enhanced in relation to unfair discrimination cases as employees earning under the BCEA threshold or employees that allege unfair discrimination on the basis of sexual harassment may now approach the CCMA for conciliation and arbitration. In order to ensure fairness and in light of the legal importance of such cases, a full right of appeal is available for discrimination matters that are arbitrated upon by the CCMA.

The new provision on equal pay for work of equal value is now explicitly incorporated into the unfair discrimination provisions to bring us in line with Constitutional imperatives and International Labour Organisation Convention. The provision outlaws unfair discrimination in remuneration for employees of the same employer doing the same, similar or work of equal value. The provision stipulates that it is unfair for an employer to have different terms and conditions of employment for employees doing the same, similar or work of equal value. The Regulations go further to spell out the criteria and methodology for assessing work of equal value.

The Regulations are aimed at eliminating unfair discrimination in remuneration in terms of race, gender, disability or any other listed or arbitrary ground. Guidance has also been provided on evaluating the value of jobs with reference to skill, effort and responsibility, and in some instances conditions of work. A narrative description has now also been included to guide those employers who have not adopted a job evaluation system.

Assessment of compliance has been simplified and made more relevant. In addition to ensuring the equitable representation of suitably qualified people from the designated groups, employers will have to take reasonable steps to ensure their development by exposing them to training. They will also have to take reasonable steps to appoint and promote suitably qualified people from designated groups and to show progress made in eliminating the barriers that affect them in the workplace. Employers will also be liable to implement their EE Plans. In drawing up EE Plans, employers are required to use the latest national and provincial economically active population (EAP) statistics as benchmarks when setting their numerical goals.

Other changes in the legislation involve strengthened enforcement measures, including increased fines for non-compliance with the Act. Applicable penalties for the different types of violations are set out in Schedule 1 of the amended Act. The enforcement provisions of the EE Act have been simplified to eliminate the previous lengthy enforcement steps as well as to reduce the mandatory criteria that must be taken into account in assessing compliance. They are intended to promote effective enforcement and to prevent the deliberate attempts by some employers to delay the enforcement process in the case of violations. The new provisions also make it possible for employers who are legitimately aggrieved by decisions to challenge those decisions using appropriate channels.

Other key changes in the EE Regulations of 2014 included the following:

- All designated employers, irrespective of size, are required to report every year. Previously, designated employers with fewer than 150 employees had to report every two years
- The forms contained in the regulations for completion and reporting by employers have been significantly reduced and simplified and it is now easier for employers to report online
- The closing date for employers to submit their report still remains the first working day of October for manual (hard copy) reporting, but 15 January of each year is now prescribed in the regulations as the closing date for online reporting
- Templates for the conducting of an analysis and for the development of an EE Plan have now been introduced in the Employment Equity Regulations of 2014. This provides further practical guidance to employers when conducting an analysis and developing a plan, including contributing positively towards information sharing consultation and
- The regulations also spell out the criteria and methodology for assessing work of equal value in order to eliminate unfair discrimination in remuneration in terms of race, gender, disability or any other prohibited or arbitrary ground. Guidance has also been provided on classifying the various occupational levels using different job evaluation and grading systems.

The ILO, all social partners at NEDLAC, South African Rewards Association (SARA) and other interested stakeholders contributed immensely in shaping the Regulations. The general public who made valuable written comments also contributed to the success of the Regulations.

2.3 CODE OF GOOD PRACTICE ON EQUAL PAY FOR WORK OF EQUAL VALUE AND CODE OF GOOD PRACTICE ON PEOPLE WITH DISABILITIES

Immediately after the commencement of the Employment Equity Act and the reviewed Regulations in August 2014, a Code of Good Practice on Equal Pay for Work of Equal Value was published for public comment which was opened until 28 October 2014. Comments from the public and social partners were well received, deliberated upon and considered by both the CEE and the NEDLAC constituencies before its finalisation at the end of March 2015.

Also under consideration by the CEE is the review of Code of Good Practice on the employment of Persons with Disabilities. The purpose of the review is to bring the existing code in line with the UN Convention on the rights of People with Disabilities, 2007.



2.4 INCOME DIFFERENTIAL ASSESSMENTS

The Department of Labour undertook a process of conducting assessment of Income Differentials in companies to determine salary disparities in terms of race and gender since 2010. The intention of this process was to test and promote the principle of “Equal Pay/Remuneration for Work of Equal Value” in line with the International Labour Organisation (ILO), Convention 100 that was ratified by our country on 30 March 2000.

In order to be able to assess if employers are promoting pay equity, the criteria and methodology to assess work of equal value contained in the 2014 Regulations were utilised. Companies listed in the Johannesburg Stock Exchange (JSE) and multinational companies operating in the country in different sectors, and government departments were identified for assessment. Since 2010 to date, over 200 employers in the private sector and in government have been assessed. During this process, employers presented the following challenges:

- Limited or no use of proper job evaluation systems by employers
- Employers were unable to provide justifiable reasons for salary disparities
- Some employers use confidentiality as a defence mechanism to resist providing Income Differential information as per the requirements
- Reluctance by employers to implement corrective measures to address pay disparities as part of affirmative action measures in their EE Plans and
- Absence of a Remuneration Philosophy and Policy that directs and guides remuneration and benefits in a manner that is free from unfair discrimination for each employee at the workplace.

Achievements

In the course of assessing Income Differentials, employers started to comprehend the need not only for addressing the issue of unfair discrimination based on pay, but the need to follow a fair process as well. They demonstrated their commitment by including affirmative action measures in their Employment Equity Plans (EE Plans) approved by the Director-General (DG) for implementation, which included the following:

- Conducting of salary audits on an annual basis to be able to identify any income disparities that may prevail due to policy, procedure and/or practice and
- Setting aside budgets to specifically address anomalies in pay due to unfair discrimination.

The finalised Code of Good Practice on Equal Pay for Work of Equal Value developed by the CEE and negotiated by the NEDLAC constituencies will guide employers and employees in implementing pay/remuneration equity in their respective workplaces.

2.5 PROPOSED EMPLOYMENT EQUITY AWARDS

The Commission for Employment Equity (CEE) will be hosting the first Employment Equity Awards in accordance with section 30(2) of the Employment Equity Act. The awards seek to recognise the achievements of employers in furthering the purpose of the Act and identifying those that excel in capturing the true spirit of transformation.

The purpose of the Employment Equity Awards is to recognize employers who excell in developing and implementing strategies for:

- Promoting equal opportunity, diversity and fair treatment in employment and for the elimination of unfair discrimination
- Implementing affirmative action measures to redress the disadvantages in employment experienced by designated groups (i.e. black people, women, and people with disabilities)
- Ensuring that suitably qualified people from designated groups have equal employment opportunities and are equitably represented in all occupational levels in the workplace
- Transforming the workplace to achieve employment equity and diversity.

Basic requirements

In order for employers to participate, they must meet the following basic requirements:

- Consultation with employees and matters for consultation (Sections 16 and 17)
- Analysis (Section 19)
- Employment Equity Plan (Section 20) and Successive employment equity plan (Section 23)
- Report (Sections 21)
- Publication of report (Section 22)
- Assignment of one or more senior manager(s) (Section 24)
- Duty to inform (Section 25)
- Duty to keep records (Section 26).

Judging process

The EE Awards System (the System) adopts a Hurdles Model that requires participating employers to successfully pass two hurdles before being considered as excellent achievers. Participating employers are required to pass the first hurdle, which is basic compliance (i.e. minimum compliance). Participating employers are then required to pass the second hurdle of progressive compliance (i.e. achievements of employers that are beyond basic requirements and not yet excellent, but are midway) before consideration is given for excellent achievement (i.e. achievements that are at least one step above good).

The EE Award categories focus on the following business types:

- State owned enterprises
- Educational Institutions
- Non-profit organisations (i.e. Civil society organisations and trade unions)
- National Government (Public Sector)
- Provincial Government (Public Sector)
- Local Government (Public Sector)
- Private sector organisations







THREE

EMPLOYMENT EQUITY
CASE LAW (2014-2015)



3 EMPLOYMENT EQUITY CASE LAW (2014-2015)

The section contains decisions on cases relating to the Employment Equity Act that were brought before the various courts in the country. These cases highlight decisions made relating to the different sections of the EEA. The decisions have direct policy implications, of which some have been addressed through the amendments to the Employment Equity Act and its Regulations.

3.1 SOLIDARITY OBO BARNARD V SOUTH AFRICAN POLICE SERVICES (CASE NO. CCT 01/14)

Barnard, a white female, complained that her non-promotion to the post of superintendent of the National Evaluation Service (NES) constituted unfair discrimination on the basis of her race. The position of superintendent of the NES was created in 2005 with the purpose of ensuring optimal utilisation of human, logistical and financial resources in the NES. On 3 November 2005, Barnard was interviewed for the post together with six other candidates, four blacks and two whites. Barnard received the highest score and the panel recommended her appointment to the post. The divisional commissioner recommended, however, that the post not be filled because, inter alia, “appointing any of the first three preferred candidates will aggravate the representivity status of the already under-represented subsection: Complaints Investigation” and that “such appointment will not enhance service delivery to a diverse community”. The post was accordingly left vacant and was later withdrawn. It was common cause that the reason that Barnard was not appointed was because she is white.

The same post was advertised in May 2006. Barnard again applied for the post and she was again shortlisted and interviewed this time with four African males, one African female, one coloured male and one white male. Again the panel recommended Barnard for the post and this time round, the divisional commissioner also recommended that Barnard be appointed. However, the national commissioner rejected these recommendations and withdrew the post. Barnard complained and was informed that she was not appointed because it would not “address representivity”, that the post was not critical and that leaving it vacant would not affect service delivery. Barnard then referred a dispute to the CCMA for conciliation. The SAPS did not attend the conciliation and a certificate of non-resolution was issued on 11 April 2007.

The Labour Court held that the provisions of the Employment Equity Act and an employment equity plan must be applied in accordance with the principles of fairness and with due regard to the affected individual’s constitutional right to equality. The court accepted that the implementation of employment equity plans may discriminate or adversely affect individuals, but the extent to which they may do so is limited. First, the application of the provisions of an employment equity plan must be rational and fair. Second, due consideration must be given to the affected individual’s rights to equality. Third, due consideration must be given to the affected individual’s right to dignity. Applying these principles, the court held that where a post cannot be filled by an applicant from an under-represented category because a suitable candidate from that category cannot be found, promotion to that post should not be denied to a suitable candidate from another group in the absence of a clear and satisfactory explanation.

In this case, there was no satisfactory explanation for refusing Barnard’s promotion and the court held that her non-promotion on the basis of alleged affirmative action was neither rational nor fair. In the circumstances, the court held that Barnard’s non-promotion constituted unfair discrimination on the basis of race. As regards the remedy, the court followed the principles set out in *Coetzer and Others v Minister of Safety and Security and Another* [2003] 2 BLLR 173 (LC) and held that it is competent for the court to make a promotion order. The SAPS was accordingly ordered to promote Barnard to the post of superintendent with effect from 27 July 2006, i.e. the date of the decision of the national commissioner.

This decision was overturned on appeal. The Labour Appeal Court held, inter alia, that the Labour Court erred when it held that Barnard was unfairly discriminated against. It further held that the Labour Court clearly misconstrued the purpose of the employment equity oriented measures by holding that the implementation of such measures was subject to an individual’s right to equality and dignity. In the circumstances, the order of the Labour Court was set aside and replaced with an order that Ms Barnard’s claim was dismissed.

The Supreme Court of Appeal on the other hand, in *Solidarity obo Barnard v South African Police Service* [2014] 2 BLLR 107 (SCA) again found in Barnard’s favour. It held, among other things, that the finding of the Labour Appeal Court that Barnard was not unfairly discriminated against was flawed. If an African female or male officer had all of Barnard’s skills and had achieved the same interview score, that person would most certainly have been appointed. It was, accordingly, only because of Barnard’s race that she was denied appointment and this, the court held, amounted to unfair discrimination. In the circumstances, the onus was on the SAPS to prove that the discrimination was fair. This, the SAPS failed to do - the evidence on behalf of the National Commissioner for Barnard’s non-appointment was scant and it appears instead that the SAPS took the view that merely because it ostensibly applied an affirmative action measure, this would be an absolute defence and thus beyond judicial scrutiny. Further, the negative impact of a double rejection on dubious grounds on a loyal and dedicated servant of the SAPS could not be overlooked.

The court noted that while it was true that the National Commissioner was not obliged to fill a vacancy, it did not follow that where the only suitable candidate is from a non-designated group in relation to representivity, that person should not be appointed. That is particularly so where there is no rational explanation, or none proffered at all.

The SAPS thereupon approached the Constitutional Court. The Constitutional Court set the order of the Supreme Court of Appeal aside and confirmed the order of the Labour Appeal Court. This was because the issue that Ms Barnard brought before the Constitutional Court (that of

reasons put forth by the National Commissioner not appointing her to the position) differed from the original claim of unfair discrimination in the Labour Court. In essence, the court held that Ms Barnard was precluded from claiming unfair discrimination because she had not attacked the fairness and rationality of the SAPS Employment Equity Plan - in fact, she had all along contended that the Plan was valid. Thus, when the SAPS took affirmative action steps (by excluding her from promotion) in accordance with the numerical targets set out in the Plan, Ms Barnard could not complain. The position would have been different if she had contended that the Plan itself was irrational or created an absolute barrier to her career progression (similar to the cases concerning the Department of Correctional Services in the Western Cape and Krugersdorp - see below.)

3.2 DWENGA AND OTHERS V SOUTH AFRICA NATIONAL DEFENCE FORCE (CASE NO. 40844/2013) NORTH GAUTENG HIGH COURT

The matter was brought before the North Gauteng High Court and concerns the exclusion of four SANDF recruits who were denied permanent appointment into the Force as a result of their HIV status. The application is in the light of a previous court ruling in 2008 which found the employment policy of the SA National Defence (SANDF) of a blanket exclusion of those living with HIV from recruitment unconstitutional. The court held that the use of the health classification system as a pre-requisite for entry into the SANDF was in breach of the 2008 ruling and was therefore set aside. The health classification should not be used as an exclusion criterion and each person who is HIV positive should be treated on an individual basis in determining his/her health status and medical fitness for entry into the force or participation in training. The court held that the applicants should be offered contracts for employment into the SANDF as though they were HIV negative.

3.3 SOLIDARITY V DEPARTMENT OF CORRECTIONAL SERVICES (CASE NO. C 368/12) CAPE TOWN LABOUR COURT

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

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

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

3.4 SOLIDARITY V SOUTH AFRICAN POLICE SERVICES AND 4 OTHERS (CASE NO. ZALCJHB 462) JOHANNESBURG LABOUR COURT

Trade union Solidarity demanded to be consulted by the SAPS before Employment Equity Plans are prepared and implemented, even though it is not a representative trade union and has only 2 400 members out of a workforce of more than 210 422. The collective bargaining agreement sets the threshold for representativeness at 30 000 members. The matter was dismissed by the court on the basis that Solidarity failed to show that their demands would not undermine the collective bargaining process currently in place in the SAPS. The union was said to be ignoring the fact that it is not recognised for bargaining purposes; therefore does not have a right to a claim of entitlement to consultation. There was also no supporting evidence about the exclusion of Solidarity members in consultation matters.

The judge stated that, "It is my view that this application was ill considered and was clearly launched with the intention to cause irritation to the respondents. The attack on both SAPU and POPCRU in Solidarity's pleadings to the effect that neither of these two unions have taken the interests of the so-called 'minority groups' into account for the purposes of consultations over the matters under consideration was unwarranted and a cheap attempt at scoring points. The allegation by Solidarity to the effect that SAPU had no regard to or had failed to comply with its own Constitution in relation to its vision and mission is unsubstantiated and a lame attempt at political point scoring in the turf wars between the two unions. In the end, this application was an abuse of the Court's process for the purposes of scoring cheap political points. The Court's integrity should be protected at all costs, and it should sanction such conduct with an appropriate cost order".

3.5 EKHAMANZI SPRINGS (PTY) LTD V MNOMIYA [2014] 8 BLLR 737 (LAC)

In this case, the respondent (Mnomiya) was employed by the appellant (Ekhamanzi) to bottle Aquelle spring water. Ekhamanzi's plant was located on property belonging to a religious mission, and to gain access to the workplace, Ekhamanzi's employees had to cross the mission's property. The mission's security guards were instructed to bar entry to any persons who did not comply with its code of conduct, one provision of which prohibited "amorous relationships between any two persons outside of marriage". The respondent and a colleague were denied access because they had fallen pregnant outside of marriage. Consequently, Mnomiya and her colleague were not able to access the workplace, due to being refused access onto the mission's property. They were dismissed.

The appellant denied that it had dismissed either employee, and claimed that it merely told them to "sort the problem out" with the mission. The appellant further claimed that the other employee was not at the mission gate on the day she claimed to have been denied access and she was accordingly dismissed on the basis of her failure to report for duty. The Labour Court dismissed the case of the other employee because she was not present at court. As regards Mnomiya, the court ruled that the dismissal of the respondent employee was automatically unfair because she had been dismissed for her pregnancy.

The court noted that all persons have a constitutional right to equality. Discriminatory dismissals are accordingly automatically unfair and higher compensation is allowed in such cases. Employers are obliged to avoid discriminating against employees directly or indirectly - protection against being discriminated against on the ground of pregnancy is not a preserve of married women. An agreement that denies pregnant employees access to the workplace is accordingly prima facie unenforceable unless it can be justified on grounds consistent with constitutional norms.

The mission's code of conduct interfered with the employment relationship between the appellant and its employees, and created a situation in which breaches could lead to dismissal. Such provisions blurred the line between the appellant's terms and conditions of employment and the mission's code. What was decisive was that the employee was not a party to the mission's code. As lessee, the appellant had legal remedies to compel the mission to allow it full use and enjoyment of the leased property. The appellant's faint plea of operational necessity could not serve as a defence because it had failed to exercise its rights as lessee to protect its pregnant employees. The employee had tendered her services, and the appellant's refusal to accept the tender constituted a breach of contract.

The court held further that the appellant's acquiescence in the mission's discriminatory practice of barring unwed pregnant women from the leased premises violated the appellant's constitutional duty to treat its employee fairly and was a breach of its common law duty to accept the employees into service. The court therefore confirmed that the employee had been dismissed and that her dismissal was automatically unfair. The court also confirmed the remedy of twelve months compensation.

3.6 MGOLOZELI V GAUTENG DEPARTMENT OF FINANCE [2015] 3 BLLR 308 (LC)

The applicant in this case was a male who applied for a senior managerial position in the Gauteng Department of Finance. This position was previously occupied by a woman. After being shortlisted, interviewed and assessed, the interview panel recommended the applicant for employment. The recommendation was turned down, as the Gauteng Legislature had set a target of securing 50% females in senior management positions, and hiring the applicant did not further this objective. The respondent did not have an Employment Equity Plan in place as required in Section 20 of the Employment Equity Act, and had simply adopted the target as an internal decision.

The applicant argued that he had been unfairly discriminated against on the basis of sex because the 50% target did not comply with the provisions of the Employment Equity Act which requires, inter alia, that Equity Plans should provide objectives for each year, that they should be of a specific duration, and that they should contain procedures for evaluating their implementation. The respondents' case was that an employer is not confined to an Equity Plan in taking affirmative action measures. The important thing is for the employer to ensure that the workplace is equitably representative, irrespective of the existence of a plan.

The court held that the respondents' purported affirmative action measures were applied in an ad hoc, haphazard, arbitrary and random manner. Besides from having no Equity Plan, it also had no mechanism to track the levels of gender representation. This was contrary to the requirements of the Employment Equity Act and the Constitution, and therefore could not be relied upon as a valid and lawful basis for discriminating against the applicant.

The respondents were directed to appoint the applicant and pay him compensation equal to the difference between the salary he had earned and the salary he should have earned in the role concerned.





FOUR

WORKFORCE DISTRIBUTION



4 WORKFORCE DISTRIBUTION

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

The objective of affirmative action as per section 15 of the EEA indicates that employers should ensure that affirmative action measures are designed to ensure that suitably qualified people from the designated groups have equal opportunity to employment and are equitably represented in all occupational levels in the workforce of a designated employer. It is important to note that when planning for EE, employers should use the EAP as a guidewhen employing suitably qualified people to promote equity. We note, however, the important role of education, training and work experience in providing a pool of suitably qualified people to achieve transformation objectives.

The national and provincial demographics of the Economically Active Population (EAP) are illustrated in Tables 1 and 2 below by population group and gender respectively. In addition, data indicates that special efforts are also required to increase the pool of economically active women who, especially when they are in the majority and their total population is greater than their EAP.

4.1 NATIONAL EAP BY POPULATION GROUP/RACE AND GENDER

Table 1: National EAP by Population Group and Gender			
Population Group	Male	Female	Total
African	41.7%	34.6%	76.2%
Coloured	5.7%	4.9%	10.6%
Indian	1.8%	1.0%	2.8%
White	5.8%	4.5%	10.3%
TOTAL	55.0%	45.0%	100.0%

Source: Statistics South Africa, (QLFS 3rd Quarter, 2014)

4.2 PROVINCIAL EAP BY POPULATION GROUP/RACE AND GENDER

TABLE 2: PROVINCIAL EAP BY POPULATION GROUP AND GENDER

Provinces	Gender	Population Group				TOTAL
		A	C	I	W	
Eastern Cape	Male	42.3%	7.9%	0.1%	2.9%	53.2%
	Female	37.5%	6.8%	0.0%	2.5%	46.8%
	TOTAL	79.8%	14.7%	0.1%	7.7%	100.0%
Free State	Male	48.8%	1.5%	0.3%	4.9%	55.4%
	Female	40.1%	1.2%	0.1%	3.2%	44.6%
	TOTAL	88.9%	2.6%	0.4%	8.1%	100.0%
Gauteng	Male	43.7%	1.5%	2.0%	8.6%	55.8%
	Female	34.5%	1.5%	1.3%	6.9%	44.2%
	TOTAL	78.2%	3.0%	3.3%	15.5%	100.0%
KwaZulu-Natal	Male	45.1%	0.8%	5.8%	2.7%	54.5%
	Female	39.7%	0.6%	3.3%	1.8%	45.5%
	TOTAL	84.9%	1.4%	9.1%	4.5%	100.0%
Limpopo	Male	52.3%	0.0%	0.9%	1.8%	55.1%
	Female	43.8%	0.1%	0.2%	0.9%	44.9%
	TOTAL	96.0%	0.1%	1.1%	2.7%	100.0%
Mpumalanga	Male	49.2%	0.3%	0.3%	4.9%	54.7%
	Female	42.2%	0.4%	0.0%	2.6%	45.3%
	TOTAL	91.5%	0.8%	0.3%	7.4%	100.0%
North West	Male	52.3%	1.0%	0.7%	3.0%	57.0%
	Female	39.7%	0.6%	0.3%	2.5%	43.0%
	TOTAL	92.0%	1.6%	0.9%	5.5%	100.0%
Northern Cape	Male	33.5%	17.5%	0.1%	4.5%	55.7%
	Female	25.6%	14.6%	0.0%	4.0%	44.3%
	TOTAL	59.1%	32.2%	0.2%	8.6%	100.0%
Western Cape	Male	17.1%	27.1%	0.6%	9.3%	54.3%
	Female	14.6%	23.0%	0.3%	7.8%	45.7%
	TOTAL	31.7%	50.2%	1.0%	17.1%	100.0%

Source: Statistics South Africa, (QLFS 3rd Quarter, 2014)





FIVE

WORKFORCE DISTRIBUTION



5 ANALYSIS OF 2014 EMPLOYMENT EQUITY REPORTS

This section provides an analysis of employment equity reports submitted by employers during the 2014 reporting cycle. The workforce profile within organisations are analysed and depicted in charts and tables for the first four occupational levels, viz. top management, senior management, professionally qualified and skilled technical levels, which are regarded as significant for decision-making in an organisation. The section provides an analysis on race, gender and disability representation per province, sector and business type.

5.1 EXTENT OF REPORTING BY PROVINCE, SECTOR AND BUSINESS TYPE

There were 24 291 Employment Equity reports received in 2014, compared to 22 012 in 2012, which were periods when all employers were required to report. This is a 10,4% increase in reports received in 2014 when all employers were reporting despite the large number of small employers who requested de-registration from reporting obligations since they were no longer designated as a result of increases in the annual turn-over threshold in the Employment Equity Amendment Act No.47 of 2013.

TABLE 3: NUMBER OF REPORTS RECEIVED IN 2014 BY PROVINCE			
Provinces	Reports received	Percentage	Employees
Eastern Cape	1 342	5.5%	329 599
Free State	711	2.9%	168 947
Gauteng	11 181	46.0%	3 733 260
KwaZulu-Natal	3 320	13.7%	902 871
Limpopo	608	2.5%	238 085
Mpumalanga	1 410	5.8%	363 140
Northern Cape	306	1.3%	65 662
North West	592	2.4%	174 067
Western Cape	4 821	19.8%	1 043 250
TOTAL	24 291	100.0%	7 018 881

Almost half (46%) of the reports received covering 3,7 million employees were from Gauteng, which is the economic hub of the country. This was followed by the Western Cape with 19,8% of the reports received from that province and covering a million employees, KwaZulu-Natal (13,7%) and then the Eastern Cape (5,5%).

TABLE 4: NUMBER OF REPORTS RECEIVED IN 2014 BY SECTOR			
Sectors	Reports received	Percentage	Employees
Agriculture	2 846	11.7%	500 178
Mining	704	2.9%	441 260
Manufacturing	4 784	19.7%	887 485
Electricity	391	1.6%	168 407
Construction	2 547	10.5%	412 466
Retail	2 069	8.5%	612 912
Wholesale	3 058	12.6%	418 051
Catering	1 229	5.1%	250 021
Transport	1 561	6.4%	440 075
Finance	2 868	11.8%	951 227
Community	2 234	9.2%	1 936 799
TOTAL	24 291	100.0%	7 018 881

About 19,7% of the reports received were from employers in the manufacturing sector who employed the third largest number of employees. Following this was the wholesale trade, commercial agents and allied services sector submitting 12,6% of the reports, finance and business services with 11,8%, agriculture 11,7% and construction 10,5%. The community, social and personal services sector, which includes the public sector, has the largest number employees at about 27,6% employees in the workforce. The finance and business services employees make up the second largest sector (13,6%), followed by the manufacturing sector with 12,6% of the employees.

TABLE 5: NUMBER OF REPORTS RECEIVED IN 2014 BY BUSINESS TYPE

Business Types	Reports received	Percentage	Employees
National government	59	0.2%	157 365
Provincial government	120	0.5%	639 528
Local government	163	0.7%	174 679
Private sector	23 031	94.8%	5 162 074
Non-profit organisations	559	2.3%	437 946
State-owned companies	97	0.4%	173 758
Educational institutions	262	1.1%	273 531
TOTAL	24 291	100.0%	7 018 881

Most of the reports received (94,8%) were from private companies which employed more than 5,1 million employees (73,5%). The provincial government had the second largest number of employees (9,1%) as outlined in the table above.

TABLE 6: NUMBER OF EMPLOYEES BY BUSINESS TYPE

Business Types	Total workforce	People with disabilities	Percentage of PWD
National government	157 365	3 018	1.9%
Provincial government	639 528	5 224	0.8%
Local government	174 679	2 220	1.3%
Private sector	5 162 074	56 550	1.1%
Non-profit organisations	437 946	5 716	1.3%
State-owned companies	173 758	4 634	2.7%
Educational institutions	273 531	4 237	1.5%
TOTAL	7 018 881	81 599	1.2%

In terms of disability status, Table 6 shows that the State Owned Companies employ 2,7% of persons with disabilities in their establishments, while the provincial government with 0.8% was the least representative.

5.2 ANALYSIS OF WORKFORCE PROFILE, WORKFORCE MOVEMENT AND SKILLS DEVELOPMENT ACCORDING TO OCCUPATIONAL LEVEL

5.2.1 WORKFORCE PROFILE AT THE TOP MANAGEMENT LEVEL

5.2.1.1 WORKFORCE PROFILE AT THE TOP MANAGEMENT LEVEL BY RACE, GENDER AND DISABILITY

Fig1: Workforce profile at the top management level by race

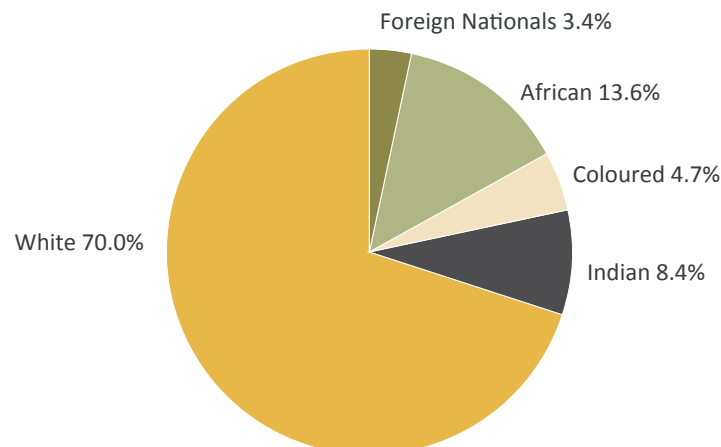


Fig 2: Workforce profile at the top management level by gender

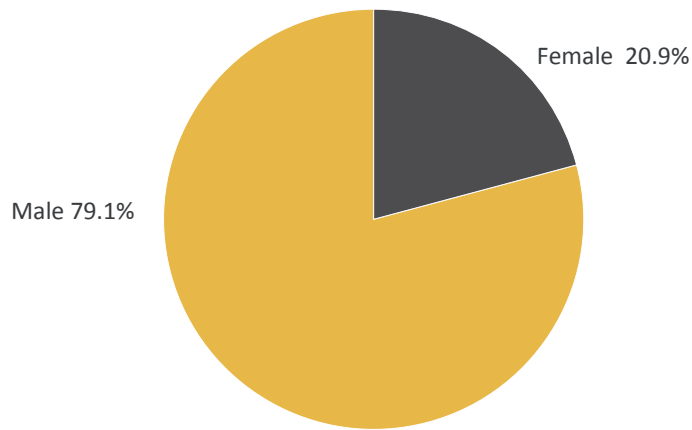
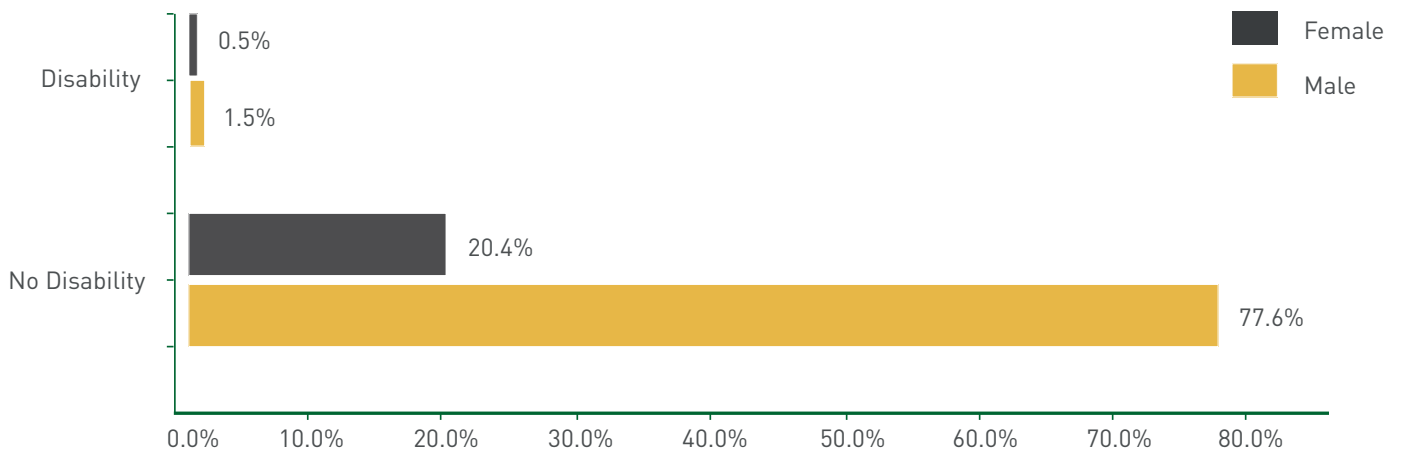


Fig 3: Disability at the top management level by gender



According to **Figure 1**, Whites are over-represented as they occupy 70% of the positions at the top management level, which is almost seven times more than their EAP. Next are Africans occupying 13,6% of the positions and are under-represented compared to their EAP, Indians at 8,4% a representation three times than their EAP, Coloureds 4,7% who are also under-represented in comparison to their EAP. Foreign nationals occupy 3,4% of the positions at this level.

The majority of employees at the top management level were male and almost four times representation than their female counterparts as shown in **Figure 2**. The over-representation of mostly white and male at the top management level seems to be entrenched.

Persons with disabilities occupied 2% of the positions at the top management level as shown in **Figure 3**, where male representation was three times than that of females. Although this showed an improvement from the previous position, more still needs to be done in terms of providing access to opportunities for persons with disabilities at all levels in the workplace.

5.2.1.2 WORKFORCE PROFILE AT THE TOP MANAGEMENT LEVEL BY PROVINCE

TABLE 7: WORKFORCE PROFILE AT THE TOP MANAGEMENT LEVEL BY RACE, GENDER AND PROVINCE

PROVINCES	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Femal	
Eastern Cape	13.3%	4.7%	1.7%	59.4%	4.2%	1.6%	0.4%	12.1%	2.2%	0.3%	100.0%
Free State	17.8%	1.8%	1.4%	59.2%	7.0%	0.3%	0.4%	11.9%	0.1%	0.1%	100.0%
Gauteng	9.7%	1.9%	5.9%	57.0%	4.8%	1.0%	2.1%	13.2%	3.9%	0.6%	100.0%
KwaZulu-Natal	10.0%	1.4%	17.6%	48.7%	3.9%	0.7%	5.5%	9.5%	2.3%	0.3%	100.0%
Limpopo	21.5%	0.7%	4.4%	50.0%	8.7%	0.4%	0.4%	13.4%	0.5%	0.0%	100.0%
Mpumalanga	14.3%	1.2%	3.8%	60.2%	6.0%	0.4%	1.0%	12.0%	1.0%	0.2%	100.0%
Northern Cape	8.8%	12.2%	2.5%	58.8%	2.5%	3.0%	0.7%	11.2%	0.2%	0.2%	100.0%
North West	22.0%	1.6%	3.2%	52.3%	5.7%	0.4%	0.5%	12.3%	1.8%	0.2%	100.0%
Western Cape	2.8%	8.3%	2.6%	63.8%	1.1%	4.0%	0.9%	14.0%	2.0%	0.5%	100.0%

Table 7 shows that the White group especially males were over-represented at the top management level compared to their EAP in all the provinces. The Western Cape Province is showing the highest representation for both males (63,8%) and females (14%). Their high representation is followed by Mpumalanga (60,2%), Eastern Cape (59,4%) and Free State (59,2%). African males have the second highest representation in most provinces except in KwaZulu-Natal where Indian males (17,6%), are highly represented at three times their EAP and the Northern Cape which has Coloured males (12,2%) as the second highest representation albeit still falling short of their EAP. White female representation is significantly higher than their Black counterparts which is almost double their EAP and even surpassing that of males in Gauteng and the Western Cape. The representation of females is generally low at the top management level with only White females having a significant representation in most provinces even surpassing their EAP.

5.2.1.3 WORKFORCE PROFILE AT THE TOP MANAGEMENT LEVEL BY SECTOR

TABLE 8: WORKFORCE PROFILE AT THE TOP MANAGEMENT LEVEL BY RACE, GENDER AND SECTOR

Sectors	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Agriculture	6.1%	2.5%	0.8%	72.7%	2.1%	1.2%	0.2%	13.3%	0.8%	0.2%	100.0%
Mining and quarrying	15.4%	1.9%	2.1%	62.4%	5.3%	0.5%	0.6%	7.5%	4.0%	0.2%	100.0%
Manufacturing	4.5%	2.9%	7.9%	64.2%	1.8%	1.3%	1.8%	10.5%	4.5%	0.5%	100.0%
Electricity, gas and water	27.2%	5.0%	6.5%	34.2%	13.1%	1.8%	2.7%	5.2%	3.9%	0.3%	100.0%
Construction	12.3%	5.4%	5.0%	60.9%	4.0%	1.5%	1.6%	6.9%	2.2%	0.1%	100.0%
Retail and motor trade/repair service	3.9%	2.9%	8.0%	65.3%	1.1%	1.4%	2.0%	13.4%	1.7%	0.3%	100.0%
Wholesale trade/ Commercial agents/ allied services	3.9%	2.1%	10.0%	60.5%	1.9%	1.2%	3.0%	13.6%	3.1%	0.6%	100.0%
Catering/ Accommodation/ Other trade	8.0%	3.0%	4.0%	52.5%	4.7%	1.8%	2.1%	20.9%	2.5%	0.5%	100.0%
Transport/ storage/ communications	10.9%	3.6%	9.0%	51.5%	4.4%	1.6%	2.8%	11.7%	3.9%	0.6%	100.0%
Finance/business services	8.6%	2.5%	5.3%	54.5%	4.8%	1.8%	2.5%	15.9%	3.3%	0.8%	100.0%
Community/ social/ personal services	22.7%	3.8%	4.9%	36.1%	10.7%	2.0%	2.2%	15.8%	1.2%	0.4%	100.0%

As shown in Table 8, White males were over-represented in all economic sectors at the top management level, with notable representation in agriculture (72.7%), retail and motor trade/repair service (65.3%), manufacturing (64.2%), mining (62.4%), construction (60.9%), and wholesale trade/commercial agents/allied services (60.5%) sectors. All the sectors were male dominated with only the electricity, gas and water supply sector that has an almost balanced racial and gender representation.

