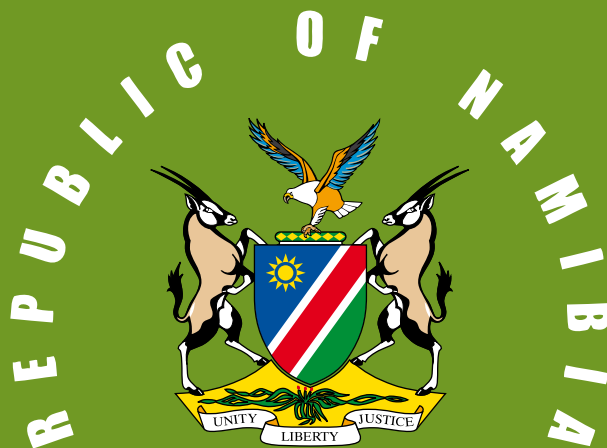




Employment Equity Commission



2011 - 2012

Annual Report

1.	Foreword	2
2.	Vision & Mission Statement	3
3.	Customer Service Charter	4
4.	Executive Summary	5
5.	Staff Members of the Employment Equity Commission	6
6.	Members of the Employment Equity Commission	7
7.	Introduction	8
8.	Activities of the year under review	9
9.	Affirmative Action Reports – Facts and Figures	12
	Cumulative Figures	
	(a) Workforce Profile	
	(b) Recruitment	
	(c) Promotions	
	(d) Termination	
	(e) Termination Categories	
	(f) Training	
	Sectoral Figures	
	(a) Agricultural Sector	
	(b) Construction Sector	
	(c) Education, Training and Development Practices Sector	
	(d) Financial Intermediation Sector	
	(e) Fishing Sector	
	(f) Health and Welfare Sector	
	(g) Information Systems, Electronics and Telecommunications Technologies Sector	
	(h) Local Government, Water and Related Services Sector	
	(i) Manufacturing Sector	
	(j) Mining Sector	
	(k) Private Security, Legal and Correctional Services Sector	
	(l) Public Service Sector	
	(m) Services Sector	
	(n) Tourism and Hospitality Sector	
	(o) Transport Sector	
	(p) Wholesale and Retail Sector	
10.	Conclusion	136
11.	EEC Registry	137



I share the honour and privilege with fellow members of the Employment Equity Commission, to submit, in terms of Section 16 of the Affirmative Action (Employment) Act, 29 of 1998, the 13th Annual Report of the Employment Equity Commission, to the Minister of Labour and Social Welfare.

The purpose of the Affirmative Action law is to achieve employment equity through the elimination of employment barriers against persons in designated groups and to ensure that all occupational categories of every relevant employer reflect Namibia's demographic profile. It is now thirteen (13) years since the Affirmative Action (Employment) Act, 29 of 1998, came into operation. The Act requires relevant employers to implement affirmative action measures in order to achieve employment equity objectives. Satisfactory progress has been made towards the equitable representation of persons in designated groups when current racial and gender distribution figures are measured against those recorded 12 years ago. However, there is still room for improvement, especially with regard to the apparent marginalization of persons with disabilities and the disproportionate racial and gender composition at the high echelons of employment. The Commission will, therefore, continue to impress upon employers to make every effort in order to achieve the desired levels of equity at all levels of employment.

The Commission is profoundly concerned about the continuous violation of the Affirmative Action law by relevant employers. The police officer assigned to the Office of the Employment Equity Commission has his

hands full with dockets and court cases. The common offences of non-compliance are the failure by relevant employers to observe reporting deadlines and the disregard of the legal obligation to submit reports to the Commission. The Commission is ever determined to ensure that offending employers are called to account.

I would like to express my profound gratitude at the fourth Employment Equity Commission, whose three year term of office ended on 31 March 2012, for their collective effort and valued contribution to the achievements of the Commission during their tenure. I would like also to thank fellow colleagues in the office for their diligence and their profound sense of duty. In conclusion, the Commission wishes to register its appreciation for the collaboration and support by the staff members of the Ministry of Labour and Social Welfare, especially the labour inspectors who made it their business to place affirmative action compliance on their labour inspection agenda. The Commission would like this collaboration to become a formal arrangement.

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:

Justice

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

Transparency

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

Quality

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

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.

Vision
Mission
& Values

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 ten (10) days 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 feedback, 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 meets all requirements of the Act.
- To comply with the provisions of the Act.

The Employment Equity Commission received and reviewed 738 affirmative action reports, covering 163992 employees, from relevant employers across all employment sectors during the 2011/2012 review period. Relevant employers, in terms of the law, were those employers who employed 25 and more employees and are thus required to implement affirmative action at the workplace and to report to the Commission on progress, or otherwise, annually.

The number of reports submitted by relevant employers during the period under review represented an increase of 29% in the number of affirmative action reports received during the previous corresponding period. The Commission's analysis of the workforce profile figures to establish representation trends, focused mainly on the three top occupational categories where persons in designated groups – the previously racially disadvantaged, women and persons with disabilities, appeared to be under-represented.

Previously racially disadvantaged persons accounted for 93% of the total number of employees covered by the affirmative action reports received during the period under review. However, they only occupied 30% of the positions at the Executive Directors' level, compared to 56% occupied by White employees. During the review period 2011/2012, the representation of previously racially disadvantaged persons at the Senior and Middle Management levels improved by 3%, as 65% of Senior and Middle Managers were previously racially disadvantaged, compared to 62%

recorded during the previous review period. However, that racial mix ratio was still proportionally skewed in favour of White employees, who constituted only 5% of the workforce, as gleaned from the affirmative action reports received.

Women's share of positions at the Executive Directors' and Management levels was 42% and comprised 46% of the total workforce reported on. Only 0,5% of the number of employees reported on were persons with disabilities, the group whose under-representation at all levels of employment was conspicuously apparent.

The Commission received some complaints from employees, alleging unfair racial discrimination in terms of pay and non-compliance with some provisions of the Affirmative Action (Employment) Act, 29 of 1998. Complaints were investigated and complainants were informed of the investigation findings.

Some employers continued to disregard deadlines for affirmative action report submission. Such violations were dealt with in terms of the law. The Commission enjoyed good cooperation from the law enforcement agencies, and employers who violated the law were called to account. On-site inspection of workplaces in order to verify the accuracy of information reflected in the affirmative action reports was regarded as a key monitoring tool of affirmative action programmes of relevant employers. To that end, office staff conducted workplace visits to all regions and provided assistance to both Management of businesses and AA Committee members to fulfil their obligation under the Act.

STAFF MEMBERS OF THE EMPLOYMENT EQUITY COMMISSION



*Standing L-R: Mr. S. Ntelamo, Ms. C. Chizabulyo, Ms. G. Hokai, Ms. I. Koujo (Deputy Director),
Ms. D. Kaitjizemine, Ms. E. Mukotola, Mr. M. Mulekesa*
*Seated L-R: Ms. L. Amupadhi, Mr. P. Sheehama, Ms. M. Pieters, Mr. V. Usiku (Commissioner),
Ms. O. Kanyangela, Mr. G. Brinkmann*

MEMBERS OF THE EMPLOYMENT EQUITY COMMISSION

6



Mr. V T Usiku
*Employment Equity
Commissioner Chairman*



Dr. H Pomuti
Deputy Chairperson



Mr. G Mutendere
NFPDN



Ms. E Gideon
Previously Disadvantaged



Ms. M Jantjies
Women



Mr. U Ueitele
State



Mr. A Mwiya
State



Ms. H Hubsch-Karigus
Previously Disadvantaged



Ms. L Davies
Employers



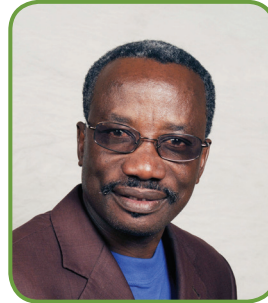
Mr. M Kavutjane
State



Ms. R Ndakola
Women



Mr. M Hill
NEF



Mr. M Shiikwa
Trade Union



Mr. U Kaahangoro
Trade Union

*“Achieving Employment Equity through the
elimination of employment barriers”*

7

This is the 13th annual report of the Employment Equity Commission, a statutory body established in terms of section 3 of the Affirmative Action (Employment) Act, 29 of 1998, to oversee the implementation of affirmative action in employment.

The report covers the period 1 April 2011 to 31 March 2012. The report highlights the activities of the Commission, the workforce distribution and representation trends of persons in designated groups over the review period. The report further describes, in outline, comparative demographic trends in the current and previous statistical figures relating to the level of compliance, workforce profiles, workforce mobility, training and skills development. The analysis of the trends is mainly focused on the first three occupational categories, i.e. Executive Directors, Senior Management and Middle Management, because these are the occupational levels where persons in designated groups are mostly under represented.

The Commission is relatively happy to note that there is noticeable, but marginal improvement in the representation of persons in designated groups, especially at the Middle Management, Supervisory and Skilled levels. This marginal improvement should not, in any way, encourage complacency on the part

of business managers, as on average, white employees continue to account for a disproportionate share of positions at the Management and Supervisory levels of employment. Concerted efforts must, therefore, be made to achieve the right gender and racial mix at all levels of employment, especially at levels that matter in terms of decision-making and level of responsibility. It is trusted that the information and the data presented in this Annual Report will go a long way in assisting and informing relevant employers and the public at large, in understanding that Namibia as a nation, still has a long way to go before the desired levels of equity in employment have been achieved. On its part, the Employment Equity Commission will do everything possible to guide all relevant employers to do the right thing in order to expedite the process of reform by removing barriers against persons in designated groups and by doing so, dismantling the skewed distribution of jobs, incomes and occupations.

The Commission continues to receive complaints from employees alleging discrimination in terms of pay and unfair treatment which smacks of racism. Employers have to remember that racial discrimination, in whatever form, is prohibited in today Namibia and are expected to treat all employees equally and without bias or prejudice. This is not only the correct thing to do, it is also an absolute business imperative.

REPORTS REVIEWED BY THE COMMISSION FOR THE PERIOD 1 APRIL 2011 TO 31 MARCH 2012

AA REPORTS RECIEVED DURING THE PERIOD UNDER REVIEW (1 APRIL 2011 – 31 MARCH 2012)	
AA reports received from the Private Sector during the period under review (1 April 2011– 31 March 2012)	
1.Approved without shortcomings	534
2.Approved after correction of shortcomings	25
3.Not yet approved pending rectification of shortcomings	31
4.Not yet approved pending application for exemption	22
5.Not approved	04
6.Reporting period lapsed	05
7.Not tabled before the Commission for consideration during the review period	24
TOTAL	645
AA reports received from the Public Sector during the period under review (1 April 2011– 31 March 2012)	
1.Approved without shortcomings	14
2.Approved after correction of shortcomings	02
3.Not yet approved pending rectification of shortcomings	02
4.Not yet approved pending application for exemption	04
5.Not approved	01
6.Reporting period lapsed	01
7.Not tabled before the Commission for consideration during the review period	01
TOTAL	25
AA reports received from Local Authorities during the period under review (1 April 2011 – 31 March 2012)	
1.Approved without shortcomings	19
2. Approved after correction of shortcomings	00
3. Not yet approved pending rectification of shortcomings	00
4. Not yet approved pending application for exemption	00
5.Not approved	00
6.Reporting period lapsed	00
7.Not tabled before the Commission for consideration during the review period	01
TOTAL	20
AA reports received from Parastatals during the period under review (1 April 2011– 31 March 2012)	
1.Approved without shortcomings	33
2. Approved after corrections of shortcomings	04
3.Not yet approved pending rectification of shortcomings	00
4. Not yet approved pending application for exemption	05
5.Not approved	00
6.Reporting period lapsed	00
7.Not tabled before the Commission for consideration during the review period	00
TOTAL	42
AA reports received from Regional Councils during the period under review (1 April 2011 – 31 March 2012)	
1.Approved without shortcomings	05
2.Approved after correction of shortcomings	00
3.Not yet approved pending rectification of shortcomings	00
4.Not yet approved pending application of for exemption	00
5.Not approved	00
6.Reporting period lapsed	00
7.Not tabled before the Commission for consideration during the review period	01
TOTAL	06
GRAND TOTAL	738

WORK PLACE VISITS

The Office of the Employment Equity Commission has, among other things, a responsibility of assisting relevant employers in understanding their obligations under the law. To this end, staff members of the Commission have an obligation to provide assistance to those relevant employers who need it. During the period under review the Commission received a number of requests from relevant employers requesting assistance in the form of training of the AA Committee members and managers who were directly responsible for the implementation of affirmative action within their respective organisations.

