



**22nd COMMISSION FOR EMPLOYMENT EQUITY
ANNUAL REPORT 2021 - 22**



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**22nd Commission for Employment Equity (CEE)
ANNUAL REPORT (2021-2022)**



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TABLE OF CONTENTS

Glossary	iv
Foreword.....	v
Members of the Commission for Employment Equity	vi
1.Introduction.....	1
2.Key strategic objectives of the 5 th CEE.....	1
3.Highlights for the reporting period.....	2
4.Unfair Discrimination Cases involving Harassment in the workplace (CCMA).....	5
5.Employment Equity Inspections conducted 2021-2022	11
6.Analysis of Director-General (DG) notifications for failure to submit 2021 EE reports.....	14
7.Demographics of the National and Regional/ Provincial Economically Active Population (EAP)....	18
8.Analysis of Employment Equity reports received in 2021	20
9.Workforce profile trends analysis from 2019 to 2021	23
10.Barriers and Affirmative Action Measures for 2021 (All Employers).....	49
11.Analysis of Public Service vs Private Sector workforce profiles for 2021 EE reporting.....	53
12.Concluding observations and remarks	68
References	70
Appendix.....	72

GLOSSARY

B-BBEE	Broad-Based Black Economic Empowerment
BMF	Black Management Forum
CCMA	Commission for Conciliation, Mediation and Arbitration
CEE	Commission for Employment Equity
CGE	Commission on Gender Equality
Department	Department of Employment and Labour
DG	Director-General of the Department of Employment and Labour
Designated groups	“Designated groups” mean black people, women and people with disabilities who are citizens of the Republic of South Africa by birth or descent; or became citizens of the Republic of South Africa by naturalization – before 27 April 1994; 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.
EAP	Economically Active Population (EAP) includes people from 15 to 64 years of age who are either employed or unemployed and are seeking employment.
IES	Inspections and Enforcement Services
ILO	International Labour Organisation
NEDLAC	National Economic Development and Labour Council
NPO	Non-Profit Organisation
NSA	National Skills Authority
POPULATION GROUPS	African, Coloured, Indian, White and Foreign National
PSC	Public Service Commission
STATSA	Statistics South Africa

FOREWORD



The Commission for Employment Equity (CEE) is delighted to share the 22nd Annual Report in line with its mandate as stipulated in Section 33 of the Employment Equity Act, 1998. In this report, the highlights of the CEE work for the previous year is captured, along with the data as shared by designated employers in their employment equity reports submitted for 2021 EE reporting cycle.

We celebrate the publishing of the Code of Good Practice on the Prevention and Elimination of Harassment in the workplace in Gazette No 46056 dated 18 March 2022. This Code replaces the 2005 Code of Good Practice on the Handling of Sexual Harassment Cases in the workplace. While the previous Code dealt only with Sexual Harassment, this Code covers other forms of harassment including Physical, Verbal and Psychological Harassment. It extends to hostile teasing, LGBTQIA+ phobic language, as well as workplace and cyber bullying to name but a few. It addresses critical issues related to the lived experiences of employees and lifts the plight of the LGBTQIA+ community in a significant way as well.

Furthermore, this Code addresses some of the emerging trends of harassment that have occurred as a result of remote work, which is a consequence of COVID-19 pandemic. The CEE believes that this Code is ground-breaking and worth celebrating as it offers a more streamlined approach to the prevention and elimination of harassment in the workplace. This Code empowers employees and employers to deal effectively with harassment in the workplace.

The CEE has continued to work tirelessly with the Secretariat to finalise the consultation process on the setting of Sector Targets, which are a key feature of the Employment Equity Amendment Bill, 2020. The Bill is likely to become law within the next financial year and the CEE is working towards readying the environment for the amendments contained therein. The consultation approach is consensus seeking and it is hoped that the final sector targets will create benchmarks that will lead to a major “shifting of the needle” in terms of the implementation of affirmative action in the labour market.

The data that emerged from the 2021 EE reporting cycle still portrays an average of 1% in the reduction of the White population group at the top three occupational levels of the workforce. The workplace Barrier Analyses remain inadequate and as a result, the affirmative action measures which would normally yield progressive results remain minimal and, in some cases, superficial. Consequently, the attempts to get these top three occupational levels to be representative of the Economically Active Population (EAP) continue to be stunted.

The trend of the employment of Foreign Nationals at entry-level jobs of the labour market remains a challenge. At the Unskilled Level for instance, 4.3% of that workforce is made up of Foreign Nationals. The Unskilled Level is an entry-level into the world of work and the CEE urges employers to give preference to South African Nationals in order to deal with the substantial high levels of unemployment in our country. Minister Nxesi has amongst other interventions, responded to this by instituting relevant policy interventions, and the CEE takes this opportunity to applaud him for this. Minister Nxesi stated that: “The National Labour Migration Policy goes hand in hand with a proposed Employment Services (ES) Amendment Bill -providing a policy framework and the legal basis to regulate the extent to which employers can employ foreign nationals in their establishments while protecting the rights of migrants.”¹

The CEE continues to work tirelessly on ensuring that the Employment Equity Act (EEA) and its policy tools gives effect to section 9 of the Constitution of our country. I wish to thank the fifth CEE and the Secretariat for all their hard work and support over the past year. My gratitude also goes to Minister Nxesi for his support for the work of the CEE.

T KABINDE, MS
Chairperson: 5th Commission for Employment Equity (CEE)

1. Department of Employment and Labour (2022/2/ 28), Minister Nxesi on the release of the South Africa's National Labour Migration Policy for Public Comment, <https://www.labour.gov.za/employment-and-labour-minister-releases-sa-national-labour-migration-policy-for-public-comment>, Accessed 2022/03/22

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.

According to section 30 of the EEA, the main mandate of the CEE is to advise the Minister of Employment and Labour (the Minister) on codes of good practice, regulations, policy and any other matter concerning this Act. In addition, the Commission may make awards recognising achievements of employers; commission research and report to the Minister on any matter relating to the application of this Act, including appropriate and well-researched norms and benchmarks for the setting of numerical goals in various sectors; and to perform other prescribed functions.

The term of office for each CEE member, inclusive of the Chairperson, is five years on a part-time basis. The term of office of the 5th Commission for Employment Equity (5th CEE) is from 1 December 2020 to 30 November 2025.

CHAIRPERSON: 5th COMMISSION FOR EMPLOYMENT EQUITY

Ms Tabea Kabinde



Ms Tabea Kabinde has over 20 years of experience in the field of Diversity, Inclusion and Transformation. She facilitated diversity management interventions in the SANDF, at the period when the different armed forces were merged at the dawn of democracy. She went on to join the team that facilitate Management of Diversity interventions in ABSA and then later continued as an independent consultant working in this space. She has represented BUSA as a South African Representative at International Labour Organisation. From 2016 to 2018, she represented the CEE at United Nations' Commission on the Status of Women (CSW). She has facilitated numerous dialogues, including at the United Nations at the CSW 2018. Tabea was the

Chairperson of the 4th Commission for Employment Equity and was reappointed by Minister Nxesi in December 2020 to chair the 5th Commission for Employment Equity. Tabea is also a Senior Advisor at a Transformation Company called Aye.

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

Tabea has received a number of accolades. This includes The Business Woman of the Year Award conferred by the South African Business Women Council in 2013 as well as the Founders Cup conferred by APSO in 2014.

ORGANISED BUSINESS

Ms Thembi Chagonda



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 is Joint CEO 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 Institute of Directors (IoD) 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.

Ms Zinzisa Pearl Mgolodela



Zinzi Mgolodela is the Director of Corporate Affairs for the South African operations of the JSE-listed retailer, Woolworths Holdings Limited. In 2020, she was appointed by South Africa's Minister of Employment and Labour to serve as a Commissioner on the Commission for Employment Equity.

At Woolworths South Africa, Zinzi has led a transformation journey for the business with vision, passion and tenacity. The business's transformation intent and vision has been manifested in a number of innovative empowerment strategies and initiatives aimed at increasing the participation of disadvantaged South Africans in the mainstream economy.

Zinzi's approach has been to shift mind-sets and create an environment where business leaders embrace the ethos of transformation and social justice beyond compliance requirements for sustainable change. She has been instrumental in opening the Woolworths South Africa supplier value chain to fledgling Black and Women entrepreneurs.

In 2017, after 13 years spearheading the transformation agenda at Woolworths, she was appointed as Director of Corporate Affairs and a member of the Executive Committee. Zinzi has represented Woolworths and the industry in various forums such as the Retail Association (RA), Development Chamber of Nedlac and BUSA (Business Unity SA).

In 2015, she was awarded the National Manager of the Year award by the Black Management Forum, an affinity and lobby group for black professionals, managers and executives. In addition, she also serves as a trustee on the Woolworths Trust as well as on the Wooltru Healthcare Fund. Before joining Woolworths, Zinzi worked in the financial services sector managing different portfolios including CSI, Sponsorships and HIV/Aids.

She developed an interest in socio-economic issues at the University of Western Cape where she completed her BCom and Honours degrees in Business Economics.

COMMUNITY CONSTITUENCY

Mr Puleng Tsebe



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, He is the DPSA representative in the Community Constituency of the Development Chamber as well as a member of the Executive Committee at NEDLAC.

He was a member of the Presidential B-BBEE Advisory Council. He was also a member of the National Heritage Council and serves as a Commissioner of the Commission for Employment Equity representing the community sector. He serves as the SGB Chairperson at Ebenezer High School in Mahwelereng.

Ms Mpho Mvuma



Ms Mpho Mvuma is a Community Constituency member at NEDLAC. She is currently the Gauteng Convenor at the Financial Sector Charter Council (FSCC) office. She also served as a member of the Service Delivery Committee on the Johannesburg Municipality Board of Directors representing the entity called Pikit-Up from 2019 to 2020. Her main experience involves providing leadership community development and skills development, and she is currently studying labour law.

GOVERNMENT CONSTITUENCY

Ms Jensma Stieneke



Ms Stieneke Jensma is a specialist in Development Finance. She has spent a substantial part of her career in various areas of finance including infrastructure development and financing, corporate finance and microfinance. She has a broad understanding of the sector having worked internationally, regionally and in South Africa. Her experience spans over 20 years working in the private and public sectors and not-for-profit companies.

Stieneke holds an MBA from the University of Pretoria and is a recipient of a Golden Key Award. In addition, she holds a Bachelor of Commerce degree from University of South Africa (UNISA), a project management qualification and qualified to be a Certified Associate of the Institute of Bankers in South Africa. She was trained in development finance in the UK and in East Africa. Her areas of expertise include infrastructure and cluster development, financial analysis, institutional development and corporate governance. Stieneke sits on a number of boards in the USA and South Africa, three of which she chairs; she is currently in executive management at the Department of Trade Industry and Competition.

Stieneke is an achiever in many aspects she pioneered the cluster development programme which was closely followed by the introduction of the industrial parks revitalization programme. These are two key programmes that have had a significant social economic impact. She has effectively provided business development support to businesses across sectors. In addition, she is an avid public speaker and program director. She is well travelled and has a passion for exploring the African continent and its rich culture.



Ms Dineo Mmako

Ms Dineo Mmako currently holds the position of Chief Director: Monitoring and Evaluation in the Department of Women, Youth and Persons with Disabilities (DWYPD). She has held various positions in The Presidency and Department of Planning, Monitoring and Evaluation including Programme manager for the Frontline Service Delivery Monitoring (FSDM), Information Communication Technology Project Manager, Business analyst and Government systems administrator. She has a Master's Degree in Management: Public sector monitoring and evaluation; Bachelors of Science majoring in Statistics & Chemistry, and Postgraduate certificates qualifications in: Advance Management; Business Project Management; Monitoring and Evaluation; Public Management and Strategic management. She has more

than a decade experience in data management and analysis, monitoring and evaluation; as well as coordination and facilitation of government programmes and interventions.

ORGANISED LABOUR

Mr Bhabhali ka Maphikela Nhlapo



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 Chemical, Energy, paper printing, Wood and Allied Workers Union (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). He also acquired an Honours Degree in Economics and a Master of Commerce Degree in Development Economics.

Ms Lebogang Mulaisi



Lebogang Mulaisi is the Labour Market Policy Coordinator at COSATU, where she coordinates the implementation of COSATU's labour market policy. She is an EXCO and MANCO member at the National Economic Development and Labour Council (NEDLAC) and represent organised labour in the labour market chamber of NEDLAC. She holds a Bachelor of Commerce (Honours) Degree in Economics, a Postgraduate Diploma in Labour Law and a Master of Commerce Degree in Development Economics.



1. INTRODUCTION

This is the 22nd 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), 1998.

The report covers the period from 1 April 2021 to 31 March 2022. This report reflects on the strategic objectives covering a 5-year period for the 5th CEE. It outlines the key highlights for the period under review, detailing the workforce distribution of the Economically Active Population (EAP) and provides a trend analysis of Employment Equity Reports received from designated employers for the years 2019, 2020 and 2021.

The EE reports' analysis covers the six occupational levels of the workforce profile and movements according to population groups, gender and disability. Furthermore, a quantitative analysis is provided of the employment equity reports in the various economic sectors and business types.

In addition, an analysis is provided of the workplace barriers and affirmative action measures reported by designated employers for the 2021 reporting period. It also provides a comparative analysis of the quantitative data received from the Public Sector and Private Sector employers for the 2021-2022 reporting period. The report concludes with key observations and remarks for the reporting period.

2. KEY STRATEGIC OBJECTIVES OF THE 5TH CEE

In line with the government's priority of speeding up economic growth and transforming the economy in order to create decent work, the 5th Commission for Employment Equity (CEE) has set out the following key objectives for the next five years of their term of office from 1 December 2020 to 30 November 2025:

- a. To provide sound and well researched advice to the Minister on the EEA and its policy tools
- b. To mobilise stakeholders to enable employment equity compliance
- c. To facilitate the empowerment of workers to enforce their rights as espoused in the EEA
- d. To empower employers to drive the transformative journey
- e. To monitor, evaluate and report on employment equity.

3. HIGHLIGHTS FOR THE REPORTING PERIOD

This section of the report covers key activities of the 5th CEE for the 2021/2022 reporting period.

3.1 Employment Equity (EE) Amendments

The Employment Equity Amendment Bill, 2020 was tabled in Parliament in June 2020 and subsequently, the Portfolio Committee on Employment and Labour published this Bill for public comment in February 2021. Thereafter, the Portfolio Committee on Employment and Labour received written submissions and hosted Parliamentary public hearings on the EE Amendment Bill from 13 – 15 April 2021.

After consideration of both the oral and written submissions, the Portfolio Committee on Employment and Labour finalized their deliberations in August 2021 and referred the Bill to the National Assembly for approval for tabling in the National Council of Provinces (NCOP). Subsequently, the National Assembly referred the EE Amendment Bill to the NCOP in November 2021 for their consideration and concurrence.

The Select Committee of the National Council of Provinces (NCOP) published the Bill for public comments in December 2021. The Select Committee of the NCOP hosted the public hearings on the EE Amendment Bill on 22 February 2022. The Department of Employment and Labour prepared responses and provided clarity on all matters raised in both the written and oral submissions to the Select Committee on 8 March 2022. The Select Committee deliberations on the EE Amendment Bill are still in progress.

3.2 Sector Engagements

The Department jointly with the Commission for Employment Equity (CEE) are still busy with the consultation process with the relevant stakeholders across all economic sectors. The primary objective of the consultations is to arrive at sector specific EE numerical targets for designated groups (i.e. Black people, women and persons with disabilities) through engagements with sector stakeholders as required by section 15A of the Employment Equity Amendment Bill (EE Amendment Bill). The sector specific EE numerical targets are intended to ensure the equitable representation of suitably qualified people from these groups across all occupational levels of the workforce in the labour market.

The initial round of sector stakeholder engagements, which commenced in June 2019 were concluded at the end of June 2021 with each of the 18 identified economic sectors having been consulted separately. Thus far, consensus have been reached with the **Financial and Insurance Sector** (formerly known as Finance and Business services).

In the remainder of the 2021/2022 financial year, the CEE and the department have been busy analysing the written submissions from the sector stakeholders on the proposed Sector EE targets discussed in the initial round of consultations and conducting follow-up engagements with the remaining 17 economic sectors.

In light of the above, follow-up sector stakeholder engagements are in progress in order to finalise the setting of sector specific EE numerical targets while awaiting the Bill to be finalised by Parliament. After the EE Amendment Bill is accented into law by the President, the proposed sector EE numerical targets will be published by the Minister in the Government Gazette for at least a period of 30 days for public comment.

3.3 Code of Good Practice on the Prevention and Elimination of Harassment in the Workplace

The South African Constitution protects the right to dignity, equality, and fair labour practices in terms of the Bill of Rights, which includes the elimination, prevention, and management of all forms of harassment, including gender-based harassment in the workplace with the aim to create safe workplaces that are free of harassment.

The Code of Good Practice is intended to address the prevention, elimination, and management of all forms of harassment in the workplace. It is guided by the ILO Convention 190 and its Recommendation concerning the elimination of Violence and Harassment in the World of Work, 2019; the Discrimination (Employment and Occupation) Convention 111 of 1958 (Convention 111); and the ILO Convention 151 relating to Occupational Health and Safety.

The Employment Equity Act, 1998 as amended (EEA) is one of several Acts that are relevant to the implementation of South Africa's obligations in terms of Convention 190 to prevent violence and harassment in the world of work. It constitutes one of the key legislative and policy interventions within the ethos of South Africa's Constitution to achieve equity in the workplace by promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination policies and practices, which result in inequalities in the workplace.

Section 6(1) of the EEA prohibits unfair discrimination directly or indirectly, against an employee, in any employment policy or practice, on one or more grounds, including race, gender, sex, pregnancy, marital status, family responsibility, ethnic or social origin, colour, sexual orientation, age, disability, religion, HIV status, conscience, belief, political opinion, culture, language, birth, or on any other arbitrary ground. Section 6(3) of the EEA states that harassment of an employee is a form of unfair discrimination and is prohibited on anyone, or a combination of grounds of unfair discrimination listed in subsection 6(1) of the EEA. The need to align to ILO Convention 190 and its Recommendation, necessitated action by the CEE to review the Code of Good Practice on the Handling of Sexual Harassment Cases in Workplaces (2005). Engagements were held with social partners and other stakeholders to explore ways to address harassment in the world of work.

South Africa regards all forms of harassment as a form of unfair discrimination and constitutes a barrier to equity and equality in the workplace. Therefore, all forms of harassment such as sexual harassment; gender-based harassment; bullying; and racial, ethnic or social origin harassment have been addressed in this Code. Furthermore, the Code addresses harassment of women, men and LGBTQIA+ and other vulnerable groups in the workplace, including persons with disabilities, is an abuse of power. It is acknowledged in the new Code that harassment may include physical abuse, psychological abuse, emotional abuse, and sexual abuse.

The objective of the Code is to eliminate all forms of harassment in the workplace and in any activity linked to, or arising out of work. It provides guidelines to employers and employees (including applicants for employment) on the prevention and elimination of all forms of harassment in the workplace. It identifies the steps that employers must take to eliminate harassment, including the development and implementation of policies, practices and procedures that will lead to the creation of workplaces that are free of harassment and in which employers and employees respect one another's integrity, dignity, privacy, and their right to equality in the workplace.

The Code applies to all employers and employees, as provided for in the Employment Equity Act, 1998. Any reference in the Code to "employees" includes applicants for employment. This Code was also tabled at NEDLAC in 2021 for deliberation by Social Partners under the auspices of the NEDLAC Labour Market Chamber. NEDLAC finalised its processes in February 2022. Subsequently, the CEE finalised the development of the Code on the Prevention and Elimination of Harassment in the Workplace and advised the Minister to publish the Code, which was published in the Government Gazette dated 18 March 2022.



4. UNFAIR DISCRIMINATION CASES INVOLVING HARASSMENT IN THE WORKPLACE (CCMA)

Introduction

For those who wish to make use of the protections provided by the Employment Equity Act 55 of 1998 (EEA), in particular the provisions relating to harassment in the workplace, and for those tasked to determine matters of this nature, certain aspects of the application of the legislation may be complicated at times. This may be especially so when it comes to determining what behaviour could potentially constitute harassment in terms of the EEA and what criteria should be considered when faced with matters of this nature. In addition, while the jurisprudence on sexual harassment is mostly settled and guidance is provided by the Code of Good Practice on Handling of Sexual Harassment cases in the Workplace, 2005 (the Code), there are currently no stand-alone guidelines to assist one with the interpretation and application of harassment based on an “arbitrary ground.”

Furthermore, when reading various judgments on sexual harassment arising from the Labour Courts, it is noticeable that there is still a tendency by some arbitrators (and judges as will be illustrated below) to pay lip service to the Code and to apply the wrong standard when dealing with evidence in general, and in particular to the application of evidence involving single witnesses.

The purpose of this article is to highlight some of the challenges associated with the above, and where applicable, to recommend possible ways in which to address these.

Interpretation and application of “harassment” as per the EEA

The EEA must be interpreted in compliance with the Constitution of the Republic of South Africa, 1996 (the Constitution, 1996) so as to give effect to its purpose. The Bill of Rights (Chapter 2 of the Constitution, 1996) in turn, serves to enshrine the rights of all people [in our country] and affirms the democratic values of human dignity, equality and freedom. Section 3 of the EEA reads further to state that the EEA must be interpreted taking into account any relevant code of good practice issued in terms of the EEA or any other employment law. Employment law, in terms of the definition provided in section 1 of the EEA, is limited to Acts whose administration has been assigned to the Minister of Employment and Labour. Lastly, interpretation of the EEA must also be in compliance with international law obligations of the Republic of South Africa (RSA), with emphasis placed on the International Labour Organisation (ILO) Convention 111 – the Convention in respect of employment and occupation (1958) – which the RSA ratified in 1997.

With this in mind, and focussing on the topic at hand, the EEA provides employees and job applicants with protection against harassment in the workplace. Unlike the Promotion of Equality and Prevention of Unfair Discrimination Act 4 of 2000 (PEPUDA),² the EEA does not define “harassment” in its broader sense. While the EEA does not define sexual harassment as a form of harassment, the Code provides a test for sexual harassment and sets out factors to establish sexual harassment. Some may argue that those interpreting the EEA cannot directly apply the PEPUDA definition as PEPUDA does not fall within the EEA’s definition of “employment law” as it is an Act whose administration is assigned to the Minister of Justice and Constitutional Development and not the Minister of Employment and Labour. Others may argue that one may apply it in so far as it relates to harassment within the scope of the EEA.

Either way, without a clear definition of harassment in the EEA itself, the applicant is directed to section 6(3) of the EEA which states that “Harassment of an employee is a form of unfair discrimination and is prohibited on any one, or a combination of grounds of unfair discrimination listed in subsection (1).” The applicant is then required to ‘match’ his or her experience of harassment to one of the following grounds:

Section 6(1) of the EEA: “No person may unfairly discriminate, directly or indirectly, against an employee, in any employment policy or practice, on one or more grounds, including race, gender, sex, pregnancy, marital status, family responsibility, ethnic or social origin, colour, sexual orientation, age, disability, religion, HIV status, conscience, belief, political opinion, culture, language, birth, or on any other arbitrary ground.”

2. The Promotion of Equality and Prevention of Unfair Discrimination Act 4 of 2000 (PEPUDA) defines harassment as follows: “Harassment means unwanted conduct which is persistent or serious and demeans, humiliates or creates a hostile or intimidating environment or is calculated to induce submission by actual or threatened adverse consequences and which is related to-

- (a) sex, gender or sexual orientation, or
- (b) a person’s membership or presumed membership of a group identified by one or more of the prohibited grounds or a characteristic associated with such a group.”

Typically, when an applicant cannot match the harassment to one of the listed grounds, the tendency is to rely on “any other arbitrary ground.” For example, of the 1777 EEA-related referrals that the CCMA received from 01 April 2021 until 31 January 2022, 61% (1087) of these were based on an arbitrary ground (**see Table A below**).

This tendency is quite prevalent in EEA disputes related to claims of equal pay for work of equal value (section 6(4) of the EEA), and has been the subject matter of various Labour Court decisions, culminating in the Labour Appeal Court’s finding in *K Naidoo and others v Parliament of the Republic of South Africa*³. In *Naidoo*, the LAC applied a narrow interpretation to “any other arbitrary ground” stating that a broad interpretation has the potential to make section 6(1) a remedy for grievances with virtually no limits. Arbitrary grounds are based on attributes and characteristics which have the potential to impair the fundamental human dignity of persons as human beings or to affect them adversely in a comparably serious manner. The Constitutional Court in *Harksen v Lane*⁴ has stated that the focus needs to be placed on the impact of the act or omission on the complainant or others in his or her situation. In determining whether the discrimination provision has negatively impacted on the complainant the Constitutional Court held that the following factors should be considered⁵-

- a. “The position of the Complainants in the society and whether they have suffered from the patterns of disadvantage.
- b. The nature of the provision or power and the purpose sought to be achieved by it.
- c. The extent to which the discrimination has affected the rights or interests of complainants and whether it led to the impairment of their fundamental human dignity.”

However, it is suggested that in the absence of stand-alone guidelines, a lay person may find it difficult to frame a successful claim (applicant’s bear the burden of proof when basing a claim of discrimination on arbitrary grounds) of harassment based on an arbitrary ground.

Meeting this challenge to statutory interpretation of harassment – one suggested approach

It is suggested that the provision of a clear definition of “harassment” either in the EEA or in a Code of Good Practice may serve to assist applicants who wish to rely on this provision. Likewise, the provision of guidelines, based on jurisprudence, to assist parties to interpret and apply the “any other arbitrary ground” provision may serve to counter related challenges to the implementation of the harassment provision and the equal pay for work of equal value provisions.

The challenge of failure to apply the Code of Good Practice on the Handling of Sexual Harassment cases in the Workplace (2005) and to correctly apply the law regarding single witnesses and similar fact evidence in sexual harassment cases

Section 3(c) of the EEA provides that the EEA must be interpreted taking into account any relevant code of good practice issued in terms of the EEA or any other employment law. Likewise, section 138(6) of the Labour Relations Act 66 of 1995 makes it pre-emptory for arbitrators to take into account any code of good practice issued by NEDLAC and that is relevant to the matter being considered in the arbitration proceedings. Arbitrators (and judges) are required to apply relevant case law when considering and analysing evidence. When the trier of facts does not apply the Code and/or does not give appropriate weight to supporting evidence in sexual harassment cases, the finding may be reviewable as can be seen in the discussion that follows.

University of Cape Town v CCMA and others⁶ (2021)

Before dealing with the *University of Cape Town* matter, it should be noted that in *GAGA v Anglo Platinum Ltd and others*⁷ the Labour Appeal Court (LAC) accepted that, in the context of most sexual harassment cases, similar fact evidence of a pattern or behaviour or series of misconduct will often be relevant to both the probabilities of the conduct having been committed and the appropriateness of the dismissal as a sanction. The LAC in *GAGA* stated that it may be more so where the alleged misconduct is characterised by an element of impulsivity, as is often the case with sexual misconduct.

3. *K Naidoo and others v Parliament of the Republic of South Africa* CA 4/2019; (2020) ZALAC 38; (2020) 41 (ILJ) 1931 (LAC); (2020) 10 BLLR 1009. (Hereinafter, referred to as the *Naidoo* case).

4. *Harksen v Lane* (CCT 9/97) [1997] ZACC 12; 1997 (11) BCLR 1489; 1998 (1) SA 300

5. CCMA Case Law for Commissioners 2021 9th ed at page 823.

6. *University of Cape Town v CCMA and others* (C14/2019) (judgment handed down on 18 January 2021).

7. *GAGA v Anglo Platinum Ltd and others* (2012) 33 ILJ 329 (LAC).

In *University of Cape Town v CCMA and others* the complainant, a 24-year-old student intern, claimed to have been sexually harassed between 2013 and 2015 by a 56-year-old senior lecturer (to whom she reported) at UCT. The latter was subsequently dismissed and challenged the fairness of his dismissal at the CCMA.

At arbitration, the complainant's testimony told the story of a senior lecturer who seemingly became over involved with a young student. This includes making comments about how she looked and what look he preferred for her, gazing and standing inappropriately close to her, taking photos of her and asking her to stand on a desk so that he could photograph her, following her on campus, inviting her and her partner for dinner, telling her that he notices the pretty ones (referring to her), and openly sharing his personal life with her including about people that he found attractive. Her testimony was supported by other women who provided similar fact evidence of their experience of him.

The arbitrator found in his favour and awarded him six months' compensation. Part of the arbitrator's reasoning was to compare her experience of the behavior of the lecturer during the arbitration hearing with that described by the complainant and discounting the latter's experience accordingly. The arbitrator also made subjective findings on whether the acts complained of constituted sexual harassment. The arbitrator placed little weight on the similar fact evidence adduced by the other witnesses, many of whom testified to completely inappropriate behaviour on the part of the lecturer.

The complainant took the matter on review to the Labour Court. The Labour Court set the arbitration award aside based on a number of key factors, including: the failure of the arbitrator to apply the Code; the failure to contextualize the senior lecturer's conduct within the realm of a student and senior lecturer relationship where the latter was 30 years older than the student/complainant; the arbitrator's reliance on her own irrelevant and subjective experience of the senior lecturer (during the arbitration hearing) instead of the subjective experience of the complainant; and the failure of the arbitrator to place appropriate weight on the similar fact evidence presented at the arbitration.

The Labour Court reiterated the importance of applying the Code as well as the appropriate test when considering evidence in sexual harassment disputes.

Ekurhuleni Metropolitan Municipality v the South African Local Government Bargaining Council⁸

Another challenging area is the application of the cautionary rule against single witnesses in matters relating to sexual harassment. Before discussing the *Ekurhuleni* judgment, we are reminded of the matter of *L S v Commission for Conciliation, Mediation and Arbitration and others*⁹ where the Labour Court held that-

"Our law of evidence recognises that judgment may be given on the basis of a single credible, competent witness. Where neither the credibility of the witness, nor her competence to give evidence is challenged, relief may not be refused simply because of the absence of corroboration. We have in our law also parted ways with the so-called cautionary rule against complainants in criminal proceedings who alleged the commission of a sexual offence. There is no place for it in the resolution of labour disputes."

In *Ekurhuleni, 2021*,¹⁰ the Labour Appeal Court stated that the arbitrator from SALGBC had applied the cautionary rule regarding single witnesses against the complainant and the employee. In this instance, the complainant, a member of the public who was using the services of the Edenvale Traffic Licensing Centre, claimed that an employee who worked as a cashier for the latter, had sexually harassed her on two occasions. The latter included verbal harassment – e.g. telling the complainant that it looks like she will taste nice in bed - and physical – e.g. rubbing her hand. Following a disciplinary hearing, that employee was dismissed. He subsequently referred a dispute to the SALGBC. The arbitrator applied the cautionary rule against single witnesses and considered whether the complainant was a "liar" "with an agenda against the applicant". The arbitrator concluded, on a balance of probabilities, that her evidence was credible and that the employee had sexually harassed the complainant. The arbitrator considered the employee's years of service and his clean disciplinary record and determined that these factors outweighed the conduct of the employee to the extent that the sanction of dismissal was too harsh.

The employer took the arbitration award on review to the Labour Court. The employee cross-reviewed the award challenging the finding that he had committed sexual harassment. The Labour Court subsequently found in favour of the employee and

8. *Ekurhuleni Metropolitan Municipality v the South African Local Government Bargaining Council* (JA17/21). (Judgment handed down on 27 January 2022) (Hereinafter, referred to as "Ekurhuleni, 2021).

9. *L S v Commission for Conciliation, Mediation and Arbitration and others*, (2014) 35 ILJ 2205 (LC) at par 57.

10. *Ekurhuleni* at par 15.

found that the employee did not sexually harass the complainant and thereby, that the arbitration award should be set aside. Part of the Labour Court's reasoning was that in light of two conflicting versions, the complainant's version was less probable as it seemed "unthinkable" to the Court that a complainant who was so shocked by what had apparently happened to her did not disclose it at the time to her family or friends. The Court also disputed that the rubbing of the complainant's hand by the employee amounted to sexual harassment, and found that the complainant's version was not corroborated. The employer then took the judgment to the Labour Court on appeal.

The Labour Appeal Court, by applying the appropriate test¹¹ for sexual harassment and for dealing with evidence that is 'mutually destructive', found that the Labour Court, amongst other factors, had not taken the complainant's subjective experience of the hand rubbing into consideration; had not considered her explanation for why she did not report the incident on the two dates when she said she was harassed; and had rejected her evidence without applying the appropriate test to determine the credibility, reliability or the probabilities of her testimony, including why she would have sought to falsely implicate the third respondent when he was not known to her. The LAC held further that the record of the arbitration clearly reflected that the employee had admitted to some of the allegations and that the arbitrator had accordingly found that sexual harassment had taken place, but had considered factors in mitigation (see above) when finding that a final written warning, and not dismissal, would be fair in the circumstances.

On the basis of the evidence presented and on a proper application of the law, the LAC concluded that "In undertaking its task in the manner that it did the Labour Court only further contributed to the indignity endured by the complainant in the matter."¹²

Meeting the challenge of appropriate application of the law on sexual harassment – a suggested approach

The key learnings from the above include the importance of appropriate on-going training of those appointed to determine matters related to, in this case, sexual harassment, as well as the need for experienced legal practitioners and possibly practitioners who work with survivors of sexual harassment to provide guidance and mentorship to those tasked with determining matters of this nature. It is suggested further that organisations such as the CCMA provide training to those who represent parties in matters relating to harassment so as to strengthen the support structures and thereby enhance accessibility to this often challenging area of the law.

11. As set out in the Code of Good Practice for Handling Sexual Harassment in the Workplace, 2005.

12. Ekurhuleni, 2021 at par 30.

Table A: Breakdown of the 1777 EEA-linked referrals received by the CCMA from 01 April 2021 until 31 January 2022

Table A: Referral Issue	No of Referrals
Prohibition of unfair discrimination - Arbitrary ground	1 087
Equal pay for work of equal value - Arbitrary ground	359
Sexual harassment	80
Prohibition of unfair discrimination – Race	49
Prohibition of unfair discrimination – Pregnancy	33
Prohibition of unfair discrimination – Age	28
Protection of employee rights	23
Prohibition of unfair discrimination – Disability	22
Prohibition of unfair discrimination – Gender	17
Prohibition of unfair discrimination – Colour	12
Equal pay for work of equal value – Race	10
Prohibition of unfair discrimination – Sex	7
Psychological testing and other similar assessments	6
Equal pay for work of equal value – Gender	6
Equal pay for work of equal value – Age	6
Medical testing	5
Prohibition of unfair discrimination – Culture	4
Prohibition of unfair discrimination - HIV status	4
Equal pay for work of equal value – Belief	3
Prohibition of unfair discrimination – Religion	3
Prohibition of unfair discrimination - Sexual orientation	2
Prohibition of unfair discrimination – Belief	2
Equal pay for work of equal value – Disability	2
Equal pay for work of equal value – Sex	2
Discrimination related to mandatory vaccinations	2
Prohibition of unfair discrimination - Political opinion	1
Prohibition of unfair discrimination - Marital status	1
Equal pay for work of equal value – Colour	1
Total	1 777



5. EMPLOYMENT EQUITY INSPECTION CONDUCTED IN 2021-2022

The Inspection & Enforcement Services Branch of the Department of Employment and Labour, through the EE inspectors, inspects designated workplaces to assess compliance with employment equity legislation on a continuous basis.

Since the EEA took effect more than two decades ago, compliance levels remain regrettably low. The low levels of compliance frustrate the intention of policy interventions, which seek to achieve transformation in the labour market.

Statistical Analysis of EEA Inspections: 2021 – 2022

The Inspectorate conducts the following types of Employment Equity Inspections and follow-up processes:

Procedural inspection: This is when the inspectors validate the degree to which designated workplaces comply with administrative components of the EEA.

Director-General (DG) Review: This is when DG Review inspectors conduct substantive compliance of employment equity in the workplace in terms of sections 43 to 45 of the EEA.

Reassessment: This is the process in which inspectors conduct assessment of the DG recommendations that were issued to designated employers after having been subjected to a DG Review process.

Monitoring: This is the process that enables the inspectorate to track the implementation of Employment Equity (EE) Plans that were approved after the DG Review inspections and also after assessment of the DG recommendations.

The inspection statistics in **Table B** below reflects the level of DG Reviews, Reassessments and Monitoring conducted nationally per province.

Table B: Level of DG Reviews (Substantive Compliance), Reassessments and Monitoring

PROVINCE	DG Reviews				Reassessments			Monitoring			Total	
	Conducted	Compliant		Conducted	Compliant		Conducted	Compliant		Conducted	Compliant	
		Yes	No		Yes	No		Yes	No		Yes	No
EC	55	17	38	31	30	1	0	0	0	86	47	39
%	6%	31%	69%	6%	97%	3%	0%	0%	0%	6%	55%	45%
FS	59	0	59	20	17	3	0	0	0	79	17	62
%	7%	0%	100%	4%	85%	15%	0%	0%	0%	6%	22%	78%
GP	213	4	209	107	87	20	5	1	4	325	92	233
%	25%	2%	98%	22%	81%	19%	6%	20%	80%	23%	28%	72%
KZN	269	16	253	174	173	1	2	0	2	445	189	256
%	31%	6%	94%	36%	99%	1%	2%	0%	100%	31%	42%	58%
LP	34	1	33	33	26	7	5	0	5	72	27	45
%	4%	3%	97%	7%	79%	21%	6%	0%	100%	5%	38%	63%
MP	54	0	54	8	8	0	0	0	0	62	8	54
%	6%	0%	100%	2%	100%	0%	0%	0%	0%	4%	13%	87%
NC	59	0	59	37	20	17	16	12	4	112	32	80
%	7%	0%	100%	8%	54%	46%	20%	75%	25%	8%	29%	71%
NW	10	8	2	29	28	1	34	34	0	73	70	3
%	1%	80%	20%	6%	97%	3%	41%	100%	0%	5%	96%	4%
WC	107	2	105	44	44	0	20	9	11	171	55	116
%	12%	2%	98%	9%	100%	0%	24%	45%	55%	12%	32%	68%
TOTAL	860	48	812	483	433	50	82	56	26	1425	537	888
%	100%	6%	94%	100%	90%	10%	100%	68%	32%	100%	38%	62%

DG Reviews:

A total of 860 DG Reviews were conducted nationally, with the most number of DG Reviews conducted in KZN at 269 followed by GP at 213, the least number of DG Reviews were conducted in NW with only 10 conducted. Out of the 860 DG Review inspections conducted, only 48 employers were found to be compliant, with a combined compliance rate of 6% nationally.

Three provinces, i.e. FS, MP and NC had 0% compliance rate where none of the employers inspected were found to be compliant. In NW, 8 out of 10 employers inspected were found to be compliant under DG Reviews, with a compliance rate of 80%, which was the province with the highest compliance rate.

It is worth noting that 812 (94 %) of the 860 designated employers were found to be non-compliant under DG Reviews. Three provinces, i.e. FS, MP and NC had a non-compliance rate of 100%, which means none of the employers subjected to DG Reviews were found to be compliant.

Reassessments:

A total of 483 Reassessments were conducted nationally, with the most number conducted in KZN at 174 and followed by GP at 107, the least number of Reassessments were conducted in MP reflecting only 8.

Out of the 483 Reassessments conducted, about 433 (90%) employers were found to be compliant, translating to 433 approval of employment equity plans. Two provinces (MP and WC) had 100% compliance rate for Reassessments, the lowest compliance rate at 54% was found in the NC, with only 20 out the 37 assessed plans approved. Under Reassessments, only 50 out of the 483 were found to be non-compliant with non-compliance rate of only 10% nationally.

Monitoring:

A total of 82 Monitoring inspections were conducted with the aim of monitoring the designated employers' approved EE plans. Out of the 82 Monitoring inspections conducted, about 56 employers were found to be compliant, with a compliance rate of 68% nationally.

Observations

The key areas that are mostly contravened by designated employers, include amongst others, the following:

- **Section 24**-Every designated employer must assign one or more senior managers to take responsibility for monitoring and implementing an employment equity plan; provide the managers with the authority and means to perform their functions; and take reasonable steps to ensure that the managers perform their functions.

Findings: No proof of assignment of EE responsibility (e.g. assignment letters, Performance agreements) and EE Managers not provided with the required resources and budget.

- **Section 16 & 17**- A designated employer must take reasonable steps to consult and attempt to reach agreement on the analysis, EE Plan and EE Report with a representative trade union; or where there is no representative trade union, with its employees or representatives nominated by them. The employees or their nominated representatives with whom an employer consults with must reflect the interest of both the designated and non-designated groups across all occupational levels.

Findings: Attendance register not indicating the constituencies represented by the Committee members.

- **Section 19** - A designated employer must collect information and conduct an analysis of its employment policies, practices, procedures and the working environment in order to identify employment barriers which adversely affect people from designated groups.

Findings: Analysis conducted post the development of the EE Plan. Barrier analysis is not a true reflection of what is happening in the workplace.

- **Section 20** - A designated employer must prepare and implement an employment equity plan which will achieve reasonable progress towards employment equity in the employer's workforce.

Findings: EE Plans not projecting reasonable progress towards transformation in line with the goals and numerical targets set by the designated employers.

The inspectorate remains committed to inspect, advocate and enforce the EEA and to support employers that need guidance on the implementation of the EE legislation.¹³

13 EE enforcement Article sponsored by the DEL IES Branch (details available at IES).



6. ANALYSIS OF DIRECTOR-GENERAL (DG) NOTIFICATIONS FOR FAILURE TO SUBMIT 2021 EE REPORTS

Since the implementation of the South African State of Disaster in March 2020, the CEE has monitored whether or not the Covid-19 pandemic has had an impact on the implementation of the Employment Equity Act. In this regard, an analysis of Director-General Notifications (DG Notifications) for failure to submit an EE Report may serve as a useful indicator and data is provided in this section.

Legal framework for the DG Notification process

The DG Notification process originates from Section 21 (4A) of the Employment Equity Amendment Act (EEAA), 2013. In terms of this provision, employers are required to notify the Director-General in writing before the last working day of August in the same year, if they are unable to submit their Employment Equity Reports (EE Reports) for reasons that are prescribed in the EEA14 form contained in the Employment Equity Regulations, 2014 (EE Regulations). Some of the reasons cited by the employers may not necessarily be prescribed and therefore, falls under the category of "other". The following are key reasons prescribed on the EEA14 form:

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

Some of the unlisted reasons usually cited by employers for failure to submit their EE Report include:

- Employer is no longer designated because of its size and annual turnover thresholds stipulated in Schedule 4 of the EEA. In such a case, the EEA14 application form must be supported by the latest audited financial statements;
- Company is closing because of restructuring or company is no longer designated because of retrenchments. In these instances, a copy of the Section 189 LRA Resolution/Agreement is required; and
- Company is under Business Rescue, in which case, a letter from the Business Rescue Practitioner is required.

DG Notifications received over the past three years

The table below provides a three-year trend in the total number of designated employers that submitted the DG Notification applications (EEA14 forms):

Table 1: Total number of DG Notifications submitted by designated employers over three years		
2019	2020	2021
382	428	494

DG Notifications by employer size for 2021

In 2021, for the period commencing from 1 August 2021 to 11 February 2022, 494 DG Notification applications were received from the designated employers and 37 of these applications were rejected. The rejected applications did not meet the criteria required by section 21 (4A) of the EEAA, 2013.

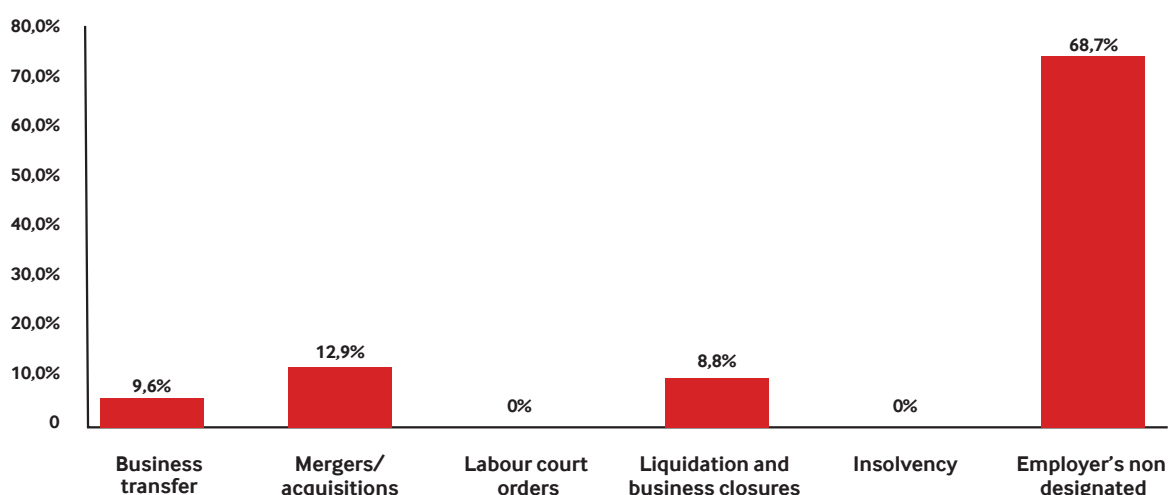
The table below provides the breakdown of the number of the DG notifications that were granted in terms of employer size and percentage split:

Employer's Size (employees)	Total number of DG Notifications granted	%
0-49	320	70%
50-149	97	21.2%
150+	40	8.8%
TOTAL	457	100%

Table 2 indicates that during the period between 1 August 2021 to 11 February 2022, a total of 457 employers who had submitted EEA14 applications were granted deregistration from the EE database. Most of these employers (70%) employed fewer than 50 employees.

Reasons for deregistration in 2021

Figure 1: Reasons for Deregistration in 2021



The most common reason cited by employers (68.7%) who submitted EEA14 applications in 2021 was “non- designated”. As a result, a high number of de-registrations fall in the employer size 0 to 49.

It should be noted that a significant number of employers with fewer than 50 employees, which fall outside the definition of the designated employers in terms of the number of employees and the annual turnover threshold, submit EE reports annually on a voluntary basis in terms of Section 14 of the Employment Equity Act, 1998 (EEA), in order to comply with B-BBEE requirements and to be considered for state contracts.

The proposed amendments to the EEA to repeal Section 14 and amending the definition of ‘designated employers’ to remove annual turnover thresholds may reduce both the administrative and compliance burden to these small employers.

DG notifications granted by key reason for 2020 and 2021

The table below indicates the breakdown of the DG Notifications granted for 2020 and 2021 by key reason provided by employers:

Key reason	2020		2021	
	No	%	No.	%
Transfer of business (Section 197)	22	6.1%	44	9.6%
Mergers/acquisitions	40	11.1%	59	12.9%
Labour Court Order	0	0%	0	0%
Liquidation & business closures	35	9.7%	40	8.8%
Insolvency	0	0%	0	0%
Employers no longer designated (Other)	263	73.1%	314	68.7%
TOTAL	360	100%	457	100%

Although in percentage terms, there was a drop in the number of employers who deregistered for the reason that they were no longer designated, from 73.1% in the 2020 reporting year to 68.7% in the 2021 reporting year, in numerical terms there were increases in all the listed reasons.

