



Workforce distribution

3. Workforce distribution

A broad objective of the Act is to have an equitable representation of the designated groups in terms of their Economically Active Population (EAP) in the workforce. The EAP includes people from 15 to 64 years of age who are either employed or unemployed and seeking employment.

Table 1: Profile of the national population and the national EAP by race and gender

Population group	National population distribution (Census 2001)			Economically active (QLFS, September 2009)		
	Male	Female	Total	Male	Female	Total
African	37.7%	41.3%	79.0%	39.2%	34.2%	73.5%
Coloured	4.3%	4.6%	8.9%	6.1%	5.2%	11.3%
Indian	1.2%	1.3%	2.5%	1.9%	1.1%	3.0%
White	4.6%	5.0%	9.6%	6.7%	5.5%	12.2%
Total	47.8%	52.2%	100.0%	54.0%	46.0%	100.0%

The data in **Table 1** provides a picture of the National Demographics and the EAP in terms of race and gender. This data provides vital information for setting employment equity numerical goals and targets. The labour market should aim for 87% of their workforce to be Black at all occupational levels.

Table 2: Profile of the EAP by race and gender per province

Province	Male				Female				Total
	A	C	I	W	A	C	I	W	
Western Cape	18.0%	27.8%	0.3%	8.5%	14.1%	24.0%	0.2%	7.1%	100.0%
Eastern Cape	39.5%	6.1%	0.5%	5.4%	38.9%	4.8%	0.3%	4.4%	100.0%
Northern Cape	21.4%	24.2%	0.1%	6.6%	22.5%	20.0%	0.0%	5.2%	100.0%
Free State	42.2%	1.4%	0.1%	9.1%	38.6%	1.6%	0.0%	7.1%	100.0%
KwaZulu-Natal	40.8%	0.7%	6.8%	4.4%	39.3%	0.7%	3.9%	3.5%	100.0%
North West	52.4%	1.1%	0.6%	5.8%	34.8%	0.7%	0.1%	4.6%	100.0%
Gauteng	42.2%	2.2%	1.9%	9.1%	33.9%	2.0%	1.1%	7.8%	100.0%
Mpumalanga	47.0%	1.1%	0.4%	4.7%	43.0%	0.8%	0.0%	3.0%	100.0%
Limpopo	48.4%	0.3%	0.4%	2.1%	46.9%	0.4%	0.3%	1.2%	100.0%

Source: Statistics South Africa, 2009

Table 2 shows that in terms of the EAP population distribution per province, Africans are in the majority in seven of the nine provinces. Coloureds are clearly in the majority in the remaining two provinces, i.e. the Western Cape and the Northern Cape.



● — Analysis of employment
equity reports received
in 2009

4. Analysis of employment equity reports received in 2009

The analysis is based on reports received from large employers, as they were required to report in 2009, unlike small employers who are required to report every two years. Analysis is made of the workforce profile, recruitment, promotion, termination and skills development in terms of the top four occupational levels, i.e. the Top management, Senior management, Professionally Qualified and Skilled levels. Tables from which data has been extracted and analysed are contained in **Appendix A**.

4.1 Extent of reporting on employment equity by employers

Employers are deemed to have reported only if they fully and accurately complete their EE forms. **Table 3** outlines the status of reporting for 2009 compared to 2007.

Table 3: EE reports analysed

Year	Reports received	Reports excluded	Reports included in analysis	Number of employees covered in analysis
2007	2 858	1 365	1 493	2 030 837
2009	3 695	326	3 369	4 426 972

During this period 3 695 reports were received and 3 369 reports were analysed covering 4 426 972 employees. The remaining 326 reports were excluded from the analysis because they were not fully and accurately completed by employers.

It is pleasing to note that the number of reports received in 2009 is approximately 30% more than those received in 2007. In addition, the number of employees covered in the analysis is more than double those covered in the 2007 analysis. It is gratifying to note that of the reports received from employers, approximately 80% were submitted online, which is an approximate 30% increase when compared to the 2008 online reporting.

4.2 Workforce profile

The workforce profiles below provide the population distribution of employees by race, gender and disability at the first four occupational levels for large employers only. An analysis is presented for all employers, all government and all private and per industry sector as well. The various classified employers are defined below. All employers mean all large employers in government and in the private sector.

All employers include:

- All government
- All private sector.

All government includes:

- National government
- Provincial government
- Local government.

All private includes:

- Private entities

- Academic institutions
- Parastatals
- Non-profit organisations.

Industry Sector includes:

- Agriculture
- Mining and Quarrying
- Manufacturing
- Electricity, Gas and Water
- Construction
- Retail, Motor Trade and Repair Services
- Wholesale Trade, Commercial Agents and Allied Services
- Catering, Accommodation and other Trades
- Transport, Storage and Communications
- Finance and Business Services
- Community, Social and Personal Services.



All employee statistics in graphs and tables that follow should be viewed in relation to the EAP as summarised in **Table 4**.

Table 4: EAP by race and gender

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

4.2.1 Workforce profile percentage population distribution at the top management level by race and gender

This area of the report provides the population distribution at the top management level by race and gender. Three graphs are used to illustrate the population representation levels for all employers, all government and all private sector employers. In addition, a table is used to illustrate the population representation levels per industry sector by race and gender.

Figure 1: Workforce population distribution for Top Management for all employers

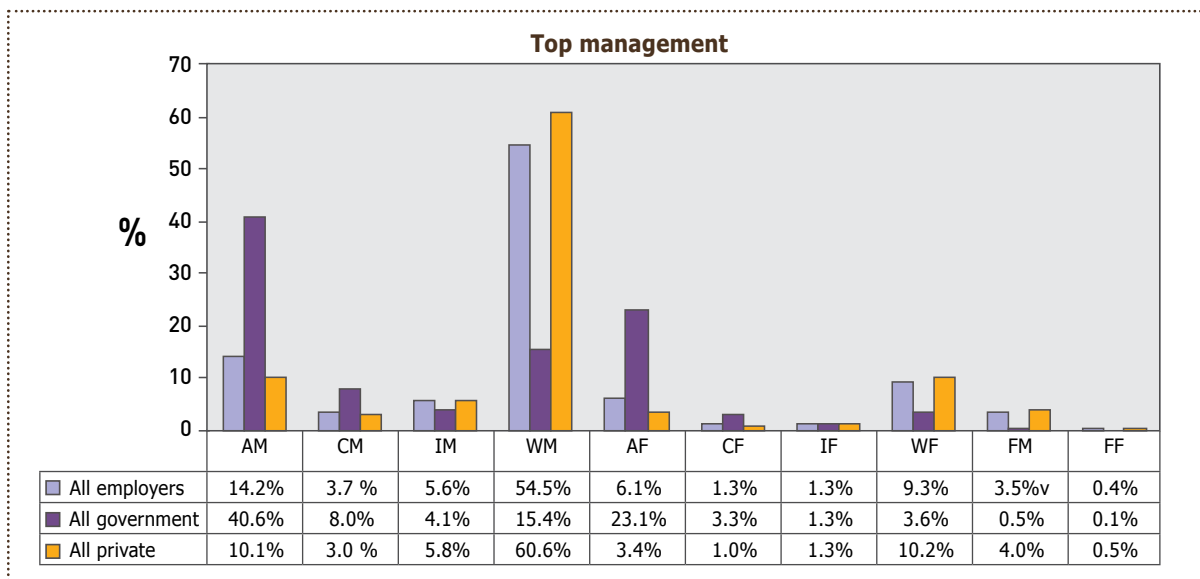


Figure 1 indicates that the representivity levels of various groups in terms of race and gender at government is more closely aligned to their EAP when compared to the private sector. However, in the private sector, the representation of Whites at this level is nearly six times their EAP of 12%, whereas Africans are nearly six times below their EAP of 73%.

Figure 2: Workforce population distribution for Top Management for government employers only

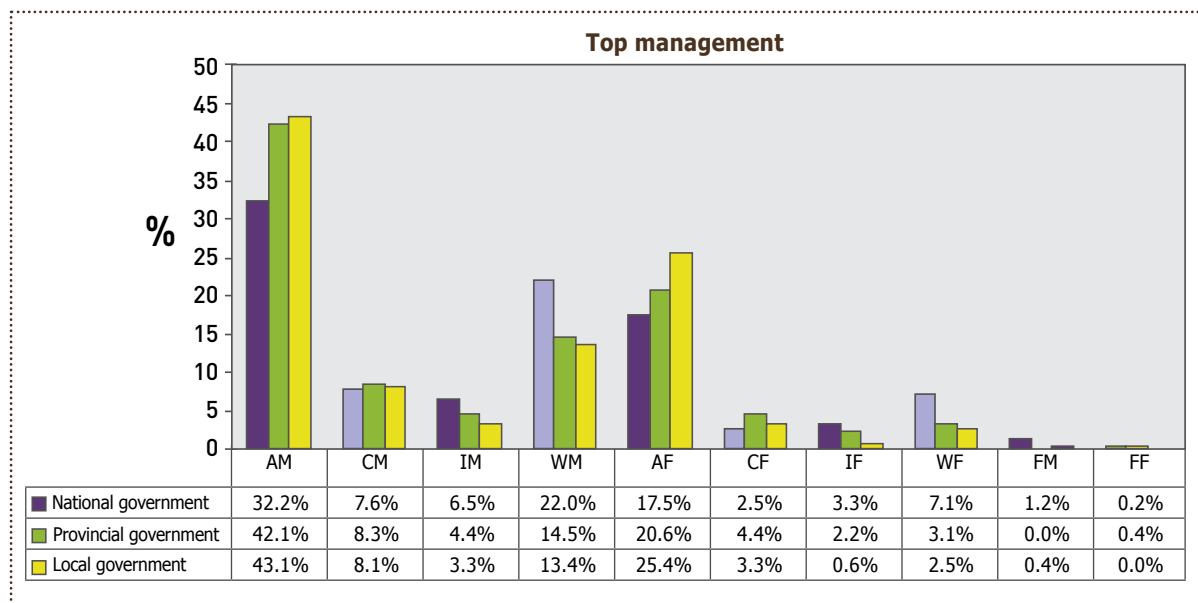


Figure 2 indicates that all levels of government are generally performing well against the EAP of the various racial groups. However, much more still needs to be done to increase the representation of females at this level.

Figure 3: Workforce population distribution for Top Management for private sector employers

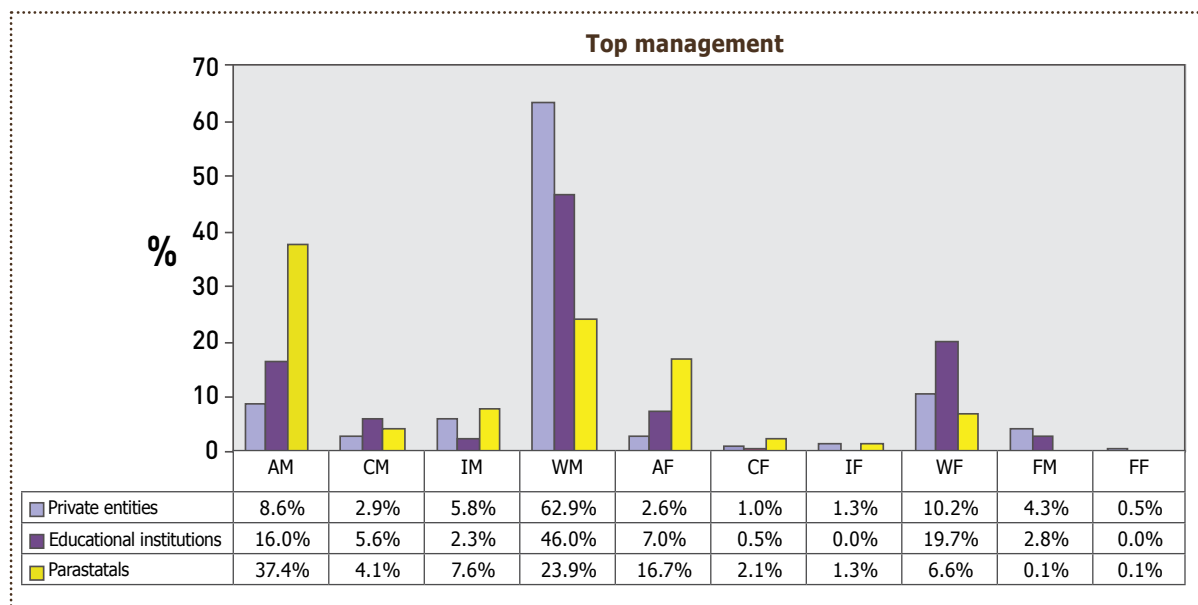


Figure 3 indicates that parastatals are more representative in terms of race and gender than other entities in the private sector. White representation continues to dominate at all other entities, except for parastatals. Apart from parastatals, Black female representation at this level is almost non-existent.

