



## 25TH COMMISSION FOR EMPLOYMENT EQUITY (CEE) ANNUAL REPORT (2024/25)

*Bridging the Equity Gap Through Diversity & Inclusion*



**employment & labour**

Department:  
Employment and Labour  
REPUBLIC OF SOUTH AFRICA





The Minister of Employment and Labour (Nomakhosazana Meth) hereby releases the 25th Commission for Employment Equity (CEE) Annual report as submitted to her in terms of section 33 of the Employment Equity Act of 1998 as amended.

The Labour Laws of the country such as the Employment Equity Act were enacted following intense struggle for equality, fair wages, safer and non-racial workplaces, better working conditions, and a broad spectrum of labour rights. For decades, workers played a critical role in shaping a democratic South Africa and influencing the development of labour laws that redefined the workplace.

While great strides have been made to achieve equality and equity in the workplace by promoting equal opportunities and fair treatment through the elimination of unfair discrimination, much work still needs to be done to ensure equitable representation of designated groups (i.e. black people; women; and persons with disabilities), in all occupational levels of the workforce.

It is important to note that the Employment Equity Act was not introduced to create racial divides or quotas. The 25th Commission for Employment Equity (CEE) Annual report paints a picture of the slow pace of transformation and that as a country, we are still on a long walk towards equality.

**Ms N Meth**  
**Minister of Employment and Labour**



**employment & labour**

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## GLOSSARY

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

South Africa is often termed “rainbow nation” and its people are diverse in, amongst other things, race, religion and culture. The post democratic legal reform, through its laws, policies and practices, seeks to accommodate diversity amongst the people of South Africa and to redress the injustices suffered in the past by previously disadvantaged people. In this regard, the Constitutional Court of South Africa in MEC for Education, Kwazulu-Natal v Pillay 2008 1 SA 474 (CC) at paragraph 75 held that:

“Our society which values dignity, equality, and freedom must therefore require people to act positively to accommodate diversity. Those steps might be as simple as granting and regulating an exemption from a general rule or they may require that the rules or practices be changed ...”

Despite 31 years of democracy and progressive transformative legislation, there remains a need for further transformation and equality in the workplace. Diversity and inclusivity for all those persons previously disadvantaged in the workplace must now be heard, seen and felt. In this regard and as the term of the 5th Commissioner for Employment Equity (CEE) comes to an end, we only wish we have fruitfully served our people, the purposes of our Constitution and the Employment Equity Act, No. 55 of 1998 (EEA) by promoting equitable representation amongst the various groups in the workplace and:

“promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination and implementing affirmative action measures to redress the disadvantages in employment experienced by designated groups, in order to ensure their equitable representation in all occupational levels in the workforce.” – see section 2 of the EEA.

In light of the above, and at the time the foreword has been written, upcoming EEA Regulations which regulates, amongst other things, general administrative matters regarding employment equity and sector numerical employment equity targets, the CEE only wish to have served our duty meaningfully, purposefully and in accordance with section 30 of the EEA, which provides that the legal mandate of the CEE is to advise the Minister of Employment and Labour (the Minister) on the codes of good practice, regulations, policy and any other matter concerning the EEA as per sections 30, 32 and 33 of the Act. In addition, the CEE may make awards recognising achievements of employers, commission research and report to the Minister on any matter relating to the application of the EEA, including appropriate and well-researched norms and benchmarks for the setting of numerical goals in various sectors, and the CEE may perform any other prescribed function.

As per the legal mandate of the CEE, this report discusses unfair discrimination involving harassment in the workplace, which continues to remain a challenge in this space. The CEE and the Department of Employment and Labour in conjunction with relevant stakeholders engaged with employers and employees at the EE roadshows in order to raise awareness of the aforementioned challenge, educate employers and employees on the aforementioned challenge and how they can combat it. The report also illustrates whether a specific group in a sector meets the required EAP percentage or falls below the required EAP percentage for the 2024 reporting cycle. Meeting the required EAP percentage reflects progression towards equitable representation amongst the various groups in the workplace.

A special thanks to our honourable Minister of Employment and Labour, former – namely Mr Thulas Nxesi, and current – namely Ms Nomakhozazana Meth, our members of the CEE and the Department of Employment and Labour, the labour market stakeholders and the public at large for playing a vital role in striving towards transformation and equality in the workplace.



**Ms N DEOKIRAM,**

**Chairperson: 5th Commission for Employment Equity (CEE)**







## MEMBERS OF THE COMMISSION FOR EMPLOYMENT EQUITY

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

The term of office for each CEE member, inclusive of the Chairperson is five years on a part-time basis. The term of office for the 5<sup>th</sup> Commission for Employment Equity (5<sup>th</sup> CEE) commenced on 1 December 2020 and will end on 30 November 2025.

### CHAIRPERSON: 5th COMMISSION FOR EMPLOYMENT EQUITY



Ms Nicole Deokiram

Ms Nicole Deokiram completed her LLB degree and her LLM degree in labour law, at the University of Johannesburg. She completed both of her degrees *cum laude* **and apart from her many prestigious accolades**, she also received the Chancellor's Medal for the Best Master's Degree Student, in the Faculty of Law, 2017. Nicole served her articles as a candidate attorney at Bowmans, one of the top five law firms in South Africa. Here she gained extensive experience in corporate employment and litigation. She is admitted as an attorney of the High Court of South Africa.

Nicole is currently employed as a lecturer in the public law department and she is completing her PhD, in constitutional law, at the University of Johannesburg. Nicole is also a research associate at the Centre for International and Comparative Labour and Social Security Law at the University of Johannesburg. Her areas of interest in research, teaching and learning

includes labour law, constitutional law, jurisprudence and the drafting and interpretation of legislation. She is passionate about unfair discriminatory issues which includes, but are not limited to, racial, religious and gender based unfair discriminatory issues.

Nicole wishes to use her role as Chairperson of the Commission for Employment Equity to promote the constitutional principles of human dignity, equality and freedom coupled with the precepts of diversity and inclusivity for all those persons previously disadvantaged in the workplace.

### 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, and Border-Kei Chamber of 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**

### **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).



### **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 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.

### **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. He obtained a number of certificates in Labour Legislation and Skills for Employment from the ILO Training Centre in Italy and Geneva as well as a Certificate in Productivity Management from the Japan International Labour Foundation (Tokyo).





## 1. INTRODUCTION

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.

This is the 25<sup>th</sup> annual report by the CEE covering the period from 1 April 2024 to 31 March 2025. The report provides highlights of key activities and deliverables for the period that was guided by the strategic objectives adopted by the CEE at the beginning of their 5-year term of office that started in December 2020.

In light of the above, this annual report provides the status of employment equity and progress made in the labour market, which is based on the EE data from 2024 EE reports submitted by designated employers in terms of section 21 of the EEA. The demographic information of the National and Provincial Economically Active Population (EAP) obtained from the 3<sup>rd</sup> Quarterly Labour Force Survey (QLFS) issued by Statistics South Africa is one of the key factors taken into consideration in measuring the progress made in the achievement of the objectives of the EEA.

In addition, this report reflects on the EE status of persons with disabilities; the outcome of the barrier analysis conducted by the designated employers in their various workplaces; and concludes with final observations.

## 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 the key deliverables of the CEE for the 2024/2025 reporting period.

### 3.1. Update on the Employment Equity (EE) Amendment Act and its implications

The Proclamation Notice on the commencement date of the Employment Equity Amendment Act, No. 4 of 2022 (EE Amendment Act, 2022) was signed by the President in November 2025 and published in the Government Gazette in December 2024. Subsequently, the EE Amendment Act, 2022 came into effect from 1 January 2025.

**The key objectives and implications of the EE Amendment Act, 2022 are as follows:**

- To empower the Minister to regulate sector specific EE numerical targets in order to ensure the equitable representation of suitably qualified people from the designated groups;
- To promulgate section 53 of the EEA for the issuing of the EE Compliance Certificate as a prerequisite for access to state contracts and doing business with any organ of state; and
- To reduce the regulatory burden on small business (i.e. those that employ 1 to 49 employees).

In light of the above key objectives, the term 'designated employer' refers only to an employer who employs 50 or more employees, which means that employers with fewer than 50 employees, unless they are an organ of State or are designated by a collective agreement. Furthermore, small employers are no longer regarded as designated employers in terms of the annual turnover threshold. Therefore, starting from the 2025 EE reporting period, small employers with 1 to 49 employees are no longer required to submit EE reports.

In terms of Chapter III of the EEA, a designated employer is required to implement affirmative action measures to achieve employment equity for people from designated groups in their workplaces by consulting with its employees; conducting an analysis; preparing and implementing an employment equity plan; and reporting to the Department of Employment and Labour (the Department) on an annual basis.

In addition, section 53 of the EEA has been promulgated to ensure that every employer that makes an offer to conclude an agreement with any organ of state for the furnishing of supplies or services to that organ of state or for the hiring or letting of anything must comply with Chapter II and III of the EEA. In the case of a non designated employer, it must comply with Chapter II of the Act.

In order for a **non-designated employer** to acquire an EE Compliance Certificate, the employer must have complied with the provisions of the National Minimum Wage Act, 2018 (NMWA) for the previous 12 months; and there must be no CCMA Unfair Discrimination Award/ Labour Court judgements against the employer for the previous 12 months.

However, for a **designated employer** to acquire an EE Compliance Certificate, the designated employer must have submitted the annual EE Report (i.e. EEA2 & EEA4 forms) to the Department; complied with their own annual EE Targets towards the achievement of the 5-year Sector EE Target (or provided a "Justifiable Reason"). Additionally, the designated employer must have complied with the provisions of the NMWA for the previous 12 months; and there must be no CCMA Unfair Discrimination Award/ Labour Court judgements against the employer for the previous 12 months.

The CEE has finalised the development of the two sets of the Employment Equity Regulations (i.e. the General Administrative Regulations with various EE templates; and the EE Regulations on sector EE numerical targets). These EE Regulations will be published the Government Gazettes for effective implementation in the 2025/2026 financial year.

## 3.2. CEE STAKEHOLDER ENGAGEMENTS

In order to facilitate the empowerment of employers and workers to drive the transformative journey and monitor compliance with the requirements of the EEA, the CEE embarked on various stakeholder engagements as outlined below:

### 3.2.1. The 2024 Organised Labour EE workshop

The Commission for Employment Equity (CEE) conducted a training workshop for representatives from various registered trade unions under the theme, "Bringing the Equity Gap through Diversity and Inclusion", on Wednesday, 25 September 2024. A total of 132 participants attended the workshop representing various trade unions and trade union federations.

The purpose of the workshop was to promote the achievement of equity in the workplace through the elimination of unfair discrimination; and the equitable representation of the designated groups in the labour market in terms of the Employment Equity Act (EEA). The workshop focused on the following:

- Key provisions of the Employment Equity Act, 1998, as amended;
- Implementation and enforcement of the principle of Equal pay / Remuneration for Work of Equal Value; and
- Prevention and Elimination of all types of Harassment in the workplace as per the EEA and the Code of Good Practice on the Prevention and Elimination of Harassment in the Workplace, 2022.

### 3.2.2. NATIONAL EMPLOYMENT EQUITY AWARENESS CAMPAIGNS

In an effort to promote inclusivity and diversity within the workplace, the CEE, in partnership with the Commission for Conciliation, Mediation and Arbitration (CCMA) and the International Labour Organisation (ILO), conducted extensive Employment Equity (EE) awareness campaigns across the country. These EE campaigns were held under the theme, "Bridging the Equity Gap through Diversity & Inclusion," as part of the 30-years celebration of democracy and 26 years since the inception of the Employment Equity Act, 1998.



The EE awareness campaigns consisted of a series of National workshops, which covered all nine provinces. These EE workshops commenced from 6 August 2024 to 20 September 2024. The primary objectives of the workshops were multifaceted and pivotal in ensuring that the message of diversity and inclusion reaches all labour market stakeholders, i.e. employers, employers' organizations, employees, trade unions, HR Managers and Practitioners, Labour Relations Practitioners, members of EE Consultative Forums, Academics, and other civil society constituencies.

- **The International Labour Standards from the ILO:** The ILO shared insights on International Labour Standards (ILS) that promotes the fundamental rights to equality, inclusion, and decent work. This international outlook was crucial, as it highlighted the role of these ILS in shaping fair employment practices in the country, particularly in the workplaces. The ILO's contribution was a reminder that global standards are essential in creating a level playing field for all employees.
- **The CCMA insights on various Unfair Discrimination cases:** The CCMA played a pivotal role in guiding attendees on the sensitive issues of unfair discrimination. Special attention was given to cases involving harassment, disability discrimination, and other forms of unfair treatment based on arbitrary grounds. Through critical analysing of real-life case studies, the CCMA helped stakeholders to interpret the EEA and understand how to address these critical unfair discrimination issues when they arise in the workplace.
- **Labour Market EE Status reflected in the 2023-2024 EE Annual Report (24th CEE Annual Report):** Another key feature of the workshops was the presentation of the 24th CEE Annual Report, that provided an up-to-date snapshot of the state of employment equity within the labour market. The data presented in the report offered a detailed analysis of the demographic representation across all occupational levels of the workforce. This reflection on the EE status of the labour market assisted the stakeholders to better understand where the gaps still exist in relation to achieving equitable representation of all the population groups, gender, and persons with disabilities in the workforce.
- **Updates on EE Amendments and proposed Draft EE Regulations on Sector EE targets:** As part of ongoing efforts to refine South Africa's employment equity landscape, the workshops also provided critical updates on the EE amendments to the Employment Equity Act. Specifically, the focus was on the proposed Draft Regulations concerning sector-specific employment equity targets. This update was particularly important for employers as they are anticipating for the commencement of the Employment Equity Amendment Act, No.4 of 2022. The discussions unpacked the envisaged implementation plan of the EE amendments, and its accompanying EE Regulations to enhance the interpretation and understanding of the EE amendments by the stakeholders.
- **Preparations for the EE Reporting for the 2024 period:** A forward-looking aspect of the workshops was the update on the 2024 EE reporting period. Employers were guided on how to accurately report their compliance with EE legislation, with an emphasis on transparency and accountability in the reporting process, including for employers to submit reports that meet the necessary requirements.

The campaigns ensured that stakeholders from diverse backgrounds, industries and sectors had the opportunity to participate in the discussions. Each workshop was structured to be interactive, offering space for open dialogue. Participants included employers, human resource professionals, trade union representatives, government officials and employees. This diverse group of attendees was essential in generating broad-based support for the promotion of equity and inclusion in the workplace.

The campaign's focus on bridging the equity gap through diversity and inclusion reflects the country's broader commitment to achieving workplace fairness and equal opportunity in the workplace. By continuing to raise awareness on critical unfair discrimination issues such as harassment, disability discrimination and the underrepresentation of designated groups in the workforce, the CEE and its partners are playing a key role in dismantling the barriers that prevent many individuals from achieving their full potential in the workplace.

Through comprehensive workshops, the CEE, CCMA and ILO have contributed significantly to advancing the conversation around employment equity, while also providing the tools and knowledge necessary for lasting change. As the country continues to strive towards addressing the persisting inequalities, and creation of a more inclusive future, the impact of these workshops will be a game-changer in creating workplace cultures that reflects the diverse and dynamic rainbow nation of the country.

The collaboration between the CEE, CCMA and ILO is a testament to the power of partnerships in tackling systemic issues such as discrimination and inequality. Through the continuation of education and empowerment initiatives for both employers and employees, including other stakeholders, the country is poised to further its progress towards building an inclusive, fair, equitable and equal society.

### 3.2.3. CEE STAKEHOLDER ENGAGEMENT ON WORKPLACE HARASSMENT, INCLUDING BULLYING

In pursuance of its mandate to promote the achievement of equality and equity in the workplace, together with the CCMA and the ILO, the CEE hosted a Stakeholder Engagement on Workplace Harassment, including Bullying, in Pretoria on 28 November 2024.

It is important to highlight that South Africa as a signatory of the ILO Convention 190 concerning the elimination of Violence and Harassment in the World of Work (C190), recognised that several pieces of legislation were required to address its implementation. The EEA is one of the key legislative and policy interventions within the ethos of South Africa's Constitution to eliminate unfair discrimination and achieve equity in the workplace by promoting equal opportunity and fair treatment in employment through employment policies, procedures and practices.

The Minister of Employment and Labour, with the advice of the CEE, published the Code of Good Practice on the Prevention and Elimination of Harassment in the Workplace (Harassment Code) in 2022, which is intended to assist with implementation guidelines and best practices on the prevention, elimination, and management of all forms of harassment that pervade the workplace.

The purpose of the Stakeholder Engagement was to reflect on the journey undertaken by South Africa thus far, and share practical experiences with key stakeholders and other SADAC countries (i.e. Namibia and Lesotho) on the implementation of the ILO C190. In addition, to identify good practices, challenges and possible solutions for the proper implementation of this Convention.

The Stakeholder Engagement was attended by various stakeholders either physically or virtually, which included, amongst others, dignitaries from the ILO; Director-Generals from the Ministries of Employment and Labour in Lesotho and Namibia; Commission for Gender Equality; Public Service Commission; Black Management Forum; and NEDLAC Social Partners (i.e. Organised Business, Organised Labour, Government and Community Constituency).

This engagement highlighted the need for further collaboration and inclusion of more participants from a broader spectrum of stakeholders. It also highlighted the need to allocate more time and resources for policy implementation and enforcement through education and advocacy campaigns, including evaluation and impact assessment.



## 4. UNFAIR DISCRIMINATION INVOLVING HARASSMENT IN THE WORKPLACE ACCORDING TO THE EMPLOYMENT EQUITY ACT, 1998 (EEA)

### Legislative background

Section 6(3) of the Employment Equity Act 55 of 1998 (the “EEA”) provides that harassment of an employee is a form of unfair discrimination and is prohibited on any one or a combination of grounds of unfair discrimination listed in subsection (1) of that Act. The Code of Good Practice on the Prevention and Elimination of Harassment in the Workplace<sup>1</sup> provides guidelines to employers and employees on preventing and eliminating all forms of harassment, as a form of unfair discrimination, in the workplace, and on human resources policies, procedures, and practices related to harassment and appropriate procedures to deal with harassment and prevent its recurrence. In addition, section 60 of the EEA sets out the requirements for employers to avoid being deemed liable for one of their employees’ contraventions of the EEA.

Section 10 of the EEA provides that dispute arising from Chapter II, Prohibition of Unfair Discrimination, may be referred to the Commission for Conciliation, Mediation and Arbitration (the “CCMA”) for conciliation. Section 10(6) of the EEA provides that if a dispute remains unresolved after conciliation, a party may refer it to the Labour Court for adjudication. If the employee alleges sexual harassment, that employee also has the option to refer the dispute to the CCMA for arbitration. In any other case of unfair discrimination, employees who earn less than the threshold determined by the Minister of Employment and Labour in terms of section 6(3) of the Basic Conditions of Employment Act 75 of 1997 (the “BCEA”) have the choice of either referring an unresolved matter to the Labour Court for adjudication or to the CCMA for arbitration. In such instances, if an employee earns above the earnings threshold, parties to the dispute may consent to arbitration of the dispute.

### EEA case referral statistics

Cases referred to the CCMA under the EEA constitute, on average, less than 1.5% of the total case referrals. While the case referral numbers are low, these disputes are often complicated, and the CCMA only appoints Commissioners who have undergone specialist training to hear these matters. The following statistics provide an overview of the number of EEA cases and their breakdown referred to the CCMA from 01 April 2023 to 31 March 2024 and from 01 April 2024 to 31 January 2025.

ACT	MAR 2024		MAR 2023	
	Count	%	Count	%
Labour Relations Act (LRA)	121 469	64.8%	123 342	67.3%
Basic Conditions of Employment Act (BCEA)	60 775	32.4%	55 119	30.1%
Employment Equity Act (EEA)	2 606	1.4%	2 505	1.4%
Employment Service Act (ESA)	2	0.0%	0	0.0%
National Minimum Wage Act (NMWA)	2622	1.4%	2 261	1.2%
Skills Development Act (SDA)	24	0.0%	31	0.0%
Unemployment Insurance Act (UIA)	7	0.0%	6	0.0%

Note: Referrals in terms of the BCEA includes severance pay disputes.

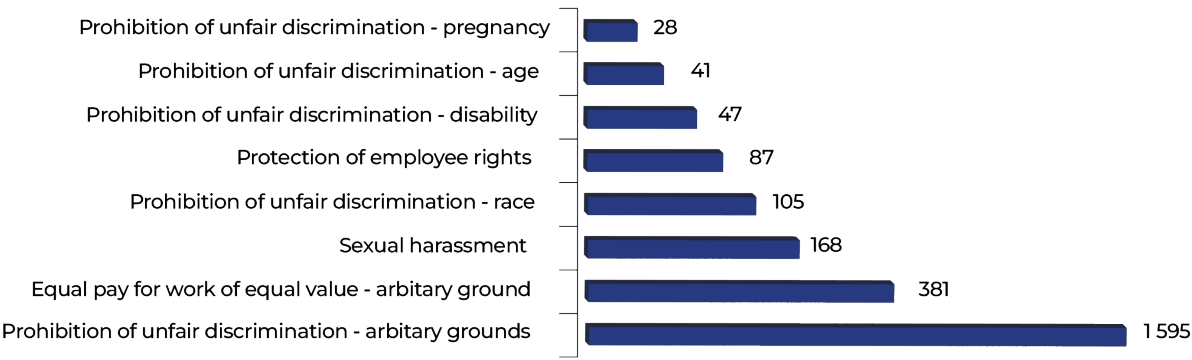
**Figure 1 provides** the total number of referrals received by the CCMA from 01 April 2023 to 31 March 2024. Source: Case Management & Information Report March 2024.

CCMA

<sup>1</sup> Department of Employment and Labour <Prevention and elimination harassment in the workplace-English version.pdf> (accessed 02-03-2025).



EEA REFERARALS BY ISSUE



**Note:** Constitutes the eight highest issues

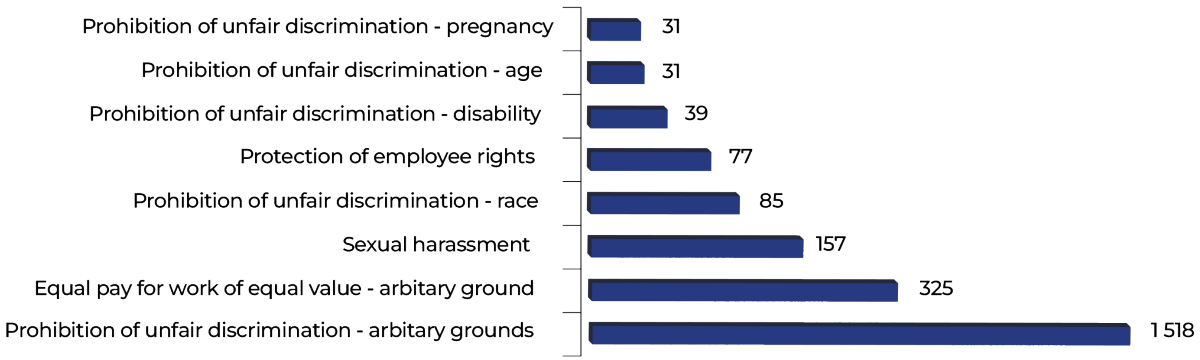
**Figure 2** provides a breakdown of EEA referrals (the eight highest issues) received by the CCMA from 01 April 2023 to 31 March 2024. Source: Case Management & Information Report March 2024.

ACT	MAR 2024		MAR 2023	
	Count	%	Count	%
Labour Relations Act (LRA)	99 825	63.3%	100 513	65.1%
Basic Conditions of Employment Act (BCEA)	53 107	33.7%	49 539	32.1%
Employment Equity Act (EEA)	2 373	1.5%	2 142	1.4%
Employment Service Act (ESA)	1	0.0%	1	0.0%
Mines Health & Safety Act (MHSA)	4	0.0%	0	0.0%
National Minimum Wage Act (NMWA)	2 395	1.5%	2 132	1.4%
Skills Development Act (SDA)	27	0.0%	22	0.0%
Unemployment Insurance Act (UIA)	5	0.0%	7	0.0%

**Note:** Referrals in terms of the BCEA includes severance pay disputes

**Figure 3** provides the total number of referrals received by the CCMA from 01 April 2024 to 31 January 2025. Source: Case Management & Information Report January 2025.

EEA REFERARALS BY ISSUE



**Note:** Constitutes the eight highest issues

**Figure 4** provides a breakdown of EEA referrals (the eight highest issues) received by the CCMA from 01 April 2024 to 31 January 2025. Source: Case Management & Information Report January 2025.





The statistics cited above show that most claims referred to the CCMA under the EEA are based on “arbitrary grounds.” The organisation currently does not record separate statistics for harassment claims other than those based on sexual harassment.

The following case law summaries provide an overview of matters the Labour Courts and the CCMA heard.

### **Vicarious liability claims against employers - Section 60 of the EEA2**

#### ***Potgieter v National Commissioner of the South African Police Service (2009) 2 BLLR 144 (LC) (handed down on 10 October 2008)*<sup>3</sup>**

The Labour Court, facing a claim against the employer of vicarious liability, held that where an employee accused of sexual harassment has been disciplined and warned, it is not for the court to determine the appropriateness of the sanction. The court set out the requirement for employer liability as follows [at par 43]:

- The sexual harassment conduct complained of was committed by another employee;
- It was sexual harassment constituting unfair discrimination;
- The sexual harassment took place at the workplace;
- The alleged sexual harassment was immediately brought to the attention of the employer;
- The employer was aware of the incident of sexual harassment;
- The employer failed to consult all relevant parties, or take the necessary steps to eliminate the conduct; and
- The employer failed to take all reasonable and practicable measures to ensure that employees did not act in contravention of the EEA.

#### ***AK v RIGHT TO CARE NPC (JS597/21) (2023) 44 ILJ 2200 (LC) (Judgment handed down on 05 June 2023)*<sup>4</sup>**

The Applicant, Ms AK, alleged that the Respondent is vicariously liable for the sexual harassment she had been subjected to while in its employ. The quantum sought for each claim is R3.5 million in damages and R960 000.00, compensation equivalent to 24 months' salary.

A pre-trial minute requested the Labour Court to decide [par 5]-

“[5.1] Whether the respondent failed to consult the relevant parties and take the necessary steps to eliminate the alleged conduct of sexual harassment;

[5.2] Whether the respondent failed to investigate, consult the applicant and prepare a report into allegations pertaining to sexual harassment;

[5.3] Whether the respondent failed to protect the applicant and comply with section 60, subsections (1) and (2), of the EEA;

[5.4] Whether the lie detector (polygraph) test that the applicant was subjected to constitutes a report pertaining to sexual harassment investigation; and

[5.5] Whether the respondent acted reasonably and as expeditiously as possible following the initial grievance or complaint that was lodged by the applicant.”

Ms AK was employed by the respondent, a non-profit making organisation, as a junior pharmacist, since 6 January 2020. She claims that Mr DM, a co-employee, started to sexually harass her on 13 January 2020 by asking her about her favourite sex position

2 Section 60 of the Employment Equity Act 55 of 1998: “60. Liability of employers. - (1) If it is alleged that an employee, while at work, contravened a provision of this Act, or engaged in any conduct that, if engaged in by that employee's employer, would constitute a contravention of a provision of this Act, the alleged conduct must immediately be brought to the attention of the employer. (2) The employer must consult with all relevant parties and must take the necessary steps to eliminate the alleged conduct and comply with the provisions of this Act. (3) If the employer fails to take the necessary steps referred to in subsection (2), and it is proved that the employee has contravened the relevant provision, the employer must be deemed to have contravened that provision. (4) Despite subsection (3), an employer is not liable for the conduct of an employee if that employer is able to prove that it did all that was reasonably practicable to ensure that the employee would not act in contravention of this Act.”

3 South African Legal Information Institute (SAFLII) *Potgieter v National Commissioner of the South African Police Services and Another (JS 700/05)* [2008] ZALC 133; [2009] 2 BLLR 144 (LC) ; (2009) 30 ILJ 1322 (LC) (10 October 2008) (accessed 02-03-2025).

4 South African Legal Information Institute (SAFLII) <A.K v Right to Care NPC (JS597/21) [2023] ZALCJHB 182; (2023) 44 ILJ 2200 (LC) (5 June 2023)> (accessed 27-02-2025).





and complimenting her on her good looks. This was followed by comments made by Mr DM about Ms AK's breasts. Ms AK reported this to Ms T, her line supervisor. Subsequent evidence from Ms T suggested that Ms AK had not provided the full details to her of the alleged harassment at the time (reference was made to Mr DM "pouncing" on her) and had indicated that she did not wish to lodge a formal grievance as she wanted to first address the matter directly with Mr DM. This occurred when Ms AK sent a text message to Mr Molele, noting her discomfort with his conduct. Mr Molele apologised.

In October 2020, Mr DM submitted several requests to Ms AK to go on dates with him. Ms AK turned down these requests and did not report these incidents to the Respondent.

On 10 December 2020, following a suggestion made by Ms AK to Mr TM, the Operations Manager, to include training on sexual harassment in the 13 Days of Activism Against Gender-based Violence programme, Mr TM allegedly informed Ms AK that "there were people who had reported sexual harassment in the past and it backfired." [par 9]. Ms AK said she considered the statement a threat. Mr TM later denied saying this.

On 06 January 2021, Ms AK lodged a formal grievance against Mr DM and an informal complaint against Mr TM. Mr DM, while not suspended, was prohibited from having contact with Ms AK and visiting the office where she worked. While waiting for the grievance hearing, the Human Resources Department advised that there were conflicting statements in her sexual harassment allegations, and requested that Ms AK, Mr DM and Mr TM consent to a polygraph test. While Ms AK and Mr DM consented, Mr TM refused and resigned immediately. The polygraph test was undertaken in March. The Respondent withheld the results of the test on the basis that it formed part of the investigation into the sexual harassment allegations. Ms AK subsequently lodged a dispute with the CCMA regarding the withholding of the report by the employer. The dispute became moot when the Employer provided the information to Ms AK.

Subsequently, in April 2021, a disciplinary hearing was held, which led to Mr DM's dismissal for misconduct related to sexual harassment. The CCMA later upheld Mr DM's dismissal following arbitration proceedings. Ms AK served as a witness at both the disciplinary and arbitration hearings.

The Labour Court found that the Respondent complied with the provisions of the EEA by ensuring that Mr DM would not contact Ms AK, providing her with the necessary updates on the investigation, consulting with stakeholders, and concluding the grievance process within a reasonable time (April 2021). In determining the latter, the court took cognisance that the process occurred within the context of the COVID-19 lockdown.

The Labour Court concluded that the Respondent did not contravene section 60 of the EEA and dismissed the application.

#### ***ZG v Massmart Wholesale (Pty) Ltd GAJB8802-23 [2004] 3 BALR 350 (CCMA)*<sup>5</sup>**

Ms ZG, the applicant, a senior employee, filed a sexual harassment complaint against a co-employee, Mr R. Ms ZG explained that her working relationship with Mr R was on a 'meet and greet' level and that they worked in different departments.

The applicant claimed that there were two separate occasions where Mr R inappropriately touched her, tapping her back just above her bra line and, on another occasion, pinching her waist. In addition, Ms. ZG reported that Mr. R visited the department more regularly, often directing unwanted personal comments toward her. Ms ZG reported these incidents on 29 April 2022, and a formal investigation commenced, concluding on 7 July 2022.

Approximately four months later, in November 2022, the Respondent held a disciplinary hearing chaired by a senior advocate. Mr R denied the allegations of sexual harassment, and the chairperson concluded that Mr R did not sexually harass the Applicant. A month later, in December 2022, Ms ZG was accused of misconduct based on allegations made against her by Mr R. The arbitrator concluded that such allegations were conjured by Mr R to 'derail' the investigation and the disciplinary hearing into his conduct.

The arbitrator concurred with Ms ZG that the employer failed to follow its own discrimination and harassment policy, including the need for consultation with all relevant parties, and that the chairperson had given too much credence to Mr R's mere denial of the accusation of sexual harassment. Compensation was awarded to Ms ZG.

#### **Dismissal based on allegations of sexual harassment**

#### ***C[...]/V[...]/v PRASA and others (P 60/2018) [2020] ZALCPE 6 (Judgment handed down on 7 February 2020)*<sup>6</sup>**

The Applicant lodged a dispute with the CCMA of unfair discrimination based on sexual harassment. The dispute followed an

<sup>5</sup> This award is not available on SAFLII.

<sup>6</sup> South African Legal Information Institute (SAFLII) <V v Passenger Rail Agency of South Africa (PRASA) and Others (P60/2018) [2020] ZALCPE 6 (7 February 2020)> (accessed 27-02-2025).

investigation conducted by the Respondent of an incident of alleged sexual harassment reported to it by the Applicant, wherein the Respondent found that sexual harassment had not taken place. The incident in question is that a co-employee, Mr M, a junior to the Applicant, sent the Applicant a sexually explicit video, without text, via WhatsApp at approximately 10:30am. About an hour later, the Applicant responded to the message by stating that she did not appreciate these videos. A few minutes later, Mr M replied and said: *"sorry I will never do it accidentally it was forwarded you by mistake. Accept my apology. Your name entered by mistake."* (sic) [at par 7]

The Applicant was not convinced that it was an error and lodged a grievance based on sexual harassment against Mr M. An investigation concluded that Mr M had accidentally forwarded the message to the Applicant and that his actions did not amount to sexual harassment.

The CCMA arbitrator found that no sexual harassment had occurred and that the Applicant was not entitled to compensation. The Applicant sought to appeal the arbitration award relying on section 10 (8) of the EEA.

Considering the broader context of the alleged discriminatory act, the Labour Court noted the widespread use of WhatsApp to share information and videos with groups and individuals. Regarding the evidence, two weeks before the Applicant received the video from Mr M, she received a video of the same nature from another colleague. In that instance, the Applicant responded by exchanging pleasantries rather than displeasure with the colleague. The fact that the video was not accompanied by any text aimed at the Applicant was telling in the court's view. The court accepted that the video was explicit but noted the importance of considering whether the said video was intended for the Applicant only and whether there was any abuse of power on the part of Mr M. While it is trite that a single incident may constitute harassment, the court also considered that there was no evidence of repetition within this matter. The court stated that while allegations of sexual harassment should be viewed in a serious light, where the act in question was accidental, it is inappropriate to take advantage of it and treat it as serious misconduct.

The court dismissed the appeal and found that the Commissioner was correct to conclude that there was no act of sexual harassment.

#### ***Ngunyule v MEIBC and others (JR1595/19) [2023] ZALCJHB 17 (Judgment handed down on 7 February 2023)*<sup>7</sup>**

The Applicant was dismissed on allegations of sexual harassment. The court upheld the arbitration award, wherein the Commissioner accepted that the Applicant, on multiple occasions, asked a colleague on dates, which she politely turned down, gave her looks that made her feel uncomfortable, made unwanted comments about her physical appearance, and sent her pornographic material via social media.

The Applicant disputed that he asked his colleague out on multiple occasions for a date, and his defence regarding the pornographic material was that he contended that it was sent in error. The court rejected the Applicant's evidence and concluded that his defence was weak. Within the broader context of the evidence, the Applicant's version that he accidentally directed the pornographic material to a person whom he had asked out on several occasions was held to have been too much of a chance. The application for review was dismissed.

#### ***Department of Health Western Cape v Public Health and Social Development Sectoral Bargaining Council and Others (C307/2022) (2025) 46 ILJ 137 (LC) (Judgment handed down on 02 July 2024)*<sup>8</sup>**

The Applicant party sought to review an arbitration award in which the arbitrator found the dismissal of an employee, Mr A, to be substantively unfair and ordered reinstatement. Mr Alexander was dismissed for misconduct based on sexual harassment. The Applicant claimed that Mr A committed misconduct and brought the name of the Department of Health (the "DoH") into disrepute by sending inappropriate WhatsApp messages with sexual undertones to three students during April and May 2021. The messages were specific for each student and referred, among others, to Mr A's desire to have sex with the students.

Despite acknowledging that the Disciplinary Code and Procedure for the Public Service (PSCBC Resolution 1 of 2003) provides that the list of possible employee misconduct is not exhaustive, the arbitrator found that the DoH did not present any evidence that it adopted rules regulating WhatsApp messages between staff members and students. Furthermore, the arbitrator concluded that Mr A did not breach a known rule in the workplace, that the chats were not explicit to the extent of being repulsive to the average person, that there was no evidence of a complaint registered by a member of the public, and that his actions did not constitute behaviour that could have brought the DoH into disrepute.

On review, the Labour Court held that not all acts of misconduct must be stated in a Code to constitute an offense. It should be common sense that senior staff members such as Mr A should not be sending messages that have a sexual undertone and

<sup>7</sup> South African Legal Information Institute (SAFLII) <Ngunyule v MEIBC and Others (JR1595/19) [2023] ZALCJHB 17 (7 February 2023)> (accessed 02-03-2025).

<sup>8</sup> South African Legal Information Institute (SAFLII) <Department of Health Western Cape v Public Health and Social Development Sectoral Bargaining Council and Others (C307/2022) [2024] ZALCCT 53; (2025) 46 ILJ 137 (LC) (23 July 2024)> (accessed 01-03-2025).

messages that clearly communicate his wish to have sex with the students. Furthermore, the court held that Mr A was aware of the DoH's policy that prohibited a staff member from having a relationship with a student, as he had referred to this in one of his messages to a student. The evidence provided that the messages to the students would start off neutrally and then progress into sexual messages. The court further considered that the students were much younger than Mr A, and that he was in a position of trust and power. The Labour Court concluded that "these messages amount to turpitude, depravity, and were completely reprehensible coming from a senior member of staff towards students." The arbitration award was set aside.

### Dismissal based on workplace bullying

#### ***FA v University of the Witwatersrand (WITS) & others (2023) 44 ILJ 929 (CCMA) (Award issued on 6 May 2022)*<sup>9</sup>**

Mr FA, the Employee, was dismissed for allegedly having engaged in gender-based workplace bullying of female subordinates. Mr FA worked for WITS from 1 April 2014 to 11 April 2019 as Head of the School of Geography, Archaeology & Environmental Sciences (GAES). From 2016 to 2017, Mr FA's subordinates lodged several complaints against him, prompting WITS to place Mr FA on special leave in November 2017.

