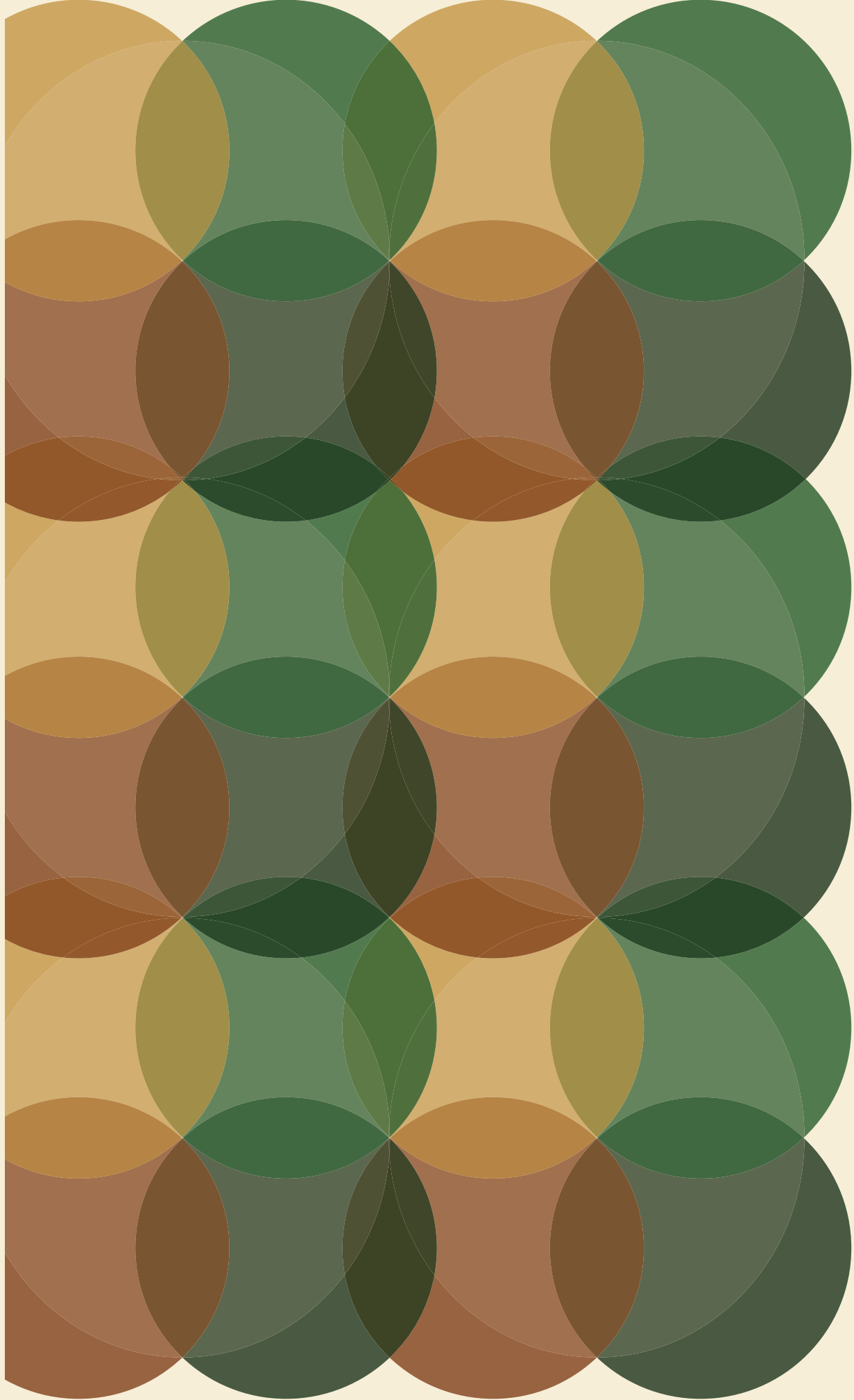


21st

Commission for Employment Equity Annual report 2020 - 21



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**21st Commission for Employment Equity (CEE) ANNUAL REPORT
(2020-2021)**

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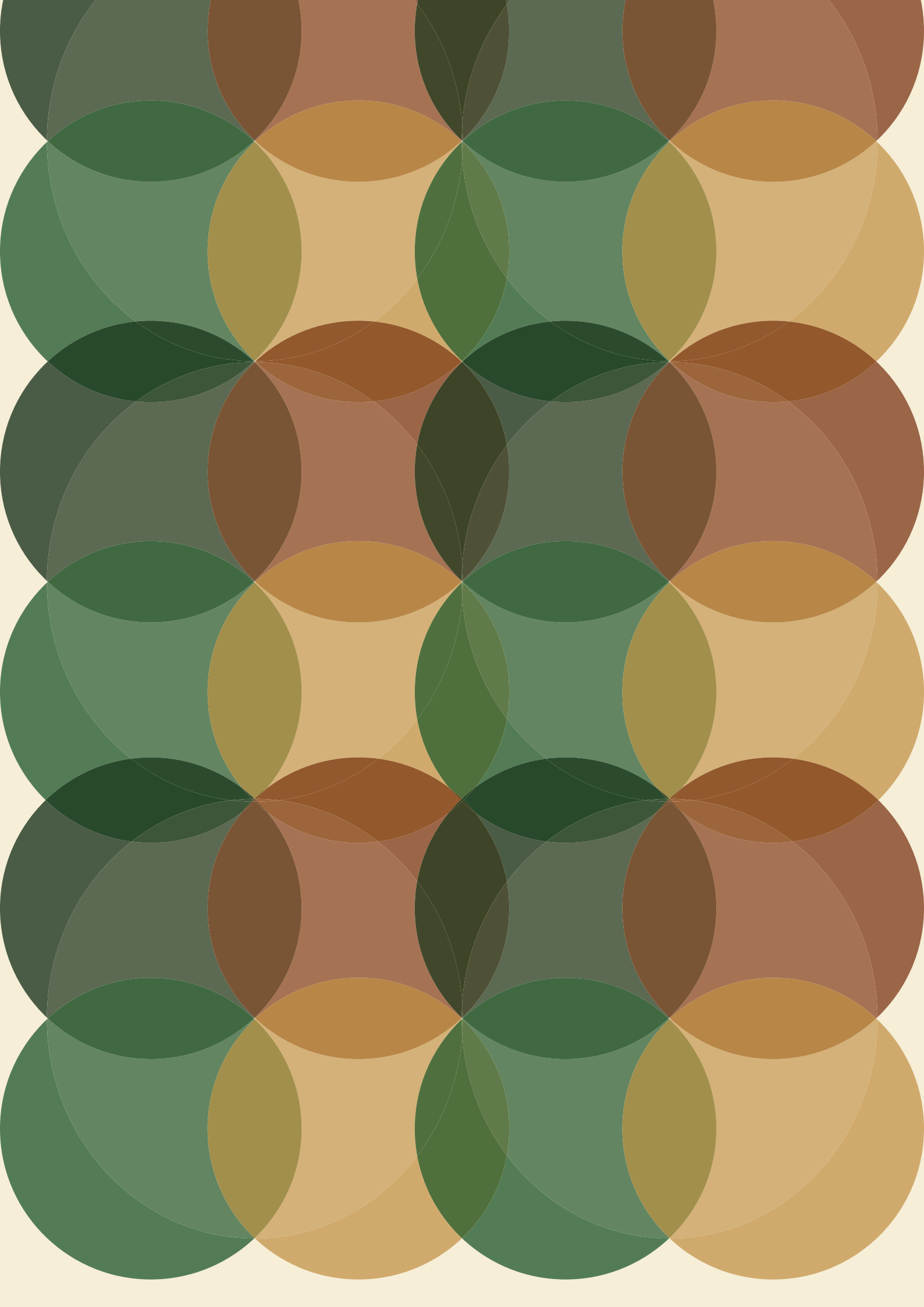
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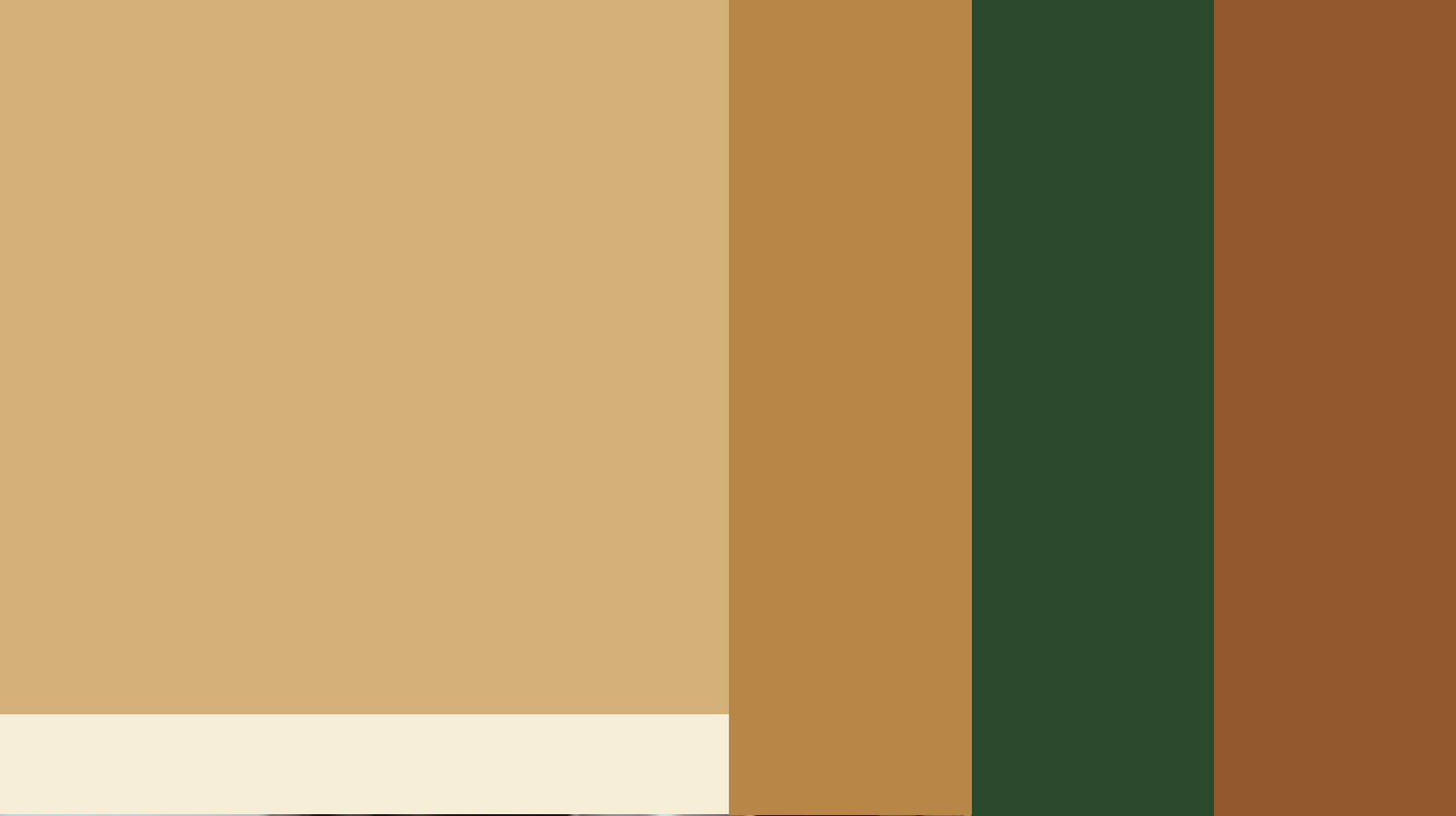
CONTENTS

GLOSSARY.....	v
FOREWORD.....	vii
MEMBERS OF THE COMMISSION FOR EMPLOYMENT EQUITY.....	viii
1.INTRODUCTION.....	1
2.KEY STRATEGIC OBJECTIVES OF THE 4TH CEE.....	3
3.HIGHLIGHTS FOR THE REPORTING PERIOD.....	5
4.UNFAIR DISCRIMINATION CASES INVOLVING VIOLENCE AND HARASSMENT IN THE WORLD OF WORK (CCMA).....	11
5.DEMOGRAPHICS OF THE NATIONAL AND REGIONAL/ PROVINCIAL ECONOMICALLY ACTIVE POPULATION (EAP).....	15
6.ANALYSIS OF DIRECTOR GENERAL NOTIFICATIONS FOR FAILURE TO SUBMIT EE REPORTS.....	18
7.ANALYSIS OF EMPLOYMENT EQUITY REPORTS RECEIVED IN 2020.....	22
8.WORKFORCE PROFILE TRENDS ANALYSIS FROM 2018 TO 2020.....	25
9.BARRIERS AND AFFIRMATIVE ACTION MEASURES FOR 2020 (ALL EMPLOYERS).....	48
10.CONCLUDING OBSERVATIONS AND REMARKS.....	51
11.REFERENCES.....	53
12.APPENDIX.....	55



GLOSSARY

B-BBEE	Broad-Based Black Economic Empowerment
BMF	Black Management Forum
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.
IES	Inspections and Enforcement Services
ILO	International Labour Organisation
NEDLAC	National Economic Development and Labour Council
NPO	Non-Profit Organisation
NSA	National Skills Authority
POPULATION GROUPS	African, Coloured, Indian, White and Foreign National
PSC	Public Service Commission
STATSA	Statistics South Africa



FOREWORD



In October 2020, the term office of the fourth Commission for Employment Equity (CEE) ended. The fifth CEE took over in December 2020 and reflected on the recommendations made by the fourth CEE in their Exit Report. The ambitious goals set by that 4th CEE will continue to be pursued as the fifth CEE continues to drive the actualisation of the goal of promoting an equitable Labour Market for South Africa and its inhabitants.

The Parliamentary Portfolio Committee on Employment and Labour published the Employment Equity Amendment Bill, 2020 for public comments early this year and that meant that the 5th CEE had to hit the ground running. The CEE has been working through the public comments and preparing for consultation with Parliament. The work with regards to the Draft Code of Good Practice on the Prevention and Elimination of Violence and Harassment in the World of Work is also continuing in earnest and it is

close to finality. Furthermore, in progress are the sector stakeholder Engagements in preparation for the implementation of Sector EE Targets once the Amendment Bill is enacted.

This 21st CEE Annual Report gives a broad overview of the transformation patterns in the labour market. The CEE also reflects on the impact of the Covid 19 pandemic on designated employers in relation to the implementation of the Employment Equity Act (EEA). The impact can be seen in the number of designated employers that deregistered with the Director-General. The most common reason for the de-registration was the fact that these employers were no longer designated as per the definition in the EEA. Clearly, the economic impact of the pandemic has left a trail of economic challenges.

Some trends that are worth noting are tabled in this report and I will briefly reflect on them. The dominance of the White and Indian population groups at Top and Senior Management, while remaining under-represented at the Semi-Skilled and Unskilled Occupational Levels cannot be ignored. This continues to follow the patterns created by apartheid policies. It is also noteworthy that the White and Indian females also continue to dominate the top two tiers of management. Thus, in terms of race and gender intersectionality, African and Coloured females continue to bear the brunt of discrimination. The high percentage representation of Foreign Nationals at the Unskilled Occupational Level also remains a great concern to the CEE. South African Nationals are being denied opportunities for employment, while these are extended to Foreign Nationals at a higher rate. This is disconcerting given the high rate of unemployment in our country.

As demonstrated in previous CEE Reports, this report also confirms that the pace of transformation continues to be slow. The CEE has also been exposed to cases where employees who have suffered at the hands of their employers when they challenged them on non-compliance to the EEA. We should never forget that the EEA is not only about Affirmative Action, but also about substantive equality, a matter that seems more prominent in the cases referred to above. The CEE believes that the promulgation of the EE Amendment Bill will stand transformation in the country in good stead in dealing with compliance to both Affirmative Action and substantive equality, which promotes diversity and inclusion as articulated in Chapter II of the EEA. The Commission is anxious to see the enactment of the Bill in order to expedite the pace of transformation.

The setting of sector EE targets through sector stakeholder engagements would bode well for the country, if viewed as a form of social compacting between the stakeholders. A deep level of commitment is required if the country is to effectively transform. The Sector stakeholder engagements may, if approached progressively by all stakeholders, result in a national vision that will deal with both inequality and address economic growth.

I take this opportunity to thank the fourth CEE for their commitment to their hard work during their term of office. I also wish to thank the Minister of Employment and Labour, Minister Thulas Nxesi, for his support for the work of the CEE. I believe the fifth CEE will add great value to the plight of the voiceless South Africans who are still crying for "A better life for all!"

T Kabinde, MS

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 4th CEE expired on the 31st October 2020. The 5th Commission for Employment Equity (5th CEE) started commenced with their term of office on 1 December 2020.



CHAIRPERSON: 5th COMMISSION FOR EMPLOYMENT EQUITY

Ms Tabea Kabinde

Ms Tabea Kabinde has over 20 years of experience in the field of Diversity, Inclusion and Transformation. She facilitated diversity management interventions in the SANDF, at the period when the different armed forces were merged at the dawn of democracy. She went on to join the team that facilitate Management of Diversity interventions in ABSA and then later continued as an independent consultant working in this space. She has represented BUSA as a South African Representative at International Labour Organisation. From 2016 to 2018, she represented the CEE at United Nations' Commission on the Status of Women (CSW). She has facilitated numerous dialogues, including at the United Nations at the CSW 2018. Tabea was the Chairperson of the 4th Commission for Employment Equity and was reappointed by Minister Thulas Nxesi in December 2020 to chair the 5th Commission for Employment Equity. Tabea is also a Senior Advisor for a Transformation company called Aye.

She served on numerous Boards in the Private and NPO sectors. During her years of involvement in APSO (The Federation of African Professional Staffing Organizations), she was instrumental in driving the Transformation agenda within the Recruitment Industry Body. The legacy of her Presidency at APSO (2011 – 2014) has been cited as "moving APSO from a local association to a world-respected professional body". Tabea is also involved in CAPES (Confederation of Associations in the Private Employment Sector) which is an umbrella body, which represents a unified voice for the South African staffing industry.

Tabea has received a number of accolades. This includes The Business Woman of the Year Award conferred by the South African Business Women Council in 2013 as well as the Founders Cup conferred by APSO in 2014.

ORGANISED BUSINESS

Ms Thembi Chagonda

Ms Thembi Chagonda holds a degree in Social Science, majoring in Industrial Psychology & Sociology from Rhodes University. She also achieved a Post Graduate Diploma in Labour Law in 2005 and is an accredited assessor and moderator. In 2016 she received accreditation in 4MAT Learning Design (About Learning), accredited through Michigan University.

She is Joint CEO Director of Global Business Solutions since 2005 and has extensive experience consulting in the fields of human resource management, transformation in the workplace, employment equity, skills development, and Broad-Based Black Economic Empowerment. Ms Chagonda is a board member of the ASDSA (Association for Skills Development in South Africa), the Institute of Directors (IoD) and chairs a number of Education Trusts in order to facilitate opportunities for under privileged communities. She has served in Remuneration Committee's, Social and Ethics Committee and Nomination Committees.



Ms Zinzisa Pearl Mgolodela

Zinzi Mgolodela is the Director of Corporate Affairs for the South African operations of the JSE-listed retailer, Woolworths Holdings Limited. In 2020 she was appointed by South Africa's Minister of Employment and Labour to serve as a Commissioner on the Commission for Employment Equity.

At Woolworths South Africa, 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 opening the Woolworths South Africa supplier value chain to fledgling Black and Women entrepreneurs.

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 as well as on the Wooltru Healthcare Fund. Before joining Woolworths, Zinzi worked in the financial services sector managing different portfolios including CSI, Sponsorships and HIV/Aids.

She developed an interest in socio-economic issues at the University of Western Cape where she completed her BCom and Honours degrees in Business Economics.

COMMUNITY CONSTITUENCY

Mr Puleng Tsebe

Mr Puleng Tsebe is a retired educator. He was a lecturer at Mokopane College of Education and later appointed as principal at Alfred Masebe School. He became a councillor at Mogalakwena Municipality and Waterberg District Municipalities. He is active within the disability community and has held many leadership positions. Among those are, the National Deputy Chairperson Development at Disabled People South Africa (DPSA), DPSA Provincial Chairperson – Limpopo, Chairperson of DPSA Mogalakwena Branch, Disability Forum Member at Services SETA (SSETA), Waterberg District Chairperson of Home Affairs' National Population Registration Clean-up Campaign Forum, Board member of Polokwane Gateway International Airport, Chairperson of Voortrekker Hospital Board, Chairperson of Mokopane Provincial Hospital Board, Member for Polokwane/Mankweng Hospital Complex Board, Member of Waterberg FET College Council, ANC Secretary Western Sub-Region (now Waterberg Region) and Chairperson of SANCO in Mahwelereng. He is the DPSA representative in the Community Constituency of the Development Chamber at NEDLAC. He is a member of the Executive Committee at NEDLAC and serves on the Commission for Employment Equity (CEE) representing the community sector.





Ms Mpho Mvuma

Ms Mpho Mvuma is a Community Constituency member in Nedlac. And a Gauteng Convenor at the FSCC office, served as a Joburg Municipality Board of directors under the entity Pikit-up in the Service delivery committee from 2019 to 2020. Has experience in community development and skills development. And has good leadership skills. She is currently studying labour law.

GOVERNMENT CONSTITUENCY



Ms Jensma Stieneke

Ms Stieneke Jensma is a specialist in Development Finance, she has spent a substantial part of her career in various areas of finance including infrastructure development and financing, corporate finance and microfinance. She has a broad understanding of the sector having worked internationally, regionally and in South Africa.

Her experience spans over 20 years working in the private and public sectors and not-for-profit companies. Stieneke holds an MBA from the University of Pretoria and is a recipient of a Golden Key Award. In addition, she holds a Bachelor of Commerce degree from UNISA, a project management qualification and qualified to be a Certified Associate of the Institute of Bankers in South Africa. She was trained in development finance in the UK and in East Africa. Her areas of expertise include infrastructure and cluster development, financial analysis, institutional development and corporate governance. Stieneke sits on a number of boards in the USA and South Africa, three of which she chairs; she is currently in executive management at the Department of Trade Industry and Competition.

Stieneke is an achiever in many aspects she pioneered the cluster development programme which was closely followed by the introduction of the industrial parks revitalization programme. These are two key programmes that have had a significant social economic impact. She has effectively provided business development support to businesses across sectors. In addition, she is an avid public speaker and program director. She is well travelled and has a passion for exploring the African continent and its rich culture.



Ms Dineo Mmako

Ms Dineo Mmako currently holds the position of Chief Director: Monitoring and Evaluation in the Department of Women, Youth and Persons with Disabilities (DWYPD). She has held various positions in The Presidency and Department of Planning Monitoring and Evaluation including Programme manager for the Frontline Service Delivery Monitoring (FSDM), Information Communication Technology Project Manager, Business analyst and Government systems administrator. She has a Master's Degree in Management: Public sector monitoring and evaluation; Bachelors of Science majoring in Statistics & Chemistry, and Postgraduate certificates qualifications in: Advance Management; Business Project Management; Monitoring and Evaluation; Public Management and Strategic management. She has more than a decade experience in data management and analysis, monitoring and evaluation; as well as coordination and facilitation of government programmes and interventions.

ORGANISED LABOUR



Mr Bhabhali ka Maphikela Nhlapo

Mr Bhabhali ka Maphikela Nhlapo is employed as the Skills Development Policy Coordinator at the Congress of South African Trade Unions (COSATU). Prior to his appointment to this position, he was the Chief Operations Officer at VRC Ngubeni Construction and Cleaning. He was also the Skills Planning Manager and Constituency Support Executive Manager for the Chemical Industries Education and Training Authority (CHIETA). Mr Nhlapo started his career as the Education and Training Officer later becoming a Skills Development Coordinator and eventually the Elections Manager at CEPPWAWU, which is a COSATU affiliate. He holds a BA in Social Work from the University of Fort Hare and is currently pursuing an MA in Industrial Sociology at the University of the Witwatersrand. He obtained a number of certificates in Labour Legislation and Skills for Employment from the ILO Training Centre in Italy and Geneva as well as a Certificate in Productivity Management from the Japan International Labour Foundation (Tokyo).

Ms Lebogang Mulaisi



Ms Lebogang Mulaisi is the Labour Market Policy Coordinator at COSATU, where she coordinates the implementation of COSATU's labour market policy. She is an EXCO and MANCO member at the National Economic Development and Labour Council (NEDLAC) and represent organised labour in the labour market chamber of NEDLAC. She serves as a steering committee member for the Presidential health compact and chairs pillar 1 of the compact; human resources for health. She holds a Bachelor of Commerce (Honours) Degree in Economics and a Master of Commerce Degree in Development Economics.





1. INTRODUCTION

This is the 21st Employment Equity Annual report submitted to the Minister of Employment and Labour by the Commission for Employment Equity (CEE) in terms of section 33 of the Employment Equity Act (EEA), 1998.

The report covers the period from 1 April 2020 to 31 March 2021. During this period, the 5-year term of office of the 4th CEE ended on 31 October 2020 and the 5-year term of office for the 5th CEE started on 1 December 2020. This report therefore reflects on the strategic objectives for the 5-year period set out by the 4th CEE, key highlights for the annual reporting period, harassment cases handled by the CCMA, an analysis of 2020 DG Notification applications, and a trend analysis of Employment Equity Reports received from designated employers for the years 2018, 2019 and 2020.

The EE reports' analysis covers the six occupational levels of the workforce profile and movements according to population groups, gender and disability for the years 2018, 2019 and 2020. In addition, analysis is provided of the status of employment equity in the various economic sectors and business types reported in the 2020.

Furthermore, an analysis is provided of the workplace barriers and affirmative action measures reported by designated employers for the 2020 reporting period. The report concludes with key observations and remarks for the reporting period.



2. KEY STRATEGIC OBJECTIVES OF THE 4TH CEE

The 5-year term of office for the 4th CEE commenced on 1 November 2014 and ended on 31 October 2020. The following were the key strategic objectives of the 4th CEE's 5-year period in office, which were executed and monitored through Strategic Planning sessions, including through development and implementation of Annual Performance Plans.

The CEE engaged in focused sessions to discuss and adopt a 5-year strategy for the CEE, which was accompanied by the Annual Performance Plans in line with the government planning cycle. Each year the CEE reviewed its Annual Performance Plan against its performance and based on the specific areas of improvements identified and successes to build on. The following were the key strategic objectives that were set by the CEE for their 5-year term of office:

- a. To promote Equity in the Labour Market
- b. To provide advice on the Act, Regulations, Codes of good practice, Policy and any other related matter to the Minister
- c. Engage stakeholders in order to promote effective implementation of the EEA
- d. Conduct research in order to inform and enrich the work of the Commission
- e. Monitor, evaluate and report trends on employment equity.

In order to execute the afore-mentioned strategic objectives of their 5-year term, the 4th CEE conducted 5 strategic planning sessions, which were utilised to develop and review the Annual Performance Plans as outlined below:

Session	Document Approved	Term
7 April 2016	2016/2017 APP	(April 2016 – March 2017)
19 April 2017	2017/2018 APP	(April 2017 – March 2018)
22 May 2018	2018/2019 APP	(April 2018 – March 2019)
10 April 2019	2019/2020 APP	(April 2019 – March 2020)
24 June 2020	2020/2021 APP	(April 2020 – October 2020)

The term of office for the 5th Commission for Employment Equity (5th CEE) started on 1 December 2020. The strategic objectives for the 5th CEE to direct their work for the next five years would be developed at a strategic planning workshop scheduled for April 2021.



3. HIGHLIGHTS FOR THE REPORTING PERIOD

This section of the report covers the key highlights of the term of office for the 4th CEE and provides an update on key activities for the period 2020/2021 as discussed below:

3.1 Key highlights of the term of office for the 4th CEE

Whereas the CEE operates on a part-time basis, members of the 4th CEE dedicated time and effort to perform both technical and strategic functions to advance the work of the CEE towards achieving equity in the workplace. The activities of the 4th CEE over the 5-year period are contained in the five annual reports of the CEE published by the Minister of Employment and Labour, which are available on the website (www.labour.gov.za).

The key highlights for the 4th CEE for the 5-year period, included the following critical deliverables:

- a. Amendments to the Employment Equity Act for introduction of sectoral targets to enhance the pace of transformation. The EE Amendment Bill, 2018 was published for public comment in September 2018, and subsequently, the EE Amendment Bill, 2020 was introduced in Parliament in July 2020.
- b. Reviewing of the Employment Equity Regulations (EE Regulations) to include regulations for the promulgation of section 53 of EEA to strengthen consequence management. These Draft EE Regulations were published for public comment in September 2018.
- c. Reviewing of the Code of Good Practice on Preparation, Implementation and Monitoring of EE Plans to improve performance of designated employers. The final Code was published in May 2017.
- d. Reviewing of the Technical Assistance Guidelines on the Employment of Persons with Disabilities (Disability TAGs) for streamlined implementation of EEA with regards to persons with disabilities. These TAGs were published in November 2017.
- e. Developing the Code of Good Practice on the Prevention and Elimination of Violence and Harassment in the World of Work to address the increasing scourge of harassment incidents. The Draft Code was published for public comment in August 2020.
- f. Monitoring and evaluation of the status of transformation, including through the publication of five comprehensive CEE Annual Reports. These reports are available on the Department's website: www.labour.gov.za
- g. The CEE concluded various Memorandums of Understanding (MOUs) to facilitate their engagements with key and strategic stakeholders to increase coordination and synergies to advance the objectives of EEA as outlined below:
 - BBBEE Commission
 - CCMA
 - PSA
 - SAHRC
 - CGE.
- h. Recognising employers for their excellent achievements in the implementation the EE Act (Employment Equity Awards 2019). These awards did not proceed to phase two because employers that were nominated did not meet the criteria to move forward to phase 2. Phase 1 had to do with minimum administrative compliance with the EEA.

3.2 Update on key activities for the reporting period

Progress updates on key activities undertaken during the period under review are provided below:

3.2.1 Employment Equity (EE) Amendments

The Employment Equity Amendment Bill, 2018 (EE Amendment Bill) and the Draft Employment Equity Regulations, 2018 (EE Regulations) were developed and published for public comment for 60 days from 21 September 2018 to 20 November 2018.

The CEE deliberated on the public comments received from various Organisations and Individuals. Furthermore, as required by the process, the CEE also took into account oral and written submissions from the public during the public consultation process. The EE Amendment Bill has now been approved by Cabinet in February 2020 for tabling in Parliament. Subsequently, the EE Amendment Bill, was published for introduction into Parliament on 20 July 2020 and then published by Parliament in February 2021 for public comment.

The primary objectives of these amendments are as follows:

- a. to provide the Minister with the power to, in consultation with the sector stakeholders and on the advice of the Commission for Employment Equity, to regulate employment equity sector through specific EE numerical targets for designated groups (i.e. Black people, women and persons with disabilities) to ensure the equitable representation of suitably qualified people from these groups at all occupational levels in the workforce;
- b. to reduce the regulatory burden on small employers, i.e. those employing between 0-49 employees. These employers would be exempted from the implementation of affirmative action processes, but still be required to comply to Chapter 2 of the Employment Equity Act (EEA) dealing with elimination of unfair discrimination in their workplaces; and
- c. to regulate criteria for assessment of compliance to complement the promulgation of Section 53 of the EEA in order to be able to issue Employment Equity Certificate of Compliance as a precondition for designated employers to access State Contracts and do business with any organ of the state or public entity.

As part of the preparation for the implementation of these amendments, the CEE together with the Department commenced with the sector stakeholder engagements on the setting of sector EE targets in the middle of the 2019/2020 financial year. It is envisaged that these engagements are to be finalised in the 2021/2022 financial year noting that the process has also been affected by COVID-19 lockdown period and the regulations related to managing the pandemic.

3.2.2 Sector Engagements

Since the inception of the Employment Equity Act, 1998 (Act No.55 of 1998), the Commissions for Employment Equity noted with exception and with great concern that strategic decision-making positions (Top, Senior and Professionally Qualified/middle management levels) are still White dominated as well as male dominated.

The Black population group, Africans and Coloureds in particular, is primarily dominant at the Unskilled Level whilst females tend to be dominant at the Skilled Technical level (junior management) and the Semi-Skilled levels. The 4th Commission for Employment Equity (the Commission) noted with great concern the increasing number of Foreign Nationals occupying strategic position and entry level positions.

In the 2016/2017 financial year, the Commission embarked on an intensive stakeholder engagement session with both designated employers and stakeholders, particularly, the Chief Executive Officers as the "Captains" of transformation in companies.

The objective of the engagements was to identify specific sector barriers or challenges and to inform the relevant policy interventions required to fast-track transformation.

Outcome of the 2016 Sector Stakeholder Engagements

Throughout the engagements, participants requested the Commission to put in place more stringent measures for non-compliant employers. Most of the participants encouraged the setting of sector numerical EE targets as a measure to monitor compliance. Out of the Sector Stakeholder Engagements, the CEE received some practical recommendations to speed up the pace of transformation. These recommendations informed the current EE amendments to the EEA and the Draft EE Regulations, 2018.

The Draft EE Regulations of 2018 included the proposed eighteen (18) economic sectors that unpacks the 11 broad sectors as enshrined in Schedule 4 of the Act. The table below provides a reflection of the 11 broad economic sectors in terms of Schedule 4 of the EEA and the new proposed 18 economic sectors:

Table 1: Sectors	
Schedule 4 Sectors	New Sectors
Agriculture	1. Agriculture, Forestry & Fishing
Mining and Quarrying	2. Mining and Quarrying
Manufacturing	3. Manufacturing
Electricity, Gas and Water	4. Construction
Construction	5. Financial and Insurance Activities
Retail and Motor Trade and Repair Services	6. Transportation and Storage
Wholesale Trade, Commercial Agents and Allied Services	7. Information and Communication
Catering, Accommodation and other Trade	8. Water Supply, Sewerage, Waste Management and Remediation Activities
Transport, Storage and Communications	9. Electricity, Gas, Steam and Air Conditioning Supply
Finance and Business Services	10. Human Health and Social Work Activities
Community, Special and Personal Services	11. Arts, Entertainment and Recreation
	12. Real Estate Activities
	13. Professional, Scientific and Technical Activities
	14. Wholesale and Retail Trade; Repair of Motor Vehicles and Motorcycles
	15. Accommodation and Food Service Activities
	16. Public Administration and Defence; and Compulsory Social Security
	17. Education
	18. Administrative and Support Activities

Progress of Consultation on the setting of EE Sector targets

In June 2019, the Department and the 4th Commission for Employment Equity started a consultation process with each economic sector separately with the purpose of reaching consensus on the setting of EE sector specific targets for the designated groups, particularly at the top four occupational levels (Top Management; Senior Management; Professionally Qualified; and Skilled Technical level).

Notwithstanding that the promulgation of the EE Amendment Bill is still underway in Parliamentary processes, the CEE has made significant strides in relation to the consultation process through sector stakeholder engagements. Table 2 below contains the number of economic sectors engaged thus far and the status of each engagement:

Table 2: Sector engagements and progress status for the setting of sector EE targets	
Name of Sector	Progress status
Finance and business services	Finalised
Mining and quarrying	In progress
Construction	In progress
Wholesale and retail trade; repair of motor vehicles and motorcycles	In progress
Education	In progress
Information and communication	In progress
Transportation and storage	In progress
Real estate activities	In progress
Electrical, gas, steam and air conditioning supply	In progress
Accommodation and food service	In progress
Water supply, sewerage, waste management and remediation	In progress
Human health and social work	In progress
Professionals, scientific and technical	In progress
Arts, entertainment and recreation	In progress
Agriculture, forestry & fishing	In progress
Administrative and support	In progress
Public administration and defence, compulsory social security	To be consulted
Manufacturing	To be consulted

The Department and the Commission will together with specific sector Stakeholders ensure that the engagements yield positive outcomes towards expediting the pace of transformation in the Labour Market in order for "EMPLOYMENT EQUITY TO MAKE BUSINESS SENSE".

3.2.3 Draft Code of Good Practice on the Elimination of Violence and Harassment in the World of Work

Violence and Harassment in the World of Work has become an alarming emerging phenomenon world-wide. The enormous costs of Violence and Harassment at work for the individual, the workplace and the community at large, are becoming more and more apparent. Although incidences of Violence and Harassment are known to occur in all work environments, some employment sectors are particularly exposed to it, for example, law enforcement services, health care services and so forth, particularly in South Africa.

Section 6.3 of the EEA prohibits any form of harassment and deems it to be unfair discrimination. This, along with the need to align to ILO Convention 190 and its Recommendation, necessitated action by the CEE to review the Code of Good Practice on the Handling of Sexual Harassment Cases in Workplaces (2005). Engagements were held with social partners and other stakeholders to explore ways to address Violence and Harassment in the world of work.

The CEE finalised the development of the Draft Code on the Prevention and Elimination of Violence and Harassment in the World of Work in June 2020 and advised the Minister to publish the Draft Code for public comment for 60 days. Subsequently, this Draft Code was published in the Government Gazette dated 20 August 2020. The closing date for the submission of public comments was 21 October 2020.

In order to solicit the Social Partners inputs, the Draft Code was also tabled in NEDLAC Labour Market Chamber (LMC) in September 2020 for discussion. A Task Team under the auspices of the LMC was established and held its first meeting on 8 October 2020 for the introduction of the Draft Code.

The legal drafting process to incorporate the public comments is under way and it is envisaged to be finalised before end of the 2020/2021 financial year. It is planned that the revised Legal Draft Code would be re-tabled in NEDLAC to enable the LMC Task Team to continue with their final deliberations on this Code in the first quarter of the 2021/2022 financial year.

3.2.4 Impact of COVID-19 pandemic on the implementation of EEA

In 2020, the global COVID-19 pandemic befell South Africa which led to the President announcing a national lock-down on 23 March 2020 to commence on 26 March 2020. This was an integrated measure to prevent and contain the spread of COVID-19 in the country. As it was the responsibility of all public and private entities to mitigate the impact of COVID-19 on our economy and citizens, the CEE assessed the impact of COVID-19 on EEA and its requirements.

