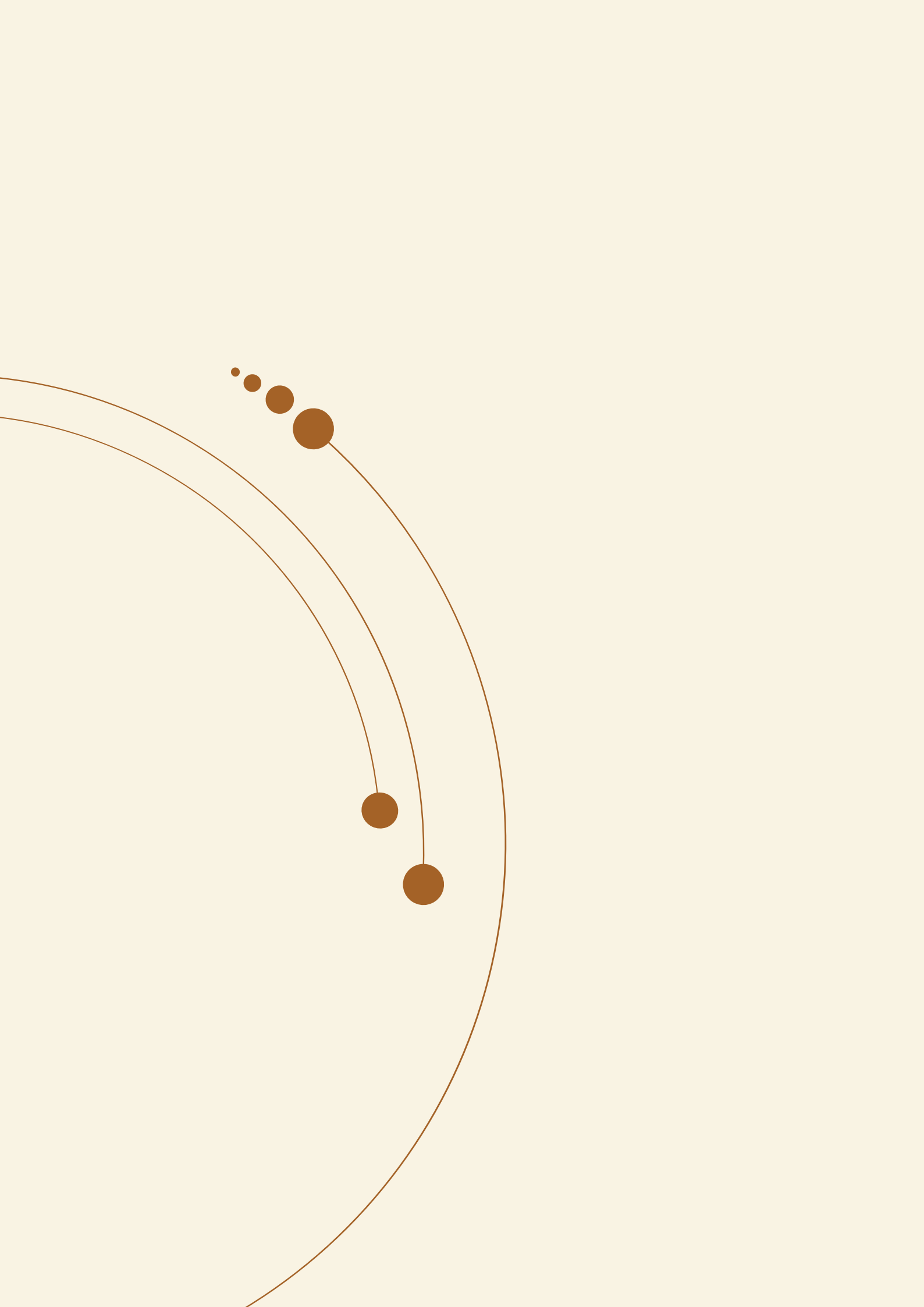




REAL TRANSFORMATION MAKES BUSINESS SENSE

COMMISSION FOR EMPLOYMENT EQUITY ANNUAL REPORT 2016 - 2017

REAL TRANSFORMATION
MAKES BUSINESS SENSE





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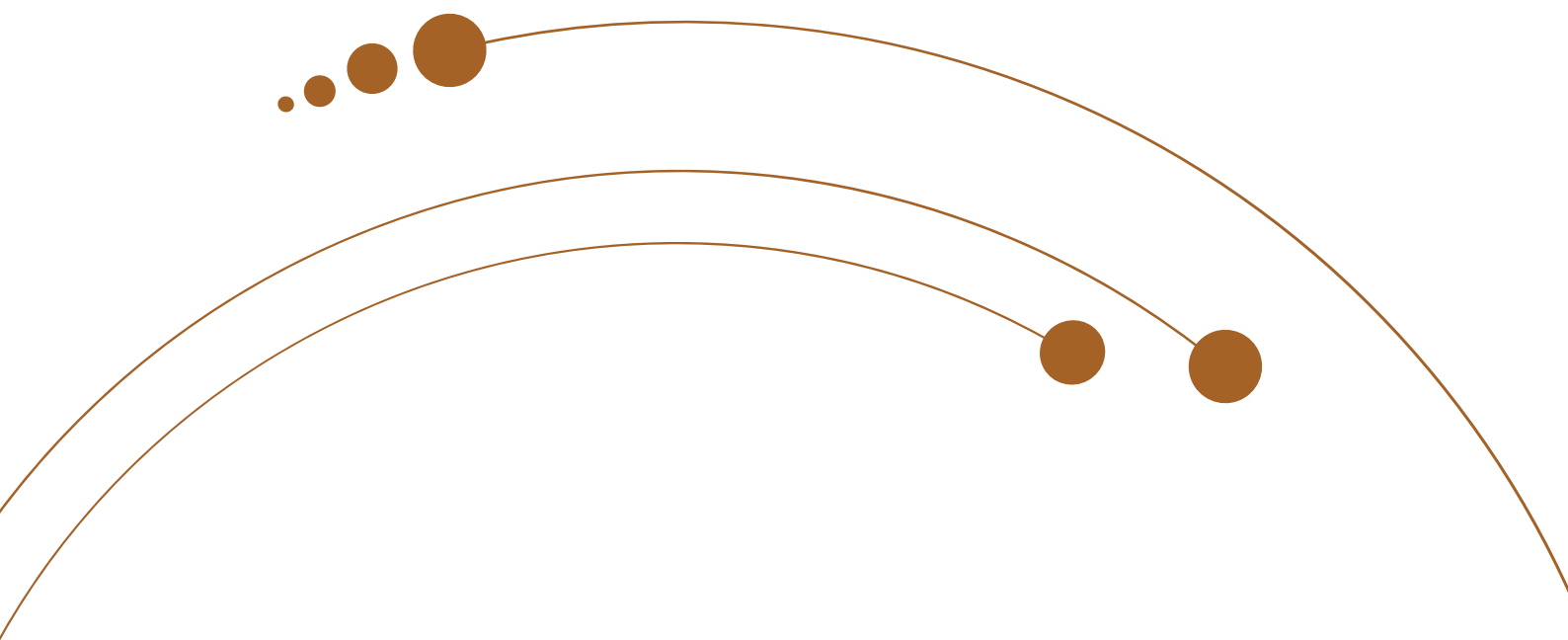
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GLOSSARY

B-BBEE	Broad-Based Black Economic Empowerment
B-BBEE Commission	Broad-Based Black Economic Empowerment Commission
BMF	Black Management Forum
CGE	Commission for Gender Equality
Commission	Commission for Employment Equity (CEE)
CPUT	Cape Peninsula University of Technology
CUT	Central University of Technology
Department	Department of Labour
DG	Director-General of the Department of Labour
Designated groups	“Designated groups” mean black people, women and people with disabilities who: a) are citizens of the Republic of South Africa by birth or descent; or b) became citizens of the Republic of South Africa by naturalisation: i) before 27 April 1994; ii) after 26 April 1994 and who would have been entitled to acquire citizenship by naturalisation prior to that date but who were precluded by apartheid policies.
DUT	Durban University of Technology
EAP	Economically Active Population (EAP) which includes people from 15 to 64 years of age who are either employed or unemployed and seeking employment
ILO	International Labour Organisation
NMMU	Nelson Mandela Metropolitan University
NWU	North West University
SAHRC	South African Human Rights Commission
TUT	Tshwane University of Technology
UCT	University of Cape Town
UFH	University of Fort Hare
UFS	University of Free State
UJ	University of Johannesburg
UKZN	University of KwaZulu-Natal
UL	University of Limpopo

UNISA	University of South Africa
UNIVEN	University of Venda
UNIZUL	University of Zululand
US	Stellenbosch University
UP	University of Pretoria
UWC	University of the Western Cape
VUT	Vaal University of Technology
WITS	University of the Witwatersrand
Workforce movement	Pertains to any movement in the workforce, including recruitment, promotion and terminations
Workforce profile	Snapshot of an employer's workforce population distribution, including population, gender and disability
WSU	Walter Sisulu University



FOREWORD

MS. TABEA KABINDE

Chairperson: Commission for Employment Equity (CEE)

The 2016/2017 financial year was a busy year for the Commission for Employment Equity. As per the Commission's Annual Plan, we embarked in earnest on stakeholder engagement sessions with both designated employers and other stakeholders. The objective of these engagements was to identify specific sector barriers and to inform the relevant policy interventions required to accelerate transformation.

The process was very fruitful. The Commission got some practical recommendations to speed up the pace of transformation.

Throughout the engagements, participants requested the Commission to put in place more stringent measures for non-compliant employers.

Notably, most of the participants encouraged the setting of sector numerical EE targets as a measure to monitor compliance. In line with that, it became apparent that the Commission needs to advise the Minister to promulgate Section 53 of the Employment Equity Act, which deals with State Contracts. This Section incentivises compliance. It ensures that Employers, both designated and non-designated that are non-compliant are not awarded with government contracts. Government cannot continue to reward non-compliant companies by doing business with them.

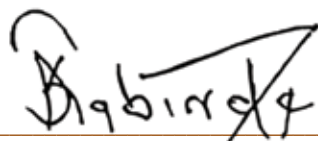
The introduction of this report covers a detailed account of the thinking of the Commission as well as how we would like to proceed on the matter. It was encouraging to note at the United Nations' Commission on the Status of Women (CSW 61) held recently in March 2017, that many countries reported that they had implemented similar certificates of compliance to facilitate transformation.

At the engagements, we also received a recommendation to provide a separate analysis of the reports submitted by educational institutions, specifically by the universities. We have implemented this recommendation. We assessed the state of compliance with employment equity by the universities and it is clear that this Sector is lagging behind in terms of transformation. The strategic decision making positions (Top, Senior And Professionally Qualified/middle management levels) are still male dominated whereas females are dominant at the Skilled Technical level (junior management) and the Semi-Skilled levels.

We also note with great concern, the increasing number of Foreign Nationals at universities, while female employees who are beneficiaries of employment equity are not increasing in representation in strategic roles. Universities play a critical role in developing a pool of suitably qualified individuals and on a yearly basis there is a large number of employment equity graduates that exit the institutions, but these individuals are not given the opportunities to become role players as employees in those institutions.

Another change that we have implemented is the addition of an analysis on Semi-Skilled and the Unskilled occupational levels. This is also a response to a recommendation from the engagements. With this analysis, the true reality of our country is evident. Black people, Women and Persons with Disabilities, who were disadvantaged by the previous dispensation, remain disadvantaged, 22 years into democracy and 18 years after the enactment of the Employment Equity Act.

The report again demonstrates a very slow pace of transformation in the South African workplaces. Black people, Women and Persons with Disabilities remain under-represented at Top And Senior Management levels. It is not an exaggeration to say that not much has changed. We as a Commission will therefore, pursue the promulgation and implementation of Section 53 in earnest to ensure that there is radical economic transformation in the workplace. We believe that the time is right and the people of our country need to see these changes in our lifetime.



T KABINDE MS
Chairperson: Commission for Employment Equity

MEMBERS OF THE COMMISSION FOR EMPLOYMENT EQUITY

CHAIRPERSON: COMMISSION FOR EMPLOYMENT EQUITY



Tabea Kabinde currently serves as the Managing Director of We Find Talent, a value-driven recruitment agency operating in Pretoria and Cape Town. Her keen interest in recruitment and her position as a revered and trusted expert in the industry was built up from her early involvement in consulting a large number of multinational companies in the areas of assessments for recruitment and development purposes. In the midst of this, Tabea consulted on other interventions including diversity management, change management and team building initiatives. She also has years of experience in the events management field.

Tabea serves on numerous boards in the private and NPO sectors and has proved to be vastly influential in the implementation of transformation initiatives. A testament to this influence is the instrumental role she played in driving the transformation agenda within the Recruitment Industry Body during her years at APSO (The Federation of African Professional Staffing Organisations), as well as her pivotal involvement in CAPES (an umbrella body, which represents a unified voice for the South African staffing industry). In her capacity as APSO president from 2011 - 2014, she was cited as “moving APSO from a local association to a world-respected professional body.”

In 2013, she joined the Commission for Employment Equity as a Business Representative and rose to the Chairperson of the CEE at the beginning 2016. Tabea has been an active role player at Business Unity South Africa and NEDLAC. She has represented BUSA as a South African Representative at the International Labour Organisation. In 2016 and 2017, she represented the CEE at the United Nations’ Commission where she championed the Status of Women.

Tabea holds numerous accolades under her belt, some of which include 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.

BUSINESS CONSTITUENCY

Dr Annelie Gildenhuys is an Industrial Sociologist who specialises in diversity management and employee relations. She started her career at the Human Sciences Research Council (HSRC) in 1987 as Labour Economic Researcher where after she worked as Employee Relations Practitioner before her appointment to the Premier Group of Companies, Employee Relations Executive Team.

Dr Gildenhuys served as a part-time commissioner, trainer and mentor at the CCMA, and several bargaining councils since inception in 1996 until 2011 as well as a number of alternative dispute resolution bodies. She is a qualified Executive Management Coach, (2010) and a Master Human Resource Practitioner with the SABPP. She is an accredited Commercial and CEDR (UK) Mediator (2012) and was instrumental in establishing the Bargaining Council for Civil Engineering (BCCEI). Annelie is a supervisor at the GIBS for MBA research students in employee relations. She was an accredited facilitator and assessor in all Human Resources Unit Standards. She is also a member of the South African Labour Law Society (SASLAW). Annelie is the Employee Relations Committee representative for the Banking Association South Africa (BASA) and represents Business Unity South Africa.



Ms Thembi Chagonda holds a degree in Social Science, majoring in Industrial Psychology and 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. A Managing Director of Global Business Solutions since 2005, she 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. Thembi is a board member of the ASDSA (Association for Skills Development in South Africa), the IoD (Institute of Directors) and chairs a number of education trusts in order to facilitate opportunities for under privileged communities. She has served in remuneration committees, social and ethics committee and nomination committees.



She consults for a range of large, multinational companies and appointed as a Commissioner to serve in the Commission for Employment Equity to represent business. In 2014 she was a finalist in the Top Black Female Leader of the Year Award category of the 13th Oliver Empowerment Award. She is passionate about empowerment of Persons with Disabilities.

COMMUNITY CONSTITUENCY



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 at 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 he is a member of the BEE Advisory Council.



Mr Malesela Maleka is presently the head of Policy, Research and Political Education at the South African Communist Party (SACP). He holds an Honours Degree in Public Administration from University of Western Cape and a Post Graduate Diploma in Public and Development Management from Wits. Mr. Maleka previously held various leadership roles in the sporting fraternity having served as President of the South African Student Sports Union (SASSU) and a member of the Press Commission of International University Sports Federation (FISU). He further previously served in various capacities in South African Students Congress (SASCO) and the Young Communist League of South Africa. Currently he is a board member of BANKSETA, SAQA, Employment Services Board and the Chris Hani Institute.

GOVERNMENT CONSTITUENCY



Ms Zodwa Ntuli is the Deputy Director-General for Consumer and Corporate Regulation in the Department of Trade and Industry (DTI) since 2008. She has delivered on major reforms, including the Corporate Law Reform (new Companies Act of 2008 and establishment of CIPC), the Consumer Law Reform (Consumer Protection Act of 2008 and establishment of the National Consumer Commission), the Removal of Adverse Credit Information (Negative Credit Bureau Listing) for consumers, the National Credit Amendment Act, introducing enhanced affordability tests for lending, Lotteries Amendments leading to improved distribution of lottery funds to good causes, to name a few.

Previously, she was the Executive Manager at South African Airways from 2006 - 2008 and part of the team that established Mango Airline. She was Executive Manager for the Compliance Division at the Competition Commission, and led development of the first Leniency Policy of the Competition Commission to uncover cartels. Her passion for women development led her to initiate the Corporate Governance Development Programme for Women, a partnership between the DTI and the Institute of Directors Southern Africa. Her strength is in project management, policy development and business regulation. Since August 2015, she was appointed by the Minister of Trade and Industry to establish and head the B-BBEE Commission, whose role is to oversee the implementation of the B-BBEE Act, as amended.



Advocate Mikateko Joyce Maluleke was a Special Advisor to the Ministry of Women. She is an admitted advocate of the High Court of South Africa. Ms Maluleke qualified with a BA Degree in Law and LLB from Wits University. She also holds a Masters Degree in Tax Law from the University of Pretoria. Ms Maluleke has held many positions including that of a senior manager at the Department of Justice and Constitutional Development, where she has gained experience in policy and legislative development. The highlights of her career involve the Criminal Law (Sexual Offences and Related Matters) Amendment Act no 32 of 2007, the Domestic Violence Act no 116 of 1998, the Domestic Partnership Bill, Stalking Bill, Trafficking in Persons Bill, Adult Prostitution Bill, Interpretation of Statutes, Recognition of Customary Marriages Act no 120 of 1998, Muslim Marriages Bill, the Promotion of Administrative Justice Act, Customary Law of Succession Amendment Bill (1998), 2008 and the repeal of the Black Administration Act (2006).

Her post-graduate and vocational training includes constitutional analysis and litigation, labour law, human rights, equality and non-discrimination (focusing on race, gender, disability, social context awareness and diversity management), administrative justice, development law, insolvency law and practice, mining laws, legislative drafting, policy development, strategic planning, scenario planning, programme and operations management, project management, leadership and management development, women's leadership development, governance and gender mainstreaming.

ORGANISED LABOUR CONSTITUENCY

Ms Zingiswa Losi is presently the Deputy President in COSATU. She is employed as a Deputy Director for Partnership at the Civilian Secretariat for the South African Police Services. Previously she was employed at Ford Motor Company as an operator and later became a quality inspector. She started her career as an Admin Technical Support for the South African Air Force, where she gained various skills including inter-personal skills, communication strategies and high integrity and leadership skills. Ms Losi is a task oriented, articulate, confident, a team-player and a persuasive team builder.

Through the military discipline, she has acquired many attributes among them humility, principles, determination and decisiveness and how to use initiatives in order to meet and resolve challenges. She is presently pursuing a course in Criminal Law and Procedure through Damelin College.



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

He holds a BA in Social Work from the University of Fort Hare. He obtained a number of certificates in labour legislation and skills for employment from the ILO Training Centre in Italy and Geneva as well as a Certificate in Productivity Management from the Japan International Labour Foundation (Tokyo).



1 INTRODUCTION



1. INTRODUCTION

The aim of the Employment Equity Act, No 55, 1998 (as amended) is to facilitate workplace transformation. It incorporates two elements: a) the elimination of unfair discrimination and b) the implementation of affirmative action and measures to enable equitable representation of employees from different race, gender and disability groups in the workplace.

The Commission for Employment Equity (CEE) is a statutory body established in terms of Section 28 of the Employment Equity Act, No 55 of 1998 (EEA). The role of the CEE is to advise the Minister of Labour on any matters concerning the Act, including policy recommendations and matters pertaining to the implementation towards achieving the objectives of the EEA. The CEE is required to submit an annual report to the Minister of Labour in terms of Section 33 of the EEA to monitor and evaluate progress towards achieving the objectives of the EEA. This is the 17th annual report submitted to the Minister by the CEE since its first report in 2000.

This report is an analysis of data and information from EE Reports submitted by employers (both designated and those reporting voluntarily) through their annual employment equity reports as required by Section 21 of the Employment Equity Act. These reports were submitted by employers manually and electronically from 1 September 2016 to 15 January 2017 when the EE system officially closes for reporting for a particular year.

The CEE embarked on a number of key initiatives to understand and enhance the pace of transformation in the country. These initiatives are reflected in this 17th Annual Report. The 2016 initiatives by the CEE includes: engagements with stakeholders both strategic partners and representatives from key sectors of the economy; review of the Code of Good Practice on the Employment of Persons with Disabilities and the review of the Code of Good Practice on the Preparation, Implementation and Monitoring of Employment Equity Plans. Included in this report is the latest Economically Active Population (EAP) as published by Statistics South Africa during the third quarter of 2016. The EAP is provided by population group and gender for the national and provincial populations and is used as a benchmark for the setting of numerical goals and targets.

An analysis of the workforce profile for the reporting organisations is presented for all the occupational levels, viz. Top Management, Senior Management, Professionally Qualified, Skilled Technical, Semi-skilled and Unskilled levels. This is in response to an outcry from users to reflect on all the occupational levels and not only concentrate on the top levels. The analysis is according to race, gender and disability status as well as by province, sectors and business type.

The report also provides a workforce profile trend analysis from 2014 to 2016 by race, gender and disability. Also, included in this edition of the CEE Annual Report is the analysis of workforce profile, movements and skills development at universities and universities of technology. This is in response to a request from the higher education sector during the CEE sectoral engagements and in line with the Government's plan on transformation in the higher education sector.

2 HIGHLIGHTS FOR THE PERIOD



2. HIGHLIGHTS FOR THE PERIOD

The activities of the CEE are guided by the key strategic objectives set out by the fourth CEE at the beginning of its term in December 2015. Key activities highlighted for this reporting period include the following:

2.1 REVIEW OF THE TECHNICAL ASSISTANCE GUIDELINES ON THE EMPLOYMENT OF PERSONS WITH DISABILITIES (DISABILITY TAG)

The Technical Assistance Guidelines on the employment of People with Disabilities, which unpacks the Disability Code, was first published in 2003. Following the adoption of the United Nations Convention on the Rights of Persons with Disabilities and the revision of the Code of Good Practice on the Employment of Persons with Disabilities (Disability Code) in 2015, the Disability TAG was aligned accordingly. The Disability TAG unpacks the Disability Code and serves both as a management and a technical tool to guide employers in dealing with disability in the workplace when commencing employment, during employment and when terminating employment.

2.2. REVIEW OF THE CODE OF GOOD PRACTICE ON THE PREPARATION, IMPLEMENTATION AND MONITORING OF THE EMPLOYMENT EQUITY PLAN

With the commencement of the Employment Equity Amendment Act No. 47 of 2013 in August 2014, it became necessary to review all provisions affected by the amendment. One such instrument is the Code of Good Practice on the Preparation, Implementation and Monitoring of the Employment Equity Plan. The draft amended Code was published in the Government Gazette on 30 September 2016 for public comments. The amended Code will be published in the Government Gazette after incorporating the inputs sourced from public comments.

2.3. CEE STAKEHOLDER ENGAGEMENTS

The fourth CEE had planned among its strategic priorities, to engage with stakeholders in order to promote effective implementation of the objectives of the EEA. In discharging this task, the CEE differentiated between strategic and sectoral stakeholders. The mandate of the strategic partners has a bearing on the work that the CEE does. The sectoral stakeholders are those stakeholders responsible for the implementation of the EEA.

2.3.1 CONSULTATION WITH STRATEGIC PARTNERS

The engagement with this category of stakeholders was in order to form strategic partnerships on issues of common interest in realising the aims of the EEA. Among the partners that the CEE met, was the Broad-Based Black Economic (B-BBEE) Commission, the Black Management Forum (BMF), the Commission for Gender Equality (CGE) and the South African Human Rights Commission (SAHRC). The CEE entered into an agreement and signed a memorandum of understanding with the CGE regarding matters of mutual interests.

2.3.2 SECTORAL STAKEHOLDER ENGAGEMENTS

The Commission for Employment Equity embarked on consultative meetings with business leaders from various sectors of the South African economy. The CEE Annual Report constantly pointed to the under-representation of designated groups at the senior and Top Management levels of the workforce, despite them possessing skills to operate in the industry evidenced by the concentration at the Skilled Technical and professionally qualified occupational levels of the workplace.

The aim of the sectoral engagements was to understand and appreciate the issues affecting the implementation of the Employment Equity Act in organisations. The engagements produced vigorous debates from participants and pointed to various factors explaining the continued under-representation of designated groups in decision-making positions in the workplace. Among those mentioned is resistance to change from management in most sectors of the economy, which is characterised by the fixation on the legal compliance on employment equity and a failure to move beyond what is required by law. Businesses were mostly focussed on B-BBEE, which is seen to yield economic benefits, while ignoring the

employment equity component of the balanced scorecard. This was because employment equity is not integrated into the overall business strategy, but relegated to human resources, (HR). Sectoral targets were proposed as a solution to this problem.

There were claims of the existence of networks, which dictate who is recruited and promoted in organisations which was also a major challenge. This meant designated groups, especially Black (African) people were not being exposed to such opportunities ensuring their readiness for operating at higher levels despite having the necessary qualifications. Income disparities on employees in the same positions also came up during the engagements despite the promulgation of the Equal Pay for Work of Equal Value provisions in the Employment Equity Amendment Act in 2014, which perpetuate income inequality.

2.4. PROMULGATION OF SECTION 53 OF THE EMPLOYMENT EQUITY ACT (STATE CONTRACTS)

The consolidation of 23 years of democracy and 21 years of the Constitution of the Republic of South Africa entrenched the need to eradicate social and economic inequalities, particularly those that stem from our history of Colonialism, Apartheid and Patriarchy, which brought inequality to the great majority of our people, in particular Black people, Women and Persons with Disabilities.

It is well known that Colonialism, Apartheid and Patriarchy, have left behind a legacy of inequalities in both the labour market and society as a whole. In the labour market, the disparity in the distribution of jobs, occupations and incomes, reveals the effects of discrimination against Black people, Women and Persons with Disabilities.

It is therefore submitted that prohibition of unfair discrimination and the commitment to the implementation of affirmative action measures are mutually reinforcing processes required to achieve “substantive equality” in order to give effect to the right to equality as enshrined in Section 9 of the Constitution of the Republic of South Africa (Constitution).

Section 9(2) of the Constitution, the equality clause reads as follows:

‘Equality includes the full and equal enjoyment of all rights and freedoms. To promote the achievement of equality, legislative and other measures designed to protect or advance persons or categories of persons, disadvantaged by unfair discrimination may be taken.’

It is against this backdrop that the Employment Equity Act (EEA), 1998 was enacted followed by other pieces of transformation legislation such as the Skills Development Act and the Broad Based Black Economic Empowerment Act to give effect to section 9(2) of the Constitution.

However, it is known that despite the comprehensive legal framework in place and the consolidation of 19 years of the EEA, the pace of transformation has been slow. Some key contributors to this slow pace, include implementation challenges such as resistance by a number of employers to embrace employment equity to transform their various workplaces; employment equity not yet being recognised by a number of employers as a business imperative and not yet integrated into business strategies and plans to promote equity; absence of prescribed EE targets/ EE benchmarks to be met by various employers in various sectors to ensure that there is equity in their various workplaces; and inadequate monitoring of compliance by employees and trade unions in relation to the implementation of the agreed EE targets set by employers in the EE plans.

Notably, stakeholders that participated in the Commission for Employment Equity Sectoral Engagements held between June and September 2016, called or requested the setting of Sectoral EE targets as benchmarks and the promulgation of Section 53 of the EEA to trigger financial consequences for non-compliance and as a result, expedite transformation and compliance with the EEA.

In light of the slow pace of transformation; implementation challenges of the EEA and absence of financial consequences for non-compliance, the Commission for Employment Equity deemed it urgent to promulgate Section 53 dealing with State Contracts to expedite transformation, increase compliance levels and at the same time trigger financial consequences for non-compliance with the EEA.

Section 53 of the EEA states that:

53. (1) Every employer that makes an offer to conclude an agreement with any organ of state for the furnishing of supplies or services to that organ of state or for the hiring or letting of anything.
- (a) must-
- (i) If it is a designated employer, comply with Chapter II and III of this Act, or
- (ii) If it is not a designated employer, comply with Chapter II of this Act; and
- (b) attach to that offer either-
- (i) a certificate in terms of subsection (2) which is conclusive evidence that the employer complies with the relevant Chapters of this Act; or
- (ii) a declaration by the employer that it complies with the relevant Chapters of this Act, which when verified by the Director-General, is conclusive evidence of compliance.
- (2) An employer referred to in subsection (1) may request a certificate from the Minister confirming it compliance with Chapter II, or Chapters II and III, as the case may be.
- (3) A certificate issued in terms of subsection (2) is valid for 12 months from the date of issue or until the next date on which the employer is obliged to submit a report in terms of section 21, whichever period is longer.
- (4) A failure to comply with the relevant provisions of this Act is sufficient ground for rejection of any offer to conclude an agreement referred to in subsection (1) or for cancellation of the agreement.
- (5) The Minister may in the code of good practice set out factors that must be taken into account by any person assessing whether an employer complies with Chapter II or Chapters II and III.

It is noteworthy to highlight that the linking of EE compliance certificates with access to procurement opportunities available within the State is in-line with the international trends that are currently emerging and shared by a number of countries at the United Nations Commission on Status of Women (CSW61) held in March 2017. The linking of Certificates of Compliance for access to State Contracts is seen as a key Government policy intervention to accelerate gender equality and economic empowerment for women to achieve the Sustainable Development Goals, which are central to the United Nations 2030 Agenda.

Section 53 of the EEA deals with issuing of compliance certificates to employers who intend or do business with government. This section has never been promulgated since the inception of the Act. In line with the request made at the sectoral engagements conducted by the CEE, the Commission is looking at setting sectoral targets for the various sectors. These will assist in determining compliance, which will then be used as a basis for the issuing of compliance certificates for those employers who want to do business with Government.

3 WORKFORCE DISTRIBUTION



3. WORKFORCE DISTRIBUTION

The workforce distribution reflects the Quarterly Labour Force Survey (QLFS) conducted and published by Statistics South Africa on the Economically Active Population (EAP). The EAP includes people between the ages 15 to 64 years of age who are either employed or unemployed and who are seeking employment. The EAP is used as a benchmark to assist employers in the analysis of their workforce to determine the degree of under-representation of the designated groups. The benchmark furthermore guides employers in the setting of self-imposed numerical goals and targets towards achieving an equitable and representative workforce.

Section 15 of the EEA requires designated employers to implement affirmative action measures ‘designed to ensure that suitably qualified people from designated groups have equal opportunities to employment and are equitably represented in all occupational levels in the workforce of a designated employer’. Employers are required to use both the National and Provincial EAP (outlined below in Tables 1 and 2) as a guide, together with an evaluation of the suitably qualified available labour pool.

3.1. NATIONAL EAP BY POPULATION GROUP AND GENDER

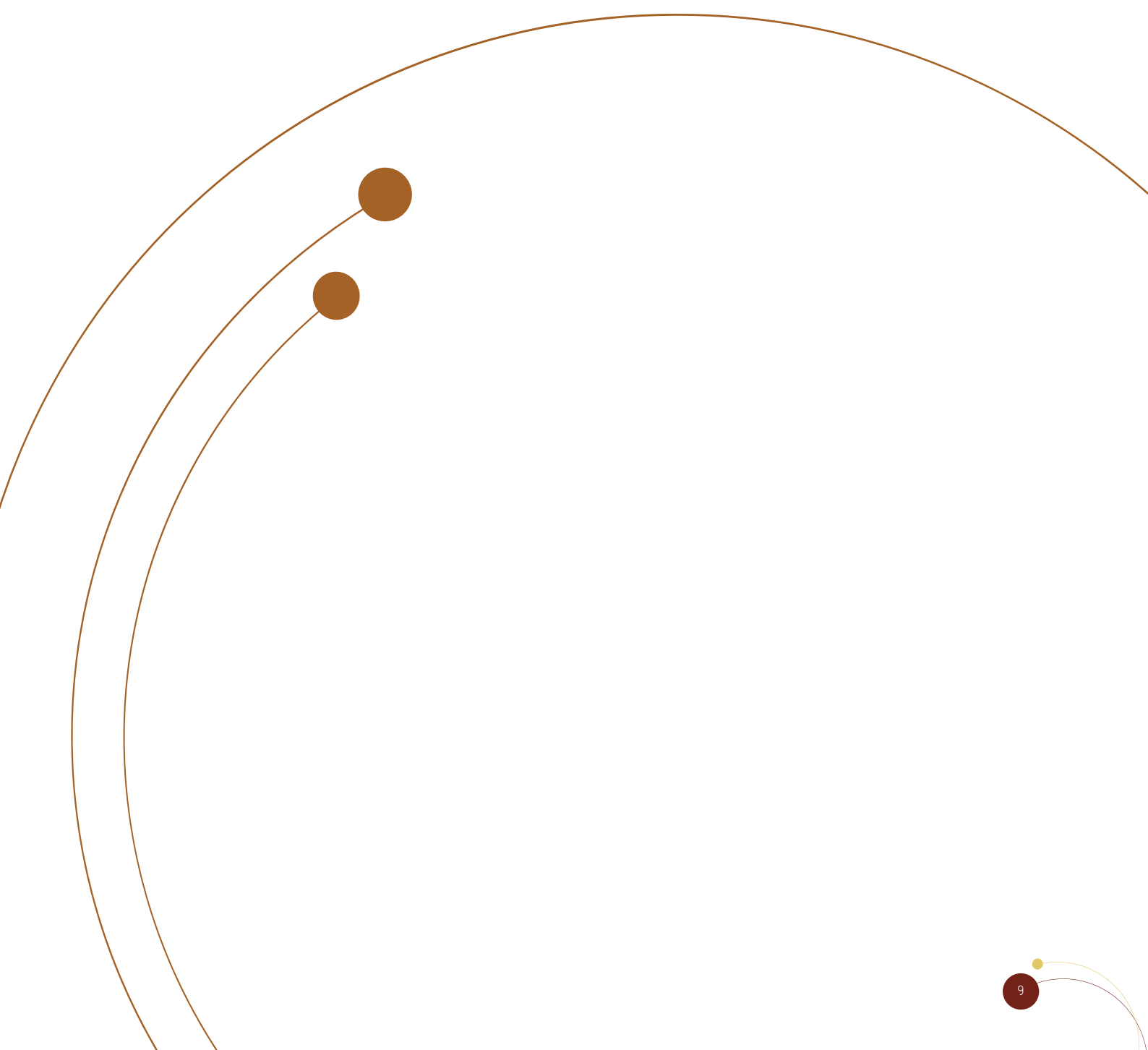
TABLE 1: NATIONAL EAP BY POPULATION GROUP AND GENDER1*			
POPULATION GROUP	MALE	FEMALE	TOTAL
African	42.8%	35.1%	78.0%
Coloured	5.3%	4.5%	9.8%
Indian	1.8%	1.0%	2.8%
White	5.3%	4.2%	9.5%
TOTAL	55.2%	44.8%	100.0%

Source: Statistics South Africa, (QLFS 3rd Quarter, 2016)

3.2. PROVINCIAL EAP BY POPULATION GROUP AND GENDER

TABLE 2: PROVINCIAL EAP BY POPULATION GROUP AND GENDER						
PROVINCES	GENDER	POPULATION GROUP				
		African	Coloured	Indian	White	Total
Eastern Cape	Male	43.2%	5.9%	0.1%	3.0%	52.3%
	Female	39.8%	5.5%	0.1%	2.4%	47.7%
	TOTAL	83.0%	11.5%	0.2%	5.4%	100.0%
Free State	Male	49.6%	0.7%	0.4%	3.7%	54.3%
	Female	41.5%	1.3%	0.1%	2.7%	45.7%
	TOTAL	91.1%	2.0%	0.5%	6.4%	100.0%
Gauteng	Male	44.8%	1.7%	1.8%	7.9%	56.1%
	Female	35.2%	1.3%	1.1%	6.3%	43.9%
	TOTAL	80.0%	3.0%	2.9%	14.2%	100.0%
KwaZulu-Natal	Male	43.2%	0.6%	6.8%	2.3%	52.9%
	Female	41.1%	0.4%	3.8%	1.8%	47.1%
	TOTAL	84.3%	1.1%	10.6%	4.0%	100.0%
Limpopo	Male	53.1%	0.2%	0.4%	2.1%	55.7%
	Female	43.0%	0.1%	0.1%	1.0%	44.3%
	TOTAL	96.0%	0.3%	0.5%	3.1%	100.0%
Mpumalanga	Male	51.0%	0.2%	0.6%	3.5%	55.3%
	Female	42.1%	0.1%	0.1%	2.5%	44.7%
	TOTAL	93.1%	0.3%	0.7%	6.0%	100.0%
North West	Male	56.4%	0.5%	0.1%	3.6%	60.6%
	Female	35.9%	0.3%	0.2%	2.9%	39.4%
	TOTAL	92.3%	0.8%	0.3%	6.5%	100.0%
Northern Cape	Male	29.8%	21.3%	0.2%	6.2%	57.6%
	Female	20.6%	17.3%	0.2%	4.4%	42.4%
	TOTAL	50.4%	38.6%	0.4%	10.6%	100.0%
Western Cape	Male	19.9%	26.2%	0.4%	8.2%	54.7%
	Female	16.1%	22.5%	0.1%	6.6%	45.3%
	TOTAL	36.0%	48.7%	0.5%	14.9%	100.0%

Source: Statistics South Africa, (QLFS 3rd Quarter, 2016)



4 ANALYSIS OF EMPLOYMENT EQUITY REPORTS RECEIVED IN 2016



4. ANALYSIS OF EMPLOYMENT EQUITY REPORTS RECEIVED IN 2016

The Department of Labour received 26 255 employment equity reports in 2016 compared to 25 030 EE reports received in 2015. There has been a slight increase (4.8%) in the number EE reports submitted. This increase may be due to an increase in awareness of EEA compliance requirements by employers.

4.1. EXTENT OF REPORTING BY PROVINCE, SECTOR AND BUSINESS TYPE

TABLE 3: NUMBER OF REPORTS RECEIVED IN 2016 BY PROVINCE			
PROVINCES	REPORTS RECEIVED	PERCENTAGE	EMPLOYEES
Eastern Cape	1 384	5.3%	369 592
Free State	741	2.8%	146 963
Gauteng	11 810	45.0%	3 579 053
KwaZulu-Natal	3 768	14.4%	928 429
Limpopo	696	2.7%	238 012
Mpumalanga	1 501	5.7%	360 538
Northern Cape	362	1.4%	82 791
North West	640	2.4%	189 026
Western Cape	5 353	20.4%	1 177 045
TOTAL	26 255	100.0%	7 071 449

Employment equity reports submitted by employers in Gauteng, constituted (45.0%) representing 3.5 million employees as depicted in Table 3. This is followed by Western Cape with 20.4% reports, representing more than a million employees, followed by 14.4% from KwaZulu-Natal.

Table 4 Number of reports submitted per sector

TABLE 4: NUMBER OF REPORTS RECEIVED IN 2016 BY SECTOR			
SECTORS	REPORTS RECEIVED	PERCENTAGE	EMPLOYEES
Agriculture	3 304	12.6%	594 677
Mining	736	2.8%	388 712
Manufacturing	4 901	18.7%	878 893
Electricity	436	1.7%	144 786
Construction	2 611	9.9%	381 493
Retail	2 237	8.5%	636 897
Wholesale	3 356	12.8%	453 678
Catering	1 503	5.7%	267 895
Transport	1 706	6.5%	443 759
Finance	2 969	11.3%	898 363
Community	2 496	9.5%	1 982 296
TOTAL	26 255	100.0%	7 071 449

It is worth noting in Table 4 that the Community, Social and Personal Services Sector has the largest number of employees (1 982 296) and this is due to the fact that the Public Sector (i.e. National, Provincial and Local Government) is included in this sector.

TABLE 5: NUMBER OF REPORTS RECEIVED IN 2016 BY BUSINESS TYPE			
BUSINESS TYPE	REPORTS RECEIVED	PERCENTAGE	EMPLOYEES
National Government	49	0.2%	365 045
Provincial Government	136	0.5%	498 360
Local Government	193	0.7%	173 580
Private Sector	24 899	94.8%	5 224 047
Non-Profit Organizations	561	2.1%	265 115
State-Owned Enterprises	116	0.4%	255 081
Educational Institutions	301	1.1%	290 221
TOTAL	26 255	100.0%	7 071 449

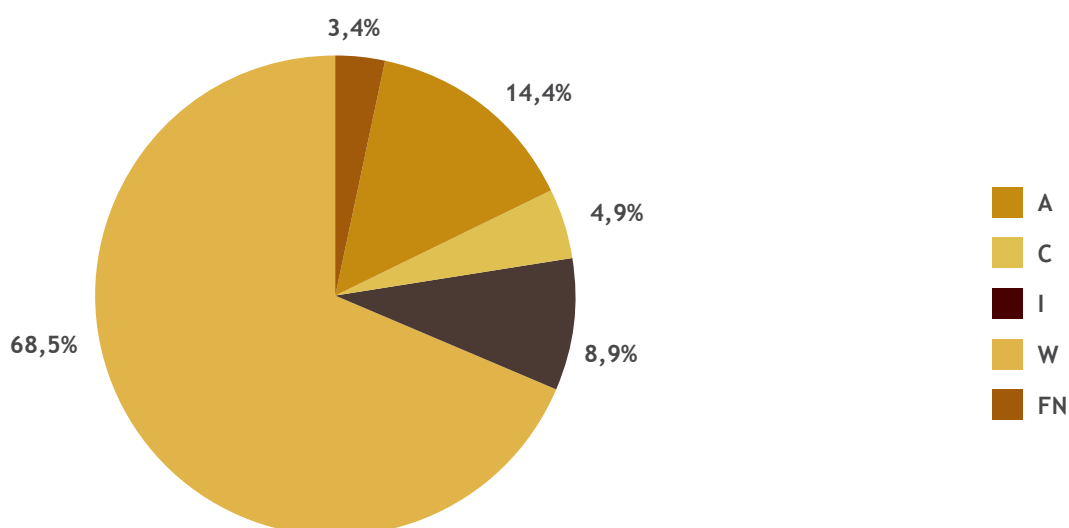
The Private Sector accounts for 94.8% of the reports submitted to the Department. This represents almost 5.3 million employees as reflected in Table 5. Non-profit organisations submitted 2.1% of the total number of 2016 reports.

4.2 ANALYSIS OF WORKFORCE PROFILE, WORKFORCE MOVEMENT AND SKILLS DEVELOPMENT ACCORDING TO OCCUPATIONAL LEVEL

This section of the report provides an analysis of the progress made in transforming the South African workplaces. Analysis and interpretation is based on the employment equity reports submitted by employers for the 2016 reporting year either manually or electronically. The workforce profile thus reflects reporting organisations. The analysis of the workforce profile per occupational level should be analysed compared to the EAP distribution. Abbreviations used: A for African, C for Coloured, I for Indian, W for White and FN for Foreign National.