WITS appointed a panel of three people to preside over the matter. Mr FA was charged with allegations relating to gender-based harassment and gender-based bullying. This panel recommended that Mr FA be removed from his position and dismissed. WITS appointed retired ex-Justices Yacoob and Mokgoro to consider Mr FA's appeal against the panel's recommendation. The outcome of the appeal confirmed the panel's recommendation. Mr FA challenged his dismissal at the CCMA, claiming it was procedurally and substantively unfair. The arbitration lasted two years.

It was alleged that Mr FA displayed a patriarchal management style with inequitable treatment between men and women. Evidence suggested that Mr FA condoned inappropriate (rude and defamatory) behavior of male colleagues, explaining it away to "just their personality" or that the person "says it like it is." The same leniency was not extended to women. Mr FA demonstrated a dislike and disrespect for so-called "strong" women and for being challenged by female staff. A show of confrontation would be met with a response that suggested they had personality problems that needed fixing. Mr FA often provided "false, inaccurate, and/or incomplete information to the complainants." For example, he called meetings without providing an agenda, which caused anxiety and meant that participants were not prepared for what was to be discussed.

The arbitrator found that Mr FA belittled, criticised, and undermined the complainants. He gave them little or no support or acknowledgment. Mr FA displayed intimidating actions towards the complainants, leaving them feeling less important and fearful. For example, he thumped his fist on the table during meetings and shouted at them. In her arbitration award, the arbitrator stated that Mr FA sometimes disrespected her during the arbitration hearing, laughed at the complainants' witnesses, and thumped his fist on the table.

The arbitrator noted that it is a misconception to believe bullying is unique to the school environment. How bullying takes place in the workplace may differ somewhat from the way it occurs in schools, but its impact on the recipients remains devastating. In this case, some of the complainants reported that Mr FA made them fearful and that they developed self-doubt and mental and physical health problems.

The arbitrator quoted from *Standard Bank of SA v Makuleni* [JR2261/18] ZALCJHB 309 (handed down on 22 September 2021), where Judge Boda, in turn, quoted from an article published by Prof Rycroft entitled "Workplace Bullying: Unfair Discrimination, Dignity Violation or Unfair Labour Practice?" (2009) 30 ILJ 1431 as follows:

"[W]orkplace bullying has been linked to a feeling of incompetence in handling the job, to a sense of alienation from colleagues to anxiety that there will be no promotional recognition, to job security, to feelings of inadequacy, to knock on tensions in personal relationships and to depression."

The arbitrator found that Mr FA's conduct amounted to workplace bullying, which had a profound psychological and emotional impact on the complainants and damaged the interpersonal relationships in the GAES. The dismissal was found to be procedurally and substantively fair.

### Procedural fairness – ordering compensation for procedural fairness

#### ***McGregor v Public Health and Social Development Sectoral Bargaining Council and Others (CCT 270/20) (2021) 42 ILJ 1643 (CC) (Judgment handed down on 17 June 2021)*<sup>10</sup>**

<sup>9</sup> South African Legal Information Institute (SAFLII) *FA v University of the Witwatersrand* (GAJB9261-19) [2022] ZACCMA 6 (6 May 2022) (accessed 01-03-2025).

<sup>10</sup> South African Legal Information Institute (SAFLII) <*McGregor v Public Health and Social Development Sectoral Bargaining Council and Others (CCT 270/20)* [2021] ZACC 14; (2021) 42 ILJ 1643 (CC); [2021] 9 BLLR 861 (CC); 2021 (5) SA 425 (CC); 2021 (10) BCLR 1131 (CC) (17 June 2021)> (accessed 01-03-2025).

The Court was called upon to determine whether the dismissal of the Applicant, the Head of Anesthesiology, on account of sexual harassment was fair. In December 2016, the Applicant was dismissed following an internal disciplinary inquiry in which he was found guilty of four charges of misconduct that amounted to sexual harassment. Each incident on which the four charges were based involved a newly qualified medical practitioner completing an internship under the Applicant's supervision and was thirty years his junior.

The first charge was that the Applicant, while on duty at an outreach clinic with the medical practitioner, made unwelcome suggestions of a sexual nature when he dared her to remove her clothes and swim naked. The second charge arose from the same outreach excursion when he suggested she have an affair with him. The third charge related to an incident whereby, upon their return to George Hospital, the Applicant inappropriately pressed himself against the young medical practitioner whilst demonstrating how to carry out a procedure. The final charge was that the Applicant made unwelcome sexual advances and inappropriately touched her leg whilst they were driving together. It is significant to note that the incidents occurred whilst the Applicant was on duty, acting within his professional and senior capacity.

The arbitrator found Dr McGregor's dismissal substantively and procedurally unfair and awarded 6 months' compensation. The Labour Court confirmed the Commissioner's finding on procedural fairness but set aside the finding on substantive fairness. The Labour Appeal Court upheld the Labour Court's decision. No consideration was given to the quantum of compensation awarded by the Commissioner.

The Constitutional Court found a significant power imbalance between the Complainant, a female significantly younger than the Applicant, and the Applicant. The court stated the following [at para 47]:

"Sexual harassment occurs at the intersection of gender and power, producing a potent stench of subordination, disempowerment and inequality that so seeps through the fabric of our society that it stains its core. Eradicating the scourge of sexual harassment will be a Sisyphean task if its perpetrators are compensated lavishly for their misconduct."

The Constitutional Court held that it is against equity and justice to be awarded almost R1 million in compensation for only a procedural anomaly in a case where a person was found to have committed sexual harassment that warranted dismissal. The Constitutional Court faced the question of what constitutes an appropriate remedy for unfair dismissal and provided that "compensation is the stuff of legal discretion" in terms of which "the main criterion is that [it] must be just and equitable" in the circumstances."<sup>12</sup>

The court<sup>13</sup> drew on the Labour Appeal Court in **Kemp t/a Centralmed v Rawlins [2009] ZALAC 8; (2009) 30 ILJ 2677 (LAC)** in providing guidance on the following non-exhaustive list of factors to consider when determining whether a court should order an employer to pay compensation-

- "(b) whether the unfairness of the dismissal is on substantive or procedural grounds or both substantive and procedural grounds; obviously it counts more in favour of awarding compensation as against not awarding compensation at all that the dismissal is both substantively and procedurally unfair than is the case if it is only substantively unfair, or, even lesser, if it is only procedurally unfair;
- (c) insofar as the dismissal is procedurally unfair, the nature and extent of the deviation from the procedural requirements; the less the employer's deviation from what was procedurally required, the greater the chances are that the court or arbitrator may justifiably refuse to award compensation; obviously the more serious the employer's deviation from what was procedurally required, the stronger the case is for the awarding of compensation;
- (d) insofar as the reason for dismissal is misconduct, whether or not the employee was guilty or innocent of the misconduct; if he was guilty, whether such misconduct was in the circumstances of the case not sufficient to constitute a fair reason for the dismissal."<sup>14</sup>

Considering the facts of this case, the court initially considered removing the granting of compensation in its entirety but concluded that the right to fair labour practices and procedurally fair dismissals needed to be upheld. The compensation award was reduced from an amount equivalent to six months' salary to two months' salary.

<sup>11</sup> *Johnson & Johnson (Pty) Ltd v Chemical Workers Industrial Union* (1999) 20 ILJ 89 (LAC) (*Johnson & Johnson*) at para 40 and *Solidarity on behalf of Van Emmenis v Sirius Risk Management (Pty) Ltd* (2015) 36 ILJ 3175 (LC) (*Solidarity*) at para 35.

<sup>12</sup> *Solidarity* id.

<sup>13</sup> *McGregor* at para 33.

<sup>14</sup> *Kemp* at para 20.



## 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 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 2024 reporting period. The 2024 EE reporting period opened on 1 September 2024 for both manual and online submissions. The closing date for manual submissions was 1 October 2024 and the closing date for online submissions was 15 January 2025 midnight.

It is important to note that in terms of the Employment Equity Amendment Act of 2022 that commenced on 1 January 2025, employers with fewer than 50 employees are not designated in terms of their turnover threshold anymore. However, employers who are an organ of State or designated in terms of a collective agreement, remain designated irrespective whether they employ fewer than 50 employees.

### 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 EE Reports by providing reasons as outlined in the EEA14 form contained in the Employment Equity Regulations, 2014 (EE Regulations), which include:

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

Reasons provided by employers as ‘Other’ as reason 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 the Business Rescue.

### 5.3. DG NOTIFICATIONS BY EMPLOYER SIZE FOR 2024

In 2024, 775 DG Notification applications were received, of which 729 applications were granted and 46 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 2024		
EMPLOYER’S SIZE (EMPLOYEES)	DG NOTIFICATIONS GRANTED	%
0-49	499	68.4%
50-149	180	24.8%
150+	50	6.8%
TOTAL	729	100%

**Table A** shows that 729 DG Notification applications were approved and majority of the applications were from employers with fewer than 50 employees (68.4%).





## 5.4. DG NOTIFICATIONS GRANTED BY KEY REASON FOR 2024

TABLE B: BREAKDOWN OF THE 2024 DG NOTIFICATIONS GRANTED BY REASON		
KEY REASON	NO.	%
Transfer of business (Section 197)	87	12%
Mergers/acquisitions	123	16.8%
Labour Court Order	12	1.7%
Liquidation & business closures	108	14.8%
Insolvency	0	0%
Other	399	54.7%
<b>TOTAL</b>	<b>729</b>	<b>100%</b>

**Table B** shows that 54.7% of the DG Notification applications (EEA14) were received from employers who are no longer designated (Other).

It should be noted that employers with fewer than 50 employees are not designated anymore, unless they are an organ of State or designated in terms of a collective agreement. Therefore, they are not required to submit an EE Report to the Department of Employment and Labour from the 2025 Reporting Period moving forward. As a result, employers with fewer than 50 employees will not have to deregister as they would automatically be allocated a non-designated status.

In addition, section 14 has been repealed and resulting in employers not being allowed to voluntarily comply as a designated employer.

## 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, 2024), 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 and non-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 and Gender Group* (*Source: Statistics South Africa. QLFS. Quarter 3, 2024)						
MALE			FEMALE			TOTAL
AM	African Male	43.5%	AF	African Female	37.5%	81.0%
CM	Coloured Male	4.6%	CF	Coloured Female	4.2%	8.8%
IM	Indian Male	1.7%	IF	Indian Female	1.0%	2.7%
WM	White Male	4.1%	WF	White Female	3.4%	7.5%
<b>TOTAL</b>		<b>53.9%</b>			<b>46.1%</b>	<b>100.0%</b>

**Table 1** provides the EAP in terms of race and gender at the National level.

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

Table 2: Provincial EAP by Population and Gender Groups* (*Source: Statistics South Africa. (QLFS, Quarter 3 2024)						
PROVINCE	GENDER	African	Coloured	Indian	White	TOTAL
Eastern Cape	Male	43.3%	5.7%	0.8%	2.8%	52.6%
	Female	39.8%	4.9%	0.3%	2.4%	47.4%
	TOTAL	83.1%	10.6%	1.1%	5.2%	100.0%
Free State	Male	50.6%	1.6%	0.3%	2.1%	54.6%
	Female	41.8%	1.9%	0.0%	1.7%	45.4%
	TOTAL	92.4%	3.5%	0.3%	3.8%	100.0%
Gauteng	Male	46.6%	1.2%	1.7%	5.8%	55.3%
	Female	37.4%	1.2%	1.1%	5.0%	44.7%
	TOTAL	84.0%	2.4%	2.8%	10.8%	100.0%
KwaZulu-Natal	Male	43.7%	0.6%	4.6%	1.9%	50.8%
	Female	43.4%	0.7%	3.5%	1.6%	49.2%
	TOTAL	87.1%	1.3%	8.1%	3.5%	100.0%
Limpopo	Male	51.1%	0.1%	0.3%	2.0%	53.5%
	Female	44.9%	0.0%	0.0%	1.6%	46.5%
	TOTAL	96.0%	0.1%	0.3%	3.6%	100.0%
Mpumalanga	Male	51.2%	0.3%	0.4%	2.6%	54.5%
	Female	43.1%	0.2%	0.2%	2.0%	45.5%
	TOTAL	94.3%	0.5%	0.6%	4.6%	100.0%
North West	Male	52.7%	1.0%	1.9%	2.9%	58.5%
	Female	38.5%	1.0%	0.1%	1.9%	41.5%
	TOTAL	91.2%	2.0%	2.0%	4.8%	100.0%
Northern Cape	Male	29.9%	18.6%	0.6%	5.3%	54.4%
	Female	24.8%	16.9%	0.2%	3.7%	45.6%
	TOTAL	54.7%	35.5%	0.8%	9.0%	100.0%
Western Cape	Male	22.5%	22.4%	0.8%	7.2%	52.9%
	Female	20.7%	19.8%	0.6%	6.0%	47.1%
	TOTAL	43.2%	42.2%	1.4%	13.2%	100.0%

**Table 2** provides the demographic profile of the EAP in terms of race and gender groups at the Provincial level.

Section 42 of the Employment Equity Act requires designated employers to take into account both the National and Provincial EAP when conducting an analysis of their workforce (section 19) and when developing their EE Plans (section 20).





## 7. ANALYSIS OF EMPLOYMENT EQUITY REPORTS RECEIVED IN 2024

This section provides an analysis of the extent of reporting for all designated employers for 2024 by province, sector and business type.

### 7.1. EXTENT OF REPORTING FROM 2022 TO 2024

The table below covers the number of reports received from all designated employers from 2022 to 2024. It also provides the number of employees covered for the 2022, 2023 and 2024 reporting periods.

Table 3: reports received from all designated employers and employees covered from 2022 to 2024				
Year	Reports received	Annual % Change	Employees covered	Annual % Change
2022	27 532	Base	7 215 960	Base
2023	28 015	1.7%	7 382 213	2.3%
2024	29 269	4.5%	7 699 665	4.3%

**Table 3** shows that 29 269 reports were submitted covering 7 699 665 employees, which reflects an increase of 4.5% reports received and an increase of 4.3% employees covered for 2024 report period.

### 7.2. EXTENT OF REPORTING BY PROVINCE IN 2023 AND 2024

Table 4: Total number of reports and the number of employees covered by Province					
Province	Year	Reports Received	% Reports Received	Employees	% Employees
Eastern Cape	2023	1 512	5.4%	407 795	5.5%
	2024	1 546	5.3%	365 985	4.6%
Free State	2023	797	2.8%	151 882	2.1%
	2024	803	2.7%	158 491	2.1%
Gauteng	2023	12 231	43.7%	3 564 973	48.3%
	2024	12 787	43.7%	3 892 700	50.6%
KwaZulu-Natal	2023	4 145	14.8%	1 032 430	14.0%
	2024	4 273	14.6%	1 001 484	13.0%
Limpopo	2023	880	3.1%	254 223	3.4%
	2024	951	3.2%	256 182	3.3%
Mpumalanga	2023	1 511	5.4%	348 741	4.7%
	2024	1 579	5.4%	350 672	4.6%
Northern Cape	2023	429	1.5%	94 376	1.3%
	2024	434	1.5%	90 847	1.2%
North West	2023	732	2.6%	202 526	2.7%
	2024	787	2.7%	200 346	2.6%
Western Cape	2023	5 778	20.6%	1 325 267	18.0%
	2024	6 109	20.9%	1 382 958	18.0%
TOTAL	2023	28 015	100.0%	7 382 213	100.0%
	2024	29 269	100.0%	7 699 665	100.0%

**Table 4** indicates that Gauteng, Western Cape and Kwa-Zulu Natal are the three provinces with the highest number of reports and employees covered. These three provinces are also known as the key metropolitan areas of South Africa.

### 7.3. EXTENT OF REPORTING IN 2024 BY BUSINESS TYPE

BUSINESS TYPE	REPORTS RECEIVED	% REPORTS RECEIVED	EMPLOYEES	% EMPLOYEES
National Government	53	0.2%	345 099	4.5%
Provincial Government	133	0.5%	641 385	8.3%
Local Government	192	0.7%	187 288	2.4%
Private Sector	27 822	95.1%	5 449 791	70.8%
Non-Profit Organizations	584	1.9%	633 483	8.2%
State-Owned Enterprises	139	0.5%	92 953	1.2%
Educational Institutions	346	1.2%	349 666	4.5%
<b>TOTAL</b>	<b>29 269</b>	<b>100.0%</b>	<b>7 699 665</b>	<b>100.0%</b>

**Table 5** shows that the Private Sector (70.8%) is the largest employer and the second largest employer is Provincial Government (8.3%) in South Africa. Therefore, the Private Sector can make a valuable contribution towards the overall transformation of the labour market in the country.

### 7.4. EXTENT OF REPORTING IN 2024 BY SECTOR

SECTOR	REPORTS RECEIVED	% REPORTS RECEIVED	EMPLOYEES	% EMPLOYEES
Accommodation and Food Service Activities	1 299	4.4%	215 580	2.8%
Administrative and Support Activities	1 266	4.3%	925 127	12.0%
Agriculture, Forestry & Fishing	4 053	13.8%	632 589	8.2%
Arts, Entertainment and Recreation	565	1.9%	282 077	3.7%
Construction	2 672	9.1%	277 822	3.6%
Education	604	2.1%	504 949	6.6%
Electricity, Gas, Steam and Air Conditioning Supply	467	1.6%	101 563	1.3%
Financial and Insurance Activities	1 171	4.0%	426 650	5.5%
Human Health and Social Work Activities	1 068	3.6%	625 595	8.1%
Information and Communication	1 915	6.5%	253 743	3.3%
Manufacturing	5 153	17.6%	877 473	11.4%
Mining and Quarrying	1 052	3.6%	396 782	5.2%
Professional, Scientific and Technical Activities	959	3.3%	122 791	1.6%
Public Administration and Defence, Compulsory Social Security	352	1.2%	580 594	7.5%
Real Estate Activities	240	0.8%	23 050	0.3%
Transportation and Storage	1 833	6.3%	335 984	4.4%
Water Supply, Sewerage, Waste Management and Remediation Activities	327	1.1%	124 354	1.6%
Wholesale and Retail Trade, Repair of Motor Vehicles and Motorcycles	4 273	14.6%	992 942	12.9%
<b>TOTAL</b>	<b>29 269</b>	<b>100.0%</b>	<b>7 699 665</b>	<b>100.0%</b>

**Table 6** indicates that the highest number of reports was received from Manufacturing Sector, followed by the Wholesale and Retail Trade, Repair of Motor Vehicles and Motorcycles and the Agriculture, forestry and Fishing sectors. It also shows that the Wholesale and Retail Trade, Repair of Motor Vehicles and Motorcycles (12.9%) is the biggest employer, followed by Administrative and Support Activities (12.0%); and Manufacturing (11.4%).

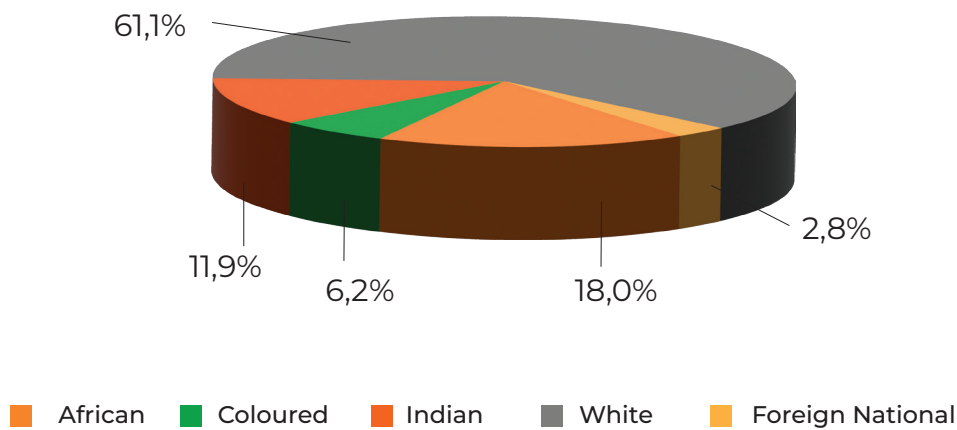
## 8. WORKFORCE PROFILE ANALYSIS OF REPORTS RECEIVED FOR THE 2024 REPORTING CYCLE

The analysis presented in the CEE Annual Report is based on methodology integrating the latest statistics as received from designated employers who have reported for the 2024 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 Survey of 2024.

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

Table 1: National EAP by Population and Gender Group* (*Source: Statistics South Africa, QLFS, Quarter 3, 2024)						
MALE			FEMALE			TOTAL
AM	African Male	43.5%	AF	African Female	37.5%	81.0%
CM	Coloured Male	4.6%	CF	Coloured Female	4.2%	8.8%
IM	Indian Male	1.7%	IF	Indian Female	1.0%	2.7%
WM	White Male	4.1%	WF	White Female	3.4%	7.5%
TOTAL		53.9%			46.1%	100.0%

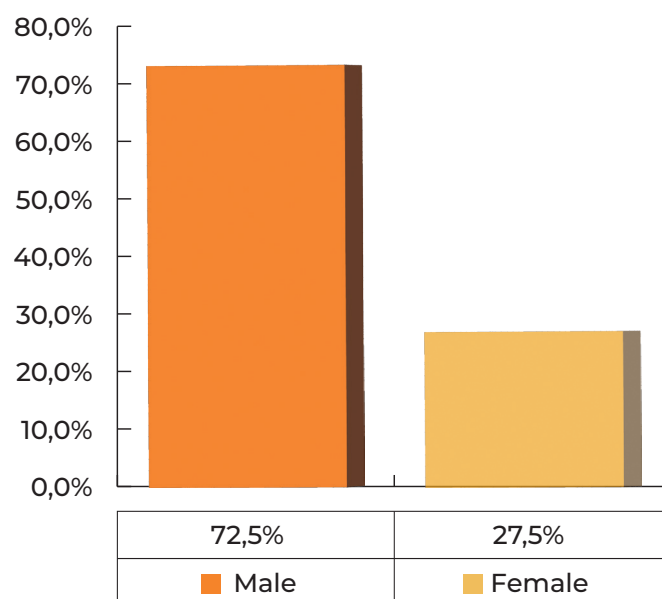
Figure 1: Top management level by population group – 2024



**Figure 1** illustrates that the White population representation at 61.1% is approximately 8 times their EAP and the Indian population representation at 11.9% is more than 4 times their EAP at the Top Management level. In contrast, the African population representation at 18.0% is approximately 4 times below their EAP and the Coloured population representation at 6.2% is below their EAP at this occupational level. Foreign National representation stands at 2.8% at this occupational level.

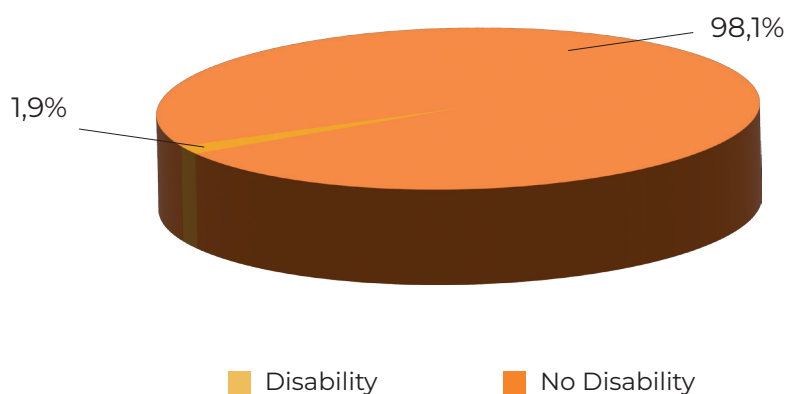


Figure 2: Top management level by gender – 2024



**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. It also shows that males are over represented in terms of their EAP (53.9%) and females are under-represented in terms of their EAP (46.1%) at this occupational level.

Figure 3: Top management level - Disability - 2024



**Figure 3** indicates that employees with disabilities remain low and only make up 1.9% of the representation at the Top Management level.



Figure 4: Top management level by population group – 2024 (Private Sector & All Government)

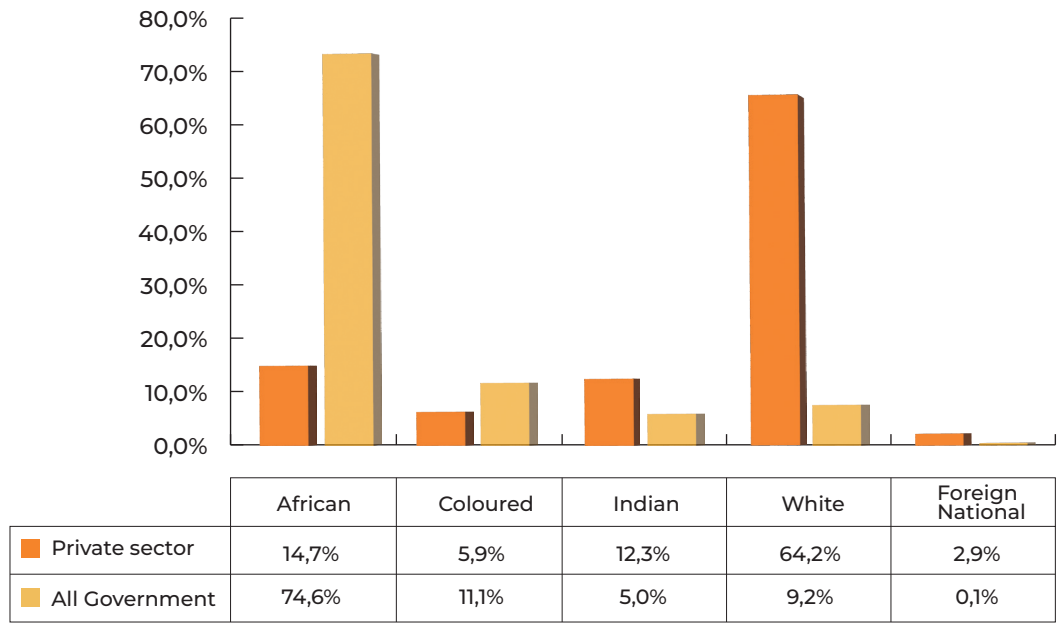


Figure 4 shows that only Africans and Coloureds are below their EAP in the Private sector at this occupational level. The representation of the African population group (74.6%) is slightly below their EAP in Government, while in the Private Sector the African representation continue to lag behind (14.7%) at this occupational level in terms of the EAP. The Private sector continues to be the biggest employer of Foreign Nationals (2.9%) at this level.

Figure 5: Top management level by gender – 2024 (Private Sector & All Government)

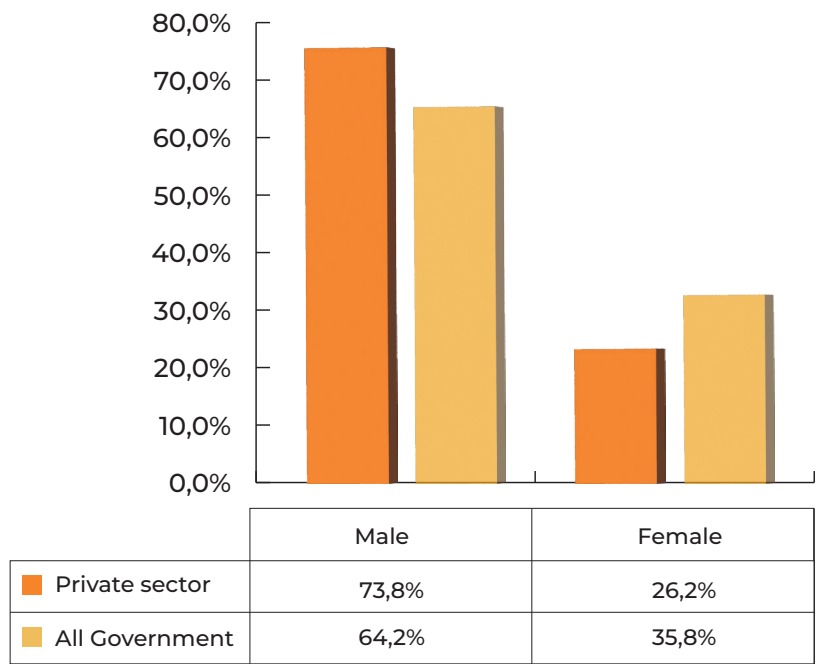


Figure 5 shows that the representation of females is better in Government when compared to the Private sector at the Top Management level. The representation of females still remains well below their EAP (46.1%) for both Government and the Private sector at this occupational level.

Figure 6: Top management level - Disability – 2024 (Private Sector & All Government)

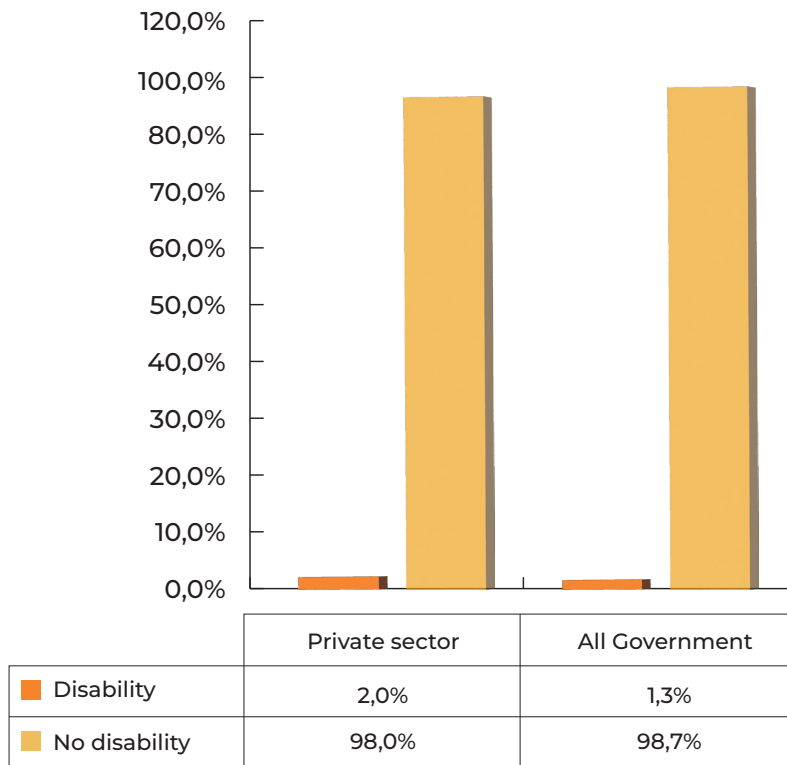


Figure 6 indicates that the Private Sector is doing much better with the representation of employees with disabilities than Government at the Top Management level.

Table 7: Workforce profile at the Top Management Level by Sector, Population Group and Gender											
Sector	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
EAP	43.5%	4.6%	1.7%	4.1%	37.5%	4.2%	1.0%	3.4%	NA	NA	100%
Accommodation and food service activities	7.0%	2.6%	4.8%	47.0%	7.1%	3.3%	2.7%	23.2%	2.2%	0.4%	100.0%
Administrative and support activities	16.6%	3.4%	6.5%	37.0%	12.9%	3.3%	4.0%	13.6%	1.9%	0.4%	100.0%
Agriculture, forestry & fishing	5.6%	2.9%	1.0%	69.0%	3.0%	2.3%	0.5%	14.5%	0.6%	0.2%	100.0%
Arts, entertainment and recreation	18.8%	4.3%	4.1%	37.0%	12.2%	2.4%	3.6%	14.2%	2.4%	1.1%	100.0%
Construction	15.7%	5.6%	6.4%	50.0%	7.1%	3.3%	3.2%	6.3%	1.7%	0.3%	100.0%
Education	12.0%	3.8%	5.1%	30.0%	10.1%	4.6%	4.3%	26.9%	2.2%	1.3%	100.0%
Electricity, gas, steam and air conditioning supply	13.4%	3.2%	8.0%	45.0%	9.7%	3.0%	4.5%	7.3%	4.9%	0.7%	100.0%
Financial and insurance activities	11.1%	3.0%	8.2%	43.0%	9.1%	2.6%	4.2%	14.9%	3.2%	0.8%	100.0%
Human health and social work activities	11.1%	2.7%	7.1%	34.0%	11.3%	3.1%	6.5%	21.3%	1.9%	0.8%	100.0%
Information and communication	8.2%	3.6%	8.7%	48.0%	7.1%	3.1%	5.3%	12.6%	3.2%	0.8%	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	
Manufacturing	6.4%	3.6%	10.5%	54.0%	4.4%	2.2%	4.3%	10.8%	3.6%	0.5%	100.0%
Mining and quarrying	23.5%	2.5%	2.7%	46.0%	11.3%	1.1%	2.0%	6.7%	3.7%	0.3%	100.0%
Professional, scientific and technical activities	10.1%	2.7%	6.8%	43.0%	7.0%	2.7%	5.5%	19.5%	2.1%	0.8%	100.0%
Public administration and defence; compulsory social security	41.2%	7.5%	3.4%	14.0%	22.5%	4.0%	3.0%	4.5%	0.0%	0.0%	100.0%
Real estate activities	7.2%	3.7%	3.3%	57.0%	4.1%	1.5%	3.1%	17.2%	2.0%	0.4%	100.0%
Transportation and storage	11.2%	3.4%	12.4%	44.0%	6.7%	2.4%	6.2%	11.4%	2.4%	0.4%	100.0%
Water supply sewerage, waste management and remediation activities	38.1%	6.1%	3.0%	23.0%	17.8%	2.9%	1.8%	6.6%	0.3%	0.1%	100.0%
Wholesale and retail trade; repair of motor vehicles and motorcycles	5.5%	3.0%	13.1%	52.0%	3.4%	1.8%	4.7%	14.7%	1.3%	0.4%	100.0%

**Table 7** shows that the White population group is over-represented across all sectors at the Top Management level. It also indicates that the Indian population group is only under-represented in the Agriculture, Forestry and Fishing Sector in relation to their EAP at this occupational level. Public Administration and Defence; Compulsory Social Security performed reasonably well in terms of affirming the Black people at this level. Foreign Nationals are highly represented mostly in the Electricity, Gas, Steam and air conditioning supply; Manufacturing; Financial and Insurance Activities sectors, followed by Mining and Quarrying at this level.

**Table 8: Workforce profile at the Top Management level by Business Type, Population Group and Gender**

BUSINESS TYPE	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
EAP	43.5%	4.6%	1.7%	4.1%	37.5%	4.2%	1.0%	3.4%	NA	NA	100%
National Government	41.2%	4.7%	2.9%	8.0%	30.2%	3.3%	4.5%	4.7%	0.0%	0.0%	100.0%
Provincial Government	50.0%	5.8%	2.7%	3.0%	29.1%	3.8%	2.7%	2.4%	0.0%	0.3%	100.0%
Local Government	50.9%	9.3%	2.6%	6.0%	24.1%	3.7%	1.0%	2.6%	0.0%	0.0%	100.0%
Private Sector	8.9%	3.4%	8.2%	51.0%	5.7%	2.5%	4.1%	13.4%	2.4%	0.5%	100.0%
Non-Profit Organisations	22.4%	5.5%	4.8%	20.0%	19.1%	3.9%	3.9%	16.0%	3.1%	1.7%	100.0%
State Owned Enterprises	39.3%	3.0%	5.2%	8.0%	29.8%	4.1%	3.4%	5.9%	0.8%	0.3%	100.0%
Educational Institutions	16.2%	3.0%	5.2%	27.0%	12.2%	3.9%	3.9%	26.4%	2.0%	0.7%	100.0%

**Table 8** shows that at the Top Management level, White and Indian males are highly represented across all Business types in terms of their EAP. In addition, White and Indian representation is dominant in the Private Sector and African and Coloured

representation is closely aligned to their EAP in National Government, Provincial Government and Local Government at this level. Apart from all spheres of Government, White female representation is well above their EAP across all other Business types. Foreign National representation is relatively high in Non-Profit Organisations, the Private Sector and Educational Institutions at the Top Management level.

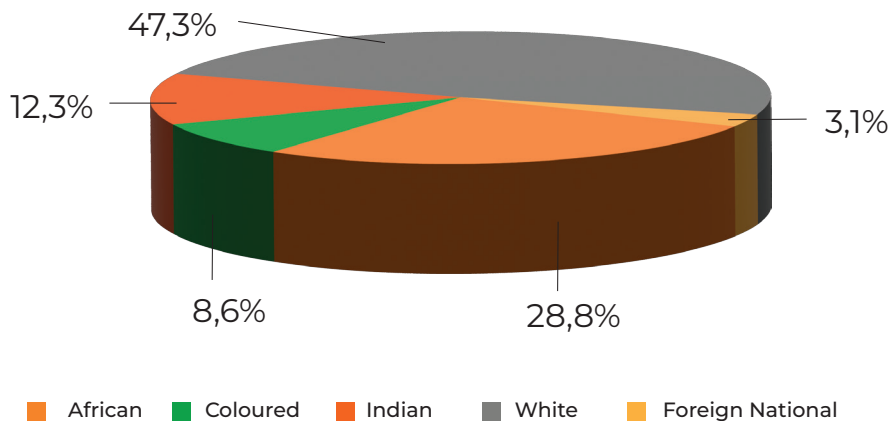
Table 9: Workforce movement at the Top Management level by Population Group and Gender (All Employers)											
	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
EAP	43.5%	4.6%	1.7%	4.1%	37.5%	4.2%	1.0%	3.4%	NA	NA	100%
Workforce profile- all employees	10.9%	3.6%	7.9%	48.0%	7.1%	2.6%	4.0%	13.2%	2.3%	0.5%	100.0%
Recruitment	17.7%	3.4%	8.1%	34.0%	13.2%	3.1%	4.7%	10.5%	4.2%	0.8%	100.0%
Promotion	13.5%	4.6%	7.9%	33.0%	9.8%	4.5%	6.0%	17.6%	1.7%	1.1%	100.0%
Terminations	17.4%	4.0%	6.0%	41.0%	8.6%	2.4%	4.0%	11.5%	4.0%	0.9%	100.0%
Skills Development	2.1%	0.2%	0.0%	47.9%	48.6%	0.8%	0.0%	0.3%	0.0%	0.0%	100.0%

**Table 9** illustrates that a significant percentage of opportunities in promotions and skills development were afforded to the White population group at the Top Management level. It also shows that a number of recruitment and promotion opportunities accrued to the Indian population, especially when the EAP of this group is taken into account.