The assessment of the impact noted that it will be a difficult period for designated employers, however, the responsibility to comply with EEA should not be abrogated. The CEE issued notification to the designated employers on the EE System Database on 4 May 2020 and covered the following details to provide guidance on compliance in light of COVID-19:

The CEE recognised the catastrophic impact of the COVID-19 on the various sectors of the economy, including the threat posed by the pandemic on the economic growth, job creation and retention. The CEE acknowledged the fact that it will be business unusual as all organisations will be exploring various COVID-19 Response and Recovery Plans with regard to Business Continuity.

In the midst of all the organisational configuration processes, the CEE conceded that it would be inevitable that the achievement of the initially planned annual employment equity targets would not be left unscathed.

In response to the inevitable consequences of the COVID-19 on organisations and in particular, on the implementation of employment equity in the various workplaces, the CEE requested all designated employers to take into account the following guidelines:

- a. All employers were still legally obligated to comply with all the provisions of all employment laws during their organisational restructuring/configuration processes, to ensure that there was no unfair treatment and unfair discrimination policies and practices against all employees.
- b. All designated employers were to strive not to reverse the previously attained transformation gains, including to where reasonably practical, achieve their initially planned annual EE targets for 2020. In instances that it was practically not possible to maintain and achieve the initially planned EE targets, the employers were encouraged to consider reviewing and amending their EE Plans in consultation with the EE Consultative Forums (Sections 16).
- c. All designated employers were still required to submit their annual EE Reports as prescribed by Section 21 of the EEA and

the EE Regulations, 2014 from 1 September 2020 until 15 January 2021. This EE data is viewed as critical in assessing the impact of the COVID-19 on the transformation agenda of the labour market and society as a whole. There is no legal provision for exemptions, condonations or appeals in the EEA for submission of EE Reports.

- d. In instances where the designated employer was unable to submit an EE Report as per Section 21 of the EEA, such an employer was required to notify the Director-General of Department of Employment and Labour in writing, with reasons before the last working day of August of 2020 as prescribed by Section 21(4A) of the EE Amendment Act, 2013 and the EEA14 form in the EE Regulations, 2014.
- e. The reasons that could be advanced as per the EEA14 form, included as per, Section 197 of the LRA; Mergers/ Acquisitions; Labour Court Order; Liquidations/ Judicial Winding; Insolvency; and Other reasons (e.g. employer no longer designated because of size and/ turnover, or company closed down because of retrenchments, or company under business rescue, etc.). All completed EEA14 forms were to be accompanied by supporting documents as proof.



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20
ANNIVERSARY

4. UNFAIR DISCRIMINATION CASES INVOLVING VIOLENCE AND HARASSMENT IN THE WORLD OF WORK (CCMA)

Recognising the negative impact of the COVID-19 on the various sectors of the economy, including the threat on economic growth, the 4th CEE acknowledged that it would be business unusual with organisations exploring various responses and recovery plans in order to ensure business continuity. However, the responsibility to comply with the EEA should not be abrogated.

The CEE did, however, issue a notification which included information on the process to be followed.

Background and Context:

During the apartheid era, discrimination against workers was considered acceptable and even legally permissible such as in the Mines and Works Act, 1911 and the Native Building Workers Act, 1951. Discrimination on grounds such as race and sex was legally enforced. Employers were not prohibited from discriminating against employees on one or more grounds. An economy which excluded participation to the vast majority due to structural restrictions and limitations were unsustainable. The dawn of the new democratic dispensation in the early 1990s founded the Constitution, the Legislator was obliged in terms of section 23 of the Constitution to enact legislation that ensured the prohibition of unfair discrimination and ensure the advancement of those previously disadvantaged.

In *Hoffmann v South African Airways*¹, the Constitutional Court set out to interpret the meaning of unfair discrimination in terms of section 9 of the Constitution which states that “national legislation must be enacted to prevent or prohibit unfair discrimination. In order to fulfil these obligations, the need to expand and establish the employment law framework arose. The Constitution is expressed through the Employment Equality Act 55 of 1998 (EEA) and the Labour Relations Act 66 of 1995 (LRA). All of which promote the spirit, purport, and objectives of the Constitution.

Unfair Discrimination:

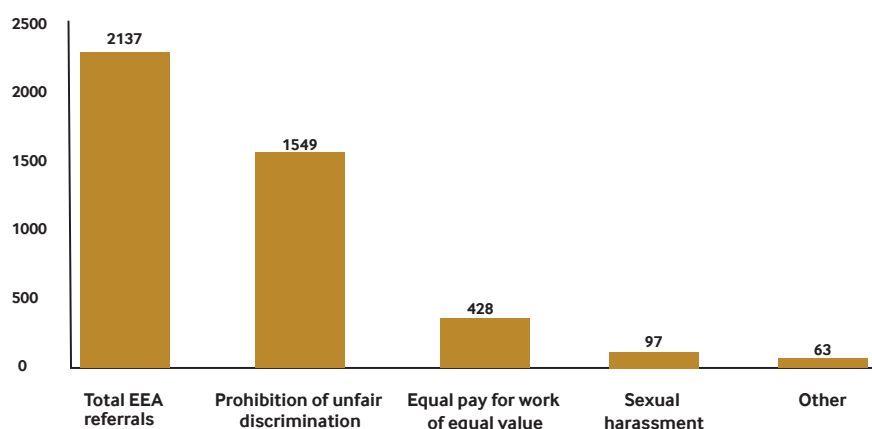
The term “discrimination” was first reported in labour cases *Raad van Mynvakbonde v Minister van Mannekrag en 'n Ander* and *UAMAWU v Fodens*.² At this stage, the Industrial Court was mainly concerned with discrimination against trade unions or trade union members. Over the following years the Court went on to develop the various grounds for discrimination.

In the EEA, discrimination takes many forms, one can be discriminated against on one or more of the following grounds: race, gender, sex, pregnancy, ethnic or social origin, colour, sexual orientation, age, disability, religion, conscience, belief, culture, language and birth or any other arbitrary ground, which means that the ground relied on must be shown that it is 'based on attributes or characteristics which have the potential to impair the fundamental human dignity of persons as human beings, or to affect them adversely in a comparable manner.’³

The role of the CCMA in unfair discrimination cases is to prevent and emphasise the importance of a work culture based on mutual respect and dignity.

1 Hoffmann v South African Airways [2000] 12 BLLR 1365 (CC).
2 Raad van Mynvakbonde v Minister van Mannekrag en 'n Ander (1983) 4 ILJ 202 (T); UAMAWU & Others v Fodens (SA) (Pty) Lt. (1983) 4 ILJ 212 (IC).
3 NUMSA & Others v Gabriels (Pty) Ltd [2002] 12 BLLR 1210 (LC)

EEA REFERRALS TO CCMA ACROSS ALL SECTORS (MARCH 2020 - FEBRUARY 2021)



The above table gives a breakdown of the EEA referrals to the CCMA across all sector from March 2020 to February 2021.

Violence and Harassment:

Section 6(3) of the EEA provides that, "Harassment of an employee as a form of unfair discrimination and is prohibited on any one, or a combination of grounds of unfair discrimination"⁴ Employers have a duty to ensure a healthy and safe working environment, free from violence and all form of discrimination. Harassment in the world of work strips people of their dignity, is inconsistent with healthy working environments, and deprives people of equal opportunities, equally as bad is violence in the workplace. Section 8 of Occupational Health and Safety Act (OHSA) provides that all employers have a duty to provide and maintain, as far as reasonably practicable, a safe working environment which is free of risk to the health of their employees.

The case law below will explore what is an employer's responsibility when dealing with discriminatory comments in the workplace, more specifically, if such was uttered by a person not employed by the employer. Also, we explore the extent to which courts expect employers to go to ensure that violence is prevented and addressed in the workplace.

Interesting to note is the matter of *Samka v Shoprite Checkers (Pty) Ltd*⁵, the employee was employed by Shoprite Checkers as a cashier. During the performance of her duties, a customer became angry and made an extremely racist remark towards her. The employee reported the incident and was allegedly offered no assistance from her employer. Section 60 of the EEA provides that an employer may be deemed to have contravened the EEA where it is proved that an employee contravened the Act and the employer failed to take the necessary steps to eliminate the alleged conduct.

The Labour Appeal Court (LAC) found it difficult to understand how an employer can be held liable to its employees for the action of a customer which is directed at the employee. Furthermore, the court held that the employee was unable to produce evidence that she had been harassed on the grounds of race or on an arbitrary ground.

The court held that the employee is entitled to institute a Delictual claim against the customer and she could pursue an unfair discrimination claim in terms of the Promotion of Equality and Prevention of Unfair Discrimination Act 4 of 2000. The court emphasised that the employee cannot bring a case in terms of s 60 of the EEA based entirely on the conduct of her employer.

In the matter of *City of Johannesburg v Swanepoel*⁶, the court provided a degree of clarity on the extent of an employer's duty to provide a safe working environment for employees as provided by the OHSA. The employee was facing possible death threats from a dissatisfied community regarding a delayed project. In a bid to mitigate the situation, the employer tried to transfer the employee to a different region however the employee refused.

This refusal to transfer subsequently resulted in his dismissal for gross insubordination in failing to comply with a lawful and reasonable instruction of his employer. The Labour Court held that the employee's refusal prevented the employer from complying with its statutory obligations and as a result the employer was obstructed from carrying out its duty to take steps in addition to those expected in the ordinary course of matters in order to prevent harm to its employees.

4 Section 6(3) of the Employment Equity Act 55 of 1998.
 5 *Samka v Shoprite Checkers (Pty) Ltd* [2020] 9 BLLR 916 (LAC).
 6 *City of Johannesburg v Swanepoel* (2016) 37 ILJ 1400 (LC).

The above-mentioned case law shows the stringent and precise approach that courts are taking when it comes to violence and harassment. Requiring employers to ensure compliance even if it means dismissing those in its employ displays the no nonsense attitude that has been adopted by courts. The South African government has ensured that the employment society is well armed with Policies, Regulations, Codes and Statutes. On 21 July 2020, the Employment Equity Amendment Bill was tabled in Parliament. The Bill includes a number of significant proposed amendments to the Employment Equity Act. These proposed amendments will bring clarity to the labour market and perhaps even expand the jurisdiction of the CCMA, one example being that employers who employ less than 50 employees, will not fall within the definition of “designated employer” and will no longer be required to comply with Chapter III of the EEA relating to affirmative action.

Challenges and Solutions:

The field of employment and the labour market is continuously evolving and as such it is imperative that the CCMA through the application of the law and its experienced commissioners, ensure the right to equality and non-discrimination in the workplace.

One of the most prevalent challenges in the world of work is implementation and enforcement of laws, codes, policies and regulations. In as far as implementation is concerned, the labour market indicates that there is a lack of cultural sensitivity and awareness which can limit employees’ ability to communicate effectively, subsequently making it a lot harder for employees to understand their rights.

Unfortunately, legislation on its own will not eradicate these implementation challenges faced by the world of work, therefore, the first point of call is to have a change of mind and buy in from the role players, only should that fail do we fall back on strong legislative recourse for non-compliance.

The CCMA is committed to providing the best employment equity dispute resolution, and is especially looking forward to the Ratification of Convention 190 (C190) which refers to the International Labour Organization (ILO)’s Convention Concerning the Prevention and Elimination of Violence and Harassment in the World of Work. This convention will ensure that violence and harassment in South Africa is dealt with firmly.

The CCMA remains confident that together with the CEE, the partnership will bear fruitful outcomes and will lead the world of work into a path which boasts stability, equality and employee wellness.

The CCMA will continue to support the CEE in all its undertakings and commends it for all its accomplishments.



5. DEMOGRAPHICS OF THE NATIONAL AND REGIONAL/ PROVINCIAL ECONOMICALLY ACTIVE POPULATION (EAP)

This section of the report covers the national and regional/ provincial demographics of the EAP, which is contained in the Quarterly Labour Force Survey (QLFS) conducted and published by Stats SA. The EAP includes people between the ages of 15 to 64 years, who are either employed or unemployed, but seeking employment.

The EAP is used as a benchmark to assist employers in the analysis of their workforce to determine the degree of under or over-representation of the designated groups in the workforce. It also guides employers in the setting of numerical goals and targets for the achievement of an equitable and representative workforce. The EAP is presented by population and gender groups, at National and Provincial level.

5.1 National Economically Active (EAP) by Population Group and Gender

Table 3: National EAP By Population And Gender Group* (*Source: Statistics South Africa, (Qlfs, Quarter 3, 2020)

Male		Female			TOTAL	
AM	African Male	43.7%	AF	African Female	35.6%	79.3%
CM	Coloured Male	4.8%	CF	Coloured Female	4.1%	8.9%
IM	Indian Male	1.8%	IF	Indian Female	1.0%	2.8%
WM	White Male	5.1%	WF	White Female	3.9%	9.0%
TOTAL		55.4%			44.6	100.0%

5.2 Provincial Economically Active (EAP) Population Group and Gender

Table 4: Provincial EAP By Population And Gender Groups* (*Source: Statistics South Africa, (Qlfs, Quarter 3 2020)

Province	Gender	African	Coloured	Indian	White	TOTAL
Eastern Cape	Male	43.9%	4.6%	1.0%	3.1%	52.6%
	Female	41.7%	3.6%	0.0%	2.1%	47.4%
	TOTAL	85.6%	8.2%	1.0%	5.2%	100.0%
Free State	Male	48.5%	2.2%	0.3%	3.2%	54.2%
	Female	41.5%	1.3%	0.2%	2.9%	45.9%
	TOTAL	90.0%	3.5%	0.5%	6.1%	100.0%
Gauteng	Male	46.0%	1.5%	1.9%	7.2%	56.6%
	Female	34.8%	1.5%	1.3%	5.7%	43.3%
	TOTAL	80.8%	3.0%	3.2%	12.9%	100.0%
KwaZulu-Natal	Male	45.7%	0.7%	5.2%	2.4%	54.0%
	Female	40.4%	0.8%	3.2%	1.6%	46.0%
	TOTAL	86.1%	1.5%	8.4%	4.0%	100.0%
Limpopo	Male	54.6%	0.1%	1.0%	0.8%	56.5%
	Female	42.6%	0.1%	0.2%	0.5%	43.4%
	TOTAL	97.2%	0.2%	1.2%	1.3%	100.0%
Mpumalanga	Male	48.5%	0.1%	0.7%	4.9%	54.2%
	Female	43.7%	0.0%	0.0%	2.0%	45.7%
	TOTAL	92.2%	0.1%	0.7%	6.9%	100.0%
North West	Male	54.1%	0.8%	0.7%	4.1%	59.7%
	Female	36.3%	0.4%	0.2%	3.4%	40.3%
	TOTAL	90.4%	1.2%	0.9%	7.5%	100.0%

Province	Gender	African	Coloured	Indian	White	TOTAL
Northern Cape	Male	30.7%	24.2%	0.0%	6.0%	60.9%
	Female	17.2%	17.9%	0.0%	4.0%	39.1%
	TOTAL	47.9%	42.1%	0.0%	10.0%	100.0%
Western Cape	Male	21.7%	23.3%	0.5%	8.5%	54.0%
	Female	17.8%	20.5%	0.3%	7.4%	46.0%
	TOTAL	39.5%	43.8%	0.8%	15.9%	100.0%



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

Recognising the catastrophic impact of the COVID-19 on the various sectors of the economy, including the threat posed by the pandemic on the economic growth, job creation and retention, the 4th CEE acknowledged the fact that it will be business unusual as all organisations will be exploring various COVID-19 Responses and Recovery Plans with regard to Business Continuity. However, the responsibility to comply with the EEA should not be abrogated.

The 4th CEE issued a notification, which included information on the process to be followed to inform the Director-General of any changes to their designation status or inability to submit an employment equity (EE) report for the 2020 EE reporting period.

6.1 Legal framework for the DG Notification process

The DG Notification process originates from section 21 (4A) of the EE Amendment Act (EEA), 2013. In terms of this provision, employers are required to notify the Director-General in writing before the last working day of August in the same year, if they are unable to submit their Employment Equity Reports (EE Reports) for reasons that are prescribed in the EEA14 form contained in the Employment Equity Regulations, 2014 (EE Regulations). Some of the reasons cited by the employers may not necessarily be prescribed and therefore, falls under the category of "other". The following are key reasons prescribed in the EEA14 form:

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

Some of the unlisted reasons usually cited by employers for failure to submit their EE Report include:

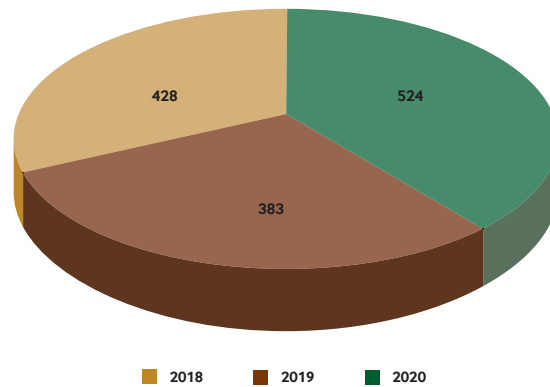
- Employer is no longer designated because of its size and annual turnover thresholds stipulated in Schedule 4 of the EEA. In such a case, the EEA14 application form must be supported by the latest audited financial statements;
- Company is closing because of restructuring or company is no longer designated because of retrenchments. In these instances, a copy of the Section 189 LRA Resolution/Agreement is required; and
- Company is under Business Rescue, in which case, a letter from the Business Rescue Practitioner is required.

6.2 DG Notifications received over the past three years

The table below provides a three-year trend in the total number of designated employers that submitted the DG Notification applications (EEA14 forms):

Table 5: Total number of designated employers over three years		
2018	2019	2020
524	383	428

FIGURE 1: DG Notification Received



6.3 DG Notifications by employer size for 2020

In 2020, for the period commencing from 1 August 2020 to 11 February 2021, 428 DG Notification applications were received from the designated employers and 68 of these applications were rejected. The rejected applications did not meet the criteria required by section 21 (4A) of the EE Amendment Act, 2013.

The table below provides the breakdown of the number of the DG Notifications that were granted in terms of employers' size and percentage split:

Table 6: Breakdown of the 2020 DG Notifications granted by employer' size and percentage

Employer's Size (employees)	Total number of DG Notifications granted	%
0-49	262	72.8%
50-149	70	19.4%
150+	28	7.8%
TOTAL	360	100%

FIGURE 2: EMPLOYERS BY SIZE

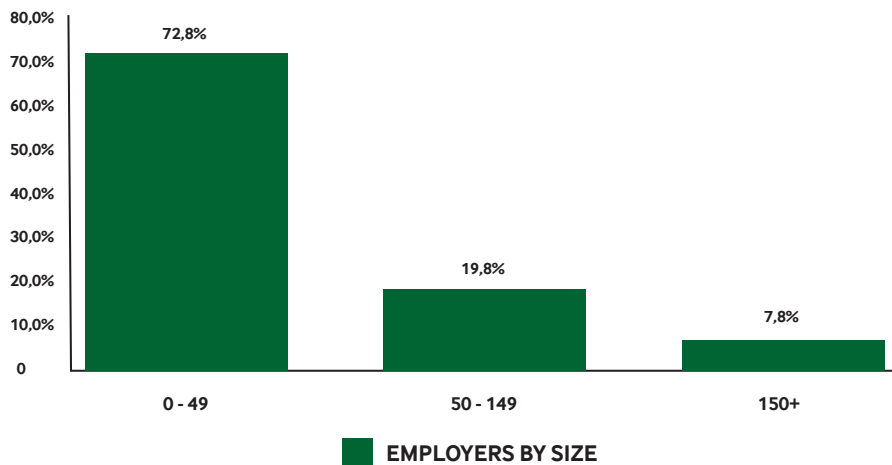


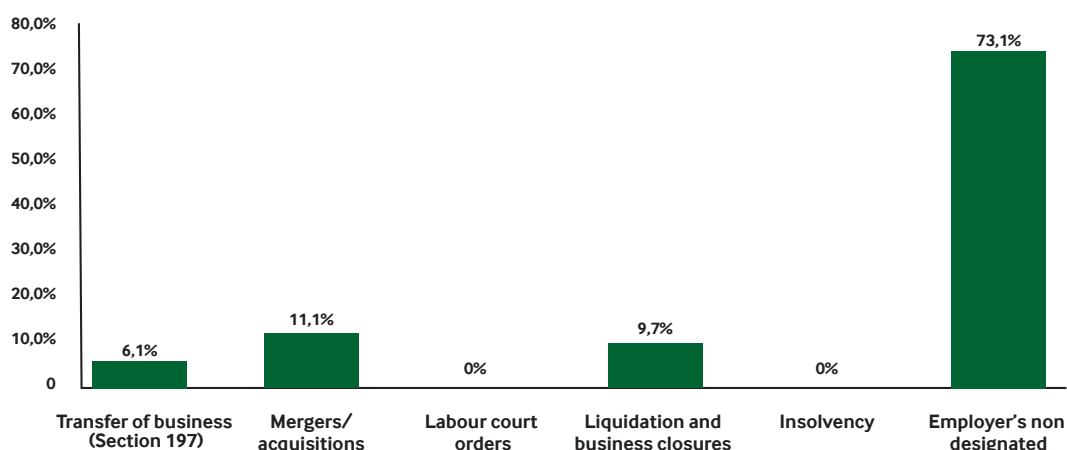
Figure 2 indicates that during the period between 1 August 2020 to 11 February 2021, a total of 360 employers who had submitted EEA14 applications were granted deregistration from the EE database. Most of these employers (72.8%) employed fewer than 50 employees.

6.4 DG Notifications granted by key reason for 2020

The table below indicates the breakdown of the DG Notifications granted for 2020 by key reason provided by employers:

Key reason	No.	%
Transfer of business (Section 197)	22	6.1%
Mergers/acquisitions	40	11.1%
Labour Court Order	0	0%
Liquidation & business closures	35	9.7%
Insolvency	0	0%
Employers no longer designated (Other)	263	73.1%
TOTAL	360	100%

FIGURE 3: REASONS FOR DEREGISTRATION



The most common reason cited by employers (73.1%) who submitted EEA14 applications was “non- designated”. As a result, a high number of de-registrations fall in the employer size 0 to 49.

It should be noted that a significant number of employers with fewer than 50 employees, which fall outside the definition of the designated employers in terms of the number of employees and the annual turnover threshold, submit EE reports annually on a voluntary basis in terms of Section 14 of the Employment Equity Act, 1998 (EEA), in order to comply with B-BBEE requirements and to be considered for state contracts.

The proposed amendments to the EEA to repeal section 14 and amending the definition of ‘designated employers’ to remove annual turnover thresholds may reduce both the administrative and compliance burden to these small employers.

6.5 Guidelines on how to apply for DG Notification

Employers may notify the Director-General of Department of Employment and Labour to be considered for deregistration from the Employment Equity (EE) database by utilising an EEA14 DG Notification form, if they are unable to report based on the reasons provided for in the EEA14 form. The EEA14 (DG Notification form) should be received by no later than the last working day of August in the same reporting year. Employers should take the following key factors into account when making a DG Notification application:

- Complete the EEA14 (DG Notification form);
- If the employer has become non-designated, the employer must attach a separate motivation and the latest audited financial statement of the company together with the EEA14 form;
- Only the Accounting Officer/CEO must sign the EEA14 form. Service providers may not sign on behalf of the Accounting Officer/CEO, as this is in direct contravention of section 21 (4A) of the EE Amendment Act;
- There are no Accounting Officers for Private Sector Employers (Only CEO, MD’S etc.);
- The signature on the motivation letter must be dated; and
- The application must be supported by original documents.



7. ANALYSIS OF EMPLOYMENT EQUITY REPORTS RECEIVED IN 2020

This section of the report provides an analysis of the extent of reporting for all designated employers for 2020 by Province, Sector and Business Type. It provides an analysis of the workforce profile, workforce movement and skills development by occupational level in terms of, population group, gender and disability for 2020. It also includes a workforce profile trends analysis from 2018 to 2020. This section concludes with a Barrier and Affirmative Action Measure analysis of the reports received in 2020. Please note that when reading this report any reference to an increase or decrease in percentage refers to the percentage point difference.

7.1 EXTENT OF REPORTING FOR 2018 TO 2020

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

Table 8: reports received (all designated employers) and employees covered from 2018 to 2020				
Year	Reports received	Annual % Change - reports	Employees covered	Annual % Change - employees
2018	27485	1.2%	7 415 876	1.6%
2019	27127	-1.3%	7 332 072	-1.1%
2020	26635	-1.8%	7 056 059	-3.9%

Table 8 shows a decrease of 1.8% in the number of EE reports submitted by designated employers from 2019 to 2020, which is insignificant in the light of the economic downturn. **Figure 3** above suggest that 73.1% of employers who deregistered, did so because they were no longer designated (either due to a reduction in annual turnover or number of employees). **Table 8** above suggests that even employers who remained designated may have reduced their workforce due to the pandemic and its impact on the economy.

Table 9: Total number of reports and the number of employees covered by Province				
Province	Reports Received	% Reports Received	Employees	% Employees
Eastern Cape	1439	5.4%	369944	5.2%
Free State	746	2.8%	141987	2.0%
Gauteng	11678	43.8%	3504976	49.7%
KwaZulu-Natal	3942	14.8%	928919	13.2%
Limpopo	822	3.1%	244770	3.5%
Mpumalanga	1439	5.4%	336047	4.8%
Northern Cape	396	1.5%	92628	1.3%
North West	636	2.4%	204343	2.9%
Western Cape	5537	20.8%	1232445	17.5%
TOTAL	26635	100.0%	7056059	100.0%

Table 9 shows that Gauteng, Western Cape and KwaZulu-Natal are the three provinces with the highest number of reports and employees covered. These three provinces are also known as the economic hubs of our country. Gauteng has by far the highest number of reporting employers. The Northern Cape has the smallest number of reports suggesting that it has the least number of designated employers.

Table 10: Total number of reports and the number of employees covered by Business Type

Business Type	Reports Received	% Reports Received	Employees	% Employees
National Government	50	0.2%	354472	5.0%
Provincial Government	126	0.5%	566625	8.0%
Local Government	175	0.7%	210747	3.0%
Private Sector	25336	95.1%	5108149	72.4%
Non-Profit Organizations	515	1.9%	473988	6.7%
State-Owned Companies	133	0.5%	125353	1.8%
Educational Institutions	300	1.1%	216725	3.1%
TOTAL	26635	100.0%	7056059	100.0%

Table 10 suggests that the Private Sector is the biggest employer in South Africa, followed by Government. This highlights the heavy reliance on the Private Sector to shift the diversity outlook of workforce in the country, followed by Government.

Table 11: Total number of reports and the number of employees covered by Sector for 2020

Sector	Reports Received	% Reports Received	Employees	% Employees
Accommodation and Food Service Activities	1171	4.4%	189658	2.7%
Administrative and Support Activities	988	3.7%	488816	6.9%
Agriculture, Forestry & Fishing	3807	14.3%	631536	9.0%
Arts, Entertainment and Recreation	630	2.4%	337119	4.8%
Construction	2501	9.4%	302693	4.3%
Education	482	1.8%	495603	7.0%
Electricity, Gas, Steam and Air Conditioning Supply	416	1.6%	116942	1.7%
Financial and Insurance Activities	1161	4.4%	428483	6.1%
Human Health and Social Work Activities	1040	3.9%	556431	7.9%
Information and Communication	1754	6.6%	242031	3.4%
Manufacturing	4866	18.3%	856134	12.1%
Mining and Quarrying	869	3.3%	379782	5.4%
Professional, Scientific and Technical Activities	711	2.7%	95070	1.3%
Public Administration and Defence, Compulsory Social Security	278	1.0%	617422	8.8%
Real Estate Activities	184	0.7%	19050	0.3%
Transportation and Storage	1641	6.2%	343643	4.9%
Water Supply, Sewerage, Waste Management and Remediation Activities	292	1.1%	93494	1.3%
Wholesale and Retail Trade, Repair of Motor Vehicles and Motorcycles	3844	14.4%	862152	12.2%
TOTAL	26635	100.0%	7056059	100.0%

According to **Table 11**, Manufacturing is the largest Sector in terms of the number of reporting designated employers. The Manufacturing Sector in the 21st CEE Report had 4 866 (5 037 in 2019) designated employers who reported, covering 856 134 (910 752 in 2019) employees. This suggest a slight drop of designated employers (3.5%) in this sector which may be as a result of the pandemic and its impact on the economy. Wholesale and Retail Trade, Repair of Motor Vehicles and Motorcycles is the Sector that had the second highest number of employers covering 862 152 employees for the reporting period.



8. WORKFORCE PROFILE TRENDS ANALYSIS FROM 2018 TO 2020

Analysis of the workforce profile trends over a period of three years provides insight into the actual progress made in terms of equitable representation of the various population groups i.e., per race, gender and disability at different occupational levels. (Please note that when reading this report any reference to an increase or decrease in percentage refers to the percentage point difference)

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

National EAP By Population And Gender Group* (*Source: Statistics South Africa, (Qlfs, Quarter 3, 2020)						
Male			Female			TOTAL
AM	African Male	43.7%	AF	African Female	35.6%	79.3%
CM	Coloured Male	4.8%	CF	Coloured Female	4.1%	8.9%
IM	Indian Male	1.8%	IF	Indian Female	1.0%	2.8%
WM	White Male	5.1%	WF	White Female	3.9%	9.0%
TOTAL		55.4%			44.6%	100.0%

Figure 4: Top management by population group - 2018 to 2020

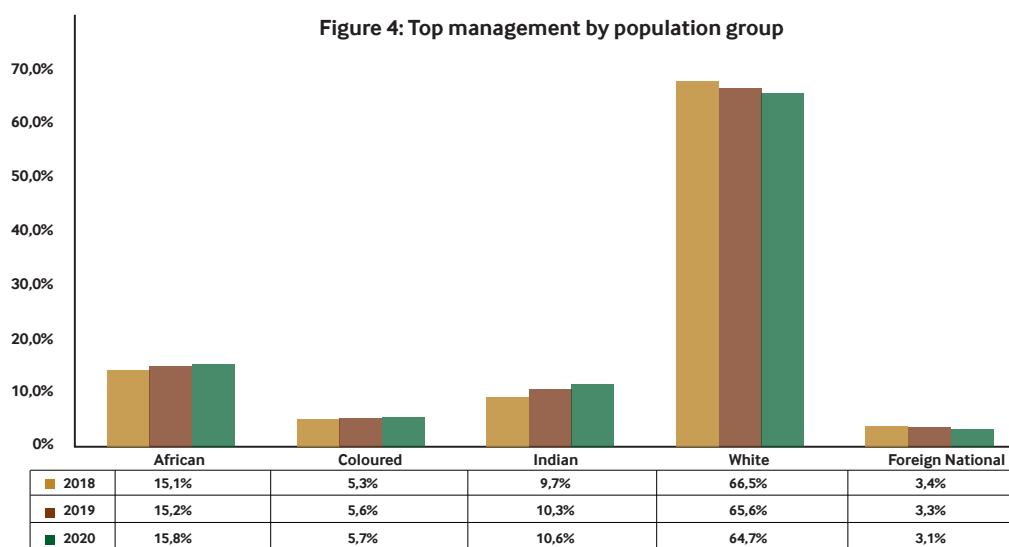


Figure 4 shows an increase in representation across all the designated groups at the Top Management level. However, the Indian population continues to be the most preferred designated group with an excessive overrepresentation when compared to their EAP. Although there is a steady decline of Foreign Nationals, they still remain high at this occupational level.

Figure 5: Top management by gender - 2018 to 2020

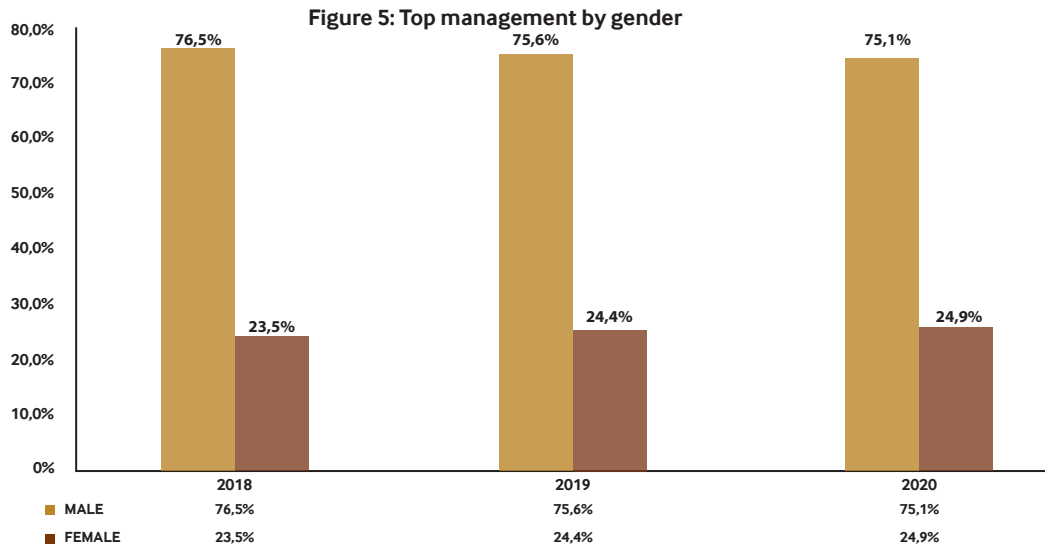
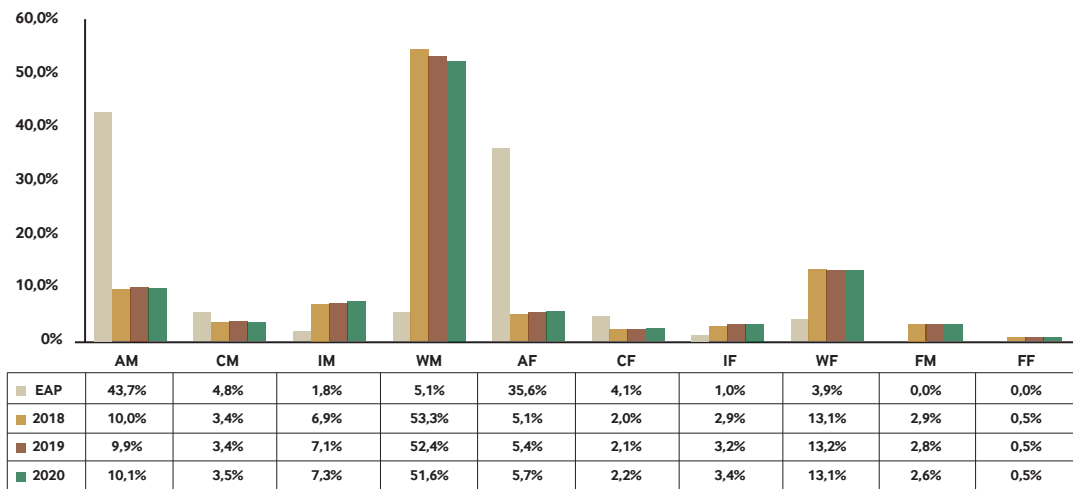


Figure 5 illustrates a 0.5% increase in the representation of females at the Top Management level. Whilst this change remains insignificant, there has been a steady increase of females at this occupational level.

Figure 6: Top management - population & gender - 2018 to 2020

Figure 6: Top management by population group and gender



The White population at Top Management, both males and females, continues to gradually decline as illustrated in **Figure 6**. More importantly, **Figure 6** suggests that males of all races tend to be more preferred than their female counterparts. Both the Indian male and female population increased at this occupational level and their representation is well above their EAP.

Figure 7: Top management – Disability- 2018 to 2020

Figure 7: Top management - Disability

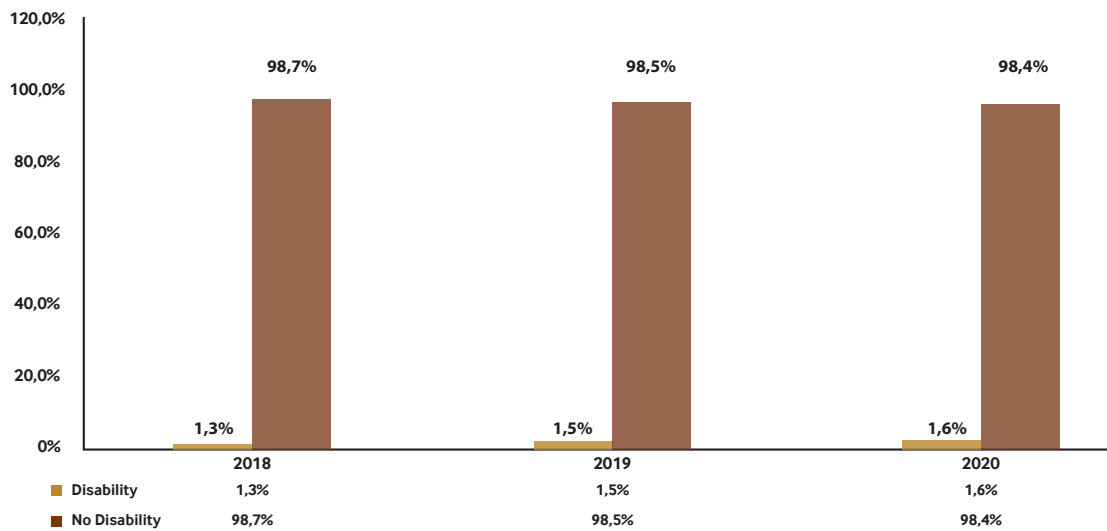


Figure 7 shows a steady increase in the representation of persons with disabilities at this occupational level from 1.3% in 2018 to 1.6% in 2020.

