

**20<sup>th</sup> Commission for  
Employment Equity  
Annual report 2019 - 20**



**TRANSFORMATION  
MAKES BUSINESS SENSE**



20<sup>TH</sup> COMMISSION FOR EMPLOYMENT EQUITY  
ANNUAL REPORT 2019/20

Department of Labour  
Chief Directorate of Communication  
Private Bag X117, Pretoria, 0001

**LAYOUT, DESIGN, EDITING AND DISTRIBUTION**

Subdirectorate of Media Production,  
Chief Directorate of Communication

**PRINTER**

Government Printers

**RP Number**

RP261/2020

**ISBN Number**

978-0-621-48613-1

**The Department of Labour, Laboria House**

215 Francis Baard Street, Pretoria.

Private Bag X117, Pretoria, 0001

Tel: (012) 309 4000

[www.labour.gov.za](http://www.labour.gov.za)



**employment & labour**

Department:  
Employment and Labour  
**REPUBLIC OF SOUTH AFRICA**



**TRANSFORMATION  
MAKES BUSINESS SENSE**

CONTENTS	
GLOSSARY	
FOREWORD	
MEMBERS OF THE COMMISSION FOR EMPLOYMENT EQUITY	
<b>1. INTRODUCTION</b>	1
<b>2. KEY STRATEGIC OBJECTIVES</b>	1
<b>3. HIGHLIGHTS FOR THE REPORTING PERIOD</b>	3
<b>3.1. Income Differentials statement (EEA4)</b>	3
<b>3.2. Update on Employment Equity (EE), Amendments</b>	3
3.2.1. The Primary objectives of the amendments	3
3.2.2. Sector Engagements	3
<b>3.3 The Code of Good Practice on the Elimination of Violence and Harassment in the World of Work</b>	3
<b>3.4 Strategic Co-operation</b>	4
<b>3.5 Employment Equity (EE) and Broad Based Black Economic Empowerment (BBBEE)</b>	4
<b>4. UNFAIR DISCRIMINATION CASES</b>	7
<b>5. WORKFORCE REPRESENTATION</b>	9
<b>5.1 National Economically Active (EAP) by Population and Gender Group</b>	9
<b>5.2 Provincial Economically Active (EAP) Population by Race and Gender Groups</b>	9
<b>6. ANALYSIS OF DIRECTOR GENERAL NOTIFICATIONS FOR FAILURE TO SUBMIT EE REPORTS</b>	11
<b>6.1 Legal framework for the DG Notification process</b>	11
<b>6.2 Breakdown of the DG Notification process by key common reasons and the number of employers over the three years</b>	11
<b>6.3 Guidelines on how to apply for DG Notification</b>	12
<b>7. ANALYSIS OF EMPLOYMENT EQUITY REPORTS RECEIVED IN 2019</b>	13
<b>7.1 Reporting for 2017 to 2019</b>	13
<b>8. WORKFORCE PROFILE TRENDS ANALYSIS FROM 2017 TO 2019</b>	15
<b>8.1 Workforce profile, Workforce movements and skills development at Top Management level by population group, gender and disability</b>	15
<b>8.2 Workforce Profile, Workforce Movement and Skills Development at the Senior Management Level by population group, gender and disability</b>	19
<b>8.3 Workforce Profile, Workforce Movement and Skills Development at the Professionally Qualified Level by population group, gender and disability</b>	22
<b>8.4 Workforce Profile, Workforce Movement and Skills Development at the Skilled Level by population group, gender and disability</b>	26
<b>8.5 Workforce Profile, Workforce Movement and Skills Development at the Semi-Skilled Level by population group, gender and disability</b>	29
<b>8.6 Workforce Profile, Workforce Movement and Skills Development at the Unskilled Level by population group, gender and disability</b>	32
<b>8.7 Workforce Profile Trend for the representation of Persons with Disabilities from 2017 to 2019</b>	35
<b>9. BARRIER AND AFFIRMATIVE ACTION FOR 2019 (ALL EMPLOYERS)</b>	36
<b>10. CONCLUDING OBSERVATIONS AND REMARKS</b>	38
REFERENCES	39
APPENDIX	40

## GLOSSARY

<b>B-BBEE</b>	Broad-Based Black Economic Empowerment
<b>B-BBBEEC</b>	Broad-Based Black Economic Empowerment Commission
<b>BMF</b>	Black Management Forum
<b>CCMA</b>	Commission for Conciliation, Mediation and Arbitration
<b>CEE</b>	Commission for Employment Equity
<b>CGE</b>	Commission for Gender Equality
<b>Department</b>	Department of Employment and Labour
<b>DG</b>	Director-General of the Department of Employment and Labour
<b>Designated groups</b>	“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; or 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.
<b>GBV</b>	Gender-based violence
<b>IES</b>	Inspections and Enforcement Services
<b>ILO</b>	International Labour Organisation
<b>NEDLAC</b>	National Economic Development and Labour Council
<b>NMWC</b>	National Minimum Wage Commission
<b>NPO</b>	Non-Profit Organisation
<b>NSA</b>	National Skills Authority
<b>PES</b>	Public Employment Services
<b>POPULATION GROUPS</b>	African, Coloured, Indian, White and Foreign National
<b>PSC</b>	Public Service Commission
<b>SAHRC</b>	South African Human Rights Commission
<b>STATSA</b>	Statistics South Africa



## CHAIRPERSON'S FOREWORD: (CEE)

T KABINDE, MS

The Commission for Employment Equity (CEE) continues to work to achieve its mandate and strategic objectives. We have undertaken an extensive analysis of the submitted data to derive rich qualitative information reflected in this report. This year, the CEE went further to integrate relevant information to provide a more holistic picture of transformation.

In this report, the CEE refers to information based on the Director-General (DG) Notification of employers who are unable to submit reports. These are employers who have de-registered from the reporting process in accordance with section 21(4A) of the EEA. This data has been analysed to determine de-registration trends and the underlying reasons thereof.

The CEE has moreover reports on the analysis of barriers reported by designated employers. This information is important in the understanding the explanations of the slow pace of transformation. The barriers analysis indicates a low level of actual barriers to equity in employment whereas the qualitative data gathered through focus group interviewed in Sector engagements suggests a real different picture in the actual experience of barriers to fair employment by designated groups. The low level of barriers reported seems to be at odds with the low equitable representation of designated groups at the top four occupational levels. Designated employers appear to be reluctant to indicate barriers to employment equity for which they are required to implement positive actions. The question which consequently begs an answer is: "If there are in the main no barriers to equal opportunity and fair treatment in employment indicated, why has equitable representation at all occupational levels, particularly at top and senior management levels been so slow?"

An analysis of the workforce movement indicate an apparent pervasive and persistent preference in the appointment, promotion and development of the White and Indian population groups, particularly at the top two occupational levels. Whilst South Africa has stringent legislation governing the appointment of Foreign Nationals, the increase in the appointment of Foreign Nationals at entry occupational levels, i.e. Semi-skilled and Unskilled Levels

is noteworthy. It is argued that the unemployed in South Africa might be deprived of employment opportunities as a result of a trend towards the appointment of Foreign Nationals at these occupational levels.

The plight of the Persons with Disabilities seems to go unnoticed. Employers are required to proactively implement affirmative action measures to include Persons with Disabilities in the world of work with more rigour and to eliminate unfair discrimination against this designated group.

The active engagement with Strategic Stakeholders and Designated Employers continues in the quest to achieve equity in the workplace and to enhance the pace of transformation. One of the highlights of this year was the meeting with the Parliamentary Portfolio Committee for Employment and Labour. It was a heart warming to experience the unwavering support of the Portfolio Committee and their commitment to the furtherance of employment equity in the labour market. The CEE engagements included robust Sector specific engagements to establish sector specific EE targets for recommendation to the Minister of Employment and Labour. If the EE Amendment Bill of 2019 is promulgated, these sector targets will become pivotal in achieving transformation. The Employment Equity Compliance Certificate will serve as an incentive in transacting with the State.

The CEE wishes to thank the Minister of Employment and Labour, the Director-General and the Directorate of Employment Equity for their continued support in the work undertaken in this 2019 -2020 financial year.

A handwritten signature in black ink, appearing to read 'T Kabinde', written over a light blue circular stamp or watermark.

---

T KABINDE, MS

Chairperson: Commission for Employment Equity (CEE)

## MEMBERS OF THE COMMISSION FOR EMPLOYMENT EQUITY

The Commission for Employment Equity (CEE), is a statutory body established in terms of section 28 of the Employment Equity Act (EEA). Members of the CEE are appointed by the Minister of Employment and Labour according to section 29(1) of the EEA, which includes the appointment of the Chairperson and eight (8) members nominated by NEDLAC Social Partners, i.e. two each from the Organised Business, Organised Labour, Community and the State.



### CHAIRPERSON: COMMISSION FOR EMPLOYMENT EQUITY

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

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

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

### BUSINESS CONSTITUENCY

Dr Annelie Gildenhuis is an Industrial Sociologist who specialised in Employee Relations, Group Conflict mediation and Diversity Management. She started her career at the Human Sciences Research Council (HSRC) as Labour Economic researcher, where after she worked as Employee Relations practitioner. Annelie is an Essential Services Commissioner, supervisor and examiner at GIBS for MBA research students. Dr Gildenhuis is an accredited Commercial and CEDR (UK) Mediator (2012) and was instrumental in establishing the Bargaining Council for Civil Engineering (BCCEI). She is a former part-time CCMA commissioner, trainer and mentor and panellist for several Bargaining Councils since inception in 1996 until 2011, as well as a number of alternative Dispute Resolution bodies. She qualified as Executive Management coach (2010) and is a Master Human Resource practitioner. As Managing Director of an accredited Human capital consulting firm for more than 15 years, she consulted a large number of multinational organisations and Unions in employment equity and diversity management strategy. She is the author of several practical e-learning guides and videos. She is an accredited facilitator and assessor in all Human Resources Unit standards and is a member of South African Labour Law Society (SASLAW).







## BUSINESS CONSTITUENCY

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

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

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



## COMMUNITY CONSTITUENCY

**Mr Puleng Tsebe** is a retired educator. He was a lecturer at Mokopane College of Education and later appointed as principal at Alfred Masebe School. He became a councillor at Mogalakwena Municipality and Waterberg District Municipalities. He is active within the disability community and has held many leadership positions. Among those are, the National Deputy Chairperson Development at Disabled People South Africa (DPSA), DPSA Provincial Chairperson - Limpopo, Chairperson of DPSA Mogalakwena Branch, Disability Forum Member at Services SETA (SSETA), Waterberg District Chairperson of Home Affairs' National Population Registration Clean-up Campaign Forum, Board member of Polokwane Gateway International Airport, Chairperson of Voortrekker Hospital Board, Chairperson 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 a member of the Executive Committee at NEDLAC and he was a member of the Presidential B-BBEE Advisory Council. He is also a member of the National Heritage Council and serves as a Commissioner of the Commission for Employment Equity representing the community sector.



**Mr Malesela Maleka** is presently the Head of Policy, Research and Political Education at the South African Communist Party (SACP). He holds a Professional Certificate in Public Management from Wits Business School; Higher Certificate in Economic Development from the University of the Western Cape; Advanced Diploma in Public Administration from the University of the Western Cape, and a Post Graduate Diploma in Public and Development Management from Wits University. A sports activist, Mr Maleka has held various leadership positions in the sporting fraternity, the student movement (SASCO) and the Young Communist League of South Africa. He also serves on BANKSETA Council and the SAQA Board.

MS ZODWA NTULI



## GOVERNMENT CONSTITUENCY

Ms Zodwa Ntuli currently holds the position of the BBBEE Commissioner. She held the position of the Deputy Director-General for Consumer and Corporate Regulation in the Department of Trade and Industry (DTI) since 2008. She has delivered on major reforms, including the Corporate Law Reform (new Companies Act of 2008 and establishment of CIPC), the Consumer Law Reform (Consumer Protection Act of 2008 and establishment of the National Consumer Commission), the Removal of Adverse Credit Information (Negative Credit Bureau Listing) for consumers, the National Credit Amendment Act, introducing enhanced affordability tests for lending, Lotteries Amendments leading to improved distribution of lottery funds to good causes, to name a few. Previously, she was the Executive Manager at South African Airways from 2006 - 2008 and part of the team that established Mango Airline. She was Executive Manager for the Compliance Division at the Competition Commission, and led development of the first Leniency Policy of the Competition Commission to uncover cartels. Her passion for women development led her to initiate the Corporate Governance Development Program for Women, a partnership between the DTI and the Institute of Directors Southern Africa. Her strength is in project management, policy development and business regulation. Since August 2015, she was appointed by the Minister of Trade and Industry to establish and head B-BBEE Commission, whose role is to oversee the implementation of the B-BBEE Act, as amended.

MRS TSHABALALA



Mrs Tshabalala is currently the Acting Director-General of the Department of Women, Youth and Persons with Disabilities in the Presidency. She holds the positions of the Deputy -Director General (DDG) in the Department of Women, Youth and Persons with Disabilities responsible for social transformation and economic empowerment. She is the former Head of the Department for Social Development in Gauteng. Previously, she served as the DDG in the Department of Health and Social Development responsible for Social Services, the Chief Director for Social Crime Prevention in the Department of Community Safety and the Director responsible for Social Transformation (Gender, Youth, & Disability) in the Office of the Premier of Gauteng Province.

MS ZINGISWA LOSI



## ORGANISED LABOUR CONSTITUENCY

Ms Zingiswa Losi is presently the President of COSATU. She previously held the position of the Deputy President of COSATU. She was employed as a Deputy Director for Partnership at the Civilian Secretariat for the South African Police Services; and previously also employed at Ford Motor Company as an operator and later became a quality inspector. She started her career as an Admin Technical Support for the South African Air Force, where she gained various skills including inter-personal skills, communication strategies and high integrity and leadership skills. Ms Losi is a task oriented, articulate, confident, a team player and a persuasive team builder. Through the military discipline, she has acquired many attributes among them humility, principles, determination and decisiveness and how to use initiatives in order to meet and resolve challenges. She is presently pursuing a course in Criminal Law and Procedure through Damelin College.

MR BHABHALI KAMAPHIKELANHLAPO



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

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

## 1. INTRODUCTION

This is the 20th Employment Equity Annual report submitted to the Minister of Employment and Labour by the Commission for Employment Equity (CEE) in terms of section 33 of the Employment Equity Act (EEA).

The report covers the period from 1 April 2019 to 31 March 2020. It reflects on the strategic objectives and key activities of the CEE for the period and reflects on unfair discrimination cases referred to the CCMA. It covers the workforce representation and a trend analysis of Employment Equity Reports received from designated employers for the years 2017, 2018 and 2019.

Since the implementation of the amendments to the Employment Equity Act, 2013, the report, for the first time, provides a comparative analysis of the Director-General (DG) Notification process in accordance with section 21(4A) of the Act. This analysis covers the years 2017, 2018 and 2019 in relation to the number of designated employers who for whatever reason did not submit an Employment Equity Report as prescribed by section 21 and who have in compliance to section 21 (4A), notified the Director General (DG) of their inability to submit a report.

The report moreover provides an analysis of changes to the six occupational levels of the workforce, according to population groups, gender and disability for the years 2017, 2018 and 2019. This analysis provides the status of employment equity in the various economic sectors as reported in 2019.

It is worth noting that, the report includes an analysis of the workplace barriers and affirmative action measures reported by designated employers in their 2019 EE Reports. This analysis of data provided by employers provides insight into the pace of transformation. The report concludes with key observations for the reporting period.

## 2. KEY STRATEGIC OBJECTIVES

At the beginning of the Fourth Commission for Employment Equity's term of office in November 2015, the CEE set key strategic objectives to be achieved for its five-year term. These objectives were derived from the statutory mandate in terms of Chapter IV of the EEA, which includes advising the Minister on Codes of Good Practice, Regulations, Policy and any other matter concerning the Act.

In addition, the CEE may make awards recognising the achievements of employers, conduct research, including the establishment of well-researched norms and benchmarks for the setting of numerical goals in various sectors.

The following key strategic objectives were set by the CEE for its term of office and a reflection of their achievement:

### 2.1 Objective One: To promote equity the labour market

The CEE hosted a South Africa National High Level Forum with NEDLAC Social Partners on the 17 May 2018 to discuss and prepare the country's position on the then proposed ILO standard on ending violence and harassment in the world of work. A report was presented to the former Minister of Labour reflecting a proposed country position on the matter.

The CEE also hosted an Indaba on the 28th June 2018. At this event, Strategic Partners and NEDLAC Social Partners were given an opportunity to review the implementation of the EEA - twenty years later. The Partners highlighted the following:

#### Key Implementation Challenges:

- Self-regulation numerical goals has not proven to be effective;
- Boards and Executive Leadership appear to lack demonstrated commitment to the transformation agenda;
- Inequalities in pay are not being addressed and little corrective measures are implemented to address the persisting income disparities in workplaces; and
- Employment preference of Foreign Nationals rather than SA Nationals, at entry occupational levels.

#### Planned CEE Action steps:

- Conduct Sector stakeholder Engagements and Public Hearings to consult on the setting of specific EE Sector targets;
- Introduce EE Amendments to empower the Minister to regulate Sector specific EE targets;
- Promulgate section 53 of the EEA to ensure that an EE Certificate of Compliance is a prerequisite condition to access State Contracts; and
- Review the Income Differential data collection instrument EEA4 form to enable the collection of quality data required to assess the Income disparities to address pay inequalities.

The CEE also participated in the review of the 1994 Women's Charter on 20 August 2018 in Parliament. The recommendations that came out of the review process were presented to the Parliamentary Multi-Party Women's Caucus.

Recognising that violence and harassment is a major workplace problem, which is rapidly becoming an everyday reality for many workers, from teachers, bank security personnel, nurses and air crew faced with mounting cases of air rage amongst passengers; the CEE participated in the National Summit on Gender-Based Violence (GBV) held from 1 to 2 November 2018. The objective of the National Summit was to find possible solutions to address the scourge of GBV in our society. The outcomes of the Summit are considered in the drafting of the Code of Good Practice on the Elimination of Violence and Harassment in the World of Work.

## **2.2 Objective two: To provide advice on the EEA, Regulations, Codes of Good Practice, Policy and any other related matters to the Minister**

The specific areas included:

- Development and publication of the Code of Good Practice on Equal Pay for Work of Equal Value, which aimed to identify, detect and address disparities in remuneration based on any of the listed ground or arbitrary ground as a form of discrimination;
- Publication of the reviewed Code of Good Practice and its Technical Assistance Guidelines on the Employment of Persons with Disabilities (TAGs) to align these guidelines with the UN Convention on the Rights of Persons with Disabilities, 2007;
- Publication of the reviewed Code of Good Practice on the Preparation, Implementation and Monitoring of the Employment Equity Plan to align the provisions of this Code with the requirement of the EE Amendment Act, 2013;
- Publication of the reviewed Income Differentials data collection instrument (i.e. EEA4 Form) aimed at improving the quality of data collected on Income Differentials from workplaces; and
- A current review process of the Codes of Good Practice, which are the Code of Good Practice in the Handling of Sexual Harassment Cases in the Workplace and the Code of Good Practice on the Integration of Employment Equity into Human Resource Policies and Practices.

## **2.3 Objective Three: Engage stakeholders in order to promote effective implementation of the EEA**

These engagements included:

- The hosting of the Namibian Employment Equity Commission (NEEC)

The objectives of the visit were to share information and experiences to further strengthen cooperation between the two Commissions in the implementation of Employment Equity in the respective countries. The visit followed the Bilateral Agreement between the Namibian Minister of Labour and Social Welfare and the South African Minister of Labour.

- Consultation with strategic partners i.e. B-BBEE Commission, BMF, CGE, SAHRC, PSC, NSA, IES, PES and CCMA

The purpose of the strategic partners' engagements is to promote effective implementation of the Employment Equity Act (EEA) through a collaborative informed approach between all these partners who impact the transformation agenda in one way or another.

- Sector stakeholder engagements in various economic sectors

Stakeholder Engagements were undertaken in 2016 in various Sectors, with the aim of conducting a barrier analysis to Equity in employment and specific implementation challenges to transformation.

One of the key policy proposals following these 2016 engagements was the regulation of sector specific Employment Equity targets, which has been incorporated in the EE Amendment Bill, 2019, currently approved by Cabinet for tabling in Parliament.

The CEE and the Department of Employment and Labour embarked on further Sector engagements on how to give effect to the proposed amendments, during 2019. The objective of these engagements is to consult on the setting of sector EE targets in anticipation of the implementation of the EE Amendment Bill. It is envisaged that these engagements will be concluded by the end of 2020/2021 financial year.

## **2.4 Conduct research in order to inform and enrich the work of the Commission**

The CEE commissioned research into a number of areas to support its advice to the Minister, including UN and ILO Conventions, Recommendations and international research findings. The CEE analysed local and international thought leadership to enrich its recommendations. This included analysing reports of barrier analysis from employers and collecting empirical data through engagements.

## 2.5 Monitor, evaluate and report trends on employment equity

National and international trends are important in informing policy. The Bilateral agreements between the Namibian Minister of Labour and Social Welfare and the South African Minister of Labour, seeks to ensure that the ability to do such trend analyses is maintained. The CEE engaged with the NEEC in 2015 and an opportunity was created to share information and evaluate progress between the two countries.

The CEE Annual Reports from 2001 served as a further monitoring and evaluation point of reference. The CEE analysed the annual EE data received from designated employers in great detail and this analysis enables employers to benchmark their progress, against the annual reports.

## 3 HIGHLIGHTS FOR THE REPORTING PERIOD

The highlights of the CEE for the 2019/2020 reporting period are discussed below:

### 3.1 Reviewed and Published Income Differentials Statement (EEA4 Form)

In order to address the gap in the quality of Income Differentials data collected from designated employers, the CEE reviewed the Income Differential Statement (EEA4 Form) that was published in September 2014. The purpose of the review was to enable both the CEE and the NMWC to collect better quality data to assess the wage gap between the highest and lowest paid workers; and to equip employers to apply the principle of 'Equal Pay/Remuneration for Work of Equal Value'. This EEA4 Form was published in a government gazette in August 2019.

### 3.2 Update on Employment Equity (EE) Amendments

The CEE considered the written and oral public comments to the proposed Employment Equity Amendment (EE Amendment) Bill of 2019, The EE Amendment Bill of 2019 was approved in February 2020 by Cabinet for tabling to Parliament.

#### 3.2.1 The Primary objectives of the amendments are:

- to empower the Minister to regulate employment equity sector targets for the designated groups to ensure their equitable representation of suitably qualified people from these groups at all occupational levels in the workforce;
- to reduce the regulatory burden on small employers, i.e. those employers who employ less than fifty employees. Such employers will be exempted from the obligations of Chapter Three i.e. the implementation of affirmative action. All employers are however, obligated to comply with Chapter 2 of the Employment Equity Act (EEA) i.e. the prohibition of unfair discrimination in the workplace; and
- to promulgate Section 53 of the EEA to allow for the issuing of an Employment Equity Certificate of Compliance as a prerequisite to accessing state contracts. This amendment seeks to facilitate a higher degree of compliance.

#### 3.2.2 Sector Engagements

In preparation for the implementation of amendments, the CEE and Department of Employment and Labour set out to engage several sectors to deliberate on the setting of sector targets during the 2019/2020 financial year. It is envisaged that these engagements will continue to be finalised by the 2020/2021 financial year end.

### 3.3 The Code of Good Practice on the Elimination of Violence and Harassment in the World of Work

In the period under review, the CEE recommended the withdrawal of the 1998 Code of Good Practice on Managing Sexual Harassment as it existed alongside the 2005 Codes. The two Codes created confusion in interpretation and application.

In addition, the CEE embarked on a process to analyse and advice on South Africa's alignment to the ILO Convention 190 on the Elimination of Violence and Harassment in the World of Work. This Convention, adopted in June 2019, establishes minimum standards and best practice to address violence and harassment including gender-based violence in the world of work and its recommendation.

In terms of Section 6 (3) of the EEA, harassment is a form of unfair discrimination and is prohibited. A review of the 2005 Code of Good Practice on the Handling of Sexual Harassment Cases in the Workplace and the 2005 Code of Good Practice on the Integration of Employment Equity into Human Resource Policies and Practices was undertaken with the view of aligning to the ILO Convention 190.

Section 54 of the EEA, empowers the Minister to issue Codes of Good Practice on the advice of the CEE. As a member state of the ILO, South Africa has an obligation to adopt, in accordance with national law and circumstances an inclusive, integrated and gender-responsive approach for the prevention and elimination of violence and harassment in the world of work.

A new draft Code is being drafted by the CEE on the Elimination of Violence and Harassment in the World of Work. This Code is intended to address the prevention, elimination and management of violence and harassment, including gender-based violence and harassment

that pervades the world of work, guided by the ILO Convention 190 and its Recommendation on Violence & Harassment in the World of Work, 2019.

The drafting process of a new Code is at an advanced stage and the CEE plans to advise the Minister on this Code at the beginning of the 2020/2021 financial year. The proposed draft Code will be published for public comment.

### **3.4 Strategic Co-operation**

The CEE regards strategic collaboration as one of the most important aspects to facilitate empowerment and human capital development. Transformation requires an extraordinary effort to be sustainable. Training and development, education, and experiential learning are also important.

Employment equity does not exist in isolation. It has to be viewed and deliberated upon in context of, amongst others, the National Development Plan 2030, Skills Development Act and its Strategy, Broad Based Black Economic Empowerment Act, and the Government's Strategy to address GBV, which are amongst the important supporting pillars to effective transformation.

#### **3.4.1 Strategic Engagement with the Parliamentary Portfolio Committee on Employment & Labour**

In November 2019, the CEE had the honour to engage with the Parliamentary Portfolio Committee on Employment and Labour. The purpose of this engagement was to brief the Committee on the employment equity status in the labour market, as reflected in the 19th CEE Annual Report. The commitment and unwavering support of the Portfolio Committee towards the furtherance of the implementation employment equity in the labour market was welcomed by the CEE.

#### **3.4.2 Strategic Partnerships**

The CEE hosted a Strategic Partnership Workshop on 13 November 2019 for key partners mandated with national equality and transformation objectives. The main objective of this workshop was to interrogate the delivery and suitability of the current transformation model. Collaboration between the Social Partners is required to enhance compliance to existing legislation governing equity and transformation.

Key strategic partners who participated in the workshop included the CCMA, IES, NSA, PES, PSC and SAHRC.

The strategic partners identified specific policy and implementation challenges arising from its respective mandates and implementation monitoring functions.

### **3.5 Employment Equity (EE) and Board Based Black Economic Empowerment (BBBEE)**

#### **3.5.1 Introduction**

Section 9 of the Constitution of South Africa (Constitution) provides a right to equality which includes the full and equal enjoyment of all rights and freedoms. Section 9 (2) states that "promote the achievement of equality, legislative and other measures designed to protect or advance persons, or categories of persons, disadvantaged by unfair discrimination may be taken." Section 271 of the Constitution permits organs of state to implement a procurement policy providing for categories of preference in the allocation of contracts and the protection or advancement of persons, or categories of persons, disadvantaged by unfair discrimination, and a framework for this must be prescribed in the national legislation.

The Reconstruction and Development Programme seeks to provide a framework to correct the imbalances created by apartheid policies. It clearly states that racial and gender inequalities in the areas of ownership, employment and skills are still a major cause of our weak economy and the inability to compete globally. As a result, it called for and proposed measures to correct these inequalities. The National Development Plan (NDP) also proposes measures that will ensure that by the year 2030, poverty and inequality will be addressed effectively. The measures proposed in the NDP cannot be achieved if enabling legislation to transform the economy is not properly implemented.

The Employment Equity Act No 55 of 1998 (EEA), as amended, and B-BBEE Act 53 of 2003 (BBBEE Act) as amended, are two pieces of legislation that seek to redress historic imbalances by creating inclusivity in employment and ownership in businesses and thus ultimately creating an inclusive economy. Stated simply, the purpose of the EEA is to remove and prohibit all forms of discrimination in the workplace, while the B-BBEE Act addresses the effects of the apartheid system by promoting economic participation of black people, women, persons with disabilities and youth in the mainstream South African economy. So while the EEA deals with the labour market, the B-BBEE-Act deals with issues of ownership, management control, skills development and investment in the economy as well as economic self-determination.

The B-BBEE Act utilises a scorecard which provides for the facilitation of B-BBEE, and further enables organisations to secure an advantage in economic opportunities from government. For an organisation to have a good B-BBEE status, that organisation needs to demonstrate a contribution in the following elements:

- **Ownership** – ownership in the form of shares and voting rights in the hands of designated groups or through sale of an asset;
- **Management Control** – participation of black people in the control and decision making, demonstrated in positions in the hands of black people at managerial level from board to junior level. This element is directly linked to employment equity, and coupled with proper implementation of the skills development element, can produce skilled workforce to transform management control of new and existing enterprises;
- **Skills Development** – training of black people and persons with disabilities. “Skills Development must contribute to the achievement of the country’s economic growth and social development goals that will enrich the creation of decent work and sustainable livelihoods”(Department of Trade and Industry, 2013, Section 5.1.1);
- **Enterprise and Supplier Development** – preferential procurement, supplier development and enterprise development of entities that are black owned and controlled, legally and factually; and
- **Socio-Economic Development** – socio-economic development contributions made to black people in rural and underdeveloped areas as part of providing access to the mainstream economy.

It is in the Management Control Element that the EEA is operationalised in the B-BBEE Act, as this element seeks to achieve increased levels of black people that manage new and existing enterprises, as well as an equitable representation of black people in all occupational levels of the organisation, including at an operational, professional and executive levels. Through this element, companies get to account on their compliance to the prescripts of the EEA. While the EEA itself has its own monitoring and compliance system, it is here that the two policies intersect at a practical level.

Further, the B-BBEE Act in aligning to the EEA requires entities to use the economically active population targets to implement the set targets for senior management, middle management and junior management to ensure equitable representation of the overall demographics for black people.

**We share below a typical example of the intersection through a case study:**

Company A, entered into an empowerment deal with a group of black women, offering them a shareholding in their business. Instead of allocating these shares in an existing business, they started another business named NewCo and allocated shares in this new entity. The activities of the new entity were ring fenced and as part of the agreement it was documented that this entity would operate independently.

However, when Company A reported to the Department of Employment and Labour, in terms of the EEA, it reported the shareholders and employees of Newco as part of Company A, thus fraudulently reflecting Company A as having diverse representivity at Top Management. According to the black shareholders of NewCo, they were not aware of this.

The Black shareholders brought the matter to the attention of the Commission for Employment Equity and the B-BBEE Commission. They requested the two Commissions to deal with the matter and to impose the necessary fines for contraventions if found. Why this matter became relevant for the B-BBEE Commission is that the EE Report is used for claiming Management Control points and claiming directors and employees of another independent company would be misrepresentation of the B-BBEE status by Company A. An inaccurate or manipulated EEA report distorts the data used to measure progress on management control under the B-BBEE Act. The matter remains open and investigations have not been concluded.

In curbing the abuse similar to this example, the B-BBEE Act must emphasise that entities qualifying to submit EE reports, must also use the same information for purpose of B-BBEE reporting on management control. Entities are warned not to manipulate reports submitted under the respective regulatory bodies as this does not provide the accurate state of transformation, and might constitute fraud.

**3.5.2 Difference in treatment of Persons with Disability**

The EEA states that Persons with Disabilities need to declare their disability in the EEA1 form. Such a declaration is sufficient for EE Reporting. However, when verifying information, the B-BBEE Act requires the declaration to be accompanied by a medical certificate and during a verification process, verification agencies would require medical certificates to verify the disability status, if none exist, the entity will not be able to claim B-BBEE points.

This difference is often viewed as contradictory. It is however important to remember that the verification agencies need to verify the claim made by the entity and this is done through verified medical certificates.

**3.5.3 Major Contributions**

There has been much progress through the two respective Acts, although the country is nowhere near achieving what the RDP and NDP as well as the Constitution seek to achieve. Of concern, is the pace of transformation with EE data each year recording a 1%-point change in the statistics on average. The table A below demonstrates the movement over the past 20 years of EE reporting in terms of Affirmative Action, which is one of the two pillars of employment equity.

<b>Occupational Level</b>	<b>Period</b>	<b>White</b>	<b>African</b>	<b>Coloured</b>	<b>Indian</b>	<b>Male</b>	<b>Female</b>
<b>Top management</b>	2001	87%	6%	3%	4%	87%	13%
	2019	65.6%	15.2%	5.6%	10.3%	75.6%	24.4%
<b>Senior Management</b>	2001	81%	9%	5%	5%	80%	20%
	2019	53.7%	23.5%	8.0%	11.4%	64.7%	35.3%
<b>Professionally qualified</b>	2001	56%	33%	6%	5%	62%	38%
	2019	34.7%	43.2%	10.0%	9.4%	53.1%	46.9%
<b>Technical Skilled</b>	2001	18%	61.7%	18%	6%	60%	40%
	2019	18.1%	63.2%	11.6%	5.4%	52.3%	47.7%

The B-BBEE Commission National Status Report on Broad-Based Black Economic Empowerment for 2018 shows that White people and Foreign Nationals account for 62% in 2018 (58%: 2017), with Black males recording 16,76% (20%: 2017) and females at 21,63% (18%: 2017) for management control. The data is based on directorship and not all levels of management control. Nonetheless, this demonstrates a low level at board level, which has an indirect impact on below levels of management because of the power and bargaining imbalances between black people and non-black people.

### 3.5.4 Co-operation on EEA and B-BBEE Act

The Commission for Employment Equity and the B-BBEE Commission have concluded a memorandum of understanding to enhance coordination of education and awareness programmes and enforcement strategies to accelerate the pace of transformation, both in the workplace and in the economy. This provides an opportunity for information sharing and joint investigation on matters that involve both structures.

### 3.5.5 Public Mandate

Members of the public are encouraged to report any form of violation of EEA and B-BBEE Act to prevent practices that derail the pace of transformation, such as fronting and workplace discrimination. Of particular concern is the failure by some corporates to implement parity in salaries, which we find prevalent in most appointments where corporates merely appoint tokens to gain points without affording them commensurate pay or functions. This could amount to fronting and misrepresentation, which are criminal offences that attract up to 10% of the annual turnover of the corporate and/or up to 10 years in jail for the natural persons involved in these practices.



## 4. UNFAIR DISCRIMINATION CASES

Since the inception of the Memorandum of Understanding between the CCMA and the CEE, collaboration between other these statutory bodies, has proved to be successful in its approach towards addressing and enforcing the objectives of the CEE through the Employment Equity Act 55 of 1998 (EEA). With a rapidly evolving labour market, it is imperative that this partnership strengthens the employment sector and promote healthy working environments.

### 4.1 Constitutional Obligations

Given South Africa's history of unfair discrimination and inequality, the Government has sought to overcome the legacy of workplace discrimination by enacting legislation and institutional interventions. Redressing the injustices of the past has required pro-active policymaking and extensive statutory intervention.

With the Constitution of the Republic of South Africa, Act 108 of 1996 at the forefront of this progressive movement, it has changed the framework of our legal system. As a result, all legislative developments that were established after the passing of the 1996 Constitution were subject to the provisions of the Bill of Rights. It is therefore the duty of the CCMA to promote the objectives of the preamble of the Constitution by recognising and correcting the injustices of our past.

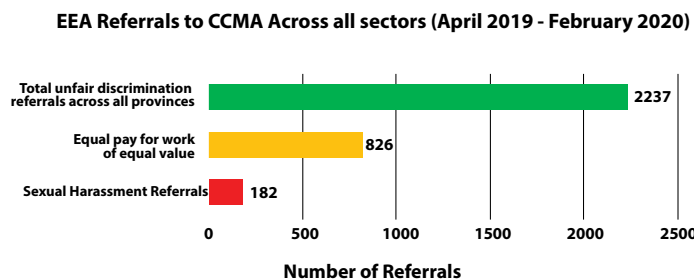
Section 9 of the Bill of Rights provides that national legislation must be enacted to prevent or prohibit unfair discrimination. In order to fulfil the objectives of the Constitution, the EEA seeks to promote the constitutional right of equality and the exercise of true democracy; Eliminate unfair discrimination in employment and ensure the implementation of employment equity to redress the effects of discrimination.

Further, Section 9(3) and (4) of the Bill of Rights provides that no person may unfairly discriminate directly or indirectly against anyone on one or more grounds, including race, gender, sex, pregnancy, marital status, ethnic or social origin, colour, sexual orientation, age, disability, religion, conscience, belief, culture, language and birth.

It is undeniably clear that the South African Constitution seeks to heal the divisions of the past by promoting the achievement of equality and creating a society that cannot exist without social justice and fundamental rights.

### 4.2 CCMA's Capacity

Prior to the 2014 EEA amendments, the CCMA was only able to adjudicate unfair discrimination disputes at conciliation stage, whereafter a lengthy process at Labour Court would ensue. After the 2014 amendments, the referrals received by the CCMA dramatically increased. From 2015 to 2019 over 3000 unfair discrimination disputes were referred to the CCMA per year. From April 2019 to February 2020, more than 2000 unfair discrimination disputes have already been referred to the CCMA.



### 4.3 Unfair Discrimination

The CCMA's jurisdiction in respect of unfair discrimination has expanded, particularly to include Sexual Harassment and Equal Pay for Work of Equal Value disputes.

The EEA, considers harassment as a form of prohibited unfair discrimination. Harassment based on one or more of the listed grounds in the EEA is prohibited and punishable. Harassment can take many forms in the workplace, the most prevalent being racial and sexual harassment.

In *Biggar v City of Johannesburg (Emergency Management Services) (2017) 38 ILJ 1806 (LC)*, the applicant was a firefighter and the first black person to live in the respondent's housing apartments at the station. During his residence period his family had been subjected to various cases of severe racism from his co-workers who also resided at the housing apartments. The incidents of discrimination included his family being prohibited to swim in the communal pool, his children were not allowed to play soccer in the complex, being called K\*\*\*r various other incidents of racial abuse.

The Court concluded that the city had failed to take the necessary steps to protect the applicant and his family against racism at Brixton and by failing to deal with his complaint of racial harassment in a decisive manner that would have reflected a clear intention to eliminate any form of unfair discrimination. The respondent was ordered to pay to the Applicant, 12 month's compensation.

Sexual harassment takes different forms and may include unwelcome physical, verbal or non-verbal conduct, but is not limited to all unwanted physical contact.

In *Motsamai v Everite Building Products (Pty) Ltd [2011] 2 BLLR 144 (LAC)*, the Court held that sexual harassment is the most heinous conduct that plagues the workplace, not only is it demeaning, but it undermines the dignity, integrity and self-worth of the harassed employee. The Court went on further to say that sexual harassment goes to the root of one's being and must therefore be viewed from the point of view of a victim, or to put it differently, how did he / she perceive it, and whether or not the perception is reasonable.

In most cases, the perpetrator will allege that they were unaware of their actions or unaware of the policies in place as a way of refuting guilt as was the case in *Pillay v SAPO Ltd and others (D 407/10) [2012] ZALCD*. The court held that the commissioner's conclusions that the employee has a touchy mannerism and was unaware of his actions and therefore did not have the requisite intention to commit sexual harassment, was wrong in law. The award was set aside and substituted with an award that the employee had committed sexual harassment.

On the other hand, equal pay for work of equal value is the work performed by an employee that is the same as the work of another employee of the same employer, if their work is identical or interchangeable. The work of an employee is substantially the same as the work of another employee employed by that employer, if the work performed by the employee is sufficiently similar that they can reasonably be considered to be performing the same job.

In *Sun International Limited v SACCAWU obo Ramerafe and others (JR150/17) [2019] ZALCJHB 31; [2019] 7 BLLR 733 (LC); (2019) 40 ILJ 1873 (LC)*, the employee claimed the differential in earnings amounts to unfair discrimination on the grounds of race and gender; specifically, as her comparator was paid a higher salary on account of the fact that he was white and male. The Court accepted the explanation from the employer that Mr Botha had higher qualifications and experience in comparison to the employee and that in order to secure his services, it had to meet his existing net pay. This is commonly referred to as the market forces' defence.

#### 4.4 Implementation Challenges

Discrimination management is a task which requires tapping through even the toughest and long standing informal cultures in the office space which have developed through relationships over the years and have gradually been adopted as "traditions". The CCMA continues to combat discrimination in the workplace by leading employment equity dispute resolution with the guidance of statutes and also benefitting from the International Labour Organisation (ILO) in respect of the Equal Remuneration Convention 1951 (No. 100) and the Discrimination (Employment and Occupation) Convention 1958 (No. 111), which South Africa has ratified.

The South African workforce is well equipped with Policies, Regulations, Codes and Statutes. However, despite the existence of these effective policies, the implementation stage is where the lacuna exists.

One of the hardest things to do is transform the aims and objectives of a legislation into action and ensure that they are materialised. Implementation gaps are the detachment between a well drafted law and the realisation of its objectives.

The CCMA is well acquainted with the challenges that the South African employment sector is facing with regards to discrimination and as such, the CCMA undertakes to engage with various stakeholders in order to ensure that objectives of policies are successfully implemented and realised.

The CCMA is hopeful that through its partnership and combined energies with the CEE under its Memorandum of Understanding, unfair discrimination will be a thing of the past and interactions between employees and employers will bear fruitful results.