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

Table 1: National EAP by Population and Gender Group* (*Source: Statistics South Africa, QLFS, Quarter 3, 2024)						
MALE			FEMALE			TOTAL
AM	African Male	43.5%	AF	African Female	37.5%	81.0%
CM	Coloured Male	4.6%	CF	Coloured Female	4.2%	8.8%
IM	Indian Male	1.7%	IF	Indian Female	1.0%	2.7%
WM	White Male	4.1%	WF	White Female	3.4%	7.5%
TOTAL		53.9%			46.1%	100.0%

Figure 7: Senior management level by population group - 2024

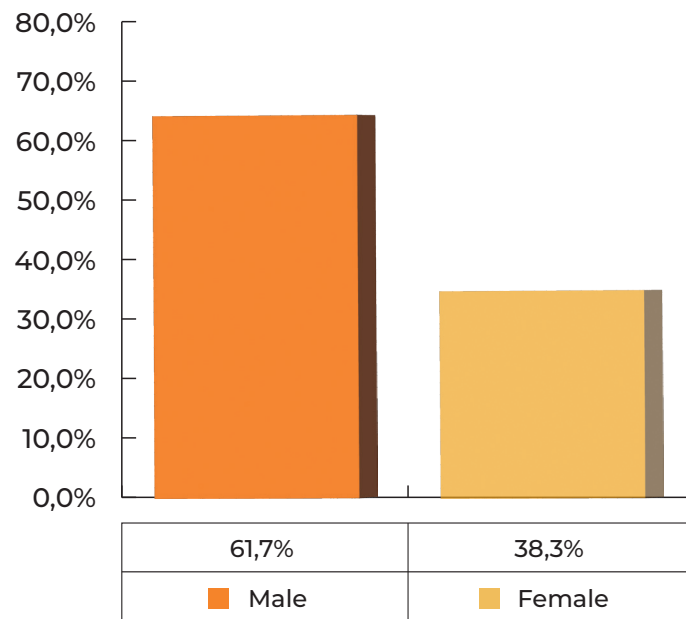


**Figure 7** shows that the White population group with an EAP of 7.5% accounted for 47.3% of the representation and the Indian population group with an EAP of 2.7% accounted for 12.3% of the representation at the Senior Management level. The African population group with an EAP of 81.0% accounted for only 28.8 representation and the Coloured population group with an EAP of 8.8% accounted for 8.6% representation at this level. Foreign Nationals accounted for 3.1% of the workforce at this occupational level. Senior Management shows a disproportionate representation of the various population groups in relation to their EAP at this level.



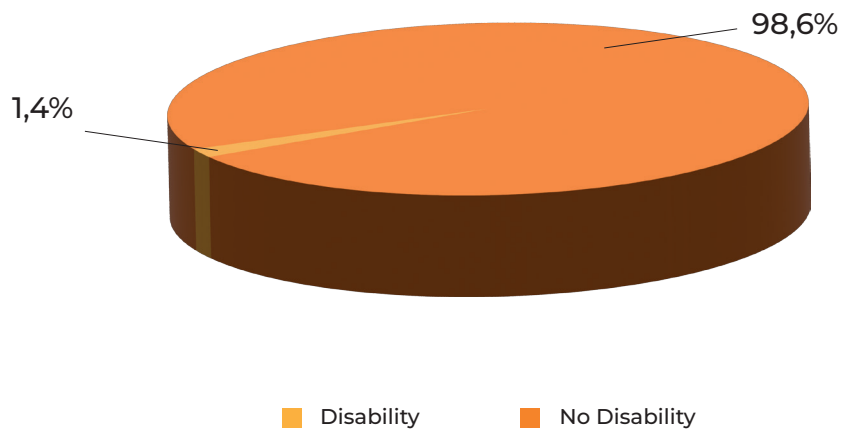


Figure 8: Senior management level by gender- 2024



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

Figure 9: Senior management level - Disability – 2024



**Figure 9** indicates that employees with disabilities have a very low representation at the Senior Management level, which is only 1.4% at this occupational level.

Figure 10: Senior management level by population group – 2024 (Private Sector & All Government)

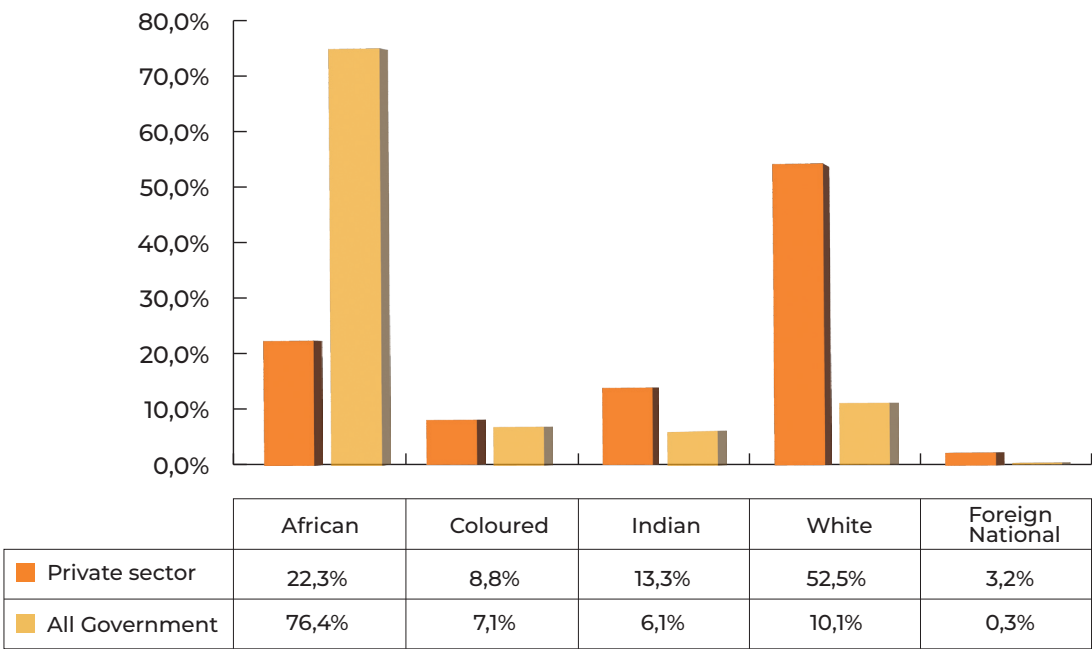


Figure 10 indicates that Government's progress in terms of affirming the designated groups is much better when compared to the Private Sector at the Senior Management level. Africans (22.3%) are the only population group that is below the EAP (81.0%) in the Private Sector. Africans and Coloureds are the only two population groups that are below their EAP in Government. The Private sector employs more Foreign Nationals (3.2%) than Government (0.3%) at this occupational level.

Figure 11: Senior management level by Gender– 2024 (Private Sector & All Government)

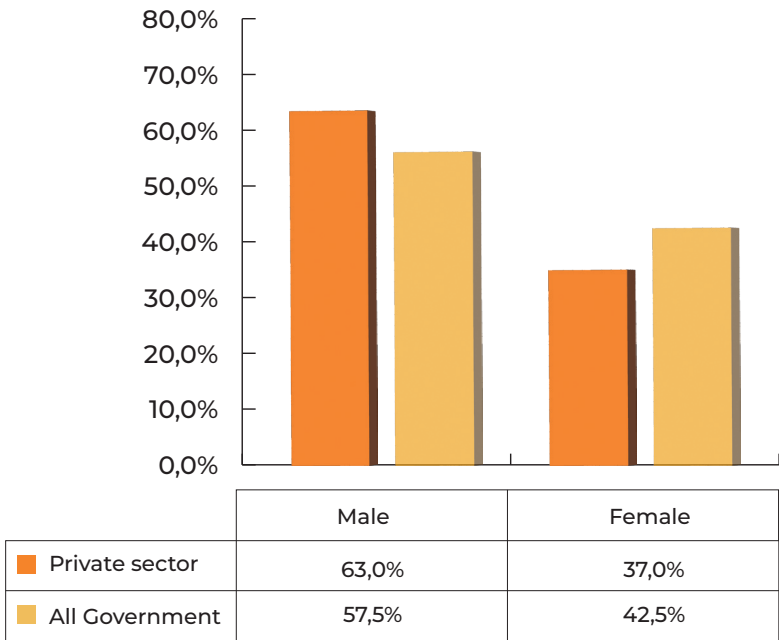


Figure 11 shows that the progress in the representation of females still remains low, particularly in the Private Sector (37.0%) at this level. However, the representation of females in Government is much better than the Private Sector.



Figure 12: Senior management level- Disability – 2024 (Private Sector & All Government)

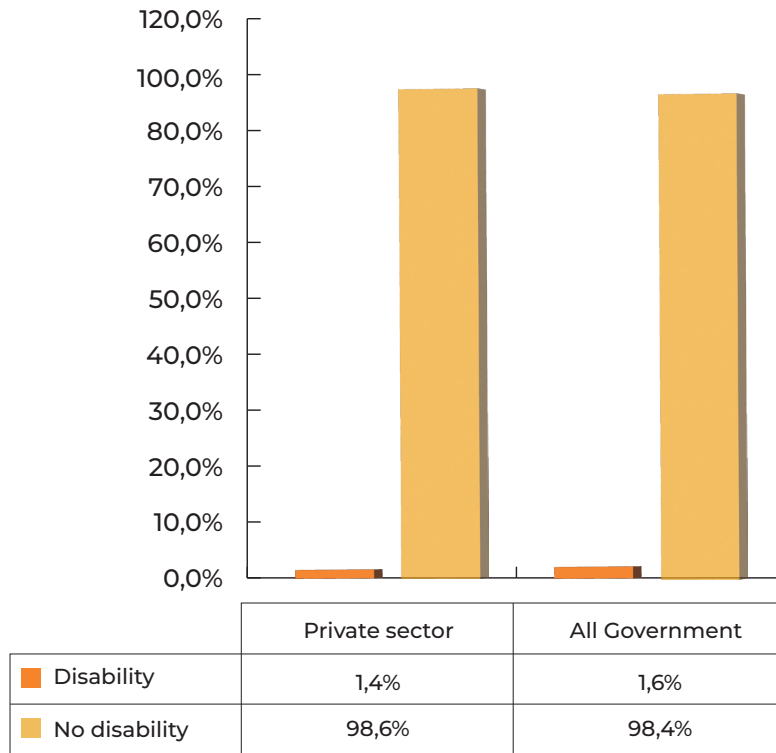


Figure 12 indicates that the representation of employees with disabilities in Government (1.6%) is slightly better than in the Private Sector (1.4%) at the Senior Management level.

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	43.5%	4.6%	1.7%	4.1%	37.5%	4.2%	1.0%	3.4%	NA	NA	100%
Accommodation and food service activities	16.3%	4.8%	4.0%	24.0%	16.9%	6.3%	3.2%	20.7%	3.1%	1.1%	100.0%
Administrative and support activities	25.7%	4.6%	5.3%	20.0%	19.1%	4.2%	4.1%	15.2%	1.4%	0.7%	100.0%
Agriculture, forestry & fishing	11.0%	4.2%	1.3%	54.0%	5.4%	2.2%	0.8%	20.5%	0.7%	0.2%	100.0%
Arts, entertainment and recreation	24.4%	4.4%	4.3%	22.0%	18.3%	4.1%	4.3%	15.9%	1.3%	0.7%	100.0%
Construction	21.8%	6.9%	5.7%	38.0%	9.8%	2.4%	2.2%	10.9%	2.2%	0.3%	100.0%
Education	15.7%	3.7%	3.4%	19.0%	13.2%	4.1%	5.2%	28.9%	5.1%	2.4%	100.0%
Electricity, gas, steam and air conditioning supply	25.5%	4.3%	6.8%	25.0%	16.9%	2.6%	3.8%	11.6%	2.5%	0.9%	100.0%
Financial and insurance activities	13.1%	4.5%	9.5%	26.0%	12.6%	4.5%	7.5%	17.8%	2.8%	1.5%	100.0%
Human health and social work activities	16.3%	2.8%	4.3%	14.0%	21.0%	5.9%	6.8%	26.5%	1.3%	1.3%	100.0%

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	
Information and communication	11.0%	4.9%	8.5%	33.0%	9.0%	4.1%	4.8%	18.8%	4.2%	1.3%	100.0%
Manufacturing	11.9%	5.8%	10.0%	38.0%	7.1%	3.2%	5.2%	15.6%	2.5%	0.6%	100.0%
Mining and quarrying	26.2%	2.2%	3.8%	40.0%	11.2%	1.1%	2.3%	10.0%	2.8%	0.6%	100.0%
Professional, scientific and technical activities	12.2%	3.6%	6.9%	28.0%	10.6%	3.7%	6.3%	24.8%	2.7%	1.3%	100.0%
Public administration and defence; compulsory social security	38.5%	5.1%	4.5%	11.0%	29.5%	2.8%	2.7%	5.5%	0.2%	0.0%	100.0%
Real estate activities	8.2%	3.4%	4.6%	31.0%	9.0%	5.4%	5.6%	30.1%	1.1%	1.1%	100.0%
Transportation and storage	21.1%	5.3%	11.0%	28.0%	9.9%	3.0%	6.1%	14.1%	1.2%	0.5%	100.0%
Water supply sewerage, waste management and remediation activities	44.3%	4.3%	2.9%	14.0%	23.4%	2.3%	1.4%	6.6%	0.9%	0.3%	100.0%
Wholesale and retail trade; repair of motor vehicles and motorcycles	13.5%	5.7%	10.7%	32.0%	8.2%	4.4%	5.3%	18.2%	1.3%	0.3%	100.0%

**Table 10** shows that the White population group in terms of their EAP is over-represented across all sectors at the Senior Management level. In terms of their EAP, the African population group is under-represented in all sectors and the Coloured population group is under-represented across most of the sectors at this occupational level. Foreign Nationals are highly represented mostly in the Education (7.5%); Information and Communication (5.5%); Financial and insurance activities (4.3%) and Accommodation and food service activities (4.2%) 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	43.5%	4.6%	1.7%	4.1%	37.5%	4.2%	1.0%	3.4%	NA	NA	100%
National Government	41.2%	3.8%	3.9%	6.0%	33.2%	2.7%	3.4%	5.7%	0.2%	0.1%	100.0%
Provincial Government	43.1%	4.5%	2.3%	4.0%	36.5%	3.8%	2.2%	3.3%	0.3%	0.1%	100.0%
Local Government	48.6%	5.2%	3.7%	7.0%	28.0%	1.8%	2.0%	3.1%	0.2%	0.1%	100.0%
Private Sector	13.4%	5.0%	8.1%	34.0%	8.9%	3.8%	5.1%	18.3%	2.4%	0.9%	100.0%
Non-Profit Organisations	30.6%	4.2%	3.9%	11.0%	25.7%	5.1%	3.5%	13.2%	1.8%	1.1%	100.0%
State Owned Enterprises	37.5%	3.6%	4.6%	7.0%	31.9%	2.9%	3.1%	6.7%	1.6%	0.8%	100.0%
Educational Institutions	19.4%	3.3%	3.5%	18.0%	13.7%	3.0%	4.6%	26.8%	5.5%	2.5%	100.0%

**Table 11** shows that the representation of the Indian and White population groups exceeds their EAP in all Business types at the Senior Management level. It also shows that the representation of the African and Coloured population groups are more closely aligned to their EAP in all spheres of Government, while the White and Indian population groups are far above their EAP across all business types. When compared to all other Business types, Foreign Nationals are least represented in National, Provincial and Local Government, but highly represented in the Education Institutions (8.0%) at this occupational level.

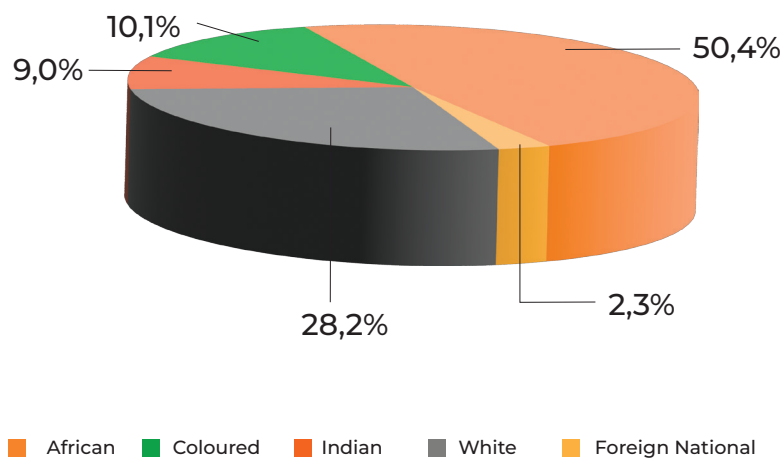
Table 12: Workforce movement at the Senior Management level by Population Group and Gender (All Employers)											
	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
EAP	43.5%	4.6%	1.7%	4.1%	37.5%	4.2%	1.0%	3.4%	NA	NA	100%
Workforce profile- all employees	16.9%	4.9%	7.5%	30.0%	11.9%	3.7%	4.8%	17.1%	2.2%	0.8%	100.0%
Recruitment	19.7%	5.2%	6.7%	27.0%	15.0%	3.7%	4.8%	13.7%	2.8%	0.9%	100.0%
Promotion	20.2%	5.9%	6.8%	23.0%	15.5%	4.8%	5.7%	15.6%	1.7%	0.9%	100.0%
Terminations	17.4%	5.0%	7.1%	32.0%	11.7%	3.7%	4.5%	15.3%	2.7%	0.9%	100.0%
Skills Development	69.3%	1.0%	0.8%	2.3%	21.8%	1.0%	2.5%	1.5%	0.0%	0.0%	100.0%

**Table 12** shows that significant percentage of opportunities in terms of recruitment, promotions and skills development accrued to Whites and Indians at the Senior Management level, especially when their EAP is taken into consideration. The recruitment (3.7%) and promotion (2.6%) opportunities afforded to Foreign Nationals must be monitored and managed at this occupational level.

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

Table 1: National EAP by Population and Gender Group* (*Source: Statistics South Africa, QLFS, Quarter 3, 2024)						
MALE			FEMALE			TOTAL
AM	African Male	43.5%	AF	African Female	37.5%	81.0%
CM	Coloured Male	4.6%	CF	Coloured Female	4.2%	8.8%
IM	Indian Male	1.7%	IF	Indian Female	1.0%	2.7%
WM	White Male	4.1%	WF	White Female	3.4%	7.5%
TOTAL		53.9%			46.1%	100.0%

**Figure 13: Professionally qualified by population group – 2024**



**Figure 13** illustrates that Africans are the only population group that is below their EAP at the Professionally Qualified level. The representation of Foreign Nationals at 2.3% is relatively high at this occupational level.



Figure 14: Professionally qualified by gender - 2024

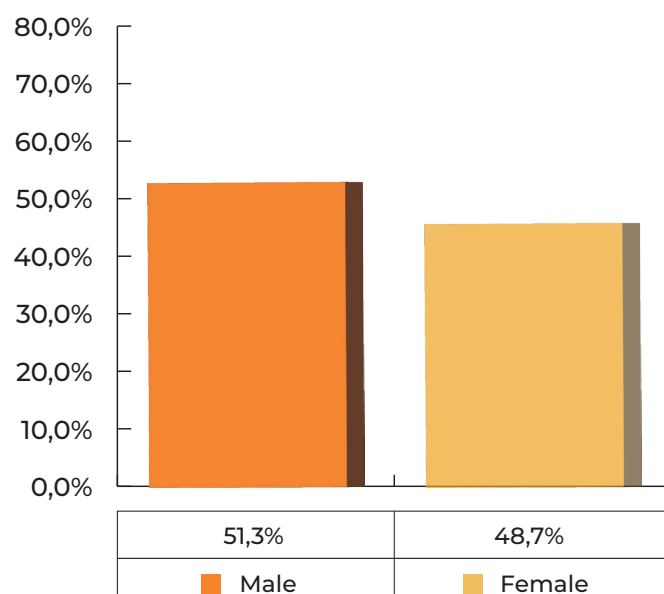


Figure 14 shows that the representation of females is above their EAP at the Professionally Qualified level. This good progress should assist at affirming females at the two upper occupational levels, i.e. Senior and Top Management levels.

Figure 15: Professionally qualified level – Disability- 2024

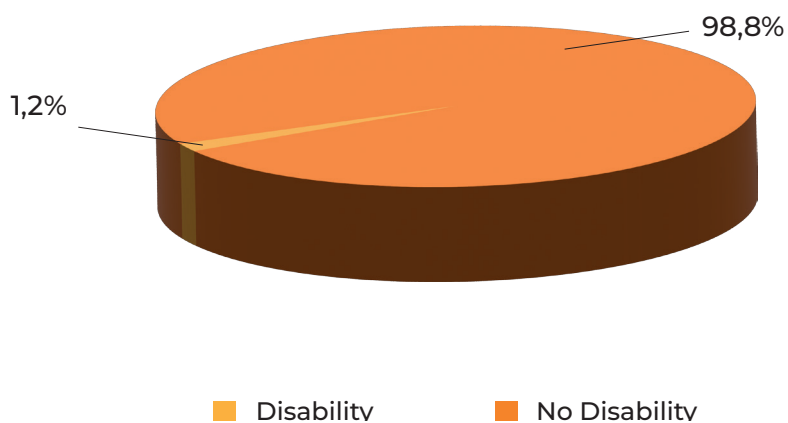
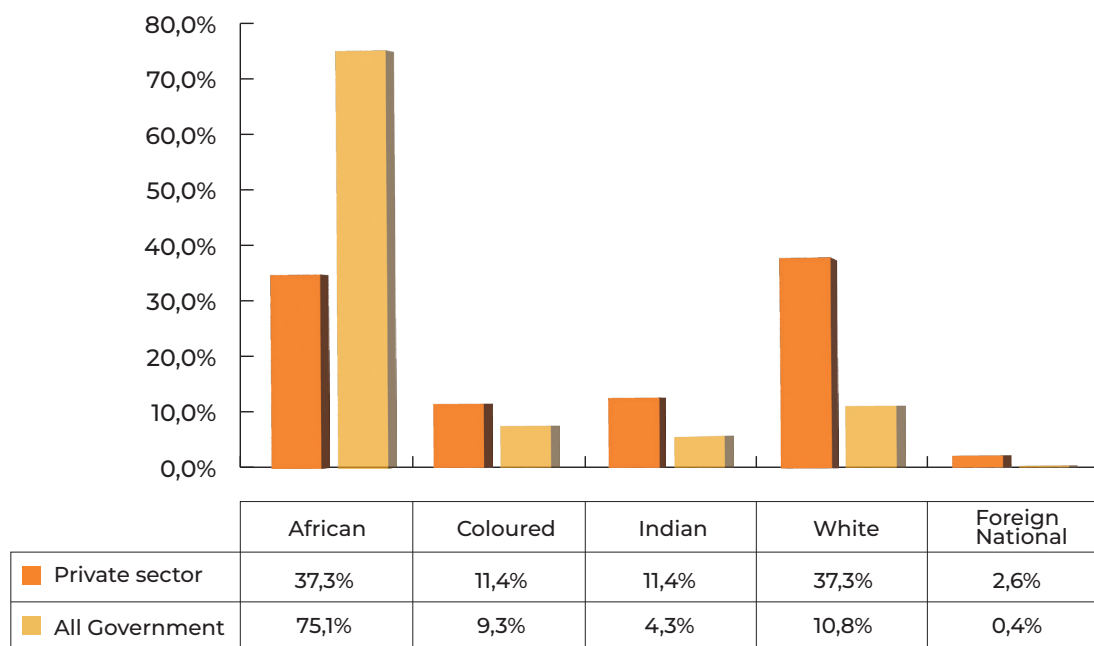


Figure 15 illustrates that only 1.2% of employees with disabilities are represented in the Professionally Qualified level.





Figure 16: Professionally Qualified level by population group – 2024 (Private Sector & All Government)



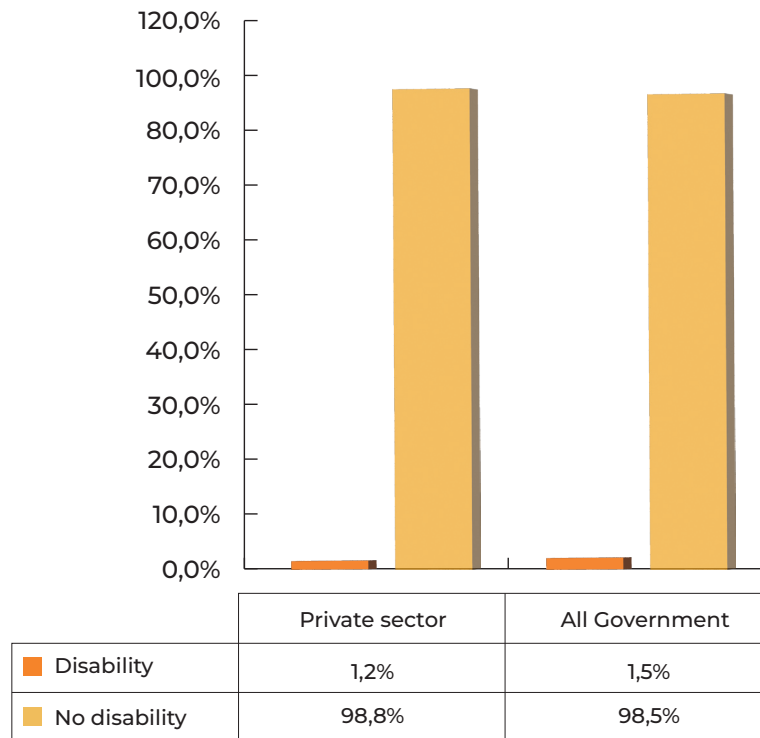
**Figure 16** indicates that the African population group is closer to their EAP in Government and grossly underrepresented in the Private Sector at the Professionally Qualified level. It also shows that the representation of the White and Indian population groups is much higher than their EAP in both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

Figure 17: Professionally Qualified level by Gender – 2024 (Private Sector & All Government)



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

**Figure 18:** Professionally Qualified level - Disability – 2024 (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.

Sector	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
EAP	43.5%	4.6%	1.7%	4.1%	37.5%	4.2%	1.0%	3.4%	NA	NA	100.0%
Accommodation and food service activities	21.5%	5.8%	3.1%	13.0%	24.6%	8.4%	3.3%	16.4%	2.4%	1.2%	100.0%
Administrative and support activities	31.8%	5.7%	3.3%	12.0%	28.0%	5.0%	2.8%	10.0%	0.9%	0.5%	100.0%
Agriculture, forestry & fishing	21.4%	5.5%	1.4%	31.0%	15.0%	3.4%	1.4%	19.2%	1.2%	0.3%	100.0%
Arts, entertainment and recreation	37.9%	1.6%	3.1%	4.0%	43.2%	1.6%	4.5%	3.9%	0.4%	0.1%	100.0%
Construction	32.8%	6.7%	4.3%	25.0%	15.8%	2.4%	2.0%	8.3%	2.2%	0.4%	100.0%
Education	22.8%	3.7%	1.4%	9.0%	31.3%	4.7%	2.8%	19.5%	2.9%	1.6%	100.0%
Electricity, gas, steam and air conditioning supply	34.2%	5.2%	5.2%	15.0%	27.9%	2.5%	2.7%	5.9%	0.9%	0.2%	100.0%
Financial and insurance activities	19.5%	5.7%	7.0%	14.0%	21.8%	7.4%	7.5%	14.5%	1.5%	0.9%	100.0%
Human health and social work activities	18.8%	2.0%	2.5%	4.0%	49.4%	7.0%	5.1%	9.6%	0.9%	0.8%	100.0%
Information and communication	17.6%	6.4%	7.9%	27.0%	13.3%	4.3%	4.4%	14.1%	3.6%	1.0%	100.0%
Manufacturing	20.6%	6.8%	8.5%	28.0%	12.1%	4.1%	4.8%	12.6%	2.1%	0.5%	100.0%

**Table 13: Workforce profile at the Professionally Qualified Level by Sector, Population Group and Gender**

Sector	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
Mining and quarrying	34.2%	3.3%	2.3%	28.0%	17.5%	1.5%	1.6%	8.8%	2.3%	0.4%	100.0%
Professional, scientific and technical activities	17.9%	4.0%	5.1%	21.0%	17.6%	5.0%	5.8%	19.5%	2.4%	1.3%	100.0%
Public administration and defence; compulsory social security	36.9%	7.3%	2.5%	11.0%	29.5%	4.6%	1.8%	5.9%	0.3%	0.1%	100.0%
Real estate activities	12.8%	4.1%	4.7%	22.0%	14.6%	6.8%	6.2%	27.2%	1.0%	0.7%	100.0%
Transportation and storage	28.3%	5.9%	7.5%	20.0%	16.9%	3.6%	4.6%	11.6%	1.2%	0.3%	100.0%
Water supply sewerage, waste management and remediation activities	42.1%	4.5%	2.1%	8.0%	32.8%	3.1%	1.6%	4.6%	0.6%	0.2%	100.0%
Wholesale and retail trade; repair of motor vehicles and motorcycles	21.3%	6.8%	6.9%	19.0%	18.0%	7.1%	4.9%	14.6%	1.1%	0.3%	100.0%

**Table 13** shows that the White and Indian population representation exceeds their EAP in all sectors of the economy 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. Coloureds are only under-represented in terms of their EAP in Arts, Entertainment and Recreation sector; Education sector; Electricity, gas, steam and air conditioning supply sector; Mining and Quarrying sector and Water Supply, Sewerage, Waste Management and Remediation Activities sector.

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	43.5%	4.6%	1.7%	4.1%	37.5%	4.2%	1.0%	3.4%	NA	NA	100%
National Government	38.0%	4.9%	2.3%	10.0%	33.2%	3.4%	2.1%	6.3%	0.2%	0.1%	100.0%
Provincial Government	28.6%	2.8%	1.5%	3.0%	48.9%	6.1%	2.9%	5.7%	0.3%	0.2%	100.0%
Local Government	37.9%	9.8%	2.0%	8.0%	29.9%	6.3%	1.3%	4.4%	0.4%	0.2%	100.0%
Private Sector	20.7%	6.0%	6.4%	22.0%	16.6%	5.4%	5.1%	15.1%	1.9%	0.7%	100.0%
Non-Profit Organisations	25.0%	3.4%	2.9%	6.0%	44.6%	4.2%	3.5%	7.8%	1.7%	1.4%	100.0%
State Owned Enterprises	35.8%	3.3%	3.3%	8.0%	34.5%	3.2%	3.0%	6.8%	1.4%	0.6%	100.0%
Educational Institutions	25.2%	1.9%	2.8%	8.0%	32.3%	2.8%	4.7%	16.8%	3.4%	1.7%	100.0%

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

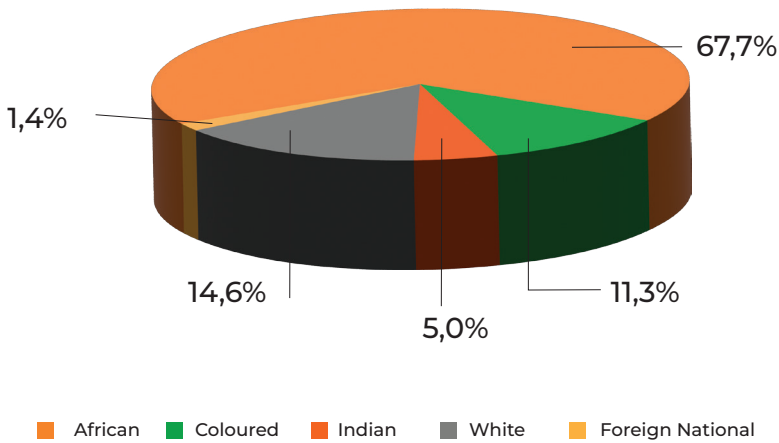
Table 15: Workforce movement at the Professionally Qualified level by Population Group and Gender (All Employers)											
	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
EAP	43.5%	4.6%	1.7%	4.1%	37.5%	4.2%	1.0%	3.4%	NA	NA	100%
Workforce profile- all employees	24.2%	5.0%	4.7%	16.0%	26.2%	5.1%	4.3%	12.4%	1.6%	0.7%	100.0%
Recruitment	26.2%	5.0%	5.1%	16.0%	24.6%	4.5%	4.6%	11.1%	1.9%	0.8%	100.0%
Promotion	26.5%	6.2%	5.0%	13.0%	25.6%	6.8%	4.6%	10.3%	1.4%	0.6%	100.0%
Terminations	24.5%	5.2%	5.0%	18.0%	22.5%	4.5%	4.2%	12.8%	2.1%	0.9%	100.0%
Skills Development	13.7%	1.4%	4.8%	5.7%	47.6%	7.8%	9.1%	10.0%	0.0%	0.0%	100.0%

**Table 15** shows a reasonable distribution of recruitment, promotion and skills development opportunities across all racial groups. However, the highest number of terminations accruing to the African population group is noted at this occupational level.

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

Table 1: National EAP by Population and Gender Group* (*Source: Statistics South Africa, QLFS, Quarter 3, 2024)						
MALE			FEMALE			TOTAL
AM	African Male	43.5%	AF	African Female	37.5%	81.0%
CM	Coloured Male	4.6%	CF	Coloured Female	4.2%	8.8%
IM	Indian Male	1.7%	IF	Indian Female	1.0%	2.7%
WM	White Male	4.1%	WF	White Female	3.4%	7.5%
TOTAL		53.9%			46.1%	100.0%

Figure 19: Skilled Technical level by population group – 2024



**Figure 19** shows that the Africans are the only population group that is under-represented in relation to their EAP at the skilled technical level. It also shows that the representation of Foreign Nationals is at 1.4% at this occupational level.



Figure 20: Skilled Technical level by gender - 2024

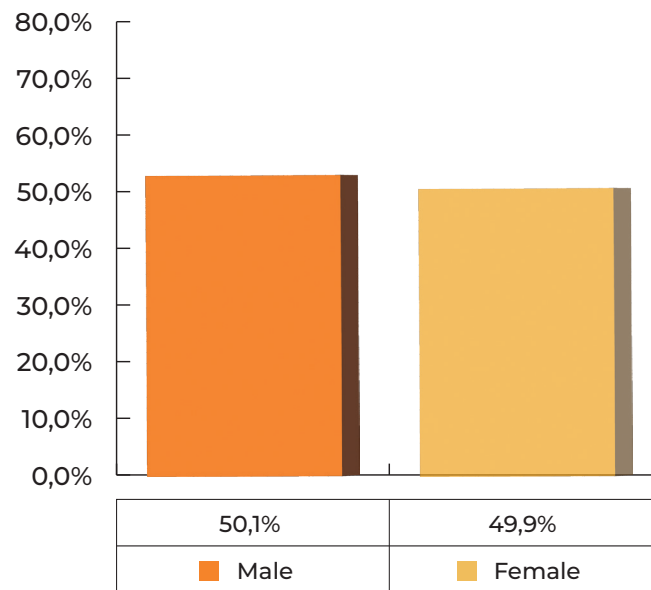


Figure 20 shows that the male and female representation is relatively close to their EAP at this occupational level.

Figure 21: Skilled Technical level – Disability- 2024

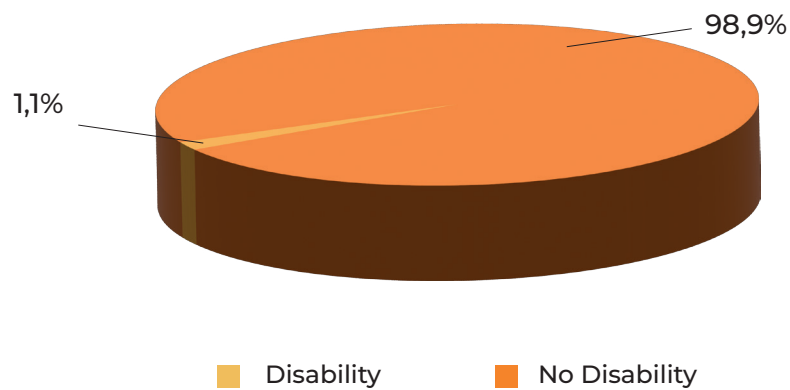
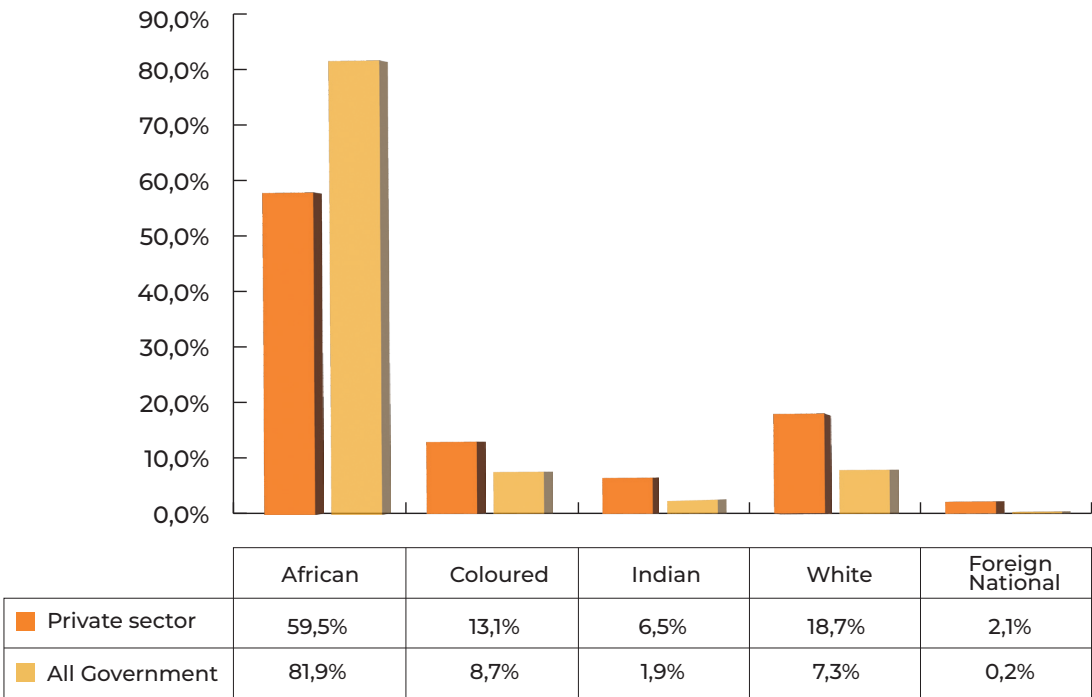


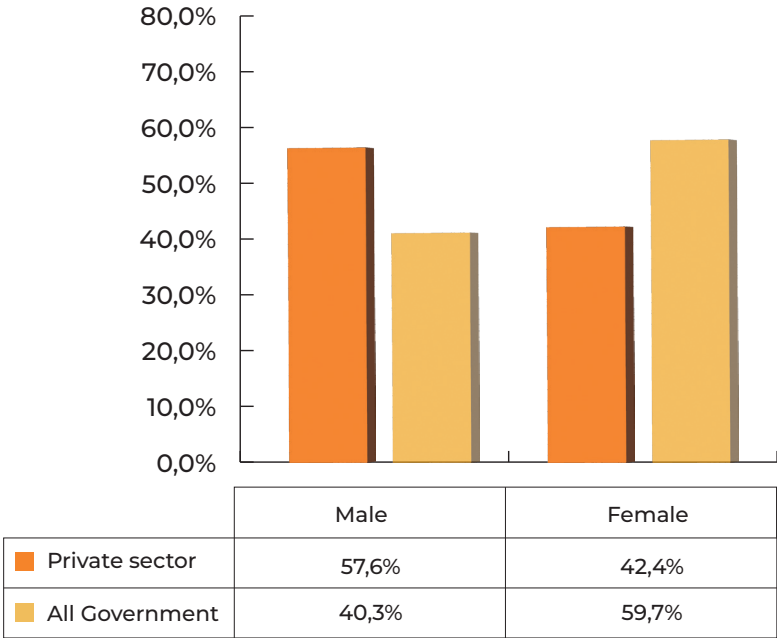
Figure 21 shows that the representation of employees with disabilities is at 1.1% of the total workforce at this occupational level.