A significant increase in the number of employers who deregistered due to the reason of transfer of business from 22 cases in 2020 to 44 cases in 2021 is noteworthy.

Guidelines on how to apply for DG notification

Employers may notify the Director-General of Department of Employment and Labour to be considered for deregistration from the Employment Equity (EE) database by utilising an EEA14 DG Notification form, if they are unable to report based on the reasons provided for in the EEA14 form. The EEA14 (DG Notification form) should be received by no later than the last working day of August in the same reporting year. Employers should take the following key factors 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 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 CEO, MD's etc.);
- The signature on the motivation letter must be dated; and
- The application must be supported by original documents.

Requests for re-registration

Employers who have deregistered may apply to be re-registered. This usually takes place when an employer becomes designated again after a period when the employer was not designated. In such a case, the employer is required to request re-registration in writing and the letter should be signed by the CEO or business owner. In this regard, during 2021 EE reporting period, 14 requests for re-registrations were recorded.



7. DEMOGRAPHICS OF THE NATIONAL AND REGIONAL/ PROVINCIAL ECONOMICALLY ACTIVE POPULATION (EAP)

This section of the report covers the national and regional/ provincial demographics of the EAP, which is contained in the Quarterly Labour Force Survey (QLFS) conducted and published by Stats SA. The EAP includes persons 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 the National (Table 7.1) and the Provincial levels (Table 7.2). **(Please note that when reading this report, the percentages are rounded and any reference to an increase or decrease in percentage refers to the percentage point difference)**

7.1 National Economically Active (EAP) by Population Group and Gender

MALE			FEMALE			Total
AM	African Male	43.6%	AF	African Female	35.8%	79.4%
CM	Coloured Male	5.0%	CF	Coloured Female	4.1%	9.1%
IM	Indian Male	1.8%	IF	Indian Female	0.9%	2.7%
WM	White Male	4.9%	WF	White Female	3.9%	8.8%
TOTAL		55.3%			44.7%	100.0%

7.2 Provincial Economically Active (EAP) Population Group and Gender

PROVINCE	GENDER	African	Coloured	Indian	White	TOTAL
Eastern Cape	Male	42.6%	6.3%	1.2%	2.6%	52.7%
	Female	39.2%	5.4%	0.2%	2.4%	47.2%
	TOTAL	81.8%	11.7%	1.4%	5.0%	100.0%
Free State	Male	48.6%	2.1%	0.4%	4.5%	55.6%
	Female	40.4%	1.2%	0.0%	2.9%	44.5%
	TOTAL	89.0%	3.3%	0.4%	7.4%	100.0%
Gauteng	Male	46.6%	1.4%	1.3%	6.1%	55.4%
	Female	37.5%	1.1%	0.7%	5.2%	44.5%
	TOTAL	84.1%	2.5%	2.0%	11.3%	100.0%
KwaZulu-Natal	Male	46.2%	0.6%	6.0%	1.5%	54.3%
	Female	40.5%	0.5%	3.6%	1.1%	45.7%
	TOTAL	86.7%	1.1%	9.6%	2.6%	100.0%
Limpopo	Male	52.8%	0.0%	1.5%	1.3%	55.6%
	Female	44.0%	0.1%	0.1%	0.4%	44.6%
	TOTAL	96.8%	0.1%	1.6%	1.7%	100.0%
Mpumalanga	Male	49.6%	0.3%	0.2%	4.4%	54.5%
	Female	42.8%	0.3%	0.0%	2.4%	45.5%
	TOTAL	92.4%	0.6%	0.2%	6.8%	100.0%
North West	Male	56.0%	0.0%	0.2%	3.9%	60.1%
	Female	35.9%	0.4%	0.0%	3.5%	39.8%
	TOTAL	91.9%	0.4%	0.2%	7.4%	100.0%

TABLE 5: Provincial EAP by Population and Gender Groups* (*Source: Statistics South Africa, (QLFS, Quarter 3, 2021)

PROVINCE	GENDER	African	Coloured	Indian	White	TOTAL
Northern Cape	Male	28.8%	23.8%	0.3%	2.9%	55.8%
	Female	22.3%	18.2%	0.0%	3.7%	44.2%
	TOTAL	51.1%	42.0%	0.3%	6.6%	100.0%
Western Cape	Male	20.5%	23.9%	1.1%	10.3%	55.8%
	Female	15.9%	19.3%	0.4%	8.6%	44.2%
	TOTAL	36.4%	43.2%	1.5%	18.9%	100.0%

8. ANALYSIS OF EMPLOYMENT EQUITY REPORTS RECEIVED IN 2021

This section of the report provides an analysis of the extent of reporting for all designated employers for 2021 by Province, Sector and Business Type. It provides an analysis of the workforce profile, workforce movement and skills development by occupational level in terms of, population group, gender and disability for 2021. It also includes a workforce profile trends analysis from 2019 to 2021. This section concludes with a Barrier and Affirmative Action Measure analysis of the reports received in 2021. **(Please note that when reading this report, the percentages are rounded and any reference to an increase or decrease in percentage refers to the percentage point difference)**

8.1 EXTENT OF REPORTING FROM 2019 TO 2021 FOR ALL EMPLOYERS

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

Year	Reports received	Annual % Change - reports	Employees covered	Annual % Change - employees
2016	26 255	Base	7 071 449	Base
2017	27 163	3.4%	7 299 428	4.9%
2018	27 485	1.2%	7 415 876	3.2%
2019	27 127	-1.3%	7 332 072	-1.1%
2020	26 635	-1.8%	7 056 059	-3.9%
2021	27 017	1.4%	7 079 355	0.3%

Table 6 shows that during the 2021 employment equity reporting cycle 27 017 employment equity reports were submitted by designated employers, which included 7 079 355 employees. This reflects an increase of 1.4% of reports received and 0.3% of employees covered from 2020 to 2021.

8.2 EXTENT OF REPORTING IN 2021 BY PROVINCE

PROVINCE	REPORTS RECEIVED	% REPORTS RECEIVED	EMPLOYEES	% EMPLOYEES
Eastern Cape	1 478	5.5%	374 660	5.3%
Free State	769	2.8%	118 287	1.7%
Gauteng	11 820	43.8%	3 486 060	49.2%
KwaZulu-Natal	4 004	14.8%	948 768	13.4%
Limpopo	870	3.2%	246 494	3.5%
Mpumalanga	1 470	5.4%	363 827	5.1%
Northern Cape	382	1.4%	86 805	1.2%
North West	668	2.5%	203 950	2.9%
Western Cape	5 556	20.6%	1 250 504	17.7%
TOTAL	27 017	100%	7 079 355	100%

Table 7 shows that Gauteng, Western Cape and Kwa Zulu Natal are the three provinces with the highest number of reports and employees covered. These three provinces are also known as the major economic hubs of South Africa. Gauteng has by far the highest number of reporting employers (43.8%). The Northern Cape has the smallest number of reports suggesting that it has the least number of designated employers (1.4%).

8.4 EXTENT OF REPORTING IN 2021 BY BUSINESS TYPE

Table 8: Total number of reports and the number of employees covered by Business Type

Business Type	Reports Received	% Reports Received	Employees	% Employees
National Government	55	0.2%	351 448	5.0%
Provincial Government	126	0.5%	622 517	8.8%
Local Government	172	0.6%	188 234	2.7%
Private Sector	25 717	95.2%	5 149 463	72.7%
Non-Profit Organizations	503	1.9%	267 930	3.8%
State-Owned Companies	132	0.5%	143 488	2.0%
Educational Institutions	312	1.2%	356 275	5.0%
TOTAL	27 017	100%	7 079 355	100%

Table 8 suggests that the Private Sector is the biggest employer in South Africa, followed by Government, which highlights the importance of the Private Sector for driving transformation in the country.

8.5 EXTENT OF REPORTING IN 2021 BY SECTOR

Table 9: Total number of reports and the number of employees covered by Sector

Sector	Reports Received	% Reports Received	Employees	% Employees
Accommodation and Food Service Activities	1 132	4.2%	163 473	2.3%
Administrative and Support Activities	1 042	3.9%	656 303	9.3%
Agriculture, Forestry & Fishing	3 860	14.3%	649 286	9.2%
Arts, Entertainment and Recreation	584	2.2%	316 822	4.5%
Construction	2 548	9.4%	285 696	4.0%
Education	520	1.9%	453 401	6.4%
Electricity, Gas, Steam and Air Conditioning Supply	401	1.5%	101 903	1.4%
Financial and Insurance Activities	1 146	4.2%	413 218	5.8%
Human Health and Social Work Activities	1 016	3.8%	563 014	8.0%
Information and Communication	1 760	6.5%	243 691	3.4%
Manufacturing	4 892	18.1%	862 841	12.2%
Mining and Quarrying	922	3.4%	397 169	5.6%
Professional, Scientific and Technical Activities	785	2.9%	102 761	1.5%
Public Administration and Defence, Compulsory Social Security	293	1.1%	528 932	7.5%
Real Estate Activities	182	0.7%	18 916	0.3%
Transportation and Storage	1 684	6.2%	329 351	4.7%
Water Supply, Sewerage, Waste Management and Remediation Activities	291	1.1%	97 531	1.4%
Wholesale and Retail Trade, Repair of Motor Vehicles and Motorcycles	3 959	14.7%	895 047	12.6%
TOTAL	27 017	100%	7 079 355	100%

According to **Table 9**, Manufacturing, Wholesale and Retail Trade and Agriculture were the sectors from which the largest number of reports were received from designated employers. It also shows that Wholesale and Retail Trade (895047) were the biggest employers, followed by Manufacturing (862841) Administrative and Support Activities (656303).



9. WORKFORCE PROFILE TRENDS ANALYSIS FROM 2019 TO 2021

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. **(Please note that when reading this report, the percentages are rounded and any reference to an increase or decrease in percentage refers to the percentage point difference)**

9.1 Workforce Profile, Workforce Movement and Skills Development at the Top Management Level by population group, gender and disability

National EAP by Population and Gender Group* (*Source: Statistics South Africa, (QLFS, Quarter 3, 2021)						
MALE			FEMALE			Total
AM	African Male	43.6%	AF	African Female	35.8%	79.4%
CM	Coloured Male	5.0%	CF	Coloured Female	4.1%	9.1%
IM	Indian Male	1.8%	IF	Indian Female	0.9%	2.7%
WM	White Male	4.9%	WF	White Female	3.9%	8.8%
TOTAL		55.3%			44.7%	100.0%

9.1.1 Top management by population group (all employers) - 2019 to 2021

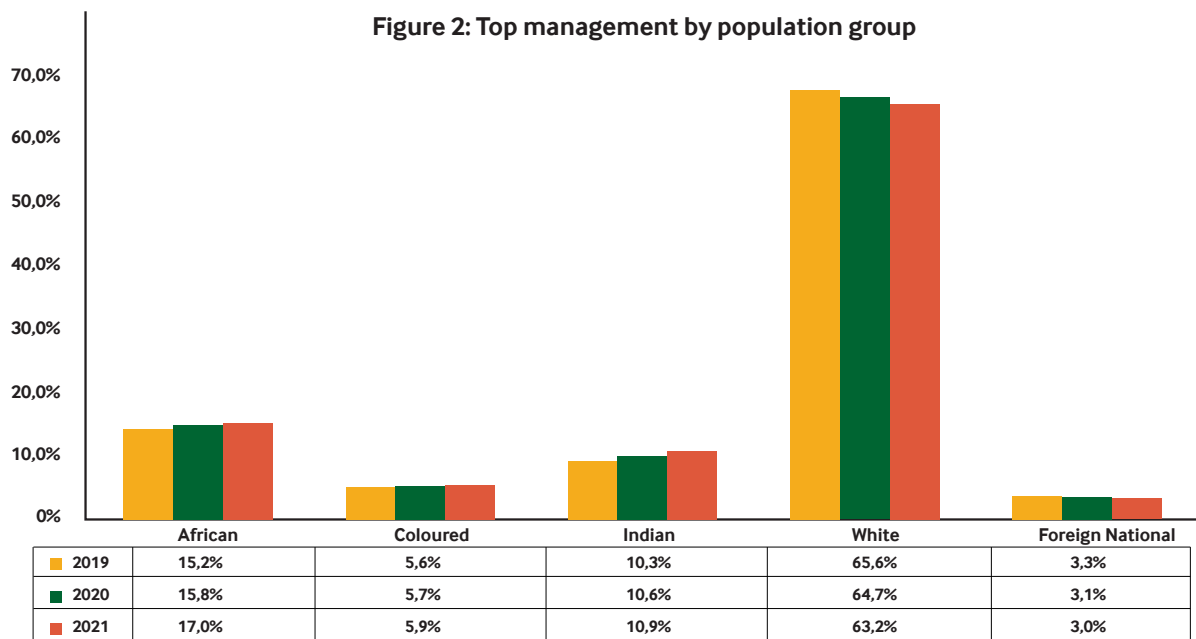


Figure 2 shows that from 2019 to 2021 the White and Indian population groups remain over represented and the African and Coloured population groups remain underrepresented against their EAP at Top Management. The White population exhibits a gradual decline in representation, with an average 1% decline at this occupational level. Foreign National representation is declining at a slow pace, which may be as a result of slow skills transfer at the Top Management level.

9.1.2 Top management by gender (all employers) - 2019 to 2021

Figure 3: Top management by gender

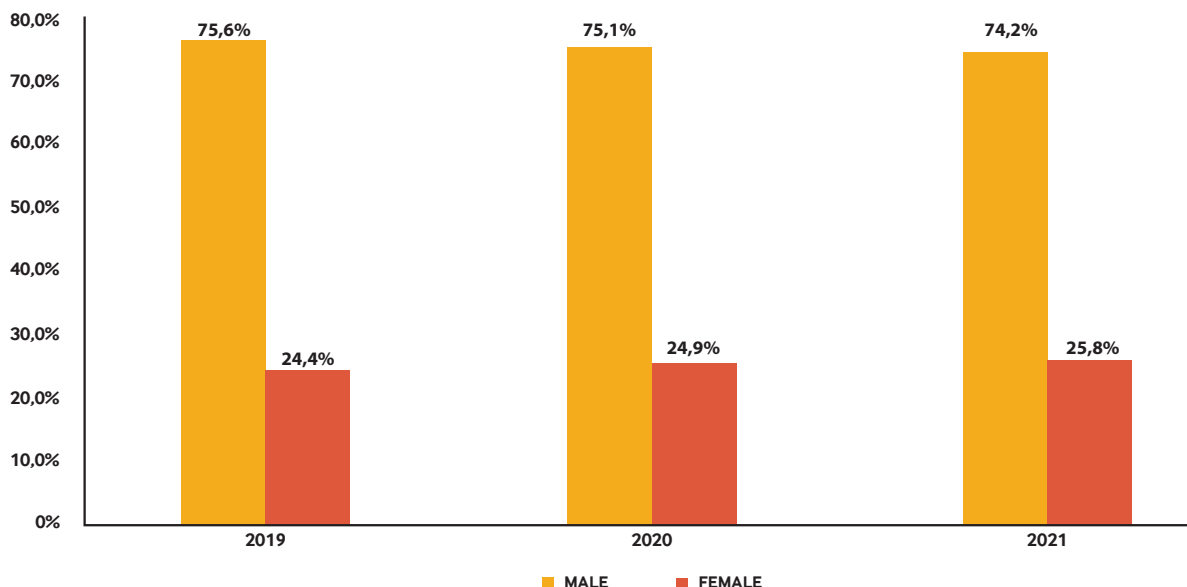


Figure 3 shows a slight increase in female representation at the top management level, resulting in a 1.4% increase from 2019 to 2021.

9.1.3 Top management - population & gender (all employers) - 2019 to 2021

Figure 4: Top management by population group and gender

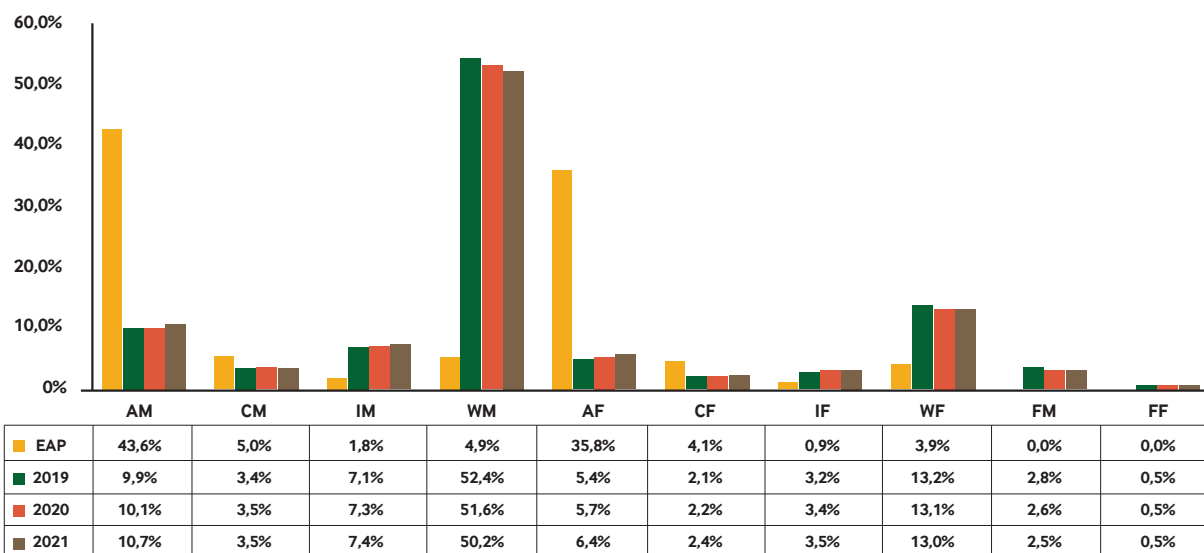


Figure 4 shows that the White and Indian population groups, whether male or female, are represented well above their EAP as compared to the African population group who are significantly underrepresented both in terms of male and female at the Top Management level.

9.1.4 Top management – Disability (all employers) - 2019 to 2021

Figure 5: Top management - Disability

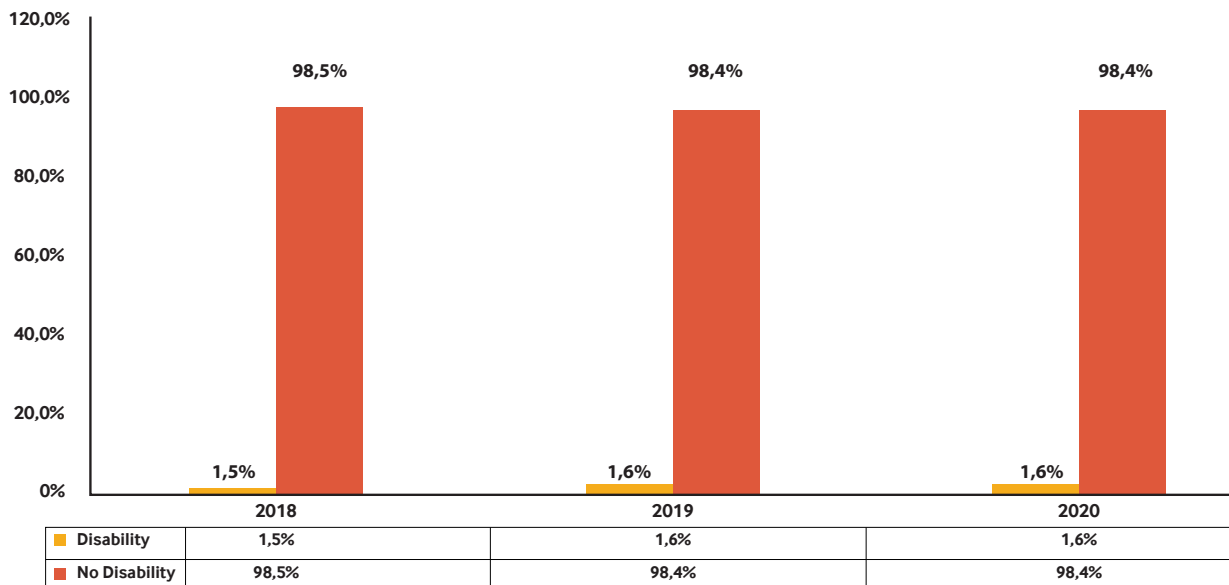


Figure 5 shows a consistently low representation of persons with disabilities at this occupational level.

Table 10: Workforce profile at the Top Management Level by Sector, Population Group and Gender

Sector	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
EAP	43.6%	5.0%	1.8%	4.9%	35.8%	4.1%	0.9%	3.9%	n/a	n/a	100%
Accommodation and food service activities	6.8%	2.0%	4.0%	51.8%	5.4%	2.3%	2.9%	21.7%	2.5%	0.5%	100.0%
Administrative and support activities	19.0%	3.1%	6.0%	37.9%	13.0%	3.1%	3.4%	12.4%	1.5%	0.6%	100.0%
Agriculture, forestry & fishing	9.6%	3.3%	0.8%	64.4%	5.1%	2.4%	0.4%	13.4%	0.6%	0.2%	100.0%
Arts, entertainment and recreation	19.2%	4.4%	4.8%	37.5%	11.7%	2.1%	3.7%	13.7%	2.3%	0.6%	100.0%
Construction	15.6%	5.7%	5.6%	52.7%	6.5%	2.6%	3.1%	6.0%	1.8%	0.3%	100.0%
Education	10.8%	3.2%	5.9%	30.3%	8.1%	4.2%	3.6%	30.8%	2.0%	1.1%	100.0%
Electricity, gas, steam and air conditioning supply	12.1%	4.0%	8.8%	44.5%	11.3%	2.7%	3.6%	8.9%	3.7%	0.3%	100.0%
Financial and insurance activities	10.0%	2.9%	7.7%	47.7%	7.4%	2.4%	3.8%	14.3%	3.0%	0.8%	100.0%
Human health and social work activities	10.1%	2.9%	6.3%	38.9%	8.0%	3.4%	6.1%	21.1%	2.0%	1.1%	100.0%
Information and communication	8.0%	3.5%	8.4%	49.7%	6.1%	2.7%	4.6%	12.9%	3.2%	0.8%	100.0%
Manufacturing	5.7%	3.5%	10.1%	56.4%	3.8%	1.8%	3.7%	10.3%	4.2%	0.5%	100.0%
Mining and quarrying	20.8%	2.8%	3.1%	49.7%	9.0%	1.1%	1.8%	7.7%	3.8%	0.3%	100.0%
Professional, scientific and technical activities	10.1%	2.7%	4.8%	45.7%	6.5%	2.3%	4.5%	19.9%	2.6%	1.0%	100.0%
Public administration and defence; compulsory social security	42.1%	8.1%	3.7%	14.1%	20.6%	3.7%	2.6%	5.0%	0.2%	0.0%	100.0%

Table 10: Workforce profile at the Top Management Level by Sector, Population Group and Gender

Sector	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
Real estate activities	6,9%	2,7%	4,9%	57,7%	4,5%	1,8%	3,6%	16,8%	0,7%	0,4%	100,0%
Transportation and storage	9,9%	3,3%	11,9%	45,6%	6,3%	2,5%	5,4%	12,1%	2,7%	0,3%	100,0%
Water supply, sewerage, waste management and remediation activities	36,7%	6,6%	2,0%	23,9%	18,9%	2,7%	1,4%	7,1%	0,8%	0,0%	100,0%
Wholesale and retail trade; repair of motor vehicles and motorcycles	4,9%	2,6%	12,3%	55,5%	2,5%	1,7%	4,0%	14,2%	1,9%	0,5%	100,0%

In relation to the EAP, **Table 10** shows that the White population group is over-represented across all sectors at this occupational level. The Indian population group is only under-represented in the Agriculture, Forestry and Fishing Sector at the Top Management level. White males seem to be the preferred population group across most sectors of the economy.

Table 11: Workforce profile at the Top Management level by Business Type, Population Group and Gender

Business Type	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
EAP	43,6%	5,0%	1,8%	4,9%	35,8%	4,1%	0,9%	3,9%	n/a	n/a	100%
National Government	40,8%	4,4%	3,9%	5,6%	34,7%	3,7%	3,4%	3,2%	0,2%	0,0%	100%
Provincial Government	49,9%	6,6%	1,7%	4,6%	27,5%	4,9%	2,6%	2,0%	0,0%	0,3%	100%
Local Government	49,1%	9,5%	4,0%	5,7%	25,2%	2,6%	1,5%	2,4%	0,1%	0,0%	100%
Private Sector	8,7%	3,3%	7,7%	53,1%	5,2%	2,2%	3,6%	13,1%	2,5%	0,5%	100%
Non-Profit Organisations	20,7%	6,0%	3,7%	22,9%	14,2%	4,7%	3,5%	17,9%	3,6%	2,8%	100%
State Owned Enterprises	42,4%	3,9%	4,8%	9,6%	24,6%	3,8%	3,2%	6,3%	1,2%	0,1%	100%
Educational Institutions	13,5%	3,8%	3,9%	31,0%	8,6%	3,3%	3,1%	30,0%	1,8%	0,9%	100%

Table 11 shows that there is a similar trend of over-representation of White males across most business types at the Top Management level. The private sector and education institutions seem to prefer the White population group, both White male and female, at this occupational level. The high representation of Foreign Nationals (6.4%) at the Top Management level, particularly in Non-Profit Organisations, is noted at this occupational level.

Table 12: Workforce movement at the Top Management level by Population Group and Gender (All Employers)

	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
EAP	43,6%	5,0%	1,8%	4,9%	35,8%	4,1%	0,9%	3,9%	n/a	n/a	100,0%
Workforce profile-all employees	10,7%	3,5%	7,4%	50,2%	6,4%	2,4%	3,5%	13,0%	2,5%	0,5%	100,0%
Recruitment	20,0%	3,8%	6,4%	31,4%	15,9%	3,0%	4,7%	10,0%	4,0%	0,9%	100,0%
Promotion	13,8%	4,6%	7,5%	33,0%	10,8%	5,2%	6,1%	15,6%	2,5%	1,1%	100,0%
Terminations	16,5%	4,0%	6,1%	41,6%	11,5%	1,9%	2,3%	10,8%	4,4%	1,0%	100,0%
Skills Development	15,8%	4,3%	8,3%	36,6%	11,5%	4,1%	5,1%	14,1%	n/a	n/a	100,0%

Table 12 indicates that Whites and Indians are the most preferred population groups for recruitment, promotion and skills development at the Top Management level.

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

National EAP by Population and Gender Group* (*Source: Statistics South Africa, (QLFS, Quarter 3, 2021)						
Male			Female			Total
AM	African Male	43.6%	AF	African Female	35.8%	79.4%
CM	Coloured Male	5.0%	CF	Coloured Female	4.1%	9.1%
IM	Indian Male	1.8%	IF	Indian Female	0.9%	2.7%
WM	White Male	4.9%	WF	White Female	3.9%	8.8%
TOTAL		55.3%			44.7%	100.0%

9.2.1 Senior management by population group (all employers) - 2019 to 2021

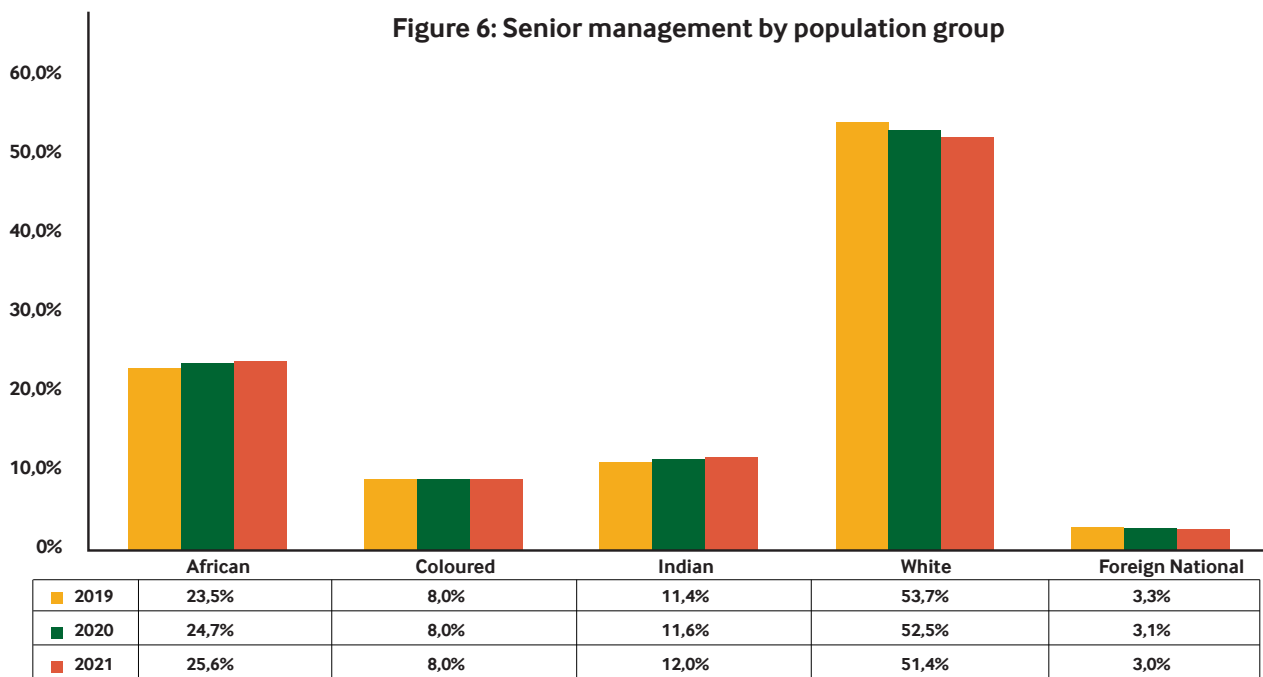


Figure 6 shows a slight drop in the representation of the White population group at the Senior Management level. It also shows an under-representation of the African and Coloured population groups at this occupational level. The representation of Foreign Nationals appears to remain consistent at around 3% at this occupational level.

9.2.2 Senior management by gender (all employers) - 2019 to 2021

Figure 7: Senior management by gender

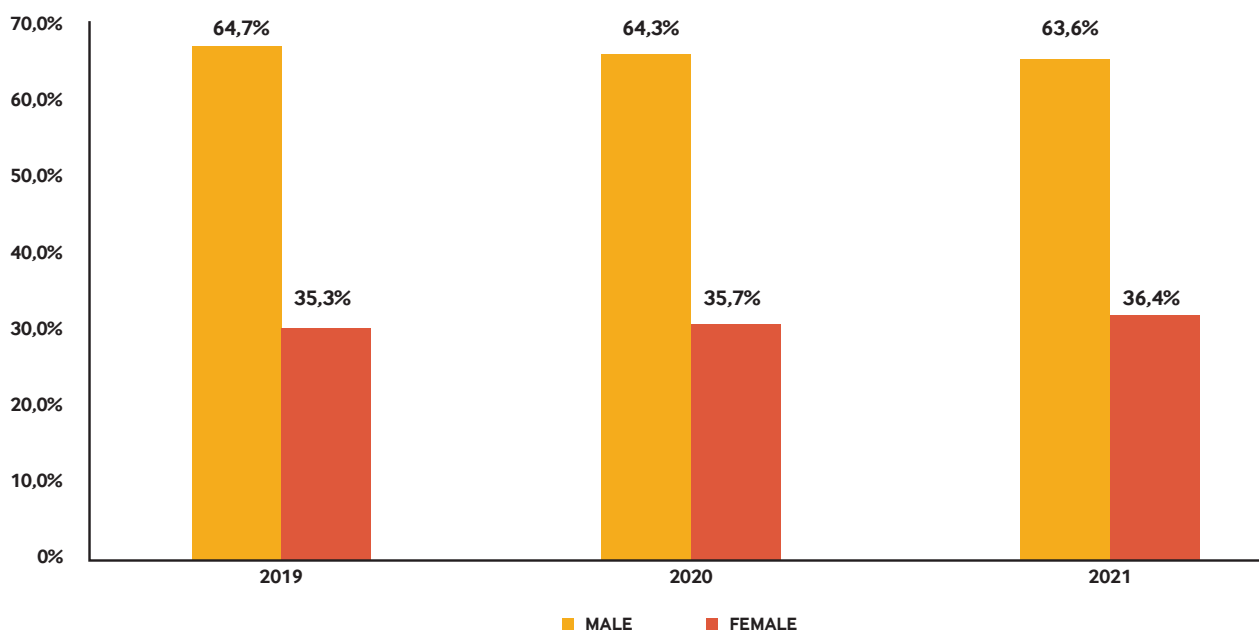


Figure 7 shows a gradual increase of less than 1% of female representation at the Senior Management occupational level. Male representation continues to be dominant at this occupational level, consistently remaining above 63% from 2019 to 2021.

9.2.3 Senior management - population & gender (all employers) - 2019 to 2021

Figure 8: Senior management - population group and gender

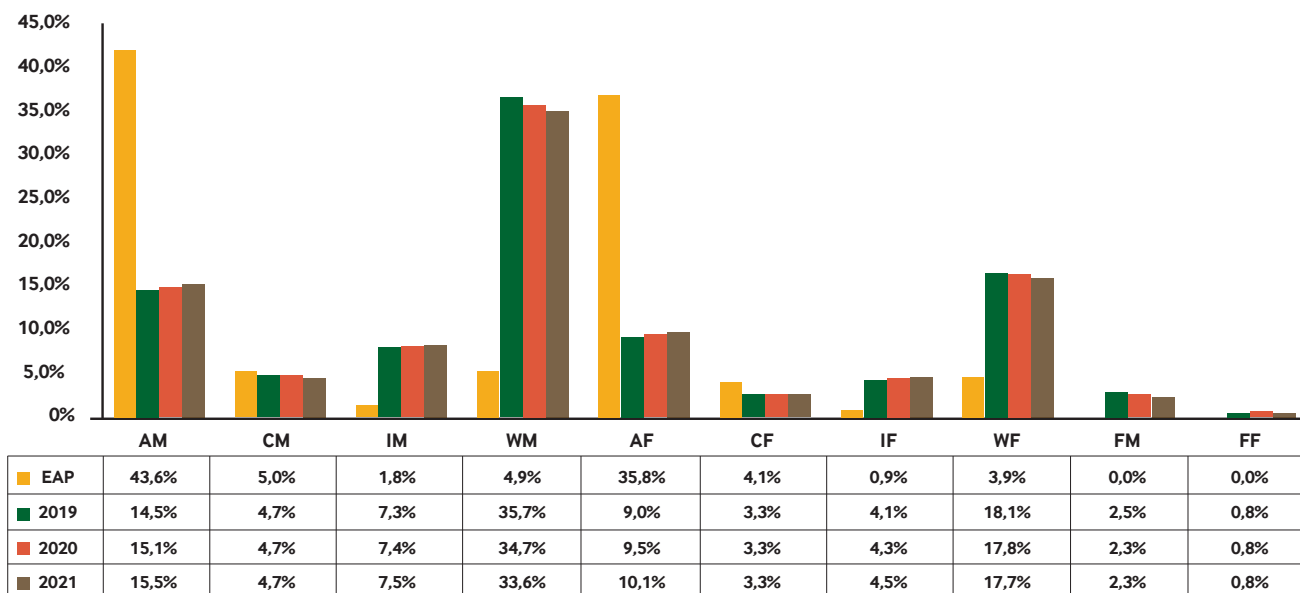


Figure 8 shows that in relation to their EAP, the African and Coloured population groups, both male and female, are under-represented at this Senior Management level. The representation of the White and Indian population groups, both male and female, however remain well above their EAP at this level from 2019 to 2021.

9.2.4 Senior management – disability (all employers) - 2019 to 2021

Figure 9: Senior management - Disability

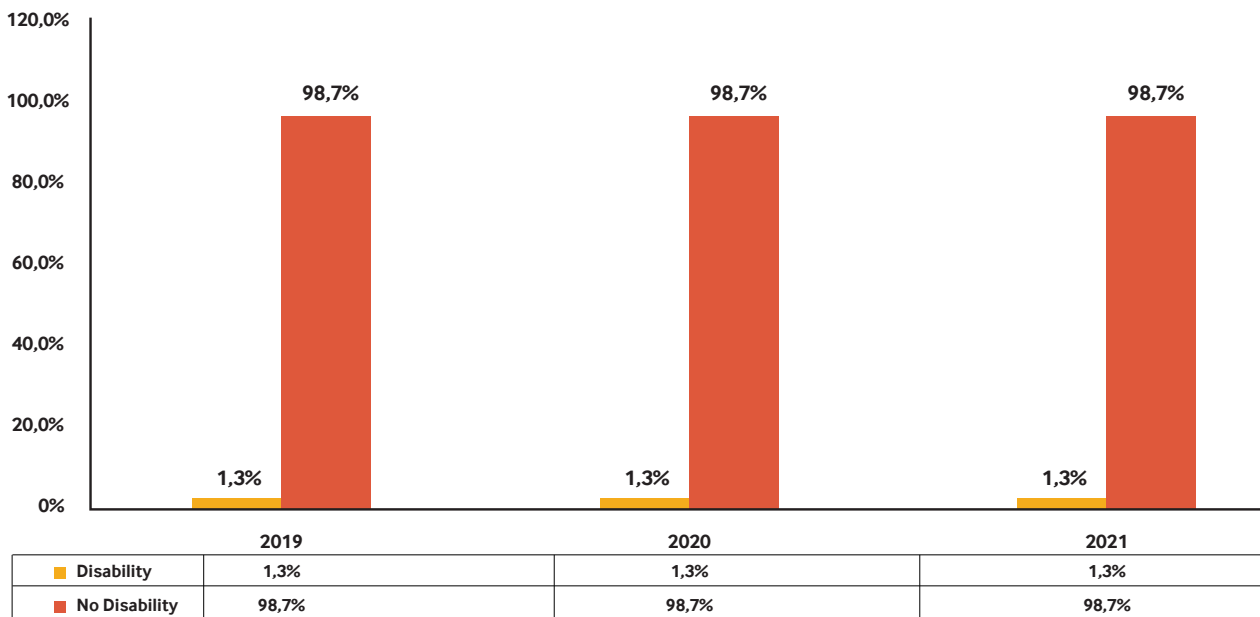


Figure 9 shows that the representation of persons with disabilities at this occupational level remains consistently low.

Table 13: Workforce profile at the Senior Management Level by Sector, Population Group and Gender

Sector	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
EAP	43,6%	5,0%	1,8%	4,9%	35,8%	4,1%	0,9%	3,9%	n/a	n/a	100%
Accommodation and food service activities	13,5%	4,1%	4,7%	26,3%	14,7%	5,9%	2,9%	23,9%	2,9%	1,2%	100,0%
Administrative and support activities	26,2%	4,3%	5,3%	22,4%	16,8%	3,7%	4,0%	15,8%	1,0%	0,6%	100,0%
Agriculture, forestry & fishing	10,4%	4,3%	1,6%	55,4%	5,0%	2,1%	0,7%	19,5%	0,8%	0,2%	100,0%
Arts, entertainment and recreation	26,8%	4,9%	5,7%	20,2%	16,8%	3,7%	3,8%	15,8%	1,4%	0,8%	100,0%
Construction	20,6%	6,5%	5,4%	39,2%	9,6%	2,3%	2,4%	11,6%	2,0%	0,4%	100,0%
Education	14,4%	3,5%	3,2%	22,0%	10,7%	3,6%	4,4%	32,7%	3,7%	1,8%	100,0%
Electricity, gas, steam and air conditioning supply	21,7%	5,1%	6,8%	29,8%	12,9%	3,4%	5,1%	12,5%	2,3%	0,4%	100,0%
Financial and insurance activities	12,0%	4,0%	9,3%	30,3%	10,1%	3,7%	6,8%	19,0%	3,3%	1,4%	100,0%
Human health and social work activities	15,1%	3,1%	4,2%	16,2%	18,2%	5,6%	6,3%	28,6%	1,7%	1,0%	100,0%
Information and communication	10,7%	4,7%	9,3%	35,7%	7,8%	3,6%	4,8%	18,5%	3,9%	1,1%	100,0%
Manufacturing	10,4%	5,5%	10,1%	41,7%	5,4%	3,1%	4,7%	15,7%	2,6%	0,6%	100,0%
Mining and quarrying	23,1%	2,4%	4,0%	46,5%	8,4%	0,8%	2,3%	9,6%	2,6%	0,4%	100,0%
Professional, scientific and technical activities	11,2%	3,6%	6,4%	33,2%	9,1%	3,2%	5,3%	24,0%	2,7%	1,4%	100,0%
Public administration and defence; compulsory social security	37,3%	5,2%	5,3%	12,6%	27,7%	2,7%	2,8%	6,2%	0,2%	0,1%	100,0%

Table 13: Workforce profile at the Senior Management Level by Sector, Population Group and Gender

Sector	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
Real estate activities	10,0%	2,2%	4,3%	35,9%	5,6%	4,4%	5,4%	29,9%	1,5%	0,9%	100,0%
Transportation and storage	16,3%	5,1%	11,0%	33,2%	8,6%	2,7%	6,0%	15,5%	1,3%	0,4%	100,0%
Water supply, sewerage, waste management and remediation activities	40,6%	6,1%	3,3%	15,6%	20,8%	2,7%	1,4%	8,4%	0,9%	0,1%	100,0%
Wholesale and retail trade; repair of motor vehicles and motorcycles	12,3%	5,2%	10,4%	34,5%	7,1%	4,0%	4,9%	19,5%	1,6%	0,5%	100,0%

According to **Table 13**, African representation is closest to their EAP in the Public Administration and Defence and Compulsory Social Security, which is followed by the Water Supply, Sewerage, Waste Management and Remediation Activities sector at the Senior Management level. The White and Indian population groups, however, remain well above their EAP in most sectors of the economy at this occupational level.

Table 14: Workforce profile at the Senior Management level by Business Type, Population Group and Gender

BUSINESS TYPE	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
EAP	43,6%	5,0%	1,8%	4,9%	35,8%	4,1%	0,9%	3,9%	n/a	n/a	100%
National Government	39,3%	4,0%	4,4%	7,8%	31,7%	2,5%	3,6%	6,4%	0,2%	0,1%	100,0%
Provincial Government	43,2%	5,7%	2,4%	4,8%	33,3%	4,0%	2,1%	4,1%	0,5%	0,0%	100,0%
Local Government	47,0%	5,4%	4,0%	9,1%	26,8%	1,8%	1,7%	3,7%	0,3%	0,1%	100,0%
Private Sector	11,9%	4,7%	8,2%	37,9%	7,2%	3,3%	4,7%	18,8%	2,4%	0,8%	100,0%
Non-Profit Organisations	28,6%	4,6%	3,3%	12,2%	20,9%	5,2%	3,2%	17,9%	2,4%	1,8%	100,0%
State Owned Enterprises	36,3%	3,7%	6,0%	11,4%	26,6%	2,7%	3,6%	7,2%	1,9%	0,6%	100,0%
Educational Institutions	15,5%	3,3%	3,1%	22,3%	10,2%	3,4%	4,1%	33,1%	3,6%	1,4%	100,0%

Table 14 suggests that the representation of the African population group is much closer to their EAP in National government, Provincial government, Local government and State owned enterprises. The high representation of Foreign Nationals at Educational Institutions (5%) is noted at this occupational level.

Table 15: Workforce movement at the Senior Management level by Population Group and Gender (All Employers)

	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
EAP	43,6%	5,0%	1,8%	4,9%	35,8%	4,1%	0,9%	3,9%	n/a	n/a	100%
Workforce profile-all employees	15,5%	4,7%	7,5%	33,6%	10,1%	3,3%	4,5%	17,7%	2,3%	0,8%	100,0%
Recruitment	17,3%	4,8%	7,2%	30,9%	13,2%	3,7%	5,2%	14,5%	2,4%	0,8%	100,0%
Promotion	18,2%	5,0%	8,2%	25,7%	13,4%	4,0%	5,6%	16,3%	2,7%	1,0%	100,0%
Terminations	15,4%	4,6%	7,0%	36,3%	9,9%	3,1%	3,9%	16,1%	2,6%	1,0%	100,0%
Skills Development	17,7%	7,1%	8,2%	24,4%	14,3%	6,4%	5,8%	16,1%	n/a	n/a	100,0%

Table 15 indicates the most preferred population groups for opportunities in recruitment, promotion and skills development are the White and Indian population groups.