## 5. WORKFORCE REPRESENTATION

This section of the report covers the statistical analysis of the workforce representation compared to the national and regional/provincial demographics of the EAP, which is contained in the Quarterly Labour Force Survey (QLFS) conducted and published by Statistics South Africa (Stats SA). The EAP includes people between the ages 15 to 64 years, who are either employed or unemployed, but seeking employment.

The EAP is used as a benchmark to assist employers in the analysis of their workforce to determine the degree of under or over-representation of the designated groups in the workforce. It also guides employers in the setting of numerical goals and targets for the achievement of an equitable and representative workforce.

The EAP is presented by population and gender groups, at National and Provincial level.

### 5.1 National Economically Active Population (EAP) by Population Group and Gender

MALE			FEMALE			Total
AM	African Male	42,7%	AF	African Female	36,2%	78,9%
CM	Coloured Male	5,3%	CF	Coloured Female	4,4%	9,7%
IM	Indian Male	1,7%	IF	Indian Female	1,0%	2,7%
WM	White Male	4,9%	WF	White Female	3,8%	8,7%
<b>TOTAL</b>		<b>54,6%</b>			<b>45,4%</b>	<b>100%</b>

(\*Source: Statistics South Africa, (QLFS, Quarter 3, 2019)

### 5.2 Regional/ Provincial Economically Active Population (EAP) by Population Group and Gender

PROVINCE	GENDER	AFRICAN	COLOURED	INDIAN	WHITE	TOTAL
Eastern Cape	Male	41.5%	6.0%	0.7%	3.1%	51.3%
	Female	40.3%	5.7%	0.2%	2.4%	48.7%
	<b>TOTAL</b>	<b>81.8%</b>	<b>11.7%</b>	<b>0.9%</b>	<b>5.5%</b>	<b>100%</b>
Free State	Male	50.3%	1.8%	0.6%	2.9%	55.6%
	Female	41.1%	1.0%	0.1%	2.2%	44.4%
	<b>TOTAL</b>	<b>91.4%</b>	<b>2.8%</b>	<b>0.7%</b>	<b>5.1%</b>	<b>100%</b>
Gauteng	Male	45.1%	1.4%	2.3%	7.0%	56.1%
	Female	36.1%	1.4%	1.1%	5.6%	43.9%
	<b>TOTAL</b>	<b>81.2%</b>	<b>2.8%</b>	<b>3.4%</b>	<b>12.6%</b>	<b>100%</b>
KwaZulu-Natal	Male	43.5%	0.8%	4.5%	2.6%	51.4%
	Female	42.9%	0.6%	3.4%	1.8%	48.6%
	<b>TOTAL</b>	<b>86.4%</b>	<b>1.4%</b>	<b>7.9%</b>	<b>4.4%</b>	<b>100%</b>
Limpopo	Male	52.9%	0.5%	0.9%	1.1%	55.5%
	Female	43.7%	0.2%	0.1%	0.6%	44.5%
	<b>TOTAL</b>	<b>96.6%</b>	<b>0.7%</b>	<b>1.0%</b>	<b>1.7%</b>	<b>100%</b>
Mpumalanga	Male	52.2%	0.3%	0.1%	3.5%	56.1%
	Female	41.9%	0.0%	0.1%	1.8%	43.9%
	<b>TOTAL</b>	<b>94.1%</b>	<b>0.3%</b>	<b>0.2%</b>	<b>5.3%</b>	<b>100%</b>
North West	Male	53.9%	0.6%	0.8%	3.6%	58.9%
	Female	37.2%	0.6%	0.1%	3.2%	41.1%
	<b>TOTAL</b>	<b>91.1%</b>	<b>1.2%</b>	<b>0.9%</b>	<b>6.8%</b>	<b>100%</b>
Northern Cape	Male	28.3%	25.2%	0.1%	4.0%	57.6%
	Female	20.7%	18.7%	0.0%	3.0%	42.4%
	<b>TOTAL</b>	<b>49%</b>	<b>43.9%</b>	<b>0.1%</b>	<b>7.0%</b>	<b>100%</b>

**Table 2: Provincial EAP by Population and Gender Groups\***

PROVINCE	GENDER	AFRICAN	COLOURED	INDIAN	WHITE	TOTAL
Western Cape	Male	20.1%	25.1%	0.5%	8.3%	53.9%
	Female	18.2%	20.8%	0.2%	6.9%	46.1%
	<b>TOTAL</b>	<b>38.3%</b>	<b>45.9%</b>	<b>0.7%</b>	<b>15.2%</b>	<b>100%</b>

(\*Source: Statistics South Africa, (QLFS, Quarter3 2019)

## 6. ANALYSIS OF DIRECTOR-GENERAL (DG) NOTIFICATIONS AND FAILURE TO SUBMIT EE REPORTS

This section provides feedback on the Director-General (DG) Notification process since the implementation of the EE Amendment Act, 2013. It reflects the legal framework regulating this process and the comparative analysis of the DG Notification process over a period of three years.

### 6.1 Legal framework for the DG Notification process

The DG Notification process is stipulated in section 21 (4A) of the EE Amendment Act, 2013. In terms of these provisions, designated employers are required to notify the Director-General in writing before the last working day of August of the same year, in the event that they are unable to submit their Employment Equity Report (EE Report) for any of the reasons prescribed in the EEA14 form in the Employment Equity Regulations, 2014 (EE Regulations).

The reasons that can be advanced in the prescribed form are:

- Section 197 (Transfer of business);
- Mergers/Acquisitions;
- Labour Court Order;
- Liquidations/Judicial Winding;
- Insolvency; and
- Other

Some of the common unlisted reasons cited by employers for failing to submit the EE Reports include the following:

- Company is closing down as a result of restructuring or that the company is no longer designated because of retrenchments. In such instances, the employer is required to submit a copy of the Section 189 LRA Resolution/Agreement. It is not sufficient to merely state that the business has closed down without supporting information particularly regarding the whereabouts of employees and the outcome of such negotiations;
- Company is under Business Rescue - in such instances, a letter from Business Rescue Practitioner is required; and
- The before employer is no longer designated because of its size and/ or annual turnover thresholds - in which case, the latest audited financial statement must accompany the EEA14 form.

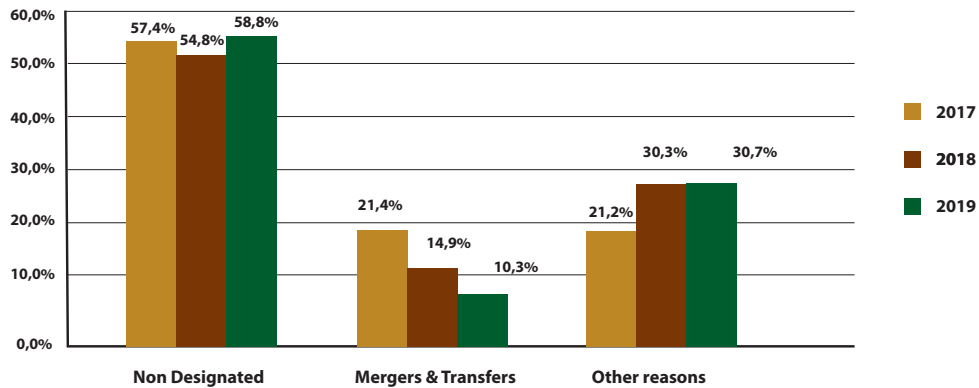
### 6.2 Breakdown of the DG Notification process by key common reasons and the number of employers over the three years

Table 3: Breakdown of the DG Notification by key common reasons			
Key common reasons	Number of employers over three years		
	2017	2018	2019
No longer designated	430	287	203
	57.4%	54.8%	53%
Mergers and Acquisitions	160	78	64
	21.4%	14.9%	16.7%
Other reasons	159	159	110
	21.2%	30.3%	30.3%
TOTAL	749	524	383
	100%	100%	100%

Table 3 above may be indication of the state of the economy and its negative impact on small businesses. Considering the reasons stated as "other", in conjunction with the increase in the statistics on unemployment, the above table can be seen to be having an impact on jobs and employment opportunities.

The analysis of the trends is illustrated by figure 1 below:

**Figure 1: Reasons provided for not being able to submit reports**



### 6.3 Guidelines on how to apply for DG Notification

Employers should take the following into account when making a DG Notification application:

- Complete the EEA14 (DG Notification form);
- If the employer has become non-designated, the employer must attach a separate motivation and the latest audited financial statement of the company together with the EEA14 form;
- Only the Accounting Officer/ CEO must sign the EEA14 form. Service providers/ Consultants may not sign on behalf of the Accounting Officer/ CEO, as this is in direct contravention of section 21 (4A) of the EE Amendment Act;
- There are no Accounting Officers for Private Sector Employers (Only CEOs, MDs etc.);
- The signature on the motivation letter must be dated; and
- The application must be supported by original documents.

## 7. ANALYSIS OF EMPLOYMENT EQUITY REPORTS FROM 2017 TO 2019

This section of the report provides an analysis of the extent of reporting for all designated employers for 2017 to 2019 by Province, Business type and sector. It provides a workforce profile trends analysis from 2017 to 2019, including the workforce movements and skills development by occupational level in terms of population group, gender and disability for 2019. This section concludes with a Barrier and Affirmative Action Measure analysis of the reports received in 2019. **Please note that when reading this report any reference to an increase or decrease in percentage refers to the percentage point difference.**

### 7.1 Extent of Reporting for 2017 to 2019

The number of reports received from all designated employers in each province, business type and sector are presented below:

Year	Reports received	Annual % Change	Employees covered	Annual % Change
2017	27163	Base figure	7 299 428	Base figure
2018	27485	1.2%	7 415 876	1.6%
2019	27127	-1.3%	7 332 072	-1.1%

**Table 4** shows a decrease of 1.3% in the number of EE reports submitted by designated employers from 2018 to 2019, which is insignificant in the light of the economic downturn. Notwithstanding the fact that the number of reports decreased, there has been an increase in the total number of employees covered in the reporting compared to those covered in 2017.

PROVINCE	REPORTS RECEIVED	% REPORTS RECEIVED	EMPLOYEES	% EMPLOYEES
Eastern Cape	1438	5,3%	357678	4,9%
Free State	735	2,7%	155775	2,1%
Gauteng	11873	43,8%	3761835	51,3%
KwaZulu-Natal	4077	15,0%	918021	12,5%
Limpopo	821	3,0%	267579	3,6%
Mpumalanga	1489	5,5%	297435	4,1%
Northern Cape	370	1,4%	89127	1,2%
North West	664	2,4%	218265	3,0%
Western Cape	5660	20,9%	1266357	17,3%
<b>TOTAL</b>	<b>27127</b>	<b>100,0%</b>	<b>7332072</b>	<b>100,0%</b>

**Table 5** shows that almost half of the reports were submitted by employers from the Gauteng Province, representing the majority of employees reported across all provinces, followed by the Western Cape and KwaZulu-Natal. These provinces with the majority of the reports are the economic hubs of the country.

BUSINESS TYPE	REPORTS RECEIVED	% REPORTS RECEIVED	EMPLOYEES	% EMPLOYEES
National Government	56	0,2%	369280	5,0%
Provincial Government	131	0,5%	503421	6,9%
Local Government	182	0,7%	195474	2,7%
Private Sector	25826	95,2%	5294165	72,2%
Non-Profit Organizations	534	2,0%	468247	6,4%
State-Owned Companies	120	0,4%	123574	1,7%
Educational Institutions	278	1,0%	377911	5,2%
<b>TOTAL</b>	<b>27127</b>	<b>100,0%</b>	<b>7332072</b>	<b>100,0%</b>

**Table 6** shows that the Private sector accounted for the vast majority of the reports submitted and the number of employees covered for the 2019 reporting period. However, Government as a whole, i.e. National, Provincial and Local, accounted for 1.4% of the reports received and 14.6% of the employees for the 2019 reporting period. This is followed by the non-profit organisations who are the third largest reporters, but do not necessarily impact significantly on the economic growth of the country.

<sup>1</sup> Caution: Please note that some employers submit consolidated reports, which may distort employee figures as an employer may submit a report from its Head Office in Gauteng while having employees in other provinces.

<b>Table 7: Total number of reports and the number of employees covered by Sector (2019)</b>				
<b>Sector</b>	<b>Reports received</b>	<b>% reports received</b>	<b>Employees</b>	<b>% employees</b>
Accommodation and food service activities	1209	4,5%	207724	2,8%
Administrative and support activities	936	3,5%	626863	8,5%
Agriculture, forestry & fishing	3717	13,7%	628172	8,6%
Arts, entertainment and recreation	731	2,7%	394116	5,4%
Construction	2468	9,1%	328133	4,5%
Education	450	1,7%	439058	6,0%
Electricity, gas, steam and air conditioning supply	466	1,7%	145857	2,0%
Financial and insurance activities	1299	4,8%	452396	6,2%
Human health and social work activities	1157	4,3%	633367	8,6%
Information and communication	1905	7,0%	278164	3,8%
Manufacturing	5037	18,6%	910752	12,4%
Mining and quarrying	870	3,2%	394314	5,4%
Professional, scientific and technical activities	663	2,4%	103203	1,4%
Public administration and defence; compulsory social security	259	1,0%	495323	6,8%
Real estate activities	166	0,6%	16978	0,2%
Transportation and storage	1715	6,3%	311201	4,2%
Water supply, sewerage, waste management and remediation activities	332	1,2%	97577	1,3%
Wholesale and retail trade; repair of motor vehicles and motorcycles	3747	13,8%	868874	11,9%
<b>TOTAL</b>	<b>27127</b>	<b>100,0%</b>	<b>7332072</b>	<b>100,0%</b>

**Table 7** indicates that the majority of reports submitted were from the Manufacturing, Wholesale and Agriculture Sectors. In addition, it is interesting to note that the Public Administration, Defence and Compulsory Social Security Sector accounted for 1% of the reports received and 6.8% of all the employees reported on for 2019. The inference is drawn that this might be because government is included in this sector.



## 8. WORKFORCE PROFILE TRENDS ANALYSIS FROM 2017 TO 2019

Analysis of the workforce profile trends over a period of three years provides insight into the actual progress made in terms of equitable representation of the various population groups i.e. per race, gender and disability at different occupational levels. The EAP tabled below is used to analyse the workforce profile.

National EAP by Population Group and Gender						
MALE			FEMALE			TOTAL
AM	African Male	42,7%	AF	African Female	36,2%	78,9%
CM	Coloured Male	5,3%	CF	Coloured Female	4,4%	9,7%
IM	Indian Male	1,7%	IF	Indian Female	1,0%	2,7%
WM	White Male	4,9%	WF	White Female	3,8%	8,7%
<b>TOTAL</b>		<b>54,6%</b>			<b>45,4%</b>	<b>100%</b>

### 8.1 Workforce profile, Workforce movements and Skills development at Top Management level by population group, gender and disability (All employers)

Figure 2: Top management by population group 2017 to 2019

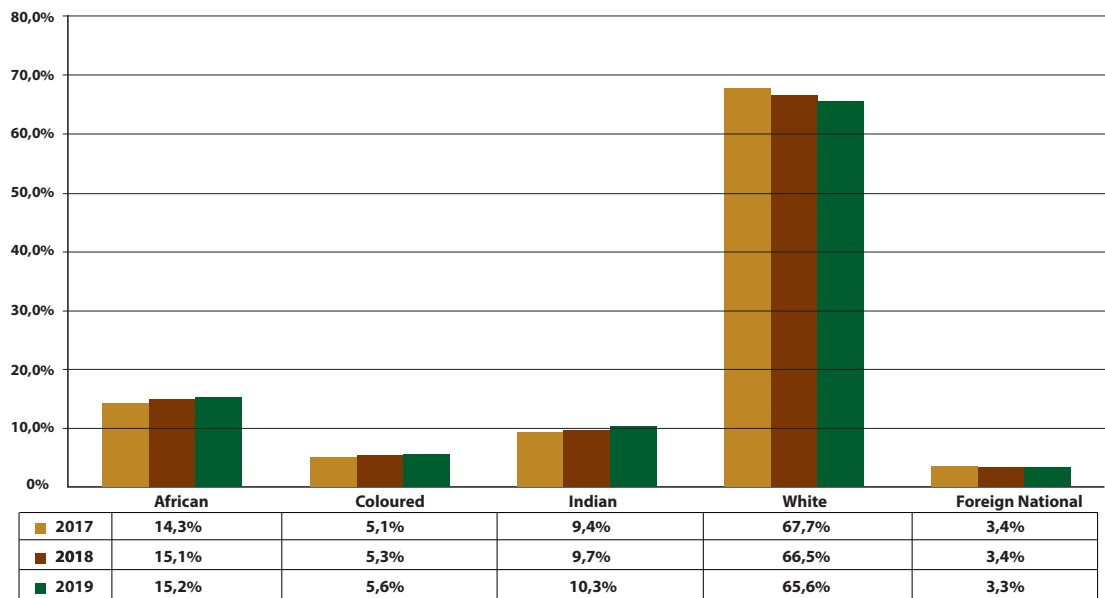


Figure 2 shows that from 2017 to 2019, the White and Indian Population Groups generally remain over-represented against their EAP whereas the African and Coloured Population Groups remained well below their respective EAPs at this occupational level. However, a slight upwards trend is noted for these groups for the same period. The average annual one percentage point decrease of the White population representation has been consistent over the twenty years of employment equity reporting. In line with the working visa policies, it is expected that the Foreign Nationals represented at this level, are employees with scarce skills. However, their representation remained constant, which suggests that there may not be skills transfer at this level.

**Figure 3: Top management by gender 2017 to 2019**

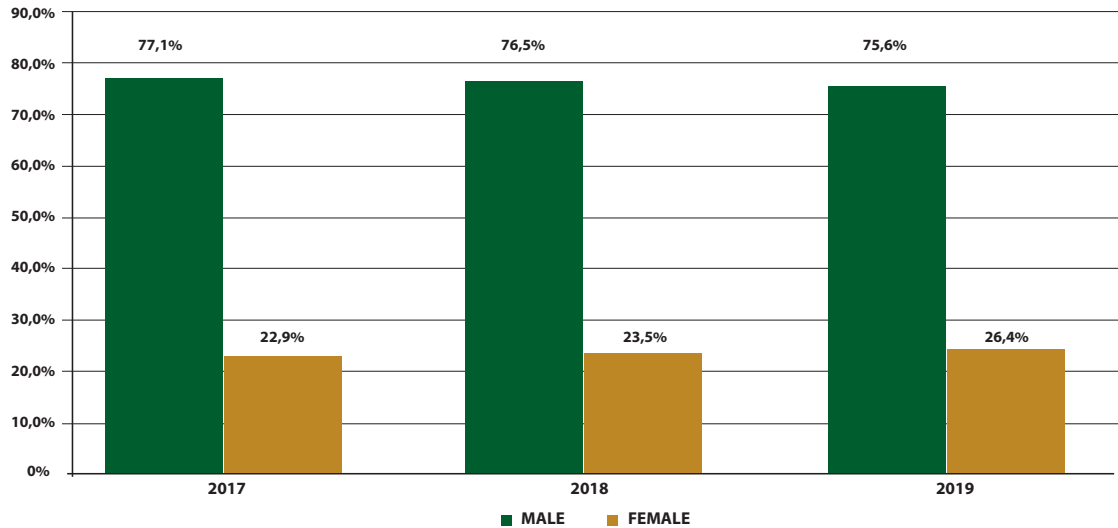


Figure 3 shows a slight increase of female representation at Top Management level. Gender transformation rate shows a similar trend to that of population groups, i.e. an annual average increase of one percent at this occupational level.

**Figure 4: Top management by population group and gender 2017 to 2019**

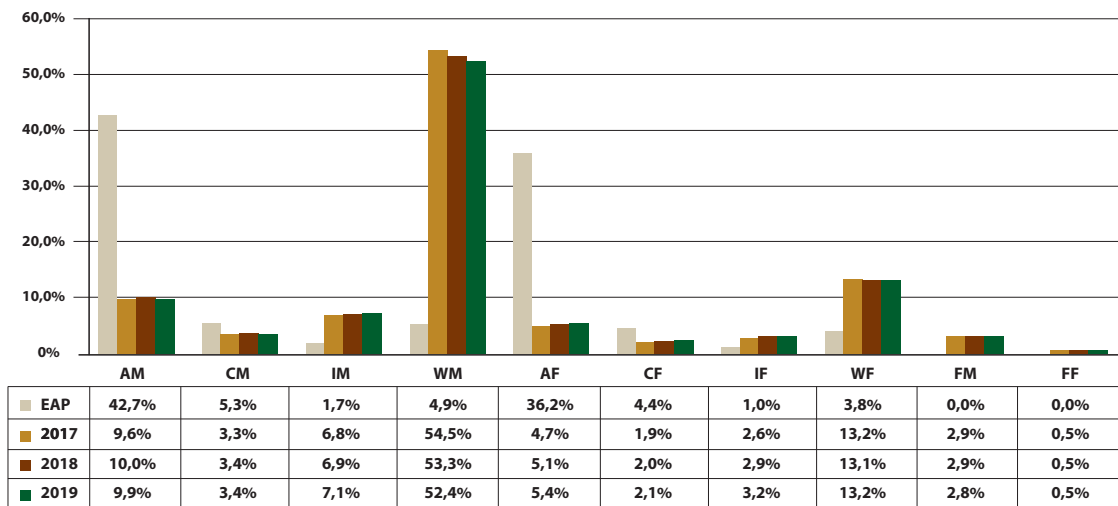


Figure 4 shows that the intersection of race and gender representation at this level appears to favour the White and Indian population groups, whether male or female, with the African and Coloured Female groups' representation remaining below their EAPs at this occupational level.

**Figure 5: Top management Disability 2017 to 2019**

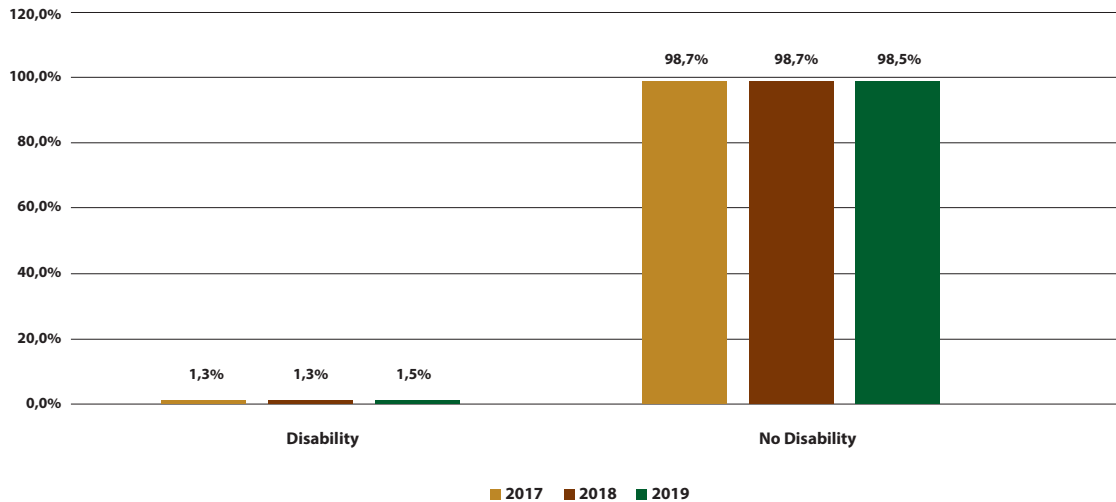


Figure 5 shows an insignificant increase in the representation of Persons with Disabilities at this occupational level.

**Table 8: Workforce profile at the Top Management Level by Sector, Population Group and Gender in 2019**

Sector	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Accommodation and food service activities	50,6%	6,4%	4,3%	5,7%	26,1%	1,9%	1,8%	2,8%	0,2%	0,1%	100,0%
Administrative and support activities	51,8%	6,5%	2,0%	4,8%	26,9%	3,1%	1,4%	3,1%	0,0%	0,3%	100,0%
Agriculture, forestry & fishing	52,5%	6,4%	4,7%	6,1%	24,9%	1,2%	1,4%	2,4%	0,4%	0,0%	100,0%
Arts, entertainment and recreation	7,8%	3,3%	7,4%	55,4%	4,2%	2,1%	3,2%	13,2%	2,9%	0,5%	100,0%
Construction	24,0%	4,0%	3,7%	24,9%	12,9%	3,3%	4,0%	17,9%	3,0%	2,2%	100,0%
Education	35,8%	4,3%	5,0%	15,3%	23,9%	4,3%	3,1%	6,7%	1,4%	0,1%	100,0%
Electricity, gas, steam and air conditioning supply	11,0%	3,5%	4,8%	33,3%	6,7%	2,9%	2,3%	31,7%	2,4%	1,3%	100,0%
Financial and insurance activities	10,8%	3,2%	6,9%	49,9%	6,5%	2,3%	3,5%	12,8%	3,3%	0,7%	100,0%
Human health and social work activities	9,1%	2,3%	6,5%	41,8%	7,5%	2,5%	5,1%	21,6%	2,3%	1,3%	100,0%
Information and communication	7,7%	2,9%	8,6%	51,0%	5,3%	2,5%	4,1%	13,1%	3,9%	0,8%	100,0%
Manufacturing	5,3%	3,3%	9,7%	58,0%	3,2%	1,7%	3,2%	10,6%	4,5%	0,5%	100,0%
Mining and quarrying	20,9%	2,7%	2,5%	51,9%	7,0%	1,1%	1,9%	7,4%	4,1%	0,5%	100,0%
Professional, scientific and technical activities	8,7%	2,7%	4,9%	47,2%	5,9%	2,5%	4,3%	19,6%	3,2%	1,1%	100,0%
Public administration and defence; compulsory social security	42,5%	7,6%	3,3%	17,2%	18,2%	3,3%	2,1%	5,8%	0,0%	0,2%	100,0%
Real estate activities	8,7%	3,2%	4,3%	59,2%	2,7%	1,8%	2,5%	16,2%	1,1%	0,2%	100,0%
Transportation and storage	8,6%	3,3%	10,7%	50,6%	4,2%	2,3%	4,7%	12,2%	3,1%	0,2%	100,0%

**Table 8: Workforce profile at the Top Management Level by Sector, Population Group and Gender in 2019**

Sector	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Water supply, sewerage, waste management and remediation activities	30,1%	5,3%	2,4%	32,5%	16,7%	2,2%	1,6%	8,3%	1,0%	0,0%	100,0%
Wholesale and retail trade; repair of motor vehicles and motorcycles	4,3%	2,7%	11,3%	56,6%	2,2%	1,7%	3,8%	15,0%	1,8%	0,5%	100,0%

**Table 8** shows that the White and Indian population groups are over-represented across all sectors in relation to the EAP. In terms of gender, the males are still the preferred group in all the sectors. Foreign Nationals representation is approximately 5% in Construction; Information and Communication; Manufacturing and Mining sectors at this occupational level.

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

BUSINESS TYPE	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
National Government	50,6%	6,4%	4,3%	5,7%	26,1%	1,9%	1,8%	2,8%	0,2%	0,1%	100,0%
Provincial Government	51,8%	6,5%	2,0%	4,8%	26,9%	3,1%	1,4%	3,1%	0,0%	0,3%	100,0%
Local Government	52,5%	6,4%	4,7%	6,1%	24,9%	1,2%	1,4%	2,4%	0,4%	0,0%	100,0%
Private Sector	7,8%	3,3%	7,4%	55,4%	4,2%	2,1%	3,2%	13,2%	2,9%	0,5%	100,0%
Non-Profit Organisations	24,0%	4,0%	3,7%	24,9%	12,9%	3,3%	4,0%	17,9%	3,0%	2,2%	100,0%
State Owned Companies	35,8%	4,3%	5,0%	15,3%	23,9%	4,3%	3,1%	6,7%	1,4%	0,1%	100,0%
Educational Institutions	11,0%	3,5%	4,8%	33,3%	6,7%	2,9%	2,3%	31,7%	2,4%	1,3%	100,0%

**Table 9** shows a similar trend as illustrated by the sector representation, particularly in Private sector, where the White and Indian population Groups are over-represented at Top management level. The Private sector, Non-Profit organisations and the Educational institutions still tend to prefer males and White females at this occupational level. Foreign National representation is approximately at 5% in the Non-Profit organisations at this occupational level.

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

	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Workforce profile-all employees	9,9%	3,4%	7,1%	52,4%	5,4%	2,1%	3,2%	13,2%	2,8%	0,5%	100,0%
Recruitment	17,1%	4,0%	6,1%	35,3%	12,7%	3,4%	4,4%	11,3%	4,4%	1,4%	100,0%
Promotion	13,1%	3,8%	8,1%	35,0%	9,5%	5,0%	5,8%	16,2%	2,6%	0,9%	100,0%
Terminations	13,0%	3,3%	5,4%	48,2%	7,8%	1,8%	2,7%	11,7%	5,1%	1,0%	100,0%
Skills Development	15,7%	4,6%	7,7%	37,7%	10,7%	3,2%	5,0%	15,3%	0	0	100,0%

**Table 10** indicates that both the White and Indian population groups are most likely to be recruited, promoted and trained at this occupational level when compared to any other population groups during the reporting period. A similar trend is observed within the female group at this occupational level. The preference of Foreign Nationals at recruitment disadvantages the designated groups at this level.

## 8.2 Workforce Profile, Workforce Movement and Skills Development at the Senior Management Level by population group, gender and disability

**Figure 6: Senior management by population group 2017 to 2019**

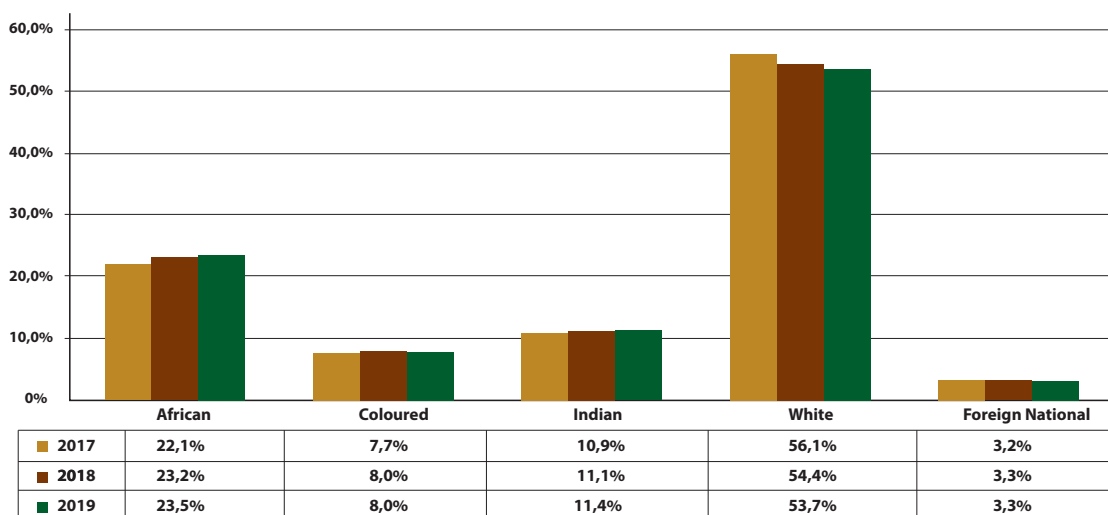


Figure 6 reflects a gradual decrease in the representation of the White population group at Senior Management level. The African and Coloured population groups are under-represented at this occupational level in relation to their EAP. The representation of Foreign Nationals remains constant at 3% at this level.

**Figure 7: Senior management by gender 2017 to 2019**

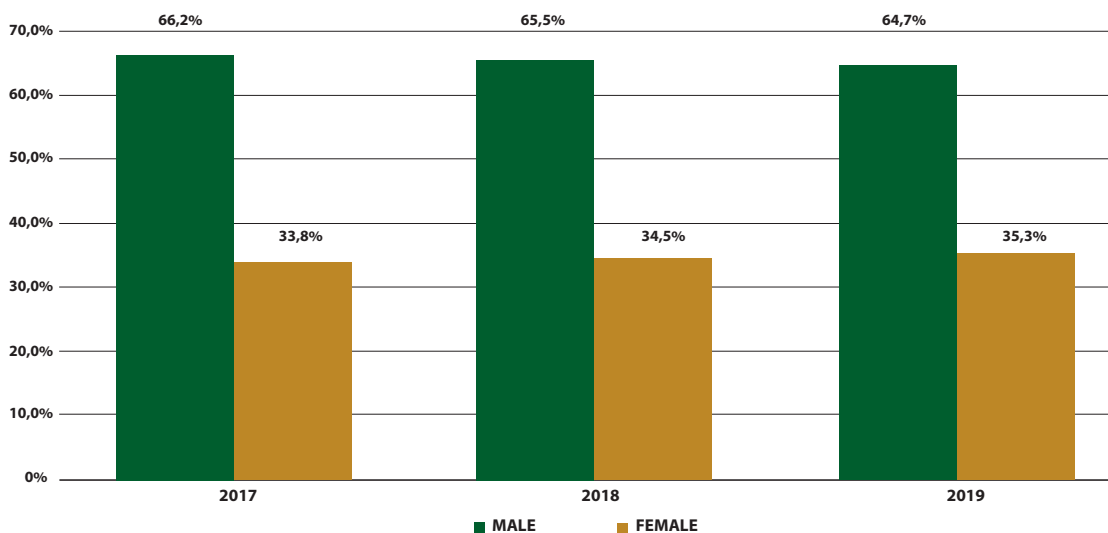


Figure 7 shows a trend of approximately 1% annual increase in the representation of the female Group at this occupational level. The male representation is approximately 12% above their EAP at this level. This explains why the representation at Top management is still predominately male, as senior management is a pool from which people are recruited and promoted.

**Figure 8: Senior management by population group and gender 2017 to 2019**

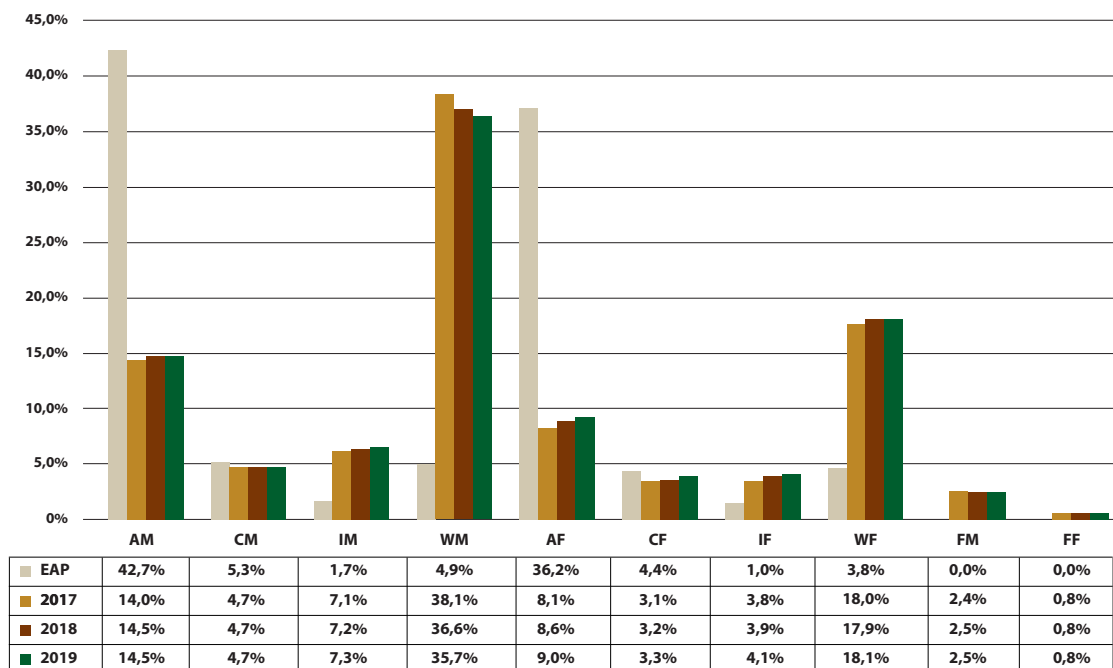


Figure 8 indicates that the African and Coloured population groups remains highly under-represented at this occupational level with little changes whereas White and Indian Female groups have shown a high degree of increased representation compared to their EAP at this level.

**Figure 9: Senior management Disability 2017 to 2019**

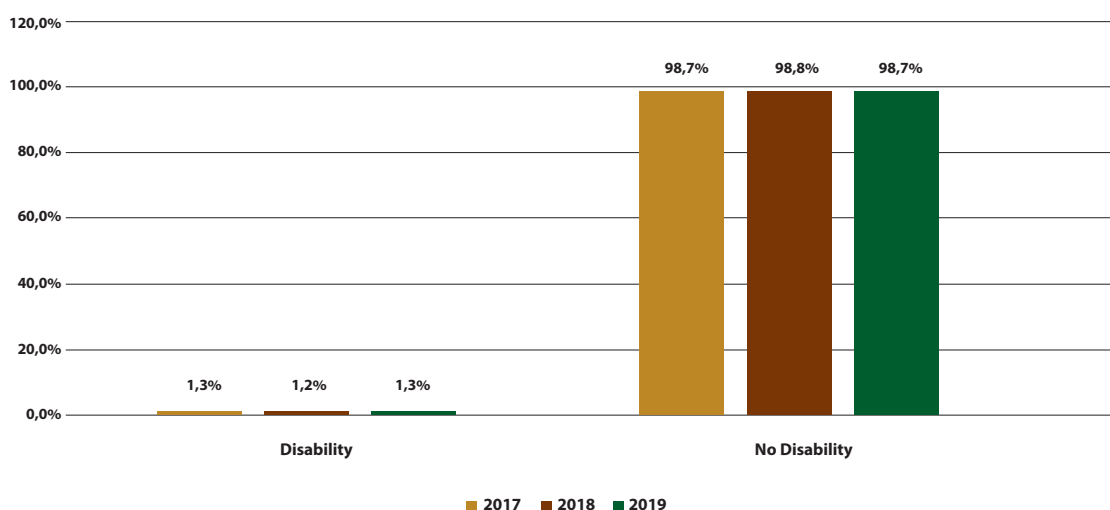


Figure 9 shows that the representation of Persons with Disabilities remained low and unchanged over the past three years at this occupational level.

**Table 11: Workforce profile at the Senior Management Level by Sector, Population Group and Gender in 2019**

SECTOR	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Accommodation and food service activities	12,1%	4,3%	4,5%	29,2%	12,6%	6,0%	2,7%	24,9%	2,5%	1,2%	100,0%
Administrative and support activities	25,5%	5,0%	5,2%	23,3%	15,1%	3,9%	3,8%	16,5%	1,0%	0,6%	100,0%
Agriculture, forestry & fishing	8,2%	3,6%	1,8%	65,5%	0,9%	1,8%	1,8%	14,5%	1,8%	0,0%	100,0%
Arts, entertainment and recreation	27,9%	4,7%	5,7%	19,7%	18,4%	3,6%	3,3%	14,8%	1,1%	0,8%	100,0%
Construction	20,0%	6,2%	5,3%	42,5%	8,7%	2,1%	2,0%	10,7%	2,1%	0,4%	100,0%
Education	12,7%	4,0%	3,4%	22,4%	9,6%	3,4%	3,8%	34,2%	4,4%	2,1%	100,0%
Electricity, gas, steam and air conditioning supply	26,0%	3,8%	6,7%	27,0%	17,2%	2,6%	3,2%	10,7%	2,4%	0,4%	100,0%
Financial and insurance activities	10,9%	4,0%	8,9%	33,2%	8,6%	3,6%	6,3%	19,6%	3,4%	1,5%	100,0%
Human health and social work activities	15,7%	3,4%	4,3%	19,5%	16,5%	4,6%	5,7%	27,4%	1,8%	1,3%	100,0%
Information and communication	9,5%	4,4%	9,0%	36,3%	7,0%	3,6%	4,5%	19,5%	5,0%	1,3%	100,0%
Manufacturing	9,5%	5,5%	9,8%	44,3%	4,6%	3,0%	4,3%	15,8%	2,7%	0,6%	100,0%
Mining and quarrying	20,6%	2,6%	4,0%	50,1%	6,8%	1,0%	1,8%	9,7%	2,8%	0,5%	100,0%
Professional, scientific and technical activities	10,4%	3,2%	5,7%	36,1%	7,3%	3,3%	5,0%	24,6%	3,1%	1,3%	100,0%
Public administration and defence; compulsory social security	38,5%	5,5%	3,9%	13,3%	26,3%	2,8%	2,3%	6,8%	0,5%	0,2%	100,0%
Real estate activities	8,0%	2,5%	4,4%	39,6%	5,0%	3,0%	5,3%	29,4%	1,5%	1,3%	100,0%
Transportation and storage	11,2%	5,2%	9,7%	40,2%	5,2%	3,0%	5,1%	18,2%	1,7%	0,5%	100,0%
Water supply, sewerage, waste management and remediation activities	34,0%	6,7%	3,8%	19,5%	18,9%	2,6%	1,8%	11,6%	1,1%	0,2%	100,0%
Wholesale and retail trade; repair of motor vehicles and motorcycles	11,6%	5,7%	10,5%	35,5%	6,3%	4,1%	4,6%	19,4%	1,8%	0,4%	100,0%

Table 11 shows a similar pattern of representation per business type as noted at Top Management level.

