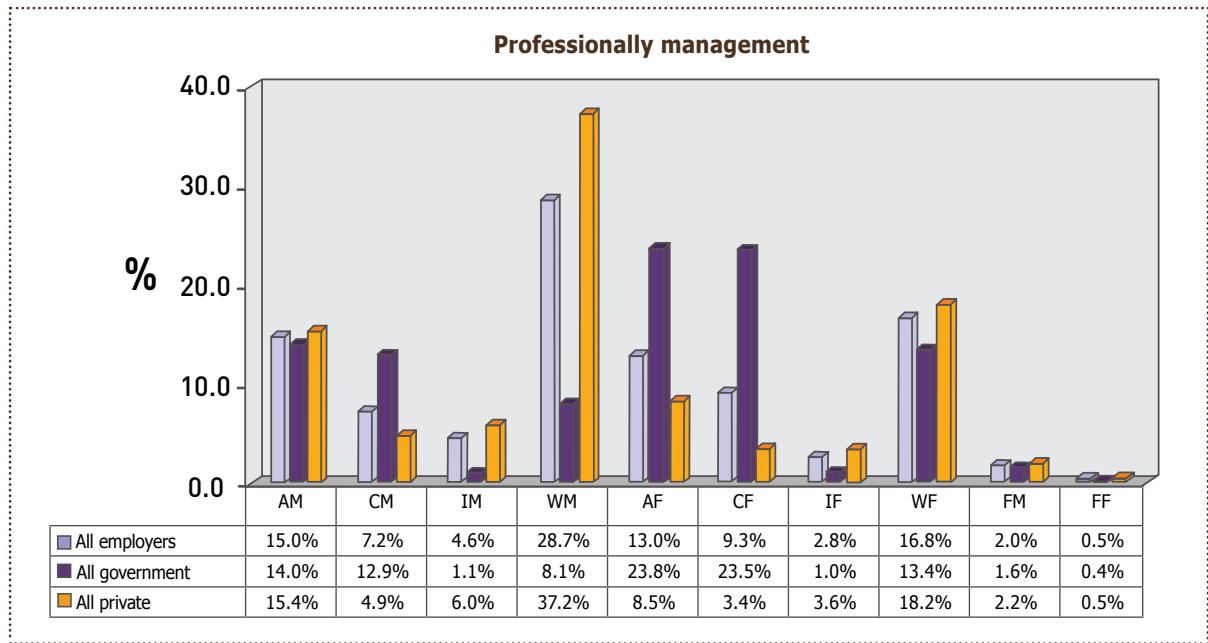
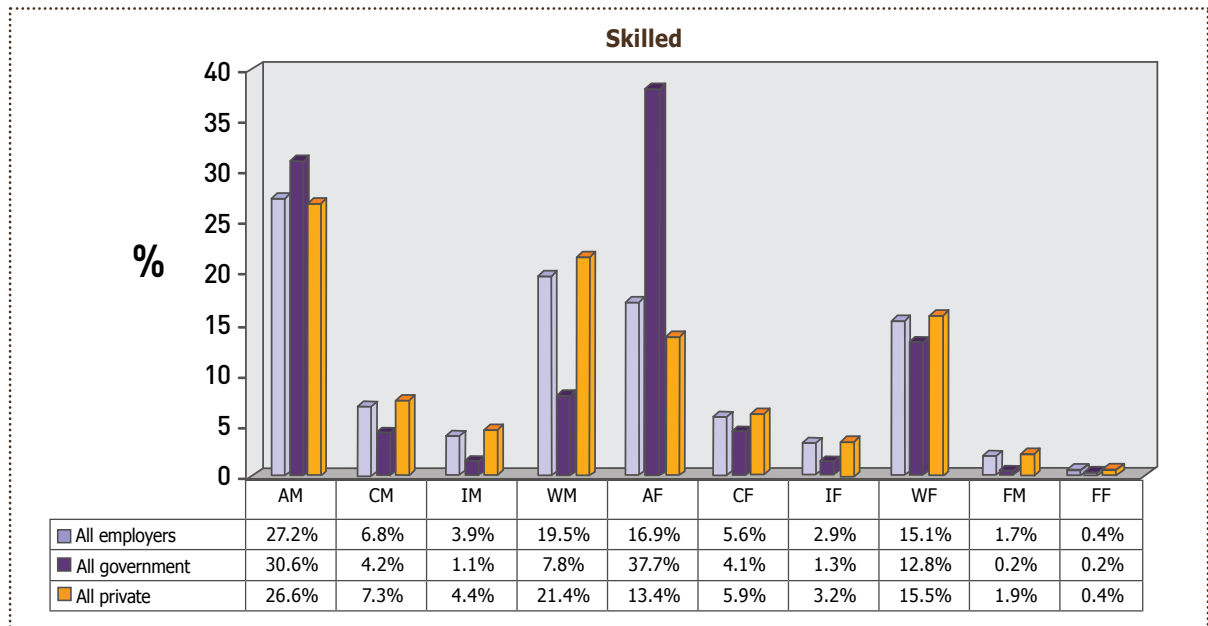


**Figure 23: Termination percentage population distribution at the Professionally Qualified level by race and gender for all employers**



**Figure 23** indicates that more Whites terminated their service in the private sector and more Blacks terminated their service in government. More males terminated their service at this level than females.

**Figure 24: Termination percentage population distribution at the Skilled level by race and gender for all employers**



**Figure 24** indicates that there is a more equitable distribution of terminations at this level. It appears as though more females terminated their service at this level in government.

In summary, Whites terminated their employment the most in the private sector. When seen in relation to their recruitment and promotion patterns, they are being replaced by more Whites, thus private sector misses the opportunity of replacing them with other races. This is contrary to the common perception that Whites do not move jobs because of employment equity, and that Blacks job hop because of employment equity. This also debunks the notion that there is little if any staff turnover at top and senior management levels, presenting limited opportunity to appoint designated groups at these levels. An opportunity is being missed where a dedicated focus could be given to empower more Blacks for promotions in order to achieve the equity targets, to make the workforce more diverse and to reflect the demographics of the country.

## 4.6 Analysis of workforce movements

Outlined in **Table 11** is a reflection of workforce profiles, recruitment, promotions and terminations in separate tables for each of the top four occupational levels for all employers.

**Table 11: Observations on workforce profiles and workforce movements at the Top Management level**

Occupational levels	Male				Female				Foreign National		Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Workforce profile for all employers	2 433	635	954	9 356	1 041	229	226	1 598	607	75	<b>17 154</b>
	14.2%	3.7%	5.6%	54.5%	6.1%	1.3%	1.3%	9.3%	3.5%	0.4%	<b>100.0%</b>
Recruitment for all employers	257	59	84	559	116	34	28	138	76	8	<b>1 359</b>
	18.9%	4.3%	6.2%	41.1%	8.5%	2.5%	2.1%	10.2%	5.6%	0.6%	<b>100.0%</b>
Promotion for all employers	244	62	87	492	63	37	26	141	26	7	<b>1 185</b>
	20.6%	5.2%	7.3%	41.5%	5.3%	3.1%	2.2%	11.9%	2.2%	0.6%	<b>100.0%</b>
Termination for all employers	264	77	117	919	100	31	23	176	79	7	<b>1 793</b>
	14.7%	4.3%	6.5%	51.3%	5.6%	1.7%	1.3%	9.8%	4.4%	0.4%	<b>100.0%</b>

Even though Whites have always dominated at this level, their recruitment and promotion rates continue to be much higher than the other groups. The direct opposite could be said for females particularly African and Coloured females. The observation is that White males were mainly terminated at this level; however the data reflects that they are the most mobile group, i.e. they are terminated from one employer and the most recruited at the next employer. This is evident in the recruitment and promotions profile of previous years.

