

Employment Equity Commission

Annual Report 2009/10

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On behalf of the Employment Equity Commission, I am privileged to present the 11th Annual Report of the Commission in terms of Section 16 of the Affirmative Action (Employment) Act, No 29 of 1998, to the Minister of Labour and Social Welfare.

The core objective of the Affirmative Action (Employment) Act, No 29 of 1998 is to achieve equity and equality and to eliminate barriers in the workplace so that no person shall be denied employment opportunities for reasons unrelated to ability. Furthermore, the Act seeks to ensure progress towards a more representative workforce that is reflective of the demographics of Namibia at all levels of employment.

The Affirmative Action (Employment) Act requires all relevant employers, i.e. employers employing twenty-five (25) or more employees to develop and implement affirmative action plans in order to achieve a fair and representative workforce.

The national programme of affirmative action continues to move forward despite challenges, constraints and slow pace of progress. The Commission is, however, confident that with its improved capacity in respect of its personnel strength and other vital operational equipment, the challenges will be faced with confidence and a measure of a good chance to overcome them.

The Commission has since its inception in 1999, accumulated a large collection of figures and employee statistical data presented by relevant employers to the Commission through the obligatory annual affirmative action reports. The Commission believes that it is time that these figures are analyzed and interpreted with a view to giving them some tangible meaning that will clearly indicate the patterns and trends that



have emerged since the national programme of affirmative action was commissioned.

In light of the above the Employment Equity Commission wishes to identify some units of data collected for the purpose of making them a subject of research.

It is strongly felt that a lot of figures have been collected but they serve very little purpose, if any at all, because their

metamorphosis process has not been analyzed and interpreted in order to determine the trends vis-à-vis the progress towards equity in employment. Researching information available has not been our society's strong point and the Commission wishes to play an active part in breaking with this rather complacent culture and attitude towards research as researched data is vitally critical to any leadership for the purpose of better planning and policy formulation.

Finally, this annual report has tried to present condensed information as collected from relevant employers over the twelve months of the review period and it is trusted that it provides a clear picture of the current state of affairs and status of our national programme of affirmative action. We therefore, hope that all stakeholders and the public at large gain the necessary insight so as to enable them to make informed judgment about the state of employment equity or to suggest ways and measures that can be employed to expedite the rate of progress towards equity in employment.

Vilbard T Usiku
Employment Equity Commissioner

VISION

The Employment Equity Commission's Vision is -

To achieve employment equity through the elimination of employment barriers against persons in designated groups.

MISSION

To ensure that all categories of employment within the workforce of every relevant employer reflect our national demographic profile.

OUR OPERATIONAL VALUES

In performing our duties we will operate with the following values:

Transparency

- We shall strive, at all times, to conduct our business in strict adherence to the principles of democracy and transparency.

Confidentiality

- We shall treat information that might endanger national security or cause damage to any relevant employer or person, with strict confidentiality.

Objectivity

- We commit ourselves to discharging our statutory duties honestly, impartially, even-handedly, reasonably and fairly.

Justice

- We shall perform our functions in strict compliance with the principle of administrative justice.

Quality

- We shall discharge our statutory duties diligently, effectively, professionally, promptly and in a cost-effective manner.

The Employment Equity Commission Customer Service Charter shall function within the framework of the Affirmative Action (Employment) Act, No 29 of 1998 and the Public Service Charter of the Republic of Namibia

CORE FUNCTION OF THE EMPLOYMENT EQUITY COMMISSION

To inquire into whether a relevant employer has adopted and is implementing an affirmative action plan and whether any particular affirmative action plan or affirmative action measure meets the objects of the Act, and to take actions prescribed by or under the Act in regard thereto.

To advise any person, body, institution, organisation, or interest group on matters pertaining to the objects of the Act.

THIS CHARTER:

- Sets the standards of service you can expect from the Employment Equity Commission.
- Articulates our commitment to providing quality, effective, efficient and fair service.
- Outlines our *modus operandi*.
- Sketches out our expectations from you.

WE COMMIT OURSELVES TO:

- Provide the necessary advice, assistance and guidance to relevant employers, designated groups and employees, in furtherance of the principles of equity and equality in the workplace.

- Taking all necessary measures to encourage and urge all relevant employers to effect good employment practices.
- Ensuring that all relevant employers adopt and implement affirmative action plans consistent with Affirmative Action (Employment) Act.

WE SHALL STRIVE TO PROVIDE THE FOLLOWING STANDARDS OF SERVICE:

- We shall appoint a Review Officer within (10) after submission of an affirmative action report.
- We shall finalise the review of an affirmative action report within ninety (90) days of its submission to the Commission.
- We shall give you feed back, on the state of your report, when it is applicable, within thirty (30) days after the review by the Commission.
- We shall acknowledge receipt of, and respond to all correspondence within 10 (ten) working days.
- We shall attend to any complaint brought to our attention within twenty (20) days.

OUR EXPECTATIONS FROM RELEVANT EMPLOYERS:

- To strictly respect and observe prescribed deadlines.
- To submit complete and accurate affirmative action reports that meet all requirements of the Act
- To comply with the provisions of the Act.

The Employment Equity Commission received and reviewed a total of 511 affirmative action reports during this review year (2009-2010) in order to verify compliance with the affirmative action law.

Sadly, some relevant employers failed to submit their affirmative action reports by the reporting deadline while others failed to submit their affirmative action reports at all. As a result, a total of 48 relevant employers were charged and appeared before the courts whereupon they were found guilty and convicted.

The Commission visited a number of workplaces in order to maintain regular contact and continuous dialogue between the Office, relevant employers and employees. It is through workplace visits and dialogue that the Commission can inform itself better about issues relating to affirmative action implementation at the workplace and about challenges faced by relevant employers as they implement their affirmative action programmes.

The statistical figures presented in this report reflect slow progress and highly skewed workforce profiles in many workplaces. 20 years after independence, 59% of Executive Director positions and 43% of senior management positions are still held by White Namibians. Black women in particular are still under-represented at higher levels of employment in virtually all industrial sectors.

Many sectors continue to be male-dominated, for example construction, mining, private security and manufacturing. Even in the public service where women account of the majority of employees, they are under-represented at management level. Thus Namibian workplaces still reflect a severe racial and gender bias. Also, persons with disability continue to account for just a minute number of employees, usually well below 1% of the total.

Some of the worrying trends observed during the year under review were that 50% of new recruits at Executive Director's level were previously racially advantaged persons while the overall recruitment of women fell to 40%. Furthermore, dismissals due to misconduct increased by 30% and dismissals for incapacity by a staggering 107% compared to the previous year.

Given the often talked about skills deficit in Namibia, it is also worrying that there was an overall reduction in training and that training at management level benefitted the previously racially advantaged group to a large extent.

Despite the very slow pace of change, the figures presented in this report reveal a few positive trends that need to be mentioned. More women and Black Namibians are now in management positions in the construction sector and the level of training increased in the sector. More promotions were awarded to designated groups and more training was provided for women and persons with disabilities in the education sector; more women were recruited into the fishing sector and training was increased in the mining and service sectors; more employment was created and more promotions and training given in the tourism and hospitality sector. Although transport remained male dominated, more women are now being employed. These are encouraging signs but Namibia's road towards achieving substantial equity at all levels of employment is still a long one.



Mr. V T Usiku
*Employment Equity
Commissioner*



Ms. I Koujo
Deputy Director



Ms. O Kanyangela
Control Review Officer



Ms. M M M Pieters
Chief Control Officer



Mr. C S Theunissen
NAMPOL Assigned to EEC



Mr. I Heita
Review Officer



Ms. D Kaitjizemine
Review Officer



Mr. P Sheehama
Review Officer



Ms. E Mukotola
Private Secretary



Mr. G Brinkmann
Administrative Clerk



Ms. O Muleke
Data Typist



Mr. V T Usiku
Chairman



Dr. H Pomuti
Deputy Chairperson



Mr. G Mutendere
NFPDN



Ms. E Gideon
SWAPO



Ms. M Jantjies
SWAPO



Mr. U Ueitele
Women



Mr. A Mwiya
State



Ms. H Hubsch-Karigus
C.O.D



Ms. L Davies
Employers



Mr. M Kavutjane
State



Ms. R Ndakola
Women



Mr. M Hill
NEF



Mr. M Shiikwa
Trade Union



Mr. U Kaahangoro
Trade Union

This Annual Report is a detailed account of the activities carried out by the Employment Equity Commission during the 2009/2010 review period. It describes the employment situation of the three designated groups vis-à-vis that of the non-designated groups and the level of progress that relevant employers made toward achieving equitable representation of designated employees during the period under review. Furthermore, the Report provides a detailed and comparative analysis of the data gleaned from the affirmative action reports received from relevant employers. It describes statistical trends at the institutional, sectoral and national levels in terms of employees hired, employees whose contracts of employment ended, employees promoted, and those trained during the review period. Finally, the Report enumerates the challenges that impede the smooth implementation of affirmative action in general.

It is indeed pleasing to note that the rate of progress in the improved representation of persons in designated groups at the supervisory and management levels of employment continued to gain momentum. It is, however, disheartening to observe that the improved representation of persons in designated groups has not extended to all designated groups. The persons with disabilities group has not enjoyed the improved representation and thus remains on the periphery of employment equity, i.e., their representation at almost every level of employment remains proportionally marginal. The Commission is thus seriously concerned about the continuous marginalization of persons with disabilities.

The process of recruiting five additional staff members has started, after approval was granted by the Office of the Prime Minister for the creation of such additional posts.

We are confident that the Commission is now in a better position to carry out its oversight role efficiently and effectively.

The focus of our efforts to enforce compliance with the provisions of the Act will be on regular visits to business premises to conduct on site inspections in order to verify the accuracy of information provided through the annual affirmative action reports.

The policing of affirmative action compliance and effective monitoring of affirmative action programme implementation at the workplace will, no doubt, instill confidence into the public about the Commission's ability to enforce compliance as there has been some doubt about the capacity of the Commission to fulfill its oversight role effectively.

It is regrettable that some relevant employers continue to violate the affirmative action law, with the common offence being failure to submit affirmative action reports by the reporting date as required by law. Employers who make themselves guilty of these transgressions must realise that their behaviour has serious penal consequences. The Commission and the law enforcement agencies will continue to act firmly against the culprits to drive the message home that no relevant employer will be allowed to violate the affirmative action law with impunity.

8.1 REPORTS CONSIDERED BY THE COMMISSION

REPORTS APPROVED	443
REPORTS DISAPPROVED	68
TOTAL	511

8.2 WORK PLACE VISITS & TRAINING PROGRAMMES

The Employment Equity Commission attaches great importance to regular contact and continuous dialogue between the Office, relevant employers and employees. It is through workplace visits and dialogue that the Commission can inform itself better about issues relating to Affirmative Action implementation at the workplace and about possible challenges relevant employers and employees might face as they implement their Affirmative Action plans and measures. Dialogue is also the best way to secure better understanding of the cultural and socio-economic dynamics that are critical to the successful implementation of the affirmative action programme and to the management of diversity at the workplace.

Training was provided to Affirmative Action Committees during workplace visits, normally on request by relevant employers or Affirmative Action Committees. Some workplace visits were undertaken to attend to complaints lodged with the Office by workers.

Despite the serious shortage of staff and the subsequent work pressure on the overstretched office staff, site visits were undertaken with the purpose of providing training and assisting employers with the preparation of the reports and or verifying information provided in the affirmative action reports. The following places were visited:

Skorpion Zinc	29/06/09
Weatherly International	13/07/09
Novanam	26/06/09
Agra - Windhoek	13/08/09
Kempski Mokuti Lodge	13/11/09
Nawa Life Trust	16/04/09
Trentyre	22/04/09
Gijima	29/04/09
Ministry of Gender Equality and Child Welfare	24/03/10
China Nanjing	25/08/09
China Jiangxi International	22/10/09
New Era Investment (Pty) Ltd	30/10/09 & 11/12/09
Ohlthaver & List	30/10/09
City of Windhoek	03/11/09
G4S Security Services (Namibia) (Pty) Ltd	30/11/09
Hentiesbay Municipality	01/03/10
Municipality of Swakopmund	02/03/10
Magic Jumbo Discounter	02/03/10
Ministry of Justice	16 /11/09
Omusati Regional Council	01/03/10
Outapi Town Council	01/03/10
Oshana Regional Council	02/03/10
Ondangwa Town Council	02/03/10
Ongwediva Town Council	03/03/10
Helao Nafidi Town Council	03/03/10
Oshikoto Regional Council	04/03/10
Oniipa ELCIN Church	05/03/10

WORKSHOPS/TRAINING/CONFERENCES

The Employment Equity Commission values and recognises capacity building for its staff members as a driving force to global changing trends in the labour and employment market. The Commission thus, identified for its staff members training courses/workshops and conferences to expand their knowledge and skills. The- following training/workshops/conferences were attended by the staff members:

Conference on Employment Equity and Affirmative Action Programmes in Namibia London, United Kingdom	01/11/2009
Social Integration New York, United States of America	09-18/02/2010
Stock Control Training Otjiwarongo	22/02-05/03/10
Affirmative Action and Valuing Diversity Windhoek	26/03/10
Discrimination at the Workplace Turin, Italy	13-30/03/10
Workshop on Disabilities Windhoek	13-14/07/09
Leadership Training Workshop	23-24/09/10

Complaints received during the period under review

Name of relevant employer	Complaint	Date received
Basil Read Mining	Alleged non- compliance with the provisions of the Affirmative Action (Employment) Act.	07 May 2009
Skorpion Zinc Mine	Alleged non-compliance with the Affirmative Action (Employment) Act.	04 June 2009
DHL Namibia	Alleged Disregard of Provisions of the Affirmative Action (Employment) Act.	29 July 2009
Ministry of Safety and Security	Alleged Non-compliance with the provisions of Affirmative Action (Employment) Act.	29th July 2009
University Research Co.	Alleged disregard of the Provisions of the Affirmative Action (Employment) Act.	22 September 2009
MEATCO	Alleged Non-compliance with the provisions of Affirmative Action (Employment) Act.	07 September 2009
G4S Security	Alleged disregard of provisions of Affirmative Action (Employment) Act.	02 November 2009
De Beers Marine Namibia	Alleged disregard of provisions of Section 19(1) and (2) of the Affirmative Action (Employment) Act.	11 January 2010
Boniface College Sambyu	Allegations of corrupt practices against the principal of ST Boniface College Sambyu - Kavango	14 January 2010
Taeuber & Corssen	Alleged disregard of the provisions of Affirmative Action (Employment) Act.	24 March 2010

DEFAULTERS CONVICTED BY THE COURTS FOR NON-COMPLIANCE

The following relevant employers appeared before the courts during this review period for failure to comply with the provisions of the Affirmative Action (Employment) Act, No 29 of 1998 and were convicted:

PERIOD: 01 APRIL 2009 – 31 MARCH 2010

1. Windhoek CR. 1142/07/2008 - Schoemans Office system.
For: 2003, 2004, 2005, 2006 - late submissions.
AOG paid: N\$ 1200-00 on 29 May 2009
2. Windhoek CR. 387/09/2008 - Windhoek Machinen Fabrik
For: 2004, 2006, 2007 - late submissions.
AOG paid: N\$ 900.00 - 29 May 2009
3. Windhoek CR. 526/09/2008 - Grinaker Namibia
For: 2002, 2004, 2005, 2006 - late submissions
AOG paid: N\$ 1200.00 - 29 May 2009
4. Katutura CR. 598/11/2001 - Pep Stores
For: 2003, 2005 - late submissions
AOG paid: N\$ 600-00 - 29 May 2010
5. Katutura CR. 585/11/2001 - Game Namibia
For: 2001 - late submission.
AOG paid: N\$ 300-00 - 29 May 2009
6. Windhoek CR. 413/02/2008 - City of Windhoek
For: 2007 - late submission
AOG paid: N\$ 300-00 - 29 May 2009
7. Windhoek CR. 493/09/2008 - Namibia Protection Services
For: 2005, 2006, 2007 - late submissions
AOG paid: N\$ 900-00 - 04 June 2009
8. Windhoek CR. 140/07/2008 - Trentyre Namibia
For: 2003, 2004 - late submissions
AOG paid: N\$ 600-00 - 04 June 2009
9. Windhoek CR. 342/02/2008 - Windhoek Country Club
For: 2007 - non submission
Convicted and fine paid: N\$ 2000-00 or 6 months imprisonment - 09 June 2009

10. Windhoek CR. 197/08/2008 – Feedmaster
For: 2004 – late submission
AOG paid: N\$ 300-00 – 23 June 2009
11. Windhoek CR. 1140/10/2008 – Skorpion Zinc Mine
For: 2004, 2005, 2006 – late submissions
AOG paid: N\$ 900-00 – 30 July 2009
12. Windhoek CR. 498/11/2008 – Rubicon Security Services
For: 2004, 2005, 2007, - late submissions
AOG paid: N\$ 900-00 – 04 August 2009
13. Windhoek CR. 1190/07/2008 – Kavango Supermarket & Bottle Store
For: 2007 - late submission
AOG paid: N\$ 300-00 – 04 August 2009
14. Windhoek CR. 342/09/2008 – Municipality of Hentiesbay
For: 2004, 2006, 2007 – non submissions
Convicted and fine paid: N\$ 4500-00 - 04 August 2009
15. Windhoek CR. 1024/07/2008 – Namibia Dairies
For: 2004 – non submission
Convicted and fine paid: N\$ 4000-00 or 12 months imprisonment – N\$ 2000-00 and 6 months
Suspended for 5 years.
N\$ 2000-00 paid – 05 August 2009
16. Windhoek CR. 729/02/2008 – Windhoek Schlachtereij
For: 2007 – late submission
AOG paid: N\$ 300-00 – 06 August 2009
17. Windhoek CR. 685/02/2008 – Namibia Institute of Pathology
For: 2003,2004, 2006 – late submission
AOG paid: N\$ 900-00 – 06 August 2009
18. Windhoek CR. 659/02/2008 – Social Security Commission
For: 2003, 2004, 2005, 2007 – late submission
AOG paid: N\$ 1200-00 – 06 August 2009
19. Windhoek Cr. 702/09/2008 – Metcash Namibia
For: 2003, 2004 – late submission
AOG paid: N\$ 600-00 – 07 August 2009
20. Windhoek CR. 1054/102008 – Seaflower Group
For: 2007 – late submission
AOG paid: N\$ 300-00 – 11 August 2009

21. Katutura Cr. 465/02/2005 – Spar Shopping Center, Luderitz
For: 2003, 2004, 2005, 2006, 2007 – non submission
Convicted and fine paid: N\$ 5000-00 – 11 August 2009
22. Windhoek CR. 499/11/2008 – Ongopolo Mine
For: 2006 – late submission
AOG paid: N\$ 300-00 – 18 August 2009
23. Windhoek CR. 1108/10/2008 – Marco Fishing
For: 2006 ,2007 – late submissions
AOG paid: N\$ 600-00 – 18 August 2009
24. Windhoek CR. 1078/10/2008 – Novanam Group
For: 2007 – late submission
AOG paid: N\$ 300-00 – 18 August 2009
25. Windhoek CR. 1024/11/2008 – Onamangongwa Trading
For: 2007 – late submission
AOG paid: N\$ 300-00 – 19 August 2009
26. Windhoek CR. 587/11/2008 – Nored Electricity
For: 2007, 2008 – late submissions
AOG paid: N\$ 600-00 – 19 August 2009
27. Windhoek CR. 1043/11/2008 – Oshana Security
For: 2004, 2006, 2007 – late submissions
AOG paid: N\$ 900-00 – 20 August 2009
28. Windhoek CR. 07/02/2008 – Afrox Namibia
For: 2003 – non submission
Convicted and fine paid N\$ 1500.00 – 01 September 2009
29. Windhoek CR. 638/01/2009 – Municipality of Gobabis
For: 2004, 2005 – late submissions
AOG paid: N\$ 600-00
For: 2006, 2007 – non submission
Convicted and fine paid: N\$ 3000-00 – 02 September 2009
30. Windhoek CR. 595/08/2008 – Corvima Investment
For: 2005, 2006 – late submissions
AOG paid: N\$ 600-00 – 03 September 2009

31. Windhoek CR. 611/08/2008 – Kraatz Marine – Walvis Bay
For: 2004, 2005, 2006 – late submissions
AOG paid: N\$ 900-00 – 03 September 2009
32. Windhoek CR. 645/08/2008 – Salz Gossow
For: 2004, 2006, 2007 – late submissions
AOG paid: N\$ 900-00 – 04 September 2009
33. Windhoek CR. 1104/08/2008 – Salt Company
For: 2005 – late submission
AOG paid: N\$ 300-00 – 04 September 2009
34. Windhoek CR. 1434/102008 – O.K Grocer – Keetmanshoop
For: 2005, 2006, 2007 – non submissions
Convicted and fine paid: N\$ 4500-00 – 04 September 2009
35. Windhoek CR. 1158/10/2008 – Municipality of Mariental
For: 2003, 2005, 2007 – late submissions
AOG paid: N\$ 1500-00 – 16 September 2009
36. Windhoek CR. 961/11/2008 – Katima Mulilo Town Council
For: 2001, 2003, 2004, 2006, 2007 – late submissions
AOG paid: N\$ 1500-00 – 16 September 2009
37. Windhoek CR. 770/11/2008 – Oshakati Town Council
For: 2003 – late submission
AOG paid: N\$ 300-00
For: 2005 – non submission
Convicted and fine paid: N\$ 4000-00 – 16 September 2009
38. Windhoek CR. 1253/11/2008 – Municipality of Outjo
For: 2003, 2004, 2006, 2007 – non submissions
Convicted and fine paid: N\$ 4000-00 – 16 September 2009
39. Windhoek CR. 1109/10/2008 – Municipality of Keetmashoop
For: 2003 – late submission
AOG paid: N\$ 300-00
For: 2005 – non submission
Convicted and fine paid: N\$ 1000-00 – 24 September 2009
40. Windhoek CR. 1089/10/2008 – Luderitz Town Council
For: 2005, 2006, 2007 – non submissions
Convicted and fine paid: N\$ 2000-00 – 24 September 2009

41. Windhoek CR. 484/11/2008 – Municipality of Tsumeb
For: 2004, 2006, 2007 – non submissions
Convicted and fine paid: N\$ 3000-00 – 30 September 2009

42. Windhoek CR. 398/09/2008 – Khorixas Town Council
For: 2003, 2004, 2006, 2007, 2008 – non submissions
Convicted and fine paid: N\$ 5000-00 – 09 October 2009

43. Katutura CR. 569/11/2001 – Mondipak Walvis bay
For: 2001, 2003, 2004, 2006 – late submissions
AOG paid: N\$ 1200-00 – 13 October 2009

44. Windhoek CR. 1042/11/2008 – Santorini Inn
Failure to inform Commission that it was no longer a relevant Employer
AOG paid: N\$ 3000-00 – 29 October 2009

45. Windhoek CR. 643/11/2008 – Oshakati Country Lodge
For: 2007 – late submission
AOG paid: N\$ 300-00 – 30 September 2009

46. Windhoek CR. 485/11/2008 – Le Bau Construction – Tsumeb
For: 2007 – late submission
AOG paid: N\$ 300-00
For: 2006 – non submission
Convicted and fine paid: N\$ 2000-00 – 04 November 2009

47. Windhoek CR. 1339/10/2008 – Rosh Pinah zinc
For: 2003, 2004, 2007 – late submissions
AOG paid: N\$ 900-00
For: 2005 – non submission
Convicted and fine paid: N\$ 8000-00 or 2 years imprisonment of which N\$ 4000-00 and 1 year imprisonment is suspended for three (3) years.
N\$ 4000-00 paid on 03 December 2009

48. Windhoek CR. 377/08/2008 – Kalahari Sands Hotel & Casino
For: 2005, 2007, - non submissions
Convicted and fine paid: N\$ 2000-00 – 28 January 2010



Detective Warrant Officer CS. Theunissen assigned to the Office of the Employment Equity Commission to investigate affirmative action related offences by relevant employers. He was photographed outside the Katutura Magistrate's Court while attending the prosecution of employers who violated the Affirmative Action (Employment) Act, 29 of 1998.



Newly appointed Deputy Minister, Alpheus Muheua, on his first visit to the Office of the Employment Equity Commission.

Panoramic view of employment Equity stakeholders engaged in dialogue on affirmative action implementation at the workplace.



A: CUMULATIVE FIGURES

1. Workforce profile
2. Terminations
3. Recruitment
4. Promotions
5. Training

B: SECTORAL FIGURES

1. Workforce profile
2. Terminations
3. Recruitment
4. Promotions
5. Training

Cumulatives

Table 1: Workforce Profile

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	148	54	332	57	4	1	58	8	542	120	662
Senior Management	686	325	674	270	14	3	208	43	1582	641	2223
Middle Management	2653	2876	1086	665	28	20	359	100	4126	3661	7787
Specialised/skilled/ senior supervisory	4848	3934	1290	1128	49	18	407	178	6594	5258	11852
Skilled	19103	21419	1026	1186	127	69	231	99	20487	22773	43260
Semi-skilled	17255	11866	244	364	105	62	25	6	17629	12298	29927
Unskilled	21711	14339	44	18	119	37	4	1	21878	14395	36273
Total permanent	66404	54813	4696	3688	446	210	1292	435	72838	59146	131984
Casual/temporary and seasonal	13724	13308	213	198	29	10	224	43	14190	13559	27749
Total	80128	68121	4909	3886	475	220	1516	478	87028	72705	159733

A cumulative total of 159 733 employees across economic sectors were reported on, representing a slight decrease of 1.3% compared to the previous year. The representation of previously racially disadvantaged persons (Blacks) in Executive Directors' positions remained at 27.5% although the proportion of previously racially disadvantaged women rose from 6.2% to 8.2%. The proportion of Non-Namibians in Executive Directors' positions dropped from 13.5% to 10%.

Previously racially advantaged persons (whites) represented 58.8% of all Executive Directors and 42.5% of all senior managers during the period under review. This is equal to the situation in the previous reporting period. In terms of overall gender representation, women accounted for only 18.1% of Executive Directors and 27.4% of Senior Managers.

In management positions (middle management, senior management and executive directors), the proportion of previously racially disadvantaged persons increased only marginally from 63% to 63.2% compared to the previous year. Persons with disabilities represented a mere 0.7% in those positions, similar to the previous year. Overall, persons with disabilities accounted for 0.5% of the total workforce reported on.