Table 12: Workforce Profile at the Top Management Level By Sector, Population Group And Gender in 2020

Sector	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
EAP	43.7%	4.8%	1.8%	5.1%	35.6%	4.1%	1.0%	3.9%	n/a	n/a	100%
Accommodation and food service activities	6.0%	1.8%	4.1%	52.8%	4.8%	2.4%	2.8%	21.8%	3.1%	0.4%	100,0%
Administrative and support activities	19,8%	3,2%	6,1%	39,3%	11,1%	2,5%	3,2%	12,5%	1,7%	0,5%	100,0%
Agriculture, forestry & fishing	4,9%	3,5%	1,0%	71,9%	1,7%	2,1%	0,3%	13,7%	0,8%	0,2%	100,0%
Arts, entertainment and recreation	20,7%	3,6%	3,9%	37,4%	11,8%	1,9%	2,7%	15,1%	2,0%	0,8%	100,0%
Construction	14,5%	5,9%	5,8%	53,9%	6,5%	2,4%	2,7%	6,0%	1,9%	0,3%	100,0%
Education	11,7%	3,5%	4,9%	31,2%	8,2%	3,3%	3,1%	30,2%	2,3%	1,6%	100,0%
Electricity, gas, steam and air conditioning supply	11,3%	5,2%	7,8%	47,0%	9,1%	2,5%	3,5%	9,3%	3,8%	0,4%	100,0%
Financial and insurance activities	10,9%	2,8%	7,6%	48,3%	7,1%	2,2%	3,6%	13,5%	3,1%	0,8%	100,0%
Human health and social work activities	9,3%	2,9%	6,6%	41,4%	6,8%	2,9%	5,8%	21,7%	1,8%	1,0%	100,0%
Information and communication	8,1%	3,2%	8,1%	50,9%	5,7%	2,5%	4,5%	13,3%	3,2%	0,7%	100,0%
Manufacturing	5,3%	3,5%	9,8%	57,0%	3,5%	1,9%	3,6%	10,7%	4,3%	0,4%	100,0%
Mining and quarrying	21,5%	2,5%	2,3%	50,1%	8,6%	1,3%	1,8%	7,8%	3,6%	0,4%	100,0%
Professional, scientific and technical activities	9,8%	2,6%	5,1%	45,7%	6,7%	2,5%	4,5%	19,3%	3,0%	0,9%	100,0%
Public administration and defence; compulsory social security	43,7%	7,6%	4,3%	14,7%	19,8%	3,2%	2,3%	4,1%	0,1%	0,1%	100,0%
Real estate activities	8,0%	2,6%	4,5%	59,3%	3,8%	1,9%	2,8%	16,0%	0,7%	0,5%	100,0%
Transportation and storage	9,2%	3,5%	11,5%	48,0%	5,5%	2,3%	4,8%	12,1%	2,7%	0,4%	100,0%
Water supply, sewerage, waste management and remediation activities	35,1%	6,6%	2,3%	25,8%	18,6%	2,5%	1,1%	7,6%	0,5%	0,0%	100,0%
Wholesale and retail trade; repair of motor vehicles and motorcycles	4,8%	2,8%	11,7%	56,0%	2,4%	1,6%	3,9%	14,5%	1,7%	0,5%	100,0%

In relation to their EAP, **Table 12** shows that the White and Indian population groups are overrepresented across all sectors of the economy at the Top Management level. Female representation is highest in the Public Administration and Defence sector and in the Water Supply Sewerage, Waste Management and Remediation sectors. Males are overrepresented across all sectors. Foreign Nationals have a high representation in the Manufacturing and Electricity, gas, steam and air conditioning supply sectors.

Table 13: 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	43.7%	4.8%	1.8%	5.1%	35.6%	4.1%	1.0%	3.9%	n/a	n/a	100%
National Government	35.7%	5.7%	6.0%	12.9%	25.1%	4.3%	3.9%	5.3%	1.0%	0.2%	100.0%
Provincial Government	44.6%	5.6%	2.7%	5.1%	31.8%	3.8%	2.2%	3.9%	0.4%	0.0%	100.0%
Local Government	50.0%	9.4%	5.0%	5.8%	23.8%	1.8%	1.6%	2.4%	0.2%	0.0%	100.0%
Private Sector	8.1%	3.4%	7.5%	54.6%	4.6%	2.1%	3.4%	13.2%	2.7%	0.5%	100.0%
Non-Profit Organisations	26.5%	4.7%	3.9%	21.1%	14.3%	4.3%	3.9%	15.7%	3.1%	2.5%	100.0%
State Owned Enterprises	42.9%	4.1%	4.1%	8.3%	26.2%	3.6%	2.9%	6.5%	1.3%	0.2%	100.0%
Educational Institutions	10.8%	3.1%	4.5%	35.2%	6.5%	1.9%	2.5%	31.4%	2.4%	1.6%	100.0%

Table 13 shows a more proportional representation of the African and Coloured population groups at all three spheres of government, and at State Owned Companies in relation to their EAP. The representation of the White population group is, however, much higher than their EAP in all other Business Types at this occupational level.

Table 14: 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	43.7%	4.8%	1.8%	5.1%	35.6%	4.1%	1.0%	3.9%	n/a	n/a	100%
Workforce profile-all employees	10.1%	3.5%	7.3%	51.6%	5.7%	2.2%	3.4%	13.1%	2.6%	0.5%	100.0%
Recruitment	17.2%	4.2%	6.4%	38.2%	12.3%	3.0%	4.5%	9.9%	3.8%	0.6%	100.0%
Promotion	12.8%	4.3%	6.7%	36.3%	9.5%	5.1%	6.0%	15.6%	2.6%	1.0%	100.0%
Terminations	16.2%	3.2%	5.9%	46.0%	7.0%	2.1%	2.8%	11.5%	4.3%	0.9%	100.0%
Skills Development	14.6%	4.6%	8.6%	38.4%	10.5%	3.9%	5.1%	14.2%	n/a	n/a	100.0%

Table 14 indicates that although there is a declining trend, the highest number of opportunities, i.e. recruitment and promotion, accrued to the White and Indian population groups at the Top Management level.

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

National EAP by Population and Gender Group* (*Source: Statistics South Africa, (QLFS, Quarter 3, 2020)

Male		Female			TOTAL	
AM	African Male	43.7%	AF	African Female	35.6%	79.3%
CM	Coloured Male	4.8%	CF	Coloured Female	4.1%	8.9%
IM	Indian Male	1.8%	IF	Indian Female	1.0%	2.8%
WM	White Male	5.1%	WF	White Female	3.9%	9.0%
TOTAL		55.4%			44.6%	100.0%

Figure 8: Senior management by population group - 2018 to 2020

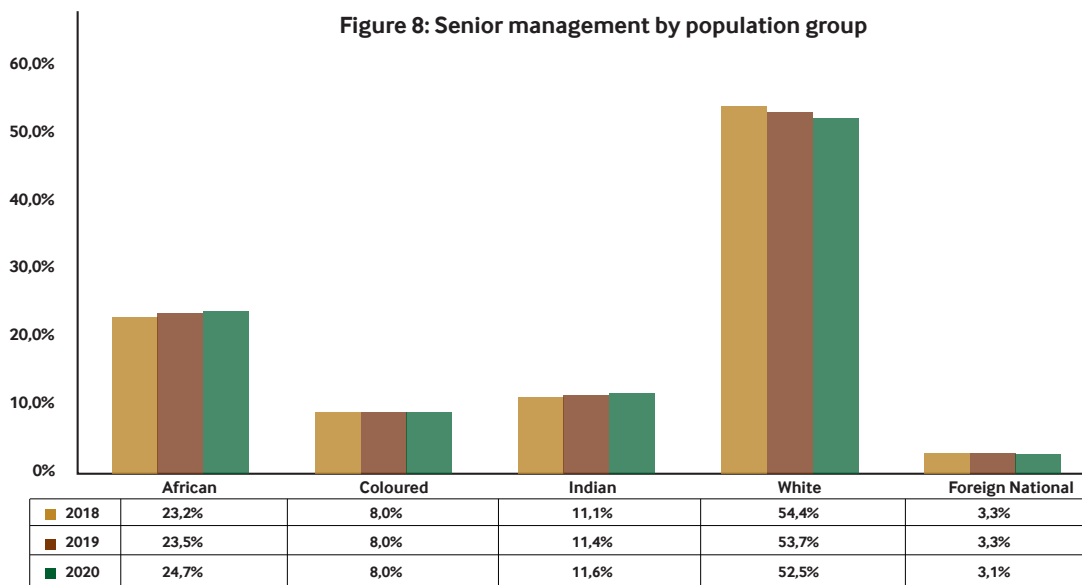


Figure 8 shows a declining trend in the representation of the White population group at this occupational level. This decline, though encouraging, remains insignificant and maintain a dominance of the White population group at this occupational level. Senior Management is the level at which incumbents are prepared for promotion opportunities and the trend explains why Top Management remains predominantly dominated by the White population group. Furthermore, the Foreign National percentages mirror those at the Top Management occupational level. It seems evident that the expected skills transfer by Foreign Nationals to the South African designated groups is not taking place. Figure 8 does, however, show a slight increasing trend of the African and Indian populations at this occupational level. The representation of the Indian group remains significantly higher than their EAP suggesting, yet again, that they appear to be more favoured than the other designated groups.

Figure 9: Senior management by gender- 2018 to 2020

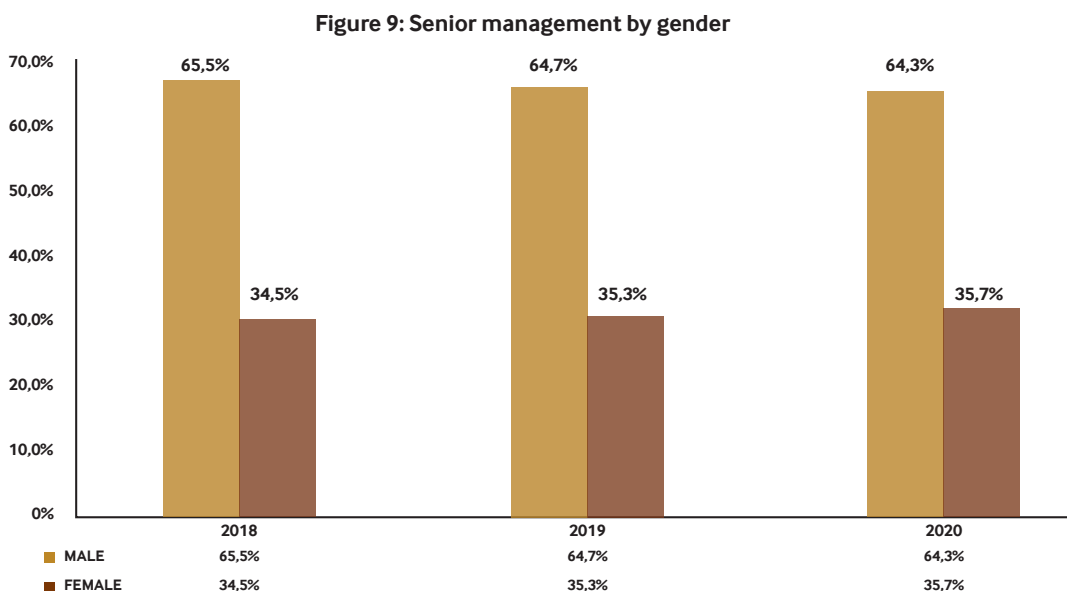


Figure 9 suggests a marginal increase of females from 2018 to 2020 at this occupational level. The Senior Management level reflects a significantly higher representation of females, which means that there is a pool of females for promotion into Top management. However, looking at the increase of representation year-on-year, it can be inferred from this that there are barriers to entry and / or retention at this level for females.

Figure 10: Senior management - population & gender - 2018 to 2020

Figure 10: Senior management - population group and gender

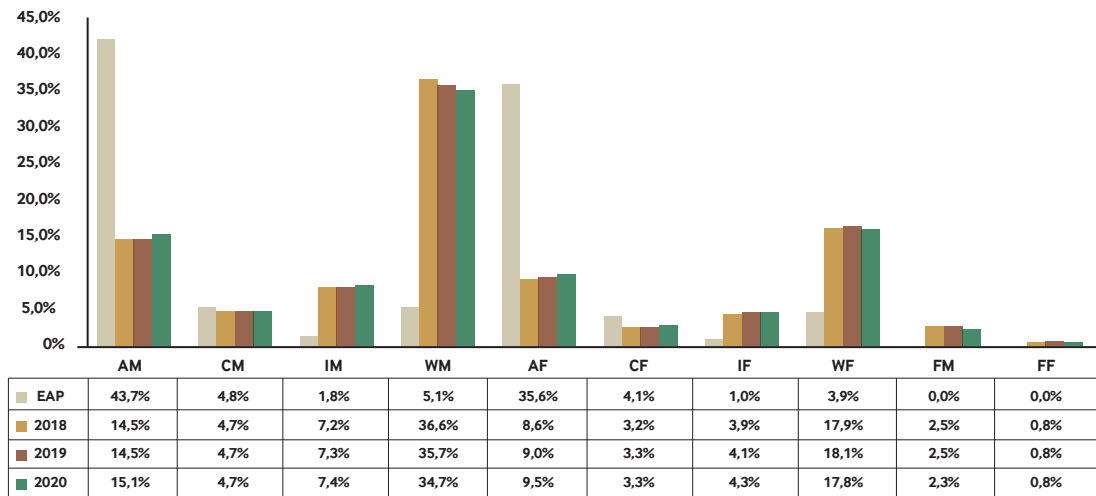


Figure 10 gives more depth to the female representation as reflected in **Figure 9**. White and Indian females are the majority of the female representation at this level, whilst the African and Coloured females are less represented. The aforementioned groups, that is African and Coloured females, have hardly had any increase since 2018, especially if their EAP is taken into consideration.

Figure 11: Senior management – disability - 2018 to 2020

Figure 11: Senior management - Disability

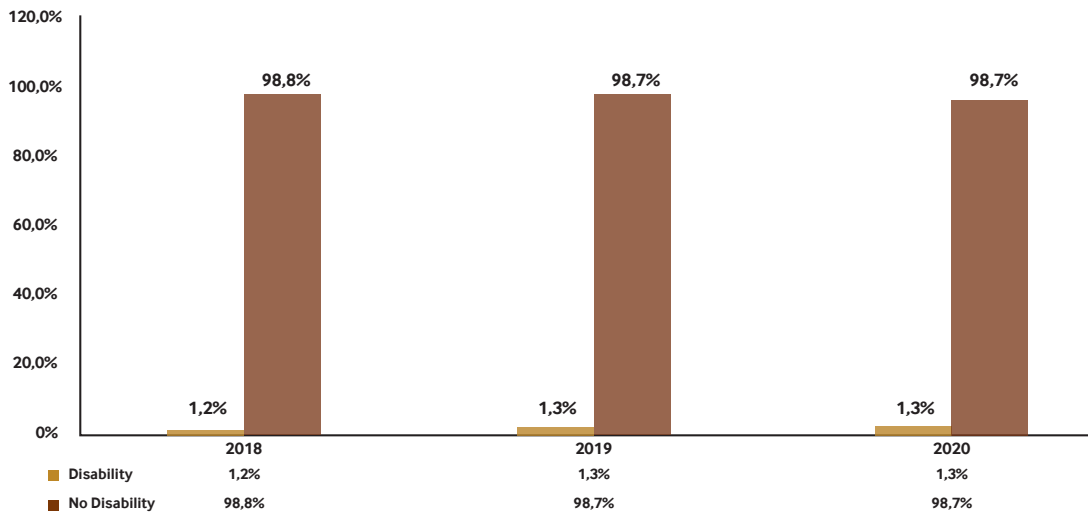


Figure 11 shows that the representation of persons with disabilities from 2018 to 2020 remained stagnant at this occupational level. In terms of percentages, disability representation is marginally better at this occupational level.

Table 15: 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	43.7%	4.8%	1.8%	5.1%	35.6%	4.1%	1.0%	3.9%	n/a	n/a	100%
Accommodation and food service activities	12.9%	4.3%	4.5%	27.7%	13.7%	5.9%	2.9%	24.4%	2.8%	1.0%	100.0%
Administrative and support activities	25.1%	4.5%	5.1%	25.3%	15.2%	3.3%	3.6%	16.3%	1.0%	0.6%	100.0%
Agriculture, forestry & fishing	9.8%	4.4%	1.7%	56.5%	4.2%	2.3%	0.6%	19.4%	0.8%	0.2%	100.0%
Arts, entertainment and recreation	26.4%	5.5%	4.8%	22.1%	16.2%	3.5%	3.1%	16.6%	1.3%	0.6%	100.0%
Construction	19.7%	6.4%	5.2%	41.2%	8.9%	2.2%	2.2%	11.5%	2.1%	0.5%	100.0%
Education	14.6%	3.7%	3.6%	22.1%	9.8%	3.5%	4.0%	32.7%	4.0%	2.0%	100.0%
Electricity, gas, steam and air conditioning supply	26.9%	3.6%	5.6%	26.3%	18.5%	2.7%	3.5%	10.1%	2.5%	0.3%	100.0%
Financial and insurance activities	11.4%	4.1%	9.1%	31.7%	9.3%	3.7%	6.6%	19.6%	3.1%	1.4%	100.0%
Human health and social work activities	15.1%	3.2%	4.4%	17.9%	16.3%	5.5%	6.2%	28.3%	1.8%	1.2%	100.0%
Information and communication	10.6%	4.5%	9.0%	36.6%	7.7%	3.3%	4.7%	18.7%	3.8%	1.2%	100.0%
Manufacturing	10.0%	5.4%	9.7%	43.2%	5.1%	2.9%	4.6%	15.7%	2.8%	0.7%	100.0%
Mining and quarrying	22.4%	2.7%	3.8%	47.6%	7.9%	0.8%	1.9%	9.5%	2.7%	0.6%	100.0%
Professional, scientific and technical activities	10.8%	3.4%	6.2%	34.4%	7.5%	3.5%	4.8%	25.0%	2.9%	1.5%	100.0%
Public administration and defence; compulsory social security	38.1%	5.2%	5.2%	12.6%	27.2%	2.7%	2.7%	6.0%	0.3%	0.1%	100.0%
Real estate activities	9.6%	1.6%	4.1%	38.0%	5.3%	4.1%	4.6%	30.3%	1.2%	1.2%	100.0%
Transportation and storage	15.0%	5.3%	10.6%	34.1%	8.0%	3.1%	5.7%	16.4%	1.5%	0.4%	100.0%
Water supply, sewerage, waste management and remediation activities	37.5%	6.3%	4.0%	17.4%	20.8%	2.5%	1.6%	9.0%	0.8%	0.1%	100.0%
Wholesale and retail trade; repair of motor vehicles and motorcycles	12.1%	5.7%	10.7%	35.0%	6.5%	4.1%	4.7%	19.2%	1.6%	0.4%	100.0%

According to **Table 15**, White and Indian population groups are overrepresented across all sectors at the Senior Management level. The highest representation of females is in the Accommodation and Food Services Sector at this occupational level. Males are, however, overrepresented across all sectors of the economy. Foreign Nationals have a high representation in the Information and Communication, Finance and Insurance and the Education sectors of the economy.

Table 16: 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	43.7%	4.8%	1.8%	5.1%	35.6%	4.1%	1.0%	3.9%	n/a	n/a	100%
National Government	38.9%	4.2%	4.5%	8.7%	30.5%	2.5%	3.5%	6.9%	0.3%	0.1%	100.0%
Provincial Government	44.6%	5.6%	2.7%	5.1%	31.8%	3.8%	2.2%	3.9%	0.4%	0.0%	100.0%
Local Government	44.5%	5.2%	3.7%	11.3%	26.6%	2.0%	1.5%	4.9%	0.3%	0.1%	100.0%
Private Sector	11.3%	4.8%	8.0%	39.0%	6.7%	3.3%	4.5%	19.0%	2.5%	0.8%	100.0%
Non-Profit Organisations	29.7%	4.4%	3.3%	14.5%	20.4%	4.8%	3.1%	16.2%	2.4%	1.3%	100.0%
State Owned Enterprises	34.9%	4.0%	6.4%	12.6%	25.8%	2.7%	3.4%	7.5%	1.9%	0.9%	100.0%
Educational Institutions	13.9%	3.4%	3.5%	23.2%	8.4%	3.1%	3.5%	34.1%	4.6%	2.1%	100.0%

Table 16 suggests that the Private Sector and the Educational Institutions are lagging behind in their representation of the African group at this occupational level. Private Sector has the highest Indian population representation at this occupational level.

Table 17: 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	43.7%	4.8%	1.8%	5.1%	35.6%	4.1%	1.0%	3.9%	n/a	n/a	100%
Workforce profile-all employees	15.1%	4.7%	7.4%	34.7%	9.5%	3.3%	4.3%	17.8%	2.3%	0.8%	100.0%
Recruitment	17.9%	4.4%	6.8%	32.1%	12.8%	3.3%	4.4%	15.0%	2.4%	0.9%	100.0%
Promotion	18.0%	5.7%	8.1%	25.4%	13.4%	4.7%	5.4%	16.3%	2.2%	0.9%	100.0%
Terminations	14.4%	4.4%	6.8%	37.5%	9.3%	3.2%	3.7%	16.8%	3.0%	1.0%	100.0%
Skills Development	17.7%	8.7%	7.5%	23.9%	14.2%	7.4%	5.1%	15.4%	n/a	n/a	100.0%

Table 17 indicates that the highest number of opportunities, i.e., recruitment and promotion, accumulated to the White population group at the Senior Management level. **Table 17** also suggests that the percentage of terminations, more often than not presents opportunities for Affirmative Action that is undermined by the high percentage of recruitment and promotion of the White population group at this occupational level. Whilst the reported skills development in this case is supposed to further the objectives of Employment Equity, employers are still affording more opportunities to the population group that has been advantaged over the years.

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

National EAP by Population and Gender Group* (*Source: Statistics South Africa, (QLFS, Quarter 3, 2020)						
Male			Female			TOTAL
AM	African Male	43.7%	AF	African Female	35.6%	79.3%
CM	Coloured Male	4.8%	CF	Coloured Female	4.1%	8.9%
IM	Indian Male	1.8%	IF	Indian Female	1.0%	2.8%
WM	White Male	5.1%	WF	White Female	3.9%	9.0%
TOTAL		55.4%			44.6%	100.0%

Figure 12: Professionally Qualified by population group - 2018 to 2020

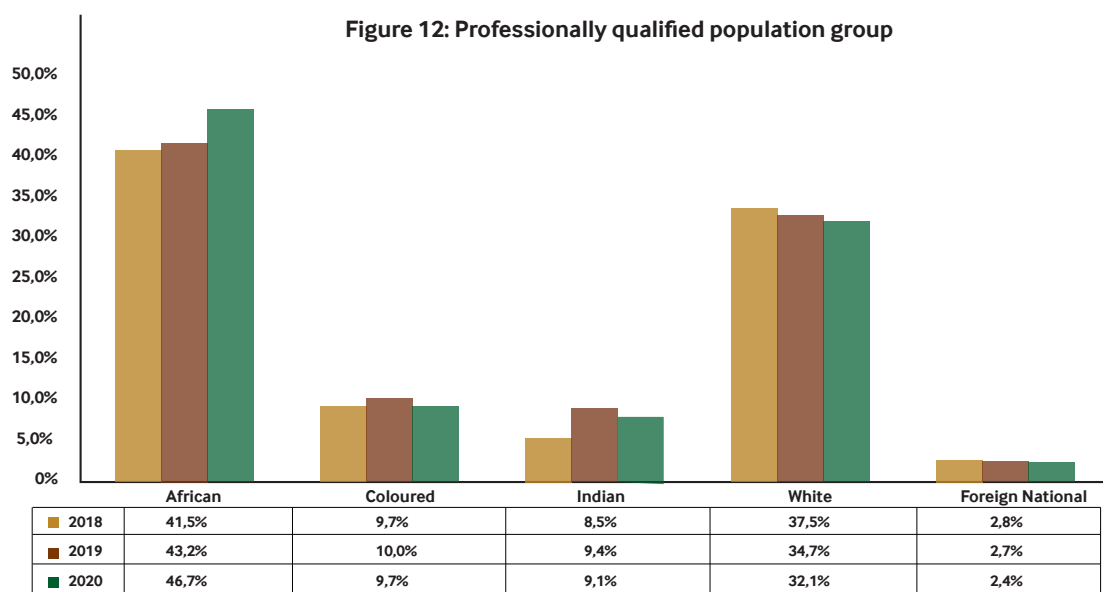


Figure 12 shows a slight increase annually of the African population group despite the fact that they are still well below their EAP.

Figure 13: Professionally qualified by gender - 2018 to 2020

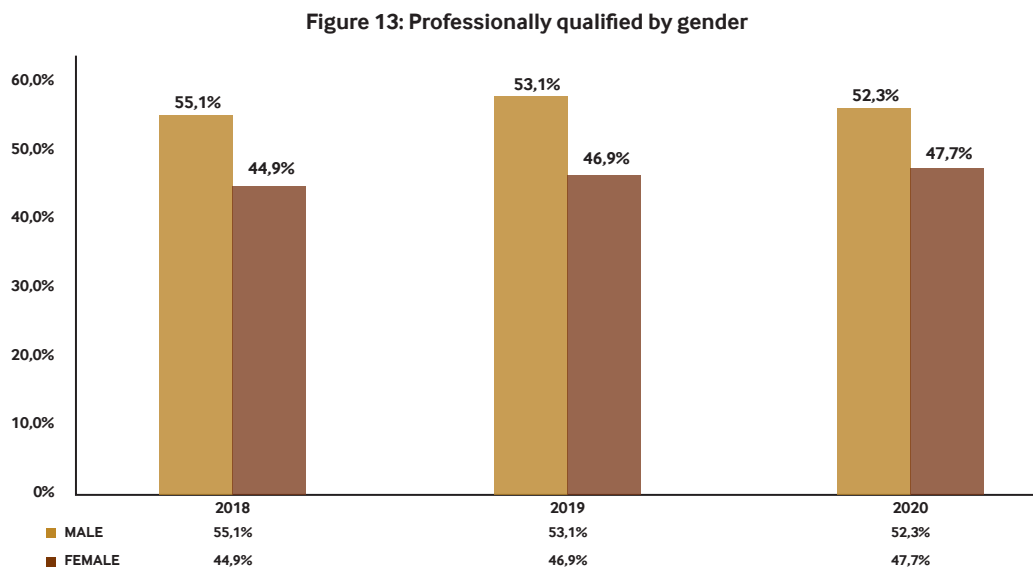


Figure 13 shows that the female representation reflects achievement of their EAP at this occupational level.

Figure 14: Professionally qualified – population group & gender - 2018 to 2020

Figure 14: Professionally qualified population group and gender

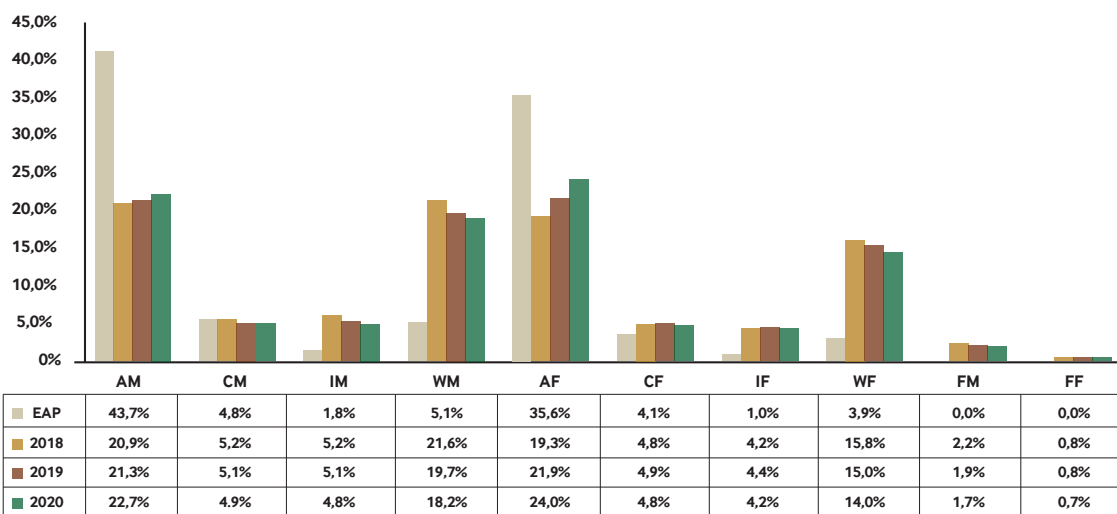


Figure 14 illustrates that White and Indian females remain overrepresented in terms of affirmative Action and, as a result, are well above their EAP at this occupational level. Coloured and African females also show an increase in their representation, which is approximately an annual average increase of 1% over three years.

Figure 15: Professionally Qualified - Disability- 2018 to 2020

Figure 15: Professionally qualified - Disability

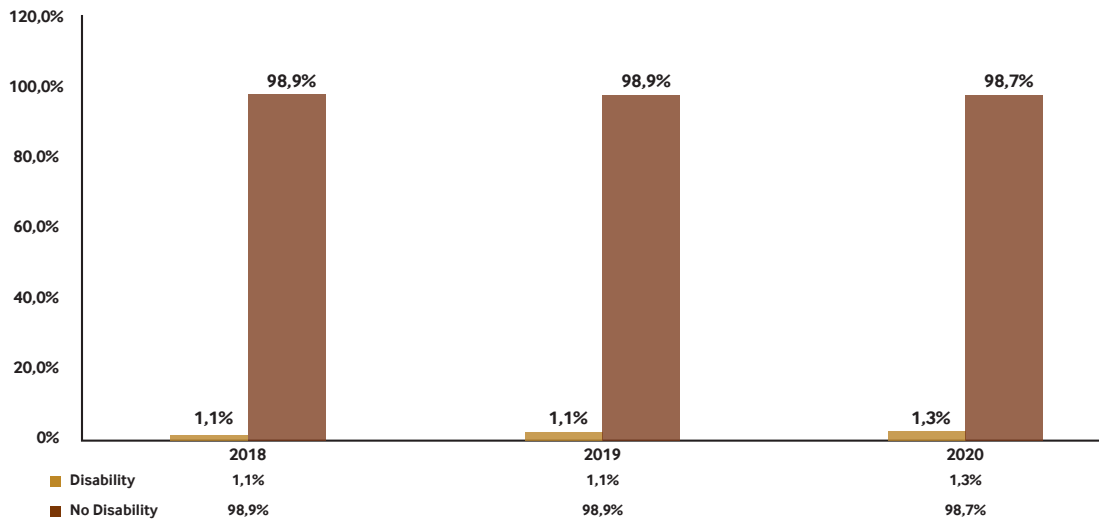


Figure 15 shows that the representation of Persons with Disabilities increased slightly over the past three years at the professionally qualified level.

Table 18: 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	
EAP	43,7%	4,8%	1,8%	5,1%	35,6%	4,1%	1,0%	3,9%	n/a	n/a	100%
Accommodation and food service activities	18,4%	5,3%	3,5%	15,6%	23,1%	8,3%	3,5%	18,1%	2,7%	1,5%	100,0%
Administrative and support activities	30,6%	5,9%	2,9%	14,3%	25,4%	5,2%	2,5%	11,5%	1,0%	0,5%	100,0%
Agriculture, forestry & fishing	19,8%	5,8%	1,9%	34,9%	11,9%	3,3%	1,4%	19,6%	1,2%	0,2%	100,0%
Arts, entertainment and recreation	37,4%	1,4%	3,9%	4,4%	40,8%	1,5%	5,1%	5,0%	0,4%	0,1%	100,0%
Construction	29,6%	6,7%	4,2%	29,7%	13,7%	1,9%	1,8%	9,6%	2,5%	0,4%	100,0%
Education	24,4%	4,1%	1,4%	9,9%	30,2%	4,1%	2,3%	20,0%	2,3%	1,1%	100,0%
Electricity, gas, steam and air conditioning supply	31,0%	4,9%	5,6%	20,3%	24,7%	2,4%	2,7%	6,8%	1,5%	0,3%	100,0%
Financial and insurance activities	17,0%	5,5%	7,5%	17,4%	17,9%	6,9%	7,8%	17,4%	1,6%	0,9%	100,0%
Human health and social work activities	16,4%	2,3%	2,6%	5,2%	45,6%	8,1%	5,5%	12,5%	1,0%	0,8%	100,0%
Information and communication	15,4%	6,2%	7,7%	31,0%	10,8%	3,8%	4,0%	15,1%	4,7%	1,1%	100,0%
Manufacturing	16,9%	6,8%	8,7%	32,8%	9,6%	3,8%	4,5%	14,4%	2,1%	0,5%	100,0%
Mining and quarrying	30,8%	3,3%	2,3%	35,2%	13,3%	1,3%	1,5%	9,8%	2,1%	0,4%	100,0%
Professional, scientific and technical activities	16,3%	4,0%	5,0%	25,3%	14,5%	4,1%	5,1%	21,6%	2,8%	1,3%	100,0%
Public administration and defence; compulsory social security	30,8%	5,8%	2,8%	10,9%	35,0%	3,6%	2,6%	7,1%	0,9%	0,5%	100,0%
Real estate activities	13,2%	3,7%	4,3%	27,9%	12,4%	5,3%	6,3%	24,5%	1,8%	0,6%	100,0%
Transportation and storage	27,1%	6,1%	7,2%	23,5%	14,1%	3,9%	4,3%	12,3%	1,2%	0,4%	100,0%
Water supply, sewerage, waste management and remediation activities	38,9%	5,5%	2,2%	10,6%	30,1%	4,0%	1,9%	6,1%	0,6%	0,2%	100,0%
Wholesale and retail trade; repair of motor vehicles and motorcycles	18,7%	6,8%	7,4%	21,7%	15,0%	6,8%	4,9%	17,1%	1,2%	0,4%	100,0%

Table 18 illustrates that African population group representation is making great strides at this occupational level, although their representation remains below their EAP. The representation of other population groups is either near or above their EAP in almost all of the sectors. It can be deduced from the table that gender representation is skewed towards males with females reflecting their dominance only in the Arts, Entertainment & Recreation; Education; and Human health & social work activities sectors at this occupational level.

Table 19: 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	43.7%	4.8%	1.8%	5.1%	35.6%	4.1%	1.0%	3.9%	n/a	n/a	100%
National Government	38.2%	5.6%	2.5%	11.9%	28.9%	3.3%	2.0%	7.2%	0.2%	0.1%	100.0%
Provincial Government	28.0%	2.9%	1.8%	4.0%	46.1%	6.0%	3.2%	7.4%	0.4%	0.2%	100.0%
Local Government	34.6%	9.2%	2.4%	11.8%	28.9%	5.4%	1.5%	5.8%	0.3%	0.2%	100.0%
Private Sector	18.0%	5.9%	6.6%	26.0%	13.4%	5.1%	5.0%	17.2%	2.1%	0.8%	100.0%
Non-Profit Organisations	25.9%	2.3%	3.5%	5.1%	44.5%	2.7%	5.1%	8.7%	1.3%	0.9%	100.0%
State Owned Enterprises	32.7%	4.1%	4.7%	14.8%	28.4%	3.2%	3.0%	7.1%	1.4%	0.6%	100.0%
Educational Institutions	20.8%	3.6%	1.7%	12.0%	26.3%	4.1%	2.4%	23.0%	4.2%	1.9%	100.0%

Table 19 shows that the Provincial Government is doing well in terms of the representation of the African Population Group at 74,1% when compared to the other business types, particularly females who are well above their EAP at 62,9%. Educational Institutions employ most Foreign Nationals at 6,1% at this occupational level. The representation of the White and Indian population groups does however remain far above their EAP in almost all other Business Types.

Table 20: 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	43.7%	4.8%	1.8%	5.1%	35.6%	4.1%	1.0%	3.9%	n/a	n/a	100%
Workforce profile-all employees	22.7%	4.9%	4.8%	18.2%	24.0%	4.8%	4.2%	14.0%	1.7%	0.7%	100.0%
Recruitment	22.7%	4.8%	5.1%	19.9%	21.3%	4.3%	4.4%	13.6%	2.6%	1.2%	100.0%
Promotion	26.4%	5.8%	5.0%	13.7%	25.0%	6.0%	4.4%	11.3%	1.7%	0.7%	100.0%
Terminations	19.7%	4.5%	4.8%	20.5%	24.4%	4.2%	4.0%	14.3%	2.5%	1.1%	100.0%
Skills Development	22.1%	6.3%	5.8%	14.7%	23.9%	8.6%	5.1%	13.6%	n/a	n/a	100,0%

Table 20 indicates that recruitment, promotion and skills development are not contributing sufficiently towards yielding a more representative workforce in relation to the EAP at this occupational level.

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

National EAP by Population and Gender Group* (*Source: Statistics South Africa, (QLFS, Quarter 3, 2020)

Male		Female			TOTAL	
AM	African Male	43.7%	AF	African Female	35.6%	79.3%
CM	Coloured Male	4.8%	CF	Coloured Female	4.1%	8.9%
IM	Indian Male	1.8%	IF	Indian Female	1.0%	2.8%
WM	White Male	5.1%	WF	White Female	3.9%	9.0%
TOTAL		55.4%			44.6%	100.0%

Figure 16: Skilled level by population group - 2018 to 2020

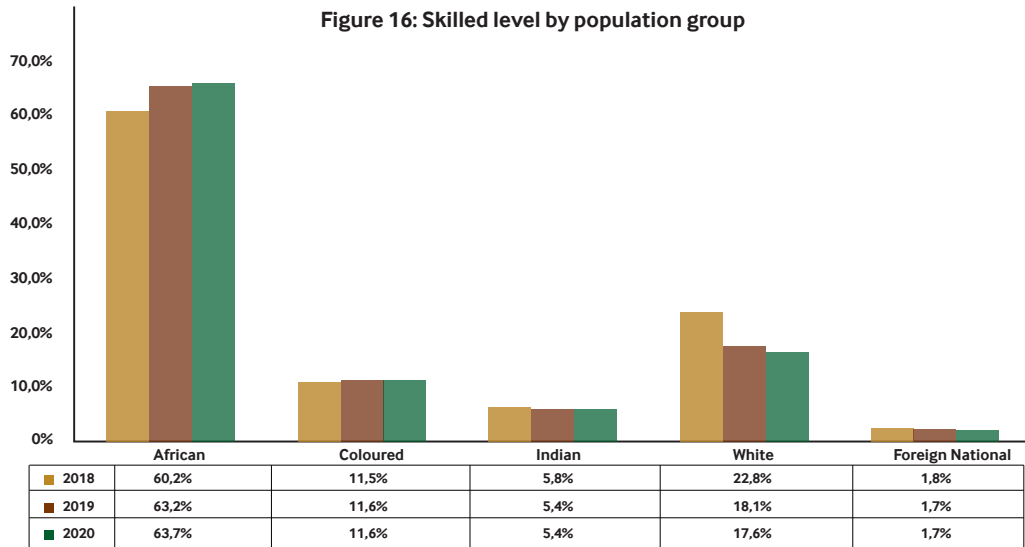


Figure 16 shows that the African population is below their EAP, while the representation of other population groups is significantly higher than their EAPs at this level. There has been a significant decline representation of the White population group over the past three years at this occupational level.

