


**23rd COMMISSION  
FOR EMPLOYMENT EQUITY**  
(CEE) ANNUAL REPORT 2022-2023



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# CONTENTS

<b>Glossary</b>	5
<b>Foreword</b>	7
<b>Members of the Commission for Employment Equity</b>	8
1. Introduction	12
2. Key strategic objectives of the 5 <sup>th</sup> CEE	14
3. Highlights for the period	16
4. An overview of unfair discrimination involving equal pay for work of equal value (CCMA)	20
5. Analysis of Director General Notifications for failure to submit EE reports	26
6. Demographics of the national and regional/ provincial economically active population (EAP)	31
7. Analysis of employment equity reports received in 2022	33
8. Workforce profile analysis of reports received for the 2022 reporting cycle	36
9. Barrier and affirmative action measures for 2022 (all employers)	69
10. Trends analysis at public universities from 2020 to 2022	72
11. Concluding observations and remarks	83
12. References	85
13. Appendix	86

## GLOSSARY

CCMA	Commission for Conciliation, Mediation and Arbitration
CEE	Commission for Employment Equity
CGE	Commission for 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
NEDLAC	National Economic Development and Labour Council
NPO	Non-Profit Organisation
POPULATION GROUPS	African, Coloured, Indian, White and Foreign National
STATSA	Statistics South Africa



# FOREWORD

The Commission for Employment Equity (CEE) supported by the Employment Equity Directorate have worked extensively towards achieving the key objectives set for the financial year 2022 – 2023. This report reflects on the key focus areas and developments towards achieving the strategic objectives and demonstrable progress towards achieving equity in employment and transforming the labour market.

The CEE wishes to recognise and thank all stakeholders who had so willingly participated in the stakeholder engagements around achieving the objectives of the Employment Equity Act and in particular, around the realistic and material setting of 5-year targets for Employment Equity in various Sectors. There has been significant consultation with various Sector stakeholders, which has influenced the outcome of the process towards the setting of relevant sector EE targets. Together, we achieved a position around proposed sector targets to be published for further public comment, once the President has signed the EEA Amendment Bill into law.

It is significant to note that the notion of setting targets relevant to specific sectors has long been part of the stakeholder engagement and discussions since June 2019. Recently, visionary employers have proactively engaged the Department of Employment and Labour on how they should deal with their Employment Equity Plans, as and when the current plans expire. This has indicated a readiness to adopt the sector EE targets and Regulations once the EE Amendment Bill has been assented into law. The CEE eagerly awaits the implementation of the amended EEA.

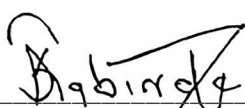
In preparation for the amended legislation, this report pre-emptively aligns the structure of the CEE Annual Report to future reporting requirements. This report does not provide a trend analysis, as has been the practice for many years, but rather presents a baseline structure for the new legislative reporting requirements. The data for 2022 EE reporting is presented in a manner which allows employers to benchmark their current Employment Equity workplace workforce analysis to the applicable sector EE data.

The CEE has during this last year initiated an in-depth analysis per sector. We have selected an analysis of the Education Sector, in particular, the public universities as a focus area for this year, and have presented it in this report. It is envisaged that future CEE Annual Reports will identify and report on other Sectors to evaluate specific workforce sector progress in representation of the designated groups at all occupational levels.

Finally, the CEE notes its disappointment at the continued slow pace of change in the representation of designated groups at the Top and Senior levels of management and that there has been no material difference in the pace of transformation in the Private sector in the last year. The CEE continues to encourage employers to embrace the true and good faith objectives of the Employment Equity Act and to implement the relevant sector targets as proposed in the new legislation to reap the benefits in the interest of development and economic growth of our country.

I take this opportunity to personally thank the Employment Equity Directorate staff and the CEE members for their tireless work and continued commitment to the promotion of equity and transformation of the labour market. I would also like to thank all our stakeholders who have partnered in critical engagements with the CEE, to provide input and consideration to the work we do.

The CEE remains indebted to Minister Nxesi for his support in the work we do.



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**T Kabinde, Ms**  
**Chairperson: 5<sup>th</sup> Commission for Employment Equity (CEE)**

## MEMBERS OF THE COMMISSION FOR EMPLOYMENT EQUITY

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

### CHAIRPERSON: 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 facilitated 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 the International Labour Organisation. From 2016 to 2018 she represented the CEE at the United Nations' Commission on the Status of Women (CSW). She facilitated numerous dialogues, including at the United Nations at the CSW 2018. Tabea was the Chairperson of the 4<sup>th</sup> Commission for Employment Equity and was reappointed by Minister Thulas Nxesi in December 2020 to chair

the 5<sup>th</sup> Commission for Employment Equity. Tabea is also a Senior Advisor for 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 is 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, in 2022 she obtained an Executive Certificate from Columbia Business School, NY. She is an Accredited Moderator and Assessor and in 2016 she obtained a 4MAT Learning Design Certificate through Michigan University.

She is a Joint CEO of Global Business Solutions, and has been with the company for almost 20 years. Her area of expertise is in Human Capital, transformation in the workplace. She is passionate about Employment Equity, diversity and inclusion. Ms Chagonda is a former board member

of the ASDSA (Association for Skills Development in South Africa), the Institute of Directors (IoD) and chaired a number of Education Trusts in order to facilitate opportunities for under privileged communities. She has served in Remuneration Committees, Social and Ethics Committee and Nomination Committees.





### **Ms Zinzisa Pearl Mgolodela**

Zinzi Mgolodela is the Director of Corporate Affairs for Woolworths South Africa. At Woolworths, 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 conceptualizing the Woolworths small business development programme aimed at advancing Black people and Black Women owned small businesses.

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 and chairs the Restitution Foundation board. 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.

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## **COMMUNITY CONSTITUENCY**

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### **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 and 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 in Nedlac. She is a Gauteng Convenor at the FSCC office and also served as a Johannesburg Municipality Board of directors under the entity Pikit-up in the Service delivery committee from 2019 to 2020. She has experience in community development and skills development. She has good leadership skills. She is currently studying labour law.

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## **GOVERNMENT CONSTITUENCY**

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### **Ms Jensma Stieneke**

Stieneke Jensma is currently the Chief Operations Officer at the Special Economic Zones Project Management Unit at the Industrial Development Corporation. She has extensive experience in regional industrial development, infrastructure delivery and development finance spanning over 20 years, incorporating work in the private sector, government and non-governmental organizations. Stieneke serves as a Commissioner to the Commission for Employment Equity.

She holds a Masters in Business Administration degree (MBA) from the University of Pretoria, a Bachelor of Commerce Degree (BCom) from the University of Swaziland, an Executive Leadership Certificate and she is a Certified Associate to the Institute of Bankers CAIB (SA).



### **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.



### **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 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).



### **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 serves as a steering committee member for the Presidential health compact and chairs pillar 1 of the compact; human resources for health. She holds a Bachelor of Commerce (Honours) Degree in Economics and a Master of Commerce Degree in Development Economics.

# INTRODUCTION



# 1. INTRODUCTION

The Commission for Employment Equity (CEE) is a statutory body established in terms of Section 28 of Employment Equity Act, No 55 of 1998 (EEA). The functions of the CEE according to sections 30 to 33 of the EEA is to advise the Minister of Labour on Codes of Good practice and regulations made by the Minister, policy and any other matter concerning this Act. The CEE may also commission research relating to the application of the Act, including establishing appropriate and well researched norms and benchmarks for the setting of numerical goals in various sectors. Furthermore, the CEE may call for written representation from members of the public and hold public hearings on any matter pertaining to the Act. In addition, the CEE may make awards recognising the achievements of employers for furthering the purpose of the Act.

Section 33 requires the CEE to submit a report to the Minister of Employment and Labour on an annual basis. This is the 23<sup>rd</sup> annual report by the Commission for Employment Equity (CEE) covering the period from 1 April 2022 to 31 March 2023.

The annual activities are guided by the strategic objectives adopted by this CEE at the beginning of the 5-year term of office that started in December 2020. The information contained in this report provides the status of employment equity in the labour market, which is mainly informed by workforce information on the National and Provincial Economically Active Population (EAP) from Statistics South Africa and reports submitted by designated employers in terms of section 21 of the Employment Equity Act from 1 September 2022 to 15 January 2023. Information is also provided on employment equity representation in the form of a trends analysis for all the public universities in South Africa from 2020 to 2022.

# KEY STRATEGIC OBJECTIVES OF THE 5TH CEE



## 2. KEY STRATEGIC OBJECTIVES OF THE 5TH CEE

In line with the government's priority of expediting economic growth and transforming the economy in order to create decent work, the 5<sup>th</sup> 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:

- To provide sound and well researched advice to the Minister on the EEA and its policy tools;
- To mobilize stakeholders to enable Employment Equity compliance;
- To facilitate the empowerment of workers to enforce their rights as espoused in the EEA;
- To empower employers to drive the transformative journey; and
- To monitor evaluate and report on employment equity.



## HIGHLIGHTS FOR THE PERIOD



### 3. HIGHLIGHTS FOR THE PERIOD

This section of the report covers key activities for the 2022/2023 reporting period.

#### 3.1. Employment Equity (EE) Amendments

The Employment Equity Amendment Bill was passed by Parliament, i.e. the National Council of Provinces (NCOP) and the National Assembly, on 17 May 2022. The Bill is now in the Office of the President for assenting and signing into law.

The main objectives of the Employment Equity Amendment Bill include the following:

- To reduce the regulatory burden for small employers, i.e. those employers that employ between 1 to 49 employees will be excluded from complying with the provisions of Chapter III of the EEA;
- To empower the Minister to regulate the sector specific numerical EE targets;
- To promulgate Section 53; and
- To strengthen compliance, including the issuing of EE compliance certificates.

Preparations for the implementation of the amendments are at an advanced stage. Some of the preparations include the publication of the amended EE Regulations and the proposed sector numerical EE targets for public comment. The assenting of the Amendment Bill may result in changes to the CEE Annual Report format, which would highlight the impact of the amendments and its progress towards employment equity.

#### 3.2. Update on Sector Engagements

The Commission for Employment Equity (CEE) together with the Department have concluded the follow-up sector engagements/ consultations with stakeholders from the 18 economic sectors as reflected in the Draft EE Regulations (EEA17 form) published in September 2018.

The main purpose of the follow-up sector engagements/ consultations was to reach consensus on the final proposed sector specific EE numerical targets that will be published for 30 days for public comment, upon the promulgation of the Amendment Bill into law.

The final sector specific EE numerical targets will be implemented after the consideration of public comments and subsequent final publication. In the implementation process of the sector specific EE numerical targets, all designated employers will be required to review and align their EE Plans with the relevant published sector targets and the duration/ timeframe thereof. The alignment of EE Plans to the sector targets will enable the CEE to assess and monitor the progress of transformation in different sectors of the labour market.

#### 3.3. Advocacy and capacity building initiatives on the elimination of harassment in the workplace

As part of the CEE's advocacy and capacity building initiatives to roll-out the implementation of the Code of Good Practice on the Prevention and Elimination of Harassment in the workplace (Harassment Code) published in March 2022, the CEE embarked on various initiatives outlined below:

##### 3.3.1. Capacity Building for trade unions on the Harassment Code

The Harassment Code recognises that both employers and employees, including trade unions have critical roles and responsibilities to fulfil in the prevention, elimination and management of the impact of all forms of harassment in the workplace. As a result, the CEE deemed it fundamental to capacitate the trade unions to encourage workplace activism. The virtual capacity building workshops which were designed for shop stewards and officials of registered trade unions were conducted in May 2022.

The purpose of the workshops was to highlight the responsibilities and obligations of trade unions relating to the elimination of unfair discrimination, which involved the Codes of Good Practice on the Prevention and Elimination of Harassment in the Workplace and on Equal Pay/ Remuneration for Work of Equal Value.

### **3.3.2. Awareness campaigns on the Harassment Code**

The CEE in partnership with the CCMA conducted employment equity awareness raising campaigns / roadshows covering all nine provinces in August and September 2022. The main purpose of the campaigns / roadshows was to, amongst other things, create awareness about the Code of Good Practice on the Prevention and Elimination of Harassment in the Workplace. In addition, the CCMA shared case law on disputes covering various types of harassment, including sexual and gender-based harassment.

The CEE urges all employers in consultation with employees and trade unions, to develop and implement workplace harassment policies and practices that complies with the provisions of this Harassment Code. In addition, both employers and trade unions should include in their orientation, training and educational programmes, the issues around the prevention and elimination of harassment in the workplace.

### **3.4. Stakeholder Engagement on Equal Pay/ Remuneration for Work of Equal Value**

The CEE and the CCMA hosted a Stakeholder Engagement on Equal Pay / Remuneration for Work of Equal Value on 23 November 2022. This event included delegates from NEDLAC Social Partners, i.e. Organised Business, Organised Labour, Government, Community constituencies, Section 9 institutions and Remuneration Experts.

The purpose of this event was to engage key stakeholders to assess the impact of the introduction of specific legal provisions of the principle of Equal Pay / Remuneration for Work of Equal Value in the South African labour market since August 2014. In addition, to identify implementation challenges and proposed solutions for future improvements relating to legislation, policy and practice. The setting of the scene was guided by providing the legal framework governing Equal Pay / Remuneration for Work of Equal Value in South Africa; and providing an overview of Equal pay case law in relation to equal pay disputes handled by both the CCMA and the Labour Courts. As part of the discussions, NEDLAC Social partners were given an opportunity to identify implementation challenges and, at the same time, table proposed solutions for the effective implementation of the principle of Equal Pay / Remuneration for Work of Equal Value in South Africa. Some key challenges identified included:

- Lack of access to information on salaries and benefits packages to enable gathering of evidence to support equal pay disputes;
- Lack of transparency in job evaluation processes and grading systems;
- Confidentiality clauses in employment contracts regarding sharing of information on salaries and benefits amongst employees;
- Lack of knowledge and capacity of employees in the interpretation of the law;
- Market forces dictating the premiums to attract and retain critical skills;
- Lack of compliance and enforcement; and
- Insufficient awareness raising on EE and Equal Pay.

In order to address the identified challenges, the following key proposed solutions were identified:

- Possible amendment in the LRA (Sec 16) to enable employees / trade unions to access information on salaries and benefits structures to gather evidence for equal pay cases/ disputes;
- Possible review and amendment of Equal Pay policies, including Code of Good Practice on Equal pay to encourage transparency and information sharing on salaries and benefits structures, job evaluations and grading systems;

- Strengthening of compliance and enforcement;
- Capacitation of stakeholders to better understand complexities of remuneration, grading systems, etc.;
- Capacity building/ Public Awareness on EE and Equal Pay to enhance knowledge and interpretation of the law; and
- Frequent Stakeholder Engagements.

In conclusion, the CEE and the CCMA agreed to consider all the proposed solutions and, where possible, make the necessary policy and practice adaptations to ensure compliance to the effective implementation of the principle of Equal Pay/ Remuneration for Work of Equal Value in the South African labour market.

# AN OVERVIEW OF UNFAIR DISCRIMINATION INVOLVING EQUAL PAY FOR WORK OF EQUAL VALUE (CCMA)



## 4. AN OVERVIEW OF UNFAIR DISCRIMINATION INVOLVING EQUAL PAY FOR WORK OF EQUAL VALUE (CCMA)

### 4.1. Introduction

Section 6(4) of the Employment Equity Act, 55 of 1998 (EEA), protects employees against unfair discrimination in respect of unequal terms and conditions of employment. The section provides as follows:

“A difference in terms and conditions of employment between employees of the same employer performing the same or substantially the same work or work of equal value that is directly or indirectly based on any one or more of the grounds listed in subsection (1), is unfair discrimination.”

From the above provision, certain criteria can be identified that a complainant (employee) must satisfy to be successful in a claim under section 6 (4) of the Act.

In the first instance there must be a difference in terms and conditions of employment. Although this principle is generally referred to as the “equal pay” principle, the EEA’s protection is broader in that it provides protection not only in respect of monetary compensation, but also in respect of other terms and conditions of employment, such as leave, overtime, work hours, notice periods, etc.

The second element that can be deduced is that the difference must occur between employees of the same employer performing the same or substantially the same work or work of equal value. This element requires that there must be a comparator. In other words, the employment conditions and the work of the complainant must be compared with those of at least one other employee of the same employer.

Thirdly, the difference in employment conditions must be on the grounds listed in section 6 (1) of the Act. These grounds include race, gender, sex, pregnancy, marital status, ethnic or social origin, colour, sexual orientation, age, disability, religion, conscience, belief, culture, language, birth, family responsibility, HIV status, and political opinion, or any arbitrary ground. In this regard, it is important to note that section 6 (4) prohibits discrimination that is unfair. Therefore, a difference in conditions of employment is not automatically unfair. The Regulations in terms of the EEA make provision for circumstances where an employer is permitted or justified to provide different conditions of employment. Examples of the justifications include experience, qualifications and seniority.

An employee who alleges unfair discrimination may approach the Commission for Conciliation Mediation and Arbitration (CCMA) within six months after the conduct that allegedly constitutes unfair discrimination, to conciliate the dispute. If conciliation is unsuccessful, the CCMA can arbitrate the matter under certain circumstances. The CCMA will have the power to arbitrate the matter if the employee elects arbitration and earns below a certain amount, which is currently R241 110,59 per annum. In addition, the CCMA can arbitrate the matter if all the parties to the dispute consent to arbitration. If any of these circumstances are not present, then any party to the dispute may refer it to Labour Court for adjudication.

### 4.2. Referrals to the CCMA in terms of section 6 (4)

The CCMA often receives referrals from employees alleging unfair discrimination in terms of section 6 (4). The number of section 6 (4) referrals to the CCMA from 1 April 2022 to 28 February 2023, are reflected in the table below:

### Equal pay referrals from 1 April 2022 to 28 February 2023

Ground	Number of referrals
Equal pay for work of equal value - Age	13
Equal pay for work of equal value - Arbitrary ground	346
Equal pay for work of equal value - Colour	2
Equal pay for work of equal value - Disability	4
Equal pay for work of equal value - Gender	3
Equal pay for work of equal value - Race	11
Equal pay for work of equal value - Sex	1
<b>TOTAL REFERRALS</b>	<b>380</b>

The statistics show that most of the referrals in terms of section 6 (4) are made on any arbitrary ground (91% of the total referrals). The courts have previously interpreted what an arbitrary ground means. In this regard, an arbitrary ground has been interpreted to be a ground analogous or similar to a listed ground and has the potential to degrade a person's human dignity. Many complainants have failed to meet the criteria for an equal pay claim for being unable to show that the ground that they rely on is indeed an arbitrary ground.

For example, in the case of **Naidoo and others v Parliament of the Republic of South Africa [2020] 10 BLLR 1009 (LAC)** the employees alleged that the employer engaged in nepotism and in doing so unfairly discriminated against them on an arbitrary ground. The Labour Appeal Court endorsed a narrow interpretation of arbitrary ground and held that the ground must have the potential to impair human dignity. The court further held that the complainants are required to define the ground on which they claim unfair discrimination. This means that it is not sufficient for an employee to merely state that they have been discriminated against on an arbitrary ground. The employee must be able to show that the ground is related to or similar to one of the listed grounds in section 6 (1). In this specific case, the court rejected the employees' claim that nepotism is an arbitrary ground.

Furthermore, in the case of **Mangena & others v Fila SA (Pty) Ltd & others (2010) 31 ILJ 662 (LC)**, the complainants were unable to show to the court that they had been unfairly discriminated against. In this case, the complainants alleged that the employer discriminated against them on the ground of birth. They argued that the employer paid them differently to the comparator employee, because the latter's father previously worked for the employer. It was alleged that when the father of the comparator died, the employer agreed to increase the comparator's pay to assist the family. On this basis, the complainants alleged that the conduct of the employer constituted unfair discrimination on the ground of birth. The court rejected this claim, and held that unfair discrimination did not occur, as it was a mere act of charity by the employer, which the court regarded as a benign form of favouritism.

In this regard, it has been stated that discrimination cases often originate based on a vague notion of unfairness, rather than actual impairment to dignity. The outcome of the cases could be indicative of employees' subjective sense that all pay differentials constitute unfair discrimination. This may raise an issue of awareness or lack of knowledge of the legal requirements on the part of complainants. However, it may also be indicative of employers' reluctance to be transparent about pay differentials to their employees, which make it difficult for complainants to properly prepare for their matters. In this regard, certain CCMA arbitrators have made some observations in matters based on claims brought under section 6 (4). Some of the observations include the following:

- i. Lack of preparation, which entail a lack of information or evidence to support the claim.
- ii. Lack of access to internal company information on pay grades and job evaluations.
- iii. The difference in pay is often based on speculation or suspicion.
- iv. There is a misconception that differentiation on its own constitutes unfair discrimination.
- v. Employees do not always understand fair pay differentiation.
- vi. Lack of understanding of pay grade systems.
- vii. Where their salary may be different to that of a comparator(s), employees do not always know why this is so, i.e., that it may be justified.
- viii. Employers often use the Protection of Personal Information Act (POPIA) as a reason for not sharing pay information.

- ix. Group referrals (arbitrary grounds) – it is difficult for a group of people to show a characteristic or attribute common to them all which the comparator(s) may or may not have.
- x. Comparators often include people of the same race (when race is the ground) which makes it hard to link the differentiation to a ground of unfair discrimination.

The above observations demonstrate that there are various role players (employees, employers, the CCMA etc.) in the successful implementation of equal pay legislation. In this respect the following recommendations are made to increase their chances of success in pay discrimination cases, employees ought to familiarise themselves with the various criteria that they must satisfy to succeed in such claims. This will assist them to properly prepare their claims. In this regard the CCMA and other social partners can play a contributory role by providing training and engage in public advocacy campaigns to create awareness of the equal pay principle and its objectives. Employers also have an important role to play and could benefit from familiarising themselves with the legislative requirements, especially regarding the justifications for pay differentials in terms of the EEA Regulations. This would enable them to consider whether their reasoning for pay difference may not be perpetuating past discrimination and therefore potentially constitute indirect discrimination. For example, when employers provide for performance increases for certain employees who work overtime. This could constitute unfair discrimination based on family responsibility, if mothers of young children are unable to work extra time. Furthermore, employers should also familiarise themselves with requirements in terms of other legislation, such as POPIA to consider the extent to which they can assist in providing transparency. In addition, more emphasis should be placed on internal grievance procedures and other pre-dispute referral procedures, such as salary reviews. The Code of Good Practice on Equal Pay/ Remuneration for Work of Equal Value is also a useful source of guidance on the criteria for unfair discrimination contemplated in section 6 (4), as it provides key principles on arbitrary grounds.

#### **4.3. Overview of selected cases on the application of the equal pay principle**

##### ***Mdunjani-Ncula v MEC, Department of Health & Another (2021) 42 ILJ 2393 (LAC)***

In this case the applicant employee was made an offer for employment and responded with a counter-offer for increased remuneration. The employer did not accept the counter-offer and the employee nonetheless reported for duty. She referred an unfair discrimination case, alleging that the employer discriminated against her on the basis of gender. The applicant identified the following male comparators:

1. Mr Ganyaza – was originally offered the applicant’s job at a higher rate than the applicant was offered. He declined the job and the applicant was then employed in his place.
2. Mr Manxima – was employed in March 2015, at a higher rate than the applicant was offered. Mr Manxima complained and was offered a higher salary, in line with what he was paid by his old employer.
3. Mr Ngozi – worked as the applicant’s subordinate but earned more than she did. However, he has been employed by the State since 1983, and as Legal Officer in the Department since 2003. His length of service in the Department amounted to 13 years.

The court considered the facts in respect of each comparator. In the case of the first comparator, the Court found that he was never employed by the employer and could therefore not qualify as a valid comparator. Regarding the second comparator, the Court held that his salary was based on an unlawful act in that he was getting paid higher than the salary prescribed for the position in terms of a Collective Agreement. The Court acknowledged that his salary had subsequently been corrected. In respect of the third comparator, the Court found that his length of service justified a higher salary than the applicant and therefore the difference in pay did not constitute discrimination as contemplated in terms of section 6 (4). Accordingly, the Court held that there was no evidence that any of the three comparators identified by the complaint indicated that the difference in pay was on a prohibited ground of discrimination.

##### ***Dayimani v National Department of Health and another JS 753/18 (delivered 05 March 2019)***

This was an application that came before the Court as default judgment and therefore evidence was only heard from the applicant. In this case the applicant applied for a position advertised on salary levels 10- 13. He was made

an offer at salary level 10 but responded with a counter-offer to be paid at salary level 11 or 12. He alleged that the counter-offer was accepted telephonically by the CEO. However, when he assumed duty, he discovered that his salary level was at salary level 10, as per the initial offer. The applicant complained and after failed attempts to resolve the dispute internally, he referred the dispute to the CCMA, alleging unfair discrimination. The dispute remained unresolved, after which the employee approached the Labour Court for relief for unfair discrimination on an arbitrary ground, relating to social origin. The applicant took issue with the statement that in his previous employment with the KZN Department of Social Development he was remunerated at salary level 8. It is on this basis that he alleged discrimination based on social origin.

In its evaluation, the Court referred to item 4.4 of the ***Code of Good Practice on Equal Pay/Remuneration for Work of Equal Value***, that states that when examining whether the obligation to apply pay equity in the workplace is being complied with, the following three key issues require scrutiny:

Are the jobs that are being compared the same, substantially the same or of equal value in terms of objective assessment?

Is there a difference in the terms and conditions of employment, including pay/remuneration, of the employees in the jobs that are being compared?

If there are differences in the terms and conditions of employment, can these be justified on fair and rational grounds?

The Court found that it was unable to consider the above key issues, as the evidence was too shallow to enable the Court to perform an objective assessment. The Court held that the applicant relied on subjective views that previous incumbents were paid at a higher rate, as there were no comparators identified to support his case. Accordingly, the court rejected the applicant's submissions as there was no credible evidence to substantiate the allegation of unfair discrimination.

### ***SACCAWU obo members and Pick n Pay Retailers (Pty) Ltd- Case number: HO 2141-18 (Award dated 9th November 2022)***

The applicant employees alleged that they were unfairly discriminated against, as the respondent employer paid different rates for Sunday work for different categories of employees. Therefore, the crux of the dispute concerns the rate at which various categories of employees are paid in respect of normal hours of work on Sundays. The respondent raised two preliminary issues, in respect of prescription and the principle equal pay for work of equal value, respectively. For purposes of this contribution, only the equal pay principle as preliminary point will be addressed. In this regard, the respondent employer raised that the equal pay principle does not find application in this case due to the fact that the pay rate system for Sunday work concerns a comparison of employees in different categories, who do not perform the same, similar or work of equal value. This means that the comparators identified are invalid and accordingly section 6(4) is not applicable. The applicant conceded that the comparators were engaged in different categories of work, but argued that a valid comparison as contemplated in section 6 (4) could still be made as the matter concerned "vertical comparison" in that the employees in question are indeed similarly situated in respect of their family responsibility, the need to rest and religious needs.

The arbitrator upheld the respondent's preliminary point and held that the CCMA had no jurisdiction to entertain the matter in respect of the claim of vertical comparison regarding family responsibility and religious needs, because the issue was beyond the scope of section 6 (4). In this regard, the arbitrator reiterated that section 6 (4) applies in respect of jobs being the same, similar or of equal value. As a result, the provision requires a comparison of the jobs of the identified comparators and not in respect of other factors- such as family responsibility and religious needs.

In addition, this case reiterated that employers are permitted to provide for a difference in terms and conditions of employment, provided that it does not constitute unfair discrimination. The difference may be provided not only in respect of employees in different occupational categories, but even when employees are performing the same or similar work or work of equal value.



## ***Shongwe and Mbombela Local Municipality (2021) 42 ILJ 2539 (CCMA)***

In this case the applicant was employed as a clerical assistant. Following the merger of two municipalities, the applicant alleged that the employer unfairly discriminated against her on an arbitrary ground, in that her colleagues who were doing the same work as clerical assistants were remunerated at a higher level than she was. The applicant argued that she wanted to be promoted to a higher level, because her two colleagues who were performing the same work with the same job descriptions were promoted.

The arbitrator held that this argument on its own was not sufficient without establishing a link between the employer's decision and the prohibited ground. The arbitrator reiterated that a difference in pay by employees performing the same work, does not automatically constitute unfair discrimination. Such difference in pay may be influenced by several factors, such as qualifications, experience and market factors. Considering the above, the arbitrator found that the employee's evidence failed to indicate that the difference in pay was linked to one or more grounds listed in section 6 (1). Accordingly, there was no substance to the employee's claim of unfair discrimination.

## **CONCLUSION**

Pay discrimination remains a global concern and the principle of equal pay for work of equal value in terms of the EEA is intended to combat pay inequality. The courts have given interpretation to the requirements for an equal pay claim. The outcome of the above selected cases on equal pay illustrates the importance for employees to identify appropriate comparators and to consider the possibility that employers may have permissible justification for a difference in pay. In addition, it highlights the importance for employers to consider their justifications for a difference in pay when determining pay rates. As alluded to above, there are various role players in the successful implementation of the equal pay principle. Accordingly, as stated in the Commission for Employment Equity 19<sup>th</sup> Annual Report, proper implementation of the equal pay principle "requires a will and commitment from decision-makers in the workplace to put in place policies and implementation strategies geared towards addressing the persisting pay inequalities experienced by the majority of employees in our country."

# ANALYSIS OF DIRECTOR GENERAL NOTIFICATIONS FOR FAILURE TO SUBMIT EE REPORTS



## 5. ANALYSIS OF DIRECTOR GENERAL NOTIFICATIONS FOR FAILURE TO SUBMIT EE REPORTS

As part of the CEE's mandate to monitor the compliance levels of the designated employers with the requirements of section 21 of the EEA, the CEE in the period under review, continued to monitor the trends in the DG Notification process for the 2022 reporting period as reflected in this section of the report.

### 5.1. Legal framework for the DG Notification process

The DG Notification process originates from section 21 (4A) of the EE 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:

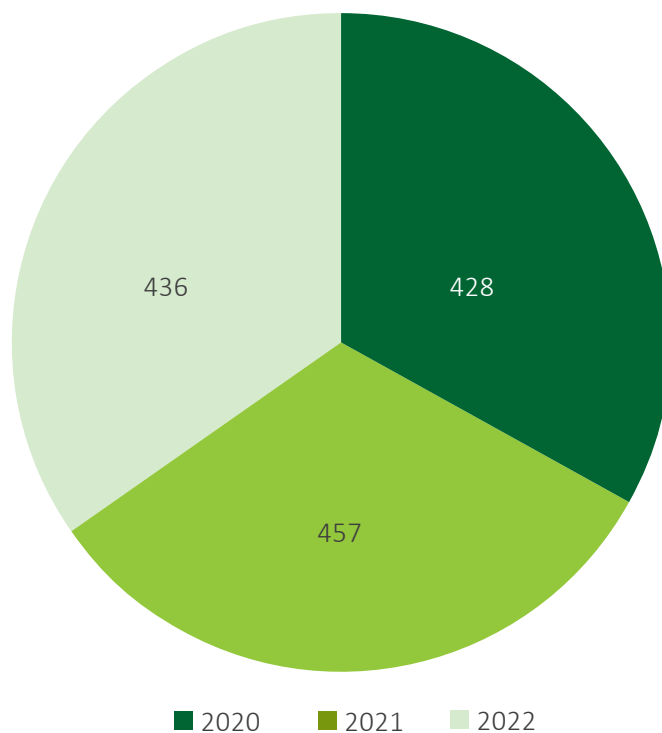
- Section 197 (Transfer of business);
- Mergers/Acquisitions;
- Labour Court Order;
- Liquidations/Judicial winding;
- Insolvency; and
- Other

It is important to note that 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 EEAA. 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 this case a letter from the Business Rescue Practitioner is required.

### 5.2. DG Notifications received over the past three years

The figure A below provides a three-year trend in the total number of designated employers that submitted the DG Notification applications (EEA14 forms) for 2020, 2021 and 2022



### 5.3. DG Notifications by employer size for 2022

In 2022, 436 DG Notification applications were received from the designated employers.

Table A below provides the breakdown of the number of the DG Notifications that were received in terms of employer size and percentage split:

**Table A: Breakdown of the 2022 DG Notifications granted by employer' size and percentage**

Employer's Size (employees)	Total number of DG Notifications granted	%
1-49	322	73.8%
50-149	75	17.2%
150+	39	9%
<b>TOTAL</b>	<b>436</b>	<b>100%</b>

**Table A** indicates that of all the DG notifications, most of the employers (73.8%) employed fewer than 50 employees, implying that they were no longer designated in terms of the annual turnover thresholds stipulated in Schedule 4 of the Employment Equity Amendment Act, 2013.

#### 5.4. DG notifications granted by key reason for 2022

Key reason	No.	%
Transfer of business (Section 197)	37	8.5%
Mergers/acquisitions	83	19%
Labour Court Order	0	0%
Liquidation & business closures	32	7.3%
Insolvency	0	0%
Employers no longer designated (Other)	284	65.1%
<b>Total</b>	<b>436</b>	<b>100%</b>

The table above indicates the breakdown of the DG Notifications granted for 2022 by key reason provided by employers. The most common reason cited by employers (65.1%) who submitted EEA14 applications was “non-designated”.

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 are aimed at reducing both the administrative and compliance burden on these small employers.



## **DEMOGRAPHICS OF THE NATIONAL AND REGIONAL/ PROVINCIAL ECONOMICALLY ACTIVE POPULATION (EAP)**

## 6. 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. **(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)**

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

Table 1: National EAP by Population and Gender Group* (*Source: Statistics South Africa. (QLFS. Quarter 3. 2022)						
MALE			FEMALE			Total
AM	African Male	43.4%	AF	African Female	36.6%	80.0%
CM	Coloured Male	4.9%	CF	Coloured Female	4.4%	9.3%
IM	Indian Male	1.7%	IF	Indian Female	1.0%	2.7%
WM	White Male	4.5%	WF	White Female	3.5%	8.0%
<b>Total</b>		<b>54.5%</b>			<b>45.5%</b>	<b>100.0%</b>

**Table 1** above provides the demographics of the EAP per population and gender groups at the National level.

## 6.2. Provincial Economically Active (EAP) by Population Group and Gender

**Table 2: Provincial EAP by Population and Gender Groups\* (\*Source: Statistics South Africa. (QLFS. Quarter 3 2022))**

PROVINCE	GENDER	African	Coloured	Indian	White	TOTAL
Eastern Cape	Male	44.0%	6.0%	0.5%	2.8%	53.3%
	Female	38.1%	6.0%	0.4%	2.2%	46.7%
	TOTAL	82.1%	12.0%	0.9%	5.0%	100.0%
Free State	Male	48.4%	1.6%	1.7%	3.7%	55.4%
	Female	39.9%	1.1%	0.0%	3.6%	44.6%
	TOTAL	88.3%	2.7%	1.7%	7.3%	100.0%
Gauteng	Male	46.1%	1.1%	2.2%	6.4%	55.8%
	Female	36.9%	1.3%	1.4%	4.6%	44.2%
	TOTAL	83.0%	2.4%	3.6%	11.0%	100.0%
KwaZulu-Natal	Male	43.5%	0.7%	4.5%	2.2%	50.9%
	Female	44.0%	0.4%	2.8%	1.9%	49.1%
	TOTAL	87.5%	1.1%	7.3%	4.1%	100.0%
Limpopo	Male	52.1%	0.0%	0.2%	1.2%	53.5%
	Female	45.0%	0.1%	0.2%	1.2%	46.5%
	TOTAL	97.1%	0.1%	0.4%	2.4%	100.0%
Mpumalanga	Male	50.6%	0.1%	0.3%	4.0%	55.0%
	Female	41.6%	0.2%	0.0%	3.2%	45.0%
	TOTAL	92.2%	0.3%	0.3%	7.2%	100.0%
North West	Male	54.4%	0.6%	0.7%	2.8%	58.5%
	Female	39.1%	0.6%	0.2%	1.6%	41.5%
	TOTAL	93.5%	1.2%	0.9%	4.4%	100.0%
Northern Cape	Male	35.0%	18.0%	0.4%	6.4%	59.8%
	Female	21.4%	14.3%	0.0%	4.5%	40.2%
	TOTAL	56.4%	32.3%	0.4%	10.9%	100.0%
Western Cape	Male	21.5%	24.7%	0.3%	7.2%	53.7%
	Female	18.0%	21.7%	0.5%	6.1%	46.3%
	TOTAL	39.5%	46.4%	0.8%	13.3%	100.0%

**Table 2** above provides the demographics of the EAP per population and gender groups at the Provincial level.

It is important to note that Section 42 of the Employment Equity Act requires designated employers to take into account the demographics of both the National and Provincial EAP when conducting the analysis of their workforce (section 19) and when they develop the EE numerical targets and goals in their EE Plans (section 20).





## **ANALYSIS OF EMPLOYMENT EQUITY REPORTS RECEIVED IN 2022**

## 7. ANALYSIS OF EMPLOYMENT EQUITY REPORTS RECEIVED IN 2022

This section of the report provides an analysis of the extent of reporting for all designated employers for 2022 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 all employers and employees from the private sector compared to all government (i.e. national, provincial and local spheres of government, excluding state owned enterprises).

This section concludes with a barrier and affirmative action measure analysis of the reports received in 2022 and a workforce profile trends analysis for public universities from 2020 to 2022. (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. EXTENT OF REPORTING FOR 2020 TO 2022

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

Year	Reports received	Annual % Change - reports	Employees covered	Annual % Change - employees
2020	26 635	Base	7 056 059	Base
2021	27 017	1.4%	7 079 355	0.3%
2022	27 532	1.9%	7 215 960	1.9%

**Table 3** shows that during the 2022 employment equity reporting cycle 27 532 employment equity reports were submitted by designated employers, which included 7 215 960 employees. This reflects an increase of 1.9 % of reports received and 1.9% of employees covered from 2021 to 2022. This is a positive development in the labour market as the country is recovering from Covid19, the unrest in 2021 and the catastrophic flooding that caused damages, particularly in Kwa-Zulu Natal.

### 7.2. EXTENT OF REPORTING IN 2022 BY PROVINCE

PROVINCE	REPORTS RECEIVED	% REPORTS RECEIVED	EMPLOYEES	% EMPLOYEES
Eastern Cape	1 480	5.4%	368 828	5.1%
Free State	800	2.9%	117 150	1.6%
Gauteng	12 024	43.7%	3 495 183	48.4%
KwaZulu-Natal	4 067	14.8%	1 036 401	14.4%
Limpopo	880	3.2%	263 337	3.6%
Mpumalanga	1 509	5.5%	355 295	4.9%
Northern Cape	410	1.5%	90 064	1.2%
North West	698	2.5%	205 703	2.9%
Western Cape	5 664	20.6%	1 283 999	17.8%
<b>TOTAL</b>	<b>27 532</b>	<b>100%</b>	<b>7 215 960</b>	<b>100.0%</b>

**Table 4** 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 the highest number of reporting employers (43.7%) covering the highest number of employees (48.4%). The Northern Cape has the smallest number of reports (1.5 %) covering the lowest number of employees (1.2%).

### 7.3. EXTENT OF REPORTING IN 2022 BY BUSINESS TYPE

Table 5: Total number of reports and the number of employees covered by Business Type				
BUSINESS TYPE	REPORTS RECEIVED	% REPORTS RECEIVED	EMPLOYEES	% EMPLOYEES
National Government	52	0.2%	358 912	5.0%
Provincial Government	121	0.4%	626 262	8.7%
Local Government	172	0.6%	184 518	2.6%
Private Sector	26 214	95.2%	5 287 019	73.3%
Non-Profit Organizations	540	2.0%	213 118	3.0%
State-Owned Enterprises	131	0.5%	80 662	1.1%
Educational Institutions	302	1.1%	465 469	6.5%
<b>TOTAL</b>	<b>27532</b>	<b>100.0%</b>	<b>7215960</b>	<b>100.0%</b>

**Table 5** suggests that the Private Sector (73.3%) is the biggest employer in South Africa, followed by Government (16.3%) (i.e. National, Provincial and Local government), which highlights the importance of the Private Sector for driving transformation in the labour market.

### 7.4. EXTENT OF REPORTING IN 2022 BY SECTOR

Table 6: Total number of reports and the number of employees covered by Sector				
Sector	REPORTS RECEIVED	% REPORTS RECEIVED	EMPLOYEES	% EMPLOYEES
Accommodation and Food Service Activities	1 173	4.3%	176 193	2.4%
Administrative and Support Activities	1 079	3.9%	633 952	8.8%
Agriculture Forestry & Fishing	3 989	14.5%	653 231	9.1%
Arts, Entertainment and Recreation	564	2.0%	378 962	5.3%
Construction	2 508	9.1%	278 847	3.9%
Education	530	1.9%	464 291	6.4%
Electricity, Gas, Steam and Air Conditioning Supply	405	1.5%	109 999	1.5%
Financial and Insurance Activities	1 139	4.1%	418 592	5.8%
Human Health and Social Work Activities	1 016	3.7%	560 991	7.8%
Information and Communication	1 792	6.5%	255 933	3.5%
Manufacturing	4 952	18.0%	873 475	12.1%
Mining and Quarrying	971	3.5%	407 818	5.7%
Professional, Scientific and Technical Activities	824	3.0%	102 873	1.4%
Public Administration and Defence. Compulsory Social Security	312	1.1%	537 944	7.5%
Real Estate Activities	197	0.7%	21 461	0.3%
Transportation and Storage	1 710	6.2%	307 796	4.3%
Water Supply, Sewerage, Waste Management and Remediation Activities	295	1.1%	100 047	1.4%
Wholesale and Retail Trade, Repair of Motor Vehicles and Motorcycles	4 076	14.8%	933 555	12.9%
<b>Total</b>	<b>27532</b>	<b>100.0%</b>	<b>7 215 960</b>	<b>100.0%</b>

According to **Table 6**, 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 (12.9%) were the biggest employers, followed by Manufacturing (12.1%) Agriculture Activities (9.1%).



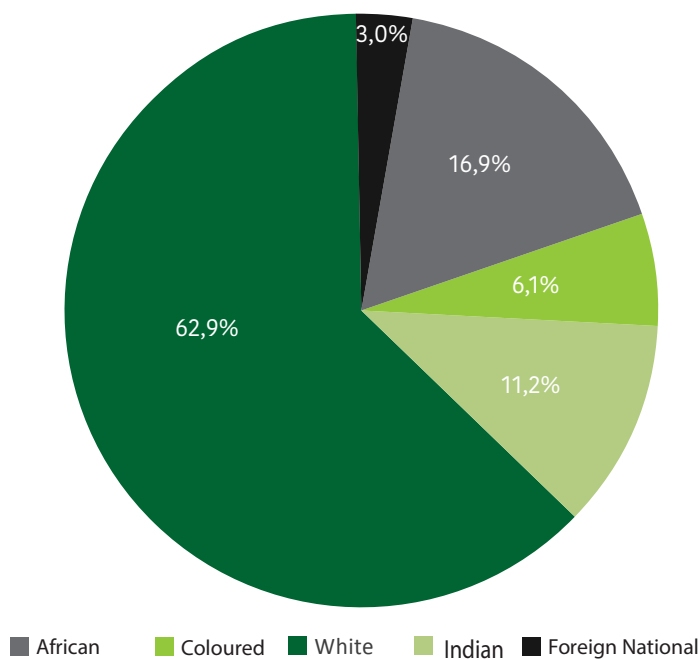
# **WORKFORCE PROFILE ANALYSIS OF REPORTS RECEIVED FOR THE 2022 REPORTING CYCLE**

## 8. WORKFORCE PROFILE ANALYSIS OF REPORTS RECEIVED FOR THE 2022 REPORTING CYCLE

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

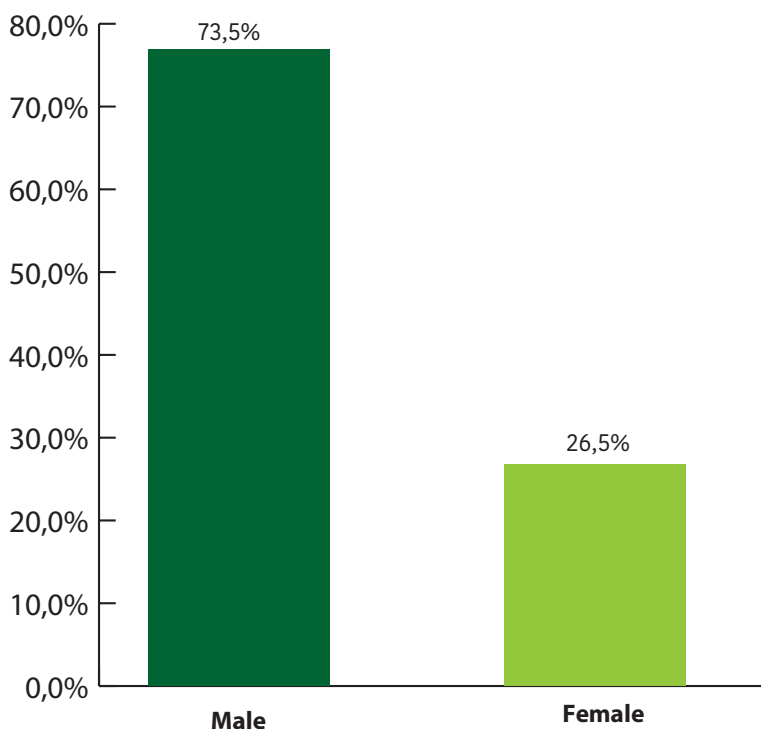
National EAP by Population and Gender Group* (*Source: Statistics South Africa. (QLFS. Quarter 3. 2022)						
MALE			FEMALE			Total
AM	African Male	43.4%	AF	African Female	36.6%	80.0%
CM	Coloured Male	4.9%	CF	Coloured Female	4.4%	9.3%
IM	Indian Male	1.7%	IF	Indian Female	1.0%	2.7%
WM	White Male	4.5%	WF	White Female	3.5%	8.0%
<b>Total</b>		<b>54.5%</b>			<b>45.5%</b>	<b>100.0%</b>

Figure 1: Top Management by population group - 2022



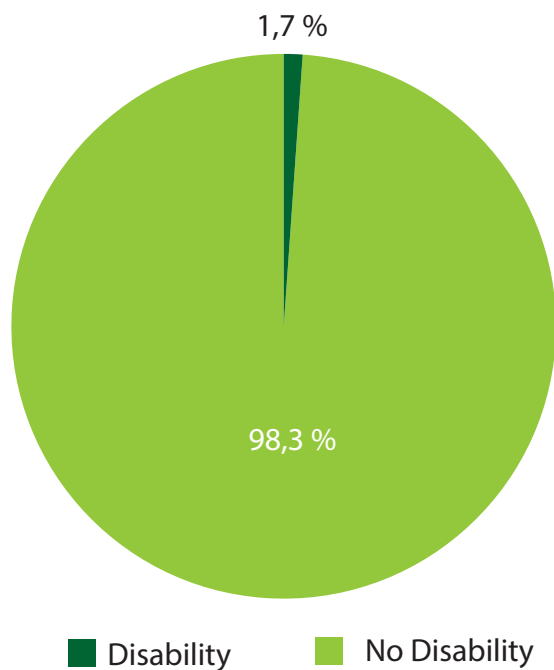
**Figure 1** illustrates that the White population group accounts for 62.9% of Top Management, while their EAP is 8%. The Indian population group, representation is at 11.2% with an EAP of 2.7% at this level. In contrast, the African population group, whose EAP is 80% accounts for only 16.9% and the Coloured population whose EAP is 9.3% accounts for 6.1% at this occupational level. Top Management shows a disproportionate representation of the various population groups whereas, representation of Foreign Nationals stands at 3.0% at this level.