Figure 22: Skilled Technical level by population group – 2024 (Private Sector & All Government)



**Figure 22** indicates that the Africans are the only population group that is above their EAP in Government, while they are under-represented in terms of their EAP in the Private Sector at the Skilled technical level. It is worthy to note that the representation of Foreign National is 2.3% for both Government and Private sector at this occupational level.

Figure 23: Skilled Technical level by gender– 2024 (Private Sector & All Government)



**Figure 23** shows that the representation of females in terms of their EAP are overrepresented in Government and are under-represented in the Private Sector at the Skilled Technical level.





Figure 24: Skilled Technical level - Disability – 2024 (Private Sector & All Government)

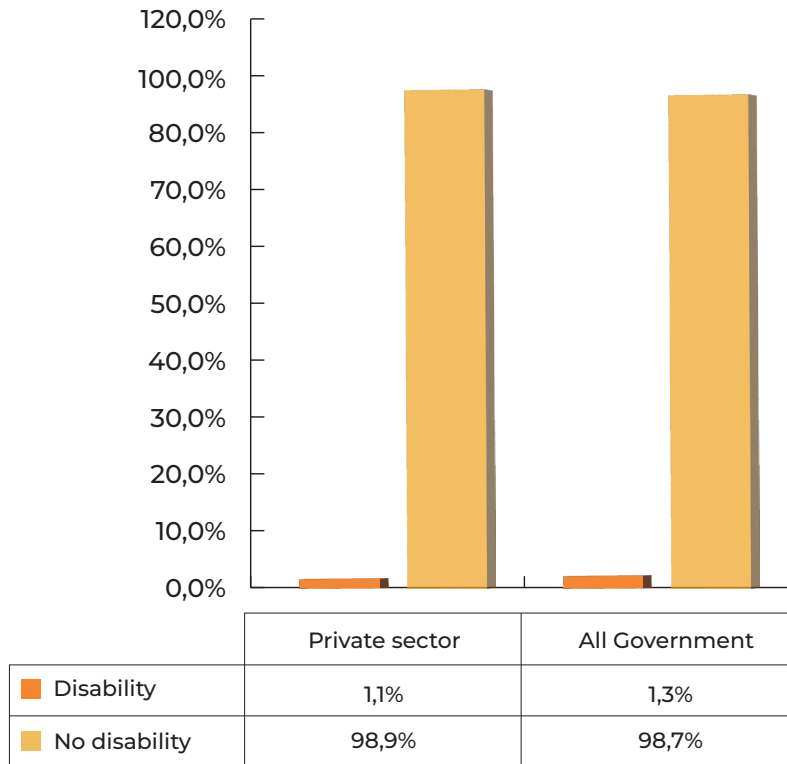


Figure 24 shows that the Government slightly outperforms the Private Sector in terms of the employment of employees with disabilities at the Skilled technical level.

Table 16: Workforce profile at the Skilled Technical Level by Sector, Population Group and Gender											
Sector	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
EAP	43.5%	4.6%	1.7%	4.1%	37.5%	4.2%	1.0%	3.4%	NA	NA	100%
Accommodation and food service activities	28.6%	4.1%	1.4%	5.0%	40.9%	7.6%	1.7%	6.2%	3.1%	1.8%	100.0%
Administrative and support activities	50.5%	4.1%	1.5%	4.0%	29.1%	4.3%	1.6%	3.9%	0.8%	0.4%	100.0%
Agriculture, forestry & fishing	35.0%	11.7%	1.0%	14.0%	17.4%	7.1%	0.8%	10.7%	2.3%	0.3%	100.0%
Arts, entertainment and recreation	27.8%	0.9%	1.0%	1.0%	61.9%	1.1%	3.6%	2.3%	0.2%	0.1%	100.0%
Construction	51.5%	7.2%	2.1%	11.0%	16.2%	2.6%	1.3%	5.7%	2.4%	0.2%	100.0%
Education	21.1%	2.9%	0.6%	3.0%	50.0%	6.6%	1.8%	12.3%	0.8%	0.6%	100.0%
Electricity, gas, steam and air conditioning supply	46.7%	4.8%	1.8%	9.0%	29.1%	2.5%	1.1%	3.9%	0.6%	0.1%	100.0%
Financial and insurance activities	20.4%	5.5%	3.3%	5.0%	38.5%	11.2%	5.2%	9.6%	0.5%	0.5%	100.0%
Human health and social work activities	17.3%	2.2%	1.0%	2.0%	58.8%	7.7%	2.9%	7.7%	0.2%	0.5%	100.0%

Table 16: Workforce profile at the Skilled Technical Level by Sector, Population Group and Gender

Sector	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
Information and communication	27.4%	8.1%	5.5%	16.0%	21.4%	5.9%	3.8%	9.6%	1.9%	0.7%	100.0%
Manufacturing	38.2%	9.3%	5.2%	15.0%	16.2%	4.7%	2.8%	6.9%	1.8%	0.3%	100.0%
Mining and quarrying	55.2%	3.8%	0.6%	15.0%	16.6%	1.2%	0.4%	3.9%	3.5%	0.1%	100.0%
Professional, scientific and technical activities	25.0%	4.7%	3.1%	9.0%	29.6%	6.8%	5.2%	14.8%	0.8%	0.6%	100.0%
Public administration and defence; compulsory social security	47.8%	7.5%	1.8%	5.0%	29.7%	4.4%	0.9%	3.2%	0.0%	0.0%	100.0%
Real estate activities	20.0%	4.7%	2.8%	13.0%	23.0%	8.3%	4.4%	20.6%	1.9%	0.8%	100.0%
Transportation and storage	47.3%	7.7%	4.1%	9.0%	19.4%	3.8%	2.4%	5.6%	1.2%	0.1%	100.0%
Water supply sewerage, waste management and remediation activities	45.4%	4.9%	1.0%	5.0%	34.9%	4.0%	1.0%	3.4%	0.4%	0.1%	100.0%
Wholesale and retail trade; repair of motor vehicles and motorcycles	28.1%	6.7%	4.4%	9.0%	28.5%	8.9%	3.8%	8.8%	1.1%	0.4%	100.0%

**Table 16** indicates 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 above their EAP in the Arts, Entertainment and Recreation sector and just below their EAP in the Public Administration and defence; compulsory social security and Water supply sewerage, waste management and remediation activities. The highest representation of Foreign Nationals (4.9%) is in the Accommodation and food services sector at this occupational level.

Table 17: Workforce profile at the Skilled Technical 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	43.5%	4.6%	1.7%	4.1%	37.5%	4.2%	1.0%	3.4%	NA	NA	100%
National Government	46.4%	6.4%	1.4%	5.0%	32.0%	3.9%	0.9%	4.2%	0.0%	0.0%	100.0%
Provincial Government	24.5%	1.6%	0.3%	1.0%	61.2%	4.6%	1.0%	5.4%	0.2%	0.1%	100.0%
Local Government	37.7%	11.6%	2.8%	4.0%	32.1%	7.3%	1.4%	2.6%	0.1%	0.0%	100.0%
Private Sector	35.5%	6.8%	3.4%	10.0%	24.0%	6.4%	3.1%	8.4%	1.6%	0.5%	100.0%
Non-Profit Organisations	30.7%	5.8%	1.1%	4.0%	43.9%	7.9%	1.0%	5.0%	0.2%	0.2%	100.0%
State Owned Enterprises	37.6%	3.1%	1.8%	4.0%	44.9%	3.5%	1.8%	3.4%	0.2%	0.1%	100.0%
Educational Institutions	23.2%	1.6%	1.2%	3.0%	54.1%	3.1%	4.2%	8.8%	0.7%	0.6%	100.0%



**Table 17** shows that Africans are over-represented in terms of their EAP in National Government, Provincial Government and State Owned Enterprises at the Skilled technical level. The White, Indian and Coloured population groups are over-represented in terms of their EAP at this occupational level. The Private Sector remains the highest employer of Foreign Nationals (2.1%) at this occupational level.

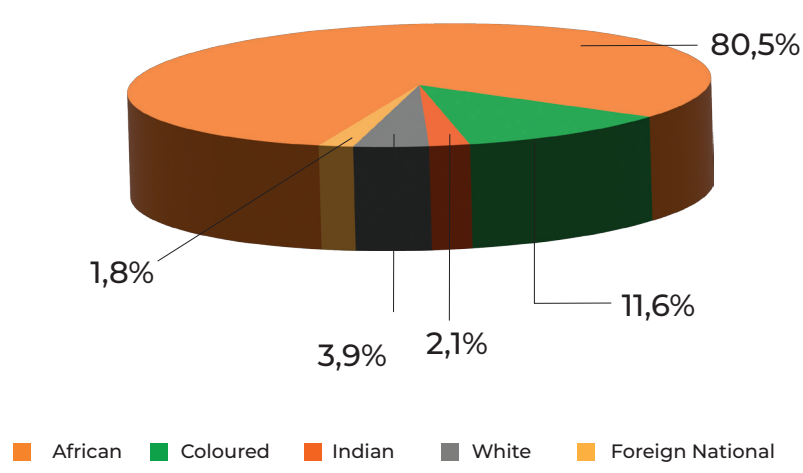
Table 18: Workforce movement at the Skilled Technical level by Population Group and Gender (All Employers)											
	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
EAP	43.5%	4.6%	1.7%	4.1%	37.5%	4.2%	1.0%	3.4%	NA	NA	100%
Workforce profile- all employees	33.6%	5.6%	2.4%	7.0%	34.1%	5.7%	2.5%	7.3%	1.1%	0.4%	100.0%
Recruitment	36.7%	5.8%	2.8%	9.0%	29.8%	5.3%	2.4%	6.9%	1.1%	0.5%	100.0%
Promotion	34.7%	7.1%	2.8%	5.0%	32.1%	8.2%	2.8%	5.7%	0.8%	0.4%	100.0%
Terminations	36.4%	6.4%	3.0%	10.0%	26.0%	5.5%	2.4%	7.9%	1.6%	0.6%	100.0%
Skills Development	34.6%	1.6%	0.7%	1.7%	50.8%	3.0%	5.7%	1.8%	0.0%	0,0%	100,0%

**Table 18** indicates that the recruitment, promotions and skills development opportunities benefitted all population groups, including males and females at the Skilled technical level.

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

Table 1: National EAP by Population and Gender Group* (*Source: Statistics South Africa, QLFS, Quarter 3. 2024)						
MALE			FEMALE			TOTAL
AM	African Male	43.5%	AF	African Female	37.5%	81.0%
CM	Coloured Male	4.6%	CF	Coloured Female	4.2%	8.8%
IM	Indian Male	1.7%	IF	Indian Female	1.0%	2.7%
WM	White Male	4.1%	WF	White Female	3.4%	7.5%
TOTAL		53.9%			46.1%	100.0%

Figure 25: Semi-skilled level by population group – 2024



**Figure 25** shows that the representation of Africans is approximately at their EAP and the representation of Coloureds is above their EAP at the Semi-skilled level. The White and Indian representation is far below their EAP at this occupational level. The high representation of Foreign Nationals (1.8%) at this occupational level still remains a concern to the CEE.



Figure 26: Semi-skilled level by gender – 2024

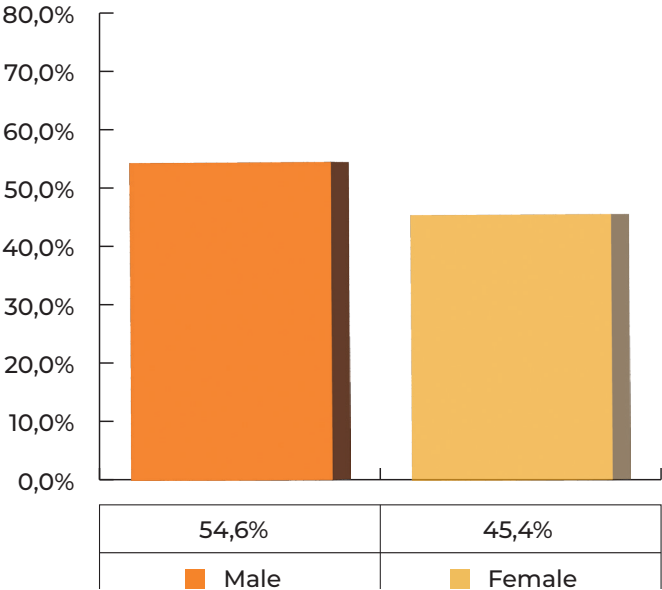


Figure 26 shows that the representation of both males and females is closely related their EAP at the Semi-skilled level.

Figure 27: Semi-Skilled level - Disability- 2024

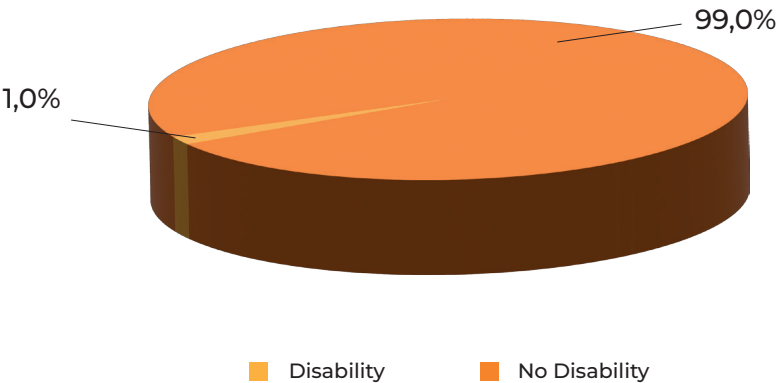


Figure 27 shows that the representation of employees with disabilities still remains low at the Semi-skilled level.



Figure 28: Semi-skilled level by population group – 2024 (Private Sector & All Government)

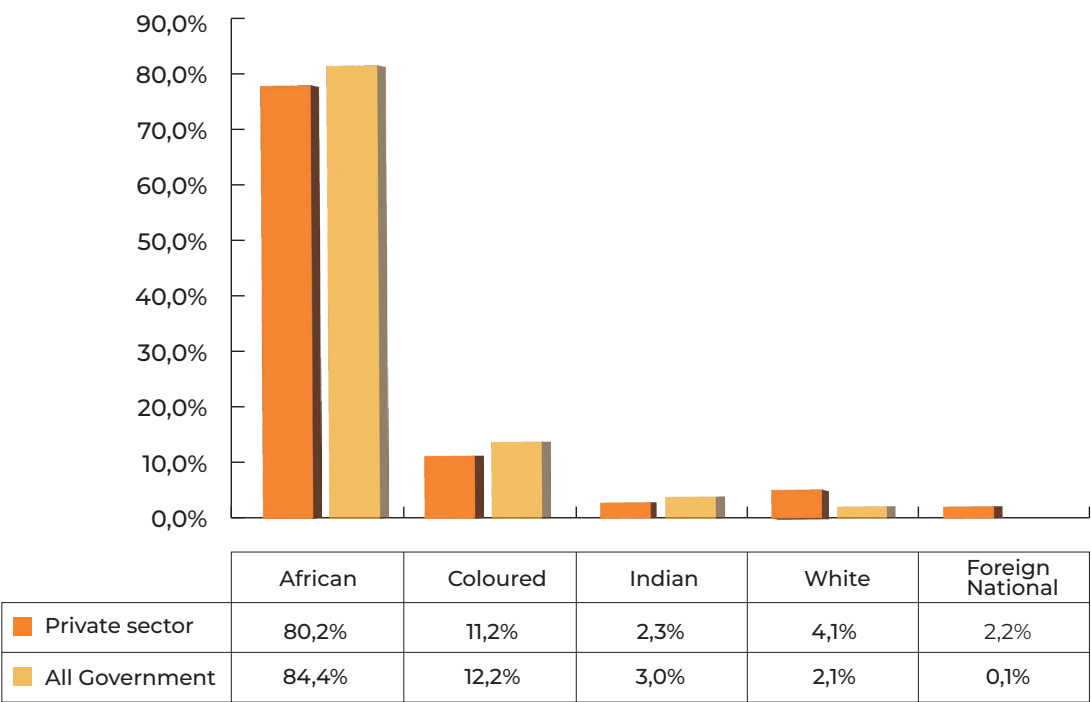


Figure 28 shows that the representation of Indian population group is below their EAP in the Private Sector and the representation of the White population group is below their EAP in both Government and the Private Sector in this occupational level. The high representation of Foreign Nationals (2.2%) 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– 2024 (Private Sector & All Government)



Figure 29 shows that females in terms of their EAP are overrepresented in Government and are under-represented in the Private Sector at the Semi-skilled level.

Figure 30: Semi-skilled level - Disability – 2024 (Private Sector & All Government)

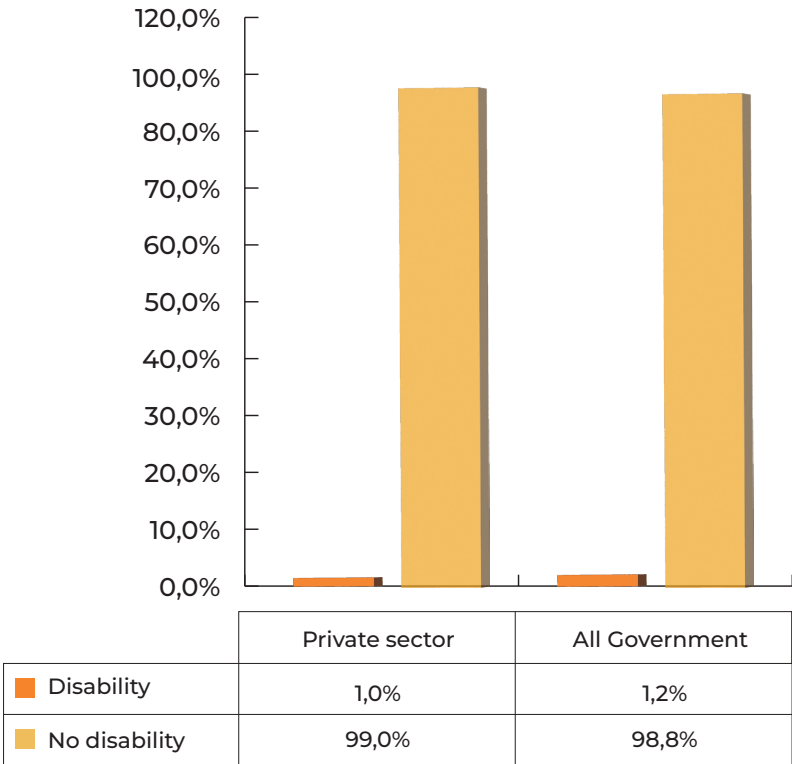


Figure 30 shows that the Government slightly outperforms the Private Sector in terms of the employment of employees with disabilities at the Semi-skilled level.

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	43.5%	4.6%	1.7%	4.1%	37.5%	4.2%	1.0%	3.4%	NA	NA	100%
Accommodation and food service activities	32.7%	2.8%	0.4%	1.0%	53.7%	4.8%	0.5%	1.3%	1.9%	1.2%	100.0%
Administrative and support activities	58.0%	2.5%	0.5%	1.0%	33.1%	3.1%	0.6%	0.8%	0.4%	0.2%	100.0%
Agriculture, forestry & fishing	47.6%	15.1%	0.3%	2.0%	19.7%	7.6%	0.3%	2.9%	3.7%	0.8%	100.0%
Arts, entertainment and recreation	41.7%	2.8%	0.9%	1.0%	46.4%	3.4%	1.1%	1.4%	0.6%	0.5%	100.0%
Construction	67.6%	6.9%	0.5%	3.0%	14.8%	1.9%	0.4%	2.2%	2.8%	0.2%	100.0%
Education	24.3%	7.0%	0.4%	2.0%	36.9%	18.8%	1.0%	8.8%	0.4%	0.4%	100.0%
Electricity, gas, steam and air conditioning supply	57.4%	6.0%	0.8%	4.0%	24.7%	2.7%	0.7%	3.3%	0.7%	0.1%	100.0%
Financial and insurance activities	22.7%	4.5%	2.0%	2.0%	50.5%	9.9%	3.4%	4.1%	0.5%	0.6%	100.0%
Human health and social work activities	22.9%	2.9%	0.8%	1.0%	59.6%	7.6%	1.9%	3.2%	0.1%	0.2%	100.0%
Information and communication	28.1%	8.4%	3.0%	3.0%	39.3%	9.7%	2.9%	3.6%	1.0%	0.6%	100.0%
Manufacturing	51.9%	8.9%	2.0%	3.0%	23.3%	5.8%	1.2%	2.2%	1.5%	0.3%	100.0%



**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	
Mining and quarrying	70.5%	2.0%	0.1%	1.0%	14.8%	0.7%	0.1%	0.7%	9.5%	0.2%	100.0%
Professional, scientific and technical activities	33.8%	5.4%	1.4%	3.0%	36.4%	9.2%	2.6%	7.7%	0.5%	0.4%	100.0%
Public administration and defence; compulsory social security	54.8%	5.6%	0.8%	1.0%	32.3%	4.1%	0.5%	0.9%	0.1%	0.0%	100.0%
Real estate activities	32.6%	5.3%	1.3%	5.0%	27.5%	8.5%	3.9%	12.7%	2.6%	0.8%	100.0%
Transportation and storage	61.4%	6.3%	2.0%	3.0%	19.8%	3.1%	1.2%	2.5%	1.0%	0.1%	100.0%
Water supply sewerage, waste management and remediation activities	53.8%	5.8%	0.3%	1.0%	33.8%	3.1%	0.4%	1.2%	0.3%	0.1%	100.0%
Wholesale and retail trade; repair of motor vehicles and motorcycles	32.6%	4.9%	1.0%	1.0%	48.0%	8.2%	1.2%	1.7%	0.7%	0.3%	100.0%

**Table 19** illustrates that the representation of the African and Coloured population groups is either close to or above their EAP across most sectors at the Semi-skilled level. However, the Indian and White population groups are below their EAP in most sectors at this occupational level. The high representation of Foreign Nationals in the Mining and Quarrying sector (9.7%) and Agriculture, forestry and fishing sector (4.5%) with low skill requirements is a worrying factor at this occupational level.

**Table 20: Workforce profile at the Semi-skilled level by Business Type, Population Group and Gender**

BUSINESS TYPE	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
EAP	43.5%	4.6%	1.7%	4.1%	37.5%	4.2%	1.0%	3.4%	NA	NA	100%
National Government	42.4%	5.4%	0.9%	1.0%	43.3%	5.0%	0.7%	1.4%	0.1%	0.0%	100.0%
Provincial Government	29.2%	3.3%	0.3%	0.0%	59.4%	5.7%	0.5%	1.2%	0.0%	0.0%	100.0%
Local Government	42.4%	12.6%	1.5%	1.0%	32.0%	7.8%	1.0%	1.5%	0.0%	0.0%	100.0%
Private Sector	46.8%	5.5%	1.1%	2.0%	33.4%	5.7%	1.2%	2.2%	1.8%	0.4%	100.0%
Non-Profit Organisations	32.6%	6.1%	0.4%	1.0%	40.8%	14.0%	0.6%	3.8%	0.2%	0.2%	100.0%
State Owned Enterprises	45.0%	4.1%	0.7%	1.0%	43.2%	3.9%	0.8%	1.4%	0.0%	0.0%	100.0%
Educational Institutions	35.1%	2.7%	0.7%	1.0%	47.7%	5.4%	1.4%	5.0%	0.3%	0.4%	100.0%

**Table 20** shows that Whites and Indians are the only population groups that are well below their EAP at the Semi-Skilled level. It also shows that the Private Sector is the highest employer of Foreign Nationals (2.2%) at this occupational level.

Table 21: Workforce movement at the Semi-skilled level by Population Group and Gender (All Employers)

	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
EAP	43.5%	4.6%	1.7%	4.1%	37.5%	4.2%	1.0%	3.4%	NA	NA	100%
Workforce profile- all employees	44.8%	5.6%	1.0%	2.0%	35.7%	6.1%	1.1%	2.3%	1.5%	0.3%	100.0%
Recruitment	44.0%	6.1%	1.2%	2.0%	34.7%	7.4%	1.1%	2.1%	0.7%	0.3%	100.0%
Promotion	43.8%	7.4%	0.9%	2.0%	36.3%	6.3%	0.8%	1.5%	1.0%	0.3%	100.0%
Terminations	43.9%	6.2%	1.3%	2.0%	33.5%	7.3%	1.2%	2.3%	1.5%	0.6%	100.0%
Skills Development	37.8%	4.2%	0.7%	1.2%	47.8%	6.3%	0.7%	1.3%	0.0%	0.0%	100.0%

Table 21 shows that the accrual of recruitment and promotion opportunities mainly benefitted the African and Coloured population groups at the Semi-Skilled level.

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

Table 1: National EAP by Population and Gender Group\* (\*Source: Statistics South Africa, QLFS, Quarter 3, 2024)

MALE			FEMALE			TOTAL
AM	African Male	43.5%	AF	African Female	37.5%	81.0%
CM	Coloured Male	4.6%	CF	Coloured Female	4.2%	8.8%
IM	Indian Male	1.7%	IF	Indian Female	1.0%	2.7%
WM	White Male	4.1%	WF	White Female	3.4%	7.5%
TOTAL		53.9%			46.1%	100.0%

Figure 31: Unskilled level by population group – 2024

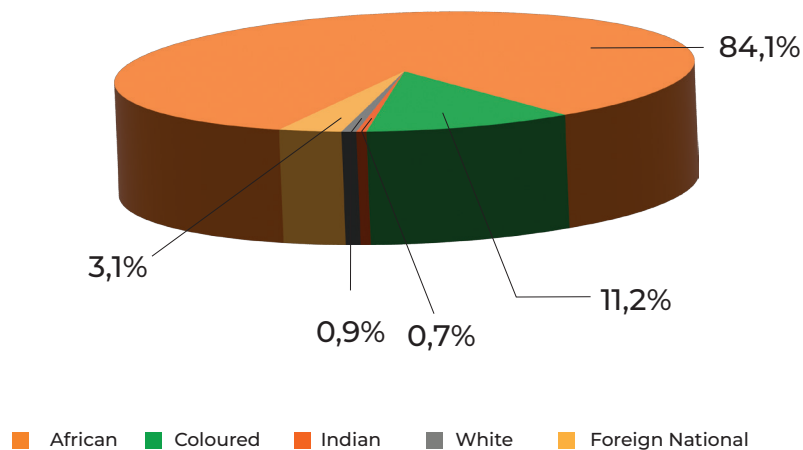


Figure 31 shows that Indians and Whites are the only population groups that are below their EAP at the Unskilled level. Considering the high unemployment rate in South Africa, it is crucial that the representation of Foreign Nationals (3.1%) should be monitored and managed at this occupational level.



Figure 32: Unskilled level by gender – 2024

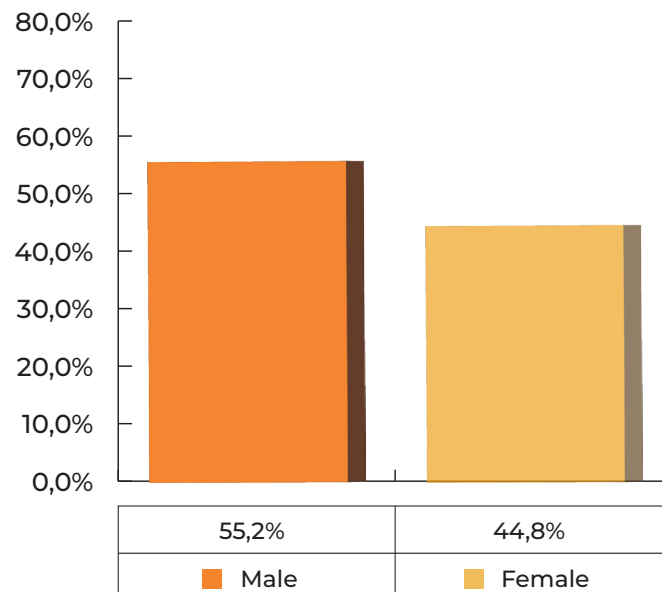


Figure 32 shows that the representation of both males and females are relatively equitable at the Unskilled level.

Figure 33: Unskilled level – Disability - 2024

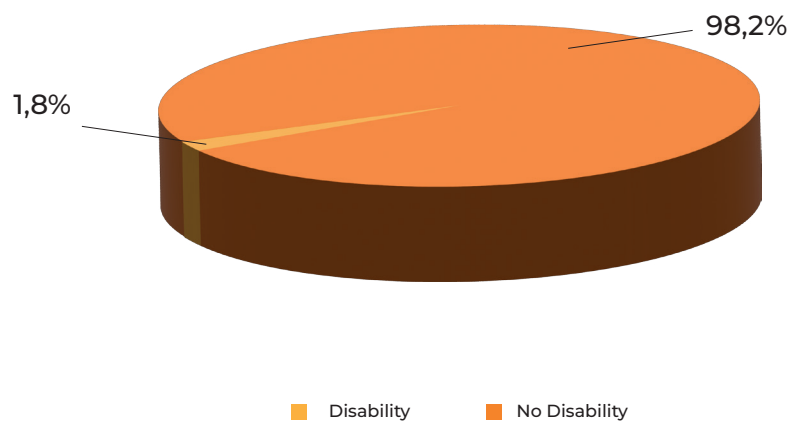


Figure 33 shows that employees with disabilities only represented 1.8% of total workforce at Unskilled level.



Figure 34: Unskilled level by population group – 2024 (Private Sector & All Government)

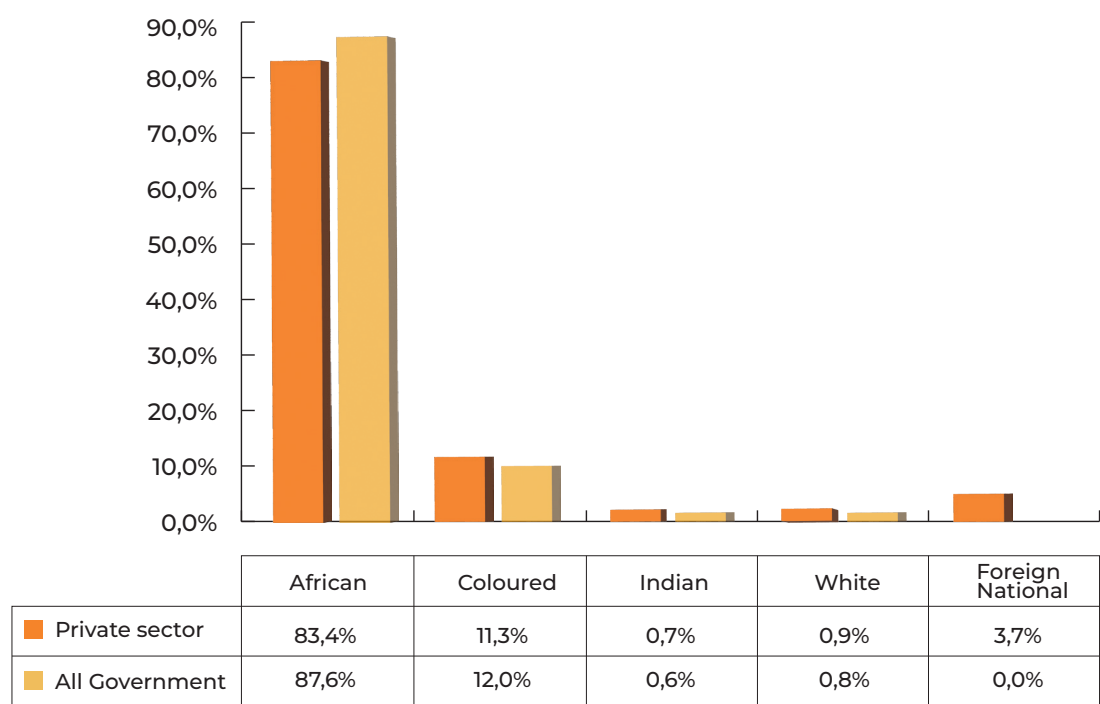


Figure 34 shows that the representation of Africans and Coloureds are the only two population groups that are above their EAP in both Government and in the Private Sector at the Unskilled level. The high representation of Foreign Nationals (3.7%) in the Private Sector at this occupational level remains a concern to the CEE.

Figure 35: Unskilled level by gender– 2024 (Private Sector & All Government)

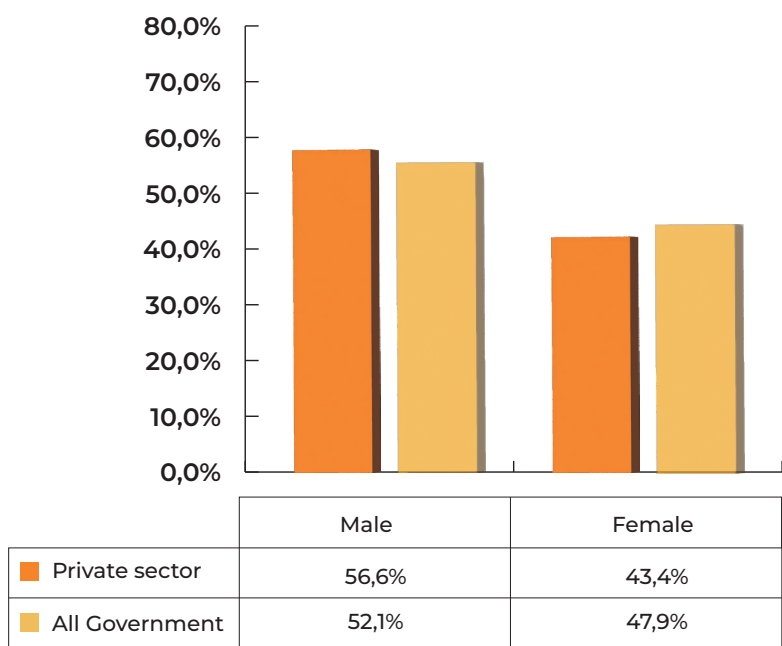


Figure 35 shows that in terms of the EAP, males are over-represented in the Private Sector and females are over-represented in Government at this Unskilled level.



Figure 36: Unskilled level - Disability – 2024 (Private Sector & All Government)

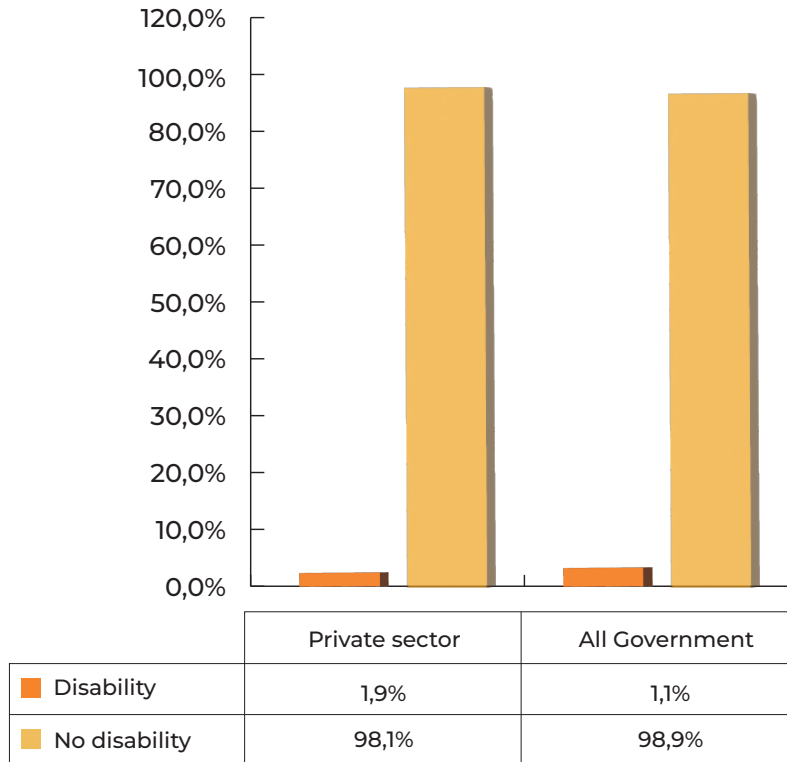


Figure 36 shows that the Private Sector outperforms Government in terms of the employment of employees with disabilities at the Unskilled level.

