

# Commission for Employment Equity



9th CEE Annual Report  
(2008-2009)





**labour**

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# **Commission for Employment Equity Annual Report 2008 - 2009**

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# Foreword

The inclusion of employment equity in the Ruling Party's manifesto, followed by the overwhelming majority vote for it, is testimony that the majority of the people in South Africa still recognise employment equity as a potent force for their economic liberation. It is a well considered view of this Commission that this Act gives effect to the Constitutional provision as enshrined in the Bill of Rights, Section 9 (2) which states that, "Equality includes the full and equal enjoyment of all rights and freedoms. To promote the achievement of equality, legislative and other measures designed to protect or advance persons or categories of persons disadvantaged by unfair discrimination may be taken." Focusing on Black people is not an antithesis of non-racialism but rather a fulfillment of it, for the society is still racially segregated.

In addition, our constitution gives expression to Convention 111 of the International Labour Organisation (ILO), which obliges signatory States, of which South Africa is one, to enact mechanisms of redress. Affirmative action, as a redress mechanism, is therefore not an end result by itself, but is a means to an end, which is the achievement of equality through an equitable environment that broadly reflect the national demographics of the Economically Active Population of South Africa. There are those people who see the Act as a piece of legislation that is both racist and in fact an instrument of reverse racism - some even go further to say that the implementation of this Act promotes nepotism and cronyism. Views that seek to bring this Act to an abrupt end have been expressed as it is alleged that the Act seems to be racially divisive and its application too mechanistic. Many attempts, albeit unsuccessful, have been waged by, amongst others, right wing elements, including some political parties, certain universities and analysts to discredit the Commission and individuals that promote the implementation of this Act.

This report will dispassionately detail the progress or lack thereof in achieving the policy objectives of equitable workplaces at all occupational levels. It will also show that the allegation surrounding the under representation of the so-called minority groups (i.e. Coloureds, Indians and Whites) is not true. In addition, the report will reflect the disproportionate over-representation of White people in general, White males in particular, at the top echelons in most organisations and the under-representation of people with disabilities, Coloureds and Africans.

It is disconcerting to observe from the DG Review, work that all 106 companies that were reviewed were found to be in breach of procedural and substantive compliance. The majority of these companies are in the top 100 JSE listing, which implies that they have the resources to implement the Act. This creates an impression that these companies are treating the Act with contempt even 10 years after its promulgation. The Commission for Employment Equity (CEE) will continue to monitor compliance with the agreed DG Review recommendations and will 'name and shame' those who fail to comply with the agreed recommendations.

Even more disappointing has been the behaviour of some beneficiaries of the Employment Equity Act, who are at the top echelons of some of these organisations and have now become proxy or worse than some of their untransformed White counterparts. These 'reasonable' beneficiaries have become complicit in frustrating transformation by not assisting their organisations to acquire the skills of other Black people - for some reason they seem to think transformation ended with their appointment. These Black people continue to discredit themselves by becoming very eloquent and poetic about transformation, yet have no substantive evidence to back up their poetry.

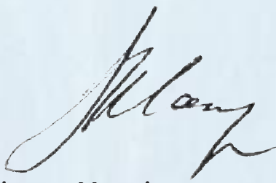
Furthermore, the Commission is seriously considering implementing a 'name and shame' strategy against structures such as the nomination committees, boards, human resources and, in particular, chairperson's, chief executive officers and managing directors that have influence in the appointment of top and senior management personnel.

It is noted with disappointment that certain companies, especially in the financial sector, have missed the golden opportunities to transform the top echelons as seen in the recent highly publicised appointments.

The Commission is urging all South Africans to embrace this corrective piece of legislation as a fundamental, peaceful and just approach in order to achieve a non-racial society objectively. To date, there has not been any plausible alternative to this noble policy.

Equality is still under construction; the calls for a 'sunset clause' are still very premature and misplaced given the little progress made after ten years of the promulgation of the Act.

I express my gratitude to all Commissioners, including those who have left, for their unselfish contributions. A word of appreciation goes to the secretariat for their commitment, dedication and ongoing technical and administrative support. In conclusion, and on behalf of the Commission, I take this opportunity to express our gratitude and appreciation to the Minister for his unwavering support and commitment towards reaching the objectives of the Act.



Jimmy Manyi

Chairperson: Commission for Employment Equity

# Commission for Employment Equity

Section 28 of the Employment Equity Act (EEA) established the Commission for Employment Equity (CEE). According to section 29 (1) of the EEA, the CEE consists of a Chairperson appointed by the Minister and the following eight members nominated by NEDLAC, i.e. two representatives from the State; two representatives from organised business; two representatives from organised labour; and two representatives from the community constituency.

The Commission is pleased to welcome Ms Mpho Nkeli from organised business as a replacement to Ms Marlene Bossett who resigned in the previous financial year due to career opportunities. The current structure of the CEE is as follows:



**Mpho Nkeli**  
Business  
Representative



**Rhulani Makhubela**  
State  
Representative



**Jimmy Manyi**  
Chairperson



**Lebogang Montjane**  
Business  
Representative



**Thembeke Gwagwa**  
Labour  
Representative



**Khulu Mbongo**  
Community  
Representative



**Mzolisi Ka-Toni**  
Community  
Representative



**Nimla Pillay**  
Labour  
Representative



**Nomvula Masango Makgothlo**  
State  
Representative



# 1. Introduction

The Commission for Employment Equity, a statutory body established in terms of section 28 of the Act to advise the Minister, is required to submit an annual report to the Minister of Labour on the implementation of employment equity in terms of section 33 of the Act.

This report covers the period from 1 April 2008 to 31 March 2009. It provides highlights for the period, the workforce distribution and an analysis of Employment Equity Reports received from employers in October 2008. The report also reflects on reporting and representivity trends of the designated groups over a defined period and concludes with observations and remarks by the Commission.

Highlights cover some key activities that impact on the implementation of the Act. The workforce distribution supplies information on the total population and the Economically Active Population (EAP) of the country's four major population groupings in terms of their race and gender, which is crucial for the setting of EE numerical goals. The trends analysis provides a snapshot of changes in the top four occupational levels for the years 2004, 2006 and 2008. Focus is placed on these specific reporting periods because it is when all designated employers, both large and small, were expected to submit employment equity reports to the Department of Labour. Trends on the representivity levels is centred around the first three occupational levels, i.e. Top Management, Senior Management and Professionally Qualified levels, as this is where the designated groups are most under-represented.

According to the Act, employers with 150 or more employees (i.e. large employers) are required to submit reports to the Department on an annual basis. While those employers with fewer than 150 employees (i.e. small employers) are expected to report every two years. A further requirement is for employers with fewer than 50 employees but have a turnover exceeding that of a small business (as stipulated in Schedule 4 of the Act) to report. Employers who are not designated to report in terms of the afore mentioned requirements have the option to voluntarily comply with the reporting requirements. The Employment Equity Regulations goes even further in order to ensure effective data collection; it requires small employers to report within 12 months of being designated and thereafter on every year that ends with an even number.

An exciting development is that for the first time in this report workforce profile data will be provided separately for all employers, government and for the private sector.

# 2. Highlights for the period

This area of the report covers key highlights for the 2008/09 reporting period.

## 2.1 Interaction with key stakeholders on employment equity

The Commission presented its 8th Annual Report to the Parliamentary Portfolio Committee on Labour on 28 May 2008 and to Cabinet on 28 January 2009. A key request was the need to also include separate data for government and the private sector. Data shows that government's progress in terms of equitable representation is masking the little achievements made by all employers in implementing employment equity. Disappointment was expressed at the slow progress being made in implementing employment equity - the current progress rate will take employers approximately one hundred years to achieve equitable representation in workplaces.

## 2.2 Road shows

During the months of July and August 2008, the Commission jointly with the Department embarked on road shows in all nine provinces covering 2 711 participants. The primary focus was to interact with employers and other interest groups to share information on the following:

- Code of Good Practice on Preparing, Implementing and Monitoring Employment Equity Plans
- Code of Good Practice on Key Aspects of HIV and AIDS and employment
- Code of Good Practice on the Employment of People with Disabilities
- Online reporting
- Observations made during Director-General (DG) Reviews conducted by the Department.

Information gathered from the road shows indicated, amongst others, that completing the reporting forms contained in the Regulations was highly administrative and time consuming – a number of participants wanted a form that was much simpler and less time consuming. Many found the occupational categories in the reporting forms contained in the regulations did not fit well with the nature of their businesses. Stakeholders therefore requested the Commission to revisit and consider amending the employment equity forms in the Regulations.

## 2.3 Amendments to Employment Equity Regulations

The Commission completed the amendments to the EE Regulations in March 2009. The main intention for amending the Regulations is to make reporting on employment equity to the Department much easier for employers without compromising the quality of the data collected. The amended format will make it much easier for employers to report online.

In order to consult broadly and gather additional information, the proposed draft amendments were published and circulated to stakeholders, including employers and NEDLAC constituencies on 8 December 2008 for public comment. Stakeholders were given until 6 February 2009 to submit their comments to the Commission. The Commission considered each and every comment before finalising

the amended Regulations. The amended Regulations will be gazetted and made available to the public in time for reporting in October 2009.

#### **2.4 Status of DG Reviews conducted (section 43)**

Sections 43, 44 and 45 of the Employment Equity Act empower the Director General to assess the extent to which an employer is complying with the Act and make recommendations. According to these sections, failure to comply with these recommendations may result in an employer being referred to the Labour Court.

In order to effect these provisions of the Act, six companies were reviewed in 2006; 26 companies were reviewed in 2007 and 74 companies in 2008<sup>1</sup>. All of these companies (inclusive of their subsidiaries) are either directly or indirectly listed on the Johannesburg Securities Exchange (JSE).

The observations made of companies reviewed showed that none of them were fully complying with the Employment Equity Act and its Regulations. These companies were found to be violating either one or a combination of the following provisions of the Act:

- Preparing and implementing an employment equity plan with annual objectives as prescribed in section 20 of the Act
- Assigning one or more senior manager(s) (section 24)
- Consulting with employees (section 16)
- Conducting an analysis of their workplaces (section 19).

Employers were also found not to be considering the workplace environment and the Economically Active Population of the various groups in terms of race and gender when setting their numerical goals. A number of employers were aligning their employment equity numerical goals to their respective Sector Charters and Broad Based Black Economic Empowerment (BBBEE) Codes, rather than to the provisions of the Employment Equity Act. This resulted in companies showing total disregard to meet the requirements of the Act.

All of the companies reviewed thus far, except for one that has been referred to the Labour Court, have fully accepted the recommendations and are in different stages of implementing them. Companies reviewed in 2006 and 2007 have reached the stage where they have prepared their EE Plans for the approval of the Director-General.

The Department will continue to monitor whether these companies are procedurally and substantively complying with the provisions of the Act.

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<sup>1</sup>. Comair Ltd has a pending Labour Court case.

# 3. Workforce distribution

A broad objective of the Employment Equity Act is to achieve an equitable representation of the designated groups that mirrors their Economically Active Population (EAP). The Economically Active Population includes people from 15 to 64 years of age who are either employed or unemployed and seeking employment. Please note that Statistics South Africa changed the ages for the EAP from 15 to 65 years to 15 to 64 years of age.

The data below provides a picture of the national demographics and the EAP in terms of race and gender. This data provides vital benchmark information for the setting of employment equity numerical goals and targets.

**Table 1: Profile of the national population by race and gender and profile of the Economically Active Population by race and gender**

Population group	National population distribution (Census 2001)			Economically active (QLFS, September 2008)		
	Male	Female	Total	Male	Female	Total
African	16 887.830	18 528.336	35 416.166	7 002.000	6 169 .000	13 171.000
	37.7%	41.3%	79.0%	39.4%	34.7%	74.1%
Coloured	1 920.426	2 074.079	3 994.505	1 042.000	864.000	1 906.000
	4.3%	4.6%	8.9%	5.9%	4.9%	10.8%
Indian	545.050	570.417	1 115.467	340.000	207.000	547.000
	1.2%	1.3%	2.5%	1.9%	1.1%	3%
White	2 080.734	2 212.905	4 293.639	1 208.000	944.000	2 152.000
	4.6%	5.0%	9.6%	6.8%	5.3%	12.1%
<b>Total</b>	<b>21 434.040</b>	<b>23 385.737</b>	<b>44 819.777</b>	<b>9 592.000</b>	<b>8 184.000</b>	<b>17 776.000</b>
	<b>47.8%</b>	<b>52.2%</b>	<b>100%</b>	<b>54%</b>	<b>46%</b>	<b>100.0%</b>

**Table 1** shows on the one hand that Africans constitute the largest group (79%) of the national population in South Africa; followed by Whites (9.6%); Coloureds (8.9%) and Indians (2.5%). In terms of gender, females constitute 52.2% and males 47.8% of the national population.

On the other hand, **Table 1** shows that Africans constitute the largest group (74.1%) of the EAP in South Africa; followed by Whites (12.1%); Coloureds (10.8%) and Indians (3%). In terms of gender, males and females are relatively evenly distributed at 54% and 46% respectively. Africans are the only group where their EAP lags behind their National Population Distribution (NPD).

# 4. Analysis of Employment Equity Reports received in 2008

## 4.1 Extent of reporting on employment equity by employers

Employers are deemed to have reported only if they fully and accurately complete their employment equity forms when submitting their reports to the Department. **Table 2** outlines the status of reporting for the 2008 period.

**Table 2: EE reports analysed (2008)**

Year	Reports received	Reports excluded	Reports included in analysis	Number of employees covered in analysis
2008	10 580	3 351	7 229	2 977 862

**Table 2** shows that 10 580 reports were received in 2008 and 7 229 were analysed covering 2 977 862 employees. Please note that all employers, i.e. both large employers and small employers were expected to report in 2008.

## 4.2 Workforce profiles for all employers, government and the private sector

The workforce profile provides the representation of employees in an employer's workplace in terms of race, gender and occupational level. Below are tables that cover the workforce profiles for all employers, government and for the private sector separately. Observations are then made on the data contained in each of these tables. Government is inclusive of national, provincial and local government. The private sector is inclusive of private entities, parastatals, academic institutions and non-profit organisations.

### 4.2.1 Workforce profile for all employers

This area of the report provides a snapshot of the employee representation for all employers in terms of race, gender, disability and occupational level.

<sup>2</sup> Large employers are those with 150 or more employees and small employers are those employers with fewer than 150 employees. Large employers are expected to report every year and small employers are expected to report on the first working day of October of every year that ends with an even number.

**Table 3: Representation of employees (including people with disabilities) for all employers in each occupational level**

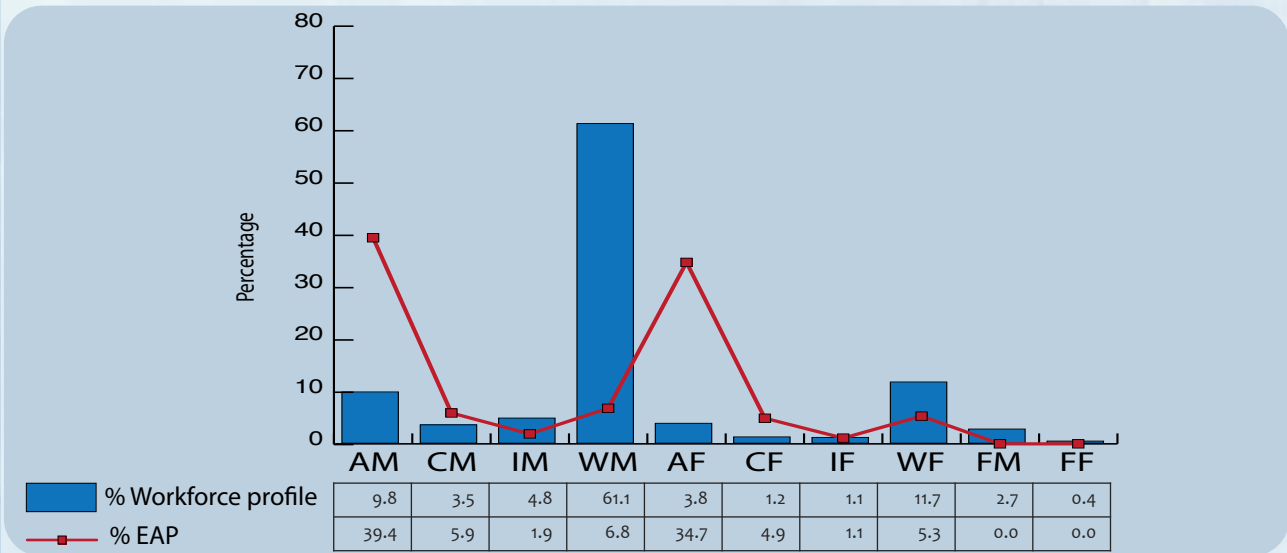
Occupational levels	Male				Female				Foreign national		Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Top management	2 090	744	1 018	13 021	813	261	232	2 487	578	81	21 325
	9.8%	3.5%	4.8%	61.1%	3.8%	1.2%	1.1%	11.7%	2.7%	0.4%	100.0%
Senior management	6 160	2 375	3 086	24 556	2 806	1 195	1 192	9 229	1 016	236	51 851
	11.9%	4.6%	6.0%	47.4%	5.4%	2.3%	2.3%	17.8%	2.0%	0.5%	100.0%
Professionally qualified and experienced specialists and mid-management	32 254	9 561	10 837	64 775	22 444	8 824	6 495	36 006	2 943	1 062	195 201
	16.5%	4.9%	5.6%	33.2%	11.5%	4.5%	3.3%	18.4%	1.5%	0.5%	100.0%
Skilled technical and lower management	223 698	47 265	27 143	134 172	137 273	37 307	19 602	90 782	6 054	1 462	724 758
	30.9%	6.5%	3.7%	18.5%	18.9%	5.1%	2.7%	12.5%	0.8%	0.2%	100.0%
Semi-skilled and discretionary decision making	524 360	71 359	22 824	45 518	260 347	79 605	21 732	61 928	42 982	1 237	1 131 892
	46.3%	6.3%	2.0%	4.0%	23.0%	7.0%	1.9%	5.5%	3.8%	0.1%	100.0%
Unskilled and defined decision making	330 555	31 240	3 770	4 648	161 135	29 530	2 482	2 144	23 125	1 891	590 520
	56.0%	5.3%	0.6%	0.8%	27.3%	5.0%	0.4%	0.4%	3.9%	0.3%	100.0%
<b>Total permanent</b>	<b>1 230 902</b>	<b>179 026</b>	<b>74 122</b>	<b>302 073</b>	<b>659 360</b>	<b>174 796</b>	<b>55 277</b>	<b>216 031</b>	<b>79 415</b>	<b>6 860</b>	<b>2 977 862</b>
	<b>41.3%</b>	<b>6.0%</b>	<b>2.5%</b>	<b>10.1%</b>	<b>22.1%</b>	<b>5.9%</b>	<b>1.9%</b>	<b>7.3%</b>	<b>2.7%</b>	<b>0.2%</b>	<b>100.0%</b>
Non-permanent employees	111 785	16 482	5 444	15 383	74 542	18 074	3 542	13 455	2 717	891	262 315
	42.6%	6.3%	2.1%	5.9%	28.4%	6.9%	1.4%	5.1%	1.0%	0.3%	100.0%
<b>Grand total</b>	<b>1 230 902</b>	<b>179 026</b>	<b>74 122</b>	<b>302 073</b>	<b>659 360</b>	<b>174 796</b>	<b>55 277</b>	<b>216 031</b>	<b>79 415</b>	<b>6 860</b>	<b>2 977 862</b>

The data shows that at the skilled level Africans constitute nearly 50%, yet at the next level (professionally qualified / mid management) their representation is far less. This indicates that the opportunity to move up is disproportionately favouring the White group.