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

National EAP by Population and Gender Group* (*Source: Statistics South Africa, (QLFS, Quarter 3, 2021)						
Male			Female			TOTAL
AM	African Male	43.6%	AF	African Female	35.8%	79.4%
CM	Coloured Male	5.0%	CF	Coloured Female	4.1%	9.1%
IM	Indian Male	1.8%	IF	Indian Female	0.9%	2.7%
WM	White Male	4.9%	WF	White Female	3.9%	8.8%
TOTAL		55.3%			44.7%	100.0%

9.3.1 Professionally qualified by population group (all employers) - 2019 to 2021

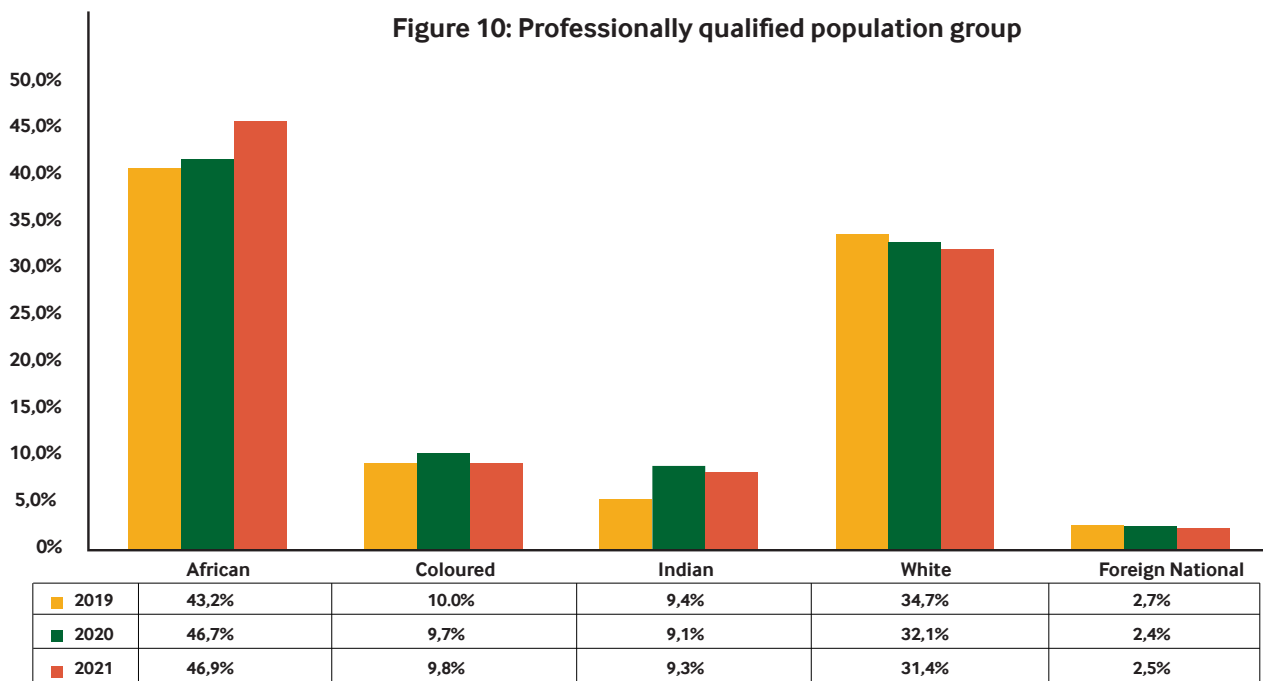
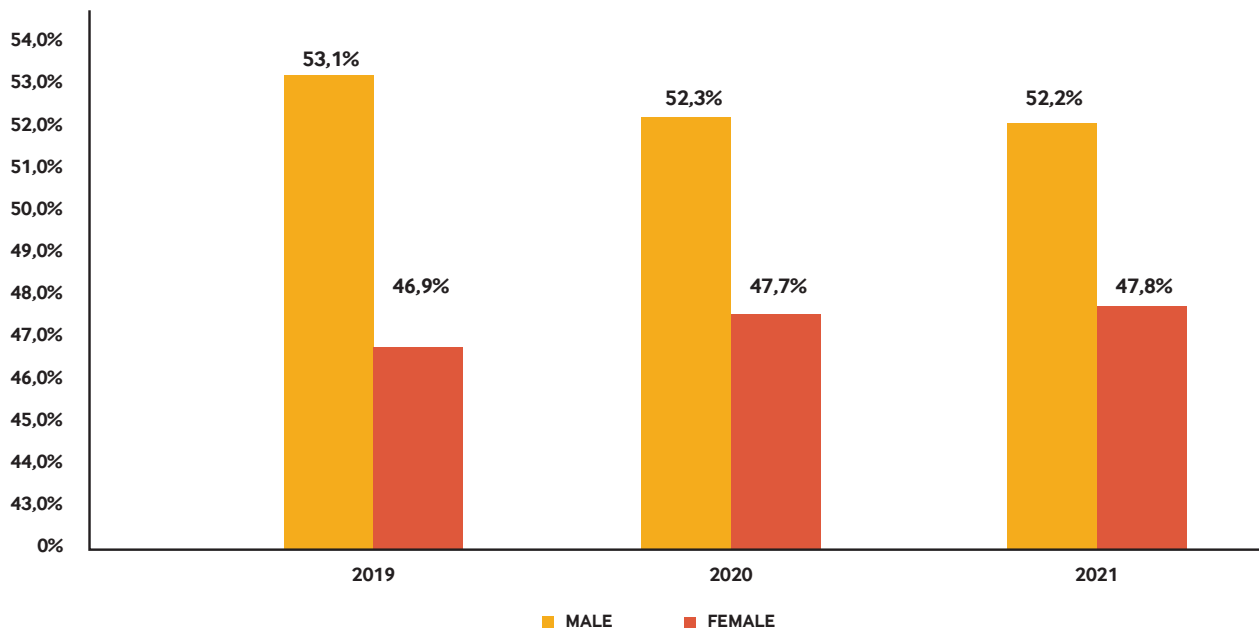


Figure 10 illustrates a decline in the representation of the White, Indian and Coloured population groups from 2019 to 2021, their representation is still above their EAP at this level. Whereas, the African population group is the only group, which is far below their EAP at this level. Although the representation of the Foreign Nationals is declining, the representation remains high at 2.5% at this level.

9.3.2 Professionally qualified by gender - 2019 to 2021

Figure 11: Professionally qualified by gender



Data in **Figure 11** shows that the female representation is above their EAP at this level.

9.3.3 Professionally qualified – population group & gender (all employers) - 2019 to 2021

Figure 12: Professionally qualified population group and gender

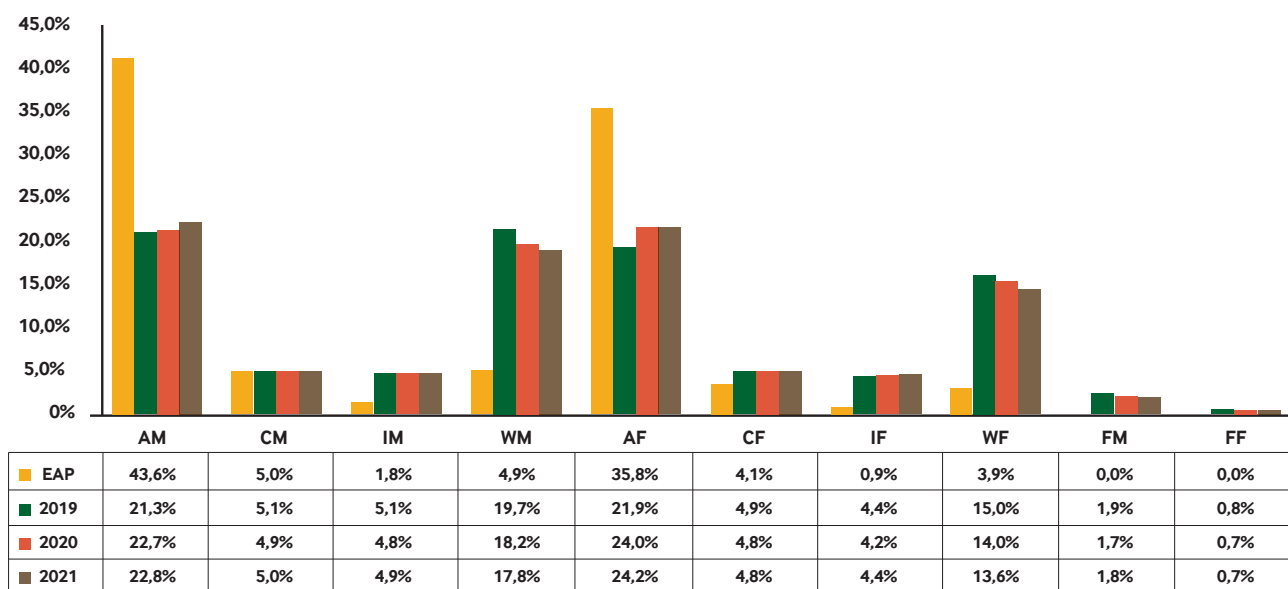
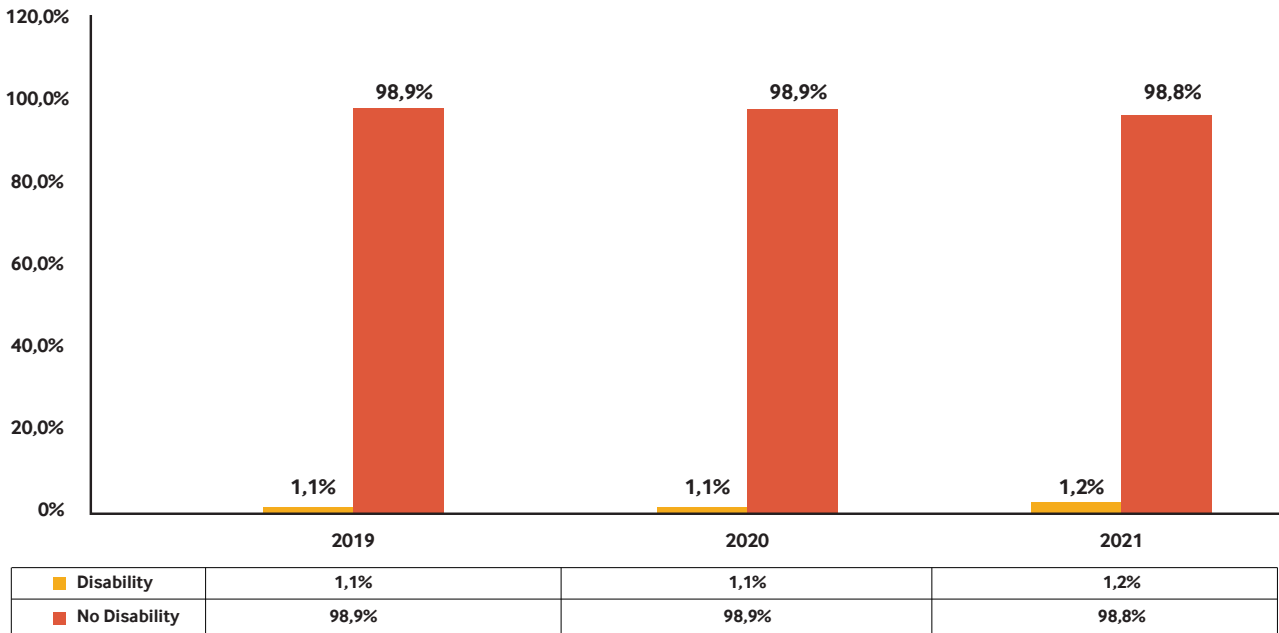


Figure 12 reflects that the Indian and White males are overrepresented in relation to their EAP and the Coloured males have achieved their EAP at this level. The Coloured, Indian and White females are well above their EAP, whereas both the African males and females are well below their EAP at this level.

9.3.4 Professionally Qualified – Disability (all employers) - 2019 to 2021

Figure 13: Professionally qualified - Disability



Data in **Figure 13** indicates that the representation of people with disabilities have slightly increased from 1.1% in both 2019 and 2020 to 1.2% in 2021 at this level.

Table 16: Workforce profile at the Professionally Qualified Level by Sector, Population Group and Gender

Sector	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
EAP	43.6%	5.0%	1.8%	4.9%	35.8%	4.1%	0.9%	3.9%	n/a	n/a	100%
Accommodation and food service activities	18.8%	4.9%	3.7%	15.3%	24.2%	7.5%	3.4%	17.9%	3.0%	1.3%	100.0%
Administrative and support activities	24.6%	3.4%	2.9%	9.1%	40.3%	3.4%	3.8%	9.7%	1.7%	1.1%	100.0%
Agriculture, forestry & fishing	20.7%	5.5%	1.8%	34.1%	13.0%	3.2%	1.4%	18.7%	1.2%	0.2%	100.0%
Arts, entertainment and recreation	37.1%	1.3%	3.8%	4.3%	41.6%	1.5%	5.2%	4.7%	0.3%	0.1%	100.0%
Construction	30.9%	6.4%	4.3%	27.6%	14.9%	2.1%	2.0%	9.0%	2.3%	0.5%	100.0%
Education	22.5%	4.6%	1.7%	10.4%	27.5%	4.9%	2.8%	21.5%	2.8%	1.4%	100.0%
Electricity, gas, steam and air conditioning supply	32.5%	5.2%	5.8%	18.8%	24.4%	2.4%	2.7%	6.5%	1.5%	0.3%	100.0%
Financial and insurance activities	17.1%	5.6%	7.4%	17.1%	18.5%	7.0%	7.8%	17.1%	1.6%	1.0%	100.0%
Human health and social work activities	16.5%	2.5%	2.6%	4.7%	46.5%	8.2%	5.7%	11.4%	1.1%	0.9%	100.0%
Information and communication	15.5%	5.9%	8.1%	30.8%	10.9%	3.9%	4.2%	15.0%	4.4%	1.2%	100.0%
Manufacturing	17.5%	6.9%	8.7%	31.6%	10.1%	3.9%	4.7%	14.0%	2.2%	0.5%	100.0%
Mining and quarrying	32.0%	3.4%	2.4%	33.5%	14.0%	1.3%	1.6%	9.3%	2.1%	0.4%	100.0%
Professional, scientific and technical activities	16.3%	3.9%	4.8%	25.0%	14.3%	4.4%	5.2%	22.0%	2.7%	1.4%	100.0%
Public administration and defence; compulsory social security	37.5%	7.6%	2.8%	13.1%	26.1%	4.3%	1.9%	6.4%	0.2%	0.1%	100.0%

Table 16: Workforce profile at the Professionally Qualified Level by Sector, Population Group and Gender

Sector	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
Real estate activities	11,8%	3,4%	5,0%	27,4%	12,2%	5,4%	6,2%	26,4%	1,6%	0,6%	100,0%
Transportation and storage	27,1%	6,2%	7,2%	22,7%	15,2%	3,4%	4,1%	12,3%	1,4%	0,4%	100,0%
Water supply, sewerage, waste management and remediation activities	39,6%	5,1%	2,3%	9,8%	31,1%	3,6%	2,0%	5,6%	0,6%	0,2%	100,0%
Wholesale and retail trade; repair of motor vehicles and motorcycles	19,2%	6,8%	7,4%	21,7%	15,0%	6,7%	4,9%	16,6%	1,2%	0,4%	100,0%

Table 16 illustrates that Agriculture, Forestry and Fishing; Information and Communication; and Manufacturing sectors have an overrepresentation of both the White and Indian population groups in terms of their EAP at this level. Whereas, the Arts, Entertainment and Recreation; Water supply, sewerage, waste management and remediation activities; and Public administration and defence and compulsory social security sectors are performing relatively well in the representation of the African and Coloured population groups at this level. The representation of the Foreign Nationals is relatively high in the Information and communication sector (5.6%); followed by Accommodation and Food Service Activities (4.3%) and the Education sectors (4.2%) at this level. Whereas, the Public administration and Defence, and Compulsory Social Security (0.3%) and the Arts, Entertainment and Recreation (0.4%) sectors have the least representation of Foreign Nationals at this level.

Table 17: Workforce profile at the Professionally Qualified level by Business Type, Population Group and Gender

BUSINESS TYPE	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
EAP	43,6%	5,0%	1,8%	4,9%	35,8%	4,1%	0,9%	3,9%	n/a	n/a	100%
National Government	38,1%	5,3%	2,4%	11,1%	30,5%	3,3%	1,9%	7,0%	0,3%	0,1%	100%
Provincial Government	28,8%	3,2%	1,7%	3,7%	46,1%	6,2%	3,1%	6,7%	0,4%	0,2%	100%
Local Government	35,5%	10,1%	2,6%	9,8%	28,7%	5,9%	1,6%	5,2%	0,4%	0,2%	100%
Private Sector	18,4%	5,9%	6,6%	25,4%	14,1%	5,0%	5,2%	16,6%	2,1%	0,8%	100%
Non-Profit Organisations	20,9%	2,0%	2,4%	5,5%	47,3%	3,9%	3,7%	10,1%	2,2%	1,9%	100%
State Owned Enterprises	34,4%	3,8%	4,2%	12,6%	30,4%	2,9%	2,9%	7,1%	1,3%	0,5%	100%
Educational Institutions	21,8%	2,7%	3,9%	9,6%	28,5%	3,1%	6,0%	18,8%	3,9%	1,6%	100%

Table 17 shows that the representation of the White and Indian population groups is relatively high in the Private sector and the Educational Institutions at this level in relation to their EAP. However, the representation of the African population group at above 68% still remains below their EAP in both the Provincial and National governments. Whereas, the representation of the Foreign Nationals is relatively high in the Educational Institutions (5.5%) followed by the Non-Profit Organisations (4.1%) at this occupational level.

Table 18: Workforce movement at the Professionally Qualified level by Population Group and Gender (All Employers)

	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
EAP	43,6%	5,0%	1,8%	4,9%	35,8%	4,1%	0,9%	3,9%	n/a	n/a	100%
Workforce profile-all employees	22,8%	5,0%	4,9%	17,8%	24,2%	4,8%	4,4%	13,6%	1,8%	0,7%	100,0%
Recruitment	23,8%	5,0%	5,4%	19,5%	21,1%	4,3%	4,8%	12,7%	2,4%	1,1%	100,0%
Promotion	26,4%	5,7%	4,9%	14,8%	23,7%	5,6%	4,6%	11,7%	1,8%	0,8%	100,0%
Terminations	21,7%	4,9%	5,1%	21,8%	20,8%	4,1%	4,0%	14,3%	2,3%	1,0%	100,0%
Skills Development	21,6%	7,8%	5,7%	14,3%	23,0%	7,8%	5,4%	14,5%	n/a	n/a	100,0%

Table 18 indicates that recruitment, promotion and skills development are not contributing sufficiently towards yielding a more representative workforce at this occupational level.

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

National EAP by Population and Gender Group* (*Source: Statistics South Africa, (QLFS, Quarter 3, 2021)						
Male			Female			TOTAL
AM	African Male	43.6%	AF	African Female	35.8%	79.4%
CM	Coloured Male	5.0%	CF	Coloured Female	4.1%	9.1%
IM	Indian Male	1.8%	IF	Indian Female	0.9%	2.7%
WM	White Male	4.9%	WF	White Female	3.9%	8.8%
TOTAL		55.3%			44.7%	100.0%

9.4.1 Skilled level by population group (all employers) - 2019 to 2021

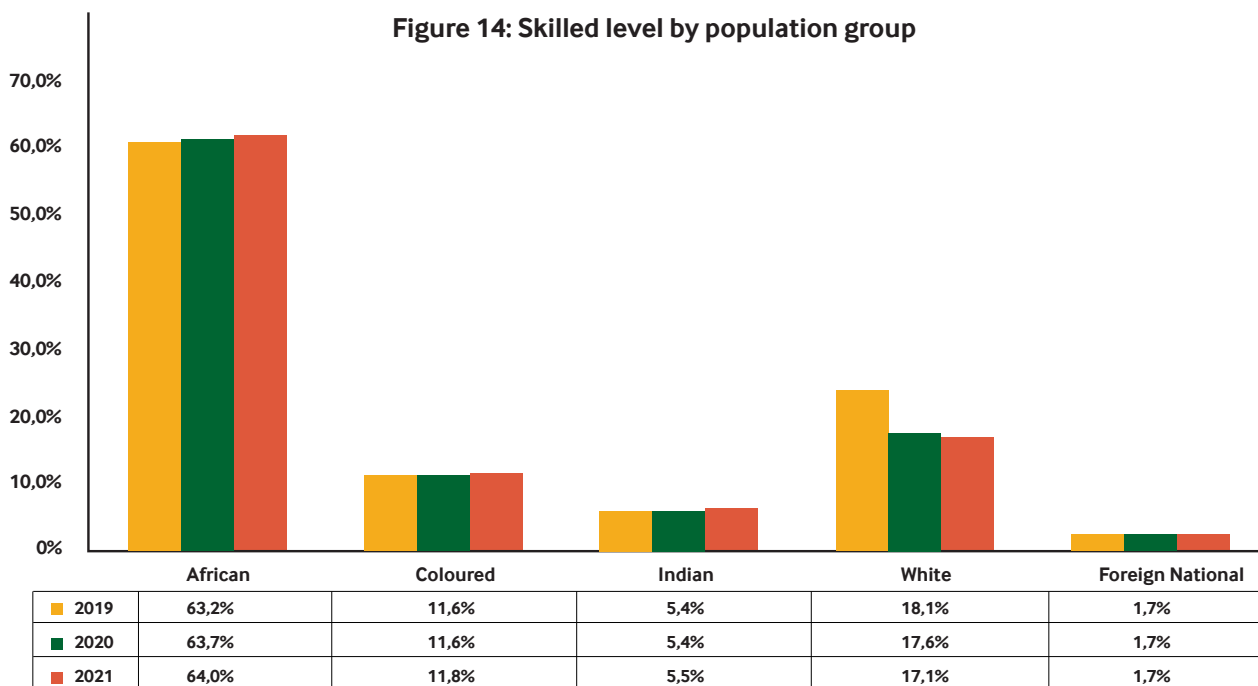
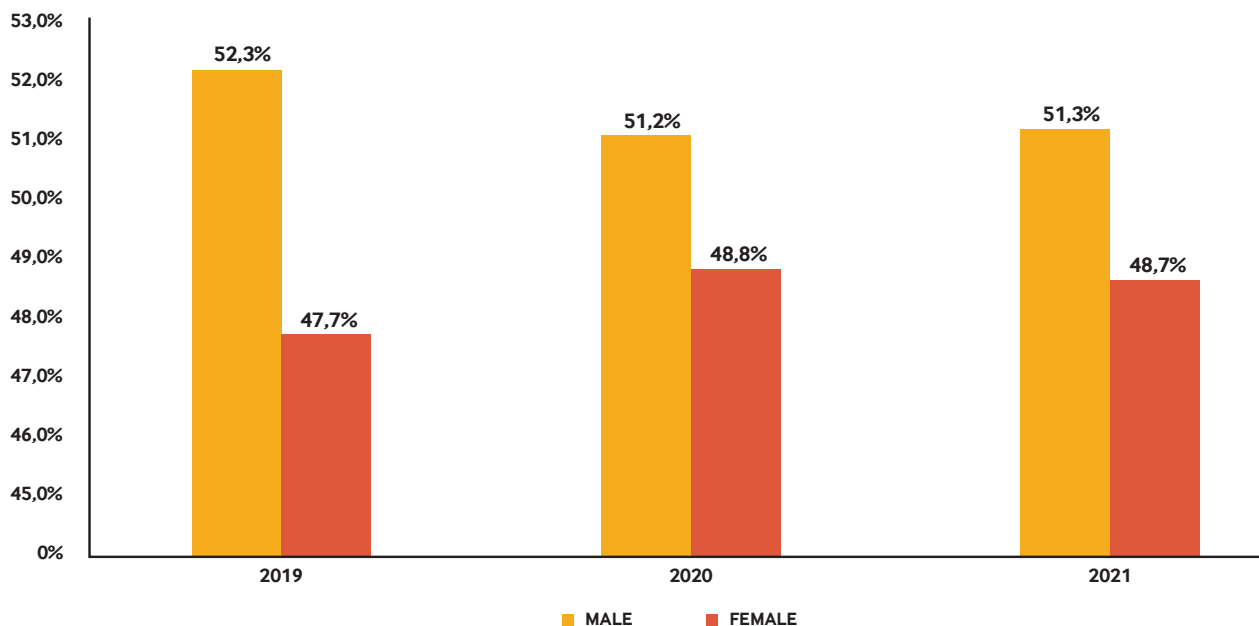


Figure 14 indicates that Africans remain the only population group that is under-represented in terms of their EAP at the Skilled level. It also shows that the representation of Foreign Nationals remained flat from 2019 to 2021.

9.4.2 Skilled level by gender (all employers) - 2019 to 2021

Figure 15: Skilled level by gender



Over the past three years, there has been a slight under representation of the male population group at the Skilled level according to **Figure 15**.

9.4.3 Skilled – population group & gender (all employers) - 2019 to 2021

Figure 16: Skilled - population group and gender

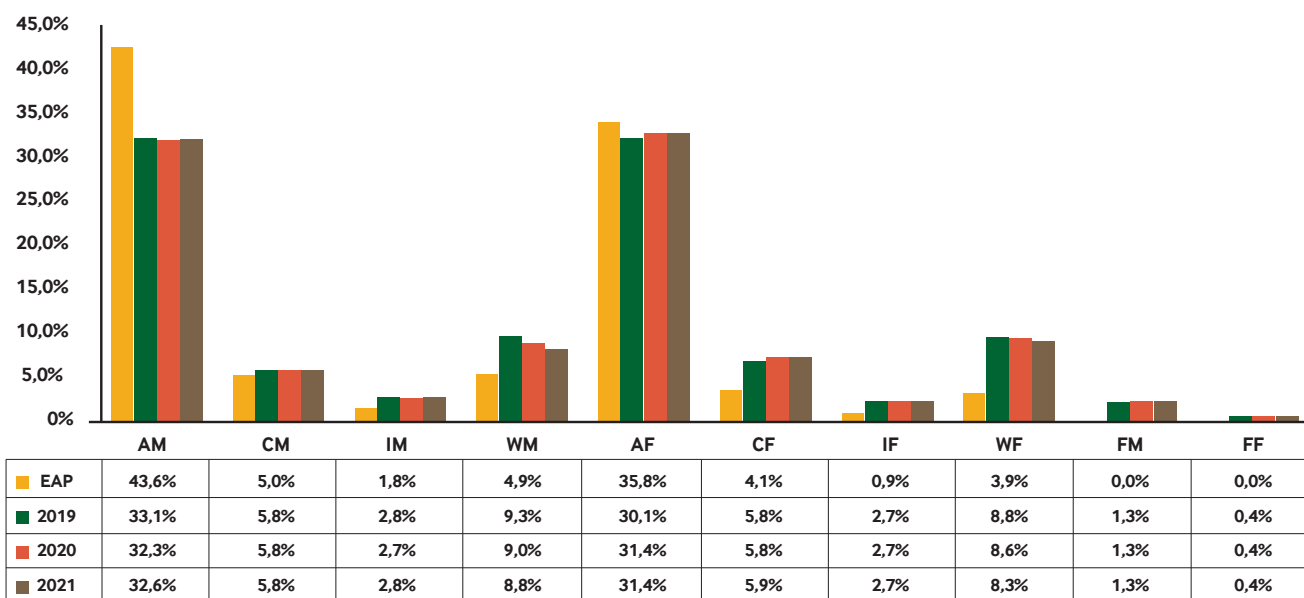


Figure 16 shows that both African males and Females remained below their EAP from 2019 to 2021 at the Skilled level. The representation of the White and Indian population groups, both in terms of male and female, remain well above their EAP at this occupational level. Foreign National representation remained flat from 2019 to 2021 both in terms of males and females.

9.4.4 Skilled – Disability (all employers) - 2019 to 2021

Figure 17: Skilled - Disability

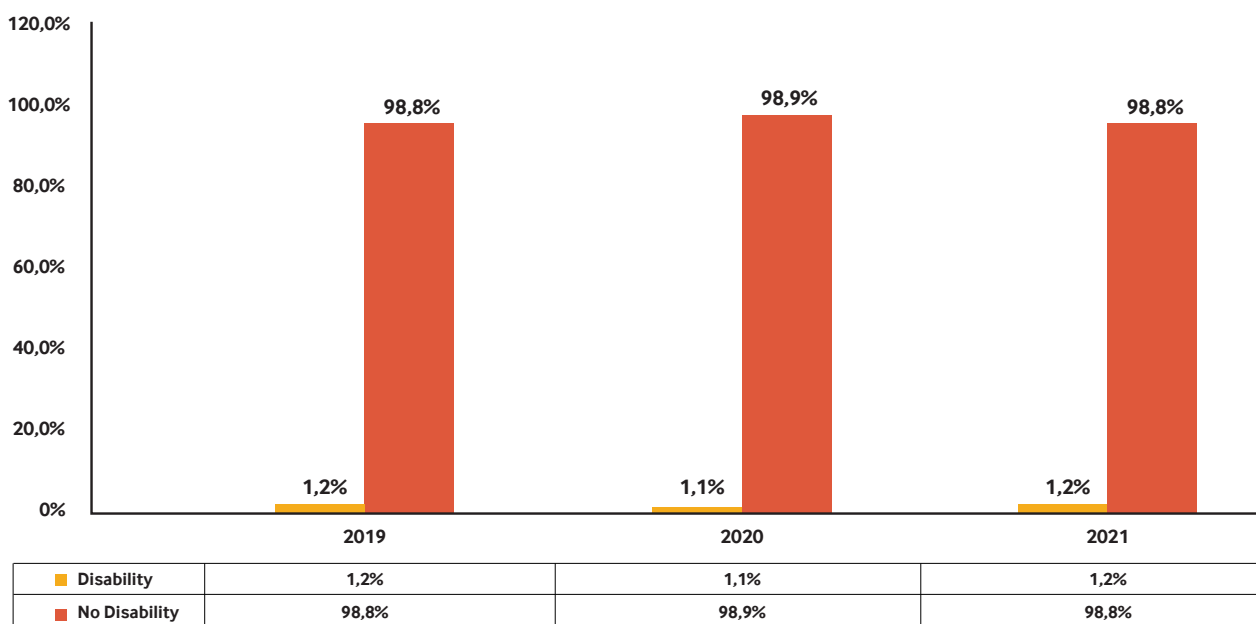


Figure 17 shows that the representation of persons with disabilities remained flat from 2019 to 2021 at the Skilled Level.

Table 19: Workforce profile at the Skilled Level by Sector, Population Group and Gender

Sector	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
EAP	43,6%	5,0%	1,8%	4,9%	35,8%	4,1%	0,9%	3,9%	n/a	n/a	100%
Accommodation and food service activities	28,3%	4,5%	1,5%	5,2%	37,3%	8,1%	2,2%	7,4%	3,5%	2,0%	100,0%
Administrative and support activities	41,4%	3,1%	1,3%	3,9%	39,8%	3,5%	1,4%	4,5%	0,7%	0,3%	100,0%
Agriculture, forestry & fishing	34,4%	11,6%	1,2%	14,0%	17,1%	6,6%	1,0%	11,4%	2,4%	0,4%	100,0%
Arts, entertainment and recreation	28,0%	1,0%	1,1%	1,6%	60,0%	1,3%	3,6%	2,8%	0,3%	0,2%	100,0%
Construction	50,5%	6,6%	2,0%	10,4%	18,5%	2,4%	1,2%	5,5%	2,6%	0,2%	100,0%
Education	19,7%	3,9%	0,7%	4,2%	45,0%	8,2%	2,0%	14,1%	1,3%	0,9%	100,0%
Electricity, gas, steam and air conditioning supply	44,4%	5,1%	2,3%	12,1%	26,8%	2,5%	1,3%	4,7%	0,6%	0,1%	100,0%
Financial and insurance activities	19,8%	5,6%	3,5%	6,4%	35,1%	11,3%	5,5%	11,8%	0,5%	0,5%	100,0%
Human health and social work activities	17,7%	2,6%	1,4%	2,2%	52,0%	9,2%	3,4%	10,3%	0,4%	0,7%	100,0%
Information and communication	26,0%	8,2%	5,8%	17,5%	19,6%	5,8%	3,7%	10,6%	2,1%	0,8%	100,0%
Manufacturing	34,8%	9,6%	5,8%	16,7%	14,5%	5,1%	2,9%	8,1%	2,1%	0,4%	100,0%
Mining and quarrying	52,6%	4,2%	0,6%	18,9%	13,9%	1,1%	0,4%	4,6%	3,5%	0,1%	100,0%
Professional, scientific and technical activities	23,5%	5,1%	3,4%	11,1%	25,7%	7,2%	5,1%	17,0%	1,1%	0,8%	100,0%
Public administration and defence; compulsory social security	48,9%	7,9%	2,1%	6,1%	26,2%	4,2%	1,0%	3,8%	0,1%	0,0%	100,0%

Table 19: Workforce profile at the Skilled Level by Sector, Population Group and Gender

Sector	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
Real estate activities	18,5%	4,2%	3,0%	16,0%	17,4%	7,4%	4,4%	26,1%	2,1%	1,0%	100,0%
Transportation and storage	42,4%	7,5%	4,3%	11,6%	19,2%	4,0%	2,4%	6,5%	1,9%	0,2%	100,0%
Water supply, sewerage, waste management and remediation activities	44,3%	5,8%	1,4%	5,3%	33,2%	4,4%	1,3%	3,8%	0,4%	0,1%	100,0%
Wholesale and retail trade; repair of motor vehicles and motorcycles	28,1%	6,6%	4,6%	10,2%	26,6%	8,8%	3,9%	9,7%	1,2%	0,4%	100,0%

Table 19 shows that at the Skilled level the Arts, Entertainment and Recreation Sector is leading in employment of the African population group (88%), which is followed by the Administrative and Support Activities Sector (81,2%). Noted also, is the dominance of the African female representation in the Human Health and Social Work Activities Sector (52%), which is followed by the Education Sector (45%) at this occupational level. It also shows that the representation of the White, Coloured and Indian population groups are either close to or above their EAP at the Skilled level. The Accommodation and Food Service Activities Sector has the highest number of Foreign Nationals (5.5%) at this occupational level.

Table 20: Workforce profile at the Skilled level by Business Type, Population Group and Gender

BUSINESS TYPE	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
EAP	43,6%	5,0%	1,8%	4,9%	35,8%	4,1%	0,9%	3,9%	n/a	n/a	100%
National Government	45,5%	6,2%	1,6%	5,8%	30,9%	3,8%	1,0%	5,1%	0,1%	0,0%	100,0%
Provincial Government	24,2%	1,9%	0,4%	1,4%	59,3%	5,4%	1,1%	5,6%	0,5%	0,2%	100,0%
Local Government	35,7%	12,3%	3,6%	5,5%	31,0%	7,1%	1,7%	3,1%	0,1%	0,0%	100,0%
Private Sector	33,7%	7,0%	3,8%	12,1%	21,5%	6,5%	3,3%	9,8%	1,9%	0,5%	100,0%
Non-Profit Organisations	30,3%	2,7%	1,0%	3,0%	51,8%	4,1%	1,4%	4,9%	0,4%	0,5%	100,0%
State Owned Enterprises	41,9%	3,7%	1,6%	8,6%	35,7%	2,8%	1,4%	4,0%	0,2%	0,1%	100,0%
Educational Institutions	20,1%	3,6%	1,3%	3,3%	49,1%	6,5%	4,4%	10,2%	0,9%	0,6%	100,0%

Table 20 shows that the representation of the African population group is only well below their EAP in the Private Sector and at Educational Institutions at the Skilled level. It also shows a high representation of Foreign Nationals (2.4%) in the Private Sector.

Table 21: Workforce movement at the Skilled level by Population Group and Gender

	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
EAP	43,6%	5,0%	1,8%	4,9%	35,8%	4,1%	0,9%	3,9%	n/a	n/a	100%
Workforce profile-all employees	32,6%	5,8%	2,8%	8,8%	31,4%	5,9%	2,7%	8,3%	1,3%	0,4%	100,0%
Recruitment	35,4%	6,0%	3,0%	10,9%	26,3%	5,2%	2,7%	8,3%	1,5%	0,6%	100,0%
Promotion	34,4%	7,3%	2,8%	7,1%	28,5%	8,1%	3,0%	6,9%	1,2%	0,6%	100,0%
Terminations	35,9%	6,4%	3,1%	11,5%	24,4%	5,2%	2,5%	9,0%	1,5%	0,5%	100,0%
Skills Development	33,7%	6,1%	3,2%	7,8%	31,0%	6,9%	3,6%	7,8%	n/a	n/a	100,0%

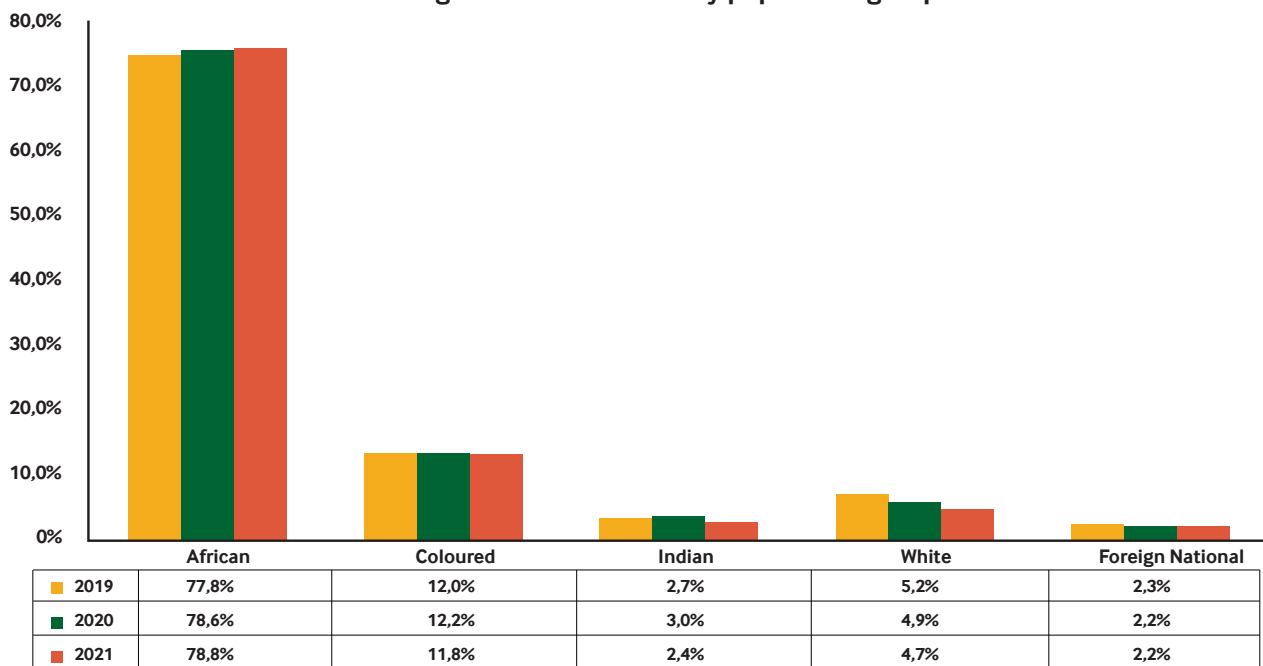
Table 21 indicates that the highest rate of recruitment, promotion and skills development accrued to the African population group at the Skilled level.

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

National EAP by Population and Gender Group* (*Source: Statistics South Africa, (QLFS, Quarter 3, 2021)						
Male			Female			TOTAL
AM	African Male	43.6%	AF	African Female	35.8%	79.4%
CM	Coloured Male	5.0%	CF	Coloured Female	4.1%	9.1%
IM	Indian Male	1.8%	IF	Indian Female	0.9%	2.7%
WM	White Male	4.9%	WF	White Female	3.9%	8.8%
TOTAL		55.3%			44.7%	100.0%

9.5.1 Semi-skilled by population group (all employers) - 2019 to 2021

Figure 18: Semi skilled by population group



In **Figure 18**, shows that Whites remain the only population group that have been far below their EAP from 2019 to 2021.

9.5.2 Semi-skilled by gender (all employers) - 2019 to 2021

Figure 19: Semi - skilled by gender

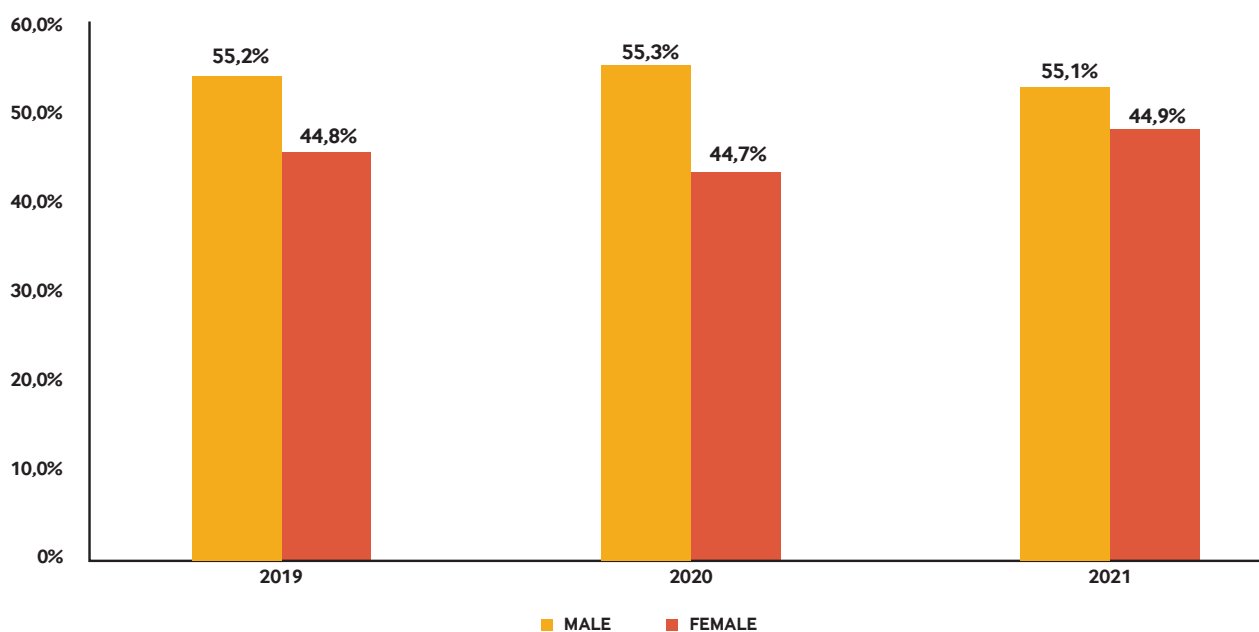


Figure 19 demonstrates that the gender representation in relation to the EAP at this occupational level has been achieved.

9.5.3 Semi-Skilled – population group & gender (all employers) - 2019 to 2021

Figure 20: Semi - skilled - population group and gender

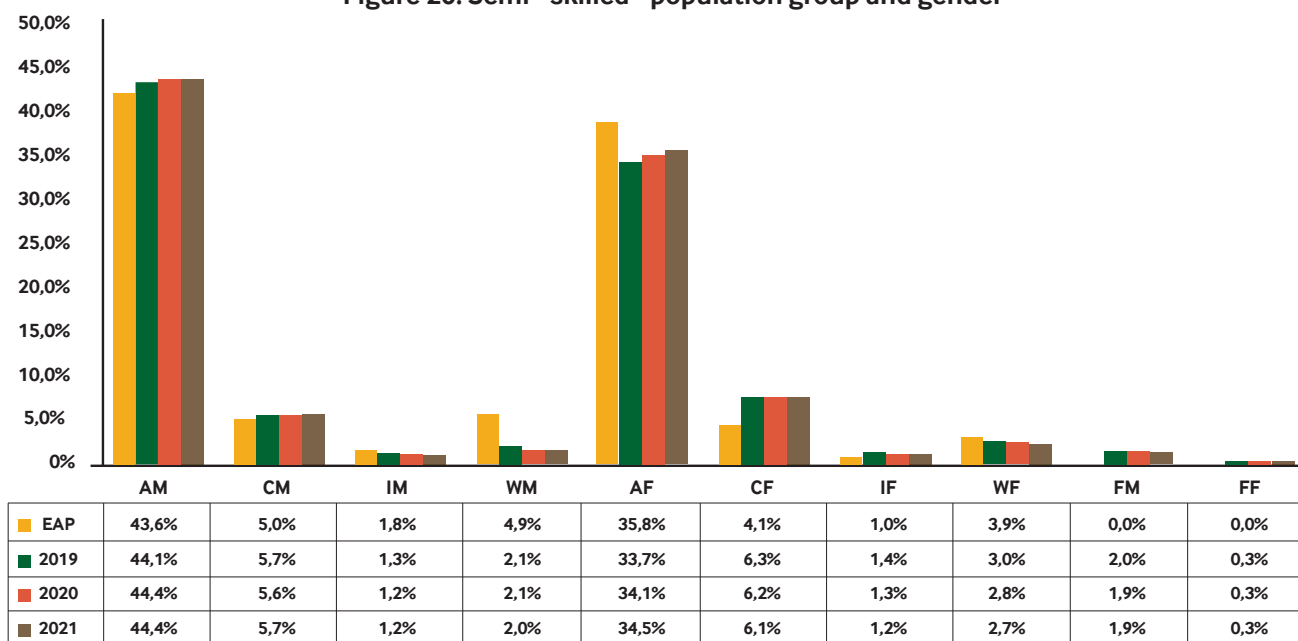


Figure 20 shows minimal movement of all the population groups for both male and female at the Semi-Skilled level from 2019 to 2021. It also shows that Whites and Indians are the only population groups that remain below their EAP at this occupational level.

9.5.4 Semi-skilled – Disability (all employers) - 2019 to 2021

Figure 21: Semi skilled - Disability

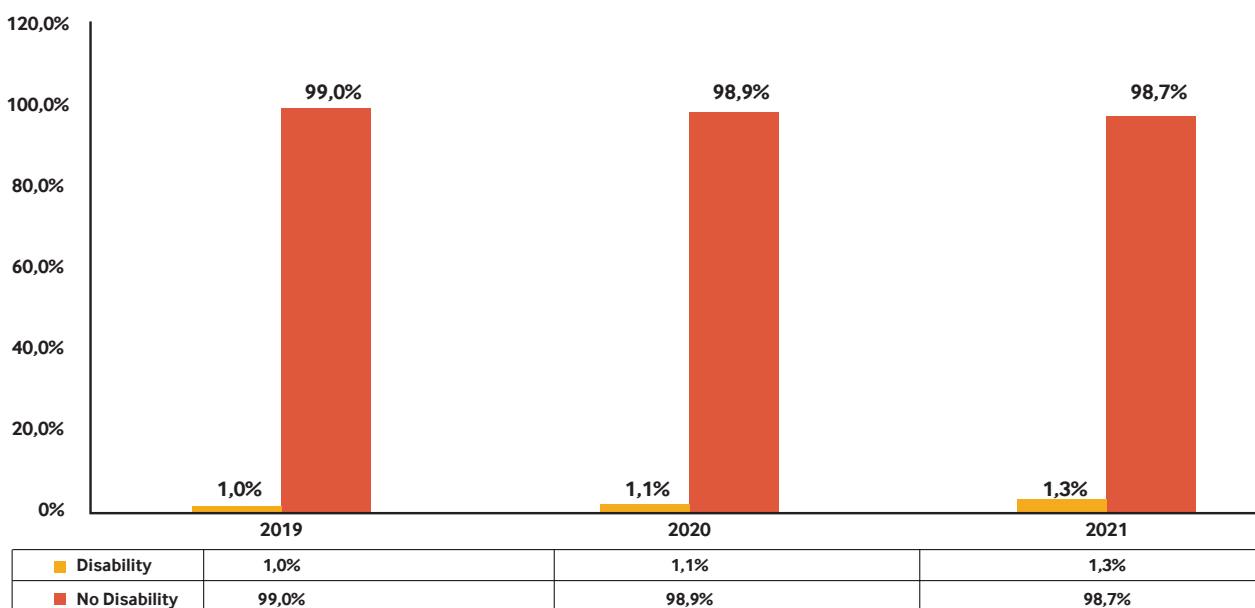


Figure 21 shows a slight increase in the representivity of persons with disabilities at the Semi-Skilled Level.