Table 22: Workforce profile at the Unskilled Level by Sector, Population Group and Gender

Sector	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
EAP	43.5%	4.6%	1.7%	4.1%	37.5%	4.2%	1.0%	3.4%	NA	NA	100%
Accommodation and food service activities	30.6%	3.2%	0.2%	0.0%	54.4%	7.9%	0.1%	0.4%	1.7%	1.1%	100.0%
Administrative and support activities	44.6%	3.9%	0.3%	0.0%	45.0%	4.2%	0.1%	0.2%	1.1%	0.3%	100.0%
Agriculture, forestry & fishing	41.1%	8.5%	0.0%	0.0%	33.9%	8.8%	0.0%	0.1%	5.3%	2.2%	100.0%
Arts, entertainment and recreation	40.7%	3.8%	0.5%	1.0%	48.9%	2.8%	0.3%	0.3%	1.3%	0.8%	100.0%
Construction	65.3%	7.2%	0.2%	1.0%	21.9%	1.6%	0.1%	0.2%	2.3%	0.3%	100.0%
Education	39.1%	6.4%	0.1%	1.0%	43.6%	7.8%	0.1%	1.0%	0.5%	0.4%	100.0%
Electricity, gas, steam and air conditioning supply	63.3%	4.1%	0.4%	1.0%	28.5%	1.1%	0.1%	0.2%	1.2%	0.2%	100.0%
Financial and insurance activities	31.7%	4.7%	0.8%	1.0%	50.8%	6.8%	0.6%	1.3%	1.4%	1.1%	100.0%
Human health and social work activities	25.4%	2.7%	0.3%	0.0%	64.1%	5.5%	0.3%	0.7%	0.3%	0.3%	100.0%
Information and communication	39.1%	5.1%	1.6%	2.0%	42.0%	5.5%	0.8%	1.3%	1.8%	1.2%	100.0%

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	
Manufacturing	52.0%	7.6%	1.0%	1.0%	30.4%	5.4%	0.4%	0.3%	1.3%	0.4%	100.0%
Mining and quarrying	67.7%	1.2%	0.0%	1.0%	20.3%	0.4%	0.0%	0.1%	8.6%	1.1%	100.0%
Professional, scientific and technical activities	53.5%	6.0%	0.5%	1.0%	33.1%	3.1%	0.5%	1.3%	0.7%	0.4%	100.0%
Public administration and defence; compulsory social security	42.8%	9.7%	0.6%	0.0%	40.6%	5.5%	0.2%	0.1%	0.1%	0.0%	100.0%
Real estate activities	33.3%	1.5%	0.3%	1.0%	56.7%	1.6%	0.5%	1.7%	2.6%	1.1%	100.0%
Transportation and storage	65.4%	7.5%	0.7%	1.0%	21.3%	2.1%	0.2%	0.3%	1.2%	0.2%	100.0%
Water supply sewerage, waste management and remediation activities	51.6%	4.6%	0.2%	0.0%	40.1%	2.5%	0.1%	0.1%	0.4%	0.2%	100.0%
Wholesale and retail trade; repair of motor vehicles and motorcycles	41.2%	4.5%	0.7%	1.0%	44.4%	6.3%	0.5%	0.4%	1.0%	0.5%	100.0%

**Table 22** illustrates that the representation of African and Coloured population groups is either close to or above their EAP across most sectors at the Unskilled level. However, the Indian and White population groups are below their EAP in most sectors at this occupational level. The high representation of Foreign Nationals in the Mining and Quarrying sector and Agriculture, Forestry and Fishing services with low skill requirements is a worrying factor at this occupational level.

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	43.5%	4.6%	1.7%	4.1%	37.5%	4.2%	1.0%	3.4%	NA	NA	100%
National Government	38.7%	6.9%	0.8%	0.0%	45.9%	6.8%	0.3%	0.2%	0.0%	0.0%	100.0%
Provincial Government	39.2%	2.8%	0.1%	1.0%	53.3%	3.4%	0.1%	0.5%	0.0%	0.0%	100.0%
Local Government	49.2%	11.2%	0.5%	0.0%	33.3%	5.0%	0.2%	0.1%	0.0%	0.0%	100.0%
Private Sector	47.0%	5.7%	0.5%	1.0%	36.4%	5.6%	0.3%	0.3%	2.7%	0.9%	100.0%
Non-Profit Organisations	35.0%	5.7%	0.0%	0.0%	52.3%	5.9%	0.1%	0.4%	0.2%	0.1%	100.0%
State Owned Enterprises	44.6%	2.8%	0.2%	0.0%	48.8%	3.2%	0.1%	0.1%	0.1%	0.0%	100.0%
Educational Institutions	37.6%	1.9%	0.2%	0.0%	55.3%	3.1%	0.1%	0.5%	0.6%	0.4%	100.0%

**Table 23** shows that the Whites and Indians are the only population groups that are well below their EAP at the Unskilled level. It also shows that the Private Sector is the highest employer of Foreign Nationals (3.6%) at this occupational level.





Table 24: Workforce movement at the Unskilled level by Population Group and Gender (All Employers)

	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
EAP	43.5%	4.6%	1.7%	4.1%	37.5%	4.2%	1.0%	3.4%	NA	NA	100%
Workforce profile- all employees	46.1%	5.7%	0.4%	1.0%	38.1%	5.4%	0.2%	0.3%	2.3%	0.8%	100.0%
Recruitment	46.6%	7.6%	0.5%	1.0%	34.3%	6.9%	0.3%	0.4%	1.4%	0.6%	100.0%
Promotion	44.0%	7.6%	0.3%	1.0%	37.1%	7.0%	0.2%	0.7%	1.6%	0.6%	100.0%
Terminations	47.7%	7.3%	0.5%	1.0%	33.5%	6.8%	0.3%	0.4%	1.8%	0.9%	100.0%
Skills Development	49.3%	6.9%	0.8%	0.7%	37.1%	4.7%	0.3%	0.3%	0.0%	0,0%	100,0%

Table 24 shows the recruitment, promotions and skills development opportunities mainly accrued to the African and Coloured population groups at the Unskilled level.

## 8.7. Workforce Profile for Employees with Disabilities (All) in 2024

Table 25: % of Workforce Employees with Disabilities (All) - 2024

1.3%
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Table 25 indicates that the representation of employees with disabilities is at 1.3% of the total workforce in 2024.

Table 26: % of Workforce Employees with Disabilities - 2024 (All Government & All Private)

Private Sector	ALL Government
1.3%	1.2%

Table 26 suggests that the Private Sector (1.3%) is performing slightly better than Government (1.2%) in relation to the employment of employees with disabilities in 2024.

## 9. DISABILITY PER SECTOR

This section provides an analysis of the representation of employees with disabilities as reported in the 2024 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	2.1%
Information and communication	1.9%
Public administration and defence; compulsory social security	1.9%
Professional, Scientific and technical activities	1.7%
Manufacturing	1.7%
Transportation and storage	1.6%
Administrative and support services	1.6%
Financial and insurance activities	1.6%
Real estate activities	1.3%

**Table 27.1** shows the nine (9) economic sectors with highest representation of persons with disabilities in the total workforce. It also shows that of the eighteen (18) sectors, Electricity, gas, steam and air conditioning supply (2.1%); Information and communication and Public administration and defence (1.9%) and the Professional, scientific and technical activities (1.7%) were the most progressive sectors in the representation of persons with disabilities as a percentage of the total workforce in these sectors.

**Table 27.2: Representation of employees with Disabilities by Sector**

SECTORS	Disability %
Human health and social work activities	1.2%
Wholesale and retail trade; repair of motor vehicles and motorcycles	1.1%
Water supply, sewerage, waste management and remediation activities	1.1%
Education	1.1%
Mining and Quarrying	1.1%
Construction	1.0%
Agriculture, forestry & fishing	0.8%
Accommodation and food service activities	0.7%
Arts, Entertainment and Recreation	0.4%

**Table 27.2** shows the nine (9) least performing 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%), Accommodation and food services (0.7%) and Agriculture, forestry & fishing (0.8%) were the least performing in the representation of persons with disabilities as a percentage of the total workforce in these sectors.



## 10. BARRIER AND AFFIRMATIVE ACTION FOR 2024 (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 2024 employment equity reports as outlined below:

Table 28.1

CATEGORIES	BARRIERS			AFFIRMATIVE ACTION MEASURES		
	YES	NO	TOTAL	YES	NO	TOTAL
Recruitment procedures	9894	19375	29269	9565	19704	29269
	33.8%	66.2%	100.0%	32.7%	67.3%	100.0%
Advertising positions	6218	23051	29269	5976	23293	29269
	21.2%	78.8%	100.0%	20.4%	79.6%	100.0%
Selection criteria	5323	23946	29269	5071	24198	29269
	18.2%	81.8%	100.0%	17.3%	82.7%	100.0%
Appointments	6526	22743	29269	6230	23039	29269
	22.3%	77.7%	100.0%	21.3%	78.7%	100.0%
Job classification and grading	3189	26080	29269	2900	26369	29269
	10.9%	89.1%	100.0%	9.9%	90.1%	100.0%
Remuneration and benefits	4490	24779	29269	4174	25095	29269
	15.3%	84.7%	100.0%	14.3%	85.7%	100.0%
Terms & conditions of employment	1510	27759	29269	1314	27955	29269
	5.2%	94.8%	100.0%	4.5%	95.5%	100.0%

**Table 28.1** indicates that a large proportion of employers did not have barriers in the following categories: terms and conditions of employment (94.8%); job classification and grading (89.1%); remuneration and benefits (84.7%); selection criteria (81.8%), advertising of positions (78.8%); and appointments (77.7%). This implies that most employers did not face challenges in attracting and employing people from the designated groups, which means a change in the representation of the designated groups in the upper occupational levels of the workforce should take place at a faster pace moving forward.

Table 28.2

CATEGORIES	BARRIERS			AFFIRMATIVE ACTION MEASURES		
	YES	NO	TOTAL	YES	NO	TOTAL
Job assignments	942	28327	29269	748	28521	29269
	3.2%	96.8%	100.0%	2.6%	97.4%	100.0%
Work environment and facilities	4762	24507	29269	4316	24953	29269
	16.3%	83.7%	100.0%	14.7%	85.3%	100.0%
Training and development	7631	21638	29269	7211	22058	29269
	26.1%	73.9%	100.0%	24.6%	75.4%	100.0%
Performance and evaluation systems	4012	25257	29269	3691	25578	29269
	13.7%	86.3%	100.0%	12.6%	87.4%	100.0%
Promotions	2170	27099	29269	1914	27355	29269
	7.4%	92.6%	100.0%	6.5%	93.5%	100.0%
Transfers	488	28781	29269	392	28877	29269
	1.7%	98.3%	100.0%	1.3%	98.7%	100.0%
Succession and experience planning	6848	22421	29269	6437	22832	29269
	23.4%	76.6%	100.0%	22.0%	78.0%	100.0%

**Table 28.2** shows that most employers indicated that they have insignificant barriers in terms of transfers; job assignments; and promotions. As a result, there should be no excuse for not distributing employment opportunities in favour of the designated groups at the upper echelons of the workforce.

Table 28.3

CATEGORIES	BARRIERS			AFFIRMATIVE ACTION MEASURES		
	YES	NO	TOTAL	YES	NO	TOTAL
Disciplinary measures	1303	27966	29269	1148	28121	29269
	4.5%	95.5%	100.0%	3.9%	96.1%	100.0%
Dismissals	565	28704	29269	416	28853	29269
	1.9%	98.1%	100.0%	1.4%	98.6%	100.0%
Corporate culture	2415	26854	29269	2253	27016	29269
	8.3%	91.7%	100.0%	7.7%	92.3%	100.0%
HIV and AIDS education and prevention programmes	5217	24052	29269	4949	24320	29269
	17.8%	82.2%	100.0%	16.9%	83.1%	100.0%
Retention of designated groups	4692	24577	29269	4391	24878	29269
	16.0%	84.0%	100.0%	15.0%	85.0%	100.0%
Reasonable accommodation	3275	25994	29269	3026	26243	29269
	11.2%	88.8%	100.0%	10.3%	89.7%	100.0%
Assigned senior manager(s) to manage EE implementation	1692	27577	29269	1452	27817	29269
	5.8%	94.2%	100.0%	5.0%	95.0%	100.0%
Budget allocation in support of employment equity goals	3002	26267	29269	2500	26769	29269
	10.3%	89.7%	100.0%	8.5%	91.5%	100.0%
Time off for employment equity consultative committee to meet	2873	26396	29269	2646	26623	29269
	9.8%	90.2%	100.0%	9.0%	91.0%	100.0%

**Table 28.3** highlights that a large number of designated employers have insignificant barriers regarding: Dismissal (98.1%); Disciplinary measures (95.5%); and Assigned Senior Manager to manage EE implementation (94.2%). It is therefore safe to assume that sufficient strategies have not been adopted and implemented to increase the representation of the designated groups, particularly persons with disabilities, across the various sectors of the economy.



## 11. CONCLUDING OBSERVATIONS AND REMARKS

As we consolidate 31 years of democracy and over 26 years since the inception of the Employment Equity Act of 1998 (EEA), it is imperative that we pause and reflect on the factual information that employers have been submitting to the Department of Employment and Labour for the transformation of South African workplaces.

Lack of equitable representation at the Top Management level does not bode well for the future sustainable economic growth of the country as we continue not to be inclusive and representative of the demographic population distribution in the workplace in terms of population groups, gender and disability.

The representation at the Senior Management level still remains appalling for the Africans, with the White and Indian Population representation still remaining significantly higher than their EAP, whilst the representation of females is lower than their EAP at this level. Moving forward, radical measures must be taken to capitalise on the opportunities in the workplace by developing, recruiting and promoting persons from the designated groups.

At the Professionally Qualified level, Africans are the only population group that is below their EAP at this level. The representation of females is greater than their EAP, which proves that there is critical mass of suitably qualified females at this level, which employers can delve into to recruit and promote females to the upper management levels. The talent pool at this level testifies against the Top Management statistics, showing insufficient commitment to transform at the highest level.

Similarly, the picture at the Skilled technical level mirrors the representation at the Professionally Qualified level in terms of population distribution and gender. At the Skilled technical level, the Africans remain the only population group that is below their EAP. The same applies to the representation of females who are above their EAP at this level and again, this demonstrates that we have a pool of suitably qualified females that are readily available to ascend to the upper echelons of the workforce.

At the two lower levels, i.e. at the Semi-Skilled and Unskilled levels, the representation of the White and Indian Population group is below their EAP. Of relevance and concern to the CEE, is that the representation of females is lower than their EAP in these two occupational levels. The low representation of females at the entry level jobs, highlights the plight of females in accessing equal employment opportunities, even at the lowest occupational levels of the workforce.

The representation of persons with disabilities still hovers around 1% of the total workforce and their representation remains low at all six occupational levels. There seems to be subtle resistance across various economic sectors to create conducive working environments that are accommodative to the employment of suitably qualified persons with disabilities.

It has been observed through the analysis of EE data in this report that there is a high representation of Foreign Nationals at every occupational level, which should be a concern to everybody across all economic sectors in the country. Direct foreign investment may play a role and at times influence the employment of Foreign Nationals at the upper occupational levels, which may be influenced by the holding company that is normally based overseas. The question then still remains, why the high representation of Foreign Nationals even at occupational levels where skills are available locally?

It is a known fact that South Africa's migration laws and national policies are free from unfair discrimination and meets the requirements of international standards. The answer lies in whether we are implementing them sufficiently or not in order to counter the discomfort of communities whose members are unemployed and are bound to sit and see Foreign Nationals employed in their area, even in unskilled jobs. The CEE is very clear that nobody should be unfairly discriminated against, whether a person is a National or Foreign National, but beneficiaries of affirmative action remain local citizens from the designated groups.

In light of the above observations, in order to reach equity at the Top Management and all other occupational levels, the CEE believes that multi-pronged strategies should either be strengthened or developed at the sectoral and workplace level. Therefore, the CEE is optimistic that the implementation of the EE Amendment Act and its accompanying EE Regulations will contribute positively as policy tools to address and narrow the racial and gender gaps in order to ensure and create workplaces that are inclusive, diversified and free from unfair discrimination.

## 12. REFERENCES

- Department of Employment and Labour. 24th Commission for Employment Equity Report 2023-2024.
- Department of Employment and Labour. 23rd Commission for Employment Equity Report 2022-2023.
- Department of Employment and Labour. 22nd Commission for Employment Equity Report 2021-2022.
- Employment Equity Act, 1998.
- Employment Equity Amendment Act, 2013.
- Employment Equity Regulations, 2014.
- Employment Equity Amendment Act, 2022.
- Statistics South Africa (2024), Labour Force Survey, Quarter 3







## APPENDIX

### Appendix A: WORKFORCE PROFILE, RECRUITMENT, PROMOTION AND SKILLS DEVELOPMENT OF ALL EMPLOYERS FOR 2024

WORKFORCE PROFILE FOR ALL EMPLOYERS	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	6396	2097	4618	28013	4161	1524	2363	7743	1342	297	58554
	10.9%	3.6%	7.9%	48.0%	7.1%	2.6%	4.0%	13.2%	2.3%	0.5%	100.0%
Senior Management	26156	7524	11559	46925	18406	5729	7484	26432	3462	1305	154982
	16.9%	4.9%	7.5%	30.0%	11.9%	3.7%	4.8%	17.1%	2.2%	0.8%	100.0%
Professionally qualified	163450	33537	31798	106648	176456	34289	29215	83884	10813	4665	674755
	24.2%	5.0%	4.7%	16.0%	26.2%	5.1%	4.3%	12.4%	1.6%	0.7%	100.0%
Skilled	645042	106840	46986	141381	653982	109636	48655	139136	20370	7064	1919092
	33.6%	5.6%	2.4%	7.0%	34.1%	5.7%	2.5%	7.3%	1.1%	0.4%	100.0%
Semi-skilled	1160476	144148	26815	43837	926193	157144	28256	58477	39123	7943	2592412
	44.8%	5.6%	1.0%	2.0%	35.7%	6.1%	1.1%	2.3%	1.5%	0.3%	100.0%
Unskilled	589801	73628	5457	7775	487460	69578	2972	3926	29941	10158	1280696
	46.1%	5.7%	0.4%	1.0%	38.1%	5.4%	0.2%	0.3%	2.3%	0.8%	100.0%
TOTAL PERMANENT	2591321	367774	127233	374579	2266658	377900	118945	319598	105051	31432	6680491
	38.8%	5.5%	1.9%	5.6%	33.9%	5.7%	1.8%	4.8%	1.6%	0.5%	100.0%
Temporary employees	344190	40801	4174	10635	525979	50768	5124	12178	15807	9518	1019174
	33.8%	4.0%	0.4%	1.0%	51.6%	5.0%	0.5%	1.2%	1.6%	0.9%	100.0%
GRAND TOTAL	2935511	408575	131407	385214	2792637	428668	124069	331776	120858	40950	7699665



WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	100	79	138	479	68	48	79	127	9	3	1130
	8.8%	7.0%	12.2%	42.0%	6.0%	4.2%	7.0%	11.2%	0.8%	0.3%	100.0%
Senior Management	270	147	190	746	163	116	146	392	19	9	2198
	12.3%	6.7%	8.6%	34.0%	7.4%	5.3%	6.6%	17.8%	0.9%	0.4%	100.0%
Professionally qualified	1502	463	468	1835	1572	427	415	1484	57	30	8253
	18.2%	5.6%	5.7%	22.0%	19.0%	5.2%	5.0%	18.0%	0.7%	0.4%	100.0%
Skilled	5456	1354	754	3152	5820	1635	687	2788	98	44	21788
	25.0%	6.2%	3.5%	14.0%	26.7%	7.5%	3.2%	12.8%	0.4%	0.2%	100.0%
Semi-skilled	9944	1711	489	1026	10124	1690	480	1249	213	27	26953
	36.9%	6.3%	1.8%	4.0%	37.6%	6.3%	1.8%	4.6%	0.8%	0.1%	100.0%
Unskilled	9111	1028	202	324	10604	1123	151	163	175	44	22925
	39.7%	4.5%	0.9%	1.0%	46.3%	4.9%	0.7%	0.7%	0.8%	0.2%	100.0%
TOTAL PERMANENT	26383	4782	2241	7562	28351	5039	1958	6203	571	157	83247
	31.7%	5.7%	2.7%	9.1%	34.1%	6.1%	2.4%	7.5%	0.7%	0.2%	100.0%
Temporary employees	5173	424	86	94	8290	614	101	96	20	13	14911
	34.7%	2.8%	0.6%	0.6%	55.6%	4.1%	0.7%	0.6%	0.1%	0.1%	100.0%
GRAND TOTAL	31556	5206	2327	7656	36641	5653	2059	6299	591	170	98158

RECRUIT- MENT FOR ALL EM- PLOYEES BY POPULATION GROUP AND GENDER	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	597	114	272	1161	447	104	158	354	141	26	3374
	17.7%	3.4%	8.1%	34.0%	13.2%	3.1%	4.7%	10.5%	4.2%	0.8%	100.0%
Senior Management	3099	820	1056	4295	2349	587	757	2149	441	147	15700
	19.7%	5.2%	6.7%	27.0%	15.0%	3.7%	4.8%	13.7%	2.8%	0.9%	100.0%
Professionally qualified	20257	3903	3988	12545	19037	3470	3544	8594	1496	605	77439
	26.2%	5.0%	5.1%	16.0%	24.6%	4.5%	4.6%	11.1%	1.9%	0.8%	100.0%
Skilled	91461	14455	6898	21620	74310	13244	5970	17330	2819	1301	249408
	36.7%	5.8%	2.8%	9.0%	29.8%	5.3%	2.4%	6.9%	1.1%	0.5%	100.0%
Semi-skilled	250996	35038	7033	12621	198257	42132	6425	12188	4216	1722	570628
	44.0%	6.1%	1.2%	2.0%	34.7%	7.4%	1.1%	2.1%	0.7%	0.3%	100.0%
Unskilled	177801	28941	1947	5426	130840	26431	1063	1634	5249	2211	381543
	46.6%	7.6%	0.5%	1.0%	34.3%	6.9%	0.3%	0.4%	1.4%	0.6%	100.0%
TOTAL PERMANENT	544211	83271	21194	57668	425240	85968	17917	42249	14362	6012	1298092
	41.9%	6.4%	1.6%	4.4%	32.8%	6.6%	1.4%	3.3%	1.1%	0.5%	100.0%
Temporary employees	355622	44124	3753	8150	512275	55157	4224	9191	15622	8709	1016827
	35.0%	4.3%	0.4%	0.8%	50.4%	5.4%	0.4%	0.9%	1.5%	0.9%	100.0%
GRAND TOTAL	899833	127395	24947	65818	937515	141125	22141	51440	29984	14721	2314919



PROMOTION FOR ALL EM- PLOYEES BY POPULATION GROUP AND GENDER	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	283	96	165	699	206	95	125	369	35	23	2096
	13.5%	4.6%	7.9%	33.0%	9.8%	4.5%	6.0%	17.6%	1.7%	1.1%	100.0%
Senior Management	2153	629	727	2450	1656	508	609	1671	181	94	10678
	20.2%	5.9%	6.8%	23.0%	15.5%	4.8%	5.7%	15.6%	1.7%	0.9%	100.0%
Professionally qualified	10222	2381	1919	4983	9890	2633	1781	3990	542	242	38583
	26.5%	6.2%	5.0%	13.0%	25.6%	6.8%	4.6%	10.3%	1.4%	0.6%	100.0%
Skilled	29987	6091	2408	4719	27698	7120	2388	4902	685	306	86304
	34.7%	7.1%	2.8%	5.0%	32.1%	8.2%	2.8%	5.7%	0.8%	0.4%	100.0%
Semi-skilled	32424	5461	703	1279	26866	4666	609	1084	728	188	74008
	43.8%	7.4%	0.9%	2.0%	36.3%	6.3%	0.8%	1.5%	1.0%	0.3%	100.0%
Unskilled	5965	1035	36	131	5025	945	23	97	220	82	13559
	44.0%	7.6%	0.3%	1.0%	37.1%	7.0%	0.2%	0.7%	1.6%	0.6%	100.0%
TOTAL PERMANENT	81034	15693	5958	14261	71341	15967	5535	12113	2391	935	225228
	36.0%	7.0%	2.6%	6.3%	31.7%	7.1%	2.5%	5.4%	1.1%	0.4%	100.0%
Temporary employees	2399	318	34	114	2124	274	51	171	174	46	5705
	42.1%	5.6%	0.6%	2.0%	37.2%	4.8%	0.9%	3.0%	3.0%	0.8%	100.0%
GRAND TOTAL	83433	16011	5992	14375	73465	16241	5586	12284	2565	981	230933

TERMINA- TIONS FOR ALL EM- PLOYEES BY POPULATION GROUP AND GENDER	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	907	208	313	2143	448	124	206	599	207	45	5200
	17.4%	4.0%	6.0%	41.0%	8.6%	2.4%	4.0%	11.5%	4.0%	0.9%	100.0%
Senior Management	3478	996	1412	6368	2338	737	908	3063	541	175	20016
	17.4%	5.0%	7.1%	32.0%	11.7%	3.7%	4.5%	15.3%	2.7%	0.9%	100.0%
Professionally qualified	22815	4845	4640	17180	20947	4185	3903	11912	1937	809	93173
	24.5%	5.2%	5.0%	18.0%	22.5%	4.5%	4.2%	12.8%	2.1%	0.9%	100.0%
Skilled	100260	17768	8175	28075	71615	15293	6723	21694	4283	1682	275568
	36.4%	6.4%	3.0%	10.0%	26.0%	5.5%	2.4%	7.9%	1.6%	0.6%	100.0%
Semi-skilled	259636	36932	7828	12525	198071	43004	7349	13635	8895	3707	591582
	43.9%	6.2%	1.3%	2.0%	33.5%	7.3%	1.2%	2.3%	1.5%	0.6%	100.0%
Unskilled	168210	25861	1630	2894	117888	23859	947	1361	6508	3255	352413
	47.7%	7.3%	0.5%	1.0%	33.5%	6.8%	0.3%	0.4%	1.8%	0.9%	100.0%
TOTAL PERMANENT	555306	86610	23998	69185	411307	87202	20036	52264	22371	9673	1337952
	41.5%	6.5%	1.8%	5.2%	30.7%	6.5%	1.5%	3.9%	1.7%	0.7%	100.0%
Temporary employees	322366	42035	3673	8156	496097	53119	4922	9748	15685	10639	966440
	33.4%	4.3%	0.4%	0.8%	51.3%	5.5%	0.5%	1.0%	1.6%	1.1%	100.0%
GRAND TOTAL	877672	128645	27671	77341	907404	140321	24958	62012	38056	20312	2304392



SKILLS DEVELOPMENT FOR ALL EMPLOYEES BY POPULATION GROUP AND GENDER	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top Management	31376	2921	701	725539	736580	12729	506	3816	1514168
	2.1%	0.2%	0.0%	47.9%	48.6%	0.8%	0.0%	0.3%	100.0%
Senior Management	350340	4862	3815	11401	110374	4862	12648	7408	505710
	69.3%	1.0%	0.8%	2.3%	21.8%	1.0%	2.5%	1.5%	100.0%
Professionally qualified	255886	25312	90696	106311	892056	146551	170209	186543	1873564
	13.7%	1.4%	4.8%	5.7%	47.6%	7.8%	9.1%	10.0%	100.0%
Skilled	762356	35203	15544	36403	1117990	66770	126363	39705	2200334
	34.6%	1.6%	0.7%	1.7%	50.8%	3.0%	5.7%	1.8%	100.0%
Semi-skilled	367330	40722	6771	11983	465151	60989	7102	12326	972374
	37.8%	4.2%	0.7%	1.2%	47.8%	6.3%	0.7%	1.3%	100.0%
Unskilled	176375	24747	2780	2494	132749	16676	961	1042	357824
	49.3%	6.9%	0.8%	0.7%	37.1%	4.7%	0.3%	0.3%	100.0%
TOTAL PERMANENT	1943663	133767	120307	894131	3454900	308577	317789	250840	7423974
	26.2%	1.8%	1.6%	12.0%	46.5%	4.2%	4.3%	3.4%	100.0%
Temporary employees	61062	7919	1264	2110	72100	10029	1410	1716	157610
	38.7%	5.0%	0.8%	1.3%	45.7%	6.4%	0.9%	1.1%	100.0%
GRAND TOTAL	2004725	141686	121571	896241	3527000	318606	319199	252556	7581584

## Appendix B: WORKFORCE PROFILE OF ALL EMPLOYERS BY PROVINCE FOR 2024

### EASTERN CAPE

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	291	117	71	1351	213	103	37	295	41	5	2524
	11.5%	4.6%	2.8%	54.0%	8.4%	4.1%	1.5%	11.7%	1.6%	0.2%	100.0%
Senior Management	1016	341	124	1968	709	188	55	884	90	25	5400
	18.8%	6.3%	2.3%	36.0%	13.1%	3.5%	1.0%	16.4%	1.7%	0.5%	100.0%
Professionally qualified	10582	1733	398	3577	15149	1973	330	3032	393	151	37318
	28.4%	4.6%	1.1%	10.0%	40.6%	5.3%	0.9%	8.1%	1.1%	0.4%	100.0%
Skilled	28618	6034	399	6017	49808	6139	357	5851	524	111	103858
	27.6%	5.8%	0.4%	6.0%	48.0%	5.9%	0.3%	5.6%	0.5%	0.1%	100.0%
Semi-skilled	42005	8990	190	2207	37661	6114	186	2746	880	124	101103
	41.5%	8.9%	0.2%	2.0%	37.3%	6.0%	0.2%	2.7%	0.9%	0.1%	100.0%
Unskilled	31030	5512	50	416	26473	3787	18	175	1009	210	68680
	45.2%	8.0%	0.1%	1.0%	38.5%	5.5%	0.0%	0.3%	1.5%	0.3%	100.0%
TOTAL PERMANENT	113542	22727	1232	15536	130013	18304	983	12983	2937	626	318883
	35.6%	7.1%	0.4%	4.9%	40.8%	5.7%	0.3%	4.1%	0.9%	0.2%	100.0%
Temporary employees	17867	2752	38	521	18918	2826	43	493	3129	515	47102
	37.9%	5.8%	0.1%	1.1%	40.2%	6.0%	0.1%	1.0%	6.6%	1.1%	100.0%
GRAND TOTAL	131409	25479	1270	16057	148931	21130	1026	13476	6066	1141	365985

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	1	3	1	28	6	1	0	7	0	0	47
	2.1%	6.4%	2.1%	60.0%	12.8%	2.1%	0.0%	14.9%	0.0%	0.0%	100.0%
Senior Management	8	5	4	43	11	3	1	19	1	0	95
	8.4%	5.3%	4.2%	45.0%	11.6%	3.2%	1.1%	20.0%	1.1%	0.0%	100.0%
Professionally qualified	81	29	2	46	47	13	1	43	5	2	269
	30.1%	10.8%	0.7%	17.0%	17.5%	4.8%	0.4%	16.0%	1.9%	0.7%	100.0%
Skilled	159	65	7	95	168	31	5	56	0	0	586
	27.1%	11.1%	1.2%	16.0%	28.7%	5.3%	0.9%	9.6%	0.0%	0.0%	100.0%
Semi-skilled	308	116	1	42	241	70	2	41	1	0	822
	37.5%	14.1%	0.1%	5.0%	29.3%	8.5%	0.2%	5.0%	0.1%	0.0%	100.0%
Unskilled	307	70	2	8	356	66	2	7	0	1	819
	37.5%	8.5%	0.2%	1.0%	43.5%	8.1%	0.2%	0.9%	0.0%	0.1%	100.0%
TOTAL PERMANENT	864	288	17	262	829	184	11	173	7	3	2638
	32.8%	10.9%	0.6%	9.9%	31.4%	7.0%	0.4%	6.6%	0.3%	0.1%	100.0%
Temporary employees	299	30	4	10	358	36	4	19	9	5	774
	38.6%	3.9%	0.5%	1.3%	46.3%	4.7%	0.5%	2.5%	1.2%	0.6%	100.0%
GRAND TOTAL	1163	318	21	272	1187	220	15	192	16	8	3412

## FREE STATE

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	245	25	22	739	108	18	7	188	4	2	1358
	18.0%	1.8%	1.6%	54.0%	8.0%	1.3%	0.5%	13.8%	0.3%	0.1%	100.0%
Senior Management	684	66	32	944	367	31	16	521	10	5	2676
	25.6%	2.5%	1.2%	35.0%	13.7%	1.2%	0.6%	19.5%	0.4%	0.2%	100.0%
Professionally qualified	3618	268	49	2173	3034	211	39	1801	112	21	11326
	31.9%	2.4%	0.4%	19.0%	26.8%	1.9%	0.3%	15.9%	1.0%	0.2%	100.0%
Skilled	14384	793	88	3808	16568	799	79	4782	346	86	41733
	34.5%	1.9%	0.2%	9.0%	39.7%	1.9%	0.2%	11.5%	0.8%	0.2%	100.0%
Semi-skilled	24786	1259	68	1628	12117	854	40	2116	1366	74	44308
	55.9%	2.8%	0.2%	4.0%	27.3%	1.9%	0.1%	4.8%	3.1%	0.2%	100.0%
Unskilled	24627	1132	15	546	16846	653	19	307	598	116	44859
	54.9%	2.5%	0.0%	1.0%	37.6%	1.5%	0.0%	0.7%	1.3%	0.3%	100.0%
TOTAL PERMANENT	68344	3543	274	9838	49040	2566	200	9715	2436	304	146260
	46.7%	2.4%	0.2%	6.7%	33.5%	1.8%	0.1%	6.6%	1.7%	0.2%	100.0%
Temporary employees	6092	447	23	259	4620	275	8	351	40	116	12231
	49.8%	3.7%	0.2%	2.1%	37.8%	2.2%	0.1%	2.9%	0.3%	0.9%	100.0%
GRAND TOTAL	74436	3990	297	10097	53660	2841	208	10066	2476	420	158491

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	2	0	0	15	0	2	0	2	0	0	21
	9.5%	0.0%	0.0%	71.0%	0.0%	9.5%	0.0%	9.5%	0.0%	0.0%	100.0%
Senior Management	12	2	0	27	6	0	1	15	1	0	64
	18.8%	3.1%	0.0%	42.0%	9.4%	0.0%	1.6%	23.4%	1.6%	0.0%	100.0%
Professionally qualified	22	0	1	28	5	2	2	21	1	1	83
	26.5%	0.0%	1.2%	34.0%	6.0%	2.4%	2.4%	25.3%	1.2%	1.2%	100.0%
Skilled	70	6	1	55	38	4	0	54	1	1	230
	30.4%	2.6%	0.4%	24.0%	16.5%	1.7%	0.0%	23.5%	0.4%	0.4%	100.0%
Semi-skilled	183	14	1	48	129	14	0	30	6	1	426
	43.0%	3.3%	0.2%	11.0%	30.3%	3.3%	0.0%	7.0%	1.4%	0.2%	100.0%
Unskilled	171	1	0	14	165	4	1	4	8	1	369
	46.3%	0.3%	0.0%	4.0%	44.7%	1.1%	0.3%	1.1%	2.2%	0.3%	100.0%
TOTAL PERMANENT	460	23	3	187	343	26	4	126	17	4	1193
	38.6%	1.9%	0.3%	15.7%	28.8%	2.2%	0.3%	10.6%	1.4%	0.3%	100.0%
Temporary employees	10	2	0	3	7	1	0	0	0	0	23
	43.5%	8.7%	0.0%	13.0%	30.4%	4.3%	0.0%	0.0%	0.0%	0.0%	100.0%
GRAND TOTAL	470	25	3	190	350	27	4	126	17	4	1216

## GAUTENG

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	3605	631	2185	13461	2636	519	1237	3909	897	211	29291
	12.3%	2.2%	7.5%	46.0%	9.0%	1.8%	4.2%	13.3%	3.1%	0.7%	100.0%
Senior Management	15983	2990	6718	26567	12207	2377	4556	15542	2455	962	90357
	17.7%	3.3%	7.4%	29.0%	13.5%	2.6%	5.0%	17.2%	2.7%	1.1%	100.0%
Professionally qualified	91408	14509	19040	66329	90553	13747	17093	50655	6783	3164	373281
	24.5%	3.9%	5.1%	18.0%	24.3%	3.7%	4.6%	13.6%	1.8%	0.8%	100.0%
Skilled	378373	43363	24015	88141	323312	42037	24667	80364	11144	4181	1019597
	37.1%	4.3%	2.4%	9.0%	31.7%	4.1%	2.4%	7.9%	1.1%	0.4%	100.0%
Semi-skilled	656584	41985	10980	25132	446650	43511	11734	31481	18920	4124	1291101
	50.9%	3.3%	0.9%	2.0%	34.6%	3.4%	0.9%	2.4%	1.5%	0.3%	100.0%
Unskilled	253764	13891	1830	3784	191193	11880	762	1779	10627	3242	492752
	51.5%	2.8%	0.4%	1.0%	38.8%	2.4%	0.2%	0.4%	2.2%	0.7%	100.0%
TOTAL PERMANENT	1399717	117369	64768	223414	1066551	114071	60049	183730	50826	15884	3296379
	42.5%	3.6%	2.0%	6.8%	32.4%	3.5%	1.8%	5.6%	1.5%	0.5%	100.0%
Temporary employees	202025	15143	2398	5813	334192	21944	2853	7074	3315	1564	596321
	33.9%	2.5%	0.4%	1.0%	56.0%	3.7%	0.5%	1.2%	0.6%	0.3%	100.0%
GRAND TOTAL	1601742	132512	67166	229227	1400743	136015	62902	190804	54141	17448	3892700