The Office also identified some employers whose affirmative action reports showed structural and substantive weaknesses and targeted them for assistance. The assistance was provided to relevant employers across all the thirteen (13) political regions. The interaction with employers served a very useful purpose, as the Office was not only able to explain the business imperative of affirmative action in employment, but it was also able to answer questions relating to the requirements of the law and implementation strategies.

The Commission is convinced that the interaction with employers and employees had a positive impact on the quality of the affirmative action reports submitted and the general employer attitude towards affirmative action. Employers might not have embraced the Affirmative Action law, but they appear to have accepted the fact that the inequities in employment are real and there is a need to redress them.

ENFORCEMENT OF THE AFFIRMATIVE ACTION (EMPLOYMENT) ACT, 29 OF 1998

The Employment Equity Commission recorded several cases of non-compliance during the 2011/2012 review period. However, due to the passing away, in the last

quarter of 2011, of Warrant Officer Theunissen, who was seconded to the EEC Office, the Commission could not process charges against employers who failed to comply with the provisions of the Affirmative Action law. The Commission was in constant contact with the Office of the Inspector General of the Namibian Police with a view to finding a replacement for the late Theunissen. It was trusted that a replacement for the late Theunissen would be found soon as there was a steady build-up of pending non-compliance cases which needed to be processed.

COMPLAINTS RECEIVED DURING THE PERIOD UNDER REVIEW

The Employment Equity Commission received several complaints from employees. Most of the complaints were about racial discrimination in terms of pay, benefits and employment opportunities. Some complainants claimed that they were paid less than their White counterparts, even though they performed the same work of equal value. Complainants also cited cases whereby Whites were claimed to have been favoured for recruitment or promotion at the expense of Blacks, despite the fact that they also met the job requirements. The complaints received were investigated, and the Commission ordered that corrective measures, in cases where wrongdoing was proven, be taken accordingly. There were also cases where the alleged discriminatory practices could not be confirmed after investigation. Employees were encouraged to ensure that all discriminatory practices were reported, especially when conclusive evidence existed.

A PANORAMIC VIEW OF CONTINUOUS CONSULTATION BETWEEN THE EMPLOYMENT EQUITY COMMISSION AND ITS STAKEHOLDERS



“Achieving Employment Equity through the elimination of employment barriers”

A: CUMULATIVE FIGURES

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

B: SECTORAL FIGURES

- a. Agricultural Sector
- b. Construction Sector
- c. Education, Training and Development Practices Sector
- d. Financial Intermediation Sector
- e. Fishing Sector
- f. Health and Welfare Sector
- g. Information Systems, Electronics and Telecommunications Technologies Sector
- h. Local Government, Water and Related Services Sector
- i. Manufacturing Sector
- j. Mining Sector
- k. Private Security, Legal and Correctional Services Sector
- l. Public Service Sector
- m. Services Sector
- n. Tourism and Hospitality Sector
- o. Transport Sector
- p. Wholesale and Retail Sector

Table 1: Workforce Profile
Cumulative

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	156	68	346	80	6	1	79	18	587	167	754
Senior Management	662	372	730	278	24	6	223	48	1639	704	2343
Middle Management	2799	3141	1208	754	41	22	338	78	4386	3995	8381
Specialised/skilled/ senior supervisory	4423	4557	1253	1027	50	23	471	160	6197	5767	11964
Skilled	20283	20820	1052	1214	130	68	354	238	21819	22340	44159
Semi-skilled	16552	11278	199	260	120	60	27	11	16898	11609	28507
Unskilled	18636	13150	32	7	121	47	0	0	18789	13204	31993
Total permanent	63511	53386	4820	3620	492	227	1492	542	70315	57786	128101
Casual/temporary and seasonal	17289	17885	253	241	25	10	141	47	17708	18183	35891
Total	80800	71271	5073	3861	517	237	1633	589	88023	75969	163992

An aggregate of 163 992 employees was recorded by 738 relevant employers across all sectors during the 2011/2012 review period, representing a decline of 1% in the total number of employees recorded the previous review year. Black employees accounted for 93% of the total number of employees reported on countrywide. However, White employees occupied 56% of the positions at the Executive Directors' level, against 30% occupied by the previously racially disadvantaged. The representation of the previously racially disadvantaged, however improved by 3% at the Management levels, as 65% of managers in the Senior and Middle Management occupational categories were previously racially disadvantaged, compared to 62% recorded the previous review period, but the ratio was still proportionally skewed in favour of White employees, who comprised 28% of all managers, even though they constituted only 5% of the entire workforce.

13% of managers were non-Namibians while only 0,9% of Executive Directors and Managers were persons with disabilities. Women comprised 42% of Managers and Executive Directors, but constituted 46% of the total number of employees across all sectors.

Figure 1: Cumulative Workforce Profile: Representation by race, gender, disability status and expatriate employees

