

**26TH COMMISSION FOR
EMPLOYMENT EQUITY (CEE)
ANNUAL REPORT 2025/26**







employment & labour

Department:
Employment and Labour
REPUBLIC OF SOUTH AFRICA

26TH COMMISSION FOR EMPLOYMENT EQUITY (CEE) ANNUAL REPORT 2025/26

Bridging the Equity Gap Through Diversity & Inclusion

Publisher:

Minister of Employment and Labour
Private Bag X117
Pretoria
0001

Editing, Layout and Design, Photography and Distribution
Chief Directorate of Communication

TABLE OF CONTENTS

GLOSSARY	V
FOREWORD	VII
MEMBERS OF THE COMMISSION FOR EMPLOYMENT EQUITY	VIII
1. INTRODUCTION	1
2. KEY STRATEGIC OBJECTIVES OF THE 5TH CEE	1
3. HIGHLIGHTS FOR THE PERIOD	1
4. UNFAIR DISCRIMINATION CASES HANDLED BY THE CCMA AND COURTS DURING 2025/2026 FINANCIAL YEAR	8
5. DIRECTOR-GENERAL (DG) NOTIFICATIONS FOR FAILURE TO SUBMIT EE REPORTS	20
6. DEMOGRAPHICS OF THE NATIONAL AND REGIONAL/ PROVINCIAL ECONOMICALLY ACTIVE POPULATION (EAP)	21
7. ANALYSIS OF EMPLOYMENT EQUITY REPORTS RECEIVED IN 2025	23
8. WORKFORCE PROFILE ANALYSIS OF REPORTS RECEIVED FOR THE 2025 REPORTING CYCLE	26
9. EDUCATION SECTOR V PUBLIC UNIVERSITIES	54
10. DISABILITY PER SECTOR	58
11. BARRIERS AND AFFIRMATIVE ACTION FOR 2025 (ALL EMPLOYERS)	58
12. CONCLUDING OBSERVATIONS AND REMARKS	61
13. REFERENCES	62
APPENDIX	63

GLOSSARY


CCMA	Commission for Conciliation, Mediation and Arbitration
CEE	Commission for Employment Equity
Department	Department of Employment and Labour
DG	Director-General of the Department of Employment and Labour
Designated Employer	Designated employer means an employer who employs 50 or more employees, municipalities, organs of State and employers bound by a collective agreement in terms of the Labour Relations Act.
Designated groups	“Designated groups” mean black people, women and people with disabilities who are citizens of the Republic of South Africa by birth or descent; or became citizens of the Republic of South Africa by naturalisation – before 27 April 1994; or after 26 April 1994 and who would have been entitled to acquire citizenship by naturalization prior to that date but who were precluded by apartheid policies.
EAP	Economically Active Population (EAP) includes people from 15 to 64 years of age who are either employed or unemployed and are seeking employment.
ILO	International Labour Organisation
MINISTER	Minister of Employment and Labour
NEDLAC	National Economic Development and Labour Council
NPO	Non-Profit Organisation
POPULATION GROUPS	African, Coloured, Indian, White and Foreign National
SECRETARIAT	Employment Equity Directorate
STATSA	Statistics South Africa



FOREWORD

*Sounds the call to come together and united we shall stand.
Let us live and strive for freedom in South Africa our land."*

– National Anthem of South Africa



Freedom coupled with “human dignity, the achievement of equality and the advancement of human rights” are some of the core values of our Constitution, 1996 (the Constitution) [see section 1(a) of the Constitution]. Both the Constitution, being the highest law of the land, and the Employment Equity Act 55 of 1998 (the EEA), being the national legislation which aims to “achieve workplace equality by promoting equal opportunity, fair treatment, eliminating unfair discrimination and implementing affirmative action measures to redress historical disadvantages for designated groups (black people, women, and people with disabilities) in order to ensure their equitable representation in all occupational levels in the workforce” [see section 2 of the EEA], seek to promote substantive equality.

Substantive equality recognises that everyone is equal, however, historical, social, and economic disparities must be considered to allow for differentiation and to ultimately ensure that everyone, irrespective of race, gender or disability eventually comes to equal footing .

During the 2025 EE reporting cycle, the CEE together with the Department of Employment and Labour (the Department) and the public at large saw the Employment Equity Amendment Act, No. 4 of 2022 (EE Amendment Act, 2022) and the two sets of EE Regulations, 2025 become effective on 1 January 2025 and 15 April 2025 respectively.

The EE Regulations regulate, amongst other things, general administrative matters regarding employment equity and sector numerical employment equity targets. There has been litigation following the operationalisation of the EE Amendment Act, 2022, the EE Regulations and the

5-year sector specific employment equity targets, and this report provides an update on the status of the litigation. The CEE will continue to strive for diversity and inclusivity for all those persons previously disadvantaged in the workplace irrespective of the outcome of the litigation.

The Department together with the CEE held employment equity workshops across all 9 provinces of South Africa and they provided support and practical demonstrations on the use of the online employment equity system for reporting and applications relating to the EE certificate of compliance.

This report has been tailored to cater for the labour market and society’s current circumstances. This report highlights the progress made in implementing and monitoring compliance with the requirements of the EEA, as amended. It highlights topical unfair discrimination disputes handled by the Commission for Conciliation, Mediation and Arbitration (CCMA) and other courts during the period under review. The CEE and the Department, in conjunction with relevant stakeholders, engaged with employers and employees at the EE workshops to raise awareness of unfair discrimination in the workplace and how it can be eliminated and prevented.

Notably, the report illustrates whether a specific group in an economic sector meets the required EAP percentage or falls below the required EAP percentage for the 2025 reporting cycle. Meeting the required EAP percentage is a progression towards equitable representation amongst the various designated groups in the workplace. This report also includes an analysis of the employment of foreign nationals in the education sector and public universities.

We thank all those who are playing a vital role in striving towards transformation and equality in the workplace, including our honourable Minister of Employment and Labour, namely Ms Nomakhosazana Meth, MP, the members of the CEE, the Department, the stakeholders, the employers, the employees and the public at large.

Chairperson: 5th Commission for Employment Equity (CEE)





MEMBERS OF THE COMMISSION FOR EMPLOYMENT EQUITY

The CEE is established in accordance with Section 28 of the Employment Equity Act (EEA), No. 55 of 1998, and plays a central role in advancing workplace equality in South Africa. As a statutory body, the CEE is mandated to advise the Minister of Employment and Labour on the development of Codes of Good Practice, regulatory matters, policy directions, and any issues arising from the implementation of the Act. Through these responsibilities, the Commission ensures that the intentions of the EEA are translated into actionable frameworks that guide employers across the country.

Beyond its advisory functions, the CEE is empowered to undertake research that supports the effective application of the Act. This includes developing evidence-based norms and benchmarks that assist various sectors in setting realistic and equitable numerical goals and targets. The Commission also engages the public through written submissions and public hearings by creating platforms for stakeholders to influence employment equity policy.

Furthermore, the CEE recognises employers who demonstrate leadership and commitment towards advancing equity in the workplace through awards that celebrate exemplary progress.

The term of office for each CEE member, inclusive of the Chairperson, is five years on a part-time basis. The term of office for the 5th CEE was scheduled to end on 30 November 2025 and was later extended by the Minister to 30 June 2026.

CHAIRPERSON: 5TH COMMISSION FOR EMPLOYMENT EQUITY

Ms Nicole Deokiram



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

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

and learning include labour law, constitutional law, jurisprudence and the drafting and interpretation of legislation. (Note: The plural subject “areas of interest” requires the plural verb “include”).

She is passionate about unfair discrimination issues which include, but are not limited to, racial, religious and gender-based unfair discrimination issues.

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



ORGANISED BUSINESS

Ms Thembi Chagonda

Ms Thembi Chagonda holds a degree in Social Science, majoring in Industrial Psychology & Sociology from Rhodes University. She also achieved a Postgraduate Diploma in Labour Law in 2005. In 2022, she obtained an Executive Certificate from Columbia Business School, NY. She is an Accredited Moderator and Assessor and, in 2016, she obtained a 4MAT Learning Design Certificate through the University of Michigan.

She is a Joint CEO and Director of Global Business Solutions and has been with the company for 20 years. Her area of expertise is in Human Capital, as well as transformation in the workplace. She is passionate about Employment Equity, diversity and inclusion. Ms Chagonda is a former board member of the ASDSA (Association for Skills Development in South Africa), and the Institute of Directors (IoD) and has chaired a number of Education Trusts in order to facilitate opportunities for underprivileged communities. She is the Director of Khulisani Learning Academy for Persons with Disabilities. She has served on Remuneration Committees, Social and Ethics Committee and Nomination Committees. She was an IPM Finalist for the Business Leader Award, 2023 and a finalist for the Business Woman Award, and Border-Kei Chamber of Business.

Ms Zinzisa Pearl Mgolodela



Ms Zinzi Mgolodela is the Director of Corporate Social Justice for Woolworths. At Woolworths, she has led a transformation journey with vision, passion and tenacity, helping pioneer the embedding of social justice as a strategic pillar of the business. Her work focuses on shifting mindsets and cultivating an environment where leaders embrace transformation and social justice beyond compliance, enabling a sustainable impact at a human level. Her leadership has contributed to her nomination to the Council of Social Justice Champions linked to Stellenbosch University's Centre for Social Justice in 2024.

In 2017, after 13 years spearheading the transformation agenda at Woolworths, she was appointed as Director of Corporate Affairs and became a director in Woolworths (Pty) Ltd. She serves on the boards of the two non-profit companies in the Inclusive Justice Institute in Woolworths and chairs the Restitution Foundation board, continuing to bridge corporate leadership and societal impact.

Before joining Woolworths, Zinzi worked in the Financial Services sector managing different portfolios including CSI, Sponsorships and HIV/AIDS. She developed an interest in socio-economic justice at the University of Western Cape where she completed her BCom Honours degree.

COMMUNITY CONSTITUENCY

Ms Laura Kganyago



Ms Laura-Joyce Kganyago is the Secretary General of the Women's National Coalition (WNC). She represents WNC at NEDLAC as part of the Community Constituency's Committee of Principals. She also serves as the Community Convenor in the Development Chamber of NEDLAC.

She has completed a certificate programme in Community Development Training at the University of Pennsylvania in Philadelphia.

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

GOVERNMENT CONSTITUENCY



Ms Stieneke Jensma

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

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



Ms Dineo Mmako

Ms. Dineo Mmako serves as Chief Director: Monitoring and Evaluation at the Department of Women, Youth and Persons with Disabilities (DWYPD) and has acted as Deputy Director-General (DDG): Monitoring, Evaluation, Research and Coordination (MERC), providing strategic leadership across evidence, policy, and delivery. Her work centres on institutionalising and mainstreaming women, youth and disability priorities across government through gender-, youth- and disability-responsive planning, budgeting, monitoring, evaluation and auditing systems, working in collaboration with the centre of government departments and strategic developmental partners.

Ms. Mmako's career includes managerial roles in The Presidency and the Department of Planning, Monitoring and Evaluation (DPME), including Programme Manager for Frontline Service Delivery Monitoring (FSDM), ICT Project Manager, Business Analyst, Policy Analyst, and Government Systems Administrator. She brings two decades of experience in data management and analytics, and more than 18 years in monitoring and evaluation, coordinating government programmes and interventions from design to accountability and learning.

Academic preparation includes a Master's degree in management (specialising in Public Sector Monitoring and Evaluation) and a Bachelor of Science degree majoring in Statistics and Chemistry. Additional credentials include postgraduate certificates in Advanced Management, Business Project Management, Monitoring and Evaluation, Public Management, and Strategic Management, as well as an Academic Certificate in Executive Development and Leadership Programme.

In her executive leadership roles, Ms. Mmako has driven an integrated MERC agenda—strengthening research-to-policy translation, knowledge management systems (including repositories and learning products), and stakeholder management and capacity building across sectors. Her work includes convening and chairing strategic forums, commissioning evaluations, strengthening reporting and accountability mechanisms, mobilising partnerships, and advancing international relations engagements that align South Africa's commitments with national implementation priorities.

ORGANISED LABOUR



Mr Gerald Twala

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

During his educational journey, Mr Twala obtained an NQF level 6 Specialist Local Government Programme Certificate from the Durban University of Technology in 2008. He further advanced his career by taking up the roles of Shop Steward and Branch Secretary of the South African Municipal Workers Union (SAMWU) in the Greater Tzaneen Municipality. Between 2012 and 2014, he served as a Central Executive Committee member of SAMWU.

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



Mr Bhabhali ka Maphikela Nhlapo

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

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



1. INTRODUCTION

Section 33 of the Employment Equity Act (EEA) requires the Commission for Employment Equity (CEE) to submit a report to the Minister on an annual basis. This report is the 26th CEE Annual report, which covers the period from 1 April 2025 to 31 March 2026. It reflects on the key strategic objectives of the CEE; and the highlights of the CEE's activities and achievements during the period under review, guided by the strategic objectives formulated at the start of their five-year term of office in December 2020.

This is the first report after the operationalisation of the Employment Equity Amendment Act no.4 of 2022 (EE Amendment Act, 2022) and the introduction of the 5-year Sector EE targets, including the issuing of the EE Compliance Certificate. A core component of this report is an analysis of the status of employment equity across the labour market. This analysis is based on the EE data provided in the EE reports submitted by designated employers as required under Section 21 of the EEA. To contextualise progress, the demographic profile of South Africa's economically active population sourced from Statistics South Africa's Quarterly Labour Force Survey (QLFS), Quarter 3 of 2025, serves as a benchmark for assessing representativity and transformation per occupational level of the workforce.

The report further highlights the state of employment equity for persons with disabilities per economic sector, and the comparison in relation to the employment of the Foreign Nationals in the Education Sector and the Public Universities. Furthermore, the report outlines the outcome of the barriers analysis conducted by designated employers within their workplaces; and provides concluding remarks on trends, challenges, and opportunities for accelerating transformation. Collectively, these insights contribute to a comprehensive understanding of the country's employment equity landscape and the ongoing efforts to realise the objectives of the Employment Equity Act.

2. KEY STRATEGIC OBJECTIVES OF THE 5TH CEE

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

- To provide sound and well researched advice to the Minister on the EEA and its policy tools;
- To mobilize stakeholders to enable Employment Equity compliance;
- To facilitate the empowerment of workers to enforce their rights as espoused in the EEA;
- To empower employers to drive the transformative journey; and
- To monitor, evaluate and report on employment equity.

3. HIGHLIGHTS FOR THE PERIOD

This section of the report covers the key activities and achievements of the CEE for the 2025/2026 reporting period.

3.1 PROMULGATION OF EMPLOYMENT EQUITY AMENDMENT ACT, NO. 4 OF 2022 AND ITS EMPLOYMENT EQUITY REGULATIONS

The commencement date of the EE Amendment Act, No. 4 of 2022 (EE Amendment Act, 2022) was proclaimed by the President in the Government Gazette No. 51684 dated 28 November 2024 for commencement on 1 January 2025. The EE Amendment Act, 2022 came into effect on 1 January 2025 for implementation by the labour market.

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

In order to give effect to the provisions of the EE Amendment Act, 2022, further consultations with labour market stakeholders, in particular, the sector stakeholders took place in February 2025. The key objectives of these sector stakeholder engagements

were to update the stakeholders on the 2024 EE status of each economic sector as reported by the designated employers in the 2024 EE reporting cycle. Additionally, the consultations were aimed at gathering further input from sector stakeholders before the finalisation of the 5-year sector EE targets to be published in the EE Regulations.

Upon consideration of all oral and written comments received from the sector stakeholders, the CEE advised the Minister on the finalisation of the two sets of EE Regulations (i.e. the General Administrative Regulations; and the Regulations on the 5-year sector numerical EE targets). The Minister published the two sets of EE Regulations on 15 April 2025 (i.e. Government Gazettes No. 52515 and No. 52514) for implementation by the labour market.

The key objectives of the two sets of EE Regulations are to provide the employers and employees with critical guidelines on how to effectively interpret and implement the provisions of the EE Amendment Act, 2022, and the 5-year sector specific EE targets at a workplace level.

3.2 CEE STAKEHOLDER ENGAGEMENTS

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

3.2.1 The 2025 National Employment Equity Advocacy Awareness Sessions

In order to support and enhance the implementation mechanisms of the EE amendments, the Commission for Employment Equity (CEE), in collaboration with the Commission for Conciliation, Mediation and Arbitration (CCMA), conducted the 2025 National Employment Equity Advocacy Awareness Sessions/ Workshops across all nine provinces from 20 May to 22 July 2025. The EE sessions/ workshops were held under the theme *"Bridging the Equity Gap Through Diversity and Inclusion"*. The sessions provided a platform to engage labour market stakeholders (i.e. Chief Executive Officers (CEOs), Heads of Departments, employers and employers' organisations, employees and trade unions, HR professionals, Academics, government officials, policymakers, and civil society) on the implications of the amended legislative framework.

The workshops focused on the provisions of the Employment Equity Amendment Act, 2022; the General Administrative Employment Equity Regulations and 5-year sector specific EE targets; practical demonstration on the use of the online Employment Equity system for reporting and applications for Certificate of Compliance; and presentation by the CCMA on harassment-related cases. Due to high stakeholder demand, the CEE, in partnership with the CCMA, extended the Cape Town advocacy session through a virtual Microsoft Teams platform following capacity constraints at the physical event.

These initiatives demonstrate the CEE's continued commitment to advocacy, compliance, and the effective implementation of the Employment Equity legislation in support of inclusive and sustainable workplace transformation.

3.2.2 The 2025 Organised Labour Workshop on promoting Employment Equity in the workplace

The Commission for Employment Equity (CEE) conducted a training workshop under the theme *"Bridging the Equity Gap through Diversity and Inclusion"* on Wednesday, 28 August 2025 via Online.

The primary objective of the workshop was to build capacity of trade unions in relation to the elimination of unfair discrimination and advancement of the equitable representation of designated groups within the labour market, in line with the provisions of the Employment Equity Act (EEA) and its regulations, including the latest amendments.

The workshop covered the following key areas:

- An overview of the key provisions of the Employment Equity Act, 1998 (EEA), and the Employment Equity Amendment Act, No. 4 of 2022;
- An explanation of the Employment Equity General Administrative Regulations and the five-year sectoral targets published on 15 April 2025; and
- A practical demonstration on how to utilise the Employment Equity (EE) Online System to capture and submit Employment Equity Reports, as well as to apply for an EE Certificate of Compliance.

The engagement provided an important platform for organised labour to strengthen their understanding and obligations when adopting strategies and mechanisms for the proper monitoring of compliance with the requirements of the EEA in the workplace.

3.3 THE EMPLOYMENT EQUITY COMPLIANCE CERTIFICATE (SECTION 53 OF THE EEA)

The proclamation of the Employment Equity Amendment Act No. 4 of 2022 introduced significant amendments to the Employment Equity Act, 1998 (EEA), including the promulgation of Section 53, which provides for the issuing of an Employment Equity (EE) Compliance Certificate. The primary objective of this provision is to strengthen compliance with the EEA by making the possession of an EE Compliance Certificate a prerequisite for employers seeking to conduct business with any organ of state.

In terms of Section 53 of the EEA, employers are required to request the EE Compliance Certificate through the Department of Employment and Labour's Employment Equity online system, accessible via the Department's official website (www.labour.gov.za). The EE Compliance Certificate serves as a formal confirmation that an employer meets the prescribed employment equity compliance requirements.

The criteria for the issuing of an EE Compliance Certificate differ depending on whether an employer is classified as a designated employer or a non-designated employer.

Criteria for non-designated employers (1-49 employees):

The small employers, who are non-designated are required to comply with the following criteria in order to obtain the EE Compliance Certificate:

- Comply with the requirements of the National Minimum Wage Act, No. 9 of 2018 (NMWA) for the previous 12 months; and
- No unfair discrimination award or court judgement against the employer for the previous 12 months.

Criteria for designated employers (those that employ 50 or more employees, or fewer than 50 employees, but are an organ of state or designated by collective agreement):

Designated employers are obligated to meet the criteria outlined below, in order to be issued with the EE Certificate of Compliance:

- Submit an annual EE Report (i.e. EEA2 & EEA4 forms);
- Comply with the annual EE Targets in the designated employer's EE Plan towards the achievement of the 5-year Sector EE targets, unless justifiable reasons are provided for not complying;
- Comply with the requirements of the National Minimum Wage Act, No. 9 of 2018 (NMWA) for the previous 12 months; and
- No unfair discrimination award or a court judgement against the designated employer for the previous 12 months.

An EE Compliance Certificate issued in terms of Section 53 of the EEA is valid for a period of twelve months from the date of issue, after which a new request (**EEA 15 Form**) must be submitted should the employer wish to continue doing business with the state. An employer must request an EE Compliance Certificate online by means of the Department's website: www.labour.gov.za. The EE System Online to request or access the EE Compliance Certificate remains open to the employers beyond the EE reporting deadline of 15 January.

It is critical for employers to note that an EE Compliance Certificate may be withdrawn by notice by the Minister; a labour inspector or an official of the Department who has been delegated or assigned to perform this function. A certificate may be withdrawn if it is found that the certificate was issued as a result of any misrepresentation or the provision of any fraudulent or inaccurate information; or any condition necessary for issuing the certificate no longer exists.

An EE Compliance Certificate may not be withdrawn unless the employer has been given 14 days to make representations upon being served with a withdrawal notice (**EEA16C**); and any representations by the employer have been considered. A confirmation of withdrawal must be issued on an **EEA16D** form as prescribed in the Employment Equity General Administrative Regulations published on 15 April 2025 in Government Gazette No. 52515.

3.4 UPDATE ON EMPLOYMENT EQUITY LITIGATION FOLLOWING THE OPERATIONALISATION OF THE EMPLOYMENT EQUITY AMENDMENT ACT, NO. 4 OF 2022 AND ITS EE REGULATIONS

After the commencement of the EE amendments and the publication of the EE Regulations, a number of legal challenges were instituted against the Minister of Employment and Labour, the Director-General of the Department of Employment and Labour, and the Commission for Employment Equity. These cases primarily concern the constitutional validity, lawfulness, and implementation of the amended EE legislative framework and the 5-year sectoral numerical targets.

An overview of the key cases, the issues raised, and their current status is set out below. The status of each matter reflects the position as at the date of printing of this report and remains subject to further developments and court determinations:

1. Democratic Alliance v Minister of Employment and Labour & Others (Case No. 57591/2023) – Gauteng Division, Pretoria High Court

This matter was heard on 6 May 2025 in the High Court of South Africa, Gauteng Division, Pretoria. The applicant challenges the constitutional validity of certain provisions of the EE Amendment Act, 2022 section 15A, which empowers the Minister to set sector-specific numerical targets for designated groups. The Democratic Alliance further contends that Parliament incorrectly tagged the EE Amendment Bill under section 75 of the Constitution, rather than section 76, which would have required provincial consultation. If upheld, this argument could affect the validity of the entire EE Amendment Act, 2022 and its EE Regulations.

The applicant argues that the amendments confer excessive discretionary powers on the Minister and effectively introduce rigid quotas rather than flexible targets, potentially undermining equality, job creation and economic growth. The respondents maintain that the targets are flexible, that the legislation was correctly tagged and processed, and that the EE amendments are constitutionally sound and necessary to advance transformation in line with the objectives of the Employment Equity Act, 1998.

During the hearing proceedings, representatives of the Khoisan community sought to intervene, arguing for recognition as a distinct designated group separate from the Coloured population. The judge stopped them and directed them to submit a formal application to intervene. The application would carry the same case number as the DA matter, and it would be an interlocutory application within that case.

On 2 October 2025, during the Online hearing, the Khoisan group was given an opportunity to argue their intervention application in relation to a direct and substantial interest in the outcome or relief sought. Judgment is still pending.

This matter is significant as it directly addresses the scope of the Minister's powers and the constitutional limits of legislative measures aimed at advancing workplace transformation.

2. National Employers' Association of South Africa & Another v Minister of Employment and Labour & Others (Case No. 107022/2025) – Gauteng Division, Pretoria High Court

The Employment Equity Amendment Act, No. 4 of 2022 (EE Amendment Act, 2022) and its accompanying two sets of Employment Equity Regulations, including the 5-year sector numerical EE targets for the eighteen economic sectors came into effect on 1 January 2025 and 15 April 2025 respectively.

After the commencement of the EE Amendment Act, 2022 and its EE Regulations, including the 5-year sector numerical EE targets, several legal challenges were instituted against the Minister of Employment and Labour (Minister); the Director-General of the Department of Employment and Labour (DG); and the Commission for Employment Equity (CEE). These cases primarily challenged the constitutional validity, lawfulness, consultation process, and the implementation of the amended EE legislative framework and the 5-year sectoral numerical EE targets.

NEASA and Sakeliga were amongst the first to file an urgent application with the Gauteng High Court in Pretoria and this case was heard on 15 August 2025. The applicants sought an interim relief (Part A) to interdict or suspend the implementation of the 5-year sectoral numerical EE targets published on 15 April 2025, as well as certain provisions of the EE General Administrative Regulations. In Part B, they sought substantive relief declaring section 15A of the EE Amendment Act, 2022 and related provisions unconstitutional, including the reviewing and setting aside of the 5-year sectoral numerical EE targets and EE Regulations.

On 28 August 2025, the High Court dismissed Part A of the application. The Court accepted urgency but held that an interdict was not appropriate where the Minister had already exercised statutory powers. The High Court declined to suspend what it regarded as a lawful exercise of statutory authority, emphasising the separation of powers. The Court further held that the consultation process preceding the publication of the sectoral numerical EE targets was lawful and that employers retain flexibility to justify deviations for non-compliance in terms of section 42(4) of the Employment Equity Act, 1998 (EEA). Each party was ordered to pay its own costs. Part B (the constitutional validity challenge) remains pending.

The Applicants (NEASA and Sakeliga) sought leave to appeal the dismissal of Part A of their application. The matter was heard on 16 October 2025. Relying on section 17 of the Superior Courts Act, the Court found that there were no compelling reasons why another Court would reach a different conclusion. It further held that it would be premature to grant leave to appeal before Part B is finalised. Leave to appeal was accordingly refused, with no order as to costs.

The Applicants approached the Supreme Court of Appeal on 13 November 2025. On 13 March 2026, the Supreme Court of Appeal ordered that the application for leave to appeal is dismissed with costs on the grounds that there is no reasonable prospect of success in an appeal and there is no other compelling reason why an appeal should be heard.

Following the order of the Supreme Court of Appeal, NEASA and Sakeliga approached the Constitutional Court on an urgent basis seeking leave to appeal. On 22 May 2026, the Constitutional Court ruled that the application must be dismissed with costs, finding that no case had been made out for urgency and that the appeal against the dismissal of the application for an interim interdict bore no reasonable prospects of success.

In its judgment, the Court expressly stated that it was not expressing any view on Part B of the initial application, which remains pending before the High Court. In Part B, the applicants seek substantive relief, including an order declaring section 15A of the Employment Equity Amendment Act, 2022, and related provisions unconstitutional, as well as reviewing and setting aside the 5-year sectoral numerical EE targets and the EE Regulations. The Department is opposing Part B of the application.

The dismissal of Part A of the application brought by NEASA and Sakeliga represents a significant development for the Minister, the CEE, and the Department, as it affirms their position regarding the lawfulness of the EE amendments and the 5-year sectoral numerical EE targets.

Accordingly, and in the absence of any court order suspending their operation, the Department continues to implement the EE Regulations and the 5-year sectoral numerical EE targets. Designated employers are therefore required to comply with the EE amendments by aligning the annual EE targets contained in their EE Plans with the applicable 5-year sectoral numerical EE targets.

3. *Solidarity v Minister of Employment and Labour & Others (Case No. J661/23) – Labour Court, Johannesburg*

In this matter, Solidarity trade union (Solidarity) lodged a complaint with the International Labour Organization regarding the implementation of affirmative action in the South African labour market, which led to a mediated settlement facilitated by the Commission for Conciliation, Mediation and Arbitration (CCMA). A Settlement Agreement was concluded on 28 June 2023 and thereafter, made an order of the Labour Court on 31 October 2023.

Following the publication of the EE Regulations and 5-year sectoral targets on 15 April 2025, Solidarity alleged that the final EE Regulations materially deviated from the Settlement Agreement and that the Minister was therefore, in contempt of court.

The matter was heard on 24 July 2025, and judgment was delivered on 3 September 2025. The Court held that, while the existence of the Court order was established, the question of breach involved complex interpretative issues that could not be determined without hearing the side of the Minister of Employment and Labour (Minister). The Court directed the Minister to appear in Court on 19 November 2025 and show cause why she should not be found in contempt.

On 19 November 2025, the Labour Court ordered the Minister to file an affidavit by 15 December 2025 explaining why she should not be held in contempt for failing to appear in court. Solidarity was also given an opportunity to respond by 23 January 2026.

The Court further granted leave for filing of additional affidavits in the main contempt application concerning the advice relied upon by the Minister in deciding not to publish the Settlement Agreement as part of the Regulations. Both parties were directed to file heads of argument by 30 January 2026. The matter remains pending.

4. *Solidarity v Minister of Employment and Labour & Others (Case No. 2025-117598) – Labour Court, Johannesburg*

This application was filed electronically on 18 July 2025. Solidarity seeks to review and set aside the sectoral numerical targets published under Government Notice 6124 and the General Administrative Employment Equity Regulations published under Government Notice 6125 on 15 April 2025. The relief sought includes declarations that the sectoral numerical targets and Regulations are unlawful, unconstitutional and invalid. A hearing date has not yet been allocated.

5. *Business Unity South Africa (BUSA) v Department of Employment and Labour & Others (Case No. 171203/2025) – Labour Court, Johannesburg*

This matter was launched in September 2025. Business Unity South Africa (BUSA) challenges the substantive and procedural lawfulness of the sector-specific numerical targets and related Regulations, including the methodology followed, the consultation process, and the alignment of the targets with sectoral realities. BUSA also challenges the constitutionality of section 53 of the Employment Equity Act, 1998. The matter has been filed and is pending allocation of a hearing date.

6. *Security Association of South Africa (SASA) v Minister of Employment and Labour (Case Number not indicated in papers filed)*

On 28 August 2025, the Security Association of South Africa (SASA) initiated proceedings in the Gauteng Division of the Pretoria High Court seeking judicial review of sectoral employment equity targets. The case specifically concerns the Administrative and support activities sector, and challenges the numerical targets published by the Minister of Employment and Labour under sections 15A(1) and (2) of the Employment Equity Amendment Act No. 4 of 2022.

SASA contends that the sectoral numerical targets set by the Minister are unlawful and require review and setting aside. In addition to substantive relief, the association has requested that the court order the Respondent to pay the Applicant's costs, including costs for both senior and junior counsel, on scales C and B respectively.

The High Court has not scheduled a set-down date for the matter. The case remains on file, and parties are awaiting formal scheduling by the court.

Reflection of the litigation landscape

The litigation landscape following the commencement of the EE Amendment Act, 2022 and the publication of the EE Regulations, 2025 reflects significant judicial scrutiny of the amended employment equity legislative framework. While interim relief aimed at suspending the sectoral numerical targets has thus far been unsuccessful, several constitutional and review challenges remain pending before the courts.

The outcomes of these matters will have important implications for the interpretation and implementation of the amended Employment Equity legislative framework, the scope of ministerial powers, and the continued advancement of transformation objectives within the labour market.



CCMA

COMMISSION FOR CONCILIATION, MEDIATION & ARBITRATION



4. UNFAIR DISCRIMINATION CASES HANDLED BY THE CCMA AND COURTS DURING 2025/2026 FINANCIAL YEAR

The Commission for Conciliation, Mediation and Arbitration (CCMA) has jurisdiction to conciliate disputes under sections 10¹ and 52² of the Employment Equity Act 55 of 1998, as amended (EEA). If the dispute remains unresolved after conciliation, any party may elect to refer it to the CCMA for arbitration if unfair discrimination is alleged on the grounds of sexual harassment.³ Employees earning less than the earnings threshold determined by the Minister of Employment and Labour under section 6(3) of the Basic Conditions of Employment Act may elect to refer any unresolved unfair discrimination dispute to either the CCMA (arbitration) or the Labour Court (adjudication).⁴ Additionally, any party to the dispute of unfair discrimination (other than sexual harassment) may refer it to the CCMA for arbitration if all parties consent.⁵

Statistical overview: 01 April 2025 to 31 January 2026⁶

Referrals by Act

During the reporting period from 1 April 2025 to 31 January 2026, the CCMA received a total of 2,577 referrals under the EEA. These EEA referrals represented 1.7% of the CCMA's total case referrals, which amounted to 156,225. This marks a slight increase from the 1.5% (2,373 referrals) recorded during the same period in 2024/25.

REFERRALS ACT				
Act	Jan 2026		Jan 2025	
	Count	%	Count	%
Labour Relations Act (LRA)	98972	63.7%	99825	63.3%
Basic Conditions of Employment Act (BCEA)	50921	32.8%	53107	33.7%
Employment Equity Act (EEA)	2577	1.7%	2373	1.5%
Employment Service Act (ESA)	2	0.0%	1	0.0%
Mines Health & Safety Act (MHSA)	7	0.0%	4	0.0%
National Minimum Wage (NMQA)	2783	1.8%	2395	1.5%
Skills Development Act (SDA)	29	0.0%	27	0.0%
Unemployment Insurance Act (UIA)	4	0.0%	5	0.0%

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

EEA referrals by Region and Province

Nationally, the CCMA received 2,578 EEA referrals from 01 April 2025 to 31 January 2026. These referrals are broken down by regional office in the following table.

- Disputes about the prohibition of unfair discrimination.
- Disputes about the interpretation and application of Part C (protection of employee rights) of the Employment Equity Act may be conciliated by the CCMA under section 52(2) of the EEA. If the dispute remains unresolved after conciliation, any party to the dispute may refer it to the Labour Court for adjudication, or by agreement between the parties, to the CCMA for arbitration under section 52(3) of the EEA.
- Section 10(6)(aA)(i) of the EEA.
- Section 10(6)(aA)(ii) of the EEA.
- Section 10(6)(b) of the EEA.
- Source: CCMA Case Management Information Report January 2026.

EEA REFERRALS BY REGION			
Region	Referrals	Region	Referrals
Eastern Cape (EC) East London (KuGompo City)	88	KN Port Shepstone	10
EC Gqeberha	165	KN Richards Bay	8
Free State (FS) Bloemfontein	60	Limpopo (LP)	81
FS Welkom	48	Mpumalanga (MP) Emalahleni	67
Gauteng (GA) Ekurhuleni	176	MP Mbombela	17
GA Johannesburg	383	Northern Cape (NC)	92
GA Tshwane	267	North-West (NW) Klerksdorp	40
GA Vaal	50	NW Rustenburg	58
Head Office (HO)	5	NW Vryburg	5
KwaZulu-Natal (KN) Durban	208	Western Cape (WE) Cape Town	651
KN Newcastle	17	WE George	46
KN Pietermaritzburg	36		
National Total	2578		

Regionally, the highest number of EEA referrals originated from the Western Cape – Cape Town (651), followed by Gauteng – Johannesburg (383), and Gauteng – Tshwane (267). *EEA referrals by Sector*

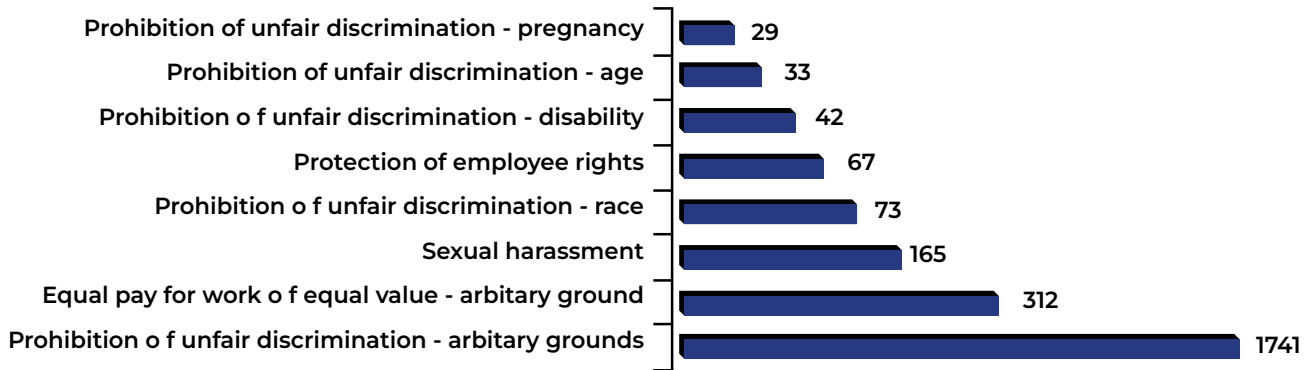
For the period 01 April 2025 to 31 January 2026, the highest number of EEA referrals per sector was from the retail sector (256), followed by the business/professional services sector (185) and the municipalities/local government sector (141). Cumulatively, approximately 392 of the 2577 EEA referrals were from the broader national, regional, and provincial public sectors. Parastatals were responsible for approximately 48 of the EEA referrals, including 10 from Transnet.

EEA REFERRALS BY SECTOR	
Sector	Number of EEA Referrals
Retail	256
Business / Professional Services	185
Municipality / Local Government	141
Educators – Private	133
Banking / Finance	125
Health – Private	107
Mining	106
Safety / Security – Private	103
Restaurant / Catering	91
Building / Construction	86

EEA referrals by issue

The “EEA Referrals by Issue” graph shows that EEA referrals to the CCMA are dominated by claims based on *arbitrary grounds*, far exceeding referrals linked to listed grounds such as race, pregnancy, disability, or sexual harassment.

EEA REFERARALS BY ISSUE



Applicants relying on arbitrary grounds are required to prove, on a balance of probabilities, that the conduct complained of is irrational, constitutes discrimination, and is unfair.

EEA disputes settled during the period 01 April 2025 to 31 January 2026

35% (677) of EEA cases that were heard and closed (1944) were settled by the CCMA. The average settlement rate for EEA cases across the KwaZulu-Natal regional offices was 47%, Gauteng was 36%, and the Western Cape was 34%.

Awards rendered during the period 01 April 2025 to 31 January 2026

Forty-two arbitration awards were rendered where both parties were present. Thirty-six awards were issued in favour of the employer party and six awards in favour of the employee party.

Fifteen default arbitration awards were rendered (employer absent from the arbitration). Ten default awards in favour of the employee party and five default awards in favour of the employer party.

JUDGMENTS OF THE CONSTITUTIONAL COURT, THE LABOUR AND LABOUR APPEAL COURTS, AND CCMA ARBITRATION AWARDS

Alleged unfair discrimination based on 'gender'

Van Wyk & Others v Minister of Employment and Labour; Commission for Gender Equality & Another v Minister of Employment and Labour & Others (2025) 46 ILJ 2811 (CC)

Date of judgment: 03 October 2025

Tshiqi J (Madlanga ADCJ, Kollapen J, Majiedt J, Mhlantla J, Rogers J, Seegobin AJ, Theron J, and Tolmay AJ concurring)

These consolidated applications concern the constitutionality of sections 25, 25A, 25B, and 25C of the Basic Conditions of Employment Act 75 of 1997 (BCEA), as well as the corresponding provisions of the Unemployment Insurance Act 63 of 2001 (UIF Act), which regulate maternity, parental, adoption, and commissioning parental leave. The first application arose from Mr. Werner van Wyk's unsuccessful request for extended paternity leave following the birth of his child. He was limited to 10 days of parental leave, despite an agreement with his spouse that he would assume primary caregiving responsibilities. The applicants argued that these provisions unfairly discriminate between different categories of parents and children, violating the rights to equality and human dignity.

In *Van Wyk and Others v Minister of Employment and Labour & Others* (case number 2022-017842 (a judgment handed down on 25 October 2023), the High Court of South Africa, Gauteng Division, Johannesburg, declared certain portions of the BCEA and the corresponding portions of the Unemployment Insurance Fund Act no 63 of 2001 (UIF-Act) dealing with financial benefits payable during certain periods of leave, unconstitutional. It was declared that the provisions of sections 25, 25A, 25B and 25C of the BCEA, and the corresponding provisions of the UIF- Act, in particular sections 24, 26A, 27, 29A, are invalid by reason of inconsistency with sections 9 and 10 of the Constitution (which sections of the Constitution deal with equality and human dignity), to the extent that the provisions:

(a) *Unfairly discriminate between mothers and fathers;*

(b) *Unfairly discriminate between one set of parents and another on the basis of whether their children-*

i. Were born of the mother.

ii. Were conceived by surrogacy.

iii. Were adopted.