**Table 12: Observations on workforce profiles and workforce movements at the Senior Management level**

Occupational levels	Male				Female				Foreign National		Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Workforce profile for all employers	8 225	2 615	4 035	28 234	3 954	1 278	1 511	9 521	1 307	290	<b>60 970</b>
	13.5%	4.3%	6.6%	46.3%	6.5%	2.1%	2.5%	15.6%	2.1%	0.5%	<b>100.0%</b>
Recruitment for all employers	1 055	284	374	2 764	585	135	175	902	222	42	<b>6 538</b>
	16.1%	4.3%	5.7%	42.3%	8.9%	2.1%	2.7%	13.8%	3.4%	0.6%	<b>100.0%</b>
Promotion for all employers	1 242	394	492	2 508	664	203	261	1 136	100	28	<b>7 028</b>
	17.7%	5.6%	7.0%	35.7%	9.4%	2.9%	3.7%	16.2%	1.4%	0.4%	<b>100.0%</b>
Termination for all employers	1 022	339	483	40 27	511	189	151	1 273	241	46	<b>8 282</b>
	12.3%	4.1%	5.8%	48.6%	6.2%	2.3%	1.8%	15.4%	2.9%	0.6%	<b>100.0%</b>

The high recruitment and promotion rate of Whites at this level is no different when compared to the Top management level. More could be done to recruit and promote females at this level, especially African and Coloured females. Termination levels of Whites as compared to other races are once again high, which may be indicative of available job opportunities.

**Table 13: Observations on workforce profiles and workforce movements at the Professionally Qualified level**

Occupational levels	Male				Female				Foreign National		Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Workforce profile for all employers	53 720	20 200	15 879	87 688	51 099	23 166	10 074	52 261	4 317	1 580	<b>319 984</b>
	16.8%	6.3%	5.0%	27.4%	16.0%	7.2%	3.1%	16.3%	1.3%	0.5%	<b>100.0%</b>
Recruitment for all employers	6 721	3 256	1 874	10 179	6 751	4 574	1 323	6 526	957	313	<b>42 474</b>
	15.8%	7.7%	4.4%	24.0%	15.9%	10.8%	3.1%	15.4%	2.3%	0.7%	<b>100.0%</b>
Promotion for all employers	7 497	2 066	1 791	7 098	5 360	1 969	1 319	4 932	292	113	<b>32 437</b>
	23.1%	6.4%	5.5%	21.9%	16.5%	6.1%	4.1%	15.2%	0.9%	0.3%	<b>100.0%</b>
Termination for all employers	7 052	3 406	2 148	13 484	6 122	4 394	1 339	7 907	947	235	<b>47 034</b>
	15.0%	7.2%	4.6%	28.7%	13.0%	9.3%	2.8%	16.8%	2.0%	0.5%	<b>100.0%</b>

Whites continue to dominate in terms of representation, recruitment and promotion at this level. Males also appear to have an all-round domination at this level. White terminations continue to be the highest as compared to other race groups. More could be done for African and Coloured females as this level serves as a feeder to the Senior and Top Management levels.

**Table 14: Observations on workforce profiles and workforce movements at the Skilled level**

Occupational levels	Male				Female				Foreign National		Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Workforce profile for all employers	30 7758	62 700	37 964	157 344	25 1256	56 846	29 945	132 110	9 716	2 795	<b>1 048 434</b>
	29.4%	6.0%	3.6%	15.0%	24.0%	5.4%	2.9%	12.6%	0.9%	0.3%	<b>100.0%</b>
Recruitment for all employers	37 269	8 091	50 27	24 513	28 772	7 140	4 287	17 190	2 284	597	<b>135 170</b>
	27.6%	6.0%	3.7%	18.1%	21.3%	5.3%	3.2%	12.7%	1.7%	0.4%	<b>100.0%</b>
Promotion for all employers	34 122	7 047	2 958	10 352	22 550	5 833	2 556	9 303	528	127	<b>9 5376</b>
	35.8%	7.4%	3.1%	10.9%	23.6%	6.1%	2.7%	9.8%	0.6%	0.1%	<b>100.0%</b>
Termination for all employers	39 538	9 937	5 711	28 362	24 508	8 188	4287	21 971	2 402	515	<b>145 419</b>
	27.2%	6.8%	3.9%	19.5%	16.9%	5.6%	2.9%	15.1%	1.7%	0.4%	<b>100.0%</b>

Recruitment and promotions at this level are encouraging and are generally prone to equitable representation for all groups. However, more could be done for Africans.

In summary, Whites are the most recruited and promoted into the top three levels, perpetuating their dominance at the same levels. Their termination of employment is also highest at these levels, which may be an indication of available job opportunities, which may be contrary to the belief that Whites no longer have jobs because of employment equity. This trend is concerning, especially in the light of calls for the sunset clause.

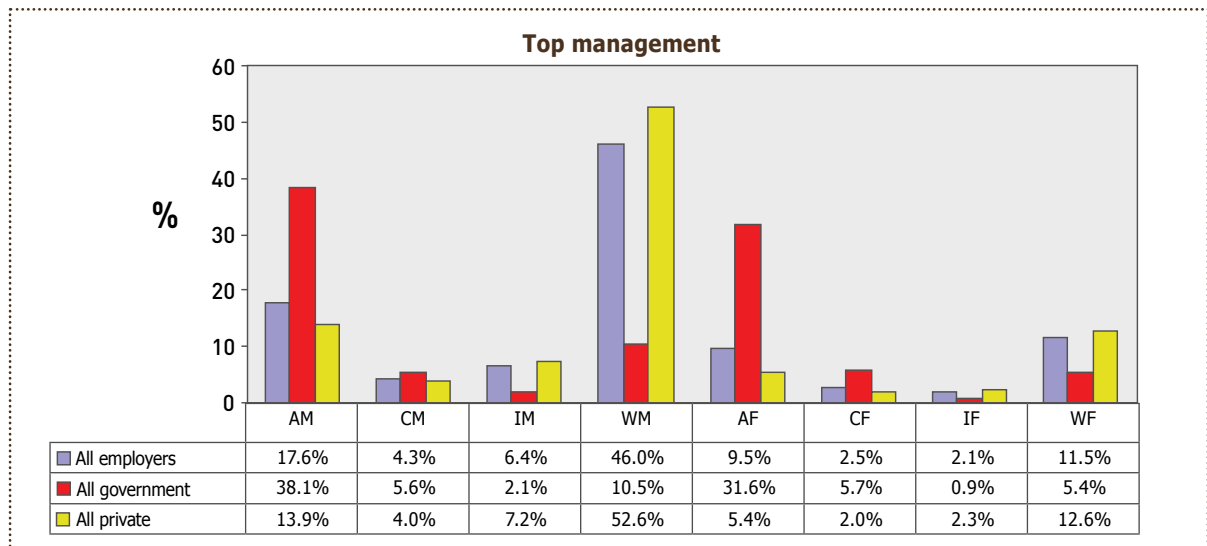
## 4.7 Skills development

The employment equity regulations require employers to report on training for career development purposes solely for the achievement of numerical goals. The data received clearly indicates that many of the employers misunderstood the requirements for this section of this report and provided information on all training that took place. Nevertheless, the patterns depicted by the skills development data provided by employers are outlined below.