4.2.1 WORKFORCE PROFILE AT TOP MANAGEMENT LEVEL BY RACE, GENDER AND DISABILITY STATUS

Figure 1: Workforce profile at Top Management level by Race



As shown in Figure 1, the representation of the White group at the Top Management Level at 68.5% is more than six times their EAP. The Indian group at 8.9% is also over-represented by three times their EAP. On the contrary, the African group at 14.4% and Coloured group at 5.5% are under-represented in relation to their EAP. African representation is more than five times below their EAP, while the Coloured representation is half their EAP.

Figure 2: Workforce profile at Top Management level for Public and Private Sectors by Race

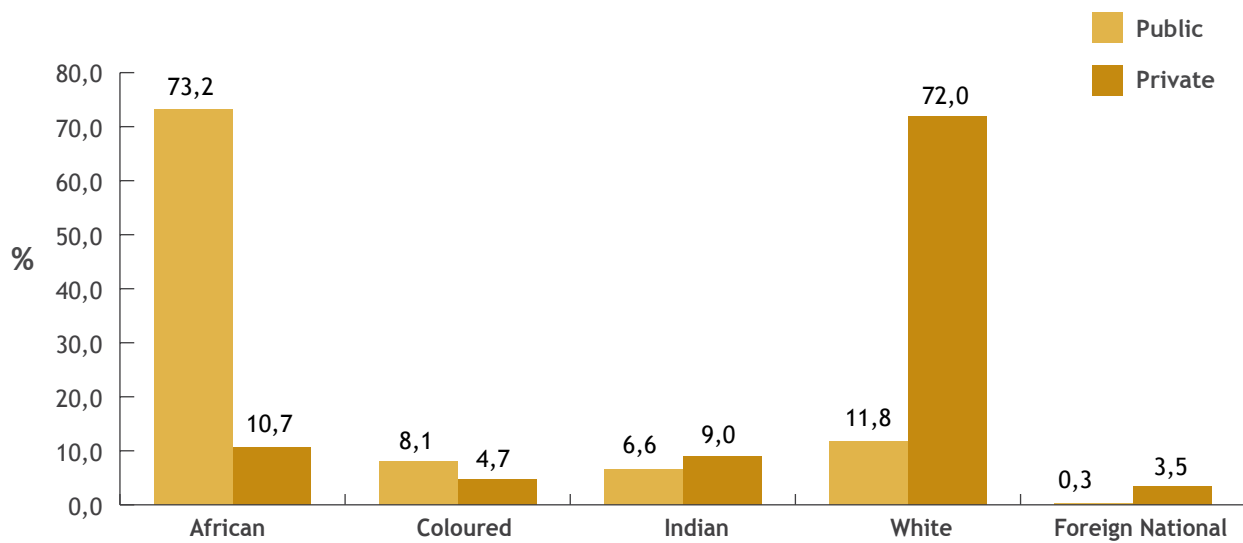


Figure 2 above shows the representation of employees at the Top Management Level in the Public and Private Sectors. It depicts the Public Sector as mainly dominated by the African and Coloured groups although they still fall short of their EAP. This is while the Private Sector has a high concentration of the White group. The White and Indian groups are seven and three times over-represented in comparison to their EAP.

Figure 3: Workforce profile at Top Management by Gender

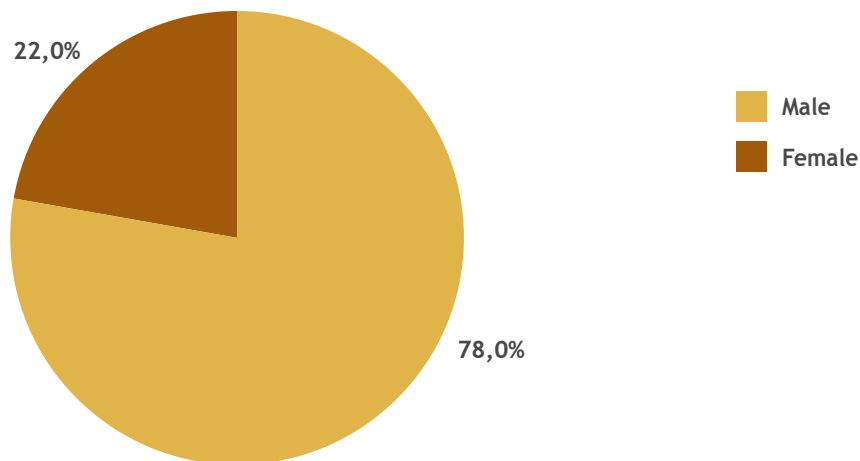


Figure 3 shows that female representation is less than half of their EAP distribution.

Figure 4: Workforce profile at Top Management level for Public and Private Sectors by Gender

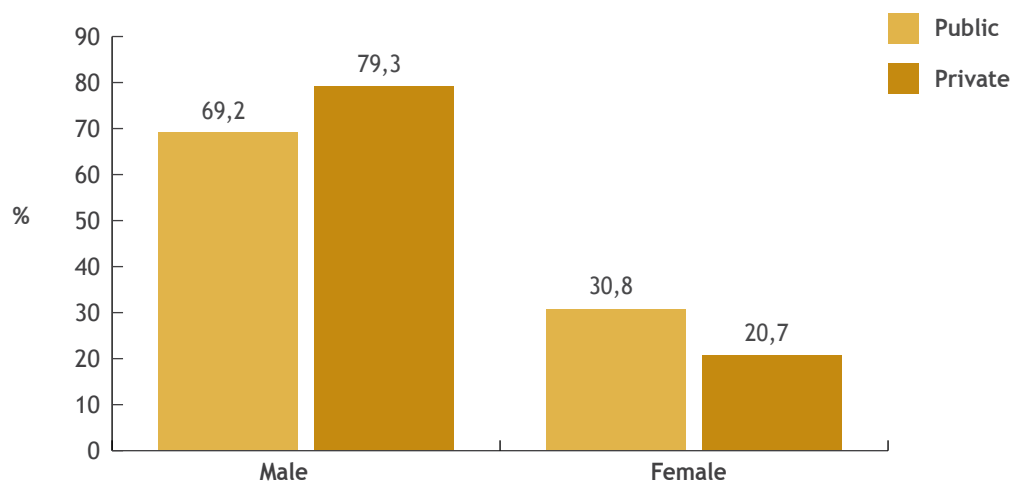
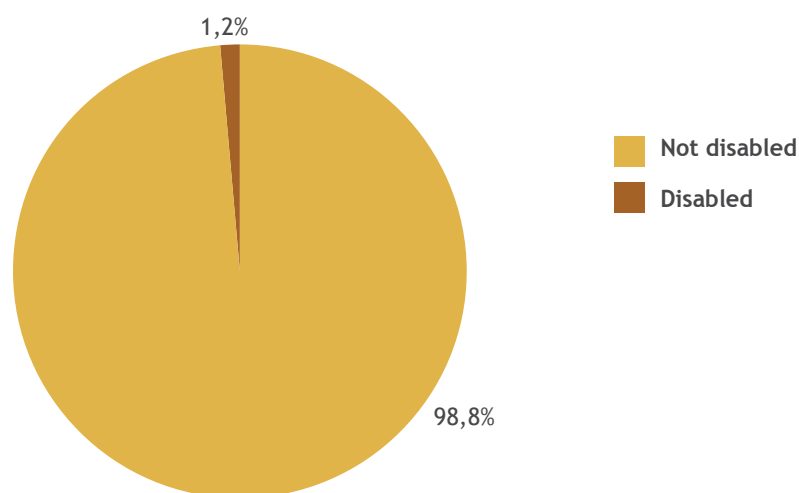


Figure 4 above shows that Males are almost one and half times over-represented in relation to their EAP in both the Public and the Private Sectors at the Top Management level.

Figure 5: Workforce profile at Top Management level disability status



Persons with Disabilities are grossly under-represented at 1.2% at Top Management Level as shown in figure 5.

Table 6: Workforce profile at Top Management Level by Race, Gender for Persons with Disabilities

TABLE 6: WORKFORCE PROFILE AT TOP MANAGEMENT LEVEL BY RACE, GENDER FOR PERSONS WITH DISABILITIES										
MALE				FEMALE				FOREIGN NATIONAL		TOTAL
African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
9.2%	5.9%	12.4%	50.8%	2.8%	2.7%	3.4%	10.9%	1.6%	0.4%	100.0%

Table 6 shows that the White and Indian Groups also dominate in terms of representation among Persons with Disabilities at the Top Management level as well.

Table 7: Workforce profile at Top Management level by Province

TABLE 7: WORKFORCE PROFILE AT TOP MANAGEMENT LEVEL BY RACE, GENDER AND PROVINCE											
PROVINCES PROVINCE	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Eastern Cape	11.9%	4.3%	2.3%	58.7%	4.9%	2.1%	0.6%	13.3%	1.7%	0.1%	100.0%
Free State	17.3%	1.7%	1.1%	60.1%	6.8%	0.3%	0.2%	12.0%	0.3%	0.2%	100.0%
Gauteng	9.7%	1.9%	6.0%	55.2%	5.4%	1.2%	2.4%	13.5%	4.0%	0.7%	100.0%
KwaZulu-Natal	10.7%	1.4%	18.4%	46.5%	4.6%	0.6%	6.1%	9.5%	2.0%	0.2%	100.0%
Limpopo	18.0%	0.4%	4.2%	55.5%	6.8%	0.4%	1.1%	12.7%	0.9%	0.2%	100.0%
Mpumalanga	20.1%	1.8%	3.4%	54.7%	5.5%	0.5%	0.7%	12.1%	1.0%	0.2%	100.0%
Northern Cape	12.0%	11.6%	1.4%	55.5%	5.2%	3.0%	0.6%	9.7%	1.0%	0.0%	100.0%
North West	22.1%	1.1%	3.4%	53.1%	6.2%	0.4%	1.1%	12.0%	0.6%	0.2%	100.0%
Western Cape	3.4%	8.3%	2.4%	62.4%	1.2%	4.5%	0.9%	14.2%	2.1%	0.6%	100.0%

Table 7 reflects that the Western Cape Province has the most representation of Whites (76.6%) at the Top Management level for both Males and Females. White Males occupy almost two thirds of Top Management positions in the Western Cape. This is followed by the Free State with 72, 1% White representation.

White Females as a designated group represent more than the rest of the designated female groups combined at this level across all Provinces.

Table 8: Workforce profile at Top Management Level by Sector

TABLE 8: WORKFORCE PROFILE AT TOP MANAGEMENT LEVEL BY RACE, GENDER AND SECTOR											
SECTORS	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Agriculture	5.8%	2.8%	0.8%	72.6%	1.9%	1.5%	0.2%	13.1%	1.1%	0.2%	100.0%
Mining and Quarrying	19.0%	2.4%	2.5%	56.3%	5.9%	0.6%	0.9%	7.5%	4.6%	0.3%	100.0%
Manufacturing	5.1%	2.9%	8.4%	62.2%	2.3%	1.5%	2.3%	10.6%	4.2%	0.5%	100.0%
Electricity, Gas and Water	21.5%	5.0%	6.4%	43.2%	9.6%	2.6%	2.8%	5.9%	2.8%	0.3%	100.0%
Construction	14.8%	5.4%	5.5%	57.0%	4.6%	1.8%	2.1%	6.4%	2.1%	0.2%	100.0%
Retail and Motor Trade/ Repair Service	3.7%	2.9%	8.4%	62.7%	1.5%	1.7%	2.4%	14.8%	1.7%	0.2%	100.0%
Wholesale Trade/ Commercial Agents/Allied Services	4.0%	2.0%	9.9%	59.0%	2.1%	1.5%	2.9%	14.5%	3.4%	0.6%	100.0%
Catering/Accommodation/ other trade	7.6%	2.8%	4.6%	50.4%	5.1%	2.4%	2.3%	21.8%	2.5%	0.5%	100.0%
Transport/ Storage/ Communications	10.1%	3.6%	9.8%	50.1%	5.1%	2.1%	3.8%	11.8%	3.1%	0.5%	100.0%
Finance/Business Services	8.9%	2.8%	5.7%	52.5%	5.5%	1.9%	2.6%	15.7%	3.6%	0.9%	100.0%
Community/ Social/Personal Services	23.3%	3.8%	4.8%	35.4%	11.2%	1.8%	2.5%	15.3%	1.3%	0.7%	100.0%

There is an over-representation of the White group, Males in particular in all sectors of the economy at the Top Management level as shown in Table 8, with by far the highest representation in Agriculture (83,1%), followed by Retail and Motor Trade/ Repair Service (79.4%).

White Females as a designated group represent more than the rest of the designated Female groups combined at this level across all Sectors.

Table 9: Workforce profile at Top Management level by Business Type

TABLE 9: WORKFORCE PROFILE AT TOP MANAGEMENT LEVEL BY RACE, GENDER AND BUSINESS TYPE											
BUSINESS TYPES	MALE				FEMALE				FOREIGN NATIONALS		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
National Government	39.3%	6.6%	6.2%	10.5%	26.0%	3.0%	3.0%	4.8%	0.2%	0.5%	100.0%
Provincial Government	47.4%	5.6%	2.4%	6.8%	28.4%	3.4%	1.5%	4.2%	0.0%	0.2%	100.0%
Local Government	54.1%	6.0%	5.0%	8.2%	21.0%	1.3%	1.5%	2.6%	0.2%	0.1%	100.0%
Private Sector	7.5%	3.0%	6.7%	59.1%	3.3%	1.7%	2.3%	13.0%	3.0%	0.5%	100.0%
Non-Profit Organisations	22.5%	4.5%	3.5%	26.8%	13.0%	2.9%	3.4%	18.6%	2.6%	2.1%	100.0%
State-Owned Enterprises	35.0%	4.3%	7.4%	16.2%	22.0%	2.8%	3.3%	7.7%	1.2%	0.2%	100.0%
Educational Institutions	15.1%	4.6%	2.7%	35.8%	7.5%	1.8%	2.3%	26.2%	2.5%	1.5%	100.0%

Table 9 shows that White representation remains overwhelming in the Private Sector, Non-Profit Organisations and Educational Institutions. This is while Africans are in the majority in all spheres of Government and State-Owned Enterprises.

Table 10: Workforce Movement and Skills Development at Top Management level

TABLE 10: WORKFORCE MOVEMENT AT TOP MANAGEMENT LEVEL BY RACE AND GENDER											
	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Workforce profile- all employees	5 867	1 924	3 895	33 192	2 705	1 030	1 395	7 673	1 704	310	59 695
	9.8%	3.2%	6.5%	55.6%	4.5%	1.7%	2.3%	12.9%	2.9%	0.5%	100.0%
Recruitment	19.4%	3.4%	5.6%	40.1%	9.6%	1.8%	3.5%	10.6%	5.3%	0.6%	100.0%
Promotion	13.0%	5.0%	7.9%	37.7%	7.8%	3.4%	4.6%	17.4%	2.3%	0.9%	100.0%
Terminations	14.5%	3.6%	4.9%	49.1%	7.2%	1.7%	1.8%	11.6%	4.8%	0.8%	100.0%
Skills Development	65.8%	1.8%	2.9%	17.0%	3.6%	1.2%	1.6%	6.1%	0.0%	0.0%	100.0%

Table 10 shows that the White group and predominantly White Males are afforded higher levels of recruitment and promotion opportunities as compared to the designated groups. The table furthermore indicates that the rate at which the White groups exit organisations, appear to be higher than the rate at which they are recruited into organisations. This trend suggests that with natural attrition the representivity of the White group and more so of White Males will be reduced with time, albeit at a very slow pace.

The preference for the White group over the designated groups in promotions and skills development continues to undermine transformation progress, as both are also key to changing the demographic representivity at this level.

4.2.2. WORKFORCE PROFILE AT SENIOR MANAGEMENT LEVEL BY RACE, GENDER AND DISABILITY

Figure 6: Workforce profile at Senior Management level by Race

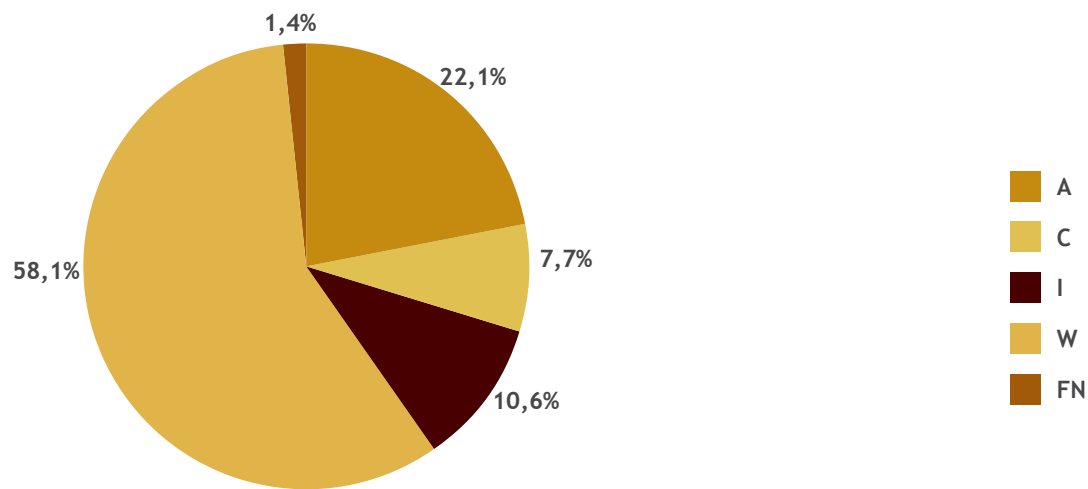
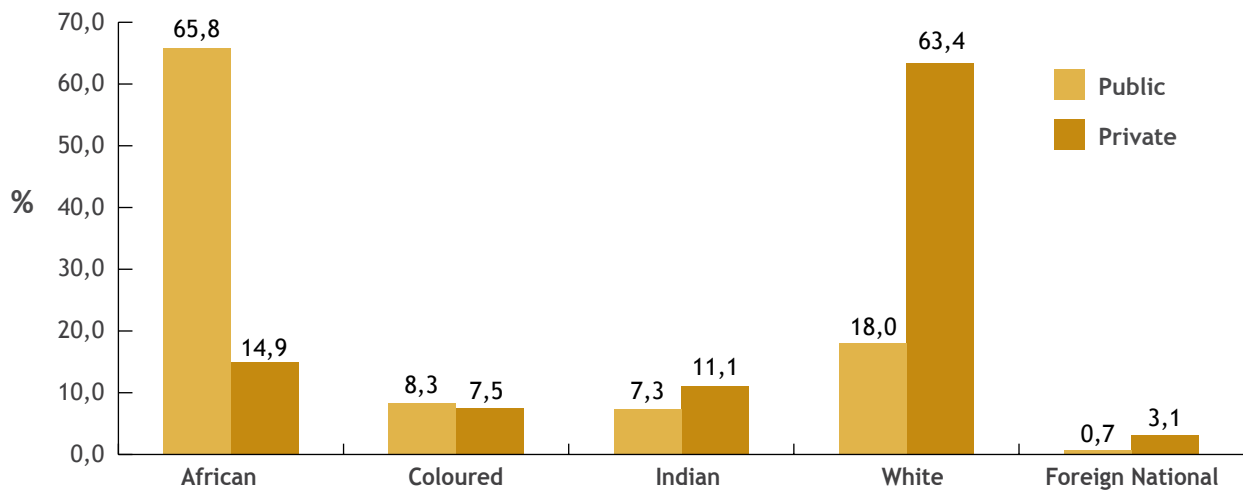


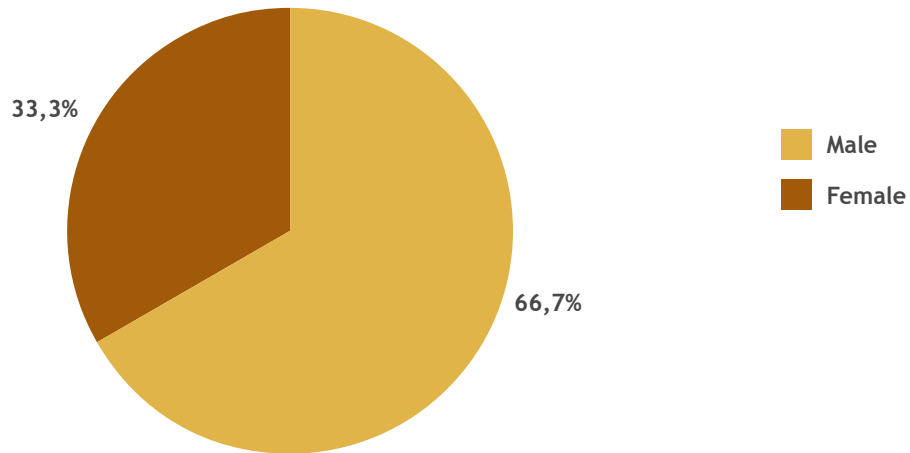
Figure 6 shows that the White group has more representation at the Senior Management Level at 58.1%, which is more than five times their EAP distribution. This is followed by the African group with a representation of 22.1%, which suggests a three-fold under-representation in relation to their EAP distribution.

Figure 7: Workforce profile at Senior Management level for Public and Private Sectors by Race



As can be seen in Figure 7, the same phenomenon occurring at the Top Management level is also present at this level. The Public Sector has a high concentration of the African group and to a lesser extent the Coloured group, while the White and the Indian groups are predominantly concentrated in the Private Sector.

Figure 8: Workforce profile at Senior Management level by Gender



More than two thirds of employees (66.7%) in Senior Management are male, while Females only account for 33.3% as can be seen in Figure 8. These statistics are however encouraging, given the fact that with career progression and promotions, these employees would naturally move to Top Management.

Figure 9: Workforce profile at Senior Management level for Public and Private Sectors by Gender

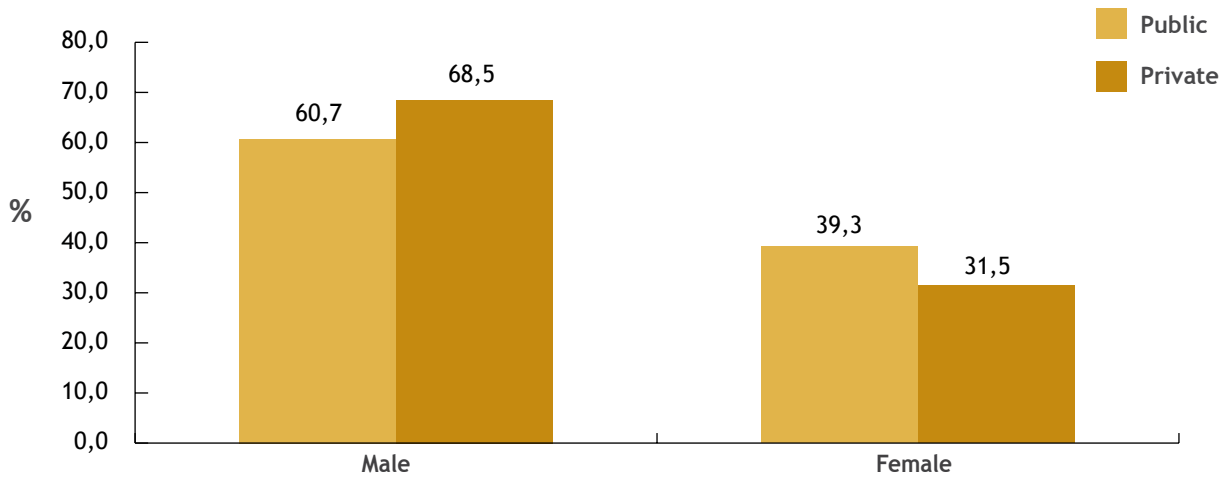
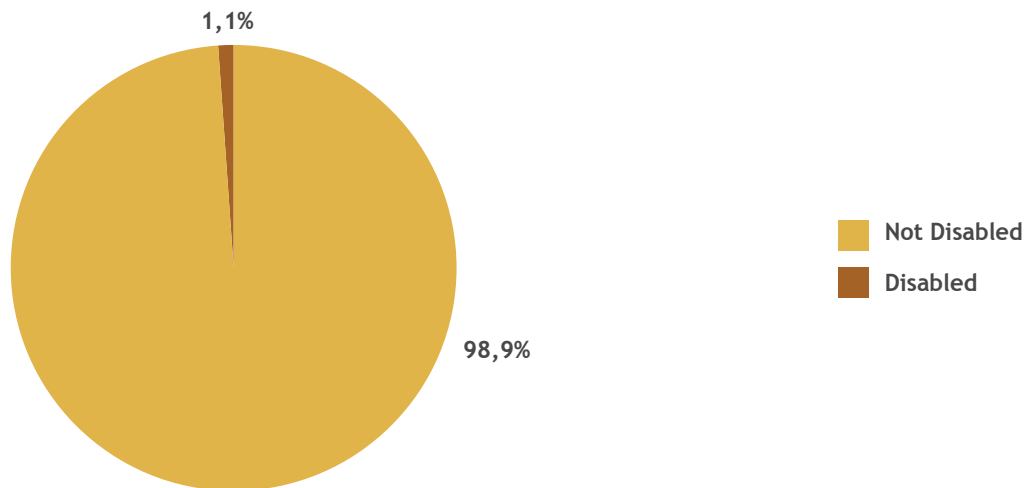


Figure 9 shows that the same as with Top Management, both the Public and the Private Sectors have a higher concentration of Males at the Senior Management Level with 68.5% in the Private and 60.7% in the Public Sectors respectively. It is worth noting that the Public Sector continues to do better in affirming Females as opposed to the Private Sector.

Figure 10: Workforce profile at Senior Management level by Disability status



Persons with Disabilities accounted for 1.1% of the workforce at this level.

Table 11: Workforce profile at Senior Management level by race, gender for Persons with Disabilities

TABLE 11: WORKFORCE PROFILE AT SENIOR MANAGEMENT LEVEL BY RACE, GENDER FOR PERSONS WITH DISABILITIES										
MALE				FEMALE				FOREIGN NATIONAL		TOTAL
African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
12.0%	4.7%	6.9%	39.0%	7.8%	2.9%	3.6%	18.3%	2.3%	0.7%	100.0%

Table 11 shows a higher level of representation of Persons with Disabilities at the Senior Management level at for Males and the White group.

Table 12: Workforce profile at Senior Management level by Province

TABLE 12: WORKFORCE PROFILE AT SENIOR MANAGEMENT LEVEL BY RACE, GENDER AND PROVINCE											
PROVINCES PROVINCE	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Eastern Cape	17.3%	5.7%	2.0%	41.3%	10.7%	3.0%	0.9%	17.1%	1.8%	0.4%	100.0%
Free State	22.4%	3.3%	0.9%	42.8%	10.4%	1.6%	0.4%	17.2%	0.9%	0.2%	100.0%
Gauteng	14.1%	3.2%	6.5%	39.3%	8.7%	2.0%	3.6%	18.9%	2.7%	0.9%	100.0%
KwaZulu-Natal	13.3%	2.7%	20.3%	30.7%	6.6%	1.7%	9.2%	13.5%	1.5%	0.4%	100.0%
Limpopo	32.7%	0.7%	1.7%	30.1%	17.6%	0.2%	1.0%	13.6%	2.1%	0.3%	100.0%
Mpumalanga	31.7%	1.5%	2.1%	37.1%	10.0%	0.5%	0.5%	15.1%	1.3%	0.2%	100.0%
Northern Cape	17.2%	11.5%	0.8%	40.6%	6.9%	6.2%	0.2%	15.6%	1.0%	0.2%	100.0%
North West	25.2%	1.8%	2.0%	41.2%	11.2%	1.2%	1.0%	15.4%	0.7%	0.1%	100.0%
Western Cape	4.8%	12.2%	2.9%	43.8%	2.8%	8.1%	1.6%	21.3%	1.8%	0.7%	100.0%

Table 12 suggests that the White group representation remains disproportionately high in all provinces other than Limpopo Province, where Africans are mostly represented. Regional nuances in terms of population distribution appear to have an impact when looking at the second largest represented groups at this level. The Indian group has the second largest representation in KwaZulu-Natal and Coloured group in the Western Cape Provinces, while Africans feature prominently in other provinces.

In terms of gender, White Females represent the largest than any other racial group in all provinces with the exception of the Limpopo Province where African female representation (17.6%) is the largest compared to other provinces.

Table 13: Workforce profile at Senior Management level by Sector

TABLE 13: WORKFORCE PROFILE AT SENIOR MANAGEMENT LEVEL BY RACE, GENDER AND SECTOR											
SECTORS	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Agriculture	9.5%	3.8%	1.4%	59.5%	3.8%	2.0%	0.8%	18.0%	1.0%	0.4%	100.0%
Mining and Quarrying	19.6%	2.6%	3.3%	55.0%	4.6%	0.7%	1.5%	9.1%	3.2%	0.3%	100.0%
Manufacturing	8.9%	5.6%	9.1%	47.9%	3.8%	2.5%	3.3%	15.6%	2.9%	0.6%	100.0%
Electricity, Gas and Water	29.5%	4.2%	5.8%	27.2%	17.3%	1.9%	2.6%	9.0%	1.9%	0.4%	100.0%
Construction	18.6%	6.6%	5.7%	47.4%	5.1%	1.7%	1.9%	10.1%	2.4%	0.4%	100.0%
Retail and Motor Trade/ Repair Service	9.7%	5.7%	8.3%	42.3%	4.9%	4.4%	3.6%	19.5%	1.3%	0.3%	100.0%
Wholesale Trade/ Commercial Agents/Allied Services	8.2%	4.3%	11.1%	40.7%	4.4%	3.2%	4.5%	21.2%	2.0%	0.6%	100.0%
Catering/Accommodation/ other trade	13.4%	4.4%	3.5%	30.9%	10.1%	4.4%	3.1%	27.0%	2.3%	0.8%	100.0%
Transport/ Storage/ Communications	13.8%	4.9%	9.7%	37.7%	7.3%	2.8%	4.3%	16.2%	2.5%	0.8%	100.0%
Finance/Business Services	9.6%	3.7%	7.1%	37.0%	7.3%	3.2%	5.1%	23.0%	2.8%	1.2%	100.0%
Community/ Social/Personal Services	27.1%	4.5%	4.1%	18.8%	18.2%	3.4%	3.1%	18.4%	1.5%	0.8%	100.0%

Table 13, suggests that the South African economy remains dominated by White Male representation in most business sectors of the economy. In the Electricity, Gas and Water Sector, the African group (Male and Female) is more represented than the White group, at 46.8%, as well as the Community, Social and Personal Services Sector (45.3%). In these sectors, African Males feature more prominently (29.5% and 27.1%) respectively.

White Females have the highest level of representation in all sectors compared to other Females in most sectors, other than the Electricity, Gas and Water sector, which has a strong African Female representation (17.3%).

Table 14: Workforce profile at Senior Management level by Business Type

TABLE 14: WORKFORCE PROFILE AT SENIOR MANAGEMENT LEVEL BY RACE, GENDER AND BUSINESS TYPE											
BUSINESS TYPES	MALE				FEMALE				FOREIGN NATIONALS		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
National Government	35.1%	4.7%	5.2%	11.9%	26.3%	2.9%	3.7%	9.3%	0.5%	0.4%	100.0%
Provincial Government	43.5%	5.4%	2.9%	6.7%	30.4%	4.1%	2.2%	4.1%	0.5%	0.1%	100.0%
Local Government	44.1%	5.8%	4.7%	13.8%	22.5%	2.5%	1.4%	4.6%	0.3%	0.1%	100.0%
Private Sector	10.0%	4.6%	7.4%	44.0%	4.9%	2.9%	3.7%	19.4%	2.4%	0.7%	100.0%
Non-Profit Organisations	26.0%	3.9%	3.3%	17.7%	17.7%	4.5%	3.4%	19.9%	2.2%	1.5%	100.0%
State-Owned Enterprises	31.6%	4.8%	7.0%	18.2%	21.6%	2.7%	3.7%	7.9%	1.9%	0.7%	100.0%
Educational Institutions	13.7%	3.8%	3.3%	25.2%	9.1%	3.0%	2.7%	34.0%	3.6%	1.6%	100.0%

Table 14 shows that for all business types, there is a high concentration of Males in Senior Management. The White group is mostly represented within the Private Sector (63.4%) and Educational Institutions (59.2%), while the African group is mostly employed in all spheres of Government and Non-Profit Organisations.

An increase in the number of foreign nationals is noted (5.2%), especially amongst Males within the Educational Institutions.

Table 15: Workforce Movement and Skills Development at Senior Management level

TABLE 15: WORKFORCE MOVEMENT AT SENIOR MANAGEMENT LEVEL BY RACE AND GENDER											
	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Workforce profile-all employees	19 893	6 657	9 865	55 710	11 150	4 210	5 076	26 073	3 220	1 009	142 863
	13.9%	4.7%	6.9%	39.0%	7.8%	2.9%	3.6%	18.3%	2.3%	0.7%	100.0%
Recruitment	15.0%	4.6%	6.4%	37.7%	9.8%	3.0%	3.6%	16.1%	2.9%	0.9%	100.0%
Promotion	17.8%	5.5%	7.5%	29.0%	11.2%	4.0%	5.0%	17.2%	1.9%	0.9%	100.0%
Terminations	12.9%	4.6%	6.1%	42.3%	7.1%	2.7%	3.2%	16.8%	3.2%	1.0%	100.0%
Skills development	28.8%	1.3%	12.2%	23.2%	28.1%	1.2%	1.1%	4.0%	0.0%	0.0%	100.0%

When analysing staffing practice, it is evident that Males seem to enjoy preference in employment opportunities as can be seen from **Table 15**. More than 60% of the opportunities in recruitment, promotion and training at the Senior Management level were afforded to Males. The recruitment rate for the White group (both male and female) is lower than their termination rates. This trend is encouraging as it suggests opportunities for transformation are opening up at this Level. However, the rate of promotions of individuals from the White group in relation to the other racial groups may frustrate these efforts.

4.2.3 WORKFORCE PROFILE AT PROFESSIONALLY QUALIFIED LEVEL BY RACE, GENDER AND DISABILITY

Figure 11: Workforce profile at Professionally Qualified level by Race

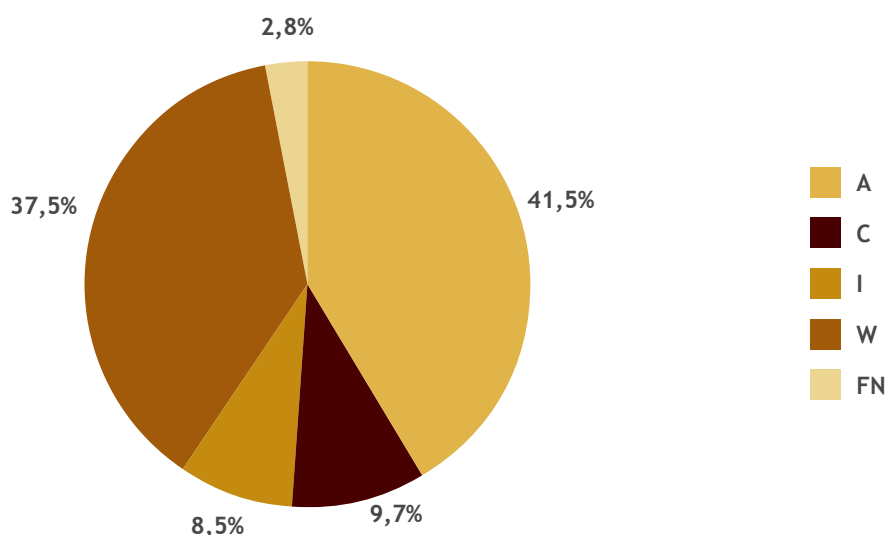


Figure 11 shows the representation at Professionally Qualified level. It is at this level of representation that a gradual change is noted in the representation of designated groups. The African group, at 41,5% is leading in representation at this Level.

Figure 12: Workforce profile at Professionally Qualified level for Public and Private Sectors by Race

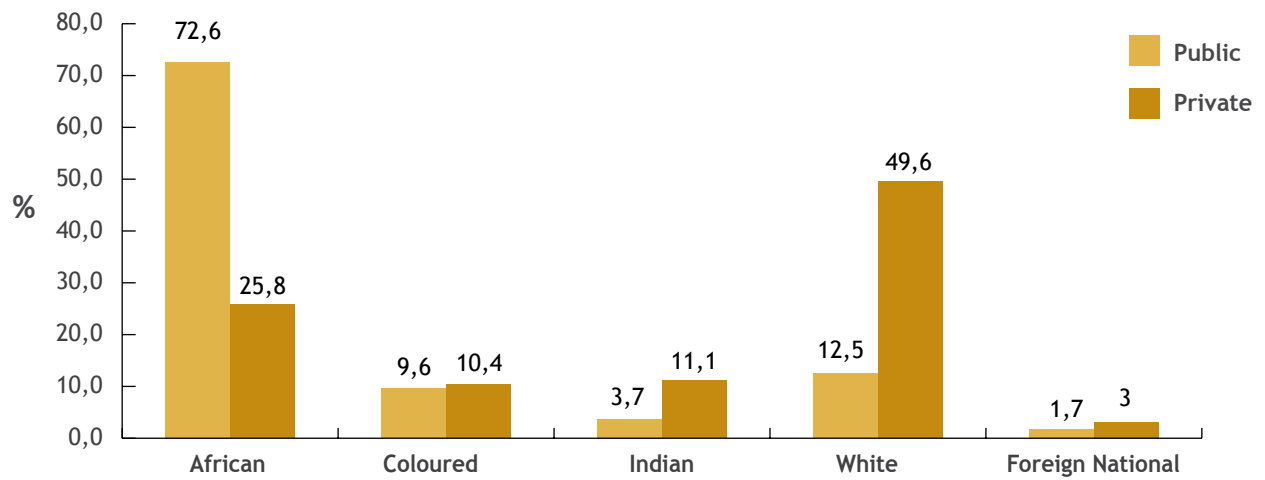


Figure 12 shows the representation at professionally qualified level. It is at this level of representation that a gradual change is noted in the representation of designated groups. The African group is leading in representation at this Level.

Figure 13: Workforce profile at Professionally Qualified level by Gender

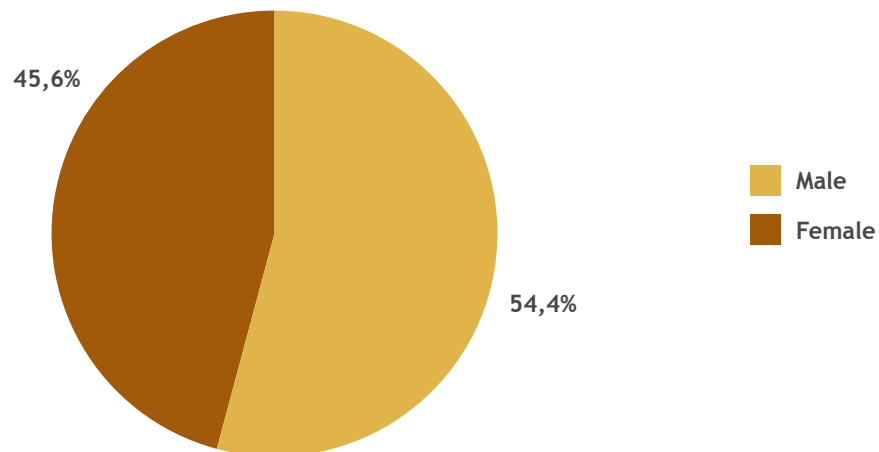
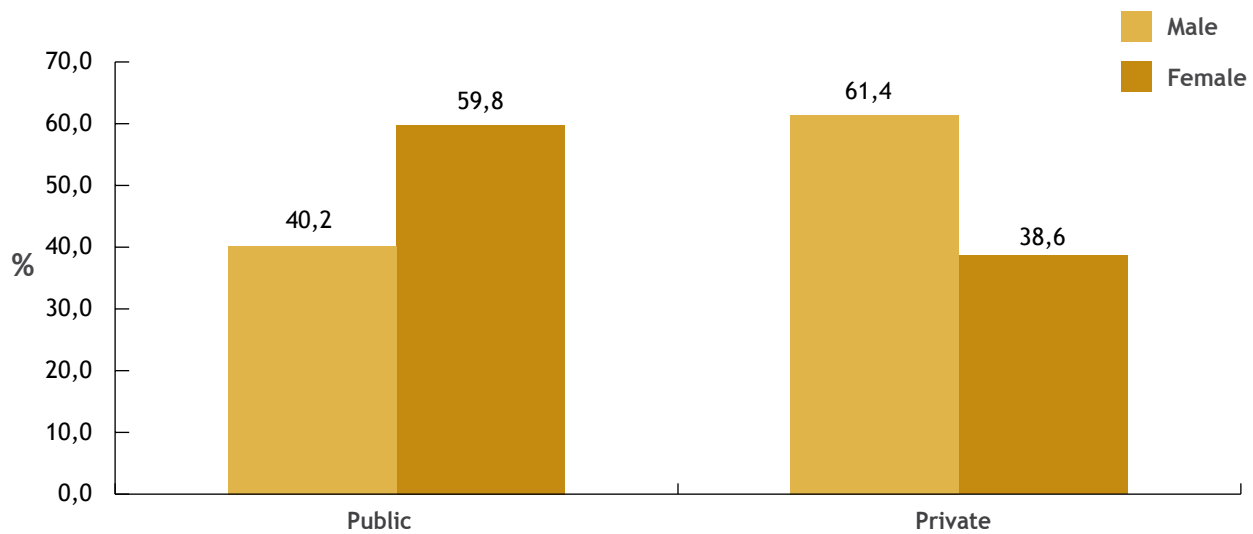


Figure 13 shows that the gender distribution is more in favour of Females as they have marginally exceeded their EAP distribution.

Figure 14: Workforce profile at Professionally Qualified level for Public and Private Sectors by Gender



According to Figure 14, the Private Sector is Male dominated at the Professionally Qualified level (61.4%) while the opposite is true for the Public Sector as Females account for 59.8%.

Figure 15: Workforce profile at Professionally Qualified level by disability status

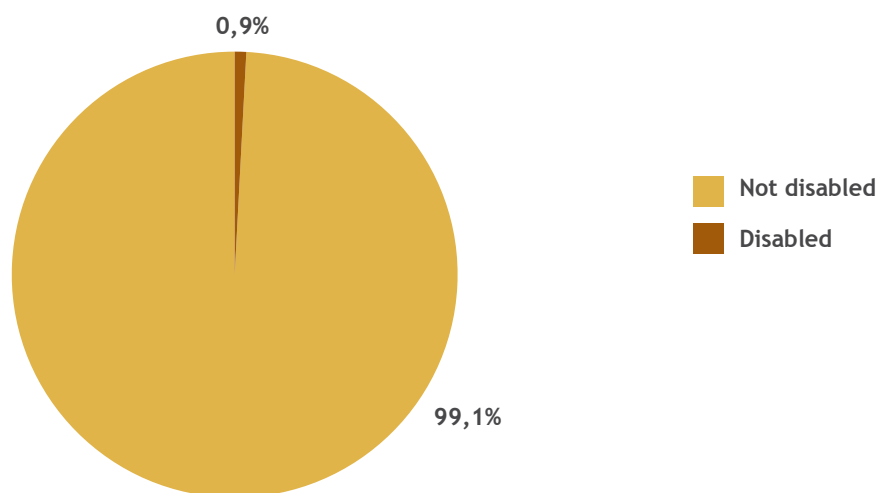


Figure 15 shows a gross under-representation of Persons with Disabilities at the Professionally Qualified level at 0.9%.