Table 22: Workforce profile at the Semi-skilled Level by Sector, Population Group and Gender

Sector	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
EAP	43,6%	5,0%	1,8%	4,9%	35,8%	4,1%	0,9%	3,9%	n/a	n/a	100%
Accommodation and food service activities	31,7%	2,7%	0,4%	1,0%	52,5%	5,3%	0,5%	1,5%	2,8%	1,6%	100,0%
Administrative and support activities	54,8%	2,5%	0,6%	0,8%	35,8%	3,2%	0,7%	0,9%	0,5%	0,2%	100,0%
Agriculture, forestry & fishing	48,7%	14,9%	0,4%	2,3%	18,7%	7,8%	0,3%	3,1%	3,3%	0,5%	100,0%
Arts, entertainment and recreation	38,7%	2,8%	1,1%	1,5%	47,9%	3,5%	1,4%	1,8%	0,7%	0,6%	100,0%
Construction	66,8%	6,6%	0,5%	2,6%	15,6%	1,7%	0,5%	2,5%	3,1%	0,1%	100,0%
Education	25,0%	4,8%	0,3%	1,9%	43,6%	13,4%	0,9%	9,4%	0,4%	0,4%	100,0%
Electricity, gas, steam and air conditioning supply	59,0%	5,3%	0,8%	3,5%	23,8%	2,3%	0,7%	3,5%	0,9%	0,1%	100,0%
Financial and insurance activities	23,7%	4,9%	2,3%	2,6%	45,4%	10,7%	3,9%	5,8%	0,4%	0,3%	100,0%
Human health and social work activities	23,6%	3,3%	1,0%	1,1%	56,9%	7,8%	1,8%	3,9%	0,3%	0,3%	100,0%
Information and communication	28,4%	8,6%	3,7%	4,2%	35,1%	9,4%	3,8%	4,6%	1,3%	0,9%	100,0%
Manufacturing	51,7%	9,2%	2,3%	3,6%	21,1%	6,1%	1,4%	2,6%	1,8%	0,3%	100,0%
Mining and quarrying	70,8%	2,4%	0,1%	1,5%	11,7%	0,6%	0,1%	0,8%	11,9%	0,1%	100,0%
Professional, scientific and technical activities	36,2%	5,2%	1,6%	2,2%	34,8%	8,6%	2,5%	7,9%	0,6%	0,4%	100,0%
Public administration and defence; compulsory social security	53,0%	5,6%	0,9%	1,0%	33,2%	4,5%	0,6%	1,2%	0,1%	0,0%	100,0%

Table 22: Workforce profile at the Semi-skilled Level by Sector, Population Group and Gender

Sector	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
EAP	43.6%	5.0%	1.8%	4.9%	35.8%	4.1%	0.9%	3.9%	n/a	n/a	100%
Real estate activities	33.0%	5.0%	1.7%	4.0%	27.0%	8.1%	4.6%	12.7%	3.1%	0.7%	100.0%
Transportation and storage	60.3%	7.4%	2.2%	3.3%	18.0%	3.2%	1.1%	2.9%	1.4%	0.1%	100.0%
Water supply, sewerage, waste management and remediation activities	54.0%	6.6%	0.4%	1.0%	32.2%	3.6%	0.4%	1.1%	0.5%	0.1%	100.0%
Wholesale and retail trade; repair of motor vehicles and motorcycles	31.0%	4.9%	1.2%	1.6%	47.5%	8.7%	1.4%	2.1%	1.0%	0.4%	100.0%

Table 22 illustrates that across all the Sectors the representation of the African population group is either close to or above their EAP at the Semi-Skilled level. It also shows that the Coloured population group is highly represented in the Education Sector (18.2%) and the Information and Communication Sector (15%). The Indian population are either close to or above their EAP across most sectors. The White population group are below their EAP across most sectors and there is a high presence of Foreign Nationals in the Mining and Quarrying (12%), the Agriculture, Forestry and Fishing (3.8%) and the Real Estate Activities (3.8%) sectors of the economy at this occupational level.

Table 23: Workforce profile at the Semi-Skilled level by Business Type, Population Group and Gender

BUSINESS TYPE	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
EAP	43.6%	5.0%	1.8%	4.9%	35.8%	4.1%	0.9%	3.9%	n/a	n/a	100%
National Government	42.9%	5.7%	0.9%	0.9%	42.1%	5.3%	0.7%	1.6%	0.0%	0.0%	100.0%
Provincial Government	29.1%	2.8%	0.3%	0.5%	59.8%	4.8%	0.5%	2.1%	0.0%	0.0%	100.0%
Local Government	41.8%	12.8%	1.9%	1.6%	30.8%	8.0%	1.2%	1.9%	0.0%	0.0%	100.0%
Private Sector	46.4%	5.9%	1.4%	2.2%	31.3%	6.0%	1.4%	2.7%	2.4%	0.4%	100.0%
Non-Profit Organisations	35.4%	2.5%	0.3%	0.6%	54.2%	4.5%	0.4%	1.6%	0.1%	0.2%	100.0%
State Owned Enterprises	52.5%	4.1%	0.5%	1.9%	34.9%	3.0%	0.5%	2.6%	0.0%	0.0%	100.0%
Educational Institutions	25.1%	6.0%	0.6%	2.0%	37.8%	17.6%	1.1%	8.9%	0.4%	0.4%	100.0%

Table 23 shows that the representation of the African population group is either close to or above their EAP in all the Business Types, except for their representation in Educational Institutions at the Semi-Skilled level.

Table 24: Workforce movement at the Semi-Skilled level by Population Group and Gender

	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
EAP	43.6%	5.0%	1.8%	4.9%	35.8%	4.1%	0.9%	3.9%	n/a	n/a	100%
Workforce profile-all employees	44.3%	5.7%	1.2%	2.0%	34.5%	6.1%	1.2%	2.7%	1.9%	0.3%	100.0%
Recruitment	44.5%	6.3%	1.5%	2.6%	32.2%	7.3%	1.4%	2.8%	1.1%	0.3%	100.0%
Promotion	46.9%	6.7%	0.8%	1.5%	34.0%	6.5%	0.6%	1.3%	1.4%	0.4%	100.0%
Terminations	45.2%	6.1%	1.4%	2.6%	31.7%	7.1%	1.3%	2.9%	1.4%	0.3%	100.0%
Skills Development	43.8%	5.9%	1.4%	2.0%	36.3%	6.5%	1.5%	2.6%	n/a	n/a	100.0%

In **Table 24** it is evident that at the Semi-Skilled level, recruitment, promotions and skills development opportunities mainly accrue to the designated groups.

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

National EAP by Population and Gender Group* (*Source: Statistics South Africa, (QLFS, Quarter 3, 2021)						
Male			Female			TOTAL
AM	African Male	43.6%	AF	African Female	35.8%	79.4%
CM	Coloured Male	5.0%	CF	Coloured Female	4.1%	9.1%
IM	Indian Male	1.8%	IF	Indian Female	0.9%	2.7%
WM	White Male	4.9%	WF	White Female	3.9%	8.8%
TOTAL		55.3%			44.7%	100.0%

9.6.1 Unskilled by population group (all employers) - 2019 to 2021

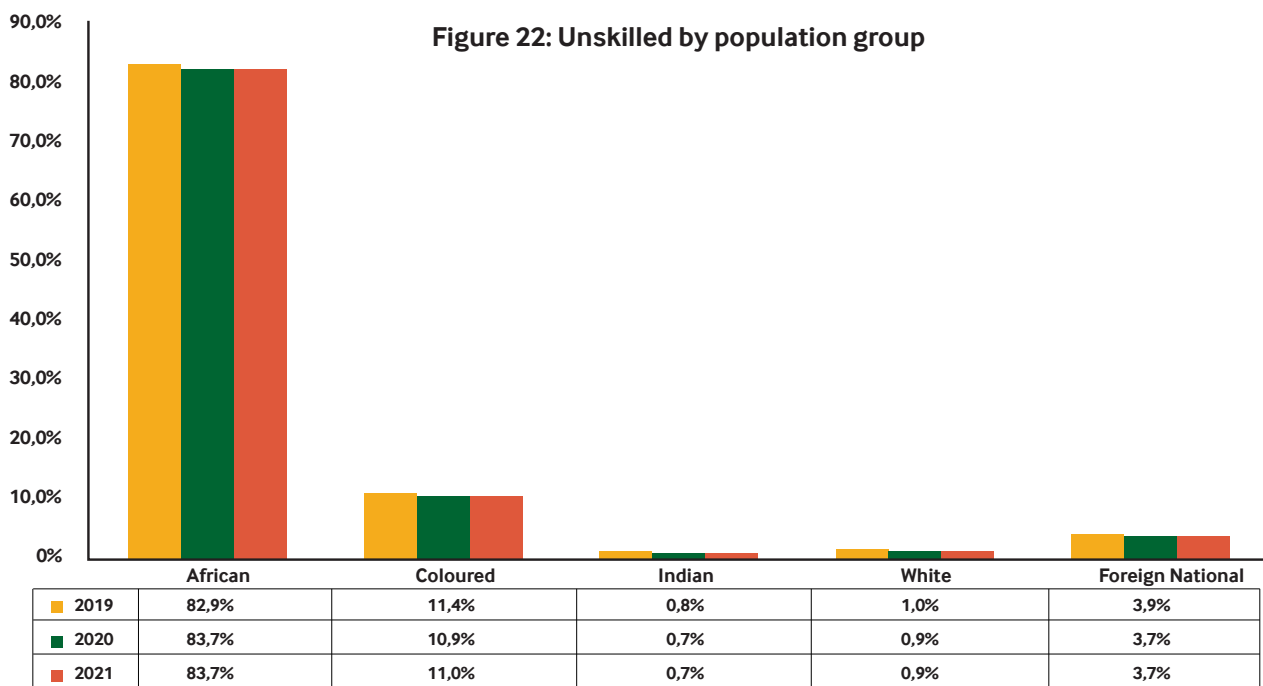
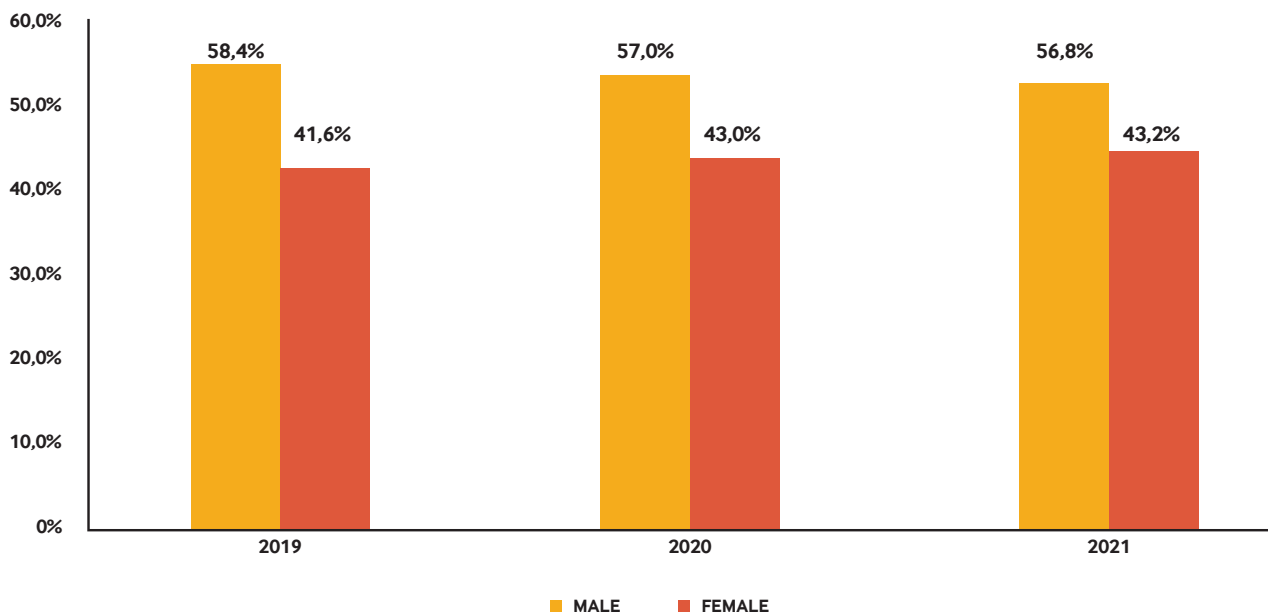


Figure 22 suggests an underrepresentation of the Indian and White population groups when compared to their EAP over the past three years at the Unskilled level. This is an entry occupational level into the world of work and has historically been over-represented by the designated groups, particularly Africans and Coloureds, due to the systemic retention of discriminatory labour market policies and practices. Upward mobility remains difficult given the influence of other socio-economic factors as well, a trend that is evident in the historical legacy of country. The representation of Foreign National population group at 3.7% is relatively high at this occupational level when laws governing migration are taken into consideration. This raises the question as to why some employers seem to prefer Foreign Nationals at the expense of South African nationals at this entry occupational level into the world of work.

9.6.2 Unskilled by gender (all employers) - 2019 to 2021

Figure 23: Unskilled by gender



In **Figure 23** there is a demonstration of movement in favour of the female population at the Unskilled level, which resulted in a shift of 1,6 % from 2019 to 2022.

9.6.3 Unskilled – population group & gender (all employers) - 2019 to 2021

Figure 24: Unskilled - population group and gender

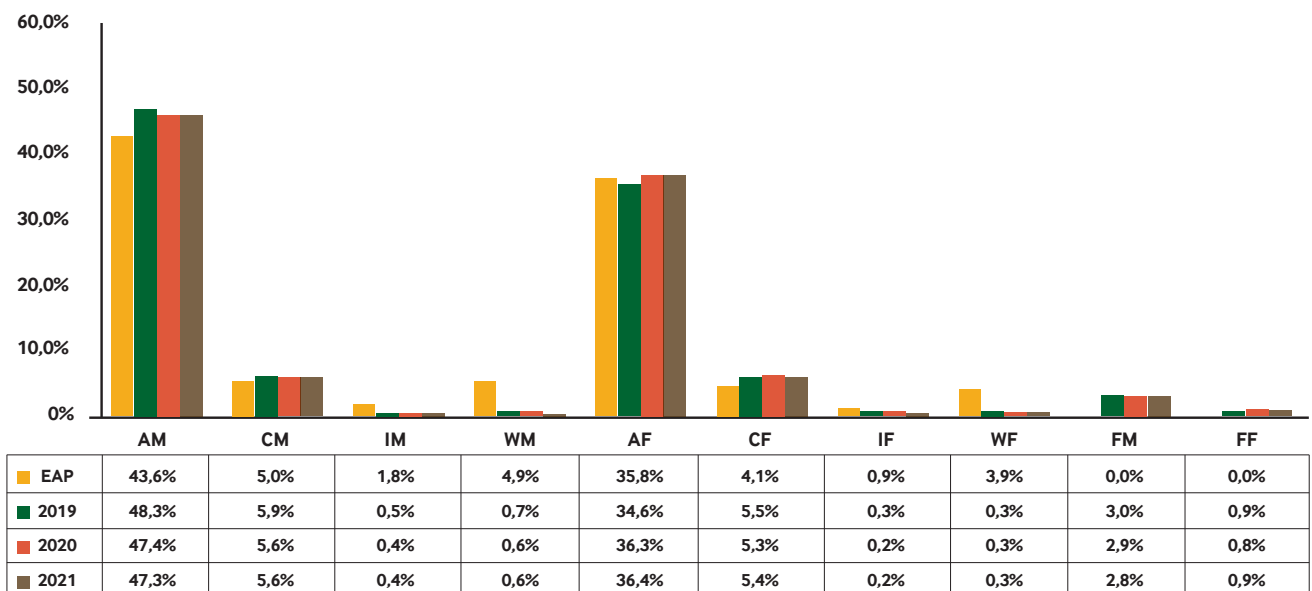


Figure 24 demonstrates that the African and Coloured population groups are preferred the most at the Unskilled level. The White and Indian population group, both male and female, continue to be underrepresented at this occupational level.

9.6.4 Unskilled – Disability (all employers) - 2019 to 2021

Figure 25: Unskilled - Disability

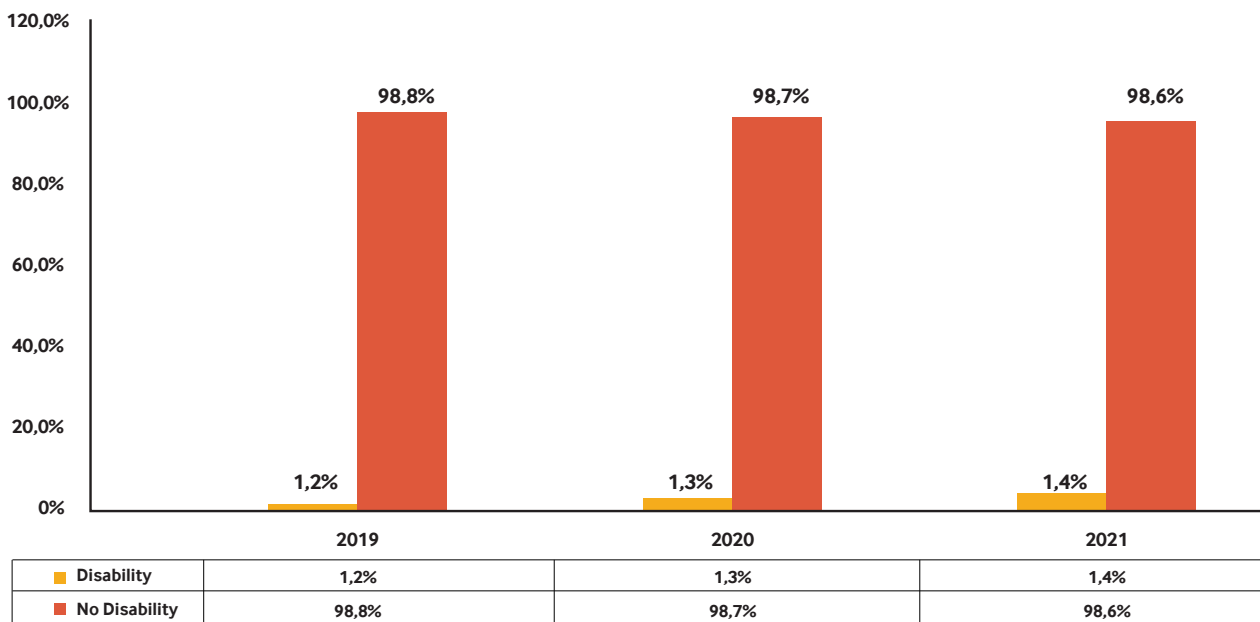


Figure 25 illustrates that representation of persons with disabilities remained flat at around 1,2%, over the past three years at the Unskilled occupational level.

Table 25: Workforce profile at the Unskilled Level by Sector, Population Group and Gender

Sector	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
EAP	43,6%	5,0%	1,8%	4,9%	35,8%	4,1%	0,9%	3,9%	n/a	n/a	100%
Accommodation and food service activities	32,5%	3,3%	0,2%	0,3%	52,6%	7,8%	0,1%	0,4%	1,8%	1,0%	100,0%
Administrative and support activities	45,1%	2,4%	0,3%	0,2%	47,7%	3,1%	0,1%	0,1%	0,7%	0,3%	100,0%
Agriculture, forestry & fishing	41,3%	8,5%	0,0%	0,2%	33,2%	8,7%	0,0%	0,1%	5,7%	2,3%	100,0%
Arts, entertainment and recreation	59,3%	2,6%	0,3%	0,5%	34,5%	1,5%	0,2%	0,2%	0,6%	0,3%	100,0%
Construction	64,3%	6,1%	0,1%	0,8%	23,4%	2,2%	0,1%	0,2%	2,6%	0,2%	100,0%
Education	37,5%	7,5%	0,1%	1,1%	42,9%	8,2%	0,1%	1,5%	0,6%	0,4%	100,0%
Electricity, gas, steam and air conditioning supply	65,5%	4,0%	0,3%	1,1%	25,9%	1,6%	0,1%	0,1%	1,2%	0,2%	100,0%
Financial and insurance activities	39,6%	4,0%	0,3%	0,9%	46,8%	5,1%	0,4%	0,8%	1,4%	0,7%	100,0%
Human health and social work activities	27,8%	4,0%	0,3%	0,7%	56,9%	8,2%	0,5%	0,9%	0,4%	0,4%	100,0%
Information and communication	38,4%	4,6%	1,1%	1,2%	44,0%	5,1%	0,6%	0,8%	3,3%	0,9%	100,0%
Manufacturing	51,9%	7,1%	1,1%	1,0%	30,1%	5,6%	0,5%	0,3%	1,8%	0,6%	100,0%
Mining and quarrying	69,1%	0,9%	0,0%	0,7%	17,5%	0,3%	0,0%	0,1%	10,4%	1,1%	100,0%
Professional, scientific and technical activities	57,0%	7,5%	0,5%	1,2%	25,7%	4,7%	0,5%	1,4%	1,0%	0,5%	100,0%

Table 25: Workforce profile at the Unskilled Level by Sector, Population Group and Gender

Sector	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
Public administration and defence; compulsory social security	45,8%	12,3%	0,7%	0,4%	34,6%	5,6%	0,3%	0,2%	0,1%	0,0%	100,0%
Real estate activities	35,4%	2,1%	0,5%	0,9%	52,5%	2,0%	0,3%	1,2%	3,2%	1,8%	100,0%
Transportation and storage	64,5%	7,1%	0,7%	1,0%	22,8%	2,0%	0,2%	0,3%	1,3%	0,2%	100,0%
Water supply, sewerage, waste management and remediation activities	50,6%	5,2%	0,2%	0,3%	40,5%	2,2%	0,1%	0,1%	0,6%	0,2%	100,0%
Wholesale and retail trade; repair of motor vehicles and motorcycles	41,2%	4,7%	0,7%	0,7%	43,1%	6,3%	0,6%	0,4%	1,6%	0,7%	100,0%

Table 25 shows that in all Sectors the African population group are overrepresented, while the White and Indian population groups are grossly underrepresented at the Unskilled level in relation to their EAP

Table 26: Workforce profile at the Unskilled level by Business Type, Population Group and Gender

BUSINESS TYPE	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
EAP	43,6%	5,0%	1,8%	4,9%	35,8%	4,1%	0,9%	3,9%	n/a	n/a	100%
National Government	39,4%	3,9%	0,1%	0,3%	51,4%	4,6%	0,1%	0,2%	0,0%	0,0%	100,0%
Provincial Government	37,9%	3,2%	0,1%	0,6%	54,0%	3,4%	0,1%	0,7%	0,0%	0,0%	100,0%
Local Government	51,1%	11,3%	0,6%	0,4%	31,9%	4,4%	0,2%	0,1%	0,0%	0,0%	100,0%
Private Sector	48,5%	5,6%	0,5%	0,6%	34,5%	5,5%	0,3%	0,3%	3,3%	1,0%	100,0%
Non-Profit Organisations	33,6%	2,4%	0,1%	0,4%	59,1%	3,7%	0,1%	0,4%	0,2%	0,1%	100,0%
State Owned Enterprises	57,0%	2,4%	0,0%	0,4%	37,8%	2,2%	0,0%	0,1%	0,0%	0,0%	100,0%
Educational Institutions	32,3%	9,3%	0,3%	0,8%	44,6%	10,5%	0,2%	1,0%	0,6%	0,4%	100,0%

Table 26 shows that the African male population exceeds their EAP in State-Owned Enterprises and in the Private Sector at the Unskilled occupational level. Non-Profit Organisations are the top employer of African females, while the Coloured population group, both male and female, are highly represented in Educational Institutions. The Private Sector and Non-Profit Organisations are the leading employers of Foreign Nationals at this occupational level.

Table 27: Workforce movement at the Unskilled level by Population Group and Gender

	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
EAP	43,6%	5,0%	1,8%	4,9%	35,8%	4,1%	0,9%	3,9%	n/a	n/a	100%
Workforce profile-all employees	47,3%	5,6%	0,4%	0,6%	36,4%	5,4%	0,2%	0,3%	2,8%	0,9%	100,0%
Recruitment	42,8%	6,3%	0,4%	0,8%	40,7%	5,7%	0,3%	0,4%	1,8%	0,8%	100,0%
Promotion	48,3%	7,7%	0,6%	1,5%	33,7%	5,2%	0,3%	0,4%	2,1%	0,3%	100,0%
Terminations	48,0%	6,6%	0,5%	0,8%	34,1%	6,2%	0,3%	0,4%	2,2%	1,0%	100,0%
Skills Development	48,7%	6,0%	0,6%	0,7%	37,6%	5,6%	0,5%	0,4%	n/a	n/a	100,0%

Table 27 shows that terminations are at a same or higher percentage than the rate of recruitment for all groups with the exception of the African female population group. The African male and female population groups are the most preferred in terms of training and promotions at this occupational level.

Workforce Profile Trend for the representation of Persons with Disabilities from 2019 to 2021

Table 28: Representation of Persons with Disabilities from 2018 to 2020		
2019	2020	2021
1.1%	1.3%	1.2%

Table 28 indicates that the representation of persons with disabilities in the total workforce slightly increased from 1.1% in 2019 to 1.2% in 2021, but still remained around 1% for the past three years.



10. BARRIERS AND AFFIRMATIVE ACTION MEASURES FOR 2021 (ALL EMPLOYERS)

Table 29.1

CATEGORIES	Barriers			Affirmative Action Measures		
	Yes	No	Total	Yes	No	Total
Recruitment procedures	7701	19316	27017	7348	19669	27017
	28,5%	71,5%	100,0%	27,2%	72,8%	100,0%
Advertising positions	5454	21563	27017	5173	21844	27017
	20,2%	79,8%	100,0%	19,1%	80,9%	100,0%
Selection criteria	4453	22564	27017	4202	22815	27017
	16,5%	83,5%	100,0%	15,6%	84,4%	100,0%
Appointments	5514	21503	27017	5271	21746	27017
	20,4%	79,6%	100,0%	19,5%	80,5%	100,0%
Job classification and grading	3029	23988	27017	2722	24295	27017
	11,2%	88,8%	100,0%	10,1%	89,9%	100,0%
Remuneration and benefits	4390	22627	27017	4050	22967	27017
	16,2%	83,8%	100,0%	15,0%	85,0%	100,0%
Terms & conditions of employment	1375	25642	27017	1212	25805	27017
	5,1%	94,9%	100,0%	4,5%	95,5%	100,0%

Table 29.1 reflects that barriers identified by employers are not a true reflection of workplace realities. For instance, an average of 21,4% employers admit to having barriers in relation to recruitment procedures, advertising selection and appointment criteria.

Of great concern, is the fact that an average of 10,8% employers reported that they still have barriers in terms of job classifications and grading; remuneration and benefits; and terms and conditions of employment. This is disturbing given the fact that all employers are required to eliminate all unfair discriminatory policies and practices in relation to job classifications and grading systems; remuneration and benefits packages, including in the terms and conditions of employment to be able to apply the principle of equal pay for work of equal value in their workforce.

This implies that employers are not utilising the existing EE policy tools, i.e. regulations 2 to 7 in the EE Regulations, 2014, including the implementation guidelines and best practices provided in the Code of Good Practice on Equal Remuneration/ Pay for Work of Equal Value, 2015.

The IES article in this report supports the lack of proper barrier analysis at the workplace level as most findings from DG Reviews indicate poor understanding of barriers and implementation of affirmative action measures.

Furthermore, of concern to the CEE is that the Remuneration and benefits category indicate that only 16.2% of employers' experience barriers in this area, yet the CCMA article in this report shows that several equal pay for work of equal value disputes having been recorded for the same period under review.

CATEGORIES	Barriers			Affirmative Action Measures		
	Yes	No	Total	Yes	No	TOTAL
Job assignments	853	26164	27017	697	26320	27017
	3,2%	96,8%	100,0%	2,6%	97,4%	100,0%
Work environment and facilities	4308	22709	27017	3821	23196	27017
	15,9%	84,1%	100,0%	14,1%	85,9%	100,0%
Training and development	6933	20084	27017	6570	20447	27017
	25,7%	74,3%	100,0%	24,3%	75,7%	100,0%
Performance and evaluation systems	4029	22988	27017	3722	23295	27017
	14,9%	85,1%	100,0%	13,8%	86,2%	100,0%
Promotions	2085	24932	27017	1862	25155	27017
	7,7%	92,3%	100,0%	6,9%	93,1%	100,0%
Transfers	504	26513	27017	413	26604	27017
	1,9%	98,1%	100,0%	1,5%	98,5%	100,0%
Succession and experience planning	5968	21049	27017	5591	21426	27017
	22,1%	77,9%	100,0%	20,7%	79,3%	100,0%

Table 29.2 suggests that companies are not conducting proper workplace analysis and as a result, failing to capture barriers, or not consulting on barrier analysis conducted before developing their EE Plans and submission of EE Reports.

Of great concern to the CEE is that 25.7% of employers reported that they still have barriers on training and development; and 22,1% of employers still have barriers on Succession and experience planning. This confirms the lack of transformation at the three upper echelons (Top, Senior and Middle management levels) of the workforce.

It is disappointing to notice that we still have over 25% of employers that are still not investing in meaningful training and development and there is again, over 20% of employers without clear succession and experience plans, despite the 24 years of both the Employment Equity Act (EEA) and the Skills Development Act (SDA).

Furthermore, data in table 29.2 shows that only 7, 7% of employers admit to having challenges on promotions, but only 6,9% reflect having implemented AA measures. This again, confirms the skewed distribution of promotion opportunities in the top four management occupational levels, were promotions are still largely favouring non-designated groups (White males and Foreign nationals).

CATEGORIES	Barriers			Affirmative Action Measures		
	Yes	No	Total	Yes	No	Total
Disciplinary measures	1280	25737	27017	1085	25932	27017
	4,7%	95,3%	100,0%	4,0%	96,0%	100,0%
Dismissals	601	26416	27017	438	26579	27017
	2,2%	97,8%	100,0%	1,6%	98,4%	100,0%
Corporate culture	2227	24790	27017	2013	25004	27017
	8,2%	91,8%	100,0%	7,5%	92,5%	100,0%
HIV and AIDS education and prevention programmes	5162	21855	27017	4853	22164	27017
	19,1%	80,9%	100,0%	18,0%	82,0%	100,0%
Retention of designated groups	4131	22886	27017	3810	23207	27017
	15,3%	84,7%	100,0%	14,1%	85,9%	100,0%
Reasonable accommodation	2740	24277	27017	2428	24589	27017
	10,1%	89,9%	100,0%	9,0%	91,0%	100,0%
Assigned senior manager(s) to manage EE implementation	1535	25482	27017	1293	25724	27017
	5,7%	94,3%	100,0%	4,8%	95,2%	100,0%

Table 29.3

CATEGORIES	Barriers			Affirmative Action Measures		
	Yes	No	Total	Yes	No	Total
Budget allocation in support of employment equity goals	2807	24210	27017	2347	24670	27017
	10,4%	89,6%	100,0%	8,7%	91,3%	100,0%
Time off for employment equity consultative committee to meet	2209	24808	27017	1974	25043	27017
	8,2%	91,8%	100,0%	7,3%	92,7%	100,0%

Table 29.3 reflects again, lack of proper workplace barrier analysis and lack of implementation of AA measures required to achieve employment equity. This is confirmed by the DG Review findings in the IES article in this report, which also indicate lack of effective consultation with the Employment Equity Committees, as minutes and registers taken at the meeting do not reflect proper constitution of the committees.

Furthermore, the data in Table 29.3 indicates that 10.4% of employers reported that they still have barriers in terms of allocation of budget in support of employment equity goals, and 5.7% employers still experience challenges in assigning senior Manager(s) to manage EE implementation. Again, this is one of the key findings outlined in the IES article in this report that there is no evidence that the CEOs/ Accounting Officers have assigned one or more senior managers for EE implementation as required by Section 24 of the EEA. This begs to question the mandate they are given and the extent of their powers to stop deviations from the implementation of both the objectives and the EE targets in the EE Plans.

Of great concern to the CEE is that Table 29.3 indicates that 10,1% employers reported that they have barriers to reasonable accommodation, yet the representation of persons with disabilities have barely moved in numbers since 2019 and remain stagnant at approximately 1% over the three years under review. This implies that no significant AA measures have been implemented across various economic sectors to correct the under-representation of persons with disabilities.

Overall, the data on barrier analysis depicted in tables 29.1, 29.2 and 29.3 above, is a true reflection of why transformation is very slow. If employers are not identifying barriers as having impact to employment of designated groups, then they cannot commit to any corrective measures. The CEE urges all designated employers to utilise the EE policy tools, i.e. the Barrier analysis and Affirmative Action Measures template (EEA12 form) in the EE regulations, 2014 and the Code of Good Practice on the Preparation and Implementation of EE Plans to address all the gaps identified in workplace barrier analysis (Section 19 of the EEA).



11. ANALYSIS OF PUBLIC SERVICE VS PRIVATE SECTOR WORKFORCE PROFILES FOR 2021 EE REPORTING

This section of the report provides an extent of reporting by both the Public Service (i.e. National and Provincial governments) and the Private Sector. It also reflects on an analysis of the workforce profile for all designated employers in the Public Service and the Private Sector for all six occupational levels in terms of population groups, gender and disability for the 2021 EE reporting period.

11.1 EXTENT OF REPORTING IN 2021 BY PUBLIC SERVICE (I.E. NATIONAL AND PROVINCIAL GOVERNMENTS) AND PRIVATE SECTOR

Table 30: Total number of reports and employees covered by Public Service and Private Sector for 2021 EE Reporting

BUSINESS TYPE	Reports Received	% Reports Received	Employees	% Employees
National Government	55	0.2%	351448	5.0%
Provincial Government	126	0.5%	622517	8.8%
Local Government	172	0.6%	188234	2.7%
Private Sector	25717	95.2%	5149463	72.7%
Non-Profit Organizations	503	1.9%	267930	3.8%
State-Owned Enterprises	132	0.5%	143488	2.0%
Educational Institutions	312	1.2%	356275	5.0%
TOTAL	27017	100%	7079355	100%

Table 30 indicates that the Public Service (i.e. National and Provincial Governments) accounts for 0.7% and Private Sector accounts for 95.2% of the total EE reports submitted by designated employers in the 2021 EE Reporting period. In terms of employee coverage, the Private Sector appears to be the biggest employer with a coverage of 72.7%, whereas the Public Service only accounts for 13.8% of all employees reported in the 2021 EE reporting period.

National EAP by Population and Gender Group* (*Source: Statistics South Africa, (QLFS, Quarter 3, 2021)

MALE		FEMALE			Total	
AM	African Male	43.6%	AF	African Female	35.8%	79.4%
CM	Coloured Male	5.0%	CF	Coloured Female	4.1%	9.1%
IM	Indian Male	1.8%	IF	Indian Female	0.9%	2.7%
WM	White Male	4.9%	WF	White Female	3.9%	8.8%
TOTAL		55.3%			44.7%	100.0%

11.2 TOP MANAGEMENT PUBLIC SERVICE VS PRIVATE SECTOR

11.2.1 Top management by population group - 2021

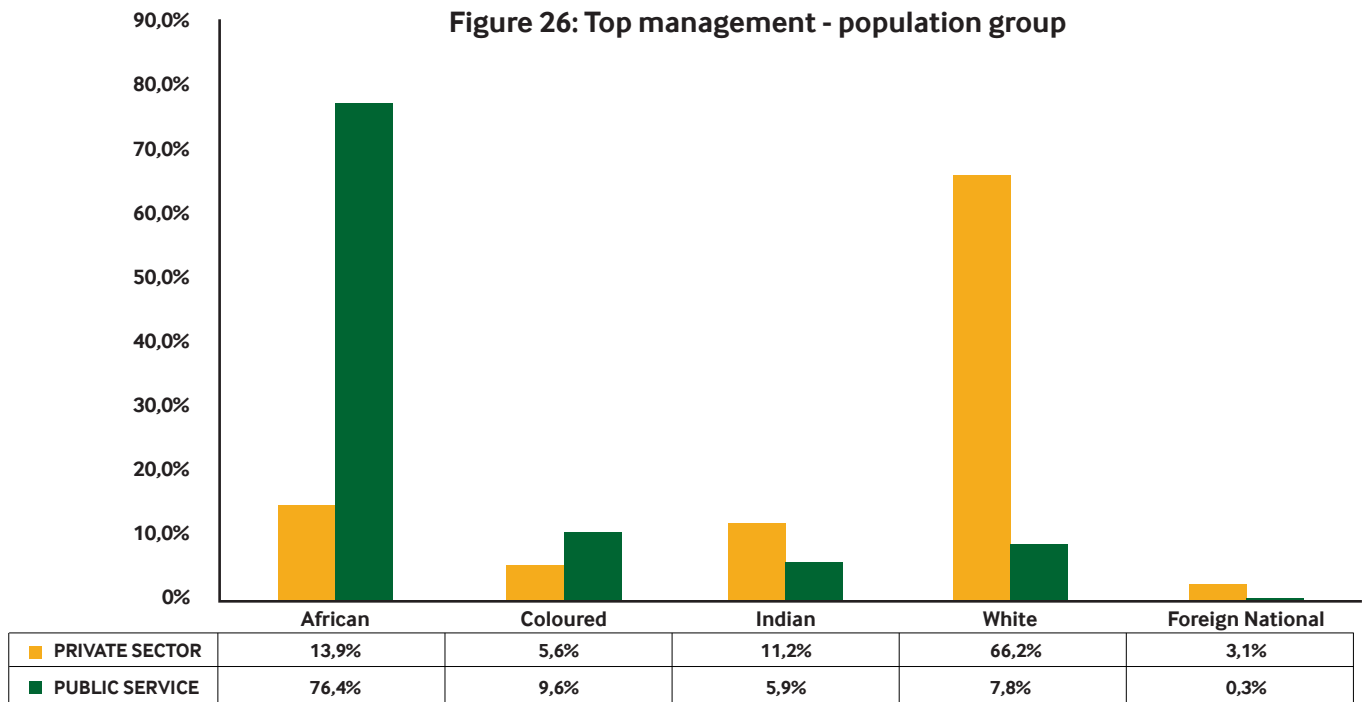


Figure 26 shows that at the Top Management level, the representation of the White population group is approximately seven times their EAP in the Private Sector and they are just below their EAP in the Public Service. It also indicates that in the Public Service, the African population group representation is almost at their EAP; and in the Private Sector they are nearly six times below their EAP at this occupational level. The representation of the Coloured population group is slightly above their EAP in the Public Service and far below their EAP in the Private Sector. Indian population group representation is more than double their EAP in the Private Sector and Public Service at this occupational level. The Private Sector employs approximately ten times more of the Foreign Nationals (3.1%) compared to the Public Service (0.3%) at this occupational level.

11.2.2 Top management by gender - 2021

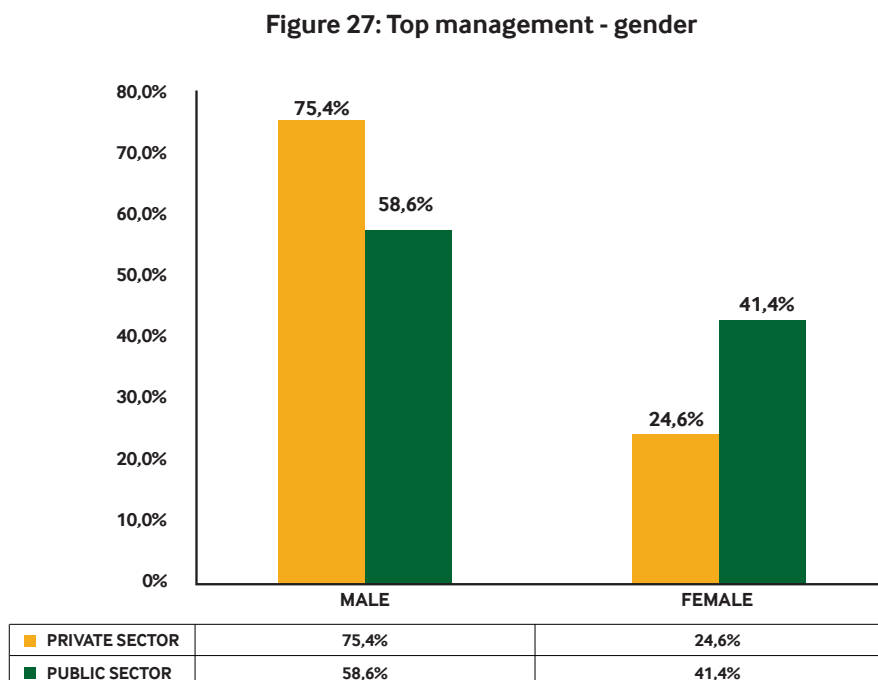


Figure 27 reflects that the Public Service employs more females (41.4%) than the Private Sector (24.6%) at Top Management level. It also shows that male and female representation are closer to their EAP in the Public Service and female representation is far below their EAP in the Private Sector at this occupational level.

11.2.3 Top management by population group & gender - 2021

Figure 28: Top management - population group and gender

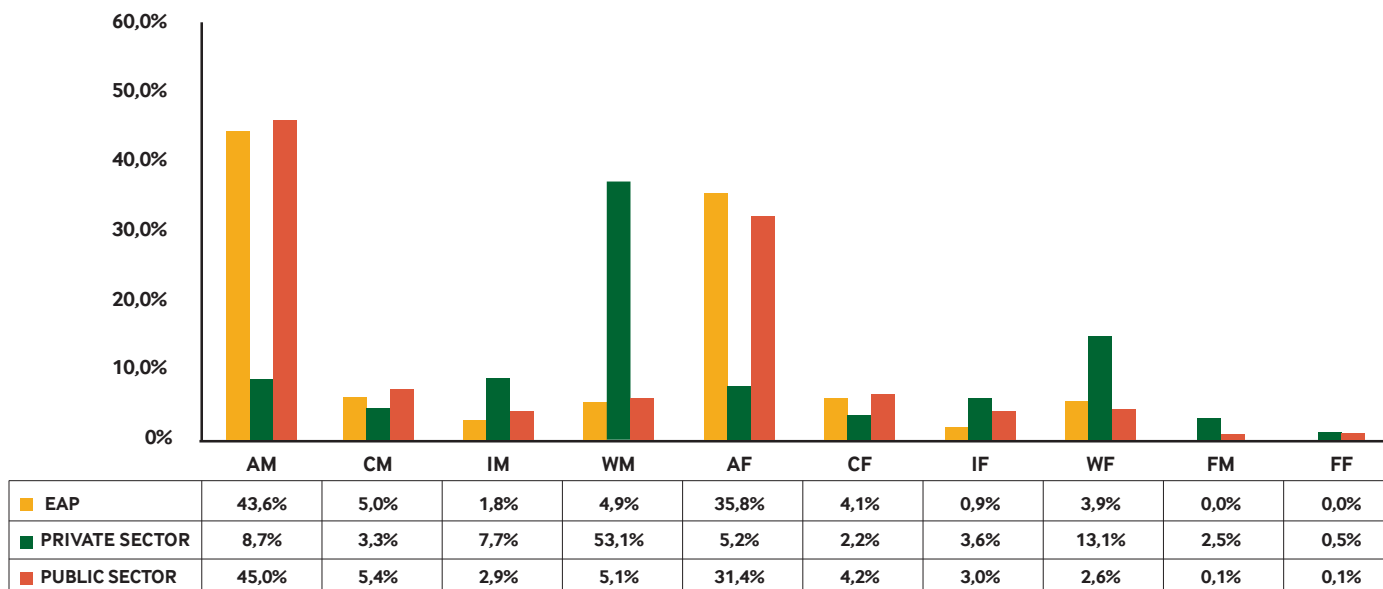


Figure 28 shows that the representation of males and females in terms of population groups is more aligned to their EAP in the Public Service when compared to the Private Sector at the Top Management occupational level.

11.2.4 Top management - Disability - 2021

Figure 29: Top management - Disability 2021

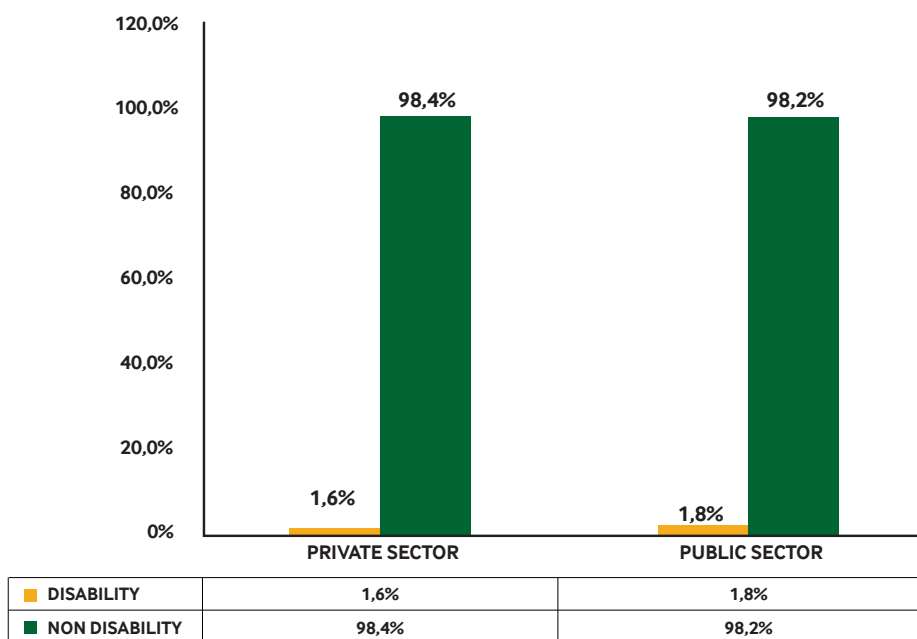


Figure 29 illustrates that the Public Service (1.8%) employs more people with disabilities than the Private Sector (1.6%) at this level.

11.3 SENIOR MANAGEMENT PUBLIC SERVICE VS PRIVATE SECTOR

11.3.1 Senior management by population group - 2021

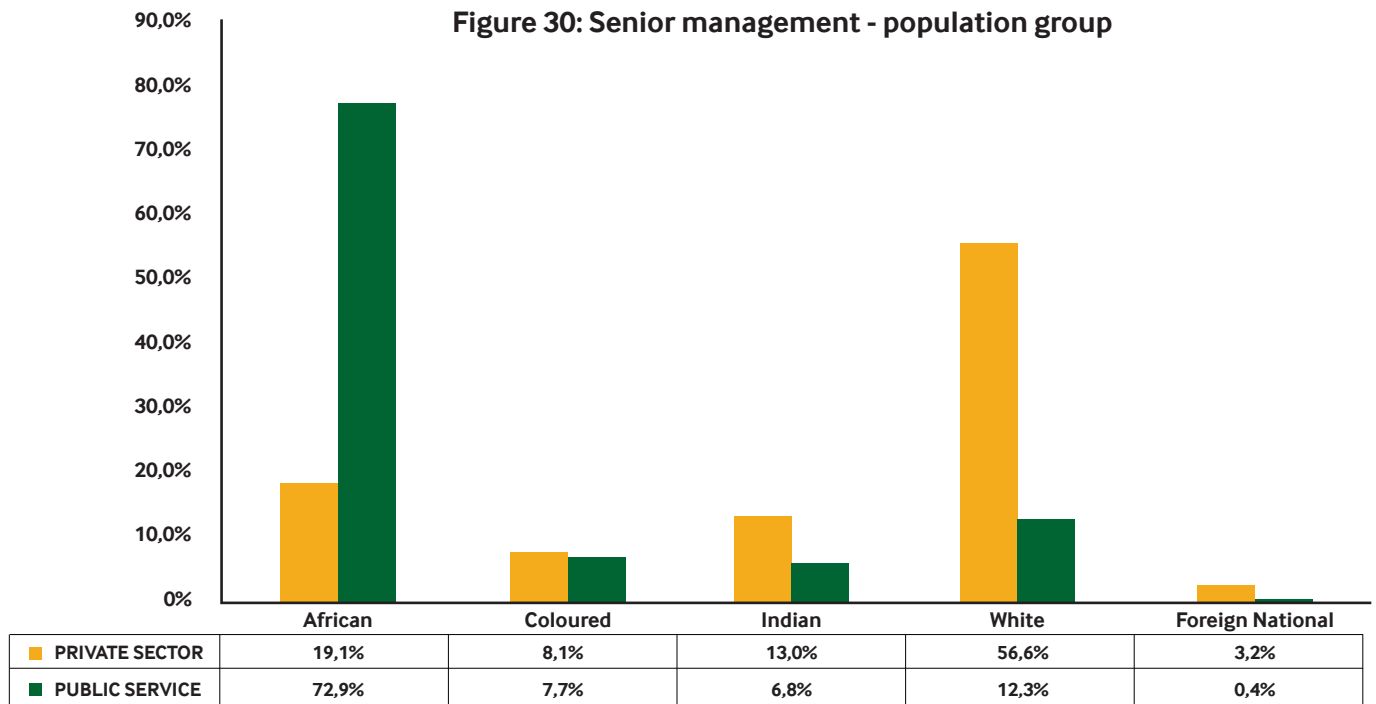


Figure 30 shows that at the Senior Management level, the representation of the White population group is nearly six times their EAP in the Private Sector and they are slightly above their EAP in the Public Service. It also indicates that in the Public Service, the African population group representation is almost equitable; and in the Private Sector their representation is nearly three times below their EAP at this occupational level. The representation of the Coloured population group is slightly below their EAP both in the Public Service and in the Private Sector. Indian population group representation is far above their EAP both in the Private Sector and in the Public Service at this occupational level. The Private Sector employs approximately eight times more Foreign Nationals (3.2%) compared to the Public Service (0.4%) at this occupational level.