**Figure 2: Top Management by gender - 2022**



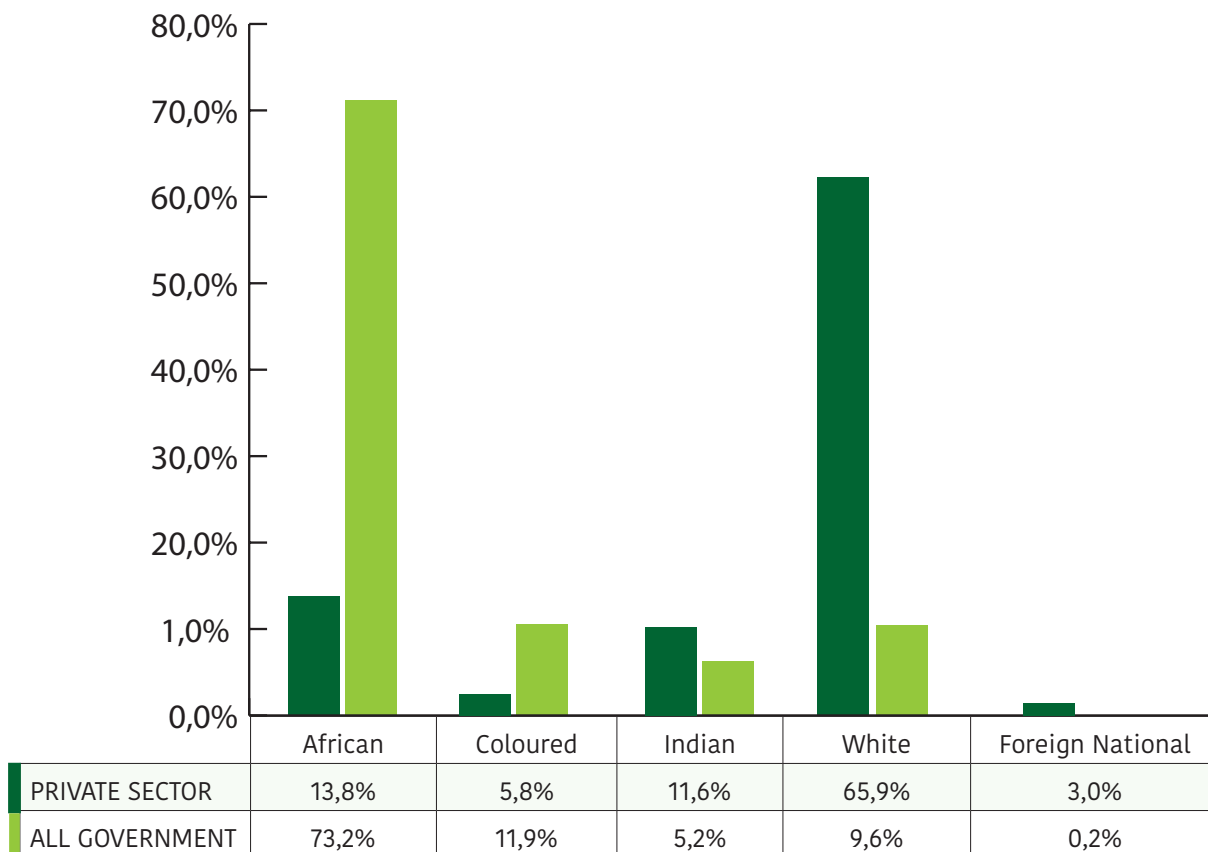
**Figure 2** shows that male representation is dominant at the Top Management level, which is more than double the percentage of the female representation.

**Figure 3: Top Management – Disability- 2022**



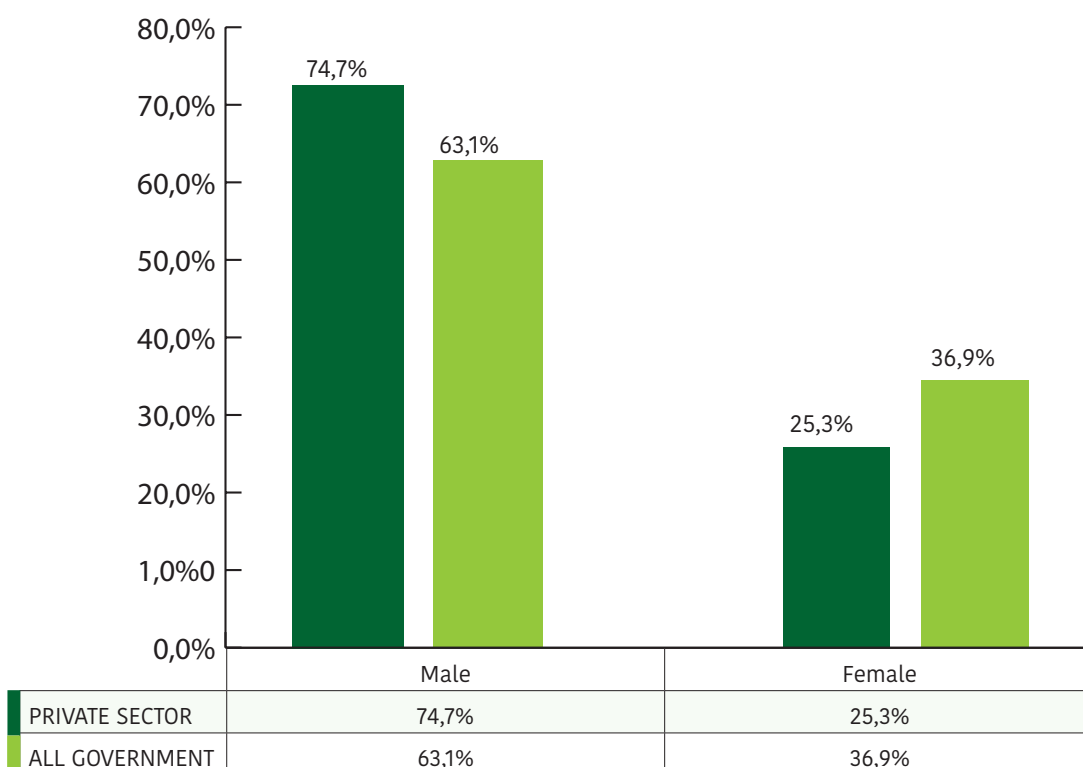
**Figure 3** indicates that employees with disabilities have a very low representation at the Top Management level. Only 1.7% of Top management is made up of employees with disabilities.

**Figure 4: Top Management by population group - 2022 (Private Sector & All Government)**



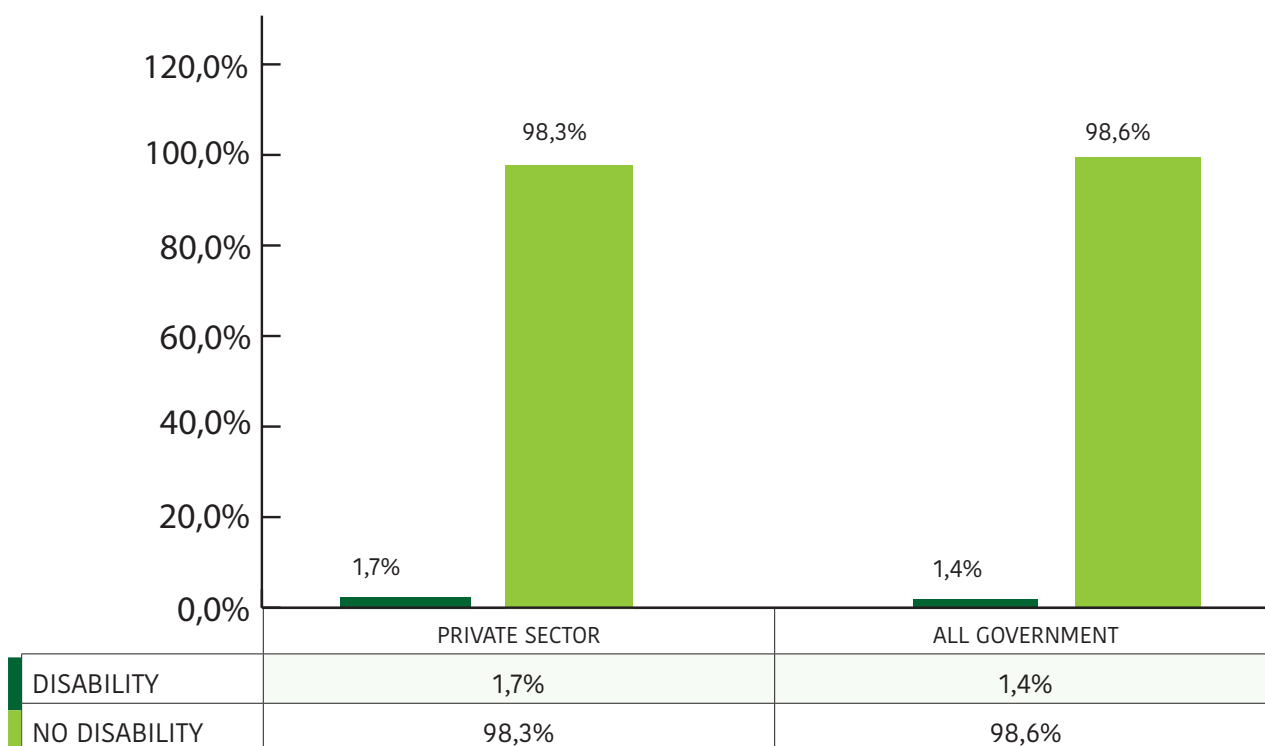
**Figure 4** shows Government demonstrating major progress in terms of affirming the designated groups in as far as the population groups are concerned. The representation of the African population group (73.2%) is making significant progress in Government, while in the Private Sector they continue to lag behind (13.8%) at this occupational level. The Private sector is the biggest employer of Foreign Nationals (3.0%) at this level.

**Figure 5: Top Management by gender - 2022 (Private Sector & All Government)**



**Figure 5** shows that the representation of females is better in Government, even though their representation has not met their EAP at the Top Management level. Progress in terms of affirming females still remains slow particularly in the Private Sector (25.3%) at this level.

**Figure 6: Top Management – Disability- 2022 (Private Sector & All Government)**



**Figure 6** indicates that the Private Sector is doing much better than Government in terms of the representation of employees with disabilities at the Top Management level. While the difference might seem insignificant (0.3%), it is important to recognise the efforts of the Private Sector at this level.

Table 7: 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	43.4%	4.9%	1.7%	4.5%	36.6%	4.4%	1.0%	3.5%	NA	NA	100%
Accommodation and food service activities	5.8%	2.0%	4.3%	50.8%	6.2%	2.6%	2.6%	22.3%	2.8%	0.7%	100.0%
Administrative and support activities	17.3%	3.5%	6.5%	37.9%	11.9%	3.3%	3.2%	14.1%	1.7%	0.6%	100.0%
Agriculture forestry & fishing	5.7%	3.3%	0.9%	68.6%	3.4%	2.5%	0.3%	14.5%	0.6%	0.2%	100.0%
Arts entertainment and recreation	16.6%	6.1%	4.1%	37.6%	12.1%	2.8%	3.6%	13.6%	2.7%	0.9%	100.0%
Construction	15.1%	6.0%	5.6%	51.9%	6.9%	3.2%	3.0%	6.1%	1.9%	0.3%	100.0%
Education	12.2%	3.3%	5.1%	29.1%	8.9%	4.0%	4.1%	30.2%	1.9%	1.2%	100.0%
Electricity gas steam and air conditioning supply	13.5%	4.5%	7.9%	44.7%	11.0%	2.6%	4.0%	8.2%	3.3%	0.4%	100.0%



Financial and insurance activities	10.5%	2.8%	8.0%	45.5%	8.3%	2.5%	4.1%	13.8%	3.4%	1.0%	100.0%
Human health and social work activities	10.5%	2.5%	7.0%	37.5%	9.1%	3.4%	5.9%	21.2%	1.9%	0.9%	100.0%
Information and communication	8.3%	3.5%	8.6%	49.2%	6.5%	2.7%	4.7%	12.8%	2.9%	0.8%	100.0%
Manufacturing	6.2%	3.3%	10.0%	55.7%	4.0%	2.0%	4.1%	10.3%	3.9%	0.5%	100.0%
Mining and quarrying	21.4%	2.7%	3.2%	48.9%	9.9%	1.2%	1.9%	6.7%	3.8%	0.3%	100.0%
Professional scientific and technical activities	9.6%	2.8%	4.9%	44.2%	6.7%	2.7%	4.9%	21.0%	2.5%	0.8%	100.0%
Public administration and defence; compulsory social security	39.0%	8.7%	3.3%	15.4%	21.3%	4.1%	3.0%	5.1%	0.2%	0.0%	100.0%
Real estate activities	8.3%	2.1%	5.0%	54.8%	6.0%	2.1%	3.5%	16.4%	1.0%	0.8%	100.0%
Transportation and storage	10.2%	3.3%	11.8%	46.2%	6.6%	2.3%	5.2%	11.9%	2.3%	0.3%	100.0%
Water supply sewerage waste management and remediation activities	37.6%	7.8%	2.1%	22.5%	17.7%	3.2%	1.8%	6.6%	0.6%	0.0%	100.0%
Wholesale and retail trade; repair of motor vehicles and motorcycles	5.0%	2.7%	12.6%	54.4%	2.8%	1.8%	4.0%	14.5%	1.7%	0.6%	100.0%

**Table 7** shows that the White population group is over-represented across all sectors at the Top Management level. The Indian population group is only under-represented in the Agriculture, Forestry and Fishing Sector at this occupational level. White males appear to be the preferred population group across all sectors at this occupational level. Public Administration and Defence; Compulsory Social Security performed reasonably well in terms of affirming members of the Black employees at this level. Foreign Nationals highly represented mostly in the Manufacturing and Financial and Insurance Activities sectors at 4.4% each, followed by Mining and Quarrying at 4.1% at this level.

Table 8: 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	43.4%	4.9%	1.7%	4.5%	36.6%	4.4%	1.0%	3.5%	NA	NA	100%
National Government	41.1%	4.0%	2.9%	6.1%	35.5%	3.2%	3.7%	3.2%	0.3%	0.0%	100.0%
Provincial Government	47.7%	7.0%	3.1%	4.6%	27.2%	4.0%	3.4%	2.8%	0.0%	0.3%	100.0%
Local Government	46.6%	10.1%	3.0%	6.9%	24.6%	3.9%	1.1%	3.7%	0.1%	0.0%	100.0%
Private Sector	8.4%	3.4%	7.8%	52.6%	5.4%	2.4%	3.8%	13.2%	2.5%	0.5%	100.0%
Non-Profit Organisations	25.8%	6.1%	4.0%	20.4%	14.9%	4.3%	2.7%	17.0%	3.0%	1.9%	100.0%
State Owned Enterprises	39.0%	3.9%	5.2%	9.7%	26.8%	3.7%	4.0%	6.3%	1.2%	0.2%	100.0%
Educational Institutions	14.3%	2.8%	4.2%	30.5%	10.8%	3.1%	2.9%	28.8%	2.0%	0.6%	100.0%

**Table 8** shows that the White and Indian male representation is dominant across all Business types, particularly in the Private Sector at the Top Management level. The African and Coloured male representation is dominant in both Provincial and Local Government at this level. Whereas, the representation of White and Indian females is dominant in the Private Sector. The representation of African and Coloured females is approximately at their EAP in National Government and Non-Profit Organisations at this level. Foreign National representation at the Top Management level is high in the Non-Profit Organisations, followed by the Private Sector and the Educational Institutions.

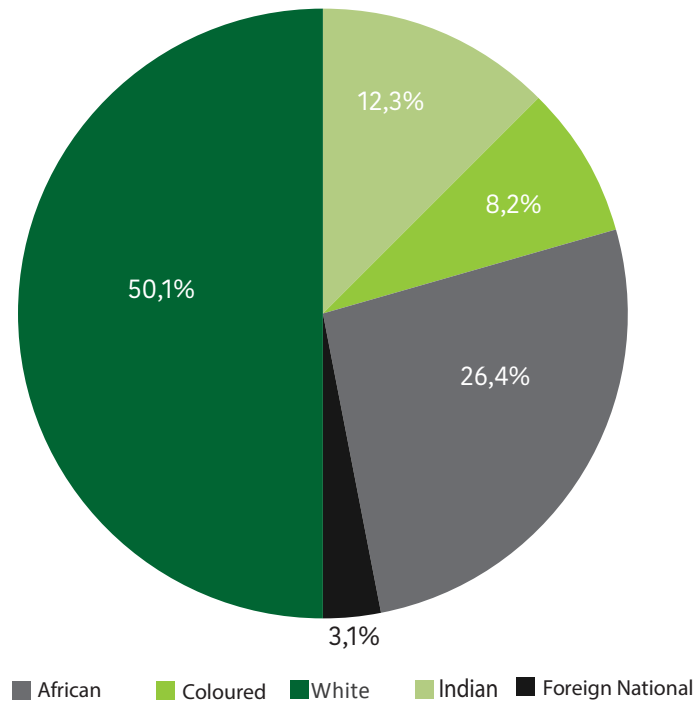
Table 9: Workforce movement at the Top Management level by Population Group and Gender (All Employers)											
	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
EAP	43.4%	4.9%	1.7%	4.5%	36.6%	4.4%	1.0%	3.5%	NA	NA	100%
Workforce profile-all employers	10.3%	3.6%	7.5%	49.7%	6.6%	2.5%	3.7%	13.2%	2.4%	0.6%	100.0%
Recruitment	99.6%	0.0%	0.0%	0.1%	0.1%	0.0%	0.0%	0.1%	0.0%	0.0%	100.0%
Promotion	13.5%	3.9%	9.5%	32.6%	10.6%	4.5%	5.7%	16.9%	1.8%	1.0%	100.0%
Terminations	14.9%	3.8%	7.3%	42.1%	9.7%	2.5%	3.1%	11.8%	3.8%	0.9%	100.0%
Skills Development	15.7%	3.9%	9.3%	35.2%	12.1%	3.9%	5.6%	14.2%	0.0%	0.0%	100.0%

**Table 9** illustrates that a significant percentage of opportunities in promotions and skills development are afforded to the White population group at the Top Management level whereas, African males benefited the most from recruitment opportunities at this level.

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

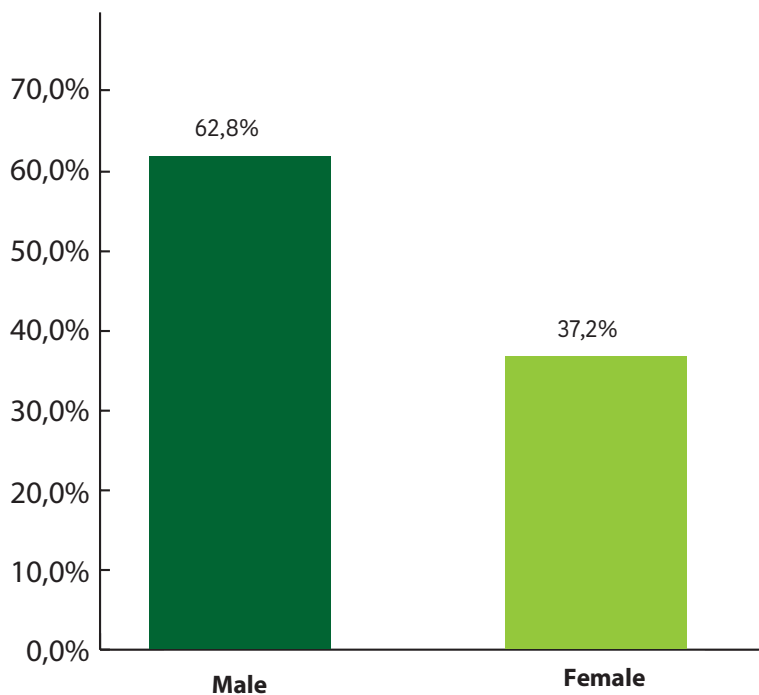
National EAP by Population and Gender Group* (*Source: Statistics South Africa. (QLFS. Quarter 3. 2022)						
MALE			FEMALE			Total
AM	African Male	43.4%	AF	African Female	36.6%	80.0%
CM	Coloured Male	4.9%	CF	Coloured Female	4.4%	9.3%
IM	Indian Male	1.7%	IF	Indian Female	1.0%	2.7%
WM	White Male	4.5%	WF	White Female	3.5%	8.0%
<b>Total</b>		<b>54.5%</b>			<b>45.5%</b>	<b>100.0%</b>

**Figure 7: Senior Management by population group - 2022**



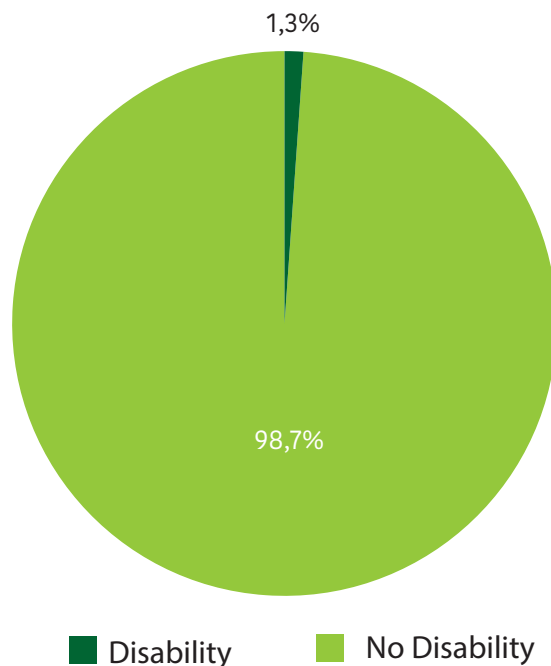
**Figure 7** reflects that the White population group accounted for 50.1% with an EAP of 8% and the Indian population group representation accounted for 12.3% with an EAP of 2.7% at the Senior Management level. The African population group with an EAP is of 80% accounted for only 26.4% and the Coloured population groups with an EAP of 9.3% accounted for 8.2% at this level. Senior Management shows a disproportionate representation of the various population groups in relation to their EAP at this level. Foreign Nationals accounted for 3.1% of the workforce at this occupational level.

**Figure 8: Senior Management by gender- 2022**



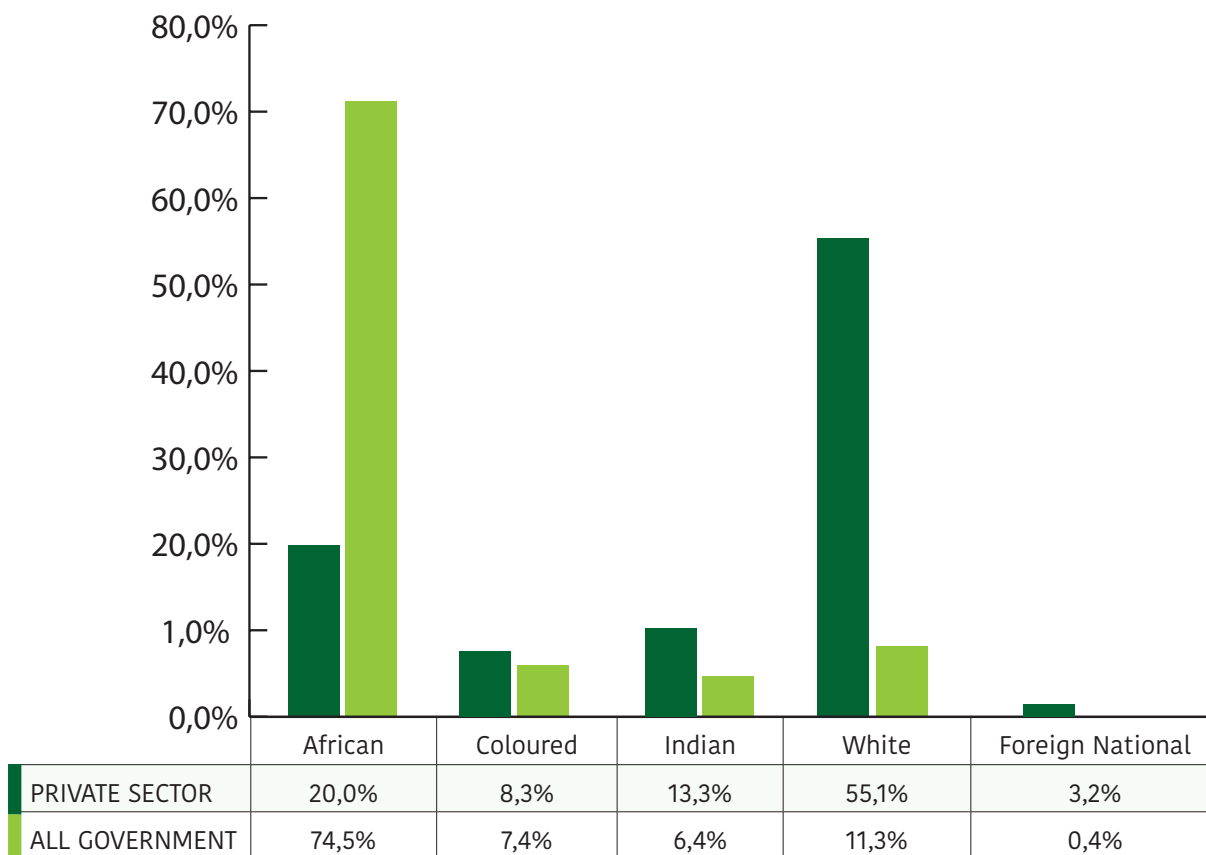
**Figure 8** shows that the male representation is significantly higher than their EAP at the Senior Management level.

**Figure 9: Senior Management – disability - 2022**



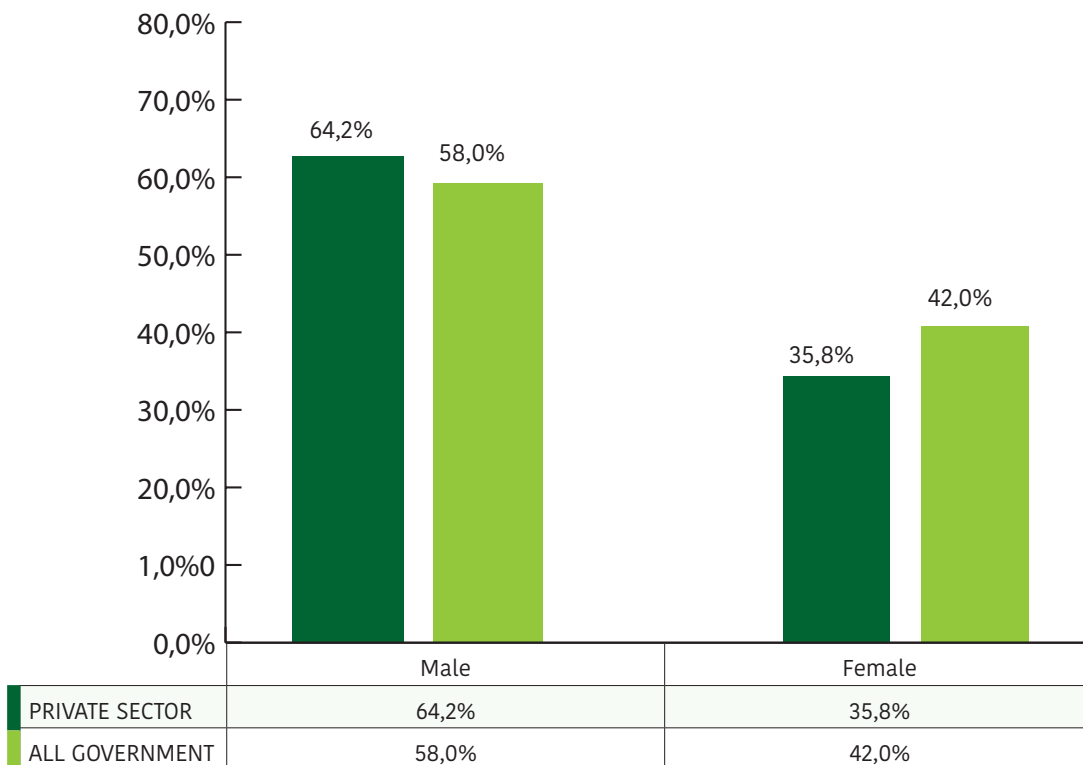
**Figure 9** indicates that employees with disabilities have a very low representation at the Senior Management level. Only 1.3% of the Senior Management level is made up of employees with disabilities.

**Figure 10: Senior Management by population group - 2022 (Private Sector & All Government)**



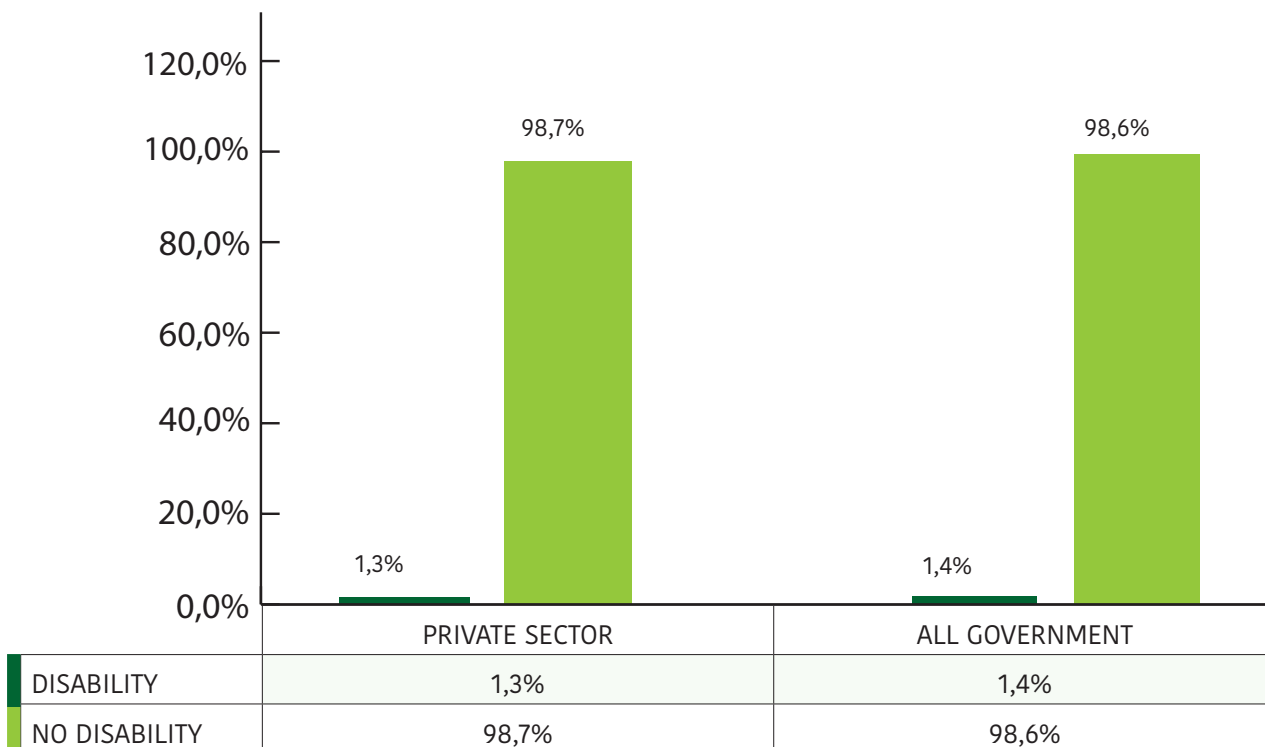
**Figure 10** shows that Government is making major progress in terms of affirming the designated groups at the Senior Management level. Government has made significant progress with the representation of the African population group (74.5%), while in the Private Sector they continue to lag behind (20.0%) at this level. The Private sector is the biggest employer of Foreign Nationals (3.2%) at this occupational level.

**Figure 11: Senior Management by gender- 2022 (Private Sector & All Government)**



**Figure 11** shows that the representation of females is better in Government, even though their representation is below their EAP at the Senior Management level. Progress in the representation of females still remains low, particularly in the Private Sector (35.8%) at this level.

**Figure 12: Senior Management – disability – 2022 (Private Sector & All Government)**



**Figure 12** indicates that the representation of employees with disabilities is slightly better in the Private Sector at the Senior Management level.

**Table 10: 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	
<b>EAP</b>	<b>43.4%</b>	<b>4.9%</b>	<b>1.7%</b>	<b>4.5%</b>	<b>36.6%</b>	<b>4.4%</b>	<b>1.0%</b>	<b>3.5%</b>	<b>NA</b>	<b>NA</b>	<b>100%</b>
Accommodation and food service activities	14.6%	4.6%	3.9%	26.0%	14.6%	5.9%	2.7%	23.9%	3.0%	0.8%	100.0%
Administrative and support activities	25.6%	4.5%	5.4%	23.0%	16.5%	3.7%	4.0%	15.6%	1.1%	0.6%	100.0%
Agriculture forestry & fishing	10.3%	4.1%	1.5%	54.6%	5.2%	2.2%	0.8%	20.3%	0.8%	0.2%	100.0%
Arts entertainment and recreation	26.3%	5.0%	5.8%	21.3%	17.8%	4.2%	4.1%	13.6%	1.3%	0.7%	100.0%
Construction	21.6%	6.6%	5.6%	37.8%	9.8%	2.4%	2.5%	11.3%	2.0%	0.4%	100.0%
Education	14.0%	3.4%	3.4%	21.2%	11.1%	3.8%	4.5%	32.5%	4.1%	1.9%	100.0%
Electricity gas steam and air conditioning supply	24.3%	5.2%	6.4%	25.5%	16.5%	2.9%	4.5%	11.9%	2.2%	0.5%	100.0%
Financial and insurance activities	11.7%	4.1%	9.6%	28.6%	11.2%	4.2%	7.3%	18.6%	3.1%	1.5%	100.0%
Human health and social work activities	14.9%	2.8%	4.2%	14.9%	20.5%	5.6%	6.9%	27.2%	1.8%	1.2%	100.0%
Information and communication	10.5%	4.7%	9.1%	35.2%	8.3%	3.5%	4.7%	18.7%	4.0%	1.2%	100.0%
Manufacturing	23.9%	2.5%	3.8%	43.4%	9.4%	1.0%	2.3%	10.1%	2.9%	0.6%	100.0%
Mining and quarrying	23.9%	2.5%	3.8%	43.4%	9.4%	1.0%	2.3%	10.1%	2.9%	0.6%	100.0%
Professional scientific and technical activities	11.7%	3.6%	6.0%	31.1%	9.6%	3.3%	5.7%	25.0%	2.7%	1.4%	100.0%
Public administration and defence; compulsory social security	37.6%	5.5%	5.2%	12.4%	28.1%	2.6%	2.8%	5.7%	0.2%	0.0%	100.0%
Real estate activities	14.7%	2.3%	4.8%	30.4%	9.0%	4.2%	4.8%	26.8%	2.0%	0.9%	100.0%
Transportation and storage	15.2%	5.3%	11.2%	32.7%	8.7%	3.0%	6.2%	15.9%	1.4%	0.4%	100.0%
Water supply sewerage waste management and remediation activities	42.8%	5.9%	3.3%	14.1%	21.9%	2.3%	1.3%	7.2%	1.0%	0.3%	100.0%
Wholesale and retail trade; repair of motor vehicles and motorcycles	12.7%	5.8%	10.7%	33.4%	7.2%	4.3%	5.1%	18.9%	1.7%	0.4%	100.0%

**Table 10** shows that the White population group is over-represented across all sectors at the Senior Management level. The Indian population group is only under-represented in the Agriculture, Forestry and Fishing Sector at this occupational level. Public Administration and Defence; Compulsory Social Security has performed reasonably well in terms of affirming members of the African population group at this level. Foreign Nationals are highly represented in the Education (6%), Information and Communication (5.2%) and Financial and Insurance Activities (4.6%) sectors of the economy at this level.

<b>Table 11: Workforce profile at the Senior Management level by Business Type, Population Group and Gender</b>											
<b>BUSINESS TYPE</b>	<b>Male</b>				<b>Female</b>				<b>Foreign National</b>		<b>TOTAL</b>
	<b>AM</b>	<b>CM</b>	<b>IM</b>	<b>WM</b>	<b>AF</b>	<b>CF</b>	<b>IF</b>	<b>WF</b>	<b>FM</b>	<b>FF</b>	
<b>EAP</b>	<b>43.4%</b>	<b>4.9%</b>	<b>1.7%</b>	<b>4.5%</b>	<b>36.6%</b>	<b>4.4%</b>	<b>1.0%</b>	<b>3.5%</b>	<b>NA</b>	<b>NA</b>	<b>100%</b>
National Government	40.0%	3.9%	4.2%	7.0%	32.4%	2.7%	3.5%	6.1%	0.2%	0.1%	100.0%
Provincial Government	42.9%	5.4%	2.2%	4.4%	34.6%	4.0%	2.2%	3.9%	0.5%	0.0%	100.0%
Local Government	47.4%	5.2%	4.2%	8.0%	28.0%	1.7%	1.9%	3.3%	0.2%	0.1%	100.0%
Private Sector	12.2%	4.8%	8.3%	36.5%	7.8%	3.5%	5.0%	18.6%	2.4%	0.8%	100.0%
Non-Profit Organisations	28.4%	4.6%	3.0%	13.6%	22.1%	4.9%	3.1%	16.6%	2.3%	1.4%	100.0%
State Owned Enterprises	37.2%	4.3%	4.8%	9.0%	28.8%	2.7%	3.2%	7.3%	2.0%	0.7%	100.0%
Educational Institutions	17.0%	3.1%	3.0%	20.5%	11.8%	3.0%	4.1%	31.6%	4.2%	1.7%	100.0%

**Table 11** shows that the Indian male representation exceeds their EAP in all Business types and White males are slightly below their EAP at Provincial Government at the Senior Management level. The African and Coloured male representation is dominant in both Provincial and Local Government at this level, whereas the representation of White and Indian females is dominant in the Private Sector. The Foreign Nationals, except for in all spheres of Government, are highly represented in all Business types at this occupational level.

**Table 12: 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	
<b>EAP</b>	<b>43.4%</b>	<b>4.9%</b>	<b>1.7%</b>	<b>4.5%</b>	<b>36.6%</b>	<b>4.4%</b>	<b>1.0%</b>	<b>3.5%</b>	<b>NA</b>	<b>NA</b>	<b>100%</b>
Workforce profile-all employers	15.7%	4.8%	7.6%	32.5%	10.7%	3.5%	4.7%	17.6%	2.3%	0.8%	100.0%
Recruitment	18.4%	4.9%	7.5%	29.0%	14.9%	3.6%	4.8%	13.6%	2.3%	0.9%	100.0%
Promotion	27.1%	5.3%	4.8%	12.6%	27.5%	5.5%	4.5%	10.2%	1.7%	0.9%	100.0%
Terminations	15.9%	4.9%	7.2%	34.6%	10.4%	3.1%	4.3%	16.0%	2.7%	0.8%	100.0%
Skills Development	17.3%	9.0%	7.3%	21.3%	15.5%	9.0%	5.4%	15.2%	0.0%	0.0%	100.0%

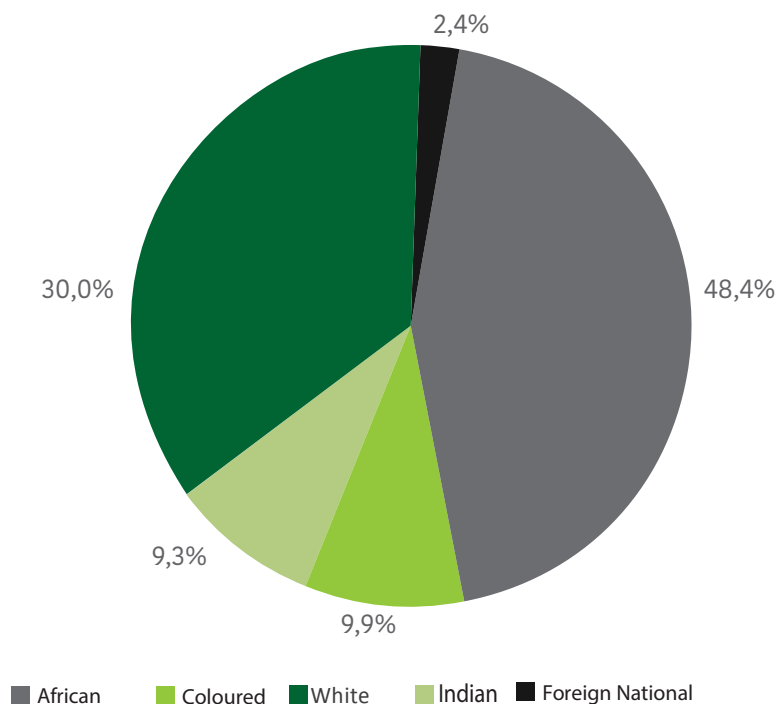
**Table 12** shows that a significant percentage of opportunities in terms of recruitment, promotions and skills development accrue to Whites and Indians at the Senior Management level, especially when their EAP is taken into consideration. The high levels of recruitment (3.2%) and promotion (2.6%) opportunities afforded to Foreign Nationals remain a concern at this occupational level.

**8.3. 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. 2022)**

MALE			FEMALE			Total
AM	African Male	43.4%	AF	African Female	36.6%	80.0%
CM	Coloured Male	4.9%	CF	Coloured Female	4.4%	9.3%
IM	Indian Male	1.7%	IF	Indian Female	1.0%	2.7%
WM	White Male	4.5%	WF	White Female	3.5%	8.0%
<b>Total</b>		<b>54.5%</b>			<b>45.5%</b>	<b>100.0%</b>

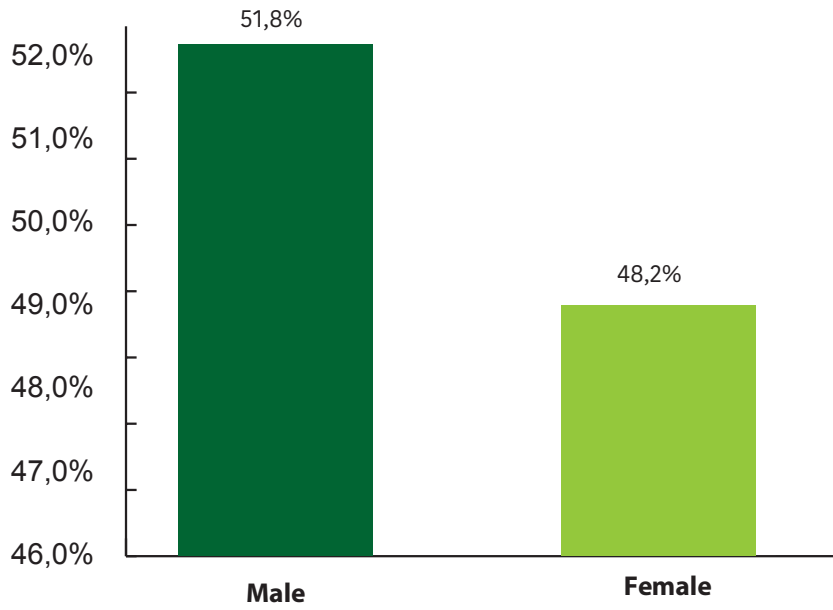
**Figure 13: Professionally Qualified by population group - 2022**



**Figure 13** illustrates that Africans (48.4%) made up the majority of the representation at the Professionally Qualified level, followed by Whites, Coloureds, Indians and Foreign Nationals at this occupational level. The representation of Africans still remains well below their EAP at this occupational level.

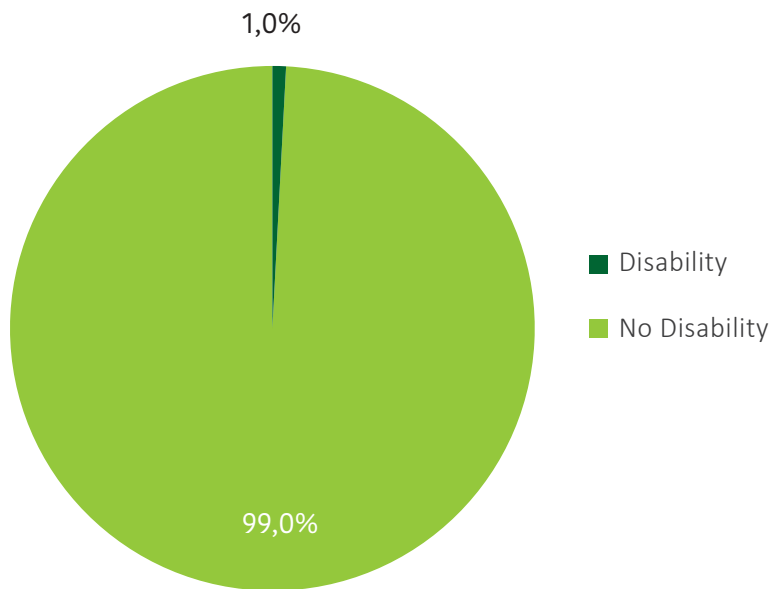


**Figure 14: Professionally Qualified by gender - 2022**



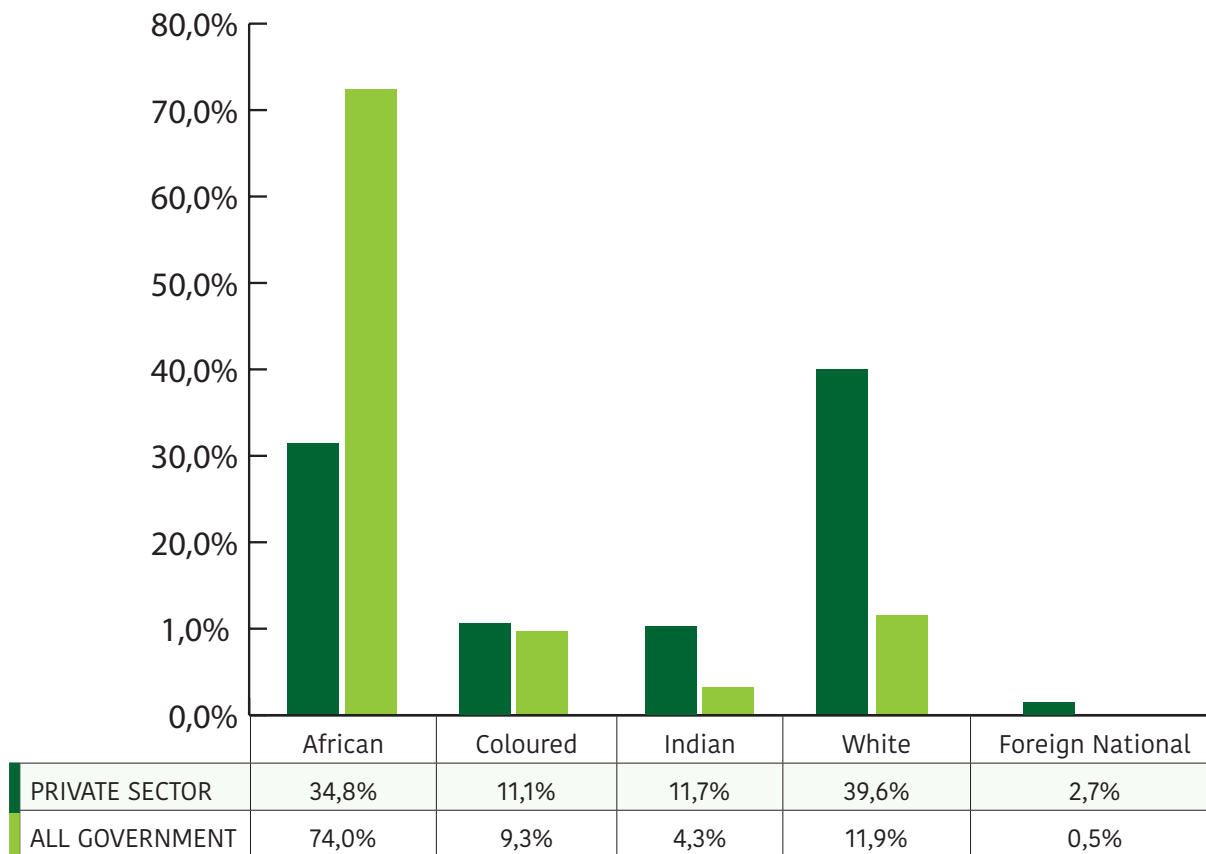
**Figure 14** shows that the representation of both males and females are reasonably aligned to their EAP at the Professionally Qualified level.