**Table 12: Workforce profile at the Senior Management level by Business Type, Population Group and Gender in 2019**

BUSINESS TYPE	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
National Government	42,7%	4,9%	3,8%	8,3%	29,3%	2,8%	2,5%	5,2%	0,3%	0,1%	100,0%
Provincial Government	43,8%	5,3%	2,5%	5,8%	31,7%	4,1%	2,1%	4,1%	0,5%	0,1%	100,0%
Local Government	46,9%	5,6%	4,0%	10,9%	24,5%	2,0%	1,5%	4,1%	0,3%	0,1%	100,0%
Private Sector	10,9%	4,8%	7,9%	39,9%	6,3%	3,3%	4,3%	19,2%	2,7%	0,8%	100,0%
Non-Profit Organisations	25,3%	4,7%	3,7%	17,0%	19,4%	4,0%	3,5%	18,2%	2,3%	1,9%	100,0%
State Owned Companies	33,4%	3,9%	6,4%	15,4%	23,5%	2,6%	3,5%	8,7%	1,8%	0,8%	100,0%
Educational Institutions	13,7%	3,8%	4,1%	22,1%	9,6%	3,4%	3,7%	32,3%	5,1%	2,2%	100,0%

Table 12 shows that the representation of the African Population Group, and Males in particular, at Senior Management level has reached levels of representation closer to their EAP in all spheres of Government; whereas in the Private Sector and the Educational institutions, the representation of the White and Indian Population Groups exceeded their EAP.

The majority of opportunities in recruitment, promotions and skills development were for the White Population Group at this occupational level as indicated in Table 12.

**Table 13: Workforce movement at the Senior Management level by Population Group and Gender in 2019 (All Employers)**

	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Workforce profile-all employees	14,5%	4,7%	7,3%	35,7%	9,0%	3,3%	4,1%	18,1%	2,5%	0,8%	100,0%
Recruitment	17,7%	5,0%	6,6%	32,0%	12,2%	3,5%	4,2%	15,1%	2,9%	0,9%	100,0%
Promotion	19,0%	5,3%	7,7%	25,7%	12,4%	4,8%	5,3%	16,4%	2,4%	1,1%	100,0%
Terminations	14,4%	4,8%	6,3%	37,8%	8,7%	3,3%	3,5%	17,1%	3,0%	1,0%	100,0%
Skills Development	16,9%	9,2%	7,2%	24,7%	13,7%	8,4%	4,8%	15,2%	0,0%	0,0%	100,0%

### 8.3 Workforce Profile, Workforce Movement and Skills Development at the Professionally Qualified Level by population group, gender and disability

**Figure 10: Professionally Qualified 2017 to 2019**

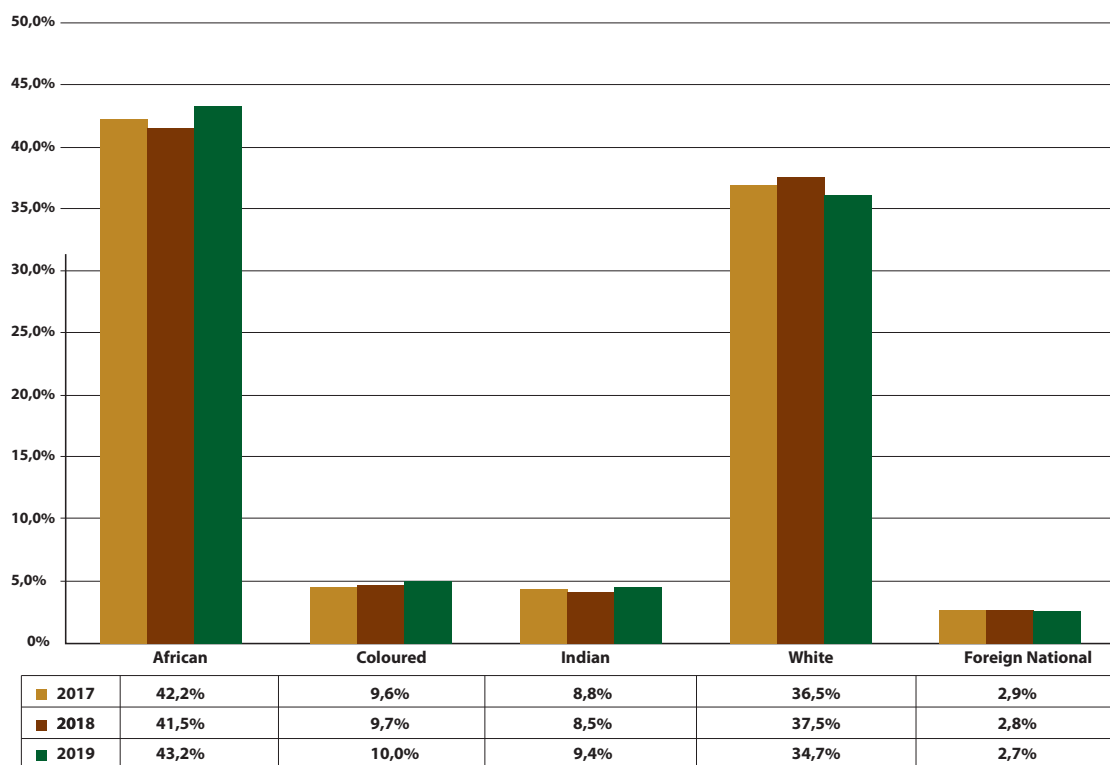


Figure 10 shows that the African population groups are the only group that remains under-represented at this level in terms of their EAP.



**Figure 11: Professionally qualified by gender 2017 to 2019**

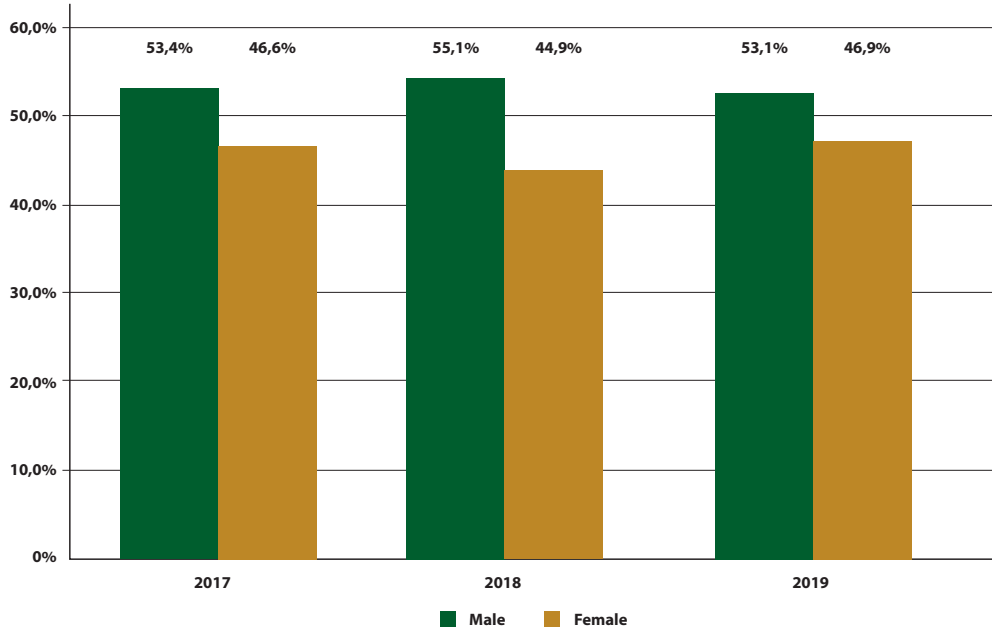
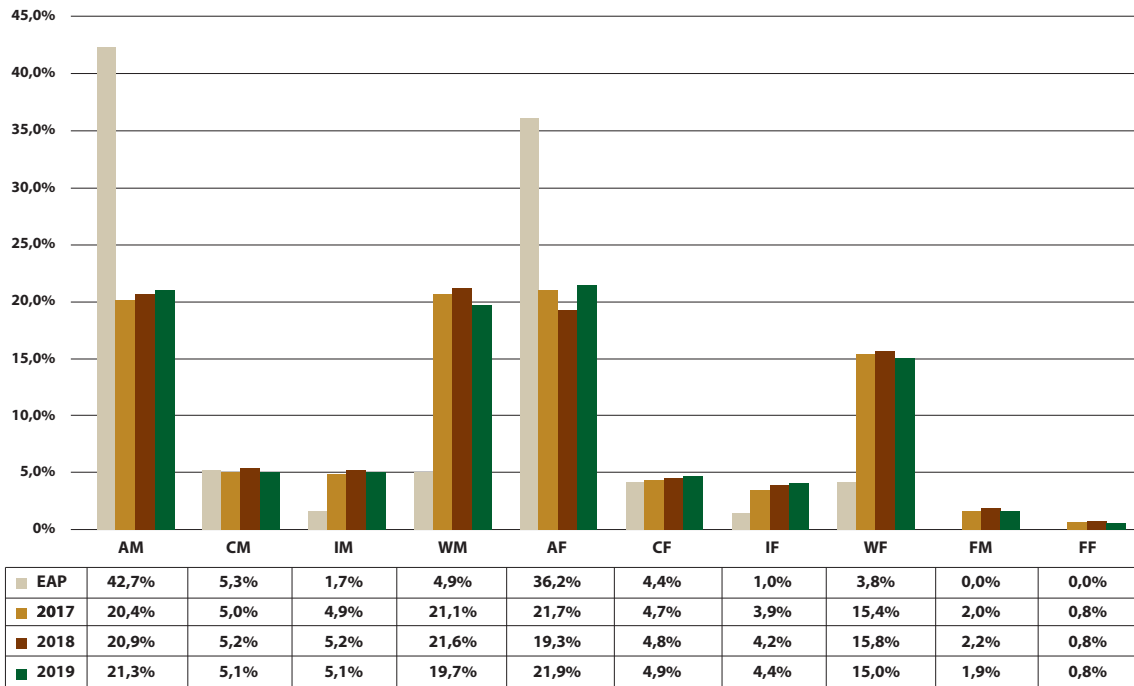


Figure 11 indicates a more equitable representation of the gender groups at the Professionally Qualified Level.

**Figure 12: Professionally qualified by population group and gender 2017 to 2019**



White and Indian Population groups representation is much higher than their EAP at this occupational level as shown in Figure 12. The African population group is the least preferred irrespective of gender at this level.

**Figure 13: Professionally qualified - Disability 2017 to 2019**

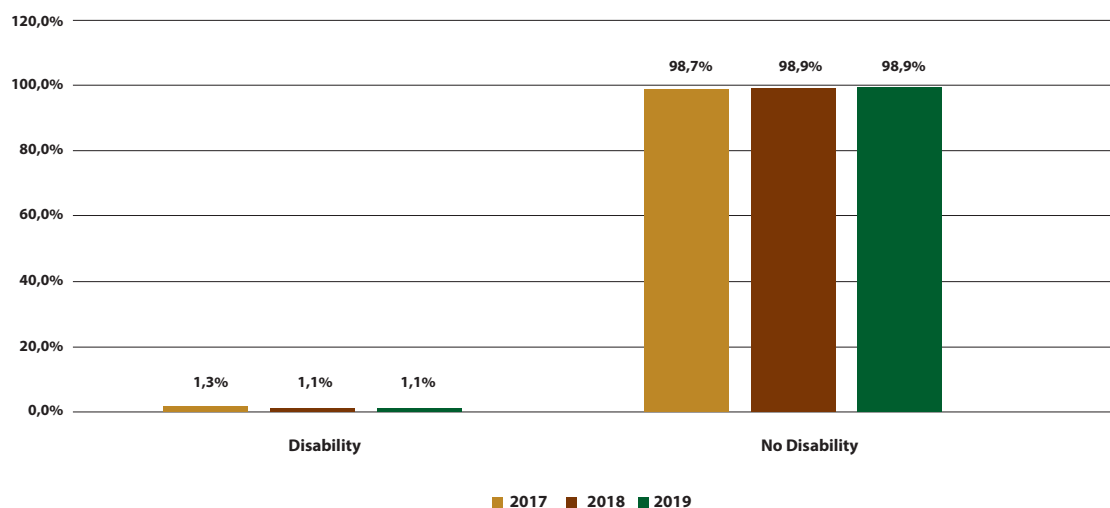


Figure 13 shows that the representation of Persons with Disabilities remained around 1% and unchanged over the last three years at professionally qualified level.

**Table 14: Workforce profile at the Professionally Qualified Level by Sector, Population Group and Gender in 2019**

Sector	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Accommodation and food service activities	18,3%	5,4%	3,5%	16,3%	20,6%	8,5%	3,4%	19,4%	2,9%	1,7%	100,0%
Administrative and support activities	31,1%	6,0%	2,7%	13,9%	25,3%	5,4%	2,3%	12,0%	1,0%	0,4%	100,0%
Agriculture, forestry & fishing	20,9%	7,8%	3,7%	37,7%	13,5%	1,6%	0,8%	13,5%	0,4%	0,0%	100,0%
Arts, entertainment and recreation	34,0%	2,1%	5,6%	6,1%	35,3%	2,2%	6,7%	6,9%	0,7%	0,5%	100,0%
Construction	29,1%	6,8%	4,1%	30,8%	12,5%	1,9%	1,8%	9,9%	2,7%	0,5%	100,0%
Education	22,4%	4,8%	1,4%	11,0%	27,4%	4,5%	2,4%	22,6%	2,5%	1,1%	100,0%
Electricity, gas, steam and air conditioning supply	28,1%	5,0%	6,0%	23,3%	22,7%	2,7%	2,8%	8,0%	1,1%	0,2%	100,0%
Financial and insurance activities	16,7%	5,5%	7,4%	18,7%	16,8%	6,8%	7,6%	17,8%	1,7%	1,0%	100,0%
Human health and social work activities	15,6%	2,2%	2,9%	6,8%	44,5%	6,8%	5,4%	12,9%	1,7%	1,0%	100,0%
Information and communication	15,1%	5,8%	7,7%	30,2%	11,1%	3,8%	4,5%	15,8%	4,8%	1,2%	100,0%
Manufacturing	16,1%	6,8%	8,9%	34,1%	8,7%	3,8%	4,4%	14,6%	2,1%	0,5%	100,0%
Mining and quarrying	30,3%	3,4%	2,3%	36,6%	12,1%	1,4%	1,4%	10,0%	2,1%	0,4%	100,0%
Professional, scientific and technical activities	15,7%	4,2%	4,9%	25,7%	14,5%	4,7%	4,7%	21,3%	3,0%	1,2%	100,0%
Public administration and defence; compulsory social security	37,1%	7,5%	2,6%	13,2%	25,7%	4,4%	1,8%	7,4%	0,2%	0,1%	100,0%
Real estate activities	12,4%	3,9%	4,1%	28,2%	11,3%	5,3%	6,2%	26,7%	1,2%	0,7%	100,0%
Transportation and storage	23,1%	6,9%	7,2%	26,9%	10,5%	4,2%	4,2%	14,9%	1,6%	0,4%	100,0%

**Table 14: Workforce profile at the Professionally Qualified Level by Sector, Population Group and Gender in 2019**

Sector	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Water supply, sewerage, waste management and remediation activities	37,3%	5,5%	2,5%	12,2%	28,9%	3,8%	1,8%	7,1%	0,8%	0,2%	100,0%
Wholesale and retail trade; repair of motor vehicles and motorcycles	17,7%	6,7%	7,3%	22,8%	13,7%	6,7%	4,9%	18,5%	1,2%	0,5%	100,0%

Table 14 shows that the trend in terms of race and gender groups, represented in Business types noted at Top and Senior manager remains the same for this occupational level.

**Table 15: Workforce profile at the Professionally Qualified level by Business Type, Population Group and Gender in 2019**

BUSINESS TYPE	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
National Government	29,7%	4,6%	2,3%	7,4%	37,8%	5,9%	3,2%	8,1%	0,7%	0,3%	100,0%
Provincial Government	24,5%	3,7%	2,1%	4,8%	43,4%	7,4%	4,0%	8,6%	1,0%	0,5%	100,0%
Local Government	35,6%	9,5%	2,6%	10,9%	28,2%	5,5%	1,6%	5,6%	0,3%	0,1%	100,0%
Private Sector	17,7%	5,8%	6,4%	26,8%	12,8%	5,0%	4,8%	17,7%	2,2%	0,8%	100,0%
Non-Profit Organisations	19,8%	2,1%	2,5%	7,6%	45,3%	3,5%	3,5%	12,1%	2,2%	1,5%	100,0%
State Owned Companies	31,0%	4,2%	4,9%	18,3%	26,2%	3,0%	3,1%	7,4%	1,3%	0,6%	100,0%
Educational Institutions	24,0%	3,5%	3,6%	9,0%	30,5%	3,3%	5,1%	17,0%	2,8%	1,3%	100,0%

Table 15 shows Government and State-Owned Enterprises to be the best performing in the representation of the African and Coloured Population Groups. The representation of the Indian Group remains way above their EAPs in other business types.

**Table 16: Workforce movement at the Professionally Qualified level by Population Group and Gender in 2019 (All Employers)**

	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Workforce profile-all employees	21,3%	5,1%	5,1%	19,7%	21,9%	4,9%	4,4%	15,0%	1,9%	0,8%	100,0%
Recruitment	21,9%	5,0%	5,5%	20,9%	19,4%	4,5%	4,5%	14,3%	2,8%	1,2%	100,0%
Promotion	24,6%	6,2%	5,3%	15,4%	21,8%	6,3%	4,7%	12,7%	2,0%	0,9%	100,0%
Terminations	20,0%	5,1%	5,1%	24,8%	17,0%	4,2%	4,0%	16,0%	2,7%	1,1%	100,0%
Skills Development	22,7%	6,3%	5,5%	15,3%	23,4%	8,6%	4,8%	13,3%	0,0%	0,0%	100,0%

A more equitable trend is reflected in the workforce movement trends in terms of recruitment and promotions at the Professionally Qualified level, as can be seen in Table 16. This indicates that the recruitment, promotion and skills development in terms of population and gender groups is far more reflective of the EAP and objectives of the EEA.

### 8.4 Workforce Profile, Workforce Movement and Skills Development at the Skilled Level by population group, gender and disability

Figure 14: Skilled level br population group 2017 to 2019

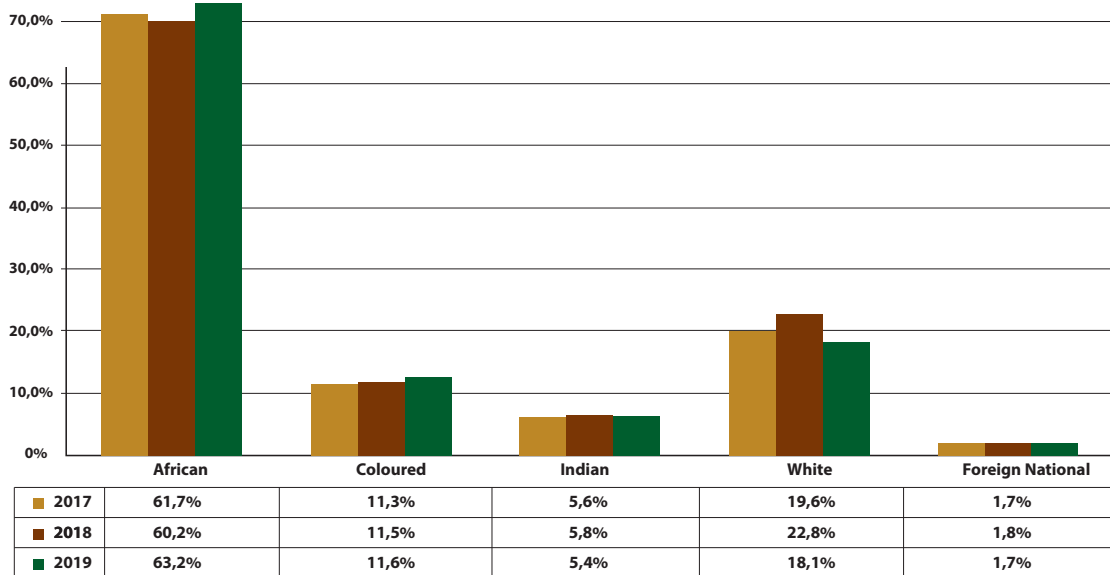


Figure 14 shows that the African Population Group as the only group below their EAP at this occupational level.

Figure 15: Skilled level by gender 2017 to 2019

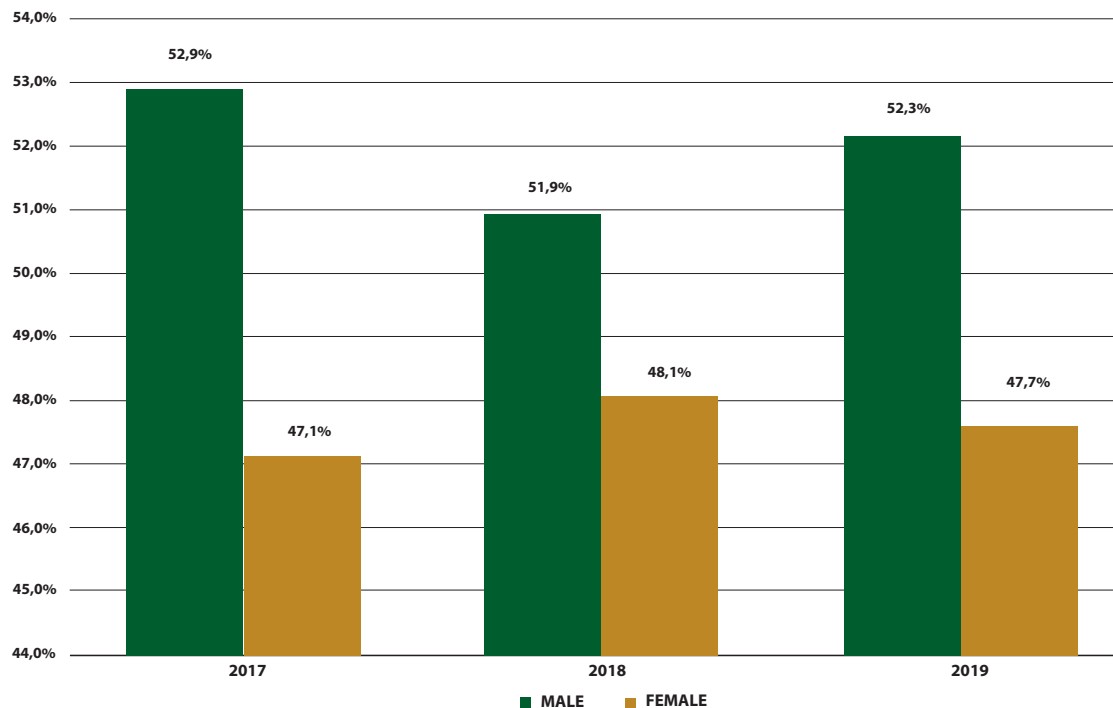


Figure 15 shows a reasonable representation of both the gender groups at this occupational level from 2017 to 2019 in terms of the EAP.

**Figure 16: Skilled - population group and gender 2017 to 2019**

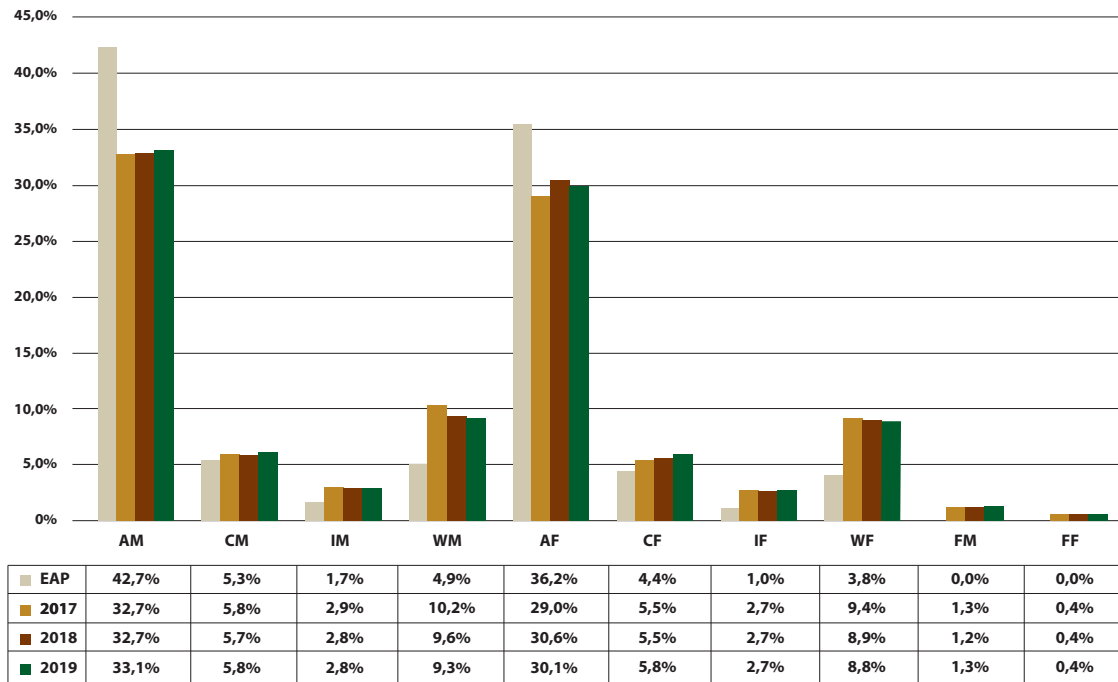


Figure 16 shows the White and Indian Groups in terms of race and gender to be above their EAP in terms of representation at this occupational level.

**Figure 17: Skilled - Disability 2017 to 2019**

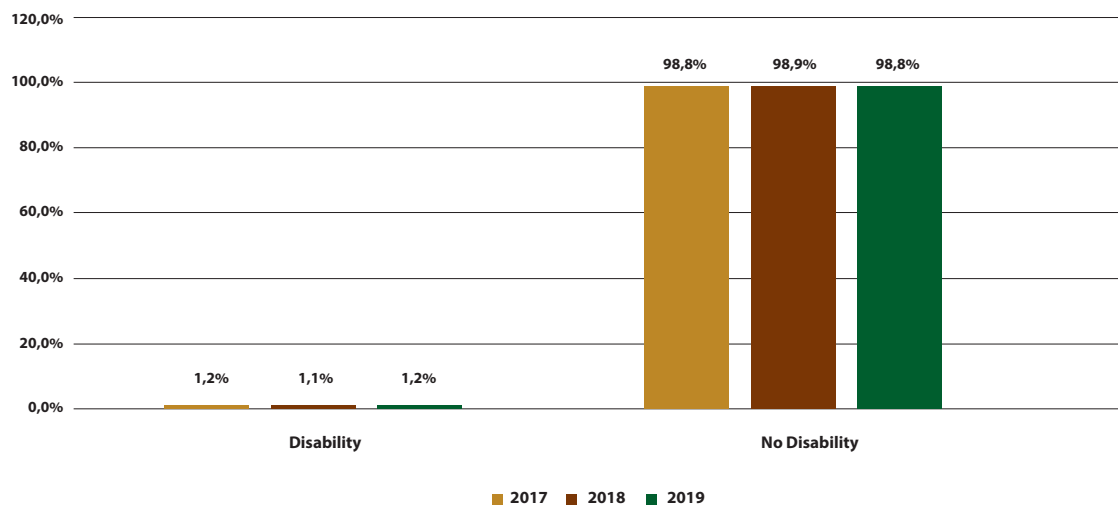


Figure 17 shows that the representation of Persons with Disabilities remained low and unchanged over the past three years at this occupational level.

**Table 17: Workforce profile at the Skilled Level by Sector, Population Group and Gender in 2019**

Sector	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Accommodation and food service activities	28,6%	4,7%	1,9%	5,9%	35,6%	8,1%	2,3%	8,3%	3,1%	1,6%	100,0%
Administrative and support activities	47,9%	4,4%	1,9%	5,3%	27,5%	4,4%	1,4%	5,6%	1,3%	0,3%	100,0%
Agriculture, forestry & fishing	34,5%	14,1%	1,5%	17,3%	13,8%	5,2%	0,5%	12,4%	0,3%	0,5%	100,0%
Arts, entertainment and recreation	30,1%	1,3%	1,9%	1,9%	56,3%	1,4%	3,4%	3,0%	0,5%	0,2%	100,0%
Construction	50,6%	7,0%	2,1%	12,4%	15,7%	2,3%	1,3%	6,1%	2,4%	0,2%	100,0%
Education	19,4%	3,9%	0,6%	4,4%	46,0%	7,5%	1,7%	14,5%	1,2%	0,8%	100,0%
Electricity, gas, steam and air conditioning supply	43,0%	5,8%	2,7%	12,8%	25,3%	2,9%	1,6%	5,1%	0,7%	0,1%	100,0%
Financial and insurance activities	21,5%	6,0%	3,5%	6,9%	31,4%	11,4%	5,5%	12,5%	0,7%	0,6%	100,0%
Human health and social work activities	17,6%	2,4%	1,3%	2,5%	53,0%	8,3%	3,1%	10,7%	0,5%	0,7%	100,0%
Information and communication	24,7%	8,0%	6,0%	17,9%	19,5%	5,8%	3,9%	11,4%	2,1%	0,7%	100,0%
Manufacturing	34,4%	9,7%	6,0%	17,7%	13,1%	5,1%	3,0%	8,8%	1,9%	0,3%	100,0%
Mining and quarrying	50,8%	4,0%	0,5%	22,0%	12,3%	1,1%	0,3%	5,0%	3,8%	0,1%	100,0%
Professional, scientific and technical activities	20,6%	5,0%	3,2%	10,5%	27,3%	6,9%	6,8%	18,2%	0,9%	0,7%	100,0%
Public administration and defence; compulsory social security	53,7%	7,0%	1,3%	6,0%	24,1%	3,6%	0,6%	3,6%	0,1%	0,0%	100,0%
Real estate activities	18,5%	4,7%	3,4%	15,5%	15,0%	8,4%	4,4%	27,3%	2,0%	0,9%	100,0%
Transportation and storage	40,7%	8,1%	4,8%	12,3%	15,1%	4,7%	2,8%	8,7%	2,5%	0,3%	100,0%
Water supply, sewerage, waste management and remediation activities	43,1%	5,5%	1,4%	5,8%	32,1%	5,5%	1,2%	4,5%	0,9%	0,2%	100,0%
Wholesale and retail trade; repair of motor vehicles and motorcycles	27,1%	6,9%	4,7%	10,9%	25,2%	9,0%	4,1%	10,4%	1,2%	0,5%	100,0%

The high representation of Africans in **Table 17** is noted, particularly in the Arts, Entertainment and Recreation, Public Administration and Water Supply and Sewerage Sectors.

**Table 18: Workforce profile at the Skilled level by Business Type, Population Group and Gender in 2019**

BUSINESS TYPE	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
National Government	34,4%	5,0%	1,3%	4,1%	42,9%	5,0%	1,3%	5,5%	0,3%	0,1%	100,0%
Provincial Government	25,3%	2,1%	0,5%	1,4%	57,1%	5,6%	1,3%	5,9%	0,5%	0,3%	100,0%
Local Government	36,0%	11,8%	3,8%	6,3%	30,0%	6,7%	1,7%	3,5%	0,1%	0,0%	100,0%
Private Sector	34,6%	6,8%	3,6%	12,3%	20,9%	6,2%	3,2%	10,2%	1,8%	0,5%	100,0%
Non-Profit Organisations	27,8%	3,4%	1,2%	4,2%	49,8%	4,5%	1,6%	6,8%	0,3%	0,4%	100,0%
State Owned Companies	40,5%	4,4%	2,0%	10,7%	32,4%	3,1%	1,7%	4,9%	0,2%	0,1%	100,0%
Educational Institutions	19,7%	3,3%	1,2%	3,1%	52,3%	6,1%	3,6%	9,2%	0,9%	0,6%	100,0%

**Table 18** shows a reasonable representation of the designated groups, with the exception of the African group in the Private sector at this occupational level.

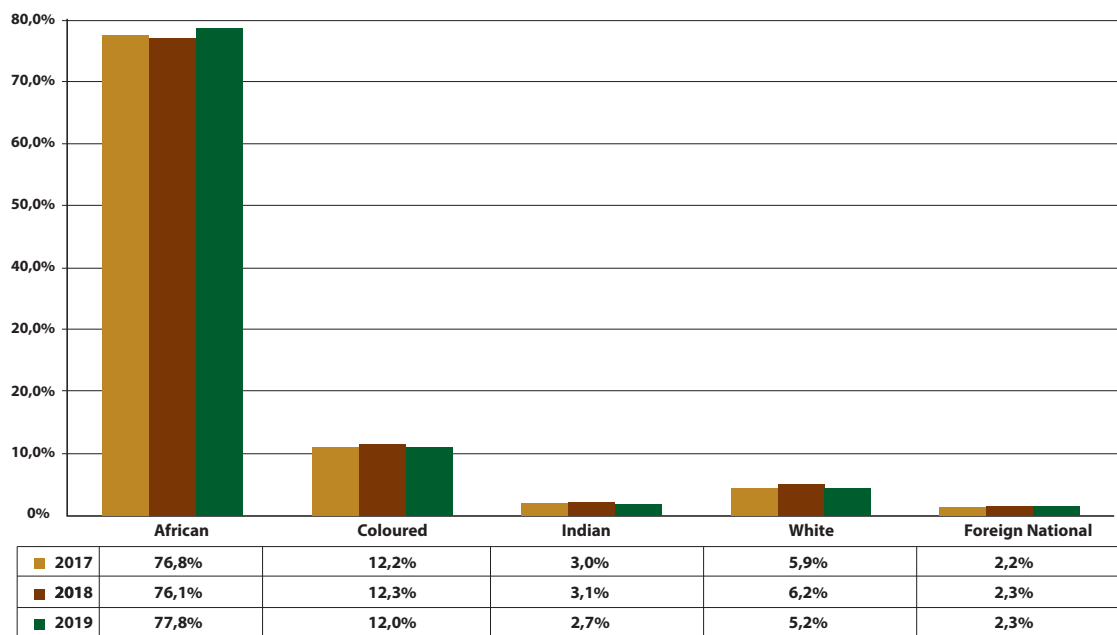
**Table 19: Workforce movement at the Skilled level by Population Group and Gender in 2019 (All Employers)**

	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Workforce profile-all employees	33,1%	5,8%	2,8%	9,3%	30,1%	5,8%	2,7%	8,8%	1,3%	0,4%	100,0%
Recruitment	34,3%	6,4%	3,0%	10,5%	26,7%	5,6%	2,6%	8,6%	1,8%	0,5%	100,0%
Promotion	35,4%	6,4%	2,8%	6,2%	30,6%	6,9%	3,3%	7,1%	0,9%	0,4%	100,0%
Terminations	35,5%	6,6%	3,0%	11,7%	23,5%	5,7%	2,5%	9,5%	1,6%	0,5%	100,0%
Skills Development	15,7%	4,6%	7,7%	37,7%	10,7%	3,2%	5,0%	15,3%	0,0%	0,0%	100,0%

Table 19 shows that the opportunities in terms of recruitment and promotions were reasonably distributed at this occupational level.

### 8.5 Workforce Profile, Workforce Movement and Skills Development at the Semi-Skilled Level by population group, gender and disability

**Figure 18: Semi-skilled by population group 2017 to 2019**



The various population groups seem to be reasonably represented at this level. Representation of the White Population Group at this occupational level is below their EAP. The representation of Foreign Nationals at this level remains relatively high as shown in **Figure 18**, which is concerning seeing that this an entry level to employment opportunities given the high unemployment rate in South Africa.

**Figure 19: Semi-skilled by gender 2017 to 2019**

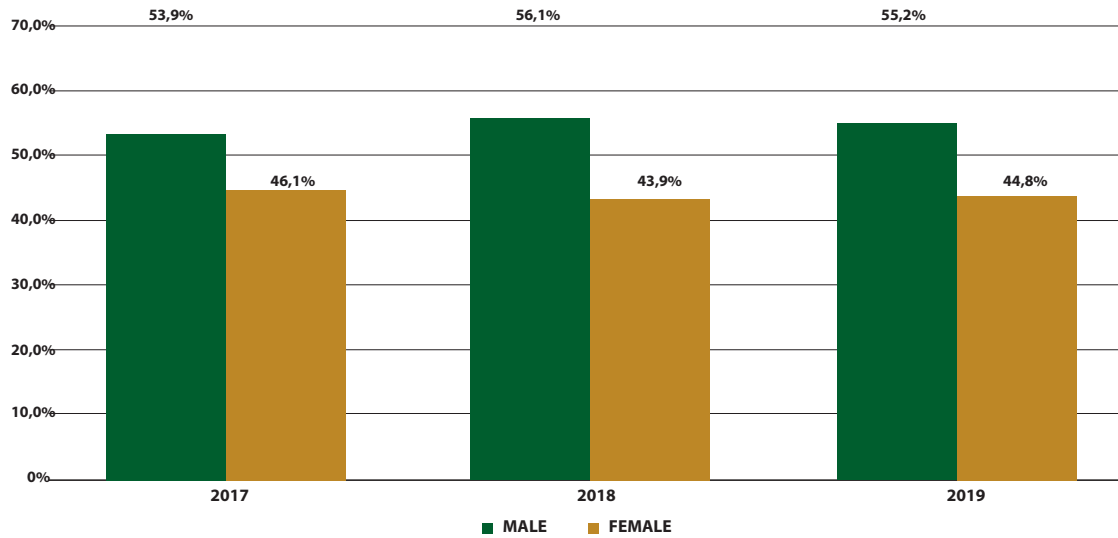


Figure 19 shows an equitable representation of both gender groups in terms of the EAP distribution at the Semi-skilled level.

**Figure 20: Semi-skilled - population group and gender 2017 to 2019**

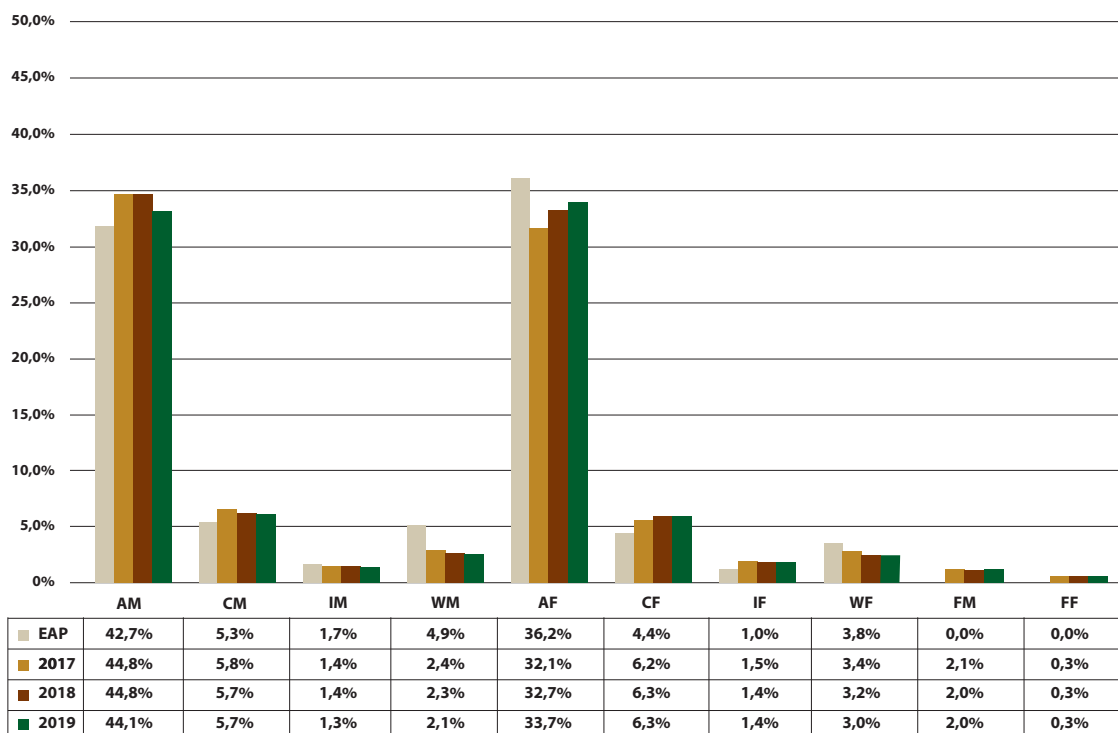


Figure 20 shows that the Black group remain over-represented in relation to their EAP at this level. A concerning trend is observed in terms of the significant representation of Foreign Nationals as this level is an entry level and should be prioritised for unemployed South Africans.