Figure 17: Skilled level by gender - 2018 to 2020

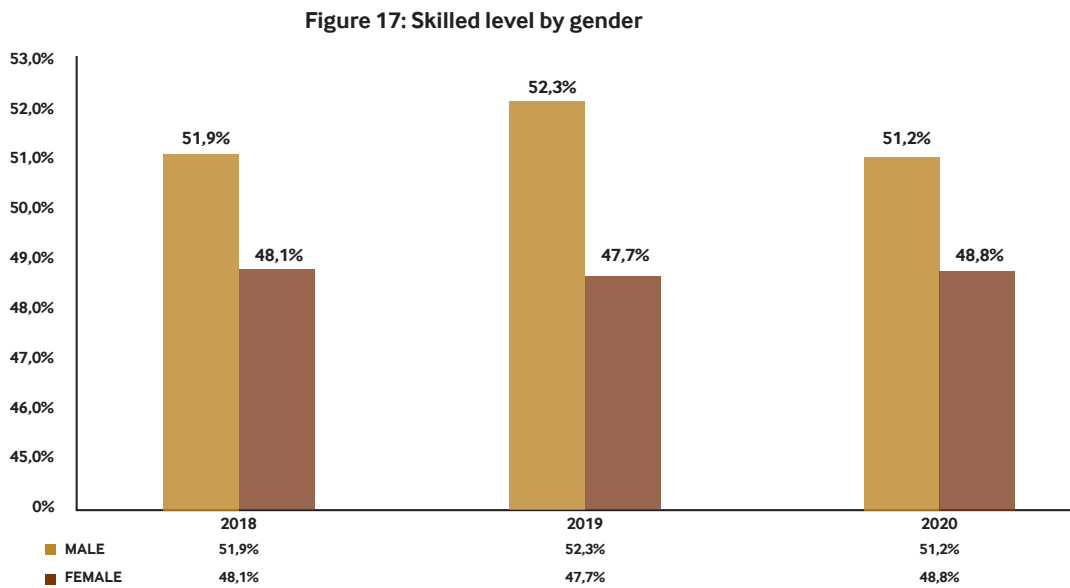


Figure 17 suggests that the representation of females is more reflective of their EAP at this occupational level.

Figure 18: Skilled – population group & gender - 2018 to 2020

Figure 18: Skilled - population group and gender

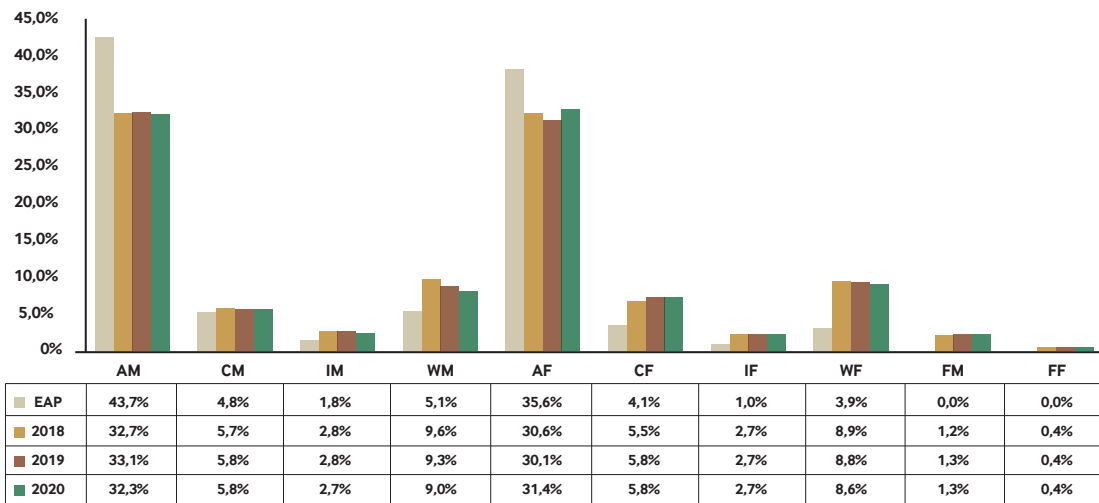


Figure 18 reflects that the African population group is the only group with representation below their EAP at this level. There has been a decline in the representation of African males at this level compared to 2019, while the African females has seen a 1,3% increase over the same period. This suggests the increase in representation of African females may have off-set the decrease in representation of African males over the period at this occupational level.

Figure 19: Skilled – Disability - 2018 to 2020

Figure 19: Skilled - Disability

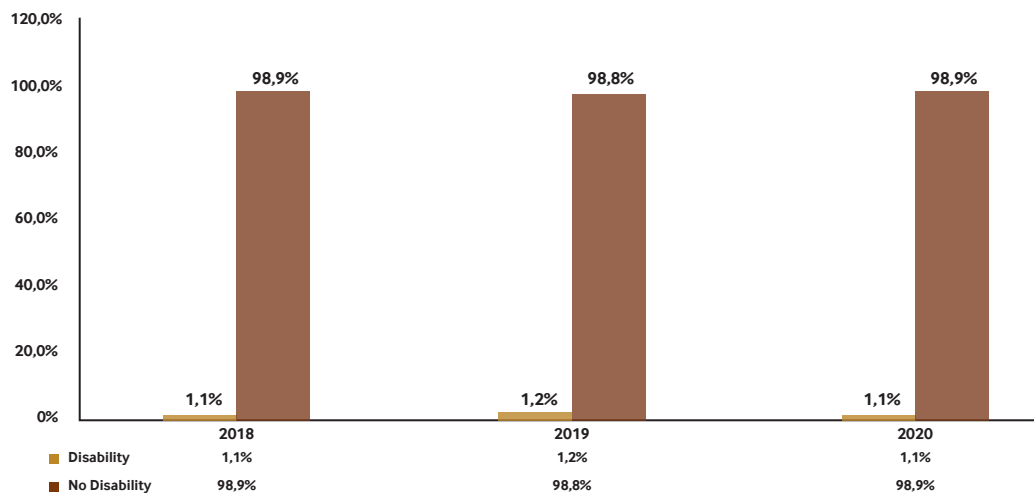


Figure 19 shows that the representation of persons with disabilities remained slightly above 1% over the past three years at this occupational level.

Table 21: Workforce profile at the Skilled Level by Sector, Population Group and Gender											
Sector	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
EAP	43,7%	4,8%	1,8%	5,1%	35,6%	4,1%	1,0%	3,9%	n/a	n/a	100%
Accommodation and food service activities	28,1%	4,8%	1,7%	5,9%	36,0%	7,9%	2,2%	7,7%	3,7%	2,0%	100,0%
Administrative and support activities	50,6%	4,1%	1,6%	4,8%	27,5%	4,0%	1,3%	4,8%	1,1%	0,3%	100,0%
Agriculture, forestry & fishing	33,7%	12,2%	1,4%	15,0%	15,1%	6,8%	1,0%	12,0%	2,4%	0,4%	100,0%
Arts, entertainment and recreation	27,8%	1,0%	1,1%	1,7%	59,8%	1,3%	3,6%	3,0%	0,4%	0,2%	100,0%
Construction	50,6%	7,0%	2,0%	11,5%	17,0%	2,3%	1,2%	5,7%	2,5%	0,2%	100,0%
Education	20,6%	3,4%	0,6%	3,8%	48,1%	6,8%	1,6%	13,3%	1,1%	0,7%	100,0%
Electricity, gas, steam and air conditioning supply	44,4%	5,7%	2,3%	12,7%	25,7%	2,7%	1,2%	4,6%	0,6%	0,1%	100,0%
Financial and insurance activities	20,0%	5,6%	3,5%	6,5%	34,9%	11,2%	5,5%	11,9%	0,5%	0,4%	100,0%
Human health and social work activities	17,2%	2,6%	1,3%	2,3%	50,9%	9,3%	3,9%	11,3%	0,5%	0,7%	100,0%
Information and communication	25,8%	8,1%	6,0%	18,3%	19,4%	5,5%	3,6%	10,5%	2,0%	0,7%	100,0%
Manufacturing	34,7%	9,6%	5,9%	17,3%	13,8%	5,1%	3,0%	8,4%	1,9%	0,3%	100,0%
Mining and quarrying	51,7%	4,1%	0,6%	20,2%	13,1%	1,1%	0,4%	4,9%	3,8%	0,1%	100,0%
Professional, scientific and technical activities	21,9%	5,2%	3,5%	11,7%	26,2%	7,0%	5,1%	17,6%	1,0%	0,8%	100,0%
Public administration and defence; compulsory social security	46,0%	7,4%	2,0%	5,8%	29,8%	3,9%	1,0%	4,0%	0,1%	0,1%	100,0%
Real estate activities	21,2%	3,9%	3,4%	14,9%	16,5%	7,3%	4,4%	25,2%	2,1%	0,9%	100,0%
Transportation and storage	41,6%	7,3%	4,4%	11,9%	19,0%	4,2%	2,4%	7,0%	2,1%	0,2%	100,0%
Water supply, sewerage, waste management and remediation activities	42,5%	6,1%	1,4%	5,5%	32,9%	5,4%	1,2%	4,3%	0,5%	0,1%	100,0%
Wholesale and retail trade; repair of motor vehicles and motorcycles	27,6%	6,6%	4,7%	10,5%	25,7%	8,8%	4,1%	10,2%	1,3%	0,4%	100,0%

Table 22 illustrates that the representation of the Coloured, Indian and White population groups is above their EAP in most sectors of the economy. The African population group were, however, closer to their EAP in the Arts, Entertainment and Recreation sector. It also illustrates a dominance of the Indian and White population groups in the Professional, Scientific and technical activities; Education; and the Construction sectors. Female representation is only above 33% in some of the sectors (i.e. Accommodation & food service; Agriculture, forestry & fishing; Education; Human health & social work; Professional, scientific & technical; and Real estate).

Table 22: Workforce profile at the Skilled level by Business Type, Population Group and Gender

BUSINESS TYPE	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
EAP	43.7%	4.8%	1.8%	5.1%	35.6%	4.1%	1.0%	3.9%	n/a	n/a	100%
National Government	46.1%	6.4%	1.6%	6.0%	29.8%	3.7%	1.0%	5.3%	0.1%	0.0%	100.0%
Provincial Government	25.0%	1.9%	0.5%	1.4%	58.1%	5.1%	1.3%	6.0%	0.4%	0.2%	100.0%
Local Government	37.2%	11.2%	3.4%	6.5%	30.0%	6.4%	1.6%	3.5%	0.1%	0.0%	100.0%
Private Sector	33.5%	7.0%	3.8%	12.6%	21.0%	6.4%	3.3%	10.1%	1.9%	0.5%	100.0%
Non-Profit Organisations	23.8%	3.2%	1.0%	2.2%	55.9%	5.0%	3.2%	5.5%	0.2%	0.1%	100.0%
State Owned Enterprises	40.8%	4.3%	1.9%	8.9%	34.6%	3.2%	1.6%	4.2%	0.2%	0.2%	100.0%
Educational Institutions	20.0%	2.7%	1.0%	4.8%	47.1%	6.0%	1.9%	13.7%	1.6%	1.2%	100.0%

Table 22 shows that the National Government has achieved its EAP target for African males, while Provincial government, Non-Profit organizations and the Educational institutions have achieved the African female representation of their EAP at this occupational level.

Table 23: Workforce movement at the Skilled level by Population Group and Gender

	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
EAP	43.7%	4.8%	1.8%	5.1%	35.6%	4.1%	1.0%	3.9%	n/a	n/a	100%
Workforce profile-all employees	32.3%	5.8%	2.7%	9.0%	31.4%	5.8%	2.7%	8.6%	1.3%	0.4%	100.0%
Recruitment	34.5%	5.6%	2.7%	9.9%	29.6%	5.0%	2.5%	8.0%	1.6%	0.6%	100.0%
Promotion	40.3%	6.7%	2.3%	5.2%	30.8%	6.4%	2.1%	5.1%	0.8%	0.4%	100.0%
Terminations	34.0%	5.9%	2.8%	10.8%	27.9%	5.5%	2.3%	8.7%	1.7%	0.5%	100.0%
Skills Development	36.5%	6.6%	3.3%	8.4%	29.3%	5.9%	3.1%	6.8%	n/a	n/a	100,0%

Table 23 indicates that recruitment, promotion and skills development is yielding less towards addressing the African Population Group representation in relation to achievement of their EAP and the purpose of the EEA.

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

National EAP by Population and Gender Group* (*Source: Statistics South Africa, (QLFS, Quarter 3, 2020)

Male		Female			TOTAL	
AM	African Male	43.7%	AF	African Female	35.6%	79.3%
CM	Coloured Male	4.8%	CF	Coloured Female	4.1%	8.9%
IM	Indian Male	1.8%	IF	Indian Female	1.0%	2.8%
WM	White Male	5.1%	WF	White Female	3.9%	9.0%
TOTAL		55.4%			44.6%	100.0%

Figure 20: Semi-skilled by population group - 2018 to 2020

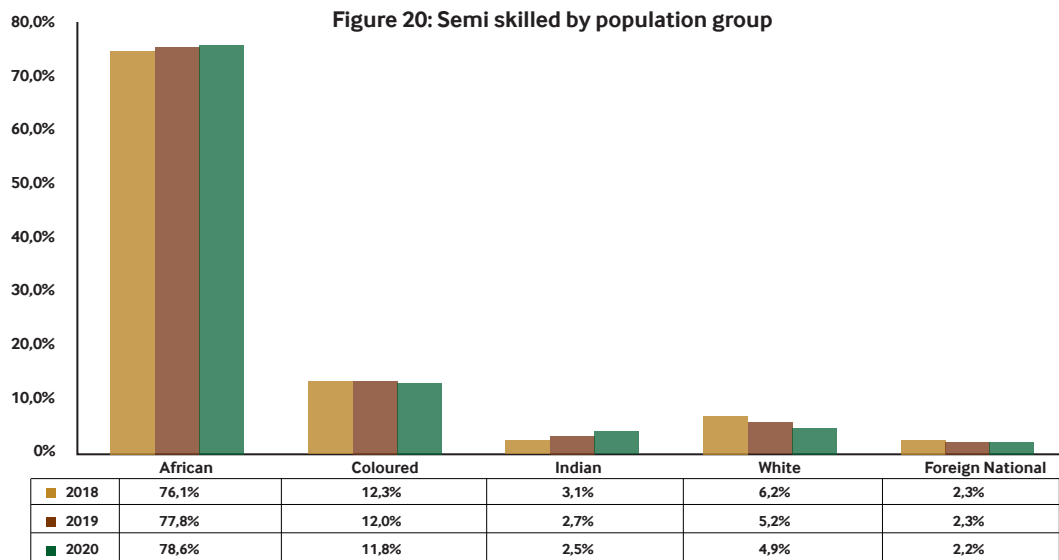


Figure 20 shows that the African population group is close to achieving its EAP while the White population group is grossly underrepresented at this level. This picture is a reflection of the historical imbalances of the past, where the African population has dominated representation at this level and the White population has held managerial positions.

Figure 21: Semi-skilled by gender - 2018 to 2020

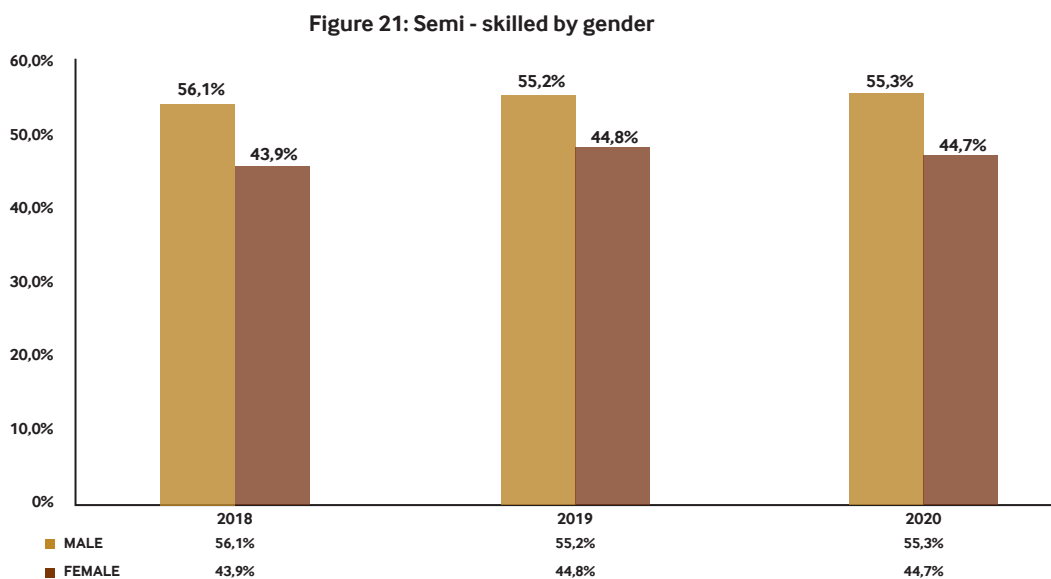


Figure 21 illustrates that the representation of males increased by 1.4% from 2018 to 2020 and the female representation has had a corresponding drop. However, both gender groups have achieved their EAP at this occupational level.

Figure 22: Semi-Skilled - race & gender - 2018 to 2020

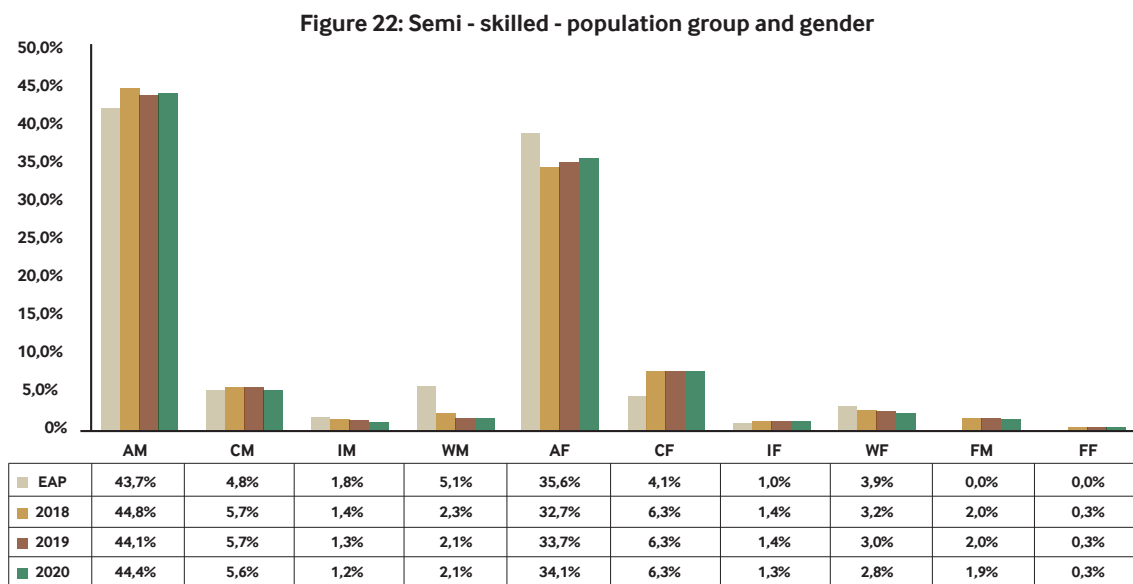


Figure 22 illustrates that the representation of African males on the one hand exceeded their EAP and did not change much over the past three years at this occupational level. On the other hand, the representation of African females has improved slightly over this period. The representation of all groups is closely aligned to their respective EAP, except for under-achievement in the representation of White males at this occupation level.

Figure 23: Semi-skilled – Disability - 2018 to 2020

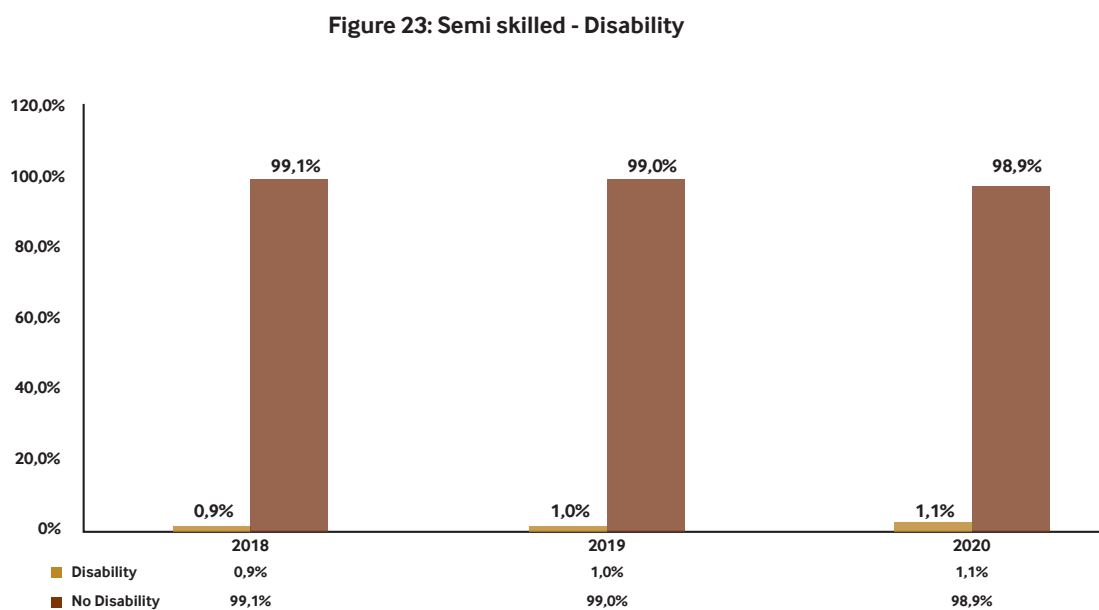


Figure 23 shows a slight improvement in the representation of persons with disabilities at the semi-skilled level from 2018 to 2020, which is not significant enough over a three-year period.

Sector	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
EAP	43.7%	4.8%	1.8%	5.1%	35.6%	4.1%	1.0%	3.9%	n/a	n/a	100%
Accommodation and food service activities	31,8%	2,9%	0,4%	1,1%	51,5%	5,6%	0,5%	1,6%	2,9%	1,6%	100,0%
Administrative and support activities	58,8%	2,7%	0,5%	1,0%	31,0%	3,5%	0,7%	1,1%	0,5%	0,2%	100,0%
Agriculture, forestry & fishing	48,7%	14,9%	0,4%	2,2%	18,8%	7,9%	0,3%	3,2%	3,1%	0,6%	100,0%
Arts, entertainment and recreation	42,9%	3,3%	1,0%	1,5%	43,3%	3,6%	1,3%	2,0%	0,7%	0,5%	100,0%
Construction	68,2%	6,1%	0,6%	2,7%	15,0%	1,7%	0,5%	2,5%	2,6%	0,1%	100,0%
Education	24,6%	6,1%	0,3%	2,1%	37,3%	17,1%	1,0%	10,6%	0,4%	0,4%	100,0%
Electricity, gas, steam and air conditioning supply	57,4%	5,6%	0,8%	3,0%	26,1%	2,6%	0,7%	3,1%	0,8%	0,1%	100,0%
Financial and insurance activities	24,4%	4,6%	2,3%	2,8%	45,1%	10,2%	3,9%	6,1%	0,4%	0,3%	100,0%
Human health and social work activities	24,0%	3,2%	1,0%	1,0%	55,7%	8,1%	1,9%	4,4%	0,3%	0,4%	100,0%
Information and communication	29,6%	8,1%	3,4%	4,6%	34,4%	8,6%	3,5%	5,1%	1,7%	0,9%	100,0%
Manufacturing	51,5%	9,1%	2,4%	3,7%	20,9%	6,4%	1,5%	2,6%	1,6%	0,3%	100,0%
Mining and quarrying	70,7%	2,3%	0,1%	1,5%	11,5%	0,6%	0,1%	0,8%	12,3%	0,1%	100,0%
Professional, scientific and technical activities	30,6%	5,8%	1,9%	3,3%	33,8%	10,1%	3,4%	10,2%	0,6%	0,4%	100,0%
Public administration and defence; compulsory social security	50,8%	5,1%	0,8%	0,9%	36,5%	4,1%	0,6%	1,1%	0,0%	0,0%	100,0%
Real estate activities	33,3%	5,3%	1,6%	3,9%	27,0%	8,4%	4,7%	12,5%	2,6%	0,7%	100,0%
Transportation and storage	55,0%	6,7%	2,1%	3,1%	23,7%	3,5%	1,2%	2,9%	1,6%	0,1%	100,0%
Water supply, sewerage, waste management and remediation activities	51,1%	6,3%	0,5%	1,1%	35,0%	3,3%	0,5%	1,3%	0,7%	0,2%	100,0%
Wholesale and retail trade; repair of motor vehicles and motorcycles	31,2%	4,8%	1,3%	1,7%	47,1%	8,7%	1,5%	2,2%	1,0%	0,4%	100,0%

Table 24 illustrates that employers in the Mining and Quarrying sector predominately employ African males (70.7%) and Foreign Nationals (12.4%) at this occupational level, whilst women accounted for lowest representation (13%) at this occupational level. The Construction sector is also dominated by African males (68%) at this occupational level.

BUSINESS TYPE	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
EAP	43.7%	4.8%	1.8%	5.1%	35.6%	4.1%	1.0%	3.9%	n/a	n/a	100%
National Government	42.8%	5.7%	0.9%	0.9%	41.7%	5.4%	0.8%	1.8%	0.0%	0.0%	100.0%
Provincial Government	29.5%	3.5%	0.4%	0.4%	58.2%	5.9%	0.6%	1.5%	0.0%	0.0%	100.0%
Local Government	42.9%	11.6%	1.9%	1.8%	31.2%	7.2%	1.1%	2.1%	0.0%	0.0%	100.0%
Private Sector	46.4%	5.7%	1.4%	2.3%	31.4%	5.9%	1.4%	2.8%	2.3%	0.4%	100.0%
Non-Profit Organisations	29.8%	4.5%	0.4%	1.1%	47.6%	11.1%	0.6%	4.6%	0.2%	0.1%	100.0%
State Owned Enterprises	51.2%	4.8%	0.6%	1.9%	34.2%	3.8%	0.8%	2.6%	0.0%	0.1%	100.0%
Educational Institutions	33.0%	4.7%	0.5%	2.3%	40.5%	8.3%	1.2%	8.1%	0.6%	0.8%	100.0%

Table 25 shows that the African population group has the highest representation in State Owned Enterprises with a male and female combined representation of 85.4%. African males exceed their EAP representation at State Owned Enterprises as well as in the Private Sector, whilst African females exceed their EAP representation in Provincial and National Government, as well as NPOs.

Coloured males exceed their EAP representation in Local Government, whilst Coloured females exceed their EAP representation in Non-Profit Organisations. White females exceed their EAP in Educational Institutions with 8.1% representation at this occupational level. Foreign Nationals have a relatively high representation in the Private Sector and in Educational Institutions, with a few employed in NPOs at this occupational level.

Table 26: Workforce movement at the Semi-Skilled level by Population Group and Gender											
	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
EAP	43.7%	4.8%	1.8%	5.1%	35.6%	4.1%	1.0%	3.9%	n/a	n/a	100%
Workforce profile-all employees	44.4%	5.6%	1.2%	2.1%	34.1%	6.2%	1.3%	2.8%	1.9%	0.3%	100.0%
Recruitment	43.4%	6.2%	1.5%	2.7%	32.3%	8.0%	1.4%	2.9%	1.1%	0.4%	100.0%
Promotion	43.8%	6.8%	1.0%	1.8%	36.0%	6.7%	0.8%	1.3%	1.4%	0.3%	100.0%
Terminations	44.1%	6.2%	1.5%	2.8%	31.3%	7.7%	1.4%	3.3%	1.4%	0.3%	100.0%
Skills Development	44.5%	5.8%	1.4%	2.0%	36.3%	6.1%	1.5%	2.4%	n/a	n/a	100,0%

Table 26 shows that the recruitment figures for all population groups and genders are closely aligned to the termination figures. However, the recruitment figures for African and Coloured females exceed their termination rate. Of significance, is the high promotion figures that in most cases exceed the workforce profile representation of African females, as well as Coloured males and females.

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

National EAP by Population and Gender Group* (*Source: Statistics South Africa, (QLFS, Quarter 3, 2020)						
Male			Female			TOTAL
AM	African Male	43.7%	AF	African Female	35.6%	79.3%
CM	Coloured Male	4.8%	CF	Coloured Female	4.1%	8.9%
IM	Indian Male	1.8%	IF	Indian Female	1.0%	2.8%
WM	White Male	5.1%	WF	White Female	3.9%	9.0%
TOTAL		55.4%			44.6%	100.0%

Figure 24: Unskilled by population group - 2018 to 2020

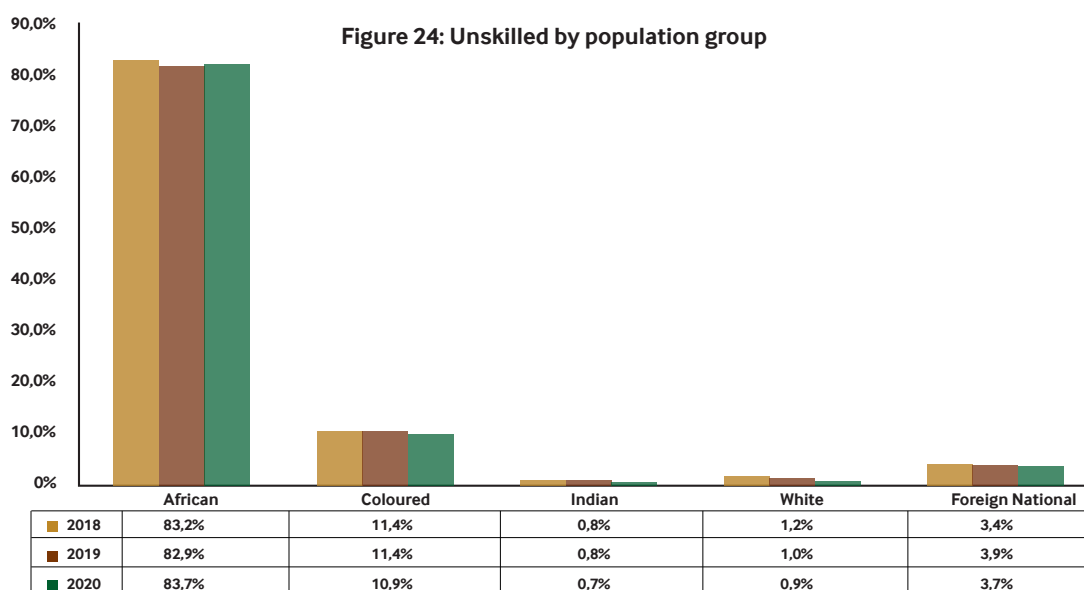


Figure 24 shows an underrepresentation of the White and Indian population groups in relation to their EAP. Foreign nationals are relatively highly represented at this low occupational level when the high unemployment rate in South Africa is taken into consideration, which is of a major concern to the CEE.

Figure 25: Unskilled by gender - 2018 to 2020

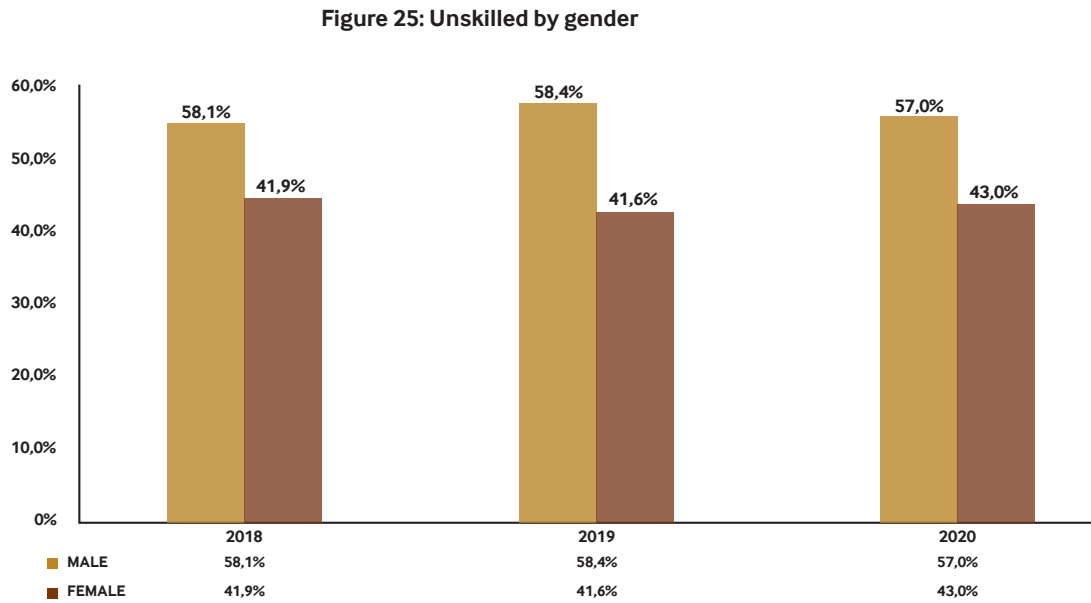


Figure 25 illustrates that representation of the males has increased by 2.2% from 2018 to 2020 and representation of the female group has had a corresponding drop at this occupational level.

Figure 26: Unskilled – population group & gender - 2018 to 2020

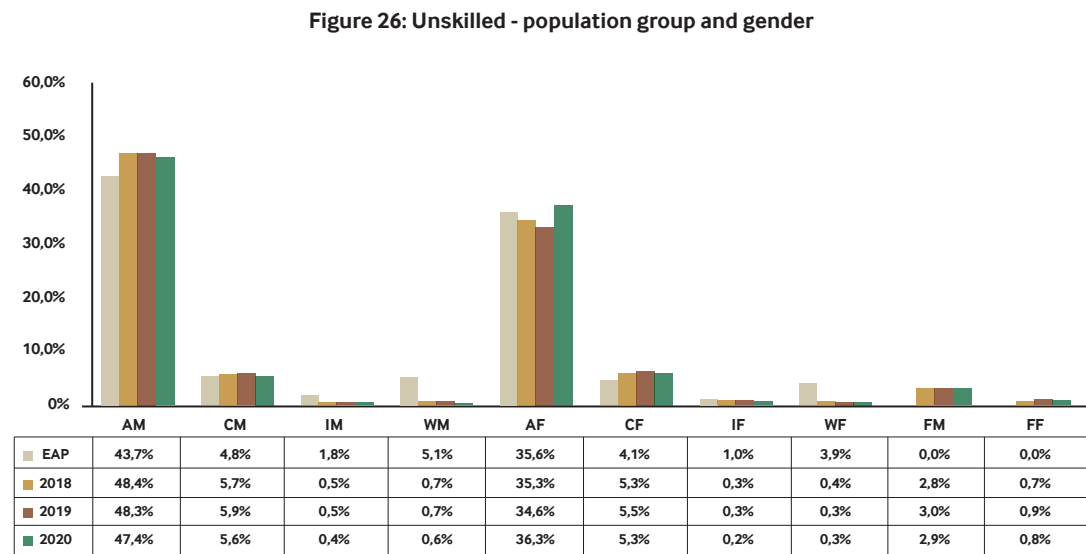


Figure 26 illustrates that representation of African males exceeds their EAP at this occupational level. The representation of both the Indian and the White population groups are far below their respective EAP's at this occupational level, i.e., for both males and females. Representation of Foreign National females declined slightly and the representation of Foreign National males hovered around 3% at this occupational level.

Figure 27: Unskilled – Disability - 2018 to 2020

Figure 27: Unskilled - Disability

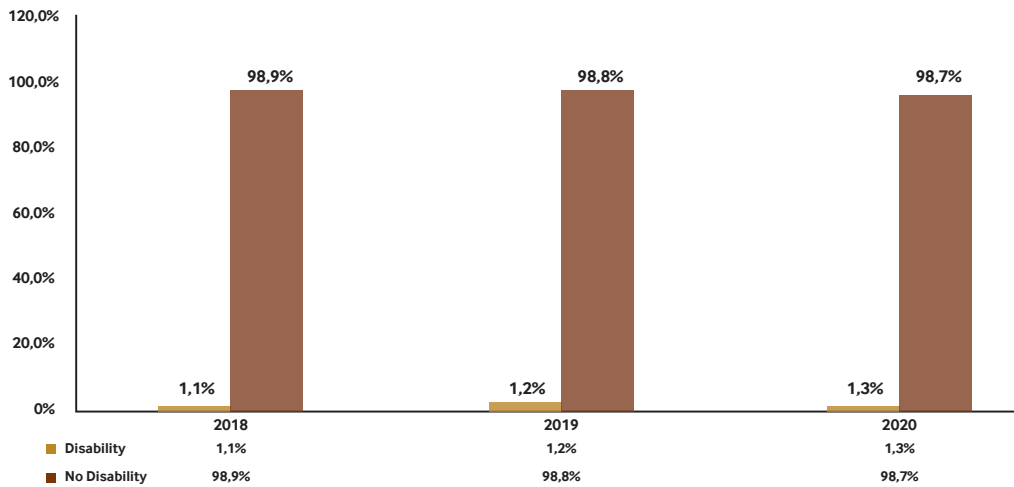


Figure 27 shows that there has not been any improvement in the representation of persons with disabilities at the unskilled level from 2018 to 2020. However, the slight gains made in 2019 fell again to 1.1% recorded in 2020 at this occupational level.