**Figure 15: Professionally Qualified - Disability- 2022**



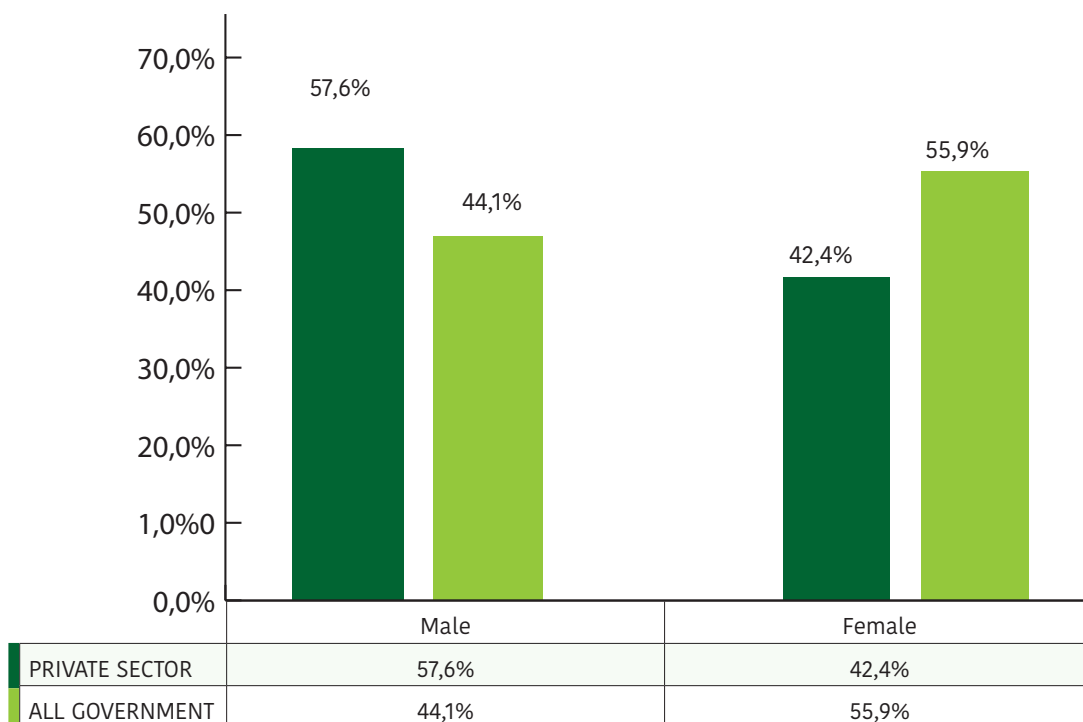
**Figure 15** illustrates that only 1% of employees with disabilities are represented in the Professionally Qualified level.

**Figure 16: Professionally Qualified by population group - 2022 (Private Sector & All Government)**



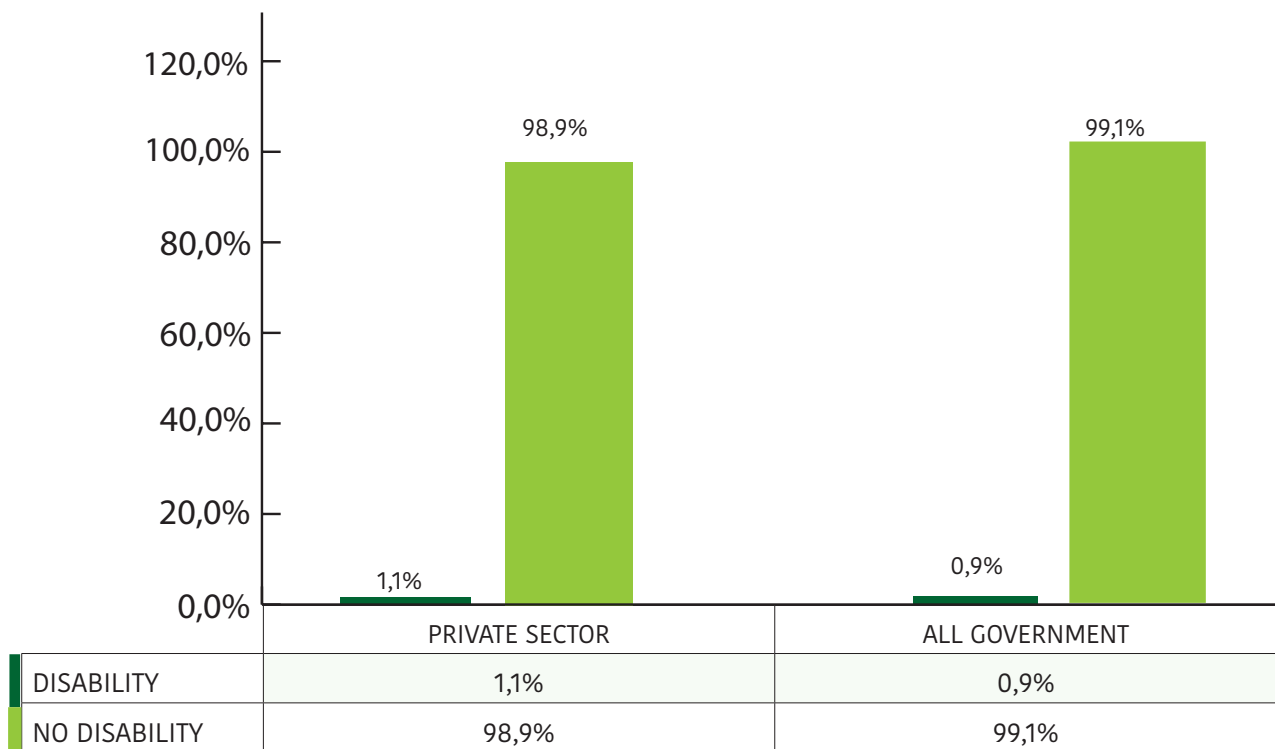
**Figure 16** suggests that the African population group is closer to their EAP in Government and underrepresented in the Private Sector at the Professionally Qualified level. White and Indian representation exceeds their EAP in both Government and in the Private Sector.

**Figure 17: Professionally Qualified by gender - 2022 (Private Sector & All Government)**



**Figure 17** suggests that males enjoy better representation in the Private Sector as opposed to female representation which is much higher in Government.

**Figure 18: Professionally Qualified - Disability- 2022 (Private Sector & All Government)**



**Figure 18** illustrates that the Private Sector marginally outperforms Government in terms of the employment of employees with disabilities at the Professionally Qualified level.

**Table 13: 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	
<b>EAP</b>	<b>43.4%</b>	<b>4.9%</b>	<b>1.7%</b>	<b>4.5%</b>	<b>36.6%</b>	<b>4.4%</b>	<b>1.0%</b>	<b>3.5%</b>	<b>NA</b>	<b>NA</b>	<b>100%</b>
Accommodation and food service activities	19.5%	5.1%	3.2%	14.7%	24.9%	7.8%	3.3%	17.2%	3.0%	1.3%	100.0%
Administrative and support activities	24.8%	3.4%	3.1%	9.1%	40.0%	3.5%	3.7%	9.6%	1.7%	1.1%	100.0%
Agriculture forestry & fishing	20.0%	5.8%	1.8%	34.2%	12.6%	3.1%	1.5%	19.4%	1.2%	0.3%	100.0%
Arts entertainment and recreation	37.5%	1.5%	3.6%	4.1%	42.2%	1.4%	5.0%	4.2%	0.3%	0.1%	100.0%
Construction	31.1%	7.1%	4.0%	26.5%	15.8%	2.3%	1.9%	8.8%	2.1%	0.5%	100.0%
Education	24.5%	4.0%	1.4%	9.5%	29.6%	4.4%	2.7%	19.6%	2.9%	1.5%	100.0%
Electricity gas steam and air conditioning supply	33.0%	5.1%	5.7%	17.8%	25.4%	2.5%	2.9%	6.2%	1.1%	0.3%	100.0%
Financial and insurance activities	17.9%	5.6%	7.3%	15.9%	19.6%	7.1%	7.8%	16.2%	1.6%	0.9%	100.0%

Human health and social work activities	17.6%	2.4%	2.5%	4.4%	47.6%	8.1%	5.5%	10.5%	0.8%	0.8%	100.0%
Information and communication	16.3%	6.1%	8.0%	29.0%	11.9%	4.1%	4.4%	14.7%	4.3%	1.1%	100.0%
Manufacturing	18.5%	6.9%	9.0%	30.4%	10.6%	4.0%	4.7%	13.5%	2.1%	0.5%	100.0%
Mining and quarrying	32.9%	3.4%	2.5%	31.2%	15.4%	1.4%	1.6%	9.2%	2.0%	0.4%	100.0%
Professional scientific and technical activities	17.0%	3.9%	4.9%	23.1%	15.6%	4.7%	5.3%	21.9%	2.4%	1.3%	100.0%
Public administration and defence; compulsory social security	36.9%	7.8%	2.7%	12.6%	27.1%	4.4%	1.9%	6.2%	0.2%	0.1%	100.0%
Real estate activities	14.6%	3.5%	4.5%	25.5%	13.6%	5.8%	5.8%	24.7%	1.4%	0.6%	100.0%
Transportation and storage	28.1%	5.8%	7.7%	21.4%	15.3%	3.5%	4.5%	12.1%	1.3%	0.3%	100.0%
Water supply sewerage waste management and remediation activities	40.3%	4.9%	2.3%	9.1%	31.8%	3.5%	1.8%	5.3%	0.7%	0.2%	100.0%
Wholesale and retail trade; repair of motor vehicles and motorcycles	19.6%	6.8%	7.2%	21.2%	15.8%	7.0%	4.9%	15.8%	1.2%	0.5%	100.0%

**Table 13** shows that the White and Indian population representation far exceeds their EAP in most sectors, particularly in the Wholesale and Retail Trade; Repair of Motor Vehicles and Motorcycles sector, the Information and Communication sector and the Manufacturing sector at the Professionally Qualified level. It also shows that Africans are relatively well represented in the Arts, Entertainment and Recreation sector, the Water Supply, Sewerage, Waste Management and Remediation Activities sector and the Public Administration and Defence and Compulsory Social Security sector at this level. The representation of Foreign Nationals is relatively high in the Information and Communication sector, the Accommodation and Food Service Activities sector and the Education sector at this level.

<b>Table 14: Workforce profile at the Professionally Qualified level by Business Type, Population Group and Gender</b>											
<b>BUSINESS TYPE</b>	<b>Male</b>				<b>Female</b>				<b>Foreign National</b>		<b>TOTAL</b>
	<b>AM</b>	<b>CM</b>	<b>IM</b>	<b>WM</b>	<b>AF</b>	<b>CF</b>	<b>IF</b>	<b>WF</b>	<b>FM</b>	<b>FF</b>	
<b>EAP</b>	<b>43.4%</b>	<b>4.9%</b>	<b>1.7%</b>	<b>4.5%</b>	<b>36.6%</b>	<b>4.4%</b>	<b>1.0%</b>	<b>3.5%</b>	<b>NA</b>	<b>NA</b>	<b>100%</b>
National Government	39.1%	4.9%	2.3%	10.2%	31.8%	3.2%	1.9%	6.4%	0.2%	0.1%	100.0%
Provincial Government	29.2%	3.0%	1.6%	3.5%	47.0%	5.9%	2.9%	6.4%	0.3%	0.2%	100.0%
Local Government	36.1%	10.0%	2.2%	9.6%	29.0%	6.0%	1.5%	5.0%	0.4%	0.2%	100.0%
Private Sector	19.3%	5.9%	6.6%	23.8%	15.5%	5.2%	5.2%	15.8%	2.0%	0.8%	100.0%
Non-Profit Organisations	27.0%	6.1%	1.9%	9.7%	30.4%	6.7%	2.3%	13.0%	1.6%	1.2%	100.0%
State Owned Enterprises	34.5%	3.5%	3.4%	10.3%	32.0%	3.4%	3.1%	7.7%	1.6%	0.6%	100.0%
Educational Institutions	21.6%	1.5%	3.4%	7.5%	37.8%	2.6%	5.4%	15.0%	3.4%	1.8%	100.0%

**Table 14** shows that the representation of the White and Indian population groups is relatively high in relation to their EAP in the Private sector and Educational Institutions at the Professionally Qualified level. However, the representation of the African population group remains below their EAP in the Private Sector Whereas, the representation of the Foreign Nationals is relatively high in the Educational Institutions and Non-Profit Organisations at this occupational level.

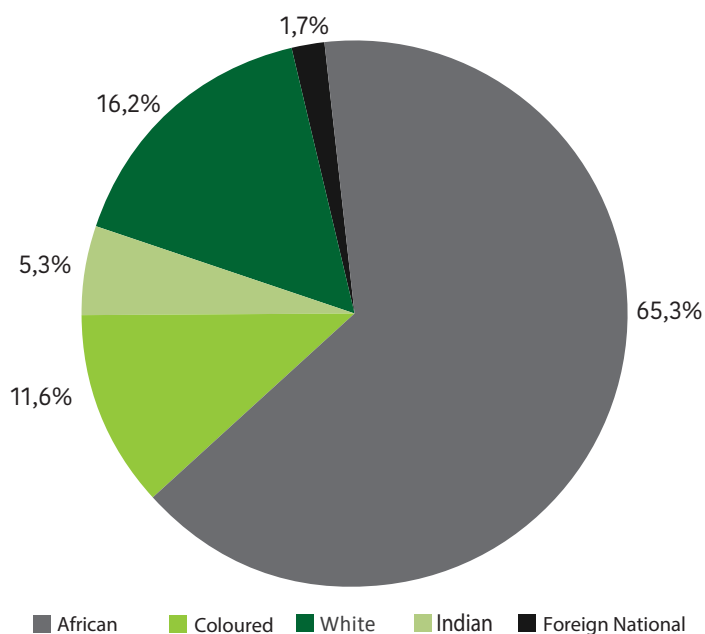
<b>Table 15: Workforce movement at the Professionally Qualified level by Population Group and Gender (All Employers)</b>											
	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
<b>EAP</b>	<b>43.4%</b>	<b>4.9%</b>	<b>1.7%</b>	<b>4.5%</b>	<b>36.6%</b>	<b>4.4%</b>	<b>1.0%</b>	<b>3.5%</b>	<b>NA</b>	<b>NA</b>	<b>100%</b>
Workforce profile-all employers	23.3%	5.0%	4.9%	17.0%	25.1%	4.9%	4.4%	13.1%	1.7%	0.7%	100.0%
Recruitment	2.9%	4.2%	5.3%	15.1%	29.3%	4.0%	4.7%	11.0%	2.3%	1.2%	100.0%
Promotion	27.1%	5.3%	4.8%	12.6%	27.5%	5.5%	4.5%	10.2%	1.7%	0.9%	100.0%
Terminations	23.2%	5.0%	5.6%	20.6%	20.4%	4.2%	4.4%	13.4%	2.2%	0.9%	100.0%
Skills Development	21.8%	6.0%	4.8%	11.4%	28.6%	10.0%	4.7%	12.7%	0.0%	0.0%	100.0%

**Table 15** indicates that the recruitment, promotion and skills development opportunities are making a meaningful contribution towards a more representative workforce at the Professionally Qualified level.

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

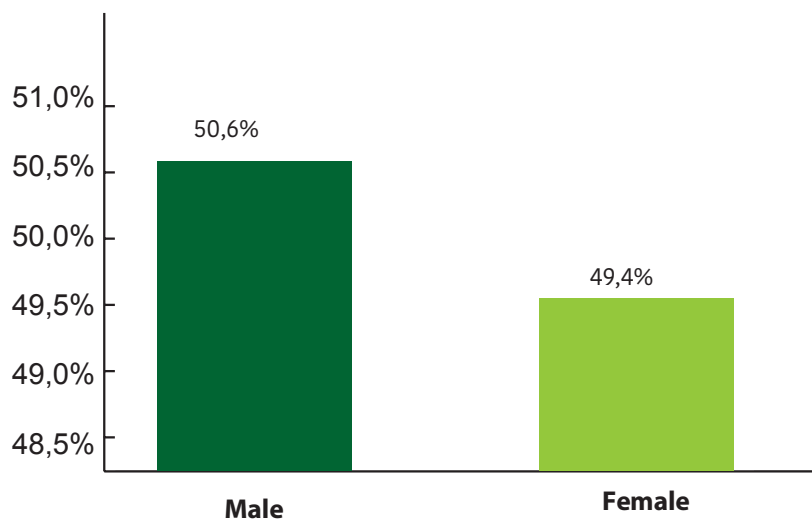
<b>National EAP by Population and Gender Group* (*Source: Statistics South Africa. (QLFS. Quarter 3. 2022)</b>						
MALE			FEMALE			Total
AM	African Male	43.4%	AF	African Female	36.6%	80.0%
CM	Coloured Male	4.9%	CF	Coloured Female	4.4%	9.3%
IM	Indian Male	1.7%	IF	Indian Female	1.0%	2.7%
WM	White Male	4.5%	WF	White Female	3.5%	8.0%
<b>Total</b>		<b>54.5%</b>			<b>45.5 %</b>	<b>100.0%</b>

**Figure 19: Skilled level by population group - 2022**



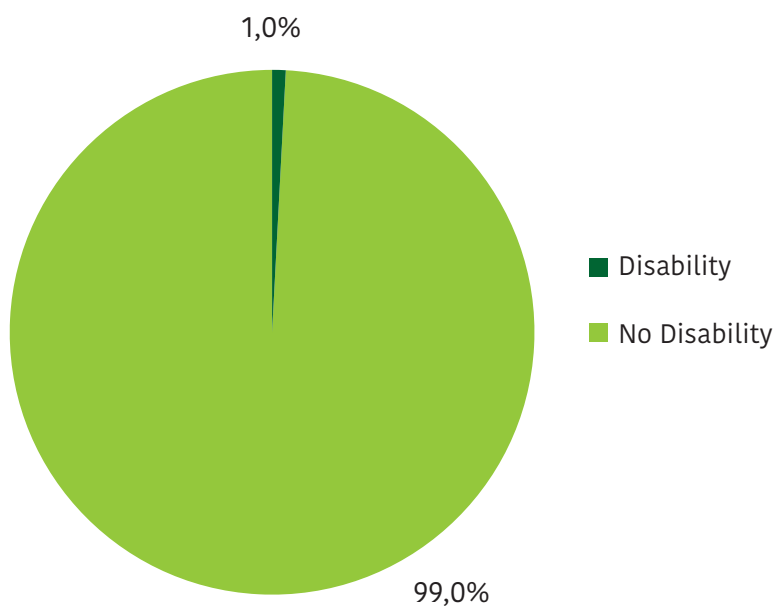
**Figure 19** shows that both the African and Coloured population groups are under-represented in terms of their EAP at the Skilled level

**Figure 20: Skilled level by gender - 2022**



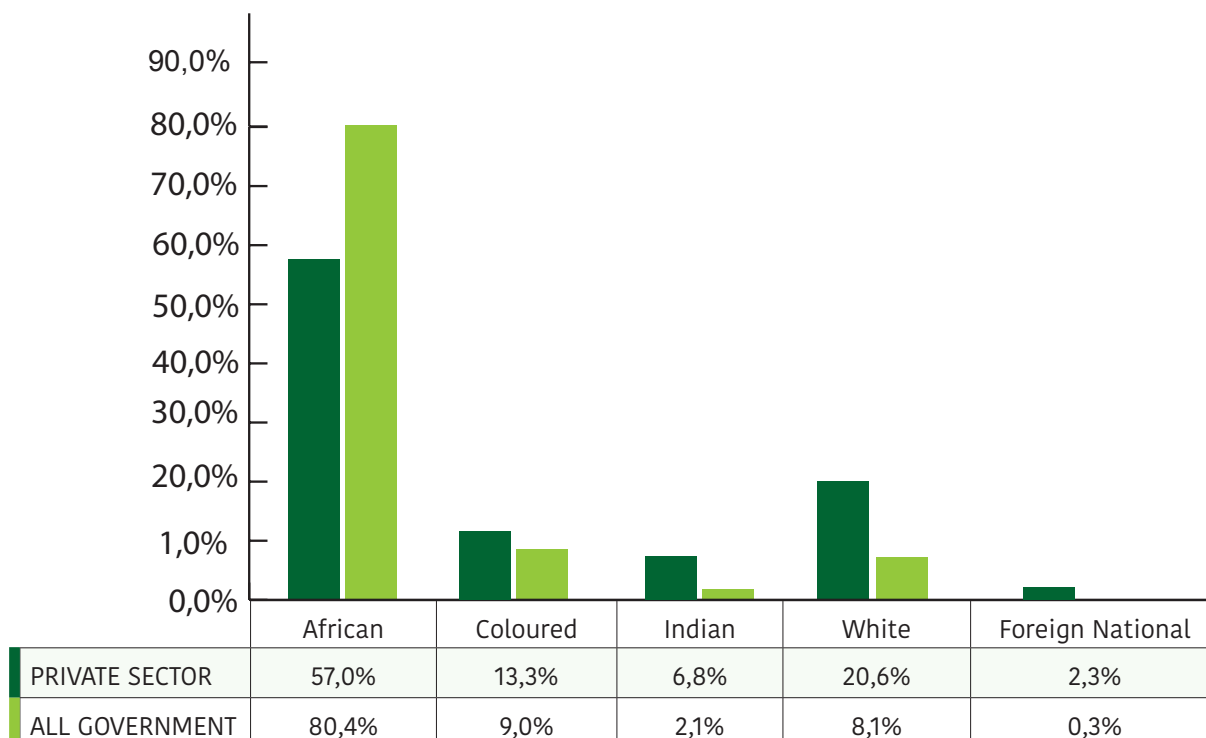
**Figure 20** shows that the representation of males is appropriately aligned to their EAP, whereas the female representation is above their EAP at this Skilled occupational level.

**Figure 21: Skilled – Disability - 2022**



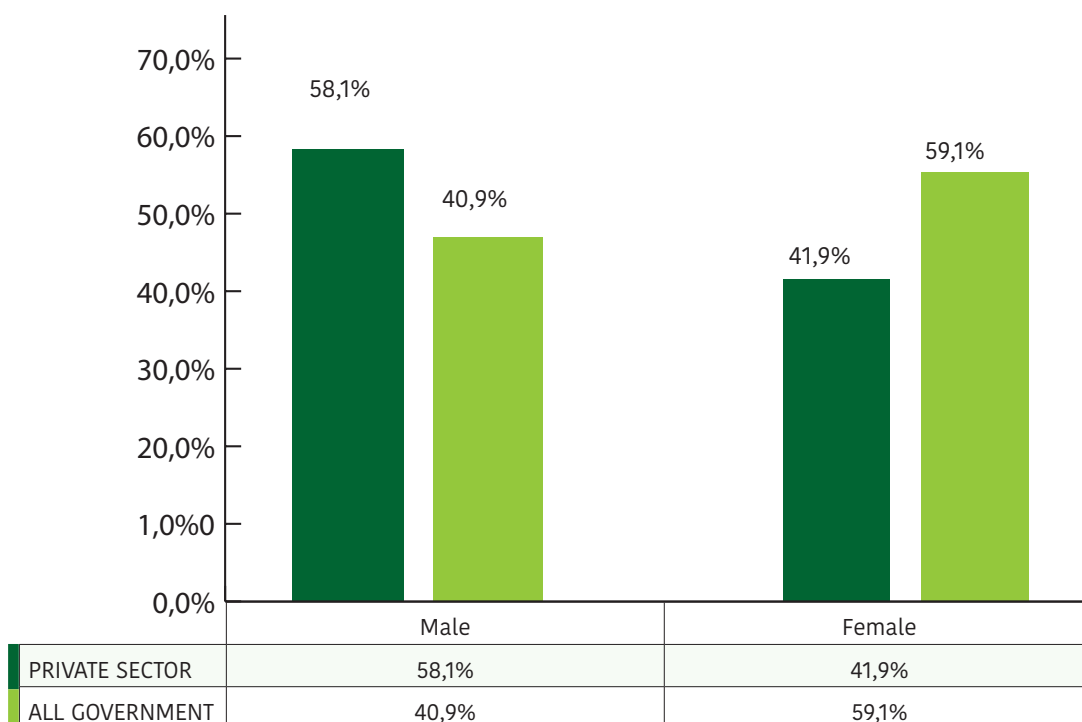
**Figure 21** shows that employees with disabilities only represented 1% of the total workforce at this occupational level.

**Figure 22: Skilled level by population group - 2022 (Private Sector & All Government)**



**Figure 22** suggests that the African population group reached their EAP in Government and are below their EAP in the Private Sector at the Skilled level. The representation of the White and Indian population groups exceeds their EAP in the Private Sector. However, the representation of the Indian population is slightly below their EAP in Government at this level.

**Figure 23: Skilled level by gender - 2022 (Private Sector & All Government)**



**Figure 23** suggests that males are overrepresented in the Private Sector and females are overrepresented in Government at the Skilled level.

**Figure 24: Skilled – Disability – 2022 (Private Sector & All Government)**

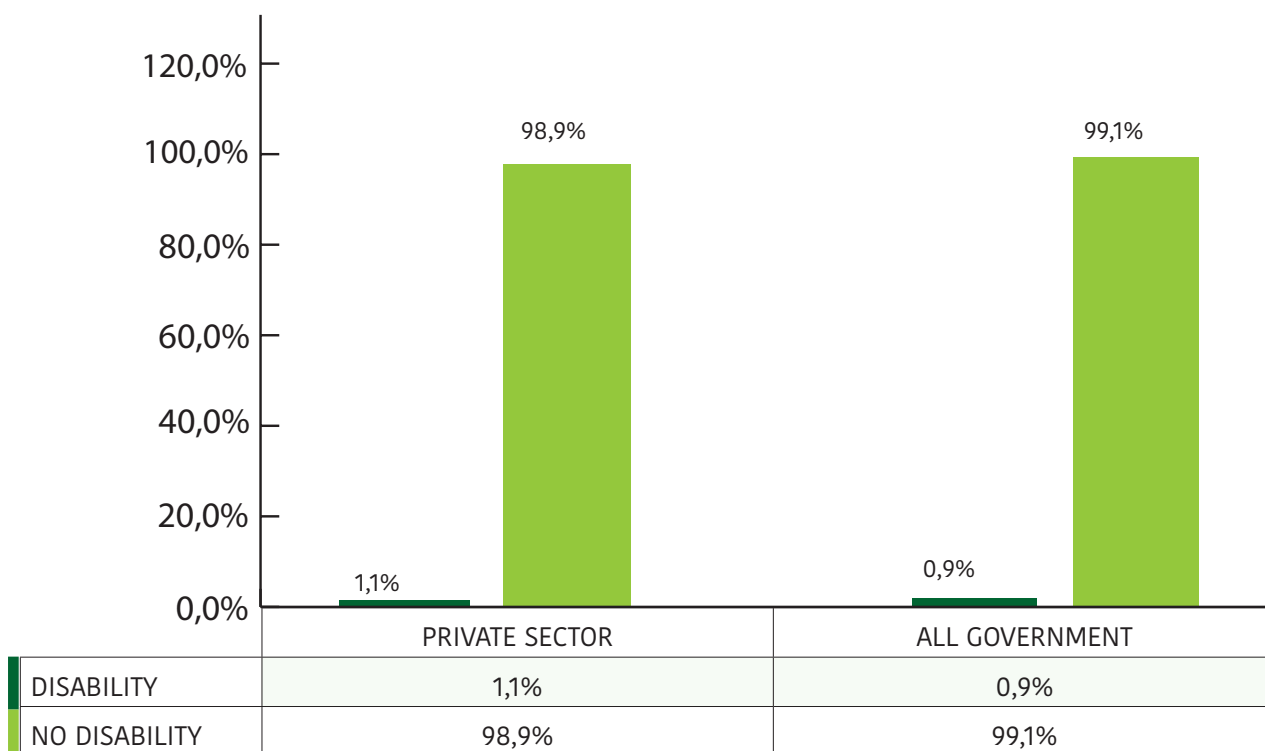


Figure 24 shows that at the Skilled level, the Private Sector slightly outperforms Government in terms of the employment of employees with disabilities.

**Table 16: 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	
<b>EAP</b>	<b>43.4%</b>	<b>4.9%</b>	<b>1.7%</b>	<b>4.5%</b>	<b>36.6%</b>	<b>4.4%</b>	<b>1.0%</b>	<b>3.5%</b>	<b>NA</b>	<b>NA</b>	<b>100%</b>
Accommodation and food service activities	28.0%	4.0%	1.3%	4.9%	38.6%	8.0%	2.0%	7.5%	3.6%	2.0%	100.0%
Administrative and support activities	42.3%	3.0%	1.2%	3.4%	39.9%	3.6%	1.4%	4.1%	0.8%	0.3%	100.0%
Agriculture forestry & fishing	34.2%	11.6%	1.2%	14.7%	16.6%	6.7%	1.0%	11.5%	2.2%	0.3%	100.0%
Arts entertainment and recreation	28.4%	1.0%	1.1%	1.4%	60.6%	1.2%	3.5%	2.5%	0.2%	0.1%	100.0%
Construction	49.7%	7.2%	2.0%	10.1%	19.3%	2.8%	1.2%	5.3%	2.2%	0.2%	100.0%
Education	19.8%	3.4%	0.7%	3.7%	47.9%	7.3%	1.9%	13.2%	1.2%	0.9%	100.0%
Electricity gas steam and air conditioning supply	44.0%	5.1%	2.2%	11.4%	27.7%	2.7%	1.3%	4.8%	0.7%	0.1%	100.0%
Financial and insurance activities	19.7%	5.6%	3.5%	5.9%	36.4%	11.3%	5.4%	10.8%	0.6%	0.6%	100.0%
Human health and social work activities	17.6%	2.6%	1.3%	2.0%	53.5%	9.0%	3.3%	9.6%	0.4%	0.6%	100.0%
Information and communication	26.2%	8.1%	5.5%	16.3%	21.6%	5.8%	3.5%	10.2%	2.1%	0.7%	100.0%



Table 16: 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	
<b>EAP</b>	<b>43.4%</b>	<b>4.9%</b>	<b>1.7%</b>	<b>4.5%</b>	<b>36.6%</b>	<b>4.4%</b>	<b>1.0%</b>	<b>3.5%</b>	<b>NA</b>	<b>NA</b>	<b>100%</b>
Manufacturing	36.6%	9.4%	5.6%	16.4%	14.3%	4.8%	2.9%	7.6%	2.1%	0.3%	100.0%
Mining and quarrying	53.0%	4.2%	0.6%	17.7%	15.0%	1.2%	0.4%	4.5%	3.3%	0.1%	100.0%
Professional scientific and technical activities	24.8%	5.1%	3.2%	10.0%	27.4%	7.4%	5.0%	15.5%	0.9%	0.7%	100.0%
Public administration and defence; compulsory social security	47.3%	7.8%	2.0%	5.7%	27.9%	4.4%	1.0%	3.8%	0.1%	0.0%	100.0%
Real estate activities	24.2%	3.6%	2.6%	13.5%	22.3%	6.9%	3.9%	20.4%	1.8%	0.9%	100.0%
Transportation and storage	44.7%	7.5%	4.3%	10.1%	18.9%	3.7%	2.4%	6.3%	2.0%	0.2%	100.0%
Water supply sewerage waste management and remediation activities	44.3%	6.2%	1.4%	5.0%	32.5%	4.9%	1.2%	3.9%	0.6%	0.0%	100.0%
Wholesale and retail trade; repair of motor vehicles and motorcycles	27.8%	6.7%	4.6%	10.1%	27.3%	8.8%	3.7%	9.3%	1.2%	0.5%	100.0%

**Table 16** indicates that the representation of the African population group is almost aligned to their EAP at the Arts, Entertainment and Recreation sector, the Administrative and Support Activities sector and the Human Health and Social Work Activities sector at the Skilled level. It also shows that the representation of the White, Coloured and Indian population groups are either close to or above their EAP in most sectors at this occupational level. The Accommodation and Food Service Activities Sector has the highest number of Foreign Nationals at the Skilled occupational level.

Table 17: 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	
<b>EAP</b>	<b>43.4%</b>	<b>4.9%</b>	<b>1.7%</b>	<b>4.5%</b>	<b>36.6%</b>	<b>4.4%</b>	<b>1.0%</b>	<b>3.5%</b>	<b>NA</b>	<b>NA</b>	<b>100%</b>
National Government	45.6%	6.3%	1.5%	5.5%	31.4%	3.9%	1.0%	4.8%	0.0%	0.0%	100.0%
Provincial Government	24.0%	1.7%	0.4%	1.3%	60.5%	4.8%	1.1%	5.7%	0.3%	0.2%	100.0%
Local Government	36.7%	11.8%	3.3%	5.1%	31.3%	7.2%	1.5%	3.0%	0.1%	0.0%	100.0%
Private Sector	34.3%	6.9%	3.6%	11.6%	22.7%	6.4%	3.2%	9.1%	1.8%	0.5%	100.0%
Non-Profit Organisations	27.8%	7.9%	0.8%	4.5%	36.4%	12.2%	1.3%	8.4%	0.4%	0.4%	100.0%
State Owned Enterprises	37.8%	3.3%	1.9%	4.3%	42.9%	3.5%	1.9%	4.0%	0.2%	0.1%	100.0%
Educational Institutions	21.2%	1.4%	1.2%	2.6%	56.0%	3.1%	4.3%	8.4%	0.9%	0.8%	100.0%

**Table 17** shows that the African population group representation is below their EAP particularly in the Private Sector at the Skilled level. The low representation of Africans (68%) in relation to their EAP in Local Government remains a concern at this occupational level. Foreign Nationals are highly represented in the Private Sector at this occupational level.

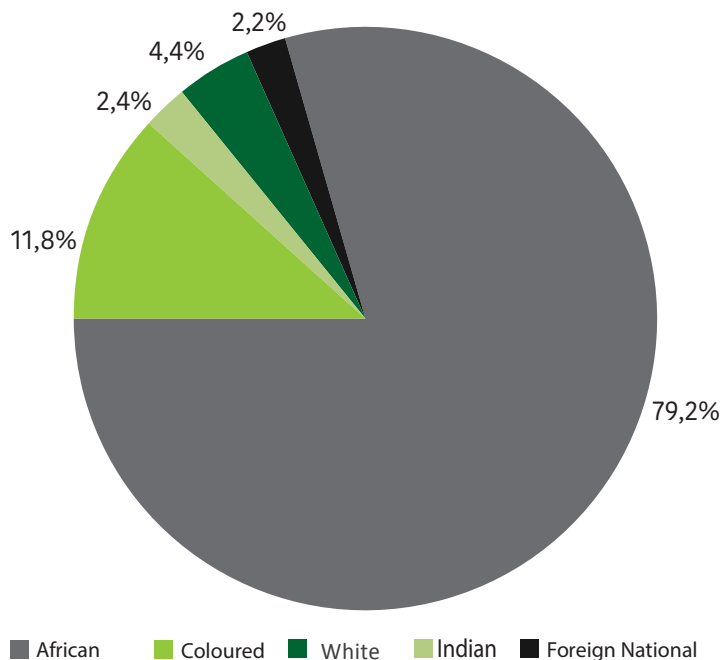
	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
<b>EAP</b>	<b>43.4%</b>	<b>4.9%</b>	<b>1.7%</b>	<b>4.5%</b>	<b>36.6%</b>	<b>4.4%</b>	<b>1.0%</b>	<b>3.5%</b>	<b>NA</b>	<b>NA</b>	<b>100%</b>
Workforce profile-all employers	32.6%	5.7%	2.7%	8.3%	32.6%	5.9%	2.6%	7.9%	1.2%	0.4%	100.0%
Recruitment	33.2%	5.2%	2.9%	9.0%	33.1%	4.9%	2.7%	7.2%	1.3%	0.5%	100.0%
Promotion	37.3%	6.5%	2.5%	5.6%	32.5%	6.5%	2.5%	5.4%	0.9%	0.4%	100.0%
Terminations	35.6%	6.1%	3.3%	11.1%	25.1%	5.3%	2.5%	8.5%	1.8%	0.6%	100.0%
Skills Development	34.1%	6.0%	3.1%	7.1%	31.9%	7.2%	3.1%	7.4%	0.0%	0.0%	100.0%

**Table 18** shows that a reasonable amount of progress is being made in the recruitment, promotion and skills development of the designated groups at the Skilled level.

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

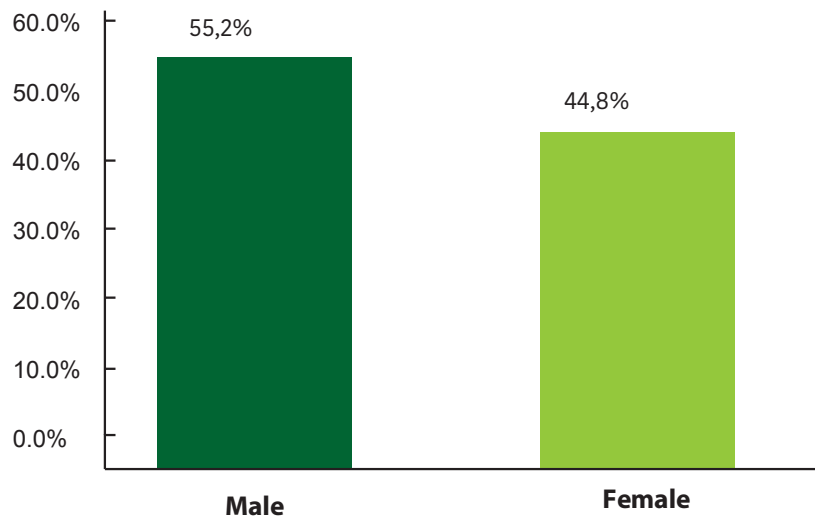
MALE			FEMALE			Total
AM	African Male	43.4%	AF	African Female	36.6%	80.0%
CM	Coloured Male	4.9%	CF	Coloured Female	4.4%	9.3%
IM	Indian Male	1.7%	IF	Indian Female	1.0%	2.7%
WM	White Male	4.5%	WF	White Female	3.5%	8.0%
<b>Total</b>		<b>54.5%</b>			<b>45.5%</b>	<b>100.0%</b>

**Figure 25: Semi-skilled by population group - 2022**



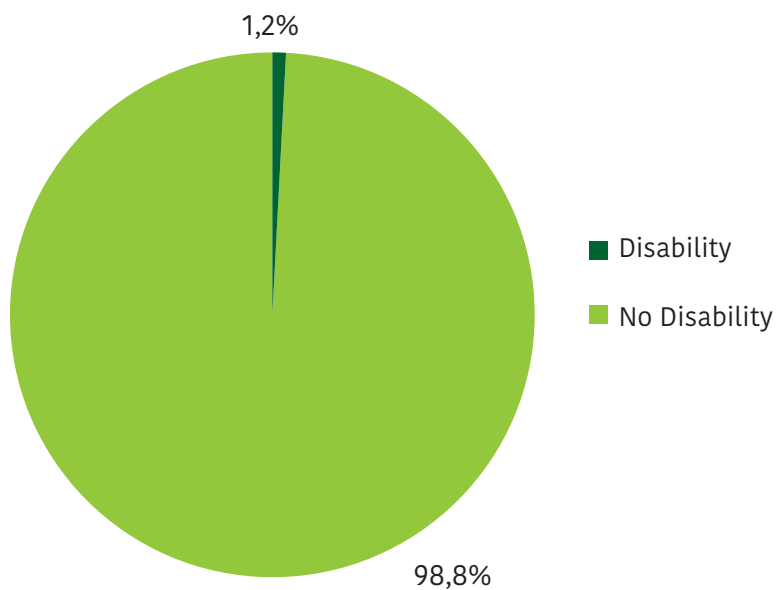
**Figure 25** shows that both the Indians and Whites population groups are below their EAP at the Semi-Skilled level. The representation of the Foreign Nationals (2.2%) should be noted at this occupational level, especially when South Africa is experiencing a high unemployment rate.

**Figure 26: Semi-skilled by gender - 2022**



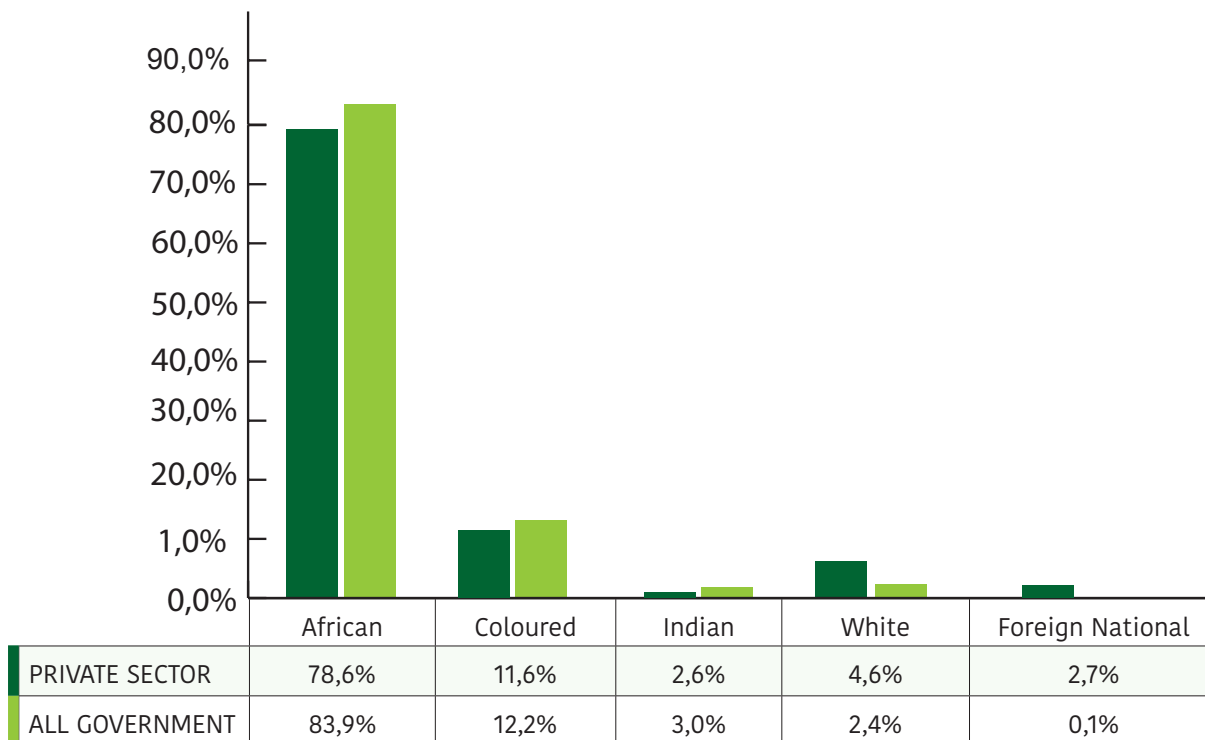
**Figure 26** indicates that the representation of both males and females are relatively equitable at the Semi-Skilled level.

**Figure 27: Semi-skilled – Disability - 2022**



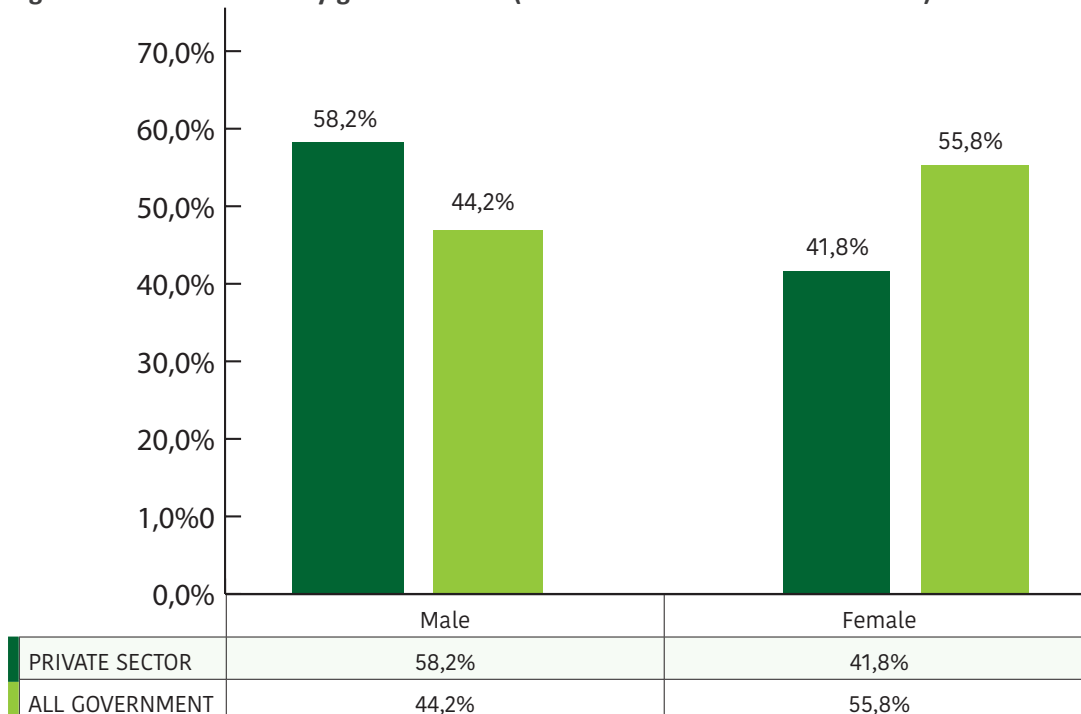
**Figure 27** shows that employees with disabilities only represented 1.2% of total workforce at this occupational level.

**Figure 28: Semi-skilled by population group - 2022 (Private Sector & All Government)**



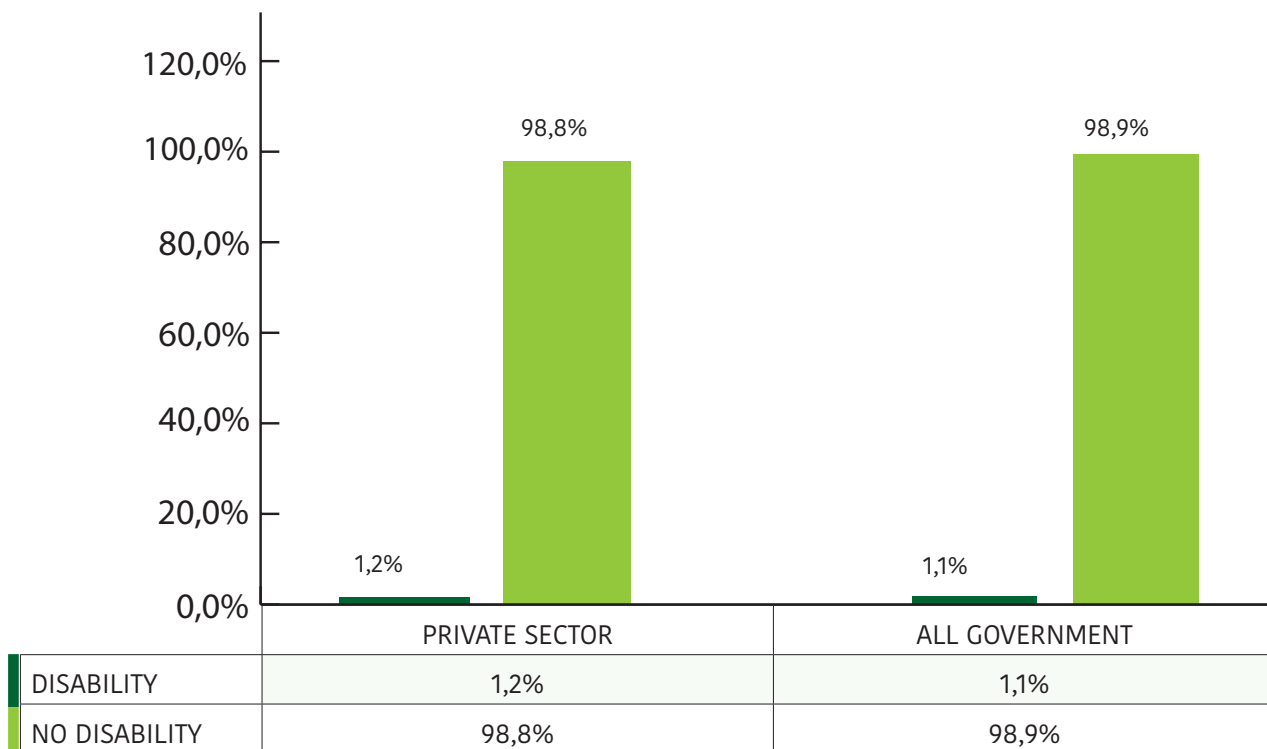
**Figure 28** shows that the representation of Africans, Coloureds and Indians are approximately at their EAP in both Government and in the Private Sector at the Semi-Skilled level. Only the White population group remains below their EAP both in Government and in the Private Sector. The high representation of Foreign Nationals (2.7%) in the Private Sector remains a concern at this occupational level.

**Figure 29: Semi-skilled by gender - 2022 (Private Sector & All Government)**



**Figure 29** shows that males are overrepresented in the Private Sector and females are overrepresented in Government at the Semi-Skilled level.