**Figure 1: Percentage representation of top management employees by race and gender**

**Top Management**

AM - African male	WM - White male	IF - Indian female	FM - Foreign male
CM - Coloured male	AF - African female	WF - White female	FF - Foreign female
IM - Indian male	CF - Coloured female		

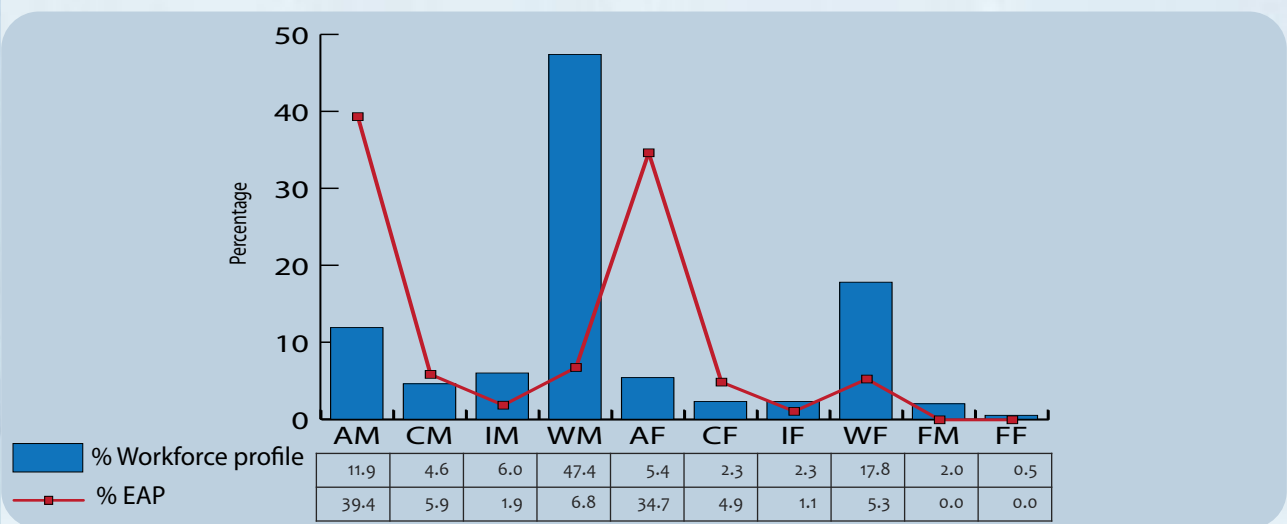


At Top Management, African males, African females and Coloured females show the largest deficit gap when comparing their representation to their EAP at this level. Proportionally, White males have the highest over-representation at this level, followed by White females and Indian males.

**Figure 2: Percentage representation of senior management employees by race and gender**

**Senior Management**

AM - African male	WM - White male	IF - Indian female	FM - Foreign male
CM - Coloured male	AF - African female	WF - White female	FF - Foreign female
IM - Indian male	CF - Coloured female		



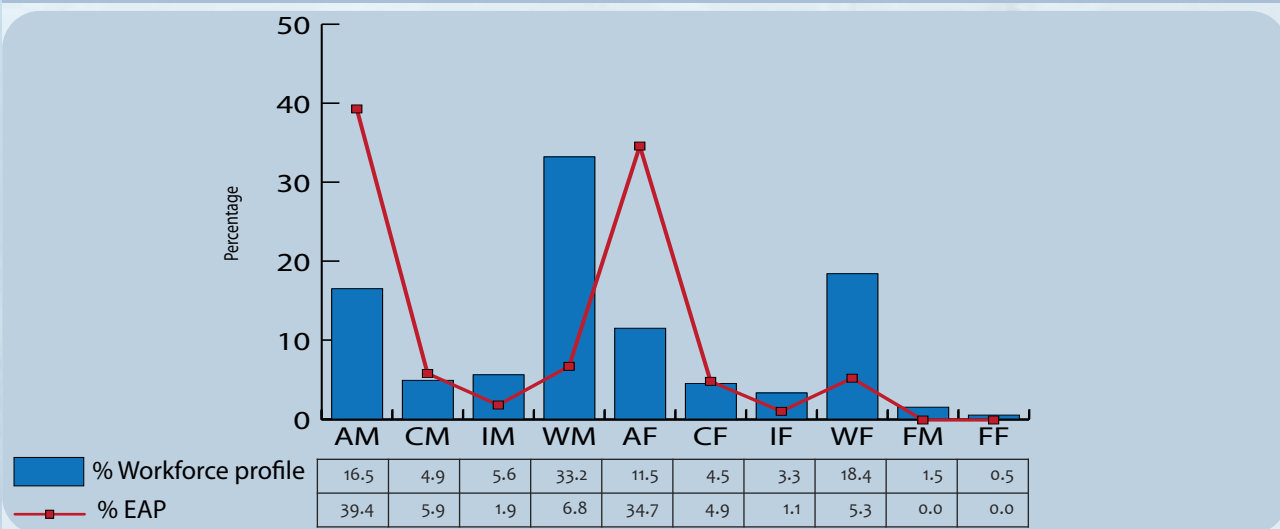
Proportionally at the Senior Management level, African males, African females and Coloured females

show the largest deficit gap when comparing their representation to their EAP. White males on the other hand have the highest surplus at this level, followed by White females, Indian males and Indian females.

**Figure 3: Percentage representation of professionals and middle management by race and gender**

**Professionally Qualified**

AM - African male	WM - White male	IF - Indian female	FM - Foreign male
CM - Coloured male	AF - African female	WF - White female	FF - Foreign female
IM - Indian male	CF - Coloured female		



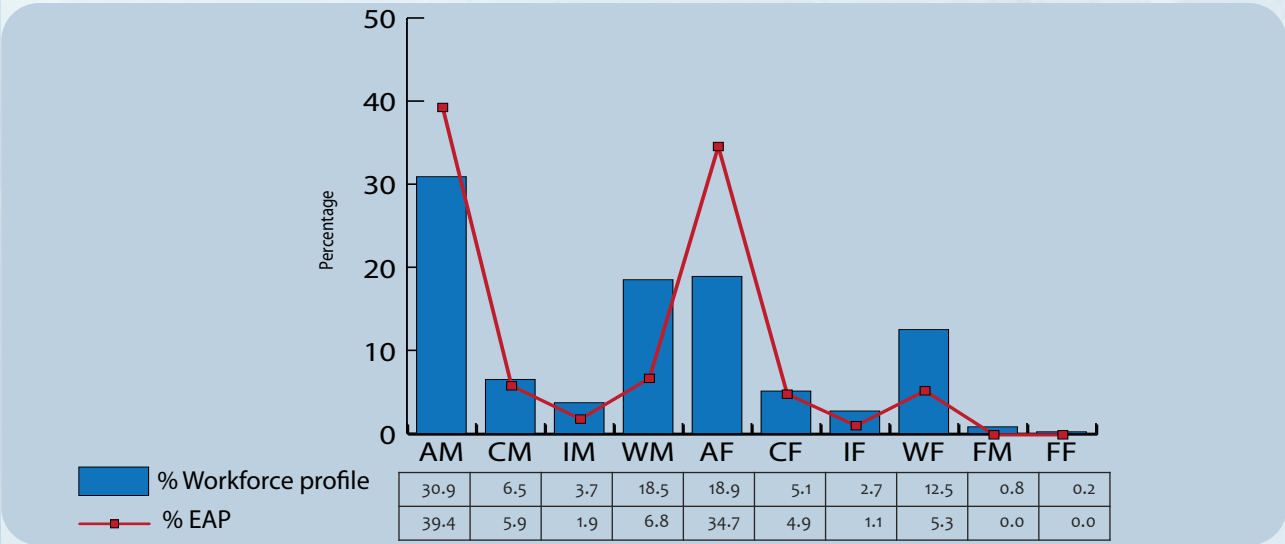
At the Professionally Qualified level, White males and White females show a huge surplus when comparing their representation to their EAP, followed by Indian males and Indian females. African males and African females on the other hand have the highest deficit gap when comparing their representation to their EAP.



**Figure 4: Percentage representation of skilled employees by race and gender**

**Skilled**

AM - African male	WM - White male	IF - Indian female	FM - Foreign male
CM - Coloured male	AF - African female	WF - White female	FF - Foreign female
IM - Indian male	CF - Coloured female		

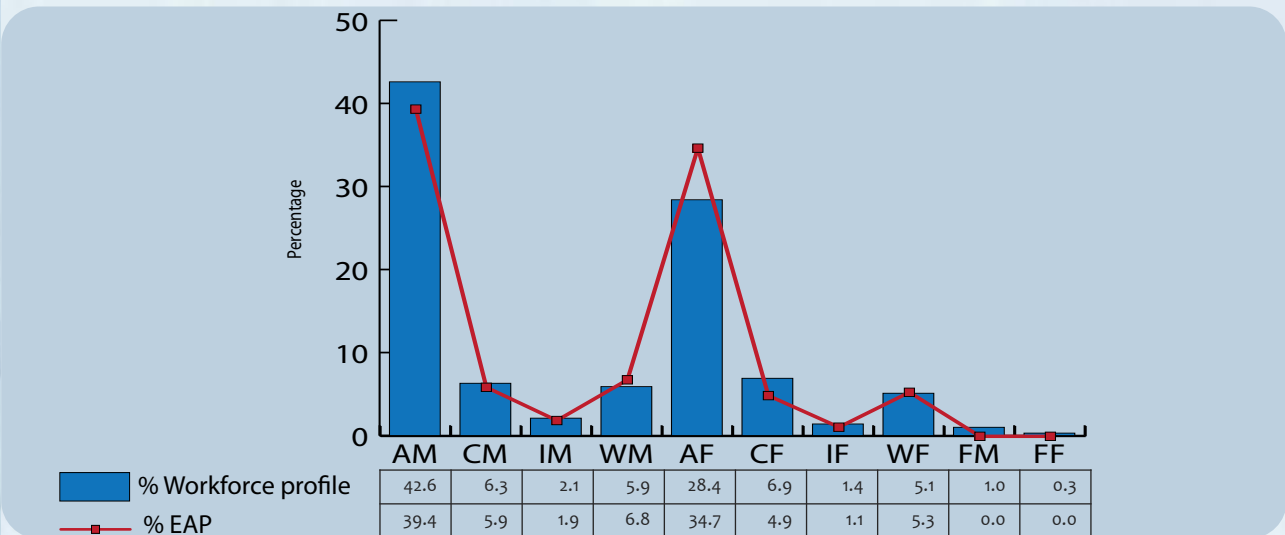


The data shows that at the skilled level Africans constitute nearly 50%, yet at the next level (professionally qualified / mid management) their representation is far less. This raises a concern that skilled Africans are over-looked for recruitment and promotions. This data debunks the skills shortage rhetoric and is independently backed up by the 2008 Human Sciences Research Council (HSRC) study on skills supply.

**Figure 5: Percentage representation of non-permanent employees by race and gender**

**Non-permanent**

AM - African male	WM - White male	IF - Indian female	FM - Foreign male
CM - Coloured male	AF - African female	WF - White female	FF - Foreign female
IM - Indian male	CF - Coloured female		



At the Non-permanent level, African males, Coloured males, Indian males, Coloured females and Indian females show the highest surplus when comparing their representation to their EAP. African females on the other hand reflect the highest deficit gap at this level, with White males and White females very close to their EAP.

**Table 4: Representation of employees with disabilities for all employers**

Occupational levels	Male				Female				Foreign national		Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Top management	28	6	6	152	7	2	1	33	3	1	239
	11.7%	2.5%	2.5%	63.6%	2.9%	0.8%	0.4%	13.8%	1.3%	0.4%	100.0%
Senior management	37	18	21	227	17	8	6	78	4	0	416
	8.9%	4.3%	5.0%	54.6%	4.1%	1.9%	1.4%	18.8%	1.0%	0.0%	100.0%
Professionally qualified and experienced specialists and mid-management	173	64	68	670	93	48	28	280	18	7	1 449
	11.9%	4.4%	4.7%	46.2%	6.4%	3.3%	1.9%	19.3%	1.2%	0.5%	100.0%
Skilled technical and lower management	1 254	329	228	1 734	472	186	81	875	79	10	5 248
	23.9%	6.3%	4.3%	33.0%	9.0%	3.5%	1.5%	16.7%	1.5%	0.2%	100.0%
Semi-skilled and discretionary decision making	3 092	625	211	886	1 084	618	134	932	144	4	7 730
	40.0%	8.1%	2.7%	11.5%	14.0%	8.0%	1.7%	12.1%	1.9%	0.1%	100.0%
Unskilled and defined decision making	2 904	336	32	190	694	211	13	81	773	6	5 240
	55.4%	6.4%	0.6%	3.6%	13.2%	4.0%	0.2%	1.5%	14.8%	0.1%	100.0%
<b>Total permanent</b>	<b>7 638</b>	<b>1 409</b>	<b>577</b>	<b>3 900</b>	<b>2 467</b>	<b>1 141</b>	<b>268</b>	<b>2 305</b>	<b>1 023</b>	<b>28</b>	<b>20 756</b>
	<b>36.8%</b>	<b>6.8%</b>	<b>2.8%</b>	<b>18.8%</b>	<b>11.9%</b>	<b>5.5%</b>	<b>1.3%</b>	<b>11.1%</b>	<b>4.9%</b>	<b>0.1%</b>	<b>100.0%</b>
Non-permanent employees	150	31	11	41	100	68	5	26	2	0	434
	34.6%	7.1%	2.5%	9.4%	23.0%	15.7%	1.2%	6.0%	0.5%	0.0%	100.0%
<b>Grand total</b>	<b>7 638</b>	<b>1 409</b>	<b>577</b>	<b>3 900</b>	<b>2 467</b>	<b>1 141</b>	<b>268</b>	<b>2 305</b>	<b>1 023</b>	<b>28</b>	<b>20 756</b>

### Representation of employees with disabilities by race and gender

People with disabilities accounted for nearly 0.7% of the total number of employees reported by all employers. Notwithstanding that people with disabilities were represented across all occupational levels, most of their representation was concentrated in the lower levels, i.e. the Skilled level downwards. The population distribution of their representation in terms of race and gender highly reflected the population distribution of all employees. The most under-represented groups were Blacks and females, particularly Africans. Whites dominated from the Skilled level upwards.

#### 4.2.2 Workforce profile for all government employers

This area of the report provides a snapshot of the employee representation for government employers only in terms of race, gender and disability. Government is inclusive of national, provincial and local government.

**Table 5: Representation of employees (including people with disabilities) for government employers only in each occupational level**

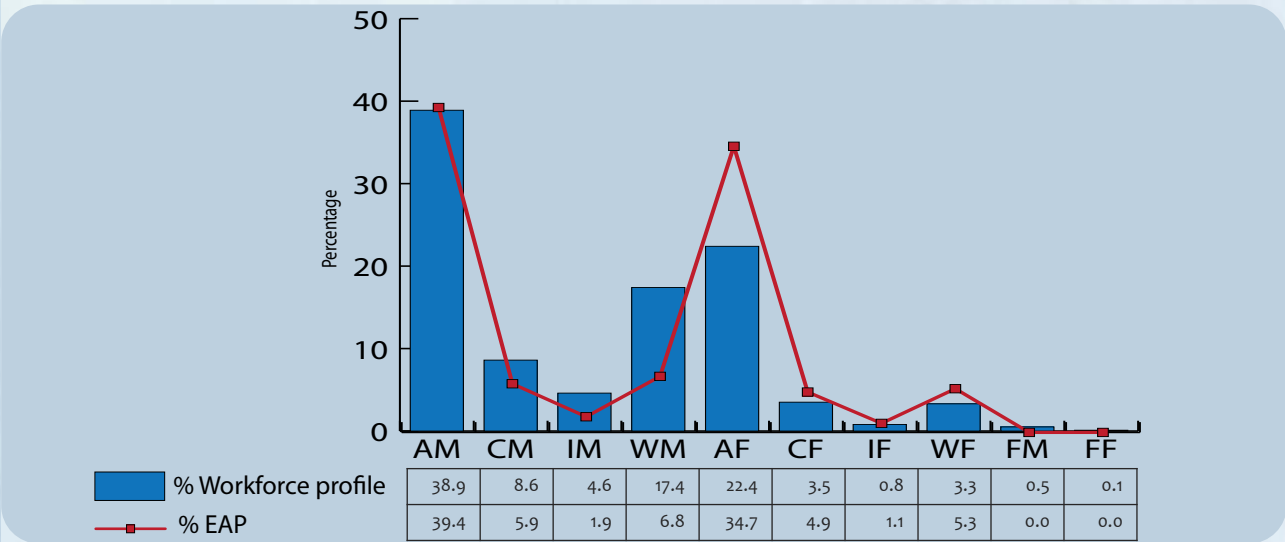
Occupational levels	Male				Female				Foreign national		Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Top management	389	86	46	174	224	35	8	33	5	1	1 001
	38.9%	8.6%	4.6%	17.4%	22.4%	3.5%	0.8%	3.3%	0.5%	0.1%	100.0%
Senior management	2 078	273	321	1 326	1 183	110	168	589	45	19	6 112
	34.0%	4.5%	5.3%	21.7%	19.4%	1.8%	2.7%	9.6%	0.7%	0.3%	100.0%
Professionally qualified and experienced specialists and mid-management	11 675	1 526	1 355	5 432	11 214	3 135	1 252	4 153	485	160	40 387
	28.9%	3.8%	3.4%	13.4%	27.8%	7.8%	3.1%	10.3%	1.2%	0.4%	100.0%
Skilled technical and lower management	98 455	11 839	4 407	21 672	78 910	7 986	3 857	18 280	352	190	245 948
	40.0%	4.8%	1.8%	8.8%	32.1%	3.2%	1.6%	7.4%	0.1%	0.1%	100.0%
Semi-skilled and discretionary decision making	78 390	10 400	2 264	3 609	75 474	12 222	2 545	6 609	51	30	191 594
	40.9%	5.4%	1.2%	1.9%	39.4%	6.4%	1.3%	3.4%	0.0%	0.0%	100.0%
Unskilled and defined decision making	36 317	3 286	390	344	23 986	2 397	246	248	3	5	67 222
	54.0%	4.9%	0.6%	0.5%	35.7%	3.6%	0.4%	0.4%	0.0%	0.0%	100.0%
<b>Total permanent</b>	<b>227 304</b>	<b>27 410</b>	<b>8 783</b>	<b>32 557</b>	<b>190 991</b>	<b>25 885</b>	<b>8 076</b>	<b>29 912</b>	<b>941</b>	<b>405</b>	<b>552 264</b>
	<b>41.2%</b>	<b>5.0%</b>	<b>1.6%</b>	<b>5.9%</b>	<b>34.6%</b>	<b>4.7%</b>	<b>1.5%</b>	<b>5.4%</b>	<b>0.2%</b>	<b>0.1%</b>	<b>100.0%</b>
Non-permanent employees	8 103	934	404	1 239	5 284	1 051	300	1 151	52	32	18 550
	43.7%	5.0%	2.2%	6.7%	28.5%	5.7%	1.6%	6.2%	0.3%	0.2%	100.0%
<b>Grand total</b>	<b>235 407</b>	<b>28 344</b>	<b>9 187</b>	<b>33 796</b>	<b>196 275</b>	<b>26 936</b>	<b>8 376</b>	<b>31 063</b>	<b>993</b>	<b>437</b>	<b>570 814</b>

Only the first four occupational levels and non-permanent employees from **Table 5** are illustrated below.

**Figure 6: Percentage representation of top management employees for government by race and gender**

**Top Management**

AM - African male	WM - White male	IF - Indian female	FM - Foreign male
CM - Coloured male	AF - African female	WF - White female	FF - Foreign female
IM - Indian male	CF - Coloured female		

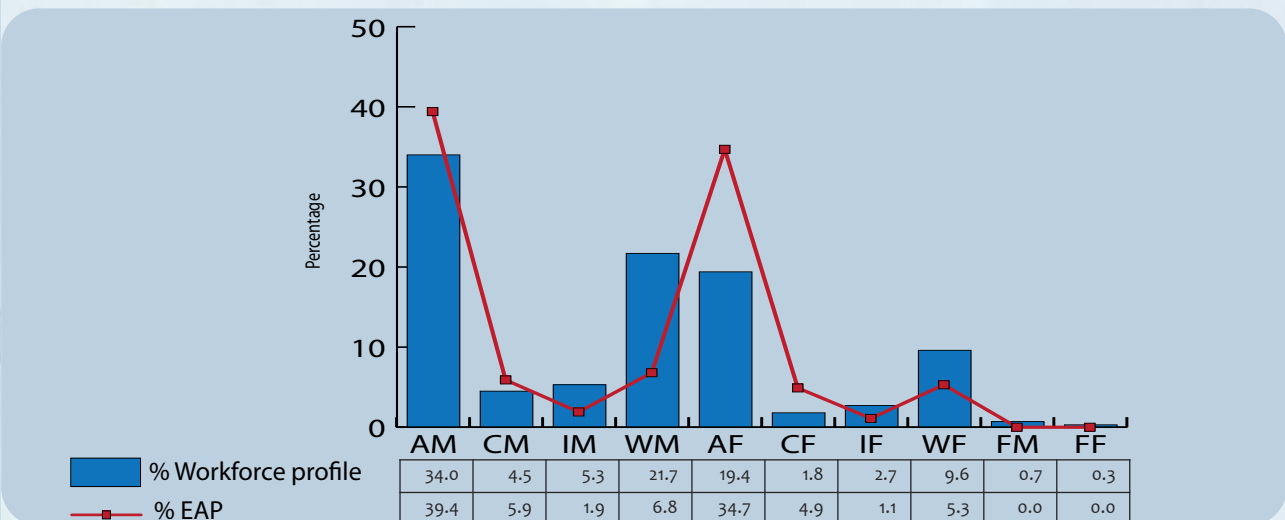


Proportionally at the Top Management level, White males, Coloured males and Indian males show the highest surplus when comparing their representation to their EAP. African females on the other hand lag behind with the highest deficit gap at this level, followed by White females, Coloured females, African males and Indian females.