Thus, the High Court held that sections 25, 25A, 25B, and 25C of the BCEA, which regulate prescribed minimum periods of leave (and the corresponding provisions of the UIF-Act), differentiate based on gender, as well as categories of parenthood and that such differentiation amounts to unfair discrimination. Therefore, the impugned provisions in question were declared invalid in that these provisions offend sections 9 and 10 of the Constitution by unfairly discriminating between mothers and fathers and by unfairly discriminating between different classes of parents.

The matter was then submitted to the Constitutional Court for confirmation of the High Court's order of constitutional invalidity and for leave to appeal against part of that order. Sonke Gender Justice and the Commission for Gender Equality joined the proceedings to support a broader constitutional relief. The second application, brought by the Commission and Sonke, challenges similar provisions on overlapping grounds. The Minister of Employment and Labour chose not to oppose the applications and conceded that the contested provisions are discriminatory and inconsistent with the Constitution. Written submissions were filed to assist the Court.

The Constitutional Court confirmed that the differentiation between birth mothers and other parents, particularly regarding the duration of leave, constitutes unfair discrimination based on gender and family status. This scheme reinforces the assumption that mothers are primary caregivers, marginalising fathers and other parents, and depriving families of the autonomy to structure caregiving responsibilities according to their circumstances.

The shorter leave granted to adoptive and commissioning parents was held to unjustifiably diminish their role in early caregiving and treat them as a lesser class of parents. This differentiation undermines both equality and human dignity and cannot be justified by health considerations applicable to birth mothers.

The Constitutional Court further held that limiting adoption leave to parents of children under the age of two constitutes unfair discrimination based on age. The court found that the Minister failed to justify why the two-year threshold was reasonable or rationally connected to a legitimate governmental purpose. It was held that excluding parents adopting older children denies both parents and children the opportunity for integration and bonding and may discourage the adoption of older children.

The declarations of constitutional invalidity were confirmed but suspended for 36 months to allow Parliament to rectify the defects. Pending legislative reform, the Constitutional Court ordered an interim reading-in to the BCEA to create a single, non-discriminatory parental leave regime. This new framework provides an aggregate period of four months and ten days of parental leave to be shared between parents, with protections for birth mothers and safeguards against abuse. Given the complexity and potential financial implications, interim relief regarding UIF benefits was deferred, with provision made for further relief if Parliament fails to act within the suspension period.

The order of the Constitutional Court is summarised under the following five sub-categories

A: Both parents are employed, and one is the birthing parent

The parents may decide to share parental leave of 4 months and 10 days, based on the following:

- Birthing parents may take 4 weeks before giving birth, but must take 6 weeks of parental leave after birth.
- The 4 weeks before (if taken) and 6 weeks after birth are then deducted from the total of 4 months and 10 days.
- The remaining parental leave days may then be divided between the parents.

Where the parents cannot agree on how to divide the remainder of the leave, it should be as close as possible to half of the period.

[Interim arrangements for claiming UIF: The provisions of sections 24 & 25 (maternity benefits), read with section 25A (parental benefits) of the Unemployment Insurance Act, remain in place until that Act is amended by Parliament. The UIF contributing parties may submit their applications for benefits to the Department of Employment and Labour.]

B. Single parent, or two parents, but one parent is not working (irrespective of whether the parent is the birthing mother, a parent through adoption or a commissioning parent)

- Requirements for the birthing mother (pre- and post-birth) are the same as in category A.
- Total period available: four months (no additional ten days)
- Single parent employed: may take the full four consecutive months of parental leave.
- If one parent is employed while the other is not, the employed parent is entitled to four consecutive (one after the other) months of parental leave.

[Interim arrangements for claiming UIF: As for category B.]

C. Two commissioning parents, both working (child born through surrogacy)

- The parents may decide to share the four-month and ten-day parental leave provision.
- The leave commences from the date of the birth of the child.
- The parental leave may be utilised by the parties as they agree. This can include:
 - taking leave concurrently (at the same time) or consecutively (one after the other), or
 - a combination of both concurrent and consecutive leave.

[Interim arrangements for claiming UIF: This is still limited to a maximum of 10 consecutive weeks, plus 10 days to be shared between the UIF-contributing commissioning parents. An employee who contributes to the Unemployment Insurance Fund may apply for Commissioning parental benefits to the Department of Employment and Labour in terms of section 29B of the UIA.]

D. Parental leave following the adoption of a child under two years old

- The parents are entitled to four months and ten days' parental leave, collectively, if the order is made in respect of two adoptive parents.
- Parental leave may commence from the date the adoption order is granted or the date the child is placed in their care by a competent court.
- If it is a single parent, four consecutive months of parental leave apply.
- The parental leave may be utilised by the parties (if two) as they agree. This can include:
 - taking leave concurrently (at the same time) or consecutively (one after the other), or
 - a combination of both concurrent and consecutive leave.

However, the party concerned must take all parental leave in a single uninterrupted sequence of consecutive days.

[Interim arrangements for claiming UIF: This is still limited to a maximum of 10 consecutive weeks, plus 10 days to be shared between the UIF-contributing adoptive parents. An employee who contributes to the Unemployment Insurance Fund may apply for adoption benefits to the Department of Employment and Labour under sections 28 and 29 of the Unemployment Insurance Act.]

E. Parental leave following a miscarriage or the bearing of a stillborn child

An employee who has a miscarriage during the third trimester of pregnancy or bears a stillborn child is entitled to parental leave for **six weeks** after the miscarriage or stillbirth, irrespective of whether the employee had commenced parental leave at the time of the miscarriage or stillbirth.

Alleged unfair discrimination based on ‘harassment’

*Mthumkule v Standard Bank of South Africa*⁷ (unreported) (2025-250203) [2026] ZALCJHB 5

Date of judgment: 09 January 2026

Tlhotlhamajje, J

The Applicant was employed by the Respondent since January 2021, holding the position of Business Service Lead – IT Service Management (ITSM) within the Infrastructure and Operations Division. Her responsibilities include IT Service Management, Change Management, Incident Management, and participation in Major Incident Resolution Teams.

The Applicant alleged that, since 2023, she had been subjected to hostile treatment, victimisation, and harassment by the Respondent. Following the failure of internal grievance processes, she referred a dispute to the CCMA in June 2025. Conciliation was unsuccessful, and a certificate of outcome was issued in October 2025.

Subsequently, the Applicant instituted proceedings in the Labour Court under case number 202518494, alleging harassment, discrimination, and a breach of section 60 of the Employment Equity Act (EEA). Among the relief sought was a declaratory order that the Respondent’s conduct constituted harassment and unfair discrimination, together with an order directing the Respondent to desist from such conduct. The Respondent raised an exception, contending that the statement of claim lacks the necessary averments to sustain a cause of action under section 6 of the EEA.

On 15 August 2025, the Applicant was issued with a written warning for alleged insubordination and failure to follow prescribed processes. An internal appeal was unsuccessful. A final written warning for insubordination and disrespectful conduct followed on 5 November 2025. The Applicant did not challenge the fairness of the final written warning at the time.

On 28 November 2025 (Black Friday), the Respondent experienced a significant IT outage affecting its operations. The Respondent contended that the Applicant failed to participate in the crisis response process despite repeated attempts by her superior to contact her telephonically. In response to e-mails sent on 29 November and 2 December 2025, the Applicant indicated that the matter was *sub judice* and that further communication should be directed through her attorneys.

The Respondent alleged that the Applicant’s conduct during the outage placed its operations at risk. A virtual meeting was convened on 9 December 2025 to address a contemplated precautionary suspension. The Applicant is alleged to have declined to engage meaningfully in the discussion, citing procedural irregularities and insufficient disclosure of the allegations. The Respondent thereafter placed her on precautionary suspension with pay and disabled her access to its systems and tools of trade.

Meetings scheduled for 12, 17, and 22 December 2025 to discuss the logistics of a disciplinary hearing did not proceed. A further meeting was scheduled for 7 January 2026. In light of the timing of this hearing and the fact that judgment was reserved, it was agreed that the scheduled meeting would not proceed pending delivery of this judgment.

The central issue before the court was whether the application warranted urgent consideration. The court found that urgency had not been established. The Applicant delayed approaching the court for ten days after her suspension and provided no explanation for this delay, rendering the urgency self-created. The court further criticised the unreasonable and truncated timelines imposed on the Respondent during the court recess period.

On the merits of urgency, the Court held that an employer is not required to afford an employee a pre-suspension hearing in cases of precautionary suspension. The Applicant suffered no cognisable prejudice, as the suspension was with full pay and for investigative purposes. Procedural complaints could be addressed in the disciplinary process itself, and substantial redress remained available through statutory mechanisms.

The court also noted that the Applicant’s allegations of harassment and discrimination were already before the Court in pending proceedings, rendering the urgent application premature and inappropriate. Costs were awarded against the Applicant.

7. SAFLII <Mthumkhulu v Standard Bank of South Africa Limited (2025-250203) [2026] ZALCJHB 5 (9 January 2026)> (accessed 05-03-2026).

Alleged unfair discrimination based on ‘any arbitrary ground’ (Equal Pay)

***AMCU obo Members v Aberdare Cables (Pty) Ltd and Others (PA09/2024) [2025] ZALAC 2; [2025] 7 BLLR 698 (LAC)*⁸**

Date of judgment: 14 April 2025

Van Niekerk JA, Nkutha-Nkontwana JA, and Mooki AJA

In this matter, the employer, Aberdare Cables (Pty) Ltd, and NUMSA, which was previously the majority union, signed a collective agreement that allowed for wage differentiation. The collective agreement was established as an alternative to retrenchment and caused a wage differentiation between employees engaged before and after 1 January 2014, prescribing a lower wage rate for the latter. It was not disputed that, at the time, the employer had paid its employees at levels higher than the prescribed minimums stipulated in the Metal & Engineering Industry Bargaining Council’s (MEIBC) collective agreement. Under the agreement, new hourly-paid employees would be compensated at the MEIBC minimum rate. Additionally, the agreement allowed for natural attrition to ensure that, over time, all employees would be paid the same rate.

AMCU contended that the employer unfairly discriminated against 35 of its members by paying them less than comparators who perform the same or similar work. AMCU claimed that this wage differentiation constituted unfair discrimination on an arbitrary ground.

At the CCMA, it was contended that the employer was in contravention of section 6 of the EEA because there was a difference in terms and conditions of employment between the members and the comparators (employees earning higher salaries). AMCU did not identify a listed ground to which the arbitrary ground could be linked. The Commissioner found that AMCU had failed to establish that the difference in terms and conditions of employment between the members and the comparators constituted discrimination.

AMCU subsequently took the award on appeal to the Labour Court, which appeal was dismissed by the court. However, leave to appeal to the LAC was granted.

The Labour Appeal Court reaffirmed that the Employment Equity Act does not, per se, prohibit differentiation in terms and conditions of employment. An applicant in an equal pay claim must establish that the work performed is the same or of equal value and that the differentiation is based on a listed or analogous ground under section 6(1) of the EEA.

The court found that AMCU failed to identify a cognisable ground of discrimination or to demonstrate that the differentiation was irrational, discriminatory, or unfair. Evidence showed that the wage differentiation was rationally connected to legitimate operational objectives, including avoiding retrenchments. The court further held that a particular date of employment does not constitute an arbitrary ground for the purposes of unfair discrimination. Accordingly, the claim was dismissed.

Alleged unfair discrimination based on ‘any arbitrary ground’ (Equal Pay)

***Ntombela and Others v South African Revenue Services (unpublished) (2025/149205) [2026] ZALCD 2 (26 January 2026)*⁹**

Date of judgment: 26 January 2026

Seery, J

The Applicants referred a claim of equal pay for work of equal value to the CCMA for conciliation. No agreement was reached at conciliation, and the matter was then referred to the Labour Court for adjudication.

At the Labour Court, the Applicants claimed that they were being paid less than other fellow employees whilst engaged in the same or substantially the same work of equal value. They further claimed that this differential treatment constitutes unfair discrimination on an arbitrary ground, which negatively impacts their dignity.

The Respondent, South African Revenue Services (SARS), in its defence, raised an exception, namely that the Applicants had not disclosed a cause of action, as they had not identified any listed or unlisted ground of discrimination that forms the basis of the alleged discrimination.

8. SAFLLI <AMCU obo Members v Aberdare Cables (Pty) Ltd and Others (PA09/2024) [2025] ZALAC 26; [2025] 7 BLLR 698 (LAC) (14 April 2025)> (accessed 03-03-2026).

9. SAFLII <Ntombela and Others v SARS (2025/149205) [2026] ZALCD 2 (26 January 2026)> (accessed 05-03-2026).

The Labour Court upheld the exception, noting that the failure to identify the arbitrary ground means that the Respondent cannot properly defend the action. The court referred to the LAC judgment of *Naidoo and Others v Parliament of the Republic of South Africa*¹⁰ where the LAC held that to establish discrimination an arbitrary ground must be identified. Such a ground must be based on attributes and characteristics that have the potential to impair their dignity or affect them in a comparably serious manner, and must link to one or more of the listed grounds under section 6(1) of the EEA.

Alleged unfair discrimination based on 'any arbitrary ground'

FFSBF3258-25 *Mothusi Lucky Marogoa v Reopen Pharmacy*

Date of award: 06 December 2025

Commissioner: D P Selelane

The Applicant alleged that he was subjected to unfair discrimination on an arbitrary ground after discovering that a comparator was remunerated at a higher hourly rate. The Applicant had been employed as a motorbike driver since approximately 2020, working five days a week for eight hours per day at an hourly rate of R33.06.

His comparator, a 'reliever driver', earned R50.00 per hour. The Applicant contended that the disparity was unfair, particularly as the comparator was appointed in 2022 as a reliever. The comparator worked weekends and was willing to work overtime, and held a valid driver's licence, whereas the Applicant had only a learner's licence and declined to work overtime. The Applicant could not identify any of the listed or analogous grounds for unfair discrimination on which to base his claim.

The Respondent denied any discriminatory conduct, explaining that the business was an essential service requiring urgent weekend deliveries of medication. The higher rate paid to the comparator was provisionally agreed to secure a fixed-term employee who could meet these operational requirements.

The arbitrator found that the Applicant failed to establish a causal link between the wage disparity and any listed or analogous ground of discrimination. Consequently, the claim of unfair discrimination was not sustained.

Alleged unfair discrimination based on 'any arbitrary ground'

FSBF1045-25: *HOSPERSA obo Mokoena B and 26 Others v Laminin Coatings*

Commissioner N.C Mokuena

Date of award: 16 August 2025

The Applicants claimed that they faced unfair discrimination from their employer because they did not receive a performance bonus in December 2024. They argued that the non-payment of the bonus was linked to their trade union membership, relying on the 'arbitrary ground' option.

Their claim was based on assumptions that the non-payment of bonuses was due to their union affiliation. However, in their submissions, the Applicants failed to provide a link between union affiliation and a listed ground under section 6(1) of the EEA, and to demonstrate how their fundamental dignity as human beings was impaired. The arbitrator referred to the Labour Appeal Court case in *SAFCOR Freight (Pty) Ltd t/a SAFCOR Panalpina v South African Freight and Dock Workers Union*¹¹ (*SAFCOR Freight*), where it was determined that union membership is not a specified ground for discrimination. The LAC in *SAFCOR Freight* held further that union membership is unlikely to be regarded as an analogous ground, as such discrimination does not meet the necessary threshold of harm to human dignity. Additionally, adequate legislative protection is available under section 5 of the Labour Relations Act 66 of 1995 (LRA).

The arbitrator thus concluded that the Applicants had failed to prove, on a balance of probabilities, that the conduct complained of was irrational, constituted discrimination, and was unfair.

¹⁰ (2020) 41 ILJ 1931 (LAC).

¹¹ (2013) 34 ILJ 335 (LAC) SAFLII <Safcor Freight (Pty) Ltd t/a Safcor Panalpina v South African Freight and Dock Workers Union (DA17/10) [2012] ZALAC 29; [2012] 12 BLLR 1267 (LAC); (2013) 34 ILJ 335 (LAC) (17 September 2012)> (accessed 02-03-2026).

Alleged unfair discrimination based on ‘pregnancy’

M v Indurac Coatings (Pty) Ltd (2025) JDR 3803 (LC)

Date of judgment: 7 May 2025

Allen-Yaman J

The Applicant, Ms M, was employed by the Respondent, Indurac Coatings (Pty) Ltd, as a chemist in the research and development of paint products for the Respondent’s business. She largely performed her functions in the laboratory. In March 2023, the Applicant notified the Respondent of her pregnancy (she was 12 weeks pregnant at the time). The Applicant notified the Human Resources officer that she was concerned about ongoing exposure to chemicals in the laboratory and requested to be moved out of that environment. She was placed in an office without the necessary equipment to continue some of her functions. In April 2023, the Respondent provided the Applicant with a letter and a respirator, which she was required to give to her Gynaecologist. The letter requested that the Gynaecologist advise the Respondent on whether it would be safe for the Applicant to continue working in the laboratory if she were to use that respirator. The Gynaecologist advised that this request fell outside his scope of expertise and recommended that the Respondent approach an Occupational Health and Safety specialist to assess the laboratory’s safety. Instead, the Respondent provided the Applicant with the same letter and respirator and asked her to give them to her General Practitioner. She duly did so. The General Practitioner repeated the advice given by the Gynaecologist.

The Respondent then approached a Professor who was thought to be able to render such advice. The Professor did not give a definitive answer, stating that it would be difficult for him to authorise the use of the respirator, which would allow the Applicant to work safely in the laboratory. The Respondent then enlisted the services of an Employers’ Organisation. A subsequent meeting was held with the Applicant, during which she was informed that the Respondent intended to place her on unpaid extended maternity leave. The Applicant submitted that the Respondent had not complied with section 26(2) of the Basic Conditions of Employment Act, which placed an onus on the Respondent to consider alternative placements for a pregnant employee to avoid exposure to a harmful working environment. The Respondent confirmed that it had considered all other alternative placements and rejected the Applicant’s suggestion that she be allowed to undertake research work on the basis that there were no active research projects available at the time. The Respondent further notified the Applicant that the Labour Court in *Mayesta v New Kleinfontein Gold Mine (Pty) Ltd*¹² confirmed that employers must comply with section 26(2) of the BCEA only if it is practical for them to do so. Respondent then placed Applicant on extended unpaid maternity leave.

The Applicant referred a dispute of unfair discrimination (pregnancy) to the CCMA for conciliation, and then to the Labour Court for adjudication. The Applicant was left financially distressed, resulting in the loss of her accommodation and her car. The Labour Court applied the test referred to by the Constitutional Court in *Mbabana v Shepstone & Wylie*¹³, wherein it was stated that it must first be determined if the respondent’s policy differentiates between individuals. If so, it must be assessed whether this differentiation constitutes discrimination. The third step is to evaluate whether the discrimination is unfair.

The Labour Court held that the Respondent did not seek expert advice on the implications of exposure to the chemicals in the laboratory, or on whether this impact could have been mitigated through protective equipment. Furthermore, the Respondent failed to establish that the removal of the Applicant from the laboratory was necessary, and thereby that its decision to place Applicant on extended unpaid maternity leave was ‘rational and not unfair’ or otherwise ‘justifiable’. The court noted that while the Respondent did not demonstrate a deliberate intention to discriminate against the Applicant, it failed to establish a factual basis upon which the court could conclude that its decision to place the applicant on extended, unpaid maternity leave was ‘rational and not unfair, or otherwise justifiable.’

The Labour Court ordered the Respondent to pay compensation to the Applicant.

¹² (2017) 28 SALLR 73 (LC).

¹³ (2015) 36 ILJ 1805 (CC).

Alleged unfair discrimination based on ‘sexual harassment’

***Nedbank v Olwage & others unreported (JR1525/25)*¹⁴**

Date of judgment: 12 September 2025

Navsa JA

Mr Olwage was summarily dismissed following a disciplinary hearing at which he was found guilty of two allegations of misconduct, including sexual harassment. The dismissal was subsequently found to be substantively unfair by the CCMA, and Nedbank was ordered to reinstate him with retrospective effect and to pay back pay.

In the arbitration award, the Commissioner accepted the version presented by Mr Olwage’s witnesses, finding that he routinely paid compliments to both male and female colleagues, that Ms W¹⁵ appeared to have appreciated such comments on certain occasions, and that the alleged conduct did not amount to sexual overtures. The Commissioner questioned Ms W’s credibility, suggesting that she may have exaggerated the allegations, and attached significance to the fact that she did not immediately report the alleged harassment. The Commissioner also considered evidence that Ms W had confided in someone about Mr Olwage’s behaviour, stating that she would handle the situation with him herself. Based on this, the Commissioner concluded that Ms W could not reasonably claim to have a fear of retaliation.

On review, the Labour Court was critical of the Commissioner’s handling of the matter, particularly the evaluation of the evidence. The court held that the Commissioner committed serious irregularities by failing to properly consider and apply the Code of Good Practice on the Prevention and Elimination of Harassment in the Workplace (the Code), thereby misapplying the applicable legal test.

In accordance with the Code, Commissioners must adopt a two-stage inquiry: first, determining whether the conduct complained of has been established on the evidence; and second, assessing whether that conduct constitutes sexual harassment. The court noted that proper application of the Code would have required a finding that the conduct was unwelcome, even in the absence of an explicit verbal objection.

In evaluating the evidence, the court held that the Commissioner failed to give due weight to common cause and evidence presented, including that Mr Olwage had on an occasion asked Ms W to sit on his lap, and had made comments to Ms W about her appearance, such as “you are so beautiful” and ‘I don’t want to tell you, you look stunning, just now I am going to get in trouble with you’ and that these comments made her feel uncomfortable. The court emphasised that sexual harassment must be assessed objectively, with due regard to power relations in the workplace and the victim’s perspective, and that common cause evidence demonstrating unwelcome conduct had not been properly considered. The award was set aside and replaced with a finding that the dismissal was substantively fair.

Alleged unfair discrimination based on ‘sexual harassment’

GAJB5123-25 TLG v RR Meat Wholesalers

Date of award: 03 June 2025

Commissioner S Mathebula

The Applicant, “TLG”¹⁶, commenced employment with the Respondent on 23 September 2024 as an Administrator and referred a sexual harassment dispute to the CCMA on 3 March 2025. At the time of arbitration, her fixed-term contract had expired. She alleged that the misconduct occurred from approximately November 2024 onwards.

The Applicant testified that the Chief Executive Officer (CEO), Mr Martins, made repeated sexually suggestive remarks and engaged in unwelcome physical conduct, including pulling her body towards his, and attempted a kiss in December 2024. She stated that the conduct caused significant distress and created a hostile working environment. The Applicant indicated that she reached a point where she would even start shaking when Mr Martins came to her office. The Applicant explained that she delayed reporting the matter due to fear of losing her employment, given that Mr Martins was the company’s CEO and thus in a powerful position within the organisation.

Mr Martins denied the allegations, contending that any comments related solely to workplace attire and that no inappropriate conduct occurred. He maintained that such conduct would have been witnessed had it taken place. The Administration

¹⁴ SAFLII <Nedbank Limited v Olwage and Others (JR 1525/22) [2025] ZALCJHB 422 (12 September 2025)> (accessed 02-03-2026).

¹⁵ The details of this employee have been redacted for privacy reasons.

¹⁶ The details of this employee have been redacted for privacy reasons.

Manager, Ms Nel, testified that she had not observed any misconduct and attributed complaints to concerns about the Applicant's dress code. While she acknowledged that the Applicant had expressed discomfort with the CEO's behaviour, Ms Nel held that it did not necessarily amount to sexual harassment.

The arbitrator applied the Code of Good Practice on the Prevention and Elimination of Harassment in the Workplace of 2022 (the Code) and found that the Applicant had been subjected to sexual harassment by Mr Martins. Despite reporting the behaviour, she was not offered the necessary protection from her employer, creating a hostile and humiliating environment for her. The arbitrator found the Respondent vicariously liable for sexual harassment under section 60¹⁷ of the EEA and awarded compensation to the Applicant.

Alleged unfair discrimination based on 'birth'

WECT19210-24: Roadwell Mpongo v TTEC Solutions South Africa (Pty) Ltd

Date of award: 21 December 2025

Commissioner M Chennells

The dispute concerned an allegation of unfair discrimination under section 6 of the Employment Equity Act 55 of 1998 (EEA) by an applicant for employment, Mr Mpongo, against the Respondent TTEC Solutions South Africa (Pty) Ltd. The Respondent opened a recruitment and selection process for the role of Customer Service Representative ("CSR") for Nights. The Applicant applied for the role, passed the assessment and first interview stages, but was disqualified before the second interview.

The Applicant alleges that the denial of his application, or his disqualification therefrom, was based on his not being a 'South African national' or citizen, despite being a permanent resident of South Africa.

In its defence, the Respondent contended that no offer of employment was made. Furthermore, it was contended that the Applicant failed to present the required documentation at the relevant time, that any exclusion was based on immigration status, not discrimination, and that it was lawful under immigration and employment legislation.

The arbitrator accepted that the Applicant did not present a South African ID document on the day of the interview. However, the Applicant clearly informed the employer shortly thereafter (via emails to recruitment staff) that he was a permanent resident and eligible to work. The Respondent failed to follow up, verify his status, or reconsider the decision, despite being alerted to the issue. The arbitrator found that the Respondent's witnesses provided conflicting and confusing evidence regarding whether permanent residents were eligible for the role. Furthermore, the evidence suggested that the Respondent may have applied, or believed it applied, a citizenship-only hiring practice.

The Respondent failed to discharge the onus of proof under section 11 of the EEA. The discrimination was not shown to be rational, fair, or justifiable, nor an inherent requirement of the job. The Applicant was thus found to have been unfairly discriminated against on the listed grounds of birth, nationality and/or citizenship, and was awarded compensation.

SUGGESTED AREAS FOR CONSIDERATION

It is suggested that consideration be given to the development of a Code of Good Practice on Unfair Discrimination, other than forms of harassment and equal pay matters for which Codes already exist, to provide guidance on substantive and procedural matters pertaining to such disputes. There is a particular need to provide guidance on the application of the statutory provisions and case law to disputes in which applicants rely on arbitrary grounds.

In addition, it is suggested that the inclusion of 'volunteers' in the Code of Good Practice on the Prevention and Elimination of Harassment in the Workplace be aligned with the EEA, which makes no direct provision for volunteers.

¹⁷ "Liability of employers

60. (1) If it is alleged that an employee, while at work, contravened a provision of this Act, or engaged in any conduct that, if engaged in by that employee's employer, would constitute a contravention of a provision of this Act, the alleged conduct must 20 immediately be brought to the attention of the employer.

(2) The employer must consult all relevant parties and must take the necessary steps to eliminate the alleged conduct and comply with the provisions of this Act.

(3) If the employer fails to take the necessary steps referred to in subsection 2, and it is proved that the employee has contravened the relevant provision, the employer must 25 be deemed also to have contravened that provision.

(4) Despite subsection (3), an employer is not liable for the conduct of an employee if that employer is able to prove that it did all that was reasonably practicable to ensure that the employee would not act in contravention of this Act."



5. DIRECTOR-GENERAL (DG) NOTIFICATIONS FOR FAILURE TO SUBMIT EE REPORTS

5.1 BACKGROUND

Designated employers (those with 50 or more employees, organs of state even those with less than 50 employees, and other non-designated employers designated through collective agreements) were required to submit their Employment Equity (EE) Reports (EEA2 and EEA4 forms) for the 2025 EE reporting period. The EE submission period opened on 1 September 2025, with manual submissions closing on 1 October 2025 and online submissions closing on 15 January 2026 at midnight.

Following the enactment of the Employment Equity Amendment Act, No. 4 of 2022 (EE Amendment Act, 2022) effective 1 January 2025, employers with fewer than 50 employees are no longer designated based on turnover thresholds. However, employers with less than 50 employees remain designated if they are organs of state or designated through a collective agreement.

As a result, small employers (1–49 employees) who are not designated through the above criteria are no longer required to submit EE Reports (EEA2 and EEA4 forms) and will automatically assume a non-designated status. Additionally, the repeal of section 14 and schedule 4 of the Act removes the option for voluntary compliance and Annual turnover.

5.2 DG NOTIFICATION PROCESS

In terms of section 21(4A) of the Employment Equity Amendment Act, 2013, designated employers who are unable to submit EE Reports must formally notify the Director-General in writing, using the prescribed EEA14 form and providing reasons for failure to submit.

5.2.1 DG Notifications By Employer Size For 2025 EE Reporting Period

In 2025 EE Reporting period, 75 DG Notification applications were received, of which all applications were granted.

5.2.2 DG notifications granted by key reason for 2025

TABLE A: BREAKDOWN OF THE 2025 DG NOTIFICATIONS GRANTED BY REASON

KEY REASON	NO.	%
Section 189 of LRA	3	4%
Section 197 of LRA/ Transfer of Business	11	14.6%
Mergers/ Acquisitions	37	49.3%
Liquidations/ Judicial Winding	5	6.7%
Insolvency	0	0%
Business sold/ closed down	17	22.7%
Undergoing Business Rescue	0	0%
Other	2	2.7%
TOTAL	75	100%

Table A indicates that mergers and acquisitions at 49.3%, were the most common reason for DG Notifications applications being granted, which was followed by business sales or closures at 22.7%, and transfer of business at 14.6%. No applications were submitted under insolvency and business rescue.

The shift in legislative requirements that significantly affects small employers, who no longer need to deregister, as they automatically transition to non-designated status where applicable. The automatic transition to non-designated status enables the small employers to request the EE Certificate of Compliance issued in terms of section 53 of the EEA without having to register again on the EE System.

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

This section of the report covers the national and regional/ provincial demographics of the EAP, which is contained in the Quarterly Labour Force Survey (QLFS, Quarter 3, 2025), conducted and published by Stats SA. The EAP includes persons between the ages of 15 to 64 years, who are either employed or unemployed, but seeking employment.

The EAP is used as a benchmark to assist employers in the analysis of their workforce to determine the degree of under or over-representation of the designated groups and non-designated groups in the workforce. It also guides employers in the setting of numerical goals and targets for the achievement of an equitable and representative workforce. **(Please note that when reading this report, the percentages are rounded and any reference to an increase or decrease in percentage refers to the percentage point difference).**

6.1 NATIONAL ECONOMICALLY ACTIVE POPULATION (EAP) BY RACE AND GENDER

Table 1: National EAP by Population and Gender Group* (*Source: Statistics South Africa. QLFS. Quarter 3, 2025)						
MALE			FEMALE			Total
AM	African Male	44.0%	AF	African Female	37.3%	81.3%
CM	Coloured Male	4.6%	CF	Coloured Female	4.0%	8.6%
IM	Indian Male	1.5%	IF	Indian Female	0.9%	2.4%
WM	White Male	4.2%	WF	White Female	3.5%	7.7%
TOTAL		54.3%			45.7%	100.0%

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

6.2 PROVINCIAL ECONOMICALLY ACTIVE POPULATION (EAP) BY RACE AND GENDER

Table 2: Provincial EAP by Population and Gender Groups* (*Source: Statistics South Africa. (QLFS. Quarter 3 2025)						
PROVINCE	GENDER	African	Coloured	Indian	White	TOTAL
Eastern Cape	Male	43.7%	4.5%	0.2%	3.4%	51.8%
	Female	40.3%	4.6%	0.1%	3.2%	48.2%
	TOTAL	84.0%	9.1%	0.3%	6.6%	100.0%
Free State	Male	48.2%	0.9%	0.5%	4.6%	54.2%
	Female	42.7%	0.3%	0.2%	2.6%	45.8%
	TOTAL	90.9%	1.2%	0.7%	7.2%	100.0%
Gauteng	Male	46.1%	1.3%	2.0%	5.4%	54.8%
	Female	37.9%	1.4%	1.0%	4.9%	45.2%
	TOTAL	84.0%	2.7%	3.0%	10.3%	100.0%
KwaZulu-Natal	Male	47.3%	0.5%	4.0%	1.3%	53.1%
	Female	43.1%	0.5%	2.6%	0.7%	46.9%
	TOTAL	90.4%	1.0%	6.6%	2.0%	100.0%
Limpopo	Male	52.6%	0.0%	0.3%	1.6%	54.5%
	Female	43.7%	0.1%	0.1%	1.6%	45.5%
	TOTAL	96.0%	0.1%	0.4%	3.2%	100.0%
Mpumalanga	Male	50.6%	0.3%	0.6%	3.1%	54.6%
	Female	42.6%	0.2%	0.2%	2.4%	45.4%
	TOTAL	93.2%	0.5%	0.8%	5.5%	100.0%

Table 2: Provincial EAP by Population and Gender Groups* (*Source: Statistics South Africa. (QLFS. Quarter 3 2025)

PROVINCE	GENDER	African	Coloured	Indian	White	TOTAL
North West	Male	51.9%	1.7%	0.4%	3.1%	57.1%
	Female	40.0%	1.3%	0.0%	1.6%	42.9%
	TOTAL	91.9%	3.0%	0.4%	4.7%	100.0%
Northern Cape	Male	36.9%	18.3%	0.9%	4.1%	60.2%
	Female	21.3%	15.5%	0.4%	2.6%	39.8%
	TOTAL	58.2%	33.8%	1.3%	6.7%	100.0%
Western Cape	Male	22.8%	23.0%	0.8%	7.8%	54.4%
	Female	19.1%	19.2%	0.3%	7.0%	45.6%
	TOTAL	41.9%	42.2%	1.1%	14.8%	100.0%

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

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

In addition, when developing EE Plans and setting annual numerical targets in their workplaces in terms of Section 20(2) of the EEA, designated employers must take into account their workforce profile, the relevant 5-year sectoral numerical targets, and the applicable EAP.

7. ANALYSIS OF EMPLOYMENT EQUITY REPORTS RECEIVED IN 2025

This section provides an analysis of the extent of reporting for all designated employers for 2025 by province, sector and business type.

7.1 EXTENT OF REPORTING FROM 2023 TO 2025

The table below covers the number of reports received from all designated employers from 2023 to 2025. It also provides the number of employees covered for the 2023, 2024 and 2025 reporting periods.

Year	Reports received	Annual % Change	Employees covered	Annual % Change
2023	28 015	Base	7 382 213	Base
2024	29 269	4.5%	7 699 665	4.3%
2025	15 090	-48.4%	6 896 041	-10.4%

Table 3 shows that 15 090 reports were submitted covering 6 896 041 employees, which reflects a decrease of 48.4% reports received and a decrease of 10.4% employees covered. The significant drop in the number of reports received from 2024 (29 269) to 2025 (15 090) is largely due to the change in legislation that does not require small employers (1-49) in the main to submit report anymore. The drop in the employees covered from 2024 (7 699 665) to 2025 (6 896 041) is insignificant because small employers accounted for few employees (803 624).

7.2 EXTENT OF REPORTING BY PROVINCE IN 2024 AND 2025

Province	Year	Reports Received	% Reports Received	Employees	% Employees
Eastern Cape	2024	1 546	5.3%	365 985	4.6%
	2025	852	5.6%	365 984	5.2%
Free State	2024	803	2.7%	158 491	2.1%
	2025	364	2.4%	156 970	2.3%
Gauteng	2024	12 787	43.7%	3 892 700	50.6%
	2025	6 124	40.6%	3 379 517	49.0%
KwaZulu-Natal	2024	4 273	14.6%	1 001 484	13.0%
	2025	2 350	15.6%	827 214	12.0%
Limpopo	2024	951	3.2%	256 182	3.3%
	2025	573	3.8%	240 759	3.4%
Mpumalanga	2024	1 579	5.4%	350 672	4.5%
	2025	846	5.6%	307 719	5.1%
Northern Cape	2024	434	1.5%	90 847	1.2%
	2025	245	1.6%	85 167	1.2%
North West	2024	787	2.7%	200 346	2.6%
	2025	400	2.7%	205 429	2.9%
Western Cape	2024	6 109	20.9%	1 382 958	18.0%
	2025	3 336	22.1%	1 327 282	19.1%
TOTAL	2024	29 269	100.0%	7 699 665	100.0%
	2025	15 090		6 896 041	

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

7.3 EXTENT OF REPORTING IN 2025 BY SECTOR

Table 5: Total number of reports and the number of employees covered by Sector				
SECTOR	REPORTS RECEIVED	% REPORTS RECEIVED	EMPLOYEES	% EMPLOYEES
Accommodation and Food Service Activities	814	5.3%	198 157	2.9%
Administrative and Support Activities	975	6.4%	652 879	9.5%
Agriculture, Forestry & Fishing	1 970	13.0%	563 320	8.2%
Arts, Entertainment and Recreation	259	1.7%	123 330	1.8%
Construction	1 022	6.7%	221 973	3.2%
Education	463	3.0%	340 077	4.9%
Electricity, Gas, Steam and Air Conditioning Supply	143	0.9%	67 601	1.0%
Financial and Insurance Activities	529	3.5%	404 694	5.9%
Human Health and Social Work Activities	607	4.0%	435 841	6.3%
Information and Communication	777	5.1%	206 333	3.0%
Manufacturing	2 918	19.3%	814 484	11.8%
Mining and Quarrying	567	3.7%	374 214	5.4%
Professional, Scientific and Technical Activities	372	2.4%	100 356	1.5%
Public Administration and Defence, Compulsory Social Security	341	2.2%	986 670	14.3%
Real Estate Activities	101	0.6%	18 362	0.3%
Transportation and Storage	768	5.0%	299 740	4.3%
Water Supply, Sewerage, Waste Management and Remediation Activities	214	1.5%	107 992	1.5%
Wholesale and Retail Trade, Repair of Motor Vehicles and Motorcycles	2 250	14.9%	980 018	14.2%
Total	15 090	100.0%	6 896 041	100.0%

Table 5 indicates that the highest number of reports was received from Manufacturing Sector, followed by the Wholesale and Retail Trade, Repair of Motor Vehicles and Motorcycles and the Agriculture, forestry and Fishing sectors. It also shows that the Public Administration and Defence, Compulsory Social Security (14.3%) is the biggest employer in terms of the number of employees employed, followed by Wholesale and Retail Trade, Repair of Motor Vehicles and Motorcycles (14.2%); and Manufacturing (11.8%).



8 WORKFORCE PROFILE ANALYSIS OF REPORTS RECEIVED FOR THE 2025 REPORTING CYCLE

The analysis presented in the CEE Annual Report is based on methodology integrating the latest statistics as received from Designated employers who have reported for the 2025 reporting season. The findings, interpretations and conclusions expressed in this work is thus based on the reports submitted and are in no way based on any other data sourced elsewhere. The EAP used in the CEE Annual Report is as published by Stats SA in the 3rd Quarter Labour Force Survey (QLFS) of 2025.

8.1 WORKFORCE PROFILE, WORKFORCE MOVEMENT AND SKILLS DEVELOPMENT AT THE TOP MANAGEMENT LEVEL BY POPULATION GROUP, GENDER AND DISABILITY

MALE			FEMALE			Total
AM	African Male	44.0%	AF	African Female	37.3%	81.3%
CM	Coloured Male	4.6%	CF	Coloured Female	4.0%	8.6%
IM	Indian Male	1.5%	IF	Indian Female	0.9%	2.4%
WM	White Male	4.2%	WF	White Female	3.5%	7.7%
Total		54.3%			45.7%	100.0%

Figure 1: Top management level by population group – 2025

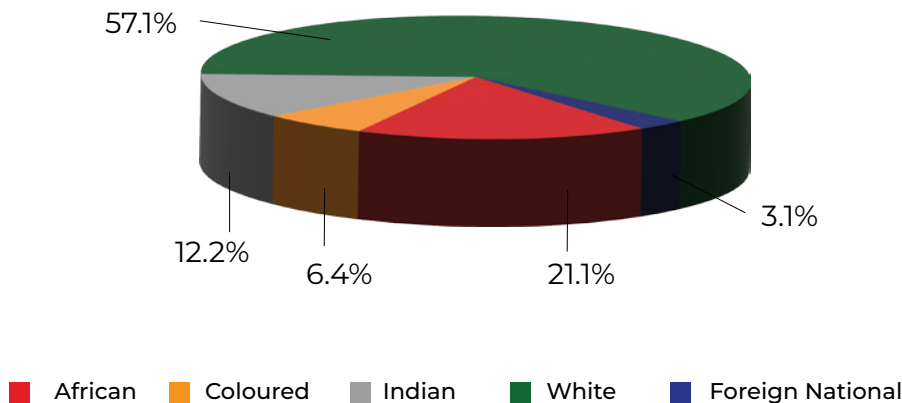


Figure 1 illustrates that the White population representation at 57.1% is approximately 7 times their EAP and the Indian population representation at 12.2% is more than 5 times their EAP at the Top Management level. In contrast, the African population representation at 21.1% is approximately 4 times below their EAP and the Coloured population representation at 6.4% is slightly below their EAP at this occupational level. Foreign National representation stands at 3.1% at this occupational level.