Table 16: Workforce profile at Professionally Qualified Level by Race, Gender for Persons with Disabilities

TABLE 16: WORKFORCE PROFILE AT PROFESSIONALLY QUALIFIED LEVEL BY RACE, GENDER FOR PERSONS WITH DISABILITIES										
MALE				FEMALE				FOREIGN NATIONAL		TOTAL
African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
16.8%	6.5%	6.1%	34.0%	9.9%	4.1%	3.7%	17.7%	0.8%	0.3%	100.0%

White Persons with Disabilities (both male and female) followed by Africans are more represented at the Professionally Qualified level.

Table 17: Workforce profile at Professionally Qualified level by Province

TABLE 17: WORKFORCE PROFILE AT PROFESSIONALLY QUALIFIED LEVEL RACE, GENDER AND PROVINCE											
PROVINCES PROVINCE	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Eastern Cape	23.1%	3.6%	0.6%	6.7%	52.7%	4.3%	0.4%	7.1%	1.2%	0.5%	100.0%
Free State	29.0%	3.3%	0.8%	29.1%	16.5%	1.7%	0.3%	17.6%	1.3%	0.4%	100.0%
Gauteng	20.3%	4.0%	5.5%	26.8%	15.4%	3.3%	4.2%	17.5%	2.3%	0.9%	100.0%
KwaZulu-Natal	21.8%	2.4%	14.7%	15.0%	20.1%	2.0%	10.8%	10.7%	1.8%	0.6%	100.0%
Limpopo	39.2%	0.2%	0.4%	6.3%	45.9%	0.2%	0.4%	4.9%	1.8%	0.7%	100.0%
Mpumalanga	32.1%	0.9%	1.1%	20.8%	26.8%	0.6%	0.7%	13.0%	3.1%	1.1%	100.0%
Northern Cape	19.1%	19.7%	0.3%	18.8%	15.3%	13.8%	0.2%	12.2%	0.6%	0.1%	100.0%
North West	26.6%	1.1%	1.2%	20.5%	28.7%	1.2%	0.9%	15.2%	3.8%	1.0%	100.0%
Western Cape	8.5%	15.1%	2.8%	25.9%	7.6%	14.1%	2.3%	21.4%	1.6%	0.7%	100.0%

Table 17 shows that Males are dominant across the provinces, with the exception of the Eastern Cape at 34% and Limpopo at 46.1%.

In terms of race, the African group makes up the majority of employees in Limpopo having an African representation of (85.1%). The Provinces with the highest representation of the White group are Free State (46.7%), Gauteng (44.3%), and the Western Cape (47.3%). This is very concerning if considered within the context of the EAP distribution of the White group.

Table 18: Workforce profile at Professionally Qualified level by Sector

TABLE 18: WORKFORCE PROFILE AT PROFESSIONALLY QUALIFIED LEVEL BY RACE, GENDER AND SECTOR											
SECTORS	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Agriculture	19.8%	6.0%	1.9%	37.2%	10.0%	3.1%	1.2%	19.1%	1.3%	0.3%	100.0%
Mining and Quarrying	26.5%	3.3%	2.4%	42.6%	9.3%	1.1%	1.4%	10.6%	2.5%	0.4%	100.0%
Manufacturing	14.7%	6.8%	8.5%	38.0%	6.7%	3.4%	4.1%	15.3%	2.1%	0.5%	100.0%
Electricity, Gas and Water	30.1%	5.3%	5.8%	22.4%	22.2%	2.4%	2.6%	7.2%	1.6%	0.3%	100.0%
Construction	24.7%	7.4%	4.6%	38.2%	8.5%	1.7%	1.6%	9.9%	3.0%	0.5%	100.0%
Retail and Motor Trade/ Repair Service	15.9%	7.3%	7.0%	25.2%	12.6%	7.3%	4.5%	19.1%	0.8%	0.4%	100.0%
Wholesale Trade/ Commercial Agents/Allied Services	15.0%	5.8%	7.2%	29.5%	8.8%	4.5%	5.1%	21.9%	1.7%	0.5%	100.0%
Catering/Accommodation/ other trade	19.3%	5.1%	3.6%	18.8%	17.9%	6.6%	3.1%	20.8%	3.2%	1.4%	100.0%
Transport/ Storage/ Communications	21.6%	6.3%	7.6%	29.4%	10.8%	3.1%	3.8%	13.4%	3.2%	0.6%	100.0%
Finance/Business Services	13.9%	5.1%	6.9%	24.9%	13.1%	5.6%	6.4%	20.7%	2.4%	1.1%	100.0%
Community/ Social/Personal Services	24.9%	3.8%	2.1%	8.5%	37.8%	5.1%	2.6%	12.8%	1.7%	0.9%	100.0%

Table 18, shows that the sectors that are leading in the representation of Africans are the Community, Social, and Personal Services (which includes all tiers of Government) at 62.7% as well as the Electricity, Gas and Water at 52.3% Sectors. It is also in the Community, Social and Personal Services Sector that Females are most represented at 59.2%.

Table 19: Workforce profile at Professionally Qualified level by Business Type

TABLE 19: WORKFORCE PROFILE AT PROFESSIONALLY QUALIFIED LEVEL RACE, GENDER AND BUSINESS TYPE											
BUSINESSES TYPES	MALE				FEMALE				FOREIGN NATIONALS		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
National Government	37.5%	4.4%	2.6%	11.8%	29.2%	3.3%	2.1%	8.6%	0.3%	0.2%	100.0%
Provincial Government	23.6%	3.4%	1.3%	3.5%	51.9%	6.1%	2.0%	5.9%	1.5%	0.7%	100.0%
Local Government	34.5%	9.8%	3.0%	13.7%	26.1%	5.0%	1.4%	6.1%	0.3%	0.1%	100.0%
Private Sector	15.8%	5.9%	6.5%	30.9%	10.0%	4.5%	4.6%	18.7%	2.3%	0.7%	100.0%
Non-Profit Organisations	30.8%	2.9%	4.7%	9.3%	27.3%	4.0%	3.9%	14.6%	1.5%	0.9%	100.0%
State-Owned Enterprises	35.0%	4.3%	4.7%	17.8%	24.5%	2.8%	2.7%	6.4%	1.2%	0.5%	100.0%
Educational Institutions	17.5%	4.1%	2.1%	16.5%	19.7%	3.3%	2.8%	28.1%	3.8%	2.1%	100.0%

According to Table 19, at the Professionally Qualified level, Males have the most representation in State-Owned Enterprises (61.8%) and Local Government (61.3%); Private Sector (61.4%) and National Government (56.6%)

In terms of race, the Private Sector still remains the biggest employer of the White group percentage wise at 49.6% followed by the Educational Institutions with 44.6%. This is concerning if considered within the context of the EAP distribution of the White group which currently is at 9.8%. Whites in these two business types are over four times their EAP distribution.

Foreign Nationals represent 5.9% of the total population of employees in Educational Institutions.

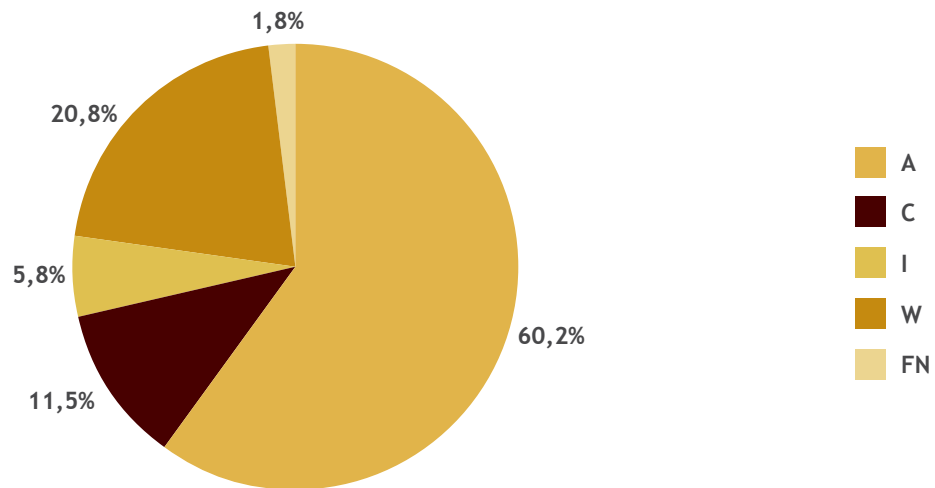
Table 20: Workforce movement and skills development at the Professionally Qualified level

TABLE 20: WORKFORCE MOVEMENT AND SKILLS DEVELOPMENT AT PROFESSIONALLY QUALIFIED LEVEL BY RACE AND GENDER											
	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Workforce profile-all employees	120 731	30 352	28 569	130 695	125 126	27 156	21 701	91 477	12 024	4 563	592 394
	20.4%	5.1%	4.8%	22.1%	21.1%	4.6%	3.7%	15.4%	2.0%	0.8%	100.0%
Recruitment	19.6%	5.2%	5.2%	24.4%	16.1%	4.4%	4.5%	15.8%	3.5%	1.4%	100.0%
Promotion	27.2%	5.5%	4.7%	16.2%	22.6%	4.9%	4.0%	12.5%	1.7%	0.7%	100.0%
Terminations	19.4%	4.9%	4.5%	25.2%	19.1%	4.2%	3.4%	15.0%	3.2%	1.1%	100.0%
Skills Development	32.8%	3.7%	3.3%	28.1%	15.6%	4.2%	2.9%	9.4%	0.0%	0.0%	100.0%

Table 20 suggests that at the Professionally Qualified level we are losing individuals from the designated groups at more or less the same rate at which we appoint them. The same trend has emerged amongst the White group which means that demographically, this Level is at a standstill.

4.2.4 WORKFORCE PROFILE AT SKILLED TECHNICAL LEVEL BY RACE, GENDER AND DISABILITY

Figure 16: Workforce profile at Skilled Technical level by Race



Black people are mostly represented at the Skilled Technical occupational level as shown in Figure 16. More than two thirds of employees at this level are Black, with 60.2% of this level being represented by the African group. This remains below their EAP distribution, but is a movement in the right direction.

Figure 17: Workforce profile at Skilled Technical level for Public and Private Sector by Race

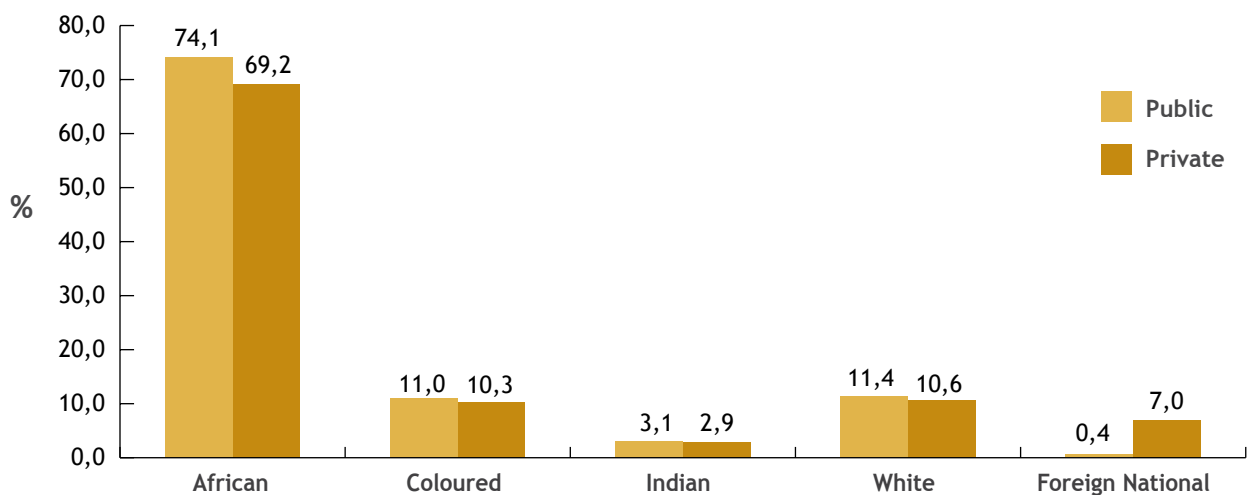


Figure 17 suggests that both the Private and Public Sector have made significant strides in employing Africans at this Occupational Level. Africans have in fact exceeded their EAP distribution in the Public Sector. The Skilled Technical Occupational Level is a feeder Level into the other Management Levels and it is encouraging to note this.

Figure 18: Workforce profile at Skilled Technical level by Gender

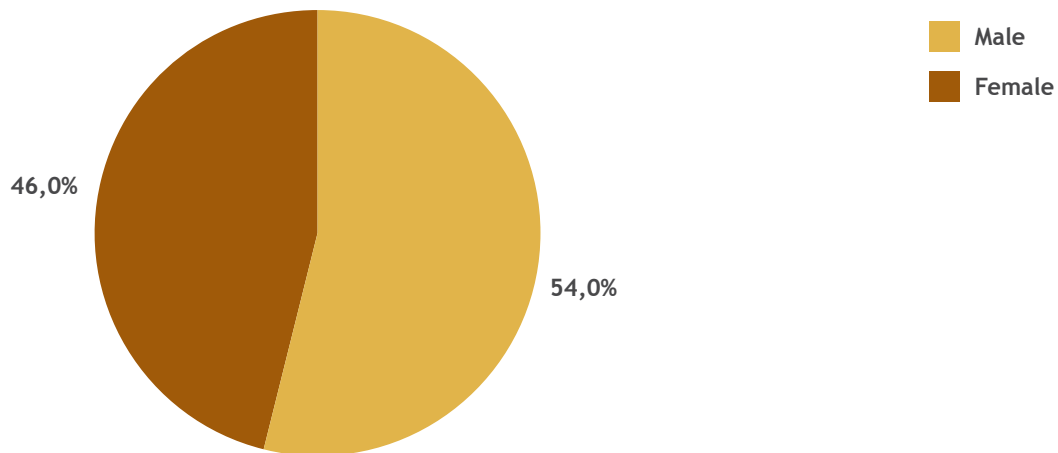


Figure 18 suggests that at 46.0% at the Skilled Technical Level, Females have exceeded their EAP distribution.

Figure 19: Workforce profile at Skilled Technical level for Public and Private Sectors by Gender

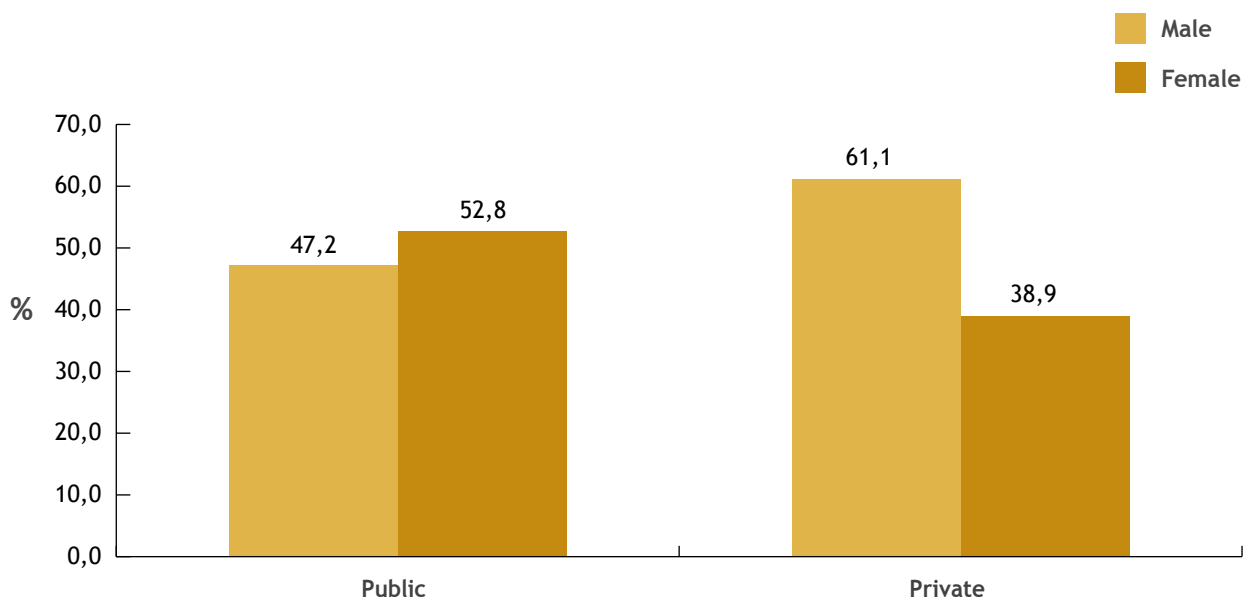


Figure 19 shows that at Skilled Technical Level, Females are more likely to be employed in the Public Sector, as just over fifty percent of (52.8%) Females are represented in the sector, whilst 61.1% Males at this level work for the Private Sector.

Figure 20: Workforce profile at Skilled Technical level by Disability Status

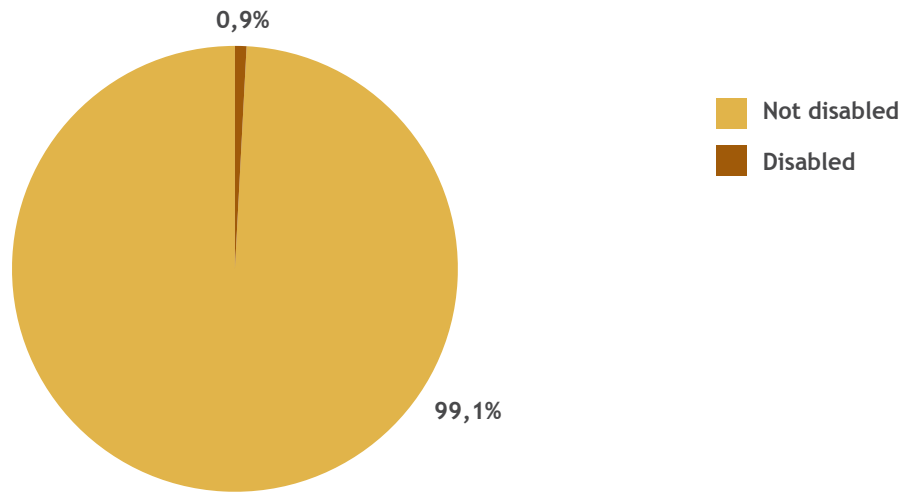


Figure 20 above shows that the representation of Persons with Disabilities at the Skilled Technical level is grossly under-represented at 0.9%.

Table 21: Workforce profile at Skilled Technical level by Race, Gender for Persons with Disabilities

TABLE 21: WORKFORCE PROFILE AT SKILLED TECHNICAL LEVEL BY RACE, GENDER FOR PERSONS WITH DISABILITIES										
MALE				FEMALE				FOREIGN NATIONAL		TOTAL
African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
27.8%	6.4%	3.8%	20.3%	19.8%	5.2%	2.7%	13.3%	0.6%	0.2%	100.0%

The African group has the most representation of Persons with Disabilities at the Skilled Technical level as shown in Table 21.

Table 22: Workforce profile at Skilled Technical level by province

TABLE 22: WORKFORCE PROFILE AT SKILLED TECHNICAL LEVEL BY RACE, GENDER AND PROVINCE											
PROVINCES PROVINCE	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Eastern Cape	26.7%	8.4%	0.6%	11.1%	36.2%	6.8%	0.5%	8.3%	0.9%	0.3%	100.0%
Free State	34.9%	2.0%	0.1%	10.3%	36.5%	1.7%	0.2%	13.3%	0.9%	0.2%	100.0%
Gauteng	36.7%	4.6%	2.9%	13.2%	23.4%	4.1%	2.5%	10.8%	1.4%	0.4%	100.0%
KwaZulu-Natal	29.9%	1.9%	9.0%	4.7%	38.1%	2.1%	8.4%	4.9%	0.9%	0.2%	100.0%
Limpopo	38.6%	0.1%	0.1%	2.0%	54.5%	0.2%	0.1%	2.6%	1.4%	0.3%	100.0%
Mpumalanga	39.3%	0.8%	0.3%	9.8%	39.1%	0.5%	0.3%	7.0%	2.6%	0.3%	100.0%
Northern Cape	21.5%	17.5%	0.2%	10.8%	20.7%	18.4%	0.1%	9.2%	1.3%	0.3%	100.0%
North West	32.7%	1.0%	0.3%	11.4%	40.8%	1.5%	0.3%	10.3%	1.6%	0.2%	100.0%
Western Cape	15.9%	20.0%	1.5%	11.3%	14.1%	19.4%	1.5%	14.0%	1.5%	0.8%	100.0%

Table 22, shows a strong representation of Black people at the Skilled Technical Level in all provinces. The African group in particular dominates this space with the exception of the Western Cape, where the majority representation is that of the Coloured group. Limpopo remains the leader in the African representation, at 93.1%.

Table 23: Workforce profile at Skilled Technical level by Sector

TABLE 23: WORKFORCE PROFILE AT SKILLED TECHNICAL LEVEL BY RACE, GENDER AND SECTOR											
SECTORS	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Agriculture	35.1%	11.4%	1.4%	15.6%	15.9%	6.2%	0.9%	11.5%	1.8%	0.3%	100.0%
Mining and Quarrying	47.7%	4.1%	0.7%	24.7%	10.7%	1.1%	0.4%	5.8%	4.7%	0.1%	100.0%
Manufacturing	32.7%	10.4%	6.2%	20.2%	10.6%	5.2%	2.9%	9.7%	1.8%	0.3%	100.0%
Electricity, Gas and Water	42.6%	4.7%	2.2%	12.8%	27.2%	2.6%	1.5%	5.5%	0.6%	0.1%	100.0%
Construction	52.0%	7.0%	2.5%	14.3%	10.6%	2.1%	1.3%	6.6%	3.4%	0.2%	100.0%
Retail and Motor Trade/Repair Service	26.5%	7.4%	4.9%	13.6%	22.7%	9.5%	3.6%	10.9%	0.7%	0.2%	100.0%
Wholesale Trade/ Commercial Agents/ Allied Services	26.8%	6.3%	5.0%	15.2%	17.5%	7.4%	4.4%	15.5%	1.5%	0.4%	100.0%
Catering/ Accommodation/ other trade	27.9%	4.5%	1.8%	6.9%	31.5%	8.9%	2.5%	11.1%	3.0%	1.8%	100.0%
Transport/ Storage/ Communications	35.5%	7.8%	4.8%	16.3%	17.9%	4.5%	2.6%	8.8%	1.6%	0.3%	100.0%
Finance/Business Services	21.3%	5.9%	3.9%	10.3%	26.9%	9.5%	5.1%	15.1%	1.3%	0.7%	100.0%
Community/ Social/ Personal Services	32.7%	3.9%	1.5%	4.5%	40.9%	4.7%	2.3%	8.4%	0.6%	0.4%	100.0%

As shown in **Table 23**, this occupational level is dominated by the Black group, particularly Africans. The Community, Social and Personal Services Sector remain the biggest employer of the African group, followed by Electricity, Gas and Water. Females are mostly represented in the Catering, Accommodation and Other Trade Sector. This fits with the argument that Females are still predominantly represented in specific gender stereotyped roles of which the said sector has the most of these roles. These roles are also by their very nature more service-orientated and with the advancement of technology, women at this level would be most vulnerable to terminations.

Table 24: Workforce profile at Skilled Technical level by Business Type

TABLE 24: WORKFORCE PROFILE AT SKILLED TECHNICAL LEVEL BY RACE, GENDER AND BUSINESS TYPE											
BUSINESS TYPES BUSINESSES TYPE	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
National Government	45.1%	7.2%	2.0%	9.6%	24.2%	3.6%	1.1%	7.1%	0.0%	0.0%	100.0%
Provincial Government	24.0%	2.5%	0.8%	1.6%	57.4%	6.4%	1.5%	5.2%	0.5%	0.3%	100.0%
Local Government	35.8%	13.1%	4.5%	7.3%	26.2%	7.1%	1.9%	4.0%	0.1%	0.1%	100.0%
Private Sector	33.9%	6.9%	3.9%	14.4%	17.8%	6.1%	3.2%	11.4%	1.9%	0.5%	100.0%
Non-Profit Organisation	26.3%	1.6%	2.2%	2.8%	53.3%	2.4%	5.6%	5.2%	0.4%	0.3%	100.0%
State-Owned Enterprises	37.2%	3.3%	1.4%	8.6%	41.9%	2.2%	1.0%	3.8%	0.6%	0.2%	100.0%
Educational Institution	18.8%	5.2%	0.9%	6.5%	37.8%	8.1%	2.1%	18.1%	1.5%	1.0%	100.0%

Table 24 shows that Black representation in Government is higher, the African group in particular, with the representation of African Females at 57.4% in Provincial Government at the Skilled Technical Level. African Females also feature strongly in Non-Profit Organisations (53.3%) and in Educational Institutions at 37.8%. Provincial Government, Non-Profit Organisations and State-Owned Enterprises are the largest employers of Africans at 81.4%, 79.6% and 79.1% respectively.

Table 25: Workforce Movement and Skills Development at Skilled Technical level

TABLE 25: WORKFORCE MOVEMENT AT SKILLED TECHNICAL LEVEL BY RACE AND GENDER											
	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Workforce profile-all employees	604 833	110 182	55 790	203 336	508 858	103 080	50 912	181 510	25 373	7 262	1 851 136
	32.7%	6.0%	3.0%	11.0%	27.5%	5.6%	2.8%	9.8%	1.4%	0.4%	100.0%
Recruitment	33.6%	5.9%	2.9%	11.6%	25.7%	5.6%	2.6%	9.4%	1.9%	0.7%	100.0%
Promotion	34.7%	4.9%	1.8%	5.3%	39.1%	4.6%	1.7%	6.8%	0.8%	0.3%	100.0%
Terminations	34.0%	6.3%	3.1%	13.6%	21.8%	5.5%	2.6%	10.6%	1.9%	0.6%	100.0%
Skills development	43.6%	4.3%	2.3%	5.6%	30.9%	4.9%	2.1%	6.4%	0.0%	0.0%	100.0%

Table 25 shows a different pattern at Skilled Technical level in terms of opportunities in workforce movements compared to the trends noted at the Top and Senior Management as well as in the Professionally Qualified Levels. At the Skilled Technical level, African Males and Females appear to have most recruitment, promotion and training opportunities. However, the percentage of terminations of these individuals (African Males And Females) suggests that the increase in representation is not sustained.

4.2.5 WORKFORCE PROFILE AT SEMI-SKILLED LEVEL BY RACE, GENDER AND DISABILITY

Figure 21: Workforce profile at Semi-skilled level by Race

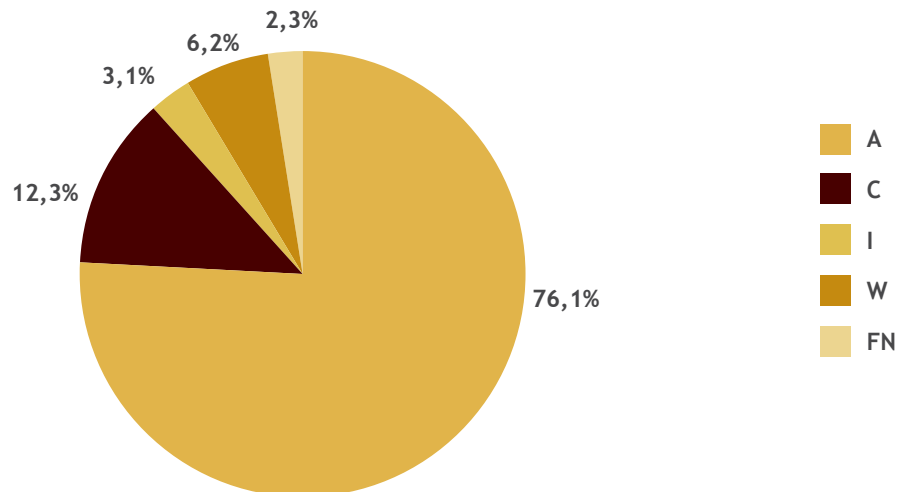


Figure 21 presents a racial representation at Semi-Skilled Level and as can be expected, the highest representivity is of the African group (76.1%). The White group (6.2%) is below its EAP distribution at this level.

Figure 22: Workforce profile at Semi-skilled level for Public and Private Sectors by Race

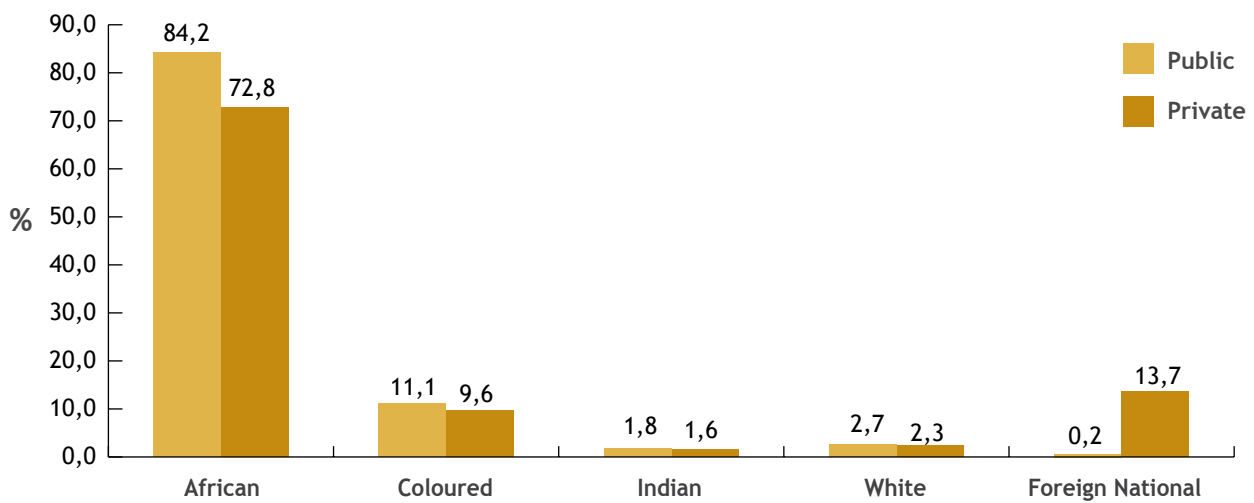


Figure 22 also demonstrates that Africans in both Private and Public Sectors are in the majority at this Level. There is an emerging trend of Foreign Nationals in the Private Sector (13.7%).

Figure 23: Workforce profile at Semi-skilled level by Gender

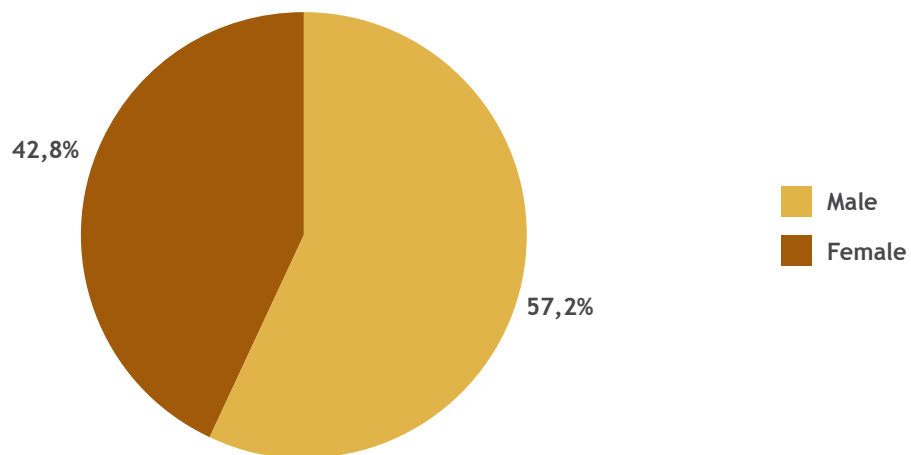
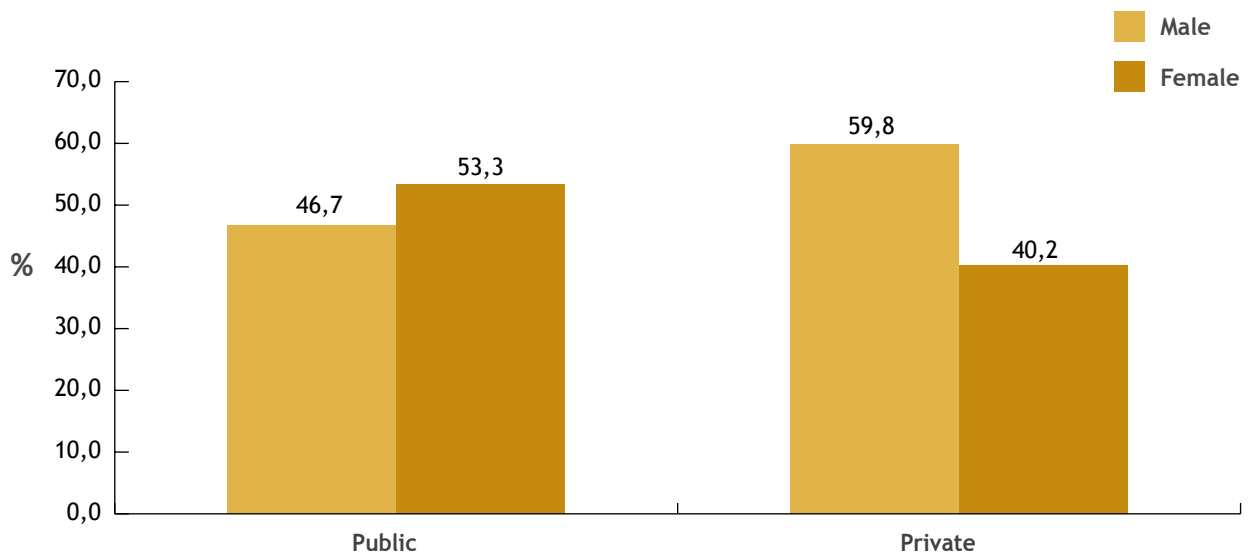


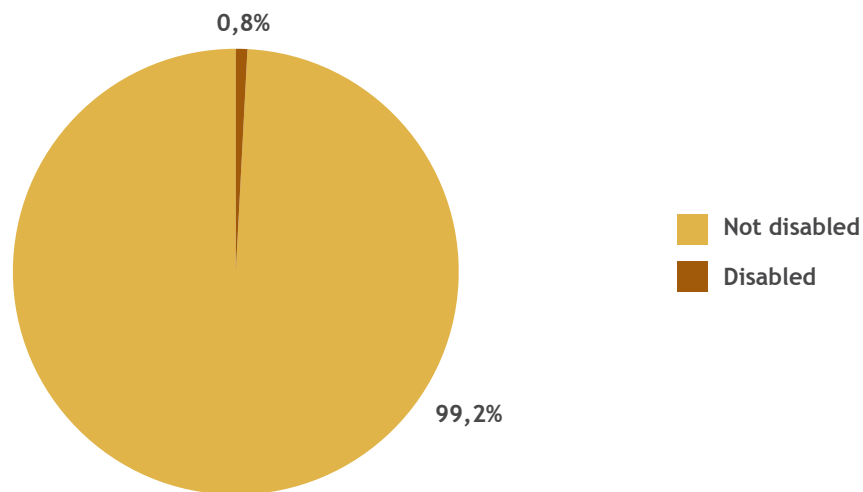
Figure 23 shows that Females are slightly under-represented (42.8%) in relation to their EAP distribution at the Semi-Skilled Level.

Figure 24: Workforce profile at Semi-skilled level for Public and Private Sectors by Gender



As can be seen in Figure 24, the Public Sector is more inclined to recruit Females at this level.

Figure 25: Workforce profile at Semi-skilled level by Disability Status



As shown in Figure 25, the representation of Persons With A Disabilities at 0.8% is very low.

Table 26: Workforce profile at Semi-skilled level by Race, Gender for Persons with Disabilities

TABLE 26: WORKFORCE PROFILE AT SEMI-SKILLED LEVEL BY RACE, GENDER FOR PERSONS WITH DISABILITIES										
MALE				FEMALE				FOREIGN NATIONAL		TOTAL
African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
40.3%	7.3%	2.6%	6.6%	26.1%	6.8%	2.0%	7.1%	1.0%	0.1%	100.0%

Table 26 above indicates that most Persons with Disabilities at the Semi-Skilled Level are African, with African Males being the most represented at 40.3%

Table 27: Workforce profile at Semi-skilled level by Province

TABLE 27: WORKFORCE PROFILE AT SEMI-SKILLED LEVEL BY RACE, GENDER AND PROVINCE											
PROVINCES PROVINCE	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Eastern Cape	43.6%	9.6%	0.2%	2.9%	32.7%	6.9%	0.2%	3.2%	0.6%	0.1%	100.0%
Free State	52.7%	2.9%	0.1%	4.8%	25.3%	2.3%	0.1%	7.0%	4.6%	0.2%	100.0%
Gauteng	51.3%	3.7%	1.2%	3.1%	29.2%	3.7%	1.2%	4.0%	2.3%	0.3%	100.0%
KwaZulu-Natal	44.9%	1.8%	5.7%	1.1%	36.2%	2.2%	5.4%	1.9%	0.7%	0.2%	100.0%
Limpopo	48.6%	0.2%	0.1%	0.9%	47.0%	0.2%	0.0%	1.1%	1.7%	0.2%	100.0%
Mpumalanga	59.3%	0.6%	0.1%	2.6%	30.0%	0.5%	0.1%	2.5%	4.0%	0.2%	100.0%
Northern Cape	40.1%	20.7%	0.1%	3.5%	17.3%	12.5%	0.1%	3.8%	1.2%	0.7%	100.0%
North West	50.9%	0.8%	0.0%	2.9%	31.8%	1.2%	0.1%	4.5%	7.5%	0.2%	100.0%
Western Cape	23.0%	16.8%	0.6%	2.2%	30.9%	20.0%	0.9%	4.0%	1.1%	0.4%	100.0%

Table 27 suggests an over-representation of the African group in all provinces at the Semi-Skilled Level. The Western Cape has the least representation of the African group (53.9%). North West has a 7.7% representation of Foreign Nationals followed by the Free State at 4.8%. Also worth noting is that although the gender representation is skewed towards Males, African Females have the highest representation in all provinces in relationship to the other Females.

Table 28: Workforce profile at Semi-skilled level by Sector

TABLE 28: WORKFORCE PROFILE AT SEMI-SKILLED LEVEL BY RACE, GENDER AND SECTOR											
SECTORS	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Agriculture	49.1%	14.7%	0.4%	2.4%	19.5%	7.4%	0.3%	3.5%	2.1%	0.6%	100.0%
Mining and Quarrying	70.4%	2.2%	0.1%	1.9%	9.3%	0.5%	0.1%	0.9%	14.6%	0.1%	100.0%
Manufacturing	51.7%	9.9%	3.0%	4.3%	17.2%	7.5%	1.8%	3.2%	1.3%	0.2%	100.0%
Electricity, Gas and Water	59.3%	6.3%	1.0%	3.7%	21.8%	2.4%	0.8%	4.1%	0.5%	0.1%	100.0%
Construction	71.9%	6.1%	0.7%	3.0%	11.3%	1.6%	0.5%	2.8%	1.8%	0.1%	100.0%
Retail and Motor Trade/Repair Service	27.6%	4.6%	1.4%	2.3%	48.5%	10.2%	1.7%	2.7%	0.5%	0.2%	100.0%
Wholesale Trade/Commercial Agents/Allied Services	41.8%	5.6%	2.2%	3.6%	30.8%	6.5%	2.6%	5.2%	1.3%	0.4%	100.0%
Catering/Accommodation/other trade	33.8%	2.9%	0.6%	1.5%	48.6%	5.3%	0.8%	2.4%	2.7%	1.4%	100.0%
Transport/ Storage/ Communications	55.3%	7.7%	2.9%	3.8%	19.4%	3.6%	1.9%	3.5%	1.7%	0.2%	100.0%
Finance/Business Services	35.1%	5.3%	2.3%	3.0%	34.3%	9.1%	3.4%	6.6%	0.5%	0.3%	100.0%
Community/Social/Personal Services	41.4%	4.4%	0.9%	1.3%	40.3%	6.3%	1.1%	3.8%	0.3%	0.2%	100.0%

Table 28, shows that the Mining and Quarrying and the Electricity, Gas and Water Sectors have the highest representation of Africans at 79.7% and 81.1% respectively. Note-worthy is the fact that while the Catering, Accommodation and Other Trades has the most Female representation, they are also the second largest employer of Foreign Nationals at this Level (4.1%). The largest employer of Foreign Nationals is the Mining and Quarrying Sector at 14.7%.

Table 29: Workforce profile at Semi-skilled level by Business Type

TABLE 29: WORKFORCE PROFILE AT SEMI-SKILLED LEVEL BY RACE, GENDER AND BUSINESS TYPE											
BUSINESS TYPES	MALE				FEMALE				FOREIGN NATIONALS		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
National Government	45.9%	5.3%	0.8%	1.1%	39.0%	4.8%	0.7%	2.3%	0.1%	0.0%	100.0%
Provincial Government	30.6%	3.1%	0.5%	0.5%	57.9%	5.4%	0.6%	1.1%	0.1%	0.1%	100.0%
Local Government	44.6%	13.5%	3.0%	1.6%	25.3%	7.9%	1.6%	2.3%	0.0%	0.0%	100.0%
Private Sector	46.7%	6.0%	1.7%	2.9%	28.1%	6.3%	1.7%	3.8%	2.4%	0.3%	100.0%
Non-Profit Organisations	39.4%	3.0%	0.9%	1.1%	43.5%	5.2%	1.5%	3.2%	1.9%	0.3%	100.0%
State-Owned Enterprises	52.4%	6.8%	0.9%	3.5%	30.1%	3.3%	0.6%	2.3%	0.0%	0.1%	100.0%
Educational Institutions	21.8%	7.6%	0.4%	2.8%	32.3%	19.8%	0.9%	13.1%	0.7%	0.5%	100.0%

As can be seen in Table 29, State-Owned Enterprises employ the most Africans (82.5%) followed by Local Government at 69.9%. Provincial Government employs the most African Females at this level (57.9%).