**Figure 7: Percentage representation of senior management employees for government by race and gender**

**Senior Management**

AM - African male	WM - White male	IF - Indian female	FM - Foreign male
CM - Coloured male	AF - African female	WF - White female	FF - Foreign female
IM - Indian male	CF - Coloured female		

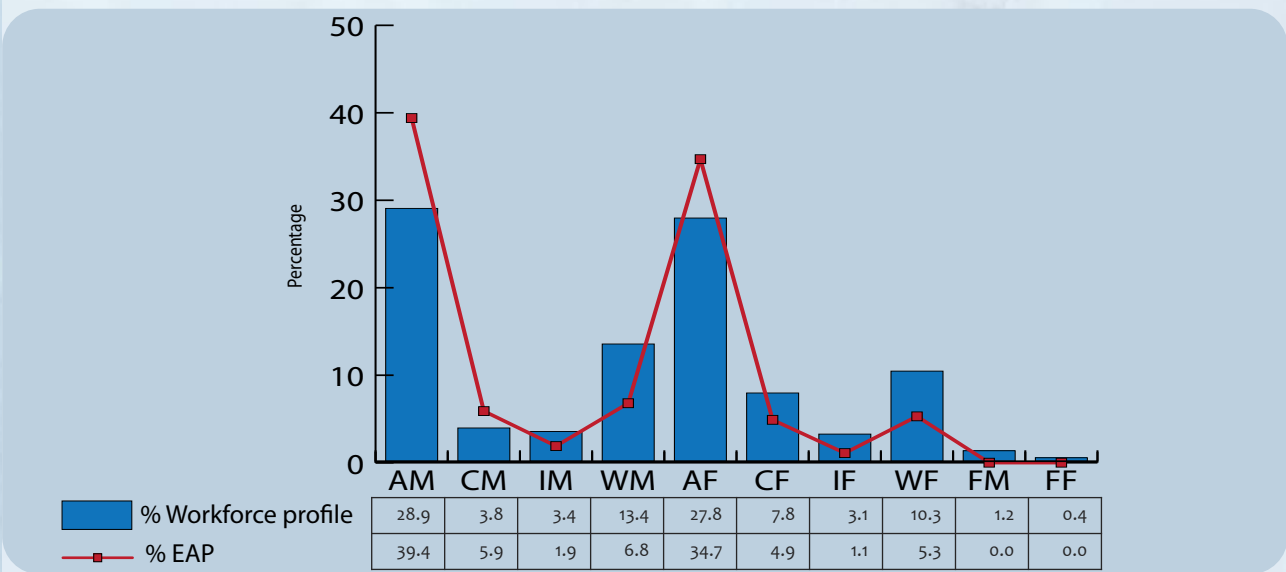


At the Senior Management level, White males, White females, Indian males and Indian females show the highest surplus when comparing their representation to their EAP. African females on the other hand shows a large deficit gap at this level, followed by African males, Coloured females and Coloured males.

**Figure 8: Percentage representation of professionals and middle management employees for government by race and gender**

**Professionally Qualified**

AM - African male	WM - White male	IF - Indian female	FM - Foreign male
CM - Coloured male	AF - African female	WF - White female	FF - Foreign female
IM - Indian male	CF - Coloured female		

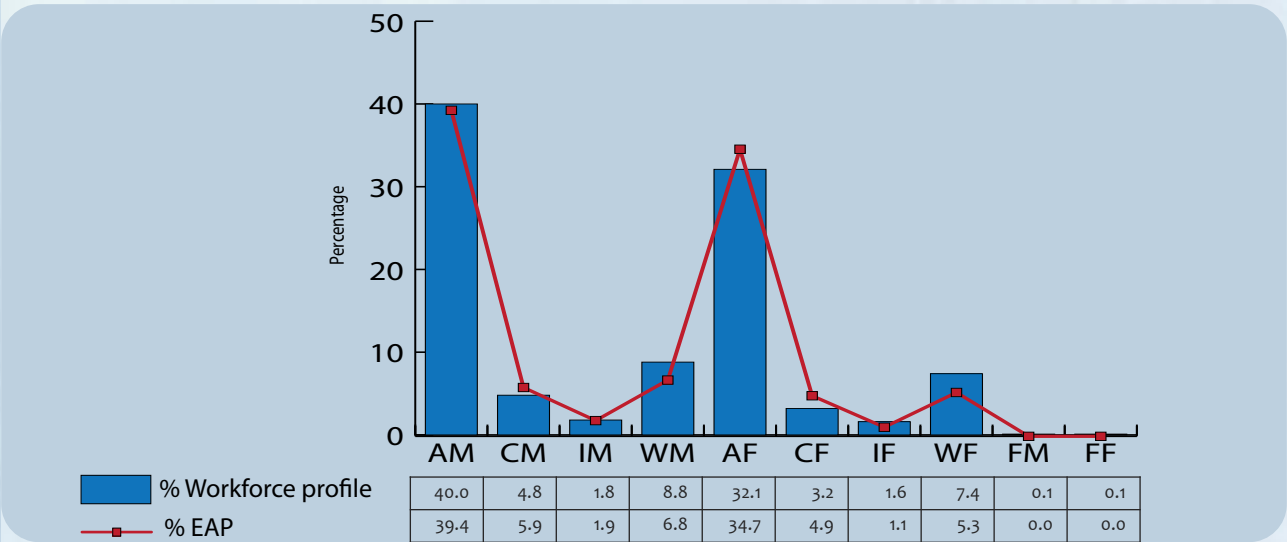


At the Professionally Qualified level, White males, White females, Coloured females, Indian females and Indian males show the highest surplus when comparing their representation to their EAP. African males on the other hand show the highest deficit gap at this level, followed by African females and Coloured males.

**Figure 9: Percentage representation of skilled employees for government by race and gender**

**Skilled**

AM - African male      WM - White male      IF - Indian female      FM - Foreign male  
 CM - Coloured male      AF - African female      WF - White female      FF - Foreign female  
 IM - Indian male      CF - Coloured female

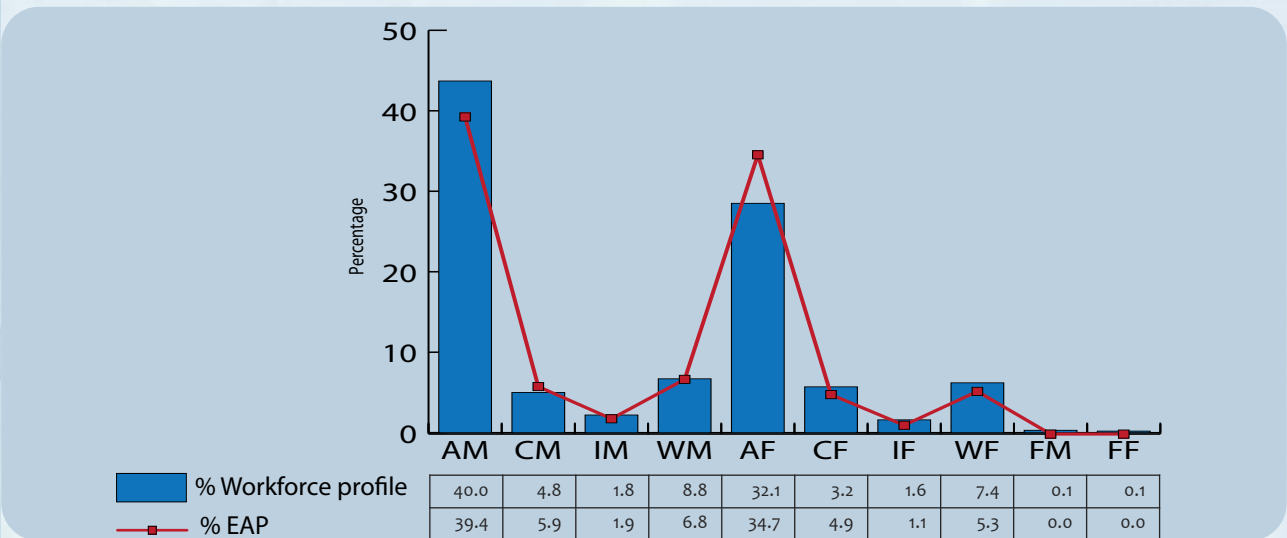


Proportionally at the Skilled level, White females show the highest surplus when comparing their representation to their EAP, followed by Indian females, White males and African males. African females on the other hand have the highest deficit gap at this level, followed by Coloured females, Coloured males and Indian males.

**Figure 10: Percentage representation of non-permanent employees for government by race and gender**

**Non-permanent**

AM - African male      WM - White male      IF - Indian female      FM - Foreign male  
 CM - Coloured male      AF - African female      WF - White female      FF - Foreign female  
 IM - Indian male      CF - Coloured female



At the Non-permanent level, African males, White females, Coloured females, Indian females and Indian males show the highest surplus when comparing their representation to their EAP. African females and White males on the other hand have the lowest surplus at this level.

**Table 6: Representation of employees with disabilities for government**

Occupational levels	Male				Female				Foreign national		Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Top management	6	1	0	1	2	1	0	0	0	0	11
	54.5%	9.1%	0.0%	9.1%	18.2%	9.1%	0.0%	0.0%	0.0%	0.0%	100.0%
Senior management	15	1	3	29	8	2	1	15	0	0	74
	20.3%	1.4%	4.1%	39.2%	10.8%	2.7%	1.4%	20.3%	0.0%	0.0%	100.0%
Professionally qualified and experienced specialists and mid-management	83	11	9	108	51	2	11	51	0	0	326
	25.5%	3.4%	2.8%	33.1%	15.6%	0.6%	3.4%	15.6%	0.0%	0.0%	100.0%
Skilled technical and lower management	556	75	32	332	198	28	13	230	0	1	1 465
	38.0%	5.1%	2.2%	22.7%	13.5%	1.9%	0.9%	15.7%	0.0%	0.1%	100.0%
Semi-skilled and discretionary decision making	421	85	23	107	272	53	18	139	0	0	1 118
	37.7%	7.6%	2.1%	9.6%	24.3%	4.7%	1.6%	12.4%	0.0%	0.0%	100.0%
Unskilled and defined decision making	286	31	5	18	76	5	1	8	0	0	430
	66.5%	7.2%	1.2%	4.2%	17.7%	1.2%	0.2%	1.9%	0.0%	0.0%	100.0%
<b>Total permanent</b>	<b>1 367</b>	<b>204</b>	<b>72</b>	<b>595</b>	<b>607</b>	<b>91</b>	<b>44</b>	<b>443</b>	<b>0</b>	<b>1</b>	<b>3 424</b>
	<b>39.9%</b>	<b>6.0%</b>	<b>2.1%</b>	<b>17.4%</b>	<b>17.7%</b>	<b>2.7%</b>	<b>1.3%</b>	<b>12.9%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>100.0%</b>
Non-permanent employees	9	2	1	2	1	1	0	0	0	0	16
	56.3%	12.5%	6.3%	12.5%	6.3%	6.3%	0.0%	0.0%	0.0%	0.0%	100.0%
<b>Grand total</b>	<b>1 376</b>	<b>206</b>	<b>73</b>	<b>597</b>	<b>608</b>	<b>92</b>	<b>44</b>	<b>443</b>	<b>0</b>	<b>1</b>	<b>3 440</b>

### Representation of employees with disabilities for government by race and gender

People with disabilities accounted for 0.6% of the total number of employees reported by government employers. Notwithstanding that people with disabilities were represented across all occupational levels, most of their representation was concentrated in the middle-to-lower levels, i.e. the skilled level downwards. The population distribution of their representation in terms of race and gender highly reflected the population distribution of all employees. Generally, the most under-represented groups were Blacks and females. Proportionally, Whites dominated at the senior management, professionally qualified and skilled levels. Blacks were reasonably represented at the top management, semi-skilled and unskilled levels. Women were grossly under-represented at every occupational level.

### 4.2.3 Workforce profile for the private sector

This area of the report provides the representation levels for the **private sector only** in terms of race, gender and disability.

**Table 7: Representation of employees (including people with disabilities) for the private sector only in terms of occupational levels**

Occupational levels	Male				Female				Foreign national		Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Top management	1 971	775	1 032	13 538	852	328	286	3 128	607	98	22 615
	8.7%	3.4%	4.6%	59.9%	3.8%	1.5%	1.3%	13.8%	2.7%	0.4%	100.0%
Senior management	5 500	2 378	2 916	25 589	2 922	1 449	1 220	12 486	1 294	344	56 098
	9.8%	4.2%	5.2%	45.6%	5.2%	2.6%	2.2%	22.3%	2.3%	0.6%	100.0%
Professionally qualified and experienced specialists and mid-management	20 240	7 907	9 405	57 668	11 380	5 635	5 135	30 030	2 239	878	150 517
	13.4%	5.3%	6.2%	38.3%	7.6%	3.7%	3.4%	20.0%	1.5%	0.6%	100.0%
Skilled technical and lower management	124 604	35 163	22 631	111 026	58 159	29 307	15 713	71 085	5 586	1 181	474 455
	26.3%	7.4%	4.8%	23.4%	12.3%	6.2%	3.3%	15.0%	1.2%	0.2%	100.0%
Semi-skilled and discretionary decision making	444 173	60 724	20 423	41 723	183 324	66 973	19 062	53 992	42 906	1 177	934 477
	47.5%	6.5%	2.2%	4.5%	19.6%	7.2%	2.0%	5.8%	4.6%	0.1%	100.0%
Unskilled and defined decision making	291 955	27 727	3 408	4 253	134 157	26 305	2 231	1 846	23 107	1 885	516 874
	56.5%	5.4%	0.7%	0.8%	26.0%	5.1%	0.4%	0.4%	4.5%	0.4%	100.0%
<b>Total permanent</b>	<b>888 443</b>	<b>134 674</b>	<b>59 815</b>	<b>253 797</b>	<b>390 794</b>	<b>129 997</b>	<b>43 647</b>	<b>172 567</b>	<b>75 739</b>	<b>5 563</b>	<b>2 155 036</b>
	<b>41.2%</b>	<b>6.2%</b>	<b>2.8%</b>	<b>11.8%</b>	<b>18.1%</b>	<b>6.0%</b>	<b>2.0%</b>	<b>8.0%</b>	<b>3.5%</b>	<b>0.3%</b>	<b>100.0%</b>
Non-permanent employees	103 683	15 548	5 040	14 144	69 261	17 023	3 241	12 300	2 665	858	243 763
	42.5%	6.4%	2.1%	5.8%	28.4%	7.0%	1.3%	5.0%	1.1%	0.4%	100.0%
<b>Grand total</b>	<b>992 126</b>	<b>150 222</b>	<b>64 855</b>	<b>267 941</b>	<b>460 055</b>	<b>147 020</b>	<b>46 888</b>	<b>184 867</b>	<b>78 404</b>	<b>6 421</b>	<b>2 398 799</b>

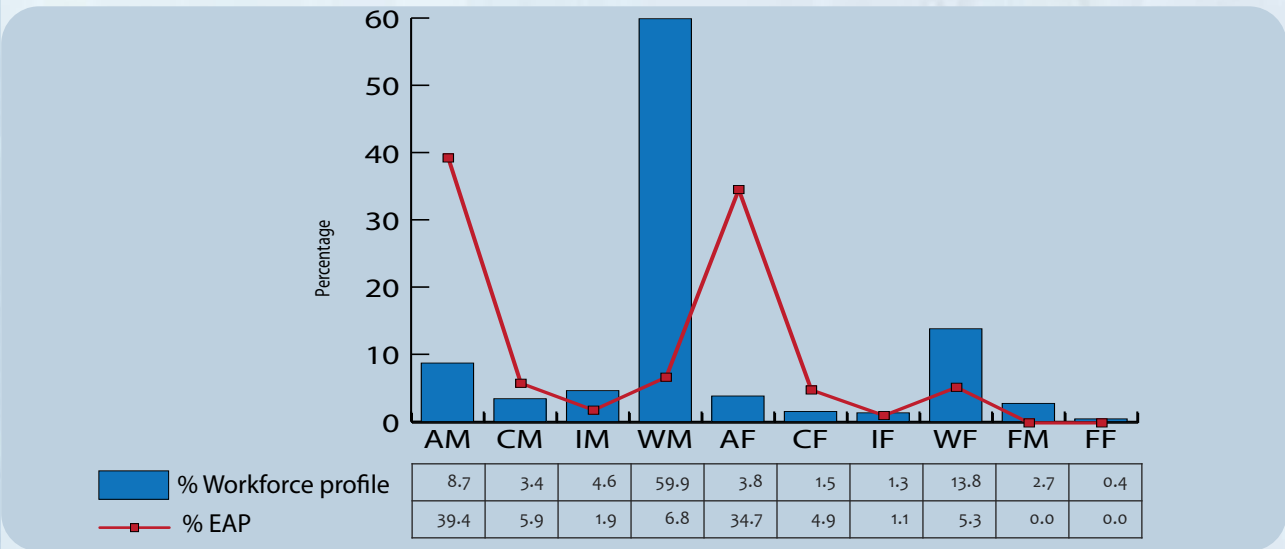
Only the first four occupational levels and non-permanent employees from **Table 7** are illustrated below.



**Figure 11: Percentage representation of top management employees for private sector employers by race and gender**

**Top Management**

AM - African male	WM - White male	IF - Indian female	FM - Foreign male
CM - Coloured male	AF - African female	WF - White female	FF - Foreign female
IM - Indian male	CF - Coloured female		

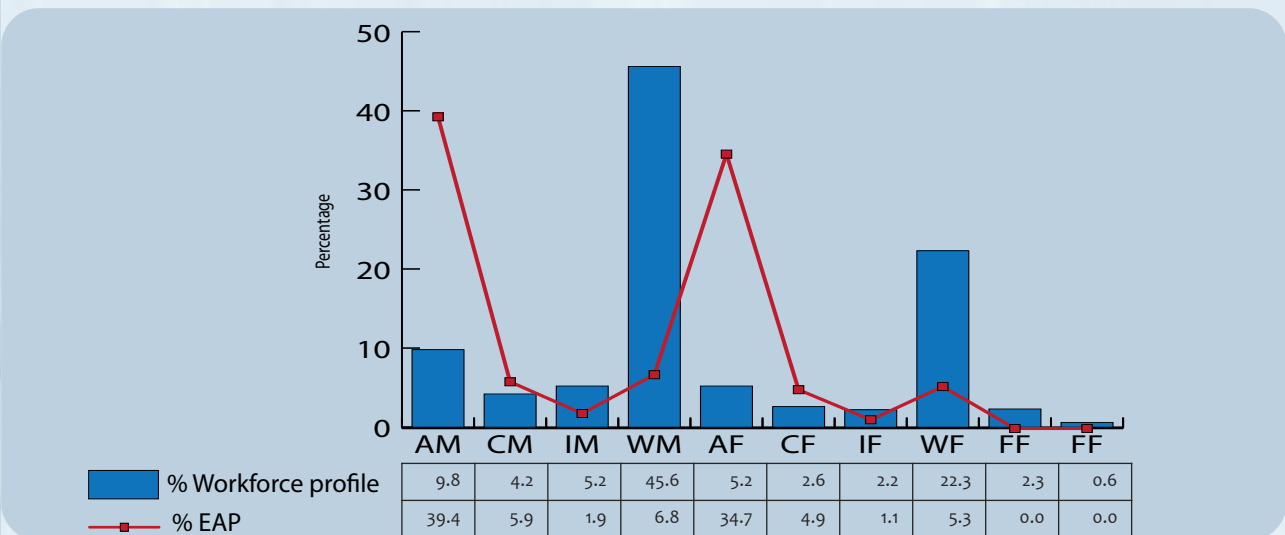


Proportionally at the Top Management level, White males, White females, Indian males and Indian females show the highest surplus when comparing their representation to their EAP. African females on the other hand have the highest deficit gap at this level, followed by African males, Coloured females, and Coloured males.