Table 5: Industry sector workforce profile percentage population distribution at the Top Management level by race and gender

Occupational levels	Male				Female				Foreign National		Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Agriculture	8.5%	2.4%	0.4%	76.7%	2.1%	0.7%	0.0%	8.5%	0.6%	0.0%	100.0%
Mining and Quarrying	13.6%	1.4%	1.9%	68.5%	3.4%	0.3%	0.0%	6.1%	4.9%	0.0%	100.0%
Manufacturing	6.8%	2.5%	6.2%	64.4%	2.1%	0.9%	1.0%	7.8%	7.8%	0.6%	100.0%
Electricity, Gas and Water	27.7%	4.0%	5.1%	29.3%	16.2%	1.7%	1.2%	3.7%	9.2%	1.7%	100.0%
Construction	10.9%	4.2%	5.0%	69.5%	1.9%	0.6%	0.7%	4.8%	2.1%	0.1%	100.0%
Retail and Motor Trade/Repair Service	4.7%	2.1%	5.9%	69.9%	0.9%	0.5%	1.2%	10.9%	3.4%	0.6%	100.0%
Wholesale Trade/ Commercial Agents/ Allied Services	4.6%	3.5%	7.7%	68.2%	1.9%	1.1%	1.7%	9.2%	2.0%	0.1%	100.0%
Catering/ Accommodation/ other trade	10.1%	1.7%	3.6%	57.2%	3.0%	1.7%	0.8%	18.0%	2.8%	1.1%	100.0%
Transport/ Storage/ Communications	19.5%	4.5%	6.6%	46.9%	6.1%	0.8%	1.6%	8.7%	4.9%	0.4%	100.0%
Finance/Business Services	12.8	3.0%	6.8%	51.5%	6.8%	1.4%	1.9%	12.7%	2.5%	0.6%	100.0%
Community/Social/ Personal Services	28.9	6.5%	4.6%	30.2%	14.7%	2.8%	1.7%	9.6%	0.8%	0.2%	100.0%

Table 5 indicates that of the 11 defined sectors, two sectors, i.e. Electricity/Gas/Water and Community/Social/Personal Services are progressing much better when compared to the other sectors. Notwithstanding the fact that all 11 sectors are performing terribly in terms of EE, the two worst performing sectors are Retail/Motor/Trade/Repair Service as well as Wholesale Trade/ Commercial Agents/ Allied Services.

4.2.2 Workforce profile percentage population distribution at the senior management level by race and gender

This area of the report provides the population distribution at the senior management level by race and gender. Three graphs are used below to illustrate the population representation levels for all employers, government and the private sector. In addition, a table is used to illustrate the population representation levels per industry sector by race and gender.

Figure 4: Workforce population distribution for Senior Management for all employers

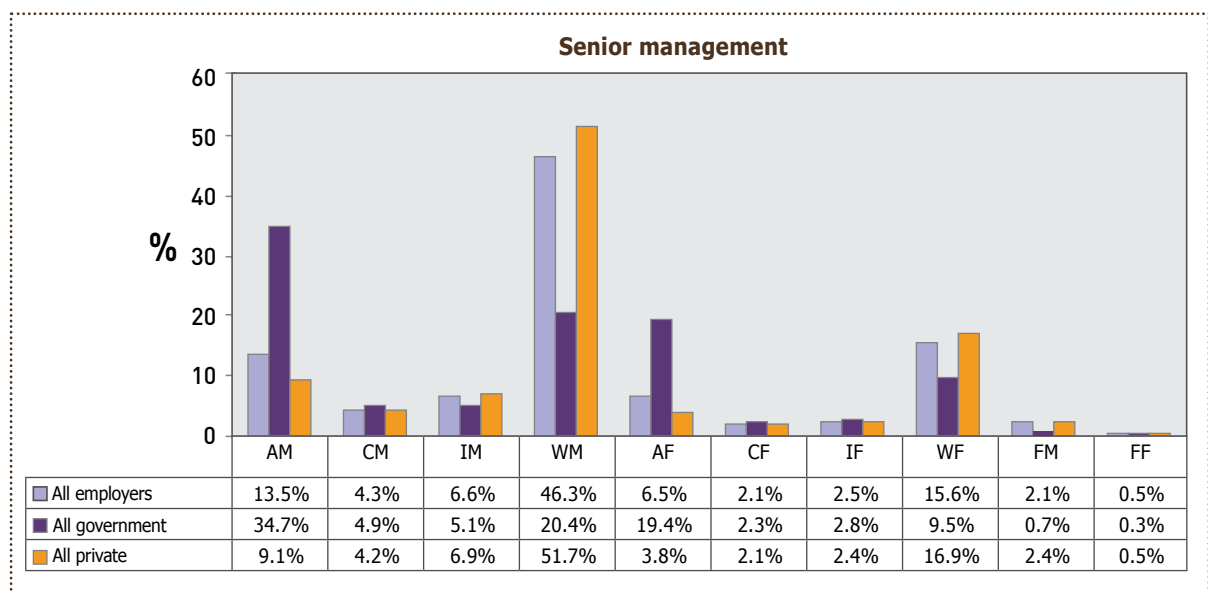


Figure 4 yet again indicates that government is much more representative in terms of race and gender than the private sector. It also shows that both government and the private sector are found wanting when it comes to the representation of Black females, particularly African and Coloured females, at this level. At their 13% representation in the private sector, Africans fall way short against their EAP of 73%

Figure 5: Workforce population distribution for Senior Management for government employers only

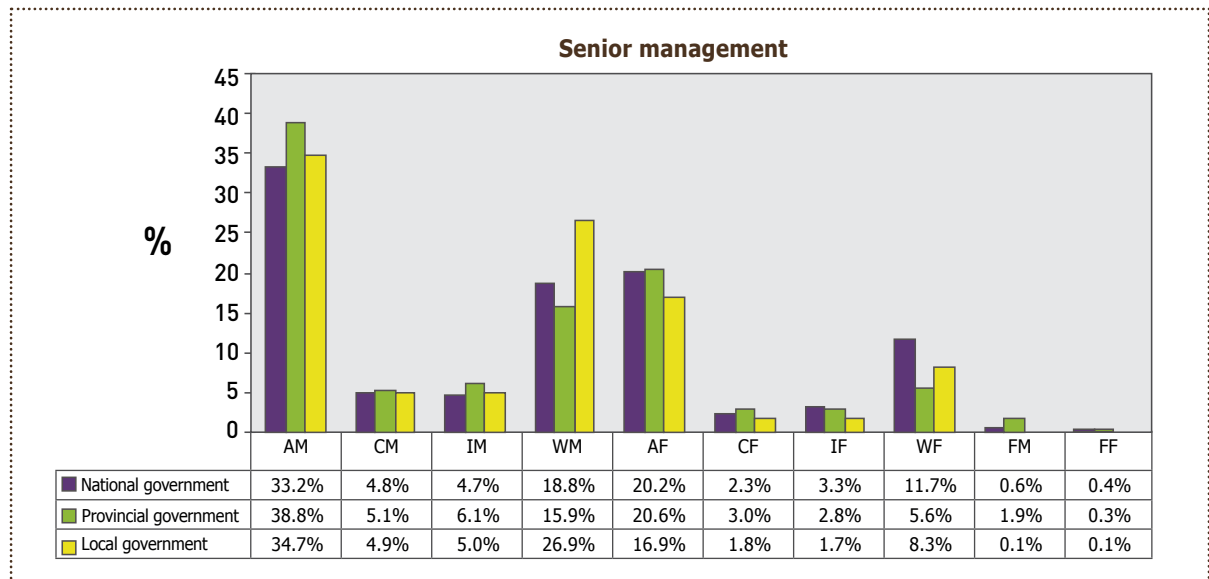


Figure 5 indicates that Local government is the worst performing in government compared to national and provincial government. African and Coloured females are grossly under-represented at this level, especially at local government.



Figure 6: Workforce population distribution for Senior Management for private sector employers

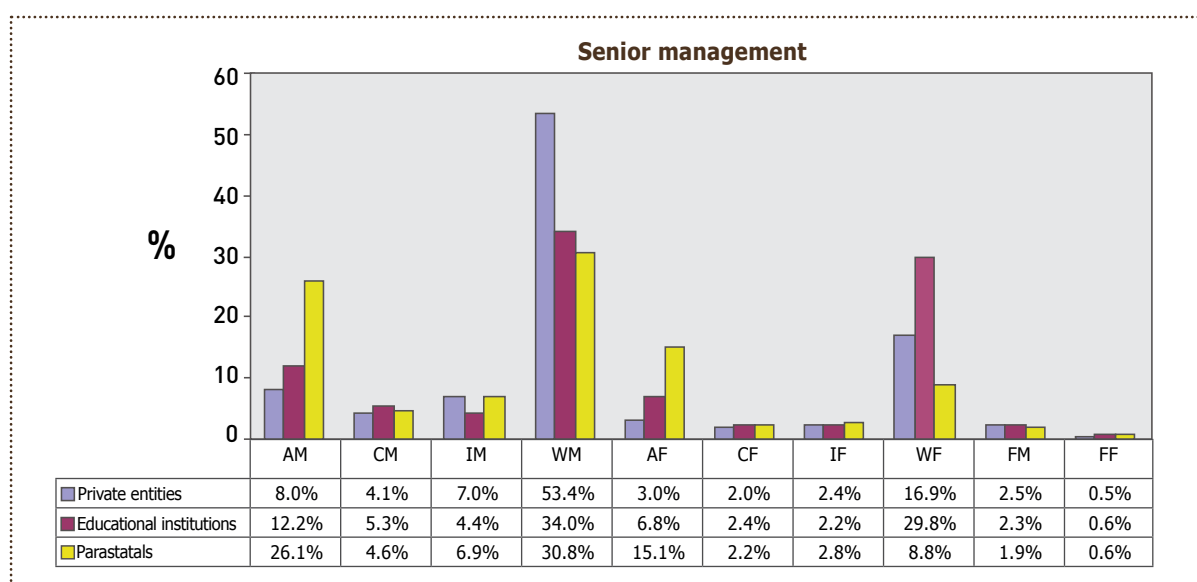


Figure 6 indicates that Whites basically dominate the private sector. Apart from the general need to increase the Black group, figures show once more that there is a drastic need to increase the representation of females in the private sector, particularly African and Coloured females.

Table 6: Industry sector workforce profile percentage population distribution at the Senior Management level for all employers by race and gender

Occupational levels	Male				Female				Foreign National		Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Agriculture	15.9%	2.9%	1.6%	61.8%	5.1%	0.9%	0.4%	10.4%	0.9%	0.1%	100.0%
Mining and Quarrying	13.2%	2.3%	2.8%	65.5%	3.5%	0.3%	0.7%	8.0%	3.5%	0.3%	100.0%
Manufacturing	7.0%	4.4%	8.0%	57.7%	2.7%	1.8%	2.0%	12.3%	3.7%	0.4%	100.0%
Electricity, Gas and Water	22.1%	3.6%	5.7%	39.7%	11.6%	1.8%	2.0%	8.6%	4.2%	0.7%	100.0%
Construction	11.8%	4.5%	4.8%	62.8%	3.8%	1.3%	1.1%	7.9%	1.8%	0.3%	100.0%
Retail and Motor Trade/Repair Service	6.9%	5.0%	8.2%	50.8%	2.0%	2.1%	3.1%	19.8%	1.6%	0.5%	100.0%
Wholesale Trade/Commercial Agents/Allied Services	8.0%	6.2%	10.0%	46.7%	2.6%	4.2%	2.9%	18.1%	1.0%	0.3%	100.0%
Catering/Accommodation/other trade	12.8%	3.8%	3.7%	40.4%	7.6%	3.9%	2.0%	23.3%	1.9%	0.5%	100.0%
Transport/Storage/Communications	12.4%	4.4%	10.5%	46.1%	5.0%	1.7%	2.1%	15.7%	1.5%	0.4%	100.0%
Finance/Business Services	9.4%	3.6%	6.7%	45.6%	5.4%	2.1%	3.2%	20.9%	2.4%	0.8%	100.0%
Community/Social/Personal Services	27.9%	5.1%	5.1%	26.0%	15.3%	2.5%	2.9%	13.8%	1.0%	0.3%	100.0%

Table 6 indicates that of the 11 defined sectors, two sectors, i.e. Electricity/Gas/Water as well as Community/ Social/Personal Services, are progressing much better when compared to the other sectors. Notwithstanding the fact that all 11 sectors are performing terribly in terms of EE, the two worst performing sectors are Retail/ Motor Trade/Repair Service and Manufacturing.