**Table 4: EAP by race and gender**

Economically Active Population (EAP)					
Male			Female		
AM	African male	39.2%	AF	African female	34.2%
CM	Coloured male	6.1%	CF	Coloured female	5.2%
IM	Indian male	1.9%	IF	Indian female	1.1%
WM	White male	6.7%	WF	White female	5.5%
FM	Foreign male	0%	FF	Foreign female	0%

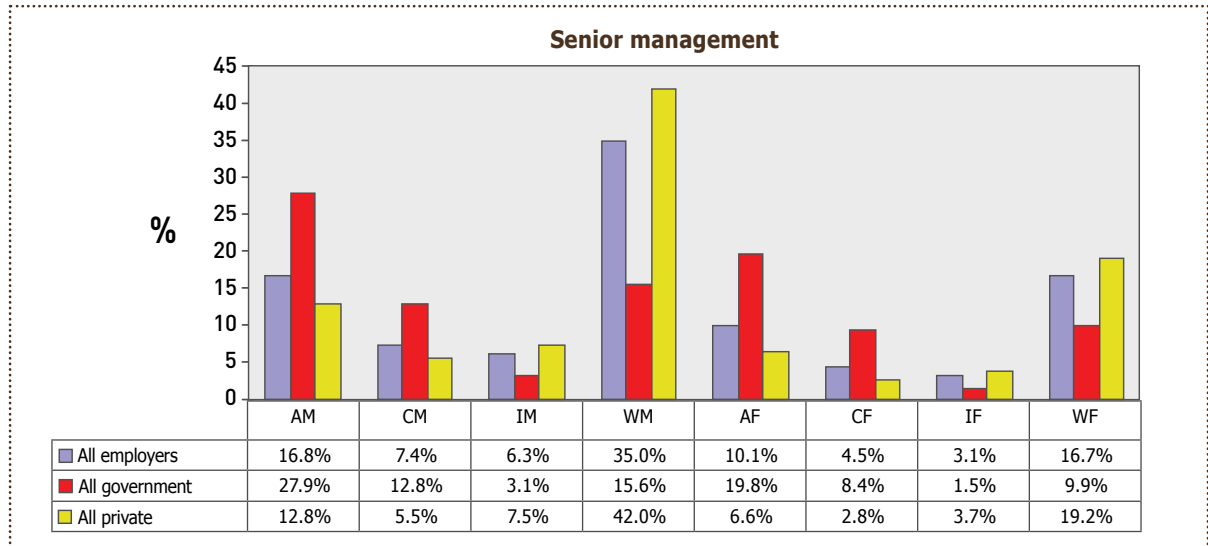
**Figure 25: Skills development percentage population distribution at the Top Management level by race and gender for all employers**



**Figure 25** indicates that Whites receive most of the training and development at this level in the private sector and the training received by the designated groups in government is more in line with their EAP.

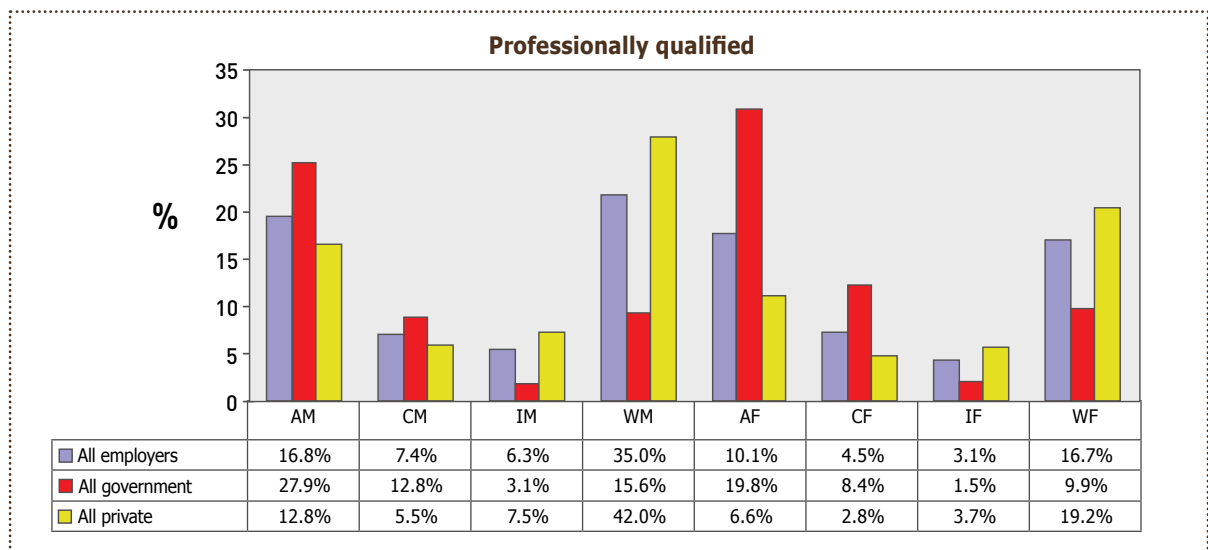


**Figure 26: Skills development percentage population distribution at the Senior Management level by race and gender for all employers**



**Figure 26** indicates that the training received by the designated groups in government is in line with their economically active population and the numerical goals; whereas Whites receive the most training in the private sector.

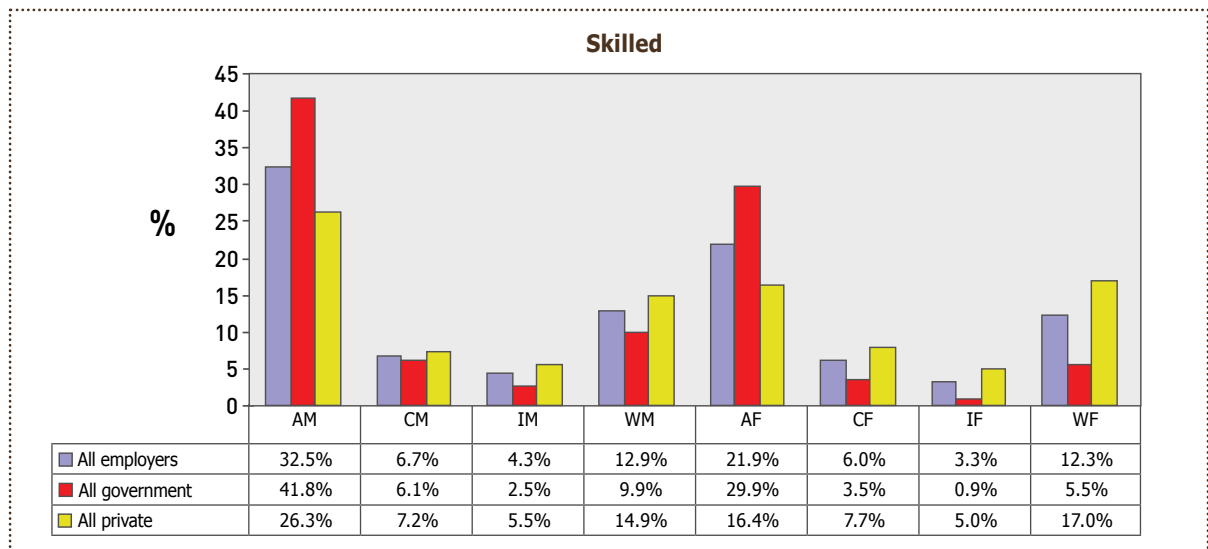
**Figure 27: Skills development percentage population distribution at the Professionally Qualified level by race and gender for all employers**



**Figure 27** indicates that the percentage of individuals being trained at this level is far too small for the country to achieve an equitable workforce.



**Figure 28: Skills development percentage population distribution at the Skilled level by race and gender for all employers**



**Figure 28** indicates that greater effort has been put by employers to train and develop individuals from all races and gender when compared to other occupational levels.

In summary, when looking at the training provided at all levels as outlined in **Figure 28**, it is evident that private sector employers continue to invest more training on Whites than on other population groups. If there was willingness on employers to empower Blacks, it would have been evident in the training provided. This therefore suggests that employers are not utilising their training strategically to ensure that they empower the under-represented groups to ensure their upward mobility within the workplace.





**Trends from 2001 to 2009**

## 5. Trends from 2001 to 2009

Below are trends in reporting and race and gender representation trends for the first four occupational levels from 2001 to 2009.

### 5.1 Number of employment equity reports received for 2001, 2003, 2005, 2007 and 2009

Employment equity reports were received from both large and small employers in 2000, 2002, 2004, 2006 and 2008. In 2001, 2003, 2005 and 2007 only large employers were required to report. Therefore, to compare like for like, focus is placed on employment equity reports received for five reporting periods when large employers were expected to report, i.e. the 2001, 2003, 2005, 2007 and 2009.