Figure 21: Semi-skilled - Disability 2017 to 2019

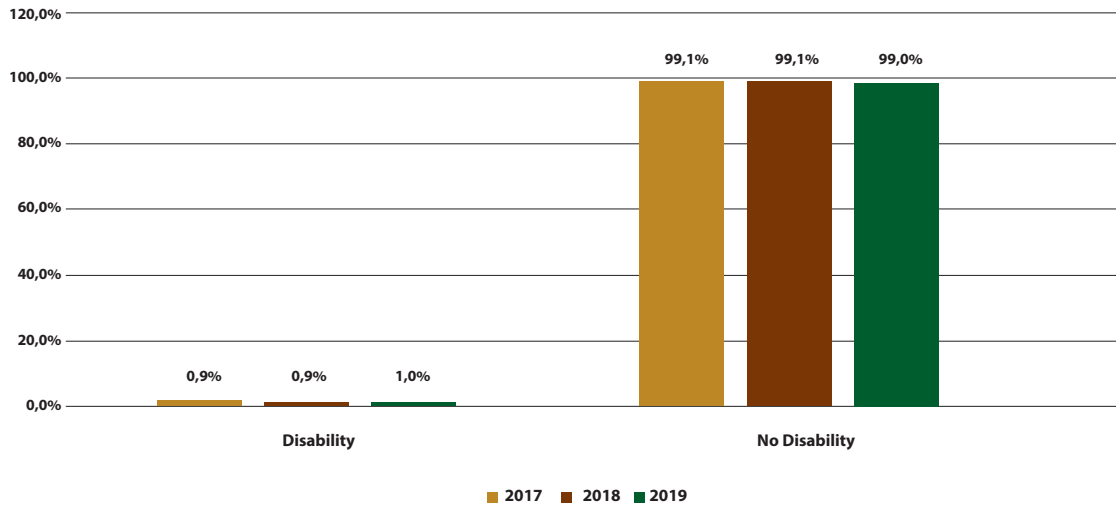


Figure 21 shows a very slight increase in the representation of Persons with Disabilities at the Semi-Skilled level from 2017 to 2019.

Table 20: Workforce profile at the Semi-skilled Level by Sector, Population Group and Gender in 2019

Sector	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Accommodation and food service activities	32,3%	3,1%	0,5%	1,3%	49,7%	5,9%	0,5%	2,1%	3,0%	1,6%	100,0%
Administrative and support activities	58,8%	2,7%	0,5%	0,9%	31,3%	3,4%	0,6%	1,2%	0,5%	0,2%	100,0%
Agriculture, forestry & fishing	48,3%	12,4%	0,4%	3,3%	23,3%	6,0%	0,5%	3,9%	1,5%	0,3%	100,0%
Arts, entertainment and recreation	46,2%	2,8%	1,8%	1,3%	40,5%	3,1%	1,6%	1,8%	0,6%	0,3%	100,0%
Construction	68,6%	5,7%	0,7%	2,6%	15,2%	1,6%	0,5%	2,5%	2,4%	0,1%	100,0%
Education	24,1%	6,5%	0,3%	2,3%	36,3%	17,4%	0,9%	11,1%	0,5%	0,5%	100,0%
Electricity, gas, steam and air conditioning supply	56,5%	5,2%	1,1%	3,2%	25,6%	3,0%	1,0%	3,4%	1,1%	0,1%	100,0%
Financial and insurance activities	32,9%	4,3%	1,7%	2,0%	41,2%	9,1%	2,9%	5,1%	0,4%	0,4%	100,0%
Human health and social work activities	24,5%	3,1%	1,2%	1,3%	55,8%	7,4%	2,1%	4,3%	0,2%	0,2%	100,0%
Information and communication	30,7%	7,1%	3,5%	4,4%	35,1%	7,9%	3,8%	5,0%	1,6%	0,9%	100,0%
Manufacturing	50,8%	9,3%	2,5%	3,7%	20,9%	6,6%	1,6%	2,7%	1,6%	0,2%	100,0%
Mining and quarrying	70,8%	2,2%	0,0%	1,7%	10,5%	0,6%	0,1%	0,9%	13,2%	0,1%	100,0%
Professional, scientific and technical activities	31,3%	6,0%	1,6%	3,3%	31,1%	11,1%	3,4%	11,0%	0,7%	0,5%	100,0%
Public administration and defence; compulsory social security	48,6%	6,6%	0,6%	1,1%	35,8%	5,3%	0,5%	1,5%	0,1%	0,0%	100,0%
Real estate activities	32,1%	5,8%	1,8%	3,9%	24,2%	8,2%	5,7%	15,0%	2,6%	0,6%	100,0%
Transportation and storage	52,9%	6,9%	2,4%	3,3%	23,4%	3,9%	1,5%	3,6%	2,0%	0,2%	100,0%
Water supply, sewerage, waste management and remediation activities	49,6%	5,6%	0,4%	1,3%	36,5%	3,4%	0,4%	1,3%	1,1%	0,3%	100,0%
Wholesale and retail trade; repair of motor vehicles and motorcycles	31,1%	4,9%	1,4%	1,9%	46,3%	9,1%	1,6%	2,4%	0,9%	0,4%	100,0%

It is noted that the employment trend as shown in Table 20 indicates a higher level of the African Male Population Group at semi-skilled level in labour intensive industries, e.g. Construction and Mining.

**Table 21: Workforce profile at the Semi-Skilled level by Business Type, Population Group and Gender in 2019**

BUSINESS TYPE	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
National Government	37,6%	5,8%	0,9%	0,8%	46,4%	5,9%	0,8%	1,7%	0,0%	0,0%	100,0%
Provincial Government	29,4%	3,4%	0,4%	0,4%	58,4%	5,9%	0,6%	1,4%	0,0%	0,0%	100,0%
Local Government	43,0%	11,7%	2,0%	1,7%	30,7%	7,4%	1,2%	2,2%	0,0%	0,0%	100,0%
Private Sector	46,0%	5,7%	1,4%	2,4%	30,9%	6,1%	1,5%	3,1%	2,5%	0,4%	100,0%
Non-Profit Organisations	31,8%	3,2%	0,5%	0,8%	55,4%	4,7%	0,7%	2,3%	0,4%	0,2%	100,0%
State Owned Companies	54,5%	5,1%	0,6%	2,2%	29,7%	3,7%	0,9%	3,1%	0,1%	0,1%	100,0%
Educational Institutions	26,9%	6,3%	0,6%	2,1%	35,1%	17,5%	1,2%	9,3%	0,5%	0,4%	100,0%

Table 21 shows an over-representation of the Female Population Group in Provincial Government and Non-Profit Organisations. There is a high representation of African Males Population Group at Semi- skilled level in State Owned Companies, followed by the Private Sector. The Private sector employs the most Foreign Nationals followed by the Educational institutions at this level.

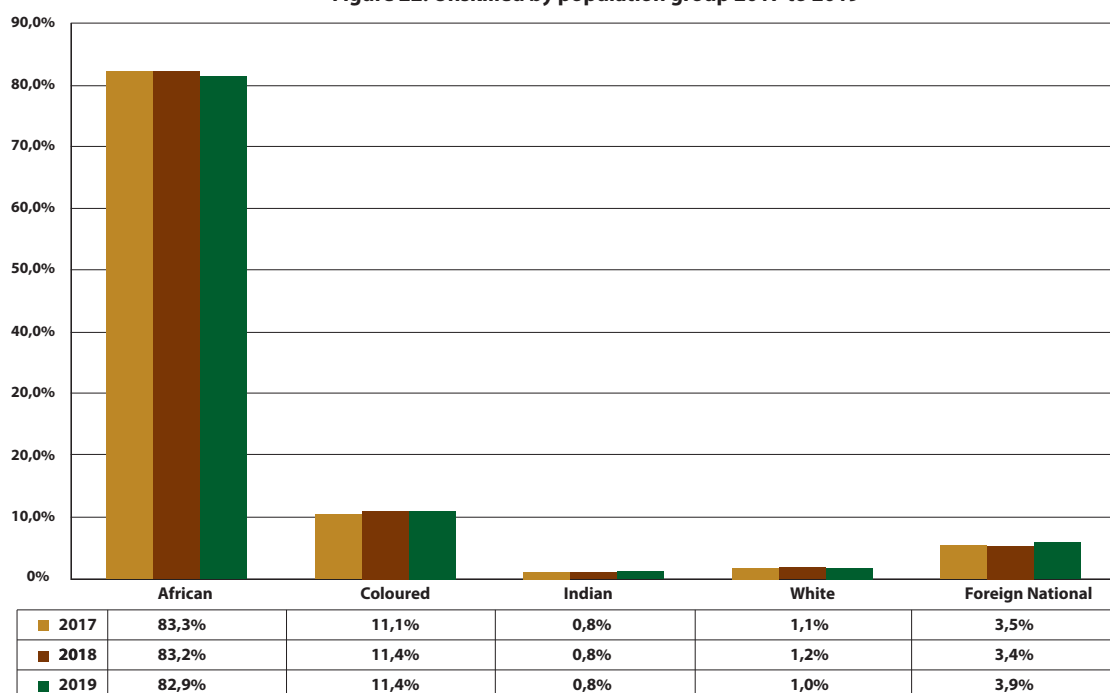
**Table 22: Workforce movement at the Semi-Skilled level by Population Group and Gender in 2019(All Employers)**

	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Workforce profile-all employees	44,1%	5,7%	1,3%	2,1%	33,7%	6,3%	1,4%	3,0%	2,0%	0,3%	100,0%
Recruitment	43,2%	6,1%	1,6%	2,8%	32,6%	7,8%	1,5%	2,9%	1,1%	0,4%	100,0%
Promotion	44,1%	6,2%	1,0%	1,7%	36,4%	6,6%	0,9%	1,4%	1,5%	0,2%	100,0%
Terminations	43,9%	6,3%	1,7%	2,9%	30,9%	7,7%	1,4%	3,2%	1,7%	0,3%	100,0%
Skills Development	44,8%	6,4%	1,5%	2,0%	34,3%	6,8%	1,8%	2,4%	0,0%	0,0%	100,0%

Table 22 shows that the African Population Group, particularly the Male Group, accounted for more opportunities in terms of recruitment, promotion and skills development at the Semi- skilled occupational level in 2019.

## 8.6 Workforce Profile, Workforce Movement and Skills Development at the Unskilled Level by population group, gender and disability

**Figure 22: Unskilled by population group 2017 to 2019**



The White and Indian Population Groups are highly under-represented in relation to their EAP at the Unskilled level compared to other population groups. Figure 22 also indicates a relatively high representation of Foreign Nationals at this occupational level between 2017 and 2019, considering the reported availability levels of Unskilled South African workers.

**Figure 23: Unskilled by gender 2017 to 2019**

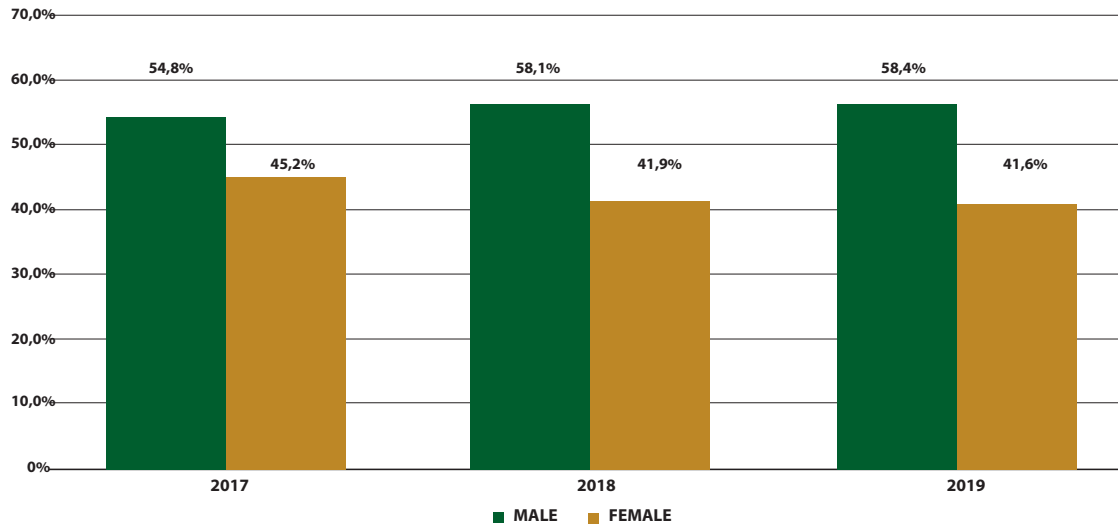


Figure 23 shows a decline in the representation of females at the Unskilled level from 2017 (45.2%) to 2019 (41.6%).

**Figure 24: Unskilled - population group and gender 2017 to 2019**

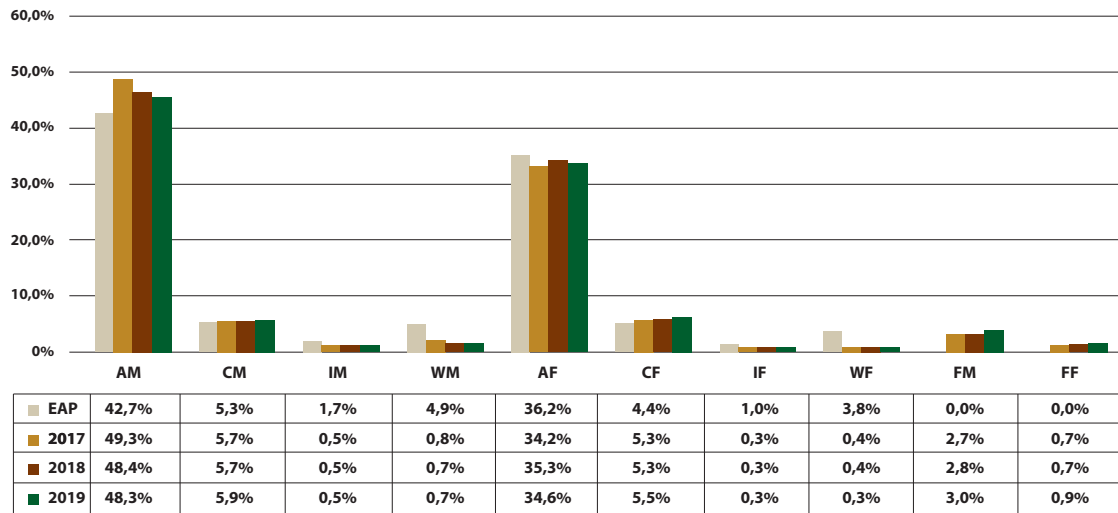


Figure 24 shows that the African Population Group is dominant in terms of representation at the Unskilled level. The White and Indian Population Groups are below their EAP distribution at this occupational level. The representation of the Coloured Population Group is slightly above their EAP and the representation of Foreign Nationals at the Unskilled level is high.

**Figure 25: Unskilled - Disability 2017 to 2019**

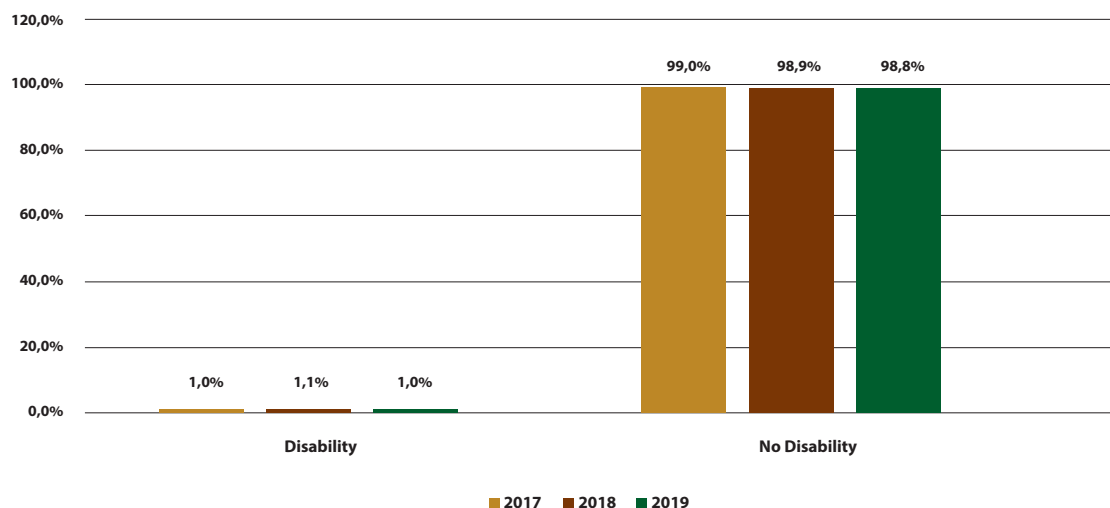


Figure 25 shows that the representation of Persons with Disabilities remained at around 1% and unchanged over the past three years at this occupational level.

**Table 23: Workforce profile at the Unskilled Level by Sector, Population Group and Gender in 2019**

Sector	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Accommodation and food service activities	33,1%	3,7%	0,2%	0,6%	50,2%	7,6%	0,1%	0,6%	2,4%	1,5%	100,0%
Administrative and support activities	51,7%	3,8%	0,4%	0,4%	37,8%	3,7%	0,2%	0,2%	1,3%	0,4%	100,0%
Agriculture, forestry & fishing	42,5%	10,9%	0,0%	0,8%	34,1%	7,9%	0,0%	0,4%	2,3%	1,1%	100,0%
Arts, entertainment and recreation	51,4%	3,7%	1,0%	0,6%	38,6%	3,0%	0,5%	0,5%	0,5%	0,3%	100,0%
Construction	65,5%	5,4%	0,2%	0,7%	24,0%	1,2%	0,1%	0,2%	2,6%	0,2%	100,0%
Education	35,2%	7,3%	0,1%	1,0%	45,6%	8,4%	0,2%	1,4%	0,5%	0,3%	100,0%
Electricity, gas, steam and air conditioning supply	60,8%	6,0%	0,5%	1,7%	28,0%	0,9%	0,1%	0,4%	1,4%	0,1%	100,0%
Financial and insurance activities	53,2%	4,7%	0,3%	0,8%	35,1%	3,1%	0,2%	0,5%	1,6%	0,5%	100,0%
Human health and social work activities	29,9%	3,5%	0,3%	0,8%	56,5%	6,5%	0,4%	0,7%	0,7%	0,7%	100,0%
Information and communication	53,6%	4,3%	0,7%	1,1%	33,0%	4,2%	0,3%	0,6%	1,8%	0,5%	100,0%
Manufacturing	52,3%	7,3%	1,2%	1,1%	29,0%	6,1%	0,6%	0,3%	1,7%	0,5%	100,0%
Mining and quarrying	68,7%	0,8%	0,0%	0,6%	16,5%	0,2%	0,0%	0,1%	12,0%	1,1%	100,0%
Professional, scientific and technical activities	51,2%	6,0%	0,7%	1,0%	34,0%	4,1%	0,5%	1,3%	0,9%	0,3%	100,0%
Public administration and defence; compulsory social security	46,4%	15,0%	0,3%	0,6%	30,9%	6,3%	0,1%	0,2%	0,2%	0,0%	100,0%
Real estate activities	38,6%	2,7%	0,4%	1,0%	45,6%	2,7%	0,6%	1,1%	4,4%	2,9%	100,0%
Transportation and storage	60,2%	6,7%	0,8%	1,4%	25,5%	2,5%	0,2%	0,5%	1,6%	0,5%	100,0%

**Table 23: Workforce profile at the Unskilled Level by Sector, Population Group and Gender in 2019**

Sector	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Water supply, sewerage, waste management and remediation activities	55,0%	4,9%	0,1%	0,4%	36,3%	2,2%	0,0%	0,1%	0,7%	0,3%	100,0%
Wholesale and retail trade; repair of motor vehicles and motorcycles	40,8%	5,0%	0,7%	0,7%	43,2%	6,6%	0,6%	0,4%	1,4%	0,6%	100,0%

Table 23 shows that the representation of the White and Indian population groups at Unskilled level is far below their EAP across all sectors.

**Table 24: Workforce profile at the Unskilled level by Business Type, Population Group and Gender in 2019**

BUSINESS TYPE	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
National Government	46,7%	8,1%	0,5%	0,5%	39,4%	4,2%	0,2%	0,3%	0,0%	0,0%	100,0%
Provincial Government	39,5%	3,5%	0,2%	0,6%	51,8%	3,7%	0,2%	0,5%	0,0%	0,0%	100,0%
Local Government	52,7%	11,4%	0,7%	0,4%	30,0%	4,3%	0,2%	0,2%	0,0%	0,0%	100,0%
Private Sector	49,4%	5,8%	0,5%	0,7%	32,9%	5,5%	0,3%	0,3%	3,6%	1,0%	100,0%
Non-Profit Organisations	39,2%	2,8%	0,1%	0,4%	52,4%	4,0%	0,1%	0,5%	0,2%	0,2%	100,0%
State Owned Companies	47,0%	3,3%	0,0%	0,3%	45,3%	3,8%	0,0%	0,1%	0,0%	0,1%	100,0%
Educational Institutions	28,0%	8,8%	0,3%	0,8%	49,4%	10,4%	0,4%	1,1%	0,6%	0,3%	100,0%

Table 24 indicates an over-representation of African Males in Local Government in relation to their EAP and a high representation of Foreign Nationals at approximately 5% in the Private Sector at this level.

**Table 25: Workforce movement at the Unskilled level by Population Group and Gender in 2019 (All Employers)**

	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Workforce profile-all employees	48,3%	5,9%	0,5%	0,7%	34,6%	5,5%	0,3%	0,3%	3,0%	0,9%	100,0%
Recruitment	47,3%	6,8%	0,5%	0,9%	34,8%	6,7%	0,2%	0,5%	1,6%	0,7%	100,0%
Promotion	43,1%	10,2%	0,6%	1,3%	33,5%	7,3%	0,4%	0,7%	2,1%	0,8%	100,0%
Terminations	48,7%	7,0%	0,5%	1,0%	32,4%	6,8%	0,3%	0,5%	2,0%	0,7%	100,0%
Skills Development	49,0%	5,4%	0,5%	0,8%	38,8%	4,7%	0,3%	0,4%	0,0%	0,0%	100,0%

Table 25 shows that most of the opportunities in terms of Recruitment, Promotion and Skills Development were afforded to the African and Coloured Population Groups at this level.

## 87. Workforce Profile Trend for the representation of Persons with Disabilities from 2017 to 2019

**Table 26: Representation of Persons with Disabilities from 2017 to 2019**

2017	2018	2019
1%	1%	1.1%

The representation of Persons with Disabilities in the total workforce remained constant at 1% for the past three years as indicated by table 26.

## 9. BARRIERS AND AFFIRMATIVE ACTION MEASURES FOR 2019 (ALL EMPLOYERS)

Table 27: BARRIERS AND AFFIRMATIVE ACTION MEASURES FOR 2019 (ALL EMPLOYERS)						
CATEGORIES	BARRIERS			AFFIRMATIVE ACTION MEASURES		
	YES	NO	TOTAL	YES	NO	TOTAL
Recruitment procedures	7503	19624	27127	7106	20021	27127
	27,7%	72,3%	100,0%	26,2%	73,8%	100,0%
Advertising positions	5296	21831	27127	4981	22146	27127
	19,5%	80,5%	100,0%	18,4%	81,6%	100,0%
Selection criteria	4327	22800	27127	4067	23060	27127
	16,0%	84,0%	100,0%	15,0%	85,0%	100,0%
Appointments	5225	21902	27127	4913	22214	27127
	19,3%	80,7%	100,0%	18,1%	81,9%	100,0%
Job classification and grading	3242	23885	27127	2921	24206	27127
	12,0%	88,0%	100,0%	10,8%	89,2%	100,0%
Remuneration and benefits	4894	22233	27127	4521	22606	27127
	18,0%	82,0%	100,0%	16,7%	83,3%	100,0%
Terms & conditions of employment Recruitment procedures	1427	25700	27127	1230	25897	27127
	5,3%	94,7%	100,0%	4,5%	95,5%	100,0%

Table 27 suggests that the majority of employers do not have barriers to attract and employ people from designated groups. This table indicates that a change in the demographics should happen at a faster pace than what is observed in the trend analysis provided above.

Table 28: BARRIER AND AFFIRMATIVE ACTION FOR 2019 (ALL EMPLOYERS)						
CATEGORIES	BARRIERS			AFFIRMATIVE ACTION MEASURES		
	YES	NO	TOTAL	YES	NO	TOTAL
Job assignments	975	26152	27127	776	26351	27127
	3,6%	96,4%	100,0%	2,9%	97,1%	100,0%
Work environment and facilities	4415	22712	27127	3837	23290	27127
	16,3%	83,7%	100,0%	14,1%	85,9%	100,0%
Training and development	6438	20689	27127	6054	21073	27127
	23,7%	76,3%	100,0%	22,3%	77,7%	100,0%
Performance and evaluation systems	4078	23049	27127	3712	23415	27127
	15,0%	85,0%	100,0%	13,7%	86,3%	100,0%
Promotions	2055	25072	27127	1788	25339	27127
	7,6%	92,4%	100,0%	6,6%	93,4%	100,0%
Transfers	552	26575	27127	467	26660	27127
	2,0%	98,0%	100,0%	1,7%	98,3%	100,0%
Succession and experience planning	5798	21329	27127	5376	21751	27127
	21,4%	78,6%	100,0%	19,8%	80,2%	100,0%

Table 28 shows that over 90% of employers reported that they have no barriers in transfers; job assignments and promotions. This suggests that it should be easier for the majority of the employers to advance the designated group, particularly at the top four occupational levels. The statistics however, demonstrate the contrary at these occupational levels where workforce movements are analysed.

Table 29: BARRIER AND AFFIRMATIVE ACTION FOR 2019 (ALL EMPLOYERS)						
CATEGORIES	BARRIERS			AFFIRMATIVE ACTION MEASURES		
	YES	NO	TOTAL	YES	NO	TOTAL
Disciplinary measures	1381	25746	27127	1155	25972	27127
	5,1%	94,9%	100,0%	4,3%	95,7%	100,0%
Dismissals	618	26509	27127	432	26695	27127
	2,3%	97,7%	100,0%	1,6%	98,4%	100,0%
Retention of designated groups	4216	22911	27127	3859	23268	27127
	15,5%	84,5%	100,0%	14,2%	85,8%	100,0%
Corporate culture	2361	24766	27127	2174	24953	27127
	8,7%	91,3%	100,0%	8,0%	92,0%	100,0%

**Table 29** shows that the biggest barrier is retention of the designated groups. Generally most employers do not seem to have barriers to retain people from the designated group and this raises questions as to what the real reasons of the slow pace of transformation are, particularly at the top four occupational levels.

Table 30: BARRIER AND AFFIRMATIVE ACTION FOR 2019 (ALL EMPLOYERS)						
CATEGORIES	BARRIERS			AFFIRMATIVE ACTION MEASURES		
	YES	NO	TOTAL	YES	NO	TOTAL
Reasonable accommodation	2622	24505	27127	2308	24819	27127
	9,7%	90,3%	100,0%	8,5%	91,5%	100,0%
HIV and AIDS education and prevention programmes	5317	21810	27127	4958	22169	27127
	19,6%	80,4%	100,0%	18,3%	81,7%	100,0%
Assigned senior manager(s) to manage EE implementation	1562	25565	27127	1276	25851	27127
	5,8%	94,2%	100,0%	4,7%	95,3%	100,0%
Budget allocation in support of employment equity goals	2689	24438	27127	2202	24925	27127
	9,9%	90,1%	100,0%	8,1%	91,9%	100,0%
Time off for employment equity consultative committee to meet	1934	25193	27127	1636	25491	27127
	7,1%	92,9%	100,0%	6,0%	94,0%	100,0%

**Table 30** indicates that 19,6% of employers reported that they have barriers in their HIV and AIDS education and prevention programmes. There is a published Code of Good Practice and its Technical Assistance Guidelines on the Management of HIV and AIDS in the world of work that provide employers and employees with practical implementation guidelines and best practices on this matter. The CEE urges employers and employees to utilise these policy tools to eliminate unfair discriminatory policies and practices based on HIV and AIDS in their workplaces.

## 10. CONCLUDING REMARKS

This 20th CEE Annual Report includes a broader analysis than the usual statistical analysis. The report provides significant information on the major amendments to the Employment Equity Act and the new Code of Good Practice on the Elimination of Violence and Harassment in the World of Work.

The Report, includes informative articles related to Unfair Discrimination cases, and provides a summary of seminal cases of racial harassment, sexual harassment and Equal Pay for Work of Equal Value (EPWEV) cases. The report also covers an article on the “intersection” between Employment Equity and the BBBEEE. These articles focus on how employers and employees should eliminate unfair discrimination in their human resource policies and practice; and on the cross reference of the inter connection between the EE and the BBBEE legislations.

### **Key data analysis and trend analysis are based on the annual Employment Equity reports submitted by designated employers over a three year period, i.e. 2017 to 2019 outlined below:**

- The trend analysis of the DG’s Notification process for failure to submit EE reports in terms of section 21(4A) of the EEA reflected that 383 designated employers had been de-registered for submission of EE reports in 2019 reporting cycle. This may be indicative of the state of the economy and the negative impact on small business.
- The quality of EE reports received from designated employers improved drastically since the implementation of the EE amendments in September 2014. Notwithstanding, the slight decrease of 1.4% in the number of the reports received from 2018 to 2019, the total number of employees covered over the three years has been around an annual average of above 7.3 million.

- **Top Management level:**

Generally, over the 20 years of Employment Equity reporting, the CEE observed that the White and Indian population groups remained over-represented when compared to their EAP. An average annual decrease of 1% at Top Management level is noted for the White population group.

The representation of Foreign Nationals remained unchanged at more than 3% at this level, which suggests that there may not have been sufficient skills transfer at this level.

The trend for Gender transformation has equally showed a similar trend compared to the rate of designated population groups, i.e. an annual average increase of 1% in representation at this level for females is noted at this occupational level.

White, Indian and Foreign National groups appear to be the preferred groups when compared to any other population groups in terms of recruitment and promotions.

- **Senior Management level:**

A similar trend to that of workforce movements at Top Management level is observed. A slight gradual decrease of the White population group at Senior Management level is noted whilst the representation of Foreign Nationals at 3%, remains constant.

Senior Management level has remained predominantly male dominated; in that: Male representation is approximately 12% higher than their EAP at this level.

The White population group at this level benefitted most from the majority of opportunities in recruitment, promotions and skills development at this level compared to the designated groups.

- **Professionally Qualified/ Middle Management level:**

The CEE noted that only the African population group (43.2%) remained under-represented against their EAP at the Professionally Qualified occupational level.

At this level, an encouraging trend is noted in the reasonable representation of the gender groups, where male representation accounts for slightly more than half (53.1%) and female representation accounts for just below half (46.9%) of all positions in this level.

Similarly to the gender representation trend at this level, a reasonable equitable distribution of workforce movement opportunities in terms of recruitment and promotions amongst the different population groups is noted at this level.

- **Skilled Technical/ Junior Management level:**

A more equitable representation of the African population group at above 60% was noted at the Skilled Technical/ Junior Management level.



The CEE noted the decline in the representation of females in this occupational level from 2018 (48.1%) to 2019 (47.7%) because it may impact negatively on gender transformation at this level.

Opportunities in terms of recruitment and promotions were equitably distributed amongst the different population groups at this level.

- **Semi-Skilled level:**

The representation of the White population group at this level is below their EAP. The representation of Foreign Nationals at this level remains constant at around 2%, which is relatively high considering that this level is an entry level for semi-skilled workers in a country with a high rate of unemployment.

In terms of gender representation at this level, an equitable representation of both males and females in terms of their EAP distribution is reported.

The African male group are the main beneficiaries in terms of recruitment, promotion and skills development opportunities at this level.

- **Unskilled level:**

At this level, White and Indian population groups are under-represented whereas a relatively high percentage increase in the representation of Foreign Nationals at this level is noted between 2017 (3.5%) to 2019 (3.9%) considering the reported availability levels of Unskilled workers.

The representation of the female group declined from 2017 (45.2%) to 2019 (41.6%) at this level.

The main beneficiaries of recruitment, promotion and skills-development opportunities were the African and Coloured population groups at this level.

- **Representation of Persons with Disabilities:**

Over the 20 years of employment equity reporting, the representation of Persons with Disabilities, as a designated group has remained extremely low. The analysis over three years, i.e. 2017 to 2019 indicates that the representation of Persons with Disabilities in each occupational level remained constant no higher than 1%.

The interpretation of the trend analysis in this report indicates a relatively slow pace towards achieving equity in the South African workplaces over the years, in particular, at the Senior and Executive Management levels. The promotion of equal opportunity and fair treatment in employment, including the redress of disadvantages in employment experienced by Persons Living with Disabilities have remained unchanged in that the representation of this designated group has remained grossly underrepresented.

The purpose of the EEA has not yet been achieved in that significant transformation in managerial decision-making and representation has not been achieved. The anticipated amendments to the EEA, tabled at Parliament, are aimed to expedite the pace of transformation towards achieving the purpose of the Act. The imminent amendments are eagerly awaited by the CEE and cannot come at a better time.

## REFERENCES

1. Broad Based Black Economic Empowerment Act, 2003.
2. Department of Labour (2001-2002). 1st Commission for Employment Equity Annual Report 2001-2002. Pretoria.
3. Department of Labour (2017-2018). 18th Commission for Employment Equity Annual Report 2017-2018. Pretoria.
4. Department of Labour (2018-2019). 19th Commission for Employment Equity Annual Report 2018-2019. Pretoria.
5. Employment Equity Act, 1998.
6. Employment Equity Amendment Act. No. 47, 2013.
7. Employment Equity Amendment Bill, 2019.
8. Employment Equity Regulations, 2014.
9. EEA4 Form, Government Gazette No. 10975, 8 August 2019.
10. Statistics South Africa (2019). Quarterly Labour Force Survey. Quarter 3.

## APPENDIX

### APPENDIX A: WORKFORCE PROFILE, RECRUITMENTS, PROMOTIONS, TERMINATIONS AND SKILLS DEVELOPMENT OF ALL EMPLOYERS FOR 2019

WORKFORCE PROFILE FOR ALL EMPLOYERS	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	5770	2013	4169	30701	3137	1251	1847	7715	1647	313	58563
	9,9%	3,4%	7,1%	52,4%	5,4%	2,1%	3,2%	13,2%	2,8%	0,5%	100,0%
Senior Management	21096	6876	10573	51838	13115	4757	5933	26272	3650	1212	145322
	14,5%	4,7%	7,3%	35,7%	9,0%	3,3%	4,1%	18,1%	2,5%	0,8%	100,0%
Professionally qualified	132403	31675	31343	122380	135719	30170	27131	93065	11794	4702	620382
	21,3%	5,1%	5,1%	19,7%	21,9%	4,9%	4,4%	15,0%	1,9%	0,8%	100,0%
Skilled	620098	109534	51787	174381	562804	107915	50152	164073	24023	7850	1872617
	33,1%	5,8%	2,8%	9,3%	30,1%	5,8%	2,7%	8,8%	1,3%	0,4%	100,0%
Semi-skilled	1098223	141253	32620	53532	839920	157497	33814	75422	50006	8183	2490470
	44,1%	5,7%	1,3%	2,1%	33,7%	6,3%	1,4%	3,0%	2,0%	0,3%	100,0%
Unskilled	601773	73735	6103	8731	431797	67997	3567	4327	37951	10759	1246740
	48,3%	5,9%	0,5%	0,7%	34,6%	5,5%	0,3%	0,3%	3,0%	0,9%	100,0%
<b>TOTAL PERMANENT</b>	<b>2479363</b>	<b>365086</b>	<b>136595</b>	<b>441563</b>	<b>1986492</b>	<b>369587</b>	<b>122444</b>	<b>370874</b>	<b>129071</b>	<b>33019</b>	<b>6434094</b>
	<b>38,5%</b>	<b>5,7%</b>	<b>2,1%</b>	<b>6,9%</b>	<b>30,9%</b>	<b>5,7%</b>	<b>1,9%</b>	<b>5,8%</b>	<b>2,0%</b>	<b>0,5%</b>	<b>100,0%</b>
Temporary employees	302446	39640	5514	15595	429871	52783	6103	17374	19770	8882	897978
	33,7%	4,4%	0,6%	1,7%	47,9%	5,9%	0,7%	1,9%	2,2%	1,0%	100,0%
<b>GRAND TOTAL</b>	<b>2781809</b>	<b>404726</b>	<b>142109</b>	<b>457158</b>	<b>2416363</b>	<b>422370</b>	<b>128547</b>	<b>388248</b>	<b>148841</b>	<b>41901</b>	<b>7332072</b>

WORKFORCE PROFILE FOR ALL EMPLOYERS	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	83	45	94	390	47	45	45	94	13	3	859
	9,7%	5,2%	10,9%	45,4%	5,5%	5,2%	5,2%	10,9%	1,5%	0,3%	100,0%
Senior Management	205	120	148	721	134	78	98	323	16	3	1846
	11,1%	6,5%	8,0%	39,1%	7,3%	4,2%	5,3%	17,5%	0,9%	0,2%	100,0%
Professionally qualified	1174	408	402	1889	1075	319	290	1354	50	23	6984
	16,8%	5,8%	5,8%	27,0%	15,4%	4,6%	4,2%	19,4%	0,7%	0,3%	100,0%
Skilled	6872	1420	750	3582	5819	1186	566	2870	103	45	23213
	29,6%	6,1%	3,2%	15,4%	25,1%	5,1%	2,4%	12,4%	0,4%	0,2%	100,0%
Semi-skilled	9355	1661	532	1109	7616	1500	485	1393	335	29	24015
	39,0%	6,9%	2,2%	4,6%	31,7%	6,2%	2,0%	5,8%	1,4%	0,1%	100,0%
Unskilled	6854	1013	188	396	5558	827	105	195	314	35	15485
	44,3%	6,5%	1,2%	2,6%	35,9%	5,3%	0,7%	1,3%	2,0%	0,2%	100,0%
<b>TOTAL PERMANENT</b>	<b>24543</b>	<b>4667</b>	<b>2114</b>	<b>8087</b>	<b>20249</b>	<b>3955</b>	<b>1589</b>	<b>6229</b>	<b>831</b>	<b>138</b>	<b>72402</b>
	<b>33,9%</b>	<b>6,4%</b>	<b>2,9%</b>	<b>11,2%</b>	<b>28,0%</b>	<b>5,5%</b>	<b>2,2%</b>	<b>8,6%</b>	<b>1,1%</b>	<b>0,2%</b>	<b>100,0%</b>
Temporary employees	2537	293	66	110	3091	380	59	97	20	23	6676
	38,0%	4,4%	1,0%	1,6%	46,3%	5,7%	0,9%	1,5%	0,3%	0,3%	100,0%
<b>GRAND TOTAL</b>	<b>27080</b>	<b>4960</b>	<b>2180</b>	<b>8197</b>	<b>23340</b>	<b>4335</b>	<b>1648</b>	<b>6326</b>	<b>851</b>	<b>161</b>	<b>79078</b>

RECRUITMENTS FOR ALL EMPLOYEES BY POPULATION GROUP AND GENDER	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	615	143	220	1270	456	123	158	407	160	49	3601
	17,1%	4,0%	6,1%	35,3%	12,7%	3,4%	4,4%	11,3%	4,4%	1,4%	100,0%
Senior Management	2626	742	983	4760	1810	515	628	2241	431	128	14864
	17,7%	5,0%	6,6%	32,0%	12,2%	3,5%	4,2%	15,1%	2,9%	0,9%	100,0%
Professionally qualified	14570	3312	3662	13917	12914	2967	2996	9513	1880	771	66502
	21,9%	5,0%	5,5%	20,9%	19,4%	4,5%	4,5%	14,3%	2,8%	1,2%	100,0%
Skilled	82723	15448	7206	25351	64489	13406	6369	20659	4262	1242	241155
	34,3%	6,4%	3,0%	10,5%	26,7%	5,6%	2,6%	8,6%	1,8%	0,5%	100,0%
Semi-skilled	227715	32138	8598	14540	171994	41196	7929	15483	6029	1859	527481
	43,2%	6,1%	1,6%	2,8%	32,6%	7,8%	1,5%	2,9%	1,1%	0,4%	100,0%
Unskilled	188175	27017	1943	3764	138671	26551	959	1858	6376	2759	398073
	47,3%	6,8%	0,5%	0,9%	34,8%	6,7%	0,2%	0,5%	1,6%	0,7%	100,0%
TOTAL PERMANENT	516424	78800	22612	63602	390334	84758	19039	50161	19138	6808	1251676
	41,3%	6,3%	1,8%	5,1%	31,2%	6,8%	1,5%	4,0%	1,5%	0,5%	100,0%
Temporary employees	311183	43051	5360	12840	392953	55641	5466	13782	18396	8807	867479
	35,9%	5,0%	0,6%	1,5%	45,3%	6,4%	0,6%	1,6%	2,1%	1,0%	100,0%
<b>GRAND TOTAL</b>	<b>827607</b>	<b>121851</b>	<b>27972</b>	<b>76442</b>	<b>783287</b>	<b>140399</b>	<b>24505</b>	<b>63943</b>	<b>37534</b>	<b>15615</b>	<b>2119155</b>

PROMOTIONS FOR ALL EMPLOYEES BY POPULATION GROUP AND GENDER	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	283	81	175	754	205	107	126	349	55	20	2155
	13,1%	3,8%	8,1%	35,0%	9,5%	5,0%	5,8%	16,2%	2,6%	0,9%	100,0%
Senior Management	2003	556	814	2707	1306	505	558	1734	248	115	10546
	19,0%	5,3%	7,7%	25,7%	12,4%	4,8%	5,3%	16,4%	2,4%	1,1%	100,0%
Professionally qualified	9128	2295	1967	5720	8062	2329	1744	4716	746	330	37037
	24,6%	6,2%	5,3%	15,4%	21,8%	6,3%	4,7%	12,7%	2,0%	0,9%	100,0%
Skilled	31184	5660	2478	5471	26958	6120	2898	6245	816	360	88190
	35,4%	6,4%	2,8%	6,2%	30,6%	6,9%	3,3%	7,1%	0,9%	0,4%	100,0%
Semi-skilled	36722	5155	828	1428	30237	5487	724	1184	1221	190	83176
	44,1%	6,2%	1,0%	1,7%	36,4%	6,6%	0,9%	1,4%	1,5%	0,2%	100,0%
Unskilled	5018	1182	72	155	3902	850	43	79	247	88	11636
	43,1%	10,2%	0,6%	1,3%	33,5%	7,3%	0,4%	0,7%	2,1%	0,8%	100,0%
TOTAL PERMANENT	84338	14929	6334	16235	70670	15398	6093	14307	3333	1103	232740
	36,2%	6,4%	2,7%	7,0%	30,4%	6,6%	2,6%	6,1%	1,4%	0,5%	100,0%
Temporary employees	5418	489	80	289	3331	596	78	302	160	73	10816
	50,1%	4,5%	0,7%	2,7%	30,8%	5,5%	0,7%	2,8%	1,5%	0,7%	100,0%
<b>GRAND TOTAL</b>	<b>89756</b>	<b>15418</b>	<b>6414</b>	<b>16524</b>	<b>74001</b>	<b>15994</b>	<b>6171</b>	<b>14609</b>	<b>3493</b>	<b>1176</b>	<b>243556</b>