4.2.3 Workforce profile percentage population distribution at the professionally qualified level by race and gender

This area of the report provides the population distribution at the Professionally Qualified level by race and gender. Three graphs are used to illustrate the population representation levels for all employers, government and the private sector. In addition, **Table 7** is used to illustrate the population representation levels per industry sector by race and gender.

Figure 7: Workforce population distribution for Professionally Qualified for all employers

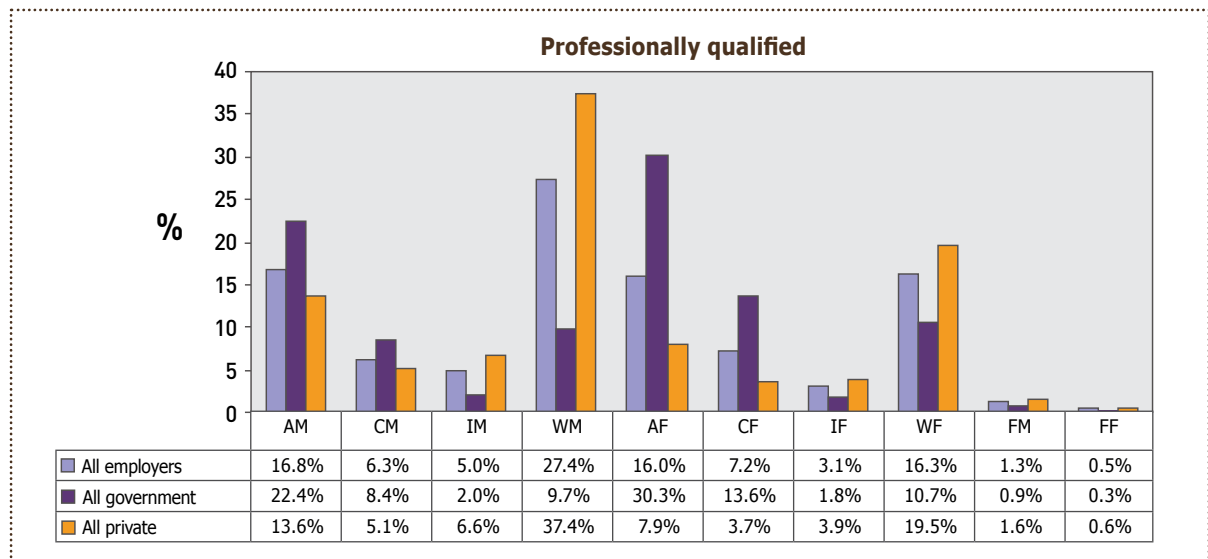


Figure 7 indicates that Whites dominate the private sector while government employees are representative in terms of race and gender at this level. At 22% in the private sector, Africans are far behind their EAP of 73%.

Figure 8: Workforce population distribution for Professionally Qualified for government employers only

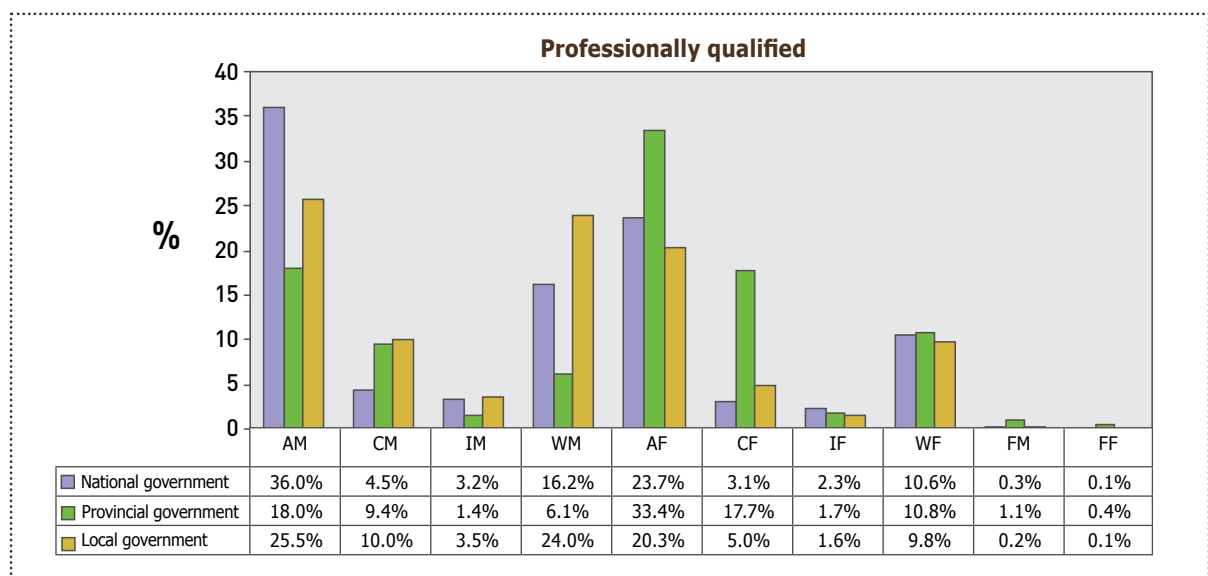


Figure 8 indicates that government is representative in terms of race and gender. However, much more needs to be done to increase the representation of African males at provincial government. Government has to implement measures to improve on the representation of particularly African females at both the national and local levels.

Figure 9: Workforce population distribution for Professionally Qualified for private sector employers

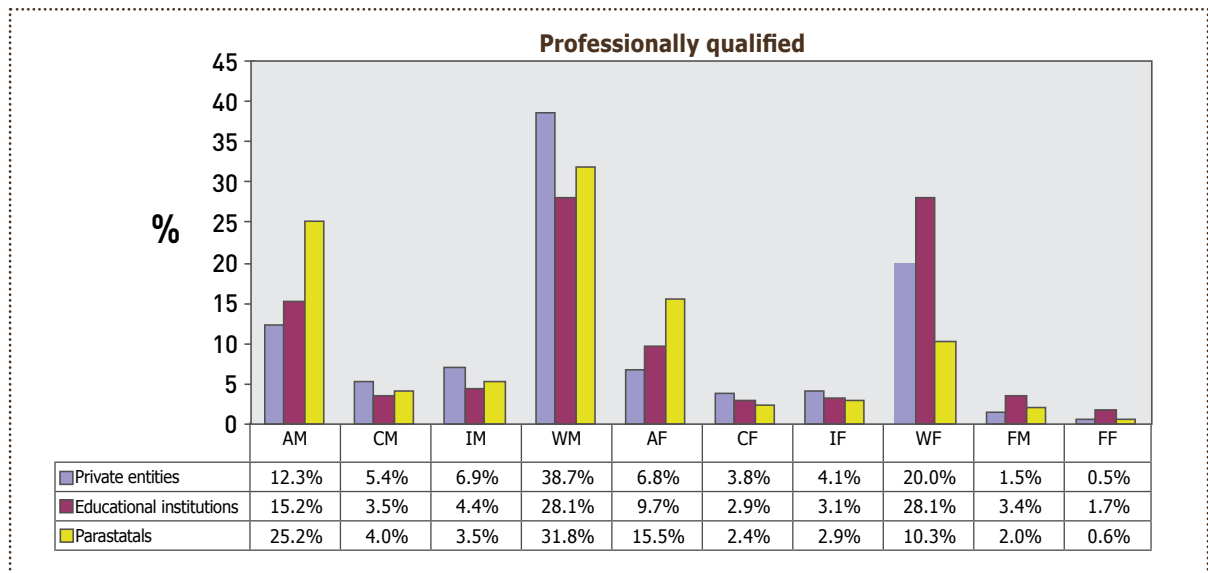


Figure 9 indicates that Whites dominate across all entities at this level, except for Parastatals where Africans are closer to their EAP. The most under-represented group at this level for the other two employers are Africans and Coloured females.

Table 7: Industry sector workforce profile percentage population distribution at the Professionally Qualified level by race and gender

Occupational levels	Male				Female				Foreign National		Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Agriculture	21.2%	3.4%	1.8%	46.5%	9.3%	1.2%	0.9%	14.3%	1.2%	0.2%	100.0%
Mining and Quarrying	21.5%	2.5%	2.7%	51.3%	6.9%	0.7%	1.2%	11.0%	1.9%	0.3%	100.0%
Manufacturing	11.1%	5.5%	8.8%	46.3%	4.7%	2.6%	3.2%	15.5%	2.0%	0.4%	100.0%
Electricity, Gas and Water	23.9%	4.8%	6.5%	31.0%	16.0%	2.3%	2.8%	9.8%	2.4%	0.5%	100.0%
Construction	17.4%	6.3%	5.4%	51.7%	5.6%	1.2%	1.5%	7.5%	3.1%	0.3%	100.0%
Retail and Motor Trade/Repair Service	15.5%	7.3%	7.0%	27.5%	10.1%	7.4%	4.6%	19.4%	0.7%	0.4%	100.0%
Wholesale Trade/Commercial Agents/Allied Services	14.7%	6.6%	7.0%	33.1%	8.4%	5.4%	3.3%	21.0%	0.5%	0.1%	100.0%
Catering/Accommodation/other trade	17.2%	4.9%	3.5%	25.3%	15.2%	5.4%	2.4%	24.2%	1.5%	0.5%	100.0%
Transport/ Storage/Communications	15.1%	5.8%	7.9%	39.8%	7.0%	2.8%	3.0%	17.4%	0.9%	0.3%	100.0%
Finance/Business Services	10.7%	4.8%	7.1%	31.8%	8.7%	4.4%	5.9%	24.5%	1.3%	0.8%	100.0%
Community/Social/Personal Services	20.6%	8.0%	2.2%	11.6%	27.8%	12.8%	2.1%	13.3%	1.1%	0.5%	100.0%

Table 7 indicates that of the 11 defined sectors, two sectors, i.e. Electricity/Gas/Water as well as Community/Social/Personal Services are progressing much better when compared to the other sectors. Notwithstanding the fact that all 11 sectors are performing terribly in terms of EE, the two worst performing sectors are Finance/Business Services and Manufacturing.

4.2.4 Workforce profile percentage population distribution at the skilled level by race and gender

This area of the report provides the population distribution at the Skilled level by race and gender. Three graphs are used below to illustrate the population representation levels for all employers, government and the private sector. In addition, **Table 8** is used to illustrate the population representation levels per industry/sector by race and gender.

Figure 10: Workforce population distribution for Skilled for all employers

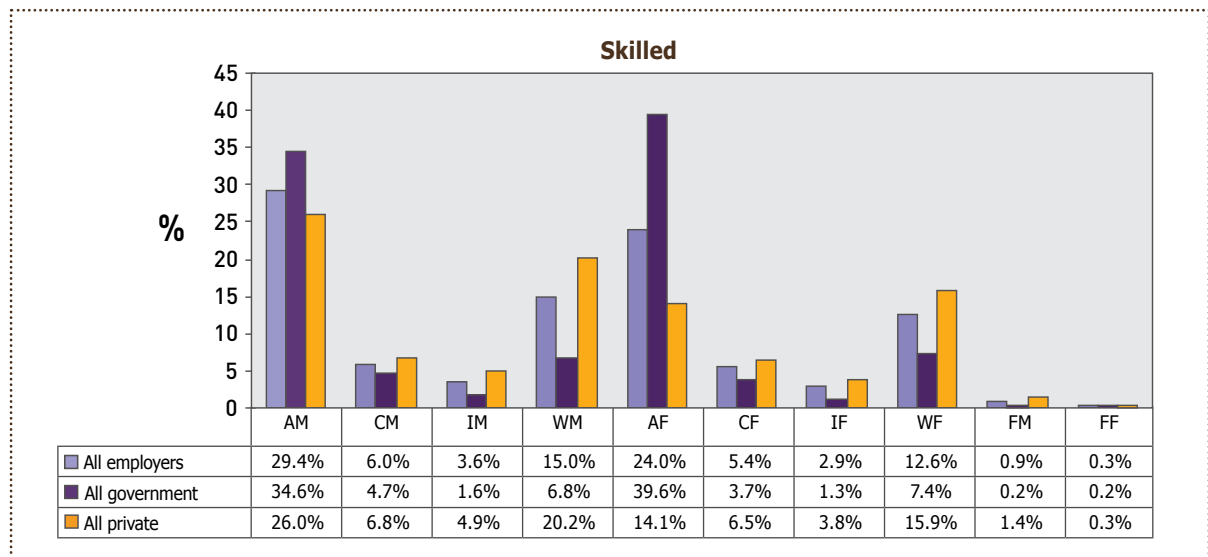


Figure 10 indicates that the equitable representation of the various groups in relation to their EAP appear to be within reason at this level. However, this reasonable representation of Blacks does not seem to translate into a sufficient increase in their representation at higher levels.