Figure 1: Cumulative Workforce Profile- Representation by Race, Gender, Disability status and Expatriate employees

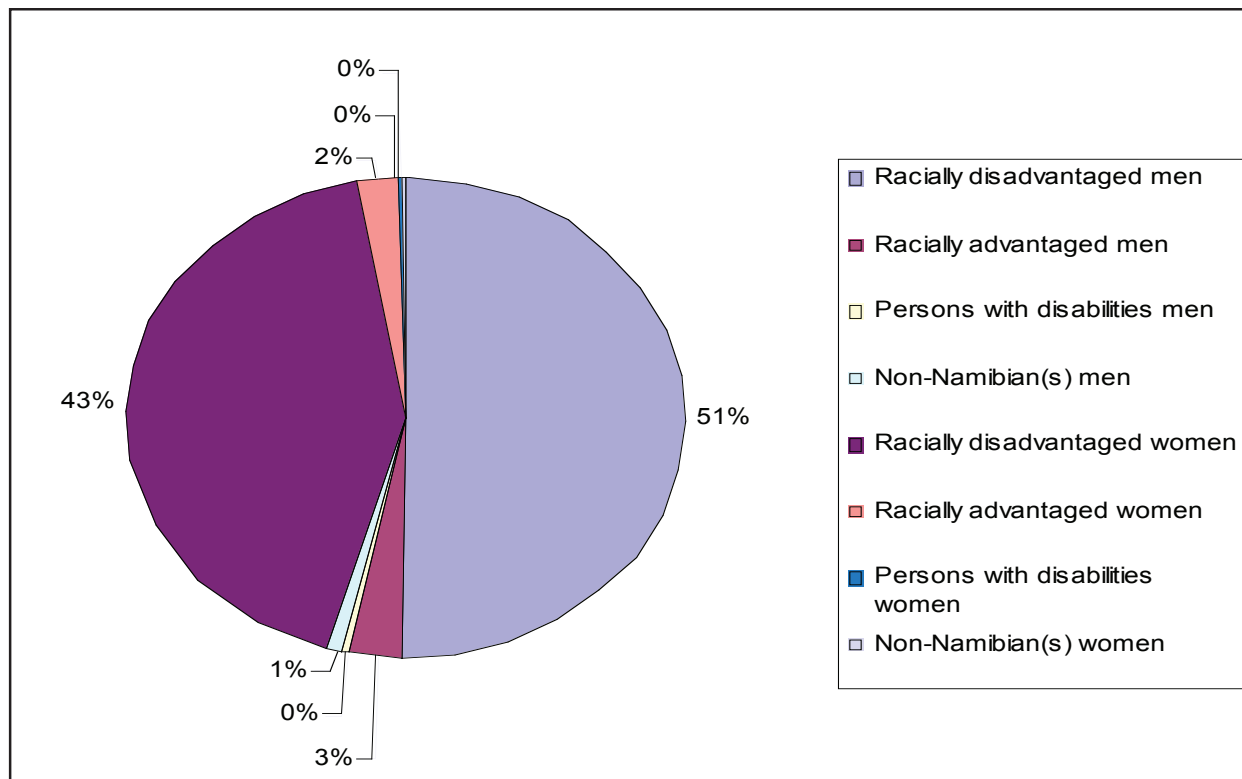


Figure 2: Cumulative Workforce Profile- Total Men and Women by job category

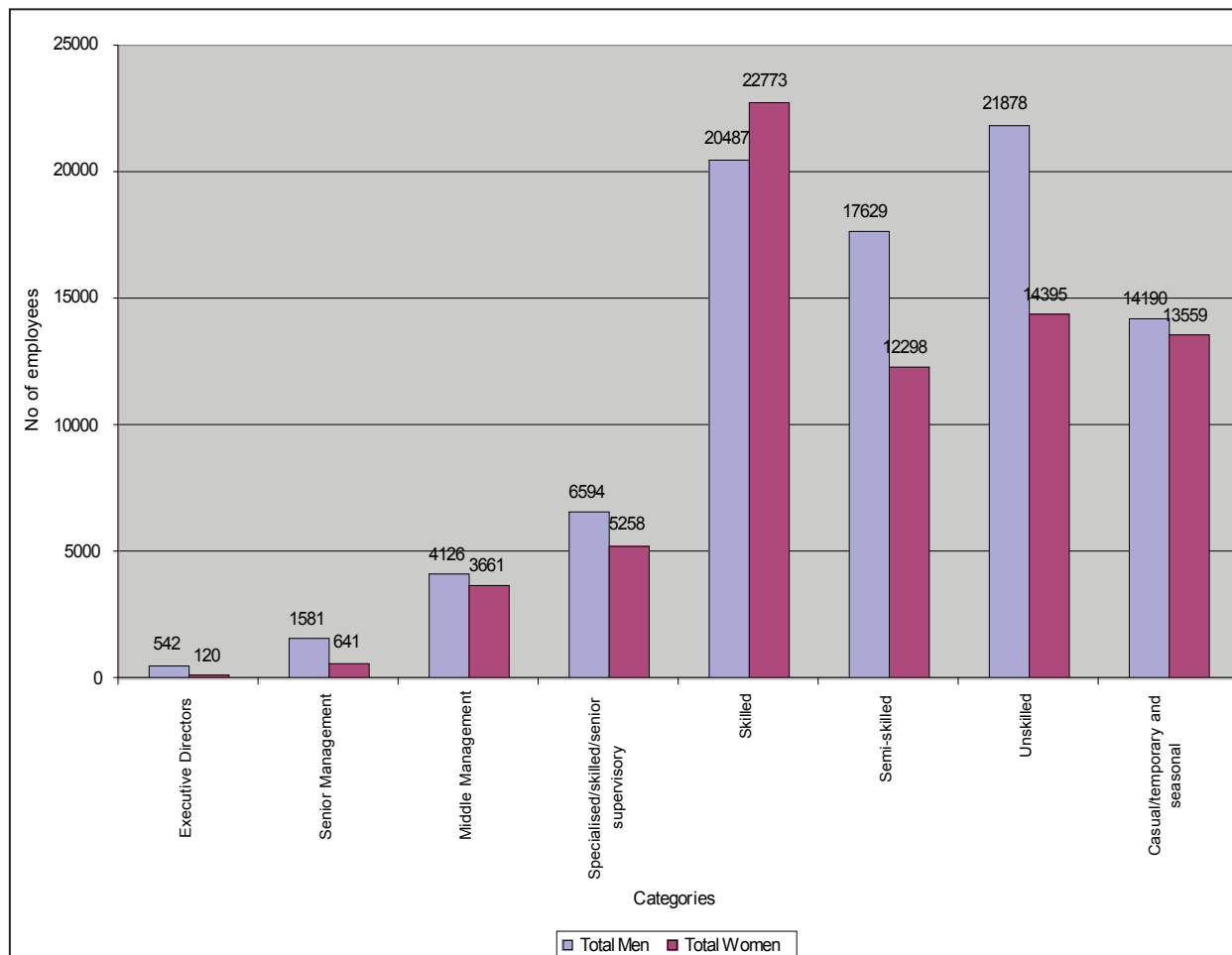


Figure 3: Distribution of Designated Groups by Industry - Senior Management (Cumulative)

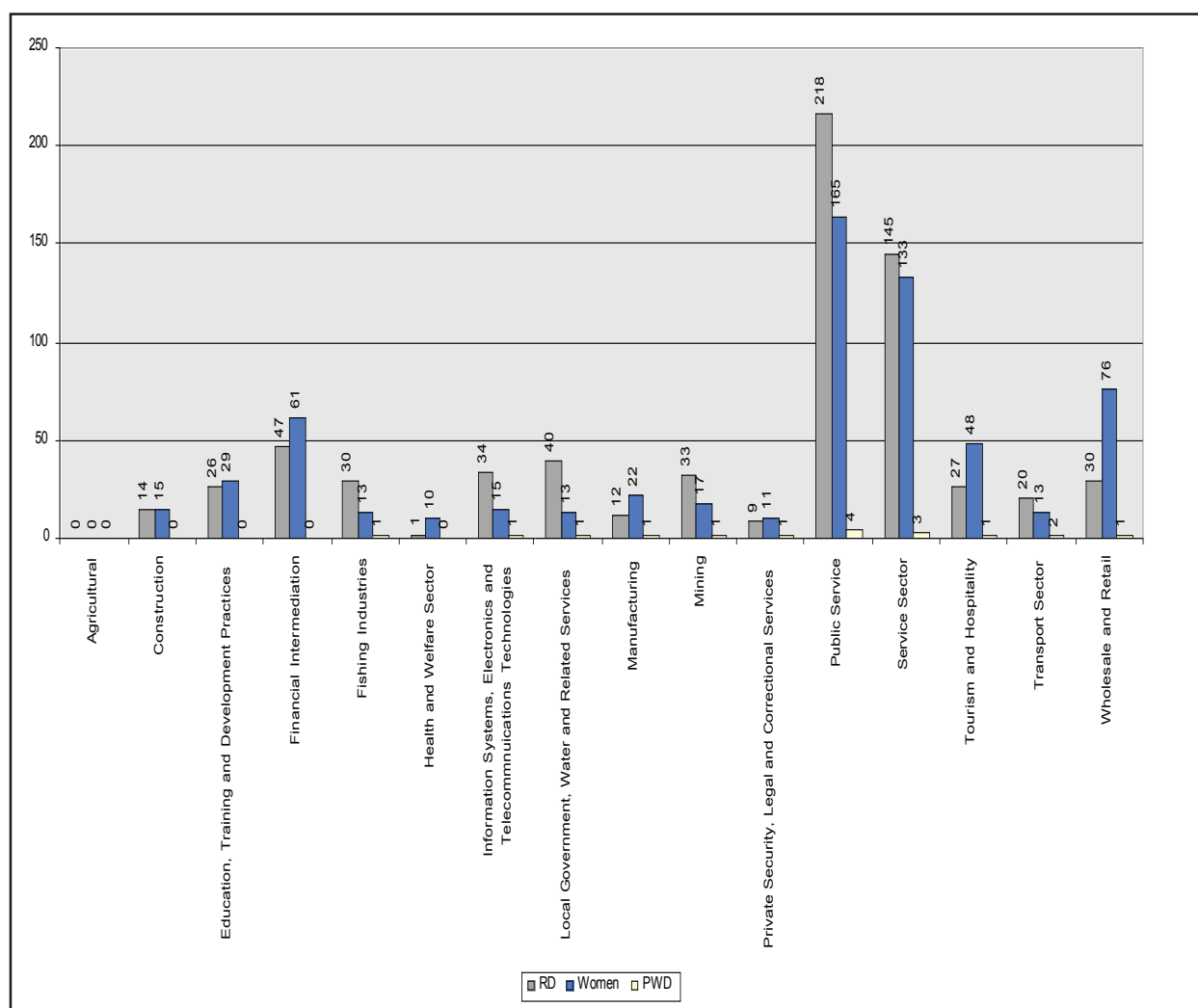


Figure 4: Distribution of Designated Groups by Industry - Middle Management (Cumulative)

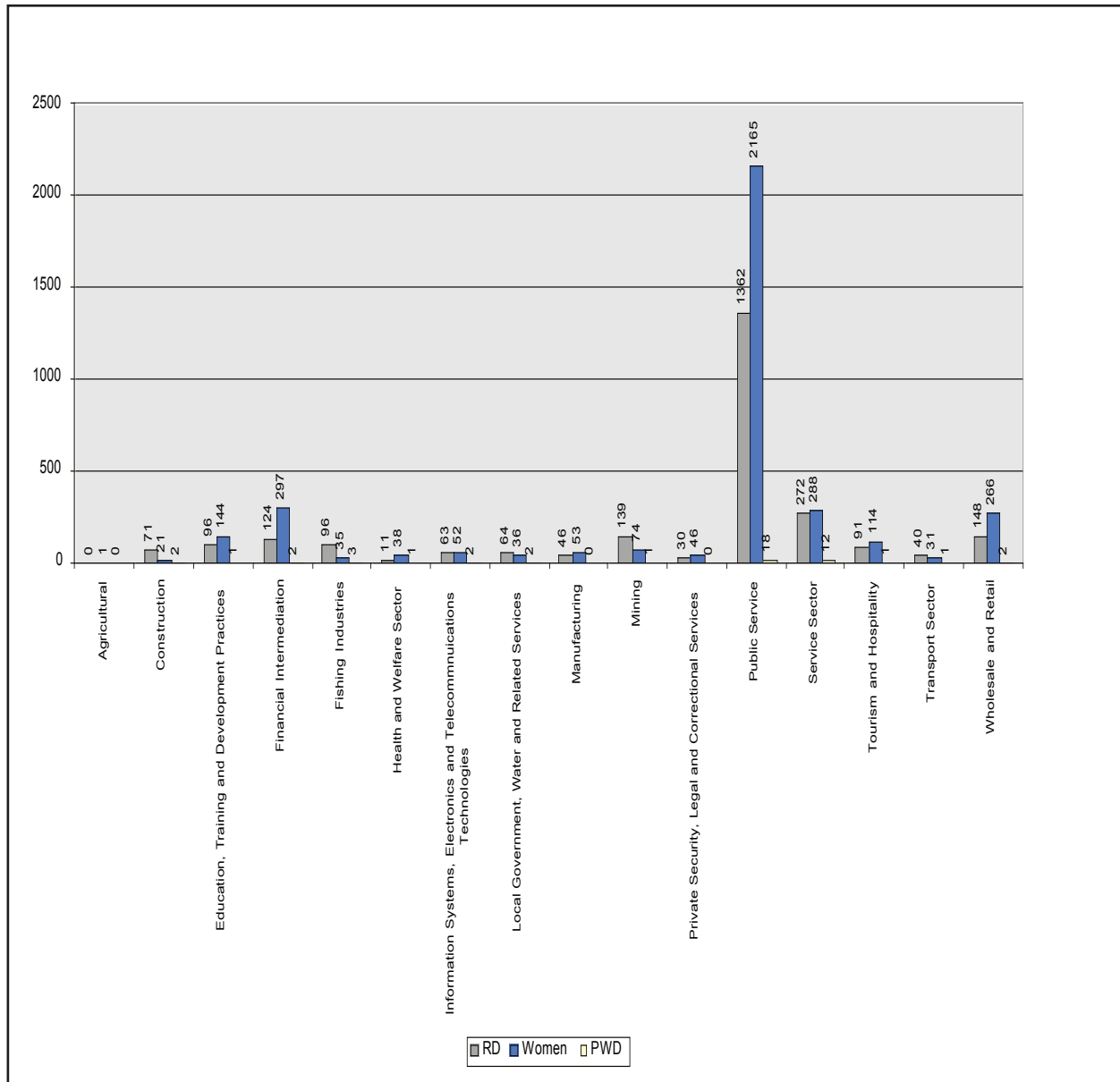
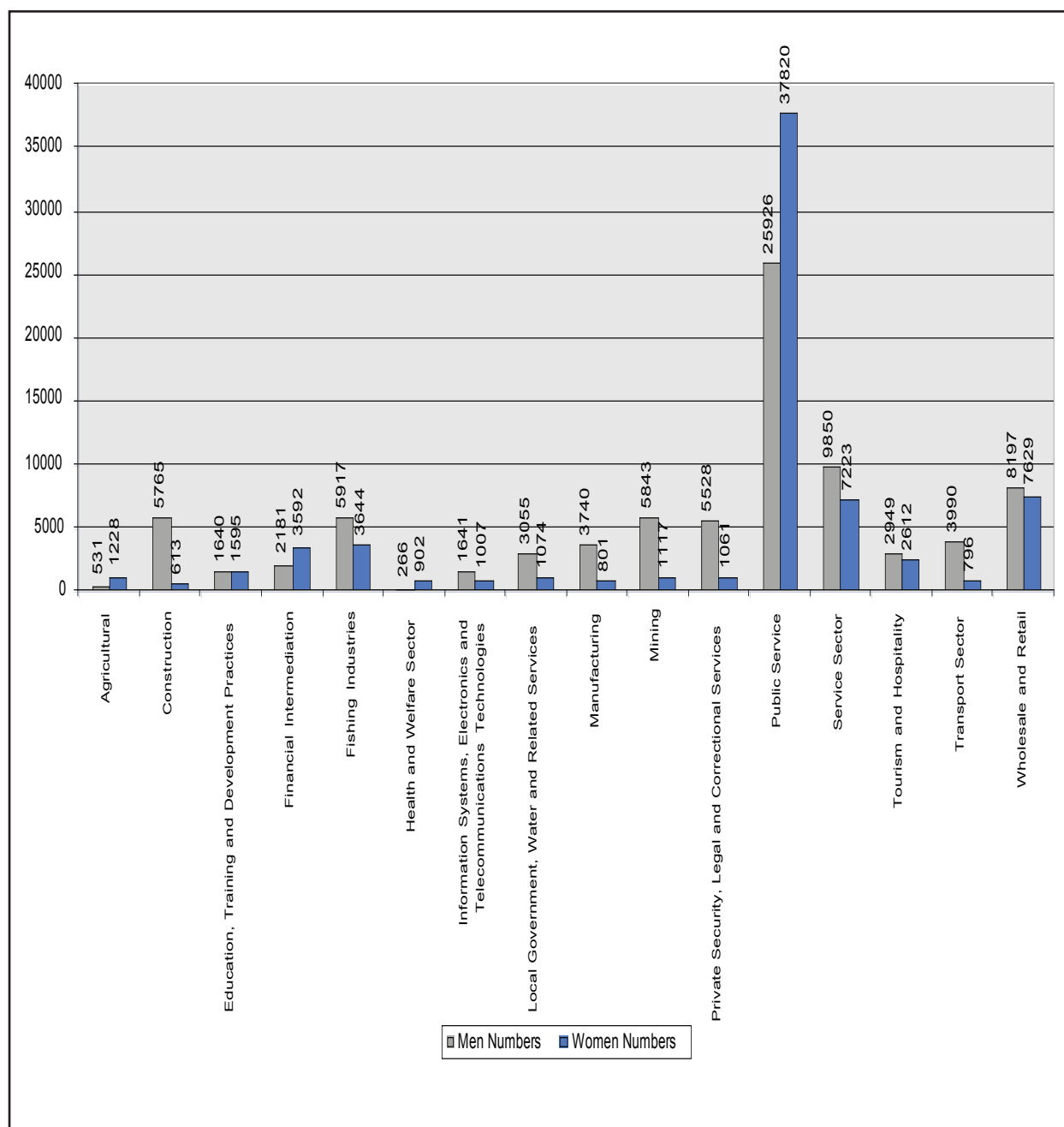


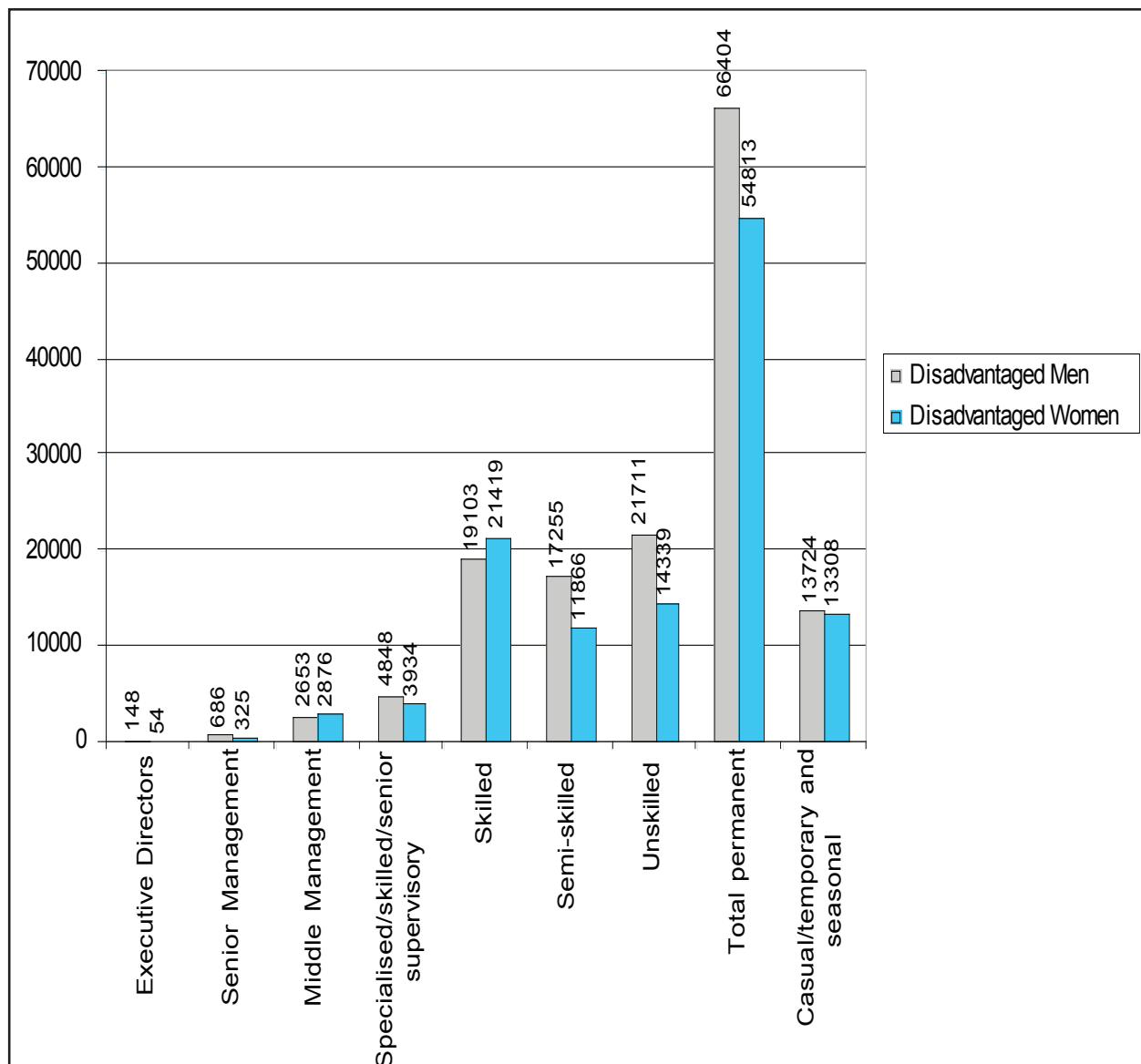
Figure 5: Distribution of Men and Women by Industry (Cumulative)



Disadvantaged Men and Women by Job Category (Cumulative)

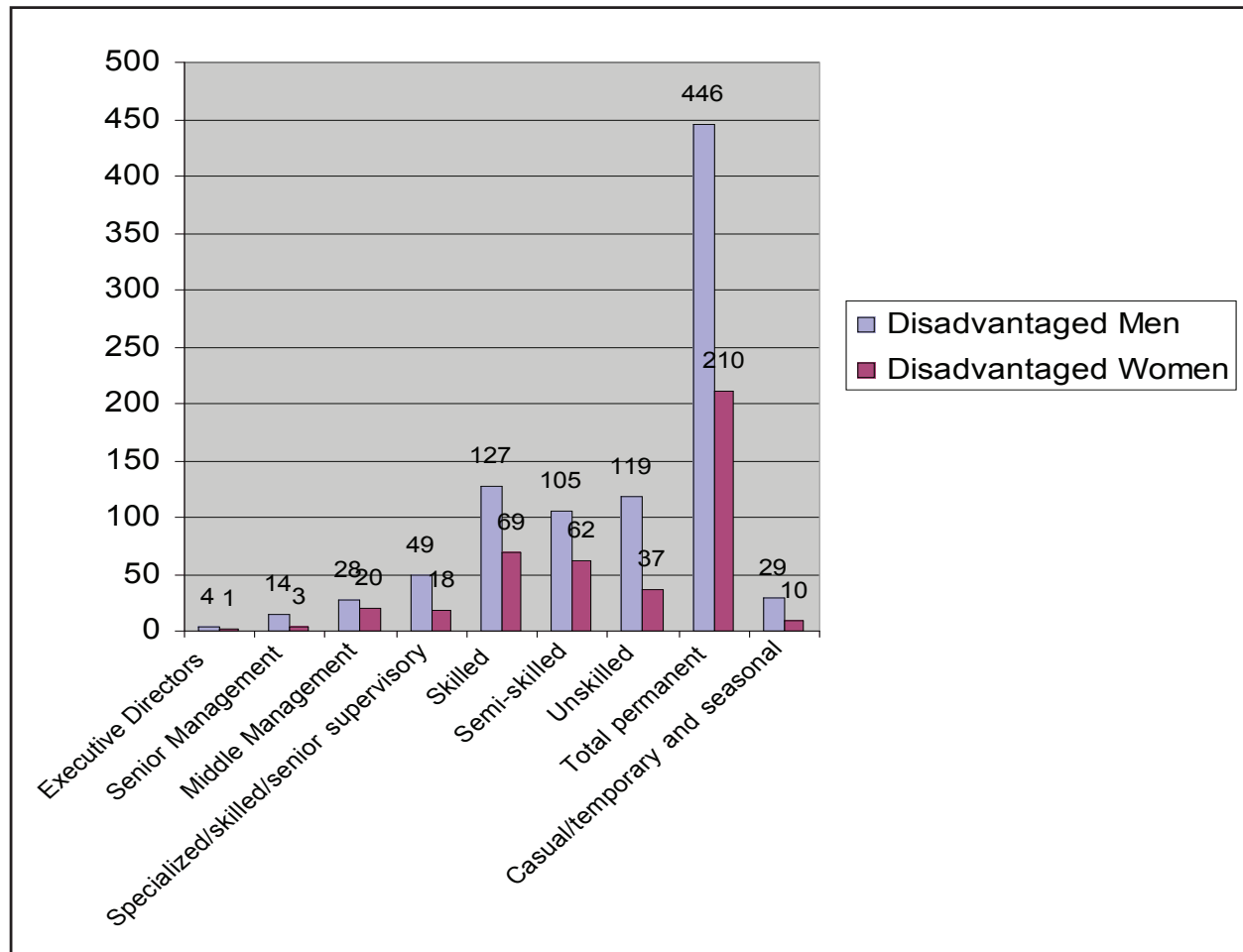
	Disadvantaged Men	Disadvantaged Women
Executive Directors	148	54
Senior Management	686	325
Middle Management	2653	2876
Specialised/skilled/senior supervisory	4848	3934
Skilled	19103	21419
Semi-skilled	17255	11866
Unskilled	21711	14339
Total permanent	66404	54813
Casual/temporary and seasonal	13724	13308

Disadvantaged Men and Women by Job Category



Persons with Disabilities by Job Category (Cumulative)

	Persons with Disabilities- Men	Persons with Disabilities- Women
Executive Directors	4	1
Senior Management	14	3
Middle Management	28	20
Specialized/skilled/senior supervisory	49	18
Skilled	127	69
Semi-skilled	105	62
Unskilled	119	37
Total permanent	446	210
Casual/temporary and seasonal	29	10