**Table 15: Number of reports received and included in the analysis from 2001 to 2009**

Year	Reports received	Reports excluded	Reports included in analysis	% Reports for analysis
2001	2 369	587	1 782	75.2%
2003	3 252	0	3 252	100.0%
2005	2 762	677	2 085	75.5%
2007	2 858	1 365	1 493	52.2%
2009	3 695	326	3 369	91.2%

The number of reports received increased from 2 369 to 3 695 between 2001 and 2009, representing a 55% increase.

**Table 4 is provided for ease of reference when considering trends of workplace profiles which should reflect the different EAP by race and gender.**

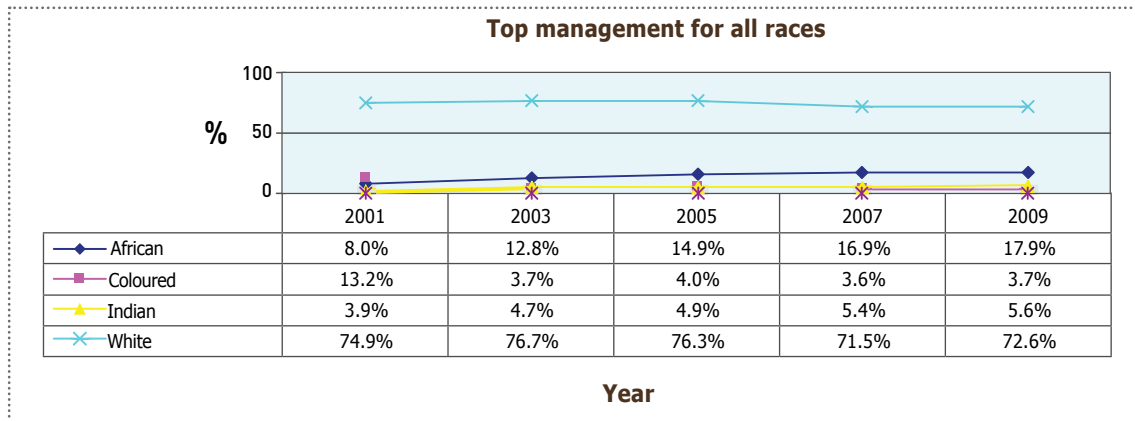
Economically Active Population (EAP)					
Male			Female		
AM	African male	39.2%	AF	African female	34.2%
CM	Coloured male	6.1%	CF	Coloured female	5.2%
IM	Indian male	1.9%	IF	Indian female	1.1%
WM	White male	6.7%	WF	White female	5.5%
FM	Foreign male	0%	FF	Foreign female	0%

## 5.2 Race and gender trends for the Top and Senior Management and Professionally Qualified levels from 2001 to 2009

Line graphs depicting the race and gender representation trends for the Top and Senior Management and Professionally Qualified levels are provided below.

### 5.2.1 Population distribution trends for the Top Management level from 2001 to 2009

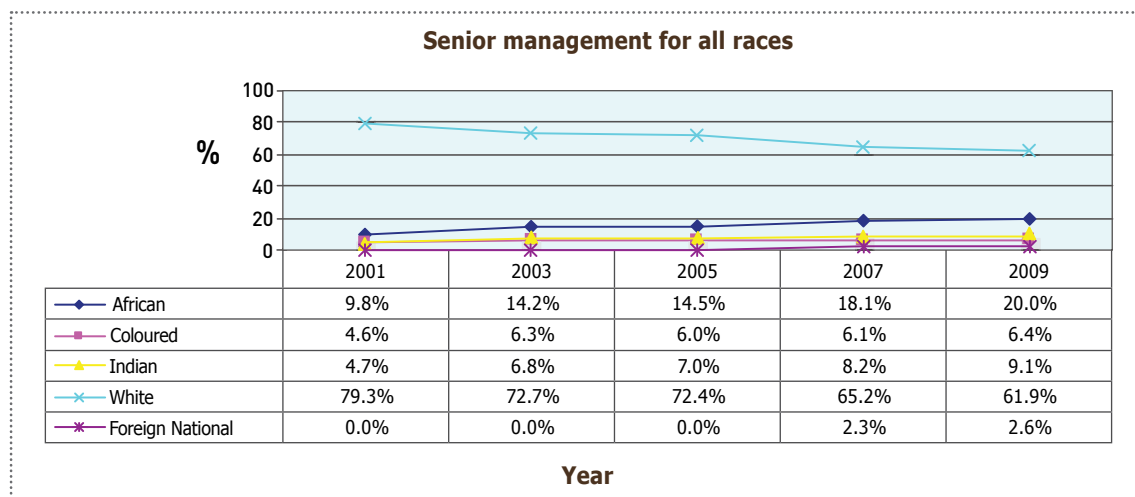
Figure 29: Trends for the Top Management level from 2001 to 2009 by race



White representation totally dominates at this level. Their representation remained pretty flat at this level over the years. Although they may have been a slight increase of Black people, their representation at this level remained rather low and flat.

### 5.2.2 Population distribution trends for the Senior Management level from 2001 to 2009

Figure 30: Trends for the Senior Management level from 2001 to 2009 by race



Although the representation of Whites had more than a 10% drop, their representation remains significantly higher than the other groups. Indians and Africans appear to have gained from the drop in an attempt to work towards achieving representation that is in line with their EAP.

### 5.2.3 Population distribution trends for the Professionally Qualified level from 2001 to 2009

Figure 31: Trends for the Professionally Qualified level from 2001 to 2009 by race

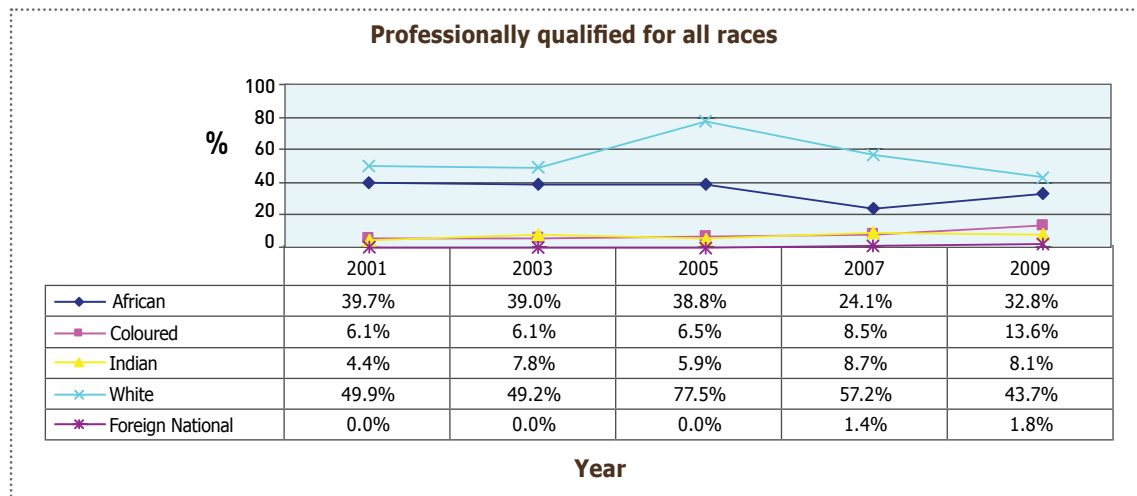
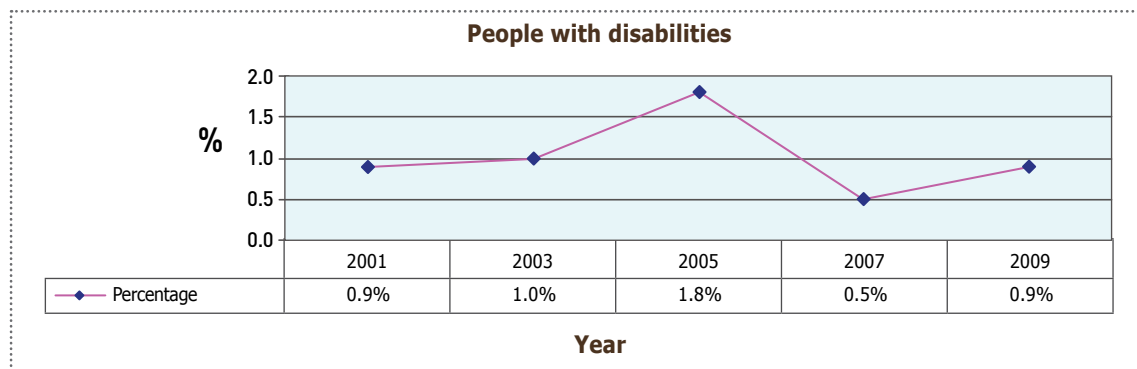


Figure 31 shows that White representation at this level went down by 6% over the years, similar to Africans, who surprisingly also dropped by 7%.