**Figure 30: Semi-skilled – Disability - 2022 (Private Sector & All Government)**



**Figure 30** shows that at the Semi-Skilled level, the Private Sector slightly outperforms Government in terms of the employment of employees with disabilities.

**Table 19: 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	
<b>EAP</b>	<b>43.4%</b>	<b>4.9%</b>	<b>1.7%</b>	<b>4.5%</b>	<b>36.6%</b>	<b>4.4%</b>	<b>1.0%</b>	<b>3.5%</b>	<b>NA</b>	<b>NA</b>	<b>100%</b>
Accommodation and food service activities	31.8%	2.6%	0.4%	1.0%	52.8%	5.2%	0.5%	1.6%	2.6%	1.6%	100.0%
Administrative and support activities	55.9%	2.6%	0.6%	0.8%	35.0%	3.0%	0.6%	0.9%	0.4%	0.2%	100.0%
Agriculture forestry & fishing	48.9%	14.7%	0.3%	2.1%	18.9%	7.5%	0.3%	3.1%	3.3%	0.7%	100.0%
Arts entertainment and recreation	39.3%	2.9%	0.9%	1.2%	48.4%	3.3%	1.2%	1.7%	0.7%	0.6%	100.0%
Construction	66.1%	7.2%	0.6%	2.6%	15.4%	2.0%	0.5%	2.4%	3.0%	0.1%	100.0%
Education	24.7%	6.2%	0.4%	2.0%	37.1%	17.8%	1.1%	9.6%	0.5%	0.5%	100.0%
Electricity gas steam and air conditioning supply	57.8%	6.2%	0.9%	3.6%	23.7%	2.5%	0.8%	3.6%	0.9%	0.1%	100.0%
Financial and insurance activities	22.4%	4.6%	2.4%	2.4%	47.6%	10.4%	3.9%	5.1%	0.6%	0.5%	100.0%

Human health and social work activities	23.1%	3.3%	1.0%	1.1%	57.6%	7.9%	1.9%	3.8%	0.1%	0.2%	100.0%
Information and communication	27.7%	8.1%	3.3%	3.9%	38.5%	9.1%	3.6%	4.0%	1.1%	0.7%	100.0%
Manufacturing	51.9%	9.0%	2.1%	3.2%	21.9%	6.0%	1.3%	2.4%	1.7%	0.3%	100.0%
Mining and quarrying	70.4%	2.2%	0.1%	1.4%	12.5%	0.6%	0.0%	0.8%	11.8%	0.2%	100.0%
Professional scientific and technical activities	30.9%	5.9%	1.7%	2.8%	34.9%	10.3%	3.0%	9.7%	0.5%	0.4%	100.0%
Public administration and defence; compulsory social security	54.2%	5.5%	0.8%	0.9%	32.6%	4.3%	0.6%	1.1%	0.1%	0.0%	100.0%
Real estate activities	32.1%	4.8%	1.6%	4.3%	28.0%	8.1%	4.5%	13.0%	2.8%	0.6%	100.0%
Transportation and storage	60.8%	7.1%	2.2%	3.2%	17.9%	3.2%	1.2%	3.0%	1.3%	0.1%	100.0%
Water supply sewerage waste management and remediation activities	54.4%	6.9%	0.3%	1.0%	31.5%	3.6%	0.5%	1.2%	0.5%	0.1%	100.0%
Wholesale and retail trade; repair of motor vehicles and motor-cycles	31.9%	5.0%	1.2%	1.6%	47.3%	8.5%	1.3%	2.0%	0.9%	0.4%	100.0%

**Table 19** shows that the representation of the African population group is either close to or above their EAP in all sectors at the Semi-Skilled level. It also shows that the Coloured population group is highly represented in the Education Sector and the Information and Communication Sector. The White population group are below their EAP across most sectors at this occupational level. There appears to be a high representation of Foreign Nationals particularly in the Mining and Quarrying sector, the Accommodation and Food Service Activities and the Agriculture, Forestry and Fishing sector at this occupational level.

<b>Table 20: Workforce profile at the Semi-Skilled level by Business Type, Population Group and Gender</b>											
<b>BUSINESS TYPE</b>	<b>Male</b>				<b>Female</b>				<b>Foreign National</b>		<b>TOTAL</b>
	<b>AM</b>	<b>CM</b>	<b>IM</b>	<b>WM</b>	<b>AF</b>	<b>CF</b>	<b>IF</b>	<b>WF</b>	<b>FM</b>	<b>FF</b>	
<b>EAP</b>	<b>43.4%</b>	<b>4.9%</b>	<b>1.7%</b>	<b>4.5%</b>	<b>36.6%</b>	<b>4.4%</b>	<b>1.0%</b>	<b>3.5%</b>	<b>NA</b>	<b>NA</b>	<b>100%</b>
National Government	42.0%	5.3%	0.8%	1.0%	43.0%	5.3%	0.8%	1.7%	0.1%	0.0%	100.0%
Provincial Government	29.1%	3.5%	0.4%	0.4%	59.1%	5.7%	0.5%	1.4%	0.0%	0.0%	100.0%
Local Government	41.7%	12.7%	1.8%	1.5%	31.5%	8.0%	1.1%	1.7%	0.0%	0.0%	100.0%
Private Sector	46.8%	5.8%	1.3%	2.1%	31.8%	5.8%	1.3%	2.6%	2.3%	0.4%	100.0%
Non-Profit Organisations	28.3%	6.7%	0.3%	1.6%	35.9%	19.1%	0.6%	6.8%	0.2%	0.3%	100.0%
State Owned Enterprises	43.4%	3.8%	0.8%	0.8%	44.1%	4.2%	1.1%	1.8%	0.0%	0.0%	100.0%
Educational Institutions	30.8%	1.9%	0.5%	1.0%	56.7%	3.8%	1.0%	3.7%	0.3%	0.3%	100.0%

**Table 20** shows that the representation of the African population group is approximately aligned to their EAP in most of the Business Types at the Semi-Skilled level.

Table 21: 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	
<b>EAP</b>	<b>43.4%</b>	<b>4.9%</b>	<b>1.7%</b>	<b>4.5%</b>	<b>36.6%</b>	<b>4.4%</b>	<b>1.0%</b>	<b>3.5%</b>	<b>NA</b>	<b>NA</b>	<b>100%</b>
Workforce profile-all employers	44.6%	5.7%	1.2%	1.9%	34.6%	6.1%	1.2%	2.6%	1.9%	0.3%	100.0%
Recruitment	42.3%	5.8%	1.4%	2.3%	36.7%	6.7%	1.3%	2.4%	0.8%	0.4%	100.0%
Promotion	43.9%	7.2%	1.0%	1.8%	36.7%	6.1%	0.6%	1.4%	1.2%	0.3%	100.0%
Terminations	44.6%	6.2%	1.5%	2.4%	33.0%	6.8%	1.3%	2.6%	1.3%	0.3%	100.0%
Skills Development	42.3%	5.6%	1.2%	1.7%	39.0%	6.7%	1.3%	2.3%	0.0%	0.0%	100.0%

Table 21 shows recruitment, promotion and skills development opportunities mainly accrue to the designated groups at the Semi-Skilled level.

### 8.6. 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. 2022)						
MALE			FEMALE			Total
AM	African Male	43.4%	AF	African Female	36.6%	80.0%
CM	Coloured Male	4.9%	CF	Coloured Female	4.4%	9.3%
IM	Indian Male	1.7%	IF	Indian Female	1.0%	2.7%
WM	White Male	4.5%	WF	White Female	3.5%	8.0%
<b>Total</b>		<b>54.5%</b>			<b>45.5%</b>	<b>100.0%</b>

Figure 31: Unskilled by population group - 2022

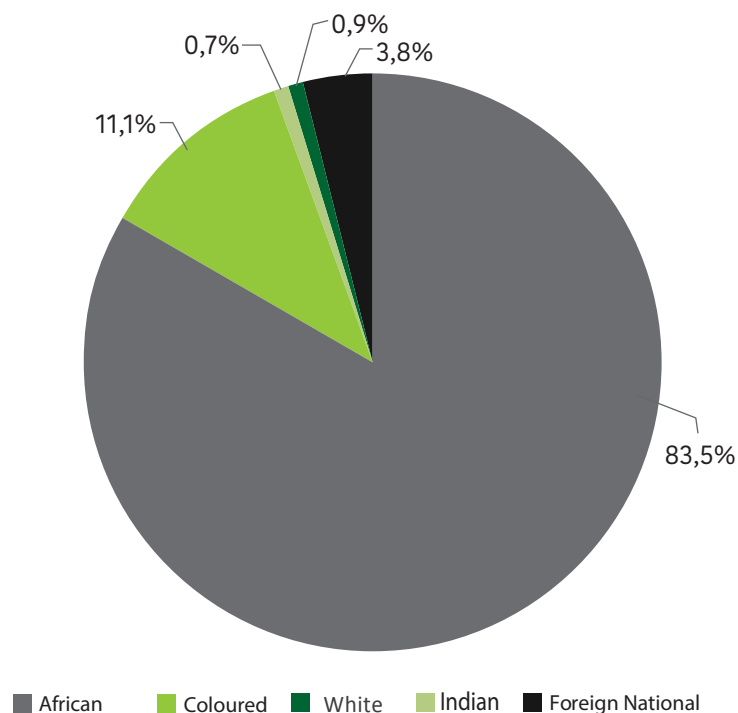
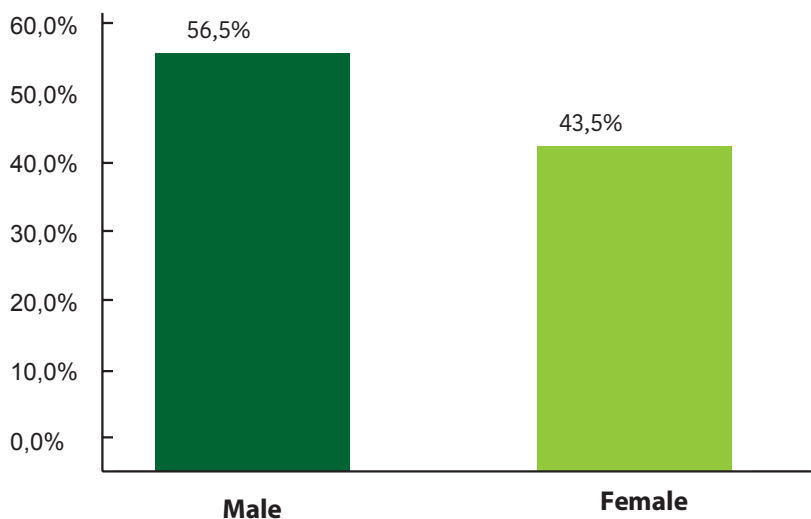


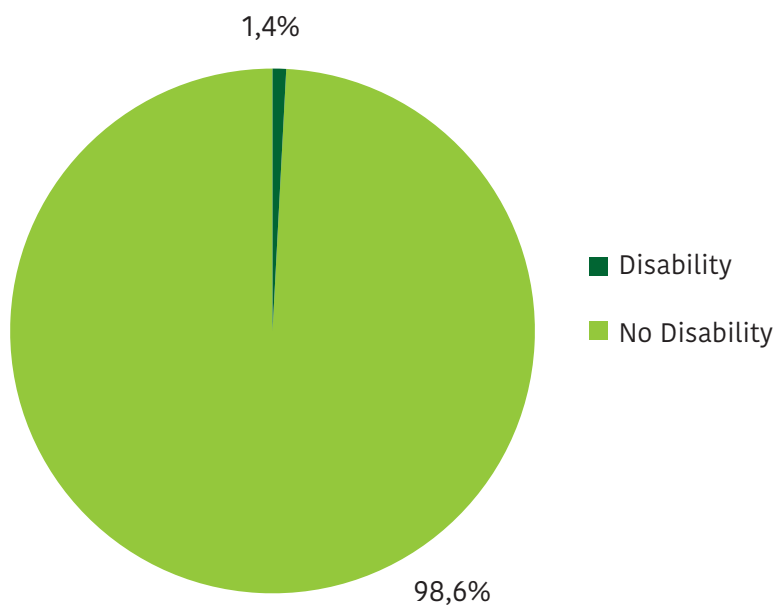
Figure 31 shows that both the Indian and White population groups are below their EAP at the Unskilled level. The representation of Foreign Nationals (3.8%) should be noted at this occupational level, especially when South Africa is experiencing a high unemployment rate.

**Figure 32: Unskilled by gender - 2022**



**Figure 32** indicates that the representation of both males and females are relatively equitable at the Unskilled level.

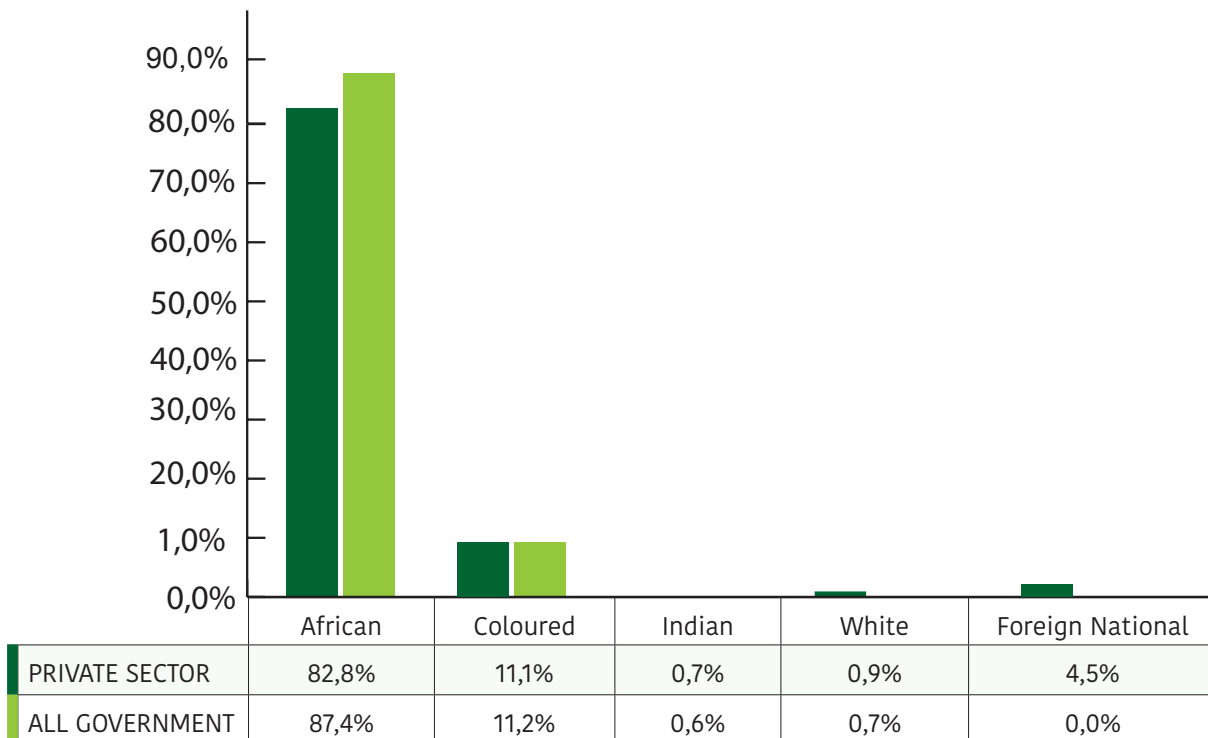
**Figure 33: Unskilled – Disability - 2022**



**Figure 33** shows that employees with disabilities only represented 1.4% of total workforce at this occupational level.

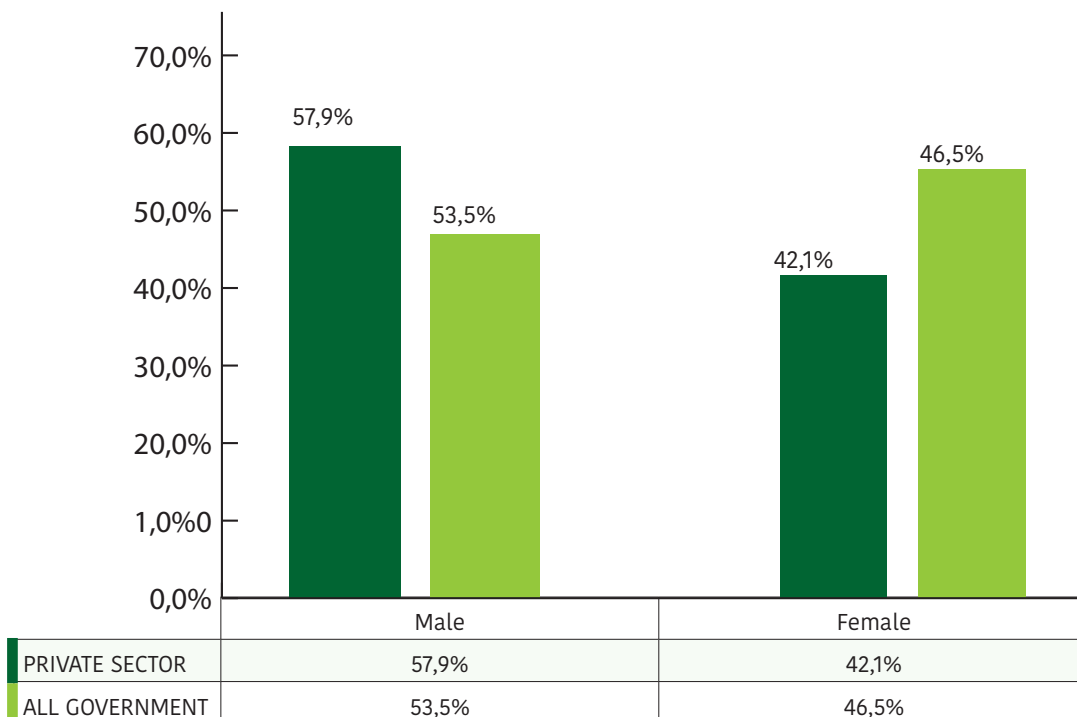


**Figure 34: Unskilled by population group - 2022 (Private Sector & All Government)**



**Figure 34** shows that the representation of Africans and Coloureds are above their EAP in both Government and in the Private Sector at the Unskilled level. The White and Indian population groups remain below their EAP both in Government and in the Private Sector at this level. The high representation of Foreign Nationals (4.5%) in the Private Sector remains a concern at this occupational level.

**Figure 35: Unskilled by gender - 2022 (Private Sector & All Government)**



**Figure 35** shows that males are overrepresented while females are underrepresented in the Private Sector at the Unskilled level.

**Figure 36: Unskilled – Disability - 2022 (Private Sector & All Government)**

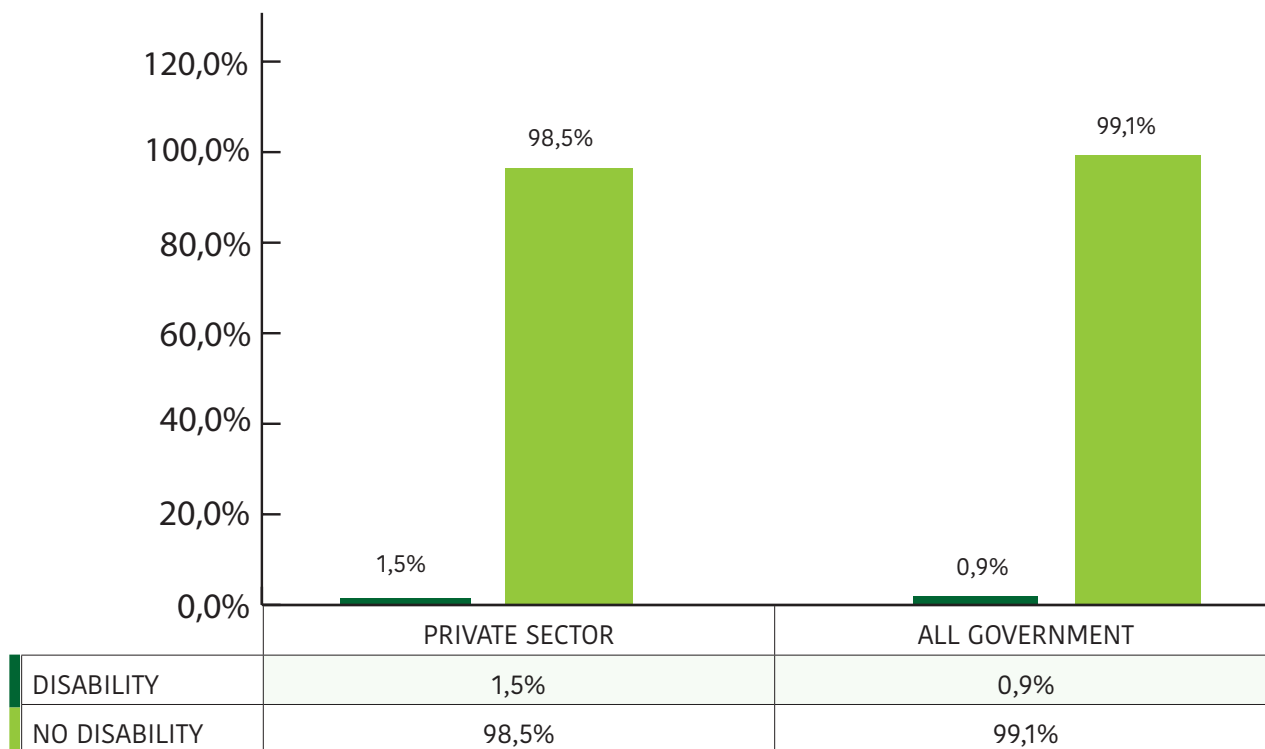


Figure 36 shows that the Private Sector outperforms Government in terms of the employment of employees with disabilities at the Unskilled level.

**Table 22: 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	
<b>EAP</b>	<b>43.4%</b>	<b>4.9%</b>	<b>1.7%</b>	<b>4.5%</b>	<b>36.6%</b>	<b>4.4%</b>	<b>1.0%</b>	<b>3.5%</b>	<b>NA</b>	<b>NA</b>	<b>100%</b>
Accommodation and food service activities	31.6%	3.5%	0.1%	0.5%	53.2%	7.6%	0.1%	0.4%	1.9%	1.0%	100.0%
Administrative and support activities	43.4%	2.7%	0.2%	0.3%	47.6%	3.3%	0.1%	0.1%	1.9%	0.4%	100.0%
Agriculture forestry & fishing	41.3%	8.3%	0.0%	0.2%	33.6%	8.5%	0.0%	0.1%	5.6%	2.4%	100.0%
Arts entertainment and recreation	59.0%	2.2%	0.3%	0.5%	34.9%	1.6%	0.2%	0.2%	0.6%	0.4%	100.0%
Construction	65.9%	5.8%	0.2%	0.8%	23.0%	1.4%	0.1%	0.2%	2.5%	0.3%	100.0%
Education	38.8%	8.7%	0.2%	1.3%	40.2%	8.5%	0.2%	1.1%	0.6%	0.4%	100.0%
Electricity gas steam and air conditioning supply	62.3%	6.7%	0.3%	1.1%	26.5%	1.0%	0.2%	0.3%	1.4%	0.2%	100.0%
Financial and insurance activities	32.7%	6.2%	0.7%	0.8%	48.4%	7.0%	0.5%	0.9%	1.8%	0.9%	100.0%
Human health and social work activities	26.5%	3.8%	0.3%	0.7%	58.0%	8.8%	0.5%	0.8%	0.3%	0.3%	100.0%
Information and communication	38.6%	5.3%	1.2%	2.0%	40.6%	6.2%	0.5%	1.0%	3.3%	1.3%	100.0%
Manufacturing	51.5%	7.2%	1.1%	1.0%	30.1%	5.9%	0.5%	0.3%	1.8%	0.6%	100.0%
Mining and quarrying	69.1%	1.0%	0.0%	0.6%	18.1%	0.3%	0.0%	0.1%	9.7%	1.0%	100.0%
Professional scientific and technical activities	55.9%	7.7%	0.4%	1.0%	27.4%	4.7%	0.5%	1.2%	0.8%	0.5%	100.0%

Public administration and defence; compulsory social security	45.8%	11.5%	0.8%	0.4%	35.5%	5.6%	0.2%	0.2%	0.0%	0.0%	100.0%
Real estate activities	38.7%	2.1%	0.6%	1.0%	48.2%	1.9%	0.5%	1.4%	3.7%	2.0%	100.0%
Transportation and storage	64.8%	6.8%	0.7%	1.1%	22.9%	1.7%	0.2%	0.3%	1.3%	0.2%	100.0%
Water supply sewerage waste management and remediation activities	54.4%	6.9%	0.3%	1.0%	31.5%	3.6%	0.5%	1.2%	0.5%	0.1%	100.0%
Wholesale and retail trade; repair of motor vehicles and motorcycles	41.2%	4.5%	0.7%	0.7%	43.7%	6.3%	0.5%	0.4%	1.4%	0.6%	100.0%

**Table 22** shows that the African population group are overrepresented and the White and Indian population groups are grossly underrepresented at the Unskilled level. There appears to be a high representation of Foreign Nationals particularly in the Mining and Quarrying sector (10.7%) and the Agriculture, Forestry and Fishing sector (9%) at this occupational level.

BUSINESS TYPE	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
<b>EAP</b>	<b>43.4%</b>	<b>4.9%</b>	<b>1.7%</b>	<b>4.5%</b>	<b>36.6%</b>	<b>4.4%</b>	<b>1.0%</b>	<b>3.5%</b>	<b>NA</b>	<b>NA</b>	<b>100%</b>
National Government	46.6%	5.6%	0.6%	0.4%	42.3%	4.2%	0.1%	0.2%	0.0%	0.0%	100.0%
Provincial Government	38.8%	2.9%	0.1%	0.7%	53.4%	3.4%	0.1%	0.5%	0.0%	0.0%	100.0%
Local Government	50.4%	11.0%	0.6%	0.4%	32.6%	4.6%	0.2%	0.1%	0.0%	0.0%	100.0%
Private Sector	47.9%	5.6%	0.4%	0.6%	34.9%	5.6%	0.3%	0.3%	3.4%	1.1%	100.0%
Non-Profit Organisations	40.0%	8.3%	0.1%	0.7%	40.7%	9.1%	0.1%	0.6%	0.2%	0.1%	100.0%
State Owned Enterprises	46.1%	3.0%	0.2%	0.2%	46.9%	3.4%	0.1%	0.1%	0.1%	0.1%	100.0%
Educational Institutions	30.8%	1.9%	0.2%	0.4%	62.8%	2.8%	0.2%	0.4%	0.4%	0.2%	100.0%

**Table 23** shows that the representation of the African population is above their EAP across all Business Types at the Unskilled occupational level. The Private Sector is the highest employer of Foreign Nationals at this occupational level.

	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
<b>EAP</b>	<b>43.4%</b>	<b>4.9%</b>	<b>1.7%</b>	<b>4.5%</b>	<b>36.6%</b>	<b>4.4%</b>	<b>1.0%</b>	<b>3.5%</b>	<b>NA</b>	<b>NA</b>	<b>100%</b>
Workforce profile-all employers	46.9%	5.7%	0.4%	0.6%	36.7%	5.4%	0.2%	0.3%	2.9%	0.9%	100.0%
Recruitment	52.2%	6.2%	0.5%	0.9%	31.5%	6.1%	0.2%	0.4%	1.4%	0.7%	100.0%
Promotion	29.1%	3.3%	0.2%	0.5%	61.4%	4.0%	0.2%	0.4%	0.7%	0.2%	100.0%
Terminations	48.6%	6.9%	0.5%	0.8%	32.7%	6.5%	0.3%	0.4%	2.3%	1.0%	100.0%
Skills Development	48.4%	6.1%	0.5%	0.9%	37.7%	5.5%	0.4%	0.4%	0.0%	0.0%	100.0%

**Table 24** shows the recruitment, promotions and skills development opportunities mainly accrue to the designated groups at the Unskilled level.

## 8.7. Workforce Profile for Employees with Disabilities (All) in 2022

**Table 25: % of Workforce of Employees with Disabilities (All) - 2022**

1.2%
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**Table 25** indicates that employees with disabilities accounted for 1.2% of the total workforce in 2022.

**Table 26: % of Workforce of Employees with Disabilities - 2022 (All Government & Private)**

Private Sector	ALL Government
1.3%	0.9%

**Table 26** suggests that the Private Sector (1.3%) is performing much better than Government (0.9%) when it comes to the employment of employees with disabilities in 2022.

# BARRIERS AND AFFIRMATIVE ACTION MEASURES FOR 2022 (ALL EMPLOYERS)



## 9. BARRIERS AND AFFIRMATIVE ACTION MEASURES FOR 2022 (ALL EMPLOYERS)

This section of the Report reflects on the analysis of the barriers and affirmative action measures submitted by the designated employers in their 2022 Employment Equity reports as outlined below:

Table 27.1						
CATEGORIES	BARRIERS			AFFIRMATIVE ACTION MEASURES		
	YES	NO	TOTAL	YES	NO	TOTAL
Recruitment procedures	8424	19108	27532	8129	19403	27532
	30.6%	69.4%	100.0%	29.5%	70.5%	100.0%
Advertising positions	5672	21860	27532	5460	22072	27532
	20.6%	79.4%	100.0%	19.8%	80.2%	100.0%
Selection criteria	4826	22706	27532	4587	22945	27532
	17.5%	82.5%	100.0%	16.7%	83.3%	100.0%
Appointments	5961	21571	27532	5700	21832	27532
	21.7%	78.3%	100.0%	20.7%	79.3%	100.0%
Job classification and grading	3059	24473	27532	2771	24761	27532
	11.1%	88.9%	100.0%	10.1%	89.9%	100.0%
Remuneration and benefits	4573	22959	27532	4252	23280	27532
	16.6%	83.4%	100.0%	15.4%	84.6%	100.0%
Terms & conditions of employment	1455	26077	27532	1282	26250	27532
	5.3%	94.7%	100.0%	4.7%	95.3%	100.0%

**Table 27.1** shows that most employers reported that they did not have barriers in relation to terms of conditions of employment (94.7%); job classification and grading (88.9%); selection criteria (82.5%), appointments (78.3%) and advertising of positions (79.4%). This implies that there are no challenges to attracting and employing people from the designated groups. This table indicates that a change in the demographics should happen at a faster pace than what is observed in the trend analyses above.

Table 27.2						
CATEGORIES	BARRIERS			AFFIRMATIVE ACTION MEASURES		
	YES	NO	TOTAL	YES	NO	TOTAL
Job assignments	882	26650	27532	711	26821	27532
	3.2%	96.8%	100.0%	2.6%	97.4%	100.0%
Work environment and facilities	4574	22958	27532	4074	23458	27532
	16.6%	83.4%	100.0%	14.8%	85.2%	100.0%
Training and development	7283	20249	27532	6928	20604	27532
	26.5%	73.5%	100.0%	25.2%	74.8%	100.0%
Performance and evaluation systems	3934	23598	27532	3637	23895	27532
	14.3%	85.7%	100.0%	13.2%	86.8%	100.0%
Promotions	2122	25410	27532	1908	25624	27532
	7.7%	92.3%	100.0%	6.9%	93.1%	100.0%

Transfers	513	27019	27532	426	27106	27532
	1.9%	98.1%	100.0%	1.5%	98.5%	100.0%
Succession and experience planning	6352	21180	27532	5919	21613	27532
	23.1%	76.9%	100.0%	21.5%	78.5%	100.0%

**Table 27.2** indicates that over 90% of employers have no barriers in terms of transfers; job assignments; and promotions, which are critical drivers to advance the designated groups. Therefore, this confirms the skewed distribution of opportunities afforded to the designated groups, particularly at the upper four occupational levels.

Table 27.3						
CATEGORIES	BARRIERS			AFFIRMATIVE ACTION MEASURES		
	YES	NO	TOTAL	YES	NO	TOTAL
Disciplinary measures	1319	26213	27532	1156	26376	27532
	4.8%	95.2%	100.0%	4.2%	95.8%	100.0%
Dismissals	572	26960	27532	445	27087	27532
	2.1%	97.9%	100.0%	1.6%	98.4%	100.0%
Corporate culture	2293	25239	27532	2135	25397	27532
	8.3%	91.7%	100.0%	7.8%	92.2%	100.0%
HIV and AIDS education and prevention programmes	5218	22314	27532	4910	22622	27532
	19.0%	81.0%	100.0%	17.8%	82.2%	100.0%
Retention of designated groups	4468	23064	27532	4148	23384	27532
	16.2%	83.8%	100.0%	15.1%	84.9%	100.0%
Reasonable accommodation	2927	24605	27532	2653	24879	27532
	10.6%	89.4%	100.0%	9.6%	90.4%	100.0%
Assigned senior manager(s) to manage EE implementation	1596	25936	27532	1376	26156	27532
	5.8%	94.2%	100.0%	5.0%	95.0%	100.0%
Budget allocation in support of employment equity goals	2858	24674	27532	2424	25108	27532
	10.4%	89.6%	100.0%	8.8%	91.2%	100.0%
Time off for employment equity consultative committee to meet	2469	25063	27532	2244	25288	27532
	9.0%	91.0%	100.0%	8.2%	91.8%	100.0%

**Table 27.3** shows that 10.6% of employers reported that they have barriers on reasonable accommodation, yet the representation of persons with disabilities have barely moved since the inception of the Employment Equity Act, 1998. This implies that no significant AA measures have been implemented across the various economic sectors to correct the under-representation of persons with disabilities.

The CEE encourages employers to adopt and implement policy tools such as the Code of Good Practice and the Technical Assistance Guidelines (TAG) on the employment of persons with disabilities. This Code and TAG provides practical guidelines and best practices for the employment of persons with disabilities, which includes reasonable accommodation, education and prevention programmes. Employers are urged to utilise these policy tools to eliminate unfair discrimination and implement affirmative action measures in the employment policies and practices in their workplaces.

# TRENDS ANALYSIS AT PUBLIC UNIVERSITIES FROM 2020 TO 2022





## 10. TRENDS ANALYSIS AT PUBLIC UNIVERSITIES FROM 2020 TO 2022

This section of the report provides a trends analysis of the workforce profiles of public universities in South Africa for the various occupational levels in terms of population group, gender and disability from 2020 to 2022. Out of the twenty-six universities, only twenty-five universities were included because one university<sup>1</sup> did not successfully submit fully and accurately completed EE reports for two of the three years covered in this analysis.

National EAP by Population and Gender Group* (*Source: Statistics South Africa. (QLFS. Quarter 3. 2022)						
MALE			FEMALE			Total
AM	African Male	43.4%	AF	African Female	36.6%	80.0%
CM	Coloured Male	4.9%	CF	Coloured Female	4.4%	9.3%
IM	Indian Male	1.7%	IF	Indian Female	1.0%	2.7%
WM	White Male	4.5%	WF	White Female	3.5%	8.0%
<b>Total</b>		<b>54.5%</b>			<b>45.5 %</b>	<b>100.0%</b>

### 10.1. Trends analysis of the Top Management level at public universities by population group, gender and disability from 2020 to 2022

Figure 37: Top Management at public universities by population group (2020 – 2022)

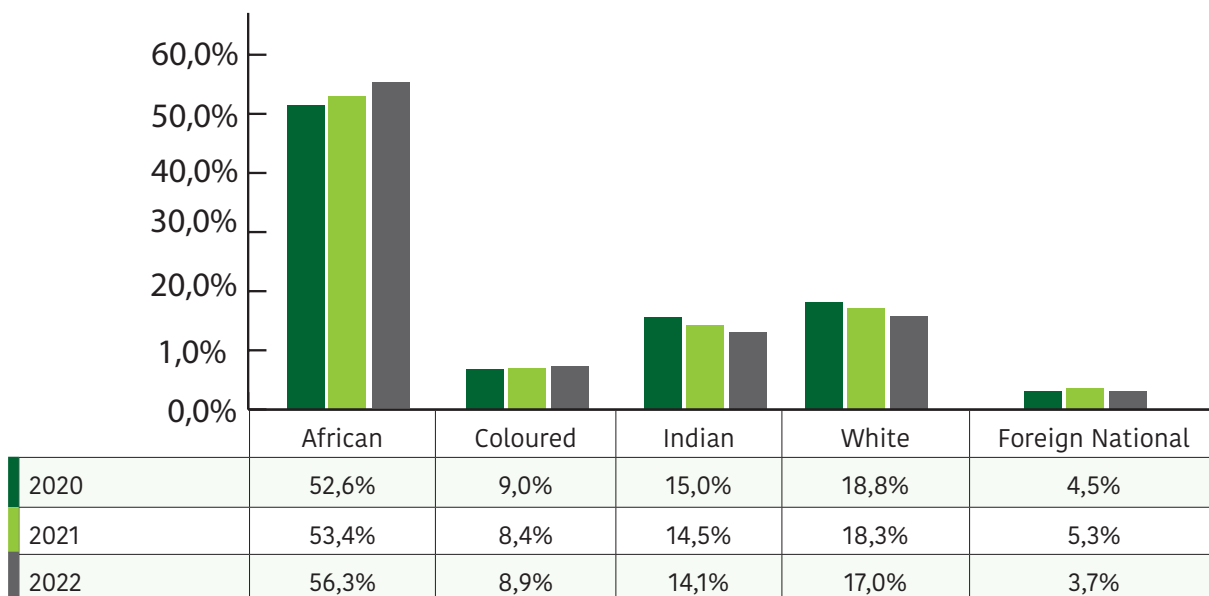
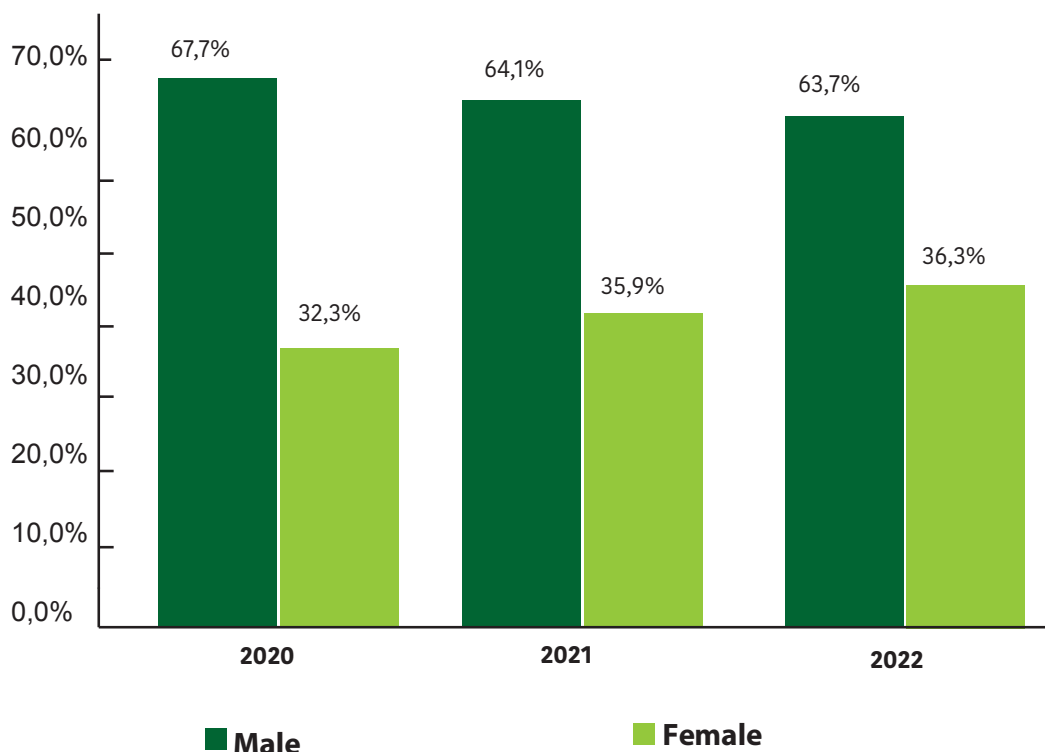


Figure 37 suggests that although there has been an increase of the African population group (3.7%) from 2020 to 2022, their representation still remains well below their EAP at the Top Management level. It also shows that the White and Indian populations groups are more than two times their EAP at this occupational level. The high representation of Foreign Nationals at this occupational level is also noted.

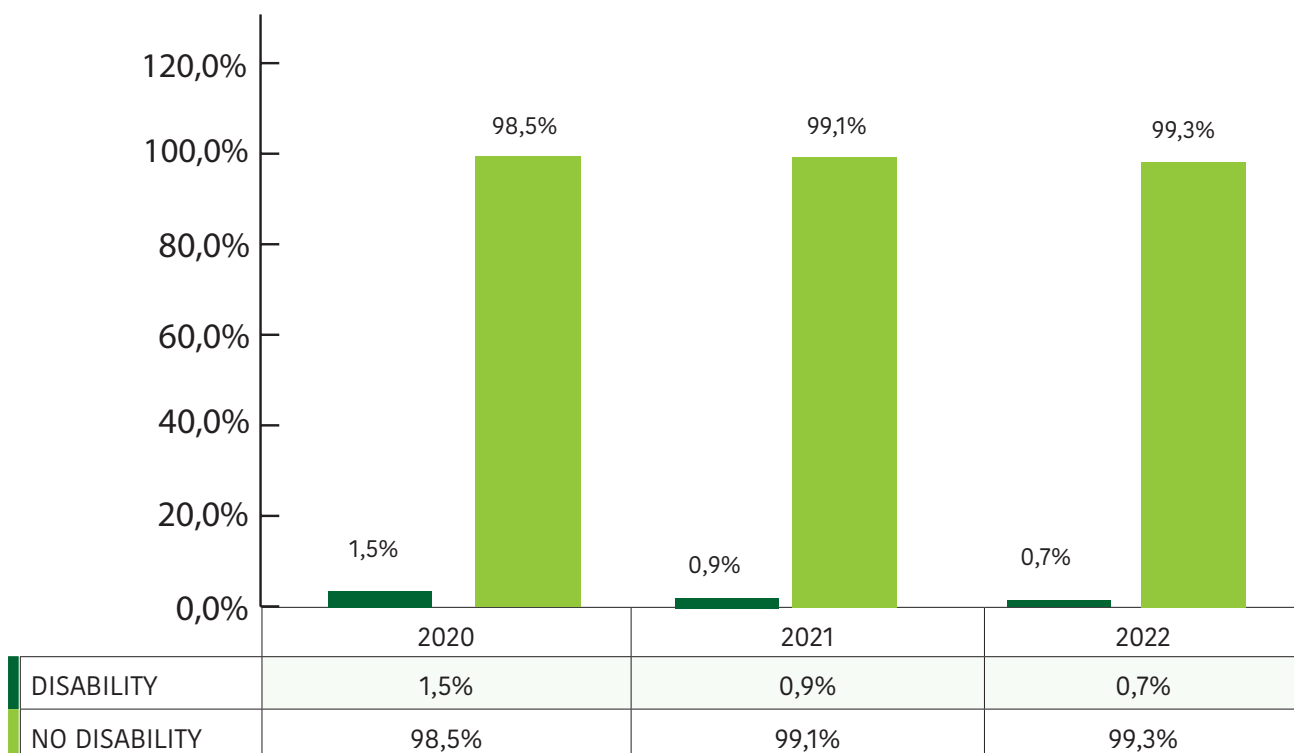
<sup>1</sup> Sefako Makgatho Health Science University did not report successfully in 2020 and 2022 EE reporting cycles.

**Figure 38: Top Management at public universities by gender (2020 – 2022)**



**Figure 38** shows an increase of females (4%) from 2020 to 2022, and their representation still remains below their EAP at the Top Management level.

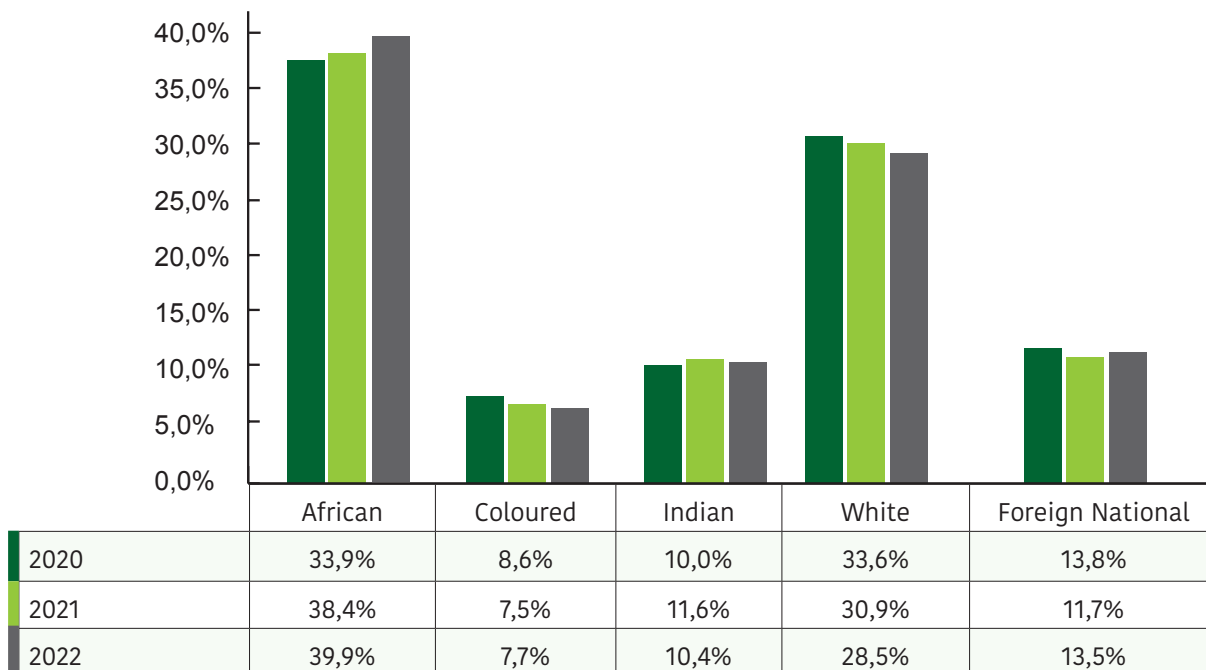
**Figure 39: Top Management at public universities– Disability (2020 – 2022)**



**Figure 39** illustrates that the representation of employees with disabilities at the Top Management level decreased by 0.8% from 2020 to 2022.