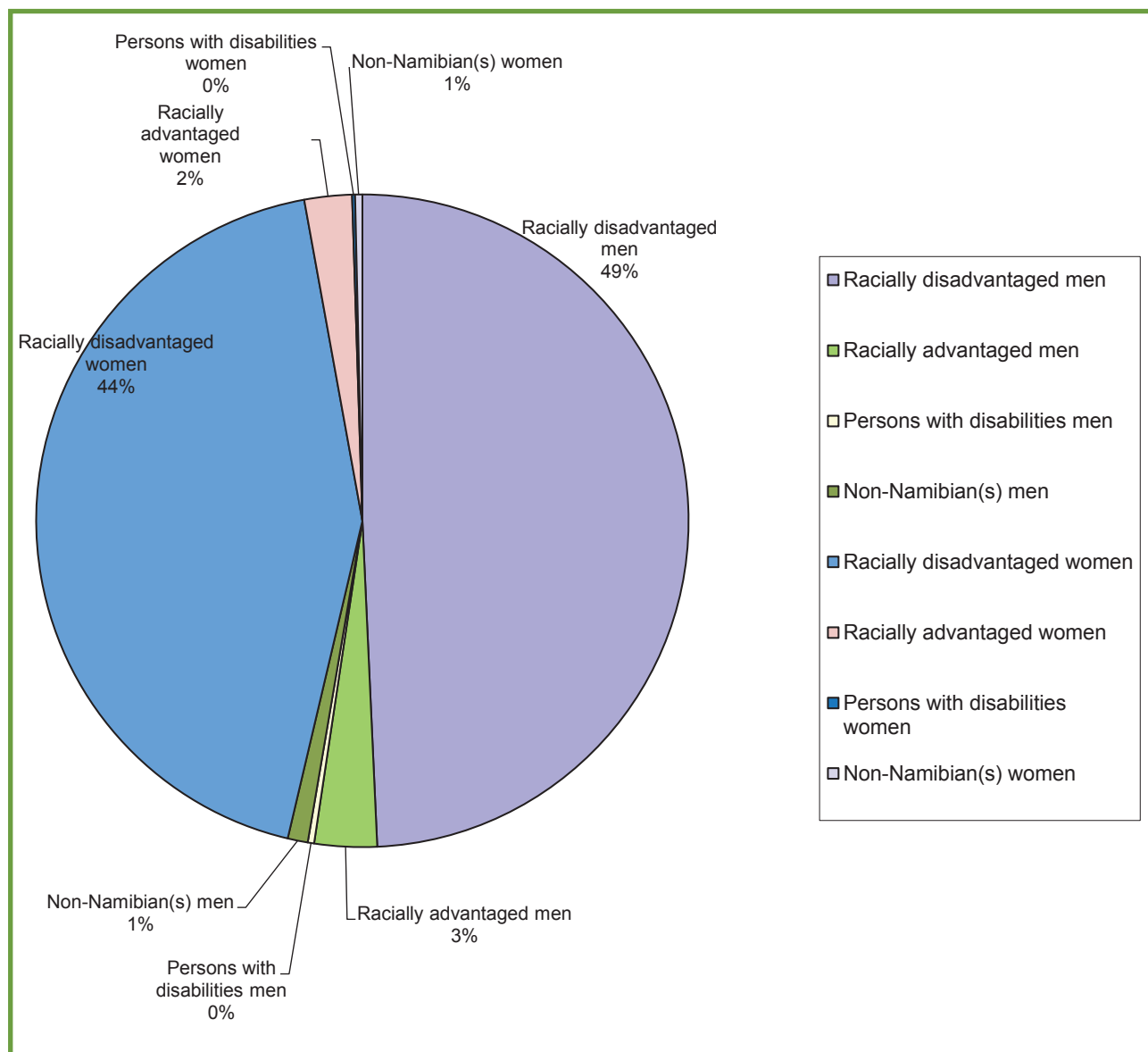


Figure 2: Cumulative Workforce Profile Total Men and Women by job category

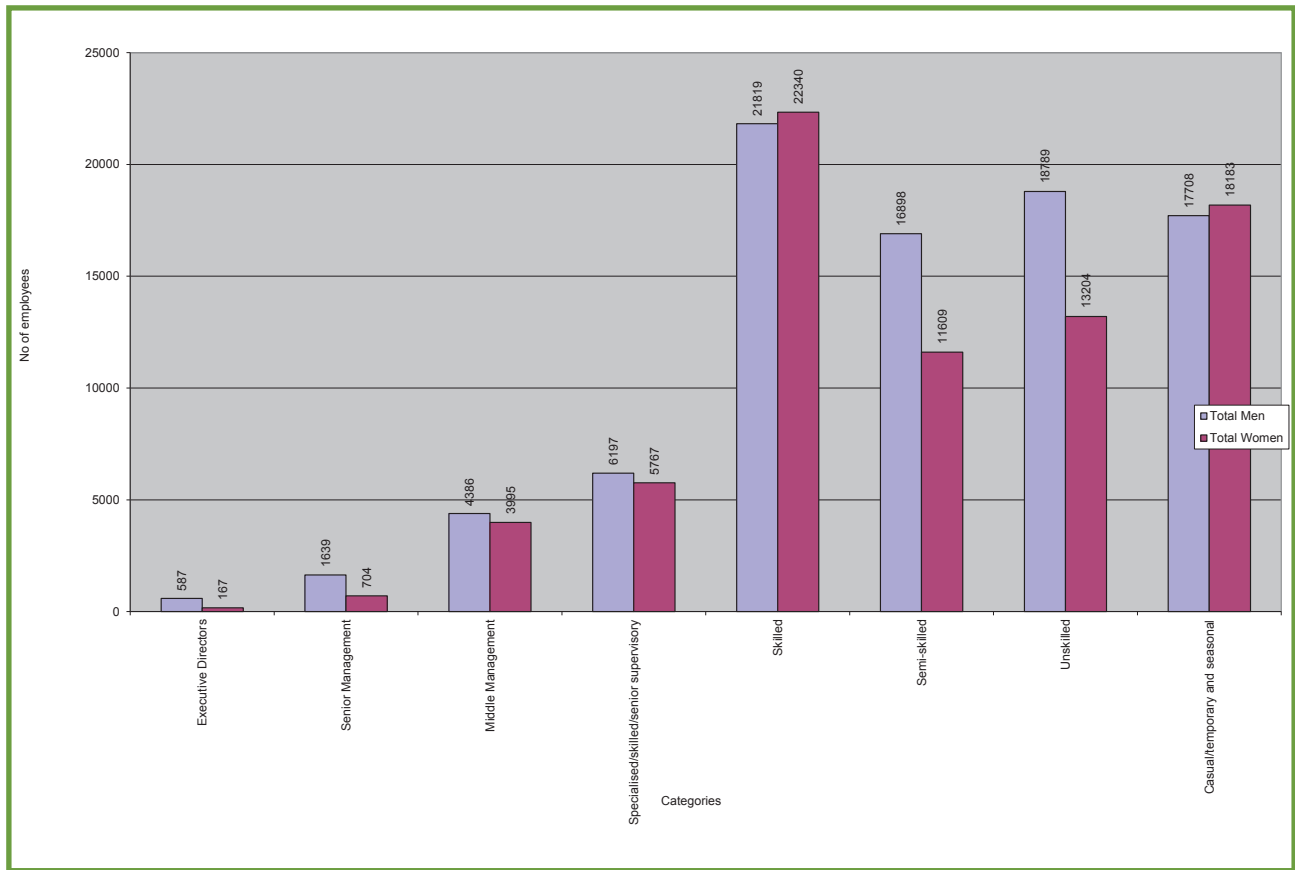


Figure 3: Distribution of Designated Groups by Industry - Senior Management (Cumulative)

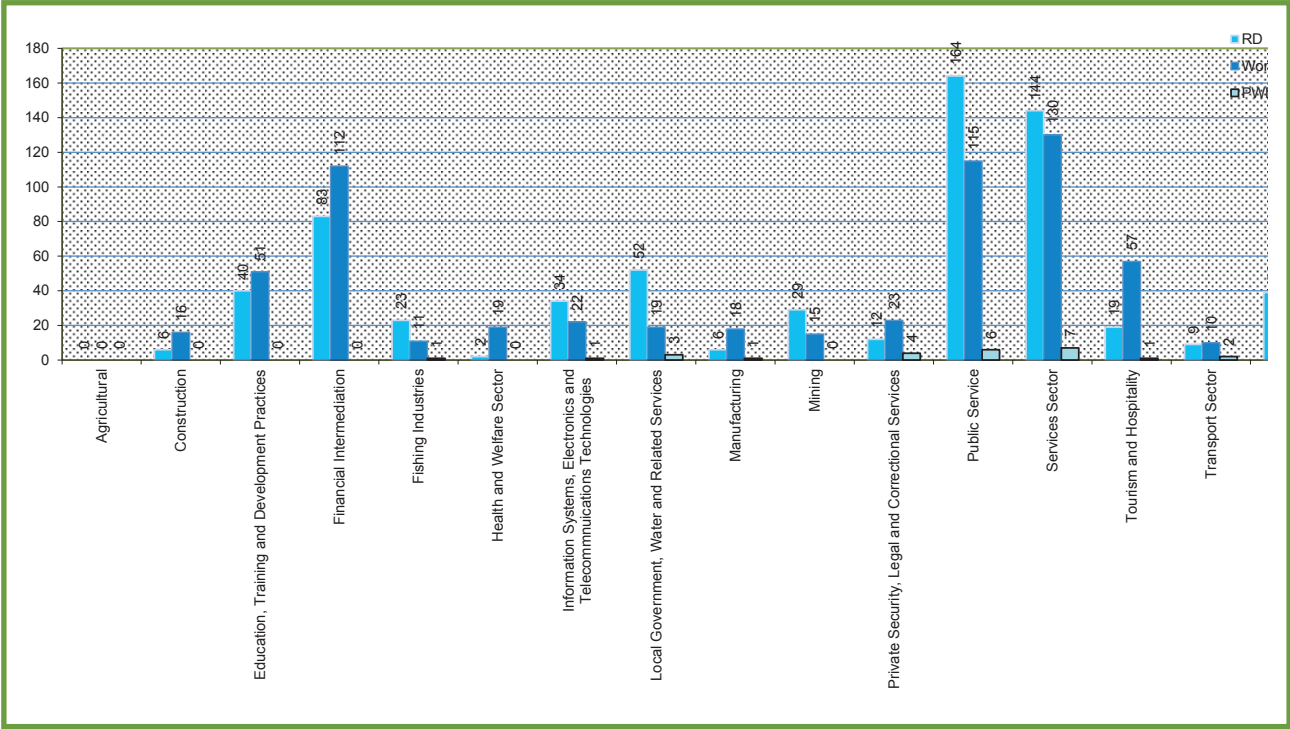


Figure 4: Distribution of Designated Groups by Industry - Middle Management (Cumulative)

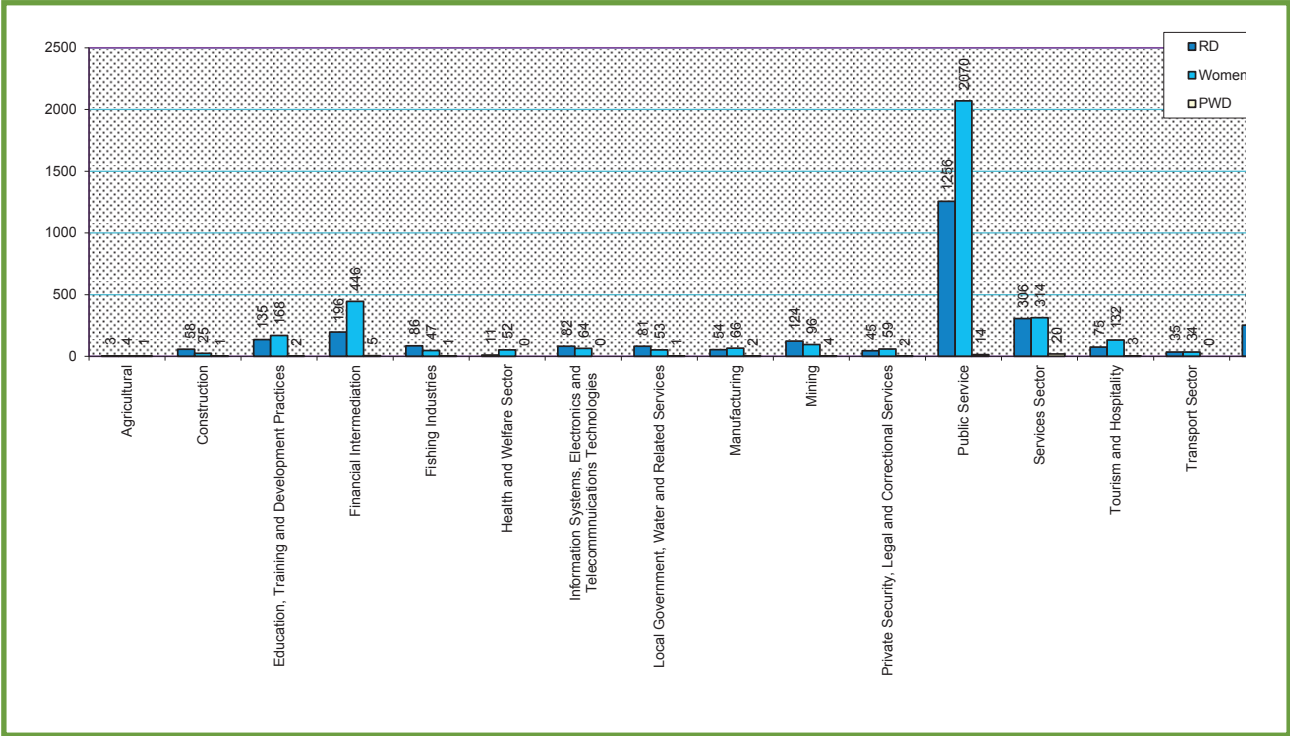
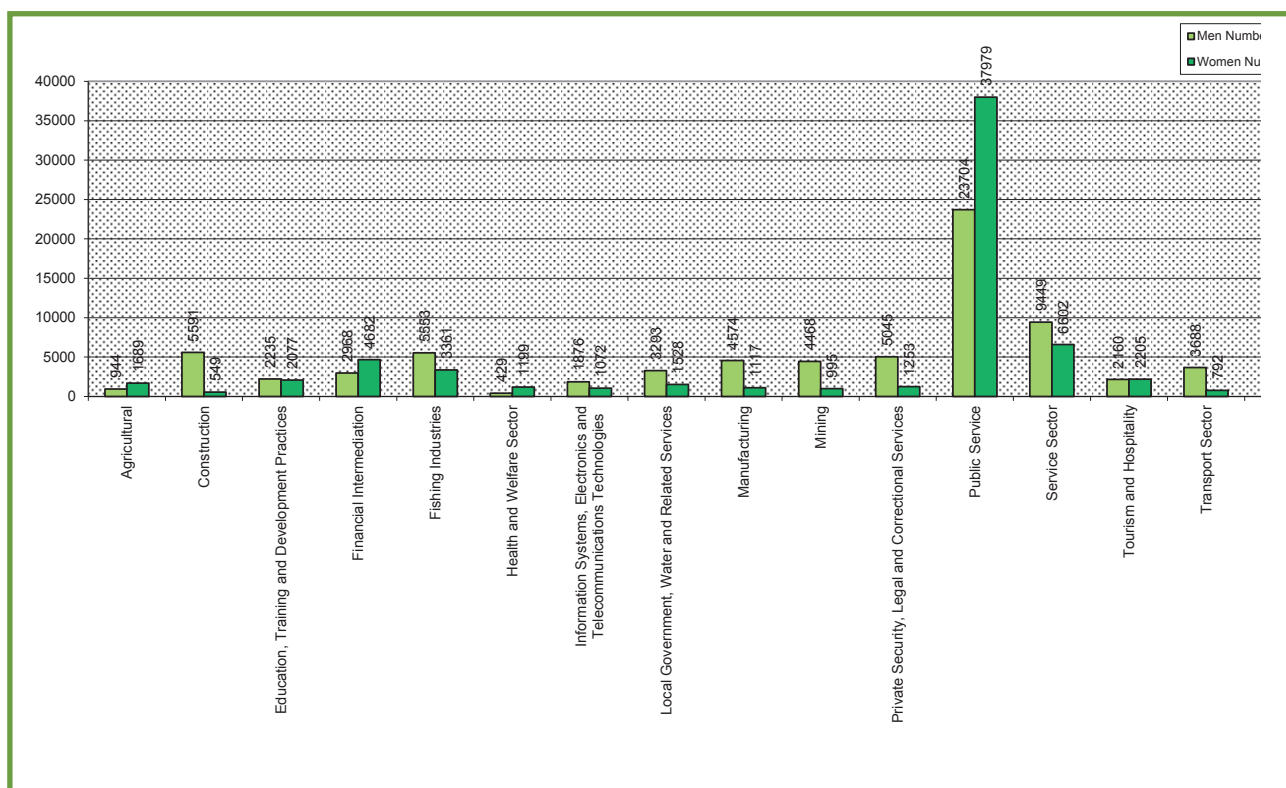