TERMINATIONS	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	693	175	290	2576	419	95	143	623	274	53	5341
	13,0%	3,3%	5,4%	48,2%	7,8%	1,8%	2,7%	11,7%	5,1%	1,0%	100,0%
Senior Management	2900	964	1272	7618	1754	668	712	3449	608	199	20144
	14,4%	4,8%	6,3%	37,8%	8,7%	3,3%	3,5%	17,1%	3,0%	1,0%	100,0%
Professionally qualified	17326	4452	4389	21486	14744	3670	3437	13867	2327	916	86614
	20,0%	5,1%	5,1%	24,8%	17,0%	4,2%	4,0%	16,0%	2,7%	1,1%	100,0%
Skilled	101848	18880	8520	33665	67387	16225	7060	27170	4654	1329	286738
	35,5%	6,6%	3,0%	11,7%	23,5%	5,7%	2,5%	9,5%	1,6%	0,5%	100,0%
Semi-skilled	244802	35258	9436	16022	172552	43191	7651	17983	9229	1727	557851
	43,9%	6,3%	1,7%	2,9%	30,9%	7,7%	1,4%	3,2%	1,7%	0,3%	100,0%
Unskilled	168162	24262	1886	3494	112010	23394	1079	1726	6931	2370	345314
	48,7%	7,0%	0,5%	1,0%	32,4%	6,8%	0,3%	0,5%	2,0%	0,7%	100,0%
<b>TOTAL PERMANENT</b>	<b>535731</b>	<b>83991</b>	<b>25793</b>	<b>84861</b>	<b>368866</b>	<b>87243</b>	<b>20082</b>	<b>64818</b>	<b>24023</b>	<b>6594</b>	<b>1302002</b>
	<b>41,1%</b>	<b>6,5%</b>	<b>2,0%</b>	<b>6,5%</b>	<b>28,3%</b>	<b>6,7%</b>	<b>1,5%</b>	<b>5,0%</b>	<b>1,8%</b>	<b>0,5%</b>	<b>100,0%</b>
Temporary employees	297177	39876	5188	11925	356006	51215	5427	13280	16698	7595	804387
	36,9%	5,0%	0,6%	1,5%	44,3%	6,4%	0,7%	1,7%	2,1%	0,9%	100,0%
<b>GRAND TOTAL</b>	<b>832908</b>	<b>123867</b>	<b>30981</b>	<b>96786</b>	<b>724872</b>	<b>138458</b>	<b>25509</b>	<b>78098</b>	<b>40721</b>	<b>14189</b>	<b>2106389</b>

SKILLS DEVELOPMENT FOR ALL EMPLOYEES BY POPULATION GROUP AND GENDER	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	1405	416	693	3376	959	291	447	1375	0	0	8962
	15,7%	4,6%	7,7%	37,7%	10,7%	3,2%	5,0%	15,3%	0,0%	0,0%	100,0%
Senior Management	8509	4638	3641	12464	6892	4221	2412	7677	0	0	50454
	16,9%	9,2%	7,2%	24,7%	13,7%	8,4%	4,8%	15,2%	0,0%	0,0%	100,0%
Professionally qualified	47766	13360	11635	32257	49222	18054	10192	28113	0	0	210599
	22,7%	6,3%	5,5%	15,3%	23,4%	8,6%	4,8%	13,3%	0,0%	0,0%	100,0%
Skilled	199687	36969	17537	47131	164976	36996	17683	41393	0	0	562372
	35,5%	6,6%	3,1%	8,4%	29,3%	6,6%	3,1%	7,4%	0,0%	0,0%	100,0%
Semi-skilled	303366	43318	10453	13256	232193	45707	12084	16111	0	0	676488
	44,8%	6,4%	1,5%	2,0%	34,3%	6,8%	1,8%	2,4%	0,0%	0,0%	100,0%
Unskilled	119681	13281	1283	1916	94930	11578	848	892	0	0	244409
	49,0%	5,4%	0,5%	0,8%	38,8%	4,7%	0,3%	0,4%	0,0%	0,0%	100,0%
<b>TOTAL PERMANENT</b>	<b>680414</b>	<b>111982</b>	<b>45242</b>	<b>110400</b>	<b>549172</b>	<b>116847</b>	<b>43666</b>	<b>95561</b>	<b>0</b>	<b>0</b>	<b>1753284</b>
	<b>38,8%</b>	<b>6,4%</b>	<b>2,6%</b>	<b>6,3%</b>	<b>31,3%</b>	<b>6,7%</b>	<b>2,5%</b>	<b>5,5%</b>	<b>0,0%</b>	<b>0,0%</b>	<b>100,0%</b>
Temporary employees	53177	6736	1056	1670	68711	10773	1215	1937	0	0	145275
	36,6%	4,6%	0,7%	1,1%	47,3%	7,4%	0,8%	1,3%	0,0%	0,0%	100,0%
<b>GRAND TOTAL</b>	<b>733591</b>	<b>118718</b>	<b>46298</b>	<b>112070</b>	<b>617883</b>	<b>127620</b>	<b>44881</b>	<b>97498</b>	<b>0</b>	<b>0</b>	<b>1898559</b>

## APPENDIX B: WORKFORCE PROFILE OF ALL EMPLOYERS BY PROVINCE FOR 2019

### EASTERN CAPE

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	294	118	71	1427	148	67	19	305	47	6	2502
	11,8%	4,7%	2,8%	57,0%	5,9%	2,7%	0,8%	12,2%	1,9%	0,2%	100,0%
Senior Management	949	317	91	2041	574	172	45	904	80	17	5190
	18,3%	6,1%	1,8%	39,3%	11,1%	3,3%	0,9%	17,4%	1,5%	0,3%	100,0%
Professionally qualified	9258	1902	373	4067	12576	1593	271	3409	540	215	34204
	27,1%	5,6%	1,1%	11,9%	36,8%	4,7%	0,8%	10,0%	1,6%	0,6%	100,0%
Skilled	26324	6062	397	7156	51188	6154	373	6530	708	234	105126
	25,0%	5,8%	0,4%	6,8%	48,7%	5,9%	0,4%	6,2%	0,7%	0,2%	100,0%
Semi-skilled	43542	9740	190	2568	36547	6809	168	3074	645	115	103398
	42,1%	9,4%	0,2%	2,5%	35,3%	6,6%	0,2%	3,0%	0,6%	0,1%	100,0%
Unskilled	29087	5644	47	396	25701	4684	14	186	1960	189	67908
	42,8%	8,3%	0,1%	0,6%	37,8%	6,9%	0,0%	0,3%	2,9%	0,3%	100,0%
<b>TOTAL PERMANENT</b>	<b>109454</b>	<b>23783</b>	<b>1169</b>	<b>17655</b>	<b>126734</b>	<b>19479</b>	<b>890</b>	<b>14408</b>	<b>3980</b>	<b>776</b>	<b>318328</b>
	<b>34,4%</b>	<b>7,5%</b>	<b>0,4%</b>	<b>5,5%</b>	<b>39,8%</b>	<b>6,1%</b>	<b>0,3%</b>	<b>4,5%</b>	<b>1,3%</b>	<b>0,2%</b>	<b>100,0%</b>
Temporary employees	15270	2958	41	596	11412	3195	42	572	4518	746	39350
	38,8%	7,5%	0,1%	1,5%	29,0%	8,1%	0,1%	1,5%	11,5%	1,9%	100,0%
<b>GRAND TOTAL</b>	<b>124724</b>	<b>26741</b>	<b>1210</b>	<b>18251</b>	<b>138146</b>	<b>22674</b>	<b>932</b>	<b>14980</b>	<b>8498</b>	<b>1522</b>	<b>357678</b>

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	4	3	1	28	0	4	0	5	0	0	45
	8,9%	6,7%	2,2%	62,2%	0,0%	8,9%	0,0%	11,1%	0,0%	0,0%	100,0%
Senior Management	10	7	2	38	5	1	1	16	0	0	80
	12,5%	8,8%	2,5%	47,5%	6,3%	1,3%	1,3%	20,0%	0,0%	0,0%	100,0%
Professionally qualified	76	23	3	67	47	14	0	43	2	0	275
	27,6%	8,4%	1,1%	24,4%	17,1%	5,1%	0,0%	15,6%	0,7%	0,0%	100,0%
Skilled	199	83	2	116	138	28	1	62	2	0	631
	31,5%	13,2%	0,3%	18,4%	21,9%	4,4%	0,2%	9,8%	0,3%	0,0%	100,0%
Semi-skilled	387	125	7	55	246	92	4	48	0	0	964
	40,1%	13,0%	0,7%	5,7%	25,5%	9,5%	0,4%	5,0%	0,0%	0,0%	100,0%
Unskilled	267	74	2	11	256	70	0	6	2	3	691
	38,6%	10,7%	0,3%	1,6%	37,0%	10,1%	0,0%	0,9%	0,3%	0,4%	100,0%
<b>TOTAL PERMANENT</b>	<b>943</b>	<b>315</b>	<b>17</b>	<b>315</b>	<b>692</b>	<b>209</b>	<b>6</b>	<b>180</b>	<b>6</b>	<b>3</b>	<b>2686</b>
	<b>35,1%</b>	<b>11,7%</b>	<b>0,6%</b>	<b>11,7%</b>	<b>25,8%</b>	<b>7,8%</b>	<b>0,2%</b>	<b>6,7%</b>	<b>0,2%</b>	<b>0,1%</b>	<b>100,0%</b>
Temporary employees	341	41	0	22	403	34	2	10	3	7	863
	39,5%	4,8%	0,0%	2,5%	46,7%	3,9%	0,2%	1,2%	0,3%	0,8%	100,0%
<b>GRAND TOTAL</b>	<b>1284</b>	<b>356</b>	<b>17</b>	<b>337</b>	<b>1095</b>	<b>243</b>	<b>8</b>	<b>190</b>	<b>9</b>	<b>10</b>	<b>3549</b>

## FREE STATE

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	280	24	10	788	140	10	5	196	5	2	1460
	19,2%	1,6%	0,7%	54,0%	9,6%	0,7%	0,3%	13,4%	0,3%	0,1%	100,0%
Senior Management	539	59	33	958	238	36	13	417	17	3	2313
	23,3%	2,6%	1,4%	41,4%	10,3%	1,6%	0,6%	18,0%	0,7%	0,1%	100,0%
Professionally qualified	3527	258	41	2470	2938	225	28	2207	112	27	11833
	29,8%	2,2%	0,3%	20,9%	24,8%	1,9%	0,2%	18,7%	0,9%	0,2%	100,0%
Skilled	13006	726	72	4296	14965	660	62	4723	354	73	38937
	33,4%	1,9%	0,2%	11,0%	38,4%	1,7%	0,2%	12,1%	0,9%	0,2%	100,0%
Semi-skilled	25592	1150	62	1911	13179	957	53	2650	2430	101	48085
	53,2%	2,4%	0,1%	4,0%	27,4%	2,0%	0,1%	5,5%	5,1%	0,2%	100,0%
Unskilled	21371	920	14	395	13928	558	2	232	995	131	38546
	55,4%	2,4%	0,0%	1,0%	36,1%	1,4%	0,0%	0,6%	2,6%	0,3%	100,0%
<b>TOTAL PERMANENT</b>	<b>64315</b>	<b>3137</b>	<b>232</b>	<b>10818</b>	<b>45388</b>	<b>2446</b>	<b>163</b>	<b>10425</b>	<b>3913</b>	<b>337</b>	<b>141174</b>
	<b>45,6%</b>	<b>2,2%</b>	<b>0,2%</b>	<b>7,7%</b>	<b>32,2%</b>	<b>1,7%</b>	<b>0,1%</b>	<b>7,4%</b>	<b>2,8%</b>	<b>0,2%</b>	<b>100,0%</b>
Temporary employees	5540	371	22	578	6490	298	69	869	265	99	14601
	37,9%	2,5%	0,2%	4,0%	44,4%	2,0%	0,5%	6,0%	1,8%	0,7%	100,0%
<b>GRAND TOTAL</b>	<b>69855</b>	<b>3508</b>	<b>254</b>	<b>11396</b>	<b>51878</b>	<b>2744</b>	<b>232</b>	<b>11294</b>	<b>4178</b>	<b>436</b>	<b>155775</b>

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	3	0	0	6	1	0	0	0	0	0	10
	30,0%	0,0%	0,0%	60,0%	10,0%	0,0%	0,0%	0,0%	0,0%	0,0%	100,0%
Senior Management	3	0	0	13	2	0	0	5	0	0	23
	13,0%	0,0%	0,0%	56,5%	8,7%	0,0%	0,0%	21,7%	0,0%	0,0%	100,0%
Professionally qualified	15	0	0	33	10	1	0	17	1	0	77
	19,5%	0,0%	0,0%	42,9%	13,0%	1,3%	0,0%	22,1%	1,3%	0,0%	100,0%
Skilled	69	4	2	50	22	3	1	39	0	1	191
	36,1%	2,1%	1,0%	26,2%	11,5%	1,6%	0,5%	20,4%	0,0%	0,5%	100,0%
Semi-skilled	150	11	3	34	63	7	0	37	3	0	308
	48,7%	3,6%	1,0%	11,0%	20,5%	2,3%	0,0%	12,0%	1,0%	0,0%	100,0%
Unskilled	107	9	0	25	60	2	0	9	2	0	214
	50,0%	4,2%	0,0%	11,7%	28,0%	0,9%	0,0%	4,2%	0,9%	0,0%	100,0%
<b>TOTAL PERMANENT</b>	<b>347</b>	<b>24</b>	<b>5</b>	<b>161</b>	<b>158</b>	<b>13</b>	<b>1</b>	<b>107</b>	<b>6</b>	<b>1</b>	<b>823</b>
	<b>42,2%</b>	<b>2,9%</b>	<b>0,6%</b>	<b>19,6%</b>	<b>19,2%</b>	<b>1,6%</b>	<b>0,1%</b>	<b>13,0%</b>	<b>0,7%</b>	<b>0,1%</b>	<b>100,0%</b>
Temporary employees	26	1	0	1	33	1	0	1	0	0	63
	41,3%	1,6%	0,0%	1,6%	52,4%	1,6%	0,0%	1,6%	0,0%	0,0%	100,0%
<b>GRAND TOTAL</b>	<b>373</b>	<b>25</b>	<b>5</b>	<b>162</b>	<b>191</b>	<b>14</b>	<b>1</b>	<b>108</b>	<b>6</b>	<b>1</b>	<b>886</b>

## GAUTENG

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	10,7%	2,0%	6,6%	50,9%	6,7%	1,6%	3,3%	13,6%	3,9%	0,8%	100,0%
	12671	2731	6008	29946	8633	1910	3568	15576	2609	901	84553
Senior Management	15,0%	3,2%	7,1%	35,4%	10,2%	2,3%	4,2%	18,4%	3,1%	1,1%	100,0%
	76403	14126	19303	80094	69760	12553	15909	57810	7598	3227	356783
Professionally qualified	21,4%	4,0%	5,4%	22,4%	19,6%	3,5%	4,5%	16,2%	2,1%	0,9%	100,0%
	384214	45827	26780	110579	284520	43729	26092	99266	13233	4721	1038961
Skilled	37,0%	4,4%	2,6%	10,6%	27,4%	4,2%	2,5%	9,6%	1,3%	0,5%	100,0%
	618077	42843	13539	31646	418385	47538	14157	42189	23187	4341	1255902
Semi-skilled	49,2%	3,4%	1,1%	2,5%	33,3%	3,8%	1,1%	3,4%	1,8%	0,3%	100,0%
	267268	12210	2186	4463	164043	10109	1007	1990	15265	3679	482220
Unskilled	55,4%	2,5%	0,5%	0,9%	34,0%	2,1%	0,2%	0,4%	3,2%	0,8%	100,0%
	1361767	118318	69757	271662	947293	116295	61694	220822	63048	17092	3247748
<b>TOTAL PERMANENT</b>	<b>41,9%</b>	<b>3,6%</b>	<b>2,1%</b>	<b>8,4%</b>	<b>29,2%</b>	<b>3,6%</b>	<b>1,9%</b>	<b>6,8%</b>	<b>1,9%</b>	<b>0,5%</b>	<b>100,0%</b>
	<b>177598</b>	<b>13691</b>	<b>3379</b>	<b>9100</b>	<b>266246</b>	<b>20126</b>	<b>3567</b>	<b>10483</b>	<b>5083</b>	<b>2366</b>	<b>511639</b>
Temporary employees	34,7%	2,7%	0,7%	1,8%	52,0%	3,9%	0,7%	2,0%	1,0%	0,5%	100,0%
	1539365	132009	73136	280762	1213539	136421	65261	231305	68131	19458	3759387
<b>GRAND TOTAL</b>	<b>10,7%</b>	<b>2,0%</b>	<b>6,6%</b>	<b>50,9%</b>	<b>6,7%</b>	<b>1,6%</b>	<b>3,3%</b>	<b>13,6%</b>	<b>3,9%</b>	<b>0,8%</b>	<b>100,0%</b>

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	47	12	50	153	31	13	24	43	10	2	385
	12,2%	3,1%	13,0%	39,7%	8,1%	3,4%	6,2%	11,2%	2,6%	0,5%	100,0%
Senior Management	108	47	81	414	86	39	67	193	11	1	1047
	10,3%	4,5%	7,7%	39,5%	8,2%	3,7%	6,4%	18,4%	1,1%	0,1%	100,0%
Professionally qualified	815	191	276	1331	837	166	224	992	31	18	4881
	16,7%	3,9%	5,7%	27,3%	17,1%	3,4%	4,6%	20,3%	0,6%	0,4%	100,0%
Skilled	5339	625	438	2571	4777	619	394	2081	81	33	16958
	31,5%	3,7%	2,6%	15,2%	28,2%	3,7%	2,3%	12,3%	0,5%	0,2%	100,0%
Semi-skilled	5516	557	201	686	4864	567	255	924	239	22	13831
	39,9%	4,0%	1,5%	5,0%	35,2%	4,1%	1,8%	6,7%	1,7%	0,2%	100,0%
Unskilled	3326	204	67	160	2535	170	43	68	180	6	6759
	49,2%	3,0%	1,0%	2,4%	37,5%	2,5%	0,6%	1,0%	2,7%	0,1%	100,0%
<b>TOTAL PERMANENT</b>	<b>15151</b>	<b>1636</b>	<b>1113</b>	<b>5315</b>	<b>13130</b>	<b>1574</b>	<b>1007</b>	<b>4301</b>	<b>552</b>	<b>82</b>	<b>43861</b>
	<b>34,5%</b>	<b>3,7%</b>	<b>2,5%</b>	<b>12,1%</b>	<b>29,9%</b>	<b>3,6%</b>	<b>2,3%</b>	<b>9,8%</b>	<b>1,3%</b>	<b>0,2%</b>	<b>100,0%</b>
Temporary employees	1764	132	46	61	2098	184	43	58	15	10	4411
	40,0%	3,0%	1,0%	1,4%	47,6%	4,2%	1,0%	1,3%	0,3%	0,2%	100,0%
<b>GRAND TOTAL</b>	<b>16915</b>	<b>1768</b>	<b>1159</b>	<b>5376</b>	<b>15228</b>	<b>1758</b>	<b>1050</b>	<b>4359</b>	<b>567</b>	<b>92</b>	<b>48272</b>

**KWAZULU - NATAL**

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	762	133	1669	3651	342	54	659	807	142	24	8243
	9,2%	1,6%	20,2%	44,3%	4,1%	0,7%	8,0%	9,8%	1,7%	0,3%	100,0%
Senior Management	2332	365	3361	4368	1415	260	1684	2211	252	60	16308
	14,3%	2,2%	20,6%	26,8%	8,7%	1,6%	10,3%	13,6%	1,5%	0,4%	100,0%
Professionally qualified	17251	1339	8765	7129	23504	1513	8471	5856	703	195	74726
	23,1%	1,8%	11,7%	9,5%	31,5%	2,0%	11,3%	7,8%	0,9%	0,3%	100,0%
Skilled	73024	4399	20326	9451	90295	4362	19096	10008	1824	442	233227
	31,3%	1,9%	8,7%	4,1%	38,7%	1,9%	8,2%	4,3%	0,8%	0,2%	100,0%
Semi-skilled	144156	5533	15983	2894	129306	6901	15459	4575	2245	634	327686
	44,0%	1,7%	4,9%	0,9%	39,5%	2,1%	4,7%	1,4%	0,7%	0,2%	100,0%
Unskilled	93727	2598	3217	567	74786	2078	2039	332	1949	367	181660
	51,6%	1,4%	1,8%	0,3%	41,2%	1,1%	1,1%	0,2%	1,1%	0,2%	100,0%
<b>TOTAL PERMANENT</b>	<b>331252</b>	<b>14367</b>	<b>53321</b>	<b>28060</b>	<b>319648</b>	<b>15168</b>	<b>47408</b>	<b>23789</b>	<b>7115</b>	<b>1722</b>	<b>841850</b>
	<b>39,3%</b>	<b>1,7%</b>	<b>6,3%</b>	<b>3,3%</b>	<b>38,0%</b>	<b>1,8%</b>	<b>5,6%</b>	<b>2,8%</b>	<b>0,8%</b>	<b>0,2%</b>	<b>100,0%</b>
Temporary employees	26899	991	1598	1053	40632	944	1951	1061	796	210	76135
	35,3%	1,3%	2,1%	1,4%	53,4%	1,2%	2,6%	1,4%	1,0%	0,3%	100,0%
<b>GRAND TOTAL</b>	<b>358151</b>	<b>15358</b>	<b>54919</b>	<b>29113</b>	<b>360280</b>	<b>16112</b>	<b>49359</b>	<b>24850</b>	<b>7911</b>	<b>1932</b>	<b>917985</b>

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	9	6	33	45	6	1	15	9	1	1	126
	7,1%	4,8%	26,2%	35,7%	4,8%	0,8%	11,9%	7,1%	0,8%	0,8%	100,0%
Senior Management	38	7	49	38	30	3	20	22	1	0	208
	18,3%	3,4%	23,6%	18,3%	14,4%	1,4%	9,6%	10,6%	0,5%	0,0%	100,0%
Professionally qualified	68	10	88	81	60	4	46	42	1	0	400
	17,0%	2,5%	22,0%	20,3%	15,0%	1,0%	11,5%	10,5%	0,3%	0,0%	100,0%
Skilled	408	44	258	154	280	43	113	119	3	3	1425
	28,6%	3,1%	18,1%	10,8%	19,6%	3,0%	7,9%	8,4%	0,2%	0,2%	100,0%
Semi-skilled	1142	65	278	52	811	53	161	56	2	1	2621
	43,6%	2,5%	10,6%	2,0%	30,9%	2,0%	6,1%	2,1%	0,1%	0,0%	100,0%
Unskilled	870	28	89	18	844	40	42	12	3	1	1947
	44,7%	1,4%	4,6%	0,9%	43,3%	2,1%	2,2%	0,6%	0,2%	0,1%	100,0%
<b>TOTAL PERMANENT</b>	<b>2535</b>	<b>160</b>	<b>795</b>	<b>388</b>	<b>2031</b>	<b>144</b>	<b>397</b>	<b>260</b>	<b>11</b>	<b>6</b>	<b>6727</b>
	<b>37,7%</b>	<b>2,4%</b>	<b>11,8%</b>	<b>5,8%</b>	<b>30,2%</b>	<b>2,1%</b>	<b>5,9%</b>	<b>3,9%</b>	<b>0,2%</b>	<b>0,1%</b>	<b>100,0%</b>
Temporary employees	159	5	14	6	234	5	9	6	0	0	438
	36,3%	1,1%	3,2%	1,4%	53,4%	1,1%	2,1%	1,4%	0,0%	0,0%	100,0%
<b>GRAND TOTAL</b>	<b>2694</b>	<b>165</b>	<b>809</b>	<b>394</b>	<b>2265</b>	<b>149</b>	<b>406</b>	<b>266</b>	<b>11</b>	<b>6</b>	<b>7165</b>



## LIMPOPO

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	211	8	62	673	99	3	11	199	11	4	1281
	16,5%	0,6%	4,8%	52,5%	7,7%	0,2%	0,9%	15,5%	0,9%	0,3%	100,0%
Senior Management	922	11	55	803	483	5	24	373	57	10	2743
	33,6%	0,4%	2,0%	29,3%	17,6%	0,2%	0,9%	13,6%	2,1%	0,4%	100,0%
Professionally qualified	7622	41	65	1278	8752	37	54	928	227	78	19082
	39,9%	0,2%	0,3%	6,7%	45,9%	0,2%	0,3%	4,9%	1,2%	0,4%	100,0%
Skilled	32362	129	79	2403	46540	124	57	2197	1124	210	85225
	38,0%	0,2%	0,1%	2,8%	54,6%	0,1%	0,1%	2,6%	1,3%	0,2%	100,0%
Semi-skilled	32147	250	72	605	27342	172	23	774	2234	144	63763
	50,4%	0,4%	0,1%	0,9%	42,9%	0,3%	0,0%	1,2%	3,5%	0,2%	100,0%
Unskilled	20051	163	17	182	17423	153	6	60	4662	1754	44471
	45,1%	0,4%	0,0%	0,4%	39,2%	0,3%	0,0%	0,1%	10,5%	3,9%	100,0%
TOTAL PERMANENT	93315	602	350	5944	100639	494	175	4531	8315	2200	216565
	43,1%	0,3%	0,2%	2,7%	46,5%	0,2%	0,1%	2,1%	3,8%	1,0%	100,0%
Temporary employees	15070	623	4	144	30054	937	2	168	2695	1317	51014
	29,5%	1,2%	0,0%	0,3%	58,9%	1,8%	0,0%	0,3%	5,3%	2,6%	100,0%
<b>GRAND TOTAL</b>	<b>108385</b>	<b>1225</b>	<b>354</b>	<b>6088</b>	<b>130693</b>	<b>1431</b>	<b>177</b>	<b>4699</b>	<b>11010</b>	<b>3517</b>	<b>267579</b>

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	3	0	1	23	1	0	0	8	0	0	36
	8,3%	0,0%	2,8%	63,9%	2,8%	0,0%	0,0%	22,2%	0,0%	0,0%	100,0%
Senior Management	9	1	0	25	3	0	0	8	0	0	46
	19,6%	2,2%	0,0%	54,3%	6,5%	0,0%	0,0%	17,4%	0,0%	0,0%	100,0%
Professionally qualified	90	0	0	29	46	1	0	18	2	0	186
	48,4%	0,0%	0,0%	15,6%	24,7%	0,5%	0,0%	9,7%	1,1%	0,0%	100,0%
Skilled	184	1	1	39	144	2	2	37	3	0	413
	44,6%	0,2%	0,2%	9,4%	34,9%	0,5%	0,5%	9,0%	0,7%	0,0%	100,0%
Semi-skilled	308	0	2	8	178	2	1	11	23	0	533
	57,8%	0,0%	0,4%	1,5%	33,4%	0,4%	0,2%	2,1%	4,3%	0,0%	100,0%
Unskilled	325	0	0	4	225	0	0	2	29	4	589
	55,2%	0,0%	0,0%	0,7%	38,2%	0,0%	0,0%	0,3%	4,9%	0,7%	100,0%
TOTAL PERMANENT	919	2	4	128	597	5	3	84	57	4	1803
	51,0%	0,1%	0,2%	7,1%	33,1%	0,3%	0,2%	4,7%	3,2%	0,2%	100,0%
Temporary employees	19	0	0	0	57	0	0	0	1	6	83
	22,9%	0,0%	0,0%	0,0%	68,7%	0,0%	0,0%	0,0%	1,2%	7,2%	100,0%
<b>GRAND TOTAL</b>	<b>938</b>	<b>2</b>	<b>4</b>	<b>128</b>	<b>654</b>	<b>5</b>	<b>3</b>	<b>84</b>	<b>58</b>	<b>10</b>	<b>1886</b>

## MPUMALANGA

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	429	27	70	1292	175	23	27	290	32	5	2370
	18,1%	1,1%	3,0%	54,5%	7,4%	1,0%	1,1%	12,2%	1,4%	0,2%	100,0%
Senior Management	1522	64	121	2024	658	34	25	791	88	20	5347
	28,5%	1,2%	2,3%	37,9%	12,3%	0,6%	0,5%	14,8%	1,6%	0,4%	100,0%
Professionally qualified	5316	139	190	3408	5136	133	142	1975	505	151	17095
	31,1%	0,8%	1,1%	19,9%	30,0%	0,8%	0,8%	11,6%	3,0%	0,9%	100,0%
Skilled	29196	468	222	7358	19553	322	164	3885	1217	83	62468
	46,7%	0,7%	0,4%	11,8%	31,3%	0,5%	0,3%	6,2%	1,9%	0,1%	100,0%
Semi-skilled	65703	608	88	2115	31209	415	104	2205	2866	169	105482
	62,3%	0,6%	0,1%	2,0%	29,6%	0,4%	0,1%	2,1%	2,7%	0,2%	100,0%
Unskilled	45447	457	20	487	29869	556	12	145	3087	1098	81178
	56,0%	0,6%	0,0%	0,6%	36,8%	0,7%	0,0%	0,2%	3,8%	1,4%	100,0%
<b>TOTAL PERMANENT</b>	<b>147613</b>	<b>1763</b>	<b>711</b>	<b>16684</b>	<b>86600</b>	<b>1483</b>	<b>474</b>	<b>9291</b>	<b>7795</b>	<b>1526</b>	<b>273940</b>
	<b>53,9%</b>	<b>0,6%</b>	<b>0,3%</b>	<b>6,1%</b>	<b>31,6%</b>	<b>0,5%</b>	<b>0,2%</b>	<b>3,4%</b>	<b>2,8%</b>	<b>0,6%</b>	<b>100,0%</b>
Temporary employees	10707	96	56	839	9720	47	24	325	1140	541	23495
	45,6%	0,4%	0,2%	3,6%	41,4%	0,2%	0,1%	1,4%	4,9%	2,3%	100,0%
<b>GRAND TOTAL</b>	<b>158320</b>	<b>1859</b>	<b>767</b>	<b>17523</b>	<b>96320</b>	<b>1530</b>	<b>498</b>	<b>9616</b>	<b>8935</b>	<b>2067</b>	<b>297435</b>

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	9	0	2	22	5	0	2	5	0	0	45
	20,0%	0,0%	4,4%	48,9%	11,1%	0,0%	4,4%	11,1%	0,0%	0,0%	100,0%
Senior Management	15	1	4	35	5	0	1	16	2	0	79
	19,0%	1,3%	5,1%	44,3%	6,3%	0,0%	1,3%	20,3%	2,5%	0,0%	100,0%
Professionally qualified	47	5	2	56	26	0	1	14	1	1	153
	30,7%	3,3%	1,3%	36,6%	17,0%	0,0%	0,7%	9,2%	0,7%	0,7%	100,0%
Skilled	241	2	2	95	138	2	2	38	2	1	523
	46,1%	0,4%	0,4%	18,2%	26,4%	0,4%	0,4%	7,3%	0,4%	0,2%	100,0%
Semi-skilled	586	12	1	21	306	15	2	22	14	2	981
	59,7%	1,2%	0,1%	2,1%	31,2%	1,5%	0,2%	2,2%	1,4%	0,2%	100,0%
Unskilled	446	1	3	11	321	9	3	2	20	4	820
	54,4%	0,1%	0,4%	1,3%	39,1%	1,1%	0,4%	0,2%	2,4%	0,5%	100,0%
<b>TOTAL PERMANENT</b>	<b>1344</b>	<b>21</b>	<b>14</b>	<b>240</b>	<b>801</b>	<b>26</b>	<b>11</b>	<b>97</b>	<b>39</b>	<b>8</b>	<b>2601</b>
	<b>51,7%</b>	<b>0,8%</b>	<b>0,5%</b>	<b>9,2%</b>	<b>30,8%</b>	<b>1,0%</b>	<b>0,4%</b>	<b>3,7%</b>	<b>1,5%</b>	<b>0,3%</b>	<b>100,0%</b>
Temporary employees	41	1	0	2	55	1	0	0	0	0	100
	41,0%	1,0%	0,0%	2,0%	55,0%	1,0%	0,0%	0,0%	0,0%	0,0%	100,0%
<b>GRAND TOTAL</b>											

## NORTHERN CAPE

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	80	59	11	327	27	21	2	64	4	0	595
	13,4%	9,9%	1,8%	55,0%	4,5%	3,5%	0,3%	10,8%	0,7%	0,0%	100,0%
Senior Management	224	146	10	533	102	78	6	223	7	2	1331
	16,8%	11,0%	0,8%	40,0%	7,7%	5,9%	0,5%	16,8%	0,5%	0,2%	100,0%
Professionally qualified	1376	1186	49	1143	1337	1245	45	950	74	20	7425
	18,5%	16,0%	0,7%	15,4%	18,0%	16,8%	0,6%	12,8%	1,0%	0,3%	100,0%
Skilled	4624	3036	37	1728	4905	4144	28	1768	367	133	20770
	22,3%	14,6%	0,2%	8,3%	23,6%	20,0%	0,1%	8,5%	1,8%	0,6%	100,0%
Semi-skilled	9969	4122	13	558	4863	3169	22	657	188	100	23661
	42,1%	17,4%	0,1%	2,4%	20,6%	13,4%	0,1%	2,8%	0,8%	0,4%	100,0%
Unskilled	5885	2588	10	102	2152	1588	4	64	168	88	12649
	46,5%	20,5%	0,1%	0,8%	17,0%	12,6%	0,0%	0,5%	1,3%	0,7%	100,0%
<b>TOTAL PERMANENT</b>	<b>22158</b>	<b>11137</b>	<b>130</b>	<b>4391</b>	<b>13386</b>	<b>10245</b>	<b>107</b>	<b>3726</b>	<b>808</b>	<b>343</b>	<b>66431</b>
	<b>33,4%</b>	<b>16,8%</b>	<b>0,2%</b>	<b>6,6%</b>	<b>20,2%</b>	<b>15,4%</b>	<b>0,2%</b>	<b>5,6%</b>	<b>1,2%</b>	<b>0,5%</b>	<b>100,0%</b>
Temporary employees	8402	1907	7	81	9241	2578	1	77	291	111	22696
	37,0%	8,4%	0,0%	0,4%	40,7%	11,4%	0,0%	0,3%	1,3%	0,5%	100,0%
<b>GRAND TOTAL</b>	<b>30560</b>	<b>13044</b>	<b>137</b>	<b>4472</b>	<b>22627</b>	<b>12823</b>	<b>108</b>	<b>3803</b>	<b>1099</b>	<b>454</b>	<b>89127</b>

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	2	0	0	7	0	0	0	1	0	0	10
	20,0%	0,0%	0,0%	70,0%	0,0%	0,0%	0,0%	10,0%	0,0%	0,0%	100,0%
Senior Management	1	1	0	10	0	0	0	1	0	0	13
	7,7%	7,7%	0,0%	76,9%	0,0%	0,0%	0,0%	7,7%	0,0%	0,0%	100,0%
Professionally qualified	6	11	0	13	5	5	0	4	0	0	44
	13,6%	25,0%	0,0%	29,5%	11,4%	11,4%	0,0%	9,1%	0,0%	0,0%	100,0%
Skilled	31	31	3	35	20	14	1	7	0	0	142
	21,8%	21,8%	2,1%	24,6%	14,1%	9,9%	0,7%	4,9%	0,0%	0,0%	100,0%
Semi-skilled	54	28	0	7	26	20	0	11	0	0	146
	37,0%	19,2%	0,0%	4,8%	17,8%	13,7%	0,0%	7,5%	0,0%	0,0%	100,0%
Unskilled	79	23	2	3	58	13	2	2	0	0	182
	43,4%	12,6%	1,1%	1,6%	31,9%	7,1%	1,1%	1,1%	0,0%	0,0%	100,0%
<b>TOTAL PERMANENT</b>	<b>173</b>	<b>94</b>	<b>5</b>	<b>75</b>	<b>109</b>	<b>52</b>	<b>3</b>	<b>26</b>	<b>0</b>	<b>0</b>	<b>537</b>
	<b>32,2%</b>	<b>17,5%</b>	<b>0,9%</b>	<b>14,0%</b>	<b>20,3%</b>	<b>9,7%</b>	<b>0,6%</b>	<b>4,8%</b>	<b>0,0%</b>	<b>0,0%</b>	<b>100,0%</b>
Temporary employees	8	6	0	0	2	1	0	0	0	0	17
	47,1%	35,3%	0,0%	0,0%	11,8%	5,9%	0,0%	0,0%	0,0%	0,0%	100,0%
<b>GRAND TOTAL</b>	<b>181</b>	<b>100</b>	<b>5</b>	<b>75</b>	<b>111</b>	<b>53</b>	<b>3</b>	<b>26</b>	<b>0</b>	<b>0</b>	<b>554</b>

## NORTH WEST

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	240	11	29	558	88	3	11	145	12	3	1100
	21,8%	1,0%	2,6%	50,7%	8,0%	0,3%	1,0%	13,2%	1,1%	0,3%	100,0%
Senior Management	583	32	50	883	231	21	17	369	55	2	2243
	26,0%	1,4%	2,2%	39,4%	10,3%	0,9%	0,8%	16,5%	2,5%	0,1%	100,0%
Professionally qualified	3150	142	175	2550	3729	186	123	1885	296	89	12325
	25,6%	1,2%	1,4%	20,7%	30,3%	1,5%	1,0%	15,3%	2,4%	0,7%	100,0%
Skilled	15429	399	96	5723	10071	384	104	3655	972	37	36870
	41,8%	1,1%	0,3%	15,5%	27,3%	1,0%	0,3%	9,9%	2,6%	0,1%	100,0%
Semi-skilled	46051	586	45	1743	19602	692	43	2235	9790	93	80880
	56,9%	0,7%	0,1%	2,2%	24,2%	0,9%	0,1%	2,8%	12,1%	0,1%	100,0%
Unskilled	32838	328	7	355	17379	236	11	216	3743	578	55691
	59,0%	0,6%	0,0%	0,6%	31,2%	0,4%	0,0%	0,4%	6,7%	1,0%	100,0%
<b>TOTAL PERMANENT</b>	<b>98291</b>	<b>1498</b>	<b>402</b>	<b>11812</b>	<b>51100</b>	<b>1522</b>	<b>309</b>	<b>8505</b>	<b>14868</b>	<b>802</b>	<b>189109</b>
	<b>52,0%</b>	<b>0,8%</b>	<b>0,2%</b>	<b>6,2%</b>	<b>27,0%</b>	<b>0,8%</b>	<b>0,2%</b>	<b>4,5%</b>	<b>7,9%</b>	<b>0,4%</b>	<b>100,0%</b>
Temporary employees	9694	115	36	729	17254	121	28	620	249	310	29156
	33,2%	0,4%	0,1%	2,5%	59,2%	0,4%	0,1%	2,1%	0,9%	1,1%	100,0%
<b>GRAND TOTAL</b>	<b>107985</b>	<b>1613</b>	<b>438</b>	<b>12541</b>	<b>68354</b>	<b>1643</b>	<b>337</b>	<b>9125</b>	<b>15117</b>	<b>1112</b>	<b>218265</b>

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	1	0	0	9	1	0	1	3	0	0	15
	6,7%	0,0%	0,0%	60,0%	6,7%	0,0%	6,7%	20,0%	0,0%	0,0%	100,0%
Senior Management	11	0	2	24	2	0	0	11	1	0	51
	21,6%	0,0%	3,9%	47,1%	3,9%	0,0%	0,0%	21,6%	2,0%	0,0%	100,0%
Professionally qualified	13	1	1	45	10	1	1	24	2	0	98
	13,3%	1,0%	1,0%	45,9%	10,2%	1,0%	1,0%	24,5%	2,0%	0,0%	100,0%
Skilled	154	7	0	115	77	4	2	73	2	0	434
	35,5%	1,6%	0,0%	26,5%	17,7%	0,9%	0,5%	16,8%	0,5%	0,0%	100,0%
Semi-skilled	350	8	0	43	159	5	0	33	45	1	644
	54,3%	1,2%	0,0%	6,7%	24,7%	0,8%	0,0%	5,1%	7,0%	0,2%	100,0%
Unskilled	401	1	1	15	154	0	1	3	72	10	658
	60,9%	0,2%	0,2%	2,3%	23,4%	0,0%	0,2%	0,5%	10,9%	1,5%	100,0%
<b>TOTAL PERMANENT</b>	<b>930</b>	<b>17</b>	<b>4</b>	<b>251</b>	<b>403</b>	<b>10</b>	<b>5</b>	<b>147</b>	<b>122</b>	<b>11</b>	<b>1900</b>
	<b>48,9%</b>	<b>0,9%</b>	<b>0,2%</b>	<b>13,2%</b>	<b>21,2%</b>	<b>0,5%</b>	<b>0,3%</b>	<b>7,7%</b>	<b>6,4%</b>	<b>0,6%</b>	<b>100,0%</b>
Temporary employees	50	4	3	4	41	3	2	0	0	0	107
	46,7%	3,7%	2,8%	3,7%	38,3%	2,8%	1,9%	0,0%	0,0%	0,0%	100,0%
<b>GRAND TOTAL</b>	<b>980</b>	<b>21</b>	<b>7</b>	<b>255</b>	<b>444</b>	<b>13</b>	<b>7</b>	<b>147</b>	<b>122</b>	<b>11</b>	<b>2007</b>