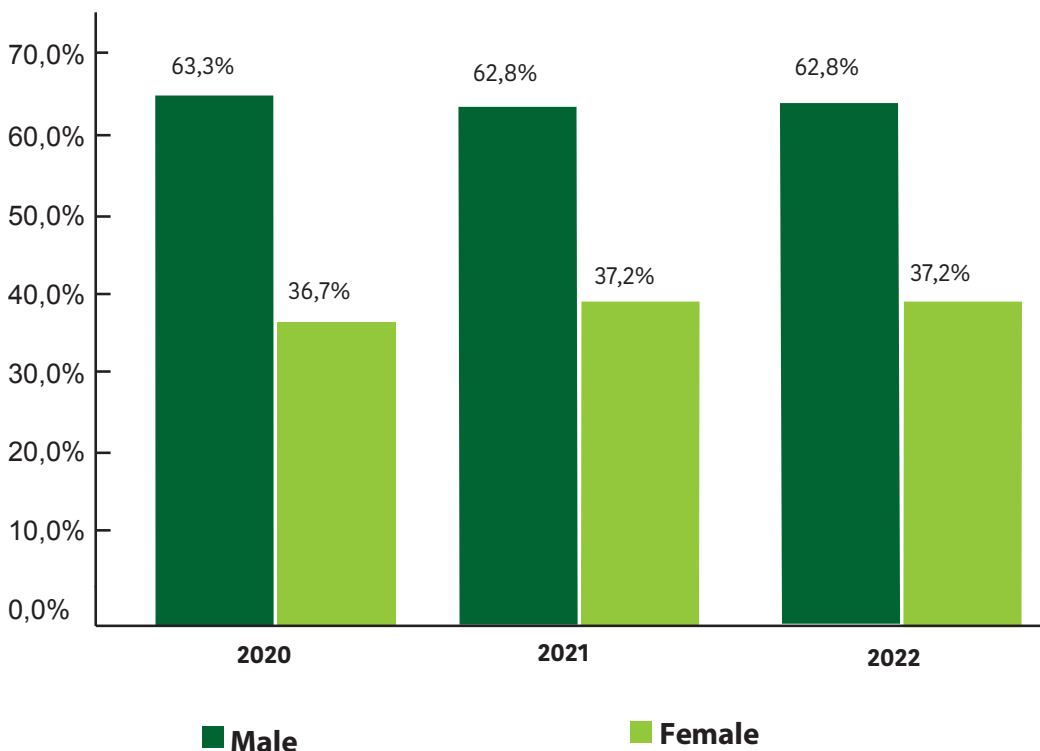
## 10.2. Trends analysis of the Senior Management level at public universities by population group, gender and disability from 2020 to 2022

**Figure 40: Senior management at public universities by population group (2020 – 2022)**



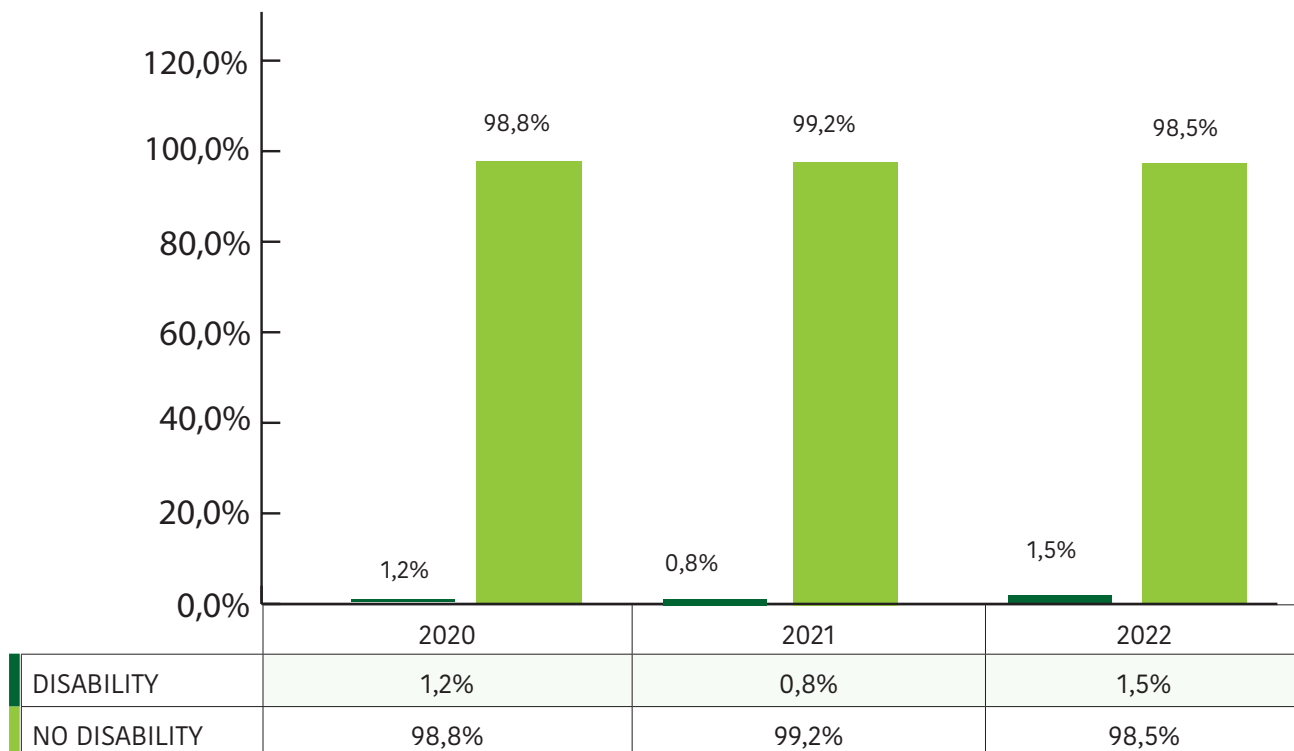
**Figure 40** shows that despite African population group being below their EAP, their representation increased by 6% from 2020 to 2022 at the Senior Management level. It also shows that the White and Indian populations groups are more than three times their EAP at this occupational level. The representation of Foreign Nationals (13.5%) should be investigated in order to ascertain and understand some of the reasons that are causing such high levels of this population group at this occupational level.

**Figure 41: Senior Management at public universities by gender (2020 – 2022)**



**Figure 41** illustrates that the representation of the male group dominates at the Senior Management level. It also shows that the representation of the female group remained below their EAP at approximately 37% at this occupational level.

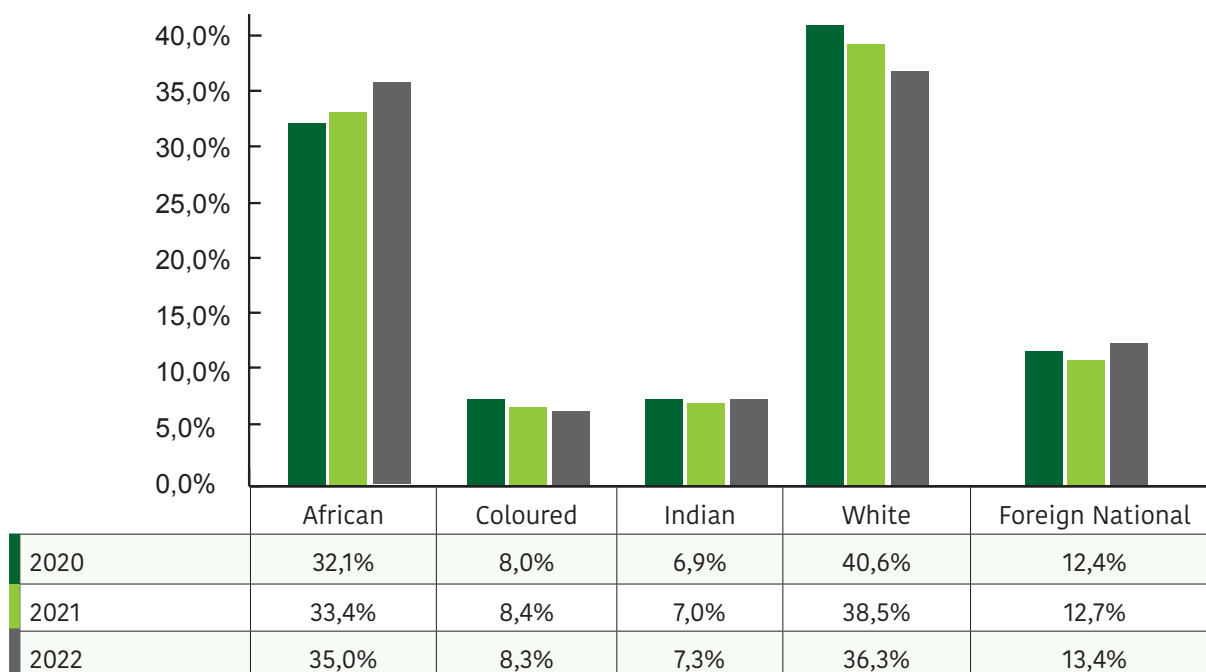
**Figure 42: Senior Management at public universities– Disability (2020 – 2022)**



**Figure 42** indicates that the representation of employees with disabilities increased slightly from 2020 to 2022 at the Senior Management level.

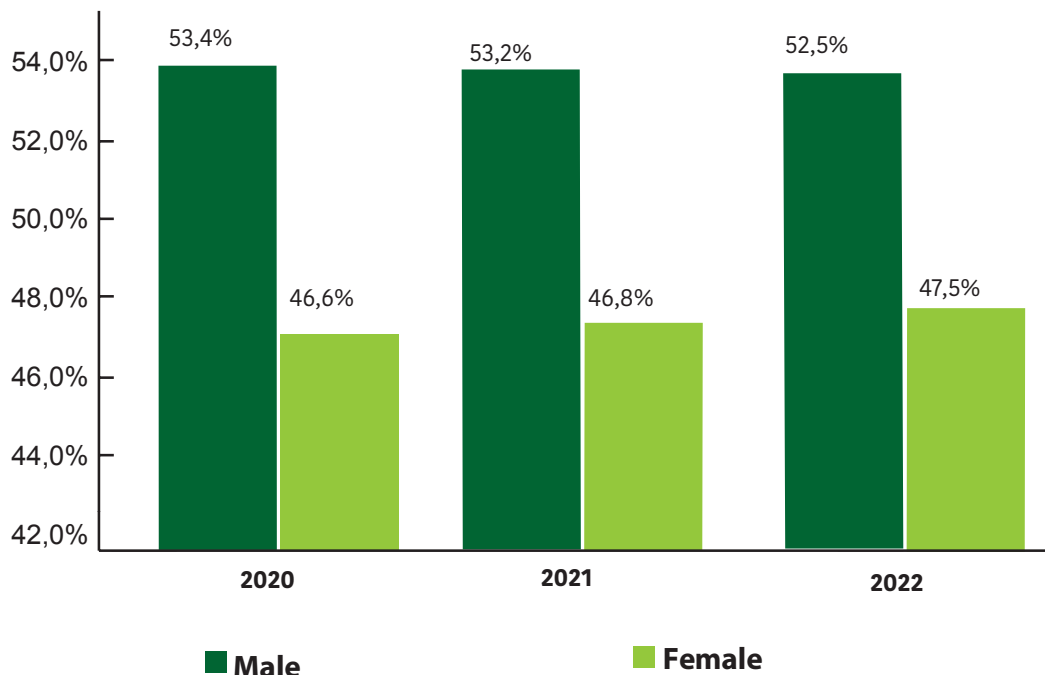
**10.3. Trends analysis of the professionally qualified level at public universities by population group, gender and disability from 2020 to 2022**

**Figure 43: Professionally Qualified at public universities by population group (2020 – 2022)**



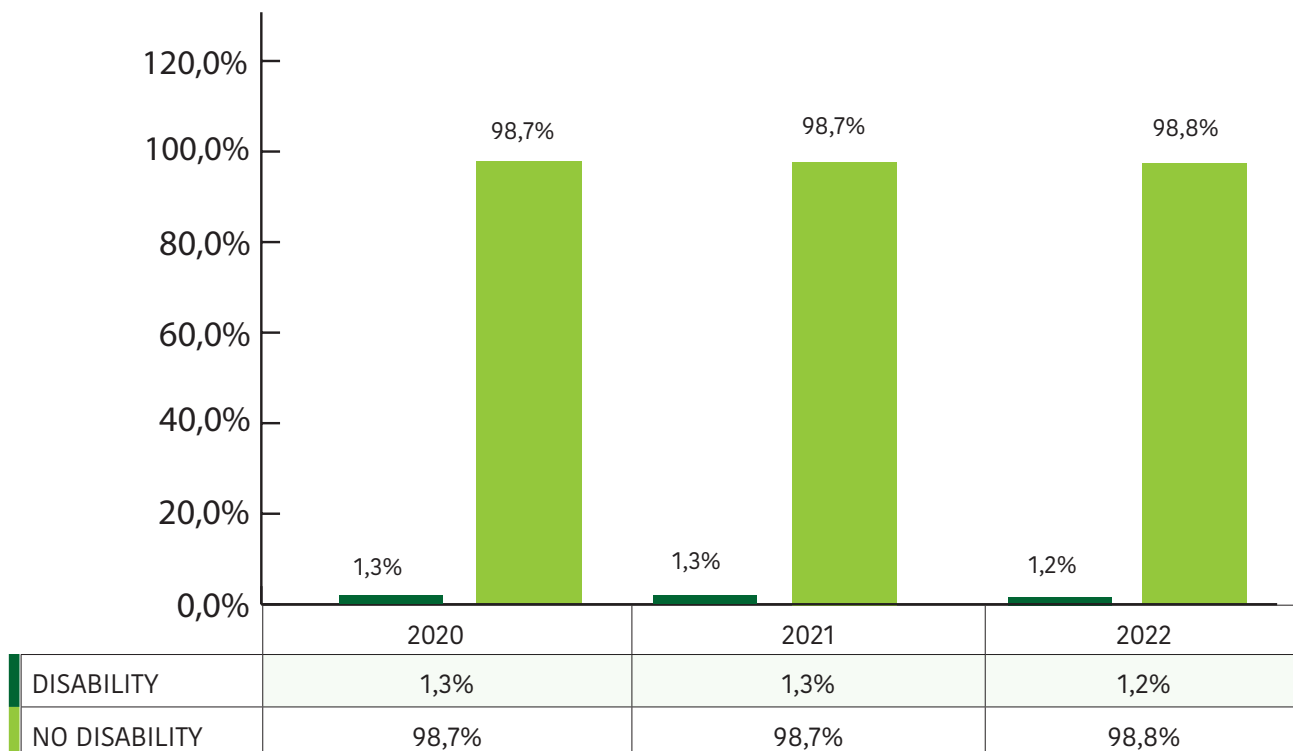
**Figure 43** shows that the White population group (36.3%) and Foreign National (13.4%) representation dominates at the Professionally Qualified level. The representation of the African population group (35%), which is below half of their EAP is of great concern to the CEE.

**Figure 44: Professionally Qualified at public universities by gender (2020 – 2022)**



**Figure 44** indicates that the representation of both the male and female groups remains equitable and is aligned to their EAP at the Professionally Qualified level.

**Figure 45: Professionally Qualified at public universities– Disability (2020 – 2022)**



**Figure 45** illustrates that the representation of employees with disabilities remained low at approximately 1% at the Professionally Qualified level from 2020 to 2022.

#### 10.4. Trends analysis of the Skilled level at public universities by population group, gender and disability from 2020 to 2022

Figure 46: Skilled at universities by population group (2020 – 2022)

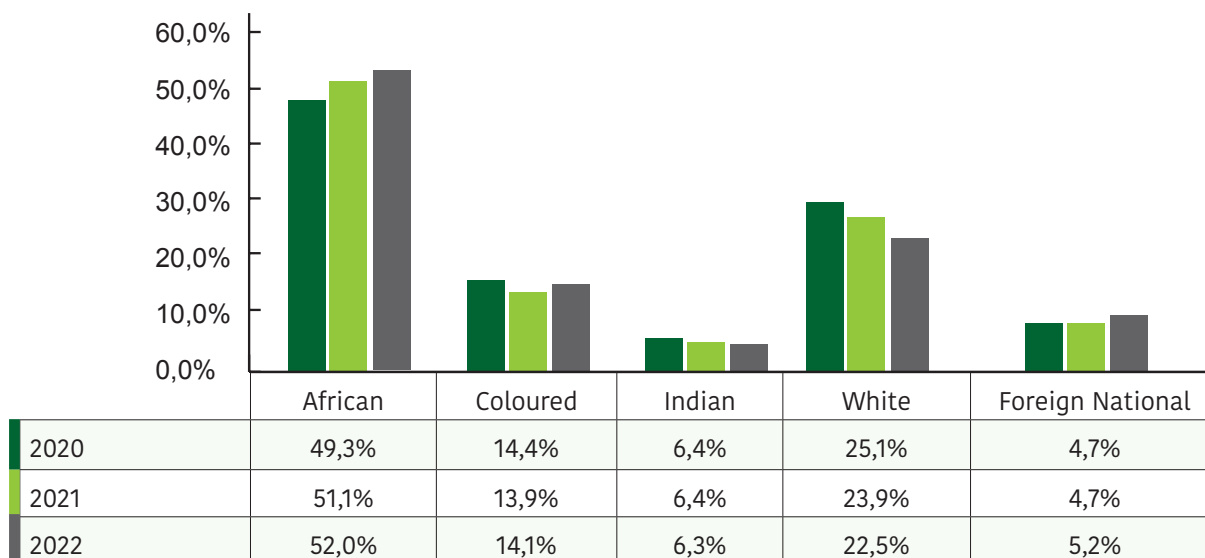


Figure 46 illustrates that although there has been an increase of the African population group (2.7%) from 2020 to 2022, their representation still remains well below their EAP at the Skilled Technical level. It also shows that the White, Indian and Coloured population groups are above their EAP at this occupational level. The high representation of Foreign Nationals at 5.2% at this occupational level is noted.

Figure 47: Skilled at public universities by gender (2020 – 2022)

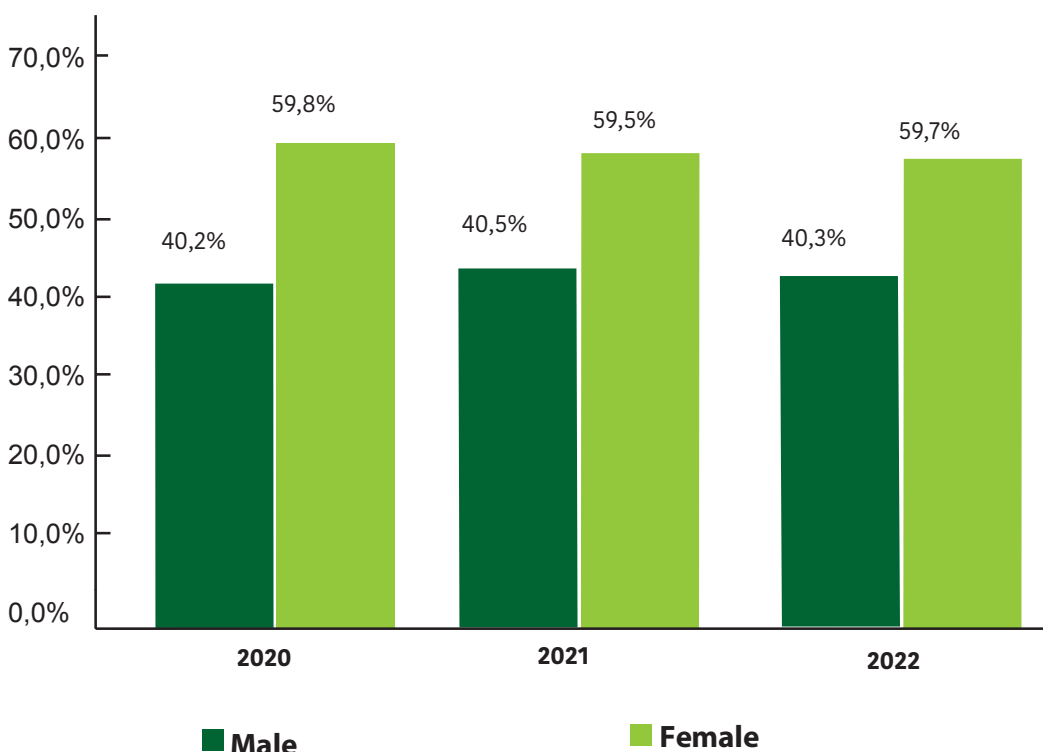
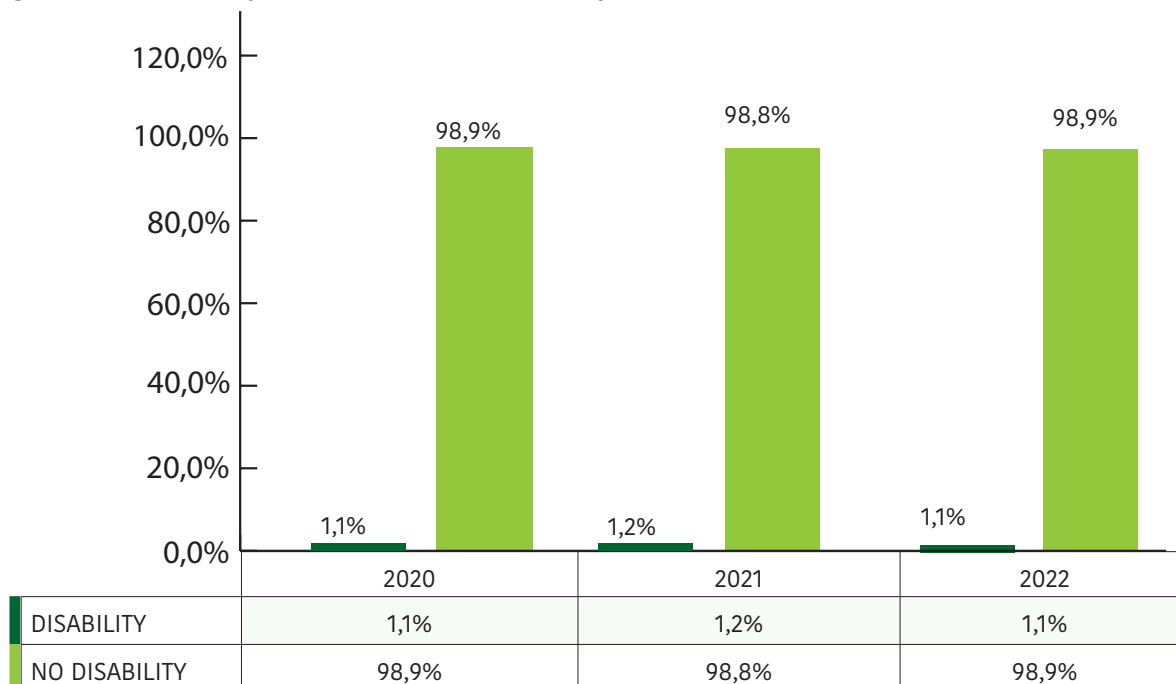


Figure 47 indicates that the representation of females has remained constant at approximately 60% from 2020 to 2022, and their representation remains above their EAP at the Skilled Technical level.

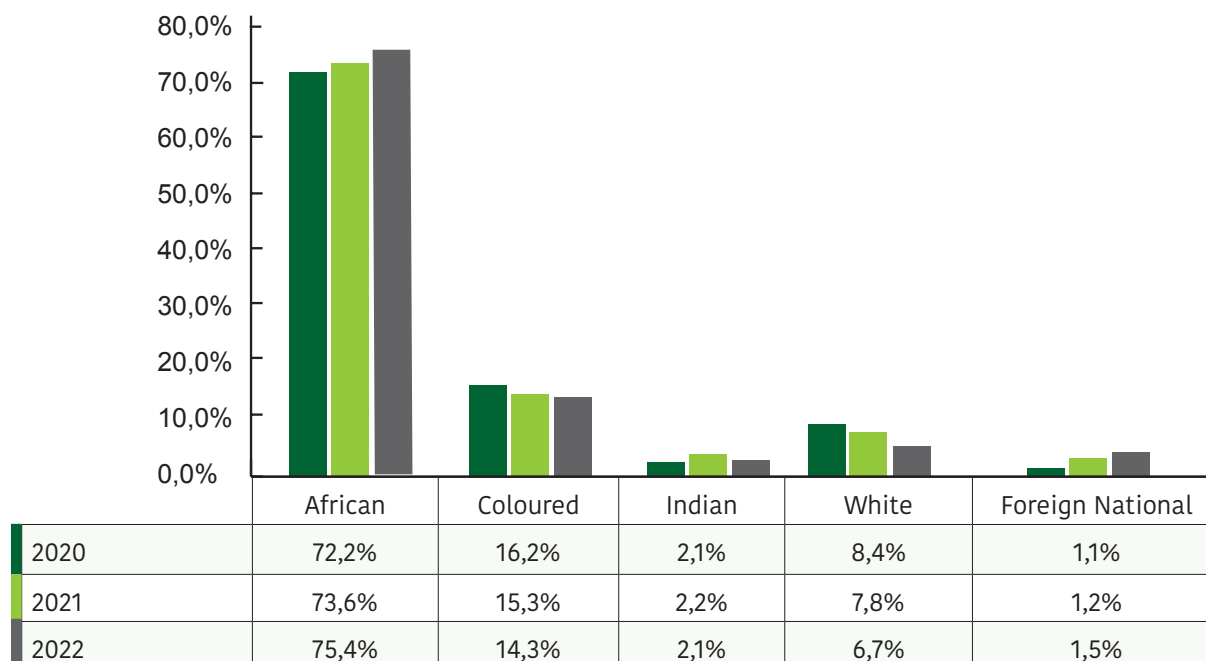
**Figure 48: Skilled at public universities– Disability (2020 – 2022)**



**Figure 48** shows that the representation of employees with disabilities remains constant at approximately 1% from 2020 to 2022 at the Skilled Technical level of the workforce in the public universities.

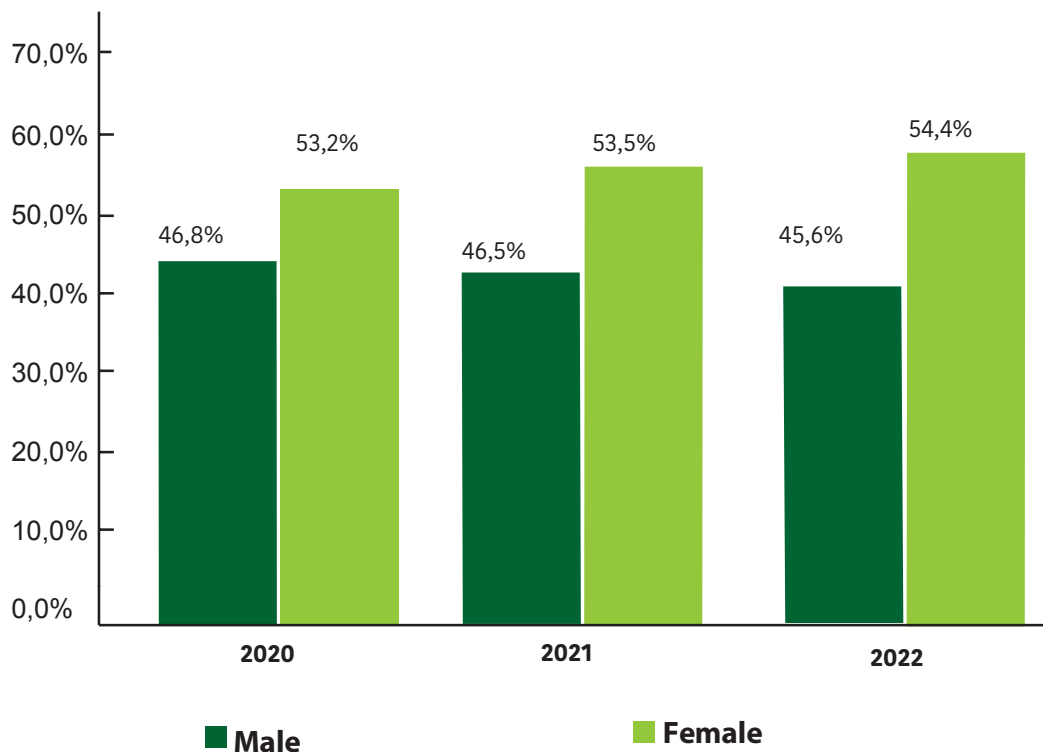
### 10.5. Trends analysis of the semi-skilled level at public universities by population group, gender and disability from 2020 to 2022

**Figure 49: Semi-skilled at public universities by population group (2020 – 2022)**



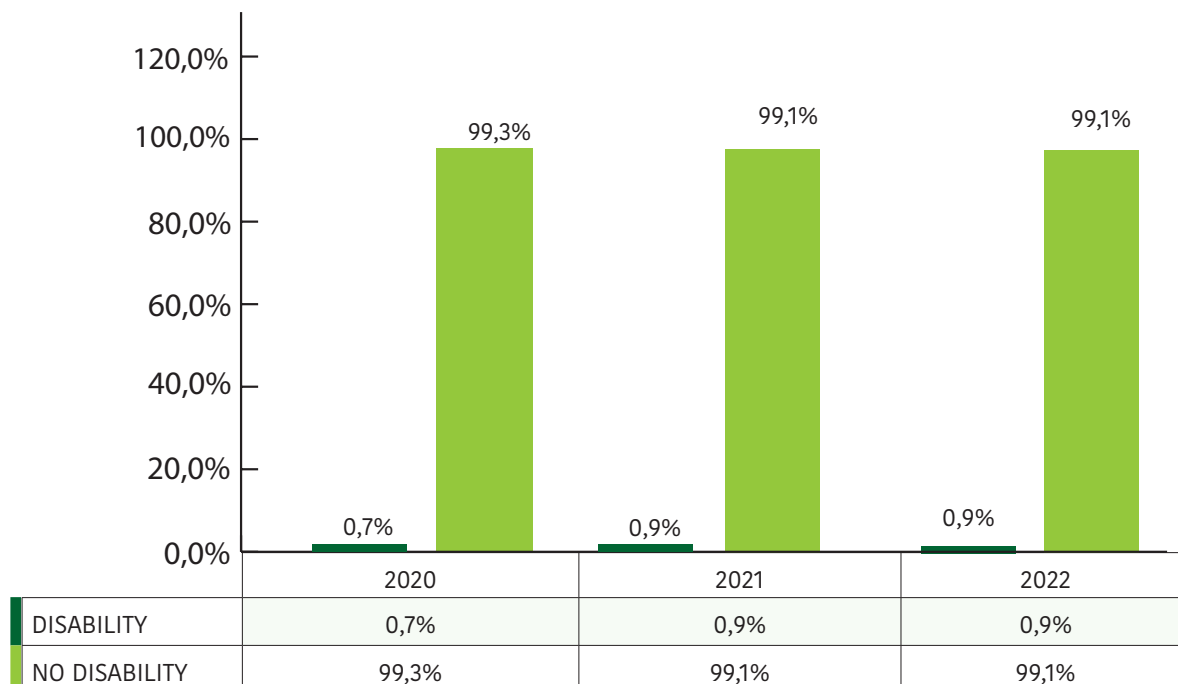
**Figure 49** illustrates that although there has been an increase of the African population group (3.2%) from 2020 to 2022, their representation still remains below their EAP at the Semi-skilled level. It also shows that the White and Coloured population groups are above their EAP, except for the Indian population group, which are the only group below their EAP at this occupational level. The increase in the representation of Foreign Nationals at 0.4% from 2020 to 2022 at this occupational level is noted with concern given the fact that this is an entry level to employment, in light of the high unemployment rate faced by our country.

**Figure 50: Semi-skilled at public universities by gender (2020 – 2022)**



**Figure 50** indicates that the representation of females has increased by 1.2% from 2020 to 2022, and their representation remains above their EAP at the Semi-skilled level.

**Figure 51: Semi-skilled at public universities– Disability (2020 – 2022)**



**Figure 51** shows that although the representation of employees with disabilities have slightly increased at 0.2% from 2020 to 2022, their representation remained below 1% over the three years at the Semi-skilled level of the workforce in the public universities.



**10.6. Trends analysis of the unskilled level at public universities by population group, gender and disability from 2020 to 2022**

**Figure 52: Unskilled at public universities by population group (2020 – 2022)**

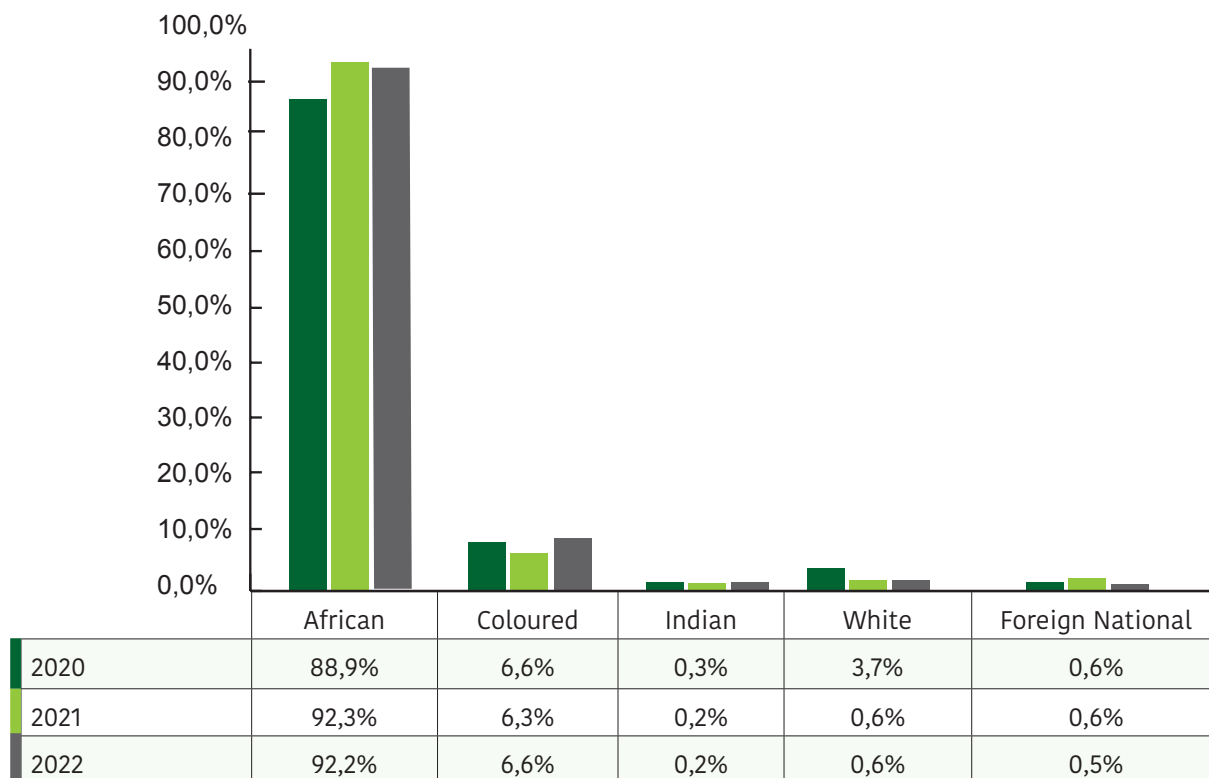


Figure 52 illustrates that there has been an increase of the African population group (3.3%) from 2020 to 2022, although their representation remains way above their EAP at the Unskilled level. The insignificant decline in the representation of Foreign Nationals by 0.1% from 2020 to 2022 at this occupational level is noted.

**Figure 53: Unskilled at public universities by gender (2020 – 2022)**

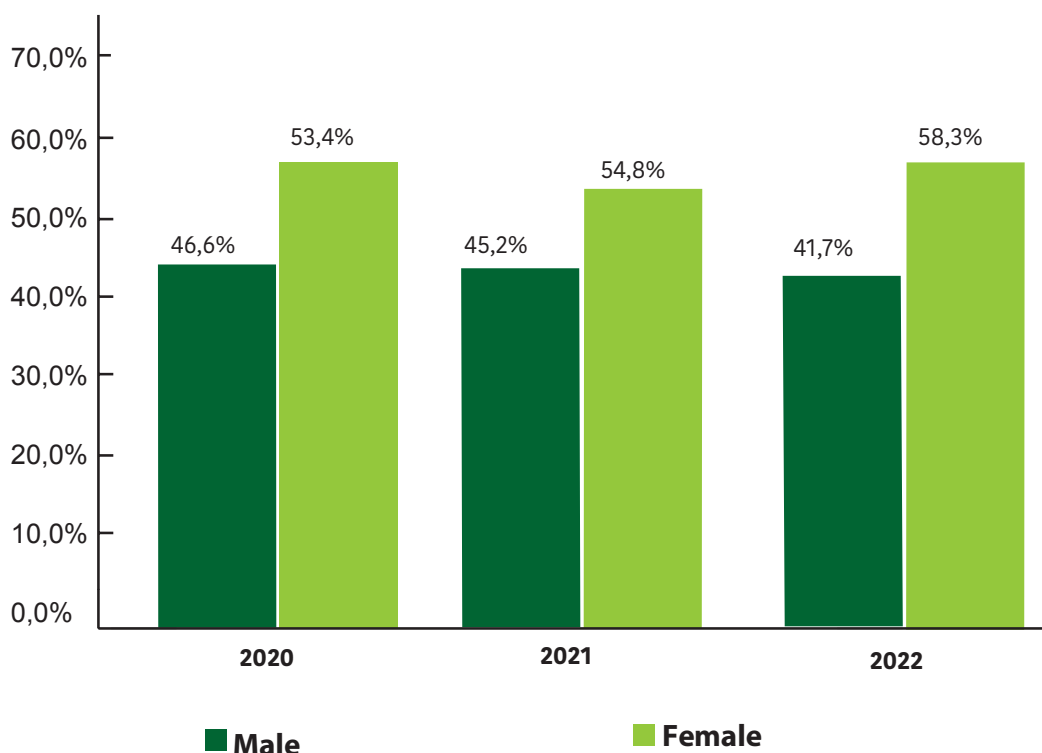
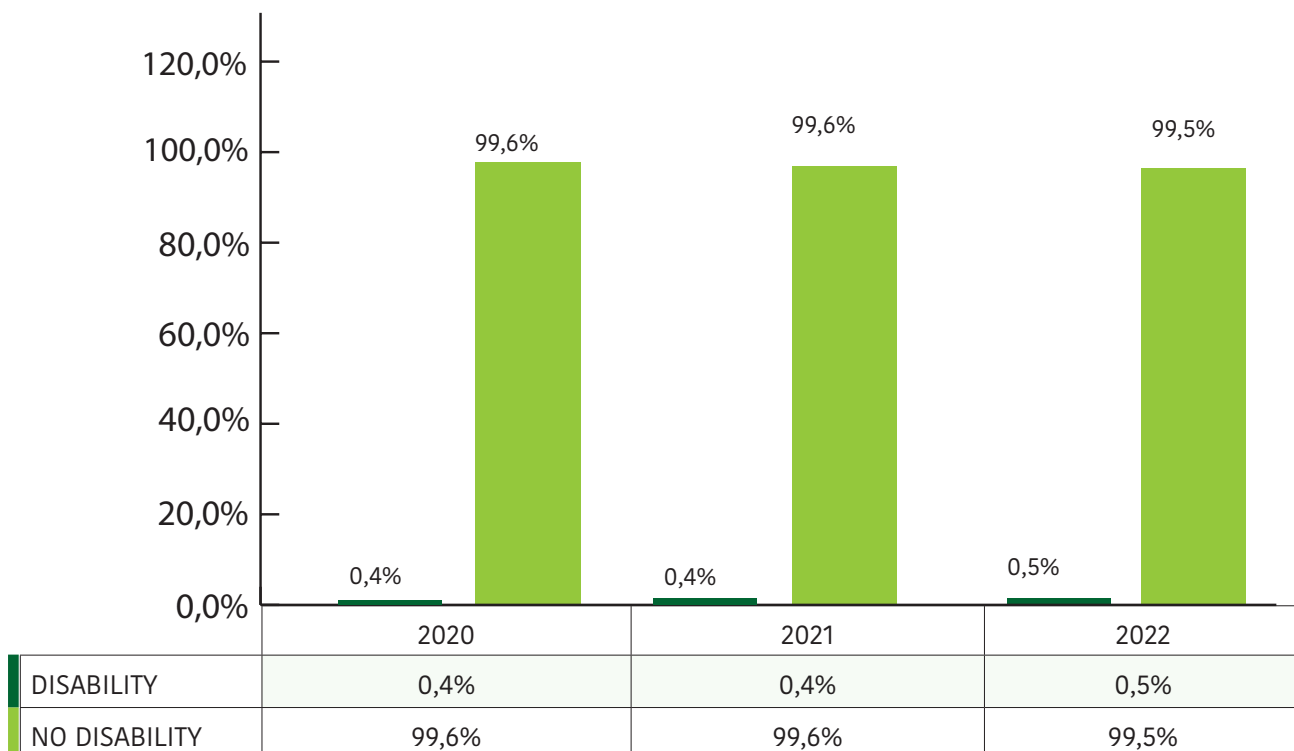


Figure 53 indicates that the representation of females has significantly increased by 4.9% from 2020 to 2022, and their representation remains way above their EAP at the Unskilled level.

**Figure 54: Unskilled at public universities– Disability (2020 – 2022)**



**Figure 54** shows that although the representation of employees with disabilities have slightly increased by 0.1% from 2020 to 2022, their representation remained far below 1% over the three years at the Unskilled level of the workforce in the public universities. This is of great concern given the fact that this an entry level into employment.

Trends analysis of all employees with disabilities at public universities from 2020 to 2022

<b>Table 28: Representation of employees with disabilities at public universities from 2020 to 2022</b>			
	<b>2020</b>	<b>2021</b>	<b>2022</b>
	<b>0.9%</b>	<b>0.9%</b>	<b>1.1%</b>

**Table 28** above illustrates that the representation of employees with disabilities in the universities remained at approximately 1% over the three years.

# CONCLUDING OBSERVATIONS AND REMARKS



## 11. CONCLUDING OBSERVATIONS AND REMARKS

The South African labour market continues to be racialised and gendered. The report has shown that the status of progress made in the implementation of affirmative action for the achievement of the equitable representation of employees from the various population and gender groups in the workplace remains slow. The provision of opportunities appears to remain inherently linked to certain population groups and gender at the upper occupational levels. The low representation of employees with disabilities remains a concern in all sectors of the economy.

The workforce remains hierarchical with Blacks largely concentrated at the lower levels and Whites occupying decision-making positions. This phenomenon is very apparent from the employment equity reports received from designated employers, where the representation of the White group and the Indian group is concentrated more at the upper echelons, while the African and the Coloured population groups occupy positions from the professionally qualified occupational level and below in nearly all sectors of the economy

Notwithstanding the fact that there has been a favourable increase in the representation of females in the lower-to-middle occupational levels, this has not translated into meaningful gains, particularly at the Senior Management and Top Management occupational levels of the labour market.

Increasing the representation of employees with disabilities in the workforce across all occupational levels remains a problem in the labour market, and the CEE urges employers to prioritise this area when developing and implementing their Employment Equity Plans (EE Plans).

The high representation of Foreign Nationals at the various occupational levels in our workforce, including at public universities is rather disturbing and should be investigated to ascertain the reasons for such an anomaly in an economy that is pervaded by high unemployment rates. South Africa needs to investigate all the laws that govern labour migration and take appropriate action to address this matter urgently.

Employers are encouraged to adopt policies and strategies towards addressing the wage gap and persisting pay inequalities experienced by a number of employees in South Africa. Furthermore, South Africans must work together to ensure that the scourge of violence and harassment is addressed and employees do not feel intimidated in our workplaces.

The pace of transformation in the labour market still remains slow and at this rate, it will take many years to reach equitable representation in the labour market at all the occupational levels. The CEE remains committed towards facilitating regulatory compliance for the elimination of unfair discrimination and implementation of affirmative action measures to increase and manage the equitable representation of designated groups at all occupation levels, managing diversity and identifying barriers to fair employment. An intervention put forward by the CEE to the Minister to strengthen compliance was the introduction of the Employment Equity Amendment Bill to, amongst other things, set 5-year sector targets as building blocks towards achieving a more representative workforce that reasonably reflects the demographics of the country.