Table 27: 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	43,7%	4,8%	1,8%	5,1%	35,6%	4,1%	1,0%	3,9%	n/a	n/a	100,0%
Accommodation and food service activities	32,3%	3,3%	0,1%	0,5%	53,0%	7,5%	0,1%	0,4%	1,7%	1,1%	100,0%
Administrative and support activities	46,4%	2,9%	0,3%	0,3%	45,0%	3,4%	0,2%	0,2%	1,2%	0,2%	100,0%
Agriculture, forestry & fishing	41,2%	8,5%	0,0%	0,2%	33,6%	8,8%	0,0%	0,1%	5,4%	2,1%	100,0%
Arts, entertainment and recreation	55,2%	3,6%	0,4%	0,4%	37,0%	2,2%	0,4%	0,2%	0,5%	0,2%	100,0%
Construction	66,0%	5,3%	0,2%	0,8%	22,6%	1,7%	0,1%	0,2%	2,9%	0,2%	100,0%
Education	36,0%	7,0%	0,1%	1,1%	45,6%	8,0%	0,1%	1,3%	0,5%	0,4%	100,0%
Electricity, gas, steam and air conditioning supply	60,6%	6,1%	0,3%	1,1%	29,5%	0,9%	0,1%	0,2%	1,1%	0,1%	100,0%
Financial and insurance activities	44,9%	5,1%	0,3%	0,7%	40,5%	4,6%	0,4%	0,9%	1,9%	0,8%	100,0%
Human health and social work activities	28,1%	3,7%	0,4%	0,8%	57,3%	7,6%	0,5%	0,9%	0,4%	0,3%	100,0%
Information and communication	39,9%	5,6%	0,9%	1,4%	39,9%	5,7%	0,6%	0,6%	4,3%	1,0%	100,0%
Manufacturing	52,9%	6,9%	1,1%	1,0%	29,3%	5,8%	0,5%	0,2%	1,7%	0,5%	100,0%
Mining and quarrying	68,6%	0,8%	0,0%	0,7%	17,0%	0,3%	0,0%	0,1%	11,4%	1,2%	100,0%
Professional, scientific and technical activities	52,1%	6,8%	0,7%	1,3%	31,6%	4,1%	0,5%	1,2%	1,2%	0,6%	100,0%
Public administration and defence; compulsory social security	38,9%	9,1%	0,6%	0,3%	46,2%	4,4%	0,2%	0,2%	0,1%	0,0%	100,0%
Real estate activities	37,6%	2,0%	0,1%	0,5%	52,1%	2,1%	0,5%	1,3%	2,4%	1,6%	100,0%
Transportation and storage	64,4%	6,8%	0,7%	1,3%	22,7%	1,9%	0,2%	0,3%	1,4%	0,3%	100,0%
Water supply, sewerage, waste management and remediation activities	52,7%	4,9%	0,1%	0,3%	39,1%	1,9%	0,0%	0,1%	0,6%	0,3%	100,0%
Wholesale and retail trade; repair of motor vehicles and motorcycles	41,8%	4,6%	0,7%	0,7%	42,9%	6,0%	0,5%	0,4%	1,6%	0,7%	100,0%

Table 27 shows that although the Mining and Construction sector have a significant over representation of African males and females, their representation is also relatively high in the Human Health and Social Work Sector, followed by the Accommodation and Food activities, and Real Estate activities sectors, respectively. The representation of the White and Indian population groups at unskilled level is far below their EAP across all sectors at this occupational level.

Table 28: 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	43.7%	4.8%	1.8%	5.1%	35.6%	4.1%	1.0%	3.9%	n/a	n/a	100%
National Government	40.9%	4.0%	0.1%	0.4%	49.5%	4.7%	0.1%	0.3%	0.0%	0.0%	100.0%
Provincial Government	39.8%	3.4%	0.1%	0.6%	51.5%	3.8%	0.1%	0.6%	0.0%	0.0%	100.0%
Local Government	52.7%	10.2%	0.6%	0.5%	31.8%	3.8%	0.2%	0.1%	0.0%	0.0%	100.0%
Private Sector	48.7%	5.6%	0.5%	0.6%	34.3%	5.4%	0.3%	0.3%	3.4%	1.0%	100.0%
Non-Profit Organisations	34.8%	5.5%	0.2%	0.5%	52.1%	6.1%	0.2%	0.6%	0.1%	0.1%	100.0%
State Owned Enterprises	41.4%	3.2%	0.1%	0.9%	50.1%	4.1%	0.0%	0.2%	0.0%	0.1%	100.0%
Educational Institutions	31.5%	2.5%	0.1%	0.7%	58.3%	4.5%	0.1%	0.9%	0.8%	0.5%	100.0%

Table 28 shows that African males exceed their EAP representation at Local Government and in the Private Sector. The Coloured male group exceeds their EAP representation at Local Government, whilst the Coloured female group exceeds their EAP representation at NPOs. It also shows that African female representation exceeds their EAP in Educational Institutions, NPOs, Provincial Government and National Government. The Private Sector shows that they employ most Foreign Nationals, which is followed by Educational Institutions. The Indian and White population groups are reflected as being under-represented at the unskilled level.

Table 29: Workforce movement at the Unskilled level by Population Group and Gender											
	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
EAP	43.7%	4.8%	1.8%	5.1%	35.6%	4.1%	1.0%	3.9%	n/a	n/a	100%
Workforce profile-all employees	47.4%	5.6%	0.4%	0.6%	36.3%	5.3%	0.2%	0.3%	2.9%	0.8%	100.0%
Recruitment	45.9%	6.7%	0.4%	1.0%	36.4%	6.6%	0.2%	0.4%	1.7%	0.7%	100.0%
Promotion	49.3%	7.9%	0.5%	0.8%	33.3%	5.6%	0.2%	0.3%	1.4%	0.7%	100.0%
Terminations	48.0%	7.0%	0.5%	0.9%	33.8%	6.6%	0.3%	0.5%	1.8%	0.6%	100.0%
Skills Development	48.3%	6.3%	0.6%	0.9%	38.1%	5.3%	0.3%	0.3%	n/a	n/a	100.0%

Table 29 shows that terminations are slightly higher than recruitment for most population and gender groups with the exception of African females and White males where recruitment exceeds terminations. The table also shows that males in all population groups received promotions above their workforce profile representation. This suggests that more males than females are likely to have received promotional opportunities.

Workforce Profile Trend for the representation of Persons with Disabilities from 2018 to 2020

Table 30: Representation of Persons with Disabilities from 2018 to 2020		
2018	2019	2020
1%	1.1%	1.3%

Table 30 indicates that the representation of Persons with Disabilities in the **total workforce** increased slightly from 2018 to 2020, which still remained slightly above 1% for the past two years.



9. BARRIERS AND AFFIRMATIVE ACTION MEASURES FOR 2020 (ALL EMPLOYERS)

Categories	Barriers			Affirmative Action Measures		
	Yes	No	TOTAL	Yes	No	TOTAL
Recruitment procedures	7514	19121	26635	7121	19514	26635
	28.2%	71.8%	100.0%	26.7%	73.3%	100.0%
Advertising positions	5249	21386	26635	4955	21680	26635
	19.7%	80.3%	100.0%	18.6%	81.4%	100.0%
Selection criteria	4442	22193	26635	4172	22463	26635
	16.7%	83.3%	100.0%	15.7%	84.3%	100.0%
Appointments	5427	21208	26635	5125	21510	26635
	20.4%	79.6%	100.0%	19.2%	80.8%	100.0%
Job classification and grading	3127	23508	26635	2829	23806	26635
	11.7%	88.3%	100.0%	10.6%	89.4%	100.0%
Remuneration and benefits	4576	22059	26635	4241	22394	26635
	17.2%	82.8%	100.0%	15.9%	84.1%	100.0%
Terms & conditions of employment	1354	25281	26635	1182	25453	26635
	5.1%	94.9%	100.0%	4.4%	95.6%	100.0%

Table 31.1 reflects that over 80% of employers do not have barriers in relation to terms and conditions of employment; job classification and grading; selection criteria and advertising of positions. This implies that there are no challenges to attracting and employing people from designated groups. This table indicates that a change in the demographics should happen at a faster pace than what is observed in the trend analyses above.

Categories	Barriers			Affirmative Action Measures		
	Yes	No	TOTAL	Yes	No	TOTAL
Job assignments	928	25707	26635	749	25886	26635
	3.5%	96.5%	100.0%	2.8%	97.2%	100.0%
Work environment and facilities	4363	22272	26635	3823	22812	26635
	16.4%	83.6%	100.0%	14.4%	85.6%	100.0%
Training and development	6817	19818	26635	6381	20254	26635
	25.6%	74.4%	100.0%	24.0%	76.0%	100.0%
Performance and evaluation systems	4070	22565	26635	3737	22898	26635
	15.3%	84.7%	100.0%	14.0%	86.0%	100.0%
Promotions	2060	24575	26635	1801	24834	26635
	7.7%	92.3%	100.0%	6.8%	93.2%	100.0%
Transfers	543	26092	26635	455	26180	26635
	2.0%	98.0%	100.0%	1.7%	98.3%	100.0%
Succession and experience planning	5884	20751	26635	5503	21132	26635
	22.1%	77.9%	100.0%	20.7%	79.3%	100.0%

Table 31.2 suggests that over 90% of employers have no barriers in terms of transfers; job assignments; and promotions, which are critical drivers to advance the designated groups, particularly at the top four occupational levels. However, the trend analysis provided above demonstrate a contrary picture to the occupational levels where workforce movements are analysed.

Table 31.3

Categories	Barriers			Affirmative Action Measures		
	Yes	No	TOTAL	Yes	No	TOTAL
Disciplinary measures	1341	25294	26635	1141	25494	26635
	5.0%	95.0%	100.0%	4.3%	95.7%	100.0%
Dismissals	628	26007	26635	455	26180	26635
	2.4%	97.6%	100.0%	1.7%	98.3%	100.0%
Corporate culture	2319	24316	26635	2102	24533	26635
	8.7%	91.3%	100.0%	7.9%	92.1%	100.0%
HIV and AIDS education and prevention programmes	5250	21385	26635	4957	21678	26635
	19.7%	80.3%	100.0%	18.6%	81.4%	100.0%
Retention of designated groups	4249	22386	26635	3929	22706	26635
	16.0%	84.0%	100.0%	14.8%	85.2%	100.0%
Reasonable accommodation	2578	24057	26635	2302	24333	26635
	9.7%	90.3%	100.0%	8.6%	91.4%	100.0%
Assigned senior manager(s) to manage EE implementation	1571	25064	26635	1331	25304	26635
	5.9%	94.1%	100.0%	5.0%	95.0%	100.0%
Budget allocation in support of employment equity goals	2902	23733	26635	2396	24239	26635
	10.9%	89.1%	100.0%	9.0%	91.0%	100.0%
Time off for employment equity consultative committee to meet	2109	24526	26635	1839	24796	26635
	7.9%	92.1%	100.0%	6.9%	93.1%	100.0%

Table 31.3 shows that 20% of the designated employers still have barriers in relation to the HIV and AIDS education and prevention programmes. This is of great concern seeing that the CEE has published a Code of Good Practice on HIV and AIDS and the World of Work in June 2012, accompanied by Technical Assistance Guidelines (TAGs). This Code and TAGs provides practical guidelines and best practices for both employers and employees on how to manage the impact of HIV and AIDS on the workplace by developing policies, education and prevention programmes. Employers are urged to utilise these policy tools to eliminate unfair discrimination in employment policies and practices in their workplaces. Corporate Culture is perceived as a barrier by only 8,7% of employers that reported. The Commission believes that this percentage may be higher as Corporate Culture presents artificial barriers to employment practices and these remain intangible and hard to quantify unless qualitative and lived experience surveys are conducted within organisations.



10. CONCLUDING OBSERVATIONS AND REMARKS

This 21st Annual Report provides significant information on the major amendments to the Employment Equity Act and the new Code of Good Practice on the elimination and prevention of violence and harassment in the workplace. This report also covers articles on unfair discrimination cases handled by the CCMA in relation to harassment, equal pay for work of equal value for the period under review and on the Director-General Notifications for failure to submit EE reports by designated employers as per section 21 of the EEA.

In addition, the report gives a reflection of the key data analysis and trend analysis based on the EE reports submitted by designated employers over the three years, i.e. 2018 to 2020 as outlined below:

• **Top Management Level**

The White population group representation (64.7%), although slowly declining, continues to dominate at this occupational level. However, proportionally in terms of the respective EAP's, Indians benefitted the most from this decline taking their representation even further above their EAP. Female representation has remained below 25% throughout all the reporting periods, with White and Indian female representation remaining much higher than their EAP at the Top Management Level.

The low representation of African and Coloured Females at this level is likely to impact negatively on all other occupational levels. The high representation of Foreign Nationals, particularly in the Private Sector is also noted at this occupational level.

It is also evident that the White population group is dominant in the Private Sector across all provinces at this occupational level. A large portion of the opportunities, i.e. recruitment and promotion continue to accrue to the White population group, which remains a concern to the CEE.

• **Senior Management Level**

There is an increasing trend of African and Indian population groups at the Senior Management level. The Indian representation seems to increase significantly although their representation is already above their EAP. A marginal increase of females is noted at this occupational level. Though it is evident that there is a gradual decrease in representation of the White population group at this occupational level, most of the opportunities, i.e. recruitment and promotion, still favours them. A significant proportion of Senior Management positions are also held by Foreign Nationals, particularly in the Private Sector.

The pipeline for promotions to Top Management is at Senior Management and as long as the demographics at this level remain predominantly white, then Top Management demographics will follow the same pattern. The lack of a strategic focus in as far as the use of opportunities for Affirmative Action appointments will continue to perpetuate the overrepresentation of the White population group at the top two levels of organisations.

• **Professionally Qualified/ Middle Management Level**

The CEE notes that only the African Population group (46.7%) remain under-represented at this occupational level. White and Indian population groups are the only two population groups that are above their EAP and still benefitting the most from the opportunities i.e. recruitments and promotions, at this occupational level. If a critical mass of African representation is not obtained, reaching equity at the Senior and Top Management levels any time soon is going to be made even more difficult. The high level of Foreign Nationals represented at this level raises the question as to whether sufficient skills are not available in the country and whether legislation governing migrant labour is implemented properly.

• **Skilled Technical/ Junior Management Level**

A positive move towards equitable representation across all population groups and gender in relation to the EAP distribution at the Skilled Technical level is evident. The CEE is concerned about the trend of employing a large number of Foreign Nationals, even at the lower occupational levels, which may be contrary to employment legislation seeking to govern migrant labour and employment regulations, such as skills transfer programmes.

• **Semi-Skilled level**

The representation of the African and Coloured population groups are approximately their EAP, while the White population group is grossly-under-represented at this level when compared to their EAP. This picture is a true reflection of the historical

imbalances of the past, where both the African and Coloured population groups have dominated this level of the South African workforce, while the White population group has held managerial positions across all economic sectors. The representation of Foreign Nationals at around 2% at this level is relatively high considering that this level is an entry level for semi-skilled workers in a country with a high rate of unemployment.

- **Unskilled level**

Both the African and Coloured population groups are over-represented when compared to their EAP at this level. Whereas, the Indian and White population groups are under-represented in relation to their EAP. A high representation of Foreign Nationals at more than 3% in the past three years is noted with concern given the fact that this is the entry level of employment considering the high rate of unemployment and the reported available pool of unskilled labour in South Africa.

- **Representation of persons with disabilities**

The interpretation of the trend analysis of the representation of persons with disabilities across all occupational levels over the three years indicates a relatively slow pace towards creating workplaces that are inclusive of persons with disabilities. The analysis over the three years, i.e. 2018 to 2020 contained in this report provide that the representation of persons with disabilities in the total workforce reported on has insignificantly increased from 1% in 2018 to 1,3% in 2020.

It is evident that over 23 years since the inception of the Employment Equity Act, the plight of persons with disabilities to be provided with equal opportunities to access employment has not yielded positive results because their representation in the total workforce has remained extremely low at around 1%. This is disconcerting to the CEE and therefore, employers are urged to utilise the existing EE policy tools, i.e. the Code of Good Practice on the Employment of Persons with Disabilities and its Technical Guidelines to promote the employment of persons with disabilities in their various organisations.

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APPENDIX

Appendix A: WORKFORCE PROFILE, RECRUITMENT, PROMOTION AND SKILLS DEVELOPMENT OF ALL EMPLOYERS FOR 2020

WORKFORCE PROFILE FOR ALL EMPLOYERS	Male				Female				Foreign National		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	5 739	2 012	4 110	29 268	3 239	1 242	1 906	7 412	1 461	295	56 684
	10,1%	3,5%	7,3%	51,6%	5,7%	2,2%	3,4%	13,1%	2,6%	0,5%	100,0%
Senior Management	21 565	6 751	10 507	49 424	13 582	4 708	6 077	25 394	3 288	1 132	142 428
	15,1%	4,7%	7,4%	34,7%	9,5%	3,3%	4,3%	17,8%	2,3%	0,8%	100,0%
Professionally qualified	146 786	31 953	31 215	117 624	155 637	30 892	27 498	90 401	11 033	44 94	647 533
	22,7%	4,9%	4,8%	18,2%	24,0%	4,8%	4,2%	14,0%	1,7%	0,7%	100,0%
Skilled	589 571	105 935	50 004	164 889	573 480	105 214	49 016	156 205	23 428	7 560	1 825 302
	32,3%	5,8%	2,7%	9,0%	31,4%	5,8%	2,7%	8,6%	1,3%	0,4%	100,0%
Semi-skilled	1 086 203	1 379 04	30 181	50 376	833 801	1 508 95	30 984	688 69	46 410	8 102	2 443 725
	44,4%	5,6%	1,2%	2,1%	34,1%	6,2%	1,3%	2,8%	1,9%	0,3%	100,0%
Unskilled	595 100	70 516	5 463	7 925	455 517	66 552	3 123	3 818	36 420	10 351	1 254 785
	47,4%	5,6%	0,4%	0,6%	36,3%	5,3%	0,2%	0,3%	2,9%	0,8%	100,0%
TOTAL PERMANENT	2 444 964	355 071	131 480	419 506	2 035 256	359 503	118 604	352 099	122 040	31 934	6 370 457
	38,4%	5,6%	2,1%	6,6%	31,9%	5,6%	1,9%	5,5%	1,9%	0,5%	100,0%
Temporary employees	246 483	32 194	4 561	13 179	304 781	37 654	4 861	14 514	18 513	8 862	685 602
	36,0%	4,7%	0,7%	1,9%	44,5%	5,5%	0,7%	2,1%	2,7%	1,3%	100,0%
GRAND TOTAL	2 691 447	387 265	136 041	432 685	2 340 037	397 157	123 465	366 613	140 553	40 796	7 056 059

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	87	50	113	388	59	40	44	91	13	1	886
	9,8%	5,6%	12,8%	43,8%	6,7%	4,5%	5,0%	10,3%	1,5%	0,1%	100,0%
Senior Management	212	118	151	686	129	83	86	336	11	6	1 818
	11,7%	6,5%	8,3%	37,7%	7,1%	4,6%	4,7%	18,5%	0,6%	0,3%	100,0%
Professionally qualified	1 275	431	413	1 922	1 156	355	300	1 373	52	23	7 300
	17,5%	5,9%	5,7%	26,3%	15,8%	4,9%	4,1%	18,8%	0,7%	0,3%	100,0%
Skilled	5 225	1 331	779	3 536	4 759	1 198	563	2 715	120	35	20 261
	25,8%	6,6%	3,8%	17,5%	23,5%	5,9%	2,8%	13,4%	0,6%	0,2%	100,0%
Semi-skilled	10 341	1 577	513	1 254	8 568	1 480	496	1 391	538	21	26 179
	39,5%	6,0%	2,0%	4,8%	32,7%	5,7%	1,9%	5,3%	2,1%	0,1%	100,0%
Unskilled	7 283	1 267	157	357	6 047	951	89	168	292	26	16 637
	43,8%	7,6%	0,9%	2,1%	36,3%	5,7%	0,5%	1,0%	1,8%	0,2%	100,0%
TOTAL PERMANENT	24 423	4 774	2 126	8 143	20 718	4 107	1 578	6 074	1 026	112	73 081
	33,4%	6,5%	2,9%	11,1%	28,3%	5,6%	2,2%	8,3%	1,4%	0,2%	100,0%
Temporary employees	2050	260	49	80	2423	272	38	79	33	32	5 316
	38,6%	4,9%	0,9%	1,5%	45,6%	5,1%	0,7%	1,5%	0,6%	0,6%	100,0%
GRAND TOTAL	26 473	5 034	2 175	8 223	23 141	4 379	1 616	6 153	1 059	144	78 397

RECRUITMENT FOR ALL EMPLOYEES BY POPULATION GROUP AND GENDER	Male				Female				Foreign National		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	522	127	194	1 160	373	90	136	302	117	18	3 039
	17,2%	4,2%	6,4%	38,2%	12,3%	3,0%	4,5%	9,9%	3,8%	0,6%	100,0%
Senior Management	2 122	526	810	3 805	1 513	390	524	1 780	281	104	11 855
	17,9%	4,4%	6,8%	32,1%	12,8%	3,3%	4,4%	15,0%	2,4%	0,9%	100,0%
Professionally qualified	12 998	2 769	2 919	11 387	12 197	2 458	2 536	7 807	1 484	673	57 228
	22,7%	4,8%	5,1%	19,9%	21,3%	4,3%	4,4%	13,6%	2,6%	1,2%	100,0%
Skilled	67 868	10 980	5 349	19 504	58 192	9 750	4 861	15 763	3 066	1 155	196 488
	34,5%	5,6%	2,7%	9,9%	29,6%	5,0%	2,5%	8,0%	1,6%	0,6%	100,0%
Semi-skilled	181 198	26 062	6 204	11 305	134 989	33 579	5 909	121 60	4 665	1 530	417 601
	43,4%	6,2%	1,5%	2,7%	32,3%	8,0%	1,4%	2,9%	1,1%	0,4%	100,0%
Unskilled	159 986	23 301	1 354	3 377	126 844	22 890	843	1 453	5 852	2 415	348 315
	45,9%	6,7%	0,4%	1,0%	36,4%	6,6%	0,2%	0,4%	1,7%	0,7%	100,0%
TOTAL PERMANENT	424 694	63 765	16 830	50 538	334 108	69 157	14 809	39 265	15 465	5 895	1 034 526
	41,1%	6,2%	1,6%	4,9%	32,3%	6,7%	6,7%	6,7%	1,5%	0,6%	100,0%
Temporary employees	238 757	36 008	3 796	9 865	252 434	40 366	3 890	10 615	16 192	9 087	621 010
	38,4%	5,8%	0,6%	1,6%	40,6%	6,5%	0,6%	1,7%	2,6%	1,5%	100,0%
GRAND TOTAL	663 451	99 773	20 626	60 403	586 542	109 523	18 699	49 880	31 657	14 982	1 655 536

PROMOTION FOR ALL EMPLOYEES BY POPULATION GROUP AND GENDER	Male				Female				Foreign National		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	245	82	128	693	182	97	114	298	50	19	1 908
	12,8%	4,3%	6,7%	36,3%	9,5%	5,1%	6,0%	15,6%	2,6%	1,0%	100,0%
Senior Management	1 517	477	680	2 140	1 132	394	456	1 378	185	78	8 437
	18,0%	5,7%	8,1%	25,4%	13,4%	4,7%	5,4%	16,3%	2,2%	0,9%	100,0%
Professionally qualified	8 659	1 901	1 644	4 492	8 169	1 968	1 433	3 691	541	241	32 739
	26,4%	5,8%	5,0%	13,7%	25,0%	6,0%	4,4%	11,3%	1,7%	0,7%	100,0%
Skilled	34 043	5 656	1 917	4 365	26 019	5 419	1 778	4 319	684	302	84 502
	40,3%	6,7%	2,3%	5,2%	30,8%	6,4%	2,1%	5,1%	0,8%	0,4%	100,0%
Semi-skilled	25 876	4 028	587	1 058	21 287	3 950	482	794	839	191	59 092
	43,8%	6,8%	1,0%	1,8%	36,0%	6,7%	0,8%	1,3%	1,4%	0,3%	100,0%
Unskilled	4 638	745	45	72	3 130	529	15	25	131	69	9 399
	49,3%	7,9%	0,5%	0,8%	33,3%	5,6%	0,2%	0,3%	1,4%	0,7%	100,0%
TOTAL PERMANENT	74 978	12 889	5 001	12 820	59 919	12 357	4 278	10 505	2 430	900	196 077
	38,2%	6,6%	2,6%	6,5%	30,6%	6,3%	6,3%	6,3%	1,2%	0,5%	100,0%
Temporary employees	3397	462	70	195	5154	466	96	268	135	50	10293
	33,0%	4,5%	0,7%	1,9%	50,1%	4,5%	0,9%	2,6%	1,3%	0,5%	100,0%
GRAND TOTAL	78 375	13 351	5 071	13 015	65 073	12 823	4 374	10 773	2 565	950	206 370

SKILLS DEVELOPMENT FOR ALL EMPLOYEES BY POPULATION GROUP AND GENDER	Male				Female				TOTAL
	A	C	I	W	A	C	I	W	
Top Management	1 200	379	707	3 149	860	323	1 200	379	8 196
	14,6%	4,6%	8,6%	38,4%	10,5%	3,9%	14,6%	4,6%	100,0%
Senior Management	7 860	3 894	3 344	10 664	6 329	3 294	7 860	3 894	44 530
	17,7%	8,7%	7,5%	23,9%	14,2%	7,4%	17,7%	8,7%	100,0%
Professionally qualified	40 312	11 420	10 477	26 790	43 431	15 576	40 312	11 420	182 060
	22,1%	6,3%	5,8%	14,7%	23,9%	8,6%	22,1%	6,3%	100,0%
Skilled	189 501	34 107	17 159	43 873	152 448	30 886	189 501	34 107	519 492
	36,5%	6,6%	3,3%	8,4%	29,3%	5,9%	36,5%	6,6%	100,0%
Semi-skilled	279 163	36 224	8 601	12 837	227 685	38 206	279 163	36 224	627 057
	44,5%	5,8%	1,4%	2,0%	36,3%	6,1%	44,5%	5,8%	100,0%
Unskilled	117 703	15 271	1 395	2 177	92 734	12 799	117 703	15 271	243 603
	48,3%	6,3%	0,6%	0,9%	38,1%	5,3%	48,3%	6,3%	100,0%
TOTAL PERMANENT	635 739	101 295	41 683	99 490	523 487	101 084	635 739	101 295	1 624 938
	39,1%	6,2%	2,6%	6,1%	32,2%	6,2%	39,1%	6,2%	100,0%
Temporary employees	44 340	5 980	864	1 366	55 944	9 023	44 340	5 980	119 907
	37,0%	5,0%	0,7%	1,1%	46,7%	7,5%	37,0%	5,0%	100,0%
GRAND TOTAL	680 079	107 275	42 547	100 856	579 431	110 107	680 079	107 275	1 744 845

Appendix B: WORKFORCE PROFILE OF ALL EMPLOYERS BY PROVINCE FOR 2020

EASTERN CAPE

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	289	114	70	1 421	157	70	24	278	54	7	2 484
	11,6%	4,6%	2,8%	57,2%	6,3%	2,8%	1,0%	11,2%	2,2%	0,3%	100,0%
Senior Management	987	307	109	2 091	588	169	43	947	95	22	5 358
	18,4%	5,7%	2,0%	39,0%	11,0%	3,2%	0,8%	17,7%	1,8%	0,4%	100,0%
Professionally qualified	9 725	1 964	382	4 081	14 375	1 922	287	3 313	383	157	36 589
	26,6%	5,4%	1,0%	11,2%	39,3%	5,3%	0,8%	9,1%	1,0%	0,4%	100,0%
Skilled	26 282	5 939	376	6 784	47 666	5 799	376	6 378	666	212	100 478
	26,2%	5,9%	0,4%	6,8%	47,4%	5,8%	0,4%	6,3%	0,7%	0,2%	100,0%
Semi-skilled	41 476	9 340	185	2 385	35 393	6 359	152	2 857	842	118	99 107
	41,8%	9,4%	0,2%	2,4%	35,7%	6,4%	0,2%	2,9%	0,8%	0,1%	100,0%
Unskilled	28 417	5 297	46	407	27 259	4 802	16	234	1 055	211	67 744
	41,9%	7,8%	0,1%	0,6%	40,2%	7,1%	0,0%	0,3%	1,6%	0,3%	100,0%
TOTAL PERMANENT	107 176	22 961	1 168	17 169	125 438	19 121	898	14 007	3 095	727	311 760
	34,4%	7,4%	0,4%	5,5%	40,2%	6,1%	0,3%	4,5%	1,0%	0,2%	100,0%
Temporary employees	21 052	3 062	46	625	23 123	3 702	47	629	5 070	828	58 184
	36,2%	5,3%	0,1%	1,1%	39,7%	6,4%	0,1%	1,1%	8,7%	1,4%	100,0%
GRAND TOTAL	128 228	26 023	1 214	17 794	148 561	22 823	945	14 636	8 165	1 555	369 944

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	6	4	1	29	3	4	0	6	0	0	53
	11,3%	7,5%	1,9%	54,7%	5,7%	7,5%	0,0%	11,3%	0,0%	0,0%	100,0%
Senior Management	10	4	2	42	7	1	1	19	0	0	86
	11,6%	4,7%	2,3%	48,8%	8,1%	1,2%	1,2%	22,1%	0,0%	0,0%	100,0%
Professionally qualified	68	25	7	60	48	11	1	38	2	0	260
	26,2%	9,6%	2,7%	23,1%	18,5%	4,2%	0,4%	14,6%	0,8%	0,0%	100,0%
Skilled	172	71	7	114	127	40	6	69	3	1	610
	28,2%	11,6%	1,1%	18,7%	20,8%	6,6%	1,0%	11,3%	0,5%	0,2%	100,0%
Semi-skilled	327	132	6	47	269	77	5	40	1	0	904
	36,2%	14,6%	0,7%	5,2%	29,8%	8,5%	0,6%	4,4%	0,1%	0,0%	100,0%
Unskilled	806	392	0	10	553	253	0	6	0	2	2 022
	39,9%	19,4%	0,0%	0,5%	27,3%	12,5%	0,0%	0,3%	0,0%	0,1%	100,0%
TOTAL PERMANENT	1 389	628	23	302	1 007	386	13	178	6	3	3 935
	35,3%	16,0%	0,6%	7,7%	25,6%	9,8%	0,3%	4,5%	0,2%	0,1%	100,0%
Temporary employees	266	62	0	12	239	88	1	5	1	1	675
	39,4%	9,2%	0,0%	1,8%	35,4%	13,0%	0,1%	0,7%	0,1%	0,1%	100,0%
GRAND TOTAL	1 655	690	23	314	1 246	474	14	183	7	4	4 610

FREE STATE

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	219	31	14	801	102	7	4	187	5	4	1 374
	15,9%	2,3%	1,0%	58,3%	7,4%	0,5%	0,3%	13,6%	0,4%	0,3%	100,0%
Senior Management	465	54	33	880	215	33	11	402	17	4	2 114
	22,0%	2,6%	1,6%	41,6%	10,2%	1,6%	0,5%	19,0%	0,8%	0,2%	100,0%
Professionally qualified	3410	246	43	2364	2786	211	32	2062	105	20	11 279
	30,2%	2,2%	0,4%	21,0%	24,7%	1,9%	0,3%	18,3%	0,9%	0,2%	100,0%
Skilled	12 579	691	78	4 106	14 372	624	66	4 507	442	84	37 549
	33,5%	1,8%	0,2%	10,9%	38,3%	1,7%	0,2%	12,0%	1,2%	0,2%	100,0%
Semi-skilled	21 136	1106	52	1821	9533	855	40	2325	2079	88	39 035
	54,1%	2,8%	0,1%	4,7%	24,4%	2,2%	0,1%	6,0%	5,3%	0,2%	100,0%
Unskilled	19 882	896	18	350	12 236	541	4	266	981	141	35 315
	56,3%	2,5%	0,1%	1,0%	34,6%	1,5%	0,0%	0,8%	2,8%	0,4%	100,0%
TOTAL PERMANENT	57 691	3024	238	10 322	39 244	2271	157	9 749	3 629	341	126 666
	45,5%	2,4%	0,2%	8,1%	31,0%	1,8%	0,1%	7,7%	2,9%	0,3%	100,0%
Temporary employees	6 885	358	10	381	6 588	279	15	638	121	46	15 321
	44,9%	2,3%	0,1%	2,5%	43,0%	1,8%	0,1%	4,2%	0,8%	0,3%	100,0%
GRAND TOTAL	64 576	3 382	248	10 703	45 832	2550	172	10 387	3 750	387	141 987

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	11	0	0	0	0	0	0	13
	15,4%	0,0%	0,0%	84,6%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	100,0%
Senior Management	4	1	0	13	3	1	0	7	0	0	29
	13,8%	3,4%	0,0%	44,8%	10,3%	3,4%	0,0%	24,1%	0,0%	0,0%	100,0%
Professionally qualified	15	1	0	26	9	2	0	14	1	0	68
	22,1%	1,5%	0,0%	38,2%	13,2%	2,9%	0,0%	20,6%	1,5%	0,0%	100,0%
Skilled	66	5	2	51	22	4	0	38	1	1	190
	34,7%	2,6%	1,1%	26,8%	11,6%	2,1%	0,0%	20,0%	0,5%	0,5%	100,0%
Semi-skilled	138	10	1	47	71	5	0	40	3	0	315
	43,8%	3,2%	0,3%	14,9%	22,5%	1,6%	0,0%	12,7%	1,0%	0,0%	100,0%
Unskilled	102	10	0	17	58	2	1	10	2	0	202
	50,5%	5,0%	0,0%	8,4%	28,7%	1,0%	0,5%	5,0%	1,0%	0,0%	100,0%
TOTAL PERMANENT	327	27	3	165	163	14	1	109	7	1	817
	40,0%	3,3%	0,4%	20,2%	20,0%	1,7%	0,1%	13,3%	0,9%	0,1%	100,0%
Temporary employees	15	1	0	2	9	1	0	1	0	0	29
	51,7%	3,4%	0,0%	6,9%	31,0%	3,4%	0,0%	3,4%	0,0%	0,0%	100,0%
GRAND TOTAL	342	28	3	167	172	15	1	110	7	1	846

GAUTENG

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	3 152	594	1 952	14237	2059	453	1000	3870	1021	207	28545
	11,0%	2,1%	6,8%	49,9%	7,2%	1,6%	3,5%	13,6%	3,6%	0,7%	100,0%
Senior Management	13 045	2 751	6 059	28 351	9 031	1 889	3 692	14 924	2 279	829	82 850
	15,7%	3,3%	7,3%	34,2%	10,9%	2,3%	4,5%	18,0%	2,8%	1,0%	100,0%
Professionally qualified	80 504	14 438	19 150	75 973	74 787	12 730	16 161	55 554	7 176	3 102	359 575
	22,4%	4,0%	5,3%	21,1%	20,8%	3,5%	4,5%	15,4%	2,0%	0,9%	100,0%
Skilled	353 413	44 310	26 106	105 796	282 321	42 379	25 528	93 494	13 094	4 613	991 054
	35,7%	4,5%	2,6%	10,7%	28,5%	4,3%	2,6%	9,4%	1,3%	0,5%	100,0%
Semi-skilled	64 0361	42 588	12 571	29 905	424 812	45 705	13 103	38 432	22 931	4 120	1274528
	50,2%	3,3%	1,0%	2,3%	33,3%	3,6%	1,0%	3,0%	1,8%	0,3%	100,0%
Unskilled	274 944	12 066	1 947	3 865	185 446	11 045	928	1 661	14 805	3 628	510 335
	53,9%	2,4%	0,4%	0,8%	36,3%	2,2%	0,2%	0,3%	2,9%	0,7%	100,0%
TOTAL PERMANENT	1 365 419	116 747	67 785	258 127	978 456	11 4201	60 412	207 935	61 306	16 499	3 246 887
	42,1%	3,6%	2,1%	7,9%	30,1%	3,5%	1,9%	6,4%	1,9%	0,5%	100,0%
Temporary employees	105 247	7 314	2 066	7 235	111 314	7 574	2 084	8 154	4 802	2 299	258 089
	40,8%	2,8%	0,8%	2,8%	43,1%	2,9%	0,8%	3,2%	1,9%	0,9%	100,0%
GRAND TOTAL	1 470 666	124 061	69 851	265 362	1 089 770	121 775	62 496	216 089	66 108	18 798	3 504 976

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	52	19	61	145	39	10	22	45	8	1	402
	12,9%	4,7%	15,2%	36,1%	9,7%	2,5%	5,5%	11,2%	2,0%	0,2%	100,0%
Senior Management	126	50	83	383	93	38	58	194	7	2	1034
	12,2%	4,8%	8,0%	37,0%	9,0%	3,7%	5,6%	18,8%	0,7%	0,2%	100,0%
Professionally qualified	867	203	288	1334	894	188	227	1014	36	19	5 070
	17,1%	4,0%	5,7%	26,3%	17,6%	3,7%	4,5%	20,0%	0,7%	0,4%	100,0%
Skilled	3 737	585	475	2 597	3 683	643	410	1 976	95	26	14 227
	26,3%	4,1%	3,3%	18,3%	25,9%	4,5%	2,9%	13,9%	0,7%	0,2%	100,0%
Semi-skilled	6 900	542	220	837	5 869	603	259	908	490	14	16 642
	41,5%	3,3%	1,3%	5,0%	35,3%	3,6%	1,6%	5,5%	2,9%	0,1%	100,0%
Unskilled	3 450	199	55	154	2 898	172	35	61	223	7	7 254
	47,6%	2,7%	0,8%	2,1%	40,0%	2,4%	0,5%	0,8%	3,1%	0,1%	100,0%
TOTAL PERMANENT	15 132	1 598	1 182	5 450	13 476	1 654	1 011	4 198	859	69	44 629
	33,9%	3,6%	2,6%	12,2%	30,2%	3,7%	2,3%	9,4%	1,9%	0,2%	100,0%
Temporary employees	1 149	82	31	40	1 342	98	26	55	21	10	2 854
	40,3%	2,9%	1,1%	1,4%	47,0%	3,4%	0,9%	1,9%	0,7%	0,4%	100,0%
GRAND TOTAL	16 281	1 680	1 213	5 490	14 818	1752	1 037	4 253	880	79	47 483