Cumulative

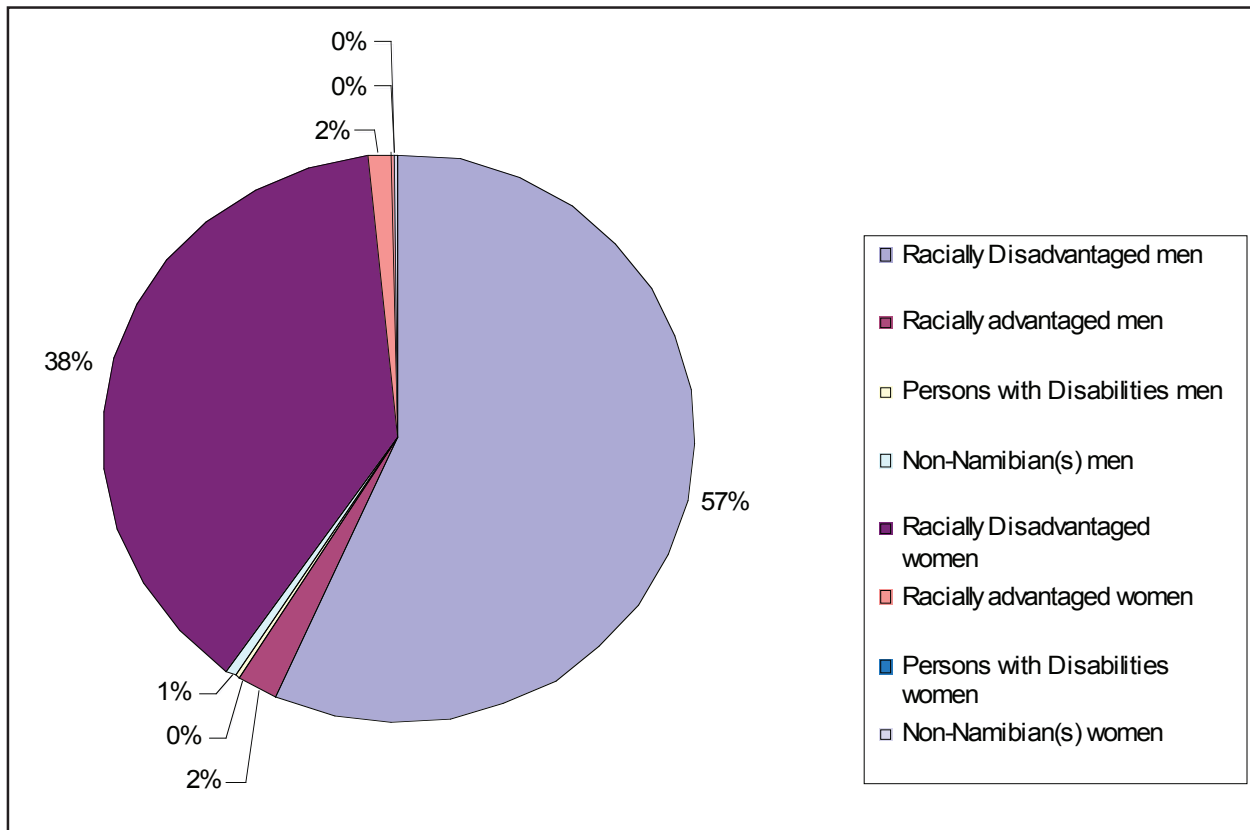
Table 2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	9	3	18	1	0	0	6	1	33	5	38
Senior Management	113	32	65	29	4	0	35	3	217	64	281
Middle Management	261	170	178	84	3	2	66	8	508	264	772
Specialised/skilled/senior supervisory	1085	843	233	160	1	5	100	30	1419	1038	2457
Skilled	3185	2515	206	198	13	5	74	34	3478	2752	6230
Semi-skilled	4589	2047	176	92	8	3	6	1	4779	2143	6922
Unskilled	7159	4592	23	8	8	1	0	1	7190	4602	11792
Total permanent	16401	10202	899	572	37	16	287	78	17624	10868	28492
Casual/temporary and seasonal	7775	6188	88	69	9	4	51	13	7923	6274	14197
Total	24176	16390	987	641	46	20	338	91	25547	17142	42689

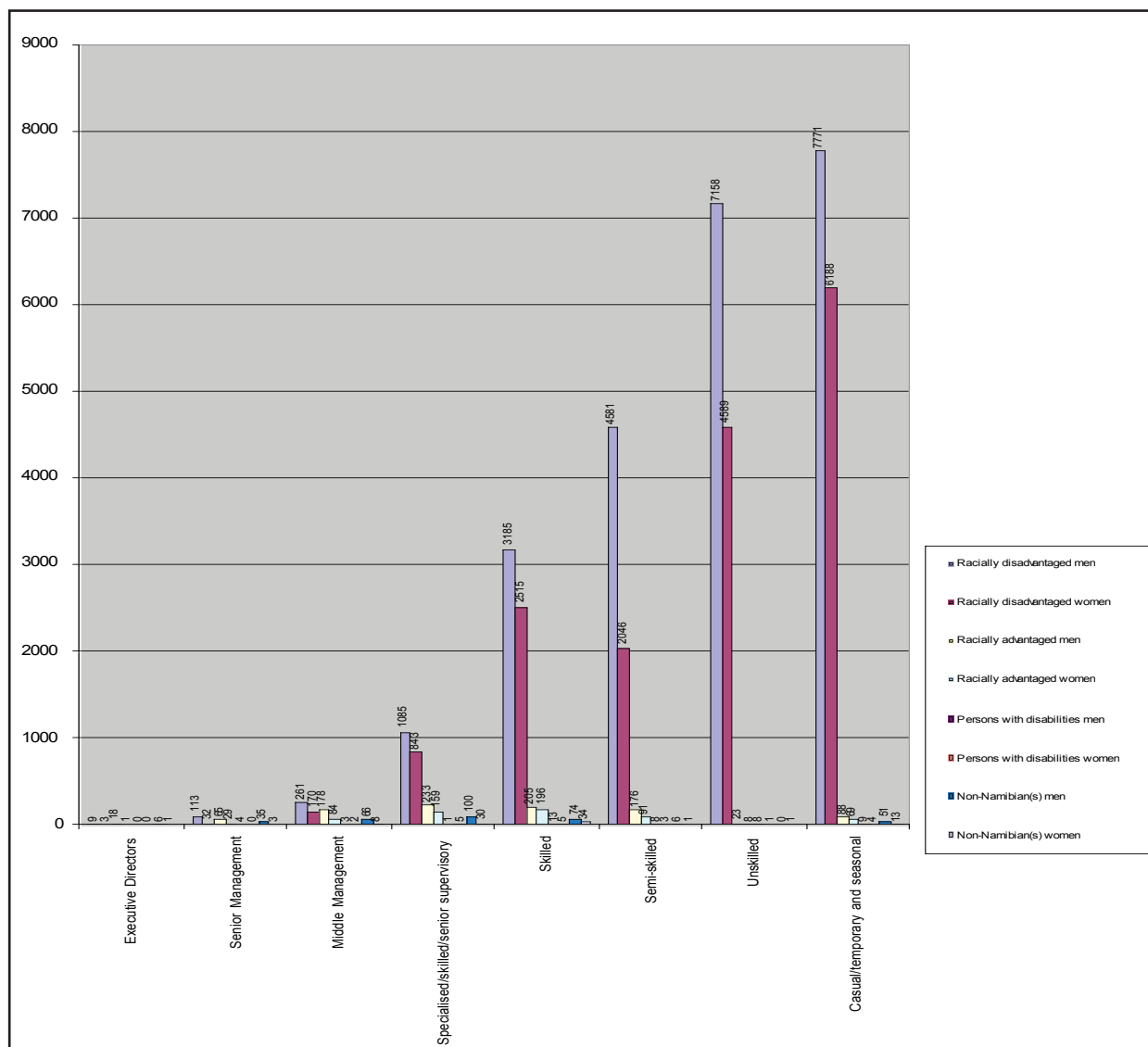
A total of 42 689 persons were reported as having been recruited across all employment sectors during the period under review. This represented a decrease of 1.9% compared to the previous year. The vast majority (96.7%) of the persons recruited were from designated groups, but at Executive Director's level, 50% of the new recruits were previously racially advantaged, almost all of them men. This represents a significant increase compared to the previous year when 34.6% of newly recruited Executive Directors fell into that category. The proportion of recruited non-Namibian Executive Directors fell from 28.8% to 18.4%.

Overall, previously racially advantaged persons accounted for 34.4% of all recruitments in management positions, very similar to the previous year. Women were under-represented in recruitment in all positions of employment, ranging from 13.1% amongst Executive Directors to 44.2% amongst skilled employees. Overall, women accounted for only 40.2% of recruited staff compared to 52.6% during the previous year.

**Cumulative Figures of the total persons recruited:
Representation by race, gender, disability status and expatriate employees**



Cumulative Recruitment figures according to occupational category, race, gender, disability status and Non-Namibian expatriates



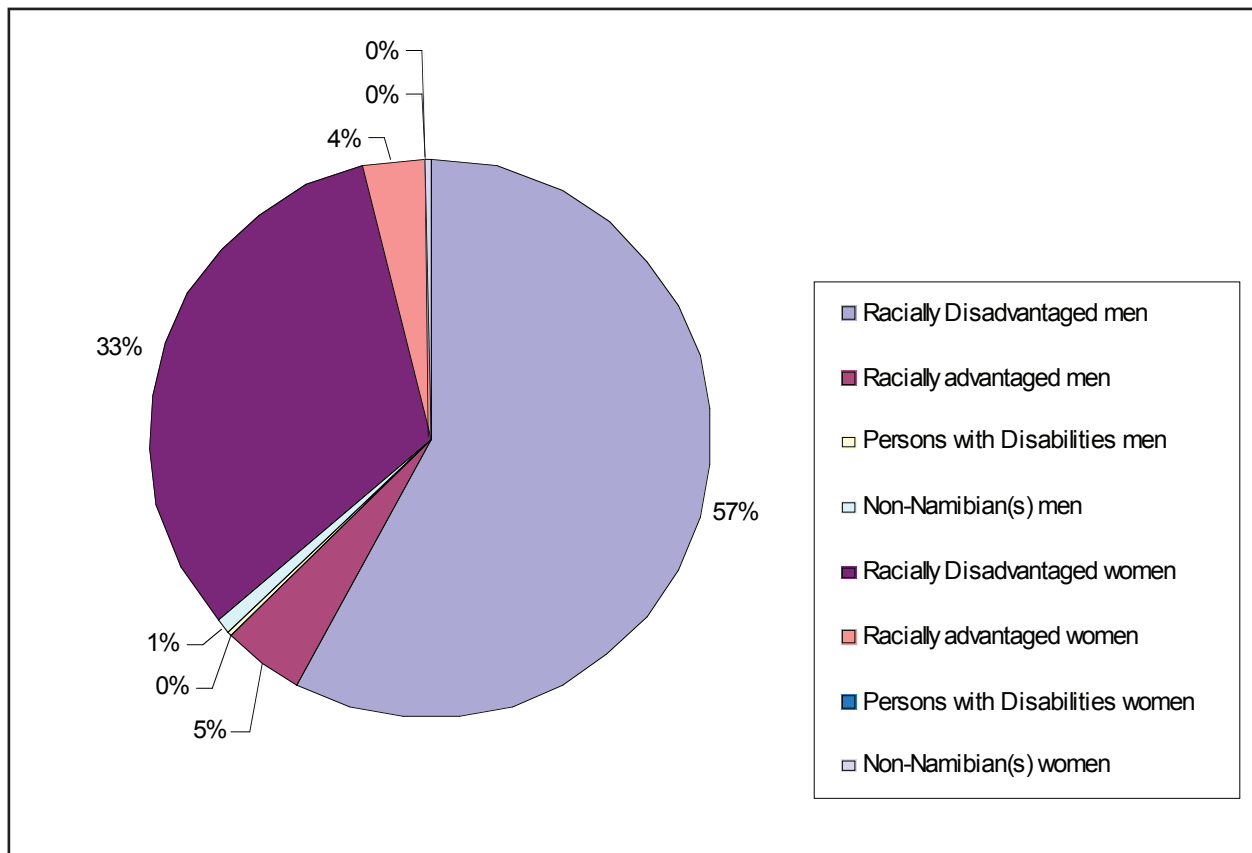
Cumulative

Table 3: Promotions

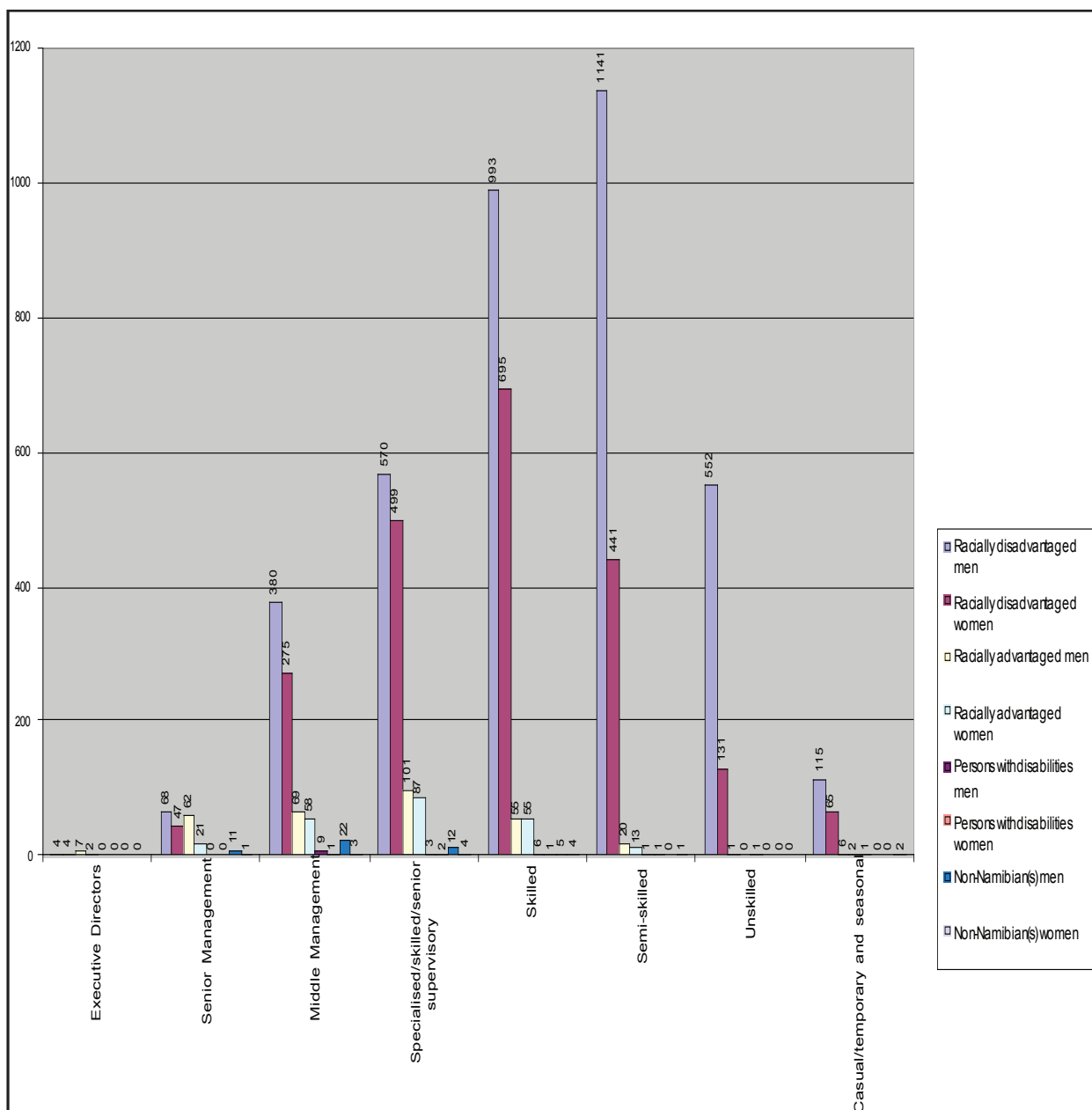
Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	4	4	7	2	0	0	0	0	11	6	17
Senior Management	68	47	62	21	0	0	11	1	141	69	210
Middle Management	380	275	70	58	9	1	22	3	481	337	818
Specialised/skilled/senior supervisory	570	499	102	87	3	2	12	4	687	592	1279
Skilled	993	695	55	55	6	1	4	3	1058	754	1812
Semi-skilled	1142	441	20	13	1	1	0	1	1163	456	1619
Unskilled	552	131	1	0	1	0	0	0	554	131	685
Total permanent	3709	2092	317	236	20	5	49	12	4095	2345	6440
Casual/temporary & seasonal	115	65	6	2	1	0	0	2	122	69	191
Total	3824	2157	323	238	21	5	49	14	4217	2414	6631

A total of 6631 promotions were reported on, which represents an increase of 15% compared to the previous year. Although overall 94.2% of the promoted employees were from designated groups, the picture is different at higher levels of employment. 41.2% of promotions at Executive Director's level and 29.5% of promotions at senior management level were granted to previously racially advantaged (White) men. Only 0.4% of promotions were awarded to persons with disabilities and overall men (63.6%) benefitted more than women. In the previous reporting period, 40.3% of promoted persons were women.

Cumulative Promotions by Representation



Cumulative Promotion figures according to occupational category, race, gender, disability status and Non-Namibian expatriates



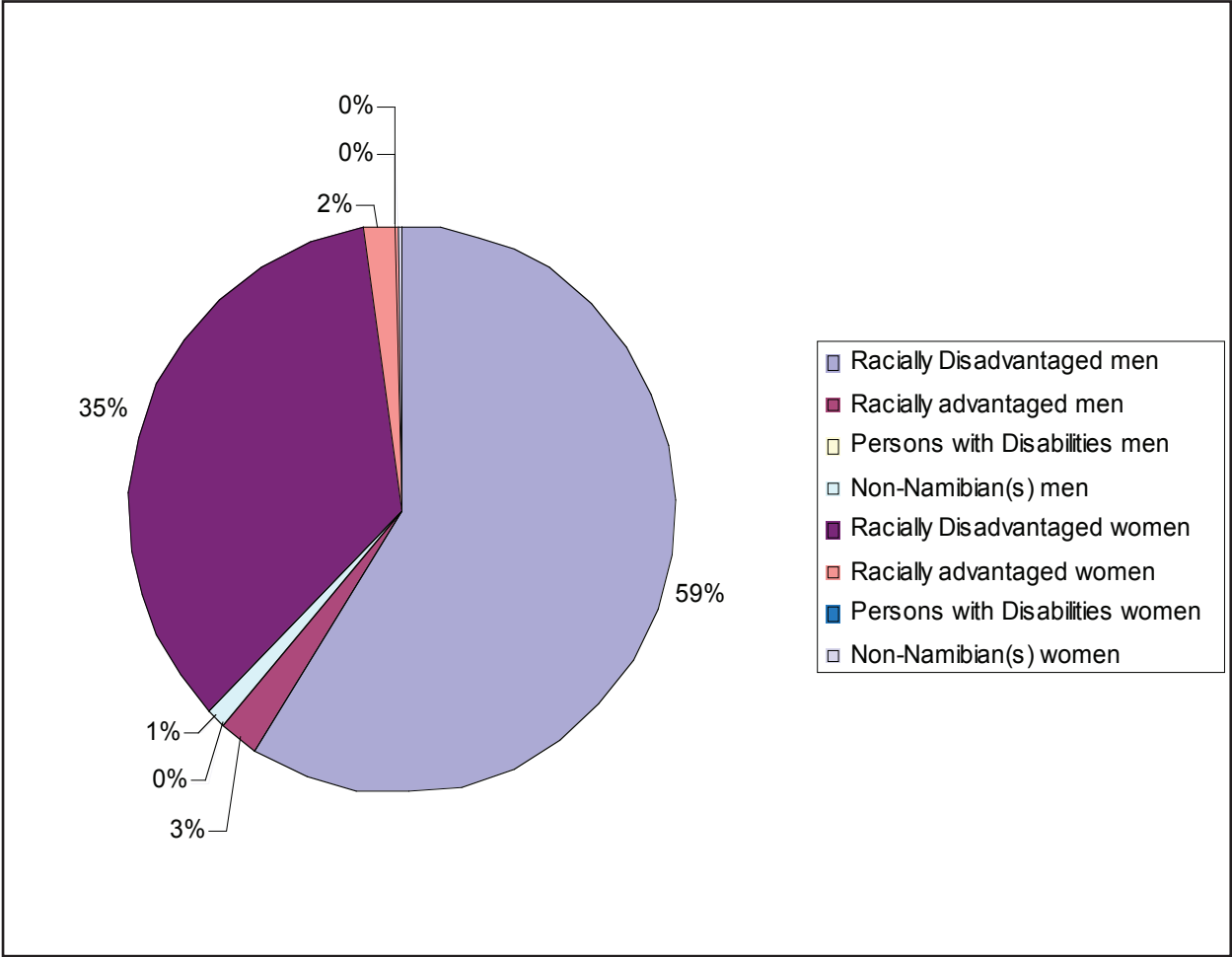
Cumulative

Table 4: Termination

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	16	6	19	6	0	0	16	2	51	14	65
Senior Management	82	37	112	40	2	0	38	10	234	87	321
Middle Management	341	270	198	97	1	0	58	23	598	390	988
Specialised/skilled/senior supervisory	1079	794	260	204	0	3	149	48	1488	1049	2537
Skilled	3257	1934	249	259	14	3	39	26	3559	2222	5781
Semi-skilled	4225	1324	80	100	14	4	17	5	4336	1433	5769
Unskilled	8191	2816	10	17	7	3	7	3	8215	2839	11054
Total permanent	17191	7181	928	723	38	13	324	117	18481	8034	26515
Casual/temporary & seasonal	6333	6898	94	66	16	10	43	11	6486	6985	13471
Total	23524	14079	1022	789	54	23	367	128	24967	15019	39986

A total of 39 986 persons were reported as having left their jobs in the year under review. This represented a large increase of 66.2% compared to the previous year. Of those who left, 96.2% were from designated groups and 37.6% were women while 1.2% were non-Namibians.

Cumulative Termination representation by race, gender, disability status and expatriate employees



Cumulative

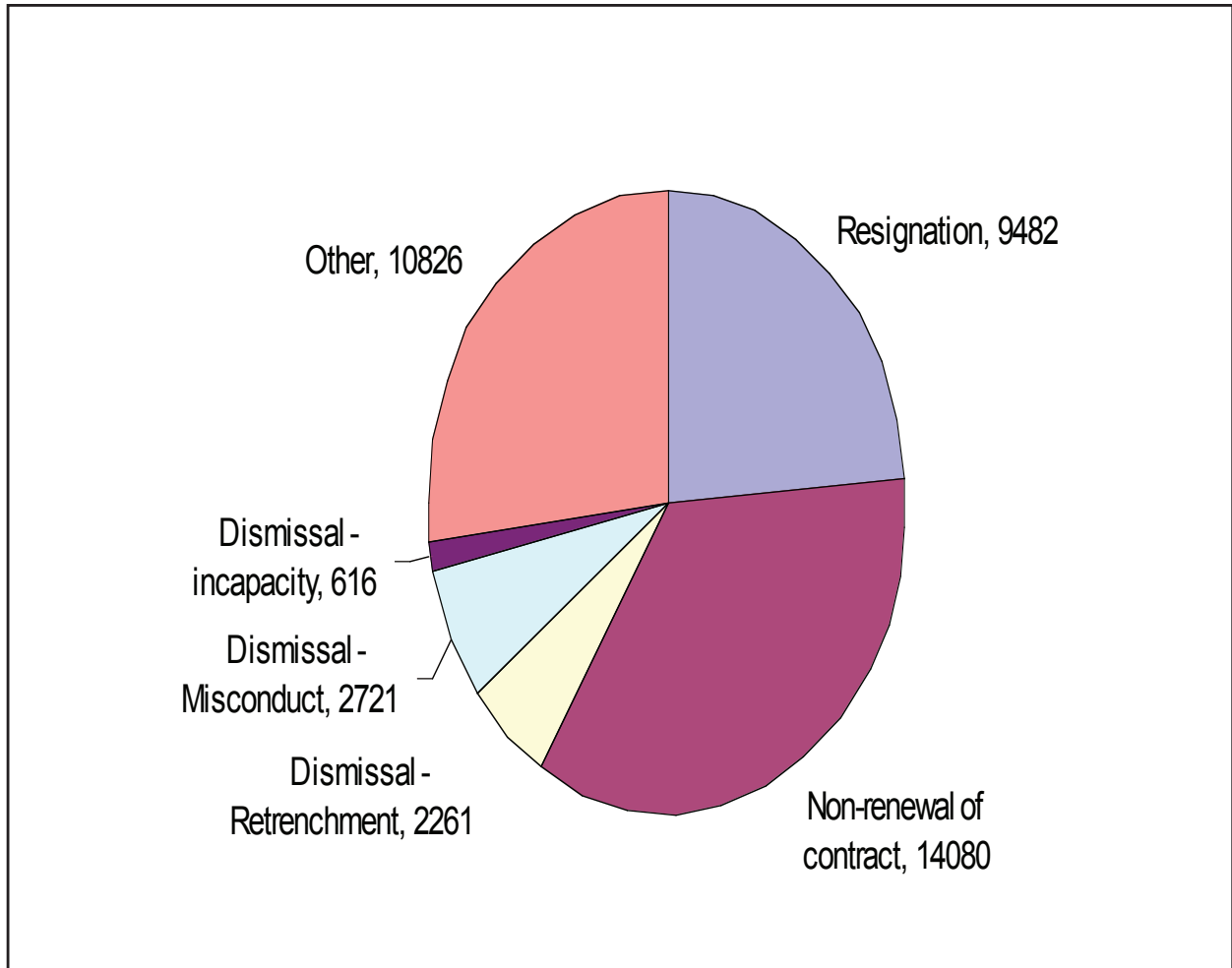
Table 5: Termination

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Resignation	4928	3098	665	591	21	1	114	64	5728	3754	9482
Non-renewal of contract	10155	3588	82	56	8	7	133	51	10378	3702	14080
Dismissal - Retrenchment	1717	429	37	25	4	0	43	6	1801	460	2261
Dismissal - Misconduct	2134	520	44	16	0	1	5	1	2183	538	2721
Dismissal - incapacity	444	157	9	6	0	0	0	0	453	163	616
Other	4157	6279	171	86	21	20	75	17	4424	6402	10826
Total	23535	14071	1008	780	54	29	370	139	24967	15019	39986

Unlike in the previous year, the non-renewal of contracts was the most common form of termination, accounting for 35.2% of all reported cases. This was followed by 27.1% of unspecified “other” reasons and 23.7% of resignations. The non-renewal of contracts affected overwhelmingly persons in designated groups (98.1%), especially previously racially disadvantaged persons (97.6%).

Compared to the previous year, cases of non-renewal of contracts increased by 160.6%, retrenchments increased by 108.6%, dismissals for misconduct increased by 29.6% and dismissals due to incapacity increased by 107.4%.