Women were only featuring in the community, social and personal services sector (30.7%) which had a large representation of government employers, followed by catering/accommodation/other trade (29.5%) which is mostly service oriented. Black women (Africans in particular) feature prominently in the electricity, gas and water supply and community, social and personal services sectors at this level although much more still needs to be done to break the artificial barriers for their development.



5.2.1.4 WORKFORCE PROFILE AT THE TOP MANAGEMENT LEVEL BY BUSINESS TYPE

TABLE 9: WORKFORCE PROFILE AT THE TOP MANAGEMENT LEVEL BY RACE, GENDER AND BUSINESS TYPE

Business Types	Male				Female				Foreign Nationals		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
National government	35.3%	5.6%	7.9%	18.4%	19.6%	3.0%	2.9%	6.4%	0.8%	0.2%	100.0%
Provincial government	46.8%	6.2%	3.1%	7.3%	27.0%	3.6%	1.8%	4.2%	0.0%	0.0%	100.0%
Local government	53.1%	5.1%	4.5%	9.1%	22.6%	1.3%	1.1%	2.7%	0.5%	0.1%	100.0%
Private sector	6.9%	3.0%	6.4%	60.9%	2.9%	1.4%	2.1%	12.8%	3.0%	0.5%	100.0%
Non-profit organisations	25.2%	5.1%	4.0%	26.2%	12.2%	2.7%	2.5%	18.2%	2.7%	1.1%	100.0%
State-owned companies	38.8%	3.5%	9.0%	14.0%	20.6%	2.7%	3.2%	7.1%	0.5%	0.5%	100.0%
Educational institutions	12.1%	3.7%	3.1%	41.3%	7.3%	1.8%	1.4%	27.0%	1.8%	0.6%	100.0%

The private sector and educational institutions have an overwhelming White representation at the top management level (73.7% and 68.3% respectively), with White males featuring strongly in these sectors as depicted in Table 9. Black people, the majority being African males are most represented in all tiers of government, ie (74.3% in National, 88.5% in Provincial and 87.7% in Local government), state-owned companies (77.8%) and to some extent in non-profit organisations (51.7%).

Government (especially the provincial sphere) and state owned companies are leading with regard to the representation of females, with special emphasis on African women, while the same cannot be said for the private sector and educational institutions. White women seem to be preferred in the private sector, educational institutions and non-profit organisations.

The private sector was also showing a significant representation of male foreign nationals at the top management level which was even more than the Black females.

5.2.1.5 WORKFORCE MOVEMENT AND SKILLS DEVELOPMENT AT THE TOP MANAGEMENT LEVEL

TABLE 10: WORKFORCE MOVEMENT AT THE TOP MANAGEMENT LEVEL BY RACE AND GENDER

	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Workforce profile- all employees	9.4%	3.2%	6.3%	57.3%	4.1%	1.5%	2.1%	12.7%	2.9%	0.5%	100.0%
Recruitment	17.7%	3.8%	5.3%	43.1%	9.1%	1.8%	2.5%	9.7%	6.2%	0.8%	100.0%
Promotion	13.7%	4.4%	7.3%	39.5%	7.8%	3.0%	4.8%	15.5%	3.4%	0.6%	100.0%
Terminations	13.1%	3.2%	5.4%	52.2%	6.3%	1.5%	1.6%	10.9%	5.2%	0.6%	100.0%
Skills development	8.4%	2.6%	4.1%	53.4%	5.5%	1.5%	2.1%	22.5%	0.0%	0.0%	100.0%

According to Table 10, White males continue to receive preference when it comes to job and promotion opportunities than any other race groups at the top management level. With regards to recruitment African males are the next group to receive consideration, followed by White females and they are preferred over any other group for promotions after White males.

There was continued recruitment of foreign nationals which was even above Coloureds and Indians for the reporting period.



5.2.2 WORKFORCE PROFILE AT THE SENIOR MANAGEMENT LEVEL

5.2.2.1 WORKFORCE PROFILE AT THE SENIOR MANAGEMENT LEVEL BY RACE, GENDER AND DISABILITY

Fig 4: Workforce profile at the senior management level by race

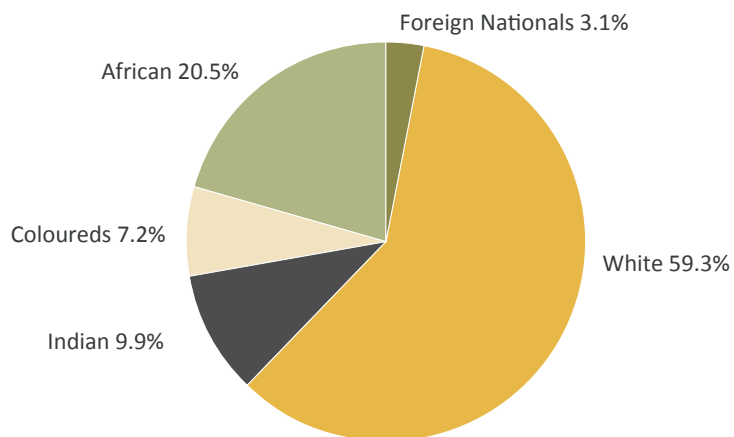


Fig 5: Workforce profile at the senior management level by gender

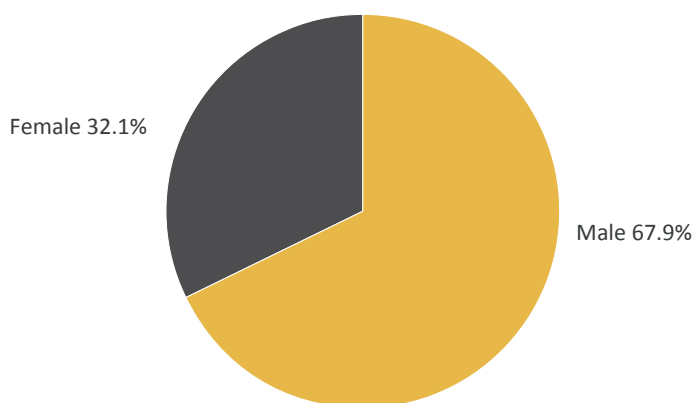


Fig 6: Disability status at the senior management level by gender

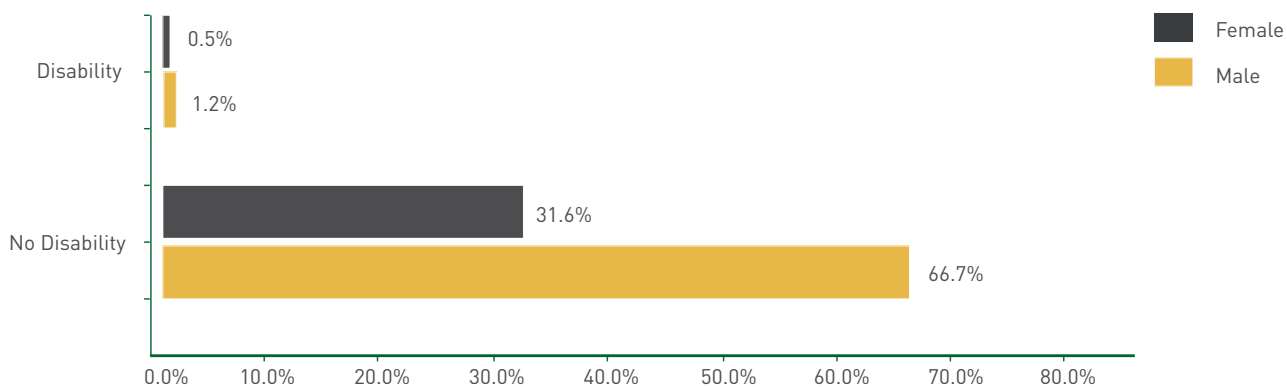


Figure 4 shows the White group still over-represented at the senior management level at 59.3%. This was more than five times their EAP and one and half times the representation of the Black group. It was followed by Africans (20.5%), Indians (9.9%) and Coloureds (7.2%). Indians were three and half times over-represented at this level and surpass the Coloured group, who still fell short of their EAP.

Male representation at 67.9%, which was more than their EAP, was double the representation of women as depicted in Figure 5. The representation of persons with disabilities at this level as shown in Figure 6 was very disappointing at 1.7%, where male representation was more than double that of female representation.

5.2.2.2 WORKFORCE PROFILE AT THE SENIOR MANAGEMENT LEVEL BY PROVINCE

TABLE 11: WORKFORCE PROFILE AT THE SENIOR MANAGEMENT LEVEL BY RACE, GENDER AND PROVINCE

PROVINCES	Male				Female				Foreign Nationals		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Eastern Cape	13.3%	4.7%	1.7%	59.4%	4.2%	1.6%	0.4%	12.1%	2.2%	0.3%	100.0%
Free State	21.2%	2.8%	1.3%	45.0%	8.9%	1.1%	0.5%	18.1%	0.9%	0.3%	100.0%
Gauteng	13.5%	3.2%	6.3%	41.6%	7.9%	1.8%	3.2%	18.7%	2.8%	0.9%	100.0%
KwaZulu-Natal	12.4%	2.6%	19.9%	32.7%	5.8%	1.7%	8.7%	13.9%	2.0%	0.4%	100.0%
Limpopo	36.9%	0.6%	1.9%	27.8%	18.5%	0.3%	0.7%	11.5%	1.7%	0.2%	100.0%
Mpumalanga	24.9%	1.1%	2.2%	42.5%	10.6%	0.5%	0.6%	15.9%	1.5%	0.1%	100.0%
Northern Cape	15.9%	11.5%	1.1%	46.8%	5.9%	4.5%	0.1%	13.9%	0.4%	0.0%	100.0%
North West	27.1%	1.8%	1.5%	40.5%	9.9%	1.2%	0.5%	15.9%	1.3%	0.3%	100.0%
Western Cape	4.4%	12.2%	2.9%	44.8%	2.4%	7.7%	1.4%	21.8%	1.7%	0.6%	100.0%

The picture in Table 11 almost mirrors that of Top Management level, with White people being over-represented in the the Eastern Cape (71.5%), Western Cape (66.6%), Free State (63.1%), Northern Cape (60.7%) and Gauteng (60.3%). The representation of Black people was mostly significant in Limpopo (58.9%) and KwaZulu-Natal (51.1%). It is also in these provinces that Black women had a significant showing, with the other provinces depicting a preference for White women which was mostly more than double than the representation of the other Black women combined.

5.2.2.3 WORKFORCE PROFILE AT THE SENIOR MANAGEMENT LEVEL BY SECTOR

TABLE 12: WORKFORCE PROFILE AT THE SENIOR MANAGEMENT LEVEL BY RACE, GENDER AND SECTOR

SECTORS	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Agriculture	11.6%	3.7%	1.5%	58.6%	4.2%	1.5%	0.5%	17.4%	0.8%	0.2%	100.0%
Mining and quarrying	16.4%	2.3%	3.5%	58.2%	4.1%	0.5%	1.4%	9.8%	3.5%	0.4%	100.0%
Manufacturing	7.8%	5.1%	8.8%	50.7%	3.1%	2.3%	3.0%	15.6%	2.9%	0.5%	100.0%
Electricity, gas and water	29.5%	4.1%	5.3%	28.4%	16.8%	1.8%	2.3%	9.1%	2.2%	0.4%	100.0%
Construction	14.3%	6.1%	5.0%	52.7%	5.1%	1.4%	1.7%	10.3%	3.0%	0.7%	100.0%
Retail and motor trade/ repair service	8.9%	5.9%	8.3%	44.3%	3.9%	4.0%	3.5%	19.9%	1.0%	0.3%	100.0%
Wholesale trade/ Commercial agents/ allied services	8.4%	4.1%	10.2%	42.4%	4.1%	2.8%	4.0%	21.3%	2.2%	0.5%	100.0%
Catering/ Accommodation/ Other trade	13.0%	4.7%	4.3%	31.6%	9.8%	4.5%	2.8%	26.6%	2.0%	0.6%	100.0%
Transport/ storage/ communications	14.6%	4.8%	9.4%	38.3%	7.3%	2.5%	3.9%	16.2%	2.4%	0.5%	100.0%
Finance/business services	9.0%	3.5%	6.9%	39.3%	6.6%	2.8%	4.4%	22.9%	3.3%	1.3%	100.0%
Community/social/ personal services	28.0%	4.9%	3.9%	20.1%	17.1%	3.1%	2.9%	18.0%	1.2%	0.7%	100.0%

As depicted in Table 12, the White group was also over-represented in agriculture (76.0%), mining and quarrying (68.0%), manufacturing (66.3%), retail and motor trade/repair service (64.2%), wholesale trade/commercial agents/allied services (63.7%), construction (63.0%) and finance and business services (62.2%) sectors at the senior management level. The community, social and personal services and the electricity, gas and water supply sectors, on the other hand have the significant Black representation with 59.9% and 59.8% respectively.

Women were mostly represented in catering/accommodation/other trade and community, social and personal services sectors an element associated with the traditional role of women as nurturers and home makers. Foreign nationals, especially males feature prominently in mining and quarrying, finance/business services and in the construction sector.

5.2.2.4 WORKFORCE PROFILE AT THE SENIOR MANAGEMENT LEVEL BY BUSINESS TYPE

TABLE 13: WORKFORCE PROFILE AT THE SENIOR MANAGEMENT LEVEL BY RACE, GENDER AND BUSINESS TYPE

Business Types	Male				Female				Foreign Nationals		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
National government	33.0%	4.7%	4.9%	14.2%	25.0%	2.6%	4.0%	10.6%	0.6%	0.4%	100.0%
Provincial government	44.6%	5.8%	3.0%	7.3%	28.9%	3.6%	1.8%	4.4%	0.3%	0.2%	100.0%
Local government	43.7%	5.5%	4.1%	17.1%	20.5%	2.0%	1.3%	5.5%	0.3%	0.1%	100.0%
Private sector	9.4%	4.4%	7.1%	46.1%	4.5%	2.6%	3.3%	19.4%	2.6%	0.7%	100.0%
Non-profit organisations	28.1%	5.2%	2.9%	17.9%	18.1%	4.3%	2.8%	17.4%	1.9%	1.3%	100.0%
State owned companies	31.5%	4.9%	8.0%	20.4%	18.9%	2.8%	3.4%	7.8%	1.7%	0.7%	100.0%
Educational institutions	14.2%	3.8%	4.4%	24.5%	8.8%	2.5%	3.2%	34.4%	2.8%	1.4%	100.0%

Black people were more represented in all tiers of government with the provincial government leading both in the representation of African males and females as depicted in Table 13. Black people also featured prominently in state owned companies and non-profit organisations. Even in the Senior Management level the picture with regards to White representation was the same as in Top Management, where they feature prominently in the private sector (65.5%) and educational institutions (58.9%) at this level.

An interesting observation found in educational institutions was the representation of White women who were more than their male counterparts at 24.5% compared to 34.5% males. This was encouraging and more encouraging if opportunities could be open to women of other racial groups as well.

5.2.2.5 WORKFORCE MOVEMENT AND SKILLS DEVELOPMENT AT THE SENIOR MANAGEMENT LEVEL

TABLE 14: WORKFORCE MOVEMENT AT THE SENIOR MANAGEMENT LEVEL BY RACE AND GENDER

	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Workforce profile-all employees	13.3%	4.5%	6.7%	41.1%	7.2%	2.7%	3.2%	18.3%	2.4%	0.7%	100.0%
Recruitment	14.7%	4.0%	5.8%	39.9%	8.8%	2.4%	3.2%	16.3%	3.9%	1.0%	100.0%
Promotion	18.4%	4.9%	7.9%	28.4%	11.6%	3.4%	5.3%	16.1%	2.9%	1.2%	100.0%
Terminations	13.3%	4.3%	6.2%	43.0%	6.7%	2.3%	2.9%	17.1%	3.4%	0.8%	100.0%
Skills development	15.3%	4.2%	6.4%	30.0%	18.9%	2.9%	3.7%	18.6%	0.0%	0.0%	100.0%

The picture in the senior management level as shown in Table 14 is no different from the one reflected in top management level. A similar pattern in terms of preference for White males was evident, with White males enjoying more recruitment and promotion opportunities, followed by their female counterparts in terms of recruitment with African males having a slight edge with regards to promotions.

5.2.3 WORKFORCE PROFILE AT THE PROFESSIONALLY QUALIFIED LEVEL

5.2.3.1 WORKFORCE PROFILE AT THE PROFESSIONALLY QUALIFIED LEVEL BY RACE, GENDER AND DISABILITY

Fig 7: Workforce profile at the professionally qualified level by race

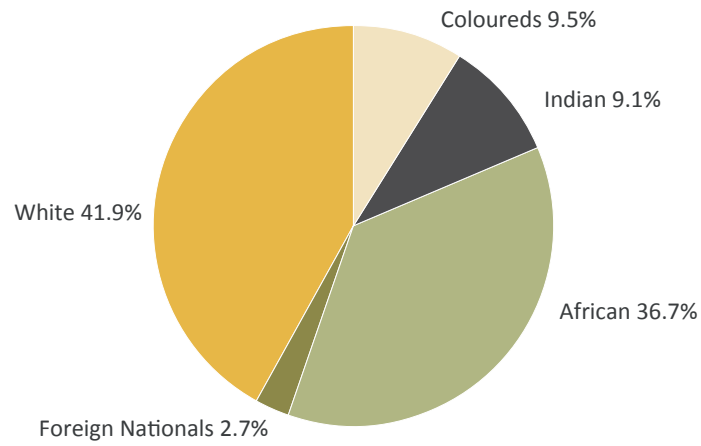


Fig 8: Workforce profile at the professionally qualified level by gender

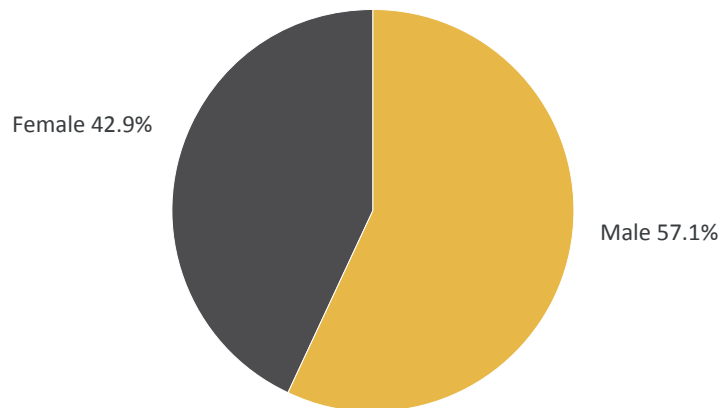


Fig 9: Disability status at the professionally qualified level by gender

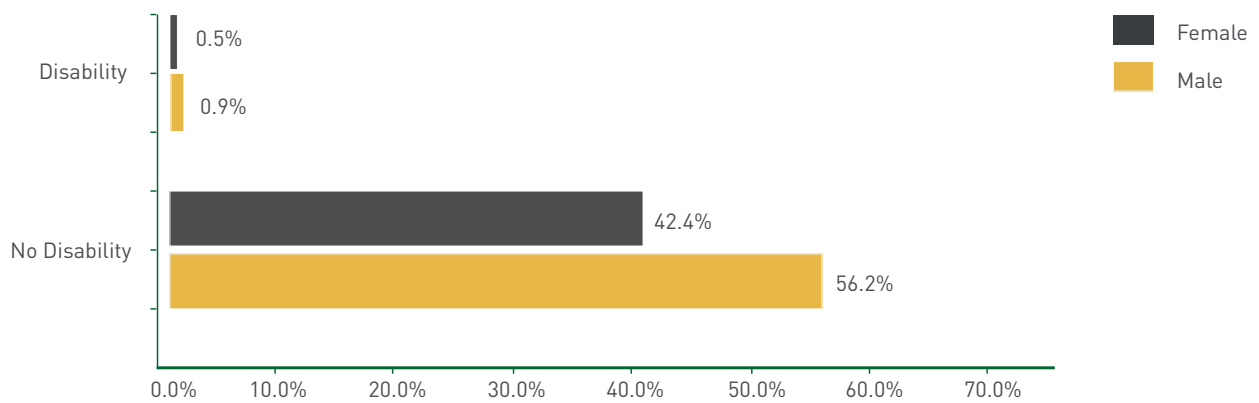


Figure 7 reflects that although Black people collectively (55.3%) were higher in number, Whites (41.9%) remained over-represented at this level in comparison with their EAP. Africans are gradually making ground at the professionally qualified level. The representation of Indians was still very high as it was nearly three times their EAP at this level.

As shown in Figure 8, males still outnumber females although the gap is narrowing compared to their EAP.

As one filters down the occupational levels, the representation of persons with disabilities continues to fall as shown in Figure 9. They accounted for a mere 1.4% at the professionally qualified level, which was even lower than the upper two levels despite their skills, which can be utilised in the labour market. Much still needs to be done in terms of the representation of persons with disabilities.

5.2.3.2 WORKFORCE PROFILE AT THE PROFESSIONALLY QUALIFIED LEVEL BY PROVINCE

TABLE 15: WORKFORCE PROFILE AT THE PROFESSIONALLY QUALIFIED LEVEL RACE, GENDER AND PROVINCE

PROVINCE	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Eastern Cape	26.2%	6.2%	1.0%	16.1%	33.4%	4.0%	0.6%	10.9%	1.2%	0.4%	100.0%
Free State	24.3%	2.7%	0.8%	27.6%	21.1%	1.8%	0.4%	18.8%	1.8%	0.8%	100.0%
Gauteng	18.9%	3.9%	5.5%	28.1%	15.5%	3.3%	4.2%	17.6%	2.2%	0.8%	100.0%
KwaZulu-Natal	21.2%	2.4%	14.6%	15.9%	20.4%	2.1%	10.9%	11.0%	1.2%	0.3%	100.0%
Limpopo	40.7%	0.2%	0.4%	6.3%	45.1%	0.2%	0.3%	4.3%	1.9%	0.5%	100.0%
Mpumalanga	30.9%	0.7%	1.3%	25.8%	24.6%	0.6%	0.7%	12.0%	2.7%	0.8%	100.0%
Northern Cape	18.7%	15.3%	0.3%	34.0%	9.5%	8.1%	0.3%	12.9%	0.7%	0.1%	100.0%
North West	25.5%	1.2%	1.3%	25.0%	25.8%	1.1%	0.8%	17.6%	1.4%	0.2%	100.0%
Western Cape	7.8%	15.0%	2.8%	27.1%	6.5%	14.3%	2.1%	22.0%	1.6%	0.8%	100.0%

Black people continued to gain ground in Limpopo, KwaZulu-Natal and the Eastern Cape, particularly African females as shown in Table 15. Both African males and females dominate in Limpopo. There was still an over-representation of Whites in the Western Cape (49.1%), Free State (46.4%) and Gauteng (45.7%) with a striking over-representation of White males in the Northern Cape (34.0%) which was way above their EAP.

Black people collectively were well represented in most provinces as they had surpassed 50% representation with the exception of the Western Cape.

5.2.3.3 WORKFORCE PROFILE AT THE PROFESSIONALLY QUALIFIED LEVEL BY SECTOR

TABLE 16: WORKFORCE PROFILE AT THE PROFESSIONALLY QUALIFIED LEVEL RACE, GENDER AND SECTOR

Sectors	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Agriculture	19.5%	5.3%	1.7%	39.2%	10.1%	2.9%	1.0%	18.4%	1.5%	0.3%	100.0%
Mining and quarrying	26.7%	2.8%	2.3%	44.4%	8.6%	0.9%	1.2%	10.1%	2.5%	0.4%	100.0%
Manufacturing	13.3%	6.7%	8.5%	41.6%	5.5%	3.1%	3.8%	15.4%	1.9%	0.4%	100.0%
Electricity, gas and water	28.5%	5.1%	5.8%	24.8%	20.8%	2.4%	2.5%	7.7%	2.2%	0.3%	100.0%
Construction	20.5%	7.2%	4.7%	42.7%	6.7%	1.7%	1.5%	10.2%	4.1%	0.6%	100.0%
Retail and motor trade/ repair service	16.4%	7.4%	7.1%	25.7%	11.5%	7.5%	4.2%	18.9%	0.8%	0.4%	100.0%
Wholesale trade/ Commercial agents/allied services	13.6%	5.4%	7.3%	32.0%	7.8%	3.9%	4.6%	23.1%	1.8%	0.5%	100.0%
Catering/ Accommodation/ Other trade	18.0%	4.7%	3.2%	19.2%	19.0%	6.2%	3.7%	22.1%	2.7%	1.3%	100.0%
Transport/ storage/ communications	20.3%	6.2%	7.5%	32.4%	10.0%	2.9%	3.5%	13.9%	2.8%	0.6%	100.0%
Finance/business services	12.9%	4.8%	6.9%	26.3%	12.0%	5.5%	6.5%	22.0%	2.0%	1.1%	100.0%
Community/ Social/personal services	25.5%	4.0%	2.7%	11.1%	31.7%	5.0%	3.3%	14.5%	1.5%	0.7%	100.0%

As shown in Table 16 Black people (72.2%) particularly Africans were mostly represented within the community, social and personal services sector, which includes government departments, and electricity, gas and water supply sectors (65.1%). Whites were mostly dominant in the agriculture (57.6%), manufacturing (57.0%), wholesale trade (55.1%) and mining (54.5%) sectors.

Females featured prominently in the catering/accommodation/other (51.0%) and to some extent in the finance/business service sectors (46.0%). They were also gaining ground within the retail and motor trade/repair service, which should receive more focus and attention for the development, attraction and retention of skills at this level.

5.2.3.4 WORKFORCE PROFILE AT THE PROFESSIONALLY QUALIFIED LEVEL BY BUSINESS TYPE

TABLE 17: WORKFORCE PROFILE AT THE PROFESSIONALLY QUALIFIED LEVEL RACE, GENDER AND BUSINESS TYPE

Businesses types	Male				Female				Foreign Nationals		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
National government	35.7%	3.9%	2.1%	12.1%	30.3%	3.4%	2.4%	9.6%	0.3%	0.2%	100.0%
Provincial government	27.9%	3.5%	2.1%	6.1%	41.2%	6.4%	3.2%	8.1%	1.1%	0.4%	100.0%
Local government	32.7%	9.9%	2.9%	17.1%	24.4%	4.7%	1.4%	6.5%	0.3%	0.1%	100.0%
Private sector	15.0%	5.7%	6.5%	32.7%	9.2%	4.4%	4.5%	19.2%	2.2%	0.7%	100.0%
Non-profit organisations	22.5%	4.6%	2.7%	11.7%	35.7%	4.0%	3.0%	12.8%	1.8%	1.3%	100.0%
State owned companies	28.5%	4.9%	5.6%	23.6%	21.3%	3.1%	3.0%	7.6%	1.7%	0.5%	100.0%
Educational institutions	20.6%	2.6%	4.1%	18.3%	14.5%	2.6%	3.5%	28.0%	4.2%	1.6%	100.0%

According to Table 17, White people still featured prominently at the professionally qualified level within the private sector (51.9%) and White females still dominate in educational institutions (28.0%) when compared to other groups.

African people continued to have higher representation relative to their EAP in all tiers of government, non-profit organisations and state-owned companies with the provincial government as the leading employer. Male foreign nationals featured prominently in educational institutions even surpassing Coloured and Indian males and females.

TABLE 18: WORKFORCE MOVEMENT AND SKILLS DEVELOPMENT AT THE PROFESSIONALLY QUALIFIED LEVEL BY RACE AND GENDER

	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Workforce profile-all employees	19.4%	5.1%	5.2%	25.4%	17.3%	4.4%	3.9%	16.6%	2.0%	0.7%	100.0%
Recruitment	18.6%	4.8%	5.2%	26.6%	16.0%	3.9%	4.3%	16.4%	2.9%	1.3%	100.0%
Promotion	26.7%	4.9%	4.5%	16.9%	22.9%	4.3%	4.1%	13.8%	1.3%	0.6%	100.0%
Terminations	18.2%	4.7%	5.1%	29.3%	14.4%	3.8%	3.9%	17.2%	2.4%	1.0%	100.0%
Skills development	21.1%	5.7%	5.1%	16.2%	23.9%	7.2%	4.9%	15.9%	0.0%	0.0%	100.0%

With regards to recruitment at the professionally qualified level, the pattern was similar to the two upper levels with Whites being favoured as shown in Table 18. Things only changed when it come to promotions, where African males and females were most recognised for promotion followed by their White counterparts.

5.2.4 WORKFORCE PROFILE AT THE SKILLED TECHNICAL LEVEL

5.2.4.1 WORKFORCE PROFILE AT THE SKILLED TECHNICAL LEVEL BY RACE, GENDER AND DISABILITY

Fig 10: Workforce profile at the skilled technical level by race

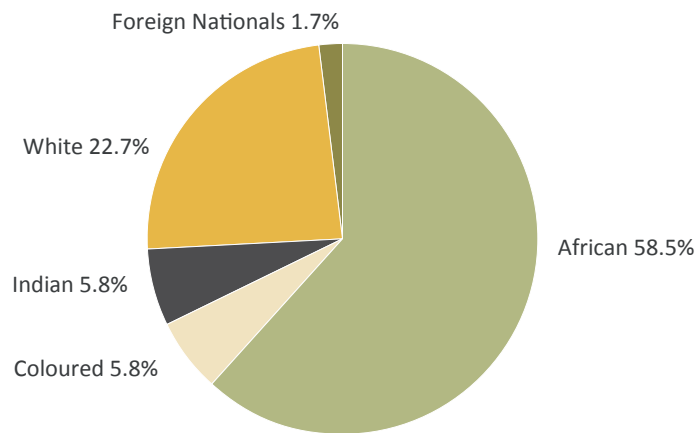


Figure 11: Workforce profile at the skilled technical level by gender

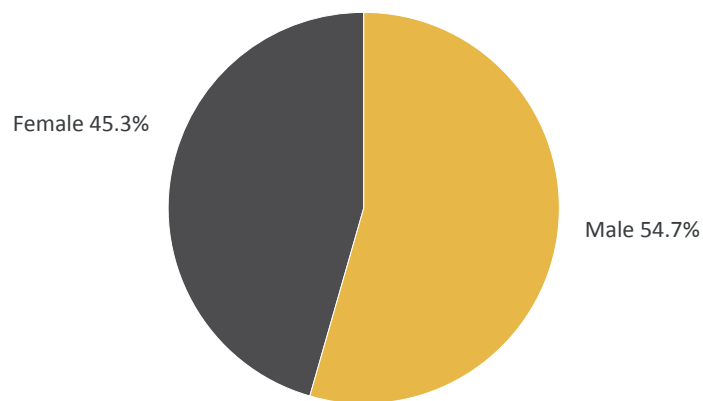
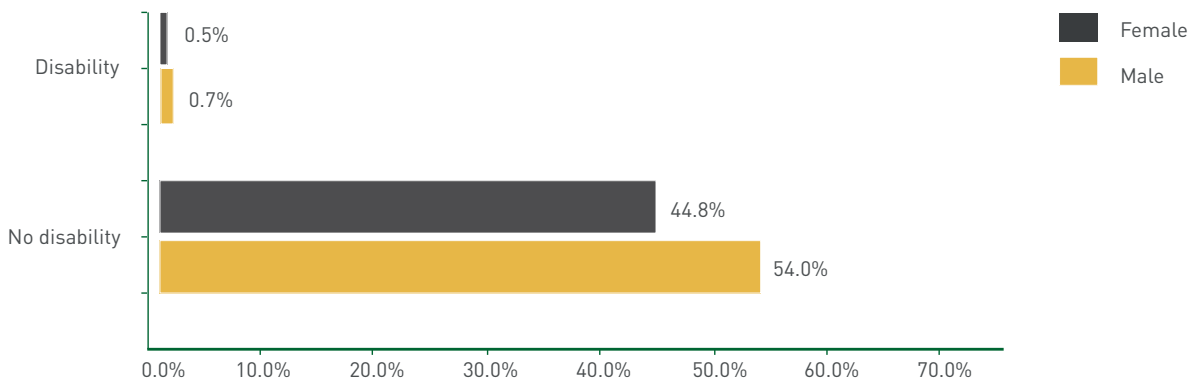


Fig 12: Disability status at the skilled technical level by gender



The picture at the skilled technical level as shown in Figure 10 started to show a more or less representative workforce of the country's demographics although the representation of Africans at 58.8% still falls short of their EAP, whilst that of the other racial groups have surpassed their EAP.

Figure 11 shows that females were still under-represented in comparison to their EAP with males still having an edge over them. As shown in Figure 12, the representation of male persons with disabilities (0.7%) was slightly more than that of females (0.5%) and collectively account for 1.2% of employees at the skilled technical level of designated employers.

5.2.4.2 WORKFORCE PROFILE AT THE SKILLED TECHNICAL LEVEL BY PROVINCE

TABLE 19: WORKFORCE PROFILE AT THE SKILLED TECHNICAL LEVEL BY RACE, GENDER AND PROVINCE

PROVINCE	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Eastern Cape	26.2%	6.4%	0.5%	8.8%	45.0%	4.9%	0.4%	6.9%	0.7%	0.3%	100.0%
Free State	31.6%	1.9%	0.2%	9.9%	39.6%	2.1%	0.1%	13.7%	0.8%	0.2%	100.0%
Gauteng	35.5%	5.0%	3.0%	15.1%	21.2%	4.2%	2.6%	11.7%	1.3%	0.4%	100.0%
KwaZulu-Natal	27.9%	2.0%	9.5%	5.2%	38.7%	2.1%	8.4%	5.2%	0.7%	0.2%	100.0%
Limpopo	39.8%	0.1%	0.1%	2.0%	53.4%	0.1%	0.1%	2.5%	1.6%	0.3%	100.0%
Mpumalanga	40.4%	0.8%	0.4%	12.0%	35.3%	0.5%	0.3%	7.3%	2.7%	0.3%	100.0%
Northern Cape	28.9%	20.4%	0.3%	17.7%	12.7%	10.8%	0.1%	8.8%	0.3%	0.1%	100.0%
North West	34.8%	1.3%	0.3%	15.9%	31.9%	1.2%	0.2%	11.0%	3.3%	0.1%	100.0%
Western Cape	15.5%	20.2%	1.5%	12.0%	13.2%	19.6%	1.5%	14.6%	1.3%	0.6%	100.0%

Table 19 shows that the representation of the designated groups in terms of race and gender at this level reached reasonable proportions in all provinces. Africans were mostly represented in all provinces with an over-representation in Limpopo (93.2%), Mpumalanga (75.7%), Eastern Cape and the Free State (71.2%).

The representation of females was at its highest in the Eastern Cape (57.2%), followed by Limpopo (56.1%), Free State (55.5%) and KwaZulu-Natal (54.4%). The Northern Cape at (32.4%) and Gauteng (39.7%) have the least representation of females at this level. The North West and Mpumalanga are showing an increasing representation of foreign nationals which is almost greater than that of Coloureds and Indians combined.

5.2.4.3 WORKFORCE PROFILE AT THE SKILLED TECHNICAL LEVEL BY SECTOR

Table 20: Workforce profile at the Skilled Technical level by race, gender and Sector

SECTORS	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Agriculture	36.7%	10.2%	1.5%	16.1%	15.2%	5.5%	0.8%	12.4%	1.3%	0.2%	100.0%
Mining and quarrying	46.0%	3.8%	0.7%	27.6%	9.2%	1.0%	0.4%	6.1%	5.1%	0.1%	100.0%
Manufacturing	31.6%	9.9%	6.3%	22.4%	10.2%	4.7%	2.7%	10.1%	1.8%	0.2%	100.0%
Electricity, gas and water	40.2%	4.9%	2.2%	14.6%	26.6%	2.8%	1.5%	6.2%	0.8%	0.2%	100.0%
Construction	50.7%	8.3%	2.6%	17.3%	8.4%	1.7%	1.2%	6.8%	2.8%	0.2%	100.0%
Retail and motor trade/repair service	24.5%	7.1%	5.3%	15.1%	21.5%	9.5%	4.0%	12.2%	0.6%	0.2%	100.0%
Wholesale trade/ Commercial agents/ allied services	26.3%	6.5%	5.4%	17.4%	15.3%	6.6%	4.5%	16.7%	1.2%	0.3%	100.0%
Catering/ Accommodation/ Other trade	25.9%	5.2%	2.2%	8.4%	30.2%	9.2%	2.6%	12.4%	2.6%	1.5%	100.0%
Transport/ storage/ communications	34.3%	8.2%	5.0%	18.4%	16.4%	4.3%	2.6%	9.2%	1.4%	0.3%	100.0%
Finance/business services	19.9%	5.8%	3.9%	11.4%	24.6%	9.8%	5.3%	17.4%	1.2%	0.7%	100.0%
Community/ Social/personal services	32.8%	4.1%	1.5%	4.8%	40.7%	4.5%	2.2%	8.4%	0.6%	0.3%	100.0%

According to Table 20 Blacks were well represented in all sectors especially the community/social/personal services sector with 85.8%, which is inclusive of government. African males featured particularly strongly within the construction (50.7%) and the mining and quarrying (46.0%) sectors.

Females were still well represented in the finance/business services (57.1%), community/social/personal services (55.8%) and catering/accommodation/other trade (54.4%) sectors. The mining and quarrying sector and to some extent construction had an increasing representation of foreign nationals, especially in terms of males.

