

# 24TH COMMISSION FOR EMPLOYMENT EQUITY (CEE) ANNUAL REPORT (2023/24)

"BRIDGING THE EQUITY GAP THROUGH DIVERSITY AND INCLUSION"



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Department:  
Employment and Labour  
REPUBLIC OF SOUTH AFRICA









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## GLOSSARY

B-BBEE	Broad-Based Black Economic Empowerment
CCMA	Commission for Conciliation, Mediation and Arbitration
CEE	Commission for Employment Equity
CGE	Commission on Gender Equality
Department	Department of Employment and Labour
DG	Director-General of the Department of Employment and Labour
Designated groups	“Designated groups” mean black people, women and people with disabilities who are citizens of the Republic of South Africa by birth or descent; or became citizens of the Republic of South Africa by naturalization – before 27 April 1994; or after 26 April 1994 and who would have been entitled to acquire citizenship by naturalization prior to that date but who were precluded by apartheid policies
EAP	Economically Active Population (EAP) includes people from 15 to 64 years of age who are either employed or unemployed and are seeking employment
ILO	International Labour Organisation
MINISTER	Minister of Employment and Labour
NEDLAC	National Economic Development and Labour Council
NPO	Non-Profit Organisation
POPULATION GROUPS	African, Coloured, Indian, White and Foreign National
PSC	Public Service Commission
SECRETARIAT	Employment Equity Directorate
STATS SA	Statistics South Africa



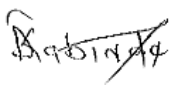
## FOREWORD

It has been 26 years since the Employment Equity Act was put into effect and 30 years since the start of democratic South Africa. However, there is still strong debate and emotional reaction surrounding the legitimacy of employment equity and equality. The implementation of the Employment Equity Act often leads to legal challenges, some of which seem more like political manoeuvres rather than genuine disagreements with the Act's objectives. Both the Commission for Employment Equity and the Department of Employment and Labour have faced legal action or threats related to the EE Amendment Act, which have hindered progress toward achieving the goals outlined in the Constitution.

The EE Amendment Act has yet to be fully implemented due to the absence of a proclamation date, leading to many of the benefits intended by these amendments remaining out of reach. It is evident that South Africans must come together through constructive means to form a social compact that will drive the country towards the necessary transformation of the labour market. The Commission for Employment Equity and the Department of Employment and Labour are dedicated to working towards this goal. Much of the recent efforts have been focused on refining policy tools for the EE Amendment Act, including publishing related Regulations, reviewing comments, and making necessary adjustments based on feedback received. This work is ongoing.

Additionally, there has been a concerted effort to address the challenges faced by Persons with Disabilities in the workplace. The report extensively examines sectoral trends and challenges faced by this group, with a focus on combating discrimination against Persons with Disabilities. There is a clear commitment to improving the employment and development opportunities for Persons with Disabilities, with a call for employers to actively participate in creating more inclusive employment policies and practices.

The fight against discrimination in all its forms continues, and we are determined to play our part in this ongoing effort. Special thanks are extended to the Minister, the Honourable Thulas Nxesi, the Secretariat, and Commissioners for their dedication and contributions to advancing this important agenda throughout the past year.



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**T Kabinde, Ms**

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





## MEMBERS OF THE COMMISSION FOR EMPLOYMENT EQUITY

Members of the CEE are appointed by the Minister of Employment and Labour according to section 29(1) of the EEA, which includes the appointment of the Chairperson and eight (8) members nominated by NEDLAC Social Partners, i.e. two each from the Organised Business, Organised Labour, Community and the State.

### CHAIRPERSON: COMMISSION FOR EMPLOYMENT EQUITY

#### Ms Tabea Kabinde



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 International Labour Organisation. From 2016 to 2018, she represented the CEE at United Nations' Commission on the Status of Women (CSW). She has facilitated numerous dialogues including at the United Nations at the CSW 2018. Tabea was the Chairperson of the 4th Commission for Employment Equity and was reappointed by Minister Thulas Nxesi in December 2020 to chair the 5th 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 was also involved in CAPES (Confederation of Associations in the Private Employment Sector) which is an umbrella body, which represents a unified voice for the South African staffing industry.

Tabea has received a number of accolades. This includes The Business Woman of the Year Award conferred by the South African Business Women Council in 2013 as well as the Founders Cup conferred by APSO in 2014. She is currently finalising her PhD (Doctor of Philosophy *"A Model to Complement Legislation in Accelerating Employment Equity in South Africa"*) with the University of Witwatersrand.

### 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 and Director of Global Business Solutions and has been with the company for 20 years. Her area of expertise is in Human Capital, as well as 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 has chaired a number of Education Trusts in order to facilitate opportunities for under privileged communities. She is the Director of Khulisani Learning Academy for Persons with Disabilities. She has served in Remuneration Committees, Social and Ethics Committee and Nomination Committees. She was an IPM Finalist for Business Leader Award, 2023 and a finalist for Business woman Award, Border-Kei Chamber of Business.

## ORGANISED BUSINESS



### Ms Zinzisa Pearl Mgolodela

Ms 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.

## COMMUNITY CONSTITUENCY



### Mr Puleng Tsebe

Mr Puleng Tsebe is a retired educator. He was a lecturer at Mokopane College of Education and later appointed as principal at Alfred Masebe School. He became a councillor at Mogalakwena and Waterberg District Municipalities. He is active within the disability community and has held many leadership positions. Among those are, the National Deputy Chairperson for 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. He is also the Treasurer General of the South African National Deaf Association (SANDA).

## COMMUNITY CONSTITUENCY



### Ms Laura Kganyago

Ms Laura-Joyce Kganyago is the Secretary General of the Women's National Coalition (WNC). She represents WNC at NEDLAC as part of the Community Constituency's Committee of Principals. She also serves as the Community Convenor in the Development Chamber of NEDLAC. She has completed a certificate programme in Community Development Training at Pennsylvania University in Philadelphia.

She also completed an NGO Directors' Leadership and Governance Training programme at the HAIFA Management Institute for NGO's in Israel. She has served in various boards including Proudly SA, UIF and Credit Ombud Council. She has also served as a thematic chairperson of the Democracy and Political Governance in the African Peer Review Mechanism's National Governing Council. She currently serves on the Names Verification Committee at Freedom Park and is a member of the National Council of African Women.



## GOVERNMENT CONSTITUENCY

### Ms Stieneke Jensma



Ms Steineke Jensma has extensive experience in development finance, regional industrial development, infrastructure delivery and strategy. She has served in various positions throughout the African continent in the private sector, government and non-profit companies. Steinke serves on a number of boards and is currently the Chief Operations Officer at the Industrial Zones Programme at the Industrial Development Corporation.

She holds an MBA from the University of Pretoria, a BCom Degree from the University of Swaziland, an Executive Leadership Certificate and, is a Certified Associate to the Institute of Bankers CAIB (SA).

## GOVERNMENT CONSTITUENCY

### Ms Dineo Mmako



Ms. Dineo Mmako is the Chief Director of Monitoring and Evaluation in the Department of Women, Youth, and Persons with Disabilities (DWYPD). She has held various positions in The Presidency and the 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 holds a Master's Degree in Management, specializing in Public Sector Monitoring and Evaluation, and a Bachelor of Science with majors in Statistics and Chemistry. Her additional academic credentials include Postgraduate Certificates in Advanced Management, Business Project Management, Monitoring and Evaluation, Public Management, and Strategic

Management. She has two decades of experience in data management and analysis, and over a decade in monitoring and evaluation, as well as in the coordination and facilitation of government programmes and interventions.

## ORGANISED LABOUR

### Mr Bhabhali ka Maphikela Nhlapo



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

## ORGANISED LABOUR

### Mr Gerald Twala

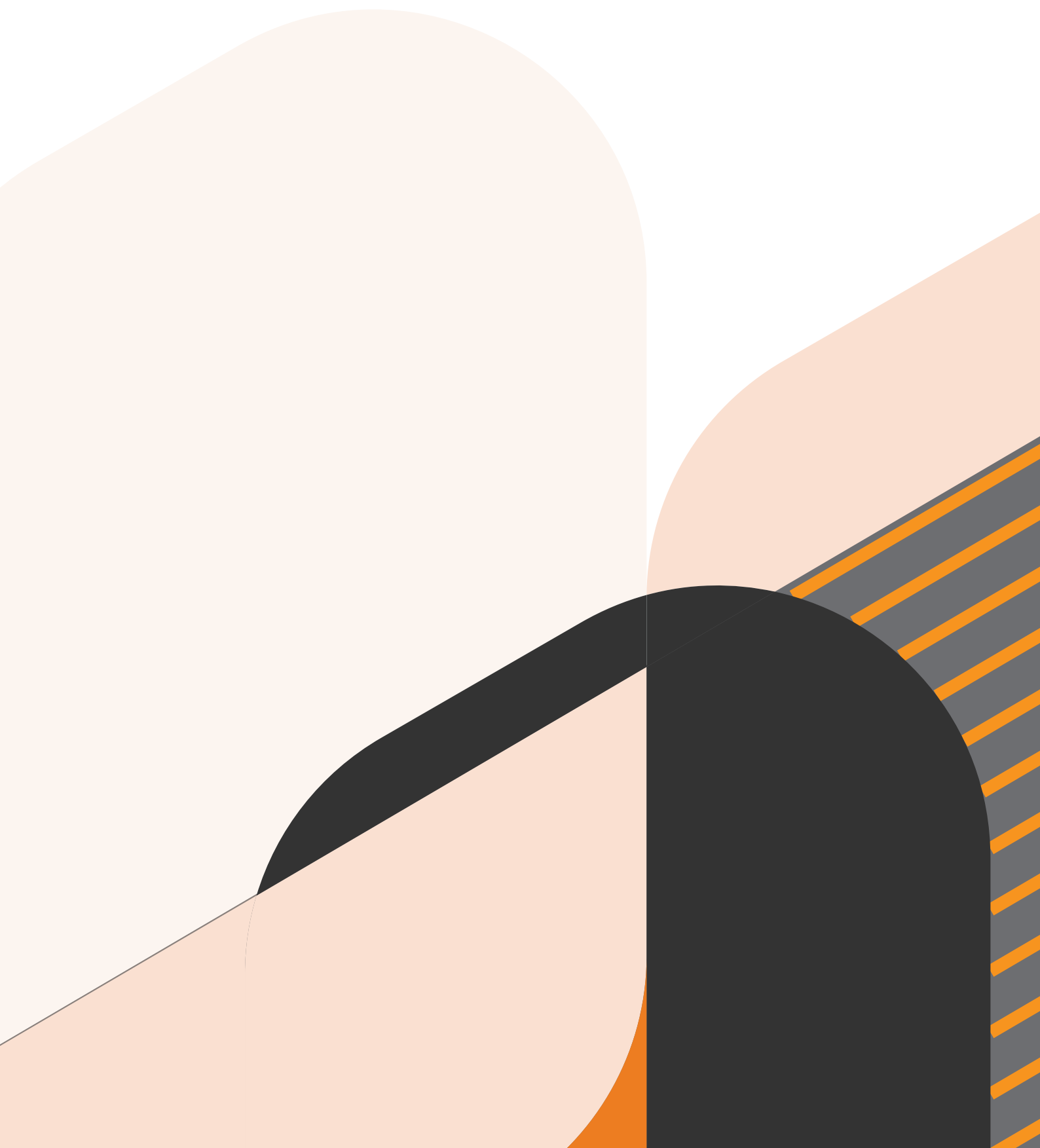


Mr Twala began his career as a teacher in 1996 and continued in this role until 2004. He then transitioned to become a Special Projects Officer at the Greater Tzaneen Municipality before moving on to the position of Integrated Development Planning (IDP) Manager, where he served until 2014. In the same year, he was elected as the COSATU Limpopo Provincial Secretary.

During his educational journey, Mr Twala obtained an NQF 6 Specialist Local Government Programme Certificate from the Durban University of Technology in 2008. He further Advanced his career by taking up the roles of Shop Steward and Branch Secretary of the

South African Municipal Workers Union (SAMWU) in the Greater Tzaneen Municipality. Between 2012 and 2014, he served as a Central Executive Committee member of SAMWU.

Since 2014, Mr Twala has held various impactful positions, including serving on the Limpopo Provincial Government Premier's Economic Growth Advisory Council. He has been the Chairperson of the Limpopo Provincial Geographical Names Council. As of 2022, he serves as the COSATU Deputy General Secretary and was appointed as a Commissioner for the Commission of Employment Equity in 2023.







## 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 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.

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 recognizing the achievements of employers for furthering the purpose of the Act.

Section 33 of the EEA requires the CEE to submit a report to the Minister on an annual basis. The purpose of this annual report is to provide the status of employment equity in the labour market, which is based on the EE data from EE reports submitted by designated employers in terms of section 21 of the EEA, to assist in the tracking of progress in employment equity amongst other things. The progress is mainly informed by the demographic information of the National and Provincial Economically Active Population (EAP) obtained from the Quarterly Labour Force Survey (QLFS) issued by Statistics South Africa (Stats SA).

This is the 24th annual report by CEE covering the period from 1 April 2023 to 31 March 2024. The annual activities covered in this report 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 and ends on 30 November 2025.

## 2. KEY STRATEGIC OBJECTIVES OF THE 5<sup>TH</sup> CEE

In line with the government's priority of expediting economic growth and transforming the economy in order to meet the objectives of the South African Constitution and to provide decent work, the Commission for Employment Equity (CEE) has set out the following key objectives for their 5-year term of office:

- 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.

## 3. HIGHLIGHTS FOR THE PERIOD

This section of the report covers key activities for the 2023/2024 reporting period.

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

It is important to highlight that the Employment Equity (EE) Amendment Act, No. 4 of 2022 (EE Amendment Act) was assented into law by the President on 6 April 2023 and subsequently published in the Government Gazette on 14 April 2023. The main objectives of these EE Amendments include the following:

- To reduce the regulatory burden for small employers, i.e. those employers that employ from 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; and
- To promulgate Section 53 to enable the issuing of EE compliance certificates as a prerequisite for access to contracts for doing business with any organ of the state.

Preparations for the promulgation of the commencement date started immediately when the EE Amendment Act of 2022 was signed into law. As part of the preparations and the consultation process with stakeholders, including the public, the Draft Regulations on the proposed sector numerical targets were published for public comment for 30 days starting from 12 May 2023 to 11 June 2023.

The revised Draft Regulations on the proposed sector numerical targets were re-published on 1 February 2024 by the Minister for further public comment. The main objective for the re-publication is to enhance the consultation process and enrich the final content of the Regulations on the sector numerical targets. The public is urged to submit their written comments within a 90-day period starting from 1 February until 2 May 2024.

### 3.2. Stakeholder Engagements

In line with the government's priority of speeding up economic growth and transforming the economy in order to create decent work, the CEE has embarked on various initiatives as outlined below:

#### 3.2.1. Capacity building for trade unions on the Code of Good Practice on the Preparation, Implementation and Monitoring of the EE Plan

It is acknowledged that employees and the trade unions play a pivotal role in the workplace to monitor the compliance with all labour laws, in particular, in the elimination of unfair discrimination and the transformation of the labour market in the country. Therefore, the CEE found it prudent to conduct separate workshops with representatives from different trade unions to promote dialogue and strengthen "workplace activism" on the implementation of the EEA and the monitoring of compliance levels at a workplace level.

On 13 June 2023, the CEE conducted a workshop with representatives from different trade unions as part of the capacity building process, focusing on the roles and responsibilities of trade union members participating in EE Consultative Forums/Committees within their respective workplaces. The roles and responsibilities of EE Consultative Forums/Committees include participation in matters for consultation regarding:

- Conducting of analysis of the workforce profile, and employment policies, practices, procedures and the work environment;
- Preparation and implementation of the employment equity plan; and
- Ensuring the submission of annual EE reports to the Department.

In addition, the CEE unpacked the Code of Good Practice on the Preparation, Implementation and Monitoring of Employment Equity Plans. In order to raise awareness and educate, the representatives from trade unions were also updated on the Employment Equity Amendments and the Draft Regulations on the proposed sector numerical targets published on 12 May 2023 for 30 days for public comment.

#### 3.2.2. Awareness campaigns on the EE Amendments, EE Reporting and Case Law on unfair discrimination

In pursuance of its five-year strategic objective to empower employers, employees, trade unions and the public as a whole to drive transformation, the CEE has made it a tradition to forge a partnership with the Commission for Conciliation, Mediation and Arbitration (CCMA), under the theme "Transformation-Makes Business Sense" on an annual basis to promote dialogue on employment equity and the transformation agenda in the Labour Market.

In the financial year 2023/2024, the CEE conducted national EE Workshops/Roadshows jointly with the CCMA in the months of July, August and September 2023 respectively covering seventeen (17) towns across the nine (9) provinces focusing on the following:

- Presentation of the status of transformation in the Labour market as reflected in the 2022-2023 EE Annual Report (23<sup>rd</sup> CEE Annual Report);
- Raising awareness and providing clarification on the EE Amendments and proposed sector EE targets, including their impact on the EE Plans;
- Sharing of the unfair discrimination cases handled by the CCMA and the various Labour Courts, including the Constitutional Court on the application of the EEA; promotions and appointments in the workplace; and
- Demonstration of the enhancements to the EE System developed to incorporate the proposed sector EE targets and the issuing of the EE Certificate of Compliance.

To complement the EE workshops/ Roadshows conducted, the Minister undertook Ministerial EE Imbizos to further clarify the EE Amendments and the intention of the Draft Regulation on the proposed sector EE targets published in the Government Gazette on 12 May 2023 for public comments for 30 days. Three (3) EE Imbizos were held in KwaZulu-Natal in Chatsworth; Western Cape in Mitchells Plain; and in the Eastern Cape in Qqerberha.

Stakeholder engagements will continue in order to further clarify the EE Amendments and the proposed sector EE targets in the 2024/2025 financial year, whilst awaiting the proclamation date for the commencement of the Employment Equity Amendment Act, No. 4 of 2022.

### **3.2.3. Stakeholder Engagement on Employment of Persons with Disabilities**

It has become evident over the 25 years since the inception of the EEA that there has not been a significant change in the employment of persons with disabilities in the labour market. In fact, the representation of this particular designated group has remained at around 1% over 25 years of the EEA in both the Private and the Public sectors. It is against this backdrop that on 29 February 2024, the CEE and the CCMA hosted a stakeholder engagement on the employment of persons with disabilities.

The key objectives of this stakeholder engagement were to assess the challenges faced by persons with disabilities in the process of their employment and retention in the labour market; and to explore possible solutions in terms of policy and or practice to prevent and eliminate potential barriers in this regard. Various stakeholders such as NEDLAC Social Partners (i.e. Organised Business; Organised Labour; Community Constituency; and the Government); Strategic Partners (i.e. Commission on Gender Equality; and Public Service Commission); DEL Inspections and Enforcement Services; Public Employment Services; Supported Employment Enterprises and Organisations of persons with disabilities attended the engagement.

At this engagement, an overview was provided on Employment Equity policy tools for the employment of persons with disabilities, which included the Code of Good Practice and the Technical Assistance Guidelines. In addition, the CCMA presented some of the key cases involving unfair discrimination and the employment of the persons with disabilities, including challenges faced by complainants in lodging disputes at the CCMA.

Presentations were also made by the Department of Women, Youth and Persons with Disabilities and Business Unity South Africa on some of the challenges and possible solutions for the employment of persons with disabilities in both the Public and the Private Sector. In addition, STATS SA made a presentation on the challenges experienced in data collection on the EAP for persons with disabilities. A Person with disabilities also shared some of her life experiences in employment.

Some of the key challenges identified at this engagement included uncertainties on the collection of data for the Economically Active Population (EAP) of persons with disabilities by Stats South Africa, provision of reasonable accommodation; and the closing of the technological and digital gap in the labour market.

Stakeholders agreed to communicate any further possible solutions for policy intervention and possible incorporation in the review and amendment process of the existing policy tools on the employment of persons with disabilities by the CEE.





## 4. A CCMA perspective on unfair discrimination cases based on disability

### 4.1. Introduction

Dealing with cases of alleged unfair discrimination based on a ground of disability is often complex. This is because not all forms of disability are physically visible and obvious, employees often fail to notify their employers of an existing disability and what sort of reasonable accommodation they may require managing it, and because there are limits to which an employer may be expected to reasonably accommodate an employee's disability. Prior to reading the summary of identified case law, it is necessary to remind readers of the test for unfair discrimination as set out in the Constitutional Court judgment of *Harksen v Lane NO & Others* [1998] 1 SA 300 (CC).

#### The test for Unfair Discrimination – *Harksen v Lane*<sup>1</sup>

The **first stage** of the inquiry is **whether there has been discrimination**. If there has not been any discrimination, the enquiry ends there. The **second stage** of the inquiry requires a determination of **whether the discrimination was fair**.

#### Stage One

The first part of this stage of the inquiry requires an employee to allege, with the support of *prima facie* evidence, that the employee was subjected to employer's policies or procedures that differentiated against him/her/they. The employee must allege that the employer treated that employee differently, and that the differentiation is linked to a ground listed in section 6(1) of the Employment Equity Act. Differentiation amounts to "discrimination" only when an employee is treated differently based on one or more of the grounds listed in section 6(1) of the EEA, which include arbitrary grounds. The test to be applied is "but for" the ground/s, would the differential treatment not have followed."<sup>2</sup>

The third and most critical aspect to be determined at this stage and which is often very challenging for unrepresented applicants to understand and verbalise to a commissioner or a Court is whether the **ground** relied upon is one that is **specifically listed** in section 6(1) of the Employment Equity Act or is it an **arbitrary ground**? If the ground is a specifically listed ground in section 6(1), then differentiation based on that listed /specified ground constitutes discrimination (but, not yet "unfair" discrimination) and the first stage of the enquiry is complete.

If the ground is not a specified or listed ground, then the applicant must prove that the ground will constitute an arbitrary ground for purposes of the EEA. This is done through the leading of evidence by the employee that the ground bears certain qualities which make the specific policy or procedure that allegedly gave rise to the differentiation aligned to a listed ground of unfair discrimination. The Constitutional Court, especially, but not exclusively, in *Harksen v Lane*, set out the principal features of unlisted or arbitrary grounds. Thus, not all grounds alleged will amount to arbitrary grounds. The Constitutional Court has held that the ground alleged to be an 'arbitrary ground' and evidence in support of the allegation must reflect the type of characteristics that informed the differentiation or targeted action as set out below.

1. **"Impact on human dignity"** – This is the single most important characteristic of the listed grounds that discrimination based on any of them has an impact on the human dignity of the victim. The act of discrimination goes to his [or her] very being, his very essence – it attacks who he [or she] is as an individual. An impact on human dignity is NOT that one has merely been insulted, because mere insult does not go as deep as your very humanity or your deepest sense of self.
2. **"Personal attributes attaching to a person / group"** - in other words something biological, physical, social or psychological, a characteristic of a person, an "identifier" of that person e.g. an asylum seeker.
3. **"Analogous to the listed grounds"** - the ground must be similar to a listed ground." For example, in *IMATU v City of Cape Town*<sup>3</sup> it was found that Type I Diabetes is linked to the ground of disability.
4. **"Immutable characteristic"** - a characteristic or attribute of a person that cannot easily be changed or modified. It is those characteristics attaching to a person, those characteristics which he has little or no power to excise from his very being.
5. **"Pejorative in intent"** – the ground must have been used, now and in the past, against the bearers of the characteristic – the singling out of the bearer is pejorative in intent, it is meant to marginalise, to ostracise, to belittle, to alienate, to demean, to degrade, to humiliate and to oppress the bearer of the characteristic.
6. **"Serious"** – the discrimination must have serious impact and consequences for the complainant, and substantially affect their present status.

1. The content of this sub-section is sourced from the Commission for Conciliation, Mediation and Arbitration's (CCMA) *Capacity Building for the Conciliation and Arbitration of Unfair Discrimination Disputes* commissioner capacity building training manual Ref No. M311-2031-01 at pages 97-99 and 101-102.

2. See *Legal Aid SA v Jansen* (2020) 41 ILJ 2580 (LAC); [2020] 11 BLLR 1103 (LAC).

3. *IMATU v City of Cape Town* (2005) 11 BLLR 1084 (LC) at par 92.

## Stage Two

In stage two of the inquiry, a commissioner or Judge is required to determine whether, having established that there was an act of discrimination, whether that discrimination was fair.

This is a separate test from that which forms part of stage one. In *Lagadien v University of Cape Town* (2000) 21 ILJ 2469 (LC) the Court, in dealing with a claim of unfair discrimination on an unspecified ground, was found to have confused the discrimination inquiry with the unfairness inquiry, and in addition, did not consider the impact of such discrimination on the applicant's dignity or any adverse impact in a comparable way.

The focus in this stage is on the EFFECT of the discrimination on the employee. "In respect of *onus*, if the discrimination was on a specified ground, there is a rebuttable presumption of unfairness. The respondent may rebut the presumption by proving the fairness, rationality, and justifiability of the discrimination. There are also defences available to the respondent against claims of unfair discrimination, such as application of the principle of affirmative action, and when the need for differentiation is based on an inherent requirement of the job."

## 4.2. Case Law

The following case summaries illustrate the complexity and the challenges that often face both employees and employers when attempting to navigate the experience of disability in the workplace.

### Physical disability

#### ***Damons v City of Cape Town* (CCT 278/20) [2022] 43 ILJ 1549 (CC); 2022 (10) BCLR 1202 (CC) (30 March 2022)**

Mr Adam Damons, the applicant, was employed by the City of Cape Town where he commenced his employment as a firefighter on 1 February 2001. He was injured on duty after his employer did not follow safety measures during a fire fitness drill. There was a disagreement between the officer in charge of the drill and one of the firefighters. The officer decided to retaliate by instructing all the participating firefighters, including Mr Damons, to carry their firefighter colleagues instead of carrying the lighter "test dummy dolls" that were normally used during the drills. Despite Mr Damons' objection to this on the ground of safety, he was instructed to get onto another person's back. That person was not able to carry Mr Damons and Mr Damons fell from the second to the first floor. The injuries that he sustained from the fall led to permanent disability preventing him from undertaking strenuous physical activity and from being able to carry weight above 10kg.

In terms of his years of service, by 2008 he was eligible to apply for promotion or advancement to the position of senior firefighter. On 1 April 2009, the respondent introduced its Fire and Rescue Advancement Policy (Policy), which was applicable to its operational Fire and Rescue Service. Physical fitness was included as an inherent requirement of the job. In 2010, the applicant applied for a promotion, which was not granted due to the disability. He believed that he might have been promoted in 2011 but for the disability that he sustained at work.

On 3 May 2012 – Mr Damons was advised of an incapacity inquiry. This inquiry served to "assess whether he suffered from incapacity related to ill-health or injury, and if so, the nature and extent of his incapacity. If the incapacity was permanent, then the respondent would investigate the extent to which the applicant's work circumstances might be adapted to accommodate his disability".<sup>4</sup>

On 23 January 2013, following the incapacity assessment, Mr Damons was placed in an alternative job requiring him to perform administrative and educational work. Despite not being able to fight fires, Mr Damons kept his designation as a firefighter and the related salary level. Damons agreed to the transfer if "his current remuneration package as well as future promotions" remained applicable.<sup>5</sup> Later, Mr Damons applied for advancement to the position of senior firefighter. For this, he requested the respondent to relax the physical fitness requirement for the job. The employer refused the application for advancement and did not advance or promote him to any position after his transfer.

Mr Damons challenged the decision of the employer through the Labour Court and Labour Appeal Court, until eventually appearing before the Constitutional Court. The employer claimed that it was not obliged to reasonably accommodate Mr Damons as a firefighter, as Mr Damons could not meet the inherent requirement of that job – namely a level of physical ability/fitness. It was further contended that this inherent requirement served to protect it from a claim for unfair and unjustifiable discrimination.<sup>6</sup>

4. *Damons v City of Cape Town* at par 4.

5. *Damons v City of Cape Town* at par 5.

6. *Damons v City of Cape Town* at par 9.

The Constitutional Court held that ‘a genuine inherent requirement of the job is usually a complete defence to a claim for unfair discrimination.’<sup>7</sup> In the majority judgment per Majiet J, it was held that if a [job] requirement is determined to be inherent, then it is not unfair discrimination for an employer to insist on employees meeting the requirement; and the employer cannot be compelled to waive or excuse an inherent requirement to accommodate a person with disability.’ Majiet J held that “It is common cause that the applicant cannot meet the inherent requirements of the job of a senior firefighter.” “No amount of reasonable accommodation will enable the applicant to meet the inherent requirement of physical fitness for a senior firefighter.” Instead, the Constitutional Court held that the respondent had reasonably accommodated Mr Damons, *albeit* in alternative positions including the Finance and Billing section and later in the Fire and Life safety Education section.<sup>8</sup>

The leave to appeal the finding of the Labour Appeal Court judgment was granted, and the appeal was subsequently dismissed.

### **Physical disability - speech**

#### **General Industries Workers Union of South Africa (GIWU) obo Tshaya v African Explosives Ltd J2311/14 (2022) 43 ILJ 2496**

Mr Tshaya, the applicant, was employed by the respondent, African Explosives Ltd (AEL), in 2006. In 2022 (at the time of the Labour Court hearing) Mr Tshaya held the position of an Operator at Grade 27. In 2013, AEL advertised a Technologist position which Mr Tshaya applied for. AEL decided not to shortlist Mr Tshaya for the Technologist position, which decision served as the basis for Mr Tshaya’s claim of unfair discrimination. Prior to this application, Mr Tshaya had experienced numerous other disappointments when applying for alternative positions within AEL.

GIWUSA on behalf of Mr Tshaya lodged an internal grievance challenging the employer’s decision to remove him from the shortlist. According to the uncontested evidence presented before the Labour Court, the employer had repeatedly explained to Mr Tshaya that he did not qualify for the Technologist position because of his severe speech impediment. To resolve the grievance, the employer promoted Mr Tshaya to the position of Lead Operator. Mr Tshaya accepted the promotion. The Labour Court noted that that position came with its own challenges as Mr Tshaya believed that it was not approved by his former doctor as he had to wear a mask or use a respirator.<sup>9</sup> It transpired that the latter situation was accommodated by the employer with the provision of a mask that was specifically designed to accommodate his physical impediment. He had also apparently linked headaches that he experienced to his exposure to chemicals in this job, which link was refuted by AEL’s doctor on the basis that the headaches were tension related.

Mr Tshaya subsequently filed a claim of unfair discrimination on the grounds of disability at the CCMA and in the absence of a resolution of the case at conciliation, he referred his dispute to the Labour Court for adjudication. The Labour Court was required to determine whether Mr Tshaya met all the necessary requirements to be shortlisted, interviewed, and possibly appointed to the Technologist position.<sup>10</sup> While it was not in dispute that AEL had removed him from the shortlist because of his speech impediment, Mr Tshaya disputed that the job advertisement had stipulated that the successful candidate would be required to communicate with clients.<sup>11</sup>

The uncontested report from a Speech Therapist who had assessed Mr Tshaya found that his facial deformity had a severe impact on, amongst other, his ability to put sentences together and to articulate what he was trying to say.<sup>12</sup>

A former shop-steward, Mr Kealeboha Dibotelo (Mr Dibotelo), who had represented Mr Tshaya during the discussions with HR, testified that the crux of Mr Tshaya’s case was the removal of his name from the shortlist as he met the qualifications for the interview and for appointment. Mr Dibotelo reaffirmed Mr Tshaya’s view that communication was not a requirement for the Technologist position.<sup>13</sup> In addition, it was Mr Dibotelo’s view that even if communication was a requirement, its importance was not such that it should have served to deny Mr Tshaya the opportunity to be interviewed as “he had been in the employ of AEL for many years and people were able to communicate with him.”<sup>14</sup>

The employer countered this claim by stating that effective verbal and written communication formed an essential component of the position as the products that AEL developed included explosives used in the mining industry, and it was necessary for the Technologists to engage with suppliers regarding product specifications, with AEL employees on manufacturing requirements, and with clients on their product needs and ultimately on the safe usage of these products.<sup>15</sup>

7. *Damons v City of Cape Town* at par 67.

8. *Damons v City of Cape Town* at par 147.

9. *GIWU obo Tshaya v African Explosives* at par 7.

10. *GIWU obo Tshaya v African Explosives* at par 3.

11. *GIWU obo Tshaya v African Explosives* at par 4.

12. *GIWU obo Tshaya v African Explosives* at par 15.

13. *GIWU obo Tshaya v African Explosives* at par 8.

14. *GIWU obo Tshaya v African Explosives* at par 8.

15. *GIWU obo Tshaya v African Explosives* at par 9.



The Labour Court concluded that Mr Tshaya's severe speech impediment served to prevent him from performing the essential communication requirements of the position of a Technologist, namely, to communicate effectively with all stakeholders and particularly the suppliers and end users of the explosive products that are manufactured by AEL. Accordingly, the Labour Court held that the applicant failed to prove, on a balance of probabilities, that he had been subjected to unfair discrimination on the grounds of disability.<sup>16</sup>

### **Disability – mental illness**

#### **Legal Aid SA v Jansen (2020) 41 ILJ 2580 (LAC); [2020] 11 BLLR 1103 (LAC)**

Mr Jansen, the employee, was dismissed by Legal Aid South Africa ("Legal Aid") for alleged misconduct. Mr Jansen subsequently challenged his dismissal in terms of section 187(1)(f) of the Labour Relations Act 66 of 1995 ("the LRA"), thus claiming an automatically unfair dismissal. The matter was eventually referred to the Labour Court for adjudication. The Labour Court, per Mthombeni AJ, held that Mr Jansen's dismissal was automatically unfair and that he had been unfairly discriminated against, on the ground of depression, in terms of section 6 of the Employment Equity Act ("the EEA").

Mr Jansen started to work for the George Justice Centre in March 2007 as a paralegal. In 2010 he was diagnosed with depression and placed on applicable medication. In October 2010 he started to participate in the employer's Employee Wellness Programme ("EWP"). The following year, in November 2011, Mr Jansen was booked off by his doctor for a week based on depression and anxiety. In 2012 Mr Jansen and his wife entered divorce proceedings, which were aggravated by domestic violence claims made against him in September 2012 by his then ex-wife. It turned out that his ex-wife was represented in these domestic violence proceedings by a Mr Terblanche, who was the Justice Centre Executive for the George area and thus a superior to Mr Jansen. This angered Mr Jansen and he lodged a grievance against Mr Terblanche on the basis of a "conflict of interest".

During and before this period, the evidence placed before the Labour Court suggested that the employer remained aware of Mr Jansen's ongoing challenge with depression. In September 2012, he entered the EWP on a voluntary basis for a second time. He subsequently attended four sessions with a clinical psychologist. Subsequently, on 18 October 2012, the clinical psychologist provided a report that directly linked Mr Terblanche's representation of Mr Jansen's former wife in the domestic violence case, to Mr Jansen's condition at the time. The clinical psychologist recommended remedial action linked to a conflict resolution process, noting that he was frustrated and showed symptoms of burnout. Mr Jansen presented this report to the employer, but the employer did not take Mr Jansen's grievance against Mr Terblanche further.

During 2013, although still struggling with depression and anxiety, Mr Jansen's work performance was satisfactory to the extent that he was appointed as one of the appellant's brand ambassadors in July 2013. Things started to unravel, when during the period of 30 August 2013 to 5 November 2013, Mr Jansen was absent without leave for 17 days. Mr Jansen failed to follow internal procedures that required that he notify the employer that he was unable to attend work and to provide a medical certificate to support his claim to be medically unwell. On one of these days, 1 October 2013, Mr Terblanche saw Mr Jansen in Riversdale. Mr Jansen did not respond to Mr Terblanche's request for clarity on why Mr Jansen was not at work.

Mr Jansen later produced a medical certificate which reflected that he had consulted the doctor on 16 October 2013. Despite the latter, the certificate booked him off work from 11 to 18 October 2013. On 7 November 2013, the employer decided to commence disciplinary proceedings against Mr Jansen. The latter mostly revolved around Mr Jansen's absence from work and related conduct issues. Mr Jansen was able to attend four more EWP counselling sessions with the clinical psychologist between 21 November and 12 December 2013. The report arising from these sessions suggested that Mr Jansen's reactive depression condition had worsened (this was set out in detail in the judgment) and that he was not coping at work.

The disciplinary hearing took place on 20 to 21 November and 9 December 2013. Mr Jansen did not dispute the substance of the allegations against him but claimed that he acted out of character due to depression. Following the completion of the evidence on 21 November 2013, the hearing stood down until 9 December 2013. By that date, the employer had received the report of the clinical psychologist. However, the chairperson of the disciplinary enquiry refused to admit the report into evidence because Mr Jansen had not called the clinical psychologist to testify to the veracity of the content. She rejected Mr Jansen's submissions regarding his psychological condition on the basis that there was no expert medical evidence to confirm his claims. The chairperson further distinguished between a misconduct inquiry and incapacity inquiry and then proceeded to find Mr Jansen to be guilty of all four counts of misconduct.

Mr Jansen filed a case of automatically unfair dismissal which was conciliated by the CCMA and adjudicated by the Labour Court. The latter held in favour of Mr Jansen. At the Labour Appeal Court ("LAC"), Murphy AJA confirmed that as Mr Jansen had alleged that the reason for his dismissal was discrimination on prohibited grounds, it was incumbent on him to produce sufficient evidence to raise a credible possibility that the dismissal amounted to differential treatment on the alleged ground (depression). If the latter was established, then it would be for the employer to produce evidence to rebut the credible possibility or offer "fair justification" for the differential treatment.<sup>17</sup>

<sup>16</sup> *GIWU obo Tshaya v African Explosives* at par 17.

<sup>17</sup> *Legal Aid SA v Jansen* at par 37.

The LAC noted that Mr Jansen did not dispute the allegations of misconduct, but that he had linked his behaviour to the depression. Murphy AJA went on to state: "Accepting that as true, the question remains whether the dominant or proximate reason for his dismissal was his misconduct or his depression. The respondent wishes us to equate the two and claims they are causally inextricably interlinked."<sup>18</sup>

The test to determine dismissal based on incapacity is different from the test based on a claim of automatically unfair dismissal. Murphy AJA stated that with the latter, the enquiry is not confined to whether the employee was depressed and if his depression impacted on his cognitive and conative capacity or diminished his blameworthiness. Rather, it is directed at a narrower determination of whether the reason for dismissal was due to Mr Jansen's depression and if it was, whether he was subjected to differential treatment on that basis. The employee bears the evidentiary burden to establish a credible possibility (approaching a probability) that the reason for dismissal was differential treatment on account of his being depressed and not because he misconducted himself.<sup>19</sup> While there was no doubt that Mr Jansen was depressed, he nonetheless remained reasonably functional and able to carry out his duties throughout most of that period.

The LAC concluded that Mr Jansen was thus not wholly incapacitated, or to the extent that he could not comply with the simple prescripts of the employer's sick leave policy. Furthermore, the LAC considered Mr Jansen's capacity to travel to Riversdale on 1 October 2013, a day on which he was absent from work, as another example of functionality.

Murphy AJA held that Mr Jansen had failed to prove that, but for his depression he would not have been treated differently by the employer. In the circumstances, the LAC held that the employer had a legitimate basis for imposing discipline, the respondent's depression notwithstanding. At par 48, the Murphy AJA held: "The proximate reason for the respondent's dismissal was his four instances of misconduct. It was not his depression, which at best was a contributing or subsidiary causative factor." Mr Jansen was thus unable to link the ground of disability (depression) to the cause of his dismissal.