11.3.2 Senior management by gender - 2021

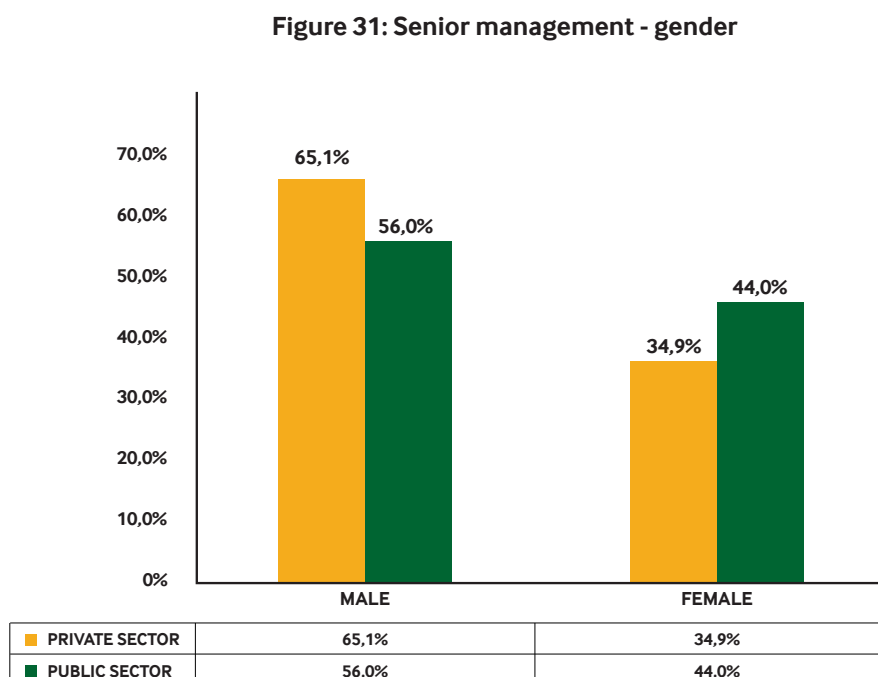


Figure 31 reflects that the Public Service employs more females (44.0%) than the Private Sector (34.9%) at the Senior Management level. It also shows that male and female representation are closer to their EAP in the Public Service; and female representation is far below their EAP in the Private Sector at this occupational level.

11.3.3 Senior management by population group & gender - 2021

Figure 32: Senior management - population group and gender

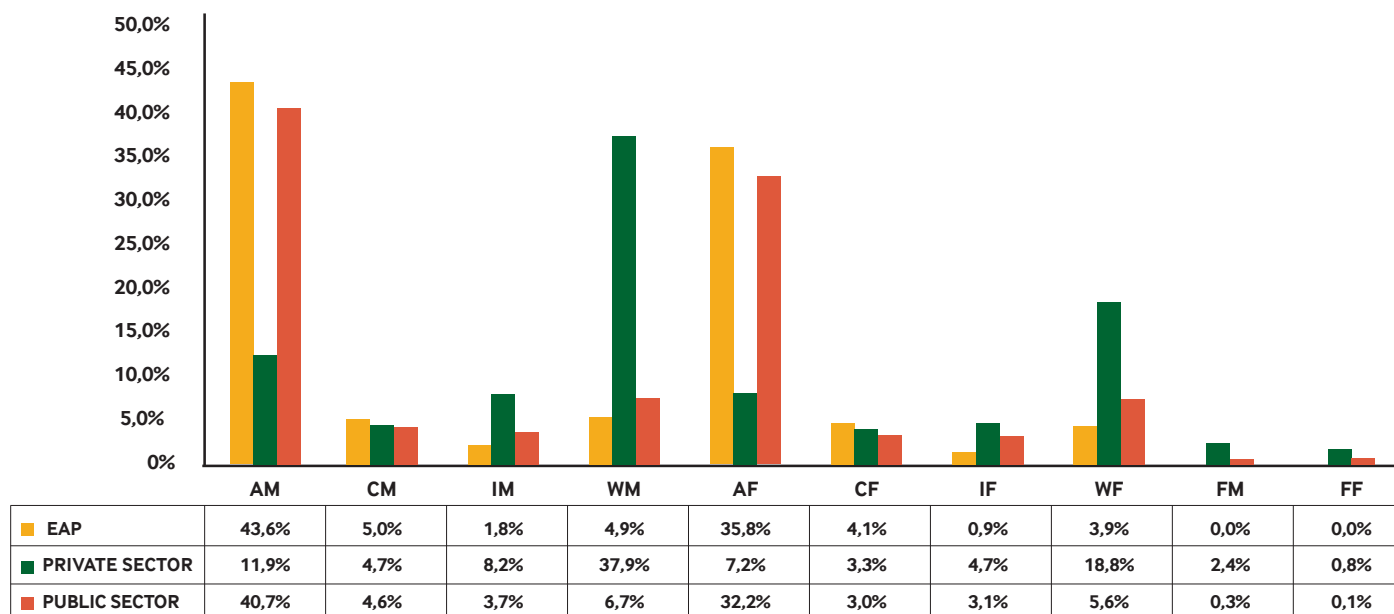


Figure 32 shows that the representation of males and females in terms of population groups in the Public Service is more aligned to the EAP than the Private Sector at the Senior Management occupational level.

11.3.4 Senior management - Disability - 2021

Figure 33: Senior management - Disability 2021

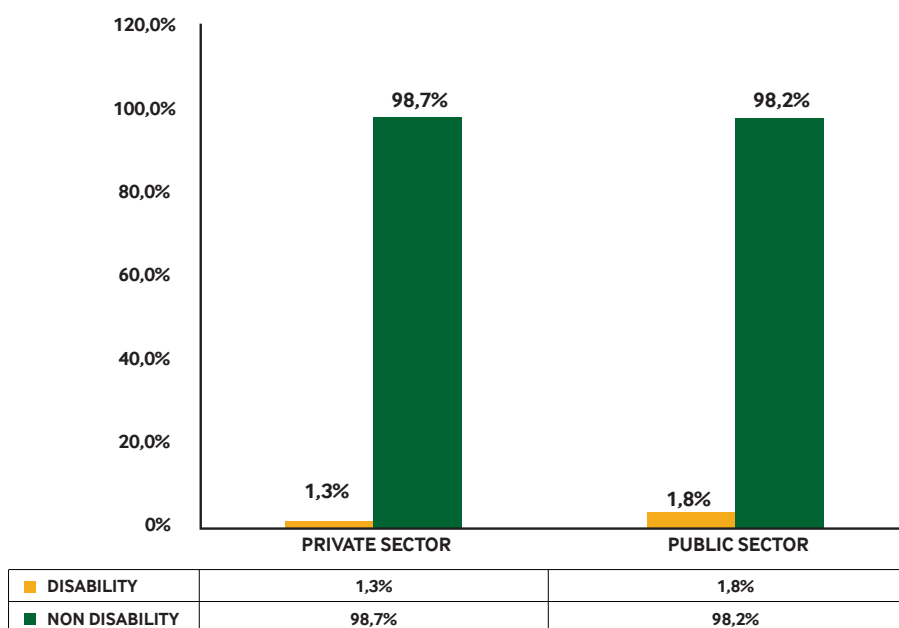


Figure 33 shows that the Public Service (1.8%) employs more people with disabilities than the Private Sector (1.3%) at this level.

11.4 PROFESSIONALLY QUALIFIED / MIDDLE MANAGEMENT PUBLIC SERVICE VS PRIVATE SECTOR

11.4.1 Professionally Qualified / Middle management by population group - 2021

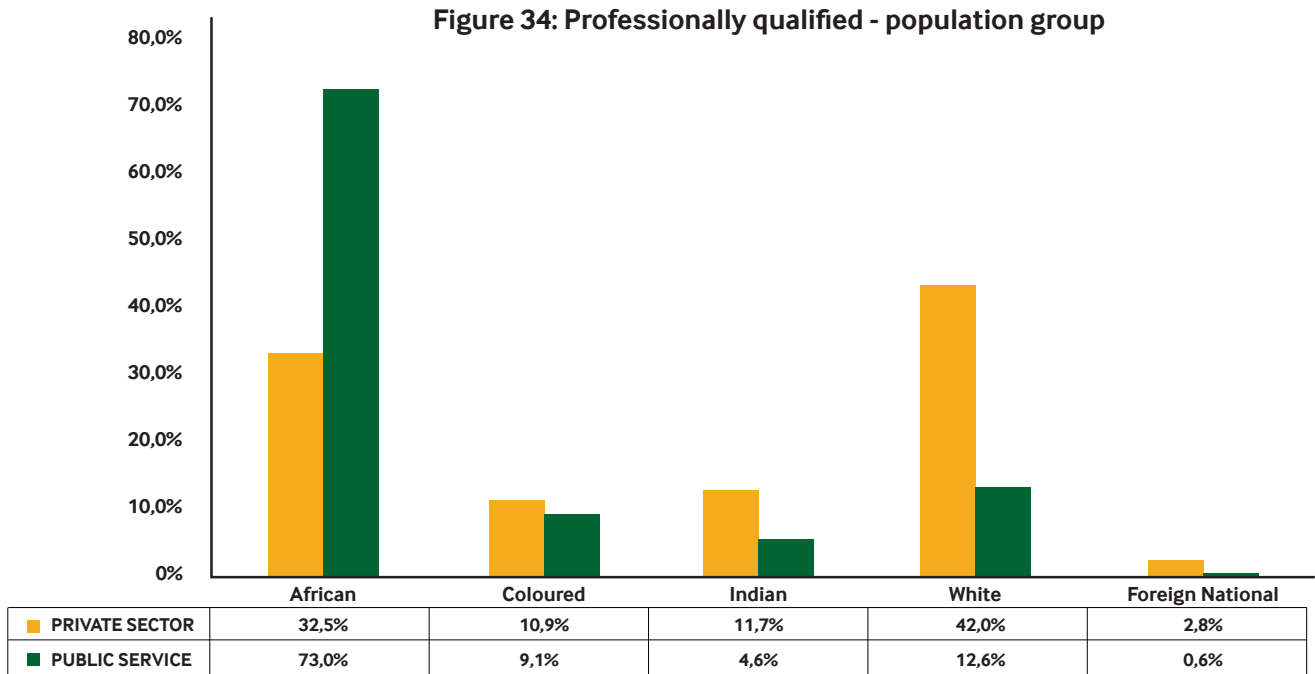


Figure 34 shows that at the Professionally Qualified level, the representation of the White population group is almost four times their EAP in the Private Sector and slightly above their EAP in the Public Service. It also indicates that in the Public Service the representation of the African population group is almost equitable and in the Private Sector their representation is below half their EAP at this occupational level. The representation of the Coloured population group is equitable in the Public Service and above their EAP in the Private Sector. Representation of the Indian population group above their EAP both in the Private Sector and the Public Service at this occupational level. The Private Sector employs approximately four times more Foreign Nationals (2.8%) compared to the Public Service (0.6%) at this occupational level.

11.4.2 Professionally Qualified / Middle management by gender - 2021

Figure 35: Professionally qualified - gender

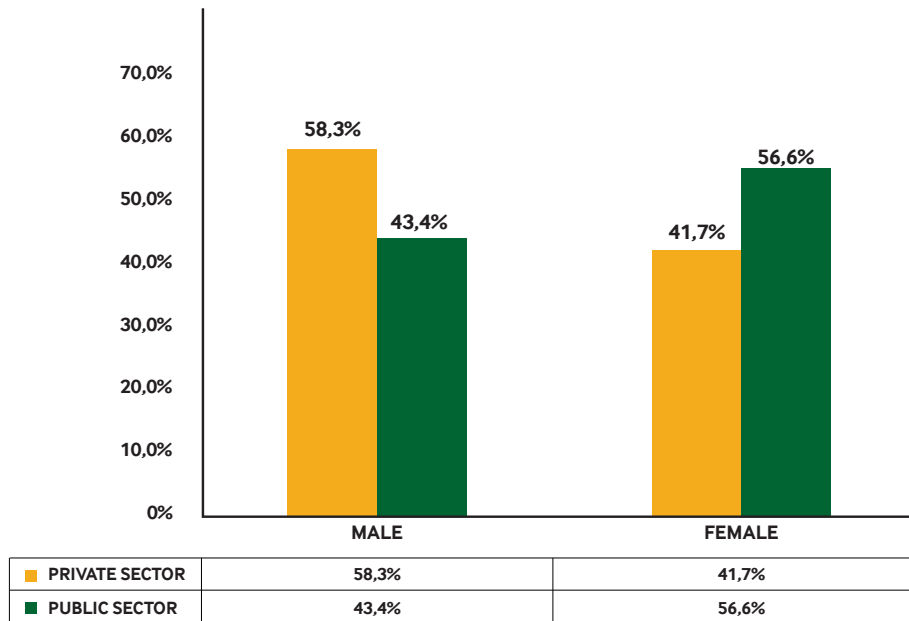


Figure 35 shows that the male representation is above their EAP in the Private Sector and female representation is above their EAP in the Public Service at the Professionally Qualified level.

11.4.3 Professionally Qualified / Middle management by population group & gender - 2021

Figure 36: Professionally qualified - population group and gender

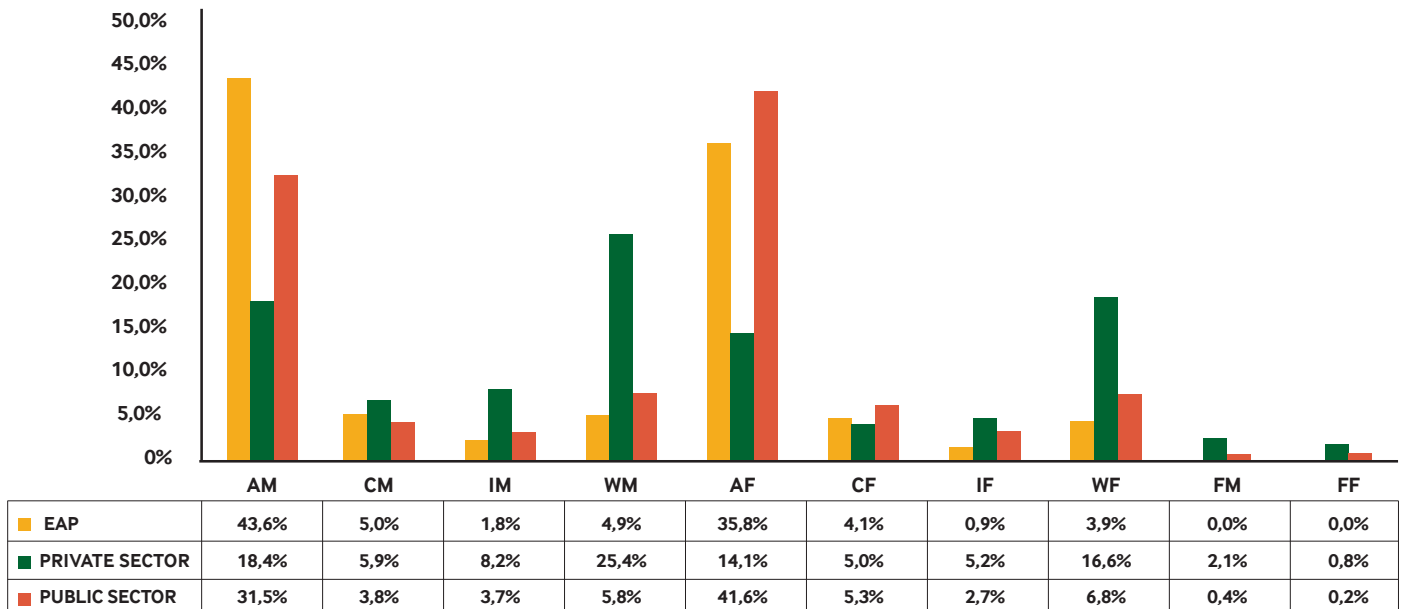


Figure 36 shows that the representation of African and Coloured females is much higher than males in the Public Service and in the Private Sector the representation of the Indian and White females is much higher than their EAP at the Professionally Qualified level.

11.4.4 Professionally Qualified / Middle management - Disability - 2021

Figure 37: Professionally qualified - Disability 2021

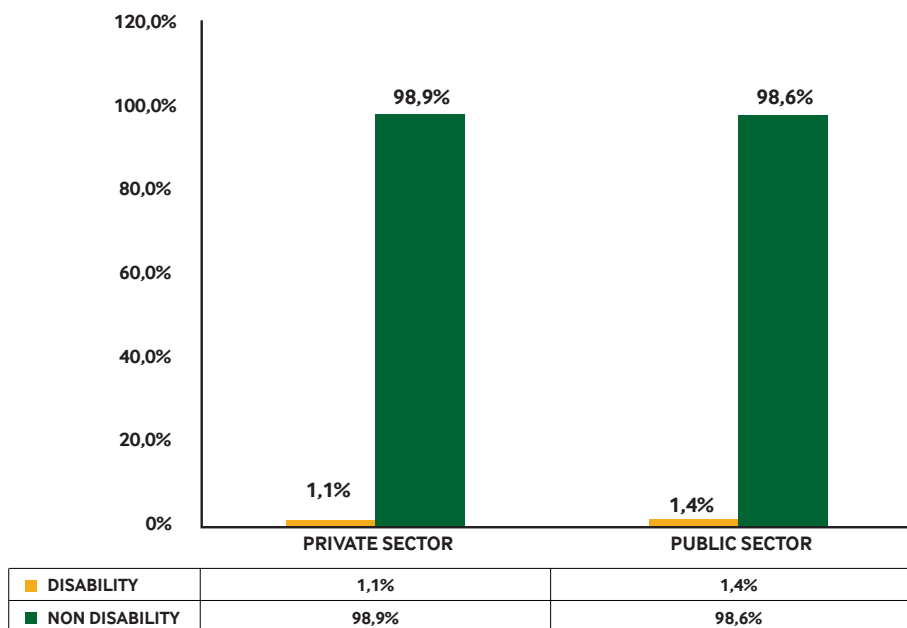


Figure 37 indicates that the Public Service (1.4%) employs more people with disabilities than the Private Sector (1.1%) at this level.

11.5 SKILLED TECHNICAL / JUNIOR MANAGEMENT PUBLIC SERVICE VS PRIVATE SECTOR

11.5.1 Skilled Technical / Junior Management by population group - 2021

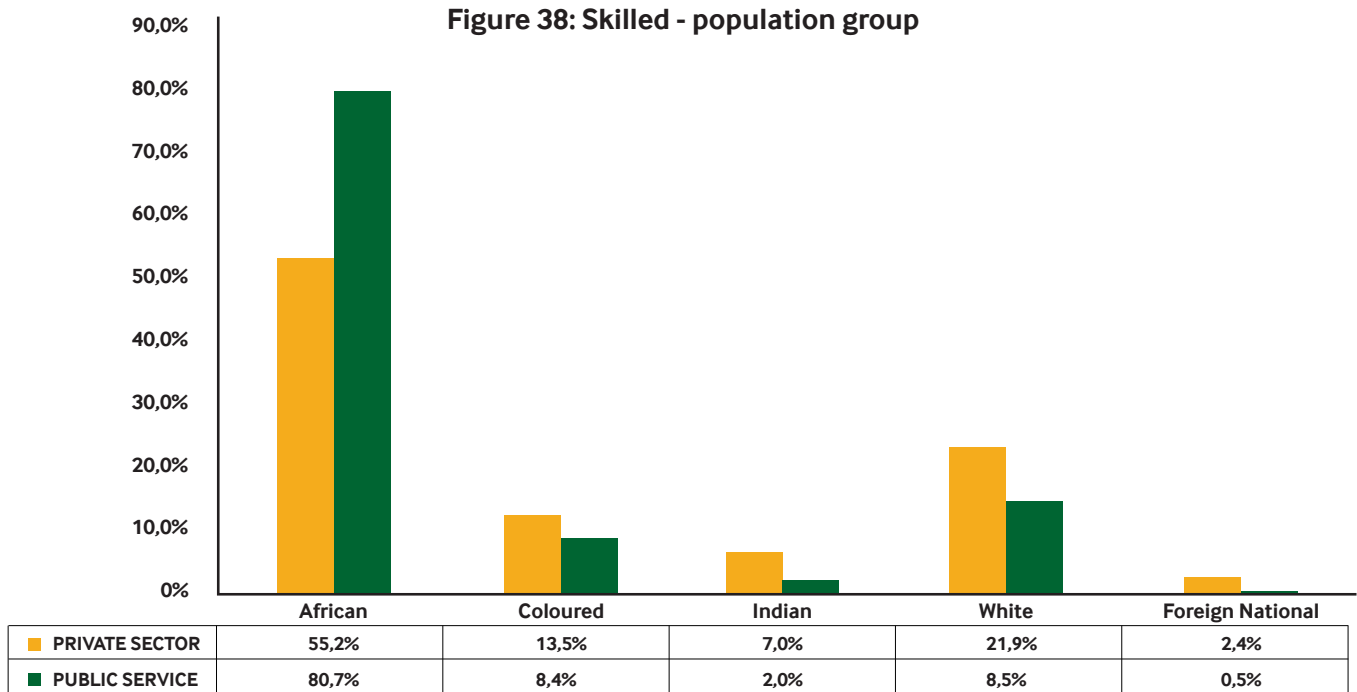


Figure 38 shows that at Skilled Technical/ Junior Management level in the Private Sector, the representation of the White population group is more than two times their EAP and in the Public Service, they are approximately their EAP. It also indicates that in the Public Service, the representation of the African population group is above their EAP and in the Private Sector, both the Coloured and Indian population groups are above their EAP. The Private Sector employs approximately four times more of the Foreign Nationals (2.4%) compared to the Public Service (0.5%) at this level.

11.5.2 Skilled Technical / Junior Management by gender - 2021

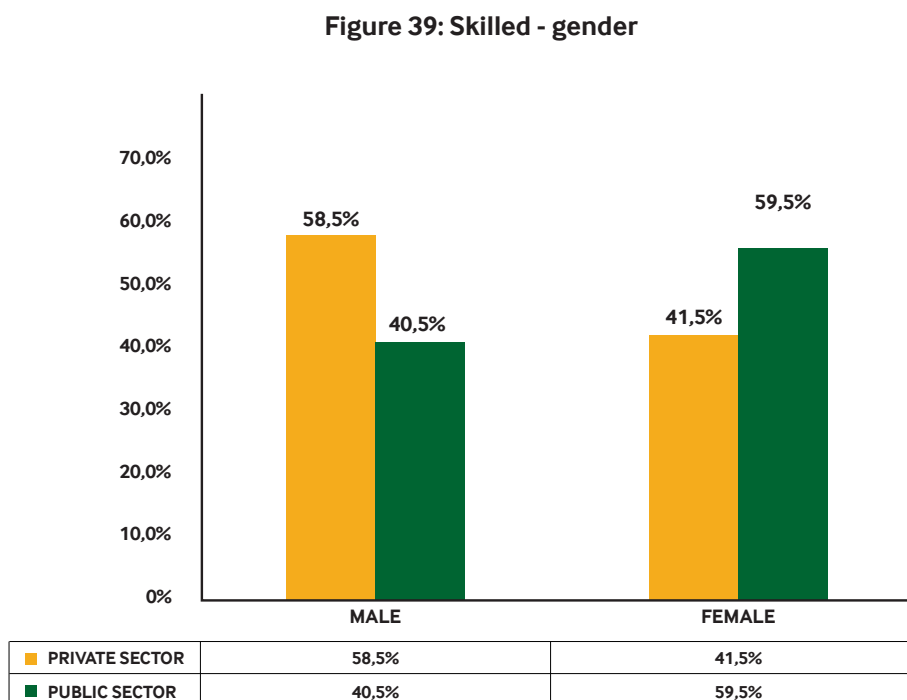
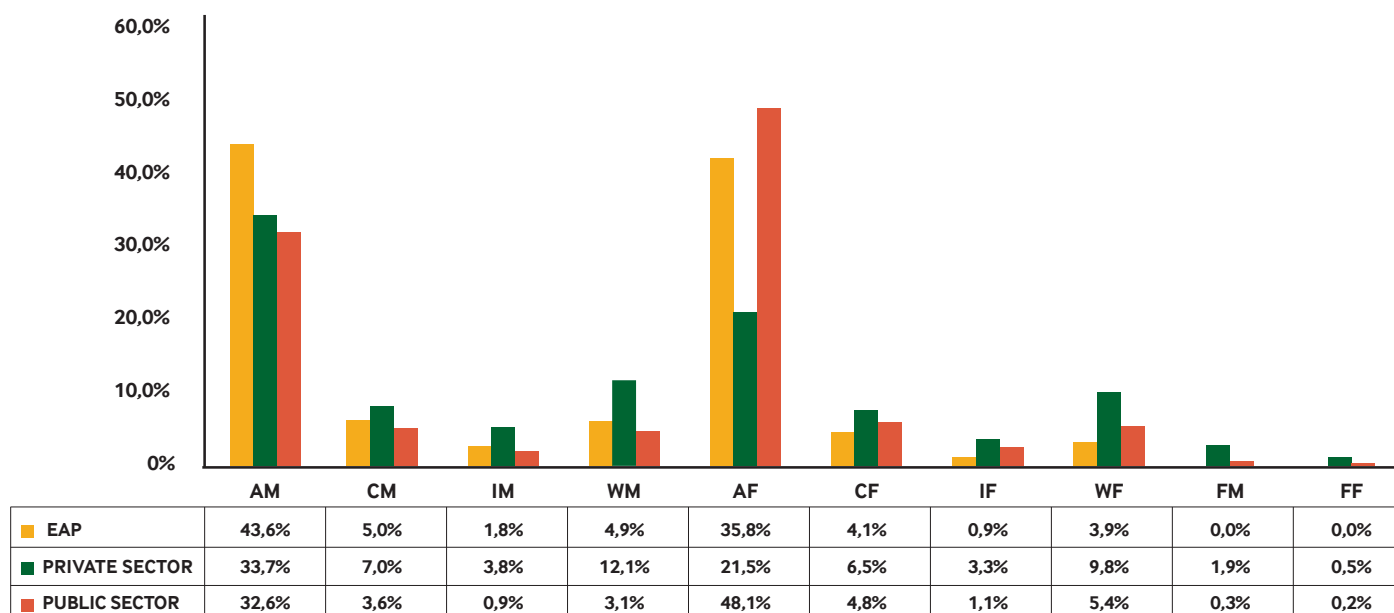


Figure 39 reflects that the Public Service employs more females (59.5%) and the Private Sector employs more males (58.5%) at the Skilled Technical/ Junior management level. It also shows that females are over-represented in the Public Service and males are over-represented in the Private Sector in terms of their EAP at this level.

11.5.3 Skilled Technical / Junior Management by population group & gender - 2021

Figure 40: Skilled - population group and gender



Data in **Figure 40**, shows a consistent pattern, that at this level, the Public Service has a preference for the female group than the Private Sector, which prefers males irrespective of racial demographics.

11.5.4 Skilled Technical / Junior Management - Disability - 2021

Figure 41: Skilled - Disability 2021

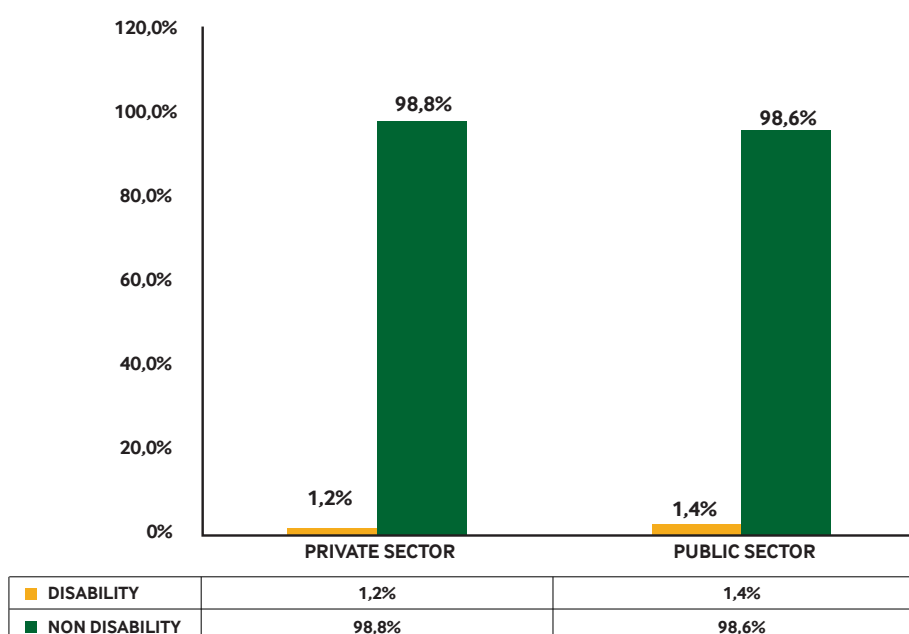


Figure 41 illustrates that the Public Service (1.4%) employs more people with disabilities than the Private Sector (1.2%) at this level.

11.6 SEMI-SKILLED PUBLIC SERVICE VS PRIVATE SECTOR

11.6.1 Semi-skilled by population group - 2021

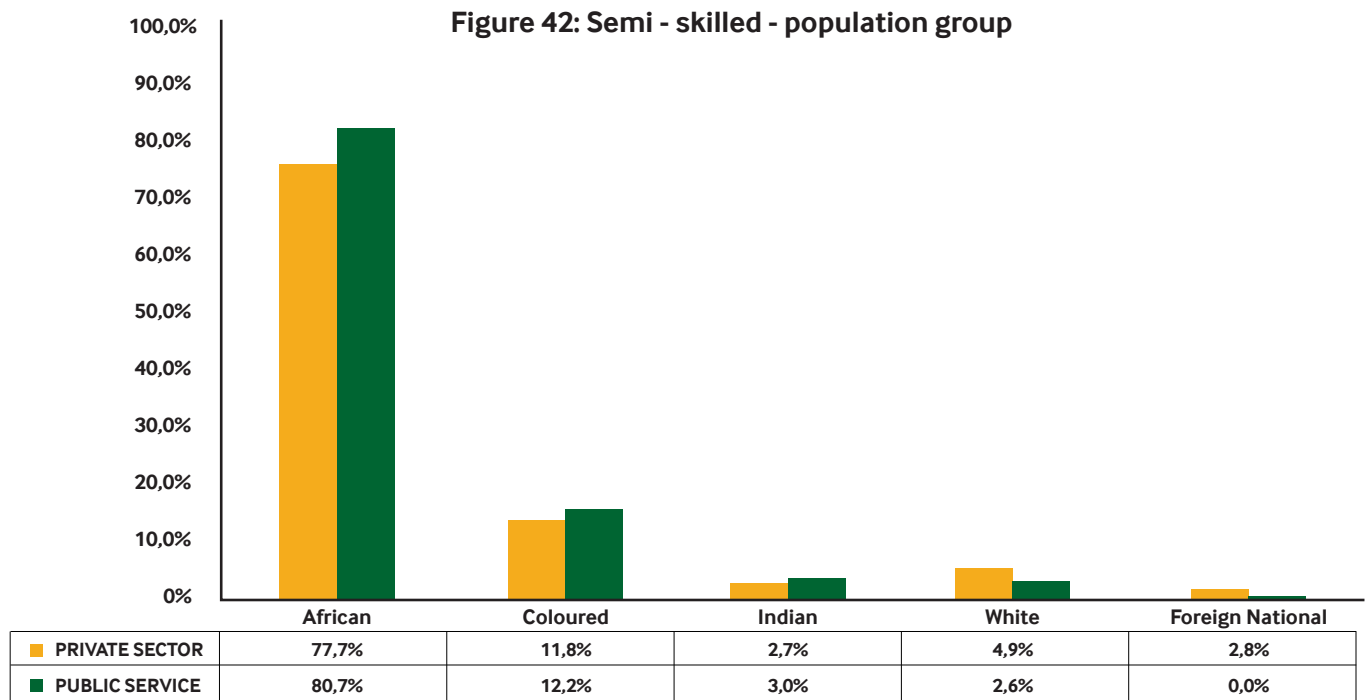
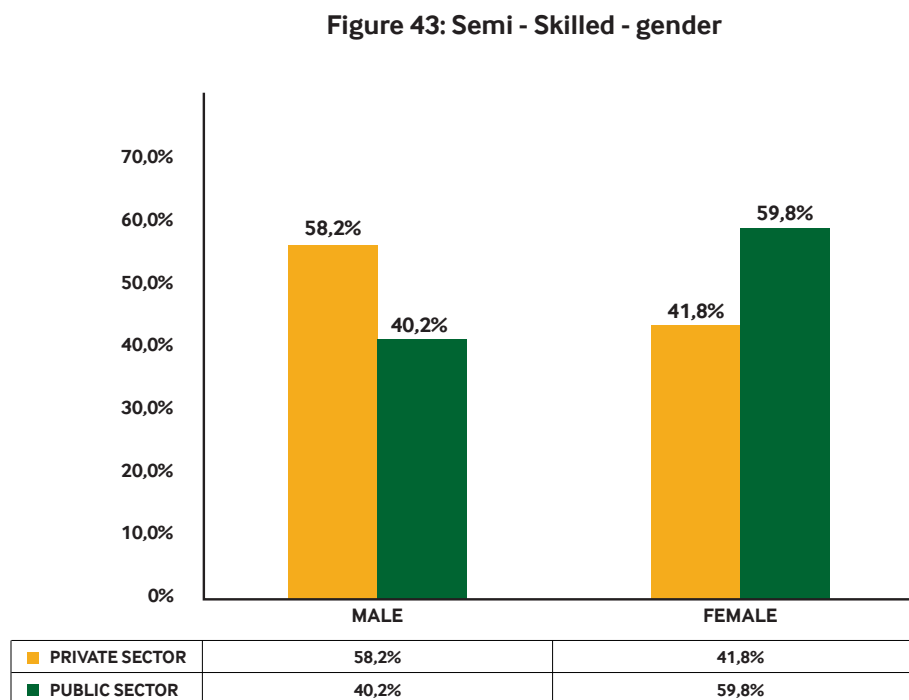


Figure 42 shows that the representation of the African population group is closer to their EAP in the Private Sector and above their EAP in the Public Service. It also indicates that the Coloured population group is above their EAP and the Indian population group have met their EAP in both the Private Sector and the Public Service at this level. Whereas, the Private Sector employs more Foreign Nationals (2.8%) compared to the Public Service (2.2%) at this level.

11.6.2 Semi-skilled by gender - 2021



Data in **Figure 43**, illustrates that females are overrepresented (59.8%) in the Public Service in relation to their EAP and males are overrepresented in the Private Sector (58.2%) in relation to their EAP at this level.

11.6.3 Semi-skilled by population group & gender - 2021

Figure 44: Semi - Skilled - population group and gender

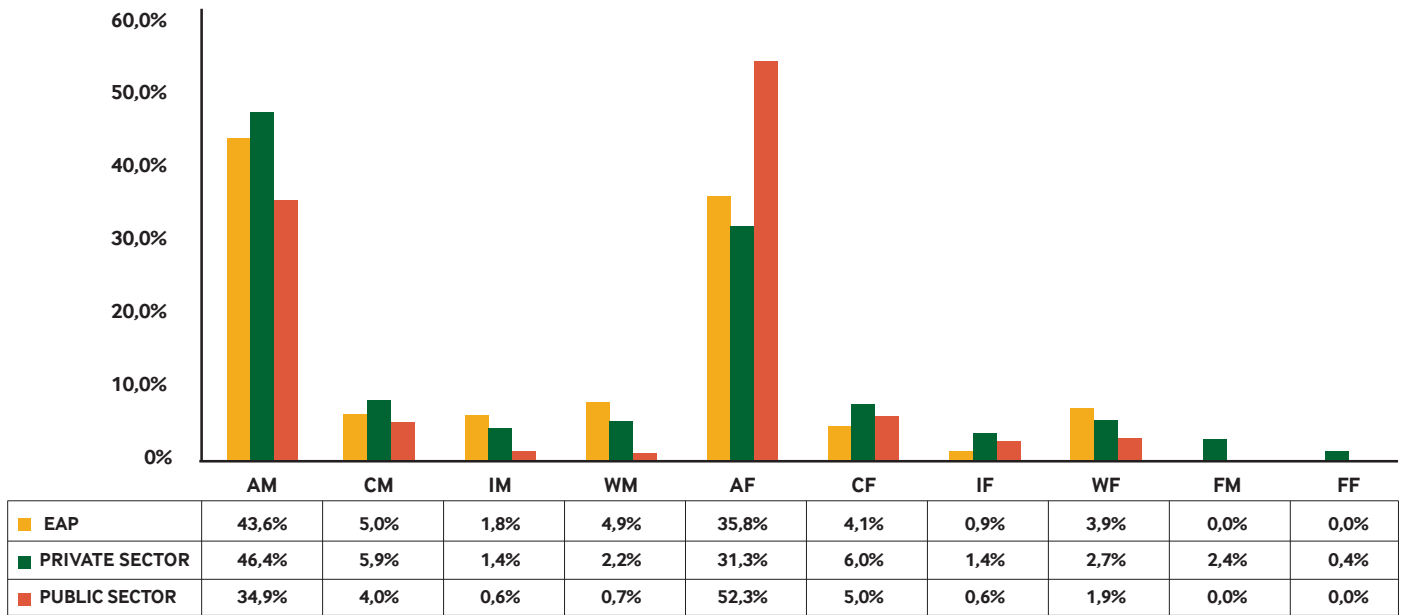


Figure 44 indicates that the representation of the black males (African, Coloured and Indian) is below their EAP in the Public Service and in the Private Sector, both the African and Coloured males are above their EAP, except for Indian males at this level. Whereas, in relation to the female representation, both African and Coloured females are above their EAP and both the Indian and White females are below their EAP in the Public Service at this level.

11.6.4 Semi-skilled - Disability - 2021

Figure 45: Semi - Skilled - Disability 2021

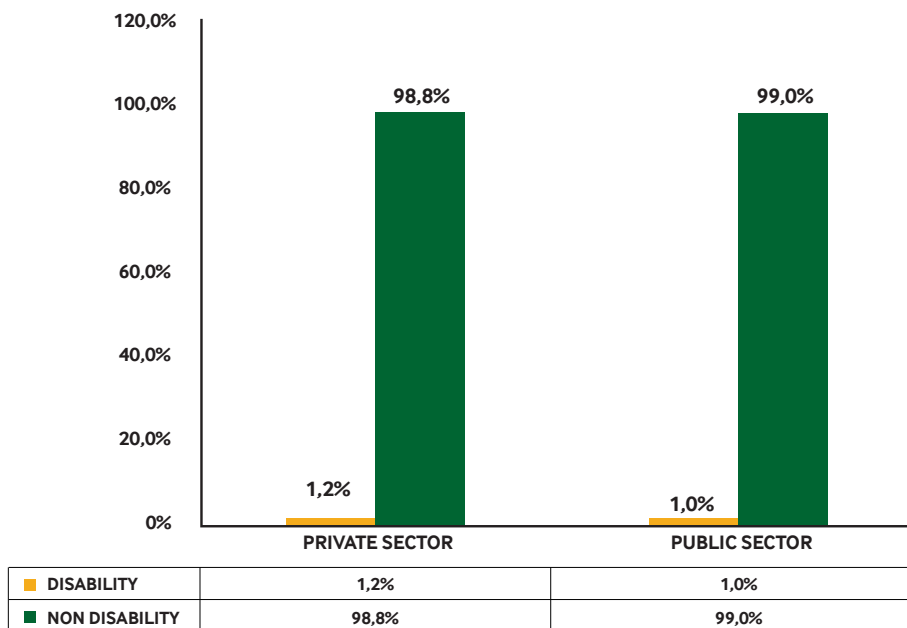
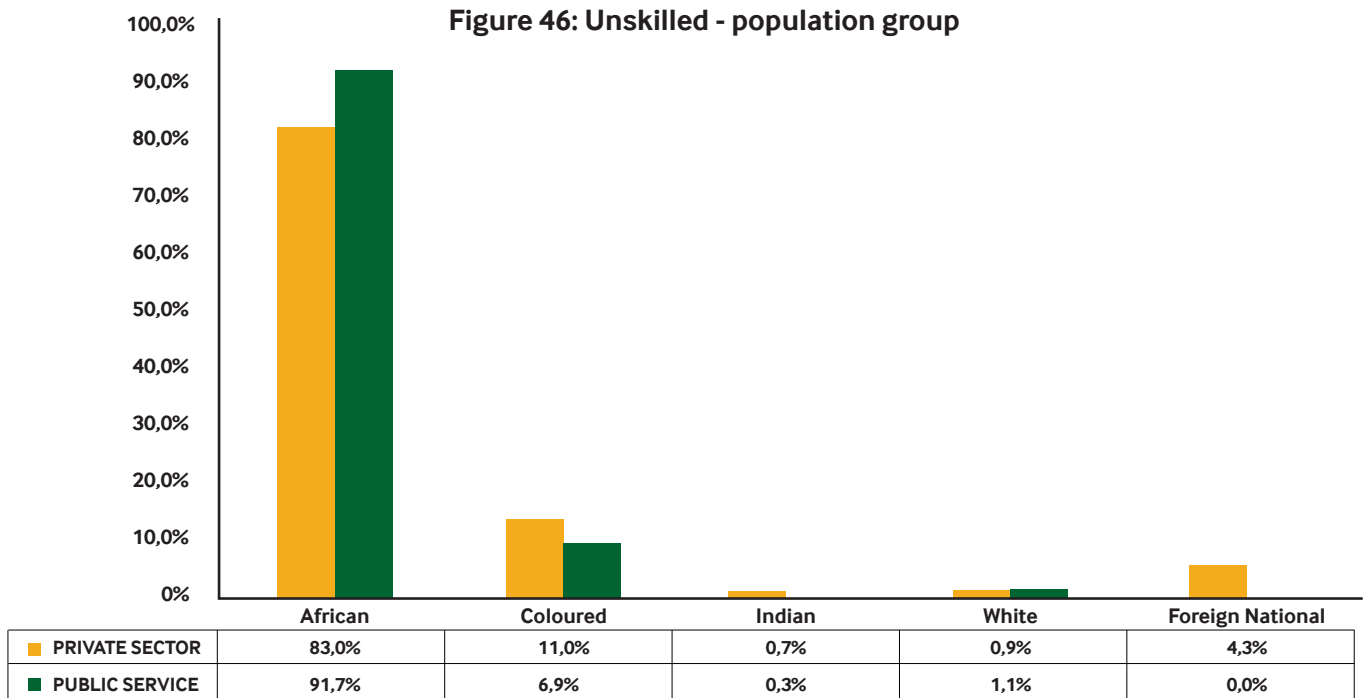


Figure 45 shows that the Private Sector at 1.2%, employs more people with disabilities and the Public Service at 1.0%, employs fewer people with disabilities at this level.

11.7 UNSKILLED PUBLIC SERVICE VS PRIVATE SECTOR

11.7.1 Unskilled population group - 2021



Data in **Figure 46** shows that both the White and Indian population groups are under-represented in both the Public Service and the Private Sector at this level. The Private Sector is the only employer of Foreign Nationals (4.3%) at this level.