5.2.4.4 WORKFORCE PROFILE AT THE SKILLED TECHNICAL LEVEL BY BUSINESS TYPE

Table 21: Workforce profile at the Skilled Technical level by race, gender and Business Type

BUSINESSES TYPE	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
National government	39.4%	6.1%	1.0%	6.2%	35.0%	4.2%	1.2%	6.9%	0.0%	0.0%	100.0%
Provincial government	26.7%	1.6%	0.6%	1.6%	57.8%	4.0%	1.2%	5.6%	0.7%	0.3%	100.0%
Local government	34.4%	13.3%	4.4%	8.9%	25.3%	6.8%	1.9%	5.0%	0.1%	0.0%	100.0%
Private sector	32.7%	7.0%	4.1%	16.4%	16.2%	5.9%	3.2%	12.3%	1.8%	0.4%	100.0%
Non-profit organisation	38.9%	8.3%	2.0%	9.9%	23.7%	6.7%	1.1%	9.0%	0.2%	0.2%	100.0%
State owned companies	36.5%	5.3%	2.6%	17.5%	27.2%	3.4%	1.6%	5.4%	0.3%	0.1%	100.0%
Educational institution	21.5%	1.8%	2.3%	4.6%	48.1%	3.3%	5.3%	11.3%	1.2%	0.7%	100.0%

Table 21 shows that the government continued to have a strong representation of Blacks, and Africans in particular, with the provincial government having had a strong representation of African females (57.8%) at the skilled technical level. African females also feature strongly in educational institutions at 48.1%.

Table 22: Workforce movement at the Skilled Technical level by race and gender

	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Workforce profile-all employees	32.0%	6.0%	3.1%	12.3%	26.5%	5.4%	2.7%	10.4%	1.3%	0.4%	100.0%
Recruitment	32.2%	6.2%	3.1%	14.4%	22.1%	5.2%	2.7%	11.1%	2.3%	0.7%	100.0%
Promotion	35.7%	5.8%	2.1%	6.8%	34.4%	4.8%	2.1%	6.9%	1.0%	0.4%	100.0%
Terminations	32.7%	6.5%	3.1%	15.9%	19.5%	5.4%	2.5%	11.9%	2.0%	0.6%	100.0%
Skills development	33.2%	6.7%	3.3%	11.4%	21.9%	6.4%	4.1%	13.1%	0.0%	0.0%	100.0%

According to table 22, a different picture starts to emerge at the skilled technical level. African males and females received more recruitment opportunities and promotions, followed by Whites, Coloureds and Indians. The table also shows that Africans receive more training opportunities at the skilled technical level than any other race group as they are in the majority at this level.





SIX

TRENDS ANALYSIS FROM
2010 TO 2014
(ALL EMPLOYERS)



6 TRENDS ANALYSIS FROM 2010 TO 2014 (ALL EMPLOYERS)

6.1 WORKFORCE PROFILE AT THE TOP MANAGEMENT LEVEL FROM 2010 TO 2014 BY RACE AND GENDER

Fig 13: Workforce profile at the top management by race (2010-2014)

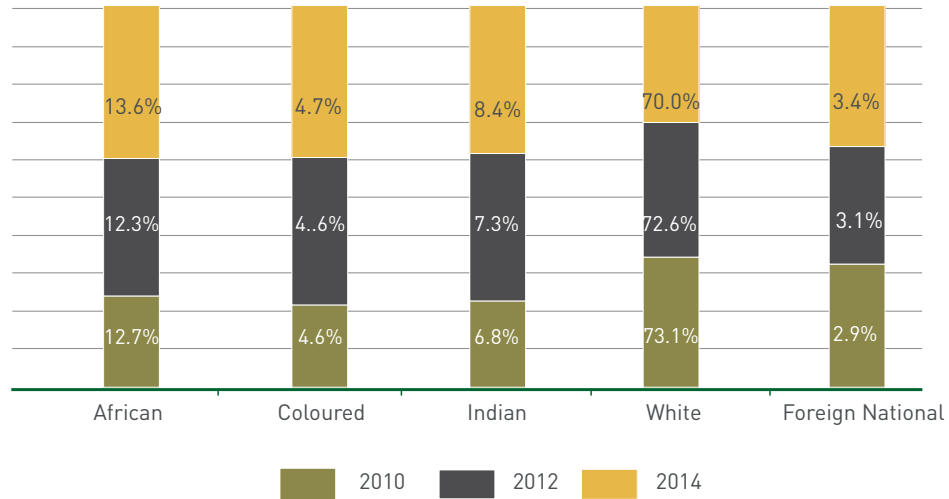
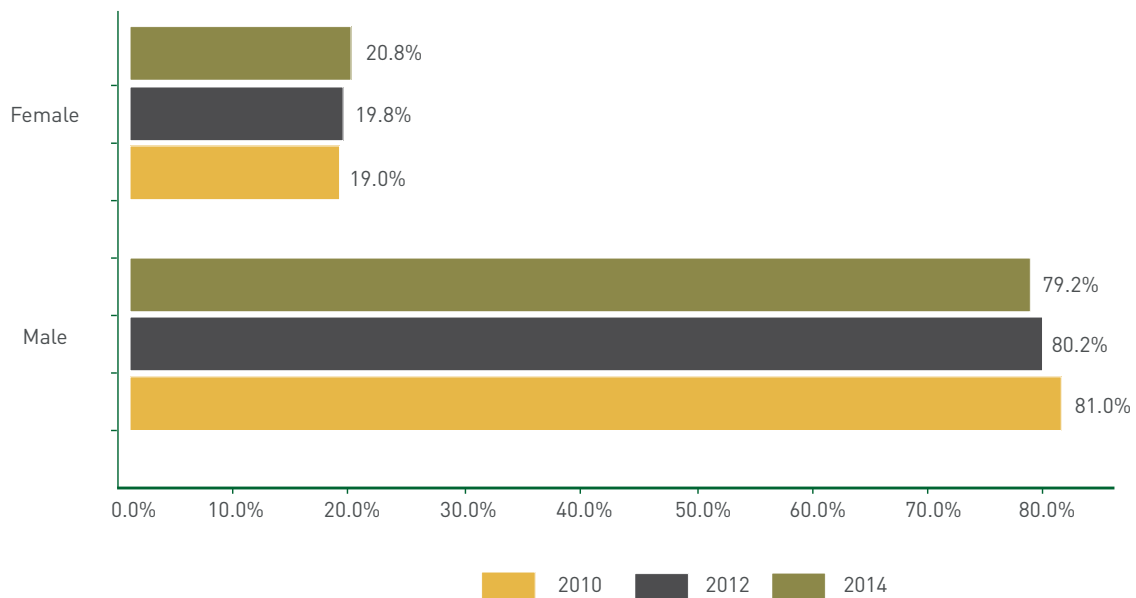


Figure 13 shows that Whites continue to be over-represented relative to their share of the EAP at the top management level during the reference period by almost seven times their EAP. Indians were also three times over-represented in comparison to their EAP, while Africans and Coloureds were under-represented. Indians were the only designated group, which have experienced increases between 2010 and 2012. The representation of foreign nationals continued to increase at this level for the reporting period.

Fig 14: Workforce profile at the top management by gender (2010-2014)



With regards to gender, males have always been the larger group at the top management level although their representation is gradually decreasing over the years. As depicted in Figure 14, female representation is slightly increased although it shows that it will take many more decades to reach a point of equal representation with males at this level.

Fig 15: Workforce profile at the top management level for PWD (2010-2014)

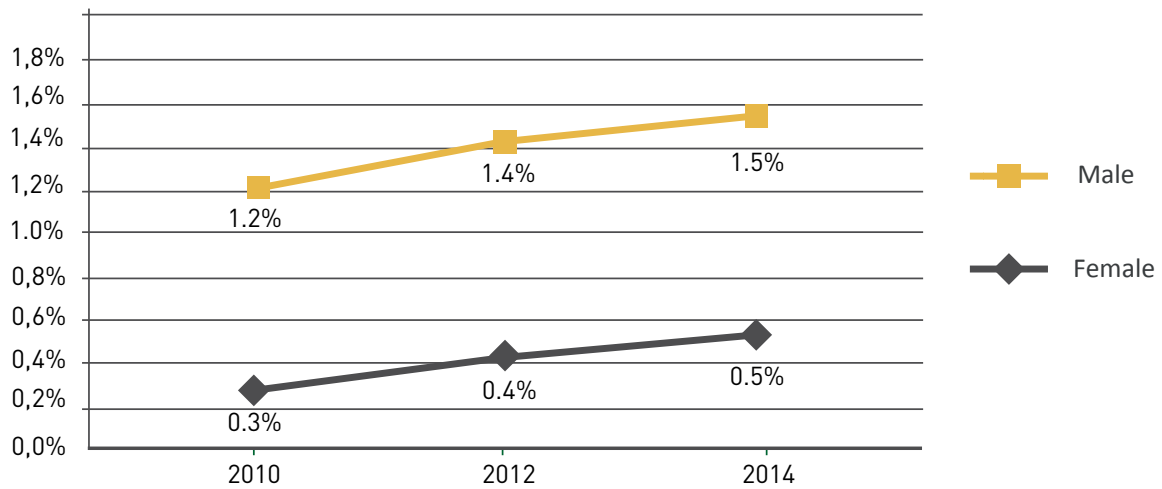


Figure 15 above shows the representation of persons with disabilities by gender. Although the representation of persons with disabilities has been slightly increasing, males had an advantage over females during the period under review. Their representation has been three times or more than that of their female counterparts. The representation of female persons with a disability is yet to reach the 1% mark, while that of males was 1.5% in 2014. The gradual increase is welcome, but more still needs to be done in terms of realising the potential of persons with disabilities and affording them opportunities.

6.2 POPULATION PROFILE AT THE SENIOR MANAGEMENT LEVEL FROM 2010 TO 2014 BY RACE AND GENDER

Fig 16: Workforce profile at the senior management by race (2010-2014)

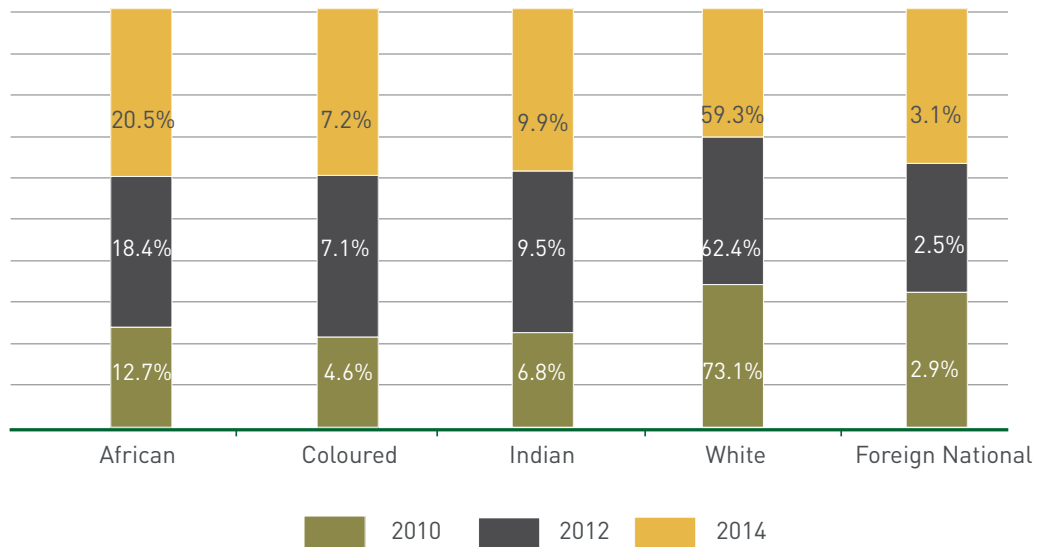


Figure 16 above shows that Whites are still over-represented relative to their EAP at senior management level although the extent of over-representation has decreased. The representation of designated groups has been increasing, with Africans and Coloureds gaining more ground between 2010 and 2012 and continue to do so, although they were still under-represented in comparison to their EAP. Indians on the other hand surpassed their EAP at this level.

Fig 17: Workforce profile at the senior management level by gender (2010-2014)

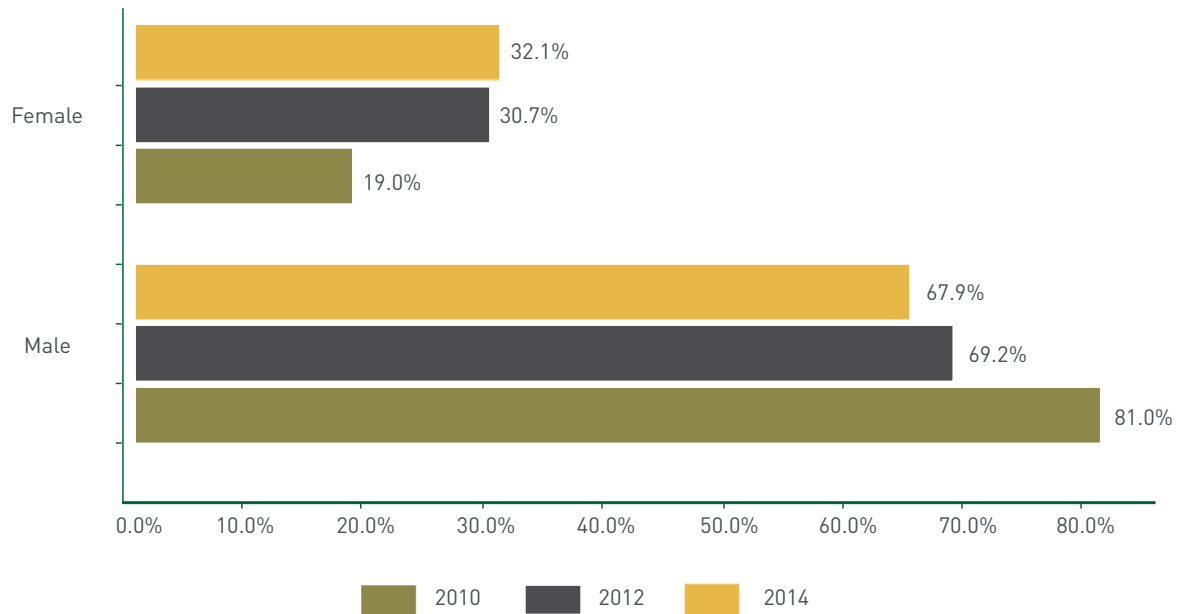
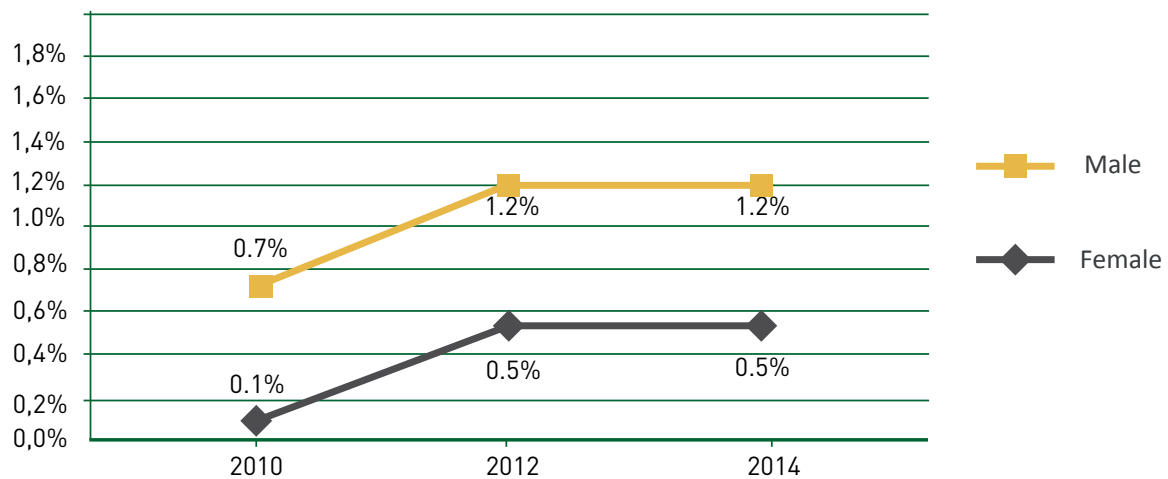


Fig 18: Workforce profile at the senior management level for PWD (2010-2014)



According to **Figure 17**, females were under-represented at the senior management level in relation to their EAP. Their representation has been increasing though, with the biggest gains of 11.7% made between 2010 and 2012. Males continue to dominate at the senior management level.

The representation of persons with disabilities at the senior management level as shown in **Figure 18** was below 1% for both males and females in 2010, with female representation disappointingly the lowest at 0.1%. In 2012 males increased by 0.5% to 1.2%, while females representation remained at 0.5%. The representation of both groups stagnated between 2012 and 2014.

6.3 POPULATION PROFILE AT THE PROFESSIONALLY QUALIFIED LEVEL FROM 2010 TO 2014 BY RACE AND GENDER

Fig 19: Workforce profile at the professionally qualified by race (2010-2014)

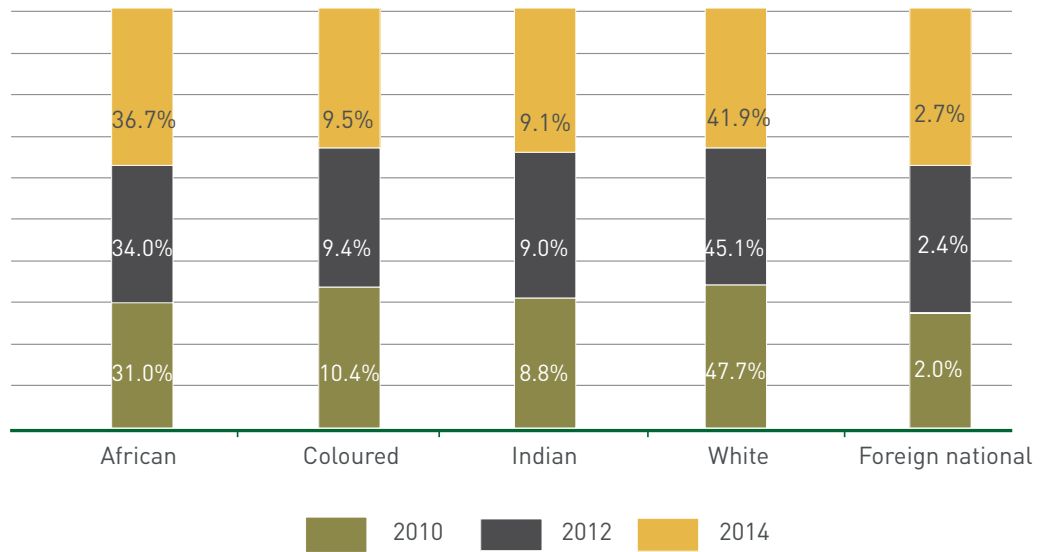
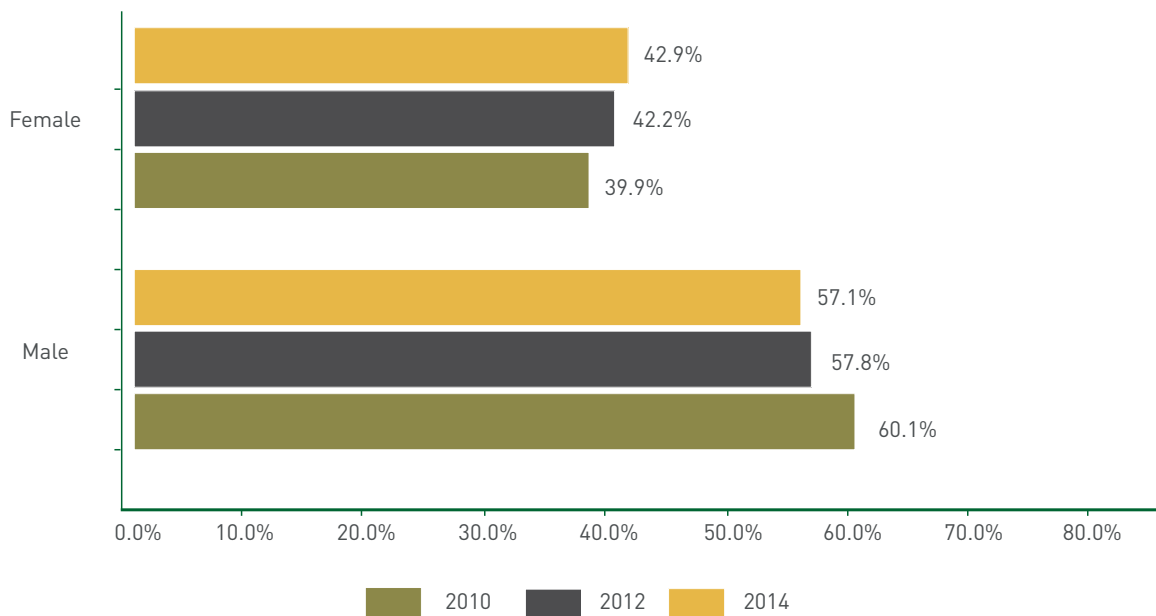


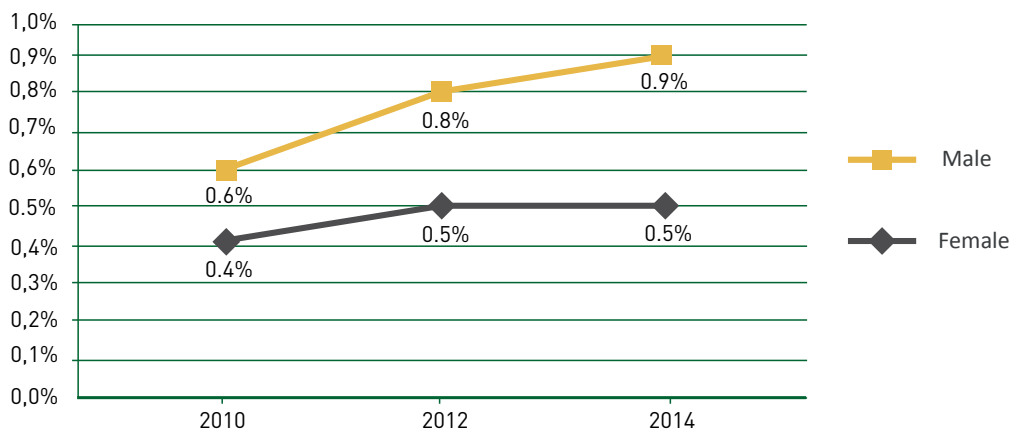
Figure 19 depicts that although the White group were still the most represented group when compared to the EAP of other designated groups at the professionally qualified level, the gap between them and Africans is narrowing as White employees continue to decrease in number and African employees are gaining ground. The Coloured group is becoming visible though they are still slightly underrepresented relative to their EAP and the Indian group have surpassed their EAP. Foreign nationals continued to increase even at this level.

Fig 20: Workforce profile at the professionally qualified level by gender (2010-2014)



The picture in Figure 20 shows females continuing to make gains albeit at a slow pace resulting in them just falling short of their EAP representation. This gain affected males seemingly in the opposite direction as their representation has fallen slightly over the years.

Fig 21: Workforce profile at the professionally qualified level for PWD (2010-2014)



As shown in Figure 21, although the representation of persons with disabilities at the professionally qualified level increased slightly, the struggle to break the 1% mark for both males and females remains. This is disappointing taking into account that they are one of the groups, which should be receiving priority attention. Despite this unfortunate situation, males seem to always have an edge over females with a higher representation. The representation of male persons with disabilities increased slightly between 2012 and 2014, while that of females remained stagnant between the two periods.

6.4 POPULATION PROFILE AT THE SKILLED TECHNICAL LEVEL FROM 2010 TO 2014 BY RACE AND GENDER

Fig 22: Workforce profile at the skilled technical level by race (2010-2014)

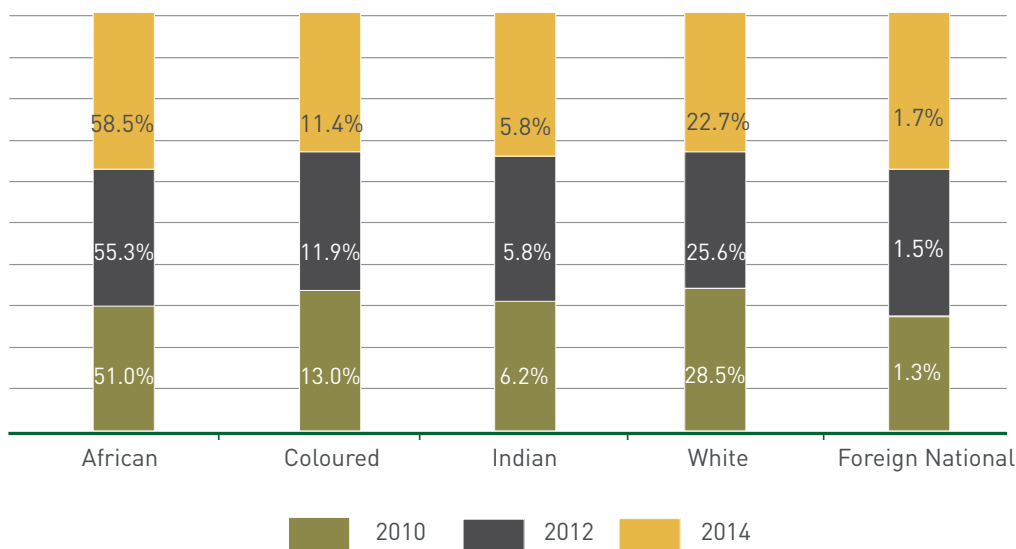
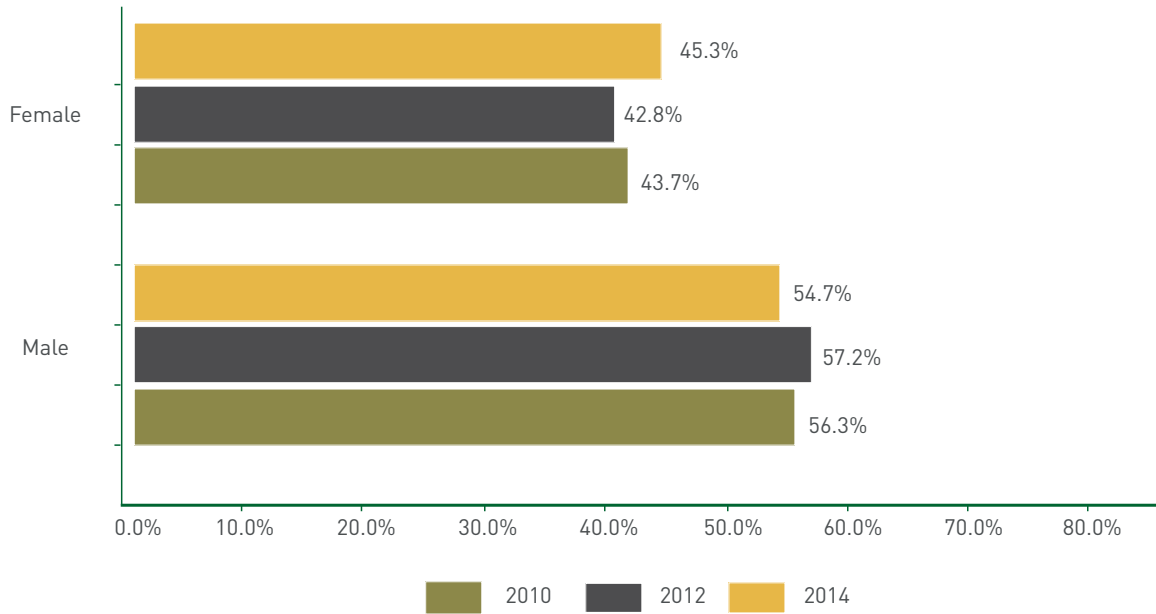


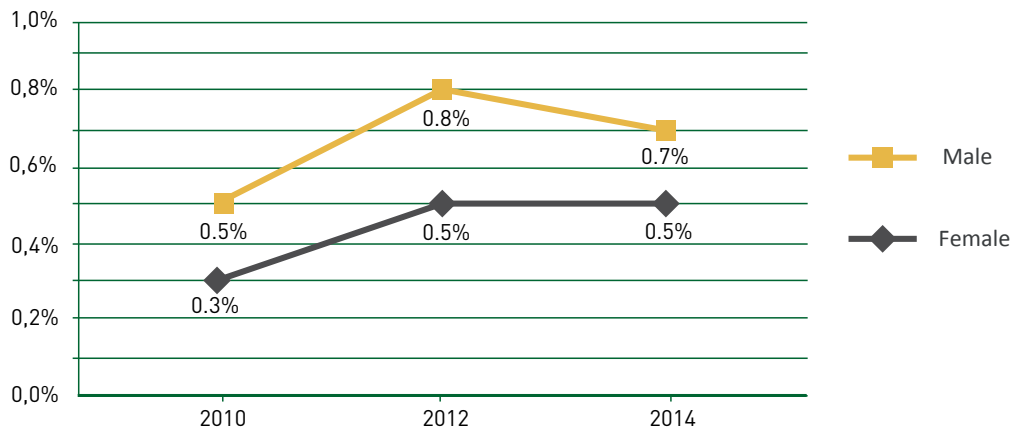
Figure 22 shows the representation of Africans continued to increase between 2010 and 2014 at the skilled technical level although still falling far short of their EAP. Sadly this is the level at the bottom of the decision-making spectrum, and experience gained at this level would be better utilised to advance towards the upper levels. Other racial groups have also been decreasing at this level with the exception of foreign nationals who continued to make gains.

Fig 23: Workforce profile at the skilled technical level by gender (2010-2014)



As depicted in Figure 23, at the skilled technical level females reached their EAP and made significant gains from their decline in representation between 2010 and 2012 .

Fig 24: Workforce profile at the professionally qualified level for PWD (2010-2014)



As depicted in Figure 24, the situation at the skilled technical level is no different from the previous level, with the representation of persons with disabilities still lurking below the 1% mark for both males and females. The minimal increases attained in 2012, were either reversed in 2014 for males or remained constant for females. A decrease in the representation of this neglected group is always a cause for concern as many skilled persons with disabilities are battling for job opportunities without success as a result of attitudes towards them.

6.5 WORKFORCE PROFILE FROM 2010 TO 2014 BY RACE, GENDER AND PROVINCE

TABLE 23: WORKFORCE PROFILE FOR EASTERN CAPE

OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
TOP MANAGEMENT											
2010	14.7%	5.1%	2.6%	57.3%	5.1%	1.5%	0.6%	10.9%	2.2%	0.2%	100.0%
2012	12.5%	5.2%	2.4%	59.8%	4.1%	2.2%	0.3%	12.0%	1.6%	0.0%	100.0%
2014	13.3%	4.7%	1.7%	59.4%	4.2%	1.6%	0.4%	12.1%	2.2%	0.3%	100.0%
SENIOR MANAGEMENT											
2010	16.5%	5.8%	2.3%	44.5%	8.9%	2.7%	0.9%	15.9%	1.8%	0.6%	100.0%
2012	15.1%	6.2%	2.8%	47.0%	7.9%	2.7%	1.1%	14.8%	1.9%	0.4%	100.0%
2014	16.8%	5.2%	2.4%	43.2%	9.2%	2.5%	0.8%	17.9%	1.5%	0.5%	100.0%
PROFESSIONALLY QUALIFIED											
2010	25.6%	6.0%	1.1%	16.3%	33.3%	4.1%	0.7%	11.0%	1.4%	0.5%	100.0%
2012	26.9%	6.5%	1.1%	16.0%	32.6%	4.1%	0.6%	10.2%	1.4%	0.6%	100.0%
2014	26.2%	6.2%	1.0%	16.1%	33.4%	4.0%	0.6%	10.9%	1.2%	0.4%	100.0%
SKILLED TECHNICAL											
2010	23.4%	6.1%	0.5%	8.3%	49.1%	4.9%	0.4%	6.5%	0.5%	0.3%	100.0%
2012	25.2%	6.2%	0.4%	8.3%	47.2%	4.9%	0.4%	6.7%	0.5%	0.2%	100.0%
2014	26.2%	6.4%	0.5%	8.8%	45.0%	4.9%	0.4%	6.9%	0.7%	0.3%	100.0%

Table 23 depicts Whites, including males and females, as still being overrepresented relative to their EAP at the Senior Management and Top Management levels with their representation exceeding six times their EAP in the Eastern Cape. The concerning trajectory projected from 2010 to 2014 indicates that White representation is more likely to grow than decrease at these occupational levels. Indians are also well represented at this level in terms of their EAP in the province with the trajectory projected to decrease in terms of their representation. The representation of Africans and Coloureds had been rather flat and in some instances reflect a decline at these two occupational levels.

The representation of the various race groups at the Professionally Qualified and Skilled levels indicate that the trajectory for all groups remain flat with Whites and Indians still dominating when measured against their EAP.

TABLE 24: WORKFORCE PROFILE FOR FREE STATE

OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
TOP MANAGEMENT											
2010	19.2%	2.3%	1.1%	55.6%	8.3%	0.5%	0.1%	12.1%	0.7%	0.2%	100.0%
2012	16.2%	1.8%	1.2%	58.9%	9.1%	0.5%	0.3%	11.2%	0.7%	0.2%	100.0%
2014	17.8%	1.8%	1.4%	59.2%	7.0%	0.3%	0.4%	11.9%	0.1%	0.1%	100.0%
SENIOR MANAGEMENT											
2010	17.2%	3.2%	1.2%	49.4%	7.1%	0.6%	0.4%	20.2%	0.7%	0.1%	100.0%
2012	18.5%	2.6%	1.0%	47.2%	8.2%	0.6%	0.3%	20.7%	0.6%	0.1%	100.0%
2014	21.2%	2.8%	1.3%	45.0%	8.9%	1.1%	0.5%	18.1%	0.9%	0.3%	100.0%
PROFESSIONALLY QUALIFIED											
2010	26.1%	2.2%	0.6%	33.8%	14.0%	1.3%	0.3%	21.0%	0.5%	0.3%	100.0%
2012	23.2%	2.0%	0.5%	28.5%	20.5%	1.7%	0.3%	20.8%	1.6%	0.8%	100.0%
2014	24.3%	2.7%	0.8%	27.6%	21.1%	1.8%	0.4%	18.8%	1.8%	0.8%	100.0%
SKILLED TECHNICAL											
2010	30.8%	2.0%	0.2%	11.5%	38.6%	1.6%	0.1%	14.8%	0.4%	0.0%	100.0%
2012	30.3%	1.9%	0.1%	10.2%	39.8%	2.2%	0.1%	14.8%	0.5%	0.1%	100.0%
2014	31.6%	1.9%	0.2%	9.9%	39.6%	2.1%	0.1%	13.7%	0.8%	0.2%	100.0%

Table 24 shows Whites still overrepresented relative to their EAP at the Senior Management and Top Management levels with their representation exceeding six times their EAP in the Free State. The trajectory projected from 2010 to 2014 indicates that White representation is more likely to grow at the Top Management level and more likely to decrease at the Senior Management level. The trajectory for African representation, both male and female, seems to indicate that their representation is likely to decrease at the Top Management Level and more likely to increase at the Senior Management level in years to come.

White representation at the Professionally Qualified level and skilled level is showing a steady decrease with the main beneficiaries being Black women at these two occupational levels.

TABLE 25: WORKFORCE PROFILE FOR GAUTENG

OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
TOP MANAGEMENT											
2010	9.3%	1.9%	5.1%	61.4%	3.6%	0.9%	1.3%	12.8%	3.3%	0.5%	100.0%
2012	9.0%	1.8%	5.3%	59.9%	4.0%	0.9%	1.6%	13.2%	3.7%	0.5%	100.0%
2014	9.7%	1.9%	5.9%	57.0%	4.8%	1.0%	2.1%	13.2%	3.9%	0.6%	100.0%
SENIOR MANAGEMENT											
2010	12.3%	3.2%	6.3%	46.5%	6.2%	1.6%	2.7%	18.6%	2.1%	0.6%	100.0%
2012	12.6%	3.2%	6.4%	44.4%	6.7%	1.7%	3.0%	19.0%	2.4%	0.6%	100.0%
2014	13.5%	3.2%	6.3%	41.6%	7.9%	1.8%	3.2%	18.7%	2.8%	0.9%	100.0%
PROFESSIONALLY QUALIFIED											
2010	17.6%	4.0%	5.7%	34.2%	10.6%	3.1%	3.8%	19.0%	1.5%	0.5%	100.0%
2012	18.1%	3.8%	5.6%	30.6%	14.3%	3.1%	3.9%	18.1%	2.0%	0.7%	100.0%
2014	18.9%	3.9%	5.5%	28.1%	15.5%	3.3%	4.2%	17.6%	2.2%	0.8%	100.0%
SKILLED TECHNICAL											
2010	32.3%	5.5%	3.5%	19.3%	16.6%	4.3%	2.9%	14.2%	1.1%	0.3%	100.0%
2012	35.2%	5.0%	3.2%	16.8%	20.0%	3.8%	2.5%	12.0%	1.3%	0.3%	100.0%
2014	35.5%	5.0%	3.0%	15.1%	21.2%	4.2%	2.6%	11.7%	1.3%	0.4%	100.0%

As shown in Table 25, Whites are over represented relative to their EAP at the Senior Management and Top Management levels with their representation approximately four times their EAP in Gauteng. The trajectory projected from 2010 to 2014 indicates that White representation is more likely to decrease at the Top Management and Senior Management levels in future. The trajectory for African representation, particularly African women, is more likely to increase at the Top Management Level and Senior Management level. Indian female representation is projected to increase past their EAP at these two occupational levels as well.

White representation at the Professionally Qualified level and Skilled Technical level has been on a steady decline with most if not all of the designated groups benefitting from the opportunities created. The constant decrease of the Coloured population in terms of the percentage representation at these two occupational levels however remains a worrying factor. The progress made at these two levels does not seem to reflect positively towards achieving equitable representation in terms of gender or the designated groups anytime in the near future.