## WESTERN CAPE

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	338	1052	302	7039	164	613	151	1709	238	46	11652
	2,9%	9,0%	2,6%	60,4%	1,4%	5,3%	1,3%	14,7%	2,0%	0,4%	100,0%
Senior Management	1331	3147	827	10188	764	2236	537	5327	484	197	25038
	5,3%	12,6%	3,3%	40,7%	3,1%	8,9%	2,1%	21,3%	1,9%	0,8%	100,0%
Professionally qualified	8366	12534	2352	20172	7775	12629	2046	17948	1734	696	86252
	9,7%	14,5%	2,7%	23,4%	9,0%	14,6%	2,4%	20,8%	2,0%	0,8%	100,0%
Skilled	41826	48462	3738	25548	40685	48005	4142	31811	4219	1913	250349
	16,7%	19,4%	1,5%	10,2%	16,3%	19,2%	1,7%	12,7%	1,7%	0,8%	100,0%
Semi-skilled	112854	76392	2610	9458	159228	90783	3731	16960	6421	2484	480921
	23,5%	15,9%	0,5%	2,0%	33,1%	18,9%	0,8%	3,5%	1,3%	0,5%	100,0%
Unskilled	86072	48821	585	1783	86421	48010	469	1101	6122	2875	282259
	30,5%	17,3%	0,2%	0,6%	30,6%	17,0%	0,2%	0,4%	2,2%	1,0%	100,0%
<b>TOTAL PERMANENT</b>	<b>250787</b>	<b>190408</b>	<b>10414</b>	<b>74188</b>	<b>295037</b>	<b>202276</b>	<b>11076</b>	<b>74856</b>	<b>19218</b>	<b>8211</b>	<b>1136471</b>
	<b>22,1%</b>	<b>16,8%</b>	<b>0,9%</b>	<b>6,5%</b>	<b>26,0%</b>	<b>17,8%</b>	<b>1,0%</b>	<b>6,6%</b>	<b>1,7%</b>	<b>0,7%</b>	<b>100,0%</b>
Temporary employees	33265	18888	370	2475	38820	24536	419	3198	4733	3182	129886
	25,6%	14,5%	0,3%	1,9%	29,9%	18,9%	0,3%	2,5%	3,6%	2,4%	100,0%
<b>GRAND TOTAL</b>	<b>284052</b>	<b>209296</b>	<b>10784</b>	<b>76663</b>	<b>333857</b>	<b>226812</b>	<b>11495</b>	<b>78054</b>	<b>23951</b>	<b>11393</b>	<b>1266357</b>

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	5	24	7	97	2	27	3	20	2	0	187
	2,7%	12,8%	3,7%	51,9%	1,1%	14,4%	1,6%	10,7%	1,1%	0,0%	100,0%
Senior Management	9	56	10	123	1	35	9	51	1	2	297
	3,0%	18,9%	3,4%	41,4%	0,3%	11,8%	3,0%	17,2%	0,3%	0,7%	100,0%
Professionally qualified	43	167	32	234	33	126	18	198	10	4	865
	5,0%	19,3%	3,7%	27,1%	3,8%	14,6%	2,1%	22,9%	1,2%	0,5%	100,0%
Skilled	247	623	44	407	223	470	50	408	10	7	2489
	9,9%	25,0%	1,8%	16,4%	9,0%	18,9%	2,0%	16,4%	0,4%	0,3%	100,0%
Semi-skilled	856	854	40	202	954	737	60	248	9	3	3963
	21,6%	21,5%	1,0%	5,1%	24,1%	18,6%	1,5%	6,3%	0,2%	0,1%	100,0%
Unskilled	1033	673	24	148	1105	523	14	91	6	7	3624
	28,5%	18,6%	0,7%	4,1%	30,5%	14,4%	0,4%	2,5%	0,2%	0,2%	100,0%
<b>TOTAL PERMANENT</b>	<b>2193</b>	<b>2397</b>	<b>157</b>	<b>1211</b>	<b>2318</b>	<b>1918</b>	<b>154</b>	<b>1016</b>	<b>38</b>	<b>23</b>	<b>11425</b>
	<b>19,2%</b>	<b>21,0%</b>	<b>1,4%</b>	<b>10,6%</b>	<b>20,3%</b>	<b>16,8%</b>	<b>1,3%</b>	<b>8,9%</b>	<b>0,3%</b>	<b>0,2%</b>	<b>100,0%</b>
Temporary employees	129	103	3	14	168	151	3	22	1	0	594
	21,7%	17,3%	0,5%	2,4%	28,3%	25,4%	0,5%	3,7%	0,2%	0,0%	100,0%
<b>GRAND TOTAL</b>	<b>2322</b>	<b>2500</b>	<b>160</b>	<b>1225</b>	<b>2486</b>	<b>2069</b>	<b>157</b>	<b>1038</b>	<b>39</b>	<b>23</b>	<b>12019</b>

## APPENDIX C: WORKFORCE PROFILE OF ALL EMPLOYERS BY SECTOR FOR 2019

### ACCOMMODATION AND FOOD SERVICE ACTIVITIES

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	109	33	68	909	77	35	47	382	56	7	1723
	6,3%	1,9%	3,9%	52,8%	4,5%	2,0%	2,7%	22,2%	3,3%	0,4%	100,0%
Senior Management	572	204	212	1382	597	282	127	1178	117	55	4726
	12,1%	4,3%	4,5%	29,2%	12,6%	6,0%	2,7%	24,9%	2,5%	1,2%	100,0%
Professionally qualified	2025	595	390	1800	2282	935	376	2144	322	184	11053
	18,3%	5,4%	3,5%	16,3%	20,6%	8,5%	3,4%	19,4%	2,9%	1,7%	100,0%
Skilled	10106	1648	658	2090	12591	2883	812	2948	1090	561	35387
	28,6%	4,7%	1,9%	5,9%	35,6%	8,1%	2,3%	8,3%	3,1%	1,6%	100,0%
Semi-skilled	30246	2871	484	1246	46534	5490	512	1937	2803	1530	93653
	32,3%	3,1%	0,5%	1,3%	49,7%	5,9%	0,5%	2,1%	3,0%	1,6%	100,0%
Unskilled	17354	1958	100	311	26328	4004	46	314	1261	782	52458
	33,1%	3,7%	0,2%	0,6%	50,2%	7,6%	0,1%	0,6%	2,4%	1,5%	100,0%
<b>TOTAL PERMANENT</b>	<b>60412</b>	<b>7309</b>	<b>1912</b>	<b>7738</b>	<b>88409</b>	<b>13629</b>	<b>1920</b>	<b>8903</b>	<b>5649</b>	<b>3119</b>	<b>199000</b>
	<b>30,4%</b>	<b>3,7%</b>	<b>1,0%</b>	<b>3,9%</b>	<b>44,4%</b>	<b>6,8%</b>	<b>1,0%</b>	<b>4,5%</b>	<b>2,8%</b>	<b>1,6%</b>	<b>100,0%</b>
Temporary employees	2807	308	56	304	3796	637	55	266	342	153	8724
	32,2%	3,5%	0,6%	3,5%	43,5%	7,3%	0,6%	3,0%	3,9%	1,8%	100,0%
<b>GRAND TOTAL</b>	<b>63219</b>	<b>7617</b>	<b>1968</b>	<b>8042</b>	<b>92205</b>	<b>14266</b>	<b>1975</b>	<b>9169</b>	<b>5991</b>	<b>3272</b>	<b>207724</b>

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	1	0	3	9	3	1	0	9	0	0	26
	3,8%	0,0%	11,5%	34,6%	11,5%	3,8%	0,0%	34,6%	0,0%	0,0%	100,0%
Senior Management	7	1	0	16	12	1	3	14	0	0	54
	13,0%	1,9%	0,0%	29,6%	22,2%	1,9%	5,6%	25,9%	0,0%	0,0%	100,0%
Professionally qualified	15	4	7	26	15	17	3	25	2	0	114
	13,2%	3,5%	6,1%	22,8%	13,2%	14,9%	2,6%	21,9%	1,8%	0,0%	100,0%
Skilled	66	13	12	27	70	22	7	54	1	1	273
	24,2%	4,8%	4,4%	9,9%	25,6%	8,1%	2,6%	19,8%	0,4%	0,4%	100,0%
Semi-skilled	253	30	9	33	297	42	14	33	2	1	714
	35,4%	4,2%	1,3%	4,6%	41,6%	5,9%	2,0%	4,6%	0,3%	0,1%	100,0%
Unskilled	156	49	2	13	203	47	3	6	1	2	482
	32,4%	10,2%	0,4%	2,7%	42,1%	9,8%	0,6%	1,2%	0,2%	0,4%	100,0%
<b>TOTAL PERMANENT</b>	<b>498</b>	<b>97</b>	<b>33</b>	<b>124</b>	<b>600</b>	<b>130</b>	<b>30</b>	<b>141</b>	<b>6</b>	<b>4</b>	<b>1663</b>
	<b>29,9%</b>	<b>5,8%</b>	<b>2,0%</b>	<b>7,5%</b>	<b>36,1%</b>	<b>7,8%</b>	<b>1,8%</b>	<b>8,5%</b>	<b>0,4%</b>	<b>0,2%</b>	<b>100,0%</b>
Temporary employees	18	0	0	2	20	3	0	0	0	0	43
	41,9%	0,0%	0,0%	4,7%	46,5%	7,0%	0,0%	0,0%	0,0%	0,0%	100,0%
<b>GRAND TOTAL</b>	<b>516</b>	<b>97</b>	<b>33</b>	<b>126</b>	<b>620</b>	<b>133</b>	<b>30</b>	<b>141</b>	<b>6</b>	<b>4</b>	<b>1706</b>

## ADMINISTRATIVE AND SUPPORT ACTIVITIES

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	421	72	127	770	218	63	60	246	33	4	2014
	20,9%	3,6%	6,3%	38,2%	10,8%	3,1%	3,0%	12,2%	1,6%	0,2%	100,0%
Senior Management	1230	242	251	1121	728	188	184	794	50	27	4815
	25,5%	5,0%	5,2%	23,3%	15,1%	3,9%	3,8%	16,5%	1,0%	0,6%	100,0%
Professionally qualified	4687	898	406	2097	3813	810	353	1812	144	53	15073
	31,1%	6,0%	2,7%	13,9%	25,3%	5,4%	2,3%	12,0%	1,0%	0,4%	100,0%
Skilled	28441	2600	1107	3167	16349	2634	851	3308	759	196	59412
	47,9%	4,4%	1,9%	5,3%	27,5%	4,4%	1,4%	5,6%	1,3%	0,3%	100,0%
Semi-skilled	103442	4742	918	1650	54977	5923	1021	2092	816	285	175866
	58,8%	2,7%	0,5%	0,9%	31,3%	3,4%	0,6%	1,2%	0,5%	0,2%	100,0%
Unskilled	37737	2800	320	307	27623	2706	156	131	957	320	73057
	51,7%	3,8%	0,4%	0,4%	37,8%	3,7%	0,2%	0,2%	1,3%	0,4%	100,0%
TOTAL PERMANENT	175958	11354	3129	9112	103708	12324	2625	8383	2759	885	330237
	53,3%	3,4%	0,9%	2,8%	31,4%	3,7%	0,8%	2,5%	0,8%	0,3%	100,0%
Temporary employees	100132	9714	1314	1686	164352	15100	1434	1913	732	249	296626
	33,8%	3,3%	0,4%	0,6%	55,4%	5,1%	0,5%	0,6%	0,2%	0,1%	100,0%
<b>GRAND TOTAL</b>	<b>276090</b>	<b>21068</b>	<b>4443</b>	<b>10798</b>	<b>268060</b>	<b>27424</b>	<b>4059</b>	<b>10296</b>	<b>3491</b>	<b>1134</b>	<b>626863</b>

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	2	1	4	12	1	2	2	1	0	0	25
	8,0%	4,0%	16,0%	48,0%	4,0%	8,0%	8,0%	4,0%	0,0%	0,0%	100,0%
Senior Management	15	5	5	15	8	4	6	7	1	0	66
	22,7%	7,6%	7,6%	22,7%	12,1%	6,1%	9,1%	10,6%	1,5%	0,0%	100,0%
Professionally qualified	51	15	7	28	37	10	2	33	0	0	183
	27,9%	8,2%	3,8%	15,3%	20,2%	5,5%	1,1%	18,0%	0,0%	0,0%	100,0%
Skilled	177	16	11	46	137	31	9	47	2	0	476
	37,2%	3,4%	2,3%	9,7%	28,8%	6,5%	1,9%	9,9%	0,4%	0,0%	100,0%
Semi-skilled	299	22	9	25	249	30	11	29	2	0	676
	44,2%	3,3%	1,3%	3,7%	36,8%	4,4%	1,6%	4,3%	0,3%	0,0%	100,0%
Unskilled	278	30	1	3	262	20	3	0	1	0	598
	46,5%	5,0%	0,2%	0,5%	43,8%	3,3%	0,5%	0,0%	0,2%	0,0%	100,0%
TOTAL PERMANENT	822	89	37	129	694	97	33	117	6	0	2024
	40,6%	4,4%	1,8%	6,4%	34,3%	4,8%	1,6%	5,8%	0,3%	0,0%	100,0%
Temporary employees	574	57	5	11	613	66	5	16	0	0	1347
	42,6%	4,2%	0,4%	0,8%	45,5%	4,9%	0,4%	1,2%	0,0%	0,0%	100,0%
<b>GRAND TOTAL</b>	<b>1396</b>	<b>146</b>	<b>42</b>	<b>140</b>	<b>1307</b>	<b>163</b>	<b>38</b>	<b>133</b>	<b>6</b>	<b>0</b>	<b>3371</b>

## AGRICULTURE, FORESTRY & FISHING

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	256	168	54	3730	108	103	15	712	41	9	5196
	4,9%	3,2%	1,0%	71,8%	2,1%	2,0%	0,3%	13,7%	0,8%	0,2%	100,0%
Senior Management	815	333	129	4598	331	158	56	1554	91	20	8085
	10,1%	4,1%	1,6%	56,9%	4,1%	2,0%	0,7%	19,2%	1,1%	0,2%	100,0%
Professionally qualified	4104	1154	378	6972	2454	640	291	3951	258	56	20258
	20,3%	5,7%	1,9%	34,4%	12,1%	3,2%	1,4%	19,5%	1,3%	0,3%	100,0%
Skilled	18988	6563	786	8549	8458	3753	576	6697	1093	185	55648
	34,1%	11,8%	1,4%	15,4%	15,2%	6,7%	1,0%	12,0%	2,0%	0,3%	100,0%
Semi-skilled	62079	17555	457	2542	23755	9229	364	3807	3301	630	123719
	50,2%	14,2%	0,4%	2,1%	19,2%	7,5%	0,3%	3,1%	2,7%	0,5%	100,0%
Unskilled	94293	19412	74	480	75579	20132	27	211	13297	5139	228644
	41,2%	8,5%	0,0%	0,2%	33,1%	8,8%	0,0%	0,1%	5,8%	2,2%	100,0%
<b>TOTAL PERMANENT</b>	<b>180535</b>	<b>45185</b>	<b>1878</b>	<b>26871</b>	<b>110685</b>	<b>34015</b>	<b>1329</b>	<b>16932</b>	<b>18081</b>	<b>6039</b>	<b>441550</b>
	<b>40,9%</b>	<b>10,2%</b>	<b>0,4%</b>	<b>6,1%</b>	<b>25,1%</b>	<b>7,7%</b>	<b>0,3%</b>	<b>3,8%</b>	<b>4,1%</b>	<b>1,4%</b>	<b>100,0%</b>
Temporary employees	61278	13327	33	568	73011	19743	18	342	13171	5131	186622
	32,8%	7,1%	0,0%	0,3%	39,1%	10,6%	0,0%	0,2%	7,1%	2,7%	100,0%
<b>GRAND TOTAL</b>	<b>241813</b>	<b>58512</b>	<b>1911</b>	<b>27439</b>	<b>183696</b>	<b>53758</b>	<b>1347</b>	<b>17274</b>	<b>31252</b>	<b>11170</b>	<b>628172</b>

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	7,4%	0,0%	1,5%	72,1%	1,5%	10,3%	0,0%	7,4%	0,0%	0,0%	100,0%
	9	4	2	72	1	2	2	16	2	0	110
Senior Management	8,2%	3,6%	1,8%	65,5%	0,9%	1,8%	1,8%	14,5%	1,8%	0,0%	100,0%
	51	19	9	92	33	4	2	33	1	0	244
Professionally qualified	20,9%	7,8%	3,7%	37,7%	13,5%	1,6%	0,8%	13,5%	0,4%	0,0%	100,0%
	228	93	10	114	91	34	3	82	2	3	660
Skilled	34,5%	14,1%	1,5%	17,3%	13,8%	5,2%	0,5%	12,4%	0,3%	0,5%	100,0%
	644	165	5	44	311	80	7	52	20	4	1332
Semi-skilled	48,3%	12,4%	0,4%	3,3%	23,3%	6,0%	0,5%	3,9%	1,5%	0,3%	100,0%
	757	194	0	15	607	141	0	7	41	20	1782
Unskilled	42,5%	10,9%	0,0%	0,8%	34,1%	7,9%	0,0%	0,4%	2,3%	1,1%	100,0%
	1694	475	27	386	1044	268	14	195	66	27	4196
<b>TOTAL PERMANENT</b>	<b>40,4%</b>	<b>11,3%</b>	<b>0,6%</b>	<b>9,2%</b>	<b>24,9%</b>	<b>6,4%</b>	<b>0,3%</b>	<b>4,6%</b>	<b>1,6%</b>	<b>0,6%</b>	<b>100,0%</b>
	<b>122</b>	<b>40</b>	<b>0</b>	<b>6</b>	<b>144</b>	<b>39</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>7</b>	<b>361</b>
Temporary employees	33,8%	11,1%	0,0%	1,7%	39,9%	10,8%	0,3%	0,3%	0,3%	1,9%	100,0%
	1816	515	27	392	1188	307	15	196	67	34	4557
<b>GRAND TOTAL</b>	<b>7,4%</b>	<b>0,0%</b>	<b>1,5%</b>	<b>72,1%</b>	<b>1,5%</b>	<b>10,3%</b>	<b>0,0%</b>	<b>7,4%</b>	<b>0,0%</b>	<b>0,0%</b>	<b>100,0%</b>



## ARTS, ENTERTAINMENT AND RECREATION

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	394	70	70	603	207	32	48	250	42	11	1727
	22,8%	4,1%	4,1%	34,9%	12,0%	1,9%	2,8%	14,5%	2,4%	0,6%	100,0%
Senior Management	1372	230	282	969	903	175	164	726	54	40	4915
	27,9%	4,7%	5,7%	19,7%	18,4%	3,6%	3,3%	14,8%	1,1%	0,8%	100,0%
Professionally qualified	12056	751	1979	2162	12520	790	2383	2449	236	161	35487
	34,0%	2,1%	5,6%	6,1%	35,3%	2,2%	6,7%	6,9%	0,7%	0,5%	100,0%
Skilled	50862	2126	3140	3129	95057	2366	5798	5089	866	384	168817
	30,1%	1,3%	1,9%	1,9%	56,3%	1,4%	3,4%	3,0%	0,5%	0,2%	100,0%
Semi-skilled	45774	2801	1771	1261	40152	3122	1583	1756	582	346	99148
	46,2%	2,8%	1,8%	1,3%	40,5%	3,1%	1,6%	1,8%	0,6%	0,3%	100,0%
Unskilled	23222	1676	460	266	17436	1354	226	213	220	119	45192
	51,4%	3,7%	1,0%	0,6%	38,6%	3,0%	0,5%	0,5%	0,5%	0,3%	100,0%
<b>TOTAL PERMANENT</b>	<b>133680</b>	<b>7654</b>	<b>7702</b>	<b>8390</b>	<b>166275</b>	<b>7839</b>	<b>10202</b>	<b>10483</b>	<b>2000</b>	<b>1061</b>	<b>355286</b>
	<b>37,6%</b>	<b>2,2%</b>	<b>2,2%</b>	<b>2,4%</b>	<b>46,8%</b>	<b>2,2%</b>	<b>2,9%</b>	<b>3,0%</b>	<b>0,6%</b>	<b>0,3%</b>	<b>100,0%</b>
Temporary employees	11137	1313	535	590	22530	693	811	715	334	172	38830
	28,7%	3,4%	1,4%	1,5%	58,0%	1,8%	2,1%	1,8%	0,9%	0,4%	100,0%
<b>GRAND TOTAL</b>	<b>144817</b>	<b>8967</b>	<b>8237</b>	<b>8980</b>	<b>188805</b>	<b>8532</b>	<b>11013</b>	<b>11198</b>	<b>2334</b>	<b>1233</b>	<b>394116</b>

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	7	3	1	9	3	3	2	2	0	0	30
	23,3%	10,0%	3,3%	30,0%	10,0%	10,0%	6,7%	6,7%	0,0%	0,0%	100,0%
Senior Management	18	4	3	21	10	2	0	8	0	0	66
	27,3%	6,1%	4,5%	31,8%	15,2%	3,0%	0,0%	12,1%	0,0%	0,0%	100,0%
Professionally qualified	75	7	6	32	50	11	6	36	0	0	223
	33,6%	3,1%	2,7%	14,3%	22,4%	4,9%	2,7%	16,1%	0,0%	0,0%	100,0%
Skilled	149	23	31	45	159	23	26	66	0	4	526
	28,3%	4,4%	5,9%	8,6%	30,2%	4,4%	4,9%	12,5%	0,0%	0,8%	100,0%
Semi-skilled	315	25	46	27	289	27	9	32	1	1	772
	40,8%	3,2%	6,0%	3,5%	37,4%	3,5%	1,2%	4,1%	0,1%	0,1%	100,0%
Unskilled	130	25	18	83	146	32	12	55	0	0	501
	25,9%	5,0%	3,6%	16,6%	29,1%	6,4%	2,4%	11,0%	0,0%	0,0%	100,0%
<b>TOTAL PERMANENT</b>	<b>694</b>	<b>87</b>	<b>105</b>	<b>217</b>	<b>657</b>	<b>98</b>	<b>55</b>	<b>199</b>	<b>1</b>	<b>5</b>	<b>2118</b>
	<b>32,8%</b>	<b>4,1%</b>	<b>5,0%</b>	<b>10,2%</b>	<b>31,0%</b>	<b>4,6%</b>	<b>2,6%</b>	<b>9,4%</b>	<b>0,0%</b>	<b>0,2%</b>	<b>100,0%</b>
Temporary employees	26	3	5	1	23	4	1	3	0	0	66
	39,4%	4,5%	7,6%	1,5%	34,8%	6,1%	1,5%	4,5%	0,0%	0,0%	100,0%
<b>GRAND TOTAL</b>	<b>720</b>	<b>90</b>	<b>110</b>	<b>218</b>	<b>680</b>	<b>102</b>	<b>56</b>	<b>202</b>	<b>1</b>	<b>5</b>	<b>2184</b>

## CONSTRUCTION

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	838	328	340	3110	372	128	150	362	118	20	5766
	14,5%	5,7%	5,9%	53,9%	6,5%	2,2%	2,6%	6,3%	2,0%	0,3%	100,0%
Senior Management	2034	632	540	4333	887	211	200	1093	214	43	10187
	20,0%	6,2%	5,3%	42,5%	8,7%	2,1%	2,0%	10,7%	2,1%	0,4%	100,0%
Professionally qualified	7913	1852	1124	8364	3403	508	477	2700	729	124	27194
	29,1%	6,8%	4,1%	30,8%	12,5%	1,9%	1,8%	9,9%	2,7%	0,5%	100,0%
Skilled	39084	5370	1592	9546	12154	1763	999	4709	1876	148	77241
	50,6%	7,0%	2,1%	12,4%	15,7%	2,3%	1,3%	6,1%	2,4%	0,2%	100,0%
Semi-skilled	60673	5068	580	2328	13405	1453	481	2230	2117	107	88442
	68,6%	5,7%	0,7%	2,6%	15,2%	1,6%	0,5%	2,5%	2,4%	0,1%	100,0%
Unskilled	47717	3919	129	505	17475	890	42	150	1912	144	72883
	65,5%	5,4%	0,2%	0,7%	24,0%	1,2%	0,1%	0,2%	2,6%	0,2%	100,0%
TOTAL PERMANENT	158259	17169	4305	28186	47696	4953	2349	11244	6966	586	281713
	56,2%	6,1%	1,5%	10,0%	16,9%	1,8%	0,8%	4,0%	2,5%	0,2%	100,0%
Temporary employees	28918	2970	175	1295	11296	838	55	300	500	73	46420
	62,3%	6,4%	0,4%	2,8%	24,3%	1,8%	0,1%	0,6%	1,1%	0,2%	100,0%
<b>GRAND TOTAL</b>	<b>187177</b>	<b>20139</b>	<b>4480</b>	<b>29481</b>	<b>58992</b>	<b>5791</b>	<b>2404</b>	<b>11544</b>	<b>7466</b>	<b>659</b>	<b>328133</b>

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	11	11	10	41	7	6	6	4	1	0	97
	11,3%	11,3%	10,3%	42,3%	7,2%	6,2%	6,2%	4,1%	1,0%	0,0%	100,0%
Senior Management	16	21	19	47	6	4	4	15	1	0	133
	12,0%	15,8%	14,3%	35,3%	4,5%	3,0%	3,0%	11,3%	0,8%	0,0%	100,0%
Professionally qualified	67	22	17	80	25	7	6	23	2	0	249
	26,9%	8,8%	6,8%	32,1%	10,0%	2,8%	2,4%	9,2%	0,8%	0,0%	100,0%
Skilled	324	59	21	123	111	19	13	61	4	0	735
	44,1%	8,0%	2,9%	16,7%	15,1%	2,6%	1,8%	8,3%	0,5%	0,0%	100,0%
Semi-skilled	455	54	6	47	243	20	11	30	5	0	871
	52,2%	6,2%	0,7%	5,4%	27,9%	2,3%	1,3%	3,4%	0,6%	0,0%	100,0%
Unskilled	240	11	5	6	180	9	4	5	4	0	464
	51,7%	2,4%	1,1%	1,3%	38,8%	1,9%	0,9%	1,1%	0,9%	0,0%	100,0%
TOTAL PERMANENT	1113	178	78	344	572	65	44	138	17	0	2549
	43,7%	7,0%	3,1%	13,5%	22,4%	2,6%	1,7%	5,4%	0,7%	0,0%	100,0%
Temporary employees	121	26	8	12	81	19	6	2	1	0	276
	43,8%	9,4%	2,9%	4,3%	29,3%	6,9%	2,2%	0,7%	0,4%	0,0%	100,0%
<b>GRAND TOTAL</b>	<b>1234</b>	<b>204</b>	<b>86</b>	<b>356</b>	<b>653</b>	<b>84</b>	<b>50</b>	<b>140</b>	<b>18</b>	<b>0</b>	<b>2825</b>

## EDUCATION

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	116	38	52	399	84	38	37	379	26	18	1187
	9,8%	3,2%	4,4%	33,6%	7,1%	3,2%	3,1%	31,9%	2,2%	1,5%	100,0%
Senior Management	559	175	148	985	420	151	168	1502	192	93	4393
	12,7%	4,0%	3,4%	22,4%	9,6%	3,4%	3,8%	34,2%	4,4%	2,1%	100,0%
Professionally qualified	14553	3097	930	7187	17811	2940	1532	14680	1628	733	65091
	22,4%	4,8%	1,4%	11,0%	27,4%	4,5%	2,4%	22,6%	2,5%	1,1%	100,0%
Skilled	37301	7411	1196	8381	88457	14519	3346	27905	2337	1532	192385
	19,4%	3,9%	0,6%	4,4%	46,0%	7,5%	1,7%	14,5%	1,2%	0,8%	100,0%
Semi-skilled	17434	4659	232	1655	26233	12580	645	8000	392	362	72192
	24,1%	6,5%	0,3%	2,3%	36,3%	17,4%	0,9%	11,1%	0,5%	0,5%	100,0%
Unskilled	14693	3043	44	435	19009	3502	64	566	208	133	41697
	35,2%	7,3%	0,1%	1,0%	45,6%	8,4%	0,2%	1,4%	0,5%	0,3%	100,0%
<b>TOTAL PERMANENT</b>	<b>84656</b>	<b>18423</b>	<b>2602</b>	<b>19042</b>	<b>152014</b>	<b>33730</b>	<b>5792</b>	<b>53032</b>	<b>4783</b>	<b>2871</b>	<b>376945</b>
	<b>22,5%</b>	<b>4,9%</b>	<b>0,7%</b>	<b>5,1%</b>	<b>40,3%</b>	<b>8,9%</b>	<b>1,5%</b>	<b>14,1%</b>	<b>1,3%</b>	<b>0,8%</b>	<b>100,0%</b>
Temporary employees	15678	961	428	3894	29098	1634	723	6226	2249	1222	62113
	25,2%	1,5%	0,7%	6,3%	46,8%	2,6%	1,2%	10,0%	3,6%	2,0%	100,0%
<b>GRAND TOTAL</b>	<b>100334</b>	<b>19384</b>	<b>3030</b>	<b>22936</b>	<b>181112</b>	<b>35364</b>	<b>6515</b>	<b>59258</b>	<b>7032</b>	<b>4093</b>	<b>439058</b>

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	2	0	0	7	0	1	2	4	0	0	16
	12,5%	0,0%	0,0%	43,8%	0,0%	6,3%	12,5%	25,0%	0,0%	0,0%	100,0%
Senior Management	4	1	1	22	2	0	0	18	0	0	48
	8,3%	2,1%	2,1%	45,8%	4,2%	0,0%	0,0%	37,5%	0,0%	0,0%	100,0%
Professionally qualified	188	29	30	168	259	23	30	225	12	6	970
	19,4%	3,0%	3,1%	17,3%	26,7%	2,4%	3,1%	23,2%	1,2%	0,6%	100,0%
Skilled	430	60	22	179	1006	84	65	423	13	14	2296
	18,7%	2,6%	1,0%	7,8%	43,8%	3,7%	2,8%	18,4%	0,6%	0,6%	100,0%
Semi-skilled	170	28	4	23	181	40	9	61	2	0	518
	32,8%	5,4%	0,8%	4,4%	34,9%	7,7%	1,7%	11,8%	0,4%	0,0%	100,0%
Unskilled	218	24	8	16	193	30	5	3	1	0	498
	43,8%	4,8%	1,6%	3,2%	38,8%	6,0%	1,0%	0,6%	0,2%	0,0%	100,0%
<b>TOTAL PERMANENT</b>	<b>1012</b>	<b>142</b>	<b>65</b>	<b>415</b>	<b>1641</b>	<b>178</b>	<b>111</b>	<b>734</b>	<b>28</b>	<b>20</b>	<b>4346</b>
	<b>23,3%</b>	<b>3,3%</b>	<b>1,5%</b>	<b>9,5%</b>	<b>37,8%</b>	<b>4,1%</b>	<b>2,6%</b>	<b>16,9%</b>	<b>0,6%</b>	<b>0,5%</b>	<b>100,0%</b>
Temporary employees	113	10	7	33	147	17	4	40	6	9	386
	29,3%	2,6%	1,8%	8,5%	38,1%	4,4%	1,0%	10,4%	1,6%	2,3%	100,0%
<b>GRAND TOTAL</b>	<b>1125</b>	<b>152</b>	<b>72</b>	<b>448</b>	<b>1788</b>	<b>195</b>	<b>115</b>	<b>774</b>	<b>34</b>	<b>29</b>	<b>4732</b>

## ELECTRICITY, GAS, STEAM AND AIR CONDITIONING SUPPLY

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	132	42	77	449	90	20	32	89	33	1	965
	13,7%	4,4%	8,0%	46,5%	9,3%	2,1%	3,3%	9,2%	3,4%	0,1%	100,0%
Senior Management	874	128	224	909	578	89	108	361	80	14	3365
	26,0%	3,8%	6,7%	27,0%	17,2%	2,6%	3,2%	10,7%	2,4%	0,4%	100,0%
Professionally qualified	4243	756	899	3511	3419	413	424	1210	169	36	15080
	28,1%	5,0%	6,0%	23,3%	22,7%	2,7%	2,8%	8,0%	1,1%	0,2%	100,0%
Skilled	21706	2925	1367	6484	12766	1444	818	2572	359	51	50492
	43,0%	5,8%	2,7%	12,8%	25,3%	2,9%	1,6%	5,1%	0,7%	0,1%	100,0%
Semi-skilled	27427	2545	538	1531	12427	1439	465	1635	523	39	48569
	56,5%	5,2%	1,1%	3,2%	25,6%	3,0%	1,0%	3,4%	1,1%	0,1%	100,0%
Unskilled	9276	917	71	263	4269	139	20	67	221	22	15265
	60,8%	6,0%	0,5%	1,7%	28,0%	0,9%	0,1%	0,4%	1,4%	0,1%	100,0%
<b>TOTAL PERMANENT</b>	<b>63658</b>	<b>7313</b>	<b>3176</b>	<b>13147</b>	<b>33549</b>	<b>3544</b>	<b>1867</b>	<b>5934</b>	<b>1385</b>	<b>163</b>	<b>133736</b>
	<b>47,6%</b>	<b>5,5%</b>	<b>2,4%</b>	<b>9,8%</b>	<b>25,1%</b>	<b>2,6%</b>	<b>1,4%</b>	<b>4,4%</b>	<b>1,0%</b>	<b>0,1%</b>	<b>100,0%</b>
Temporary employees	3980	143	25	116	7654	95	21	44	39	4	12121
	32,8%	1,2%	0,2%	1,0%	63,1%	0,8%	0,2%	0,4%	0,3%	0,0%	100,0%
<b>GRAND TOTAL</b>	<b>67638</b>	<b>7456</b>	<b>3201</b>	<b>13263</b>	<b>41203</b>	<b>3639</b>	<b>1888</b>	<b>5978</b>	<b>1424</b>	<b>167</b>	<b>145857</b>

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	2	0	3	4	1	0	1	2	0	0	13
	15,4%	0,0%	23,1%	30,8%	7,7%	0,0%	7,7%	15,4%	0,0%	0,0%	100,0%
Senior Management	5	1	6	27	7	2	2	6	0	0	56
	8,9%	1,8%	10,7%	48,2%	12,5%	3,6%	3,6%	10,7%	0,0%	0,0%	100,0%
Professionally qualified	47	11	14	89	36	6	8	27	0	0	238
	19,7%	4,6%	5,9%	37,4%	15,1%	2,5%	3,4%	11,3%	0,0%	0,0%	100,0%
Skilled	299	50	31	303	186	24	10	77	2	0	982
	30,4%	5,1%	3,2%	30,9%	18,9%	2,4%	1,0%	7,8%	0,2%	0,0%	100,0%
Semi-skilled	465	64	19	49	192	24	10	54	1	0	878
	53,0%	7,3%	2,2%	5,6%	21,9%	2,7%	1,1%	6,2%	0,1%	0,0%	100,0%
Unskilled	75	13	4	5	77	12	1	3	0	0	190
	39,5%	6,8%	2,1%	2,6%	40,5%	6,3%	0,5%	1,6%	0,0%	0,0%	100,0%
<b>TOTAL PERMANENT</b>	<b>893</b>	<b>139</b>	<b>77</b>	<b>477</b>	<b>499</b>	<b>68</b>	<b>32</b>	<b>169</b>	<b>3</b>	<b>0</b>	<b>2357</b>
	<b>37,9%</b>	<b>5,9%</b>	<b>3,3%</b>	<b>20,2%</b>	<b>21,2%</b>	<b>2,9%</b>	<b>1,4%</b>	<b>7,2%</b>	<b>0,1%</b>	<b>0,0%</b>	<b>100,0%</b>
Temporary employees	20	2	0	0	15	2	1	0	0	0	40
	50,0%	5,0%	0,0%	0,0%	37,5%	5,0%	2,5%	0,0%	0,0%	0,0%	100,0%
<b>GRAND TOTAL</b>	<b>913</b>	<b>141</b>	<b>77</b>	<b>477</b>	<b>514</b>	<b>70</b>	<b>33</b>	<b>169</b>	<b>3</b>	<b>0</b>	<b>2397</b>

## FINANCIAL AND INSURANCE ACTIVITIES

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	541	160	346	2489	323	116	174	639	163	37	4988
	10,8%	3,2%	6,9%	49,9%	6,5%	2,3%	3,5%	12,8%	3,3%	0,7%	100,0%
Senior Management	2407	889	1955	7335	1889	799	1390	4330	752	331	22077
	10,9%	4,0%	8,9%	33,2%	8,6%	3,6%	6,3%	19,6%	3,4%	1,5%	100,0%
Professionally qualified	14332	4702	6328	16020	14384	5832	6464	15198	1430	894	85584
	16,7%	5,5%	7,4%	18,7%	16,8%	6,8%	7,6%	17,8%	1,7%	1,0%	100,0%
Skilled	35881	9982	5839	11601	52560	19076	9219	20930	1103	1013	167204
	21,5%	6,0%	3,5%	6,9%	31,4%	11,4%	5,5%	12,5%	0,7%	0,6%	100,0%
Semi-skilled	46326	6028	2352	2808	58101	12808	4111	7235	632	565	140966
	32,9%	4,3%	1,7%	2,0%	41,2%	9,1%	2,9%	5,1%	0,4%	0,4%	100,0%
Unskilled	8595	761	52	124	5672	505	36	88	253	82	16168
	53,2%	4,7%	0,3%	0,8%	35,1%	3,1%	0,2%	0,5%	1,6%	0,5%	100,0%
<b>TOTAL PERMANENT</b>	<b>108082</b>	<b>22522</b>	<b>16872</b>	<b>40377</b>	<b>132929</b>	<b>39136</b>	<b>21394</b>	<b>48420</b>	<b>4333</b>	<b>2922</b>	<b>436987</b>
	<b>24,7%</b>	<b>5,2%</b>	<b>3,9%</b>	<b>9,2%</b>	<b>30,4%</b>	<b>9,0%</b>	<b>4,9%</b>	<b>11,1%</b>	<b>1,0%</b>	<b>0,7%</b>	<b>100,0%</b>
Temporary employees	6055	630	289	622	5823	848	303	625	149	65	15409
	39,3%	4,1%	1,9%	4,0%	37,8%	5,5%	2,0%	4,1%	1,0%	0,4%	100,0%
<b>GRAND TOTAL</b>	<b>114137</b>	<b>23152</b>	<b>17161</b>	<b>40999</b>	<b>138752</b>	<b>39984</b>	<b>21697</b>	<b>49045</b>	<b>4482</b>	<b>2987</b>	<b>452396</b>

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	3	7	8	31	2	2	2	7	4	0	66
	4,5%	10,6%	12,1%	47,0%	3,0%	3,0%	3,0%	10,6%	6,1%	0,0%	100,0%
Senior Management	16	11	12	96	14	14	18	50	4	1	236
	6,8%	4,7%	5,1%	40,7%	5,9%	5,9%	7,6%	21,2%	1,7%	0,4%	100,0%
Professionally qualified	102	57	79	315	86	71	83	286	3	4	1086
	9,4%	5,2%	7,3%	29,0%	7,9%	6,5%	7,6%	26,3%	0,3%	0,4%	100,0%
Skilled	329	121	78	206	480	251	127	437	6	6	2041
	16,1%	5,9%	3,8%	10,1%	23,5%	12,3%	6,2%	21,4%	0,3%	0,3%	100,0%
Semi-skilled	433	83	33	67	597	150	87	179	6	5	1640
	26,4%	5,1%	2,0%	4,1%	36,4%	9,1%	5,3%	10,9%	0,4%	0,3%	100,0%
Unskilled	246	13	2	2	344	21	4	7	0	0	639
	38,5%	2,0%	0,3%	0,3%	53,8%	3,3%	0,6%	1,1%	0,0%	0,0%	100,0%
<b>TOTAL PERMANENT</b>	<b>1129</b>	<b>292</b>	<b>212</b>	<b>717</b>	<b>1523</b>	<b>509</b>	<b>321</b>	<b>966</b>	<b>23</b>	<b>16</b>	<b>5708</b>
	<b>19,8%</b>	<b>5,1%</b>	<b>3,7%</b>	<b>12,6%</b>	<b>26,7%</b>	<b>8,9%</b>	<b>5,6%</b>	<b>16,9%</b>	<b>0,4%</b>	<b>0,3%</b>	<b>100,0%</b>
Temporary employees	107	12	2	2	148	10	3	3	0	0	287
	37,3%	4,2%	0,7%	0,7%	51,6%	3,5%	1,0%	1,0%	0,0%	0,0%	100,0%
<b>GRAND TOTAL</b>	<b>1236</b>	<b>304</b>	<b>214</b>	<b>719</b>	<b>1671</b>	<b>519</b>	<b>324</b>	<b>969</b>	<b>23</b>	<b>16</b>	<b>5995</b>