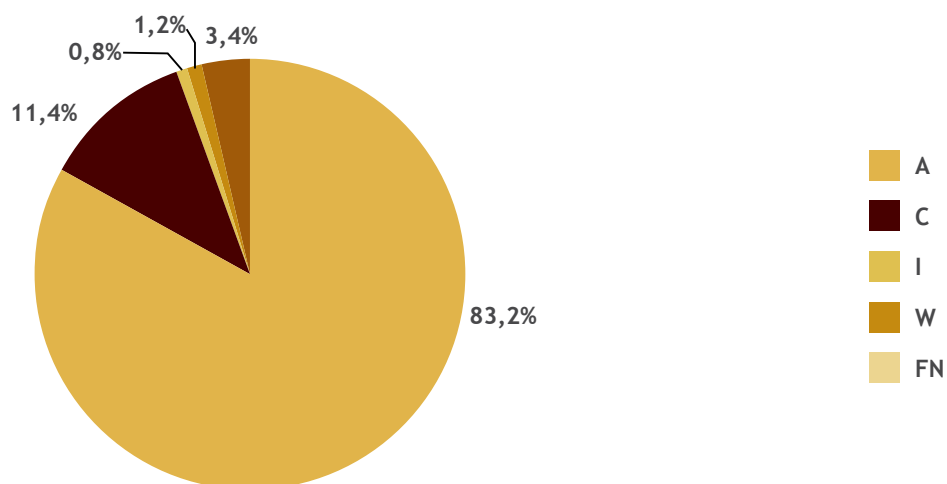
Table 30: Workforce Movement and Skills Development at Semi-skilled level

TABLE 30: WORKFORCE MOVEMENT AT SEMI-SKILLED LEVEL BY RACE AND GENDER											
	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Workforce profile-all employees	1 081 418	142 105	36 855	62 046	742 145	153 138	36 725	86 794	47 956	6 876	2 396 058
	45.1%	5.9%	1.5%	2.6%	31.0%	6.4%	1.5%	3.6%	2.0%	0.3%	100.0%
Recruitment	42.9%	6.3%	1.9%	3.3%	30.8%	7.7%	1.8%	3.7%	1.1%	0.4%	100.0%
Promotion	43.2%	6.0%	1.0%	1.7%	37.9%	5.4%	1.1%	2.1%	1.4%	0.3%	100.0%
Terminations	44.9%	6.7%	1.8%	3.5%	27.6%	7.8%	1.7%	4.1%	1.6%	0.4%	100.0%
Skills Development	46.2%	5.6%	1.7%	2.1%	33.3%	6.1%	1.9%	3.1%	0.0%	0.0%	100.0%

Skills development at this Level is predominantly afforded to the African group. The same can be said as far as recruitment, promotion and termination as Africans are the largest group at this level.

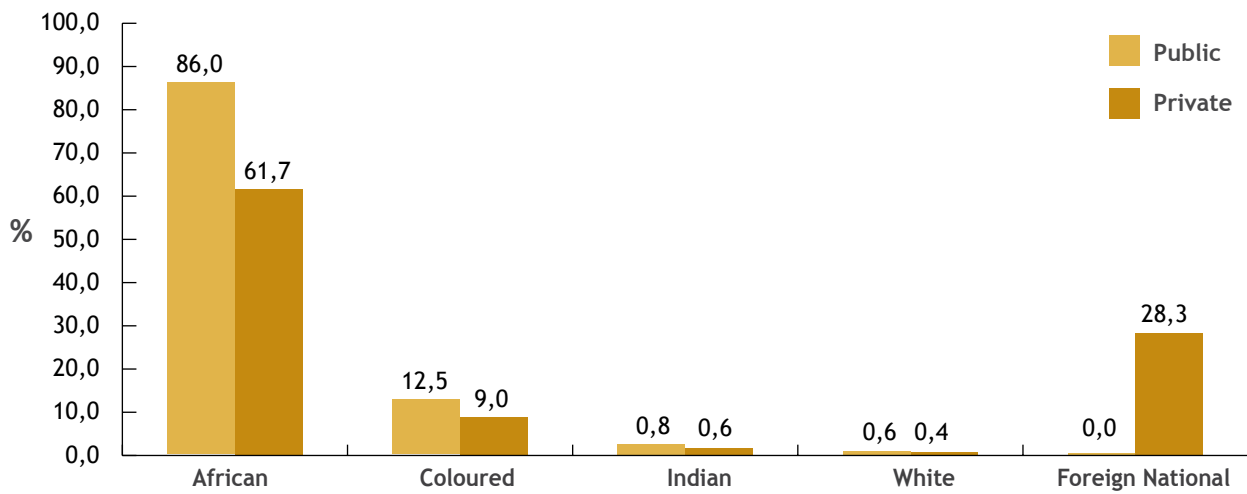
4.2.6 WORKFORCE PROFILE AT UNSKILLED LEVEL BY RACE, GENDER AND DISABILITY

Figure 26: Workforce profile at Unskilled level by Race



As shown in Figure 26, Blacks, Africans in particular are in the majority at this level (83.2%).

Figure 27: Workforce profile at Unskilled level for Public and Private Sectors by Race



Africans dominate both the Public and Private Sectors at Unskilled level as depicted in **Figure 27**. They are followed by Foreign Nationals in the Private Sector (28.3%) and Coloureds in the Public Sector (12,5%).

Figure 28: Workforce profile at Unskilled level by Gender

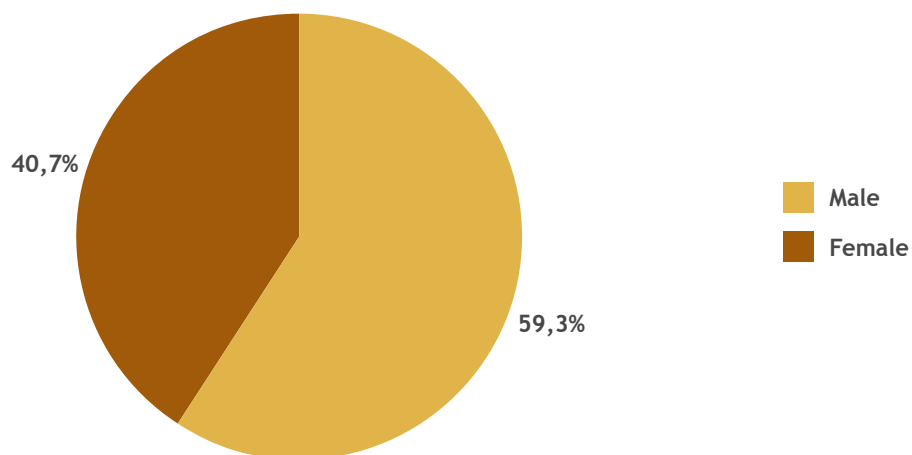
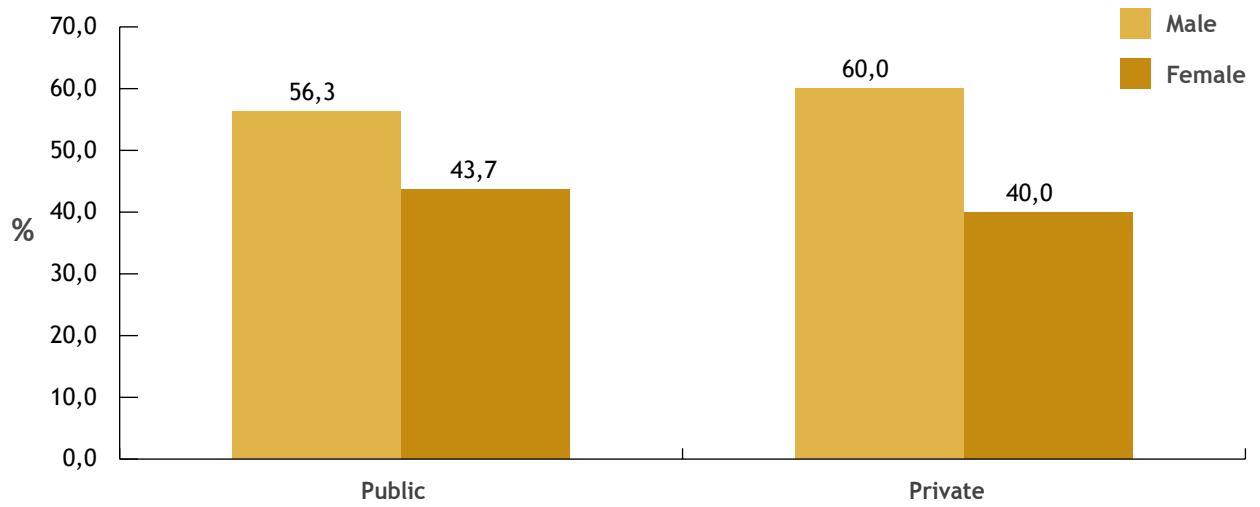


Figure 28 shows Males (59.3%) are more than Females (40.7%) at this level

Figure 29: Workforce profile at Unskilled level for Public and Private Sectors by Gender



As shown in **Figure 29**, Males are in the majority in both the Public (56.3%) and Private (60%) Sectors.

Figure 30: Workforce profile at Unskilled level by Disability Status

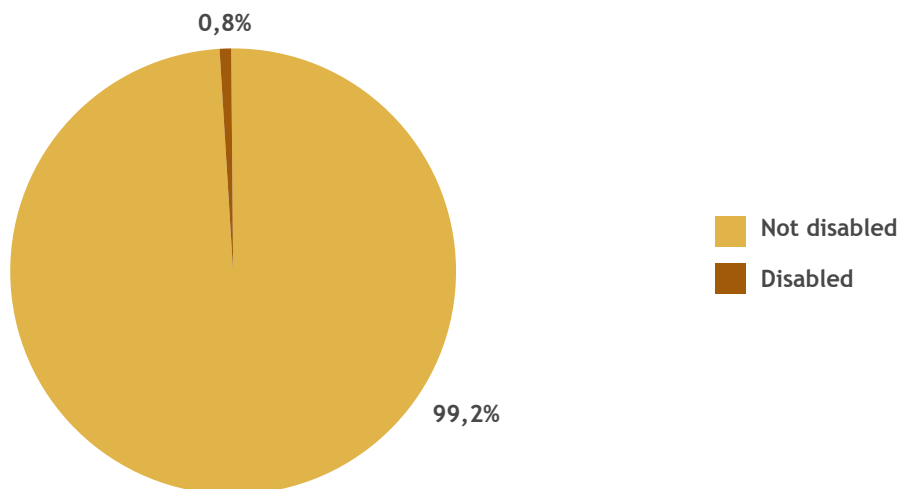


Figure 30 indicates that the percentage of Persons with Disabilities at the Unskilled level stands at 0.8%.

Table 31: Workforce profile at Unskilled level by Race, Gender for Persons with Disabilities

TABLE 31: WORKFORCE PROFILE AT UNSKILLED LEVEL BY RACE, GENDER FOR PERSONS WITH DISABILITIES											
MALE				FEMALE				FOREIGN NATIONAL		TOTAL	
African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female		
45.4%	7.3%	2.6%	6.6%	26.1%	6.8%	2.0%	7.1%	1.0%	0.1%	100.0%	

As shown in **Table 31**, the majority of Persons with Disabilities at the Unskilled level are African (71.5%) followed by Coloured (14.1%) and White (13.7%).

Table 32: Workforce profile at Unskilled level by Province

TABLE 32: WORKFORCE PROFILE AT UNSKILLED LEVEL BY RACE, GENDER AND PROVINCE											
PROVINCES PROVINCE	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Eastern Cape	48.4%	7.8%	0.1%	0.7%	35.3%	6.6%	0.0%	0.3%	0.7%	0.1%	100.0%
Free State	58.1%	2.8%	0.0%	1.1%	33.6%	1.7%	0.0%	0.8%	1.7%	0.2%	100.0%
Gauteng	55.6%	2.8%	0.4%	0.9%	33.2%	2.6%	0.2%	0.4%	3.3%	0.6%	100.0%
KwaZulu-Natal	51.8%	1.5%	2.0%	0.4%	40.7%	1.2%	1.3%	0.2%	0.7%	0.2%	100.0%
Limpopo	41.4%	0.4%	0.0%	0.6%	40.4%	0.9%	0.0%	0.2%	11.4%	4.7%	100.0%
Mpumalanga	55.6%	0.7%	0.0%	1.0%	35.9%	0.4%	0.0%	0.3%	4.9%	1.2%	100.0%
Northern Cape	45.0%	22.4%	0.1%	1.1%	17.9%	12.6%	0.0%	0.5%	0.4%	0.0%	100.0%
North West	59.6%	0.9%	0.1%	0.9%	32.9%	0.7%	0.0%	0.5%	4.0%	0.5%	100.0%
Western Cape	30.6%	18.3%	0.2%	0.7%	29.3%	18.0%	0.2%	0.5%	1.5%	0.6%	100.0%

Table 32 shows a similar pattern that can be seen in the data at the Semi-Skilled Occupational Level, i.e. Blacks are in the majority at this level in all provinces. This highlights the historical disadvantages for the designated groups, especially for Africans. Of specific significance is the percentage of Foreign Nationals in Limpopo (16.1%) followed by the Mpumalanga (6.1%).

Table 33: Workforce profile at Unskilled level by Sector

TABLE 33: WORKFORCE PROFILE AT UNSKILLED LEVEL BY RACE, GENDER AND SECTOR											
SECTORS	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Agriculture	42.7%	8.6%	0.0%	0.4%	32.9%	8.7%	0.0%	0.1%	4.8%	1.8%	100.0%
Mining and Quarrying	69.0%	0.7%	0.0%	0.7%	14.7%	0.2%	0.0%	0.1%	13.6%	1.0%	100.0%
Manufacturing	54.5%	7.4%	1.3%	1.1%	26.3%	6.7%	0.7%	0.3%	1.4%	0.3%	100.0%
Electricity, Gas and Water	66.7%	4.8%	0.7%	1.9%	23.7%	1.5%	0.1%	0.2%	0.4%	0.1%	100.0%
Construction	72.5%	6.6%	0.2%	0.7%	16.3%	1.4%	0.1%	0.3%	1.8%	0.2%	100.0%
Retail and Motor Trade/ Repair Service	38.9%	4.9%	0.6%	1.0%	43.8%	8.2%	0.6%	0.5%	0.9%	0.4%	100.0%
Wholesale Trade/ Commercial Agents/Allied Services	45.3%	5.0%	0.9%	1.1%	39.6%	5.1%	0.7%	0.6%	1.4%	0.5%	100.0%
Catering/ Accommodation/ other trade	31.8%	2.9%	0.1%	0.6%	53.5%	6.7%	0.1%	0.7%	2.3%	1.3%	100.0%
Transport/ Storage/ Communications	64.6%	8.0%	0.8%	1.0%	21.1%	2.5%	0.2%	0.4%	1.1%	0.2%	100.0%
Finance/Business Services	40.1%	3.6%	0.3%	0.6%	48.2%	5.2%	0.3%	0.5%	0.8%	0.3%	100.0%
Community/ Social/Personal Services	44.9%	6.4%	0.5%	0.7%	41.0%	4.9%	0.3%	0.7%	0.4%	0.2%	100.0%

In Table 33, the racial dynamic mentioned above is demonstrated per Sector. Females at this Level are less in terms of percentage distribution except in retail and motor trade and catering, accommodation and other trade sectors. The Mining and Quarrying Sector has a higher percentage of Foreign Nationals than all Coloured, Indians and White groups put together.

Table 34: Workforce profile at the Unskilled level by Business Type

TABLE 34: WORKFORCE PROFILE AT UNSKILLED LEVEL BY RACE, GENDER AND BUSINESS TYPE											
BUSINESS TYPES	MALE				FEMALE				FOREIGN NATIONALS		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
National Government	45.4%	6.0%	0.3%	0.5%	43.2%	4.2%	0.1%	0.2%	0.0%	0.0%	100.0%
Provincial Government	36.6%	3.6%	0.3%	0.2%	55.0%	3.7%	0.2%	0.2%	0.0%	0.0%	100.0%
Local Government	54.0%	13.1%	0.9%	0.5%	27.1%	3.9%	0.2%	0.1%	0.0%	0.0%	100.0%
Private Sector	49.9%	5.5%	0.5%	0.8%	33.0%	5.6%	0.3%	0.4%	3.1%	0.7%	100.0%
Non-Profit Organisations	40.2%	3.8%	0.3%	0.5%	47.6%	5.4%	0.3%	0.6%	1.2%	0.2%	100.0%
State-Owned Enterprises	65.5%	8.9%	0.1%	0.5%	22.6%	2.1%	0.0%	0.2%	0.0%	0.0%	100.0%
Educational Institutions	39.4%	9.9%	0.3%	1.6%	35.1%	9.8%	0.2%	2.0%	1.2%	0.6%	100.0%

The Business Type representation in **Table 34**, suggests a similar pattern related to the previous tables around race and gender. The Private Sector, Non-Profit Organisations and Educational Institutions are the Business Types that employed Foreign Nationals.

Table 35: Workforce Movement and Skills Development at Unskilled level

TABLE 35: WORKFORCE MOVEMENT AT UNSKILLED LEVEL BY RACE AND GENDER											
	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Workforce profile-all employees	628 331	74 778	6 741	10 193	431 314	69 806	4 075	4 930	34 547	8 255	1 272 970
	49.4%	5.9%	0.5%	0.8%	33.9%	5.5%	0.3%	0.4%	2.7%	0.6%	100.0%
Recruitment	48.4%	7.6%	0.6%	1.0%	32.8%	6.7%	0.4%	0.5%	1.5%	0.5%	100.0%
Promotion	44.3%	6.5%	0.4%	1.0%	40.2%	6.0%	0.4%	0.5%	0.6%	0.2%	100.0%
Terminations	49.6%	7.5%	0.5%	1.0%	31.4%	6.9%	0.3%	0.5%	1.7%	0.5%	100.0%
Skills development	52.3%	6.4%	0.7%	1.1%	33.1%	5.5%	0.5%	0.4%	0.0%	0.0%	100.0%

Table 35 shows that the population that is most favoured for Development and Training is the African group. However, this needs to be understood within the context of the fact that the African Population has the highest representation at this Level.

4.3. EMPLOYMENT EQUITY STATUS AT UNIVERSITIES¹

This section provides an analysis of the progress made by the universities in implementing employment equity.

4.3.1 WORKFORCE PROFILE AT TOP MANAGEMENT LEVEL AT UNIVERSITIES BY RACE, GENDER AND DISABILITY

Figure 31: Workforce profile at Top Management level at universities by Race

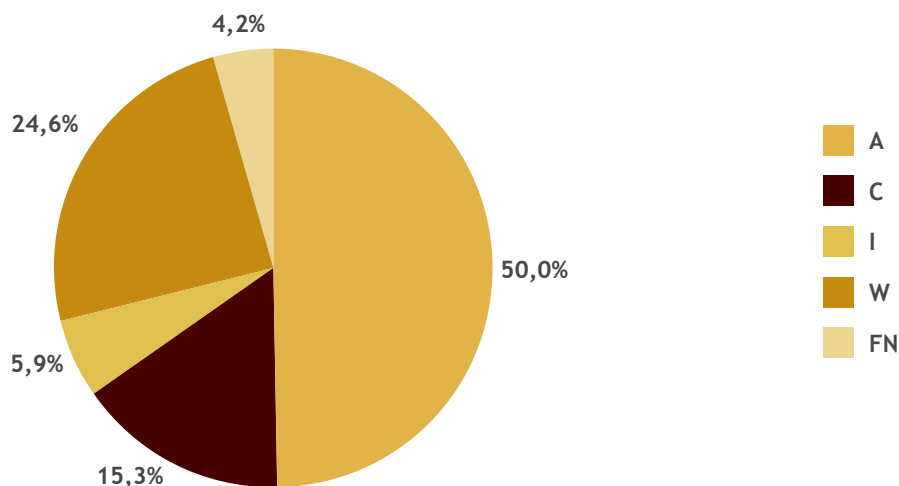
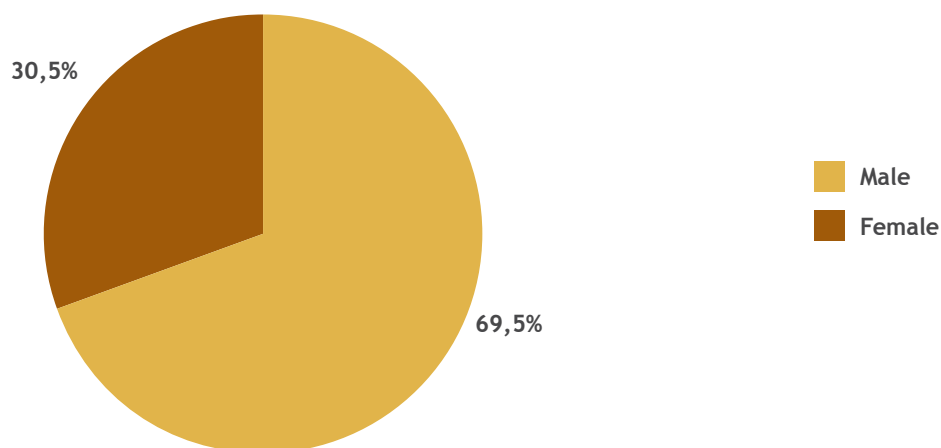


Figure 31 above shows that designated groups occupy more than two thirds at the Top Management level with Africans comprising half (50.0%) of employees at universities. The White group makes up 24.6% of employees at this level, which is two and half times their EAP, whilst 4.2% are foreign nationals.

Figure 32: Workforce profile at Top Management level at universities by Gender



As shown in Figure 32, Males occupy the majority of positions at Top Management level in universities. They constitute 69.5% while Females only account for 30.5% of all positions at this level.

¹ Included are CPUT, CUT DUT, Mangosuthu, Mpumalanga, NWU, NMMU, RHODES, UCT, UFH, UFS, UJ, UKZN, UL, UNIZUL, UNISA, UNIVEN UP, UWC, WITS, WSU, VUT, TUT, US

Figure 33: Workforce profile at Top Management level at universities for PWD by Race

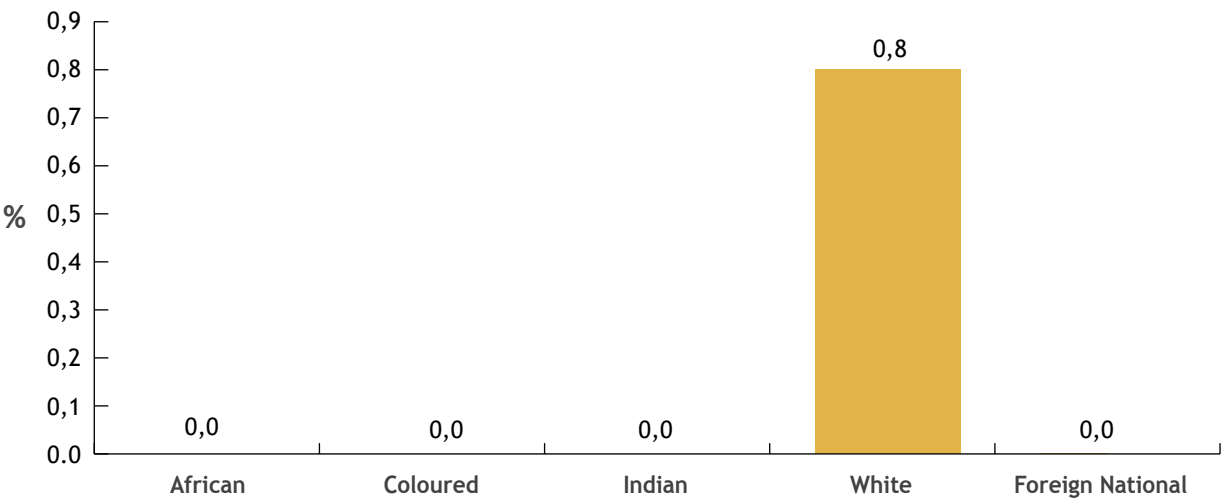
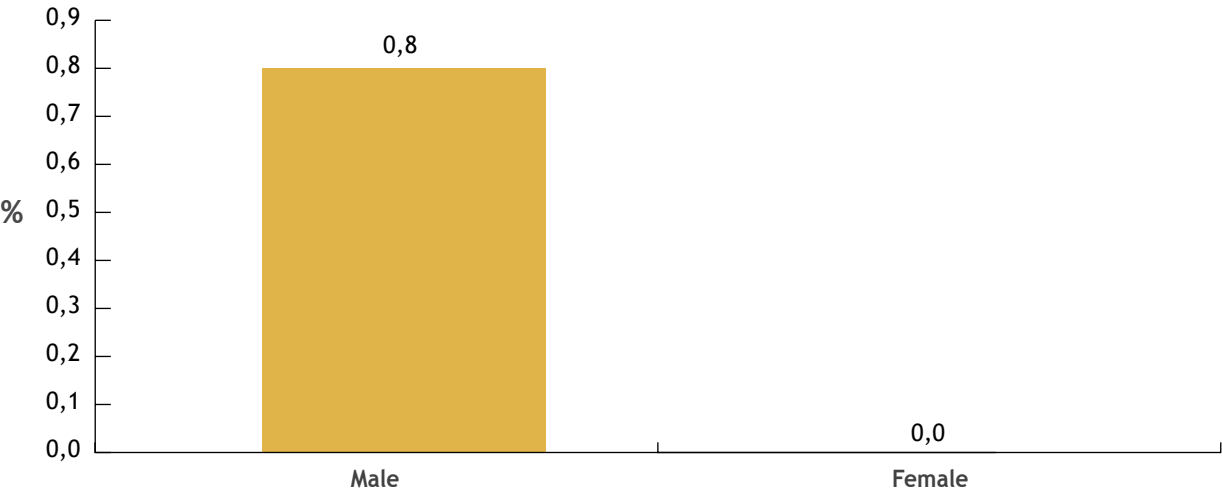


Figure 33 indicates that the there is only one person with a disability (0.8%) at the Top Management level in all the universities, and this person happens to be White.

Figure 34: Workforce profile at Top Management level at universities for PWD by Gender



As shown in Figure 34 that the person with a disability at the Top Management level at universities is a male.

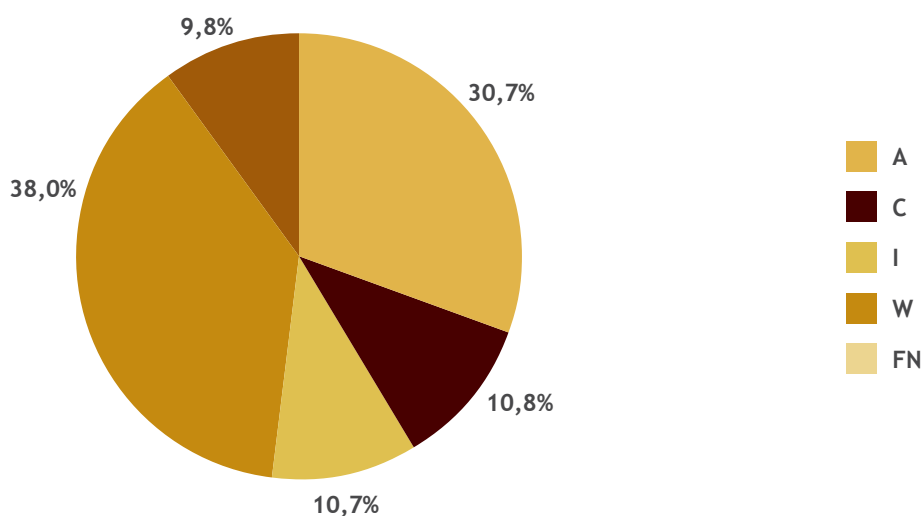
Table 36: Workforce Movement and Skills Development at Top Management level at Universities by Race and Gender

TABLE 36: WORKFORCE MOVEMENT AT TOP MANAGEMENT LEVEL AT UNIVERSITIES BY RACE AND GENDER											
	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Workforce profile-all employees	42	13	4	19	17	5	3	10	4	1	118
	35.6%	11.0%	3.4%	16.1%	14.4%	4.2%	2.5%	8.5%	3.4%	0.8%	100.0%
Recruitment	46.7%	13.3%	13.3%	13.3%	6.7%	0.0%	0.0%	0.0%	6.7%	0.0%	100.0%
Promotion	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Terminations	27.8%	16.7%	5.6%	22.2%	16.7%	5.6%	0.0%	0.0%	5.6%	0.0%	100.0%
Skills Development	6.0%	8.6%	4.0%	37.3%	4.9%	4.1%	5.9%	29.3%	0.0%	0.0%	100.0%

According to Table 36 above, more than half (53.4%) of the employees recruited at the Top Management level at universities were Africans with Males making up 46.7%. In terms of terminations, mostly Males were terminated, Africans in particular (27.8%) followed by Whites (22.2%), Coloured (16.7%) and Indian (5.6%). The majority of training opportunities were afforded to the White group, both Male (37.3%) and Female (29.3%).

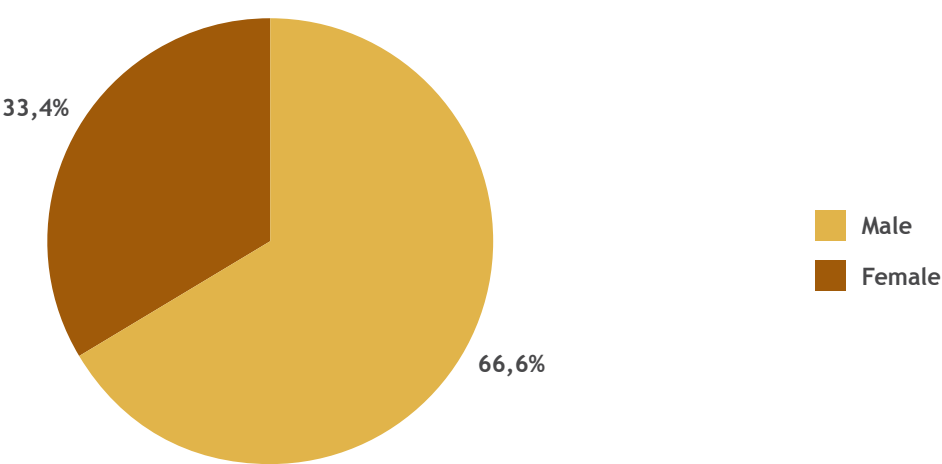
4.3.2 WORKFORCE PROFILE AT SENIOR MANAGEMENT LEVEL AT UNIVERSITIES BY RACE, GENDER AND DISABILITY

Figure 35: Workforce profile at Senior Management level at universities by Race



The white group makes up 38.0% of the employees at the Senior Management Level at universities, which is four times their EAP. Africans constitute 30.7%, which is two and half times below their EAP. Coloureds constitute 10.8%, one percent above their EAP, while Indians constitute 10.7%, which is three and half times above their EAP and 9.8% were foreign nationals.

Figure 36: Workforce profile at Senior Management level at universities by Gender



The data in Figure 36 suggests that two thirds (66.6%) of Senior Management positions are occupied by Males, which is above their EAP.

Figure 37: Workforce profile at Senior Management level at universities for PWD by Race

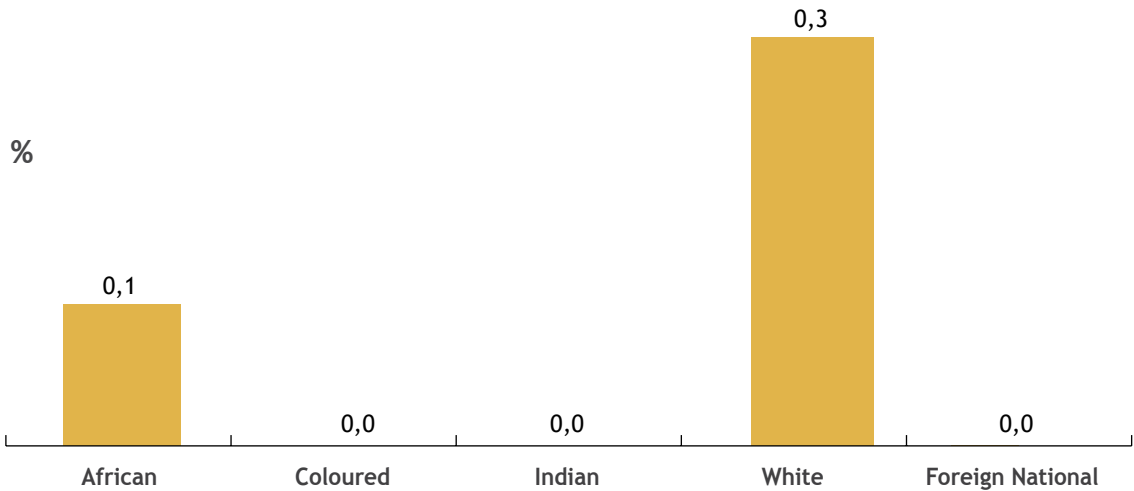


Figure 37 shows that only three Persons with Disabilities are employed at the Senior Management level. Two are White (0.3%) and one is African (0.1%).

Figure 38: Workforce profile at Senior Management level at universities for PWD by Gender

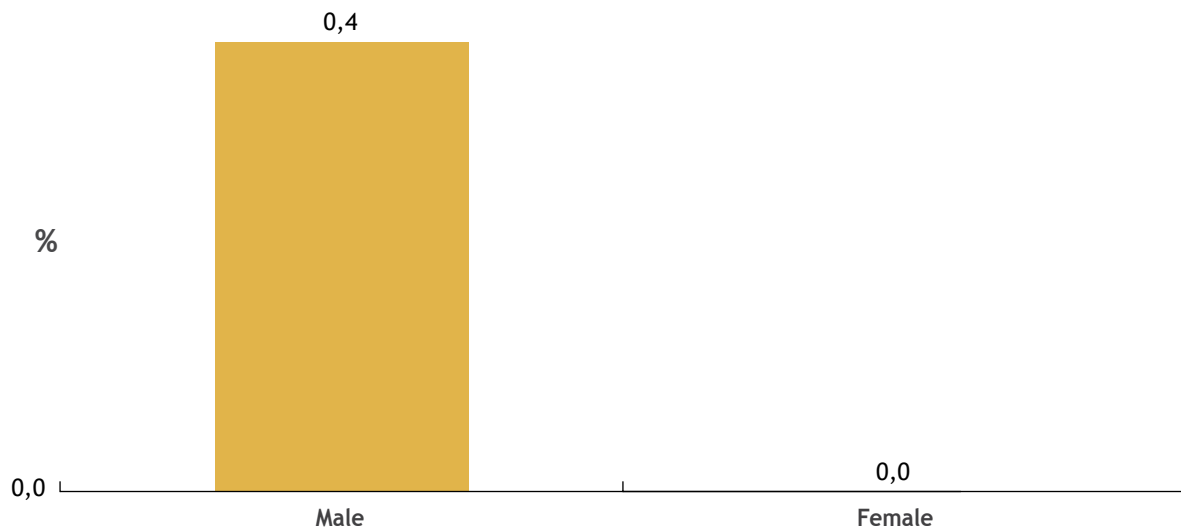


Figure 38 reflects that all three Persons with Disabilities at the Senior Management at universities are Male (0.4%).

Table 37: Workforce Movement and Skills Development at Senior Management Level at Universities by Race and Gender

TABLE 37: WORKFORCE MOVEMENT AT SENIOR MANAGEMENT LEVEL AT UNIVERSITIES BY RACE AND GENDER											
	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Workforce profile-all employees	163	50	52	188	76	34	31	108	65	11	778
	21.0%	6.4%	6.7%	24.2%	9.8%	4.4%	4.0%	13.9%	8.4%	1.4%	100.0%
Recruitment	39.1%	2.9%	1.4%	8.7%	26.1%	2.9%	4.3%	8.7%	2.9%	2.9%	100.0%
Promotion	19.4%	16.1%	6.5%	12.9%	3.2%	6.5%	0.0%	16.1%	16.1%	3.2%	100.0%
Terminations	22.2%	6.2%	4.9%	23.5%	12.3%	2.5%	4.9%	13.6%	9.9%	0.0%	100.0%
Skills Development	11.9%	18.2%	1.3%	2.4%	15.8%	38.8%	1.8%	9.9%	0.0%	0.0%	100.0%

Table 37 shows that more than half (55.0%) of employees recruited at the Senior Management level at universities were Males. Africans (65.2%) in particular benefited from recruitment at this level.

Mostly Males (71.0%) were afforded promotion opportunities at the Senior Management levels. The promotion opportunities went to the White group at 29.0%. The African and the Coloured groups were each afforded 22.6% while the Indian male group was afforded 6.5% of the promotion opportunities. Of note is that no Indian Females were promoted during the period under review. What is of great concern is that foreign nationals were afforded 19.3% of the promotion opportunities. With regards to terminations, the group that was terminated the most were Males at 66.7%. The White group accounted for 37.1% while the African group accounted for 34.5% of all terminations. Females were the beneficiaries of training opportunities available at the Senior Management level, with Coloured Females being the main beneficiaries at 38.8%.

4.3.3 WORKFORCE PROFILE AT PROFESSIONALLY QUALIFIED LEVEL AT UNIVERSITIES BY RACE, GENDER AND DISABILITY

Figure 39: Workforce profile at the Professionally Qualified level at universities in 2016 by Race

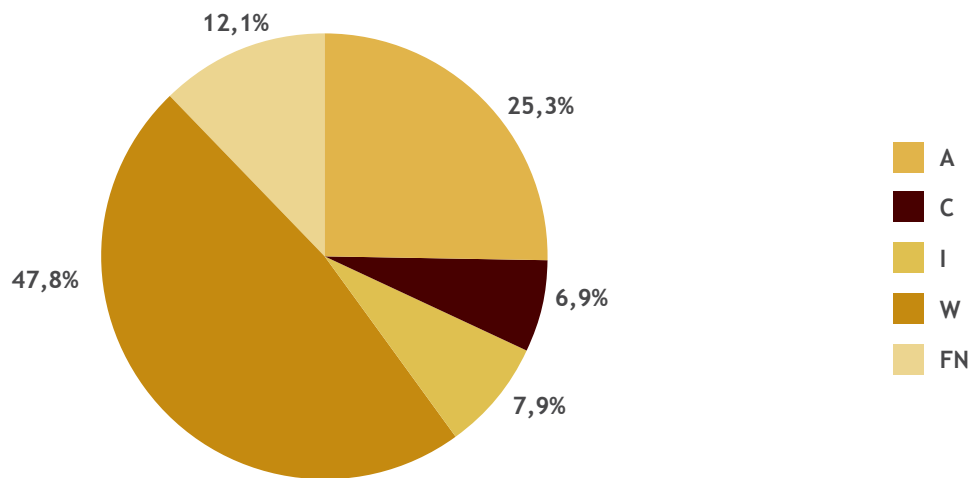
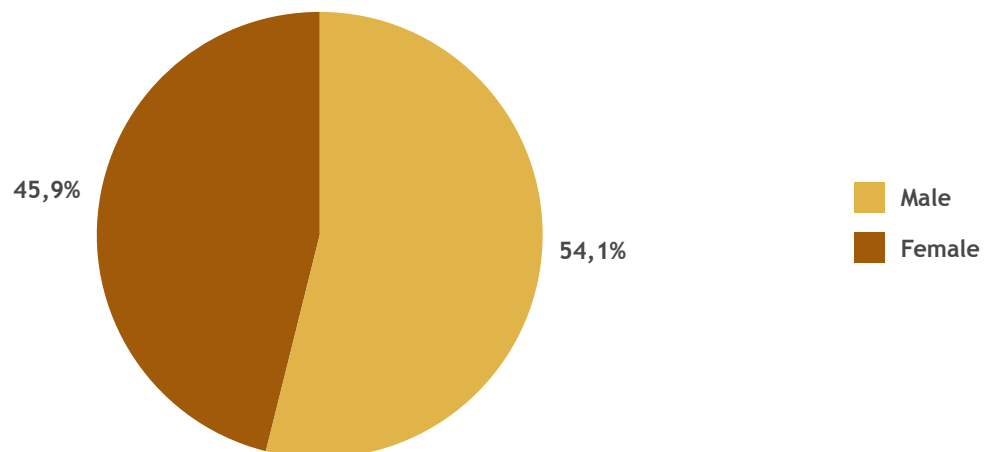


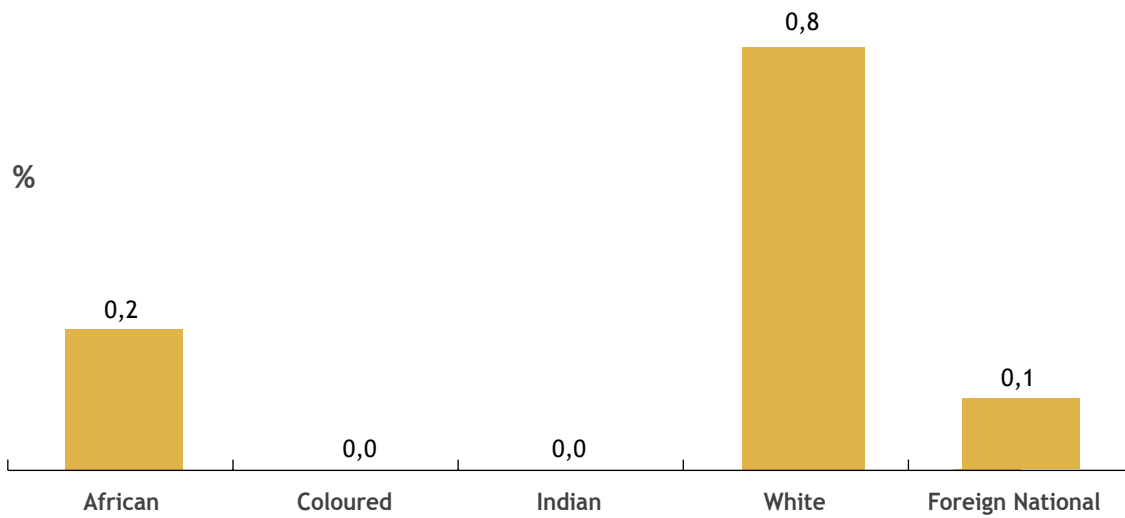
Figure 39 above depicts that almost half (47.8%) of employees at the professionally qualified at universities are White. This is almost five times above their EAP, while Africans make up a quarter (25.3%) at this level, which is three times below their EAP. They are followed by Indians (7.9%) who are more than two times their EAP and Coloureds (6.9%), who are far below their EAP. Foreign Nationals account for 12.1% of all the positions at this level.