TABLE 26: WORKFORCE PROFILE FOR KWAZULU-NATAL

OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
TOP MANAGEMENT											
2010	9.0%	1.3%	15.5%	55.0%	3.0%	0.6%	4.0%	9.5%	1.8%	0.3%	100.0%
2012	9.1%	1.5%	16.6%	52.5%	3.2%	0.5%	4.5%	9.7%	2.2%	0.3%	100.0%
2014	10.0%	1.4%	17.6%	48.7%	3.9%	0.7%	5.5%	9.5%	2.3%	0.3%	100.0%
SENIOR MANAGEMENT											
2010	10.1%	2.6%	18.6%	39.9%	4.1%	1.6%	6.9%	14.8%	1.3%	0.2%	100.0%
2012	11.2%	2.7%	19.0%	36.9%	4.5%	1.6%	8.0%	14.3%	1.5%	0.3%	100.0%
2014	12.4%	2.6%	19.9%	32.7%	5.8%	1.7%	8.7%	13.9%	2.0%	0.4%	100.0%
PROFESSIONALLY QUALIFIED											
2010	15.3%	2.5%	15.8%	21.8%	17.7%	1.9%	10.1%	12.3%	2.0%	0.6%	100.0%
2012	15.6%	2.5%	15.9%	19.7%	18.0%	2.1%	11.0%	12.6%	2.0%	0.6%	100.0%
2014	21.2%	2.4%	14.6%	15.9%	20.4%	2.1%	10.9%	11.0%	1.2%	0.3%	100.0%
SKILLED TECHNICAL											
2010	25.8%	3.4%	14.5%	10.2%	24.1%	3.2%	9.1%	8.6%	0.7%	0.2%	100.0%
2012	29.2%	2.9%	14.1%	8.4%	24.9%	3.0%	9.1%	7.2%	1.0%	0.2%	100.0%
2014	27.9%	2.0%	9.5%	5.2%	38.7%	2.1%	8.4%	5.2%	0.7%	0.2%	100.0%

Table 26 shows that although Whites were still over-represented compared to their EAP at the Top Management and Senior Management levels in this province, the trajectory from 2010 to 2014 indicates their representation at the Top Management level and Senior Management levels has been on a steady decline in KwaZulu-Natal. The designated groups have however benefitted from this steady decline, Black women in particular. If one had to take the EAP of the respective groups into account, Indians seem to have received more than their fair share of opportunities when compared to other Black Groups.

Black representation is beginning to show signs that equity is possible at the Professionally Qualified level and Skilled Technical Level, which shows a steady decline of White representation at these occupational levels and the need to prioritise for an increase in the representation of Coloureds in this province.

TABLE 27: WORKFORCE PROFILE FOR LIMPOPO

OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
TOP MANAGEMENT											
2010	27.3%	0.3%	3.1%	46.2%	10.4%	0.2%	0.3%	12.0%	0.2%	0.0%	100.0%
2012	19.4%	1.0%	4.2%	51.2%	8.9%	0.6%	1.0%	12.9%	0.7%	0.0%	100.0%
2014	21.5%	0.7%	4.4%	50.0%	8.7%	0.4%	0.4%	13.4%	0.5%	0.0%	100.0%
SENIOR MANAGEMENT											
2010	39.8%	0.3%	2.2%	26.4%	17.6%	0.2%	0.6%	11.9%	0.8%	0.2%	100.0%
2012	37.0%	0.7%	2.4%	27.0%	18.2%	0.3%	0.8%	12.2%	1.3%	0.1%	100.0%
2014	36.9%	0.6%	1.9%	27.8%	18.5%	0.3%	0.7%	11.5%	1.7%	0.2%	100.0%
PROFESSIONALLY QUALIFIED											
2010	45.3%	0.2%	0.4%	5.3%	43.1%	0.1%	0.3%	4.3%	0.8%	0.2%	100.0%
2012	41.6%	0.2%	0.5%	5.8%	46.0%	0.2%	0.3%	4.4%	0.9%	0.2%	100.0%
2014	40.7%	0.2%	0.4%	6.3%	45.1%	0.2%	0.3%	4.3%	1.9%	0.5%	100.0%
SKILLED TECHNICAL											
2010	39.1%	0.1%	0.1%	1.4%	55.4%	0.1%	0.1%	2.3%	0.9%	0.5%	100.0%
2012	40.9%	0.1%	0.1%	2.0%	53.8%	0.1%	0.1%	2.6%	0.1%	0.0%	100.0%
2014	40.9%	0.1%	0.1%	2.0%	53.8%	0.1%	0.1%	2.6%	0.1%	0.0%	100.0%

Figures in Table 27 shows that at all four upper occupational levels White representation is generally increasing and Black representation is either flat or decreasing. This is compounded even further when one considers the fact that Limpopo's EAP of Whites stands at only 2.7%.

The representation of women, apart from a few exceptions, is generally flat at all four occupational levels in this province. The current representation of Whites at the Top Management and Senior Management levels is nevertheless approximately 20 times their EAP in the Limpopo province. Notwithstanding the aforementioned, the representation of the designated groups is more closely aligned to their EAP at the Professionally Qualified and Skilled Technical levels in this province.

TABLE 28: WORKFORCE PROFILE FOR MPUMALANGA

OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
TOP MANAGEMENT											
2010	17.2%	0.7%	3.0%	59.5%	6.0%	0.2%	0.4%	11.8%	1.2%	0.1%	100.0%
2012	14.7%	0.9%	3.4%	60.4%	4.8%	0.5%	0.7%	13.3%	1.0%	0.2%	100.0%
2014	14.3%	1.2%	3.8%	60.2%	6.0%	0.4%	1.0%	12.0%	1.0%	0.2%	100.0%
SENIOR MANAGEMENT											
2010	23.8%	1.2%	1.9%	49.2%	7.9%	0.4%	0.4%	14.1%	0.6%	0.2%	100.0%
2012	23.2%	1.1%	2.5%	46.7%	7.9%	0.5%	0.6%	16.3%	1.0%	0.1%	100.0%
2014	24.9%	1.1%	2.2%	42.5%	10.6%	0.5%	0.6%	15.9%	1.5%	0.1%	100.0%
PROFESSIONALLY QUALIFIED											
2010	26.2%	1.0%	2.0%	38.7%	13.0%	0.6%	0.7%	16.0%	1.6%	0.3%	100.0%
2012	26.0%	0.9%	1.4%	32.1%	20.6%	0.6%	0.8%	14.6%	2.4%	0.4%	100.0%
2014	30.9%	0.7%	1.3%	25.8%	24.6%	0.6%	0.7%	12.0%	2.7%	0.8%	100.0%
SKILLED TECHNICAL											
2010	46.9%	1.4%	1.0%	24.4%	13.2%	0.6%	0.4%	9.5%	2.5%	0.1%	100.0%
2012	46.0%	1.4%	0.6%	20.1%	19.8%	0.6%	0.4%	8.7%	2.3%	0.1%	100.0%
2014	40.4%	0.8%	0.4%	12.0%	35.3%	0.5%	0.3%	7.3%	2.7%	0.3%	100.0%

Table 28 shows that White, Indian and Coloured representation increased from 2010 to 2014 and African representation actually declined at the Top Management level. Apart from foreign nationals, the only group whose representation decreased at this level is African males. White representation at this level is approximately six times their EAP and African representation is approximately six times below their EAP.

Considering the EAP of the various groups in this province, Indians and Coloureds also seem to have benefited from the decline in the representation of African males at this level. Representation of the designated groups at the Senior Management level is also showing positive signs of progress, but more needs to be done to improve the representation of African women at this level. Good progress has been made across all groups both in terms of race and gender representation when measured against the EAP of the various groups in this province.

TABLE 29: WORKFORCE PROFILE FOR THE NORTH WEST

OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
TOP MANAGEMENT											
2010	15.4%	0.9%	1.6%	61.6%	5.0%	0.2%	0.7%	13.6%	1.1%	0.0%	100.0%
2012	18.6%	0.9%	3.1%	56.9%	4.9%	0.3%	0.7%	13.5%	0.6%	0.4%	100.0%
2014	22.0%	1.6%	3.2%	52.3%	5.7%	0.4%	0.5%	12.3%	1.8%	0.2%	100.0%
SENIOR MANAGEMENT											
2010	20.9%	1.4%	1.5%	48.5%	9.3%	0.7%	0.4%	16.2%	0.9%	0.1%	100.0%
2012	21.2%	1.5%	1.4%	45.2%	9.7%	1.1%	0.5%	18.2%	1.1%	0.1%	100.0%
2014	27.1%	1.8%	1.5%	40.5%	9.9%	1.2%	0.5%	15.9%	1.3%	0.3%	100.0%
PROFESSIONALLY QUALIFIED											
2010	23.7%	1.3%	1.3%	27.6%	22.7%	1.3%	0.6%	18.4%	2.4%	0.6%	100.0%
2012	23.2%	1.4%	1.5%	28.5%	22.3%	1.1%	0.9%	17.6%	2.9%	0.7%	100.0%
2014	25.5%	1.2%	1.3%	25.0%	25.8%	1.1%	0.8%	17.6%	1.4%	0.2%	100.0%
SKILLED TECHNICAL											
2010	25.5%	1.2%	1.3%	25.0%	25.8%	1.1%	0.8%	17.6%	1.4%	0.2%	100.0%
2012	34.9%	1.2%	0.4%	17.7%	29.8%	1.2%	0.3%	11.6%	2.8%	0.1%	100.0%
2014	34.8%	1.3%	0.3%	15.9%	31.9%	1.2%	0.2%	11.0%	3.3%	0.1%	100.0%

According to Table 29 above, White representation was more than ten times their EAP at the Top Management and Senior Management levels. It also shows that good progress has been made towards increasing the representation of African males in this province. In future, a concerted effort should be made to ensure that there is an equitable distribution of opportunities between males and females in this province with regard to the Top Management and Senior Management levels.

A worrying factor for the Commission is the huge decrease of African female representation at the skilled level, especially when one reflects on their representation against their EAP of the province. If this trend continues it will not bode well for employment equity in this province.

TABLE 30: WORKFORCE PROFILE FOR THE NORTHERN CAPE

OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
TOP MANAGEMENT											
2010	12.4%	14.1%	1.5%	49.1%	8.0%	5.8%	0.2%	8.0%	0.7%	0.0%	100.0%
2012	10.9%	11.4%	1.4%	55.7%	6.1%	3.4%	0.2%	10.4%	0.5%	0.0%	100.0%
2014	8.8%	12.2%	2.5%	58.8%	2.5%	3.0%	0.7%	11.2%	0.2%	0.2%	100.0%
SENIOR MANAGEMENT											
2010	16.9%	12.8%	0.4%	45.0%	5.6%	7.1%	0.7%	11.0%	0.4%	0.0%	100.0%
2012	15.2%	12.5%	0.8%	46.6%	5.4%	4.6%	0.2%	14.2%	0.4%	0.1%	100.0%
2014	15.9%	11.5%	1.1%	46.8%	5.9%	4.5%	0.1%	13.9%	0.4%	0.0%	100.0%
PROFESSIONALLY QUALIFIED											
2010	17.1%	15.3%	0.3%	34.8%	9.4%	7.7%	0.6%	12.9%	1.7%	0.2%	100.0%
2012	16.6%	14.4%	0.5%	38.2%	8.0%	6.9%	0.5%	14.3%	0.6%	0.1%	100.0%
2014	18.7%	15.3%	0.3%	34.0%	9.5%	8.1%	0.3%	12.9%	0.7%	0.1%	100.0%
SKILLED TECHNICAL											
2010	22.3%	22.3%	0.3%	22.1%	11.5%	10.9%	0.2%	10.4%	0.1%	0.0%	100.0%
2012	26.6%	23.1%	0.2%	19.1%	10.3%	10.4%	0.2%	9.7%	0.3%	0.0%	100.0%
2014	28.9%	20.4%	0.3%	17.7%	12.7%	10.8%	0.1%	8.8%	0.3%	0.1%	100.0%

In the Northern Cape the EAP of the White population is 8.6% and their representation at the Top Management level and Senior Management Level is 60% and 60.7% respectively, with their representation still showing an increase between 2010 and 2014 as depicted in Table 30. There is a decline in the representation of Africans and Coloureds even from a small base at these two occupational levels, although their EAP in this province is 59.1% and 8.6% respectively. The negative trajectory of this impact is felt mainly by Africans and Coloureds who are the two major population groupings in this province.

Relatively good progress is being made at the Professionally Qualified and Skilled Technical levels, which should have had a positive influence and translated into gains for the designated groups in the upper two occupational levels. The trajectory at these two occupational levels reflects good progress towards the equitable representation of the designated groups at sometime in the near future.

TABLE 31: WORKFORCE PROFILE FOR THE WESTERN CAPE

OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
TOP MANAGEMENT											
2010	2.5%	8.4%	2.4%	66.5%	0.8%	3.4%	0.7%	13.2%	1.7%	0.4%	100.0%
2012	2.5%	8.0%	2.2%	65.5%	0.7%	3.8%	0.9%	14.0%	2.0%	0.3%	100.0%
2014	2.8%	8.3%	2.6%	63.8%	1.1%	4.0%	0.9%	14.0%	2.0%	0.5%	100.0%
SENIOR MANAGEMENT											
2010	4.7%	11.6%	2.9%	47.4%	1.9%	6.8%	1.2%	21.1%	1.8%	0.5%	100.0%
2012	4.2%	11.7%	2.8%	46.3%	2.2%	7.6%	1.3%	21.7%	1.6%	0.5%	100.0%
2014	4.4%	12.2%	2.9%	44.8%	2.4%	7.7%	1.4%	21.8%	1.7%	0.6%	100.0%
PROFESSIONALLY QUALIFIED											
2010	6.5%	16.0%	2.6%	27.3%	5.9%	15.5%	1.7%	22.5%	1.4%	0.6%	100.0%
2012	6.9%	14.4%	2.7%	28.4%	5.9%	13.7%	2.0%	23.9%	1.5%	0.6%	100.0%
2014	7.8%	15.0%	2.8%	27.1%	6.5%	14.3%	2.1%	22.0%	1.6%	0.8%	100.0%
SKILLED TECHNICAL											
2010	13.3%	19.9%	1.6%	12.5%	11.9%	21.5%	1.5%	16.6%	0.8%	0.4%	100.0%
2012	14.2%	20.9%	1.6%	12.8%	11.5%	20.2%	1.6%	16.0%	0.8%	0.4%	100.0%
2014	15.5%	20.2%	1.5%	12.0%	13.2%	19.6%	1.5%	14.6%	1.3%	0.6%	100.0%

Table 31 reflects very little or no progress at the four upper occupational levels in the Western Cape, particularly when the two major groups in the Western Cape in terms of the EAP are Africans (31.7%) and Coloureds (50.2%). If a critical mass of Africans and Coloureds is not established at the Professionally Qualified and Skilled Levels, there is very little chance of significantly increasing their representation at the Senior Management and Top Management levels. The representation of Africans and Coloureds indicates a low base where much more needs to be done to better reflect the demographics in the Western Cape both in terms of race and gender.

6.6 WORKFORCE PROFILE FROM 2010 TO 2014 BY RACE, GENDER AND SECTOR

TABLE 32: WORKFORCE PROFILE FOR AGRICULTURE

OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
TOP MANAGEMENT											
2010	5.6%	2.6%	0.7%	74.8%	1.6%	0.9%	0.1%	12.5%	1.0%	0.1%	100.0%
2012	4.8%	2.9%	0.8%	75.0%	1.3%	1.4%	0.2%	12.5%	0.9%	0.2%	100.0%
2014	6.1%	2.5%	0.8%	72.7%	2.1%	1.2%	0.2%	13.3%	0.8%	0.2%	100.0%
SENIOR MANAGEMENT											
2010	9.7%	4.1%	1.4%	60.7%	3.1%	1.3%	0.8%	17.5%	1.1%	0.2%	100.0%
2012	8.3%	3.4%	1.5%	63.7%	2.6%	1.5%	0.5%	17.3%	1.0%	0.2%	100.0%
2014	11.6%	3.7%	1.5%	58.6%	4.2%	1.5%	0.5%	17.4%	0.8%	0.2%	100.0%
PROFESSIONALLY QUALIFIED											
2010	17.7%	4.7%	1.7%	43.0%	7.0%	2.3%	0.8%	20.5%	1.8%	0.4%	100.0%
2012	17.5%	5.3%	1.7%	44.5%	6.7%	2.2%	0.8%	19.9%	1.2%	0.2%	100.0%
2014	19.5%	5.3%	1.7%	39.2%	10.1%	2.9%	1.0%	18.4%	1.5%	0.3%	100.0%
SKILLED TECHNICAL											
2010	29.1%	10.9%	1.4%	19.7%	12.9%	6.7%	0.8%	17.4%	0.9%	0.2%	100.0%
2012	33.9%	11.7%	1.8%	18.0%	12.7%	5.7%	0.9%	14.2%	1.1%	0.2%	100.0%
2014	36.7%	10.2%	1.5%	16.1%	15.2%	5.5%	0.8%	12.4%	1.3%	0.2%	100.0%

Table 32 shows that White males are over-represented in the agriculture sector at the top and senior management occupational levels and this phenomenon is consistent with the issue of ownership in the industry, although it has decreased steadily between 2010 and 2014. The representation of Africans, both male and females, decreased between 2010 and 2012 and increased again in 2014, while other groups either increased or remained stable during this period. Coloured representation (both males and females) also decreased between 2012 and 2014.

The representation of Africans, Coloured males, Indian and White females at the senior management level decreased between 2010 and 2012, whilst white males increased considerably. The period between 2012 and 2014 saw the representation of white males decreasing by 5.1%, while the representation of the designated groups either increased steadily or remained constant for some.

White males continue to be over-represented at the professionally qualified level, as they increased between 2010 and 2012 before decreasing again in 2014. The representation of Africans, Coloured females and White females also decreased between 2010 and 2012. All groups either increased or remained constant in 2014 with the exception of the white group.

With regards to the skilled technical level, only African males managed to enjoy an upward trend, while the rest of the groups have experienced an erratic representation.

TABLE 33: WORKFORCE PROFILE FOR MINING AND QUARRYING

OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
TOP MANAGEMENT											
2010	13.7%	1.4%	2.8%	66.6%	2.7%	0.3%	0.4%	6.5%	5.6%	0.2%	100.0%
2012	14.9%	1.8%	2.1%	66.1%	3.2%	0.5%	0.6%	7.3%	3.5%	0.1%	100.0%
2014	15.4%	1.9%	2.1%	62.4%	5.3%	0.5%	0.6%	7.5%	4.0%	0.2%	100.0%
SENIOR MANAGEMENT											
2010	12.5%	2.3%	2.6%	67.9%	2.3%	0.4%	0.9%	8.9%	2.0%	0.2%	100.0%
2012	15.4%	2.2%	3.2%	60.9%	3.4%	0.6%	1.2%	9.3%	3.4%	0.3%	100.0%
2014	16.4%	2.3%	3.5%	58.2%	4.1%	0.5%	1.4%	9.8%	3.5%	0.4%	100.0%
PROFESSIONALLY QUALIFIED											
2010	20.2%	2.5%	2.6%	52.8%	6.1%	0.7%	1.2%	11.2%	2.3%	0.4%	100.0%
2012	22.7%	2.6%	2.7%	48.4%	7.5%	1.0%	1.3%	11.2%	2.2%	0.4%	100.0%
2014	26.7%	2.8%	2.3%	44.4%	8.6%	0.9%	1.2%	10.1%	2.5%	0.4%	100.0%
SKILLED TECHNICAL											
2010	40.2%	3.6%	0.9%	35.6%	7.2%	0.8%	0.5%	6.9%	4.3%	0.1%	100.0%
2012	42.9%	3.6%	0.8%	31.6%	8.2%	1.0%	0.5%	6.7%	4.5%	0.1%	100.0%
2014	46.0%	3.8%	0.7%	27.6%	9.2%	1.0%	0.4%	6.1%	5.1%	0.1%	100.0%

White males are still over-represented at the top management level in the mining sector in comparison to their EAP although their representation has been decreasing at a steady pace as shown in Table 33. African males are the second group who have the most representation and are increasingly gaining ground over the period under review. This is the same with all other racial groups albeit at a slow pace and still under-represented compared to their EAP.

All designated groups with the exception of Coloured males between 2010 and 2012 and Coloured females between 2012 and 2014 experienced a minor increase in their representation over the years in senior management. White male representation continued on a downward spiral between 2010 and 2014.

The representation of African and Coloured males at the professionally qualified level experienced positive growth between 2010 and 2014. White representation continued to decline over the years. Indian and Coloured female representation experienced a slight growth between 2010 and 2012 before declining again in 2014, while white females remained constant and declined in 2014. The representation of Coloured males remained constant between 2010 and 2012 before experiencing a steady increase in 2014, and the representation of both Indian male and females has been erratic.

The skilled technical occupational level in the mining sector is dominated by African males and continues to increase. This is followed by the White male group, which has been experiencing a decline over the years.

The representation of foreign nationals either outnumbers or just equals that of the Coloured and Indian groups at all levels.

TABLE 34: WORKFORCE PROFILE FOR CONSTRUCTION

OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
TOP MANAGEMENT											
2010	10.5%	4.8%	4.6%	66.1%	2.0%	1.2%	1.0%	7.2%	2.3%	0.2%	100.0%
2012	10.9%	4.8%	4.9%	63.2%	3.0%	1.4%	1.5%	8.0%	2.1%	0.2%	100.0%
2014	12.3%	5.4%	5.0%	60.9%	4.0%	1.5%	1.6%	6.9%	2.2%	0.1%	100.0%
SENIOR MANAGEMENT											
2010	11.2%	6.1%	4.8%	58.8%	3.0%	1.1%	1.2%	11.0%	2.6%	0.3%	100.0%
2012	11.8%	6.0%	4.9%	57.1%	3.7%	1.4%	1.2%	11.3%	2.3%	0.3%	100.0%
2014	14.3%	6.1%	5.0%	52.7%	5.1%	1.4%	1.7%	10.3%	3.0%	0.7%	100.0%
PROFESSIONALLY QUALIFIED											
2010	18.9%	6.7%	4.9%	47.8%	5.2%	1.3%	1.5%	9.9%	3.2%	0.5%	100.0%
2012	19.2%	7.0%	4.8%	46.0%	5.5%	1.4%	1.4%	10.4%	3.7%	0.5%	100.0%
2014	20.5%	7.2%	4.7%	42.7%	6.7%	1.7%	1.5%	10.2%	4.1%	0.6%	100.0%
SKILLED TECHNICAL											
2010	42.7%	8.5%	3.0%	22.9%	7.0%	2.0%	1.2%	8.7%	3.8%	0.2%	100.0%
2012	48.0%	7.8%	2.7%	19.1%	6.7%	1.6%	1.1%	7.6%	5.2%	0.2%	100.0%
2014	50.7%	8.3%	2.6%	17.3%	8.4%	1.7%	1.2%	6.8%	2.8%	0.2%	100.0%

There is an over-representation of White males at the top and senior management occupational levels within the construction sector as shown in Table 34. It has been consistently decreasing and still remains very high taking their EAP into consideration. This is consistent with the nature of skills required to perform in the sector, which is highly technical in nature and has an over-concentration of White males.

Blacks have gained ground in the sector, with the representation of African males continuing to experience a positive increase in all levels over the years. The representation of Coloured males, African females and Indian females at the skilled technical level has been erratic over the years, while that of Indian males and Whites has continued to decline. Foreign Nationals are significantly represented and have increased considerably at the professionally qualified level.

TABLE 35: WORKFORCE PROFILE FOR MANUFACTURING

OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
TOP MANAGEMENT											
2010	4.6%	2.9%	6.5%	68.1%	1.4%	1.1%	1.1%	10.2%	3.6%	0.4%	100.0%
2012	4.6%	2.8%	6.8%	66.9%	1.6%	1.3%	1.5%	10.3%	3.9%	0.4%	100.0%
2014	4.5%	2.9%	7.9%	64.2%	1.8%	1.3%	1.8%	10.5%	4.5%	0.5%	100.0%
SENIOR MANAGEMENT											
2010	6.6%	5.2%	8.6%	55.5%	2.5%	2.2%	2.2%	14.5%	2.4%	0.3%	100.0%
2012	6.9%	5.5%	8.3%	53.8%	2.2%	2.1%	2.9%	15.6%	2.5%	0.3%	100.0%
2014	7.8%	5.1%	8.8%	50.7%	3.1%	2.3%	3.0%	15.6%	2.9%	0.5%	100.0%
PROFESSIONALLY QUALIFIED											
2010	11.9%	6.2%	8.5%	45.8%	4.2%	2.9%	3.1%	15.6%	1.6%	0.4%	100.0%
2012	13.1%	6.4%	8.5%	43.0%	4.8%	2.9%	3.4%	15.7%	1.9%	0.3%	100.0%
2014	13.3%	6.7%	8.5%	41.6%	5.5%	3.1%	3.8%	15.4%	1.9%	0.4%	100.0%
SKILLED TECHNICAL											
2010	28.8%	10.7%	7.1%	25.6%	7.8%	4.9%	2.5%	11.4%	1.0%	0.2%	100.0%
2012	30.9%	10.2%	6.6%	24.4%	8.5%	4.6%	2.5%	10.9%	1.3%	0.2%	100.0%
2014	31.6%	9.9%	6.3%	22.4%	10.2%	4.7%	2.7%	10.1%	1.8%	0.2%	100.0%

Table 35 shows that both White males and females are over-represented at all levels of the manufacturing sector compared to their EAP, although they have been experiencing a decline over the years. After whites Indian males are the second most represented group at the top and senior management level within this sector which is way above their EAP. Their representation has been steadily growing at the top management level over the reference period, while it has been erratic at the senior management levels.

The representation of women at the top management level has been growing gradually although Coloured and African women are far below their EAP at this level, whereas whites have doubled theirs. From the designated groups, only Indians have managed to either reach or surpass their EAP at the top and senior management levels. The representation of foreign nationals has also been growing way above that of Coloured males and Black females.

Except for White females, the representation of designated employees has been showing slight increases at the professionally qualified level.

African males are the most represented group at the skilled technical level though still falling short of their EAP, but making good progress. They are followed by White males whose representation has been gradually decreasing.

TABLE 36: WORKFORCE PROFILE FOR ELECTRICITY, GAS AND WATER SUPPLY

OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
TOP MANAGEMENT											
2010	20.1%	4.8%	6.5%	46.5%	8.5%	1.0%	1.9%	7.7%	2.8%	0.2%	100.0%
2012	21.5%	4.8%	6.5%	43.2%	9.5%	2.0%	2.0%	6.3%	3.7%	0.5%	100.0%
2014	27.2%	5.0%	6.5%	34.2%	13.1%	1.8%	2.7%	5.2%	3.9%	0.3%	100.0%
SENIOR MANAGEMENT											
2010	25.1%	3.5%	6.8%	35.7%	12.0%	2.3%	2.1%	10.3%	1.7%	0.5%	100.0%
2012	25.4%	4.1%	6.1%	33.2%	12.5%	2.0%	2.5%	10.2%	3.3%	0.7%	100.0%
2014	29.5%	4.1%	5.3%	28.4%	16.8%	1.8%	2.3%	9.1%	2.2%	0.4%	100.0%
PROFESSIONALLY QUALIFIED											
2010	25.7%	4.6%	6.5%	29.2%	17.2%	2.0%	2.7%	8.9%	2.7%	0.5%	100.0%
2012	26.9%	5.3%	5.7%	27.1%	18.4%	2.2%	2.4%	8.8%	2.7%	0.4%	100.0%
2014	28.5%	5.1%	5.8%	24.8%	20.8%	2.4%	2.5%	7.7%	2.2%	0.3%	100.0%
SKILLED TECHNICAL											
2010	38.0%	4.7%	2.7%	18.4%	23.8%	2.5%	1.7%	7.3%	0.6%	0.2%	100.0%
2012	38.4%	5.0%	2.1%	14.4%	28.2%	3.0%	1.4%	6.6%	0.7%	0.2%	100.0%
2014	40.2%	4.9%	2.2%	14.6%	26.6%	2.8%	1.5%	6.2%	0.8%	0.2%	100.0%

Although White male representation has been decreasing between 2010 and 2014 according to Table 36, they are still the most represented at the top management level way above their EAP within the electricity, gas and water supply sector. Followed by African males, whose representation has been increasing over the years with the biggest increase between 2012 and 2014. African females are fairly represented in top management as opposed to females of other races and have seen their representation increasing in the reference period although still below their EAP. The representation of White females has been decreasing and Coloured female representation has been fluctuating.

With regard to the senior management level, White male representation has been declining in the 2010 and 2012 reporting years, with African males sharply increasing in 2014.

Africans continue to gain ground, with males leading the pack at the professionally qualified level ahead of white males and their female counterparts. White representation is continuing on a downward spiral, while Coloured males and Indians (both male and female) representation is sporadic.

Representation at the skilled technical level within the electricity, gas and water supply sector is mostly Black, particularly Africans, followed by Coloureds and Indians. Female representation has decreased between 2012 and 2014, with the exception of Indian females. Coloured male representation has also seen a slight decrease in 2014, while Indian males have increased slightly.

TABLE 37: WORKFORCE PROFILE FOR TRANSPORT, STORAGE AND COMMUNICATIONS

OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
TOP MANAGEMENT											
2010	9.4%	3.2%	7.7%	55.9%	4.2%	1.5%	1.7%	12.4%	3.6%	0.5%	100.0%
2012	9.0%	3.2%	8.5%	55.1%	3.9%	1.5%	2.1%	12.0%	4.2%	0.6%	100.0%
2014	10.9%	3.6%	9.0%	51.5%	4.4%	1.6%	2.8%	11.7%	3.9%	0.6%	100.0%
SENIOR MANAGEMENT											
2010	12.6%	4.4%	10.1%	42.7%	5.9%	2.1%	3.1%	16.7%	1.9%	0.6%	100.0%
2012	12.3%	4.6%	10.8%	41.9%	5.7%	2.4%	3.5%	16.3%	2.2%	0.5%	100.0%
2014	14.6%	4.8%	9.4%	38.3%	7.3%	2.5%	3.9%	16.2%	2.4%	0.5%	100.0%
PROFESSIONALLY QUALIFIED											
2010	16.7%	5.8%	7.7%	38.8%	8.0%	2.6%	3.0%	16.1%	0.9%	0.3%	100.0%
2012	17.4%	5.8%	8.1%	35.5%	8.4%	2.9%	3.6%	15.5%	2.4%	0.5%	100.0%
2014	20.3%	6.2%	7.5%	32.4%	10.0%	2.9%	3.5%	13.9%	2.8%	0.6%	100.0%
Skilled Technical											
2010	30.4%	8.3%	5.4%	22.3%	13.9%	4.5%	2.6%	11.7%	0.8%	0.2%	100.0%
2012	32.1%	8.1%	5.5%	20.5%	14.4%	4.4%	2.9%	11.0%	0.9%	0.2%	100.0%
2014	34.3%	8.2%	5.0%	18.4%	16.4%	4.3%	2.6%	9.2%	1.4%	0.3%	100.0%

According to Table 37, whites are over-represented at the top three occupational levels of the transport, storage and communications sector when compared to their EAP, with white males occupying more than 50% of the positions at the top management level despite their decreasing representation trend. In comparison to their EAP, Indian males seem to have better chances of securing employment in the sector as their representation continues to grow over the years.

Black representation starts becoming significant at the lower levels especially at the skilled technical level, while at the professionally qualified level there is preference for African males over the other designated groups in the sector although still under-represented in comparison to their EAP.

TABLE 38: WORKFORCE PROFILE FOR RETAIL AND MOTOR TRADE AND REPAIR SERVICE

OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
TOP MANAGEMENT											
2010	3.4%	2.9%	6.9%	67.8%	0.7%	1.1%	1.3%	14.0%	1.6%	0.2%	100.0%
2012	3.0%	3.2%	7.1%	66.7%	1.1%	1.4%	1.8%	13.8%	1.7%	0.2%	100.0%
2014	3.9%	2.9%	8.0%	65.3%	1.1%	1.4%	2.0%	13.4%	1.7%	0.3%	100.0%
SENIOR MANAGEMENT											
2010	7.4%	6.0%	8.1%	48.2%	2.6%	3.5%	2.8%	20.2%	1.0%	0.2%	100.0%
2012	7.5%	5.7%	8.2%	45.6%	3.5%	4.3%	3.5%	20.4%	1.0%	0.3%	100.0%
2014	8.9%	5.9%	8.3%	44.3%	3.9%	4.0%	3.5%	19.9%	1.0%	0.3%	100.0%
PROFESSIONALLY QUALIFIED											
2010	16.6%	7.3%	7.2%	28.0%	9.9%	6.8%	4.3%	18.8%	0.7%	0.3%	100.0%
2012	14.5%	7.4%	7.5%	27.9%	10.1%	6.9%	4.4%	20.3%	0.6%	0.3%	100.0%
2014	16.4%	7.4%	7.1%	25.7%	11.5%	7.5%	4.2%	18.9%	0.8%	0.4%	100.0%
SKILLED TECHNICAL											
2010	23.2%	7.8%	5.6%	17.5%	17.9%	10.4%	4.2%	13.0%	0.3%	0.2%	100.0%
2012	23.7%	7.4%	5.8%	15.7%	19.7%	10.1%	4.0%	13.0%	0.4%	0.1%	100.0%
2014	24.5%	7.1%	5.3%	15.1%	21.5%	9.5%	4.0%	12.2%	0.6%	0.2%	100.0%

The over-representation of Whites, especially White males, relative to their EAP at the top management level is also evident in the retail and motor trade and repair service sector as depicted in Table 38. Indian males are the second most represented group at this level, with other Black groups trailing behind them.

The picture is no different at the senior management level, and only African males gaining a slight edge over Indian males in 2014 although still over-represented by more than five times their EAP. Africans and Coloureds are under-represented at the senior management occupational level. Coloured representation has been irregular when compared with other Black groups. With regards to females, White females continue to have an edge over other female groups although their representation has been erratic.

As for the professionally qualified level, more than 40% of the workforce is White, where White males constitute more than a quarter of the workforce in the retail, motor trade and repair service sector.

The representation of Africans (both males and females) has been increasing steadily at the skilled technical level, while that of other Black groups have been decreasing through the years.

TABLE 39: WORKFORCE PROFILE FOR CATERING, ACCOMMODATION & OTHER TRADE

OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
TOP MANAGEMENT											
2010	7.7%	2.4%	2.6%	56.5%	3.7%	2.1%	1.1%	19.8%	3.2%	1.0%	100.0%
2012	7.1%	2.9%	2.7%	55.3%	3.5%	1.7%	1.6%	21.7%	2.7%	0.7%	100.0%
2014	8.0%	3.0%	4.0%	52.5%	4.7%	1.8%	2.1%	20.9%	2.5%	0.5%	100.0%
SENIOR MANAGEMENT											
2010	15.1%	4.6%	3.8%	34.5%	6.7%	4.2%	2.4%	26.1%	1.8%	0.8%	100.0%
2012	11.2%	4.8%	3.9%	35.1%	7.7%	4.2%	2.6%	27.9%	2.0%	0.5%	100.0%
2014	13.0%	4.7%	4.3%	31.6%	9.8%	4.5%	2.8%	26.6%	2.0%	0.6%	100.0%
PROFESSIONALLY QUALIFIED											
2010	16.6%	5.9%	3.3%	21.8%	15.2%	6.6%	3.5%	22.8%	3.2%	1.2%	100.0%
2012	15.2%	5.6%	3.4%	20.4%	16.6%	7.2%	3.8%	23.4%	3.1%	1.3%	100.0%
2014	18.0%	4.7%	3.2%	19.2%	19.0%	6.2%	3.7%	22.1%	2.7%	1.3%	100.0%
SKILLED TECHNICAL											
2010	25.1%	6.3%	2.4%	9.5%	25.8%	10.3%	2.9%	15.1%	1.7%	1.1%	100.0%
2012	25.7%	5.7%	2.5%	9.5%	27.3%	9.9%	2.9%	13.5%	1.9%	1.1%	100.0%
2014	25.9%	5.2%	2.2%	8.4%	30.2%	9.2%	2.6%	12.4%	2.6%	1.5%	100.0%

The overrepresentation of whites relative to their EAP at the top management level continues even in the catering, accommodation and other trade sector. Africans constitute the second highest percentage representation, although still far below their EAP. Although at a diminished percentage, Indian males feature prominently in comparison to their EAP at the top management level of the sector.

The representation of Blacks, especially Africans, starts to show at the senior and more significantly the professionally qualified level of the catering, accommodation & other trade sector, while still dominated by White males and females. An interesting phenomenon at the professionally qualified level is that of White females showing the most representation than any other group, even surpassing their male counterparts. A situation of almost equilibrium exists between Africans and Whites at this level, due to ownership of catering companies.

Africans are also the most represented at the skilled technical level of this sector over other Black groups and have been increasing over the years, whilst other groups have been decreasing.

TABLE 40: WORKFORCE PROFILE FOR COMMUNITY, SOCIAL & PERSONAL SERVICES

OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
TOP MANAGEMENT											
2010	3.9%	2.4%	7.5%	66.2%	1.4%	1.1%	1.9%	13.4%	2.1%	0.2%	100.0%
2012	22.3%	3.9%	4.4%	37.1%	11.1%	1.9%	1.8%	15.7%	1.3%	0.5%	100.0%
2014	22.7%	3.8%	4.9%	36.1%	10.7%	2.0%	2.2%	15.8%	1.2%	0.4%	100.0%
SENIOR MANAGEMENT											
2010	6.8%	4.1%	8.0%	49.3%	2.8%	3.3%	2.8%	21.1%	1.5%	0.4%	100.0%
2012	27.3%	4.9%	3.8%	22.2%	15.6%	3.2%	2.8%	18.8%	1.0%	0.5%	100.0%
2014	28.0%	4.9%	3.9%	20.1%	17.1%	3.1%	2.9%	18.0%	1.2%	0.7%	100.0%
PROFESSIONALLY QUALIFIED											
2010	10.9%	5.7%	7.2%	35.5%	6.0%	4.9%	3.5%	25.2%	0.9%	0.2%	100.0%
2012	23.9%	4.1%	2.6%	12.3%	31.2%	5.1%	3.0%	15.5%	1.6%	0.7%	100.0%
2014	25.5%	4.0%	2.7%	11.1%	31.7%	5.0%	3.3%	14.5%	1.5%	0.7%	100.0%
SKILLED TECHNICAL											
2010	24.1%	7.3%	5.3%	17.4%	16.1%	7.5%	4.2%	17.5%	0.4%	0.2%	100.0%
2012	34.5%	4.8%	1.5%	5.9%	37.2%	4.9%	1.5%	8.9%	0.4%	0.2%	100.0%
2014	32.8%	4.1%	1.5%	4.8%	40.7%	4.5%	2.2%	8.4%	0.6%	0.3%	100.0%

Table 40 shows that although still dominant, White male representation at the top management level in the community, social and personal services sector fell sharply between 2010 and 2012 at all occupational levels and continues on a downward trend in 2014. On the other hand, White females have been increasing representation at the top management level between 2010 and 2014. African males are the second largest represented group at the top management level.