## 12. REFERENCES

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## 13. APPENDIX

### APPENDIX A: WORKFORCE PROFILE, RECRUITMENT, PROMOTION AND SKILLS DEVELOPMENT OF ALL EMPLOYERS FOR 2022

WORK-FORCE PROFILE FOR ALL EMPLOYERS	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	5907	2040	4288	28453	3755	1437	2106	7537	1385	315	57223
	10,3%	3,6%	7,5%	49,7%	6,6%	2,5%	3,7%	13,2%	2,4%	0,6%	100,0%
Senior Management	22967	6961	11145	47618	15627	5085	6838	25706	3343	1167	146457
	15,7%	4,8%	7,6%	32,5%	10,7%	3,5%	4,7%	17,6%	2,3%	0,8%	100,0%
Professionally qualified	151655	32226	31576	110294	163141	32122	28652	84964	10921	4699	650250
	23,3%	5,0%	4,9%	17,0%	25,1%	4,9%	4,4%	13,1%	1,7%	0,7%	100,0%
Skilled	597897	105061	48641	152388	597935	107285	48219	144771	22612	7875	1832684
	32,6%	5,7%	2,7%	8,3%	32,6%	5,9%	2,6%	7,9%	1,2%	0,4%	100,0%
Semi-skilled	1102280	140803	28878	46542	854887	151398	29841	63414	46126	8468	2472637
	44,6%	5,7%	1,2%	1,9%	34,6%	6,1%	1,2%	2,6%	1,9%	0,3%	100,0%
Unskilled	588511	71009	5350	7710	460294	68410	3021	3559	36295	11485	1255644
	46,9%	5,7%	0,4%	0,6%	36,7%	5,4%	0,2%	0,3%	2,9%	0,9%	100,0%
TOTAL PERMANENT	2469217	358100	129878	393005	2095639	365737	118677	329951	120682	34009	6414895
	38,5%	5,6%	2,0%	6,1%	32,7%	5,7%	1,9%	5,1%	1,9%	0,5%	100,0%
Temporary employees	276416	34160	4757	12988	382753	40213	6063	13882	19338	10495	801065
	34,5%	4,3%	0,6%	1,6%	47,8%	5,0%	0,8%	1,7%	2,4%	1,3%	100,0%
<b>GRAND TOTAL</b>	<b>2745633</b>	<b>392260</b>	<b>134635</b>	<b>405993</b>	<b>2478392</b>	<b>405950</b>	<b>124740</b>	<b>343833</b>	<b>140020</b>	<b>44504</b>	<b>7215960</b>

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	79	41	114	427	68	44	69	108	10	0	960
	8,2%	4,3%	11,9%	44,5%	7,1%	4,6%	7,2%	11,3%	1,0%	0,0%	100,0%
Senior Management	236	133	179	679	152	100	121	346	17	3	1966
	12,0%	6,8%	9,1%	34,5%	7,7%	5,1%	6,2%	17,6%	0,9%	0,2%	100,0%
Professionally qualified	1215	402	419	1727	965	345	312	1236	53	22	6696
	18,1%	6,0%	6,3%	25,8%	14,4%	5,2%	4,7%	18,5%	0,8%	0,3%	100,0%
Skilled	5010	1327	753	3299	4401	1204	544	2424	98	30	19090
	26,2%	7,0%	3,9%	17,3%	23,1%	6,3%	2,8%	12,7%	0,5%	0,2%	100,0%
Semi-skilled	11458	1662	524	1059	10965	1568	478	1295	359	18	29386
	39,0%	5,7%	1,8%	3,6%	37,3%	5,3%	1,6%	4,4%	1,2%	0,1%	100,0%
Unskilled	7618	1025	172	355	7347	852	134	173	272	32	17980
	42,4%	5,7%	1,0%	2,0%	40,9%	4,7%	0,7%	1,0%	1,5%	0,2%	100,0%
TOTAL PERMANENT	25616	4590	2161	7546	23898	4113	1658	5582	809	105	76078
	33,7%	6,0%	2,8%	9,9%	31,4%	5,4%	2,2%	7,3%	1,1%	0,1%	100,0%
Temporary employees	2548	324	58	95	3464	274	50	94	24	25	6956
	36,6%	4,7%	0,8%	1,4%	49,8%	3,9%	0,7%	1,4%	0,3%	0,4%	100,0%
<b>GRAND TOTAL</b>	<b>28164</b>	<b>4914</b>	<b>2219</b>	<b>7641</b>	<b>27362</b>	<b>4387</b>	<b>1708</b>	<b>5676</b>	<b>833</b>	<b>130</b>	<b>83034</b>

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	741560	176	266	1094	496	129	134	375	119	30	744379
	99,6%	0,0%	0,0%	0,1%	0,1%	0,0%	0,0%	0,1%	0,0%	0,0%	100,0%
Senior Management	2850	766	1165	4494	2314	564	743	2114	352	139	15501
	18,4%	4,9%	7,5%	29,0%	14,9%	3,6%	4,8%	13,6%	2,3%	0,9%	100,0%
Professionally qualified	21545	3958	4955	14209	27553	3757	4405	10325	2135	1102	93944
	22,9%	4,2%	5,3%	15,1%	29,3%	4,0%	4,7%	11,0%	2,3%	1,2%	100,0%
Skilled	89818	14117	7728	24265	89519	13312	7213	19428	3489	1479	270368
	33,2%	5,2%	2,9%	9,0%	33,1%	4,9%	2,7%	7,2%	1,3%	0,5%	100,0%
Semi-skilled	238298	32476	7675	12955	206727	37779	7411	13348	4753	2001	563423
	42,3%	5,8%	1,4%	2,3%	36,7%	6,7%	1,3%	2,4%	0,8%	0,4%	100,0%
Unskilled	222254	26496	1932	3728	133920	25837	971	1584	5754	3035	425511
	52,2%	6,2%	0,5%	0,9%	31,5%	6,1%	0,2%	0,4%	1,4%	0,7%	100,0%
TOTAL PERMANENT	1316325	77989	23721	60745	460529	81378	20877	47174	16602	7786	2113126
	62,3%	3,7%	1,1%	2,9%	21,8%	3,9%	3,9%	3,9%	0,8%	0,4%	100,0%
Temporary employees	1410079	303451	623149	10801	5230163	428200	5648	278166	432288	490402	9212347
	15,3%	3,3%	6,8%	0,1%	56,8%	4,6%	0,1%	3,0%	4,7%	5,3%	100,0%
<b>GRAND TOTAL</b>	<b>2726404</b>	<b>381440</b>	<b>646870</b>	<b>71546</b>	<b>5690692</b>	<b>509578</b>	<b>26525</b>	<b>325340</b>	<b>448890</b>	<b>498188</b>	<b>11325473</b>

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	292	84	206	704	228	98	124	365	38	21	2160
	13,5%	3,9%	9,5%	32,6%	10,6%	4,5%	5,7%	16,9%	1,8%	1,0%	100,0%
Senior Management	2053	544	903	2582	1628	488	666	1790	258	117	11029
	18,6%	4,9%	8,2%	23,4%	14,8%	4,4%	6,0%	16,2%	2,3%	1,1%	100,0%
Professionally qualified	11511	2250	2035	5354	11711	2336	1924	4340	718	371	42550
	27,1%	5,3%	4,8%	12,6%	27,5%	5,5%	4,5%	10,2%	1,7%	0,9%	100,0%
Skilled	35252	6144	2379	5257	30743	6146	2403	5066	894	347	94631
	37,3%	6,5%	2,5%	5,6%	32,5%	6,5%	2,5%	5,4%	0,9%	0,4%	100,0%
Semi-skilled	35292	5763	781	1408	29474	4863	507	1120	940	211	80359
	43,9%	7,2%	1,0%	1,8%	36,7%	6,1%	0,6%	1,4%	1,2%	0,3%	100,0%
Unskilled	7736	870	65	139	16331	1071	50	97	187	42	26588
	29,1%	3,3%	0,2%	0,5%	61,4%	4,0%	0,2%	0,4%	0,7%	0,2%	100,0%
TOTAL PERMANENT	92136	15655	6369	15444	90115	15002	5674	12778	3035	1109	257317
	35,8%	6,1%	2,5%	6,0%	35,0%	5,8%	2,2%	5,0%	1,2%	0,4%	100,0%
Temporary employees	8645	691	88	309	15144	661	115	205	83	34	25975
	33,3%	2,7%	0,3%	1,2%	58,3%	2,5%	0,4%	0,8%	0,3%	0,1%	100,0%
<b>GRAND TOTAL</b>	<b>100781</b>	<b>16346</b>	<b>6457</b>	<b>15753</b>	<b>105259</b>	<b>15663</b>	<b>5789</b>	<b>12983</b>	<b>3118</b>	<b>1143</b>	<b>283292</b>

SKILLS DEVELOPMENT FOR ALL EMPLOYEES BY POPULATION GROUP AND GENDER	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top Management	1295	324	767	2907	997	324	465	1173	8252
	15,7%	3,9%	9,3%	35,2%	12,1%	3,9%	5,6%	14,2%	100,0%
Senior Management	8548	4468	3630	10565	7664	4443	2683	7524	49525
	17,3%	9,0%	7,3%	21,3%	15,5%	9,0%	5,4%	15,2%	100,0%
Professionally qualified	50751	13837	11194	26448	66517	23179	11007	29465	232398
	21,8%	6,0%	4,8%	11,4%	28,6%	10,0%	4,7%	12,7%	100,0%
Skilled	159909	28156	14530	33535	149846	33657	14747	34665	469045
	34,1%	6,0%	3,1%	7,1%	31,9%	7,2%	3,1%	7,4%	100,0%
Semi-skilled	261532	34401	7337	10540	240956	41362	8277	14063	618468
	42,3%	5,6%	1,2%	1,7%	39,0%	6,7%	1,3%	2,3%	100,0%
Unskilled	111950	14125	1267	2094	87120	12823	1032	902	231313
	48,4%	6,1%	0,5%	0,9%	37,7%	5,5%	0,4%	0,4%	100,0%
TOTAL PERMANENT	593985	95311	38725	86089	553100	115788	38211	87792	1609001
	36,9%	5,9%	2,4%	5,4%	34,4%	7,2%	2,4%	5,5%	100,0%
Temporary employees	61850	8498	1182	1787	67640	11278	1118	1378	154731
	40,0%	5,5%	0,8%	1,2%	43,7%	7,3%	0,7%	0,9%	100,0%
<b>GRAND TOTAL</b>	<b>655835</b>	<b>103809</b>	<b>39907</b>	<b>87876</b>	<b>620740</b>	<b>127066</b>	<b>39329</b>	<b>89170</b>	<b>1763732</b>

TERMINATIONS 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	724	185	352	2042	473	122	152	575	186	44	4855
	14,9%	3,8%	7,3%	42,1%	9,7%	2,5%	3,1%	11,8%	3,8%	0,9%	100,0%
Senior Management	3020	940	1370	6586	1976	596	826	3033	520	147	19014
	15,9%	4,9%	7,2%	34,6%	10,4%	3,1%	4,3%	16,0%	2,7%	0,8%	100,0%
Professionally qualified	20981	4485	5022	18604	18465	3758	3997	12139	2015	845	90311
	23,2%	5,0%	5,6%	20,6%	20,4%	4,2%	4,4%	13,4%	2,2%	0,9%	100,0%
Skilled	93277	15965	8693	29153	65861	13972	6616	22147	4657	1574	261915
	35,6%	6,1%	3,3%	11,1%	25,1%	5,3%	2,5%	8,5%	1,8%	0,6%	100,0%
Semi-skilled	245641	33982	8086	13227	182041	37242	7435	14440	7138	1797	551029
	44,6%	6,2%	1,5%	2,4%	33,0%	6,8%	1,3%	2,6%	1,3%	0,3%	100,0%
Unskilled	168894	23813	1629	2894	113754	22724	899	1425	7924	3649	347605
	48,6%	6,9%	0,5%	0,8%	32,7%	6,5%	0,3%	0,4%	2,3%	1,0%	100,0%
TOTAL PERMANENT	532537	79370	25152	72506	382570	78414	19925	53759	22440	8056	1274729
	41,8%	6,2%	2,0%	5,7%	30,0%	6,2%	1,6%	4,2%	1,8%	0,6%	100,0%
Temporary employees	310377	37600	3750	9714	409622	45636	3558	9888	16886	8950	855981
	36,3%	4,4%	0,4%	1,1%	47,9%	5,3%	0,4%	1,2%	2,0%	1,0%	100,0%
<b>GRAND TOTAL</b>	<b>842914</b>	<b>116970</b>	<b>28902</b>	<b>82220</b>	<b>792192</b>	<b>124050</b>	<b>23483</b>	<b>63647</b>	<b>39326</b>	<b>17006</b>	<b>2130710</b>



# APPENDIX B: WORKFORCE PROFILE OF ALL EMPLOYERS BY PROVINCE FOR 2022

## EASTERN CAPE

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	293	122	56	1385	219	106	26	289	51	7	2554
	11,5%	4,8%	2,2%	54,2%	8,6%	4,2%	1,0%	11,3%	2,0%	0,3%	100,0%
Senior Management	985	322	113	2028	642	188	48	924	88	22	5360
	18,4%	6,0%	2,1%	37,8%	12,0%	3,5%	0,9%	17,2%	1,6%	0,4%	100,0%
Professionally qualified	9630	1835	414	3840	13420	1894	297	3114	421	162	35027
	27,5%	5,2%	1,2%	11,0%	38,3%	5,4%	0,8%	8,9%	1,2%	0,5%	100,0%
Skilled	26104	5900	398	6474	48492	5884	361	6140	767	238	100758
	25,9%	5,9%	0,4%	6,4%	48,1%	5,8%	0,4%	6,1%	0,8%	0,2%	100,0%
Semi-skilled	41609	9576	171	2338	38874	6373	155	2971	893	209	103169
	40,3%	9,3%	0,2%	2,3%	37,7%	6,2%	0,2%	2,9%	0,9%	0,2%	100,0%
Unskilled	29586	5432	39	391	25085	4636	15	160	1575	310	67229
	44,0%	8,1%	0,1%	0,6%	37,3%	6,9%	0,0%	0,2%	2,3%	0,5%	100,0%
TOTAL PERMANENT	108207	23187	1191	16456	126732	19081	902	13598	3795	948	314097
	34,5%	7,4%	0,4%	5,2%	40,3%	6,1%	0,3%	4,3%	1,2%	0,3%	100,0%
Temporary employees	18393	3014	41	574	20876	3621	59	567	6480	1106	54731
	33,6%	5,5%	0,1%	1,0%	38,1%	6,6%	0,1%	1,0%	11,8%	2,0%	100,0%
<b>GRAND TOTAL</b>	<b>126600</b>	<b>26201</b>	<b>1232</b>	<b>17030</b>	<b>147608</b>	<b>22702</b>	<b>961</b>	<b>14165</b>	<b>10275</b>	<b>2054</b>	<b>368828</b>

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	1	3	1	34	5	1	0	9	0	0	54
	1,9%	5,6%	1,9%	63,0%	9,3%	1,9%	0,0%	16,7%	0,0%	0,0%	100,0%
Senior Management	9	2	4	35	11	4	1	23	1	0	90
	10,0%	2,2%	4,4%	38,9%	12,2%	4,4%	1,1%	25,6%	1,1%	0,0%	100,0%
Professionally qualified	63	23	3	62	53	14	1	38	1	0	258
	24,4%	8,9%	1,2%	24,0%	20,5%	5,4%	0,4%	14,7%	0,4%	0,0%	100,0%
Skilled	187	65	3	100	154	41	4	57	1	1	613
	30,5%	10,6%	0,5%	16,3%	25,1%	6,7%	0,7%	9,3%	0,2%	0,2%	100,0%
Semi-skilled	325	107	3	45	288	66	8	37	0	0	879
	37,0%	12,2%	0,3%	5,1%	32,8%	7,5%	0,9%	4,2%	0,0%	0,0%	100,0%
Unskilled	293	69	2	12	323	63	1	5	1	1	770
	38,1%	9,0%	0,3%	1,6%	41,9%	8,2%	0,1%	0,6%	0,1%	0,1%	100,0%
TOTAL PERMANENT	878	269	16	288	834	189	15	169	4	2	2664
	33,0%	10,1%	0,6%	10,8%	31,3%	7,1%	0,6%	6,3%	0,2%	0,1%	100,0%
Temporary employees	266	36	2	19	386	44	3	28	5	3	792
	33,6%	4,5%	0,3%	2,4%	48,7%	5,6%	0,4%	3,5%	0,6%	0,4%	100,0%
<b>GRAND TOTAL</b>	<b>1144</b>	<b>305</b>	<b>18</b>	<b>307</b>	<b>1220</b>	<b>233</b>	<b>18</b>	<b>197</b>	<b>9</b>	<b>5</b>	<b>3456</b>

FREE STATE

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	259	30	14	799	114	19	7	202	3	2	1449
	17,9%	2,1%	1,0%	55,1%	7,9%	1,3%	0,5%	13,9%	0,2%	0,1%	100,0%
Senior Management	516	65	28	892	274	34	14	465	9	1	2298
	22,5%	2,8%	1,2%	38,8%	11,9%	1,5%	0,6%	20,2%	0,4%	0,0%	100,0%
Professionally qualified	1642	185	43	1868	1099	148	29	1230	87	15	6346
	25,9%	2,9%	0,7%	29,4%	17,3%	2,3%	0,5%	19,4%	1,4%	0,2%	100,0%
Skilled	8416	699	88	3711	4525	553	66	2828	375	69	21330
	39,5%	3,3%	0,4%	17,4%	21,2%	2,6%	0,3%	13,3%	1,8%	0,3%	100,0%
Semi-skilled	21949	1130	59	1577	9169	826	30	2007	1779	72	38598
	56,9%	2,9%	0,2%	4,1%	23,8%	2,1%	0,1%	5,2%	4,6%	0,2%	100,0%
Unskilled	20520	941	10	410	12265	479	16	229	802	129	35801
	57,3%	2,6%	0,0%	1,1%	34,3%	1,3%	0,0%	0,6%	2,2%	0,4%	100,0%
TOTAL PERMANENT	53302	3050	242	9257	27446	2059	162	6961	3055	288	105822
	50,4%	2,9%	0,2%	8,7%	25,9%	1,9%	0,2%	6,6%	2,9%	0,3%	100,0%
Temporary employees	5286	471	8	247	4596	347	5	178	52	138	11328
	46,7%	4,2%	0,1%	2,2%	40,6%	3,1%	0,0%	1,6%	0,5%	1,2%	100,0%
<b>GRAND TOTAL</b>	<b>58588</b>	<b>3521</b>	<b>250</b>	<b>9504</b>	<b>32042</b>	<b>2406</b>	<b>167</b>	<b>7139</b>	<b>3107</b>	<b>426</b>	<b>117150</b>

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	2	0	0	8	0	0	0	1	0	0	11
	18,2%	0,0%	0,0%	72,7%	0,0%	0,0%	0,0%	9,1%	0,0%	0,0%	100,0%
Senior Management	6	2	0	13	3	0	2	7	0	0	33
	18,2%	6,1%	0,0%	39,4%	9,1%	0,0%	6,1%	21,2%	0,0%	0,0%	100,0%
Professionally qualified	26	1	1	20	8	1	1	13	1	0	72
	36,1%	1,4%	1,4%	27,8%	11,1%	1,4%	1,4%	18,1%	1,4%	0,0%	100,0%
Skilled	53	6	0	51	28	5	2	43	1	1	190
	27,9%	3,2%	0,0%	26,8%	14,7%	2,6%	1,1%	22,6%	0,5%	0,5%	100,0%
Semi-skilled	166	12	1	41	113	9	0	32	2	2	378
	43,9%	3,2%	0,3%	10,8%	29,9%	2,4%	0,0%	8,5%	0,5%	0,5%	100,0%
Unskilled	140	6	1	15	104	4	1	6	3	0	280
	50,0%	2,1%	0,4%	5,4%	37,1%	1,4%	0,4%	2,1%	1,1%	0,0%	100,0%
TOTAL PERMANENT	393	27	3	148	256	19	6	102	7	3	964
	40,8%	2,8%	0,3%	15,4%	26,6%	2,0%	0,6%	10,6%	0,7%	0,3%	100,0%
Temporary employees	8	1	0	1	2	0	0	0	0	0	12
	66,7%	8,3%	0,0%	8,3%	16,7%	0,0%	0,0%	0,0%	0,0%	0,0%	100,0%
<b>GRAND TOTAL</b>	<b>401</b>	<b>28</b>	<b>3</b>	<b>149</b>	<b>258</b>	<b>19</b>	<b>6</b>	<b>102</b>	<b>7</b>	<b>3</b>	<b>976</b>

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WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	3282	586	2132	13647	2346	484	1140	3881	963	225	28686
	11,4%	2,0%	7,4%	47,6%	8,2%	1,7%	4,0%	13,5%	3,4%	0,8%	100,0%
Senior Management	13899	2827	6474	27204	10430	2091	4219	15198	2340	855	85537
	16,2%	3,3%	7,6%	31,8%	12,2%	2,4%	4,9%	17,8%	2,7%	1,0%	100,0%
Professionally qualified	84307	13892	18825	69405	80966	12653	16383	51655	6959	3205	358250
	23,5%	3,9%	5,3%	19,4%	22,6%	3,5%	4,6%	14,4%	1,9%	0,9%	100,0%
Skilled	358541	43410	25281	96189	302819	42290	25121	86269	12566	4615	997101
	36,0%	4,4%	2,5%	9,6%	30,4%	4,2%	2,5%	8,7%	1,3%	0,5%	100,0%
Semi-skilled	634070	41381	11628	26724	415810	43046	12167	34957	21485	4280	1245548
	50,9%	3,3%	0,9%	2,1%	33,4%	3,5%	1,0%	2,8%	1,7%	0,3%	100,0%
Unskilled	252843	12250	1733	3616	177887	10577	735	1561	12612	3574	477388
	53,0%	2,6%	0,4%	0,8%	37,3%	2,2%	0,2%	0,3%	2,6%	0,7%	100,0%
TOTAL PERMANENT	1346942	114346	66073	236785	990258	111141	59765	193521	56925	16754	3192510
	42,2%	3,6%	2,1%	7,4%	31,0%	3,5%	1,9%	6,1%	1,8%	0,5%	100,0%
Temporary employees	123280	7842	2416	7509	136244	8489	2570	8324	3862	2137	302673
	40,7%	2,6%	0,8%	2,5%	45,0%	2,8%	0,8%	2,8%	1,3%	0,7%	100,0%
<b>GRAND TOTAL</b>	<b>1470222</b>	<b>122188</b>	<b>68489</b>	<b>244294</b>	<b>1126502</b>	<b>119630</b>	<b>62335</b>	<b>201845</b>	<b>60787</b>	<b>18891</b>	<b>3495183</b>

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	43	14	58	170	44	13	42	49	8	0	441
	9,8%	3,2%	13,2%	38,5%	10,0%	2,9%	9,5%	11,1%	1,8%	0,0%	100,0%
Senior Management	128	50	99	350	111	36	74	180	10	2	1040
	12,3%	4,8%	9,5%	33,7%	10,7%	3,5%	7,1%	17,3%	1,0%	0,2%	100,0%
Professionally qualified	742	164	282	1161	700	165	219	836	39	18	4326
	17,2%	3,8%	6,5%	26,8%	16,2%	3,8%	5,1%	19,3%	0,9%	0,4%	100,0%
Skilled	3427	604	475	2330	3134	599	365	1703	67	20	12724
	26,9%	4,7%	3,7%	18,3%	24,6%	4,7%	2,9%	13,4%	0,5%	0,2%	100,0%
Semi-skilled	7528	580	260	622	7968	663	241	830	193	11	18896
	39,8%	3,1%	1,4%	3,3%	42,2%	3,5%	1,3%	4,4%	1,0%	0,1%	100,0%
Unskilled	3753	260	76	159	3535	214	62	60	144	8	8271
	45,4%	3,1%	0,9%	1,9%	42,7%	2,6%	0,7%	0,7%	1,7%	0,1%	100,0%
TOTAL PERMANENT	15621	1672	1250	4792	15492	1690	1003	3658	461	59	45698
	34,2%	3,7%	2,7%	10,5%	33,9%	3,7%	2,2%	8,0%	1,0%	0,1%	100,0%
Temporary employees	1522	125	41	54	1838	108	32	46	5	4	3775
	40,3%	3,3%	1,1%	1,4%	48,7%	2,9%	0,8%	1,2%	0,1%	0,1%	100,0%
<b>GRAND TOTAL</b>	<b>17143</b>	<b>1797</b>	<b>1291</b>	<b>4846</b>	<b>17330</b>	<b>1798</b>	<b>1035</b>	<b>3704</b>	<b>466</b>	<b>63</b>	<b>49473</b>

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WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	785	122	1593	3390	384	58	696	772	115	24	7939
	9,9%	1,5%	20,1%	42,7%	4,8%	0,7%	8,8%	9,7%	1,4%	0,3%	100,0%
Senior Management	2677	373	3337	3879	1539	281	1849	2128	222	61	16346
	16,4%	2,3%	20,4%	23,7%	9,4%	1,7%	11,3%	13,0%	1,4%	0,4%	100,0%
Professionally qualified	20286	1580	8993	6765	28244	1892	8995	5336	644	186	82921
	24,5%	1,9%	10,8%	8,2%	34,1%	2,3%	10,8%	6,4%	0,8%	0,2%	100,0%
Skilled	75677	4034	18661	7777	97265	4507	17963	8076	1688	459	236107
	32,1%	1,7%	7,9%	3,3%	41,2%	1,9%	7,6%	3,4%	0,7%	0,2%	100,0%
Semi-skilled	144940	5506	14478	2610	140189	6659	14072	3462	2090	683	334689
	43,3%	1,6%	4,3%	0,8%	41,9%	2,0%	4,2%	1,0%	0,6%	0,2%	100,0%
Unskilled	95591	2585	3065	548	80746	2371	1756	313	2396	504	189875
	50,3%	1,4%	1,6%	0,3%	42,5%	1,2%	0,9%	0,2%	1,3%	0,3%	100,0%
TOTAL PERMANENT	339956	14200	50127	24969	348367	15768	45331	20087	7155	1917	867877
	39,2%	1,6%	5,8%	2,9%	40,1%	1,8%	5,2%	2,3%	0,8%	0,2%	100,0%
Temporary employees	50545	965	1763	654	108698	1473	2815	718	748	145	168524
	30,0%	0,6%	1,0%	0,4%	64,5%	0,9%	1,7%	0,4%	0,4%	0,1%	100,0%
<b>GRAND TOTAL</b>	<b>390501</b>	<b>15165</b>	<b>51890</b>	<b>25623</b>	<b>457065</b>	<b>17241</b>	<b>48146</b>	<b>20805</b>	<b>7903</b>	<b>2062</b>	<b>1036401</b>

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	13	2	38	47	5	1	19	17	1	0	143
	9,1%	1,4%	26,6%	32,9%	3,5%	0,7%	13,3%	11,9%	0,7%	0,0%	100,0%
Senior Management	26	6	57	52	8	4	33	26	0	1	213
	12,2%	2,8%	26,8%	24,4%	3,8%	1,9%	15,5%	12,2%	0,0%	0,5%	100,0%
Professionally qualified	124	8	91	78	66	15	59	49	1	0	491
	25,3%	1,6%	18,5%	15,9%	13,4%	3,1%	12,0%	10,0%	0,2%	0,0%	100,0%
Skilled	411	44	241	127	327	46	118	97	8	3	1422
	28,9%	3,1%	16,9%	8,9%	23,0%	3,2%	8,3%	6,8%	0,6%	0,2%	100,0%
Semi-skilled	1245	64	232	42	863	57	187	69	2	0	2761
	45,1%	2,3%	8,4%	1,5%	31,3%	2,1%	6,8%	2,5%	0,1%	0,0%	100,0%
Unskilled	1063	57	72	14	1063	30	45	10	3	0	2357
	45,1%	2,4%	3,1%	0,6%	45,1%	1,3%	1,9%	0,4%	0,1%	0,0%	100,0%
TOTAL PERMANENT	2882	181	731	360	2332	153	461	268	15	4	7387
	39,0%	2,5%	9,9%	4,9%	31,6%	2,1%	6,2%	3,6%	0,2%	0,1%	100,0%
Temporary employees	245	6	5	4	288	12	8	1	0	0	569
	43,1%	1,1%	0,9%	0,7%	50,6%	2,1%	1,4%	0,2%	0,0%	0,0%	100,0%
<b>GRAND TOTAL</b>	<b>3127</b>	<b>187</b>	<b>736</b>	<b>364</b>	<b>2620</b>	<b>165</b>	<b>469</b>	<b>269</b>	<b>15</b>	<b>4</b>	<b>7956</b>

LIMPOPO

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	202	7	82	643	112	1	10	191	13	3	1264
	16,0%	0,6%	6,5%	50,9%	8,9%	0,1%	0,8%	15,1%	1,0%	0,2%	100,0%
Senior Management	986	9	60	786	562	6	35	394	49	15	2902
	34,0%	0,3%	2,1%	27,1%	19,4%	0,2%	1,2%	13,6%	1,7%	0,5%	100,0%
Professionally qualified	11357	44	73	1343	13640	38	69	1040	267	110	27981
	40,6%	0,2%	0,3%	4,8%	48,7%	0,1%	0,2%	3,7%	1,0%	0,4%	100,0%
Skilled	28032	117	91	2082	43265	110	58	1940	648	87	76430
	36,7%	0,2%	0,1%	2,7%	56,6%	0,1%	0,1%	2,5%	0,8%	0,1%	100,0%
Semi-skilled	31895	210	61	654	25528	181	28	866	1649	149	61221
	52,1%	0,3%	0,1%	1,1%	41,7%	0,3%	0,0%	1,4%	2,7%	0,2%	100,0%
Unskilled	19889	71	31	162	16685	128	4	52	4267	1749	43038
	46,2%	0,2%	0,1%	0,4%	38,8%	0,3%	0,0%	0,1%	9,9%	4,1%	100,0%
TOTAL PERMANENT	92361	458	398	5670	99792	464	204	4483	6893	2113	212836
	43,4%	0,2%	0,2%	2,7%	46,9%	0,2%	0,1%	2,1%	3,2%	1,0%	100,0%
Temporary employees	12348	538	5	79	32444	915	2	76	2685	1409	50501
	24,5%	1,1%	0,0%	0,2%	64,2%	1,8%	0,0%	0,2%	5,3%	2,8%	100,0%
<b>GRAND TOTAL</b>	<b>104709</b>	<b>996</b>	<b>403</b>	<b>5749</b>	<b>132236</b>	<b>1379</b>	<b>206</b>	<b>4559</b>	<b>9578</b>	<b>3522</b>	<b>263337</b>

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	8	0	6	27	1	0	0	7	0	0	49
	16,3%	0,0%	12,2%	55,1%	2,0%	0,0%	0,0%	14,3%	0,0%	0,0%	100,0%
Senior Management	19	0	2	29	2	0	1	11	2	0	66
	28,8%	0,0%	3,0%	43,9%	3,0%	0,0%	1,5%	16,7%	3,0%	0,0%	100,0%
Professionally qualified	92	0	4	35	43	1	1	24	2	1	203
	45,3%	0,0%	2,0%	17,2%	21,2%	0,5%	0,5%	11,8%	1,0%	0,5%	100,0%
Skilled	211	2	2	35	176	3	3	26	6	0	464
	45,5%	0,4%	0,4%	7,5%	37,9%	0,6%	0,6%	5,6%	1,3%	0,0%	100,0%
Semi-skilled	287	1	2	17	200	3	0	12	14	1	537
	53,4%	0,2%	0,4%	3,2%	37,2%	0,6%	0,0%	2,2%	2,6%	0,2%	100,0%
Unskilled	307	0	1	8	279	0	0	2	24	6	627
	49,0%	0,0%	0,2%	1,3%	44,5%	0,0%	0,0%	0,3%	3,8%	1,0%	100,0%
TOTAL PERMANENT	924	3	17	151	701	7	5	82	48	8	1946
	47,5%	0,2%	0,9%	7,8%	36,0%	0,4%	0,3%	4,2%	2,5%	0,4%	100,0%
Temporary employees	16	0	0	2	294	0	0	0	2	0	314
	5,1%	0,0%	0,0%	0,6%	93,6%	0,0%	0,0%	0,0%	0,6%	0,0%	100,0%
<b>GRAND TOTAL</b>	<b>940</b>	<b>3</b>	<b>17</b>	<b>153</b>	<b>995</b>	<b>7</b>	<b>5</b>	<b>82</b>	<b>50</b>	<b>8</b>	<b>2260</b>

MPUMALANGA

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	401	21	74	1154	226	24	24	262	34	5	2225
	18,0%	0,9%	3,3%	51,9%	10,2%	1,1%	1,1%	11,8%	1,5%	0,2%	100,0%
Senior Management	1476	46	107	1862	721	23	34	722	80	16	5087
	29,0%	0,9%	2,1%	36,6%	14,2%	0,5%	0,7%	14,2%	1,6%	0,3%	100,0%
Professionally qualified	9195	153	208	3514	10772	177	160	2292	214	53	26738
	34,4%	0,6%	0,8%	13,1%	40,3%	0,7%	0,6%	8,6%	0,8%	0,2%	100,0%
Skilled	36293	508	317	6234	37967	404	289	5092	1202	108	88414
	41,0%	0,6%	0,4%	7,1%	42,9%	0,5%	0,3%	5,8%	1,4%	0,1%	100,0%
Semi-skilled	58203	428	77	1879	31248	357	93	2054	3123	316	97778
	59,5%	0,4%	0,1%	1,9%	32,0%	0,4%	0,1%	2,1%	3,2%	0,3%	100,0%
Unskilled	53566	835	24	483	38392	470	23	137	4786	1261	99977
	53,6%	0,8%	0,0%	0,5%	38,4%	0,5%	0,0%	0,1%	4,8%	1,3%	100,0%
TOTAL PERMANENT	159134	1991	807	15126	119326	1455	623	10559	9439	1759	320219
	49,7%	0,6%	0,3%	4,7%	37,3%	0,5%	0,2%	3,3%	2,9%	0,5%	100,0%
Temporary employees	15427	427	83	991	16746	169	36	382	617	198	35076
	44,0%	1,2%	0,2%	2,8%	47,7%	0,5%	0,1%	1,1%	1,8%	0,6%	100,0%
<b>GRAND TOTAL</b>	<b>174561</b>	<b>2418</b>	<b>890</b>	<b>16117</b>	<b>136072</b>	<b>1624</b>	<b>659</b>	<b>10941</b>	<b>10056</b>	<b>1957</b>	<b>355295</b>

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	5	0	4	19	8	0	1	2	0	0	39
	12,8%	0,0%	10,3%	48,7%	20,5%	0,0%	2,6%	5,1%	0,0%	0,0%	100,0%
Senior Management	21	1	0	31	9	0	1	10	1	0	74
	28,4%	1,4%	0,0%	41,9%	12,2%	0,0%	1,4%	13,5%	1,4%	0,0%	100,0%
Professionally qualified	70	3	4	58	30	1	0	25	1	0	192
	36,5%	1,6%	2,1%	30,2%	15,6%	0,5%	0,0%	13,0%	0,5%	0,0%	100,0%
Skilled	209	2	0	84	108	0	1	44	1	0	449
	46,5%	0,4%	0,0%	18,7%	24,1%	0,0%	0,2%	9,8%	0,2%	0,0%	100,0%
Semi-skilled	404	4	0	30	231	8	0	25	11	0	713
	56,7%	0,6%	0,0%	4,2%	32,4%	1,1%	0,0%	3,5%	1,5%	0,0%	100,0%
Unskilled	516	15	2	9	434	18	2	3	16	4	1019
	50,6%	1,5%	0,2%	0,9%	42,6%	1,8%	0,2%	0,3%	1,6%	0,4%	100,0%
TOTAL PERMANENT	1225	25	10	231	820	27	5	109	30	4	2486
	49,3%	1,0%	0,4%	9,3%	33,0%	1,1%	0,2%	4,4%	1,2%	0,2%	100,0%
Temporary employees	129	15	6	2	226	9	4	1	1	0	393
	32,8%	3,8%	1,5%	0,5%	57,5%	2,3%	1,0%	0,3%	0,3%	0,0%	100,0%
<b>GRAND TOTAL</b>	<b>1354</b>	<b>40</b>	<b>16</b>	<b>233</b>	<b>1046</b>	<b>36</b>	<b>9</b>	<b>110</b>	<b>31</b>	<b>4</b>	<b>2879</b>

NORTHERN CAPE

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	79	81	7	311	35	41	1	53	3	0	611
	12,9%	13,3%	1,1%	50,9%	5,7%	6,7%	0,2%	8,7%	0,5%	0,0%	100,0%
Senior Management	218	159	11	481	98	79	8	211	24	2	1291
	16,9%	12,3%	0,9%	37,3%	7,6%	6,1%	0,6%	16,3%	1,9%	0,2%	100,0%
Professionally qualified	1376	1083	68	1007	1349	1218	49	826	97	26	7099
	19,4%	15,3%	1,0%	14,2%	19,0%	17,2%	0,7%	11,6%	1,4%	0,4%	100,0%
Skilled	5119	3398	35	1654	4976	4337	36	1736	382	137	21810
	23,5%	15,6%	0,2%	7,6%	22,8%	19,9%	0,2%	8,0%	1,8%	0,6%	100,0%
Semi-skilled	9900	4034	11	482	5098	3018	16	504	135	16	23214
	42,6%	17,4%	0,0%	2,1%	22,0%	13,0%	0,1%	2,2%	0,6%	0,1%	100,0%
Unskilled	5678	2512	8	104	2768	1566	3	51	167	63	12920
	43,9%	19,4%	0,1%	0,8%	21,4%	12,1%	0,0%	0,4%	1,3%	0,5%	100,0%
TOTAL PERMANENT	22370	11267	140	4039	14324	10259	113	3381	808	244	66945
	33,4%	16,8%	0,2%	6,0%	21,4%	15,3%	0,2%	5,1%	1,2%	0,4%	100,0%
Temporary employees	8381	2058	2	70	9499	2790	1	67	163	88	23119
	36,3%	8,9%	0,0%	0,3%	41,1%	12,1%	0,0%	0,3%	0,7%	0,4%	100,0%
<b>GRAND TOTAL</b>	<b>30751</b>	<b>13325</b>	<b>142</b>	<b>4109</b>	<b>23823</b>	<b>13049</b>	<b>114</b>	<b>3448</b>	<b>971</b>	<b>332</b>	<b>90064</b>

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	2	1	0	8	1	1	0	1	0	0	14
	14,3%	7,1%	0,0%	57,1%	7,1%	7,1%	0,0%	7,1%	0,0%	0,0%	100,0%
Senior Management	2	1	0	7	0	1	0	3	0	0	14
	14,3%	7,1%	0,0%	50,0%	0,0%	7,1%	0,0%	21,4%	0,0%	0,0%	100,0%
Professionally qualified	7	10	2	10	5	9	2	9	0	0	54
	13,0%	18,5%	3,7%	18,5%	9,3%	16,7%	3,7%	16,7%	0,0%	0,0%	100,0%
Skilled	45	33	1	29	22	11	0	8	0	0	149
	30,2%	22,1%	0,7%	19,5%	14,8%	7,4%	0,0%	5,4%	0,0%	0,0%	100,0%
Semi-skilled	61	33	0	9	29	15	1	10	0	0	158
	38,6%	20,9%	0,0%	5,7%	18,4%	9,5%	0,6%	6,3%	0,0%	0,0%	100,0%
Unskilled	91	36	1	5	73	13	1	3	0	0	223
	40,8%	16,1%	0,4%	2,2%	32,7%	5,8%	0,4%	1,3%	0,0%	0,0%	100,0%
TOTAL PERMANENT	208	114	4	68	130	50	4	34	0	0	612
	34,0%	18,6%	0,7%	11,1%	21,2%	8,2%	0,7%	5,6%	0,0%	0,0%	100,0%
Temporary employees	4	5	0	0	3	4	0	0	0	0	16
	25,0%	31,3%	0,0%	0,0%	18,8%	25,0%	0,0%	0,0%	0,0%	0,0%	100,0%
<b>GRAND TOTAL</b>	<b>212</b>	<b>119</b>	<b>4</b>	<b>68</b>	<b>133</b>	<b>54</b>	<b>4</b>	<b>34</b>	<b>0</b>	<b>0</b>	<b>628</b>

**NORTH WEST**

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	225	13	33	522	64	6	13	147	8	2	1033
	21,8%	1,3%	3,2%	50,5%	6,2%	0,6%	1,3%	14,2%	0,8%	0,2%	100,0%
Senior Management	622	29	47	828	280	28	18	349	53	3	2257
	27,6%	1,3%	2,1%	36,7%	12,4%	1,2%	0,8%	15,5%	2,3%	0,1%	100,0%
Professionally qualified	3855	144	143	2289	4169	179	126	1786	301	79	13071
	29,5%	1,1%	1,1%	17,5%	31,9%	1,4%	1,0%	13,7%	2,3%	0,6%	100,0%
Skilled	15489	450	108	5006	9779	385	89	3008	1031	47	35392
	43,8%	1,3%	0,3%	14,1%	27,6%	1,1%	0,3%	8,5%	2,9%	0,1%	100,0%
Semi-skilled	42378	660	27	1608	17376	658	32	1805	8800	130	73474
	57,7%	0,9%	0,0%	2,2%	23,6%	0,9%	0,0%	2,5%	12,0%	0,2%	100,0%
Unskilled	29203	334	10	344	15216	230	16	112	2957	392	48814
	59,8%	0,7%	0,0%	0,7%	31,2%	0,5%	0,0%	0,2%	6,1%	0,8%	100,0%
TOTAL PERMANENT	91772	1630	368	10597	46884	1486	294	7207	13150	653	174041
	52,7%	0,9%	0,2%	6,1%	26,9%	0,9%	0,2%	4,1%	7,6%	0,4%	100,0%
Temporary employees	11242	160	38	534	18506	179	12	478	156	357	31662
	35,5%	0,5%	0,1%	1,7%	58,4%	0,6%	0,0%	1,5%	0,5%	1,1%	100,0%
<b>GRAND TOTAL</b>	<b>103014</b>	<b>1790</b>	<b>406</b>	<b>11131</b>	<b>65390</b>	<b>1665</b>	<b>306</b>	<b>7685</b>	<b>13306</b>	<b>1010</b>	<b>205703</b>

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	2	0	0	15	1	0	1	4	0	0	23
	8,7%	0,0%	0,0%	65,2%	4,3%	0,0%	4,3%	17,4%	0,0%	0,0%	100,0%
Senior Management	16	1	2	27	2	0	0	8	2	0	58
	27,6%	1,7%	3,4%	46,6%	3,4%	0,0%	0,0%	13,8%	3,4%	0,0%	100,0%
Professionally qualified	21	0	1	52	13	1	2	30	1	0	121
	17,4%	0,0%	0,8%	43,0%	10,7%	0,8%	1,7%	24,8%	0,8%	0,0%	100,0%
Skilled	183	5	0	127	69	5	1	71	5	0	466
	39,3%	1,1%	0,0%	27,3%	14,8%	1,1%	0,2%	15,2%	1,1%	0,0%	100,0%
Semi-skilled	513	6	0	42	131	1	0	34	122	0	849
	60,4%	0,7%	0,0%	4,9%	15,4%	0,1%	0,0%	4,0%	14,4%	0,0%	100,0%
Unskilled	413	5	4	10	180	5	3	3	58	3	684
	60,4%	0,7%	0,6%	1,5%	26,3%	0,7%	0,4%	0,4%	8,5%	0,4%	100,0%
TOTAL PERMANENT	1148	17	7	273	396	12	7	150	188	3	2201
	52,2%	0,8%	0,3%	12,4%	18,0%	0,5%	0,3%	6,8%	8,5%	0,1%	100,0%
Temporary employees	41	1	1	2	56	2	0	4	2	1	110
	37,3%	0,9%	0,9%	1,8%	50,9%	1,8%	0,0%	3,6%	1,8%	0,9%	100,0%
<b>GRAND TOTAL</b>	<b>1189</b>	<b>18</b>	<b>8</b>	<b>275</b>	<b>452</b>	<b>14</b>	<b>7</b>	<b>154</b>	<b>190</b>	<b>4</b>	<b>2311</b>



WESTERN CAPE

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	381	1058	297	6602	255	698	189	1740	195	47	11462
	3,3%	9,2%	2,6%	57,6%	2,2%	6,1%	1,6%	15,2%	1,7%	0,4%	100,0%
Senior Management	1588	3131	968	9658	1081	2355	613	5315	478	192	25379
	6,3%	12,3%	3,8%	38,1%	4,3%	9,3%	2,4%	20,9%	1,9%	0,8%	100,0%
Professionally qualified	10007	13310	2809	20263	9482	13923	2544	17685	1931	863	92817
	10,8%	14,3%	3,0%	21,8%	10,2%	15,0%	2,7%	19,1%	2,1%	0,9%	100,0%
Skilled	44226	46545	3662	23261	48847	48815	4236	29682	3953	2115	255342
	17,3%	18,2%	1,4%	9,1%	19,1%	19,1%	1,7%	11,6%	1,5%	0,8%	100,0%
Semi-skilled	117336	77878	2366	8670	171595	90280	3248	14788	6172	2613	494946
	23,7%	15,7%	0,5%	1,8%	34,7%	18,2%	0,7%	3,0%	1,2%	0,5%	100,0%
Unskilled	81635	46049	430	1652	91250	47953	453	944	6733	3503	280602
	29,1%	16,4%	0,2%	0,6%	32,5%	17,1%	0,2%	0,3%	2,4%	1,2%	100,0%
TOTAL PERMANENT	255173	187971	10532	70106	322510	204024	11283	70154	19462	9333	1160548
	22,0%	16,2%	0,9%	6,0%	27,8%	17,6%	1,0%	6,0%	1,7%	0,8%	100,0%
Temporary employees	31514	18685	401	2330	35144	22230	563	3092	4575	4917	123451
	25,5%	15,1%	0,3%	1,9%	28,5%	18,0%	0,5%	2,5%	3,7%	4,0%	100,0%
<b>GRAND TOTAL</b>	<b>286687</b>	<b>206656</b>	<b>10933</b>	<b>72436</b>	<b>357654</b>	<b>226254</b>	<b>11846</b>	<b>73246</b>	<b>24037</b>	<b>14250</b>	<b>1283999</b>

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	3	21	7	99	3	28	6	18	1	0	186
	1,6%	11,3%	3,8%	53,2%	1,6%	15,1%	3,2%	9,7%	0,5%	0,0%	100,0%
Senior Management	9	70	15	135	6	55	9	78	1	0	378
	2,4%	18,5%	4,0%	35,7%	1,6%	14,6%	2,4%	20,6%	0,3%	0,0%	100,0%
Professionally qualified	70	193	31	251	47	138	27	212	7	3	979
	7,2%	19,7%	3,2%	25,6%	4,8%	14,1%	2,8%	21,7%	0,7%	0,3%	100,0%
Skilled	284	566	31	416	383	494	50	375	9	5	2613
	10,9%	21,7%	1,2%	15,9%	14,7%	18,9%	1,9%	14,4%	0,3%	0,2%	100,0%
Semi-skilled	929	855	26	211	1142	746	41	246	15	4	4215
	22,0%	20,3%	0,6%	5,0%	27,1%	17,7%	1,0%	5,8%	0,4%	0,1%	100,0%
Unskilled	1042	577	13	123	1356	505	19	81	23	10	3749
	27,8%	15,4%	0,3%	3,3%	36,2%	13,5%	0,5%	2,2%	0,6%	0,3%	100,0%
TOTAL PERMANENT	2337	2282	123	1235	2937	1966	152	1010	56	22	12120
	19,3%	18,8%	1,0%	10,2%	24,2%	16,2%	1,3%	8,3%	0,5%	0,2%	100,0%
Temporary employees	317	135	3	11	371	95	3	14	9	17	975
	32,5%	13,8%	0,3%	1,1%	38,1%	9,7%	0,3%	1,4%	0,9%	1,7%	100,0%
<b>GRAND TOTAL</b>	<b>2654</b>	<b>2417</b>	<b>126</b>	<b>1246</b>	<b>3308</b>	<b>2061</b>	<b>155</b>	<b>1024</b>	<b>65</b>	<b>39</b>	<b>13095</b>

# APPENDIX C: WORKFORCE PROFILE BY OF ALL EMPLOYERS BY SECTOR FOR 2022

## 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	84	29	62	737	90	38	37	323	40	10	1450
	5,8%	2,0%	4,3%	50,8%	6,2%	2,6%	2,6%	22,3%	2,8%	0,7%	100,0%
Senior Management	597	187	158	1064	597	243	111	978	124	34	4093
	14,6%	4,6%	3,9%	26,0%	14,6%	5,9%	2,7%	23,9%	3,0%	0,8%	100,0%
Professionally qualified	1809	474	299	1366	2307	719	308	1596	276	121	9275
	19,5%	5,1%	3,2%	14,7%	24,9%	7,8%	3,3%	17,2%	3,0%	1,3%	100,0%
Skilled	7497	1079	348	1320	10330	2153	526	1996	964	538	26751
	28,0%	4,0%	1,3%	4,9%	38,6%	8,0%	2,0%	7,5%	3,6%	2,0%	100,0%
Semi-skilled	26242	2112	312	821	43542	4287	420	1335	2132	1315	82518
	31,8%	2,6%	0,4%	1,0%	52,8%	5,2%	0,5%	1,6%	2,6%	1,6%	100,0%
Unskilled	14310	1577	57	219	24059	3456	48	189	853	473	45241
	31,6%	3,5%	0,1%	0,5%	53,2%	7,6%	0,1%	0,4%	1,9%	1,0%	100,0%
TOTAL PERMANENT	50539	5458	1236	5527	80925	10896	1450	6417	4389	2491	169328
	29,8%	3,2%	0,7%	3,3%	47,8%	6,4%	0,9%	3,8%	2,6%	1,5%	100,0%
Temporary employees	2114	248	27	149	3374	393	39	151	253	117	6865
	30,8%	3,6%	0,4%	2,2%	49,1%	5,7%	0,6%	2,2%	3,7%	1,7%	100,0%
<b>GRAND TOTAL</b>	<b>52653</b>	<b>5706</b>	<b>1263</b>	<b>5676</b>	<b>84299</b>	<b>11289</b>	<b>1489</b>	<b>6568</b>	<b>4642</b>	<b>2608</b>	<b>176193</b>

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	5	1	1	2	4	0	0	13
	0,0%	0,0%	0,0%	38,5%	7,7%	7,7%	15,4%	30,8%	0,0%	0,0%	100,0%
Senior Management	9	3	1	18	13	7	2	20	0	0	73
	12,3%	4,1%	1,4%	24,7%	17,8%	9,6%	2,7%	27,4%	0,0%	0,0%	100,0%
Professionally qualified	15	2	5	19	28	19	3	20	0	0	111
	13,5%	1,8%	4,5%	17,1%	25,2%	17,1%	2,7%	18,0%	0,0%	0,0%	100,0%
Skilled	38	11	4	21	65	20	4	34	2	1	200
	19,0%	5,5%	2,0%	10,5%	32,5%	10,0%	2,0%	17,0%	1,0%	0,5%	100,0%
Semi-skilled	117	20	6	15	207	34	8	13	2	1	423
	27,7%	4,7%	1,4%	3,5%	48,9%	8,0%	1,9%	3,1%	0,5%	0,2%	100,0%
Unskilled	110	36	2	6	158	58	0	4	2	0	376
	29,3%	9,6%	0,5%	1,6%	42,0%	15,4%	0,0%	1,1%	0,5%	0,0%	100,0%
TOTAL PERMANENT	289	72	18	84	472	139	19	95	6	2	1196
	24,2%	6,0%	1,5%	7,0%	39,5%	11,6%	1,6%	7,9%	0,5%	0,2%	100,0%
Temporary employees	15	3	0	0	18	3	0	0	1	0	40
	37,5%	7,5%	0,0%	0,0%	45,0%	7,5%	0,0%	0,0%	2,5%	0,0%	100,0%
<b>GRAND TOTAL</b>	<b>304</b>	<b>75</b>	<b>18</b>	<b>84</b>	<b>490</b>	<b>142</b>	<b>19</b>	<b>95</b>	<b>7</b>	<b>2</b>	<b>1236</b>

## ADMINISTRATIVE AND SUPPORT ACTIVITIES

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	369	75	139	809	255	70	68	300	36	13	2134
	17,3%	3,5%	6,5%	37,9%	11,9%	3,3%	3,2%	14,1%	1,7%	0,6%	100,0%
Senior Management	1447	253	308	1302	933	208	229	881	60	34	5655
	25,6%	4,5%	5,4%	23,0%	16,5%	3,7%	4,0%	15,6%	1,1%	0,6%	100,0%
Professionally qualified	8665	1187	1080	3167	13960	1238	1274	3339	579	400	34889
	24,8%	3,4%	3,1%	9,1%	40,0%	3,5%	3,7%	9,6%	1,7%	1,1%	100,0%
Skilled	41042	2901	1208	3320	38707	3446	1385	3953	747	264	96973
	42,3%	3,0%	1,2%	3,4%	39,9%	3,6%	1,4%	4,1%	0,8%	0,3%	100,0%
Semi-skilled	136695	6249	1437	1965	85571	7317	1521	2293	1094	458	244600
	55,9%	2,6%	0,6%	0,8%	35,0%	3,0%	0,6%	0,9%	0,4%	0,2%	100,0%
Unskilled	62817	3879	322	383	68911	4750	152	197	2820	631	144862
	43,4%	2,7%	0,2%	0,3%	47,6%	3,3%	0,1%	0,1%	1,9%	0,4%	100,0%
TOTAL PERMANENT	251035	14544	4494	10946	208337	17029	4629	10963	5336	1800	529113
	47,4%	2,7%	0,8%	2,1%	39,4%	3,2%	0,9%	2,1%	1,0%	0,3%	100,0%
Temporary employees	54757	4504	879	1983	37111	3508	487	1024	374	212	104839
	52,2%	4,3%	0,8%	1,9%	35,4%	3,3%	0,5%	1,0%	0,4%	0,2%	100,0%
<b>GRAND TOTAL</b>	<b>305792</b>	<b>19048</b>	<b>5373</b>	<b>12929</b>	<b>245448</b>	<b>20537</b>	<b>5116</b>	<b>11987</b>	<b>5710</b>	<b>2012</b>	<b>633952</b>