**Figure 12: Percentage representation of senior management employees for private sector employers by race and gender**

**Senior Management**

AM - African male	WM - White male	IF - Indian female	FM - Foreign male
CM - Coloured male	AF - African female	WF - White female	FF - Foreign female
IM - Indian male	CF - Coloured female		

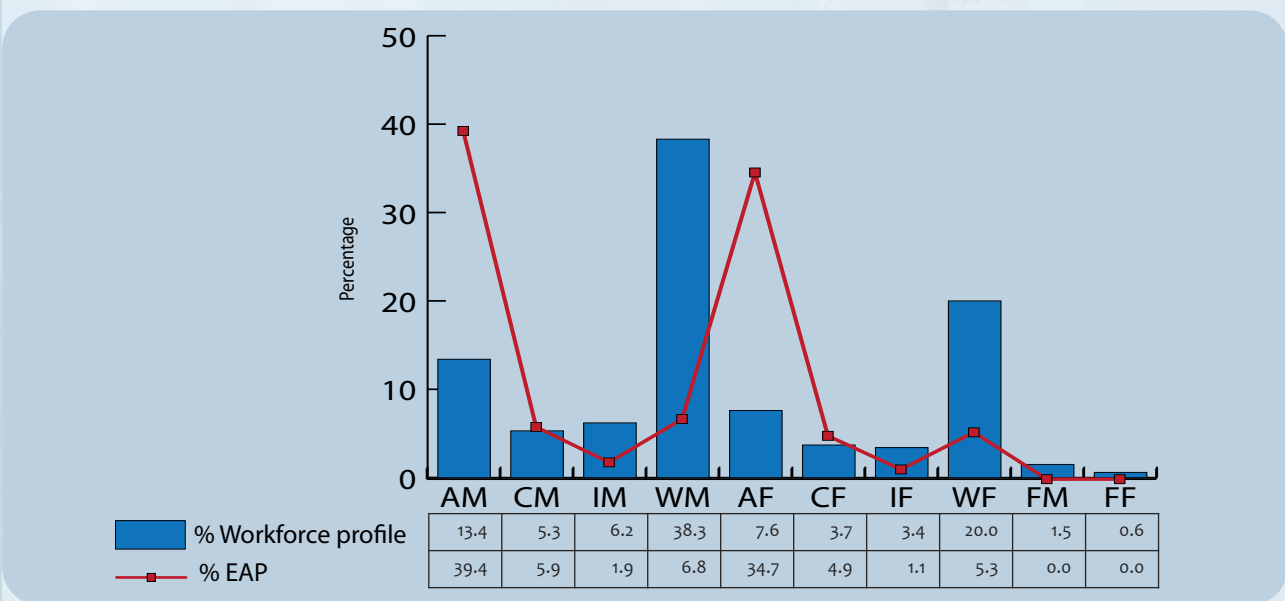


At the Senior Management level, White males, White females, Indian males and Indian females show the highest surplus when comparing their representation to their EAP. Proportionally, African females have the highest deficit gap at this level, followed by African males, Coloured females and Coloured males.

**Figure 13: Percentage representation of professionals and middle management employees for private sector employers by race and gender**

**Professionally Qualified**

AM - African male	WM - White male	IF - Indian female	FM - Foreign male
CM - Coloured male	AF - African female	WF - White female	FF - Foreign female
IM - Indian male	CF - Coloured female		

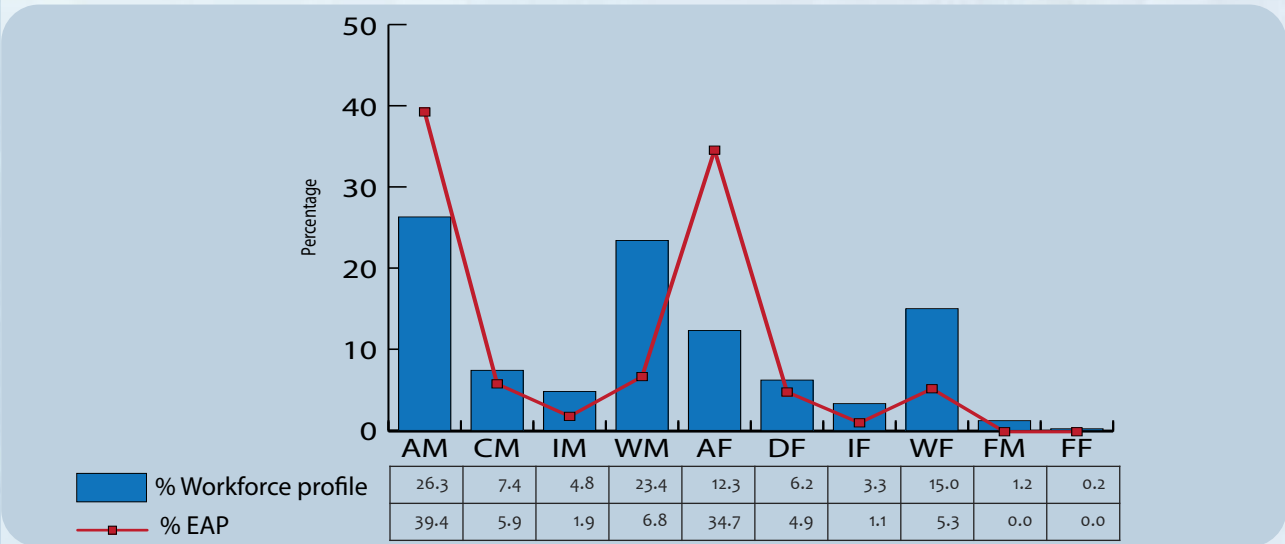


Proportionally at the Professionally Qualified level, White males, White females, Indian males and Indian females show the highest surplus when comparing their representation to their EAP. African females on the other hand lag behind with the highest deficit gap at this level, followed by African males, Coloured females and Coloured males.

**Figure 14: Percentage representation of skilled employees for private sector employers by race and gender**

**Skilled**

AM - African male	WM - White male	IF - Indian female	FM - Foreign male
CM - Coloured male	AF - African female	WF - White female	FF - Foreign female
IM - Indian male	CF - Coloured female		

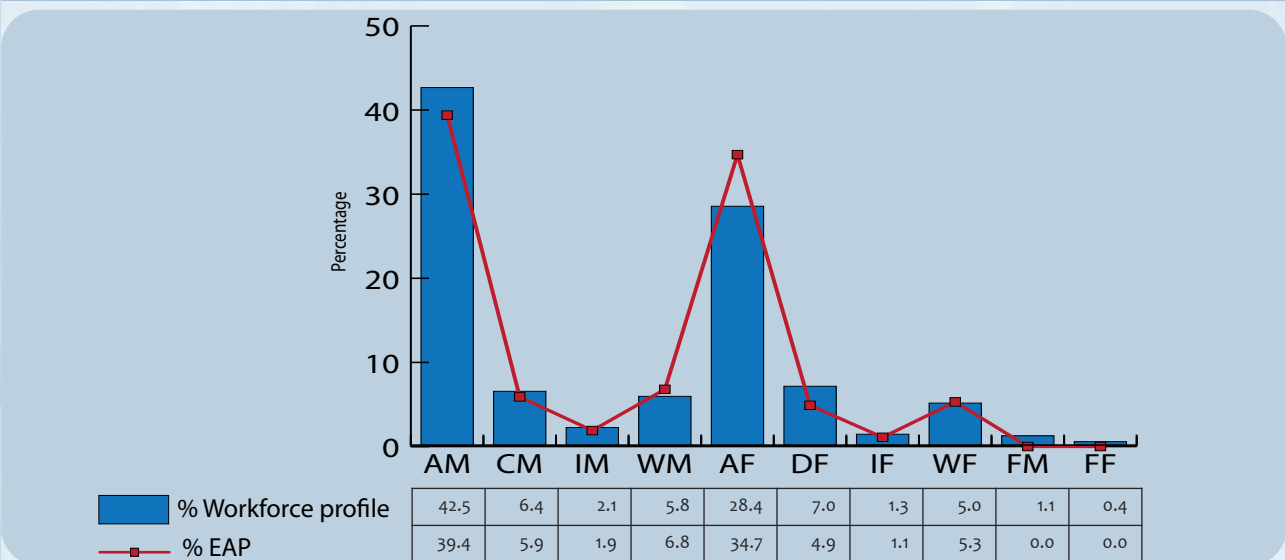


At the Skilled level, White males, White females, Indian males and Indian females, Coloured males and Coloured females show the highest surplus when comparing their representation to their EAP. Proportionally, African females have the highest deficit gap at this level, followed by African males.

**Figure 15: Percentage representation of non-permanent employees for private sector employers by race and gender**

**Non-permanent**

AM - African male	WM - White male	IF - Indian female	FM - Foreign male
CM - Coloured male	AF - African female	WF - White female	FF - Foreign female
IM - Indian male	CF - Coloured female		



Proportionally at the Non-permanent level, African males, Coloured males, Indian males, Coloured females and Indian females show the highest surplus when comparing their representation to their EAP. African females have the highest deficit gap at this level, followed by White males and White females.

**Table 8: Population representation of employees with disabilities for private sector only**

Occupational levels	Male				Female				Foreign national		Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Top management	22	5	6	151	5	1	1	33	3	1	228
	9.6%	2.2%	2.6%	66.2%	2.2%	0.4%	0.4%	14.5%	1.3%	0.4%	100.0%
Senior management	22	17	18	198	9	6	5	63	4	0	342
	6.4%	5.0%	5.3%	57.9%	2.6%	1.8%	1.5%	18.4%	1.2%	0.0%	100.0%
Professionally qualified and experienced specialists and mid-management	90	53	59	562	42	46	17	229	18	7	1123
	8.0%	4.7%	5.3%	50.0%	3.7%	4.1%	1.5%	20.4%	1.6%	0.6%	100.0%
Skilled technical and lower management	698	254	196	1 402	274	158	68	645	79	9	3 783
	18.5%	6.7%	5.2%	37.1%	7.2%	4.2%	1.8%	17.0%	2.1%	0.2%	100.0%
Semi-skilled and discretionary decision making	2 671	540	188	779	812	565	116	793	144	4	6 612
	40.4%	8.2%	2.8%	11.8%	12.3%	8.5%	1.8%	12.0%	2.2%	0.1%	100.0%
Unskilled and defined decision making	2 618	305	27	172	618	206	12	73	773	6	4 810
	54.4%	6.3%	0.6%	3.6%	12.8%	4.3%	0.2%	1.5%	16.1%	0.1%	100.0%
<b>Total permanent</b>	<b>6 121</b>	<b>1 174</b>	<b>494</b>	<b>3 264</b>	<b>1 760</b>	<b>982</b>	<b>219</b>	<b>1 836</b>	<b>1 021</b>	<b>27</b>	<b>16 898</b>
	<b>36.2%</b>	<b>6.9%</b>	<b>2.9%</b>	<b>19.3%</b>	<b>10.4%</b>	<b>5.8%</b>	<b>1.3%</b>	<b>10.9%</b>	<b>6.0%</b>	<b>0.2%</b>	<b>100.0%</b>
Non-permanent employees	141	29	10	39	99	67	5	26	2	0	418
	33.7%	6.9%	2.4%	9.3%	23.7%	16.0%	1.2%	6.2%	0.5%	0.0%	100.0%
<b>Grand total</b>	<b>6 262</b>	<b>1 203</b>	<b>504</b>	<b>3 303</b>	<b>1 859</b>	<b>1 049</b>	<b>224</b>	<b>1 862</b>	<b>1 023</b>	<b>27</b>	<b>17 316</b>

### Representation of employees with disabilities for private sector employers by race and gender

People with disabilities accounted for 0.7% of the total number of employees reported by the private sector. Notwithstanding that people with disabilities were represented across all occupational levels, most of their representation was concentrated in the middle-to-lower levels, i.e. the skilled level downwards. The population distribution of their representation in terms of race and gender highly reflected the population distribution of all employees. Generally, the most under-represented groups were Blacks and females. Proportionally Whites dominated in the Top management, Senior

management, Professionally Qualified and Skilled levels. Blacks were reasonably represented at the Semi-skilled and Unskilled levels. Females were grossly under-represented at every occupational level, particularly Black females.

#### 4.2.4 Core operation functions and support functions by occupational level for all employers

Job evaluation or grading systems are used to measure a job in terms of content in order to establish its worth or value in relation to other jobs in an organisation. The worth or value of a job is represented on a vertical axis as an occupational level. A job could either be a **core operation** function or a **support** function. **Core operation function** positions are those that directly relate to the core business of an organisation and may lead to revenue generation, e.g. sales, production, etc. Whereas **support function** positions provide infrastructure and other enabling conditions for revenue generation, e.g. human resources, corporate services, etc.

**Table 9** cover employees in core operation function positions and in support function positions for **all employers**. Observations are then made on the data contained in **Table 9**.

**Table 9: Representation of employees, including people with disabilities, in core operation functions by occupational level for all employers**

Occupational levels	Male				Female				Foreign national		Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Top management	1 264	465	637	8 873	431	150	128	1 430	367	48	13 793
	9.2%	3.4%	4.6%	64.3%	3.1%	1.1%	0.9%	10.4%	2.7%	0.3%	100.0%
Senior management	3 920	1 572	1942	16 319	1 490	701	642	5 183	709	125	32 603
	12.0%	4.8%	6.0%	50.1%	4.6%	2.2%	2.0%	15.9%	2.2%	0.4%	100.0%
Professionally qualified and experienced specialists and mid-management	21 481	6 453	6497	43 326	12 669	6 031	3 270	21 542	2 020	666	123 955
	17.3%	5.2%	5.2%	35.0%	10.2%	4.9%	2.6%	17.4%	1.6%	0.5%	100.0%
Skilled technical and lower management	181 504	36 333	18985	101 001	91 539	22 011	9 749	45 389	4 974	814	512 299
	35.4%	7.1%	3.7%	19.7%	17.9%	4.3%	1.9%	8.9%	1.0%	0.2%	100.0%
Semi-skilled and discretionary decision making	434 196	56 697	17225	35 568	186 035	56 237	12 768	28 892	38 827	818	867 263
	50.1%	6.5%	2.0%	4.1%	21.5%	6.5%	1.5%	3.3%	4.5%	0.1%	100.0%
Unskilled and defined decision making	270 671	24 255	3137	3 210	124 718	23 053	1 911	1 207	20 552	1731	474 445
	57.1%	5.1%	0.7%	0.7%	26.3%	4.9%	0.4%	0.3%	4.3%	0.4%	100.0%
<b>Total permanent</b>	1 000 603	138 605	52534	218 426	475 507	122 357	30 952	111 285	69 577	4 785	2 224 631
	45.0%	6.2%	2.4%	9.8%	21.4%	5.5%	1.4%	5.0%	3.1%	0.2%	100.0%
Non-permanent employees	87 567	12 830	4111	10 129	58 625	14 174	2 484	7 642	2 128	583	200 273
	43.7%	6.4%	2.1%	5.1%	29.3%	7.1%	1.2%	3.8%	1.1%	0.3%	100.0%
<b>Grand total</b>	1 000 603	138 605	52534	218 426	475 507	122 357	30 952	111 285	69 577	4 785	2 224 631

Only the first four occupational levels and non-permanent employees from **Table 9** are illustrated below:

### Percentage representation of top management employees for all employers in core functions by race and gender

At the Top Management level, Black representation accounted for 22.3% which is almost three times below their EAP which stands at 87.9%. Whites represented 74.7% which is about five times above their EAP (12.1%). Female representation at this level accounted for 15.5% which is almost two times below their EAP (46%). White male representation is 64.3% which is about eight times above their EAP (6.8%) and White female representation is 10.4% which is almost double their EAP (5.3%) at this level. Proportionally Africans are the least represented at this level where they are 12.3% which is approximately six times below their EAP (74.1%).

### **Percentage representation of senior management employees for all employers in core functions by race and gender**

At the Senior Management level, Black representation accounted for 31.6% which is approximately two times below their EAP. White representation at this level was 66% which is about four-and-a-quarter times above their EAP. Female representation at this level accounted for 24.7% which is almost two times below their EAP. White male representation at 50.1% is about six-and-a-quarter times above their EAP and White female representation at 15.9% is two times above their EAP at this level. Proportionally Africans are the least represented at this level where they are 16.6% which is virtually three-and-a-quarter times below their EAP.

### **Percentage representation of professionals and middle management employees of all employers in core functions by race and gender**

At the Professionally Qualified level, Black representation at 45.4% is almost half of their EAP. White representation at this level accounted for 52.4% which is about three-and-a-quarter times above their EAP. Female representation at this level accounted for 35.1% which is almost equal to their EAP. White male representation accounted for 35% which is about four-and-a-quarter times above their EAP and White female representation at 17.4% is two-and-a-quarter times above their EAP at this level. Proportionally Africans were the least represented group at this level at 27.5% which is virtually two-and-a-half times below their EAP.

### **Percentage representation of skilled employees for all employers in core functions by race and gender**

At the Skilled level, Black representation is 70.3% which is approximately a quarter below their EAP. White representation at this level accounted for 28.6% which is about one-and-a-quarter times above their EAP. Female representation at this level at 33.0% is about a quarter below their EAP. White male representation accounted for 19.7% which is about three times above their EAP and White female representation at 8.9% is almost double their EAP at this level. Proportionally Africans were the least represented group at this level at 53.3% which is virtually a quarter below their EAP.

### **Percentage representation of non-permanent employees for all employers in core functions by race and gender**

Black representation accounted for 89.8%, which nearly equals their EAP. White representation is 8.9% which is about one quarter below their EAP. Female representation at this level at 41.4% is nearly a quarter below their EAP. White male representation accounted for 5.1% which is about a quarter below their EAP and White female representation at 3.8% which is about a quarter below their EAP at this level. Proportionally Whites were the least represented at this level where they are 8.9% which is virtually a quarter below their EAP.

**Table 10: Representation of employees, including people with disabilities, in Support Functions by occupational level for all employers**

Occupational levels	Male				Female				Foreign national		Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Top management	861	276	367	4 179	384	108	111	1 115	214	35	7 650
	11.3%	3.6%	4.8%	54.6%	5.0%	1.4%	1.5%	14.6%	2.8%	0.5%	100.0%
Senior management	2 292	811	1 135	8 195	1 279	485	570	4 006	306	102	19 181
	11.9%	4.2%	5.9%	42.7%	6.7%	2.5%	3.0%	20.9%	1.6%	0.5%	100.0%
Professionally qualified and experienced specialists and mid-management	11 476	3 134	4 365	21 436	10 302	2 805	3 235	14 558	909	397	72 617
	15.8%	4.3%	6.0%	29.5%	14.2%	3.9%	4.5%	20.0%	1.3%	0.5%	100.0%
Skilled technical and lower management	42 220	10 767	8 152	32 598	45 302	15 298	9 927	45 072	1 075	652	211 063
	20.0%	5.1%	3.9%	15.4%	21.5%	7.2%	4.7%	21.4%	0.5%	0.3%	100.0%
Semi-skilled and discretionary decision making	90 521	14 635	5 503	10 413	74 891	23 307	8 884	33 158	3 310	383	265 005
	34.2%	5.5%	2.1%	3.9%	28.3%	8.8%	3.4%	12.5%	1.2%	0.1%	100.0%
Unskilled and defined decision making	60 072	7 276	672	1 592	35 861	6 509	538	1 047	3 416	207	117 190
	51.3%	6.2%	0.6%	1.4%	30.6%	5.6%	0.5%	0.9%	2.9%	0.2%	100.0%
<b>Total permanent</b>	<b>230 299</b>	<b>40 421</b>	<b>21 588</b>	<b>83 647</b>	<b>183 853</b>	<b>52 439</b>	<b>24 325</b>	<b>104 746</b>	<b>9 838</b>	<b>2 075</b>	<b>753 231</b>
	<b>30.6%</b>	<b>5.4%</b>	<b>2.9%</b>	<b>11.1%</b>	<b>24.4%</b>	<b>7.0%</b>	<b>3.2%</b>	<b>13.9%</b>	<b>1.3%</b>	<b>0.3%</b>	<b>100.0%</b>
Non-permanent employees	22 857	3 522	1 394	5 234	15 834	3 927	1 060	5 790	608	299	60 525
	37.8%	5.8%	2.3%	8.6%	26.2%	6.5%	1.8%	9.6%	1.0%	0.5%	100.0%
<b>Grand total</b>	<b>230 299</b>	<b>40 421</b>	<b>21 588</b>	<b>83 647</b>	<b>183 853</b>	<b>52 439</b>	<b>24 325</b>	<b>104 746</b>	<b>9 838</b>	<b>2 075</b>	<b>753 231</b>

Only the first four occupational levels and non-permanent employees from **Table 10** are illustrated below.