White female representation has also decreased from the senior management to the lower levels.

The tide starts to turn from the senior management level and lower where Africans, especially males, are the most represented in the community, social and personal services sector, whereas white females still have an edge over other racial groups in senior management level. This is the sector comprising government departments where most Africans are employed.

TABLE 41: WORKFORCE PROFILE FOR WHOLESALE TRADE, COMMERCIAL AGENTS & ALLIED SERVICES

OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
TOP MANAGEMENT											
2010	3.9%	2.4%	7.5%	66.2%	1.4%	1.1%	1.9%	13.4%	2.1%	0.2%	100.0%
2012	3.8%	2.8%	8.8%	63.1%	1.5%	1.2%	2.1%	13.5%	2.9%	0.3%	100.0%
2014	3.9%	2.1%	10.0%	60.5%	1.9%	1.2%	3.0%	13.6%	3.1%	0.6%	100.0%
SENIOR MANAGEMENT											
2010	6.8%	4.1%	8.0%	49.3%	2.8%	3.3%	2.8%	21.1%	1.5%	0.4%	100.0%
2012	8.7%	4.2%	9.7%	44.5%	3.4%	3.0%	3.2%	21.3%	1.7%	0.5%	100.0%
2014	8.4%	4.1%	10.2%	42.4%	4.1%	2.8%	4.0%	21.3%	2.2%	0.5%	100.0%
PROFESSIONALLY QUALIFIED											
2010	10.9%	5.7%	7.2%	35.5%	6.0%	4.9%	3.5%	25.2%	0.9%	0.2%	100.0%
2012	12.9%	5.4%	7.6%	31.9%	7.8%	4.7%	4.5%	23.7%	1.1%	0.3%	100.0%
2014	13.6%	5.4%	7.3%	32.0%	7.8%	3.9%	4.6%	23.1%	1.8%	0.5%	100.0%
SKILLED TECHNICAL											
2010	24.1%	7.3%	5.3%	17.4%	16.1%	7.5%	4.2%	17.5%	0.4%	0.2%	100.0%
2012	26.2%	6.7%	5.3%	16.1%	16.7%	7.1%	4.4%	16.7%	0.7%	0.2%	100.0%
2014	26.3%	6.5%	5.4%	17.4%	15.3%	6.6%	4.5%	16.7%	1.2%	0.3%	100.0%

According to Table 41, White males and females are overrepresented relative to their EAP at the top management, senior management and professionally qualified levels within the wholesale trade, commercial agents and allied services sector with female representation continuing to increase over the reference period.

African males are the third most represented group at the professionally qualified level, whereas they are still trailing behind when compared to their EAP. They are also the most represented at the skilled technical level, followed by both White males and females. Coloured representation also becomes significant at the skilled technical level.

Indians are over-represented at all levels as their representation surpassed their EAP.

TABLE 42: WORKFORCE PROFILE FOR FINANCE & BUSINESS SERVICES

OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
TOP MANAGEMENT											
2010	9.0%	2.8%	4.9%	58.5%	3.5%	1.6%	1.8%	14.6%	2.8%	0.5%	100.0%
2012	8.2%	2.4%	5.0%	57.2%	3.8%	1.6%	2.0%	16.0%	3.1%	0.6%	100.0%
2014	8.6%	2.5%	5.3%	54.5%	4.8%	1.8%	2.5%	15.9%	3.3%	0.8%	100.0%
SENIOR MANAGEMENT											
2010	8.7%	3.6%	6.5%	44.6%	5.0%	2.4%	3.5%	22.6%	2.4%	0.8%	100.0%
2012	9.0%	3.5%	6.7%	40.8%	6.1%	2.7%	4.1%	23.5%	2.6%	0.9%	100.0%
2014	9.0%	3.5%	6.9%	39.3%	6.6%	2.8%	4.4%	22.9%	3.3%	1.3%	100.0%
PROFESSIONALLY QUALIFIED											
2010	11.6%	4.6%	6.6%	31.0%	9.2%	4.8%	5.7%	24.1%	1.5%	0.8%	100.0%
2012	11.7%	4.7%	6.7%	29.1%	10.3%	5.2%	6.1%	23.4%	1.9%	0.9%	100.0%
2014	12.9%	4.8%	6.9%	26.3%	12.0%	5.5%	6.5%	22.0%	2.0%	1.1%	100.0%
SKILLED TECHNICAL											
2010	19.4%	5.1%	4.0%	13.1%	22.8%	8.3%	5.2%	20.8%	0.7%	0.5%	100.0%
2012	19.8%	5.8%	4.2%	13.5%	21.5%	9.3%	5.4%	19.0%	0.8%	0.5%	100.0%
2014	19.9%	5.8%	3.9%	11.4%	24.6%	9.8%	5.3%	17.4%	1.2%	0.7%	100.0%

The top three occupational levels of the finance and business services sector also show overrepresentation relative to the EAP of Whites as shown in Table 42. African males are the second largest group in the sector. White females continue to outshine other female groups at these occupational levels.

African males are the most represented group at the skilled technical levels. They are followed by White females, who have an edge over their male counterparts at this level.

6.7 WORKFORCE PROFILE FROM 2010 TO 2014 BY RACE, GENDER AND BUSINESS TYPE

TABLE 43: WORKFORCE PROFILE FOR THE NATIONAL GOVERNMENT

OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
TOP MANAGEMENT											
2010	37.5%	8.2%	7.6%	12.4%	23.7%	3.7%	2.3%	3.7%	1.1%	0.0%	100.0%
2012	41.3%	6.0%	6.3%	12.1%	23.5%	2.5%	3.5%	3.8%	1.0%	0.0%	100.0%
2014	35.3%	5.6%	7.9%	18.4%	19.6%	3.0%	2.9%	6.4%	0.8%	0.2%	100.0%
SENIOR MANAGEMENT											
2010	34.0%	5.0%	5.1%	17.7%	21.2%	2.3%	3.2%	10.6%	0.6%	0.3%	100.0%
2012	32.8%	4.7%	5.1%	14.9%	24.2%	2.3%	3.8%	11.0%	0.6%	0.5%	100.0%
2014	33.0%	4.7%	4.9%	14.2%	25.0%	2.6%	4.0%	10.6%	0.6%	0.4%	100.0%
PROFESSIONALLY QUALIFIED											
2010	36.2%	4.5%	3.0%	16.7%	23.4%	3.1%	2.3%	10.4%	0.3%	0.1%	100.0%
2012	35.7%	4.5%	2.1%	13.7%	27.9%	3.6%	2.4%	9.6%	0.3%	0.2%	100.0%
2014	35.7%	3.9%	2.1%	12.1%	30.3%	3.4%	2.4%	9.6%	0.3%	0.2%	100.0%
SKILLED TECHNICAL											
2010	45.8%	7.2%	2.2%	11.9%	19.4%	3.0%	1.1%	9.3%	0.0%	0.0%	100.0%
2012	40.4%	6.5%	1.1%	7.0%	32.2%	4.1%	1.1%	7.5%	0.0%	0.0%	100.0%
2014	39.4%	6.1%	1.0%	6.2%	35.0%	4.2%	1.2%	6.9%	0.0%	0.0%	100.0%

Although African representation at the Top Management level within national government is the largest, Table 43 shows that it has been decreasing in relation to their EAP, with the biggest decrease taking place between 2012 and 2014. The biggest beneficiaries have been Whites, especially males, whose representation has been gradually increasing. The representation of other designated groups has also been erratic during the period under review.

Women have been making gains at the Senior Management level, while the representation of males has either been sporadic or decreasing, especially as far as White males are concerned. This downward trend of male representation continued at the Professionally Qualified and Skilled Technical levels, with Black females making gains while the representation of White females has been gradually decreasing.

TABLE 44: WORKFORCE PROFILE FOR THE PROVINCIAL GOVERNMENT

OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
TOP MANAGEMENT											
2010	46.4%	9.1%	1.8%	9.5%	22.6%	3.3%	1.1%	5.8%	0.4%	0.0%	100.0%
2012	45.1%	6.3%	3.0%	7.8%	30.2%	1.5%	1.1%	4.9%	0.0%	0.0%	100.0%
2014	46.8%	6.2%	3.1%	7.3%	27.0%	3.6%	1.8%	4.2%	0.0%	0.0%	100.0%
SENIOR MANAGEMENT											
2010	45.2%	6.7%	3.2%	8.9%	25.5%	3.4%	2.0%	4.2%	0.7%	0.1%	100.0%
2012	45.6%	6.6%	3.0%	7.9%	27.3%	3.6%	1.5%	4.3%	0.3%	0.0%	100.0%
2014	44.6%	5.8%	3.0%	7.3%	28.9%	3.6%	1.8%	4.4%	0.3%	0.2%	100.0%
PROFESSIONALLY QUALIFIED											
2010	26.2%	7.6%	1.9%	7.3%	34.2%	9.9%	2.6%	8.4%	1.3%	0.5%	100.0%
2012	27.2%	3.4%	2.3%	5.9%	41.0%	7.0%	3.1%	7.9%	1.6%	0.7%	100.0%
2014	27.9%	3.5%	2.1%	6.1%	41.2%	6.4%	3.2%	8.1%	1.1%	0.4%	100.0%
SKILLED TECHNICAL											
2010	25.2%	3.7%	0.6%	1.7%	53.0%	8.0%	1.0%	6.1%	0.4%	0.3%	100.0%
2012	27.7%	1.7%	0.6%	1.2%	59.0%	4.2%	1.1%	4.1%	0.3%	0.2%	100.0%
2014	26.7%	1.6%	0.6%	1.6%	57.8%	4.0%	1.2%	5.6%	0.7%	0.3%	100.0%

Table 44 shows an increased representation of Africans at Top management although it has been irregular with African females making the biggest gains between 2010 and 2012. Indian representation has also been slightly increasing, while other groups have been decreasing. Africans are also well represented at Senior Management level, with female representation increasing between 2010 and 2014. The representation of Indian females has been decreasing.

African females are over-represented at Professionally Qualified and Skilled Technical levels compared to their their EAP, followed by their male counterparts. Coloured representation has been decreasing at these levels with the biggest decline by half for females at the Skilled Technical level between 2010 and 2014.

TABLE 45: WORKFORCE PROFILE FOR THE LOCAL GOVERNMENT

OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
TOP MANAGEMENT											
2010	44.5%	7.2%	3.9%	15.3%	22.9%	2.3%	0.7%	2.7%	0.5%	0.1%	100.0%
2012	48.3%	6.2%	5.0%	12.2%	23.5%	1.2%	1.3%	2.1%	0.0%	0.2%	100.0%
2014	53.1%	5.1%	4.5%	9.1%	22.6%	1.3%	1.1%	2.7%	0.5%	0.1%	100.0%
SENIOR MANAGEMENT											
2010	37.7%	5.6%	3.7%	23.5%	17.5%	2.4%	1.4%	7.9%	0.3%	0.0%	100.0%
2012	42.5%	6.0%	4.3%	19.7%	17.9%	2.2%	1.3%	6.0%	0.2%	0.0%	100.0%
2014	43.7%	5.5%	4.1%	17.1%	20.5%	2.0%	1.3%	5.5%	0.3%	0.1%	100.0%
PROFESSIONALLY QUALIFIED											
2010	28.7%	9.1%	3.1%	21.2%	22.0%	5.0%	1.4%	9.0%	0.3%	0.1%	100.0%
2012	27.5%	10.6%	3.2%	20.9%	22.5%	5.4%	1.3%	8.2%	0.3%	0.1%	100.0%
2014	32.7%	9.9%	2.9%	17.1%	24.4%	4.7%	1.4%	6.5%	0.3%	0.1%	100.0%
SKILLED TECHNICAL											
2010	36.0%	9.9%	3.6%	12.2%	24.4%	5.2%	1.6%	6.8%	0.1%	0.1%	100.0%
2012	34.1%	12.7%	4.9%	10.7%	22.7%	6.5%	2.0%	6.2%	0.1%	0.0%	100.0%
2014	34.4%	13.3%	4.4%	8.9%	25.3%	6.8%	1.9%	5.0%	0.1%	0.0%	100.0%

As shown in Table 45, Africans were the most represented at the Top Management level and male representation has been experiencing positive growth compared to other designated groups, whose representation has been either dwindling or sporadic. Together with Indian and White males they have thus surpassed their EAP at the expense of Coloureds and their female counterparts.

African representation has also been increasing at the Senior Management level between 2010 and 2014, whereas the designated groups have been decreasing. The same can be said at the Professionally Qualified level, with White representation appearing to be on a continued decline.

As far as the Skilled Technical level is concerned Coloureds, especially males have been making positive gains such that they have become over represented relative to their EAP. African and Indian female representation also increased between 2010 and 2014 although irregular, while White females have been decreasing, but are still slightly above their EAP.

TABLE 46: WORKFORCE PROFILE FOR THE PRIVATE SECTOR

OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
TOP MANAGEMENT											
2010	6.6%	2.9%	5.5%	64.8%	2.0%	1.2%	1.4%	12.6%	2.7%	0.4%	100.0%
2012	6.3%	3.0%	5.8%	63.4%	2.3%	1.4%	1.6%	12.9%	2.9%	0.4%	100.0%
2014	6.9%	3.0%	6.4%	60.9%	2.9%	1.4%	2.1%	12.8%	3.0%	0.5%	100.0%
SENIOR MANAGEMENT											
2010	8.0%	4.4%	6.8%	51.1%	3.0%	2.4%	2.6%	19.2%	2.0%	0.5%	100.0%
2012	8.6%	4.4%	6.9%	48.6%	3.7%	2.6%	3.0%	19.6%	2.3%	0.5%	100.0%
2014	9.4%	4.4%	7.1%	46.1%	4.5%	2.6%	3.3%	19.4%	2.6%	0.7%	100.0%
PROFESSIONALLY QUALIFIED											
2010	12.8%	5.5%	6.7%	37.4%	6.7%	4.1%	4.0%	20.9%	1.5%	0.5%	100.0%
2012	13.7%	5.5%	6.6%	35.3%	7.8%	4.1%	4.2%	20.3%	1.9%	0.6%	100.0%
2014	15.0%	5.7%	6.5%	32.7%	9.2%	4.4%	4.5%	19.2%	2.2%	0.7%	100.0%
SKILLED TECHNICAL											
2010	27.3%	7.6%	4.7%	20.5%	13.0%	6.4%	3.5%	15.3%	1.4%	0.3%	100.0%
2012	31.6%	7.3%	4.4%	18.6%	14.0%	5.9%	3.2%	13.2%	1.7%	0.3%	100.0%
2014	32.7%	7.0%	4.1%	16.4%	16.2%	5.9%	3.2%	12.3%	1.8%	0.4%	100.0%

Although the representation of Whites is decreasing at the Top Management level, Table 46 shows that they are still over-represented in terms of their EAP when compared to other designated groups in the private sector. African males might seem to be the next group with a high representation, but taking into account their EAP, both Indian males and females are the next placed groups as their representation is far beyond their EAP. Other Black groups have slightly increased their representation between 2010 and 2012 as well as foreign nationals.

At the Senior Management level, all designated groups managed to attain slight increases in their representation with the exception of Coloured males, which stayed constant during the period under review. This gain is due to the continued downward trend of White male representation, although still over-represented when taking into account their EAP. Foreign nationals also benefited as their representation continues to grow at all levels.

Black women had an increased representation at the Professionally Qualified level and African and Colored female representation is still below their EAP. White and Indian male representation has been declining, though still above their EAP. Only Coloured male representation managed to reach their EAP.

The representation of Africans at the Skilled Technical level has been gradually increasing with the biggest gains for males between 2010 and 2012. Foreign nationals have also been increasing their presence over the years, while all the other groups have generally been declining.

TABLE 47: WORKFORCE PROFILE FOR NON-PROFIT ORGANISATIONS

OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
TOP MANAGEMENT											
2010	8.0%	3.1%	3.3%	45.1%	6.0%	3.8%	2.9%	25.2%	1.3%	1.3%	100.0%
2012	15.8%	5.5%	2.7%	35.5%	8.2%	3.7%	2.7%	22.8%	1.7%	1.5%	100.0%
2014	25.2%	5.1%	4.0%	26.2%	12.2%	2.7%	2.5%	18.2%	2.7%	1.1%	100.0%
SENIOR MANAGEMENT											
2010	8.7%	3.0%	2.7%	29.6%	10.5%	5.4%	3.8%	32.9%	2.2%	1.3%	100.0%
2012	15.9%	5.2%	2.3%	22.3%	12.6%	5.9%	3.2%	29.0%	2.1%	1.5%	100.0%
2014	28.1%	5.2%	2.9%	17.9%	18.1%	4.3%	2.8%	17.4%	1.9%	1.3%	100.0%
PROFESSIONALLY QUALIFIED											
2010	9.4%	3.0%	2.4%	22.3%	16.4%	6.3%	3.4%	31.3%	3.6%	1.9%	100.0%
2012	17.1%	3.9%	1.7%	13.4%	22.2%	7.4%	2.8%	27.8%	2.3%	1.3%	100.0%
2014	22.5%	4.6%	2.7%	11.7%	35.7%	4.0%	3.0%	12.8%	1.8%	1.3%	100.0%
SKILLED TECHNICAL											
2010	14.7%	3.9%	2.8%	9.2%	29.6%	10.1%	3.9%	24.3%	0.8%	0.7%	100.0%
2012	25.9%	4.4%	1.7%	9.0%	31.3%	8.3%	2.4%	15.9%	0.6%	0.5%	100.0%
2014	38.9%	8.3%	2.0%	9.9%	23.7%	6.7%	1.1%	9.0%	0.2%	0.2%	100.0%

According to Table 47, the representation of Africans (both male and female) has been increasing at the Top Management level in non-profit organisations between 2010 and 2014, though they are still far below their EAP. These gains have been at the expense of other racial groups, especially Coloured females who have been affected negatively whereas they are the ones who should have benefitted most as well.

These trends continued at the Senior Management and Professionally Qualified occupational levels, with African females surpassing all other groups. Coloured and Indian male representation experienced increases, while their female counterparts experienced a decline at this level.

With regards to the Skilled Technical occupational level, males made the biggest gains with the exception of Indians, whose representation declined between 2010 and 2014. The representation of African females slightly increased between 2010 and 2012 but declined drastically in 2014. Representation of other racial groups continued on a downward trend for the period under review.

TABLE 48: WORKFORCE PROFILE FOR STATE-OWNED COMPANIES

OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
TOP MANAGEMENT											
2010	37.1%	4.5%	8.8%	22.9%	16.2%	2.0%	1.7%	6.3%	0.1%	0.4%	100.0%
2012	42.8%	3.5%	6.5%	17.2%	19.9%	1.8%	1.6%	5.8%	0.7%	0.2%	100.0%
2014	38.8%	3.5%	9.0%	14.0%	20.6%	2.7%	3.2%	7.1%	0.5%	0.5%	100.0%
SENIOR MANAGEMENT											
2010	26.9%	5.0%	8.1%	29.2%	15.2%	2.6%	3.1%	8.5%	1.1%	0.2%	100.0%
2012	31.6%	4.4%	7.3%	23.6%	17.9%	2.4%	3.3%	7.9%	1.2%	0.5%	100.0%
2014	31.5%	4.9%	8.0%	20.4%	18.9%	2.8%	3.4%	7.8%	1.7%	0.7%	100.0%
PROFESSIONALLY QUALIFIED											
2010	25.9%	4.4%	5.1%	29.7%	17.2%	2.5%	3.1%	10.2%	1.3%	0.4%	100.0%
2012	23.0%	3.1%	4.5%	18.4%	32.7%	2.7%	3.5%	9.5%	1.8%	0.8%	100.0%
2014	28.5%	4.9%	5.6%	23.6%	21.3%	3.1%	3.0%	7.6%	1.7%	0.5%	100.0%
SKILLED TECHNICAL											
2010	33.0%	5.8%	2.8%	21.3%	23.4%	3.5%	1.8%	7.9%	0.4%	0.2%	100.0%
2012	33.3%	4.6%	2.3%	14.9%	32.3%	3.3%	1.8%	6.9%	0.4%	0.2%	100.0%
2014	36.5%	5.3%	2.6%	17.5%	27.2%	3.4%	1.6%	5.4%	0.3%	0.1%	100.0%

Designated groups have benefited from the transformation at State-Owned Companies as seen in Table 48 although many of them had not yet reached their EAP, with the exception of Indians and White females. African males reached their EAP in 2012, but dropped again in 2014. The representation of Coloured males at the Top Management level has been declining slowly, while other designated groups have been increasing albeit on an irregular basis.

Indian representation at this level has been far ahead their EAP and White male representation has been gradually decreasing although they still remain above their EAP.

The same picture is prevalent at the Senior Management level, with a decreasing representation for Coloured and Indian males as well as the White group (both males and females). Black females have slightly benefitted from this decline, which is a positive move. With regards to the Professionally Qualified level, Black male representation has increased between 2010 and 2014 as well as the representation of their female counterparts with the exception of Indians. The White group continued to decline in terms of their representation at this level.

Africans were the most represented at the Skilled Technical level, whose representation has been increasing with the biggest increase for African females reaching a record high in 2012. The representation of all other groups decreased between 2010 and 2012, with Coloureds, Indians and White males gaining some ground in 2014.

TABLE 49: WORKFORCE PROFILE FOR EDUCATIONAL INSTITUTIONS

OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
TOP MANAGEMENT											
2010	11.1%	3.3%	2.9%	43.0%	4.7%	0.9%	0.7%	30.4%	1.3%	1.8%	100.0%
2012	14.7%	4.4%	5.7%	37.5%	6.8%	2.0%	0.8%	26.6%	0.9%	0.6%	100.0%
2014	12.1%	3.7%	3.1%	41.3%	7.3%	1.8%	1.4%	27.0%	1.8%	0.6%	100.0%
SENIOR MANAGEMENT											
2010	8.5%	5.2%	2.9%	27.7%	6.6%	2.3%	2.2%	40.7%	2.5%	1.4%	100.0%
2012	19.9%	4.8%	7.3%	23.0%	11.7%	2.6%	2.1%	26.6%	1.5%	0.6%	100.0%
2014	14.2%	3.8%	4.4%	24.5%	8.8%	2.5%	3.2%	34.4%	2.8%	1.4%	100.0%
PROFESSIONALLY QUALIFIED											
2010	11.7%	3.0%	3.4%	24.3%	10.6%	3.2%	3.0%	33.6%	5.2%	2.1%	100.0%
2012	21.7%	5.4%	3.0%	21.9%	14.3%	3.0%	2.1%	24.6%	2.9%	1.0%	100.0%
2014	20.6%	2.6%	4.1%	18.3%	14.5%	2.6%	3.5%	28.0%	4.2%	1.6%	100.0%
SKILLED TECHNICAL											
2010	12.8%	4.9%	3.1%	13.7%	15.9%	8.4%	4.4%	32.2%	2.6%	1.9%	100.0%
2012	35.5%	7.7%	2.2%	11.4%	19.3%	6.5%	1.5%	14.5%	0.7%	0.5%	100.0%
2014	21.5%	1.8%	2.3%	4.6%	48.1%	3.3%	5.3%	11.3%	1.2%	0.7%	100.0%

Educational institutions were White-dominated at the Top and Senior Management levels as shown in Table 49, with White females even surpassing their male counterparts in Senior Management. African males were the second most represented group after Whites at both Top and Senior Management levels.

The White female dominance continued at the Professionally Qualified level, while African males just managed to edge past White males in 2014 to diffuse their dominance. The situation becomes interesting at the Skilled Technical level with African females taking the lead in representation in 2014, more than double that of 2012 and of their male counterparts.





SEVEN

SUMMARY AND CONCLUSION



7 SUMMARY AND CONCLUSION

PROFILE AT THE TOP MANAGEMENT LEVEL IN TERMS OF RACE, GENDER AND FOR PERSONS WITH DISABILITY

Notwithstanding the fact that White representation at this level remains high, all designated groups have benefitted from the decrease in the representation of Whites from 72.6% in 2012 to 70% in 2014 particularly Indians and Foreign Nationals. There has been a slight drop (0.9%) in male representation at the Top Management occupational level, which still remains very high considering their EAP of 55%. Significant interventions are required for women to break the ceiling and even reach 30% any time soon. The representation of persons with disabilities has been on a steady increase from 1.7% in 2012 to 2% in 2014 at this level. Male representation is triple than that of females at this level.

PROFILE AT THE SENIOR MANAGEMENT LEVEL IN TERMS OF RACE, GENDER AND FOR PERSONS WITH DISABILITY

The representation of Whites at the Senior Management level has been continuing on a downward trend although the most significant decrease of 10.7% was recorded between 2010 and 2012. The decrease translated into more opportunities for the designated groups and foreign nationals, who have benefitted more than other designated groups in this case Coloureds. The decrease in the representation of males at the Senior Management level has been slower between 2012 and 2014 (1.3%) compared to 2010 and 2012, which was 11.9%. This decrease has benefitted female representation, which increased slightly in 2014 to 32.1%. Sadly disability representation remained constant at 1.7% between 2012 and 2014, with female representation not even breaking the 1% mark.

PROFILE AT THE PROFESSIONALLY QUALIFIED LEVEL IN TERMS OF RACE, GENDER AND FOR PERSONS WITH DISABILITY

There has been a significant decrease in the representation of Whites between 2012 and 2014 (3.2%) at the Professionally Qualified level. At 41.9% in 2014 this still remains at nearly four times their EAP. The drop in their representation benefitted all other groups, with Indians benefitting the most proportionally when measured against their EAP and Foreign Nationals whose representation continues on a positive trend. The representation of Coloureds increased slightly by 0.1% from a 1% decrease between 2010 and 2012. Female representation increased slightly by 0.7% and at 42.9% it is very close to their EAP at this occupational level. Disability representation has been on a steady increase from 2010 and it has now reached 2% in 2014 at this level. The increase in the representation of persons with disabilities was slower between 2012 and 2014. This increase only benefitted males as they increased by 0.1%, while females remained at 0.5 between 2012 and 2014.

PROFILE AT THE SKILLED TECHNICAL LEVEL IN TERMS OF RACE, GENDER AND FOR PERSONS WITH DISABILITY

Apart from Whites dropping in their representation and still remaining at approximately twice their EAP, significant progress has been made towards reaching equitable representation at the Skilled Technical level. Foreign Nationals still continue to gain ground at this level. Female representation at 45.3% is similar to their EAP and reflects gender equity at this occupational level. The representation of people with disabilities has been disappointing at this level, as there was a recorded decrease between 2012 and 2014. The decrease was felt by males as the female representation remained constant between 2010 and 2014. Any decrease albeit slight, is not good news for persons with disabilities as they continue to bear the brunt of inequalities in the labour market. It does not bode well for their economic independence.

WORKFORCE PROFILE IN TERMS OF RACE AND GENDER BY PROVINCE

Whites remain overrepresented relative to their EAP at the top three occupational levels in all nine provinces even if their provincial EAP is taken into account in terms of proportional representation. Their representation particularly at the Top Management level continues to increase in some provinces though at variable rates with White males benefitting the most. Those provinces are Eastern Cape, Free State, Limpopo, Mpumalanga and the Northern Cape. Sadly these are the provinces where the African and Coloured population appear to be benefiting the least from opportunities that become available at the Top Management level. In the Western Cape where the EAP of the Coloured population is 50.02%, their representation has not managed to reach this point even at the Skilled Technical level, which is the lowest level of decision-making.

The representation of Whites is gradually decreasing at all levels in Gauteng, with designated groups benefitting from this decrease although it is very slow. The representation of designated groups start becoming significant at the Professionally Qualified and Skilled Technical levels in most provinces, while in Limpopo transformation is visible from the Senior Management level.

A similar picture can be seen if one to intersects race and gender in this province in terms of representation in the first three occupational levels, i.e. very few opportunities accrue to Africans and Coloureds relative to their EAP in this province. The Indian population, irrespective of their EAP in a province, appear to benefitting more than the other designated groups in nearly every province. Female representation at all levels is very similar to the national picture, i.e. women are poorly represented relative to their EAP particularly at the top three occupational levels. White females are always well represented at the Top and Senior Management in most provinces with the exception of Limpopo, where their presence is only felt at the Top Management. In the Western Cape White females are over-represented in the top three occupational levels and Coloured females only become visible at the Skilled Technical level.



WORKFORCE PROFILE IN TERMS OF RACE AND GENDER BY SECTOR

Whites, especially males are the most represented in the first three occupational levels in almost all sectors ranging from 60% in transport, storage and communications to 80% in agriculture at the Top Management level. The exception is found in the electricity, gas and water supply where the representation of designated groups has increased between 2012 and 2014 to surpass that of White males. Contrary to popular belief, Whites still dominate at the Top Management level of the community, social and personal services sector, since it is a sector, which includes government where designated groups are most employed. When it comes to gender, White females receive many opportunities at the Top and Senior Management levels in most sectors relative to their EAP, compared to other females. There is also a growing employment of Foreign Nationals especially in mining & quarrying; manufacturing; transport, storage and communications; wholesale, commercial agents and allied services and finance and business sectors at the expense of designated groups especially Coloureds who come short of them in these sectors.

WORKFORCE PROFILE IN TERMS OF RACE AND GENDER BY BUSINESS TYPE

Designated groups dominate all spheres of government and state owned companies, with African males dominating the top four occupational levels of the national and local governments. African females are mostly represented at the Professionally Qualified and Skilled Technical levels of the provincial government owing to the presence of female-dominated careers such as nursing and teaching. The private sector is mostly dominated by Whites, especially males at the three upper most occupational levels in relation to their EAP, although their representation had been decreasing over the years. Africans and Coloureds start emerging at the Skilled Technical level. White representation has been decreasing gradually within non-profit organisations with the highest decrease occurring between 2012 and 2014 for the top three occupational levels, (Top Management- 13.9%, Senior Management- 1% and Professionals- 16.%) and 8.6% between 2010 and 2012 for the Skilled Technical occupational level. With regards to educational institutions, Whites are still over-represented in relation to their EAP at the three upper occupational levels, with females dominating the Senior Management and Professionally Qualified levels.

CONCLUDING REMARKS

Information received from the Employment Equity reports shows that the pace of transforming workplaces in South Africa in relation to the EAP is moving very slowly. Although to a reduced extent, Whites continue to be overrepresented relative to their EAP at the top three occupational levels ahead of the designated groups. Black representation starts becoming more significant at the lower levels especially at the Skilled Technical level, with African males as the second most represented group after White females at the Top management level in the private sector. Africans are the most represented group in all tiers of government and State Owned Companies, with males being the most preferred at managerial levels. White women seem to enjoy preference in managerial positions in the private sector over black women, in particular African and Coloured woman.

The South African labour market continues to be racialised and gendered with little progress over the years since the commencement of the Employment Equity Act. As one goes up the occupational levels, the whiter it becomes. Relative progress is smaller at the higher occupational levels. This appears to be a reflection of the lower numbers of employees at higher levels and the lag between the time taken for transformation improvements in representivity and suitable qualification at lower levels to filter up in the organisational hierarchy.

There also seems to be preference within the designated groups, with some groups enjoying preference over the others. A case in point is the increasing representation of Indians relative to their EAP than say Coloureds. With regards to gender, there is preference for males over females in most of the sectors and provinces. This phenomenon is also presenting itself even with regards to disability. Coloured people seem to fare the worst with them even coming second to Foreign Nationals. There seems to be a preference for certain groups in the different sectors, with Whites being the most preferred in the private sector, followed by Indian and then African males. African and Coloured females continue to bear the brunt of low skilled jobs and hence confined to the lower occupational levels.

It would be ideal to see the designated groups who are clustered at the Skilled Technical level, could be provided with opportunities of advancing up the occupational levels as there is a phenomenon of entrenchment of racial groups at specific levels. The same can be said for Black women who are generally confined at the bottom of the occupational levels to move higher up as it is the case with White women. Even within the category of people with disabilities, males are more advantaged than female persons with disabilities.