Figure 11: Workforce population distribution for Skilled for government employers only

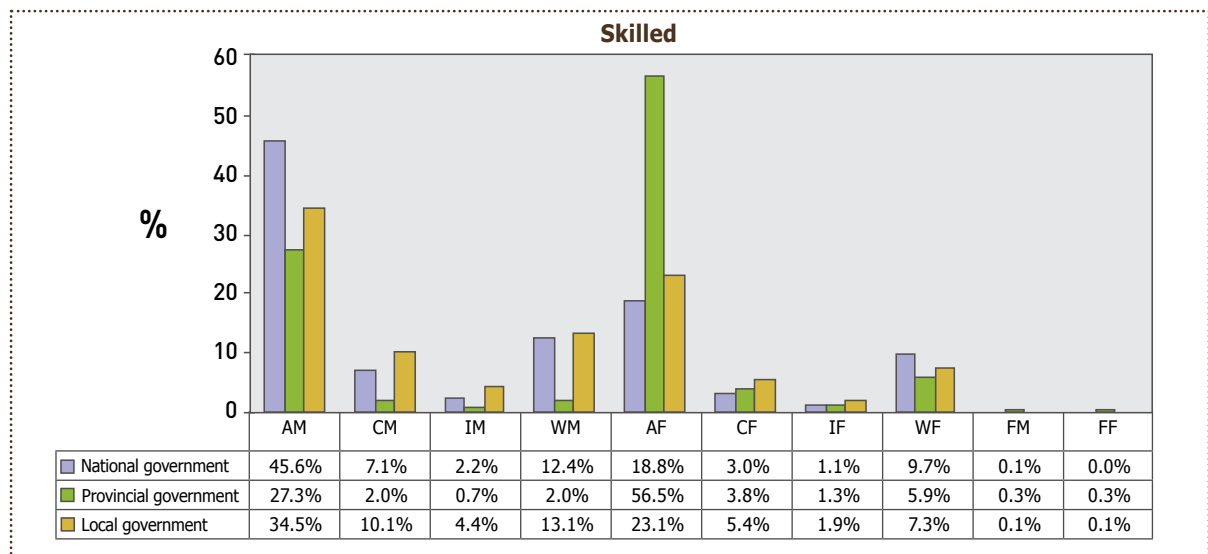


Figure 11 indicates that the representation of the designated groups is generally reasonable in government at this level. However, much more needs to be done to increase the representation of African and Coloured females, especially at national government.

Figure 12: Workforce population distribution for Skilled for private sector employers

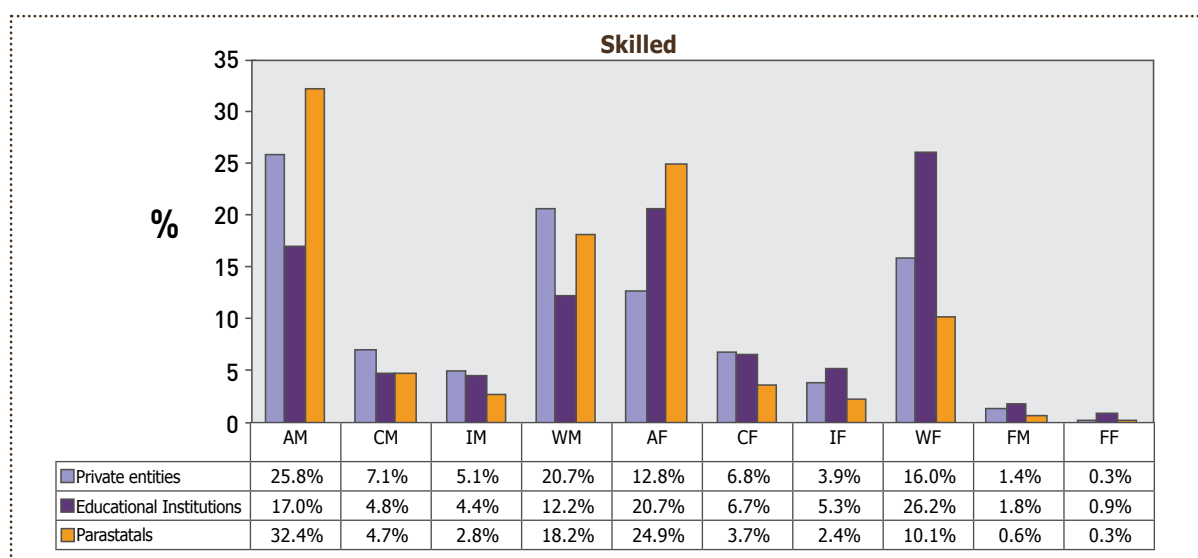


Figure 12 indicates that White representation is very dominant at Private Entities and at Educational Institutions; whereas Black representation is much more equitable in Parastatals. The progression of Africans from this level onto higher levels appears to be at a slower rate than their White counterparts.

Table 8: Industry sector workforce profile percentage population distribution at the Skilled level by race and gender

Occupational levels	Male				Female				Foreign National		Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Agriculture	33.1%	7.2%	1.6%	21.3%	16.8%	4.8%	1.1%	13.5%	0.5%	0.0%	100.0%
Mining and Quarrying	39.3%	2.9%	0.9%	36.9%	7.0%	0.8%	0.4%	6.8%	5.0%	0.1%	100.0%
Manufacturing	27.6%	9.7%	8.2%	26.3%	8.2%	4.8%	2.9%	11.3%	0.8%	0.2%	100.0%
Electricity, Gas and Water	36.8%	4.8%	2.9%	18.5%	23.2%	3.0%	1.8%	8.0%	0.6%	0.2%	100.0%
Construction	41.8%	7.8%	3.4%	24.3%	7.0%	1.8%	1.1%	7.4%	5.1%	0.2%	100.0%
Retail and Motor Trade/Repair Service	21.1%	8.0%	5.0%	16.5%	18.9%	11.2%	4.9%	14.1%	0.2%	0.1%	100.0%
Wholesale Trade/ Commercial Agents/ Allied Services	24.7%	7.0%	6.2%	14.8%	17.3%	8.6%	4.2%	16.8%	0.3%	0.1%	100.0%
Catering/ Accommodation/ other trade	24.6%	5.4%	3.0%	12.0%	23.5%	8.3%	3.5%	17.7%	1.3%	0.8%	100.0%
Transport/ Storage/ Communications	26.4%	8.4%	6.6%	21.1%	12.2%	5.5%	3.5%	15.6%	0.5%	0.2%	100.0%
Finance/Business Services	18.0%	5.7%	4.8%	12.9%	19.4%	9.9%	6.4%	21.9%	0.5%	0.5%	100.0%
Community/Social/ Personal Services	32.1%	4.8%	1.8%	7.0%	37.1%	4.3%	1.9%	10.4%	0.4%	0.3%	100.0%

Table 8 indicates that across all 11 defined sectors, there is a pool of suitably qualified people from the designated groups. However, these groups appear not to be advancing to higher levels in organisations in South Africa.

4.2.5 Workforce profile percentage population distribution of people with disabilities by race and gender

This area of the report provides the population distribution of people with disabilities in two tables by race and gender. The first table illustrates the representation levels by race and gender for all occupational levels and the second table provides a snapshot of the representation levels for all employers, government and the private sector.

Table 9: Percentage population distribution of people with disabilities by race and gender for all employers

Occupational levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	25	4	12	168	12	2	4	32	1	0	260
	9.6%	1.5%	4.6%	64.6%	4.6%	0.8%	1.5%	12.3%	0.4%	0.0%	100.0%
Senior Management	93	24	57	346	62	12	10	89	10	1	704
	13.2%	3.4%	8.1%	49.1%	8.8%	1.7%	1.4%	12.6%	1.4%	0.1%	100.0%
Professionally qualified, experienced specialists, mid-management	565	128	168	1 912	414	80	53	562	19	8	3 909
	14.5%	3.3%	4.3%	48.9%	10.6%	2.0%	1.4%	14.4%	0.5%	0.2%	100.0%
Skilled technical and academically qualified workers, junior management	2 235	626	606	2 554	1 185	344	246	1 396	90	18	9 300
	24.0%	6.7%	6.5%	27.5%	12.7%	3.7%	2.6%	15.0%	1.0%	0.2%	100.0%
Semi-skilled and discretionary decision making	6 144	1 051	648	1 415	3 455	902	346	1 505	172	10	15 648
	39.3%	6.7%	4.1%	9.0%	22.1%	5.8%	2.2%	9.6%	1.1%	0.1%	100.0%
Unskilled and defined decision making	4 936	388	149	217	2 092	222	60	177	714	5	8 960
	55.1%	4.3%	1.7%	2.4%	23.3%	2.5%	0.7%	2.0%	8.0%	0.1%	100.0%
Total permanent	13 998	2 221	1 640	6 612	7 220	1 562	719	3 761	1 006	42	38 781
	36.1%	5.7%	4.2%	17.0%	18.6%	4.0%	1.9%	9.7%	2.6%	0.1%	100.0%
Temporary employees	731	97	19	79	971	86	5	53	6	2	2 049
	35.7%	4.7%	0.9%	3.9%	47.4%	4.2%	0.2%	2.6%	0.3%	0.1%	100.0%
Grand Total	147 29	2 318	1 659	6 691	8 191	1 648	724	3 814	112	44	40 830

Notwithstanding that people with disabilities were represented across all occupational levels, most of their representation was concentrated in the lower levels, i.e. the skilled level downwards. Only about 17.5% of employed people with disabilities occupy middle-to-upper level positions. Their distribution in terms of race and gender highly mirrors the population distribution of all employees. The most under-represented groups are Blacks and females, particularly Africans and Coloureds. Whites dominate levels higher than the Skilled level.



Table 10: Aggregated percentage population distribution of people with disabilities by race and gender for all employers/government/private sector

Occupational levels	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
All employers	14 729	2 318	1 659	6 691	8 191	1 648	724	3 814	1012	44	40 830
	36.1%	5.7%	4.1%	16.4%	20.1%	4.0%	1.8%	9.3%	2.5%	0.1%	100.0%
All government	2 213	325	145	927	1 441	196	56	733	13	3	6 052
	36.6%	5.4%	2.4%	15.3%	23.8%	3.2%	0.9%	12.1%	0.2%	0.0%	100.0%
All private	12 516	1 993	1 514	5764	6 750	1 452	668	3 081	999	41	34 778
	36.0%	5.7%	4.4%	16.6%	19.4%	4.2%	1.9%	8.9%	2.9%	0.1%	100.0%

People with disabilities accounted for approximately 0.9% of the total number of employees reported by **all employers**. This translates into 0.6% of the total of employees reported by government and 1% for the private sector. The dominance of White males is still evident even with people with disabilities.

4.3 Workforce movement

This section of the report outlines patterns in recruitment, promotion and terminations for the first four occupational levels by race and gender for all employers. Once again, workforce movement information contained in the tables should be seen in relation to the EAP by race and gender.

Table 4: EAP by race and gender

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

4.3.1 Recruitment

This area of the report outlines patterns in recruitment for the first four occupational levels by race and gender for all employers. It also provides data outlining progress in government and in the private sector.