### Percentage representation of top management employees for all employers in support functions by race and gender

At the Top Management level, Black representation accounted for 27.6% which is approximately a third of their EAP which stands at 87.9%. White representation at this level accounted for 69.2% which is about five times above their EAP which is 12.1%. Female representation at this level stood at 22.5% which is approximately half of their EAP (46%). White males represented 54.6% which is seven times above their EAP (6.8%) and White female representation at 14.6% is nearly two times above their EAP (5.3%) at this level. Proportionally, Africans are the least represented at this level where they accounted for 16.3%, which is three-and-a-half times below their EAP (74.1%).



### Percentage representation of senior management employees for all employers in support functions by race and gender

At the Senior Management level, Blacks represented 34.2% which is one-and-a-half times below their EAP. White representation at this level accounted for 63.6% which is about four-and-a-quarter times above their EAP. The representation of women at this level at 33.1% is a quarter below their EAP. White male representation at 42.7% is about five-and-a-quarter times above their EAP and White female representation at 20.9% is almost three times above their EAP at this level. Proportionally Africans are the least represented at this level where they stood at 18.6% which is virtually four times below their EAP.

### Percentage representation of professionals and middle management employees for all employers in support functions by race and gender

At the Professionally Qualified level, Blacks represented 48.7% which is approximately half of their EAP. White representation at this level accounted for about 49.5% which is three times above their EAP. Female representation at this level at 42.6% is slightly below their EAP. White males represented 29.5% which is about three-and-a-quarter times above their EAP and White female representation at 20% is almost three times above their EAP at this level. Proportionally Africans are the least represented at this level at 30.0% which is virtually two-and-a-quarter times below their EAP.

### Percentage representation of skilled employees of all employers in support functions by race and gender

At the Skilled level, Black representation stood at 62.4% which is approximately a quarter below their EAP. White representation at 36.8% is two times above their EAP at this level. Female representation at 54.8% is about a quarter above their EAP. White male representation stood at 15.4% which is about one-and-a-quarter times above their EAP and White female representation at 21.4% is three times above their EAP at this level. Proportionally Africans are the least represented at this level where they are 41.5% which is virtually half of their EAP.

### Percentage representation of non-permanent employees of all employers in support functions by race and gender

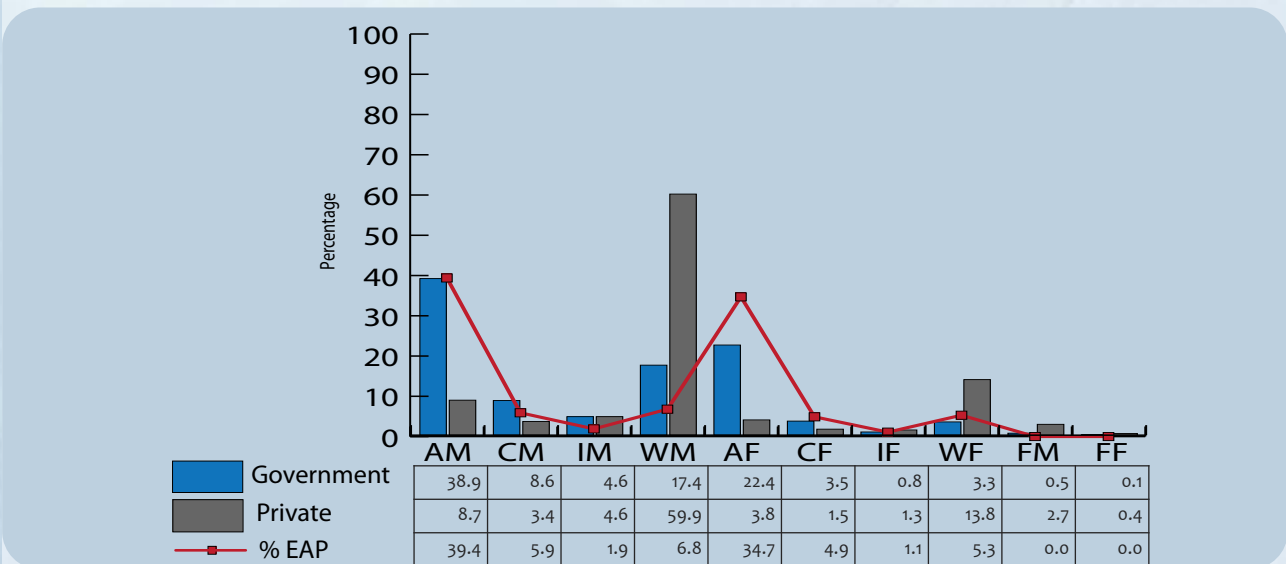
Black representation accounted for 80.4% which is almost equal to their EAP. Whites represented 18.2% which is almost a third above their EAP. Female representation at this level at 44.1% is slightly below their EAP. White male representation at 8.6% is nearly half above their EAP and White female representation at 9.6% is nearly double their EAP at this level.

## 4.2.5 Observations on workforce profiles

Observations are made to determine whether more progress on employment equity is being made in the government sector or in the private sector below.

### Top Management

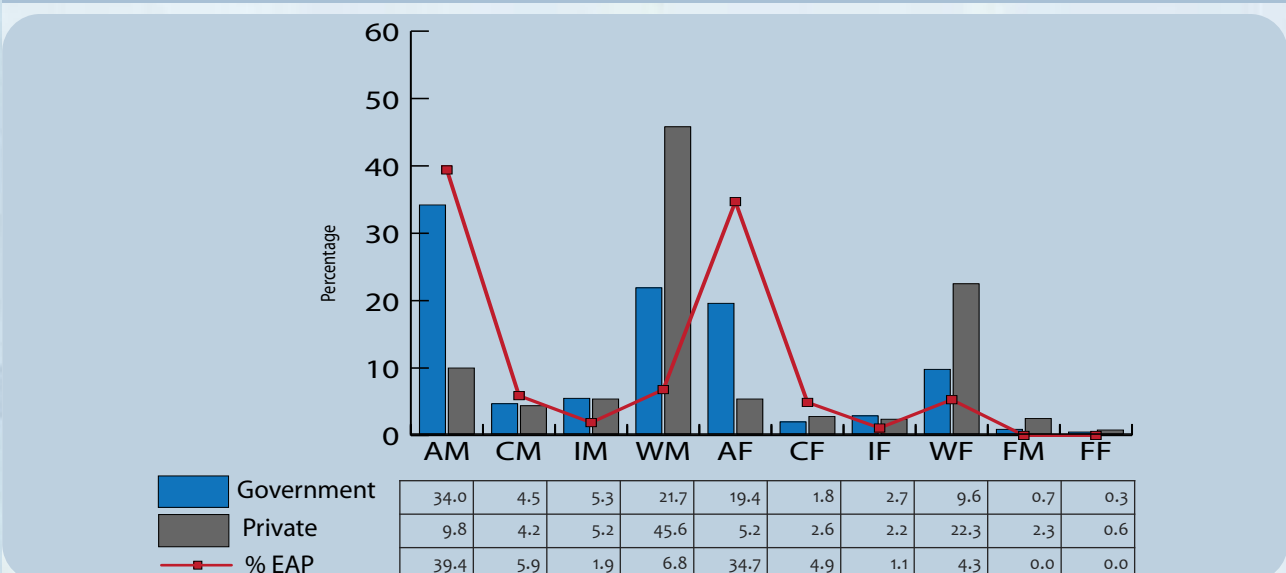
AM - African male	WM - White male	IF - Indian female	FM - Foreign male
CM - Coloured male	AF - African female	WF - White female	FF - Foreign female
IM - Indian male	CF - Coloured female		



The representation of employees in terms of race for government employees at this level is much closer to the EAP for the various groups when compared to the private sector. Black representation at this level is more than three times and female representation is almost one-and-a-half times in government when compared to the private sector.

### Senior Management

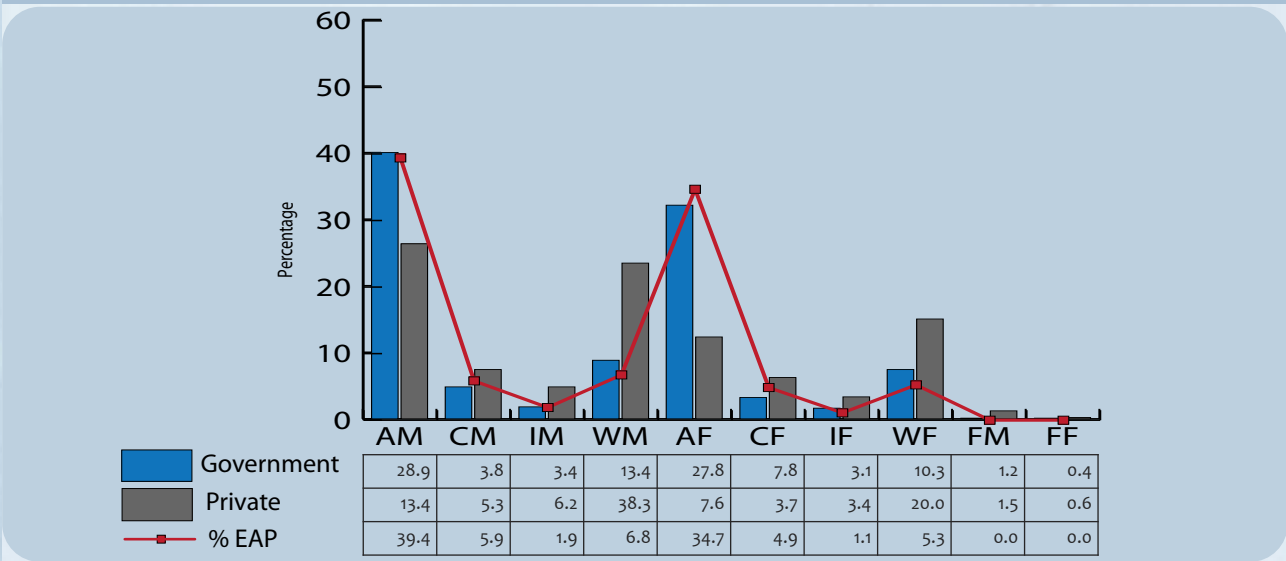
AM - African male	WM - White male	IF - Indian female	FM - Foreign male
CM - Coloured male	AF - African female	WF - White female	FF - Foreign female
IM - Indian male	CF - Coloured female		



The representation of employees in terms of race and gender for government employees at this level is much closer to the EAP of the various groups. Black representation in government at this level is nearly three times that of the private sector. African female representation is more than double that of White females in government and White female representation is about four times that of African females in the private sector.

### Professionally Qualified

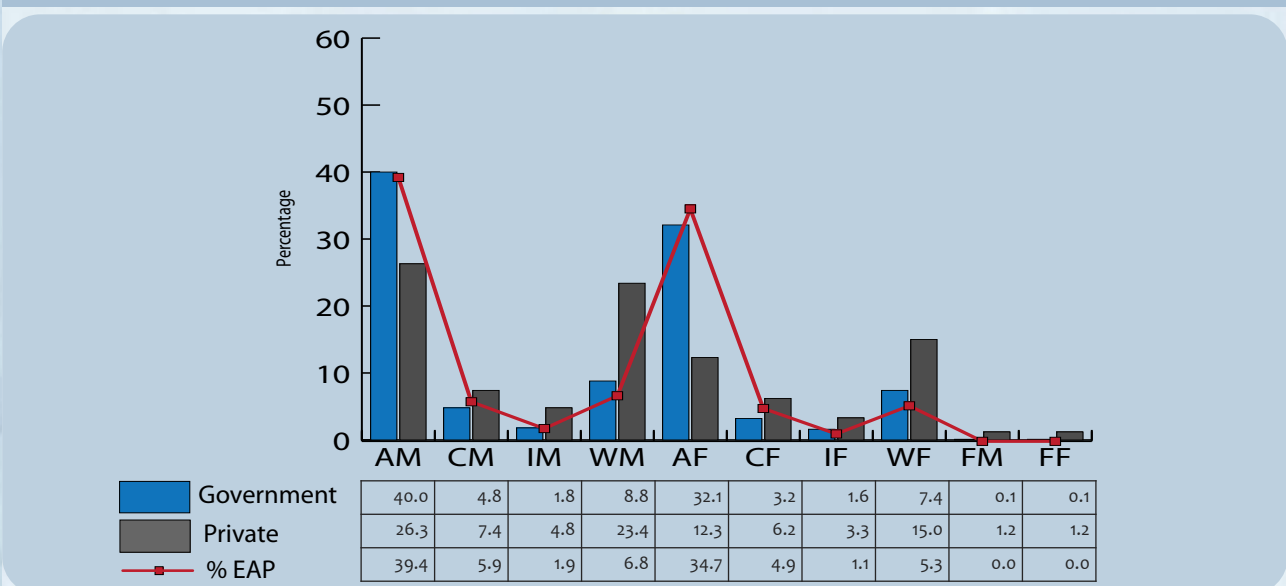
AM - African male      WM - White male      IF - Indian female      FM - Foreign male  
 CM - Coloured male      AF - African female      WF - White female      FF - Foreign female  
 IM - Indian male      CF - Coloured female



Proportionally, Blacks and females seem to be doing much better at this level in government when considering their EAP. The same cannot be said of the private sector where White males and females continue to dominate at this level by a huge margin, particularly when one considers their EAP.

### Skilled

AM - African male      WM - White male      IF - Indian female      FM - Foreign male  
 CM - Coloured male      AF - African female      WF - White female      FF - Foreign female  
 IM - Indian male      CF - Coloured female



The proportional representation of the various groups at this level appears to be reasonable for government at this level. However, much more needs to be done to increase the representation of Africans, especially African females, at this level in the private sector.

### **People with disabilities**

People with disabilities accounted for nearly 0.7% of the total number of employees reported by all employers. They accounted for 0.6% of the total number of employees reported by government and 0.7% of the total number of employees reported by the private sector. Notwithstanding that people with disabilities are represented across all occupational levels, most of their representation is concentrated in the lower levels, i.e. the skilled level downwards. The population distribution of their representation in terms of race and gender highly reflects the population distribution of all employees. The most under-represented groups are Blacks and females.

## **4.3 Workforce movement for all employers**

This area of the report provides information on workforce movements, i.e. recruitment and promotions for **all employers**.

### **4.3.1 Recruitment in terms of race and gender for all employers**

This area of the report provides the population representation in terms of recruitments for **all employers**.

**Table 11: Representation of employees recruited, including people with disabilities, by occupational level for all employers**

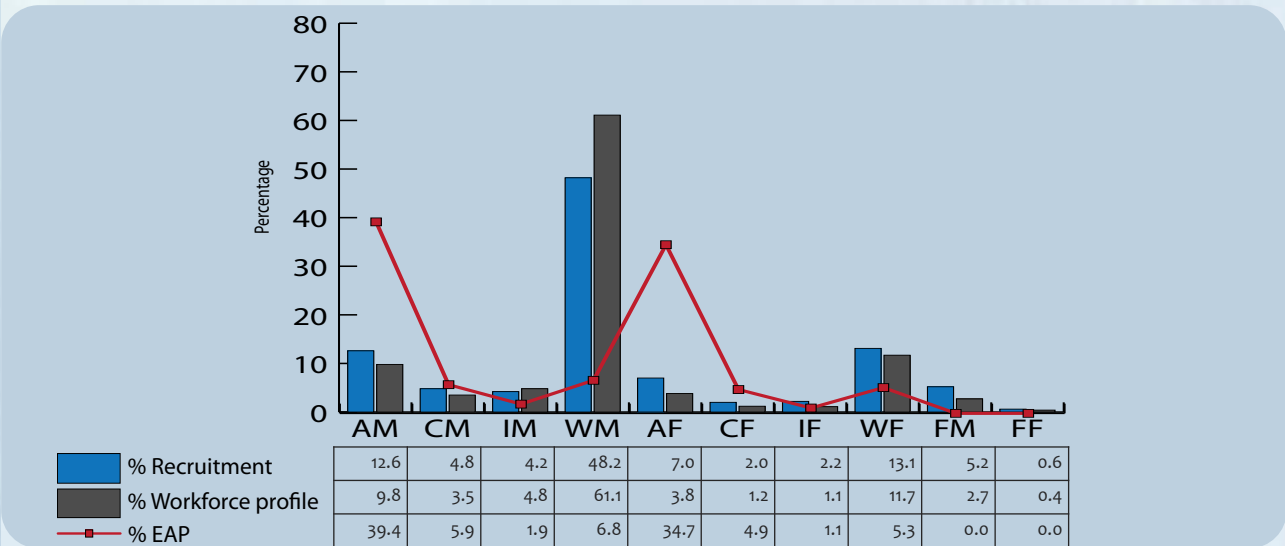
Occupational levels	Male				Female				Foreign national		Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Top management	256	97	86	976	142	40	44	265	106	13	2 025
	12.6%	4.8%	4.2%	48.2%	7.0%	2.0%	2.2%	13.1%	5.2%	0.6%	100.0%
Senior management	1 021	348	396	3 309	556	213	226	1 358	201	44	7 672
	13.3%	4.5%	5.2%	43.1%	7.2%	2.8%	2.9%	17.7%	2.6%	0.6%	100.0%
Professionally qualified and experienced specialists and mid-management	6 121	1 544	1 840	10 177	4 090	1 190	1 217	6 331	867	314	33 691
	18.2%	4.6%	5.5%	30.2%	12.1%	3.5%	3.6%	18.8%	2.6%	0.9%	100.0%
Skilled technical and lower management	32 065	7 830	4 860	25 848	22 062	6 066	3 930	16 728	2 309	473	122 171
	26.2%	6.4%	4.0%	21.2%	18.1%	5.0%	3.2%	13.7%	1.9%	0.4%	100.0%
Semi-skilled and discretionary decision making	109 836	17 496	5 825	13 381	67 273	22 958	6 378	16 143	7 292	484	267 066
	41.1%	6.6%	2.2%	5.0%	25.2%	8.6%	2.4%	6.0%	2.7%	0.2%	100.0%
Unskilled and defined decision making	103 885	12 400	1 930	2 467	52 018	11 655	1 093	1 119	4 524	1 182	192 273
	54.0%	6.4%	1.0%	1.3%	27.1%	6.1%	0.6%	0.6%	2.4%	0.6%	100.0%
<b>Total permanent</b>	<b>332 667</b>	<b>53 212</b>	<b>18 438</b>	<b>65 160</b>	<b>195 270</b>	<b>57 116</b>	<b>16 169</b>	<b>50 563</b>	<b>17 237</b>	<b>3 097</b>	<b>808 929</b>
	<b>41.1%</b>	<b>6.6%</b>	<b>2.3%</b>	<b>8.1%</b>	<b>24.1%</b>	<b>7.1%</b>	<b>2.0%</b>	<b>6.3%</b>	<b>2.1%</b>	<b>0.4%</b>	<b>100.0%</b>
Non-permanent employees	79 483	13 497	3 501	9 002	49 129	14 994	3 281	8 619	1 938	587	184 031
	43.2%	7.3%	1.9%	4.9%	26.7%	8.1%	1.8%	4.7%	1.1%	0.3%	100.0%
<b>Grand total</b>	<b>332 667</b>	<b>53 212</b>	<b>18 438</b>	<b>65 160</b>	<b>195 270</b>	<b>57 116</b>	<b>16 169</b>	<b>50 563</b>	<b>17 237</b>	<b>3 097</b>	<b>808 929</b>

Only the first four occupational levels and non-permanent employees from **Table 11** are illustrated below.