EIGHT

REFERENCES



8 REFERENCES

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NINE

APPENDIX



9 APPENDIX

9.1 WORKFORCE PROFILE FOR ALL EMPLOYERS

OCCUPATIONAL LEVELS	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	5 470	1 843	3 650	33 167	2 402	882	1 193	7 348	1676	270	57 901
	9.4%	3.2%	6.3%	57.3%	4.1%	1.5%	2.1%	12.7%	2.9%	0.5%	100.0%
Senior Management	18 323	6 189	9 209	56 471	9 916	3 653	4 406	25 161	3 271	955	137 554
	13.3%	4.5%	6.7%	41.1%	7.2%	2.7%	3.2%	18.3%	2.4%	0.7%	100.0%
Professionally qualified and experienced specialists and mid-management	104 311	27 451	28 025	136 127	92 717	23 718	21 045	88 991	10 502	3 779	536 666
	19.4%	5.1%	5.2%	25.4%	17.3%	4.4%	3.9%	16.6%	2.0%	0.7%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	581 888	109 146	56 322	223 796	482 036	97 366	49 375	188 652	23912	6586	1819079
	32.0%	6.0%	3.1%	12.3%	26.5%	5.4%	2.7%	10.4%	1.3%	0.4%	100.0%
Semi-skilled and discretionary decision making	1 097 379	139 759	37 397	70 350	710 349	148 832	37 910	101 378	50 415	5 582	2 399 351
	45.7%	5.8%	1.6%	2.9%	29.6%	6.2%	1.6%	4.2%	2.1%	0.2%	100.0%
Unskilled and defined decision making	644 997	72 020	6 954	9 976	391 386	62 915	4 241	5 048	33 214	5 573	1 236 324
	52.2%	5.8%	0.6%	0.8%	31.7%	5.1%	0.3%	0.4%	2.7%	0.5%	100.0%
Total permanent	2 452 368	356 408	141 557	529 887	1 688 806	337 366	118 170	416 578	122 990	22 745	6 186 875
	39.6%	5.8%	2.3%	8.6%	27.3%	5.5%	1.9%	6.7%	2.0%	0.4%	100.0%
Temporary employees	345 655	49 278	7 782	25 619	302 610	47 241	7 407	23 445	16 758	6 211	832 006
	41.5%	5.9%	0.9%	3.1%	36.4%	5.7%	0.9%	2.8%	2.0%	0.7%	100.0%
GRAND TOTAL	2 798 023	405 686	149 339	555 506	1 991 416	384 607	125 577	440 023	139 748	28 956	7 018 881

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES

OCCUPATIONAL LEVELS	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	163	46	102	559	60	19	33	165	15	4	1166
	14.0%	3.9%	8.7%	47.9%	5.1%	1.6%	2.8%	14.2%	1.3%	0.3%	100.0%
Senior Management	425	109	188	892	152	52	79	392	34	12	2 335
	18.2%	4.7%	8.1%	38.2%	6.5%	2.2%	3.4%	16.8%	1.5%	0.5%	100.0%
Professionally qualified and experienced specialists and mid-management	1 322	362	514	2 413	899	261	363	1 365	100	40	7 639
	17.3%	4.7%	6.7%	31.6%	11.8%	3.4%	4.8%	17.9%	1.3%	0.5%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	5 946	1 403	804	4 267	3 926	1 111	587	3 071	154	41	21 310
	27.9%	6.6%	3.8%	20.0%	18.4%	5.2%	2.8%	14.4%	0.7%	0.2%	100.0%
Semi-skilled and discretionary decision making	12 231	1 552	509	1 613	7 341	1 840	465	1 871	513	64	27 999
	43.7%	5.5%	1.8%	5.8%	26.2%	6.6%	1.7%	6.7%	1.8%	0.2%	100.0%
Unskilled and defined decision making	7 740	645	111	382	4 024	535	41	149	468	29	14 124
	54.8%	4.6%	0.8%	2.7%	28.5%	3.8%	0.3%	1.1%	3.3%	0.2%	100.0%
TOTAL PERMANENT	27 827	4 117	2 228	10 126	16 402	3 818	1 568	7 013	1 284	190	74 573
	37.3%	5.5%	3.0%	13.6%	22.0%	5.1%	2.1%	9.4%	1.7%	0.3%	100.0%
Temporary employees	2753	295	262	333	2501	265	223	264	109	21	7026
	39.2%	4.2%	3.7%	4.7%	35.6%	3.8%	3.2%	3.8%	1.6%	0.3%	100.0%
GRAND TOTAL	30 580	4 412	2 490	10 459	18 903	4 083	1 791	7 277	1 393	211	81 599

9.2 WORKFORCE MOVEMENT

RECRUITMENT

OCCUPATIONAL LEVELS	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	730	155	220	1 780	378	76	104	400	255	34	4 132
	17.7%	3.8%	5.3%	43.1%	9.1%	1.8%	2.5%	9.7%	6.2%	0.8%	100.0%
Senior Management	2 375	653	929	6 439	1 418	394	517	2 627	626	163	16 141
	14.7%	4.0%	5.8%	39.9%	8.8%	2.4%	3.2%	16.3%	3.9%	1.0%	100.0%
Professionally qualified and experienced specialists and mid-management	13 083	3 391	3 669	18 638	11 207	2 716	3 052	11 488	2 032	906	70 182
	18.6%	4.8%	5.2%	26.6%	16.0%	3.9%	4.3%	16.4%	2.9%	1.3%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	82 897	16 063	7 962	37 132	56 913	13 372	6 929	28 459	5951	1 747	257 425
	32.2%	6.2%	3.1%	14.4%	22.1%	5.2%	2.7%	11.1%	2.3%	0.7%	100.0%
Semi-skilled and discretionary decision making	224 755	31 724	10 084	19 811	152 213	39 390	9 342	23 296	6 270	1 727	518 612
	43.3%	6.1%	1.9%	3.8%	29.4%	7.6%	1.8%	4.5%	1.2%	0.3%	100.0%
Unskilled and defined decision making	186 470	26 329	2 335	4 509	118 151	21 992	1 324	2 386	6 310	1 802	371 608
	50.2%	7.1%	0.6%	1.2%	31.8%	5.9%	0.4%	0.6%	1.7%	0.5%	100.0%
TOTAL PERMANENT	510 310	78 315	25 199	88 309	340 280	77 940	21 268	68 656	21 444	6 379	1 238 100
	41.2%	6.3%	2.0%	7.1%	27.5%	6.3%	1.7%	5.5%	1.7%	0.5%	100.0%
Temporary employees	271 593	45 913	7 892	17 929	229 843	46 943	6 706	19 342	13 580	4 658	664 399
	40.9%	6.9%	1.2%	2.7%	34.6%	7.1%	1.0%	2.9%	2.0%	0.7%	100.0%
GRAND TOTAL	781 903	124 228	33 091	106 238	570 123	124 883	27 974	87 998	35 024	11 037	1 902 499

PROMOTIONS

OCCUPATIONAL LEVELS	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	347	113	185	1 003	199	77	121	394	87	16	2 542
	13.7%	4.4%	7.3%	39.5%	7.8%	3.0%	4.8%	15.5%	3.4%	0.6%	100.0%
Senior Management	2 268	608	978	3 506	1 436	415	652	1 981	355	143	12 342
	18.4%	4.9%	7.9%	28.4%	11.6%	3.4%	5.3%	16.1%	2.9%	1.2%	100.0%
Professionally qualified and experienced specialists and mid-management	14 512	2 662	2 427	9 205	12 474	2 330	2 251	7 504	690	307	54 362
	26.7%	4.9%	4.5%	16.9%	22.9%	4.3%	4.1%	13.8%	1.3%	0.6%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	62 734	10 224	3 729	11 937	60 441	8 390	3 675	12 079	1 732	693	175 634
	35.7%	5.8%	2.1%	6.8%	34.4%	4.8%	2.1%	6.9%	1.0%	0.4%	100.0%
Semi-skilled and discretionary decision making	44 733	5 652	1 276	2 217	34 481	5 250	1 226	2 338	1 716	249	99 138
	45.1%	5.7%	1.3%	2.2%	34.8%	5.3%	1.2%	2.4%	1.7%	0.3%	100.0%
Unskilled and defined decision making	10 529	985	4 337	381 205	6392	809	95	88	729	108	4 357 321
	0.2%	0.0%	99.5%	0.0%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
TOTAL PERMANENT	135 123	20 244	4 345	976 28 073	115 423	17 271	8 020	24 384	5 309	1 516	4 701 339
	2.9%	0.4%	92.4%	0.6%	2.5%	0.4%	0.2%	0.5%	0.1%	0.0%	100.0%
Temporary employees	4866	938	168	443	4771	759	164	406	181	73	12769
	38.1%	7.3%	1.3%	3.5%	37.4%	5.9%	1.3%	3.2%	1.4%	0.6%	100.0%
GRAND TOTAL	139 989	21 182	4346	144 28 516	120 194	18 030	8 184	24 790	5 490	1 589	4 714 108

TERMINATIONS

OCCUPATIONAL LEVELS	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	593	147	244	2363	284	68	73	495	236	27	4 530
	13.1%	3.2%	5.4%	52.2%	6.3%	1.5%	1.6%	10.9%	5.2%	0.6%	100.0%
Senior Management	2 392	769	1 106	7 704	1 196	419	514	3 064	617	144	17 925
	13.3%	4.3%	6.2%	43.0%	6.7%	2.3%	2.9%	17.1%	3.4%	0.8%	100.0%
Professionally qualified and experienced specialists and mid-management	13 497	3 512	3 814	21 749	10 688	2 785	2 886	12 749	1 807	761	74 248
	18.2%	4.7%	5.1%	29.3%	14.4%	3.8%	3.9%	17.2%	2.4%	1.0%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	89 550	17 711	8 460	43 422	53 312	14 788	6 751	32 483	5 456	1 611	273 544
	32.7%	6.5%	3.1%	15.9%	19.5%	5.4%	2.5%	11.9%	2.0%	0.6%	100.0%
Semi-skilled and discretionary decision making	239 665	33 918	10 491	20 810	136 614	40 861	9835	24904	7 674	1 559	526 331
	45.5%	6.4%	2.0%	4.0%	26.0%	7.8%	1.9%	4.7%	1.5%	0.3%	100.0%
Unskilled and defined decision making	177 369	24 661	2 191	4 097	99 346	20 397	1 165	2 148	5 982	1 598	338 954
	52.3%	7.3%	0.6%	1.2%	29.3%	6.0%	0.3%	0.6%	1.8%	0.5%	100.0%
TOTAL PERMANENT	523 066	80 718	26 306	100 145	301 440	79 318	21 224	75 843	21 772	5 700	1 235 532
	42.3%	6.5%	2.1%	8.1%	24.4%	6.4%	1.7%	6.1%	1.8%	0.5%	100.0%
Temporary employees	220 531	40 290	4 901	19 260	16 4788	39 828	4 550	15 083	8 086	3 226	520 543
	42.4%	7.7%	0.9%	3.7%	31.7%	7.7%	0.9%	2.9%	1.6%	0.6%	100.0%
GRAND TOTAL	743 597	121 008	31 207	119 405	466 228	119 146	25 774	90 926	29 858	8 926	1 756 075

9.3 SKILLS DEVELOPMENT

OCCUPATIONAL LEVELS	MALE				FEMALE				TOTAL
	A	C	I	W	A	C	I	W	
Top Management	1 536	469	759	9 817	1 015	271	383	4138	18388
	8.4%	2.6%	4.1%	53.4%	5.5%	1.5%	2.1%	22.5%	100.0%
Senior Management	8 427	2 297	3 518	16 510	10 406	1 607	2 045	10 264	55 074
	15.3%	4.2%	6.4%	30.0%	18.9%	2.9%	3.7%	18.6%	100.0%
Professionally qualified and experienced specialists and mid-management	53 027	14 421	12 716	40 838	60 103	18 000	12 439	39 896	251 440
	21.1%	5.7%	5.1%	16.2%	23.9%	7.2%	4.9%	15.9%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	225 317	45 250	22 400	77 780	148 815	43 526	27 681	88 868	679 637
	33.2%	6.7%	3.3%	11.4%	21.9%	6.4%	4.1%	13.1%	100.0%
Semi-skilled and discretionary decision making	392 472	47 600	13 270	20 076	256 566	48 410	15 366	31 452	825 212
	47.6%	5.8%	1.6%	2.4%	31.1%	5.9%	1.9%	3.8%	100.0%
Unskilled and defined decision making	157 189	15 913	1 758	2 696	80 604	13 908	1 031	2 068	275 167
	57.1%	5.8%	0.6%	1.0%	29.3%	5.1%	0.4%	0.8%	100.0%
TOTAL PERMANENT	837 968	125 950	54 421	167 717	557 509	125 722	58 945	176 686	2 104 918
	39.8%	6.0%	2.6%	8.0%	26.5%	6.0%	2.8%	8.4%	100.0%
Temporary employees	49 093	5 712	1 212	2 502	3 8322	6 959	899	2 113	106 812
	46.0%	5.3%	1.1%	2.3%	35.9%	6.5%	0.8%	2.0%	100.0%
GRAND TOTAL	887 061	131 662	55 633	170 219	595 831	132 681	59 844	178 799	2 211 730

9.4 WORKFORCE PROFILE FOR EACH PROVINCE BY RACE AND GENDER

9.4.1 EASTERN CAPE

OCCUPATIONAL LEVELS	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	347	122	45	1546	110	42	11	316	57	7	2603
	13.3%	4.7%	1.7%	59.4%	4.2%	1.6%	0.4%	12.1%	2.2%	0.3%	100.0%
Senior Management	840	261	119	2 162	458	123	42	895	76	24	5 000
	16.8%	5.2%	2.4%	43.2%	9.2%	2.5%	0.8%	17.9%	1.5%	0.5%	100.0%
Professionally qualified and experienced specialists and mid-management	7 465	1 767	283	4 591	9 531	1 154	178	3 107	338	127	28 541
	26.2%	6.2%	1.0%	16.1%	33.4%	4.0%	0.6%	10.9%	1.2%	0.4%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	24 909	6 052	484	8 313	42 755	4 638	363	6549	640	302	95 005
	26.2%	6.4%	0.5%	8.8%	45.0%	4.9%	0.4%	6.9%	0.7%	0.3%	100.0%
Semi-skilled and discretionary decision making	37 466	9 508	273	3 304	22 988	6 555	232	3 709	442	86	84 563
	44.3%	11.2%	0.3%	3.9%	27.2%	7.8%	0.3%	4.4%	0.5%	0.1%	100.0%
Unskilled and defined decision making	33 578	5 679	45	513	19 076	4 619	17	241	290	72	64 130
	52.4%	8.9%	0.1%	0.8%	29.7%	7.2%	0.0%	0.4%	0.5%	0.1%	100.0%
TOTAL PERMANENT	104 605	23 389	1 249	20 429	94 918	17 131	843	14 817	1 843	618	279 842
	37.4%	8.4%	0.4%	7.3%	33.9%	6.1%	0.3%	5.3%	0.7%	0.2%	100.0%
Temporary employees	16 990	3 761	97	1 152	20 397	4 007	68	963	1 589	733	49 757
	34.1%	7.6%	0.2%	2.3%	41.0%	8.1%	0.1%	1.9%	3.2%	1.5%	100.0%
GRAND TOTAL	121 595	27 150	1 346	21 581	115 315	21 138	911	15 780	3 432	1 351	329 599

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES

OCCUPATIONAL LEVELS	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	59	5	1	31	6	0	0	7	0	0	109
	54.1%	4.6%	0.9%	28.4%	5.5%	0.0%	0.0%	6.4%	0.0%	0.0%	100.0%
Senior Management	17	3	1	37	6	0	1	12	0	0	77
	22.1%	3.9%	1.3%	48.1%	7.8%	0.0%	1.3%	15.6%	0.0%	0.0%	100.0%
Professionally qualified and experienced specialists and mid-management	80	16	6	76	48	9	1	25	5	1	267
	30.0%	6.0%	2.2%	28.5%	18.0%	3.4%	0.4%	9.4%	1.9%	0.4%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	277	92	7	139	229	37	1	53	0	0	835
	33.2%	11.0%	0.8%	16.6%	27.4%	4.4%	0.1%	6.3%	0.0%	0.0%	100.0%
Semi-skilled and discretionary decision making	710	91	2	67	263	108	4	51	2	0	1298
	54.7%	7.0%	0.2%	5.2%	20.3%	8.3%	0.3%	3.9%	0.2%	0.0%	100.0%
Unskilled and defined decision making	536	62	2	12	328	74	0	3	2	0	1 019
	52.6%	6.1%	0.2%	1.2%	32.2%	7.3%	0.0%	0.3%	0.2%	0.0%	100.0%
TOTAL PERMANENT	1 679	269	19	362	880	228	7	151	9	1	3 605
	46.6%	7.5%	0.5%	10.0%	24.4%	6.3%	0.2%	4.2%	0.2%	0.0%	100.0%
Temporary employees	339	20	0	8	183	18	1	5	1	0	575
	59.0%	3.5%	0.0%	1.4%	31.8%	3.1%	0.2%	0.9%	0.2%	0.0%	100.0%
GRAND TOTAL	2 018	289	19	370	1 063	246	8	156	10	1	4180

9.4.2 FREE STATE

OCCUPATIONAL LEVELS	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	270	27	22	898	106	4	7	181	1	2	1 518
	17.8%	1.8%	1.4%	59.2%	7.0%	0.3%	0.5%	11.9%	0.1%	0.1%	100.0%
Senior Management	492	65	31	1 046	206	26	11	420	22	6	2 325
	21.2%	2.8%	1.3%	45.0%	8.9%	1.1%	0.5%	18.1%	0.9%	0.3%	100.0%
Professionally qualified and experienced specialists and mid-management	2 581	282	84	2 932	2 235	188	39	1 992	192	83	10 608
	24.3%	2.7%	0.8%	27.6%	21.1%	1.8%	0.4%	18.8%	1.8%	0.8%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	14 803	887	90	4 629	18 559	998	46	6 399	387	75	46 873
	31.6%	1.9%	0.2%	9.9%	39.6%	2.1%	0.1%	13.7%	0.8%	0.2%	100.0%
Semi-skilled and discretionary decision making	23 934	1 499	46	2 196	14 638	1 058	30	3 142	1 761	70	48 374
	49.5%	3.1%	0.1%	4.5%	30.3%	2.2%	0.1%	6.5%	3.6%	0.1%	100.0%
Unskilled and defined decision making	25 154	1 392	13	306	12 955	645	2	264	1 503	79	42 313
	59.4%	3.3%	0.0%	0.7%	30.6%	1.5%	0.0%	0.6%	3.6%	0.2%	100.0%
TOTAL PERMANENT	67 234	4 152	286	12 007	48 699	2 919	135	12 398	3 866	315	15 2011
	44.2%	2.7%	0.2%	7.9%	32.0%	1.9%	0.1%	8.2%	2.5%	0.2%	100.0%
Temporary employees	6 675	337	18	777	8 367	254	5	945	214	157	17 749
	37.6%	1.9%	0.1%	4.4%	47.1%	1.4%	0.0%	5.3%	1.2%	0.9%	100.0%
GRAND TOTAL	73 909	4 489	304	12 784	57 066	3 173	140	13 343	4 080	472	169 760

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES

OCCUPATIONAL LEVELS	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	1	0	0	11	2	0	0	1	0	0	15
	6.7%	0.0%	0.0%	73.3%	13.3%	0.0%	0.0%	6.7%	0.0%	0.0%	100.0%
Senior Management	3	1	0	13	0	0	0	4	0	0	21
	14.3%	4.8%	0.0%	61.9%	0.0%	0.0%	0.0%	19.0%	0.0%	0.0%	100.0%
Professionally qualified and experienced specialists and mid-management	10	2	1	30	1	0	0	9	0	0	53
	18.9%	3.8%	1.9%	56.6%	1.9%	0.0%	0.0%	17.0%	0.0%	0.0%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	51	12	1	52	20	3	1	45	0	0	185
	27.6%	6.5%	0.5%	28.1%	10.8%	1.6%	0.5%	24.3%	0.0%	0.0%	100.0%
Semi-skilled and discretionary decision making	212	26	0	80	55	3	0	46	5	0	427
	49.6%	6.1%	0.0%	18.7%	12.9%	0.7%	0.0%	10.8%	1.2%	0.0%	100.0%
Unskilled and defined decision making	135	5	0	13	83	0	0	5	8	0	249
	54.2%	2.0%	0.0%	5.2%	33.3%	0.0%	0.0%	2.0%	3.2%	0.0%	100.0%
TOTAL PERMANENT	412	46	2	199	161	6	1	110	13	0	950
	43.4%	4.8%	0.2%	20.9%	16.9%	0.6%	0.1%	11.6%	1.4%	0.0%	100.0%
Temporary employees	97	20	0	9	19	17	0	3	0	0	165
	58.8%	12.1%	0.0%	5.5%	11.5%	10.3%	0.0%	1.8%	0.0%	0.0%	100.0%
GRAND TOTAL	509	66	2	208	180	23	1	113	13	0	1115

9.4.3 GAUTENG

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	3 074	567	1 783	17 226	1 457	314	624	3 985	1 179	179	30 388
	10.1%	1.9%	5.9%	56.7%	4.8%	1.0%	2.1%	13.1%	3.9%	0.6%	100.0%
Senior Management	11 239	2 675	5 245	34 634	6 600	1 524	2 681	15 557	2 356	717	83 228
	13.5%	3.2%	6.3%	41.6%	7.9%	1.8%	3.2%	18.7%	2.8%	0.9%	100.0%
Professionally qualified and experienced specialists and mid-management	62 183	12 816	18 090	92 366	50 755	10 711	13 675	57 850	7 265	2 603	328 314
	18.9%	3.9%	5.5%	28.1%	15.5%	3.3%	4.2%	17.6%	2.2%	0.8%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	359 971	50 766	30 563	153 228	215 344	42 745	26 286	118 981	13 576	3 865	1 015 325
	35.5%	5.0%	3.0%	15.1%	21.2%	4.2%	2.6%	11.7%	1.3%	0.4%	100.0%
Semi-skilled and discretionary decision making	688 243	49 002	16 101	44 761	386 375	49 573	16 614	63 347	32 151	3 403	1 349 570
	51.0%	3.6%	1.2%	3.3%	28.6%	3.7%	1.2%	4.7%	2.4%	0.3%	100.0%
Unskilled and defined decision making	332 909	14 449	2 313	5 504	1 757 80	133 76	10 06	2 511	19 288	2 174	569 310
	58.5%	2.5%	0.4%	1.0%	30.9%	2.3%	0.2%	0.4%	3.4%	0.4%	100.0%
TOTAL PERMANENT	1 457 619	130 275	74 095	347 719	836 311	118 243	60 886	26 2231	75 815	12 941	3 376 135
	43.2%	3.9%	2.2%	10.3%	24.8%	3.5%	1.8%	7.8%	2.2%	0.4%	100.0%
Temporary employees	172 426	13 256	3 877	15 454	115 953	11 991	3 388	13 609	5 367	1 954	357 275
	48.3%	3.7%	1.1%	4.3%	32.5%	3.4%	0.9%	3.8%	1.5%	0.5%	100.0%
GRAND TOTAL	1 630 045	143 531	77 972	363 173	952 264	130 234	64 274	275 840	81 182	14 895	3 733 410

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	56	14	48	292	33	7	16	97	10	2	575
	9.7%	2.4%	8.3%	50.8%	5.7%	1.2%	2.8%	16.9%	1.7%	0.3%	100.0%
Senior Management	177	48	88	565	92	23	37	255	18	6	1 309
	13.5%	3.7%	6.7%	43.2%	7.0%	1.8%	2.8%	19.5%	1.4%	0.5%	100.0%
Professionally qualified and experienced specialists and mid-management	683	143	222	1 689	488	113	149	925	44	17	4 473
	15.3%	3.2%	5.0%	37.8%	10.9%	2.5%	3.3%	20.7%	1.0%	0.4%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	3 828	534	417	3 162	2 452	497	311	2 279	115	23	13 618
	28.1%	3.9%	3.1%	23.2%	18.0%	3.6%	2.3%	16.7%	0.8%	0.2%	100.0%
Semi-skilled and discretionary decision making	6 844	525	191	1 014	4 519	682	301	1 339	329	37	15 781
	43.4%	3.3%	1.2%	6.4%	28.6%	4.3%	1.9%	8.5%	2.1%	0.2%	100.0%
Unskilled and defined decision making	4 146	115	34	245	1 751	64	18	90	372	10	6 845
	60.6%	1.7%	0.5%	3.6%	25.6%	0.9%	0.3%	1.3%	5.4%	0.1%	100.0%
TOTAL PERMANENT	15 734	1 379	1 000	6 967	9 335	1 386	832	4 985	888	95	42 601
	36.9%	3.2%	2.3%	16.4%	21.9%	3.3%	2.0%	11.7%	2.1%	0.2%	100.0%
Temporary employees	992	45	21	117	1 129	62	21	89	35	8	2 519
	39.4%	1.8%	0.8%	4.6%	44.8%	2.5%	0.8%	3.5%	1.4%	0.3%	100.0%
GRAND TOTAL	16 726	1 424	1 021	7 084	10 464	1 448	853	5 074	923	103	45 120

9.4.4 KWAZULU-NATAL

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	757	107	1332	3 680	296	51	415	720	171	22	7 551
	10.0%	1.4%	17.6%	48.7%	3.9%	0.7%	5.5%	9.5%	2.3%	0.3%	100.0%
Senior Management	1 875	395	2 998	4 938	872	253	1 307	2 093	300	61	15 092
	12.4%	2.6%	19.9%	32.7%	5.8%	1.7%	8.7%	13.9%	2.0%	0.4%	100.0%
Professionally qualified and experienced specialists and mid-management	10 437	1 167	7 177	7 826	10 028	1 008	5 365	5 398	568	166	49 140
	21.2%	2.4%	14.6%	15.9%	20.4%	2.1%	10.9%	11.0%	1.2%	0.3%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	62 819	4 544	21 308	11 804	87 013	4 772	18 937	11 764	1 637	356	224 954
	27.9%	2.0%	9.5%	5.2%	38.7%	2.1%	8.4%	5.2%	0.7%	0.2%	100.0%
Semi-skilled and discretionary decision making	133 186	7 206	18 274	4 146	106 062	8 280	17 246	6 521	1 998	364	303 283
	43.9%	2.4%	6.0%	1.4%	35.0%	2.7%	5.7%	2.2%	0.7%	0.1%	100.0%
Unskilled and defined decision making	87 195	2 542	3 976	762	64 667	1 966	2 648	474	927	190	165 347
	52.7%	1.5%	2.4%	0.5%	39.1%	1.2%	1.6%	0.3%	0.6%	0.1%	100.0%
TOTAL PERMANENT	296 269	15 961	55 065	33 156	268 938	16 330	45 918	26 970	5 601	1 159	765 367
	38.7%	2.1%	7.2%	4.3%	35.1%	2.1%	6.0%	3.5%	0.7%	0.2%	100.0%
Temporary employees	58 012	3 735	3 140	2 102	61 051	2 856	3 229	2 380	922	77	137 504
	42.2%	2.7%	2.3%	1.5%	44.4%	2.1%	2.3%	1.7%	0.7%	0.1%	100.0%
GRAND TOTAL	354 281	19 696	58 205	35 258	329 989	19 186	49 147	29 350	6 523	1 236	902 871

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	13	4	44	46	2	0	12	10	1	0	132
	9.8%	3.0%	33.3%	34.8%	1.5%	0.0%	9.1%	7.6%	0.8%	0.0%	100.0%
Senior Management	27	5	85	86	10	2	33	32	9	1	290
	9.3%	1.7%	29.3%	29.7%	3.4%	0.7%	11.4%	11.0%	3.1%	0.3%	100.0%
Professionally qualified and experienced specialists and mid-management	192	19	256	158	154	18	197	167	28	10	1 199
	16.0%	1.6%	21.4%	13.2%	12.8%	1.5%	16.4%	13.9%	2.3%	0.8%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	468	56	329	188	284	30	230	198	10	3	1796
	26.1%	3.1%	18.3%	10.5%	15.8%	1.7%	12.8%	11.0%	0.6%	0.2%	100.0%
Semi-skilled and discretionary decision making	1 178	68	284	70	499	92	118	83	4	0	2 396
	49.2%	2.8%	11.9%	2.9%	20.8%	3.8%	4.9%	3.5%	0.2%	0.0%	100.0%
Unskilled and defined decision making	1 032	20	62	26	629	18	20	10	1	2	1 820
	56.7%	1.1%	3.4%	1.4%	34.6%	1.0%	1.1%	0.5%	0.1%	0.1%	100.0%
TOTAL PERMANENT	2 910	172	1 060	574	1 578	160	610	500	53	16	7 633
	38.1%	2.3%	13.9%	7.5%	20.7%	2.1%	8.0%	6.6%	0.7%	0.2%	100.0%
Temporary employees	703	24	240	164	427	23	197	154	43	9	1 984
	35.4%	1.2%	12.1%	8.3%	21.5%	1.2%	9.9%	7.8%	2.2%	0.5%	100.0%
GRAND TOTAL	3 613	196	1 300	738	2 005	183	807	654	96	25	9 617

9.4.5 LIMPOPO

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	218	7	45	507	88	4	4	136	5	0	1014
	21.5%	0.7%	4.4%	50.0%	8.7%	0.4%	0.4%	13.4%	0.5%	0.0%	100.0%
Senior Management	856	13	43	645	429	6	16	266	39	4	2 317
	36.9%	0.6%	1.9%	27.8%	18.5%	0.3%	0.7%	11.5%	1.7%	0.2%	100.0%
Professionally qualified and experienced specialists and mid-management	7653	36	71	1182	8474	38	62	816	353	101	18 786
	40.7%	0.2%	0.4%	6.3%	45.1%	0.2%	0.3%	4.3%	1.9%	0.5%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	33 218	104	76	1 654	44 633	101	68	2 122	1 302	263	83 541
	39.8%	0.1%	0.1%	2.0%	53.4%	0.1%	0.1%	2.5%	1.6%	0.3%	100.0%
Semi-skilled and discretionary decision making	31 447	295	35	581	27 387	161	18	722	500	110	61 256
	51.3%	0.5%	0.1%	0.9%	44.7%	0.3%	0.0%	1.2%	0.8%	0.2%	100.0%
Unskilled and defined decision making	15 550	45	18	78	14 818	139	5	60	2 504	1 388	34 605
	44.9%	0.1%	0.1%	0.2%	42.8%	0.4%	0.0%	0.2%	7.2%	4.0%	100.0%
TOTAL PERMANENT	88 942	500	288	4 647	95 829	449	173	4 122	4 703	1 866	201 519
	44.1%	0.2%	0.1%	2.3%	47.6%	0.2%	0.1%	2.0%	2.3%	0.9%	100.0%
Temporary employees	11 210	697	5	117	20 156	1 145	5	80	2 416	735	36 566
	30.7%	1.9%	0.0%	0.3%	55.1%	3.1%	0.0%	0.2%	6.6%	2.0%	100.0%
GRAND TOTAL	100 152	1 197	293	4 764	115 985	1 594	178	4 202	7 119	2 601	238 085

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	13	0	1	13	7	0	0	4	0	0	38
	34.2%	0.0%	2.6%	34.2%	18.4%	0.0%	0.0%	10.5%	0.0%	0.0%	100.0%
Senior Management	48	0	1	21	16	0	0	7	1	0	94
	51.1%	0.0%	1.1%	22.3%	17.0%	0.0%	0.0%	7.4%	1.1%	0.0%	100.0%
Professionally qualified and experienced specialists and mid-management	130	0	2	19	79	0	1	16	0	0	247
	52.6%	0.0%	0.8%	7.7%	32.0%	0.0%	0.4%	6.5%	0.0%	0.0%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	334	3	1	28	231	1	2	27	1	1	629
	53.1%	0.5%	0.2%	4.5%	36.7%	0.2%	0.3%	4.3%	0.2%	0.2%	100.0%
Semi-skilled and discretionary decision making	373	3	0	9	236	4	0	17	4	0	646
	57.7%	0.5%	0.0%	1.4%	36.5%	0.6%	0.0%	2.6%	0.6%	0.0%	100.0%
Unskilled and defined decision making	355	0	0	1	249	0	0	2	9	1	617
	57.5%	0.0%	0.0%	0.2%	40.4%	0.0%	0.0%	0.3%	1.5%	0.2%	100.0%
TOTAL PERMANENT	1 253	6	5	91	818	5	3	73	15	2	2 271
	55.2%	0.3%	0.2%	4.0%	36.0%	0.2%	0.1%	3.2%	0.7%	0.1%	100.0%
Temporary employees	54	0	0	0	34	0	0	0	0	0	88
	61.4%	0.0%	0.0%	0.0%	38.6%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
GRAND TOTAL	1 307	6	5	91	852	5	3	73	15	2	2 359

9.4.6 MPUMALANGA

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	351	29	93	1 474	146	9	24	295	24	6	2 451
	14.3%	1.2%	3.8%	60.1%	6.0%	0.4%	1.0%	12.0%	1.0%	0.2%	100.0%
Senior Management	1 276	58	114	2 181	544	27	32	818	76	6	5 132
	24.9%	1.1%	2.2%	42.5%	10.6%	0.5%	0.6%	15.9%	1.5%	0.1%	100.0%
Professionally qualified and experienced specialists and mid-management	5 471	132	222	4 570	4 361	104	128	2 122	477	136	17 723
	30.9%	0.7%	1.3%	25.8%	24.6%	0.6%	0.7%	12.0%	2.7%	0.8%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	39 693	789	381	11 807	34 634	475	289	7 165	2 669	330	98 232
	40.4%	0.8%	0.4%	12.0%	35.3%	0.5%	0.3%	7.3%	2.7%	0.3%	100.0%
Semi-skilled and discretionary decision making	69 366	556	110	3 288	29 877	382	131	3 133	4 678	170	111 691
	62.1%	0.5%	0.1%	2.9%	26.7%	0.3%	0.1%	2.8%	4.2%	0.2%	100.0%
Unskilled and defined decision making	52 296	662	29	864	31 327	403	5	250	3 319	537	89 692
	58.3%	0.7%	0.0%	1.0%	34.9%	0.4%	0.0%	0.3%	3.7%	0.6%	100.0%
TOTAL PERMANENT	168 453	2 226	949	24 184	100 889	1 400	609	13 783	11 243	1 185	324 921
	51.8%	0.7%	0.3%	7.4%	31.1%	0.4%	0.2%	4.2%	3.5%	0.4%	100.0%
Temporary employees	17 172	332	129	1 229	15 109	94	35	698	3 130	673	38 601
	44.5%	0.9%	0.3%	3.2%	39.1%	0.2%	0.1%	1.8%	8.1%	1.7%	100.0%
GRAND TOTAL	185 625	2 558	1 078	25 413	115 998	1 494	644	14 481	14 373	1 858	363 522

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	12	0	4	37	8	0	2	12	1	0	76
	15.8%	0.0%	5.3%	48.7%	10.5%	0.0%	2.6%	15.8%	1.3%	0.0%	100.0%
Senior Management	45	0	4	33	15	0	3	15	0	0	115
	39.1%	0.0%	3.5%	28.7%	13.0%	0.0%	2.6%	13.0%	0.0%	0.0%	100.0%
Professionally qualified and experienced specialists and mid-management	134	2	7	89	83	2	1	24	9	5	356
	37.6%	0.6%	2.0%	25.0%	23.3%	0.6%	0.3%	6.7%	2.5%	1.4%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	601	4	1	175	402	9	4	69	7	4	1276
	47.1%	0.3%	0.1%	13.7%	31.5%	0.7%	0.3%	5.4%	0.5%	0.3%	100.0%
Semi-skilled and discretionary decision making	1041	8	0	48	548	3	0	30	9	0	1687
	61.7%	0.5%	0.0%	2.8%	32.5%	0.2%	0.0%	1.8%	0.5%	0.0%	100.0%
Unskilled and defined decision making	784	8	0	10	464	1	1	7	31	1	1307
	60.0%	0.6%	0.0%	0.8%	35.5%	0.1%	0.1%	0.5%	2.4%	0.1%	100.0%
TOTAL PERMANENT	2617	22	16	392	1520	15	11	157	57	10	4817
	54.3%	0.5%	0.3%	8.1%	31.6%	0.3%	0.2%	3.3%	1.2%	0.2%	100.0%
Temporary employees	182	0	0	4	205	0	0	1	4	0	396
	46.0%	0.0%	0.0%	1.0%	51.8%	0.0%	0.0%	0.3%	1.0%	0.0%	100.0%
GRAND TOTAL	2799	22	16	396	1725	15	11	158	61	10	5213

9.4.7 NORTHERN CAPE

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	50	69	14	332	14	17	4	63	1	1	565
	8.8%	12.2%	2.5%	58.8%	2.5%	3.0%	0.7%	11.2%	0.2%	0.2%	100.0%
Senior Management	163	118	11	479	60	46	1	142	4	0	1024
	15.9%	11.5%	1.1%	46.8%	5.9%	4.5%	0.1%	13.9%	0.4%	0.0%	100.0%
Professionally qualified and experienced specialists and mid-management	537	439	8	976	273	233	9	369	19	4	2 867
	18.7%	15.3%	0.3%	34.0%	9.5%	8.1%	0.3%	12.9%	0.7%	0.1%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	2 759	1 946	28	1 693	1 208	1 031	13	841	24	6	95 49
	28.9%	20.4%	0.3%	17.7%	12.7%	10.8%	0.1%	8.8%	0.3%	0.1%	100.0%
Semi-skilled and discretionary decision making	7339	3128	18	748	2063	1330	17	683	64	7	15 397
	47.7%	20.3%	0.1%	4.9%	13.4%	8.6%	0.1%	4.4%	0.4%	0.0%	100.0%
Unskilled and defined decision making	5711	3 229	2	108	1833	1174	2	60	6	1	12 126
	47.1%	26.6%	0.0%	0.9%	15.1%	9.7%	0.0%	0.5%	0.0%	0.0%	100.0%
TOTAL PERMANENT	16 559	8 929	81	4336	5451	3 831	46	2 158	118	19	41 528
	39.9%	21.5%	0.2%	10.4%	13.1%	9.2%	0.1%	5.2%	0.3%	0.0%	100.0%
Temporary employees	10 587	2 517	2	78	8702	2 190	1	46	11	0	24 134
	43.9%	10.4%	0.0%	0.3%	36.1%	9.1%	0.0%	0.2%	0.0%	0.0%	100.0%
GRAND TOTAL	27 146	11 446	83	4 414	14 153	6 021	47	2 204	129	19	65 662

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	1	0	0	13	0	0	0	0	0	0	14
	7.1%	0.0%	0.0%	92.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Senior Management	0	1	0	12	0	1	0	2	0	0	16
	0.0%	6.3%	0.0%	75.0%	0.0%	6.3%	0.0%	12.5%	0.0%	0.0%	100.0%
Professionally qualified and experienced specialists and mid-management	4	5	0	9	2	7	0	2	0	0	29
	13.8%	17.2%	0.0%	31.0%	6.9%	24.1%	0.0%	6.9%	0.0%	0.0%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	18	30	1	28	16	8	2	8	0	0	111
	16.2%	27.0%	0.9%	25.2%	14.4%	7.2%	1.8%	7.2%	0.0%	0.0%	100.0%
Semi-skilled and discretionary decision making	52	27	0	10	25	13	2	9	0	0	138
	37.7%	19.6%	0.0%	7.2%	18.1%	9.4%	1.4%	6.5%	0.0%	0.0%	100.0%
Unskilled and defined decision making	46	13	0	3	11	2	0	0	0	0	75
	61.3%	17.3%	0.0%	4.0%	14.7%	2.7%	0.0%	0.0%	0.0%	0.0%	100.0%
TOTAL PERMANENT	121	76	1	75	54	31	4	21	0	0	383
	31.6%	19.8%	0.3%	19.6%	14.1%	8.1%	1.0%	5.5%	0.0%	0.0%	100.0%
Temporary employees	278	32	0	2	356	11	0	2	0	0	681
	40.8%	4.7%	0.0%	0.3%	52.3%	1.6%	0.0%	0.3%	0.0%	0.0%	100.0%
GRAND TOTAL	399	108	1	77	410	42	4	23	0	0	1064

9.4.8 NORTH WEST

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	248	18	36	588	64	5	6	138	20	2	1 125
	22.0%	1.6%	3.2%	52.3%	5.7%	0.4%	0.5%	12.3%	1.8%	0.2%	100.0%
Senior Management	653	43	36	978	239	28	13	384	32	7	2 413
	27.1%	1.8%	1.5%	40.5%	9.9%	1.2%	0.5%	15.9%	1.3%	0.3%	100.0%
Professionally qualified and experienced specialists and mid-management	2 395	113	125	2 346	2 418	101	78	1 654	135	23	9 388
	25.5%	1.2%	1.3%	25.0%	25.8%	1.1%	0.8%	17.6%	1.4%	0.2%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	10 271	372	97	4 693	9 390	339	68	3 250	966	29	29 475
	34.8%	1.3%	0.3%	15.9%	31.9%	1.2%	0.2%	11.0%	3.3%	0.1%	100.0%
Semi-skilled and discretionary decision making	25 431	386	34	1 623	12 430	494	37	2 096	4 954	62	47 547
	53.5%	0.8%	0.1%	3.4%	26.1%	1.0%	0.1%	4.4%	10.4%	0.1%	100.0%
Unskilled and defined decision making	22 167	326	11	364	10 263	210	10	179	1 838	110	35 478
	62.5%	0.9%	0.0%	1.0%	28.9%	0.6%	0.0%	0.5%	5.2%	0.3%	100.0%
TOTAL PERMANENT	61 165	1 258	339	10 592	34 804	1 177	212	7 701	7 945	233	125 426
	48.8%	1.0%	0.3%	8.4%	27.7%	0.9%	0.2%	6.1%	6.3%	0.2%	100.0%
Temporary employees	17 540	139	26	1 211	27 875	136	32	1 246	333	103	48 641
	36.1%	0.3%	0.1%	2.5%	57.3%	0.3%	0.1%	2.6%	0.7%	0.2%	100.0%
GRAND TOTAL	78 705	1 397	365	11 803	62 679	1 313	244	8 947	8 278	336	174 067