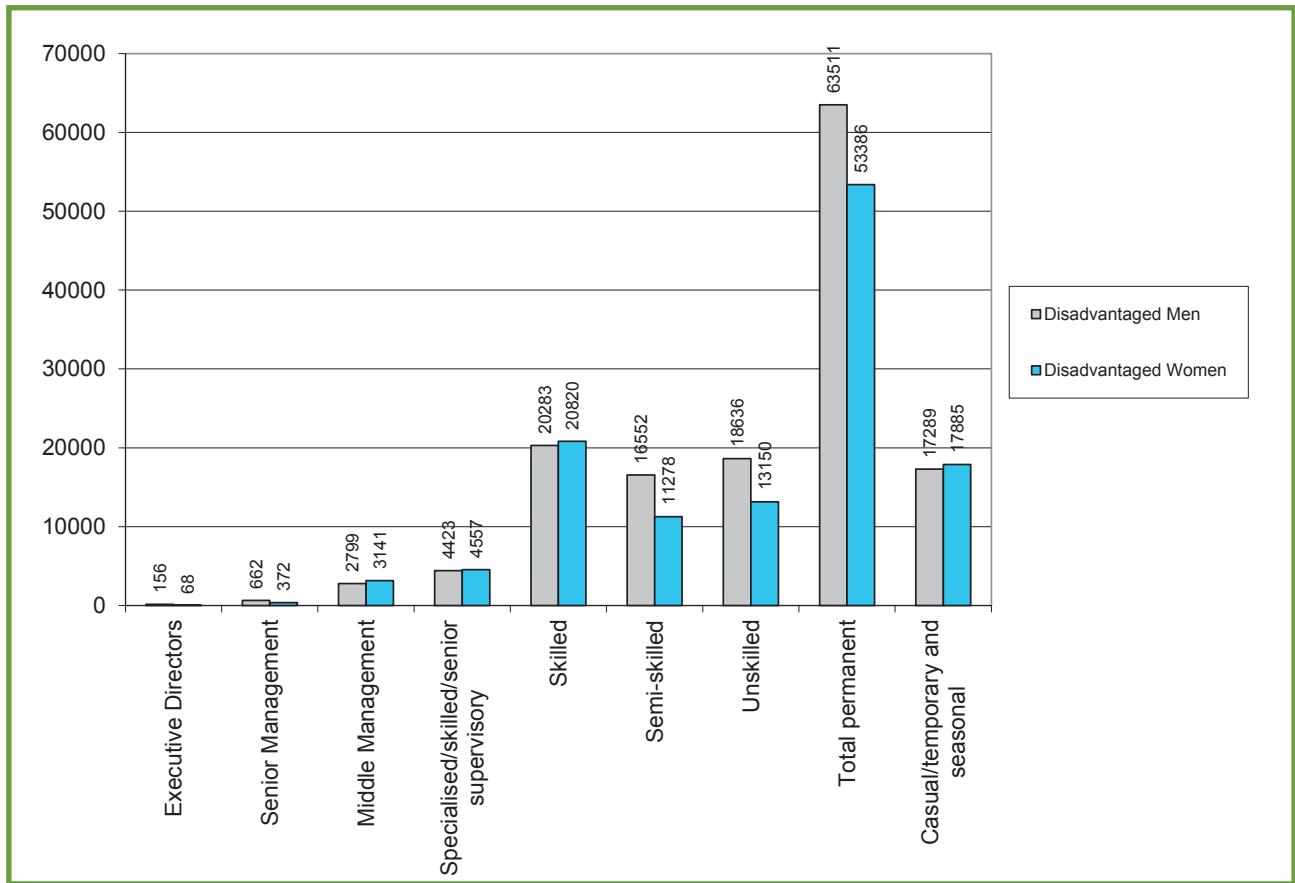
Figure 5: Distribution of Men and Women by industry (Cumulative)



Disadvantaged Men and Women by Job Category (Cumulative)

	Disadvantaged Men	Disadvantaged Women
Executive Directors	156	68
Senior Management	662	372
Middle Management	2799	3141
Specialised/skilled/senior supervisory	4423	4557
Skilled	20283	20820
Semi-skilled	16552	11278
Unskilled	18636	13150
Total permanent	63511	53386
Casual/temporary and seasonal	17289	17885

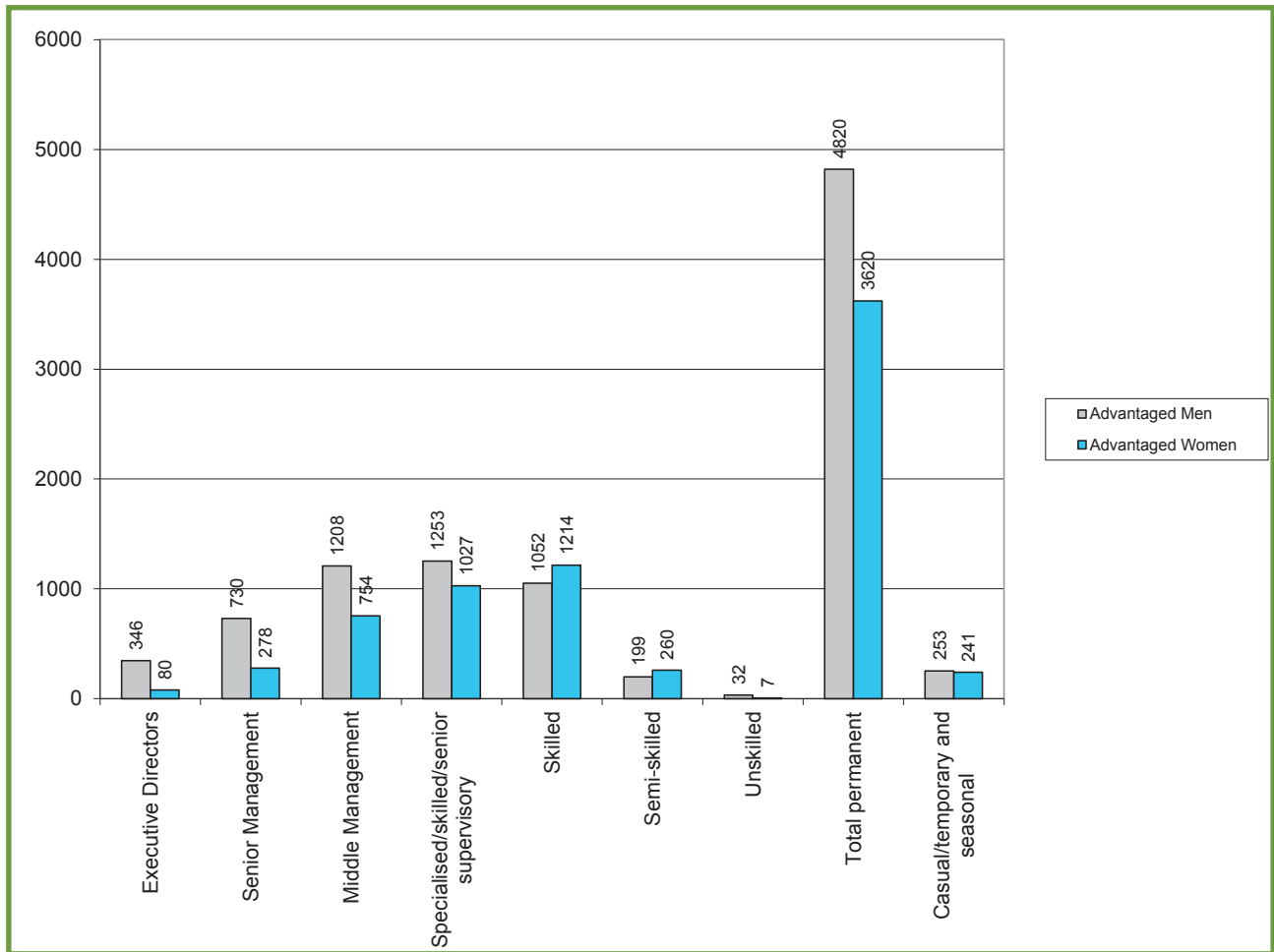
Figure 6: Disadvantaged Men and Women by Job Category



Advantaged Men and Women by Job Category (Cumulative)

	Advantaged Men	Advantaged Women
Executive Directors	346	80
Senior Management	730	278
Middle Management	1208	754
Specialised/skilled/senior supervisory	1253	1027
Skilled	1052	1214
Semi-skilled	199	260
Unskilled	32	7
Total permanent	4820	3620
Casual/temporary and seasonal	253	241

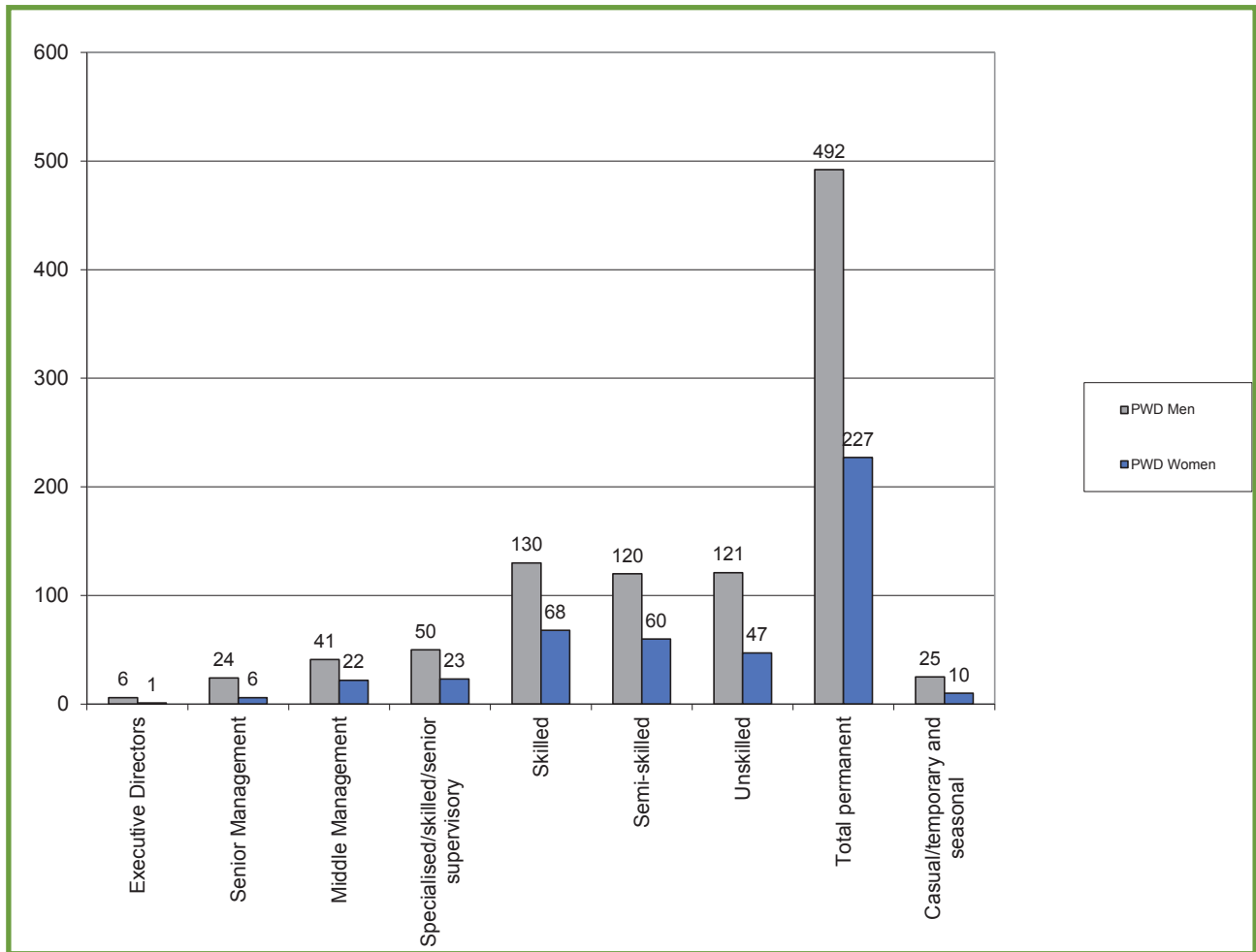
Figure 7: Advantaged Men and Women by Job Category