Figure 2: Top management level by gender – 2025

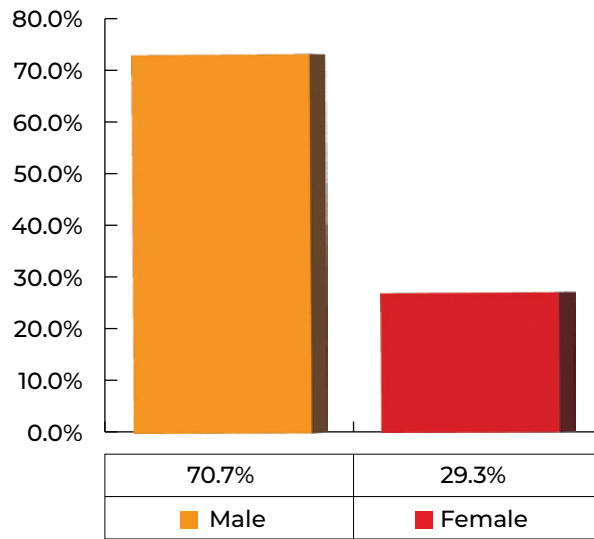


Figure 2 shows that the male representation remains dominant at the Top Management level, which is more than two times the female representation. It also shows that males are overrepresented in terms of their EAP (54.3%) and females are under-represented in terms of their EAP (45.7%) at this occupational level.

Figure 3: Top management level - Disability - 2025

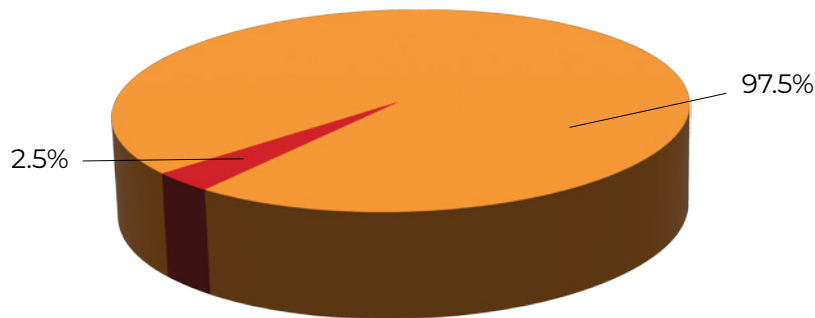


Figure 3 indicates that employees with disabilities remain low and only account for 2.5% of the representation at the Top Management level.

Figure 4: Top management level by population group – 2025 (Private Sector & All Government)

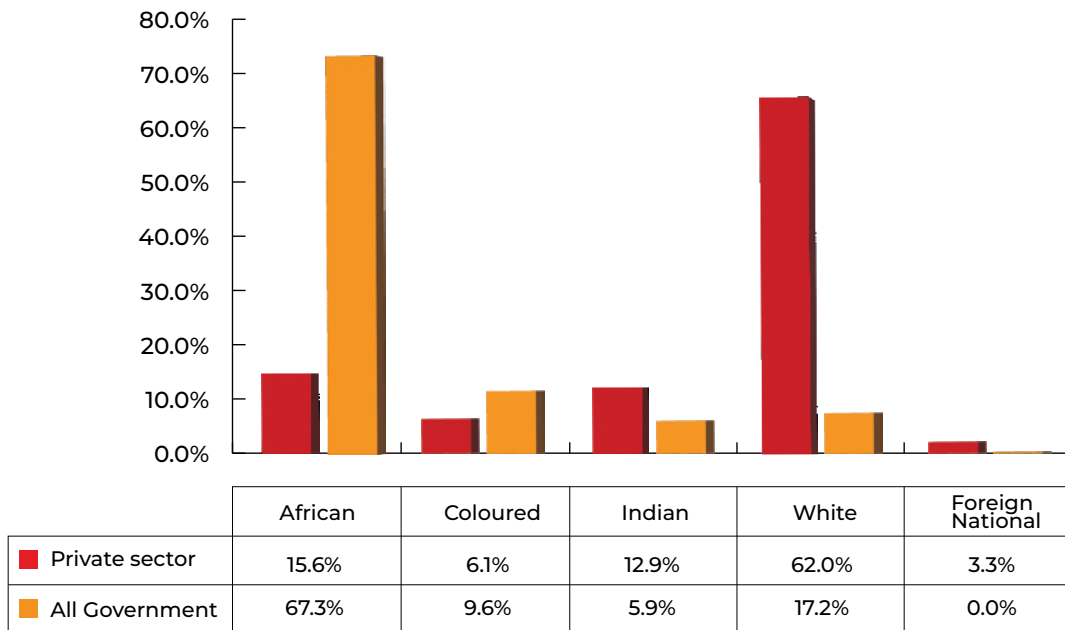


Figure 4 shows that only Africans and Coloureds are below their EAP in the Private sector at this occupational level. The representation of the African population group (67.3%) in Government is closely aligned to the EAP, while in the Private Sector the African representation (15.6%) is below the EAP at this occupational level. The Private sector continues to be the biggest employer of Foreign Nationals (3.3%) at this level.

Figure 5: Top management level by gender – 2025 (Private Sector & All Government)



Figure 5 shows that the representation of females is better in Government when compared to the Private sector at the Top Management level. The representation of females remains below their EAP (45.7%) for both Government and the Private sector at this occupational level.

Figure 6: Top management level - Disability – 2025 (Private Sector & All Government)

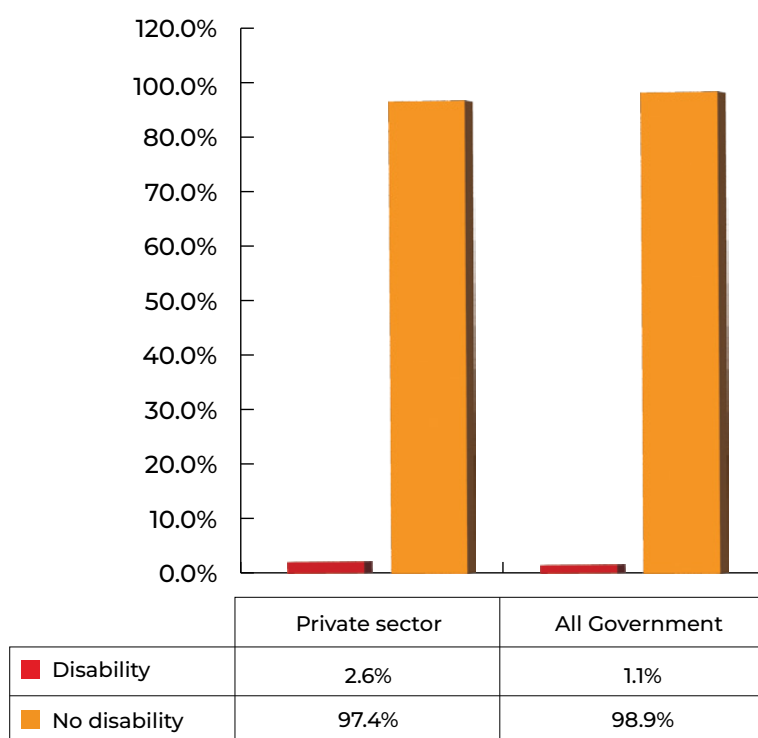


Figure 6 indicates that the Private Sector is doing much better with the representation of employees with disabilities as compared to Government at the Top Management level.

Table 6: Workforce profile at the Top Management Level by Sector, Population Group and Gender

Sector	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
EAP	44.0%	4.6%	1.5%	4.2%	37.3%	4.0%	0.9%	3.5%	0.0%	0.0%	100.0%
Accommodation and food service activities	7.3%	3.1%	5.1%	45.9%	7.9%	3.1%	2.3%	22.9%	1.8%	0.6%	100.0%
Administrative and support activities	18.5%	3.9%	5.8%	33.6%	15.4%	3.9%	3.7%	13.0%	1.7%	0.4%	100.0%
Agriculture, forestry & fishing	4.4%	1.9%	0.9%	72.3%	2.1%	1.0%	0.4%	16.0%	0.8%	0.1%	100.0%
Arts, entertainment and recreation	19.5%	5.5%	6.1%	34.3%	12.8%	3.2%	3.7%	11.6%	2.0%	1.2%	100.0%
Construction	16.5%	5.9%	6.9%	47.4%	8.7%	3.6%	3.3%	6.0%	1.4%	0.3%	100.0%
Education	13.4%	3.2%	4.8%	28.5%	11.8%	4.4%	4.5%	26.4%	1.8%	1.3%	100.0%
Electricity, gas, steam and air conditioning supply	19.7%	3.4%	7.0%	37.0%	12.2%	3.6%	2.6%	6.2%	7.0%	1.3%	100.0%
Financial and insurance activities	13.4%	2.8%	8.8%	36.9%	11.2%	3.2%	4.9%	14.6%	3.2%	0.9%	100.0%
Human health and social work activities	12.1%	3.2%	6.9%	31.6%	12.2%	3.3%	7.1%	21.0%	2.0%	0.7%	100.0%
Information and communication	9.5%	3.9%	9.6%	42.3%	8.5%	3.9%	5.5%	12.1%	3.6%	1.0%	100.0%
Manufacturing	6.6%	3.7%	10.8%	50.9%	5.2%	2.3%	4.5%	10.7%	4.7%	0.7%	100.0%

Table 6: Workforce profile at the Top Management Level by Sector, Population Group and Gender

Sector	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
Mining and quarrying	26.6%	1.9%	3.0%	42.8%	12.4%	1.4%	1.9%	6.2%	3.6%	0.3%	100.0%
Professional, scientific and technical activities	9.4%	3.1%	8.5%	38.1%	7.8%	3.2%	6.1%	20.7%	2.3%	0.9%	100.0%
Public administration and defence; compulsory social security	39.7%	6.2%	3.3%	16.9%	22.0%	3.4%	2.7%	5.7%	0.2%	0.0%	100.0%
Real estate activities	8.4%	4.9%	1.9%	51.9%	7.5%	1.3%	3.9%	18.5%	1.3%	0.3%	100.0%
Transportation and storage	16.3%	3.2%	11.5%	38.0%	8.3%	2.6%	5.8%	10.7%	2.9%	0.8%	100.0%
Water supply sewerage, waste management and remediation activities	43.4%	5.3%	2.6%	16.9%	24.0%	2.0%	2.8%	2.5%	0.2%	0.3%	100.0%
Wholesale and retail trade; repair of motor vehicles and motorcycles	5.8%	3.3%	12.5%	52.0%	3.0%	2.2%	4.7%	14.6%	1.5%	0.4%	100.0%

Table 6 shows that the White population group is over-represented across all economic sectors at the Top Management level. It also shows that the Indian population group is only under-represented in the Agriculture, Forestry and Fishing Sector in relation to their EAP. Foreign Nationals are highly represented mostly in the Electricity, Gas, Steam and air conditioning supply (8.3%); Manufacturing (5.4%); Information and Communication (4.6%), followed by Financial and Insurance Activities (4.1%) at this level.

Table 7: Workforce movement at the Top Management level by Population Group and Gender (All Employers)

	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
EAP	44.0%	4.6%	1.5%	4.2%	37.3%	4.0%	0.9%	3.5%	0.0%	0.0%	100.0%
Workforce profile-all employees	12.6%	3.7%	8.0%	43.9%	8.5%	2.8%	4.2%	13.2%	2.5%	0.6%	100.0%
Recruitment	30.4%	0.4%	21.7%	4.2%	19.0%	5.1%	11.7%	7.5%	0.0%	0.0%	100.0%
Promotion	16.3%	4.4%	6.7%	32.3%	10.5%	5.6%	5.3%	16.0%	2.2%	0.7%	100.0%
Terminations	17.9%	2.8%	5.4%	27.0%	27.2%	2.2%	3.9%	9.8%	3.0%	0.9%	100.0%
Skills Development	4.3%	1.1%	42.9%	1.1%	7.1%	1.1%	41.2%	1.2%	0.0%	0.0%	100.0%

Table 7 illustrates that a significant number of opportunities involving promotions were afforded to the White population group at the Top Management level. It also shows that Africans benefited the most from recruitment opportunities at this level.

8.2 WORKFORCE PROFILE, WORKFORCE MOVEMENT AND SKILLS DEVELOPMENT AT THE SENIOR MANAGEMENT LEVEL BY POPULATION GROUP, GENDER AND DISABILITY

Table 1: National EAP by Population and Gender Group* (*Source: Statistics South Africa. QLFS. Quarter 3, 2025)

MALE			FEMALE			Total
AM	African Male	44.0%	AF	African Female	37.3%	81.3%
CM	Coloured Male	4.6%	CF	Coloured Female	4.0%	8.6%
IM	Indian Male	1.5%	IF	Indian Female	0.9%	2.4%
WM	White Male	4.2%	WF	White Female	3.5%	7.7%
Total		54.3%			45.7%	100.0%

Figure 7: Senior management level by population group - 2025

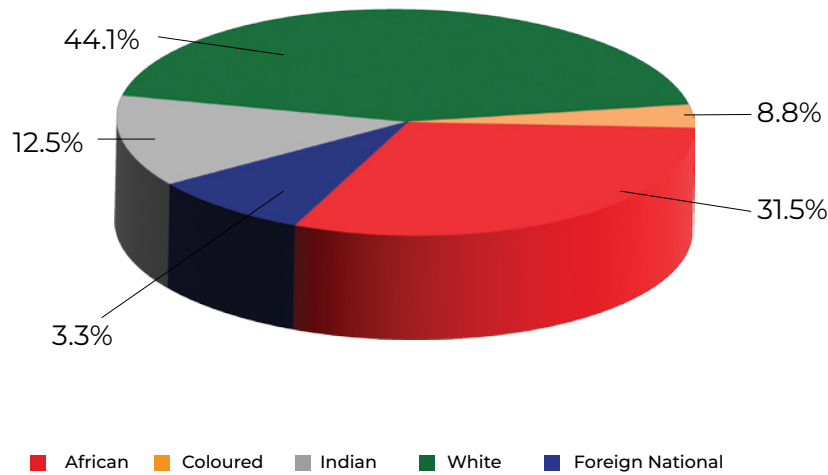


Figure 7 shows that the White population group representation at 44.1% is approximately six times their EAP and the representation of the Indian population group at 12.5% is approximately five times their EAP at the Senior Management level. Whereas the representation of the African population group at 31.5% is less than half their EAP at this level. The high representation of Foreign Nationals (3.3%) is noted at this occupational level.

Figure 8: Senior management level by gender- 2025

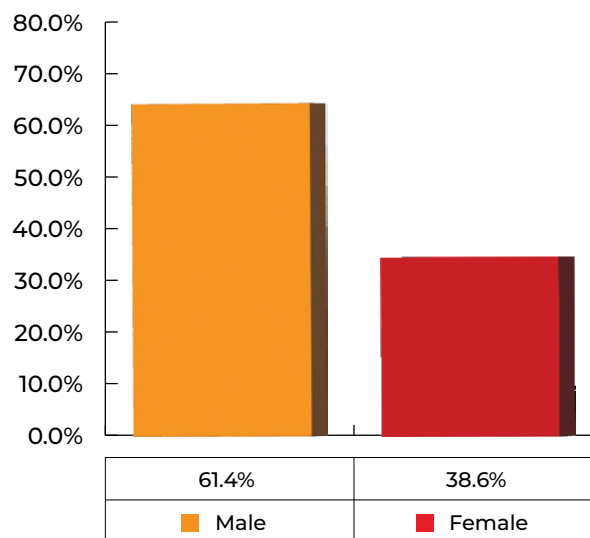


Figure 8 shows that the male representation is much higher than their EAP and the female representation is significantly lower than their EAP at the Senior Management level.

Figure 9: Senior management level - Disability – 2025

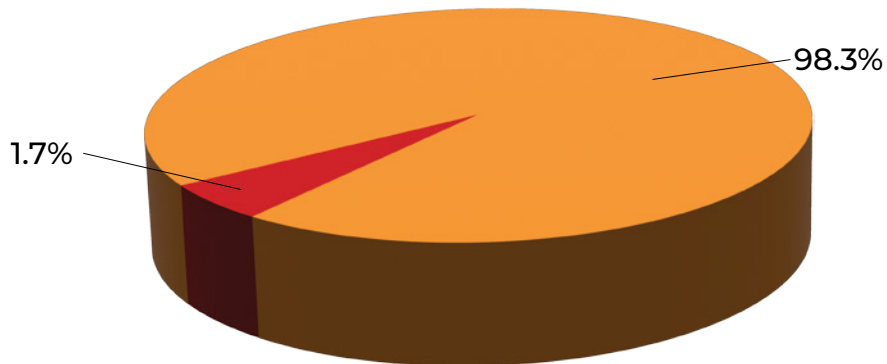


Figure 9 indicates that representation of employees with disabilities at 1.7% is low at the Senior Management level.

Figure 10: Senior management level by population group – 2025 (Private Sector & All Government)

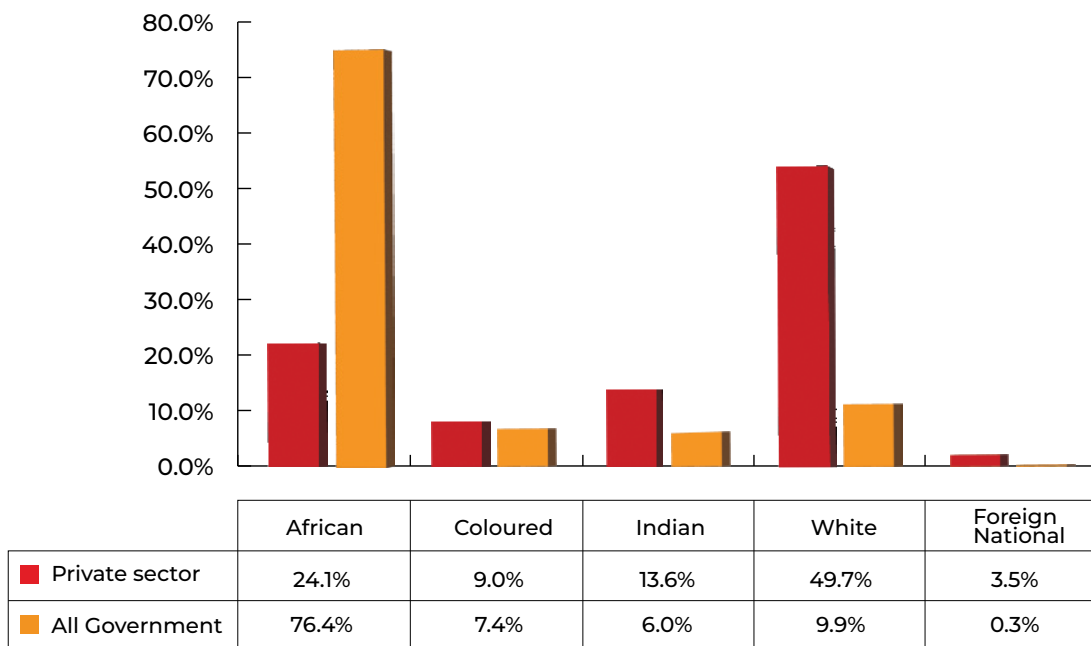


Figure 10 indicates that affirming of the designated groups in Government is much more aligned to the EAP of the various population groups when compared to the Private Sector at the Senior Management level. The Private sector employs more Foreign Nationals (3.5%) than Government (0.3%) at this occupational level.

Figure 11: Senior management level by Gender– 2025 (Private Sector & All Government)



Figure 11 shows that the progress in the representation of females remains low, particularly in the Private Sector (37.0%) at the Senior Management level. However, the representation of females is closer to their EAP in Government and is much better than the Private Sector at this level.

Figure 12: Senior management level- Disability – 2025 (Private Sector & All Government)

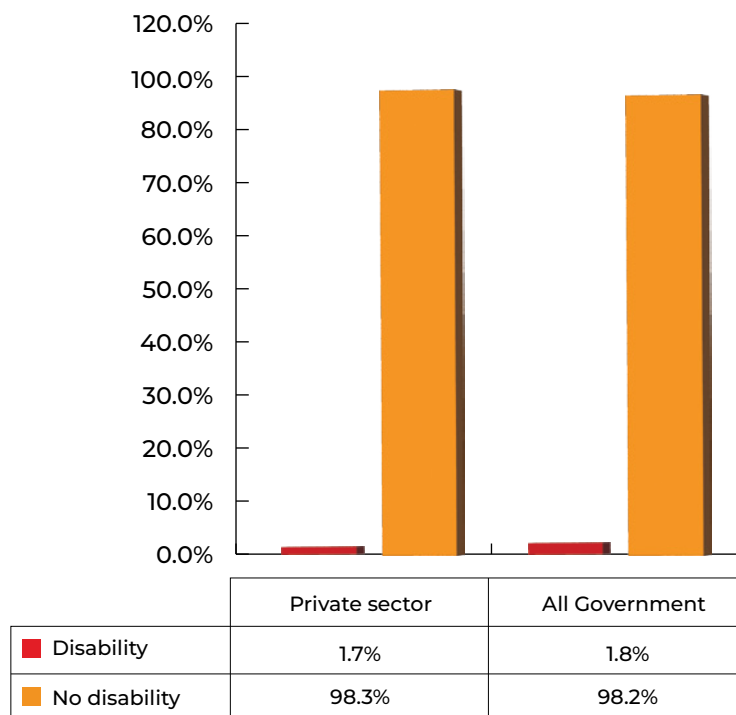


Figure 12 indicates that the representation of employees with disabilities in Government (1.8%) is much better than the Private Sector (1.7%) at the Senior Management level.

Table 8: Workforce profile at the Senior Management Level by Sector, Population Group and Gender											
Sector	Male				Female				Foreign National		
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	TOTAL
EAP	43.5%	4.6%	1.7%	4.1%	37.5%	4.2%	1.0%	3.4%	NA	NA	100%
Accommodation and food service activities	15.9%	5.7%	4.3%	22.6%	16.7%	6.6%	3.6%	20.4%	3.3%	0.9%	100.0%
Administrative and support activities	28.6%	4.9%	5.5%	18.5%	19.3%	4.1%	3.9%	13.2%	1.5%	0.6%	100.0%
Agriculture, forestry & fishing	9.5%	4.4%	1.2%	56.2%	4.9%	2.3%	1.0%	19.8%	0.5%	0.2%	100.0%
Arts, entertainment and recreation	26.5%	5.3%	5.4%	22.1%	20.0%	4.2%	4.4%	10.1%	1.5%	0.5%	100.0%
Construction	24.3%	6.6%	5.5%	37.6%	10.4%	2.3%	2.1%	8.7%	2.1%	0.5%	100.0%
Education	15.0%	3.4%	3.5%	18.5%	13.4%	3.5%	5.0%	30.4%	4.8%	2.4%	100.0%
Electricity, gas, steam and air conditioning supply	29.6%	6.0%	6.5%	22.6%	17.4%	1.9%	3.3%	9.5%	2.4%	0.7%	100.0%
Financial and insurance activities	13.6%	4.7%	9.6%	25.1%	13.5%	4.5%	8.0%	16.9%	2.7%	1.5%	100.0%
Human health and social work activities	15.8%	2.9%	4.7%	13.6%	20.6%	5.9%	7.1%	26.0%	1.9%	1.4%	100.0%
Information and communication	10.9%	5.2%	9.1%	31.6%	9.8%	3.8%	5.1%	16.6%	6.1%	1.7%	100.0%
Manufacturing	12.9%	5.3%	10.3%	36.5%	8.3%	3.5%	5.2%	14.5%	2.8%	0.7%	100.0%
Mining and quarrying	26.2%	2.4%	3.8%	39.8%	11.1%	1.1%	2.5%	9.4%	3.0%	0.6%	100.0%
Professional, scientific and technical activities	11.7%	3.8%	7.1%	27.7%	9.9%	4.1%	7.1%	24.1%	2.8%	1.7%	100.0%
Public administration and defence; compulsory social security	40.2%	5.2%	3.8%	8.8%	30.6%	3.3%	2.6%	5.3%	0.2%	0.1%	100.0%
Real estate activities	8.3%	3.9%	3.9%	30.6%	9.7%	5.3%	6.7%	29.7%	1.1%	0.8%	100.0%
Transportation and storage	26.4%	5.3%	10.3%	23.4%	12.1%	3.0%	5.8%	12.1%	1.3%	0.4%	100.0%
Water supply sewerage, waste management and remediation activities	47.7%	2.8%	2.9%	11.5%	26.1%	1.5%	1.5%	5.1%	0.8%	0.1%	100.0%
Wholesale and retail trade; repair of motor vehicles and motorcycles	14.1%	6.2%	10.2%	30.9%	9.4%	4.9%	5.1%	17.6%	1.3%	0.4%	100.0%

Table 8 shows that the White population group is over-represented in relation to their EAP across the various sectors at the Senior Management level. In terms of their EAP, the African and Coloured population groups are under-represented in either all or most sectors at this occupational level. Foreign Nationals are highly represented mostly in the Information and Communication (8.8%); Education (7.2%) and Professional, scientific and technical activities (4.5%) sectors of the economy at this level.

Table 9: Workforce movement at the Senior Management level by Population Group and Gender (All Employers)

	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
EAP	44.0%	4.6%	1.5%	4.2%	37.3%	4.0%	0.9%	3.5%	0.0%	0.0%	100.0%
Workforce profile-all employees	18.3%	4.9%	7.5%	28.3%	13.2%	3.8%	5.0%	15.7%	2.4%	0.9%	100.0%
Recruitment	47.4%	3.3%	3.1%	16.3%	24.4%	0.7%	0.0%	1.5%	3.3%	0.0%	100.0%
Promotion	19.8%	5.5%	7.1%	22.7%	16.0%	5.0%	6.2%	15.2%	1.6%	0.8%	100.0%
Terminations	18.9%	4.7%	7.0%	26.9%	16.9%	3.8%	4.6%	13.7%	2.7%	0.9%	100.0%
Skills Development	49.6%	0.3%	35.3%	1.2%	5.9%	5.6%	1.4%	0.8%	0.0%	0.0%	100.0%

Table 9 shows that significant portion of opportunities in relation to recruitment accrued to Africans at the Senior Management level. The recruitment (3.3%) and promotion (2.4%) opportunities afforded to Foreign Nationals is of concern to the CEE at this critical occupational level.

8.3 WORKFORCE PROFILE, WORKFORCE MOVEMENT AND SKILLS DEVELOPMENT AT THE PROFESSIONALLY QUALIFIED LEVEL BY POPULATION GROUP, GENDER AND DISABILITY

Table 1: National EAP by Population and Gender Group* (*Source: Statistics South Africa. QLFS. Quarter 3. 2025)

MALE			FEMALE			Total
AM	African Male	44.0%	AF	African Female	37.3%	81.3%
CM	Coloured Male	4.6%	CF	Coloured Female	4.0%	8.6%
IM	Indian Male	1.5%	IF	Indian Female	0.9%	2.4%
WM	White Male	4.2%	WF	White Female	3.5%	7.7%
Total		54.3%			45.7%	100.0%

Figure 13: Professionally qualified by population group – 2025

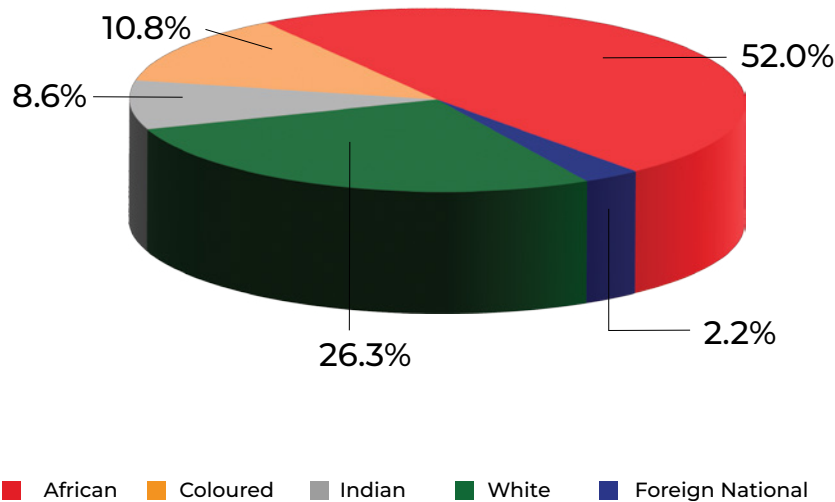


Figure 13 illustrates that Africans are the only population group that is below their EAP at the Professionally Qualified level. The representation of Foreign Nationals at 2.2% is relatively high at this occupational level.

Figure 14: Professionally qualified by gender - 2025

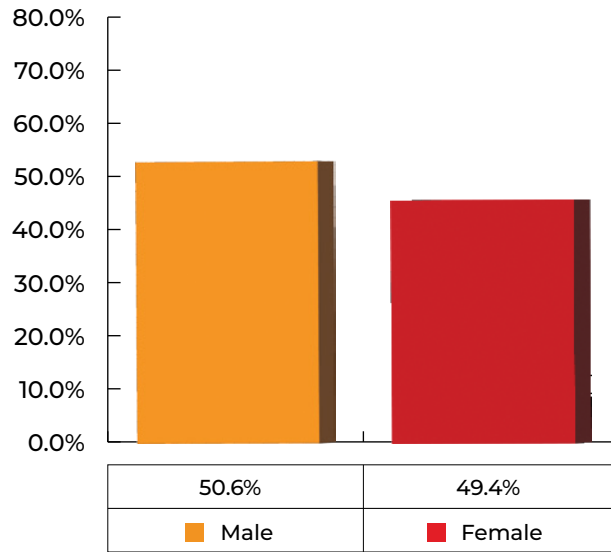


Figure 14 shows that the representation of females is above their EAP at the Professionally Qualified level. However, this progress does not seem to assist in increasing the representation of females in the two upper occupational levels, i.e. Senior management and Top management.

Figure 15: Professionally qualified level – Disability- 2025

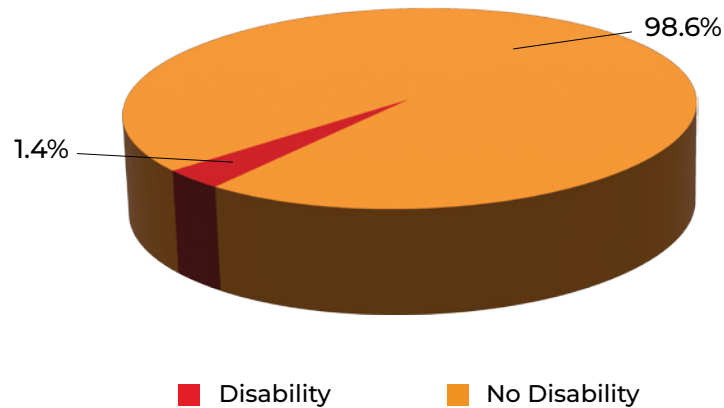


Figure 15 illustrates that only 1.4% of employees with disabilities are represented in the Professionally Qualified level.

Figure 16: Professionally Qualified level by population group – 2025 (Private Sector & All Government)

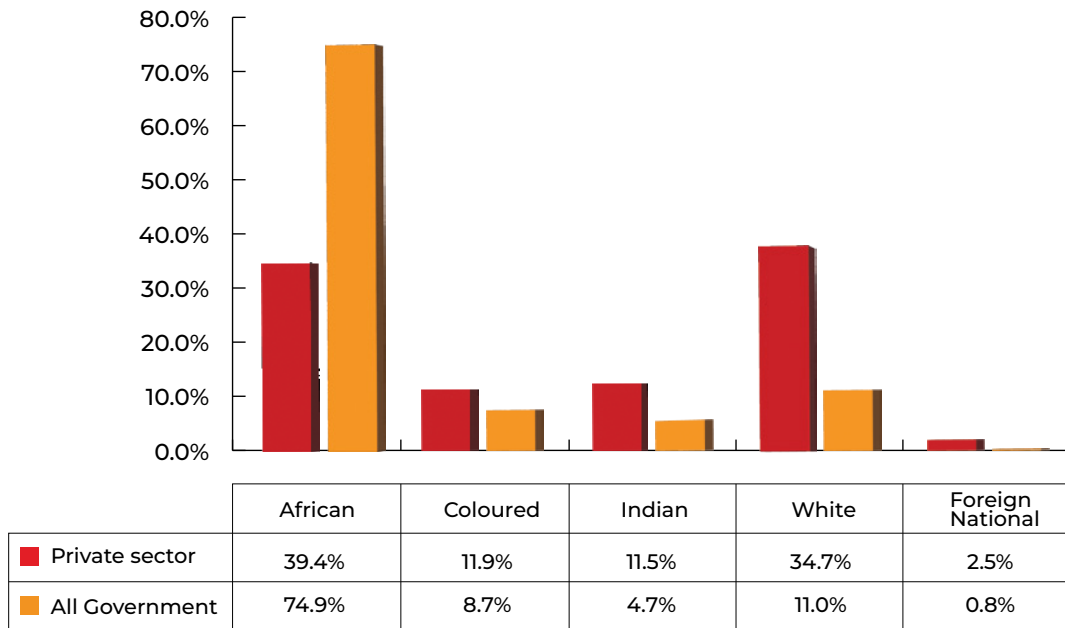


Figure 16 indicates that the representation of the African population group is closer to their EAP in Government as opposed to the Private Sector at the Professionally Qualified level. It also shows that the representation of the White and Indian population groups is much higher than their EAP both in Government and the Private Sector. Private Sector employs approximately 3 times more Foreign Nationals than Government.

Figure 17: Professionally Qualified level by Gender – 2025 (Private Sector & All Government)



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

Figure 18: Professionally Qualified level - Disability – 2025 (Private Sector & All Government)

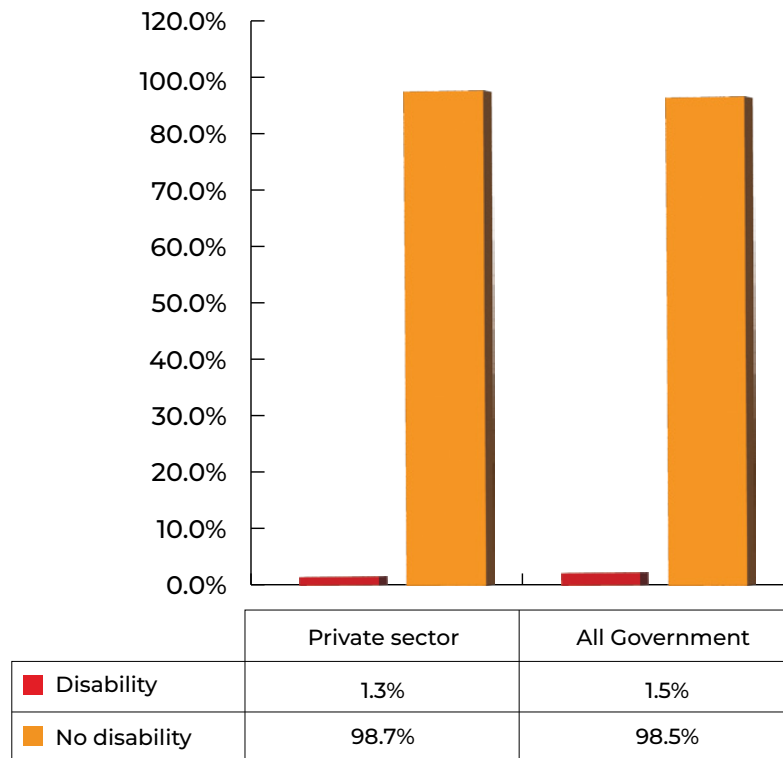


Figure 18 shows that the Government outperforms the Private Sector in terms of the employment of employees with disabilities at the Professionally Qualified level.

Table 10: Workforce profile at the Professionally Qualified Level by Sector, Population Group and Gender

Sector	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
EAP	44.0%	4.6%	1.5%	4.2%	37.3%	4.0%	0.9%	3.5%	0.0%	0.0%	100.0%
Accommodation and food service activities	21.7%	6.3%	2.7%	13.5%	24.7%	8.5%	3.2%	15.5%	2.7%	1.2%	100.0%
Administrative and support activities	34.2%	5.2%	3.4%	11.3%	29.8%	4.4%	2.7%	7.8%	0.8%	0.4%	100.0%
Agriculture, forestry & fishing	19.5%	6.4%	1.7%	35.1%	11.9%	3.6%	1.5%	18.8%	1.2%	0.2%	100.0%
Arts, entertainment and recreation	40.9%	2.0%	1.4%	5.1%	43.8%	1.6%	1.2%	3.5%	0.5%	0.1%	100.0%
Construction	35.0%	7.1%	4.0%	24.2%	15.9%	2.4%	1.7%	7.1%	2.1%	0.4%	100.0%
Education	22.0%	3.4%	1.5%	9.9%	28.3%	5.0%	3.0%	21.1%	3.7%	2.0%	100.0%
Electricity, gas, steam and air conditioning supply	36.6%	5.4%	4.7%	12.3%	29.5%	2.6%	2.8%	4.8%	1.1%	0.2%	100.0%
Financial and insurance activities	20.1%	5.9%	7.1%	13.4%	22.7%	7.6%	7.4%	13.7%	1.3%	0.8%	100.0%
Human health and social work activities	20.6%	1.4%	2.4%	3.4%	52.2%	4.8%	5.5%	8.6%	0.6%	0.7%	100.0%

Table 10: Workforce profile at the Professionally Qualified Level by Sector, Population Group and Gender

Sector	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
Information and communication	18.4%	6.5%	7.9%	25.8%	14.1%	4.6%	4.5%	13.4%	3.7%	1.1%	100.0%
Manufacturing	21.6%	6.9%	8.4%	26.8%	13.4%	4.0%	5.0%	11.7%	1.8%	0.5%	100.0%
Mining and quarrying	35.8%	3.3%	2.2%	26.0%	18.0%	1.5%	1.6%	8.7%	2.5%	0.4%	100.0%
Professional, scientific and technical activities	17.6%	4.3%	5.4%	19.0%	19.2%	5.0%	6.9%	19.2%	2.1%	1.4%	100.0%
Public administration and defence; compulsory social security	28.6%	6.2%	2.0%	7.3%	36.3%	8.0%	2.4%	8.3%	0.6%	0.5%	100.0%
Real estate activities	14.8%	4.2%	4.7%	20.7%	15.6%	7.5%	6.2%	24.5%	1.1%	0.8%	100.0%
Transportation and storage	28.6%	6.0%	7.4%	18.7%	18.7%	3.5%	4.5%	10.9%	1.4%	0.3%	100.0%
Water supply sewerage, waste management and remediation activities	43.1%	3.7%	1.9%	6.8%	35.4%	2.6%	1.7%	4.2%	0.5%	0.1%	100.0%
Wholesale and retail trade; repair of motor vehicles and motorcycles	22.6%	6.7%	6.5%	17.6%	20.1%	7.7%	4.6%	13.0%	0.8%	0.3%	100.0%

Table 10 shows that the White and Indian population representation far exceeds their EAP in most sectors of the economy at the Professionally Qualified level. Africans appear to be relatively well represented in the Arts, Entertainment and Recreation sector, Water Supply, Sewerage, Waste Management and Remediation Activities sector and the Public Administration and Defence and Compulsory Social Security sector at this level. Coloureds are under-represented in Arts, Entertainment and Recreation sector; Education sector; Electricity, gas, steam and air conditioning supply sector; Mining and Quarrying sector and Water Supply, Sewerage, Waste Management and Remediation Activities sector. Foreign Nationals are highly represented in Education; Information and Communication and the Accommodation and Food Service Activities sectors at this level.

Table 11: Workforce movement at the Professionally Qualified level by Population Group and Gender (All Employers)

	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
EAP	44.0%	4.6%	1.5%	4.2%	37.3%	4.0%	0.9%	3.5%	0.0%	0.0%	100.0%
Workforce profile-all employees	24.8%	5.2%	4.5%	14.6%	27.2%	5.6%	4.2%	11.8%	1.5%	0.7%	100.0%
Recruitment	51.8%	2.3%	0.0%	9.4%	28.9%	0.0%	1.5%	4.6%	1.5%	0.0%	100.0%
Promotion	28.2%	6.2%	4.8%	11.8%	26.8%	6.5%	4.4%	9.6%	1.0%	0.7%	100.0%
Terminations	25.1%	5.6%	5.1%	17.6%	22.7%	4.9%	4.2%	12.4%	1.7%	0.7%	100.0%
Skills Development	32.9%	1.7%	7.0%	1.8%	26.6%	6.9%	5.6%	17.4%	0.0%	0.0%	100.0%

Table 11 shows a reasonable distribution of promotion and skills development opportunities across all population groups. However, the high number of opportunities accruing to the White population group in terms of their EAP is noted at this level.