**Figure 16: Percentage representation of top management employees for all employers recruited by race and gender**

**Top Management**

AM - African male	WM - White male	IF - Indian female	FM - Foreign male
CM - Coloured male	AF - African female	WF - White female	FF - Foreign female
IM - Indian male	CF - Coloured female		

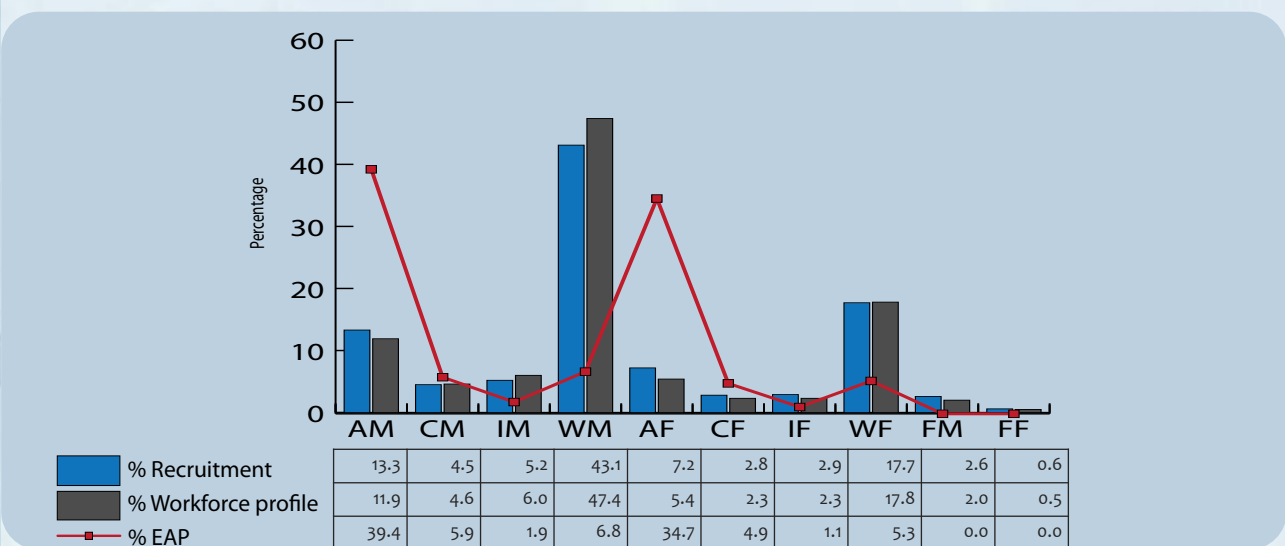


The recruitment of Whites at this level accounted for almost one-and-a-half times that of Blacks and nearly twice that of Africans. Male recruitment at this level accounted for almost three-and-a-half-times that of females, even though females are grossly under-represented at this level. The representation and recruitment of White males at this level continue to overshadow other groups by a huge margin.

**Figure 17: Percentage representation of senior management employees for all employers recruited by race and gender**

**Senior Management**

AM - African male	WM - White male	IF - Indian female	FM - Foreign male
CM - Coloured male	AF - African female	WF - White female	FF - Foreign female
IM - Indian male	CF - Coloured female		

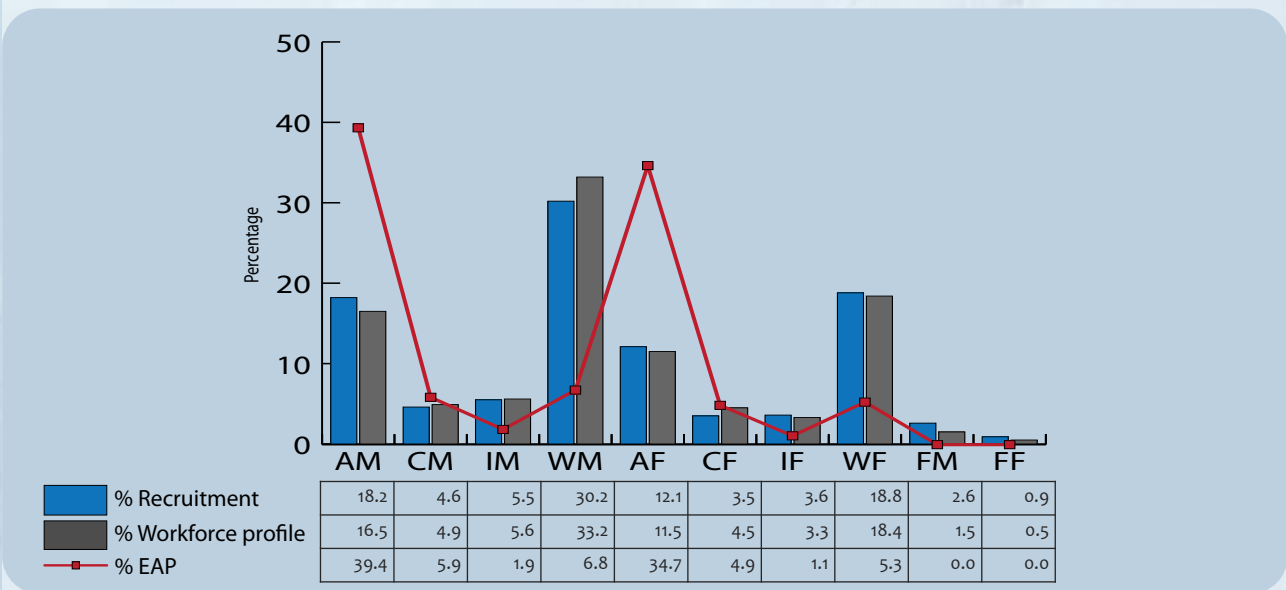


The recruitment of Whites at this level accounted for almost twice that of Blacks and nearly three times that of Africans. Recruitment of White females at this level is more than African, Coloured and Indian females combined. White male recruitment is the highest, although they dominate in terms of their representation at this level.

**Figure 18: Percentage representation of professionals and middle management employees for all employers recruited by race and gender**

**Professionally Qualified**

AM - African male	WM - White male	IF - Indian female	FM - Foreign male
CM - Coloured male	AF - African female	WF - White female	FF - Foreign female
IM - Indian male	CF - Coloured female		

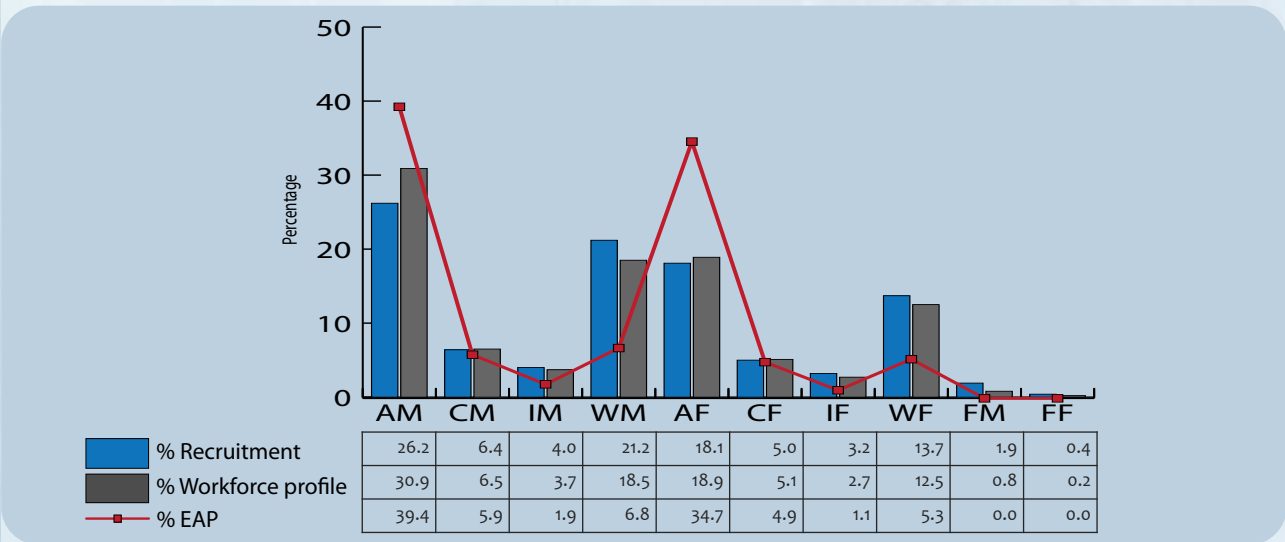


The recruitment of Whites at this level is approximately one-and-a-half times that of Blacks and almost two-and-a-quarter times that of Africans at this level. Once again, the recruitment of White females is nearly equal to that of African, Coloured and Indian females combined and approximately the same when compared to African males.

**Figure 19: Percentage representation of skilled employees for all employers recruited by race and gender**

**Skilled**

AM - African male      WM - White male      IF - Indian female      FM - Foreign male  
 CM - Coloured male      AF - African female      WF - White female      FF - Foreign female  
 IM - Indian male      CF - Coloured female

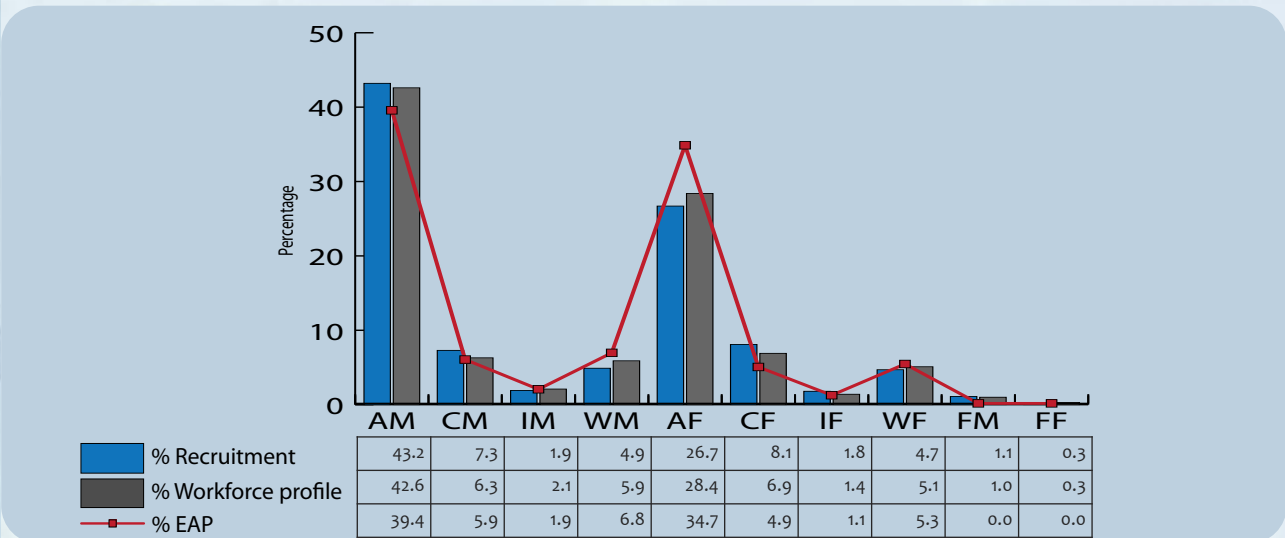


More recruitment opportunities accrued to Blacks at this level when compared to the top management, senior management and professionally qualified levels. Nevertheless, proportionally more White females and White males were recruited at this level than any other group in terms of race and gender.

**Figure 20: Percentage representation of non-permanent employees for all employers recruited by race and gender**

**Non-Permanent**

AM - African male      WM - White male      IF - Indian female      FM - Foreign male  
 CM - Coloured male      AF - African female      WF - White female      FF - Foreign female  
 IM - Indian male      CF - Coloured female





Recruitment opportunities at the Non-permanent level mainly accrued to Blacks (i.e. Africans, Coloureds and Indians). This could be an encouraging sign only if it results in permanent employment opportunities. Male recruitment is nearly one-and-a-half times that of females at this level.

#### 4.3.2 Promotions in terms of race and gender for all employers

This area of the report provides the population representation in terms of promotions for **all employers**.

**Table 12: Representation of employees promoted, including people with disabilities, by occupational level for all employers**

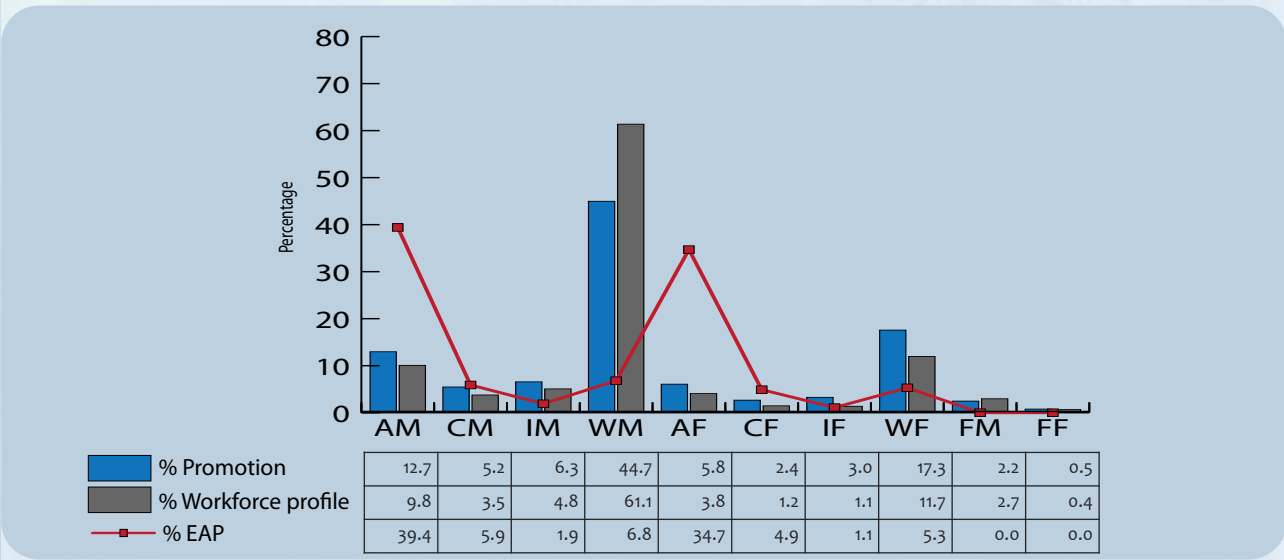
Occupational levels	Male				Female				Foreign national		Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Top management	188	77	93	660	85	35	45	255	33	7	1 478
	12.7%	5.2%	6.3%	44.7%	5.8%	2.4%	3.0%	17.3%	2.2%	0.5%	100.0%
Senior management	1 080	421	456	2 313	576	207	236	1 261	77	18	6 645
	16.3%	6.3%	6.9%	34.8%	8.7%	3.1%	3.6%	19.0%	1.2%	0.3%	100.0%
Professionally qualified and experienced specialists and mid-management	5 738	1 429	1643	6 303	3 369	1 159	1 138	4 275	229	91	25 374
	22.6%	5.6%	6.5%	24.8%	13.3%	4.6%	4.5%	16.8%	0.9%	0.4%	100.0%
Skilled technical and lower management	28 549	6 920	2830	10 811	15 121	5 100	2 466	8 176	380	116	80 469
	35.5%	8.6%	3.5%	13.4%	18.8%	6.3%	3.1%	10.2%	0.5%	0.1%	100.0%
Semi-skilled and discretionary decision making	41 321	5 024	1467	2 130	19 288	4 094	1 152	2 220	1 778	47	78 521
	52.6%	6.4%	1.9%	2.7%	24.6%	5.2%	1.5%	2.8%	2.3%	0.1%	100.0%
Unskilled and defined decision making	11 551	1 075	195	226	5 568	735	175	130	587	56	20 298
	56.9%	5.3%	1.0%	1.1%	27.4%	3.6%	0.9%	0.6%	2.9%	0.3%	100.0%
<b>Total permanent</b>	90 334	15 219	6842	22 730	44 745	11 561	5 356	16 504	3 310	343	216 944
	41.6%	7.0%	3.2%	10.5%	20.6%	5.3%	2.5%	7.6%	1.5%	0.2%	100.0%
Non-permanent employees	1 907	273	158	287	738	231	144	187	226	8	4 159
	45.9%	6.6%	3.8%	6.9%	17.7%	5.6%	3.5%	4.5%	5.4%	0.2%	100.0%
<b>Grand total</b>	90 334	15 219	6842	22 730	44 745	11 561	5 356	16 504	3 310	343	216 944

Only the first four occupational levels and non-permanent employees from **Table 12** are illustrated below.

**Figure 21: Percentage representation of top management employees promoted for all employers**

**Top Management**

AM - African male	WM - White male	IF - Indian female	FM - Foreign male
CM - Coloured male	AF - African female	WF - White female	FF - Foreign female
IM - Indian male	CF - Coloured female		

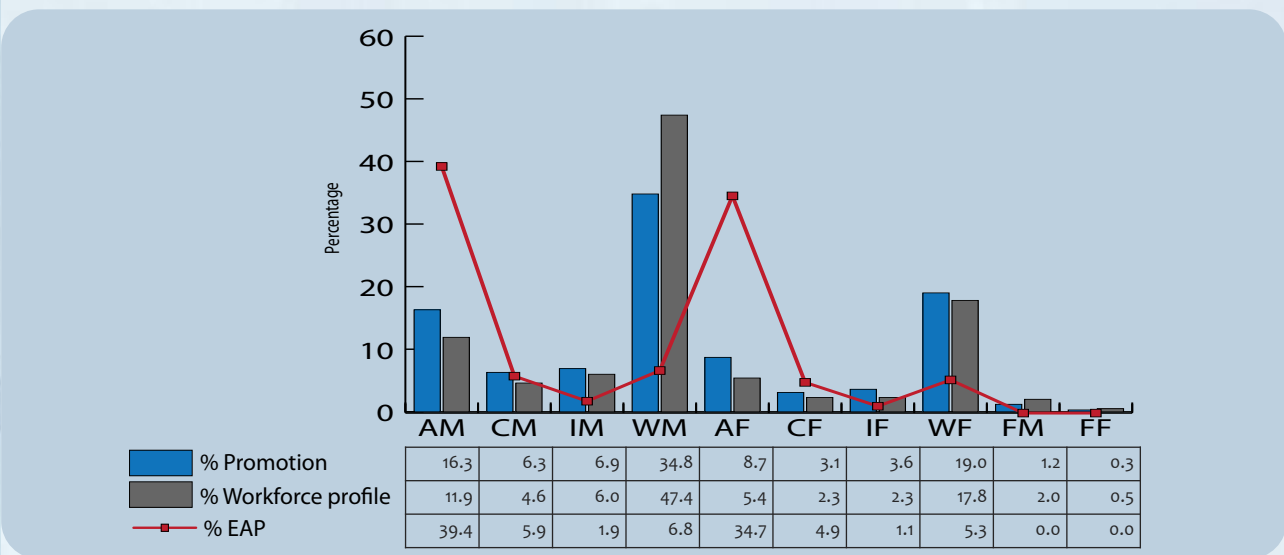


Most of the promotions at this level accrued to Whites, i.e. both male and female. Proportionally the least amount of promotions accrued to African males and African females.

**Figure 22: Percentage representation of senior management employees promoted for all employers**

**Senior Management**

AM - African male	WM - White male	IF - Indian female	FM - Foreign male
CM - Coloured male	AF - African female	WF - White female	FF - Foreign female
IM - Indian male	CF - Coloured female		

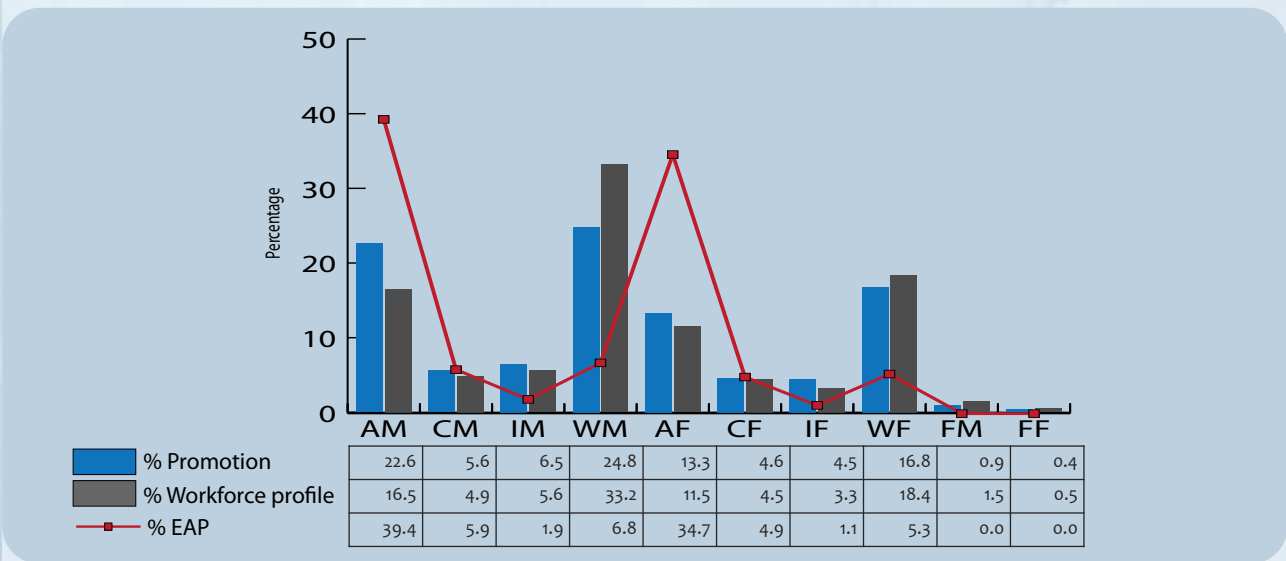


Yet again, most of the promotions at this level accrued to Whites. Proportionally, the least amount of promotions accrued to African males and African females at this level.