Cumulative Termination Reasons



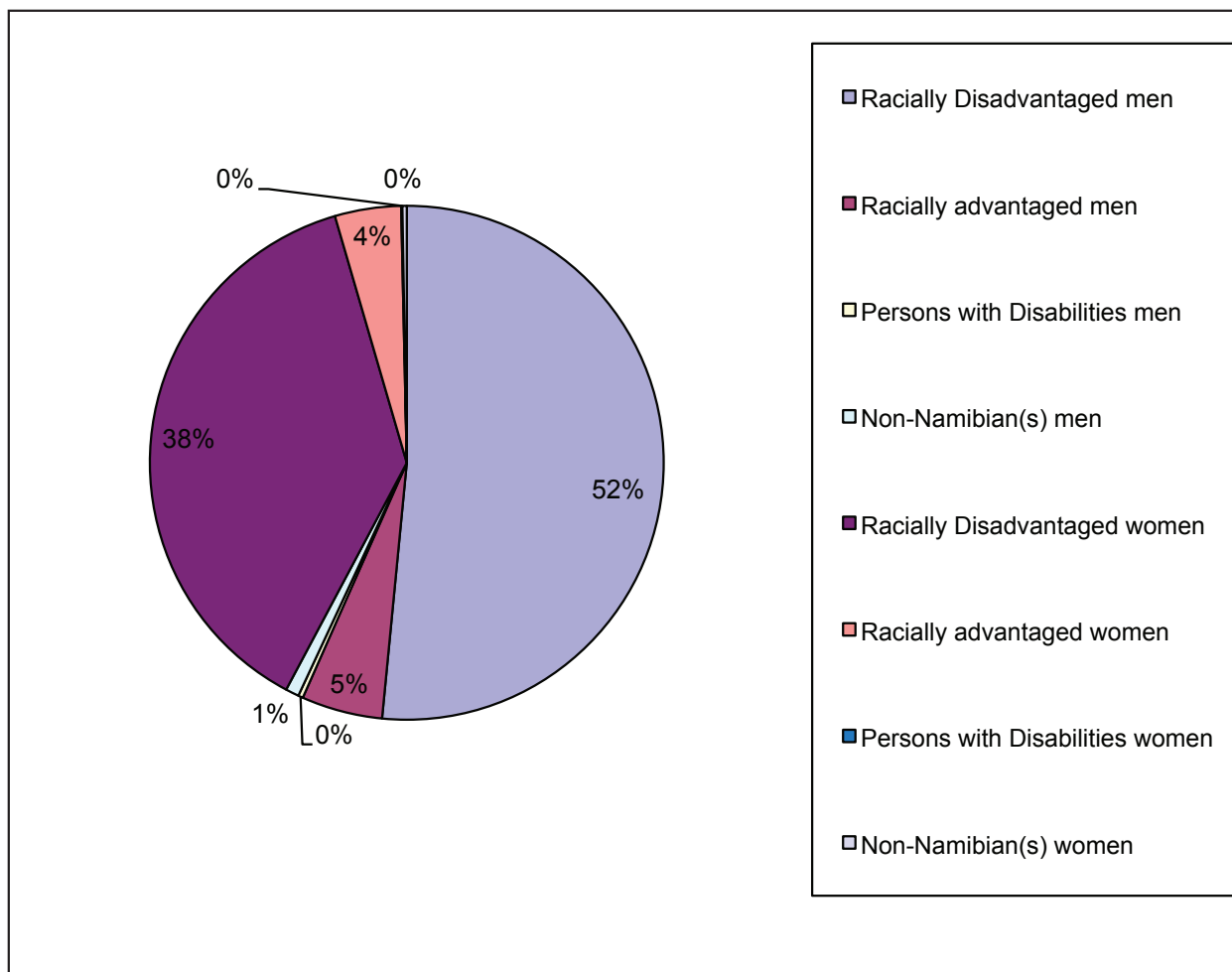
Cumulative

Table 6: Training

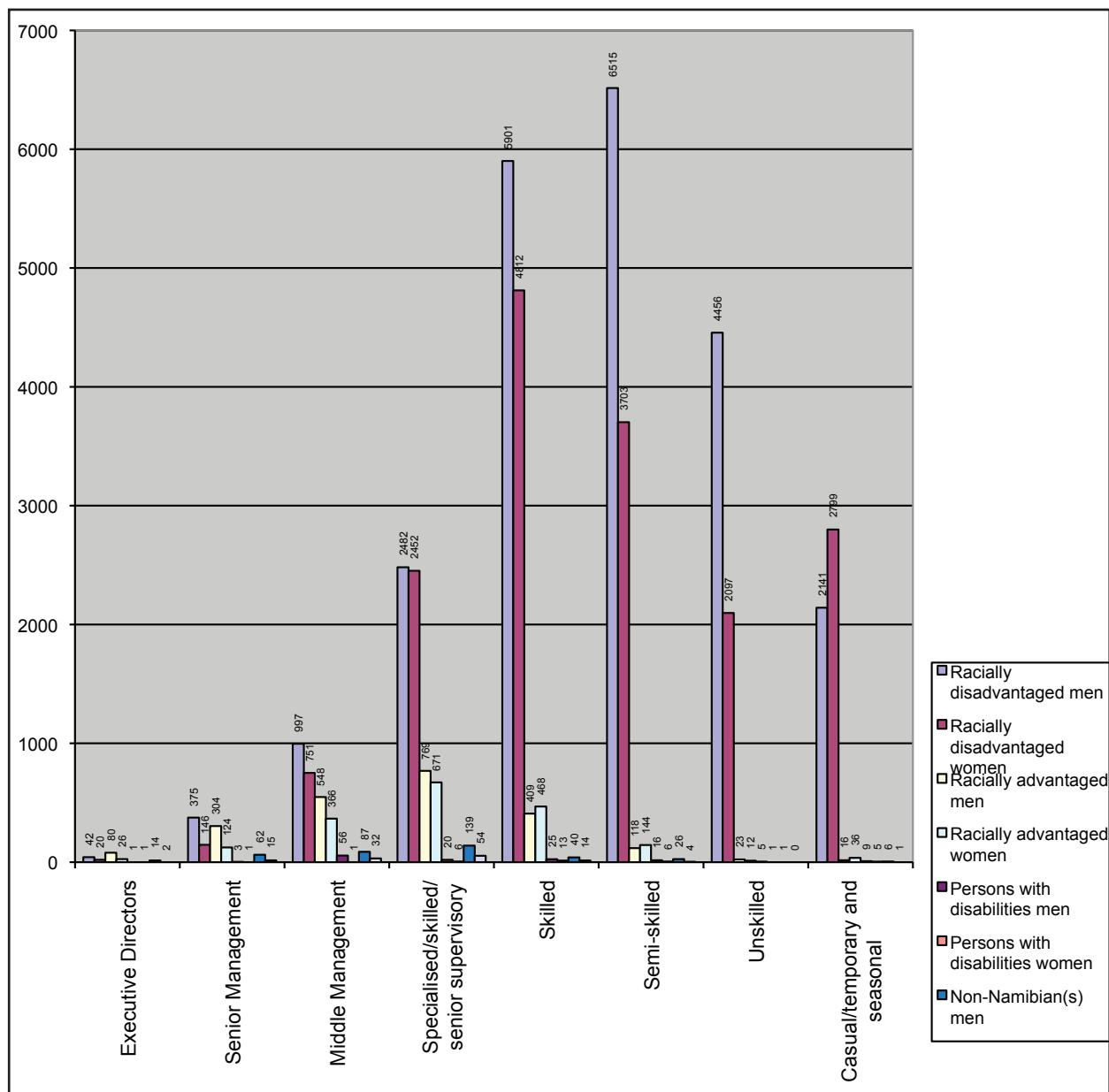
Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	42	20	80	26	1	1	14	2	137	49	186
Senior Management	375	146	304	124	3	1	62	15	744	286	1030
Middle Management	997	751	548	366	56	1	87	32	1688	1150	2838
Specialised/skilled/senior supervisory	2482	2452	770	673	20	6	139	54	3411	3185	6596
Skilled	5901	4812	411	471	25	13	40	14	6377	5310	11687
Semi-skilled	6541	3705	118	146	16	6	26	4	6701	3861	10562
Unskilled	4461	2103	23	12	5	1	1	0	4490	2116	6606
Total permanent	20799	13989	2254	1818	126	29	369	121	23548	15957	39505
Casual/temporary & seasonal	2148	2799	16	36	9	5	6	1	2179	2841	5020
Total	22947	16788	2270	1854	135	34	375	122	25727	18798	44525

A total of 44 525 persons were trained across all employment sectors, representing a decrease of 6.9% compared to the previous year. Although 89.2 % of all persons trained were from previously racially disadvantaged groups, the picture is very different at higher levels of employment. 57% of Executive Directors and 41.6% of Senior Managers trained were from previously racially advantaged groups. This pattern was more pronounced in 2009-2010 than in the previous year. Women accounted for 42% of all persons trained – the same ratio as in the previous year.

Cumulative: Training by Group Representation



Cumulative Training figures according to occupational category, race, gender, disability status and expatriate workers



Agriculture

Table 1: Workforce Profile

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	0	0	0	0	0	0	0	0	0
Senior Management	0	0	0	0	0	0	1	0	1	0	1
Middle Management	0	0	3	0	0	0	3	1	6	1	7
Specialised/skilled/senior supervisory	18	1	0	1	1	0	0	0	19	2	21
Skilled	58	27	0	0	0	0	0	0	58	27	85
Semi-skilled	52	20	0	0	0	0	0	0	52	20	72
Unskilled	37	43	0	0	0	0	0	0	37	43	80
Total permanent	165	91	3	1	1	0	4	1	173	93	266
Casual/temporary and seasonal	358	1134	0	0	0	0	0	0	358	1134	1497
Total	523	1225	3	1	1	0	4	1	531	1227	1758

The number of relevant employers in the Agricultural sector who reported to the Commission continued to increase and consequently the number of employees reported on increased by 59.4% from 1 103 in 2008-2009 to 1 758 in the year under review. Women comprised 69.8% of the total employees compared to 63% in the previous year. Not a single person from the designated groups was employed at management level and only one person with disabilities was employed in the sector.

Only 15.1% of all employees were employed permanently (most of them men) while 92.4% of female employees were employed as casual, temporary, or seasonal workers.

Agriculture

Table 2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	0	0	0	0	0	0	0	0	0
Senior Management	0	0	0	0	0	0	0	0	0	0	0
Middle Management	0	0	0	0	0	0	0	0	0	0	0
Specialised/skilled/senior supervisory	0	0	0	0	0	0	0	0	0	0	0
Skilled	0	0	0	0	0	0	0	0	0	0	0
Semi-skilled	4	0	0	0	0	0	0	0	4	0	4
Unskilled	13	17	0	0	0	0	0	0	13	17	30
Total permanent	17	17	0	0	0	0	0	0	17	17	34
Casual/temporary and seasonal	242	1038	0	0	0	0	0	0	242	1038	1280
Total	259	1055	0	0	0	0	0	0	259	1055	1314

The Agricultural sector employed a total of 1 314 persons during the period under review. This represented a decline of 16.1% compared to the previous year. Although the number of employees recruited for permanent employment increased from 12 in 2008-2009 to 34 in 2009-2010, the number of employees recruited for casual, temporary or seasonal work declined by 17.6% from 1 554 to 1 280.

Agriculture

Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	0	0	0	0	0	0	0	0	0
Senior Management	0	0	0	0	0	0	0	0	0	0	0
Middle Management	0	0	0	0	0	0	0	0	0	0	0
Specialised/skilled/senior supervisory	2	1	0	0	1	0	0	0	3	1	4
Skilled	2	0	0	0	0	0	0	0	2	0	2
Semi-skilled	2	1	0	0	0	0	0	0	2	1	3
Unskilled	0	0	0	0	0	0	0	0	0	0	0
Total permanent	6	2	0	0	1	0	0	0	7	2	9
Casual/temporary & seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	6	2	0	0	1	0	0	0	7	2	9

As in the previous year, promotions in the Agricultural sector occurred only amongst permanent employees. Nine (9) of them were promoted of which 7 were men. As in the previous year, 1 person with disabilities was amongst those promoted.

Agriculture

Table 4: Termination

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	0	0	0	0	0	0	0	0	0
Senior Management	0	0	0	0	0	0	0	0	0	0	0
Middle Management	0	0	0	0	0	0	0	0	0	0	0
Specialised/skilled/senior supervisory	1	1	0	0	0	0	0	0	0	1	1
Skilled	0	2	0	0	0	0	0	0	0	2	2
Semi-skilled	8	0	0	0	0	0	0	0	0	0	0
Unskilled	1	1	0	0	0	0	0	0	0	1	1
Total permanent	10	4	0	0	0	0	0	0	10	4	14
Casual/temporary and seasonal	65	35	0	0	0	0	0	0	65	35	100
Total	75	39	0	0	0	0	0	0	75	39	114

A total of 114 employees left their employment in the Agricultural sector during the period under review. This affected mostly non-permanent staff who accounted for 87.7% of terminations. All terminations affected previously racially disadvantaged persons.

Agriculture

Table 5: Termination Categories

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Resignation	9	2	0	0	0	0	0	0	0	2	2
Non-renewal of contract	61	34	0	0	0	0	0	0	0	34	34
Dismissal - Retrenchment	0	0	0	0	0	0	0	0	0	0	0
Dismissal - Misconduct	1	0	0	0	0	0	0	0	0	0	0
Dismissal - incapacity	0	0	0	0	0	0	0	0	0	0	0
Other	4	3	0	0	0	0	0	0	0	3	3
Total	75	39	0	0	0	0	0	0	75	39	114

The most common reason for termination was the non-renewal of contracts (83.3%), followed by resignations (7.9%). The remaining 3 cases were terminations for “other” unspecified reasons. No dismissals occurred during the period under review.

Agriculture

Table 6: Training

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	0	0	0	0	0	0	0	0	0
Senior Management	0	0	0	0	0	0	1	0	1	0	1
Middle Management	0	1	0	0	0	0	2	1	2	2	4
Specialised/skilled/ senior supervisory	18	3	0	1	1	0	0	0	19	4	23
Skilled	17	6	0	0	0	0	0	0	51	6	57
Semi-skilled	34	13	0	0	0	0	0	0	34	13	47
Unskilled	9	9	0	0	0	0	0	0	9	9	18
Total permanent	78	32	0	1	1	0	3	1	82	34	116
Casual/temporary and seasonal	348	1109	0	0	0	0	0	0	348	1109	1457
Total	426	1141	0	1	1	0	3	1	430	1143	1573

A total of 1 573 employees were reported as having received training, which represented an increase of 51.3% compared to the previous year. Only 4 of the trained persons were not from designated groups (Non-Namibians).

Construction

Table 1: Workforce Profile

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	5	1	26	1	0	0	1	0	32	2	34
Senior Management	14	4	43	8	0	0	5	3	62	15	77
Middle Management	71	14	53	6	2	0	13	1	139	21	160
Specialised/skilled/senior supervisory	195	30	68	21	2	0	58	5	323	56	379
Skilled	738	67	29	21	6	0	64	0	837	88	925
Semi-skilled	1241	53	9	8	9	0	1	0	1260	61	1321
Unskilled	1661	236	1	0	7	5	0	0	1669	241	1910
Total permanent	3925	405	229	65	26	5	142	9	4322	484	4806
Casual/temporary and seasonal	1415	127	24	2	0	0	4	0	1443	129	1572
Total	5340	532	253	67	26	5	146	9	5765	613	6378

The total number of employees reported on in the Construction industry increased by 34% from 4 761 to 6 378. As in the previous year, previously racially advantaged (White) employees comprised 5% of the total number of employees but 79.4% of Executive Directors and 66.2% of senior management.

The sector is male-dominated at all levels of employment, ranging from 94.1% at Executive Director level to 86% at middle management level and 85.2% at specialized/skilled/senior supervisory level. Women accounted for 23.8% of employees at management level and for 9.4% below management. This represented a significant improvement at management level compared to the previous year when women accounted for only 15%. The majority (60.5%) of women in management positions were previously racially disadvantaged (Black).

Construction

Table 2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	1	0	0	0	0	0	1	0	1
Senior Management	2	2	4	1	0	0	0	0	6	3	9
Middle Management	10	4	9	0	0	0	3	0	22	4	26
Specialised/skilled/senior supervisory	18	5	21	7	1	0	9	0	49	12	61
Skilled	150	11	9	3	0	0	38	0	197	14	211
Semi-skilled	307	8	4	4	0	0	0	0	311	12	323
Unskilled	332	60	0	0	0	0	0	0	332	60	392
Total permanent	819	90	48	15	1	0	50	0	918	105	1023
Casual/temporary and seasonal	1104	48	11	3	0	0	1	0	1116	51	1167
Total	2740	138	59	18	1	0	51	0	2851	156	3007

Reported recruitment stood at 3 007 during the period under review, 56.6% more than in the previous year. However, this was largely due to the recruitment of 1 167 casual, temporary or seasonal employees. Only 1 023 new staff members (38.8% of the total) were recruited on a permanent basis. Although 95.7% of the recruited employees were from previously racially disadvantaged groups (up from 90% during the previous year), the picture was different at higher levels of employment. Only 50% of the recruited managers were black and only 19.4% were women. This, however, represents an improvement compared to the previous year when only 10.7% of those recruited to management were female and 39.3% were black.

Construction

Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	1	0	0	0	0	0	1	0	1
Senior Management	1	1	6	1	0	0	0	0	7	2	9
Middle Management	7	2	2	1	0	0	0	0	9	3	12
Specialised/skilled/senior supervisory	57	5	3	3	0	0	0	2	60	10	70
Skilled	103	1	4	1	0	0	0	0	107	2	109
Semi-skilled	147	4	1	1	0	0	0	0	148	5	153
Unskilled	49	6	0	0	0	0	0	0	49	6	55
Total permanent	364	19	17	7	0	0	0	2	381	28	409
Casual/temporary & seasonal	18	0	0	0	0	0	0	0	18	0	18
Total	382	19	17	7	0	0	0	2	399	28	427

The sector reported 427 promotions, representing an increase of 247% compared to the previous year. Overall, 95.6 of promotions benefitted employees from designated groups but only 6.6% were women and no person with disabilities was promoted.

At management level, 59.1% of those promoted were from designated groups, and 22, 7% were women.

Construction

Table 4: Termination

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	0	0	0	0	1	0	1	0	1
Senior Management	1	0	3	0	0	0	2	1	6	1	7
Middle Management	11	2	7	2	0	0	1	1	19	5	24
Specialised/skilled/senior supervisory	35	5	22	5	0	0	12	0	69	10	79
Skilled	104	4	14	4	1	0	3	0	122	8	130
Semi-skilled	217	13	3	0	1	0	0	0	221	13	234
Unskilled	673	19	0	0	0	0	0	0	673	19	692
Total permanent	1041	43	49	11	2	0	19	2	1111	56	1167
Casual/temporary and seasonal	869	50	15	3	0	0	0	0	884	53	937
Total	1910	93	64	14	2	0	19	2	1995	109	2104

The Construction industry reported 2 104 terminations, an increase of 77.4% compared to the previous year. At management level, 43.8% of terminations affected previously racially disadvantaged persons and their overall proportion of terminations stood at 95.2%. 21 terminations (10% of the total) involved non-Namibians.

Construction

Table 5: Termination Categories

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Resignation	416	42	44	12	2	0	0	0	462	54	516
Non-renewal of contract	804	31	15	2	0	0	18	2	837	35	872
Dismissal - Retrenchment	366	12	1	0	0	0	1	0	368	12	380
Dismissal - Misconduct	141	3	2	0	0	0	0	0	143	3	146
Dismissal - incapacity	23	1	0	0	0	0	0	0	23	1	24
Other	160	4	2	0	0	0	0	0	162	4	166
Total	1910	93	64	14	2	0	19	2	1995	109	2104

As during the previous year, the non-renewal of contracts was the main reason for termination, accounting for 41.4% of the total. This was followed by resignations (24.5%) and retrenchments (18.1%). Dismissals due to misconduct increased from 59 cases in 2008-2009 to 146 cases in the review period, an increase of 147%. On the other hand, dismissals due to incapacity declined by 36.8% from 38 to 24.

Construction

Table 6: Training

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	2	0	1	0	0	0	3	0	6	0	6
Senior Management	7	1	15	1	0	0	3	0	25	2	27
Middle Management	32	3	13	0	0	0	4	0	49	3	52
Specialised/skilled/senior supervisory	73	7	20	3	0	0	22	0	115	10	125
Skilled	240	7	4	1	2	0	0	0	246	8	254
Semi-skilled	467	17	1	0	0	0	0	0	468	17	485
Unskilled	418	57	0	0	0	0	0	0	418	57	475
Total permanent	1239	92	54	5	2	0	32	0	1327	97	1424
Casual/temporary and seasonal	242	13	4	0	0	0	1	0	247	13	260
Total	1481	105	58	5	2	0	33	0	1574	110	1684

The number of people trained in the industry increased by 117% from 775 to 1 684 during the period under review. 94.6% of those trained were from designated groups but only 6.5% were women.

Out of the 122 previously racially advantaged males at management level, 29 23.8% of the total) received training, compared to only 13.2% of women in management positions.

Education, Training & Development Sector

Table 1: Workforce Profile

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	5	1	4	0	0	0	2	0	11	1	12
Senior Management	26	17	16	9	0	0	14	3	56	29	85
Middle Management	96	76	49	42	1	0	63	26	209	144	353
Specialised/skilled/senior supervisory	222	224	34	132	0	1	78	37	334	394	728
Skilled	147	231	8	45	0	1	4	11	159	288	447
Semi-skilled	106	70	2	6	1	3	0	1	109	80	189
Unskilled	76	79	0	1	0	0	0	0	76	80	156
Total permanent	678	698	113	235	2	5	161	78	954	1016	1970
Casual/temporary and seasonal	532	437	81	110	3	0	70	32	686	579	1265
Total	1210	1135	194	345	5	5	231	110	1640	1595	3235

The Education, Training and Development Sector reported a total of 3 235 employees, representing an increase of 26.7% of persons employed in that sector. Non-Namibians occupied 24 % of all management positions while women comprised 38.6% of employees at that level, a decline of 42% from the year before. Although Black Namibians comprised 72.5% of the total number of employees, they represented only 49,1% of employees at management level, lower than in the previous year. Only 1 person with disabilities was employed at management level.

Education, Training & Development Sector

Table2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	0	0	0	0	1	0	1	0	1
Senior Management	0	0	0	2	0	0	3	0	3	2	5
Middle Management	32	12	17	3	1	0	9	2	59	17	76
Specialised/skilled/senior supervisory	39	35	4	20	0	0	5	4	48	59	107
Skilled	27	41	4	9	0	1	3	5	34	56	90
Semi-skilled	19	6	0	0	0	0	0	0	19	6	25
Unskilled	2	3	0	0	0	0	0	0	2	3	5
Total permanent	119	97	25	34	1	1	21	11	166	143	309
Casual/temporary and seasonal	407	313	13	18	3	0	14	7	437	338	775
Total	526	410	38	52	4	1	35	18	603	481	1084

The sector recruited 1 084 employees during the period under review, an increase of 32.4% compared to the previous year. Of those recruited, 91.6% were from designated groups, up from 85% in the previous year. Persons with disabilities accounted for a mere 0.5% of total recruitment while Non-Namibians accounted for 4.9% and women for 44.4% - less than in the previous year.

The proportion of Non-Namibian recruits at management level stood at 18.3% compared to 53.7% for Black Namibians, an improvement compared to the previous year where the figures stood at 37% and 42% respectively.

Education, Training & Development Sector

Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	1	0	0	0	0	0	1	0	1
Senior Management	5	4	0	2	0	0	0	0	5	6	11
Middle Management	7	5	3	4	0	0	0	0	10	9	19
Specialised/skilled/senior supervisory	6	7	0	0	0	0	1	0	7	7	14
Skilled	11	9	0	0	0	0	0	0	11	9	20
Semi-skilled	1	0	0	0	0	0	0	0	1	0	1
Unskilled	1	0	0	0	0	0	0	0	1	0	1
Total permanent	31	25	4	6	0	0	1	0	36	31	67
Casual/temporary and seasonal	0	0	0	0	0	0	0	1	0	1	1
Total	31	25	4	6	0	0	1	1	36	32	68

A total of 68 promotions occurred within the sector, an increase of 19.3% compared to the previous year. 91.2% of those promoted were from designated groups, up from 75% the previous year. No person with disabilities was promoted while 14,7% of those promoted were White compared with 23% the year before. Women benefitted from 47% of all promotions.

Education, Training & Development Sector

Table 4: Termination

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	1	0	0	0	0	0	1	0	1
Senior Management	0	0	0	1	0	0	1	1	1	2	3
Middle Management	8	4	7	0	0	0	4	3	19	7	26
Specialised/skilled/senior supervisory	11	7	4	10	0	0	9	11	24	28	52
Skilled	14	18	1	5	0	0	1	3	16	26	42
Semi-skilled	8	4	0	0	0	0	0	0	8	4	12
Unskilled	9	8	0	0	0	0	0	0	9	8	17
Total permanent	50	41	13	16	0	0	15	18	78	75	153
Casual/temporary and seasonal	213	181	12	6	3	0	4	3	232	190	422
Total	263	222	25	22	3	0	19	21	310	265	575

The sector reported a total of 575 terminations, a slight increase of 1.8% compared to the previous year. The vast majority of terminations (88.7%) affected persons from designated groups, especially Black men who accounted for 45.7% of all terminations. Women accounted for 46.1% of all terminations, similar to the previous year.

Education, Training & Development Sector

Table 5: Termination Categories

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Resignation	35	30	12	12	0	0	7	15	54	57	111
Non-renewal of contract	122	101	5	2	0	0	12	6	139	109	248
Dismissal - Retrenchment	12	10	0	0	0	0	0	0	12	10	22
Dismissal - Misconduct	1	0	0	0	0	0	0	0	1	0	1
Dismissal - incapacity	0	0	0	0	0	0	0	0	0	0	0
Other	93	81	8	8	3	0	0	0	104	89	193
Total	263	222	25	22	3	0	19	21	310	265	575

As in the previous year, the non-renewal of contracts was the main reason for terminations, accounting for 43.1% of the total. This was followed by “other” unspecified reasons for termination (33.6%) and resignations (19.3%). Unlike in the previous year, most resignations affected women (51.4%). The non-renewal of contracts affected mostly Black Namibians (89.9%) while 3 persons with disabilities left for “other” unspecified reasons.

Education, Training & Development Sector

Table 6: Training

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	2	0	0	0	0	0	0	0	2	0	2
Senior Management	6	3	5	1	0	0	0	1	11	5	16
Middle Management	32	33	12	11	1	0	2	1	47	45	92
Specialised/skilled/senior supervisory	45	47	6	82	1	0	5	15	57	144	201
Skilled	34	72	1	9	0	1	0	0	35	82	117
Semi-skilled	9	8	0	0	0	0	0	0	9	8	17
Unskilled	3	4	0	0	0	0	0	0	3	4	7
Total permanent	131	167	24	0	2	1	7	17	164	185	349
Casual/temporary and seasonal	50	46	0	0	3	0	0	0	53	46	99
Total	181	213	24	0	5	1	7	17	217	231	448

The number of people trained in the sector declined by 4.7% from 469 to 448. Overall, 89.3% of all persons trained were from designated groups compared to 93% the year before. Most persons trained were female (51.6%) and 1.3% were people with disabilities, a slight increase compared to the previous year. At management level, 31.5% of those trained were White.