Figure 13: Recruitment percentage population distribution at the Top Management level by race and gender for all employers

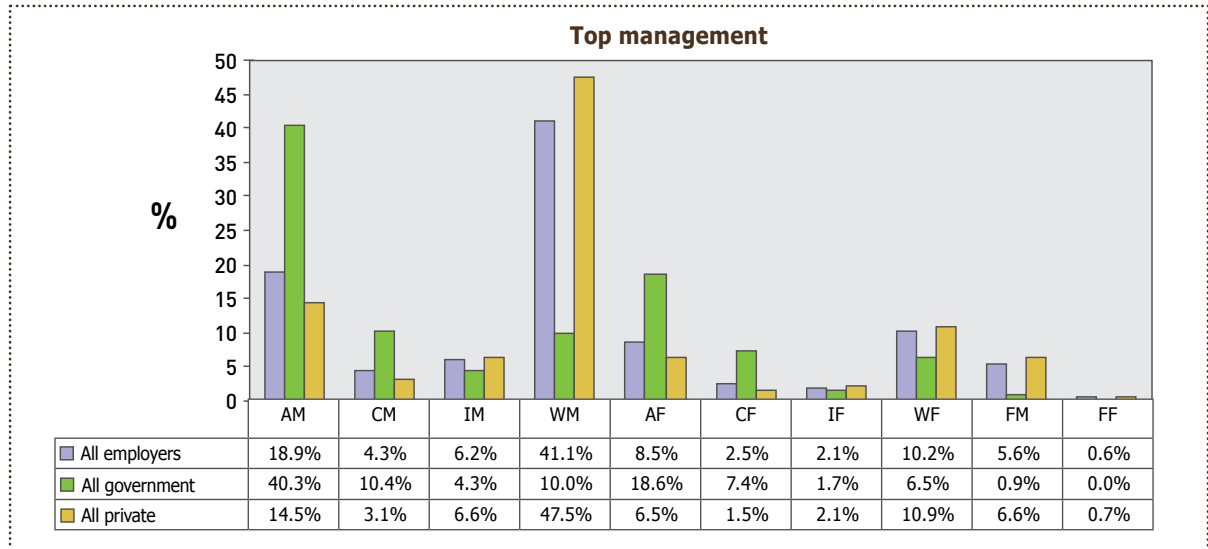


Figure 13 indicates that the private sector predominately recruits White males and White females more than any other group, whereas government tends to recruit all races in line with their EAP. Recruitment at this level does not appear to be driven by reasonable numerical goals at a number of workplaces.

Figure 14: Recruitment percentage population distribution at the Senior Management level by race and gender for all employers

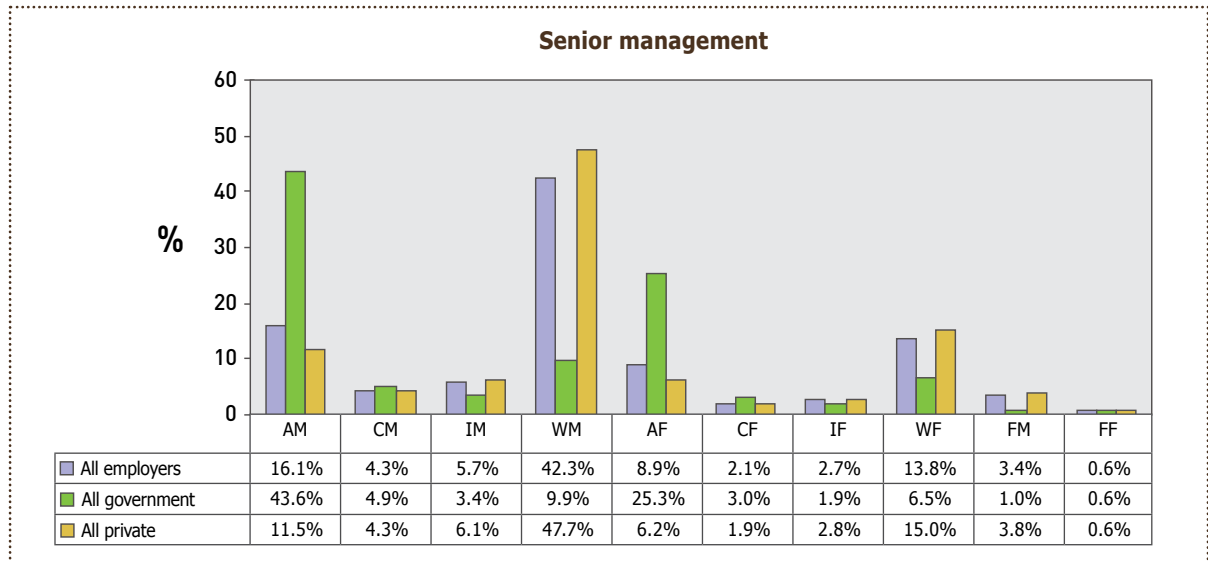


Figure 14 indicates once again that the private sector predominately recruits Whites more than other race groups while government recruits all races in line with their EAP. Government also recruits more Black females at this level when compared to the private sector.

Figure 15: Recruitment percentage population distribution at the Professionally Qualified level by race and gender for all employers

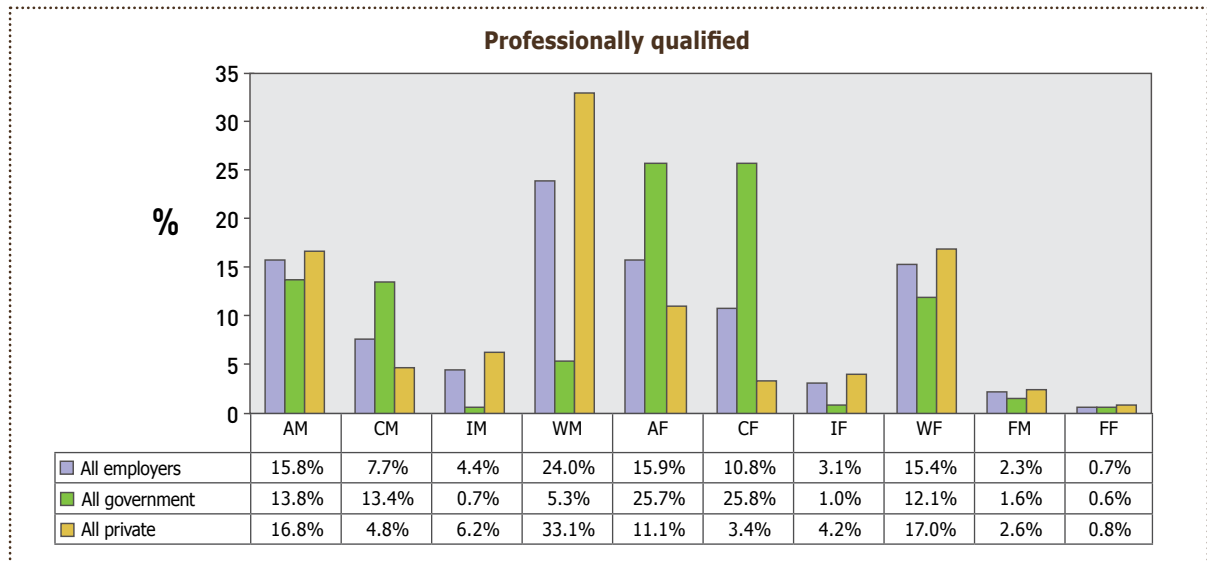


Figure 15 indicates that even at the Professionally Qualified level, many more Whites have been recruited by the Private Sector when compared to other groups. Government appears to be doing very well at this level, particularly when it pertains to the recruitment of Black females.

Figure 16: Recruitment percentage population distribution at the Skilled level by race and gender for all employers

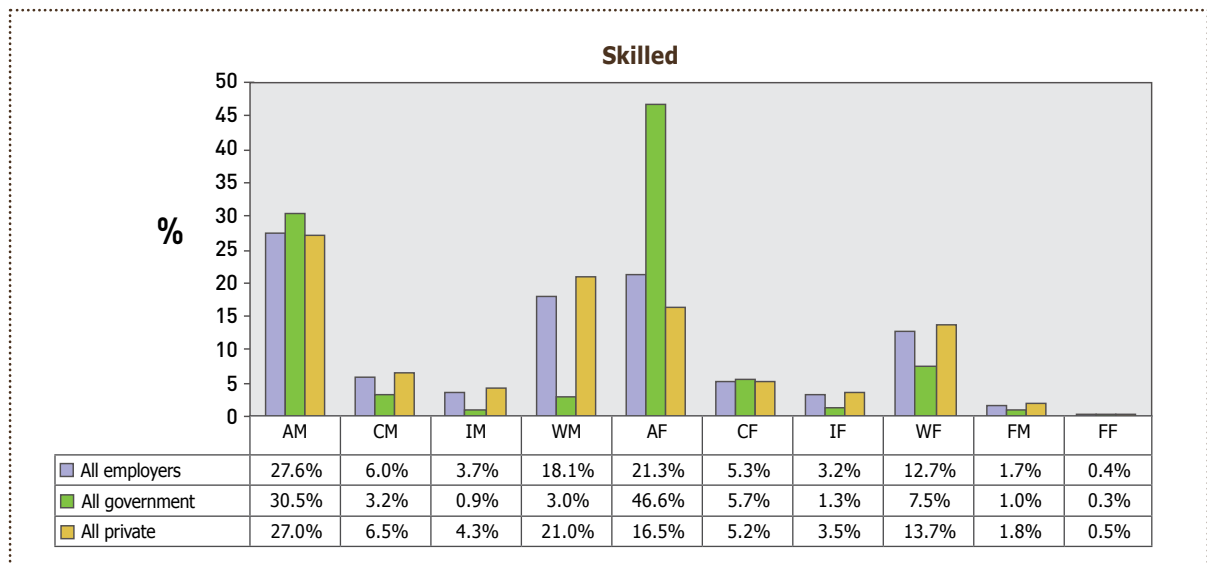


Figure 16 indicates that the Private Sector is recruiting many more Blacks at this level when compared to other levels, although falling short with regards to African females at this level. Government once again recruits all groups in line with their EAP.

In summary, recruitment at all top three levels favours Whites, particularly males, in the private sector. This trend will further entrench their concerning dominance at these levels. Government recruitment patterns reflect, to a certain degree, the EAP of all races and gender. The private sector is making some progress in recruiting Blacks at the skilled level.

4.4 Promotions

This area of the report outlines patterns in promotions for the first four occupational levels by race and gender for all employers. It also provides data outlining progress in government and in the private sector.

Figure 17: Promotion percentage population distribution at the Top Management level by race and gender for all employers

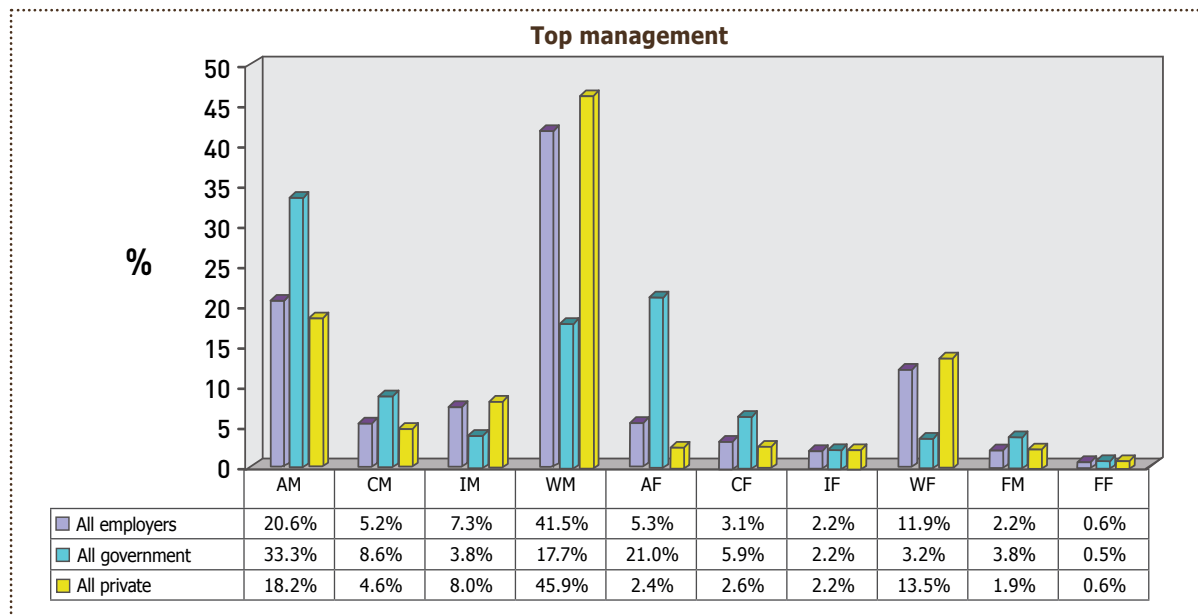


Figure 17 indicates that proportionally most promotions at this level accrued to Whites and the least amount of promotions at this level accrued to African and Coloured females. Much more has to be done at this level for other groups, especially for the advancement of African females.