## HUMAN HEALTH AND SOCIAL WORK ACTIVITIES

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	254	64	182	1166	209	71	141	602	65	35	2789
	9,1%	2,3%	6,5%	41,8%	7,5%	2,5%	5,1%	21,6%	2,3%	1,3%	100,0%
Senior Management	981	211	267	1221	1031	290	357	1715	111	83	6267
	15,7%	3,4%	4,3%	19,5%	16,5%	4,6%	5,7%	27,4%	1,8%	1,3%	100,0%
Professionally qualified	14060	2006	2650	6128	40256	6185	4924	11640	1566	947	90362
	15,6%	2,2%	2,9%	6,8%	44,5%	6,8%	5,4%	12,9%	1,7%	1,0%	100,0%
Skilled	30194	4209	2195	4306	91077	14192	5405	18331	782	1142	171833
	17,6%	2,4%	1,3%	2,5%	53,0%	8,3%	3,1%	10,7%	0,5%	0,7%	100,0%
Semi-skilled	55272	7037	2601	3002	125996	16696	4687	9788	360	383	225822
	24,5%	3,1%	1,2%	1,3%	55,8%	7,4%	2,1%	4,3%	0,2%	0,2%	100,0%
Unskilled	17887	2124	197	472	33818	3886	264	422	393	391	59854
	29,9%	3,5%	0,3%	0,8%	56,5%	6,5%	0,4%	0,7%	0,7%	0,7%	100,0%
<b>TOTAL PERMANENT</b>	<b>118648</b>	<b>15651</b>	<b>8092</b>	<b>16295</b>	<b>292387</b>	<b>41320</b>	<b>15778</b>	<b>42498</b>	<b>3277</b>	<b>2981</b>	<b>556927</b>
	<b>21,3%</b>	<b>2,8%</b>	<b>1,5%</b>	<b>2,9%</b>	<b>52,5%</b>	<b>7,4%</b>	<b>2,8%</b>	<b>7,6%</b>	<b>0,6%</b>	<b>0,5%</b>	<b>100,0%</b>
Temporary employees	10861	1125	490	1201	51505	4139	873	3108	341	349	73992
	14,7%	1,5%	0,7%	1,6%	69,6%	5,6%	1,2%	4,2%	0,5%	0,5%	100,0%
<b>GRAND TOTAL</b>	<b>129509</b>	<b>16776</b>	<b>8582</b>	<b>17496</b>	<b>343892</b>	<b>45459</b>	<b>16651</b>	<b>45606</b>	<b>3618</b>	<b>3330</b>	<b>630919</b>

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	9	0	2	13	2	3	3	8	2	1	43
	20,9%	0,0%	4,7%	30,2%	4,7%	7,0%	7,0%	18,6%	4,7%	2,3%	100,0%
Senior Management	16	1	3	16	6	7	4	21	1	0	75
	21,3%	1,3%	4,0%	21,3%	8,0%	9,3%	5,3%	28,0%	1,3%	0,0%	100,0%
Professionally qualified	106	21	20	67	291	59	37	166	6	6	779
	13,6%	2,7%	2,6%	8,6%	37,4%	7,6%	4,7%	21,3%	0,8%	0,8%	100,0%
Skilled	341	49	38	129	584	89	51	356	4	5	1646
	20,7%	3,0%	2,3%	7,8%	35,5%	5,4%	3,1%	21,6%	0,2%	0,3%	100,0%
Semi-skilled	704	107	65	110	1046	151	90	310	2	0	2585
	27,2%	4,1%	2,5%	4,3%	40,5%	5,8%	3,5%	12,0%	0,1%	0,0%	100,0%
Unskilled	399	29	8	42	453	48	7	20	0	2	1008
	39,6%	2,9%	0,8%	4,2%	44,9%	4,8%	0,7%	2,0%	0,0%	0,2%	100,0%
<b>TOTAL PERMANENT</b>	<b>1575</b>	<b>207</b>	<b>136</b>	<b>377</b>	<b>2382</b>	<b>357</b>	<b>192</b>	<b>881</b>	<b>15</b>	<b>14</b>	<b>6136</b>
	<b>25,7%</b>	<b>3,4%</b>	<b>2,2%</b>	<b>6,1%</b>	<b>38,8%</b>	<b>5,8%</b>	<b>3,1%</b>	<b>14,4%</b>	<b>0,2%</b>	<b>0,2%</b>	<b>100,0%</b>
Temporary employees	104	5	2	6	136	12	2	9	8	6	290
	35,9%	1,7%	0,7%	2,1%	46,9%	4,1%	0,7%	3,1%	2,8%	2,1%	100,0%
<b>GRAND TOTAL</b>	<b>1679</b>	<b>212</b>	<b>138</b>	<b>383</b>	<b>2518</b>	<b>369</b>	<b>194</b>	<b>890</b>	<b>23</b>	<b>20</b>	<b>6426</b>

## INFORMATION AND COMMUNICATION

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	373	143	420	2477	256	123	200	638	189	40	4859
	7,7%	2,9%	8,6%	51,0%	5,3%	2,5%	4,1%	13,1%	3,9%	0,8%	100,0%
Senior Management	1104	507	1049	4206	812	412	521	2261	578	146	11596
	9,5%	4,4%	9,0%	36,3%	7,0%	3,6%	4,5%	19,5%	5,0%	1,3%	100,0%
Professionally qualified	6014	2333	3061	12063	4418	1500	1801	6306	1917	497	39910
	15,1%	5,8%	7,7%	30,2%	11,1%	3,8%	4,5%	15,8%	4,8%	1,2%	100,0%
Skilled	22869	7394	5539	16597	18023	5368	3572	10541	1915	677	92495
	24,7%	8,0%	6,0%	17,9%	19,5%	5,8%	3,9%	11,4%	2,1%	0,7%	100,0%
Semi-skilled	26568	6165	3027	3834	30376	6793	3252	4360	1341	779	86495
	30,7%	7,1%	3,5%	4,4%	35,1%	7,9%	3,8%	5,0%	1,6%	0,9%	100,0%
Unskilled	15326	1229	192	316	9424	1193	94	170	511	144	28599
	53,6%	4,3%	0,7%	1,1%	33,0%	4,2%	0,3%	0,6%	1,8%	0,5%	100,0%
<b>TOTAL PERMANENT</b>	<b>72254</b>	<b>17771</b>	<b>13288</b>	<b>39493</b>	<b>63309</b>	<b>15389</b>	<b>9440</b>	<b>24276</b>	<b>6451</b>	<b>2283</b>	<b>263954</b>
	<b>27,4%</b>	<b>6,7%</b>	<b>5,0%</b>	<b>15,0%</b>	<b>24,0%</b>	<b>5,8%</b>	<b>3,6%</b>	<b>9,2%</b>	<b>2,4%</b>	<b>0,9%</b>	<b>100,0%</b>
Temporary employees	4382	865	350	835	5164	944	281	700	405	284	14210
	30,8%	6,1%	2,5%	5,9%	36,3%	6,6%	2,0%	4,9%	2,9%	2,0%	100,0%
<b>GRAND TOTAL</b>	<b>76636</b>	<b>18636</b>	<b>13638</b>	<b>40328</b>	<b>68473</b>	<b>16333</b>	<b>9721</b>	<b>24976</b>	<b>6856</b>	<b>2567</b>	<b>278164</b>

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	3	5	9	25	4	5	4	9	1	1	66
	4,5%	7,6%	13,6%	37,9%	6,1%	7,6%	6,1%	13,6%	1,5%	1,5%	100,0%
Senior Management	10	14	11	45	7	11	8	18	0	0	124
	8,1%	11,3%	8,9%	36,3%	5,6%	8,9%	6,5%	14,5%	0,0%	0,0%	100,0%
Professionally qualified	44	29	31	136	27	19	13	81	9	2	391
	11,3%	7,4%	7,9%	34,8%	6,9%	4,9%	3,3%	20,7%	2,3%	0,5%	100,0%
Skilled	242	76	82	294	212	67	41	165	9	4	1192
	20,3%	6,4%	6,9%	24,7%	17,8%	5,6%	3,4%	13,8%	0,8%	0,3%	100,0%
Semi-skilled	314	54	32	60	385	67	28	52	1	0	993
	31,6%	5,4%	3,2%	6,0%	38,8%	6,7%	2,8%	5,2%	0,1%	0,0%	100,0%
Unskilled	242	45	12	8	278	29	9	6	2	1	632
	38,3%	7,1%	1,9%	1,3%	44,0%	4,6%	1,4%	0,9%	0,3%	0,2%	100,0%
<b>TOTAL PERMANENT</b>	<b>855</b>	<b>223</b>	<b>177</b>	<b>568</b>	<b>913</b>	<b>198</b>	<b>103</b>	<b>331</b>	<b>22</b>	<b>8</b>	<b>3398</b>
	<b>25,2%</b>	<b>6,6%</b>	<b>5,2%</b>	<b>16,7%</b>	<b>26,9%</b>	<b>5,8%</b>	<b>3,0%</b>	<b>9,7%</b>	<b>0,6%</b>	<b>0,2%</b>	<b>100,0%</b>
Temporary employees	263	29	15	5	274	33	9	3	0	0	631
	41,7%	4,6%	2,4%	0,8%	43,4%	5,2%	1,4%	0,5%	0,0%	0,0%	100,0%
<b>GRAND TOTAL</b>	<b>1118</b>	<b>252</b>	<b>192</b>	<b>573</b>	<b>1187</b>	<b>231</b>	<b>112</b>	<b>334</b>	<b>22</b>	<b>8</b>	<b>4029</b>

## MANUFACTURING

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	580	364	1059	6315	348	188	344	1151	490	49	10888
	5,3%	3,3%	9,7%	58,0%	3,2%	1,7%	3,2%	10,6%	4,5%	0,5%	100,0%
Senior Management	2228	1303	2307	10418	1082	698	1011	3719	638	138	23542
	9,5%	5,5%	9,8%	44,3%	4,6%	3,0%	4,3%	15,8%	2,7%	0,6%	100,0%
Professionally qualified	10132	4278	5573	21463	5485	2389	2748	9185	1329	310	62892
	16,1%	6,8%	8,9%	34,1%	8,7%	3,8%	4,4%	14,6%	2,1%	0,5%	100,0%
Skilled	74467	21095	12960	38300	28283	11011	6559	19077	4189	648	216589
	34,4%	9,7%	6,0%	17,7%	13,1%	5,1%	3,0%	8,8%	1,9%	0,3%	100,0%
Semi-skilled	171905	31531	8558	12668	70582	22251	5433	9092	5438	826	338284
	50,8%	9,3%	2,5%	3,7%	20,9%	6,6%	1,6%	2,7%	1,6%	0,2%	100,0%
Unskilled	105367	14706	2465	2263	58458	12246	1177	558	3459	926	201625
	52,3%	7,3%	1,2%	1,1%	29,0%	6,1%	0,6%	0,3%	1,7%	0,5%	100,0%
<b>TOTAL PERMANENT</b>	<b>364679</b>	<b>73277</b>	<b>32922</b>	<b>91427</b>	<b>164238</b>	<b>48783</b>	<b>17272</b>	<b>42782</b>	<b>15543</b>	<b>2897</b>	<b>853820</b>
	<b>42,7%</b>	<b>8,6%</b>	<b>3,9%</b>	<b>10,7%</b>	<b>19,2%</b>	<b>5,7%</b>	<b>2,0%</b>	<b>5,0%</b>	<b>1,8%</b>	<b>0,3%</b>	<b>100,0%</b>
Temporary employees	22507	4101	862	1990	21222	3622	404	670	684	870	56932
	39,5%	7,2%	1,5%	3,5%	37,3%	6,4%	0,7%	1,2%	1,2%	1,5%	100,0%
<b>GRAND TOTAL</b>	<b>387186</b>	<b>77378</b>	<b>33784</b>	<b>93417</b>	<b>185460</b>	<b>52405</b>	<b>17676</b>	<b>43452</b>	<b>16227</b>	<b>3767</b>	<b>910752</b>

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	9	9	26	97	11	3	3	13	3	0	174
	5,2%	5,2%	14,9%	55,7%	6,3%	1,7%	1,7%	7,5%	1,7%	0,0%	100,0%
Senior Management	19	28	31	160	9	9	18	55	4	0	333
	5,7%	8,4%	9,3%	48,0%	2,7%	2,7%	5,4%	16,5%	1,2%	0,0%	100,0%
Professionally qualified	77	57	77	282	32	27	31	117	2	3	705
	10,9%	8,1%	10,9%	40,0%	4,5%	3,8%	4,4%	16,6%	0,3%	0,4%	100,0%
Skilled	868	317	204	700	343	145	83	278	24	4	2966
	29,3%	10,7%	6,9%	23,6%	11,6%	4,9%	2,8%	9,4%	0,8%	0,1%	100,0%
Semi-skilled	1977	457	155	262	1179	313	76	148	30	9	4606
	42,9%	9,9%	3,4%	5,7%	25,6%	6,8%	1,7%	3,2%	0,7%	0,2%	100,0%
Unskilled	1353	253	75	78	1190	248	30	24	19	8	3278
	41,3%	7,7%	2,3%	2,4%	36,3%	7,6%	0,9%	0,7%	0,6%	0,2%	100,0%
<b>TOTAL PERMANENT</b>	<b>4303</b>	<b>1121</b>	<b>568</b>	<b>1579</b>	<b>2764</b>	<b>745</b>	<b>241</b>	<b>635</b>	<b>82</b>	<b>24</b>	<b>12062</b>
	<b>35,7%</b>	<b>9,3%</b>	<b>4,7%</b>	<b>13,1%</b>	<b>22,9%</b>	<b>6,2%</b>	<b>2,0%</b>	<b>5,3%</b>	<b>0,7%</b>	<b>0,2%</b>	<b>100,0%</b>
Temporary employees	504	52	11	17	681	120	11	8	2	0	1406
	35,8%	3,7%	0,8%	1,2%	48,4%	8,5%	0,8%	0,6%	0,1%	0,0%	100,0%
<b>GRAND TOTAL</b>	<b>4807</b>	<b>1173</b>	<b>579</b>	<b>1596</b>	<b>3445</b>	<b>865</b>	<b>252</b>	<b>643</b>	<b>84</b>	<b>24</b>	<b>13468</b>



## MINING AND QUARRYING

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	323	42	38	803	109	17	29	115	64	7	1547
	20,9%	2,7%	2,5%	51,9%	7,0%	1,1%	1,9%	7,4%	4,1%	0,5%	100,0%
Senior Management	1013	130	197	2464	336	48	90	478	139	24	4919
	20,6%	2,6%	4,0%	50,1%	6,8%	1,0%	1,8%	9,7%	2,8%	0,5%	100,0%
Professionally qualified	5447	614	407	6587	2172	248	259	1793	379	77	17983
	30,3%	3,4%	2,3%	36,6%	12,1%	1,4%	1,4%	10,0%	2,1%	0,4%	100,0%
Skilled	41570	3265	430	18012	10055	874	284	4131	3130	109	81860
	50,8%	4,0%	0,5%	22,0%	12,3%	1,1%	0,3%	5,0%	3,8%	0,1%	100,0%
Semi-skilled	129791	3941	91	3027	19213	1046	105	1650	24206	217	183287
	70,8%	2,2%	0,0%	1,7%	10,5%	0,6%	0,1%	0,9%	13,2%	0,1%	100,0%
Unskilled	66041	759	20	568	15875	209	14	77	11492	1056	96111
	68,7%	0,8%	0,0%	0,6%	16,5%	0,2%	0,0%	0,1%	12,0%	1,1%	100,0%
<b>TOTAL PERMANENT</b>	<b>244185</b>	<b>8751</b>	<b>1183</b>	<b>31461</b>	<b>47760</b>	<b>2442</b>	<b>781</b>	<b>8244</b>	<b>39410</b>	<b>1490</b>	<b>385707</b>
	<b>63,3%</b>	<b>2,3%</b>	<b>0,3%</b>	<b>8,2%</b>	<b>12,4%</b>	<b>0,6%</b>	<b>0,2%</b>	<b>2,1%</b>	<b>10,2%</b>	<b>0,4%</b>	<b>100,0%</b>
Temporary employees	4822	454	36	590	2203	212	13	169	104	4	8607
	56,0%	5,3%	0,4%	6,9%	25,6%	2,5%	0,2%	2,0%	1,2%	0,0%	100,0%
<b>GRAND TOTAL</b>	<b>249007</b>	<b>9205</b>	<b>1219</b>	<b>32051</b>	<b>49963</b>	<b>2654</b>	<b>794</b>	<b>8413</b>	<b>39514</b>	<b>1494</b>	<b>394314</b>

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	6	3	0	12	2	0	1	2	0	0	26
	23,1%	11,5%	0,0%	46,2%	7,7%	0,0%	3,8%	7,7%	0,0%	0,0%	100,0%
Senior Management	4	1	0	22	2	1	1	2	1	0	34
	11,8%	2,9%	0,0%	64,7%	5,9%	2,9%	2,9%	5,9%	2,9%	0,0%	100,0%
Professionally qualified	24	4	5	78	7	1	0	12	2	1	134
	17,9%	3,0%	3,7%	58,2%	5,2%	0,7%	0,0%	9,0%	1,5%	0,7%	100,0%
Skilled	250	36	5	239	47	10	1	40	24	0	652
	38,3%	5,5%	0,8%	36,7%	7,2%	1,5%	0,2%	6,1%	3,7%	0,0%	100,0%
Semi-skilled	870	23	6	40	183	15	5	20	246	0	1408
	61,8%	1,6%	0,4%	2,8%	13,0%	1,1%	0,4%	1,4%	17,5%	0,0%	100,0%
Unskilled	1062	17	3	3	207	15	4	0	239	0	1550
	68,5%	1,1%	0,2%	0,2%	13,4%	1,0%	0,3%	0,0%	15,4%	0,0%	100,0%
<b>TOTAL PERMANENT</b>	<b>2216</b>	<b>84</b>	<b>19</b>	<b>394</b>	<b>448</b>	<b>42</b>	<b>12</b>	<b>76</b>	<b>512</b>	<b>1</b>	<b>3804</b>
	<b>58,3%</b>	<b>2,2%</b>	<b>0,5%</b>	<b>10,4%</b>	<b>11,8%</b>	<b>1,1%</b>	<b>0,3%</b>	<b>2,0%</b>	<b>13,5%</b>	<b>0,0%</b>	<b>100,0%</b>
Temporary employees	50	10	0	2	72	9	0	0	0	0	143
	35,0%	7,0%	0,0%	1,4%	50,3%	6,3%	0,0%	0,0%	0,0%	0,0%	100,0%
<b>GRAND TOTAL</b>	<b>2266</b>	<b>94</b>	<b>19</b>	<b>396</b>	<b>520</b>	<b>51</b>	<b>12</b>	<b>76</b>	<b>512</b>	<b>1</b>	<b>3947</b>

## PROFESSIONAL, SCIENTIFIC AND TECHNICAL ACTIVITIES

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	231	72	129	1255	157	66	113	521	85	28	2657
	8,7%	2,7%	4,9%	47,2%	5,9%	2,5%	4,3%	19,6%	3,2%	1,1%	100,0%
Senior Management	528	162	288	1827	367	165	252	1247	155	68	5059
	10,4%	3,2%	5,7%	36,1%	7,3%	3,3%	5,0%	24,6%	3,1%	1,3%	100,0%
Professionally qualified	3213	870	1010	5269	2962	959	966	4364	616	255	20484
	15,7%	4,2%	4,9%	25,7%	14,5%	4,7%	4,7%	21,3%	3,0%	1,2%	100,0%
Skilled	6247	1514	981	3172	8283	2086	2055	5516	279	215	30348
	20,6%	5,0%	3,2%	10,5%	27,3%	6,9%	6,8%	18,2%	0,9%	0,7%	100,0%
Semi-skilled	7285	1401	372	765	7225	2590	781	2557	159	121	23256
	31,3%	6,0%	1,6%	3,3%	31,1%	11,1%	3,4%	11,0%	0,7%	0,5%	100,0%
Unskilled	6884	812	90	134	4568	551	61	177	119	45	13441
	51,2%	6,0%	0,7%	1,0%	34,0%	4,1%	0,5%	1,3%	0,9%	0,3%	100,0%
<b>TOTAL PERMANENT</b>	<b>24388</b>	<b>4831</b>	<b>2870</b>	<b>12422</b>	<b>23562</b>	<b>6417</b>	<b>4228</b>	<b>14382</b>	<b>1413</b>	<b>732</b>	<b>95245</b>
	<b>25,6%</b>	<b>5,1%</b>	<b>3,0%</b>	<b>13,0%</b>	<b>24,7%</b>	<b>6,7%</b>	<b>4,4%</b>	<b>15,1%</b>	<b>1,5%</b>	<b>0,8%</b>	<b>100,0%</b>
Temporary employees	2167	332	144	468	3297	472	303	489	159	91	7922
	27,4%	4,2%	1,8%	5,9%	41,6%	6,0%	3,8%	6,2%	2,0%	1,1%	100,0%
<b>GRAND TOTAL</b>	<b>26555</b>	<b>5163</b>	<b>3014</b>	<b>12890</b>	<b>26859</b>	<b>6889</b>	<b>4531</b>	<b>14871</b>	<b>1572</b>	<b>823</b>	<b>103167</b>

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	5	0	6	12	1	2	5	9	1	1	42
	11,9%	0,0%	14,3%	28,6%	2,4%	4,8%	11,9%	21,4%	2,4%	2,4%	100,0%
Senior Management	5	2	4	20	6	4	4	10	1	0	56
	8,9%	3,6%	7,1%	35,7%	10,7%	7,1%	7,1%	17,9%	1,8%	0,0%	100,0%
Professionally qualified	41	6	6	47	22	8	7	32	3	0	172
	23,8%	3,5%	3,5%	27,3%	12,8%	4,7%	4,1%	18,6%	1,7%	0,0%	100,0%
Skilled	61	15	6	42	62	12	17	52	0	1	268
	22,8%	5,6%	2,2%	15,7%	23,1%	4,5%	6,3%	19,4%	0,0%	0,4%	100,0%
Semi-skilled	143	15	3	12	149	32	12	30	3	2	401
	35,7%	3,7%	0,7%	3,0%	37,2%	8,0%	3,0%	7,5%	0,7%	0,5%	100,0%
Unskilled	284	16	7	5	222	17	3	5	0	1	560
	50,7%	2,9%	1,3%	0,9%	39,6%	3,0%	0,5%	0,9%	0,0%	0,2%	100,0%
<b>TOTAL PERMANENT</b>	<b>539</b>	<b>54</b>	<b>32</b>	<b>138</b>	<b>462</b>	<b>75</b>	<b>48</b>	<b>138</b>	<b>8</b>	<b>5</b>	<b>1499</b>
	<b>36,0%</b>	<b>3,6%</b>	<b>2,1%</b>	<b>9,2%</b>	<b>30,8%</b>	<b>5,0%</b>	<b>3,2%</b>	<b>9,2%</b>	<b>0,5%</b>	<b>0,3%</b>	<b>100,0%</b>
Temporary employees	46	4	1	0	59	6	5	1	0	0	122
	37,7%	3,3%	0,8%	0,0%	48,4%	4,9%	4,1%	0,8%	0,0%	0,0%	100,0%
<b>GRAND TOTAL</b>	<b>585</b>	<b>58</b>	<b>33</b>	<b>138</b>	<b>521</b>	<b>81</b>	<b>53</b>	<b>139</b>	<b>8</b>	<b>5</b>	<b>1621</b>

## PUBLIC ADMINISTRATION AND DEFENCE; COMPULSORY SOCIAL SECURITY

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	391	70	30	158	167	30	19	53	0	2	920
	42,5%	7,6%	3,3%	17,2%	18,2%	3,3%	2,1%	5,8%	0,0%	0,2%	100,0%
Senior Management	1943	276	198	671	1324	139	115	341	24	11	5042
	38,5%	5,5%	3,9%	13,3%	26,3%	2,8%	2,3%	6,8%	0,5%	0,2%	100,0%
Professionally qualified	13115	2643	923	4672	9103	1544	650	2616	86	32	35384
	37,1%	7,5%	2,6%	13,2%	25,7%	4,4%	1,8%	7,4%	0,2%	0,1%	100,0%
Skilled	121054	15687	2983	13547	54378	8086	1434	8224	158	67	225618
	53,7%	7,0%	1,3%	6,0%	24,1%	3,6%	0,6%	3,6%	0,1%	0,0%	100,0%
Semi-skilled	88655	12033	1042	1960	65263	9665	936	2659	119	31	182363
	48,6%	6,6%	0,6%	1,1%	35,8%	5,3%	0,5%	1,5%	0,1%	0,0%	100,0%
Unskilled	18040	5833	129	216	12010	2453	23	69	91	12	38876
	46,4%	15,0%	0,3%	0,6%	30,9%	6,3%	0,1%	0,2%	0,2%	0,0%	100,0%
TOTAL PERMANENT	243198	36542	5305	21224	142245	21917	3177	13962	478	155	488203
	49,8%	7,5%	1,1%	4,3%	29,1%	4,5%	0,7%	2,9%	0,1%	0,0%	100,0%
Temporary employees	3205	524	12	67	2801	311	22	93	62	23	7120
	45,0%	7,4%	0,2%	0,9%	39,3%	4,4%	0,3%	1,3%	0,9%	0,3%	100,0%
<b>GRAND TOTAL</b>	<b>246403</b>	<b>37066</b>	<b>5317</b>	<b>21291</b>	<b>145046</b>	<b>22228</b>	<b>3199</b>	<b>14055</b>	<b>540</b>	<b>178</b>	<b>495323</b>

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	3	1	1	6	6	1	0	0	0	0	18
	16,7%	5,6%	5,6%	33,3%	33,3%	5,6%	0,0%	0,0%	0,0%	0,0%	100,0%
Senior Management	23	8	7	35	9	5	5	16	0	1	109
	21,1%	7,3%	6,4%	32,1%	8,3%	4,6%	4,6%	14,7%	0,0%	0,9%	100,0%
Professionally qualified	172	69	25	204	94	22	17	99	1	0	703
	24,5%	9,8%	3,6%	29,0%	13,4%	3,1%	2,4%	14,1%	0,1%	0,0%	100,0%
Skilled	2580	335	74	719	1850	217	44	461	4	0	6284
	41,1%	5,3%	1,2%	11,4%	29,4%	3,5%	0,7%	7,3%	0,1%	0,0%	100,0%
Semi-skilled	625	262	35	87	647	149	23	120	0	0	1948
	32,1%	13,4%	1,8%	4,5%	33,2%	7,6%	1,2%	6,2%	0,0%	0,0%	100,0%
Unskilled	146	133	0	7	93	32	1	5	0	0	417
	35,0%	31,9%	0,0%	1,7%	22,3%	7,7%	0,2%	1,2%	0,0%	0,0%	100,0%
TOTAL PERMANENT	3549	808	142	1058	2699	426	90	701	5	1	9479
	37,4%	8,5%	1,5%	11,2%	28,5%	4,5%	0,9%	7,4%	0,1%	0,0%	100,0%
Temporary employees	5	2	0	1	8	1	0	0	0	0	17
	29,4%	11,8%	0,0%	5,9%	47,1%	5,9%	0,0%	0,0%	0,0%	0,0%	100,0%
<b>GRAND TOTAL</b>	<b>3554</b>	<b>810</b>	<b>142</b>	<b>1059</b>	<b>2707</b>	<b>427</b>	<b>90</b>	<b>701</b>	<b>5</b>	<b>1</b>	<b>9496</b>

## REAL ESTATE ACTIVITIES

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	38	14	19	260	12	8	11	71	5	1	439
	8,7%	3,2%	4,3%	59,2%	2,7%	1,8%	2,5%	16,2%	1,1%	0,2%	100,0%
Senior Management	62	19	34	307	39	23	41	228	12	10	775
	8,0%	2,5%	4,4%	39,6%	5,0%	3,0%	5,3%	29,4%	1,5%	1,3%	100,0%
Professionally qualified	271	85	90	613	245	115	135	581	26	16	2177
	12,4%	3,9%	4,1%	28,2%	11,3%	5,3%	6,2%	26,7%	1,2%	0,7%	100,0%
Skilled	869	223	161	727	703	394	208	1281	93	40	4699
	18,5%	4,7%	3,4%	15,5%	15,0%	8,4%	4,4%	27,3%	2,0%	0,9%	100,0%
Semi-skilled	1747	314	97	213	1316	447	311	814	143	35	5437
	32,1%	5,8%	1,8%	3,9%	24,2%	8,2%	5,7%	15,0%	2,6%	0,6%	100,0%
Unskilled	997	70	10	25	1178	69	16	29	114	75	2583
	38,6%	2,7%	0,4%	1,0%	45,6%	2,7%	0,6%	1,1%	4,4%	2,9%	100,0%
<b>TOTAL PERMANENT</b>	<b>3984</b>	<b>725</b>	<b>411</b>	<b>2145</b>	<b>3493</b>	<b>1056</b>	<b>722</b>	<b>3004</b>	<b>393</b>	<b>177</b>	<b>16110</b>
	<b>24,7%</b>	<b>4,5%</b>	<b>2,6%</b>	<b>13,3%</b>	<b>21,7%</b>	<b>6,6%</b>	<b>4,5%</b>	<b>18,6%</b>	<b>2,4%</b>	<b>1,1%</b>	<b>100,0%</b>
Temporary employees	261	36	4	20	471	21	4	41	6	4	868
	30,1%	4,1%	0,5%	2,3%	54,3%	2,4%	0,5%	4,7%	0,7%	0,5%	100,0%
<b>GRAND TOTAL</b>	<b>4245</b>	<b>761</b>	<b>415</b>	<b>2165</b>	<b>3964</b>	<b>1077</b>	<b>726</b>	<b>3045</b>	<b>399</b>	<b>181</b>	<b>16978</b>

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	2	0	0	0	0	0	0	1	0	0	3
	66,7%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	33,3%	0,0%	0,0%	100,0%
Senior Management	1	1	1	1	0	0	0	4	0	0	8
	12,5%	12,5%	12,5%	12,5%	0,0%	0,0%	0,0%	50,0%	0,0%	0,0%	100,0%
Professionally qualified	2	1	3	8	2	0	1	2	0	0	19
	10,5%	5,3%	15,8%	42,1%	10,5%	0,0%	5,3%	10,5%	0,0%	0,0%	100,0%
Skilled	4	1	1	6	2	4	0	8	0	0	26
	15,4%	3,8%	3,8%	23,1%	7,7%	15,4%	0,0%	30,8%	0,0%	0,0%	100,0%
Semi-skilled	8	3	4	3	11	3	5	8	0	0	45
	17,8%	6,7%	8,9%	6,7%	24,4%	6,7%	11,1%	17,8%	0,0%	0,0%	100,0%
Unskilled	13	1	0	2	16	2	1	0	0	0	35
	37,1%	2,9%	0,0%	5,7%	45,7%	5,7%	2,9%	0,0%	0,0%	0,0%	100,0%
<b>TOTAL PERMANENT</b>	<b>30</b>	<b>7</b>	<b>9</b>	<b>20</b>	<b>31</b>	<b>9</b>	<b>7</b>	<b>23</b>	<b>0</b>	<b>0</b>	<b>136</b>
	<b>22,1%</b>	<b>5,1%</b>	<b>6,6%</b>	<b>14,7%</b>	<b>22,8%</b>	<b>6,6%</b>	<b>5,1%</b>	<b>16,9%</b>	<b>0,0%</b>	<b>0,0%</b>	<b>100,0%</b>
Temporary employees	16	4	0	1	19	1	0	0	0	0	41
	39,0%	9,8%	0,0%	2,4%	46,3%	2,4%	0,0%	0,0%	0,0%	0,0%	100,0%
<b>GRAND TOTAL</b>	<b>46</b>	<b>11</b>	<b>9</b>	<b>21</b>	<b>50</b>	<b>10</b>	<b>7</b>	<b>23</b>	<b>0</b>	<b>0</b>	<b>177</b>

## TRANSPORT AND STORAGE

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	288	112	361	1702	141	79	158	410	105	8	3364
	8,6%	3,3%	10,7%	50,6%	4,2%	2,3%	4,7%	12,2%	3,1%	0,2%	100,0%
Senior Management	804	374	698	2887	375	213	365	1308	125	35	7184
	11,2%	5,2%	9,7%	40,2%	5,2%	3,0%	5,1%	18,2%	1,7%	0,5%	100,0%
Professionally qualified	5286	1577	1640	6141	2405	965	960	3409	361	101	22845
	23,1%	6,9%	7,2%	26,9%	10,5%	4,2%	4,2%	14,9%	1,6%	0,4%	100,0%
Skilled	35061	7021	4128	10621	13033	4063	2413	7529	2147	229	86245
	40,7%	8,1%	4,8%	12,3%	15,1%	4,7%	2,8%	8,7%	2,5%	0,3%	100,0%
Semi-skilled	73309	9528	3286	4578	32476	5348	2037	5026	2704	210	138502
	52,9%	6,9%	2,4%	3,3%	23,4%	3,9%	1,5%	3,6%	2,0%	0,2%	100,0%
Unskilled	24822	2780	331	557	10511	1040	85	212	661	226	41225
	60,2%	6,7%	0,8%	1,4%	25,5%	2,5%	0,2%	0,5%	1,6%	0,5%	100,0%
<b>TOTAL PERMANENT</b>	<b>139570</b>	<b>21392</b>	<b>10444</b>	<b>26486</b>	<b>58941</b>	<b>11708</b>	<b>6018</b>	<b>17894</b>	<b>6103</b>	<b>809</b>	<b>299365</b>
	<b>46,6%</b>	<b>7,1%</b>	<b>3,5%</b>	<b>8,8%</b>	<b>19,7%</b>	<b>3,9%</b>	<b>2,0%</b>	<b>6,0%</b>	<b>2,0%</b>	<b>0,3%</b>	<b>100,0%</b>
Temporary employees	6951	610	236	417	2855	280	113	243	114	17	11836
	58,7%	5,2%	2,0%	3,5%	24,1%	2,4%	1,0%	2,1%	1,0%	0,1%	100,0%
<b>GRAND TOTAL</b>	<b>146521</b>	<b>22002</b>	<b>10680</b>	<b>26903</b>	<b>61796</b>	<b>11988</b>	<b>6131</b>	<b>18137</b>	<b>6217</b>	<b>826</b>	<b>311201</b>

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	11	4	7	21	2	4	6	4	0	0	59
	18,6%	6,8%	11,9%	35,6%	3,4%	6,8%	10,2%	6,8%	0,0%	0,0%	100,0%
Senior Management	16	7	20	41	7	6	13	22	0	0	132
	12,1%	5,3%	15,2%	31,1%	5,3%	4,5%	9,8%	16,7%	0,0%	0,0%	100,0%
Professionally qualified	45	25	27	95	22	10	11	44	3	0	282
	16,0%	8,9%	9,6%	33,7%	7,8%	3,5%	3,9%	15,6%	1,1%	0,0%	100,0%
Skilled	228	62	49	162	146	41	35	89	5	2	819
	27,8%	7,6%	6,0%	19,8%	17,8%	5,0%	4,3%	10,9%	0,6%	0,2%	100,0%
Semi-skilled	694	89	44	66	595	75	26	78	3	1	1671
	41,5%	5,3%	2,6%	3,9%	35,6%	4,5%	1,6%	4,7%	0,2%	0,1%	100,0%
Unskilled	249	38	7	13	356	47	5	3	2	0	720
	34,6%	5,3%	1,0%	1,8%	49,4%	6,5%	0,7%	0,4%	0,3%	0,0%	100,0%
<b>TOTAL PERMANENT</b>	<b>1243</b>	<b>225</b>	<b>154</b>	<b>398</b>	<b>1128</b>	<b>183</b>	<b>96</b>	<b>240</b>	<b>13</b>	<b>3</b>	<b>3683</b>
	<b>33,7%</b>	<b>6,1%</b>	<b>4,2%</b>	<b>10,8%</b>	<b>30,6%</b>	<b>5,0%</b>	<b>2,6%</b>	<b>6,5%</b>	<b>0,4%</b>	<b>0,1%</b>	<b>100,0%</b>
Temporary employees	320	22	8	5	441	24	9	2	1	1	833
	38,4%	2,6%	1,0%	0,6%	52,9%	2,9%	1,1%	0,2%	0,1%	0,1%	100,0%
<b>GRAND TOTAL</b>	<b>1563</b>	<b>247</b>	<b>162</b>	<b>403</b>	<b>1569</b>	<b>207</b>	<b>105</b>	<b>242</b>	<b>14</b>	<b>4</b>	<b>4516</b>

## WATER SUPPLY, SEWERAGE, WASTE MANAGEMENT AND PREMEDITATION ACTIVITIES

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	189	33	15	204	105	14	10	52	6	0	628
	30,1%	5,3%	2,4%	32,5%	16,7%	2,2%	1,6%	8,3%	1,0%	0,0%	100,0%
Senior Management	675	133	76	387	376	51	35	230	21	4	1988
	34,0%	6,7%	3,8%	19,5%	18,9%	2,6%	1,8%	11,6%	1,1%	0,2%	100,0%
Professionally qualified	2744	403	183	897	2125	281	135	522	61	14	7365
	37,3%	5,5%	2,5%	12,2%	28,9%	3,8%	1,8%	7,1%	0,8%	0,2%	100,0%
Skilled	8237	1047	270	1106	6133	1046	224	852	164	34	19113
	43,1%	5,5%	1,4%	5,8%	32,1%	5,5%	1,2%	4,5%	0,9%	0,2%	100,0%
Semi-skilled	15437	1748	125	395	11351	1050	126	418	353	93	31096
	49,6%	5,6%	0,4%	1,3%	36,5%	3,4%	0,4%	1,3%	1,1%	0,3%	100,0%
Unskilled	16290	1461	37	109	10752	646	10	38	221	77	29641
	55,0%	4,9%	0,1%	0,4%	36,3%	2,2%	0,0%	0,1%	0,7%	0,3%	100,0%
<b>TOTAL PERMANENT</b>	<b>43572</b>	<b>4825</b>	<b>706</b>	<b>3098</b>	<b>30842</b>	<b>3088</b>	<b>540</b>	<b>2112</b>	<b>826</b>	<b>222</b>	<b>89831</b>
	<b>48,5%</b>	<b>5,4%</b>	<b>0,8%</b>	<b>3,4%</b>	<b>34,3%</b>	<b>3,4%</b>	<b>0,6%</b>	<b>2,4%</b>	<b>0,9%</b>	<b>0,2%</b>	<b>100,0%</b>
Temporary employees	3554	190	22	63	3585	208	17	55	47	5	7746
	45,9%	2,5%	0,3%	0,8%	46,3%	2,7%	0,2%	0,7%	0,6%	0,1%	100,0%
<b>GRAND TOTAL</b>	<b>47126</b>	<b>5015</b>	<b>728</b>	<b>3161</b>	<b>34427</b>	<b>3296</b>	<b>557</b>	<b>2167</b>	<b>873</b>	<b>227</b>	<b>97577</b>

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	1	0	1	4	1	1	0	3	0	0	11
	9,1%	0,0%	9,1%	36,4%	9,1%	9,1%	0,0%	27,3%	0,0%	0,0%	100,0%
Senior Management	3	0	0	4	0	0	1	2	0	0	10
	30,0%	0,0%	0,0%	40,0%	0,0%	0,0%	10,0%	20,0%	0,0%	0,0%	100,0%
Professionally qualified	28	3	4	22	16	2	2	5	0	0	82
	34,1%	3,7%	4,9%	26,8%	19,5%	2,4%	2,4%	6,1%	0,0%	0,0%	100,0%
Skilled	92	12	2	33	78	15	1	21	0	0	254
	36,2%	4,7%	0,8%	13,0%	30,7%	5,9%	0,4%	8,3%	0,0%	0,0%	100,0%
Semi-skilled	153	14	1	18	75	12	2	2	1	0	278
	55,0%	5,0%	0,4%	6,5%	27,0%	4,3%	0,7%	0,7%	0,4%	0,0%	100,0%
Unskilled	196	15	1	6	92	6	1	2	1	0	320
	61,3%	4,7%	0,3%	1,9%	28,8%	1,9%	0,3%	0,6%	0,3%	0,0%	100,0%
<b>TOTAL PERMANENT</b>	<b>473</b>	<b>44</b>	<b>9</b>	<b>87</b>	<b>262</b>	<b>36</b>	<b>7</b>	<b>35</b>	<b>2</b>	<b>0</b>	<b>955</b>
	<b>49,5%</b>	<b>4,6%</b>	<b>0,9%</b>	<b>9,1%</b>	<b>27,4%</b>	<b>3,8%</b>	<b>0,7%</b>	<b>3,7%</b>	<b>0,2%</b>	<b>0,0%</b>	<b>100,0%</b>
Temporary employees	17	4	1	0	25	2	0	0	0	0	49
	34,7%	8,2%	2,0%	0,0%	51,0%	4,1%	0,0%	0,0%	0,0%	0,0%	100,0%
<b>GRAND TOTAL</b>	<b>490</b>	<b>48</b>	<b>10</b>	<b>87</b>	<b>287</b>	<b>38</b>	<b>7</b>	<b>35</b>	<b>2</b>	<b>0</b>	<b>1004</b>