Figure 40: Workforce profile at Professionally Qualified level at universities by Gender



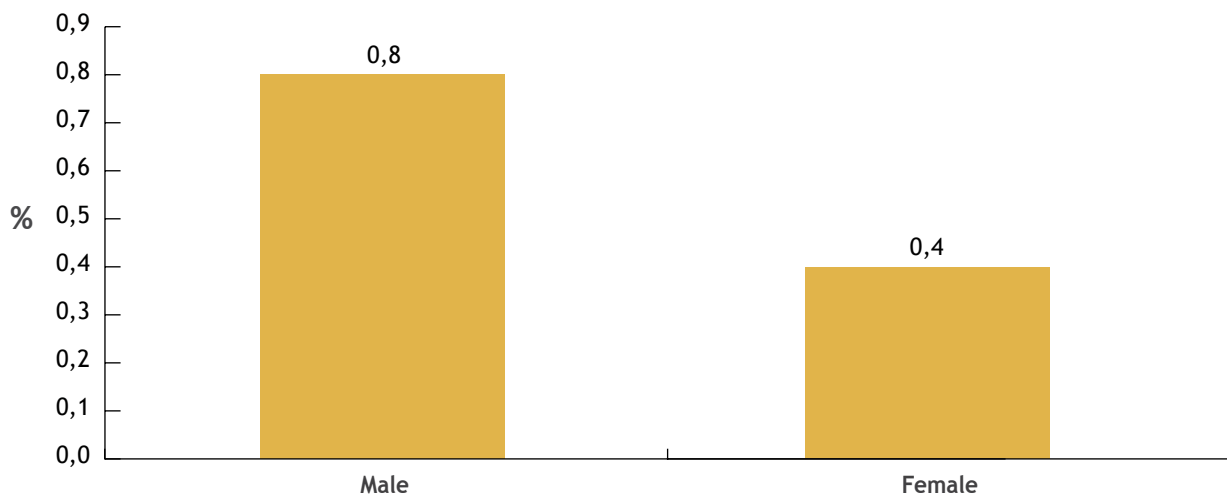
As shown in Figure 40 Males make up 54.1% of the employees at the Professionally Qualified level. It is encouraging that within the Universities, Females reflect their EAP at this level.

Figure 41: Workforce profile at Professionally Qualified level at universities for PWD by Race



According to Figure 41, there were 0.8% employees with disabilities from the White group, 0.2% African and 0.1% Foreign Nationals at the Professionally Qualified level.

Figure 42: Workforce profile at Professionally Qualified level at universities for PWD by Gender



According to Figure 42, 0.8% of Persons with Disabilities were male and 0.4% Females.

Table 38: Workforce movement and skills development at the professionally qualified level by race and gender

TABLE 38: WORKFORCE MOVEMENT AT THE PROFESSIONALLY QUALIFIED LEVEL AT UNIVERSITIES BY RACE AND GENDER											
	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Workforce profile-all employees	1 904	493	523	3 379	1 616	459	579	3 256	1 222	460	13 891
	13.7%	3.5%	3.8%	24.3%	11.6%	3.3%	4.2%	23.4%	8.8%	3.3%	100.0%
Recruitment	23.1%	3.2%	2.2%	12.2%	18.6%	5.1%	2.4%	14.6%	13.0%	5.7%	100.0%
Promotion	13.2%	2.4%	2.2%	20.8%	10.3%	3.3%	4.3%	24.7%	13.0%	5.7%	100.0%
Terminations	15.4%	3.4%	2.7%	29.4%	9.0%	2.5%	1.8%	22.6%	9.5%	3.7%	100.0%
Skills Development	18.1%	6.8%	3.6%	16.1%	18.9%	7.2%	4.7%	24.6%	0.0%	0.0%	100.0%

More than half (53.7%) Male and 46.4% Females were recruited to universities at the Professionally Qualified level. Mostly Africans (41.7%) followed by White (26.8%) and foreign nationals (18.7%) benefited from recruitment opportunities as shown in Table 38.

In terms of promotion opportunities, 45.5% went to the White group, followed by the African group 23.5%, Indian group 6.5% and the Coloured group 5.7%. It is concerning to note that Foreign Nationals accounted for 13.5% of all promotional opportunities at this level.

The same pattern is observed with regards to terminations; more Males (60.4%) were terminated than Females (39.6%). The White group experienced the most terminations (52.0%), followed by Africans at 24.4%, Coloureds at 5.9% and the Indian group at 4.5%.

Females (55.4%) were the most beneficiaries of skills development opportunities ahead of their Male counterparts (44.6%). The White group received most training opportunities (40.7%), followed by the African (37.0%), Coloured (14.0%) and the Indian (8.3%) groups.

4.3.4 WORKFORCE PROFILE AT SKILLED TECHNICAL LEVEL AT UNIVERSITIES BY RACE, GENDER AND DISABILITY

Figure 43: Workforce profile at Skilled Technical level at universities by Race

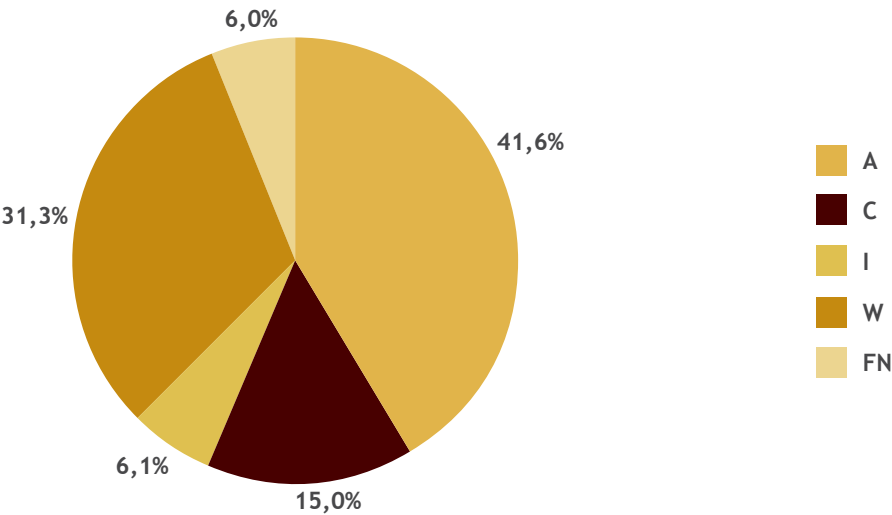
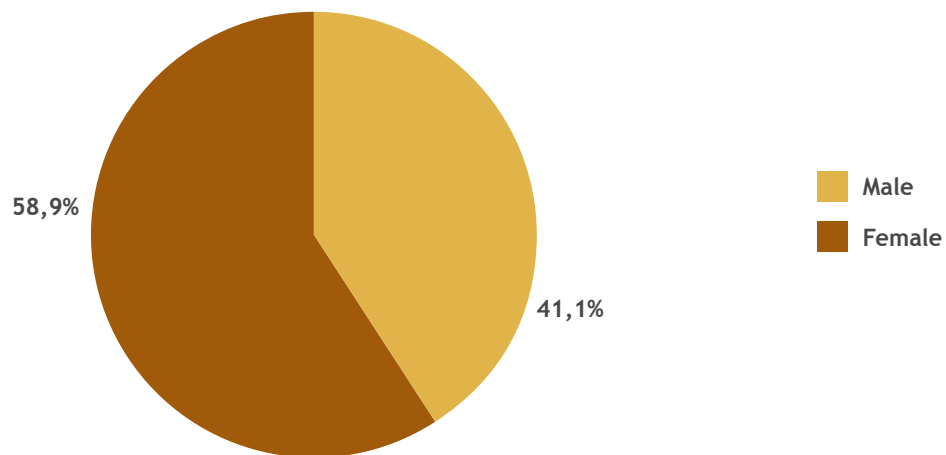


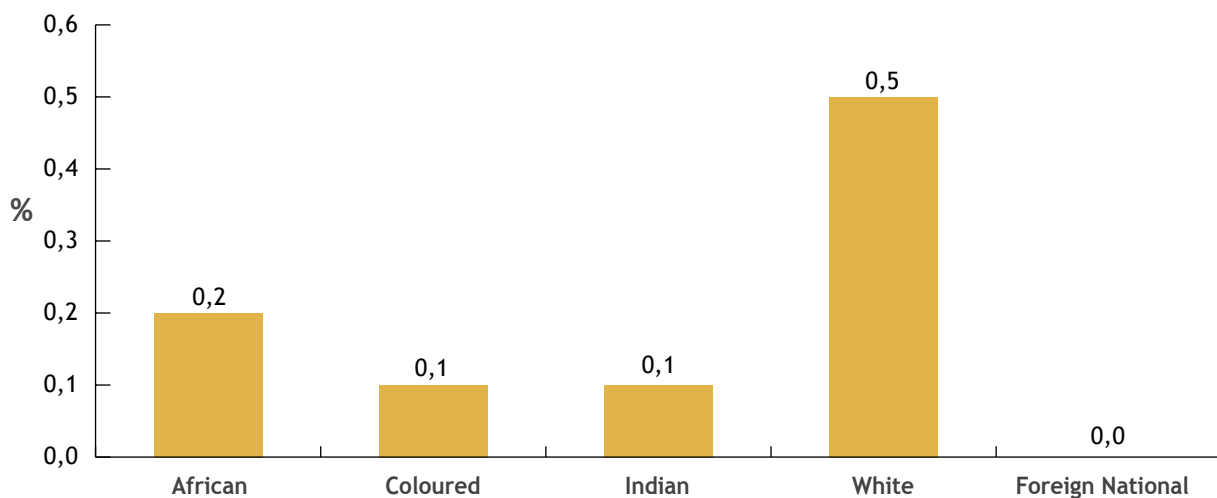
Figure 43 shows that Africans constitute 41.6% of the employees at the Skilled Technical level at universities. They are followed by the White group at 31.3%, who are more than three times their EAP, Coloured (15.0%), and Indian (6.1%), also above their EAP. Foreign Nationals constitute 6.0% of employees at this level.

Figure 44: Workforce profile at Skilled Technical level at universities by Gender



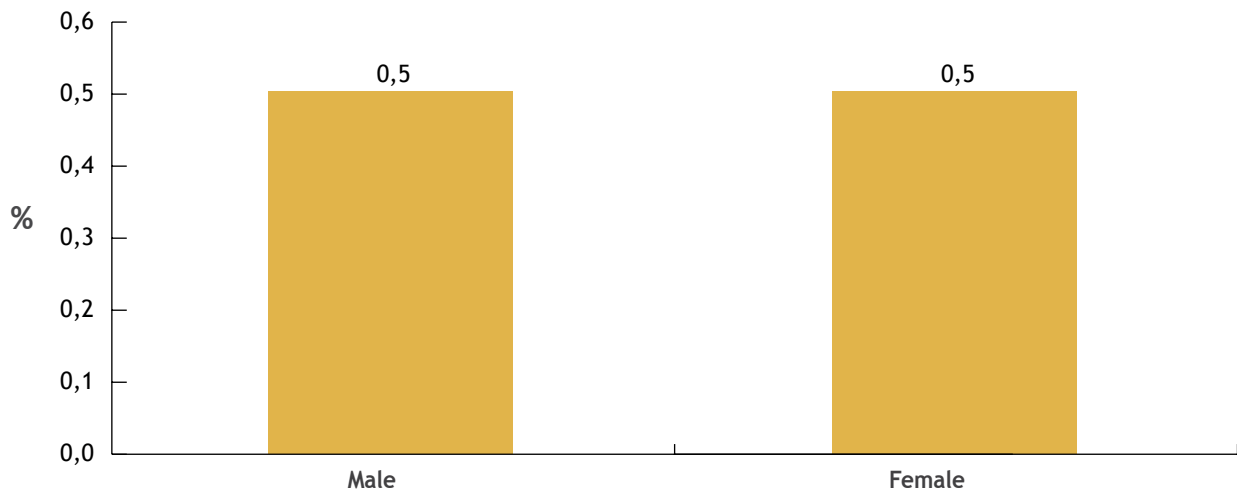
The picture in **Figure 44** depicts Females as the most represented (58.9%) at the Skilled Technical level at universities, which is very encouraging. It confirms that there is a pool of suitably qualified women, readily available for promotion into the higher occupational levels of the universities.

Figure 45: Workforce profile at Skilled Technical level at Universities for PWD by Race



According to **Figure 45**, there were 0.5% White Persons with Disabilities at the Skilled Technical level at universities in 2016. This is followed by 0.2% Africans, and Coloured and Indian accounting for 0.1% each.

Figure 46: Workforce profile at Skilled Technical level at universities for PWD by Gender



As shown in Figure 46, there was equal proportion of 0.5% for both Male and female Persons with Disabilities at the Skilled Technical level.

Table 39: Workforce Movement and Skills Development at Skilled Technical level at Universities by Race and Gender

TABLE 39: WORKFORCE MOVEMENT AT SKILLED TECHNICAL LEVEL AT UNIVERSITIES BY RACE AND GENDER											
	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Workforce profile-all employees	6 476	1 854	782	3 597	7 694	3 248	1 278	7 054	1 279	780	34 042
	19.0%	5.4%	2.3%	10.6%	22.6%	9.5%	3.8%	20.7%	3.8%	2.3%	100.0%
Recruitment	17.0%	6.7%	1.0%	8.0%	21.2%	15.3%	2.8%	16.4%	5.8%	5.8%	100.0%
Promotion	22.6%	9.0%	2.7%	7.8%	22.1%	11.7%	2.1%	15.1%	4.1%	2.9%	100.0%
Terminations	12.0%	7.6%	1.2%	12.0%	16.0%	15.7%	2.9%	21.7%	5.1%	5.8%	100.0%
Skills Development	16.0%	9.9%	1.8%	9.4%	18.2%	16.5%	3.2%	25.0%	0.0%	0.0%	100.0%

Table 39 shows more Females were recruited into employment (61.5%) than Males (38.5%) at universities at the Skilled Technical level. The beneficiaries were mostly the Black group at 64% with Africans constituting 38.2%, Coloureds 22% and the Indians 3.8%. The White group accounts for 24.4% and foreign nationals 11.6%.

Just more than half (53.9%) of the Females benefited from promotion opportunities at the Skilled Technical level. The Black group had the most opportunities (70.2%), with Africans (44.7%) benefiting the most followed by the Coloured group (20.7%). The White group received 22.9% of the promotion opportunities at this level.

More Females (62.1%) were terminated while 37.9% were Males. The White group had (33.7%) employees terminated, followed by 28% African and 23.3% Coloured employees.

Females benefited the most from skills development as 62.9% of them were exposed to training opportunities. Although there were more Africans at this level, more Whites (34.4%) received training than Africans (34.2%).

4.3.5. WORKFORCE PROFILE AT SEMI-SKILLED LEVEL AT UNIVERSITIES BY RACE, GENDER AND DISABILITY

Figure 47: Workforce Profile at Semi-Skilled level at Universities by Race

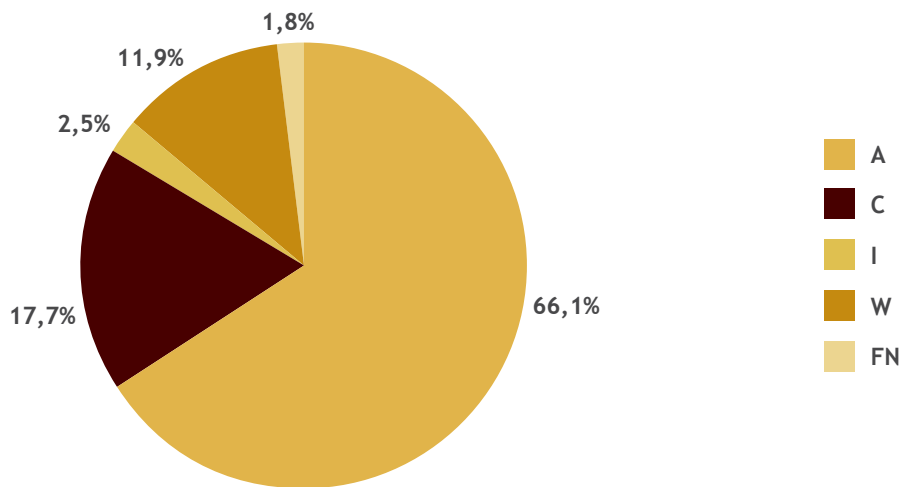
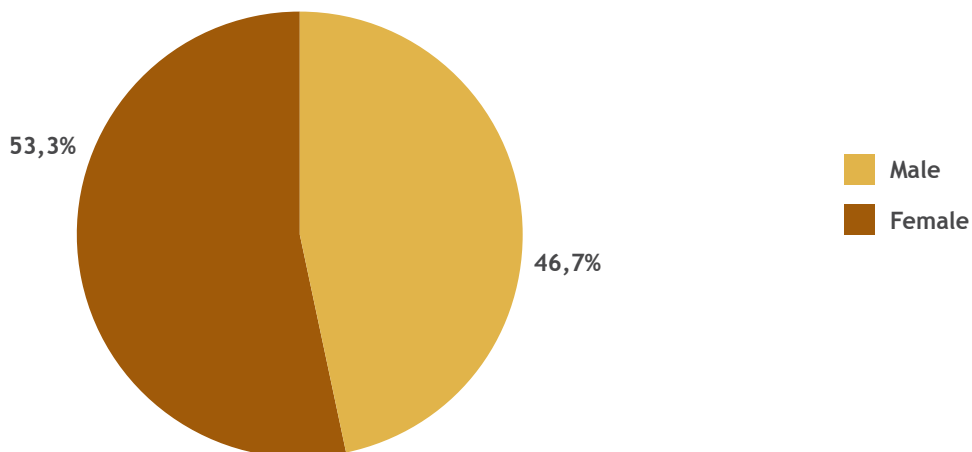


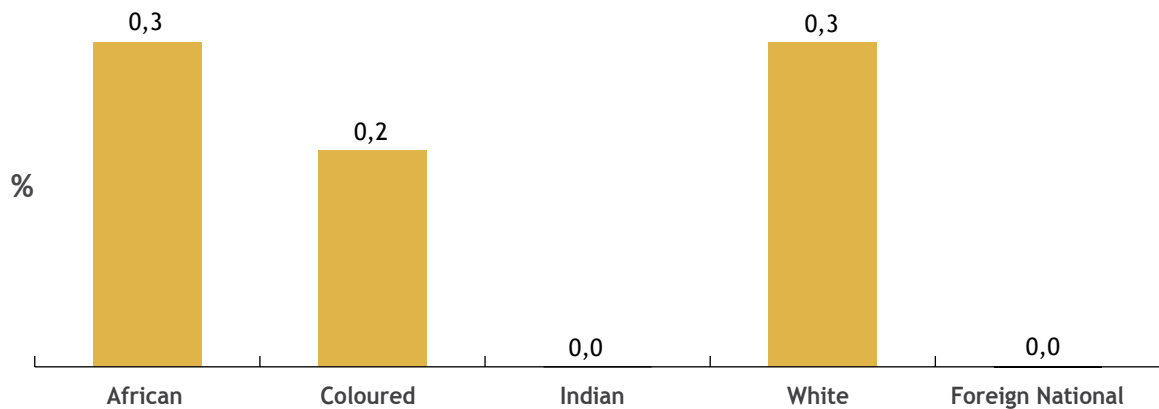
Figure 47 shows that more than two thirds of the workforce at the Semi-skilled level at universities is African (66.1%). Although they are mostly represented, they still fall short of their EAP. They were followed by the Coloured group at 17.7%. On the other hand, the White group constituted 11.9% and Indians at 2.5%.

Figure 48: Workforce profile at the Semi-skilled level at universities in 2016 by Gender



As depicted in Figure 48, Females represent more than half (53.3%) of the employees at the semi-skilled level at universities and at this rate they are above their EAP. This is while their Male counterparts make up 46.7% of the employees at this level, which make them under-represented by 8.5% in comparison to their EAP.

Figure 49: Workforce profile at Semi-skilled level at universities for PWD by Race



According to Figure 49, there is an equal representation of African and White Persons with Disabilities at the Semi-Skilled level at universities at 0.3%. They are followed by the Coloured group at 0.2% representation.

Figure 50: Workforce profile at Semi-skilled level at universities for PWD by Gender

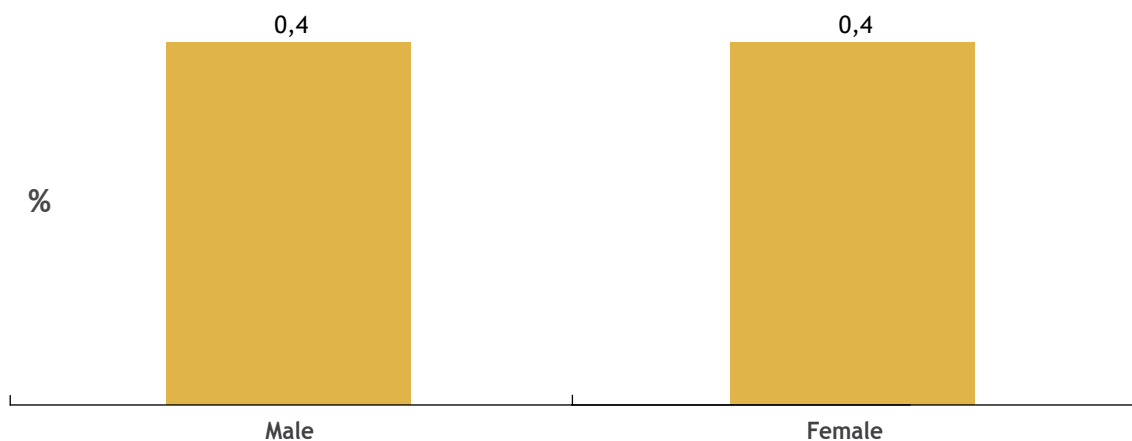


Figure 50 also shows an equal representation of male and female Persons with Disabilities at the Semi-Skilled level at 0.4%.

Table 40: Workforce movement and skills development at the semi-skilled level at Universities by race and gender

TABLE 40: WORKFORCE MOVEMENT AT THE SEMI-SKILLED LEVEL AT UNIVERSITIES BY RACE AND GENDER											
	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Workforce profile-all employees	3 285	747	106	307	3 122	972	133	845	79	91	9 687
	33.9%	7.7%	1.1%	3.2%	32.2%	10.0%	1.4%	8.7%	0.8%	0.9%	100.0%
Recruitment	22.9%	7.7%	1.0%	5.8%	30.4%	11.7%	1.7%	12.2%	3.3%	3.2%	100.0%
Promotion	23.6%	9.0%	2.1%	4.9%	23.6%	10.4%	0.7%	22.2%	1.4%	2.1%	100.0%
Terminations	21.2%	8.2%	1.1%	6.4%	28.7%	11.0%	1.5%	15.1%	3.5%	3.4%	100.0%
Skills development	31.3%	5.7%	5.2%	2.5%	32.5%	8.2%	8.1%	6.6%	0.0%	0.0%	100.0%

According to Table 40, Females were the mostly recruited at the Semi-Skilled level at universities as 58.1% of them secured employed during 2016. Africans 53.3% were the most beneficiaries of employment opportunities at this level.

More Females were promoted (59.0%) compared to 41.0% at the Semi-Skilled level in 2016. About 47.2% of Africans benefited from promotion opportunities during the period under review. The White group accounted for 27.1% of the opportunities and Coloureds 19.4%.

When looking at terminations, the African group were the most affected by terminations at 49.9%, followed by the Whites at 21.5% and Coloureds at 19.2%. Generally, more Females (59.7%) bore the brunt of terminations at the semi-skilled level at universities.

Females benefited the most from skills development opportunities as 55.4% of them were trained compared to their Male counterparts. Africans accounted for 63,8% of the skills development opportunities, followed by the White group at 21.5% and the Coloured group at 19.2%.

4.3.6. WORKFORCE PROFILE AT UNSKILLED LEVEL AT UNIVERSITIES BY RACE, GENDER AND DISABILITY

Figure 51: Workforce profile at Unskilled level at universities by Race

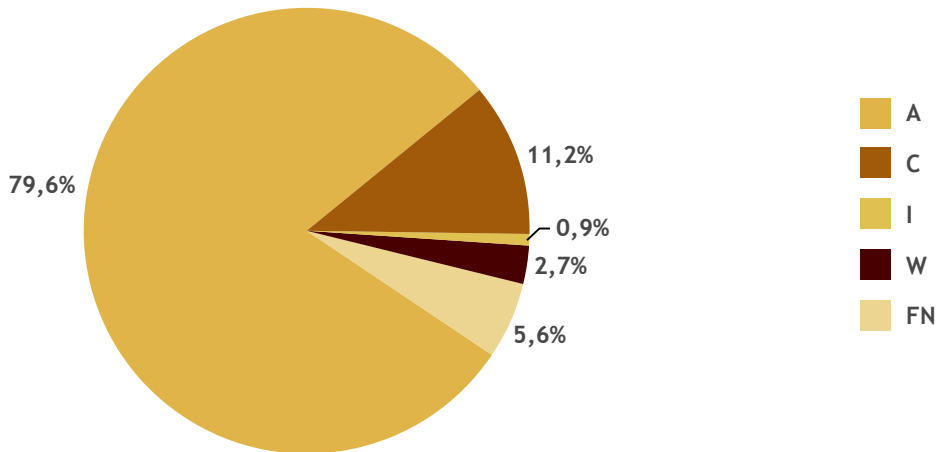
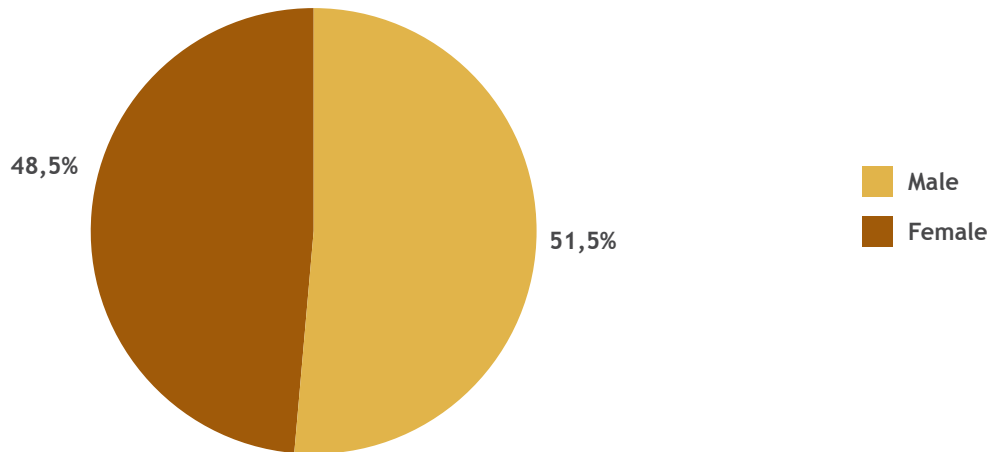


Figure 51 shows an overwhelming majority of African representation (79.6%) at universities thereby exceeding their EAP at the Unskilled level. The Coloured group representation at 11.2% has also surpassed their EAP while the representation of White (2.7%) and Indian (0.9%) groups are far below their EAP, while Foreign Nationals constitute 5,6%.

Figure 52: Workforce profile at Unskilled level at universities by Gender



The representation of Females at the Unskilled level at universities is at 48.5% which exceeds their EAP compared to 51.5% Males as shown in Figure 52.

Figure 53: Workforce profile at Unskilled level at universities for PWD by Race

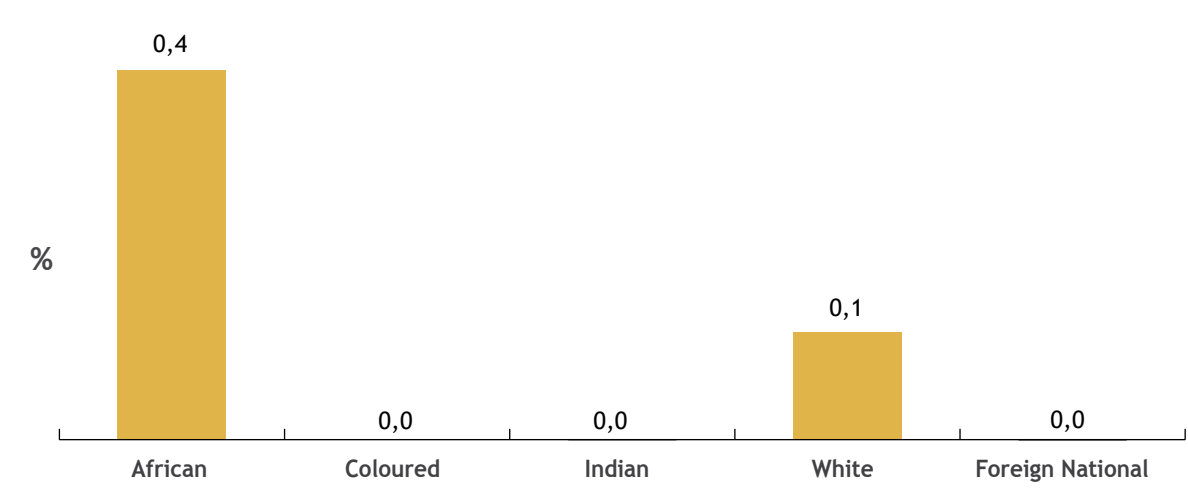
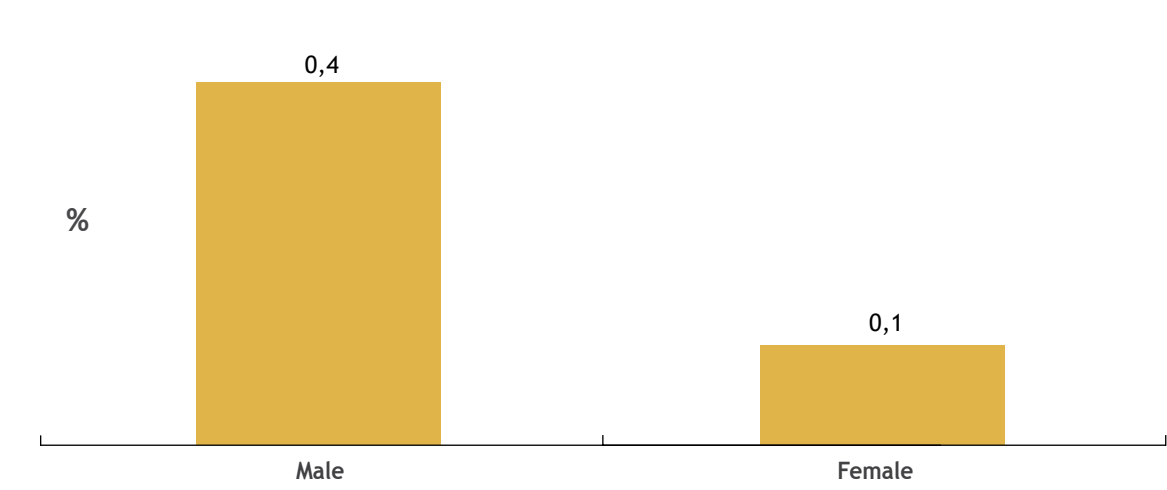


Figure 53 above depicts an African (0.4%) and White (0.1%) representation of Persons with Disabilities at the unskilled level at universities.

Figure 54: Workforce profile at Unskilled level at universities for PWD by Gender



As shown in Figure 54, universities had 0.4% male and 0.1% female representation of Persons with Disabilities at the Unskilled level in 2016.

Table 41: Workforce Movement and Skills Development at Unskilled Level at Universities by Race and Gender

TABLE 41: WORKFORCE MOVEMENT AT THE UNSKILLED LEVEL AT UNIVERSITIES BY RACE AND GENDER											
	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Workforce profile-all employees	2472	315	35	108	2397	372	19	58	219	124	6119
	40.4%	5.1%	0.6%	1.8%	39.2%	6.1%	0.3%	0.9%	3.6%	2.0%	100.0%
Recruitment	54.5%	2.1%	0.3%	0.9%	39.3%	1.3%	0.9%	0.4%	0.3%	0.1%	100.0%
Promotion	32.8%	6.9%	0.3%	5.1%	39.0%	10.7%	0.1%	4.6%	0.3%	0.4%	100.0%
Terminations	33.7%	8.0%	0.3%	3.5%	37.4%	11.2%	0.2%	5.2%	0.2%	0.3%	100.0%
Skills Development	52.0%	6.2%	0.5%	1.9%	26.6%	7.0%	1.0%	4.8%	0.0%	0.0%	100.0%

Table 41 above shows that Africans were mostly recruited (93.8%) at the Unskilled level at universities with 54.5% Males benefiting from employment opportunities compared to 39.3% Females.

More than half of the Females (54.8%) benefited from promotion opportunities at the Unskilled level at universities, with African Females benefiting the most (39.0%).

Africans were also the most terminated from their services at universities in 2016, where African Females were the most casualties (37.4%).

The majority of Africans (78.6%) were exposed to skills development with more than half (52.0%) of Males benefiting from training opportunities.

5 WORKFORCE PROFILE BETWEEN 2014 AND 2016



5. WORKFORCE PROFILE BETWEEN 2014 AND 2016

The following section of the report contains a trend analysis of the workforce profile of employees between 2014 and 2016 for Top Management, Senior Management, Professionally Qualified, Skilled Technical, Semi-skilled and Unskilled occupational levels.

5.1. WORKFORCE PROFILE AT TOP MANAGEMENT LEVEL BETWEEN 2014 AND 2016 BY RACE, GENDER AND DISABILITY

Figure 55: Workforce profile at Top Management level by Race

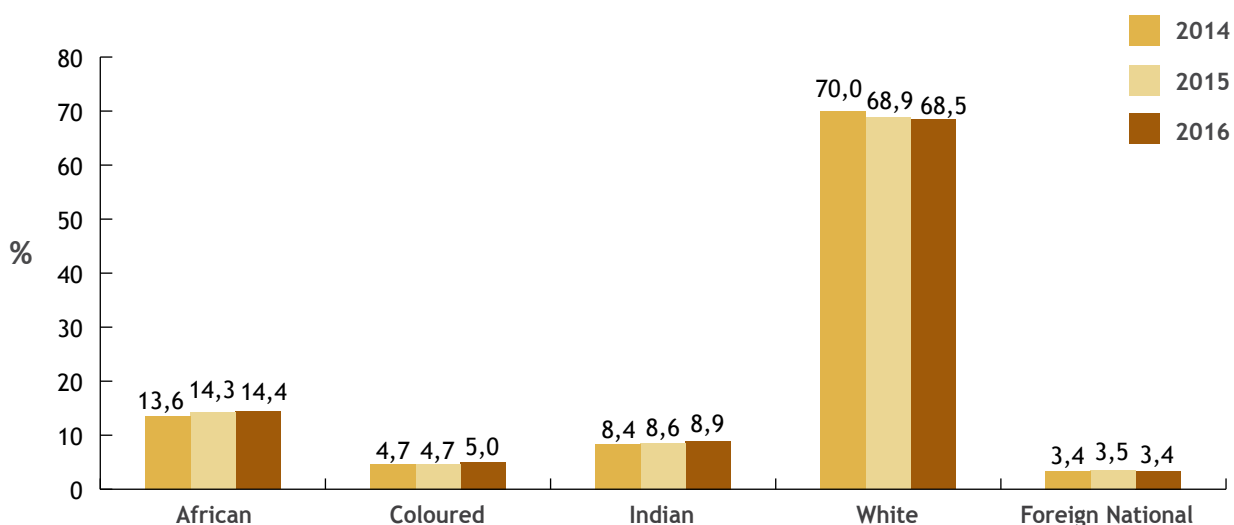


Figure 55 indicates the highest representation at Top Management to be amongst the White population group in that this representation is approximately seven times the Economically Active Population (EAP) distribution between 2014-2016. Over the same period, the Indian representation also increased and still remains at approximately three times their EAP distribution at this level. African and Coloured representation slightly increased over this period at this level.

Figure 56: Workforce profile at Top Management level by Gender

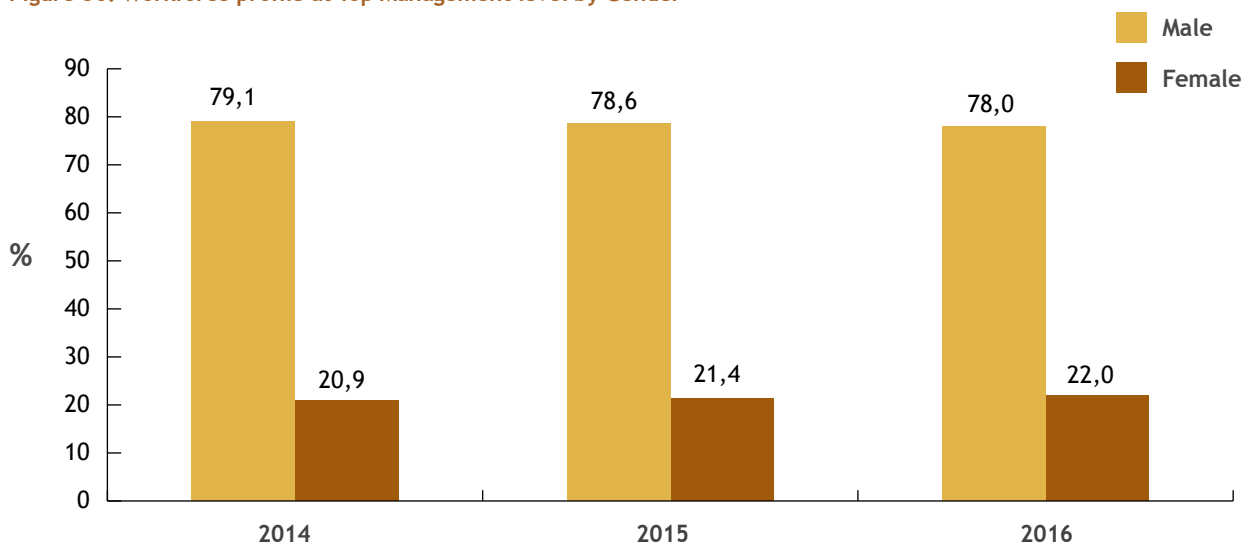


Figure 56 shows Female representation remains very low with the status static at just over 20% for the 2014 to 2016 period. Male representation on the other hand remains comparatively high with very little change in the status quo.

Figure 57: Workforce profile at Top Management level by Disability status

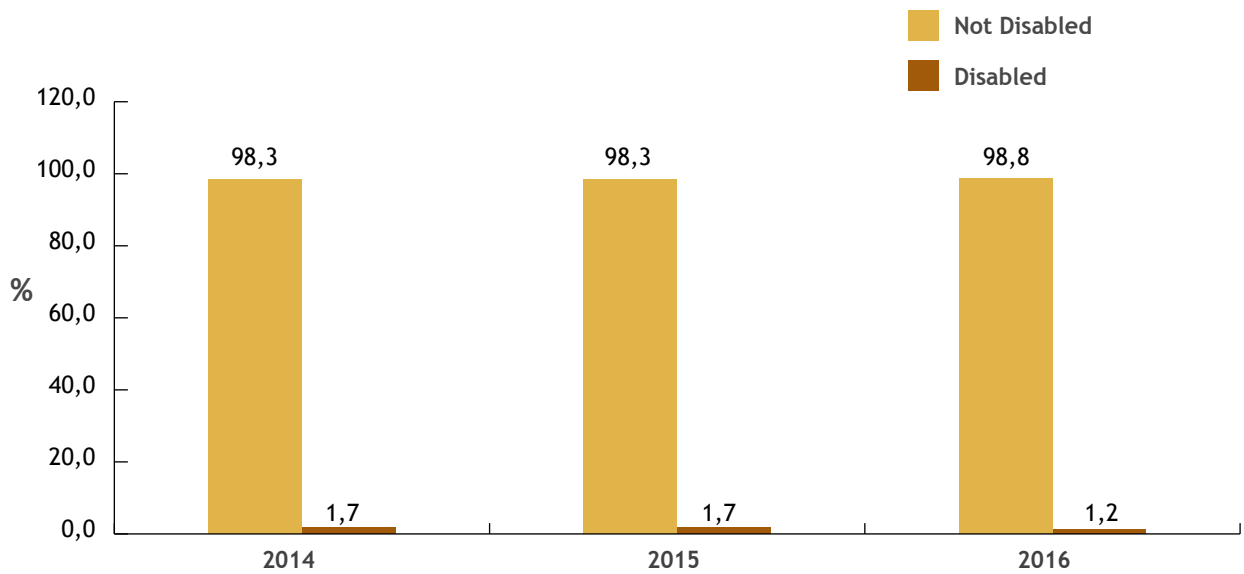


Figure 57 shows the level of disability representation which remained extremely low and indicating a decrease in representation at the Top Management level from 2014 to 2016.

5.2 WORKFORCE PROFILE AT SENIOR MANAGEMENT LEVEL BETWEEN 2014 AND 2016 BY RACE, GENDER AND DISABILITY

Figure 58: Workforce profile at Senior Management level by Race

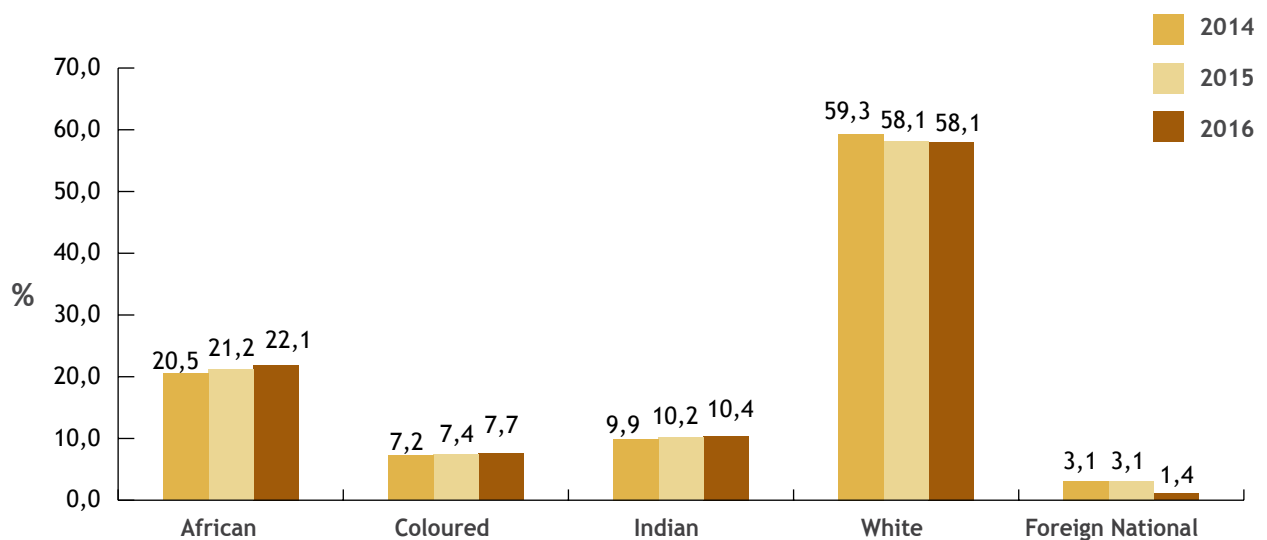


Figure 58 shows that the largest increase at Senior Management level between 2014 to 2016 to be at White representation i.e. approximately six times their Economically Active Population (EAP) distribution. Over the same period, the Indian representation also increased and still remains at approximately three times the EAP distribution for this group at this level. African and Coloured representation slightly increased over this period at this level.