Financial Intermediation

Table 1: Workforce Profile

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	17	8	24	2	0	0	3	1	44	11	55
Senior Management	47	28	94	31	0	0	15	2	156	61	217
Middle Management	124	139	141	147	2	0	13	11	280	297	577
Specialised/skilled/senior supervisory	370	768	115	322	5	4	8	9	498	1103	1601
Skilled	716	1369	49	196	9	9	7	1	781	1575	2356
Semi-skilled	260	333	5	25	1	4	1	0	267	362	629
Unskilled	69	62	0	0	0	0	0	0	69	62	131
Total permanent	1603	2707	428	723	17	17	47	24	2095	3471	5566
Casual/temporary and seasonal	79	109	7	10	0	0	0	2	86	121	207
Total	1682	2816	435	733	17	17	47	26	2181	3592	5773

The total number of persons reported on in this sector decreased significantly by 29.2% from 8154 in 2008-2009 to 5 773 in the current reporting period. As in the previous year, persons in designated groups comprised 91.2% of all employees but Whites still occupied 51.7% of all management positions – an even larger share than in the previous year.

Women accounted for 43.5% of management positions, a slight improvement compared to the 40% they held in the previous year. On the other hand, Black Namibians accounted for only 42.7% of positions at that level compared to 47% in the previous year. Only 2 persons with disabilities were employed at management level, compared to 5 in the previous year. Overall, the number of persons with disabilities employed by the sector declined from 43 to 34 in the period under review, a decline of 20.9%.

Financial Intermediation

Table 2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	1	0	0	0	1	0	2	0	2
Senior Management	7	4	5	2	0	0	2	1	14	7	21
Middle Management	12	8	17	18	0	0	1	0	30	26	56
Specialised/skilled/senior supervisory	92	145	27	19	0	0	1	1	120	165	285
Skilled	202	292	14	24	0	0	8	1	224	317	541
Semi-skilled	65	67	1	11	0	0	1	0	67	78	145
Unskilled	4	7	0	0	0	0	0	1	4	8	12
Total permanent	382	523	65	74	0	0	14	4	461	601	1062
Casual/temporary and seasonal	31	82	2	10	0	0	0	1	33	93	126
Total	413	605	67	84	0	0	14	5	494	694	1188

The sector reported a total of 1188 persons as having been recruited, which represented a decline of 36.8% compared to the previous year. Women accounted for 58.4% of all persons recruited, an improvement on the 53% recorded in the previous year. No person with disabilities was recruited during the period under review.

Although Black Namibians accounted for 85.7 of all persons recruited, their share at management level stood at only 39.2%, slightly less than the 41% of the previous year.

Financial Intermediation

Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	1	1	1	0	0	0	0	0	2	1	3
Senior Management	6	7	18	2	0	0	0	0	24	9	33
Middle Management	13	25	8	11	0	0	0	1	21	37	58
Specialised/skilled/senior supervisory	103	179	16	42	0	2	0	0	119	223	342
Skilled	176	279	8	14	0	0	0	0	184	293	477
Semi-skilled	6	11	0	0	0	0	0	0	6	11	17
Unskilled	0	0	0	0	0	0	0	0	0	0	0
Total permanent	305	502	51	69	0	2	0	1	356	574	930
Casual/temporary and seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	305	502	51	69	0	2	0	1	356	574	930

The total number of persons promoted decreased by 22.4% from 1 199 in 2008-2009 to 930 in the current review period. 94.4% of all persons promoted were from designated groups, but only 2 of them were persons with disabilities. Similar to the previous year, women accounted for 61.7% of all promotions and Black Namibians benefited from 56.4% of promotions at management level.

Financial Intermediation

Table 4: Terminations

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	2	0	0	0	3	0	5	0	5
Senior Management	8	0	11	3	0	0	3	2	22	5	27
Middle Management	31	35	23	22	0	0	1	0	55	57	112
Specialised/skilled/senior supervisory	85	108	14	41	0	0	8	0	107	149	256
Skilled	159	199	10	30	0	0	7	1	176	230	406
Semi-skilled	141	91	5	8	0	0	0	0	146	99	245
Unskilled	13	7	0	0	0	0	0	0	13	7	20
Total permanent	437	440	65	104	0	0	22	3	524	547	1071
Casual/temporary and seasonal	15	53	3	12	0	0	1	0	19	65	84
Total	452	493	68	116	0	0	23	3	543	612	1155

During the period under review, the number of terminations decreased by 19.3% from 1 432 to 1 155. Terminations affected mostly persons from designated groups (91.9%), with women accounting for 53% of the total.

Financial Intermediation

Table 5: Termination Categories

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Resignation	297	343	49	89	0	0	12	2	358	434	792
Non-renewal of contract	17	56	3	8	0	0	2	0	22	64	86
Dismissal - Retrenchment	59	33	1	0	0	0	7	0	67	33	100
Dismissal - Misconduct	52	27	0	3	0	0	1	1	53	31	84
Dismissal - incapacity	0	1	0	0	0	0	0	0	0	1	1
Other	27	33	15	16	0	0	1	0	43	49	92
Total	452	493	68	116	0	0	23	3	543	612	1155

As in the previous year, resignations accounted for most terminations (68.6%), followed by retrenchments (8.7%) and non-renewal of contracts (7.4%).

During the period under review the number of dismissals for misconduct increased to 84 cases compared to just a single case in the previous year. On the other hand, dismissals for incapacity declined to just a single case compared to 189 cases in the previous year.

Financial Intermediation

Table 6: Training

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	4	1	6	0	0	0	2	0	12	1	13
Senior Management	26	18	46	21	0	0	1	0	73	39	112
Middle Management	60	135	89	136	51	1	5	4	205	276	481
Specialised/skilled/senior supervisory	225	796	80	227	1	1	5	2	311	1026	1337
Skilled	692	1217	53	157	0	2	5	0	750	1376	2126
Semi-skilled	118	184	0	14	0	1	0	0	118	199	317
Unskilled	17	17	0	0	0	0	0	0	17	17	34
Total permanent	1142	2368	274	555	52	5	18	6	1486	2934	4420
Casual/temporary and seasonal	5	12	0	24	0	0	0	0	5	36	41
Total	1147	2380	274	579	52	5	18	6	1491	2970	4461

A total of 4 461 employees received training during the period under review which constituted 77.3% of all staff – less than the 84% reported in the previous year. Persons from designated groups accounted for 93.3% of those trained, with women accounting for 66.6% of the total.

Fishing

Table 1: Workforce Profile

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	3	0	17	0	0	0	2	0	22	0	22
Senior Management	30	5	32	8	1	0	16	0	79	13	92
Middle Management	96	16	45	13	1	2	28	4	170	35	205
Specialised/skilled/senior supervisory	328	103	34	29	1	1	22	3	385	136	521
Skilled	779	306	23	24	5	1	16	2	823	333	1156
Semi-skilled	1162	1113	1	3	2	1	0	1	1165	1118	2283
Unskilled	1481	861	0	0	8	0	0	0	1489	861	2350
Total permanent	3879	2404	152	77	18	5	84	10	4133	2496	6629
Casual/temporary and seasonal	1653	1142	1	0	4	0	126	6	1784	1148	2932
Total	5532	3546	153	77	22	5	210	16	5917	3644	9561

The fishing sector reported on a total number of 9 561 employees which represented a decline of 31.7% compared to the previous year. Overall, 96% of employees were from designated groups with women accounting for 38.1% and people with disabilities for only 0.3%. Although White employees constituted only 2.4% of the total, their share in management positions stood at 36% - higher than the 31% of the previous year. Black Namibians occupied 47% of management positions and women only 15%.

Fishing

Table 2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	1	0	3	0	0	0	1	0	5	0	5
Senior Management	5	0	1	2	0	0	2	0	8	2	10
Middle Management	12	6	9	1	0	1	2	0	23	8	31
Specialised/skilled/senior supervisory	45	19	5	1	0	0	22	1	72	21	93
Skilled	68	36	4	6	1	0	3	1	76	43	119
Semi-skilled	102	109	1	3	0	0	0	0	103	112	215
Unskilled	291	353	0	0	0	0	0	0	291	353	644
Total permanent	524	523	23	13	1	1	30	2	578	539	1117
Casual/temporary and seasonal	617	441	3	2	0	0	0	0	620	443	1063
Total	1141	964	26	15	1	1	30	2	1198	982	2180

A total of 2 180 persons were recruited in the industry, a decline of 36.5% compared to the previous year. Overall, 97.3% of the persons recruited were from designated groups with Black Namibians accounting for 96.6% and women for 45% - an improvement on the 39% in the previous year. Only 2 persons with disabilities were recruited accounting for just 0.1% of the total.

Fishing

Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	1	0	0	0	0	0	1	0	1
Senior Management	4	0	1	2	0	0	0	0	5	2	7
Middle Management	6	3	4	1	0	1	0	0	10	5	15
Specialised/skilled/senior supervisory	17	14	4	5	0	0	0	0	21	19	40
Skilled	57	18	3	0	1	0	0	0	61	18	79
Semi-skilled	58	3	0	0	0	0	0	0	58	3	61
Unskilled	120	2	0	0	0	0	0	0	120	2	122
Total permanent	262	40	13	8	1	1	0	0	276	49	325
Casual/temporary and seasonal	47	42	6	2	0	0	0	1	53	45	98
Total	309	82	19	10	1	1	0	1	329	94	423

A total of 423 employees were promoted, representing an increase of 53.8% compared to the previous year. Overall, 95.3% of promoted employees were from designated groups, but men (77.8%) benefitted far more than women (22.2%). Only 2 persons with disabilities were promoted. At management level, 39.1% of promotions went to Whites.

Fishing

Table 4: Terminations

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	1	0	0	0	1	0	2	0	2
Senior Management	4	1	5	4	0	0	1	1	10	6	16
Middle Management	12	1	3	1	0	0	1	1	16	3	19
Specialised/skilled/senior supervisory	65	14	7	5	0	0	20	0	92	19	111
Skilled	113	19	2	4	1	0	6	0	122	23	145
Semi-skilled	182	40	4	1	1	0	0	0	187	41	228
Unskilled	195	84	0	0	0	1	0	0	195	85	280
Total permanent	571	159	22	15	2	1	29	2	624	177	801
Casual/temporary and seasonal	360	206	4	2	0	0	0	0	364	208	572
Total	931	365	26	17	2	1	29	2	988	385	1373

The Fishing sector recorded 1 373 employees as having left employment during the period under review. This represent a decline of 36.9% compared to the previous year. 95.8% of those who left were from designated groups with Black men accounting for 67.8%. Women accounted for 28% of the total and Non-Namibians for 2.3%.

Fishing

Table 5: Termination Categories

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Resignation	230	79	12	12	0	0	7	1	249	92	341
Non-renewal of contract	268	110	8	3	0	0	18	1	294	114	408
Dismissal - Retrenchment	159	52	2	0	1	0	2	0	164	52	216
Dismissal - Misconduct	112	23	0	2	0	0	1	0	113	25	138
Dismissal - incapacity	7	3	1	0	0	0	0	0	8	3	11
Other	155	98	3	0	1	1	1	0	160	99	259
Total	931	365	26	17	2	1	29	2	988	385	1373

As in the previous year, the non-renewal of contracts was the main reason for termination, accounting for 29.7% of the total. This was followed by resignations (24.8%), “other” unspecified reasons (18.9%) and retrenchments (15.7%).

Resignations were more common reasons for termination amongst White employees (55.8% of all terminations) than amongst Black employees (23.8%)

Fishing

Table 6: Training

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	2	0	3	0	0	0	0	0	5	0	5
Senior Management	19	2	11	6	0	0	1	1	31	9	40
Middle Management	39	6	17	6	0	0	1	0	57	12	69
Specialised/skilled/senior supervisory	181	61	32	10	0	0	0	0	213	71	284
Skilled	522	225	4	5	2	0	0	1	528	231	759
Semi-skilled	562	765	1	0	0	0	0	0	563	765	1328
Unskilled	581	92	0	0	0	0	0	0	581	92	673
Total permanent	1906	1151	68	27	2	0	2	2	1978	1180	3158
Casual/temporary and seasonal	351	504	0	0	0	0	0	0	351	504	855
Total	2257	1655	68	27	2	0	2	2	2329	1684	4013

The number of employees trained during the period under review declined sharply by 48.1% from 7 735 in 2008-2009 to 4 013 during the period under review. Overall, 97.5% of employees trained were Black Namibians but their ratio stood at only 59.6% at management level. White men benefitted from 27.2 % of all training provided at that level.

Health & Welfare Sector

Table 1: Workforce Profile

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	4	6	8	2	0	1	1	0	13	9	22
Senior Management	1	5	6	5	0	0	1	0	8	10	18
Middle Management	11	26	2	10	0	1	1	1	14	38	52
Specialised/skilled/senior supervisory	14	151	3	31	0	1	13	13	30	196	226
Skilled	67	251	3	33	0	5	22	20	92	309	401
Semi-skilled	66	229	0	6	0	1	0	0	66	236	302
Unskilled	31	58	0	0	0	0	0	0	31	58	89
Total permanent	194	726	22	87	0	9	38	34	254	856	1110
Casual/temporary and seasonal	11	44	1	2	0	0	0	0	12	46	58
Total	205	770	23	89	0	9	38	34	266	902	1168

The Health and Welfare sector was one of the few sectors where women constituted the majority of employees, accounting for 77.2%. The overall number of employees declined slightly by 2.3 % to 1 168 during the period under review. Black Namibians accounted for 57.6% at management level compared to 52% the previous year while women's share at management level dropped 71% to 62%.

The sector employed only 9 persons with disabilities (0.8% of the total) and 72 Non-Namibians (6.2%), mostly at higher levels of employment, ranging from skilled to management levels.

Health & Welfare Sector

Table 2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	0	0	0	0	0	0	0	0	0
Senior Management	1	0	0	0	0	0	0	0	1	0	1
Middle Management	2	1	1	0	0	0	0	0	3	1	4
Specialised/skilled/senior supervisory	5	46	2	4	0	0	4	0	11	50	61
Skilled	14	62	0	4	0	0	2	2	16	68	84
Semi-skilled	13	43	0	0	0	0	0	0	13	43	56
Unskilled	6	13	0	0	0	0	0	0	6	13	19
Total permanent	41	165	3	8	0	0	6	2	50	175	225
Casual/temporary and seasonal	4	26	1	1	0	0	1	1	6	28	34
Total	45	191	4	9	0	0	7	3	56	203	259

The Health and Welfare sector recruited significantly more people during the period under review (259) compared to the previous year (170). This represented an increase of 52.4%. Most recruits were from the designated groups (94.6%) with women accounting for 78.4%. No person with disabilities was recruited. Non-Namibian recruits accounted for 3.9% and occupied skilled and supervisory positions.

Health & Welfare Sector

Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	1	0	0	0	0	0	0	0	1	1
Senior Management	0	0	0	0	0	0	0	0	0	0	0
Middle Management	3	4	0	1	0	0	0	0	3	5	8
Specialised/skilled/senior supervisory	2	4	0	0	0	0	1	0	3	4	7
Skilled	0	1	0	0	0	0	0	0	0	1	1
Semi-skilled	0	4	0	0	0	0	0	0	0	4	4
Unskilled	0	0	0	0	0	0	0	0	0	0	0
Total permanent	5	14	0	1	0	0	1	0	6	15	21
Casual/temporary and seasonal	0	1	0	0	0	0	0	0	0	1	1
Total	5	15	0	1	0	0	1	0	6	16	22

As in the previous year, 22 employees were promoted of which 21 (95.5%) were from the designated groups. In line with their larger share of employment, 72.7% of those promoted were women.

Health & Welfare Sector

Table 4: Termination

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	0	0	0	0	0	0	0	0	0
Senior Management	0	1	0	0	0	0	0	0	0	1	1
Middle Management	0	1	1	3	0	0	0	1	1	5	6
Specialised/skilled/senior supervisory	4	21	2	10	0	0	6	3	12	34	46
Skilled	6	25	0	8	0	0	2	1	8	34	42
Semi-skilled	10	31	0	3	0	0	0	0	10	34	44
Unskilled	3	3	0	0	0	0	0	0	3	3	6
Total permanent	23	82	3	24	0	0	8	5	34	111	145
Casual/temporary and seasonal	5	22	0	3	0	0	2	1	7	26	33
Total	28	104	3	27	0	0	10	6	41	137	178

The number of terminations increased by 26.2% to 178 compared to the previous year when 141 terminations had occurred. Overall, 89.3% of terminations affected people from designated groups, mostly women, who accounted for 77% of the total.

Health & Welfare Sector

Table 5: Termination Categories

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Resignation	17	80	1	20	0	0	6	3	24	103	127
Non-renewal of contract	5	12	0	4	0	0	3	2	8	18	26
Dismissal - Retrenchment	0	4	0	3	0	0	0	0	0	7	7
Dismissal - Misconduct	3	1	1	0	0	0	0	0	4	1	5
Dismissal - incapacity	0	0	0	0	0	0	0	0	0	0	0
Other	3	7	1	0	0	0	1	1	5	8	13
Total	28	104	3	27	0	0	10	6	41	137	178

As in the previous year, the most common form of terminations were resignations, accounting for 71.3%. This was followed by the non-renewal of contracts (14.6%) and “other” unspecified reasons (7.3%). Of those who resigned, 81.1% were women, 76.4% were Black, 16.5% were White and 5.1% were non-Namibians.

Health & Welfare Sector

Table 6: Training

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	1	1	0	1	0	0	1	2	3
Senior Management	1	3	1	4	0	0	1	0	3	7	10
Middle Management	4	14	0	5	0	0	0	0	4	19	23
Specialised/skilled/senior supervisory	8	85	0	6	0	0	5	2	13	93	106
Skilled	34	90	1	5	2	0	13	4	50	99	149
Semi-skilled	5	55	0	0	0	0	0	0	5	55	60
Unskilled	1	9	0	0	0	0	0	0	1	9	10
Total permanent	53	256	3	21	2	1	19	6	77	284	361
Casual/temporary and seasonal	1	15	0	4	0	0	0	0	1	19	20
Total	54	271	3	25	2	1	19	6	78	303	381

The sector reported a total of 381 employees trained during the period under review. This represented a decline of 6.4% compared to the previous year. Training occurred at all levels of employment and in line with their larger share of employment, women also accounted for 79.5% of employees trained. 3 persons with disabilities (0.8%) and 25 non-Namibians (6.6%) were amongst those who received training.

Information Systems, Electronics and Telecommunications Technologies Sector

Table 1: Workforce Profile

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	9	2	15	1	0	0	2	0	26	3	29
Senior Management	34	9	21	6	1	0	10	0	66	15	81
Middle Management	63	31	41	18	2	0	11	3	117	52	169
Specialised/skilled/senior supervisory	268	136	66	29	2	0	6	2	342	167	509
Skilled	506	323	99	31	2	3	12	0	619	357	976
Semi-skilled	246	225	10	18	2	2	0	0	258	245	503
Unskilled	22	27	0	0	1	0	0	0	23	27	50
Total permanent	1148	753	252	103	10	5	41	5	1451	866	2317
Casual/temporary and seasonal	186	134	3	5	0	2	1	0	190	141	331
Total	1334	887	255	108	10	7	42	5	1641	1007	2648

The sector reported a total of 2 648 employees during the year under review. This represented a decline of 31.3% compared to the previous year. Black employees accounted for 83.9% of the total but for only 53% at management level. White men accounted for 27.6% of management positions compared to only 15.1% for Black women. Persons with disabilities accounted for 0.6% of total employment and 1.1% of employees at management level.

Information Systems, Electronics and Telecommunications Technologies Sector

Table 2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	3	0	1	0	0	0	0	0	4	0	4
Senior Management	4	1	3	2	0	0	0	0	7	3	10
Middle Management	7	5	2	3	0	0	0	0	9	8	17
Specialised/skilled/senior supervisory	18	20	8	1	0	0	3	1	29	22	51
Skilled	50	32	11	3	1	0	3	0	65	35	100
Semi-skilled	9	5	1	0	0	0	0	0	10	5	15
Unskilled	4	0	0	0	0	0	0	0	4	0	4
Total permanent	95	63	26	9	1	0	6	1	128	73	201
Casual/temporary and seasonal	132	96	1	1	0	0	2	1	135	98	233
Total	227	159	27	10	1	0	8	2	263	171	434

The sector recruited 434 persons during the year under a review, a decline of 37.6% compared to the previous year. 91.5% of those recruited were from designated groups, 39.4% were women and only 1 person with a disability. At management level, Whites represented 19.4% of recruited employees compared to 35.7% the year before.

Information Systems, Electronics and Telecommunications Technologies Sector

Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	1	0	0	0	0	0	0	0	1	1
Senior Management	1	3	4	0	0	0	0	0	5	3	8
Middle Management	2	3	5	2	0	0	0	0	7	5	12
Specialised/skilled/senior supervisory	27	14	3	6	0	0	0	0	30	20	50
Skilled	13	14	3	1	1	0	0	0	17	15	32
Semi-skilled	4	2	0	0	0	0	0	0	4	2	6
Unskilled	0	0	0	0	0	0	0	0	0	0	0
Total permanent	47	37	15	9	1	0	0	0	63	46	109
Casual/temporary and seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	47	37	15	9	1	0	0	0	63	46	109

The sector reported 109 promotions during the year under review, a decline of 14.8% compared to the previous year. 86.2% of promoted employees were from designated groups, slightly less than in the year before. At management level, 47.6% of promoted employees were black compared to 64% in the previous year. On the other hand, the share of promoted women increased from 32% to 42.8%. No person with disabilities was promoted during the year under review.

Information Systems, Electronics and Telecommunications Technologies Sector

Table 4: Termination

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	2	0	2	0	0	0	0	0	4	0	4
Senior Management	3	2	7	2	0	0	0	0	10	4	14
Middle Management	2	4	8	5	0	0	0	0	10	9	19
Specialised/skilled/senior supervisory	18	14	6	5	0	0	2	1	26	20	46
Skilled	35	26	12	6	0	0	3	0	50	32	82
Semi-skilled	21	18	1	4	1	0	0	0	23	22	45
Unskilled	2	6	0	0	0	0	0	0	2	6	8
Total permanent	83	70	36	22	1	0	5	1	125	93	218
Casual/temporary and seasonal	92	65	6	0	0	0	5	2	103	67	170
Total	175	135	42	22	1	0	10	3	228	160	388

A total of 388 terminations were reported, representing a decline of 27.7% compared to the previous year. 85.8% of terminations affected people from designated groups, with women accounting for 41.2%. The total number of employees whose employment was terminated constitutes 14.6% of the total workforce in this sector, similar to the year before.

Information Systems, Electronics and Telecommunications Technologies Sector

Table 5: Termination Categories

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Resignation	54	53	30	20	0	0	5	1	89	74	163
Non-renewal of contract	85	59	3	0	0	0	1	2	89	61	150
Dismissal - Retrenchment	12	12	0	1	1	0	0	0	13	13	26
Dismissal - Misconduct	10	6	3	0	0	0	0	0	13	6	19
Dismissal - incapacity	1	0	1	0	0	0	0	0	2	0	2
Other	16	5	1	1	0	0	4	0	21	6	27
Total	178	135	38	22	1	0	10	3	227	160	387

As in the year before, resignations were the main reason for termination, accounting for 42.1% of the total. This was followed by the non-renewal of contracts (38.8%), “other” unspecified terminations (7%) and retrenchments (6.7%). The non-renewal of contracts affected especially Black Namibians (96%) while resignations were most pronounced amongst White employees.

Information Systems, Electronics and Telecommunications Technologies Sector

Table 6: Training

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	5	2	8	0	0	0	0	0	13	2	15
Senior Management	21	2	14	5	0	0	0	0	35	7	42
Middle Management	104	42	61	17	0	0	0	0	165	59	224
Specialised/skilled/senior supervisory	217	120	102	23	0	0	0	0	319	143	462
Skilled	491	318	93	17	1	0	0	0	585	335	920
Semi-skilled	87	277	11	27	0	0	0	0	98	304	402
Unskilled	2	4	0	0	0	0	0	0	2	4	6
Total permanent	927	765	289	89	1	0	0	0	1217	854	2071
Casual/temporary and seasonal	82	17	1	0	0	0	0	0	83	17	100
Total	1009	782	290	89	1	0	0	0	1300	871	2171

The sector reported a total of 2 171 employees trained, 14.8% less than in the previous year. The number of people trained represented 82% of the total workforce with 86.6% being from designated groups. Black Namibians accounted for 62.6% and women for only 24.2% of persons trained at management level. Only one person with disability was trained during the year under review.

Local Governments, Water and Related Services Sector

Table 1: Workforce Profile

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	15	1	1	0	0	0	0	0	16	1	17
Senior Management	40	12	14	1	1	0	0	0	55	13	68
Middle Management	64	34	21	2	2	0	1	0	88	36	124
Specialised/skilled/senior supervisory	133	64	34	13	3	0	2	0	172	77	249
Skilled	515	263	49	29	3	0	2	1	569	293	862
Semi-skilled	810	274	12	6	7	5	0	0	829	285	1114
Unskilled	1007	237	0	1	16	3	0	0	1023	241	1264
Total permanent	2584	885	131	52	32	8	5	1	2752	946	3698
Casual/temporary and seasonal	296	126	7	2	0	0	0	0	303	128	431
Total	2880	1011	138	54	32	8	5	1	3055	1074	4129

This sector reported on a total number of 4 129 employees, an increase of 13.2% when compared to the previous year. Persons from designated groups comprised 96.5% of the total workforce and accounted for 82.3% of employees in management positions. The figures were similar to the ones in the previous year but the composition of management was significantly different from that in the business sectors where companies were privately owned.

Women constituted only 26% of the total workforce compared to 32% in the previous year. At management level women's share was only 23.9% while persons with disabilities accounted for less than 1% of the workforce.

Local Governments, Water and Related Services Sector

Table 2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	1	0	0	0	0	0	0	0	1	0	1
Senior Management	4	1	3	0	1	0	0	0	8	1	9
Middle Management	10	1	1	0	0	0	0	0	11	1	12
Specialised/skilled/senior supervisory	26	18	2	10	0	0	0	0	28	28	56
Skilled	32	21	1	0	0	0	0	0	33	21	54
Semi-skilled	46	26	0	0	0	0	1	0	47	26	73
Unskilled	82	18	2	0	0	0	0	0	84	18	102
Total permanent	201	85	9	10	1	0	1	0	212	95	307
Casual/temporary and seasonal	230	94	5	2	0	0	0	0	235	96	331
Total	431	179	14	12	1	0	1	0	447	191	638

The sector recruited 638 new persons in the year under review, an increase of 72.4% compared to the previous year. Persons in designated groups accounted for 97.6% of all new recruits but there was a huge gender imbalance as only 29.9% of the new recruits were women.

At management level, 81, 8% of new recruits were from designated groups but only 9.1% were women. Black men were the main beneficiaries of recruitment in the sector during the year under review.

Local Governments, Water and Related Services Sector

Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	1	0	0	0	0	0	0	0	1	0	1
Senior Management	0	3	1	0	0	0	0	0	1	3	4
Middle Management	2	3	0	0	0	0	0	0	2	3	5
Specialised/skilled/senior supervisory	3	5	1	0	0	0	0	0	4	5	9
Skilled	14	10	2	3	0	0	0	0	16	13	29
Semi-skilled	28	3	0	0	0	0	0	0	28	3	31
Unskilled	6	0	0	0	0	0	0	0	6	0	6
Total permanent	54	24	4	3	0	0	0	0	58	27	85
Casual/temporary and seasonal	2	0	0	0	0	0	0	0	2	0	2
Total	56	24	4	3	0	0	0	0	60	27	87

A total of 87 employees were promoted in this sector during the year under review. This represents an increase of 27.9% compared to the previous year. 95.4% of those promoted were from designated groups but men were the main beneficiaries accounting for 70%. No person with disabilities was promoted.