Persons with Disabilities by Job Category (Cumulative)

	PWD Men	PWD Women
Executive Directors	6	1
Senior Management	24	6
Middle Management	41	22
Specialised/skilled/senior supervisory	50	23
Skilled	130	68
Semi-skilled	120	60
Unskilled	121	47
Total permanent	492	227
Casual/temporary and seasonal	25	10

Figure 8: Persons with Disabilities



Non Namibian Men and Women by Job Category (Cumulative)

	Non-Namibian Men	Non-Namibian Women
Executive Directors	79	18
Senior Management	223	48
Middle Management	338	78
Specialised/skilled/senior supervisory	471	160
Skilled	354	238
Semi-skilled	27	11
Unskilled	0	0
Total permanent	1492	553
Casual/temporary and seasonal	141	47

Figure 9: Non-Namibian Men and Women by Job Category

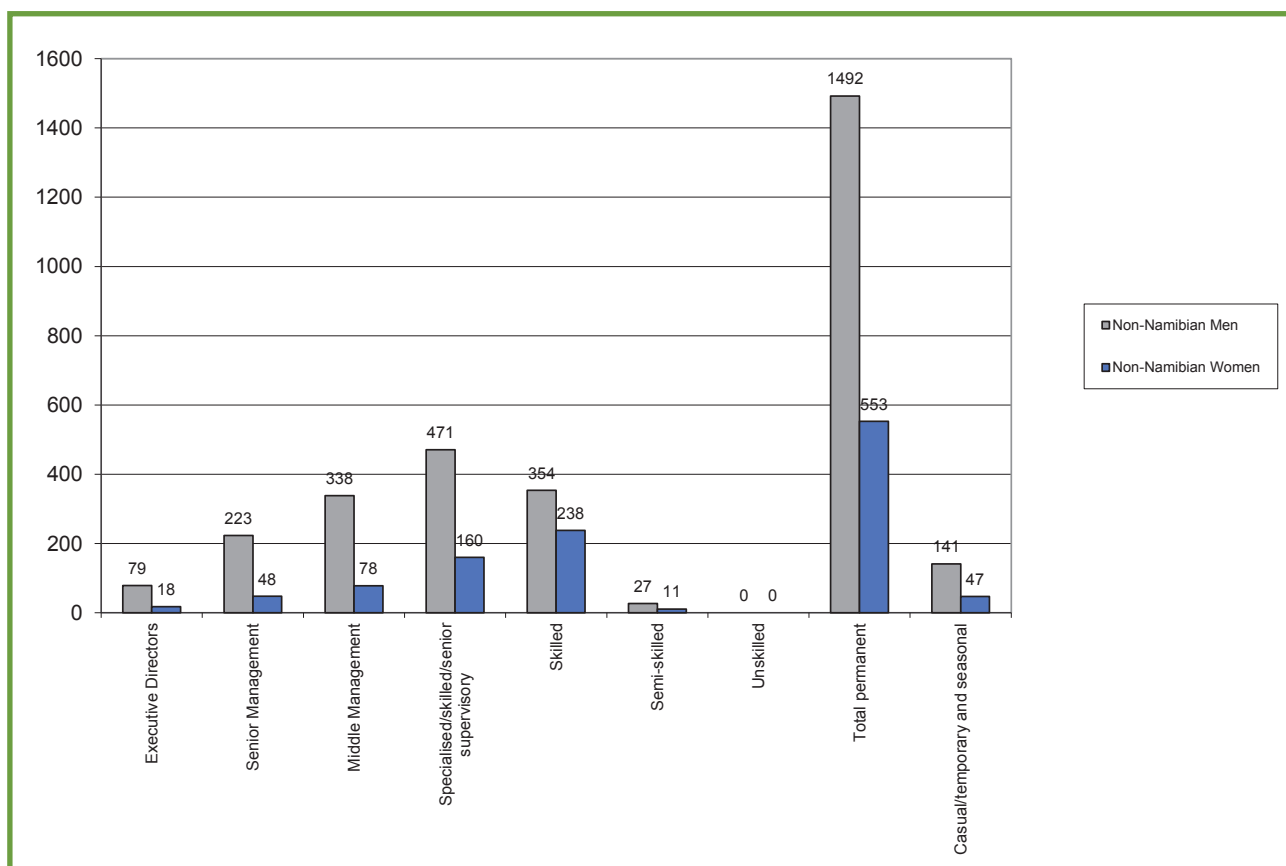


Table 2: Recruitment
Cumulative

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	17	8	0	0	14	1	48	14	62
Senior Management	62	44	102	39	4	1	40	8	208	92	300
Middle Management	296	247	173	110	1	5	50	10	520	372	892
Specialised/skilled/senior supervisory	873	731	1603	167	12	5	107	46	2595	949	3544
Skilled	3271	2916	273	272	17	14	57	34	3618	3236	6854
Semi-skilled	3567	1877	70	61	8	5	2	2	3647	1945	5592
Unskilled	4298	2470	18	4	14	4	0	0	4330	2478	6808
Total permanent	12384	8290	2256	661	56	34	270	101	14966	9086	24052
Casual/temporary and seasonal	5898	4396	137	129	6	9	45	11	6086	4545	10631
Total	18282	12686	2393	790	62	43	315	112	21052	13631	34683

The collective number of employees hired during the 2011/2012 review period declined slightly by 3%, compared to the number of employees recruited during the previous review period, as only 34 683 employees were hired during the 2011/2012 compared to 35 781 hired during the 2010/2011 review period. Women accounted only for 39% of persons hired during the year under review, while only 0,3% were persons with disabilities. 67% of Executive Directors and Managers hired were from the designated groups, but only 38% were women, while 36% were White and 10% were non-Namibians.

Figure 10: Cumulative figures of the total persons recruited: Representation by race, gender, disability status and expatriate employees

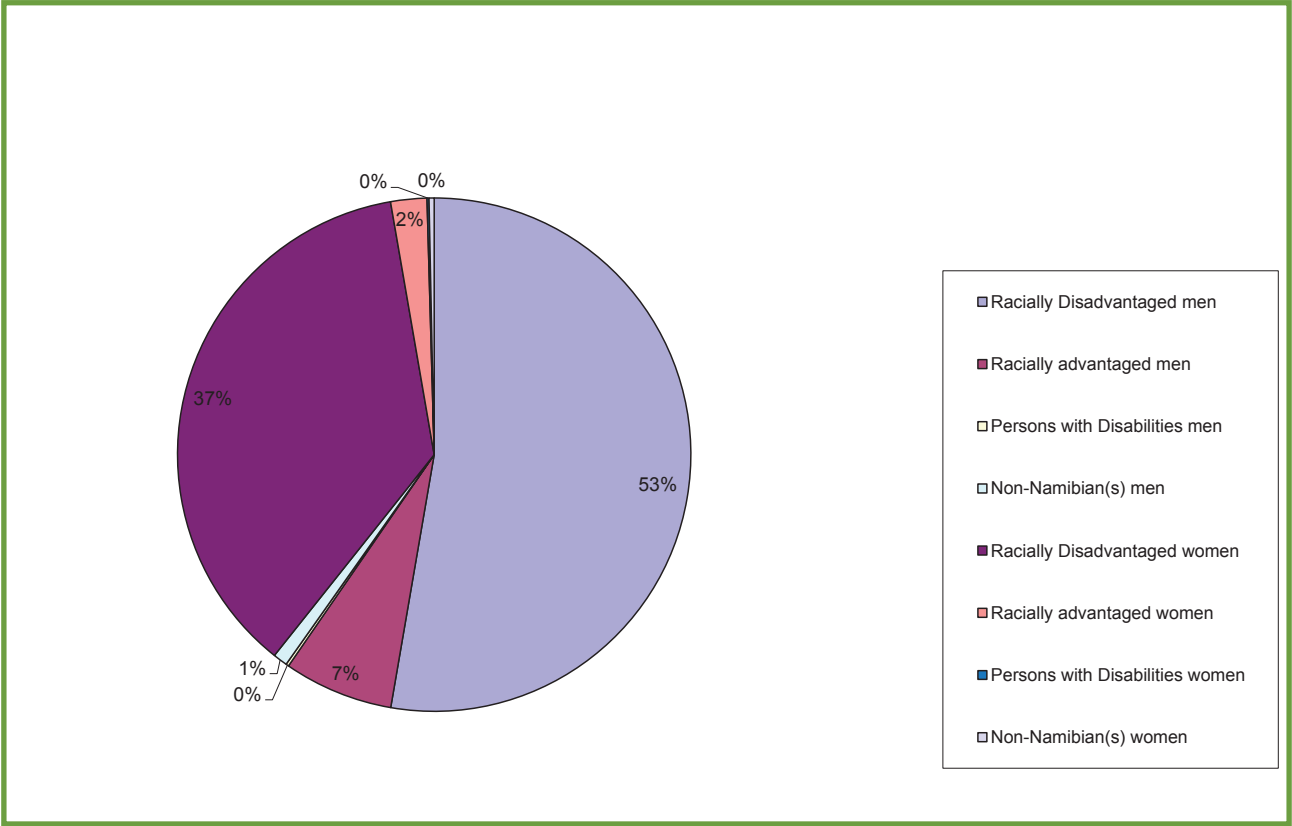


Figure 11: Cumulative Recruitment figures according to occupational category, race, gender, disability status and Non-Namibian expatriates