Figure 59: Workforce profile at Senior Management level by Gender

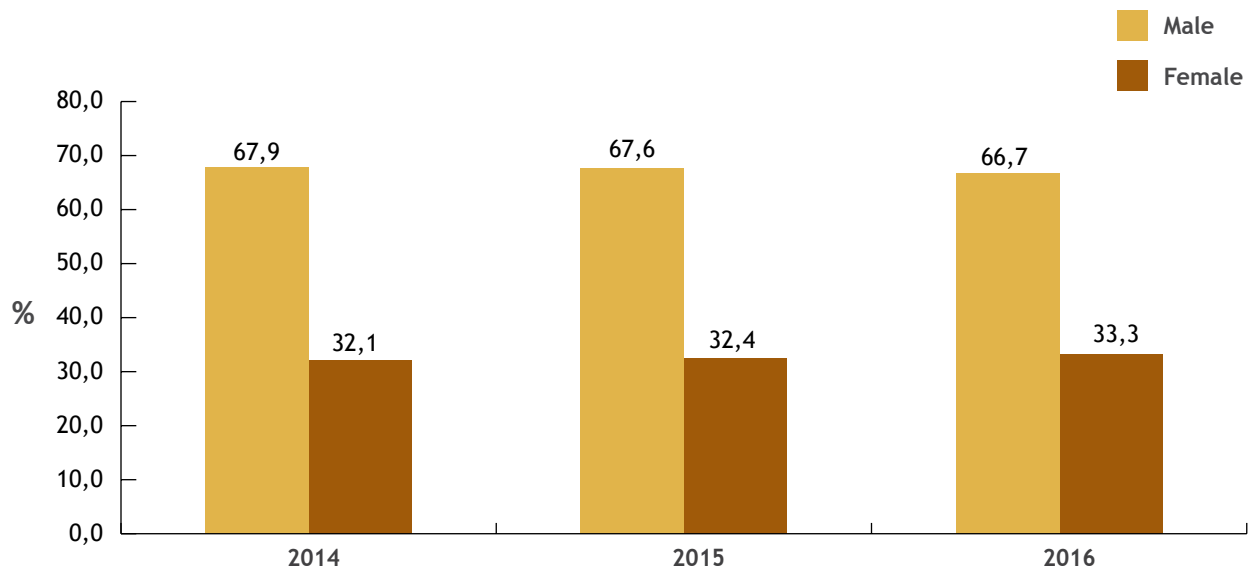


Figure 59 shows female representation to be about two-thirds of their EAP distribution from 2014 to 2016 with a very flat trajectory at the Senior Management level and male representation remained very high with a static trajectory for the same period.

Figure 60: Workforce profile at Senior Management level by Disability Status

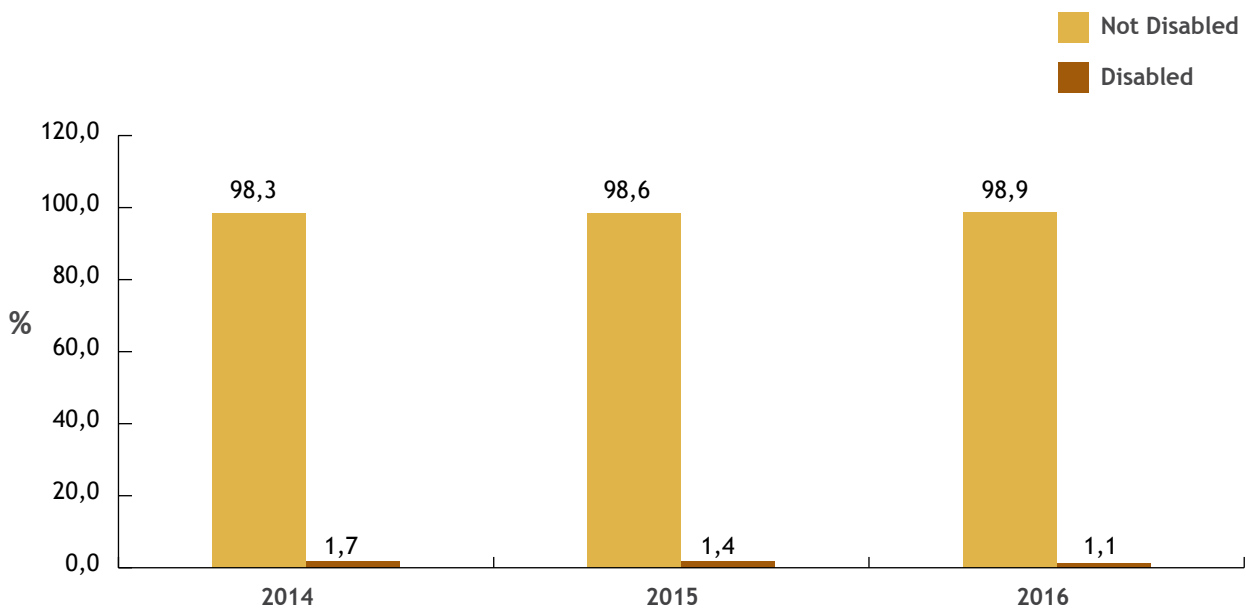


Figure 60 shows disability representation remained very low and with a decreasing representation at the Senior Management level (2014 to 2016).

5.3 WORKFORCE PROFILE AT PROFESSIONALLY QUALIFIED LEVEL BETWEEN 2014 AND 2016 BY RACE, GENDER AND DISABILITY

Figure 61: Workforce profile at Professionally Qualified level by Race

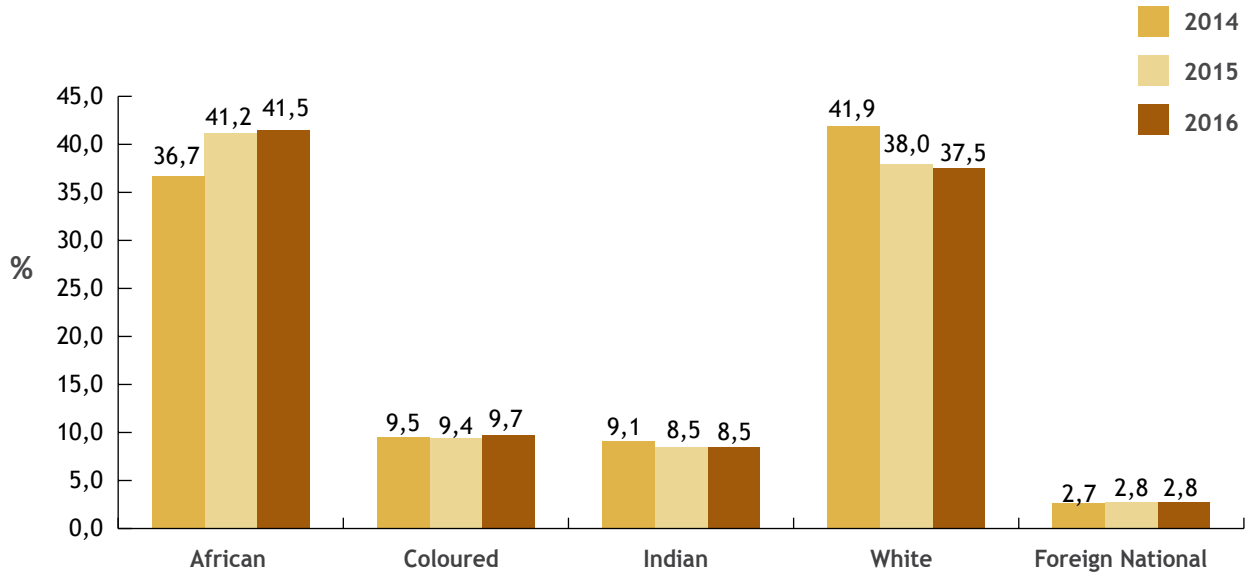


Figure 61 shows a decline in the representation of the White and Indian groups at the Professionally Qualified level whilst the representation of the African and Coloured groups has shown a gradual increase at this level.

Figure 62: Workforce profile at Professionally Qualified level by Gender

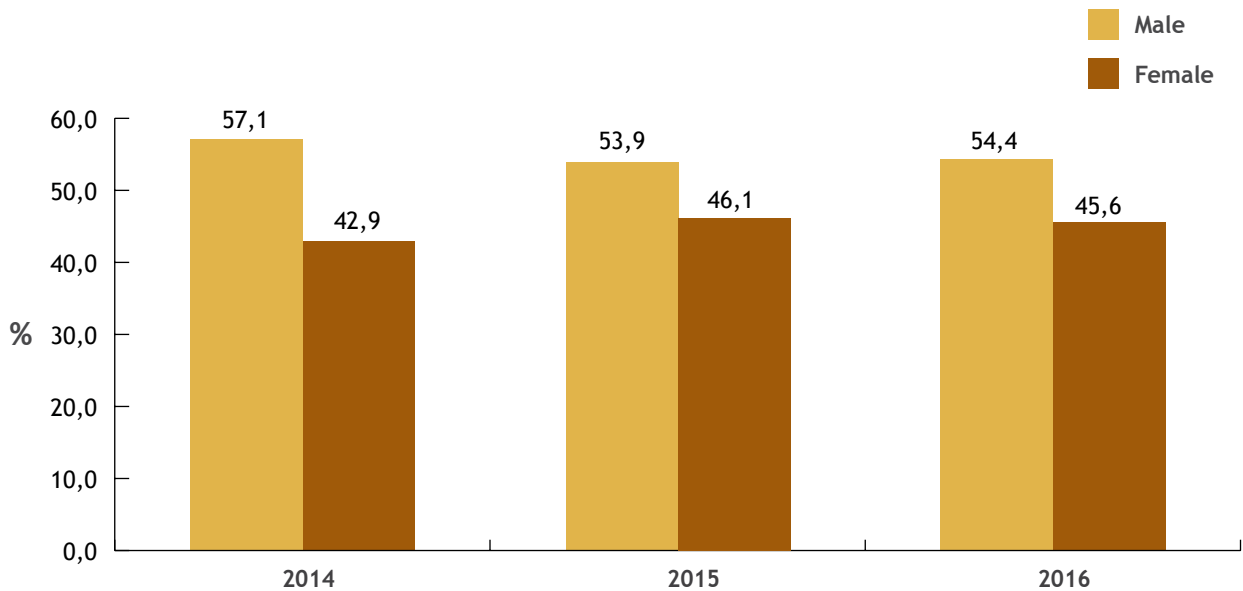


Figure 62 shows that the representation of both the Male and Female groups are more aligned to their respective EAP distribution in the workplace at this level.

Figure 63: Workforce profile at Professionally Qualified level by Disability Status

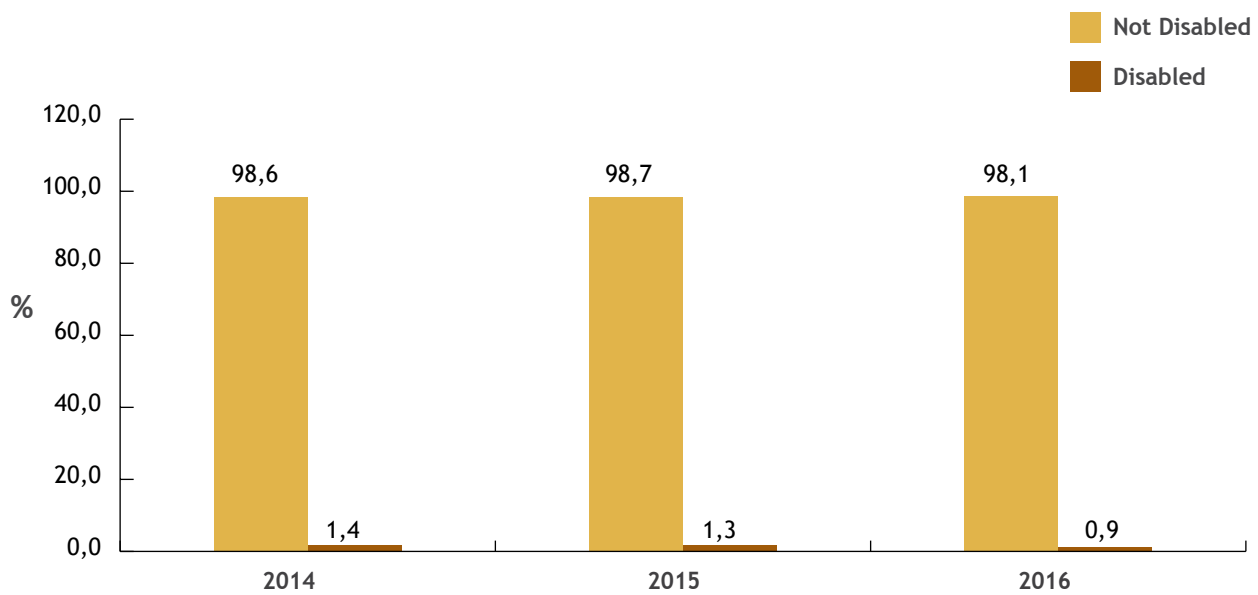


Figure 63 indicates a significant decrease in disability representation for the 2016 reporting period at the Professionally Qualified level.

5.4 WORKFORCE PROFILE AT SKILLED TECHNICAL LEVEL BETWEEN 2014 AND 2016 BY RACE GENDER AND DISABILITY

Figure 64: Workforce profile at Skilled Technical level by Race

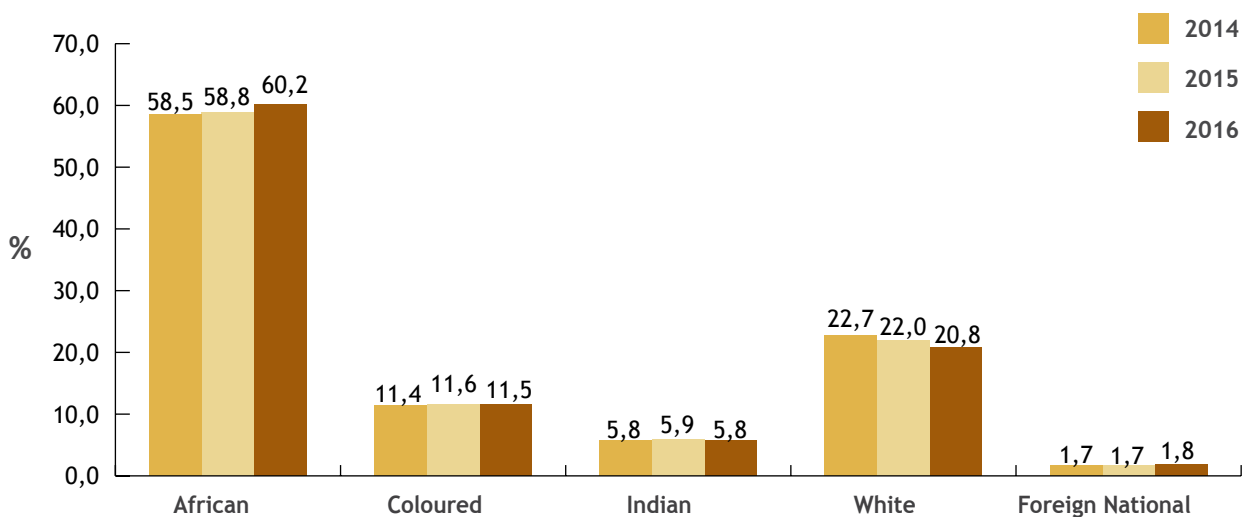


Figure 64 shows that representation of the African, Indian and Coloured groups at the Skilled Technical level has gradually increased, while the representation of the White group has shown a steady decrease at this level.

Figure 65: Workforce profile at Skilled Technical level by Gender

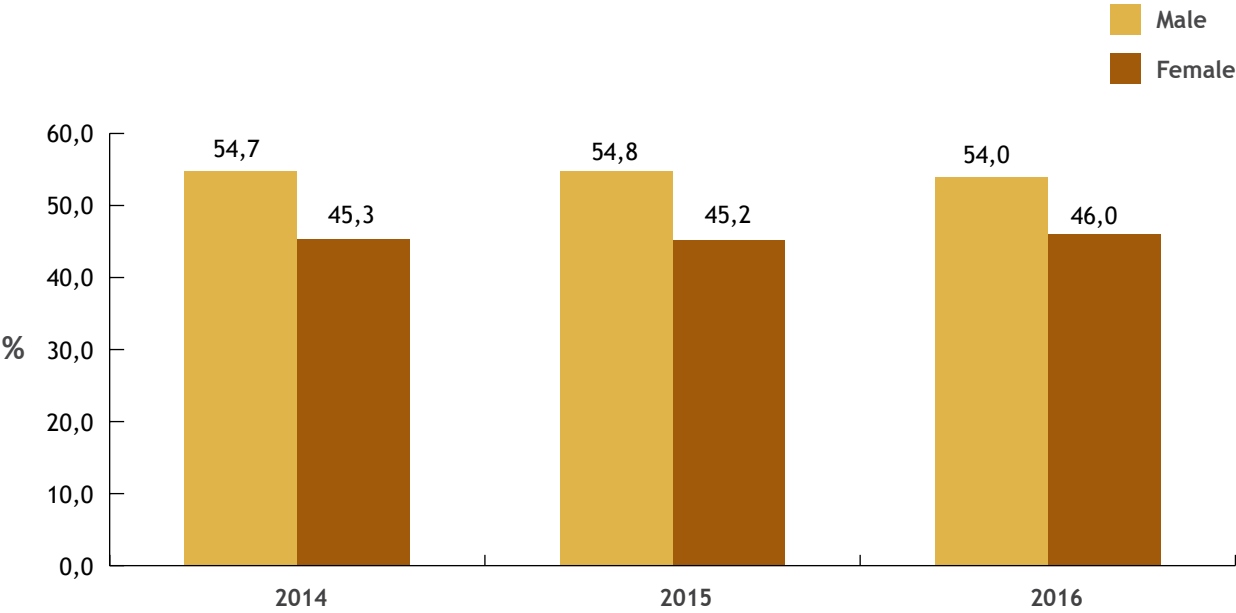


Figure 65 shows that the representation of both the male and female groups is more aligned to their respective EAP distribution in the workplace at this level.

Figure 66: Workforce profile at Skilled Technical level by Disability Status

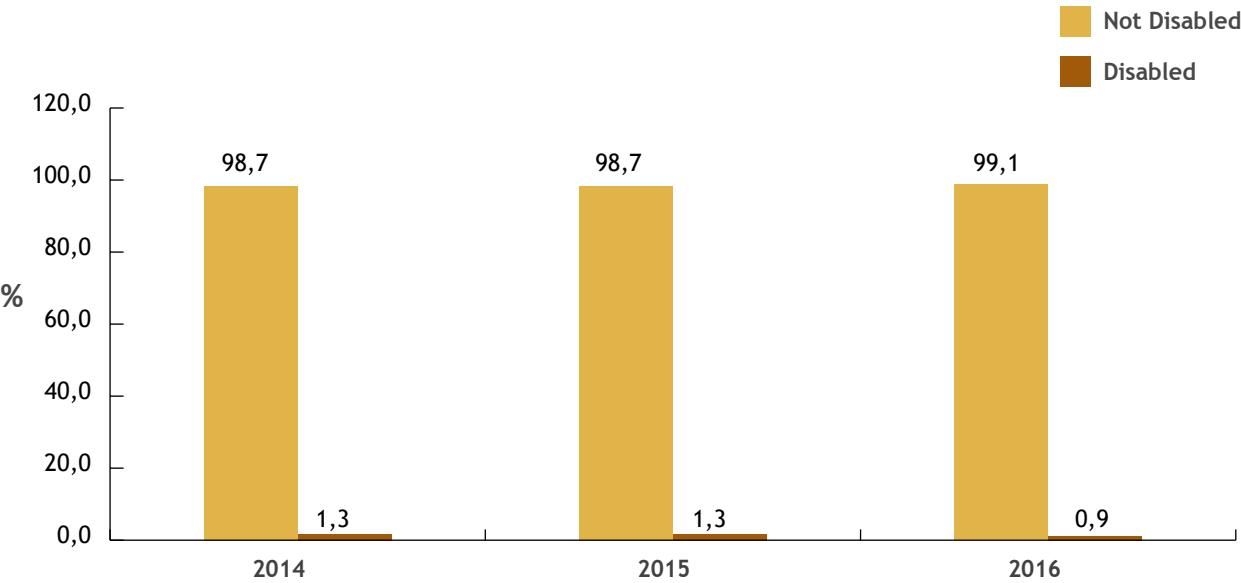


Figure 66, shows a significant drop in disability representation for the 2016 reporting period at the Skilled Technical level.

5.5 WORKFORCE PROFILE AT SEMI-SKILLED TECHNICAL LEVEL BETWEEN 2014 AND 2016 BY RACE, GENDER AND DISABILITY

Figure 67: Workforce profile at Semi-skilled level by Race

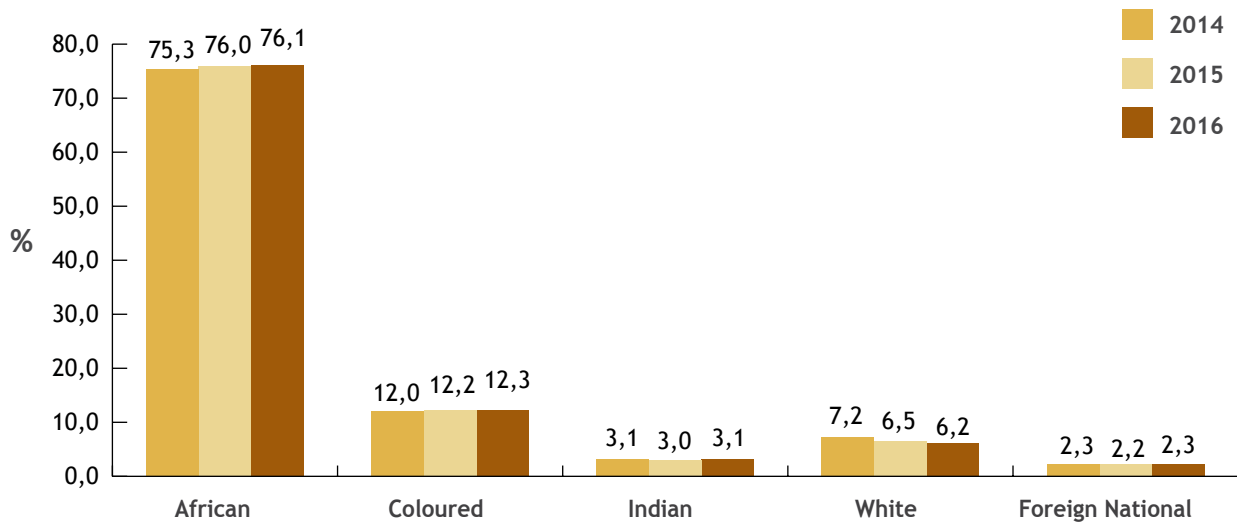
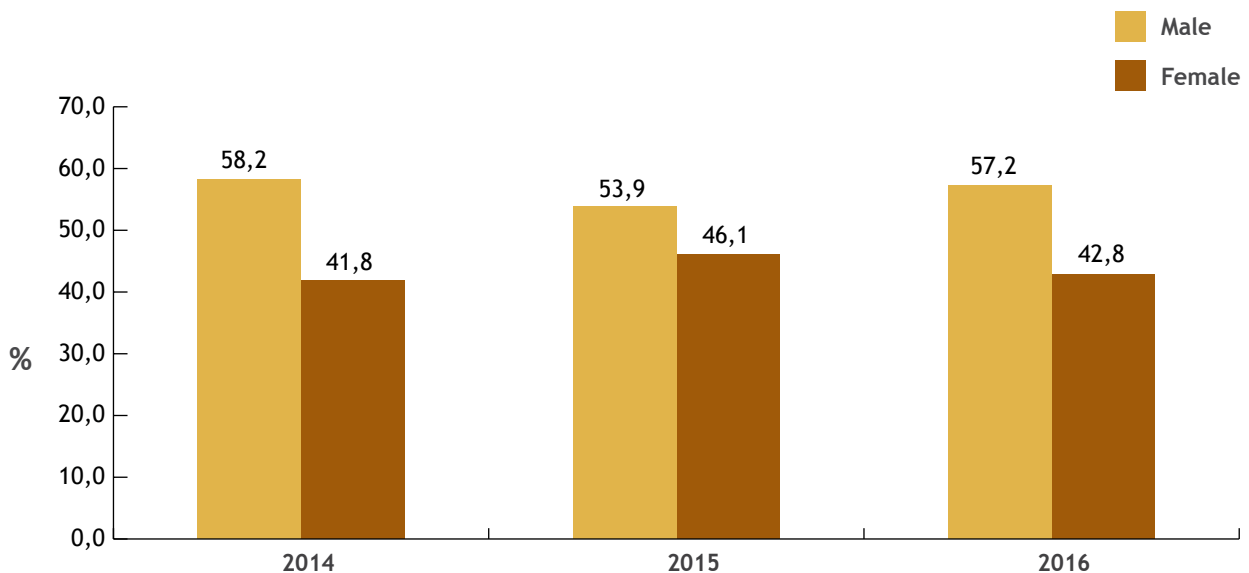


Figure 67 shows that the historic status quo has largely remained unchanged in that the African group representation dominates at this level. A significant growth in the level of Foreign National representation at the Semi-skilled level is however noted.

Figure 68: Workforce profile at Semi-skilled level by Gender



Once again, in terms of Figure 68, the Male and Female groups seem to be more aligned to their EAP distribution.

Figure 69: Workforce profile at Semi-skilled level by Disability Status

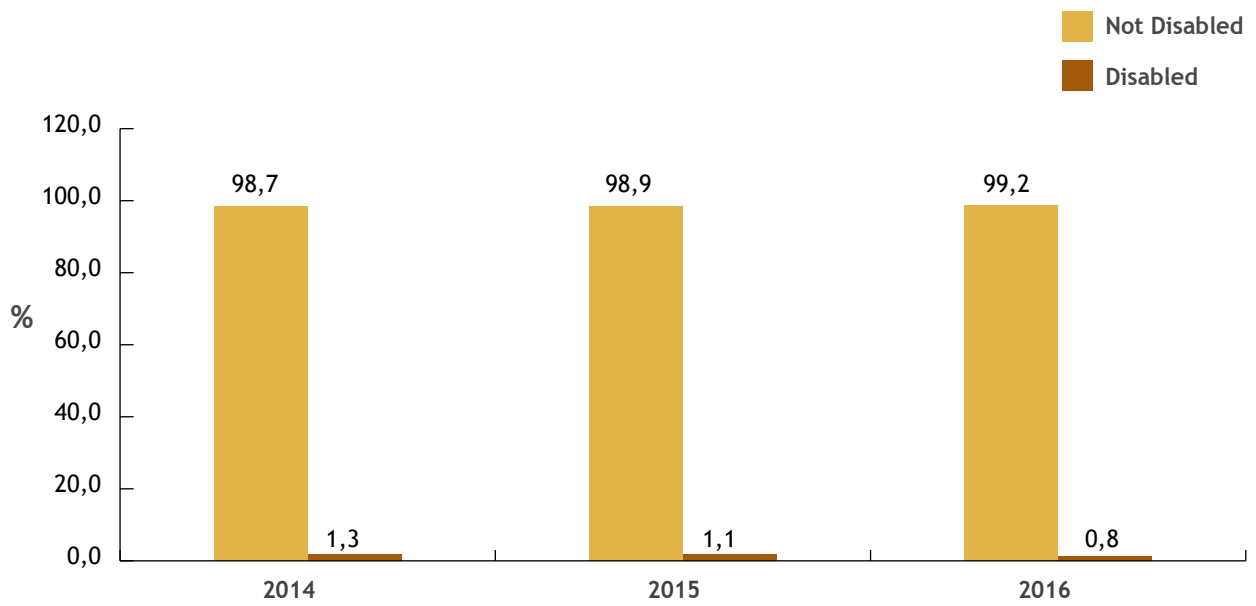


Figure 69 shows that the representation of Persons with disabilities remains consistently low at the lower occupational levels.

5.6 WORKFORCE PROFILE AT UNSKILLED LEVEL BETWEEN 2014 AND 2016 BY RACE, GENDER AND DISABILITY

Figure 70: Workforce profile at Unskilled level by Race

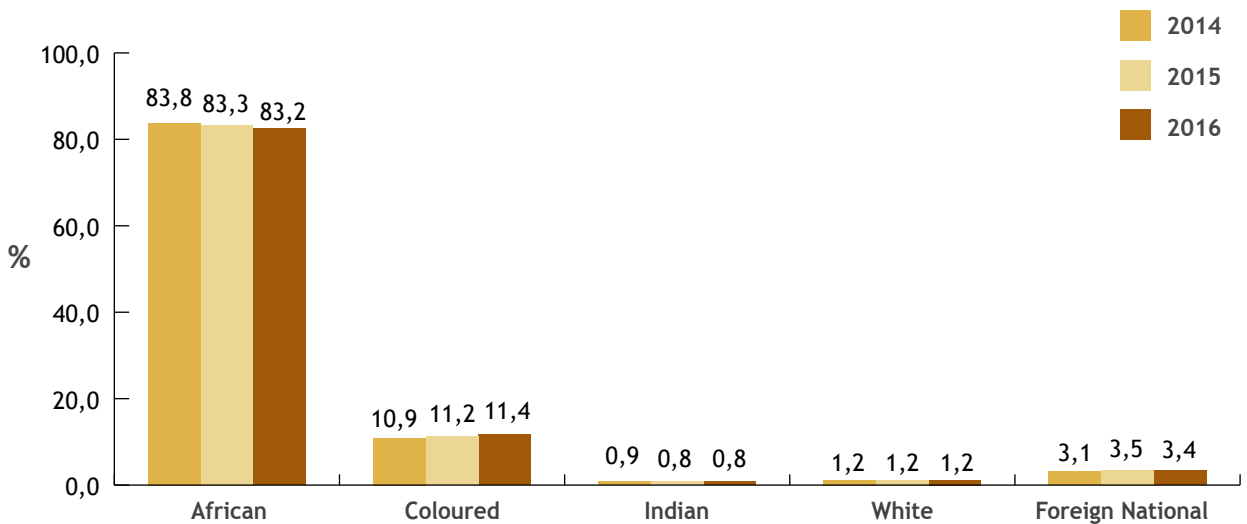


Figure 70 indicates that African representation is dominant at this level, and the increase in Foreign Nationals employment shows a significant growth.

Figure 71: Workforce profile at Unskilled level by Gender

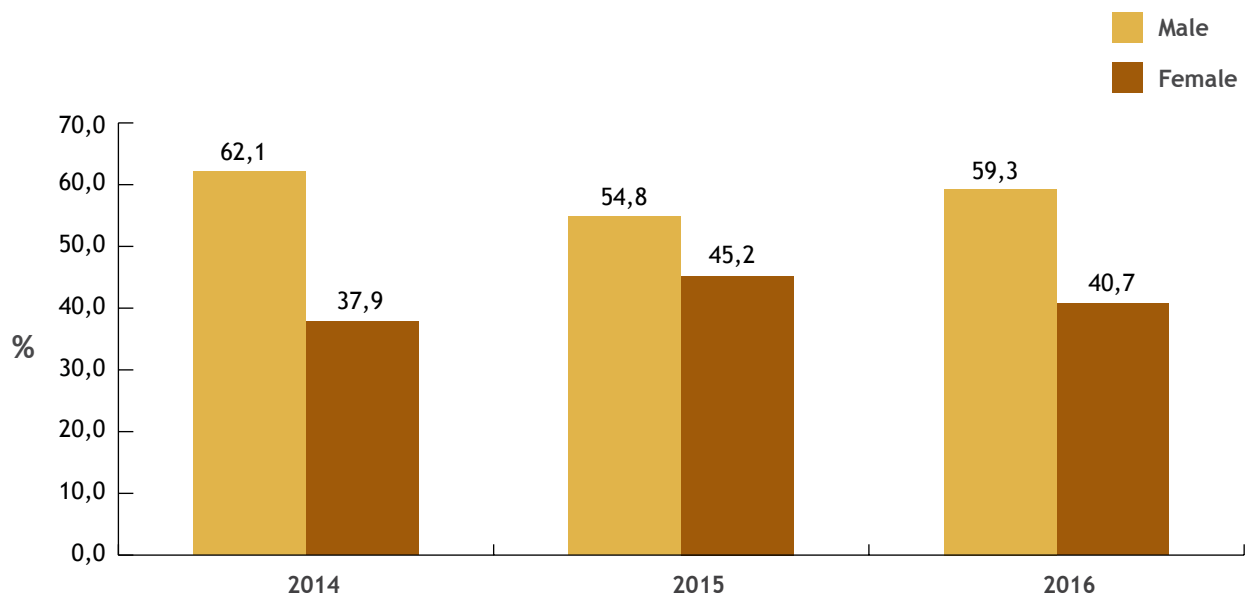


Figure 71 shows that Female representation at the Unskilled level continues to show some increase, although slight.

Figure 72: Workforce profile at Unskilled level by Disability Status

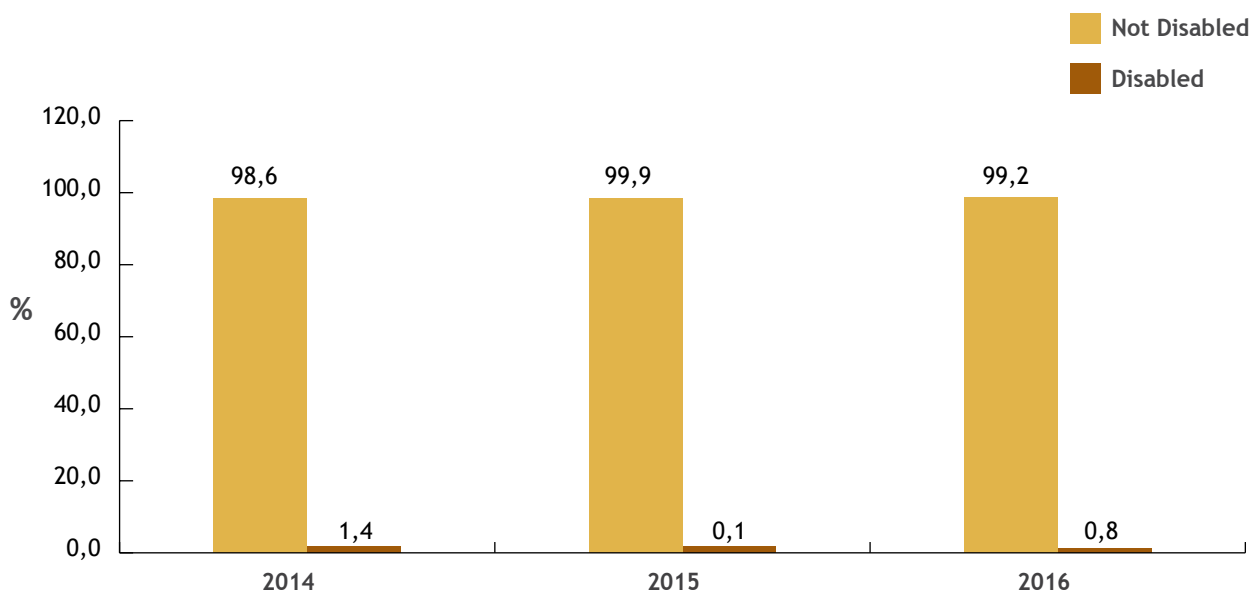


Figure 72 shows that disability continues to drop even at the Unskilled Level.

6 CONCLUDING REMARKS



6. CONCLUDING REMARKS

PROFILE AT TOP MANAGEMENT LEVEL IN TERMS OF RACE, GENDER AND DISABILITY BY PROVINCE, SECTOR AND BUSINESS TYPE

At Top Management Level, White group representation (68.5%) continues to dominate, followed by the Indian group (8.9%) compared to their EAP distribution. An emerging trend in the increase in employment of Foreign Nationals (3.5%) at this level, is noted, particularly in the Private Sector. This trend analysis has to be interpreted and compared to the increase in multinational operations in the country. Female representation at Top Management level has remained largely unchanged at just over 20% for the last three reporting periods. This remains a concern for the CEE because an equitable representation of women at this strategic decision making level at this rate is likely to have an adverse effect on the equitable representation of women at every other occupational level.

Comparing the representation of all population groups at this level, it is apparent that representation of the White group dominates representation at this level in all provinces. The highest representation of this group is noted in the Western Cape (76.6%) and in the Free State (72,1%). The CEE notes that the White Female group represent more than the combined number of other designated Female groups at this level across all Provinces. This trend is indicated in all Sectors of the economy as well.

Further analysis into the level in terms of various business types, indicates that the representation of the White population group has remained largely dominant at this level for the Private Sector as well as for the Educational Institutions. The continued high rate at which the White group appears to be afforded preferential treatment for recruitment, promotion and training opportunities at this level is of concern. This trend renders it highly unlikely to achieve equitable representation at this level in the near future.

PROFILE AT SENIOR MANAGEMENT LEVEL IN TERMS OF RACE, GENDER AND DISABILITY BY PROVINCE, SECTOR AND BUSINESS TYPE

At Senior Management Level, the White group (58.1%) remains the majority representation at this level, followed by the Indian group (10.6%) when compared to the EAP distribution. The trend in the increasing levels of representation of Foreign Nationals (3.1%) at this level remains the same as at all other levels and it is particularly noticeable in the Private Sector. Female representation at this level remained largely unchanged at just above 30% for the past three reporting periods. Equitable representation of women at this strategic decision making level is highly unlikely given this trend.

Again at this level, it is apparent that the majority representation of the White group is prevalent in all provinces. The CEE notes that at this level too, White Females representation is more than the total level of representation of other designated Female groups in almost all provinces.

A similar scenario is detected when viewing the representation at Senior Management Level in relation to the White groups in all sectors of the economy and business types, in particular, the Private Sector and Educational Institutions. This trend of clear preference manifests in the recruitment and promotion patterns adopted, especially by the Private Sector.

PROFILE AT PROFESSIONALLY QUALIFIED/MIDDLE MANAGEMENT LEVEL IN TERMS OF RACE, GENDER AND DISABILITY BY PROVINCE, SECTOR AND BUSINESS TYPE

A positive trend towards equitable representation is noted for the first time at Professionally Qualified/ Middle Management Level. The CEE interprets this trend as positive towards reaching an equitable representation at Senior Management Level as this level serves as a feeder to Senior Management level.

Gender representation between male and female groups appear to be somewhat more closely aligned to the EAP distribution and this trend is likely to be maintained. The trend is also evident in provinces and across all economic sectors.

PROFILE AT SKILLED TECHNICAL/JUNIOR MANAGEMENT LEVEL IN TERMS OF RACE, GENDER AND DISABILITY BY PROVINCE, SECTOR AND BUSINESS TYPE

At Skilled Technical/Junior Management Level, a positive move towards equitable representation across all population groups in relation to the EAP distribution is noted.

The drastic increase in the representation of Foreign Nationals representation 2014 to 2016 at this level needs further analysis. The CEE is concerned that this trend is contrary to employment legislation seeking to govern migrant labour and employment regulations, such as skills transfer programmes.

PROFILE AT SEMI-SKILLED AND UNSKILLED LEVELS IN TERMS OF RACE, GENDER AND DISABILITY BY PROVINCE, SECTOR AND BUSINESS TYPE

At Semi-Skilled Level, the Black group, in particular Africans and Coloureds, accounts for the highest representation. This is interpreted with full cognisance of the history of South Africa and the objectives of Equity legislation. The representation of women at this level still needs improvement towards equal access to employment opportunities and representation in the workplace.

PROFILE AT UNSKILLED LEVEL IN TERMS OF RACE, GENDER, DISABILITY AND BY PROVINCE, SECTOR AND BUSINESS TYPE

The observations made in relation to Race and Gender at the Semi-Skilled Level applies at Unskilled Level. The CEE is concerned that the White representation is approximately one-third of their EAP distribution at this level and whether this would impact on this population group accessing entry-level jobs.

The CEE has noted that not only for this reporting period, disability representation across all Occupational Levels remained very low and whether other interventions in terms of the multi-disciplinary approach should be adopted to accelerate the representation of this group in the workforce.

In conclusion, the Employment Equity Reports received from employers for the 2014, 2015 and 2016 reporting periods reflected that Africans continue to occupy the largest portion of the workforce with their representation mainly concentrated at the bottom occupational levels. Whites and Indians accounted for a rather small portion of the workforce over the same period, but their representation continue to dominate at the middle-to-upper occupational levels in terms of their EAP distribution. Foreign Nationals occupy a large part of the workforce, even at the unskilled occupational level and proportionally, the representation of Coloureds at the various occupational levels is not reflective of their EAP distribution.

Males make up majority of the workforce and continue to dominate participation at every occupational level and women continue to encounter the glass-ceiling effect in the workforce. Persons with disabilities over the period showed the need to not only increase their representation at the various occupational levels, but to prioritise participation in the workforce as well.

The workforce profile at the upper echelons in organisations is mainly white and male. This suggests that South African workplaces remain racialized and gendered. The ILO has indicated that, “inequality between women and men persists across a wide spectrum of the global Labour market and that despite their educational attainment; this has not necessarily translated into improvements in their positions at work”. The shift towards equality in this regard continues to grind at a slow pace, which suggests that this will not be reached anytime soon.

The report further cited unequal treatment at work as the biggest problem facing women in paid working developing economies such as South Africa. Equal pay for work of equal value is a case in point. Women are still paid less than men doing the same work. This becomes an impediment to economic empowerment of women.

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Gallup and ILO (2017). “Towards a better future for women and work: Voices of men and women”, Geneva.

South Africa (2013). Employment Equity Amendment Act, No. 47, Government Printer, Pretoria.

Statistics South Africa (2016). Quarterly Labour Force Survey, Quarter 3, Pretoria.