Figure 18: Promotion percentage population distribution at the Senior Management level by race and gender for all employers

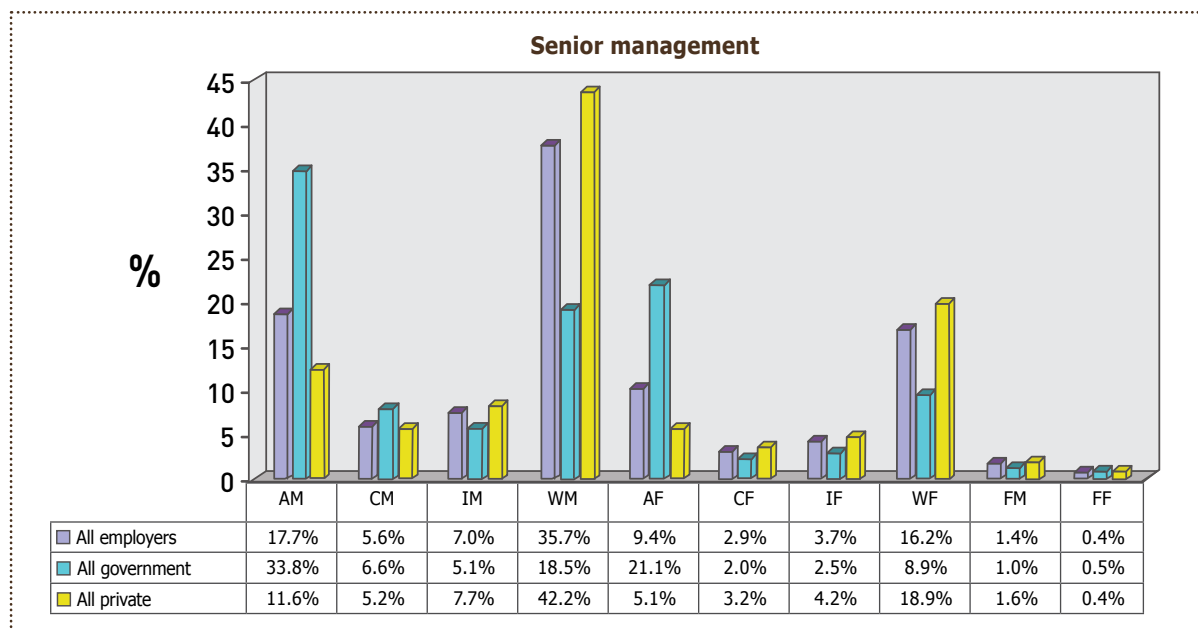


Figure 18 indicates that White males and White females account for the majority of promotions at this level in the Private Sector, which does not bode well for employment equity. Government progress at this level is very promising, but much more needs to be done for Black females.

Figure 19: Promotion percentage population distribution at the Professionally Qualified level by race and gender for all employers

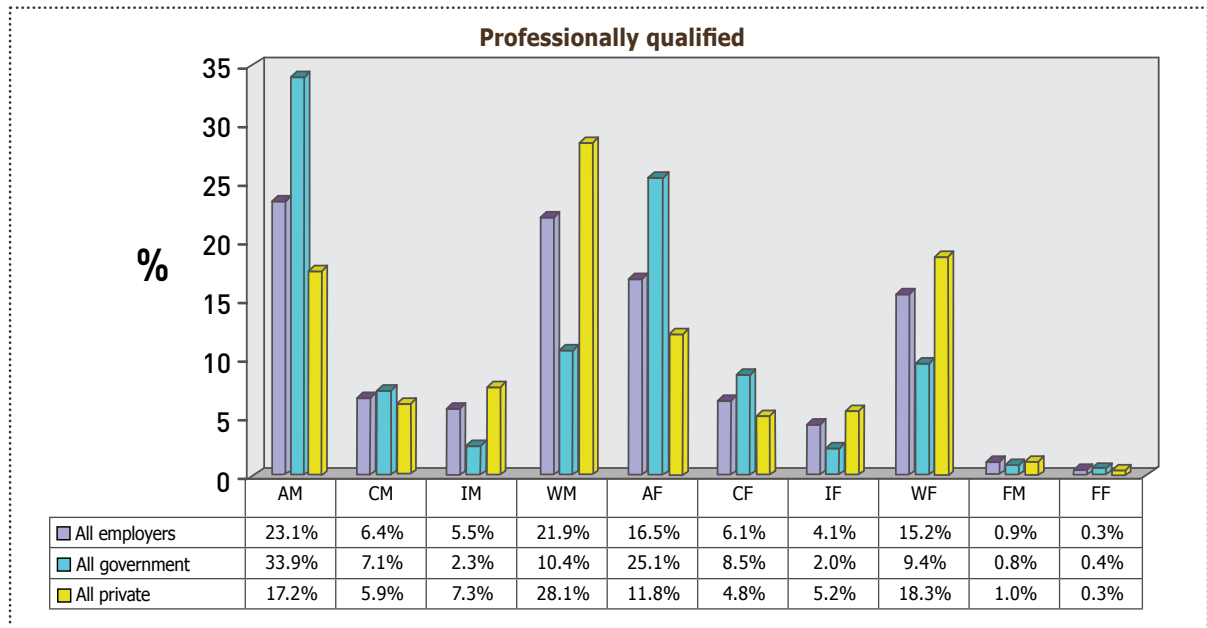


Figure 19 indicates that promotions still favour Whites in the private sector at this level. Black females are promoted the least at this level.

Figure 20: Promotion percentage population distribution at the Skilled level by race and gender for all employers

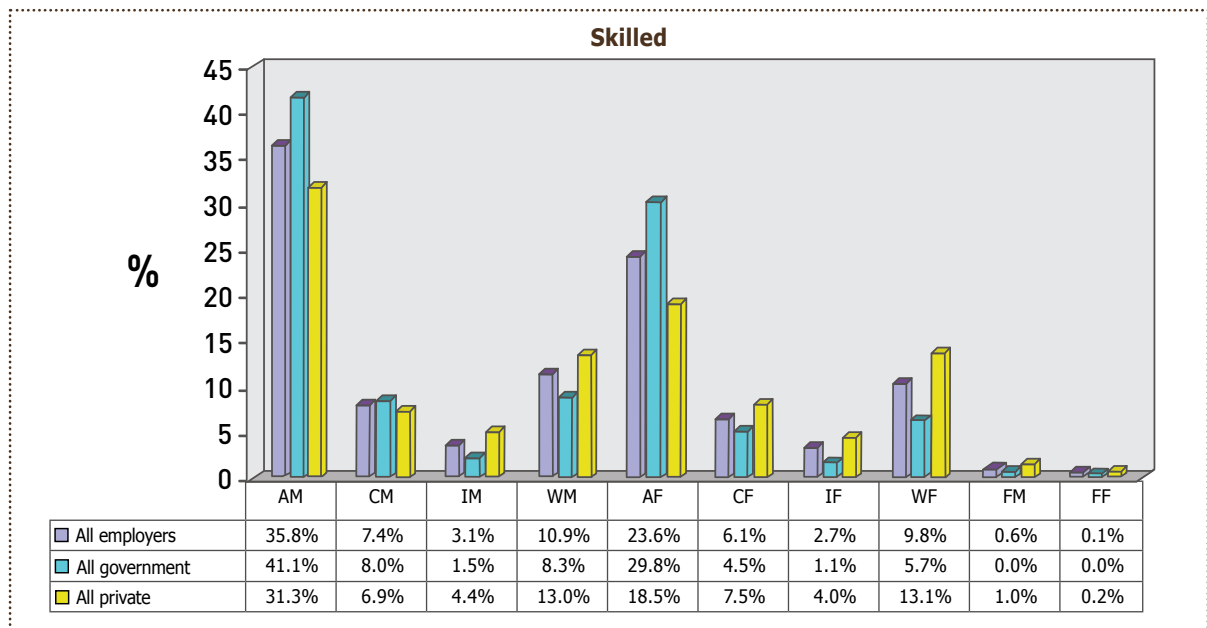


Figure 20 indicates that much has been done to improve the plight of the designated groups at this level. However, this improvement does not seem to translate into a reasonable increase at other middle-to-upper levels.

In summary, promotions at all top three levels favours Whites, particularly males, in the private sector. This trend will further entrench their continued and concerning dominance at these levels. Government promotion patterns reflect, to a certain degree, the EAP of all races and gender. The private sector is making some progress in promoting Blacks into the skilled level.

4.5 Terminations

This area of the report outlines patterns in terminations for the first four occupational levels by race and gender for all employers. It also provides data outlining progress in government and in the private sector.

Figure 21: Termination percentage population distribution at the Top Management level by race and gender for all employers

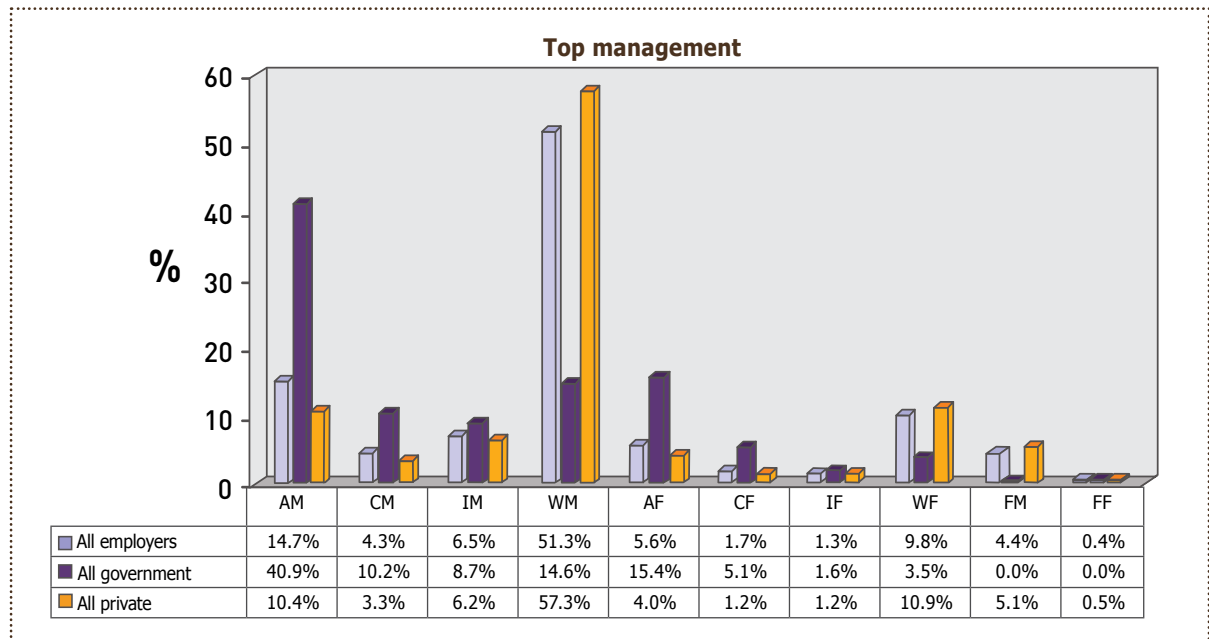


Figure 21 indicates that the majority of terminations at this level are by Whites in the private sector and Africans in government. More males terminate their services at this level than females.