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	57	16	58	192	41	11	46	50	5	3	479
	11.9%	3.3%	12.1%	40.0%	8.6%	2.3%	9.6%	10.4%	1.0%	0.6%	100.0%
Senior Management	133	47	98	384	102	46	91	202	10	5	1118
	11.9%	4.2%	8.8%	34.0%	9.1%	4.1%	8.1%	18.1%	0.9%	0.4%	100.0%
Professionally qualified	995	195	308	1231	1233	212	275	995	35	24	5503
	18.1%	3.5%	5.6%	22.0%	22.4%	3.9%	5.0%	18.1%	0.6%	0.4%	100.0%
Skilled	3821	594	447	2233	4460	957	454	1997	69	33	15065
	25.4%	3.9%	3.0%	15.0%	29.6%	6.4%	3.0%	13.3%	0.5%	0.2%	100.0%
Semi-skilled	6062	602	229	592	6516	716	264	825	122	15	15943
	38.0%	3.8%	1.4%	4.0%	40.9%	4.5%	1.7%	5.2%	0.8%	0.1%	100.0%
Unskilled	4992	256	112	138	6539	261	65	55	75	10	12503
	39.9%	2.0%	0.9%	1.0%	52.3%	2.1%	0.5%	0.4%	0.6%	0.1%	100.0%
TOTAL PERMANENT	16060	1710	1252	4770	18891	2203	1195	4124	316	90	50611
	31.7%	3.4%	2.5%	9.4%	37.3%	4.4%	2.4%	8.1%	0.6%	0.2%	100.0%
Temporary employees	3812	231	62	55	6806	359	74	44	1	3	11447
	33.3%	2.0%	0.5%	0.5%	59.5%	3.1%	0.6%	0.4%	0.0%	0.0%	100.0%
GRAND TOTAL	19872	1941	1314	4825	25697	2562	1269	4168	317	93	62058



## KWAZULU NATAL

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	824	122	1756	3226	426	79	811	797	125	16	8182
	10.1%	1.5%	21.5%	39.0%	5.2%	1.0%	9.9%	9.7%	1.5%	0.2%	100.0%
Senior Management	2977	451	3476	3834	1884	321	2056	2111	218	58	17386
	17.1%	2.6%	20.0%	22.0%	10.8%	1.8%	11.8%	12.1%	1.3%	0.3%	100.0%
Professionally qualified	21638	1356	8605	5969	26828	1470	8409	4848	619	189	79931
	27.1%	1.7%	10.8%	7.0%	33.6%	1.8%	10.5%	6.1%	0.8%	0.2%	100.0%
Skilled	82696	4221	18275	7114	106164	4425	18517	7641	1382	387	250822
	33.0%	1.7%	7.3%	3.0%	42.3%	1.8%	7.4%	3.0%	0.6%	0.2%	100.0%
Semi-skilled	151825	5233	13079	2455	151504	6907	12861	3116	1725	541	349246
	43.5%	1.5%	3.7%	1.0%	43.4%	2.0%	3.7%	0.9%	0.5%	0.2%	100.0%
Unskilled	95508	2551	3028	546	82471	1770	1638	323	2008	547	190390
	50.2%	1.3%	1.6%	0.0%	43.3%	0.9%	0.9%	0.2%	1.1%	0.3%	100.0%
TOTAL PERMANENT	355468	13934	48219	23144	369277	14972	44292	18836	6077	1738	895957
	39.7%	1.6%	5.4%	2.6%	41.2%	1.7%	4.9%	2.1%	0.7%	0.2%	100.0%
Temporary employees	34135	1509	1259	696	62757	1307	1636	599	1473	156	105527
	32.3%	1.4%	1.2%	0.7%	59.5%	1.2%	1.6%	0.6%	1.4%	0.1%	100.0%
GRAND TOTAL	389603	15443	49478	23840	432034	16279	45928	19435	7550	1894	1001484

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	13	4	60	58	9	2	22	17	2	0	187
	7.0%	2.1%	32.1%	31.0%	4.8%	1.1%	11.8%	9.1%	1.1%	0.0%	100.0%
Senior Management	37	4	67	70	20	5	37	35	1	2	278
	13.3%	1.4%	24.1%	25.0%	7.2%	1.8%	13.3%	12.6%	0.4%	0.7%	100.0%
Professionally qualified	128	9	114	71	114	10	89	46	2	1	584
	21.9%	1.5%	19.5%	12.0%	19.5%	1.7%	15.2%	7.9%	0.3%	0.2%	100.0%
Skilled	418	42	252	125	366	45	159	91	3	3	1504
	27.8%	2.8%	16.8%	8.0%	24.3%	3.0%	10.6%	6.1%	0.2%	0.2%	100.0%
Semi-skilled	1206	65	219	41	1158	60	167	48	3	2	2969
	40.6%	2.2%	7.4%	1.0%	39.0%	2.0%	5.6%	1.6%	0.1%	0.1%	100.0%
Unskilled	1210	75	64	15	1119	63	47	9	7	1	2610
	46.4%	2.9%	2.5%	1.0%	42.9%	2.4%	1.8%	0.3%	0.3%	0.0%	100.0%
TOTAL PERMANENT	3012	199	776	380	2786	185	521	246	18	9	8132
	37.0%	2.4%	9.5%	4.7%	34.3%	2.3%	6.4%	3.0%	0.2%	0.1%	100.0%
Temporary employees	290	5	10	4	373	14	8	4	1	0	709
	40.9%	0.7%	1.4%	0.6%	52.6%	2.0%	1.1%	0.6%	0.1%	0.0%	100.0%
GRAND TOTAL	3302	204	786	384	3159	199	529	250	19	9	8841

## LIMPOPO

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	245	8	83	637	140	5	16	207	9	2	1352
	18.1%	0.6%	6.1%	47.0%	10.4%	0.4%	1.2%	15.3%	0.7%	0.1%	100.0%
Senior Management	1020	6	55	748	668	8	32	383	57	16	2993
	34.1%	0.2%	1.8%	25.0%	22.3%	0.3%	1.1%	12.8%	1.9%	0.5%	100.0%
Professionally qualified	10969	62	81	1299	13471	48	66	1006	279	100	27381
	40.1%	0.2%	0.3%	5.0%	49.2%	0.2%	0.2%	3.7%	1.0%	0.4%	100.0%
Skilled	28963	133	99	1712	45222	124	66	1795	652	117	78883
	36.7%	0.2%	0.1%	2.0%	57.3%	0.2%	0.1%	2.3%	0.8%	0.1%	100.0%
Semi-skilled	30902	114	51	567	24825	121	32	624	1488	159	58883
	52.5%	0.2%	0.1%	1.0%	42.2%	0.2%	0.1%	1.1%	2.5%	0.3%	100.0%
Unskilled	18754	97	33	145	16921	147	6	60	3452	1563	41178
	45.5%	0.2%	0.1%	0.0%	41.1%	0.4%	0.0%	0.1%	8.4%	3.8%	100.0%
TOTAL PERMANENT	90853	420	402	5108	101247	453	218	4075	5937	1957	210670
	43.1%	0.2%	0.2%	2.4%	48.1%	0.2%	0.1%	1.9%	2.8%	0.9%	100.0%
Temporary employees	14080	73	8	79	27397	28	0	45	2396	1406	45512
	30.9%	0.2%	0.0%	0.2%	60.2%	0.1%	0.0%	0.1%	5.3%	3.1%	100.0%
GRAND TOTAL	104933	493	410	5187	128644	481	218	4120	8333	3363	256182

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	10	34	2	1	0	13	0	0	67
	9.0%	1.5%	14.9%	51.0%	3.0%	1.5%	0.0%	19.4%	0.0%	0.0%	100.0%
Senior Management	19	0	3	32	5	1	0	11	4	0	75
	25.3%	0.0%	4.0%	43.0%	6.7%	1.3%	0.0%	14.7%	5.3%	0.0%	100.0%
Professionally qualified	75	0	4	33	46	0	1	31	0	1	191
	39.3%	0.0%	2.1%	17.0%	24.1%	0.0%	0.5%	16.2%	0.0%	0.5%	100.0%
Skilled	206	0	3	26	153	2	1	19	6	0	416
	49.5%	0.0%	0.7%	6.0%	36.8%	0.5%	0.2%	4.6%	1.4%	0.0%	100.0%
Semi-skilled	252	1	1	12	217	1	0	11	16	0	511
	49.3%	0.2%	0.2%	2.0%	42.5%	0.2%	0.0%	2.2%	3.1%	0.0%	100.0%
Unskilled	268	0	0	5	190	0	0	0	18	15	496
	54.0%	0.0%	0.0%	1.0%	38.3%	0.0%	0.0%	0.0%	3.6%	3.0%	100.0%
TOTAL PERMANENT	826	2	21	142	613	5	2	85	44	16	1756
	47.0%	0.1%	1.2%	8.1%	34.9%	0.3%	0.1%	4.8%	2.5%	0.9%	100.0%
Temporary employees	30	1	0	1	38	0	0	0	2	0	72
	41.7%	1.4%	0.0%	1.4%	52.8%	0.0%	0.0%	0.0%	2.8%	0.0%	100.0%
GRAND TOTAL	856	3	21	143	651	5	2	85	46	16	1828

## MPUMALANGA

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	419	21	67	1063	233	19	14	274	35	5	2150
	19.5%	1.0%	3.1%	49.0%	10.8%	0.9%	0.7%	12.7%	1.6%	0.2%	100.0%
Senior Management	1523	45	104	1757	752	28	48	682	91	17	5047
	30.2%	0.9%	2.1%	35.0%	14.9%	0.6%	1.0%	13.5%	1.8%	0.3%	100.0%
Professionally qualified	7471	195	215	3450	9402	189	173	2062	294	57	23508
	31.8%	0.8%	0.9%	15.0%	40.0%	0.8%	0.7%	8.8%	1.3%	0.2%	100.0%
Skilled	41682	590	289	6297	41948	441	290	5372	1088	111	98108
	42.5%	0.6%	0.3%	6.0%	42.8%	0.4%	0.3%	5.5%	1.1%	0.1%	100.0%
Semi-skilled	62751	659	94	1901	33671	536	96	1965	1914	231	103818
	60.4%	0.6%	0.1%	2.0%	32.4%	0.5%	0.1%	1.9%	1.8%	0.2%	100.0%
Unskilled	42468	486	35	432	32921	327	16	185	3097	1045	81012
	52.4%	0.6%	0.0%	1.0%	40.6%	0.4%	0.0%	0.2%	3.8%	1.3%	100.0%
TOTAL PERMANENT	156314	1996	804	14900	118927	1540	637	10540	6519	1466	313643
	49.8%	0.6%	0.3%	4.8%	37.9%	0.5%	0.2%	3.4%	2.1%	0.5%	100.0%
Temporary employees	15635	183	45	624	19153	62	19	264	598	446	37029
	42.2%	0.5%	0.1%	1.7%	51.7%	0.2%	0.1%	0.7%	1.6%	1.2%	100.0%
GRAND TOTAL	171949	2179	849	15524	138080	1602	656	10804	7117	1912	350672

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	10	0	3	26	6	0	0	5	0	0	50
	20.0%	0.0%	6.0%	52.0%	12.0%	0.0%	0.0%	10.0%	0.0%	0.0%	100.0%
Senior Management	24	1	0	38	9	0	1	19	0	1	93
	25.8%	1.1%	0.0%	41.0%	9.7%	0.0%	1.1%	20.4%	0.0%	1.1%	100.0%
Professionally qualified	81	2	2	72	46	1	2	40	1	0	247
	32.8%	0.8%	0.8%	29.0%	18.6%	0.4%	0.8%	16.2%	0.4%	0.0%	100.0%
Skilled	279	5	1	89	146	5	1	73	6	0	605
	46.1%	0.8%	0.2%	15.0%	24.1%	0.8%	0.2%	12.1%	1.0%	0.0%	100.0%
Semi-skilled	553	11	3	43	327	20	2	39	10	4	1012
	54.6%	1.1%	0.3%	4.0%	32.3%	2.0%	0.2%	3.9%	1.0%	0.4%	100.0%
Unskilled	601	27	3	15	560	21	3	3	23	3	1259
	47.7%	2.1%	0.2%	1.0%	44.5%	1.7%	0.2%	0.2%	1.8%	0.2%	100.0%
TOTAL PERMANENT	1548	46	12	283	1094	47	9	179	40	8	3266
	47.4%	1.4%	0.4%	8.7%	33.5%	1.4%	0.3%	5.5%	1.2%	0.2%	100.0%
Temporary employees	181	3	0	4	188	2	1	3	3	0	385
	47.0%	0.8%	0.0%	1.0%	48.8%	0.5%	0.3%	0.8%	0.8%	0.0%	100.0%
GRAND TOTAL	1729	49	12	287	1282	49	10	182	43	8	3651

## NORTHERN CAPE

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	90	73	6	290	48	46	2	59	8	0	622
	14.5%	11.7%	1.0%	47.0%	7.7%	7.4%	0.3%	9.5%	1.3%	0.0%	100.0%
Senior Management	257	153	13	383	123	75	5	171	17	2	1199
	21.4%	12.8%	1.1%	32.0%	10.3%	6.3%	0.4%	14.3%	1.4%	0.2%	100.0%
Professionally qualified	1494	1004	59	855	1520	1249	43	709	93	27	7053
	21.2%	14.2%	0.8%	12.0%	21.6%	17.7%	0.6%	10.1%	1.3%	0.4%	100.0%
Skilled	5481	3220	32	1508	5480	4490	36	1615	251	94	22207
	24.7%	14.5%	0.1%	7.0%	24.7%	20.2%	0.2%	7.3%	1.1%	0.4%	100.0%
Semi-skilled	10343	4076	16	403	5462	3423	17	455	122	14	24331
	42.5%	16.8%	0.1%	2.0%	22.4%	14.1%	0.1%	1.9%	0.5%	0.1%	100.0%
Unskilled	5790	2736	3	98	2679	1604	2	49	89	33	13083
	44.3%	20.9%	0.0%	1.0%	20.5%	12.3%	0.0%	0.4%	0.7%	0.3%	100.0%
TOTAL PERMANENT	23455	11262	129	3537	15312	10887	105	3058	580	170	68495
	34.2%	16.4%	0.2%	5.2%	22.4%	15.9%	0.2%	4.5%	0.8%	0.2%	100.0%
Temporary employees	8725	1582	3	86	9301	2095	2	56	256	246	22352
	39.0%	7.1%	0.0%	0.4%	41.6%	9.4%	0.0%	0.3%	1.1%	1.1%	100.0%
GRAND TOTAL	32180	12844	132	3623	24613	12982	107	3114	836	416	90847

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	8	0	1	0	1	0	0	14
	21.4%	7.1%	0.0%	57.0%	0.0%	7.1%	0.0%	7.1%	0.0%	0.0%	100.0%
Senior Management	2	1	0	7	1	0	0	0	0	0	11
	18.2%	9.1%	0.0%	64.0%	9.1%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Professionally qualified	12	6	3	8	4	9	1	6	0	0	49
	24.5%	12.2%	6.1%	16.0%	8.2%	18.4%	2.0%	12.2%	0.0%	0.0%	100.0%
Skilled	53	31	1	30	28	13	0	12	0	0	168
	31.5%	18.5%	0.6%	18.0%	16.7%	7.7%	0.0%	7.1%	0.0%	0.0%	100.0%
Semi-skilled	76	41	1	10	18	18	1	9	0	0	174
	43.7%	23.6%	0.6%	6.0%	10.3%	10.3%	0.6%	5.2%	0.0%	0.0%	100.0%
Unskilled	98	28	0	5	68	16	1	3	0	0	219
	44.7%	12.8%	0.0%	2.0%	31.1%	7.3%	0.5%	1.4%	0.0%	0.0%	100.0%
TOTAL PERMANENT	244	108	5	68	119	57	3	31	0	0	635
	38.4%	17.0%	0.8%	10.7%	18.7%	9.0%	0.5%	4.9%	0.0%	0.0%	100.0%
Temporary employees	9	11	0	0	5	4	0	0	0	0	29
	31.0%	37.9%	0.0%	0.0%	17.2%	13.8%	0.0%	0.0%	0.0%	0.0%	100.0%
GRAND TOTAL	253	119	5	68	124	61	3	31	0	0	664

## NORTH WEST

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	266	17	43	542	110	11	15	151	8	1	1164
	22.9%	1.5%	3.7%	47.0%	9.5%	0.9%	1.3%	13.0%	0.7%	0.1%	100.0%
Senior Management	750	35	33	867	364	34	12	407	50	7	2559
	29.3%	1.4%	1.3%	34.0%	14.2%	1.3%	0.5%	15.9%	2.0%	0.3%	100.0%
Professionally qualified	4152	154	142	2199	4583	199	143	1598	307	79	13556
	30.6%	1.1%	1.0%	16.0%	33.8%	1.5%	1.1%	11.8%	2.3%	0.6%	100.0%
Skilled	16259	471	102	4411	11036	382	80	2886	1199	57	36883
	44.1%	1.3%	0.3%	12.0%	29.9%	1.0%	0.2%	7.8%	3.3%	0.2%	100.0%
Semi-skilled	41335	553	30	1494	18341	615	28	1787	7017	116	71316
	58.0%	0.8%	0.0%	2.0%	25.7%	0.9%	0.0%	2.5%	9.8%	0.2%	100.0%
Unskilled	27454	357	8	343	15506	232	8	141	2874	541	47464
	57.8%	0.8%	0.0%	1.0%	32.7%	0.5%	0.0%	0.3%	6.1%	1.1%	100.0%
TOTAL PERMANENT	90216	1587	358	9856	49940	1473	286	6970	11455	801	172942
	52.2%	0.9%	0.2%	5.7%	28.9%	0.9%	0.2%	4.0%	6.6%	0.5%	100.0%
Temporary employees	9643	153	29	389	15387	110	16	432	157	1088	27404
	35.2%	0.6%	0.1%	1.4%	56.1%	0.4%	0.1%	1.6%	0.6%	4.0%	100.0%
GRAND TOTAL	99859	1740	387	10245	65327	1583	302	7402	11612	1889	200346

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	16	0	0	1	4	0	0	23
	8.7%	0.0%	0.0%	70.0%	0.0%	0.0%	4.3%	17.4%	0.0%	0.0%	100.0%
Senior Management	18	1	1	18	1	0	0	13	0	0	52
	34.6%	1.9%	1.9%	35.0%	1.9%	0.0%	0.0%	25.0%	0.0%	0.0%	100.0%
Professionally qualified	27	3	1	48	17	1	1	30	1	0	129
	20.9%	2.3%	0.8%	37.0%	13.2%	0.8%	0.8%	23.3%	0.8%	0.0%	100.0%
Skilled	126	4	2	86	69	4	2	57	1	0	351
	35.9%	1.1%	0.6%	25.0%	19.7%	1.1%	0.6%	16.2%	0.3%	0.0%	100.0%
Semi-skilled	308	6	0	42	126	1	0	30	36	0	549
	56.1%	1.1%	0.0%	8.0%	23.0%	0.2%	0.0%	5.5%	6.6%	0.0%	100.0%
Unskilled	298	1	0	9	177	2	3	3	35	3	531
	56.1%	0.2%	0.0%	2.0%	33.3%	0.4%	0.6%	0.6%	6.6%	0.6%	100.0%
TOTAL PERMANENT	779	15	4	219	390	8	7	137	73	3	1635
	47.6%	0.9%	0.2%	13.4%	23.9%	0.5%	0.4%	8.4%	4.5%	0.2%	100.0%
Temporary employees	35	0	0	1	28	0	0	3	1	4	72
	48.6%	0.0%	0.0%	1.4%	38.9%	0.0%	0.0%	4.2%	1.4%	5.6%	100.0%
GRAND TOTAL	814	15	4	220	418	8	7	140	74	7	1707

## WESTERN CAPE

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	411	1083	385	6704	247	724	224	1863	215	55	11911
	3.5%	9.1%	3.2%	56.0%	2.1%	6.1%	1.9%	15.6%	1.8%	0.5%	100.0%
Senior Management	1946	3437	1004	9857	1332	2667	704	5731	474	213	27365
	7.1%	12.6%	3.7%	36.0%	4.9%	9.7%	2.6%	20.9%	1.7%	0.8%	100.0%
Professionally qualified	12118	14256	3209	20797	11916	15203	2919	18173	1933	877	101401
	12.0%	14.1%	3.2%	21.0%	11.8%	15.0%	2.9%	17.9%	1.9%	0.9%	100.0%
Skilled	48586	48015	3687	22373	54444	50799	4563	28830	3784	1920	267001
	18.2%	18.0%	1.4%	8.0%	20.4%	19.0%	1.7%	10.8%	1.4%	0.7%	100.0%
Semi-skilled	139945	81279	2307	8050	195962	95063	3262	14187	5691	2560	548306
	25.5%	14.8%	0.4%	1.0%	35.7%	17.3%	0.6%	2.6%	1.0%	0.5%	100.0%
Unskilled	90406	46866	455	1465	102450	49178	503	907	6187	2861	301278
	30.0%	15.6%	0.2%	0.0%	34.0%	16.3%	0.2%	0.3%	2.1%	0.9%	100.0%
TOTAL PERMANENT	293412	194936	11047	69246	366351	213634	12175	69691	18284	8486	1257262
	23.3%	15.5%	0.9%	5.5%	29.1%	17.0%	1.0%	5.5%	1.5%	0.7%	100.0%
Temporary employees	35988	18959	371	2168	34254	22121	547	2864	4443	3981	125696
	28.6%	15.1%	0.3%	1.7%	27.3%	17.6%	0.4%	2.3%	3.5%	3.2%	100.0%
GRAND TOTAL	329400	213895	11418	71414	400605	235755	12722	72555	22727	12467	1382958

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	6	54	6	102	4	30	10	28	2	0	242
	2.5%	22.3%	2.5%	42.0%	1.7%	12.4%	4.1%	11.6%	0.8%	0.0%	100.0%
Senior Management	17	86	17	127	8	61	15	78	2	1	412
	4.1%	20.9%	4.1%	31.0%	1.9%	14.8%	3.6%	18.9%	0.5%	0.2%	100.0%
Professionally qualified	81	219	33	298	60	179	43	272	12	1	1198
	6.8%	18.3%	2.8%	25.0%	5.0%	14.9%	3.6%	22.7%	1.0%	0.1%	100.0%
Skilled	324	607	40	413	392	574	65	429	12	7	2863
	11.3%	21.2%	1.4%	14.0%	13.7%	20.0%	2.3%	15.0%	0.4%	0.2%	100.0%
Semi-skilled	996	855	34	196	1392	790	44	216	19	5	4547
	21.9%	18.8%	0.7%	4.0%	30.6%	17.4%	1.0%	4.8%	0.4%	0.1%	100.0%
Unskilled	1166	570	21	115	1430	690	29	79	9	10	4119
	28.3%	13.8%	0.5%	3.0%	34.7%	16.8%	0.7%	1.9%	0.2%	0.2%	100.0%
TOTAL PERMANENT	2590	2391	151	1251	3286	2324	206	1102	56	24	13381
	19.4%	17.9%	1.1%	9.3%	24.6%	17.4%	1.5%	8.2%	0.4%	0.2%	100.0%
Temporary employees	507	141	10	16	487	198	14	23	3	1	1400
	36.2%	10.1%	0.7%	1.1%	34.8%	14.1%	1.0%	1.6%	0.2%	0.1%	100.0%
GRAND TOTAL	3097	2532	161	1267	3773	2522	220	1125	59	25	14781

## Appendix C: WORKFORCE PROFILE OF ALL EMPLOYERS BY SECTOR FOR 2024

### 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	114	43	78	760	116	54	44	378	36	7	1630
	7.0%	2.6%	4.8%	47.0%	7.1%	3.3%	2.7%	23.2%	2.2%	0.4%	100.0%
Senior Management	772	227	192	1116	804	301	154	983	148	50	4747
	16.3%	4.8%	4.0%	24.0%	16.9%	6.3%	3.2%	20.7%	3.1%	1.1%	100.0%
Professionally qualified	2315	622	339	1438	2654	901	361	1768	260	127	10785
	21.5%	5.8%	3.1%	13.0%	24.6%	8.4%	3.3%	16.4%	2.4%	1.2%	100.0%
Skilled	9729	1404	464	1556	13899	2592	586	2102	1046	602	33980
	28.6%	4.1%	1.4%	5.0%	40.9%	7.6%	1.7%	6.2%	3.1%	1.8%	100.0%
Semi-skilled	33213	2796	391	823	54505	4850	473	1348	1908	1239	101546
	32.7%	2.8%	0.4%	1.0%	53.7%	4.8%	0.5%	1.3%	1.9%	1.2%	100.0%
Unskilled	16046	1679	80	206	28493	4140	71	202	885	567	52369
	30.6%	3.2%	0.2%	0.0%	54.4%	7.9%	0.1%	0.4%	1.7%	1.1%	100.0%
TOTAL PERMANENT	62189	6771	1544	5899	100471	12838	1689	6781	4283	2592	205057
	30.3%	3.3%	0.8%	2.9%	49.0%	6.3%	0.8%	3.3%	2.1%	1.3%	100.0%
Temporary employees	3665	234	33	154	5527	419	41	115	234	101	10523
	34.8%	2.2%	0.3%	1.5%	52.5%	4.0%	0.4%	1.1%	2.2%	1.0%	100.0%
GRAND TOTAL	65854	7005	1577	6053	105998	13257	1730	6896	4517	2693	215580

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	14	2	1	2	6	0	0	28
	3.6%	3.6%	3.6%	50.0%	7.1%	3.6%	7.1%	21.4%	0.0%	0.0%	100.0%
Senior Management	8	2	3	20	14	4	7	17	1	1	77
	10.4%	2.6%	3.9%	26.0%	18.2%	5.2%	9.1%	22.1%	1.3%	1.3%	100.0%
Professionally qualified	28	8	5	22	23	9	5	17	0	0	117
	23.9%	6.8%	4.3%	19.0%	19.7%	7.7%	4.3%	14.5%	0.0%	0.0%	100.0%
Skilled	49	14	5	20	66	23	3	31	4	0	215
	22.8%	6.5%	2.3%	9.0%	30.7%	10.7%	1.4%	14.4%	1.9%	0.0%	100.0%
Semi-skilled	198	24	9	16	288	36	5	23	4	1	604
	32.8%	4.0%	1.5%	3.0%	47.7%	6.0%	0.8%	3.8%	0.7%	0.2%	100.0%
Unskilled	128	16	2	4	164	42	1	3	5	0	365
	35.1%	4.4%	0.5%	1.0%	44.9%	11.5%	0.3%	0.8%	1.4%	0.0%	100.0%
TOTAL PERMANENT	412	65	25	96	557	115	23	97	14	2	1406
	29.3%	4.6%	1.8%	6.8%	39.6%	8.2%	1.6%	6.9%	1.0%	0.1%	100.0%
Temporary employees	47	3	1	5	58	3	0	1	0	0	118
	39.8%	2.5%	0.8%	4.2%	49.2%	2.5%	0.0%	0.8%	0.0%	0.0%	100.0%
GRAND TOTAL	459	68	26	101	615	118	23	98	14	2	1524



## 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	410	84	161	921	318	82	100	336	48	10	2470
	16.6%	3.4%	6.5%	37.0%	12.9%	3.3%	4.0%	13.6%	1.9%	0.4%	100.0%
Senior Management	1695	305	346	1302	1257	274	268	1003	93	47	6590
	25.7%	4.6%	5.3%	20.0%	19.1%	4.2%	4.1%	15.2%	1.4%	0.7%	100.0%
Professionally qualified	7083	1276	729	2652	6229	1118	626	2226	201	104	22244
	31.8%	5.7%	3.3%	12.0%	28.0%	5.0%	2.8%	10.0%	0.9%	0.5%	100.0%
Skilled	45095	3657	1301	3559	25969	3796	1385	3442	682	365	89251
	50.5%	4.1%	1.5%	4.0%	29.1%	4.3%	1.6%	3.9%	0.8%	0.4%	100.0%
Semi-skilled	151842	6564	1341	1872	86722	8052	1523	2070	1140	514	261640
	58.0%	2.5%	0.5%	1.0%	33.1%	3.1%	0.6%	0.8%	0.4%	0.2%	100.0%
Unskilled	57623	5026	373	380	58183	5428	166	226	1386	445	129236
	44.6%	3.9%	0.3%	0.0%	45.0%	4.2%	0.1%	0.2%	1.1%	0.3%	100.0%
TOTAL PERMANENT	263748	16912	4251	10686	178678	18750	4068	9303	3550	1485	511431
	51.6%	3.3%	0.8%	2.1%	34.9%	3.7%	0.8%	1.8%	0.7%	0.3%	100.0%
Temporary employees	135354	10189	1097	1275	245427	16666	1323	1750	404	211	413696
	32.7%	2.5%	0.3%	0.3%	59.3%	4.0%	0.3%	0.4%	0.1%	0.1%	100.0%
GRAND TOTAL	399102	27101	5348	11961	424105	35416	5391	11053	3954	1696	925127

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	5	7	5	23	9	3	6	6	0	0	64
	7.8%	10.9%	7.8%	36.0%	14.1%	4.7%	9.4%	9.4%	0.0%	0.0%	100.0%
Senior Management	33	6	11	28	13	6	11	26	0	0	134
	24.6%	4.5%	8.2%	21.0%	9.7%	4.5%	8.2%	19.4%	0.0%	0.0%	100.0%
Professionally qualified	81	27	24	57	57	17	12	51	2	0	328
	24.7%	8.2%	7.3%	17.0%	17.4%	5.2%	3.7%	15.5%	0.6%	0.0%	100.0%
Skilled	245	39	20	66	249	50	18	64	2	2	755
	32.5%	5.2%	2.6%	9.0%	33.0%	6.6%	2.4%	8.5%	0.3%	0.3%	100.0%
Semi-skilled	512	66	20	31	655	106	25	35	4	0	1454
	35.2%	4.5%	1.4%	2.0%	45.0%	7.3%	1.7%	2.4%	0.3%	0.0%	100.0%
Unskilled	487	65	25	4	503	47	12	0	2	1	1146
	42.5%	5.7%	2.2%	0.0%	43.9%	4.1%	1.0%	0.0%	0.2%	0.1%	100.0%
TOTAL PERMANENT	1363	210	105	209	1486	229	84	182	10	3	3881
	35.1%	5.4%	2.7%	5.4%	38.3%	5.9%	2.2%	4.7%	0.3%	0.1%	100.0%
Temporary employees	1996	94	7	10	4500	183	16	6	0	0	6812
	29.3%	1.4%	0.1%	0.1%	66.1%	2.7%	0.2%	0.1%	0.0%	0.0%	100.0%
GRAND TOTAL	3359	304	112	219	5986	412	100	188	10	3	10693

## AGRICULTURE, FORESTRY AND FISHING

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	290	148	52	3571	152	118	25	747	31	10	5144
	5.6%	2.9%	1.0%	69.0%	3.0%	2.3%	0.5%	14.5%	0.6%	0.2%	100.0%
Senior Management	942	361	110	4619	463	188	66	1764	56	19	8588
	11.0%	4.2%	1.3%	54.0%	5.4%	2.2%	0.8%	20.5%	0.7%	0.2%	100.0%
Professionally qualified	4660	1208	315	6805	3282	735	296	4194	251	66	21812
	21.4%	5.5%	1.4%	31.0%	15.0%	3.4%	1.4%	19.2%	1.2%	0.3%	100.0%
Skilled	20283	6796	555	7956	10071	4090	479	6214	1354	197	57995
	35.0%	11.7%	1.0%	14.0%	17.4%	7.1%	0.8%	10.7%	2.3%	0.3%	100.0%
Semi-skilled	57081	18134	333	2467	23652	9099	306	3500	4451	912	119935
	47.6%	15.1%	0.3%	2.0%	19.7%	7.6%	0.3%	2.9%	3.7%	0.8%	100.0%
Unskilled	96393	19839	38	524	79591	20598	19	199	12331	5245	234777
	41.1%	8.5%	0.0%	0.0%	33.9%	8.8%	0.0%	0.1%	5.3%	2.2%	100.0%
TOTAL PERMANENT	179649	46486	1403	25942	117211	34828	1191	16618	18474	6449	448251
	40.1%	10.4%	0.3%	5.8%	26.1%	7.8%	0.3%	3.7%	4.1%	1.4%	100.0%
Temporary employees	65274	13844	34	616	68253	17483	21	368	11071	7374	184338
	35.4%	7.5%	0.0%	0.3%	37.0%	9.5%	0.0%	0.2%	6.0%	4.0%	100.0%
GRAND TOTAL	244923	60330	1437	26558	185464	52311	1212	16986	29545	13823	632589

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	3	16	0	71	3	2	1	11	0	0	107
	2.8%	15.0%	0.0%	66.0%	2.8%	1.9%	0.9%	10.3%	0.0%	0.0%	100.0%
Senior Management	13	4	6	101	3	3	3	31	1	0	165
	7.9%	2.4%	3.6%	61.0%	1.8%	1.8%	1.8%	18.8%	0.6%	0.0%	100.0%
Professionally qualified	57	24	6	111	41	7	5	80	1	1	333
	17.1%	7.2%	1.8%	33.0%	12.3%	2.1%	1.5%	24.0%	0.3%	0.3%	100.0%
Skilled	248	70	5	119	112	42	6	102	10	0	714
	34.7%	9.8%	0.7%	17.0%	15.7%	5.9%	0.8%	14.3%	1.4%	0.0%	100.0%
Semi-skilled	531	181	11	39	297	79	3	54	25	3	1223
	43.4%	14.8%	0.9%	3.0%	24.3%	6.5%	0.2%	4.4%	2.0%	0.2%	100.0%
Unskilled	910	172	3	17	766	182	3	6	46	20	2125
	42.8%	8.1%	0.1%	1.0%	36.0%	8.6%	0.1%	0.3%	2.2%	0.9%	100.0%
TOTAL PERMANENT	1762	467	31	458	1222	315	21	284	83	24	4667
	37.8%	10.0%	0.7%	9.8%	26.2%	6.7%	0.4%	6.1%	1.8%	0.5%	100.0%
Temporary employees	185	49	0	7	246	90	1	2	8	3	591
	31.3%	8.3%	0.0%	1.2%	41.6%	15.2%	0.2%	0.3%	1.4%	0.5%	100.0%
GRAND TOTAL	1947	516	31	465	1468	405	22	286	91	27	5258

## 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	41	39	350	116	23	34	135	23	10	950
	18.8%	4.3%	4.1%	37.0%	12.2%	2.4%	3.6%	14.2%	2.4%	1.1%	100.0%
Senior Management	655	117	114	599	491	110	114	427	34	19	2680
	24.4%	4.4%	4.3%	22.0%	18.3%	4.1%	4.3%	15.9%	1.3%	0.7%	100.0%
Professionally qualified	13623	566	1120	1396	15526	564	1609	1415	126	34	35979
	37.9%	1.6%	3.1%	4.0%	43.2%	1.6%	4.5%	3.9%	0.4%	0.1%	100.0%
Skilled	37022	1156	1277	1470	82477	1490	4753	3117	268	183	133213
	27.8%	0.9%	1.0%	1.0%	61.9%	1.1%	3.6%	2.3%	0.2%	0.1%	100.0%
Semi-skilled	21467	1441	439	608	23885	1753	574	721	301	244	51433
	41.7%	2.8%	0.9%	1.0%	46.4%	3.4%	1.1%	1.4%	0.6%	0.5%	100.0%
Unskilled	4435	415	53	73	5325	305	32	34	141	85	10898
	40.7%	3.8%	0.5%	1.0%	48.9%	2.8%	0.3%	0.3%	1.3%	0.8%	100.0%
TOTAL PERMANENT	77381	3736	3042	4496	127820	4245	7116	5849	893	575	235153
	32.9%	1.6%	1.3%	1.9%	54.4%	1.8%	3.0%	2.5%	0.4%	0.2%	100.0%
Temporary employees	8248	471	87	267	36567	404	457	314	73	36	46924
	17.6%	1.0%	0.2%	0.6%	77.9%	0.9%	1.0%	0.7%	0.2%	0.1%	100.0%
GRAND TOTAL	85629	4207	3129	4763	164387	4649	7573	6163	966	611	282077

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	4	1	2	12	0	3	1	3	0	0	26
	15.4%	3.8%	7.7%	46.0%	0.0%	11.5%	3.8%	11.5%	0.0%	0.0%	100.0%
Senior Management	13	3	0	13	2	2	1	8	0	0	42
	31.0%	7.1%	0.0%	31.0%	4.8%	4.8%	2.4%	19.0%	0.0%	0.0%	100.0%
Professionally qualified	46	7	4	19	35	7	5	12	1	0	136
	33.8%	5.1%	2.9%	14.0%	25.7%	5.1%	3.7%	8.8%	0.7%	0.0%	100.0%
Skilled	96	19	8	20	107	11	8	25	0	0	294
	32.7%	6.5%	2.7%	7.0%	36.4%	3.7%	2.7%	8.5%	0.0%	0.0%	100.0%
Semi-skilled	122	20	8	16	177	17	6	15	0	1	382
	31.9%	5.2%	2.1%	4.0%	46.3%	4.5%	1.6%	3.9%	0.0%	0.3%	100.0%
Unskilled	116	13	4	4	129	16	1	1	1	0	285
	40.7%	4.6%	1.4%	1.0%	45.3%	5.6%	0.4%	0.4%	0.4%	0.0%	100.0%
TOTAL PERMANENT	397	63	26	84	450	56	22	64	2	1	1165
	34.1%	5.4%	2.2%	7.2%	38.6%	4.8%	1.9%	5.5%	0.2%	0.1%	100.0%
Temporary employees	29	5	0	0	30	2	0	1	0	0	67
	43.3%	7.5%	0.0%	0.0%	44.8%	3.0%	0.0%	1.5%	0.0%	0.0%	100.0%
GRAND TOTAL	426	68	26	84	480	58	22	65	2	1	1232