### ***Alleged misuse of sick leave certificates***

#### ***Epibiz (Pty) Ltd v the CCMA and Others (JR616/18) unreported.***

This judgment, handed down in July 2023, deals with challenges faced by employers when employees receive numerous and vague sick certificates which serve to justify their absence from work. While the case does not directly deal with a claim of unfair discrimination based on disability, the employee attempted to continue to justify her absence from work based on a mental health condition she purported to have suffered after being put through a disciplinary hearing which resulted in full acquittal on all the allegations.

In short, the employee, Mrs Jordaan, had worked for the employer, Epibiz, for 27 years when she was accused of serious acts of misconduct linked to her job as a Credit Manager. After the disciplinary hearing, she was due to return to work on 24 August 2016. Instead, she submitted a medical certificate dated 16 August 2016 and which booked her off work from 15 August to 30 August 2016. The certificate gave as a reason for her ill health "consultation". Then on 29 August 2016, the day before she was due to return to work, the same doctor booked her off based on "consultation", this time until 30 September 2016. This pattern was repeated with new certificates being issued one day prior to the day on which she was to return to work with the last certificate being issued on 28 November 2016 – also on the ground of "consultation" (it was only the September certificate that referred to "Stress and Insomnia" as being the ground for being booked off from work).

Without wishing to go into further detail of the case, Mrs Jordaan relied on a social worker's report to show that she was experiencing some form of post-traumatic stress disorder which impacted on her ability to function. Amidst this, Mrs Jordaan tried to negotiate with the employer to agree to assisting her to obtain benefits linked to a workplace "injury", and when the employer refused same on the basis that this would be fraudulent, she also attempted to reach an agreement with the employer to retrench her – which the employer also refused to do. The situation eventually led to Mrs Jordaan's dismissal which dismissal was upheld by the Labour Court. The following paragraph bears significance to the Labour Court's, per Sethene AJ, view on the care that should be taken when issuing medical certificates-

"[37] The issuance of medical certificates by medical doctors needs some legislative intervention. Medical certificates or sick notes, are instruments used daily in some instances to perpetuate exaggerated or feigned illness. An employee who was too sozzled over the weekend cannot attend to work due to "*babalaz*" or hangover, simply goes to his or her medical doctor to obtain a medical certificate or sick note. A student ill-prepared for his or her examination resorts to the same tactic to be afforded an opportunity to write at the later stage.

[38] In sum, the integrity of medical certificates or sick notes cannot always be guaranteed as in certain instances a critical perusal of the medical certificate evinces no nature of illness but symptoms that do not render an employee incapacitated to

18. *Legal Aid SA v Jansen* at par 39.

19. *Legal Aid SA v Jansen* at par 44.

perform work or follow disciplinary proceedings. At times, medical certificates or sick notes can be fraudulent. For instance, in **Woolworths v CCMA and Others**<sup>20</sup>, the employee presented to the employer a medical certificate from his medical doctor that declared him too-ill to attend to work. However, on the day the employee was said to be too-ill to work, he was out enjoying a game of rugby. The appeal court found that the dismissal of the said employee was substantively fair.

[39] Understand: medical doctors must always be conscious of their civic duty to the society and the rule of law. They must always remain conscious of their Hippocratic Oath and routinely stay true to its terms and spirits. It is not the role of a medical doctor to be an accomplice in an enterprise calculated to deceive and defraud the employer.”

### **Physical disability – facial injuries**

#### **Smith v The Kitkat Group (Pty) Ltd JS787/14 (LC)**

Snyman AJ stated as follows: “This matter was borne out of a tragic event, which, instead of being resolved on the basis of compassion and good sense, escalated into unfortunate litigation on the basis of discrimination. I am still surprised how often employers can be short sighted where it comes to personal circumstances of their employees. The employment relationship, in the modern constitutional era, is akin to a marriage, and as an employer one has to ask yourself how you would treat your spouse in the case of personal tragedy, and then act accordingly.”<sup>21</sup>

Mr Smith sustained severe facial injuries after attempting suicide and, despite constructive surgery, remained disfigured. The employer at first displayed concern and confirmed that he could return to work once he had recovered physically and emotionally. However, when the time came for him to return to work, the employer attempted to prevent this on the basis that he was “facially not acceptable”.<sup>22</sup>

Despite evidence to the contrary, the employer alleged that the employee was not physically or emotionally competent to return to work and tried to persuade him to apply for a disability grant. The employee did not oblige the employer in this way. The Court found that the employer’s main issue was with the appearance of Mr Smith, referring to him in a derogatory way as being “cosmetically unacceptable”.

The employer also failed to apply the appropriate test to determine whether Mr Smith was indeed incapacitated.

The Court held that the employer had unfairly discriminated against Mr Smith on the ground of disability and ordered the payment of costs and compensation.

### **4.3. Suggestions**

**4.3.1** The Code of Good Practice may be amended to include the Harksen v Lane test for establishing whether differentiation took place, whether such differentiation amounted to a form of discrimination per section 6(1) of the EEA, and then, whether such discrimination was unfair.

**4.3.2** Linked to the above, it may also assist both employees and employers for more detail to be provided on what is meant by “arbitrary grounds” in terms of the purpose and provisions of the EEA.

**4.3.3** There is a need to enhance access to education on workplace disability discrimination law and its application in the workplace to representatives of both employees and employers. This will serve both preventative and protective goals in ensuring that the rights and responsibilities of both parties are upheld. [23]

**4.3.4** Where applicable, employers are encouraged to make reasonable attempts to procure software that is compatible with the needs of people with disabilities.

20. (PA 12/2020) [2021] ZALAC 49

21. *Smith v The Kitkat Group (Pty) Ltd* at par 1.

22. *Smith v The Kitkat Group (Pty) Ltd* at par 19.

23. While the CCMA has appropriate training materials which may contribute towards this, it does not have the financial resources needed for large-scale roll-out thereof.

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

### 5.1. BACKGROUND

Designated employers, which includes employers with 50 or more employees and those with 1-49 employees but who are designated in terms of their turnover as per Schedule 4 of the Employment Equity Act, 1998 (EEA), submitted their EE Reports (EEA2 and EEA4 forms) to the Department of Employment and Labour for the 2023 reporting period. The 2023 EE reporting period opened on 1 September 2023 for both manual and online submissions. The closing date for manual submissions was 2 October 2023 and the closing date for online submissions was 15 January 2024.

### 5.2. DG NOTIFICATION

In terms of section 21 (4A) of the EE Amendment Act (EEA), 2013, employers are required to notify the Director-General in writing if they are unable to submit their Employment Equity Reports (EE Reports) by providing reasons as outlined in the EEA14 form contained in the Employment Equity Regulations, 2014 (EE Regulations). The following are key reasons prescribed on the EEA14 form to choose from:

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

Reasons provided by employers for the 'other' category listed above included:

- Employers who are no longer designated due to size and annual turnover thresholds stipulated in Schedule 4 of the EEA;
- Employers who are no longer designated due to restructuring and retrenchments; and
- Employers who are going through Business Rescue.

### 5.3. DG NOTIFICATIONS BY EMPLOYER SIZE FOR 2023

In 2023, 359 DG Notification applications were received, of which 313 applications were approved and granted, whereas, 46 of these applications were rejected for not meeting the requirements of section 21 (4A) of the EE Amendment Act, 2013. Table A below provides the breakdown of the number of the DG Notifications that were granted in terms of employers' size:

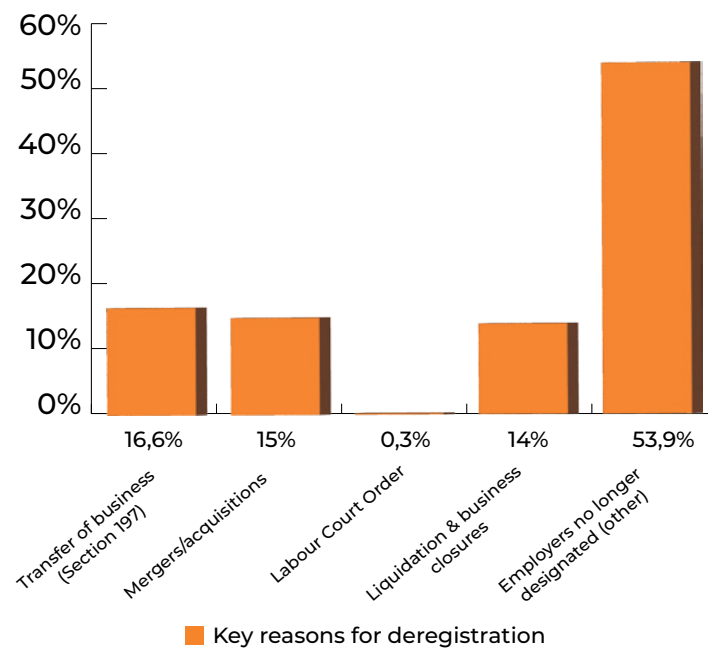
TABLE A: DG NOTIFICATIONS GRANTED BY EMPLOYER' SIZE FOR 2023		
EMPLOYER'S SIZE (EMPLOYEES)	DG NOTIFICATIONS GRANTED	%
0-49	273	87.3%
50-149	25	7.9%
150+	15	4.8%
<b>TOTAL</b>	<b>313</b>	<b>100%</b>

Table A shows that for the 2023 EE reporting period, 313 DG Notification applications were granted with the bulk of these applications being from employers with fewer than 50 employees (87.3%), 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 2023

FIGURE A: BREAKDOWN OF THE 2023 DG NOTIFICATIONS GRANTED BY KEY REASON



**Figure A** indicates that the most common reason cited by employers who submitted EEA14 applications for not being able to report was due to 'no longer being designated' (53.9%) status. A high number of de-registrations therefore applied to employers with fewer than 50 employees.

It should be noted that a significant number of employers who are not designated submit EE reports annually on a voluntary basis in terms of Section 14 of the Employment Equity Act, of 1998 (EEA). Most of these employers voluntarily comply in order to meet B-BBEE requirements or to access state contracts.

## 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, Quarter 3, 2023), conducted and published by Stats SA. The EAP includes persons between the ages of 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 Population (EAP) by Population Group and Gender

Table 1: National EAP by Population Group and Gender* (*Source: Statistics South Africa. QLFS. Quarter 3, 2023)						
MALE			FEMALE			TOTAL
AM	African Male	43.1%	AF	African Female	37.6%	80.7%
CM	Coloured Male	4.8%	CF	Coloured Female	4.2%	9.0%
IM	Indian Male	1.6%	IF	Indian Female	1.0%	2.6%
WM	White Male	4.2%	WF	White Female	3.5%	7.7%
<b>TOTAL</b>		<b>53.7%</b>			<b>46.3%</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 Population (EAP) by Population Group and Gender

Table 2: Provincial EAP by Population Group and Gender* (*Source: Statistics South Africa, (QLFS, Quarter 3 2023)						
PROVINCE	GENDER	African	Coloured	Indian	White	TOTAL
Eastern Cape	Male	42.7%	5.6%	0.4%	3.0%	51.7%
	Female	41.3%	4.8%	0.1%	2.1%	48.3%
	<b>TOTAL</b>	<b>84.0%</b>	<b>10.4%</b>	<b>0.5%</b>	<b>5.1%</b>	<b>100.0%</b>
Free State	Male	48.2%	2.0%	0.5%	4.0%	54.7%
	Female	41.5%	1.0%	0.1%	2.7%	45.3%
	<b>TOTAL</b>	<b>89.7%</b>	<b>3.0%</b>	<b>0.6%</b>	<b>6.7%</b>	<b>100.0%</b>
Gauteng	Male	45.4%	1.2%	1.7%	6.0%	54.3%
	Female	38.2%	1.2%	1.2%	5.1%	45.7%
	<b>TOTAL</b>	<b>83.6%</b>	<b>2.4%</b>	<b>2.9%</b>	<b>11.1%</b>	<b>100.0%</b>
KwaZulu-Natal	Male	45.2%	0.8%	4.5%	1.7%	52.2%
	Female	42.8%	0.6%	3.0%	1.4%	47.8%
	<b>TOTAL</b>	<b>88.0%</b>	<b>1.4%</b>	<b>7.5%</b>	<b>3.1%</b>	<b>100.0%</b>
Limpopo	Male	49.9%	0.0%	0.5%	2.1%	53.5%
	Female	46.0%	0.1%	0.1%	1.3%	46.5%
	<b>TOTAL</b>	<b>95.9%</b>	<b>0.1%</b>	<b>0.6%</b>	<b>3.4%</b>	<b>100.0%</b>
Mpumalanga	Male	49.4%	0.1%	0.9%	2.4%	55.0%
	Female	44.3%	0.2%	0.3%	2.4%	45.0%
	<b>TOTAL</b>	<b>93.7%</b>	<b>0.3%</b>	<b>1.2%</b>	<b>4.8%</b>	<b>100.0%</b>
North West	Male	55.1%	0.7%	0.9%	2.4%	59.1%
	Female	38.0%	0.8%	0.3%	1.8%	40.9%
	<b>TOTAL</b>	<b>93.1%</b>	<b>1.5%</b>	<b>1.2%</b>	<b>4.2%</b>	<b>100.0%</b>
Northern Cape	Male	31.4%	20.4%	0.2%	4.3%	56.3%
	Female	25.1%	15.9%	0.0%	2.7%	43.7%
	<b>TOTAL</b>	<b>56.5%</b>	<b>36.3%</b>	<b>0.2%</b>	<b>7.0%</b>	<b>100.0%</b>
Western Cape	Male	22.5%	23.3%	0.8%	7.3%	53.9%
	Female	19.0%	20.2%	0.2%	6.7%	46.1%
	<b>TOTAL</b>	<b>41.5%</b>	<b>43.5%</b>	<b>1.0%</b>	<b>14.0%</b>	<b>100.0%</b>

**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).

## 7. ANALYSIS OF EMPLOYMENT EQUITY REPORTS RECEIVED IN 2023

This section of the report provides an analysis of the extent of reporting for all designated employers for 2023 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. It covers both employers from the public service and private sector and further compares the private sector to 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 2023. **(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. EE REPORTING TRENDS FROM 2021 TO 2023

The table below covers the number of reports received from all designated employers in 2023 and compares these to those received in 2021 and 2022. It also offers an account on the number and percentages of employees reported in the reports.

Table 3: Reports received from all designated employers and employees covered from 2021 to 2023				
Year	Reports received	Annual % Change - reports	Employees covered	Annual % Change - employees
2021	27 017	Base	7 079 355	Base
2022	27 532	1.9%	7 215 960	1.9%
2023	28 015	1.7%	7 382 213	2.3%

**Table 3** shows that during the 2023 employment equity reporting cycle, 28 015 employment equity reports were submitted by designated employers, which included 7 382 213 employees. This reflects an increase of 1.7 % of reports received and 2.3% of employees covered from 2021 to 2023. This is a positive development in the labour market.

### 7.2. EXTENT OF REPORTING BY PROVINCE IN 2022 AND 2023

Table 4: Total number of reports and the number of employees covered by Province					
Province	Year	Reports Received	% Reports Received	Employees	% Employees
Eastern Cape	2022	1 480	5.4%	368 828	5.1%
	2023	1 512	5.4%	407 795	5.5%
Free State	2022	800	2.9%	117 150	1.6%
	2023	797	2.8%	151 882	2.1%
Gauteng	2022	12 024	43.7%	3 495 183	48.4%
	2023	12 231	43.7%	3 564 973	48.3%
KwaZulu-Natal	2022	4 067	14.8%	1 036 401	14.4%
	2023	4 145	14.8%	1 032 430	14.0%
Limpopo	2022	880	3.2%	263 337	3.6%
	2023	880	3.1%	254 223	3.4%
Mpumalanga	2022	1 509	5.5%	355 295	4.9%
	2023	1 511	5.4%	348 741	4.7%
Northern Cape	2022	410	1.5%	90 064	1.2%
	2023	429	1.5%	94 376	1.3%
North West	2022	698	2.5%	205 703	2.9%
	2023	732	2.6%	202 526	2.7%
Western Cape	2022	5 664	20.6%	1 283 999	17.8%
	2023	5 778	20.6%	1 325 267	18.0%
TOTAL	2022	27 532	100%	7 215 960	100%
	2023	28 015	100%	7 382 213	100%

**Table 4** shows that the four provinces with the largest metropolitan areas, Gauteng, Western Cape, Kwa-Zulu Natal and Eastern Cape, had the greatest number of reports submitted for the 2023 reporting period. Although the number of reports submitted in terms of percentage for both the 2022 and 2023 was the same, in terms of true values, the number of reports submitted and the number of employees covered increased the most in these four provinces. The Northern Cape still submitted the smallest number of reports (1.5 %) and the Free State was the only province to submit three fewer reports than the previous year.

### 7.3. EXTENT OF REPORTING IN 2023 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	50	0.2%	348 262	4.7%
Provincial Government	129	0.5%	670 827	9.1%
Local Government	186	0.7%	220 641	3.0%
Private Sector	26 647	95.0%	5 326 694	72.2%
Non-Profit Organizations	554	2.0%	215 481	2.9%
State-Owned Enterprises	140	0.5%	135 388	1.8%
Educational Institutions	309	1.1%	464 920	6.3%
<b>TOTAL</b>	<b>28 015</b>	<b>100.0%</b>	<b>7 382 213</b>	<b>100.0%</b>

**Table 5** suggests that the Private Sector is the largest employer in South Africa (72.2%), followed by Government (16.8%) (i.e. National, Provincial and Local government). Therefore, the effective implementation of Employment Equity in the Private Sector can contribute positively to the overall transformation in the labour market.

### 7.4. EXTENT OF REPORTING IN 2023 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	1 207	4,3%	205 489	2.8%
Administrative and Support Activities	1 179	4,2%	634 004	8.6%
Agriculture, Forestry & Fishing	3 889	13,9%	635 742	8.6%
Arts, Entertainment and Recreation	543	1,9%	314 891	4.3%
Construction	2 564	9,2%	261 581	3.5%
Education	566	2,0%	529 348	7.2%
Electricity, Gas, Steam and Air Conditioning Supply	443	1,6%	110 944	1.5%
Financial and Insurance Activities	1 138	4,1%	425 231	5.8%
Human Health and Social Work Activities	1 009	3,6%	620 164	8.4%
Information and Communication	1 826	6,5%	253 859	3.4%
Manufacturing	5 021	17,9%	870 937	11.8%
Mining and Quarrying	1 009	3,6%	402 328	5.4%
Professional, Scientific and Technical Activities	884	3,2%	116 497	1.6%
Public Administration and Defence, Compulsory Social Security	330	1,2%	582 726	7.9%
Real Estate Activities	209	0,7%	20 683	0.3%
Transportation and Storage	1 767	6,3%	321 087	4.3%
Water Supply, Sewerage, Waste Management and Remediation Activities	304	1,1%	119 662	1.6%
Wholesale and Retail Trade, Repair of Motor Vehicles and Motorcycles	4 127	14,7%	957 340	13.0%
<b>TOTAL</b>	<b>28 015</b>	<b>100,0%</b>	<b>7 382 213</b>	<b>100.0%</b>

According to **Table 6**, Wholesale and Retail Trade, Manufacturing, Agriculture and Administrative and support were the sectors from which the largest number of reports were received from designated employers. It also shows that Wholesale and Retail Trade (13.0%) were the biggest employers, followed by Manufacturing (11.8%) and Agriculture Activities and Administrative and Support Activities (8.6%).





## 8. WORKFORCE PROFILE ANALYSIS OF REPORTS RECEIVED FOR THE 2023 REPORTING CYCLE

The analysis presented in the CEE Annual Report is based on methodology integrating the latest statistics as received from Designated and Non-designated Employers who have reported for the 2023 reporting season. The findings, interpretations and conclusions expressed in this work is thus based on the reports submitted and are in no way based on any other data sourced elsewhere. The EAP used in the CEE Annual Report is as published by Stats SA in the 3<sup>rd</sup> Quarter Labour force Survey of 2023.

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

National EAP by Population Group and Gender* (*Source: Statistics South Africa. (QLFS. Quarter 3. 2023)						
MALE			FEMALE			TOTAL
AM	African Male	43.1%	AF	African Female	37.6%	80.7%
CM	Coloured Male	4.8%	CF	Coloured Female	4.2%	9.0%
IM	Indian Male	1.6%	IF	Indian Female	1.0%	2.6%
WM	White Male	4.2%	WF	White Female	3.5%	7.7%
TOTAL		53.7%			46.3%	100.0%

Figure 1: Top Management level by population group – 2023

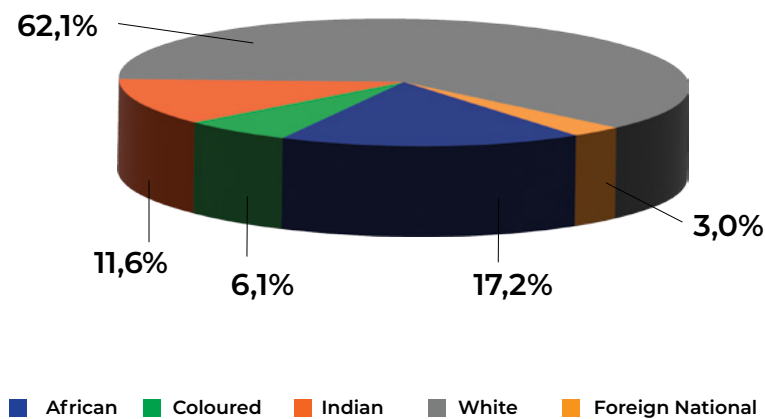


Figure 1 indicates that the White population group represented 62.1% and the Indian population group represented 11.6% of all positions at the Top Management level, which is significantly higher than their respective Economically Active Populations (EAPs). Whereas, the African population group with an EAP of 80.7% accounted for only 17.2% and the Coloured population group with an EAP of 9% accounted for only 6.1% of all positions at this occupational level. The representation of Foreign Nationals remained relatively high at 3.0% at this occupational level.

Figure 2: Top Management level by gender – 2023

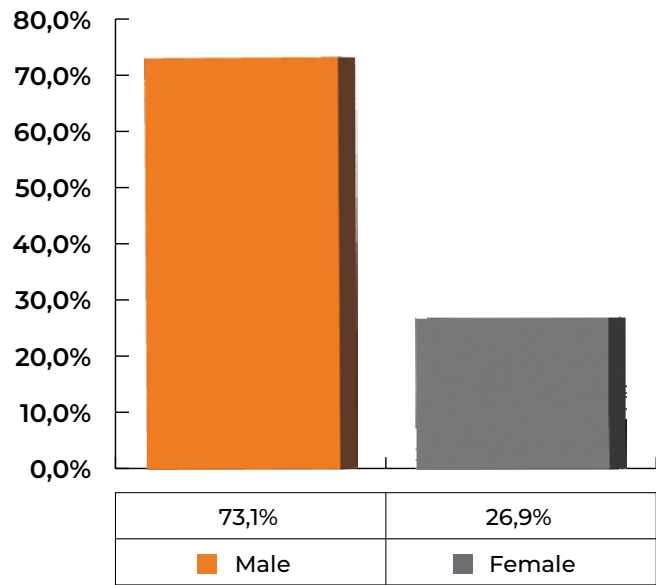


Figure 2 shows that the male representation remains dominant at the Top Management level, which is more than two-and-a-half times the female representation.

Figure 3: Top Management level – Disability- 2023

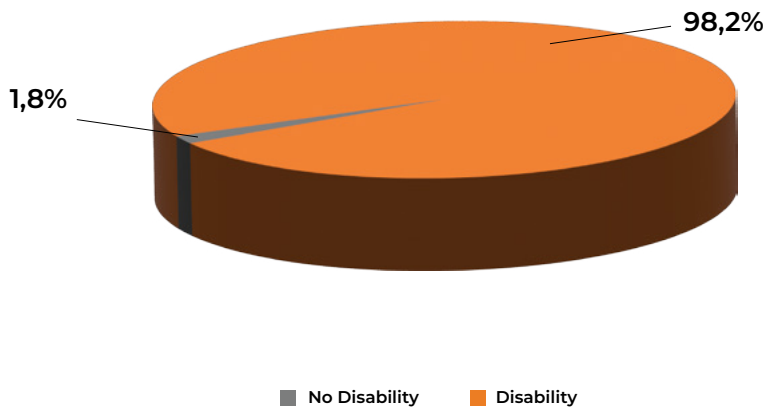


Figure 3 indicates that employees with disabilities have a very low representation at the Top Management level. Only 1.8% of Top management is made up of employees with disabilities.

Figure 4: Top Management level by population group - 2023 (Private Sector & All Government)

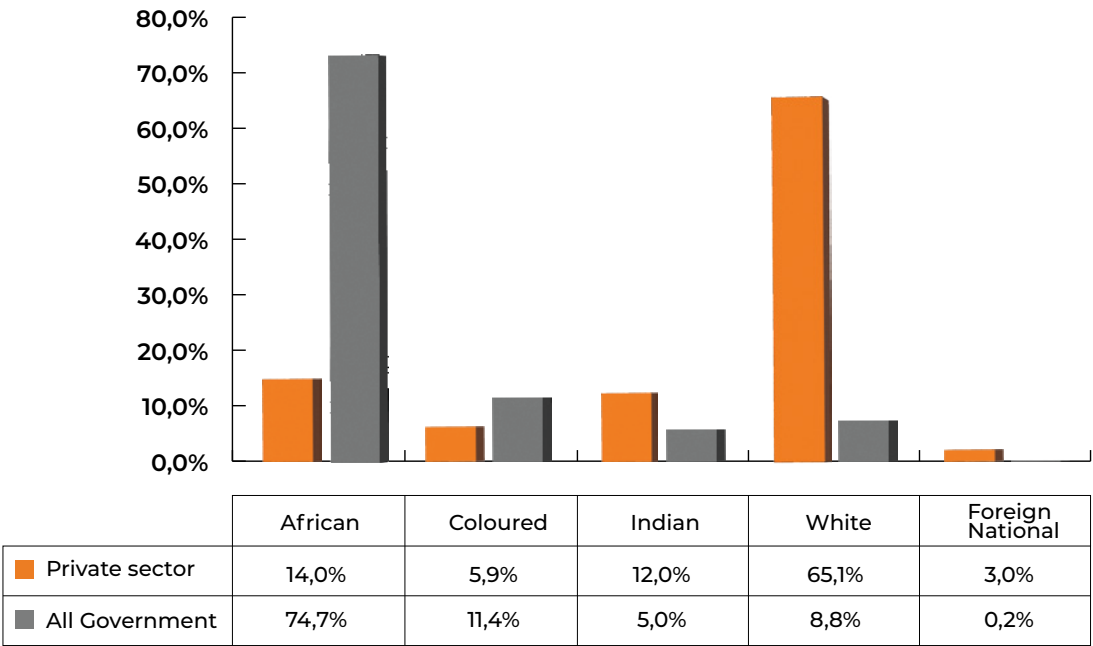


Figure 4 shows that Government is making good progress in affirming the designated groups in terms of the various population groups. The representation of the African population group (74.7%) is significant in Government, while in the Private Sector they continue to lag behind (14%) at this occupational level. The Private sector is the biggest employer of Foreign Nationals (3.0%) at this level.

Figure 5: Top Management level by gender - 2023 (Private Sector & All Government)

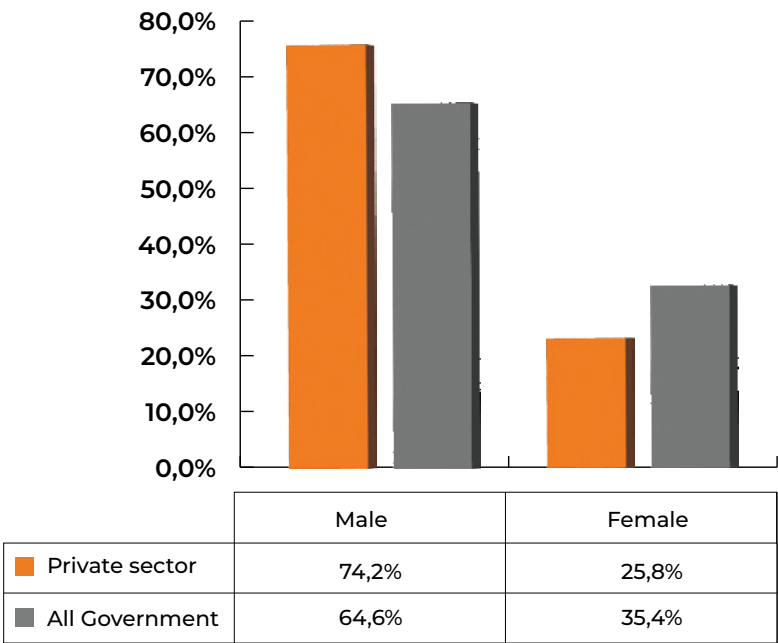
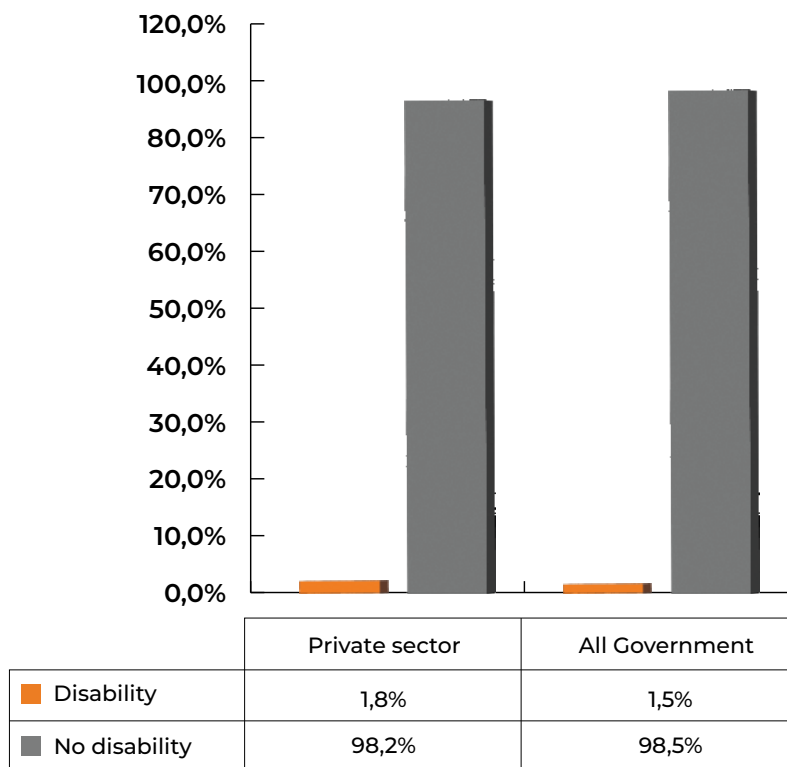


Figure 5 shows that the representation of females is better in Government, even though their representation is below their EAP at the Top Management level. The representation of females remains low, particularly in the Private Sector (25.8%) at this level.



**Figure 6: Top Management level – Disability- 2023 (Private Sector & All Government)**

**Figure 6** indicates that the Private Sector is doing better than Government in terms of the representation of employees with disabilities at the Top Management level. However, much more effort is required to increase the representation of persons with disabilities both in Government and in the Private Sector at this occupational level.

Sector	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
EAP	43.1%	4.8%	1.3%	4.2%	37.6%	4.2%	1.0%	3.5%	NA	NA	100%
Accommodation and food service activities	6,6%	2,2%	4,6%	49,1%	6,5%	3,2%	2,5%	22,5%	2,3%	0,5%	100,0%
Administrative and support activities	17,3%	4,4%	6,6%	36,3%	12,6%	3,7%	3,5%	13,3%	1,6%	0,6%	100,0%
Agriculture, forestry & fishing	5,4%	2,8%	0,9%	70,2%	2,8%	2,0%	0,4%	14,6%	0,6%	0,2%	100,0%
Arts, entertainment and recreation	18,9%	4,8%	4,1%	37,6%	11,6%	1,8%	3,1%	15,3%	1,8%	1,0%	100,0%
Construction	15,5%	5,9%	6,1%	51,0%	7,0%	3,2%	2,9%	6,3%	1,9%	0,3%	100,0%
Education	0,0%	9,1%	9,1%	27,3%	9,1%	9,1%	4,5%	31,8%	0,0%	0,0%	100,0%
Electricity, gas, steam and air conditioning supply	8,3%	4,2%	20,8%	33,3%	8,3%	4,2%	8,3%	12,5%	0,0%	0,0%	100,0%
Financial and insurance activities	10,6%	2,9%	8,2%	44,7%	8,2%	2,8%	4,3%	14,1%	3,4%	0,9%	100,0%
Human health and social work activities	13,8%	0,0%	6,9%	27,6%	10,3%	3,4%	3,4%	31,0%	3,4%	0,0%	100,0%

**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	
<b>EAP</b>	<b>43.1%</b>	<b>4.8%</b>	<b>1.3%</b>	<b>4.2%</b>	<b>37.6%</b>	<b>4.2%</b>	<b>1.0%</b>	<b>3.5%</b>	<b>NA</b>	<b>NA</b>	<b>100%</b>
Information and communication	4,8%	6,0%	17,9%	29,8%	10,7%	2,4%	15,5%	11,9%	1,2%	0,0%	100,0%
Manufacturing	6,0%	3,6%	10,2%	55,2%	4,2%	2,1%	4,1%	10,4%	3,7%	0,6%	100,0%
Mining and quarrying	22,6%	2,7%	3,0%	47,1%	9,7%	1,3%	2,1%	7,3%	3,8%	0,4%	100,0%
Professional, scientific and technical activities	10,4%	2,8%	6,1%	42,2%	7,4%	2,6%	5,8%	19,7%	2,3%	0,9%	100,0%
Public administration and defence; compulsory social security	39,8%	8,3%	3,7%	14,7%	21,4%	4,4%	2,8%	4,7%	0,2%	0,0%	100,0%
Real estate activities	7,4%	2,3%	3,5%	57,8%	5,6%	1,6%	3,3%	16,9%	1,2%	0,4%	100,0%
Transportation and storage	10,7%	3,6%	12,0%	44,2%	6,7%	2,3%	6,0%	11,5%	2,5%	0,4%	100,0%
Water supply sewerage, waste management and remediation activities	37,3%	6,2%	2,4%	23,9%	17,5%	2,4%	3,6%	6,2%	0,6%	0,0%	100,0%
Wholesale and retail trade; repair of motor vehicles and motorcycles	5,2%	3,0%	12,7%	52,9%	2,9%	1,8%	4,4%	15,2%	1,4%	0,5%	100,0%

**Table 7** shows that the White population group is grossly over-represented in terms of their EAP 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. The representation of the Coloured population only exceeds their EAP in the Education Sector at this level. Whereas, the Public Administration and Defence; Compulsory Social Security Sector performed well in affirming the African population group at this level. Foreign Nationals are highly represented in the Manufacturing, Financial and Insurance Activities and the Mining and Quarrying Sectors at this occupational 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	43.1%	4.8%	1.3%	4.2%	37.6%	4.2%	1.0%	3.5%	NA	NA	100%
National Government	43,1%	4,0%	2,9%	5,6%	33,6%	2,9%	4,2%	3,4%	0,3%	0,0%	100,0%
Provincial Government	48,4%	6,4%	3,5%	3,2%	30,3%	3,5%	2,2%	1,9%	0,3%	0,3%	100,0%
Local Government	50,1%	9,9%	2,8%	6,5%	22,3%	3,9%	1,0%	3,6%	0,0%	0,0%	100,0%
Private Sector	8,5%	3,5%	8,0%	51,8%	5,5%	2,4%	4,0%	13,3%	2,4%	0,5%	100,0%
Non-Profit Organisations	24,6%	5,4%	4,2%	20,8%	15,7%	3,6%	3,4%	16,7%	3,7%	1,8%	100,0%
State Owned Enterprises	38,4%	3,9%	5,7%	9,0%	27,7%	4,0%	3,5%	6,6%	0,9%	0,4%	100,0%
Educational Institutions	14,9%	3,7%	4,6%	27,5%	9,6%	4,0%	4,2%	28,0%	2,7%	0,8%	100,0%

**Table 8** shows that the White and Indian population groups, both male and female, are highly represented in most Business types at the Top Management level, particularly in the Private Sector. However, the representation of the African and Coloured populations groups, both male and female, appears to be closest to their EAP in all spheres of Government and in State Owned Enterprises at this occupational level. The representation of Foreign Nationals is highest in Non-Profit Organisations, Private Sector and Educational Institutions at this occupational level.

**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	43.1%	4.8%	1.3%	4.2%	37.6%	4.2%	1.0%	3.5%	NA	NA	100%
Workforce profile- all employees	10,5%	3,6%	7,7%	48,9%	6,7%	2,5%	3,9%	13,2%	2,4%	0,6%	100,0%
Recruitment	16,2%	4,5%	7,5%	35,0%	12,2%	3,6%	4,8%	11,1%	4,2%	0,9%	100,0%
Promotion	12,1%	4,2%	7,6%	34,6%	11,6%	3,9%	5,4%	17,9%	1,9%	0,7%	100,0%
Terminations	13,2%	3,8%	6,2%	45,2%	8,7%	2,4%	3,3%	12,0%	4,0%	1,1%	100,0%
Skills Development	12,0%	4,4%	0,0%	31,6%	21,1%	0,0%	7,9%	23,0%	0,0%	0,0%	100,0%

**Table 9** indicates that the majority of the recruitment, promotion and skills development opportunities accrued to the White population group at the Top Management level. It also shows that although the White population group was affected by most of the terminations (57.2%) at this occupational level, the net impact still favoured them in terms of opportunities (i.e. recruitment plus promotions).

## 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. 2023)**

MALE			FEMALE			Total
AM	African Male	43.1%	AF	African Female	37.6%	80.7%
CM	Coloured Male	4.8%	CF	Coloured Female	4.2%	9.0%
IM	Indian Male	1.6%	IF	Indian Female	1.0%	2.6%
WM	White Male	4.2%	WF	White Female	3.5%	7.7%
<b>TOTAL</b>		<b>53.7%</b>			<b>46.3%</b>	<b>100.0%</b>

Figure 7: Senior Management level by population group – 2023

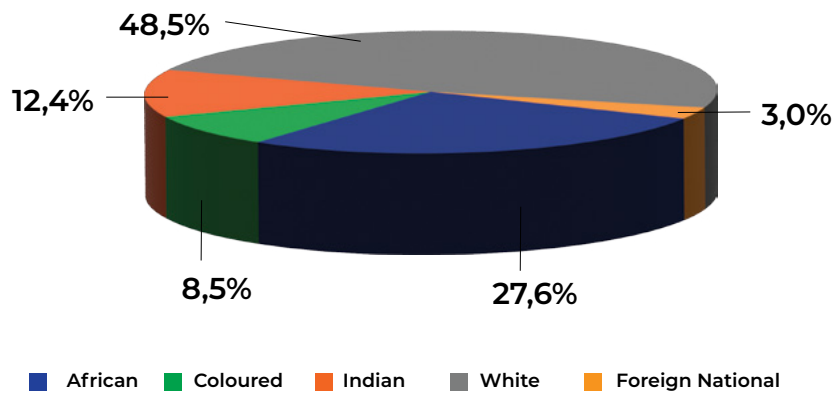


Figure 7 shows that the White population group with an EAP of 7.7% accounting for 48.5% and the Indian population group with an EAP of 2.6% accounting for 12.4% of the representation at the Senior Management level. The African population group with an EAP of 80.7% on the other hand, only accounted for 27.6% of the representation at this occupational level. The representation of the Coloured population group is slightly below their EAP and the representation of Foreign Nationals is relatively high at this occupational level.