Local Governments, Water and Related Services Sector

Table 4: Terminations

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	0	0	0	0	0	0	0	0	0
Senior Management	7	2	5	0	0	0	1	0	13	2	15
Middle Management	5	2	3	0	0	0	0	0	8	2	10
Specialised/skilled/senior supervisory	13	7	8	2	0	0	0	0	21	9	30
Skilled	37	24	7	4	0	0	0	0	44	28	72
Semi-skilled	54	14	2	1	0	0	0	0	56	15	71
Unskilled	61	11	0	0	1	0	0	0	62	11	73
Total permanent	177	60	25	7	1	0	1	0	204	67	271
Casual/temporary and seasonal	140	57	6	0	0	0	0	0	146	57	203
Total	317	117	31	7	1	0	1	0	350	124	474

The sector reported a significant increase in the number of terminations from 280 the previous year to 474 in the year under review. This constituted an increase of 69.3%. Persons from designated groups were affected by 93.2% of terminations, with Black men accounting for 66.9%. Only 1 person with disability (0.2%) was amongst those whose employment was terminated.

Local Governments, Water and Related Services Sector

Table 5: Termination Categories

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Resignation	96	41	11	3	1	0	0	0	108	44	152
Non-renewal of contract	135	57	6	0	0	0	1	0	142	57	199
Dismissal - Retrenchment	2	0	0	0	0	0	0	0	2	0	2
Dismissal - Misconduct	8	2	0	0	0	0	0	0	8	2	10
Dismissal - incapacity	2	1	0	0	0	0	0	0	2	1	3
Other	74	16	14	4	0	0	0	0	88	20	108
Total	317	117	31	7	1	0	1	0	350	124	474

Unlike in the previous year, the non-renewal of contracts was the main reason for terminations, accounting for 42% of the total. Resignations accounted for 32.1%, followed by unspecified “other” reasons (22.8%).

Local Governments, Water and Related Services Sector

Table 6: Training

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	9	2	0	0	0	0	0	0	9	2	11
Senior Management	27	14	9	0	1	0	0	0	37	14	51
Middle Management	85	49	31	2	3	0	1	0	120	51	171
Specialised/skilled/senior supervisory	202	133	23	9	1	0	1	0	227	142	369
Skilled	112	114	2	2	1	2	0	0	115	118	233
Semi-skilled	37	23	0	0	0	0	0	0	37	23	60
Unskilled	68	52	0	0	2	0	0	0	70	52	122
Total permanent	540	387	65	13	8	2	2	0	615	402	1017
Casual/temporary and seasonal	6	5	0	0	0	0	0	0	6	5	11
Total	546	392	65	13	8	2	2	0	621	407	1028

Training was provided to employees at all levels of employment and a total of 1 028 persons were trained during the year under review. This represented an increase of 16% compared to the previous year. 93.5% of the employees trained were from designated groups, including 10 persons with disabilities (1%).

In the 2008-2009 period the number of trained men and women was almost even but during the current year under review, men accounted for 60.4% of employees trained.

Manufacturing Sector

Table 1: Workforce Profile

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	2	1	20	3	0	0	11	0	33	4	37
Senior Management	12	4	36	15	0	1	11	2	59	22	81
Middle Management	46	22	80	27	0	0	19	4	145	53	198
Specialised/skilled/senior supervisory	142	70	102	44	2	0	6	5	252	119	371
Skilled	414	162	37	57	3	1	2	1	456	221	677
Semi-skilled	983	168	19	31	12	1	1	0	1015	200	1215
Unskilled	981	116	1	1	16	3	0	0	998	120	1118
Total permanent	2580	543	295	178	33	6	50	12	2958	739	3697
Casual/temporary and seasonal	780	60	1	1	1	1	0	0	782	62	844
Total	3360	603	296	179	34	7	50	12	3740	801	4541

The Manufacturing sector reported on a total of 5451 employees, that represented a decline of 3,6% of employees reported on in the previous review year. Persons in designated groups represented 86% of the total workforce in this sector while persons with disabilities constituted only 1% of all employees in the manufacturing sector.

Manufacturing Sector

Table 2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	1	0	0	0	2	0	3	0	3
Senior Management	4	1	4	1	0	0	0	0	8	2	10
Middle Management	3	7	10	3	0	0	4	1	17	11	28
Specialised/skilled/senior supervisory	28	20	17	3	0	0	5	1	50	24	74
Skilled	89	34	15	10	0	0	0	1	104	45	149
Semi-skilled	142	46	9	9	0	1	0	0	151	56	207
Unskilled	218	12	1	1	1	0	0	0	220	13	233
Total permanent	484	120	57	27	1	1	11	3	553	151	704
Casual/temporary and seasonal	1299	55	5	2	0	0	0	0	1304	57	1361
Total	1783	175	62	29	1	1	11	3	1857	208	2065

The manufacturing sector recruited 2 065 new employees during the year under review. This represented an increase of 48.3% compared to the previous year. Although the designated groups accounted for 96.3% of new recruits, the scenario was different at management level. Whites comprised 46.3% of staff recruited to management while women accounted for only 31.7%. Only 2 persons with disabilities were amongst the new recruits, accounting for only 0.1% of the total.

Manufacturing Sector

Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	0	0	0	0	0	0	0	0	0
Senior Management	2	0	1	1	0	0	1	0	4	1	5
Middle Management	1	2	2	5	0	0	1	0	4	7	11
Specialised/skilled/senior supervisory	12	11	8	1	0	0	0	0	20	12	32
Skilled	41	10	5	1	1	0	0	1	47	12	59
Semi-skilled	93	21	0	0	1	0	0	0	94	21	115
Unskilled	11	0	0	0	0	0	0	0	11	0	11
Total permanent	160	44	16	8	2	0	2	1	180	53	233
Casual/temporary and seasonal	3	0	0	0	1	0	0	0	4	0	4
Total	163	44	16	8	3	0	2	1	184	53	237

The sector promoted 237 employees during the year under review, an increase of 37.8% compared to the year before. 92% of those promoted were from designated groups, of whom 3 (1.3%) were persons with disabilities. At management level, 56.3% of those promoted were White and mostly female. Black Namibians accounted for only 31.2% of promotions at management level.

Overall, women accounted for 22.4% of promotions, which is a reflection of the male-dominated nature of this sector.

Manufacturing Sector

Table 4: Termination

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	1	0	0	0	1	0	2	0	2
Senior Management	0	1	7	1	0	0	3	0	10	2	12
Middle Management	2	1	22	4	0	0	3	0	27	5	32
Specialised/skilled/senior supervisory	21	15	10	3	0	0	2	0	33	18	51
Skilled	51	32	11	14	0	1	0	1	62	48	110
Semi-skilled	107	28	4	9	1	0	0	0	112	37	149
Unskilled	113	66	0	2	1	0	6	2	120	70	190
Total permanent	294	143	55	33	2	1	15	3	366	180	546
Casual/temporary and seasonal	653	55	5	3	0	1	6	0	664	59	723
Total	947	198	60	36	2	2	21	3	1030	239	1269

A total of 1 269 terminations were reported, which represent an increase of 7.7% compared to the previous year. 93.4% of those who left were from designated groups, with Black men, accounting for the majority (74.6%). 18.8% of those who left were women, compared to a mere 12% the year before. Non-Namibians accounted for 1.9% of terminations during the year under review.

Manufacturing Sector

Table 5: Termination Categories

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men		
Resignation	136	59	48	30	0	0	5	0	189	89	278
Non-renewal of contract	601	45	5	3	0	1	10	0	616	49	665
Dismissal - Retrenchment	17	56	1	2	0	0	7	2	25	60	85
Dismissal - Misconduct	124	9	2	0	0	1	0	0	126	10	136
Dismissal - incapacity	3	2	1	0	0	0	0	0	4	2	6
Other	65	27	3	1	2	0	0	1	70	29	99
Total	946	198	60	36	2	2	22	3	1030	239	1269

As in the previous year, the non-renewal of contracts was the main reason for terminations, accounting for 52.4%. This was followed by resignations (21.9%) and dismissals for misconduct (10.7%). The non-renewal of contracts affected especially Black Namibians (97.1%) while dismissals for misconduct affected mostly Black men (91.2%).

Manufacturing Sector

Table 6: Training

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	1	0	5	0	0	0	2	0	8	0	8
Senior Management	8	3	15	8	0	1	5	2	28	14	42
Middle Management	42	23	58	21	0	0	5	0	105	44	149
Specialised/skilled/senior supervisory	105	45	62	17	2	0	3	2	172	64	236
Skilled	216	94	21	22	2	0	0	1	239	117	356
Semi-skilled	373	54	7	8	5	0	0	0	385	62	447
Unskilled	139	16	0	0	0	0	0	0	139	16	155
Total permanent	884	235	168	76	9	1	15	5	1076	317	1393
Casual/temporary and seasonal	171	6	0	0	0	0	0	0	171	6	177
Total	1055	241	168	76	9	1	15	5	1247	323	1570

The sector reported a total of 1 570 employees trained in the year under review, a significant decline of 36.2% compared to the previous year. 88% of those trained were from designated groups but the picture was very different at management level. 53.7% of managers trained were White with White men accounting for 39.2%.

Persons with disabilities accounted for 0.6% and women for 20.6% of all persons trained in 2009-2010.

Mining Sector

Table 1: Workforce Profile

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	6	0	5	0	0	0	4	0	15	0	15
Senior Management	33	10	43	5	1	0	34	2	111	17	128
Middle Management	139	40	85	27	1	0	83	7	308	74	382
Specialised/skilled/senior supervisory	560	156	141	35	2	1	64	15	767	207	974
Skilled	1226	230	139	41	8	2	12	7	1385	280	1665
Semi-skilled	1829	293	20	41	2	1	17	2	1868	337	2205
Unskilled	1014	124	6	0	1	0	3	0	1024	124	1148
Total permanent	4807	853	439	149	15	4	217	33	5478	1039	6517
Casual/temporary and seasonal	353	72	12	6	0	0	0	0	365	78	443
Total	5160	925	451	155	15	4	217	33	5843	1117	6960

Mining continued to be a male-dominated sector at all levels of employment. During the year under review it reported a total of 6 960 employees, an increase of 10.4% compared to the previous year. Although 87.5% of the total workforce was Black, they only comprised 43.4% of staff at management level. Whites held 31.4% of all management positions, a slight decrease from the 36% they held the year before.

All Executive Directors in the industry were men while women accounted for only 16% of overall employment and 17.3% at management level. Persons with disabilities comprised a meagre 0.3% of employees in the industry.

Mining Sector

Table 2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	0	0	0	0	0	0	0	0	0
Senior Management	6	2	5	1	1	0	7	0	19	3	22
Middle Management	25	3	9	2	1	0	17	0	52	5	57
Specialised/skilled/senior supervisory	88	41	18	8	0	0	7	3	113	52	165
Skilled	208	15	10	4	4	0	2	1	224	20	244
Semi-skilled	338	34	3	7	0	0	0	1	341	42	383
Unskilled	187	20	0	0	0	0	0	0	187	20	207
Total permanent	852	115	45	22	6	0	33	5	936	142	1078
Casual/temporary and seasonal	382	84	9	4	0	0	8	0	399	88	487
Total	1234	199	54	26	6	0	41	5	1335	230	1565

The sector recruited 1 565 new employees during the year under review, an increase of 90 (6.1%) compared to the previous year. 93.6% of those recruited were from designated groups, 14.7% were women (compared to 19% the year before) and 0.4% were persons with disabilities.

Out of the total 79 people appointed to management positions, 45.6% were Black, 10.1% were women and 2.5% were persons with disabilities. White men accounted for 17.7% and Non-Namibians for 30.4% of new recruits at management level.

Mining Sector

Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	0	0	0	0	0	0	0	0	0
Senior Management	7	1	1	0	0	0	2	0	10	1	11
Middle Management	27	8	4	8	0	0	11	0	42	16	58
Specialised/skilled/senior supervisory	99	33	21	6	0	0	2	1	122	40	162
Skilled	99	15	1	3	0	0	0	0	100	18	118
Semi-skilled	172	29	0	2	0	0	0	1	172	32	204
Unskilled	190	24	1	0	0	0	0	0	191	24	215
Total permanent	594	110	28	19	0	0	15	2	637	131	768
Casual/temporary and seasonal	27	4	0	0	0	0	0	0	27	4	31
Total	621	114	28	19	0	0	15	2	664	135	799

The mining sector promoted a total of 799 employees in 2009-2010, an increase of 51.9% compared to the previous year. Overall, 94.4% of the promoted employees were from designated groups with women accounting for 16.9%. No person with disabilities was promoted during the year under review.

Promotions at management level were given to Black Namibians (62.3%), Whites (18.8%) and Non-Namibians (18.8%). Women accounted for 24.6% of promotions at that level.

Mining Sector

Table 4: Termination

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	0	0	0	0	0	0	0	0	0
Senior Management	6	1	9	2	0	0	7	0	22	3	25
Middle Management	40	18	32	5	0	0	26	3	98	26	124
Specialised/skilled/senior supervisory	129	30	33	14	0	0	37	6	199	50	249
Skilled	210	39	37	11	1	0	11	3	259	53	312
Semi-skilled	800	61	3	18	0	0	12	4	815	83	898
Unskilled	395	30	1	0	0	0	0	0	396	30	426
Total permanent	1580	179	115	50	1	0	93	16	1789	245	2034
Casual/temporary and seasonal	212	25	10	8	0	0	9	0	231	33	264
Total	1792	204	125	58	1	0	102	16	2020	278	2298

Following the global economic crisis that started in late 2008, the mining sector reported a staggering 2 298 terminations in the year under review. This constituted an increase of 152%. Overall, 89.4% of terminations affected persons from the designated groups. Their ratio at management level was 48.3%.

Mining Sector

Table 5: Termination Categories

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Resignation	297	59	65	23	0	0	20	7	382	89	471
Non-renewal of contract	593	56	3	8	0	0	22	2	618	66	684
Dismissal - Retrenchment	650	70	22	13	1	0	26	4	699	87	786
Dismissal - Misconduct	72	2	0	0	0	0	1	0	73	2	75
Dismissal - incapacity	20	3	0	0	0	0	0	0	20	3	23
Other	157	15	38	13	0	0	33	3	228	31	259
Total	1789	205	128	57	1	0	102	16	2020	278	2298

Compared to the previous year, there was a dramatic shift in the reasons for terminations. During the year under review, retrenchments were the main reason for terminations accounting for 34.2% of the total. This was followed by non-renewal of contracts (29.8%) and resignations (20.5%). Dismissals for misconduct increased from 38 cases in 2008-2009 to 75 cases in the year under review.

The share of people from designated groups amongst those who were retrenched was 93.4% compared to 80.4% amongst those who resigned and 96.1% amongst those whose contract was not renewed.

Mining Sector

Table 6: Training

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	0	0	0	0	1	0	1	0	1
Senior Management	18	5	22	1	1	0	12	1	53	7	60
Middle Management	90	25	44	19	0	0	33	0	167	44	211
Specialised/skilled/senior supervisory	464	102	81	23	0	1	68	2	613	128	741
Skilled	712	101	37	8	4	1	11	2	764	112	876
Semi-skilled	1646	133	10	16	0	0	23	3	1679	152	1831
Unskilled	508	89	3	0	0	0	0	0	511	89	600
Total permanent	3438	455	197	67	5	2	148	8	3788	532	4320
Casual/temporary and seasonal	131	15	0	0	0	0	4	0	135	15	150
Total	3569	470	197	67	5	2	152	8	3923	547	4470

The Mining sector provided training to a total of 4 470 employees, 37.7% more than in the previous year. The vast majority of those trained were from designated groups (92%) but women accounted for only 12.2%. At management level, 31.6% of employees trained were White and 18.8% were women.

Private Security, Legal and Correctional Services Sector

Table 1: Workforce Profile

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	7	3	30	4	0	0	2	0	39	7	46
Senior Management	9	4	11	6	0	1	0	0	20	11	31
Middle Management	30	28	31	18	0	0	0	0	61	46	107
Specialised/skilled/senior supervisory	154	62	9	15	0	1	0	0	163	78	241
Skilled	1282	236	5	33	2	0	0	2	1289	271	1560
Semi-skilled	1167	198	2	2	11	4	0	0	1180	204	1384
Unskilled	2666	361	2	0	3	0	0	0	2671	361	3032
Total permanent	5315	892	90	78	16	6	2	2	5423	978	6401
Casual/temporary and seasonal	105	83	0	0	0	0	0	0	105	83	188
Total	5420	975	90	78	16	6	2	2	5528	1061	6589

The total number of employees in this sector decreased by 24.6% from 8 738 in the previous review period to 6 589 in the current year. Previously racially disadvantaged Namibians accounted for 97.1% of all employees but only for 38.6% of those at management level. This is worse than in the previous year when 43% of management positions had been held by Black Namibians.

The sector is also imbalanced in terms of gender with women accounting for only 16.1% of overall employment and 34.8% of management positions. The sector employed 22 persons with disabilities (0.3% of the total) of whom only one served in a management position.

Private Security, Legal and Correctional Services Sector

Table 2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	4	0	0	0	0	0	4	0	4
Senior Management	1	0	0	2	0	0	0	0	1	2	3
Middle Management	9	5	9	5	0	0	0	0	18	10	28
Specialised/skilled/senior supervisory	34	22	6	7	0	1	0	0	40	30	70
Skilled	411	125	0	5	2	0	0	0	413	130	543
Semi-skilled	722	44	2	0	0	0	0	0	724	44	768
Unskilled	876	137	1	0	1	0	0	0	878	137	1015
Total permanent	2053	333	22	19	3	1	0	0	2078	353	2431
Casual/temporary and seasonal	140	39	0	0	0	0	0	0	140	39	179
Total	2193	372	22	19	3	1	0	0	2218	392	2610

A total of 2 610 persons were recruited during the year under review. This represented a decline of 25.5% compared to the previous year. 99.2% of persons recruited were from designated groups but only 15.1% were women and 0.2% were persons with disabilities. At management level, 57.1% of new recruits were White.

Private Security, Legal and Correctional Services Sector

Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	1	0	1	0	0	0	0	0	2	2
Senior Management	1	0	1	0	0	0	0	0	2	0	2
Middle Management	4	4	1	0	0	0	0	0	5	4	9
Specialised/skilled/senior supervisory	16	10	0	1	0	0	0	0	16	11	27
Skilled	36	11	0	0	0	0	0	0	36	11	47
Semi-skilled	39	12	0	0	0	0	0	0	39	12	51
Unskilled	53	5	0	0	0	0	0	0	53	5	58
Total permanent	149	43	2	2	0	0	0	0	151	45	196
Casual/temporary and seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	149	43	2	2	0	0	0	0	151	45	196

A total of 196 persons were promoted which constituted a decline of 44% compared to the previous year. Although 99% of those promoted were from designated groups, no persons with disabilities were amongst them. Women's share in promotions declined further from 28% in 2008-2009 to 23% in the current year under review.

Private Security, Legal and Correctional Services Sector

Table 4: Termination

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	1	0	0	0	1	0	2	0	2
Senior Management	1	0	3	0	0	0	0	0	4	0	4
Middle Management	10	6	1	0	0	0	1	0	12	6	18
Specialised/skilled/senior supervisory	36	12	3	7	0	0	0	0	39	19	58
Skilled	501	104	0	5	0	0	0	0	501	109	610
Semi-skilled	698	29	2	0	3	0	0	0	703	29	732
Unskilled	1074	37	1	0	0	0	1	0	1076	37	1113
Total permanent	2320	188	11	12	3	0	3	0	2337	200	2537
Casual/temporary and seasonal	120	56	0	0	0	0	0	0	120	56	176
Total	2440	244	11	12	3	0	3	0	2457	256	2713

A total of 2 713 employees left their jobs in the sector during this review period, almost exactly the same number as in the previous year (2 712). In the current review period this represented 41.2% of the total workforce. As in the previous year, 99.5% of those who left were from designated groups.

Private Security, Legal and Correctional Services Sector

Table 5: Termination Categories

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Resignation	812	118	8	12	3	0	2	0	825	130	955
Non-renewal of contract	913	43	0	0	0	0	0	0	913	43	956
Dismissal - Retrenchment	35	29	0	0	0	0	0	0	35	29	64
Dismissal - Misconduct	593	44	0	0	0	0	0	0	593	44	637
Dismissal - incapacity	18	9	0	0	0	0	0	0	18	9	27
Other	70	11	1	0	0	0	0	0	71	11	82
Total	2441	254	9	12	3	0	2	0	2455	266	2721

Non-renewal of contracts and resignations (both 35.1%) accounted for most terminations in the sector. This was followed by dismissals for misconduct (23.4%) and “other” unspecified terminations (3%). Although women were only affected by 9.8% of terminations, their share was significantly higher amongst retrenchments (45.3%) and dismissals due to incapacity (33.3%). Almost all White employees who left the sector resigned whereas resignations accounted for only 34.5% of terminations amongst Black employees.

Private Security, Legal and Correctional Services Sector

Table 6: Training

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	2	9	5	0	0	0	0	9	7	16
Senior Management	2	3	4	0	0	0	0	0	6	3	9
Middle Management	11	3	5	4	0	0	0	0	16	7	23
Specialised/skilled/senior supervisory	75	74	5	6	0	0	0	0	80	80	160
Skilled	532	144	0	18	0	0	0	0	532	162	694
Semi-skilled	314	75	0	2	4	0	0	0	318	77	395
Unskilled	934	100	3	0	0	0	1	0	938	100	1038
Total permanent	1868	401	26	35	4	0	1	0	1899	436	2335
Casual/temporary and seasonal	109	68	0	0	0	0	0	0	109	68	177
Total	1977	469	0	0	4	0	1	0	2008	504	2512

The sector reported a total of 2 512 employees trained, equivalent to 38.1% of the total workforce. Compared to the previous year, when 3 213 employees were trained this figure represents a decrease of 21.8%. All but one of the persons trained were from designated groups but only 20.1% were women. This, however, represented a small improvement compared to the previous year when only 16% of employees trained had been women. As in the year before, only 0.2% of those trained were persons with disabilities.

Public Service Sector

Table 1: Workforce Profile

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	17	5	0	0	0	0	0	0	17	5	22
Senior Management	218	139	34	23	4	0	10	3	266	165	431
Middle Management	1362	2069	97	69	12	6	52	21	1523	2165	3688
Specialised/skilled/senior supervisory	1083	1065	81	51	13	2	100	34	1277	1152	2429
Skilled	9065	14531	79	107	62	34	68	36	9274	14708	23982
Semi-skilled	2306	4255	29	23	15	26	0	1	2350	4305	6655
Unskilled	6703	8469	2	3	42	17	1	1	6748	8490	15238
Total permanent	20754	30533	322	276	148	85	231	96	21455	30990	52445
Casual/temporary and seasonal	4438	6797	25	33	4	0	4	0	4471	6830	11301
Total	25192	37330	347	309	152	85	235	96	25926	37820	63746

The Public Service reported on 65 646 staff members employed during the year under review. This represented an increase of 7.2% compared to the previous year. Very similar to the previous reporting period, persons in designated groups accounted for 98.9%, women for 59.3% and persons with disabilities for 0.4%. At management level, Black Namibians accounted for 92% of all positions, women for 56.4% and persons with disabilities for 0.5%.

The gender imbalance at Executive Director level worsened with women accounting for only 22.7 of employment compared to 28.6% the year before.

Public Service Sector

Table 2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	1	2	0	0	0	0	0	0	1	2	3
Senior Management	14	10	2	2	0	0	4	0	20	12	32
Middle Management	63	54	2	0	0	1	12	1	77	56	133
Specialised/skilled/senior supervisory	148	155	7	1	0	0	30	15	185	171	356
Skilled	702	1102	2	0	3	0	14	20	721	1122	1843
Semi-skilled	195	266	1	1	0	1	0	0	196	268	464
Unskilled	388	459	0	0	1	1	0	0	389	460	849
Total permanent	1511	2048	14	4	4	3	60	36	1589	2091	3680
Casual/temporary and seasonal	1375	2058	9	0	0	0	0	0	1384	2058	3442
Total	2886	4106	23	4	4	3	60	36	2973	4149	7122

The Public Sector reported a total recruitment of 7 122 persons during the year under review, very similar to the previous year (7 120). 98.3% of those recruited were from designated groups, 58.3% were women and only 0.1% were persons with disabilities.

At management level, 87.5% of new recruits were from designated groups, 41.7% were women, 2.4% were White men and only 1 was a person with disability.

Public Service Sector

Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	1	0	0	0	0	0	0	0	1	0	1
Senior Management	13	17	3	1	0	0	1	0	17	18	35
Middle Management	223	161	4	4	0	0	8	0	235	165	400
Specialised/skilled/senior supervisory	69	70	3	2	1	0	6	0	79	72	151
Skilled	76	79	1	2	1	0	2	0	80	81	161
Semi-skilled	20	42	0	0	0	0	0	0	20	42	62
Unskilled	9	14	0	0	0	0	0	0	9	14	23
Total permanent	411	383	11	9	2	0	17	0	441	392	833
Casual/temporary and seasonal	2	2	0	0	0	0	0	0	2	2	4
Total	413	385	11	9	2	0	17	0	443	394	837

The Public Sector reported 847 promotions, ten (1.2%) less than during the previous year. Black men were the main beneficiaries accounting for 49.3% of all promotions and 54.4% at management level. Women accounted for 47.1% of all promotions and for 42% at management level. Only 2 persons with disabilities were promoted, both being employed below the management level.

Public Service Sector

Table 4: Termination

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	1	1	0	0	0	0	0	0	1	1	2
Senior Management	14	9	7	0	0	0	3	0	24	9	33
Middle Management	117	89	9	6	1	0	7	2	134	97	231
Specialised/skilled/senior supervisory	128	159	14	5	0	0	19	9	161	173	334
Skilled	390	410	9	2	2	0	6	15	407	427	834
Semi-skilled	115	130	0	3	0	0	4	0	119	133	252
Unskilled	226	210	0	0	0	0	0	0	226	210	436
Total permanent	991	1008	39	16	3	0	39	26	1072	1050	2122
Casual/temporary and seasonal	192	333	6	1	0	0	1	1	199	335	534
Total	1183	1341	45	17	3	0	40	27	1271	1385	2656

During the period under review a total of 2 656 persons were reported to have left their jobs in the public service. This represented a decrease of 10.1% compared to the previous year. 95.8% of those who left were from designated groups, 52.1% were women, 2.5% were Non-Namibians, and 2.3% were White.