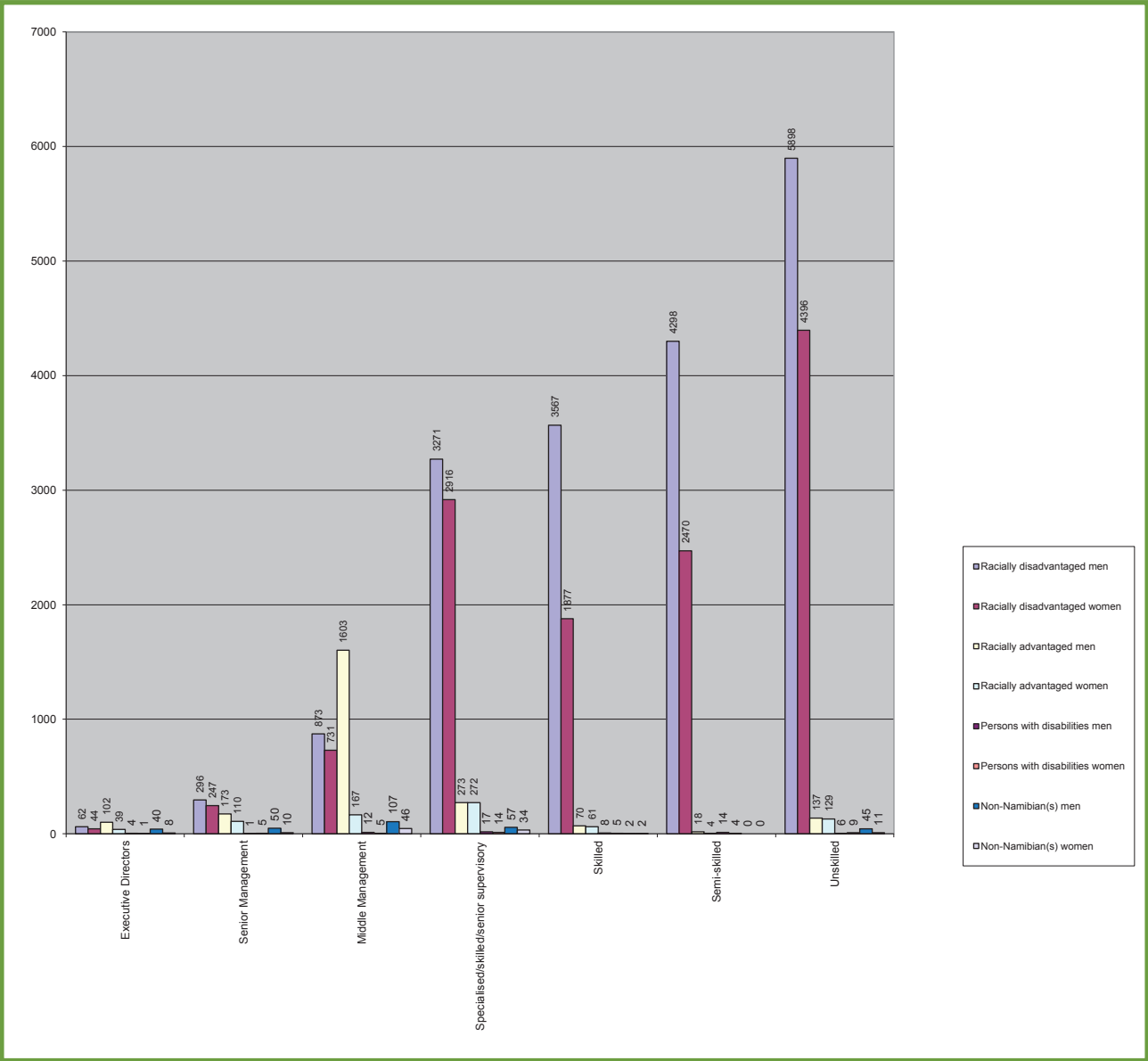


Table 3: Promotions
Cumulative

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	11	1	10	4	0	0	6	0	27	5	32
Senior Management	55	38	46	19	2	0	12	4	115	61	176
Middle Management	306	341	77	65	2	1	16	7	401	414	815
Specialised/skilled/ senior supervisory	463	455	75	67	3	1	23	4	564	527	1091
Skilled	785	737	57	34	4	2	11	3	857	776	1633
Semi-skilled	1067	610	32	12	3	2	4	0	1106	624	1730
Unskilled	303	129	1	4	1	1	0	0	305	134	439
Total permanent	2990	2311	298	205	15	7	72	18	3375	2541	5916
Casual/temporary & seasonal	145	342	9	21	0	0	0	0	154	363	517
Total	3135	2653	307	226	15	7	72	18	3529	2904	6433

6 433 employees were promoted during the year under review and 83% of employees promoted to positions in the Executive Director's and Management occupational categories were from designated groups. Women accounted for 45% of the total number of employees promoted, while only 1% were persons with disabilities.

Figure 12: Cumulative Promotion by Representation

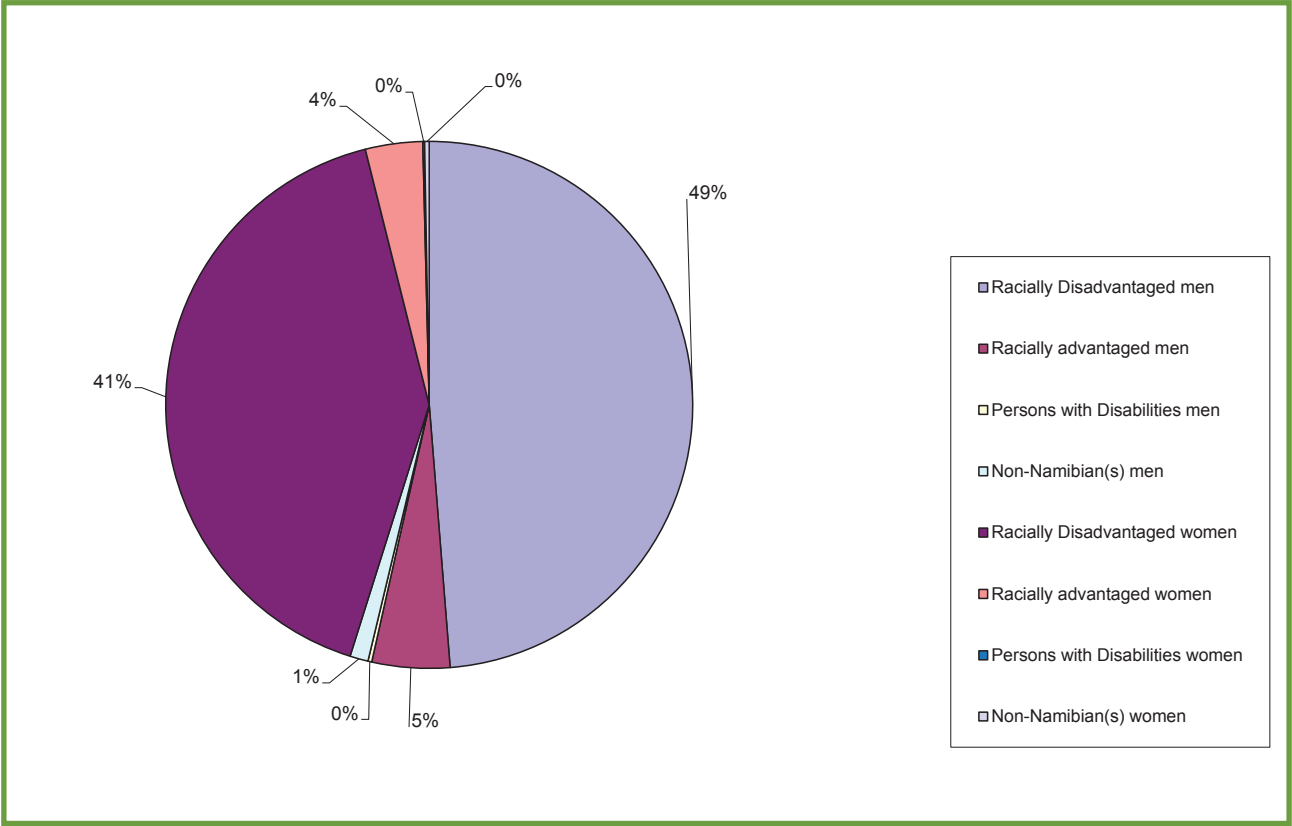


Figure 13: Cumulative Promotion figures according to occupational category, race, gender, disability status and Non-Namibian expatriates

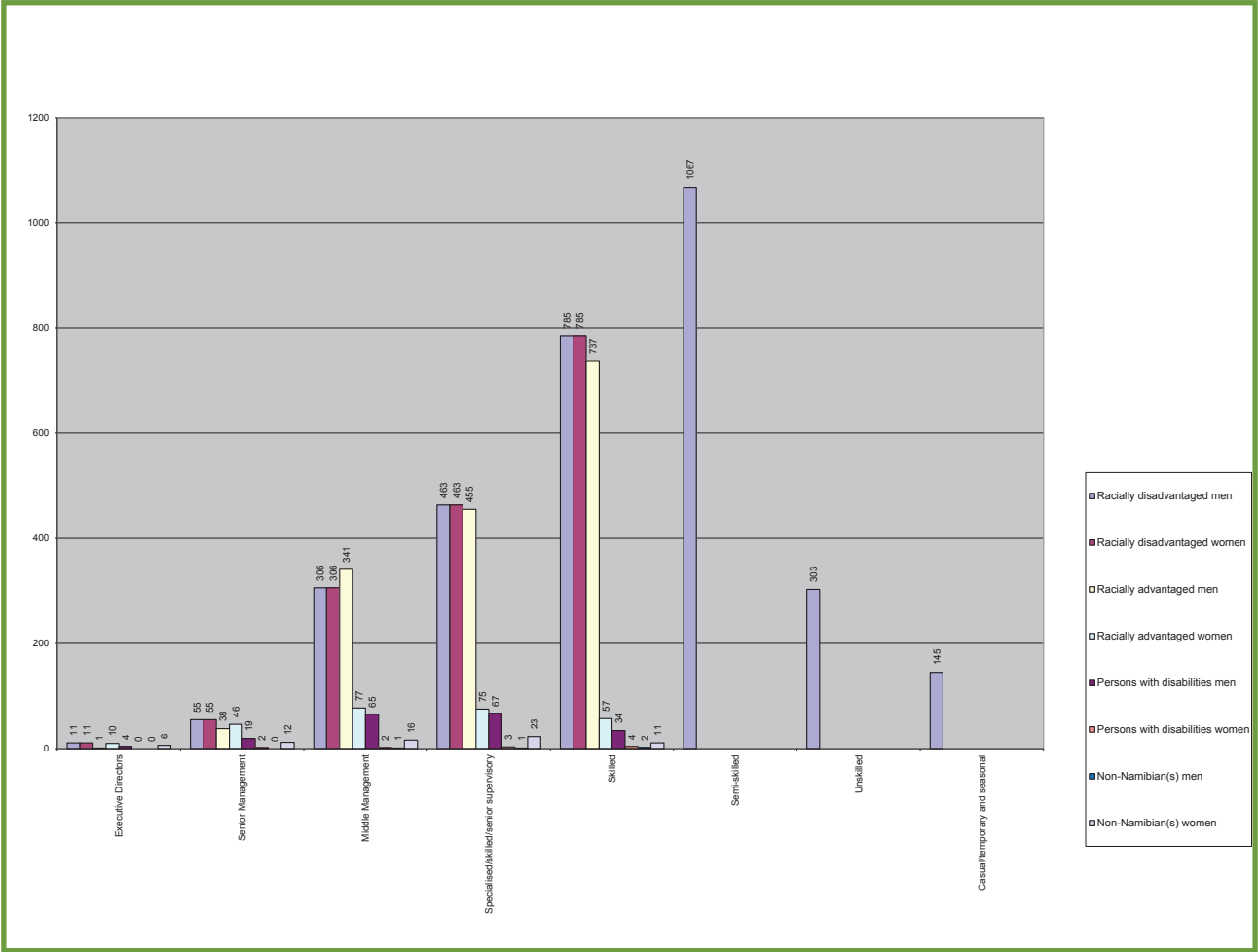


Table 4: Termination
Cumulative

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	8	26	3	0	0	13	1	54	12	66
Senior Management	76	33	101	44	0	1	45	9	222	87	309
Middle Management	297	213	182	97	2	2	45	11	526	323	849
Specialised/skilled/ senior supervisory	640	506	265	201	6	1	80	40	991	748	1739
Skilled	2224	1721	219	273	7	7	51	32	2501	2033	4534
Semi-skilled	2739	1466	77	89	11	4	7	1	2834	1560	4394
Unskilled	3444	1342	21	7	3	5	0	0	3468	1354	4822
Total permanent	9435	5289	891	714	29	20	241	94	10596	6117	16713
Casual/temporary & seasonal	5935	4892	90	98	7	3	22	6	6054	4999	11053
Total	15370	10181	981	812	36	23	263	100	16650	11116	27766

Employers across all sectors reported that 27 766 employees vacated their positions, a decline of 7% from the 29 736 employees who were reported to have left their posts in the previous review period. 95% of employees whose contracts of employment ended were from designated groups, of whom 40% were women.