8.4 WORKFORCE PROFILE, WORKFORCE MOVEMENT AND SKILLS DEVELOPMENT AT THE SKILLED LEVEL BY POPULATION GROUP, GENDER AND DISABILITY

Table 1: National EAP by Population and Gender Group* (*Source: Statistics South Africa. QLFS. Quarter 3, 2025)

MALE			FEMALE			Total
AM	African Male	44.0%	AF	African Female	37.3%	81.3%
CM	Coloured Male	4.6%	CF	Coloured Female	4.0%	8.6%
IM	Indian Male	1.5%	IF	Indian Female	0.9%	2.4%
WM	White Male	4.2%	WF	White Female	3.5%	7.7%
Total		54.3%			45.7%	100.0%

Figure 19: Skilled level by population group – 2025

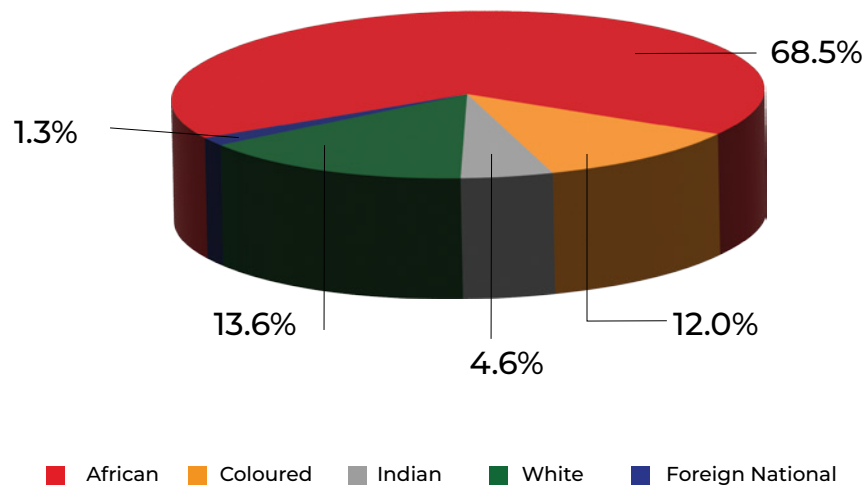


Figure 19 shows that Africans is the only population group that is under-represented in relation to their EAP at the skilled level. It also shows that the representation of Foreign Nationals is at 1.3% at this occupational level.

Figure 20: Skilled level by gender - 2025

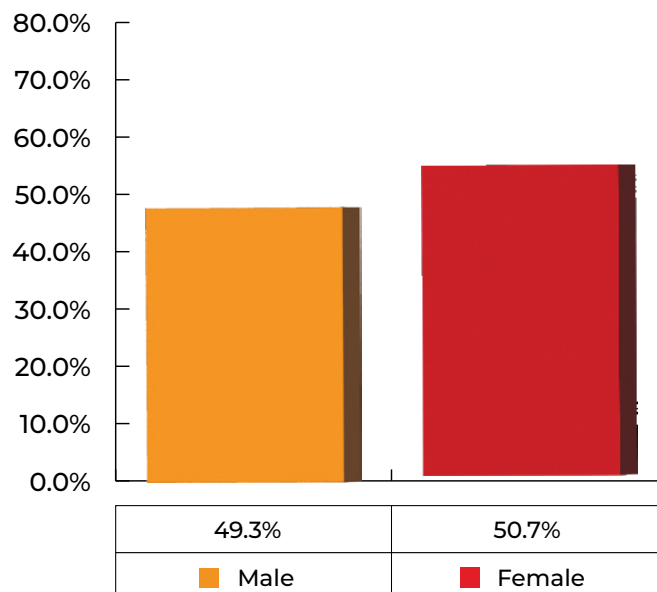


Figure 20 shows that the representation of females is above the EAP at the Skilled level.

Figure 21: Skilled level – Disability- 2025

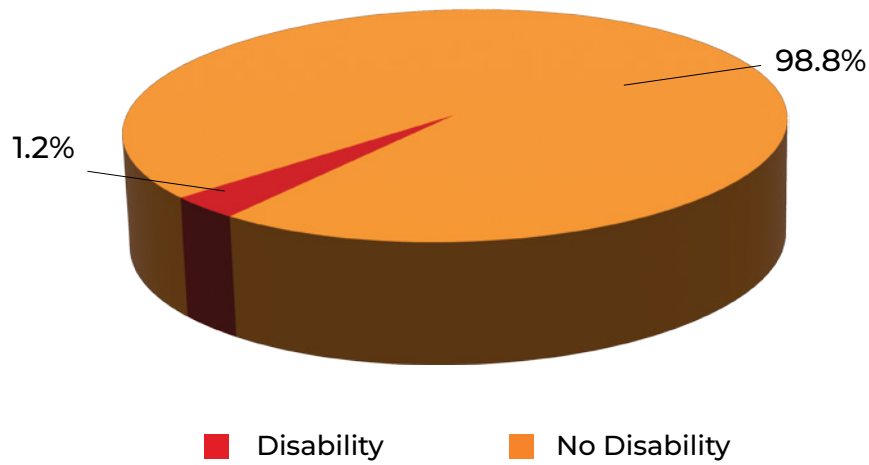


Figure 21 shows that the representation of employees with disabilities is at 1.2% of the total workforce at this occupational level.

Figure 22: Skilled level by population group – 2025 (Private Sector & All Government)

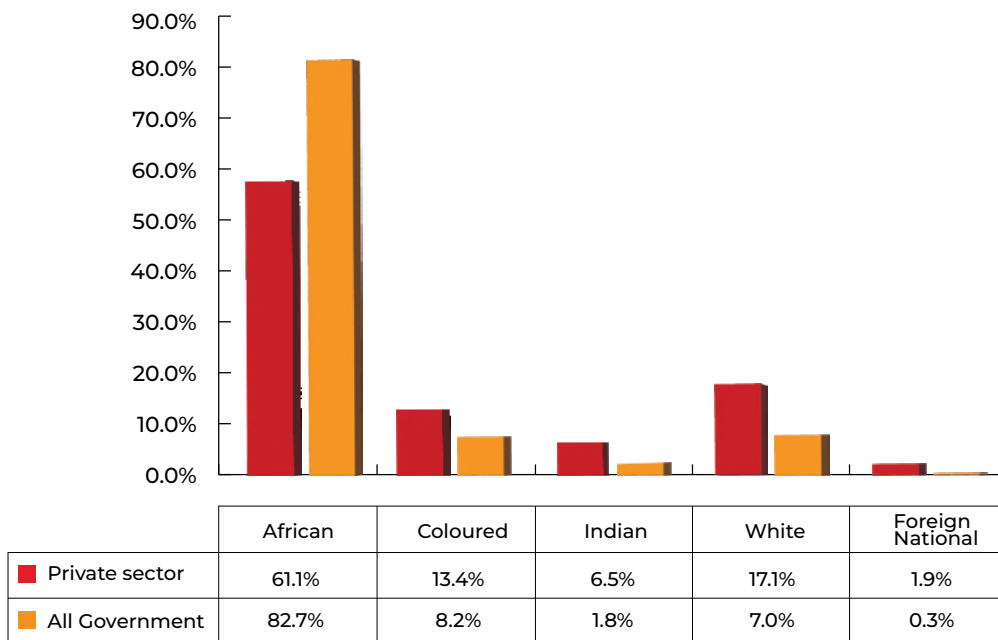


Figure 22 indicates that Africans in relation to their EAP are over-represented in Government and under-represented in Private Sector at the Skilled level. It is important to note that the representation of Foreign National in the Private Sector is approximately 6 times the representation in Government at this level.

Figure 23: Skilled level by gender– 2025 (Private Sector & All Government)



Figure 23 shows that in relation to their EAP, the representation of females are overrepresented in Government and underrepresented in the Private Sector at the Skilled level.

Figure 24: Skilled level - Disability – 2025 (Private Sector & All Government)

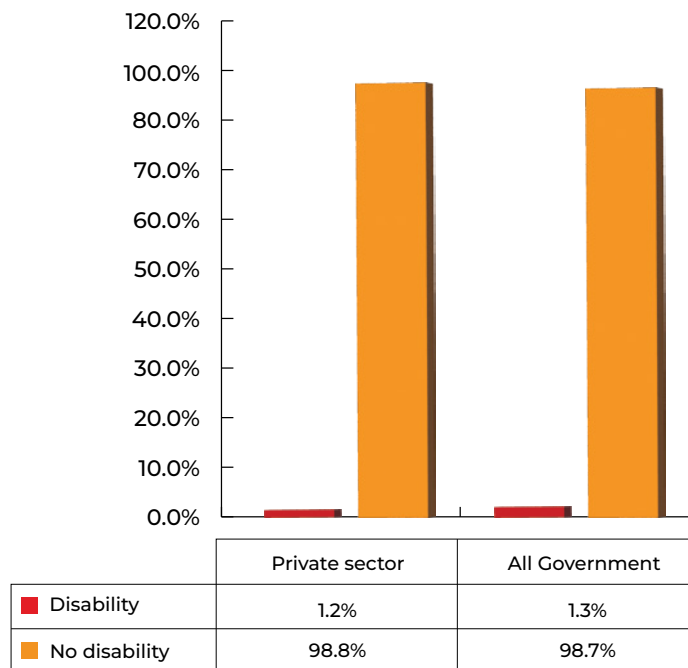


Figure 24 shows that the Government slightly outperforms the Private Sector in relation to the employment of employees with disabilities at the Skilled level.

Sector	Male				Female				Foreign National		
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	TOTAL
EAP	44.0%	4.6%	1.5%	4.2%	37.3%	4.0%	0.9%	3.5%	0.0%	0.0%	100.0%
Accommodation and food service activities	28.8%	4.4%	1.4%	4.1%	41.5%	8.0%	1.7%	5.4%	3.0%	1.7%	100.0%
Administrative and support activities	47.1%	4.4%	1.6%	3.6%	33.3%	4.1%	1.6%	3.3%	0.7%	0.3%	100.0%
Agriculture, forestry & fishing	34.2%	11.6%	1.0%	13.8%	17.7%	7.4%	0.8%	10.4%	2.7%	0.3%	100.0%
Arts, entertainment and recreation	33.1%	1.3%	0.5%	1.7%	58.6%	1.3%	0.5%	2.3%	0.3%	0.2%	100.0%
Construction	54.6%	7.8%	1.9%	9.4%	15.4%	2.7%	1.2%	4.6%	2.2%	0.2%	100.0%
Education	22.8%	2.4%	0.7%	3.4%	49.4%	6.2%	1.7%	11.8%	0.9%	0.7%	100.0%
Electricity, gas, steam and air conditioning supply	47.9%	5.3%	1.8%	8.0%	29.5%	2.6%	1.1%	3.0%	0.7%	0.1%	100.0%
Financial and insurance activities	20.6%	5.5%	3.2%	4.8%	40.1%	11.2%	5.0%	8.8%	0.3%	0.4%	100.0%
Human health and social work activities	17.6%	1.6%	1.1%	1.6%	58.1%	6.6%	3.7%	8.7%	0.3%	0.6%	100.0%
Information and communication	28.2%	8.7%	5.8%	13.7%	23.3%	6.2%	3.9%	8.3%	1.5%	0.6%	100.0%
Manufacturing	39.4%	9.1%	5.1%	13.4%	17.5%	4.9%	2.7%	6.1%	1.6%	0.3%	100.0%
Mining and quarrying	56.5%	3.9%	0.5%	13.6%	17.3%	1.1%	0.3%	3.5%	3.1%	0.1%	100.0%
Professional, scientific and technical activities	23.4%	4.9%	3.4%	8.7%	31.6%	7.3%	5.5%	13.6%	0.8%	0.7%	100.0%
Public administration and defence; compulsory social security	33.9%	5.7%	1.0%	3.4%	41.3%	7.6%	1.0%	5.9%	0.2%	0.1%	100.0%
Real estate activities	20.4%	4.8%	2.6%	11.1%	25.8%	9.3%	4.9%	18.9%	1.6%	0.7%	100.0%
Transportation and storage	49.9%	7.7%	3.6%	7.8%	19.7%	3.5%	2.2%	4.6%	0.9%	0.1%	100.0%
Water supply sewerage, waste management and remediation activities	46.9%	4.5%	1.0%	4.6%	35.5%	3.5%	0.9%	2.8%	0.2%	0.1%	100.0%
Wholesale and retail trade; repair of motor vehicles and motorcycles	28.1%	7.0%	4.2%	8.5%	29.9%	9.2%	3.5%	8.2%	1.1%	0.4%	100.0%

Table 12 indicates that the representation of the Coloured, Indian and White population groups is above their EAP in most sectors of the economy at the Skilled level. The African population group is above their EAP in the Arts, Entertainment and Recreation sector and Water supply sewerage, waste management and remediation activities. Indian and White representation is dominant in the Professional, Scientific and technical activities and Real Estate Activities. Foreign Nationals are highly represented in the Accommodation and food services and Mining and Quarrying sectors at this occupational level.

Table 13: Workforce movement at the Skilled level by Population Group and Gender (All Employers)

	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
EAP	44.0%	4.6%	1.5%	4.2%	37.3%	4.0%	0.9%	3.5%	0.0%	0.0%	100.0%
Workforce profile-all employees	33.6%	5.7%	2.3%	6.7%	34.8%	6.3%	2.3%	6.9%	1.0%	0.3%	100.0%
Recruitment	66.9%	0.7%	0.0%	11.3%	18.9%	0.7%	0.0%	1.4%	0.0%	0.0%	100.0%
Promotion	35.6%	7.0%	2.5%	5.3%	32.9%	8.1%	2.3%	5.3%	0.7%	0.3%	100.0%
Terminations	36.3%	6.3%	2.8%	9.2%	28.2%	5.9%	2.3%	7.5%	1.2%	0.5%	100.0%
Skills Development	40.7%	2.3%	1.1%	4.9%	41.0%	4.1%	1.4%	4.7%	0.0%	0.0%	100.0%

Table 13 shows that most of the opportunities accrued to the African population group at the Skilled level.

8.5 WORKFORCE PROFILE, WORKFORCE MOVEMENT AND SKILLS DEVELOPMENT AT THE SEMI-SKILLED LEVEL BY POPULATION GROUP, GENDER AND DISABILITY

Table 1: National EAP by Population and Gender Group* (*Source: Statistics South Africa. QLFS. Quarter 3. 2025)

MALE			FEMALE			Total
AM	African Male	44.0%	AF	African Female	37.3%	81.3%
CM	Coloured Male	4.6%	CF	Coloured Female	4.0%	8.6%
IM	Indian Male	1.5%	IF	Indian Female	0.9%	2.4%
WM	White Male	4.2%	WF	White Female	3.5%	7.7%
Total		54.3%			45.7%	100.0%

Figure 25: Semi-skilled level by population group – 2025

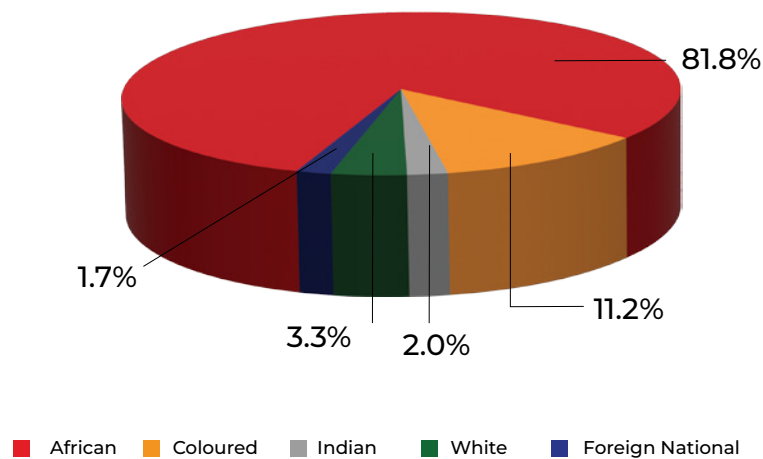


Figure 25 shows that Africans and Coloureds are over-represented at the Semi-Skilled level. It also shows that the White and Indian population groups are under-represented at this occupational level. The high representation of Foreign Nationals (1.7%) at this low occupational level remains a concern to the CEE.

Figure 26: Semi-skilled level by gender – 2025

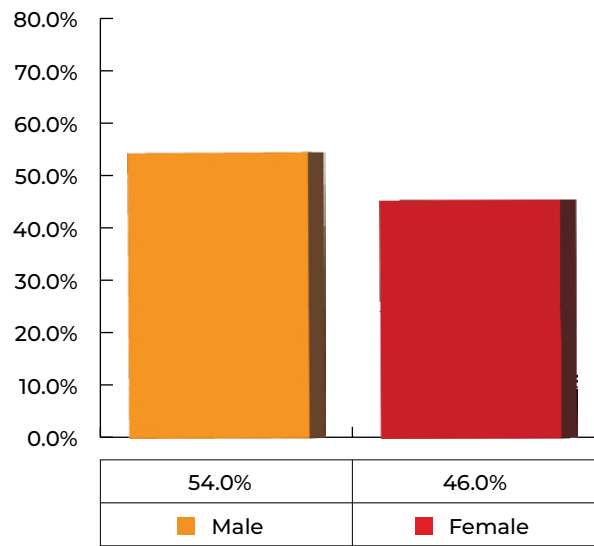


Figure 26 shows that the representation of both males and females is closely related to their EAP at the Semi-skilled level.

Figure 27: Semi-Skilled level - Disability- 2025

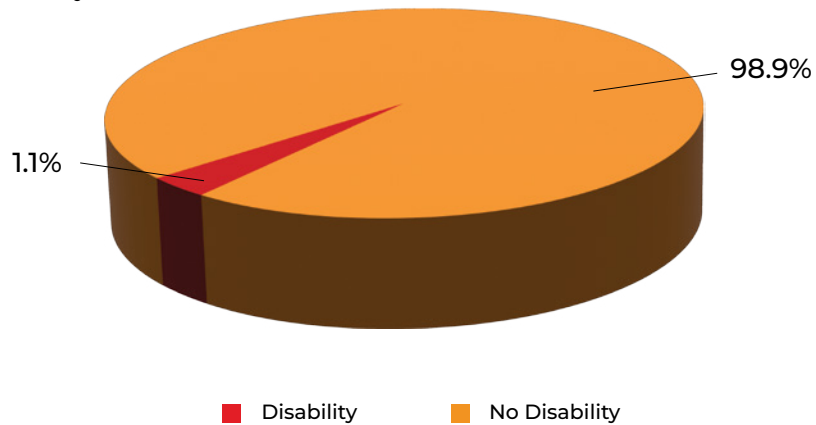


Figure 27 shows that the representation of employees with disabilities (1.1%) remains low at the Semi-skilled level.

Figure 28: Semi-skilled level by population group – 2025 (Private Sector & All Government)

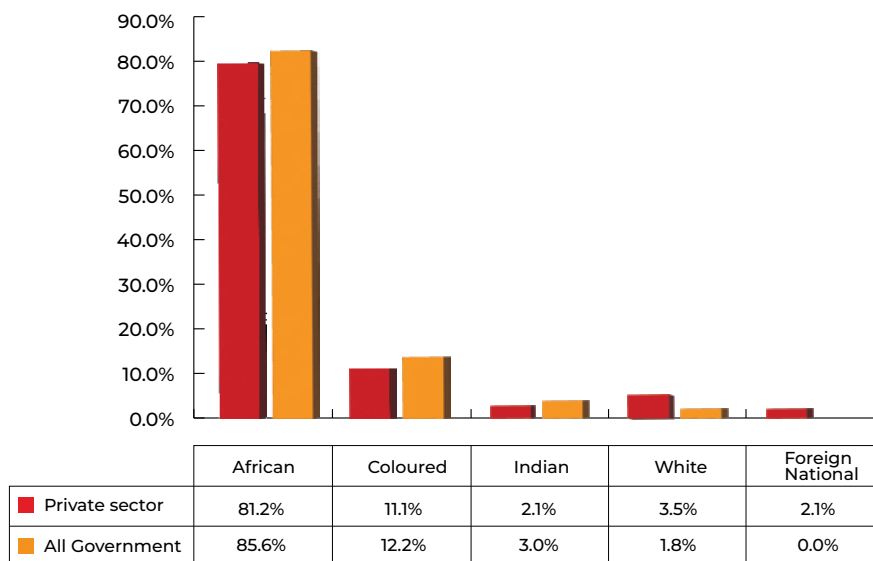


Figure 28 shows that in terms of their EAP, the Indian and White population groups are under-represented in the Private Sector at the Semi-Skilled level. The high representation of Foreign Nationals (2.1%) in the Private Sector at this occupational level remains a worrying factor considering the high unemployment rate and the abundance of skills at this level.

Figure 29: Semi-skilled level by gender– 2025 (Private Sector & All Government)



Figure 29 shows that females are over-represented in Government and are under-represented in the Private Sector at the Semi-skilled level.

Figure 30: Semi-skilled level - Disability – 2025 (Private Sector & All Government)

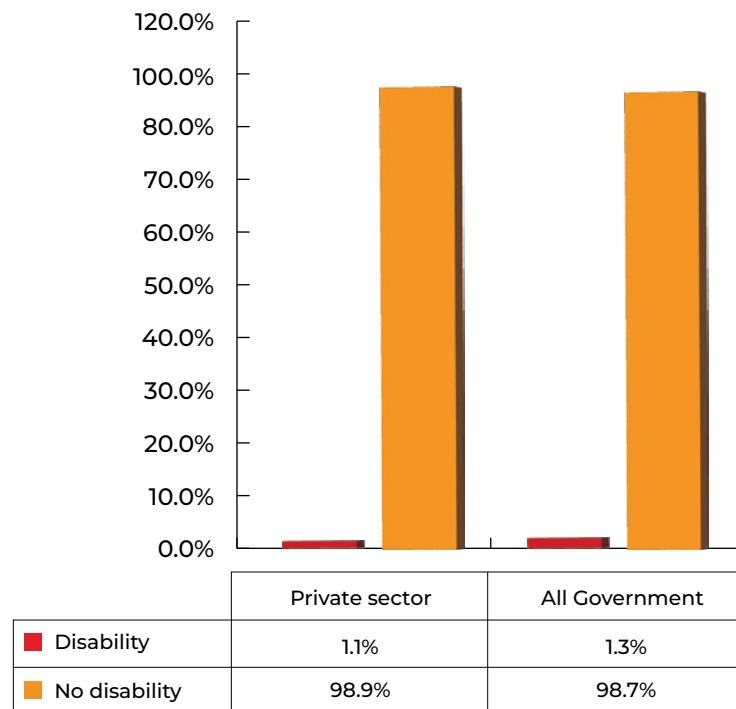


Figure 30 shows that Government slightly outperforms the Private Sector in terms of the employment of employees with disabilities at the Semi-skilled level.

Table 14: Workforce profile at the Semi-skilled Level by Sector, Population Group and Gender

Sector	Male				Female				Foreign National		
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	TOTAL
EAP	44.0%	4.6%	1.5%	4.2%	37.3%	4.0%	0.9%	3.5%	0.0%	0.0%	100.0%
Accommodation and food service activities	32.6%	2.9%	0.4%	0.8%	53.9%	4.6%	0.5%	1.2%	1.9%	1.2%	100.0%
Administrative and support activities	57.1%	2.6%	0.6%	0.7%	33.9%	3.3%	0.6%	0.7%	0.4%	0.2%	100.0%
Agriculture, forestry & fishing	46.6%	13.7%	0.3%	2.0%	21.6%	8.3%	0.2%	2.7%	3.7%	0.8%	100.0%
Arts, entertainment and recreation	33.5%	3.7%	0.8%	1.4%	52.5%	4.4%	0.8%	1.3%	0.8%	0.9%	100.0%
Construction	69.9%	7.3%	0.4%	2.1%	13.7%	2.2%	0.3%	1.7%	2.3%	0.1%	100.0%
Education	31.2%	4.1%	0.5%	1.8%	45.4%	8.2%	1.2%	6.7%	0.5%	0.5%	100.0%
Electricity, gas, steam and air conditioning supply	59.2%	6.8%	0.7%	2.8%	24.0%	2.6%	0.6%	2.4%	0.8%	0.1%	100.0%
Financial and insurance activities	22.8%	4.5%	1.8%	2.0%	51.3%	10.1%	2.7%	3.8%	0.4%	0.5%	100.0%
Human health and social work activities	22.7%	2.1%	0.9%	0.8%	60.5%	7.0%	2.2%	3.5%	0.1%	0.2%	100.0%
Information and communication	25.0%	8.5%	3.3%	2.8%	41.5%	10.7%	3.6%	3.2%	0.9%	0.6%	100.0%
Manufacturing	52.3%	8.4%	1.9%	2.5%	24.6%	6.1%	1.1%	1.8%	1.1%	0.2%	100.0%
Mining and quarrying	70.4%	1.9%	0.0%	1.2%	15.1%	0.7%	0.0%	0.5%	9.9%	0.2%	100.0%
Professional, scientific and technical activities	34.6%	5.9%	1.3%	2.2%	36.7%	9.5%	2.6%	6.4%	0.4%	0.4%	100.0%
Public administration and defence; compulsory social security	47.6%	6.0%	0.6%	0.7%	37.8%	5.5%	0.5%	1.2%	0.1%	0.0%	100.0%
Real estate activities	32.7%	5.7%	1.1%	3.7%	29.6%	8.5%	3.7%	11.2%	2.9%	0.8%	100.0%
Transportation and storage	62.5%	6.5%	1.8%	2.1%	19.7%	3.2%	1.0%	2.2%	0.8%	0.1%	100.0%
Water supply sewerage, waste management and remediation activities	55.9%	4.6%	0.4%	1.1%	33.5%	2.7%	0.4%	1.1%	0.3%	0.1%	100.0%
Wholesale and retail trade; repair of motor vehicles and motorcycles	31.8%	5.0%	0.9%	1.3%	49.4%	8.2%	1.1%	1.5%	0.6%	0.3%	100.0%

Table 14 illustrates that the representation of the African and Coloured population groups is either close to or above their EAP across most sectors at the Semi-skilled level. However, the Indian and White population groups are below their EAP in most sectors at this occupational level. The high representation of Foreign Nationals in the Mining and Quarrying sector (10.1%) and Agriculture, forestry and fishing sector (4.5%) with low skill requirements remains a concern at this occupational level.

Table 15: Workforce movement at the Semi-skilled level by Population Group and Gender (All Employers)

	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
EAP	44.0%	4.6%	1.5%	4.2%	37.3%	4.0%	0.9%	3.5%	0.0%	0.0%	100.0%
Workforce profile-all employees	44.8%	5.4%	1.0%	1.4%	37.0%	5.8%	1.0%	1.8%	1.4%	0.3%	100.0%
Recruitment	82.1%	0.8%	0.0%	1.5%	14.9%	0.6%	0.0%	0.0%	0.0%	0.0%	100.0%
Promotion	42.8%	6.8%	0.8%	1.5%	37.6%	7.3%	0.6%	1.3%	1.0%	0.3%	100.0%
Terminations	44.7%	6.4%	1.2%	1.9%	34.1%	7.4%	1.1%	2.0%	1.0%	0.3%	100.0%
Skills Development	39.4%	11.3%	11.0%	3.7%	24.3%	3.4%	3.4%	3.4%	0.0%	0.0%	100.0%

Table 15 shows that recruitment and promotion opportunities mainly benefitted the African population group at the Semi-Skilled level. It also shows that more effort is required to recruit Whites and Indians at this occupational level.

8.6 WORKFORCE PROFILE, WORKFORCE MOVEMENT AND SKILLS DEVELOPMENT AT THE UNSKILLED LEVEL BY POPULATION GROUP, GENDER AND DISABILITY

Table 1: National EAP by Population and Gender Group* (*Source: Statistics South Africa. QLFS. Quarter 3, 2025)

MALE			FEMALE			Total
AM	African Male	44.0%	AF	African Female	37.3%	81.3%
CM	Coloured Male	4.6%	CF	Coloured Female	4.0%	8.6%
IM	Indian Male	1.5%	IF	Indian Female	0.9%	2.4%
WM	White Male	4.2%	WF	White Female	3.5%	7.7%
Total		54.3%			45.7%	100.0%

Figure 31: Unskilled level by population group – 2025

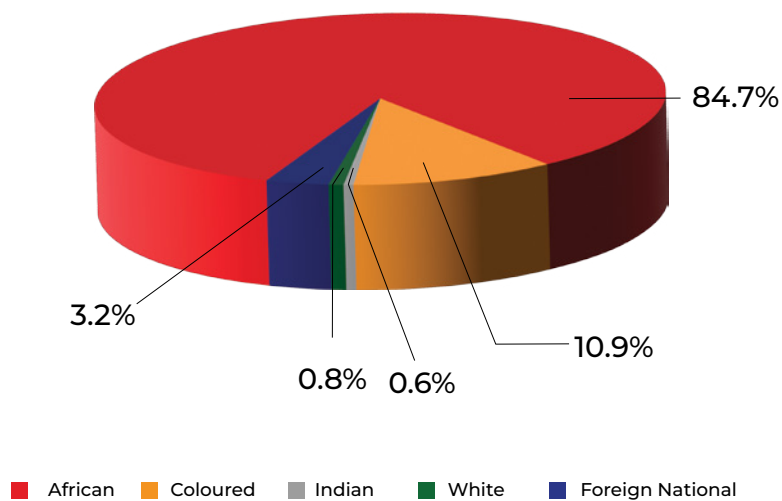


Figure 31 shows that the representation of Indians and Whites are the only population groups that are below their EAP at the Unskilled level. Considering the high unemployment rate in South Africa, it is crucial that the representation of Foreign Nationals (3.2%) should be monitored and managed at this occupational level

Figure 32: Unskilled level by gender – 2025

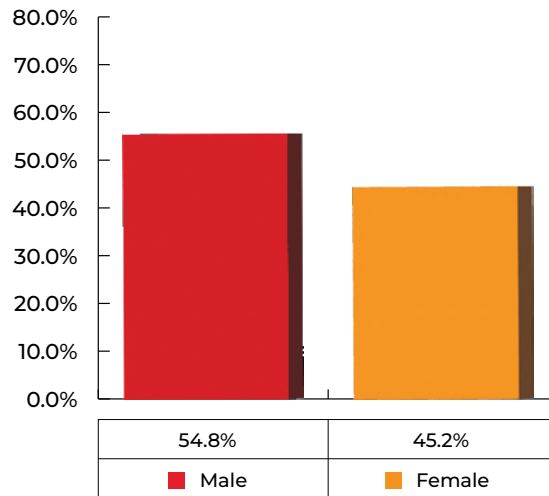


Figure 32 shows that both genders are equitably represented at the Unskilled level.

Figure 33: Unskilled level – Disability - 2025

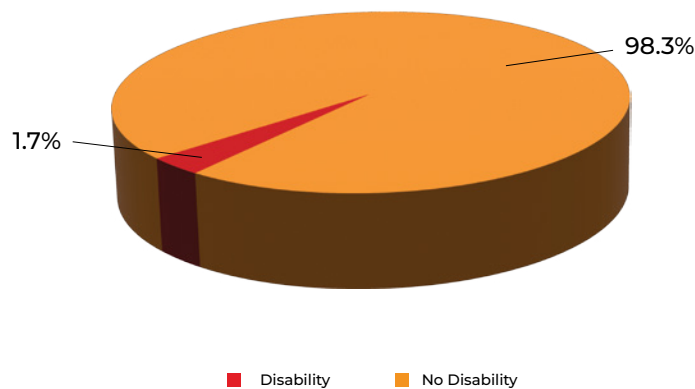


Figure 33 shows that employees with disabilities represented 1.7% of total workforce at Unskilled level.

Figure 34: Unskilled level by population group – 2025 (Private Sector & All Government)

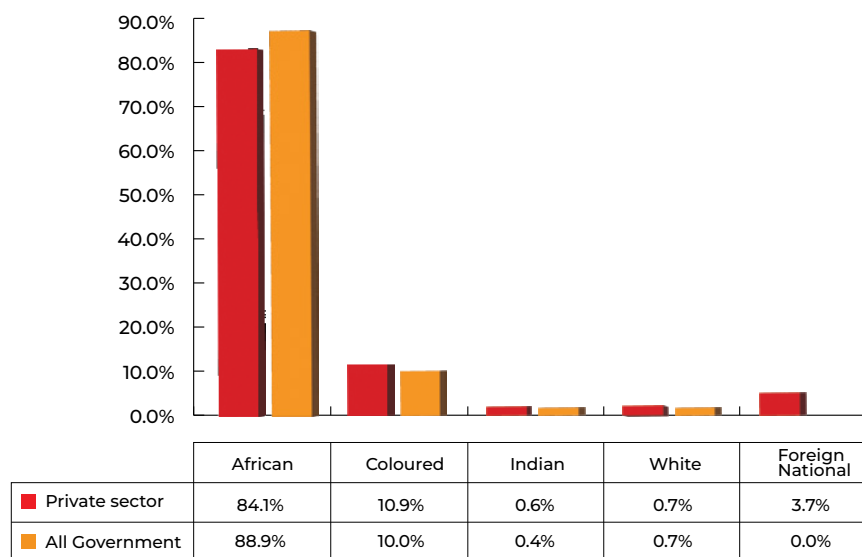


Figure 34 shows that the representation of Africans and Coloureds are the only population groups that are over-represented in both Government and in the Private Sector at the Unskilled level. The high representation of Foreign Nationals (3.7%) in the Private Sector remains a concern to the CEE, as there is an abundance of skills amongst the local population at this level.

Figure 35: Unskilled level by gender– 2025 (Private Sector & All Government)

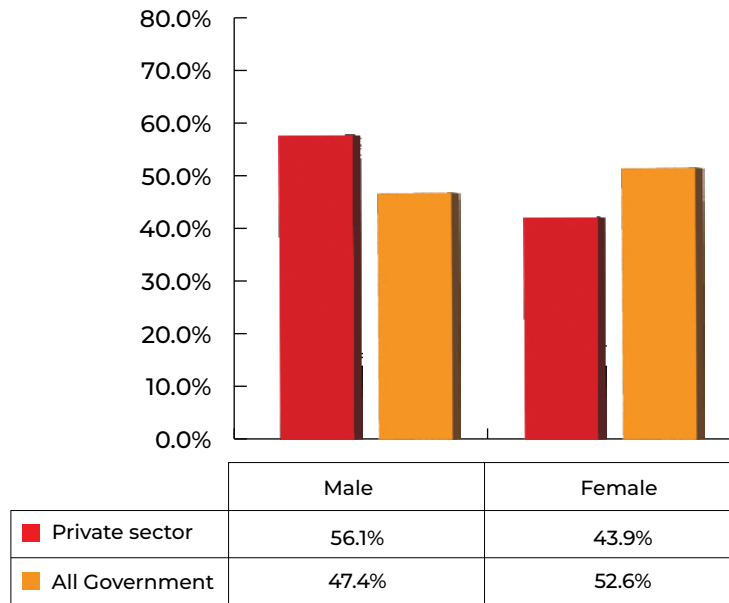


Figure 35 shows that in terms of the EAP, males are over-represented in the Private Sector and females are over-represented in Government at the Unskilled level.

Figure 36: Unskilled level - Disability – 2025 (Private Sector & All Government)

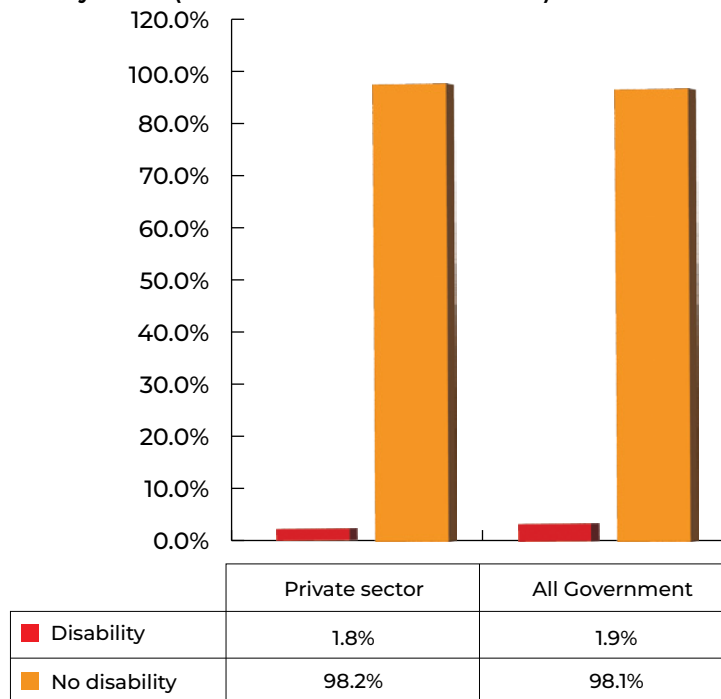


Figure 36 shows that Government slightly outperforms Private Sector in terms of the employment of employees with disabilities at the Unskilled level.

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

Sector	Male				Female				Foreign National		
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	TOTAL
EAP	44.0%	4.6%	1.5%	4.2%	37.3%	4.0%	0.9%	3.5%	0.0%	0.0%	100.0%
Accommodation and food service activities	31.3%	3.3%	0.2%	0.4%	53.6%	8.5%	0.2%	0.3%	1.4%	0.9%	100.0%
Administrative and support activities	45.7%	2.6%	0.3%	0.2%	47.0%	2.8%	0.1%	0.1%	0.8%	0.3%	100.0%
Agriculture, forestry & fishing	39.2%	8.1%	0.0%	0.2%	33.9%	9.4%	0.0%	0.1%	6.0%	3.0%	100.0%
Arts, entertainment and recreation	40.8%	4.0%	0.2%	0.5%	48.8%	3.2%	0.2%	0.3%	1.3%	0.7%	100.0%
Construction	69.0%	7.4%	0.2%	0.7%	19.3%	1.5%	0.0%	0.1%	1.6%	0.2%	100.0%
Education	35.2%	3.2%	0.1%	0.5%	54.0%	4.5%	0.1%	0.9%	0.9%	0.5%	100.0%
Electricity, gas, steam and air conditioning supply	55.4%	6.6%	0.4%	0.6%	33.7%	1.3%	0.3%	0.2%	1.2%	0.3%	100.0%
Financial and insurance activities	33.8%	9.4%	0.8%	0.6%	45.0%	7.5%	0.6%	0.7%	1.0%	0.6%	100.0%
Human health and social work activities	28.7%	2.8%	0.4%	0.6%	60.2%	5.3%	0.3%	0.9%	0.4%	0.4%	100.0%
Information and communication	41.9%	5.1%	1.3%	1.2%	43.0%	4.2%	0.9%	0.7%	1.0%	0.7%	100.0%
Manufacturing	50.8%	7.6%	0.9%	0.9%	32.2%	5.9%	0.4%	0.2%	0.9%	0.3%	100.0%
Mining and quarrying	67.6%	1.1%	0.0%	0.6%	20.6%	0.3%	0.0%	0.1%	8.6%	1.1%	100.0%
Professional, scientific and technical activities	48.4%	3.6%	0.4%	0.7%	40.4%	3.4%	0.8%	1.2%	0.7%	0.4%	100.0%
Public administration and defence; compulsory social security	39.8%	8.2%	0.3%	0.5%	44.8%	5.8%	0.1%	0.3%	0.1%	0.0%	100.0%
Real estate activities	33.9%	2.2%	0.5%	0.8%	55.6%	2.5%	0.5%	1.3%	1.8%	1.1%	100.0%
Transportation and storage	65.8%	8.1%	0.6%	0.7%	21.1%	2.3%	0.2%	0.2%	1.0%	0.1%	100.0%
Water supply sewerage, waste management and remediation activities	51.1%	3.6%	0.2%	0.3%	42.3%	2.1%	0.1%	0.1%	0.3%	0.1%	100.0%
Wholesale and retail trade; repair of motor vehicles and motorcycles	42.3%	4.3%	0.5%	0.5%	45.3%	5.2%	0.4%	0.3%	0.8%	0.4%	100.0%

Table 16 illustrates that the representation of African and Coloured population groups is either close to or above their EAP across most sectors at the Unskilled level. However, the Indian and White population groups are below their EAP in most sectors at this occupational level. The high representation of Foreign Nationals in the Mining and Quarrying sector and Accommodation and food services with low skill requirements is a worrying factor at this occupational level.