11.7.2 Unskilled by gender - 2021

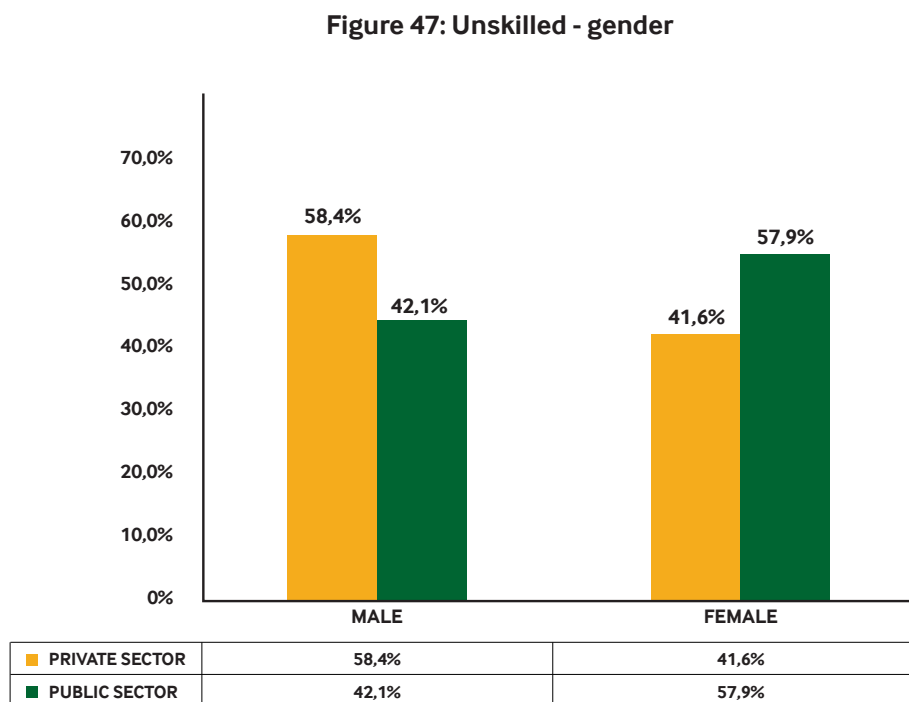
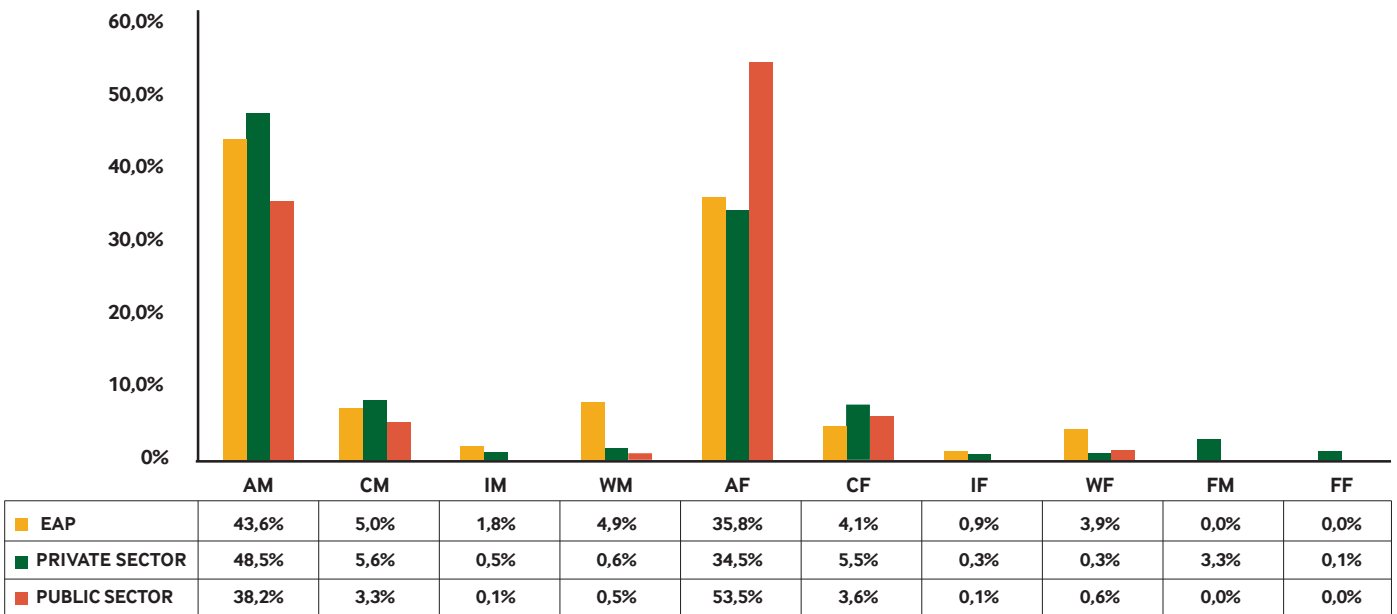


Figure 47 shows that the Public Service employs more females at 57.9% and the Private Sector employs more males at 58.4% at this level.

11.7.3 Unskilled by population group & gender - 2021

Figure 48: Unskilled - population group and gender



Data in **Figure 48** indicates once again in this report, that both the White and Indian population groups are the least represented at this level.

11.7.4 Unskilled - Disability - 2021

Figure 49: Unskilled - Disability 2021

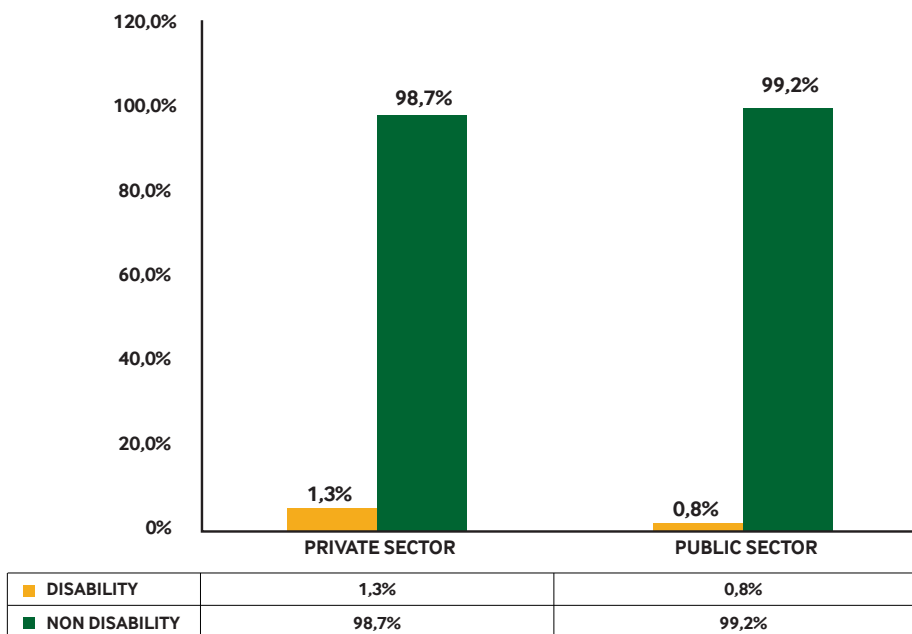


Figure 49 shows that the Private Sector employs more people with disabilities at 1.3% and the Public Service employs less people with disabilities at 0.8% at this level.



12. CONCLUDING OBSERVATIONS AND REMARKS

Top Management Level

The White and Indian population groups remain over represented in relation to their EAP at the Top Management level. It is noteworthy that the White population group declined by 1.5% in the past year, while the trend over the years has generally been 1% at this occupational level. The African and Coloured population groups remain grossly under represented and the representation of Foreign Nationals still remain relatively high at 3%, although a slight decline of 0.1% is noted from the previous year at this occupational level. It is also noted that in the Public Service, the African population group representation is almost at their EAP; and in the Private Service they are nearly six times below their EAP at this occupational level.

Although statistically insignificant, the CEE is encouraged by the increase in the female group representation at the Top Management level. The gain for the female group has been primarily in the Public Service over the years while the Private sector is rather sluggish. In the Public Service, the representation of the female group stood at 41.4% and in the Private Sector their representation stood at 24.6% at this occupational level. It also shows that the male and female representation are much closer to their EAP in the Public Service and the representation of the female group is far below their EAP in the Private Sector at this occupational level.

Disability representation remains a worrying factor as it has not shifted over the past two years, remaining at 1.6% at this occupational level. The Public Service is leading with the representation of persons with disabilities when compared to the Private Sector at this occupational level.

Transformation at the Top Management level is more visible within the Public Administration and Defence, Compulsory Social Security (36.7%) sectors. The White and Indian males are over-represented across all the other economic sectors, except in the Agriculture, Forestry and Fishing Sector where the Indian males are under-represented. This over-representation is perpetuated by preference in terms of recruitment, promotion and skills development opportunities being skewed in favour of the White and Indian population groups at this occupational level.

Senior Management Level

A similar trend to Top management is observed at the Senior management level. The White population group although declining in representation of approximately 1% year-on-year, continue to dominate at this occupational level. Their representation is the highest at 51.4%, while the second highest is the representation of the Indian population group at 12% at this occupational level. Both of these population groups are grossly over represented when compared to their EAP. The same trend is observed in the Public Service and the Private Sector, where both the White and Indian population groups are over represented in relation to their EAP at this occupational level. The Private Sector employs more Foreign Nationals (3.2%) compared to the Public Service (0.4%) at this level.

At Senior management although there is slight improvement in the female representation (0.7%), the male group continue to dominate at this occupational level. A similar trend is detected in both the Public Service and the Private Sector where the male group still dominate at this occupational level.

In terms of persons with disabilities, the Commission notes an insignificant increase of 0.1% in their representation nationally at this occupation level. The representation of persons with disabilities of 1.8% in the Public Service and 1.6% in the Private Sector is also noted at this occupational.

The Public Administration and Defence; Compulsory Social Security Sector and the Water supply, Sewerage, Waste Management and Remediation Activities Sector performed well at this occupational level, particularly toward the African population group representation achieving their EAP. A similar trend has been observed at the Senior Management level when compared to Top Management level, where the White and Indian population groups are over represented across all the other economic sectors, except for the Agriculture, Forestry and Fishing Sector, where the Indian population group is under-represented.

Whites and Indians seem to be the preferred population groups for recruitment and promotion opportunities, which is likely to influence the lateral movement of their representation in the same organisation or across different organisations at the Senior Management level.

Professionally Qualified/Middle Management Level

The White, Indian and Coloured population groups are above their EAP at this level. Africans are the only population group that is far below their EAP at this occupational level, and the gains made for this group over the years remain insignificant. The representation of the African population group is approximately 33% below their EAP. The White population group remains dominant in both the Public Service and Private Sector.

The female group having reached their EAP, is performing significantly well at this occupational level. However, what remains concerning and difficult to understand, is the transition in movement to the upper echelons of the workforce, i.e. Top Management and Senior Management levels remains. Therefore, it should be noted that there is the necessary experience and skills to make that transition to the upper echelons, which is further evidence of why it can be assumed that females experience a glass ceiling at the Professionally Qualified level.

There is an insignificant increase (0.1%) in the representation of persons with disabilities at this on a national basis, and the Public Service employs more persons with disabilities at (1.4%) as compared to Private Sector at (1.1%) at this occupational level.

The sectors with a high representation of the African and Coloured population groups are Arts, Entertainment and Recreation; Water Supply, Sewerage, Waste Management and Remediation Activities; and Public administration and Defence and Compulsory Social Security Sectors respectively. The representation of Foreign Nationals is relatively high in the Information and Communication Sector (5.6%), followed by Accommodation and Food Service Activities Sector (4.3%) and the Education Sector (4.2%) at this occupational level.

The workforce movement data indicates that recruitment, promotion and skills development opportunities are not contributing sufficiently towards yielding a more representative workforce in relation to the EAP at this occupational level, particularly access to opportunities by the African population group.

Skilled Technical/Junior Management Level

At the Skilled Technical level, the African population group remains below their EAP, whereas all the other population groups have exceeded their EAP. There has been, however, an upward trend in terms of the representation of all the designated groups. At Skilled Technical level in the Private Sector, the representation of the White population group is more than two times their EAP, and in the Public Service they are approximately at their EAP. It also indicates that in the Public Service the representation of the African population group is above their EAP, and in the Private Sector both the Coloured and Indian population groups are above their EAP at this occupational level. The Private Sector employs approximately six times more Foreign Nationals (2.4%) as compared to the Public Service (0.4%) at this level.

The female group is overrepresented nationally in relation to their EAP at this occupational level. Females are also overrepresented in the Public Service and males are overrepresented in the Private sector at this occupational level.

The representation of persons with disabilities remains insignificant over the three-year period at the Skilled level. The data illustrates that the Public Service employs more people with disabilities (1.4%) than the Private sector (1.2%) at this occupational level.

Arts, Entertainment and Recreation is the leading sector in employing the African population group (88%), particularly African females at 60%, and the Accommodation and Food Service Activities Sector dominates the recruitment of Foreign Nationals (5.5%) at this occupational level.

The workforce movement data illustrates that there is an equitable distribution of recruitment, promotion and skills development opportunities to all the designated groups at this occupational level.

Semi-Skilled level

Over the past year (2020 – 2021), the Coloured and Indian population groups have experienced a decline in terms of their representation at the Semi-Skilled level, while the African population group has had an increase in their representation from 2020 to 2021. The representation of the African population group is more in the Public Service than in the Private Sector at this occupational level. It appears as though there is a trend to employ more people from the designated groups in the Semi-Skilled and Unskilled occupational levels, particularly the African population group. This could be as a result of the history and

legacy of job reservation for the White population group at the lower, middle and upper management levels. Foreign nationals at the Semi-Skilled level remained above 2% over the past three years, a trend which is concerning given that this is an entry occupational level that could be occupied by South African nationals, particularly graduates who are currently experiencing a high rate of unemployment.

Over the past three years, gender parity has been achieved at the Semi-skilled level. This trend may suggest an improvement and increase in representation of the female group from within the designated groups at this occupational level. The under-representation of the female group in the Private Sector (41.8%) and their over-representation in the Public Service (59.8%) in terms of their EAP is noted at this occupational level.

Unskilled Level

The Unskilled level continues to be dominated by the African and Coloured Population Groups. The representation of the African female group (53.5%) dominates at this occupational level, followed by the African males group (38,2%) in the Public Service. In the Private Sector, the African male group has the highest representation (48,5%), followed by the African female group (34,5%) at this occupational level. Foreign National representation remained at 3,7% as recorded in the previous year, and the White and Indian population groups still remain well below their EAP at this level. The trends pertaining to the representation of the White and Indian Population Groups and Foreign Nationals is of concern to the Commission at the Unskilled level, especially in the Private Sector.

The Private Sector has a higher representation of Persons with Disabilities (1,3%), while the Public Service is at 0,8% at this occupational level.

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APPENDIX

Appendix A: WORKFORCE PROFILE, RECRUITMENT, PROMOTION AND SKILLS DEVELOPMENT OF ALL EMPLOYERS FOR 2021

WORKFORCE PROFILE FOR ALL EMPLOYERS	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	6133	2036	4229	28842	3656	1353	2033	7477	1420	309	57488
	10,7%	3,5%	7,4%	50,2%	6,4%	2,4%	3,5%	13,0%	2,5%	0,5%	100,0%
Senior Management	21971	6655	10691	47734	14283	4727	6374	25134	3217	1093	141879
	15,5%	4,7%	7,5%	33,6%	10,1%	3,3%	4,5%	17,7%	2,3%	0,8%	100,0%
Professionally qualified	144685	31578	31142	113415	153785	30770	28191	86528	11156	4652	635902
	22,8%	5,0%	4,9%	17,8%	24,2%	4,8%	4,4%	13,6%	1,8%	0,7%	100,0%
Skilled	578303	103609	49051	156359	557299	105110	47989	147281	22674	7636	1775311
	32,6%	5,8%	2,8%	8,8%	31,4%	5,9%	2,7%	8,3%	1,3%	0,4%	100,0%
Semi-skilled	1088702	140601	29946	48825	848236	150646	30174	66780	46520	8086	2458516
	44,3%	5,7%	1,2%	2,0%	34,5%	6,1%	1,2%	2,7%	1,9%	0,3%	100,0%
Unskilled	602823	71666	5442	7524	463710	68273	3134	3832	35878	11203	1273485
	47,3%	5,6%	0,4%	0,6%	36,4%	5,4%	0,2%	0,3%	2,8%	0,9%	100,0%
TOTAL PERMANENT	2442617	356145	130501	402699	2040969	360879	117895	337032	120865	32979	6342581
	38,5%	5,6%	2,1%	6,3%	32,2%	5,7%	1,9%	5,3%	1,9%	0,5%	100,0%
Temporary employees	259187	35237	4690	13779	329369	43639	4781	14310	20935	10847	736774
	35,2%	4,8%	0,6%	1,9%	44,7%	5,9%	0,6%	1,9%	2,8%	1,5%	100,0%
GRAND TOTAL	2701804	391382	135191	416478	2370338	404518	122676	351342	141800	43826	7079355

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	78	51	108	398	61	49	53	105	12	1	916
	8,5%	5,6%	11,8%	43,4%	6,7%	5,3%	5,8%	11,5%	1,3%	0,1%	100,0%
Senior Management	203	116	152	689	132	89	109	327	16	7	1840
	11,0%	6,3%	8,3%	37,4%	7,2%	4,8%	5,9%	17,8%	0,9%	0,4%	100,0%
Professionally qualified	1465	434	417	1815	1268	382	335	1380	58	24	7578
	19,3%	5,7%	5,5%	24,0%	16,7%	5,0%	4,4%	18,2%	0,8%	0,3%	100,0%
Skilled	5751	1337	860	3579	5410	1299	669	2827	122	49	21903
	26,3%	6,1%	3,9%	16,3%	24,7%	5,9%	3,1%	12,9%	0,6%	0,2%	100,0%
Semi-skilled	12485	1699	610	1074	10664	1661	557	1363	760	27	30900
	40,4%	5,5%	2,0%	3,5%	34,5%	5,4%	1,8%	4,4%	2,5%	0,1%	100,0%
Unskilled	7601	1032	176	357	7227	860	122	171	410	68	18024
	42,2%	5,7%	1,0%	2,0%	40,1%	4,8%	0,7%	0,9%	2,3%	0,4%	100,0%
TOTAL PERMANENT	27583	4669	2323	7912	24762	4340	1845	6173	1378	176	81161
	34,0%	5,8%	2,9%	9,7%	30,5%	5,3%	2,3%	7,6%	1,7%	0,2%	100,0%
Temporary employees	2707	315	66	112	3271	318	46	104	50	36	7025
	38,5%	4,5%	0,9%	1,6%	46,6%	4,5%	0,7%	1,5%	0,7%	0,5%	100,0%
GRAND TOTAL	30290	4984	2389	8024	28033	4658	1891	6277	1428	212	88186

RECRUITMENT FOR ALL EMPLOYEES BY POPULATION GROUP AND GENDER	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	729	137	233	1143	579	108	170	364	146	34	3643
	20,0%	3,8%	6,4%	31,4%	15,9%	3,0%	4,7%	10,0%	4,0%	0,9%	100,0%
Senior Management	2355	654	983	4212	1791	497	711	1971	331	108	13613
	17,3%	4,8%	7,2%	30,9%	13,2%	3,7%	5,2%	14,5%	2,4%	0,8%	100,0%
Professionally qualified	15171	3164	3455	12454	13422	2748	3066	8078	1518	673	63749
	23,8%	5,0%	5,4%	19,5%	21,1%	4,3%	4,8%	12,7%	2,4%	1,1%	100,0%
Skilled	72122	12217	6202	22310	53647	10687	5506	17008	2970	1146	203815
	35,4%	6,0%	3,0%	10,9%	26,3%	5,2%	2,7%	8,3%	1,5%	0,6%	100,0%
Semi-skilled	210771	29713	7062	12487	152624	34608	6537	13312	5012	1487	473613
	44,5%	6,3%	1,5%	2,6%	32,2%	7,3%	1,4%	2,8%	1,1%	0,3%	100,0%
Unskilled	169986	24855	1726	3129	161770	22727	1037	1660	7313	3153	397356
	42,8%	6,3%	0,4%	0,8%	40,7%	5,7%	0,3%	0,4%	1,8%	0,8%	100,0%
TOTAL PERMANENT	471134	70740	19661	55735	383833	71375	17027	42393	17290	6601	1155789
	40,8%	6,1%	1,7%	4,8%	33,2%	6,2%	6,2%	6,2%	1,5%	0,6%	100,0%
Temporary employees	274617	38907	4302	11181	285956	43876	3859	11113	17568	8935	700314
	39,2%	5,6%	0,6%	1,6%	40,8%	6,3%	0,6%	1,6%	2,5%	1,3%	100,0%
GRAND TOTAL	745751	109647	23963	66916	669789	115251	20886	53506	34858	15536	1856103

PROMOTION FOR ALL EMPLOYEES BY POPULATION GROUP AND GENDER	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	275	92	150	660	215	103	121	312	49	22	1999
	13,8%	4,6%	7,5%	33,0%	10,8%	5,2%	6,1%	15,6%	2,5%	1,1%	100,0%
Senior Management	1711	468	776	2421	1260	378	524	1539	252	96	9425
	18,2%	5,0%	8,2%	25,7%	13,4%	4,0%	5,6%	16,3%	2,7%	1,0%	100,0%
Professionally qualified	9125	1985	1684	5120	8189	1924	1591	4059	640	286	34603
	26,4%	5,7%	4,9%	14,8%	23,7%	5,6%	4,6%	11,7%	1,8%	0,8%	100,0%
Skilled	22598	4818	1854	4664	18745	5311	1939	4545	819	418	65711
	34,4%	7,3%	2,8%	7,1%	28,5%	8,1%	3,0%	6,9%	1,2%	0,6%	100,0%
Semi-skilled	31856	4525	533	1016	23062	4438	428	856	938	262	67914
	46,9%	6,7%	0,8%	1,5%	34,0%	6,5%	0,6%	1,3%	1,4%	0,4%	100,0%
Unskilled	4206	669	49	132	2935	456	22	31	179	28	8707
	48,3%	7,7%	0,6%	1,5%	33,7%	5,2%	0,3%	0,4%	2,1%	0,3%	100,0%
TOTAL PERMANENT	69771	12557	5046	14013	54406	12610	4625	11342	2877	1112	188359
	37,0%	6,7%	2,7%	7,4%	28,9%	6,7%	2,5%	6,0%	1,5%	0,6%	100,0%
Temporary employees	5204	605	102	234	3301	413	63	224	162	47	10355
	50,3%	5,8%	1,0%	2,3%	31,9%	4,0%	0,6%	2,2%	1,6%	0,5%	100,0%
GRAND TOTAL	74975	13162	5148	14247	57707	13023	4688	11566	3039	1159	198714

SKILLS DEVELOPMENT FOR ALL EMPLOYEES BY POPULATION GROUP AND GENDER	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top Management	1335	363	703	3092	975	349	434	1192	8443
	15,8%	4,3%	8,3%	36,6%	11,5%	4,1%	5,1%	14,1%	100,0%
Senior Management	7493	3009	3450	10306	6054	2701	2442	6781	42236
	17,7%	7,1%	8,2%	24,4%	14,3%	6,4%	5,8%	16,1%	100,0%
Professionally qualified	40905	14683	10743	27050	43589	14860	10145	27478	189453
	21,6%	7,8%	5,7%	14,3%	23,0%	7,8%	5,4%	14,5%	100,0%
Skilled	146134	26517	13849	33866	134378	29853	15500	33893	433990
	33,7%	6,1%	3,2%	7,8%	31,0%	6,9%	3,6%	7,8%	100,0%
Semi-skilled	249427	33677	8198	11431	206727	36761	8705	14813	569739
	43,8%	5,9%	1,4%	2,0%	36,3%	6,5%	1,5%	2,6%	100,0%
Unskilled	109160	13522	1291	1545	84149	12506	1037	793	224003
	48,7%	6,0%	0,6%	0,7%	37,6%	5,6%	0,5%	0,4%	100,0%
TOTAL PERMANENT	554454	91771	38234	87290	475872	97030	38263	84950	1467864
	37,8%	6,3%	2,6%	5,9%	32,4%	6,6%	2,6%	5,8%	100,0%
Temporary employees	41324	6359	1328	2270	50977	8694	1233	1372	113557
	36,4%	5,6%	1,2%	2,0%	44,9%	7,7%	1,1%	1,2%	100,0%
GRAND TOTAL	595778	98130	39562	89560	526849	105724	39496	86322	1581421



Appendix B: WORKFORCE PROFILE OF ALL EMPLOYERS BY PROVINCE FOR 2021

EASTERN CAPE

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	309	140	53	1402	187	91	28	292	44	5	2551
	12,1%	5,5%	2,1%	55,0%	7,3%	3,6%	1,1%	11,4%	1,7%	0,2%	100,0%
Senior Management	1055	296	120	2015	652	181	46	897	100	28	5390
	19,6%	5,5%	2,2%	37,4%	12,1%	3,4%	0,9%	16,6%	1,9%	0,5%	100,0%
Professionally qualified	9869	1901	393	4070	13936	1893	293	3214	392	149	36110
	27,3%	5,3%	1,1%	11,3%	38,6%	5,2%	0,8%	8,9%	1,1%	0,4%	100,0%
Skilled	26506	5839	375	6757	48637	5847	354	6414	680	191	101600
	26,1%	5,7%	0,4%	6,7%	47,9%	5,8%	0,3%	6,3%	0,7%	0,2%	100,0%
Semi-skilled	42389	9748	187	2284	38517	6316	142	2753	959	150	103445
	41,0%	9,4%	0,2%	2,2%	37,2%	6,1%	0,1%	2,7%	0,9%	0,1%	100,0%
Unskilled	29999	5108	45	394	24934	4427	14	170	1027	257	66375
	45,2%	7,7%	0,1%	0,6%	37,6%	6,7%	0,0%	0,3%	1,5%	0,4%	100,0%
TOTAL PERMANENT	110127	23032	1173	16922	126863	18755	877	13740	3202	780	315471
	34,9%	7,3%	0,4%	5,4%	40,2%	5,9%	0,3%	4,4%	1,0%	0,2%	100,0%
Temporary employees	18970	3273	42	754	23109	3948	50	616	7416	1011	59189
	32,0%	5,5%	0,1%	1,3%	39,0%	6,7%	0,1%	1,0%	12,5%	1,7%	100,0%
GRAND TOTAL	129097	26305	1215	17676	149972	22703	927	14356	10618	1791	374660

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	1	5	1	36	8	4	0	8	0	0	63
	1,6%	7,9%	1,6%	57,1%	12,7%	6,3%	0,0%	12,7%	0,0%	0,0%	100,0%
Senior Management	11	2	2	39	10	3	1	17	0	1	86
	12,8%	2,3%	2,3%	45,3%	11,6%	3,5%	1,2%	19,8%	0,0%	1,2%	100,0%
Professionally qualified	80	19	3	62	55	14	1	33	1	0	268
	29,9%	7,1%	1,1%	23,1%	20,5%	5,2%	0,4%	12,3%	0,4%	0,0%	100,0%
Skilled	181	73	4	95	155	36	6	61	3	2	616
	29,4%	11,9%	0,6%	15,4%	25,2%	5,8%	1,0%	9,9%	0,5%	0,3%	100,0%
Semi-skilled	310	104	7	51	268	65	7	39	1	0	852
	36,4%	12,2%	0,8%	6,0%	31,5%	7,6%	0,8%	4,6%	0,1%	0,0%	100,0%
Unskilled	293	76	2	10	267	63	1	5	0	2	719
	40,8%	10,6%	0,3%	1,4%	37,1%	8,8%	0,1%	0,7%	0,0%	0,3%	100,0%
TOTAL PERMANENT	876	279	19	293	763	185	16	163	5	5	2604
	33,6%	10,7%	0,7%	11,3%	29,3%	7,1%	0,6%	6,3%	0,2%	0,2%	100,0%
Temporary employees	226	32	2	8	265	38	1	5	28	3	608
	37,2%	5,3%	0,3%	1,3%	43,6%	6,3%	0,2%	0,8%	4,6%	0,5%	100,0%
GRAND TOTAL	1102	311	21	301	1028	223	17	168	33	8	3212

FREE STATE

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	236	24	12	801	104	10	4	197	3	2	1393
	16,9%	1,7%	0,9%	57,5%	7,5%	0,7%	0,3%	14,1%	0,2%	0,1%	100,0%
Senior Management	463	58	30	860	237	36	13	456	16	3	2172
	21,3%	2,7%	1,4%	39,6%	10,9%	1,7%	0,6%	21,0%	0,7%	0,1%	100,0%
Professionally qualified	1638	182	42	1992	1107	160	31	1347	87	17	6603
	24,8%	2,8%	0,6%	30,2%	16,8%	2,4%	0,5%	20,4%	1,3%	0,3%	100,0%
Skilled	8171	617	83	3616	4334	477	70	2792	425	89	20674
	39,5%	3,0%	0,4%	17,5%	21,0%	2,3%	0,3%	13,5%	2,1%	0,4%	100,0%
Semi-skilled	21484	1177	55	1646	9267	802	42	2009	2010	91	38583
	55,7%	3,1%	0,1%	4,3%	24,0%	2,1%	0,1%	5,2%	5,2%	0,2%	100,0%
Unskilled	19724	848	16	376	13341	470	11	226	875	158	36045
	54,7%	2,4%	0,0%	1,0%	37,0%	1,3%	0,0%	0,6%	2,4%	0,4%	100,0%
TOTAL PERMANENT	51716	2906	238	9291	28390	1955	171	7027	3416	360	105470
	49,0%	2,8%	0,2%	8,8%	26,9%	1,9%	0,2%	6,7%	3,2%	0,3%	100,0%
Temporary employees	5730	279	8	285	5561	181	9	226	324	214	12817
	44,7%	2,2%	0,1%	2,2%	43,4%	1,4%	0,1%	1,8%	2,5%	1,7%	100,0%
GRAND TOTAL	57446	3185	246	9576	33951	2136	180	7253	3740	574	118287

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	8	1	0	0	1	0	0	13
	23,1%	0,0%	0,0%	61,5%	7,7%	0,0%	0,0%	7,7%	0,0%	0,0%	100,0%
Senior Management	4	2	0	12	3	0	2	7	0	0	30
	13,3%	6,7%	0,0%	40,0%	10,0%	0,0%	6,7%	23,3%	0,0%	0,0%	100,0%
Professionally qualified	23	2	1	19	12	1	0	15	1	0	74
	31,1%	2,7%	1,4%	25,7%	16,2%	1,4%	0,0%	20,3%	1,4%	0,0%	100,0%
Skilled	62	5	2	51	18	5	2	48	0	2	195
	31,8%	2,6%	1,0%	26,2%	9,2%	2,6%	1,0%	24,6%	0,0%	1,0%	100,0%
Semi-skilled	154	13	1	40	93	9	0	36	2	0	348
	44,3%	3,7%	0,3%	11,5%	26,7%	2,6%	0,0%	10,3%	0,6%	0,0%	100,0%
Unskilled	134	7	1	20	98	3	1	7	3	0	274
	48,9%	2,6%	0,4%	7,3%	35,8%	1,1%	0,4%	2,6%	1,1%	0,0%	100,0%
TOTAL PERMANENT	380	29	5	150	225	18	5	114	6	2	934
	40,7%	3,1%	0,5%	16,1%	24,1%	1,9%	0,5%	12,2%	0,6%	0,2%	100,0%
Temporary employees	10	1	0	1	9	0	0	0	0	0	21
	47,6%	4,8%	0,0%	4,8%	42,9%	0,0%	0,0%	0,0%	0,0%	0,0%	100,0%
GRAND TOTAL	390	30	5	151	234	18	5	114	6	2	955

GAUTENG

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	3218	590	2072	13933	2196	481	1070	3851	973	211	28595
	11,3%	2,1%	7,2%	48,7%	7,7%	1,7%	3,7%	13,5%	3,4%	0,7%	100,0%
Senior Management	13084	2696	6251	27264	9373	1870	3876	14800	2248	790	82252
	15,9%	3,3%	7,6%	33,1%	11,4%	2,3%	4,7%	18,0%	2,7%	1,0%	100,0%
Professionally qualified	81023	13823	18660	71918	76210	12273	16034	52914	7063	3134	353052
	22,9%	3,9%	5,3%	20,4%	21,6%	3,5%	4,5%	15,0%	2,0%	0,9%	100,0%
Skilled	345534	43063	25362	99812	281598	41283	24988	89159	12839	4572	968210
	35,7%	4,4%	2,6%	10,3%	29,1%	4,3%	2,6%	9,2%	1,3%	0,5%	100,0%
Semi-skilled	626964	43327	12366	28580	407468	44510	12333	36329	22719	4109	1238705
	50,6%	3,5%	1,0%	2,3%	32,9%	3,6%	1,0%	2,9%	1,8%	0,3%	100,0%
Unskilled	267758	12865	1906	3571	181421	11450	881	1609	13897	3629	498987
	53,7%	2,6%	0,4%	0,7%	36,4%	2,3%	0,2%	0,3%	2,8%	0,7%	100,0%
TOTAL PERMANENT	1337581	116364	66617	245078	958266	111867	59182	198662	59739	16445	3169801
Temporary employees	124381	9528	2757	8033	141831	10722	2640	8602	4630	3135	316259
	39,3%	3,0%	0,9%	2,5%	44,8%	3,4%	0,8%	2,7%	1,5%	1,0%	100,0%
GRAND TOTAL	1461962	125892	69374	253111	1100097	122589	61822	207264	64369	19580	3486060

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	48	21	54	149	33	13	29	51	8	1	407
	11,8%	5,2%	13,3%	36,6%	8,1%	3,2%	7,1%	12,5%	2,0%	0,2%	100,0%
Senior Management	118	43	78	375	98	37	69	177	9	5	1009
	11,7%	4,3%	7,7%	37,2%	9,7%	3,7%	6,8%	17,5%	0,9%	0,5%	100,0%
Professionally qualified	925	204	267	1267	925	189	240	1012	40	18	5087
	18,2%	4,0%	5,2%	24,9%	18,2%	3,7%	4,7%	19,9%	0,8%	0,4%	100,0%
Skilled	3905	596	446	2630	3963	696	427	2058	100	36	14857
	26,3%	4,0%	3,0%	17,7%	26,7%	4,7%	2,9%	13,9%	0,7%	0,2%	100,0%
Semi-skilled	8473	651	261	647	7165	755	273	896	706	20	19847
	42,7%	3,3%	1,3%	3,3%	36,1%	3,8%	1,4%	4,5%	3,6%	0,1%	100,0%
Unskilled	3639	226	58	153	3192	170	45	56	320	30	7889
	46,1%	2,9%	0,7%	1,9%	40,5%	2,2%	0,6%	0,7%	4,1%	0,4%	100,0%
TOTAL PERMANENT	17108	1741	1164	5221	15376	1860	1083	4250	1183	110	49096
Temporary employees	1743	131	44	76	2220	155	35	79	15	11	4509
	38,7%	2,9%	1,0%	1,7%	49,2%	3,4%	0,8%	1,8%	0,3%	0,2%	100,0%
GRAND TOTAL	18851	1872	1208	5297	17596	2015	1118	4329	1198	121	53605

KWAZULU NATAL

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	813	120	1612	3412	395	58	707	759	129	27	8032
	10,1%	1,5%	20,1%	42,5%	4,9%	0,7%	8,8%	9,4%	1,6%	0,3%	100,0%
Senior Management	2531	364	3218	4015	1445	276	1789	2127	242	61	16068
	15,8%	2,3%	20,0%	25,0%	9,0%	1,7%	11,1%	13,2%	1,5%	0,4%	100,0%
Professionally qualified	19764	1545	9017	7173	28293	1832	9149	5728	668	204	83373
	23,7%	1,9%	10,8%	8,6%	33,9%	2,2%	11,0%	6,9%	0,8%	0,2%	100,0%
Skilled	77082	4274	19138	8242	96871	4434	17990	8328	1710	463	238532
	32,3%	1,8%	8,0%	3,5%	40,6%	1,9%	7,5%	3,5%	0,7%	0,2%	100,0%
Semi-skilled	141894	5430	14693	2753	131367	6329	14030	3737	1964	624	322821
	44,0%	1,7%	4,6%	0,9%	40,7%	2,0%	4,3%	1,2%	0,6%	0,2%	100,0%
Unskilled	90951	2477	2888	539	76688	2237	1747	319	2110	419	180375
	50,4%	1,4%	1,6%	0,3%	42,5%	1,2%	1,0%	0,2%	1,2%	0,2%	100,0%
TOTAL PERMANENT	333035	14210	50566	26134	335059	15166	45412	20998	6823	1798	849201
	39,2%	1,7%	6,0%	3,1%	39,5%	1,8%	5,3%	2,5%	0,8%	0,2%	100,0%
Temporary employees	31413	1117	1372	738	60368	1404	1542	652	819	142	99567
	31,5%	1,1%	1,4%	0,7%	60,6%	1,4%	1,5%	0,7%	0,8%	0,1%	100,0%
GRAND TOTAL	364448	15327	51938	26872	395427	16570	46954	21650	7642	1940	948768

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	10	2	41	43	6	1	17	11	1	0	132
	7,6%	1,5%	31,1%	32,6%	4,5%	0,8%	12,9%	8,3%	0,8%	0,0%	100,0%
Senior Management	31	3	57	46	8	5	29	33	1	1	214
	14,5%	1,4%	26,6%	21,5%	3,7%	2,3%	13,6%	15,4%	0,5%	0,5%	100,0%
Professionally qualified	183	17	109	83	101	18	64	47	2	0	624
	29,3%	2,7%	17,5%	13,3%	16,2%	2,9%	10,3%	7,5%	0,3%	0,0%	100,0%
Skilled	759	86	375	161	567	62	183	107	3	2	2305
	32,9%	3,7%	16,3%	7,0%	24,6%	2,7%	7,9%	4,6%	0,1%	0,1%	100,0%
Semi-skilled	1597	74	312	58	1388	62	234	73	2	2	3802
	42,0%	1,9%	8,2%	1,5%	36,5%	1,6%	6,2%	1,9%	0,1%	0,1%	100,0%
Unskilled	1542	50	86	18	1581	36	53	10	2	2	3380
	45,6%	1,5%	2,5%	0,5%	46,8%	1,1%	1,6%	0,3%	0,1%	0,1%	100,0%
TOTAL PERMANENT	4122	232	980	409	3651	184	580	281	11	7	10457
	39,4%	2,2%	9,4%	3,9%	34,9%	1,8%	5,5%	2,7%	0,1%	0,1%	100,0%
Temporary employees	326	14	14	4	310	10	6	3	0	0	687
	47,5%	2,0%	2,0%	0,6%	45,1%	1,5%	0,9%	0,4%	0,0%	0,0%	100,0%
GRAND TOTAL	4448	246	994	413	3961	194	586	284	11	7	11144

LIMPOPO

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	220	7	74	661	115	2	9	183	8	4	1283
	17,1%	0,5%	5,8%	51,5%	9,0%	0,2%	0,7%	14,3%	0,6%	0,3%	100,0%
Senior Management	935	10	58	781	535	8	33	378	47	7	2792
	33,5%	0,4%	2,1%	28,0%	19,2%	0,3%	1,2%	13,5%	1,7%	0,3%	100,0%
Professionally qualified	11648	45	76	1311	13813	36	61	1054	270	110	28424
	41,0%	0,2%	0,3%	4,6%	48,6%	0,1%	0,2%	3,7%	0,9%	0,4%	100,0%
Skilled	27268	115	77	1925	42107	104	52	1937	908	163	74656
	36,5%	0,2%	0,1%	2,6%	56,4%	0,1%	0,1%	2,6%	1,2%	0,2%	100,0%
Semi-skilled	28335	298	60	638	26038	189	30	775	1298	162	57823
	49,0%	0,5%	0,1%	1,1%	45,0%	0,3%	0,1%	1,3%	2,2%	0,3%	100,0%
Unskilled	18812	129	33	160	17286	174	3	53	4641	1877	43168
	43,6%	0,3%	0,1%	0,4%	40,0%	0,4%	0,0%	0,1%	10,8%	4,3%	100,0%
TOTAL PERMANENT	87218	604	378	5476	99894	513	188	4380	7172	2323	208146
	41,9%	0,3%	0,2%	2,6%	48,0%	0,2%	0,1%	2,1%	3,4%	1,1%	100,0%
Temporary employees	12815	532	3	57	20735	922	1	51	2085	1147	38348
	33,4%	1,4%	0,0%	0,1%	54,1%	2,4%	0,0%	0,1%	5,4%	3,0%	100,0%
GRAND TOTAL	100033	1136	381	5533	120629	1435	189	4431	9257	3470	246494

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	6	0	2	27	2	0	0	7	0	0	44
	13,6%	0,0%	4,5%	61,4%	4,5%	0,0%	0,0%	15,9%	0,0%	0,0%	100,0%
Senior Management	11	1	1	30	2	0	1	10	1	0	57
	19,3%	1,8%	1,8%	52,6%	3,5%	0,0%	1,8%	17,5%	1,8%	0,0%	100,0%
Professionally qualified	92	0	0	24	46	2	0	24	2	0	190
	48,4%	0,0%	0,0%	12,6%	24,2%	1,1%	0,0%	12,6%	1,1%	0,0%	100,0%
Skilled	197	2	1	41	158	2	1	38	3	1	444
	44,4%	0,5%	0,2%	9,2%	35,6%	0,5%	0,2%	8,6%	0,7%	0,2%	100,0%
Semi-skilled	277	1	1	11	187	3	1	14	12	1	508
	54,5%	0,2%	0,2%	2,2%	36,8%	0,6%	0,2%	2,8%	2,4%	0,2%	100,0%
Unskilled	288	0	0	4	220	0	0	3	23	14	552
	52,2%	0,0%	0,0%	0,7%	39,9%	0,0%	0,0%	0,5%	4,2%	2,5%	100,0%
TOTAL PERMANENT	871	4	5	137	615	7	3	96	41	16	1795
	48,5%	0,2%	0,3%	7,6%	34,3%	0,4%	0,2%	5,3%	2,3%	0,9%	100,0%
Temporary employees	18	0	0	0	30	0	0	0	2	3	53
	34,0%	0,0%	0,0%	0,0%	56,6%	0,0%	0,0%	0,0%	3,8%	5,7%	100,0%
GRAND TOTAL	889	4	5	137	645	7	3	96	43	19	1848

MPUMALANGA

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	650	24	76	1208	329	26	26	268	37	3	2647
	24,6%	0,9%	2,9%	45,6%	12,4%	1,0%	1,0%	10,1%	1,4%	0,1%	100,0%
Senior Management	1573	68	106	1853	736	26	26	702	69	11	5170
	30,4%	1,3%	2,1%	35,8%	14,2%	0,5%	0,5%	13,6%	1,3%	0,2%	100,0%
Professionally qualified	6760	147	180	3400	7660	172	143	1915	218	58	20653
	32,7%	0,7%	0,9%	16,5%	37,1%	0,8%	0,7%	9,3%	1,1%	0,3%	100,0%
Skilled	31132	461	292	6330	21887	320	183	3843	1025	98	65571
	47,5%	0,7%	0,4%	9,7%	33,4%	0,5%	0,3%	5,9%	1,6%	0,1%	100,0%
Semi-skilled	63397	378	113	2272	45796	351	185	3609	2116	233	118450
	53,5%	0,3%	0,1%	1,9%	38,7%	0,3%	0,2%	3,0%	1,8%	0,2%	100,0%
Unskilled	57889	749	25	470	44628	445	20	233	3429	1149	109037
	53,1%	0,7%	0,0%	0,4%	40,9%	0,4%	0,0%	0,2%	3,1%	1,1%	100,0%
TOTAL PERMANENT	161401	1827	792	15533	121036	1340	583	10570	6894	1552	321528
	50,2%	0,6%	0,2%	4,8%	37,6%	0,4%	0,2%	3,3%	2,1%	0,5%	100,0%
Temporary employees	17811	260	83	908	21363	138	30	386	891	429	42299
	42,1%	0,6%	0,2%	2,1%	50,5%	0,3%	0,1%	0,9%	2,1%	1,0%	100,0%
GRAND TOTAL	179212	2087	875	16441	142399	1478	613	10956	7785	1981	363827

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	2	23	6	0	1	2	0	0	39
	12,8%	0,0%	5,1%	59,0%	15,4%	0,0%	2,6%	5,1%	0,0%	0,0%	100,0%
Senior Management	10	2	0	30	6	0	0	10	1	0	59
	16,9%	3,4%	0,0%	50,8%	10,2%	0,0%	0,0%	16,9%	1,7%	0,0%	100,0%
Professionally qualified	76	3	4	65	68	1	0	26	3	1	247
	30,8%	1,2%	1,6%	26,3%	27,5%	0,4%	0,0%	10,5%	1,2%	0,4%	100,0%
Skilled	207	2	2	93	126	3	0	42	0	0	475
	43,6%	0,4%	0,4%	19,6%	26,5%	0,6%	0,0%	8,8%	0,0%	0,0%	100,0%
Semi-skilled	360	6	1	29	222	6	2	29	8	0	663
	54,3%	0,9%	0,2%	4,4%	33,5%	0,9%	0,3%	4,4%	1,2%	0,0%	100,0%
Unskilled	465	18	4	10	377	18	3	1	15	4	915
	50,8%	2,0%	0,4%	1,1%	41,2%	2,0%	0,3%	0,1%	1,6%	0,4%	100,0%
TOTAL PERMANENT	1123	31	13	250	805	28	6	110	27	5	2398
	46,8%	1,3%	0,5%	10,4%	33,6%	1,2%	0,3%	4,6%	1,1%	0,2%	100,0%
Temporary employees	76	4	1	1	91	5	1	0	1	0	180
	42,2%	2,2%	0,6%	0,6%	50,6%	2,8%	0,6%	0,0%	0,6%	0,0%	100,0%
GRAND TOTAL	1199	35	14	251	896	33	7	110	28	5	2578

NORTHERN CAPE

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	78	65	8	288	29	25	1	55	7	0	556
	14,0%	11,7%	1,4%	51,8%	5,2%	4,5%	0,2%	9,9%	1,3%	0,0%	100,0%
Senior Management	207	155	9	478	109	91	7	211	17	1	1285
	16,1%	12,1%	0,7%	37,2%	8,5%	7,1%	0,5%	16,4%	1,3%	0,1%	100,0%
Professionally qualified	1392	1103	58	1121	1415	1218	39	866	113	27	7352
	18,9%	15,0%	0,8%	15,2%	19,2%	16,6%	0,5%	11,8%	1,5%	0,4%	100,0%
Skilled	4906	3326	40	1658	4981	4338	34	1710	423	152	21568
	22,7%	15,4%	0,2%	7,7%	23,1%	20,1%	0,2%	7,9%	2,0%	0,7%	100,0%
Semi-skilled	9394	4103	11	511	4888	3065	20	532	108	16	22648
	41,5%	18,1%	0,0%	2,3%	21,6%	13,5%	0,1%	2,3%	0,5%	0,1%	100,0%
Unskilled	5256	2589	6	99	2397	1514	2	40	118	55	12076
	43,5%	21,4%	0,0%	0,8%	19,8%	12,5%	0,0%	0,3%	1,0%	0,5%	100,0%
TOTAL PERMANENT	21233	11341	132	4155	13819	10251	103	3414	786	251	65485
	32,4%	17,3%	0,2%	6,3%	21,1%	15,7%	0,2%	5,2%	1,2%	0,4%	100,0%
Temporary employees	8020	1839	3	114	8529	2376	2	81	238	118	21320
	37,6%	8,6%	0,0%	0,5%	40,0%	11,1%	0,0%	0,4%	1,1%	0,6%	100,0%
GRAND TOTAL	29253	13180	135	4269	22348	12627	105	3495	1024	369	86805

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	7	0	0	0	2	0	0	10
	10,0%	0,0%	0,0%	70,0%	0,0%	0,0%	0,0%	20,0%	0,0%	0,0%	100,0%
Senior Management	2	0	0	9	0	0	0	1	0	0	12
	16,7%	0,0%	0,0%	75,0%	0,0%	0,0%	0,0%	8,3%	0,0%	0,0%	100,0%
Professionally qualified	4	11	1	9	6	7	1	7	0	0	46
	8,7%	23,9%	2,2%	19,6%	13,0%	15,2%	2,2%	15,2%	0,0%	0,0%	100,0%
Skilled	48	35	1	34	26	11	0	7	0	0	162
	29,6%	21,6%	0,6%	21,0%	16,0%	6,8%	0,0%	4,3%	0,0%	0,0%	100,0%
Semi-skilled	57	31	1	6	25	22	0	8	0	0	150
	38,0%	20,7%	0,7%	4,0%	16,7%	14,7%	0,0%	5,3%	0,0%	0,0%	100,0%
Unskilled	56	23	1	3	35	13	1	2	1	0	135
	41,5%	17,0%	0,7%	2,2%	25,9%	9,6%	0,7%	1,5%	0,7%	0,0%	100,0%
TOTAL PERMANENT	168	100	4	68	92	53	2	27	1	0	515
	32,6%	19,4%	0,8%	13,2%	17,9%	10,3%	0,4%	5,2%	0,2%	0,0%	100,0%
Temporary employees	34	15	0	0	20	6	0	0	0	0	75
	45,3%	20,0%	0,0%	0,0%	26,7%	8,0%	0,0%	0,0%	0,0%	0,0%	100,0%
GRAND TOTAL	202	115	4	68	112	59	2	27	1	0	590