Figure 22: Termination percentage population distribution at the Senior Management level by race and gender for all employers

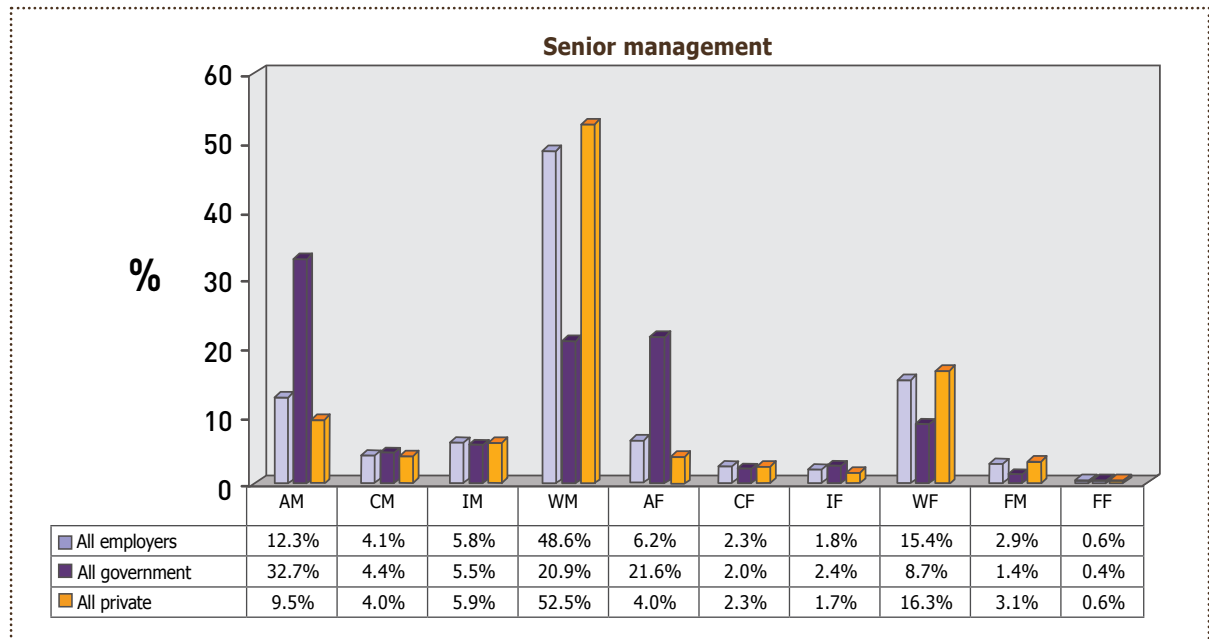


Figure 22 indicates that the termination patterns at this level are very similar to those at the top management level.

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

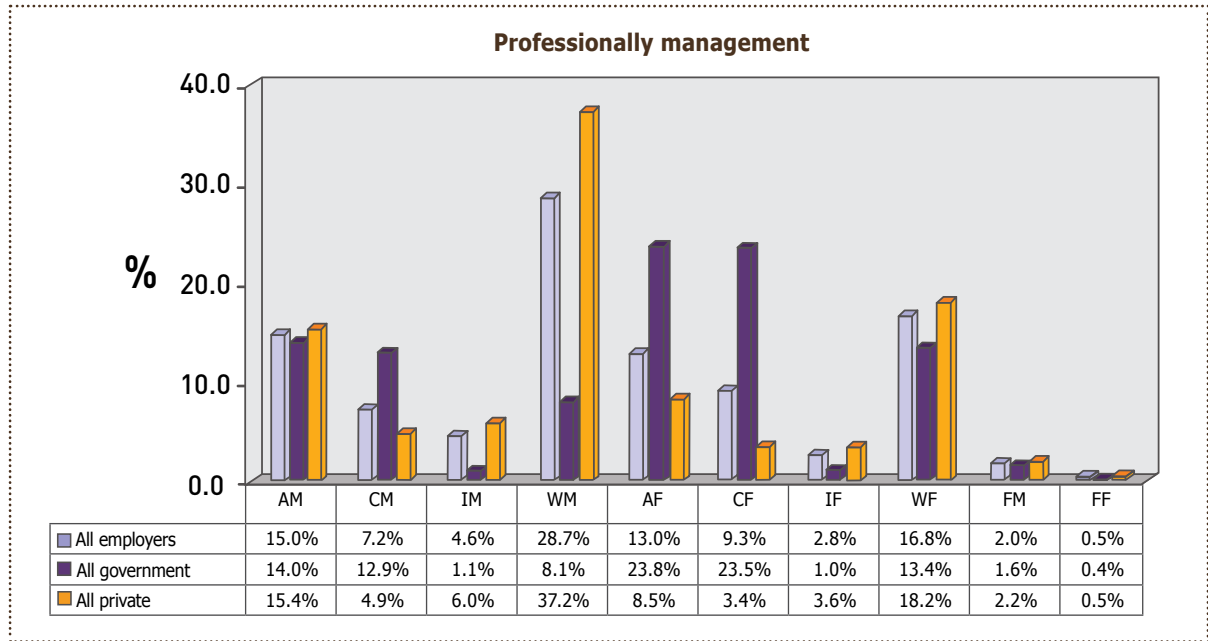


Figure 23 indicates that more Whites terminated their service in the private sector and more Blacks terminated their service in government. More males terminated their service at this level than females.

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

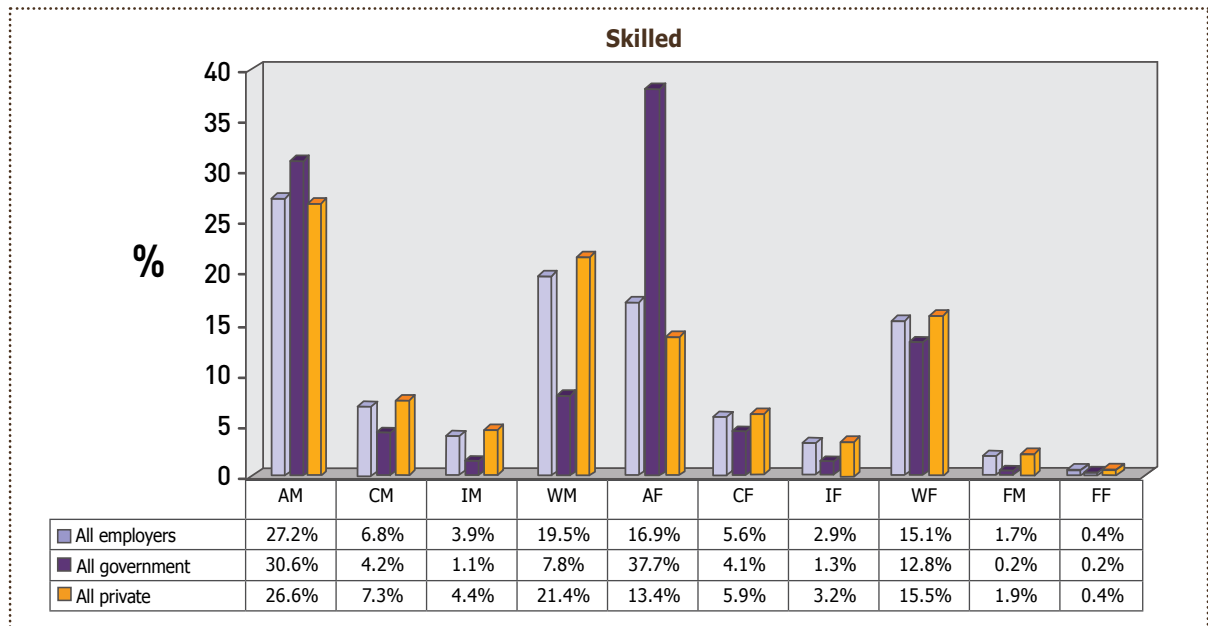


Figure 24 indicates that there is a more equitable distribution of terminations at this level. It appears as though more females terminated their service at this level in government.

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

4.6 Analysis of workforce movements

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

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

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

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

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

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

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

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

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

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

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

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

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

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

4.7 Skills development

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

Table 4: EAP by race and gender

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

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

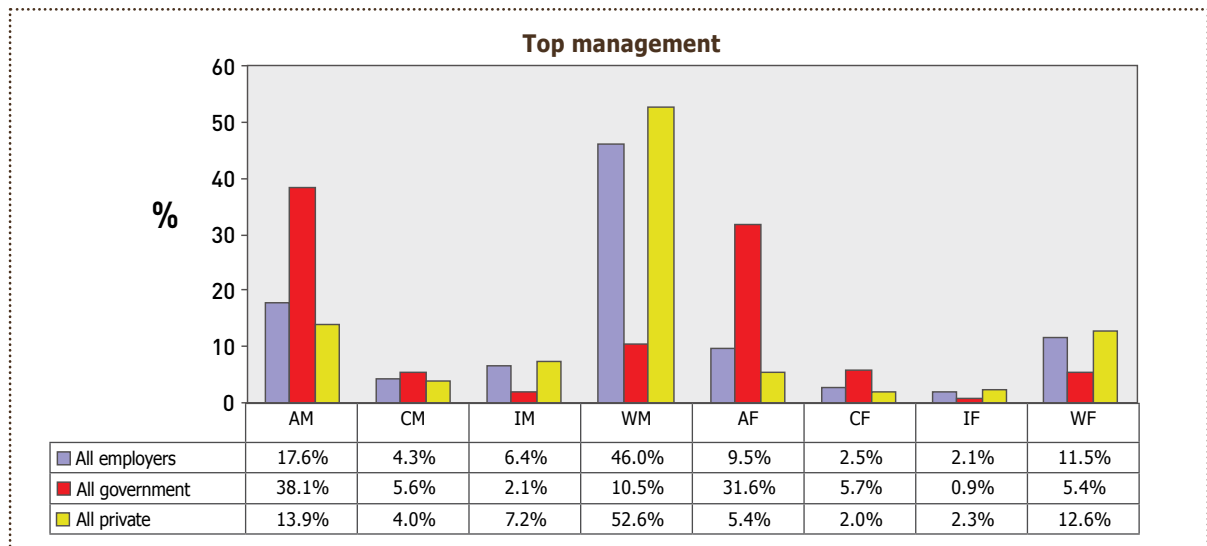


Figure 25 indicates that Whites receive most of the training and development at this level in the private sector and the training received by the designated groups in government is more in line with their EAP.



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

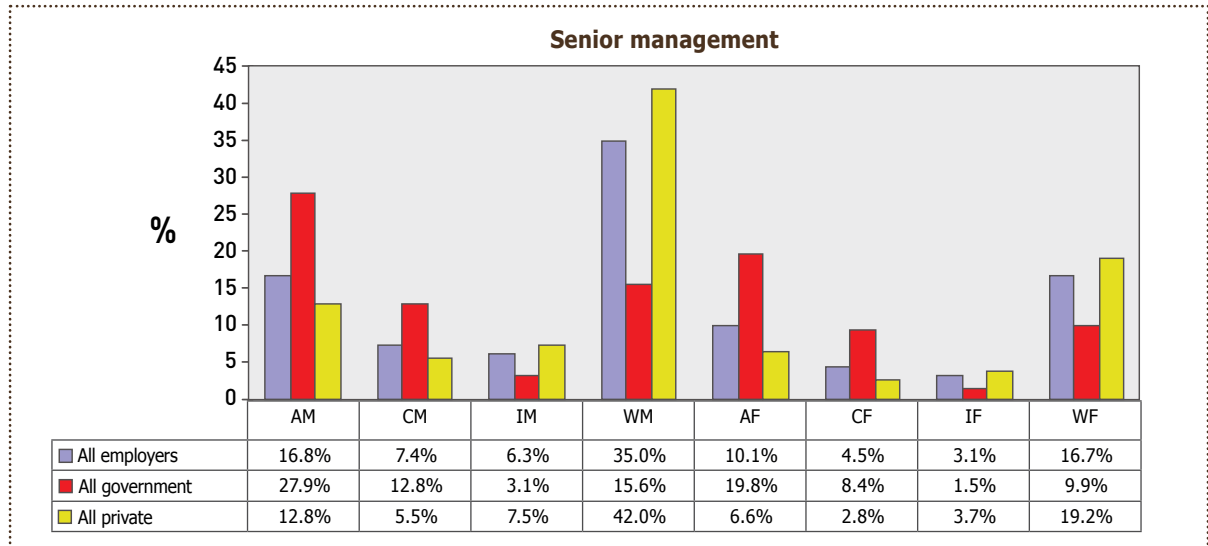


Figure 26 indicates that the training received by the designated groups in government is in line with their economically active population and the numerical goals; whereas Whites receive the most training in the private sector.