Table 17: Workforce movement at the Unskilled level by Population Group and Gender (All Employers)

	Male				Female				Foreign National		TOTAL
	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
EAP	44.0%	4.6%	1.5%	4.2%	37.3%	4.0%	0.9%	3.5%	0.0%	0.0%	100.0%
Workforce profile-all employees	46.0%	5.6%	0.4%	0.5%	38.6%	5.3%	0.2%	0.2%	2.3%	0.9%	100.0%
Recruitment	47.1%	0.1%	0.0%	1.1%	51.5%	0.3%	0.0%	0.0%	0.0%	0.0%	100.0%
Promotion	49.6%	8.4%	0.5%	0.9%	30.7%	7.5%	0.1%	0.2%	1.7%	0.4%	100.0%
Terminations	45.8%	7.9%	0.4%	0.7%	34.2%	7.8%	0.3%	0.3%	1.5%	1.2%	100.0%
Skills Development	53.6%	5.6%	0.1%	1.3%	32.9%	6.5%	0.1%	0.0%	0.0%	0.0%	100.0%

Table 17 shows that the recruitment, promotions and skills development opportunities mainly accrued to the African population group at the Unskilled level. It also shows that more effort is required to recruit Whites and Indians at this occupational level.

8.7 WORKFORCE PROFILE FOR EMPLOYEES WITH DISABILITIES (ALL) IN 2025

Table 18: % of Workforce Employees with Disabilities (All) - 2025

1.3%

Table 18 indicates that the representation of employees with disabilities is at 1.3% of the total workforce in 2025.

Table 19: % of Workforce Employees with Disabilities - 2025 (All Government & All Private)

Private Sector	ALL Government
1.3%	1.3%

Table 19 shows that both the Private Sector and Government are (1.3%) in relation to the employment of employees with disabilities in 2025.



9. EDUCATION SECTOR V/S PUBLIC UNIVERSITIES

This section analyses the employment of foreign nationals in the Education Sector v/s Public Universities.

Table 20: TOTAL NUMBER OF EE REPORTS RECEIVED AND TOTAL NUMBER OF EMPLOYEES IN THE EDUCATION SECTOR AND PUBLIC UNIVERSITIES – 2025

DESCRIPTION	REPORTS RECEIVED	TOTAL WORKFORCE	TOTAL FOREIGN NATIONAL	FOREIGN NATIONAL (%)
Education Sector	309	419 111	8 716	2.1%
Public universities	26	95 685	6 777	7.1%

Table 20 Shows that out of the 8716 Foreign Nationals in the Education Sector, Public Universities accounted for 77.7% of the Foreign Nationals in the Sector. It also shows that 2.1% of employees in the Education Sector are Foreign Nationals and 7.1% of employees in Public Universities are Foreign Nationals.

Figure 37: Top Management by population group for Education Sector V/S Public Universities



Figure 37 reflects that Foreign Nationals accounted for 2.5% of positions in the Education sector compared to 1.6% in the 26 Public Universities at the Top management level.

Figure 38: Senior Management by Population group for Education Sector V/S Public Universities



Figure 38 shows that Foreign Nationals occupy 5.2% of all positions in the Education Sector and 16.0% in the 26 Public Universities at the Senior Management level. It also shows that the representation of Foreign Nationals at the Public Universities (16.0%) is more than the Coloured (6.9%) and Indian (10.0%) population groups at this level.

Figure 39 Professionally qualified by population group for Education Sector V/S Public Universities

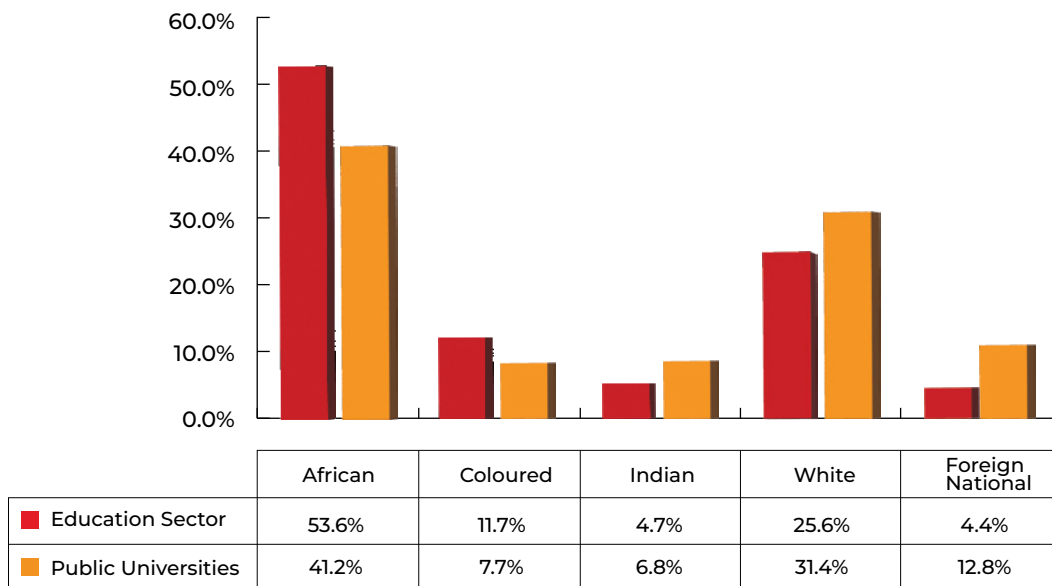


Figure 39 shows that Foreign Nationals occupy 4.4% of all positions in the Education Sector and 12.8% in the 26 Public Universities at the Professionally Qualified level. It also shows that the representation of Foreign Nationals at the Public Universities (12.8%) is more than the Coloured (7.7%) and Indian (6.8%) population groups at this level.

Figure 40 Skilled by population group for Education Sector V/S Public Universities

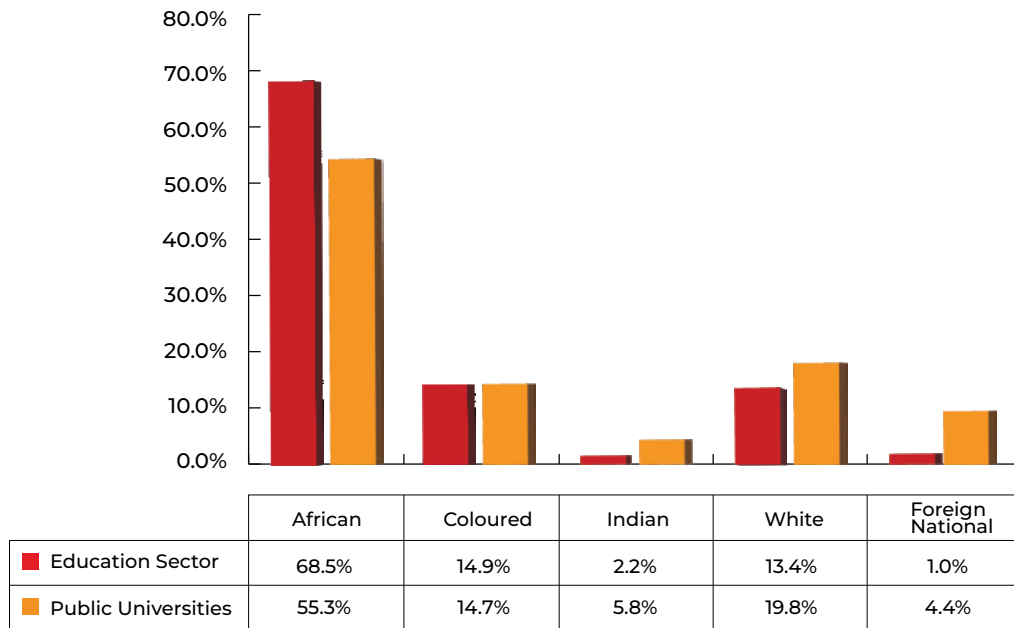


Figure 40 reflects that Foreign Nationals accounted for 1.0% of positions in the Education sector compared to 4.4% in the 26 Public Universities at the Skilled level.

Figure 41 Semi-Skilled by population group for Education Sector V/S Public Universities

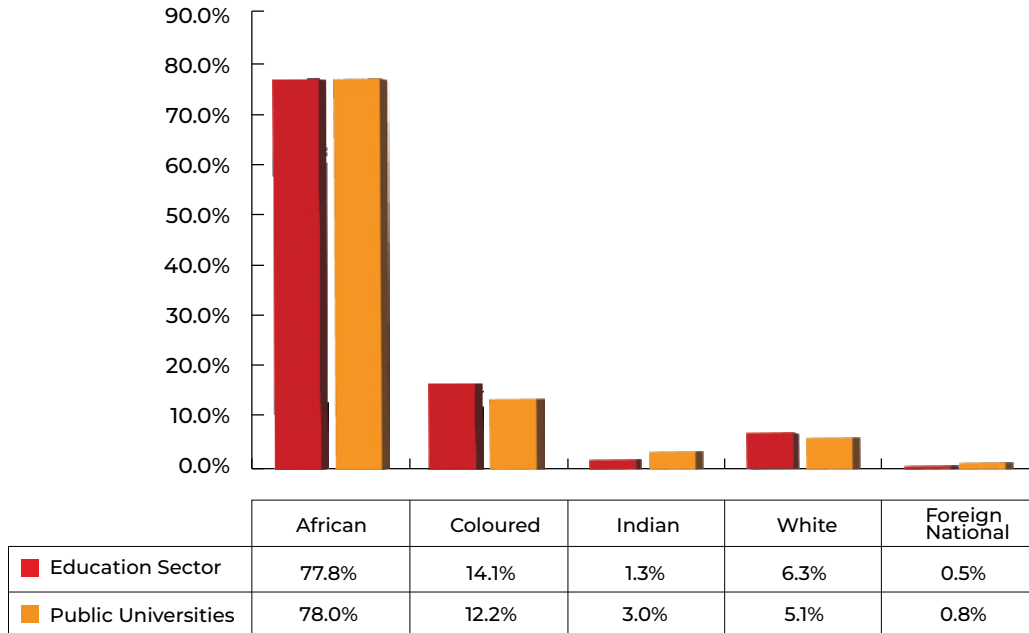


Figure 41 reflects that Foreign Nationals accounted for 0.5% of positions in the Education sector compared to 0.8% in the 26 Public Universities at the Semi-Skilled level.

Figure 42 Unskilled by population group for Education Sector V/S Public Universities

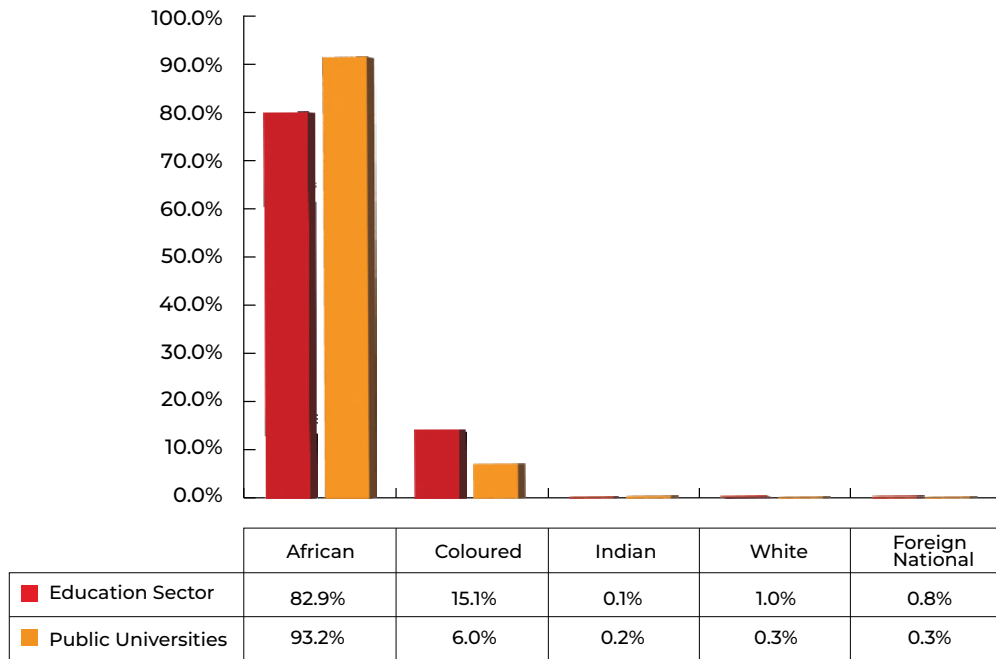


Figure 42 shows that Foreign Nationals occupy 0.8% of all positions in the Education Sector and 0.3% in the 26 Public Universities at the Senior Management level. It also shows that the representation of Foreign Nationals at the Public Universities (0.3%) is more than the Indian (0.2%) population groups at this level.

10. DISABILITY PER SECTOR

This section provides an analysis of the representation of employees with disabilities for the 18 economic sectors as reported for the 2025 reporting cycle, which is still below the 5-year sector target of 3% across all 18 sectors.

Table 21.1: Representation of employees with Disabilities by Sector	
SECTORS	Disability %
Electricity, gas, steam and air conditioning supply	2.6%
Information and communication	2.1%
Professional, scientific and technical activities	1.9%
Manufacturing	1.9%
Transportation and storage	1.8%
Financial and insurance activities	1.6%
Public administration and defence; compulsory social security	1.4%
Real estate activities	1.4%
Mining and quarrying	1.3%

Table 21.1 shows the nine (9) economic sectors with highest representation of employees with disabilities in the workforce, which included Electricity, gas, steam and air conditioning supply (2.6%); Information and communication (2.1%); Professional, scientific and technical activities and Manufacturing (1.9%).

Table 21.2: Representation of employees with Disabilities by Sector	
SECTORS	Disability %
Wholesale and retail trade; repair of motor vehicles and motorcycles	1.1%
Water supply, sewerage, waste management and remediation activities	1.1%
Human health and social work activities	1.0%
Construction	0.9%
Administrative and support activities	0.9%
Education	0.9%
Accommodation and food service activities	0.8%
Arts entertainment and recreation	0.8%

Table 21.2. shows the nine (9) economic sectors with lowest representation of employees with disabilities in the workforce, which included Arts entertainment and recreation, Accommodation and food services (0.8%), and Education and Administrative and support activities (0.9%).

11. BARRIER AND AFFIRMATIVE ACTION FOR 2025 (ALL EMPLOYERS)

This section of the report provides an analysis of the barriers and affirmative action measures when commencing employment, during employment and when terminating employment contained in the reports submitted by the designated employers in 2025.

CATEGORIES	BARRIERS			AFFIRMATIVE ACTION MEASURES		
	YES	NO	TOTAL	YES	NO	TOTAL
Recruitment procedures	8004	7086	15090	7767	7323	15090
	53.0%	47.0%	100.0%	51.5%	48.5%	100.0%
Advertising positions	5123	9967	15090	4952	10138	15090
	33.9%	66.1%	100.0%	32.8%	67.2%	100.0%
Selection criteria	4565	10525	15090	4393	10697	15090
	30.3%	69.7%	100.0%	29.1%	70.9%	100.0%
Appointments	4832	10258	15090	4660	10430	15090
	32.0%	68.0%	100.0%	30.9%	69.1%	100.0%
Job classification and grading	2538	12552	15090	2384	12706	15090
	16.8%	83.2%	100.0%	15.8%	84.2%	100.0%
Remuneration and benefits	3249	11841	15090	3091	11999	15090
	21.5%	78.5%	100.0%	20.5%	79.5%	100.0%
Terms & conditions of employment	1132	13958	15090	1031	14059	15090
	7.5%	92.5%	100.0%	6.8%	93.2%	100.0%

Table 22.1 indicates that a large proportion of employers did not have barriers in the following categories: terms and conditions of employment (92.5%); job classification and grading (83.2%); remuneration and benefits (78.5%); selection criteria (69.7%), advertising of positions (66.1%); and appointments (47.0%). This implies that most employers did not face challenges in attracting and employing people from the designated groups, which means a change in the representation of the designated groups in the upper occupational levels of the workforce should take place at a faster pace moving forward.

CATEGORIES	BARRIERS			AFFIRMATIVE ACTION MEASURES		
	YES	NO	TOTAL	YES	NO	TOTAL
Job assignments	553	14537	15090	471	14619	15090
	3.7%	96.3%	100.0%	3.1%	96.9%	100.0%
Work environment and facilities	4050	11040	15090	3787	11303	15090
	26.8%	73.2%	100.0%	25.1%	74.9%	100.0%
Training and development	4463	10627	15090	4246	10844	15090
	29.6%	70.4%	100.0%	28.1%	71.9%	100.0%
Performance and evaluation systems	3015	12075	15090	2839	12251	15090
	20.0%	80.0%	100.0%	18.8%	81.2%	100.0%
Promotions	1442	13648	15090	1288	13802	15090
	9.6%	90.4%	100.0%	8.5%	91.5%	100.0%
Transfers	364	14726	15090	308	14782	15090
	2.4%	97.6%	100.0%	2.0%	98.0%	100.0%
Succession and experience planning	5831	9259	15090	5561	9529	15090
	38.6%	61.4%	100.0%	36.9%	63.1%	100.0%

Table 22.2 shows that most employers indicated that they did not have barriers in relation to transfers; job assignments; and promotions. As a result, there should be no excuse for not distributing more employment opportunities in favour of the designated groups particularly at the upper echelons of the workforce.

CATEGORIES	BARRIERS			AFFIRMATIVE ACTION MEASURES		
	YES	NO	TOTAL	YES	NO	TOTAL
Disciplinary measures	1034	14056	15090	947	14143	15090
	6.9%	93.1%	100.0%	6.3%	93.7%	100.0%
Dismissals	355	14735	15090	286	14804	15090
	2.4%	97.6%	100.0%	1.9%	98.1%	100.0%
Corporate culture	2120	12970	15090	2039	13051	15090
	14.0%	86.0%	100.0%	13.5%	86.5%	100.0%
Harassment	1931	13159	15090	1873	13217	15090
	12.8%	87.2%	100.0%	12.4%	87.6%	100.0%
HIV and AIDS education and prevention programmes	2896	12194	15090	2794	12296	15090
	19.2%	80.8%	100.0%	18.5%	81.5%	100.0%
Retention of designated groups	3872	11218	15090	3703	11387	15090
	25.7%	74.3%	100.0%	24.5%	75.5%	100.0%
Reasonable accommodation	3304	11786	15090	3151	11939	15090
	21.9%	78.1%	100.0%	20.9%	79.1%	100.0%
Assigned senior manager(s) to manage EE implementation	938	14152	15090	835	14255	15090
	6.2%	93.8%	100.0%	5.5%	94.5%	100.0%
Budget allocation in support of employment equity goals	2177	12913	15090	1931	13159	15090
	14.4%	85.6%	100.0%	12.8%	87.2%	100.0%
Time off for employment equity consultative committee to meet	1599	13491	15090	1485	13605	15090
	10.6%	89.4%	100.0%	9.8%	90.2%	100.0%

Table 22.3 shows a large number of designated employers did not have barriers in the following categories: Dismissal (97.6%); Assigned Senior Manager to manage EE implementation (93.8%) and Disciplinary measures (93.1%). It is therefore safe to assume that sufficient strategies have not been adopted and implemented by designated employers to increase the representation of the designated groups, particularly persons with disabilities, across the various sectors of the economy.

12. CONCLUDING OBSERVATIONS AND REMARKS

This report provides the Employment Equity (EE) status of the South African labour market following the operationalisation of the Employment Equity Amendment Act, No. 4 of 2022 (EE Amendment Act) on 1 January 2025; and its accompanying two sets of EE Regulations, including the sector specific numerical targets on 15 April 2025.

This report highlights the progress made in implementing and monitoring compliance with the requirements of the Employment Equity Act, 1998 (EEA) as amended. It also provides a progress update in the implementation of affirmative action measures aimed at achieving equitable representation of individuals from the designated groups (i.e. black people, women and persons with disabilities) across each occupational level of the workforce.

The analysis of EE data in the EE reports submitted by designated employers (i.e. those that employ 50 and more employees) in the 2025 EE reporting cycle, indicates that the South African labour market continues to reflect pronounced racial; gender and disability disparities.

Representation trends observed from designated employers' employment equity reports indicate that the labour market structure remains hierarchical in terms of race, gender and then disability. The upper two decision-making occupational levels (i.e. top management and senior management), remain racialised and gendered with the white and Indian population groups; and males being dominant at these levels.

Notably, most designated groups, in particular, black women and persons with disabilities continue to be predominantly concentrated within the lower to middle management occupational levels of the workforce. Although there has been an encouraging increase in the representation of women in lower to middle management occupational levels, this upward movement has not yet translated into substantial gains at Senior Management and Top Management occupational levels.

The persistently low representation of persons with disabilities remaining slightly above 1% across all occupational levels of all economic sectors for decades remains a significant

concern. An ambitious 5-year sector target across all 18 economic sectors by the Commission for Employment Equity (CEE) was set urging employers to prioritise and adopt assertive strategies when developing and implementing their Employment Equity Plans (EE Plans).

Additionally, the high representation of Foreign Nationals across all occupational levels in the economy, particularly in the public universities, remains a concern and must be monitored vigilantly. In a country grappling with high unemployment rates, it is essential for South Africa to thoroughly review the legislative framework governing labour migration and take appropriate action where necessary.

Furthermore, in terms of Section 53 of the EE Amendment Act, both designated and non-designated employees may request an EE Compliance Certificate online by means of the Department's website: www.labour.gov.za. EE Compliance Certificate is valid for a period of twelve months from the date of issue, after which a new request (**EEA 15 Form**) must be submitted should the employer wish to continue doing business with the state. The EE System Online to request or access the EE Compliance Certificate remains open to the employers beyond the EE reporting deadline of 15 January.

The CEE has also observed that since the promulgation of the amended EE legislation and its regulations, several legal challenges have been instituted against the Minister of Employment and Labour, the Director-General of the Department, and the CEE. These matters largely concern the constitutional validity, lawfulness, and practical implementation of the amended Employment Equity framework and its sector-specific numerical targets. The outcomes of these cases will play a pivotal role in shaping the future interpretation and application of the EE legislation, defining the extent of ministerial authority, and influencing the trajectory of transformation within the South African labour market.

Considering the pending court judgements on EE cases, the CEE urges all employers to continue implementing the EEA as amended to promote equity in their respective workplaces and create diversified and inclusive workplace free from unfair treatment and discrimination.

13. REFERENCES

- Department of Employment and Labour. 25th Commission for Employment Equity Report 2024-2025.
- Department of Employment and Labour. 24th Commission for Employment Equity Report 2023-2024.
- Department of Employment and Labour. 23rd Commission for Employment Equity Report 2022-2023.
- Employment Equity Act, 1998.
- Employment Equity Amendment Act, 2013.
- Employment Equity Regulations, 2014.
- Employment Equity Amendment Act, 2022.
- Employment Equity Regulations, 2025.
- Statistics South Africa (2025), Labour Force Survey, Quarter 3

APPENDIX

Appendix A: WORKFORCE PROFILE, RECRUITMENT, PROMOTION AND SKILLS DEVELOPMENT OF ALL EMPLOYERS FOR 2025

WORKFORCE PROFILE FOR ALL EMPLOYERS	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	4840	1407	3078	16865	3284	1071	1607	5087	963	231	38433
	12.6%	3.7%	8.0%	43.9%	8.5%	2.8%	4.2%	13.2%	2.5%	0.6%	100.0%
Senior Management	24281	6551	9921	37549	17444	5063	6597	20878	3138	1189	132611
	18.3%	4.9%	7.5%	28.3%	13.2%	3.8%	5.0%	15.7%	2.4%	0.9%	100.0%
Professionally qualified	159096	33524	28674	93434	174675	35974	26643	75616	9743	4460	641839
	24.8%	5.2%	4.5%	14.6%	27.2%	5.6%	4.2%	11.8%	1.5%	0.7%	100.0%
Skilled	608447	102360	41928	120918	629800	114743	41332	125601	17293	6205	1808627
	33.6%	5.7%	2.3%	6.7%	34.8%	6.3%	2.3%	6.9%	1.0%	0.3%	100.0%
Semi-skilled	1107519	133443	23778	35445	913625	144443	25038	45701	34852	7253	2471097
	44.8%	5.4%	1.0%	1.4%	37.0%	5.8%	1.0%	1.8%	1.4%	0.3%	100.0%
Unskilled	567009	68889	4511	6239	475691	64914	2491	3036	28087	10729	1231596
	46.0%	5.6%	0.4%	0.5%	38.6%	5.3%	0.2%	0.2%	2.3%	0.9%	100.0%
TOTAL PERMANENT	2471192	346174	111890	310450	2214519	366208	103708	275919	94076	30067	6324203
	39.1%	5.5%	1.8%	4.9%	35.0%	5.8%	1.6%	4.4%	1.5%	0.5%	100.0%
Temporary employees	226962	27205	2868	7326	250480	27146	3080	7917	13344	5510	571838
	39.7%	4.8%	0.5%	1.3%	43.8%	4.7%	0.5%	1.4%	2.3%	1.0%	100.0%
GRAND TOTAL	2698154	373379	114758	317776	2464999	393354	106788	283836	107420	35577	6896041

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	76	45	99	415	60	45	67	138	4	1	950
	8.0%	4.7%	10.4%	43.7%	6.3%	4.7%	7.1%	14.5%	0.4%	0.1%	100.0%
Senior Management	271	132	172	769	182	108	117	424	15	9	2199
	12.3%	6.0%	7.8%	35.0%	8.3%	4.9%	5.3%	19.3%	0.7%	0.4%	100.0%
Professionally qualified	1543	513	445	1902	1667	503	435	1660	53	35	8756
	17.6%	5.9%	5.1%	21.7%	19.0%	5.7%	5.0%	19.0%	0.6%	0.4%	100.0%

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Skilled	5613	1480	749	3003	6274	1585	677	2803	105	33	22322
	25.1%	6.6%	3.4%	13.5%	28.1%	7.1%	3.0%	12.6%	0.5%	0.1%	100.0%
Semi-skilled	10081	1882	492	976	10601	2035	497	1257	266	26	28113
	35.9%	6.7%	1.8%	3.5%	37.7%	7.2%	1.8%	4.5%	0.9%	0.1%	100.0%
Unskilled	8381	1136	172	318	9281	1353	176	134	209	53	21213
	39.5%	5.4%	0.8%	1.5%	43.8%	6.4%	0.8%	0.6%	1.0%	0.2%	100.0%
TOTAL PERMANENT	25965	5188	2129	7383	28065	5629	1969	6416	652	157	83553
	31.1%	6.2%	2.5%	8.8%	33.6%	6.7%	2.4%	7.7%	0.8%	0.2%	100.0%
Temporary employees	2703	324	51	64	3209	337	62	73	30	21	6874
	39.3%	4.7%	0.7%	0.9%	46.7%	4.9%	0.9%	1.1%	0.4%	0.3%	100.0%
GRAND TOTAL	28668	5512	2180	7447	31274	5966	2031	6489	682	178	90427

RECRUITMENT FOR ALL EMPLOYEES BY POPULATION GROUP AND GENDER	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	14681419	180115	10480857	2043424	9177529	2473665	5646637	3624181	112	32	48307971
	30.4%	0.4%	21.7%	4.2%	19.0%	5.1%	11.7%	7.5%	0.0%	0.0%	100.0%
Senior Management	27953800	1951910	1844866	9588981	14373282	395009	619	897805	1975679	130	58982081
	47.4%	3.3%	3.1%	16.3%	24.4%	0.7%	0.0%	1.5%	3.3%	0.0%	100.0%
Professionally qualified	66340092	2907599	3159	11981665	36989806	3071	1899522	5948803	1879511	462	127953690
	51.8%	2.3%	0.0%	9.4%	28.9%	0.0%	1.5%	4.6%	1.5%	0.0%	100.0%
Skilled	339550122	3685007	5531	57430664	95971719	3643832	4818	7033719	2352	846	507328610
	66.9%	0.7%	0.0%	11.3%	18.9%	0.7%	0.0%	1.4%	0.0%	0.0%	100.0%
Semi-skilled	176045481	1772422	5438	3154781	32022656	1370385	4781	9124	3160	1329	214389557
	82.1%	0.8%	0.0%	1.5%	14.9%	0.6%	0.0%	0.0%	0.0%	0.0%	100.0%
Unskilled	58469672	117398	1569	1397921	63931142	315660	927	1327	4969	2943	124243528
	47.1%	0.1%	0.0%	1.1%	51.5%	0.3%	0.0%	0.0%	0.0%	0.0%	100.0%
TOTAL PERMANENT	683040586	10614451	12341420	85597436	252466134	8201622	7557304	17514959	3865783	5742	1081205437
	63.2%	1.0%	1.1%	7.9%	23.4%	0.8%	0.8%	0.8%	0.4%	0.0%	100.0%

RECRUITMENT FOR ALL EMPLOYEES BY POPULATION GROUP AND GENDER	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
	Temporary employees	11810738 54.4%	1918020 8.8%	2879 0.0%	5852 0.0%	4291185 19.8%	2981109 13.7%	3100 0.0%	684625 3.2%	13008 0.1%	
GRAND TOTAL	694851324	12532471	12344299	85603288	256757319	11182731	7560404	18199584	3878791	10390	1102920601

PROMOTION FOR ALL EMPLOYEES BY POPULATION GROUP AND GENDER	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
	Top Management	242 16.3%	65 4.4%	100 6.7%	481 32.3%	157 10.5%	84 5.6%	79 5.3%	238 16.0%	33 2.2%	
Senior Management	1753 19.8%	487 5.5%	624 7.1%	2010 22.7%	1419 16.0%	443 5.0%	551 6.2%	1346 15.2%	146 1.6%	71 0.8%	8850 100.0%
Professionally qualified	10301 28.2%	2250 6.2%	1749 4.8%	4329 11.8%	9813 26.8%	2377 6.5%	1619 4.4%	3509 9.6%	383 1.0%	243 0.7%	36573 100.0%
Skilled	27710 35.6%	5423 7.0%	1952 2.5%	4094 5.3%	25612 32.9%	6284 8.1%	1757 2.3%	4161 5.3%	537 0.7%	254 0.3%	77784 100.0%
Semi-skilled	29345 42.8%	4683 6.8%	525 0.8%	1005 1.5%	25762 37.6%	4998 7.3%	419 0.6%	872 1.3%	668 1.0%	214 0.3%	68491 100.0%
Unskilled	4764 49.6%	805 8.4%	45 0.5%	83 0.9%	2947 30.7%	721 7.5%	13 0.1%	21 0.2%	162 1.7%	35 0.4%	9596 100.0%
TOTAL PERMANENT	74115 36.5%	13713 6.8%	4995 2.5%	12002 5.9%	65710 32.4%	14907 7.4%	4438 2.2%	10147 5.0%	1929 1.0%	827 0.4%	202783 100.0%
Temporary employees	3916 36.6%	566 5.3%	46 0.4%	88 0.8%	4960 46.3%	916 8.6%	28 0.3%	92 0.9%	86 0.8%	13 0.1%	10711 100.0%
GRAND TOTAL	78031	14279	5041	12090	70670	15823	4466	10239	2015	840	213494

TERMINATIONS FOR ALL EMPLOYEES BY POPULATION GROUP AND GENDER	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
	Top Management	963 17.9%	151 2.8%	293 5.4%	1455 27.0%	1464 27.2%	120 2.2%	209 3.9%	527 9.8%	161 3.0%	

TERMINATIONS FOR ALL EMPLOYEES BY POPULATION GROUP AND GENDER	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Senior Management	3142	778	1165	4458	2803	628	756	2270	446	148	16594
	18.9%	4.7%	7.0%	26.9%	16.9%	3.8%	4.6%	13.7%	2.7%	0.9%	100.0%
Professionally qualified	19337	4335	3950	13603	17472	3816	3208	9570	1301	512	77104
	25.1%	5.6%	5.1%	17.6%	22.7%	4.9%	4.2%	12.4%	1.7%	0.7%	100.0%
Skilled	82911	14342	6291	20972	64466	13462	5177	17168	2747	1098	228634
	36.3%	6.3%	2.8%	9.2%	28.2%	5.9%	2.3%	7.5%	1.2%	0.5%	100.0%
Semi-skilled	228300	32608	5984	9532	173910	38035	5503	10120	5030	1612	510634
	44.7%	6.4%	1.2%	1.9%	34.1%	7.4%	1.1%	2.0%	1.0%	0.3%	100.0%
Unskilled	170249	29417	1541	2446	126950	28782	1139	1153	5394	4291	371362
	45.8%	7.9%	0.4%	0.7%	34.2%	7.8%	0.3%	0.3%	1.5%	1.2%	100.0%
TOTAL PERMANENT	504902	81631	19224	52466	387065	84843	15992	40808	15079	7709	1209719
	41.7%	6.7%	1.6%	4.3%	32.0%	7.0%	1.3%	3.4%	1.2%	0.6%	100.0%
Temporary employees	203368	28810	2336	5417	200450	33508	2449	6686	11803	4829	499656
	40.7%	5.8%	0.5%	1.1%	40.1%	6.7%	0.5%	1.3%	2.4%	1.0%	100.0%
GRAND TOTAL	708270	110441	21560	57883	587515	118351	18441	47494	26882	12538	1709375

SKILLS DEVELOPMENT FOR ALL EMPLOYEES BY POPULATION GROUP AND GENDER	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top Management	137200	34333	1380558	35892	228298	36354	1324065	38484	3215184
	4.3%	1.1%	42.9%	1.1%	7.1%	1.1%	41.2%	1.2%	100.0%
Senior Management	833484	4717	592248	19313	99366	93381	23553	12877	1678939
	49.6%	0.3%	35.3%	1.2%	5.9%	5.6%	1.4%	0.8%	100.0%
Professionally qualified	850115	44663	181639	47694	685216	177586	145542	448248	2580703
	32.9%	1.7%	7.0%	1.8%	26.6%	6.9%	5.6%	17.4%	100.0%
Skilled	1655714	92499	42983	199656	1667016	166831	55214	190927	4070840
	40.7%	2.3%	1.1%	4.9%	41.0%	4.1%	1.4%	4.7%	100.0%
Semi-skilled	2095379	600693	585861	197724	1295416	179849	183506	181842	5320270
	39.4%	11.3%	11.0%	3.7%	24.3%	3.4%	3.4%	3.4%	100.0%
Unskilled	774676	80341	1032	19169	475772	93387	804	607	1445788
	53.6%	5.6%	0.1%	1.3%	32.9%	6.5%	0.1%	0.0%	100.0%
TOTAL PERMANENT	6346568	857246	2784321	519448	4451084	747388	1732684	872985	18311724
	34.7%	4.7%	15.2%	2.8%	24.3%	4.1%	9.5%	4.8%	100.0%
Temporary employees	466054	5292	670	1426	470145	6306	839	957	951689
	49.0%	0.6%	0.1%	0.1%	49.4%	0.7%	0.1%	0.1%	100.0%
GRAND TOTAL	6812622	862538	2784991	520874	4921229	753694	1733523	873942	19263413



APPENDIX B: WORKFORCE PROFILE OF ALL EMPLOYERS BY PROVINCE FOR 2025

EASTERN CAPE

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	185	63	40	793	136	38	29	180	37	4	1505
	12.3%	4.2%	2.7%	52.7%	9.0%	2.5%	1.9%	12.0%	2.5%	0.3%	100.0%
Senior Management	928	311	106	1449	673	141	45	681	64	16	4414
	21.0%	7.0%	2.4%	32.8%	15.2%	3.2%	1.0%	15.4%	1.4%	0.4%	100.0%
Professionally qualified	10568	1641	344	3159	15783	1848	291	2652	311	107	36704
	28.8%	4.5%	0.9%	8.6%	43.0%	5.0%	0.8%	7.2%	0.8%	0.3%	100.0%
Skilled	28170	5596	359	5080	50093	6040	339	5400	502	88	101667
	27.7%	5.5%	0.4%	5.0%	49.3%	5.9%	0.3%	5.3%	0.5%	0.1%	100.0%
Semi-skilled	41847	8006	179	1822	40437	6285	158	2047	702	174	101657
	41.2%	7.9%	0.2%	1.8%	39.8%	6.2%	0.2%	2.0%	0.7%	0.2%	100.0%
Unskilled	30044	5365	43	349	25603	3956	20	132	1762	320	67594
	44.4%	7.9%	0.1%	0.5%	37.9%	5.9%	0.0%	0.2%	2.6%	0.5%	100.0%
TOTAL PERMANENT	111742	20982	1071	12652	132725	18308	882	11092	3378	709	313541
	35.6%	6.7%	0.3%	4.0%	42.3%	5.8%	0.3%	3.5%	1.1%	0.2%	100.0%
Temporary employees	20336	2209	32	371	21987	2276	40	479	4028	685	52443
	38.8%	4.2%	0.1%	0.7%	41.9%	4.3%	0.1%	0.9%	7.7%	1.3%	100.0%
GRAND TOTAL	132078	23191	1103	13023	154712	20584	922	11571	7406	1394	365984

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	1	4	1	31	6	1	2	9	0	0	55
	1.8%	7.3%	1.8%	56.4%	10.9%	1.8%	3.6%	16.4%	0.0%	0.0%	100.0%
Senior Management	10	6	3	44	13	3	1	21	1	0	102
	9.8%	5.9%	2.9%	43.1%	12.7%	2.9%	1.0%	20.6%	1.0%	0.0%	100.0%
Professionally qualified	86	28	2	58	67	13	2	52	3	1	312
	27.6%	9.0%	0.6%	18.6%	21.5%	4.2%	0.6%	16.7%	1.0%	0.3%	100.0%
Skilled	187	62	6	96	196	51	5	74	2	0	679
	27.5%	9.1%	0.9%	14.1%	28.9%	7.5%	0.7%	10.9%	0.3%	0.0%	100.0%
Semi-skilled	398	138	7	40	381	93	6	47	0	0	1110
	35.9%	12.4%	0.6%	3.6%	34.3%	8.4%	0.5%	4.2%	0.0%	0.0%	100.0%
Unskilled	525	104	8	12	494	96	4	3	1	1	1248
	42.1%	8.3%	0.6%	1.0%	39.6%	7.7%	0.3%	0.2%	0.1%	0.1%	100.0%
TOTAL PERMANENT	1207	342	27	281	1157	257	20	206	7	2	3506
	34.4%	9.8%	0.8%	8.0%	33.0%	7.3%	0.6%	5.9%	0.2%	0.1%	100.0%
Temporary employees	240	15	0	10	267	18	1	15	10	13	589
	40.7%	2.5%	0.0%	1.7%	45.3%	3.1%	0.2%	2.5%	1.7%	2.2%	100.0%
GRAND TOTAL	1447	357	27	291	1424	275	21	221	17	15	4095

FREE STATE

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	180	11	16	395	84	13	4	120	8	0	831
	21.7%	1.3%	1.9%	47.5%	10.1%	1.6%	0.5%	14.4%	1.0%	0.0%	100.0%
Senior Management	665	44	29	657	283	21	11	336	10	6	2062
	32.3%	2.1%	1.4%	31.9%	13.7%	1.0%	0.5%	16.3%	0.5%	0.3%	100.0%
Professionally qualified	3653	274	73	1970	3866	285	74	1681	106	31	12013
	30.4%	2.3%	0.6%	16.4%	32.2%	2.4%	0.6%	14.0%	0.9%	0.3%	100.0%
Skilled	15211	796	94	3319	19991	928	81	4768	358	89	45635
	33.3%	1.7%	0.2%	7.3%	43.8%	2.0%	0.2%	10.4%	0.8%	0.2%	100.0%
Semi-skilled	24361	1247	50	1421	17434	933	35	1777	1189	62	48509
	50.2%	2.6%	0.1%	2.9%	35.9%	1.9%	0.1%	3.7%	2.5%	0.1%	100.0%
Unskilled	21086	983	18	425	14953	392	10	162	523	104	38656
	54.5%	2.5%	0.0%	1.1%	38.7%	1.0%	0.0%	0.4%	1.4%	0.3%	100.0%
TOTAL PERMANENT	65156	3355	280	8187	56611	2572	215	8844	2194	292	147706
	44.1%	2.3%	0.2%	5.5%	38.3%	1.7%	0.1%	6.0%	1.5%	0.2%	100.0%
Temporary employees	4363	284	4	147	4008	182	7	185	71	13	9264
	47.1%	3.1%	0.0%	1.6%	43.3%	2.0%	0.1%	2.0%	0.8%	0.1%	100.0%
GRAND TOTAL	69519	3639	284	8334	60619	2754	222	9029	2265	305	156970