### 5.2.4 Race and gender representation trends of people with disabilities from 2001 to 2009

Figure 32: Race and gender representation trends of people with disabilities from 2001 to 2009



Of the designated groups, Figure 32 shows that people with disabilities continue to be the most under-represented. Their growth however has not broken the 1% barrier since 2001, which is disappointing when compared to the 2% of total workforce target set by Government.



**General observations,  
concluding  
remarks and  
recommendations**

## 6. General observations, concluding remarks and recommendations

### Key findings

#### Ten years later, White dominance still prevalent

The CEE is very concerned that more than 10 years after the Act has been promulgated, Whites continue to dominate at nearly every occupational level. Their domination mainly at the middle-to-upper occupational levels is further perpetuated by employers, as most of the people that were recruited and promoted at these occupational levels during the reporting period were White.

White females continue to benefit the most from affirmative action measures. African and Coloured females and people with disabilities appear to have benefited the least from these measures. Employers have a tendency to recruit and promote more males than females at their workplaces. The representation of the other designated groups at the various occupational levels would have been much more equitable if only employers made a concerted effort to capitalise on recruitment and promotion opportunities by proportionally distributing them according to population size or EAP.

The disproportionate representation of the various groups in the different occupational levels has impacted negatively on training as well. As Whites dominate the high earning occupational levels, employers tend to provide them with more training opportunities at these levels. The disproportionate representation of training opportunities for the Black group impacts negatively on employment equity.

#### A promise for people with disabilities not honoured

People with disabilities generally still continue to hover below the 1% mark from 2000. Government initially made an undertaking that the representation of people with disabilities should have constituted 2% of the Public Service by the end of 2005. However, this was not reached and government moved the achievement of the 2% target to 2010. We are now at the beginning of 2010 and the representation of people with disabilities both in government and in the private sector is still well below the 1% mark.

#### Remuneration disparity on the basis of race and gender continues

Notwithstanding the fact that Whites in the main control the middle-to-upper occupational levels in the workforce, salt has been added to the wound by some employers admitting that race and gender played a role in determining some of the salaries at their workplaces. Discussions with employers on the principle of 'equal pay for work of equal value' made them highlight the immediate need for steps to correct any discrepancies.

#### General

The slow pace of transformation and the general resistance by employers to change has necessitated the need to amend the Employment Equity Act in order to strengthen its implementation and enforcement. In relation to the BBBEE Codes, although companies are receiving good BEE ratings scores, they continue to perform poorly on EE. These BBBEE ratings send a misleading message of transformation.



## Recommendations

On the basis of the slow pace of transformation, the CEE recommends the following to the Minister:

- Liaise even further with section 9 institutions like the Commission for Gender Equality, SA Human Rights Commission (SAHRC), etc. in order to eliminate unfair discrimination and promote affirmative action
- Engage government and business in order to improve on the representation levels of people with disabilities
- Engage the BEE Council on matters that promote employment equity to ensure that both the employment equity and skills development scorecards become compulsory elements of the BBBEE Codes irrespective of the size of the organisation
- Engage Organised Labour to strengthen the monitoring and compliance of the Employment Equity Act
- Increase the capacity at the Department of Labour to strengthen the monitoring and compliance mechanisms
- Promote the principle of fair remuneration, i.e. equal pay for work of equal value, in order to address any disparities on one or more arbitrary grounds
- Once the Act has been amended, amend regulations to bring it in line with any new requirements;
- Review the Code of Good Practice on Key Aspects of HIV and AIDS in the Workplace
- Develop a process that will facilitate the certification of EE so that this becomes a condition of awarding tenders.



# References

# References

Statistics South Africa. Labour Force Survey. September 2009.

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Department of Labour. Commission for Employment Equity. Annual Report 2007/2008

Department of Labour. Commission for Employment Equity. Annual Report 2009/2010



The background features several thick, curved bands in shades of gold and yellow, sweeping from the top left towards the bottom right. In the upper left corner, there is a small white dot with a thin white horizontal line extending to the right.

# Appendix A

# Appendix A

## 1. Workforce profile tables

**Table 1: Workforce profile for all employers in terms of race and gender**

Occupational levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	2 433	635	954	9 356	1 041	229	226	1 598	607	75	<b>17 154</b>
	14.2%	3.7%	5.6%	54.5%	6.1%	1.3%	1.3%	9.3%	3.5%	0.4%	<b>100.0%</b>
Senior Management	8 225	2 615	4 035	28 234	3 954	1 278	1 511	9 521	1 307	290	<b>60 970</b>
	13.5%	4.3%	6.6%	46.3%	6.5%	2.1%	2.5%	15.6%	2.1%	0.5%	<b>100.0%</b>
Professionally qualified, experienced specialists, mid-management	53 720	20 200	15 879	87 688	51 099	23 166	10 074	52 261	4 317	1 580	<b>319 984</b>
	16.8%	6.3%	5.0%	27.4%	16.0%	7.2%	3.1%	16.3%	1.3%	0.5%	<b>100.0%</b>
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	307 758	62 700	37 964	157 344	251 256	56 846	29 945	132 110	9 716	2795	<b>1 048 434</b>
	29.4%	6.0%	3.6%	15.0%	24.0%	5.4%	2.9%	12.6%	0.9%	0.3%	<b>100.0%</b>
Semi-skilled and discretionary decision making	717 953	90 143	29 836	47 159	413 417	110 141	30 615	78 216	50 537	1 675	<b>1 569 692</b>
	45.7%	5.7%	1.9%	3.0%	26.3%	7.0%	2.0%	5.0%	3.2%	0.1%	<b>100.0%</b>
Unskilled and defined decision making	439 274	43 228	5 986	6 211	230 735	41 399	2 942	2 917	31 441	3 327	<b>807 460</b>
	54.4%	5.4%	0.7%	0.8%	28.6%	5.1%	0.4%	0.4%	3.9%	0.4%	<b>100.0%</b>
<b>Total permanent</b>	<b>1 529 363</b>	<b>219 521</b>	<b>94 654</b>	<b>335 992</b>	<b>951 502</b>	<b>233 059</b>	<b>75 313</b>	<b>276 623</b>	<b>97 925</b>	<b>9 742</b>	<b>3 823 694</b>
	40.0%	5.7%	2.5%	8.8%	24.9%	6.1%	2.0%	7.2%	2.6%	0.3%	<b>100.0%</b>
Temporary employees	291 170	34 350	11 202	26 794	169 022	37 954	7 206	21 269	2 952	1 359	<b>603 278</b>
	48.3%	5.7%	1.9%	4.4%	28.0%	6.3%	1.2%	3.5%	0.5%	0.2%	<b>100.0%</b>
<b>Grand Total</b>	<b>1 820 533</b>	<b>253 871</b>	<b>105 856</b>	<b>362 786</b>	<b>1 120 524</b>	<b>271 013</b>	<b>82 519</b>	<b>297 892</b>	<b>100 877</b>	<b>11 101</b>	<b>4 426 972</b>