**Figure 23: Percentage representation of professionals and middle management employees promoted for all employers**

**Professionally Qualified**

AM - African male	WM - White male	IF - Indian female	FM - Foreign male
CM - Coloured male	AF - African female	WF - White female	FF - Foreign female
IM - Indian male	CF - Coloured female		

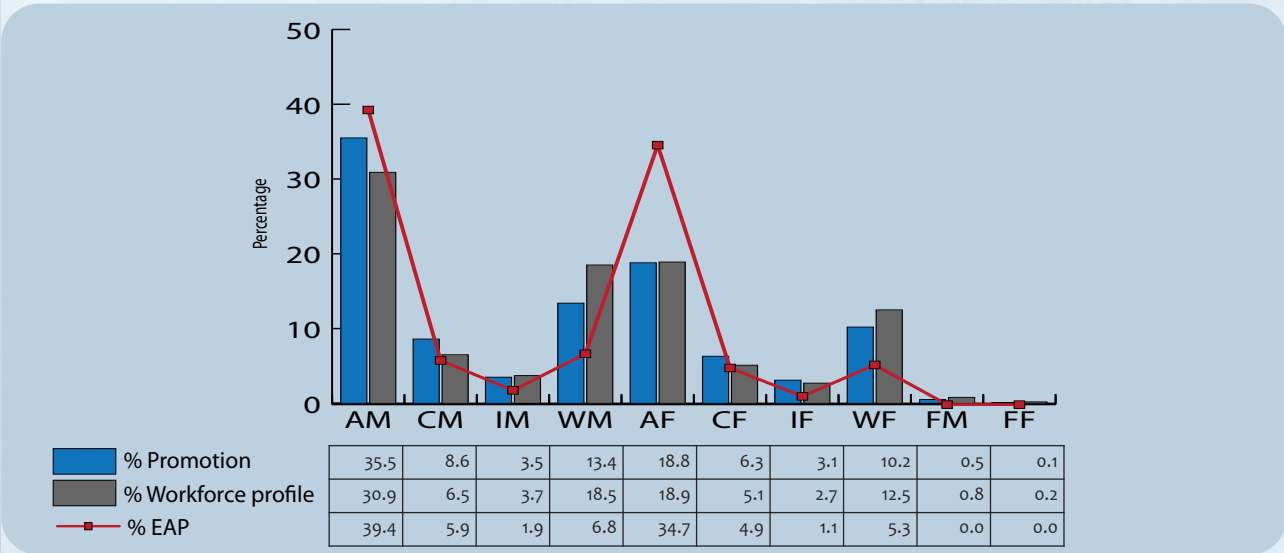


Generally, the promotions at this level are moving in the right direction, i.e. towards achieving equitable representation. The concern, however, is the small number of promotions for African females especially when one considers their EAP.

**Figure 24: Percentage representation of skilled employees promoted for all employers**

**Skilled**

AM - African male      WM - White male      IF - Indian female      FM - Foreign male  
 CM - Coloured male      AF - African female      WF - White female      FF - Foreign female  
 IM - Indian male      CF - Coloured female

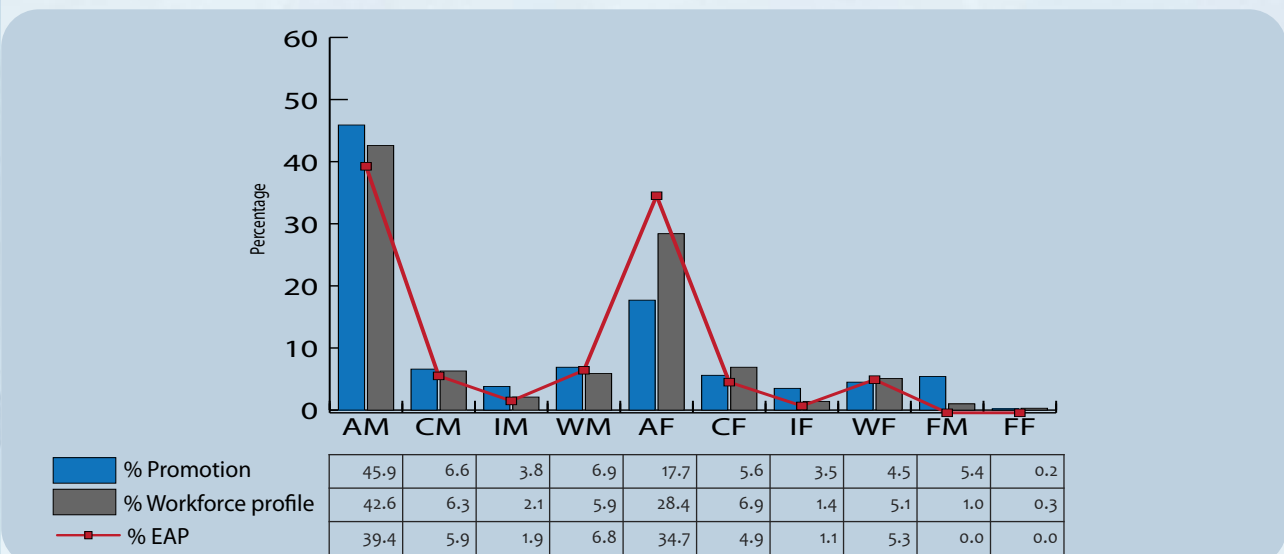


Promotions at this level are largely equitable. However, much more could be done to improve the aspirations of African females and Coloured females.

**Figure 25: Percentage representation of non-permanent employees promoted for all employers**

**Non-Permanent**

AM - African male      WM - White male      IF - Indian female      FM - Foreign male  
 CM - Coloured male      AF - African female      WF - White female      FF - Foreign female  
 IM - Indian male      CF - Coloured female



The promotions at this level are encouraging and are generally prone towards the achievement of equitable representation for males only. Promotions at this level for Black females, especially Africans and Coloureds, lag far behind the other groups.

### 4.3.3 Observations on workforce movements

Observations are made to determine whether employers are adopting recruitment and promotion strategies to achieve their employment equity numerical goals below.

#### Top Management

Occupational levels	Male				Female				Foreign national		Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Workforce profile for all employers	2 090	744	1 018	13 021	813	261	232	2 487	578	81	21 325
	9.8%	3.5%	4.8%	61.1%	3.8%	1.2%	1.1%	11.7%	2.7%	0.4%	100.0%
Recruitment for all employers	256	97	86	976	142	40	44	265	106	13	2 025
	12.6%	4.8%	4.2%	48.2%	7.0%	2.0%	2.2%	13.1%	5.2%	0.6%	100.0%
Promotion for all employers	188	77	93	660	85	35	45	255	33	7	1 478
	12.7%	5.2%	6.3%	44.7%	5.8%	2.4%	3.0%	17.3%	2.2%	0.5%	100.0%

Even though Whites have always dominated at this level, their recruitment and promotion rate continues to be much higher than the other groups. The same could be said for females, particularly African and Coloured females.

#### Senior Management

Occupational levels	Male				Female				Foreign national		Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Workforce profile for all employers	6 160	2 375	3 086	24 556	2 806	1 195	1 192	9 229	1 016	236	51 851
	11.9%	4.6%	6.0%	47.4%	5.4%	2.3%	2.3%	17.8%	2.0%	0.5%	100.0%
Recruitment for all employers	1 021	348	396	3 309	556	213	226	1 358	201	44	7 672
	13.3%	4.5%	5.2%	43.1%	7.2%	2.8%	2.9%	17.7%	2.6%	0.6%	100.0%
Promotion for all employers	1 080	421	456	2 313	576	207	236	1 261	77	18	6 645
	16.3%	6.3%	6.9%	34.8%	8.7%	3.1%	3.6%	19.0%	1.2%	0.3%	100.0%

The high recruitment and promotion rate of Whites at this level is no different when compared to the Top Management level. More could be done to recruit and promote females at this level, especially African and Coloured females.

## Professionally Qualified

Occupational levels	Male				Female				Foreign national		Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Workforce profile for all employers	32 254	9 561	10 837	64 775	22 444	8 824	6 495	36 006	2 943	1 062	195 201
	16.5%	4.9%	5.6%	33.2%	11.5%	4.5%	3.3%	18.4%	1.5%	0.5%	100.0%
Recruitment for all employers	6 121	1 544	1 840	10 177	4 090	1 190	1 217	6 331	867	314	33 691
	18.2%	4.6%	5.5%	30.2%	12.1%	3.5%	3.6%	18.8%	2.6%	0.9%	100.0%
Promotion for all employers	5 738	1 429	1 643	6 303	3 369	1 159	1 138	4 275	229	91	25 374
	22.6%	5.6%	6.5%	24.8%	13.3%	4.6%	4.5%	16.8%	0.9%	0.4%	100.0%

Whites continue to dominate in terms of representation, recruitment and promotion at this level. Males also appear to have an all-round domination at this level. More could be done for African and Coloured females at this level as it would serve as a feeder to increase their representation at the Senior and Top Management levels.

## Skilled

Occupational levels	Male				Female				Foreign national		Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Workforce profile for all employers	223 698	47 265	27 143	134 172	137 273	37 307	19 602	90 782	6 054	1 462	724 758
	30.9%	6.5%	3.7%	18.5%	18.9%	5.1%	2.7%	12.5%	0.8%	0.2%	100.0%
Recruitment for all employers	32 065	7 830	4 860	25 848	22 062	6 066	3 930	16 728	2 309	473	122 171
	26.2%	6.4%	4.0%	21.2%	18.1%	5.0%	3.2%	13.7%	1.9%	0.4%	100.0%
Promotion for all employers	28 549	6 920	2 830	10 811	15 121	5 100	2 466	8 176	380	116	80 469
	35.5%	8.6%	3.5%	13.4%	18.8%	6.3%	3.1%	10.2%	0.5%	0.1%	100.0%

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

### 4.4 Skills development for all employers

Below are tables that cover employee training information for **all employers** and observations are made on the data contained in them below.

#### 4.4.1 Population representation for skills development for all employers

**Table 13: Representation of employees, including for people with disabilities, and not the number of training courses attended, who received training in each occupational level for all employers**

Occupational levels	Male				Female				Foreign national		Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Top management	707	200	261	2 735	390	81	97	602	137	26	5 236
	13.5%	3.8%	5.0%	52.2%	7.4%	1.5%	1.9%	11.5%	2.6%	0.5%	100.0%
Senior management	4 273	1 295	1 513	10 428	2 913	870	823	4 293	276	70	26 754
	16.0%	4.8%	5.7%	39.0%	10.9%	3.3%	3.1%	16.0%	1.0%	0.3%	100.0%
Professionally qualified and experienced specialists and mid-management	41 379	5 471	6 439	33 386	20 565	6 203	5 214	21 872	901	537	141 967
	29.1%	3.9%	4.5%	23.5%	14.5%	4.4%	3.7%	15.4%	0.6%	0.4%	100.0%
Skilled technical and lower management	98 283	22 200	14 646	59 379	53 879	19 922	10 579	43 830	1 906	798	325 422
	30.2%	6.8%	4.5%	18.2%	16.6%	6.1%	3.3%	13.5%	0.6%	0.2%	100.0%
Semi-skilled and discretionary decision making	260 360	35 360	11 798	26 283	115 562	34 277	10 325	24 406	20 016	648	539 035
	48.3%	6.6%	2.2%	4.9%	21.4%	6.4%	1.9%	4.5%	3.7%	0.1%	100.0%
Unskilled and defined decision making	108 311	9 303	1 651	2 097	61 060	11 456	1 180	1 607	6 998	176	203 839
	53.1%	4.6%	0.8%	1.0%	30.0%	5.6%	0.6%	0.8%	3.4%	0.1%	100.0%
<b>Total permanent</b>	<b>542 157</b>	<b>78 640</b>	<b>37 376</b>	<b>137 129</b>	<b>278 837</b>	<b>78 192</b>	<b>28 931</b>	<b>98 637</b>	<b>31 122</b>	<b>2 482</b>	<b>1 313 503</b>
	<b>41.3%</b>	<b>6.0%</b>	<b>2.8%</b>	<b>10.4%</b>	<b>21.2%</b>	<b>6.0%</b>	<b>2.2%</b>	<b>7.5%</b>	<b>2.4%</b>	<b>0.2%</b>	<b>100.0%</b>
Non-permanent employees	28 844	4 811	1 068	2 821	24 468	5 383	713	2 027	888	227	71 250
	40.5%	6.8%	1.5%	4.0%	34.3%	7.6%	1.0%	2.8%	1.2%	0.3%	100.0%
<b>Grand total</b>	<b>542 157</b>	<b>78 640</b>	<b>37 376</b>	<b>137 129</b>	<b>278 837</b>	<b>78 192</b>	<b>28 931</b>	<b>98 637</b>	<b>31 122</b>	<b>2 482</b>	<b>1 313 503</b>

Only the first four occupational levels and non-permanent employees from **Table 13** are illustrated below.

#### **Percentage representation of top management employees for all employers who received training by race and gender**

Blacks who received training accounted for 33.1% of all employees at the Top Management level. Black males represented 22.3% (i.e. African male 13.5%, Coloured male 3.8% and Indian male 5.0%). Black females represented 10.8% (i.e. African female 7.4%, Coloured female 1.5% and Indian female 1.9%). Whites accounted for 63.7% of all employees who received training at this level. White males accounted

for 52.2% and White females accounted for 11.5%. Foreign nationals who received training accounted for 3.1% of all employees at this level. Foreign males accounted for 2.6% and foreign females accounted for 0.5%.

### **Percentage representation of senior management employees for all employers who received training by race and gender**

Blacks who received training accounted for 43.8% of all employees at the Senior Management level. Black males represented 26.5% (i.e. African male 16.0%, Coloured male 4.8% and Indian male 5.7%). Black females represented 17.3% (i.e. African female 10.9%, Coloured female 3.3% and Indian female 3.1%). Whites accounted for 55.0% of all employees who received training at this level. White males accounted for 39.0% and White females accounted for 16.0%. Foreign nationals who received training accounted for 1.3% of all employees at this level. Foreign males accounted for 1.0% and foreign females accounted for 0.3%

### **Percentage representation of professionals and middle management employees for all employers who received training by race and gender**

Blacks who received training accounted for 60.1% of all employees at the Professionally Qualified and Middle Management level. Black males represented 37.5% (i.e. African male 29.1%, Coloured male 3.9% and Indian male 4.5%). Black females represented 22.6% (i.e. African female 14.5%, Coloured female 4.4% and Indian female 3.7%). Whites accounted for 38.9% of all employees who received training at this level. White males accounted for 23.5% and White females accounted for 15.4%. Foreign nationals who received training accounted for 1.0% of all employees at this level. Foreign males accounted for 0.6% and foreign females accounted for 0.4%

### **Percentage representation of skilled employees for all employers who received training by race and gender**

Blacks who received training accounted for 67.5% of all employees at the skilled level. Black males represented 41.5% (i.e. African male 30.2%, Coloured male 6.8% and Indian male 4.5%). Black females represented 26.0% (i.e. African female 16.6%, Coloured female 6.1% and Indian female 3.3%). Whites accounted for 31.7% of all employees who received training at this level. White males accounted for 18.2% and White females accounted for 13.5%. Foreign nationals who received training accounted for 0.8% of all employees at this level. Foreign males accounted for 0.6% and foreign females accounted for 0.2%.

### **Percentage representation of non-permanent employees for all employers who received training by race and gender**

Blacks who received training accounted for 91.7% of all employees at the Non-Permanent level. Black males represented 48.8% (i.e. African male 40.5%, Coloured male 6.8% and Indian male 1.5%). Black females represented 42.9% (i.e. African female 34.3%, Coloured female 7.6% and Indian female 1.0%). Whites accounted for 6.8% of all employees who received training at this level. White males accounted for 4.0% and White females accounted for 2.8%. Foreign nationals who received training accounted for 1.5% of all employees at this level. Foreign males accounted for 1.2% and foreign females accounted for 0.3%.

### **Observations and remarks on skills development**

Proportionally in terms of the EAP, more White and Indians employees (i.e. both male and female) received training in the Skilled, Professionally Qualified, Senior Management and Top Management levels when compared to any other population group. In addition, more males received training in



2008 at each level than females.

The training of the Black group in the semi-skilled and unskilled levels is in line with their EAP, which is the case from year-to-year. Training received by Blacks at these levels over the years should have had more of an impact in terms of increasing their representation in the middle-to-upper levels, which is not happening. This creates the perception that Blacks, particularly African and Coloureds, are on perpetual training with very little or no hope of climbing the corporate ladder.

The Commission therefore found it necessary to include a provision in the Amended Regulations, which is due to be released in the first half of 2009, a requirement for employers to only report on training that is geared towards the achievement of their numerical goals. This type of training must be informed by the need to create a pool of suitably qualified individuals from the designated groups in order to address their under-representation in an employer's workplace.

**An extract from a speech given by the Minister of Labour, Mr Membathisi Mdladlana in Parliament on 15 May 2008**

“On the 19th of October 1998, we promulgated the Employment Equity Act. Guided by the Constitution of the Republic, in this Act our purpose is to promote “equal opportunity and fair treatment in employment” and to implement “affirmative action measures to redress the disadvantages in employment experienced by designated groups”. Ten years on, research conducted by the Sociology of Work Programme at Wits University tells us that, “the hierarchy of the national labour market is still very much racialised; occupations at the lower-end and lowest end are almost exclusively filled by Black people and African women respectively, whilst the very top-end occupation has the smallest proportion of Black people and especially African people. Coloured people are clustered from middle of the range to lower end occupations whilst Indian people and White people are predominantly located in middle to high end occupations”. Black people remain at the lowest end of the labour market hierarchy. Fourteen years into our democracy, why is this still the case? The common answer to this question is that there are not enough well qualified Black people to employ.”

“Madam Speaker, we went further and asked researchers at the HSRC to help us answer this question of the disappearance or non-appearance of Black people who are qualified, in a country where the majority is Black. This disappearing act is simply too startling. We must remember that according to the Employment Equity Act of 1998, section 20 (3) describes how employees may be regarded as suitably qualified for a job. The Act regards a person as suitably qualified for a job as a result of any one, or a combination of that person's:

- formal qualifications
- prior learning
- relevant experience
- capacity to acquire, within a reasonable time, the ability to do the job.”

“Our respected researchers have since come back to us with their findings on this disappearance of qualified Black people in South Africa. They tell us that their data “shows that there is a growing pool of designated groups that on the basis of formal post-school qualifications may be regarded as suitably qualified in terms of the provision of the EE Act”. They go further and say when looking nationally at higher education qualifications, “there appeared to be a concerted effort across all study fields to increase the rate of growth of Black graduates, and Africans in particular. Very high rates of growth in the supply of Africans and females (in certain instances) attest to that transformative imperative”. They then conclude with the assertion that, “there is very little merit in the assertion that “they [qualified Blacks and women] were not out there”.

“Simply put, Madam Speaker, we have found well qualified Black people in South Africa, they have

reappeared. Nonetheless, we went further to not only focus on formal qualifications, but also looked for qualified Black people based on prior learning, relevant experience, and capacity to acquire the ability to do the job – as per the Employment Equity Act criteria. Again, research tells us that “nearly half of the sample projected showed potential to advance, most of those with potential are currently placed in semi-skilled positions, and potential to advance is evident in all population groups, and particularly also in females”. More Black people with potential to advance in the workplace have again been found. Madam Speaker, we have stopped searching – these are not the fruits of our labour that we envisioned ten years ago.”

# 5. Trends analysis

This area covers employment equity trends for the three most recent reporting periods that involved both large and small employers (i.e. 2004, 2006 and 2008). It also provides trends separately for the three most reporting periods that involved only large employers (i.e. 2003, 2005 and 2007). In addition, line graphs depicting trends from 2000 to 2008 are included for the first three occupational levels.

## 5.1 Numbers of Employment Equity Reports received for 2004, 2006 And 2008

Employment Equity Reports were received from both large and small employers in 2000, 2002, 2004, 2006 and 2008. In 2001, 2003, 2005 and 2007 only large employers were required to report. Therefore, focus is placed on Employment Equity Reports received for three reporting periods when both large and small employers were expected to report, i.e. the 2004, 2006 and 2008 reporting periods.