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	5	0	1	13	1	0	0	2	0	1	23
	21.7%	0.0%	4.3%	56.5%	4.3%	0.0%	0.0%	8.7%	0.0%	4.3%	100.0%
Senior Management	97	2	0	13	7	0	0	6	0	2	127
	76.4%	1.6%	0.0%	10.2%	5.5%	0.0%	0.0%	4.7%	0.0%	1.6%	100.0%
Professionally qualified and experienced specialists and mid-management	27	0	0	41	15	0	0	16	0	1	100
	27.0%	0.0%	0.0%	41.0%	15.0%	0.0%	0.0%	16.0%	0.0%	1.0%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	110	1	2	66	100	2	0	29	1	2	313
	35.1%	0.3%	0.6%	21.1%	31.9%	0.6%	0.0%	9.3%	0.3%	0.6%	100.0%
Semi-skilled and discretionary decision making	1 121	4	0	35	495	0	0	21	50	4	1 730
	64.8%	0.2%	0.0%	2.0%	28.6%	0.0%	0.0%	1.2%	2.9%	0.2%	100.0%
Unskilled and defined decision making	197	0	0	16	82	0	0	1	6	12	314
	62.7%	0.0%	0.0%	5.1%	26.1%	0.0%	0.0%	0.3%	1.9%	3.8%	100.0%
TOTAL PERMANENT	1 557	7	3	184	700	2	0	75	57	22	2 607
	59.7%	0.3%	0.1%	7.1%	26.9%	0.1%	0.0%	2.9%	2.2%	0.8%	100.0%
Temporary employees	17	0	0	6	6	0	0	0	0	1	30
	56.7%	0.0%	0.0%	20.0%	20.0%	0.0%	0.0%	0.0%	0.0%	3.3%	100.0%
GRAND TOTAL	1 574	7	3	190	706	2	0	75	57	23	2 637

9.4.9 WESTERN CAPE

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	305	897	281	6 916	121	436	99	1 515	218	51	10 839
	2.8%	8.3%	2.6%	63.8%	1.1%	4.0%	0.9%	14.0%	2.0%	0.5%	100.0%
Senior Management	929	2 561	612	9 408	508	1 620	303	4 586	366	130	21 023
	4.4%	12.2%	2.9%	44.8%	2.4%	7.7%	1.4%	21.8%	1.7%	0.6%	100.0%
Professionally qualified and experienced specialists and mid-management	5 590	10 699	1 965	19 338	4 642	10 181	1 511	15 683	1 155	536	71 300
	7.8%	15.0%	2.8%	27.1%	6.5%	14.3%	2.1%	22.0%	1.6%	0.8%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	33 474	43 686	3 295	25 978	28 517	42 267	3 305	31 583	2 711	1 360	216 176
	15.5%	20.2%	1.5%	12.0%	13.2%	19.6%	1.5%	14.6%	1.3%	0.6%	100.0%
Semi-skilled and discretionary decision making	81187	68179	2506	9703	108938	80999	3585	18025	3867	1310	378299
	21.5%	18.0%	0.7%	2.6%	28.8%	21.4%	0.9%	4.8%	1.0%	0.3%	100.0%
Unskilled and defined decision making	70556	43696	547	1477	60879	40383	546	1009	3539	1022	223654
	31.5%	19.5%	0.2%	0.7%	27.2%	18.1%	0.2%	0.5%	1.6%	0.5%	100.0%
TOTAL PERMANENT	192041	169718	9206	72820	203605	175886	9349	72401	11856	4409	921291
	20.8%	18.4%	1.0%	7.9%	22.1%	19.1%	1.0%	7.9%	1.3%	0.5%	100.0%
Temporary employees	35099	24504	488	3499	25124	24568	644	3478	2776	1779	121959
	28.8%	20.1%	0.4%	2.9%	20.6%	20.1%	0.5%	2.9%	2.3%	1.5%	100.0%
GRAND TOTAL	227140	194222	9694	76319	228729	200454	9993	75879	14632	6188	1043250

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	3	23	3	103	1	12	3	32	3	1	184
	1.6%	12.5%	1.6%	56.0%	0.5%	6.5%	1.6%	17.4%	1.6%	0.5%	100.0%
Senior Management	11	49	9	112	6	26	5	59	6	3	286
	3.8%	17.1%	3.1%	39.2%	2.1%	9.1%	1.7%	20.6%	2.1%	1.0%	100.0%
Professionally qualified and experienced specialists and mid-management	62	175	20	302	29	112	14	181	14	6	915
	6.8%	19.1%	2.2%	33.0%	3.2%	12.2%	1.5%	19.8%	1.5%	0.7%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	259	671	45	429	192	524	36	363	20	8	2 547
	10.2%	26.3%	1.8%	16.8%	7.5%	20.6%	1.4%	14.3%	0.8%	0.3%	100.0%
Semi-skilled and discretionary decision making	700	800	32	280	701	935	40	275	110	23	3 896
	18.0%	20.5%	0.8%	7.2%	18.0%	24.0%	1.0%	7.1%	2.8%	0.6%	100.0%
Unskilled and defined decision making	509	422	13	56	427	376	2	31	39	3	1 878
	27.1%	22.5%	0.7%	3.0%	22.7%	20.0%	0.1%	1.7%	2.1%	0.2%	100.0%
TOTAL PERMANENT	1 544	2 140	122	1 282	1 356	1 985	100	941	192	44	9 706
	15.9%	22.0%	1.3%	13.2%	14.0%	20.5%	1.0%	9.7%	2.0%	0.5%	100.0%
Temporary employees	91	154	1	23	142	134	4	10	26	3	588
	15.5%	26.2%	0.2%	3.9%	24.1%	22.8%	0.7%	1.7%	4.4%	0.5%	100.0%
GRAND TOTAL	1 635	2 294	123	1 305	1 498	2 119	104	951	218	47	10 294

9.5 WORKFORCE PROFILE FOR EACH SECTOR BY RACE AND GENDER

9.5.1 AGRICULTURE

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	244	102	34	2 910	83	50	7	534	33	7	4 004
	6.1%	2.5%	0.8%	72.7%	2.1%	1.2%	0.2%	13.3%	0.8%	0.2%	100.0%
Senior Management	732	236	94	3 696	265	94	33	1 096	48	11	6 305
	11.6%	3.7%	1.5%	58.6%	4.2%	1.5%	0.5%	17.4%	0.8%	0.2%	100.0%
Professionally qualified and experienced specialists and mid-management	2 967	807	252	5 945	1 539	435	154	2 800	232	53	15 184
	19.5%	5.3%	1.7%	39.2%	10.1%	2.9%	1.0%	18.4%	1.5%	0.3%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	17 796	4 952	749	7 821	7 366	2 659	398	6 034	628	121	48 524
	36.7%	10.2%	1.5%	16.1%	15.2%	5.5%	0.8%	12.4%	1.3%	0.2%	100.0%
Semi-skilled and discretionary decision making	47 402	14 163	447	2 380	19 009	6 766	311	3 810	1 561	275	96 124
	49.3%	14.7%	0.5%	2.5%	19.8%	7.0%	0.3%	4.0%	1.6%	0.3%	100.0%
Unskilled and defined decision making	80 996	15 998	99	367	60 863	15 886	27	203	6 117	2 454	183 010
	44.3%	8.7%	0.1%	0.2%	33.3%	8.7%	0.0%	0.1%	3.3%	1.3%	100.0%
TOTAL PERMANENT	150 137	36 258	1 675	23 119	89 125	25 890	930	14 477	8 619	2 921	353 151
	42.5%	10.3%	0.5%	6.5%	25.2%	7.3%	0.3%	4.1%	2.4%	0.8%	100.0%
Temporary employees	50 802	13 395	72	519	54 847	17 100	77	370	7 283	2 944	147 409
	34.5%	9.1%	0.0%	0.4%	37.2%	11.6%	0.1%	0.3%	4.9%	2.0%	100.0%
GRAND TOTAL	200 939	49 653	1 747	23 638	143 972	42 990	1 007	14 847	15 902	5 865	500 560

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	12	0	0	71	3	0	0	8	0	0	94
	12.8%	0.0%	0.0%	75.5%	3.2%	0.0%	0.0%	8.5%	0.0%	0.0%	100.0%
Senior Management	123	5	2	61	16	1	2	16	0	0	226
	54.4%	2.2%	0.9%	27.0%	7.1%	0.4%	0.9%	7.1%	0.0%	0.0%	100.0%
Professionally qualified and experienced specialists and mid-management	135	17	5	124	83	9	2	68	10	5	458
	29.5%	3.7%	1.1%	27.1%	18.1%	2.0%	0.4%	14.8%	2.2%	1.1%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	473	71	10	139	411	40	4	90	5	3	1 246
	38.0%	5.7%	0.8%	11.2%	33.0%	3.2%	0.3%	7.2%	0.4%	0.2%	100.0%
Semi-skilled and discretionary decision making	981	151	8	60	446	63	2	51	5	0	1 767
	55.5%	8.5%	0.5%	3.4%	25.2%	3.6%	0.1%	2.9%	0.3%	0.0%	100.0%
Unskilled and defined decision making	1 328	133	1	24	743	115	0	7	18	4	2 373
	56.0%	5.6%	0.0%	1.0%	31.3%	4.8%	0.0%	0.3%	0.8%	0.2%	100.0%
TOTAL PERMANENT	3 052	377	26	479	1 702	228	10	240	38	12	6 164
	49.5%	6.1%	0.4%	7.8%	27.6%	3.7%	0.2%	3.9%	0.6%	0.2%	100.0%
Temporary employees	523	88	0	11	512	55	0	6	12	3	1 210
	43.2%	7.3%	0.0%	0.9%	42.3%	4.5%	0.0%	0.5%	1.0%	0.2%	100.0%
GRAND TOTAL	3 575	465	26	490	2 214	283	10	246	50	15	7 374

9.5.2 MINING AND QUARRYING

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	240	29	32	970	83	8	10	117	62	3	1 554
	15.4%	1.9%	2.1%	62.4%	5.3%	0.5%	0.6%	7.5%	4.0%	0.2%	100.0%
Senior Management	870	120	187	3 093	216	29	76	522	187	19	5 319
	16.4%	2.3%	3.5%	58.2%	4.1%	0.5%	1.4%	9.8%	3.5%	0.4%	100.0%
Professionally qualified and experienced specialists and mid-management	5 192	549	442	8 650	1 678	182	236	1 967	488	80	19 464
	26.7%	2.8%	2.3%	44.4%	8.6%	0.9%	1.2%	10.1%	2.5%	0.4%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	40 655	3 368	620	24 370	8 088	878	337	5 399	4 508	105	88 328
	46.0%	3.8%	0.7%	27.6%	9.2%	1.0%	0.4%	6.1%	5.1%	0.1%	100.0%
Semi-skilled and discretionary decision making	134 688	3 915	212	3 873	15 020	914	168	2 342	31 347	154	192 633
	69.9%	2.0%	0.1%	2.0%	7.8%	0.5%	0.1%	1.2%	16.3%	0.1%	100.0%
Unskilled and defined decision making	88 608	1 126	24	726	15 963	218	5	105	18 549	885	126 209
	70.2%	0.9%	0.0%	0.6%	12.6%	0.2%	0.0%	0.1%	14.7%	0.7%	100.0%
TOTAL PERMANENT	270 253	9 107	1 517	41 682	41 048	2 229	832	10 452	55 141	1 246	433 507
	62.3%	2.1%	0.3%	9.6%	9.5%	0.5%	0.2%	2.4%	12.7%	0.3%	100.0%
Temporary employees	4 598	328	29	848	1 179	120	22	261	358	10	7 753
	59.3%	4.2%	0.4%	10.9%	15.2%	1.5%	0.3%	3.4%	4.6%	0.1%	100.0%
GRAND TOTAL	274 851	9 435	1 546	42 530	42 227	2 349	854	10 713	55 499	1 256	441 260

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	5	1	1	20	1	0	1	6	0	0	35
	14.3%	2.9%	2.9%	57.1%	2.9%	0.0%	2.9%	17.1%	0.0%	0.0%	100.0%
Senior Management	12	1	2	34	1	0	0	7	3	0	60
	20.0%	1.7%	3.3%	56.7%	1.7%	0.0%	0.0%	11.7%	5.0%	0.0%	100.0%
Professionally qualified and experienced specialists and mid-management	40	6	2	109	3	3	3	22	5	0	193
	20.7%	3.1%	1.0%	56.5%	1.6%	1.6%	1.6%	11.4%	2.6%	0.0%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	375	28	5	348	39	9	4	47	41	1	897
	41.8%	3.1%	0.6%	38.8%	4.3%	1.0%	0.4%	5.2%	4.6%	0.1%	100.0%
Semi-skilled and discretionary decision making	832	28	2	70	100	12	0	37	272	1	1 354
	61.4%	2.1%	0.1%	5.2%	7.4%	0.9%	0.0%	2.7%	20.1%	0.1%	100.0%
Unskilled and defined decision making	1 026	1	0	12	105	1	1	1	374	1	1 522
	67.4%	0.1%	0.0%	0.8%	6.9%	0.1%	0.1%	0.1%	24.6%	0.1%	100.0%
TOTAL PERMANENT	2 290	65	12	593	249	25	9	120	695	3	4 061
	56.4%	1.6%	0.3%	14.6%	6.1%	0.6%	0.2%	3.0%	17.1%	0.1%	100.0%
Temporary employees	15	0	0	8	7	2	0	2	0	0	34
	44.1%	0.0%	0.0%	23.5%	20.6%	5.9%	0.0%	5.9%	0.0%	0.0%	100.0%
GRAND TOTAL	2 305	65	12	601	256	27	9	122	695	3	4 095

9.5.3 MANUFACTURING

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	495	320	859	7 007	195	145	202	1 148	491	50	10 912
	4.5%	2.9%	7.9%	64.2%	1.8%	1.3%	1.9%	10.5%	4.5%	0.5%	100.0%
Senior Management	1 674	1 092	1 880	10 842	673	501	639	3 339	624	105	21 369
	7.8%	5.1%	8.8%	50.7%	3.1%	2.3%	3.0%	15.6%	2.9%	0.5%	100.0%
Professionally qualified and experienced specialists and mid-management	8 082	4 041	5 132	25 244	3 312	1 852	2 286	9 319	1 176	262	60 706
	13.3%	6.7%	8.5%	41.6%	5.5%	3.1%	3.8%	15.4%	1.9%	0.4%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	67 774	21 278	13 433	48 039	21 862	10 001	5 857	21 687	3 955	434	214 320
	31.6%	9.9%	6.3%	22.4%	10.2%	4.7%	2.7%	10.1%	1.8%	0.2%	100.0%
Semi-skilled and discretionary decision making	173 699	31 836	9 836	15 258	54 595	23 609	5 821	11 969	3 471	446	330 540
	52.6%	9.6%	3.0%	4.6%	16.5%	7.1%	1.8%	3.6%	1.1%	0.1%	100.0%
Unskilled and defined decision making	100 373	13 004	2 498	2 462	46 740	11 049	1 373	658	2 116	467	180 740
	55.5%	7.2%	1.4%	1.4%	25.9%	6.1%	0.8%	0.4%	1.2%	0.3%	100.0%
TOTAL PERMANENT	352 097	71 571	33 638	108 852	127 377	47 157	16 178	48 120	11 833	1 764	818 587
	43.0%	8.7%	4.1%	13.3%	15.6%	5.8%	2.0%	5.9%	1.4%	0.2%	100.0%
Temporary employees	36 972	6 338	926	3 768	13 950	4 619	393	1 347	1 227	171	69 711
	53.0%	9.1%	1.3%	5.4%	20.0%	6.6%	0.6%	1.9%	1.8%	0.2%	100.0%
GRAND TOTAL	389 069	77 909	34 564	112 620	141 327	51 776	16 571	49 467	13 060	1 935	888 298

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	7	9	13	121	3	5	3	30	8	0	199
	3.5%	4.5%	6.5%	60.8%	1.5%	2.5%	1.5%	15.1%	4.0%	0.0%	100.0%
Senior Management	17	22	31	215	10	9	5	50	6	2	367
	4.6%	6.0%	8.4%	58.6%	2.7%	2.5%	1.4%	13.6%	1.6%	0.5%	100.0%
Professionally qualified and experienced specialists and mid-management	74	57	57	374	22	27	12	103	12	2	740
	10.0%	7.7%	7.7%	50.5%	3.0%	3.6%	1.6%	13.9%	1.6%	0.3%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	933	295	163	950	196	117	43	258	31	3	2 989
	31.2%	9.9%	5.5%	31.8%	6.6%	3.9%	1.4%	8.6%	1.0%	0.1%	100.0%
Semi-skilled and discretionary decision making	2 198	418	153	304	800	501	55	186	98	29	4 742
	46.4%	8.8%	3.2%	6.4%	16.9%	10.6%	1.2%	3.9%	2.1%	0.6%	100.0%
Unskilled and defined decision making	1 898	138	26	92	710	183	6	21	12	4	3 090
	61.4%	4.5%	0.8%	3.0%	23.0%	5.9%	0.2%	0.7%	0.4%	0.1%	100.0%
TOTAL PERMANENT	5 127	939	443	2 056	1 741	842	124	648	167	40	12 127
	42.3%	7.7%	3.7%	17.0%	14.4%	6.9%	1.0%	5.3%	1.4%	0.3%	100.0%
Temporary employees	466	70	1	43	229	53	2	7	28	2	901
	51.7%	7.8%	0.1%	4.8%	25.4%	5.9%	0.2%	0.8%	3.1%	0.2%	100.0%
GRAND TOTAL	5 593	10 09	444	2 099	1 970	895	126	655	195	42	13 028

9.5.4 ELECTRICITY, GAS AND WATER

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	340	63	82	428	164	23	34	65	49	4	1 252
	27.2%	5.0%	6.5%	34.2%	13.1%	1.8%	2.7%	5.2%	3.9%	0.3%	100.0%
Senior Management	1 208	169	218	1 164	690	73	94	371	91	18	4 096
	29.5%	4.1%	5.3%	28.4%	16.8%	1.8%	2.3%	9.1%	2.2%	0.4%	100.0%
Professionally qualified and experienced specialists and mid-management	4 624	836	950	4 020	3 375	383	400	1 248	350	56	16 242
	28.5%	5.1%	5.8%	24.8%	20.8%	2.4%	2.5%	7.7%	2.2%	0.3%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	22 520	2 721	1 252	8 182	14 925	1 585	843	3 504	455	96	56 083
	40.2%	4.9%	2.2%	14.6%	26.6%	2.8%	1.5%	6.2%	0.8%	0.2%	100.0%
Semi-skilled and discretionary decision making	29 662	3 028	391	2 220	11 234	1 305	331	2 341	193	60	50 765
	58.4%	6.0%	0.8%	4.4%	22.1%	2.6%	0.7%	4.6%	0.4%	0.1%	100.0%
Unskilled and defined decision making	14 790	1 329	60	292	4 621	389	23	95	69	12	21 680
	68.2%	6.1%	0.3%	1.3%	21.3%	1.8%	0.1%	0.4%	0.3%	0.1%	100.0%
TOTAL PERMANENT	73 144	8 146	2 953	16 306	35 009	3 758	1 725	7 624	1 207	246	150 118
	48.7%	5.4%	2.0%	10.9%	23.3%	2.5%	1.1%	5.1%	0.8%	0.2%	100.0%
Temporary employees	6 475	721	37	256	10 097	439	30	172	43	19	18 289
	35.4%	3.9%	0.2%	1.4%	55.2%	2.4%	0.2%	0.9%	0.2%	0.1%	100.0%
GRAND TOTAL	79 619	8 867	2 990	16 562	45 106	4 197	1 755	7 796	1 250	265	168 407

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	4	1	3	5	5	1	1	1	0	0	21
	19.0%	4.8%	14.3%	23.8%	23.8%	4.8%	4.8%	4.8%	0.0%	0.0%	100.0%
Senior Management	27	0	2	20	17	0	0	10	0	0	76
	35.5%	0.0%	2.6%	26.3%	22.4%	0.0%	0.0%	13.2%	0.0%	0.0%	100.0%
Professionally qualified and experienced specialists and mid-management	71	10	15	92	63	3	10	20	0	1	285
	24.9%	3.5%	5.3%	32.3%	22.1%	1.1%	3.5%	7.0%	0.0%	0.4%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	362	35	35	337	231	15	8	97	7	0	1127
	32.1%	3.1%	3.1%	29.9%	20.5%	1.3%	0.7%	8.6%	0.6%	0.0%	100.0%
Semi-skilled and discretionary decision making	559	62	11	79	183	23	27	50	0	0	994
	56.2%	6.2%	1.1%	7.9%	18.4%	2.3%	2.7%	5.0%	0.0%	0.0%	100.0%
Unskilled and defined decision making	315	15	4	10	119	4	3	4	0	0	474
	66.5%	3.2%	0.8%	2.1%	25.1%	0.8%	0.6%	0.8%	0.0%	0.0%	100.0%
TOTAL PERMANENT	1 338	123	70	543	618	46	49	182	7	1	2 977
	44.9%	4.1%	2.4%	18.2%	20.8%	1.5%	1.6%	6.1%	0.2%	0.0%	100.0%
Temporary employees	8	0	0	1	30	2	0	1	0	0	42
	19.0%	0.0%	0.0%	2.4%	71.4%	4.8%	0.0%	2.4%	0.0%	0.0%	100.0%
GRAND TOTAL	1 346	123	70	544	648	48	49	183	7	1	3 019

9.5.5 CONSTRUCTION

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	918	339	311	3 803	249	96	101	428	139	9	6 393
	14.4%	5.3%	4.9%	59.5%	3.9%	1.5%	1.6%	6.7%	2.2%	0.1%	100.0%
Senior Management	14 58	619	509	5 371	517	139	170	1 047	303	67	10 200
	14.3%	6.1%	5.0%	52.7%	5.1%	1.4%	1.7%	10.3%	3.0%	0.7%	100.0%
Professionally qualified and experienced specialists and mid-management	5 473	1 930	1 270	11 426	1 803	450	413	2 726	1 110	151	26 752
	20.5%	7.2%	4.7%	42.7%	6.7%	1.7%	1.5%	10.2%	4.1%	0.6%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	44 363	7 236	2 239	15 158	7 333	1 527	1 037	5 959	2 410	216	87 478
	50.7%	8.3%	2.6%	17.3%	8.4%	1.7%	1.2%	6.8%	2.8%	0.2%	100.0%
Semi-skilled and discretionary decision making	75 215	5 723	694	3 949	10 539	1 453	550	3 468	2 409	113	104 113
	72.2%	5.5%	0.7%	3.8%	10.1%	1.4%	0.5%	3.3%	2.3%	0.1%	100.0%
Unskilled and defined decision making	68 769	5 489	116	735	13 356	1 070	33	230	1 209	110	91 117
	75.5%	6.0%	0.1%	0.8%	14.7%	1.2%	0.0%	0.3%	1.3%	0.1%	100.0%
TOTAL PERMANENT	196 196	21 336	5 139	40 442	33 797	4 735	2 304	13 858	7 580	666	326 053
	60.2%	6.5%	1.6%	12.4%	10.4%	1.5%	0.7%	4.3%	2.3%	0.2%	100.0%
Temporary employees	53 482	5 025	311	1 850	23 274	1 417	64	445	650	45	86 563
	61.8%	5.8%	0.4%	2.1%	26.9%	1.6%	0.1%	0.5%	0.8%	0.1%	100.0%
GRAND TOTAL	249 678	26 361	5 450	42 292	57 071	6 152	2 368	14 303	8 230	711	412 616

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	21	8	7	61	10	0	4	7	4	1	123
	17.1%	6.5%	5.7%	49.6%	8.1%	0.0%	3.3%	5.7%	3.3%	0.8%	100.0%
Senior Management	30	11	14	91	11	3	3	18	5	2	188
	16.0%	5.9%	7.4%	48.4%	5.9%	1.6%	1.6%	9.6%	2.7%	1.1%	100.0%
Professionally qualified and experienced specialists and mid-management	65	28	28	210	36	12	6	57	13	2	457
	14.2%	6.1%	6.1%	46.0%	7.9%	2.6%	1.3%	12.5%	2.8%	0.4%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	412	71	22	200	89	10	14	94	10	1	923
	44.6%	7.7%	2.4%	21.7%	9.6%	1.1%	1.5%	10.2%	1.1%	0.1%	100.0%
Semi-skilled and discretionary decision making	861	55	9	76	175	19	7	40	23	0	1 265
	68.1%	4.3%	0.7%	6.0%	13.8%	1.5%	0.6%	3.2%	1.8%	0.0%	100.0%
Unskilled and defined decision making	627	39	1	20	158	8	0	4	32	0	889
	70.5%	4.4%	0.1%	2.2%	17.8%	0.9%	0.0%	0.4%	3.6%	0.0%	100.0%
TOTAL PERMANENT	2 016	212	81	658	479	52	34	220	87	6	3 845
	52.4%	5.5%	2.1%	17.1%	12.5%	1.4%	0.9%	5.7%	2.3%	0.2%	100.0%
Temporary employees	253	20	1	11	81	16	0	3	0	0	385
	65.7%	5.2%	0.3%	2.9%	21.0%	4.2%	0.0%	0.8%	0.0%	0.0%	100.0%
GRAND TOTAL	2 269	232	82	669	560	68	34	223	87	6	4 230

9.5.6 RETAIL AND MOTOR TRADE AND REPAIR SERVICES

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	176	134	365	2 972	50	64	90	610	76	15	4 552
	3.9%	2.9%	8.0%	65.3%	1.1%	1.4%	2.0%	13.4%	1.7%	0.3%	100.0%
Senior Management	1 025	680	952	5 106	448	465	406	2 288	110	39	11 519
	8.9%	5.9%	8.3%	44.3%	3.9%	4.0%	3.5%	19.9%	1.0%	0.3%	100.0%
Professionally qualified and experienced specialists and mid-management	5 422	2 439	2 342	8 480	3 809	2 477	1 391	6 231	266	132	32 989
	16.4%	7.4%	7.1%	25.7%	11.5%	7.5%	4.2%	18.9%	0.8%	0.4%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	24 936	7 262	5 423	15 369	21 858	9 626	4 039	12 432	613	198	101 756
	24.5%	7.1%	5.3%	15.1%	21.5%	9.5%	4.0%	12.2%	0.6%	0.2%	100.0%
Semi-skilled and discretionary decision making	81 002	14 342	4 968	8 096	138 774	32 828	5 920	9 694	1 138	487	297 249
	27.3%	4.8%	1.7%	2.7%	46.7%	11.0%	2.0%	3.3%	0.4%	0.2%	100.0%
Unskilled and defined decision making	50 634	6 841	963	1 299	50 030	10 619	977	770	673	268	123 074
	41.1%	5.6%	0.8%	1.1%	40.7%	8.6%	0.8%	0.6%	0.5%	0.2%	100.0%
TOTAL PERMANENT	163 195	31 698	15 013	41 322	214 969	56 079	12 823	32 025	2 876	1 139	571 139
	28.6%	5.5%	2.6%	7.2%	37.6%	9.8%	2.2%	5.6%	0.5%	0.2%	100.0%
Temporary employees	12 220	2 326	562	1 146	18 888	4 040	888	1 387	210	106	41 773
	29.3%	5.6%	1.3%	2.7%	45.2%	9.7%	2.1%	3.3%	0.5%	0.3%	100.0%
GRAND TOTAL	175 415	34 024	15 575	42 468	233 857	60 119	13 711	33 412	3 086	1 245	612 912

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	2	2	21	32	0	1	2	10	0	1	71
	2.8%	2.8%	29.6%	45.1%	0.0%	1.4%	2.8%	14.1%	0.0%	1.4%	100.0%
Senior Management	1	5	29	43	4	2	3	20	1	2	110
	0.9%	4.5%	26.4%	39.1%	3.6%	1.8%	2.7%	18.2%	0.9%	1.8%	100.0%
Professionally qualified and experienced specialists and mid-management	16	21	32	116	10	12	11	65	0	2	285
	5.6%	7.4%	11.2%	40.7%	3.5%	4.2%	3.9%	22.8%	0.0%	0.7%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	175	57	89	191	127	66	47	137	3	6	898
	19.5%	6.3%	9.9%	21.3%	14.1%	7.3%	5.2%	15.3%	0.3%	0.7%	100.0%
Semi-skilled and discretionary decision making	584	124	77	127	882	267	82	176	5	8	2 332
	25.0%	5.3%	3.3%	5.4%	37.8%	11.4%	3.5%	7.5%	0.2%	0.3%	100.0%
Unskilled and defined decision making	370	78	30	48	228	33	8	24	6	14	839
	44.1%	9.3%	3.6%	5.7%	27.2%	3.9%	1.0%	2.9%	0.7%	1.7%	100.0%
TOTAL PERMANENT	1 148	287	278	557	1 251	381	153	432	15	33	4 535
	25.3%	6.3%	6.1%	12.3%	27.6%	8.4%	3.4%	9.5%	0.3%	0.7%	100.0%
Temporary employees	35	4	3	9	176	15	4	5	0	2	253
	13.8%	1.6%	1.2%	3.6%	69.6%	5.9%	1.6%	2.0%	0.0%	0.8%	100.0%
GRAND TOTAL	1 183	291	281	566	1 427	396	157	437	15	35	4 788

9.5.7 WHOLESALE TRADE, COMMERCIAL AGENT AND ALLIED SERVICES

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	258	139	652	3961	127	79	198	891	200	39	6 544
	3.9%	2.1%	10.0%	60.5%	1.9%	1.2%	3.0%	13.6%	3.1%	0.6%	100.0%
Senior Management	1 018	494	1 242	5 144	496	344	482	2 586	261	62	12 129
	8.4%	4.1%	10.2%	42.4%	4.1%	2.8%	4.0%	21.3%	2.2%	0.5%	100.0%
Professionally qualified and experienced specialists and mid-management	3 407	1 358	1 836	8 028	1 965	982	1 156	5 785	453	121	25 091
	13.6%	5.4%	7.3%	32.0%	7.8%	3.9%	4.6%	23.1%	1.8%	0.5%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	18 959	4 658	3 877	12 540	11 016	4 746	3 212	12 055	855	251	72 169
	26.3%	6.5%	5.4%	17.4%	15.3%	6.6%	4.5%	16.7%	1.2%	0.3%	100.0%
Semi-skilled and discretionary decision making	62 256	8 675	3 740	6 583	48 401	9 737	4 381	9 690	1 684	677	155 824
	40.0%	5.6%	2.4%	4.2%	31.1%	6.2%	2.8%	6.2%	1.1%	0.4%	100.0%
Unskilled and defined decision making	48 618	5 493	871	1 080	40 406	5 258	699	578	1 514	357	104 874
	46.4%	5.2%	0.8%	1.0%	38.5%	5.0%	0.7%	0.6%	1.4%	0.3%	100.0%
TOTAL PERMANENT	134 516	20 817	12 218	37 336	102 411	21 146	10 128	31 585	4 967	1 507	376 631
	35.7%	5.5%	3.2%	9.9%	27.2%	5.6%	2.7%	8.4%	1.3%	0.4%	100.0%
Temporary employees	17 330	1 339	776	1 623	15 549	1 472	1 239	1 686	318	88	41 420
	41.8%	3.2%	1.9%	3.9%	37.5%	3.6%	3.0%	4.1%	0.8%	0.2%	100.0%
GRAND TOTAL	151 846	22 156	12 994	38 959	117 960	22 618	11 367	33 271	5 285	1 595	41 8051

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	4	1	17	66	4	1	2	19	1	0	115
	3.5%	0.9%	14.8%	57.4%	3.5%	0.9%	1.7%	16.5%	0.9%	0.0%	100.0%
Senior Management	13	6	16	59	6	2	4	45	2	0	153
	8.5%	3.9%	10.5%	38.6%	3.9%	1.3%	2.6%	29.4%	1.3%	0.0%	100.0%
Professionally qualified and experienced specialists and mid-management	24	9	20	103	7	9	7	75	0	0	254
	9.4%	3.5%	7.9%	40.6%	2.8%	3.5%	2.8%	29.5%	0.0%	0.0%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	203	37	45	194	106	51	23	147	1	1	808
	25.1%	4.6%	5.6%	24.0%	13.1%	6.3%	2.8%	18.2%	0.1%	0.1%	100.0%
Semi-skilled and discretionary decision making	462	66	36	128	246	76	24	118	9	4	1 169
	39.5%	5.6%	3.1%	10.9%	21.0%	6.5%	2.1%	10.1%	0.8%	0.3%	100.0%
Unskilled and defined decision making	326	36	14	43	338	42	6	19	10	0	834
	39.1%	4.3%	1.7%	5.2%	40.5%	5.0%	0.7%	2.3%	1.2%	0.0%	100.0%
TOTAL PERMANENT	1 032	155	148	593	707	181	66	423	23	5	3 333
	31.0%	4.7%	4.4%	17.8%	21.2%	5.4%	2.0%	12.7%	0.7%	0.2%	100.0%
Temporary employees	119	11	2	8	95	20	0	7	7	1	270
	44.1%	4.1%	0.7%	3.0%	35.2%	7.4%	0.0%	2.6%	2.6%	0.4%	100.0%
GRAND TOTAL	1 151	166	150	601	802	201	66	430	30	6	3 603

9.5.8 CATERING, ACCOMMODATION AND OTHER TRADE

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	159	60	79	1044	94	36	42	416	49	9	1 988
	8.0%	3.0%	4.0%	52.5%	4.7%	1.8%	2.1%	20.9%	2.5%	0.5%	100.0%
Senior Management	702	251	234	1 701	527	241	150	1 435	110	34	5 385
	13.0%	4.7%	4.3%	31.6%	9.8%	4.5%	2.8%	26.6%	2.0%	0.6%	100.0%
Professionally qualified and experienced specialists and mid-management	2 924	763	527	3 111	3 083	1 005	596	3 587	438	204	16 238
	18.0%	4.7%	3.2%	19.2%	19.0%	6.2%	3.7%	22.1%	2.7%	1.3%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	11 570	2 323	977	3 750	13 473	4 127	1 141	5 525	1 140	649	44 675
	25.9%	5.2%	2.2%	8.4%	30.2%	9.2%	2.6%	12.4%	2.6%	1.5%	100.0%
Semi-skilled and discretionary decision making	33 203	3 436	809	1 719	45 626	5 997	1 089	3 084	2 077	1 151	98 191
	33.8%	3.5%	0.8%	1.8%	46.5%	6.1%	1.1%	3.1%	2.1%	1.2%	100.0%
Unskilled and defined decision making	23 550	1 976	77	332	36 044	3 877	105	318	1 091	531	67 901
	34.7%	2.9%	0.1%	0.5%	53.1%	5.7%	0.2%	0.5%	1.6%	0.8%	100.0%
TOTAL PERMANENT	72 108	8 809	2 703	11 657	98 847	15 283	3 123	14 365	4 905	2 578	234 378
	30.8%	3.8%	1.2%	5.0%	42.2%	6.5%	1.3%	6.1%	2.1%	1.1%	100.0%
Temporary employees	4 727	770	99	710	6 810	1 249	112	738	289	139	15 643
	30.2%	4.9%	0.6%	4.5%	43.5%	8.0%	0.7%	4.7%	1.8%	0.9%	100.0%
GRAND TOTAL	76 835	9 579	2 802	12 367	105 657	16 532	3 235	15 103	5 194	2 717	250 021

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	5	2	4	18	5	2	1	14	0	0	51
	9.8%	3.9%	7.8%	35.3%	9.8%	3.9%	2.0%	27.5%	0.0%	0.0%	100.0%
Senior Management	12	5	4	23	6	8	3	14	1	2	78
	15.4%	6.4%	5.1%	29.5%	7.7%	10.3%	3.8%	17.9%	1.3%	2.6%	100.0%
Professionally qualified and experienced specialists and mid-management	56	8	6	47	49	13	0	29	8	5	221
	25.3%	3.6%	2.7%	21.3%	22.2%	5.9%	0.0%	13.1%	3.6%	2.3%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	167	29	9	68	139	46	8	76	8	3	553
	30.2%	5.2%	1.6%	12.3%	25.1%	8.3%	1.4%	13.7%	1.4%	0.5%	100.0%
Semi-skilled and discretionary decision making	685	71	11	47	986	171	11	61	30	12	2 085
	32.9%	3.4%	0.5%	2.3%	47.3%	8.2%	0.5%	2.9%	1.4%	0.6%	100.0%
Unskilled and defined decision making	231	13	10	11	327	12	10	12	9	4	639
	36.2%	2.0%	1.6%	1.7%	51.2%	1.9%	1.6%	1.9%	1.4%	0.6%	100.0%
TOTAL PERMANENT	1 156	128	44	214	1 512	252	33	206	56	26	3 627
	31.9%	3.5%	1.2%	5.9%	41.7%	6.9%	0.9%	5.7%	1.5%	0.7%	100.0%
Temporary employees	190	4	5	8	335	16	3	8	4	0	573
	33.2%	0.7%	0.9%	1.4%	58.5%	2.8%	0.5%	1.4%	0.7%	0.0%	100.0%
GRAND TOTAL	1 346	132	49	222	1 847	268	36	214	60	26	4 200

9.5.9 TRANSPORT, STORAGE AND COMMUNICATIONS

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	451	150	375	2 137	182	68	117	486	160	26	4 152
	10.9%	3.6%	9.0%	51.5%	4.4%	1.6%	2.8%	11.7%	3.9%	0.6%	100.0%
Senior Management	1 394	459	898	3 651	693	243	374	1 549	228	50	9 539
	14.6%	4.8%	9.4%	38.3%	7.3%	2.5%	3.9%	16.2%	2.4%	0.5%	100.0%
Professionally qualified and experienced specialists and mid-management	7 465	2 284	2 747	11 950	3 697	1 064	1 292	5 105	1 026	216	36 846
	20.3%	6.2%	7.5%	32.4%	10.0%	2.9%	3.5%	13.9%	2.8%	0.6%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	49 023	11 665	7 165	26 260	23 498	6 108	3 783	13 078	1 973	365	142 918
	34.3%	8.2%	5.0%	18.4%	16.4%	4.3%	2.6%	9.2%	1.4%	0.3%	100.0%
Semi-skilled and discretionary decision making	91 701	13 305	5 044	7 426	28 360	6 011	3 340	7 364	3 059	302	165 912
	55.3%	8.0%	3.0%	4.5%	17.1%	3.6%	2.0%	4.4%	1.8%	0.2%	100.0%
Unskilled and defined decision making	33 313	4 92	393	683	8 654	1 014	92	228	588	64	49 321
	67.5%	8.7%	0.8%	1.4%	17.5%	2.1%	0.2%	0.5%	1.2%	0.1%	100.0%
TOTAL PERMANENT	183 347	32 155	16 622	52 107	65 084	14 508	8 998	27 810	7 034	1 023	408 688
	44.9%	7.9%	4.1%	12.7%	15.9%	3.5%	2.2%	6.8%	1.7%	0.3%	100.0%
Temporary employees	16 018	2 223	572	1 292	9 039	952	256	668	300	67	31 387
	51.0%	7.1%	1.8%	4.1%	28.8%	3.0%	0.8%	2.1%	1.0%	0.2%	100.0%
GRAND TOTAL	199 365	34 378	17 194	53 399	74 123	15 460	9 254	28 478	7 334	1 090	440 075