Figure 8: Senior Management level by gender- 2023

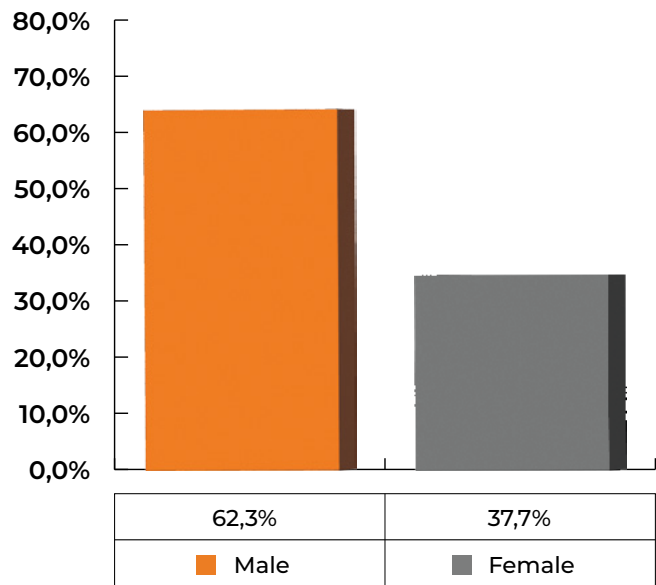


Figure 8 shows that the male representation is significantly higher than their EAP at the Senior Management level. It also shows that the representation of females remains significantly lower than their EAP at this occupational level. However, there is a shift from the previous year's report where males were 62.8% and females were 37.2%, which is a slight increase in appointments of females.

Figure 9: Senior Management level – disability – 2023

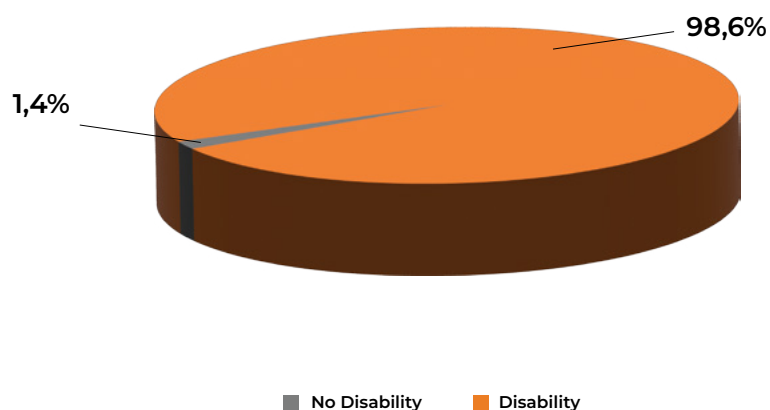


Figure 9 indicates that only 1.4% of the Senior Management level is made up of employees with disabilities.

Figure 10: Senior Management level by population group - 2023 (Private Sector & All Government)

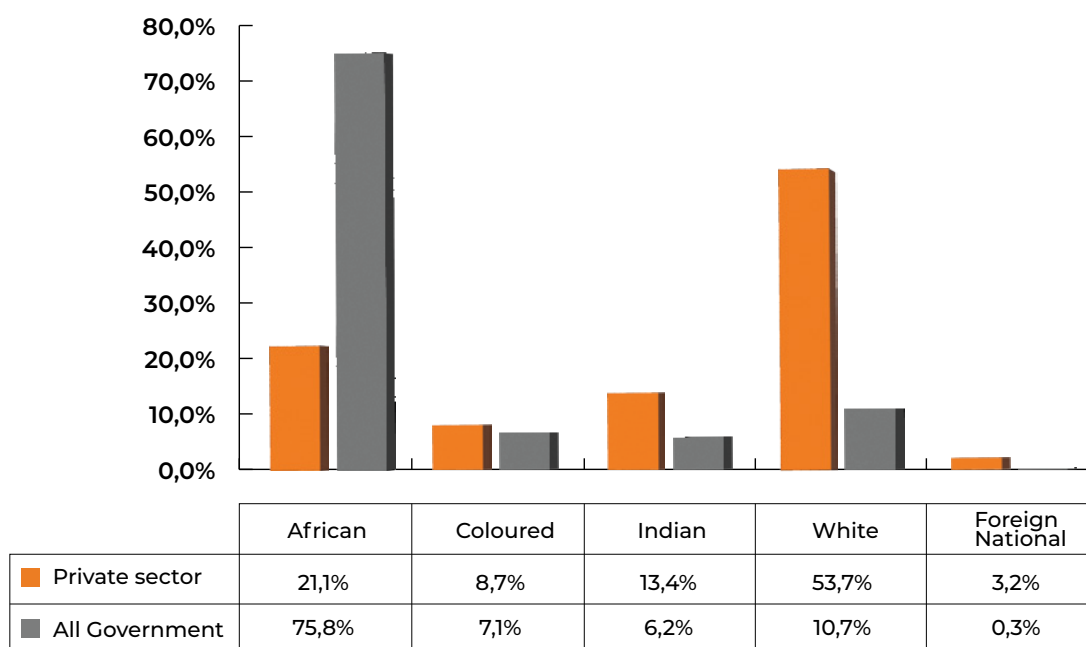
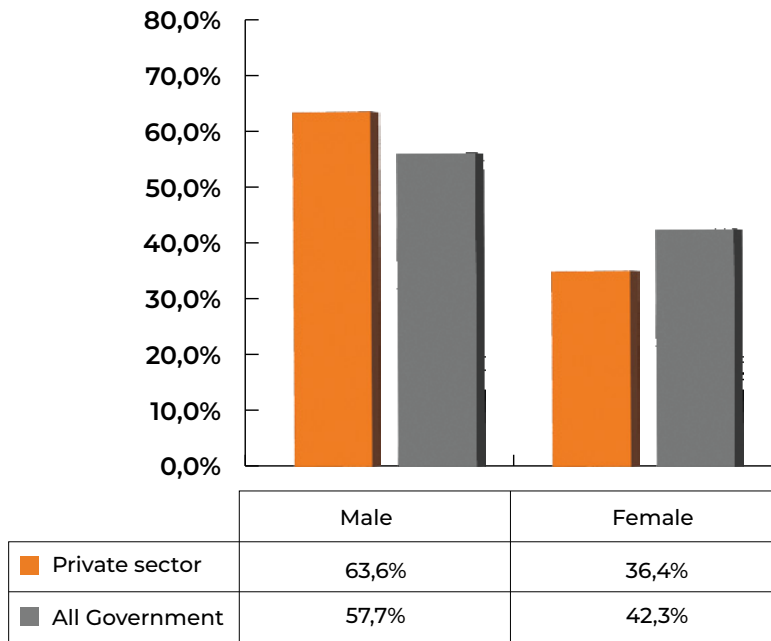
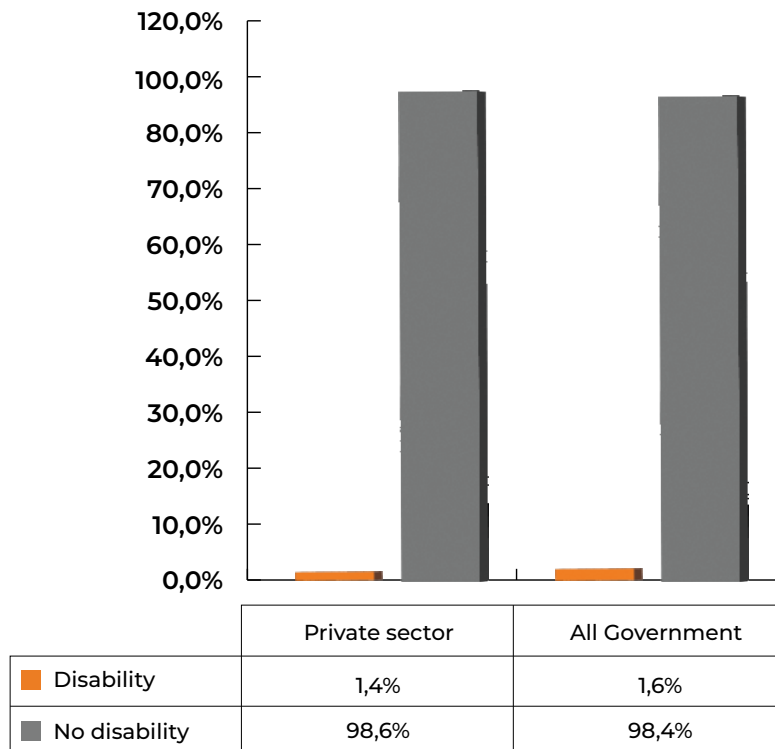


Figure 10 shows that Government's progress is much better than the Private Sector in increasing the representation of the Black population group (i.e. Africans, Coloureds and Indians). However, the representation of the White and Indian population groups is much higher than their EAPs at this occupational level. The Private sector employs much more Foreign Nationals than Government at this occupational level.



**Figure 11: Senior Management level by gender- 2023 (Private Sector & All Government)**

**Figure 11** shows that the representation of females is below their EAP both in Government and in the Private Sector at a Senior Management level. However, it also shows that the representation of females is much higher in Government than the Private Sector at this occupational level.

**Figure 12: Senior Management level – disability – 2023 (Private Sector & All Government)**

**Figure 12** indicates that the representation of employees with disabilities is slightly better in Government 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	
EAP	43.1%	4.8%	1.3%	4.2%	37.6%	4.2%	1.0%	3.5%	NA	NA	100%
Accommodation and food service activities	16,6%	5,1%	4,0%	23,5%	16,7%	6,2%	3,1%	21,0%	2,9%	1,0%	100,0%
Administrative and support activities	26,7%	5,0%	5,5%	20,0%	19,3%	4,0%	4,0%	14,1%	0,9%	0,6%	100,0%
Agriculture, forestry & fishing	11,1%	4,5%	1,4%	53,8%	5,5%	2,1%	0,8%	19,9%	0,7%	0,2%	100,0%
Arts, entertainment and recreation	24,8%	4,8%	4,6%	23,5%	16,9%	3,8%	4,1%	15,3%	1,4%	0,9%	100,0%
Construction	20,9%	6,7%	5,6%	38,8%	9,6%	2,4%	2,5%	11,1%	2,1%	0,4%	100,0%
Education	12,1%	0,0%	3,4%	22,4%	10,3%	8,6%	6,9%	32,8%	1,7%	1,7%	100,0%
Electricity, gas, steam and air conditioning supply	23,9%	6,5%	10,9%	19,6%	8,7%	13,0%	6,5%	10,9%	0,0%	0,0%	100,0%
Financial and insurance activities	12,4%	4,3%	9,5%	27,4%	12,1%	4,5%	7,4%	18,0%	2,9%	1,5%	100,0%
Human health and social work activities	11,9%	1,2%	1,2%	17,9%	20,2%	4,8%	3,6%	36,9%	1,2%	1,2%	100,0%
Information and communication	8,7%	6,5%	11,6%	31,9%	5,1%	9,4%	8,0%	18,1%	0,0%	0,7%	100,0%
Manufacturing	11,5%	5,7%	10,2%	39,3%	6,6%	3,1%	5,0%	15,5%	2,5%	0,6%	100,0%
Mining and quarrying	24,6%	2,4%	4,1%	41,7%	10,2%	1,1%	2,5%	10,2%	2,6%	0,6%	100,0%
Professional, scientific and technical activities	11,7%	3,6%	6,8%	30,5%	10,0%	3,2%	6,3%	24,1%	2,7%	1,2%	100,0%
Public administration and defence; compulsory social security	38,5%	4,9%	4,7%	11,2%	29,3%	2,7%	2,8%	5,7%	0,2%	0,1%	100,0%
Real estate activities	9,8%	3,5%	5,1%	29,9%	8,8%	4,4%	6,1%	29,9%	1,3%	1,3%	100,0%
Transportation and storage	15,7%	5,1%	11,4%	31,4%	9,6%	3,2%	6,8%	15,0%	1,5%	0,4%	100,0%
Water supply, sewerage, waste management and remediation activities	42,6%	5,1%	3,2%	14,7%	21,7%	2,3%	1,5%	7,8%	0,9%	0,2%	100,0%
Wholesale and retail trade; repair of motor vehicles and motorcycles	13,3%	5,8%	10,6%	32,6%	7,8%	4,3%	5,2%	18,4%	1,6%	0,3%	100,0%

**Table 10** shows that the White population group remains over-represented in all sectors and the Indian population group is only under-represented in the Agriculture, Forestry and Fishing Sector of the economy at the Senior Management level. Public Administration and Defence; Compulsory Social Security, Water supply, sewerage, waste management and remediation activities and Administrative and support activities have performed reasonably well in terms of affirming the African population group at this level.

Females are above their EAP in the Education and Human health and social work activities sectors. Foreign Nationals are highly represented in the Financial and Insurance (4.4%), Professional, Scientific and Technical Activities (3.9%) and Education (3.4%) sectors of the economy.

Table 11: Workforce profile at the Senior Management level by Business Type, Population Group and Gender											
BUSINESS TYPE	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
EAP	43.1%	4.8%	1.3%	4.2%	37.6%	4.2%	1.0%	3.5%	NA	NA	100%
National Government	40,4%	3,8%	4,3%	6,5%	32,8%	2,8%	3,5%	5,8%	0,1%	0,1%	100,0%
Provincial Government	43,5%	4,3%	1,9%	4,0%	36,1%	4,1%	2,2%	3,5%	0,4%	0,1%	100,0%
Local Government	48,4%	5,1%	3,7%	7,5%	28,0%	1,7%	1,9%	3,5%	0,2%	0,1%	100,0%
Private Sector	12,6%	5,0%	8,3%	35,4%	8,4%	3,7%	5,1%	18,3%	2,3%	0,8%	100,0%
Non-Profit Organisations	27,8%	4,2%	2,6%	13,6%	22,7%	5,1%	3,5%	17,3%	2,0%	1,3%	100,0%
State Owned Enterprises	36,1%	3,9%	5,4%	8,8%	30,2%	2,7%	3,6%	7,2%	1,5%	0,6%	100,0%
Educational Institutions	18,5%	3,2%	3,2%	19,3%	12,5%	3,6%	4,0%	28,5%	5,1%	2,1%	100,0%

**Table 11** shows that the representation of the White population group is slightly below their EAP at Provincial Government and the Indian population group is well above their EAP in all Business types 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. Except for all spheres of Government, Foreign Nationals have a significant representation in all Business types at this occupational level. Considerably, high representation of Foreign Nationals is a trend that remains consistent over the years.

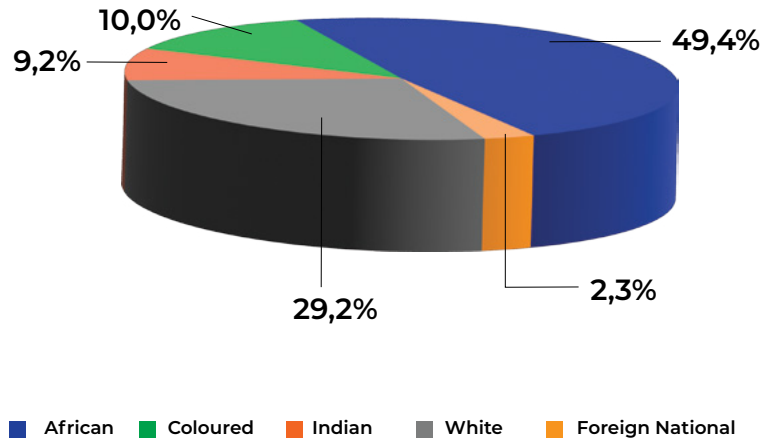
Table 12: Workforce movement at the Senior Management level by Population Group and Gender (All Employers)											
	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
EAP	43.1%	4.8%	1.3%	4.2%	37.6%	4.2%	1.0%	3.5%	NA	NA	100%
Workforce profile- all employees	16,3%	4,9%	7,6%	31,4%	11,4%	3,6%	4,8%	17,2%	2,2%	0,8%	100,0%
Recruitment	19,5%	5,3%	7,2%	27,8%	14,5%	3,9%	4,8%	13,7%	2,2%	0,9%	100,0%
Promotion	18,8%	5,7%	7,8%	23,5%	15,1%	4,8%	5,9%	15,4%	2,0%	0,9%	100,0%
Terminations	16,7%	5,1%	7,2%	33,2%	10,9%	3,3%	4,4%	15,4%	2,7%	1,0%	100,0%
Skills Development	23,5%	1,9%	7,1%	14,6%	24,9%	3,3%	14,5%	10,3%	0.0%	0.0%	100.0%

**Table 12** shows that most opportunities in terms of recruitment, promotions and skills development accrued to Whites and Indians at the Senior Management level, especially when their EAPs are taken into consideration. It also shows a significant number of recruitment and promotion opportunities to Foreign Nationals at this occupational level.

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

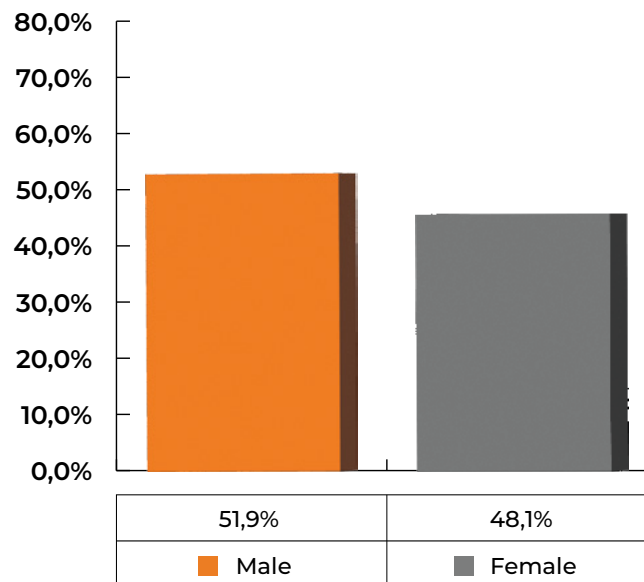
National EAP by Population Group and Gender* (*Source: Statistics South Africa. (QLFS. Quarter 3. 2023)						
MALE			FEMALE			Total
AM	African Male	43.1%	AF	African Female	37.6%	80.7%
CM	Coloured Male	4.8%	CF	Coloured Female	4.2%	9.0%
IM	Indian Male	1.6%	IF	Indian Female	1.0%	2.6%
WM	White Male	4.2%	WF	White Female	3.5%	7.7%
<b>TOTAL</b>		<b>53.7%</b>			<b>46.3%</b>	<b>100.0%</b>

Figure 13: Professionally Qualified level by population group – 2023



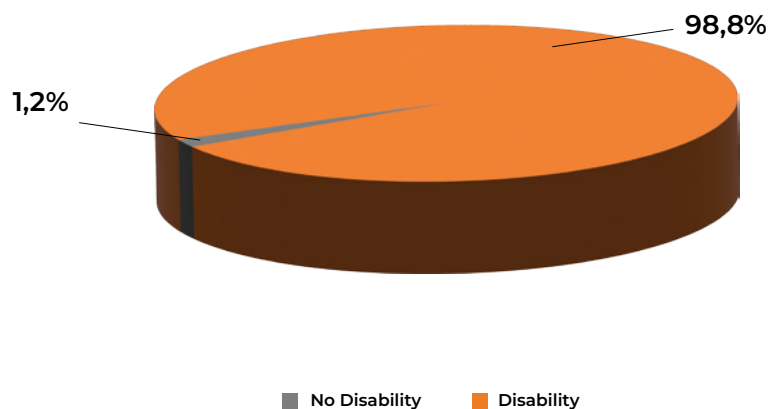
**Figure 13** illustrates that only the representation of the African population group remains below their EAP at the Professionally Qualified level. Foreign Nationals have a notable representation at this occupational level.

Figure 14: Professionally Qualified level by gender – 2023



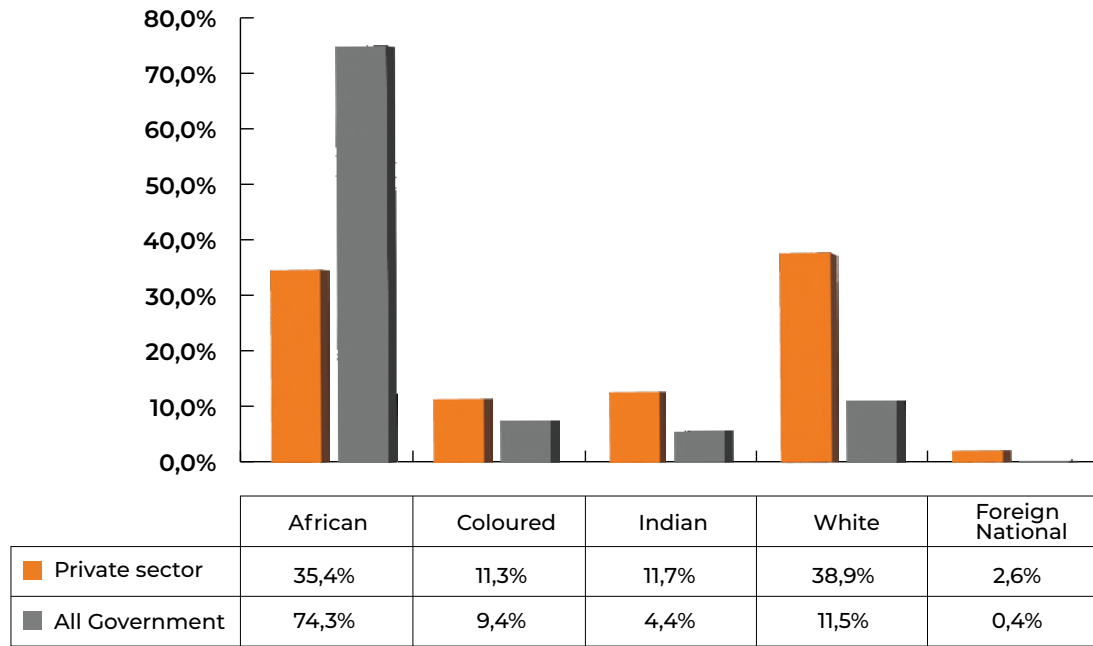
**Figure 14** shows that the representation of both males and females approximates their EAP at the Professionally Qualified level. This is satisfactory progress in terms of the affirmation of females at this occupational level, as employment equity seeks to achieve equitable representation.

Figure 15: Professionally Qualified level - Disability- 2023



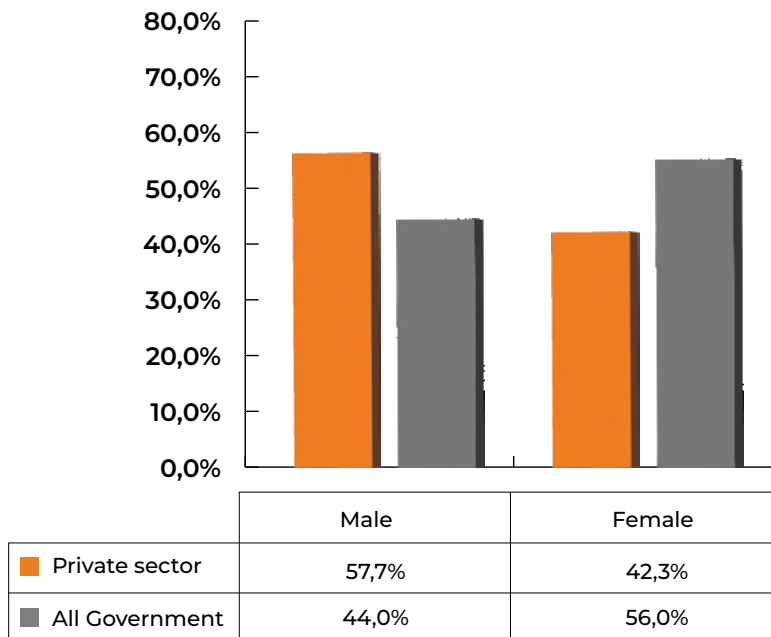
**Figure 15** illustrates that only 1.2% of employees with disabilities are represented in the Professionally Qualified level.

Figure 16: Professionally Qualified level by population group - 2023 (Private Sector &amp; All Government)



**Figure 16** suggests that the African population group is closer to their EAP in Government and grossly underrepresented in the Private Sector at the Professionally Qualified level. It also shows that the representation of the White and Indian population groups is much higher than their EAP in both Government and the Private Sector.

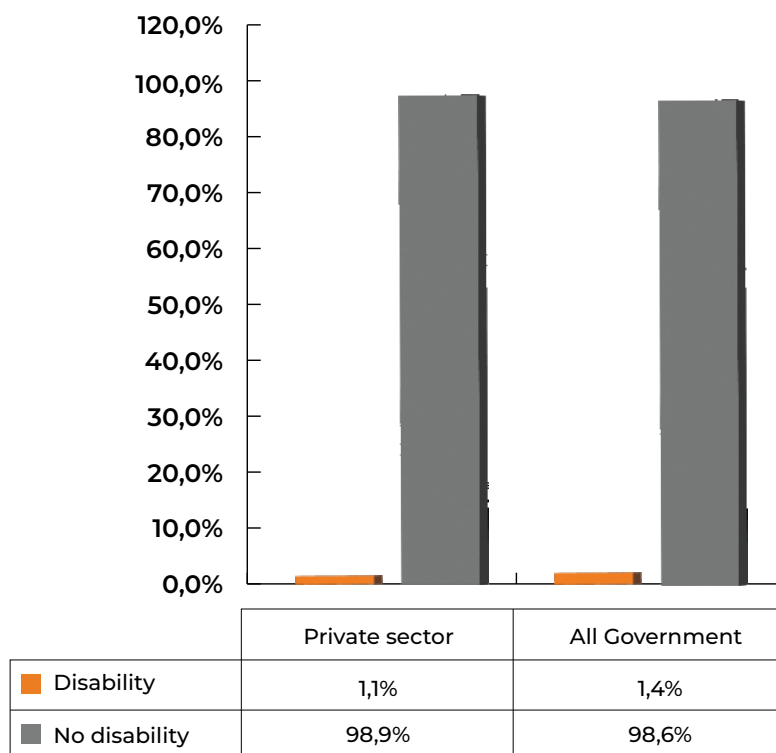
Figure 17: Professionally Qualified level by gender - 2023 (Private Sector &amp; All Government)



**Figure 17** indicates that the representation of males exceeds their EAP in the Private Sector and the representation of females exceeds their EAP in Government at the Professionally Qualified level.



**Figure 18: Professionally Qualified level - Disability- 2023 (Private Sector & All Government)**



**Figure 18** shows that the Government outperforms the Private Sector 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		
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	TOTAL
EAP	43.1%	4.8%	1.3%	4.2%	37.6%	4.2%	1.0%	3.5%	NA	NA	100%
Accommodation and food service activities	21,6%	5,8%	3,4%	14,3%	23,9%	7,0%	3,2%	16,1%	3,2%	1,5%	100,0%
Administrative and support activities	33,3%	5,6%	3,2%	11,5%	27,3%	5,1%	2,8%	10,2%	0,7%	0,4%	100,0%
Agriculture, forestry & fishing	21,8%	5,7%	1,7%	31,5%	14,3%	3,2%	1,5%	19,1%	1,0%	0,3%	100,0%
Arts, entertainment and recreation	38,5%	1,4%	3,4%	3,9%	42,0%	1,4%	4,9%	4,0%	0,3%	0,1%	100,0%
Construction	31,9%	6,9%	4,2%	26,5%	15,1%	2,3%	1,9%	8,6%	2,2%	0,4%	100,0%
Education	20,1%	2,9%	2,4%	14,1%	29,6%	3,0%	2,9%	22,4%	1,5%	1,0%	100,0%
Electricity, gas, steam and air conditioning supply	25,0%	5,4%	6,7%	29,0%	16,5%	0,9%	3,6%	12,9%	0,0%	0,0%	100,0%
Financial and insurance activities	18,8%	5,7%	7,1%	14,9%	21,0%	7,3%	7,6%	15,2%	1,5%	0,9%	100,0%
Human health and social work activities	16,9%	2,5%	2,6%	6,3%	39,5%	7,7%	3,8%	19,5%	0,6%	0,6%	100,0%
Information and communication	11,2%	5,3%	7,9%	37,9%	9,0%	3,9%	4,1%	17,9%	2,4%	0,4%	100,0%
Manufacturing	19,6%	6,8%	8,6%	29,0%	11,7%	4,0%	4,7%	13,0%	2,1%	0,4%	100,0%
Mining and quarrying	33,9%	3,4%	2,5%	29,6%	16,2%	1,4%	1,5%	8,9%	2,1%	0,4%	100,0%
Professional, scientific and technical activities	17,9%	3,9%	5,3%	21,4%	17,4%	4,9%	5,6%	20,1%	2,2%	1,3%	100,0%
Public administration and defence; compulsory social security	37,2%	7,4%	2,6%	11,7%	28,5%	4,4%	1,9%	6,0%	0,2%	0,1%	100,0%
Real estate activities	14,4%	4,0%	4,0%	22,8%	15,4%	6,8%	6,2%	25,0%	0,9%	0,6%	100,0%
Transportation and storage	29,0%	6,0%	7,4%	20,2%	15,7%	3,7%	4,7%	11,9%	1,0%	0,4%	100,0%
Water supply, sewerage, waste management and remediation activities	40,7%	4,5%	2,2%	9,1%	32,9%	3,2%	1,6%	5,0%	0,7%	0,2%	100,0%
Wholesale and retail trade; repair of motor vehicles and motorcycles	20,2%	6,7%	7,0%	20,4%	16,7%	7,1%	5,1%	15,4%	1,1%	0,4%	100,0%

**Table 13** shows that the White and Indian population representation far exceeds their EAP in most sectors of the economy. Their high representation is 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. Africans appear to be 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.

Females are above their EAP in the Education and Human health and social work activities sectors. Foreign Nationals have a significant representation in the Information and Communication sector, the Accommodation and Food Service Activities sector and the Education sector at this level.

Table 14: Workforce profile at the Professionally Qualified level by Business Type, Population Group and Gender											
BUSINESS TYPE	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
EAP	43.1%	4.8%	1.3%	4.2%	37.6%	4.2%	1.0%	3.5%	NA	NA	100%
National Government	38,2%	5,0%	2,3%	9,8%	32,4%	3,5%	2,1%	6,6%	0,1%	0,0%	100,0%
Provincial Government	29,6%	2,9%	1,6%	3,2%	47,3%	6,1%	2,9%	6,0%	0,3%	0,2%	100,0%
Local Government	37,2%	9,1%	2,1%	9,3%	29,6%	5,7%	1,4%	4,9%	0,5%	0,2%	100,0%
Private Sector	20,0%	6,0%	6,5%	23,2%	15,4%	5,3%	5,1%	15,7%	1,9%	0,7%	100,0%
Non-Profit Organisations	27,5%	5,6%	2,1%	8,7%	31,6%	6,4%	2,5%	12,8%	1,6%	1,2%	100,0%
State Owned Enterprises	35,4%	3,9%	4,0%	9,3%	33,3%	3,1%	3,0%	6,3%	1,2%	0,5%	100,0%
Educational Institutions	22,9%	1,6%	3,2%	7,4%	38,3%	2,6%	5,2%	14,1%	3,0%	1,6%	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 at the Professionally Qualified level. However, the representation of the African population group is better aligned to their EAP in all three spheres of government at this occupational level. The representation of the Foreign Nationals remains high in the Private Sector, Educational Institutions and Non-Profit Organisations at this occupational level.

Table 15: Workforce movement at the Professionally Qualified level by Population Group and Gender (All Employers)											
	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
EAP	43.1%	4.8%	1.3%	4.2%	37.6%	4.2%	1.0%	3.5%	NA	NA	100%
Workforce profile- all employees	24,1%	5,0%	4,8%	16,4%	25,3%	5,0%	4,4%	12,8%	1,6%	0,7%	100,0%
Recruitment	26,6%	5,0%	4,9%	16,7%	24,1%	4,4%	4,3%	11,1%	2,0%	0,9%	100,0%
Promotion	27,0%	5,8%	4,6%	12,2%	25,8%	8,1%	4,3%	10,0%	1,4%	0,7%	100,0%
Terminations	23,9%	5,2%	5,3%	19,6%	21,5%	4,3%	4,2%	13,0%	2,2%	1,0%	100,0%
Skills Development	15,7%	1,0%	3,1%	13,6%	29,7%	3,9%	3,1%	29,9%	0.0%	0.0%	100,0%

**Table 15** shows an improvement in the distribution of recruitment, promotion and skills development opportunities across all racial groups. However, given the EAP for the White and Indian population groups, the opportunities accrued to them at this occupational level perpetuate their overrepresentation.

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

National EAP by Population Group and Gender* (*Source: Statistics South Africa. (QLFS. Quarter 3. 2023)						
MALE			FEMALE			TOTAL
AM	African Male	43.1%	AF	African Female	37.6%	80.7%
CM	Coloured Male	4.8%	CF	Coloured Female	4.2%	9.0%
IM	Indian Male	1.6%	IF	Indian Female	1.0%	2.6%
WM	White Male	4.2%	WF	White Female	3.5%	7.7%
TOTAL		53.7%			46.3%	100.0%

Figure 19: Skilled level by population group – 2023

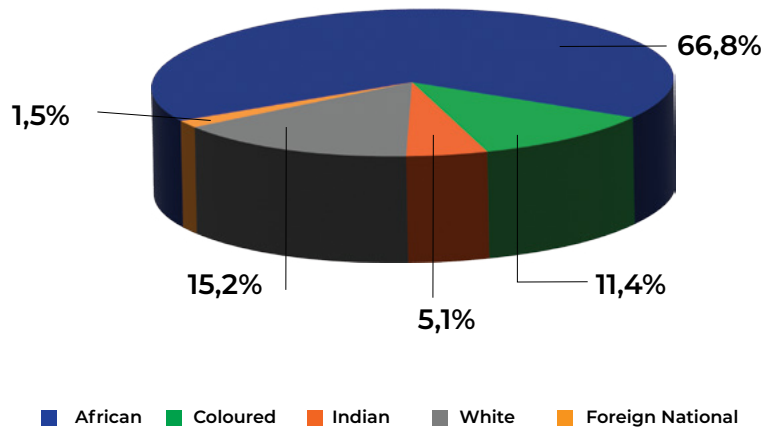


Figure 19 shows that the African population group is under-represented, while the Coloured and Indian population groups surpass their EAP at the skilled level.

Figure 20: Skilled level by gender – 2023

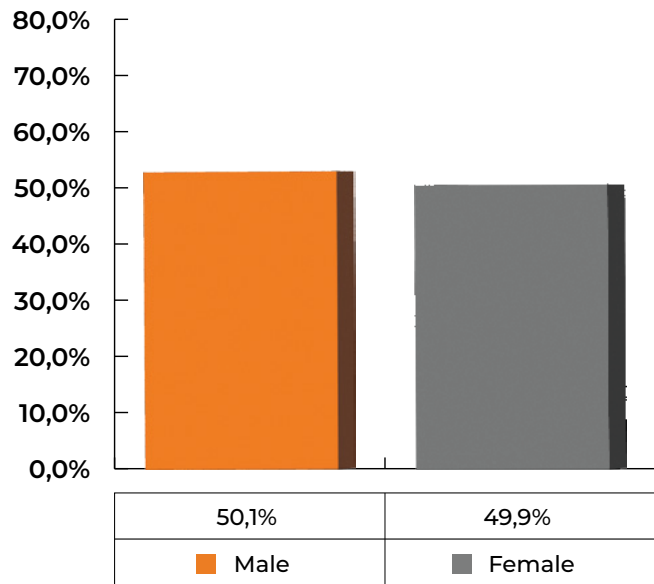


Figure 20 shows that the female representation exceeded their EAP, whereas the male representation is below their EAP at this Skilled occupational level.

Figure 21: Skilled – Disability – 2023

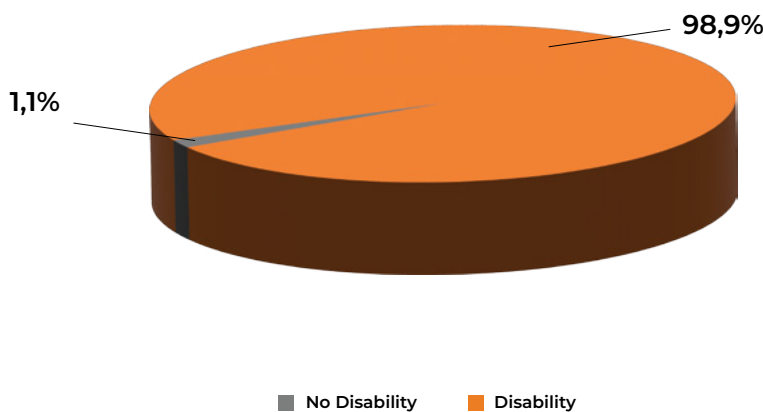
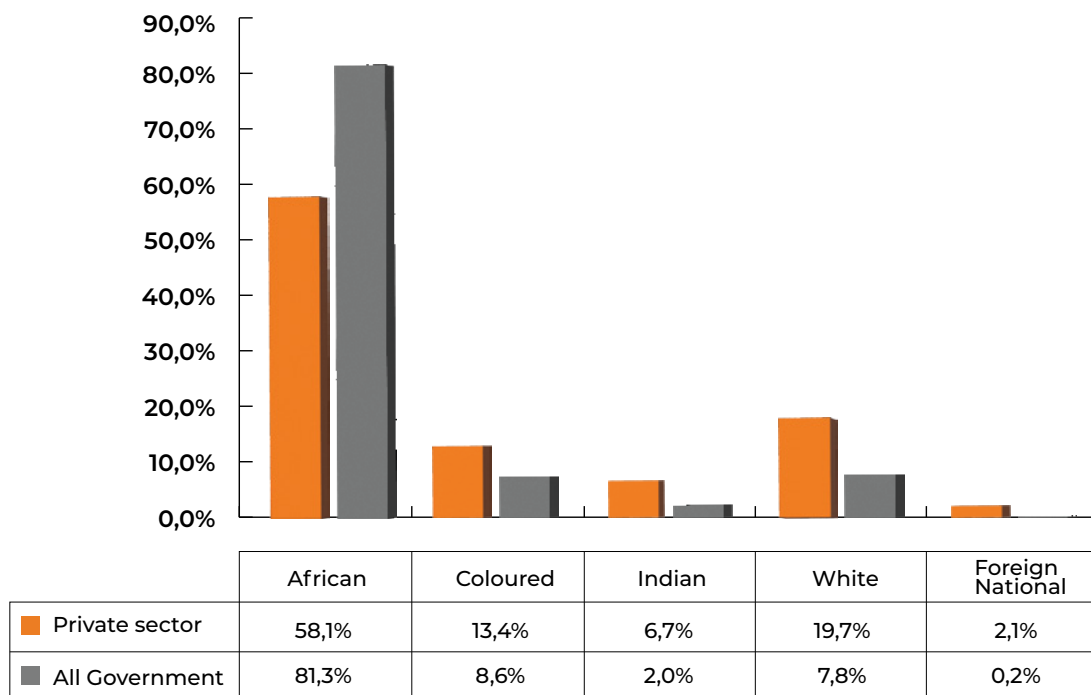


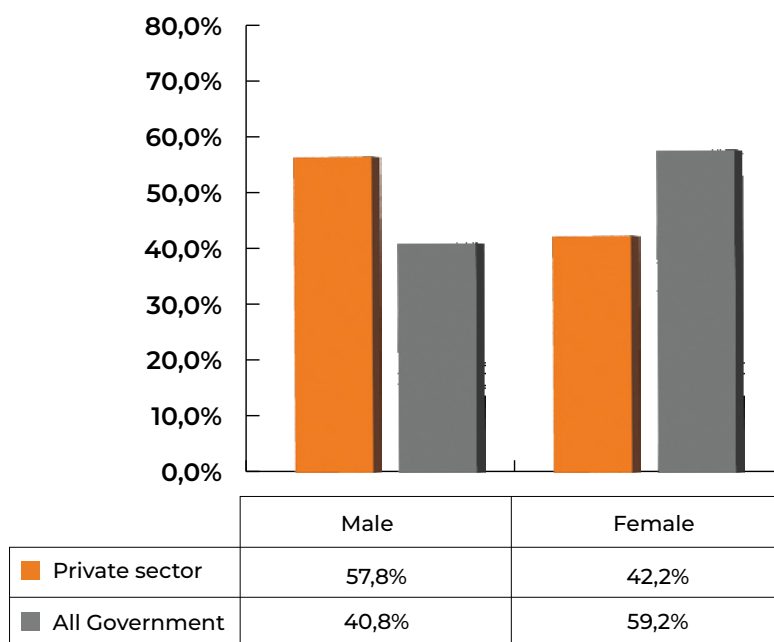
Figure 21 shows that the representation of employees with disabilities is at 1.1% of the total workforce at this occupational level.