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	2	0	0	12	1	1	0	5	0	0	21
	9.5%	0.0%	0.0%	57.1%	4.8%	4.8%	0.0%	23.8%	0.0%	0.0%	100.0%
Senior Management	14	2	0	13	7	0	0	12	0	0	48
	29.2%	4.2%	0.0%	27.1%	14.6%	0.0%	0.0%	25.0%	0.0%	0.0%	100.0%
Professionally qualified	24	2	1	35	18	5	3	30	0	0	118
	20.3%	1.7%	0.8%	29.7%	15.3%	4.2%	2.5%	25.4%	0.0%	0.0%	100.0%
Skilled	85	7	0	57	55	8	0	62	2	0	276
	30.8%	2.5%	0.0%	20.7%	19.9%	2.9%	0.0%	22.5%	0.7%	0.0%	100.0%
Semi-skilled	190	13	1	47	154	8	0	22	8	0	443
	42.9%	2.9%	0.2%	10.6%	34.8%	1.8%	0.0%	5.0%	1.8%	0.0%	100.0%
Unskilled	153	3	1	11	167	6	2	4	9	1	357
	42.9%	0.8%	0.3%	3.1%	46.8%	1.7%	0.6%	1.1%	2.5%	0.3%	100.0%
TOTAL PERMANENT	468	27	3	175	402	28	5	135	19	1	1263
	37.1%	2.1%	0.2%	13.9%	31.8%	2.2%	0.4%	10.7%	1.5%	0.1%	100.0%
Temporary employees	31	1	0	2	16	1	0	1	0	0	52
	59.6%	1.9%	0.0%	3.8%	30.8%	1.9%	0.0%	1.9%	0.0%	0.0%	100.0%
GRAND TOTAL	499	28	3	177	418	29	5	136	19	1	1315

GAUTENG

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	2680	487	1550	8174	2056	408	880	2585	623	166	19609
	13.7%	2.5%	7.9%	41.7%	10.5%	2.1%	4.5%	13.2%	3.2%	0.8%	100.0%
Senior Management	14839	2679	5945	21495	11605	2130	4233	12441	2249	894	78510
	18.9%	3.4%	7.6%	27.4%	14.8%	2.7%	5.4%	15.8%	2.9%	1.1%	100.0%
Professionally qualified	91882	13776	17873	57593	93594	13560	16289	45235	6109	3010	358921
	25.6%	3.8%	5.0%	16.0%	26.1%	3.8%	4.5%	12.6%	1.7%	0.8%	100.0%
Skilled	363747	41110	22289	75311	327782	40700	23328	70278	9199	3529	977273
	37.2%	4.2%	2.3%	7.7%	33.5%	4.2%	2.4%	7.2%	0.9%	0.4%	100.0%
Semi-skilled	623693	40110	9928	20697	431742	40327	9932	25547	16980	3384	1222340
	51.0%	3.3%	0.8%	1.7%	35.3%	3.3%	0.8%	2.1%	1.4%	0.3%	100.0%
Unskilled	239986	12664	1510	2956	184215	10829	678	1397	8756	2657	465648
	51.5%	2.7%	0.3%	0.6%	39.6%	2.3%	0.1%	0.3%	1.9%	0.6%	100.0%
TOTAL PERMANENT	1336827	110826	59095	186226	1050994	107954	55340	157483	43916	13640	3122301
	42.8%	3.5%	1.9%	6.0%	33.7%	3.5%	1.8%	5.0%	1.4%	0.4%	100.0%
Temporary employees	110275	8174	1290	4114	115565	7695	1412	4911	2491	1289	257216
	42.9%	3.2%	0.5%	1.6%	44.9%	3.0%	0.5%	1.9%	1.0%	0.5%	100.0%
GRAND TOTAL	1447102	119000	60385	190340	1166559	115649	56752	162394	46407	14929	3379517

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	48	12	44	155	30	13	37	58	0	1	398
	12.1%	3.0%	11.1%	38.9%	7.5%	3.3%	9.3%	14.6%	0.0%	0.3%	100.0%
Senior Management	138	42	86	379	113	44	83	224	10	6	1125
	12.3%	3.7%	7.6%	33.7%	10.0%	3.9%	7.4%	19.9%	0.9%	0.5%	100.0%
Professionally qualified	1009	204	302	1232	1287	245	310	1073	35	26	5723
	17.6%	3.6%	5.3%	21.5%	22.5%	4.3%	5.4%	18.7%	0.6%	0.5%	100.0%
Skilled	3876	619	428	2068	4784	757	462	1973	74	25	15066
	25.7%	4.1%	2.8%	13.7%	31.8%	5.0%	3.1%	13.1%	0.5%	0.2%	100.0%
Semi-skilled	5845	604	218	568	6601	740	268	802	168	12	15826
	36.9%	3.8%	1.4%	3.6%	41.7%	4.7%	1.7%	5.1%	1.1%	0.1%	100.0%
Unskilled	4280	279	68	137	5210	242	64	43	98	17	10438
	41.0%	2.7%	0.7%	1.3%	49.9%	2.3%	0.6%	0.4%	0.9%	0.2%	100.0%
TOTAL PERMANENT	15196	1760	1146	4539	18025	2041	1224	4173	385	87	48576
	31.3%	3.6%	2.4%	9.3%	37.1%	4.2%	2.5%	8.6%	0.8%	0.2%	100.0%
Temporary employees	1603	107	27	36	2037	166	40	38	11	3	4068
	39.4%	2.6%	0.7%	0.9%	50.1%	4.1%	1.0%	0.9%	0.3%	0.1%	100.0%
GRAND TOTAL	16799	1867	1173	4575	20062	2207	1264	4211	396	90	52644

KWAZULU NATAL

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	628	82	1075	1979	358	60	504	493	84	11	5274
	11.9%	1.6%	20.4%	37.5%	6.8%	1.1%	9.6%	9.3%	1.6%	0.2%	100.0%
Senior Management	2401	371	2715	3005	1587	270	1571	1604	177	48	13749
	17.5%	2.7%	19.7%	21.9%	11.5%	2.0%	11.4%	11.7%	1.3%	0.3%	100.0%
Professionally qualified	14610	1208	6761	5168	18362	1207	6515	3967	515	173	58486
	25.0%	2.1%	11.6%	8.8%	31.4%	2.1%	11.1%	6.8%	0.9%	0.3%	100.0%
Skilled	61145	3991	15309	5884	58262	3855	12842	5876	1169	370	168703
	36.2%	2.4%	9.1%	3.5%	34.5%	2.3%	7.6%	3.5%	0.7%	0.2%	100.0%
Semi-skilled	142391	4989	11315	1922	143740	6343	11752	2863	1268	469	327052
	43.5%	1.5%	3.5%	0.6%	44.0%	1.9%	3.6%	0.9%	0.4%	0.1%	100.0%
Unskilled	94509	2654	2448	478	82498	1717	1296	303	1553	447	187903
	50.3%	1.4%	1.3%	0.3%	43.9%	0.9%	0.7%	0.2%	0.8%	0.2%	100.0%
TOTAL PERMANENT	315684	13295	39623	18436	304807	13452	34480	15106	4766	1518	761167
	41.5%	1.7%	5.2%	2.4%	40.0%	1.8%	4.5%	2.0%	0.6%	0.2%	100.0%
Temporary employees	25101	1142	1283	516	33891	868	1260	687	1168	131	66047
	38.0%	1.7%	1.9%	0.8%	51.3%	1.3%	1.9%	1.0%	1.8%	0.2%	100.0%
GRAND TOTAL	340785	14437	40906	18952	338698	14320	35740	15793	5934	1649	827214

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	8	4	35	51	7	0	17	16	1	0	139
	5.8%	2.9%	25.2%	36.7%	5.0%	0.0%	12.2%	11.5%	0.7%	0.0%	100.0%
Senior Management	37	5	59	66	13	8	20	30	0	1	239
	15.5%	2.1%	24.7%	27.6%	5.4%	3.3%	8.4%	12.6%	0.0%	0.4%	100.0%
Professionally qualified	127	8	99	74	95	13	63	45	1	2	527
	24.1%	1.5%	18.8%	14.0%	18.0%	2.5%	12.0%	8.5%	0.2%	0.4%	100.0%
Skilled	451	48	253	128	396	40	147	93	4	1	1561
	28.9%	3.1%	16.2%	8.2%	25.4%	2.6%	9.4%	6.0%	0.3%	0.1%	100.0%
Semi-skilled	1223	55	225	52	1099	61	165	69	1	0	2950
	41.5%	1.9%	7.6%	1.8%	37.3%	2.1%	5.6%	2.3%	0.0%	0.0%	100.0%
Unskilled	1093	43	47	17	1193	47	26	7	4	1	2478
	44.1%	1.7%	1.9%	0.7%	48.1%	1.9%	1.0%	0.3%	0.2%	0.0%	100.0%
TOTAL PERMANENT	2939	163	718	388	2803	169	438	260	11	5	7894
	37.2%	2.1%	9.1%	4.9%	35.5%	2.1%	5.5%	3.3%	0.1%	0.1%	100.0%
Temporary employees	342	19	7	3	301	9	4	1	0	0	686
	49.9%	2.8%	1.0%	0.4%	43.9%	1.3%	0.6%	0.1%	0.0%	0.0%	100.0%
GRAND TOTAL	3281	182	725	391	3104	178	442	261	11	5	8580

LIMPOPO

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	190	4	56	381	130	3	8	128	8	2	910
	20.9%	0.4%	6.2%	41.9%	14.3%	0.3%	0.9%	14.1%	0.9%	0.2%	100.0%
Senior Management	977	8	36	564	627	5	24	283	45	13	2582
	37.8%	0.3%	1.4%	21.8%	24.3%	0.2%	0.9%	11.0%	1.7%	0.5%	100.0%
Professionally qualified	11276	56	78	1059	14683	40	71	813	273	109	28458
	39.6%	0.2%	0.3%	3.7%	51.6%	0.1%	0.2%	2.9%	1.0%	0.4%	100.0%
Skilled	27436	104	84	1589	43519	91	50	1515	659	71	75118
	36.5%	0.1%	0.1%	2.1%	57.9%	0.1%	0.1%	2.0%	0.9%	0.1%	100.0%
Semi-skilled	32035	109	25	353	25576	97	19	444	1794	250	60702
	52.8%	0.2%	0.0%	0.6%	42.1%	0.2%	0.0%	0.7%	3.0%	0.4%	100.0%
Unskilled	17783	78	7	107	16116	126	0	41	3358	1552	39168
	45.4%	0.2%	0.0%	0.3%	41.1%	0.3%	0.0%	0.1%	8.6%	4.0%	100.0%
TOTAL PERMANENT	89697	359	286	4053	100651	362	172	3224	6137	1997	206938
	43.3%	0.2%	0.1%	2.0%	48.6%	0.2%	0.1%	1.6%	3.0%	1.0%	100.0%
Temporary employees	12600	25	1	359	17569	21	3	34	2180	1029	33821
	37.3%	0.1%	0.0%	1.1%	51.9%	0.1%	0.0%	0.1%	6.4%	3.0%	100.0%
GRAND TOTAL	102297	384	287	4412	118220	383	175	3258	8317	3026	240759

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	4	0	7	29	5	0	0	8	0	0	53
	7.5%	0.0%	13.2%	54.7%	9.4%	0.0%	0.0%	15.1%	0.0%	0.0%	100.0%
Senior Management	15	0	4	35	6	0	1	7	0	0	68
	22.1%	0.0%	5.9%	51.5%	8.8%	0.0%	1.5%	10.3%	0.0%	0.0%	100.0%
Professionally qualified	80	0	3	39	54	0	0	29	2	2	209
	38.3%	0.0%	1.4%	18.7%	25.8%	0.0%	0.0%	13.9%	1.0%	1.0%	100.0%
Skilled	195	1	8	25	158	2	0	18	5	0	412
	47.3%	0.2%	1.9%	6.1%	38.3%	0.5%	0.0%	4.4%	1.2%	0.0%	100.0%
Semi-skilled	249	0	1	7	234	0	0	5	13	1	510
	48.8%	0.0%	0.2%	1.4%	45.9%	0.0%	0.0%	1.0%	2.5%	0.2%	100.0%
Unskilled	216	0	0	3	166	0	0	0	19	7	411
	52.6%	0.0%	0.0%	0.7%	40.4%	0.0%	0.0%	0.0%	4.6%	1.7%	100.0%
TOTAL PERMANENT	759	1	23	138	623	2	1	67	39	10	1663
	45.6%	0.1%	1.4%	8.3%	37.5%	0.1%	0.1%	4.0%	2.3%	0.6%	100.0%
Temporary employees	31	3	0	2	75	3	0	0	0	0	114
	27.2%	2.6%	0.0%	1.8%	65.8%	2.6%	0.0%	0.0%	0.0%	0.0%	100.0%
GRAND TOTAL	790	4	23	140	698	5	1	67	39	10	1777

MPUMALANGA

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	299	17	35	598	181	9	8	163	22	4	1336
	22.4%	1.3%	2.6%	44.8%	13.5%	0.7%	0.6%	12.2%	1.6%	0.3%	100.0%
Senior Management	1472	47	63	1283	746	26	24	505	87	22	4275
	34.4%	1.1%	1.5%	30.0%	17.5%	0.6%	0.6%	11.8%	2.0%	0.5%	100.0%
Professionally qualified	7699	136	190	2705	8740	174	162	1721	227	53	21807
	35.3%	0.6%	0.9%	12.4%	40.1%	0.8%	0.7%	7.9%	1.0%	0.2%	100.0%
Skilled	36929	484	192	4652	39929	409	247	4506	750	67	88165
	41.9%	0.5%	0.2%	5.3%	45.3%	0.5%	0.3%	5.1%	0.9%	0.1%	100.0%
Semi-skilled	52311	663	64	1300	31237	502	70	1417	1431	166	89161
	58.7%	0.7%	0.1%	1.5%	35.0%	0.6%	0.1%	1.6%	1.6%	0.2%	100.0%
Unskilled	38778	422	14	312	29163	272	12	136	3337	734	73180
	53.0%	0.6%	0.0%	0.4%	39.9%	0.4%	0.0%	0.2%	4.6%	1.0%	100.0%
TOTAL PERMANENT	137488	1769	558	10850	109996	1392	523	8448	5854	1046	277924
	49.5%	0.6%	0.2%	3.9%	39.6%	0.5%	0.2%	3.0%	2.1%	0.4%	100.0%
Temporary employees	11890	119	26	394	16556	48	19	186	350	207	29795
	39.9%	0.4%	0.1%	1.3%	55.6%	0.2%	0.1%	0.6%	1.2%	0.7%	100.0%
GRAND TOTAL	149378	1888	584	11244	126552	1440	542	8634	6204	1253	307719

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	5	0	2	17	6	1	1	5	1	0	38
	13.2%	0.0%	5.3%	44.7%	15.8%	2.6%	2.6%	13.2%	2.6%	0.0%	100.0%
Senior Management	23	2	1	37	11	1	0	15	0	2	92
	25.0%	2.2%	1.1%	40.2%	12.0%	1.1%	0.0%	16.3%	0.0%	2.2%	100.0%
Professionally qualified	82	2	0	57	50	1	2	48	0	0	242
	33.9%	0.8%	0.0%	23.6%	20.7%	0.4%	0.8%	19.8%	0.0%	0.0%	100.0%
Skilled	231	5	1	80	140	13	1	61	3	1	536
	43.1%	0.9%	0.2%	14.9%	26.1%	2.4%	0.2%	11.4%	0.6%	0.2%	100.0%
Semi-skilled	499	9	2	38	299	12	2	29	13	2	905
	55.1%	1.0%	0.2%	4.2%	33.0%	1.3%	0.2%	3.2%	1.4%	0.2%	100.0%
Unskilled	501	17	0	11	447	14	2	6	21	3	1022
	49.0%	1.7%	0.0%	1.1%	43.7%	1.4%	0.2%	0.6%	2.1%	0.3%	100.0%
TOTAL PERMANENT	1341	35	6	240	953	42	8	164	38	8	2835
	47.3%	1.2%	0.2%	8.5%	33.6%	1.5%	0.3%	5.8%	1.3%	0.3%	100.0%
Temporary employees	79	4	1	1	84	1	1	2	4	0	177
	44.6%	2.3%	0.6%	0.6%	47.5%	0.6%	0.6%	1.1%	2.3%	0.0%	100.0%
GRAND TOTAL	1420	39	7	241	1037	43	9	166	42	8	3012

NORTHERN CAPE

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	135	41	2	143	44	25	1	40	6	0	437
	30.9%	9.4%	0.5%	32.7%	10.1%	5.7%	0.2%	9.2%	1.4%	0.0%	100.0%
Senior Management	279	120	10	313	125	70	5	124	19	1	1066
	26.2%	11.3%	0.9%	29.4%	11.7%	6.6%	0.5%	11.6%	1.8%	0.1%	100.0%
Professionally qualified	1548	1046	53	742	1702	1332	49	618	63	14	7167
	21.6%	14.6%	0.7%	10.4%	23.7%	18.6%	0.7%	8.6%	0.9%	0.2%	100.0%
Skilled	5464	3105	27	1343	5506	4439	44	1480	243	88	21739
	25.1%	14.3%	0.1%	6.2%	25.3%	20.4%	0.2%	6.8%	1.1%	0.4%	100.0%
Semi-skilled	9600	3660	10	354	5447	3194	14	436	235	13	22963
	41.8%	15.9%	0.0%	1.5%	23.7%	13.9%	0.1%	1.9%	1.0%	0.1%	100.0%
Unskilled	6075	2311	3	88	2965	1547	1	40	64	8	13102
	46.4%	17.6%	0.0%	0.7%	22.6%	11.8%	0.0%	0.3%	0.5%	0.1%	100.0%
TOTAL PERMANENT	23101	10283	105	2983	15789	10607	114	2738	630	124	66474
	34.8%	15.5%	0.2%	4.5%	23.8%	16.0%	0.2%	4.1%	0.9%	0.2%	100.0%
Temporary employees	7802	1780	2	49	6804	1930	3	43	193	87	18693
	41.7%	9.5%	0.0%	0.3%	36.4%	10.3%	0.0%	0.2%	1.0%	0.5%	100.0%
GRAND TOTAL	30903	12063	107	3032	22593	12537	117	2781	823	211	85167

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	2	0	0	6	0	0	0	0	0	0	8
	25.0%	0.0%	0.0%	75.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Senior Management	1	2	0	7	1	0	0	1	0	0	12
	8.3%	16.7%	0.0%	58.3%	8.3%	0.0%	0.0%	8.3%	0.0%	0.0%	100.0%
Professionally qualified	10	7	3	5	5	8	1	8	0	0	47
	21.3%	14.9%	6.4%	10.6%	10.6%	17.0%	2.1%	17.0%	0.0%	0.0%	100.0%
Skilled	48	26	2	36	27	12	0	9	0	0	160
	30.0%	16.3%	1.3%	22.5%	16.9%	7.5%	0.0%	5.6%	0.0%	0.0%	100.0%
Semi-skilled	67	32	1	9	26	16	1	4	0	0	156
	42.9%	20.5%	0.6%	5.8%	16.7%	10.3%	0.6%	2.6%	0.0%	0.0%	100.0%
Unskilled	92	21	0	5	64	17	1	2	0	0	202
	45.5%	10.4%	0.0%	2.5%	31.7%	8.4%	0.5%	1.0%	0.0%	0.0%	100.0%
TOTAL PERMANENT	220	88	6	68	123	53	3	24	0	0	585
	37.6%	15.0%	1.0%	11.6%	21.0%	9.1%	0.5%	4.1%	0.0%	0.0%	100.0%
Temporary employees	9	4	0	0	6	2	0	0	0	0	21
	42.9%	19.0%	0.0%	0.0%	28.6%	9.5%	0.0%	0.0%	0.0%	0.0%	100.0%
GRAND TOTAL	229	92	6	68	129	55	3	24	0	0	606

NORTH WEST

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	247	9	23	281	90	5	7	75	8	2	747
	33.1%	1.2%	3.1%	37.6%	12.0%	0.7%	0.9%	10.0%	1.1%	0.3%	100.0%
Senior Management	732	27	35	709	339	27	14	246	54	7	2190
	33.4%	1.2%	1.6%	32.4%	15.5%	1.2%	0.6%	11.2%	2.5%	0.3%	100.0%
Professionally qualified	4205	139	86	1937	2957	120	74	1321	321	52	11212
	37.5%	1.2%	0.8%	17.3%	26.4%	1.1%	0.7%	11.8%	2.9%	0.5%	100.0%
Skilled	22690	502	86	4208	25324	487	97	4023	1025	99	58541
	38.8%	0.9%	0.1%	7.2%	43.3%	0.8%	0.2%	6.9%	1.8%	0.2%	100.0%
Semi-skilled	40831	501	23	1155	14605	504	19	1423	6351	140	65552
	62.3%	0.8%	0.0%	1.8%	22.3%	0.8%	0.0%	2.2%	9.7%	0.2%	100.0%
Unskilled	26679	297	12	290	15034	167	3	91	2812	1982	47367
	56.3%	0.6%	0.0%	0.6%	31.7%	0.4%	0.0%	0.2%	5.9%	4.2%	100.0%
TOTAL PERMANENT	95384	1475	265	8580	58349	1310	214	7179	10571	2282	185609
	51.4%	0.8%	0.1%	4.6%	31.4%	0.7%	0.1%	3.9%	5.7%	1.2%	100.0%
Temporary employees	8451	131	13	265	10401	88	15	332	90	34	19820
	42.6%	0.7%	0.1%	1.3%	52.5%	0.4%	0.1%	1.7%	0.5%	0.2%	100.0%
GRAND TOTAL	103835	1606	278	8845	68750	1398	229	7511	10661	2316	205429

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	3	0	1	8	2	0	1	2	0	0	17
	17.6%	0.0%	5.9%	47.1%	11.8%	0.0%	5.9%	11.8%	0.0%	0.0%	100.0%
Senior Management	19	1	0	26	4	0	0	10	2	0	62
	30.6%	1.6%	0.0%	41.9%	6.5%	0.0%	0.0%	16.1%	3.2%	0.0%	100.0%
Professionally qualified	28	1	1	50	15	2	1	36	2	0	136
	20.6%	0.7%	0.7%	36.8%	11.0%	1.5%	0.7%	26.5%	1.5%	0.0%	100.0%
Skilled	132	4	2	94	62	5	2	50	0	0	351
	37.6%	1.1%	0.6%	26.8%	17.7%	1.4%	0.6%	14.2%	0.0%	0.0%	100.0%
Semi-skilled	407	4	0	30	105	4	0	23	42	0	615
	66.2%	0.7%	0.0%	4.9%	17.1%	0.7%	0.0%	3.7%	6.8%	0.0%	100.0%
Unskilled	343	8	6	15	170	8	1	2	28	1	582
	58.9%	1.4%	1.0%	2.6%	29.2%	1.4%	0.2%	0.3%	4.8%	0.2%	100.0%
TOTAL PERMANENT	932	18	10	223	358	19	5	123	74	1	1763
	52.9%	1.0%	0.6%	12.6%	20.3%	1.1%	0.3%	7.0%	4.2%	0.1%	100.0%
Temporary employees	25	0	0	0	21	0	0	4	0	1	51
	49.0%	0.0%	0.0%	0.0%	41.2%	0.0%	0.0%	7.8%	0.0%	2.0%	100.0%
GRAND TOTAL	957	18	10	223	379	19	5	127	74	2	1814

WESTERN CAPE

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	296	693	281	4121	205	510	166	1303	167	42	7784
	3.8%	8.9%	3.6%	52.9%	2.6%	6.6%	2.1%	16.7%	2.1%	0.5%	100.0%
Senior Management	1988	2944	982	8074	1459	2373	670	4658	433	182	23763
	8.4%	12.4%	4.1%	34.0%	6.1%	10.0%	2.8%	19.6%	1.8%	0.8%	100.0%
Professionally qualified	13655	15248	3216	19101	14988	17408	3118	17608	1818	911	107071
	12.8%	14.2%	3.0%	17.8%	14.0%	16.3%	2.9%	16.4%	1.7%	0.9%	100.0%
Skilled	47655	46672	3488	19532	59394	57794	4304	27755	3388	1804	271786
	17.5%	17.2%	1.3%	7.2%	21.9%	21.3%	1.6%	10.2%	1.2%	0.7%	100.0%
Semi-skilled	140450	74158	2184	6421	203407	86258	3039	9747	4902	2595	533161
	26.3%	13.9%	0.4%	1.2%	38.2%	16.2%	0.6%	1.8%	0.9%	0.5%	100.0%
Unskilled	92069	44115	456	1234	105144	45908	471	734	5922	2925	298978
	30.8%	14.8%	0.2%	0.4%	35.2%	15.4%	0.2%	0.2%	2.0%	1.0%	100.0%
TOTAL PERMANENT	296113	183830	10607	58483	384597	210251	11768	61805	16630	8459	1242543
	23.8%	14.8%	0.9%	4.7%	31.0%	16.9%	0.9%	5.0%	1.3%	0.7%	100.0%
Temporary employees	26144	13341	217	1111	23699	14038	321	1060	2773	2035	84739
	30.9%	15.7%	0.3%	1.3%	28.0%	16.6%	0.4%	1.3%	3.3%	2.4%	100.0%
GRAND TOTAL	322257	197171	10824	59594	408296	224289	12089	62865	19403	10494	1327282

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	3	25	9	106	3	29	9	35	2	0	221
	1.4%	11.3%	4.1%	48.0%	1.4%	13.1%	4.1%	15.8%	0.9%	0.0%	100.0%
Senior Management	14	72	19	162	14	52	12	104	2	0	451
	3.1%	16.0%	4.2%	35.9%	3.1%	11.5%	2.7%	23.1%	0.4%	0.0%	100.0%
Professionally qualified	97	261	34	352	76	216	53	339	10	4	1442
	6.7%	18.1%	2.4%	24.4%	5.3%	15.0%	3.7%	23.5%	0.7%	0.3%	100.0%
Skilled	408	708	49	419	456	697	60	463	15	6	3281
	12.4%	21.6%	1.5%	12.8%	13.9%	21.2%	1.8%	14.1%	0.5%	0.2%	100.0%
Semi-skilled	1203	1027	37	185	1702	1101	55	256	21	11	5598
	21.5%	18.3%	0.7%	3.3%	30.4%	19.7%	1.0%	4.6%	0.4%	0.2%	100.0%
Unskilled	1178	661	42	107	1370	923	76	67	29	22	4475
	26.3%	14.8%	0.9%	2.4%	30.6%	20.6%	1.7%	1.5%	0.6%	0.5%	100.0%
TOTAL PERMANENT	2903	2754	190	1331	3621	3018	265	1264	79	43	15468
	18.8%	17.8%	1.2%	8.6%	23.4%	19.5%	1.7%	8.2%	0.5%	0.3%	100.0%
Temporary employees	343	171	16	10	402	137	16	12	5	4	1116
	30.7%	15.3%	1.4%	0.9%	36.0%	12.3%	1.4%	1.1%	0.4%	0.4%	100.0%
GRAND TOTAL	3246	2925	206	1341	4023	3155	281	1276	84	47	16584

APPENDIX C: WORKFORCE PROFILE BY OF ALL EMPLOYERS BY SECTOR FOR 2025

ACCOMMODATION AND FOOD SERVICE ACTIVITIES

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	91	39	64	576	99	39	29	288	23	7	1255
	7.3%	3.1%	5.1%	45.9%	7.9%	3.1%	2.3%	22.9%	1.8%	0.6%	100.0%
Senior Management	646	233	174	920	680	268	147	831	134	38	4071
	15.9%	5.7%	4.3%	22.6%	16.7%	6.6%	3.6%	20.4%	3.3%	0.9%	100.0%
Professionally qualified	2174	628	273	1354	2480	849	322	1555	270	118	10023
	21.7%	6.3%	2.7%	13.5%	24.7%	8.5%	3.2%	15.5%	2.7%	1.2%	100.0%
Skilled	9025	1386	432	1296	13014	2502	524	1688	929	542	31338
	28.8%	4.4%	1.4%	4.1%	41.5%	8.0%	1.7%	5.4%	3.0%	1.7%	100.0%
Semi-skilled	31789	2838	352	793	52644	4485	506	1130	1867	1188	97592
	32.6%	2.9%	0.4%	0.8%	53.9%	4.6%	0.5%	1.2%	1.9%	1.2%	100.0%
Unskilled	14957	1566	88	203	25663	4050	77	155	660	433	47852
	31.3%	3.3%	0.2%	0.4%	53.6%	8.5%	0.2%	0.3%	1.4%	0.9%	100.0%
TOTAL PERMANENT	58682	6690	1383	5142	94580	12193	1605	5647	3883	2326	192131
	30.5%	3.5%	0.7%	2.7%	49.2%	6.3%	0.8%	2.9%	2.0%	1.2%	100.0%
Temporary employees	2067	137	32	98	3031	293	35	115	129	89	6026
	34.3%	2.3%	0.5%	1.6%	50.3%	4.9%	0.6%	1.9%	2.1%	1.5%	100.0%
GRAND TOTAL	60749	6827	1415	5240	97611	12486	1640	5762	4012	2415	198157

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	3	1	2	11	4	1	0	12	0	0	34
	8.8%	2.9%	5.9%	32.4%	11.8%	2.9%	0.0%	35.3%	0.0%	0.0%	100.0%
Senior Management	3	5	1	21	10	7	1	24	0	1	73
	4.1%	6.8%	1.4%	28.8%	13.7%	9.6%	1.4%	32.9%	0.0%	1.4%	100.0%
Professionally qualified	21	7	3	33	29	14	4	25	1	0	137
	15.3%	5.1%	2.2%	24.1%	21.2%	10.2%	2.9%	18.2%	0.7%	0.0%	100.0%
Skilled	64	16	5	20	73	35	2	23	2	1	241
	26.6%	6.6%	2.1%	8.3%	30.3%	14.5%	0.8%	9.5%	0.8%	0.4%	100.0%
Semi-skilled	215	30	6	20	276	35	4	26	4	0	616
	34.9%	4.9%	1.0%	3.2%	44.8%	5.7%	0.6%	4.2%	0.6%	0.0%	100.0%
Unskilled	137	12	2	7	219	49	0	1	5	2	434
	31.6%	2.8%	0.5%	1.6%	50.5%	11.3%	0.0%	0.2%	1.2%	0.5%	100.0%
TOTAL PERMANENT	443	71	19	112	611	141	11	111	12	4	1535
	28.9%	4.6%	1.2%	7.3%	39.8%	9.2%	0.7%	7.2%	0.8%	0.3%	100.0%
Temporary employees	32	0	1	2	27	2	0	1	2	0	67
	47.8%	0.0%	1.5%	3.0%	40.3%	3.0%	0.0%	1.5%	3.0%	0.0%	100.0%
GRAND TOTAL	475	71	20	114	638	143	11	112	14	4	1602

ADMINISTRATIVE AND SUPPORT ACTIVITIES

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	383	81	121	695	319	81	77	269	35	8	2069
	18.5%	3.9%	5.8%	33.6%	15.4%	3.9%	3.7%	13.0%	1.7%	0.4%	100.0%
Senior Management	1727	295	332	1116	1162	246	236	797	88	36	6035
	28.6%	4.9%	5.5%	18.5%	19.3%	4.1%	3.9%	13.2%	1.5%	0.6%	100.0%
Professionally qualified	8382	1268	826	2765	7284	1076	673	1915	193	96	24478
	34.2%	5.2%	3.4%	11.3%	29.8%	4.4%	2.7%	7.8%	0.8%	0.4%	100.0%
Skilled	46943	4364	1554	3636	33218	4138	1547	3305	709	306	99720
	47.1%	4.4%	1.6%	3.6%	33.3%	4.1%	1.6%	3.3%	0.7%	0.3%	100.0%
Semi-skilled	166276	7652	1649	1962	98578	9462	1848	1902	1084	546	290959
	57.1%	2.6%	0.6%	0.7%	33.9%	3.3%	0.6%	0.7%	0.4%	0.2%	100.0%
Unskilled	60922	3482	393	333	62673	3698	146	156	1121	363	133287
	45.7%	2.6%	0.3%	0.2%	47.0%	2.8%	0.1%	0.1%	0.8%	0.3%	100.0%
TOTAL PERMANENT	284633	17142	4875	10507	203234	18701	4527	8344	3230	1355	556548
	51.1%	3.1%	0.9%	1.9%	36.5%	3.4%	0.8%	1.5%	0.6%	0.2%	100.0%
Temporary employees	48589	3796	307	617	38718	3102	262	683	155	102	96331
	50.4%	3.9%	0.3%	0.6%	40.2%	3.2%	0.3%	0.7%	0.2%	0.1%	100.0%
GRAND TOTAL	333222	20938	5182	11124	241952	21803	4789	9027	3385	1457	652879

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	9	3	3	25	9	5	5	8	0	0	67
	13.4%	4.5%	4.5%	37.3%	13.4%	7.5%	7.5%	11.9%	0.0%	0.0%	100.0%
Senior Management	33	9	10	25	17	7	6	27	1	0	135
	24.4%	6.7%	7.4%	18.5%	12.6%	5.2%	4.4%	20.0%	0.7%	0.0%	100.0%
Professionally qualified	80	22	22	57	65	28	16	53	2	0	345
	23.2%	6.4%	6.4%	16.5%	18.8%	8.1%	4.6%	15.4%	0.6%	0.0%	100.0%
Skilled	350	54	24	93	434	93	29	88	1	0	1166
	30.0%	4.6%	2.1%	8.0%	37.2%	8.0%	2.5%	7.5%	0.1%	0.0%	100.0%
Semi-skilled	668	66	23	41	785	152	32	53	5	1	1826
	36.6%	3.6%	1.3%	2.2%	43.0%	8.3%	1.8%	2.9%	0.3%	0.1%	100.0%
Unskilled	538	55	13	11	1089	56	12	1	1	0	1776
	30.3%	3.1%	0.7%	0.6%	61.3%	3.2%	0.7%	0.1%	0.1%	0.0%	100.0%
TOTAL PERMANENT	1678	209	95	252	2399	341	100	230	10	1	5315
	31.6%	3.9%	1.8%	4.7%	45.1%	6.4%	1.9%	4.3%	0.2%	0.0%	100.0%
Temporary employees	265	9	3	0	162	5	2	0	0	0	446
	59.4%	2.0%	0.7%	0.0%	36.3%	1.1%	0.4%	0.0%	0.0%	0.0%	100.0%
GRAND TOTAL	1943	218	98	252	2561	346	102	230	10	1	5761

AGRICULTURE FORESTRY & FISHING

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	123	54	26	2029	58	28	11	450	22	4	2805
	4.4%	1.9%	0.9%	72.3%	2.1%	1.0%	0.4%	16.0%	0.8%	0.1%	100.0%
Senior Management	585	269	76	3453	303	141	60	1214	32	11	6144
	9.5%	4.4%	1.2%	56.2%	4.9%	2.3%	1.0%	19.8%	0.5%	0.2%	100.0%
Professionally qualified	3136	1031	278	5637	1916	573	233	3021	191	35	16051
	19.5%	6.4%	1.7%	35.1%	11.9%	3.6%	1.5%	18.8%	1.2%	0.2%	100.0%
Skilled	16963	5766	483	6841	8751	3668	397	5154	1351	170	49544
	34.2%	11.6%	1.0%	13.8%	17.7%	7.4%	0.8%	10.4%	2.7%	0.3%	100.0%
Semi-skilled	52906	15586	298	2220	24557	9449	256	3067	4248	892	113479
	46.6%	13.7%	0.3%	2.0%	21.6%	8.3%	0.2%	2.7%	3.7%	0.8%	100.0%
Unskilled	89165	18443	38	447	77107	21399	13	254	13667	6809	227342
	39.2%	8.1%	0.0%	0.2%	33.9%	9.4%	0.0%	0.1%	6.0%	3.0%	100.0%
TOTAL PERMANENT	162878	41149	1199	20627	112692	35258	970	13160	19511	7921	415365
	39.2%	9.9%	0.3%	5.0%	27.1%	8.5%	0.2%	3.2%	4.7%	1.9%	100.0%
Temporary employees	57631	10229	13	667	53882	11531	95	226	9907	3774	147955
	39.0%	6.9%	0.0%	0.5%	36.4%	7.8%	0.1%	0.2%	6.7%	2.6%	100.0%
GRAND TOTAL	220509	51378	1212	21294	166574	46789	1065	13386	29418	11695	563320

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	1	1	0	86	1	1	1	12	0	0	103
	1.0%	1.0%	0.0%	83.5%	1.0%	1.0%	1.0%	11.7%	0.0%	0.0%	100.0%
Senior Management	14	8	5	122	7	2	3	42	2	0	205
	6.8%	3.9%	2.4%	59.5%	3.4%	1.0%	1.5%	20.5%	1.0%	0.0%	100.0%
Professionally qualified	40	38	3	136	27	14	3	93	2	1	357
	11.2%	10.6%	0.8%	38.1%	7.6%	3.9%	0.8%	26.1%	0.6%	0.3%	100.0%
Skilled	225	184	6	139	109	118	4	102	11	3	901
	25.0%	20.4%	0.7%	15.4%	12.1%	13.1%	0.4%	11.3%	1.2%	0.3%	100.0%
Semi-skilled	579	352	12	49	340	235	8	65	22	4	1666
	34.8%	21.1%	0.7%	2.9%	20.4%	14.1%	0.5%	3.9%	1.3%	0.2%	100.0%
Unskilled	967	329	4	18	890	557	1	12	58	30	2866
	33.7%	11.5%	0.1%	0.6%	31.1%	19.4%	0.0%	0.4%	2.0%	1.0%	100.0%
TOTAL PERMANENT	1826	912	30	550	1374	927	20	326	95	38	6098
	29.9%	15.0%	0.5%	9.0%	22.5%	15.2%	0.3%	5.3%	1.6%	0.6%	100.0%
Temporary employees	107	50	0	3	190	52	1	3	9	3	418
	25.6%	12.0%	0.0%	0.7%	45.5%	12.4%	0.2%	0.7%	2.2%	0.7%	100.0%
GRAND TOTAL	1933	962	30	553	1564	979	21	329	104	41	6516

ARTS, ENTERTAINMENT AND RECREATION

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	99	28	31	174	65	16	19	59	10	6	507
	19.5%	5.5%	6.1%	34.3%	12.8%	3.2%	3.7%	11.6%	2.0%	1.2%	100.0%
Senior Management	479	96	98	400	361	76	79	182	27	9	1807
	26.5%	5.3%	5.4%	22.1%	20.0%	4.2%	4.4%	10.1%	1.5%	0.5%	100.0%
Professionally qualified	7477	369	247	926	8004	292	213	642	86	23	18279
	40.9%	2.0%	1.4%	5.1%	43.8%	1.6%	1.2%	3.5%	0.5%	0.1%	100.0%
Skilled	18299	742	300	953	32423	737	302	1256	191	92	55295
	33.1%	1.3%	0.5%	1.7%	58.6%	1.3%	0.5%	2.3%	0.3%	0.2%	100.0%
Semi-skilled	10264	1130	230	437	16075	1357	257	387	241	262	30640
	33.5%	3.7%	0.8%	1.4%	52.5%	4.4%	0.8%	1.3%	0.8%	0.9%	100.0%
Unskilled	2472	245	14	32	2957	196	11	20	76	41	6064
	40.8%	4.0%	0.2%	0.5%	48.8%	3.2%	0.2%	0.3%	1.3%	0.7%	100.0%
TOTAL PERMANENT	39090	2610	920	2922	59885	2674	881	2546	631	433	112592
	34.7%	2.3%	0.8%	2.6%	53.2%	2.4%	0.8%	2.3%	0.6%	0.4%	100.0%
Temporary employees	2696	448	24	118	7127	195	16	97	10	7	10738
	25.1%	4.2%	0.2%	1.1%	66.4%	1.8%	0.1%	0.9%	0.1%	0.1%	100.0%
GRAND TOTAL	41786	3058	944	3040	67012	2869	897	2643	641	440	123330