NORTH WEST

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	235	15	25	518	75	6	13	142	7	2	1038
	22,6%	1,4%	2,4%	49,9%	7,2%	0,6%	1,3%	13,7%	0,7%	0,2%	100,0%
Senior Management	663	29	44	814	311	25	14	327	38	7	2272
	29,2%	1,3%	1,9%	35,8%	13,7%	1,1%	0,6%	14,4%	1,7%	0,3%	100,0%
Professionally qualified	3353	134	132	2328	2945	148	121	1763	512	165	11601
	28,9%	1,2%	1,1%	20,1%	25,4%	1,3%	1,0%	15,2%	4,4%	1,4%	100,0%
Skilled	16104	440	120	5060	11105	404	94	3127	989	68	37511
	42,9%	1,2%	0,3%	13,5%	29,6%	1,1%	0,3%	8,3%	2,6%	0,2%	100,0%
Semi-skilled	43883	597	56	1578	19943	601	44	1780	8912	127	77521
	56,6%	0,8%	0,1%	2,0%	25,7%	0,8%	0,1%	2,3%	11,5%	0,2%	100,0%
Unskilled	29102	377	12	337	15144	246	10	114	3048	412	48802
	59,6%	0,8%	0,0%	0,7%	31,0%	0,5%	0,0%	0,2%	6,2%	0,8%	100,0%
TOTAL PERMANENT	93340	1592	389	10635	49523	1430	296	7253	13506	781	178745
	52,2%	0,9%	0,2%	5,9%	27,7%	0,8%	0,2%	4,1%	7,6%	0,4%	100,0%
Temporary employees	8598	126	20	530	14787	309	8	545	109	173	25205
	34,1%	0,5%	0,1%	2,1%	58,7%	1,2%	0,0%	2,2%	0,4%	0,7%	100,0%
GRAND TOTAL	101938	1718	409	11165	64310	1739	304	7798	13615	954	203950

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	15	2	0	1	4	1	0	25
	8,0%	0,0%	0,0%	60,0%	8,0%	0,0%	4,0%	16,0%	4,0%	0,0%	100,0%
Senior Management	11	1	2	19	2	0	0	13	1	0	49
	22,4%	2,0%	4,1%	38,8%	4,1%	0,0%	0,0%	26,5%	2,0%	0,0%	100,0%
Professionally qualified	22	0	1	39	11	1	1	22	0	0	97
	22,7%	0,0%	1,0%	40,2%	11,3%	1,0%	1,0%	22,7%	0,0%	0,0%	100,0%
Skilled	111	3	0	91	60	6	2	66	1	0	340
	32,6%	0,9%	0,0%	26,8%	17,6%	1,8%	0,6%	19,4%	0,3%	0,0%	100,0%
Semi-skilled	274	11	0	40	104	5	0	38	17	0	489
	56,0%	2,2%	0,0%	8,2%	21,3%	1,0%	0,0%	7,8%	3,5%	0,0%	100,0%
Unskilled	223	13	2	11	144	10	3	3	29	6	444
	50,2%	2,9%	0,5%	2,5%	32,4%	2,3%	0,7%	0,7%	6,5%	1,4%	100,0%
TOTAL PERMANENT	643	28	5	215	323	22	7	146	49	6	1444
	44,5%	1,9%	0,3%	14,9%	22,4%	1,5%	0,5%	10,1%	3,4%	0,4%	100,0%
Temporary employees	34	0	0	5	39	0	0	2	0	0	80
	42,5%	0,0%	0,0%	6,3%	48,8%	0,0%	0,0%	2,5%	0,0%	0,0%	100,0%
GRAND TOTAL	677	28	5	220	362	22	7	148	49	6	1524

WESTERN CAPE

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	374	1051	297	6619	226	654	175	1730	212	55	11393
	3,3%	9,2%	2,6%	58,1%	2,0%	5,7%	1,5%	15,2%	1,9%	0,5%	100,0%
Senior Management	1460	2979	855	9654	885	2214	570	5236	440	185	24478
	6,0%	12,2%	3,5%	39,4%	3,6%	9,0%	2,3%	21,4%	1,8%	0,8%	100,0%
Professionally qualified	9238	12698	2584	20102	8406	13038	2320	17727	1833	788	88734
	10,4%	14,3%	2,9%	22,7%	9,5%	14,7%	2,6%	20,0%	2,1%	0,9%	100,0%
Skilled	41600	45474	3564	22959	45779	47903	4224	29971	3675	1840	246989
	16,8%	18,4%	1,4%	9,3%	18,5%	19,4%	1,7%	12,1%	1,5%	0,7%	100,0%
Semi-skilled	110962	75543	2405	8563	164952	88483	3348	15256	6434	2574	478520
	23,2%	15,8%	0,5%	1,8%	34,5%	18,5%	0,7%	3,2%	1,3%	0,5%	100,0%
Unskilled	83332	46524	511	1578	87871	47310	446	1068	6733	3247	278620
	29,9%	16,7%	0,2%	0,6%	31,5%	17,0%	0,2%	0,4%	2,4%	1,2%	100,0%
TOTAL PERMANENT	246966	184269	10216	69475	308119	199602	11083	70988	19327	8689	1128734
	21,9%	16,3%	0,9%	6,2%	27,3%	17,7%	1,0%	6,3%	1,7%	0,8%	100,0%
Temporary employees	31449	18283	402	2360	33086	23639	499	3151	4423	4478	121770
	25,8%	15,0%	0,3%	1,9%	27,2%	19,4%	0,4%	2,6%	3,6%	3,7%	100,0%
GRAND TOTAL	278415	202552	10618	71835	341205	223241	11582	74139	23750	13167	1250504

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	2	23	8	90	3	31	5	19	2	0	183
	1,1%	12,6%	4,4%	49,2%	1,6%	16,9%	2,7%	10,4%	1,1%	0,0%	100,0%
Senior Management	5	62	12	129	3	44	7	59	3	0	324
	1,5%	19,1%	3,7%	39,8%	0,9%	13,6%	2,2%	18,2%	0,9%	0,0%	100,0%
Professionally qualified	60	178	31	247	44	149	28	194	9	5	945
	6,3%	18,8%	3,3%	26,1%	4,7%	15,8%	3,0%	20,5%	1,0%	0,5%	100,0%
Skilled	281	535	29	383	337	478	48	400	12	6	2509
	11,2%	21,3%	1,2%	15,3%	13,4%	19,1%	1,9%	15,9%	0,5%	0,2%	100,0%
Semi-skilled	983	808	26	192	1212	734	40	230	12	4	4241
	23,2%	19,1%	0,6%	4,5%	28,6%	17,3%	0,9%	5,4%	0,3%	0,1%	100,0%
Unskilled	961	619	22	128	1313	547	15	84	17	10	3716
	25,9%	16,7%	0,6%	3,4%	35,3%	14,7%	0,4%	2,3%	0,5%	0,3%	100,0%
TOTAL PERMANENT	2292	2225	128	1169	2912	1983	143	986	55	25	11918
	19,2%	18,7%	1,1%	9,8%	24,4%	16,6%	1,2%	8,3%	0,5%	0,2%	100,0%
Temporary employees	240	118	5	17	287	104	3	15	4	19	812
	29,6%	14,5%	0,6%	2,1%	35,3%	12,8%	0,4%	1,8%	0,5%	2,3%	100,0%
GRAND TOTAL	2532	2343	133	1186	3199	2087	146	1001	59	44	12730



Appendix C: WORKFORCE PROFILE OF ALL EMPLOYERS BY SECTOR FOR 2021

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	101	30	60	775	81	34	44	325	37	8	1495
	6,8%	2,0%	4,0%	51,8%	5,4%	2,3%	2,9%	21,7%	2,5%	0,5%	100,0%
Senior Management	514	156	181	1005	562	224	109	913	111	45	3820
	13,5%	4,1%	4,7%	26,3%	14,7%	5,9%	2,9%	23,9%	2,9%	1,2%	100,0%
Professionally qualified	1683	438	333	1368	2159	666	303	1600	271	113	8934
	18,8%	4,9%	3,7%	15,3%	24,2%	7,5%	3,4%	17,9%	3,0%	1,3%	100,0%
Skilled	7076	1130	379	1310	9342	2031	540	1862	874	494	25038
	28,3%	4,5%	1,5%	5,2%	37,3%	8,1%	2,2%	7,4%	3,5%	2,0%	100,0%
Semi-skilled	25105	2106	320	775	41566	4204	402	1175	2186	1300	79139
	31,7%	2,7%	0,4%	1,0%	52,5%	5,3%	0,5%	1,5%	2,8%	1,6%	100,0%
Unskilled	13034	1312	81	135	21088	3148	40	168	703	402	40111
	32,5%	3,3%	0,2%	0,3%	52,6%	7,8%	0,1%	0,4%	1,8%	1,0%	100,0%
TOTAL PERMANENT	47513	5172	1354	5368	74798	10307	1438	6043	4182	2362	158537
	30,0%	3,3%	0,9%	3,4%	47,2%	6,5%	0,9%	3,8%	2,6%	1,5%	100,0%
Temporary employees	1527	185	31	126	2212	306	35	154	237	123	4936
	30,9%	3,7%	0,6%	2,6%	44,8%	6,2%	0,7%	3,1%	4,8%	2,5%	100,0%
GRAND TOTAL	49040	5357	1385	5494	77010	10613	1473	6197	4419	2485	163473

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	0	0	3	4	4	1	2	4	0	0	18
	0,0%	0,0%	16,7%	22,2%	22,2%	5,6%	11,1%	22,2%	0,0%	0,0%	100,0%
Senior Management	9	4	1	15	10	9	2	18	0	0	68
	13,2%	5,9%	1,5%	22,1%	14,7%	13,2%	2,9%	26,5%	0,0%	0,0%	100,0%
Professionally qualified	16	7	6	20	29	25	3	22	0	1	129
	12,4%	5,4%	4,7%	15,5%	22,5%	19,4%	2,3%	17,1%	0,0%	0,8%	100,0%
Skilled	49	13	7	26	76	34	6	30	3	1	245
	20,0%	5,3%	2,9%	10,6%	31,0%	13,9%	2,4%	12,2%	1,2%	0,4%	100,0%
Semi-skilled	149	28	8	23	214	52	9	19	3	4	509
	29,3%	5,5%	1,6%	4,5%	42,0%	10,2%	1,8%	3,7%	0,6%	0,8%	100,0%
Unskilled	126	35	2	7	161	60	1	1	2	1	396
	31,8%	8,8%	0,5%	1,8%	40,7%	15,2%	0,3%	0,3%	0,5%	0,3%	100,0%
TOTAL PERMANENT	349	87	27	95	494	181	23	94	8	7	1365
	25,6%	6,4%	2,0%	7,0%	36,2%	13,3%	1,7%	6,9%	0,6%	0,5%	100,0%
Temporary employees	6	2	0	0	11	5	1	0	0	0	25
	24,0%	8,0%	0,0%	0,0%	44,0%	20,0%	4,0%	0,0%	0,0%	0,0%	100,0%
GRAND TOTAL	355	89	27	95	505	186	24	94	8	7	1390

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	414	67	130	824	283	67	75	271	33	13	2177
	19,0%	3,1%	6,0%	37,9%	13,0%	3,1%	3,4%	12,4%	1,5%	0,6%	100,0%
Senior Management	1438	238	289	1231	923	202	218	870	54	33	5496
	26,2%	4,3%	5,3%	22,4%	16,8%	3,7%	4,0%	15,8%	1,0%	0,6%	100,0%
Professionally qualified	8327	1137	991	3100	13653	1164	1293	3291	569	389	33914
	24,6%	3,4%	2,9%	9,1%	40,3%	3,4%	3,8%	9,7%	1,7%	1,1%	100,0%
Skilled	36430	2705	1168	3441	34996	3118	1238	3997	606	258	87957
	41,4%	3,1%	1,3%	3,9%	39,8%	3,5%	1,4%	4,5%	0,7%	0,3%	100,0%
Semi-skilled	125787	5778	1307	1908	82262	7371	1505	2044	1175	421	229558
	54,8%	2,5%	0,6%	0,8%	35,8%	3,2%	0,7%	0,9%	0,5%	0,2%	100,0%
Unskilled	70203	3681	419	357	74290	4846	190	161	1061	457	155665
	45,1%	2,4%	0,3%	0,2%	47,7%	3,1%	0,1%	0,1%	0,7%	0,3%	100,0%
TOTAL PERMANENT	242599	13606	4304	10861	206407	16768	4519	10634	3498	1571	514767
	47,1%	2,6%	0,8%	2,1%	40,1%	3,3%	0,9%	2,1%	0,7%	0,3%	100,0%
Temporary employees	65578	5792	1081	1949	58582	5715	678	1146	781	234	141536
	46,3%	4,1%	0,8%	1,4%	41,4%	4,0%	0,5%	0,8%	0,6%	0,2%	100,0%
GRAND TOTAL	308177	19398	5385	12810	264989	22483	5197	11780	4279	1805	656303

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	3	4	3	12	8	1	3	3	0	0	37
	8,1%	10,8%	8,1%	32,4%	21,6%	2,7%	8,1%	8,1%	0,0%	0,0%	100,0%
Senior Management	12	6	3	22	15	5	5	16	1	0	85
	14,1%	7,1%	3,5%	25,9%	17,6%	5,9%	5,9%	18,8%	1,2%	0,0%	100,0%
Professionally qualified	95	30	20	59	204	37	16	60	1	3	525
	18,1%	5,7%	3,8%	11,2%	38,9%	7,0%	3,0%	11,4%	0,2%	0,6%	100,0%
Skilled	269	35	18	57	393	47	13	103	0	1	936
	28,7%	3,7%	1,9%	6,1%	42,0%	5,0%	1,4%	11,0%	0,0%	0,1%	100,0%
Semi-skilled	540	52	22	33	703	66	21	43	2	3	1485
	36,4%	3,5%	1,5%	2,2%	47,3%	4,4%	1,4%	2,9%	0,1%	0,2%	100,0%
Unskilled	374	29	2	9	623	29	3	4	8	0	1081
	34,6%	2,7%	0,2%	0,8%	57,6%	2,7%	0,3%	0,4%	0,7%	0,0%	100,0%
TOTAL PERMANENT	1293	156	68	192	1946	185	61	229	12	7	4149
	31,2%	3,8%	1,6%	4,6%	46,9%	4,5%	1,5%	5,5%	0,3%	0,2%	100,0%
Temporary employees	421	37	6	10	490	29	1	11	0	0	1005
	41,9%	3,7%	0,6%	1,0%	48,8%	2,9%	0,1%	1,1%	0,0%	0,0%	100,0%
GRAND TOTAL	1714	193	74	202	2436	214	62	240	12	7	5154

AGRICULTURE, FORESTRY AND FISHING

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	537	185	44	3599	284	132	20	748	32	9	5590
	9,6%	3,3%	0,8%	64,4%	5,1%	2,4%	0,4%	13,4%	0,6%	0,2%	100,0%
Senior Management	861	361	134	4604	416	176	57	1616	66	13	8304
	10,4%	4,3%	1,6%	55,4%	5,0%	2,1%	0,7%	19,5%	0,8%	0,2%	100,0%
Professionally qualified	4517	1205	396	7440	2833	702	315	4082	264	54	21808
	20,7%	5,5%	1,8%	34,1%	13,0%	3,2%	1,4%	18,7%	1,2%	0,2%	100,0%
Skilled	20307	6827	724	8248	10113	3921	584	6708	1388	242	59062
	34,4%	11,6%	1,2%	14,0%	17,1%	6,6%	1,0%	11,4%	2,4%	0,4%	100,0%
Semi-skilled	60412	18488	488	2831	23197	9659	405	3838	4092	592	124002
	48,7%	14,9%	0,4%	2,3%	18,7%	7,8%	0,3%	3,1%	3,3%	0,5%	100,0%
Unskilled	102590	21217	84	526	82393	21529	40	209	14175	5647	248410
	41,3%	8,5%	0,0%	0,2%	33,2%	8,7%	0,0%	0,1%	5,7%	2,3%	100,0%
TOTAL PERMANENT	189224	48283	1870	27248	119236	36119	1421	17201	20017	6557	467176
	40,5%	10,3%	0,4%	5,8%	25,5%	7,7%	0,3%	3,7%	4,3%	1,4%	100,0%
Temporary employees	59867	13627	37	580	66762	19312	39	416	14690	6780	182110
	32,9%	7,5%	0,0%	0,3%	36,7%	10,6%	0,0%	0,2%	8,1%	3,7%	100,0%
GRAND TOTAL	249091	61910	1907	27828	185998	55431	1460	17617	34707	13337	649286

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	3	3	0	65	1	8	1	9	1	0	91
	3,3%	3,3%	0,0%	71,4%	1,1%	8,8%	1,1%	9,9%	1,1%	0,0%	100,0%
Senior Management	12	5	4	86	2	2	3	14	1	0	129
	9,3%	3,9%	3,1%	66,7%	1,6%	1,6%	2,3%	10,9%	0,8%	0,0%	100,0%
Professionally qualified	57	18	6	97	28	9	5	50	1	0	271
	21,0%	6,6%	2,2%	35,8%	10,3%	3,3%	1,8%	18,5%	0,4%	0,0%	100,0%
Skilled	222	84	8	133	93	26	4	92	4	2	668
	33,2%	12,6%	1,2%	19,9%	13,9%	3,9%	0,6%	13,8%	0,6%	0,3%	100,0%
Semi-skilled	546	181	6	49	279	85	6	54	17	1	1224
	44,6%	14,8%	0,5%	4,0%	22,8%	6,9%	0,5%	4,4%	1,4%	0,1%	100,0%
Unskilled	714	237	2	10	679	240	3	6	38	33	1962
	36,4%	12,1%	0,1%	0,5%	34,6%	12,2%	0,2%	0,3%	1,9%	1,7%	100,0%
TOTAL PERMANENT	1554	528	26	440	1082	370	22	225	62	36	4345
	35,8%	12,2%	0,6%	10,1%	24,9%	8,5%	0,5%	5,2%	1,4%	0,8%	100,0%
Temporary employees	140	48	3	3	162	37	1	1	30	22	447
	31,3%	10,7%	0,7%	0,7%	36,2%	8,3%	0,2%	0,2%	6,7%	4,9%	100,0%
GRAND TOTAL	1694	576	29	443	1244	407	23	226	92	58	4792

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	218	50	54	426	133	24	42	156	26	7	1136
	19,2%	4,4%	4,8%	37,5%	11,7%	2,1%	3,7%	13,7%	2,3%	0,6%	100,0%
Senior Management	870	160	185	658	547	121	122	515	46	26	3250
	26,8%	4,9%	5,7%	20,2%	16,8%	3,7%	3,8%	15,8%	1,4%	0,8%	100,0%
Professionally qualified	15522	551	1601	1787	17408	612	2194	1975	121	53	41824
	37,1%	1,3%	3,8%	4,3%	41,6%	1,5%	5,2%	4,7%	0,3%	0,1%	100,0%
Skilled	38176	1360	1537	2180	81884	1769	4976	3864	474	224	136444
	28,0%	1,0%	1,1%	1,6%	60,0%	1,3%	3,6%	2,8%	0,3%	0,2%	100,0%
Semi-skilled	23022	1689	632	868	28478	2074	822	1088	428	352	59453
	38,7%	2,8%	1,1%	1,5%	47,9%	3,5%	1,4%	1,8%	0,7%	0,6%	100,0%
Unskilled	17364	768	89	134	10111	445	57	61	190	81	29300
	59,3%	2,6%	0,3%	0,5%	34,5%	1,5%	0,2%	0,2%	0,6%	0,3%	100,0%
TOTAL PERMANENT	95172	4578	4098	6053	138561	5045	8213	7659	1285	743	271407
	35,1%	1,7%	1,5%	2,2%	51,1%	1,9%	3,0%	2,8%	0,5%	0,3%	100,0%
Temporary employees	8283	281	161	240	35146	339	583	323	27	32	45415
	18,2%	0,6%	0,4%	0,5%	77,4%	0,7%	1,3%	0,7%	0,1%	0,1%	100,0%
GRAND TOTAL	103455	4859	4259	6293	173707	5384	8796	7982	1312	775	316822

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	6	2	2	7	1	2	0	2	0	0	22
	27,3%	9,1%	9,1%	31,8%	4,5%	9,1%	0,0%	9,1%	0,0%	0,0%	100,0%
Senior Management	16	1	2	17	9	1	1	6	0	0	53
	30,2%	1,9%	3,8%	32,1%	17,0%	1,9%	1,9%	11,3%	0,0%	0,0%	100,0%
Professionally qualified	61	5	2	21	34	7	4	16	1	0	151
	40,4%	3,3%	1,3%	13,9%	22,5%	4,6%	2,6%	10,6%	0,7%	0,0%	100,0%
Skilled	119	17	11	33	96	15	10	34	1	0	336
	35,4%	5,1%	3,3%	9,8%	28,6%	4,5%	3,0%	10,1%	0,3%	0,0%	100,0%
Semi-skilled	162	11	12	19	177	24	9	19	0	0	433
	37,4%	2,5%	2,8%	4,4%	40,9%	5,5%	2,1%	4,4%	0,0%	0,0%	100,0%
Unskilled	101	8	1	4	106	4	1	0	0	0	225
	44,9%	3,6%	0,4%	1,8%	47,1%	1,8%	0,4%	0,0%	0,0%	0,0%	100,0%
TOTAL PERMANENT	465	44	30	101	423	53	25	77	2	0	1220
	38,1%	3,6%	2,5%	8,3%	34,7%	4,3%	2,0%	6,3%	0,2%	0,0%	100,0%
Temporary employees	25	4	1	0	16	4	0	0	0	0	50
	50,0%	8,0%	2,0%	0,0%	32,0%	8,0%	0,0%	0,0%	0,0%	0,0%	100,0%
GRAND TOTAL	490	48	31	101	439	57	25	77	2	0	1270

CONSTRUCTION

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	895	330	322	3033	373	149	181	347	104	19	5753
	15,6%	5,7%	5,6%	52,7%	6,5%	2,6%	3,1%	6,0%	1,8%	0,3%	100,0%
Senior Management	2028	639	528	3864	950	230	234	1143	198	43	9857
	20,6%	6,5%	5,4%	39,2%	9,6%	2,3%	2,4%	11,6%	2,0%	0,4%	100,0%
Professionally qualified	7939	1656	1095	7089	3834	529	508	2324	599	131	25704
	30,9%	6,4%	4,3%	27,6%	14,9%	2,1%	2,0%	9,0%	2,3%	0,5%	100,0%
Skilled	35785	4703	1439	7389	13112	1733	864	3901	1829	150	70905
	50,5%	6,6%	2,0%	10,4%	18,5%	2,4%	1,2%	5,5%	2,6%	0,2%	100,0%
Semi-skilled	48983	4812	403	1898	11410	1231	386	1809	2267	105	73304
	66,8%	6,6%	0,5%	2,6%	15,6%	1,7%	0,5%	2,5%	3,1%	0,1%	100,0%
Unskilled	37903	3613	80	453	13813	1292	38	101	1508	139	58940
	64,3%	6,1%	0,1%	0,8%	23,4%	2,2%	0,1%	0,2%	2,6%	0,2%	100,0%
TOTAL PERMANENT	133533	15753	3867	23726	43492	5164	2211	9625	6505	587	244463
	54,6%	6,4%	1,6%	9,7%	17,8%	2,1%	0,9%	3,9%	2,7%	0,2%	100,0%
Temporary employees	25211	2119	160	1094	11064	665	59	242	578	41	41233
	61,1%	5,1%	0,4%	2,7%	26,8%	1,6%	0,1%	0,6%	1,4%	0,1%	100,0%
GRAND TOTAL	158744	17872	4027	24820	54556	5829	2270	9867	7083	628	285696

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	10	8	12	40	5	9	7	4	1	0	96
	10,4%	8,3%	12,5%	41,7%	5,2%	9,4%	7,3%	4,2%	1,0%	0,0%	100,0%
Senior Management	10	12	12	42	12	2	4	18	0	0	112
	8,9%	10,7%	10,7%	37,5%	10,7%	1,8%	3,6%	16,1%	0,0%	0,0%	100,0%
Professionally qualified	73	12	12	73	24	5	8	20	0	0	227
	32,2%	5,3%	5,3%	32,2%	10,6%	2,2%	3,5%	8,8%	0,0%	0,0%	100,0%
Skilled	232	44	17	93	110	15	10	53	4	0	578
	40,1%	7,6%	2,9%	16,1%	19,0%	2,6%	1,7%	9,2%	0,7%	0,0%	100,0%
Semi-skilled	346	49	5	41	197	25	12	31	6	0	712
	48,6%	6,9%	0,7%	5,8%	27,7%	3,5%	1,7%	4,4%	0,8%	0,0%	100,0%
Unskilled	183	17	1	7	195	16	2	4	5	1	431
	42,5%	3,9%	0,2%	1,6%	45,2%	3,7%	0,5%	0,9%	1,2%	0,2%	100,0%
TOTAL PERMANENT	854	142	59	296	543	72	43	130	16	1	2156
	39,6%	6,6%	2,7%	13,7%	25,2%	3,3%	2,0%	6,0%	0,7%	0,0%	100,0%
Temporary employees	133	24	3	7	165	18	2	3	0	0	355
	37,5%	6,8%	0,8%	2,0%	46,5%	5,1%	0,6%	0,8%	0,0%	0,0%	100,0%
GRAND TOTAL	987	166	62	303	708	90	45	133	16	1	2511

EDUCATION

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	149	44	81	418	112	58	49	424	28	15	1378
	10,8%	3,2%	5,9%	30,3%	8,1%	4,2%	3,6%	30,8%	2,0%	1,1%	100,0%
Senior Management	660	161	146	1005	488	163	203	1498	171	83	4578
	14,4%	3,5%	3,2%	22,0%	10,7%	3,6%	4,4%	32,7%	3,7%	1,8%	100,0%
Professionally qualified	14387	2936	1057	6642	17575	3120	1808	13726	1812	887	63950
	22,5%	4,6%	1,7%	10,4%	27,5%	4,9%	2,8%	21,5%	2,8%	1,4%	100,0%
Skilled	36497	7151	1359	7706	83349	15081	3746	26108	2410	1610	185017
	19,7%	3,9%	0,7%	4,2%	45,0%	8,2%	2,0%	14,1%	1,3%	0,9%	100,0%
Semi-skilled	22741	4316	276	1721	39617	12145	783	8565	323	328	90815
	25,0%	4,8%	0,3%	1,9%	43,6%	13,4%	0,9%	9,4%	0,4%	0,4%	100,0%
Unskilled	15308	3075	43	454	17498	3344	54	617	243	158	40794
	37,5%	7,5%	0,1%	1,1%	42,9%	8,2%	0,1%	1,5%	0,6%	0,4%	100,0%
TOTAL PERMANENT	89742	17683	2962	17946	158639	33911	6643	50938	4987	3081	386532
	23,2%	4,6%	0,8%	4,6%	41,0%	8,8%	1,7%	13,2%	1,3%	0,8%	100,0%
Temporary employees	16434	1166	656	3503	32243	2254	1072	5962	2270	1309	66869
	24,6%	1,7%	1,0%	5,2%	48,2%	3,4%	1,6%	8,9%	3,4%	2,0%	100,0%
GRAND TOTAL	106176	18849	3618	21449	190882	36165	7715	56900	7257	4390	453401

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	1	6	0	1	2	6	0	0	18
	5,6%	5,6%	5,6%	33,3%	0,0%	5,6%	11,1%	33,3%	0,0%	0,0%	100,0%
Senior Management	6	2	2	14	4	1	3	16	0	0	48
	12,5%	4,2%	4,2%	29,2%	8,3%	2,1%	6,3%	33,3%	0,0%	0,0%	100,0%
Professionally qualified	225	40	27	170	318	31	31	258	19	9	1128
	19,9%	3,5%	2,4%	15,1%	28,2%	2,7%	2,7%	22,9%	1,7%	0,8%	100,0%
Skilled	406	49	29	166	985	90	65	400	16	20	2226
	18,2%	2,2%	1,3%	7,5%	44,2%	4,0%	2,9%	18,0%	0,7%	0,9%	100,0%
Semi-skilled	173	18	5	24	215	42	9	86	0	0	572
	30,2%	3,1%	0,9%	4,2%	37,6%	7,3%	1,6%	15,0%	0,0%	0,0%	100,0%
Unskilled	197	16	2	15	201	14	3	5	1	0	454
	43,4%	3,5%	0,4%	3,3%	44,3%	3,1%	0,7%	1,1%	0,2%	0,0%	100,0%
TOTAL PERMANENT	1008	126	66	395	1723	179	113	771	36	29	4446
	22,7%	2,8%	1,5%	8,9%	38,8%	4,0%	2,5%	17,3%	0,8%	0,7%	100,0%
Temporary employees	74	9	2	22	87	16	5	35	9	6	265
	27,9%	3,4%	0,8%	8,3%	32,8%	6,0%	1,9%	13,2%	3,4%	2,3%	100,0%
GRAND TOTAL	1082	135	68	417	1810	195	118	806	45	35	4711

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	91	30	66	334	85	20	27	67	28	2	750
	12,1%	4,0%	8,8%	44,5%	11,3%	2,7%	3,6%	8,9%	3,7%	0,3%	100,0%
Senior Management	391	91	123	536	233	61	92	225	41	7	1800
	21,7%	5,1%	6,8%	29,8%	12,9%	3,4%	5,1%	12,5%	2,3%	0,4%	100,0%
Professionally qualified	3774	599	675	2190	2833	278	316	758	169	37	11629
	32,5%	5,2%	5,8%	18,8%	24,4%	2,4%	2,7%	6,5%	1,5%	0,3%	100,0%
Skilled	17236	1993	896	4701	10390	980	511	1832	226	44	38809
	44,4%	5,1%	2,3%	12,1%	26,8%	2,5%	1,3%	4,7%	0,6%	0,1%	100,0%
Semi-skilled	18319	1659	257	1090	7409	722	221	1081	285	22	31065
	59,0%	5,3%	0,8%	3,5%	23,8%	2,3%	0,7%	3,5%	0,9%	0,1%	100,0%
Unskilled	8893	542	42	143	3518	219	20	16	164	21	13578
	65,5%	4,0%	0,3%	1,1%	25,9%	1,6%	0,1%	0,1%	1,2%	0,2%	100,0%
TOTAL PERMANENT	48704	4914	2059	8994	24468	2280	1187	3979	913	133	97631
	49,9%	5,0%	2,1%	9,2%	25,1%	2,3%	1,2%	4,1%	0,9%	0,1%	100,0%
Temporary employees	2288	83	9	109	1673	43	4	32	29	2	4272
	53,6%	1,9%	0,2%	2,6%	39,2%	1,0%	0,1%	0,7%	0,7%	0,0%	100,0%
GRAND TOTAL	50992	4997	2068	9103	26141	2323	1191	4011	942	135	101903

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	5	5	1	1	0	2	0	0	17
	11,8%	5,9%	29,4%	29,4%	5,9%	5,9%	0,0%	11,8%	0,0%	0,0%	100,0%
Senior Management	9	0	5	9	4	3	6	4	0	0	40
	22,5%	0,0%	12,5%	22,5%	10,0%	7,5%	15,0%	10,0%	0,0%	0,0%	100,0%
Professionally qualified	125	13	40	74	70	4	15	29	0	0	370
	33,8%	3,5%	10,8%	20,0%	18,9%	1,1%	4,1%	7,8%	0,0%	0,0%	100,0%
Skilled	548	81	128	257	386	36	47	61	0	0	1544
	35,5%	5,2%	8,3%	16,6%	25,0%	2,3%	3,0%	4,0%	0,0%	0,0%	100,0%
Semi-skilled	826	63	55	51	527	31	63	44	1	0	1661
	49,7%	3,8%	3,3%	3,1%	31,7%	1,9%	3,8%	2,6%	0,1%	0,0%	100,0%
Unskilled	750	25	15	6	644	15	11	1	0	0	1467
	51,1%	1,7%	1,0%	0,4%	43,9%	1,0%	0,7%	0,1%	0,0%	0,0%	100,0%
TOTAL PERMANENT	2260	183	248	402	1632	90	142	141	1	0	5099
	44,3%	3,6%	4,9%	7,9%	32,0%	1,8%	2,8%	2,8%	0,0%	0,0%	100,0%
Temporary employees	129	2	4	0	109	7	1	0	0	0	252
	51,2%	0,8%	1,6%	0,0%	43,3%	2,8%	0,4%	0,0%	0,0%	0,0%	100,0%
GRAND TOTAL	2389	185	252	402	1741	97	143	141	1	0	5351

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	455	132	349	2166	335	111	171	647	136	37	4539
	10,0%	2,9%	7,7%	47,7%	7,4%	2,4%	3,8%	14,3%	3,0%	0,8%	100,0%
Senior Management	2535	851	1973	6430	2153	782	1444	4033	706	305	21212
	12,0%	4,0%	9,3%	30,3%	10,1%	3,7%	6,8%	19,0%	3,3%	1,4%	100,0%
Professionally qualified	14535	4714	6274	14477	15684	5922	6606	14501	1376	817	84906
	17,1%	5,6%	7,4%	17,1%	18,5%	7,0%	7,8%	17,1%	1,6%	1,0%	100,0%
Skilled	33016	9382	5842	10618	58379	18742	9159	19613	897	870	166518
	19,8%	5,6%	3,5%	6,4%	35,1%	11,3%	5,5%	11,8%	0,5%	0,5%	100,0%
Semi-skilled	27571	5670	2631	3059	52772	12418	4488	6795	459	328	116191
	23,7%	4,9%	2,3%	2,6%	45,4%	10,7%	3,9%	5,8%	0,4%	0,3%	100,0%
Unskilled	4553	459	37	100	5384	592	49	97	161	80	11512
	39,6%	4,0%	0,3%	0,9%	46,8%	5,1%	0,4%	0,8%	1,4%	0,7%	100,0%
TOTAL PERMANENT	82665	21208	17106	36850	134707	38567	21917	45686	3735	2437	404878
	20,4%	5,2%	4,2%	9,1%	33,3%	9,5%	5,4%	11,3%	0,9%	0,6%	100,0%
Temporary employees	2354	477	180	418	3290	709	197	517	152	46	8340
	28,2%	5,7%	2,2%	5,0%	39,4%	8,5%	2,4%	6,2%	1,8%	0,6%	100,0%
GRAND TOTAL	85019	21685	17286	37268	137997	39276	22114	46203	3887	2483	413218

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	3	4	1	10	1	0	61
	4,9%	8,2%	14,8%	41,0%	4,9%	6,6%	1,6%	16,4%	1,6%	0,0%	100,0%
Senior Management	19	14	14	99	7	12	16	41	4	3	229
	8,3%	6,1%	6,1%	43,2%	3,1%	5,2%	7,0%	17,9%	1,7%	1,3%	100,0%
Professionally qualified	110	55	83	286	113	92	103	322	4	4	1172
	9,4%	4,7%	7,1%	24,4%	9,6%	7,8%	8,8%	27,5%	0,3%	0,3%	100,0%
Skilled	342	114	85	194	528	282	163	465	1	2	2176
	15,7%	5,2%	3,9%	8,9%	24,3%	13,0%	7,5%	21,4%	0,0%	0,1%	100,0%
Semi-skilled	395	91	27	67	588	143	89	171	2	1	1574
	25,1%	5,8%	1,7%	4,3%	37,4%	9,1%	5,7%	10,9%	0,1%	0,1%	100,0%
Unskilled	214	16	3	4	355	12	1	6	1	1	613
	34,9%	2,6%	0,5%	0,7%	57,9%	2,0%	0,2%	1,0%	0,2%	0,2%	100,0%
TOTAL PERMANENT	1083	295	221	675	1594	545	373	1015	13	11	5825
	18,6%	5,1%	3,8%	11,6%	27,4%	9,4%	6,4%	17,4%	0,2%	0,2%	100,0%
Temporary employees	161	4	1	2	123	8	2	5	0	0	306
	52,6%	1,3%	0,3%	0,7%	40,2%	2,6%	0,7%	1,6%	0,0%	0,0%	100,0%
GRAND TOTAL	1244	299	222	677	1717	553	375	1020	13	11	6131

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	244	71	153	937	192	82	147	509	48	27	2410
	10,1%	2,9%	6,3%	38,9%	8,0%	3,4%	6,1%	21,1%	2,0%	1,1%	100,0%
Senior Management	814	169	228	876	984	303	340	1543	93	54	5404
	15,1%	3,1%	4,2%	16,2%	18,2%	5,6%	6,3%	28,6%	1,7%	1,0%	100,0%
Professionally qualified	13331	2021	2071	3797	37563	6592	4581	9220	869	687	80732
	16,5%	2,5%	2,6%	4,7%	46,5%	8,2%	5,7%	11,4%	1,1%	0,9%	100,0%
Skilled	25922	3816	2043	3227	76174	13433	5040	15139	631	1064	146489
	17,7%	2,6%	1,4%	2,2%	52,0%	9,2%	3,4%	10,3%	0,4%	0,7%	100,0%
Semi-skilled	44975	6343	1852	2033	108281	14873	3377	7512	491	624	190361
	23,6%	3,3%	1,0%	1,1%	56,9%	7,8%	1,8%	3,9%	0,3%	0,3%	100,0%
Unskilled	14395	2078	172	344	29421	4230	263	441	192	191	51727
	27,8%	4,0%	0,3%	0,7%	56,9%	8,2%	0,5%	0,9%	0,4%	0,4%	100,0%
TOTAL PERMANENT	99681	14498	6519	11214	252615	39513	13748	34364	2324	2647	477123
	20,9%	3,0%	1,4%	2,4%	52,9%	8,3%	2,9%	7,2%	0,5%	0,6%	100,0%
Temporary employees	13172	1713	435	1005	59068	5175	855	2756	434	1278	85891
	15,3%	2,0%	0,5%	1,2%	68,8%	6,0%	1,0%	3,2%	0,5%	1,5%	100,0%
GRAND TOTAL	112853	16211	6954	12219	311683	44688	14603	37120	2758	3925	563014

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	9	1	1	12	3	5	1	11	0	0	43
	20,9%	2,3%	2,3%	27,9%	7,0%	11,6%	2,3%	25,6%	0,0%	0,0%	100,0%
Senior Management	13	3	4	6	8	4	4	29	1	2	74
	17,6%	4,1%	5,4%	8,1%	10,8%	5,4%	5,4%	39,2%	1,4%	2,7%	100,0%
Professionally qualified	114	18	15	49	142	34	24	111	3	0	510
	22,4%	3,5%	2,9%	9,6%	27,8%	6,7%	4,7%	21,8%	0,6%	0,0%	100,0%
Skilled	266	48	42	101	399	108	67	326	5	11	1373
	19,4%	3,5%	3,1%	7,4%	29,1%	7,9%	4,9%	23,7%	0,4%	0,8%	100,0%
Semi-skilled	642	95	63	103	731	164	69	296	1	2	2166
	29,6%	4,4%	2,9%	4,8%	33,7%	7,6%	3,2%	13,7%	0,0%	0,1%	100,0%
Unskilled	347	50	4	105	350	43	18	70	0	3	990
	35,1%	5,1%	0,4%	10,6%	35,4%	4,3%	1,8%	7,1%	0,0%	0,3%	100,0%
TOTAL PERMANENT	1391	215	129	376	1633	358	183	843	10	18	5156
	27,0%	4,2%	2,5%	7,3%	31,7%	6,9%	3,5%	16,3%	0,2%	0,3%	100,0%
Temporary employees	150	10	3	20	145	17	3	38	9	8	403
	37,2%	2,5%	0,7%	5,0%	36,0%	4,2%	0,7%	9,4%	2,2%	2,0%	100,0%
GRAND TOTAL	1541	225	132	396	1778	375	186	881	19	26	5559

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	361	160	380	2242	276	121	206	583	145	36	4510
	8,0%	3,5%	8,4%	49,7%	6,1%	2,7%	4,6%	12,9%	3,2%	0,8%	100,0%
Senior Management	1218	533	1065	4073	887	409	544	2104	439	124	11396
	10,7%	4,7%	9,3%	35,7%	7,8%	3,6%	4,8%	18,5%	3,9%	1,1%	100,0%
Professionally qualified	6339	2429	3302	12599	4478	1585	1736	6145	1817	472	40902
	15,5%	5,9%	8,1%	30,8%	10,9%	3,9%	4,2%	15,0%	4,4%	1,2%	100,0%
Skilled	21209	6660	4753	14328	15993	4732	2982	8644	1741	621	81663
	26,0%	8,2%	5,8%	17,5%	19,6%	5,8%	3,7%	10,6%	2,1%	0,8%	100,0%
Semi-skilled	22128	6728	2878	3276	27380	7290	2973	3601	1008	669	77931
	28,4%	8,6%	3,7%	4,2%	35,1%	9,4%	3,8%	4,6%	1,3%	0,9%	100,0%
Unskilled	5800	695	163	187	6655	768	85	115	498	143	15109
	38,4%	4,6%	1,1%	1,2%	44,0%	5,1%	0,6%	0,8%	3,3%	0,9%	100,0%
TOTAL PERMANENT	57055	17205	12541	36705	55669	14905	8526	21192	5648	2065	231511
	24,6%	7,4%	5,4%	15,9%	24,0%	6,4%	3,7%	9,2%	2,4%	0,9%	100,0%
Temporary employees	3796	711	299	793	4958	598	179	524	202	120	12180
	31,2%	5,8%	2,5%	6,5%	40,7%	4,9%	1,5%	4,3%	1,7%	1,0%	100,0%
GRAND TOTAL	60851	17916	12840	37498	60627	15503	8705	21716	5850	2185	243691

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	4	5	8	19	3	2	7	6	2	0	56
	7,1%	8,9%	14,3%	33,9%	5,4%	3,6%	12,5%	10,7%	3,6%	0,0%	100,0%
Senior Management	6	10	12	37	10	14	8	15	3	1	116
	5,2%	8,6%	10,3%	31,9%	8,6%	12,1%	6,9%	12,9%	2,6%	0,9%	100,0%
Professionally qualified	45	29	37	151	33	18	19	74	11	2	419
	10,7%	6,9%	8,8%	36,0%	7,9%	4,3%	4,5%	17,7%	2,6%	0,5%	100,0%
Skilled	215	60	76	310	197	58	29	149	12	4	1110
	19,4%	5,4%	6,8%	27,9%	17,7%	5,2%	2,6%	13,4%	1,1%	0,4%	100,0%
Semi-skilled	398	57	22	60	412	61	27	46	2	0	1085
	36,7%	5,3%	2,0%	5,5%	38,0%	5,6%	2,5%	4,2%	0,2%	0,0%	100,0%
Unskilled	346	35	13	4	392	36	12	3	3	0	844
	41,0%	4,1%	1,5%	0,5%	46,4%	4,3%	1,4%	0,4%	0,4%	0,0%	100,0%
TOTAL PERMANENT	1014	196	168	581	1047	189	102	293	33	7	3630
	27,9%	5,4%	4,6%	16,0%	28,8%	5,2%	2,8%	8,1%	0,9%	0,2%	100,0%
Temporary employees	166	35	8	11	256	25	3	1	1	0	506
	32,8%	6,9%	1,6%	2,2%	50,6%	4,9%	0,6%	0,2%	0,2%	0,0%	100,0%
GRAND TOTAL	1180	231	176	592	1303	214	105	294	34	7	4136

MANUFACTURING

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	588	362	1040	5829	391	191	384	1070	430	55	10340
	5,7%	3,5%	10,1%	56,4%	3,8%	1,8%	3,7%	10,3%	4,2%	0,5%	100,0%
Senior Management	2363	1252	2279	9440	1231	706	1074	3561	596	137	22639
	10,4%	5,5%	10,1%	41,7%	5,4%	3,1%	4,7%	15,7%	2,6%	0,6%	100,0%
Professionally qualified	10558	4143	5286	19087	6086	2343	2852	8476	1307	302	60440
	17,5%	6,9%	8,7%	31,6%	10,1%	3,9%	4,7%	14,0%	2,2%	0,5%	100,0%
Skilled	71194	19698	11889	34065	29623	10477	6014	16513	4219	733	204425
	34,8%	9,6%	5,8%	16,7%	14,5%	5,1%	2,9%	8,1%	2,1%	0,4%	100,0%
Semi-skilled	163377	29093	7389	11354	66623	19392	4342	8136	5598	949	316253
	51,7%	9,2%	2,3%	3,6%	21,1%	6,1%	1,4%	2,6%	1,8%	0,3%	100,0%
Unskilled	100472	13814	2138	1901	58342	10902	939	497	3419	1197	193621
	51,9%	7,1%	1,1%	1,0%	30,1%	5,6%	0,5%	0,3%	1,8%	0,6%	100,0%
TOTAL PERMANENT	348552	68362	30021	81676	162296	44011	15605	38253	15569	3373	807718
	43,2%	8,5%	3,7%	10,1%	20,1%	5,4%	1,9%	4,7%	1,9%	0,4%	100,0%
Temporary employees	23636	4618	731	1845	17955	3634	385	661	959	699	55123
	42,9%	8,4%	1,3%	3,3%	32,6%	6,6%	0,7%	1,2%	1,7%	1,3%	100,0%
GRAND TOTAL	372188	72980	30752	83521	180251	47645	15990	38914	16528	4072	862841

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	10	13	28	95	9	6	7	18	4	0	190
	5,3%	6,8%	14,7%	50,0%	4,7%	3,2%	3,7%	9,5%	2,1%	0,0%	100,0%
Senior Management	18	27	45	137	12	19	17	45	2	1	323
	5,6%	8,4%	13,9%	42,4%	3,7%	5,9%	5,3%	13,9%	0,6%	0,3%	100,0%
Professionally qualified	74	58	70	242	46	29	32	114	5	1	671
	11,0%	8,6%	10,4%	36,1%	6,9%	4,3%	4,8%	17,0%	0,7%	0,1%	100,0%
Skilled	716	249	206	582	405	152	97	255	25	5	2692
	26,6%	9,2%	7,7%	21,6%	15,0%	5,6%	3,6%	9,5%	0,9%	0,2%	100,0%
Semi-skilled	1766	388	195	212	1280	233	80	131	34	11	4330
	40,8%	9,0%	4,5%	4,9%	29,6%	5,4%	1,8%	3,0%	0,8%	0,3%	100,0%
Unskilled	1471	228	64	46	1381	199	27	14	23	6	3459
	42,5%	6,6%	1,9%	1,3%	39,9%	5,8%	0,8%	0,4%	0,7%	0,2%	100,0%
TOTAL PERMANENT	4055	963	608	1314	3133	638	260	577	93	24	11665
	34,8%	8,3%	5,2%	11,3%	26,9%	5,5%	2,2%	4,9%	0,8%	0,2%	100,0%
Temporary employees	595	78	22	29	776	83	20	4	1	0	1608
	37,0%	4,9%	1,4%	1,8%	48,3%	5,2%	1,2%	0,2%	0,1%	0,0%	100,0%
GRAND TOTAL	4650	1041	630	1343	3909	721	280	581	94	24	13273