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

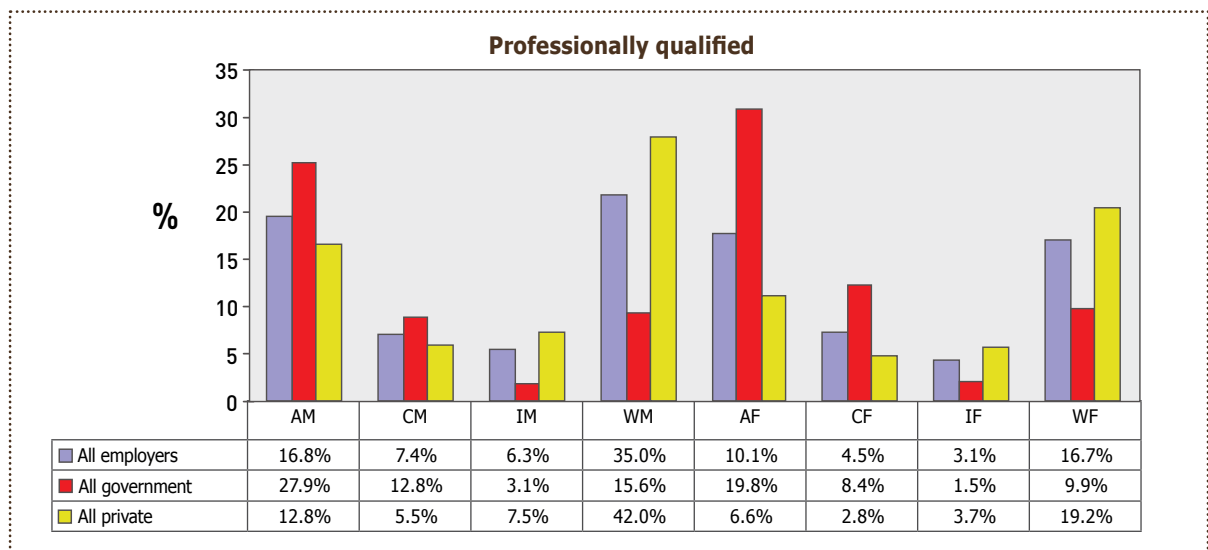


Figure 27 indicates that the percentage of individuals being trained at this level is far too small for the country to achieve an equitable workforce.



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

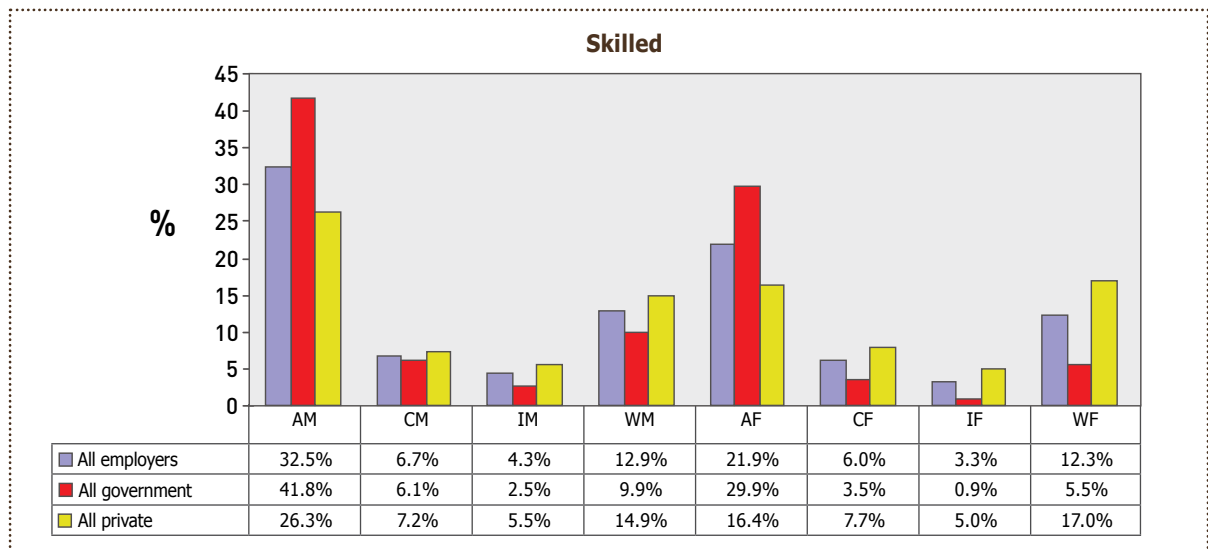


Figure 28 indicates that greater effort has been put by employers to train and develop individuals from all races and gender when compared to other occupational levels.

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





Trends from 2001 to 2009

5. Trends from 2001 to 2009

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

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

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



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

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

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

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

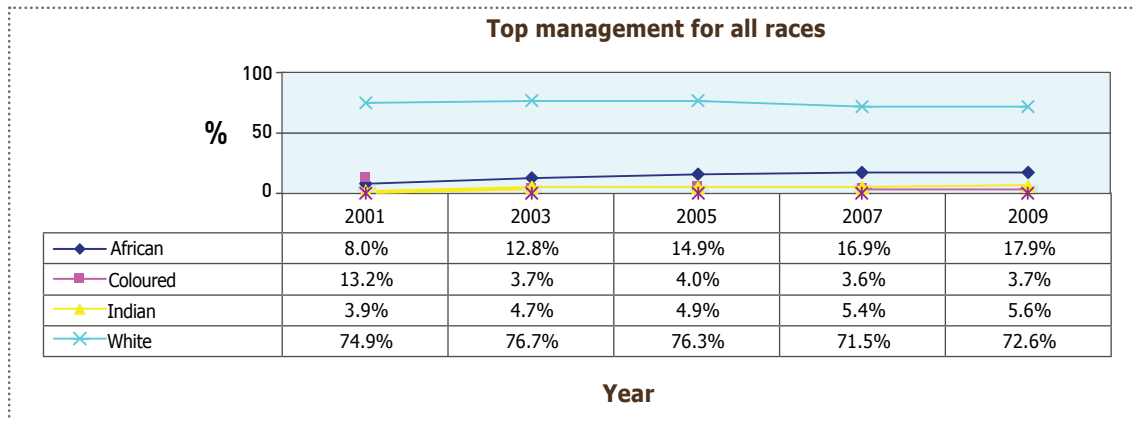
Economically Active Population (EAP)					
Male			Female		
AM	African male	39.2%	AF	African female	34.2%
CM	Coloured male	6.1%	CF	Coloured female	5.2%
IM	Indian male	1.9%	IF	Indian female	1.1%
WM	White male	6.7%	WF	White female	5.5%
FM	Foreign male	0%	FF	Foreign female	0%

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

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

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

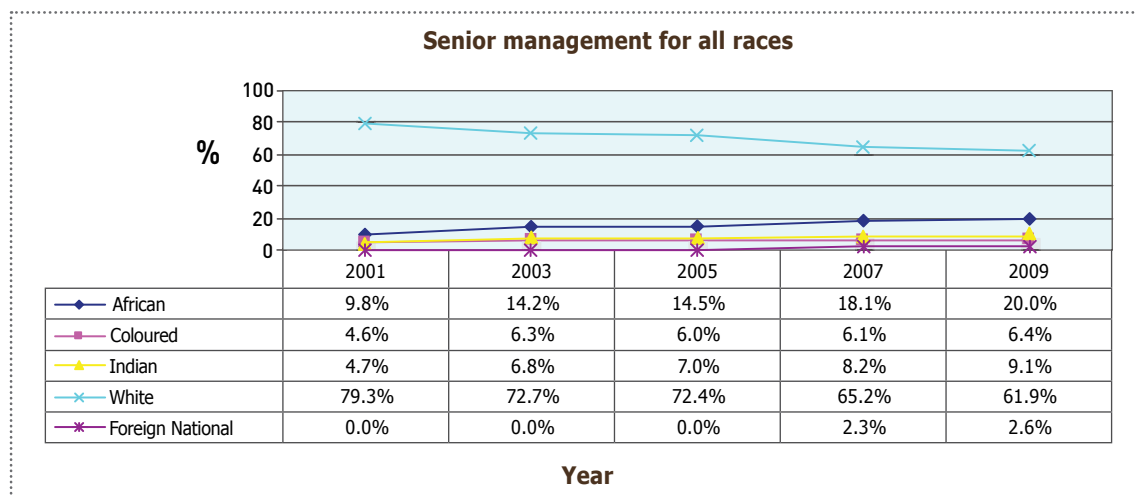
Figure 29: Trends for the Top Management level from 2001 to 2009 by race



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

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

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



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

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

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

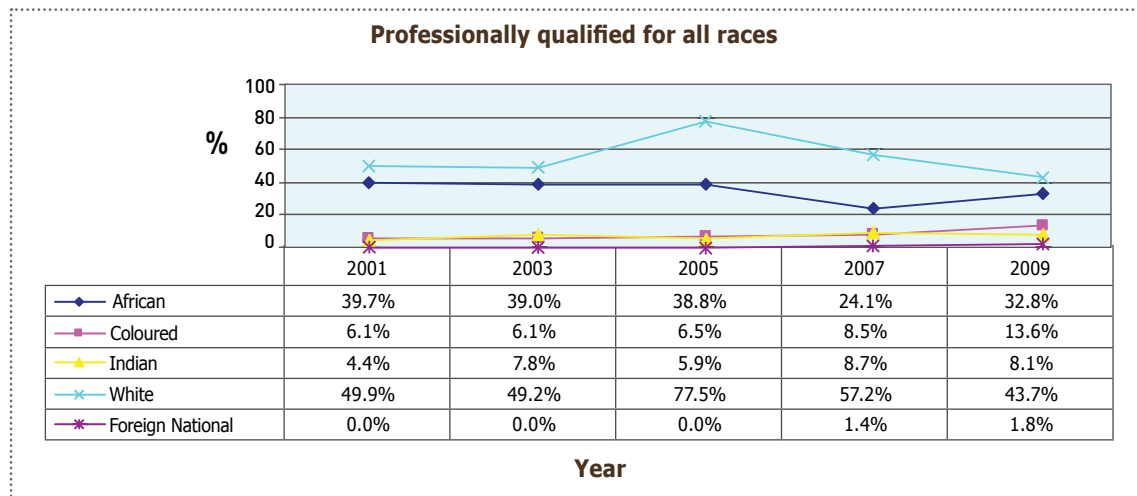
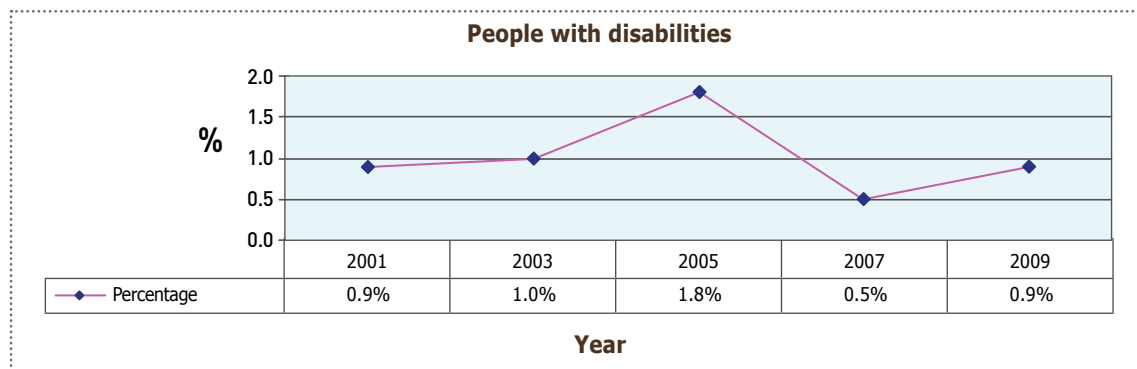


Figure 31 shows that White representation at this level went down by 6% over the years, similar to Africans, who surprisingly also dropped by 7%.

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

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



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



**General observations,
concluding
remarks and
recommendations**

6. General observations, concluding remarks and recommendations

Key findings

Ten years later, White dominance still prevalent

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

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

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

A promise for people with disabilities not honoured

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

Remuneration disparity on the basis of race and gender continues

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

General

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



Recommendations

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

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



References

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The background features a series of curved, overlapping bands in shades of gold and yellow, creating a sense of depth and movement. A thin white horizontal line spans the width of the page, with a small white dot at its left end.

Appendix A

Appendix A

1. Workforce profile tables

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

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

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

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

Table 3: Workforce profile for all employees in government

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



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

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



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

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

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

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

2. Workforce movement tables

Table 7: Recruitment for all employers

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



Table 8: Promotion for all employers

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



Table 9: Termination for all employers

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

3. Skills development movement table

Table 10: Skills development for all employers

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