Figure 22: Skilled level by population group - 2023 (Private Sector &amp; All Government)



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

Figure 23: Skilled level by gender - 2023 (Private Sector &amp; All Government)



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



Figure 24: Skilled – Disability – 2023 (Private Sector & All Government)

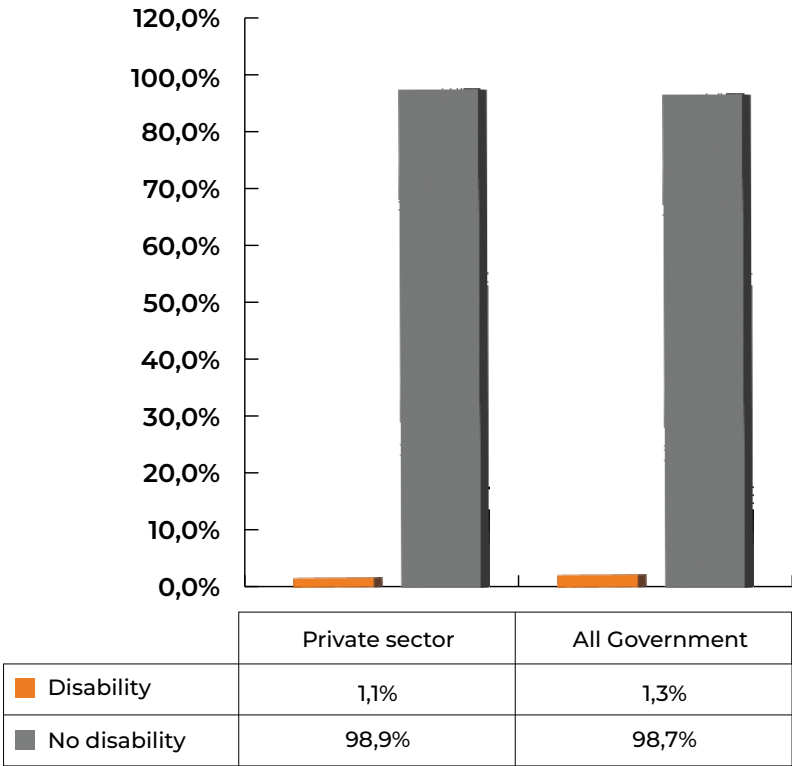


Figure 24 shows that the Government slightly outperforms the Private Sector in terms of the employment of employees with disabilities at the Skilled level.

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	
EAP	43.1%	4.8%	1.3%	4.2%	37.6%	4.2%	1.0%	3.5%	NA	NA	100%
Accommodation and food service activities	28,1%	4,3%	1,4%	4,8%	39,4%	8,0%	1,9%	7,1%	3,2%	1,9%	100,0%
Administrative and support activities	50,2%	4,1%	1,4%	3,9%	30,0%	4,2%	1,4%	3,9%	0,7%	0,3%	100,0%
Agriculture, forestry & fishing	34,7%	11,5%	1,2%	13,7%	17,9%	6,9%	1,0%	10,9%	2,0%	0,3%	100,0%
Arts, entertainment and recreation	27,8%	0,8%	1,0%	1,1%	61,6%	1,1%	3,7%	2,4%	0,2%	0,1%	100,0%
Construction	51,6%	7,2%	2,2%	10,8%	15,8%	2,5%	1,4%	5,7%	2,5%	0,2%	100,0%
Education	17,7%	2,2%	1,1%	7,2%	47,0%	3,6%	2,8%	17,3%	0,5%	0,6%	100,0%
Electricity, gas, steam and air conditioning supply	33,2%	6,4%	2,7%	24,7%	20,3%	3,9%	1,8%	6,6%	0,2%	0,0%	100,0%
Financial and insurance activities	20,0%	5,6%	3,4%	5,5%	37,8%	11,4%	5,3%	10,0%	0,5%	0,5%	100,0%
Human health and social work activities	17,0%	3,4%	1,7%	6,5%	38,2%	7,4%	3,7%	20,8%	0,8%	0,5%	100,0%
Information and communication	21,1%	5,7%	6,2%	23,6%	21,1%	4,1%	3,9%	12,9%	1,0%	0,5%	100,0%
Manufacturing	37,3%	9,4%	5,3%	15,3%	15,7%	4,8%	2,8%	7,2%	1,9%	0,3%	100,0%
Mining and quarrying	54,4%	4,0%	0,6%	16,2%	15,7%	1,2%	0,4%	4,2%	3,1%	0,1%	100,0%
Professional, scientific and technical activities	24,7%	4,8%	3,2%	9,6%	28,2%	6,8%	5,3%	15,7%	0,9%	0,7%	100,0%
Public administration and defence; compulsory social security	47,9%	7,5%	1,9%	5,1%	28,9%	4,3%	0,9%	3,4%	0,1%	0,0%	100,0%
Real estate activities	21,2%	4,7%	3,1%	13,2%	23,0%	8,2%	4,2%	19,6%	2,0%	0,7%	100,0%
Transportation and storage	46,1%	7,6%	4,1%	9,5%	18,9%	3,8%	2,3%	5,9%	1,6%	0,2%	100,0%
Water supply. Sewerage, waste management and remediation activities	45,1%	5,2%	1,1%	5,4%	34,0%	4,2%	1,0%	3,7%	0,4%	0,0%	100,0%
Wholesale and retail trade; repair of motor vehicles and motorcycles	28,0%	6,8%	4,5%	9,8%	27,7%	8,9%	3,8%	9,0%	1,1%	0,4%	100,0%

**Table 16** illustrates that the representation of the Coloured, Indian and White population groups is above their EAP in most sectors of the economy. The African population group is almost aligned to their EAP at the Arts, Entertainment and Recreation sector. It also illustrates a dominance of the Indian and White population groups in the Professional, Scientific and technical activities and Real estate activities.

The African female representation is highest in the Art, Entertainment and Recreation (61.6%), Education (47.6%) and Accommodation and Food Services Activities (39.4%). Foreign Nationals are particularly highly represented in the Accommodation and Food Service Activities and in the Mining and Quarrying sectors.

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	
EAP	43.1%	4.8%	1.3%	4.2%	37.6%	4.2%	1.0%	3.5%	NA	NA	100%
National Government	45,9%	6,3%	1,5%	5,1%	31,9%	3,9%	1,0%	4,4%	0,0%	0,0%	100,0%
Provincial Government	24,4%	1,5%	0,4%	1,2%	61,0%	4,6%	1,0%	5,5%	0,2%	0,1%	100,0%
Local Government	37,5%	10,4%	2,9%	5,5%	32,5%	6,5%	1,4%	3,2%	0,1%	0,0%	100,0%
Private Sector	34,9%	6,9%	3,5%	10,9%	23,2%	6,5%	3,2%	8,8%	1,7%	0,5%	100,0%
Non-Profit Organisations	31,6%	7,6%	0,9%	4,3%	35,2%	11,4%	1,2%	7,3%	0,3%	0,3%	100,0%
State Owned Enterprises	40,0%	3,7%	1,5%	5,2%	40,8%	3,4%	1,5%	3,6%	0,1%	0,1%	100,0%
Educational Institutions	21,9%	1,3%	1,1%	2,4%	57,2%	3,0%	3,9%	8,0%	0,7%	0,5%	100,0%

**Table 17** shows that the National Government achieved the EAP for African males, while Provincial Government, State Owned Enterprises and the Educational institutions reached the EAP for African Females at the Skilled level. The Private Sector has the highest representation of Foreign Nationals (2.2%) at this occupational level.

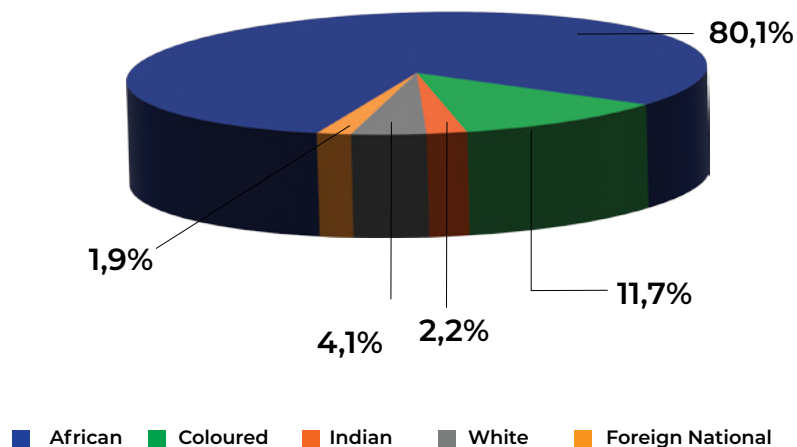
Table 18: Workforce movement at the Skilled level by Population Group and Gender											
	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
EAP	43.1%	4.8%	1.3%	4.2%	37.6%	4.2%	1.0%	3.5%	NA	NA	100%
Workforce profile- all employees	33,2%	5,6%	2,5%	7,7%	33,6%	5,8%	2,6%	7,5%	1,1%	0,4%	100,0%
Recruitment	36,2%	5,9%	2,9%	8,9%	29,5%	5,3%	2,6%	6,9%	1,3%	0,5%	100,0%
Promotion	35,7%	6,7%	2,5%	5,6%	32,5%	8,0%	2,4%	5,5%	0,8%	0,3%	100,0%
Terminations	35,4%	6,2%	3,1%	10,4%	26,7%	5,5%	2,5%	8,1%	1,7%	0,5%	100,0%
Skills Development	18,0%	0,0%	1,2%	10,0%	41,4%	3,5%	2,9%	22,9%	0,0%	0,0%	100,0%

**Table 18** Indicates that the extent to which the African Population group benefited from recruitment, promotions and skills development was not favourable to them in context of their EAP and when considering the objectives of the EEA.

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

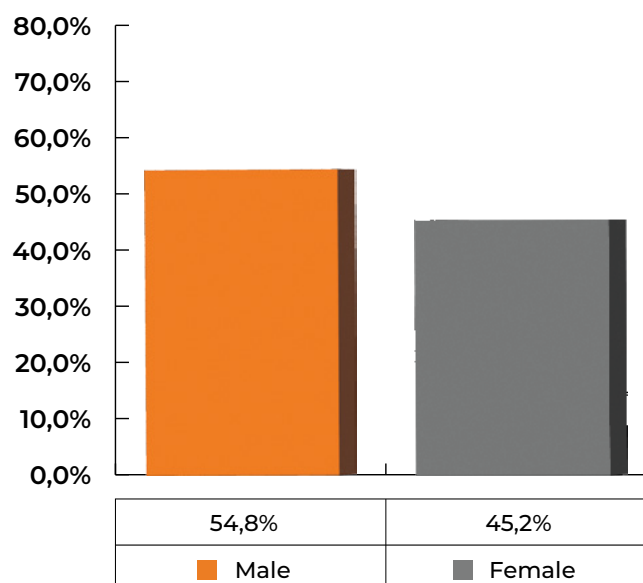
National EAP by Population Group and Gender* (*Source: Statistics South Africa. (QLFS. Quarter 3. 2023)						
MALE			FEMALE			TOTAL
AM	African Male	43.1%	AF	African Female	37.6%	<b>80.7%</b>
CM	Coloured Male	4.8%	CF	Coloured Female	4.2%	<b>9.0%</b>
IM	Indian Male	1.6%	IF	Indian Female	1.0%	<b>2.6%</b>
WM	White Male	4.2%	WF	White Female	3.5%	<b>7.7%</b>
<b>TOTAL</b>		<b>53.7%</b>			<b>46.3%</b>	<b>100.0%</b>

Figure 25: Semi-skilled level by population group – 2023



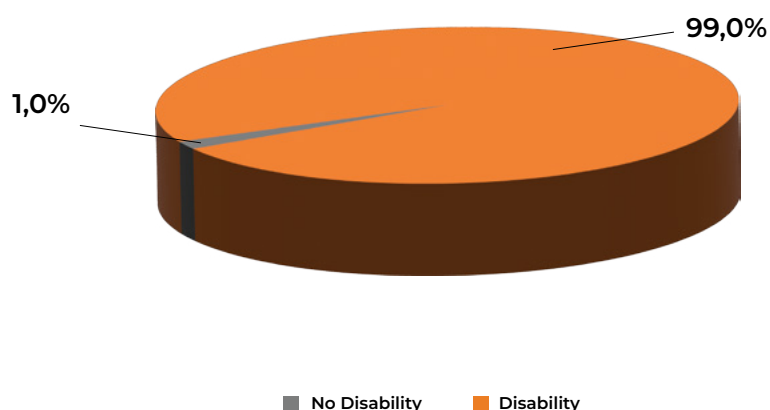
**Figure 25** shows a higher representation of African population group, while the Indian and White population groups are below their EAP at this level. The high representation of Foreign Nationals (1.9%) at this occupational level still remains a concern to the CEE.

Figure 26: Semi-skilled level by gender – 2023



**Figure 26** indicates that the representation of both males and females closely resembles their EAP at the Semi-skilled level.

Figure 27: Semi-skilled level – Disability – 2023



**Figure 27** shows that the representation of employees with disabilities still remains low at this Semi-skilled level.

Figure 28: Semi-skilled level by population group - 2023 (Private Sector & All Government)

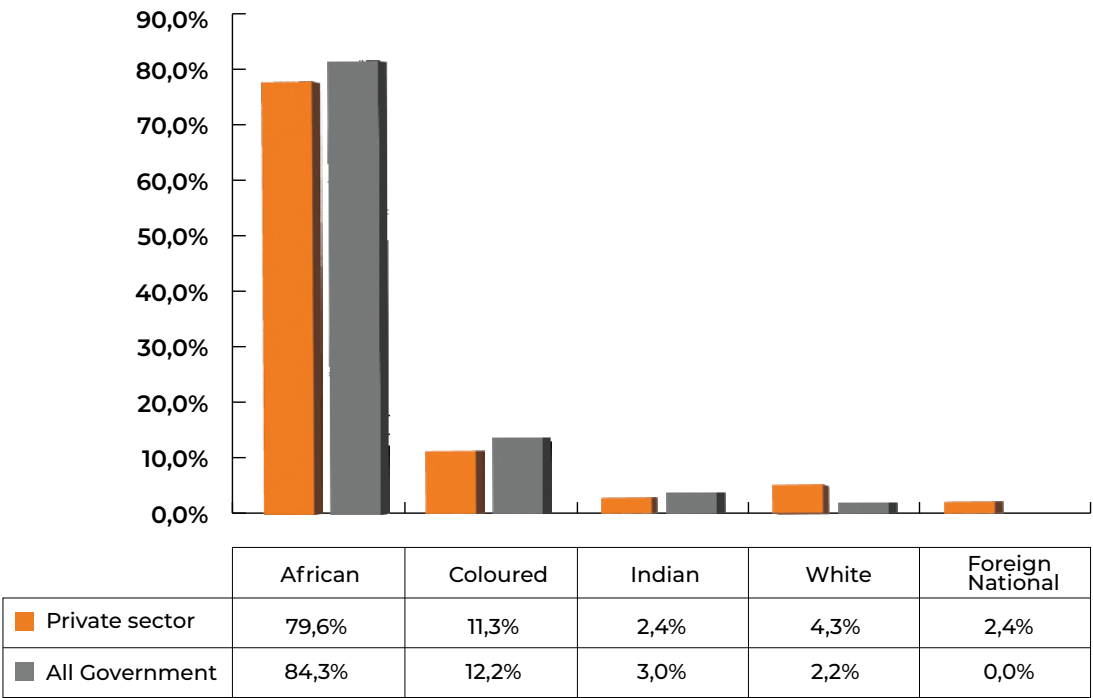


Figure 28 shows that the representation of African, Coloured and Indian population groups reasonably aligned to their EAP both in Government and in the Private Sector at this occupational level. The high representation of Foreign Nationals (2.4%) in the Private Sector at this occupational level remains a worrying factor considering the high unemployment rate in South Africa.

Figure 29: Semi-skilled level by gender - 2023 (Private Sector & All Government)

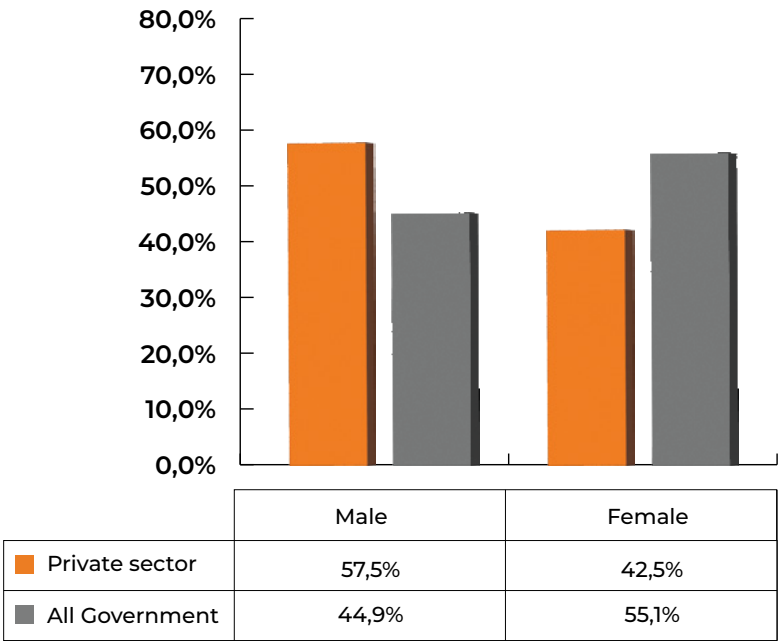
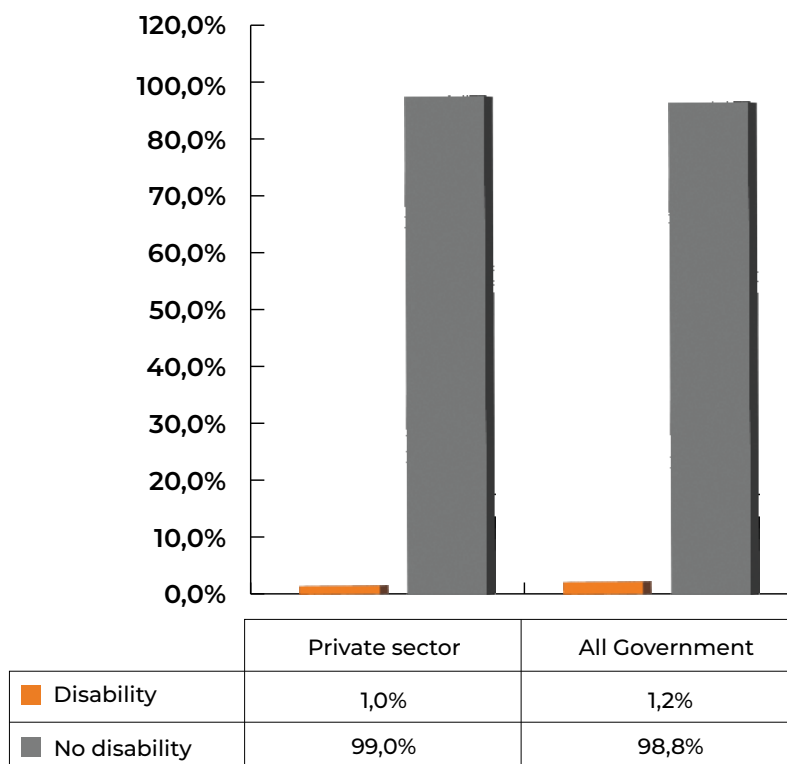


Figure 29 shows that the representation of females in Government is relatively close to their EAP and their representation is slightly below their EAP in the Private Sector at this occupational level. The male representation in Private Sector surpasses their EAP at the Semi-skilled level.



Figure 30: Semi-skilled level – Disability - 2023 (Private Sector & All Government)



**Figure 30** shows that the Government is performing slightly better than the Private Sector 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	
EAP	43.1%	4.8%	1.3%	4.2%	37.6%	4.2%	1.0%	3.5%	NA	NA	100.0%
Accommodation and food service activities	32,1%	2,8%	0,4%	1,0%	53,3%	4,8%	0,5%	1,5%	2,3%	1,4%	100,0%
Administrative and support activities	58,0%	2,8%	0,6%	0,8%	32,7%	3,1%	0,6%	0,8%	0,4%	0,2%	100,0%
Agriculture, forestry & fishing	49,0%	14,7%	0,3%	2,0%	19,3%	7,5%	0,3%	3,1%	3,3%	0,6%	100,0%
Arts, entertainment and recreation	42,5%	2,7%	0,9%	1,3%	45,5%	3,2%	1,1%	1,5%	0,7%	0,6%	100,0%
Construction	68,6%	6,3%	0,5%	2,5%	14,5%	1,8%	0,5%	2,3%	2,8%	0,2%	100,0%
Education	32,5%	3,3%	2,3%	3,2%	38,7%	5,9%	2,4%	11,4%	0,3%	0,0%	100,0%
Electricity, gas, steam and air conditioning supply	51,2%	7,7%	1,3%	6,6%	22,9%	2,5%	0,5%	7,4%	0,0%	0,0%	100,0%
Financial and insurance activities	22,8%	4,5%	2,2%	2,2%	49,0%	10,0%	3,7%	4,5%	0,5%	0,5%	100,0%
Human health and social work activities	28,7%	3,6%	1,7%	3,3%	42,2%	7,2%	3,2%	10,1%	0,0%	0,1%	100,0%
Information and communication	32,9%	5,2%	2,6%	4,7%	42,3%	5,6%	2,4%	4,2%	0,1%	0,0%	100,0%
Manufacturing	51,6%	8,7%	2,1%	3,1%	23,4%	5,9%	1,2%	2,2%	1,6%	0,3%	100,0%
Mining and quarrying	70,6%	2,2%	0,1%	1,4%	13,8%	0,7%	0,1%	0,8%	10,3%	0,2%	100,0%
Professional, scientific and technical activities	29,3%	5,8%	1,7%	3,3%	37,4%	10,0%	3,0%	8,6%	0,5%	0,5%	100,0%
Public administration and defence; compulsory social security	55,1%	5,3%	0,8%	0,8%	32,5%	4,1%	0,5%	0,9%	0,1%	0,0%	100,0%
Real estate activities	33,3%	5,5%	1,7%	3,9%	27,3%	8,3%	4,5%	11,8%	3,0%	0,9%	100,0%
Transportation and storage	60,7%	6,7%	1,9%	2,8%	19,6%	3,3%	1,2%	2,7%	1,1%	0,1%	100,0%
Water supply, sewerage, waste management and remediation activities	53,7%	5,9%	0,3%	1,1%	33,3%	3,3%	0,4%	1,3%	0,4%	0,1%	100,0%
Wholesale and retail trade; repair of motor vehicles and motorcycles	32,4%	4,9%	1,1%	1,4%	47,8%	8,3%	1,2%	1,8%	0,8%	0,3%	100,0%

**Table 19** illustrates that employers in the Mining and Quarrying sector predominately employ African males (70.6%) and Foreign Nationals (10.5%) at the Semi-skilled level. The Construction (68.6%) and Transportation and Storage (60.7%) sectors are also dominated by African males at this occupational level.

BUSINESS TYPE	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
EAP	43.1%	4.8%	1.3%	4.2%	37.6%	4.2%	1.0%	3.5%	NA	NA	100%
National Government	43,0%	5,5%	0,8%	0,8%	42,5%	5,2%	0,7%	1,4%	0,0%	0,0%	100,0%
Provincial Government	29,2%	3,3%	0,3%	0,3%	59,2%	5,8%	0,5%	1,3%	0,0%	0,0%	100,0%
Local Government	42,8%	11,6%	1,5%	1,4%	32,5%	7,3%	1,0%	1,8%	0,0%	0,0%	100,0%
Private Sector	46,8%	5,6%	1,2%	1,9%	32,8%	5,7%	1,2%	2,3%	2,0%	0,4%	100,0%
Non-Profit Organisations	30,8%	7,0%	0,3%	1,4%	35,2%	18,7%	0,5%	5,4%	0,3%	0,3%	100,0%
State Owned Enterprises	46,4%	5,3%	0,9%	1,7%	38,6%	4,0%	0,6%	2,4%	0,0%	0,0%	100,0%
Educational Institutions	32,7%	1,8%	0,5%	1,1%	55,4%	3,6%	0,9%	3,7%	0,2%	0,2%	100,0%

**Table 20** shows that the representation of African males exceed their EAP in the Private Sector and in the State-Owned Enterprises, whilst the representation of African females exceed their EAP in National Government, Provincial Government, Educational Institution, as well as in State Owned Enterprises.

	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
EAP	43.1%	4.8%	1.3%	4.2%	37.6%	4.2%	1.0%	3.5%	NA	NA	100%
Workforce profile- all employees	44,8%	5,6%	1,1%	1,8%	35,3%	6,1%	1,1%	2,4%	1,6%	0,3%	100,0%
Recruitment	42,9%	6,0%	1,2%	2,1%	36,1%	7,1%	1,3%	2,3%	0,7%	0,2%	100,0%
Promotion	42,2%	7,1%	1,0%	1,8%	37,0%	6,7%	0,7%	1,5%	1,8%	0,3%	100,0%
Terminations	44,2%	6,2%	1,3%	2,3%	33,6%	6,9%	1,2%	2,6%	1,3%	0,4%	100,0%
Skills Development	31,2%	0,3%	0,1%	0,1%	28,9%	4,0%	0,1%	35,3%	0,0%	0,0%	100,0%

**Table 21** shows that accrual of recruitment, promotion and skills development opportunities of the designated groups is closely aligned to their EAP at the Semi-Skilled level.

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

MALE			FEMALE			TOTAL
AM	African Male	43.1%	AF	African Female	37.6%	80.7%
CM	Coloured Male	4.8%	CF	Coloured Female	4.2%	9.0%
IM	Indian Male	1.6%	IF	Indian Female	1.0%	2.6%
WM	White Male	4.2%	WF	White Female	3.5%	7.7%
<b>TOTAL</b>		<b>53.7%</b>			<b>46.3%</b>	<b>100.0%</b>

Figure 31: Unskilled by population group – 2023

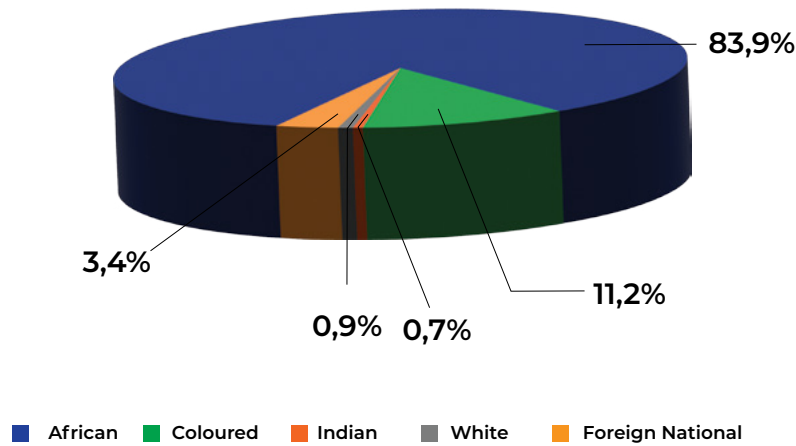


Figure 31 shows that the representation of African and Coloured population groups are higher than their respective EAP, and the Indian and White population groups are below their EAP at the Unskilled level. The high representation of Foreign Nationals (3.4%) remains a concern at this occupational level. The unskilled level presents opportunities for unskilled South Africans to enter the labour market, but a number of these opportunities are being extended to Foreign Nationals, which exacerbates the high unemployment rate in South Africa.

Figure 32: Unskilled level by gender – 2023

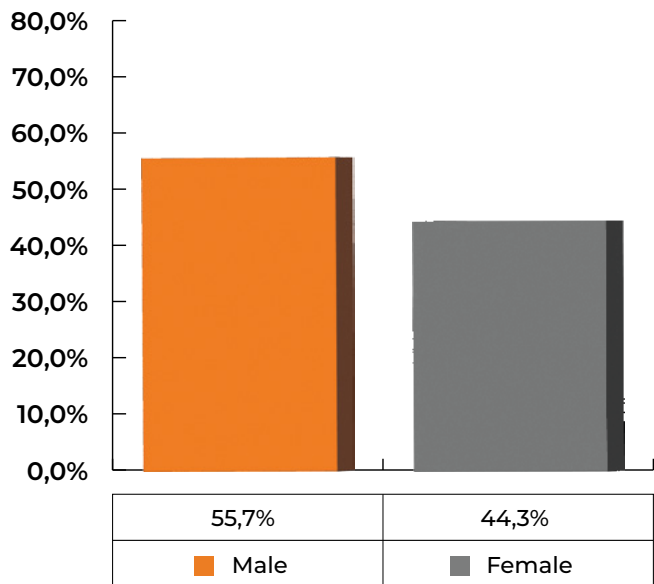
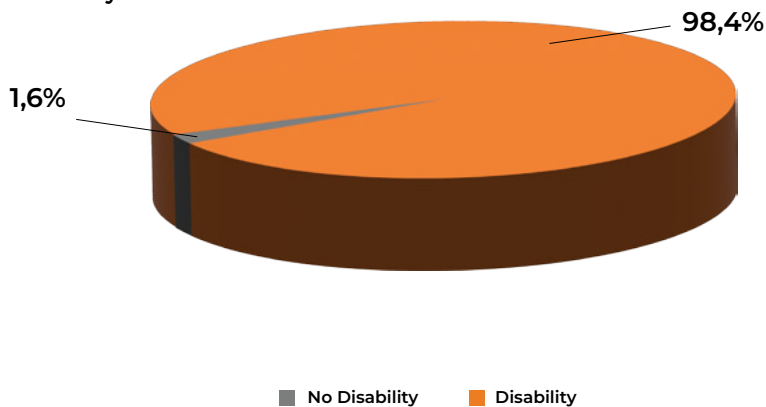


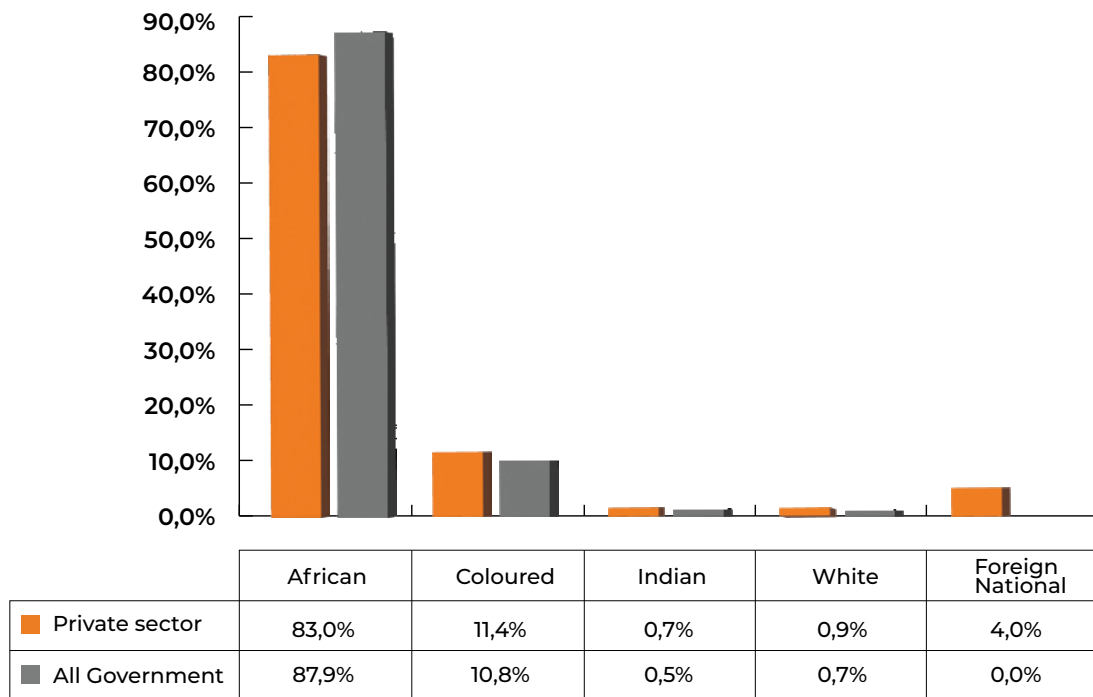
Figure 32 shows that the representation of females is significantly lower than their EAP at this occupational level.

Figure 33: Unskilled level – Disability – 2023



**Figure 33** shows that employees with disabilities only represented 1.6% of total workforce at Unskilled level.

**Figure 34: Unskilled level by population group - 2023 (Private Sector & All Government)**



**Figure 34** shows that the White and Indian population groups are under-represented both in Government and in the Private Sector at this level. The Private Sector is recorded as being the only employer of Foreign Nationals (4.0%) at the Unskilled level.

**Figure 35: Unskilled level by gender - 2023 (Private Sector & All Government)**



**Figure 35** shows that the representation of females in government (45.5%) is higher than the representation of females in the Private sector (42.5%) at this occupational level.



Figure 36: Unskilled level – Disability - 2023 (Private Sector & All Government)

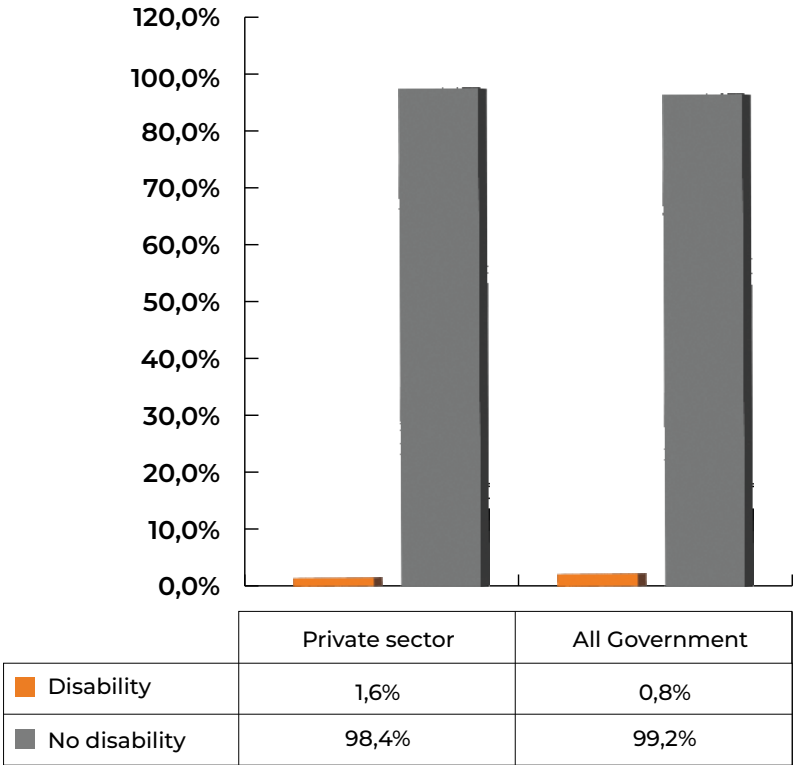


Figure 36 shows that representation of persons with disabilities is higher in Private Sector at 1.6% than Government.

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>43.1%</b>	<b>4.8%</b>	<b>1.3%</b>	<b>4.2%</b>	<b>37.6%</b>	<b>4.2%</b>	<b>1.0%</b>	<b>3.5%</b>	<b>NA</b>	<b>NA</b>	<b>100%</b>
Accommodation and food service activities	31,2%	3,1%	0,1%	0,4%	54,0%	7,8%	0,1%	0,4%	1,8%	1,0%	100,0%
Administrative and support activities	44,6%	4,2%	0,3%	0,3%	44,0%	4,4%	0,1%	0,3%	1,3%	0,4%	100,0%
Agriculture, forestry & fishing	41,1%	8,6%	0,0%	0,2%	33,8%	8,6%	0,0%	0,1%	5,3%	2,2%	100,0%
Arts entertainment and recreation	41,5%	3,8%	0,5%	0,8%	48,1%	2,4%	0,3%	0,3%	1,6%	0,8%	100,0%
Construction	65,0%	6,6%	0,2%	0,8%	22,6%	1,6%	0,0%	0,2%	2,6%	0,3%	100,0%
Education	42,6%	2,9%	0,7%	2,0%	47,5%	2,3%	0,8%	1,2%	0,0%	0,0%	100,0%
Electricity, gas, steam and air conditioning supply	47,2%	6,5%	0,3%	0,8%	41,8%	2,0%	0,6%	0,8%	0,0%	0,0%	100,0%
Financial and insurance activities	30,9%	6,0%	0,8%	0,8%	49,9%	7,8%	0,7%	1,0%	1,5%	0,8%	100,0%
Human health and social work activities	29,9%	2,5%	0,4%	7,1%	49,5%	4,9%	0,6%	5,0%	0,1%	0,0%	100,0%
Information and communication	41,1%	5,4%	1,0%	0,6%	44,4%	5,9%	1,2%	0,3%	0,1%	0,0%	100,0%
Manufacturing	52,5%	7,2%	1,0%	1,1%	30,1%	5,6%	0,4%	0,2%	1,3%	0,5%	100,0%
Mining and quarrying	68,5%	1,1%	0,0%	0,6%	18,9%	0,4%	0,0%	0,1%	9,3%	1,0%	100,0%
Professional, scientific and technical activities	54,4%	5,5%	0,5%	0,8%	32,8%	3,3%	0,6%	1,2%	0,6%	0,3%	100,0%
Public administration and defence; compulsory social security	47,1%	10,3%	0,6%	0,4%	36,1%	5,1%	0,2%	0,1%	0,1%	0,0%	100,0%
Real estate activities	37,9%	2,5%	0,5%	0,9%	48,9%	2,6%	0,4%	1,4%	3,7%	1,2%	100,0%
Transportation and storage	65,2%	7,5%	0,8%	1,0%	21,5%	1,8%	0,3%	0,4%	1,3%	0,2%	100,0%
Water supply, sewerage, waste management and remediation activities	50,9%	4,5%	0,2%	0,3%	40,9%	2,4%	0,1%	0,1%	0,5%	0,2%	100,0%
Wholesale and retail trade; repair of motor vehicles and motorcycles	41,7%	4,4%	0,7%	0,7%	43,9%	6,1%	0,5%	0,4%	1,2%	0,6%	100,0%

**Table 22** shows that in all Sectors the African population group are overrepresented, while the White and Indian population groups are grossly underrepresented at this level in relation to their EAPs.