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	53	6	12	42	11	0	4	8	1	0	137
	38.7%	4.4%	8.8%	30.7%	8.0%	0.0%	2.9%	5.8%	0.7%	0.0%	100.0%
Senior Management	14	18	15	71	13	8	8	35	1	0	183
	7.7%	9.8%	8.2%	38.8%	7.1%	4.4%	4.4%	19.1%	0.5%	0.0%	100.0%
Professionally qualified and experienced specialists and mid-management	110	65	47	301	43	30	13	87	4	3	703
	15.6%	9.2%	6.7%	42.8%	6.1%	4.3%	1.8%	12.4%	0.6%	0.4%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	631	366	87	611	507	240	48	313	12	0	2 815
	22.4%	13.0%	3.1%	21.7%	18.0%	8.5%	1.7%	11.1%	0.4%	0.0%	100.0%
Semi-skilled and discretionary decision making	1 068	150	53	185	504	179	56	176	59	1	2 431
	43.9%	6.2%	2.2%	7.6%	20.7%	7.4%	2.3%	7.2%	2.4%	0.0%	100.0%
Unskilled and defined decision making	391	32	6	23	220	16	1	3	1	0	693
	56.4%	4.6%	0.9%	3.3%	31.7%	2.3%	0.1%	0.4%	0.1%	0.0%	100.0%
TOTAL PERMANENT	2 267	637	220	1 233	1 298	473	130	622	78	4	6 962
	32.6%	9.1%	3.2%	17.7%	18.6%	6.8%	1.9%	8.9%	1.1%	0.1%	100.0%
Temporary employees	75	4	1	9	131	6	1	9	0	0	236
	31.8%	1.7%	0.4%	3.8%	55.5%	2.5%	0.4%	3.8%	0.0%	0.0%	100.0%
GRAND TOTAL	2 342	641	221	1 242	1 429	479	131	631	78	4	7 198

9.5.10 FINANCE AND BUSINESS SERVICES

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	888	262	551	5 629	491	186	254	1 643	340	80	10 324
	8.6%	2.5%	5.3%	54.5%	4.8%	1.8%	2.5%	15.9%	3.3%	0.8%	100.0%
Senior Management	2 955	1 150	2 259	12 898	2 148	930	1 427	7 516	1 083	412	32 778
	9.0%	3.5%	6.9%	39.3%	6.6%	2.8%	4.4%	22.9%	3.3%	1.3%	100.0%
Professionally qualified and experienced specialists and mid-management	14 745	5 558	7 909	30 188	13 708	6 329	7 506	25 206	2 330	1 213	114 692
	12.9%	4.8%	6.9%	26.3%	12.0%	5.5%	6.5%	22.0%	2.0%	1.1%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	48 655	14 194	9 564	28 001	60 306	23 972	12 925	42 573	2 854	1 653	244 697
	19.9%	5.8%	3.9%	11.4%	24.6%	9.8%	5.3%	17.4%	1.2%	0.7%	100.0%
Semi-skilled and discretionary decision making	111 971	14 242	5 360	8 746	88 036	22 856	8 299	18 723	1 737	1 028	280 998
	39.8%	5.1%	1.9%	3.1%	31.3%	8.1%	3.0%	6.7%	0.6%	0.4%	100.0%
Unskilled and defined decision making	40 817	3 087	437	644	36 933	4 406	218	527	720	218	88 007
	46.4%	3.5%	0.5%	0.7%	42.0%	5.0%	0.2%	0.6%	0.8%	0.2%	100.0%
TOTAL PERMANENT	220 031	38 493	26 080	86 106	201 622	58 679	30 629	96 188	9 064	4 604	771 496
	28.5%	5.0%	3.4%	11.2%	26.1%	7.6%	4.0%	12.5%	1.2%	0.6%	100.0%
Temporary employees	87 096	11 265	2 664	5 419	53 881	9 470	1 838	5 344	2 138	616	179 731
	48.5%	6.3%	1.5%	3.0%	30.0%	5.3%	1.0%	3.0%	1.2%	0.3%	100.0%
GRAND TOTAL	307 127	49 758	28 744	91 525	255 503	68 149	32 467	101 532	11 202	5 220	951 227

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	15	12	12	75	3	6	9	37	0	2	171
	8.8%	7.0%	7.0%	43.9%	1.8%	3.5%	5.3%	21.6%	0.0%	1.2%	100.0%
Senior Management	36	20	23	139	18	11	21	84	7	4	363
	9.9%	5.5%	6.3%	38.3%	5.0%	3.0%	5.8%	23.1%	1.9%	1.1%	100.0%
Professionally qualified and experienced specialists and mid-management	116	57	74	426	102	73	97	386	10	6	1 347
	8.6%	4.2%	5.5%	31.6%	7.6%	5.4%	7.2%	28.7%	0.7%	0.4%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	410	170	132	425	465	285	139	740	15	10	2 791
	14.7%	6.1%	4.7%	15.2%	16.7%	10.2%	5.0%	26.5%	0.5%	0.4%	100.0%
Semi-skilled and discretionary decision making	591	136	40	178	705	255	92	403	1	5	2 406
	24.6%	5.7%	1.7%	7.4%	29.3%	10.6%	3.8%	16.7%	0.0%	0.2%	100.0%
Unskilled and defined decision making	276	18	6	25	304	39	2	11	4	0	685
	40.3%	2.6%	0.9%	3.6%	44.4%	5.7%	0.3%	1.6%	0.6%	0.0%	100.0%
TOTAL PERMANENT	1 444	413	287	1 268	1 597	669	360	1 661	37	27	7 763
	18.6%	5.3%	3.7%	16.3%	20.6%	8.6%	4.6%	21.4%	0.5%	0.3%	100.0%
Temporary employees	393	62	46	28	288	41	14	13	2	0	887
	44.3%	7.0%	5.2%	3.2%	32.5%	4.6%	1.6%	1.5%	0.2%	0.0%	100.0%
GRAND TOTAL	1 837	475	333	1 296	1 885	710	374	1 674	39	27	8 650

9.5.11 COMMUNITY, SOCIAL AND PERSONAL SERVICES

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	1 451	245	311	2 306	684	127	139	1 011	77	28	6 379
	22.7%	3.8%	4.9%	36.1%	10.7%	2.0%	2.2%	15.8%	1.2%	0.4%	100.0%
Senior Management	5 287	919	736	3 805	3 243	594	555	3 412	226	138	18 915
	28.0%	4.9%	3.9%	20.1%	17.1%	3.1%	2.9%	18.0%	1.2%	0.7%	100.0%
Professionally qualified and experienced specialists and mid-management	4 4011	6 886	4 618	19 085	54 748	8 559	5 615	25 017	2 633	1 291	172 463
	25.5%	4.0%	2.7%	11.1%	31.7%	5.0%	3.3%	14.5%	1.5%	0.7%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	235 666	29 489	11 023	34 309	292 328	32 137	15 803	60 408	4 521	2 498	718 182
	32.8%	4.1%	1.5%	4.8%	40.7%	4.5%	2.2%	8.4%	0.6%	0.3%	100.0%
Semi-skilled and discretionary decision making	256 800	27 094	5 896	10 100	251 164	37 356	7 700	28 893	1 739	889	627 631
	40.9%	4.3%	0.9%	1.6%	40.0%	6.0%	1.2%	4.6%	0.3%	0.1%	100.0%
Unskilled and defined decision making	94 648	13 385	1 416	1 356	77 988	9 129	689	1 336	568	207	200 722
	47.2%	6.7%	0.7%	0.7%	38.9%	4.5%	0.3%	0.7%	0.3%	0.1%	100.0%
TOTAL PERMANENT	637 863	78 018	24 000	70 961	680 155	87 902	30 501	120 077	9 764	5 051	1 744 292
	36.6%	4.5%	1.4%	4.1%	39.0%	5.0%	1.7%	6.9%	0.6%	0.3%	100.0%
Temporary employees	55 991	5 548	1 734	8 188	95 220	6 363	2 488	11 027	3 942	2 006	192 507
	29.1%	2.9%	0.9%	4.3%	49.5%	3.3%	1.3%	5.7%	2.0%	1.0%	100.0%
GRAND TOTAL	693 854	83 566	25 734	79 149	775 375	94 265	32 989	131 104	13 706	7 057	1 936 799

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	35	4	12	48	15	3	6	25	1	0	149
	23.5%	2.7%	8.1%	32.2%	10.1%	2.0%	4.0%	16.8%	0.7%	0.0%	100.0%
Senior Management	140	16	50	136	50	8	30	93	8	0	531
	26.4%	3.0%	9.4%	25.6%	9.4%	1.5%	5.6%	17.5%	1.5%	0.0%	100.0%
Professionally qualified and experienced specialists and mid-management	615	84	228	511	481	70	202	453	38	14	2 696
	22.8%	3.1%	8.5%	19.0%	17.8%	2.6%	7.5%	16.8%	1.4%	0.5%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	1 805	244	207	804	1 616	232	249	1 072	21	13	6 263
	28.8%	3.9%	3.3%	12.8%	25.8%	3.7%	4.0%	17.1%	0.3%	0.2%	100.0%
Semi-skilled and discretionary decision making	3 410	291	109	359	2 314	274	109	573	11	4	7 454
	45.7%	3.9%	1.5%	4.8%	31.0%	3.7%	1.5%	7.7%	0.1%	0.1%	100.0%
Unskilled and defined decision making	952	142	13	74	772	82	4	43	2	2	2 086
	45.6%	6.8%	0.6%	3.5%	37.0%	3.9%	0.2%	2.1%	0.1%	0.1%	100.0%
TOTAL PERMANENT	6 957	781	619	1 932	5 248	669	600	2 259	81	33	19 179
	36.3%	4.1%	3.2%	10.1%	27.4%	3.5%	3.1%	11.8%	0.4%	0.2%	100.0%
Temporary employees	676	32	203	197	617	39	199	203	56	13	2 235
	30.2%	1.4%	9.1%	8.8%	27.6%	1.7%	8.9%	9.1%	2.5%	0.6%	100.0%
GRAND TOTAL	7 633	813	822	2 129	5 865	708	799	2 462	137	46	21 414

9.6 WORKFORCE PROFILE FOR EACH BUSINESS TYPE BY RACE AND GENDER

9.6.1 NATIONAL GOVERNMENT

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	220	35	49	115	122	19	18	40	5	1	624
	35.3%	5.6%	7.9%	18.4%	19.6%	3.0%	2.9%	6.4%	0.8%	0.2%	100.0%
Senior Management	2 009	288	301	864	1 521	160	243	645	36	27	6 094
	33.0%	4.7%	4.9%	14.2%	25.0%	2.6%	4.0%	10.6%	0.6%	0.4%	100.0%
Professionally qualified and experienced specialists and mid-management	8 976	989	536	3 034	7 634	856	594	2 415	85	42	25 161
	35.7%	3.9%	2.1%	12.1%	30.3%	3.4%	2.4%	9.6%	0.3%	0.2%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	31 494	4 863	821	4 949	28 024	3 357	925	5 500	34	36	80 003
	39.4%	6.1%	1.0%	6.2%	35.0%	4.2%	1.2%	6.9%	0.0%	0.0%	100.0%
Semi-skilled and discretionary decision making	12 087	1652	224	427	13 542	1 941	353	1 366	8	12	31 612
	38.2%	5.2%	0.7%	1.4%	42.8%	6.1%	1.1%	4.3%	0.0%	0.0%	100.0%
Unskilled and defined decision making	2838	208	9	21	3017	246	3	11	1	1	6 355
	44.7%	3.3%	0.1%	0.3%	47.5%	3.9%	0.0%	0.2%	0.0%	0.0%	100.0%
TOTAL PERMANENT	57 624	8 035	1 940	9 410	53 860	6 579	2 136	9 977	169	119	149 849
	38.5%	5.4%	1.3%	6.3%	35.9%	4.4%	1.4%	6.7%	0.1%	0.1%	100.0%
Temporary employees	2 819	279	65	298	3 298	301	65	221	126	44	7 516
	37.5%	3.7%	0.9%	4.0%	43.9%	4.0%	0.9%	2.9%	1.7%	0.6%	100.0%
GRAND TOTAL	60 443	8 314	2 005	9 708	57 158	6 880	2 201	10 198	295	163	157 365

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	3	0	2	4	2	1	1	0	0	0	13
	23.1%	0.0%	15.4%	30.8%	15.4%	7.7%	7.7%	0.0%	0.0%	0.0%	100.0%
Senior Management	45	10	1	44	28	2	9	26	0	0	165
	27.3%	6.1%	0.6%	26.7%	17.0%	1.2%	5.5%	15.8%	0.0%	0.0%	100.0%
Professionally qualified and experienced specialists and mid-management	201	21	13	112	135	7	10	68	3	0	570
	35.3%	3.7%	2.3%	19.6%	23.7%	1.2%	1.8%	11.9%	0.5%	0.0%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	336	39	10	101	363	36	14	194	0	0	1 093
	30.7%	3.6%	0.9%	9.2%	33.2%	3.3%	1.3%	17.7%	0.0%	0.0%	100.0%
Semi-skilled and discretionary decision making	396	43	8	35	351	32	6	65	0	0	936
	42.3%	4.6%	0.9%	3.7%	37.5%	3.4%	0.6%	6.9%	0.0%	0.0%	100.0%
Unskilled and defined decision making	25	4	0	2	18	3	0	0	0	0	52
	48.1%	7.7%	0.0%	3.8%	34.6%	5.8%	0.0%	0.0%	0.0%	0.0%	100.0%
TOTAL PERMANENT	1 006	117	34	298	897	81	40	353	3	0	2 829
	35.6%	4.1%	1.2%	10.5%	31.7%	2.9%	1.4%	12.5%	0.1%	0.0%	100.0%
Temporary employees	63	2	1	9	101	2	1	10	0	0	189
	33.3%	1.1%	0.5%	4.8%	53.4%	1.1%	0.5%	5.3%	0.0%	0.0%	100.0%
GRAND TOTAL	1 069	119	35	307	998	83	41	363	3	0	3 018

9.6.2 PROVINCIAL GOVERNMENT

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	180	24	12	28	104	14	7	16	0	0	385
	46.8%	6.2%	3.1%	7.3%	27.0%	3.6%	1.8%	4.2%	0.0%	0.0%	100.0%
Senior Management	1 269	166	86	208	823	103	52	125	9	6	2 847
	44.6%	5.8%	3.0%	7.3%	28.9%	3.6%	1.8%	4.4%	0.3%	0.2%	100.0%
Professionally qualified and experienced specialists and mid-management	19 310	2 421	1 471	4 221	28 480	4 426	2 179	5 614	733	310	69 165
	27.9%	3.5%	2.1%	6.1%	41.2%	6.4%	3.2%	8.1%	1.1%	0.4%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	67 263	4 142	1 473	3 925	14 5579	10 087	2 953	14 094	1 770	640	251 926
	26.7%	1.6%	0.6%	1.6%	57.8%	4.0%	1.2%	5.6%	0.7%	0.3%	100.0%
Semi-skilled and discretionary decision making	49 620	4 122	835	1 750	97 572	7 761	1 850	7 336	262	167	171 275
	29.0%	2.4%	0.5%	1.0%	57.0%	4.5%	1.1%	4.3%	0.2%	0.1%	100.0%
Unskilled and defined decision making	19 352	1 157	132	175	22 084	1 107	122	187	19	4	44 339
	43.6%	2.6%	0.3%	0.4%	49.8%	2.5%	0.3%	0.4%	0.0%	0.0%	100.0%
TOTAL PERMANENT	156 994	12 032	4 009	10 307	294 642	23 498	7 163	27 372	2 793	1 127	539 937
	29.1%	2.2%	0.7%	1.9%	54.6%	4.4%	1.3%	5.1%	0.5%	0.2%	100.0%
Temporary employees	25 562	629	335	1 265	65 710	1 530	432	2 404	1 186	538	99 591
	25.7%	0.6%	0.3%	1.3%	66.0%	1.5%	0.4%	2.4%	1.2%	0.5%	100.0%
GRAND TOTAL	182 556	12 661	4 344	11 572	360 352	25 028	7 595	29 776	3 979	1 665	639 528

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	3	1	0	1	1	0	0	0	0	0	6
	50.0%	16.7%	0.0%	16.7%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Senior Management	21	6	3	14	6	2	0	3	0	0	55
	38.2%	10.9%	5.5%	25.5%	10.9%	3.6%	0.0%	5.5%	0.0%	0.0%	100.0%
Professionally qualified and experienced specialists and mid-management	185	66	18	103	123	36	6	53	0	2	592
	31.3%	11.1%	3.0%	17.4%	20.8%	6.1%	1.0%	9.0%	0.0%	0.3%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	569	289	28	176	685	200	32	249	1	1	2230
	25.5%	13.0%	1.3%	7.9%	30.7%	9.0%	1.4%	11.2%	0.0%	0.0%	100.0%
Semi-skilled and discretionary decision making	634	82	27	81	696	117	48	176	4	1	1 866
	34.0%	4.4%	1.4%	4.3%	37.3%	6.3%	2.6%	9.4%	0.2%	0.1%	100.0%
Unskilled and defined decision making	208	11	4	5	148	6	1	2	0	0	385
	54.0%	2.9%	1.0%	1.3%	38.4%	1.6%	0.3%	0.5%	0.0%	0.0%	100.0%
TOTAL PERMANENT	1 620	455	80	380	1 659	361	87	483	5	4	5 134
	31.6%	8.9%	1.6%	7.4%	32.3%	7.0%	1.7%	9.4%	0.1%	0.1%	100.0%
Temporary employees	26	1	0	3	32	4	2	11	9	2	90
	28.9%	1.1%	0.0%	3.3%	35.6%	4.4%	2.2%	12.2%	10.0%	2.2%	100.0%
GRAND TOTAL	1 646	456	80	383	1 691	365	89	494	14	6	5 224

9.6.3 LOCAL GOVERNMENT

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	758	73	64	130	323	19	15	38	7	1	1 428
	53.1%	5.1%	4.5%	9.1%	22.6%	1.3%	1.1%	2.7%	0.5%	0.1%	100.0%
Senior Management	1 505	189	140	589	706	68	45	188	9	3	3 442
	43.7%	5.5%	4.1%	17.1%	20.5%	2.0%	1.3%	5.5%	0.3%	0.1%	100.0%
Professionally qualified and experienced specialists and mid-management	3 487	1 056	314	1 821	2 598	498	154	691	31	11	10 661
	32.7%	9.9%	2.9%	17.1%	24.4%	4.7%	1.4%	6.5%	0.3%	0.1%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	13 869	5 345	1 761	3 582	10 202	2 733	752	2 032	49	14	40 339
	34.4%	13.3%	4.4%	8.9%	25.3%	6.8%	1.9%	5.0%	0.1%	0.0%	100.0%
Semi-skilled and discretionary decision making	24 503	7 211	1 527	1 108	13 414	4 119	796	1 633	11	11	54 333
	45.1%	13.3%	2.8%	2.0%	24.7%	7.6%	1.5%	3.0%	0.0%	0.0%	100.0%
Unskilled and defined decision making	26 085	7 101	522	271	11 861	1 891	111	90	13	1	47 946
	54.4%	14.8%	1.1%	0.6%	24.7%	3.9%	0.2%	0.2%	0.0%	0.0%	100.0%
TOTAL PERMANENT	70 207	20 975	4 328	7 501	39 104	9 328	1 873	4 672	120	41	158 149
	44.4%	13.3%	2.7%	4.7%	24.7%	5.9%	1.2%	3.0%	0.1%	0.0%	100.0%
Temporary employees	6 780	1 724	119	226	6 440	989	116	131	3	2	16 530
	41.0%	10.4%	0.7%	1.4%	39.0%	6.0%	0.7%	0.8%	0.0%	0.0%	100.0%
GRAND TOTAL	76 987	22 699	4 447	7 727	45 544	10 317	1 989	4 803	123	43	174 679

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	5	0	2	4	6	0	0	1	0	0	18
	27.8%	0.0%	11.1%	22.2%	33.3%	0.0%	0.0%	5.6%	0.0%	0.0%	100.0%
Senior Management	31	0	1	13	11	0	0	3	0	0	59
	52.5%	0.0%	1.7%	22.0%	18.6%	0.0%	0.0%	5.1%	0.0%	0.0%	100.0%
Professionally qualified and experienced specialists and mid-management	84	11	3	44	43	7	2	10	0	0	204
	41.2%	5.4%	1.5%	21.6%	21.1%	3.4%	1.0%	4.9%	0.0%	0.0%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	199	53	13	91	140	34	4	49	3	0	586
	34.0%	9.0%	2.2%	15.5%	23.9%	5.8%	0.7%	8.4%	0.5%	0.0%	100.0%
Semi-skilled and discretionary decision making	235	71	17	40	143	32	5	41	1	0	585
	40.2%	12.1%	2.9%	6.8%	24.4%	5.5%	0.9%	7.0%	0.2%	0.0%	100.0%
Unskilled and defined decision making	414	61	4	11	151	16	0	2	0	0	659
	62.8%	9.3%	0.6%	1.7%	22.9%	2.4%	0.0%	0.3%	0.0%	0.0%	100.0%
TOTAL PERMANENT	968	196	40	203	494	89	11	106	4	0	2 111
	45.9%	9.3%	1.9%	9.6%	23.4%	4.2%	0.5%	5.0%	0.2%	0.0%	100.0%
Temporary employees	39	1	1	0	65	1	2	0	0	0	109
	35.8%	0.9%	0.9%	0.0%	59.6%	0.9%	1.8%	0.0%	0.0%	0.0%	100.0%
GRAND TOTAL	1 007	197	41	203	559	90	13	106	4	0	2 220

9.6.4 PRIVATE SECTOR

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	3 799	1 593	3 396	32 149	1 512	763	1 090	6 764	1 609	246	52 921
	7.2%	3.0%	6.4%	60.7%	2.9%	1.4%	2.1%	12.8%	3.0%	0.5%	100.0%
Senior Management	10 716	5 019	8 146	52 532	5 101	2 947	3 721	22 064	2 983	792	114 021
	9.4%	4.4%	7.1%	46.1%	4.5%	2.6%	3.3%	19.4%	2.6%	0.7%	100.0%
Professionally qualified and experienced specialists and mid-management	51 324	19 321	22 156	111 688	31 300	14 930	15 264	65 483	7 358	2 341	341 165
	15.0%	5.7%	6.5%	32.7%	9.2%	4.4%	4.5%	19.2%	2.2%	0.7%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	354 963	76 110	44 235	177 491	175 731	64 110	34 530	133 944	19 779	44 55	1 085 348
	32.7%	7.0%	4.1%	16.4%	16.2%	5.9%	3.2%	12.3%	1.8%	0.4%	100.0%
Semi-skilled and discretionary decision making	896 104	110 908	32 601	61 105	481 149	115 794	32 655	79 670	49 527	4961	1 864 474
	48.1%	5.9%	1.7%	3.3%	25.8%	6.2%	1.8%	4.3%	2.7%	0.3%	100.0%
Unskilled and defined decision making	563 234	57830	6140	8907	328328	54755	3870	4146	32984	5483	1065677
	52.9%	5.4%	0.6%	0.8%	30.8%	5.1%	0.4%	0.4%	3.1%	0.5%	100.0%
TOTAL PERMANENT	1 880 140	270 781	116 674	443 872	102 3121	253 299	91 130	312 071	114 240	18 278	4523 606
	41.6%	6.0%	2.6%	9.8%	22.6%	5.6%	2.0%	6.9%	2.5%	0.4%	100.0%
Temporary employees	290 920	44 000	6 449	18 485	199 601	41 859	5 552	14 561	13 612	4 774	639 813
	45.5%	6.9%	1.0%	2.9%	31.2%	6.5%	0.9%	2.3%	2.1%	0.7%	100.0%
GRAND TOTAL	2 171 060	314 781	123 123	462 357	1 222 722	295 158	96 682	326 632	127 852	23 052	5 163 419

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	91	43	92	527	43	17	31	147	14	4	1 009
	9.0%	4.3%	9.1%	52.2%	4.3%	1.7%	3.1%	14.6%	1.4%	0.4%	100.0%
Senior Management	251	79	141	735	74	40	49	299	26	12	1 706
	14.7%	4.6%	8.3%	43.1%	4.3%	2.3%	2.9%	17.5%	1.5%	0.7%	100.0%
Professionally qualified and experienced specialists and mid-management	469	223	271	1 693	270	166	160	881	48	16	4 197
	11.2%	5.3%	6.5%	40.3%	6.4%	4.0%	3.8%	21.0%	1.1%	0.4%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	3 335	857	565	2 844	1 545	695	352	1 884	121	26	12 224
	27.3%	7.0%	4.6%	23.3%	12.6%	5.7%	2.9%	15.4%	1.0%	0.2%	100.0%
Semi-skilled and discretionary decision making	9 241	1 171	400	1 182	5 183	1 529	370	1 357	505	62	21 000
	44.0%	5.6%	1.9%	5.6%	24.7%	7.3%	1.8%	6.5%	2.4%	0.3%	100.0%
Unskilled and defined decision making	6 524	520	96	314	3 142	450	37	108	467	27	11 685
	55.8%	4.5%	0.8%	2.7%	26.9%	3.9%	0.3%	0.9%	4.0%	0.2%	100.0%
TOTAL PERMANENT	19 911	2 893	1 565	7 295	10 257	2 897	999	4 676	1 181	147	51 821
	38.4%	5.6%	3.0%	14.1%	19.8%	5.6%	1.9%	9.0%	2.3%	0.3%	100.0%
Temporary employees	2 062	225	63	136	1 877	204	29	72	53	8	4 729
	43.6%	4.8%	1.3%	2.9%	39.7%	4.3%	0.6%	1.5%	1.1%	0.2%	100.0%
GRAND TOTAL	21 973	3 118	1 628	7 431	12 134	3 101	1 028	4 748	1 234	155	56 550

9.6.5 STATE-OWNED COMPANIES

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	219	20	51	79	116	15	18	40	3	3	564
	38.8%	3.5%	9.0%	14.0%	20.6%	2.7%	3.2%	7.1%	0.5%	0.5%	100.0%
Senior Management	1033	160	261	668	619	93	113	255	56	24	3282
	31.5%	4.9%	8.0%	20.4%	18.9%	2.8%	3.4%	7.8%	1.7%	0.7%	100.0%
Professionally qualified and experienced specialists and mid-management	6757	1167	1336	5604	5056	732	718	1808	399	129	23706
	28.5%	4.9%	5.6%	23.6%	21.3%	3.1%	3.0%	7.6%	1.7%	0.5%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	26281	3799	1864	12572	19585	2431	1159	3885	240	105	71921
	36.5%	5.3%	2.6%	17.5%	27.2%	3.4%	1.6%	5.4%	0.3%	0.1%	100.0%
Semi-skilled and discretionary decision making	31288	3928	588	2656	14891	1913	389	1631	26	38	57348
	54.6%	6.8%	1.0%	4.6%	26.0%	3.3%	0.7%	2.8%	0.0%	0.1%	100.0%
Unskilled and defined decision making	9689	1257	18	98	1627	175	2	28	5	2	12901
	75.1%	9.7%	0.1%	0.8%	12.6%	1.4%	0.0%	0.2%	0.0%	0.0%	100.0%
TOTAL PERMANENT	75267	10331	4118	21677	41894	5359	2399	7647	729	301	169722
	44.3%	6.1%	2.4%	12.8%	24.7%	3.2%	1.4%	4.5%	0.4%	0.2%	100.0%
Temporary employees	1752	543	56	114	1371	88	32	70	4	6	4036
	43.4%	13.5%	1.4%	2.8%	34.0%	2.2%	0.8%	1.7%	0.1%	0.1%	100.0%
GRAND TOTAL	77019	10874	4174	21791	43265	5447	2431	7717	733	307	173758

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	4	0	0	0	0	0	0	0	0	0	4
	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Senior Management	26	2	2	16	10	2	1	7	0	0	66
	39.4%	3.0%	3.0%	24.2%	15.2%	3.0%	1.5%	10.6%	0.0%	0.0%	100.0%
Professionally qualified and experienced specialists and mid-management	147	11	12	160	94	5	9	45	11	8	502
	29.3%	2.2%	2.4%	31.9%	18.7%	1.0%	1.8%	9.0%	2.2%	1.6%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	702	51	32	513	675	40	13	167	12	3	2 208
	31.8%	2.3%	1.4%	23.2%	30.6%	1.8%	0.6%	7.6%	0.5%	0.1%	100.0%
Semi-skilled and discretionary decision making	864	82	12	112	431	31	9	60	1	0	1 602
	53.9%	5.1%	0.7%	7.0%	26.9%	1.9%	0.6%	3.7%	0.1%	0.0%	100.0%
Unskilled and defined decision making	114	6	1	7	99	3	0	2	0	0	232
	49.1%	2.6%	0.4%	3.0%	42.7%	1.3%	0.0%	0.9%	0.0%	0.0%	100.0%
TOTAL PERMANENT	1 857	152	59	808	1 309	81	32	281	24	11	4 614
	40.2%	3.3%	1.3%	17.5%	28.4%	1.8%	0.7%	6.1%	0.5%	0.2%	100.0%
Temporary employees	7	0	0	1	11	1	0	0	0	0	20
	35.0%	0.0%	0.0%	5.0%	55.0%	5.0%	0.0%	0.0%	0.0%	0.0%	100.0%
GRAND TOTAL	1 864	152	59	809	1 320	82	32	281	24	11	4 634

9.6.6 EDUCATIONAL INSTITUTIONS

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	86	26	22	294	52	13	10	192	13	4	712
	12.1%	3.7%	3.1%	41.3%	7.3%	1.8%	1.4%	27.0%	1.8%	0.6%	100.0%
Senior Management	429	114	134	741	267	75	98	1 040	85	41	3 024
	14.2%	3.8%	4.4%	24.5%	8.8%	2.5%	3.2%	34.4%	2.8%	1.4%	100.0%
Professionally qualified and experienced specialists and mid-management	6 023	765	1 190	5 365	4 237	767	1 023	8 185	1 222	469	29 246
	20.6%	2.6%	4.1%	18.3%	14.5%	2.6%	3.5%	28.0%	4.2%	1.6%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	30 239	2 515	3 196	6 526	67 686	4 656	7 396	15 855	1 754	973	140 796
	21.5%	1.8%	2.3%	4.6%	48.1%	3.3%	5.3%	11.3%	1.2%	0.7%	100.0%
Semi-skilled and discretionary decision making	11 615	1 020	421	824	16 093	1 528	816	2 546	388	244	35 495
	32.7%	2.9%	1.2%	2.3%	45.3%	4.3%	2.3%	7.2%	1.1%	0.7%	100.0%
Unskilled and defined decision making	8 548	457	86	109	7 062	488	103	136	89	31	17 109
	50.0%	2.7%	0.5%	0.6%	41.3%	2.9%	0.6%	0.8%	0.5%	0.2%	100.0%
TOTAL PERMANENT	56 940	4 897	5 049	13 859	95 397	7 527	9 446	27 954	3 551	1 762	226 382
	25.2%	2.2%	2.2%	6.1%	42.1%	3.3%	4.2%	12.3%	1.6%	0.8%	100.0%
Temporary employees	10 675	1 155	625	4 294	19 870	1 598	1 087	5 359	1 709	777	47 149
	22.6%	2.4%	1.3%	9.1%	42.1%	3.4%	2.3%	11.4%	3.6%	1.6%	100.0%
GRAND TOTAL	67 615	6 052	5 674	18 153	115 267	9 125	10 533	33 313	5 260	2 539	273 531

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	1	0	2	6	2	0	0	5	0	0	16
	6.3%	0.0%	12.5%	37.5%	12.5%	0.0%	0.0%	31.3%	0.0%	0.0%	100.0%
Senior Management	11	6	38	34	8	1	18	31	7	0	154
	7.1%	3.9%	24.7%	22.1%	5.2%	0.6%	11.7%	20.1%	4.5%	0.0%	100.0%
Professionally qualified and experienced specialists and mid-management	145	13	182	174	140	18	166	208	33	11	1 090
	13.3%	1.2%	16.7%	16.0%	12.8%	1.7%	15.2%	19.1%	3.0%	1.0%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	166	25	117	113	186	38	150	180	12	7	994
	16.7%	2.5%	11.8%	11.4%	18.7%	3.8%	15.1%	18.1%	1.2%	0.7%	100.0%
Semi-skilled and discretionary decision making	149	16	25	15	84	8	6	30	0	0	333
	44.7%	4.8%	7.5%	4.5%	25.2%	2.4%	1.8%	9.0%	0.0%	0.0%	100.0%
Unskilled and defined decision making	56	3	3	4	73	12	1	2	0	1	155
	36.1%	1.9%	1.9%	2.6%	47.1%	7.7%	0.6%	1.3%	0.0%	0.6%	100.0%
TOTAL PERMANENT	528	63	367	346	493	77	341	456	52	19	2 742
	19.3%	2.3%	13.4%	12.6%	18.0%	2.8%	12.4%	16.6%	1.9%	0.7%	100.0%
Temporary employees	398	16	195	174	291	21	187	162	42	9	1 495
	26.6%	1.1%	13.0%	11.6%	19.5%	1.4%	12.5%	10.8%	2.8%	0.6%	100.0%
GRAND TOTAL	926	79	562	520	784	98	528	618	94	28	4 237

9.6.7 NON-PROFIT ORGANISATIONS

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	358	72	57	372	173	39	36	259	39	15	1 420
	25.2%	5.1%	4.0%	26.2%	12.2%	2.7%	2.5%	18.2%	2.7%	1.1%	100.0%
Senior Management	1 362	253	141	869	879	207	134	844	93	62	4 844
	28.1%	5.2%	2.9%	17.9%	18.1%	4.3%	2.8%	17.4%	1.9%	1.3%	100.0%
Professionally qualified and experienced specialists and mid-management	8 435	1 732	1 022	4 394	13 412	1 509	1 113	4 795	674	477	37 563
	22.5%	4.6%	2.7%	11.7%	35.7%	4.0%	3.0%	12.8%	1.8%	1.3%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	57 808	12 372	2 972	14 754	35 246	9 992	1 660	13 344	286	363	148 797
	38.9%	8.3%	2.0%	9.9%	23.7%	6.7%	1.1%	9.0%	0.2%	0.2%	100.0%
Semi-skilled and discretionary decision making	72 382	10 918	1 201	2 480	74 097	15 776	1 051	7 196	193	149	185 443
	39.0%	5.9%	0.6%	1.3%	40.0%	8.5%	0.6%	3.9%	0.1%	0.1%	100.0%
Unskilled and defined decision making	15 370	4 010	47	395	17 619	4 253	30	450	103	51	42 328
	36.3%	9.5%	0.1%	0.9%	41.6%	10.0%	0.1%	1.1%	0.2%	0.1%	100.0%
TOTAL PERMANENT	155 715	29 357	5 440	2 3264	141 426	31 776	4 024	26 888	1 388	1 117	420 395
	37.0%	7.0%	1.3%	5.5%	33.6%	7.6%	1.0%	6.4%	0.3%	0.3%	100.0%
Temporary employees	7 203	948	133	937	6 444	876	123	699	118	70	17 551
	41.0%	5.4%	0.8%	5.3%	36.7%	5.0%	0.7%	4.0%	0.7%	0.4%	100.0%
GRAND TOTAL	162 918	30 305	5 573	24 201	147 870	32 652	4 147	27 587	1506	1 187	437 946

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES

Occupational Levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	56	2	4	17	6	1	1	12	1	0	100
	56.0%	2.0%	4.0%	17.0%	6.0%	1.0%	1.0%	12.0%	1.0%	0.0%	100.0%
Senior Management	40	6	2	36	15	5	2	23	1	0	130
	30.8%	4.6%	1.5%	27.7%	11.5%	3.8%	1.5%	17.7%	0.8%	0.0%	100.0%
Professionally qualified and experienced specialists and mid-management	91	17	15	127	94	22	10	100	5	3	484
	18.8%	3.5%	3.1%	26.2%	19.4%	4.5%	2.1%	20.7%	1.0%	0.6%	100.0%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	639	89	39	429	332	68	22	348	5	4	1 975
	32.4%	4.5%	2.0%	21.7%	16.8%	3.4%	1.1%	17.6%	0.3%	0.2%	100.0%
Semi-skilled and discretionary decision making	712	87	20	148	453	91	21	142	2	1	1 677
	42.5%	5.2%	1.2%	8.8%	27.0%	5.4%	1.3%	8.5%	0.1%	0.1%	100.0%
Unskilled and defined decision making	399	40	3	39	393	45	2	33	1	1	956
	41.7%	4.2%	0.3%	4.1%	41.1%	4.7%	0.2%	3.5%	0.1%	0.1%	100.0%
TOTAL PERMANENT	1 937	241	83	796	1 293	232	58	658	15	9	5 322
	36.4%	4.5%	1.6%	15.0%	24.3%	4.4%	1.1%	12.4%	0.3%	0.2%	100.0%
Temporary employees	158	50	2	10	124	32	2	9	5	2	394
	40.1%	12.7%	0.5%	2.5%	31.5%	8.1%	0.5%	2.3%	1.3%	0.5%	100.0%
GRAND TOTAL	2 095	291	85	806	1 417	264	60	667	20	11	5 716



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