**Table 2: Workforce profile for people with disabilities only for all employers**

Occupational levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	25	4	12	168	12	2	4	32	1	0	<b>260</b>
	9.6%	1.5%	4.6%	64.6%	4.6%	0.8%	1.5%	12.3%	0.4%	0.0%	<b>100.0%</b>
Senior Management	93	24	57	346	62	12	10	89	10	1	<b>704</b>
	13.2%	3.4%	8.1%	49.1%	8.8%	1.7%	1.4%	12.6%	1.4%	0.1%	<b>100.0%</b>
Professionally qualified, experienced specialists, mid-management	565	128	168	1 912	414	80	53	562	19	8	<b>3 909</b>
	14.5%	3.3%	4.3%	48.9%	10.6%	2.0%	1.4%	14.4%	0.5%	0.2%	<b>100.0%</b>
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	2 235	626	606	2 554	1 185	344	246	1 396	90	18	<b>9 300</b>
	24.0%	6.7%	6.5%	27.5%	12.7%	3.7%	2.6%	15.0%	1.0%	0.2%	<b>100.0%</b>
Semi-skilled and discretionary decision making	6 144	1 051	648	1 415	3 455	902	346	1 505	172	10	<b>15 648</b>
	39.3%	6.7%	4.1%	9.0%	22.1%	5.8%	2.2%	9.6%	1.1%	0.1%	<b>100.0%</b>
Unskilled and defined decision making	4 936	388	149	217	2 092	222	60	177	714	5	<b>8 960</b>
	55.1%	4.3%	1.7%	2.4%	23.3%	2.5%	0.7%	2.0%	8.0%	0.1%	<b>100.0%</b>
<b>Total permanent</b>	<b>13 998</b>	<b>2 221</b>	<b>1 640</b>	<b>6 612</b>	<b>7 220</b>	<b>1 562</b>	<b>719</b>	<b>3 761</b>	<b>1 006</b>	<b>42</b>	<b>38 781</b>
	36.1%	5.7%	4.2%	17.0%	18.6%	4.0%	1.9%	9.7%	2.6%	0.1%	<b>100.0%</b>
Temporary employees	731	97	19	79	971	86	5	53	6	2	<b>2 049</b>
	35.7%	4.7%	0.9%	3.9%	47.4%	4.2%	0.2%	2.6%	0.3%	0.1%	<b>100.0%</b>
<b>Grand Total</b>	<b>14 729</b>	<b>2 318</b>	<b>1 659</b>	<b>6 691</b>	<b>8 191</b>	<b>1 648</b>	<b>724</b>	<b>3 814</b>	<b>1 012</b>	<b>44</b>	<b>40 830</b>

**Table 3: Workforce profile for all employees in government**

Occupational levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	933	184	94	354	532	75	31	82	12	2	<b>2 299</b>
	40.6%	8.0%	4.1%	15.4%	23.1%	3.3%	1.3%	3.6%	0.5%	0.1%	<b>100.0%</b>
Senior Management	3 624	513	528	2 124	2 020	237	288	994	78	30	<b>10 436</b>
	34.7%	4.9%	5.1%	20.4%	19.4%	2.3%	2.8%	9.5%	0.7%	0.3%	<b>100.0%</b>
Professionally qualified, experienced specialists, mid-management	25 811	9 690	2 292	11 182	34 928	15 672	2 083	12 289	982	374	<b>115 303</b>
	22.4%	8.4%	2.0%	9.7%	30.3%	13.6%	1.8%	10.7%	0.9%	0.3%	<b>100.0%</b>
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	140 626	18 897	6 690	27 678	160 731	14 868	5 299	30 086	866	621	<b>406 362</b>
	34.6%	4.7%	1.6%	6.8%	39.6%	3.7%	1.3%	7.4%	0.2%	0.2%	<b>100.0%</b>
Semi-skilled and discretionary decision making	119 748	18 331	3 814	4 591	135 066	19 248	3 362	10 394	292	169	<b>315 015</b>
	38.0%	5.8%	1.2%	1.5%	42.9%	6.1%	1.1%	3.3%	0.1%	0.1%	<b>100.0%</b>
Unskilled and defined decision making	65 269	10 604	1 055	761	45 818	5 785	497	632	53	27	<b>130 501</b>
	50.0%	8.1%	0.8%	0.6%	35.1%	4.4%	0.4%	0.5%	0.0%	0.0%	<b>100.0%</b>
<b>Total permanent</b>	<b>356 011</b>	<b>58 219</b>	<b>14 473</b>	<b>46 690</b>	<b>379 095</b>	<b>55 885</b>	<b>11 560</b>	<b>54 477</b>	<b>2 283</b>	<b>1 223</b>	<b>979 916</b>
	36.3%	5.9%	1.5%	4.8%	38.7%	5.7%	1.2%	5.6%	0.2%	0.1%	<b>100.0%</b>
Temporary employees	14 749	1 666	521	2 093	24 297	2 666	439	2 625	603	221	<b>49 880</b>
	29.6%	3.3%	1.0%	4.2%	48.7%	5.3%	0.9%	5.3%	1.2%	0.4%	<b>100.0%</b>
<b>Grand Total</b>	<b>370 760</b>	<b>59 885</b>	<b>14 994</b>	<b>48 783</b>	<b>403 392</b>	<b>58 551</b>	<b>11 999</b>	<b>57 102</b>	<b>2 886</b>	<b>1 444</b>	<b>1 029 796</b>



**Table 4: Workforce profile for people with disabilities only for government**

Occupational levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	7	0	1	4	4	1	0	0	0	0	<b>17</b>
	41.2%	0.0%	5.9%	23.5%	23.5%	5.9%	0.0%	0.0%	0.0%	0.0%	<b>100.0%</b>
Senior Management	21	3	3	38	19	4	3	12	1	0	<b>104</b>
	20.2%	2.9%	2.9%	36.5%	18.3%	3.8%	2.9%	11.5%	1.0%	0.0%	<b>100.0%</b>
Professionally qualified, experienced specialists, mid-management	298	28	15	210	306	13	5	129	0	0	<b>1 004</b>
	29.7%	2.8%	1.5%	20.9%	30.5%	1.3%	0.5%	12.8%	0.0%	0.0%	<b>100.0%</b>
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	771	120	60	489	433	64	23	366	4	3	<b>2 333</b>
	33.0%	5.1%	2.6%	21.0%	18.6%	2.7%	1.0%	15.7%	0.2%	0.1%	<b>100.0%</b>
Semi-skilled and discretionary decision making	669	116	48	144	471	88	21	191	8	0	<b>1 756</b>
	38.1%	6.6%	2.7%	8.2%	26.8%	5.0%	1.2%	10.9%	0.5%	0.0%	<b>100.0%</b>
Unskilled and defined decision making	416	54	17	37	191	19	4	32	0	0	<b>770</b>
	54.0%	7.0%	2.2%	4.8%	24.8%	2.5%	0.5%	4.2%	0.0%	0.0%	<b>100.0%</b>
<b>Total permanent</b>	<b>2 182</b>	<b>321</b>	<b>144</b>	<b>922</b>	<b>1 424</b>	<b>189</b>	<b>56</b>	<b>730</b>	<b>13</b>	<b>3</b>	<b>5 984</b>
	36.5%	5.4%	2.4%	15.4%	23.8%	3.2%	0.9%	12.2%	0.2%	0.1%	<b>100.0%</b>
Temporary employees	31	4	1	5	17	7	0	3	0	0	<b>68</b>
	45.6%	5.9%	1.5%	7.4%	25.0%	10.3%	0.0%	4.4%	0.0%	0.0%	<b>100.0%</b>
<b>Grand Total</b>	<b>2 213</b>	<b>325</b>	<b>145</b>	<b>927</b>	<b>1 441</b>	<b>196</b>	<b>56</b>	<b>733</b>	<b>13</b>	<b>3</b>	<b>6 052</b>