APPENDIX A

WORKFORCE PROFILE BETWEEN 2014 AND 2016 BY RACE, GENDER AND DISABILITY BY PROVINCE, SECTOR AND BUSINESS TYPES

PROVINCE

TABLE 42: WORKFORCE PROFILE FOR THE EASTERN CAPE BY RACE AND GENDER											
OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management											
2014	13.3%	4.7%	1.7%	59.4%	4.2%	1.6%	0.4%	12.1%	2.2%	0.3%	100.0%
2015	12.7%	4.8%	2.2%	58.0%	5.4%	1.9%	0.6%	12.3%	1.9%	0.2%	100.0%
2016	11.9%	4.3%	2.3%	58.7%	4.9%	2.1%	0.6%	13.3%	1.7%	0.1%	100.0%
Senior Management											
2014	16.8%	5.2%	2.4%	43.2%	9.2%	2.5%	0.8%	17.9%	1.5%	0.5%	100.0%
2015	17.1%	6.1%	2.1%	42.4%	10.0%	2.8%	0.9%	16.7%	1.5%	0.4%	100.0%
2016	17.3%	5.7%	2.0%	41.3%	10.7%	3.0%	0.9%	17.1%	1.8%	0.4%	100.0%
Professionally Qualified											
2014	26.2%	6.2%	1.0%	16.1%	33.4%	4.0%	0.6%	10.9%	1.2%	0.4%	100.0%
2015	23.1%	3.5%	0.5%	6.9%	52.9%	4.2%	0.4%	6.9%	1.2%	0.5%	100.0%
2016	23.1%	3.6%	0.6%	6.7%	52.7%	4.3%	0.4%	7.1%	1.2%	0.5%	100.0%
Skilled Technical											
2014	26.2%	6.4%	0.5%	8.8%	45.0%	4.9%	0.4%	6.9%	0.7%	0.3%	100.0%
2015	27.1%	8.3%	0.6%	11.3%	36.0%	6.8%	0.5%	8.3%	0.8%	0.2%	100.0%
2016	26.7%	8.4%	0.6%	11.1%	36.2%	6.8%	0.5%	8.3%	0.9%	0.3%	100.0%
Semi-skilled											
2014	44.3%	11.2%	0.3%	3.9%	27.2%	7.8%	0.3%	4.4%	0.5%	0.1%	100.0%
2015	43.0%	9.6%	0.3%	2.9%	33.0%	6.9%	0.2%	3.5%	0.5%	0.1%	100.0%
2016	43.6%	9.6%	0.2%	2.9%	32.7%	6.9%	0.2%	3.2%	0.6%	0.1%	100.0%
Unskilled											
2014	52.4%	8.9%	0.1%	0.8%	29.7%	7.2%	0.0%	0.4%	0.5%	0.1%	100.0%
2015	48.3%	8.4%	0.1%	0.8%	34.5%	6.8%	0.0%	0.3%	0.6%	0.1%	100.0%
2016	48.4%	7.8%	0.1%	0.7%	35.3%	6.6%	0.0%	0.3%	0.7%	0.1%	100.0%

TABLE 43: WORKFORCE PROFILE FOR THE FREE STATE BY RACE AND GENDER											
OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management											
2014	17.8%	1.8%	1.4%	59.2%	7.0%	0.3%	0.4%	11.9%	0.1%	0.1%	100.0%
2015	18.4%	2.1%	1.5%	56.9%	7.6%	0.2%	0.5%	12.0%	0.3%	0.4%	100.0%
2016	17.3%	1.7%	1.1%	60.1%	6.8%	0.3%	0.2%	12.0%	0.3%	0.2%	100.0%
Senior Management											
2014	21.2%	2.8%	1.3%	45.0%	8.9%	1.1%	0.5%	18.1%	0.9%	0.3%	100.0%
2015	20.5%	3.6%	1.0%	44.8%	10.0%	1.4%	0.4%	17.2%	1.0%	0.3%	100.0%
2016	22.4%	3.3%	0.9%	42.8%	10.4%	1.6%	0.4%	17.2%	0.9%	0.2%	100.0%
Professionally Qualified											
2014	24.3%	2.7%	0.8%	27.6%	21.1%	1.8%	0.4%	18.8%	1.8%	0.8%	100.0%
2015	28.9%	3.3%	0.8%	30.6%	15.9%	1.5%	0.3%	17.5%	1.0%	0.3%	100.0%
2016	29.0%	3.3%	0.8%	29.1%	16.5%	1.7%	0.3%	17.6%	1.3%	0.4%	100.0%
Skilled Technical											
2014	31.6%	1.9%	0.2%	9.9%	39.6%	2.1%	0.1%	13.7%	0.8%	0.2%	100.0%
2015	33.9%	1.9%	0.2%	10.2%	37.1%	1.7%	0.2%	13.9%	0.8%	0.2%	100.0%
2016	34.9%	2.0%	0.1%	10.3%	36.5%	1.7%	0.2%	13.3%	0.9%	0.2%	100.0%
Semi-skilled											
2014	49.5%	3.1%	0.1%	4.5%	30.3%	2.2%	0.1%	6.5%	3.6%	0.1%	100.0%
2015	50.6%	2.9%	0.1%	5.1%	27.6%	2.0%	0.2%	7.2%	4.1%	0.2%	100.0%
2016	52.7%	2.9%	0.1%	4.8%	25.3%	2.3%	0.1%	7.0%	4.6%	0.2%	100.0%
Unskilled											
2014	59.4%	3.3%	0.0%	0.7%	30.6%	1.5%	0.0%	0.6%	3.6%	0.2%	100.0%
2015	58.6%	2.6%	0.0%	1.0%	29.0%	4.1%	0.0%	0.7%	3.6%	0.3%	100.0%
2016	58.1%	2.8%	0.0%	1.1%	33.6%	1.7%	0.0%	0.8%	1.7%	0.2%	100.0%

TABLE 44: WORKFORCE PROFILE FOR GAUTENG BY RACE AND GENDER											
OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management											
2014	9.7%	1.9%	5.9%	57.0%	4.8%	1.0%	2.1%	13.2%	3.9%	0.6%	100.0%
2015	9.8%	1.9%	5.9%	56.1%	5.1%	1.1%	2.2%	13.1%	4.1%	0.7%	100.0%
2016	9.7%	1.9%	6.0%	55.2%	5.4%	1.2%	2.4%	13.5%	4.0%	0.7%	100.0%
Senior Management											
2014	13.5%	3.2%	6.3%	41.6%	7.9%	1.8%	3.2%	18.7%	2.8%	0.9%	100.0%
2015	13.8%	3.3%	6.5%	40.4%	8.2%	1.9%	3.5%	18.7%	2.8%	0.9%	100.0%
2016	14.1%	3.2%	6.5%	39.3%	8.7%	2.0%	3.6%	18.9%	2.7%	0.9%	100.0%
Professionally Qualified											
2014	18.9%	3.9%	5.5%	28.1%	15.5%	3.3%	4.2%	17.6%	2.2%	0.8%	100.0%
2015	19.2%	3.8%	5.5%	26.6%	16.6%	3.3%	4.2%	17.7%	2.2%	0.8%	100.0%
2016	20.3%	4.0%	5.5%	26.8%	15.4%	3.3%	4.2%	17.5%	2.3%	0.9%	100.0%
Skilled Technical											
2014	35.5%	5.0%	3.0%	15.1%	21.2%	4.2%	2.6%	11.7%	1.3%	0.4%	100.0%
2015	35.7%	4.7%	2.9%	14.0%	23.0%	4.2%	2.6%	11.2%	1.3%	0.4%	100.0%
2016	36.7%	4.6%	2.9%	13.2%	23.4%	4.1%	2.5%	10.8%	1.4%	0.4%	100.0%
Semi-skilled											
2014	51.0%	3.6%	1.2%	3.3%	28.6%	3.7%	1.2%	4.7%	2.4%	0.3%	100.0%
2015	51.5%	3.7%	1.2%	3.1%	29.0%	3.7%	1.2%	4.1%	2.3%	0.3%	100.0%
2016	51.3%	3.7%	1.2%	3.1%	29.2%	3.7%	1.2%	4.0%	2.3%	0.3%	100.0%
Unskilled											
2014	58.5%	2.5%	0.4%	1.0%	30.9%	2.3%	0.2%	0.4%	3.4%	0.4%	100.0%
2015	58.0%	2.7%	0.4%	1.0%	30.8%	2.5%	0.2%	0.4%	3.5%	0.5%	100.0%
2016	55.6%	2.8%	0.4%	0.9%	33.2%	2.6%	0.2%	0.4%	3.3%	0.6%	100.0%

TABLE 45: WORKFORCE PROFILE FOR KWAZULU-NATAL BY RACE AND GENDER											
OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management											
2014	10.0%	1.4%	17.6%	48.7%	3.9%	0.7%	5.5%	9.5%	2.3%	0.3%	100.0%
2015	9.8%	1.3%	18.8%	47.5%	4.1%	0.6%	6.2%	9.5%	2.1%	0.2%	100.0%
2016	10.7%	1.4%	18.4%	46.5%	4.6%	0.6%	6.1%	9.5%	2.0%	0.2%	100.0%
Senior Management											
2014	12.4%	2.6%	19.9%	32.7%	5.8%	1.7%	8.7%	13.9%	2.0%	0.4%	100.0%
2015	12.7%	2.7%	20.0%	32.9%	6.1%	1.5%	8.9%	13.5%	1.4%	0.4%	100.0%
2016	13.3%	2.7%	20.3%	30.7%	6.6%	1.7%	9.2%	13.5%	1.5%	0.4%	100.0%
Professionally Qualified											
2014	21.2%	2.4%	14.6%	15.9%	20.4%	2.1%	10.9%	11.0%	1.2%	0.3%	100.0%
2015	21.7%	2.4%	14.7%	15.6%	19.6%	2.0%	10.7%	10.9%	1.8%	0.7%	100.0%
2016	21.8%	2.4%	14.7%	15.0%	20.1%	2.0%	10.8%	10.7%	1.8%	0.6%	100.0%
Skilled Technical											
2014	27.9%	2.0%	9.5%	5.2%	38.7%	2.1%	8.4%	5.2%	0.7%	0.2%	100.0%
2015	30.4%	2.2%	9.1%	5.0%	37.0%	2.1%	8.3%	5.0%	0.8%	0.2%	100.0%
2016	29.9%	1.9%	9.0%	4.7%	38.1%	2.1%	8.4%	4.9%	0.9%	0.2%	100.0%
Semi-skilled											
2014	43.9%	2.4%	6.0%	1.4%	35.0%	2.7%	5.7%	2.2%	0.7%	0.1%	100.0%
2015	44.5%	1.9%	5.9%	1.3%	35.7%	2.3%	5.6%	2.0%	0.6%	0.1%	100.0%
2016	44.9%	1.8%	5.7%	1.1%	36.2%	2.2%	5.4%	1.9%	0.7%	0.2%	100.0%
Unskilled											
2014	52.7%	1.5%	2.4%	0.5%	39.1%	1.2%	1.6%	0.3%	0.6%	0.1%	100.0%
2015	52.6%	1.3%	2.2%	0.4%	39.8%	1.3%	1.4%	0.3%	0.6%	0.1%	100.0%
2016	51.8%	1.5%	2.0%	0.4%	40.7%	1.2%	1.3%	0.2%	0.7%	0.2%	100.0%

TABLE 46: WORKFORCE PROFILE FOR LIMPOPO BY RACE AND GENDER

OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management											
2014	21.5%	0.7%	4.4%	50.0%	8.7%	0.4%	0.4%	13.4%	0.5%	0.0%	100.0%
2015	19.5%	0.4%	4.0%	53.0%	7.7%	0.3%	0.8%	13.6%	0.6%	0.2%	100.0%
2016	20.1%	1.8%	3.4%	54.7%	5.5%	0.5%	0.7%	12.1%	1.0%	0.2%	100.0%
Senior Management											
2014	36.9%	0.6%	1.9%	27.8%	18.5%	0.3%	0.7%	11.5%	1.7%	0.2%	100.0%
2015	35.9%	0.6%	1.7%	28.9%	17.7%	0.3%	0.9%	11.8%	1.9%	0.3%	100.0%
2016	31.7%	1.5%	2.1%	37.1%	10.0%	0.5%	0.5%	15.1%	1.3%	0.2%	100.0%
Professionally Qualified											
2014	40.7%	0.2%	0.4%	6.3%	45.1%	0.2%	0.3%	4.3%	1.9%	0.5%	100.0%
2015	41.2%	0.2%	0.4%	6.0%	45.4%	0.2%	0.3%	4.3%	1.5%	0.5%	100.0%
2016	32.1%	0.9%	1.1%	20.8%	26.8%	0.6%	0.7%	13.0%	3.1%	1.1%	100.0%
Skilled Technical											
2014	39.8%	0.1%	0.1%	2.0%	53.4%	0.1%	0.1%	2.5%	1.6%	0.3%	100.0%
2015	39.3%	0.1%	0.1%	2.0%	53.7%	0.1%	0.1%	2.5%	1.7%	0.3%	100.0%
2016	39.3%	0.8%	0.3%	9.8%	39.1%	0.5%	0.3%	7.0%	2.6%	0.3%	100.0%
Semi-skilled											
2014	51.3%	0.5%	0.1%	0.9%	44.7%	0.3%	0.0%	1.2%	0.8%	0.2%	100.0%
2015	50.2%	0.1%	0.1%	0.8%	46.0%	0.2%	0.0%	1.1%	1.3%	0.2%	100.0%
2016	59.3%	0.6%	0.1%	2.6%	30.0%	0.5%	0.1%	2.5%	4.0%	0.2%	100.0%
Unskilled											
2014	44.9%	0.1%	0.1%	0.2%	42.8%	0.4%	0.0%	0.2%	7.2%	4.0%	100.0%
2015	43.3%	0.5%	0.0%	0.3%	39.8%	0.8%	0.0%	0.1%	10.8%	4.5%	100.0%
2016	55.6%	0.7%	0.0%	1.0%	35.9%	0.4%	0.0%	0.3%	4.9%	1.2%	100.0%

TABLE 47: WORKFORCE PROFILE FOR MPUMALANGA BY RACE AND GENDER

OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management											
2014	14.3%	1.2%	3.8%	60.2%	6.0%	0.4%	1.0%	12.0%	1.0%	0.2%	100.0%
2015	20.1%	1.7%	3.3%	54.4%	6.1%	0.4%	0.5%	12.1%	1.1%	0.2%	100.0%
2016	20.1%	1.8%	3.4%	54.7%	5.5%	0.5%	0.7%	12.1%	1.0%	0.2%	100.0%
Senior Management											
2014	24.9%	1.1%	2.2%	42.5%	10.6%	0.5%	0.6%	15.9%	1.5%	0.1%	100.0%
2015	31.2%	1.6%	2.4%	38.6%	9.5%	0.6%	0.7%	13.8%	1.4%	0.3%	100.0%
2016	31.7%	1.5%	2.1%	37.1%	10.0%	0.5%	0.5%	15.1%	1.3%	0.2%	100.0%
Professionally Qualified											
2014	30.9%	0.7%	1.3%	25.8%	24.6%	0.6%	0.7%	12.0%	2.7%	0.8%	100.0%
2015	29.4%	0.9%	1.4%	24.3%	25.1%	0.6%	0.8%	12.7%	3.7%	1.0%	100.0%
2016	32.1%	0.9%	1.1%	20.8%	26.8%	0.6%	0.7%	13.0%	3.1%	1.1%	100.0%
Skilled Technical											
2014	40.4%	0.8%	0.4%	12.0%	35.3%	0.5%	0.3%	7.3%	2.7%	0.3%	100.0%
2015	44.3%	1.1%	0.4%	14.6%	28.2%	0.7%	0.3%	7.4%	2.9%	0.2%	100.0%
2016	39.3%	0.8%	0.3%	9.8%	39.1%	0.5%	0.3%	7.0%	2.6%	0.3%	100.0%
Semi-skilled											
2014	62.1%	0.5%	0.1%	2.9%	26.7%	0.3%	0.1%	2.8%	4.2%	0.2%	100.0%
2015	60.5%	0.5%	0.1%	2.8%	28.6%	0.5%	0.1%	2.5%	4.2%	0.1%	100.0%
2016	59.3%	0.6%	0.1%	2.6%	30.0%	0.5%	0.1%	2.5%	4.0%	0.2%	100.0%
Unskilled											
2014	58.3%	0.7%	0.0%	1.0%	34.9%	0.4%	0.0%	0.3%	3.7%	0.6%	100.0%
2015	57.2%	0.4%	0.0%	0.7%	36.3%	0.3%	0.0%	0.2%	3.9%	0.9%	100.0%
2016	55.6%	0.7%	0.0%	1.0%	35.9%	0.4%	0.0%	0.3%	4.9%	1.2%	100.0%

TABLE 48: WORKFORCE PROFILE FOR THE NORTH WEST BY RACE AND GENDER											
OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management											
2014	22.0%	1.6%	3.2%	52.3%	5.7%	0.4%	0.5%	12.3%	1.8%	0.2%	100.0%
2015	24.6%	1.1%	2.2%	51.7%	6.7%	0.5%	0.7%	11.3%	1.0%	0.2%	100.0%
2016	22.1%	1.1%	3.4%	53.1%	6.2%	0.4%	1.1%	12.0%	0.6%	0.2%	100.0%
Senior Management											
2014	27.1%	1.8%	1.5%	40.5%	9.9%	1.2%	0.5%	15.9%	1.3%	0.3%	100.0%
2015	24.9%	1.9%	1.3%	40.6%	10.7%	0.9%	0.5%	17.4%	1.4%	0.3%	100.0%
2016	25.2%	1.8%	2.0%	41.2%	11.2%	1.2%	1.0%	15.4%	0.7%	0.1%	100.0%
Professionally Qualified											
2014	25.5%	1.2%	1.3%	25.0%	25.8%	1.1%	0.8%	17.6%	1.4%	0.2%	100.0%
2015	24.7%	1.3%	1.1%	25.4%	23.4%	1.2%	0.9%	17.0%	3.8%	1.1%	100.0%
2016	26.6%	1.1%	1.2%	20.5%	28.7%	1.2%	0.9%	15.2%	3.8%	1.0%	100.0%
Skilled Technical											
2014	34.8%	1.3%	0.3%	15.9%	31.9%	1.2%	0.2%	11.0%	3.3%	0.1%	100.0%
2015	37.2%	1.3%	0.3%	15.6%	31.2%	1.1%	0.2%	10.4%	2.5%	0.2%	100.0%
2016	32.7%	1.0%	0.3%	11.4%	40.8%	1.5%	0.3%	10.3%	1.6%	0.2%	100.0%
Semi-skilled											
2014	53.5%	0.8%	0.1%	3.4%	26.1%	1.0%	0.1%	4.4%	10.4%	0.1%	100.0%
2015	54.7%	1.0%	0.1%	3.4%	26.4%	1.2%	0.1%	4.2%	8.8%	0.1%	100.0%
2016	50.9%	0.8%	0.0%	2.9%	31.8%	1.2%	0.1%	4.5%	7.5%	0.2%	100.0%
Unskilled											
2014	62.5%	0.9%	0.0%	1.0%	28.9%	0.6%	0.0%	0.5%	5.2%	0.3%	100.0%
2015	63.9%	0.9%	0.0%	1.0%	28.5%	0.6%	0.0%	0.4%	4.4%	0.3%	100.0%
2016	59.6%	0.9%	0.1%	0.9%	32.9%	0.7%	0.0%	0.5%	4.0%	0.5%	100.0%

TABLE 49: WORKFORCE PROFILE FOR THE NORTHERN CAPE BY RACE AND GENDER											
OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management											
2014	8.8%	12.2%	2.5%	58.8%	2.5%	3.0%	0.7%	11.2%	0.2%	0.2%	100.0%
2015	10.4%	10.5%	1.9%	60.1%	3.2%	3.6%	0.5%	9.3%	0.5%	0.0%	100.0%
2016	12.0%	11.6%	1.4%	55.5%	5.2%	3.0%	0.6%	9.7%	1.0%	0.0%	100.0%
Senior Management											
2014	15.9%	11.5%	1.1%	46.8%	5.9%	4.5%	0.1%	13.9%	0.4%	0.0%	100.0%
2015	15.7%	10.6%	0.8%	45.7%	6.3%	5.4%	0.3%	14.2%	0.7%	0.2%	100.0%
2016	17.2%	11.5%	0.8%	40.6%	6.9%	6.2%	0.2%	15.6%	1.0%	0.2%	100.0%
Professionally Qualified											
2014	18.7%	15.3%	0.3%	34.0%	9.5%	8.1%	0.3%	12.9%	0.7%	0.1%	100.0%
2015	18.5%	19.3%	0.2%	20.7%	14.3%	13.0%	0.2%	13.1%	0.7%	0.1%	100.0%
2016	19.1%	19.7%	0.3%	18.8%	15.3%	13.8%	0.2%	12.2%	0.6%	0.1%	100.0%
Skilled Technical											
2014	28.9%	20.4%	0.3%	17.7%	12.7%	10.8%	0.1%	8.8%	0.3%	0.1%	100.0%
2015	22.1%	16.8%	0.2%	11.3%	21.2%	17.8%	0.1%	9.5%	0.9%	0.2%	100.0%
2016	21.5%	17.5%	0.2%	10.8%	20.7%	18.4%	0.1%	9.2%	1.3%	0.3%	100.0%
Semi-skilled											
2014	47.7%	20.3%	0.1%	4.9%	13.4%	8.6%	0.1%	4.4%	0.4%	0.0%	100.0%
2015	42.9%	19.8%	0.1%	4.1%	16.6%	11.8%	0.1%	3.8%	0.6%	0.2%	100.0%
2016	40.1%	20.7%	0.1%	3.5%	17.3%	12.5%	0.1%	3.8%	1.2%	0.7%	100.0%
Unskilled											
2014	47.1%	26.6%	0.0%	0.9%	15.1%	9.7%	0.0%	0.5%	0.0%	0.0%	100.0%
2015	45.1%	21.9%	0.0%	0.6%	19.4%	10.5%	0.0%	0.4%	1.2%	0.8%	100.0%
2016	45.0%	22.4%	0.1%	1.1%	17.9%	12.6%	0.0%	0.5%	0.4%	0.0%	100.0%

TABLE 50: WORKFORCE PROFILE FOR THE WESTERN CAPE BY RACE AND GENDER

OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management											
2014	2.8%	8.3%	2.6%	63.8%	1.1%	4.0%	0.9%	14.0%	2.0%	0.5%	100.0%
2015	3.2%	8.0%	2.5%	63.2%	1.5%	4.1%	0.9%	14.0%	2.1%	0.5%	100.0%
2016	3.4%	8.3%	2.4%	62.4%	1.2%	4.5%	0.9%	14.2%	2.1%	0.6%	100.0%
Senior Management											
2014	4.4%	12.2%	2.9%	44.8%	2.4%	7.7%	1.4%	21.8%	1.7%	0.6%	100.0%
2015	4.7%	12.2%	3.1%	43.8%	2.6%	7.7%	1.6%	21.4%	2.1%	0.7%	100.0%
2016	4.8%	12.2%	2.9%	43.8%	2.8%	8.1%	1.6%	21.3%	1.8%	0.7%	100.0%
Professionally Qualified											
2014	7.8%	15.0%	2.8%	27.1%	6.5%	14.3%	2.1%	22.0%	1.6%	0.8%	100.0%
2015	8.0%	14.9%	2.7%	26.2%	7.1%	14.3%	2.3%	21.9%	1.8%	0.8%	100.0%
2016	8.5%	15.1%	2.8%	25.9%	7.6%	14.1%	2.3%	21.4%	1.6%	0.7%	100.0%
Skilled Technical											
2014	15.5%	20.2%	1.5%	12.0%	13.2%	19.6%	1.5%	14.6%	1.3%	0.6%	100.0%
2015	15.7%	19.9%	1.4%	11.5%	13.9%	19.4%	1.5%	14.6%	1.3%	0.6%	100.0%
2016	15.9%	20.0%	1.5%	11.3%	14.1%	19.4%	1.5%	14.0%	1.5%	0.8%	100.0%
Semi-skilled											
2014	21.5%	18.0%	0.7%	2.6%	28.8%	21.4%	0.9%	4.8%	1.0%	0.3%	100.0%
2015	21.4%	17.6%	0.7%	2.4%	30.5%	20.8%	1.0%	4.4%	1.0%	0.4%	100.0%
2016	23.0%	16.8%	0.6%	2.2%	30.9%	20.0%	0.9%	4.0%	1.1%	0.4%	100.0%
Unskilled											
2014	31.5%	19.5%	0.2%	0.7%	27.2%	18.1%	0.2%	0.5%	1.6%	0.5%	100.0%
2015	31.3%	18.2%	0.3%	0.7%	29.0%	17.5%	0.2%	0.4%	1.8%	0.7%	100.0%
2016	30.6%	18.3%	0.2%	0.7%	29.3%	18.0%	0.2%	0.5%	1.5%	0.6%	100.0%

SECTOR

TABLE 51: WORKFORCE PROFILE FOR AGRICULTURE BY RACE AND GENDER											
OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management											
2014	6.1%	2.5%	0.8%	72.7%	2.1%	1.2%	0.2%	13.3%	0.8%	0.2%	100.0%
2015	6.6%	2.8%	0.9%	72.0%	2.4%	1.1%	0.2%	12.8%	1.0%	0.1%	100.0%
2016	5.8%	2.8%	0.8%	72.6%	1.9%	1.5%	0.2%	13.1%	1.1%	0.2%	100.0%
Senior Management											
2014	11.6%	3.7%	1.5%	58.6%	4.2%	1.5%	0.5%	17.4%	0.8%	0.2%	100.0%
2015	10.4%	3.7%	1.5%	60.0%	3.8%	1.6%	0.7%	17.1%	0.9%	0.3%	100.0%
2016	9.5%	3.8%	1.4%	59.5%	3.8%	2.0%	0.8%	18.0%	1.0%	0.4%	100.0%
Professionally Qualified											
2014	19.5%	5.3%	1.7%	39.2%	10.1%	2.9%	1.0%	18.4%	1.5%	0.3%	100.0%
2015	20.2%	5.7%	1.8%	38.0%	10.2%	2.9%	1.1%	18.6%	1.3%	0.3%	100.0%
2016	19.8%	6.0%	1.9%	37.2%	10.0%	3.1%	1.2%	19.1%	1.3%	0.3%	100.0%
Skilled Technical											
2014	36.7%	10.2%	1.5%	16.1%	15.2%	5.5%	0.8%	12.4%	1.3%	0.2%	100.0%
2015	35.8%	10.5%	1.5%	15.2%	16.5%	6.0%	1.0%	11.8%	1.4%	0.2%	100.0%
2016	35.1%	11.4%	1.4%	15.6%	15.9%	6.2%	0.9%	11.5%	1.8%	0.3%	100.0%
Semi-skilled											
2014	49.3%	14.7%	0.5%	2.5%	19.8%	7.0%	0.3%	4.0%	1.6%	0.3%	100.0%
2015	49.2%	14.6%	0.5%	2.3%	19.8%	7.5%	0.3%	3.7%	1.6%	0.4%	100.0%
2016	49.1%	14.7%	0.4%	2.4%	19.5%	7.4%	0.3%	3.5%	2.1%	0.6%	100.0%
Unskilled											
2014	44.3%	8.7%	0.1%	0.2%	33.3%	8.7%	0.0%	0.1%	3.3%	1.3%	100.0%
2015	42.9%	8.7%	0.0%	0.2%	33.3%	8.5%	0.0%	0.1%	4.5%	1.7%	100.0%
2016	42.7%	8.6%	0.0%	0.4%	32.9%	8.7%	0.0%	0.1%	4.8%	1.8%	100.0%

TABLE 52: WORKFORCE PROFILE FOR MINING AND QUARRYING BY RACE AND GENDER											
OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management											
2014	15.4%	1.9%	2.1%	62.4%	5.3%	0.5%	0.6%	7.5%	4.0%	0.2%	100.0%
2015	17.2%	2.0%	2.5%	59.9%	5.4%	0.5%	0.9%	7.5%	3.8%	0.2%	100.0%
2016	19.0%	2.4%	2.5%	56.3%	5.9%	0.6%	0.9%	7.5%	4.6%	0.3%	100.0%
Senior Management											
2014	16.4%	2.3%	3.5%	58.2%	4.1%	0.5%	1.4%	9.8%	3.5%	0.4%	100.0%
2015	17.7%	2.7%	3.6%	57.2%	4.3%	0.6%	1.5%	8.9%	3.2%	0.4%	100.0%
2016	19.6%	2.6%	3.3%	55.0%	4.6%	0.7%	1.5%	9.1%	3.2%	0.3%	100.0%
Professionally Qualified											
2014	26.7%	2.8%	2.3%	44.4%	8.6%	0.9%	1.2%	10.1%	2.5%	0.4%	100.0%
2015	26.3%	2.9%	2.4%	44.4%	9.0%	1.0%	1.2%	10.4%	2.1%	0.4%	100.0%
2016	26.5%	3.3%	2.4%	42.6%	9.3%	1.1%	1.4%	10.6%	2.5%	0.4%	100.0%
Skilled Technical											
2014	46.0%	3.8%	0.7%	27.6%	9.2%	1.0%	0.4%	6.1%	5.1%	0.1%	100.0%
2015	46.6%	3.9%	0.7%	26.6%	9.9%	1.0%	0.4%	6.1%	4.7%	0.1%	100.0%
2016	47.7%	4.1%	0.7%	24.7%	10.7%	1.1%	0.4%	5.8%	4.7%	0.1%	100.0%
Semi-skilled											
2014	69.9%	2.0%	0.1%	2.0%	7.8%	0.5%	0.1%	1.2%	16.3%	0.1%	100.0%
2015	70.2%	2.2%	0.1%	2.1%	8.5%	0.5%	0.1%	1.0%	15.2%	0.1%	100.0%
2016	70.4%	2.2%	0.1%	1.9%	9.3%	0.5%	0.1%	0.9%	14.6%	0.1%	100.0%
Unskilled											
2014	70.2%	0.9%	0.0%	0.6%	12.6%	0.2%	0.0%	0.1%	14.7%	0.7%	100.0%
2015	69.6%	0.9%	0.0%	0.6%	13.4%	0.2%	0.0%	0.1%	14.5%	0.8%	100.0%
2016	69.0%	0.7%	0.0%	0.7%	14.7%	0.2%	0.0%	0.1%	13.6%	1.0%	100.0%

TABLE 53: WORKFORCE PROFILE FOR CONSTRUCTION BY RACE AND GENDER											
OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management											
2014	12.3%	5.4%	5.0%	60.9%	4.0%	1.5%	1.6%	6.9%	2.2%	0.1%	100.0%
2015	14.7%	5.2%	5.6%	57.9%	4.2%	1.6%	1.8%	6.5%	2.3%	0.1%	100.0%
2016	14.8%	5.4%	5.5%	57.0%	4.6%	1.8%	2.1%	6.4%	2.1%	0.2%	100.0%
Senior Management											
2014	14.3%	6.1%	5.0%	52.7%	5.1%	1.4%	1.7%	10.3%	3.0%	0.7%	100.0%
2015	18.1%	6.1%	5.6%	48.5%	4.9%	1.5%	1.7%	9.9%	3.0%	0.5%	100.0%
2016	18.6%	6.6%	5.7%	47.4%	5.1%	1.7%	1.9%	10.1%	2.4%	0.4%	100.0%
Professionally Qualified											
2014	20.5%	7.2%	4.7%	42.7%	6.7%	1.7%	1.5%	10.2%	4.1%	0.6%	100.0%
2015	23.4%	7.0%	4.5%	39.4%	7.9%	1.6%	1.5%	10.3%	3.9%	0.5%	100.0%
2016	24.7%	7.4%	4.6%	38.2%	8.5%	1.7%	1.6%	9.9%	3.0%	0.5%	100.0%
Skilled Technical											
2014	50.7%	8.3%	2.6%	17.3%	8.4%	1.7%	1.2%	6.8%	2.8%	0.2%	100.0%
2015	49.8%	8.3%	2.6%	16.0%	10.3%	2.0%	1.3%	6.8%	2.6%	0.2%	100.0%
2016	52.0%	7.0%	2.5%	14.3%	10.6%	2.1%	1.3%	6.6%	3.4%	0.2%	100.0%
Semi-skilled											
2014	72.2%	5.5%	0.7%	3.8%	10.1%	1.4%	0.5%	3.3%	2.3%	0.1%	100.0%
2015	72.4%	5.4%	0.7%	3.3%	11.2%	1.5%	0.5%	3.0%	1.8%	0.1%	100.0%
2016	71.9%	6.1%	0.7%	3.0%	11.3%	1.6%	0.5%	2.8%	1.8%	0.1%	100.0%
Unskilled											
2014	75.5%	6.0%	0.1%	0.8%	14.7%	1.2%	0.0%	0.3%	1.3%	0.1%	100.0%
2015	75.0%	5.8%	0.2%	0.8%	14.9%	1.3%	0.0%	0.2%	1.7%	0.1%	100.0%
2016	72.5%	6.6%	0.2%	0.7%	16.3%	1.4%	0.1%	0.3%	1.8%	0.2%	100.0%

TABLE 54: WORKFORCE PROFILE FOR MANUFACTURING BY RACE AND GENDER											
OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management											
2014	4.5%	2.9%	7.9%	64.2%	1.8%	1.3%	1.8%	10.5%	4.5%	0.5%	100.0%
2015	4.8%	2.9%	8.1%	62.6%	2.1%	1.4%	2.2%	10.9%	4.5%	0.5%	100.0%
2016	5.1%	2.9%	8.4%	62.2%	2.3%	1.5%	2.3%	10.6%	4.2%	0.5%	100.0%
Senior Management											
2014	7.8%	5.1%	8.8%	50.7%	3.1%	2.3%	3.0%	15.6%	2.9%	0.5%	100.0%
2015	8.2%	5.6%	8.7%	50.0%	3.3%	2.4%	3.1%	15.4%	2.8%	0.5%	100.0%
2016	8.9%	5.6%	9.1%	47.9%	3.8%	2.5%	3.3%	15.6%	2.9%	0.6%	100.0%
Professionally Qualified											
2014	13.3%	6.7%	8.5%	41.6%	5.5%	3.1%	3.8%	15.4%	1.9%	0.4%	100.0%
2015	14.0%	6.6%	8.5%	39.3%	6.2%	3.3%	4.0%	15.6%	2.2%	0.4%	100.0%
2016	14.7%	6.8%	8.5%	38.0%	6.7%	3.4%	4.1%	15.3%	2.1%	0.5%	100.0%
Skilled Technical											
2014	31.6%	9.9%	6.3%	22.4%	10.2%	4.7%	2.7%	10.1%	1.8%	0.2%	100.0%
2015	32.6%	9.9%	6.2%	21.5%	10.0%	4.9%	2.7%	10.0%	1.9%	0.2%	100.0%
2016	32.7%	10.4%	6.2%	20.2%	10.6%	5.2%	2.9%	9.7%	1.8%	0.3%	100.0%
Semi-skilled											
2014	52.6%	9.6%	3.0%	4.6%	16.4%	7.2%	1.8%	3.6%	1.1%	0.1%	100.0%
2015	51.8%	9.9%	2.9%	4.5%	17.0%	7.3%	1.9%	3.3%	1.2%	0.2%	100.0%
2016	51.7%	9.9%	3.0%	4.3%	17.2%	7.5%	1.8%	3.2%	1.3%	0.2%	100.0%
Unskilled											
2014	55.5%	7.2%	1.4%	1.4%	25.9%	6.1%	0.8%	0.4%	1.2%	0.3%	100.0%
2015	54.7%	7.4%	1.4%	1.5%	24.7%	7.6%	0.7%	0.3%	1.4%	0.3%	100.0%
2016	54.5%	7.4%	1.3%	1.1%	26.3%	6.7%	0.7%	0.3%	1.4%	0.3%	100.0%

TABLE 55: WORKFORCE PROFILE FOR ELECTRICITY, GAS AND WATER SUPPLY BY RACE AND GENDER

OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management											
2014	27.2%	5.0%	6.5%	34.2%	13.1%	1.8%	2.7%	5.2%	3.9%	0.3%	100.0%
2015	22.1%	4.8%	6.0%	42.1%	12.0%	1.8%	2.7%	5.0%	3.4%	0.2%	100.0%
2016	21.5%	5.0%	6.4%	43.2%	9.6%	2.6%	2.8%	5.9%	2.8%	0.3%	100.0%
Senior Management											
2014	29.5%	4.1%	5.3%	28.4%	16.8%	1.8%	2.3%	9.1%	2.2%	0.4%	100.0%
2015	29.0%	3.9%	6.5%	27.5%	16.8%	1.8%	3.0%	8.5%	2.6%	0.3%	100.0%
2016	29.5%	4.2%	5.8%	27.2%	17.3%	1.9%	2.6%	9.0%	1.9%	0.4%	100.0%
Professionally Qualified											
2014	28.5%	5.1%	5.8%	24.8%	20.8%	2.4%	2.5%	7.7%	2.2%	0.3%	100.0%
2015	29.1%	5.1%	6.7%	22.2%	21.2%	2.4%	3.3%	7.6%	2.0%	0.4%	100.0%
2016	30.1%	5.3%	5.8%	22.4%	22.2%	2.4%	2.6%	7.2%	1.6%	0.3%	100.0%
Skilled Technical											
2014	40.2%	4.9%	2.2%	14.6%	26.6%	2.8%	1.5%	6.2%	0.8%	0.2%	100.0%
2015	41.4%	4.6%	2.4%	13.7%	26.7%	2.8%	1.7%	5.9%	0.6%	0.1%	100.0%
2016	42.6%	4.7%	2.2%	12.8%	27.2%	2.6%	1.5%	5.5%	0.6%	0.1%	100.0%
Semi-skilled											
2014	58.4%	6.0%	0.8%	4.4%	22.1%	2.6%	0.7%	4.6%	0.4%	0.1%	100.0%
2015	57.9%	5.6%	0.9%	4.3%	22.8%	2.6%	0.8%	4.6%	0.3%	0.1%	100.0%
2016	59.3%	6.3%	1.0%	3.7%	21.8%	2.4%	0.8%	4.1%	0.5%	0.1%	100.0%
Unskilled											
2014	68.2%	6.1%	0.3%	1.3%	21.3%	1.8%	0.1%	0.4%	0.3%	0.1%	100.0%
2015	67.9%	4.7%	0.4%	1.2%	23.5%	1.6%	0.1%	0.3%	0.2%	0.0%	100.0%
2016	66.7%	4.8%	0.7%	1.9%	23.7%	1.5%	0.1%	0.2%	0.4%	0.1%	100.0%

TABLE 56: WORKFORCE PROFILE FOR TRANSPORT, STORAGE AND COMMUNICATIONS BY RACE AND GENDER

OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management											
2014	10.9%	3.6%	9.0%	51.5%	4.4%	1.6%	2.8%	11.7%	3.9%	0.6%	100.0%
2015	10.8%	3.4%	9.1%	50.5%	5.7%	1.8%	3.5%	11.7%	2.9%	0.6%	100.0%
2016	10.1%	3.6%	9.8%	50.1%	5.1%	2.1%	3.8%	11.8%	3.1%	0.5%	100.0%
Senior Management											
2014	14.6%	4.8%	9.4%	38.3%	7.3%	2.5%	3.9%	16.2%	2.4%	0.5%	100.0%
2015	15.0%	4.9%	9.8%	37.8%	7.5%	2.4%	4.1%	15.8%	2.2%	0.6%	100.0%
2016	13.8%	4.9%	9.7%	37.7%	7.3%	2.8%	4.3%	16.2%	2.5%	0.8%	100.0%
Professionally Qualified											
2014	20.3%	6.2%	7.5%	32.4%	10.0%	2.9%	3.5%	13.9%	2.8%	0.6%	100.0%
2015	22.4%	6.2%	7.7%	30.4%	10.2%	2.9%	3.6%	13.4%	2.7%	0.6%	100.0%
2016	21.6%	6.3%	7.6%	29.4%	10.8%	3.1%	3.8%	13.4%	3.2%	0.6%	100.0%
Skilled Technical											
2014	34.3%	8.2%	5.0%	18.4%	16.4%	4.3%	2.6%	9.2%	1.4%	0.3%	100.0%
2015	35.3%	7.8%	5.0%	17.4%	17.1%	4.3%	2.6%	8.8%	1.5%	0.2%	100.0%
2016	35.5%	7.8%	4.8%	16.3%	17.9%	4.5%	2.6%	8.8%	1.6%	0.3%	100.0%
Semi-skilled											
2014	55.3%	8.0%	3.0%	4.5%	17.1%	3.6%	2.0%	4.4%	1.8%	0.2%	100.0%
2015	54.9%	7.7%	2.8%	4.3%	18.6%	3.8%	1.9%	4.2%	1.7%	0.2%	100.0%
2016	55.3%	7.7%	2.9%	3.8%	19.4%	3.6%	1.9%	3.5%	1.7%	0.2%	100.0%
Unskilled											
2014	67.5%	8.7%	0.8%	1.4%	17.5%	2.1%	0.2%	0.5%	1.2%	0.1%	100.0%
2015	67.3%	8.6%	0.7%	1.3%	18.5%	2.2%	0.2%	0.3%	0.9%	0.1%	100.0%
2016	64.6%	8.0%	0.8%	1.0%	21.1%	2.5%	0.2%	0.4%	1.1%	0.2%	100.0%

TABLE 57: WORKFORCE PROFILE FOR RETAIL AND MOTOR TRADE AND REPAIR SERVICE BY RACE AND GENDER											
OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management											
2014	3.9%	2.9%	8.0%	65.3%	1.1%	1.4%	2.0%	13.4%	1.7%	0.3%	100.0%
2015	4.2%	2.8%	7.6%	64.0%	1.3%	1.8%	2.0%	14.5%	1.5%	0.3%	100.0%
2016	3.7%	2.9%	8.4%	62.7%	1.5%	1.7%	2.4%	14.8%	1.7%	0.2%	100.0%
Senior Management											
2014	8.9%	5.9%	8.3%	44.3%	3.9%	4.0%	3.5%	19.9%	1.0%	0.3%	100.0%
2015	9.2%	5.8%	8.1%	43.6%	4.7%	4.2%	3.4%	19.7%	1.1%	0.3%	100.0%
2016	9.7%	5.7%	8.3%	42.3%	4.9%	4.4%	3.6%	19.5%	1.3%	0.3%	100.0%
Professionally Qualified											
2014	16.4%	7.4%	7.1%	25.7%	11.5%	7.5%	4.2%	18.9%	0.8%	0.4%	100.0%
2015	15.8%	7.4%	6.9%	25.2%	12.4%	7.6%	4.4%	19.2%	0.7%	0.4%	100.0%
2016	15.9%	7.3%	7.0%	25.2%	12.6%	7.3%	4.5%	19.1%	0.8%	0.4%	100.0%
Skilled Technical											
2014	24.5%	7.1%	5.3%	15.1%	21.5%	9.5%	4.0%	12.2%	0.6%	0.2%	100.0%
2015	26.3%	7.1%	5.1%	14.4%	22.0%	9.1%	3.7%	11.5%	0.6%	0.2%	100.0%
2016	26.5%	7.4%	4.9%	13.6%	22.7%	9.5%	3.6%	10.9%	0.7%	0.2%	100.0%
Semi-skilled											
2014	27.3%	4.8%	1.7%	2.7%	46.7%	11.0%	2.0%	3.3%	0.4%	0.2%	100.0%
2015	27.2%	4.7%	1.5%	2.5%	48.0%	10.6%	1.8%	2.9%	0.4%	0.2%	100.0%
2016	27.6%	4.6%	1.4%	2.3%	48.5%	10.2%	1.7%	2.7%	0.5%	0.2%	100.0%
Unskilled											
2014	41.1%	5.6%	0.8%	1.1%	40.7%	8.6%	0.8%	0.6%	0.5%	0.2%	100.0%
2015	40.1%	5.3%	0.7%	1.0%	42.3%	8.3%	0.6%	0.6%	0.7%	0.3%	100.0%
2016	38.9%	4.9%	0.6%	1.0%	43.8%	8.2%	0.6%	0.5%	0.9%	0.4%	100.0%