Table 23: Workforce profile at the Unskilled level by Business Type, Population Group and Gender											
BUSINESS TYPE	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
EAP	43,1%	4,8%	1,3%	4,2%	37,6%	4,2%	1,0%	3,5%	NA	NA	100,0%
National Government	47,3%	6,7%	0,6%	0,4%	40,8%	4,0%	0,1%	0,1%	0,0%	0,0%	100,0%
Provincial Government	38,3%	2,8%	0,1%	0,7%	54,1%	3,4%	0,1%	0,5%	0,0%	0,0%	100,0%
Local Government	52,3%	9,8%	0,5%	0,4%	32,4%	4,2%	0,2%	0,1%	0,0%	0,0%	100,0%
Private Sector	47,4%	5,8%	0,4%	0,6%	35,7%	5,6%	0,3%	0,3%	3,0%	1,0%	100,0%
Non-Profit Organisations	35,6%	7,6%	0,1%	0,6%	46,4%	8,6%	0,1%	0,6%	0,3%	0,2%	100,0%
State Owned Enterprises	42,5%	3,2%	0,1%	0,2%	49,6%	4,3%	0,0%	0,2%	0,1%	0,0%	100,0%
Educational Institutions	31,1%	1,8%	0,2%	0,4%	62,5%	2,9%	0,1%	0,5%	0,3%	0,3%	100,0%

**Table 23** shows that the representation of African population is above their EAP in Local Government, Private sector and State Own Enterprises at this occupational level. The Private Sector is the highest employers of Foreign Nationals (4.0%) at this occupational level.

Table 24: Workforce movement at the Unskilled level by Population Group and Gender											
	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
EAP	43,1%	4,8%	1,3%	4,2%	37,6%	4,2%	1,0%	3,5%	NA	NA	100,0%
Workforce profile- all employees	46,4%	5,8%	0,4%	0,6%	37,5%	5,4%	0,2%	0,3%	2,5%	0,8%	100,0%
Recruitment	47,1%	6,9%	0,5%	0,9%	35,6%	6,5%	0,3%	0,4%	1,2%	0,6%	100,0%
Promotion	46,5%	7,6%	0,4%	1,1%	33,1%	6,2%	0,1%	0,6%	3,4%	0,8%	100,0%
Terminations	47,6%	6,8%	0,5%	0,9%	33,5%	7,2%	0,3%	0,4%	2,0%	1,0%	100,0%
Skills Development	51,2%	6,3%	0,8%	0,7%	36,0%	4,4%	0,3%	0,3%	0,0%	0,0%	100,0%

**Table 24** shows that the African Population Group, particularly Males, was mostly recruited, promoted and provided with skills development opportunities at the unskilled level.

### Workforce Profile for Employees with Disabilities (All) in 2023

Table 25: % of Workforce Employees with Disabilities (All) - 2023	
	1.2%

**Table 25** indicates that the representation of employees with disabilities is at 1.2% of the total workforce in 2023.

Table 26: % of Workforce Employees with Disabilities - 2023 (All Government & All Private)	
Private Sector	ALL Government
1.2%	1.1%

**Table 26** suggests that the Private Sector (1.2%) is performing slightly better than Government (1.1%) in relation to the employment of employees with disabilities in 2023.



## 9. DISABILITY PER SECTOR

This section provides an analysis of the representation of employees with disabilities as reported in the 2023 EE reporting cycle by economic sector.

Table 27.1: Representation of employees with Disabilities by Sector	
SECTORS	Disability %
Electricity, gas, steam and air conditioning supply	1.9%
Information and communication	1.9%
Professional, scientific and technical activities	1.8%
Manufacturing	1.6%
Transportation and storage	1.6%
Financial and insurance activities	1.4%
Public administration and defence; compulsory social security	1.4%
Mining and quarrying	1.3%
Real estate activities	1.3%

**Table 27.1** shows the nine (9) economic sectors with the highest representation of persons with disabilities in the total workforce. It also shows that of the eighteen (18) economic sectors, Electricity, gas, steam and air conditioning supply; Information and communication (1.9%) and the Professional, scientific and technical activities (1.8%) were the most progressive sectors in the representation of persons with disabilities.

Table 27.2: Representation of Persons with Disabilities by Sector	
SECTORS	Disability %
Wholesale and retail trade; repair of motor vehicles and motorcycles	1.1%
Human health and social work activities	1.1%
Water supply, sewerage, waste management and remediation activities	1.0%
Education	1.0%
Construction	0.9%
Accommodation and food service activities	0.8%
Agriculture, forestry & fishing	0.8%
Administrative and support activities	0.7%
Arts entertainment and recreation	0.4%

**Table 27.2** shows the nine (9) least performing economic sectors in terms of the representation of persons with disabilities in the total workforce. It also shows that of the eighteen (18) sectors, Arts entertainment and recreation (0.4%), Administrative and support activities (0.7%), Agriculture, forestry & fishing (0.8%) and Accommodation and food service activities (0.8%) were the least performing in the representation of persons with disabilities.









## 10. BARRIERS AND AFFIRMATIVE ACTION MEASURES FOR 2023 (ALL EMPLOYERS)

This section of the report provides an analysis of the barriers and affirmative action measures when commencing employment, during employment and when terminating employment submitted by the designated employers in their 2023 employment equity reports as outlined below:

Table 28.1						
CATEGORIES	BARRIERS			AFFIRMATIVE ACTION MEASURES		
	YES	NO	TOTAL	YES	NO	TOTAL
Recruitment procedures	9387	18628	28015	9030	18985	28015
	33.5%	66.5%	100.0%	32.2%	67.8%	100.0%
Advertising positions	5996	22019	28015	5718	22297	28015
	21.4%	78.6%	100.0%	20.4%	79.6%	100.0%
Selection criteria	4959	23056	28015	4724	23291	28015
	17.7%	82.3%	100.0%	16.9%	83.1%	100.0%
Appointments	6224	21791	28015	5955	22060	28015
	22.2%	77.8%	100.0%	21.3%	78.7%	100.0%
Job classification and grading	3129	24886	28015	2846	25169	28015
	11.2%	88.8%	100.0%	10.2%	89.8%	100.0%
Remuneration and benefits	4527	23488	28015	4197	23818	28015
	16.2%	83.8%	100.0%	15.0%	85.0%	100.0%
Terms & conditions of employment	1409	26606	28015	1236	26779	28015
	5.0%	95.0%	100.0%	4.4%	95.6%	100.0%

**Table 28.1** suggests that most employers reported that they did not have barriers in relation to the terms of conditions of employment (95.0%); job classification and grading (88.8%); remuneration and benefits (83.8%); selection criteria (82.3%), advertising of positions (78.6%); and in appointments (77.8%). This implies that there are no challenges to attracting and employing people from the designated groups. Therefore, a change in the representation of the designated groups in the upper echelons of the workforce should happen at a faster pace than what is observed in the trend analyses above.

Table 28.2						
CATEGORIES	BARRIERS			AFFIRMATIVE ACTION MEASURES		
	YES	NO	TOTAL	YES	NO	TOTAL
Job assignments	885	27130	28015	722	27293	28015
	3.2%	96.8%	100.0%	2.6%	97.4%	100.0%
Work environment and facilities	4573	23442	28015	4125	23890	28015
	16.3%	83.7%	100.0%	14.7%	85.3%	100.0%
Training and development	7493	20522	28015	7116	20899	28015
	26.7%	73.3%	100.0%	25.4%	74.6%	100.0%
Performance and evaluation systems	3894	24121	28015	3604	24411	28015
	13.9%	86.1%	100.0%	12.9%	87.1%	100.0%
Promotions	2173	25842	28015	1941	26074	28015
	7.8%	92.2%	100.0%	6.9%	93.1%	100.0%
Transfers	470	27545	28015	373	27642	28015
	1.7%	98.3%	100.0%	1.3%	98.7%	100.0%
Succession and experience planning	6595	21420	28015	6186	21829	28015
	23.5%	76.5%	100.0%	22.1%	77.9%	100.0%

**Table 28.2** indicates that over 90% of employers have no barriers in terms of transfers; job assignments; and promotions, which are key drivers to the advancement of the designated groups. Therefore, there should not be any reason for not distributing employment opportunities in favour of the designated groups, particularly at the upper four occupational levels.

Table 28.3						
CATEGORIES	BARRIERS			AFFIRMATIVE ACTION MEASURES		
	YES	NO	TOTAL	YES	NO	TOTAL
Disciplinary measures	1335	26680	<b>28015</b>	1143	26872	<b>28015</b>
	4.8%	95.2%	<b>100.0%</b>	4.1%	95.9%	<b>100.0%</b>
Dismissals	564	27451	<b>28015</b>	410	27605	<b>28015</b>
	2.0%	98.0%	<b>100.0%</b>	1.5%	98.5%	<b>100.0%</b>
Corporate culture	4494	23521	<b>28015</b>	4148	23867	<b>28015</b>
	16.0%	84.0%	<b>100.0%</b>	14.8%	85.2%	<b>100.0%</b>
HIV and AIDS education and prevention programmes	2359	25656	<b>28015</b>	2197	25818	<b>28015</b>
	8.4%	91.6%	<b>100.0%</b>	7.8%	92.2%	<b>100.0%</b>
Retention of designated groups	3096	24919	<b>28015</b>	2852	25163	<b>28015</b>
	11.1%	88.9%	<b>100.0%</b>	10.2%	89.8%	<b>100.0%</b>
Reasonable accommodation	5299	22716	<b>28015</b>	5034	22981	<b>28015</b>
	18.9%	81.1%	<b>100.0%</b>	18.0%	82.0%	<b>100.0%</b>
Assigned senior manager(s) to manage EE implementation	1613	26402	<b>28015</b>	1411	26604	<b>28015</b>
	5.8%	94.2%	<b>100.0%</b>	5.0%	95.0%	<b>100.0%</b>
Budget allocation in support of employment equity goals	2736	25279	<b>28015</b>	2353	25662	<b>28015</b>
	9.8%	90.2%	<b>100.0%</b>	8.4%	91.6%	<b>100.0%</b>
Time off for employment equity consultative committee to meet	2651	25364	<b>28015</b>	2442	25573	<b>28015</b>
	9.5%	90.5%	<b>100.0%</b>	8.7%	91.3%	<b>100.0%</b>

**Table 28.3** illustrates that designated employers reported that they have no barriers on the retention of the designated groups (88.9%); corporate culture (84.0%); and reasonable accommodation (81.1%), yet the representation of the designated groups, especially, at Senior Management is not improving at a pace that is reflective of this. With regards to persons with disabilities, progress since the inception of the EEA is hardly visible. It is safe to assume that no significant AA measures have been implemented to correct the under-representation of persons with disabilities across the various economic sectors.





## 11. CONCLUDING OBSERVATIONS AND REMARKS

This 24<sup>th</sup> CEE annual report has reflected on the status of employment equity in the South African labour market and how the country has progressed in its workplace transformation. The CEE also recognises that the legislative directives of the EEA require a significant progress in its overall aims and objectives to address the systemic disempowerment of discriminatory policies and practices to promote substantive equality for all. In this regard, the report provides a CCMA article on the unfair discriminatory cases based on the protected ground of disability highlighting the various outcomes of these types of cases handled by both the CCMA and the Courts.

It has been observed through the analysis of the EE data reflected in this report as submitted by designated employers in the 2023 EE reporting cycle, that progress has been made in some of the occupational levels in the implementation of affirmative action measures to enable equitable representation of employees from the different population and gender groups in the workplace. As such, a noticeable positive change at the professionally qualified/ middle management level is encouraging in terms of the representation of the designated groups, albeit the provision of opportunities appear to remain inherently linked to race and gender at more senior upper echelons of the workforce in relation to top management and senior management levels.

The same trend of greater representation of the white population group and to a certain extent, the Indian population group in most sectors of the private sector is noted, while mostly the African and Coloured population groups are occupying positions from the professionally qualified/ middle management levels and below. This phenomenon confirms that the South African labour market continues in the same trajectory of being racialised and gendered 30 years later into democracy and 26 years since the inception of the EEA.

Of relevance and great concern to the CEE, is the low representation of employees with disabilities across all occupational levels in all the economic sectors. There appears to be unwritten quotas in the representation of employees with disabilities to either keep them at approximately 1% representation across occupational levels and even worse, as an overall representation of the total workforce in both the private and public sectors.

This stagnation in the representation and equal participation of persons with disabilities in our economy has continued over the years despite the availability of EE policy tools in the form of the Code of Good Practice on the Employment of persons with disabilities and its accompanying Technical Assistance Guidelines to assist in this regard. The CEE urges all employers and employees to utilise these policy instruments to develop and implement workplace policies, practices and programmes aimed at the elimination of all forms of unfair discrimination directly or indirectly against persons with disabilities to create conducive workplace environments that afford persons with disabilities equal access to employment opportunities.

It is clear in this report that the pace of transformation in the labour market remains very slow and we have not made a significant dent in ensuring the equitable representation of all designated groups, across all occupational levels of the workforce, especially at the upper echelons of top and senior management in all sectors of the economy.

In light of the above observations, it is evident that we have not substantially moved a needle in narrowing the racial and gender gap in ensuring that we create workplaces that are free from unfair discrimination, are inclusive and diversified. As such, the CEE remain committed to facilitating the regulatory compliance to employment equity and affirmative action.

Therefore, the CEE is positive that the current EE amendments and the proposed sector EE targets are critical instruments to expedite the pace of transformation and to ensure the equitable representation of all the designated groups across all occupational levels of our workforce in all economic sectors.

## 12. REFERENCES

- Department of Employment and Labour. 23<sup>rd</sup> Commission for Employment Equity Report 2022-2023.
- Department of Employment and Labour. 22<sup>nd</sup> Commission for Employment Equity Report 2021-2022.
- Department of Employment and Labour. 21<sup>st</sup> Commission for Employment Equity Report 2020-2021.
- Employment Equity Act, 1998.
- Employment Equity Amendment Act, 2013.
- Employment Equity Regulations, 2014.
- Employment Equity Amendment Act, 2022.
- Employment Draft Equity Regulations on Numerical Sector Targets for Public Comment, 2023.
- Employment Equity Draft Regulations on Numerical Sector Targets for Public Comment, 2024.
- Statistics South Africa (2023), Labour Force Survey, Quarter 3.





## APPENDIX

### Appendix A: WORKFORCE PROFILE, RECRUITMENT, PROMOTION, TERMINATIONS AND SKILLS DEVELOPMENT OF ALL EMPLOYERS FOR 2023

WORKFORCE PROFILE FOR ALL EMPLOYERS	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	5979	2074	4410	27899	3830	1437	2230	7549	1362	324	57094
	10.5%	3.6%	7.7%	48.9%	6.7%	2.5%	3.9%	13.2%	2.4%	0.6%	100.0%
Senior Management	24316	7270	11331	46944	17036	5398	7164	25666	3280	1210	149615
	16.3%	4.9%	7.6%	31.4%	11.4%	3.6%	4.8%	17.2%	2.2%	0.8%	100.0%
Professionally qualified	158897	32804	31810	107986	166423	33056	28811	84240	10537	4442	659006
	24.1%	5.0%	4.8%	16.4%	25.3%	5.0%	4.4%	12.8%	1.6%	0.7%	100.0%
Skilled	631511	106643	47714	146472	638293	109625	49111	143342	20741	7205	1900657
	33.2%	5.6%	2.5%	7.7%	33.6%	5.8%	2.6%	7.5%	1.1%	0.4%	100.0%
Semi-skilled	1138652	141751	27451	44632	896616	154905	28653	60256	41004	7998	2541918
	44.8%	5.6%	1.1%	1.8%	35.3%	6.1%	1.1%	2.4%	1.6%	0.3%	100.0%
Unskilled	588131	72995	5283	7689	475016	68779	3024	3885	32218	10404	1267424
	46.4%	5.8%	0.4%	0.6%	37.5%	5.4%	0.2%	0.3%	2.5%	0.8%	100.0%
TOTAL PERMANENT	2547486	363537	127999	381622	2197214	373200	118993	324938	109142	31583	6575714
	38.7%	5.5%	1.9%	5.8%	33.4%	5.7%	1.8%	4.9%	1.7%	0.5%	100.0%
Temporary employees	288603	35193	4240	11389	381753	38950	5252	13055	17325	10739	806499
	35.8%	4.4%	0.5%	1.4%	47.3%	4.8%	0.7%	1.6%	2.1%	1.3%	100.0%
GRAND TOTAL	2836089	398730	132239	393011	2578967	412150	124245	337993	126467	42322	7382213

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	80	70	121	450	73	41	78	113	10	2	1038
	7.7%	6.7%	11.7%	43.4%	7.0%	3.9%	7.5%	10.9%	1.0%	0.2%	100.0%
Senior Management	244	132	175	717	162	100	137	388	13	8	2076
	11.8%	6.4%	8.4%	34.5%	7.8%	4.8%	6.6%	18.7%	0.6%	0.4%	100.0%
Professionally qualified	1386	439	451	1810	1319	397	360	1460	65	28	7715
	18.0%	5.7%	5.8%	23.5%	17.1%	5.1%	4.7%	18.9%	0.8%	0.4%	100.0%
Skilled	5542	1388	746	3280	5717	1382	640	2746	111	46	21598
	25.7%	6.4%	3.5%	15.2%	26.5%	6.4%	3.0%	12.7%	0.5%	0.2%	100.0%
Semi-skilled	10019	1569	459	1000	9182	1501	468	1230	437	24	25889
	38.7%	6.1%	1.8%	3.9%	35.5%	5.8%	1.8%	4.8%	1.7%	0.1%	100.0%
Unskilled	8241	1058	161	337	8084	1213	156	162	295	62	19769
	41.7%	5.4%	0.8%	1.7%	40.9%	6.1%	0.8%	0.8%	1.5%	0.3%	100.0%
TOTAL PERMANENT	25512	4656	2113	7594	24537	4634	1839	6099	931	170	78085
	32.7%	6.0%	2.7%	9.7%	31.4%	5.9%	2.4%	7.8%	1.2%	0.2%	100.0%
Temporary employees	2856	346	86	94	3475	317	71	93	23	16	7377
	38.7%	4.7%	1.2%	1.3%	47.1%	4.3%	1.0%	1.3%	0.3%	0.2%	100.0%
GRAND TOTAL	28368	5002	2199	7688	28012	4951	1910	6192	954	186	85462

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	587	164	270	1266	441	131	174	403	151	34	3621
	16.2%	4.5%	7.5%	35.0%	12.2%	3.6%	4.8%	11.1%	4.2%	0.9%	100.0%
Senior Management	3167	869	1173	4527	2361	642	784	2234	361	147	16265
	19.5%	5.3%	7.2%	27.8%	14.5%	3.9%	4.8%	13.7%	2.2%	0.9%	100.0%
Professionally qualified	21677	4121	4030	13598	19649	3612	3516	9080	1596	732	81611
	26.6%	5.0%	4.9%	16.7%	24.1%	4.4%	4.3%	11.1%	2.0%	0.9%	100.0%
Skilled	97044	15754	7802	23830	79129	14195	6928	18492	3544	1211	267929
	36.2%	5.9%	2.9%	8.9%	29.5%	5.3%	2.6%	6.9%	1.3%	0.5%	100.0%
Semi-skilled	247648	34515	7092	12170	208055	41220	7295	13265	4004	1437	576701
	42.9%	6.0%	1.2%	2.1%	36.1%	7.1%	1.3%	2.3%	0.7%	0.2%	100.0%
Unskilled	186985	27338	2008	3559	141529	25884	1087	1613	4645	2367	397015
	47.1%	6.9%	0.5%	0.9%	35.6%	6.5%	0.3%	0.4%	1.2%	0.6%	100.0%
TOTAL PERMANENT	557108	82761	22375	58950	451164	85684	19784	45087	14301	5928	1343142
	41.5%	6.2%	1.7%	4.4%	33.6%	6.4%	1.5%	3.4%	1.1%	0.4%	100.0%
Temporary employees	281913	39134	3814	8708	314491	42565	4581	10007	15890	10412	731515
	38.5%	5.3%	0.5%	1.2%	43.0%	5.8%	0.6%	1.4%	2.2%	1.4%	100.0%
<b>GRAND TOTAL</b>	<b>839021</b>	<b>121895</b>	<b>26189</b>	<b>67658</b>	<b>765655</b>	<b>128249</b>	<b>24365</b>	<b>55094</b>	<b>30191</b>	<b>16340</b>	<b>2074657</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	256	88	161	733	246	82	115	379	41	15	2116
	12.1%	4.2%	7.6%	34.6%	11.6%	3.9%	5.4%	17.9%	1.9%	0.7%	100.0%
Senior Management	2123	642	881	2652	1701	540	666	1735	222	102	11264
	18.8%	5.7%	7.8%	23.5%	15.1%	4.8%	5.9%	15.4%	2.0%	0.9%	100.0%
Professionally qualified	11954	2546	2047	5414	11425	3585	1902	4434	625	298	44230
	27.0%	5.8%	4.6%	12.2%	25.8%	8.1%	4.3%	10.0%	1.4%	0.7%	100.0%
Skilled	34683	6488	2399	5433	31559	7721	2377	5302	766	335	97063
	35.7%	6.7%	2.5%	5.6%	32.5%	8.0%	2.4%	5.5%	0.8%	0.3%	100.0%
Semi-skilled	30268	5100	695	1272	26551	4796	526	1062	1305	213	71788
	42.2%	7.1%	1.0%	1.8%	37.0%	6.7%	0.7%	1.5%	1.8%	0.3%	100.0%
Unskilled	5703	935	55	139	4061	759	18	73	416	99	12258
	46.5%	7.6%	0.4%	1.1%	33.1%	6.2%	0.1%	0.6%	3.4%	0.8%	100.0%
TOTAL PERMANENT	84987	15799	6238	15643	75543	17483	5604	12985	3375	1062	238719
	35.6%	6.6%	2.6%	6.6%	31.6%	7.3%	2.3%	5.4%	1.4%	0.4%	100.0%
Temporary employees	1827	297	32	145	1940	462	39	126	81	37	4986
	36.6%	6.0%	0.6%	2.9%	38.9%	9.3%	0.8%	2.5%	1.6%	0.7%	100.0%
<b>GRAND TOTAL</b>	<b>86814</b>	<b>16096</b>	<b>6270</b>	<b>15788</b>	<b>77483</b>	<b>17945</b>	<b>5643</b>	<b>13111</b>	<b>3456</b>	<b>1099</b>	<b>243705</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	634	180	297	2167	419	114	157	577	193	52	4790
	13.2%	3.8%	6.2%	45.2%	8.7%	2.4%	3.3%	12.0%	4.0%	1.1%	100.0%
Senior Management	3436	1047	1473	6807	2232	687	909	3170	562	204	20527
	16.7%	5.1%	7.2%	33.2%	10.9%	3.3%	4.4%	15.4%	2.7%	1.0%	100.0%
Professionally qualified	22820	4927	5044	18734	20491	4102	4046	12374	2072	909	95519
	23.9%	5.2%	5.3%	19.6%	21.5%	4.3%	4.2%	13.0%	2.2%	1.0%	100.0%
Skilled	102092	18029	8858	29967	77139	15809	7181	23362	4794	1522	288753
	35.4%	6.2%	3.1%	10.4%	26.7%	5.5%	2.5%	8.1%	1.7%	0.5%	100.0%
Semi-skilled	251849	35061	7636	13304	191442	39348	6801	14600	7667	2068	569776
	44.2%	6.2%	1.3%	2.3%	33.6%	6.9%	1.2%	2.6%	1.3%	0.4%	100.0%
Unskilled	168292	23987	1859	3054	118395	25437	912	1499	6989	3462	353886
	47.6%	6.8%	0.5%	0.9%	33.5%	7.2%	0.3%	0.4%	2.0%	1.0%	100.0%
TOTAL PERMANENT	549123	83231	25167	74033	410118	85497	20006	55582	22277	8217	1333251
	41.2%	6.2%	1.9%	5.6%	30.8%	6.4%	1.5%	4.2%	1.7%	0.6%	100.0%
Temporary employees	259466	34537	5104	8080	288344	39295	4486	10062	16678	10589	676641
	38.3%	5.1%	0.8%	1.2%	42.6%	5.8%	0.7%	1.5%	2.5%	1.6%	100.0%
<b>GRAND TOTAL</b>	<b>808589</b>	<b>117768</b>	<b>30271</b>	<b>82113</b>	<b>698462</b>	<b>124792</b>	<b>24492</b>	<b>65644</b>	<b>38955</b>	<b>18806</b>	<b>2009892</b>

SKILLS DEVELOPMENT FOR ALL EMPLOYEES BY POPULATION GROUP AND GENDER	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top Management	9717792	3527536	6956	25652819	17074089	327	6417096	18669981	81066596
	12.0%	4.4%	0.0%	31.6%	21.1%	0.0%	7.9%	23.0%	100.0%
Senior Management	16151381	1329357	4879162	10016316	17127571	2258846	9954953	7068797	68786383
	23.5%	1.9%	7.1%	14.6%	24.9%	3.3%	14.5%	10.3%	100.0%
Professionally qualified	20647194	1375078	4083219	17887670	39132650	5095281	4123142	39363252	131707486
	15.7%	1.0%	3.1%	13.6%	29.7%	3.9%	3.1%	29.9%	100.0%
Skilled	14067345	28680	943833	7813064	32367412	2751356	2254726	17931000	78157416
	18.0%	0.0%	1.2%	10.0%	41.4%	3.5%	2.9%	22.9%	100.0%
Semi-skilled	3592821	34344	6924	10538	3326305	462962	7656	4061132	11502682
	31.2%	0.3%	0.1%	0.1%	28.9%	4.0%	0.1%	35.3%	100.0%
Unskilled	163832	20269	2460	2381	115242	14082	1038	909	320213
	51.2%	6.3%	0.8%	0.7%	36.0%	4.4%	0.3%	0.3%	100.0%
TOTAL PERMANENT	64340365	6315264	9922554	61382788	109143269	10582854	22758611	87095071	371540776
	17.3%	1.7%	2.7%	16.5%	29.4%	2.8%	6.1%	23.4%	100.0%
Temporary employees	53336	7625	1255	1849	61523	9687	1142	1684	138101
	38.6%	5.5%	0.9%	1.3%	44.5%	7.0%	0.8%	1.2%	100.0%
<b>GRAND TOTAL</b>	<b>64393701</b>	<b>6322889</b>	<b>9923809</b>	<b>61384637</b>	<b>109204792</b>	<b>10592541</b>	<b>22759753</b>	<b>87096755</b>	<b>371678877</b>

## Appendix B: WORKFORCE PROFILE OF ALL EMPLOYERS BY PROVINCE FOR 2023

### EASTERN CAPE

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	281	120	68	1345	199	91	30	298	46	5	2483
	11.3%	4.8%	2.7%	54.2%	8.0%	3.7%	1.2%	12.0%	1.9%	0.2%	100.0%
Senior Management	1031	339	130	1975	740	172	63	881	88	23	5442
	18.9%	6.2%	2.4%	36.3%	13.6%	3.2%	1.2%	16.2%	1.6%	0.4%	100.0%
Professionally qualified	10234	1770	424	3699	13820	1894	307	2892	374	138	35552
	28.8%	5.0%	1.2%	10.4%	38.9%	5.3%	0.9%	8.1%	1.1%	0.4%	100.0%
Skilled	27346	6024	422	6243	49749	5974	393	6083	517	99	102850
	26.6%	5.9%	0.4%	6.1%	48.4%	5.8%	0.4%	5.9%	0.5%	0.1%	100.0%
Semi-skilled	42409	9295	176	2097	39772	6365	164	2775	880	146	104079
	40.7%	8.9%	0.2%	2.0%	38.2%	6.1%	0.2%	2.7%	0.8%	0.1%	100.0%
Unskilled	31721	5225	43	413	27531	3926	24	179	1209	235	70506
	45.0%	7.4%	0.1%	0.6%	39.0%	5.6%	0.0%	0.3%	1.7%	0.3%	100.0%
TOTAL PERMANENT	113022	22773	1263	15772	131811	18422	981	13108	3114	646	320912
	35.2%	7.1%	0.4%	4.9%	41.1%	5.7%	0.3%	4.1%	1.0%	0.2%	100.0%
Temporary employees	27966	2991	28	566	45147	3704	57	580	4876	968	86883
	32.2%	3.4%	0.0%	0.7%	52.0%	4.3%	0.1%	0.7%	5.6%	1.1%	100.0%
<b>GRAND TOTAL</b>	<b>140988</b>	<b>25764</b>	<b>1291</b>	<b>16338</b>	<b>176958</b>	<b>22126</b>	<b>1038</b>	<b>13688</b>	<b>7990</b>	<b>1614</b>	<b>407795</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	5	1	34	6	2	0	9	0	0	59
	3.4%	8.5%	1.7%	57.6%	10.2%	3.4%	0.0%	15.3%	0.0%	0.0%	100.0%
Senior Management	8	6	5	40	15	4	2	25	1	0	106
	7.5%	5.7%	4.7%	37.7%	14.2%	3.8%	1.9%	23.6%	0.9%	0.0%	100.0%
Professionally qualified	71	26	2	51	43	13	0	37	3	0	246
	28.9%	10.6%	0.8%	20.7%	17.5%	5.3%	0.0%	15.0%	1.2%	0.0%	100.0%
Skilled	164	62	5	104	163	39	2	57	1	1	598
	27.4%	10.4%	0.8%	17.4%	27.3%	6.5%	0.3%	9.5%	0.2%	0.2%	100.0%
Semi-skilled	317	115	3	42	273	70	3	44	0	0	867
	36.6%	13.3%	0.3%	4.8%	31.5%	8.1%	0.3%	5.1%	0.0%	0.0%	100.0%
Unskilled	378	73	3	5	355	48	2	5	1	1	871
	43.4%	8.4%	0.3%	0.6%	40.8%	5.5%	0.2%	0.6%	0.1%	0.1%	100.0%
TOTAL PERMANENT	940	287	19	276	855	176	9	177	6	2	2747
	34.2%	10.4%	0.7%	10.0%	31.1%	6.4%	0.3%	6.4%	0.2%	0.1%	100.0%
Temporary employees	284	34	0	12	329	38	2	19	4	4	726
	39.1%	4.7%	0.0%	1.7%	45.3%	5.2%	0.3%	2.6%	0.6%	0.6%	100.0%
<b>GRAND TOTAL</b>	<b>1224</b>	<b>321</b>	<b>19</b>	<b>288</b>	<b>1184</b>	<b>214</b>	<b>11</b>	<b>196</b>	<b>10</b>	<b>6</b>	<b>3473</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	255	36	23	777	107	14	11	201	5	2	1431
	17.8%	2.5%	1.6%	54.3%	7.5%	1.0%	0.8%	14.0%	0.3%	0.1%	100.0%
Senior Management	654	69	30	905	331	34	9	465	10	5	2512
	26.0%	2.7%	1.2%	36.0%	13.2%	1.4%	0.4%	18.5%	0.4%	0.2%	100.0%
Professionally qualified	2703	233	44	2119	1790	188	35	1477	94	24	8707
	31.0%	2.7%	0.5%	24.3%	20.6%	2.2%	0.4%	17.0%	1.1%	0.3%	100.0%
Skilled	14528	806	83	3959	17073	806	75	5057	394	100	42881
	33.9%	1.9%	0.2%	9.2%	39.8%	1.9%	0.2%	11.8%	0.9%	0.2%	100.0%
Semi-skilled	23205	1219	79	1662	11195	889	39	2188	1599	86	42161
	55.0%	2.9%	0.2%	3.9%	26.6%	2.1%	0.1%	5.2%	3.8%	0.2%	100.0%
Unskilled	22557	1049	11	462	14724	505	12	288	751	141	40500
	55.7%	2.6%	0.0%	1.1%	36.4%	1.2%	0.0%	0.7%	1.9%	0.3%	100.0%
TOTAL PERMANENT	63902	3412	270	9884	45220	2436	181	9676	2853	358	138192
	46.2%	2.5%	0.2%	7.2%	32.7%	1.8%	0.1%	7.0%	2.1%	0.3%	100.0%
Temporary employees	7086	513	8	342	4889	326	10	300	70	146	13690
	51.8%	3.7%	0.1%	2.5%	35.7%	2.4%	0.1%	2.2%	0.5%	1.1%	100.0%
GRAND TOTAL	70988	3925	278	10226	50109	2762	191	9976	2923	504	151882

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	12	0	0	0	2	0	0	16
	12.5%	0.0%	0.0%	75.0%	0.0%	0.0%	0.0%	12.5%	0.0%	0.0%	100.0%
Senior Management	11	1	0	20	5	0	1	11	0	0	49
	22.4%	2.0%	0.0%	40.8%	10.2%	0.0%	2.0%	22.4%	0.0%	0.0%	100.0%
Professionally qualified	20	1	2	24	10	2	1	20	4	1	85
	23.5%	1.2%	2.4%	28.2%	11.8%	2.4%	1.2%	23.5%	4.7%	1.2%	100.0%
Skilled	93	4	0	79	44	6	0	54	10	4	294
	31.6%	1.4%	0.0%	26.9%	15.0%	2.0%	0.0%	18.4%	3.4%	1.4%	100.0%
Semi-skilled	343	12	1	45	149	11	1	42	136	5	745
	46.0%	1.6%	0.1%	6.0%	20.0%	1.5%	0.1%	5.6%	18.3%	0.7%	100.0%
Unskilled	260	5	0	16	210	3	0	4	53	14	565
	46.0%	0.9%	0.0%	2.8%	37.2%	0.5%	0.0%	0.7%	9.4%	2.5%	100.0%
TOTAL PERMANENT	729	23	3	196	418	22	3	133	203	24	1754
	41.6%	1.3%	0.2%	11.2%	23.8%	1.3%	0.2%	7.6%	11.6%	1.4%	100.0%
Temporary employees	12	1	0	4	11	0	0	0	0	0	28
	42.9%	3.6%	0.0%	14.3%	39.3%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
GRAND TOTAL	741	24	3	200	429	22	3	133	203	24	1782

## GAUTENG

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	3341	628	2155	13409	2432	502	1203	3860	935	230	28695
	11.6%	2.2%	7.5%	46.7%	8.5%	1.7%	4.2%	13.5%	3.3%	0.8%	100.0%
Senior Management	14675	2917	6569	26872	11292	2239	4389	15140	2274	884	87251
	16.8%	3.3%	7.5%	30.8%	12.9%	2.6%	5.0%	17.4%	2.6%	1.0%	100.0%
Professionally qualified	89380	14496	19027	67355	85947	13291	16825	51392	6649	3009	367371
	24.3%	3.9%	5.2%	18.3%	23.4%	3.6%	4.6%	14.0%	1.8%	0.8%	100.0%
Skilled	368945	43370	24550	91334	315550	42927	25011	83146	11585	4269	1010687
	36.5%	4.3%	2.4%	9.0%	31.2%	4.2%	2.5%	8.2%	1.1%	0.4%	100.0%
Semi-skilled	651642	41192	11082	25530	432936	43086	11708	32778	19510	4098	1273562
	51.2%	3.2%	0.9%	2.0%	34.0%	3.4%	0.9%	2.6%	1.5%	0.3%	100.0%
Unskilled	254959	13005	1699	3639	183959	10812	772	1634	11058	3197	484734
	52.6%	2.7%	0.4%	0.8%	38.0%	2.2%	0.2%	0.3%	2.3%	0.7%	100.0%
TOTAL PERMANENT	1382942	115608	65082	228139	1032116	112857	59908	187950	52011	15687	3252300
	42.5%	3.6%	2.0%	7.0%	31.7%	3.5%	1.8%	5.8%	1.6%	0.5%	100.0%
Temporary employees	132772	10058	2222	6354	136709	8365	2292	7661	4184	2056	312673
	42.5%	3.2%	0.7%	2.0%	43.7%	2.7%	0.7%	2.5%	1.3%	0.7%	100.0%
<b>GRAND TOTAL</b>	<b>1515714</b>	<b>125666</b>	<b>67304</b>	<b>234493</b>	<b>1168825</b>	<b>121222</b>	<b>62200</b>	<b>195611</b>	<b>56195</b>	<b>17743</b>	<b>3564973</b>

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	45	14	60	171	48	13	42	40	6	2	441
	10.2%	3.2%	13.6%	38.8%	10.9%	2.9%	9.5%	9.1%	1.4%	0.5%	100.0%
Senior Management	130	40	86	367	102	42	86	208	6	6	1073
	12.1%	3.7%	8.0%	34.2%	9.5%	3.9%	8.0%	19.4%	0.6%	0.6%	100.0%
Professionally qualified	902	182	307	1237	1021	185	249	972	41	21	5117
	17.6%	3.6%	6.0%	24.2%	20.0%	3.6%	4.9%	19.0%	0.8%	0.4%	100.0%
Skilled	3831	631	461	2289	4359	686	432	1996	66	28	14779
	25.9%	4.3%	3.1%	15.5%	29.5%	4.6%	2.9%	13.5%	0.4%	0.2%	100.0%
Semi-skilled	5933	541	219	577	5814	625	245	801	136	11	14902
	39.8%	3.6%	1.5%	3.9%	39.0%	4.2%	1.6%	5.4%	0.9%	0.1%	100.0%
Unskilled	4154	237	67	144	4118	196	60	56	122	13	9167
	45.3%	2.6%	0.7%	1.6%	44.9%	2.1%	0.7%	0.6%	1.3%	0.1%	100.0%
TOTAL PERMANENT	14995	1645	1200	4785	15462	1747	1114	4073	377	81	45479
	33.0%	3.6%	2.6%	10.5%	34.0%	3.8%	2.4%	9.0%	0.8%	0.2%	100.0%
Temporary employees	1538	114	49	52	2110	132	47	40	7	10	4099
	37.5%	2.8%	1.2%	1.3%	51.5%	3.2%	1.1%	1.0%	0.2%	0.2%	100.0%
<b>GRAND TOTAL</b>	<b>16533</b>	<b>1759</b>	<b>1249</b>	<b>4837</b>	<b>17572</b>	<b>1879</b>	<b>1161</b>	<b>4113</b>	<b>384</b>	<b>91</b>	<b>49578</b>