## WHOLESALE AND RETAIL TRADE; REPAIR OF MOTOR VEHICLES AND MOTORCYCLES

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	294	188	778	3890	152	119	258	1034	126	36	6875
	4,3%	2,7%	11,3%	56,6%	2,2%	1,7%	3,8%	15,0%	1,8%	0,5%	100,0%
Senior Management	1872	924	1701	5724	1023	660	735	3126	296	70	16131
	11,6%	5,7%	10,5%	35,5%	6,3%	4,1%	4,6%	19,4%	1,8%	0,4%	100,0%
Professionally qualified	8074	3053	3342	10365	6250	3060	2211	8408	532	208	45503
	17,7%	6,7%	7,3%	22,8%	13,7%	6,7%	4,9%	18,5%	1,2%	0,5%	100,0%
Skilled	37068	9428	6415	14907	34362	12326	5545	14203	1678	615	136547
	27,1%	6,9%	4,7%	10,9%	25,2%	9,0%	4,1%	10,4%	1,2%	0,5%	100,0%
Semi-skilled	134721	21257	6071	8035	200279	39506	6910	10263	4017	1622	432681
	31,1%	4,9%	1,4%	1,9%	46,3%	9,1%	1,6%	2,4%	0,9%	0,4%	100,0%
Unskilled	77205	9469	1382	1379	81717	12447	1203	834	2561	1066	189263
	40,8%	5,0%	0,7%	0,7%	43,2%	6,6%	0,6%	0,4%	1,4%	0,6%	100,0%
<b>TOTAL PERMANENT</b>	<b>259234</b>	<b>44319</b>	<b>19689</b>	<b>44300</b>	<b>323783</b>	<b>68118</b>	<b>16862</b>	<b>37868</b>	<b>9210</b>	<b>3617</b>	<b>827000</b>
	<b>31,3%</b>	<b>5,4%</b>	<b>2,4%</b>	<b>5,4%</b>	<b>39,2%</b>	<b>8,2%</b>	<b>2,0%</b>	<b>4,6%</b>	<b>1,1%</b>	<b>0,4%</b>	<b>100,0%</b>
Temporary employees	13750	2037	502	869	19206	2985	653	1374	332	166	41874
	32,8%	4,9%	1,2%	2,1%	45,9%	7,1%	1,6%	3,3%	0,8%	0,4%	100,0%
<b>GRAND TOTAL</b>	<b>272984</b>	<b>46356</b>	<b>20191</b>	<b>45169</b>	<b>342989</b>	<b>71103</b>	<b>17515</b>	<b>39242</b>	<b>9542</b>	<b>3783</b>	<b>868874</b>

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	1	1	12	38	0	4	8	11	1	0	76
	1,3%	1,3%	15,8%	50,0%	0,0%	5,3%	10,5%	14,5%	1,3%	0,0%	100,0%
Senior Management	17	10	23	60	28	6	9	39	1	1	194
	8,8%	5,2%	11,9%	30,9%	14,4%	3,1%	4,6%	20,1%	0,5%	0,5%	100,0%
Professionally qualified	38	29	35	120	20	21	31	106	4	1	405
	9,4%	7,2%	8,6%	29,6%	4,9%	5,2%	7,7%	26,2%	1,0%	0,2%	100,0%
Skilled	204	82	73	215	255	97	33	147	3	1	1110
	18,4%	7,4%	6,6%	19,4%	23,0%	8,7%	3,0%	13,2%	0,3%	0,1%	100,0%
Semi-skilled	827	165	56	135	978	268	58	152	10	6	2655
	31,1%	6,2%	2,1%	5,1%	36,8%	10,1%	2,2%	5,7%	0,4%	0,2%	100,0%
Unskilled	810	107	35	88	639	71	12	44	3	1	1810
	44,8%	5,9%	1,9%	4,9%	35,3%	3,9%	0,7%	2,4%	0,2%	0,1%	100,0%
<b>TOTAL PERMANENT</b>	<b>1897</b>	<b>394</b>	<b>234</b>	<b>656</b>	<b>1920</b>	<b>467</b>	<b>151</b>	<b>499</b>	<b>22</b>	<b>10</b>	<b>6250</b>
	<b>30,4%</b>	<b>6,3%</b>	<b>3,7%</b>	<b>10,5%</b>	<b>30,7%</b>	<b>7,5%</b>	<b>2,4%</b>	<b>8,0%</b>	<b>0,4%</b>	<b>0,2%</b>	<b>100,0%</b>
Temporary employees	111	11	1	6	185	12	2	9	1	0	338
	32,8%	3,3%	0,3%	1,8%	54,7%	3,6%	0,6%	2,7%	0,3%	0,0%	100,0%
<b>GRAND TOTAL</b>	<b>2008</b>	<b>405</b>	<b>235</b>	<b>662</b>	<b>2105</b>	<b>479</b>	<b>153</b>	<b>508</b>	<b>23</b>	<b>10</b>	<b>6588</b>

## APPENDIX D: WORKFORCE PROFILE OF ALL EMPLOYERS BY BUSINESS TYPE FOR 2019

### D1: ALL GOVERNMENT (NATIONAL, PROVINCIAL AND LOCAL GOVERNMENT)

ALL GOVERNMENT WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	912	115	78	102	470	35	33	51	4	2	1802
	50,6%	6,4%	4,3%	5,7%	26,1%	1,9%	1,8%	2,8%	0,2%	0,1%	100,0%
Senior Management	5214	600	467	1017	3586	338	311	638	36	17	12224
	42,7%	4,9%	3,8%	8,3%	29,3%	2,8%	2,5%	5,2%	0,3%	0,1%	100,0%
Professionally qualified	38668	5978	3032	9586	49238	7690	4104	10522	910	426	130154
	29,7%	4,6%	2,3%	7,4%	37,8%	5,9%	3,2%	8,1%	0,7%	0,3%	100,0%
Skilled	144304	20760	5657	17267	179847	20977	5259	23145	1207	617	419040
	34,4%	5,0%	1,3%	4,1%	42,9%	5,0%	1,3%	5,5%	0,3%	0,1%	100,0%
Semi-skilled	119260	18294	2834	2687	147087	18681	2477	5372	50	38	316780
	37,6%	5,8%	0,9%	0,8%	46,4%	5,9%	0,8%	1,7%	0,0%	0,0%	100,0%
Unskilled	51060	8853	572	579	43093	4606	222	313	21	14	109333
	46,7%	8,1%	0,5%	0,5%	39,4%	4,2%	0,2%	0,3%	0,0%	0,0%	100,0%
<b>TOTAL PERMANENT</b>	<b>359418</b>	<b>54600</b>	<b>12640</b>	<b>31238</b>	<b>423321</b>	<b>52327</b>	<b>12406</b>	<b>40041</b>	<b>2228</b>	<b>1114</b>	<b>989333</b>
	<b>36,3%</b>	<b>5,5%</b>	<b>1,3%</b>	<b>3,2%</b>	<b>42,8%</b>	<b>5,3%</b>	<b>1,3%</b>	<b>4,0%</b>	<b>0,2%</b>	<b>0,1%</b>	<b>100,0%</b>
Temporary employees	20675	1402	364	983	50167	2397	460	1772	445	177	78842
	26,2%	1,8%	0,5%	1,2%	63,6%	3,0%	0,6%	2,2%	0,6%	0,2%	100,0%
<b>GRAND TOTAL</b>	<b>380093</b>	<b>56002</b>	<b>13004</b>	<b>32221</b>	<b>473488</b>	<b>54724</b>	<b>12866</b>	<b>41813</b>	<b>2673</b>	<b>1291</b>	<b>1068175</b>

WORKFORCE PROFILE FOR ALL GOVERNMENT EMPLOYEES WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	8	0	2	2	5	1	0	0	0	0	18
	44,4%	0,0%	11,1%	11,1%	27,8%	5,6%	0,0%	0,0%	0,0%	0,0%	100,0%
Senior Management	59	5	5	46	25	6	7	17	0	1	171
	34,5%	2,9%	2,9%	26,9%	14,6%	3,5%	4,1%	9,9%	0,0%	0,6%	100,0%
Professionally qualified	529	109	69	358	495	70	55	309	3	1	1998
	26,5%	5,5%	3,5%	17,9%	24,8%	3,5%	2,8%	15,5%	0,2%	0,1%	100,0%
Skilled	1361	381	116	878	2144	259	106	845	10	7	6107
	22,3%	6,2%	1,9%	14,4%	35,1%	4,2%	1,7%	13,8%	0,2%	0,1%	100,0%
Semi-skilled	1399	321	82	127	1279	200	44	202	1	0	3655
	38,3%	8,8%	2,2%	3,5%	35,0%	5,5%	1,2%	5,5%	0,0%	0,0%	100,0%
Unskilled	581	154	15	23	360	50	6	8	0	0	1197
	48,5%	12,9%	1,3%	1,9%	30,1%	4,2%	0,5%	0,7%	0,0%	0,0%	100,0%
<b>TOTAL PERMANENT</b>	<b>3937</b>	<b>970</b>	<b>289</b>	<b>1434</b>	<b>4308</b>	<b>586</b>	<b>218</b>	<b>1381</b>	<b>14</b>	<b>9</b>	<b>13146</b>
	<b>29,9%</b>	<b>7,4%</b>	<b>2,2%</b>	<b>10,9%</b>	<b>32,8%</b>	<b>4,5%</b>	<b>1,7%</b>	<b>10,5%</b>	<b>0,1%</b>	<b>0,1%</b>	<b>100,0%</b>
Temporary employees	73	6	5	1	75	4	0	6	1	0	171
	42,7%	3,5%	2,9%	0,6%	43,9%	2,3%	0,0%	3,5%	0,6%	0,0%	100,0%
<b>GRAND TOTAL</b>	<b>4010</b>	<b>976</b>	<b>294</b>	<b>1435</b>	<b>4383</b>	<b>590</b>	<b>218</b>	<b>1387</b>	<b>15</b>	<b>9</b>	<b>13317</b>



### D1.1: National Government only

NATIONAL GOVERNMENT WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	184	25	22	22	116	12	13	15	0	1	410
	44,9%	6,1%	5,4%	5,4%	28,3%	2,9%	3,2%	3,7%	0,0%	0,2%	100,0%
Senior Management	2286	247	257	472	1784	143	195	372	11	11	5778
	39,6%	4,3%	4,4%	8,2%	30,9%	2,5%	3,4%	6,4%	0,2%	0,2%	100,0%
Professionally qualified	15382	1977	1060	4512	12413	1341	837	3208	105	45	40880
	37,6%	4,8%	2,6%	11,0%	30,4%	3,3%	2,0%	7,8%	0,3%	0,1%	100,0%
Skilled	75199	11086	2806	11408	47160	6240	1717	9226	89	56	164987
	45,6%	6,7%	1,7%	6,9%	28,6%	3,8%	1,0%	5,6%	0,1%	0,0%	100,0%
Semi-skilled	53045	6207	965	1019	51761	6176	863	2129	8	2	122175
	43,4%	5,1%	0,8%	0,8%	42,4%	5,1%	0,7%	1,7%	0,0%	0,0%	100,0%
Unskilled	6171	1077	112	109	6046	740	19	33	0	1	14308
	43,1%	7,5%	0,8%	0,8%	42,3%	5,2%	0,1%	0,2%	0,0%	0,0%	100,0%
<b>TOTAL PERMANENT</b>	<b>152267</b>	<b>20619</b>	<b>5222</b>	<b>17542</b>	<b>119280</b>	<b>14652</b>	<b>3644</b>	<b>14983</b>	<b>213</b>	<b>116</b>	<b>348538</b>
	<b>43,7%</b>	<b>5,9%</b>	<b>1,5%</b>	<b>5,0%</b>	<b>34,2%</b>	<b>4,2%</b>	<b>1,0%</b>	<b>4,3%</b>	<b>0,1%</b>	<b>0,0%</b>	<b>100,0%</b>
Temporary employees	5109	206	35	97	14489	317	54	134	220	81	20742
	24,6%	1,0%	0,2%	0,5%	69,9%	1,5%	0,3%	0,6%	1,1%	0,4%	100,0%
<b>GRAND TOTAL</b>	<b>157376</b>	<b>20825</b>	<b>5257</b>	<b>17639</b>	<b>133769</b>	<b>14969</b>	<b>3698</b>	<b>15117</b>	<b>433</b>	<b>197</b>	<b>369280</b>

NATIONAL GOVERNMENT WORKFORCE PROFILE FOR EMPLOYEES WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	3	0	0	0	1	0	0	0	0	0	4
	75,0%	0,0%	0,0%	0,0%	25,0%	0,0%	0,0%	0,0%	0,0%	0,0%	100,0%
Senior Management	29	2	2	23	15	4	7	13	0	0	95
	30,5%	2,1%	2,1%	24,2%	15,8%	4,2%	7,4%	13,7%	0,0%	0,0%	100,0%
Professionally qualified	180	37	28	185	118	19	18	118	1	0	704
	25,6%	5,3%	4,0%	26,3%	16,8%	2,7%	2,6%	16,8%	0,1%	0,0%	100,0%
Skilled	535	192	64	649	824	101	39	451	0	0	2855
	18,7%	6,7%	2,2%	22,7%	28,9%	3,5%	1,4%	15,8%	0,0%	0,0%	100,0%
Semi-skilled	515	141	25	68	564	72	16	108	0	0	1509
	34,1%	9,3%	1,7%	4,5%	37,4%	4,8%	1,1%	7,2%	0,0%	0,0%	100,0%
Unskilled	43	6	0	5	32	3	1	1	0	0	91
	47,3%	6,6%	0,0%	5,5%	35,2%	3,3%	1,1%	1,1%	0,0%	0,0%	100,0%
<b>TOTAL PERMANENT</b>	<b>1305</b>	<b>378</b>	<b>119</b>	<b>930</b>	<b>1554</b>	<b>199</b>	<b>81</b>	<b>691</b>	<b>1</b>	<b>0</b>	<b>5258</b>
	<b>24,8%</b>	<b>7,2%</b>	<b>2,3%</b>	<b>17,7%</b>	<b>29,6%</b>	<b>3,8%</b>	<b>1,5%</b>	<b>13,1%</b>	<b>0,0%</b>	<b>0,0%</b>	<b>100,0%</b>
Temporary employees	4	0	0	0	7	0	0	1	0	0	12
	33,3%	0,0%	0,0%	0,0%	58,3%	0,0%	0,0%	8,3%	0,0%	0,0%	100,0%
<b>GRAND TOTAL</b>	<b>1309</b>	<b>378</b>	<b>119</b>	<b>930</b>	<b>1561</b>	<b>199</b>	<b>81</b>	<b>692</b>	<b>1</b>	<b>0</b>	<b>5270</b>

## D1.2: Provincial government only

PROVINCIAL GOVERNMENT WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	183	23	7	17	95	11	5	11	0	1	353
	51,8%	6,5%	2,0%	4,8%	26,9%	3,1%	1,4%	3,1%	0,0%	0,3%	100,0%
Senior Management	1355	165	76	179	980	127	66	127	15	4	3094
	43,8%	5,3%	2,5%	5,8%	31,7%	4,1%	2,1%	4,1%	0,5%	0,1%	100,0%
Professionally qualified	18855	2817	1646	3718	33311	5664	3074	6617	762	366	76830
	24,5%	3,7%	2,1%	4,8%	43,4%	7,4%	4,0%	8,6%	1,0%	0,5%	100,0%
Skilled	52643	4280	1109	2980	118959	11670	2757	12322	1069	543	208332
	25,3%	2,1%	0,5%	1,4%	57,1%	5,6%	1,3%	5,9%	0,5%	0,3%	100,0%
Semi-skilled	37860	4356	534	537	75076	7634	793	1769	29	27	128615
	29,4%	3,4%	0,4%	0,4%	58,4%	5,9%	0,6%	1,4%	0,0%	0,0%	100,0%
Unskilled	15433	1372	79	228	20255	1455	70	181	8	8	39089
	39,5%	3,5%	0,2%	0,6%	51,8%	3,7%	0,2%	0,5%	0,0%	0,0%	100,0%
<b>TOTAL PERMANENT</b>	<b>126329</b>	<b>13013</b>	<b>3451</b>	<b>7659</b>	<b>248676</b>	<b>26561</b>	<b>6765</b>	<b>21027</b>	<b>1883</b>	<b>949</b>	<b>456313</b>
	<b>27,7%</b>	<b>2,9%</b>	<b>0,8%</b>	<b>1,7%</b>	<b>54,5%</b>	<b>5,8%</b>	<b>1,5%</b>	<b>4,6%</b>	<b>0,4%</b>	<b>0,2%</b>	<b>100,0%</b>
Temporary employees	10898	457	302	797	30812	1584	375	1562	225	96	47108
	23,1%	1,0%	0,6%	1,7%	65,4%	3,4%	0,8%	3,3%	0,5%	0,2%	100,0%
<b>GRAND TOTAL</b>	<b>137227</b>	<b>13470</b>	<b>3753</b>	<b>8456</b>	<b>279488</b>	<b>28145</b>	<b>7140</b>	<b>22589</b>	<b>2108</b>	<b>1045</b>	<b>503421</b>

PROVINCIAL GOVERNMENT WORKFORCE PROFILE FOR EMPLOYEES WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	2	0	0	0	0	1	0	0	0	0	3
	66,7%	0,0%	0,0%	0,0%	0,0%	33,3%	0,0%	0,0%	0,0%	0,0%	100,0%
Senior Management	18	1	2	9	8	0	0	2	0	0	40
	45,0%	2,5%	5,0%	22,5%	20,0%	0,0%	0,0%	5,0%	0,0%	0,0%	100,0%
Professionally qualified	301	42	35	132	356	42	35	177	2	1	1123
	26,8%	3,7%	3,1%	11,8%	31,7%	3,7%	3,1%	15,8%	0,2%	0,1%	100,0%
Skilled	677	78	24	145	1217	89	56	339	7	6	2638
	25,7%	3,0%	0,9%	5,5%	46,1%	3,4%	2,1%	12,9%	0,3%	0,2%	100,0%
Semi-skilled	597	56	26	19	557	46	18	41	1	0	1361
	43,9%	4,1%	1,9%	1,4%	40,9%	3,4%	1,3%	3,0%	0,1%	0,0%	100,0%
Unskilled	266	18	4	11	220	18	2	5	0	0	544
	48,9%	3,3%	0,7%	2,0%	40,4%	3,3%	0,4%	0,9%	0,0%	0,0%	100,0%
<b>TOTAL PERMANENT</b>	<b>1861</b>	<b>195</b>	<b>91</b>	<b>316</b>	<b>2358</b>	<b>196</b>	<b>111</b>	<b>564</b>	<b>10</b>	<b>7</b>	<b>5709</b>
	<b>32,6%</b>	<b>3,4%</b>	<b>1,6%</b>	<b>5,5%</b>	<b>41,3%</b>	<b>3,4%</b>	<b>1,9%</b>	<b>9,9%</b>	<b>0,2%</b>	<b>0,1%</b>	<b>100,0%</b>
Temporary employees	33	2	1	0	28	3	0	5	1	0	73
	45,2%	2,7%	1,4%	0,0%	38,4%	4,1%	0,0%	6,8%	1,4%	0,0%	100,0%
<b>GRAND TOTAL</b>	<b>1894</b>	<b>197</b>	<b>92</b>	<b>316</b>	<b>2386</b>	<b>199</b>	<b>111</b>	<b>569</b>	<b>11</b>	<b>7</b>	<b>5782</b>

### D1.3: Local government only

LOCAL GOVERNMENT WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	545	67	49	63	259	12	15	25	4	0	1039
	52,5%	6,4%	4,7%	6,1%	24,9%	1,2%	1,4%	2,4%	0,4%	0,0%	100,0%
Senior Management	1573	188	134	366	822	68	50	139	10	2	3352
	46,9%	5,6%	4,0%	10,9%	24,5%	2,0%	1,5%	4,1%	0,3%	0,1%	100,0%
Professionally qualified	4431	1184	326	1356	3514	685	193	697	43	15	12444
	35,6%	9,5%	2,6%	10,9%	28,2%	5,5%	1,6%	5,6%	0,3%	0,1%	100,0%
Skilled	16462	5394	1742	2879	13728	3067	785	1597	49	18	45721
	36,0%	11,8%	3,8%	6,3%	30,0%	6,7%	1,7%	3,5%	0,1%	0,0%	100,0%
Semi-skilled	28355	7731	1335	1131	20250	4871	821	1474	13	9	65990
	43,0%	11,7%	2,0%	1,7%	30,7%	7,4%	1,2%	2,2%	0,0%	0,0%	100,0%
Unskilled	29456	6404	381	242	16792	2411	133	99	13	5	55936
	52,7%	11,4%	0,7%	0,4%	30,0%	4,3%	0,2%	0,2%	0,0%	0,0%	100,0%
<b>TOTAL PERMANENT</b>	<b>80822</b>	<b>20968</b>	<b>3967</b>	<b>6037</b>	<b>55365</b>	<b>11114</b>	<b>1997</b>	<b>4031</b>	<b>132</b>	<b>49</b>	<b>184482</b>
	<b>43,8%</b>	<b>11,4%</b>	<b>2,2%</b>	<b>3,3%</b>	<b>30,0%</b>	<b>6,0%</b>	<b>1,1%</b>	<b>2,2%</b>	<b>0,1%</b>	<b>0,0%</b>	<b>100,0%</b>
Temporary employees	4668	739	27	89	4866	496	31	76	0	0	10992
	42,5%	6,7%	0,2%	0,8%	44,3%	4,5%	0,3%	0,7%	0,0%	0,0%	100,0%
<b>GRAND TOTAL</b>	<b>85490</b>	<b>21707</b>	<b>3994</b>	<b>6126</b>	<b>60231</b>	<b>11610</b>	<b>2028</b>	<b>4107</b>	<b>132</b>	<b>49</b>	<b>195474</b>

WORKFORCE PROFILE FOR EMPLOYEES WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	3	0	2	2	4	0	0	0	0	0	11
	27,3%	0,0%	18,2%	18,2%	36,4%	0,0%	0,0%	0,0%	0,0%	0,0%	100,0%
Senior Management	12	2	1	14	2	2	0	2	0	1	36
	33,3%	5,6%	2,8%	38,9%	5,6%	5,6%	0,0%	5,6%	0,0%	2,8%	100,0%
Professionally qualified	48	30	6	41	21	9	2	14	0	0	171
	28,1%	17,5%	3,5%	24,0%	12,3%	5,3%	1,2%	8,2%	0,0%	0,0%	100,0%
Skilled	149	111	28	84	103	69	11	55	3	1	614
	24,3%	18,1%	4,6%	13,7%	16,8%	11,2%	1,8%	9,0%	0,5%	0,2%	100,0%
Semi-skilled	287	124	31	40	158	82	10	53	0	0	785
	36,6%	15,8%	3,9%	5,1%	20,1%	10,4%	1,3%	6,8%	0,0%	0,0%	100,0%
Unskilled	272	130	11	7	108	29	3	2	0	0	562
	48,4%	23,1%	2,0%	1,2%	19,2%	5,2%	0,5%	0,4%	0,0%	0,0%	100,0%
<b>TOTAL PERMANENT</b>	<b>771</b>	<b>397</b>	<b>79</b>	<b>188</b>	<b>396</b>	<b>191</b>	<b>26</b>	<b>126</b>	<b>3</b>	<b>2</b>	<b>2179</b>
	<b>35,4%</b>	<b>18,2%</b>	<b>3,6%</b>	<b>8,6%</b>	<b>18,2%</b>	<b>8,8%</b>	<b>1,2%</b>	<b>5,8%</b>	<b>0,1%</b>	<b>0,1%</b>	<b>100,0%</b>
Temporary employees	36	4	4	1	40	1	0	0	0	0	86
	41,9%	4,7%	4,7%	1,2%	46,5%	1,2%	0,0%	0,0%	0,0%	0,0%	100,0%
<b>GRAND TOTAL</b>	<b>807</b>	<b>401</b>	<b>83</b>	<b>189</b>	<b>436</b>	<b>192</b>	<b>26</b>	<b>126</b>	<b>3</b>	<b>2</b>	<b>2265</b>

## D2: PRIVATE SECTOR

PRIVATE SECTOR WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	4200	1786	3965	29880	2273	1117	1719	7112	1574	270	53896
	7,8%	3,3%	7,4%	55,4%	4,2%	2,1%	3,2%	13,2%	2,9%	0,5%	100,0%
Senior Management	13292	5819	9592	48741	7639	4042	5220	23355	3277	1013	121990
	10,9%	4,8%	7,9%	40,0%	6,3%	3,3%	4,3%	19,1%	2,7%	0,8%	100,0%
Professionally qualified	66727	22101	24368	101226	48239	18722	18243	67051	8236	2941	377854
	17,7%	5,8%	6,4%	26,8%	12,8%	5,0%	4,8%	17,7%	2,2%	0,8%	100,0%
Skilled	401808	78459	42225	143112	242079	71650	36550	117689	20924	5875	1160371
	34,6%	6,8%	3,6%	12,3%	20,9%	6,2%	3,1%	10,1%	1,8%	0,5%	100,0%
Semi-skilled	917026	114464	28779	48006	616173	122302	29604	60964	49338	7689	1994345
	46,0%	5,7%	1,4%	2,4%	30,9%	6,1%	1,5%	3,1%	2,5%	0,4%	100,0%
Unskilled	521283	60795	5388	7708	346956	58225	3177	3463	37673	10536	1055204
	49,4%	5,8%	0,5%	0,7%	32,9%	5,5%	0,3%	0,3%	3,6%	1,0%	100,0%
<b>TOTAL PERMANENT</b>	<b>1924336</b>	<b>283424</b>	<b>114317</b>	<b>378673</b>	<b>1263359</b>	<b>276058</b>	<b>94513</b>	<b>279634</b>	<b>121022</b>	<b>28324</b>	<b>4763660</b>
	<b>40,4%</b>	<b>5,9%</b>	<b>2,4%</b>	<b>7,9%</b>	<b>26,5%</b>	<b>5,8%</b>	<b>2,0%</b>	<b>5,9%</b>	<b>2,5%</b>	<b>0,6%</b>	<b>100,0%</b>
Temporary employees	209131	32428	3859	10306	197530	37073	3296	9568	17199	7631	528021
	39,6%	6,1%	0,7%	2,0%	37,4%	7,0%	0,6%	1,8%	3,3%	1,4%	100,0%
<b>GRAND TOTAL</b>	<b>2133467</b>	<b>315852</b>	<b>118176</b>	<b>388979</b>	<b>1460889</b>	<b>313131</b>	<b>97809</b>	<b>289202</b>	<b>138221</b>	<b>35955</b>	<b>5291681</b>

PRIVATE SECTOR WORKFORCE PROFILE FOR EMPLOYEES WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	67	44	90	375	38	42	42	88	12	1	799
	8,4%	5,5%	11,3%	46,9%	4,8%	5,3%	5,3%	11,0%	1,5%	0,1%	100,0%
Senior Management	123	108	135	627	89	64	85	277	16	2	1526
	8,1%	7,1%	8,8%	41,1%	5,8%	4,2%	5,6%	18,2%	1,0%	0,1%	100,0%
Professionally qualified	456	254	299	1302	291	209	203	866	32	11	3923
	11,6%	6,5%	7,6%	33,2%	7,4%	5,3%	5,2%	22,1%	0,8%	0,3%	100,0%
Skilled	4904	926	576	2218	2960	843	404	1677	83	31	14622
	33,5%	6,3%	3,9%	15,2%	20,2%	5,8%	2,8%	11,5%	0,6%	0,2%	100,0%
Semi-skilled	7075	1197	430	869	5599	1212	405	1040	332	29	18188
	38,9%	6,6%	2,4%	4,8%	30,8%	6,7%	2,2%	5,7%	1,8%	0,2%	100,0%
Unskilled	5986	806	171	272	4884	731	97	122	313	33	13415
	44,6%	6,0%	1,3%	2,0%	36,4%	5,4%	0,7%	0,9%	2,3%	0,2%	100,0%
<b>TOTAL PERMANENT</b>	<b>18611</b>	<b>3335</b>	<b>1701</b>	<b>5663</b>	<b>13861</b>	<b>3101</b>	<b>1236</b>	<b>4070</b>	<b>788</b>	<b>107</b>	<b>52473</b>
	<b>35,5%</b>	<b>6,4%</b>	<b>3,2%</b>	<b>10,8%</b>	<b>26,4%</b>	<b>5,9%</b>	<b>2,4%</b>	<b>7,8%</b>	<b>1,5%</b>	<b>0,2%</b>	<b>100,0%</b>
Temporary employees	1821	215	51	66	2312	298	51	40	14	14	4882
	37,3%	4,4%	1,0%	1,4%	47,4%	6,1%	1,0%	0,8%	0,3%	0,3%	100,0%
<b>GRAND TOTAL</b>	<b>20432</b>	<b>3550</b>	<b>1752</b>	<b>5729</b>	<b>16173</b>	<b>3399</b>	<b>1287</b>	<b>4110</b>	<b>802</b>	<b>121</b>	<b>57355</b>

### D3: STATE-OWNED ENTERPRISES (SOES)

STATE OWN ENTERPRISE (SOE) WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	250	30	35	107	167	30	22	47	10	1	699
	35,8%	4,3%	5,0%	15,3%	23,9%	4,3%	3,1%	6,7%	1,4%	0,1%	100,0%
Senior Management	999	116	191	462	703	78	106	259	54	23	2991
	33,4%	3,9%	6,4%	15,4%	23,5%	2,6%	3,5%	8,7%	1,8%	0,8%	100,0%
Professionally qualified	6404	865	1017	3780	5405	628	632	1524	278	116	20649
	31,0%	4,2%	4,9%	18,3%	26,2%	3,0%	3,1%	7,4%	1,3%	0,6%	100,0%
Skilled	21459	2309	1058	5693	17205	1648	892	2584	127	71	53046
	40,5%	4,4%	2,0%	10,7%	32,4%	3,1%	1,7%	4,9%	0,2%	0,1%	100,0%
Semi-skilled	19722	1835	234	793	10767	1346	327	1123	19	34	36200
	54,5%	5,1%	0,6%	2,2%	29,7%	3,7%	0,9%	3,1%	0,1%	0,1%	100,0%
Unskilled	3064	217	3	17	2953	246	2	7	1	4	6514
	47,0%	3,3%	0,0%	0,3%	45,3%	3,8%	0,0%	0,1%	0,0%	0,1%	100,0%
<b>TOTAL PERMANENT</b>	<b>51898</b>	<b>5372</b>	<b>2538</b>	<b>10852</b>	<b>37200</b>	<b>3976</b>	<b>1981</b>	<b>5544</b>	<b>489</b>	<b>249</b>	<b>120099</b>
	<b>43,2%</b>	<b>4,5%</b>	<b>2,1%</b>	<b>9,0%</b>	<b>31,0%</b>	<b>3,3%</b>	<b>1,6%</b>	<b>4,6%</b>	<b>0,4%</b>	<b>0,2%</b>	<b>100,0%</b>
Temporary employees	1472	61	23	132	1640	64	17	44	14	8	3475
	42,4%	1,8%	0,7%	3,8%	47,2%	1,8%	0,5%	1,3%	0,4%	0,2%	100,0%
<b>GRAND TOTAL</b>	<b>53370</b>	<b>5433</b>	<b>2561</b>	<b>10984</b>	<b>38840</b>	<b>4040</b>	<b>1998</b>	<b>5588</b>	<b>503</b>	<b>257</b>	<b>123574</b>

STATE OWN ENTERPRISE (SOE) WORKFORCE PROFILE FOR EMPLOYEES WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	3	0	1	3	0	1	1	1	0	0	10
	30,0%	0,0%	10,0%	30,0%	0,0%	10,0%	10,0%	10,0%	0,0%	0,0%	100,0%
Senior Management	3	1	4	12	10	2	2	4	0	0	38
	7,9%	2,6%	10,5%	31,6%	26,3%	5,3%	5,3%	10,5%	0,0%	0,0%	100,0%
Professionally qualified	85	15	16	106	56	8	6	41	1	0	334
	25,4%	4,5%	4,8%	31,7%	16,8%	2,4%	1,8%	12,3%	0,3%	0,0%	100,0%
Skilled	343	49	28	324	277	31	18	100	1	0	1171
	29,3%	4,2%	2,4%	27,7%	23,7%	2,6%	1,5%	8,5%	0,1%	0,0%	100,0%
Semi-skilled	501	70	12	54	238	19	13	55	1	0	963
	52,0%	7,3%	1,2%	5,6%	24,7%	2,0%	1,3%	5,7%	0,1%	0,0%	100,0%
Unskilled	41	5	0	3	23	2	0	2	0	0	76
	53,9%	6,6%	0,0%	3,9%	30,3%	2,6%	0,0%	2,6%	0,0%	0,0%	100,0%
<b>TOTAL PERMANENT</b>	<b>976</b>	<b>140</b>	<b>61</b>	<b>502</b>	<b>604</b>	<b>63</b>	<b>40</b>	<b>203</b>	<b>3</b>	<b>0</b>	<b>2592</b>
	<b>37,7%</b>	<b>5,4%</b>	<b>2,4%</b>	<b>19,4%</b>	<b>23,3%</b>	<b>2,4%</b>	<b>1,5%</b>	<b>7,8%</b>	<b>0,1%</b>	<b>0,0%</b>	<b>100,0%</b>
Temporary employees	10	0	0	0	8	0	0	0	0	0	18
	55,6%	0,0%	0,0%	0,0%	44,4%	0,0%	0,0%	0,0%	0,0%	0,0%	100,0%
<b>GRAND TOTAL</b>	<b>986</b>	<b>140</b>	<b>61</b>	<b>502</b>	<b>612</b>	<b>63</b>	<b>40</b>	<b>203</b>	<b>3</b>	<b>0</b>	<b>2610</b>

#### D4: NON PROFIT ORGANISATIONS

NON PROFIT ORGANISATION WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	316	53	48	327	170	44	53	236	39	29	1315
	24,0%	4,0%	3,7%	24,9%	12,9%	3,3%	4,0%	17,9%	3,0%	2,2%	100,0%
Senior Management	1071	199	157	722	823	171	149	770	99	79	4240
	25,3%	4,7%	3,7%	17,0%	19,4%	4,0%	3,5%	18,2%	2,3%	1,9%	100,0%
Professionally qualified	6523	684	811	2493	14923	1165	1154	3992	737	482	32964
	19,8%	2,1%	2,5%	7,6%	45,3%	3,5%	3,5%	12,1%	2,2%	1,5%	100,0%
Skilled	17766	2181	740	2682	31771	2867	1043	4321	212	240	63823
	27,8%	3,4%	1,2%	4,2%	49,8%	4,5%	1,6%	6,8%	0,3%	0,4%	100,0%
Semi-skilled	24494	2482	358	640	42660	3653	541	1756	287	140	77011
	31,8%	3,2%	0,5%	0,8%	55,4%	4,7%	0,7%	2,3%	0,4%	0,2%	100,0%
Unskilled	18103	1269	57	201	24184	1837	58	234	90	105	46138
	39,2%	2,8%	0,1%	0,4%	52,4%	4,0%	0,1%	0,5%	0,2%	0,2%	100,0%
<b>TOTAL PERMANENT</b>	<b>68273</b>	<b>6868</b>	<b>2171</b>	<b>7065</b>	<b>114531</b>	<b>9737</b>	<b>2998</b>	<b>11309</b>	<b>1464</b>	<b>1075</b>	<b>225491</b>
	<b>30,3%</b>	<b>3,0%</b>	<b>1,0%</b>	<b>3,1%</b>	<b>50,8%</b>	<b>4,3%</b>	<b>1,3%</b>	<b>5,0%</b>	<b>0,6%</b>	<b>0,5%</b>	<b>100,0%</b>
Temporary employees	60636	5157	651	832	160737	12139	1140	1332	72	60	242756
	25,0%	2,1%	0,3%	0,3%	66,2%	5,0%	0,5%	0,5%	0,0%	0,0%	100,0%
<b>GRAND TOTAL</b>	<b>128909</b>	<b>12025</b>	<b>2822</b>	<b>7897</b>	<b>275268</b>	<b>21876</b>	<b>4138</b>	<b>12641</b>	<b>1536</b>	<b>1135</b>	<b>468247</b>

NON PROFIT ORGANISATION WORKFORCE PROFILE FOR EMPLOYEES WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	3	1	1	4	4	1	0	1	1	2	18
	16,7%	5,6%	5,6%	22,2%	22,2%	5,6%	0,0%	5,6%	5,6%	11,1%	100,0%
Senior Management	12	6	4	23	8	4	3	13	0	0	73
	16,4%	8,2%	5,5%	31,5%	11,0%	5,5%	4,1%	17,8%	0,0%	0,0%	100,0%
Professionally qualified	58	15	11	43	199	21	16	59	2	6	430
	13,5%	3,5%	2,6%	10,0%	46,3%	4,9%	3,7%	13,7%	0,5%	1,4%	100,0%
Skilled	174	38	14	83	300	28	13	101	3	0	754
	23,1%	5,0%	1,9%	11,0%	39,8%	3,7%	1,7%	13,4%	0,4%	0,0%	100,0%
Semi-skilled	288	49	3	40	423	40	13	65	0	0	921
	31,3%	5,3%	0,3%	4,3%	45,9%	4,3%	1,4%	7,1%	0,0%	0,0%	100,0%
Unskilled	203	45	0	91	261	41	2	59	0	2	704
	28,8%	6,4%	0,0%	12,9%	37,1%	5,8%	0,3%	8,4%	0,0%	0,3%	100,0%
<b>TOTAL PERMANENT</b>	<b>738</b>	<b>154</b>	<b>33</b>	<b>284</b>	<b>1195</b>	<b>135</b>	<b>47</b>	<b>298</b>	<b>6</b>	<b>10</b>	<b>2900</b>
	<b>25,4%</b>	<b>5,3%</b>	<b>1,1%</b>	<b>9,8%</b>	<b>41,2%</b>	<b>4,7%</b>	<b>1,6%</b>	<b>10,3%</b>	<b>0,2%</b>	<b>0,3%</b>	<b>100,0%</b>
Temporary employees	549	64	6	10	590	69	6	16	0	0	1310
	41,9%	4,9%	0,5%	0,8%	45,0%	5,3%	0,5%	1,2%	0,0%	0,0%	100,0%
<b>GRAND TOTAL</b>	<b>1287</b>	<b>218</b>	<b>39</b>	<b>294</b>	<b>1785</b>	<b>204</b>	<b>53</b>	<b>314</b>	<b>6</b>	<b>10</b>	<b>4210</b>

## APPENDIX E: DESCRIPTION OF THE SIX OCCUPATIONAL LEVELS (EEA9)

OCCUPATIONAL LEVELS	Patterson Classic (Levels)	Patterson Modern (Bands)	ReMeasure © (points)	Hay Units © (points)	Hay Decision Tree © (points)	Peromnes © (points)	Task © (levels)	JEasy © (levels)	DESCRIPTION
Top Management/ Executives	F+1 – F+5	G Band1	300-349	3581-7160	1++				Controls the functional integration of the business. Determines the overall strategy and objectives of the business. Directs the company into the future. The nature of the work and focus is long-term. Sign-off on policy or strategy
	F1 – F5	F Lower-F Upper	250-299	1801-3580	1 to 1+	23-26	6a-6e		
Senior Management	E1-E5	E Lower-E Upper	200-249	735-1800	4-2	18-22	5a-5e		Knowledge of entire business area/BU/company or group. Provide inputs for/formulation of the overall Organisational strategy. Translates the overall strategy into business plans for BU/Functional Unit, thereby operationalizing organizational strategy. Implements and manages business plan, goals and objectives and ensures the achievement of overall key Organisational/BU/Functional outputs. Manages the development of innovation and change
Professionally Qualified & experienced specialists/mid-management	D1-D5	D Lower-D Upper	150-199	371-734	7-4	14-18	4a-4e		Professional knowledge of sub-discipline or discipline. Provide input in the formulation of Organisational/Functional Unit business plans. Formulate and implement departmental/team plans that will support the BU business plans. Optimisation of resources (finances, people, material, information and technology) to achieve given objectives in most productive and cost effective way.
Skilled Technical & Academically Qualified/ Junior Management/ Supervisors/ Foremen/ Superintendents	C1-C5	C Lower-C Upper	100-149	192-370	11-7	9-13	3a-3e		Applies broad knowledge of products, techniques and processes. Evaluates procedures and applies previous experience. A good solution can usually be found. Determines own priorities. What has to be done is stipulated; but may require initiative in terms of how it should be done
Semi-Skilled & discretionary decision-making	B1-B5	B Lower-B Upper	50-99	85-191	15-11	4-8	2a-2e		Accountable for direct product, process or service quality. Incremental improvement of existing processes and procedures according to clear guidelines. Choosing of correct action on the basis of set standards, training procedures and past experience
Unskilled & defined decision-making	A1-A3	A	20-49	54-84	19-16	1-3	1a-1c		Steps to accomplish work or processes are clearly defined and understood. Tasks are sometimes repetitive and uncomplicated and the work cycle is short

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















employment & labour

Department:  
Employment and Labour  
REPUBLIC OF SOUTH AFRICA



**TRANSFORMATION  
MAKES BUSINESS SENSE**