Public Service Sector

Table 5: Termination Categories

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Resignation	482	505	20	11	2	0	7	3	511	519	1030
Non-renewal of contract	68	81	5	0	0	2	24	23	97	106	203
Dismissal - Retrenchment	16	3	1	0	1	0	0	0	18	3	21
Dismissal - Misconduct	48	22	1	0	0	0	0	0	49	22	71
Dismissal - incapacity	23	42	1	0	0	0	0	0	24	42	66
Other	553	688	13	4	2	0	4	1	572	693	1265
Total	1190	1341	41	15	5	2	35	27	1271	1385	2656

As in the previous year, “other” unspecified reasons topped the list of termination categories, with 47.6% of the total. This was followed by resignations (38.8%), the non-renewal of contracts (7.6%) and dismissals for misconduct (2.7%).

Public Service Sector

Table 6: Training

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	1	0	0	0	0	0	0	0	1	1
Senior Management	35	39	7	6	0	0	0	0	42	45	87
Middle Management	157	132	10	4	0	0	3	2	170	138	308
Specialised/skilled/senior supervisory	188	288	9	9	6	0	1	0	204	297	501
Skilled	586	1000	1	2	2	2	0	0	589	1004	1593
Semi-skilled	137	211	5	0	1	0	0	0	143	211	354
Unskilled	53	109	0	0	0	1	0	0	53	110	163
Total permanent	1156	1780	32	21	9	3	4	2	1201	1806	3007
Casual/temporary and seasonal	0	12	0	0	0	0	0	0	0	12	12
Total	1156	1792	32	21	9	3	4	2	1201	1818	3019

The Public Service reported a total of 3 019 person as being trained during the year under review. This represented a mere 4.7% of the total workforce and a decline of 3.9% compared to the previous year. Most of those trained were Black women (59.4%), followed by Black men (38.3%). White civil servants accounted for 1.8% of persons trained and persons with disabilities for 0.4%.

Services Sector

Table 1: Workforce Profile

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	33	22	82	24	1	0	13	2	129	48	177
Senior Management	145	50	106	71	3	0	45	12	299	133	432
Middle Management	272	155	134	117	3	9	25	7	434	288	722
Specialised/skilled/senior supervisory	571	429	221	206	10	4	22	38	824	677	1501
Skilled	1636	1748	223	286	14	7	8	7	1881	2048	3929
Semi-skilled	2640	1453	48	87	10	6	1	1	2699	1547	4246
Unskilled	1560	921	22	10	7	2	0	0	1589	933	2522
Total permanent	6857	4778	836	801	48	28	114	67	7855	5674	13529
Casual/temporary and seasonal	1958	1521	30	21	4	4	3	3	1995	1549	3544
Total	8815	6299	866	822	52	32	117	70	9850	7223	17073

The Services sector reported a slight decline (3.6%) in the number of employees from 17 716 in 2008-2009 to 17 073 during the current year under review. Unlike in the previous year when women accounted for most of the employees (51%), their share shrunk to 42.8% in the current year. Overall, 93.8% of employees were from designated groups but the scenario was different at management level where 41.3% of managers were White and 64.8% were men. Persons with disabilities accounted for 0.5% of total staff and for 1.2% of employees at management level.

Services Sector

Table 2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	2	0	3	0	0	0	1	1	6	1	7
Senior Management	53	6	13	4	1	0	11	0	78	10	88
Middle Management	32	24	22	11	1	0	6	1	61	36	97
Specialised/skilled/senior supervisory	403	225	34	27	0	2	2	2	439	256	695
Skilled	584	367	55	65	1	2	0	1	640	435	1075
Semi-skilled	1650	490	17	15	2	1	0	0	1669	506	2175
Unskilled	3096	1857	9	6	1	0	0	0	3106	1863	4969
Total permanent	5818	2969	150	128	6	5	19	4	5993	3106	9099
Casual/temporary and seasonal	929	907	17	14	2	4	2	2	950	927	1877
Total	6747	3876	167	142	8	9	21	6	6943	4033	10976

The Services Sector recruited 10 976 persons during the year under review, a dramatic increase of 281% compared to the previous year. 98.2% of recruited employees were from designated groups, with Black men accounting for 61.5%, women for 36.7% and persons with disabilities for 0.2%.

At management level, 69.8% of recruited staff were from designated groups, with Black men accounting for 45.3%, women for only 24.5% and persons with disabilities for 1%. White men accounted for 19.8% of recruited managers during the year under review.

Services Sector

Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	1	0	2	0	0	0	0	0	3	0	3
Senior Management	10	3	10	6	0	0	4	0	24	9	33
Middle Management	24	19	8	8	0	0	1	1	33	28	61
Specialised/skilled/senior supervisory	48	44	15	7	0	0	2	0	65	51	116
Skilled	101	55	7	9	0	0	1	2	109	66	175
Semi-skilled	135	32	6	5	0	1	0	0	141	38	179
Unskilled	12	4	0	0	0	0	0	0	12	4	16
Total permanent	331	157	48	35	0	1	8	3	387	196	583
Casual/temporary and seasonal	1	0	0	0	0	0	0	1	1	1	2
Total	332	157	48	35	0	1	8	4	388	197	585

A total of 585 employees in the Services Sector were promoted during the period under review. This represented a slight increase of 8.9% compared to the previous year. 89,7% of those promoted came from designated groups with Black men accounting for 56.8%. The proportion of women promoted declined significantly, with Black women accounting for only 26.8%, and White women for 6% of promotions. Only one person with disability was promoted during the year under review.

Services Sector

Table 4: Termination

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	4	2	0	0	5	1	9	3	12
Senior Management	16	7	19	10	0	0	8	2	43	19	62
Middle Management	30	46	29	20	0	0	7	6	66	72	138
Specialised/skilled/senior supervisory	398	286	41	40	0	2	27	18	466	346	812
Skilled	1114	727	48	64	4	2	5	1	1171	794	1965
Semi-skilled	995	192	15	21	2	1	1	1	1013	215	1228
Unskilled	4702	1977	3	4	2	2	0	0	4707	1983	6690
Total permanent	7255	3235	159	161	8	7	53	29	7475	3432	10907
Casual/temporary and seasonal	2184	4281	12	12	3	7	3	3	2202	4303	6505
Total	9439	7516	171	173	11	14	56	32	9677	7735	17412

The number of terminations increased almost tenfold to 17 412 during the year under review compared to the 1 848 cases in the year before. This was largely due to no-renewals of contracts in the Services Sector. Most terminations (98.5%) affected persons from designated groups, with Black men accounting for 54.2%, women accounting for 44.4% and persons with disabilities accounting for 0.1%. Non-Namibians accounted for 0.5% of terminations.

Services Sector

Table 5: Termination Categories

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Resignation	693	500	108	145	3	0	23	20	827	665	1492
Non-renewal of contract	5719	2159	15	7	0	3	9	2	5743	2171	7914
Dismissal - Retrenchment	208	64	1	2	0	0	0	0	209	66	275
Dismissal - Misconduct	365	97	14	4	0	0	1	0	380	101	481
Dismissal - incapacity	290	69	1	4	0	0	0	0	291	73	364
Other	2164	4627	32	11	8	11	23	10	2227	4659	6886
Total	9439	7516	171	173	11	14	56	32	9677	7735	17412

The non-renewal of contracts was the most common cause of terminations and increased by a staggering

2,2% compared to the previous year. This seemed to indicate that the Services Sector increasingly employed staff on a contract basis. Overall, non-renewal of contracts accounted for 45.5% of all terminations during the year under review, followed by unspecified “other” terminations (39.5%) and resignations (8.6%). Compared to the previous year, there were also significant increases in retrenchments as well as dismissals for misconduct and incapacity.

Amongst those who resigned from their jobs in the Services Sector, 80% were Black, 44.6% were women and 2.9% were Non-Namibians.

Services Sector

Table 6: Training

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	12	11	20	11	1	0	4	1	37	23	60
Senior Management	65	32	40	30	0	0	18	6	123	68	191
Middle Management	166	96	72	66	1	0	13	7	252	169	421
Specialised/skilled/senior supervisory	278	249	106	144	2	2	11	25	397	420	817
Skilled	537	652	59	104	5	4	3	4	604	764	1368
Semi-skilled	941	404	29	38	0	1	2	1	972	444	1416
Unskilled	722	770	14	10	1	0	0	0	737	780	1517
Total permanent	2721	2214	340	403	10	7	51	44	3122	2668	5790
Casual/temporary and seasonal	97	281	8	8	2	4	1	1	108	294	402
Total	2818	2495	348	411	12	11	52	45	3230	2962	6192

During the period under review, the number of employees trained in the Services Sector increased by 42.2% compared to the previous year. A total of 6 192 persons were trained, of which 92.8 were from designated groups. Black Namibians accounted for 85.8%, women for 47.8% and people with disabilities for a mere 0.4% of those who received training.

Tourism & Hospitality Sector

Table 1: Workforce Profile

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	9	1	18	7	2	0	8	3	37	11	48
Senior Management	27	10	36	32	1	0	24	6	88	48	136
Middle Management	91	61	46	42	0	1	11	10	148	114	262
Specialised/skilled/senior supervisory	156	152	42	43	2	1	4	7	204	203	407
Skilled	482	383	27	43	2	1	2	4	513	431	944
Semi-skilled	942	861	12	26	8	2	4	0	966	889	1855
Unskilled	858	761	3	1	6	5	0	0	867	767	1634
Total permanent	2565	2229	184	194	21	10	53	30	2823	2463	5286
Casual/temporary and seasonal	119	145	2	3	5	1	0	0	126	149	275
Total	2684	2374	186	197	26	11	53	30	2949	2612	5561

The number of reported employees in the Tourism and Hospitality sector increased by 27.5% during the year under review. The total number of employees stood at 5 561 of which 93.5% were from designated groups. Black men accounted for 48.3% while 47% of all employees were women. Persons with disabilities comprised only 0.6%.

At management level, people from designated groups accounted for only 63.5% of employees. Black Namibians comprised 44.6%, women 38.8% and persons with disabilities 0.9%. White men held 22.4% of all management positions in the sector.

Tourism & Hospitality Sector

Table 2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	2	0	0	0	0	0	2	0	2
Senior Management	6	1	7	2	0	0	3	2	16	5	21
Middle Management	12	6	13	20	0	0	5	2	30	28	58
Specialised/skilled/senior supervisory	33	22	14	14	0	1	1	0	48	37	85
Skilled	112	98	12	7	1	0	1	0	126	105	231
Semi-skilled	183	184	9	9	1	0	4	0	197	193	390
Unskilled	332	240	0	1	2	0	0	0	334	241	575
Total permanent	678	551	57	53	4	1	14	4	753	609	1362
Casual/temporary and seasonal	70	59	2	4	0	0	0	0	72	63	135
Total	748	610	59	57	4	1	14	4	825	672	1497

A total of 1 497 new employees were recruited by the Tourism and Hospitality sector during the year under review. This represented an increase of 7.2% compared to the previous year. 94.8% of those recruited were from designated groups, with Black men accounting for 50%, women for 44.9% (compared to 48% the year before) and people with disabilities for only 0.3%.

Tourism & Hospitality Sector

Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	0	0	0	0	0	0	0	0	0
Senior Management	8	1	3	4	0	0	0	1	11	6	17
Middle Management	21	13	8	6	9	0	1	2	39	21	60
Specialised/skilled/senior supervisory	26	32	6	6	0	0	0	0	32	38	70
Skilled	73	58	2	5	0	0	1	0	76	63	139
Semi-skilled	71	72	3	2	0	0	0	0	74	74	148
Unskilled	44	59	0	0	1	0	0	0	45	59	104
Total permanent	243	235	22	23	10	0	2	3	277	261	538
Casual/temporary and seasonal	3	2	0	0	0	0	0	0	3	2	5
Total	246	237	22	23	10	0	2	3	280	263	543

There was a significant increase of 148% in the number of promotions compared to the previous year. Of the 543 employees promoted, 95% were from the designated groups, with women accounting for 48.4%, slightly less than the 52% in the year before.

Tourism & Hospitality Sector

Table 4: Termination

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	4	2	3	0	0	3	1	5	8	13
Senior Management	8	4	10	8	0	0	3	1	21	13	34
Middle Management	22	12	13	13	0	0	6	5	41	30	71
Specialised/skilled/senior supervisory	30	22	17	17	0	0	2	0	49	39	88
Skilled	112	80	8	20	0	0	1	0	121	100	221
Semi-skilled	194	145	6	6	0	0	0	0	200	151	351
Unskilled	159	118	1	2	1	0	0	0	161	120	281
Total permanent	525	385	57	69	1	0	15	7	598	461	1059
Casual/temporary and seasonal	51	61	1	3	5	0	0	1	57	64	121
Total	576	446	58	72	6	0	15	7	655	526	1181

A total of 1181 employees left (or were forced to leave) their jobs in the year under review. This represented an increase of 23.8% compared to the previous year. 93.2% of those who left were from designated groups, with Black men accounting for 48.8%, women for 44.5% and persons with disabilities for 0.5%.

Tourism & Hospitality Sector

Table 5: Termination Categories

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Resignation	251	221	40	58	0	0	8	7	299	286	585
Non-renewal of contract	65	80	6	2	4	1	3	0	78	83	161
Dismissal - Retrenchment	60	18	4	2	0	0	0	0	64	20	84
Dismissal - Misconduct	120	81	3	0	0	0	0	0	123	81	204
Dismissal - incapacity	32	5	2	1	0	0	0	0	34	6	40
Other	49	38	4	12	0	0	4	0	57	50	107
Total	577	443	59	75	4	1	15	7	655	526	1181

As in the previous year, resignations were the most common form of termination in the Tourism and Hospitality sector, accounting for 49.5% of all terminations. This was followed by dismissals for misconduct (17.3%), the non-renewal of contracts (13.6%) and “other” unspecified terminations (9.1%).

Of those who resigned their jobs in the sector, 80.7% were Black Namibians, 16.4% were White Namibians and 48.9% were women.

Tourism & Hospitality Sector

Table 6: Training

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	1	0	2	1	0	0	1	1	4	2	6
Senior Management	19	6	11	10	1	0	8	1	39	17	56
Middle Management	62	50	20	25	0	0	5	2	87	77	164
Specialised/skilled/senior supervisory	97	99	26	29	2	1	3	1	128	130	258
Skilled	280	180	15	13	1	0	0	0	296	193	489
Semi-skilled	290	319	2	4	3	0	1	0	296	323	619
Unskilled	309	297	1	1	1	0	0	0	311	298	609
Total permanent	1058	951	77	83	8	1	18	5	1161	1040	2201
Casual/temporary and seasonal	82	86	1	0	4	1	0	0	87	87	174
Total	1140	1037	78	83	12	2	18	5	1248	1127	2375

The Tourism and Hospitality sector trained a total of 2 375 employees, which represents an increase of 33.2% compared to the previous year. Of those trained, 95.7% were from designated groups, with women accounting for 47.5%. At management level, 77.4% of those who received training were from designated groups, with women accounting for 42.5%. 39.4% of managers trained during the year under review were White.

Transport Sector

Table 1: Workforce Profile

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	2	1	14	2	0	0	1	0	17	3	20
Senior Management	20	2	34	10	2	0	8	1	64	13	77
Middle Management	40	19	52	12	1	0	13	0	106	31	137
Specialised/skilled/senior supervisory	245	94	147	38	2	0	17	3	411	135	546
Skilled	831	273	112	58	1	1	11	0	955	332	1287
Semi-skilled	1114	155	27	20	3	0	0	0	1144	175	1319
Unskilled	968	58	2	0	3	0	0	0	973	58	1031
Total permanent	3220	602	388	140	12	1	50	4	3670	747	4417
Casual/temporary and seasonal	294	47	10	1	0	0	16	1	320	49	369
Total	3514	649	398	141	12	1	66	5	3990	796	4786

The Transport Sector's total workforce increased by 9.3% to 4 786 employees during the year under review. Overall, 90.2% of employees were from designated groups, with women accounting for 16.6%. This represents a slight improvement when compared to the previous year when women accounted for only 12% of total staff. The share of persons with disabilities declined further to 0.3% of employees.

At management level, Whites comprised 53% of all employees compared to 61% in the previous year. The share of Black managers increased from 20% to 35.9%, but Black women accounted for only 9.4%, of managers.

Transport Sector

Table 2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	0	0	0	0	0	0	0	0	0
Senior Management	0	0	1	1	1	0	0	0	2	1	3
Middle Management	6	1	5	1	0	0	4	0	15	2	17
Specialised/skilled/senior supervisory	44	12	19	9	0	0	9	0	72	21	93
Skilled	184	36	14	9	0	1	0	0	198	46	244
Semi-skilled	169	23	6	5	1	0	0	0	176	28	204
Unskilled	73	9	1	0	2	0	0	0	76	9	85
Total permanent	476	81	46	25	4	1	13	0	539	107	646
Casual/temporary and seasonal	167	48	7	0	0	0	23	0	197	48	245
Total	643	129	53	25	4	1	36	0	736	155	891

The Transport sector recruited a total of 891 persons during the year under review, a decline of 19.4% compared to the previous year. Overall, 90% of recruited staff was from the designated groups, but women accounted for only 17.4% while the share of persons with disabilities was 0.6%.

At management level, 40% of recruits were White and 20% were Non-Namibians.

Transport Sector

Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	0	0	0	0	0	0	0	0	0
Senior Management	5	3	2	0	0	0	2	0	9	3	12
Middle Management	5	0	6	0	0	0	0	0	11	0	11
Specialised/skilled/senior supervisory	43	11	8	0	0	0	0	0	51	11	62
Skilled	104	48	4	7	1	0	0	0	109	55	164
Semi-skilled	148	20	5	2	0	0	0	0	153	22	175
Unskilled	10	1	0	0	0	0	0	0	10	1	11
Total permanent	315	83	25	9	1	0	2	0	343	92	435
Casual/temporary and seasonal	5	3	0	0	0	0	0	0	5	3	8
Total	320	86	25	9	1	0	2	0	348	95	443

The sector reported 443 promotions, an increase of 10.5% compared to the previous year. 94% of promoted employees were from designated groups, with women accounting for 21.4% - a slight increase from the 16% the year before. At management level, White men accounted for 34.8% of promotions compared to 54.5% the year before.

Transport Sector

Table 4: Termination

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	1	0	0	0	0	0	1	0	2	0	2
Senior Management	4	1	7	1	1	0	2	1	14	3	17
Middle Management	5	1	6	3	0	0	0	1	11	5	16
Specialised/skilled/senior supervisory	23	5	24	11	0	0	4	0	51	16	67
Skilled	123	24	30	14	1	0	0	0	154	38	192
Semi-skilled	135	12	7	0	2	0	0	0	144	12	156
Unskilled	158	7	0	0	1	0	0	0	159	7	166
Total permanent	449	50	74	29	5	0	7	2	535	81	616
Casual/temporary and seasonal	219	61	13	1	0	0	12	0	244	62	306
Total	668	111	87	30	5	0	19	2	779	143	922

The Transport sector recorded a total of 992 terminations, 19.4% more than in the previous year. 88.3% of employees whose employment was terminated were from designated groups, with women accounting for 15.5%, slightly less than in the previous year.

Transport Sector

Table 5: Termination Categories

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Resignation	210	31	53	26	5	0	8	1	276	58	334
Non-renewal of contract	184	50	3	2	0	0	10	0	197	52	249
Dismissal - Retrenchment	59	7	3	1	0	0	0	0	62	8	70
Dismissal - Misconduct	85	5	3	0	0	0	0	0	88	5	93
Dismissal - incapacity	5	0	1	0	0	0	0	0	6	0	6
Other	135	18	14	1	0	0	1	1	150	20	170
Total	678	111	77	30	5	0	19	2	779	143	922

As in the previous year, resignations were the most common form of termination, accounting for 36.2% of all terminations. This was followed by the non-renewal of contracts (27%) and “other” unspecified terminations (18.4%). The number of retrenchments increased from just 2 in the previous year to 70 and dismissals for misconduct also increased significantly from 56 to 93 cases.

Amongst those who resigned, 72.2% were Black, 17.4% were women and 1.5% were persons with disabilities.

Transport Sector

Table 6: Training

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	1	0	5	1	0	0	0	0	6	1	7
Senior Management	97	1	18	6	0	0	3	0	118	7	125
Middle Management	18	12	16	3	0	0	7	0	41	15	56
Specialised/skilled/senior supervisory	90	34	101	19	0	0	14	1	205	54	259
Skilled	389	113	35	24	0	0	8	0	432	137	569
Semi-skilled	510	7	15	0	1	0	0	0	526	7	533
Unskilled	162	9	0	0	0	0	0	0	162	9	171
Total permanent	1267	176	190	53	1	0	32	1	1490	230	1720
Casual/temporary and seasonal	46	7	2	0	0	0	0	0	48	7	55
Total	1313	183	192	53	1	0	32	1	1538	237	1775

The Transport sector significantly increased its training activities during the year under review. A total of 1 775 employees were trained, which represents an increase of 42.2% compared to the previous year. 87.3% of those trained were from designated groups but women accounted for only 12.8% and only 1 person with disability was trained.

At management level, White employees accounted for 26.1% of all managers trained while women accounted for only 12.2%.

Wholesale and Retail Sector

Table 1: Workforce Profile

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	14	2	68	11	1	0	8	2	91	15	106
Senior Management	30	26	148	40	0	1	14	9	192	76	268
Middle Management	148	146	206	115	1	1	23	4	378	266	644
Specialised/skilled/senior supervisory	389	429	193	118	4	3	7	7	593	557	1150
Skilled	641	1019	144	182	10	4	1	7	796	1212	2008
Semi-skilled	2331	2166	48	62	13	6	0	0	2392	2234	4626
Unskilled	2577	1926	5	1	9	2	0	0	2591	1929	4520
Total permanent	6130	5714	812	529	38	17	53	29	7033	6289	13322
Casual/temporary and seasonal	1147	1330	9	8	8	2	0	0	1164	1340	2504
Total	7277	7044	821	537	46	19	53	29	8197	7629	15826

The Wholesale and Retail sector reported on a total of 15 826 employees during the year under review. This represents a decline of 6.4% compared to the previous year. Overall, persons from designated groups accounted for 94.3% of all employees, with women comprising 48.2% and persons with disabilities 0.4%.

At management level, the picture was different: Black Namibians held 36% of management positions, women 35.1% and persons with disabilities 0.4%. White men accounted for 41.5% of all management positions compared to 37.2% in the previous year.

Wholesale and Retail Sector

Table 2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	1	1	2	1	0	0	0	0	3	2	5
Senior Management	6	4	17	7	0	0	3	0	26	11	37
Middle Management	26	33	52	17	0	0	2	1	80	51	131
Specialised/skilled/senior supervisory	64	58	49	29	0	1	2	2	115	90	205
Skilled	342	243	55	49	0	1	0	2	397	295	692
Semi-skilled	625	696	22	28	4	0	0	0	651	724	1375
Unskilled	1255	1387	9	0	0	0	0	0	1264	1387	2651
Total permanent	2318	2421	204	130	4	2	7	5	3797	3945	7742
Casual/temporary and seasonal	646	800	3	8	4	0	0	1	653	809	1462
Total	2964	3221	207	138	8	2	7	6	4450	4754	9204

During the period under review the Wholesale and Retail sector recruited a total of 9 204 persons, an increase of 57.1%, compared to the previous year. 97.6% of new recruits were from the designated groups, with women accounting for 51.7%, and persons with disabilities for only 0.1%.

At management level, 55.5% of appointees were White, which constitutes a slight increase compared to the 54% recorded in the previous year. Only 41% of recruited managers were Black and a 37% were women.

Wholesale and Retail Sector

Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	1	1	0	0	0	0	1	1	2
Senior Management	5	4	11	2	0	0	1	0	17	6	23
Middle Management	35	23	15	7	0	0	0	0	50	30	80
Specialised/skilled/senior supervisory	40	59	14	8	1	0	0	1	55	68	123
Skilled	87	87	15	9	1	1	0	0	103	97	200
Semi-skilled	218	185	5	1	0	0	0	0	223	186	409
Unskilled	47	16	0	0	0	0	0	0	47	16	63
Total permanent	432	374	61	28	2	1	1	1	496	404	900
Casual/temporary and seasonal	7	11	0	0	0	0	0	0	7	11	18
Total	439	385	61	28	2	1	1	1	503	415	918

The Wholesale and Retail sector promoted a total of 918 employees during the year under review, which represents an increase of 8% compared to the previous year. Persons from designated groups accounted for 93.1% of promotions, with women comprising 45.2% and persons with disabilities 0.3%.

At management level, 63.2% of promoted employees were Black, 34.9% were White and 34.9% were women. No person with disabilities was promoted at management level.

Wholesale and Retail Sector

Table 4: Termination

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	12	1	5	1	0	0	1	0	18	2	20
Senior Management	10	8	19	8	1	0	4	1	34	17	51
Middle Management	46	48	34	13	0	0	1	0	81	61	142
Specialised/skilled/senior supervisory	82	88	55	29	0	1	1	0	138	118	256
Skilled	288	201	60	68	4	0	1	2	353	271	624
Semi-skilled	540	516	28	26	3	3	0	0	571	545	1116
Unskilled	400	230	4	0	1	0	0	1	405	231	636
Total permanent	1378	1092	205	145	9	4	8	4	1600	1245	2845
Casual/temporary and seasonal	946	1346	1	12	5	2	0	1	952	1361	2313
Total	2324	2438	206	157	14	6	8	5	2552	2606	5158

The Wholesale and Retail sector reported a total of 5 158 terminations, 590 (12.9 %) more than in the previous year. 95.7% of those who left were from designated groups, with women accounting for 50.5% and persons with disabilities for 0.4%

Wholesale and Retail Sector

Table 5: Termination Categories

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Resignation	893	935	164	118	5	1	4	4	1066	1058	2124
Non-renewal of contract	515	614	5	15	4	0	0	1	524	630	1154
Dismissal - Retrenchment	62	59	1	1	0	0	0	0	63	60	123
Dismissal - Misconduct	399	198	16	7	0	0	1	0	416	205	621
Dismissal - incapacity	20	21	1	1	0	0	0	0	21	22	43
Other	432	608	22	15	5	8	3	0	462	631	1093
Total	2321	2435	209	157	14	9	8	5	2552	2606	5158

As in the previous year, resignations were the most common form of terminations, accounting for 41.2% of the total. This was followed by non-renewal of contracts (22.4%) and “other” unspecified terminations. 91.9% of those who resigned were from the designated groups, with women accounting for 49.8%, Black Namibians accounting for 86.1% and persons with disabilities for 0.3%.

Wholesale and Retail Sector

Table 6: Training

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	3	1	20	7	0	0	1	0	24	8	32
Senior Management	24	14	86	25	0	0	9	3	119	42	161
Middle Management	95	127	100	47	0	0	3	1	198	175	373
Specialised/skilled/senior supervisory	216	309	117	65	4	1	1	4	338	379	717
Skilled	507	479	85	84	3	1	0	2	595	566	1161
Semi-skilled	1011	1130	37	37	2	4	0	0	1050	1171	2221
Unskilled	535	469	2	1	1	0	0	0	538	470	1008
Total permanent	2391	2529	447	266	10	6	14	10	2862	2811	5673
Casual/temporary and seasonal	427	603	0	0	0	0	0	0	427	603	1030
Total	2818	3132	447	266	10	6	14	10	3289	3414	6703

The Wholesale and Retail sector trained a total of 6 703 employees during the year under review, a decline of 11.6% compared to the previous year. 93% of employees trained were from designated groups, with women accounting for 50.9%, and persons with disabilities for only 0.2% of the total.