Figure 14: Cumulative Termination representation by race, gender, disability status and expatriate employees

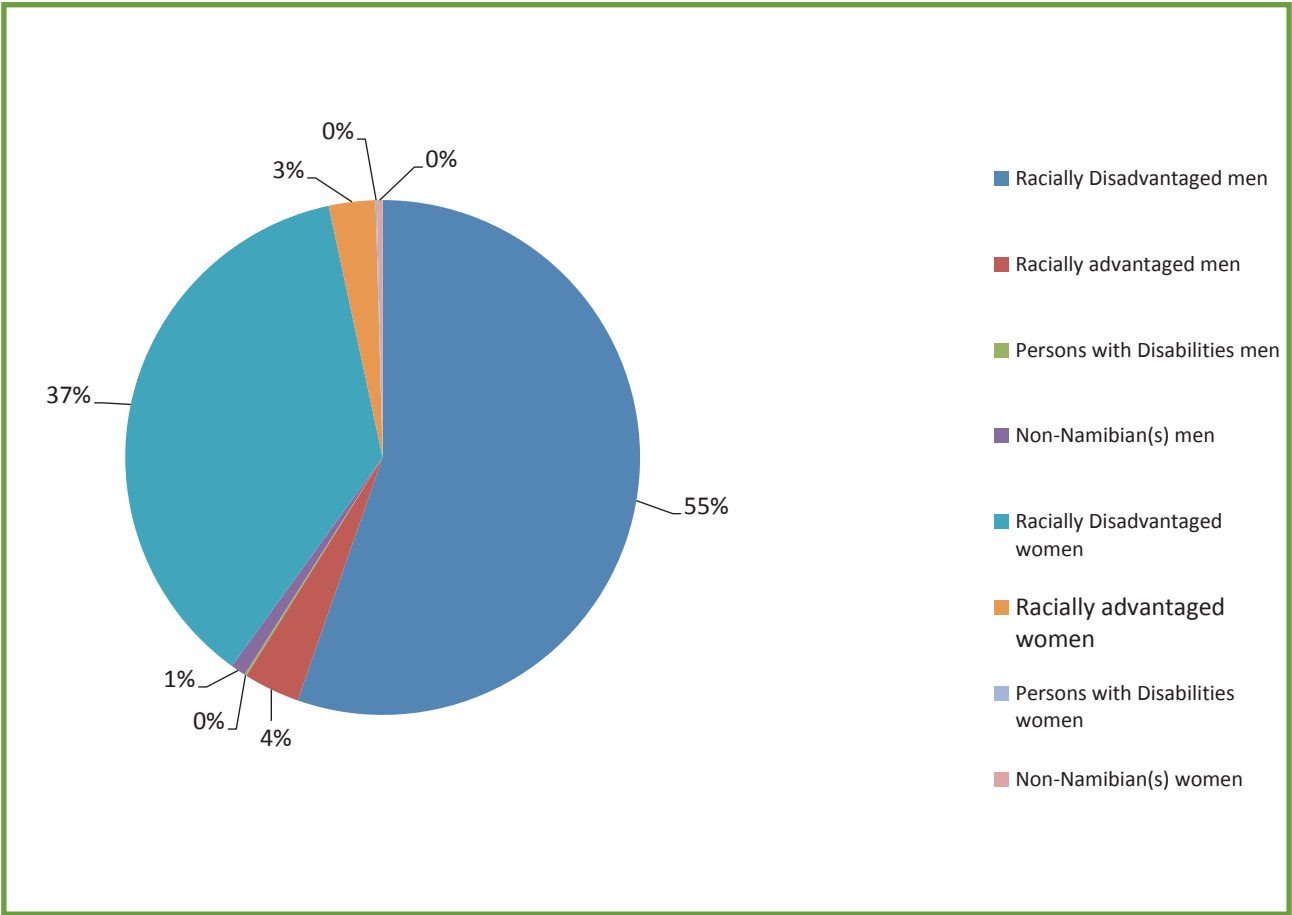


Table 5: Termination Categories
Cumulative

Termination 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	20063	3266	674	581	18	16	114	52	20869	3915	24784
Non-renewal of contract	5804	4649	83	113	4	2	122	40	6013	4804	10817
Dismissal - Retrenchment	674	183	35	13	2	2	5	0	716	198	914
Dismissal - Misconduct	1842	561	51	24	5	0	5	2	1903	587	2490
Dismissal - incapacity	169	74	2	4	0	0	0	1	171	79	250
Other	2051	1259	134	93	8	3	17	5	2210	1360	3570
Total	30603	9992	979	828	37	23	263	100	31882	10943	42825

Resignation accounted for 58% of contract terminations, followed by non-renewal of employment contracts, 25% and unspecified reasons (other), 2%. The dismissal (incapacity category) constituted the least number of employees whose contracts of employment ended, 0,6%, during the period under review.

Figure 15: Cumulative Termination Reasons

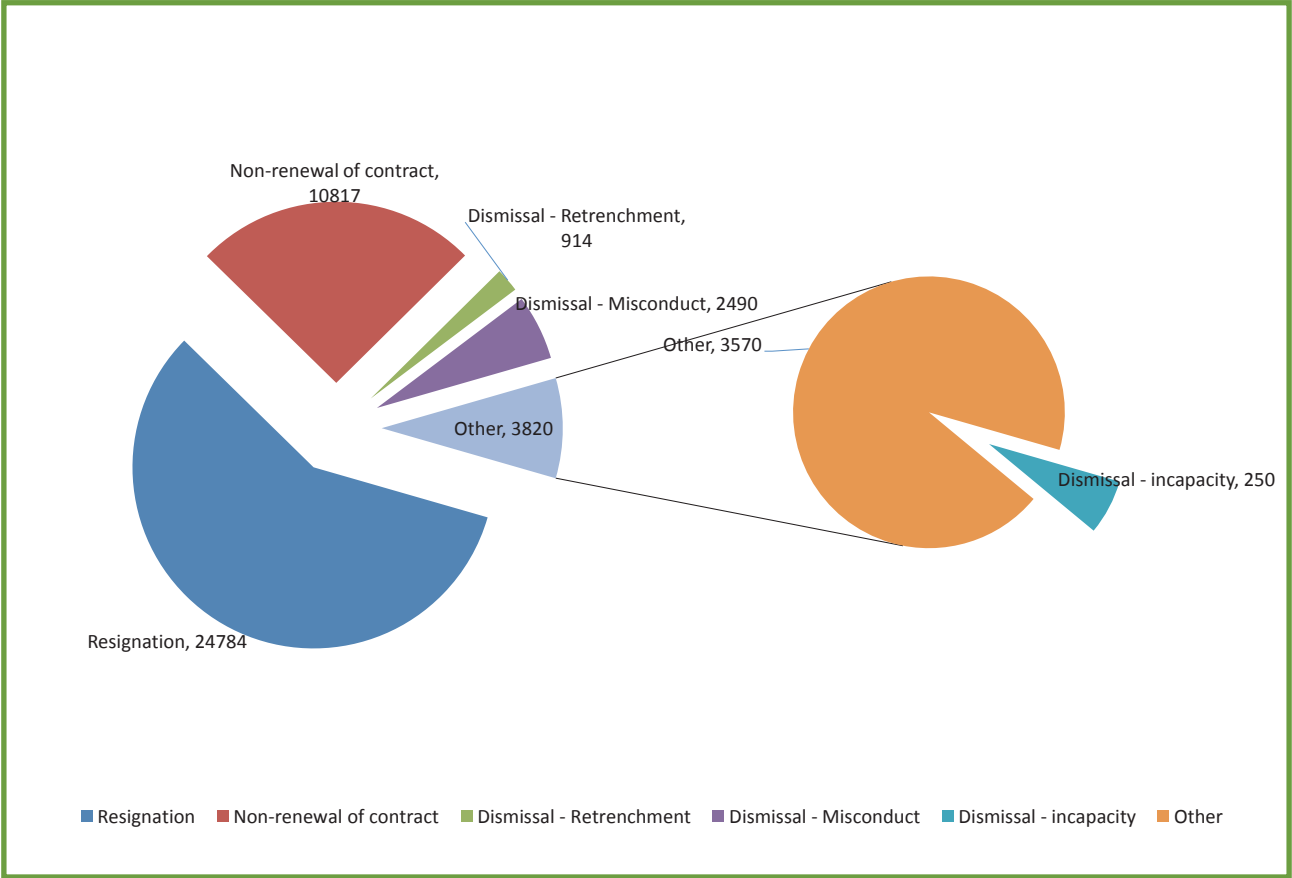


Table 6: Training
Cumulative

	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
Job Category	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	71	27	64	18	0	0	17	6	152	51	203
Senior Management	369	216	291	119	5	1	92	19	757	355	1112
Middle Management	1095	970	634	371	11	6	123	28	1863	1375	3238
Specialised/skilled/senior supervisory	2602	2817	646	547	15	9	110	51	3373	3424	6797
Skilled	6667	6033	584	574	30	16	41	17	7322	6640	13962
Semi-skilled	5756	3600	148	214	25	7	11	2	5940	3823	9763
Unskilled	4637	2358	19	7	18	8	0	1	4674	2374	7048
Total permanent	21197	16021	2386	1850	104	47	394	124	24081	18042	42123
Casual/temporary & seasonal	2485	2783	54	34	10	3	24	2	2573	2822	5395
Total	23682	18804	2440	1884	114	50	418	126	26654	20864	47518

Relevant employers across all sectors reported that they trained an aggregate of 47 518 employees during the 2011/2012 review year, 10% of whom were Executive Directors and Managers respectively. Only 0,3% of the number trained were persons with disabilities while 44% were women.