## KWAZULU NATAL

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National	
	A	C	I	W	A	C	I	W	Male	Female
Top Management	799	116	1643	3310	409	74	745	780	108	17
	10.0%	1.4%	20.5%	41.4%	5.1%	0.9%	9.3%	9.7%	1.3%	0.2%
Senior Management	2771	414	3404	3773	1673	294	1944	2128	220	58
	16.6%	2.5%	20.4%	22.6%	10.0%	1.8%	11.7%	12.8%	1.3%	0.3%
Professionally qualified	20484	1360	8742	6475	26098	1484	8505	5071	605	168
	25.9%	1.7%	11.1%	8.2%	33.0%	1.9%	10.8%	6.4%	0.8%	0.2%
Skilled	79754	4335	18284	7418	102552	4589	18682	8046	1476	420
	32.5%	1.8%	7.4%	3.0%	41.8%	1.9%	7.6%	3.3%	0.6%	0.2%
Semi-skilled	150458	5627	13601	2450	148797	7022	13210	3297	2023	651
	43.3%	1.6%	3.9%	0.7%	42.9%	2.0%	3.8%	0.9%	0.6%	0.2%
Unskilled	98050	3169	3038	559	84495	2254	1736	301	2025	448
	50.0%	1.6%	1.5%	0.3%	43.1%	1.1%	0.9%	0.2%	1.0%	0.2%
TOTAL PERMANENT	352316	15021	48712	23985	364024	15717	44822	19623	6457	1762
	39.5%	1.7%	5.5%	2.7%	40.8%	1.8%	5.0%	2.2%	0.7%	0.2%
Temporary employees	42325	1338	1483	642	88745	1484	2251	623	926	174
	30.2%	1.0%	1.1%	0.5%	63.4%	1.1%	1.6%	0.4%	0.7%	0.1%
GRAND TOTAL	394641	16359	50195	24627	452769	17201	47073	20246	7383	1936

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	10	4	45	61	6	1	22	22	3	0	174
	5.7%	2.3%	25.9%	35.1%	3.4%	0.6%	12.6%	12.6%	1.7%	0.0%	100.0%
Senior Management	24	5	61	59	12	2	32	32	1	1	229
	10.5%	2.2%	26.6%	25.8%	5.2%	0.9%	14.0%	14.0%	0.4%	0.4%	100.0%
Professionally qualified	115	7	96	64	88	13	71	61	3	1	519
	22.2%	1.3%	18.5%	12.3%	17.0%	2.5%	13.7%	11.8%	0.6%	0.2%	100.0%
Skilled	444	48	230	111	341	54	142	91	5	1	1467
	30.3%	3.3%	15.7%	7.6%	23.2%	3.7%	9.7%	6.2%	0.3%	0.1%	100.0%
Semi-skilled	1074	53	200	38	925	48	176	49	2	1	2566
	41.9%	2.1%	7.8%	1.5%	36.0%	1.9%	6.9%	1.9%	0.1%	0.0%	100.0%
Unskilled	996	49	70	18	1049	44	51	9	2	1	2289
	43.5%	2.1%	3.1%	0.8%	45.8%	1.9%	2.2%	0.4%	0.1%	0.0%	100.0%
TOTAL PERMANENT	2663	166	702	351	2421	162	494	264	16	5	7244
	36.8%	2.3%	9.7%	4.8%	33.4%	2.2%	6.8%	3.6%	0.2%	0.1%	100.0%
Temporary employees	414	46	30	3	382	14	13	2	0	0	904
	45.8%	5.1%	3.3%	0.3%	42.3%	1.5%	1.4%	0.2%	0.0%	0.0%	100.0%
GRAND TOTAL	3077	212	732	354	2803	176	507	266	16	5	8148

## LIMPOPO

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	217	7	75	603	119	3	13	184	11	3	1235
	17.6%	0.6%	6.1%	48.8%	9.6%	0.2%	1.1%	14.9%	0.9%	0.2%	100.0%
Senior Management	932	10	57	729	578	6	37	372	52	16	2789
	33.4%	0.4%	2.0%	26.1%	20.7%	0.2%	1.3%	13.3%	1.9%	0.6%	100.0%
Professionally qualified	11154	49	82	1300	13516	50	73	983	258	105	27570
	40.5%	0.2%	0.3%	4.7%	49.0%	0.2%	0.3%	3.6%	0.9%	0.4%	100.0%
Skilled	28191	108	99	1922	44298	115	56	1866	545	80	77280
	36.5%	0.1%	0.1%	2.5%	57.3%	0.1%	0.1%	2.4%	0.7%	0.1%	100.0%
Semi-skilled	30780	161	62	691	24129	141	29	861	1351	133	58338
	52.8%	0.3%	0.1%	1.2%	41.4%	0.2%	0.0%	1.5%	2.3%	0.2%	100.0%
Unskilled	18755	74	20	176	16785	125	2	52	3721	1697	41407
	45.3%	0.2%	0.0%	0.4%	40.5%	0.3%	0.0%	0.1%	9.0%	4.1%	100.0%
TOTAL PERMANENT	90029	409	395	5421	99425	440	210	4318	5938	2034	208619
	43.2%	0.2%	0.2%	2.6%	47.7%	0.2%	0.1%	2.1%	2.8%	1.0%	100.0%
Temporary employees	12530	46	2	141	28594	350	1	61	2421	1458	45604
	27.5%	0.1%	0.0%	0.3%	62.7%	0.8%	0.0%	0.1%	5.3%	3.2%	100.0%
GRAND TOTAL	102559	455	397	5562	128019	790	211	4379	8359	3492	254223

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	6	29	2	0	0	12	0	0	56
	10.7%	1.8%	10.7%	51.8%	3.6%	0.0%	0.0%	21.4%	0.0%	0.0%	100.0%
Senior Management	18	0	2	33	5	1	1	6	2	0	68
	26.5%	0.0%	2.9%	48.5%	7.4%	1.5%	1.5%	8.8%	2.9%	0.0%	100.0%
Professionally qualified	82	0	4	29	45	0	1	24	2	2	189
	43.4%	0.0%	2.1%	15.3%	23.8%	0.0%	0.5%	12.7%	1.1%	1.1%	100.0%
Skilled	202	0	4	36	169	1	3	24	9	0	448
	45.1%	0.0%	0.9%	8.0%	37.7%	0.2%	0.7%	5.4%	2.0%	0.0%	100.0%
Semi-skilled	266	1	2	12	192	1	0	8	13	3	498
	53.4%	0.2%	0.4%	2.4%	38.6%	0.2%	0.0%	1.6%	2.6%	0.6%	100.0%
Unskilled	246	0	0	6	230	0	0	0	17	7	506
	48.6%	0.0%	0.0%	1.2%	45.5%	0.0%	0.0%	0.0%	3.4%	1.4%	100.0%
TOTAL PERMANENT	820	2	18	145	643	3	5	74	43	12	1765
	46.5%	0.1%	1.0%	8.2%	36.4%	0.2%	0.3%	4.2%	2.4%	0.7%	100.0%
Temporary employees	32	1	0	0	78	2	0	0	3	0	116
	27.6%	0.9%	0.0%	0.0%	67.2%	1.7%	0.0%	0.0%	2.6%	0.0%	100.0%
GRAND TOTAL	852	3	18	145	721	5	5	74	46	12	1881

## MPUMALANGA

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	390	21	76	1058	214	23	20	245	32	5	2084
	18.7%	1.0%	3.6%	50.8%	10.3%	1.1%	1.0%	11.8%	1.5%	0.2%	100.0%
Senior Management	1512	44	112	1801	772	27	46	673	102	19	5108
	29.6%	0.9%	2.2%	35.3%	15.1%	0.5%	0.9%	13.2%	2.0%	0.4%	100.0%
Professionally qualified	8499	151	212	3328	8941	176	156	2040	269	51	23823
	35.7%	0.6%	0.9%	14.0%	37.5%	0.7%	0.7%	8.6%	1.1%	0.2%	100.0%
Skilled	43344	625	379	6492	40546	409	304	5278	999	102	98478
	44.0%	0.6%	0.4%	6.6%	41.2%	0.4%	0.3%	5.4%	1.0%	0.1%	100.0%
Semi-skilled	62580	562	89	1829	32246	415	98	1876	2335	209	102239
	61.2%	0.5%	0.1%	1.8%	31.5%	0.4%	0.1%	1.8%	2.3%	0.2%	100.0%
Unskilled	43984	541	24	479	32695	402	22	364	3317	959	82787
	53.1%	0.7%	0.0%	0.6%	39.5%	0.5%	0.0%	0.4%	4.0%	1.2%	100.0%
TOTAL PERMANENT	160309	1944	892	14987	115414	1452	646	10476	7054	1345	314519
	51.0%	0.6%	0.3%	4.8%	36.7%	0.5%	0.2%	3.3%	2.2%	0.4%	100.0%
Temporary employees	14205	283	52	619	17822	140	13	270	449	369	34222
	41.5%	0.8%	0.2%	1.8%	52.1%	0.4%	0.0%	0.8%	1.3%	1.1%	100.0%
<b>GRAND TOTAL</b>	<b>174514</b>	<b>2227</b>	<b>944</b>	<b>15606</b>	<b>133236</b>	<b>1592</b>	<b>659</b>	<b>10746</b>	<b>7503</b>	<b>1714</b>	<b>348741</b>

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	9	0	3	17	7	0	1	1	0	0	38
	23.7%	0.0%	7.9%	44.7%	18.4%	0.0%	2.6%	2.6%	0.0%	0.0%	100.0%
Senior Management	19	0	0	31	14	1	1	21	1	1	89
	21.3%	0.0%	0.0%	34.8%	15.7%	1.1%	1.1%	23.6%	1.1%	1.1%	100.0%
Professionally qualified	84	2	3	66	40	0	0	32	0	0	227
	37.0%	0.9%	1.3%	29.1%	17.6%	0.0%	0.0%	14.1%	0.0%	0.0%	100.0%
Skilled	266	4	1	81	131	7	2	46	3	0	541
	49.2%	0.7%	0.2%	15.0%	24.2%	1.3%	0.4%	8.5%	0.6%	0.0%	100.0%
Semi-skilled	533	8	2	43	308	11	1	32	10	1	949
	56.2%	0.8%	0.2%	4.5%	32.5%	1.2%	0.1%	3.4%	1.1%	0.1%	100.0%
Unskilled	547	15	1	13	501	16	3	4	19	3	1122
	48.8%	1.3%	0.1%	1.2%	44.7%	1.4%	0.3%	0.4%	1.7%	0.3%	100.0%
TOTAL PERMANENT	1458	29	10	251	1001	35	8	136	33	5	2966
	49.2%	1.0%	0.3%	8.5%	33.7%	1.2%	0.3%	4.6%	1.1%	0.2%	100.0%
Temporary employees	126	3	0	3	126	3	2	0	0	0	263
	47.9%	1.1%	0.0%	1.1%	47.9%	1.1%	0.8%	0.0%	0.0%	0.0%	100.0%
<b>GRAND TOTAL</b>	<b>1584</b>	<b>32</b>	<b>10</b>	<b>254</b>	<b>1127</b>	<b>38</b>	<b>10</b>	<b>136</b>	<b>33</b>	<b>5</b>	<b>3229</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	235	16	29	521	78	7	11	148	7	1	1053
	22.3%	1.5%	2.8%	49.5%	7.4%	0.7%	1.0%	14.1%	0.7%	0.1%	100.0%
Senior Management	651	33	39	844	301	26	13	368	65	5	2345
	27.8%	1.4%	1.7%	36.0%	12.8%	1.1%	0.6%	15.7%	2.8%	0.2%	100.0%
Professionally qualified	3999	153	152	2282	4162	188	138	1717	299	76	13166
	30.4%	1.2%	1.2%	17.3%	31.6%	1.4%	1.0%	13.0%	2.3%	0.6%	100.0%
Skilled	16039	437	124	4760	10077	384	89	2991	1095	44	36040
	44.5%	1.2%	0.3%	13.2%	28.0%	1.1%	0.2%	8.3%	3.0%	0.1%	100.0%
Semi-skilled	41739	603	31	1514	17538	655	29	1761	7243	107	71220
	58.6%	0.8%	0.0%	2.1%	24.6%	0.9%	0.0%	2.5%	10.2%	0.2%	100.0%
Unskilled	28821	391	10	336	16041	259	7	131	3293	406	49695
	58.0%	0.8%	0.0%	0.7%	32.3%	0.5%	0.0%	0.3%	6.6%	0.8%	100.0%
TOTAL PERMANENT	91484	1633	385	10257	48197	1519	287	7116	12002	639	173519
	52.7%	0.9%	0.2%	5.9%	27.8%	0.9%	0.2%	4.1%	6.9%	0.4%	100.0%
Temporary employees	9542	218	23	489	16474	211	13	479	211	1347	29007
	32.9%	0.8%	0.1%	1.7%	56.8%	0.7%	0.0%	1.7%	0.7%	4.6%	100.0%
GRAND TOTAL	101026	1851	408	10746	64671	1730	300	7595	12213	1986	202526

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	3	0	0	17	1	0	1	5	0	0	27
	11.1%	0.0%	0.0%	63.0%	3.7%	0.0%	3.7%	18.5%	0.0%	0.0%	100.0%
Senior Management	18	1	2	24	1	0	0	8	1	0	55
	32.7%	1.8%	3.6%	43.6%	1.8%	0.0%	0.0%	14.5%	1.8%	0.0%	100.0%
Professionally qualified	24	1	2	56	13	3	1	43	2	0	145
	16.6%	0.7%	1.4%	38.6%	9.0%	2.1%	0.7%	29.7%	1.4%	0.0%	100.0%
Skilled	177	6	1	123	63	2	3	65	4	0	444
	39.9%	1.4%	0.2%	27.7%	14.2%	0.5%	0.7%	14.6%	0.9%	0.0%	100.0%
Semi-skilled	519	6	1	41	133	2	0	33	126	0	861
	60.3%	0.7%	0.1%	4.8%	15.4%	0.2%	0.0%	3.8%	14.6%	0.0%	100.0%
Unskilled	410	2	3	7	199	3	3	3	59	3	692
	59.2%	0.3%	0.4%	1.0%	28.8%	0.4%	0.4%	0.4%	8.5%	0.4%	100.0%
TOTAL PERMANENT	1151	16	9	268	410	10	8	157	192	3	2224
	51.8%	0.7%	0.4%	12.1%	18.4%	0.4%	0.4%	7.1%	8.6%	0.1%	100.0%
Temporary employees	34	1	1	1	51	3	0	2	2	1	96
	35.4%	1.0%	1.0%	1.0%	53.1%	3.1%	0.0%	2.1%	2.1%	1.0%	100.0%
GRAND TOTAL	1185	17	10	269	461	13	8	159	194	4	2320

## NORTHERN CAPE

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	86	68	5	310	47	43	0	63	5	0	627
	13.7%	10.8%	0.8%	49.4%	7.5%	6.9%	0.0%	10.0%	0.8%	0.0%	100.0%
Senior Management	283	158	9	460	123	91	8	199	19	2	1352
	20.9%	11.7%	0.7%	34.0%	9.1%	6.7%	0.6%	14.7%	1.4%	0.1%	100.0%
Professionally qualified	1545	1102	73	1002	1562	1302	42	796	86	25	7535
	20.5%	14.6%	1.0%	13.3%	20.7%	17.3%	0.6%	10.6%	1.1%	0.3%	100.0%
Skilled	5459	3471	38	1607	5311	4464	37	1743	334	117	22581
	24.2%	15.4%	0.2%	7.1%	23.5%	19.8%	0.2%	7.7%	1.5%	0.5%	100.0%
Semi-skilled	10527	4319	11	513	5545	3397	20	479	146	11	24968
	42.2%	17.3%	0.0%	2.1%	22.2%	13.6%	0.1%	1.9%	0.6%	0.0%	100.0%
Unskilled	5725	2560	2	132	2764	1559	1	48	72	19	12882
	44.4%	19.9%	0.0%	1.0%	21.5%	12.1%	0.0%	0.4%	0.6%	0.1%	100.0%
TOTAL PERMANENT	23625	11678	138	4024	15352	10856	108	3328	662	174	69945
	33.8%	16.7%	0.2%	5.8%	21.9%	15.5%	0.2%	4.8%	0.9%	0.2%	100.0%
Temporary employees	8973	1815	6	75	10322	2553	3	71	370	243	24431
	36.7%	7.4%	0.0%	0.3%	42.2%	10.4%	0.0%	0.3%	1.5%	1.0%	100.0%
GRAND TOTAL	32598	13493	144	4099	25674	13409	111	3399	1032	417	94376

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	2	0	0	7	0	0	0	1	0	0	10
	20.0%	0.0%	0.0%	70.0%	0.0%	0.0%	0.0%	10.0%	0.0%	0.0%	100.0%
Senior Management	2	0	0	6	0	0	0	1	0	0	9
	22.2%	0.0%	0.0%	66.7%	0.0%	0.0%	0.0%	11.1%	0.0%	0.0%	100.0%
Professionally qualified	12	10	3	10	4	11	1	7	0	0	58
	20.7%	17.2%	5.2%	17.2%	6.9%	19.0%	1.7%	12.1%	0.0%	0.0%	100.0%
Skilled	50	32	1	29	20	11	0	14	0	0	157
	31.8%	20.4%	0.6%	18.5%	12.7%	7.0%	0.0%	8.9%	0.0%	0.0%	100.0%
Semi-skilled	74	44	1	7	36	17	2	8	0	0	189
	39.2%	23.3%	0.5%	3.7%	19.0%	9.0%	1.1%	4.2%	0.0%	0.0%	100.0%
Unskilled	99	39	0	5	79	18	1	3	0	0	244
	40.6%	16.0%	0.0%	2.0%	32.4%	7.4%	0.4%	1.2%	0.0%	0.0%	100.0%
TOTAL PERMANENT	239	125	5	64	139	57	4	34	0	0	667
	35.8%	18.7%	0.7%	9.6%	20.8%	8.5%	0.6%	5.1%	0.0%	0.0%	100.0%
Temporary employees	8	13	0	0	7	5	0	1	0	0	34
	23.5%	38.2%	0.0%	0.0%	20.6%	14.7%	0.0%	2.9%	0.0%	0.0%	100.0%
GRAND TOTAL	247	138	5	64	146	62	4	35	0	0	701

## WESTERN CAPE

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	375	1062	336	6566	225	680	197	1770	213	61	11485
	3.3%	9.2%	2.9%	57.2%	2.0%	5.9%	1.7%	15.4%	1.9%	0.5%	100.0%
Senior Management	1807	3286	981	9585	1226	2509	655	5440	450	198	26137
	6.9%	12.6%	3.8%	36.7%	4.7%	9.6%	2.5%	20.8%	1.7%	0.8%	100.0%
Professionally qualified	10899	13490	3054	20426	10587	14483	2730	17872	1903	846	96290
	11.3%	14.0%	3.2%	21.2%	11.0%	15.0%	2.8%	18.6%	2.0%	0.9%	100.0%
Skilled	47905	47467	3735	22737	53137	49957	4464	29132	3796	1974	264304
	18.1%	18.0%	1.4%	8.6%	20.1%	18.9%	1.7%	11.0%	1.4%	0.7%	100.0%
Semi-skilled	125312	78773	2320	8346	184458	92935	3356	14241	5917	2557	518215
	24.2%	15.2%	0.4%	1.6%	35.6%	17.9%	0.6%	2.7%	1.1%	0.5%	100.0%
Unskilled	83559	46981	436	1493	96022	48937	448	888	6772	3302	288838
	28.9%	16.3%	0.2%	0.5%	33.2%	16.9%	0.2%	0.3%	2.3%	1.1%	100.0%
TOTAL PERMANENT	269857	191059	10862	69153	345655	209501	11850	69343	19051	8938	1205269
	22.4%	15.9%	0.9%	5.7%	28.7%	17.4%	1.0%	5.8%	1.6%	0.7%	100.0%
Temporary employees	33204	17931	416	2161	33051	21817	612	3010	3818	3978	119998
	27.7%	14.9%	0.3%	1.8%	27.5%	18.2%	0.5%	2.5%	3.2%	3.3%	100.0%
GRAND TOTAL	303061	208990	11278	71314	378706	231318	12462	72353	22869	12916	1325267

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	1	46	6	102	3	25	12	21	1	0	217
	0.5%	21.2%	2.8%	47.0%	1.4%	11.5%	5.5%	9.7%	0.5%	0.0%	100.0%
Senior Management	14	79	19	137	8	50	14	76	1	0	398
	3.5%	19.8%	4.8%	34.4%	2.0%	12.6%	3.5%	19.1%	0.3%	0.0%	100.0%
Professionally qualified	76	210	32	273	55	170	36	264	10	3	1129
	6.7%	18.6%	2.8%	24.2%	4.9%	15.1%	3.2%	23.4%	0.9%	0.3%	100.0%
Skilled	315	601	43	428	427	576	56	399	13	12	2870
	11.0%	20.9%	1.5%	14.9%	14.9%	20.1%	2.0%	13.9%	0.5%	0.4%	100.0%
Semi-skilled	960	789	30	195	1352	716	40	213	14	3	4312
	22.3%	18.3%	0.7%	4.5%	31.4%	16.6%	0.9%	4.9%	0.3%	0.1%	100.0%
Unskilled	1151	638	17	123	1343	885	36	78	22	20	4313
	26.7%	14.8%	0.4%	2.9%	31.1%	20.5%	0.8%	1.8%	0.5%	0.5%	100.0%
TOTAL PERMANENT	2517	2363	147	1258	3188	2422	194	1051	61	38	13239
	19.0%	17.8%	1.1%	9.5%	24.1%	18.3%	1.5%	7.9%	0.5%	0.3%	100.0%
Temporary employees	408	133	6	19	381	120	7	29	7	1	1111
	36.7%	12.0%	0.5%	1.7%	34.3%	10.8%	0.6%	2.6%	0.6%	0.1%	100.0%
GRAND TOTAL	2925	2496	153	1277	3569	2542	201	1080	68	39	14350



## Appendix C: WORKFORCE PROFILE OF ALL EMPLOYERS BY SECTOR FOR 2023

### ACCOMMODATION AND FOOD SERVICE ACTIVITIES

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	101	34	71	756	100	49	39	346	36	8	1540
	6.6%	2.2%	4.6%	49.1%	6.5%	3.2%	2.5%	22.5%	2.3%	0.5%	100.0%
Senior Management	746	230	179	1057	753	279	138	943	130	46	4501
	16.6%	5.1%	4.0%	23.5%	16.7%	6.2%	3.1%	21.0%	2.9%	1.0%	100.0%
Professionally qualified	2075	559	328	1373	2293	675	312	1543	308	144	9610
	21.6%	5.8%	3.4%	14.3%	23.9%	7.0%	3.2%	16.1%	3.2%	1.5%	100.0%
Skilled	8964	1358	460	1523	12575	2546	618	2263	1015	619	31941
	28.1%	4.3%	1.4%	4.8%	39.4%	8.0%	1.9%	7.1%	3.2%	1.9%	100.0%
Semi-skilled	30944	2701	371	962	51307	4631	472	1411	2182	1357	96338
	32.1%	2.8%	0.4%	1.0%	53.3%	4.8%	0.5%	1.5%	2.3%	1.4%	100.0%
Unskilled	16747	1683	69	238	29001	4205	62	214	941	510	53670
	31.2%	3.1%	0.1%	0.4%	54.0%	7.8%	0.1%	0.4%	1.8%	1.0%	100.0%
TOTAL PERMANENT	59577	6565	1478	5909	96029	12385	1641	6720	4612	2684	197600
	30.2%	3.3%	0.7%	3.0%	48.6%	6.3%	0.8%	3.4%	2.3%	1.4%	100.0%
Temporary employees	2508	267	24	138	4139	388	34	125	172	94	7889
	31.8%	3.4%	0.3%	1.7%	52.5%	4.9%	0.4%	1.6%	2.2%	1.2%	100.0%
GRAND TOTAL	62085	6832	1502	6047	100168	12773	1675	6845	4784	2778	205489

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	12	2	1	3	3	0	0	24
	4.2%	4.2%	4.2%	50.0%	8.3%	4.2%	12.5%	12.5%	0.0%	0.0%	100.0%
Senior Management	9	3	3	12	15	1	3	18	0	1	65
	13.8%	4.6%	4.6%	18.5%	23.1%	1.5%	4.6%	27.7%	0.0%	1.5%	100.0%
Professionally qualified	20	5	4	22	15	3	5	14	1	0	89
	22.5%	5.6%	4.5%	24.7%	16.9%	3.4%	5.6%	15.7%	1.1%	0.0%	100.0%
Skilled	53	18	5	25	73	20	3	31	2	0	230
	23.0%	7.8%	2.2%	10.9%	31.7%	8.7%	1.3%	13.5%	0.9%	0.0%	100.0%
Semi-skilled	158	20	3	17	251	32	6	16	4	0	507
	31.2%	3.9%	0.6%	3.4%	49.5%	6.3%	1.2%	3.2%	0.8%	0.0%	100.0%
Unskilled	150	16	5	6	273	71	1	1	4	0	527
	28.5%	3.0%	0.9%	1.1%	51.8%	13.5%	0.2%	0.2%	0.8%	0.0%	100.0%
TOTAL PERMANENT	391	63	21	94	629	128	21	83	11	1	1442
	27.1%	4.4%	1.5%	6.5%	43.6%	8.9%	1.5%	5.8%	0.8%	0.1%	100.0%
Temporary employees	40	7	3	0	55	12	2	0	1	0	120
	33.3%	5.8%	2.5%	0.0%	45.8%	10.0%	1.7%	0.0%	0.8%	0.0%	100.0%
GRAND TOTAL	431	70	24	94	684	140	23	83	12	1	1562

## 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	405	104	155	852	296	87	82	312	38	15	2346
	17.3%	4.4%	6.6%	36.3%	12.6%	3.7%	3.5%	13.3%	1.6%	0.6%	100.0%
Senior Management	1677	313	343	1252	1212	251	248	882	57	40	6275
	26.7%	5.0%	5.5%	20.0%	19.3%	4.0%	4.0%	14.1%	0.9%	0.6%	100.0%
Professionally qualified	7176	1196	700	2486	5888	1092	593	2188	148	78	21545
	33.3%	5.6%	3.2%	11.5%	27.3%	5.1%	2.8%	10.2%	0.7%	0.4%	100.0%
Skilled	47345	3817	1298	3663	28285	3953	1316	3675	637	254	94243
	50.2%	4.1%	1.4%	3.9%	30.0%	4.2%	1.4%	3.9%	0.7%	0.3%	100.0%
Semi-skilled	141584	6934	1410	1845	79812	7660	1414	2056	1057	429	244201
	58.0%	2.8%	0.6%	0.8%	32.7%	3.1%	0.6%	0.8%	0.4%	0.2%	100.0%
Unskilled	56611	5296	416	379	55743	5618	160	394	1655	529	126801
	44.6%	4.2%	0.3%	0.3%	44.0%	4.4%	0.1%	0.3%	1.3%	0.4%	100.0%
TOTAL PERMANENT	254798	17660	4322	10477	171236	18661	3813	9507	3592	1345	495411
	51.4%	3.6%	0.9%	2.1%	34.6%	3.8%	0.8%	1.9%	0.7%	0.3%	100.0%
Temporary employees	70658	7263	766	1283	51119	4955	607	1304	435	203	138593
	51.0%	5.2%	0.6%	0.9%	36.9%	3.6%	0.4%	0.9%	0.3%	0.1%	100.0%
<b>GRAND TOTAL</b>	<b>325456</b>	<b>24923</b>	<b>5088</b>	<b>11760</b>	<b>222355</b>	<b>23616</b>	<b>4420</b>	<b>10811</b>	<b>4027</b>	<b>1548</b>	<b>634004</b>

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	87	50	113	388	59	40	44	91	13	1	886
	9.8%	5.6%	12.8%	43.8%	6.7%	4.5%	5.0%	10.3%	1.5%	0.1%	100.0%
Senior Management	212	118	151	686	129	83	86	336	11	6	1818
	11.7%	6.5%	8.3%	37.7%	7.1%	4.6%	4.7%	18.5%	0.6%	0.3%	100.0%
Professionally qualified	1275	431	413	1922	1156	355	300	1373	52	23	7300
	17.5%	5.9%	5.7%	26.3%	15.8%	4.9%	4.1%	18.8%	0.7%	0.3%	100.0%
Skilled	5225	1331	779	3536	4759	1198	563	2715	120	35	20261
	25.8%	6.6%	3.8%	17.5%	23.5%	5.9%	2.8%	13.4%	0.6%	0.2%	100.0%
Semi-skilled	10341	1577	513	1254	8568	1480	496	1391	538	21	26179
	39.5%	6.0%	2.0%	4.8%	32.7%	5.7%	1.9%	5.3%	2.1%	0.1%	100.0%
Unskilled	7283	1267	157	357	6047	951	89	168	292	26	16637
	43.8%	7.6%	0.9%	2.1%	36.3%	5.7%	0.5%	1.0%	1.8%	0.2%	100.0%
TOTAL PERMANENT	24423	4774	2126	8143	20718	4107	1578	6074	1026	112	73081
	33.4%	6.5%	2.9%	11.1%	28.3%	5.6%	2.2%	8.3%	1.4%	0.2%	100.0%
Temporary employees	2050	260	49	80	2423	272	38	79	33	32	5316
	38.6%	4.9%	0.9%	1.5%	45.6%	5.1%	0.7%	1.5%	0.6%	0.6%	100.0%
<b>GRAND TOTAL</b>	<b>26473</b>	<b>5034</b>	<b>2175</b>	<b>8223</b>	<b>23141</b>	<b>4379</b>	<b>1616</b>	<b>6153</b>	<b>1059</b>	<b>144</b>	<b>78397</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	274	144	48	3551	144	99	19	739	28	9	5055
	5.4%	2.8%	0.9%	70.2%	2.8%	2.0%	0.4%	14.6%	0.6%	0.2%	100.0%
Senior Management	938	376	120	4532	461	179	64	1679	63	15	8427
	11.1%	4.5%	1.4%	53.8%	5.5%	2.1%	0.8%	19.9%	0.7%	0.2%	100.0%
Professionally qualified	4936	1283	387	7131	3236	732	337	4326	232	57	22657
	21.8%	5.7%	1.7%	31.5%	14.3%	3.2%	1.5%	19.1%	1.0%	0.3%	100.0%
Skilled	20945	6936	705	8295	10783	4156	631	6560	1215	153	60379
	34.7%	11.5%	1.2%	13.7%	17.9%	6.9%	1.0%	10.9%	2.0%	0.3%	100.0%
Semi-skilled	60119	17993	424	2499	23697	9183	353	3777	4042	702	122789
	49.0%	14.7%	0.3%	2.0%	19.3%	7.5%	0.3%	3.1%	3.3%	0.6%	100.0%
Unskilled	98551	20760	69	540	81098	20709	33	191	12738	5360	240049
	41.1%	8.6%	0.0%	0.2%	33.8%	8.6%	0.0%	0.1%	5.3%	2.2%	100.0%
TOTAL PERMANENT	185763	47492	1753	26548	119419	35058	1437	17272	18318	6296	459356
	40.4%	10.3%	0.4%	5.8%	26.0%	7.6%	0.3%	3.8%	4.0%	1.4%	100.0%
Temporary employees	58570	13008	23	622	66511	17497	19	310	11759	8067	176386
	33.2%	7.4%	0.0%	0.4%	37.7%	9.9%	0.0%	0.2%	6.7%	4.6%	100.0%
GRAND TOTAL	244333	60500	1776	27170	185930	52555	1456	17582	30077	14363	635742

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	87	50	113	388	59	40	44	91	13	1	886
	9.8%	5.6%	12.8%	43.8%	6.7%	4.5%	5.0%	10.3%	1.5%	0.1%	100.0%
Senior Management	212	118	151	686	129	83	86	336	11	6	1818
	11.7%	6.5%	8.3%	37.7%	7.1%	4.6%	4.7%	18.5%	0.6%	0.3%	100.0%
Professionally qualified	1275	431	413	1922	1156	355	300	1373	52	23	7300
	17.5%	5.9%	5.7%	26.3%	15.8%	4.9%	4.1%	18.8%	0.7%	0.3%	100.0%
Skilled	5225	1331	779	3536	4759	1198	563	2715	120	35	20261
	25.8%	6.6%	3.8%	17.5%	23.5%	5.9%	2.8%	13.4%	0.6%	0.2%	100.0%
Semi-skilled	10341	1577	513	1254	8568	1480	496	1391	538	21	26179
	39.5%	6.0%	2.0%	4.8%	32.7%	5.7%	1.9%	5.3%	2.1%	0.1%	100.0%
Unskilled	7283	1267	157	357	6047	951	89	168	292	26	16637
	43.8%	7.6%	0.9%	2.1%	36.3%	5.7%	0.5%	1.0%	1.8%	0.2%	100.0%
TOTAL PERMANENT	24423	4774	2126	8143	20718	4107	1578	6074	1026	112	73081
	33.4%	6.5%	2.9%	11.1%	28.3%	5.6%	2.2%	8.3%	1.4%	0.2%	100.0%
Temporary employees	2050	260	49	80	2423	272	38	79	33	32	5316
	38.6%	4.9%	0.9%	1.5%	45.6%	5.1%	0.7%	1.5%	0.6%	0.6%	100.0%
GRAND TOTAL	26473	5034	2175	8223	23141	4379	1616	6153	1059	144	78397

## 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	179	45	39	356	110	17	29	145	17	9	946
	18.9%	4.8%	4.1%	37.6%	11.6%	1.8%	3.1%	15.3%	1.8%	1.0%	100.0%
Senior Management	653	126	120	619	445	100	108	404	37	24	2636
	24.8%	4.8%	4.6%	23.5%	16.9%	3.8%	4.1%	15.3%	1.4%	0.9%	100.0%
Professionally qualified	13977	520	1252	1421	15272	501	1775	1454	119	45	36336
	38.5%	1.4%	3.4%	3.9%	42.0%	1.4%	4.9%	4.0%	0.3%	0.1%	100.0%
Skilled	37007	1084	1327	1517	82026	1486	4921	3232	268	192	133060
	27.8%	0.8%	1.0%	1.1%	61.6%	1.1%	3.7%	2.4%	0.2%	0.1%	100.0%
Semi-skilled	21257	1327	448	652	22798	1609	565	750	360	306	50072
	42.5%	2.7%	0.9%	1.3%	45.5%	3.2%	1.1%	1.5%	0.7%	0.6%	100.0%
Unskilled	4997	454	55	95	5780	294	35	38	188	92	12028
	41.5%	3.8%	0.5%	0.8%	48.1%	2.4%	0.3%	0.3%	1.6%	0.8%	100.0%
TOTAL PERMANENT	78070	3556	3241	4660	126431	4007	7433	6023	989	668	235078
	33.2%	1.5%	1.4%	2.0%	53.8%	1.7%	3.2%	2.6%	0.4%	0.3%	100.0%
Temporary employees	17382	380	236	128	60062	311	988	260	42	24	79813
	21.8%	0.5%	0.3%	0.2%	75.3%	0.4%	1.2%	0.3%	0.1%	0.0%	100.0%
GRAND TOTAL	95452	3936	3477	4788	186493	4318	8421	6283	1031	692	314891

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	3	1	0	11	0	2	0	3	0	0	20
	15.0%	5.0%	0.0%	55.0%	0.0%	10.0%	0.0%	15.0%	0.0%	0.0%	100.0%
Senior Management	11	3	1	11	3	1	0	5	0	0	35
	31.4%	8.6%	2.9%	31.4%	8.6%	2.9%	0.0%	14.3%	0.0%	0.0%	100.0%
Professionally qualified	55	5	5	23	49	6	7	18	1	1	170
	32.4%	2.9%	2.9%	13.5%	28.8%	3.5%	4.1%	10.6%	0.6%	0.6%	100.0%
Skilled	99	16	9	21	99	10	8	21	1	0	284
	34.9%	5.6%	3.2%	7.4%	34.9%	3.5%	2.8%	7.4%	0.4%	0.0%	100.0%
Semi-skilled	145	13	11	15	181	16	8	16	2	1	408
	35.5%	3.2%	2.7%	3.7%	44.4%	3.9%	2.0%	3.9%	0.5%	0.2%	100.0%
Unskilled	85	12	3	4	98	12	3	2	1	0	220
	38.6%	5.5%	1.4%	1.8%	44.5%	5.5%	1.4%	0.9%	0.5%	0.0%	100.0%
TOTAL PERMANENT	398	50	29	85	430	47	26	65	5	2	1137
	35.0%	4.4%	2.6%	7.5%	37.8%	4.1%	2.3%	5.7%	0.4%	0.2%	100.0%
Temporary employees	18	3	0	0	20	1	0	0	0	0	42
	42.9%	7.1%	0.0%	0.0%	47.6%	2.4%	0.0%	0.0%	0.0%	0.0%	100.0%
GRAND TOTAL	416	53	29	85	450	48	26	65	5	2	1179

## CONSTRUCTION

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	843	320	332	2783	381	172	158	343	106	18	5456
	15.5%	5.9%	6.1%	51.0%	7.0%	3.2%	2.9%	6.3%	1.9%	0.3%	100.0%
Senior Management	1943	621	516	3611	890	225	232	1031	194	34	9297
	20.9%	6.7%	5.6%	38.8%	9.6%	2.4%	2.5%	11.1%	2.1%	0.4%	100.0%
Professionally qualified	8007	1732	1045	6650	3794	572	479	2146	556	103	25084
	31.9%	6.9%	4.2%	26.5%	15.1%	2.3%	1.9%	8.6%	2.2%	0.4%	100.0%
Skilled	31683	4424	1349	6642	9721	1522	841	3506	1559	128	61375
	51.6%	7.2%	2.2%	10.8%	15.8%	2.5%	1.4%	5.7%	2.5%	0.2%	100.0%
Semi-skilled	48009	4396	356	1746	10136	1263	339	1599	1968	126	69938
	68.6%	6.3%	0.5%	2.5%	14.5%	1.8%	0.5%	2.3%	2.8%	0.2%	100.0%
Unskilled	32538	3321	87	418	11332	784	23	102	1296	148	50049
	65.0%	6.6%	0.2%	0.8%	22.6%	1.6%	0.0%	0.2%	2.6%	0.3%	100.0%
TOTAL PERMANENT	123023	14814	3685	21850	36254	4538	2072	8727	5679	557	221199
	55.6%	6.7%	1.7%	9.9%	16.4%	2.1%	0.9%	3.9%	2.6%	0.3%	100.0%
Temporary employees	24745	2413	129	750	10897	572	24	168	651	33	40382
	61.3%	6.0%	0.3%	1.9%	27.0%	1.4%	0.1%	0.4%	1.6%	0.1%	100.0%
GRAND TOTAL	147768	17227	3814	22600	47151	5110	2096	8895	6330	590	261581