## CONSTRUCTION

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	874	311	355	2792	394	185	175	352	95	19	5552
	15.7%	5.6%	6.4%	50.0%	7.1%	3.3%	3.2%	6.3%	1.7%	0.3%	100.0%
Senior Management	2167	682	566	3736	974	242	221	1086	222	32	9928
	21.8%	6.9%	5.7%	38.0%	9.8%	2.4%	2.2%	10.9%	2.2%	0.3%	100.0%
Professionally qualified	8501	1740	1105	6517	4087	613	513	2138	581	113	25908
	32.8%	6.7%	4.3%	25.0%	15.8%	2.4%	2.0%	8.3%	2.2%	0.4%	100.0%
Skilled	32794	4607	1358	6771	10320	1656	852	3620	1523	141	63642
	51.5%	7.2%	2.1%	11.0%	16.2%	2.6%	1.3%	5.7%	2.4%	0.2%	100.0%
Semi-skilled	48975	5011	395	1863	10744	1400	316	1569	2035	112	72420
	67.6%	6.9%	0.5%	3.0%	14.8%	1.9%	0.4%	2.2%	2.8%	0.2%	100.0%
Unskilled	36378	4015	118	502	12204	913	34	130	1301	150	55745
	65.3%	7.2%	0.2%	1.0%	21.9%	1.6%	0.1%	0.2%	2.3%	0.3%	100.0%
TOTAL PERMANENT	129689	16366	3897	22181	38723	5009	2111	8895	5757	567	233195
	55.6%	7.0%	1.7%	9.5%	16.6%	2.1%	0.9%	3.8%	2.5%	0.2%	100.0%
Temporary employees	27968	2819	111	789	11390	710	37	213	562	28	44627
	62.7%	6.3%	0.2%	1.8%	25.5%	1.6%	0.1%	0.5%	1.3%	0.1%	100.0%
GRAND TOTAL	157657	19185	4008	22970	50113	5719	2148	9108	6319	595	277822

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	16	9	15	39	5	7	4	4	1	0	100
	16.0%	9.0%	15.0%	39.0%	5.0%	7.0%	4.0%	4.0%	1.0%	0.0%	100.0%
Senior Management	19	16	16	49	9	8	7	17	3	0	144
	13.2%	11.1%	11.1%	34.0%	6.3%	5.6%	4.9%	11.8%	2.1%	0.0%	100.0%
Professionally qualified	88	10	14	71	28	7	8	22	1	0	249
	35.3%	4.0%	5.6%	29.0%	11.2%	2.8%	3.2%	8.8%	0.4%	0.0%	100.0%
Skilled	205	53	21	94	151	19	15	58	3	0	619
	33.1%	8.6%	3.4%	15.0%	24.4%	3.1%	2.4%	9.4%	0.5%	0.0%	100.0%
Semi-skilled	336	47	11	27	261	29	8	12	2	1	734
	45.8%	6.4%	1.5%	4.0%	35.6%	4.0%	1.1%	1.6%	0.3%	0.1%	100.0%
Unskilled	240	21	3	11	265	10	3	4	2	1	560
	42.9%	3.8%	0.5%	2.0%	47.3%	1.8%	0.5%	0.7%	0.4%	0.2%	100.0%
TOTAL PERMANENT	904	156	80	291	719	80	45	117	12	2	2406
	37.6%	6.5%	3.3%	12.1%	29.9%	3.3%	1.9%	4.9%	0.5%	0.1%	100.0%
Temporary employees	113	9	1	4	145	2	3	4	0	0	281
	40.2%	3.2%	0.4%	1.4%	51.6%	0.7%	1.1%	1.4%	0.0%	0.0%	100.0%
GRAND TOTAL	1017	165	81	295	864	82	48	121	12	2	2687

## EDUCATION

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	172	54	73	425	144	66	61	385	31	19	1430
	12.0%	3.8%	5.1%	30.0%	10.1%	4.6%	4.3%	26.9%	2.2%	1.3%	100.0%
Senior Management	765	179	166	905	645	198	252	1414	247	115	4886
	15.7%	3.7%	3.4%	19.0%	13.2%	4.1%	5.2%	28.9%	5.1%	2.4%	100.0%
Professionally qualified	15877	2588	976	6470	21860	3290	1966	13600	2031	1115	69773
	22.8%	3.7%	1.4%	9.0%	31.3%	4.7%	2.8%	19.5%	2.9%	1.6%	100.0%
Skilled	50235	6950	1337	8024	119055	15694	4168	29301	1883	1438	238085
	21.1%	2.9%	0.6%	3.0%	50.0%	6.6%	1.8%	12.3%	0.8%	0.6%	100.0%
Semi-skilled	20747	5990	329	1665	31472	16017	823	7546	362	321	85272
	24.3%	7.0%	0.4%	2.0%	36.9%	18.8%	1.0%	8.8%	0.4%	0.4%	100.0%
Unskilled	15164	2498	36	367	16918	3034	34	407	208	146	38812
	39.1%	6.4%	0.1%	1.0%	43.6%	7.8%	0.1%	1.0%	0.5%	0.4%	100.0%
TOTAL PERMANENT	102960	18259	2917	17856	190094	38299	7304	52653	4762	3154	438258
	23.5%	4.2%	0.7%	4.1%	43.4%	8.7%	1.7%	12.0%	1.1%	0.7%	100.0%
Temporary employees	16699	1473	544	2445	34091	2420	983	4972	1991	1073	66691
	25.0%	2.2%	0.8%	3.7%	51.1%	3.6%	1.5%	7.5%	3.0%	1.6%	100.0%
GRAND TOTAL	119659	19732	3461	20301	224185	40719	8287	57625	6753	4227	504949

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	11	3	2	1	9	0	0	28
	3.6%	3.6%	0.0%	39.0%	10.7%	7.1%	3.6%	32.1%	0.0%	0.0%	100.0%
Senior Management	10	1	3	16	6	7	5	15	1	1	65
	15.4%	1.5%	4.6%	25.0%	9.2%	10.8%	7.7%	23.1%	1.5%	1.5%	100.0%
Professionally qualified	245	32	23	157	370	41	34	246	12	11	1171
	20.9%	2.7%	2.0%	13.0%	31.6%	3.5%	2.9%	21.0%	1.0%	0.9%	100.0%
Skilled	444	55	23	173	1191	343	71	414	12	17	2743
	16.2%	2.0%	0.8%	6.0%	43.4%	12.5%	2.6%	15.1%	0.4%	0.6%	100.0%
Semi-skilled	229	24	6	35	276	48	15	80	2	1	716
	32.0%	3.4%	0.8%	5.0%	38.5%	6.7%	2.1%	11.2%	0.3%	0.1%	100.0%
Unskilled	209	24	4	9	246	20	2	6	0	0	520
	40.2%	4.6%	0.8%	2.0%	47.3%	3.8%	0.4%	1.2%	0.0%	0.0%	100.0%
TOTAL PERMANENT	1138	137	59	401	2092	461	128	770	27	30	5243
	21.7%	2.6%	1.1%	7.6%	39.9%	8.8%	2.4%	14.7%	0.5%	0.6%	100.0%
Temporary employees	225	21	2	21	174	22	7	45	11	6	534
	42.1%	3.9%	0.4%	3.9%	32.6%	4.1%	1.3%	8.4%	2.1%	1.1%	100.0%
GRAND TOTAL	1363	158	61	422	2266	483	135	815	38	36	5777

## 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	112	27	67	379	81	25	38	61	41	6	837
	13.4%	3.2%	8.0%	45.0%	9.7%	3.0%	4.5%	7.3%	4.9%	0.7%	100.0%
Senior Management	615	103	163	606	408	63	92	281	61	21	2413
	25.5%	4.3%	6.8%	25.0%	16.9%	2.6%	3.8%	11.6%	2.5%	0.9%	100.0%
Professionally qualified	4288	647	651	1925	3501	312	341	744	116	31	12556
	34.2%	5.2%	5.2%	15.0%	27.9%	2.5%	2.7%	5.9%	0.9%	0.2%	100.0%
Skilled	19631	2001	738	3963	12234	1050	458	1659	253	53	42040
	46.7%	4.8%	1.8%	9.0%	29.1%	2.5%	1.1%	3.9%	0.6%	0.1%	100.0%
Semi-skilled	15648	1625	215	987	6750	747	186	902	193	25	27278
	57.4%	6.0%	0.8%	4.0%	24.7%	2.7%	0.7%	3.3%	0.7%	0.1%	100.0%
Unskilled	8711	565	49	117	3930	153	18	26	168	33	13770
	63.3%	4.1%	0.4%	1.0%	28.5%	1.1%	0.1%	0.2%	1.2%	0.2%	100.0%
TOTAL PERMANENT	49005	4968	1883	7977	26904	2350	1133	3673	832	169	98894
	49.6%	5.0%	1.9%	8.1%	27.2%	2.4%	1.1%	3.7%	0.8%	0.2%	100.0%
Temporary employees	1380	170	17	116	822	64	7	21	69	3	2669
	51.7%	6.4%	0.6%	4.3%	30.8%	2.4%	0.3%	0.8%	2.6%	0.1%	100.0%
GRAND TOTAL	50385	5138	1900	8093	27726	2414	1140	3694	901	172	101563

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	3	1	4	6	1	0	2	1	0	0	18
	16.7%	5.6%	22.2%	33.0%	5.6%	0.0%	11.1%	5.6%	0.0%	0.0%	100.0%
Senior Management	8	3	3	8	4	2	2	8	1	0	39
	20.5%	7.7%	7.7%	21.0%	10.3%	5.1%	5.1%	20.5%	2.6%	0.0%	100.0%
Professionally qualified	65	12	14	63	49	2	10	23	0	0	238
	27.3%	5.0%	5.9%	26.0%	20.6%	0.8%	4.2%	9.7%	0.0%	0.0%	100.0%
Skilled	286	56	20	190	180	31	18	55	1	0	837
	34.2%	6.7%	2.4%	23.0%	21.5%	3.7%	2.2%	6.6%	0.1%	0.0%	100.0%
Semi-skilled	309	48	9	36	165	19	3	43	2	0	634
	48.7%	7.6%	1.4%	6.0%	26.0%	3.0%	0.5%	6.8%	0.3%	0.0%	100.0%
Unskilled	172	18	2	2	148	16	2	3	0	0	363
	47.4%	5.0%	0.6%	1.0%	40.8%	4.4%	0.6%	0.8%	0.0%	0.0%	100.0%
TOTAL PERMANENT	843	138	52	305	547	70	37	133	4	0	2129
	39.6%	6.5%	2.4%	14.3%	25.7%	3.3%	1.7%	6.2%	0.2%	0.0%	100.0%
Temporary employees	17	4	0	2	27	1	0	1	0	0	52
	32.7%	7.7%	0.0%	3.8%	51.9%	1.9%	0.0%	1.9%	0.0%	0.0%	100.0%
GRAND TOTAL	860	142	52	307	574	71	37	134	4	0	2181

## 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	504	137	369	1938	412	119	188	674	146	35	4522
	11.1%	3.0%	8.2%	43.0%	9.1%	2.6%	4.2%	14.9%	3.2%	0.8%	100.0%
Senior Management	3126	1076	2269	6266	3017	1074	1792	4265	670	367	23922
	13.1%	4.5%	9.5%	26.0%	12.6%	4.5%	7.5%	17.8%	2.8%	1.5%	100.0%
Professionally qualified	18236	5343	6533	13271	20351	6867	7044	13509	1364	797	93315
	19.5%	5.7%	7.0%	14.0%	21.8%	7.4%	7.5%	14.5%	1.5%	0.9%	100.0%
Skilled	34951	9475	5681	9062	66132	19189	8958	16571	874	832	171725
	20.4%	5.5%	3.3%	5.0%	38.5%	11.2%	5.2%	9.6%	0.5%	0.5%	100.0%
Semi-skilled	26333	5170	2348	2149	58607	11551	3956	4711	617	666	116108
	22.7%	4.5%	2.0%	2.0%	50.5%	9.9%	3.4%	4.1%	0.5%	0.6%	100.0%
Unskilled	3041	451	79	78	4883	651	56	121	138	108	9606
	31.7%	4.7%	0.8%	1.0%	50.8%	6.8%	0.6%	1.3%	1.4%	1.1%	100.0%
TOTAL PERMANENT	86191	21652	17279	32764	153402	39451	21994	39851	3809	2805	419198
	20.6%	5.2%	4.1%	7.8%	36.6%	9.4%	5.2%	9.5%	0.9%	0.7%	100.0%
Temporary employees	2429	382	104	333	3076	479	166	381	72	30	7452
	32.6%	5.1%	1.4%	4.5%	41.3%	6.4%	2.2%	5.1%	1.0%	0.4%	100.0%
GRAND TOTAL	88620	22034	17383	33097	156478	39930	22160	40232	3881	2835	426650

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	1	4	9	16	3	2	3	15	1	1	55
	1.8%	7.3%	16.4%	29.0%	5.5%	3.6%	5.5%	27.3%	1.8%	1.8%	100.0%
Senior Management	18	19	18	100	18	19	31	45	4	1	273
	6.6%	7.0%	6.6%	37.0%	6.6%	7.0%	11.4%	16.5%	1.5%	0.4%	100.0%
Professionally qualified	136	76	86	282	146	109	120	333	9	6	1303
	10.4%	5.8%	6.6%	22.0%	11.2%	8.4%	9.2%	25.6%	0.7%	0.5%	100.0%
Skilled	362	122	87	186	586	291	170	412	2	6	2224
	16.3%	5.5%	3.9%	8.0%	26.3%	13.1%	7.6%	18.5%	0.1%	0.3%	100.0%
Semi-skilled	518	87	18	61	881	144	81	139	4	1	1934
	26.8%	4.5%	0.9%	3.0%	45.6%	7.4%	4.2%	7.2%	0.2%	0.1%	100.0%
Unskilled	264	16	1	1	476	24	2	6	1	1	792
	33.3%	2.0%	0.1%	0.0%	60.1%	3.0%	0.3%	0.8%	0.1%	0.1%	100.0%
TOTAL PERMANENT	1299	324	219	646	2110	589	407	950	21	16	6581
	19.7%	4.9%	3.3%	9.8%	32.1%	9.0%	6.2%	14.4%	0.3%	0.2%	100.0%
Temporary employees	117	6	3	1	152	9	6	5	0	1	300
	39.0%	2.0%	1.0%	0.3%	50.7%	3.0%	2.0%	1.7%	0.0%	0.3%	100.0%
GRAND TOTAL	1416	330	222	647	2262	598	413	955	21	17	6881



## 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	250	62	161	776	256	69	147	481	42	17	2261
	11.1%	2.7%	7.1%	34.0%	11.3%	3.1%	6.5%	21.3%	1.9%	0.8%	100.0%
Senior Management	942	162	247	806	1214	343	391	1533	75	74	5787
	16.3%	2.8%	4.3%	14.0%	21.0%	5.9%	6.8%	26.5%	1.3%	1.3%	100.0%
Professionally qualified	18192	1911	2368	3765	47732	6751	4913	9238	868	808	96546
	18.8%	2.0%	2.5%	4.0%	49.4%	7.0%	5.1%	9.6%	0.9%	0.8%	100.0%
Skilled	29741	3780	1710	2808	100898	13296	4921	13190	403	912	171659
	17.3%	2.2%	1.0%	2.0%	58.8%	7.7%	2.9%	7.7%	0.2%	0.5%	100.0%
Semi-skilled	45500	5834	1527	1618	118202	14992	3718	6394	230	364	198379
	22.9%	2.9%	0.8%	1.0%	59.6%	7.6%	1.9%	3.2%	0.1%	0.2%	100.0%
Unskilled	18166	1943	181	337	45862	3954	187	476	231	208	71545
	25.4%	2.7%	0.3%	0.0%	64.1%	5.5%	0.3%	0.7%	0.3%	0.3%	100.0%
TOTAL PERMANENT	112791	13692	6194	10110	314164	39405	14277	31312	1849	2383	546177
	20.7%	2.5%	1.1%	1.9%	57.5%	7.2%	2.6%	5.7%	0.3%	0.4%	100.0%
Temporary employees	12447	816	590	786	58064	3321	1035	1888	179	292	79418
	15.7%	1.0%	0.7%	1.0%	73.1%	4.2%	1.3%	2.4%	0.2%	0.4%	100.0%
GRAND TOTAL	125238	14508	6784	10896	372228	42726	15312	33200	2028	2675	625595

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	9	1	2	12	4	1	1	8	1	0	39
	23.1%	2.6%	5.1%	31.0%	10.3%	2.6%	2.6%	20.5%	2.6%	0.0%	100.0%
Senior Management	11	3	2	16	17	6	3	38	1	2	99
	11.1%	3.0%	2.0%	16.0%	17.2%	6.1%	3.0%	38.4%	1.0%	2.0%	100.0%
Professionally qualified	128	17	15	48	404	60	32	137	3	7	851
	15.0%	2.0%	1.8%	6.0%	47.5%	7.1%	3.8%	16.1%	0.4%	0.8%	100.0%
Skilled	293	42	27	99	703	114	60	332	4	9	1683
	17.4%	2.5%	1.6%	6.0%	41.8%	6.8%	3.6%	19.7%	0.2%	0.5%	100.0%
Semi-skilled	763	117	47	84	1183	175	78	235	2	4	2688
	28.4%	4.4%	1.7%	3.0%	44.0%	6.5%	2.9%	8.7%	0.1%	0.1%	100.0%
Unskilled	443	35	11	88	812	69	14	70	1	0	1543
	28.7%	2.3%	0.7%	6.0%	52.6%	4.5%	0.9%	4.5%	0.1%	0.0%	100.0%
TOTAL PERMANENT	1647	215	104	347	3123	425	188	820	12	22	6903
	23.9%	3.1%	1.5%	5.0%	45.2%	6.2%	2.7%	11.9%	0.2%	0.3%	100.0%
Temporary employees	164	10	3	4	149	6	1	9	0	0	346
	47.4%	2.9%	0.9%	1.2%	43.1%	1.7%	0.3%	2.6%	0.0%	0.0%	100.0%
GRAND TOTAL	1811	225	107	351	3272	431	189	829	12	22	7249

## INFORMATION AND COMMUNICATION

WORKFORCE PROFILE FOR ALL EMPLOY- EES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	386	170	407	2237	332	145	247	591	149	36	4700
	8.2%	3.6%	8.7%	48.0%	7.1%	3.1%	5.3%	12.6%	3.2%	0.8%	100.0%
Senior Management	1360	605	1060	4142	1118	505	592	2332	524	161	12399
	11.0%	4.9%	8.5%	33.0%	9.0%	4.1%	4.8%	18.8%	4.2%	1.3%	100.0%
Professionally qualified	7943	2900	3566	12400	6026	1951	1976	6374	1613	471	45220
	17.6%	6.4%	7.9%	27.0%	13.3%	4.3%	4.4%	14.1%	3.6%	1.0%	100.0%
Skilled	23119	6866	4672	13205	18063	4948	3192	8070	1595	562	84292
	27.4%	8.1%	5.5%	16.0%	21.4%	5.9%	3.8%	9.6%	1.9%	0.7%	100.0%
Semi-skilled	23936	7176	2518	2944	33467	8271	2464	3083	829	553	85241
	28.1%	8.4%	3.0%	3.0%	39.3%	9.7%	2.9%	3.6%	1.0%	0.6%	100.0%
Unskilled	4308	561	178	178	4634	601	91	144	199	132	11026
	39.1%	5.1%	1.6%	2.0%	42.0%	5.5%	0.8%	1.3%	1.8%	1.2%	100.0%
TOTAL PERMANENT	61052	18278	12401	35106	63640	16421	8562	20594	4909	1915	242878
	25.1%	7.5%	5.1%	14.5%	26.2%	6.8%	3.5%	8.5%	2.0%	0.8%	100.0%
Temporary employees	3605	574	260	531	4517	584	161	325	244	64	10865
	33.2%	5.3%	2.4%	4.9%	41.6%	5.4%	1.5%	3.0%	2.2%	0.6%	100.0%
GRAND TOTAL	64657	18852	12661	35637	68157	17005	8723	20919	5153	1979	253743

WORKFORCE PROFILE FOR ALL EMPLOY- EES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	10	4	16	30	9	5	12	10	1	0	97
	10.3%	4.1%	16.5%	31.0%	9.3%	5.2%	12.4%	10.3%	1.0%	0.0%	100.0%
Senior Management	13	13	20	47	11	18	10	21	0	2	155
	8.4%	8.4%	12.9%	30.0%	7.1%	11.6%	6.5%	13.5%	0.0%	1.3%	100.0%
Professionally qualified	59	27	41	182	46	17	29	77	9	3	490
	12.0%	5.5%	8.4%	37.0%	9.4%	3.5%	5.9%	15.7%	1.8%	0.6%	100.0%
Skilled	257	65	65	298	251	47	35	162	15	5	1200
	21.4%	5.4%	5.4%	25.0%	20.9%	3.9%	2.9%	13.5%	1.3%	0.4%	100.0%
Semi-skilled	392	64	20	48	472	67	19	55	3	1	1141
	34.4%	5.6%	1.8%	4.0%	41.4%	5.9%	1.7%	4.8%	0.3%	0.1%	100.0%
Unskilled	375	48	11	1	439	50	10	3	0	0	937
	40.0%	5.1%	1.2%	0.0%	46.9%	5.3%	1.1%	0.3%	0.0%	0.0%	100.0%
TOTAL PERMANENT	1106	221	173	606	1228	204	115	328	28	11	4020
	27.5%	5.5%	4.3%	15.1%	30.5%	5.1%	2.9%	8.2%	0.7%	0.3%	100.0%
Temporary employees	300	29	11	5	312	37	13	2	0	0	709
	42.3%	4.1%	1.6%	0.7%	44.0%	5.2%	1.8%	0.3%	0.0%	0.0%	100.0%
GRAND TOTAL	1406	250	184	611	1540	241	128	330	28	11	4729

## MANUFACTURING

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	664	374	1094	5581	457	227	445	1126	374	49	10391
	6.4%	3.6%	10.5%	54.0%	4.4%	2.2%	4.3%	10.8%	3.6%	0.5%	100.0%
Senior Management	2797	1357	2339	8963	1665	762	1213	3656	597	152	23501
	11.9%	5.8%	10.0%	38.0%	7.1%	3.2%	5.2%	15.6%	2.5%	0.6%	100.0%
Professionally qualified	13032	4318	5389	17704	7688	2580	3026	7973	1324	294	63328
	20.6%	6.8%	8.5%	28.0%	12.1%	4.1%	4.8%	12.6%	2.1%	0.5%	100.0%
Skilled	81583	19943	11063	31274	34463	9992	5893	14712	3775	606	213304
	38.2%	9.3%	5.2%	15.0%	16.2%	4.7%	2.8%	6.9%	1.8%	0.3%	100.0%
Semi-skilled	167921	28701	6369	9706	75517	18900	3770	7068	4934	835	323721
	51.9%	8.9%	2.0%	3.0%	23.3%	5.8%	1.2%	2.2%	1.5%	0.3%	100.0%
Unskilled	100250	14552	2005	2195	58580	10401	828	550	2507	844	192712
	52.0%	7.6%	1.0%	1.0%	30.4%	5.4%	0.4%	0.3%	1.3%	0.4%	100.0%
TOTAL PERMANENT	366247	69245	28259	75423	178370	42862	15175	35085	13511	2780	826957
	44.3%	8.4%	3.4%	9.1%	21.6%	5.2%	1.8%	4.2%	1.6%	0.3%	100.0%
Temporary employees	22935	4286	549	1650	16417	3297	287	523	454	118	50516
	45.4%	8.5%	1.1%	3.3%	32.5%	6.5%	0.6%	1.0%	0.9%	0.2%	100.0%
GRAND TOTAL	389182	73531	28808	77073	194787	46159	15462	35608	13965	2898	877473

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	6	17	34	115	9	6	15	17	4	1	224
	2.7%	7.6%	15.2%	51.0%	4.0%	2.7%	6.7%	7.6%	1.8%	0.4%	100.0%
Senior Management	22	35	41	135	9	19	19	52	1	2	335
	6.6%	10.4%	12.2%	40.0%	2.7%	5.7%	5.7%	15.5%	0.3%	0.6%	100.0%
Professionally qualified	100	79	79	274	60	35	40	110	8	1	786
	12.7%	10.1%	10.1%	35.0%	7.6%	4.5%	5.1%	14.0%	1.0%	0.1%	100.0%
Skilled	746	261	196	573	393	140	87	227	26	2	2651
	28.1%	9.8%	7.4%	22.0%	14.8%	5.3%	3.3%	8.6%	1.0%	0.1%	100.0%
Semi-skilled	1637	362	153	200	1433	324	80	113	15	5	4322
	37.9%	8.4%	3.5%	5.0%	33.2%	7.5%	1.9%	2.6%	0.3%	0.1%	100.0%
Unskilled	1926	249	64	58	2142	241	56	12	15	16	4779
	40.3%	5.2%	1.3%	1.0%	44.8%	5.0%	1.2%	0.3%	0.3%	0.3%	100.0%
TOTAL PERMANENT	4437	1003	567	1355	4046	765	297	531	69	27	13097
	33.9%	7.7%	4.3%	10.3%	30.9%	5.8%	2.3%	4.1%	0.5%	0.2%	100.0%
Temporary employees	862	90	35	16	1005	112	27	5	0	1	2153
	40.0%	4.2%	1.6%	0.7%	46.7%	5.2%	1.3%	0.2%	0.0%	0.0%	100.0%
GRAND TOTAL	5299	1093	602	1371	5051	877	324	536	69	28	15250

## 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	396	42	46	780	190	19	34	113	62	5	1687
	23.5%	2.5%	2.7%	46.0%	11.3%	1.1%	2.0%	6.7%	3.7%	0.3%	100.0%
Senior Management	1519	130	222	2301	650	64	131	582	163	34	5796
	26.2%	2.2%	3.8%	40.0%	11.2%	1.1%	2.3%	10.0%	2.8%	0.6%	100.0%
Professionally qualified	7158	701	492	5894	3658	312	329	1833	481	83	20941
	34.2%	3.3%	2.3%	28.0%	17.5%	1.5%	1.6%	8.8%	2.3%	0.4%	100.0%
Skilled	50135	3489	512	13370	15038	1085	349	3510	3139	116	90743
	55.2%	3.8%	0.6%	15.0%	16.6%	1.2%	0.4%	3.9%	3.5%	0.1%	100.0%
Semi-skilled	124925	3623	107	2414	26299	1195	106	1269	16832	348	177118
	70.5%	2.0%	0.1%	1.0%	14.8%	0.7%	0.1%	0.7%	9.5%	0.2%	100.0%
Unskilled	57698	984	38	501	17277	307	16	90	7357	909	85177
	67.7%	1.2%	0.0%	1.0%	20.3%	0.4%	0.0%	0.1%	8.6%	1.1%	100.0%
TOTAL PERMANENT	241831	8969	1417	25260	63112	2982	965	7397	28034	1495	381462
	63.4%	2.4%	0.4%	6.6%	16.5%	0.8%	0.3%	1.9%	7.3%	0.4%	100.0%
Temporary employees	6889	433	32	352	7234	180	20	125	46	9	15320
	45.0%	2.8%	0.2%	2.3%	47.2%	1.2%	0.1%	0.8%	0.3%	0.1%	100.0%
GRAND TOTAL	248720	9402	1449	25612	70346	3162	985	7522	28080	1504	396782

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	8	1	1	10	3	1	3	4	1	0	32
	25.0%	3.1%	3.1%	31.0%	9.4%	3.1%	9.4%	12.5%	3.1%	0.0%	100.0%
Senior Management	14	2	1	27	7	0	2	4	2	0	59
	23.7%	3.4%	1.7%	46.0%	11.9%	0.0%	3.4%	6.8%	3.4%	0.0%	100.0%
Professionally qualified	66	7	4	64	24	4	3	17	2	0	191
	34.6%	3.7%	2.1%	34.0%	12.6%	2.1%	1.6%	8.9%	1.0%	0.0%	100.0%
Skilled	318	33	5	153	133	17	4	51	9	0	723
	44.0%	4.6%	0.7%	21.0%	18.4%	2.4%	0.6%	7.1%	1.2%	0.0%	100.0%
Semi-skilled	722	45	5	51	281	47	7	23	135	1	1317
	54.8%	3.4%	0.4%	4.0%	21.3%	3.6%	0.5%	1.7%	10.3%	0.1%	100.0%
Unskilled	734	30	4	5	372	34	5	0	97	2	1283
	57.2%	2.3%	0.3%	0.0%	29.0%	2.7%	0.4%	0.0%	7.6%	0.2%	100.0%
TOTAL PERMANENT	1862	118	20	310	820	103	24	99	246	3	3605
	51.7%	3.3%	0.6%	8.6%	22.7%	2.9%	0.7%	2.7%	6.8%	0.1%	100.0%
Temporary employees	251	17	4	2	296	23	9	2	0	0	604
	41.6%	2.8%	0.7%	0.3%	49.0%	3.8%	1.5%	0.3%	0.0%	0.0%	100.0%
GRAND TOTAL	2113	135	24	312	1116	126	33	101	246	3	4209



## 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	350	94	237	1487	244	93	193	679	74	28	3479
	10.1%	2.7%	6.8%	43.0%	7.0%	2.7%	5.5%	19.5%	2.1%	0.8%	100.0%
Senior Management	850	253	482	1939	737	254	436	1723	188	89	6951
	12.2%	3.6%	6.9%	28.0%	10.6%	3.7%	6.3%	24.8%	2.7%	1.3%	100.0%
Professionally qualified	3836	860	1104	4596	3786	1063	1252	4185	512	278	21472
	17.9%	4.0%	5.1%	21.0%	17.6%	5.0%	5.8%	19.5%	2.4%	1.3%	100.0%
Skilled	9144	1718	1150	3425	10849	2507	1887	5413	294	227	36614
	25.0%	4.7%	3.1%	9.0%	29.6%	6.8%	5.2%	14.8%	0.8%	0.6%	100.0%
Semi-skilled	11557	1846	492	866	12449	3128	883	2621	180	139	34161
	33.8%	5.4%	1.4%	3.0%	36.4%	9.2%	2.6%	7.7%	0.5%	0.4%	100.0%
Unskilled	7468	839	66	128	4618	437	71	182	92	57	13958
	53.5%	6.0%	0.5%	1.0%	33.1%	3.1%	0.5%	1.3%	0.7%	0.4%	100.0%
TOTAL PERMANENT	33205	5610	3531	12441	32683	7482	4722	14803	1340	818	116635
	28.5%	4.8%	3.0%	10.7%	28.0%	6.4%	4.0%	12.7%	1.1%	0.7%	100.0%
Temporary employees	2497	459	71	214	2327	298	79	160	28	23	6156
	40.6%	7.5%	1.2%	3.5%	37.8%	4.8%	1.3%	2.6%	0.5%	0.4%	100.0%
GRAND TOTAL	35702	6069	3602	12655	35010	7780	4801	14963	1368	841	122791

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	4	6	3	19	4	2	5	8	0	0	51
	7.8%	11.8%	5.9%	37.0%	7.8%	3.9%	9.8%	15.7%	0.0%	0.0%	100.0%
Senior Management	10	8	5	16	8	3	6	11	1	0	68
	14.7%	11.8%	7.4%	24.0%	11.8%	4.4%	8.8%	16.2%	1.5%	0.0%	100.0%
Professionally qualified	35	5	22	42	26	7	14	37	4	0	192
	18.2%	2.6%	11.5%	22.0%	13.5%	3.6%	7.3%	19.3%	2.1%	0.0%	100.0%
Skilled	123	17	12	54	145	28	19	58	1	0	457
	26.9%	3.7%	2.6%	12.0%	31.7%	6.1%	4.2%	12.7%	0.2%	0.0%	100.0%
Semi-skilled	204	23	11	14	271	29	15	40	1	1	609
	33.5%	3.8%	1.8%	2.0%	44.5%	4.8%	2.5%	6.6%	0.2%	0.2%	100.0%
Unskilled	196	19	9	5	176	22	10	4	0	0	441
	44.4%	4.3%	2.0%	1.0%	39.9%	5.0%	2.3%	0.9%	0.0%	0.0%	100.0%
TOTAL PERMANENT	572	78	62	150	630	91	69	158	7	1	1818
	31.5%	4.3%	3.4%	8.3%	34.7%	5.0%	3.8%	8.7%	0.4%	0.1%	100.0%
Temporary employees	95	6	0	2	143	8	0	3	0	0	257
	37.0%	2.3%	0.0%	0.8%	55.6%	3.1%	0.0%	1.2%	0.0%	0.0%	100.0%
GRAND TOTAL	667	84	62	152	773	99	69	161	7	1	2075

## 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	563	103	46	189	307	54	41	62	0	0	1365
	41.2%	7.5%	3.4%	14.0%	22.5%	4.0%	3.0%	4.5%	0.0%	0.0%	100.0%
Senior Management	2600	345	302	754	1989	190	179	372	11	3	6745
	38.5%	5.1%	4.5%	11.0%	29.5%	2.8%	2.7%	5.5%	0.2%	0.0%	100.0%
Professionally qualified	15466	3068	1051	4663	12343	1915	770	2451	105	49	41881
	36.9%	7.3%	2.5%	11.0%	29.5%	4.6%	1.8%	5.9%	0.3%	0.1%	100.0%
Skilled	95066	14856	3552	9299	59007	8717	1810	6421	79	34	198841
	47.8%	7.5%	1.8%	5.0%	29.7%	4.4%	0.9%	3.2%	0.0%	0.0%	100.0%
Semi-skilled	140536	14465	1988	2142	82938	10562	1372	2374	148	17	256542
	54.8%	5.6%	0.8%	1.0%	32.3%	4.1%	0.5%	0.9%	0.1%	0.0%	100.0%
Unskilled	23253	5245	346	144	22052	2995	122	58	55	14	54284
	42.8%	9.7%	0.6%	0.0%	40.6%	5.5%	0.2%	0.1%	0.1%	0.0%	100.0%
TOTAL PERMANENT	277484	38082	7285	17191	178636	24433	4294	11738	398	117	559658
	49.6%	6.8%	1.3%	3.1%	31.9%	4.4%	0.8%	2.1%	0.1%	0.0%	100.0%
Temporary employees	9518	1579	68	95	7970	1427	41	99	92	47	20936
	45.5%	7.5%	0.3%	0.5%	38.1%	6.8%	0.2%	0.5%	0.4%	0.2%	100.0%
GRAND TOTAL	287002	39661	7353	17286	186606	25860	4335	11837	490	164	580594

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	8	2	2	6	5	2	0	0	0	0	25
	32.0%	8.0%	8.0%	24.0%	20.0%	8.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Senior Management	30	5	6	25	21	6	9	13	0	0	115
	26.1%	4.3%	5.2%	22.0%	18.3%	5.2%	7.8%	11.3%	0.0%	0.0%	100.0%
Professionally qualified	199	73	39	181	140	44	31	132	0	0	839
	23.7%	8.7%	4.6%	22.0%	16.7%	5.2%	3.7%	15.7%	0.0%	0.0%	100.0%
Skilled	883	316	84	628	574	223	55	455	1	0	3219
	27.4%	9.8%	2.6%	20.0%	17.8%	6.9%	1.7%	14.1%	0.0%	0.0%	100.0%
Semi-skilled	1573	227	53	96	1054	176	25	130	1	0	3335
	47.2%	6.8%	1.6%	3.0%	31.6%	5.3%	0.7%	3.9%	0.0%	0.0%	100.0%
Unskilled	1008	101	12	8	2161	30	3	3	0	0	3326
	30.3%	3.0%	0.4%	0.0%	65.0%	0.9%	0.1%	0.1%	0.0%	0.0%	100.0%
TOTAL PERMANENT	3701	724	196	944	3955	481	123	733	2	0	10859
	34.1%	6.7%	1.8%	8.7%	36.4%	4.4%	1.1%	6.8%	0.0%	0.0%	100.0%
Temporary employees	33	6	0	1	27	0	0	0	0	0	67
	49.3%	9.0%	0.0%	1.5%	40.3%	0.0%	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	39	20	18	310	22	8	17	93	11	2	540
	7.2%	3.7%	3.3%	57.0%	4.1%	1.5%	3.1%	17.2%	2.0%	0.4%	100.0%
Senior Management	102	42	57	388	112	67	70	373	14	14	1239
	8.2%	3.4%	4.6%	31.0%	9.0%	5.4%	5.6%	30.1%	1.1%	1.1%	100.0%
Professionally qualified	362	115	132	625	412	192	176	769	28	20	2831
	12.8%	4.1%	4.7%	22.0%	14.6%	6.8%	6.2%	27.2%	1.0%	0.7%	100.0%
Skilled	1305	306	183	881	1506	545	286	1348	127	54	6541
	20.0%	4.7%	2.8%	13.0%	23.0%	8.3%	4.4%	20.6%	1.9%	0.8%	100.0%
Semi-skilled	2175	357	88	320	1838	569	263	849	171	52	6682
	32.6%	5.3%	1.3%	5.0%	27.5%	8.5%	3.9%	12.7%	2.6%	0.8%	100.0%
Unskilled	1552	69	15	35	2644	75	21	79	121	51	4662
	33.3%	1.5%	0.3%	1.0%	56.7%	1.6%	0.5%	1.7%	2.6%	1.1%	100.0%
TOTAL PERMANENT	5535	909	493	2559	6534	1456	833	3511	472	193	22495
	24.6%	4.0%	2.2%	11.4%	29.0%	6.5%	3.7%	15.6%	2.1%	0.9%	100.0%
Temporary employees	220	21	5	40	190	30	4	38	5	2	555
	39.6%	3.8%	0.9%	7.2%	34.2%	5.4%	0.7%	6.8%	0.9%	0.4%	100.0%
GRAND TOTAL	5755	930	498	2599	6724	1486	837	3549	477	195	23050

WORKFORCE PROFILE FOR ALL EMPLOYEES	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	0	0	3	0	0	1	6	0	0	11
	9.1%	0.0%	0.0%	27.0%	0.0%	0.0%	9.1%	54.5%	0.0%	0.0%	100.0%
Professionally qualified	2	0	2	9	2	0	3	6	0	0	24
	8.3%	0.0%	8.3%	38.0%	8.3%	0.0%	12.5%	25.0%	0.0%	0.0%	100.0%
Skilled	7	2	1	10	11	5	1	17	0	0	54
	13.0%	3.7%	1.9%	19.0%	20.4%	9.3%	1.9%	31.5%	0.0%	0.0%	100.0%
Semi-skilled	32	5	4	4	24	8	4	7	0	0	88
	36.4%	5.7%	4.5%	5.0%	27.3%	9.1%	4.5%	8.0%	0.0%	0.0%	100.0%
Unskilled	25	11	0	2	29	8	0	1	0	0	76
	32.9%	14.5%	0.0%	3.0%	38.2%	10.5%	0.0%	1.3%	0.0%	0.0%	100.0%
TOTAL PERMANENT	68	19	7	29	66	21	9	39	0	0	258
	26.4%	7.4%	2.7%	11.2%	25.6%	8.1%	3.5%	15.1%	0.0%	0.0%	100.0%
Temporary employees	15	0	0	0	17	0	0	0	0	0	32
	46.9%	0.0%	0.0%	0.0%	53.1%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
GRAND TOTAL	83	19	7	29	83	21	9	39	0	0	290