KWAZULU NATAL

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	769	127	1 616	3 415	333	59	670	756	121	22	7 888
	9,7%	1,6%	20,5%	43,3%	4,2%	0,7%	8,5%	9,6%	1,5%	0,3%	100,0%
Senior Management	2 363	352	3 224	4 170	1 354	262	1 677	2 168	234	65	15 869
	14,9%	2,2%	20,3%	26,3%	8,5%	1,7%	10,6%	13,7%	1,5%	0,4%	100,0%
Professionally qualified	18 836	1 337	8 687	6 798	25 566	1 509	8 500	5 662	678	210	77 783
	24,2%	1,7%	11,2%	8,7%	32,9%	1,9%	10,9%	7,3%	0,9%	0,3%	100,0%
Skilled	72 953	4 220	19 314	8 557	94 163	4 303	18 531	9 159	1 865	445	233 510
	31,2%	1,8%	8,3%	3,7%	40,3%	1,8%	7,9%	3,9%	0,8%	0,2%	100,0%
Semi-skilled	138 825	5 231	14 582	2 680	127 644	6 502	13 865	4 043	2 086	622	316 080
	43,9%	1,7%	4,6%	0,8%	40,4%	2,1%	4,4%	1,3%	0,7%	0,2%	100,0%
Unskilled	89 565	2 258	2 905	625	73 527	1 930	1 718	317	2 077	430	175 352
	51,1%	1,3%	1,7%	0,4%	41,9%	1,1%	1,0%	0,2%	1,2%	0,2%	100,0%
TOTAL PERMANENT	323 311	13 525	50 328	26 245	322 587	14 565	44 961	22 105	7 061	1 794	826 482
	39,1%	1,6%	6,1%	3,2%	39,0%	1,8%	5,4%	2,7%	0,9%	0,2%	100,0%
Temporary employees	34 111	1210	1993	1107	58278	1349	2233	1087	875	194	102 437
	33,3%	1,2%	1,9%	1,1%	56,9%	1,3%	2,2%	1,1%	0,9%	0,2%	100,0%
GRAND TOTAL	357 422	14 735	52 321	27 352	380 865	15 914	47 194	23 192	7 936	1 988	928 919

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	9	4	42	47	5	1	16	9	2	0	135
	6,7%	3,0%	31,1%	34,8%	3,7%	0,7%	11,9%	6,7%	1,5%	0,0%	100,0%
Senior Management	31	7	51	44	12	4	20	28	1	2	200
	15,5%	3,5%	25,5%	22,0%	6,0%	2,0%	10,0%	14,0%	0,5%	1,0%	100,0%
Professionally qualified	92	11	84	107	60	11	47	43	2	1	458
	20,1%	2,4%	18,3%	23,4%	13,1%	2,4%	10,3%	9,4%	0,4%	0,2%	100,0%
Skilled	375	46	253	132	272	28	93	102	5	2	1308
	28,7%	3,5%	19,3%	10,1%	20,8%	2,1%	7,1%	7,8%	0,4%	0,2%	100,0%
Semi-skilled	1089	65	246	48	773	29	181	73	1	4	2 509
	43,4%	2,6%	9,8%	1,9%	30,8%	1,2%	7,2%	2,9%	0,0%	0,2%	100,0%
Unskilled	781	26	81	18	738	30	33	8	5	1	1721
	45,4%	1,5%	4,7%	1,0%	42,9%	1,7%	1,9%	0,5%	0,3%	0,1%	100,0%
TOTAL PERMANENT	2 377	159	757	396	1 860	103	390	263	16	10	6 331
	37,5%	2,5%	12,0%	6,3%	29,4%	1,6%	6,2%	4,2%	0,3%	0,2%	100,0%
Temporary employees	166	12	13	7	250	9	8	5	0	0	470
	35,3%	2,6%	2,8%	1,5%	53,2%	1,9%	1,7%	1,1%	0,0%	0,0%	100,0%
GRAND TOTAL	2 543	171	770	403	2 110	112	398	268	16	10	6 801

LIMPOPO

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	219	6	75	660	97	1	11	191	13	4	1 277
	17,1%	0,5%	5,9%	51,7%	7,6%	0,1%	0,9%	15,0%	1,0%	0,3%	100,0%
Senior Management	907	10	60	802	513	3	29	346	61	11	2 742
	33,1%	0,4%	2,2%	29,2%	18,7%	0,1%	1,1%	12,6%	2,2%	0,4%	100,0%
Professionally qualified	11 775	36	69	1 260	13 856	50	40	1 071	254	82	28493
	41,3%	0,1%	0,2%	4,4%	48,6%	0,2%	0,1%	3,8%	0,9%	0,3%	100,0%
Skilled	27 254	95	71	1 839	42 232	104	58	1 931	997	171	74 752
	36,5%	0,1%	0,1%	2,5%	56,5%	0,1%	0,1%	2,6%	1,3%	0,2%	100,0%
Semi-skilled	27 464	301	60	613	24 670	186	20	725	1 136	150	55 325
	49,6%	0,5%	0,1%	1,1%	44,6%	0,3%	0,0%	1,3%	2,1%	0,3%	100,0%
Unskilled	18 634	108	25	130	18 059	143	7	39	4 543	1 824	43 512
	42,8%	0,2%	0,1%	0,3%	41,5%	0,3%	0,0%	0,1%	10,4%	4,2%	100,0%
TOTAL PERMANENT	86 253	556	360	5 304	99 427	487	165	4 303	7 004	2 242	206 101
	41,8%	0,3%	0,2%	2,6%	48,2%	0,2%	0,1%	2,1%	3,4%	1,1%	100,0%
Temporary employees	12 438	567	1	61	21 442	917	1	46	2 049	1 147	38 669
	32,2%	1,5%	0,0%	0,2%	55,5%	2,4%	0,0%	0,1%	5,3%	3,0%	100,0%
GRAND TOTAL	98 691	1 123	361	5 365	120 869	1 404	166	4 349	9 053	3 389	244 770

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	3	0	1	21	1	0	0	7	0	0	33
	9,1%	0,0%	3,0%	63,6%	3,0%	0,0%	0,0%	21,2%	0,0%	0,0%	100,0%
Senior Management	10	1	0	28	3	0	0	10	0	1	53
	18,9%	1,9%	0,0%	52,8%	5,7%	0,0%	0,0%	18,9%	0,0%	1,9%	100,0%
Professionally qualified	96	0	0	28	54	2	0	20	1	0	201
	47,8%	0,0%	0,0%	13,9%	26,9%	1,0%	0,0%	10,0%	0,5%	0,0%	100,0%
Skilled	215	1	1	33	157	1	2	34	5	0	449
	47,9%	0,2%	0,2%	7,3%	35,0%	0,2%	0,4%	7,6%	1,1%	0,0%	100,0%
Semi-skilled	269	0	1	10	162	2	2	12	12	0	470
	57,2%	0,0%	0,2%	2,1%	34,5%	0,4%	0,4%	2,6%	2,6%	0,0%	100,0%
Unskilled	281	1	0	4	194	0	0	1	25	10	516
	54,5%	0,2%	0,0%	0,8%	37,6%	0,0%	0,0%	0,2%	4,8%	1,9%	100,0%
TOTAL PERMANENT	874	3	3	124	571	5	4	84	43	11	1 722
	50,8%	0,2%	0,2%	7,2%	33,2%	0,3%	0,2%	4,9%	2,5%	0,6%	100,0%
Temporary employees	42	0	0	0	38	0	0	1	1	5	87
	48,3%	0,0%	0,0%	0,0%	43,7%	0,0%	0,0%	1,1%	1,1%	5,7%	100,0%
GRAND TOTAL	916	3	3	124	609	5	4	85	44	16	1 809

MPUMALANGA

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	419	23	70	1 183	186	23	30	266	31	4	2 235
	18,7%	1,0%	3,1%	52,9%	8,3%	1,0%	1,3%	11,9%	1,4%	0,2%	100,0%
Senior Management	1 516	71	120	1 857	670	26	28	714	68	14	5 084
	29,8%	1,4%	2,4%	36,5%	13,2%	0,5%	0,6%	14,0%	1,3%	0,3%	100,0%
Professionally qualified	9 133	149	189	3 649	11 049	179	206	2 562	272	66	27 454
	33,3%	0,5%	0,7%	13,3%	40,2%	0,7%	0,8%	9,3%	1,0%	0,2%	100,0%
Skilled	36 806	457	300	6 749	35 639	367	248	5 098	1 241	79	86 984
	42,3%	0,5%	0,3%	7,8%	41,0%	0,4%	0,3%	5,9%	1,4%	0,1%	100,0%
Semi-skilled	57 160	336	68	1 922	29 442	330	105	2 036	2 301	200	93 900
	60,9%	0,4%	0,1%	2,0%	31,4%	0,4%	0,1%	2,2%	2,5%	0,2%	100,0%
Unskilled	45 176	636	24	447	33 704	446	18	133	3 496	1 135	85 215
	53,0%	0,7%	0,0%	0,5%	39,6%	0,5%	0,0%	0,2%	4,1%	1,3%	100,0%
TOTAL PERMANENT	150 210	1 672	771	15 807	110 690	1 371	635	10 809	7 409	1 498	300 872
	49,9%	0,6%	0,3%	5,3%	36,8%	0,5%	0,2%	3,6%	2,5%	0,5%	100,0%
Temporary employees	12 804	308	60	742	19 575	220	30	344	726	366	35 175
	36,4%	0,9%	0,2%	2,1%	55,7%	0,6%	0,1%	1,0%	2,1%	1,0%	100,0%
GRAND TOTAL	163 014	1 980	831	16 549	130 265	1 591	665	11 153	8 135	1 864	336 047

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	9	0	2	18	7	0	1	3	0	0	40
	22,5%	0,0%	5,0%	45,0%	17,5%	0,0%	2,5%	7,5%	0,0%	0,0%	100,0%
Senior Management	14	1	2	28	7	0	0	11	0	0	63
	22,2%	1,6%	3,2%	44,4%	11,1%	0,0%	0,0%	17,5%	0,0%	0,0%	100,0%
Professionally qualified	66	3	1	56	41	2	2	20	1	1	193
	34,2%	1,6%	0,5%	29,0%	21,2%	1,0%	1,0%	10,4%	0,5%	0,5%	100,0%
Skilled	212	3	2	91	114	3	2	46	0	0	473
	44,8%	0,6%	0,4%	19,2%	24,1%	0,6%	0,4%	9,7%	0,0%	0,0%	100,0%
Semi-skilled	467	5	0	22	253	7	1	23	8	0	786
	59,4%	0,6%	0,0%	2,8%	32,2%	0,9%	0,1%	2,9%	1,0%	0,0%	100,0%
Unskilled	557	13	3	14	415	12	4	1	14	4	1 037
	53,7%	1,3%	0,3%	1,4%	40,0%	1,2%	0,4%	0,1%	1,4%	0,4%	100,0%
TOTAL PERMANENT	1 325	25	10	229	837	24	10	104	23	5	2 592
	51,1%	1,0%	0,4%	8,8%	32,3%	0,9%	0,4%	4,0%	0,9%	0,2%	100,0%
Temporary employees	82	1	0	1	171	2	0	0	1	0	258
	31,8%	0,4%	0,0%	0,4%	66,3%	0,8%	0,0%	0,0%	0,4%	0,0%	100,0%
GRAND TOTAL	1 407	26	10	230	1 008	26	10	104	24	5	2 850

NORTHERN CAPE

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	73	62	7	337	25	26	2	60	4	0	596
	12,2%	10,4%	1,2%	56,5%	4,2%	4,4%	0,3%	10,1%	0,7%	0,0%	100,0%
Senior Management	253	176	11	531	113	85	6	240	17	1	1433
	17,7%	12,3%	0,8%	37,1%	7,9%	5,9%	0,4%	16,7%	1,2%	0,1%	100,0%
Professionally qualified	1 480	1 207	64	1 195	1 484	1 304	43	985	94	25	7 881
	18,8%	15,3%	0,8%	15,2%	18,8%	16,5%	0,5%	12,5%	1,2%	0,3%	100,0%
Skilled	4 840	3 323	36	1 716	4 846	4 220	36	1 767	375	143	21 302
	22,7%	15,6%	0,2%	8,1%	22,7%	19,8%	0,2%	8,3%	1,8%	0,7%	100,0%
Semi-skilled	9 837	4 383	15	577	5 009	3 219	22	607	162	44	23 875
	41,2%	18,4%	0,1%	2,4%	21,0%	13,5%	0,1%	2,5%	0,7%	0,2%	100,0%
Unskilled	5 775	2 806	5	105	2 447	1 571	1	52	167	75	13 004
	44,4%	21,6%	0,0%	0,8%	18,8%	12,1%	0,0%	0,4%	1,3%	0,6%	100,0%
TOTAL PERMANENT	22 258	11 957	138	4 461	13 924	10 425	110	3 711	819	288	68 091
	32,7%	17,6%	0,2%	6,6%	20,4%	15,3%	0,2%	5,5%	1,2%	0,4%	100,0%
Temporary employees	9 303	1 930	3	86	9 748	2 925	1	97	294	150	24 537
	37,9%	7,9%	0,0%	0,4%	39,7%	11,9%	0,0%	0,4%	1,2%	0,6%	100,0%
GRAND TOTAL	31 561	13 887	141	4 547	23 672	13 350	111	3 808	1 113	438	92 628

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	1	0	0	7	0	1	0	2	0	0	11
	9,1%	0,0%	0,0%	63,6%	0,0%	9,1%	0,0%	18,2%	0,0%	0,0%	100,0%
Senior Management	1	0	0	14	0	0	0	0	0	0	15
	6,7%	0,0%	0,0%	93,3%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	100,0%
Professionally qualified	4	14	1	11	7	7	0	6	0	0	50
	8,0%	28,0%	2,0%	22,0%	14,0%	14,0%	0,0%	12,0%	0,0%	0,0%	100,0%
Skilled	35	30	1	34	22	13	1	6	0	0	142
	24,6%	21,1%	0,7%	23,9%	15,5%	9,2%	0,7%	4,2%	0,0%	0,0%	100,0%
Semi-skilled	55	34	0	7	33	18	0	13	1	0	161
	34,2%	21,1%	0,0%	4,3%	20,5%	11,2%	0,0%	8,1%	0,6%	0,0%	100,0%
Unskilled	72	22	1	4	49	12	1	3	0	0	164
	43,9%	13,4%	0,6%	2,4%	29,9%	7,3%	0,6%	1,8%	0,0%	0,0%	100,0%
TOTAL PERMANENT	168	100	3	77	111	51	2	30	1	0	543
	30,9%	18,4%	0,6%	14,2%	20,4%	9,4%	0,4%	5,5%	0,2%	0,0%	100,0%
Temporary employees	9	11	0	0	1	5	0	0	0	0	26
	34,6%	42,3%	0,0%	0,0%	3,8%	19,2%	0,0%	0,0%	0,0%	0,0%	100,0%
GRAND TOTAL	177	111	3	77	112	56	2	30	1	0	569

NORTH WEST

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	245	13	23	528	78	5	9	152	7	1	1 061
	23,1%	1,2%	2,2%	49,8%	7,4%	0,5%	0,8%	14,3%	0,7%	0,1%	100,0%
Senior Management	605	26	58	851	260	25	20	360	46	1	2 252
	26,9%	1,2%	2,6%	37,8%	11,5%	1,1%	0,9%	16,0%	2,0%	0,0%	100,0%
Professionally qualified	3 472	148	164	2 413	3 891	166	123	1 806	305	98	12 586
	27,6%	1,2%	1,3%	19,2%	30,9%	1,3%	1,0%	14,3%	2,4%	0,8%	100,0%
Skilled	14 240	399	107	5 137	9 549	363	101	3 356	797	46	34 095
	41,8%	1,2%	0,3%	15,1%	28,0%	1,1%	0,3%	9,8%	2,3%	0,1%	100,0%
Semi-skilled	41 009	547	53	1 627	18 751	659	45	2 031	8 210	94	73 026
	56,2%	0,7%	0,1%	2,2%	25,7%	0,9%	0,1%	2,8%	11,2%	0,1%	100,0%
Unskilled	28 658	338	9	329	15 931	255	9	185	2 773	310	48 797
	58,7%	0,7%	0,0%	0,7%	32,6%	0,5%	0,0%	0,4%	5,7%	0,6%	100,0%
TOTAL PERMANENT	88 229	1 471	414	10 885	48 460	1 473	307	7 890	12 138	550	171 817
	51,4%	0,9%	0,2%	6,3%	28,2%	0,9%	0,2%	4,6%	7,1%	0,3%	100,0%
Temporary employees	10 404	111	29	677	20 121	122	18	607	230	207	32 526
	32,0%	0,3%	0,1%	2,1%	61,9%	0,4%	0,1%	1,9%	0,7%	0,6%	100,0%
GRAND TOTAL	98 633	1 582	443	11 562	68 581	1 595	325	8 497	12 368	757	204 343

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	0	0	0	12	2	0	1	3	0	0	18
	0,0%	0,0%	0,0%	66,7%	11,1%	0,0%	5,6%	16,7%	0,0%	0,0%	100,0%
Senior Management	8	0	2	22	2	0	0	11	0	0	45
	17,8%	0,0%	4,4%	48,9%	4,4%	0,0%	0,0%	24,4%	0,0%	0,0%	100,0%
Professionally qualified	25	0	1	48	11	1	1	20	1	0	108
	23,1%	0,0%	0,9%	44,4%	10,2%	0,9%	0,9%	18,5%	0,9%	0,0%	100,0%
Skilled	143	6	0	92	74	7	3	52	0	0	377
	37,9%	1,6%	0,0%	24,4%	19,6%	1,9%	0,8%	13,8%	0,0%	0,0%	100,0%
Semi-skilled	332	5	1	35	115	4	0	29	9	0	530
	62,6%	0,9%	0,2%	6,6%	21,7%	0,8%	0,0%	5,5%	1,7%	0,0%	100,0%
Unskilled	358	0	1	13	149	0	2	2	13	1	539
	66,4%	0,0%	0,2%	2,4%	27,6%	0,0%	0,4%	0,4%	2,4%	0,2%	100,0%
TOTAL PERMANENT	866	11	5	222	353	12	7	117	23	1	1 617
	53,6%	0,7%	0,3%	13,7%	21,8%	0,7%	0,4%	7,2%	1,4%	0,1%	100,0%
Temporary employees	49	0	0	3	46	0	0	1	0	0	99
	49,5%	0,0%	0,0%	3,0%	46,5%	0,0%	0,0%	1,0%	0,0%	0,0%	100,0%
GRAND TOTAL	915	11	5	225	399	12	7	118	23	1	1 716

WESTERN CAPE

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	354	1 042	283	6 686	202	598	156	1 652	205	46	11 224
	3,2%	9,3%	2,5%	59,6%	1,8%	5,3%	1,4%	14,7%	1,8%	0,4%	100,0%
Senior Management	1 424	3 004	833	9 891	838	2 216	571	5 293	471	185	24 726
	5,8%	12,1%	3,4%	40,0%	3,4%	9,0%	2,3%	21,4%	1,9%	0,7%	100,0%
Professionally qualified	8 451	12 428	2 467	19 891	7 843	12 821	2 106	17 386	1 766	734	85 893
	9,8%	14,5%	2,9%	23,2%	9,1%	14,9%	2,5%	20,2%	2,1%	0,9%	100,0%
Skilled	41 204	46 501	3 616	24 205	42 692	47 055	4 072	30 515	3 951	1 767	245 578
	16,8%	18,9%	1,5%	9,9%	17,4%	19,2%	1,7%	12,4%	1,6%	0,7%	100,0%
Semi-skilled	108 935	74 072	2 595	8 846	158 547	87 080	3 632	15 813	6 663	2 666	468 849
	23,2%	15,8%	0,6%	1,9%	33,8%	18,6%	0,8%	3,4%	1,4%	0,6%	100,0%
Unskilled	84 049	46 111	484	1 667	86 908	45 819	422	931	6 523	2 597	275 511
	30,5%	16,7%	0,2%	0,6%	31,5%	16,6%	0,2%	0,3%	2,4%	0,9%	100,0%
TOTAL PERMANENT	244 417	183 158	10 278	71 186	297 030	195 589	10 959	71 590	19 579	7 995	1 111 781
	22,0%	16,5%	0,9%	6,4%	26,7%	17,6%	1,0%	6,4%	1,8%	0,7%	100,0%
Temporary employees	34239	17334	353	2265	34592	20566	432	2912	4346	3625	120664
	28,4%	14,4%	0,3%	1,9%	28,7%	17,0%	0,4%	2,4%	3,6%	3,0%	100,0%
GRAND TOTAL	278 656	200 492	10 631	73 451	331 622	216 155	11 391	74 502	23 925	11 620	1 232 445

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	5	23	6	98	2	24	4	16	3	0	181
	2,8%	12,7%	3,3%	54,1%	1,1%	13,3%	2,2%	8,8%	1,7%	0,0%	100,0%
Senior Management	8	54	11	112	2	39	7	56	3	1	293
	2,7%	18,4%	3,8%	38,2%	0,7%	13,3%	2,4%	19,1%	1,0%	0,3%	100,0%
Professionally qualified	42	174	31	252	32	131	22	198	8	2	892
	4,7%	19,5%	3,5%	28,3%	3,6%	14,7%	2,5%	22,2%	0,9%	0,2%	100,0%
Skilled	270	584	38	392	288	459	46	392	11	5	2 485
	10,9%	23,5%	1,5%	15,8%	11,6%	18,5%	1,9%	15,8%	0,4%	0,2%	100,0%
Semi-skilled	764	784	38	201	1 023	735	48	253	13	3	3 862
	19,8%	20,3%	1,0%	5,2%	26,5%	19,0%	1,2%	6,6%	0,3%	0,1%	100,0%
Unskilled	876	604	16	123	993	470	13	76	10	1	3 182
	27,5%	19,0%	0,5%	3,9%	31,2%	14,8%	0,4%	2,4%	0,3%	0,0%	100,0%
TOTAL PERMANENT	1 965	2 223	140	1 178	2 340	1 858	140	991	48	12	10 895
	18,0%	20,4%	1,3%	10,8%	21,5%	17,1%	1,3%	9,1%	0,4%	0,1%	100,0%
Temporary employees	272	91	5	15	327	69	3	11	9	16	818
	33,3%	11,1%	0,6%	1,8%	40,0%	8,4%	0,4%	1,3%	1,1%	2,0%	100,0%
GRAND TOTAL	2 237	2 314	145	1 193	2 667	1 927	143	1 002	57	28	11 713

Appendix C: WORKFORCE PROFILE OF ALL EMPLOYERS BY SECTOR FOR 2020

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	96	29	65	844	76	39	45	349	49	7	1 599
	6,0%	1,8%	4,1%	52,8%	4,8%	2,4%	2,8%	21,8%	3,1%	0,4%	100,0%
Senior Management	556	185	196	1 192	590	255	123	1 049	120	42	4 308
	12,9%	4,3%	4,5%	27,7%	13,7%	5,9%	2,9%	24,4%	2,8%	1,0%	100,0%
Professionally qualified	1 891	543	363	1 609	2 381	851	359	1 868	275	159	10 299
	18,4%	5,3%	3,5%	15,6%	23,1%	8,3%	3,5%	18,1%	2,7%	1,5%	100,0%
Skilled	8 449	1 428	514	1 763	10 831	2 366	666	2 318	1 114	596	30 045
	28,1%	4,8%	1,7%	5,9%	36,0%	7,9%	2,2%	7,7%	3,7%	2,0%	100,0%
Semi-skilled	28 497	2 636	403	965	46 144	5 004	476	1 424	2 584	1 443	89 576
	31,8%	2,9%	0,4%	1,1%	51,5%	5,6%	0,5%	1,6%	2,9%	1,6%	100,0%
Unskilled	15 461	1 573	55	248	25 309	3 564	49	192	831	511	47 793
	32,3%	3,3%	0,1%	0,5%	53,0%	7,5%	0,1%	0,4%	1,7%	1,1%	100,0%
TOTAL PERMANENT	54 950	6 394	1 596	6 621	85 331	12 079	1 718	7 200	4 973	2 758	183 620
	29,9%	3,5%	0,9%	3,6%	46,5%	6,6%	0,9%	3,9%	2,7%	1,5%	100,0%
Temporary employees	1 847	187	41	184	2 776	469	43	164	217	110	6 038
	30,6%	3,1%	0,7%	3,0%	46,0%	7,8%	0,7%	2,7%	3,6%	1,8%	100,0%
GRAND TOTAL	56 797	6 581	1 637	6 805	88 107	12 548	1 761	7 364	5 190	2 868	189 658

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	0	0	2	6	2	2	2	4	0	0	18
	0,0%	0,0%	11,1%	33,3%	11,1%	11,1%	11,1%	22,2%	0,0%	0,0%	100,0%
Senior Management	7	3	1	14	9	3	1	12	0	1	51
	13,7%	5,9%	2,0%	27,5%	17,6%	5,9%	2,0%	23,5%	0,0%	2,0%	100,0%
Professionally qualified	16	1	9	26	19	12	4	24	2	0	113
	14,2%	0,9%	8,0%	23,0%	16,8%	10,6%	3,5%	21,2%	1,8%	0,0%	100,0%
Skilled	46	15	6	26	59	22	7	38	2	0	221
	20,8%	6,8%	2,7%	11,8%	26,7%	10,0%	3,2%	17,2%	0,9%	0,0%	100,0%
Semi-skilled	158	34	9	27	234	38	19	25	0	5	549
	28,8%	6,2%	1,6%	4,9%	42,6%	6,9%	3,5%	4,6%	0,0%	0,9%	100,0%
Unskilled	134	41	4	9	182	31	1	5	2	1	410
	32,7%	10,0%	1,0%	2,2%	44,4%	7,6%	0,2%	1,2%	0,5%	0,2%	100,0%
TOTAL PERMANENT	361	94	31	108	505	108	34	108	6	7	1 362
	26,5%	6,9%	2,3%	7,9%	37,1%	7,9%	2,5%	7,9%	0,4%	0,5%	100,0%
Temporary employees	30	3	2	6	29	0	0	6	0	0	76
	39,5%	3,9%	2,6%	7,9%	38,2%	0,0%	0,0%	7,9%	0,0%	0,0%	100,0%
GRAND TOTAL	391	97	33	114	534	108	34	114	6	7	1 438

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	420	68	130	834	235	54	67	266	36	11	2 121
	19,8%	3,2%	6,1%	39,3%	11,1%	2,5%	3,2%	12,5%	1,7%	0,5%	100,0%
Senior Management	1 305	232	263	1 316	792	173	185	845	52	33	5 196
	25,1%	4,5%	5,1%	25,3%	15,2%	3,3%	3,6%	16,3%	1,0%	0,6%	100,0%
Professionally qualified	5 456	1 053	521	2 553	4 526	936	450	2 059	181	95	17 830
	30,6%	5,9%	2,9%	14,3%	25,4%	5,2%	2,5%	11,5%	1,0%	0,5%	100,0%
Skilled	34 692	2 818	1 070	3 254	18 804	2 746	869	3 303	748	196	68 500
	50,6%	4,1%	1,6%	4,8%	27,5%	4,0%	1,3%	4,8%	1,1%	0,3%	100,0%
Semi-skilled	115 944	5 410	1 057	1 891	61 173	6 803	1 362	2 107	988	308	197 043
	58,8%	2,7%	0,5%	1,0%	31,0%	3,5%	0,7%	1,1%	0,5%	0,2%	100,0%
Unskilled	53 475	3 318	369	335	51 917	3 878	179	175	1 437	282	115 365
	46,4%	2,9%	0,3%	0,3%	45,0%	3,4%	0,2%	0,2%	1,2%	0,2%	100,0%
TOTAL PERMANENT	211 292	12 899	3 410	10 183	137 447	14 590	3 112	8 755	3 442	925	406 055
	52,0%	3,2%	0,8%	2,5%	33,8%	3,6%	0,8%	2,2%	0,8%	0,2%	100,0%
Temporary employees	44 621	3 686	636	1 179	28 202	2 341	334	850	695	217	82 761
	53,9%	4,5%	0,8%	1,4%	34,1%	2,8%	0,4%	1,0%	0,8%	0,3%	100,0%
GRAND TOTAL	255 913	16 585	4 046	11 362	165 649	16 931	3 446	9 605	4 137	1 142	488 816

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	3	4	3	12	3	0	1	2	0	0	28
	10,7%	14,3%	10,7%	42,9%	10,7%	0,0%	3,6%	7,1%	0,0%	0,0%	100,0%
Senior Management	13	5	3	17	10	4	2	14	1	0	69
	18,8%	7,2%	4,3%	24,6%	14,5%	5,8%	2,9%	20,3%	1,4%	0,0%	100,0%
Professionally qualified	61	17	12	43	41	12	3	40	0	0	229
	26,6%	7,4%	5,2%	18,8%	17,9%	5,2%	1,3%	17,5%	0,0%	0,0%	100,0%
Skilled	186	35	19	51	185	27	9	59	1	0	572
	32,5%	6,1%	3,3%	8,9%	32,3%	4,7%	1,6%	10,3%	0,2%	0,0%	100,0%
Semi-skilled	315	43	19	30	237	36	31	38	6	2	757
	41,6%	5,7%	2,5%	4,0%	31,3%	4,8%	4,1%	5,0%	0,8%	0,3%	100,0%
Unskilled	320	18	2	6	397	20	3	0	2	0	768
	41,7%	2,3%	0,3%	0,8%	51,7%	2,6%	0,4%	0,0%	0,3%	0,0%	100,0%
TOTAL PERMANENT	898	122	58	159	873	99	49	153	10	2	2 423
	37,1%	5,0%	2,4%	6,6%	36,0%	4,1%	2,0%	6,3%	0,4%	0,1%	100,0%
Temporary employees	213	0	1	1	186	1	0	0	0	0	402
	53,0%	0,0%	0,2%	0,2%	46,3%	0,2%	0,0%	0,0%	0,0%	0,0%	100,0%
GRAND TOTAL	1111	122	59	160	1059	100	49	153	10	2	2825

AGRICULTURE, FORESTRY & FISHING

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	243	173	51	3 599	86	105	13	686	39	8	5 003
	4,9%	3,5%	1,0%	71,9%	1,7%	2,1%	0,3%	13,7%	0,8%	0,2%	100,0%
Senior Management	808	366	142	4 668	347	194	51	1 601	69	17	8 263
	9,8%	4,4%	1,7%	56,5%	4,2%	2,3%	0,6%	19,4%	0,8%	0,2%	100,0%
Professionally qualified	4 043	1 178	386	7 140	2 428	667	293	4 004	251	46	20 436
	19,8%	5,8%	1,9%	34,9%	11,9%	3,3%	1,4%	19,6%	1,2%	0,2%	100,0%
Skilled	18 913	6 866	764	8 436	8 473	3 848	561	6 745	1 371	226	56 203
	33,7%	12,2%	1,4%	15,0%	15,1%	6,8%	1,0%	12,0%	2,4%	0,4%	100,0%
Semi-skilled	58 497	17 954	484	2 631	22 575	9 461	398	3 793	3 693	734	120 220
	48,7%	14,9%	0,4%	2,2%	18,8%	7,9%	0,3%	3,2%	3,1%	0,6%	100,0%
Unskilled	98 589	20 457	65	512	80 409	21 159	23	203	13 040	5 113	239 570
	41,2%	8,5%	0,0%	0,2%	33,6%	8,8%	0,0%	0,1%	5,4%	2,1%	100,0%
TOTAL PERMANENT	181093	46994	1892	26986	114318	35434	1339	17032	18463	6144	449 695
	40,3%	10,5%	0,4%	6,0%	25,4%	7,9%	0,3%	3,8%	4,1%	1,4%	100,0%
Temporary employees	62 173	13 768	25	642	68 491	18 105	42	348	12 618	5629	181 841
	34,2%	7,6%	0,0%	0,4%	37,7%	10,0%	0,0%	0,2%	6,9%	3,1%	100,0%
GRAND TOTAL	243 266	60 762	1 917	27 628	182 809	53 539	1 381	17 380	31 081	11 773	631 536

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	7	0	1	58	1	5	0	6	0	0	78
	9,0%	0,0%	1,3%	74,4%	1,3%	6,4%	0,0%	7,7%	0,0%	0,0%	100,0%
Senior Management	14	8	5	82	2	4	2	16	0	1	134
	10,4%	6,0%	3,7%	61,2%	1,5%	3,0%	1,5%	11,9%	0,0%	0,7%	100,0%
Professionally qualified	49	22	6	117	32	7	1	41	1	0	276
	17,8%	8,0%	2,2%	42,4%	11,6%	2,5%	0,4%	14,9%	0,4%	0,0%	100,0%
Skilled	252	102	12	106	80	34	2	83	8	2	681
	37,0%	15,0%	1,8%	15,6%	11,7%	5,0%	0,3%	12,2%	1,2%	0,3%	100,0%
Semi-skilled	519	162	4	45	208	75	7	57	17	0	1 094
	47,4%	14,8%	0,4%	4,1%	19,0%	6,9%	0,6%	5,2%	1,6%	0,0%	100,0%
Unskilled	767	219	0	11	642	183	0	8	38	14	1 882
	40,8%	11,6%	0,0%	0,6%	34,1%	9,7%	0,0%	0,4%	2,0%	0,7%	100,0%
TOTAL PERMANENT	1 608	513	28	419	965	308	12	211	64	17	4 145
	38,8%	12,4%	0,7%	10,1%	23,3%	7,4%	0,3%	5,1%	1,5%	0,4%	100,0%
Temporary employees	232	68	1	7	249	73	1	2	11	22	666
	34,8%	10,2%	0,2%	1,1%	37,4%	11,0%	0,2%	0,3%	1,7%	3,3%	100,0%
GRAND TOTAL	1 840	581	29	426	1 214	381	13	213	75	39	4 811

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	264	46	50	476	150	24	35	193	26	10	1 274
	20,7%	3,6%	3,9%	37,4%	11,8%	1,9%	2,7%	15,1%	2,0%	0,8%	100,0%
Senior Management	919	190	168	767	563	121	107	576	46	21	3 478
	26,4%	5,5%	4,8%	22,1%	16,2%	3,5%	3,1%	16,6%	1,3%	0,6%	100,0%
Professionally qualified	15 621	595	1 634	1 834	17 021	615	2 141	2 068	148	53	41 730
	37,4%	1,4%	3,9%	4,4%	40,8%	1,5%	5,1%	5,0%	0,4%	0,1%	100,0%
Skilled	39 246	1 481	1 577	2 397	84 550	1 776	5 124	4 176	600	343	141 270
	27,8%	1,0%	1,1%	1,7%	59,8%	1,3%	3,6%	3,0%	0,4%	0,2%	100,0%
Semi-skilled	27 612	2 098	620	997	27 832	2 309	840	1 256	441	330	64 335
	42,9%	3,3%	1,0%	1,5%	43,3%	3,6%	1,3%	2,0%	0,7%	0,5%	100,0%
Unskilled	19 574	1 274	130	148	13 133	763	125	76	176	78	35 477
	55,2%	3,6%	0,4%	0,4%	37,0%	2,2%	0,4%	0,2%	0,5%	0,2%	100,0%
TOTAL PERMANENT	103 236	5 684	4 179	6 619	143 249	5 608	8 372	8 345	1 437	835	287 564
	35,9%	2,0%	1,5%	2,3%	49,8%	2,0%	2,9%	2,9%	0,5%	0,3%	100,0%
Temporary employees	14 675	720	446	253	32 062	383	538	350	87	41	49 555
	29,6%	1,5%	0,9%	0,5%	64,7%	0,8%	1,1%	0,7%	0,2%	0,1%	100,0%
GRAND TOTAL	117 911	6 404	4 625	6 872	175 311	5 991	8 910	8 695	15 24	876	337 119

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	5	3	2	9	3	1	1	3	0	0	27
	18,5%	11,1%	7,4%	33,3%	11,1%	3,7%	3,7%	11,1%	0,0%	0,0%	100,0%
Senior Management	12	3	2	23	5	1	0	5	0	0	51
	23,5%	5,9%	3,9%	45,1%	9,8%	2,0%	0,0%	9,8%	0,0%	0,0%	100,0%
Professionally qualified	68	4	2	25	32	9	3	18	1	0	162
	42,0%	2,5%	1,2%	15,4%	19,8%	5,6%	1,9%	11,1%	0,6%	0,0%	100,0%
Skilled	108	12	5	31	105	21	11	48	1	1	343
	31,5%	3,5%	1,5%	9,0%	30,6%	6,1%	3,2%	14,0%	0,3%	0,3%	100,0%
Semi-skilled	176	18	19	21	167	28	10	22	1	2	464
	37,9%	3,9%	4,1%	4,5%	36,0%	6,0%	2,2%	4,7%	0,2%	0,4%	100,0%
Unskilled	584	320	2	3	330	195	4	1	0	0	1 439
	40,6%	22,2%	0,1%	0,2%	22,9%	13,6%	0,3%	0,1%	0,0%	0,0%	100,0%
TOTAL PERMANENT	953	360	32	112	642	255	29	97	3	3	2486
	38,3%	14,5%	1,3%	4,5%	25,8%	10,3%	1,2%	3,9%	0,1%	0,1%	100,0%
Temporary employees	26	7	1	1	22	3	1	0	0	0	61
	42,6%	11,5%	1,6%	1,6%	36,1%	4,9%	1,6%	0,0%	0,0%	0,0%	100,0%
GRAND TOTAL	979	367	33	113	664	258	30	97	3	3	2 547