**Table 5: Workforce profile for all employees in the private sector**

Occupational levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	1 500	451	860	9 002	509	154	195	1516	595	73	<b>14 855</b>
	10.1%	3.0%	5.8%	60.6%	3.4%	1.0%	1.3%	10.2%	4.0%	0.5%	<b>100.0%</b>
Senior Management	4 601	2 102	3 507	26 110	1 934	1 041	1 223	8 527	1 229	260	<b>50 534</b>
	9.1%	4.2%	6.9%	51.7%	3.8%	2.1%	2.4%	16.9%	2.4%	0.5%	<b>100.0%</b>
Professionally qualified, experienced specialists, mid-management	27 909	10 510	13 587	76 506	16 171	7 494	7 991	39 972	3 335	1 06	<b>204 681</b>
	13.6%	5.1%	6.6%	37.4%	7.9%	3.7%	3.9%	19.5%	1.6%	0.6%	<b>100.0%</b>
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	167 132	43 803	31 274	129 666	90 525	41 978	24 646	102 024	8 850	2 174	<b>642 072</b>
	26.0%	6.8%	4.9%	20.2%	14.1%	6.5%	3.8%	15.9%	1.4%	0.3%	<b>100.0%</b>
Semi-skilled and discretionary decision making	598 205	71 812	26 022	42 568	278 351	90 893	27 253	67 822	50 245	1 506	<b>1 254 677</b>
	47.7%	5.7%	2.1%	3.4%	22.2%	7.2%	2.2%	5.4%	4.0%	0.1%	<b>100.0%</b>
Unskilled and defined decision making	374 005	32 624	4 931	5450	184 917	35 614	2 445	2 285	31 388	3 300	<b>676 959</b>
	55.2%	4.8%	0.7%	0.8%	27.3%	5.3%	0.4%	0.3%	4.6%	0.5%	<b>100.0%</b>
<b>Total permanent</b>	<b>1 173 352</b>	<b>161 302</b>	<b>80 181</b>	<b>289 302</b>	<b>572 407</b>	<b>177 174</b>	<b>63 753</b>	<b>222 146</b>	<b>95 642</b>	<b>8 519</b>	<b>2 843 778</b>
	41.3%	5.7%	2.8%	10.2%	20.1%	6.2%	2.2%	7.8%	3.4%	0.3%	<b>100.0%</b>
Temporary employees	276 421	32 684	10 681	24 701	144 725	35 288	6 767	18 644	2 349	1 138	<b>553 398</b>
	49.9%	5.9%	1.9%	4.5%	26.2%	6.4%	1.2%	3.4%	0.4%	0.2%	<b>100.0%</b>
<b>Grand Total</b>	<b>1 449 773</b>	<b>193 986</b>	<b>90 862</b>	<b>314 003</b>	<b>717 132</b>	<b>212 462</b>	<b>70 520</b>	<b>240 790</b>	<b>97 991</b>	<b>9 657</b>	<b>3 397 176</b>

**Table 6: Workforce profile for people with disabilities in the private sector**

Occupational levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	18	4	11	164	8	1	4	32	1	0	<b>243</b>
	7.4%	1.6%	4.5%	67.5%	3.3%	0.4%	1.6%	13.2%	0.4%	0.0%	<b>100.0%</b>
Senior Management	72	21	54	308	43	8	7	77	9	1	<b>600</b>
	12.0%	3.5%	9.0%	51.3%	7.2%	1.3%	1.2%	12.8%	1.5%	0.2%	<b>100.0%</b>
Professionally qualified, experienced specialists, mid-management	267	100	153	1 702	108	67	48	433	19	8	<b>2 905</b>
	9.2%	3.4%	5.3%	58.6%	3.7%	2.3%	1.7%	14.9%	0.7%	0.3%	<b>100.0%</b>
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	1 464	506	546	2 065	752	280	223	1 030	86	15	<b>6 967</b>
	21.0%	7.3%	7.8%	29.6%	10.8%	4.0%	3.2%	14.8%	1.2%	0.2%	<b>100.0%</b>
Semi-skilled and discretionary decision making	5 475	935	600	1271	2 984	814	325	1 314	164	10	<b>13 892</b>
	39.4%	6.7%	4.3%	9.1%	21.5%	5.9%	2.3%	9.5%	1.2%	0.1%	<b>100.0%</b>
Unskilled and defined decision making	4 520	334	132	180	1 901	203	56	145	714	5	<b>8 190</b>
	55.2%	4.1%	1.6%	2.2%	23.2%	2.5%	0.7%	1.8%	8.7%	0.1%	<b>100.0%</b>
<b>Total permanent</b>	<b>11 816</b>	<b>1 900</b>	<b>1 496</b>	<b>5 690</b>	<b>5 796</b>	<b>1 373</b>	<b>663</b>	<b>3 031</b>	<b>993</b>	<b>39</b>	<b>32 797</b>
	36.0%	5.8%	4.6%	17.3%	17.7%	4.2%	2.0%	9.2%	3.0%	0.1%	<b>100.0%</b>
Temporary employees	700	93	18	74	954	79	5	50	6	2	<b>1 981</b>
	35.3%	4.7%	0.9%	3.7%	48.2%	4.0%	0.3%	2.5%	0.3%	0.1%	<b>100.0%</b>
<b>Grand Total</b>	<b>12 516</b>	<b>1 993</b>	<b>1 514</b>	<b>5 764</b>	<b>6 750</b>	<b>1 452</b>	<b>668</b>	<b>3 081</b>	<b>999</b>	<b>41</b>	<b>34 778</b>

## 2. Workforce movement tables

**Table 7: Recruitment for all employers**

Occupational levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	257	59	84	559	116	34	28	138	76	8	<b>1 359</b>
	18.9%	4.3%	6.2%	41.1%	8.5%	2.5%	2.1%	10.2%	5.6%	0.6%	<b>100.0%</b>
Senior Management	1 055	284	374	2 764	585	135	175	902	222	42	<b>6 538</b>
	16.1%	4.3%	5.7%	42.3%	8.9%	2.1%	2.7%	13.8%	3.4%	0.6%	<b>100.0%</b>
Professionally qualified, experienced specialists, mid-management	6 721	3 256	1 874	10 179	6 751	4 574	1 323	6 526	957	313	<b>42 474</b>
	15.8%	7.7%	4.4%	24.0%	15.9%	10.8%	3.1%	15.4%	2.3%	0.7%	<b>100.0%</b>
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	37 269	8 091	5 027	24 513	28 772	7 140	4 287	17 190	2 284	597	<b>135 170</b>
	27.6%	6.0%	3.7%	18.1%	21.3%	5.3%	3.2%	12.7%	1.7%	0.4%	<b>100.0%</b>
Semi-skilled and discretionary decision making	144 407	20 140	6 823	13 072	101 292	29 607	8 054	15 968	5 761	631	<b>345 755</b>
	41.8%	5.8%	2.0%	3.8%	29.3%	8.6%	2.3%	4.6%	1.7%	0.2%	<b>100.0%</b>
Unskilled and defined decision making	128 236	15 215	1 785	2 769	63 737	13 338	781	1 340	4 861	1 235	<b>233 297</b>
	55.0%	6.5%	0.8%	1.2%	27.3%	5.7%	0.3%	0.6%	2.1%	0.5%	<b>100.0%</b>
<b>Total permanent</b>	<b>317 945</b>	<b>47 045</b>	<b>15 967</b>	<b>53 856</b>	<b>201 253</b>	<b>54 828</b>	<b>14 648</b>	<b>42 064</b>	<b>14 161</b>	<b>2 826</b>	<b>764 593</b>
	41.6%	6.2%	2.1%	7.0%	26.3%	7.2%	1.9%	5.5%	1.9%	0.4%	<b>100.0%</b>
Temporary employees	145 751	22 186	5 508	14 517	101 627	29 074	5 404	14 985	2 390	1 065	<b>342 507</b>
	42.6%	6.5%	1.6%	4.2%	29.7%	8.5%	1.6%	4.4%	0.7%	0.3%	<b>100.0%</b>
<b>Grand Total</b>	<b>463 696</b>	<b>69 231</b>	<b>21 475</b>	<b>68 373</b>	<b>302 880</b>	<b>83 902</b>	<b>20 052</b>	<b>57 049</b>	<b>16 551</b>	<b>3 891</b>	<b>1 107 100</b>