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	332	45	49	793	144	18	28	123	60	5	1597
	20,8%	2,8%	3,1%	49,7%	9,0%	1,1%	1,8%	7,7%	3,8%	0,3%	100,0%
Senior Management	1224	130	210	2466	448	40	122	507	137	23	5307
	23,1%	2,4%	4,0%	46,5%	8,4%	0,8%	2,3%	9,6%	2,6%	0,4%	100,0%
Professionally qualified	6270	660	462	6574	2747	264	307	1829	408	83	19604
	32,0%	3,4%	2,4%	33,5%	14,0%	1,3%	1,6%	9,3%	2,1%	0,4%	100,0%
Skilled	44123	3495	515	15808	11678	960	352	3853	2955	120	83859
	52,6%	4,2%	0,6%	18,9%	13,9%	1,1%	0,4%	4,6%	3,5%	0,1%	100,0%
Semi-skilled	126028	4254	106	2641	20910	1117	95	1422	21161	252	177986
	70,8%	2,4%	0,1%	1,5%	11,7%	0,6%	0,1%	0,8%	11,9%	0,1%	100,0%
Unskilled	62903	840	35	607	15951	241	22	73	9436	983	91091
	69,1%	0,9%	0,0%	0,7%	17,5%	0,3%	0,0%	0,1%	10,4%	1,1%	100,0%
TOTAL PERMANENT	240880	9424	1377	28889	51878	2640	926	7807	34157	1466	379444
	63,5%	2,5%	0,4%	7,6%	13,7%	0,7%	0,2%	2,1%	9,0%	0,4%	100,0%
Temporary employees	8477	379	68	674	7603	210	36	180	85	13	17725
	47,8%	2,1%	0,4%	3,8%	42,9%	1,2%	0,2%	1,0%	0,5%	0,1%	100,0%
GRAND TOTAL	249357	9803	1445	29563	59481	2850	962	7987	34242	1479	397169

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	13	3	0	2	2	1	0	22
	4,5%	0,0%	0,0%	59,1%	13,6%	0,0%	9,1%	9,1%	4,5%	0,0%	100,0%
Senior Management	4	2	0	33	5	0	1	4	1	0	50
	8,0%	4,0%	0,0%	66,0%	10,0%	0,0%	2,0%	8,0%	2,0%	0,0%	100,0%
Professionally qualified	52	8	2	90	10	1	2	19	4	2	190
	27,4%	4,2%	1,1%	47,4%	5,3%	0,5%	1,1%	10,0%	2,1%	1,1%	100,0%
Skilled	448	29	5	384	97	6	4	55	36	0	1064
	42,1%	2,7%	0,5%	36,1%	9,1%	0,6%	0,4%	5,2%	3,4%	0,0%	100,0%
Semi-skilled	1431	23	4	56	280	29	9	33	681	2	2548
	56,2%	0,9%	0,2%	2,2%	11,0%	1,1%	0,4%	1,3%	26,7%	0,1%	100,0%
Unskilled	1086	17	4	8	326	13	6	3	322	20	1805
	60,2%	0,9%	0,2%	0,4%	18,1%	0,7%	0,3%	0,2%	17,8%	1,1%	100,0%
TOTAL PERMANENT	3022	79	15	584	721	49	24	116	1045	24	5679
	53,2%	1,4%	0,3%	10,3%	12,7%	0,9%	0,4%	2,0%	18,4%	0,4%	100,0%
Temporary employees	186	23	6	0	184	18	2	0	0	0	419
	44,4%	5,5%	1,4%	0,0%	43,9%	4,3%	0,5%	0,0%	0,0%	0,0%	100,0%
GRAND TOTAL	3208	102	21	584	905	67	26	116	1045	24	6098

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	306	81	147	1385	196	70	136	604	78	30	3033
	10,1%	2,7%	4,8%	45,7%	6,5%	2,3%	4,5%	19,9%	2,6%	1,0%	100,0%
Senior Management	616	200	354	1829	501	178	290	1324	148	75	5515
	11,2%	3,6%	6,4%	33,2%	9,1%	3,2%	5,3%	24,0%	2,7%	1,4%	100,0%
Professionally qualified	2917	697	855	4482	2558	786	929	3948	492	242	17906
	16,3%	3,9%	4,8%	25,0%	14,3%	4,4%	5,2%	22,0%	2,7%	1,4%	100,0%
Skilled	7306	1601	1071	3464	8005	2233	1577	5287	329	238	31111
	23,5%	5,1%	3,4%	11,1%	25,7%	7,2%	5,1%	17,0%	1,1%	0,8%	100,0%
Semi-skilled	11115	1583	493	673	10689	2647	759	2421	172	123	30675
	36,2%	5,2%	1,6%	2,2%	34,8%	8,6%	2,5%	7,9%	0,6%	0,4%	100,0%
Unskilled	5718	756	48	119	2581	474	46	137	105	52	10036
	57,0%	7,5%	0,5%	1,2%	25,7%	4,7%	0,5%	1,4%	1,0%	0,5%	100,0%
TOTAL PERMANENT	27978	4918	2968	11952	24530	6388	3737	13721	1324	760	98276
	28,5%	5,0%	3,0%	12,2%	25,0%	6,5%	3,8%	14,0%	1,3%	0,8%	100,0%
Temporary employees	1734	209	72	235	1516	302	83	229	67	38	4485
	38,7%	4,7%	1,6%	5,2%	33,8%	6,7%	1,9%	5,1%	1,5%	0,8%	100,0%
GRAND TOTAL	29712	5127	3040	12187	26046	6690	3820	13950	1391	798	102761

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	5	1	3	17	3	1	5	8	0	1	44
	11,4%	2,3%	6,8%	38,6%	6,8%	2,3%	11,4%	18,2%	0,0%	2,3%	100,0%
Senior Management	4	3	1	15	5	2	3	12	1	0	46
	8,7%	6,5%	2,2%	32,6%	10,9%	4,3%	6,5%	26,1%	2,2%	0,0%	100,0%
Professionally qualified	34	9	10	44	13	8	8	42	3	0	171
	19,9%	5,3%	5,8%	25,7%	7,6%	4,7%	4,7%	24,6%	1,8%	0,0%	100,0%
Skilled	53	14	8	51	67	18	12	28	3	1	255
	20,8%	5,5%	3,1%	20,0%	26,3%	7,1%	4,7%	11,0%	1,2%	0,4%	100,0%
Semi-skilled	142	46	4	13	186	39	23	29	2	0	484
	29,3%	9,5%	0,8%	2,7%	38,4%	8,1%	4,8%	6,0%	0,4%	0,0%	100,0%
Unskilled	138	18	5	1	152	17	4	2	0	0	337
	40,9%	5,3%	1,5%	0,3%	45,1%	5,0%	1,2%	0,6%	0,0%	0,0%	100,0%
TOTAL PERMANENT	376	91	31	141	426	85	55	121	9	2	1337
	28,1%	6,8%	2,3%	10,5%	31,9%	6,4%	4,1%	9,1%	0,7%	0,1%	100,0%
Temporary employees	153	4	0	3	211	5	0	0	0	0	376
	40,7%	1,1%	0,0%	0,8%	56,1%	1,3%	0,0%	0,0%	0,0%	0,0%	100,0%
GRAND TOTAL	529	95	31	144	637	90	55	121	9	2	1713

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	484	93	42	162	237	42	30	58	2	0	1150
	42,1%	8,1%	3,7%	14,1%	20,6%	3,7%	2,6%	5,0%	0,2%	0,0%	100,0%
Senior Management	2176	306	307	733	1614	157	161	361	14	5	5834
	37,3%	5,2%	5,3%	12,6%	27,7%	2,7%	2,8%	6,2%	0,2%	0,1%	100,0%
Professionally qualified	15251	3096	1123	5330	10627	1734	787	2595	90	40	40673
	37,5%	7,6%	2,8%	13,1%	26,1%	4,3%	1,9%	6,4%	0,2%	0,1%	100,0%
Skilled	89873	14446	3776	11142	48122	7640	1785	6972	123	57	183936
	48,9%	7,9%	2,1%	6,1%	26,2%	4,2%	1,0%	3,8%	0,1%	0,0%	100,0%
Semi-skilled	130711	13888	2186	2375	81834	11017	1514	2948	184	36	246693
	53,0%	5,6%	0,9%	1,0%	33,2%	4,5%	0,6%	1,2%	0,1%	0,0%	100,0%
Unskilled	18248	4910	290	145	13771	2243	101	74	24	13	39819
	45,8%	12,3%	0,7%	0,4%	34,6%	5,6%	0,3%	0,2%	0,1%	0,0%	100,0%
TOTAL PERMANENT	256743	36739	7724	19887	156205	22833	4378	13008	437	151	518105
	49,6%	7,1%	1,5%	3,8%	30,1%	4,4%	0,8%	2,5%	0,1%	0,0%	100,0%
Temporary employees	4045	769	50	138	4810	854	46	96	11	8	10827
	37,4%	7,1%	0,5%	1,3%	44,4%	7,9%	0,4%	0,9%	0,1%	0,1%	100,0%
GRAND TOTAL	260788	37508	7774	20025	161015	23687	4424	13104	448	159	528932

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	9	3	2	10	8	2	0	0	0	0	34
	26,5%	8,8%	5,9%	29,4%	23,5%	5,9%	0,0%	0,0%	0,0%	0,0%	100,0%
Senior Management	24	10	8	37	11	4	8	12	0	0	114
	21,1%	8,8%	7,0%	32,5%	9,6%	3,5%	7,0%	10,5%	0,0%	0,0%	100,0%
Professionally qualified	232	69	35	185	110	26	20	96	2	0	775
	29,9%	8,9%	4,5%	23,9%	14,2%	3,4%	2,6%	12,4%	0,3%	0,0%	100,0%
Skilled	825	282	87	670	433	187	44	457	2	0	2987
	27,6%	9,4%	2,9%	22,4%	14,5%	6,3%	1,5%	15,3%	0,1%	0,0%	100,0%
Semi-skilled	3204	296	69	91	2810	264	35	133	0	0	6902
	46,4%	4,3%	1,0%	1,3%	40,7%	3,8%	0,5%	1,9%	0,0%	0,0%	100,0%
Unskilled	161	119	7	11	88	24	4	4	0	0	418
	38,5%	28,5%	1,7%	2,6%	21,1%	5,7%	1,0%	1,0%	0,0%	0,0%	100,0%
TOTAL PERMANENT	4455	779	208	1004	3460	507	111	702	4	0	11230
	39,7%	6,9%	1,9%	8,9%	30,8%	4,5%	1,0%	6,3%	0,0%	0,0%	100,0%
Temporary employees	6	0	0	1	12	0	0	0	0	0	19
	31,6%	0,0%	0,0%	5,3%	63,2%	0,0%	0,0%	0,0%	0,0%	0,0%	100,0%
GRAND TOTAL	4461	779	208	1005	3472	507	111	702	4	0	11249

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	31	12	22	258	20	8	16	75	3	2	447
	6,9%	2,7%	4,9%	57,7%	4,5%	1,8%	3,6%	16,8%	0,7%	0,4%	100,0%
Senior Management	101	22	43	361	56	44	54	300	15	9	1005
	10,0%	2,2%	4,3%	35,9%	5,6%	4,4%	5,4%	29,9%	1,5%	0,9%	100,0%
Professionally qualified	265	77	112	613	272	120	139	591	35	14	2238
	11,8%	3,4%	5,0%	27,4%	12,2%	5,4%	6,2%	26,4%	1,6%	0,6%	100,0%
Skilled	945	212	153	817	887	377	225	1334	105	49	5104
	18,5%	4,2%	3,0%	16,0%	17,4%	7,4%	4,4%	26,1%	2,1%	1,0%	100,0%
Semi-skilled	1952	296	101	237	1598	480	273	754	186	39	5916
	33,0%	5,0%	1,7%	4,0%	27,0%	8,1%	4,6%	12,7%	3,1%	0,7%	100,0%
Unskilled	1342	81	20	33	1988	76	13	45	121	69	3788
	35,4%	2,1%	0,5%	0,9%	52,5%	2,0%	0,3%	1,2%	3,2%	1,8%	100,0%
TOTAL PERMANENT	4636	700	451	2319	4821	1105	720	3099	465	182	18498
	25,1%	3,8%	2,4%	12,5%	26,1%	6,0%	3,9%	16,8%	2,5%	1,0%	100,0%
Temporary employees	118	9	10	31	183	25	5	34	1	2	418
	28,2%	2,2%	2,4%	7,4%	43,8%	6,0%	1,2%	8,1%	0,2%	0,5%	100,0%
GRAND TOTAL	4754	709	461	2350	5004	1130	725	3133	466	184	18916

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	0	0	0	0	0	0	1	1	0	0	2
	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	50,0%	50,0%	0,0%	0,0%	100,0%
Senior Management	0	1	0	3	0	1	0	7	0	0	12
	0,0%	8,3%	0,0%	25,0%	0,0%	8,3%	0,0%	58,3%	0,0%	0,0%	100,0%
Professionally qualified	0	1	1	11	1	1	1	7	0	0	23
	0,0%	4,3%	4,3%	47,8%	4,3%	4,3%	4,3%	30,4%	0,0%	0,0%	100,0%
Skilled	10	2	1	8	10	3	1	16	0	0	51
	19,6%	3,9%	2,0%	15,7%	19,6%	5,9%	2,0%	31,4%	0,0%	0,0%	100,0%
Semi-skilled	14	7	4	4	20	7	6	10	0	0	72
	19,4%	9,7%	5,6%	5,6%	27,8%	9,7%	8,3%	13,9%	0,0%	0,0%	100,0%
Unskilled	35	7	1	1	21	5	0	1	0	0	71
	49,3%	9,9%	1,4%	1,4%	29,6%	7,0%	0,0%	1,4%	0,0%	0,0%	100,0%
TOTAL PERMANENT	59	18	7	27	52	17	9	42	0	0	231
	25,5%	7,8%	3,0%	11,7%	22,5%	7,4%	3,9%	18,2%	0,0%	0,0%	100,0%
Temporary employees	8	2	0	0	7	2	0	0	0	0	19
	42,1%	10,5%	0,0%	0,0%	36,8%	10,5%	0,0%	0,0%	0,0%	0,0%	100,0%
GRAND TOTAL	67	20	7	27	59	19	9	42	0	0	250

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	334	112	399	1534	212	83	181	408	91	10	3364
	9,9%	3,3%	11,9%	45,6%	6,3%	2,5%	5,4%	12,1%	2,7%	0,3%	100,0%
Senior Management	1224	384	828	2502	645	201	449	1166	101	29	7529
	16,3%	5,1%	11,0%	33,2%	8,6%	2,7%	6,0%	15,5%	1,3%	0,4%	100,0%
Professionally qualified	6705	1542	1777	5633	3777	843	1017	3043	343	102	24782
	27,1%	6,2%	7,2%	22,7%	15,2%	3,4%	4,1%	12,3%	1,4%	0,4%	100,0%
Skilled	43021	7595	4412	11796	19521	4016	2400	6580	1952	208	101501
	42,4%	7,5%	4,3%	11,6%	19,2%	4,0%	2,4%	6,5%	1,9%	0,2%	100,0%
Semi-skilled	83466	10184	3004	4619	24959	4414	1523	4007	1995	159	138330
	60,3%	7,4%	2,2%	3,3%	18,0%	3,2%	1,1%	2,9%	1,4%	0,1%	100,0%
Unskilled	27354	3010	291	426	9669	832	67	134	564	91	42438
	64,5%	7,1%	0,7%	1,0%	22,8%	2,0%	0,2%	0,3%	1,3%	0,2%	100,0%
TOTAL PERMANENT	162104	22827	10711	26510	58783	10389	5637	15338	5046	599	317944
	51,0%	7,2%	3,4%	8,3%	18,5%	3,3%	1,8%	4,8%	1,6%	0,2%	100,0%
Temporary employees	6223	609	191	286	3308	432	103	134	110	11	11407
	54,6%	5,3%	1,7%	2,5%	29,0%	3,8%	0,9%	1,2%	1,0%	0,1%	100,0%
GRAND TOTAL	168327	23436	10902	26796	62091	10821	5740	15472	5156	610	329351

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	9	4	8	21	5	2	7	3	1	0	60
	15,0%	6,7%	13,3%	35,0%	8,3%	3,3%	11,7%	5,0%	1,7%	0,0%	100,0%
Senior Management	11	7	16	38	10	3	13	25	1	0	124
	8,9%	5,6%	12,9%	30,6%	8,1%	2,4%	10,5%	20,2%	0,8%	0,0%	100,0%
Professionally qualified	61	24	25	85	41	18	17	48	2	1	322
	18,9%	7,5%	7,8%	26,4%	12,7%	5,6%	5,3%	14,9%	0,6%	0,3%	100,0%
Skilled	556	94	51	251	592	74	31	105	4	1	1759
	31,6%	5,3%	2,9%	14,3%	33,7%	4,2%	1,8%	6,0%	0,2%	0,1%	100,0%
Semi-skilled	618	96	48	68	587	62	22	53	1	0	1555
	39,7%	6,2%	3,1%	4,4%	37,7%	4,0%	1,4%	3,4%	0,1%	0,0%	100,0%
Unskilled	229	25	7	16	392	29	7	3	1	0	709
	32,3%	3,5%	1,0%	2,3%	55,3%	4,1%	1,0%	0,4%	0,1%	0,0%	100,0%
TOTAL PERMANENT	1484	250	155	479	1627	188	97	237	10	2	4529
	32,8%	5,5%	3,4%	10,6%	35,9%	4,2%	2,1%	5,2%	0,2%	0,0%	100,0%
Temporary employees	151	12	4	0	225	23	2	1	0	0	418
	36,1%	2,9%	1,0%	0,0%	53,8%	5,5%	0,5%	0,2%	0,0%	0,0%	100,0%
GRAND TOTAL	1635	262	159	479	1852	211	99	238	10	2	4947

WATER SUPPLY, SEWERAGE, WASTE MANAGEMENT AND REMEDIATION ACTIVITIES

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	243	44	13	158	125	18	9	47	5	0	662
	36,7%	6,6%	2,0%	23,9%	18,9%	2,7%	1,4%	7,1%	0,8%	0,0%	100,0%
Senior Management	872	130	70	336	447	58	31	181	19	3	2147
	40,6%	6,1%	3,3%	15,6%	20,8%	2,7%	1,4%	8,4%	0,9%	0,1%	100,0%
Professionally qualified	3191	412	187	789	2506	291	158	454	51	15	8054
	39,6%	5,1%	2,3%	9,8%	31,1%	3,6%	2,0%	5,6%	0,6%	0,2%	100,0%
Skilled	8457	1103	264	1020	6327	840	239	727	85	19	19081
	44,3%	5,8%	1,4%	5,3%	33,2%	4,4%	1,3%	3,8%	0,4%	0,1%	100,0%
Semi-skilled	16146	1987	123	312	9625	1064	131	331	149	31	29899
	54,0%	6,6%	0,4%	1,0%	32,2%	3,6%	0,4%	1,1%	0,5%	0,1%	100,0%
Unskilled	15940	1639	63	88	12768	700	30	37	181	78	31524
	50,6%	5,2%	0,2%	0,3%	40,5%	2,2%	0,1%	0,1%	0,6%	0,2%	100,0%
TOTAL PERMANENT	44849	5315	720	2703	31798	2971	598	1777	490	146	91367
	49,1%	5,8%	0,8%	3,0%	34,8%	3,3%	0,7%	1,9%	0,5%	0,2%	100,0%
Temporary employees	2459	492	16	41	2495	514	23	49	67	8	6164
	39,9%	8,0%	0,3%	0,7%	40,5%	8,3%	0,4%	0,8%	1,1%	0,1%	100,0%
GRAND TOTAL	47308	5807	736	2744	34293	3485	621	1826	557	154	97531

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	5	0	1	0	1	0	0	8
	12,5%	0,0%	0,0%	62,5%	0,0%	12,5%	0,0%	12,5%	0,0%	0,0%	100,0%
Senior Management	13	1	0	6	0	1	2	2	0	0	25
	52,0%	4,0%	0,0%	24,0%	0,0%	4,0%	8,0%	8,0%	0,0%	0,0%	100,0%
Professionally qualified	39	1	5	25	21	3	2	5	1	0	102
	38,2%	1,0%	4,9%	24,5%	20,6%	2,9%	2,0%	4,9%	1,0%	0,0%	100,0%
Skilled	90	17	3	28	63	13	6	18	0	0	238
	37,8%	7,1%	1,3%	11,8%	26,5%	5,5%	2,5%	7,6%	0,0%	0,0%	100,0%
Semi-skilled	144	21	4	23	85	11	3	6	0	0	297
	48,5%	7,1%	1,3%	7,7%	28,6%	3,7%	1,0%	2,0%	0,0%	0,0%	100,0%
Unskilled	210	22	13	6	143	8	9	2	0	0	413
	50,8%	5,3%	3,1%	1,5%	34,6%	1,9%	2,2%	0,5%	0,0%	0,0%	100,0%
TOTAL PERMANENT	497	62	25	93	312	37	22	34	1	0	1083
	45,9%	5,7%	2,3%	8,6%	28,8%	3,4%	2,0%	3,1%	0,1%	0,0%	100,0%
Temporary employees	15	7	0	0	22	4	1	0	0	0	49
	30,6%	14,3%	0,0%	0,0%	44,9%	8,2%	2,0%	0,0%	0,0%	0,0%	100,0%
GRAND TOTAL	512	69	25	93	334	41	23	34	1	0	1132

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	350	188	878	3969	177	125	287	1015	134	34	7157
	4,9%	2,6%	12,3%	55,5%	2,5%	1,7%	4,0%	14,2%	1,9%	0,5%	100,0%
Senior Management	2066	872	1748	5785	1198	672	830	3274	262	79	16786
	12,3%	5,2%	10,4%	34,5%	7,1%	4,0%	4,9%	19,5%	1,6%	0,5%	100,0%
Professionally qualified	9174	3265	3545	10418	7192	3219	2342	7970	563	214	47902
	19,2%	6,8%	7,4%	21,7%	15,0%	6,7%	4,9%	16,6%	1,2%	0,4%	100,0%
Skilled	41730	9732	6831	15099	39404	13027	5757	14347	1830	635	148392
	28,1%	6,6%	4,6%	10,2%	26,6%	8,8%	3,9%	9,7%	1,2%	0,4%	100,0%
Semi-skilled	136864	21727	5500	7155	209626	38528	6175	9253	4361	1756	440945
	31,0%	4,9%	1,2%	1,6%	47,5%	8,7%	1,4%	2,1%	1,0%	0,4%	100,0%
Unskilled	80803	9176	1347	1372	84469	12392	1080	849	3133	1401	196022
	41,2%	4,7%	0,7%	0,7%	43,1%	6,3%	0,6%	0,4%	1,6%	0,7%	100,0%
TOTAL PERMANENT	270987	44960	19849	43798	342066	67963	16471	36708	10283	4119	857204
	31,6%	5,2%	2,3%	5,1%	39,9%	7,9%	1,9%	4,3%	1,2%	0,5%	100,0%
Temporary employees	13985	1998	503	712	16501	2552	399	855	235	103	37843
	37,0%	5,3%	1,3%	1,9%	43,6%	6,7%	1,1%	2,3%	0,6%	0,3%	100,0%
GRAND TOTAL	284972	46958	20352	44510	358567	70515	16870	37563	10518	4222	895047

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	23	42	4	3	7	15	1	0	97
	2,1%	0,0%	23,7%	43,3%	4,1%	3,1%	7,2%	15,5%	1,0%	0,0%	100,0%
Senior Management	17	8	23	73	8	6	13	43	1	0	192
	8,9%	4,2%	12,0%	38,0%	4,2%	3,1%	6,8%	22,4%	0,5%	0,0%	100,0%
Professionally qualified	52	37	21	133	31	34	25	87	1	1	422
	12,3%	8,8%	5,0%	31,5%	7,3%	8,1%	5,9%	20,6%	0,2%	0,2%	100,0%
Skilled	385	105	78	235	480	135	60	180	6	1	1665
	23,1%	6,3%	4,7%	14,1%	28,8%	8,1%	3,6%	10,8%	0,4%	0,1%	100,0%
Semi-skilled	989	177	57	137	1373	323	65	159	8	3	3291
	30,1%	5,4%	1,7%	4,2%	41,7%	9,8%	2,0%	4,8%	0,2%	0,1%	100,0%
Unskilled	919	128	30	97	1018	96	10	42	6	3	2349
	39,1%	5,4%	1,3%	4,1%	43,3%	4,1%	0,4%	1,8%	0,3%	0,1%	100,0%
TOTAL PERMANENT	2364	455	232	717	2914	597	180	526	23	8	8016
	29,5%	5,7%	2,9%	8,9%	36,4%	7,4%	2,2%	6,6%	0,3%	0,1%	100,0%
Temporary employees	188	14	3	4	270	17	2	5	0	0	503
	37,4%	2,8%	0,6%	0,8%	53,7%	3,4%	0,4%	1,0%	0,0%	0,0%	100,0%
GRAND TOTAL	2552	469	235	721	3184	614	182	531	23	8	8519



Appendix D: WORKFORCE PROFILE OF ALL EMPLOYERS BY BUSINESS TYPE FOR 2021

NATIONAL GOVERNMENT WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	167	18	16	23	142	15	14	13	1	0	409
	40,8%	4,4%	3,9%	5,6%	34,7%	3,7%	3,4%	3,2%	0,2%	0,0%	100,0%
Senior Management	2174	224	243	429	1753	140	199	353	12	7	5534
	39,3%	4,0%	4,4%	7,8%	31,7%	2,5%	3,6%	6,4%	0,2%	0,1%	100,0%
Professionally qualified	16762	2322	1053	4892	13402	1449	857	3082	127	56	44002
	38,1%	5,3%	2,4%	11,1%	30,5%	3,3%	1,9%	7,0%	0,3%	0,1%	100,0%
Skilled	71777	9849	2470	9116	48774	5938	1591	8039	131	60	157745
	45,5%	6,2%	1,6%	5,8%	30,9%	3,8%	1,0%	5,1%	0,1%	0,0%	100,0%
Semi-skilled	48993	6488	976	1022	48060	6080	826	1780	8	10	114243
	42,9%	5,7%	0,9%	0,9%	42,1%	5,3%	0,7%	1,6%	0,0%	0,0%	100,0%
Unskilled	3690	366	10	26	4816	427	12	22	0	2	9371
	39,4%	3,9%	0,1%	0,3%	51,4%	4,6%	0,1%	0,2%	0,0%	0,0%	100,0%
TOTAL PERMANENT	143563	19267	4768	15508	116947	14049	3499	13289	279	135	331304
	43,3%	5,8%	1,4%	4,7%	35,3%	4,2%	1,1%	4,0%	0,1%	0,0%	100,0%
Temporary employees	5309	287	41	136	13588	360	66	180	121	56	20144
	26,4%	1,4%	0,2%	0,7%	67,5%	1,8%	0,3%	0,9%	0,6%	0,3%	100,0%
GRAND TOTAL	148872	19554	4809	15644	130535	14409	3565	13469	400	191	351448

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	2	0	0	1	2	0	0	0	0	0	5
	40,0%	0,0%	0,0%	20,0%	40,0%	0,0%	0,0%	0,0%	0,0%	0,0%	100,0%
Senior Management	20	5	1	27	19	3	8	11	0	0	94
	21,3%	5,3%	1,1%	28,7%	20,2%	3,2%	8,5%	11,7%	0,0%	0,0%	100,0%
Professionally qualified	188	39	32	176	131	23	20	114	3	0	726
	25,9%	5,4%	4,4%	24,2%	18,0%	3,2%	2,8%	15,7%	0,4%	0,0%	100,0%
Skilled	835	181	60	636	505	115	41	496	0	0	2869
	29,1%	6,3%	2,1%	22,2%	17,6%	4,0%	1,4%	17,3%	0,0%	0,0%	100,0%
Semi-skilled	499	94	18	63	516	72	12	100	0	0	1374
	36,3%	6,8%	1,3%	4,6%	37,6%	5,2%	0,9%	7,3%	0,0%	0,0%	100,0%
Unskilled	39	7	0	4	33	2	1	2	0	0	88
	44,3%	8,0%	0,0%	4,5%	37,5%	2,3%	1,1%	2,3%	0,0%	0,0%	100,0%
TOTAL PERMANENT	1583	326	111	907	1206	215	82	723	3	0	5156
	30,7%	6,3%	2,2%	17,6%	23,4%	4,2%	1,6%	14,0%	0,1%	0,0%	100,0%
Temporary employees	10	0	0	1	10	0	0	0	0	0	21
	47,6%	0,0%	0,0%	4,8%	47,6%	0,0%	0,0%	0,0%	0,0%	0,0%	100,0%
GRAND TOTAL	1593	326	111	908	1216	215	82	723	3	0	5177

PROVINCIAL GOVERNMENT WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	174	23	6	16	96	17	9	7	0	1	349
	49,9%	6,6%	1,7%	4,6%	27,5%	4,9%	2,6%	2,0%	0,0%	0,3%	100,0%
Senior Management	1287	169	72	142	992	119	62	123	14	0	2980
	43,2%	5,7%	2,4%	4,8%	33,3%	4,0%	2,1%	4,1%	0,5%	0,0%	100,0%
Professionally qualified	30990	3464	1789	3957	49679	6649	3295	7211	438	268	107740
	28,8%	3,2%	1,7%	3,7%	46,1%	6,2%	3,1%	6,7%	0,4%	0,2%	100,0%
Skilled	58206	4547	1061	3259	142897	13096	2693	13598	1093	552	241002
	24,2%	1,9%	0,4%	1,4%	59,3%	5,4%	1,1%	5,6%	0,5%	0,2%	100,0%
Semi-skilled	45492	4409	543	793	93376	7461	811	3329	19	16	156249
	29,1%	2,8%	0,3%	0,5%	59,8%	4,8%	0,5%	2,1%	0,0%	0,0%	100,0%
Unskilled	16906	1420	61	255	24090	1505	57	310	8	2	44614
	37,9%	3,2%	0,1%	0,6%	54,0%	3,4%	0,1%	0,7%	0,0%	0,0%	100,0%
TOTAL PERMANENT	153055	14032	3532	8422	311130	28847	6927	24578	1572	839	552934
	27,7%	2,5%	0,6%	1,5%	56,3%	5,2%	1,3%	4,4%	0,3%	0,2%	100,0%
Temporary employees	14516	692	294	832	48323	2537	403	1734	162	90	69583
	20,9%	1,0%	0,4%	1,2%	69,4%	3,6%	0,6%	2,5%	0,2%	0,1%	100,0%
GRAND TOTAL	167571	14724	3826	9254	359453	31384	7330	26312	1734	929	622517

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	4	0	0	1	3	1	0	0	0	0	9
	44,4%	0,0%	0,0%	11,1%	33,3%	11,1%	0,0%	0,0%	0,0%	0,0%	100,0%
Senior Management	12	5	2	6	6	0	0	1	0	0	32
	37,5%	15,6%	6,3%	18,8%	18,8%	0,0%	0,0%	3,1%	0,0%	0,0%	100,0%
Professionally qualified	399	56	32	144	456	44	35	197	2	1	1366
	29,2%	4,1%	2,3%	10,5%	33,4%	3,2%	2,6%	14,4%	0,1%	0,1%	100,0%
Skilled	667	63	22	115	1227	72	50	324	8	9	2557
	26,1%	2,5%	0,9%	4,5%	48,0%	2,8%	2,0%	12,7%	0,3%	0,4%	100,0%
Semi-skilled	589	52	24	21	545	49	25	57	0	0	1362
	43,2%	3,8%	1,8%	1,5%	40,0%	3,6%	1,8%	4,2%	0,0%	0,0%	100,0%
Unskilled	304	18	3	13	281	18	3	8	0	0	648
	46,9%	2,8%	0,5%	2,0%	43,4%	2,8%	0,5%	1,2%	0,0%	0,0%	100,0%
TOTAL PERMANENT	1975	194	83	300	2518	184	113	587	10	10	5974
	33,1%	3,2%	1,4%	5,0%	42,1%	3,1%	1,9%	9,8%	0,2%	0,2%	100,0%
Temporary employees	78	1	1	5	70	8	1	11	0	0	175
	44,6%	0,6%	0,6%	2,9%	40,0%	4,6%	0,6%	6,3%	0,0%	0,0%	100,0%
GRAND TOTAL	2053	195	84	305	2588	192	114	598	10	10	6149

LOCAL GOVERNMENT WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	459	89	37	53	235	24	14	22	1	0	934
	49,1%	9,5%	4,0%	5,7%	25,2%	2,6%	1,5%	2,4%	0,1%	0,0%	100,0%
Senior Management	1491	170	128	289	850	57	54	118	10	3	3170
	47,0%	5,4%	4,0%	9,1%	26,8%	1,8%	1,7%	3,7%	0,3%	0,1%	100,0%
Professionally qualified	4311	1226	314	1185	3488	722	194	628	46	21	12135
	35,5%	10,1%	2,6%	9,8%	28,7%	5,9%	1,6%	5,2%	0,4%	0,2%	100,0%
Skilled	15883	5480	1611	2437	13789	3181	743	1359	45	17	44545
	35,7%	12,3%	3,6%	5,5%	31,0%	7,1%	1,7%	3,1%	0,1%	0,0%	100,0%
Semi-skilled	26470	8131	1204	1026	19495	5082	740	1219	11	2	63380
	41,8%	12,8%	1,9%	1,6%	30,8%	8,0%	1,2%	1,9%	0,0%	0,0%	100,0%
Unskilled	26837	5914	337	218	16745	2286	115	76	9	1	52538
	51,1%	11,3%	0,6%	0,4%	31,9%	4,4%	0,2%	0,1%	0,0%	0,0%	100,0%
TOTAL PERMANENT	75451	21010	3631	5208	54602	11352	1860	3422	122	44	176702
	42,7%	11,9%	2,1%	2,9%	30,9%	6,4%	1,1%	1,9%	0,1%	0,0%	100,0%
Temporary employees	4721	894	46	111	4854	804	35	65	2	0	11532
	40,9%	7,8%	0,4%	1,0%	42,1%	7,0%	0,3%	0,6%	0,0%	0,0%	100,0%
GRAND TOTAL	80172	21904	3677	5319	59456	12156	1895	3487	124	44	188234

WORKFORCE PROFILE FOR EMPLOYEES WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	7	2	1	4	2	0	0	0	0	0	16
	43,8%	12,5%	6,3%	25,0%	12,5%	0,0%	0,0%	0,0%	0,0%	0,0%	100,0%
Senior Management	14	5	3	13	4	2	0	1	0	0	42
	33,3%	11,9%	7,1%	31,0%	9,5%	4,8%	0,0%	2,4%	0,0%	0,0%	100,0%
Professionally qualified	121	38	32	36	65	12	12	16	0	0	332
	36,4%	11,4%	9,6%	10,8%	19,6%	3,6%	3,6%	4,8%	0,0%	0,0%	100,0%
Skilled	432	152	125	95	318	100	48	60	1	0	1331
	32,5%	11,4%	9,4%	7,1%	23,9%	7,5%	3,6%	4,5%	0,1%	0,0%	100,0%
Semi-skilled	732	150	79	46	530	93	69	51	0	0	1750
	41,8%	8,6%	4,5%	2,6%	30,3%	5,3%	3,9%	2,9%	0,0%	0,0%	100,0%
Unskilled	909	129	23	10	656	24	12	2	0	0	1765
	51,5%	7,3%	1,3%	0,6%	37,2%	1,4%	0,7%	0,1%	0,0%	0,0%	100,0%
TOTAL PERMANENT	2215	476	263	204	1575	231	141	130	1	0	5236
	42,3%	9,1%	5,0%	3,9%	30,1%	4,4%	2,7%	2,5%	0,0%	0,0%	100,0%
Temporary employees	133	4	4	0	108	10	0	0	0	0	259
	51,4%	1,5%	1,5%	0,0%	41,7%	3,9%	0,0%	0,0%	0,0%	0,0%	100,0%
GRAND TOTAL	2348	480	267	204	1683	241	141	130	1	0	5495

PRIVATE SECTOR	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	4631	1772	4054	28137	2743	1182	1903	6916	1350	267	52955
	8,7%	3,3%	7,7%	53,1%	5,2%	2,2%	3,6%	13,1%	2,5%	0,5%	100,0%
Senior Management	14182	5676	9816	45240	8654	4002	5674	22436	2896	944	119520
	11,9%	4,7%	8,2%	37,9%	7,2%	3,3%	4,7%	18,8%	2,4%	0,8%	100,0%
Professionally qualified	68421	21845	24499	94380	52553	18642	19176	61799	7695	2829	371839
	18,4%	5,9%	6,6%	25,4%	14,1%	5,0%	5,2%	16,6%	2,1%	0,8%	100,0%
Skilled	361626	74892	40501	130094	230452	69596	35052	104596	19869	5791	1072469
	33,7%	7,0%	3,8%	12,1%	21,5%	6,5%	3,3%	9,8%	1,9%	0,5%	100,0%
Semi-skilled	905238	114382	26430	43507	610743	116579	26562	52661	46135	7650	1949887
	46,4%	5,9%	1,4%	2,2%	31,3%	6,0%	1,4%	2,7%	2,4%	0,4%	100,0%
Unskilled	521449	59870	4905	6587	371696	59008	2841	2926	35608	11025	1075915
	48,5%	5,6%	0,5%	0,6%	34,5%	5,5%	0,3%	0,3%	3,3%	1,0%	100,0%
TOTAL PERMANENT	1875547	278437	110205	347945	1276841	269009	91208	251334	113553	28506	4642585
	40,4%	6,0%	2,4%	7,5%	27,5%	5,8%	2,0%	5,4%	2,4%	0,6%	100,0%
Temporary employees	203722	30241	3558	9681	186675	34085	2840	7704	18724	9648	506878
	40,2%	6,0%	0,7%	1,9%	36,8%	6,7%	0,6%	1,5%	3,7%	1,9%	100,0%
GRAND TOTAL	2079269	308678	113763	357626	1463516	303094	94048	259038	132277	38154	5149463

PRIVATE SECTOR	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	58	48	102	383	44	45	51	97	11	0	839
	6,9%	5,7%	12,2%	45,6%	5,2%	5,4%	6,1%	11,6%	1,3%	0,0%	100,0%
Senior Management	134	96	140	609	78	77	95	274	15	6	1524
	8,8%	6,3%	9,2%	40,0%	5,1%	5,1%	6,2%	18,0%	1,0%	0,4%	100,0%
Professionally qualified	558	273	287	1245	354	268	227	877	34	12	4135
	13,5%	6,6%	6,9%	30,1%	8,6%	6,5%	5,5%	21,2%	0,8%	0,3%	100,0%
Skilled	3217	847	591	2306	2672	917	476	1639	102	28	12795
	25,1%	6,6%	4,6%	18,0%	20,9%	7,2%	3,7%	12,8%	0,8%	0,2%	100,0%
Semi-skilled	9848	1304	463	829	8312	1361	422	994	760	26	24319
	40,5%	5,4%	1,9%	3,4%	34,2%	5,6%	1,7%	4,1%	3,1%	0,1%	100,0%
Unskilled	5921	832	147	234	5672	779	105	93	409	68	14260
	41,5%	5,8%	1,0%	1,6%	39,8%	5,5%	0,7%	0,7%	2,9%	0,5%	100,0%
TOTAL PERMANENT	19736	3400	1730	5606	17132	3447	1376	3974	1331	140	57872
	34,1%	5,9%	3,0%	9,7%	29,6%	6,0%	2,4%	6,9%	2,3%	0,2%	100,0%
Temporary employees	2075	270	58	81	2633	265	41	52	41	30	5546
	37,4%	4,9%	1,0%	1,5%	47,5%	4,8%	0,7%	0,9%	0,7%	0,5%	100,0%
GRAND TOTAL	21811	3670	1788	5687	19765	3712	1417	4026	1372	170	63418

STATE OWNED ENTERPRISE (SOE) WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	344	32	39	78	200	31	26	51	10	1	812
	42,4%	3,9%	4,8%	9,6%	24,6%	3,8%	3,2%	6,3%	1,2%	0,1%	100,0%
Senior Management	1152	118	190	363	846	85	113	228	61	19	3175
	36,3%	3,7%	6,0%	11,4%	26,6%	2,7%	3,6%	7,2%	1,9%	0,6%	100,0%
Professionally qualified	7119	795	862	2605	6294	606	595	1468	266	98	20708
	34,4%	3,8%	4,2%	12,6%	30,4%	2,9%	2,9%	7,1%	1,3%	0,5%	100,0%
Skilled	23959	2134	930	4890	20370	1588	793	2301	109	57	57131
	41,9%	3,7%	1,6%	8,6%	35,7%	2,8%	1,4%	4,0%	0,2%	0,1%	100,0%
Semi-skilled	21620	1669	189	791	14377	1214	206	1060	6	14	41146
	52,5%	4,1%	0,5%	1,9%	34,9%	3,0%	0,5%	2,6%	0,0%	0,0%	100,0%
Unskilled	8956	373	7	55	5936	351	1	18	1	3	15701
	57,0%	2,4%	0,0%	0,4%	37,8%	2,2%	0,0%	0,1%	0,0%	0,0%	100,0%
TOTAL PERMANENT	63150	5121	2217	8782	48023	3875	1734	5126	453	192	138673
	45,5%	3,7%	1,6%	6,3%	34,6%	2,8%	1,3%	3,7%	0,3%	0,1%	100,0%
Temporary employees	1895	70	15	52	2629	81	26	33	10	4	4815
	39,4%	1,5%	0,3%	1,1%	54,6%	1,7%	0,5%	0,7%	0,2%	0,1%	100,0%
GRAND TOTAL	65045	5191	2232	8834	50652	3956	1760	5159	463	196	143488

STATE OWNED 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	4	0	2	0	2	1	1	1	0	0	11
	36,4%	0,0%	18,2%	0,0%	18,2%	9,1%	9,1%	9,1%	0,0%	0,0%	100,0%
Senior Management	7	1	3	8	11	2	0	7	1	0	40
	17,5%	2,5%	7,5%	20,0%	27,5%	5,0%	0,0%	17,5%	2,5%	0,0%	100,0%
Professionally qualified	98	10	18	107	54	8	13	48	2	0	358
	27,4%	2,8%	5,0%	29,9%	15,1%	2,2%	3,6%	13,4%	0,6%	0,0%	100,0%
Skilled	348	51	31	274	279	38	19	83	0	1	1124
	31,0%	4,5%	2,8%	24,4%	24,8%	3,4%	1,7%	7,4%	0,0%	0,1%	100,0%
Semi-skilled	460	66	14	57	261	23	11	57	0	1	950
	48,4%	6,9%	1,5%	6,0%	27,5%	2,4%	1,2%	6,0%	0,0%	0,1%	100,0%
Unskilled	87	5	0	3	63	1	0	3	0	0	162
	53,7%	3,1%	0,0%	1,9%	38,9%	0,6%	0,0%	1,9%	0,0%	0,0%	100,0%
TOTAL PERMANENT	1004	133	68	449	670	73	44	199	3	2	2645
	38,0%	5,0%	2,6%	17,0%	25,3%	2,8%	1,7%	7,5%	0,1%	0,1%	100,0%
Temporary employees	14	1	0	0	18	0	0	0	0	0	33
	42,4%	3,0%	0,0%	0,0%	54,5%	0,0%	0,0%	0,0%	0,0%	0,0%	100,0%
GRAND TOTAL	1018	134	68	449	688	73	44	199	3	2	2678

NON PROFIT ORGANISATIONS	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	240	69	43	265	165	55	40	207	42	32	1158
	20,7%	6,0%	3,7%	22,9%	14,2%	4,7%	3,5%	17,9%	3,6%	2,8%	100,0%
Senior Management	1138	182	132	487	830	205	128	711	96	70	3979
	28,6%	4,6%	3,3%	12,2%	20,9%	5,2%	3,2%	17,9%	2,4%	1,8%	100,0%
Professionally qualified	6316	590	723	1676	14302	1178	1107	3062	679	572	30205
	20,9%	2,0%	2,4%	5,5%	47,3%	3,9%	3,7%	10,1%	2,2%	1,9%	100,0%
Skilled	18259	1623	588	1804	31188	2498	835	2956	215	273	60239
	30,3%	2,7%	1,0%	3,0%	51,8%	4,1%	1,4%	4,9%	0,4%	0,5%	100,0%
Semi-skilled	25178	1779	233	449	38523	3225	313	1141	81	136	71058
	35,4%	2,5%	0,3%	0,6%	54,2%	4,5%	0,4%	1,6%	0,1%	0,2%	100,0%
Unskilled	15876	1111	47	167	27869	1740	41	195	79	58	47183
	33,6%	2,4%	0,1%	0,4%	59,1%	3,7%	0,1%	0,4%	0,2%	0,1%	100,0%
TOTAL PERMANENT	67007	5354	1766	4848	112877	8901	2464	8272	1192	1141	213822
Temporary employees	15586	2337	140	386	30547	4283	180	531	64	54	54108
GRAND TOTAL	82593	7691	1906	5234	143424	13184	2644	8803	1256	1195	267930

NON PROFIT ORGANISATIONS	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	2	1	3	4	5	2	0	4	1	1	23
	8,7%	4,3%	13,0%	17,4%	21,7%	8,7%	0,0%	17,4%	4,3%	4,3%	100,0%
Senior Management	10	4	1	17	11	5	3	22	0	1	74
	13,5%	5,4%	1,4%	23,0%	14,9%	6,8%	4,1%	29,7%	0,0%	1,4%	100,0%
Professionally qualified	66	9	10	34	187	16	18	47	0	3	390
	16,9%	2,3%	2,6%	8,7%	47,9%	4,1%	4,6%	12,1%	0,0%	0,8%	100,0%
Skilled	165	20	8	63	292	21	12	95	2	1	679
	24,3%	2,9%	1,2%	9,3%	43,0%	3,1%	1,8%	14,0%	0,3%	0,1%	100,0%
Semi-skilled	277	20	7	38	400	36	10	54	0	0	842
	32,9%	2,4%	0,8%	4,5%	47,5%	4,3%	1,2%	6,4%	0,0%	0,0%	100,0%
Unskilled	263	37	2	85	447	30	0	60	0	0	924
	28,5%	4,0%	0,2%	9,2%	48,4%	3,2%	0,0%	6,5%	0,0%	0,0%	100,0%
TOTAL PERMANENT	783	91	31	241	1342	110	43	282	3	6	2932
Temporary employees	340	36	2	5	373	30	1	14	0	0	801
GRAND TOTAL	1123	127	33	246	1715	140	44	296	3	6	3733



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 Band14	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	

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