CONSTRUCTION

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	838	339	333	3 111	374	138	158	346	112	18	5 767
	14,5%	5,9%	5,8%	53,9%	6,5%	2,4%	2,7%	6,0%	1,9%	0,3%	100,0%
Senior Management	1 953	637	510	4 078	880	222	221	1 142	206	49	9 898
	19,7%	6,4%	5,2%	41,2%	8,9%	2,2%	2,2%	11,5%	2,1%	0,5%	100,0%
Professionally qualified	7 580	1 721	1 062	7 595	3 492	489	456	2 443	630	111	25 579
	29,6%	6,7%	4,2%	29,7%	13,7%	1,9%	1,8%	9,6%	2,5%	0,4%	100,0%
Skilled	37 053	5 111	1 475	8 439	12 464	1 680	886	4 198	1 828	142	73 276
	50,6%	7,0%	2,0%	11,5%	17,0%	2,3%	1,2%	5,7%	2,5%	0,2%	100,0%
Semi-skilled	53 641	4 770	471	2 132	11 789	1 301	409	1 994	2 061	108	78 676
	68,2%	6,1%	0,6%	2,7%	15,0%	1,7%	0,5%	2,5%	2,6%	0,1%	100,0%
Unskilled	43 032	3 435	133	498	14 700	1 129	33	116	1 919	161	65 156
	66,0%	5,3%	0,2%	0,8%	22,6%	1,7%	0,1%	0,2%	2,9%	0,2%	100,0%
TOTAL PERMANENT	144 097	16 013	3 984	25 853	43 699	4 959	2 163	10 239	6 756	589	258 352
	55,8%	6,2%	1,5%	10,0%	16,9%	1,9%	0,8%	4,0%	2,6%	0,2%	100,0%
Temporary employees	25 670	2 912	145	1 095	12 562	830	51	280	716	80	44 341
	57,9%	6,6%	0,3%	2,5%	28,3%	1,9%	0,1%	0,6%	1,6%	0,2%	100,0%
GRAND TOTAL	169 767	18 925	4 129	26 948	56 261	5 789	2 214	10 519	7 472	669	302 693

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	12	11	16	45	7	6	5	3	0	0	105
	11,4%	10,5%	15,2%	42,9%	6,7%	5,7%	4,8%	2,9%	0,0%	0,0%	100,0%
Senior Management	16	14	15	38	7	3	5	13	0	0	111
	14,4%	12,6%	13,5%	34,2%	6,3%	2,7%	4,5%	11,7%	0,0%	0,0%	100,0%
Professionally qualified	87	17	15	82	30	5	7	18	1	0	262
	33,2%	6,5%	5,7%	31,3%	11,5%	1,9%	2,7%	6,9%	0,4%	0,0%	100,0%
Skilled	273	50	14	113	119	17	14	53	7	0	660
	41,4%	7,6%	2,1%	17,1%	18,0%	2,6%	2,1%	8,0%	1,1%	0,0%	100,0%
Semi-skilled	364	37	6	38	225	17	12	32	5	0	736
	49,5%	5,0%	0,8%	5,2%	30,6%	2,3%	1,6%	4,3%	0,7%	0,0%	100,0%
Unskilled	267	24	2	6	185	9	1	4	5	0	503
	53,1%	4,8%	0,4%	1,2%	36,8%	1,8%	0,2%	0,8%	1,0%	0,0%	100,0%
TOTAL PERMANENT	1 019	153	68	322	573	57	44	123	18	0	2 377
	42,9%	6,4%	2,9%	13,5%	24,1%	2,4%	1,9%	5,2%	0,8%	0,0%	100,0%
Temporary employees	124	14	5	6	89	16	3	3	1	0	261
	47,5%	5,4%	1,9%	2,3%	34,1%	6,1%	1,1%	1,1%	0,4%	0,0%	100,0%
GRAND TOTAL	1 143	167	73	328	662	73	47	126	19	0	2 638

EDUCATION

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	150	45	63	402	105	43	40	389	30	20	1 287
	11,7%	3,5%	4,9%	31,2%	8,2%	3,3%	3,1%	30,2%	2,3%	1,6%	100,0%
Senior Management	669	171	166	1 013	451	162	184	1 501	184	90	4 591
	14,6%	3,7%	3,6%	22,1%	9,8%	3,5%	4,0%	32,7%	4,0%	2,0%	100,0%
Professionally qualified	18 800	3 171	1 103	7 602	23 301	3 185	1 755	15 428	1 803	882	77 030
	24,4%	4,1%	1,4%	9,9%	30,2%	4,1%	2,3%	20,0%	2,3%	1,1%	100,0%
Skilled	45 949	7 521	1 366	8 439	10 742	15 118	3 676	29 585	2 392	1 655	223 127
	20,6%	3,4%	0,6%	3,8%	48,1%	6,8%	1,6%	13,3%	1,1%	0,7%	100,0%
Semi-skilled	17 555	4 375	246	1 509	26 629	12 199	713	7 534	293	321	71 374
	24,6%	6,1%	0,3%	2,1%	37,3%	17,1%	1,0%	10,6%	0,4%	0,4%	100,0%
Unskilled	16 726	3 249	42	514	21 200	3 709	49	615	252	164	46 520
	36,0%	7,0%	0,1%	1,1%	45,6%	8,0%	0,1%	1,3%	0,5%	0,4%	100,0%
TOTAL PERMANENT	99 849	18 532	2 986	19 479	179 112	34 416	6 417	55 052	4 954	3 132	423 929
	23,6%	4,4%	0,7%	4,6%	42,3%	8,1%	1,5%	13,0%	1,2%	0,7%	100,0%
Temporary employees	18 869	898	612	3 221	36 283	1 658	937	5 758	2 218	1 220	71 674
	26,3%	1,3%	0,9%	4,5%	50,6%	2,3%	1,3%	8,0%	3,1%	1,7%	100,0%
GRAND TOTAL	118 718	19 430	3 598	22 700	215 395	36 074	7 354	60 810	7 172	4 352	495 603

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	1	1	1	6	1	1	2	3	0	0	16
	6,3%	6,3%	6,3%	37,5%	6,3%	6,3%	12,5%	18,8%	0,0%	0,0%	100,0%
Senior Management	7	1	2	19	4	0	3	24	0	0	60
	11,7%	1,7%	3,3%	31,7%	6,7%	0,0%	5,0%	40,0%	0,0%	0,0%	100,0%
Professionally qualified	231	39	39	179	289	29	28	241	12	6	1093
	21,1%	3,6%	3,6%	16,4%	26,4%	2,7%	2,6%	22,0%	1,1%	0,5%	100,0%
Skilled	409	56	39	170	966	91	67	377	13	15	2 203
	18,6%	2,5%	1,8%	7,7%	43,8%	4,1%	3,0%	17,1%	0,6%	0,7%	100,0%
Semi-skilled	180	23	5	23	188	42	4	65	1	0	531
	33,9%	4,3%	0,9%	4,3%	35,4%	7,9%	0,8%	12,2%	0,2%	0,0%	100,0%
Unskilled	334	20	1	13	268	28	1	7	1	0	673
	49,6%	3,0%	0,1%	1,9%	39,8%	4,2%	0,1%	1,0%	0,1%	0,0%	100,0%
TOTAL PERMANENT	1 162	140	87	410	1 716	191	105	717	27	21	4 576
	25,4%	3,1%	1,9%	9,0%	37,5%	4,2%	2,3%	15,7%	0,6%	0,5%	100,0%
Temporary employees	67	4	3	25	94	4	8	23	7	3	238
	28,2%	1,7%	1,3%	10,5%	39,5%	1,7%	3,4%	9,7%	2,9%	1,3%	100,0%
GRAND TOTAL	1 229	144	90	435	1 810	195	113	740	34	24	4 814

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	90	41	62	373	72	20	28	74	30	3	793
	11,3%	5,2%	7,8%	47,0%	9,1%	2,5%	3,5%	9,3%	3,8%	0,4%	100,0%
Senior Management	772	102	162	754	531	77	101	290	71	9	2 869
	26,9%	3,6%	5,6%	26,3%	18,5%	2,7%	3,5%	10,1%	2,5%	0,3%	100,0%
Professionally qualified	3 919	614	703	2 571	3 125	301	337	859	185	39	12 653
	31,0%	4,9%	5,6%	20,3%	24,7%	2,4%	2,7%	6,8%	1,5%	0,3%	100,0%
Skilled	20 030	2 589	1 057	5 724	11 577	1 217	545	2 059	290	43	45 131
	44,4%	5,7%	2,3%	12,7%	25,7%	2,7%	1,2%	4,6%	0,6%	0,1%	100,0%
Semi-skilled	225 92	2 187	325	1 170	10 261	1 027	260	1 207	300	28	39 357
	57,4%	5,6%	0,8%	3,0%	26,1%	2,6%	0,7%	3,1%	0,8%	0,1%	100,0%
Unskilled	8 759	877	50	159	4 258	126	17	29	153	20	14 448
	60,6%	6,1%	0,3%	1,1%	29,5%	0,9%	0,1%	0,2%	1,1%	0,1%	100,0%
TOTAL PERMANENT	56 162	6 410	2 359	10 751	29 824	2 768	1 288	4 518	1 029	142	115 251
	48,7%	5,6%	2,0%	9,3%	25,9%	2,4%	1,1%	3,9%	0,9%	0,1%	100,0%
Temporary employees	718	84	19	107	621	54	18	33	33	4	1 691
	42,5%	5,0%	1,1%	6,3%	36,7%	3,2%	1,1%	2,0%	2,0%	0,2%	100,0%
GRAND TOTAL	56 880	6 494	23 78	10 858	30 445	2 822	1 306	4 551	1 062	146	116 942

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	5	5	1	0	1	2	0	0	16
	6,3%	6,3%	31,3%	31,3%	6,3%	0,0%	6,3%	12,5%	0,0%	0,0%	100,0%
Senior Management	10	1	5	13	3	3	6	9	0	0	50
	20,0%	2,0%	10,0%	26,0%	6,0%	6,0%	12,0%	18,0%	0,0%	0,0%	100,0%
Professionally qualified	45	9	18	78	36	4	8	19	1	0	218
	20,6%	4,1%	8,3%	35,8%	16,5%	1,8%	3,7%	8,7%	0,5%	0,0%	100,0%
Skilled	278	47	30	278	164	21	8	71	1	0	898
	31,0%	5,2%	3,3%	31,0%	18,3%	2,3%	0,9%	7,9%	0,1%	0,0%	100,0%
Semi-skilled	394	59	10	51	174	23	4	47	2	0	764
	51,6%	7,7%	1,3%	6,7%	22,8%	3,0%	0,5%	6,2%	0,3%	0,0%	100,0%
Unskilled	88	6	2	7	57	6	2	2	0	0	170
	51,8%	3,5%	1,2%	4,1%	33,5%	3,5%	1,2%	1,2%	0,0%	0,0%	100,0%
TOTAL PERMANENT	816	123	70	432	435	57	29	150	4	0	2 116
	38,6%	5,8%	3,3%	20,4%	20,6%	2,7%	1,4%	7,1%	0,2%	0,0%	100,0%
Temporary employees	28	0	0	0	29	0	0	1	0	0	58
	48,3%	0,0%	0,0%	0,0%	50,0%	0,0%	0,0%	1,7%	0,0%	0,0%	100,0%
GRAND TOTAL	844	123	70	432	464	57	29	151	4	0	2 174

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	496	130	346	2 203	326	102	165	615	142	37	4 562
	10,9%	2,8%	7,6%	48,3%	7,1%	2,2%	3,6%	13,5%	3,1%	0,8%	100,0%
Senior Management	2 524	906	2 026	7 033	2 073	829	1 461	4 349	691	303	22 195
	11,4%	4,1%	9,1%	31,7%	9,3%	3,7%	6,6%	19,6%	3,1%	1,4%	100,0%
Professionally qualified	14 718	4 725	6 494	15 053	15 498	6 005	6 724	15 058	1 344	813	86 432
	17,0%	5,5%	7,5%	17,4%	17,9%	6,9%	7,8%	17,4%	1,6%	0,9%	100,0%
Skilled	33 748	9 522	5 864	10 913	58 878	18 839	9 225	20 088	870	715	168 662
	20,0%	5,6%	3,5%	6,5%	34,9%	11,2%	5,5%	11,9%	0,5%	0,4%	100,0%
Semi-skilled	29 596	5 619	2 779	3 360	54 756	12 434	4 767	7 376	440	323	121 450
	24,4%	4,6%	2,3%	2,8%	45,1%	10,2%	3,9%	6,1%	0,4%	0,3%	100,0%
Unskilled	6 116	691	37	98	5 510	623	54	123	253	112	13 617
	44,9%	5,1%	0,3%	0,7%	40,5%	4,6%	0,4%	0,9%	1,9%	0,8%	100,0%
TOTAL PERMANENT	87 198	21 593	17 546	38 660	137 041	38 832	22 396	47 609	3 740	2 303	416 918
	20,9%	5,2%	4,2%	9,3%	32,9%	9,3%	5,4%	11,4%	0,9%	0,6%	100,0%
Temporary employees	4 398	511	188	531	4 431	653	182	511	121	39	11 565
	38,0%	4,4%	1,6%	4,6%	38,3%	5,6%	1,6%	4,4%	1,0%	0,3%	100,0%
GRAND TOTAL	91 596	22 104	17 734	39 191	141 472	39 485	22 578	48 120	3 861	2 342	428 483

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	4	6	7	26	3	0	2	10	1	0	59
	6,8%	10,2%	11,9%	44,1%	5,1%	0,0%	3,4%	16,9%	1,7%	0,0%	100,0%
Senior Management	18	11	13	99	12	9	14	47	4	1	228
	7,9%	4,8%	5,7%	43,4%	5,3%	3,9%	6,1%	20,6%	1,8%	0,4%	100,0%
Professionally qualified	122	58	84	318	117	89	95	329	5	5	1222
	10,0%	4,7%	6,9%	26,0%	9,6%	7,3%	7,8%	26,9%	0,4%	0,4%	100,0%
Skilled	367	117	96	206	535	282	144	448	1	2	2 198
	16,7%	5,3%	4,4%	9,4%	24,3%	12,8%	6,6%	20,4%	0,0%	0,1%	100,0%
Semi-skilled	449	95	38	215	652	149	102	214	1	1	1 916
	23,4%	5,0%	2,0%	11,2%	34,0%	7,8%	5,3%	11,2%	0,1%	0,1%	100,0%
Unskilled	258	10	1	3	342	17	3	8	1	0	643
	40,1%	1,6%	0,2%	0,5%	53,2%	2,6%	0,5%	1,2%	0,2%	0,0%	100,0%
TOTAL PERMANENT	1 218	297	239	867	1 661	546	360	1 056	13	9	6 266
	19,4%	4,7%	3,8%	13,8%	26,5%	8,7%	5,7%	16,9%	0,2%	0,1%	100,0%
Temporary employees	58	4	2	3	88	5	1	4	0	1	166
	34,9%	2,4%	1,2%	1,8%	53,0%	3,0%	0,6%	2,4%	0,0%	0,6%	100,0%
GRAND TOTAL	1 276	301	241	870	1 749	551	361	1 060	13	10	6 432

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	231	71	163	1 029	168	73	144	539	44	24	2 486
	9,3%	2,9%	6,6%	41,4%	6,8%	2,9%	5,8%	21,7%	1,8%	1,0%	100,0%
Senior Management	802	172	237	956	870	294	331	1 508	94	64	5 328
	15,1%	3,2%	4,4%	17,9%	16,3%	5,5%	6,2%	28,3%	1,8%	1,2%	100,0%
Professionally qualified	12 734	1 782	2 020	4 016	35 313	6 310	4 260	9 658	745	589	77 427
	16,4%	2,3%	2,6%	5,2%	45,6%	8,1%	5,5%	12,5%	1,0%	0,8%	100,0%
Skilled	24 934	3 827	1 936	3 292	73 771	13 446	5 692	16 448	664	1 011	145 021
	17,2%	2,6%	1,3%	2,3%	50,9%	9,3%	3,9%	11,3%	0,5%	0,7%	100,0%
Semi-skilled	44 919	6 040	1 800	1 953	104 181	15 174	3 507	8 165	602	657	186 998
	24,0%	3,2%	1,0%	1,0%	55,7%	8,1%	1,9%	4,4%	0,3%	0,4%	100,0%
Unskilled	14 370	1 901	219	394	29 357	3 901	271	438	201	154	51 206
	28,1%	3,7%	0,4%	0,8%	57,3%	7,6%	0,5%	0,9%	0,4%	0,3%	100,0%
TOTAL PERMANENT	97 990	13 793	6 375	11 640	243 660	39 198	14 205	36 756	2 350	2 499	468 466
	20,9%	2,9%	1,4%	2,5%	52,0%	8,4%	3,0%	7,8%	0,5%	0,5%	100,0%
Temporary employees	13 603	1 209	696	1 212	61 160	4 909	1 369	3 097	343	367	87 965
	15,5%	1,4%	0,8%	1,4%	69,5%	5,6%	1,6%	3,5%	0,4%	0,4%	100,0%
GRAND TOTAL	111 593	15 002	7 071	12 852	304 820	44 107	15 574	39 853	2 693	2 866	556 431

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	4	0	2	11	4	3	1	9	0	0	34
	11,8%	0,0%	5,9%	32,4%	11,8%	8,8%	2,9%	26,5%	0,0%	0,0%	100,0%
Senior Management	10	3	4	10	11	3	1	21	1	1	65
	15,4%	4,6%	6,2%	15,4%	16,9%	4,6%	1,5%	32,3%	1,5%	1,5%	100,0%
Professionally qualified	71	16	13	38	120	38	24	102	2	2	426
	16,7%	3,8%	3,1%	8,9%	28,2%	8,9%	5,6%	23,9%	0,5%	0,5%	100,0%
Skilled	262	45	33	107	329	79	47	294	5	3	1 204
	21,8%	3,7%	2,7%	8,9%	27,3%	6,6%	3,9%	24,4%	0,4%	0,2%	100,0%
Semi-skilled	461	85	49	88	592	127	61	244	1	1	1 709
	27,0%	5,0%	2,9%	5,1%	34,6%	7,4%	3,6%	14,3%	0,1%	0,1%	100,0%
Unskilled	310	35	5	109	297	50	7	68	0	0	881
	35,2%	4,0%	0,6%	12,4%	33,7%	5,7%	0,8%	7,7%	0,0%	0,0%	100,0%
TOTAL PERMANENT	1 118	184	106	363	1 353	300	141	738	9	7	4 319
	25,9%	4,3%	2,5%	8,4%	31,3%	6,9%	3,3%	17,1%	0,2%	0,2%	100,0%
Temporary employees	159	17	1	6	174	19	3	16	10	6	411
	38,7%	4,1%	0,2%	1,5%	42,3%	4,6%	0,7%	3,9%	2,4%	1,5%	100,0%
GRAND TOTAL	1 277	201	107	369	1 527	319	144	754	19	13	4 730

INFORMATION AND COMMUNICATION

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	357	140	356	2 252	250	110	197	586	142	32	4 422
	8,1%	3,2%	8,1%	50,9%	5,7%	2,5%	4,5%	13,3%	3,2%	0,7%	100,0%
Senior Management	1 135	487	961	3 929	823	358	500	2 005	408	125	10 731
	10,6%	4,5%	9,0%	36,6%	7,7%	3,3%	4,7%	18,7%	3,8%	1,2%	100,0%
Professionally qualified	6 140	2 478	3 062	12 340	4 312	1 516	1 584	6 002	1 861	452	39 747
	15,4%	6,2%	7,7%	31,0%	10,8%	3,8%	4,0%	15,1%	4,7%	1,1%	100,0%
Skilled	22 807	7 119	5 300	16 215	17 188	4 886	3 208	9 243	1 811	649	88 426
	25,8%	8,1%	6,0%	18,3%	19,4%	5,5%	3,6%	10,5%	2,0%	0,7%	100,0%
Semi-skilled	21 570	5 902	2 465	3 331	25 095	6 306	2 558	3 753	1 233	690	72 903
	29,6%	8,1%	3,4%	4,6%	34,4%	8,6%	3,5%	5,1%	1,7%	0,9%	100,0%
Unskilled	6 226	874	147	222	6 219	891	88	91	673	160	15 591
	39,9%	5,6%	0,9%	1,4%	39,9%	5,7%	0,6%	0,6%	4,3%	1,0%	100,0%
TOTAL PERMANENT	58 235	17 000	12 291	38 289	53 887	14 067	8 135	21 680	6 128	2 108	231 820
	25,1%	7,3%	5,3%	16,5%	23,2%	6,1%	3,5%	9,4%	2,6%	0,9%	100,0%
Temporary employees	3 291	609	277	766	3 865	547	172	411	178	95	10 211
	32,2%	6,0%	2,7%	7,5%	37,9%	5,4%	1,7%	4,0%	1,7%	0,9%	100,0%
GRAND TOTAL	61 526	17 609	12 568	39 055	57 752	14 614	8 307	22 091	6 306	2 203	242 031

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	8	5	6	22	5	4	3	6	4	0	63
	12,7%	7,9%	9,5%	34,9%	7,9%	6,3%	4,8%	9,5%	6,3%	0,0%	100,0%
Senior Management	11	15	8	40	9	12	9	14	1	0	119
	9,2%	12,6%	6,7%	33,6%	7,6%	10,1%	7,6%	11,8%	0,8%	0,0%	100,0%
Professionally qualified	44	30	41	144	22	23	16	80	9	1	410
	10,7%	7,3%	10,0%	35,1%	5,4%	5,6%	3,9%	19,5%	2,2%	0,2%	100,0%
Skilled	237	66	74	329	212	60	40	139	12	2	1 171
	20,2%	5,6%	6,3%	28,1%	18,1%	5,1%	3,4%	11,9%	1,0%	0,2%	100,0%
Semi-skilled	356	37	37	52	453	64	27	48	3	0	1 077
	33,1%	3,4%	3,4%	4,8%	42,1%	5,9%	2,5%	4,5%	0,3%	0,0%	100,0%
Unskilled	244	22	8	5	265	22	10	2	3	1	582
	41,9%	3,8%	1,4%	0,9%	45,5%	3,8%	1,7%	0,3%	0,5%	0,2%	100,0%
TOTAL PERMANENT	900	175	174	592	966	185	105	289	32	4	3 422
	26,3%	5,1%	5,1%	17,3%	28,2%	5,4%	3,1%	8,4%	0,9%	0,1%	100,0%
Temporary employees	211	35	7	6	285	37	6	1	0	0	588
	35,9%	6,0%	1,2%	1,0%	48,5%	6,3%	1,0%	0,2%	0,0%	0,0%	100,0%
GRAND TOTAL	1 111	210	181	598	1 251	222	111	290	32	4	4 010

MANUFACTURING

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	551	370	1 027	5 959	369	194	378	1 118	448	44	10 458
	5,3%	3,5%	9,8%	57,0%	3,5%	1,9%	3,6%	10,7%	4,3%	0,4%	100,0%
Senior Management	2 278	1 218	2 208	9 834	1 166	667	1 036	3 567	639	148	22 761
	10,0%	5,4%	9,7%	43,2%	5,1%	2,9%	4,6%	15,7%	2,8%	0,7%	100,0%
Professionally qualified	10 344	4 137	5 311	20 018	5 878	2 344	2 725	8 777	1 271	302	61 107
	16,9%	6,8%	8,7%	32,8%	9,6%	3,8%	4,5%	14,4%	2,1%	0,5%	100,0%
Skilled	71 404	19 782	12 057	35 563	28 377	10 402	6 071	17 352	4 009	653	205 670
	34,7%	9,6%	5,9%	17,3%	13,8%	5,1%	3,0%	8,4%	1,9%	0,3%	100,0%
Semi-skilled	164 216	29 037	7 663	11 861	66 503	20 284	4 660	8 394	5 221	842	318 681
	51,5%	9,1%	2,4%	3,7%	20,9%	6,4%	1,5%	2,6%	1,6%	0,3%	100,0%
Unskilled	100 958	13 249	2 139	1 941	55 919	11 005	937	444	3 226	952	190 770
	52,9%	6,9%	1,1%	1,0%	29,3%	5,8%	0,5%	0,2%	1,7%	0,5%	100,0%
TOTAL PERMANENT	349 751	67 793	30 405	85 176	158 212	44 896	15 807	39 652	14 814	2 941	809 447
	43,2%	8,4%	3,8%	10,5%	19,5%	5,5%	2,0%	4,9%	1,8%	0,4%	100,0%
Temporary employees	19 283	3 634	709	1 777	15 539	3 394	341	656	548	806	46 687
	41,3%	7,8%	1,5%	3,8%	33,3%	7,3%	0,7%	1,4%	1,2%	1,7%	100,0%
GRAND TOTAL	369 034	71 427	31 114	86 953	173 751	48 290	16 148	40 308	15 362	3 747	856 134

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	13	11	32	89	9	5	8	15	5	0	187
	7,0%	5,9%	17,1%	47,6%	4,8%	2,7%	4,3%	8,0%	2,7%	0,0%	100,0%
Senior Management	21	24	33	148	11	14	16	57	1	1	326
	6,4%	7,4%	10,1%	45,4%	3,4%	4,3%	4,9%	17,5%	0,3%	0,3%	100,0%
Professionally qualified	91	59	69	270	39	26	28	114	3	3	702
	13,0%	8,4%	9,8%	38,5%	5,6%	3,7%	4,0%	16,2%	0,4%	0,4%	100,0%
Skilled	786	285	202	617	380	159	72	255	28	3	2 787
	28,2%	10,2%	7,2%	22,1%	13,6%	5,7%	2,6%	9,1%	1,0%	0,1%	100,0%
Semi-skilled	1 755	390	134	245	1 127	275	72	128	28	4	4 158
	42,2%	9,4%	3,2%	5,9%	27,1%	6,6%	1,7%	3,1%	0,7%	0,1%	100,0%
Unskilled	1 368	219	74	61	1 284	203	31	10	19	8	3 277
	41,7%	6,7%	2,3%	1,9%	39,2%	6,2%	0,9%	0,3%	0,6%	0,2%	100,0%
TOTAL PERMANENT	4 034	988	544	1 430	2 850	682	227	579	84	19	11 437
	35,3%	8,6%	4,8%	12,5%	24,9%	6,0%	2,0%	5,1%	0,7%	0,2%	100,0%
Temporary employees	456	60	18	16	561	55	9	8	1	0	1 184
	38,5%	5,1%	1,5%	1,4%	47,4%	4,6%	0,8%	0,7%	0,1%	0,0%	100,0%
GRAND TOTAL	4 490	1 048	562	1 446	3 411	737	236	587	85	19	12 621

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	340	39	37	792	136	20	29	124	57	6	1 580
	21,5%	2,5%	2,3%	50,1%	8,6%	1,3%	1,8%	7,8%	3,6%	0,4%	100,0%
Senior Management	1 128	136	190	2 397	400	42	97	480	135	30	5 035
	22,4%	2,7%	3,8%	47,6%	7,9%	0,8%	1,9%	9,5%	2,7%	0,6%	100,0%
Professionally qualified	5 679	607	416	6 491	2 447	243	274	1 807	382	82	18 428
	30,8%	3,3%	2,3%	35,2%	13,3%	1,3%	1,5%	9,8%	2,1%	0,4%	100,0%
Skilled	42 480	3 342	500	16 585	10 729	919	307	3 996	3 138	110	82 106
	51,7%	4,1%	0,6%	20,2%	13,1%	1,1%	0,4%	4,9%	3,8%	0,1%	100,0%
Semi-skilled	122 937	3 921	100	2 650	20 089	1 062	101	1 471	21 378	225	173 934
	70,7%	2,3%	0,1%	1,5%	11,5%	0,6%	0,1%	0,8%	12,3%	0,1%	100,0%
Unskilled	61 709	764	27	586	15 262	241	15	82	10 259	1 052	89 997
	68,6%	0,8%	0,0%	0,7%	17,0%	0,3%	0,0%	0,1%	11,4%	1,2%	100,0%
TOTAL PERMANENT	234 273	8 809	1 270	29 501	49 063	2 527	823	7 960	35 349	1 505	371 080
	63,1%	2,4%	0,3%	8,0%	13,2%	0,7%	0,2%	2,1%	9,5%	0,4%	100,0%
Temporary employees	4 806	185	40	514	2 769	103	27	136	107	15	8 702
	55,2%	2,1%	0,5%	5,9%	31,8%	1,2%	0,3%	1,6%	1,2%	0,2%	100,0%
GRAND TOTAL	239 079	8 994	1 310	30 015	51 832	2 630	850	8 096	35 456	1 520	379 782

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	8	1	0	9	4	1	1	2	0	0	26
	30,8%	3,8%	0,0%	34,6%	15,4%	3,8%	3,8%	7,7%	0,0%	0,0%	100,0%
Senior Management	6	2	0	29	3	1	2	4	1	0	48
	12,5%	4,2%	0,0%	60,4%	6,3%	2,1%	4,2%	8,3%	2,1%	0,0%	100,0%
Professionally qualified	28	3	3	76	8	3	1	16	3	1	142
	19,7%	2,1%	2,1%	53,5%	5,6%	2,1%	0,7%	11,3%	2,1%	0,7%	100,0%
Skilled	258	28	3	232	59	6	1	42	26	0	655
	39,4%	4,3%	0,5%	35,4%	9,0%	0,9%	0,2%	6,4%	4,0%	0,0%	100,0%
Semi-skilled	990	24	4	46	178	18	4	30	458	0	1 752
	56,5%	1,4%	0,2%	2,6%	10,2%	1,0%	0,2%	1,7%	26,1%	0,0%	100,0%
Unskilled	1005	17	4	2	203	17	3	3	217	0	1 471
	68,3%	1,2%	0,3%	0,1%	13,8%	1,2%	0,2%	0,2%	14,8%	0,0%	100,0%
TOTAL PERMANENT	2 295	75	14	394	455	46	12	97	705	1	4 094
	56,1%	1,8%	0,3%	9,6%	11,1%	1,1%	0,3%	2,4%	17,2%	0,0%	100,0%
Temporary employees	103	8	3	0	169	5	0	0	1	0	289
	35,6%	2,8%	1,0%	0,0%	58,5%	1,7%	0,0%	0,0%	0,3%	0,0%	100,0%
GRAND TOTAL	2 398	83	17	394	624	51	12	97	706	1	4 383

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	277	74	143	1 292	189	70	128	545	86	25	2 829
	9,8%	2,6%	5,1%	45,7%	6,7%	2,5%	4,5%	19,3%	3,0%	0,9%	100,0%
Senior Management	569	179	329	1 811	395	182	254	1 314	155	78	5 266
	10,8%	3,4%	6,2%	34,4%	7,5%	3,5%	4,8%	25,0%	2,9%	1,5%	100,0%
Professionally qualified	3 064	749	938	4 763	2 726	779	952	4 069	518	246	18 804
	16,3%	4,0%	5,0%	25,3%	14,5%	4,1%	5,1%	21,6%	2,8%	1,3%	100,0%
Skilled	6 495	1 549	1 029	3 477	7 762	2 085	1 504	5 226	296	229	29 652
	21,9%	5,2%	3,5%	11,7%	26,2%	7,0%	5,1%	17,6%	1,0%	0,8%	100,0%
Semi-skilled	7 344	1 393	449	785	8 108	2 435	828	2 443	140	94	24 019
	30,6%	5,8%	1,9%	3,3%	33,8%	10,1%	3,4%	10,2%	0,6%	0,4%	100,0%
Unskilled	5 177	679	68	126	3 140	408	49	120	116	60	9 943
	52,1%	6,8%	0,7%	1,3%	31,6%	4,1%	0,5%	1,2%	1,2%	0,6%	100,0%
TOTAL PERMANENT	22 926	4 623	2 956	12 254	22 320	5 959	3 715	13 717	1 311	732	90 513
	25,3%	5,1%	3,3%	13,5%	24,7%	6,6%	4,1%	15,2%	1,4%	0,8%	100,0%
Temporary employees	1 619	406	52	177	1 465	471	83	220	33	31	4 557
	35,5%	8,9%	1,1%	3,9%	32,1%	10,3%	1,8%	4,8%	0,7%	0,7%	100,0%
GRAND TOTAL	24 545	5 029	3 008	12 431	23 785	6 430	3 798	13 937	1 344	763	95 070

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	5	0	3	13	3	2	4	7	2	1	40
	12,5%	0,0%	7,5%	32,5%	7,5%	5,0%	10,0%	17,5%	5,0%	2,5%	100,0%
Senior Management	3	2	8	20	5	5	3	16	2	0	64
	4,7%	3,1%	12,5%	31,3%	7,8%	7,8%	4,7%	25,0%	3,1%	0,0%	100,0%
Professionally qualified	42	7	9	47	19	7	14	36	3	0	184
	22,8%	3,8%	4,9%	25,5%	10,3%	3,8%	7,6%	19,6%	1,6%	0,0%	100,0%
Skilled	64	14	8	47	84	11	13	45	2	0	288
	22,2%	4,9%	2,8%	16,3%	29,2%	3,8%	4,5%	15,6%	0,7%	0,0%	100,0%
Semi-skilled	127	16	3	8	164	28	14	24	2	2	388
	32,7%	4,1%	0,8%	2,1%	42,3%	7,2%	3,6%	6,2%	0,5%	0,5%	100,0%
Unskilled	197	22	6	4	171	22	2	3	0	1	428
	46,0%	5,1%	1,4%	0,9%	40,0%	5,1%	0,5%	0,7%	0,0%	0,2%	100,0%
TOTAL PERMANENT	438	61	37	139	446	75	50	131	11	4	1 392
	31,5%	4,4%	2,7%	10,0%	32,0%	5,4%	3,6%	9,4%	0,8%	0,3%	100,0%
Temporary employees	44	15	0	0	55	14	1	1	0	0	130
	33,8%	11,5%	0,0%	0,0%	42,3%	10,8%	0,8%	0,8%	0,0%	0,0%	100,0%
GRAND TOTAL	482	76	37	139	501	89	51	132	11	4	1 522

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	498	87	49	167	226	37	26	47	1	1	1 139
	43,7%	7,6%	4,3%	14,7%	19,8%	3,2%	2,3%	4,1%	0,1%	0,1%	100,0%
Senior Management	2 226	305	302	738	1 588	156	157	349	16	5	5 842
	38,1%	5,2%	5,2%	12,6%	27,2%	2,7%	2,7%	6,0%	0,3%	0,1%	100,0%
Professionally qualified	17 535	3 291	1 580	6 196	19 888	2 027	1 469	4 062	484	309	56 841
	30,8%	5,8%	2,8%	10,9%	35,0%	3,6%	2,6%	7,1%	0,9%	0,5%	100,0%
Skilled	93 388	14 914	4 033	11 807	60 549	7 921	2 011	8 017	120	104	202 864
	46,0%	7,4%	2,0%	5,8%	29,8%	3,9%	1,0%	4,0%	0,1%	0,1%	100,0%
Semi-skilled	139 408	14 025	2 265	2 560	100 333	11 169	1 565	3 124	125	26	274 600
	50,8%	5,1%	0,8%	0,9%	36,5%	4,1%	0,6%	1,1%	0,0%	0,0%	100,0%
Unskilled	21 500	5 012	338	183	25 567	2 414	110	114	30	15	55 283
	38,9%	9,1%	0,6%	0,3%	46,2%	4,4%	0,2%	0,2%	0,1%	0,0%	100,0%
TOTAL PERMANENT	274 555	37 634	8 567	21 651	208 151	23 724	5 338	15 713	776	460	596 569
	46,0%	6,3%	1,4%	3,6%	34,9%	4,0%	0,9%	2,6%	0,1%	0,1%	100,0%
Temporary employees	7 892	734	104	333	10 460	747	104	342	100	37	20 853
	37,8%	3,5%	0,5%	1,6%	50,2%	3,6%	0,5%	1,6%	0,5%	0,2%	100,0%
GRAND TOTAL	282 447	38 368	8 671	21 984	218 611	24 471	5 442	16 055	876	497	617 422

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	6	8	1	0	0	0	0	22
	18,2%	4,5%	9,1%	27,3%	36,4%	4,5%	0,0%	0,0%	0,0%	0,0%	100,0%
Senior Management	27	7	9	27	15	6	5	12	0	1	109
	24,8%	6,4%	8,3%	24,8%	13,8%	5,5%	4,6%	11,0%	0,0%	0,9%	100,0%
Professionally qualified	183	69	31	186	273	43	27	132	2	4	950
	19,3%	7,3%	3,3%	19,6%	28,7%	4,5%	2,8%	13,9%	0,2%	0,4%	100,0%
Skilled	894	290	87	707	655	177	42	452	4	0	3 308
	27,0%	8,8%	2,6%	21,4%	19,8%	5,4%	1,3%	13,7%	0,1%	0,0%	100,0%
Semi-skilled	2402	243	64	115	2135	195	33	157	0	0	5344
	44,9%	4,5%	1,2%	2,2%	40,0%	3,6%	0,6%	2,9%	0,0%	0,0%	100,0%
Unskilled	276	143	7	12	421	40	4	8	0	0	911
	30,3%	15,7%	0,8%	1,3%	46,2%	4,4%	0,4%	0,9%	0,0%	0,0%	100,0%
TOTAL PERMANENT	3 786	753	200	1 053	3 507	462	111	761	6	5	10 644
	35,6%	7,1%	1,9%	9,9%	32,9%	4,3%	1,0%	7,1%	0,1%	0,0%	100,0%
Temporary employees	15	1	0	0	14	2	0	1	0	0	33
	45,5%	3,0%	0,0%	0,0%	42,4%	6,1%	0,0%	3,0%	0,0%	0,0%	100,0%
GRAND TOTAL	3 801	754	200	1 053	3 521	464	111	762	6	5	10 677