## 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	386	116	429	1506	230	82	215	394	83	13	3454
	11.2%	3.4%	12.4%	44.0%	6.7%	2.4%	6.2%	11.4%	2.4%	0.4%	100.0%
Senior Management	1756	440	914	2312	823	248	510	1177	100	41	8321
	21.1%	5.3%	11.0%	28.0%	9.9%	3.0%	6.1%	14.1%	1.2%	0.5%	100.0%
Professionally qualified	7146	1480	1881	5111	4265	899	1165	2923	294	79	25243
	28.3%	5.9%	7.5%	20.0%	16.9%	3.6%	4.6%	11.6%	1.2%	0.3%	100.0%
Skilled	49405	8059	4253	8957	20274	3922	2464	5800	1257	109	104500
	47.3%	7.7%	4.1%	9.0%	19.4%	3.8%	2.4%	5.6%	1.2%	0.1%	100.0%
Semi-skilled	84769	8702	2730	3510	27351	4282	1610	3501	1372	127	137954
	61.4%	6.3%	2.0%	3.0%	19.8%	3.1%	1.2%	2.5%	1.0%	0.1%	100.0%
Unskilled	28719	3299	309	446	9365	941	97	137	541	86	43940
	65.4%	7.5%	0.7%	1.0%	21.3%	2.1%	0.2%	0.3%	1.2%	0.2%	100.0%
TOTAL PERMANENT	172181	22096	10516	21842	62308	10374	6061	13932	3647	455	323412
	53.2%	6.8%	3.3%	6.8%	19.3%	3.2%	1.9%	4.3%	1.1%	0.1%	100.0%
Temporary employees	7436	636	189	370	3310	303	80	151	90	7	12572
	59.1%	5.1%	1.5%	2.9%	26.3%	2.4%	0.6%	1.2%	0.7%	0.1%	100.0%
GRAND TOTAL	179617	22732	10705	22212	65618	10677	6141	14083	3737	462	335984

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	11	5	14	29	3	5	14	7	0	1	89
	12.4%	5.6%	15.7%	33.0%	3.4%	5.6%	15.7%	7.9%	0.0%	1.1%	100.0%
Senior Management	19	9	20	39	8	3	11	22	2	0	133
	14.3%	6.8%	15.0%	29.0%	6.0%	2.3%	8.3%	16.5%	1.5%	0.0%	100.0%
Professionally qualified	71	16	34	75	53	19	23	41	1	1	334
	21.3%	4.8%	10.2%	22.0%	15.9%	5.7%	6.9%	12.3%	0.3%	0.3%	100.0%
Skilled	522	74	76	181	524	64	27	104	4	1	1577
	33.1%	4.7%	4.8%	11.0%	33.2%	4.1%	1.7%	6.6%	0.3%	0.1%	100.0%
Semi-skilled	578	82	24	61	684	54	32	59	1	0	1575
	36.7%	5.2%	1.5%	4.0%	43.4%	3.4%	2.0%	3.7%	0.1%	0.0%	100.0%
Unskilled	288	22	11	10	460	27	4	2	0	1	825
	34.9%	2.7%	1.3%	1.0%	55.8%	3.3%	0.5%	0.2%	0.0%	0.1%	100.0%
TOTAL PERMANENT	1489	208	179	395	1732	172	111	235	8	4	4533
	32.8%	4.6%	3.9%	8.7%	38.2%	3.8%	2.4%	5.2%	0.2%	0.1%	100.0%
Temporary employees	194	10	1	2	441	35	1	3	0	0	687
	28.2%	1.5%	0.1%	0.3%	64.2%	5.1%	0.1%	0.4%	0.0%	0.0%	100.0%
GRAND TOTAL	1683	218	180	397	2173	207	112	238	8	4	5220

## 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	300	48	24	183	140	23	14	52	2	1	787
	38.1%	6.1%	3.0%	23.0%	17.8%	2.9%	1.8%	6.6%	0.3%	0.1%	100.0%
Senior Management	1037	101	67	318	547	54	33	154	22	6	2339
	44.3%	4.3%	2.9%	14.0%	23.4%	2.3%	1.4%	6.6%	0.9%	0.3%	100.0%
Professionally qualified	3859	416	197	767	3008	288	147	424	52	15	9173
	42.1%	4.5%	2.1%	8.0%	32.8%	3.1%	1.6%	4.6%	0.6%	0.2%	100.0%
Skilled	11724	1258	246	1306	9026	1037	251	872	100	14	25834
	45.4%	4.9%	1.0%	5.0%	34.9%	4.0%	1.0%	3.4%	0.4%	0.1%	100.0%
Semi-skilled	21861	2339	130	447	13728	1266	165	498	139	38	40611
	53.8%	5.8%	0.3%	1.0%	33.8%	3.1%	0.4%	1.2%	0.3%	0.1%	100.0%
Unskilled	20496	1820	63	128	15901	978	39	45	168	63	39701
	51.6%	4.6%	0.2%	0.0%	40.1%	2.5%	0.1%	0.1%	0.4%	0.2%	100.0%
TOTAL PERMANENT	59277	5982	727	3149	42350	3646	649	2045	483	137	118445
	50.0%	5.1%	0.6%	2.7%	35.8%	3.1%	0.5%	1.7%	0.4%	0.1%	100.0%
Temporary employees	2751	447	7	37	2299	294	13	39	14	8	5909
	46.6%	7.6%	0.1%	0.6%	38.9%	5.0%	0.2%	0.7%	0.2%	0.1%	100.0%
GRAND TOTAL	62028	6429	734	3186	44649	3940	662	2084	497	145	124354

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	3	0	3	2	1	1	2	1	0	0	13
	23.1%	0.0%	23.1%	15.0%	7.7%	7.7%	15.4%	7.7%	0.0%	0.0%	100.0%
Senior Management	8	1	1	4	2	0	2	1	0	0	19
	42.1%	5.3%	5.3%	21.0%	10.5%	0.0%	10.5%	5.3%	0.0%	0.0%	100.0%
Professionally qualified	43	3	5	20	18	5	0	12	0	0	106
	40.6%	2.8%	4.7%	19.0%	17.0%	4.7%	0.0%	11.3%	0.0%	0.0%	100.0%
Skilled	100	14	3	31	88	14	6	19	0	0	275
	36.4%	5.1%	1.1%	11.0%	32.0%	5.1%	2.2%	6.9%	0.0%	0.0%	100.0%
Semi-skilled	190	25	2	23	99	16	6	6	0	1	368
	51.6%	6.8%	0.5%	6.0%	26.9%	4.3%	1.6%	1.6%	0.0%	0.3%	100.0%
Unskilled	213	17	3	4	177	11	1	4	1	0	431
	49.4%	3.9%	0.7%	1.0%	41.1%	2.6%	0.2%	0.9%	0.2%	0.0%	100.0%
TOTAL PERMANENT	557	60	17	84	385	47	17	43	1	1	1212
	46.0%	5.0%	1.4%	6.9%	31.8%	3.9%	1.4%	3.5%	0.1%	0.1%	100.0%
Temporary employees	59	3	1	1	79	3	3	1	0	0	150
	39.3%	2.0%	0.7%	0.7%	52.7%	2.0%	2.0%	0.7%	0.0%	0.0%	100.0%
GRAND TOTAL	616	63	18	85	464	50	20	44	1	1	1362

## 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	407	223	962	3828	250	132	345	1084	94	30	7355
	5.5%	3.0%	13.1%	52.0%	3.4%	1.8%	4.7%	14.7%	1.3%	0.4%	100.0%
Senior Management	2456	1039	1943	5853	1492	792	970	3307	237	61	18150
	13.5%	5.7%	10.7%	32.0%	8.2%	4.4%	5.3%	18.2%	1.3%	0.3%	100.0%
Professionally qualified	11873	3778	3850	10649	10048	3938	2705	8120	606	181	55748
	21.3%	6.8%	6.9%	19.0%	18.0%	7.1%	4.9%	14.6%	1.1%	0.3%	100.0%
Skilled	44080	10519	6934	14495	44701	14030	5963	13774	1718	619	156833
	28.1%	6.7%	4.4%	9.0%	28.5%	8.9%	3.8%	8.8%	1.1%	0.4%	100.0%
Semi-skilled	161990	24374	5075	7436	238067	40510	5748	8453	3281	1437	496371
	32.6%	4.9%	1.0%	1.0%	48.0%	8.2%	1.2%	1.7%	0.7%	0.3%	100.0%
Unskilled	90100	9828	1430	1436	97000	13667	1070	820	2112	1015	218478
	41.2%	4.5%	0.7%	1.0%	44.4%	6.3%	0.5%	0.4%	1.0%	0.5%	100.0%
TOTAL PERMANENT	310906	49761	20194	43697	391558	73069	16801	35558	8048	3343	952935
	32.6%	5.2%	2.1%	4.6%	41.1%	7.7%	1.8%	3.7%	0.8%	0.4%	100.0%
Temporary employees	14875	1968	376	565	18498	2389	369	696	179	92	40007
	37.2%	4.9%	0.9%	1.4%	46.2%	6.0%	0.9%	1.7%	0.4%	0.2%	100.0%
GRAND TOTAL	325781	51729	20570	44262	410056	75458	17170	36254	8227	3435	992942

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	6	2	27	63	4	5	7	15	0	0	129
	4.7%	1.6%	20.9%	49.0%	3.1%	3.9%	5.4%	11.6%	0.0%	0.0%	100.0%
Senior Management	20	17	34	99	11	10	16	57	1	0	265
	7.5%	6.4%	12.8%	37.0%	4.2%	3.8%	6.0%	21.5%	0.4%	0.0%	100.0%
Professionally qualified	53	40	51	158	50	37	41	131	4	0	565
	9.4%	7.1%	9.0%	28.0%	8.8%	6.5%	7.3%	23.2%	0.7%	0.0%	100.0%
Skilled	272	102	96	257	356	173	84	202	4	2	1548
	17.6%	6.6%	6.2%	17.0%	23.0%	11.2%	5.4%	13.0%	0.3%	0.1%	100.0%
Semi-skilled	1098	264	78	184	1623	316	68	180	12	6	3829
	28.7%	6.9%	2.0%	5.0%	42.4%	8.3%	1.8%	4.7%	0.3%	0.2%	100.0%
Unskilled	1377	151	33	91	1139	274	22	35	4	2	3128
	44.0%	4.8%	1.1%	3.0%	36.4%	8.8%	0.7%	1.1%	0.1%	0.1%	100.0%
TOTAL PERMANENT	2826	576	319	852	3183	815	238	620	25	10	9464
	29.9%	6.1%	3.4%	9.0%	33.6%	8.6%	2.5%	6.6%	0.3%	0.1%	100.0%
Temporary employees	471	62	17	11	489	78	14	6	1	2	1151
	40.9%	5.4%	1.5%	1.0%	42.5%	6.8%	1.2%	0.5%	0.1%	0.2%	100.0%
GRAND TOTAL	3297	638	336	863	3672	893	252	626	26	12	10615

## Appendix D: WORKFORCE PROFILE OF ALL EMPLOYERS BY BUSINESS TYPE FOR 2024

NATIONAL GOVERNMENT WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	210	24	15	43	154	17	23	24	0	0	510
	41.2%	4.7%	2.9%	8.0%	30.2%	3.3%	4.5%	4.7%	0.0%	0.0%	100.0%
Senior Management	2176	199	205	310	1754	140	180	300	8	5	5277
	41.2%	3.8%	3.9%	6.0%	33.2%	2.7%	3.4%	5.7%	0.2%	0.1%	100.0%
Professionally qualified	14977	1915	898	3777	13069	1325	807	2493	76	28	39365
	38.0%	4.9%	2.3%	10.0%	33.2%	3.4%	2.1%	6.3%	0.2%	0.1%	100.0%
Skilled	69787	9594	2053	7162	48078	5936	1376	6288	43	25	150342
	46.4%	6.4%	1.4%	5.0%	32.0%	3.9%	0.9%	4.2%	0.0%	0.0%	100.0%
Semi-skilled	47841	6114	1000	958	48889	5618	775	1634	86	38	112953
	42.4%	5.4%	0.9%	1.0%	43.3%	5.0%	0.7%	1.4%	0.1%	0.0%	100.0%
Unskilled	6152	1104	122	68	7298	1077	40	28	0	2	15891
	38.7%	6.9%	0.8%	0.0%	45.9%	6.8%	0.3%	0.2%	0.0%	0.0%	100.0%
TOTAL PERMANENT	141143	18950	4293	12318	119242	14113	3201	10767	213	98	324338
	43.5%	5.8%	1.3%	3.8%	36.8%	4.4%	1.0%	3.3%	0.1%	0.0%	100.0%
Temporary employees	5628	399	36	61	13853	393	53	112	155	71	20761
	27.1%	1.9%	0.2%	0.3%	66.7%	1.9%	0.3%	0.5%	0.7%	0.3%	100.0%
GRAND TOTAL	146771	19349	4329	12379	133095	14506	3254	10879	368	169	345099

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	0	1	0	1	0	0	6
	50.0%	0.0%	0.0%	17.0%	0.0%	16.7%	0.0%	16.7%	0.0%	0.0%	100.0%
Senior Management	21	5	1	20	23	3	12	8	1	0	94
	22.3%	5.3%	1.1%	21.0%	24.5%	3.2%	12.8%	8.5%	1.1%	0.0%	100.0%
Professionally qualified	169	35	38	170	155	22	25	138	1	0	753
	22.4%	4.6%	5.0%	23.0%	20.6%	2.9%	3.3%	18.3%	0.1%	0.0%	100.0%
Skilled	778	195	59	583	528	138	47	457	0	1	2786
	27.9%	7.0%	2.1%	21.0%	19.0%	5.0%	1.7%	16.4%	0.0%	0.0%	100.0%
Semi-skilled	450	79	23	59	532	64	14	89	0	0	1310
	34.4%	6.0%	1.8%	5.0%	40.6%	4.9%	1.1%	6.8%	0.0%	0.0%	100.0%
Unskilled	53	5	0	2	47	4	2	1	0	0	114
	46.5%	4.4%	0.0%	2.0%	41.2%	3.5%	1.8%	0.9%	0.0%	0.0%	100.0%
TOTAL PERMANENT	1474	319	121	835	1285	232	100	694	2	1	5063
	29.1%	6.3%	2.4%	16.5%	25.4%	4.6%	2.0%	13.7%	0.0%	0.0%	100.0%
Temporary employees	13	2	0	1	11	0	0	0	0	0	27
	48.1%	7.4%	0.0%	3.7%	40.7%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
GRAND TOTAL	1487	321	121	836	1296	232	100	694	2	1	5090



PROVINCIAL GOVERNMENT WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	146	17	8	9	85	11	8	7	0	1	292
	50.0%	5.8%	2.7%	3.0%	29.1%	3.8%	2.7%	2.4%	0.0%	0.3%	100.0%
Senior Management	1317	137	70	118	1113	117	66	102	10	3	3053
	43.1%	4.5%	2.3%	4.0%	36.5%	3.8%	2.2%	3.3%	0.3%	0.1%	100.0%
Professionally qualified	30241	2992	1610	3157	51735	6409	3097	6011	296	185	105733
	28.6%	2.8%	1.5%	3.0%	48.9%	6.1%	2.9%	5.7%	0.3%	0.2%	100.0%
Skilled	69885	4425	993	3373	174640	12998	2785	15310	587	386	285382
	24.5%	1.6%	0.3%	1.0%	61.2%	4.6%	1.0%	5.4%	0.2%	0.1%	100.0%
Semi-skilled	35244	3971	400	398	71602	6814	613	1478	11	7	120538
	29.2%	3.3%	0.3%	0.0%	59.4%	5.7%	0.5%	1.2%	0.0%	0.0%	100.0%
Unskilled	15412	1087	51	261	20978	1323	32	186	8	4	39342
	39.2%	2.8%	0.1%	1.0%	53.3%	3.4%	0.1%	0.5%	0.0%	0.0%	100.0%
TOTAL PERMANENT	152245	12629	3132	7316	320153	27672	6601	23094	912	586	554340
	27.5%	2.3%	0.6%	1.3%	57.8%	5.0%	1.2%	4.2%	0.2%	0.1%	100.0%
Temporary employees	19472	1456	303	669	60272	2834	395	1537	51	56	87045
	22.4%	1.7%	0.3%	0.8%	69.2%	3.3%	0.5%	1.8%	0.1%	0.1%	100.0%
GRAND TOTAL	171717	14085	3435	7985	380425	30506	6996	24631	963	642	641385

PROVINCIAL GOVERNMENT WORKFORCE PROFILE FOR EMPLOYEES WITH DISABIL- ITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	4	0	0	0	2	1	0	0	0	0	7
	57.1%	0.0%	0.0%	0.0%	28.6%	14.3%	0.0%	0.0%	0.0%	0.0%	100.0%
Senior Management	24	5	3	6	12	1	2	4	0	0	57
	42.1%	8.8%	5.3%	11.0%	21.1%	1.8%	3.5%	7.0%	0.0%	0.0%	100.0%
Professionally qualified	405	45	33	104	500	45	39	165	0	1	1337
	30.3%	3.4%	2.5%	8.0%	37.4%	3.4%	2.9%	12.3%	0.0%	0.1%	100.0%
Skilled	662	63	18	94	1487	335	59	298	5	10	3031
	21.8%	2.1%	0.6%	3.0%	49.1%	11.1%	1.9%	9.8%	0.2%	0.3%	100.0%
Semi-skilled	628	54	24	25	675	61	23	48	2	1	1541
	40.8%	3.5%	1.6%	2.0%	43.8%	4.0%	1.5%	3.1%	0.1%	0.1%	100.0%
Unskilled	282	13	3	6	271	16	2	6	0	0	599
	47.1%	2.2%	0.5%	1.0%	45.2%	2.7%	0.3%	1.0%	0.0%	0.0%	100.0%
TOTAL PERMANENT	2005	180	81	235	2947	459	125	521	7	12	6572
	30.5%	2.7%	1.2%	3.6%	44.8%	7.0%	1.9%	7.9%	0.1%	0.2%	100.0%
Temporary employees	150	4	2	3	102	4	0	5	0	0	270
	55.6%	1.5%	0.7%	1.1%	37.8%	1.5%	0.0%	1.9%	0.0%	0.0%	100.0%
GRAND TOTAL	2155	184	83	238	3049	463	125	526	7	12	6842



LOCAL GOV- ERNMENT WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	503	92	26	56	238	37	10	26	0	0	988
	50.9%	9.3%	2.6%	6.0%	24.1%	3.7%	1.0%	2.6%	0.0%	0.0%	100.0%
Senior Management	1558	168	119	236	898	57	64	99	6	2	3207
	48.6%	5.2%	3.7%	7.0%	28.0%	1.8%	2.0%	3.1%	0.2%	0.1%	100.0%
Professionally qualified	5085	1319	265	1056	4010	843	177	586	60	28	13429
	37.9%	9.8%	2.0%	8.0%	29.9%	6.3%	1.3%	4.4%	0.4%	0.2%	100.0%
Skilled	17793	5463	1333	2110	15170	3439	649	1220	32	17	47226
	37.7%	11.6%	2.8%	4.0%	32.1%	7.3%	1.4%	2.6%	0.1%	0.0%	100.0%
Semi-skilled	27813	8258	975	850	21007	5121	625	1000	11	1	65661
	42.4%	12.6%	1.5%	1.0%	32.0%	7.8%	1.0%	1.5%	0.0%	0.0%	100.0%
Unskilled	24159	5479	255	190	16358	2461	88	67	8	3	49068
	49.2%	11.2%	0.5%	0.0%	33.3%	5.0%	0.2%	0.1%	0.0%	0.0%	100.0%
TOTAL PERMANENT	76911	20779	2973	4498	57681	11958	1613	2998	117	51	179579
	42.8%	11.6%	1.7%	2.5%	32.1%	6.7%	0.9%	1.7%	0.1%	0.0%	100.0%
Temporary employees	3206	710	16	47	3191	462	13	60	2	2	7709
	41.6%	9.2%	0.2%	0.6%	41.4%	6.0%	0.2%	0.8%	0.0%	0.0%	100.0%
GRAND TOTAL	80117	21489	2989	4545	60872	12420	1626	3058	119	53	187288

WORKFORCE PROFILE FOR EMPLOYEES WITH DISABIL- ITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	5	2	0	1	2	0	0	0	0	0	10
	50.0%	20.0%	0.0%	10.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Senior Management	13	3	2	10	3	2	0	0	0	0	33
	39.4%	9.1%	6.1%	30.0%	9.1%	6.1%	0.0%	0.0%	0.0%	0.0%	100.0%
Professionally qualified	56	46	5	36	28	22	4	24	0	0	221
	25.3%	20.8%	2.3%	16.0%	12.7%	10.0%	1.8%	10.9%	0.0%	0.0%	100.0%
Skilled	176	126	19	71	108	97	11	50	1	0	659
	26.7%	19.1%	2.9%	11.0%	16.4%	14.7%	1.7%	7.6%	0.2%	0.0%	100.0%
Semi-skilled	255	160	23	40	170	102	12	43	0	0	805
	31.7%	19.9%	2.9%	5.0%	21.1%	12.7%	1.5%	5.3%	0.0%	0.0%	100.0%
Unskilled	264	109	11	6	120	22	1	4	0	0	537
	49.2%	20.3%	2.0%	1.0%	22.3%	4.1%	0.2%	0.7%	0.0%	0.0%	100.0%
TOTAL PERMANENT	769	446	60	164	431	245	28	121	1	0	2265
	34.0%	19.7%	2.6%	7.2%	19.0%	10.8%	1.2%	5.3%	0.0%	0.0%	100.0%
Temporary employees	19	6	0	1	16	1	0	0	0	0	43
	44.2%	14.0%	0.0%	2.3%	37.2%	2.3%	0.0%	0.0%	0.0%	0.0%	100.0%
GRAND TOTAL	788	452	60	165	447	246	28	121	1	0	2308



PRIVATE SECTOR WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	4793	1837	4417	27333	3089	1340	2208	7185	1274	263	53739
	8.9%	3.4%	8.2%	51.0%	5.7%	2.5%	4.1%	13.4%	2.4%	0.5%	100.0%
Senior Management	17531	6553	10676	44785	11724	4931	6717	24005	3084	1117	131123
	13.4%	5.0%	8.1%	34.0%	8.9%	3.8%	5.1%	18.3%	2.4%	0.9%	100.0%
Professionally qualified	84396	24509	25908	90609	67693	22104	20770	61435	7623	2843	407890
	20.7%	6.0%	6.4%	22.0%	16.6%	5.4%	5.1%	15.1%	1.9%	0.7%	100.0%
Skilled	410600	78277	39183	119446	277868	73666	36014	97329	18344	5520	1156247
	35.5%	6.8%	3.4%	10.0%	24.0%	6.4%	3.1%	8.4%	1.6%	0.5%	100.0%
Semi-skilled	982043	116110	23445	39156	701986	119332	24618	47138	38668	7491	2099987
	46.8%	5.5%	1.1%	2.0%	33.4%	5.7%	1.2%	2.2%	1.8%	0.4%	100.0%
Unskilled	510897	62053	4944	6953	395183	60355	2734	3287	29685	9991	1086082
	47.0%	5.7%	0.5%	1.0%	36.4%	5.6%	0.3%	0.3%	2.7%	0.9%	100.0%
TOTAL PERMANENT	2010260	289339	108573	328282	1457543	281728	93061	240379	98678	27225	4935068
	40.7%	5.9%	2.2%	6.7%	29.5%	5.7%	1.9%	4.9%	2.0%	0.6%	100.0%
Temporary employees	221954	31871	2823	7290	188894	31475	2521	5892	13683	8320	514723
	43.1%	6.2%	0.5%	1.4%	36.7%	6.1%	0.5%	1.1%	2.7%	1.6%	100.0%
GRAND TOTAL	2232214	321210	111396	335572	1646437	313203	95582	246271	112361	35545	5449791

PRIVATE SECTOR WORKFORCE PROFILE FOR EMPLOYEES WITH DISABIL- ITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	81	73	133	468	51	45	77	114	8	3	1053
	7.7%	6.9%	12.6%	44.0%	4.8%	4.3%	7.3%	10.8%	0.8%	0.3%	100.0%
Senior Management	173	130	177	678	98	98	124	341	17	7	1843
	9.4%	7.1%	9.6%	37.0%	5.3%	5.3%	6.7%	18.5%	0.9%	0.4%	100.0%
Professionally qualified	632	306	355	1342	483	274	297	960	41	12	4702
	13.4%	6.5%	7.5%	29.0%	10.3%	5.8%	6.3%	20.4%	0.9%	0.3%	100.0%
Skilled	3066	876	588	2082	2571	934	513	1661	82	25	12398
	24.7%	7.1%	4.7%	17.0%	20.7%	7.5%	4.1%	13.4%	0.7%	0.2%	100.0%
Semi-skilled	7807	1327	401	828	7792	1351	407	952	211	24	21100
	37.0%	6.3%	1.9%	4.0%	36.9%	6.4%	1.9%	4.5%	1.0%	0.1%	100.0%
Unskilled	8093	850	185	234	9434	1024	142	90	174	44	20270
	39.9%	4.2%	0.9%	1.0%	46.5%	5.1%	0.7%	0.4%	0.9%	0.2%	100.0%
TOTAL PERMANENT	19852	3562	1839	5632	20429	3726	1560	4118	533	115	61366
	32.4%	5.8%	3.0%	9.2%	33.3%	6.1%	2.5%	6.7%	0.9%	0.2%	100.0%
Temporary employees	3018	310	78	61	3671	414	81	43	9	7	7692
	39.2%	4.0%	1.0%	0.8%	47.7%	5.4%	1.1%	0.6%	0.1%	0.1%	100.0%
GRAND TOTAL	22870	3872	1917	5693	24100	4140	1641	4161	542	122	69058





STATE OWNED ENTERPRISE (SOE) WORK-FORCE PROFILE FOR ALL EM-EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	278	21	37	57	211	29	24	42	6	2	707
	39.3%	3.0%	5.2%	8.0%	29.8%	4.1%	3.4%	5.9%	0.8%	0.3%	100.0%
Senior Management	1201	116	147	234	1021	94	99	215	50	25	3202
	37.5%	3.6%	4.6%	7.0%	31.9%	2.9%	3.1%	6.7%	1.6%	0.8%	100.0%
Professionally qualified	5239	486	479	1190	5053	475	444	994	200	85	14645
	35.8%	3.3%	3.3%	8.0%	34.5%	3.2%	3.0%	6.8%	1.4%	0.6%	100.0%
Skilled	11972	973	574	1161	14287	1109	584	1081	53	35	31829
	37.6%	3.1%	1.8%	4.0%	44.9%	3.5%	1.8%	3.4%	0.2%	0.1%	100.0%
Semi-skilled	12362	1131	194	251	11867	1059	218	385	6	12	27485
	45.0%	4.1%	0.7%	1.0%	43.2%	3.9%	0.8%	1.4%	0.0%	0.0%	100.0%
Unskilled	4265	267	16	13	4673	310	9	8	6	3	9570
	44.6%	2.8%	0.2%	0.0%	48.8%	3.2%	0.1%	0.1%	0.1%	0.0%	100.0%
TOTAL PERMANENT	35317	2994	1447	2906	37112	3076	1378	2725	321	162	87438
	40.4%	3.4%	1.7%	3.3%	42.4%	3.5%	1.6%	3.1%	0.4%	0.2%	100.0%
Temporary employees	2119	91	40	97	2914	108	52	82	9	3	5515
	38.4%	1.7%	0.7%	1.8%	52.8%	2.0%	0.9%	1.5%	0.2%	0.1%	100.0%
GRAND TOTAL	37436	3085	1487	3003	40026	3184	1430	2807	330	165	92953

STATE OWNED ENTERPRISE (SOE) WORK-FORCE PROFILE FOR EMPLOYEES WITH DIS-ABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	1	0	1	2	1	1	1	2	0	0	9
	11.1%	0.0%	11.1%	22.0%	11.1%	11.1%	11.1%	22.2%	0.0%	0.0%	100.0%
Senior Management	12	2	3	8	8	3	3	6	0	0	45
	26.7%	4.4%	6.7%	18.0%	17.8%	6.7%	6.7%	13.3%	0.0%	0.0%	100.0%
Professionally qualified	85	6	11	47	38	4	15	25	2	1	234
	36.3%	2.6%	4.7%	20.0%	16.2%	1.7%	6.4%	10.7%	0.9%	0.4%	100.0%
Skilled	158	14	14	53	172	32	12	37	0	1	493
	32.0%	2.8%	2.8%	11.0%	34.9%	6.5%	2.4%	7.5%	0.0%	0.2%	100.0%
Semi-skilled	186	16	3	15	189	13	9	17	0	0	448
	41.5%	3.6%	0.7%	3.0%	42.2%	2.9%	2.0%	3.8%	0.0%	0.0%	100.0%
Unskilled	48	3	0	2	32	0	0	2	0	0	87
	55.2%	3.4%	0.0%	2.0%	36.8%	0.0%	0.0%	2.3%	0.0%	0.0%	100.0%
TOTAL PERMANENT	490	41	32	127	440	53	40	89	2	2	1316
	37.2%	3.1%	2.4%	9.7%	33.4%	4.0%	3.0%	6.8%	0.2%	0.2%	100.0%
Temporary employees	21	1	0	0	36	0	1	0	0	0	59
	35.6%	1.7%	0.0%	0.0%	61.0%	0.0%	1.7%	0.0%	0.0%	0.0%	100.0%
GRAND TOTAL	511	42	32	127	476	53	41	89	2	2	1375



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	328	80	71	288	280	57	57	234	45	25	1465
	22.4%	5.5%	4.8%	20.0%	19.1%	3.9%	3.9%	16.0%	3.1%	1.7%	100.0%
Senior Management	1656	230	213	587	1390	278	188	718	99	60	5419
	30.6%	4.2%	3.9%	11.0%	25.7%	5.1%	3.5%	13.2%	1.8%	1.1%	100.0%
Professionally qualified	9422	1266	1091	2110	16825	1575	1309	2932	641	519	37690
	25.0%	3.4%	2.9%	6.0%	44.6%	4.2%	3.5%	7.8%	1.7%	1.4%	100.0%
Skilled	30690	5784	1131	4212	43894	7870	1050	4953	212	215	100011
	30.7%	5.8%	1.1%	4.0%	43.9%	7.9%	1.0%	5.0%	0.2%	0.2%	100.0%
Semi-skilled	38667	7283	470	1606	48424	16665	771	4475	185	202	118748
	32.6%	6.1%	0.4%	1.0%	40.8%	14.0%	0.6%	3.8%	0.2%	0.2%	100.0%
Unskilled	19347	3162	24	202	28913	3274	31	224	91	58	55326
	35.0%	5.7%	0.0%	0.0%	52.3%	5.9%	0.1%	0.4%	0.2%	0.1%	100.0%
TOTAL PERMANENT	100110	17805	3000	9005	139726	29719	3406	13536	1273	1079	318659
	31.4%	5.6%	0.9%	2.8%	43.8%	9.3%	1.1%	4.2%	0.4%	0.3%	100.0%
Temporary employees	79374	5298	457	460	213430	13820	940	913	72	60	314824
	25.2%	1.7%	0.1%	0.1%	67.8%	4.4%	0.3%	0.3%	0.0%	0.0%	100.0%
GRAND TOTAL	179484	23103	3457	9465	353156	43539	4346	14449	1345	1139	633483

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	6	4	4	5	9	0	1	7	1	0	37
	16.2%	10.8%	10.8%	14.0%	24.3%	0.0%	2.7%	18.9%	2.7%	0.0%	100.0%
Senior Management	20	2	1	15	11	7	3	22	0	2	83
	24.1%	2.4%	1.2%	18.0%	13.3%	8.4%	3.6%	26.5%	0.0%	2.4%	100.0%
Professionally qualified	100	15	20	44	299	40	22	56	2	6	604
	16.6%	2.5%	3.3%	7.0%	49.5%	6.6%	3.6%	9.3%	0.3%	1.0%	100.0%
Skilled	488	48	36	162	762	62	21	126	3	1	1709
	28.6%	2.8%	2.1%	9.0%	44.6%	3.6%	1.2%	7.4%	0.2%	0.1%	100.0%
Semi-skilled	485	63	8	40	645	69	12	62	0	1	1385
	35.0%	4.5%	0.6%	3.0%	46.6%	5.0%	0.9%	4.5%	0.0%	0.1%	100.0%
Unskilled	300	42	2	69	619	53	2	58	1	0	1146
	26.2%	3.7%	0.2%	6.0%	54.0%	4.6%	0.2%	5.1%	0.1%	0.0%	100.0%
TOTAL PERMANENT	1399	174	71	335	2345	231	61	331	7	10	4964
	28.2%	3.5%	1.4%	6.7%	47.2%	4.7%	1.2%	6.7%	0.1%	0.2%	100.0%
Temporary employees	1853	85	5	9	4356	177	13	7	0	0	6505
	28.5%	1.3%	0.1%	0.1%	67.0%	2.7%	0.2%	0.1%	0.0%	0.0%	100.0%
GRAND TOTAL	3252	259	76	344	6701	408	74	338	7	10	11469



EDUCATIONAL INSTITUTIONS WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	138	26	44	227	104	33	33	225	17	6	853
	16.2%	3.0%	5.2%	27.0%	12.2%	3.9%	3.9%	26.4%	2.0%	0.7%	100.0%
Senior Management	717	121	129	655	506	112	170	993	205	93	3701
	19.4%	3.3%	3.5%	18.0%	13.7%	3.0%	4.6%	26.8%	5.5%	2.5%	100.0%
Professionally qualified	14090	1050	1547	4749	18071	1558	2611	9433	1917	977	56003
	25.2%	1.9%	2.8%	8.0%	32.3%	2.8%	4.7%	16.8%	3.4%	1.7%	100.0%
Skilled	34315	2324	1719	3917	80045	4618	6197	12955	1099	866	148055
	23.2%	1.6%	1.2%	3.0%	54.1%	3.1%	4.2%	8.8%	0.7%	0.6%	100.0%
Semi-skilled	16506	1281	331	618	22418	2535	636	2367	156	192	47040
	35.1%	2.7%	0.7%	1.0%	47.7%	5.4%	1.4%	5.0%	0.3%	0.4%	100.0%
Unskilled	9569	476	45	88	14057	778	38	126	143	97	25417
	37.6%	1.9%	0.2%	0.0%	55.3%	3.1%	0.1%	0.5%	0.6%	0.4%	100.0%
TOTAL PERMANENT	75335	5278	3815	10254	135201	9634	9685	26099	3537	2231	281069
	26.8%	1.9%	1.4%	3.6%	48.1%	3.4%	3.4%	9.3%	1.3%	0.8%	100.0%
Temporary employees	12437	976	499	2011	43425	1676	1150	3582	1835	1006	68597
	18.1%	1.4%	0.7%	2.9%	63.3%	2.4%	1.7%	5.2%	2.7%	1.5%	100.0%
GRAND TOTAL	87772	6254	4314	12265	178626	11310	10835	29681	5372	3237	349666

EDUCATIONAL INSTITUTIONS 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	2	3	0	0	3	0	0	8
	0.0%	0.0%	0.0%	25.0%	37.5%	0.0%	0.0%	37.5%	0.0%	0.0%	100.0%
Senior Management	7	0	3	9	8	2	2	11	1	0	43
	16.3%	0.0%	7.0%	21.0%	18.6%	4.7%	4.7%	25.6%	2.3%	0.0%	100.0%
Professionally qualified	55	10	6	92	69	20	13	116	11	10	402
	13.7%	2.5%	1.5%	23.0%	17.2%	5.0%	3.2%	28.9%	2.7%	2.5%	100.0%
Skilled	128	32	20	107	192	37	24	159	7	6	712
	18.0%	4.5%	2.8%	15.0%	27.0%	5.2%	3.4%	22.3%	1.0%	0.8%	100.0%
Semi-skilled	133	12	7	19	121	30	3	38	0	1	364
	36.5%	3.3%	1.9%	5.0%	33.2%	8.2%	0.8%	10.4%	0.0%	0.3%	100.0%
Unskilled	71	6	1	5	81	4	2	2	0	0	172
	41.3%	3.5%	0.6%	3.0%	47.1%	2.3%	1.2%	1.2%	0.0%	0.0%	100.0%
TOTAL PERMANENT	394	60	37	234	474	93	44	329	19	17	1701
	23.2%	3.5%	2.2%	13.8%	27.9%	5.5%	2.6%	19.3%	1.1%	1.0%	100.0%
Temporary employees	99	16	1	19	98	18	6	41	11	6	315
	31.4%	5.1%	0.3%	6.0%	31.1%	5.7%	1.9%	13.0%	3.5%	1.9%	100.0%
GRAND TOTAL	493	76	38	253	572	111	50	370	30	23	2016

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

OCCUPATIONAL LEVELS	Patterson Classic (levels)	Patterson Modern (bands)	ReMeasure ©(points)	Hay Units © (points)	Hay Decision Tree © points)	Peromnes ©(points)	Task © (levels)	JEasy © (levels)	DESCRIPTION
Top Management/ Executives	F+1 – F+5	G Band I5	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/team plans that will support the BU business plans. Optimisation of resources (finances, people, material, information and technology) to achieve given objectives in most productive and cost effective way.
Skilled Technical & Academically Qualified/ Junior Management/ Supervisors/ Foremen/ Superintendents	C1-C5	C Lower-C Upper	100-149	192-370	75-124	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

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