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	4	3	6	13	6	1	4	5	0	0	42
	9,5%	7,1%	14,3%	31,0%	14,3%	2,4%	9,5%	11,9%	0,0%	0,0%	100,0%
Senior Management	20	9	6	21	18	4	6	16	1	0	101
	19,8%	8,9%	5,9%	20,8%	17,8%	4,0%	5,9%	15,8%	1,0%	0,0%	100,0%
Professionally qualified	90	24	16	61	191	31	18	64	2	3	500
	18,0%	4,8%	3,2%	12,2%	38,2%	6,2%	3,6%	12,8%	0,4%	0,6%	100,0%
Skilled	260	25	19	61	407	35	9	90	0	1	907
	28,7%	2,8%	2,1%	6,7%	44,9%	3,9%	1,0%	9,9%	0,0%	0,1%	100,0%
Semi-skilled	587	60	19	29	676	67	35	52	5	1	1531
	38,3%	3,9%	1,2%	1,9%	44,2%	4,4%	2,3%	3,4%	0,3%	0,1%	100,0%
Unskilled	398	41	18	9	619	29	10	3	3	0	1130
	35,2%	3,6%	1,6%	0,8%	54,8%	2,6%	0,9%	0,3%	0,3%	0,0%	100,0%
TOTAL PERMANENT	1359	162	84	194	1917	167	82	230	11	5	4211
	32,3%	3,8%	2,0%	4,6%	45,5%	4,0%	1,9%	5,5%	0,3%	0,1%	100,0%
Temporary employees	195	12	2	1	249	21	2	0	0	0	482
	40,5%	2,5%	0,4%	0,2%	51,7%	4,4%	0,4%	0,0%	0,0%	0,0%	100,0%
<b>GRAND TOTAL</b>	<b>1554</b>	<b>174</b>	<b>86</b>	<b>195</b>	<b>2166</b>	<b>188</b>	<b>84</b>	<b>230</b>	<b>11</b>	<b>5</b>	<b>4693</b>

**AGRICULTURE FORESTRY & FISHING**

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	298	174	45	3604	176	129	18	764	32	11	5251
	5,7%	3,3%	0,9%	68,6%	3,4%	2,5%	0,3%	14,5%	0,6%	0,2%	100,0%
Senior Management	883	351	128	4676	442	187	70	1739	67	19	8562
	10,3%	4,1%	1,5%	54,6%	5,2%	2,2%	0,8%	20,3%	0,8%	0,2%	100,0%
Professionally qualified	4323	1259	395	7375	2723	667	316	4185	254	65	21562
	20,0%	5,8%	1,8%	34,2%	12,6%	3,1%	1,5%	19,4%	1,2%	0,3%	100,0%
Skilled	20475	6942	724	8782	9921	4030	624	6860	1325	194	59877
	34,2%	11,6%	1,2%	14,7%	16,6%	6,7%	1,0%	11,5%	2,2%	0,3%	100,0%
Semi-skilled	60885	18255	425	2638	23538	9368	347	3908	4125	894	124383
	48,9%	14,7%	0,3%	2,1%	18,9%	7,5%	0,3%	3,1%	3,3%	0,7%	100,0%
Unskilled	102808	20536	71	535	83612	21123	25	208	14007	5982	248907
	41,3%	8,3%	0,0%	0,2%	33,6%	8,5%	0,0%	0,1%	5,6%	2,4%	100,0%
TOTAL PERMANENT	189672	47517	1788	27610	120412	35504	1400	17664	19810	7165	468542
	40,5%	10,1%	0,4%	5,9%	25,7%	7,6%	0,3%	3,8%	4,2%	1,5%	100,0%
Temporary employees	60895	14266	32	595	68415	18389	45	412	13966	7674	184689
	33,0%	7,7%	0,0%	0,3%	37,0%	10,0%	0,0%	0,2%	7,6%	4,2%	100,0%
<b>GRAND TOTAL</b>	<b>250567</b>	<b>61783</b>	<b>1820</b>	<b>28205</b>	<b>188827</b>	<b>53893</b>	<b>1445</b>	<b>18076</b>	<b>33776</b>	<b>14839</b>	<b>653231</b>

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	3	0	1	67	2	3	2	7	0	0	85
	3,5%	0,0%	1,2%	78,8%	2,4%	3,5%	2,4%	8,2%	0,0%	0,0%	100,0%
Senior Management	14	5	4	92	1	1	2	26	2	0	147
	9,5%	3,4%	2,7%	62,6%	0,7%	0,7%	1,4%	17,7%	1,4%	0,0%	100,0%
Professionally qualified	62	23	7	109	27	8	3	60	2	1	302
	20,5%	7,6%	2,3%	36,1%	8,9%	2,6%	1,0%	19,9%	0,7%	0,3%	100,0%
Skilled	249	77	4	136	113	28	3	90	5	0	705
	35,3%	10,9%	0,6%	19,3%	16,0%	4,0%	0,4%	12,8%	0,7%	0,0%	100,0%
Semi-skilled	551	161	3	47	263	74	5	54	16	1	1175
	46,9%	13,7%	0,3%	4,0%	22,4%	6,3%	0,4%	4,6%	1,4%	0,1%	100,0%
Unskilled	760	195	6	20	704	184	4	8	45	17	1943
	39,1%	10,0%	0,3%	1,0%	36,2%	9,5%	0,2%	0,4%	2,3%	0,9%	100,0%
TOTAL PERMANENT	1639	461	25	471	1110	298	19	245	70	19	4357
	37,6%	10,6%	0,6%	10,8%	25,5%	6,8%	0,4%	5,6%	1,6%	0,4%	100,0%
Temporary employees	165	55	0	3	469	27	1	2	4	0	726
	22,7%	7,6%	0,0%	0,4%	64,6%	3,7%	0,1%	0,3%	0,6%	0,0%	100,0%
<b>GRAND TOTAL</b>	<b>1804</b>	<b>516</b>	<b>25</b>	<b>474</b>	<b>1579</b>	<b>325</b>	<b>20</b>	<b>247</b>	<b>74</b>	<b>19</b>	<b>5083</b>

## ARTS, ENTERTAINMENT AND RECREATION

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	168	62	41	380	122	28	36	138	27	9	1011
	16,6%	6,1%	4,1%	37,6%	12,1%	2,8%	3,6%	13,6%	2,7%	0,9%	100,0%
Senior Management	775	146	172	627	523	123	120	401	37	21	2945
	26,3%	5,0%	5,8%	21,3%	17,8%	4,2%	4,1%	13,6%	1,3%	0,7%	100,0%
Professionally qualified	14874	577	1443	1623	16764	568	1997	1684	114	46	39690
	37,5%	1,5%	3,6%	4,1%	42,2%	1,4%	5,0%	4,2%	0,3%	0,1%	100,0%
Skilled	39245	1322	1467	1964	83883	1686	4801	3518	269	174	138329
	28,4%	1,0%	1,1%	1,4%	60,6%	1,2%	3,5%	2,5%	0,2%	0,1%	100,0%
Semi-skilled	23307	1695	553	702	28650	1926	686	1001	395	326	59241
	39,3%	2,9%	0,9%	1,2%	48,4%	3,3%	1,2%	1,7%	0,7%	0,6%	100,0%
Unskilled	14552	548	86	116	8619	392	53	55	158	98	24677
	59,0%	2,2%	0,3%	0,5%	34,9%	1,6%	0,2%	0,2%	0,6%	0,4%	100,0%
TOTAL PERMANENT	92921	4350	3762	5412	138561	4723	7693	6797	1000	674	265893
	34,9%	1,6%	1,4%	2,0%	52,1%	1,8%	2,9%	2,6%	0,4%	0,3%	100,0%
Temporary employees	26525	418	581	178	82396	681	1916	315	35	24	113069
	23,5%	0,4%	0,5%	0,2%	72,9%	0,6%	1,7%	0,3%	0,0%	0,0%	100,0%
<b>GRAND TOTAL</b>	<b>119446</b>	<b>4768</b>	<b>4343</b>	<b>5590</b>	<b>220957</b>	<b>5404</b>	<b>9609</b>	<b>7112</b>	<b>1035</b>	<b>698</b>	<b>378962</b>

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	3	2	1	11	2	2	0	3	0	0	24
	12,5%	8,3%	4,2%	45,8%	8,3%	8,3%	0,0%	12,5%	0,0%	0,0%	100,0%
Senior Management	10	2	1	15	3	2	3	8	0	0	44
	22,7%	4,5%	2,3%	34,1%	6,8%	4,5%	6,8%	18,2%	0,0%	0,0%	100,0%
Professionally qualified	70	6	5	28	76	6	7	23	1	0	222
	31,5%	2,7%	2,3%	12,6%	34,2%	2,7%	3,2%	10,4%	0,5%	0,0%	100,0%
Skilled	125	20	11	23	203	19	13	33	0	0	447
	28,0%	4,5%	2,5%	5,1%	45,4%	4,3%	2,9%	7,4%	0,0%	0,0%	100,0%
Semi-skilled	189	17	12	23	248	28	8	20	1	1	547
	34,6%	3,1%	2,2%	4,2%	45,3%	5,1%	1,5%	3,7%	0,2%	0,2%	100,0%
Unskilled	88	15	1	4	122	4	0	3	0	0	237
	37,1%	6,3%	0,4%	1,7%	51,5%	1,7%	0,0%	1,3%	0,0%	0,0%	100,0%
TOTAL PERMANENT	485	62	31	104	654	61	31	90	2	1	1521
	31,9%	4,1%	2,0%	6,8%	43,0%	4,0%	2,0%	5,9%	0,1%	0,1%	100,0%
Temporary employees	27	3	0	0	56	2	0	0	1	0	89
	30,3%	3,4%	0,0%	0,0%	62,9%	2,2%	0,0%	0,0%	1,1%	0,0%	100,0%
<b>GRAND TOTAL</b>	<b>512</b>	<b>65</b>	<b>31</b>	<b>104</b>	<b>710</b>	<b>63</b>	<b>31</b>	<b>90</b>	<b>3</b>	<b>1</b>	<b>1610</b>

## CONSTRUCTION

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	824	326	305	2831	378	174	163	333	102	18	5454
	15,1%	6,0%	5,6%	51,9%	6,9%	3,2%	3,0%	6,1%	1,9%	0,3%	100,0%
Senior Management	2097	646	540	3672	952	230	246	1103	199	40	9725
	21,6%	6,6%	5,6%	37,8%	9,8%	2,4%	2,5%	11,3%	2,0%	0,4%	100,0%
Professionally qualified	7993	1815	1029	6812	4057	604	489	2268	534	126	25727
	31,1%	7,1%	4,0%	26,5%	15,8%	2,3%	1,9%	8,8%	2,1%	0,5%	100,0%
Skilled	34992	5053	1383	7094	13613	1950	866	3712	1555	153	70371
	49,7%	7,2%	2,0%	10,1%	19,3%	2,8%	1,2%	5,3%	2,2%	0,2%	100,0%
Semi-skilled	46974	5126	407	1827	10974	1425	344	1721	2141	103	71042
	66,1%	7,2%	0,6%	2,6%	15,4%	2,0%	0,5%	2,4%	3,0%	0,1%	100,0%
Unskilled	35404	3103	91	409	12345	778	33	94	1359	141	53757
	65,9%	5,8%	0,2%	0,8%	23,0%	1,4%	0,1%	0,2%	2,5%	0,3%	100,0%
TOTAL PERMANENT	128284	16069	3755	22645	42319	5161	2141	9231	5890	581	236076
	54,3%	6,8%	1,6%	9,6%	17,9%	2,2%	0,9%	3,9%	2,5%	0,2%	100,0%
Temporary employees	25698	1777	131	770	13144	495	26	187	506	37	42771
	60,1%	4,2%	0,3%	1,8%	30,7%	1,2%	0,1%	0,4%	1,2%	0,1%	100,0%
<b>GRAND TOTAL</b>	<b>153982</b>	<b>17846</b>	<b>3886</b>	<b>23415</b>	<b>55463</b>	<b>5656</b>	<b>2167</b>	<b>9418</b>	<b>6396</b>	<b>618</b>	<b>278847</b>

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	8	8	13	41	7	8	5	4	1	0	95
	8,4%	8,4%	13,7%	43,2%	7,4%	8,4%	5,3%	4,2%	1,1%	0,0%	100,0%
Senior Management	15	11	13	38	10	5	6	15	0	0	113
	13,3%	9,7%	11,5%	33,6%	8,8%	4,4%	5,3%	13,3%	0,0%	0,0%	100,0%
Professionally qualified	78	18	18	78	28	6	9	16	0	0	251
	31,1%	7,2%	7,2%	31,1%	11,2%	2,4%	3,6%	6,4%	0,0%	0,0%	100,0%
Skilled	232	54	11	98	129	24	10	45	4	0	607
	38,2%	8,9%	1,8%	16,1%	21,3%	4,0%	1,6%	7,4%	0,7%	0,0%	100,0%
Semi-skilled	366	41	5	37	230	24	4	31	7	0	745
	49,1%	5,5%	0,7%	5,0%	30,9%	3,2%	0,5%	4,2%	0,9%	0,0%	100,0%
Unskilled	221	22	2	7	227	10	1	6	2	1	499
	44,3%	4,4%	0,4%	1,4%	45,5%	2,0%	0,2%	1,2%	0,4%	0,2%	100,0%
TOTAL PERMANENT	920	154	62	299	631	77	35	117	14	1	2310
	39,8%	6,7%	2,7%	12,9%	27,3%	3,3%	1,5%	5,1%	0,6%	0,0%	100,0%
Temporary employees	67	9	2	5	120	9	1	1	0	0	214
	31,3%	4,2%	0,9%	2,3%	56,1%	4,2%	0,5%	0,5%	0,0%	0,0%	100,0%
<b>GRAND TOTAL</b>	<b>987</b>	<b>163</b>	<b>64</b>	<b>304</b>	<b>751</b>	<b>86</b>	<b>36</b>	<b>118</b>	<b>14</b>	<b>1</b>	<b>2524</b>

## EDUCATION

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	165	45	69	394	120	54	55	408	26	16	1352
	12,2%	3,3%	5,1%	29,1%	8,9%	4,0%	4,1%	30,2%	1,9%	1,2%	100,0%
Senior Management	647	157	157	976	514	174	208	1499	189	89	4610
	14,0%	3,4%	3,4%	21,2%	11,1%	3,8%	4,5%	32,5%	4,1%	1,9%	100,0%
Professionally qualified	16448	2660	965	6367	19841	2951	1790	13160	1935	998	67115
	24,5%	4,0%	1,4%	9,5%	29,6%	4,4%	2,7%	19,6%	2,9%	1,5%	100,0%
Skilled	41035	7140	1370	7693	99258	15072	3969	27422	2423	1810	207192
	19,8%	3,4%	0,7%	3,7%	47,9%	7,3%	1,9%	13,2%	1,2%	0,9%	100,0%
Semi-skilled	18865	4693	330	1515	28318	13560	840	7336	410	388	76255
	24,7%	6,2%	0,4%	2,0%	37,1%	17,8%	1,1%	9,6%	0,5%	0,5%	100,0%
Unskilled	14820	3319	59	499	15353	3235	63	403	240	156	38147
	38,8%	8,7%	0,2%	1,3%	40,2%	8,5%	0,2%	1,1%	0,6%	0,4%	100,0%
TOTAL PERMANENT	91980	18014	2950	17444	163404	35046	6925	50228	5223	3457	394671
	23,3%	4,6%	0,7%	4,4%	41,4%	8,9%	1,8%	12,7%	1,3%	0,9%	100,0%
Temporary employees	17253	1278	731	3306	33879	2328	1178	5862	2365	1440	69620
	24,8%	1,8%	1,0%	4,7%	48,7%	3,3%	1,7%	8,4%	3,4%	2,1%	100,0%
<b>GRAND TOTAL</b>	<b>109233</b>	<b>19292</b>	<b>3681</b>	<b>20750</b>	<b>197283</b>	<b>37374</b>	<b>8103</b>	<b>56090</b>	<b>7588</b>	<b>4897</b>	<b>464291</b>

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	1	1	1	6	2	1	0	9	0	0	21
	4,8%	4,8%	4,8%	28,6%	9,5%	4,8%	0,0%	42,9%	0,0%	0,0%	100,0%
Senior Management	4	1	2	12	5	2	3	16	1	0	46
	8,7%	2,2%	4,3%	26,1%	10,9%	4,3%	6,5%	34,8%	2,2%	0,0%	100,0%
Professionally qualified	60	16	5	85	44	7	7	96	14	7	341
	17,6%	4,7%	1,5%	24,9%	12,9%	2,1%	2,1%	28,2%	4,1%	2,1%	100,0%
Skilled	113	27	17	97	136	46	24	141	9	8	618
	18,3%	4,4%	2,8%	15,7%	22,0%	7,4%	3,9%	22,8%	1,5%	1,3%	100,0%
Semi-skilled	125	13	5	16	126	24	6	55	0	1	371
	33,7%	3,5%	1,3%	4,3%	34,0%	6,5%	1,6%	14,8%	0,0%	0,3%	100,0%
Unskilled	111	15	3	7	108	10	5	3	0	0	262
	42,4%	5,7%	1,1%	2,7%	41,2%	3,8%	1,9%	1,1%	0,0%	0,0%	100,0%
TOTAL PERMANENT	414	73	33	223	421	90	45	320	24	16	1659
	25,0%	4,4%	2,0%	13,4%	25,4%	5,4%	2,7%	19,3%	1,4%	1,0%	100,0%
Temporary employees	140	16	1	28	156	18	4	52	8	7	430
	32,6%	3,7%	0,2%	6,5%	36,3%	4,2%	0,9%	12,1%	1,9%	1,6%	100,0%
<b>GRAND TOTAL</b>	<b>554</b>	<b>89</b>	<b>34</b>	<b>251</b>	<b>577</b>	<b>108</b>	<b>49</b>	<b>372</b>	<b>32</b>	<b>23</b>	<b>2089</b>

## ELECTRICITY, GAS, STEAM AND AIR CONDITIONING SUPPLY

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	106	35	62	350	86	20	31	64	26	3	783
	13,5%	4,5%	7,9%	44,7%	11,0%	2,6%	4,0%	8,2%	3,3%	0,4%	100,0%
Senior Management	504	108	134	530	343	61	93	248	46	11	2078
	24,3%	5,2%	6,4%	25,5%	16,5%	2,9%	4,5%	11,9%	2,2%	0,5%	100,0%
Professionally qualified	3794	583	660	2047	2918	284	328	713	131	32	11490
	33,0%	5,1%	5,7%	17,8%	25,4%	2,5%	2,9%	6,2%	1,1%	0,3%	100,0%
Skilled	17008	1956	832	4418	10682	1051	502	1836	283	47	38615
	44,0%	5,1%	2,2%	11,4%	27,7%	2,7%	1,3%	4,8%	0,7%	0,1%	100,0%
Semi-skilled	16613	1780	251	1048	6810	720	217	1032	262	24	28757
	57,8%	6,2%	0,9%	3,6%	23,7%	2,5%	0,8%	3,6%	0,9%	0,1%	100,0%
Unskilled	8296	891	39	149	3524	133	29	34	189	28	13312
	62,3%	6,7%	0,3%	1,1%	26,5%	1,0%	0,2%	0,3%	1,4%	0,2%	100,0%
TOTAL PERMANENT	46321	5353	1978	8542	24363	2269	1200	3927	937	145	95035
	48,7%	5,6%	2,1%	9,0%	25,6%	2,4%	1,3%	4,1%	1,0%	0,2%	100,0%
Temporary employees	5703	114	8	92	8879	64	8	27	64	5	14964
	38,1%	0,8%	0,1%	0,6%	59,3%	0,4%	0,1%	0,2%	0,4%	0,0%	100,0%
<b>GRAND TOTAL</b>	<b>52024</b>	<b>5467</b>	<b>1986</b>	<b>8634</b>	<b>33242</b>	<b>2333</b>	<b>1208</b>	<b>3954</b>	<b>1001</b>	<b>150</b>	<b>109999</b>

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	2	1	5	7	1	1	1	2	0	0	20
	10,0%	5,0%	25,0%	35,0%	5,0%	5,0%	5,0%	10,0%	0,0%	0,0%	100,0%
Senior Management	10	4	5	11	4	3	3	7	0	0	47
	21,3%	8,5%	10,6%	23,4%	8,5%	6,4%	6,4%	14,9%	0,0%	0,0%	100,0%
Professionally qualified	52	12	15	67	28	1	5	29	0	0	209
	24,9%	5,7%	7,2%	32,1%	13,4%	0,5%	2,4%	13,9%	0,0%	0,0%	100,0%
Skilled	258	52	23	221	155	25	8	57	1	0	800
	32,3%	6,5%	2,9%	27,6%	19,4%	3,1%	1,0%	7,1%	0,1%	0,0%	100,0%
Semi-skilled	350	56	7	42	155	15	4	44	1	0	674
	51,9%	8,3%	1,0%	6,2%	23,0%	2,2%	0,6%	6,5%	0,1%	0,0%	100,0%
Unskilled	147	17	1	3	134	9	2	2	0	0	315
	46,7%	5,4%	0,3%	1,0%	42,5%	2,9%	0,6%	0,6%	0,0%	0,0%	100,0%
TOTAL PERMANENT	819	142	56	351	477	54	23	141	2	0	2065
	39,7%	6,9%	2,7%	17,0%	23,1%	2,6%	1,1%	6,8%	0,1%	0,0%	100,0%
Temporary employees	9	2	0	0	21	0	0	0	0	0	32
	28,1%	6,3%	0,0%	0,0%	65,6%	0,0%	0,0%	0,0%	0,0%	0,0%	100,0%
<b>GRAND TOTAL</b>	<b>828</b>	<b>144</b>	<b>56</b>	<b>351</b>	<b>498</b>	<b>54</b>	<b>23</b>	<b>141</b>	<b>2</b>	<b>0</b>	<b>2097</b>



## FINANCIAL AND INSURANCE ACTIVITIES

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	488	132	371	2110	386	114	191	640	158	45	4635
	10,5%	2,8%	8,0%	45,5%	8,3%	2,5%	4,1%	13,8%	3,4%	1,0%	100,0%
Senior Management	2669	931	2191	6496	2541	963	1665	4225	710	337	22728
	11,7%	4,1%	9,6%	28,6%	11,2%	4,2%	7,3%	18,6%	3,1%	1,5%	100,0%
Professionally qualified	15740	4936	6443	13998	17262	6287	6851	14261	1406	803	87987
	17,9%	5,6%	7,3%	15,9%	19,6%	7,1%	7,8%	16,2%	1,6%	0,9%	100,0%
Skilled	33672	9539	6002	10129	62168	19305	9275	18387	1087	1089	170653
	19,7%	5,6%	3,5%	5,9%	36,4%	11,3%	5,4%	10,8%	0,6%	0,6%	100,0%
Semi-skilled	25324	5228	2760	2735	53931	11803	4450	5778	650	540	113199
	22,4%	4,6%	2,4%	2,4%	47,6%	10,4%	3,9%	5,1%	0,6%	0,5%	100,0%
Unskilled	3381	644	75	83	5003	723	51	97	188	90	10335
	32,7%	6,2%	0,7%	0,8%	48,4%	7,0%	0,5%	0,9%	1,8%	0,9%	100,0%
TOTAL PERMANENT	81274	21410	17842	35551	141291	39195	22483	43388	4199	2904	409537
	19,8%	5,2%	4,4%	8,7%	34,5%	9,6%	5,5%	10,6%	1,0%	0,7%	100,0%
Temporary employees	2459	460	176	409	3899	800	224	468	95	65	9055
	27,2%	5,1%	1,9%	4,5%	43,1%	8,8%	2,5%	5,2%	1,0%	0,7%	100,0%
<b>GRAND TOTAL</b>	<b>83733</b>	<b>21870</b>	<b>18018</b>	<b>35960</b>	<b>145190</b>	<b>39995</b>	<b>22707</b>	<b>43856</b>	<b>4294</b>	<b>2969</b>	<b>418592</b>

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	1	5	7	23	3	4	1	6	1	0	51
	2,0%	9,8%	13,7%	45,1%	5,9%	7,8%	2,0%	11,8%	2,0%	0,0%	100,0%
Senior Management	21	12	21	92	14	15	22	42	3	1	243
	8,6%	4,9%	8,6%	37,9%	5,8%	6,2%	9,1%	17,3%	1,2%	0,4%	100,0%
Professionally qualified	114	64	89	269	114	87	100	302	6	7	1152
	9,9%	5,6%	7,7%	23,4%	9,9%	7,6%	8,7%	26,2%	0,5%	0,6%	100,0%
Skilled	344	117	87	173	544	263	142	412	1	1	2084
	16,5%	5,6%	4,2%	8,3%	26,1%	12,6%	6,8%	19,8%	0,0%	0,0%	100,0%
Semi-skilled	380	81	15	69	607	122	69	159	3	2	1507
	25,2%	5,4%	1,0%	4,6%	40,3%	8,1%	4,6%	10,6%	0,2%	0,1%	100,0%
Unskilled	209	22	3	3	387	26	1	7	2	1	661
	31,6%	3,3%	0,5%	0,5%	58,5%	3,9%	0,2%	1,1%	0,3%	0,2%	100,0%
TOTAL PERMANENT	1069	301	222	629	1669	517	335	928	16	12	5698
	18,8%	5,3%	3,9%	11,0%	29,3%	9,1%	5,9%	16,3%	0,3%	0,2%	100,0%
Temporary employees	141	10	4	3	124	10	5	8	0	0	305
	46,2%	3,3%	1,3%	1,0%	40,7%	3,3%	1,6%	2,6%	0,0%	0,0%	100,0%
<b>GRAND TOTAL</b>	<b>1210</b>	<b>311</b>	<b>226</b>	<b>632</b>	<b>1793</b>	<b>527</b>	<b>340</b>	<b>936</b>	<b>16</b>	<b>12</b>	<b>6003</b>

## HUMAN HEALTH AND SOCIAL WORK ACTIVITIES

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	248	60	166	888	216	81	140	503	46	22	2370
	10,5%	2,5%	7,0%	37,5%	9,1%	3,4%	5,9%	21,2%	1,9%	0,9%	100,0%
Senior Management	825	153	234	823	1132	310	379	1505	97	65	5523
	14,9%	2,8%	4,2%	14,9%	20,5%	5,6%	6,9%	27,2%	1,8%	1,2%	100,0%
Professionally qualified	14837	2031	2111	3703	40150	6833	4619	8839	641	661	84425
	17,6%	2,4%	2,5%	4,4%	47,6%	8,1%	5,5%	10,5%	0,8%	0,8%	100,0%
Skilled	26010	3825	1965	3014	78846	13243	4932	14117	521	955	147428
	17,6%	2,6%	1,3%	2,0%	53,5%	9,0%	3,3%	9,6%	0,4%	0,6%	100,0%
Semi-skilled	41940	6053	1785	1946	104748	14311	3431	6950	230	353	181747
	23,1%	3,3%	1,0%	1,1%	57,6%	7,9%	1,9%	3,8%	0,1%	0,2%	100,0%
Unskilled	13482	1914	176	337	29486	4467	255	420	159	174	50870
	26,5%	3,8%	0,3%	0,7%	58,0%	8,8%	0,5%	0,8%	0,3%	0,3%	100,0%
TOTAL PERMANENT	97342	14036	6437	10711	254578	39245	13756	32334	1694	2230	472363
	20,6%	3,0%	1,4%	2,3%	53,9%	8,3%	2,9%	6,8%	0,4%	0,5%	100,0%
Temporary employees	11511	957	457	931	66227	4289	846	2751	196	463	88628
	13,0%	1,1%	0,5%	1,1%	74,7%	4,8%	1,0%	3,1%	0,2%	0,5%	100,0%
<b>GRAND TOTAL</b>	<b>108853</b>	<b>14993</b>	<b>6894</b>	<b>11642</b>	<b>320805</b>	<b>43534</b>	<b>14602</b>	<b>35085</b>	<b>1890</b>	<b>2693</b>	<b>560991</b>

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	6	0	2	12	3	4	1	9	0	0	37
	16,2%	0,0%	5,4%	32,4%	8,1%	10,8%	2,7%	24,3%	0,0%	0,0%	100,0%
Senior Management	12	1	2	8	10	2	2	25	2	1	65
	18,5%	1,5%	3,1%	12,3%	15,4%	3,1%	3,1%	38,5%	3,1%	1,5%	100,0%
Professionally qualified	89	19	16	42	115	39	26	103	1	0	450
	19,8%	4,2%	3,6%	9,3%	25,6%	8,7%	5,8%	22,9%	0,2%	0,0%	100,0%
Skilled	269	65	34	106	366	105	55	290	7	6	1303
	20,6%	5,0%	2,6%	8,1%	28,1%	8,1%	4,2%	22,3%	0,5%	0,5%	100,0%
Semi-skilled	589	71	55	89	654	142	64	239	2	4	1909
	30,9%	3,7%	2,9%	4,7%	34,3%	7,4%	3,4%	12,5%	0,1%	0,2%	100,0%
Unskilled	299	48	9	87	330	46	14	66	0	1	900
	33,2%	5,3%	1,0%	9,7%	36,7%	5,1%	1,6%	7,3%	0,0%	0,1%	100,0%
TOTAL PERMANENT	1264	204	118	344	1478	338	162	732	12	12	4664
	27,1%	4,4%	2,5%	7,4%	31,7%	7,2%	3,5%	15,7%	0,3%	0,3%	100,0%
Temporary employees	147	7	5	6	122	5	3	9	0	1	305
	48,2%	2,3%	1,6%	2,0%	40,0%	1,6%	1,0%	3,0%	0,0%	0,3%	100,0%
<b>GRAND TOTAL</b>	<b>1411</b>	<b>211</b>	<b>123</b>	<b>350</b>	<b>1600</b>	<b>343</b>	<b>165</b>	<b>741</b>	<b>12</b>	<b>13</b>	<b>4969</b>

INFORMATION AND COMMUNICATION

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	379	160	394	2250	299	125	216	586	132	35	4576
	8,3%	3,5%	8,6%	49,2%	6,5%	2,7%	4,7%	12,8%	2,9%	0,8%	100,0%
Senior Management	1266	559	1095	4230	1002	425	567	2246	479	144	12013
	10,5%	4,7%	9,1%	35,2%	8,3%	3,5%	4,7%	18,7%	4,0%	1,2%	100,0%
Professionally qualified	7027	2639	3436	12495	5142	1783	1895	6333	1830	458	43038
	16,3%	6,1%	8,0%	29,0%	11,9%	4,1%	4,4%	14,7%	4,3%	1,1%	100,0%
Skilled	23210	7153	4883	14459	19143	5173	3099	9021	1826	591	88558
	26,2%	8,1%	5,5%	16,3%	21,6%	5,8%	3,5%	10,2%	2,1%	0,7%	100,0%
Semi-skilled	23597	6888	2815	3306	32811	7739	3047	3437	923	636	85199
	27,7%	8,1%	3,3%	3,9%	38,5%	9,1%	3,6%	4,0%	1,1%	0,7%	100,0%
Unskilled	4867	674	145	253	5116	778	63	124	417	162	12599
	38,6%	5,3%	1,2%	2,0%	40,6%	6,2%	0,5%	1,0%	3,3%	1,3%	100,0%
TOTAL PERMANENT	60346	18073	12768	36993	63513	16023	8887	21747	5607	2026	245983
	24,5%	7,3%	5,2%	15,0%	25,8%	6,5%	3,6%	8,8%	2,3%	0,8%	100,0%
Temporary employees	3102	601	251	546	3995	643	220	353	173	66	9950
	31,2%	6,0%	2,5%	5,5%	40,2%	6,5%	2,2%	3,5%	1,7%	0,7%	100,0%
<b>GRAND TOTAL</b>	<b>63448</b>	<b>18674</b>	<b>13019</b>	<b>37539</b>	<b>67508</b>	<b>16666</b>	<b>9107</b>	<b>22100</b>	<b>5780</b>	<b>2092</b>	<b>255933</b>

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	3	3	10	23	6	3	8	9	1	0	66
	4,5%	4,5%	15,2%	34,8%	9,1%	4,5%	12,1%	13,6%	1,5%	0,0%	100,0%
Senior Management	8	12	16	47	10	17	7	20	0	1	138
	5,8%	8,7%	11,6%	34,1%	7,2%	12,3%	5,1%	14,5%	0,0%	0,7%	100,0%
Professionally qualified	54	28	32	174	36	13	20	83	10	2	452
	11,9%	6,2%	7,1%	38,5%	8,0%	2,9%	4,4%	18,4%	2,2%	0,4%	100,0%
Skilled	210	59	65	305	207	59	44	164	11	5	1129
	18,6%	5,2%	5,8%	27,0%	18,3%	5,2%	3,9%	14,5%	1,0%	0,4%	100,0%
Semi-skilled	394	85	34	53	458	78	23	45	3	0	1173
	33,6%	7,2%	2,9%	4,5%	39,0%	6,6%	2,0%	3,8%	0,3%	0,0%	100,0%
Unskilled	350	37	8	4	384	39	7	3	1	0	833
	42,0%	4,4%	1,0%	0,5%	46,1%	4,7%	0,8%	0,4%	0,1%	0,0%	100,0%
TOTAL PERMANENT	1019	224	165	606	1101	209	109	324	26	8	3791
	26,9%	5,9%	4,4%	16,0%	29,0%	5,5%	2,9%	8,5%	0,7%	0,2%	100,0%
Temporary employees	223	26	5	15	269	26	5	6	2	0	577
	38,6%	4,5%	0,9%	2,6%	46,6%	4,5%	0,9%	1,0%	0,3%	0,0%	100,0%
<b>GRAND TOTAL</b>	<b>1242</b>	<b>250</b>	<b>170</b>	<b>621</b>	<b>1370</b>	<b>235</b>	<b>114</b>	<b>330</b>	<b>28</b>	<b>8</b>	<b>4368</b>

## MANUFACTURING

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	642	340	1036	5778	415	208	427	1070	406	47	10369
	6,2%	3,3%	10,0%	55,7%	4,0%	2,0%	4,1%	10,3%	3,9%	0,5%	100,0%
Senior Management	2546	1239	2358	9434	1390	699	1120	3621	570	145	23122
	11,0%	5,4%	10,2%	40,8%	6,0%	3,0%	4,8%	15,7%	2,5%	0,6%	100,0%
Professionally qualified	11231	4178	5470	18493	6446	2434	2864	8200	1251	281	60848
	18,5%	6,9%	9,0%	30,4%	10,6%	4,0%	4,7%	13,5%	2,1%	0,5%	100,0%
Skilled	75967	19451	11531	33985	29739	10008	5984	15825	4345	661	207496
	36,6%	9,4%	5,6%	16,4%	14,3%	4,8%	2,9%	7,6%	2,1%	0,3%	100,0%
Semi-skilled	166948	28980	6857	10432	70461	19409	4188	7848	5604	1008	321735
	51,9%	9,0%	2,1%	3,2%	21,9%	6,0%	1,3%	2,4%	1,7%	0,3%	100,0%
Unskilled	97047	13492	2031	1935	56742	11119	941	481	3427	1091	188306
	51,5%	7,2%	1,1%	1,0%	30,1%	5,9%	0,5%	0,3%	1,8%	0,6%	100,0%
TOTAL PERMANENT	354381	67680	29283	80057	165193	43877	15524	37045	15603	3233	811876
	43,6%	8,3%	3,6%	9,9%	20,3%	5,4%	1,9%	4,6%	1,9%	0,4%	100,0%
Temporary employees	26480	4681	680	1835	22399	3774	373	573	648	156	61599
	43,0%	7,6%	1,1%	3,0%	36,4%	6,1%	0,6%	0,9%	1,1%	0,3%	100,0%
<b>GRAND TOTAL</b>	<b>380861</b>	<b>72361</b>	<b>29963</b>	<b>81892</b>	<b>187592</b>	<b>47651</b>	<b>15897</b>	<b>37618</b>	<b>16251</b>	<b>3389</b>	<b>873475</b>

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	8	12	26	114	11	6	15	18	4	0	214
	3,7%	5,6%	12,1%	53,3%	5,1%	2,8%	7,0%	8,4%	1,9%	0,0%	100,0%
Senior Management	26	38	55	142	15	19	19	50	3	0	367
	7,1%	10,4%	15,0%	38,7%	4,1%	5,2%	5,2%	13,6%	0,8%	0,0%	100,0%
Professionally qualified	122	57	83	253	58	28	29	111	8	0	749
	16,3%	7,6%	11,1%	33,8%	7,7%	3,7%	3,9%	14,8%	1,1%	0,0%	100,0%
Skilled	823	295	236	608	424	162	77	210	31	4	2870
	28,7%	10,3%	8,2%	21,2%	14,8%	5,6%	2,7%	7,3%	1,1%	0,1%	100,0%
Semi-skilled	1905	391	191	213	1190	295	89	132	28	5	4439
	42,9%	8,8%	4,3%	4,8%	26,8%	6,6%	2,0%	3,0%	0,6%	0,1%	100,0%
Unskilled	1722	248	54	54	1647	214	42	18	31	10	4040
	42,6%	6,1%	1,3%	1,3%	40,8%	5,3%	1,0%	0,4%	0,8%	0,2%	100,0%
TOTAL PERMANENT	4606	1041	645	1384	3345	724	271	539	105	19	12679
	36,3%	8,2%	5,1%	10,9%	26,4%	5,7%	2,1%	4,3%	0,8%	0,1%	100,0%
Temporary employees	691	81	19	19	931	82	14	2	6	15	1860
	37,2%	4,4%	1,0%	1,0%	50,1%	4,4%	0,8%	0,1%	0,3%	0,8%	100,0%
<b>GRAND TOTAL</b>	<b>5297</b>	<b>1122</b>	<b>664</b>	<b>1403</b>	<b>4276</b>	<b>806</b>	<b>285</b>	<b>541</b>	<b>111</b>	<b>34</b>	<b>14539</b>

## MINING AND QUARRYING

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	364	46	55	833	169	21	32	115	64	5	1704
	21,4%	2,7%	3,2%	48,9%	9,9%	1,2%	1,9%	6,7%	3,8%	0,3%	100,0%
Senior Management	1335	141	215	2423	527	55	126	567	164	36	5589
	23,9%	2,5%	3,8%	43,4%	9,4%	1,0%	2,3%	10,1%	2,9%	0,6%	100,0%
Professionally qualified	6626	689	498	6296	3115	273	320	1853	411	86	20167
	32,9%	3,4%	2,5%	31,2%	15,4%	1,4%	1,6%	9,2%	2,0%	0,4%	100,0%
Skilled	46153	3637	518	15393	13077	1032	354	3875	2902	115	87056
	53,0%	4,2%	0,6%	17,7%	15,0%	1,2%	0,4%	4,5%	3,3%	0,1%	100,0%
Semi-skilled	129638	4070	103	2608	23120	1122	90	1397	21751	325	184224
	70,4%	2,2%	0,1%	1,4%	12,5%	0,6%	0,0%	0,8%	11,8%	0,2%	100,0%
Unskilled	62441	875	36	563	16327	262	19	77	8787	941	90328
	69,1%	1,0%	0,0%	0,6%	18,1%	0,3%	0,0%	0,1%	9,7%	1,0%	100,0%
TOTAL PERMANENT	246557	9458	1425	28116	56335	2765	941	7884	34079	1508	389068
	63,4%	2,4%	0,4%	7,2%	14,5%	0,7%	0,2%	2,0%	8,8%	0,4%	100,0%
Temporary employees	9204	343	73	646	7983	213	27	167	85	9	18750
	49,1%	1,8%	0,4%	3,4%	42,6%	1,1%	0,1%	0,9%	0,5%	0,0%	100,0%
<b>GRAND TOTAL</b>	<b>255761</b>	<b>9801</b>	<b>1498</b>	<b>28762</b>	<b>64318</b>	<b>2978</b>	<b>968</b>	<b>8051</b>	<b>34164</b>	<b>1517</b>	<b>407818</b>

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	8	0	0	13	5	0	2	2	2	0	32
	25,0%	0,0%	0,0%	40,6%	15,6%	0,0%	6,3%	6,3%	6,3%	0,0%	100,0%
Senior Management	12	1	1	31	5	0	1	4	1	0	56
	21,4%	1,8%	1,8%	55,4%	8,9%	0,0%	1,8%	7,1%	1,8%	0,0%	100,0%
Professionally qualified	60	6	4	67	12	5	1	18	1	0	174
	34,5%	3,4%	2,3%	38,5%	6,9%	2,9%	0,6%	10,3%	0,6%	0,0%	100,0%
Skilled	316	31	6	213	78	9	3	51	16	0	723
	43,7%	4,3%	0,8%	29,5%	10,8%	1,2%	0,4%	7,1%	2,2%	0,0%	100,0%
Semi-skilled	949	29	4	46	228	32	7	20	278	0	1593
	59,6%	1,8%	0,3%	2,9%	14,3%	2,0%	0,4%	1,3%	17,5%	0,0%	100,0%
Unskilled	957	29	2	11	314	23	5	2	179	0	1522
	62,9%	1,9%	0,1%	0,7%	20,6%	1,5%	0,3%	0,1%	11,8%	0,0%	100,0%
TOTAL PERMANENT	2302	96	17	381	642	69	19	97	477	0	4100
	56,1%	2,3%	0,4%	9,3%	15,7%	1,7%	0,5%	2,4%	11,6%	0,0%	100,0%
Temporary employees	244	24	10	1	323	24	5	2	2	0	635
	38,4%	3,8%	1,6%	0,2%	50,9%	3,8%	0,8%	0,3%	0,3%	0,0%	100,0%
<b>GRAND TOTAL</b>	<b>2546</b>	<b>120</b>	<b>27</b>	<b>382</b>	<b>965</b>	<b>93</b>	<b>24</b>	<b>99</b>	<b>479</b>	<b>0</b>	<b>4735</b>

**PROFESSIONAL, SCIENTIFIC AND TECHNICAL ACTIVITIES**

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	301	87	153	1385	210	85	155	658	78	25	3137
	9,6%	2,8%	4,9%	44,2%	6,7%	2,7%	4,9%	21,0%	2,5%	0,8%	100,0%
Senior Management	669	206	342	1771	548	187	322	1424	153	77	5699
	11,7%	3,6%	6,0%	31,1%	9,6%	3,3%	5,7%	25,0%	2,7%	1,4%	100,0%
Professionally qualified	3165	725	906	4286	2905	874	977	4072	440	236	18586
	17,0%	3,9%	4,9%	23,1%	15,6%	4,7%	5,3%	21,9%	2,4%	1,3%	100,0%
Skilled	7992	1645	1022	3231	8819	2388	1597	4995	290	240	32219
	24,8%	5,1%	3,2%	10,0%	27,4%	7,4%	5,0%	15,5%	0,9%	0,7%	100,0%
Semi-skilled	8123	1540	449	740	9175	2702	781	2550	139	117	26316
	30,9%	5,9%	1,7%	2,8%	34,9%	10,3%	3,0%	9,7%	0,5%	0,4%	100,0%
Unskilled	6021	827	46	111	2945	502	54	125	86	50	10767
	55,9%	7,7%	0,4%	1,0%	27,4%	4,7%	0,5%	1,2%	0,8%	0,5%	100,0%
TOTAL PERMANENT	26271	5030	2918	11524	24602	6738	3886	13824	1186	745	96724
	27,2%	5,2%	3,0%	11,9%	25,4%	7,0%	4,0%	14,3%	1,2%	0,8%	100,0%
Temporary employees	2125	402	96	363	2253	330	101	315	100	64	6149
	34,6%	6,5%	1,6%	5,9%	36,6%	5,4%	1,6%	5,1%	1,6%	1,0%	100,0%
<b>GRAND TOTAL</b>	<b>28396</b>	<b>5432</b>	<b>3014</b>	<b>11887</b>	<b>26855</b>	<b>7068</b>	<b>3987</b>	<b>14139</b>	<b>1286</b>	<b>809</b>	<b>102873</b>

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	6	1	2	19	2	1	9	12	0	0	52
	11,5%	1,9%	3,8%	36,5%	3,8%	1,9%	17,3%	23,1%	0,0%	0,0%	100,0%
Senior Management	5	3	4	14	5	2	7	7	2	0	49
	10,2%	6,1%	8,2%	28,6%	10,2%	4,1%	14,3%	14,3%	4,1%	0,0%	100,0%
Professionally qualified	29	6	15	43	18	9	11	43	5	0	179
	16,2%	3,4%	8,4%	24,0%	10,1%	5,0%	6,1%	24,0%	2,8%	0,0%	100,0%
Skilled	75	18	10	43	86	23	14	44	0	0	313
	24,0%	5,8%	3,2%	13,7%	27,5%	7,3%	4,5%	14,1%	0,0%	0,0%	100,0%
Semi-skilled	165	20	6	16	168	43	20	25	1	0	464
	35,6%	4,3%	1,3%	3,4%	36,2%	9,3%	4,3%	5,4%	0,2%	0,0%	100,0%
Unskilled	181	21	6	1	179	26	6	2	0	0	422
	42,9%	5,0%	1,4%	0,2%	42,4%	6,2%	1,4%	0,5%	0,0%	0,0%	100,0%
TOTAL PERMANENT	461	69	43	136	458	104	67	133	8	0	1479
	31,2%	4,7%	2,9%	9,2%	31,0%	7,0%	4,5%	9,0%	0,5%	0,0%	100,0%
Temporary employees	80	28	1	1	61	5	0	2	0	0	178
	44,9%	15,7%	0,6%	0,6%	34,3%	2,8%	0,0%	1,1%	0,0%	0,0%	100,0%
<b>GRAND TOTAL</b>	<b>541</b>	<b>97</b>	<b>44</b>	<b>137</b>	<b>519</b>	<b>109</b>	<b>67</b>	<b>135</b>	<b>8</b>	<b>0</b>	<b>1657</b>

PUBLIC ADMINISTRATION AND DEFENCE, COMPULSORY SOCIAL SECURITY

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	469	104	40	185	256	49	36	61	2	0	1202
	39,0%	8,7%	3,3%	15,4%	21,3%	4,1%	3,0%	5,1%	0,2%	0,0%	100,0%
Senior Management	2322	340	319	769	1735	160	172	351	10	3	6181
	37,6%	5,5%	5,2%	12,4%	28,1%	2,6%	2,8%	5,7%	0,2%	0,0%	100,0%
Professionally qualified	14874	3137	1091	5068	10928	1783	756	2491	96	43	40267
	36,9%	7,8%	2,7%	12,6%	27,1%	4,4%	1,9%	6,2%	0,2%	0,1%	100,0%
Skilled	87579	14516	3710	10488	51654	8204	1812	6952	99	33	185047
	47,3%	7,8%	2,0%	5,7%	27,9%	4,4%	1,0%	3,8%	0,1%	0,0%	100,0%
Semi-skilled	133056	13499	2060	2220	79871	10430	1408	2614	154	12	245324
	54,2%	5,5%	0,8%	0,9%	32,6%	4,3%	0,6%	1,1%	0,1%	0,0%	100,0%
Unskilled	21682	5434	380	179	16772	2650	111	75	19	9	47311
	45,8%	11,5%	0,8%	0,4%	35,5%	5,6%	0,2%	0,2%	0,0%	0,0%	100,0%
TOTAL PERMANENT	259982	37030	7600	18909	161216	23276	4295	12544	380	100	525332
	49,5%	7,0%	1,4%	3,6%	30,7%	4,4%	0,8%	2,4%	0,1%	0,0%	100,0%
Temporary employees	5173	899	34	141	5321	776	49	115	71	33	12612
	41,0%	7,1%	0,3%	1,1%	42,2%	6,2%	0,4%	0,9%	0,6%	0,3%	100,0%
<b>GRAND TOTAL</b>	<b>265155</b>	<b>37929</b>	<b>7634</b>	<b>19050</b>	<b>166537</b>	<b>24052</b>	<b>4344</b>	<b>12659</b>	<b>451</b>	<b>133</b>	<b>537944</b>