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	3	0	2	5	1	2	1	1	0	0	15
	20.0%	0.0%	13.3%	33.3%	6.7%	13.3%	6.7%	6.7%	0.0%	0.0%	100.0%
Senior Management	7	4	1	10	5	3	2	5	1	0	38
	18.4%	10.5%	2.6%	26.3%	13.2%	7.9%	5.3%	13.2%	2.6%	0.0%	100.0%
Professionally qualified	44	4	3	15	33	5	2	12	0	0	118
	37.3%	3.4%	2.5%	12.7%	28.0%	4.2%	1.7%	10.2%	0.0%	0.0%	100.0%
Skilled	72	9	6	12	84	8	5	24	0	0	220
	32.7%	4.1%	2.7%	5.5%	38.2%	3.6%	2.3%	10.9%	0.0%	0.0%	100.0%
Semi-skilled	106	15	9	14	158	18	7	11	1	1	340
	31.2%	4.4%	2.6%	4.1%	46.5%	5.3%	2.1%	3.2%	0.3%	0.3%	100.0%
Unskilled	55	22	4	0	65	12	3	0	0	1	162
	34.0%	13.6%	2.5%	0.0%	40.1%	7.4%	1.9%	0.0%	0.0%	0.6%	100.0%
TOTAL PERMANENT	287	54	25	56	346	48	20	53	2	2	893
	32.1%	6.0%	2.8%	6.3%	38.7%	5.4%	2.2%	5.9%	0.2%	0.2%	100.0%
Temporary employees	19	1	0	0	19	0	1	0	0	0	40
	47.5%	2.5%	0.0%	0.0%	47.5%	0.0%	2.5%	0.0%	0.0%	0.0%	100.0%
GRAND TOTAL	306	55	25	56	365	48	21	53	2	2	933

CONSTRUCTION

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	454	163	190	1307	240	99	92	166	40	8	2759
	16.5%	5.9%	6.9%	47.4%	8.7%	3.6%	3.3%	6.0%	1.4%	0.3%	100.0%
Senior Management	1614	437	364	2490	691	155	138	575	137	30	6631
	24.3%	6.6%	5.5%	37.6%	10.4%	2.3%	2.1%	8.7%	2.1%	0.5%	100.0%
Professionally qualified	6766	1373	778	4684	3074	466	336	1366	411	81	19335
	35.0%	7.1%	4.0%	24.2%	15.9%	2.4%	1.7%	7.1%	2.1%	0.4%	100.0%
Skilled	25850	3715	891	4460	7311	1268	583	2162	1028	96	47364
	54.6%	7.8%	1.9%	9.4%	15.4%	2.7%	1.2%	4.6%	2.2%	0.2%	100.0%
Semi-skilled	41590	4362	249	1235	8170	1280	160	1028	1367	74	59515
	69.9%	7.3%	0.4%	2.1%	13.7%	2.2%	0.3%	1.7%	2.3%	0.1%	100.0%
Unskilled	35793	3824	94	337	10002	794	25	66	809	102	51846
	69.0%	7.4%	0.2%	0.7%	19.3%	1.5%	0.0%	0.1%	1.6%	0.2%	100.0%
TOTAL PERMANENT	112067	13874	2566	14513	29488	4062	1334	5363	3792	391	187450
	59.8%	7.4%	1.4%	7.7%	15.7%	2.2%	0.7%	2.9%	2.0%	0.2%	100.0%
Temporary employees	20734	1886	112	573	10157	486	30	145	381	19	34523
	60.1%	5.5%	0.3%	1.7%	29.4%	1.4%	0.1%	0.4%	1.1%	0.1%	100.0%
GRAND TOTAL	132801	15760	2678	15086	39645	4548	1364	5508	4173	410	221973

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	8	8	8	29	9	2	4	1	0	0	69
	11.6%	11.6%	11.6%	42.0%	13.0%	2.9%	5.8%	1.4%	0.0%	0.0%	100.0%
Senior Management	18	8	10	38	8	3	5	13	0	0	103
	17.5%	7.8%	9.7%	36.9%	7.8%	2.9%	4.9%	12.6%	0.0%	0.0%	100.0%
Professionally qualified	55	12	11	61	25	9	3	15	1	0	192
	28.6%	6.3%	5.7%	31.8%	13.0%	4.7%	1.6%	7.8%	0.5%	0.0%	100.0%
Skilled	173	41	16	71	127	16	14	43	2	0	503
	34.4%	8.2%	3.2%	14.1%	25.2%	3.2%	2.8%	8.5%	0.4%	0.0%	100.0%
Semi-skilled	238	41	10	14	165	18	3	10	3	1	503
	47.3%	8.2%	2.0%	2.8%	32.8%	3.6%	0.6%	2.0%	0.6%	0.2%	100.0%
Unskilled	229	21	0	5	220	12	2	0	1	1	491
	46.6%	4.3%	0.0%	1.0%	44.8%	2.4%	0.4%	0.0%	0.2%	0.2%	100.0%
TOTAL PERMANENT	721	131	55	218	554	60	31	82	7	2	1861
	38.7%	7.0%	3.0%	11.7%	29.8%	3.2%	1.7%	4.4%	0.4%	0.1%	100.0%
Temporary employees	121	5	1	1	106	5	0	2	1	0	242
	50.0%	2.1%	0.4%	0.4%	43.8%	2.1%	0.0%	0.8%	0.4%	0.0%	100.0%
GRAND TOTAL	842	136	56	219	660	65	31	84	8	2	2103

EDUCATION

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	159	38	57	339	140	52	53	314	22	16	1190
	13.4%	3.2%	4.8%	28.5%	11.8%	4.4%	4.5%	26.4%	1.8%	1.3%	100.0%
Senior Management	670	152	157	824	599	156	225	1354	216	106	4459
	15.0%	3.4%	3.5%	18.5%	13.4%	3.5%	5.0%	30.4%	4.8%	2.4%	100.0%
Professionally qualified	12221	1919	823	5510	15762	2805	1678	11748	2053	1127	55646
	22.0%	3.4%	1.5%	9.9%	28.3%	5.0%	3.0%	21.1%	3.7%	2.0%	100.0%
Skilled	37044	3914	1093	5453	80206	10073	2707	19115	1450	1146	162201
	22.8%	2.4%	0.7%	3.4%	49.4%	6.2%	1.7%	11.8%	0.9%	0.7%	100.0%
Semi-skilled	13287	1729	198	758	19374	3509	499	2854	195	233	42636
	31.2%	4.1%	0.5%	1.8%	45.4%	8.2%	1.2%	6.7%	0.5%	0.5%	100.0%
Unskilled	8847	811	29	129	13561	1135	19	232	229	122	25114
	35.2%	3.2%	0.1%	0.5%	54.0%	4.5%	0.1%	0.9%	0.9%	0.5%	100.0%
TOTAL PERMANENT	72228	8563	2357	13013	129642	17730	5181	35617	4165	2750	291246
	24.8%	2.9%	0.8%	4.5%	44.5%	6.1%	1.8%	12.2%	1.4%	0.9%	100.0%
Temporary employees	14183	1320	402	1683	22947	1619	691	3156	1815	1015	48831
	29.0%	2.7%	0.8%	3.4%	47.0%	3.3%	1.4%	6.5%	3.7%	2.1%	100.0%
GRAND TOTAL	86411	9883	2759	14696	152589	19349	5872	38773	5980	3765	340077

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	1	1	1	10	5	2	1	12	0	0	33
	3.0%	3.0%	3.0%	30.3%	15.2%	6.1%	3.0%	36.4%	0.0%	0.0%	100.0%
Senior Management	7	1	2	15	2	4	3	23	1	1	59
	11.9%	1.7%	3.4%	25.4%	3.4%	6.8%	5.1%	39.0%	1.7%	1.7%	100.0%
Professionally qualified	80	16	9	109	67	34	24	208	15	14	576
	13.9%	2.8%	1.6%	18.9%	11.6%	5.9%	4.2%	36.1%	2.6%	2.4%	100.0%
Skilled	129	32	22	113	198	63	26	236	7	8	834
	15.5%	3.8%	2.6%	13.5%	23.7%	7.6%	3.1%	28.3%	0.8%	1.0%	100.0%
Semi-skilled	160	20	5	26	191	41	7	52	1	0	503
	31.8%	4.0%	1.0%	5.2%	38.0%	8.2%	1.4%	10.3%	0.2%	0.0%	100.0%
Unskilled	89	13	3	4	102	11	2	5	0	0	229
	38.9%	5.7%	1.3%	1.7%	44.5%	4.8%	0.9%	2.2%	0.0%	0.0%	100.0%
TOTAL PERMANENT	466	83	42	277	565	155	63	536	24	23	2234
	20.9%	3.7%	1.9%	12.4%	25.3%	6.9%	2.8%	24.0%	1.1%	1.0%	100.0%
Temporary employees	232	15	2	21	303	22	6	36	15	14	666
	34.8%	2.3%	0.3%	3.2%	45.5%	3.3%	0.9%	5.4%	2.3%	2.1%	100.0%
GRAND TOTAL	698	98	44	298	868	177	69	572	39	37	2900

ELECTRICITY, GAS, STEAM AND AIR CONDITIONING SUPPLY

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	76	13	27	143	47	14	10	24	27	5	386
	19.7%	3.4%	7.0%	37.0%	12.2%	3.6%	2.6%	6.2%	7.0%	1.3%	100.0%
Senior Management	413	83	91	315	243	27	46	133	33	10	1394
	29.6%	6.0%	6.5%	22.6%	17.4%	1.9%	3.3%	9.5%	2.4%	0.7%	100.0%
Professionally qualified	3385	501	434	1143	2731	242	261	441	101	20	9259
	36.6%	5.4%	4.7%	12.3%	29.5%	2.6%	2.8%	4.8%	1.1%	0.2%	100.0%
Skilled	14371	1601	530	2395	8837	780	317	903	213	33	29980
	47.9%	5.3%	1.8%	8.0%	29.5%	2.6%	1.1%	3.0%	0.7%	0.1%	100.0%
Semi-skilled	11406	1312	127	537	4626	495	117	469	157	19	19265
	59.2%	6.8%	0.7%	2.8%	24.0%	2.6%	0.6%	2.4%	0.8%	0.1%	100.0%
Unskilled	3006	360	23	31	1826	71	15	10	66	15	5423
	55.4%	6.6%	0.4%	0.6%	33.7%	1.3%	0.3%	0.2%	1.2%	0.3%	100.0%
TOTAL PERMANENT	32657	3870	1232	4564	18310	1629	766	1980	597	102	65707
	49.7%	5.9%	1.9%	6.9%	27.9%	2.5%	1.2%	3.0%	0.9%	0.2%	100.0%
Temporary employees	946	258	7	77	521	46	2	14	23	0	1894
	49.9%	13.6%	0.4%	4.1%	27.5%	2.4%	0.1%	0.7%	1.2%	0.0%	100.0%
GRAND TOTAL	33603	4128	1239	4641	18831	1675	768	1994	620	102	67601

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	1	1	2	4	2	0	1	1	0	0	12
	8.3%	8.3%	16.7%	33.3%	16.7%	0.0%	8.3%	8.3%	0.0%	0.0%	100.0%
Senior Management	7	1	1	11	3	1	1	6	0	0	31
	22.6%	3.2%	3.2%	35.5%	9.7%	3.2%	3.2%	19.4%	0.0%	0.0%	100.0%
Professionally qualified	56	14	10	41	54	5	8	19	0	0	207
	27.1%	6.8%	4.8%	19.8%	26.1%	2.4%	3.9%	9.2%	0.0%	0.0%	100.0%
Skilled	282	53	19	162	186	27	16	43	0	0	788
	35.8%	6.7%	2.4%	20.6%	23.6%	3.4%	2.0%	5.5%	0.0%	0.0%	100.0%
Semi-skilled	290	51	8	35	148	21	3	34	3	0	593
	48.9%	8.6%	1.3%	5.9%	25.0%	3.5%	0.5%	5.7%	0.5%	0.0%	100.0%
Unskilled	45	11	2	3	33	4	2	0	0	0	100
	45.0%	11.0%	2.0%	3.0%	33.0%	4.0%	2.0%	0.0%	0.0%	0.0%	100.0%
TOTAL PERMANENT	681	131	42	256	426	58	31	103	3	0	1731
	39.3%	7.6%	2.4%	14.8%	24.6%	3.4%	1.8%	6.0%	0.2%	0.0%	100.0%
Temporary employees	25	5	0	0	22	2	0	0	0	0	54
	46.3%	9.3%	0.0%	0.0%	40.7%	3.7%	0.0%	0.0%	0.0%	0.0%	100.0%
GRAND TOTAL	706	136	42	256	448	60	31	103	3	0	1785

FINANCIAL AND INSURANCE ACTIVITIES

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	348	73	229	958	291	84	127	378	83	23	2594
	13.4%	2.8%	8.8%	36.9%	11.2%	3.2%	4.9%	14.6%	3.2%	0.9%	100.0%
Senior Management	2937	1005	2069	5431	2911	979	1717	3646	574	328	21597
	13.6%	4.7%	9.6%	25.1%	13.5%	4.5%	8.0%	16.9%	2.7%	1.5%	100.0%
Professionally qualified	18304	5328	6425	12185	20680	6891	6756	12446	1225	694	90934
	20.1%	5.9%	7.1%	13.4%	22.7%	7.6%	7.4%	13.7%	1.3%	0.8%	100.0%
Skilled	34077	9105	5250	7948	66299	18542	8328	14529	569	580	165227
	20.6%	5.5%	3.2%	4.8%	40.1%	11.2%	5.0%	8.8%	0.3%	0.4%	100.0%
Semi-skilled	24324	4823	1875	2178	54721	10803	2886	4030	453	508	106601
	22.8%	4.5%	1.8%	2.0%	51.3%	10.1%	2.7%	3.8%	0.4%	0.5%	100.0%
Unskilled	3198	890	76	52	4253	708	58	67	90	57	9449
	33.8%	9.4%	0.8%	0.6%	45.0%	7.5%	0.6%	0.7%	1.0%	0.6%	100.0%
TOTAL PERMANENT	83188	21224	15924	28752	149155	38007	19872	35096	2994	2190	396402
	21.0%	5.4%	4.0%	7.3%	37.6%	9.6%	5.0%	8.9%	0.8%	0.6%	100.0%
Temporary employees	3377	239	133	278	3530	294	152	233	31	25	8292
	40.7%	2.9%	1.6%	3.4%	42.6%	3.5%	1.8%	2.8%	0.4%	0.3%	100.0%
GRAND TOTAL	86565	21463	16057	29030	152685	38301	20024	35329	3025	2215	404694

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	6	0	4	9	5	2	3	15	0	0	44
	13.6%	0.0%	9.1%	20.5%	11.4%	4.5%	6.8%	34.1%	0.0%	0.0%	100.0%
Senior Management	18	17	19	100	22	23	30	56	4	1	290
	6.2%	5.9%	6.6%	34.5%	7.6%	7.9%	10.3%	19.3%	1.4%	0.3%	100.0%
Professionally qualified	161	82	90	284	170	123	141	346	9	9	1415
	11.4%	5.8%	6.4%	20.1%	12.0%	8.7%	10.0%	24.5%	0.6%	0.6%	100.0%
Skilled	407	118	91	194	674	307	177	418	1	2	2389
	17.0%	4.9%	3.8%	8.1%	28.2%	12.9%	7.4%	17.5%	0.0%	0.1%	100.0%
Semi-skilled	494	93	32	66	926	139	61	133	5	0	1949
	25.3%	4.8%	1.6%	3.4%	47.5%	7.1%	3.1%	6.8%	0.3%	0.0%	100.0%
Unskilled	96	8	1	3	173	10	0	2	1	1	295
	32.5%	2.7%	0.3%	1.0%	58.6%	3.4%	0.0%	0.7%	0.3%	0.3%	100.0%
TOTAL PERMANENT	1182	318	237	656	1970	604	412	970	20	13	6382
	18.5%	5.0%	3.7%	10.3%	30.9%	9.5%	6.5%	15.2%	0.3%	0.2%	100.0%
Temporary employees	125	8	2	5	128	7	9	4	1	1	290
	43.1%	2.8%	0.7%	1.7%	44.1%	2.4%	3.1%	1.4%	0.3%	0.3%	100.0%
GRAND TOTAL	1307	326	239	661	2098	611	421	974	21	14	6672

HUMAN HEALTH AND SOCIAL WORK ACTIVITIES

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	183	49	104	479	185	50	107	319	30	11	1517
	12.1%	3.2%	6.9%	31.6%	12.2%	3.3%	7.1%	21.0%	2.0%	0.7%	100.0%
Senior Management	667	124	200	576	870	249	300	1099	79	58	4222
	15.8%	2.9%	4.7%	13.6%	20.6%	5.9%	7.1%	26.0%	1.9%	1.4%	100.0%
Professionally qualified	13360	882	1527	2208	33813	3099	3535	5546	359	451	64780
	20.6%	1.4%	2.4%	3.4%	52.2%	4.8%	5.5%	8.6%	0.6%	0.7%	100.0%
Skilled	22785	2056	1435	2123	75204	8535	4802	11303	328	831	129402
	17.6%	1.6%	1.1%	1.6%	58.1%	6.6%	3.7%	8.7%	0.3%	0.6%	100.0%
Semi-skilled	34260	3241	1325	1208	91399	10508	3313	5321	155	321	151051
	22.7%	2.1%	0.9%	0.8%	60.5%	7.0%	2.2%	3.5%	0.1%	0.2%	100.0%
Unskilled	10925	1065	140	237	22935	2008	133	340	162	157	38102
	28.7%	2.8%	0.4%	0.6%	60.2%	5.3%	0.3%	0.9%	0.4%	0.4%	100.0%
TOTAL PERMANENT	82180	7417	4731	6831	224406	24449	12190	23928	1113	1829	389074
	21.1%	1.9%	1.2%	1.8%	57.7%	6.3%	3.1%	6.1%	0.3%	0.5%	100.0%
Temporary employees	7153	447	581	341	34268	1900	853	1008	68	148	46767
	15.3%	1.0%	1.2%	0.7%	73.3%	4.1%	1.8%	2.2%	0.1%	0.3%	100.0%
GRAND TOTAL	183	49	104	479	185	50	107	319	30	11	1517

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	5	4	1	9	1	1	0	11	1	0	33
	15.2%	12.1%	3.0%	27.3%	3.0%	3.0%	0.0%	33.3%	3.0%	0.0%	100.0%
Senior Management	13	1	1	10	9	4	3	28	1	1	71
	18.3%	1.4%	1.4%	14.1%	12.7%	5.6%	4.2%	39.4%	1.4%	1.4%	100.0%
Professionally qualified	75	3	10	35	109	22	17	105	1	0	377
	19.9%	0.8%	2.7%	9.3%	28.9%	5.8%	4.5%	27.9%	0.3%	0.0%	100.0%
Skilled	190	21	23	76	308	89	52	274	3	4	1040
	18.3%	2.0%	2.2%	7.3%	29.6%	8.6%	5.0%	26.3%	0.3%	0.4%	100.0%
Semi-skilled	552	56	46	70	717	115	84	190	0	4	1834
	30.1%	3.1%	2.5%	3.8%	39.1%	6.3%	4.6%	10.4%	0.0%	0.2%	100.0%
Unskilled	323	27	4	78	364	30	10	49	1	0	886
	36.5%	3.0%	0.5%	8.8%	41.1%	3.4%	1.1%	5.5%	0.1%	0.0%	100.0%
TOTAL PERMANENT	1158	112	85	278	1508	261	166	657	7	9	4241
	27.3%	2.6%	2.0%	6.6%	35.6%	6.2%	3.9%	15.5%	0.2%	0.2%	100.0%
Temporary employees	169	5	1	1	119	7	1	6	0	0	309
	54.7%	1.6%	0.3%	0.3%	38.5%	2.3%	0.3%	1.9%	0.0%	0.0%	100.0%
GRAND TOTAL	5	4	1	9	1	1	0	11	1	0	33

INFORMATION AND COMMUNICATION

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	267	110	269	1184	238	109	154	340	102	27	2800
	9.5%	3.9%	9.6%	42.3%	8.5%	3.9%	5.5%	12.1%	3.6%	1.0%	100.0%
Senior Management	1067	504	885	3081	959	375	500	1618	591	168	9748
	10.9%	5.2%	9.1%	31.6%	9.8%	3.8%	5.1%	16.6%	6.1%	1.7%	100.0%
Professionally qualified	7185	2552	3080	10066	5502	1789	1751	5253	1456	440	39074
	18.4%	6.5%	7.9%	25.8%	14.1%	4.6%	4.5%	13.4%	3.7%	1.1%	100.0%
Skilled	21355	6545	4352	10367	17608	4721	2916	6250	1108	434	75656
	28.2%	8.7%	5.8%	13.7%	23.3%	6.2%	3.9%	8.3%	1.5%	0.6%	100.0%
Semi-skilled	16448	5563	2141	1864	27313	7060	2368	2105	566	391	65819
	25.0%	8.5%	3.3%	2.8%	41.5%	10.7%	3.6%	3.2%	0.9%	0.6%	100.0%
Unskilled	3574	433	113	105	3667	360	77	61	83	62	8535
	41.9%	5.1%	1.3%	1.2%	43.0%	4.2%	0.9%	0.7%	1.0%	0.7%	100.0%
TOTAL PERMANENT	49896	15707	10840	26667	55287	14414	7766	15627	3906	1522	201632
	24.7%	7.8%	5.4%	13.2%	27.4%	7.1%	3.9%	7.8%	1.9%	0.8%	100.0%
Temporary employees	1878	197	119	296	1700	170	60	187	64	30	4701
	39.9%	4.2%	2.5%	6.3%	36.2%	3.6%	1.3%	4.0%	1.4%	0.6%	100.0%
GRAND TOTAL	51774	15904	10959	26963	56987	14584	7826	15814	3970	1552	206333

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	5	3	11	20	0	3	8	8	1	0	59
	8.5%	5.1%	18.6%	33.9%	0.0%	5.1%	13.6%	13.6%	1.7%	0.0%	100.0%
Senior Management	5	4	20	55	6	10	9	28	1	2	140
	3.6%	2.9%	14.3%	39.3%	4.3%	7.1%	6.4%	20.0%	0.7%	1.4%	100.0%
Professionally qualified	54	34	36	180	43	21	24	110	5	3	510
	10.6%	6.7%	7.1%	35.3%	8.4%	4.1%	4.7%	21.6%	1.0%	0.6%	100.0%
Skilled	246	70	59	198	238	70	29	150	8	3	1071
	23.0%	6.5%	5.5%	18.5%	22.2%	6.5%	2.7%	14.0%	0.7%	0.3%	100.0%
Semi-skilled	366	54	28	48	459	101	37	52	1	1	1147
	31.9%	4.7%	2.4%	4.2%	40.0%	8.8%	3.2%	4.5%	0.1%	0.1%	100.0%
Unskilled	389	56	19	2	407	35	15	0	1	1	925
	42.1%	6.1%	2.1%	0.2%	44.0%	3.8%	1.6%	0.0%	0.1%	0.1%	100.0%
TOTAL PERMANENT	1065	221	173	503	1153	240	122	348	17	10	3852
	27.6%	5.7%	4.5%	13.1%	29.9%	6.2%	3.2%	9.0%	0.4%	0.3%	100.0%
Temporary employees	166	25	3	5	170	25	2	1	0	1	398
	41.7%	6.3%	0.8%	1.3%	42.7%	6.3%	0.5%	0.3%	0.0%	0.3%	100.0%
GRAND TOTAL	1231	246	176	508	1323	265	124	349	17	11	4250

MANUFACTURING

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	461	259	755	3556	360	158	315	745	328	50	6987
	6.6%	3.7%	10.8%	50.9%	5.2%	2.3%	4.5%	10.7%	4.7%	0.7%	100.0%
Senior Management	2546	1048	2038	7212	1631	683	1033	2859	556	146	19752
	12.9%	5.3%	10.3%	36.5%	8.3%	3.5%	5.2%	14.5%	2.8%	0.7%	100.0%
Professionally qualified	12497	3968	4836	15505	7780	2328	2877	6793	1058	261	57903
	21.6%	6.9%	8.4%	26.8%	13.4%	4.0%	5.0%	11.7%	1.8%	0.5%	100.0%
Skilled	78749	18127	10178	26703	35025	9775	5380	12269	3246	513	199965
	39.4%	9.1%	5.1%	13.4%	17.5%	4.9%	2.7%	6.1%	1.6%	0.3%	100.0%
Semi-skilled	160066	25686	5663	7659	75229	18609	3461	5578	3389	712	306052
	52.3%	8.4%	1.9%	2.5%	24.6%	6.1%	1.1%	1.8%	1.1%	0.2%	100.0%
Unskilled	95278	14302	1648	1672	60369	11007	692	387	1673	598	187626
	50.8%	7.6%	0.9%	0.9%	32.2%	5.9%	0.4%	0.2%	0.9%	0.3%	100.0%
TOTAL PERMANENT	349597	63390	25118	62307	180394	42560	13758	28631	10250	2280	778285
	44.9%	8.1%	3.2%	8.0%	23.2%	5.5%	1.8%	3.7%	1.3%	0.3%	100.0%
Temporary employees	17041	2925	428	1069	11760	2012	209	350	305	100	36199
	47.1%	8.1%	1.2%	3.0%	32.5%	5.6%	0.6%	1.0%	0.8%	0.3%	100.0%
GRAND TOTAL	366638	66315	25546	63376	192154	44572	13967	28981	10555	2380	814484

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	6	14	31	90	4	11	15	19	2	1	193
	3.1%	7.3%	16.1%	46.6%	2.1%	5.7%	7.8%	9.8%	1.0%	0.5%	100.0%
Senior Management	30	34	46	150	12	15	17	48	0	0	352
	8.5%	9.7%	13.1%	42.6%	3.4%	4.3%	4.8%	13.6%	0.0%	0.0%	100.0%
Professionally qualified	103	78	73	290	61	37	38	112	8	0	800
	12.9%	9.8%	9.1%	36.3%	7.6%	4.6%	4.8%	14.0%	1.0%	0.0%	100.0%
Skilled	730	271	207	547	466	161	84	217	32	1	2716
	26.9%	10.0%	7.6%	20.1%	17.2%	5.9%	3.1%	8.0%	1.2%	0.0%	100.0%
Semi-skilled	1679	363	151	171	1575	455	102	108	17	7	4628
	36.3%	7.8%	3.3%	3.7%	34.0%	9.8%	2.2%	2.3%	0.4%	0.2%	100.0%
Unskilled	1997	249	45	61	2521	290	43	11	11	9	5237
	38.1%	4.8%	0.9%	1.2%	48.1%	5.5%	0.8%	0.2%	0.2%	0.2%	100.0%
TOTAL PERMANENT	4545	1009	553	1309	4639	969	299	515	70	18	13926
	32.6%	7.2%	4.0%	9.4%	33.3%	7.0%	2.1%	3.7%	0.5%	0.1%	100.0%
Temporary employees	550	78	6	12	613	69	10	4	2	0	1344
	40.9%	5.8%	0.4%	0.9%	45.6%	5.1%	0.7%	0.3%	0.1%	0.0%	100.0%
GRAND TOTAL	5095	1087	559	1321	5252	1038	309	519	72	18	15270

MINING AND QUARRYING

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	269	19	30	432	125	14	19	63	36	3	1010
	26.6%	1.9%	3.0%	42.8%	12.4%	1.4%	1.9%	6.2%	3.6%	0.3%	100.0%
Senior Management	1332	123	192	2024	564	58	126	477	152	32	5080
	26.2%	2.4%	3.8%	39.8%	11.1%	1.1%	2.5%	9.4%	3.0%	0.6%	100.0%
Professionally qualified	6745	614	420	4896	3401	280	310	1640	467	77	18850
	35.8%	3.3%	2.2%	26.0%	18.0%	1.5%	1.6%	8.7%	2.5%	0.4%	100.0%
Skilled	48343	3326	421	11600	14761	975	283	3012	2665	110	85496
	56.5%	3.9%	0.5%	13.6%	17.3%	1.1%	0.3%	3.5%	3.1%	0.1%	100.0%
Semi-skilled	119729	3307	64	1980	25670	1136	80	925	16761	367	170019
	70.4%	1.9%	0.0%	1.2%	15.1%	0.7%	0.0%	0.5%	9.9%	0.2%	100.0%
Unskilled	56086	894	39	503	17106	269	17	72	7112	905	83003
	67.6%	1.1%	0.0%	0.6%	20.6%	0.3%	0.0%	0.1%	8.6%	1.1%	100.0%
TOTAL PERMANENT	232504	8283	1166	21435	61627	2732	835	6189	27193	1494	363458
	64.0%	2.3%	0.3%	5.9%	17.0%	0.8%	0.2%	1.7%	7.5%	0.4%	100.0%
Temporary employees	7069	290	39	283	2769	134	20	92	53	7	10756
	65.7%	2.7%	0.4%	2.6%	25.7%	1.2%	0.2%	0.9%	0.5%	0.1%	100.0%
GRAND TOTAL	239573	8573	1205	21718	64396	2866	855	6281	27246	1501	374214

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	7	0	0	7	2	0	2	2	0	0	20
	35.0%	0.0%	0.0%	35.0%	10.0%	0.0%	10.0%	10.0%	0.0%	0.0%	100.0%
Senior Management	16	2	0	25	9	1	2	7	3	1	66
	24.2%	3.0%	0.0%	37.9%	13.6%	1.5%	3.0%	10.6%	4.5%	1.5%	100.0%
Professionally qualified	74	3	6	54	26	1	4	19	3	1	191
	38.7%	1.6%	3.1%	28.3%	13.6%	0.5%	2.1%	9.9%	1.6%	0.5%	100.0%
Skilled	358	27	5	141	139	24	4	49	18	0	765
	46.8%	3.5%	0.7%	18.4%	18.2%	3.1%	0.5%	6.4%	2.4%	0.0%	100.0%
Semi-skilled	1116	66	2	51	324	69	9	16	195	2	1850
	60.3%	3.6%	0.1%	2.8%	17.5%	3.7%	0.5%	0.9%	10.5%	0.1%	100.0%
Unskilled	957	31	6	10	384	32	4	2	121	4	1551
	61.7%	2.0%	0.4%	0.6%	24.8%	2.1%	0.3%	0.1%	7.8%	0.3%	100.0%
TOTAL PERMANENT	2528	129	19	288	884	127	25	95	340	8	4443
	56.9%	2.9%	0.4%	6.5%	19.9%	2.9%	0.6%	2.1%	7.7%	0.2%	100.0%
Temporary employees	125	12	6	1	217	23	8	0	0	0	392
	31.9%	3.1%	1.5%	0.3%	55.4%	5.9%	2.0%	0.0%	0.0%	0.0%	100.0%
GRAND TOTAL	2653	141	25	289	1101	150	33	95	340	8	4835

PROFESSIONAL, SCIENTIFIC AND TECHNICAL ACTIVITIES

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	237	78	215	965	197	81	155	524	59	23	2534
	9.4%	3.1%	8.5%	38.1%	7.8%	3.2%	6.1%	20.7%	2.3%	0.9%	100.0%
Senior Management	740	237	450	1744	626	256	446	1522	175	107	6303
	11.7%	3.8%	7.1%	27.7%	9.9%	4.1%	7.1%	24.1%	2.8%	1.7%	100.0%
Professionally qualified	2977	722	912	3223	3263	852	1164	3248	362	229	16952
	17.6%	4.3%	5.4%	19.0%	19.2%	5.0%	6.9%	19.2%	2.1%	1.4%	100.0%
Skilled	7593	1600	1108	2836	10254	2383	1774	4428	256	217	32449
	23.4%	4.9%	3.4%	8.7%	31.6%	7.3%	5.5%	13.6%	0.8%	0.7%	100.0%
Semi-skilled	10215	1748	383	636	10859	2805	775	1905	108	115	29549
	34.6%	5.9%	1.3%	2.2%	36.7%	9.5%	2.6%	6.4%	0.4%	0.4%	100.0%
Unskilled	4124	303	38	62	3439	286	68	104	58	35	8517
	48.4%	3.6%	0.4%	0.7%	40.4%	3.4%	0.8%	1.2%	0.7%	0.4%	100.0%
TOTAL PERMANENT	25886	4688	3106	9466	28638	6663	4382	11731	1018	726	96304
	26.9%	4.9%	3.2%	9.8%	29.7%	6.9%	4.6%	12.2%	1.1%	0.8%	100.0%
Temporary employees	1317	220	40	74	2072	200	31	51	24	23	4052
	32.5%	5.4%	1.0%	1.8%	51.1%	4.9%	0.8%	1.3%	0.6%	0.6%	100.0%
GRAND TOTAL	27203	4908	3146	9540	30710	6863	4413	11782	1042	749	100356

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	237	78	215	965	197	81	155	524	59	23	2534
	9.4%	3.1%	8.5%	38.1%	7.8%	3.2%	6.1%	20.7%	2.3%	0.9%	100.0%
Senior Management	740	237	450	1744	626	256	446	1522	175	107	6303
	11.7%	3.8%	7.1%	27.7%	9.9%	4.1%	7.1%	24.1%	2.8%	1.7%	100.0%
Professionally qualified	2977	722	912	3223	3263	852	1164	3248	362	229	16952
	17.6%	4.3%	5.4%	19.0%	19.2%	5.0%	6.9%	19.2%	2.1%	1.4%	100.0%
Skilled	7593	1600	1108	2836	10254	2383	1774	4428	256	217	32449
	23.4%	4.9%	3.4%	8.7%	31.6%	7.3%	5.5%	13.6%	0.8%	0.7%	100.0%
Semi-skilled	10215	1748	383	636	10859	2805	775	1905	108	115	29549
	34.6%	5.9%	1.3%	2.2%	36.7%	9.5%	2.6%	6.4%	0.4%	0.4%	100.0%
Unskilled	4124	303	38	62	3439	286	68	104	58	35	8517
	48.4%	3.6%	0.4%	0.7%	40.4%	3.4%	0.8%	1.2%	0.7%	0.4%	100.0%
TOTAL PERMANENT	25886	4688	3106	9466	28638	6663	4382	11731	1018	726	96304
	26.9%	4.9%	3.2%	9.8%	29.7%	6.9%	4.6%	12.2%	1.1%	0.8%	100.0%
Temporary employees	1317	220	40	74	2072	200	31	51	24	23	4052
	32.5%	5.4%	1.0%	1.8%	51.1%	4.9%	0.8%	1.3%	0.6%	0.6%	100.0%
GRAND TOTAL	27203	4908	3146	9540	30710	6863	4413	11782	1042	749	100356

PUBLIC ADMINISTRATION AND DEFENCE, COMPULSORY SOCIAL SECURITY

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	756	118	62	321	418	65	51	109	3	0	1903
	39.7%	6.2%	3.3%	16.9%	22.0%	3.4%	2.7%	5.7%	0.2%	0.0%	100.0%
Senior Management	3843	497	361	840	2919	316	246	502	18	6	9548
	40.2%	5.2%	3.8%	8.8%	30.6%	3.3%	2.6%	5.3%	0.2%	0.1%	100.0%
Professionally qualified	31793	6854	2192	8127	40405	8873	2656	9253	660	516	111329
	28.6%	6.2%	2.0%	7.3%	36.3%	8.0%	2.4%	8.3%	0.6%	0.5%	100.0%
Skilled	126721	21237	3864	12681	154552	28325	3747	21985	665	457	374234
	33.9%	5.7%	1.0%	3.4%	41.3%	7.6%	1.0%	5.9%	0.2%	0.1%	100.0%
Semi-skilled	158515	19799	2115	2477	125688	18135	1580	4058	293	63	332723
	47.6%	6.0%	0.6%	0.7%	37.8%	5.5%	0.5%	1.2%	0.1%	0.0%	100.0%
Unskilled	39521	8122	283	529	44419	5777	107	337	52	40	99187
	39.8%	8.2%	0.3%	0.5%	44.8%	5.8%	0.1%	0.3%	0.1%	0.0%	100.0%
TOTAL PERMANENT	361149	56627	8877	24975	368401	61491	8387	36244	1691	1082	928924
	38.9%	6.1%	1.0%	2.7%	39.7%	6.6%	0.9%	3.9%	0.2%	0.1%	100.0%
Temporary employees	18454	1917	137	398	33250	2325	196	804	173	92	57746
	32.0%	3.3%	0.2%	0.7%	57.6%	4.0%	0.3%	1.4%	0.3%	0.2%	100.0%
GRAND TOTAL	379603	58544	9014	25373	401651	63816	8583	37048	1864	1174	986670

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	8	0	1	8	8	1	0	1	0	0	27
	29.6%	0.0%	3.7%	29.6%	29.6%	3.7%	0.0%	3.7%	0.0%	0.0%	100.0%
Senior Management	52	10	4	34	42	11	10	22	0	0	185
	28.1%	5.4%	2.2%	18.4%	22.7%	5.9%	5.4%	11.9%	0.0%	0.0%	100.0%
Professionally qualified	501	132	68	304	804	116	75	306	1	4	2311
	21.7%	5.7%	2.9%	13.2%	34.8%	5.0%	3.2%	13.2%	0.0%	0.2%	100.0%
Skilled	1394	357	90	741	2098	309	96	738	9	9	5841
	23.9%	6.1%	1.5%	12.7%	35.9%	5.3%	1.6%	12.6%	0.2%	0.2%	100.0%
Semi-skilled	1223	274	44	126	1481	222	35	198	1	0	3604
	33.9%	7.6%	1.2%	3.5%	41.1%	6.2%	1.0%	5.5%	0.0%	0.0%	100.0%
Unskilled	495	120	9	15	755	58	3	10	0	0	1465
	33.8%	8.2%	0.6%	1.0%	51.5%	4.0%	0.2%	0.7%	0.0%	0.0%	100.0%
TOTAL PERMANENT	3673	893	216	1228	5188	717	219	1275	11	13	13433
	27.3%	6.6%	1.6%	9.1%	38.6%	5.3%	1.6%	9.5%	0.1%	0.1%	100.0%
Temporary employees	115	8	1	0	125	8	0	3	0	1	261
	44.1%	3.1%	0.4%	0.0%	47.9%	3.1%	0.0%	1.1%	0.0%	0.4%	100.0%
GRAND TOTAL	3788	901	217	1228	5313	725	219	1278	11	14	13694

REAL ESTATE ACTIVITIES

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	26	15	6	160	23	4	12	57	4	1	308
	8.4%	4.9%	1.9%	51.9%	7.5%	1.3%	3.9%	18.5%	1.3%	0.3%	100.0%
Senior Management	81	38	38	299	95	52	65	290	11	8	977
	8.3%	3.9%	3.9%	30.6%	9.7%	5.3%	6.7%	29.7%	1.1%	0.8%	100.0%
Professionally qualified	373	107	118	521	394	188	157	617	29	19	2523
	14.8%	4.2%	4.7%	20.7%	15.6%	7.5%	6.2%	24.5%	1.1%	0.8%	100.0%
Skilled	1137	267	144	621	1437	516	274	1052	87	37	5572
	20.4%	4.8%	2.6%	11.1%	25.8%	9.3%	4.9%	18.9%	1.6%	0.7%	100.0%
Semi-skilled	1793	314	62	203	1623	463	204	611	159	45	5477
	32.7%	5.7%	1.1%	3.7%	29.6%	8.5%	3.7%	11.2%	2.9%	0.8%	100.0%
Unskilled	1102	70	17	26	1806	80	16	41	57	36	3251
	33.9%	2.2%	0.5%	0.8%	55.6%	2.5%	0.5%	1.3%	1.8%	1.1%	100.0%
TOTAL PERMANENT	4512	811	385	1830	5378	1303	728	2668	347	146	18108
	24.9%	4.5%	2.1%	10.1%	29.7%	7.2%	4.0%	14.7%	1.9%	0.8%	100.0%
Temporary employees	100	3	3	18	110	4	4	9	2	1	254
	39.4%	1.2%	1.2%	7.1%	43.3%	1.6%	1.6%	3.5%	0.8%	0.4%	100.0%
GRAND TOTAL	4612	814	388	1848	5488	1307	732	2677	349	147	18362

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	0	1	1	1	0	0	0	2	0	0	5
	0.0%	20.0%	20.0%	20.0%	0.0%	0.0%	0.0%	40.0%	0.0%	0.0%	100.0%
Senior Management	0	0	1	2	0	0	0	6	0	0	9
	0.0%	0.0%	11.1%	22.2%	0.0%	0.0%	0.0%	66.7%	0.0%	0.0%	100.0%
Professionally qualified	2	0	2	3	2	1	3	7	0	0	20
	10.0%	0.0%	10.0%	15.0%	10.0%	5.0%	15.0%	35.0%	0.0%	0.0%	100.0%
Skilled	11	1	3	5	12	5	1	18	0	0	56
	19.6%	1.8%	5.4%	8.9%	21.4%	8.9%	1.8%	32.1%	0.0%	0.0%	100.0%
Semi-skilled	19	6	2	6	26	5	3	7	0	0	74
	25.7%	8.1%	2.7%	8.1%	35.1%	6.8%	4.1%	9.5%	0.0%	0.0%	100.0%
Unskilled	35	6	0	2	31	4	0	0	0	0	78
	44.9%	7.7%	0.0%	2.6%	39.7%	5.1%	0.0%	0.0%	0.0%	0.0%	100.0%
TOTAL PERMANENT	67	14	9	19	71	15	7	40	0	0	242
	27.7%	5.8%	3.7%	7.9%	29.3%	6.2%	2.9%	16.5%	0.0%	0.0%	100.0%
Temporary employees	2	0	0	0	5	0	0	0	0	0	7
	28.6%	0.0%	0.0%	0.0%	71.4%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
GRAND TOTAL	69	14	9	19	76	15	7	40	0	0	249