TABLE 58: WORKFORCE PROFILE FOR CATERING, ACCOMMODATION AND OTHER TRADE BY RACE AND GENDER											
OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management											
2014	8.0%	3.0%	4.0%	52.5%	4.7%	1.8%	2.1%	20.9%	2.5%	0.5%	100.0%
2015	8.0%	2.7%	4.7%	51.3%	5.5%	2.1%	2.1%	20.0%	2.8%	0.7%	100.0%
2016	7.6%	2.8%	4.6%	50.4%	5.1%	2.4%	2.3%	21.8%	2.5%	0.5%	100.0%
Senior Management											
2014	13.0%	4.7%	4.3%	31.6%	9.8%	4.5%	2.8%	26.6%	2.0%	0.6%	100.0%
2015	13.8%	4.5%	4.2%	30.4%	10.4%	4.3%	2.9%	26.3%	2.5%	0.9%	100.0%
2016	13.4%	4.4%	3.5%	30.9%	10.1%	4.4%	3.1%	27.0%	2.3%	0.8%	100.0%
Professionally Qualified											
2014	18.0%	4.7%	3.2%	19.2%	19.0%	6.2%	3.7%	22.1%	2.7%	1.3%	100.0%
2015	18.5%	4.7%	3.5%	18.2%	19.7%	6.4%	3.6%	21.7%	2.6%	1.1%	100.0%
2016	19.3%	5.1%	3.6%	18.8%	17.9%	6.6%	3.1%	20.8%	3.2%	1.4%	100.0%
Skilled Technical											
2014	25.9%	5.2%	2.2%	8.4%	30.2%	9.2%	2.6%	12.4%	2.6%	1.5%	100.0%
2015	26.6%	4.7%	1.9%	7.3%	32.2%	9.2%	2.5%	11.7%	2.5%	1.5%	100.0%
2016	27.9%	4.5%	1.8%	6.9%	31.5%	8.9%	2.5%	11.1%	3.0%	1.8%	100.0%
Semi-skilled											
2014	33.8%	3.5%	0.8%	1.8%	46.5%	6.1%	1.1%	3.1%	2.1%	1.2%	100.0%
2015	34.2%	3.2%	0.7%	1.7%	47.9%	5.2%	0.9%	2.7%	2.2%	1.2%	100.0%
2016	33.8%	2.9%	0.6%	1.5%	48.6%	5.3%	0.8%	2.4%	2.7%	1.4%	100.0%
Unskilled											
2014	34.7%	2.9%	0.1%	0.5%	53.1%	5.7%	0.2%	0.5%	1.6%	0.8%	100.0%
2015	32.7%	2.8%	0.1%	0.5%	54.6%	5.9%	0.1%	0.5%	1.9%	0.9%	100.0%
2016	31.8%	2.9%	0.1%	0.6%	53.5%	6.7%	0.1%	0.7%	2.3%	1.3%	100.0%

TABLE 59: WORKFORCE PROFILE FOR COMMUNITY, SOCIAL AND PERSONAL SERVICES BY RACE AND GENDER											
OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management											
2014	22.7%	3.8%	4.9%	36.1%	10.7%	2.0%	2.2%	15.8%	1.2%	0.4%	100.0%
2015	23.5%	3.3%	4.6%	35.8%	10.9%	2.0%	2.2%	15.6%	1.4%	0.8%	100.0%
2016	23.3%	3.8%	4.8%	35.4%	11.2%	1.8%	2.5%	15.3%	1.3%	0.7%	100.0%
Senior Management											
2014	28.0%	4.9%	3.9%	20.1%	17.1%	3.1%	2.9%	18.0%	1.2%	0.7%	100.0%
2015	27.3%	4.8%	3.9%	19.3%	17.8%	3.3%	3.1%	18.4%	1.4%	0.9%	100.0%
2016	27.1%	4.5%	4.1%	18.8%	18.2%	3.4%	3.1%	18.4%	1.5%	0.8%	100.0%
Professionally Qualified											
2014	25.5%	4.0%	2.7%	11.1%	31.7%	5.0%	3.3%	14.5%	1.5%	0.7%	100.0%
2015	23.9%	3.6%	2.1%	8.4%	39.1%	4.9%	2.6%	12.8%	1.7%	0.9%	100.0%
2016	24.9%	3.8%	2.1%	8.5%	37.8%	5.1%	2.6%	12.8%	1.7%	0.9%	100.0%
Skilled Technical											
2014	32.8%	4.1%	1.5%	4.8%	40.7%	4.5%	2.2%	8.4%	0.6%	0.3%	100.0%
2015	33.2%	4.2%	1.5%	4.7%	39.4%	5.0%	2.4%	8.6%	0.6%	0.3%	100.0%
2016	32.7%	3.9%	1.5%	4.5%	40.9%	4.7%	2.3%	8.4%	0.6%	0.4%	100.0%
Semi-skilled											
2014	40.9%	4.3%	0.9%	1.6%	40.0%	6.0%	1.2%	4.6%	0.3%	0.1%	100.0%
2015	40.4%	4.4%	0.9%	1.4%	41.2%	6.3%	1.1%	3.9%	0.3%	0.2%	100.0%
2016	41.4%	4.4%	0.9%	1.3%	40.3%	6.3%	1.1%	3.8%	0.3%	0.2%	100.0%
Unskilled											
2014	47.2%	6.7%	0.7%	0.7%	38.9%	4.5%	0.3%	0.7%	0.3%	0.1%	100.0%
2015	45.7%	6.4%	0.6%	0.6%	40.1%	4.7%	0.4%	0.6%	0.5%	0.3%	100.0%
2016	44.9%	6.4%	0.5%	0.7%	41.0%	4.9%	0.3%	0.7%	0.4%	0.2%	100.0%

TABLE 60: WORKFORCE PROFILE FOR WHOLESALE TRADE, COMMERCIAL AGENTS AND ALLIED SERVICES BY RACE AND GENDER											
OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management											
2014	3.9%	2.1%	10.0%	60.5%	1.9%	1.2%	3.0%	13.6%	3.1%	0.6%	100.0%
2015	4.1%	2.2%	9.8%	59.8%	2.2%	1.4%	2.8%	13.8%	3.4%	0.6%	100.0%
2016	4.0%	2.0%	9.9%	59.0%	2.1%	1.5%	2.9%	14.5%	3.4%	0.6%	100.0%
Senior Management											
2014	8.4%	4.1%	10.2%	42.4%	4.1%	2.8%	4.0%	21.3%	2.2%	0.5%	100.0%
2015	7.9%	4.2%	10.1%	42.8%	4.2%	3.0%	4.6%	20.9%	1.9%	0.5%	100.0%
2016	8.2%	4.3%	11.1%	40.7%	4.4%	3.2%	4.5%	21.2%	2.0%	0.6%	100.0%
Professionally Qualified											
2014	13.6%	5.4%	7.3%	32.0%	7.8%	3.9%	4.6%	23.1%	1.8%	0.5%	100.0%
2015	13.9%	5.5%	7.4%	32.3%	7.5%	4.1%	4.6%	22.5%	1.6%	0.5%	100.0%
2016	15.0%	5.8%	7.2%	29.5%	8.8%	4.5%	5.1%	21.9%	1.7%	0.5%	100.0%
Skilled Technical											
2014	26.3%	6.5%	5.4%	17.4%	15.3%	6.6%	4.5%	16.7%	1.2%	0.3%	100.0%
2015	26.4%	6.3%	5.2%	16.1%	17.1%	6.7%	4.6%	15.8%	1.4%	0.4%	100.0%
2016	26.8%	6.3%	5.0%	15.2%	17.5%	7.4%	4.4%	15.5%	1.5%	0.4%	100.0%
Semi-skilled											
2014	40.0%	5.6%	2.4%	4.2%	31.1%	6.2%	2.8%	6.2%	1.1%	0.4%	100.0%
2015	41.4%	5.6%	2.4%	3.9%	30.9%	6.3%	2.6%	5.6%	1.0%	0.3%	100.0%
2016	41.8%	5.6%	2.2%	3.6%	30.8%	6.5%	2.6%	5.2%	1.3%	0.4%	100.0%
Unskilled											
2014	46.4%	5.2%	0.8%	1.0%	38.5%	5.0%	0.7%	0.6%	1.4%	0.3%	100.0%
2015	48.3%	4.9%	0.8%	0.9%	37.6%	4.8%	0.6%	0.6%	1.1%	0.4%	100.0%
2016	45.3%	5.0%	0.9%	1.1%	39.6%	5.1%	0.7%	0.6%	1.4%	0.5%	100.0%

TABLE 61: WORKFORCE PROFILE FOR FINANCE AND BUSINESS SERVICES BY RACE AND GENDER

OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management											
2014	8.6%	2.5%	5.3%	54.5%	4.8%	1.8%	2.5%	15.9%	3.3%	0.8%	100.0%
2015	8.9%	2.8%	5.5%	53.1%	5.3%	1.8%	2.6%	15.3%	3.8%	0.8%	100.0%
2016	8.9%	2.8%	5.7%	52.5%	5.5%	1.9%	2.6%	15.7%	3.6%	0.9%	100.0%
Senior MaVnagement											
2014	9.0%	3.5%	6.9%	39.3%	6.6%	2.8%	4.4%	22.9%	3.3%	1.3%	100.0%
2015	9.4%	3.6%	7.2%	37.4%	6.8%	3.1%	4.9%	23.2%	3.2%	1.2%	100.0%
2016	9.6%	3.7%	7.1%	37.0%	7.3%	3.2%	5.1%	23.0%	2.8%	1.2%	100.0%
Professionally Qualified											
2014	12.9%	4.8%	6.9%	26.3%	12.0%	5.5%	6.5%	22.0%	2.0%	1.1%	100.0%
2015	13.2%	5.0%	7.0%	25.4%	12.3%	5.7%	6.6%	21.3%	2.4%	1.1%	100.0%
2016	13.9%	5.1%	6.9%	24.9%	13.1%	5.6%	6.4%	20.7%	2.4%	1.1%	100.0%
Skilled Technical											
2014	19.9%	5.8%	3.9%	11.4%	24.6%	9.8%	5.3%	17.4%	1.2%	0.7%	100.0%
2015	21.3%	5.7%	4.0%	10.7%	25.8%	9.4%	5.1%	16.2%	1.1%	0.6%	100.0%
2016	21.3%	5.9%	3.9%	10.3%	26.9%	9.5%	5.1%	15.1%	1.3%	0.7%	100.0%
Semi-skilled											
2014	39.8%	5.1%	1.9%	3.1%	31.3%	8.1%	3.0%	6.7%	0.6%	0.4%	100.0%
2015	39.5%	4.8%	2.0%	2.8%	32.6%	8.3%	3.1%	6.2%	0.4%	0.3%	100.0%
2016	35.1%	5.3%	2.3%	3.0%	34.3%	9.1%	3.4%	6.6%	0.5%	0.3%	100.0%
Unskilled											
2014	46.4%	3.5%	0.5%	0.7%	42.0%	5.0%	0.2%	0.6%	0.8%	0.2%	100.0%
2015	44.8%	3.9%	0.5%	0.6%	42.9%	4.9%	0.3%	0.5%	1.2%	0.3%	100.0%
2016	40.1%	3.6%	0.3%	0.6%	48.2%	5.2%	0.3%	0.5%	0.8%	0.3%	100.0%

BUSINESS TYPE

TABLE 62: WORKFORCE PROFILE FOR NATIONAL GOVERNMENT BY RACE AND GENDER											
OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management											
2014	35.3%	5.6%	7.9%	18.4%	19.6%	3.0%	2.9%	6.4%	0.8%	0.2%	100.0%
2015	39.5%	6.1%	6.1%	11.6%	24.5%	3.6%	3.2%	4.3%	0.9%	0.2%	100.0%
2016	39.3%	6.6%	6.2%	10.5%	26.0%	3.0%	3.0%	4.8%	0.2%	0.5%	100.0%
Senior Management											
2014	33.0%	4.7%	4.9%	14.2%	25.0%	2.6%	4.0%	10.6%	0.6%	0.4%	100.0%
2015	34.3%	4.4%	5.1%	12.6%	25.5%	2.7%	4.0%	10.0%	0.7%	0.6%	100.0%
2016	35.1%	4.7%	5.2%	11.9%	26.3%	2.9%	3.7%	9.3%	0.5%	0.4%	100.0%
Professionally Qualified											
2014	35.7%	3.9%	2.1%	12.1%	30.3%	3.4%	2.4%	9.6%	0.3%	0.2%	100.0%
2015	36.0%	3.8%	2.0%	10.5%	31.9%	3.4%	2.3%	9.5%	0.3%	0.2%	100.0%
2016	37.5%	4.4%	2.6%	11.8%	29.2%	3.3%	2.1%	8.6%	0.3%	0.2%	100.0%
Skilled Technical											
2014	39.4%	6.1%	1.0%	6.2%	35.0%	4.2%	1.2%	6.9%	0.0%	0.0%	100.0%
2015	38.6%	5.8%	1.1%	6.1%	36.1%	4.4%	1.2%	6.7%	0.1%	0.0%	100.0%
2016	45.1%	7.2%	2.0%	9.6%	24.2%	3.6%	1.1%	7.1%	0.0%	0.0%	100.0%
Semi-skilled											
2014	38.2%	5.2%	0.7%	1.4%	42.8%	6.1%	1.1%	4.3%	0.0%	0.0%	100.0%
2015	35.4%	3.6%	0.8%	1.7%	46.6%	5.5%	1.2%	4.4%	0.5%	0.2%	100.0%
2016	45.9%	5.3%	0.8%	1.1%	39.0%	4.8%	0.7%	2.3%	0.1%	0.0%	100.0%
Unskilled											
2014	44.7%	3.3%	0.1%	0.3%	47.5%	3.9%	0.0%	0.2%	0.0%	0.0%	100.0%
2015	36.2%	3.1%	0.1%	0.4%	55.6%	4.1%	0.1%	0.2%	0.0%	0.0%	100.0%
2016	45.4%	6.0%	0.3%	0.5%	43.2%	4.2%	0.1%	0.2%	0.0%	0.0%	100.0%

TABLE 63: WORKFORCE PROFILE FOR PROVINCIAL GOVERNMENT BY RACE AND GENDER											
OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management											
2014	46.8%	6.2%	3.1%	7.3%	27.0%	3.6%	1.8%	4.2%	0.0%	0.0%	100.0%
2015	49.2%	4.8%	2.7%	7.7%	25.4%	3.4%	2.2%	4.1%	0.2%	0.2%	100.0%
2016	47.4%	5.6%	2.4%	6.8%	28.4%	3.4%	1.5%	4.2%	0.0%	0.2%	100.0%
Senior Management											
2014	44.6%	5.8%	3.0%	7.3%	28.9%	3.6%	1.8%	4.4%	0.3%	0.2%	100.0%
2015	44.2%	5.8%	3.0%	7.2%	29.2%	3.8%	1.8%	4.2%	0.5%	0.2%	100.0%
2016	43.5%	5.4%	2.9%	6.7%	30.4%	4.1%	2.2%	4.1%	0.5%	0.1%	100.0%
Professionally Qualified											
2014	27.9%	3.5%	2.1%	6.1%	41.2%	6.4%	3.2%	8.1%	1.1%	0.4%	100.0%
2015	24.3%	3.1%	1.3%	4.1%	49.4%	5.6%	2.0%	8.0%	1.5%	0.7%	100.0%
2016	23.6%	3.4%	1.3%	3.5%	51.9%	6.1%	2.0%	5.9%	1.5%	0.7%	100.0%
Skilled Technical											
2014	26.7%	1.6%	0.6%	1.6%	57.8%	4.0%	1.2%	5.6%	0.7%	0.3%	100.0%
2015	25.7%	2.0%	0.6%	1.5%	56.1%	5.4%	1.5%	6.2%	0.6%	0.3%	100.0%
2016	24.0%	2.5%	0.8%	1.6%	57.4%	6.4%	1.5%	5.2%	0.5%	0.3%	100.0%
Semi-skilled											
2014	29.0%	2.4%	0.5%	1.0%	57.0%	4.5%	1.0%	4.3%	0.2%	0.1%	100.0%
2015	31.0%	3.0%	0.5%	0.5%	57.5%	5.3%	0.7%	1.4%	0.1%	0.1%	100.0%
2016	30.6%	3.1%	0.5%	0.5%	57.9%	5.4%	0.6%	1.1%	0.1%	0.1%	100.0%
Unskilled											
2014	43.6%	2.6%	0.3%	0.4%	49.8%	2.5%	0.3%	0.4%	0.0%	0.0%	100.0%
2015	40.2%	3.2%	0.3%	0.4%	52.1%	3.2%	0.3%	0.3%	0.1%	0.0%	100.0%
2016	36.6%	3.6%	0.3%	0.2%	55.0%	3.7%	0.2%	0.2%	0.0%	0.0%	100.0%

TABLE 64: WORKFORCE PROFILE FOR LOCAL GOVERNMENT BY RACE AND GENDER

OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management											
2014	53.1%	5.1%	4.5%	9.1%	22.6%	1.3%	1.1%	2.7%	0.5%	0.1%	100.0%
2015	53.9%	5.0%	4.7%	9.2%	22.1%	1.2%	1.3%	2.5%	0.1%	0.0%	100.0%
2016	54.1%	6.0%	5.0%	8.2%	21.0%	1.3%	1.5%	2.6%	0.2%	0.1%	100.0%
Senior Management											
2014	43.7%	5.5%	4.1%	17.1%	20.5%	2.0%	1.3%	5.5%	0.3%	0.1%	100.0%
2015	42.9%	6.2%	4.7%	15.4%	21.4%	2.4%	1.5%	4.9%	0.5%	0.1%	100.0%
2016	44.1%	5.8%	4.7%	13.8%	22.5%	2.5%	1.4%	4.6%	0.3%	0.1%	100.0%
Professionally Qualified											
2014	32.7%	9.9%	2.9%	17.1%	24.4%	4.7%	1.4%	6.5%	0.3%	0.1%	100.0%
2015	33.8%	9.9%	3.3%	15.2%	24.6%	4.7%	1.6%	6.4%	0.3%	0.1%	100.0%
2016	34.5%	9.8%	3.0%	13.7%	26.1%	5.0%	1.4%	6.1%	0.3%	0.1%	100.0%
Skilled Technical											
2014	34.4%	13.3%	4.4%	8.9%	25.3%	6.8%	1.9%	5.0%	0.1%	0.0%	100.0%
2015	34.9%	13.0%	4.4%	8.2%	25.8%	7.0%	1.9%	4.7%	0.1%	0.1%	100.0%
2016	35.8%	13.1%	4.5%	7.3%	26.2%	7.1%	1.9%	4.0%	0.1%	0.1%	100.0%
Semi-skilled											
2014	45.1%	13.3%	2.8%	2.0%	24.7%	7.6%	1.5%	3.0%	0.0%	0.0%	100.0%
2015	44.9%	13.2%	2.8%	2.1%	24.9%	7.7%	1.6%	2.7%	0.0%	0.0%	100.0%
2016	44.6%	13.5%	3.0%	1.6%	25.3%	7.9%	1.6%	2.3%	0.0%	0.0%	100.0%
Unskilled											
2014	54.4%	14.8%	1.1%	0.5%	24.7%	3.9%	0.2%	0.2%	0.0%	0.0%	100.0%
2015	53.9%	13.4%	1.0%	0.5%	26.9%	3.8%	0.2%	0.2%	0.0%	0.0%	100.0%
2016	54.0%	13.1%	0.9%	0.5%	27.1%	3.9%	0.2%	0.1%	0.0%	0.0%	100.0%

TABLE 65: WORKFORCE PROFILE FOR THE PRIVATE SECTOR BY RACE AND GENDER

OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management											
2014	6.9%	3.0%	6.4%	60.9%	2.9%	1.4%	2.1%	12.8%	3.0%	0.5%	100.0%
2015	7.6%	3.0%	6.5%	59.7%	3.2%	1.5%	2.2%	12.7%	3.1%	0.5%	100.0%
2016	7.5%	3.0%	6.7%	59.1%	3.3%	1.7%	2.3%	13.0%	3.0%	0.5%	100.0%
Senior Management											
2014	9.4%	4.4%	7.1%	46.1%	4.5%	2.6%	3.3%	19.4%	2.6%	0.7%	100.0%
2015	10.1%	4.6%	7.2%	44.9%	4.8%	2.7%	3.5%	19.0%	2.5%	0.7%	100.0%
2016	10.0%	4.6%	7.4%	44.0%	4.9%	2.9%	3.7%	19.4%	2.4%	0.7%	100.0%
Professionally Qualified											
2014	15.0%	5.7%	6.5%	32.7%	9.2%	4.4%	4.5%	19.2%	2.2%	0.7%	100.0%
2015	15.8%	5.8%	6.6%	31.7%	9.6%	4.5%	4.5%	18.8%	2.2%	0.7%	100.0%
2016	15.8%	5.9%	6.5%	30.9%	10.0%	4.5%	4.6%	18.7%	2.3%	0.7%	100.0%
Skilled Technical											
2014	32.7%	7.0%	4.1%	16.4%	16.2%	5.9%	3.2%	12.3%	1.8%	0.4%	100.0%
2015	34.9%	7.0%	3.9%	15.1%	16.8%	5.7%	3.0%	11.5%	1.7%	0.4%	100.0%
2016	33.9%	6.9%	3.9%	14.4%	17.8%	6.1%	3.2%	11.4%	1.9%	0.5%	100.0%
Semi-skilled											
2014	48.1%	5.9%	1.7%	3.3%	25.8%	6.2%	1.8%	4.3%	2.7%	0.3%	100.0%
2015	47.6%	6.0%	1.7%	3.0%	27.4%	6.2%	1.7%	3.9%	2.4%	0.3%	100.0%
2016	46.7%	6.0%	1.7%	2.9%	28.1%	6.3%	1.7%	3.8%	2.4%	0.3%	100.0%
Unskilled											
2014	52.9%	5.4%	0.6%	0.8%	30.8%	5.1%	0.4%	0.4%	3.1%	0.5%	100.0%
2015	52.0%	5.4%	0.6%	0.8%	31.1%	5.5%	0.3%	0.4%	3.2%	0.6%	100.0%
2016	49.9%	5.5%	0.5%	0.8%	33.0%	5.6%	0.3%	0.4%	3.1%	0.7%	100.0%

TABLE 66: WORKFORCE PROFILE FOR NON-PROFIT ORGANIZATIONS BY RACE AND GENDER

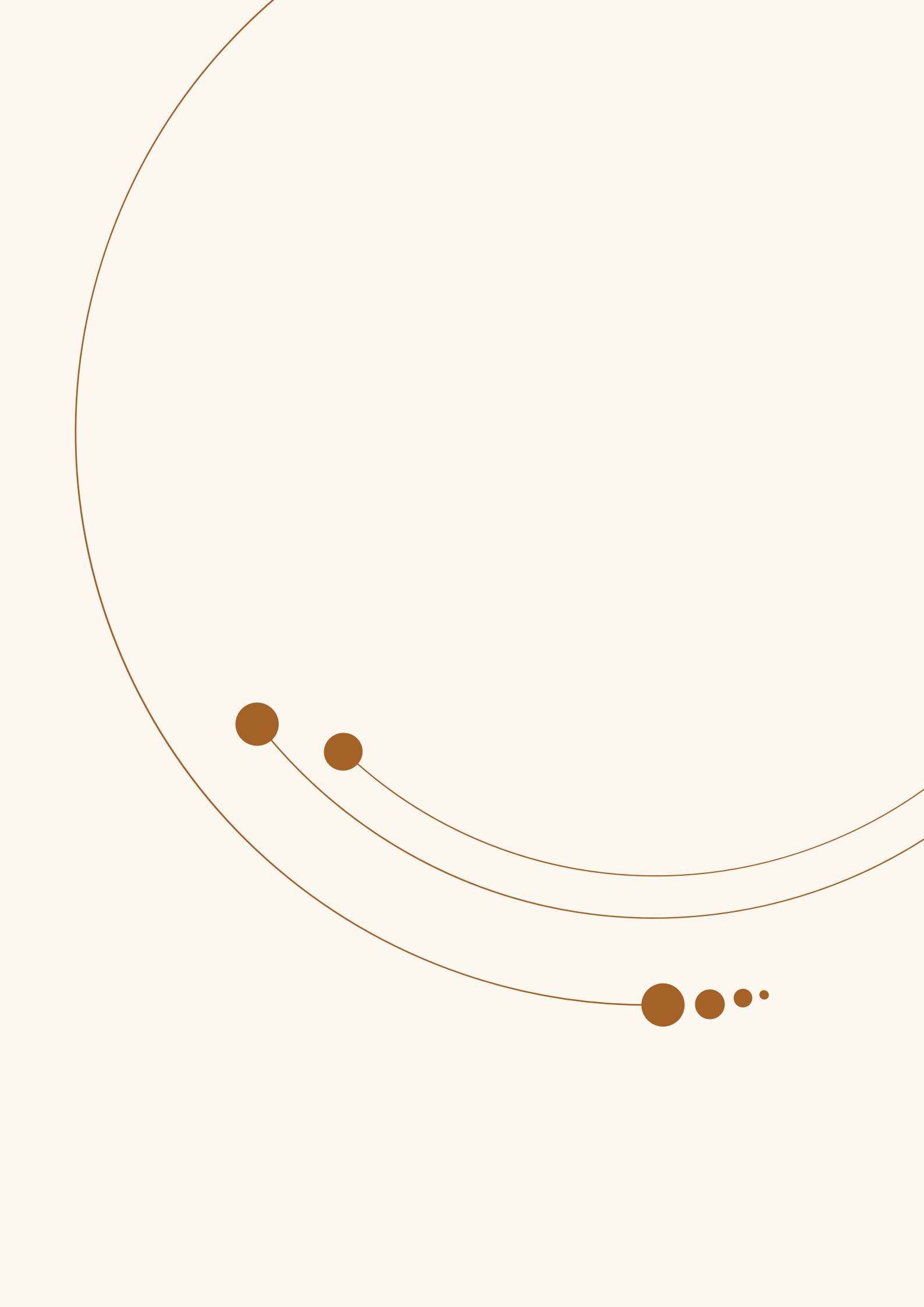
OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management											
2014	25.2%	5.1%	4.0%	26.2%	12.2%	2.7%	2.5%	18.2%	2.7%	1.1%	100.0%
2015	22.5%	4.5%	3.3%	26.8%	13.4%	3.0%	3.2%	18.3%	3.1%	1.9%	100.0%
2016	22.5%	4.5%	3.5%	26.8%	13.0%	2.9%	3.4%	18.6%	2.6%	2.1%	100.0%
Senior Management											
2014	28.1%	5.2%	2.9%	17.9%	18.1%	4.3%	2.8%	17.4%	1.9%	1.3%	100.0%
2015	26.5%	4.2%	2.9%	18.1%	18.1%	4.3%	3.4%	19.1%	2.0%	1.4%	100.0%
2016	26.0%	3.9%	3.3%	17.7%	17.7%	4.5%	3.4%	19.9%	2.2%	1.5%	100.0%
Professionally Qualified											
2014	22.5%	4.6%	2.7%	11.7%	35.7%	4.0%	3.0%	12.8%	1.8%	1.3%	100.0%
2015	18.5%	2.1%	2.5%	8.8%	42.5%	3.7%	3.6%	14.0%	2.4%	1.8%	100.0%
2016	30.8%	2.9%	4.7%	9.3%	27.3%	4.0%	3.9%	14.6%	1.5%	0.9%	100.0%
Skilled Technical											
2014	38.9%	8.3%	2.0%	9.9%	23.7%	6.7%	1.1%	9.0%	0.2%	0.2%	100.0%
2015	27.6%	3.6%	1.3%	5.9%	45.0%	4.7%	1.8%	9.0%	0.5%	0.7%	100.0%
2016	26.3%	1.6%	2.2%	2.8%	53.3%	2.4%	5.6%	5.2%	0.4%	0.3%	100.0%
Semi-skilled											
2014	39.0%	5.9%	0.6%	1.3%	40.0%	8.5%	0.6%	3.9%	0.1%	0.1%	100.0%
2015	31.7%	3.3%	0.5%	1.3%	54.3%	4.8%	0.7%	3.0%	0.2%	0.2%	100.0%
2016	39.4%	3.0%	0.9%	1.1%	43.5%	5.2%	1.5%	3.2%	1.9%	0.3%	100.0%
Unskilled											
2014	36.3%	9.5%	0.1%	0.9%	41.6%	10.0%	0.1%	1.1%	0.2%	0.1%	100.0%
2015	39.5%	4.8%	0.1%	0.5%	48.4%	5.7%	0.1%	0.6%	0.2%	0.1%	100.0%
2016	40.2%	3.8%	0.3%	0.5%	47.6%	5.4%	0.3%	0.6%	1.2%	0.2%	100.0%

TABLE 67: WORKFORCE PROFILE FOR STATE-OWNED ENTERPRISES BY RACE AND GENDER

OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management											
2014	38.8%	3.5%	9.0%	14.0%	20.6%	2.7%	3.2%	7.1%	0.5%	0.5%	100.0%
2015	34.7%	4.5%	7.8%	16.1%	21.9%	2.6%	2.8%	8.1%	1.3%	0.4%	100.0%
2016	35.0%	4.3%	7.4%	16.2%	22.0%	2.8%	3.3%	7.7%	1.2%	0.2%	100.0%
Senior Management											
2014	31.5%	4.9%	8.0%	20.4%	18.9%	2.8%	3.4%	7.8%	1.7%	0.7%	100.0%
2015	30.8%	4.9%	7.4%	19.4%	20.0%	2.9%	3.9%	8.2%	1.7%	0.7%	100.0%
2016	31.6%	4.8%	7.0%	18.2%	21.6%	2.7%	3.7%	7.9%	1.9%	0.7%	100.0%
Professionally Qualified											
2014	28.5%	4.9%	5.6%	23.6%	21.3%	3.1%	3.0%	7.6%	1.7%	0.5%	100.0%
2015	30.7%	5.0%	5.4%	19.7%	23.4%	3.3%	3.1%	7.4%	1.6%	0.5%	100.0%
2016	35.0%	4.3%	4.7%	17.8%	24.5%	2.8%	2.7%	6.4%	1.2%	0.5%	100.0%
Skilled Technical											
2014	36.5%	5.3%	2.6%	17.5%	27.2%	3.4%	1.6%	5.4%	0.3%	0.1%	100.0%
2015	37.2%	5.4%	2.5%	15.8%	28.6%	3.5%	1.6%	5.2%	0.2%	0.1%	100.0%
2016	37.2%	3.3%	1.4%	8.6%	41.9%	2.2%	1.0%	3.8%	0.6%	0.2%	100.0%
Semi-skilled											
2014	54.6%	6.8%	1.0%	4.6%	26.0%	3.3%	0.7%	2.8%	0.0%	0.1%	100.0%
2015	55.7%	7.1%	0.9%	4.0%	26.5%	3.1%	0.4%	2.2%	0.0%	0.0%	100.0%
2016	52.4%	6.8%	0.9%	3.5%	30.1%	3.3%	0.6%	2.3%	0.0%	0.1%	100.0%
Unskilled											
2014	75.1%	9.7%	0.1%	0.8%	12.6%	1.4%	0.0%	0.2%	0.0%	0.0%	100.0%
2015	63.8%	8.1%	0.1%	0.6%	25.1%	2.0%	0.0%	0.3%	0.0%	0.0%	100.0%
2016	65.5%	8.9%	0.1%	0.5%	22.6%	2.1%	0.0%	0.2%	0.0%	0.0%	100.0%

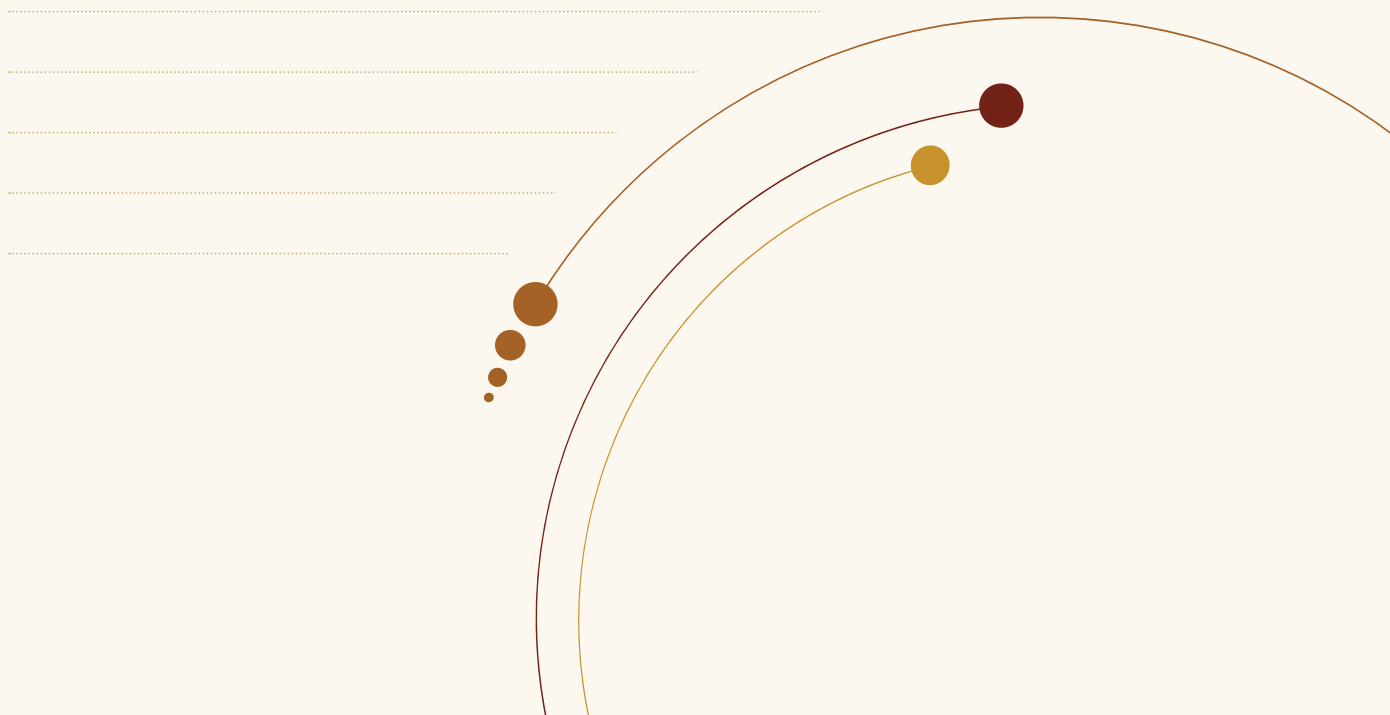
TABLE 68: WORKFORCE PROFILE FOR EDUCATIONAL INSTITUTIONS BY RACE AND GENDER

OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management											
2014	12.1%	3.7%	3.1%	41.3%	7.3%	1.8%	1.4%	27.0%	1.8%	0.6%	100.0%
2015	12.2%	3.2%	5.3%	37.6%	7.0%	2.3%	1.5%	25.4%	3.9%	1.5%	100.0%
2016	15.1%	4.6%	2.7%	35.8%	7.5%	1.8%	2.3%	26.2%	2.5%	1.5%	100.0%
Senior Management											
2014	14.2%	3.8%	4.4%	24.5%	8.8%	2.5%	3.2%	34.4%	2.8%	1.4%	100.0%
2015	13.7%	4.0%	5.0%	24.8%	8.8%	2.5%	4.0%	32.2%	3.4%	1.7%	100.0%
2016	13.7%	3.8%	3.3%	25.2%	9.1%	3.0%	2.7%	34.0%	3.6%	1.6%	100.0%
Professionally Qualified											
2014	20.6%	2.6%	4.1%	18.3%	14.5%	2.6%	3.5%	28.0%	4.2%	1.6%	100.0%
2015	20.5%	4.3%	3.9%	17.1%	16.0%	3.1%	3.8%	25.6%	3.9%	1.8%	100.0%
2016	17.5%	4.1%	2.1%	16.5%	19.7%	3.3%	2.8%	28.1%	3.8%	2.1%	100.0%
Skilled Technical											
2014	21.5%	1.8%	2.3%	4.6%	48.1%	3.3%	5.3%	11.3%	1.2%	0.7%	100.0%
2015	20.1%	3.9%	2.0%	4.8%	44.5%	6.2%	4.8%	11.7%	1.2%	0.7%	100.0%
2016	18.8%	5.2%	0.9%	6.5%	37.8%	8.1%	2.1%	18.1%	1.5%	1.0%	100.0%
Semi-skilled											
2014	32.7%	2.9%	1.2%	2.3%	45.3%	4.3%	2.3%	7.2%	1.1%	0.7%	100.0%
2015	26.9%	6.0%	0.8%	2.3%	36.3%	15.6%	1.4%	9.7%	0.6%	0.4%	100.0%
2016	21.8%	7.6%	0.4%	2.8%	32.3%	19.8%	0.9%	13.1%	0.7%	0.5%	100.0%
Unskilled											
2014	50.0%	2.7%	0.5%	0.6%	41.3%	2.9%	0.6%	0.8%	0.5%	0.2%	100.0%
2015	31.8%	11.7%	0.4%	1.2%	36.1%	11.5%	0.5%	1.7%	2.7%	2.5%	100.0%
2016	39.4%	9.9%	0.3%	1.6%	35.1%	9.8%	0.2%	2.0%	1.2%	0.6%	100.0%



...• NOTES •...

Handwriting practice lines consisting of 24 horizontal dotted lines.

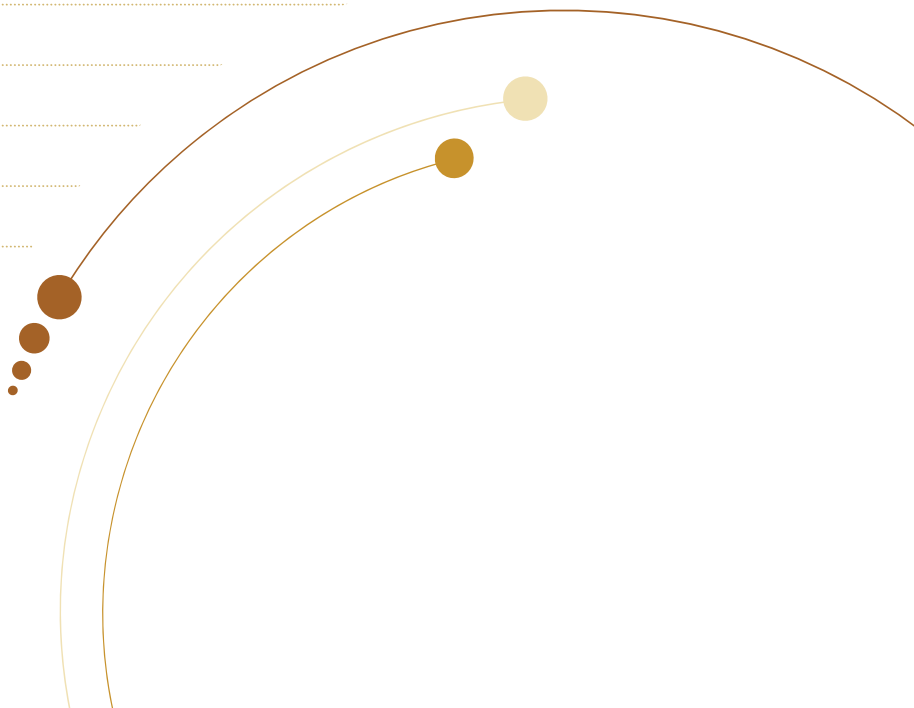


...• NOTES •...

REAL TRANSFORMATION
MAKES BUSINESS SENSE

...•• NOTES ••...

Handwriting practice lines consisting of multiple horizontal dotted lines for tracing and writing practice.





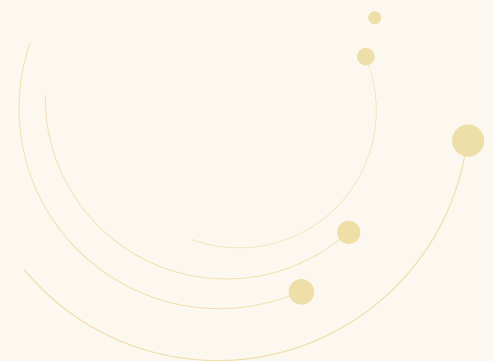
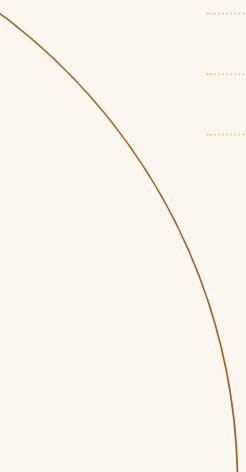
**REAL TRANSFORMATION
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...• NOTES •...

...● NOTES ●...

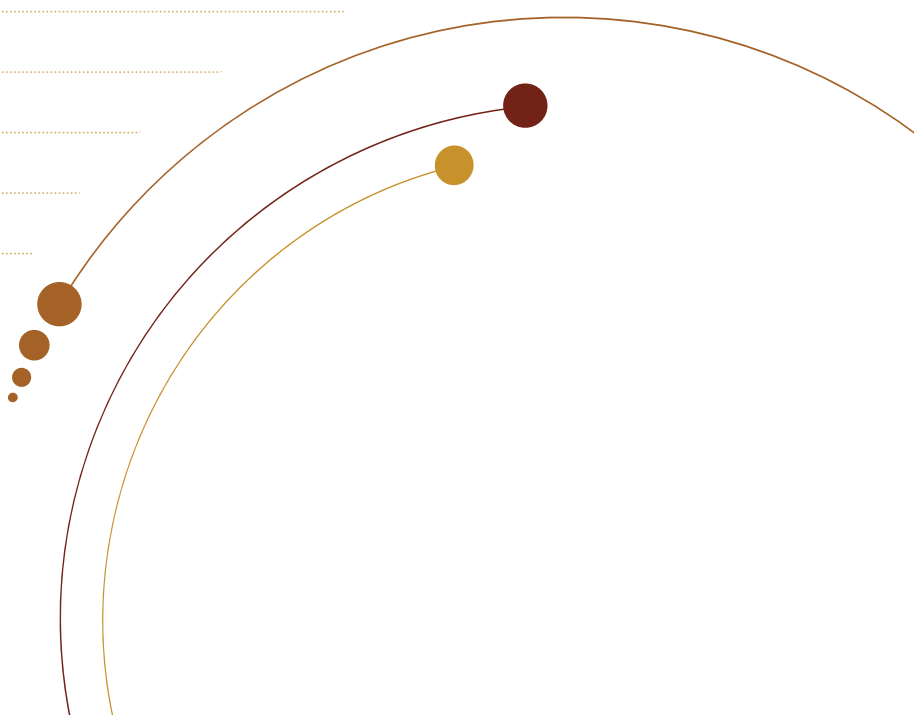
Handwriting practice lines consisting of 28 horizontal dotted lines on a light gray background.



...• NOTES •...

Handwriting practice lines consisting of 20 horizontal dotted lines.

Handwriting practice lines consisting of 5 horizontal dotted lines.



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