**Table 8: Promotion for all employers**

Occupational levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	244	62	87	492	63	37	26	141	26	7	<b>1 185</b>
	20.6%	5.2%	7.3%	41.5%	5.3%	3.1%	2.2%	11.9%	2.2%	0.6%	<b>100.0%</b>
Senior Management	1 242	394	492	2 508	664	203	261	1 136	100	28	<b>7 028</b>
	17.7%	5.6%	7.0%	35.7%	9.4%	2.9%	3.7%	16.2%	1.4%	0.4%	<b>100.0%</b>
Professionally qualified, experienced specialists, mid-management	7 497	2 066	1 791	7 098	5 360	1 969	1 319	4 932	292	113	<b>32 437</b>
	23.1%	6.4%	5.5%	21.9%	16.5%	6.1%	4.1%	15.2%	0.9%	0.3%	<b>100.0%</b>
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	34 122	7 047	2 958	10 352	22 550	5 833	2 556	9 303	528	127	<b>95 376</b>
	35.8%	7.4%	3.1%	10.9%	23.6%	6.1%	2.7%	9.8%	0.6%	0.1%	<b>100.0%</b>
Semi-skilled and discretionary decision making	41 148	5 927	1 173	2 674	22 323	6 323	1 113	3 850	2 228	66	<b>86 825</b>
	47.4%	6.8%	1.4%	3.1%	25.7%	7.3%	1.3%	4.4%	2.6%	0.1%	<b>100.0%</b>
Unskilled and defined decision making	8 557	1 522	122	362	4 504	1 660	49	207	295	33	<b>17 311</b>
	49.4%	8.8%	0.7%	2.1%	26.0%	9.6%	0.3%	1.2%	1.7%	0.2%	<b>100.0%</b>
<b>Total permanent</b>	<b>92 810</b>	<b>17 018</b>	<b>6 623</b>	<b>23 486</b>	<b>55 464</b>	<b>16 025</b>	<b>5 324</b>	<b>19 569</b>	<b>3 469</b>	<b>374</b>	<b>240 162</b>
	38.6%	7.1%	2.8%	9.8%	23.1%	6.7%	2.2%	8.1%	1.4%	0.2%	<b>100.0%</b>
Temporary employees	3 133	487	71	361	1 323	425	49	275	61	21	<b>6 206</b>
	50.5%	7.8%	1.1%	5.8%	21.3%	6.8%	0.8%	4.4%	1.0%	0.3%	<b>100.0%</b>
<b>Grand Total</b>	<b>95 943</b>	<b>17 505</b>	<b>6 694</b>	<b>23 847</b>	<b>56 787</b>	<b>16 450</b>	<b>5 373</b>	<b>19 844</b>	<b>3 530</b>	<b>395</b>	<b>246 368</b>



**Table 9: Termination for all employers**

Occupational levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	264	77	117	919	100	31	23	176	79	7	<b>1 793</b>
	14.7%	4.3%	6.5%	51.3%	5.6%	1.7%	1.3%	9.8%	4.4%	0.4%	<b>100.0%</b>
Senior Management	1 022	339	483	4 027	511	189	151	1 273	241	46	<b>8 282</b>
	12.3%	4.1%	5.8%	48.6%	6.2%	2.3%	1.8%	15.4%	2.9%	0.6%	<b>100.0%</b>
Professionally qualified, experienced specialists, mid-management	7 052	3 406	2 148	13 484	6 122	4 394	1 339	7 907	947	235	<b>47 034</b>
	15.0%	7.2%	4.6%	28.7%	13.0%	9.3%	2.8%	16.8%	2.0%	0.5%	<b>100.0%</b>
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	39 538	9 937	5 711	28 362	24 508	8 188	4 287	21 971	2 402	515	<b>145 419</b>
	27.2%	6.8%	3.9%	19.5%	16.9%	5.6%	2.9%	15.1%	1.7%	0.4%	<b>100.0%</b>
Semi-skilled and discretionary decision making	159 099	23 628	7 256	14 278	94 261	30 309	8 283	18 767	8 480	589	<b>364 950</b>
	43.6%	6.5%	2.0%	3.9%	25.8%	8.3%	2.3%	5.1%	2.3%	0.2%	<b>100.0%</b>
Unskilled and defined decision making	129 440	14 978	1 818	3 158	53 451	13 423	744	1 607	6 096	1 101	<b>225 816</b>
	57.3%	6.6%	0.8%	1.4%	23.7%	5.9%	0.3%	0.7%	2.7%	0.5%	<b>100.0%</b>
<b>Total permanent</b>	<b>336 415</b>	<b>52 365</b>	<b>17 533</b>	<b>64 228</b>	<b>178 953</b>	<b>56 534</b>	<b>14 827</b>	<b>51 701</b>	<b>18 245</b>	<b>2 493</b>	<b>793 294</b>
	42.4%	6.6%	2.2%	8.1%	22.6%	7.1%	1.9%	6.5%	2.3%	0.3%	<b>100.0%</b>
Temporary employees	122 423	19 791	5 239	11 814	91 318	29 616	5 400	14 263	2 432	1 001	<b>303 297</b>
	40.4%	6.5%	1.7%	3.9%	30.1%	9.8%	1.8%	4.7%	0.8%	0.3%	<b>100.0%</b>
<b>Grand Total</b>	<b>458 838</b>	<b>72 156</b>	<b>22 772</b>	<b>76 042</b>	<b>270 271</b>	<b>86 150</b>	<b>20 227</b>	<b>65 964</b>	<b>20 677</b>	<b>3 494</b>	<b>1 096 591</b>

### 3. Skills development movement table

**Table 10: Skills development for all employers**

Occupational levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top Management	876	212	320	2 286	471	126	103	571	<b>4 965</b>
	17.6%	4.3%	6.4%	46.0%	9.5%	2.5%	2.1%	11.5%	<b>100.0%</b>
Senior Management	5 055	2 231	1 900	10 509	3 034	1 361	940	5 021	<b>30 051</b>
	16.8%	7.4%	6.3%	35.0%	10.1%	4.5%	3.1%	16.7%	<b>100.0%</b>
Professionally qualified, experienced specialists, mid-management	28 957	10 300	8 207	32 351	26 193	10 657	6 522	25 114	<b>148 301</b>
	19.5%	6.9%	5.5%	21.8%	17.7%	7.2%	4.4%	16.9%	<b>100.0%</b>
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	154 681	32 051	20 400	61 184	103 920	28 605	15 745	58 682	<b>475 268</b>
	32.5%	6.7%	4.3%	12.9%	21.9%	6.0%	3.3%	12.3%	<b>100.0%</b>
Semi-skilled and discretionary decision making	290 471	41 961	12 663	18 805	162 855	49 624	15 401	34 342	<b>626 122</b>
	46.4%	6.7%	2.0%	3.0%	26.0%	7.9%	2.5%	5.5%	<b>100.0%</b>
Unskilled and defined decision making	139 755	17 292	2 874	3 698	87 721	16 448	1 622	1 843	<b>271 253</b>
	51.5%	6.4%	1.1%	1.4%	32.3%	6.1%	0.6%	0.7%	<b>100.0%</b>
<b>Total permanent</b>	<b>619 795</b>	<b>104 047</b>	<b>46 364</b>	<b>128 833</b>	<b>384 194</b>	<b>106 821</b>	<b>40 333</b>	<b>125 573</b>	<b>1 555 960</b>
	39.8%	6.7%	3.0%	8.3%	24.7%	6.9%	2.6%	8.1%	<b>100.0%</b>
Temporary employees	37 159	4 360	1 674	2 660	31 324	5 848	1 351	2 255	<b>86 631</b>
	42.9%	5.0%	1.9%	3.1%	36.2%	6.8%	1.6%	2.6%	<b>100.0%</b>
<b>Grand Total</b>	<b>656 954</b>	<b>108 407</b>	<b>48 038</b>	<b>131 493</b>	<b>415 518</b>	<b>112 669</b>	<b>41 684</b>	<b>127 828</b>	<b>1 642 591</b>