At management level, 50.4% of employees trained were White and 39.8% were women.

As we all might be aware, the affirmative action programme was intended by lawmakers to be a temporary measure to redress the inequitable distribution of jobs, incomes and occupations. This rationale was premised on the assumption that relevant employers would give their full cooperation by taking concrete and effective measures to dismantle the legacy of the racially and gender skewed composition of the Namibian workforce within a relatively short period of time.

This unfortunately, has not happened. The Employment Equity Commission as the oversight body of the programme, has to pause and reflect with the view to figuring out ways to expedite the rate of reforms and transformation in the employment sector.

The challenges are known, so are the reasons that appear to impede progress towards equity in employment. The Commission has already taken measures as it positions itself to face the identified challenges head on.

The Commission is fully aware that there are many relevant employers who do not submit reports at all to the office of the Employment Equity Commission. Understaffing has always been a serious constraint in ensuring that as many workplaces as possible are visited on a regular basis in order to ascertain that relevant employers fulfill their obligations under the law.

It is regrettable though that many relevant employers had to appear before the courts for having violated the affirmative action law. It is

incomprehensible that employers need to be pushed by the courts in order to perform their civic duty and to extend equity to their fellow citizens who thus far, are not able to fully enjoy equal employment opportunities.

Be that as it may, the Commission will do whatever it is necessary to ensure that relevant employers comply with the affirmative action law. The Commission is also well aware of those relevant employers who go the extra mile in furtherance of affirmative action and employment equity. Their commitment to the cause of affirmative action should not be overshadowed by those whose good faith is questionable.

The information gleaned from the affirmative action reports for this review period serves as an important barometer of the progress towards equity in employment thus far. If we, as a society, wish the affirmative action programme to achieve its intended objectives, and the law ultimately repealed, we should do better than what we have done thus far.

Despite the challenges, our national programme of affirmative action is well on course. All stakeholders are thus called upon to rededicate themselves to the cause of affirmative action in order to give the necessary impetus to the pace of transformation and reform for greater equity and social justice.

1. AGRICULTURAL SECTOR

- 1.1 Cape Orchard
- 1.2 Exotic International (Pty) Ltd
- 1.3 International Grape Co. (Pty) Ltd
- 1.4 Namibia Grape Exporters (Pty) Ltd
- 1.5 Nivex Enterprises (Pty) Ltd

2. CONSTRUCTION SECTOR

- 2.1 AB Construction
- 2.2 Arandis Services
- 2.3 Boutegniek cc
- 2.4 Brandberg Construction
- 2.5 Brick and Concrete Industries (Pty) Ltd
- 2.6 China Jiangsu International Namibia
- 2.7 Clydon
- 2.8 Decora
- 2.9 Earthwork Building & Civil Contractors
- 2.10 E. Marks Building Contractors
- 2.11 Expo Construction
- 2.12 Grinaker-LTA (Namibia) (Pty) Ltd
- 2.13 IM Building & Renovations
- 2.14 Jiangsu Zhengtai Construction Group
- 2.15 KL Construction
- 2.16 K Neumayer Civil Contractors cc
- 2.17 Le Bau Construction
- 2.18 LIC Pool Centre
- 2.19 Murray and Roberts Namibia Ltd
- 2.20 Namibbeton (Pty) Ltd
- 2.21 Namibia Construction (Pty) Ltd
- 2.22 New Era Investments
- 2.23 Nexus Group of Companies
- 2.24 OJ Construction
- 2.25 Premier Construction (Pty) Ltd
- 2.26 Roads Construction Company
- 2.27 RG Construction
- 2.28 Sakka Electric
- 2.29 Salz Gossow
- 2.30 Walcon Construction
- 2.31 Windhoek Beton & Kunstein Industrie cc
- 2.32 Windhoek Brick Works

3. EDUCATION, TRAINING AND DEVELOPMENT PRACTICES

- 3.1 Deutscher Schulverein Windhoek (1949)
- 3.2 Highland Christian School
- 3.3 Namcol

- 3.4 Namibia National Training Organization (Pty) Ltd t/a Windhoek Vocational Training Centre
- 3.5 Namibia Institute of Mining and Technology (NIMT)
- 3.6 Polytechnic of Namibia
- 3.7 Rössing Foundation
- 3.8 SOS Children's Village Association Namibia
- 3.9 University of Namibia (UNAM)
- 3.10 Windhoek Afrikaans Private School

4. FINANCIAL INTERMEDIATION

- 4.1 Agricultural Bank of Namibia
- 4.2 Alexander Forbes Namibia
- 4.3 Bank of Namibia
- 4.4 Bank Windhoek
- 4.5 Finaid Financial Services (Pty) Ltd
- 4.6 Glenrand MIB Namibia (PTY) Ltd
- 4.7 Hollers Insurance Namibia
- 4.8 Medscheme Namibia (Pty) Ltd
- 4.9 Methealth Administrators Namibia
- 4.10 Metropolitan Namibia Ltd
- 4.11 Mutual and Federal Insurance Co.
- 4.12 Nam-mic Financial Solutions (Pty) Ltd
- 4.13 Nedbank
- 4.14 Old Mutual Namibia
- 4.15 Paragon Investment Holding
- 4.16 Prosperity Health Namibia
- 4.17 Sanlam Namibia Ltd
- 4.18 Santam Namibia
- 4.19 Standard Bank Namibia Ltd
- 4.20 Trustco Group International (Pty) Ltd
- 4.21 Welwitchia Namic

5. FISHING SECTOR

- 5.1 Benguella Sea Products (Pty) Ltd
- 5.2 Blue Sea Fishing
- 5.3 Cadilu Fishing
- 5.4 Corvima Investment (Pty) Ltd
- 5.5 Erongo Group of Companies
- 5.6 Etale Fishing
- 5.7 Fisheries Observer Agency
- 5.8 Freddie Fish Processors (Pty) Ltd
- 5.9 Hangana Sea Food (Pty) Ltd
- 5.10 Marco Fishing (Pty) Ltd

- 5.11 Merlus Group
- 5.12 Merlus Seafood Processors (Pty) Ltd
- 5.13 Namibia Stevedoring Services
- 5.14 Nova Nam Group of Companies
- 5.15 Overberg Fishing Company
- 5.16 Seaflower White Fish Corporation
- 5.17 Seafresh Investments
- 5.18 Stevedoring Services
- 5.19 Tunacor Group Limited
- 5.20 United Fishing Enterprises (Pty) Ltd

6. HEALTH AND WELFARE SECTOR

- 6.1 Cottage Private Hospital
- 6.2 Drs.Burger, Venter, von Greunen & Partners
- 6.3 Medipark Group of Companies
- 6.4 Namibia Institute of Pathology
- 6.5 OCCU- Med
- 6.6 Paramount Health Care
- 6.7 Pathcare
- 6.8 Roman Catholic Hospital
- 6.9 Windhoek Medi-Clinic

7. INFORMATION SYSTEMS, ELECTRONICS AND TELECOMMUNICATIONS TECHNOLOGIES

- 7.1 BP Burmeister & Partners (Pty) Ltd
- 7.2 Business Connection (Pty) Ltd (Comparex)
- 7.3 Bytes Technology Group (Pty) Ltd
- 7.4 Gijima Ast.
- 7.5 Kriess Electrical cc
- 7.6 MTC
- 7.7 Minolco Namibia (Pty) Ltd
- 7.8 Namibian Broadcasting Corporation
- 7.9 Nashua
- 7.10 Power.Com t/a Cell One
- 7.11 Schoemans Office Systems (Pty) Ltd
- 7.12 Telecom Namibia

8. LOCAL GOVERNMENT, WATER AND RELATED SERVICES

- 8.1 City of Windhoek
- 8.2 Hardap Regional Council
- 8.3 Helao Nafidi Town Council
- 8.4 Katima Mulilo Town Council
- 8.5 Khorixas Town Council
- 8.6 Lüderitz Town Council

- 8.7 Municipality of Gobabis
- 8.8 Municipality of Grootfontein
- 8.9 Municipality of Hentiesbay
- 8.10 Municipality of Mariental
- 8.11 Municipality of Outjo
- 8.12 Municipality of Swakopmund
- 8.13 Municipality of Walvis Bay
- 8.14 Ondangwa Town Council
- 8.15 Ongwediva Town Council
- 8.16 Oshakati Town Council
- 8.17 Omusati Regional Council
- 8.18 Oshikoto Regional Council
- 8.19 Omaheke Regional Council
- 8.20 Ohangwena Regional Council
- 8.21 Usakos Municipality

9. MANUFACTURING

- 9.1 Bindeman Enterprises
- 9.2 Bokomo Namibia (Pty) Ltd
- 9.3 Brakwater Enterprises
- 9.4 Capricorn Sweets
- 9.5 City Sand & Bricks
- 9.6 Eastern Eagle Textile Manufacturers
- 9.7 Fabupharm
- 9.8 Feedmaster (Pty) Ltd
- 9.9 H Jensen Bau-und Mobelitschlerei
- 9.10 Hytec Namibia
- 9.11 Karakulia Weavers cc
- 9.12 Mondipak Namibia (Pty) Ltd
- 9.13 Nakara Leather Tanning & Processing
- 9.14 Namib Foam
- 9.15 Namib Mills (Pty) Ltd
- 9.16 Namibia Beverages
- 9.17 Namibia Breweries
- 9.18 Namibia Dairies
- 9.19 Namibia Plastic Converters (Pty) Ltd
- 9.20 Neo Paint Factory (Pty) Ltd
- 9.21 Nirosta (Pty) Ltd
- 9.22 Oranje Soutwerke (Pty) Ltd
- 9.23 Plastic Packaging
- 9.24 Scandia Truck Namibia (Pty) Ltd
- 9.25 Scania Truck Namibia (Pty) Ltd
- 9.26 Shade Centre
- 9.27 Salt and Chemicals (Pty) Ltd and Walvis Bay Salt Refiners (Pty) Ltd
- 9.28 Salt Company (Pty) Ltd
- 9.29 Springer Schokoladenfabrik (Pty) Ltd
- 9.30 Taeuber & Corssen SWA (Pty) Ltd
- 9.31 Taurus Maintenance Products

- 9.32 Taxidermy Studio - Otjiwarongo
- 9.33 Trophäendienste cc
- 9.34 Trust Market Protective Clothing
- 9.35 Windhoek Macschinen Fabriek (1998) (Pty)

10. MINING SECTOR

- 10.1 Anglogold Namibia (Pty) Ltd
- 10.2 B&E International Namibia
- 10.3 Craton Mining Exploration
- 10.4 De Beers Marine Namibia
- 10.5 Diamond Manufacturing (Pty) Ltd
- 10.6 Diamond Inc
- 10.7 Langer Heinrich Uranium (Pty) Ltd
- 10.8 Namcot Diamond (Pty) Ltd
- 10.9 Namdeb Diamond Corporation
- 10.10 Namibia Customs Smelters
- 10.11 Namibia Customs Melter
- 10.12 National Petroleum Corporation
- 10.13 NDTC
- 10.14 Nu-Diamond Manufacturing
- 10.15 Okorusu Fluorspar (Pty) Ltd
- 10.16 Rosh Pinah Zinc Corporations (Pty) Ltd
- 10.17 Rössing Uranium Ltd
- 10.18 Samicor
- 10.19 Scorpion Zinc Mining Co.
- 10.20 Uramine Namibia
- 10.21 Weatherly Mining Namibia
- 10.22 West Africa Gold Exploration

11. PRIVATE SECURITY, LEGAL AND CORRECTIONAL SERVICES

- 11.1 Coastal Security Services cc t/a Security School
- 11.2 Erongo Axis Security
- 11.3 Falcon Africa Security Holdings
- 11.4 G4S Security Services Namibia (Pty) Ltd
- 11.5 H.A.M.S. Security (Pty) Ltd
- 11.6 Jeane` Beukes Security Services
- 11.7 Lorentz Angola Incorporated
- 11.8 Master Alarms
- 11.9 Mint Master Security (Namibia) (Pty) Ltd
- 11.10 Namibia Protection Services
- 11.11 Njangula Holdings cc.
- 11.12 Oshana Security
- 11.13 Rubicon Security Services cc
- 11.14 Security 24/7 cc

- 11.15 Somaeb Security Services
- 11.16 Southern Cross Security Services
- 11.17 Springbok Patrols Namibia (Pty) Ltd t/a Namibia Protection Services
- 11.18 Van der Merwe Greeff Inc
- 11.19 X-Treme Security Services

12. PUBLIC SERVICE SECTOR

- 12.1 Ministry of Agriculture, Water and Rural Development
- 12.2 Ministry of Basic Education, Sport and Culture
- 12.3 Ministry of Defence
- 12.4 Ministry of Environment and Tourism
- 12.5 Ministry of Finance
- 12.6 Ministry of Fisheries and Marine Resources
- 12.7 Ministry of Foreign Affairs
- 12.8 Ministry of Gender Equality and Child Welfare
- 12.9 Ministry of Health and Social Services
- 12.10 Ministry of Higher Education, Training and Employment Creation
- 12.11 Ministry of Justice
- 12.12 Ministry of Labour and Social Welfare
- 12.13 Ministry of Mines and Energy
- 12.14 Ministry of Regional and Local Government and Housing
- 12.15 Ministry of Trade and Industry
- 12.16 Ministry of Veterans Affairs
- 12.17 Ministry of Works Transport and Communication
- 12.18 National Council
- 12.19 National Planning Commission
- 12.20 Office of the Auditor General
- 12.21 Office of the President
- 12.22 Office of the Prime Minister

13. SERVICES SECTOR

- 13.1 ABB (Pty) Ltd
- 13.2 Africa Personnel Services
- 13.3 Africon Namibia
- 13.4 Airfreight Road Service
- 13.5 Antonius Residence Trust
- 13.6 Asco Car Hire
- 13.7 AVBOB
- 13.8 Avis (Zeda Namibia)
- 13.9 BDO Spencer Steward Namibia

13.10	Bejaardesorg Vereniging - Okahandja	13.57	Laundry for Africa
13.11	Berco Cleaning Services (Pty) Ltd	13.58	LEWCOR
13.12	Bicon Namibia (Pty) Ltd	13.59	Lida Cleaning Services
13.13	Blood Transfusion Service of Namibia	13.60	Lida Outsourcing Services
13.14	Blum`s Garage	13.61	Lifeline Childline Namibia
13.15	BP Namibia	13.62	Lund Consulting Engineering
13.16	Burbridge Glass cc	13.63	Macmillan Education Namibia Publishers
13.17	Catholic AIDS Action	13.64	Maersk Namibia (Pty) Ltd
13.18	Central North Regional Electricity Distribution Company (CENORED)	13.65	Magnola Investments two t/a Monte Christo Convenience Centre
13.19	Central Technical Supplies (Pty) Ltd	13.66	Marc's Auto Service Station
13.20	Chevron Namibia (Pty) Ltd	13.67	Maxes Office Machines
13.21	Clean Master	13.68	Meatboard of Namibia
13.22	Coastal Couriers	13.69	Multichoice Namibia
13.23	COLAS Namibia (Pty) Ltd	13.70	MVA Fund
13.24	Consulting Services Africa	13.71	Namib Marine Services
13.25	CR van Wyk & Company	13.72	Namibia Airports Company Ltd
13.26	Deloitte and Touché	13.73	Namibia Building Cleaners
13.27	Democratic Media Holdings	13.74	Namibia Chip Chandlers
13.28	Desert Research Foundation of Namibia	13.75	Namibia Red Cross Society
13.29	DF Malherbe & Partners	13.76	Namibia Petroleum Corporation
1330	Diesel Electric	13.77	Namibia Post Ltd
13.31	Dimension Data	13.78	Namibian Press and Tools International
13.32	Diroyal Motors	13.79	Nampower
13.33	DTC Valuation (Pty) Ltd	13.80	National Housing Enterprises (NHE)
13.34	Dunlop Tyre Services (Tyrepro Namibia (Pty) Ltd	13.81	New Era Publications Corporation
13.35	Edu Loan Namibia	13.82	Nored
13.36	ELCIN	13.83	North Gate Service Station
13.37	ELCRN	13.84	Nova Tyre (Trentyre) (Pty) Ltd
13.38	Electro Hinsch Contracting (Pty) Ltd	13.85	Ohlthaver & List Group of Company
13.37	Electro Hoon	13.86	Omaruru Engineering Works cc
13.39	Elgin Brown & Hamer Namibia	13.87	Oshakati Premier Electric (OPE)
13.40	Elwiwa & Edelstahlbau cc	13.88	Nude Rust Oord
13.41	Engen Namibia	13.89	Paragon Investment
13.42	Ernst & Young	13.90	Parcel Force Courier
13.43	Erongo Contract Services	13.91	Pioneerspark Service Centre
13.44	Financial Consulting Services (FCS) cc	13.92	Pricewaterhouse Coopers
13.45	Fedics Food Services Namibia (Pty) Ltd	13.93	Prime Press
13.46	Four Ways Total Otavi	13.94	PZN Panelbeaters
13.47	Gammams/ Okuryangava Service Station	13.95	Quality Tyres (Pty) Ltd
13.48	GIPF	13.96	Rennies Travel Namibia
13.49	Grant Thornton Neuhaus	13.97	Revenue Solution Namibia
13.50	Huis Deon Louw Old Age Home	13.98	Roads Authority
13.51	Huis Palm Old Age Home- Walvisbay	13.99	Roynam Catering Services
13.52	Hydro weld Walvis Bay	13.100	Rundu Truck Stop
13.53	JB Cooling & Refrigeration cc	13.101	Rupping Body Works
13.54	J & P Group International	13.102	Salute Enterprises
13.55	John Meinert Printing (1999)	13.103	Seelenbinder Consulting Engineers
13.56	Joseph & Snyman (Pty) Ltd	13.104	Servisair
		13.105	Shell Namibia Ltd

- 13.106 Social Marketing Association
- 13.107 Social Security Commission
- 13.108 Sodexho
- 13.109 Solitaire Press
- 13.110 SOS International
- 13.111 Star Body Works
- 13.112 Swakopmund Service Station -Engen
- 13.113 Swart Grant Angula
- 13.114 The Free Press of Namibia -The Namibian (Pty) Ltd
- 13.115 Thiel's Autobody Repairs
- 13.116 Three-Way Shell Okahandja
- 13.117 Trans Caprivi Service Centre -Total
- 13.118 Trentyre Namibia
- 13.119 Trio- Data
- 13.120 Trust Market Protective Clothing
- 13.121 Tyger & Wheel Tyre
- 13.122 United Africa Group
- 13.123 Usakos Service Station
- 13.124 Vantage Enterprises
- 13.125 Walters Motors
- 13.126 Welwitschia Fuel- Khorixas
- 13.127 Welwitschia Rural Caterers (Pty) Ltd
- 13.128 Windhoek Auto Body Repairs
- 13.129 Windhoek Consulting Engineers
- 13.130 Windhoek Hire, Sales and Services
- 13.131 Windhoek Upholstery Service
- 13.132 Zimmerman Garage (Pty) Ltd

14. TOURISM AND HOSPITALITY

- 14.1 Alpine Caterers CO
- 14.2 Catering Contract Management
- 14.3 Cesti Bon Lodge
- 14.4 Chameleon Safaris Namibia
- 14.5 De Duine Country Hotel
- 14.6 Erindi Ranch
- 14.7 Hansa Hotel Swakopmund
- 14.8 Heja Game Lodge
- 14.9 Hotel Eropahof
- 14.10 IRDNC (Integrated Rural Development and Nature Conservation)
- 14.11 Joe's Beer House
- 14.12 Kalahari Sands Hotel and Casino
- 14.13 Klein Aus Vista
- 14.14 Leading Lodges of Africa
- 14.15 Lüderitz Nest Hotel
- 14.16 Meal Management Services
- 14.17 Mount Etjo Safari Lodge
- 14.18 Namashasha Country Lodge

- 14.19 Namibia Desert Investment (Pty) Ltd
- 14.20 Namibia Tourism Board
- 14.21 Namibia Wildlife Resorts
- 14.22 Nature Investments (Pty) Ltd
- 14.23 Nest Hotel Luderitz
- 14.24 Okonjima Lodge
- 14.25 Ongava Game Reserve
- 14.26 Power Country Hotel
- 14.27 Oshakati Country Lodge
- 14.28 O Portuga Restaurant
- 14.29 Out of Africa
- 14.30 Protea Hotel- Ondangwa
- 14.31 Protea Hotel- Pelican Bay
- 14.32 Prothatch Namibia
- 14.33 Safari Hotels (Pty) Ltd
- 14.34 Santorinni Inn
- 14.35 Solitaire Country Lodge
- 14.36 Sunshine Tours
- 14.37 The Lighthouse Group
- 14.38 Twyfelfontein Country Lodge (Pty) Ltd
- 14.39 Ububele Alpine Inflight (Pty) Ltd
- 14.40 Vietor & Raaf - Aranos
- 14.41 Wild Dog & Crazy Kudu Safaris Namibia
- 14.42 Wilderness Safaris
- 14.43 Windhoek Country Club Resort and Casino

15. TRANSPORT SECTOR

- 15.1 Air Namibia
- 15.2 Air Freight Road Services
- 15.3 Blaauw's Transport (Pty) Ltd
- 15.4 Boshof Transport
- 15.5 Coleman Transport
- 15.6 EC Jensen Transport (Pty) Ltd
- 15.7 Etosha Transport (Pty) Ltd
- 15.8 FP du Toit Transport (Pty) Ltd
- 15.9 I/S Transport
- 15.10 Jowels Transport
- 15.11 Namport
- 15.12 Slabbert Burger Transport Namibia (Pty) Ltd
- 15.13 Snyman Transport
- 15.14 Transnamib Holdings Ltd
- 15.15 Transworld Cargo (Pty) Ltd
- 15.16 Unitrans Namibia (Pty) Ltd
- 15.17 Van der Walt Transport (Pty) Ltd
- 15.18 Wesbank Transport (Pty) Ltd
- 15.19 West Air Maintenance

16. WHOLESALE AND RETAIL

16.1	A & A Meat Namibia Ltd	16.45	Katelynn Trading t/a Gobabis Spar
16.2	ADCON cc	16.46	Kavango Supermarket & Bottle Store cc
16.3	African Marketing	16.47	Keetmanshoop 1 – Stop Service Station
16.4	Afrox Namibia	16.48	Khorixas Multisave cc
16.5	Agra Co-operative Ltd	16.49	Kilimandjaro Trading
16.6	Auas Motors	16.50	King Pie
16.7	Bears	16.51	Klein Windhoek Schlachtereij
16.8	Beimah Agencies	16.52	Lewis Stores
16.9	Builders Warehouse	16.53	Manica Group Namibia (Pty) Ltd
16.10	CB Enterprises (Pty) Ltd	16.54	Marina Toyota
16.11	CIC Holdings Ltd.	16.55	Meatco Namibia
16.12	Closwa Biltong Factory	16.56	Metcash Trading (Namibia) (Pty) Ltd
16.13	Commercial Cold Storage (Namibia) (Pty) Ltd	16.57	Metje and Ziegler Limited
16.14	Consolidated Sugar Industries (Namibia) (Pty) Ltd	16.58	Model Pick n Pay Family Supermarket(s)
16.15	Continental Enterprises	16.59	Mr. Price
16.16	Corridor Logistics	16.60	Namib Roses
16.17	Crown Build-It	16.61	Namica Supermarket
16.18	Cymot (Pty) Ltd	16.62	Nampharm (Pty) Ltd
16.19	Danric Auto	16.63	Nando`s Independence
16.20	Delhi Mini Market & Bakery	16.64	National Namibian Meat Producers
16.21	Die Plaaskombuis	16.65	Nictus Furnishers
16.22	Diroyal Motors	16.67	Nuwe Welkom Spar Keetmanshoop
16.23	Distell Namibia	16.68	O.Behrens & Co. (Pty) Ltd
16.24	Dunns Stores	16.69	OK Foods - Outjo
16.25	DRG Supermarket	16.70	Ok Grocer - Opuwo
16.26	Edgars Consolidated Stores Ltd (Edcon)	16.71	OK Mini Market (Karibib)
16.27	Edumeds	16.72	Okahandja Spar
16.28	Ellerine Furnishers Namibia (Pty) Ltd	16.73	Okalindi Group of Businesses
16.29	Erongo Agencies	16.74	Omaheke Megasave
16.30	Erongo Trading t/a Omaruru Spar	16.75	Omoyob Starlite Whole Sale
16.31	Ferreira's Garden Centre and Landscaping--- numbering wrong	16.76	Onawa Wholesalers
16.32	Foschini Group (Fashion Retailers)	16.77	Oranjemund Spar
16.33	Fountain Supermarket	16.78	Oshakati Spar
16.34	Freeworld Plascon Namibia (Pty) Ltd	16.79	PEP Namibia Holdings
16.35	Fresh Mark Namibia	16.80	Pupkewitz Megabuild
16.36	Fruit & Veg City	16.81	Pupkewitz Motor Division
16.37	Furniture Mart (Pty) Ltd	16.82	Relyant Retail
16.38	Game Discount World Namibia (Pty) Ltd	16.83	Ritter's Toyota
16.39	Greg Motors Spares	16.84	Rocky Crest Supermarket
16.40	Hartlief Continental Meat Products (Pty) Ltd	16.85	Scrap Salvage
16.41	Hochland Super Spar	16.87	Shoprite Checkers
16.42	International Commercial (Pty) Ltd	16.88	SMC Brands Namibia
16.43	Jacobus Hendrik Oosthuizen (OK Grocer Keetmanshoop)	16.89	Southwest Bakeries
16.44	J& P Group International	16.90	Spar Okahandja
		16.91	Spes Bona Motors Company
		16.92	South West Bakeries/t/a Hansa Backerei
		16.93	Stampriet Farmers Market
		16.94	Starlite Wholesale Prepaids
		16.95	Steeldale Reinforcing & Trading Namibia
		16.96	Steel Force cc

- 16.97 Streethouse Clothing
- 16.98 Subway Service Station
- 16.99 Supra Sales
- 16.100 Swaco Group of Companies
- 16.101 Swakopmund Super Spar
- 16.102 The Atlantic Chicken Company (KFC)
- 16.103 The Gambler
- 16.104 The Raft Restaurant, Bar & Bistro
- 16.105 The Sign Shop
- 16.106 Theo's Spar Otjiwarongo cc
- 16.107 Tre Sentra Supermarket
- 16.108 Truworths
- 16.109 Von Baum`s Motors
- 16.110 Waltons Namibia
- 16.111 WB Hardware & Building Supplies
- 16.112 Wecke & Voigts (Pty) Ltd
- 16.113 Windhoek Cash & Carry
- 16.114 Windhoek Schlachtereie (Pty) Ltd
- 16.115 Wispeco Namibia
- 16.116 Woerman Brock & Co. (Swakopmund)
(Pty) Ltd
- 16.117 Woerman Brock & Co. (Windhoek) (Pty)
Ltd
- 16.118 WB Hardware & Building Supplies
- 16.119 Woolworth's Namibia
- 16.120 XL Spar Karasburg

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