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	12	9	14	41	6	5	7	5	1	0	100
	12.0%	9.0%	14.0%	41.0%	6.0%	5.0%	7.0%	5.0%	1.0%	0.0%	100.0%
Senior Management	19	13	11	41	7	6	5	19	1	0	122
	15.6%	10.7%	9.0%	33.6%	5.7%	4.9%	4.1%	15.6%	0.8%	0.0%	100.0%
Professionally qualified	72	14	19	60	30	3	6	24	0	0	228
	31.6%	6.1%	8.3%	26.3%	13.2%	1.3%	2.6%	10.5%	0.0%	0.0%	100.0%
Skilled	209	41	16	94	115	22	11	48	4	0	560
	37.3%	7.3%	2.9%	16.8%	20.5%	3.9%	2.0%	8.6%	0.7%	0.0%	100.0%
Semi-skilled	316	38	6	32	221	21	3	15	6	1	659
	48.0%	5.8%	0.9%	4.9%	33.5%	3.2%	0.5%	2.3%	0.9%	0.2%	100.0%
Unskilled	225	18	4	16	241	12	3	3	5	1	528
	42.6%	3.4%	0.8%	3.0%	45.6%	2.3%	0.6%	0.6%	0.9%	0.2%	100.0%
TOTAL PERMANENT	853	133	70	284	620	69	35	114	17	2	2197
	38.8%	6.1%	3.2%	12.9%	28.2%	3.1%	1.6%	5.2%	0.8%	0.1%	100.0%
Temporary employees	92	10	3	5	151	11	2	2	0	0	276
	33.3%	3.6%	1.1%	1.8%	54.7%	4.0%	0.7%	0.7%	0.0%	0.0%	100.0%
GRAND TOTAL	945	143	73	289	771	80	37	116	17	2	2473

## EDUCATION

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	172	50	64	398	136	58	63	386	32	19	1378
	12.5%	3.6%	4.6%	28.9%	9.9%	4.2%	4.6%	28.0%	2.3%	1.4%	100.0%
Senior Management	742	172	162	939	594	206	206	1490	207	104	4822
	15.4%	3.6%	3.4%	19.5%	12.3%	4.3%	4.3%	30.9%	4.3%	2.2%	100.0%
Professionally qualified	15976	2733	1039	6463	18843	3127	1916	13526	1956	1077	66656
	24.0%	4.1%	1.6%	9.7%	28.3%	4.7%	2.9%	20.3%	2.9%	1.6%	100.0%
Skilled	51420	7236	1406	8185	119347	15842	4219	29612	1984	1487	240738
	21.4%	3.0%	0.6%	3.4%	49.6%	6.6%	1.8%	12.3%	0.8%	0.6%	100.0%
Semi-skilled	17601	5497	272	1595	27035	15049	716	7482	250	226	75723
	23.2%	7.3%	0.4%	2.1%	35.7%	19.9%	0.9%	9.9%	0.3%	0.3%	100.0%
Unskilled	15764	2806	65	446	17774	3093	51	450	198	164	40811
	38.6%	6.9%	0.2%	1.1%	43.6%	7.6%	0.1%	1.1%	0.5%	0.4%	100.0%
TOTAL PERMANENT	101675	18494	3008	18026	183729	37375	7171	52946	4627	3077	430128
	23.6%	4.3%	0.7%	4.2%	42.7%	8.7%	1.7%	12.3%	1.1%	0.7%	100.0%
Temporary employees	25169	1533	629	3022	54580	3258	1190	6083	2360	1396	99220
	25.4%	1.5%	0.6%	3.0%	55.0%	3.3%	1.2%	6.1%	2.4%	1.4%	100.0%
<b>GRAND TOTAL</b>	<b>126844</b>	<b>20027</b>	<b>3637</b>	<b>21048</b>	<b>238309</b>	<b>40633</b>	<b>8361</b>	<b>59029</b>	<b>6987</b>	<b>4473</b>	<b>529348</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	2	2	6	2	2	1	7	0	0	22
	0.0%	9.1%	9.1%	27.3%	9.1%	9.1%	4.5%	31.8%	0.0%	0.0%	100.0%
Senior Management	7	0	2	13	6	5	4	19	1	1	58
	12.1%	0.0%	3.4%	22.4%	10.3%	8.6%	6.9%	32.8%	1.7%	1.7%	100.0%
Professionally qualified	221	32	26	155	325	33	32	246	17	11	1098
	20.1%	2.9%	2.4%	14.1%	29.6%	3.0%	2.9%	22.4%	1.5%	1.0%	100.0%
Skilled	424	52	26	173	1125	87	66	414	12	15	2394
	17.7%	2.2%	1.1%	7.2%	47.0%	3.6%	2.8%	17.3%	0.5%	0.6%	100.0%
Semi-skilled	214	22	15	21	255	39	16	75	2	0	659
	32.5%	3.3%	2.3%	3.2%	38.7%	5.9%	2.4%	11.4%	0.3%	0.0%	100.0%
Unskilled	254	17	4	12	283	14	5	7	0	0	596
	42.6%	2.9%	0.7%	2.0%	47.5%	2.3%	0.8%	1.2%	0.0%	0.0%	100.0%
TOTAL PERMANENT	1120	125	75	380	1996	180	124	768	32	27	4827
	23.2%	2.6%	1.6%	7.9%	41.4%	3.7%	2.6%	15.9%	0.7%	0.6%	100.0%
Temporary employees	166	16	3	29	180	28	6	58	7	8	501
	33.1%	3.2%	0.6%	5.8%	35.9%	5.6%	1.2%	11.6%	1.4%	1.6%	100.0%
<b>GRAND TOTAL</b>	<b>1286</b>	<b>141</b>	<b>78</b>	<b>409</b>	<b>2176</b>	<b>208</b>	<b>130</b>	<b>826</b>	<b>39</b>	<b>35</b>	<b>5328</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	108	27	61	365	81	22	34	66	32	4	800
	13.5%	3.4%	7.6%	45.6%	10.1%	2.8%	4.3%	8.3%	4.0%	0.5%	100.0%
Senior Management	535	108	147	587	353	59	93	273	51	14	2220
	24.1%	4.9%	6.6%	26.4%	15.9%	2.7%	4.2%	12.3%	2.3%	0.6%	100.0%
Professionally qualified	3990	600	661	1967	3160	296	330	708	156	30	11898
	33.5%	5.0%	5.6%	16.5%	26.6%	2.5%	2.8%	6.0%	1.3%	0.3%	100.0%
Skilled	17123	1974	840	4207	10947	1044	505	1756	229	51	38676
	44.3%	5.1%	2.2%	10.9%	28.3%	2.7%	1.3%	4.5%	0.6%	0.1%	100.0%
Semi-skilled	16238	1785	251	1038	6760	731	205	980	255	28	28271
	57.4%	6.3%	0.9%	3.7%	23.9%	2.6%	0.7%	3.5%	0.9%	0.1%	100.0%
Unskilled	8899	516	44	117	3953	141	23	25	161	33	13912
	64.0%	3.7%	0.3%	0.8%	28.4%	1.0%	0.2%	0.2%	1.2%	0.2%	100.0%
TOTAL PERMANENT	46893	5010	2004	8281	25254	2293	1190	3808	884	160	95777
	49.0%	5.2%	2.1%	8.6%	26.4%	2.4%	1.2%	4.0%	0.9%	0.2%	100.0%
Temporary employees	5785	156	18	161	8865	103	9	32	36	2	15167
	38.1%	1.0%	0.1%	1.1%	58.4%	0.7%	0.1%	0.2%	0.2%	0.0%	100.0%
GRAND TOTAL	52678	5166	2022	8442	34119	2396	1199	3840	920	162	110944

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	8	2	1	2	3	0	0	24
	8.3%	4.2%	20.8%	33.3%	8.3%	4.2%	8.3%	12.5%	0.0%	0.0%	100.0%
Senior Management	11	3	5	9	4	6	3	5	0	0	46
	23.9%	6.5%	10.9%	19.6%	8.7%	13.0%	6.5%	10.9%	0.0%	0.0%	100.0%
Professionally qualified	56	12	15	65	37	2	8	29	0	0	224
	25.0%	5.4%	6.7%	29.0%	16.5%	0.9%	3.6%	12.9%	0.0%	0.0%	100.0%
Skilled	270	52	22	201	165	32	15	54	2	0	813
	33.2%	6.4%	2.7%	24.7%	20.3%	3.9%	1.8%	6.6%	0.2%	0.0%	100.0%
Semi-skilled	311	47	8	40	139	15	3	45	0	0	608
	51.2%	7.7%	1.3%	6.6%	22.9%	2.5%	0.5%	7.4%	0.0%	0.0%	100.0%
Unskilled	167	23	1	3	148	7	2	3	0	0	354
	47.2%	6.5%	0.3%	0.8%	41.8%	2.0%	0.6%	0.8%	0.0%	0.0%	100.0%
TOTAL PERMANENT	817	138	56	326	495	63	33	139	2	0	2069
	39.5%	6.7%	2.7%	15.8%	23.9%	3.0%	1.6%	6.7%	0.1%	0.0%	100.0%
Temporary employees	20	0	0	1	17	0	0	1	0	0	39
	51.3%	0.0%	0.0%	2.6%	43.6%	0.0%	0.0%	2.6%	0.0%	0.0%	100.0%
GRAND TOTAL	837	138	56	327	512	63	33	140	2	0	2108

## 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	459	126	356	1942	355	120	187	611	147	38	4341
	10.6%	2.9%	8.2%	44.7%	8.2%	2.8%	4.3%	14.1%	3.4%	0.9%	100.0%
Senior Management	2879	995	2211	6347	2802	1032	1704	4181	671	343	23165
	12.4%	4.3%	9.5%	27.4%	12.1%	4.5%	7.4%	18.0%	2.9%	1.5%	100.0%
Professionally qualified	17223	5215	6518	13583	19175	6694	6957	13883	1349	780	91377
	18.8%	5.7%	7.1%	14.9%	21.0%	7.3%	7.6%	15.2%	1.5%	0.9%	100.0%
Skilled	34277	9607	5820	9374	64861	19514	9089	17137	901	881	171461
	20.0%	5.6%	3.4%	5.5%	37.8%	11.4%	5.3%	10.0%	0.5%	0.5%	100.0%
Semi-skilled	26723	5289	2600	2591	57283	11718	4320	5294	595	582	116995
	22.8%	4.5%	2.2%	2.2%	49.0%	10.0%	3.7%	4.5%	0.5%	0.5%	100.0%
Unskilled	2923	563	76	76	4714	733	66	91	139	72	9453
	30.9%	6.0%	0.8%	0.8%	49.9%	7.8%	0.7%	1.0%	1.5%	0.8%	100.0%
TOTAL PERMANENT	84484	21795	17581	33913	149190	39811	22323	41197	3802	2696	416792
	20.3%	5.2%	4.2%	8.1%	35.8%	9.6%	5.4%	9.9%	0.9%	0.6%	100.0%
Temporary employees	2366	439	147	359	3656	751	175	402	79	65	8439
	28.0%	5.2%	1.7%	4.3%	43.3%	8.9%	2.1%	4.8%	0.9%	0.8%	100.0%
GRAND TOTAL	86850	22234	17728	34272	152846	40562	22498	41599	3881	2761	425231

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	2	4	7	18	3	1	3	8	1	1	48
	4.2%	8.3%	14.6%	37.5%	6.3%	2.1%	6.3%	16.7%	2.1%	2.1%	100.0%
Senior Management	16	15	17	98	15	18	26	49	3	1	258
	6.2%	5.8%	6.6%	38.0%	5.8%	7.0%	10.1%	19.0%	1.2%	0.4%	100.0%
Professionally qualified	118	68	86	260	117	102	114	296	7	5	1173
	10.1%	5.8%	7.3%	22.2%	10.0%	8.7%	9.7%	25.2%	0.6%	0.4%	100.0%
Skilled	366	118	78	177	566	274	144	404	0	4	2131
	17.2%	5.5%	3.7%	8.3%	26.6%	12.9%	6.8%	19.0%	0.0%	0.2%	100.0%
Semi-skilled	403	86	16	63	644	125	65	145	2	1	1550
	26.0%	5.5%	1.0%	4.1%	41.5%	8.1%	4.2%	9.4%	0.1%	0.1%	100.0%
Unskilled	233	11	1	2	372	19	1	5	2	0	646
	36.1%	1.7%	0.2%	0.3%	57.6%	2.9%	0.2%	0.8%	0.3%	0.0%	100.0%
TOTAL PERMANENT	1138	302	205	618	1717	539	353	907	15	12	5806
	19.6%	5.2%	3.5%	10.6%	29.6%	9.3%	6.1%	15.6%	0.3%	0.2%	100.0%
Temporary employees	132	13	5	5	151	14	4	3	0	1	328
	40.2%	4.0%	1.5%	1.5%	46.0%	4.3%	1.2%	0.9%	0.0%	0.3%	100.0%
GRAND TOTAL	1270	315	210	623	1868	553	357	910	15	13	6134

## 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	218	54	163	794	220	65	138	487	57	21	2217
	9.8%	2.4%	7.4%	35.8%	9.9%	2.9%	6.2%	22.0%	2.6%	0.9%	100.0%
Senior Management	848	162	206	737	1006	317	330	1371	77	62	5116
	16.6%	3.2%	4.0%	14.4%	19.7%	6.2%	6.5%	26.8%	1.5%	1.2%	100.0%
Professionally qualified	17488	1862	2392	3745	46874	6719	4852	9290	796	696	94714
	18.5%	2.0%	2.5%	4.0%	49.5%	7.1%	5.1%	9.8%	0.8%	0.7%	100.0%
Skilled	28241	3547	1737	2704	95897	13060	5106	13900	431	895	165518
	17.1%	2.1%	1.0%	1.6%	57.9%	7.9%	3.1%	8.4%	0.3%	0.5%	100.0%
Semi-skilled	44819	5870	1622	1715	118245	15063	3372	6739	192	369	198006
	22.6%	3.0%	0.8%	0.9%	59.7%	7.6%	1.7%	3.4%	0.1%	0.2%	100.0%
Unskilled	18871	1972	185	366	46452	4164	207	479	182	165	73043
	25.8%	2.7%	0.3%	0.5%	63.6%	5.7%	0.3%	0.7%	0.2%	0.2%	100.0%
TOTAL PERMANENT	110485	13467	6305	10061	308694	39388	14005	32266	1735	2208	538614
	20.5%	2.5%	1.2%	1.9%	57.3%	7.3%	2.6%	6.0%	0.3%	0.4%	100.0%
Temporary employees	12573	915	590	868	59132	3725	1080	1914	350	403	81550
	15.4%	1.1%	0.7%	1.1%	72.5%	4.6%	1.3%	2.3%	0.4%	0.5%	100.0%
GRAND TOTAL	123058	14382	6895	10929	367826	43113	15085	34180	2085	2611	620164

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	2	8	3	1	1	9	1	0	29
	13.8%	0.0%	6.9%	27.6%	10.3%	3.4%	3.4%	31.0%	3.4%	0.0%	100.0%
Senior Management	10	1	1	15	17	4	3	31	1	1	84
	11.9%	1.2%	1.2%	17.9%	20.2%	4.8%	3.6%	36.9%	1.2%	1.2%	100.0%
Professionally qualified	116	17	18	43	271	53	26	134	4	4	686
	16.9%	2.5%	2.6%	6.3%	39.5%	7.7%	3.8%	19.5%	0.6%	0.6%	100.0%
Skilled	267	53	26	102	600	116	58	326	13	8	1569
	17.0%	3.4%	1.7%	6.5%	38.2%	7.4%	3.7%	20.8%	0.8%	0.5%	100.0%
Semi-skilled	683	85	40	78	1002	170	76	239	1	2	2376
	28.7%	3.6%	1.7%	3.3%	42.2%	7.2%	3.2%	10.1%	0.0%	0.1%	100.0%
Unskilled	414	34	6	99	686	68	9	69	1	0	1386
	29.9%	2.5%	0.4%	7.1%	49.5%	4.9%	0.6%	5.0%	0.1%	0.0%	100.0%
TOTAL PERMANENT	1494	190	93	345	2579	412	173	808	21	15	6130
	24.4%	3.1%	1.5%	5.6%	42.1%	6.7%	2.8%	13.2%	0.3%	0.2%	100.0%
Temporary employees	201	6	4	8	177	11	2	9	0	1	419
	48.0%	1.4%	1.0%	1.9%	42.2%	2.6%	0.5%	2.1%	0.0%	0.2%	100.0%
GRAND TOTAL	1695	196	97	353	2756	423	175	817	21	16	6549

## 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	360	167	401	2216	326	137	227	576	145	37	4592
	7.8%	3.6%	8.7%	48.3%	7.1%	3.0%	4.9%	12.5%	3.2%	0.8%	100.0%
Senior Management	1292	562	1064	4023	1056	435	564	2222	438	148	11804
	10.9%	4.8%	9.0%	34.1%	8.9%	3.7%	4.8%	18.8%	3.7%	1.3%	100.0%
Professionally qualified	7577	2772	3653	12693	5536	1901	1928	6435	1704	456	44655
	17.0%	6.2%	8.2%	28.4%	12.4%	4.3%	4.3%	14.4%	3.8%	1.0%	100.0%
Skilled	22889	7153	4905	13622	18237	5273	3215	8531	1660	614	86099
	26.6%	8.3%	5.7%	15.8%	21.2%	6.1%	3.7%	9.9%	1.9%	0.7%	100.0%
Semi-skilled	23524	6907	2378	3062	31609	7896	2467	3232	893	601	82569
	28.5%	8.4%	2.9%	3.7%	38.3%	9.6%	3.0%	3.9%	1.1%	0.7%	100.0%
Unskilled	4122	601	120	172	4312	633	75	129	281	120	10565
	39.0%	5.7%	1.1%	1.6%	40.8%	6.0%	0.7%	1.2%	2.7%	1.1%	100.0%
TOTAL PERMANENT	59764	18162	12521	35788	61076	16275	8476	21125	5121	1976	240284
	24.9%	7.6%	5.2%	14.9%	25.4%	6.8%	3.5%	8.8%	2.1%	0.8%	100.0%
Temporary employees	3875	582	242	528	6947	612	183	339	178	89	13575
	28.5%	4.3%	1.8%	3.9%	51.2%	4.5%	1.3%	2.5%	1.3%	0.7%	100.0%
GRAND TOTAL	63639	18744	12763	36316	68023	16887	8659	21464	5299	2065	253859

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	4	5	15	25	9	2	13	10	1	0	84
	4.8%	6.0%	17.9%	29.8%	10.7%	2.4%	15.5%	11.9%	1.2%	0.0%	100.0%
Senior Management	12	9	16	44	7	13	11	25	0	1	138
	8.7%	6.5%	11.6%	31.9%	5.1%	9.4%	8.0%	18.1%	0.0%	0.7%	100.0%
Professionally qualified	55	26	39	186	44	19	20	88	12	2	491
	11.2%	5.3%	7.9%	37.9%	9.0%	3.9%	4.1%	17.9%	2.4%	0.4%	100.0%
Skilled	263	71	77	293	262	51	48	160	13	6	1244
	21.1%	5.7%	6.2%	23.6%	21.1%	4.1%	3.9%	12.9%	1.0%	0.5%	100.0%
Semi-skilled	368	58	29	53	472	62	27	47	1	0	1117
	32.9%	5.2%	2.6%	4.7%	42.3%	5.6%	2.4%	4.2%	0.1%	0.0%	100.0%
Unskilled	417	55	10	6	450	60	12	3	1	0	1014
	41.1%	5.4%	1.0%	0.6%	44.4%	5.9%	1.2%	0.3%	0.1%	0.0%	100.0%
TOTAL PERMANENT	1119	224	186	607	1244	207	131	333	28	9	4088
	27.4%	5.5%	4.5%	14.8%	30.4%	5.1%	3.2%	8.1%	0.7%	0.2%	100.0%
Temporary employees	228	29	10	13	287	41	9	4	1	0	622
	36.7%	4.7%	1.6%	2.1%	46.1%	6.6%	1.4%	0.6%	0.2%	0.0%	100.0%
GRAND TOTAL	1347	253	196	620	1531	248	140	337	29	9	4710

## MANUFACTURING

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	619	372	1046	5663	428	212	418	1062	382	57	10259
	6.0%	3.6%	10.2%	55.2%	4.2%	2.1%	4.1%	10.4%	3.7%	0.6%	100.0%
Senior Management	2657	1316	2361	9107	1521	724	1151	3598	571	145	23151
	11.5%	5.7%	10.2%	39.3%	6.6%	3.1%	5.0%	15.5%	2.5%	0.6%	100.0%
Professionally qualified	12005	4148	5258	17762	7145	2426	2902	7959	1304	245	61154
	19.6%	6.8%	8.6%	29.0%	11.7%	4.0%	4.7%	13.0%	2.1%	0.4%	100.0%
Skilled	77738	19620	10972	31919	32692	10046	5889	15087	3987	612	208562
	37.3%	9.4%	5.3%	15.3%	15.7%	4.8%	2.8%	7.2%	1.9%	0.3%	100.0%
Semi-skilled	168156	28202	6816	10052	76275	19203	3997	7182	5156	936	325975
	51.6%	8.7%	2.1%	3.1%	23.4%	5.9%	1.2%	2.2%	1.6%	0.3%	100.0%
Unskilled	99987	13803	1881	2021	57397	10613	822	435	2542	893	190394
	52.5%	7.2%	1.0%	1.1%	30.1%	5.6%	0.4%	0.2%	1.3%	0.5%	100.0%
TOTAL PERMANENT	361162	67461	28334	76524	175458	43224	15179	35323	13942	2888	819495
	44.1%	8.2%	3.5%	9.3%	21.4%	5.3%	1.9%	4.3%	1.7%	0.4%	100.0%
Temporary employees	23992	4178	611	1544	16015	3126	332	576	646	122	51142
	46.9%	8.2%	1.2%	3.0%	31.3%	6.1%	0.6%	1.1%	1.3%	0.2%	100.0%
GRAND TOTAL	385154	71639	28945	78068	191473	46350	15511	35899	14588	3010	870637

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	7	17	28	111	9	6	15	18	4	0	215
	3.3%	7.9%	13.0%	51.6%	4.2%	2.8%	7.0%	8.4%	1.9%	0.0%	100.0%
Senior Management	26	32	43	140	10	14	19	54	1	2	341
	7.6%	9.4%	12.6%	41.1%	2.9%	4.1%	5.6%	15.8%	0.3%	0.6%	100.0%
Professionally qualified	78	65	70	266	52	33	32	123	4	1	724
	10.8%	9.0%	9.7%	36.7%	7.2%	4.6%	4.4%	17.0%	0.6%	0.1%	100.0%
Skilled	728	275	182	577	373	153	72	216	23	1	2600
	28.0%	10.6%	7.0%	22.2%	14.3%	5.9%	2.8%	8.3%	0.9%	0.0%	100.0%
Semi-skilled	1654	358	143	190	1206	268	72	119	19	3	4032
	41.0%	8.9%	3.5%	4.7%	29.9%	6.6%	1.8%	3.0%	0.5%	0.1%	100.0%
Unskilled	1765	254	57	46	1709	228	49	13	16	11	4148
	42.6%	6.1%	1.4%	1.1%	41.2%	5.5%	1.2%	0.3%	0.4%	0.3%	100.0%
TOTAL PERMANENT	4258	1001	523	1330	3359	702	259	543	67	18	12060
	35.3%	8.3%	4.3%	11.0%	27.9%	5.8%	2.1%	4.5%	0.6%	0.1%	100.0%
Temporary employees	605	89	28	13	805	90	22	3	0	0	1655
	36.6%	5.4%	1.7%	0.8%	48.6%	5.4%	1.3%	0.2%	0.0%	0.0%	100.0%
GRAND TOTAL	4863	1090	551	1343	4164	792	281	546	67	18	13715

## 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	371	44	49	773	159	22	35	120	62	7	1642
	22.6%	2.7%	3.0%	47.1%	9.7%	1.3%	2.1%	7.3%	3.8%	0.4%	100.0%
Senior Management	1383	134	231	2340	573	64	140	571	146	32	5614
	24.6%	2.4%	4.1%	41.7%	10.2%	1.1%	2.5%	10.2%	2.6%	0.6%	100.0%
Professionally qualified	7007	704	514	6110	3346	291	311	1846	435	80	20644
	33.9%	3.4%	2.5%	29.6%	16.2%	1.4%	1.5%	8.9%	2.1%	0.4%	100.0%
Skilled	48368	3597	511	14407	13932	1067	356	3704	2796	107	88845
	54.4%	4.0%	0.6%	16.2%	15.7%	1.2%	0.4%	4.2%	3.1%	0.1%	100.0%
Semi-skilled	125503	3915	103	2438	24485	1167	96	1372	18374	325	177778
	70.6%	2.2%	0.1%	1.4%	13.8%	0.7%	0.1%	0.8%	10.3%	0.2%	100.0%
Unskilled	62220	1005	36	575	17223	325	20	77	8490	926	90897
	68.5%	1.1%	0.0%	0.6%	18.9%	0.4%	0.0%	0.1%	9.3%	1.0%	100.0%
TOTAL PERMANENT	244852	9399	1444	26643	59718	2936	958	7690	30303	1477	385420
	63.5%	2.4%	0.4%	6.9%	15.5%	0.8%	0.2%	2.0%	7.9%	0.4%	100.0%
Temporary employees	8150	440	38	451	7404	155	34	155	65	16	16908
	48.2%	2.6%	0.2%	2.7%	43.8%	0.9%	0.2%	0.9%	0.4%	0.1%	100.0%
<b>GRAND TOTAL</b>	<b>253002</b>	<b>9839</b>	<b>1482</b>	<b>27094</b>	<b>67122</b>	<b>3091</b>	<b>992</b>	<b>7845</b>	<b>30368</b>	<b>1493</b>	<b>402328</b>

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	7	1	0	11	5	0	2	2	2	0	30
	23.3%	3.3%	0.0%	36.7%	16.7%	0.0%	6.7%	6.7%	6.7%	0.0%	100.0%
Senior Management	12	2	1	32	7	1	0	4	0	1	60
	20.0%	3.3%	1.7%	53.3%	11.7%	1.7%	0.0%	6.7%	0.0%	1.7%	100.0%
Professionally qualified	65	4	5	68	24	5	5	20	7	0	203
	32.0%	2.0%	2.5%	33.5%	11.8%	2.5%	2.5%	9.9%	3.4%	0.0%	100.0%
Skilled	342	39	4	215	146	15	3	54	16	0	834
	41.0%	4.7%	0.5%	25.8%	17.5%	1.8%	0.4%	6.5%	1.9%	0.0%	100.0%
Semi-skilled	1083	26	5	46	304	31	4	26	368	7	1900
	57.0%	1.4%	0.3%	2.4%	16.0%	1.6%	0.2%	1.4%	19.4%	0.4%	100.0%
Unskilled	977	33	3	10	441	23	8	1	205	15	1716
	56.9%	1.9%	0.2%	0.6%	25.7%	1.3%	0.5%	0.1%	11.9%	0.9%	100.0%
TOTAL PERMANENT	2486	105	18	382	927	75	22	107	598	23	4743
	52.4%	2.2%	0.4%	8.1%	19.5%	1.6%	0.5%	2.3%	12.6%	0.5%	100.0%
Temporary employees	155	12	5	2	160	6	2	0	1	0	343
	45.2%	3.5%	1.5%	0.6%	46.6%	1.7%	0.6%	0.0%	0.3%	0.0%	100.0%
<b>GRAND TOTAL</b>	<b>2641</b>	<b>117</b>	<b>23</b>	<b>384</b>	<b>1087</b>	<b>81</b>	<b>24</b>	<b>107</b>	<b>599</b>	<b>23</b>	<b>5086</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	353	94	206	1431	250	89	198	668	77	29	3395
	10.4%	2.8%	6.1%	42.2%	7.4%	2.6%	5.8%	19.7%	2.3%	0.9%	100.0%
Senior Management	823	251	476	2147	702	226	440	1691	190	85	7031
	11.7%	3.6%	6.8%	30.5%	10.0%	3.2%	6.3%	24.1%	2.7%	1.2%	100.0%
Professionally qualified	3742	819	1107	4475	3637	1021	1178	4205	458	272	20914
	17.9%	3.9%	5.3%	21.4%	17.4%	4.9%	5.6%	20.1%	2.2%	1.3%	100.0%
Skilled	8519	1663	1105	3313	9737	2356	1821	5425	325	249	34513
	24.7%	4.8%	3.2%	9.6%	28.2%	6.8%	5.3%	15.7%	0.9%	0.7%	100.0%
Semi-skilled	8501	1678	481	968	10867	2896	872	2508	148	133	29052
	29.3%	5.8%	1.7%	3.3%	37.4%	10.0%	3.0%	8.6%	0.5%	0.5%	100.0%
Unskilled	8360	839	70	128	5033	510	87	183	98	52	15360
	54.4%	5.5%	0.5%	0.8%	32.8%	3.3%	0.6%	1.2%	0.6%	0.3%	100.0%
TOTAL PERMANENT	30298	5344	3445	12462	30226	7098	4596	14680	1296	820	110265
	27.5%	4.8%	3.1%	11.3%	27.4%	6.4%	4.2%	13.3%	1.2%	0.7%	100.0%
Temporary employees	2569	268	114	343	2199	194	93	288	92	72	6232
	41.2%	4.3%	1.8%	5.5%	35.3%	3.1%	1.5%	4.6%	1.5%	1.2%	100.0%
GRAND TOTAL	32867	5612	3559	12805	32425	7292	4689	14968	1388	892	116497

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	5	3	3	16	3	1	7	8	0	0	46
	10.9%	6.5%	6.5%	34.8%	6.5%	2.2%	15.2%	17.4%	0.0%	0.0%	100.0%
Senior Management	8	5	6	19	8	2	10	13	2	0	73
	11.0%	6.8%	8.2%	26.0%	11.0%	2.7%	13.7%	17.8%	2.7%	0.0%	100.0%
Professionally qualified	31	7	18	43	26	13	14	38	4	1	195
	15.9%	3.6%	9.2%	22.1%	13.3%	6.7%	7.2%	19.5%	2.1%	0.5%	100.0%
Skilled	141	14	13	50	165	26	18	55	1	1	484
	29.1%	2.9%	2.7%	10.3%	34.1%	5.4%	3.7%	11.4%	0.2%	0.2%	100.0%
Semi-skilled	190	20	8	16	203	29	28	35	0	1	530
	35.8%	3.8%	1.5%	3.0%	38.3%	5.5%	5.3%	6.6%	0.0%	0.2%	100.0%
Unskilled	172	14	9	2	180	16	10	10	0	0	413
	41.6%	3.4%	2.2%	0.5%	43.6%	3.9%	2.4%	2.4%	0.0%	0.0%	100.0%
TOTAL PERMANENT	547	63	57	146	585	87	87	159	7	3	1741
	31.4%	3.6%	3.3%	8.4%	33.6%	5.0%	5.0%	9.1%	0.4%	0.2%	100.0%
Temporary employees	122	12	1	2	208	9	2	3	0	0	359
	34.0%	3.3%	0.3%	0.6%	57.9%	2.5%	0.6%	0.8%	0.0%	0.0%	100.0%
GRAND TOTAL	669	75	58	148	793	96	89	162	7	3	2100

# 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	457	95	42	169	246	51	32	54	2	0	1148
	39.8%	8.3%	3.7%	14.7%	21.4%	4.4%	2.8%	4.7%	0.2%	0.0%	100.0%
Senior Management	2570	325	311	751	1957	183	188	380	13	4	6682
	38.5%	4.9%	4.7%	11.2%	29.3%	2.7%	2.8%	5.7%	0.2%	0.1%	100.0%
Professionally qualified	15850	3141	1116	4959	12115	1880	807	2539	102	52	42561
	37.2%	7.4%	2.6%	11.7%	28.5%	4.4%	1.9%	6.0%	0.2%	0.1%	100.0%
Skilled	93770	14751	3662	9978	56638	8369	1815	6692	100	32	195807
	47.9%	7.5%	1.9%	5.1%	28.9%	4.3%	0.9%	3.4%	0.1%	0.0%	100.0%
Semi-skilled	144871	13929	2006	2098	85353	10732	1403	2464	149	15	263020
	55.1%	5.3%	0.8%	0.8%	32.5%	4.1%	0.5%	0.9%	0.1%	0.0%	100.0%
Unskilled	26269	5727	354	198	20158	2838	106	62	47	20	55779
	47.1%	10.3%	0.6%	0.4%	36.1%	5.1%	0.2%	0.1%	0.1%	0.0%	100.0%
TOTAL PERMANENT	283787	37968	7491	18153	176467	24053	4351	12191	413	123	564997
	50.2%	6.7%	1.3%	3.2%	31.2%	4.3%	0.8%	2.2%	0.1%	0.0%	100.0%
Temporary employees	7980	628	64	205	7979	552	56	129	89	47	17729
	45.0%	3.5%	0.4%	1.2%	45.0%	3.1%	0.3%	0.7%	0.5%	0.3%	100.0%
GRAND TOTAL	291767	38596	7555	18358	184446	24605	4407	12320	502	170	582726

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	8	2	2	8	7	2	0	0	0	0	29
	27.6%	6.9%	6.9%	27.6%	24.1%	6.9%	0.0%	0.0%	0.0%	0.0%	100.0%
Senior Management	28	4	8	20	24	7	7	15	0	0	113
	24.8%	3.5%	7.1%	17.7%	21.2%	6.2%	6.2%	13.3%	0.0%	0.0%	100.0%
Professionally qualified	190	67	39	190	133	39	29	120	1	0	808
	23.5%	8.3%	4.8%	23.5%	16.5%	4.8%	3.6%	14.9%	0.1%	0.0%	100.0%
Skilled	865	291	88	642	531	214	49	455	1	0	3136
	27.6%	9.3%	2.8%	20.5%	16.9%	6.8%	1.6%	14.5%	0.0%	0.0%	100.0%
Semi-skilled	1688	251	53	103	1110	154	28	128	0	0	3515
	48.0%	7.1%	1.5%	2.9%	31.6%	4.4%	0.8%	3.6%	0.0%	0.0%	100.0%
Unskilled	209	135	6	9	135	26	4	3	0	0	527
	39.7%	25.6%	1.1%	1.7%	25.6%	4.9%	0.8%	0.6%	0.0%	0.0%	100.0%
TOTAL PERMANENT	2988	750	196	972	1940	442	117	721	2	0	8128
	36.8%	9.2%	2.4%	12.0%	23.9%	5.4%	1.4%	8.9%	0.0%	0.0%	100.0%
Temporary employees	25	5	1	1	22	8	0	0	0	0	62
	40.3%	8.1%	1.6%	1.6%	35.5%	12.9%	0.0%	0.0%	0.0%	0.0%	100.0%
GRAND TOTAL	3013	755	197	973	1962	450	117	721	2	0	8190

## REAL ESTATE ACTIVITIES

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	38	12	18	297	29	8	17	87	6	2	514
	7.4%	2.3%	3.5%	57.8%	5.6%	1.6%	3.3%	16.9%	1.2%	0.4%	100.0%
Senior Management	115	41	60	351	103	51	71	350	15	15	1172
	9.8%	3.5%	5.1%	29.9%	8.8%	4.4%	6.1%	29.9%	1.3%	1.3%	100.0%
Professionally qualified	378	105	104	601	404	178	163	657	24	17	2631
	14.4%	4.0%	4.0%	22.8%	15.4%	6.8%	6.2%	25.0%	0.9%	0.6%	100.0%
Skilled	1302	290	191	809	1408	504	260	1199	125	44	6132
	21.2%	4.7%	3.1%	13.2%	23.0%	8.2%	4.2%	19.6%	2.0%	0.7%	100.0%
Semi-skilled	1932	319	97	224	1583	480	262	685	172	54	5808
	33.3%	5.5%	1.7%	3.9%	27.3%	8.3%	4.5%	11.8%	3.0%	0.9%	100.0%
Unskilled	1337	88	16	32	1728	92	15	51	130	42	3531
	37.9%	2.5%	0.5%	0.9%	48.9%	2.6%	0.4%	1.4%	3.7%	1.2%	100.0%
TOTAL PERMANENT	5102	855	486	2314	5255	1313	788	3029	472	174	19788
	25.8%	4.3%	2.5%	11.7%	26.6%	6.6%	4.0%	15.3%	2.4%	0.9%	100.0%
Temporary employees	263	13	6	31	515	20	12	27	5	3	895
	29.4%	1.5%	0.7%	3.5%	57.5%	2.2%	1.3%	3.0%	0.6%	0.3%	100.0%
GRAND TOTAL	5365	868	492	2345	5770	1333	800	3056	477	177	20683

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	0	1	0	0	0	2	0	0	5
	20.0%	20.0%	0.0%	20.0%	0.0%	0.0%	0.0%	40.0%	0.0%	0.0%	100.0%
Senior Management	1	1	0	4	0	0	0	6	0	0	12
	8.3%	8.3%	0.0%	33.3%	0.0%	0.0%	0.0%	50.0%	0.0%	0.0%	100.0%
Professionally qualified	1	0	2	8	0	2	3	7	0	0	23
	4.3%	0.0%	8.7%	34.8%	0.0%	8.7%	13.0%	30.4%	0.0%	0.0%	100.0%
Skilled	9	2	2	14	8	2	1	12	0	0	50
	18.0%	4.0%	4.0%	28.0%	16.0%	4.0%	2.0%	24.0%	0.0%	0.0%	100.0%
Semi-skilled	23	8	2	3	26	7	4	9	0	0	82
	28.0%	9.8%	2.4%	3.7%	31.7%	8.5%	4.9%	11.0%	0.0%	0.0%	100.0%
Unskilled	19	10	3	2	20	10	0	0	1	0	65
	29.2%	15.4%	4.6%	3.1%	30.8%	15.4%	0.0%	0.0%	1.5%	0.0%	100.0%
TOTAL PERMANENT	54	22	9	32	54	21	8	36	1	0	237
	22.8%	9.3%	3.8%	13.5%	22.8%	8.9%	3.4%	15.2%	0.4%	0.0%	100.0%
Temporary employees	18	1	0	0	16	1	0	1	0	0	37
	48.6%	2.7%	0.0%	0.0%	43.2%	2.7%	0.0%	2.7%	0.0%	0.0%	100.0%
GRAND TOTAL	72	23	9	32	70	22	8	37	1	0	274

## TRANSPORT AND STORAGE

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	376	125	423	1556	237	81	211	406	89	14	3518
	10.7%	3.6%	12.0%	44.2%	6.7%	2.3%	6.0%	11.5%	2.5%	0.4%	100.0%
Senior Management	1201	388	869	2398	730	243	519	1143	111	33	7635
	15.7%	5.1%	11.4%	31.4%	9.6%	3.2%	6.8%	15.0%	1.5%	0.4%	100.0%
Professionally qualified	7091	1466	1821	4949	3841	900	1142	2923	254	91	24478
	29.0%	6.0%	7.4%	20.2%	15.7%	3.7%	4.7%	11.9%	1.0%	0.4%	100.0%
Skilled	46562	7666	4141	9568	19117	3827	2339	5988	1643	216	101067
	46.1%	7.6%	4.1%	9.5%	18.9%	3.8%	2.3%	5.9%	1.6%	0.2%	100.0%
Semi-skilled	82198	9066	2586	3750	26507	4452	1626	3694	1443	137	135459
	60.7%	6.7%	1.9%	2.8%	19.6%	3.3%	1.2%	2.7%	1.1%	0.1%	100.0%
Unskilled	25620	2959	328	390	8431	719	103	146	516	84	39296
	65.2%	7.5%	0.8%	1.0%	21.5%	1.8%	0.3%	0.4%	1.3%	0.2%	100.0%
TOTAL PERMANENT	163048	21670	10168	22611	58863	10222	5940	14300	4056	575	311453
	52.4%	7.0%	3.3%	7.3%	18.9%	3.3%	1.9%	4.6%	1.3%	0.2%	100.0%
Temporary employees	5411	474	170	336	2682	218	68	155	102	18	9634
	56.2%	4.9%	1.8%	3.5%	27.8%	2.3%	0.7%	1.6%	1.1%	0.2%	100.0%
<b>GRAND TOTAL</b>	<b>168459</b>	<b>22144</b>	<b>10338</b>	<b>22947</b>	<b>61545</b>	<b>10440</b>	<b>6008</b>	<b>14455</b>	<b>4158</b>	<b>593</b>	<b>321087</b>