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	11	2	2	6	8	2	0	0	0	0	31
	35,5%	6,5%	6,5%	19,4%	25,8%	6,5%	0,0%	0,0%	0,0%	0,0%	100,0%
Senior Management	28	7	8	28	17	5	9	11	0	0	113
	24,8%	6,2%	7,1%	24,8%	15,0%	4,4%	8,0%	9,7%	0,0%	0,0%	100,0%
Professionally qualified	170	62	34	167	99	30	22	106	0	0	690
	24,6%	9,0%	4,9%	24,2%	14,3%	4,3%	3,2%	15,4%	0,0%	0,0%	100,0%
Skilled	796	294	87	679	467	185	48	445	1	0	3002
	26,5%	9,8%	2,9%	22,6%	15,6%	6,2%	1,6%	14,8%	0,0%	0,0%	100,0%
Semi-skilled	2925	265	57	112	3732	225	31	139	0	0	7486
	39,1%	3,5%	0,8%	1,5%	49,9%	3,0%	0,4%	1,9%	0,0%	0,0%	100,0%
Unskilled	176	103	6	10	102	26	4	3	0	0	430
	40,9%	24,0%	1,4%	2,3%	23,7%	6,0%	0,9%	0,7%	0,0%	0,0%	100,0%
TOTAL PERMANENT	4106	733	194	1002	4425	473	114	704	1	0	11752
	34,9%	6,2%	1,7%	8,5%	37,7%	4,0%	1,0%	6,0%	0,0%	0,0%	100,0%
Temporary employees	10	0	0	2	20	0	0	1	0	0	33
	30,3%	0,0%	0,0%	6,1%	60,6%	0,0%	0,0%	3,0%	0,0%	0,0%	100,0%
<b>GRAND TOTAL</b>	<b>4116</b>	<b>733</b>	<b>194</b>	<b>1004</b>	<b>4445</b>	<b>473</b>	<b>114</b>	<b>705</b>	<b>1</b>	<b>0</b>	<b>11785</b>

## REAL ESTATE ACTIVITIES

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	40	10	24	264	29	10	17	79	5	4	482
	8,3%	2,1%	5,0%	54,8%	6,0%	2,1%	3,5%	16,4%	1,0%	0,8%	100,0%
Senior Management	173	27	57	359	106	49	57	316	24	11	1179
	14,7%	2,3%	4,8%	30,4%	9,0%	4,2%	4,8%	26,8%	2,0%	0,9%	100,0%
Professionally qualified	380	92	118	664	355	151	150	643	36	15	2604
	14,6%	3,5%	4,5%	25,5%	13,6%	5,8%	5,8%	24,7%	1,4%	0,6%	100,0%
Skilled	1503	222	161	836	1386	428	243	1269	109	56	6213
	24,2%	3,6%	2,6%	13,5%	22,3%	6,9%	3,9%	20,4%	1,8%	0,9%	100,0%
Semi-skilled	2026	304	104	273	1766	508	283	822	179	40	6305
	32,1%	4,8%	1,6%	4,3%	28,0%	8,1%	4,5%	13,0%	2,8%	0,6%	100,0%
Unskilled	1652	89	24	44	2055	81	20	59	158	84	4266
	38,7%	2,1%	0,6%	1,0%	48,2%	1,9%	0,5%	1,4%	3,7%	2,0%	100,0%
TOTAL PERMANENT	5774	744	488	2440	5697	1227	770	3188	511	210	21049
	27,4%	3,5%	2,3%	11,6%	27,1%	5,8%	3,7%	15,1%	2,4%	1,0%	100,0%
Temporary employees	133	24	6	37	122	45	4	30	8	3	412
	32,3%	5,8%	1,5%	9,0%	29,6%	10,9%	1,0%	7,3%	1,9%	0,7%	100,0%
<b>GRAND TOTAL</b>	<b>5907</b>	<b>768</b>	<b>494</b>	<b>2477</b>	<b>5819</b>	<b>1272</b>	<b>774</b>	<b>3218</b>	<b>519</b>	<b>213</b>	<b>21461</b>

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	1	0	0	1	2	0	0	4
	0,0%	0,0%	0,0%	25,0%	0,0%	0,0%	25,0%	50,0%	0,0%	0,0%	100,0%
Senior Management	2	1	0	4	0	0	0	7	0	0	14
	14,3%	7,1%	0,0%	28,6%	0,0%	0,0%	0,0%	50,0%	0,0%	0,0%	100,0%
Professionally qualified	1	0	2	10	0	3	3	6	0	0	25
	4,0%	0,0%	8,0%	40,0%	0,0%	12,0%	12,0%	24,0%	0,0%	0,0%	100,0%
Skilled	12	3	1	14	5	3	1	8	0	0	47
	25,5%	6,4%	2,1%	29,8%	10,6%	6,4%	2,1%	17,0%	0,0%	0,0%	100,0%
Semi-skilled	10	7	4	5	16	8	7	11	0	0	68
	14,7%	10,3%	5,9%	7,4%	23,5%	11,8%	10,3%	16,2%	0,0%	0,0%	100,0%
Unskilled	34	11	4	1	28	8	3	0	0	0	89
	38,2%	12,4%	4,5%	1,1%	31,5%	9,0%	3,4%	0,0%	0,0%	0,0%	100,0%
TOTAL PERMANENT	59	22	11	35	49	22	15	34	0	0	247
	23,9%	8,9%	4,5%	14,2%	19,8%	8,9%	6,1%	13,8%	0,0%	0,0%	100,0%
Temporary employees	20	2	0	0	21	2	0	0	0	0	45
	44,4%	4,4%	0,0%	0,0%	46,7%	4,4%	0,0%	0,0%	0,0%	0,0%	100,0%
<b>GRAND TOTAL</b>	<b>79</b>	<b>24</b>	<b>11</b>	<b>35</b>	<b>70</b>	<b>24</b>	<b>15</b>	<b>34</b>	<b>0</b>	<b>0</b>	<b>292</b>



**TRANSPORTATION AND STORAGE**

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	357	114	411	1613	229	80	183	416	80	11	3494
	10,2%	3,3%	11,8%	46,2%	6,6%	2,3%	5,2%	11,9%	2,3%	0,3%	100,0%
Senior Management	1079	374	794	2315	617	213	439	1130	97	29	7087
	15,2%	5,3%	11,2%	32,7%	8,7%	3,0%	6,2%	15,9%	1,4%	0,4%	100,0%
Professionally qualified	6531	1350	1783	4960	3560	808	1051	2812	300	76	23231
	28,1%	5,8%	7,7%	21,4%	15,3%	3,5%	4,5%	12,1%	1,3%	0,3%	100,0%
Skilled	42914	7190	4099	9652	18110	3571	2287	6009	1874	210	95916
	44,7%	7,5%	4,3%	10,1%	18,9%	3,7%	2,4%	6,3%	2,0%	0,2%	100,0%
Semi-skilled	77960	9062	2794	4129	22943	4165	1514	3822	1680	144	128213
	60,8%	7,1%	2,2%	3,2%	17,9%	3,2%	1,2%	3,0%	1,3%	0,1%	100,0%
Unskilled	26749	2790	279	438	9431	722	80	137	551	87	41264
	64,8%	6,8%	0,7%	1,1%	22,9%	1,7%	0,2%	0,3%	1,3%	0,2%	100,0%
TOTAL PERMANENT	155590	20880	10160	23107	54890	9559	5554	14326	4582	557	299205
	52,0%	7,0%	3,4%	7,7%	18,3%	3,2%	1,9%	4,8%	1,5%	0,2%	100,0%
Temporary employees	5161	521	191	286	1905	224	87	133	74	9	8591
	60,1%	6,1%	2,2%	3,3%	22,2%	2,6%	1,0%	1,5%	0,9%	0,1%	100,0%
<b>GRAND TOTAL</b>	<b>160751</b>	<b>21401</b>	<b>10351</b>	<b>23393</b>	<b>56795</b>	<b>9783</b>	<b>5641</b>	<b>14459</b>	<b>4656</b>	<b>566</b>	<b>307796</b>

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	11	3	13	19	4	2	11	3	0	0	66
	16,7%	4,5%	19,7%	28,8%	6,1%	3,0%	16,7%	4,5%	0,0%	0,0%	100,0%
Senior Management	16	10	15	32	10	6	14	25	1	0	129
	12,4%	7,8%	11,6%	24,8%	7,8%	4,7%	10,9%	19,4%	0,8%	0,0%	100,0%
Professionally qualified	67	23	32	74	39	15	15	39	1	1	306
	21,9%	7,5%	10,5%	24,2%	12,7%	4,9%	4,9%	12,7%	0,3%	0,3%	100,0%
Skilled	558	74	60	214	582	76	33	98	5	1	1701
	32,8%	4,4%	3,5%	12,6%	34,2%	4,5%	1,9%	5,8%	0,3%	0,1%	100,0%
Semi-skilled	688	88	46	63	584	58	30	58	1	0	1616
	42,6%	5,4%	2,8%	3,9%	36,1%	3,6%	1,9%	3,6%	0,1%	0,0%	100,0%
Unskilled	247	29	12	17	405	33	12	4	0	0	759
	32,5%	3,8%	1,6%	2,2%	53,4%	4,3%	1,6%	0,5%	0,0%	0,0%	100,0%
TOTAL PERMANENT	1587	227	178	419	1624	190	115	227	8	2	4577
	34,7%	5,0%	3,9%	9,2%	35,5%	4,2%	2,5%	5,0%	0,2%	0,0%	100,0%
Temporary employees	106	13	3	1	182	13	2	2	0	0	322
	32,9%	4,0%	0,9%	0,3%	56,5%	4,0%	0,6%	0,6%	0,0%	0,0%	100,0%
<b>GRAND TOTAL</b>	<b>1693</b>	<b>240</b>	<b>181</b>	<b>420</b>	<b>1806</b>	<b>203</b>	<b>117</b>	<b>229</b>	<b>8</b>	<b>2</b>	<b>4899</b>

## 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	246	51	14	147	116	21	12	43	4	0	654
	37,6%	7,8%	2,1%	22,5%	17,7%	3,2%	1,8%	6,6%	0,6%	0,0%	100,0%
Senior Management	915	127	70	301	468	49	27	155	21	6	2139
	42,8%	5,9%	3,3%	14,1%	21,9%	2,3%	1,3%	7,2%	1,0%	0,3%	100,0%
Professionally qualified	3354	408	193	758	2648	292	150	440	58	17	8318
	40,3%	4,9%	2,3%	9,1%	31,8%	3,5%	1,8%	5,3%	0,7%	0,2%	100,0%
Skilled	8866	1233	283	998	6507	990	237	779	116	10	20019
	44,3%	6,2%	1,4%	5,0%	32,5%	4,9%	1,2%	3,9%	0,6%	0,0%	100,0%
Semi-skilled	16579	2115	102	305	9582	1082	141	359	160	32	30457
	54,4%	6,9%	0,3%	1,0%	31,5%	3,6%	0,5%	1,2%	0,5%	0,1%	100,0%
Unskilled	17007	1629	49	79	13841	807	21	27	202	70	33732
	50,4%	4,8%	0,1%	0,2%	41,0%	2,4%	0,1%	0,1%	0,6%	0,2%	100,0%
TOTAL PERMANENT	46967	5563	711	2588	33162	3241	588	1803	561	135	95319
	49,3%	5,8%	0,7%	2,7%	34,8%	3,4%	0,6%	1,9%	0,6%	0,1%	100,0%
Temporary employees	2072	377	13	46	1766	307	17	54	67	9	4728
	43,8%	8,0%	0,3%	1,0%	37,4%	6,5%	0,4%	1,1%	1,4%	0,2%	100,0%
<b>GRAND TOTAL</b>	<b>49039</b>	<b>5940</b>	<b>724</b>	<b>2634</b>	<b>34928</b>	<b>3548</b>	<b>605</b>	<b>1857</b>	<b>628</b>	<b>144</b>	<b>100047</b>

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	3	0	1	0	1	0	0	5
	0,0%	0,0%	0,0%	60,0%	0,0%	20,0%	0,0%	20,0%	0,0%	0,0%	100,0%
Senior Management	7	1	1	4	1	1	1	3	0	0	19
	36,8%	5,3%	5,3%	21,1%	5,3%	5,3%	5,3%	15,8%	0,0%	0,0%	100,0%
Professionally qualified	38	4	5	25	21	1	1	10	0	0	105
	36,2%	3,8%	4,8%	23,8%	20,0%	1,0%	1,0%	9,5%	0,0%	0,0%	100,0%
Skilled	81	12	3	30	80	9	5	20	0	0	240
	33,8%	5,0%	1,3%	12,5%	33,3%	3,8%	2,1%	8,3%	0,0%	0,0%	100,0%
Semi-skilled	177	36	4	24	103	9	3	5	0	0	361
	49,0%	10,0%	1,1%	6,6%	28,5%	2,5%	0,8%	1,4%	0,0%	0,0%	100,0%
Unskilled	230	18	11	6	159	9	7	2	1	0	443
	51,9%	4,1%	2,5%	1,4%	35,9%	2,0%	1,6%	0,5%	0,2%	0,0%	100,0%
TOTAL PERMANENT	533	71	24	92	364	30	17	41	1	0	1173
	45,4%	6,1%	2,0%	7,8%	31,0%	2,6%	1,4%	3,5%	0,1%	0,0%	100,0%
Temporary employees	23	5	0	1	34	2	1	1	0	0	67
	34,3%	7,5%	0,0%	1,5%	50,7%	3,0%	1,5%	1,5%	0,0%	0,0%	100,0%
<b>GRAND TOTAL</b>	<b>556</b>	<b>76</b>	<b>24</b>	<b>93</b>	<b>398</b>	<b>32</b>	<b>18</b>	<b>42</b>	<b>1</b>	<b>0</b>	<b>1240</b>

**WHOLESALE TRADE, COMMERCIAL AGENTS AND ALLIED SERVICES**

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	359	190	901	3895	203	130	289	1036	121	41	7165
	5,0%	2,7%	12,6%	54,4%	2,8%	1,8%	4,0%	14,5%	1,7%	0,6%	100,0%
Senior Management	2218	1016	1873	5850	1257	749	887	3317	296	66	17529
	12,7%	5,8%	10,7%	33,4%	7,2%	4,3%	5,1%	18,9%	1,7%	0,4%	100,0%
Professionally qualified	9984	3486	3656	10816	8060	3573	2517	8075	629	235	51031
	19,6%	6,8%	7,2%	21,2%	15,8%	7,0%	4,9%	15,8%	1,2%	0,5%	100,0%
Skilled	42737	10257	7135	15612	42092	13555	5726	14245	1877	735	153971
	27,8%	6,7%	4,6%	10,1%	27,3%	8,8%	3,7%	9,3%	1,2%	0,5%	100,0%
Semi-skilled	147508	23154	5334	7332	219076	39524	6133	9211	4097	1753	463122
	31,9%	5,0%	1,2%	1,6%	47,3%	8,5%	1,3%	2,0%	0,9%	0,4%	100,0%
Unskilled	81175	8788	1384	1378	86153	12432	1003	757	2675	1218	196963
	41,2%	4,5%	0,7%	0,7%	43,7%	6,3%	0,5%	0,4%	1,4%	0,6%	100,0%
TOTAL PERMANENT	283981	46891	20283	44883	356841	69963	16555	36641	9695	4048	889781
	31,9%	5,3%	2,3%	5,0%	40,1%	7,9%	1,9%	4,1%	1,1%	0,5%	100,0%
Temporary employees	16051	2290	391	675	19685	2954	416	945	258	109	43774
	36,7%	5,2%	0,9%	1,5%	45,0%	6,7%	1,0%	2,2%	0,6%	0,2%	100,0%
<b>GRAND TOTAL</b>	<b>300032</b>	<b>49181</b>	<b>20674</b>	<b>45558</b>	<b>376526</b>	<b>72917</b>	<b>16971</b>	<b>37586</b>	<b>9953</b>	<b>4157</b>	<b>933555</b>

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	4	0	25	44	5	4	7	12	1	0	102
	3,9%	0,0%	24,5%	43,1%	4,9%	3,9%	6,9%	11,8%	1,0%	0,0%	100,0%
Senior Management	17	12	24	70	11	9	14	44	1	0	202
	8,4%	5,9%	11,9%	34,7%	5,4%	4,5%	6,9%	21,8%	0,5%	0,0%	100,0%
Professionally qualified	44	32	36	156	31	37	32	107	2	1	478
	9,2%	6,7%	7,5%	32,6%	6,5%	7,7%	6,7%	22,4%	0,4%	0,2%	100,0%
Skilled	251	93	75	257	354	113	51	192	5	3	1394
	18,0%	6,7%	5,4%	18,4%	25,4%	8,1%	3,7%	13,8%	0,4%	0,2%	100,0%
Semi-skilled	991	221	51	160	1320	290	65	193	11	2	3304
	30,0%	6,7%	1,5%	4,8%	40,0%	8,8%	2,0%	5,8%	0,3%	0,1%	100,0%
Unskilled	1378	118	24	105	1340	98	11	37	6	2	3119
	44,2%	3,8%	0,8%	3,4%	43,0%	3,1%	0,4%	1,2%	0,2%	0,1%	100,0%
TOTAL PERMANENT	2685	476	235	792	3061	551	180	585	26	8	8599
	31,2%	5,5%	2,7%	9,2%	35,6%	6,4%	2,1%	6,8%	0,3%	0,1%	100,0%
Temporary employees	245	28	6	9	288	25	7	6	0	2	616
	39,8%	4,5%	1,0%	1,5%	46,8%	4,1%	1,1%	1,0%	0,0%	0,3%	100,0%
<b>GRAND TOTAL</b>	<b>2930</b>	<b>504</b>	<b>241</b>	<b>801</b>	<b>3349</b>	<b>576</b>	<b>187</b>	<b>591</b>	<b>26</b>	<b>10</b>	<b>9215</b>

## APPENDIX D: WORKFORCE PROFILE OF ALL EMPLOYERS BY BUSINESS TYPE FOR 2022

NATIONAL GOVERNMENT WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	757	135	50	104	459	62	36	56	2	1	1662
	45,5%	8,1%	3,0%	6,3%	27,6%	3,7%	2,2%	3,4%	0,1%	0,1%	100,0%
Senior Management	4974	539	429	768	3690	320	316	550	33	9	11628
	42,8%	4,6%	3,7%	6,6%	31,7%	2,8%	2,7%	4,7%	0,3%	0,1%	100,0%
Professionally qualified	53213	6659	2980	9335	68790	8597	4188	10313	511	302	164888
	32,3%	4,0%	1,8%	5,7%	41,7%	5,2%	2,5%	6,3%	0,3%	0,2%	100,0%
Skilled	153082	19948	4958	14280	226766	22345	5070	24194	980	561	472184
	32,4%	4,2%	1,1%	3,0%	48,0%	4,7%	1,1%	5,1%	0,2%	0,1%	100,0%
Semi-skilled	110962	18352	2519	2473	144395	18343	2249	4759	119	53	304224
	36,5%	6,0%	0,8%	0,8%	47,5%	6,0%	0,7%	1,6%	0,0%	0,0%	100,0%
Unskilled	50008	7803	477	533	46101	4527	164	289	12	8	109922
	45,5%	7,1%	0,4%	0,5%	41,9%	4,1%	0,1%	0,3%	0,0%	0,0%	100,0%
TOTAL PERMANENT	372996	53436	11413	27493	490201	54194	12023	40161	1657	934	1064508
	35,0%	5,0%	1,1%	2,6%	46,0%	5,1%	1,1%	3,8%	0,2%	0,1%	100,0%
Temporary employees	22456	1692	345	970	73577	3367	509	1879	215	174	105184
	21,3%	1,6%	0,3%	0,9%	70,0%	3,2%	0,5%	1,8%	0,2%	0,2%	100,0%
<b>GRAND TOTAL</b>	<b>395452</b>	<b>55128</b>	<b>11758</b>	<b>28463</b>	<b>563778</b>	<b>57561</b>	<b>12532</b>	<b>42040</b>	<b>1872</b>	<b>1108</b>	<b>1169692</b>

NATIONAL GOVERNMENT WORKFORCE PROFILE FOR EMPLOYEES WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	10	2	1	2	6	1	0	1	0	0	23
	43,5%	8,7%	4,3%	8,7%	26,1%	4,3%	0,0%	4,3%	0,0%	0,0%	100,0%
Senior Management	48	11	7	40	29	6	10	12	0	0	163
	29,4%	6,7%	4,3%	24,5%	17,8%	3,7%	6,1%	7,4%	0,0%	0,0%	100,0%
Professionally qualified	428	102	56	248	304	64	42	191	1	0	1436
	29,8%	7,1%	3,9%	17,3%	21,2%	4,5%	2,9%	13,3%	0,1%	0,0%	100,0%
Skilled	1327	380	102	779	1055	257	68	601	2	0	4571
	29,0%	8,3%	2,2%	17,0%	23,1%	5,6%	1,5%	13,1%	0,0%	0,0%	100,0%
Semi-skilled	1285	274	72	128	1183	207	47	168	1	1	3366
	38,2%	8,1%	2,1%	3,8%	35,1%	6,1%	1,4%	5,0%	0,0%	0,0%	100,0%
Unskilled	476	128	11	19	295	47	6	11	0	0	993
	47,9%	12,9%	1,1%	1,9%	29,7%	4,7%	0,6%	1,1%	0,0%	0,0%	100,0%
TOTAL PERMANENT	3574	897	249	1216	2872	582	173	984	4	1	10552
	33,9%	8,5%	2,4%	11,5%	27,2%	5,5%	1,6%	9,3%	0,0%	0,0%	100,0%
Temporary employees	112	6	2	3	88	3	0	2	0	1	217
	51,6%	2,8%	0,9%	1,4%	40,6%	1,4%	0,0%	0,9%	0,0%	0,5%	100,0%
<b>GRAND TOTAL</b>	<b>3686</b>	<b>903</b>	<b>251</b>	<b>1219</b>	<b>2960</b>	<b>585</b>	<b>173</b>	<b>986</b>	<b>4</b>	<b>2</b>	<b>10769</b>

PROVINCIAL GOVERNMENT WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	156	23	10	15	89	13	11	9	0	1	327
	47,7%	7,0%	3,1%	4,6%	27,2%	4,0%	3,4%	2,8%	0,0%	0,3%	100,0%
Senior Management	1270	159	65	130	1024	118	64	114	14	1	2959
	42,9%	5,4%	2,2%	4,4%	34,6%	4,0%	2,2%	3,9%	0,5%	0,0%	100,0%
Professionally qualified	32156	3320	1720	3811	51692	6517	3199	6993	383	243	110034
	29,2%	3,0%	1,6%	3,5%	47,0%	5,9%	2,9%	6,4%	0,3%	0,2%	100,0%
Skilled	64695	4688	1078	3394	163212	13006	2841	15310	897	519	269640
	24,0%	1,7%	0,4%	1,3%	60,5%	4,8%	1,1%	5,7%	0,3%	0,2%	100,0%
Semi-skilled	37588	4463	469	462	76199	7352	701	1748	18	10	129010
	29,1%	3,5%	0,4%	0,4%	59,1%	5,7%	0,5%	1,4%	0,0%	0,0%	100,0%
Unskilled	15694	1179	55	266	21597	1386	39	192	6	5	40419
	38,8%	2,9%	0,1%	0,7%	53,4%	3,4%	0,1%	0,5%	0,0%	0,0%	100,0%
TOTAL PERMANENT	151559	13832	3397	8078	313813	28392	6855	24366	1318	779	552389
	27,4%	2,5%	0,6%	1,5%	56,8%	5,1%	1,2%	4,4%	0,2%	0,1%	100,0%
Temporary employees	13259	538	285	770	54566	2266	409	1603	103	74	73873
	17,9%	0,7%	0,4%	1,0%	73,9%	3,1%	0,6%	2,2%	0,1%	0,1%	100,0%
<b>GRAND TOTAL</b>	<b>164818</b>	<b>14370</b>	<b>3682</b>	<b>8848</b>	<b>368379</b>	<b>30658</b>	<b>7264</b>	<b>25969</b>	<b>1421</b>	<b>853</b>	<b>626262</b>

PROVINCIAL GOVERNMENT WORKFORCE PROFILE FOR EMPLOYEES WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	4	0	0	0	1	1	0	0	0	0	6
	66,7%	0,0%	0,0%	0,0%	16,7%	16,7%	0,0%	0,0%	0,0%	0,0%	100,0%
Senior Management	16	3	2	6	8	0	1	3	0	0	39
	41,0%	7,7%	5,1%	15,4%	20,5%	0,0%	2,6%	7,7%	0,0%	0,0%	100,0%
Professionally qualified	209	35	16	55	172	32	21	52	0	0	592
	35,3%	5,9%	2,7%	9,3%	29,1%	5,4%	3,5%	8,8%	0,0%	0,0%	100,0%
Skilled	347	62	16	52	414	51	11	67	1	0	1021
	34,0%	6,1%	1,6%	5,1%	40,5%	5,0%	1,1%	6,6%	0,1%	0,0%	100,0%
Semi-skilled	513	38	22	15	491	44	20	27	1	1	1172
	43,8%	3,2%	1,9%	1,3%	41,9%	3,8%	1,7%	2,3%	0,1%	0,1%	100,0%
Unskilled	160	13	3	5	151	19	2	8	0	0	361
	44,3%	3,6%	0,8%	1,4%	41,8%	5,3%	0,6%	2,2%	0,0%	0,0%	100,0%
TOTAL PERMANENT	1249	151	59	133	1237	147	55	157	2	1	3191
	39,1%	4,7%	1,8%	4,2%	38,8%	4,6%	1,7%	4,9%	0,1%	0,0%	100,0%
Temporary employees	87	1	2	1	54	2	0	0	0	1	148
	58,8%	0,7%	1,4%	0,7%	36,5%	1,4%	0,0%	0,0%	0,0%	0,7%	100,0%
<b>GRAND TOTAL</b>	<b>1336</b>	<b>152</b>	<b>61</b>	<b>134</b>	<b>1291</b>	<b>149</b>	<b>55</b>	<b>157</b>	<b>2</b>	<b>2</b>	<b>3339</b>

LOCAL GOVERNMENT WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	446	97	29	66	236	37	11	35	1	0	958
	46,6%	10,1%	3,0%	6,9%	24,6%	3,9%	1,1%	3,7%	0,1%	0,0%	100,0%
Senior Management	1528	167	134	258	901	56	62	106	8	3	3223
	47,4%	5,2%	4,2%	8,0%	28,0%	1,7%	1,9%	3,3%	0,2%	0,1%	100,0%
Professionally qualified	4498	1243	275	1192	3618	743	181	624	55	27	12456
	36,1%	10,0%	2,2%	9,6%	29,0%	6,0%	1,5%	5,0%	0,4%	0,2%	100,0%
Skilled	16625	5355	1482	2308	14186	3255	685	1346	42	19	45303
	36,7%	11,8%	3,3%	5,1%	31,3%	7,2%	1,5%	3,0%	0,1%	0,0%	100,0%
Semi-skilled	25964	7873	1097	935	19606	4963	667	1088	9	1	62203
	41,7%	12,7%	1,8%	1,5%	31,5%	8,0%	1,1%	1,7%	0,0%	0,0%	100,0%
Unskilled	25495	5561	315	194	16491	2344	101	63	6	1	50571
	50,4%	11,0%	0,6%	0,4%	32,6%	4,6%	0,2%	0,1%	0,0%	0,0%	100,0%
TOTAL PERMANENT	74556	20296	3332	4953	55038	11398	1707	3262	121	51	174714
	42,7%	11,6%	1,9%	2,8%	31,5%	6,5%	1,0%	1,9%	0,1%	0,0%	100,0%
Temporary employees	3594	959	30	102	4241	768	22	87	0	1	9804
	36,7%	9,8%	0,3%	1,0%	43,3%	7,8%	0,2%	0,9%	0,0%	0,0%	100,0%
<b>GRAND TOTAL</b>	<b>78150</b>	<b>21255</b>	<b>3362</b>	<b>5055</b>	<b>59279</b>	<b>12166</b>	<b>1729</b>	<b>3349</b>	<b>121</b>	<b>52</b>	<b>184518</b>

LOCAL GOVERNMENT WORKFORCE PROFILE FOR EMPLOYEES WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	5	2	1	2	3	0	0	0	0	0	13
	38,5%	15,4%	7,7%	15,4%	23,1%	0,0%	0,0%	0,0%	0,0%	0,0%	100,0%
Senior Management	10	4	2	12	3	2	0	1	0	0	34
	29,4%	11,8%	5,9%	35,3%	8,8%	5,9%	0,0%	2,9%	0,0%	0,0%	100,0%
Professionally qualified	47	37	4	40	23	10	1	19	0	0	181
	26,0%	20,4%	2,2%	22,1%	12,7%	5,5%	0,6%	10,5%	0,0%	0,0%	100,0%
Skilled	147	116	26	80	100	81	12	48	1	0	611
	24,1%	19,0%	4,3%	13,1%	16,4%	13,3%	2,0%	7,9%	0,2%	0,0%	100,0%
Semi-skilled	265	146	29	46	168	80	13	40	0	0	787
	33,7%	18,6%	3,7%	5,8%	21,3%	10,2%	1,7%	5,1%	0,0%	0,0%	100,0%
Unskilled	268	108	8	10	107	25	3	2	0	0	531
	50,5%	20,3%	1,5%	1,9%	20,2%	4,7%	0,6%	0,4%	0,0%	0,0%	100,0%
TOTAL PERMANENT	742	413	70	190	404	198	29	110	1	0	2157
	34,4%	19,1%	3,2%	8,8%	18,7%	9,2%	1,3%	5,1%	0,0%	0,0%	100,0%
Temporary employees	16	4	0	2	17	1	0	1	0	0	41
	39,0%	9,8%	0,0%	4,9%	41,5%	2,4%	0,0%	2,4%	0,0%	0,0%	100,0%
<b>GRAND TOTAL</b>	<b>758</b>	<b>417</b>	<b>70</b>	<b>192</b>	<b>421</b>	<b>199</b>	<b>29</b>	<b>111</b>	<b>1</b>	<b>0</b>	<b>2198</b>

PRIVATE SECTOR WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	4430	1775	4115	27751	2830	1267	1983	6965	1318	282	52716
	8,4%	3,4%	7,8%	52,6%	5,4%	2,4%	3,8%	13,2%	2,5%	0,5%	100,0%
Senior Management	15101	5988	10340	45268	9738	4371	6145	23094	3005	1015	124065
	12,2%	4,8%	8,3%	36,5%	7,8%	3,5%	5,0%	18,6%	2,4%	0,8%	100,0%
Professionally qualified	75329	23141	25636	93086	60406	20282	20106	61676	7735	2935	390332
	19,3%	5,9%	6,6%	23,8%	15,5%	5,2%	5,2%	15,8%	2,0%	0,8%	100,0%
Skilled	387426	77640	40852	130505	256913	72445	35620	102499	20001	5933	1129834
	34,3%	6,9%	3,6%	11,6%	22,7%	6,4%	3,2%	9,1%	1,8%	0,5%	100,0%
Semi-skilled	943376	115978	25637	42140	640701	117132	26285	51446	45676	8007	2016378
	46,8%	5,8%	1,3%	2,1%	31,8%	5,8%	1,3%	2,6%	2,3%	0,4%	100,0%
Unskilled	506304	58950	4749	6724	368945	58891	2736	2882	36032	11321	1057534
	47,9%	5,6%	0,4%	0,6%	34,9%	5,6%	0,3%	0,3%	3,4%	1,1%	100,0%
TOTAL PERMANENT	1931966	283472	111329	345474	1339533	274388	92875	248562	113767	29493	4770859
	40,5%	5,9%	2,3%	7,2%	28,1%	5,8%	1,9%	5,2%	2,4%	0,6%	100,0%
Temporary employees	208974	30887	3221	9134	193757	33901	2737	7426	17001	9122	516160
	40,5%	6,0%	0,6%	1,8%	37,5%	6,6%	0,5%	1,4%	3,3%	1,8%	100,0%
<b>GRAND TOTAL</b>	<b>2140940</b>	<b>314359</b>	<b>114550</b>	<b>354608</b>	<b>1533290</b>	<b>308289</b>	<b>95612</b>	<b>255988</b>	<b>130768</b>	<b>38615</b>	<b>5287019</b>

PRIVATE SECTOR WORKFORCE PROFILE FOR EMPLOYEES WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	65	38	109	413	53	41	67	95	9	0	890
	7,3%	4,3%	12,2%	46,4%	6,0%	4,6%	7,5%	10,7%	1,0%	0,0%	100,0%
Senior Management	152	119	164	606	92	87	108	299	14	2	1643
	9,3%	7,2%	10,0%	36,9%	5,6%	5,3%	6,6%	18,2%	0,9%	0,1%	100,0%
Professionally qualified	635	279	340	1303	414	253	232	884	36	12	4388
	14,5%	6,4%	7,7%	29,7%	9,4%	5,8%	5,3%	20,1%	0,8%	0,3%	100,0%
Skilled	3263	899	612	2292	2732	877	429	1576	88	20	12788
	25,5%	7,0%	4,8%	17,9%	21,4%	6,9%	3,4%	12,3%	0,7%	0,2%	100,0%
Semi-skilled	9542	1320	434	846	9084	1283	411	980	357	15	24272
	39,3%	5,4%	1,8%	3,5%	37,4%	5,3%	1,7%	4,0%	1,5%	0,1%	100,0%
Unskilled	6774	849	158	267	6541	764	127	101	272	31	15884
	42,6%	5,3%	1,0%	1,7%	41,2%	4,8%	0,8%	0,6%	1,7%	0,2%	100,0%
TOTAL PERMANENT	20431	3504	1817	5727	18916	3305	1374	3935	776	80	59865
	34,1%	5,9%	3,0%	9,6%	31,6%	5,5%	2,3%	6,6%	1,3%	0,1%	100,0%
Temporary employees	2244	302	55	62	3193	253	46	41	16	17	6229
	36,0%	4,8%	0,9%	1,0%	51,3%	4,1%	0,7%	0,7%	0,3%	0,3%	100,0%
<b>GRAND TOTAL</b>	<b>22675</b>	<b>3806</b>	<b>1872</b>	<b>5789</b>	<b>22109</b>	<b>3558</b>	<b>1420</b>	<b>3976</b>	<b>792</b>	<b>97</b>	<b>66094</b>

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	253	25	34	63	174	24	26	41	8	1	649
	39,0%	3,9%	5,2%	9,7%	26,8%	3,7%	4,0%	6,3%	1,2%	0,2%	100,0%
Senior Management	1055	123	135	256	819	77	92	206	56	20	2839
	37,2%	4,3%	4,8%	9,0%	28,8%	2,7%	3,2%	7,3%	2,0%	0,7%	100,0%
Professionally qualified	4675	473	455	1393	4328	456	415	1045	219	84	13543
	34,5%	3,5%	3,4%	10,3%	32,0%	3,4%	3,1%	7,7%	1,6%	0,6%	100,0%
Skilled	10704	942	540	1211	12138	1000	536	1123	50	38	28282
	37,8%	3,3%	1,9%	4,3%	42,9%	3,5%	1,9%	4,0%	0,2%	0,1%	100,0%
Semi-skilled	9483	831	170	183	9624	909	243	383	3	8	21837
	43,4%	3,8%	0,8%	0,8%	44,1%	4,2%	1,1%	1,8%	0,0%	0,0%	100,0%
Unskilled	4480	291	15	17	4556	331	9	8	9	5	9721
	46,1%	3,0%	0,2%	0,2%	46,9%	3,4%	0,1%	0,1%	0,1%	0,1%	100,0%
TOTAL PERMANENT	30650	2685	1349	3123	31639	2797	1321	2806	345	156	76871
	39,9%	3,5%	1,8%	4,1%	41,2%	3,6%	1,7%	3,7%	0,4%	0,2%	100,0%
Temporary employees	1555	91	28	54	1893	82	34	41	11	2	3791
	41,0%	2,4%	0,7%	1,4%	49,9%	2,2%	0,9%	1,1%	0,3%	0,1%	100,0%
<b>GRAND TOTAL</b>	<b>32205</b>	<b>2776</b>	<b>1377</b>	<b>3177</b>	<b>33532</b>	<b>2879</b>	<b>1355</b>	<b>2847</b>	<b>356</b>	<b>158</b>	<b>80662</b>

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	1	0	2	1	2	1	1	2	0	0	10
	10,0%	0,0%	20,0%	10,0%	20,0%	10,0%	10,0%	20,0%	0,0%	0,0%	100,0%
Senior Management	10	1	3	5	9	1	0	5	2	0	36
	27,8%	2,8%	8,3%	13,9%	25,0%	2,8%	0,0%	13,9%	5,6%	0,0%	100,0%
Professionally qualified	55	3	11	50	28	6	15	27	1	0	196
	28,1%	1,5%	5,6%	25,5%	14,3%	3,1%	7,7%	13,8%	0,5%	0,0%	100,0%
Skilled	135	13	13	55	136	16	10	33	0	0	411
	32,8%	3,2%	3,2%	13,4%	33,1%	3,9%	2,4%	8,0%	0,0%	0,0%	100,0%
Semi-skilled	207	24	6	20	176	18	5	24	0	0	480
	43,1%	5,0%	1,3%	4,2%	36,7%	3,8%	1,0%	5,0%	0,0%	0,0%	100,0%
Unskilled	44	4	0	1	52	1	0	2	0	0	104
	42,3%	3,8%	0,0%	1,0%	50,0%	1,0%	0,0%	1,9%	0,0%	0,0%	100,0%
TOTAL PERMANENT	452	45	35	132	403	43	31	93	3	0	1237
	36,5%	3,6%	2,8%	10,7%	32,6%	3,5%	2,5%	7,5%	0,2%	0,0%	100,0%
Temporary employees	21	1	0	0	22	0	0	0	0	0	44
	47,7%	2,3%	0,0%	0,0%	50,0%	0,0%	0,0%	0,0%	0,0%	0,0%	100,0%
<b>GRAND TOTAL</b>	<b>473</b>	<b>46</b>	<b>35</b>	<b>132</b>	<b>425</b>	<b>43</b>	<b>31</b>	<b>93</b>	<b>3</b>	<b>0</b>	<b>1281</b>



NON PROFIT ORGANISATIONS WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	344	81	53	272	199	57	36	227	40	26	1335
	25,8%	6,1%	4,0%	20,4%	14,9%	4,3%	2,7%	17,0%	3,0%	1,9%	100,0%
Senior Management	1225	198	131	587	956	210	136	716	99	60	4318
	28,4%	4,6%	3,0%	13,6%	22,1%	4,9%	3,1%	16,6%	2,3%	1,4%	100,0%
Professionally qualified	4280	961	303	1544	4819	1068	372	2057	247	190	15841
	27,0%	6,1%	1,9%	9,7%	30,4%	6,7%	2,3%	13,0%	1,6%	1,2%	100,0%
Skilled	15859	4503	476	2561	20761	6989	725	4791	224	211	57100
	27,8%	7,9%	0,8%	4,5%	36,4%	12,2%	1,3%	8,4%	0,4%	0,4%	100,0%
Semi-skilled	18642	4427	223	1077	23639	12554	409	4460	145	187	65763
	28,3%	6,7%	0,3%	1,6%	35,9%	19,1%	0,6%	6,8%	0,2%	0,3%	100,0%
Unskilled	15505	3219	33	265	15767	3546	49	235	89	52	38760
	40,0%	8,3%	0,1%	0,7%	40,7%	9,1%	0,1%	0,6%	0,2%	0,1%	100,0%
TOTAL PERMANENT	55855	13389	1219	6306	66141	24424	1727	12486	844	726	183117
	30,5%	7,3%	0,7%	3,4%	36,1%	13,3%	0,9%	6,8%	0,5%	0,4%	100,0%
Temporary employees	9455	582	50	210	18355	956	70	265	18	40	30001
	31,5%	1,9%	0,2%	0,7%	61,2%	3,2%	0,2%	0,9%	0,1%	0,1%	100,0%
<b>GRAND TOTAL</b>	<b>65310</b>	<b>13971</b>	<b>1269</b>	<b>6516</b>	<b>84496</b>	<b>25380</b>	<b>1797</b>	<b>12751</b>	<b>862</b>	<b>766</b>	<b>213118</b>

NON PROFIT ORGANISATIONS WORKFORCE PROFILE FOR EMPLOYEES WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	2	1	2	5	3	1	0	5	1	0	20
	10,0%	5,0%	10,0%	25,0%	15,0%	5,0%	0,0%	25,0%	5,0%	0,0%	100,0%
Senior Management	17	2	3	18	8	4	1	21	0	1	75
	22,7%	2,7%	4,0%	24,0%	10,7%	5,3%	1,3%	28,0%	0,0%	1,3%	100,0%
Professionally qualified	40	11	6	46	44	5	5	28	0	0	185
	21,6%	5,9%	3,2%	24,9%	23,8%	2,7%	2,7%	15,1%	0,0%	0,0%	100,0%
Skilled	129	20	8	76	129	21	12	70	0	2	467
	27,6%	4,3%	1,7%	16,3%	27,6%	4,5%	2,6%	15,0%	0,0%	0,4%	100,0%
Semi-skilled	168	32	6	46	141	41	10	71	1	1	517
	32,5%	6,2%	1,2%	8,9%	27,3%	7,9%	1,9%	13,7%	0,2%	0,2%	100,0%
Unskilled	180	36	2	60	125	31	0	56	0	1	491
	36,7%	7,3%	0,4%	12,2%	25,5%	6,3%	0,0%	11,4%	0,0%	0,2%	100,0%
TOTAL PERMANENT	536	102	27	251	450	103	28	251	2	5	1755
	30,5%	5,8%	1,5%	14,3%	25,6%	5,9%	1,6%	14,3%	0,1%	0,3%	100,0%
Temporary employees	39	1	0	2	26	1	0	1	0	0	70
	55,7%	1,4%	0,0%	2,9%	37,1%	1,4%	0,0%	1,4%	0,0%	0,0%	100,0%
<b>GRAND TOTAL</b>	<b>575</b>	<b>103</b>	<b>27</b>	<b>253</b>	<b>476</b>	<b>104</b>	<b>28</b>	<b>252</b>	<b>2</b>	<b>5</b>	<b>1825</b>

EDUCATIONAL INSTITUTION WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	123	24	36	263	93	27	25	248	17	5	861
	14,3%	2,8%	4,2%	30,5%	10,8%	3,1%	2,9%	28,8%	2,0%	0,6%	100,0%
Senior Management	612	113	110	739	424	107	149	1140	150	63	3607
	17,0%	3,1%	3,0%	20,5%	11,8%	3,0%	4,1%	31,6%	4,2%	1,7%	100,0%
Professionally qualified	14158	992	2202	4936	24798	1719	3571	9873	2209	1188	65646
	21,6%	1,5%	3,4%	7,5%	37,8%	2,6%	5,4%	15,0%	3,4%	1,8%	100,0%
Skilled	30826	2028	1815	3831	81357	4506	6268	12164	1357	1132	145284
	21,2%	1,4%	1,2%	2,6%	56,0%	3,1%	4,3%	8,4%	0,9%	0,8%	100,0%
Semi-skilled	19817	1215	329	669	36528	2460	655	2366	183	213	64435
	30,8%	1,9%	0,5%	1,0%	56,7%	3,8%	1,0%	3,7%	0,3%	0,3%	100,0%
Unskilled	12214	746	76	171	24925	1115	63	145	153	99	39707
	30,8%	1,9%	0,2%	0,4%	62,8%	2,8%	0,2%	0,4%	0,4%	0,2%	100,0%
TOTAL PERMANENT	77750	5118	4568	10609	168125	9934	10731	25936	4069	2700	319540
	24,3%	1,6%	1,4%	3,3%	52,6%	3,1%	3,4%	8,1%	1,3%	0,8%	100,0%
Temporary employees	33976	908	1113	2620	95171	1907	2713	4271	2093	1157	145929
	23,3%	0,6%	0,8%	1,8%	65,2%	1,3%	1,9%	2,9%	1,4%	0,8%	100,0%
<b>GRAND TOTAL</b>	<b>111726</b>	<b>6026</b>	<b>5681</b>	<b>13229</b>	<b>263296</b>	<b>11841</b>	<b>13444</b>	<b>30207</b>	<b>6162</b>	<b>3857</b>	<b>465469</b>

EDUCATIONAL INSTITUTION WORKFORCE PROFILE FOR EMPLOYEES WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	1	0	0	6	4	0	1	5	0	0	17
	5,9%	0,0%	0,0%	35,3%	23,5%	0,0%	5,9%	29,4%	0,0%	0,0%	100,0%
Senior Management	9	0	2	10	14	2	2	9	1	0	49
	18,4%	0,0%	4,1%	20,4%	28,6%	4,1%	4,1%	18,4%	2,0%	0,0%	100,0%
Professionally qualified	57	7	6	80	175	17	18	106	15	10	491
	11,6%	1,4%	1,2%	16,3%	35,6%	3,5%	3,7%	21,6%	3,1%	2,0%	100,0%
Skilled	156	15	18	97	349	33	25	144	8	8	853
	18,3%	1,8%	2,1%	11,4%	40,9%	3,9%	2,9%	16,9%	0,9%	0,9%	100,0%
Semi-skilled	256	12	6	19	381	19	5	52	0	1	751
	34,1%	1,6%	0,8%	2,5%	50,7%	2,5%	0,7%	6,9%	0,0%	0,1%	100,0%
Unskilled	144	8	1	8	334	9	1	3	0	0	508
	28,3%	1,6%	0,2%	1,6%	65,7%	1,8%	0,2%	0,6%	0,0%	0,0%	100,0%
TOTAL PERMANENT	623	42	33	220	1257	80	52	319	24	19	2669
	23,3%	1,6%	1,2%	8,2%	47,1%	3,0%	1,9%	12,0%	0,9%	0,7%	100,0%
Temporary employees	132	14	1	28	135	17	4	50	8	7	396
	33,3%	3,5%	0,3%	7,1%	34,1%	4,3%	1,0%	12,6%	2,0%	1,8%	100,0%
<b>GRAND TOTAL</b>	<b>755</b>	<b>56</b>	<b>34</b>	<b>248</b>	<b>1392</b>	<b>97</b>	<b>56</b>	<b>369</b>	<b>32</b>	<b>26</b>	<b>3065</b>

## APPENDIX E: EE REPORTING STATUS FOR PUBLIC UNIVERSITIES FOR 2020, 2021 AND 2022

NO.	UNIVERSITY NAME	REPORT STATUS		
		2020	2021	2022
1	University of Johannesburg	Reported	Reported	Reported
2	University of Pretoria	Reported	Reported	Reported
3	University of Western Cape	Reported	Reported	Reported
4	University of Free State	Reported	Reported	Reported
5	University of Cape Town	Reported	Reported	Reported
6	University of Limpopo	Reported	Reported	Reported
7	University of Venda	Reported	Reported	Reported
8	University of Kwazulu-Natal	Reported	Reported	Reported
9	University of South Africa	Reported	Reported	Reported
10	University of Walter Sisulu	Reported	Reported	Reported
11	Mangosuthu Technikon (now University)	Reported	Reported	Reported
12	University of Witwatersrand	Reported	Reported	Reported
13	University of Fort Hare	Reported	Reported	Reported
14	Cape Peninsula University of Technology	Reported	Reported	Reported
15	Durban University of Technology	Reported	Reported	Reported
16	Central University of Technology Free State	Reported	Reported	Reported
17	University of Zululand	Reported	Reported	Reported
18	Vaal University of Technology	Reported	Reported	Reported
19	Tshwane University of Technology	Reported	Reported	Reported
20	North-west University	Reported	Reported	Reported
21	Rhodes University	Reported	Reported	Reported
22	Stellenbosch University	Reported	Reported	Reported
23	Nelson Mandela University	Reported	Reported	Reported
24	Sol Plaatjie University	Reported	Reported	Reported
25	University of Mpumalanga	Reported	Reported	Reported
26	Sefako Makgatho Health Science University	Not Reported	Reported	Not Reported

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

OCCUPATIONAL LEVELS	Pat- erson Classic (levels)	Pat- erson Modern (bands)	ReMea- sure (points)	Hay Units (points)	Hay De- cision Tree (© points)	Per- omnes (points)	Task (levels)	JEasy (lev- els)	DESCRIPTION
Top Management/ Executives	F+1 – F+5	G Band <sup>2</sup>	300-349	3581-7160		1++			Controls the functional integration of the business. Determines the overall strategy and objectives of the business. Directs the company into the future. The nature of the work and focus is long-term. Sign-off on policy or strategy
	F1 – F5	F Lower-F Upper	250-299	1801-3580	225-275	1 to 1+	23-26	6a-6e	
Senior Manage- ment	E1-E5	E Lower-E Upper	200-249	735-1800	175-224	3-2	19-22	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 & experi- enced specialists/ mid-management	D1-D5	D Lower-D Upper	150-199	371-734	125-174	6-4	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	75-124	10-7	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 deci- sion-making	B1-B5	B Lower-B Upper	50-99	85-191	25-74	11-15	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	0-24	16-19	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

<sup>2</sup> The F+1 – F+5 levels are commonly referred to as the G Band in industry and extend beyond the Patterson Classic F5 band.









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