**Table 14: Number of reports received and included in the analysis**

Year	Reports received	Reports excluded	Reports included in analysis	% Change in the number of reports analysed	Number of workers covered in the analysis
2004	9 389	3 835	5 554	N/A	2 534 525
2006	6 876	2 482	4 394	-26.4%	1 641 179
2008	10 580	3 351	7 229	64.5%	2 977 862

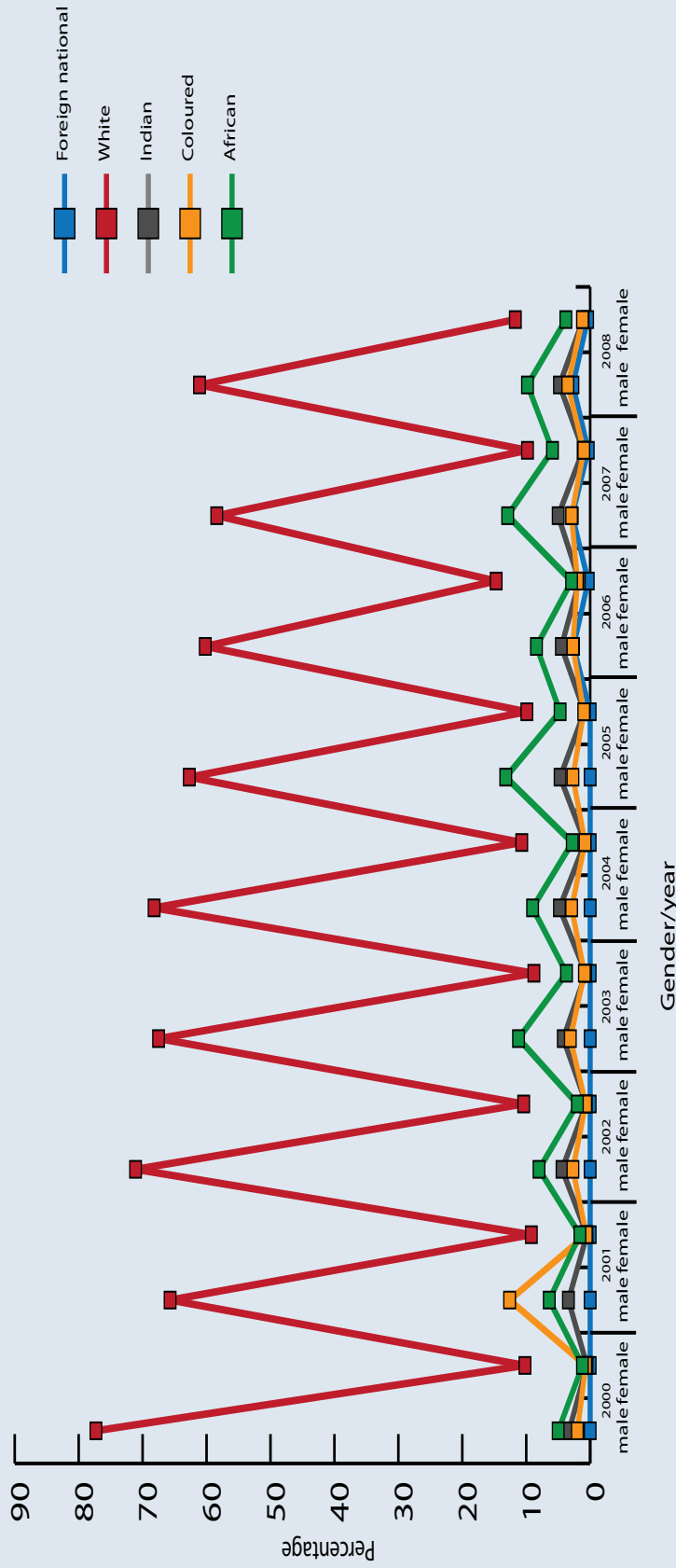
**Table 14** shows a decrease in the number of reports received and the number of employees covered from 2004 to 2006. An increase is however recorded for the number of reports received and the number of employees covered from 2006 to 2008. A number of factors may attribute for these variations: mergers, closure/liquidations and consolidations, changes in designated status, etc. It is clear to the Commission that over and above these factors a number of employers have stopped submitting reports.

A promising feature towards reaching a paperless work environment for the Commission was the increase in the number of employers who reported online in 2008. In 2006 when both large and small employers reported, 338 employers reported online. In 2008, 3 977 employers reported online, which represented an increase of approximately 1 000%.

## 5.2 Trends from 2000 to 2008

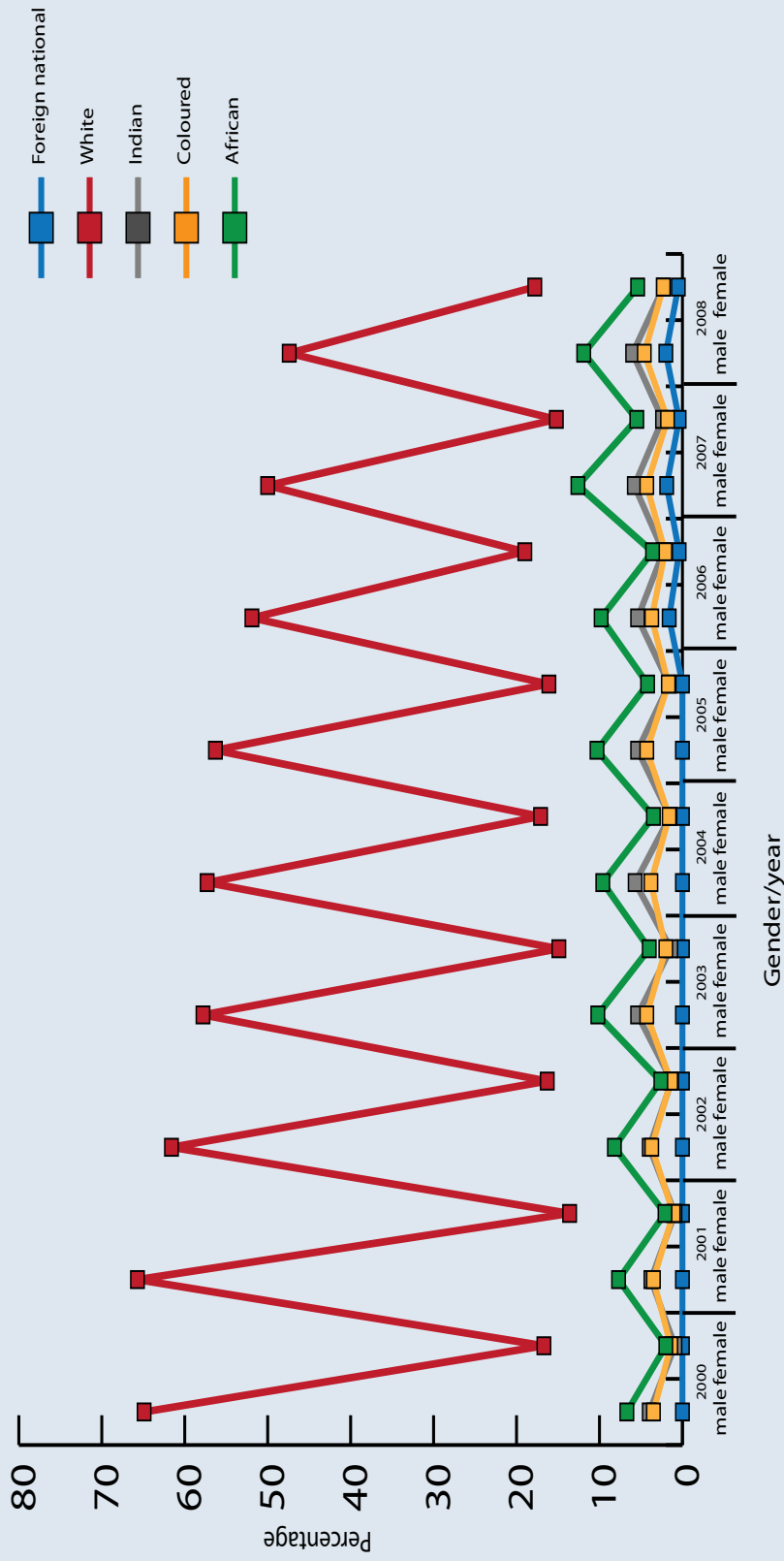
Line graphs depicting the race and gender representation trends for the Top Management, Senior Management and Professionally Qualified levels are provided in **Figure 26**.

Figure 26: Race and gender trends for the top management level from 2000 to 2008



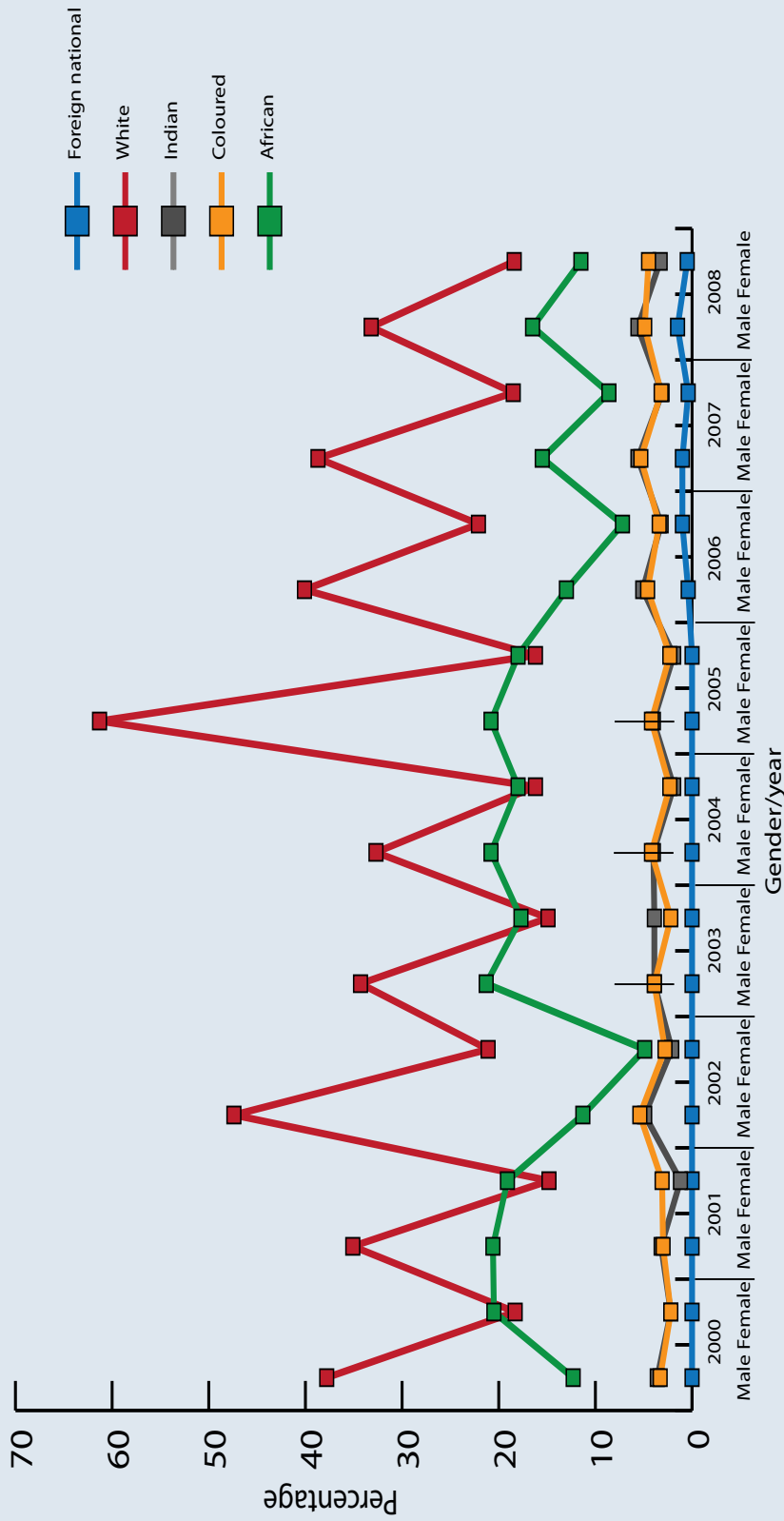
The line graph above depicts a very disturbing trend at the Top Management level from 2000 to 2008. Although White male representation dropped slightly over the years, they continue to dominate by a large margin when compared to any other group in terms of race and gender at this level. No other group in terms of race and gender came even close to exceeding 20%, whereas White male representation appeared to have hung around 60% to 70% at this level over the years. The slight drop in representation appears to have mainly benefited African males, Indian males and White females.

Figure 27: Race and gender trends for the senior management level from 2000 to 2008



White male representation appears to have hovered around the 50% to 60% mark at the Senior Management level from 2000 to 2008. Just like the Top Management level, the small drop in White male representation over the years appear to have mostly benefited African males and Indian males. White female representation at this level seemed to have lingered around the 10% to 20% mark over the years, while at the same time no other group exceeded the 10% representation at this level.

Figure 28: Race and gender trends for the professionally qualified level from 2000 to 2008



Apart from White male representation at this level spiking to around 50% and 60% in 2002 and 2005 respectively, their representation remained at around 35% to 40% over the years. At the same time, White female representation continued to linger around the 15% to 20% mark. African representation spiked to about 20% until around 2005, which thereafter hovered around the 10% mark. The trend is very disturbing because the small pool of designated groups represented at this level also impedes their movement into the Senior Management and Top Management levels.

# 6. Income differential in terms of race and gender for all employers

## 6.1 Study on population and income group

A research report published by the Bureau of Market Research (BMR) at the University of South Africa (UNISA) in 2008 covered income streams for each population group according to various income categories. The percentage distribution for each population group in terms of income earned for each income category is captured in **Table 6.1**.

**Table 6.1: Percentage of population (16+ years) by population and income group**

Population group	R0-R50K	R50K-100K	R100K-300K	R300K-500K	R500K-750K	R750K+	Total
	%	%	%	%	%	%	%
Africans	83.2	8.8	6.7	0.9	0.2	0.1	100.0
Asians	57.8	14.2	20.4	4.2	2.4	0.9	100.0
Coloureds	70.8	16.4	10.9	1.4	0.3	0.1	100.0
Whites	37.9	12.2	31.5	10.5	4.3	3.6	100.0
Total	75.5	10.1	10.7	2.3	0.8	0.6	100.0

(k=000)

**Table 6.1** shows that the proportion of Whites and Indians who earned more than R100K in the 2007/08 financial year far exceeds that of any other group. At the same time, the table shows that the proportion of Africans and Coloureds who earned within the range of R0K to R50K is much larger than any other group (i.e. 83.2% and 70.8% respectively).

## 6.2 Income differential in terms of race and gender for all employers

This area of the report covers data received from employers on remuneration contained in the EEA4 forms submitted to the Department of Labour by employers in 2008. The average has been calculated by taking the total remuneration of a particular group and dividing it by the number of people in that group in terms of race and gender and occupational level. The figures were then rounded to the nearest R 1 000 (k=000) and included in the appropriate cells in **Table 6.2**.

The data received from employers in their Income Differential Statement confirms the income trends in terms of the various population groups depicted in the research report published by the Bureau of Market Research (BMR) at the University of South Africa (UNISA) in the previous table. The incomes depicted in **Table 6.2**, however, do not confirm the incomes depicted in the previous table because the quality of data provided by some employers are highly questionable. The Department found that many employers did not, amongst other things, provide data as required by the Regulations – they did not round figures to the nearest rand or even provide accurate data. Some were even reluctant to complete the EEA4 forms accurately, which is in breach of the law.

Occupational level		For level	Male				Female			
			A	C	I	W	A	C	I	W
Top management	No. of employees	21 964	2 402	809	1 062	13 572	940	290	257	2 632
	Average remuneration	R 1 340k	R 997k	R 836k	R 957k	R 1 642k	R 713k	R 603k	R 571k	R 789k
Senior management	No. of employees	6 336	2 378	3 109	25 220	2 868	1 194	1 212	9 438	51 755
	Average remuneration	R 1 791k	R 4 196k	R 865k	R 1 192k	R 1 666k	R 1 063k	R 659k	R 854k	R 1 427k
Professionally qualified and middle management	No. of employees	33 621	9 724	11 109	66 830	22 705	8 870	6 628	37 048	196 535
	Average remuneration	R 691k	R 507k	R 523k	R 779k	R 805k	R 559k	R 428k	R 854k	R 784k
Skilled technical and lower management	No. of employees	229 467	48 339	27 800	136 788	141 166	38 019	20 186	93 808	735 573
	Average remuneration	R 221k	R 180k	R 192k	R 227k	R 294k	R 231k	R 169k	R 205k	R 240k
Semi-skilled and discretionary decision making	No. of employees	565 729	75 798	24 510	48 482	281 571	86 798	23 341	64 298	1 170 527
	Average remuneration	R 145k	R 169k	R 104k	R 145k	R 233k	R 89k	R 92k	R 177k	R 220k
Unskilled and defined decision making	No. of employees	379 934	36 843	5 986	6 365	189 901	35 633	3 395	3 056	661 113
	Average remuneration	R 60k	R 66k	R 76k	R 112k	R 112k	R 46k	R 43k	R 45k	R 104k

**Table 6.2: Income differentials in terms of race and gender**

The data, despite it being questionable, does confirm that Whites and Indians on average generally tend to earn the highest amounts at nearly every level and Africans and Coloureds on average generally tend to earn the lowest at nearly every level.



# 7. General observations and concluding remarks

White males continue to dominate the top echelons in the private sector followed by White females and the Indian population. Africans and Coloureds continue to languish at the bottom with a few Africans sprinkling on top. Data also shows that even in the disability group White people are still being disproportionately preferred.

Had the private sector been reported exclusively, the picture as painted in the paragraph above would have been looking far worse. The inclusion of the State Owned Enterprises data positively influenced the final result. This misrepresentation will not be repeated in the next report.

A striking revelation on **Table 3** is data that shows that Africans constitute the majority in the professionally qualified and skilled category; however this majority is not carried through proportionately to the higher levels. Needless to mention that this anomaly fuels the claims from certain segments of the society that believe that racism is still reigning supreme and is the biggest factor that continue to deny Africans and Coloureds their deserved positions in the corporate world. It is also worth noting that **Table 3** constitutes an independent confirmation of the 2008 HSRC research on skills supply that had a telling concluding statement, “there is very little merit in the assertion that “they [qualified Blacks and females] were not out there”.”

For the first time this year, government departments were reported separately. Contrary to the pre-election claims that the so-called minority groups (Whites, Indians and Coloureds) were underrepresented, data shows that in fact these groups either approximate or exceed their EAP representation at senior and top levels in government. Government should now focus its attention more to the qualitative aspects to ensure true and sustainable empowerment.

The plethora of transformation charters continue to cause a distraction in the implementation of this Act. Companies continue to worship the immeasurable spirit of the law over the measurable letter of the law, resulting in the lack of demonstrable and tangible transformation beyond statements of intent and strategic plans.

## Key recommendations

- Greater collaboration between the Commission with the relevant Chapter 9 institutions to consolidate the messaging
- Greater collaboration with NEDLAC social partners, especially big business
- Zero tolerance on defaulting companies which MUST result in prosecution
- Government MUST exercise the power in its disposal as per section 53 of the EE Act
- The fines must be escalated to 10% of turnover similar to the Competitions Commission
- Name and Shame in 2009/10 to target companies in breach individually rather than grouping the offenders and by default providing “safety in numbers” cushion
- Name and Praise for companies that show compliance with both procedural and substantive

aspects of the law.

The continued exclusion of “people of colour” in the mainstream US economy, despite them being a minority, is testimony that markets on their own are incapable of transforming society. The legislative enforcement of the Employment Equity Act is still the ONLY viable option to rationally democratise the economic emancipation of our people.

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# Glossary

Commission	Means the Commission for Employment Equity (CEE)
Department	Means the Department of Labour
DG	Means the Director-General of the Department of Labour
Designated groups	Mean Black people (i.e. Africans, Coloureds and Indians), females and people with disabilities who are natural persons and:
	<ul style="list-style-type: none"> <li>• are citizens of the Republic of South Africa by birth or descent; or</li> </ul>
	<ul style="list-style-type: none"> <li>• are citizens of the Republic of South Africa by naturalisation before the commencement date (i.e. 27 April 1994) of the interim Constitution of the Republic of South Africa Act of 1993; or</li> </ul>
	<ul style="list-style-type: none"> <li>• became citizens of the Republic of South Africa from the commencement date of the interim Constitution of the Republic of South Africa Act of 1993, but who, not for apartheid policy that had been in place prior to that date, would have been entitled to acquire citizenship by naturalisation prior to that date.</li> </ul>
Foreign nationals	Are those natural persons who are not citizens, or are those who received their citizenship after 26 April 1994 and their descendents.
Small employers	Are those designated employers who employ less than 150 employees.
Large employers	Are those designated employers who employ 150 or more employees.
EAP	The Economically Active Population (EAP) includes people from 15 to 64 years of age who are either employed or unemployed and seeking employment.
NEDLAC	National Economic Development and Labour Council.









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