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	34	11	19	252	16	8	12	68	3	2	425
	8,0%	2,6%	4,5%	59,3%	3,8%	1,9%	2,8%	16,0%	0,7%	0,5%	100,0%
Senior Management	88	15	38	350	49	38	42	279	11	11	921
	9,6%	1,6%	4,1%	38,0%	5,3%	4,1%	4,6%	30,3%	1,2%	1,2%	100,0%
Professionally qualified	286	81	94	605	269	114	137	532	38	14	2170
	13,2%	3,7%	4,3%	27,9%	12,4%	5,3%	6,3%	24,5%	1,8%	0,6%	100,0%
Skilled	1 034	192	167	726	807	358	217	1 232	103	45	4 881
	21,2%	3,9%	3,4%	14,9%	16,5%	7,3%	4,4%	25,2%	2,1%	0,9%	100,0%
Semi-skilled	1 828	288	87	216	1 479	462	257	684	143	39	5 483
	33,3%	5,3%	1,6%	3,9%	27,0%	8,4%	4,7%	12,5%	2,6%	0,7%	100,0%
Unskilled	1 566	84	6	20	2 171	86	19	54	98	65	4 169
	37,6%	2,0%	0,1%	0,5%	52,1%	2,1%	0,5%	1,3%	2,4%	1,6%	100,0%
TOTAL PERMANENT	4 836	671	411	2 169	4 791	1 066	684	2 849	396	176	18 049
	26,8%	3,7%	2,3%	12,0%	26,5%	5,9%	3,8%	15,8%	2,2%	1,0%	100,0%
Temporary employees	346	9	5	25	553	23	8	27	1	4	1 001
	34,6%	0,9%	0,5%	2,5%	55,2%	2,3%	0,8%	2,7%	0,1%	0,4%	100,0%
GRAND TOTAL	5 182	680	416	2 194	5 344	1 089	692	2 876	397	180	19 050

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	0	0	0	0	0	0	0	1	0	0	1
	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	100,0%	0,0%	0,0%	100,0%
Senior Management	0	1	0	1	0	0	0	3	0	0	5
	0,0%	20,0%	0,0%	20,0%	0,0%	0,0%	0,0%	60,0%	0,0%	0,0%	100,0%
Professionally qualified	2	1	3	10	1	0	1	3	0	0	21
	9,5%	4,8%	14,3%	47,6%	4,8%	0,0%	4,8%	14,3%	0,0%	0,0%	100,0%
Skilled	7	3	1	6	6	4	2	6	0	0	35
	20,0%	8,6%	2,9%	17,1%	17,1%	11,4%	5,7%	17,1%	0,0%	0,0%	100,0%
Semi-skilled	4	6	4	5	13	3	5	10	0	0	50
	8,0%	12,0%	8,0%	10,0%	26,0%	6,0%	10,0%	20,0%	0,0%	0,0%	100,0%
Unskilled	17	2	0	1	15	4	1	1	0	0	41
	41,5%	4,9%	0,0%	2,4%	36,6%	9,8%	2,4%	2,4%	0,0%	0,0%	100,0%
TOTAL PERMANENT	30	13	8	23	35	11	9	24	0	0	153
	19,6%	8,5%	5,2%	15,0%	22,9%	7,2%	5,9%	15,7%	0,0%	0,0%	100,0%
Temporary employees	13	0	0	0	11	0	0	1	0	0	25
	52,0%	0,0%	0,0%	0,0%	44,0%	0,0%	0,0%	4,0%	0,0%	0,0%	100,0%
GRAND TOTAL	43	13	8	23	46	11	9	25	0	0	178

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	298	114	373	1 555	177	75	156	393	89	12	3 242
	9,2%	3,5%	11,5%	48,0%	5,5%	2,3%	4,8%	12,1%	2,7%	0,4%	100,0%
Senior Management	1 112	396	789	2 530	591	227	422	1 219	110	33	7 429
	15,0%	5,3%	10,6%	34,1%	8,0%	3,1%	5,7%	16,4%	1,5%	0,4%	100,0%
Professionally qualified	7 483	1 689	1 979	6 498	3 899	1 080	1 183	3 393	338	97	27 639
	27,1%	6,1%	7,2%	23,5%	14,1%	3,9%	4,3%	12,3%	1,2%	0,4%	100,0%
Skilled	42 937	7 583	4 493	12 243	19 613	4 324	2 516	7 186	2 179	202	103 276
	41,6%	7,3%	4,4%	11,9%	19,0%	4,2%	2,4%	7,0%	2,1%	0,2%	100,0%
Semi-skilled	81 908	9 978	3 107	4 669	35 306	5 178	1 769	4 363	2 308	208	148 794
	55,0%	6,7%	2,1%	3,1%	23,7%	3,5%	1,2%	2,9%	1,6%	0,1%	100,0%
Unskilled	28 162	2 966	287	557	9 946	852	82	147	616	121	43 736
	64,4%	6,8%	0,7%	1,3%	22,7%	1,9%	0,2%	0,3%	1,4%	0,3%	100,0%
TOTAL PERMANENT	161 900	22 726	11 028	28 052	69 532	11 736	6 128	16 701	5 640	673	334 116
	48,5%	6,8%	3,3%	8,4%	20,8%	3,5%	1,8%	5,0%	1,7%	0,2%	100,0%
Temporary employees	5 557	432	177	326	2 443	187	88	191	109	17	9 527
	58,3%	4,5%	1,9%	3,4%	25,6%	2,0%	0,9%	2,0%	1,1%	0,2%	100,0%
GRAND TOTAL	167 457	23 158	11 205	28 378	71 975	11 923	6 216	16 892	5 749	690	343 643

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	10	4	7	20	2	2	6	3	0	0	54
	18,5%	7,4%	13,0%	37,0%	3,7%	3,7%	11,1%	5,6%	0,0%	0,0%	100,0%
Senior Management	17	8	19	36	12	5	9	31	0	0	137
	12,4%	5,8%	13,9%	26,3%	8,8%	3,6%	6,6%	22,6%	0,0%	0,0%	100,0%
Professionally qualified	62	33	31	121	38	18	14	59	2	1	379
	16,4%	8,7%	8,2%	31,9%	10,0%	4,7%	3,7%	15,6%	0,5%	0,3%	100,0%
Skilled	500	74	66	274	484	64	34	112	5	3	1 616
	30,9%	4,6%	4,1%	17,0%	30,0%	4,0%	2,1%	6,9%	0,3%	0,2%	100,0%
Semi-skilled	703	110	53	81	623	73	19	71	1	0	1 734
	40,5%	6,3%	3,1%	4,7%	35,9%	4,2%	1,1%	4,1%	0,1%	0,0%	100,0%
Unskilled	217	26	4	14	308	32	4	3	0	0	608
	35,7%	4,3%	0,7%	2,3%	50,7%	5,3%	0,7%	0,5%	0,0%	0,0%	100,0%
TOTAL PERMANENT	1 509	255	180	546	1 467	194	86	279	8	4	4 528
	33,3%	5,6%	4,0%	12,1%	32,4%	4,3%	1,9%	6,2%	0,2%	0,1%	100,0%
Temporary employees	139	7	3	0	217	14	3	4	1	0	388
	35,8%	1,8%	0,8%	0,0%	55,9%	3,6%	0,8%	1,0%	0,3%	0,0%	100,0%
GRAND TOTAL	1 648	262	183	546	1 684	208	89	283	9	4	4 916

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	214	40	14	157	113	15	7	46	3	0	609
	35,1%	6,6%	2,3%	25,8%	18,6%	2,5%	1,1%	7,6%	0,5%	0,0%	100,0%
Senior Management	741	124	79	344	411	49	31	178	15	2	1 974
	37,5%	6,3%	4,0%	17,4%	20,8%	2,5%	1,6%	9,0%	0,8%	0,1%	100,0%
Professionally qualified	2 945	419	167	798	2 275	300	141	460	44	12	7 561
	38,9%	5,5%	2,2%	10,6%	30,1%	4,0%	1,9%	6,1%	0,6%	0,2%	100,0%
Skilled	7 691	1 109	258	990	5 950	975	226	782	97	19	18 097
	42,5%	6,1%	1,4%	5,5%	32,9%	5,4%	1,2%	4,3%	0,5%	0,1%	100,0%
Semi-skilled	14 539	1 785	153	322	9 970	949	144	368	185	45	28 460
	51,1%	6,3%	0,5%	1,1%	35,0%	3,3%	0,5%	1,3%	0,7%	0,2%	100,0%
Unskilled	16 139	1 503	38	78	11 988	583	12	21	198	79	30 639
	52,7%	4,9%	0,1%	0,3%	39,1%	1,9%	0,0%	0,1%	0,6%	0,3%	100,0%
TOTAL PERMANENT	42 269	4 980	709	2 689	30 707	2 871	561	1 855	542	157	87 340
	48,4%	5,7%	0,8%	3,1%	35,2%	3,3%	0,6%	2,1%	0,6%	0,2%	100,0%
Temporary employees	3 109	298	15	60	2 302	201	22	51	84	12	6 154
	50,5%	4,8%	0,2%	1,0%	37,4%	3,3%	0,4%	0,8%	1,4%	0,2%	100,0%
GRAND TOTAL	45 378	5 278	724	2 749	33 009	3 072	583	1 906	626	169	93 494

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	1	0	0	2	3	1	0	1	0	0	8
	12,5%	0,0%	0,0%	25,0%	37,5%	12,5%	0,0%	12,5%	0,0%	0,0%	100,0%
Senior Management	5	0	0	4	2	1	0	3	0	0	15
	33,3%	0,0%	0,0%	26,7%	13,3%	6,7%	0,0%	20,0%	0,0%	0,0%	100,0%
Professionally qualified	31	5	3	23	14	4	2	8	2	0	92
	33,7%	5,4%	3,3%	25,0%	15,2%	4,3%	2,2%	8,7%	2,2%	0,0%	100,0%
Skilled	84	9	5	31	74	12	3	17	0	1	236
	35,6%	3,8%	2,1%	13,1%	31,4%	5,1%	1,3%	7,2%	0,0%	0,4%	100,0%
Semi-skilled	169	17	2	19	73	10	3	6	1	0	300
	56,3%	5,7%	0,7%	6,3%	24,3%	3,3%	1,0%	2,0%	0,3%	0,0%	100,0%
Unskilled	167	15	11	2	124	7	7	2	0	0	335
	49,9%	4,5%	3,3%	0,6%	37,0%	2,1%	2,1%	0,6%	0,0%	0,0%	100,0%
TOTAL PERMANENT	457	46	21	81	290	35	15	37	3	1	986
	46,3%	4,7%	2,1%	8,2%	29,4%	3,5%	1,5%	3,8%	0,3%	0,1%	100,0%
Temporary employees	18	4	0	0	24	4	0	1	0	0	51
	35,3%	7,8%	0,0%	0,0%	47,1%	7,8%	0,0%	2,0%	0,0%	0,0%	100,0%
GRAND TOTAL	475	50	21	81	314	39	15	38	3	1	1 037

WHOLESALE AND RETAIL TRADE; REPAIR OF MOTOR VEHICLES AND MOTORCYCLES

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	342	195	829	3 971	171	115	278	1 028	124	35	7 088
	4,8%	2,8%	11,7%	56,0%	2,4%	1,6%	3,9%	14,5%	1,7%	0,5%	100,0%
Senior Management	1 980	930	1 741	5 714	1 062	662	774	3 142	266	72	16 343
	12,1%	5,7%	10,7%	35,0%	6,5%	4,1%	4,7%	19,2%	1,6%	0,4%	100,0%
Professionally qualified	8 548	3 120	3 382	9 942	6 858	3 130	2 258	7 854	535	193	45 820
	18,7%	6,8%	7,4%	21,7%	15,0%	6,8%	4,9%	17,1%	1,2%	0,4%	100,0%
Skilled	38 321	9 182	6 544	14 626	35 731	12 308	5 712	14 251	1 798	622	139 095
	27,6%	6,6%	4,7%	10,5%	25,7%	8,8%	4,1%	10,2%	1,3%	0,4%	100,0%
Semi-skilled	133 600	20 486	5 707	7 374	201 578	37 338	6 370	9 413	4 275	1 681	427 822
	31,2%	4,8%	1,3%	1,7%	47,1%	8,7%	1,5%	2,2%	1,0%	0,4%	100,0%
Unskilled	77 561	8 610	1 313	1 306	79 512	11 220	1 011	778	2 942	1 252	185 505
	41,8%	4,6%	0,7%	0,7%	42,9%	6,0%	0,5%	0,4%	1,6%	0,7%	100,0%
TOTAL PERMANENT	260 352	42 523	19 516	42 933	324 912	64 773	16 403	36 466	9 940	3 855	821 673
	31,7%	5,2%	2,4%	5,2%	39,5%	7,9%	2,0%	4,4%	1,2%	0,5%	100,0%
Temporary employees	14 006	1 912	374	777	18 797	2 579	502	1 089	305	138	40 479
	34,6%	4,7%	0,9%	1,9%	46,4%	6,4%	1,2%	2,7%	0,8%	0,3%	100,0%
GRAND TOTAL	274 358	44 435	19 890	43 710	343 709	67 352	16 905	37 555	10 245	3 993	862 152

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	1	2	24	49	0	6	6	13	1	0	102
	1,0%	2,0%	23,5%	48,0%	0,0%	5,9%	5,9%	12,7%	1,0%	0,0%	100,0%
Senior Management	15	10	24	65	9	9	8	35	0	0	175
	8,6%	5,7%	13,7%	37,1%	5,1%	5,1%	4,6%	20,0%	0,0%	0,0%	100,0%
Professionally qualified	42	41	25	139	26	26	24	92	3	0	418
	10,0%	9,8%	6,0%	33,3%	6,2%	6,2%	5,7%	22,0%	0,7%	0,0%	100,0%
Skilled	214	82	79	205	262	110	47	173	4	3	1 179
	18,2%	7,0%	6,7%	17,4%	22,2%	9,3%	4,0%	14,7%	0,3%	0,3%	100,0%
Semi-skilled	819	177	52	145	1 122	279	69	172	11	4	2 850
	28,7%	6,2%	1,8%	5,1%	39,4%	9,8%	2,4%	6,0%	0,4%	0,1%	100,0%
Unskilled	727	108	24	89	552	65	5	33	4	1	1 608
	45,2%	6,7%	1,5%	5,5%	34,3%	4,0%	0,3%	2,1%	0,2%	0,1%	100,0%
TOTAL PERMANENT	1 818	420	228	692	1 971	495	159	518	23	8	6 332
	28,7%	6,6%	3,6%	10,9%	31,1%	7,8%	2,5%	8,2%	0,4%	0,1%	100,0%
Temporary employees	114	13	2	3	127	20	2	7	1	0	289
	39,4%	4,5%	0,7%	1,0%	43,9%	6,9%	0,7%	2,4%	0,3%	0,0%	100,0%
GRAND TOTAL	1 932	433	230	695	2 098	515	161	525	24	8	6 621

Appendix D: WORKFORCE PROFILE OF ALL EMPLOYERS BY BUSINESS TYPE FOR 2020

NATIONAL GOVERNMENT

NATIONAL GOVERNMENT WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	183	29	31	66	129	22	20	27	5	1	513
	35,7%	5,7%	6,0%	12,9%	25,1%	4,3%	3,9%	5,3%	1,0%	0,2%	100,0%
Senior Management	2 142	231	248	479	1 678	139	192	378	14	8	5 509
	38,9%	4,2%	4,5%	8,7%	30,5%	2,5%	3,5%	6,9%	0,3%	0,1%	100,0%
Professionally qualified	16 807	2 480	1 091	5 226	12 720	1 436	859	3 187	104	54	43 964
	38,2%	5,6%	2,5%	11,9%	28,9%	3,3%	2,0%	7,2%	0,2%	0,1%	100,0%
Skilled	74 281	10 298	2 624	97 19	48 016	5 919	1 623	8 571	101	50	161 202
	46,1%	6,4%	1,6%	6,0%	29,8%	3,7%	1,0%	5,3%	0,1%	0,0%	100,0%
Semi-skilled	48 518	6 432	986	1 047	47 212	6 161	875	1 991	5	2	113 229
	42,8%	5,7%	0,9%	0,9%	41,7%	5,4%	0,8%	1,8%	0,0%	0,0%	100,0%
Unskilled	3 475	337	8	37	4 202	397	12	26	0	1	8 495
	40,9%	4,0%	0,1%	0,4%	49,5%	4,7%	0,1%	0,3%	0,0%	0,0%	100,0%
TOTAL PERMANENT	145 406	19 807	4 988	16 574	113 957	14 074	3 581	14 180	229	116	332 912
	43,7%	5,9%	1,5%	5,0%	34,2%	4,2%	1,1%	4,3%	0,1%	0,0%	100,0%
Temporary employees	5 713	233	23	58	14 773	307	47	100	223	83	21 560
	26,5%	1,1%	0,1%	0,3%	68,5%	1,4%	0,2%	0,5%	1,0%	0,4%	100,0%
GRAND TOTAL	151 119	20 040	5 011	16 632	128 730	14 381	3 628	14 280	452	199	354 472

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	1	0	1	0	2	0	0	0	0	0	4
	25,0%	0,0%	25,0%	0,0%	50,0%	0,0%	0,0%	0,0%	0,0%	0,0%	100,0%
Senior Management	23	3	4	23	19	3	5	12	0	0	92
	25,0%	3,3%	4,3%	25,0%	20,7%	3,3%	5,4%	13,0%	0,0%	0,0%	100,0%
Professionally qualified	174	34	27	165	119	21	18	121	2	0	681
	25,6%	5,0%	4,0%	24,2%	17,5%	3,1%	2,6%	17,8%	0,3%	0,0%	100,0%
Skilled	857	191	63	661	490	106	42	462	0	0	2 872
	29,8%	6,7%	2,2%	23,0%	17,1%	3,7%	1,5%	16,1%	0,0%	0,0%	100,0%
Semi-skilled	532	91	20	71	523	78	13	104	0	0	1 432
	37,2%	6,4%	1,4%	5,0%	36,5%	5,4%	0,9%	7,3%	0,0%	0,0%	100,0%
Unskilled	40	6	0	5	34	3	1	3	0	0	92
	43,5%	6,5%	0,0%	5,4%	37,0%	3,3%	1,1%	3,3%	0,0%	0,0%	100,0%
TOTAL PERMANENT	1 627	325	115	925	1 187	211	79	702	2	0	5 173
	31,5%	6,3%	2,2%	17,9%	22,9%	4,1%	1,5%	13,6%	0,0%	0,0%	100,0%
Temporary employees	9	0	0	0	12	0	0	0	0	0	21
	42,9%	0,0%	0,0%	0,0%	57,1%	0,0%	0,0%	0,0%	0,0%	0,0%	100,0%
GRAND TOTAL	1 636	325	115	925	1 199	211	79	702	2	0	5 194

PROVINCIAL GOVERNMENT

PROVINCIAL GOVERNMENT WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	172	22	8	19	100	12	5	8	0	2	348
	49,4%	6,3%	2,3%	5,5%	28,7%	3,4%	1,4%	2,3%	0,0%	0,6%	100,0%
Senior Management	1 361	171	81	156	969	116	66	119	11	1	3 051
	44,6%	5,6%	2,7%	5,1%	31,8%	3,8%	2,2%	3,9%	0,4%	0,0%	100,0%
Professionally qualified	28 381	2 955	1 792	4 047	46 735	6 133	3 229	7 469	429	226	101 396
	28,0%	2,9%	1,8%	4,0%	46,1%	6,0%	3,2%	7,4%	0,4%	0,2%	100,0%
Skilled	54 311	4 098	1 130	3 024	126 242	11 091	2 807	13 101	928	465	217 197
	25,0%	1,9%	0,5%	1,4%	58,1%	5,1%	1,3%	6,0%	0,4%	0,2%	100,0%
Semi-skilled	37 052	4 359	529	482	73 111	7 423	740	1 895	21	13	125 625
	29,5%	3,5%	0,4%	0,4%	58,2%	5,9%	0,6%	1,5%	0,0%	0,0%	100,0%
Unskilled	1 7629	1 515	66	255	22 786	1 673	63	247	8	2	44 244
	39,8%	3,4%	0,1%	0,6%	51,5%	3,8%	0,1%	0,6%	0,0%	0,0%	100,0%
TOTAL PERMANENT	138 906	13 120	3 606	7 983	269 943	26 448	6 910	22 839	1 397	709	491 861
	28,2%	2,7%	0,7%	1,6%	54,9%	5,4%	1,4%	4,6%	0,3%	0,1%	100,0%
Temporary employees	16 186	604	316	846	52 119	2 346	433	1 674	149	91	74 764
	21,6%	0,8%	0,4%	1,1%	69,7%	3,1%	0,6%	2,2%	0,2%	0,1%	100,0%
GRAND TOTAL	155 092	13 724	3 922	8 829	322 062	28 794	7 343	24 513	1 546	800	566 625

PROVINCIAL GOVERNMENT WORKFORCE PROFILE FOR EMPLOYEES WITH DISABILITIES	Male				Female				Foreign National		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	2	0	0	0	1	1	0	0	0	0	4
	50,0%	0,0%	0,0%	0,0%	25,0%	25,0%	0,0%	0,0%	0,0%	0,0%	100,0%
Senior Management	16	3	2	7	5	0	0	2	0	0	35
	45,7%	8,6%	5,7%	20,0%	14,3%	0,0%	0,0%	5,7%	0,0%	0,0%	100,0%
Professionally qualified	361	53	35	137	392	41	35	179	1	1	1 235
	29,2%	4,3%	2,8%	11,1%	31,7%	3,3%	2,8%	14,5%	0,1%	0,1%	100,0%
Skilled	658	65	20	120	1 148	76	53	294	8	6	2 448
	26,9%	2,7%	0,8%	4,9%	46,9%	3,1%	2,2%	12,0%	0,3%	0,2%	100,0%
Semi-skilled	576	56	25	19	510	47	21	44	1	0	1 299
	44,3%	4,3%	1,9%	1,5%	39,3%	3,6%	1,6%	3,4%	0,1%	0,0%	100,0%
Unskilled	262	16	3	12	220	22	2	7	0	0	544
	48,2%	2,9%	0,6%	2,2%	40,4%	4,0%	0,4%	1,3%	0,0%	0,0%	100,0%
TOTAL PERMANENT	1 875	193	85	295	2 276	187	111	526	10	7	5 565
	33,7%	3,5%	1,5%	5,3%	40,9%	3,4%	2,0%	9,5%	0,2%	0,1%	100,0%
Temporary employees	74	5	1	6	62	7	2	7	1	0	165
	44,8%	3,0%	0,6%	3,6%	37,6%	4,2%	1,2%	4,2%	0,6%	0,0%	100,0%
GRAND TOTAL	1 949	198	86	301	2 338	194	113	533	11	7	5 730

LOCAL GOVERNMENT

LOCAL GOVERNMENT WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	494	93	49	57	235	18	16	24	2	0	988
	50,0%	9,4%	5,0%	5,8%	23,8%	1,8%	1,6%	2,4%	0,2%	0,0%	100,0%
Senior Management	1 777	206	148	452	1 065	81	61	194	11	2	3 997
	44,5%	5,2%	3,7%	11,3%	26,6%	2,0%	1,5%	4,9%	0,3%	0,1%	100,0%
Professionally qualified	4 800	1 272	335	1 637	4 003	745	211	809	39	23	13 874
	34,6%	9,2%	2,4%	11,8%	28,9%	5,4%	1,5%	5,8%	0,3%	0,2%	100,0%
Skilled	18 876	5 685	1 723	3 306	15 237	3 230	805	1 779	48	21	50 710
	37,2%	11,2%	3,4%	6,5%	30,0%	6,4%	1,6%	3,5%	0,1%	0,0%	100,0%
Semi-skilled	29 936	80 94	1 336	1 248	21 778	4 999	798	14 97	13	5	69 704
	42,9%	11,6%	1,9%	1,8%	31,2%	7,2%	1,1%	2,1%	0,0%	0,0%	100,0%
Unskilled	30 784	5 980	370	276	18 564	2 242	122	86	13	3	58 440
	52,7%	10,2%	0,6%	0,5%	31,8%	3,8%	0,2%	0,1%	0,0%	0,0%	100,0%
TOTAL PERMANENT	86 667	21 330	3 961	6 976	60 882	11 315	2 013	4 389	126	54	197 713
	43,8%	10,8%	2,0%	3,5%	30,8%	5,7%	1,0%	2,2%	0,1%	0,0%	100,0%
Temporary employees	5 562	835	36	117	5 641	662	36	142	1	2	13 034
	42,7%	6,4%	0,3%	0,9%	43,3%	5,1%	0,3%	1,1%	0,0%	0,0%	100,0%
GRAND TOTAL	92 229	22 165	3 997	7 093	66 523	11 977	2 049	4 531	127	56	210 747

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	1	2	2	0	0	1	0	0	9
	33,3%	0,0%	11,1%	22,2%	22,2%	0,0%	0,0%	11,1%	0,0%	0,0%	100,0%
Senior Management	16	2	1	16	6	4	0	7	0	1	53
	30,2%	3,8%	1,9%	30,2%	11,3%	7,5%	0,0%	13,2%	0,0%	1,9%	100,0%
Professionally qualified	42	30	5	51	21	13	1	17	0	0	180
	23,3%	16,7%	2,8%	28,3%	11,7%	7,2%	0,6%	9,4%	0,0%	0,0%	100,0%
Skilled	164	113	29	118	98	76	11	61	3	0	673
	24,4%	16,8%	4,3%	17,5%	14,6%	11,3%	1,6%	9,1%	0,4%	0,0%	100,0%
Semi-skilled	300	127	33	49	167	79	11	71	0	0	837
	35,8%	15,2%	3,9%	5,9%	20,0%	9,4%	1,3%	8,5%	0,0%	0,0%	100,0%
Unskilled	314	132	9	9	139	31	3	4	0	0	641
	49,0%	20,6%	1,4%	1,4%	21,7%	4,8%	0,5%	0,6%	0,0%	0,0%	100,0%
TOTAL PERMANENT	839	404	78	245	433	203	26	161	3	1	2 393
	35,1%	16,9%	3,3%	10,2%	18,1%	8,5%	1,1%	6,7%	0,1%	0,0%	100,0%
Temporary employees	17	1	0	0	19	3	0	0	0	0	40
	42,5%	2,5%	0,0%	0,0%	47,5%	7,5%	0,0%	0,0%	0,0%	0,0%	100,0%
GRAND TOTAL	856	405	78	245	452	206	26	161	3	1	2 433

PRIVATE SECTOR

PRIVATE SECTOR WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	4 233	1 761	3 914	28 535	2 398	1 101	1 780	6 870	1 389	246	52 227
	8,1%	3,4%	7,5%	54,6%	4,6%	2,1%	3,4%	13,2%	2,7%	0,5%	100,0%
Senior Management	13 535	5 724	9 584	46 558	7 970	3 985	5 409	22 622	2 936	969	119 292
	11,3%	4,8%	8,0%	39,0%	6,7%	3,3%	4,5%	19,0%	2,5%	0,8%	100,0%
Professionally qualified	66 403	21 637	24 281	95 921	49 417	18 697	18 566	63 257	7 771	2 832	368 782
	18,0%	5,9%	6,6%	26,0%	13,4%	5,1%	5,0%	17,2%	2,1%	0,8%	100,0%
Skilled	362 318	75 747	40 988	136 245	227 617	69 299	35 691	108 964	20 484	5 673	1 083 026
	33,5%	7,0%	3,8%	12,6%	21,0%	6,4%	3,3%	10,1%	1,9%	0,5%	100,0%
Semi-skilled	908 589	110 887	26 490	45 008	614 585	116 276	27 216	55 158	46 002	7 673	1 957 884
	46,4%	5,7%	1,4%	2,3%	31,4%	5,9%	1,4%	2,8%	2,3%	0,4%	100,0%
Unskilled	510 519	58 360	4 888	6 785	359 640	57 033	2 791	2 883	36 142	10 177	1 049 218
	48,7%	5,6%	0,5%	0,6%	34,3%	5,4%	0,3%	0,3%	3,4%	1,0%	100,0%
TOTAL PERMANENT	1 865 597	274 116	110 145	359 052	1 261 627	266 391	91 453	259 754	114 724	27 570	4 630 429
	40,3%	5,9%	2,4%	7,8%	27,2%	5,8%	2,0%	5,6%	2,5%	0,6%	100,0%
Temporary employees	193 410	29 451	3 138	8 948	176 220	32 269	2 978	7 555	16 123	7 628	477 720
	40,5%	6,2%	0,7%	1,9%	36,9%	6,8%	0,6%	1,6%	3,4%	1,6%	100,0%
GRAND TOTAL	2 059 007	303 567	113 283	368 000	1 437 847	298 660	94 431	267 309	130 847	35 198	5 108 149

PRIVATE SECTOR WORKFORCE PROFILE FOR EMPLOYEES WITH DISABILITIES	Male				Female				Foreign National		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	77	49	109	376	47	37	41	82	12	0	830
	9,3%	5,9%	13,1%	45,3%	5,7%	4,5%	4,9%	9,9%	1,4%	0,0%	100,0%
Senior Management	135	101	138	596	74	70	76	283	11	4	1 488
	9,1%	6,8%	9,3%	40,1%	5,0%	4,7%	5,1%	19,0%	0,7%	0,3%	100,0%
Professionally qualified	496	265	303	1 346	326	236	209	872	34	13	4 100
	12,1%	6,5%	7,4%	32,8%	8,0%	5,8%	5,1%	21,3%	0,8%	0,3%	100,0%
Skilled	2 931	854	592	2 183	2 248	840	405	1 571	99	20	11 743
	25,0%	7,3%	5,0%	18,6%	19,1%	7,2%	3,4%	13,4%	0,8%	0,2%	100,0%
Semi-skilled	8 032	1 180	410	1 015	6 560	1 185	423	1 020	537	20	20 382
	39,4%	5,8%	2,0%	5,0%	32,2%	5,8%	2,1%	5,0%	2,6%	0,1%	100,0%
Unskilled	6 324	1 050	143	244	5 146	850	80	90	291	26	14 244
	44,4%	7,4%	1,0%	1,7%	36,1%	6,0%	0,6%	0,6%	2,0%	0,2%	100,0%
TOTAL PERMANENT	17 995	3 499	1 695	5 760	14 401	3 218	1 234	3 918	984	83	52 787
	34,1%	6,6%	3,2%	10,9%	27,3%	6,1%	2,3%	7,4%	1,9%	0,2%	100,0%
Temporary employees	1 861	247	44	50	2 189	257	29	47	25	29	4 778
	38,9%	5,2%	0,9%	1,0%	45,8%	5,4%	0,6%	1,0%	0,5%	0,6%	100,0%
GRAND TOTAL	19 856	3 746	1 739	5 810	16 590	3 475	1 263	3 965	1 009	112	57 565

STATE OWNED ENTERPRISE

STATE OWNED ENTERPRISE (SOE) WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	239	23	23	46	146	20	16	36	7	1	557
	42,9%	4,1%	4,1%	8,3%	26,2%	3,6%	2,9%	6,5%	1,3%	0,2%	100,0%
Senior Management	999	114	184	359	738	76	96	215	54	25	2 860
	34,9%	4,0%	6,4%	12,6%	25,8%	2,7%	3,4%	7,5%	1,9%	0,9%	100,0%
Professionally qualified	6 692	845	955	3 016	5 809	651	622	1455	282	114	20 441
	32,7%	4,1%	4,7%	14,8%	28,4%	3,2%	3,0%	7,1%	1,4%	0,6%	100,0%
Skilled	20 955	2 210	993	4 590	17 792	1 626	829	2 176	116	78	51 365
	40,8%	4,3%	1,9%	8,9%	34,6%	3,2%	1,6%	4,2%	0,2%	0,2%	100,0%
Semi-skilled	20 055	1 882	248	731	13 407	1 494	333	1 005	15	34	39 204
	51,2%	4,8%	0,6%	1,9%	34,2%	3,8%	0,8%	2,6%	0,0%	0,1%	100,0%
Unskilled	3 648	280	5	80	4 412	360	0	16	1	5	8 807
	41,4%	3,2%	0,1%	0,9%	50,1%	4,1%	0,0%	0,2%	0,0%	0,1%	100,0%
TOTAL PERMANENT	52 588	5 354	2 408	8 822	42 304	4 227	1 896	4 903	475	257	123 234
	42,7%	4,3%	2,0%	7,2%	34,3%	3,4%	1,5%	4,0%	0,4%	0,2%	100,0%
Temporary employees	884	36	18	50	1 024	44	17	34	7	5	2 119
	41,7%	1,7%	0,8%	2,4%	48,3%	2,1%	0,8%	1,6%	0,3%	0,2%	100,0%
GRAND TOTAL	53 472	5 390	2 426	8 872	43 328	4 271	1 913	4 937	482	262	125 353

STATE OWNED ENTERPRISE (SOE) WORKFORCE PROFILE FOR EMPLOYEES WITH DISABILITIES	Male				Female				Foreign National		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	1	0	0	1	0	1	1	1	0	0	5
	20,0%	0,0%	0,0%	20,0%	0,0%	20,0%	20,0%	20,0%	0,0%	0,0%	100,0%
Senior Management	5	1	3	10	10	2	1	4	0	0	36
	13,9%	2,8%	8,3%	27,8%	27,8%	5,6%	2,8%	11,1%	0,0%	0,0%	100,0%
Professionally qualified	95	14	18	90	57	7	11	44	2	0	338
	28,1%	4,1%	5,3%	26,6%	16,9%	2,1%	3,3%	13,0%	0,6%	0,0%	100,0%
Skilled	329	49	32	275	279	32	16	89	1	0	1 102
	29,9%	4,4%	2,9%	25,0%	25,3%	2,9%	1,5%	8,1%	0,1%	0,0%	100,0%
Semi-skilled	513	72	15	47	270	27	15	53	0	1	1 013
	50,6%	7,1%	1,5%	4,6%	26,7%	2,7%	1,5%	5,2%	0,0%	0,1%	100,0%
Unskilled	40	5	0	1	31	1	0	2	0	0	80
	50,0%	6,3%	0,0%	1,3%	38,8%	1,3%	0,0%	2,5%	0,0%	0,0%	100,0%
TOTAL PERMANENT	983	141	68	424	647	70	44	193	3	1	2 574
	38,2%	5,5%	2,6%	16,5%	25,1%	2,7%	1,7%	7,5%	0,1%	0,0%	100,0%
Temporary employees	6	0	1	1	6	0	0	1	0	0	15
	40,0%	0,0%	6,7%	6,7%	40,0%	0,0%	0,0%	6,7%	0,0%	0,0%	100,0%
GRAND TOTAL	989	141	69	425	653	70	44	194	3	1	2 589

NON PROFIT ORGANISATIONS

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	332	59	49	265	179	54	49	197	39	32	1 255
	26,5%	4,7%	3,9%	21,1%	14,3%	4,3%	3,9%	15,7%	3,1%	2,5%	100,0%
Senior Management	1 271	188	140	620	874	204	131	691	103	54	4 276
	29,7%	4,4%	3,3%	14,5%	20,4%	4,8%	3,1%	16,2%	2,4%	1,3%	100,0%
Professionally qualified	15 573	1 351	2 085	3 091	26 699	1 646	3 057	5 241	759	518	60 020
	25,9%	2,3%	3,5%	5,1%	44,5%	2,7%	5,1%	8,7%	1,3%	0,9%	100,0%
Skilled	40 979	5 502	1 678	3 709	96 470	8 676	55 29	9 412	283	236	172 474
	23,8%	3,2%	1,0%	2,2%	55,9%	5,0%	3,2%	5,5%	0,2%	0,1%	100,0%
Semi-skilled	32 536	4 893	439	1 211	52 036	12 153	674	4 996	175	155	109 268
	29,8%	4,5%	0,4%	1,1%	47,6%	11,1%	0,6%	4,6%	0,2%	0,1%	100,0%
Unskilled	22 205	3 501	104	342	33 263	3 876	115	361	76	55	63 898
	34,8%	5,5%	0,2%	0,5%	52,1%	6,1%	0,2%	0,6%	0,1%	0,1%	100,0%
TOTAL PERMANENT	112 896	15 494	4 495	9 238	209 521	26 609	9 555	20 898	1 435	1 050	411 191
	27,5%	3,8%	1,1%	2,2%	51,0%	6,5%	2,3%	5,1%	0,3%	0,3%	100,0%
Temporary employees	14 977	440	492	409	43 939	923	619	805	106	87	62 797
	23,8%	0,7%	0,8%	0,7%	70,0%	1,5%	1,0%	1,3%	0,2%	0,1%	100,0%
GRAND TOTAL	127 873	15 934	4 987	9 647	253 460	27 532	10 174	21 703	1 541	1 137	473 988

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	3	1	2	5	7	1	0	3	1	1	24
	12,5%	4,2%	8,3%	20,8%	29,2%	4,2%	0,0%	12,5%	4,2%	4,2%	100,0%
Senior Management	11	8	2	18	11	4	2	11	0	1	68
	16,2%	11,8%	2,9%	26,5%	16,2%	5,9%	2,9%	16,2%	0,0%	1,5%	100,0%
Professionally qualified	62	18	10	48	210	24	19	59	1	4	455
	13,6%	4,0%	2,2%	10,5%	46,2%	5,3%	4,2%	13,0%	0,2%	0,9%	100,0%
Skilled	201	40	11	91	384	32	18	120	3	0	900
	22,3%	4,4%	1,2%	10,1%	42,7%	3,6%	2,0%	13,3%	0,3%	0,0%	100,0%
Semi-skilled	319	34	5	37	466	41	10	66	0	0	978
	32,6%	3,5%	0,5%	3,8%	47,6%	4,2%	1,0%	6,7%	0,0%	0,0%	100,0%
Unskilled	215	56	2	79	400	41	3	59	0	0	855
	25,1%	6,5%	0,2%	9,2%	46,8%	4,8%	0,4%	6,9%	0,0%	0,0%	100,0%
TOTAL PERMANENT	811	157	32	278	1 478	143	52	318	5	6	3 280
	24,7%	4,8%	1,0%	8,5%	45,1%	4,4%	1,6%	9,7%	0,2%	0,2%	100,0%
Temporary employees	29	4	0	1	65	2	1	4	0	0	106
	27,4%	3,8%	0,0%	0,9%	61,3%	1,9%	0,9%	3,8%	0,0%	0,0%	100,0%
GRAND TOTAL	840	161	32	279	1 543	145	53	322	5	6	3 386

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 Band7	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

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

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