TRANSPORT AND STORAGE

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	334	66	236	780	170	54	120	219	60	16	2055
	16.3%	3.2%	11.5%	38.0%	8.3%	2.6%	5.8%	10.7%	2.9%	0.8%	100.0%
Senior Management	1637	327	639	1451	749	187	357	753	78	26	6204
	26.4%	5.3%	10.3%	23.4%	12.1%	3.0%	5.8%	12.1%	1.3%	0.4%	100.0%
Professionally qualified	6191	1296	1596	4048	4045	746	968	2346	309	71	21616
	28.6%	6.0%	7.4%	18.7%	18.7%	3.5%	4.5%	10.9%	1.4%	0.3%	100.0%
Skilled	46901	7199	3430	7361	18507	3328	2053	4360	832	88	94059
	49.9%	7.7%	3.6%	7.8%	19.7%	3.5%	2.2%	4.6%	0.9%	0.1%	100.0%
Semi-skilled	81177	8505	2329	2788	25651	4222	1343	2809	1043	115	129982
	62.5%	6.5%	1.8%	2.1%	19.7%	3.2%	1.0%	2.2%	0.8%	0.1%	100.0%
Unskilled	25635	3159	236	258	8224	882	77	75	392	50	38988
	65.8%	8.1%	0.6%	0.7%	21.1%	2.3%	0.2%	0.2%	1.0%	0.1%	100.0%
TOTAL PERMANENT	161875	20552	8466	16686	57346	9419	4918	10562	2714	366	292904
	55.3%	7.0%	2.9%	5.7%	19.6%	3.2%	1.7%	3.6%	0.9%	0.1%	100.0%
Temporary employees	3823	456	87	213	1831	285	32	58	47	4	6836
	55.9%	6.7%	1.3%	3.1%	26.8%	4.2%	0.5%	0.8%	0.7%	0.1%	100.0%
GRAND TOTAL	165698	21008	8553	16899	59177	9704	4950	10620	2761	370	299740

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	6	2	8	23	3	3	13	4	0	0	62
	9.7%	3.2%	12.9%	37.1%	4.8%	4.8%	21.0%	6.5%	0.0%	0.0%	100.0%
Senior Management	16	10	11	34	10	3	6	23	0	0	113
	14.2%	8.8%	9.7%	30.1%	8.8%	2.7%	5.3%	20.4%	0.0%	0.0%	100.0%
Professionally qualified	71	19	31	63	55	19	17	31	1	1	308
	23.1%	6.2%	10.1%	20.5%	17.9%	6.2%	5.5%	10.1%	0.3%	0.3%	100.0%
Skilled	488	86	64	162	535	66	22	89	5	0	1517
	32.2%	5.7%	4.2%	10.7%	35.3%	4.4%	1.5%	5.9%	0.3%	0.0%	100.0%
Semi-skilled	684	75	27	65	836	64	32	58	3	0	1844
	37.1%	4.1%	1.5%	3.5%	45.3%	3.5%	1.7%	3.1%	0.2%	0.0%	100.0%
Unskilled	288	25	6	6	490	25	4	0	1	0	845
	34.1%	3.0%	0.7%	0.7%	58.0%	3.0%	0.5%	0.0%	0.1%	0.0%	100.0%
TOTAL PERMANENT	1553	217	147	353	1929	180	94	205	10	1	4689
	33.1%	4.6%	3.1%	7.5%	41.1%	3.8%	2.0%	4.4%	0.2%	0.0%	100.0%
Temporary employees	179	3	1	4	394	22	3	2	0	0	608
	29.4%	0.5%	0.2%	0.7%	64.8%	3.6%	0.5%	0.3%	0.0%	0.0%	100.0%
GRAND TOTAL	1732	220	148	357	2323	202	97	207	10	1	5297

WATER SUPPLY, SEWERAGE, WASTE MANAGEMENT AND REMEDIATION ACTIVITIES

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	280	34	17	109	155	13	18	16	1	2	645
	43.4%	5.3%	2.6%	16.9%	24.0%	2.0%	2.8%	2.5%	0.2%	0.3%	100.0%
Senior Management	959	56	58	232	524	30	30	102	16	3	2010
	47.7%	2.8%	2.9%	11.5%	26.1%	1.5%	1.5%	5.1%	0.8%	0.1%	100.0%
Professionally qualified	3082	265	136	484	2535	183	120	299	37	10	7151
	43.1%	3.7%	1.9%	6.8%	35.4%	2.6%	1.7%	4.2%	0.5%	0.1%	100.0%
Skilled	10656	1030	226	1040	8058	806	206	638	54	12	22726
	46.9%	4.5%	1.0%	4.6%	35.5%	3.5%	0.9%	2.8%	0.2%	0.1%	100.0%
Semi-skilled	18490	1532	123	363	11076	884	132	352	85	23	33060
	55.9%	4.6%	0.4%	1.1%	33.5%	2.7%	0.4%	1.1%	0.3%	0.1%	100.0%
Unskilled	18737	1302	57	94	15506	760	38	33	97	45	36669
	51.1%	3.6%	0.2%	0.3%	42.3%	2.1%	0.1%	0.1%	0.3%	0.1%	100.0%
TOTAL PERMANENT	52204	4219	617	2322	37854	2676	544	1440	290	95	102261
	51.0%	4.1%	0.6%	2.3%	37.0%	2.6%	0.5%	1.4%	0.3%	0.1%	100.0%
Temporary employees	2511	316	5	40	2633	182	7	30	6	1	5731
	43.8%	5.5%	0.1%	0.7%	45.9%	3.2%	0.1%	0.5%	0.1%	0.0%	100.0%
GRAND TOTAL	54715	4535	622	2362	40487	2858	551	1470	296	96	107992

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	0	0	2	1	1	0	0	1	0	0	5
	0.0%	0.0%	40.0%	20.0%	20.0%	0.0%	0.0%	20.0%	0.0%	0.0%	100.0%
Senior Management	8	0	0	4	3	1	2	1	0	0	19
	42.1%	0.0%	0.0%	21.1%	15.8%	5.3%	10.5%	5.3%	0.0%	0.0%	100.0%
Professionally qualified	39	4	6	6	17	3	4	6	1	0	86
	45.3%	4.7%	7.0%	7.0%	19.8%	3.5%	4.7%	7.0%	1.2%	0.0%	100.0%
Skilled	90	8	3	29	73	11	2	17	1	0	234
	38.5%	3.4%	1.3%	12.4%	31.2%	4.7%	0.9%	7.3%	0.4%	0.0%	100.0%
Semi-skilled	179	26	3	15	105	11	4	7	0	0	350
	51.1%	7.4%	0.9%	4.3%	30.0%	3.1%	1.1%	2.0%	0.0%	0.0%	100.0%
Unskilled	210	17	4	6	116	11	2	3	0	0	369
	56.9%	4.6%	1.1%	1.6%	31.4%	3.0%	0.5%	0.8%	0.0%	0.0%	100.0%
TOTAL PERMANENT	526	55	18	61	315	37	14	35	2	0	1063
	49.5%	5.2%	1.7%	5.7%	29.6%	3.5%	1.3%	3.3%	0.2%	0.0%	100.0%
Temporary employees	42	1	0	1	77	0	0	0	0	0	121
	34.7%	0.8%	0.0%	0.8%	63.6%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
GRAND TOTAL	568	56	18	62	392	37	14	35	2	0	1184

WHOLESALE TRADE, COMMERCIAL AGENTS AND ALLIED SERVICES

WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	294	170	639	2658	154	110	238	747	78	21	5109
	5.8%	3.3%	12.5%	52.0%	3.0%	2.2%	4.7%	14.6%	1.5%	0.4%	100.0%
Senior Management	2338	1027	1699	5141	1557	809	846	2924	221	67	16629
	14.1%	6.2%	10.2%	30.9%	9.4%	4.9%	5.1%	17.6%	1.3%	0.4%	100.0%
Professionally qualified	13048	3847	3773	10152	11606	4442	2633	7487	476	192	57656
	22.6%	6.7%	6.5%	17.6%	20.1%	7.7%	4.6%	13.0%	0.8%	0.3%	100.0%
Skilled	41635	10380	6237	12604	44335	13671	5192	12192	1612	541	148399
	28.1%	7.0%	4.2%	8.5%	29.9%	9.2%	3.5%	8.2%	1.1%	0.4%	100.0%
Semi-skilled	154984	24316	4595	6147	240372	39781	5253	7170	2681	1379	486678
	31.8%	5.0%	0.9%	1.3%	49.4%	8.2%	1.1%	1.5%	0.6%	0.3%	100.0%
Unskilled	93667	9618	1185	1189	100178	11434	902	626	1683	859	221341
	42.3%	4.3%	0.5%	0.5%	45.3%	5.2%	0.4%	0.3%	0.8%	0.4%	100.0%
TOTAL PERMANENT	305966	49358	18128	37891	398202	70247	15064	31146	6751	3059	935812
	32.7%	5.3%	1.9%	4.0%	42.6%	7.5%	1.6%	3.3%	0.7%	0.3%	100.0%
Temporary employees	17393	2121	399	483	20174	2368	385	659	151	73	44206
	39.3%	4.8%	0.9%	1.1%	45.6%	5.4%	0.9%	1.5%	0.3%	0.2%	100.0%
GRAND TOTAL	323359	51479	18527	38374	418376	72615	15449	31805	6902	3132	980018

WORKFORCE PROFILE FOR PERSONS WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	7	2	17	67	4	9	9	22	0	0	137
	5.1%	1.5%	12.4%	48.9%	2.9%	6.6%	6.6%	16.1%	0.0%	0.0%	100.0%
Senior Management	16	12	36	101	11	9	10	51	0	2	248
	6.5%	4.8%	14.5%	40.7%	4.4%	3.6%	4.0%	20.6%	0.0%	0.8%	100.0%
Professionally qualified	64	37	51	185	58	43	42	150	1	0	631
	10.1%	5.9%	8.1%	29.3%	9.2%	6.8%	6.7%	23.8%	0.2%	0.0%	100.0%
Skilled	286	114	94	262	393	157	95	211	5	2	1619
	17.7%	7.0%	5.8%	16.2%	24.3%	9.7%	5.9%	13.0%	0.3%	0.1%	100.0%
Semi-skilled	1313	268	76	142	1848	296	46	198	5	5	4197
	31.3%	6.4%	1.8%	3.4%	44.0%	7.1%	1.1%	4.7%	0.1%	0.1%	100.0%
Unskilled	1336	112	46	84	1204	135	63	34	8	3	3025
	44.2%	3.7%	1.5%	2.8%	39.8%	4.5%	2.1%	1.1%	0.3%	0.1%	100.0%
TOTAL PERMANENT	3022	545	320	841	3518	649	265	666	19	12	9857
	30.7%	5.5%	3.2%	8.5%	35.7%	6.6%	2.7%	6.8%	0.2%	0.1%	100.0%
Temporary employees	369	88	24	8	421	74	18	11	0	1	1014
	36.4%	8.7%	2.4%	0.8%	41.5%	7.3%	1.8%	1.1%	0.0%	0.1%	100.0%
GRAND TOTAL	3391	633	344	849	3939	723	283	677	19	13	10871

APPENDIX D: WORKFORCE PROFILE BY OF ALL EMPLOYERS BY BUSINESS TYPE FOR 2025

NATIONAL GOVERNMENT WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	311	32	44	206	233	27	42	82	1	0	978
	31.8%	3.3%	4.5%	21.1%	23.8%	2.8%	4.3%	8.4%	0.1%	0.0%	100.0%
Senior Management	2238	202	201	313	1826	147	193	318	6	6	5450
	41.1%	3.7%	3.7%	5.7%	33.5%	2.7%	3.5%	5.8%	0.1%	0.1%	100.0%
Professionally qualified	17308	1986	937	3706	16034	1592	889	2703	106	49	45310
	38.2%	4.4%	2.1%	8.2%	35.4%	3.5%	2.0%	6.0%	0.2%	0.1%	100.0%
Skilled	71618	9496	2035	6596	53354	6259	1482	6028	75	33	156976
	45.6%	6.0%	1.3%	4.2%	34.0%	4.0%	0.9%	3.8%	0.0%	0.0%	100.0%
Semi-skilled	48433	6740	1040	898	49098	6028	694	1420	5	4	114360
	42.4%	5.9%	0.9%	0.8%	42.9%	5.3%	0.6%	1.2%	0.0%	0.0%	100.0%
Unskilled	5085	760	56	44	6980	715	17	24	1	1	13683
	37.2%	5.6%	0.4%	0.3%	51.0%	5.2%	0.1%	0.2%	0.0%	0.0%	100.0%
TOTAL PERMANENT	144993	19216	4313	11763	127525	14768	3317	10575	194	93	336757
	43.1%	5.7%	1.3%	3.5%	37.9%	4.4%	1.0%	3.1%	0.1%	0.0%	100.0%
Temporary employees	5073	307	29	43	13979	728	58	107	126	55	20505
	24.7%	1.5%	0.1%	0.2%	68.2%	3.6%	0.3%	0.5%	0.6%	0.3%	100.0%
GRAND TOTAL	150066	19523	4342	11806	141504	15496	3375	10682	320	148	357262

NATIONAL GOVERNMENT WORKFORCE PROFILE FOR EMPLOYEES WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	5	0	0	0	1	1	0	1	0	0	8
	62.5%	0.0%	0.0%	0.0%	12.5%	12.5%	0.0%	12.5%	0.0%	0.0%	100.0%
Senior Management	26	6	2	21	25	3	11	12	1	0	107
	24.3%	5.6%	1.9%	19.6%	23.4%	2.8%	10.3%	11.2%	0.9%	0.0%	100.0%
Professionally qualified	194	39	41	178	164	29	24	144	0	1	814
	23.8%	4.8%	5.0%	21.9%	20.1%	3.6%	2.9%	17.7%	0.0%	0.1%	100.0%
Skilled	858	204	61	587	607	154	48	455	0	0	2974
	28.9%	6.9%	2.1%	19.7%	20.4%	5.2%	1.6%	15.3%	0.0%	0.0%	100.0%
Semi-skilled	463	83	24	60	570	68	16	98	0	0	1382
	33.5%	6.0%	1.7%	4.3%	41.2%	4.9%	1.2%	7.1%	0.0%	0.0%	100.0%
Unskilled	55	3	0	4	47	4	2	1	0	0	116
	47.4%	2.6%	0.0%	3.4%	40.5%	3.4%	1.7%	0.9%	0.0%	0.0%	100.0%
TOTAL PERMANENT	1601	335	128	850	1414	259	101	711	1	1	5401
	29.6%	6.2%	2.4%	15.7%	26.2%	4.8%	1.9%	13.2%	0.0%	0.0%	100.0%
Temporary employees	51	3	0	0	101	8	0	1	0	0	164
	31.1%	1.8%	0.0%	0.0%	61.6%	4.9%	0.0%	0.6%	0.0%	0.0%	100.0%
GRAND TOTAL	1652	338	128	850	1515	267	101	712	1	1	5565

PROVINCIAL GOVERNMENT WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	161	22	6	11	89	14	4	7	0	0	314
	51.3%	7.0%	1.9%	3.5%	28.3%	4.5%	1.3%	2.2%	0.0%	0.0%	100.0%
Senior Management	1374	152	62	129	1140	142	64	105	9	2	3179
	43.2%	4.8%	2.0%	4.1%	35.9%	4.5%	2.0%	3.3%	0.3%	0.1%	100.0%
Professionally qualified	32232	2942	2232	3980	59468	6651	3942	7647	621	517	120232
	26.8%	2.4%	1.9%	3.3%	49.5%	5.5%	3.3%	6.4%	0.5%	0.4%	100.0%
Skilled	70903	4370	968	3546	184109	11810	2784	15829	669	450	295438
	24.0%	1.5%	0.3%	1.2%	62.3%	4.0%	0.9%	5.4%	0.2%	0.2%	100.0%
Semi-skilled	42820	4256	402	442	91173	6719	579	1499	7	14	147911
	28.9%	2.9%	0.3%	0.3%	61.6%	4.5%	0.4%	1.0%	0.0%	0.0%	100.0%
Unskilled	20613	1145	36	316	34961	1567	24	256	7	6	58931
	35.0%	1.9%	0.1%	0.5%	59.3%	2.7%	0.0%	0.4%	0.0%	0.0%	100.0%
TOTAL PERMANENT	168103	12887	3706	8424	370940	26903	7397	25343	1313	989	626005
	26.9%	2.1%	0.6%	1.3%	59.3%	4.3%	1.2%	4.0%	0.2%	0.2%	100.0%
Temporary employees	16411	1279	207	371	48131	2460	218	771	51	41	69940
	23.5%	1.8%	0.3%	0.5%	68.8%	3.5%	0.3%	1.1%	0.1%	0.1%	100.0%
GRAND TOTAL	184514	14166	3913	8795	419071	29363	7615	26114	1364	1030	695945

PROVINCIAL GOVERNMENT WORKFORCE PROFILE FOR EMPLOYEES WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	1	0	0	1	4	1	0	0	0	0	7
	14.3%	0.0%	0.0%	14.3%	57.1%	14.3%	0.0%	0.0%	0.0%	0.0%	100.0%
Senior Management	22	6	2	9	19	3	2	6	0	0	69
	31.9%	8.7%	2.9%	13.0%	27.5%	4.3%	2.9%	8.7%	0.0%	0.0%	100.0%
Professionally qualified	423	45	35	103	764	68	55	177	0	4	1674
	25.3%	2.7%	2.1%	6.2%	45.6%	4.1%	3.3%	10.6%	0.0%	0.2%	100.0%
Skilled	676	60	16	117	1719	90	55	304	9	9	3055
	22.1%	2.0%	0.5%	3.8%	56.3%	2.9%	1.8%	10.0%	0.3%	0.3%	100.0%
Semi-skilled	753	57	22	27	1027	59	23	54	0	0	2022
	37.2%	2.8%	1.1%	1.3%	50.8%	2.9%	1.1%	2.7%	0.0%	0.0%	100.0%
Unskilled	377	17	1	6	721	32	1	6	0	0	1161
	32.5%	1.5%	0.1%	0.5%	62.1%	2.8%	0.1%	0.5%	0.0%	0.0%	100.0%
TOTAL PERMANENT	2252	185	76	263	4254	253	136	547	9	13	7988
	28.2%	2.3%	1.0%	3.3%	53.3%	3.2%	1.7%	6.8%	0.1%	0.2%	100.0%
Temporary employees	90	3	1	0	55	1	0	3	0	1	154
	58.4%	1.9%	0.6%	0.0%	35.7%	0.6%	0.0%	1.9%	0.0%	0.6%	100.0%
GRAND TOTAL	2342	188	77	263	4309	254	136	550	9	14	8142

LOCAL GOVERNMENT WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	447	82	23	51	226	32	10	17	0	0	888
	50.3%	9.2%	2.6%	5.7%	25.5%	3.6%	1.1%	1.9%	0.0%	0.0%	100.0%
Senior Management	1610	175	125	226	934	68	66	89	9	3	3305
	48.7%	5.3%	3.8%	6.8%	28.3%	2.1%	2.0%	2.7%	0.3%	0.1%	100.0%
Professionally qualified	5283	1437	286	1049	4326	956	195	608	61	26	14227
	37.1%	10.1%	2.0%	7.4%	30.4%	6.7%	1.4%	4.3%	0.4%	0.2%	100.0%
Skilled	18800	5502	1291	1962	16138	3633	653	1174	33	15	49201
	38.2%	11.2%	2.6%	4.0%	32.8%	7.4%	1.3%	2.4%	0.1%	0.0%	100.0%
Semi-skilled	29157	8473	927	788	22130	5096	610	909	8	2	68100
	42.8%	12.4%	1.4%	1.2%	32.5%	7.5%	0.9%	1.3%	0.0%	0.0%	100.0%
Unskilled	24782	5567	251	192	18055	2627	104	61	8	2	51649
	48.0%	10.8%	0.5%	0.4%	35.0%	5.1%	0.2%	0.1%	0.0%	0.0%	100.0%
TOTAL PERMANENT	80079	21236	2903	4268	61809	12412	1638	2858	119	48	187370
	42.7%	11.3%	1.5%	2.3%	33.0%	6.6%	0.9%	1.5%	0.1%	0.0%	100.0%
Temporary employees	2655	956	17	51	3050	544	15	78	4	0	7370
	36.0%	13.0%	0.2%	0.7%	41.4%	7.4%	0.2%	1.1%	0.1%	0.0%	100.0%
GRAND TOTAL	82734	22192	2920	4319	64859	12956	1653	2936	123	48	194740

WORKFORCE PROFILE FOR EMPLOYEES WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	5	0	0	1	3	0	0	0	0	0	9
	55.6%	0.0%	0.0%	11.1%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Senior Management	17	4	1	12	3	4	0	1	0	0	42
	40.5%	9.5%	2.4%	28.6%	7.1%	9.5%	0.0%	2.4%	0.0%	0.0%	100.0%
Professionally qualified	53	56	5	33	29	30	2	25	1	0	234
	22.6%	23.9%	2.1%	14.1%	12.4%	12.8%	0.9%	10.7%	0.4%	0.0%	100.0%
Skilled	189	121	21	64	108	97	8	54	1	0	663
	28.5%	18.3%	3.2%	9.7%	16.3%	14.6%	1.2%	8.1%	0.2%	0.0%	100.0%
Semi-skilled	268	152	19	42	171	103	13	50	0	0	818
	32.8%	18.6%	2.3%	5.1%	20.9%	12.6%	1.6%	6.1%	0.0%	0.0%	100.0%
Unskilled	296	107	10	9	161	29	1	4	0	0	617
	48.0%	17.3%	1.6%	1.5%	26.1%	4.7%	0.2%	0.6%	0.0%	0.0%	100.0%
TOTAL PERMANENT	828	440	56	161	475	263	24	134	2	0	2383
	34.7%	18.5%	2.3%	6.8%	19.9%	11.0%	1.0%	5.6%	0.1%	0.0%	100.0%
Temporary employees	19	2	0	0	10	1	0	0	0	0	32
	59.4%	6.3%	0.0%	0.0%	31.3%	3.1%	0.0%	0.0%	0.0%	0.0%	100.0%
GRAND TOTAL	847	442	56	161	485	264	24	134	2	0	2415

PRIVATE SECTOR WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	3099	1159	2873	16125	2123	880	1438	4564	904	204	33369
	9.3%	3.5%	8.6%	48.3%	6.4%	2.6%	4.3%	13.7%	2.7%	0.6%	100.0%
Senior Management	15520	5556	8988	35470	10610	4262	5800	18508	2787	1019	108520
	14.3%	5.1%	8.3%	32.7%	9.8%	3.9%	5.3%	17.1%	2.6%	0.9%	100.0%
Professionally qualified	79240	22614	23153	76474	65637	21072	18919	51034	6561	2595	367299
	21.6%	6.2%	6.3%	20.8%	17.9%	5.7%	5.2%	13.9%	1.8%	0.7%	100.0%
Skilled	371227	71295	34891	98479	268177	69241	32742	81054	15171	4568	1046845
	35.5%	6.8%	3.3%	9.4%	25.6%	6.6%	3.1%	7.7%	1.4%	0.4%	100.0%
Semi-skilled	928073	106702	20541	31414	696648	116366	22219	37743	34541	6951	2001198
	46.4%	5.3%	1.0%	1.6%	34.8%	5.8%	1.1%	1.9%	1.7%	0.3%	100.0%
Unskilled	490401	57540	4103	5428	387128	56061	2297	2349	27786	10589	1043682
	47.0%	5.5%	0.4%	0.5%	37.1%	5.4%	0.2%	0.2%	2.7%	1.0%	100.0%
TOTAL PERMANENT	1887560	264866	94549	263390	1430323	267882	83415	195252	87750	25926	4600913
	41.0%	5.8%	2.1%	5.7%	31.1%	5.8%	1.8%	4.2%	1.9%	0.6%	100.0%
Temporary employees	183008	23134	2209	5208	155558	21462	2148	4217	11370	4407	412721
	44.3%	5.6%	0.5%	1.3%	37.7%	5.2%	0.5%	1.0%	2.8%	1.1%	100.0%
GRAND TOTAL	2070568	288000	96758	268598	1585881	289344	85563	199469	99120	30333	5013634

PRIVATE SECTOR WORKFORCE PROFILE FOR EMPLOYEES WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	59	42	93	402	39	41	67	121	4	1	869
	6.8%	4.8%	10.7%	46.3%	4.5%	4.7%	7.7%	13.9%	0.5%	0.1%	100.0%
Senior Management	172	112	160	698	109	88	99	370	12	8	1828
	9.4%	6.1%	8.8%	38.2%	6.0%	4.8%	5.4%	20.2%	0.7%	0.4%	100.0%
Professionally qualified	604	330	323	1383	500	316	295	1051	35	14	4851
	12.5%	6.8%	6.7%	28.5%	10.3%	6.5%	6.1%	21.7%	0.7%	0.3%	100.0%
Skilled	2941	963	567	1815	2783	1077	508	1628	87	16	12385
	23.7%	7.8%	4.6%	14.7%	22.5%	8.7%	4.1%	13.1%	0.7%	0.1%	100.0%
Semi-skilled	7754	1489	405	750	8119	1692	417	929	265	26	21846
	35.5%	6.8%	1.9%	3.4%	37.2%	7.7%	1.9%	4.3%	1.2%	0.1%	100.0%
Unskilled	7295	963	158	234	8042	1251	169	77	208	53	18450
	39.5%	5.2%	0.9%	1.3%	43.6%	6.8%	0.9%	0.4%	1.1%	0.3%	100.0%
TOTAL PERMANENT	18825	3899	1706	5282	19592	4465	1555	4176	611	118	60229
	31.3%	6.5%	2.8%	8.8%	32.5%	7.4%	2.6%	6.9%	1.0%	0.2%	100.0%
Temporary employees	2270	293	48	43	2696	304	55	37	15	6	5767
	39.4%	5.1%	0.8%	0.7%	46.7%	5.3%	1.0%	0.6%	0.3%	0.1%	100.0%
GRAND TOTAL	21095	4192	1754	5325	22288	4769	1610	4213	626	124	65996

STATE OWNED ENTERPRISE (SOE) WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	302	24	34	56	253	33	26	45	8	4	785
	38.5%	3.1%	4.3%	7.1%	32.2%	4.2%	3.3%	5.7%	1.0%	0.5%	100.0%
Senior Management	1323	126	156	227	1154	98	112	202	49	27	3474
	38.1%	3.6%	4.5%	6.5%	33.2%	2.8%	3.2%	5.8%	1.4%	0.8%	100.0%
Professionally qualified	5825	526	488	1170	5574	495	460	971	212	92	15813
	36.8%	3.3%	3.1%	7.4%	35.2%	3.1%	2.9%	6.1%	1.3%	0.6%	100.0%
Skilled	12398	1082	568	1117	14892	1115	579	982	65	40	32838
	37.8%	3.3%	1.7%	3.4%	45.3%	3.4%	1.8%	3.0%	0.2%	0.1%	100.0%
Semi-skilled	13212	1168	197	230	12459	1042	217	367	6	11	28909
	45.7%	4.0%	0.7%	0.8%	43.1%	3.6%	0.8%	1.3%	0.0%	0.0%	100.0%
Unskilled	3686	229	15	9	3435	248	12	8	5	4	7651
	48.2%	3.0%	0.2%	0.1%	44.9%	3.2%	0.2%	0.1%	0.1%	0.1%	100.0%
TOTAL PERMANENT	36746	3155	1458	2809	37767	3031	1406	2575	345	178	89470
	41.1%	3.5%	1.6%	3.1%	42.2%	3.4%	1.6%	2.9%	0.4%	0.2%	100.0%
Temporary employees	3121	65	30	80	2843	83	42	48	21	2	6335
	49.3%	1.0%	0.5%	1.3%	44.9%	1.3%	0.7%	0.8%	0.3%	0.0%	100.0%
GRAND TOTAL	39867	3220	1488	2889	40610	3114	1448	2623	366	180	95805

STATE OWNED ENTERPRISE (SOE) WORKFORCE PROFILE FOR EMPLOYEES WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	1	0	1	1	3	2	0	2	0	0	10
	10.0%	0.0%	10.0%	10.0%	30.0%	20.0%	0.0%	20.0%	0.0%	0.0%	100.0%
Senior Management	11	3	5	6	9	3	1	9	1	0	48
	22.9%	6.3%	10.4%	12.5%	18.8%	6.3%	2.1%	18.8%	2.1%	0.0%	100.0%
Professionally qualified	84	8	12	46	46	9	19	28	3	1	256
	32.8%	3.1%	4.7%	18.0%	18.0%	3.5%	7.4%	10.9%	1.2%	0.4%	100.0%
Skilled	176	25	14	57	198	34	8	41	0	1	554
	31.8%	4.5%	2.5%	10.3%	35.7%	6.1%	1.4%	7.4%	0.0%	0.2%	100.0%
Semi-skilled	217	16	4	17	219	19	8	20	0	0	520
	41.7%	3.1%	0.8%	3.3%	42.1%	3.7%	1.5%	3.8%	0.0%	0.0%	100.0%
Unskilled	62	3	1	1	49	4	1	1	0	0	122
	50.8%	2.5%	0.8%	0.8%	40.2%	3.3%	0.8%	0.8%	0.0%	0.0%	100.0%
TOTAL PERMANENT	551	55	37	128	524	71	37	101	4	2	1510
	36.5%	3.6%	2.5%	8.5%	34.7%	4.7%	2.5%	6.7%	0.3%	0.1%	100.0%
Temporary employees	26	5	0	0	40	6	1	0	0	0	78
	33.3%	6.4%	0.0%	0.0%	51.3%	7.7%	1.3%	0.0%	0.0%	0.0%	100.0%
GRAND TOTAL	577	60	37	128	564	77	38	101	4	2	1588

NON-PROFIT ORGANISATIONS WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	329 28.6%	48 4.2%	54 4.7%	195 17.0%	202 17.6%	45 3.9%	53 4.6%	175 15.2%	34 3.0%	15 1.3%	1150 100.0%
Senior Management	735 23.3%	136 4.3%	109 3.5%	464 14.7%	690 21.9%	181 5.7%	125 4.0%	593 18.8%	76 2.4%	44 1.4%	3153 100.0%
Professionally qualified	2853 25.9%	457 4.2%	237 2.2%	915 8.3%	3599 32.7%	808 7.3%	369 3.4%	1364 12.4%	212 1.9%	186 1.7%	11000 100.0%
Skilled	8943 32.2%	1444 5.2%	392 1.4%	1130 4.1%	10902 39.2%	2174 7.8%	569 2.0%	1922 6.9%	136 0.5%	171 0.6%	27783 100.0%
Semi-skilled	16405 39.5%	1691 4.1%	201 0.5%	291 0.7%	17821 42.9%	3902 9.4%	262 0.6%	774 1.9%	113 0.3%	104 0.3%	41564 100.0%
Unskilled	7248 34.7%	872 4.2%	18 0.1%	100 0.5%	11239 53.7%	1159 5.5%	21 0.1%	134 0.6%	86 0.4%	39 0.2%	20916 100.0%
TOTAL PERMANENT	36513 34.6%	4648 4.4%	1011 1.0%	3095 2.9%	44453 42.1%	8269 7.8%	1399 1.3%	4962 4.7%	657 0.6%	559 0.5%	105566 100.0%
Temporary employees	4468 32.0%	654 4.7%	49 0.4%	123 0.9%	7795 55.8%	630 4.5%	50 0.4%	176 1.3%	7 0.1%	26 0.2%	13978 100.0%
GRAND TOTAL	40981	5302	1060	3218	52248	8899	1449	5138	664	585	119544

NON-PROFIT ORGANISATIONS WORKFORCE PROFILE FOR EMPLOYEES WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	4 16.7%	3 12.5%	5 20.8%	4 16.7%	3 12.5%	0 0.0%	0 0.0%	5 20.8%	0 0.0%	0 0.0%	24 100.0%
Senior Management	7 18.9%	1 2.7%	0 0.0%	9 24.3%	4 10.8%	4 10.8%	2 5.4%	9 24.3%	0 0.0%	1 2.7%	37 100.0%
Professionally qualified	27 17.9%	5 3.3%	9 6.0%	27 17.9%	27 17.9%	10 6.6%	9 6.0%	35 23.2%	2 1.3%	0 0.0%	151 100.0%
Skilled	88 23.0%	19 5.0%	9 2.3%	57 14.9%	107 27.9%	23 6.0%	12 3.1%	66 17.2%	1 0.3%	1 0.3%	383 100.0%
Semi-skilled	185 36.1%	24 4.7%	5 1.0%	21 4.1%	184 35.9%	36 7.0%	13 2.5%	44 8.6%	0 0.0%	0 0.0%	512 100.0%
Unskilled	200 37.6%	30 5.6%	1 0.2%	60 11.3%	175 32.9%	23 4.3%	1 0.2%	41 7.7%	1 0.2%	0 0.0%	532 100.0%
TOTAL PERMANENT	511 31.2%	82 5.0%	29 1.8%	178 10.9%	500 30.5%	96 5.9%	37 2.3%	200 12.2%	4 0.2%	2 0.1%	1639 100.0%
Temporary employees	39 37.9%	5 4.9%	0 0.0%	2 1.9%	55 53.4%	2 1.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	103 100.0%
GRAND TOTAL	550	87	29	180	555	98	37	200	4	2	1742

EDUCATIONAL INSTITUTION WORKFORCE PROFILE FOR ALL EMPLOYEES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	191	40	44	221	158	40	34	197	16	8	949
	20.1%	4.2%	4.6%	23.3%	16.6%	4.2%	3.6%	20.8%	1.7%	0.8%	100.0%
Senior Management	1481	204	280	720	1090	165	237	1063	202	88	5530
	26.8%	3.7%	5.1%	13.0%	19.7%	3.0%	4.3%	19.2%	3.7%	1.6%	100.0%
Professionally qualified	16355	3562	1341	6140	20037	4400	1869	11289	1970	995	67958
	24.1%	5.2%	2.0%	9.0%	29.5%	6.5%	2.8%	16.6%	2.9%	1.5%	100.0%
Skilled	54558	9171	1783	8088	82228	20511	2523	18612	1144	928	199546
	27.3%	4.6%	0.9%	4.1%	41.2%	10.3%	1.3%	9.3%	0.6%	0.5%	100.0%
Semi-skilled	29419	4413	470	1382	24296	5290	457	2989	172	167	69055
	42.6%	6.4%	0.7%	2.0%	35.2%	7.7%	0.7%	4.3%	0.2%	0.2%	100.0%
Unskilled	15194	2776	32	150	13893	2537	16	204	194	88	35084
	43.3%	7.9%	0.1%	0.4%	39.6%	7.2%	0.0%	0.6%	0.6%	0.3%	100.0%
TOTAL PERMANENT	117198	20166	3950	16701	141702	32943	5136	34354	3698	2274	378122
	31.0%	5.3%	1.0%	4.4%	37.5%	8.7%	1.4%	9.1%	1.0%	0.6%	100.0%
Temporary employees	12226	810	327	1450	19124	1239	549	2520	1765	979	40989
	29.8%	2.0%	0.8%	3.5%	46.7%	3.0%	1.3%	6.1%	4.3%	2.4%	100.0%
GRAND TOTAL	129424	20976	4277	18151	160826	34182	5685	36874	5463	3253	419111

EDUCATIONAL INSTITUTION WORKFORCE PROFILE FOR EMPLOYEES WITH DISABILITIES	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	1	0	0	6	7	0	0	9	0	0	23
	4.3%	0.0%	0.0%	26.1%	30.4%	0.0%	0.0%	39.1%	0.0%	0.0%	100.0%
Senior Management	16	0	2	14	13	3	2	17	1	0	68
	23.5%	0.0%	2.9%	20.6%	19.1%	4.4%	2.9%	25.0%	1.5%	0.0%	100.0%
Professionally qualified	158	30	20	132	137	41	31	200	12	15	776
	20.4%	3.9%	2.6%	17.0%	17.7%	5.3%	4.0%	25.8%	1.5%	1.9%	100.0%
Skilled	685	88	61	306	752	110	38	255	7	6	2308
	29.7%	3.8%	2.6%	13.3%	32.6%	4.8%	1.6%	11.0%	0.3%	0.3%	100.0%
Semi-skilled	441	61	13	59	311	58	7	62	1	0	1013
	43.5%	6.0%	1.3%	5.8%	30.7%	5.7%	0.7%	6.1%	0.1%	0.0%	100.0%
Unskilled	96	13	1	4	86	10	1	4	0	0	215
	44.7%	6.0%	0.5%	1.9%	40.0%	4.7%	0.5%	1.9%	0.0%	0.0%	100.0%
TOTAL PERMANENT	1397	192	97	521	1306	222	79	547	21	21	4403
	31.7%	4.4%	2.2%	11.8%	29.7%	5.0%	1.8%	12.4%	0.5%	0.5%	100.0%
Temporary employees	208	13	2	19	252	15	6	32	15	14	576
	36.1%	2.3%	0.3%	3.3%	43.8%	2.6%	1.0%	5.6%	2.6%	2.4%	100.0%
GRAND TOTAL	1605	205	99	540	1558	237	85	579	36	35	4979

APPENDIX E: DESCRIPTION OF THE SIX OCCUPATIONAL LEVELS (EEA9)

OCCUPATIONAL LEVELS	Patterson Classic (levels)	Patterson Modern (bands)	ReMeasure © (points)	Hay Units © (points)	Hay Decision Tree (© points)	Peromnes © (points)	Task © (levels)	JEasy © (levels)	DESCRIPTION
Top Management/ Executives	F+1 – F+5	G Band18	300-349	3581-7160		1++			Controls the functional integration of the business. Determines the overall strategy and objectives of the business. Directs the company into the future. The nature of the work and focus is long-term. Sign-off on policy or strategy
	F1 – F5	F Lower-F Upper	250-299	1801-3580	225-275	1 to 1+	23-26	6a-6e	
Senior Management	E1-E5	E Lower-E Upper	200-249	735-1800	175-224	4-2	18-22	5a-5e	Knowledge of entire business area/BU/company or group. Provide inputs for/formulation of the overall Organisational strategy. Translates the overall strategy into business plans for BU/Functional Unit, thereby operationalizing organizational strategy. Implements and manages business plan, goals and objectives and ensures the achievement of overall key Organisational/BU/Functional outputs. Manages the development of innovation and change
Professionally Qualified & experienced specialists/mid-management	D1-D5	D Lower-D Upper	150-199	371-734	125-174	7-4	14-18	4a-4e	Professional knowledge of sub-discipline or discipline. Provide input in the formulation of Organisational/Functional Unit business plans. Formulate and implement departmental/team plans that will support the BU business plans. Optimisation of resources (finances, people, material, information and technology) to achieve given objectives in most productive and cost effective way.

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

OCCUPATIONAL LEVELS	Patterson Classic (levels)	Patterson Modern (bands)	ReMeasure ©(points)	Hay Units © (points)	Hay Decision Tree (© points)	Peromnes ©(points)	Task © (levels)	JEasy © (levels)	DESCRIPTION
Skilled Technical & Academically Qualified/ Junior Management/ Supervisors/ Foremen/ Superintendents	C1-C5	C Lower-C Upper	100-149	192-370	75-124	11-7	9-13	3a-3e	Applies broad knowledge of products, techniques and processes. Evaluates procedures and applies previous experience. A good solution can usually be found. Determines own priorities. What has to be done is stipulated; but may require initiative in terms of how it should be done
Semi-Skilled & discretionary decision-making	B1-B5	B Lower-B Upper	50-99	85-191	25-74	15-11	4-8	2a-2e	Accountable for direct product, process or service quality. Incremental improvement of existing processes and procedures according to clear guidelines. Choosing of correct action on the basis of set standards, training procedures and past experience
Unskilled & defined decision-making	A1-A3	A	20-49	54-84	0-24	19-16	1-3	1a-1c	Steps to accomplish work or processes are clearly defined and understood. Tasks are sometimes repetitive and uncomplicated and the work cycle is short