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	10	4	11	25	5	4	10	7	0	1	77
	13.0%	5.2%	14.3%	32.5%	6.5%	5.2%	13.0%	9.1%	0.0%	1.3%	100.0%
Senior Management	13	10	19	33	7	4	13	31	1	0	131
	9.9%	7.6%	14.5%	25.2%	5.3%	3.1%	9.9%	23.7%	0.8%	0.0%	100.0%
Professionally qualified	75	20	26	73	46	16	19	44	2	1	322
	23.3%	6.2%	8.1%	22.7%	14.3%	5.0%	5.9%	13.7%	0.6%	0.3%	100.0%
Skilled	530	78	77	191	472	63	31	101	4	1	1548
	34.2%	5.0%	5.0%	12.3%	30.5%	4.1%	2.0%	6.5%	0.3%	0.1%	100.0%
Semi-skilled	647	68	32	67	762	64	28	49	0	0	1717
	37.7%	4.0%	1.9%	3.9%	44.4%	3.7%	1.6%	2.9%	0.0%	0.0%	100.0%
Unskilled	272	25	12	15	470	27	13	3	1	0	838
	32.5%	3.0%	1.4%	1.8%	56.1%	3.2%	1.6%	0.4%	0.1%	0.0%	100.0%
TOTAL PERMANENT	1547	205	177	404	1762	178	114	235	8	3	4633
	33.4%	4.4%	3.8%	8.7%	38.0%	3.8%	2.5%	5.1%	0.2%	0.1%	100.0%
Temporary employees	159	19	3	1	360	13	2	3	1	4	565
	28.1%	3.4%	0.5%	0.2%	63.7%	2.3%	0.4%	0.5%	0.2%	0.7%	100.0%
<b>GRAND TOTAL</b>	<b>1706</b>	<b>224</b>	<b>180</b>	<b>405</b>	<b>2122</b>	<b>191</b>	<b>116</b>	<b>238</b>	<b>9</b>	<b>7</b>	<b>5198</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	267	44	17	171	125	17	26	44	4	0	715
	37.3%	6.2%	2.4%	23.9%	17.5%	2.4%	3.6%	6.2%	0.6%	0.0%	100.0%
Senior Management	949	113	72	328	485	51	34	173	20	5	2230
	42.6%	5.1%	3.2%	14.7%	21.7%	2.3%	1.5%	7.8%	0.9%	0.2%	100.0%
Professionally qualified	3720	409	200	834	3002	290	145	458	60	16	9134
	40.7%	4.5%	2.2%	9.1%	32.9%	3.2%	1.6%	5.0%	0.7%	0.2%	100.0%
Skilled	11293	1300	266	1343	8520	1052	251	926	104	11	25066
	45.1%	5.2%	1.1%	5.4%	34.0%	4.2%	1.0%	3.7%	0.4%	0.0%	100.0%
Semi-skilled	20727	2289	123	442	12849	1276	162	520	146	31	38565
	53.7%	5.9%	0.3%	1.1%	33.3%	3.3%	0.4%	1.3%	0.4%	0.1%	100.0%
Unskilled	19611	1748	69	107	15747	913	38	46	203	63	38545
	50.9%	4.5%	0.2%	0.3%	40.9%	2.4%	0.1%	0.1%	0.5%	0.2%	100.0%
TOTAL PERMANENT	56567	5903	747	3225	40728	3599	656	2167	537	126	114255
	49.5%	5.2%	0.7%	2.8%	35.6%	3.1%	0.6%	1.9%	0.5%	0.1%	100.0%
Temporary employees	2342	390	18	69	2167	313	14	67	21	6	5407
	43.3%	7.2%	0.3%	1.3%	40.1%	5.8%	0.3%	1.2%	0.4%	0.1%	100.0%
GRAND TOTAL	58909	6293	765	3294	42895	3912	670	2234	558	132	119662

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	87	50	113	388	59	40	44	91	13	1	886
	9.8%	5.6%	12.8%	43.8%	6.7%	4.5%	5.0%	10.3%	1.5%	0.1%	100.0%
Senior Management	212	118	151	686	129	83	86	336	11	6	1818
	11.7%	6.5%	8.3%	37.7%	7.1%	4.6%	4.7%	18.5%	0.6%	0.3%	100.0%
Professionally qualified	1275	431	413	1922	1156	355	300	1373	52	23	7300
	17.5%	5.9%	5.7%	26.3%	15.8%	4.9%	4.1%	18.8%	0.7%	0.3%	100.0%
Skilled	5225	1331	779	3536	4759	1198	563	2715	120	35	20261
	25.8%	6.6%	3.8%	17.5%	23.5%	5.9%	2.8%	13.4%	0.6%	0.2%	100.0%
Semi-skilled	10341	1577	513	1254	8568	1480	496	1391	538	21	26179
	39.5%	6.0%	2.0%	4.8%	32.7%	5.7%	1.9%	5.3%	2.1%	0.1%	100.0%
Unskilled	7283	1267	157	357	6047	951	89	168	292	26	16637
	43.8%	7.6%	0.9%	2.1%	36.3%	5.7%	0.5%	1.0%	1.8%	0.2%	100.0%
TOTAL PERMANENT	24423	4774	2126	8143	20718	4107	1578	6074	1026	112	73081
	33.4%	6.5%	2.9%	11.1%	28.3%	5.6%	2.2%	8.3%	1.4%	0.2%	100.0%
Temporary employees	2050	260	49	80	2423	272	38	79	33	32	5316
	38.6%	4.9%	0.9%	1.5%	45.6%	5.1%	0.7%	1.5%	0.6%	0.6%	100.0%
GRAND TOTAL	26473	5034	2175	8223	23141	4379	1616	6153	1059	144	78397

## 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	379	217	919	3826	207	131	317	1097	102	37	7232
	5.2%	3.0%	12.7%	52.9%	2.9%	1.8%	4.4%	15.2%	1.4%	0.5%	100.0%
Senior Management	2365	1037	1883	5818	1393	773	934	3284	289	61	17837
	13.3%	5.8%	10.6%	32.6%	7.8%	4.3%	5.2%	18.4%	1.6%	0.3%	100.0%
Professionally qualified	10679	3540	3715	10784	8862	3761	2684	8154	576	203	52958
	20.2%	6.7%	7.0%	20.4%	16.7%	7.1%	5.1%	15.4%	1.1%	0.4%	100.0%
Skilled	44065	10620	7019	15403	43570	14008	5919	14149	1762	660	157175
	28.0%	6.8%	4.5%	9.8%	27.7%	8.9%	3.8%	9.0%	1.1%	0.4%	100.0%
Semi-skilled	155946	23654	5107	6955	230015	39896	6012	8511	3622	1641	481359
	32.4%	4.9%	1.1%	1.4%	47.8%	8.3%	1.2%	1.8%	0.8%	0.3%	100.0%
Unskilled	84704	8854	1343	1391	89140	12395	1098	772	2413	1131	203241
	41.7%	4.4%	0.7%	0.7%	43.9%	6.1%	0.5%	0.4%	1.2%	0.6%	100.0%
TOTAL PERMANENT	298138	47922	19986	44177	373187	70964	16964	35967	8764	3733	919802
	32.4%	5.2%	2.2%	4.8%	40.6%	7.7%	1.8%	3.9%	1.0%	0.4%	100.0%
Temporary employees	14265	1846	415	551	16884	2200	334	721	243	79	37538
	38.0%	4.9%	1.1%	1.5%	45.0%	5.9%	0.9%	1.9%	0.6%	0.2%	100.0%
<b>GRAND TOTAL</b>	<b>312403</b>	<b>49768</b>	<b>20401</b>	<b>44728</b>	<b>390071</b>	<b>73164</b>	<b>17298</b>	<b>36688</b>	<b>9007</b>	<b>3812</b>	<b>957340</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	2	25	63	3	4	9	12	0	0	122
	3.3%	1.6%	20.5%	51.6%	2.5%	3.3%	7.4%	9.8%	0.0%	0.0%	100.0%
Senior Management	17	12	28	93	12	10	19	43	1	0	235
	7.2%	5.1%	11.9%	39.6%	5.1%	4.3%	8.1%	18.3%	0.4%	0.0%	100.0%
Professionally qualified	50	40	43	158	30	32	25	125	2	1	506
	9.9%	7.9%	8.5%	31.2%	5.9%	6.3%	4.9%	24.7%	0.4%	0.2%	100.0%
Skilled	329	130	91	273	493	193	81	207	3	3	1803
	18.2%	7.2%	5.0%	15.1%	27.3%	10.7%	4.5%	11.5%	0.2%	0.2%	100.0%
Semi-skilled	1038	214	61	165	1517	296	67	169	10	4	3541
	29.3%	6.0%	1.7%	4.7%	42.8%	8.4%	1.9%	4.8%	0.3%	0.1%	100.0%
Unskilled	1438	121	23	86	1262	323	22	29	5	4	3313
	43.4%	3.7%	0.7%	2.6%	38.1%	9.7%	0.7%	0.9%	0.2%	0.1%	100.0%
TOTAL PERMANENT	2876	519	271	838	3317	858	223	585	21	12	9520
	30.2%	5.5%	2.8%	8.8%	34.8%	9.0%	2.3%	6.1%	0.2%	0.1%	100.0%
Temporary employees	557	50	9	5	406	21	11	2	3	2	1066
	52.3%	4.7%	0.8%	0.5%	38.1%	2.0%	1.0%	0.2%	0.3%	0.2%	100.0%
<b>GRAND TOTAL</b>	<b>3433</b>	<b>569</b>	<b>280</b>	<b>843</b>	<b>3723</b>	<b>879</b>	<b>234</b>	<b>587</b>	<b>24</b>	<b>14</b>	<b>10586</b>



## Appendix D: WORKFORCE PROFILE OF ALL EMPLOYERS BY BUSINESS TYPE FOR 2023

NATIONAL GOVERNMENT WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	163	15	11	21	127	11	16	13	1	0	378
	43.1%	4.0%	2.9%	5.6%	33.6%	2.9%	4.2%	3.4%	0.3%	0.0%	100.0%
Senior Management	2202	209	232	354	1787	153	191	315	6	3	5452
	40.4%	3.8%	4.3%	6.5%	32.8%	2.8%	3.5%	5.8%	0.1%	0.1%	100.0%
Professionally qualified	16300	2123	997	4183	13826	1482	878	2817	57	20	42683
	38.2%	5.0%	2.3%	9.8%	32.4%	3.5%	2.1%	6.6%	0.1%	0.0%	100.0%
Skilled	71164	9809	2261	7874	49465	6123	1499	6885	48	24	155152
	45.9%	6.3%	1.5%	5.1%	31.9%	3.9%	1.0%	4.4%	0.0%	0.0%	100.0%
Semi-skilled	46499	5987	918	899	45972	5645	764	1489	3	2	108178
	43.0%	5.5%	0.8%	0.8%	42.5%	5.2%	0.7%	1.4%	0.0%	0.0%	100.0%
Unskilled	8460	1190	114	68	7293	724	19	19	0	2	17889
	47.3%	6.7%	0.6%	0.4%	40.8%	4.0%	0.1%	0.1%	0.0%	0.0%	100.0%
TOTAL PERMANENT	144788	19333	4533	13399	118470	14138	3367	11538	115	51	329732
	43.9%	5.9%	1.4%	4.1%	35.9%	4.3%	1.0%	3.5%	0.0%	0.0%	100.0%
Temporary employees	5026	343	41	71	12145	410	58	99	228	109	18530
	27.1%	1.9%	0.2%	0.4%	65.5%	2.2%	0.3%	0.5%	1.2%	0.6%	100.0%
GRAND TOTAL	149814	19676	4574	13470	130615	14548	3425	11637	343	160	348262

NATIONAL GOVERNMENT WORKFORCE PROFILE FOR EMPLOYEES WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	3	0	0	1	2	0	0	1	0	0	7
	42.9%	0.0%	0.0%	14.3%	28.6%	0.0%	0.0%	14.3%	0.0%	0.0%	100.0%
Senior Management	21	4	3	19	22	4	10	9	0	0	92
	22.8%	4.3%	3.3%	20.7%	23.9%	4.3%	10.9%	9.8%	0.0%	0.0%	100.0%
Professionally qualified	173	31	42	178	140	28	24	127	0	0	743
	23.3%	4.2%	5.7%	24.0%	18.8%	3.8%	3.2%	17.1%	0.0%	0.0%	100.0%
Skilled	786	195	61	594	529	140	45	465	0	1	2816
	27.9%	6.9%	2.2%	21.1%	18.8%	5.0%	1.6%	16.5%	0.0%	0.0%	100.0%
Semi-skilled	496	94	23	62	536	63	15	97	0	0	1386
	35.8%	6.8%	1.7%	4.5%	38.7%	4.5%	1.1%	7.0%	0.0%	0.0%	100.0%
Unskilled	45	3	0	4	38	3	2	1	0	0	96
	46.9%	3.1%	0.0%	4.2%	39.6%	3.1%	2.1%	1.0%	0.0%	0.0%	100.0%
TOTAL PERMANENT	1524	327	129	858	1267	238	96	700	0	1	5140
	29.6%	6.4%	2.5%	16.7%	24.6%	4.6%	1.9%	13.6%	0.0%	0.0%	100.0%
Temporary employees	5	3	1	0	13	0	0	0	0	0	22
	22.7%	13.6%	4.5%	0.0%	59.1%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
GRAND TOTAL	1529	330	130	858	1280	238	96	700	0	1	5162

PROVINCIAL GOVERNMENT WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	152	20	11	10	95	11	7	6	1	1	314
	48.4%	6.4%	3.5%	3.2%	30.3%	3.5%	2.2%	1.9%	0.3%	0.3%	100.0%
Senior Management	1332	132	57	122	1107	125	66	108	11	3	3063
	43.5%	4.3%	1.9%	4.0%	36.1%	4.1%	2.2%	3.5%	0.4%	0.1%	100.0%
Professionally qualified	31354	3081	1676	3369	50199	6475	3101	6329	290	215	106089
	29.6%	2.9%	1.6%	3.2%	47.3%	6.1%	2.9%	6.0%	0.3%	0.2%	100.0%
Skilled	67743	4297	1045	3387	169212	12643	2781	15242	668	410	277428
	24.4%	1.5%	0.4%	1.2%	61.0%	4.6%	1.0%	5.5%	0.2%	0.1%	100.0%
Semi-skilled	36467	4174	437	411	73974	7205	666	1621	13	9	124977
	29.2%	3.3%	0.3%	0.3%	59.2%	5.8%	0.5%	1.3%	0.0%	0.0%	100.0%
Unskilled	15353	1118	53	264	21656	1375	36	183	6	4	40048
	38.3%	2.8%	0.1%	0.7%	54.1%	3.4%	0.1%	0.5%	0.0%	0.0%	100.0%
TOTAL PERMANENT	152401	12822	3279	7563	316243	27834	6657	23489	989	642	551919
	27.6%	2.3%	0.6%	1.4%	57.3%	5.0%	1.2%	4.3%	0.2%	0.1%	100.0%
Temporary employees	26616	831	261	752	84997	3142	432	1724	84	69	118908
	22.4%	0.7%	0.2%	0.6%	71.5%	2.6%	0.4%	1.4%	0.1%	0.1%	100.0%
<b>GRAND TOTAL</b>	<b>179017</b>	<b>13653</b>	<b>3540</b>	<b>8315</b>	<b>401240</b>	<b>30976</b>	<b>7089</b>	<b>25213</b>	<b>1073</b>	<b>711</b>	<b>670827</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	3	0	0	1	2	1	0	0	0	0	7
	42.9%	0.0%	0.0%	14.3%	28.6%	14.3%	0.0%	0.0%	0.0%	0.0%	100.0%
Senior Management	24	5	2	5	11	0	1	6	0	0	54
	44.4%	9.3%	3.7%	9.3%	20.4%	0.0%	1.9%	11.1%	0.0%	0.0%	100.0%
Professionally qualified	370	47	36	112	456	41	37	173	0	1	1273
	29.1%	3.7%	2.8%	8.8%	35.8%	3.2%	2.9%	13.6%	0.0%	0.1%	100.0%
Skilled	662	77	19	101	1410	83	53	320	6	6	2737
	24.2%	2.8%	0.7%	3.7%	51.5%	3.0%	1.9%	11.7%	0.2%	0.2%	100.0%
Semi-skilled	590	39	31	16	636	55	25	45	0	1	1438
	41.0%	2.7%	2.2%	1.1%	44.2%	3.8%	1.7%	3.1%	0.0%	0.1%	100.0%
Unskilled	296	17	2	9	268	18	2	7	0	0	619
	47.8%	2.7%	0.3%	1.5%	43.3%	2.9%	0.3%	1.1%	0.0%	0.0%	100.0%
TOTAL PERMANENT	1945	185	90	244	2783	198	118	551	6	8	6128
	31.7%	3.0%	1.5%	4.0%	45.4%	3.2%	1.9%	9.0%	0.1%	0.1%	100.0%
Temporary employees	131	4	1	5	111	7	0	3	0	0	262
	50.0%	1.5%	0.4%	1.9%	42.4%	2.7%	0.0%	1.1%	0.0%	0.0%	100.0%
<b>GRAND TOTAL</b>	<b>2076</b>	<b>189</b>	<b>91</b>	<b>249</b>	<b>2894</b>	<b>205</b>	<b>118</b>	<b>554</b>	<b>6</b>	<b>8</b>	<b>6390</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	450	89	25	58	200	35	9	32	0	0	898
	50.1%	9.9%	2.8%	6.5%	22.3%	3.9%	1.0%	3.6%	0.0%	0.0%	100.0%
Senior Management	1694	179	130	261	981	58	66	121	8	3	3501
	48.4%	5.1%	3.7%	7.5%	28.0%	1.7%	1.9%	3.5%	0.2%	0.1%	100.0%
Professionally qualified	5424	1332	308	1353	4317	827	201	719	66	33	14580
	37.2%	9.1%	2.1%	9.3%	29.6%	5.7%	1.4%	4.9%	0.5%	0.2%	100.0%
Skilled	19900	5533	1519	2935	17229	3466	718	1681	33	16	53030
	37.5%	10.4%	2.9%	5.5%	32.5%	6.5%	1.4%	3.2%	0.1%	0.0%	100.0%
Semi-skilled	30438	8245	1101	973	23124	5183	724	1258	10	4	71060
	42.8%	11.6%	1.5%	1.4%	32.5%	7.3%	1.0%	1.8%	0.0%	0.0%	100.0%
Unskilled	29908	5628	292	231	18525	2405	105	79	9	3	57185
	52.3%	9.8%	0.5%	0.4%	32.4%	4.2%	0.2%	0.1%	0.0%	0.0%	100.0%
TOTAL PERMANENT	87814	21006	3375	5811	64376	11974	1823	3890	126	59	200254
	43.9%	10.5%	1.7%	2.9%	32.1%	6.0%	0.9%	1.9%	0.1%	0.0%	100.0%
Temporary employees	7188	744	16	114	11641	588	21	74	0	1	20387
	35.3%	3.6%	0.1%	0.6%	57.1%	2.9%	0.1%	0.4%	0.0%	0.0%	100.0%
<b>GRAND TOTAL</b>	<b>95002</b>	<b>21750</b>	<b>3391</b>	<b>5925</b>	<b>76017</b>	<b>12562</b>	<b>1844</b>	<b>3964</b>	<b>126</b>	<b>60</b>	<b>220641</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	4	2	0	2	2	0	0	0	0	0	10
	40.0%	20.0%	0.0%	20.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Senior Management	15	4	2	10	5	4	2	0	0	0	42
	35.7%	9.5%	4.8%	23.8%	11.9%	9.5%	4.8%	0.0%	0.0%	0.0%	100.0%
Professionally qualified	51	43	4	52	25	14	2	24	0	0	215
	23.7%	20.0%	1.9%	24.2%	11.6%	6.5%	0.9%	11.2%	0.0%	0.0%	100.0%
Skilled	172	115	21	106	98	87	13	54	1	0	667
	25.8%	17.2%	3.1%	15.9%	14.7%	13.0%	1.9%	8.1%	0.1%	0.0%	100.0%
Semi-skilled	290	159	26	48	188	77	11	51	0	0	850
	34.1%	18.7%	3.1%	5.6%	22.1%	9.1%	1.3%	6.0%	0.0%	0.0%	100.0%
Unskilled	290	143	7	8	129	25	2	4	0	0	608
	47.7%	23.5%	1.2%	1.3%	21.2%	4.1%	0.3%	0.7%	0.0%	0.0%	100.0%
TOTAL PERMANENT	822	466	60	226	447	207	30	133	1	0	2392
	34.4%	19.5%	2.5%	9.4%	18.7%	8.7%	1.3%	5.6%	0.0%	0.0%	100.0%
Temporary employees	16	5	0	1	21	2	0	1	0	0	46
	34.8%	10.9%	0.0%	2.2%	45.7%	4.3%	0.0%	2.2%	0.0%	0.0%	100.0%
<b>GRAND TOTAL</b>	<b>838</b>	<b>471</b>	<b>60</b>	<b>227</b>	<b>468</b>	<b>209</b>	<b>30</b>	<b>134</b>	<b>1</b>	<b>0</b>	<b>2438</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	4453	1815	4224	27232	2897	1267	2090	6992	1280	288	52538
	8.5%	3.5%	8.0%	51.8%	5.5%	2.4%	4.0%	13.3%	2.4%	0.5%	100.0%
Senior Management	15930	6315	10496	44638	10651	4617	6423	23133	2941	1052	126196
	12.6%	5.0%	8.3%	35.4%	8.4%	3.7%	5.1%	18.3%	2.3%	0.8%	100.0%
Professionally qualified	78294	23406	25466	90703	60120	20779	20104	61461	7570	2766	390669
	20.0%	6.0%	6.5%	23.2%	15.4%	5.3%	5.1%	15.7%	1.9%	0.7%	100.0%
Skilled	393391	77884	39660	122583	261570	73290	35974	99590	18633	5620	1128195
	34.9%	6.9%	3.5%	10.9%	23.2%	6.5%	3.2%	8.8%	1.7%	0.5%	100.0%
Semi-skilled	959601	114329	24062	39777	671674	117683	25195	48008	40597	7608	2048534
	46.8%	5.6%	1.2%	1.9%	32.8%	5.7%	1.2%	2.3%	2.0%	0.4%	100.0%
Unskilled	504932	61370	4717	6742	380044	59670	2773	3166	31972	10210	1065596
	47.4%	5.8%	0.4%	0.6%	35.7%	5.6%	0.3%	0.3%	3.0%	1.0%	100.0%
TOTAL PERMANENT	1956601	285119	108625	331675	1386956	277306	92559	242350	102993	27544	4811728
	40.7%	5.9%	2.3%	6.9%	28.8%	5.8%	1.9%	5.0%	2.1%	0.6%	100.0%
Temporary employees	217463	31715	3160	8032	188555	32212	2833	6787	14864	9345	514966
	42.2%	6.2%	0.6%	1.6%	36.6%	6.3%	0.6%	1.3%	2.9%	1.8%	100.0%
<b>GRAND TOTAL</b>	<b>2174064</b>	<b>316834</b>	<b>111785</b>	<b>339707</b>	<b>1575511</b>	<b>309518</b>	<b>95392</b>	<b>249137</b>	<b>117857</b>	<b>36889</b>	<b>5326694</b>

PRIVATE SECTOR  WORKFORCE PROFILE FOR EMPLOYEES WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	67	65	117	438	57	39	75	101	9	2	970
	6.9%	6.7%	12.1%	45.2%	5.9%	4.0%	7.7%	10.4%	0.9%	0.2%	100.0%
Senior Management	149	116	161	645	87	83	119	334	11	7	1712
	8.7%	6.8%	9.4%	37.7%	5.1%	4.8%	7.0%	19.5%	0.6%	0.4%	100.0%
Professionally qualified	558	294	328	1277	410	265	247	926	46	14	4365
	12.8%	6.7%	7.5%	29.3%	9.4%	6.1%	5.7%	21.2%	1.1%	0.3%	100.0%
Skilled	3178	899	582	2103	2808	952	471	1596	95	30	12714
	25.0%	7.1%	4.6%	16.5%	22.1%	7.5%	3.7%	12.6%	0.7%	0.2%	100.0%
Semi-skilled	7810	1169	356	774	7004	1208	389	892	435	23	20060
	38.9%	5.8%	1.8%	3.9%	34.9%	6.0%	1.9%	4.4%	2.2%	0.1%	100.0%
Unskilled	7205	854	148	235	7000	1118	146	87	294	61	17148
	42.0%	5.0%	0.9%	1.4%	40.8%	6.5%	0.9%	0.5%	1.7%	0.4%	100.0%
TOTAL PERMANENT	18967	3397	1692	5472	17366	3665	1447	3936	890	137	56969
	33.3%	6.0%	3.0%	9.6%	30.5%	6.4%	2.5%	6.9%	1.6%	0.2%	100.0%
Temporary employees	2519	316	82	59	3135	275	65	33	16	7	6507
	38.7%	4.9%	1.3%	0.9%	48.2%	4.2%	1.0%	0.5%	0.2%	0.1%	100.0%
<b>GRAND TOTAL</b>	<b>21486</b>	<b>3713</b>	<b>1774</b>	<b>5531</b>	<b>20501</b>	<b>3940</b>	<b>1512</b>	<b>3969</b>	<b>906</b>	<b>144</b>	<b>63476</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	298	30	44	70	215	31	27	51	7	3	776
	38.4%	3.9%	5.7%	9.0%	27.7%	4.0%	3.5%	6.6%	0.9%	0.4%	100.0%
Senior Management	1306	141	195	317	1091	98	129	260	56	22	3615
	36.1%	3.9%	5.4%	8.8%	30.2%	2.7%	3.6%	7.2%	1.5%	0.6%	100.0%
Professionally qualified	7551	838	860	1987	7097	657	636	1345	251	111	21333
	35.4%	3.9%	4.0%	9.3%	33.3%	3.1%	3.0%	6.3%	1.2%	0.5%	100.0%
Skilled	23005	2118	871	3014	23485	1952	856	2066	81	71	57519
	40.0%	3.7%	1.5%	5.2%	40.8%	3.4%	1.5%	3.6%	0.1%	0.1%	100.0%
Semi-skilled	18208	2092	350	668	15131	1574	235	952	6	12	39228
	46.4%	5.3%	0.9%	1.7%	38.6%	4.0%	0.6%	2.4%	0.0%	0.0%	100.0%
Unskilled	3584	271	5	16	4183	359	1	13	6	3	8441
	42.5%	3.2%	0.1%	0.2%	49.6%	4.3%	0.0%	0.2%	0.1%	0.0%	100.0%
TOTAL PERMANENT	53952	5490	2325	6072	51202	4671	1884	4687	407	222	130912
	41.2%	4.2%	1.8%	4.6%	39.1%	3.6%	1.4%	3.6%	0.3%	0.2%	100.0%
Temporary employees	1789	73	32	90	2291	85	39	59	14	4	4476
	40.0%	1.6%	0.7%	2.0%	51.2%	1.9%	0.9%	1.3%	0.3%	0.1%	100.0%
<b>GRAND TOTAL</b>	<b>55741</b>	<b>5563</b>	<b>2357</b>	<b>6162</b>	<b>53493</b>	<b>4756</b>	<b>1923</b>	<b>4746</b>	<b>421</b>	<b>226</b>	<b>135388</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	1	1	4	1	2	1	0	0	11
	9.1%	0.0%	9.1%	9.1%	36.4%	9.1%	18.2%	9.1%	0.0%	0.0%	100.0%
Senior Management	12	2	5	6	11	1	0	5	1	0	43
	27.9%	4.7%	11.6%	14.0%	25.6%	2.3%	0.0%	11.6%	2.3%	0.0%	100.0%
Professionally qualified	123	8	19	73	63	8	23	47	2	0	366
	33.6%	2.2%	5.2%	19.9%	17.2%	2.2%	6.3%	12.8%	0.5%	0.0%	100.0%
Skilled	403	48	30	188	339	49	26	80	0	1	1164
	34.6%	4.1%	2.6%	16.2%	29.1%	4.2%	2.2%	6.9%	0.0%	0.1%	100.0%
Semi-skilled	373	55	10	43	258	28	10	43	0	0	820
	45.5%	6.7%	1.2%	5.2%	31.5%	3.4%	1.2%	5.2%	0.0%	0.0%	100.0%
Unskilled	33	3	0	1	36	1	0	2	0	0	76
	43.4%	3.9%	0.0%	1.3%	47.4%	1.3%	0.0%	2.6%	0.0%	0.0%	100.0%
TOTAL PERMANENT	945	116	65	312	711	88	61	178	3	1	2480
	38.1%	4.7%	2.6%	12.6%	28.7%	3.5%	2.5%	7.2%	0.1%	0.0%	100.0%
Temporary employees	22	0	0	0	28	0	0	0	0	0	50
	44.0%	0.0%	0.0%	0.0%	56.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
<b>GRAND TOTAL</b>	<b>967</b>	<b>116</b>	<b>65</b>	<b>312</b>	<b>739</b>	<b>88</b>	<b>61</b>	<b>178</b>	<b>3</b>	<b>1</b>	<b>2530</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	347	76	59	293	221	51	48	236	52	26	1409
	24.6%	5.4%	4.2%	20.8%	15.7%	3.6%	3.4%	16.7%	3.7%	1.8%	100.0%
Senior Management	1223	185	112	598	995	226	152	760	86	55	4392
	27.8%	4.2%	2.6%	13.6%	22.7%	5.1%	3.5%	17.3%	2.0%	1.3%	100.0%
Professionally qualified	4698	958	351	1487	5396	1096	427	2191	273	208	17085
	27.5%	5.6%	2.1%	8.7%	31.6%	6.4%	2.5%	12.8%	1.6%	1.2%	100.0%
Skilled	19817	4790	560	2698	22071	7134	741	4575	189	191	62766
	31.6%	7.6%	0.9%	4.3%	35.2%	11.4%	1.2%	7.3%	0.3%	0.3%	100.0%
Semi-skilled	24926	5686	247	1165	28531	15149	420	4407	231	232	80994
	30.8%	7.0%	0.3%	1.4%	35.2%	18.7%	0.5%	5.4%	0.3%	0.3%	100.0%
Unskilled	12296	2625	23	205	16030	2984	31	216	97	69	34576
	35.6%	7.6%	0.1%	0.6%	46.4%	8.6%	0.1%	0.6%	0.3%	0.2%	100.0%
TOTAL PERMANENT	63307	14320	1352	6446	73244	26640	1819	12385	928	781	201222
	31.5%	7.1%	0.7%	3.2%	36.4%	13.2%	0.9%	6.2%	0.5%	0.4%	100.0%
Temporary employees	5773	520	38	143	6770	653	59	226	31	46	14259
	40.5%	3.6%	0.3%	1.0%	47.5%	4.6%	0.4%	1.6%	0.2%	0.3%	100.0%
<b>GRAND TOTAL</b>	<b>69080</b>	<b>14840</b>	<b>1390</b>	<b>6589</b>	<b>80014</b>	<b>27293</b>	<b>1878</b>	<b>12611</b>	<b>959</b>	<b>827</b>	<b>215481</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	3	3	7	5	0	1	5	1	0	27
	7.4%	11.1%	11.1%	25.9%	18.5%	0.0%	3.7%	18.5%	3.7%	0.0%	100.0%
Senior Management	19	1	0	21	17	5	2	24	0	1	90
	21.1%	1.1%	0.0%	23.3%	18.9%	5.6%	2.2%	26.7%	0.0%	1.1%	100.0%
Professionally qualified	40	7	12	37	55	13	5	41	1	1	212
	18.9%	3.3%	5.7%	17.5%	25.9%	6.1%	2.4%	19.3%	0.5%	0.5%	100.0%
Skilled	200	31	15	78	196	35	14	82	2	1	654
	30.6%	4.7%	2.3%	11.9%	30.0%	5.4%	2.1%	12.5%	0.3%	0.2%	100.0%
Semi-skilled	242	39	6	37	201	49	14	59	0	0	647
	37.4%	6.0%	0.9%	5.7%	31.1%	7.6%	2.2%	9.1%	0.0%	0.0%	100.0%
Unskilled	185	32	2	75	186	39	0	55	1	1	576
	32.1%	5.6%	0.3%	13.0%	32.3%	6.8%	0.0%	9.5%	0.2%	0.2%	100.0%
TOTAL PERMANENT	688	113	38	255	660	141	36	266	5	4	2206
	31.2%	5.1%	1.7%	11.6%	29.9%	6.4%	1.6%	12.1%	0.2%	0.2%	100.0%
Temporary employees	47	4	0	3	41	10	0	0	0	0	105
	44.8%	3.8%	0.0%	2.9%	39.0%	9.5%	0.0%	0.0%	0.0%	0.0%	100.0%
<b>GRAND TOTAL</b>	<b>735</b>	<b>117</b>	<b>38</b>	<b>258</b>	<b>701</b>	<b>151</b>	<b>36</b>	<b>266</b>	<b>5</b>	<b>4</b>	<b>2311</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	116	29	36	215	75	31	33	219	21	6	781
	14.9%	3.7%	4.6%	27.5%	9.6%	4.0%	4.2%	28.0%	2.7%	0.8%	100.0%
Senior Management	629	109	109	654	424	121	137	969	172	72	3396
	18.5%	3.2%	3.2%	19.3%	12.5%	3.6%	4.0%	28.5%	5.1%	2.1%	100.0%
Professionally qualified	15276	1066	2152	4904	25468	1740	3464	9378	2030	1089	66567
	22.9%	1.6%	3.2%	7.4%	38.3%	2.6%	5.2%	14.1%	3.0%	1.6%	100.0%
Skilled	36491	2212	1798	3981	95261	5017	6542	13303	1089	873	166567
	21.9%	1.3%	1.1%	2.4%	57.2%	3.0%	3.9%	8.0%	0.7%	0.5%	100.0%
Semi-skilled	22513	1238	336	739	38210	2466	649	2521	144	131	68947
	32.7%	1.8%	0.5%	1.1%	55.4%	3.6%	0.9%	3.7%	0.2%	0.2%	100.0%
Unskilled	13598	793	79	163	27285	1262	59	209	128	113	43689
	31.1%	1.8%	0.2%	0.4%	62.5%	2.9%	0.1%	0.5%	0.3%	0.3%	100.0%
TOTAL PERMANENT	88623	5447	4510	10656	186723	10637	10884	26599	3584	2284	349947
	25.3%	1.6%	1.3%	3.0%	53.4%	3.0%	3.1%	7.6%	1.0%	0.7%	100.0%
Temporary employees	24748	967	692	2187	75354	1860	1810	4086	2104	1165	114973
	21.5%	0.8%	0.6%	1.9%	65.5%	1.6%	1.6%	3.6%	1.8%	1.0%	100.0%
<b>GRAND TOTAL</b>	<b>113371</b>	<b>6414</b>	<b>5202</b>	<b>12843</b>	<b>262077</b>	<b>12497</b>	<b>12694</b>	<b>30685</b>	<b>5688</b>	<b>3449</b>	<b>464920</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	0	0	0	0	1	0	0	5	0	0	6
	0.0%	0.0%	0.0%	0.0%	16.7%	0.0%	0.0%	83.3%	0.0%	0.0%	100.0%
Senior Management	4	0	2	11	9	3	3	10	1	0	43
	9.3%	0.0%	4.7%	25.6%	20.9%	7.0%	7.0%	23.3%	2.3%	0.0%	100.0%
Professionally qualified	71	9	10	81	170	28	22	122	16	12	541
	13.1%	1.7%	1.8%	15.0%	31.4%	5.2%	4.1%	22.6%	3.0%	2.2%	100.0%
Skilled	141	23	18	110	337	36	18	149	7	7	846
	16.7%	2.7%	2.1%	13.0%	39.8%	4.3%	2.1%	17.6%	0.8%	0.8%	100.0%
Semi-skilled	218	14	7	20	359	21	4	43	2	0	688
	31.7%	2.0%	1.0%	2.9%	52.2%	3.1%	0.6%	6.3%	0.3%	0.0%	100.0%
Unskilled	187	6	2	5	427	9	4	6	0	0	646
	28.9%	0.9%	0.3%	0.8%	66.1%	1.4%	0.6%	0.9%	0.0%	0.0%	100.0%
TOTAL PERMANENT	621	52	39	227	1303	97	51	335	26	19	2770
	22.4%	1.9%	1.4%	8.2%	47.0%	3.5%	1.8%	12.1%	0.9%	0.7%	100.0%
Temporary employees	116	14	2	26	126	23	6	56	7	9	385
	30.1%	3.6%	0.5%	6.8%	32.7%	6.0%	1.6%	14.5%	1.8%	2.3%	100.0%
<b>GRAND TOTAL</b>	<b>737</b>	<b>66</b>	<b>41</b>	<b>253</b>	<b>1429</b>	<b>120</b>	<b>57</b>	<b>391</b>	<b>33</b>	<b>28</b>	<b>3155</b>

Appendix F: DESCRIPTION OF THE SIX OCCUPATIONAL LEVELS (EEA9)

OCCUPATIONAL LEVELS	Patterson Classic (levels)	Patterson Modern (bands)	ReMeasure ©(points)	Hay Units © (points)	Hay Decision Tree (© points)	Petromes ©(points)	Task © (levels)	JEasy © (levels)	DESCRIPTION
Top Management/ Executives	F+1 – F+5	C Band <sup>23</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 Management	E1-E5	E Lower-E Upper	200-249	735-1800	175-224	4-2	18-22	5a-5e	Knowledge of entire business area/BU/company or group. Provide inputs for/ formulation of the overall Organisational strategy. Translates the overall strategy into business plans for BU/Functional Unit, thereby operationalizing organizational strategy. Implements and manages business plan, goals and objectives and ensures the achievement of overall key Organisational/BU/Functional outputs. Manages the development of innovation and change
Professionally Qualified & experienced specialists/mid-management	D1-D5	D Lower-D Upper	150-199	371-734	125-174	7-4	14-18	4a-4e	Professional knowledge of sub-discipline or discipline. Provide input in the formulation of Organisational/Functional Unit business plans. Formulate and implement departmental/learn 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	11-7	9-13	3a-3e	Applies broad knowledge of products, techniques and processes. Evaluates procedures and applies previous experience. A good solution can usually be found. Determines own priorities. What has to be done is stipulated, but may require initiative in terms of how it should be done
Semi-Skilled & discretionary decision-making	B1-B5	B Lower-B Upper	50-99	85-191	25-74	15-11	4-8	2a-2e	Accountable for direct product, process or service quality. Incremental improvement of existing processes and procedures according to clear guidelines. Choosing of correct action on the basis of set standards, training procedures and past experience
Unskilled & defined decision-making	A1-A3	A	20-49	54-84	0-24	19-16	1-3	1a-1c	Steps to accomplish work or processes are clearly defined and understood. Tasks are sometimes repetitive and uncomplicated and the work cycle is short

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