Figure 16: Cumulative Training by Group Representation

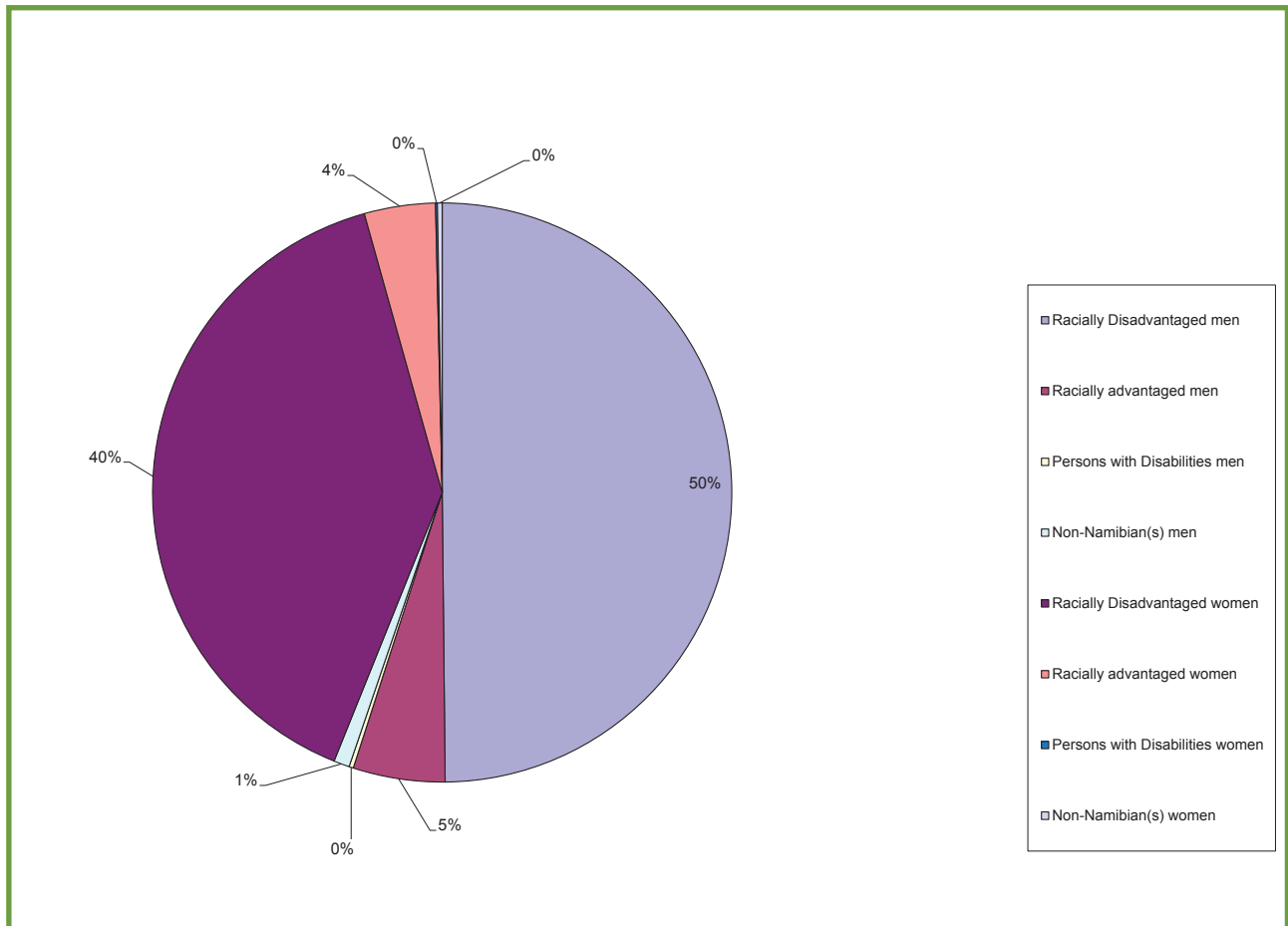
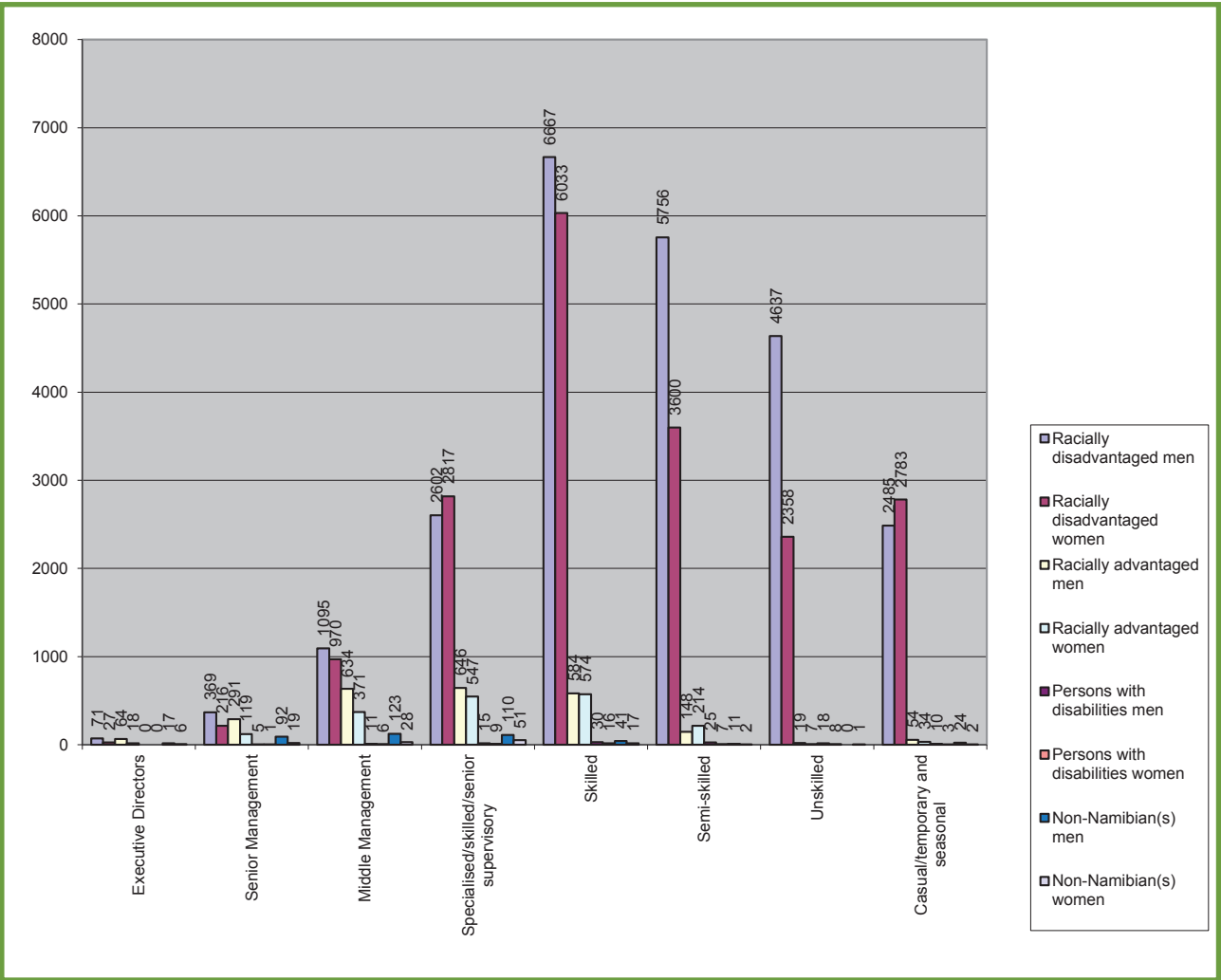


Figure 17: Cumulative Training figures according to occupational category, race, gender, disability status and expatriate workers



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	4	0	0	0	3	0	7	0	7
Middle Management	3	1	3	2	1	0	2	1	9	4	13
Specialised/skilled/senior supervisory	23	4	1	3	0	0	0	1	24	8	32
Skilled	46	18	0	0	0	0	0	0	46	18	64
Semi-skilled	128	64	0	0	0	1	0	0	128	65	193
Unskilled	118	69	0	0	1	0	0	0	119	69	188
Total permanent	318	156	8	5	2	1	5	2	333	164	497
Casual/temporary and seasonal	611	1525	0	0	0	0	0	0	611	1525	2136
Total	929	1681	8	5	2	1	5	2	944	1689	2633

The Agriculture sector reported having a total of 2 633 workers. This figure represented a decrease of 26,2% from the 3 567 employees reported on the previous review period. Either a sizeable number of employers in this sector did not submit affirmative action reports to the Commission or most employers in this sector were not relevant employers in terms of the Act, as the Agricultural sector is known as one of the largest employers in the country. The Commission is still interested in establishing the real reasons for the low number reported in this sector. It is interesting to note that only 0,76% of employees in this sector were not from designated groups.

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	4	0	0	0	2	0	6	0	6
Middle Management	0	0	2	2	0	0	0	0	2	2	4
Specialised/skilled/senior supervisory	7	3	0	1	0	0	0	0	7	4	11
Skilled	1	0	0	0	0	0	0	0	1	0	1
Semi-skilled	20	17	0	0	0	0	0	0	20	17	37
Unskilled	56	11	0	0	0	0	0	0	56	11	67
Total permanent	84	31	6	3	0	0	2	0	92	34	126
Casual/temporary and seasonal	153	529	0	0	0	0	0	0	153	529	682
Total	237	560	6	3	0	0	2	0	245	563	808

A total of 808 employees were reported to have been recruited in the Agricultural sector during the 2011/2012 review period, 70% of whom were women and a mere 1% was not from designated groups. Most importantly, and of serious concern, the sector did not recruit any person from the persons with disabilities group during this review period. It appeared as if all persons from the previously racially disadvantaged were appointed to positions below the Management level.

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	1	0	1	0	1
Middle Management	0	1	0	0	0	0	0	0	0	1	1
Specialised/skilled/senior supervisory	3	2	0	0	0	0	0	0	3	2	5
Skilled	3	0	0	0	0	0	0	0	3	0	3
Semi-skilled	6	1	0	0	0	0	0	0	6	1	7
Unskilled	4	2	0	0	0	0	0	0	4	2	6
Total permanent	16	6	0	0	0	0	1	0	17	6	23
Casual/temporary & seasonal	2	2	0	0	0	0	0	0	2	2	4
Total	18	8	0	0	0	0	1	0	19	8	27

The Agricultural sector promoted only 35 employees during the period under review, an increase of 338% in the number from the 8 employees promoted the previous review period. 96% of the employees promoted were from designated groups and all were previously racially disadvantaged.

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	1	0	0	0	0	0	1	0	1
Middle Management	1	0	6	0	0	0	0	0	7	0	7
Specialised/skilled/senior supervisory	6	2	0	1	0	0	0	0	6	3	9
Skilled	55	18	0	0	0	0	0	0	55	18	73
Semi-skilled	2	1	0	0	0	0	0	0	2	1	3
Unskilled	8	1	0	0	0	0	0	0	8	1	9
Total permanent	72	22	7	1	0	0	0	0	79	23	102
Casual/temporary and seasonal	663	2146	0	0	0	0	0	0	663	2146	2809
Total	735	2168	7	1	0	0	0	0	742	2169	2911

The Agricultural sector reported that a total of 2 911 employees left their posts during the review period. The number of terminations represented 111% of the total workforce in the Agricultural sector, a very high labour turnover indeed. Women accounted for 75% of the total number of employees whose contracts of employment ended during the review period.

Agriculture

Table 5: Termination Categories

Termination 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	7	0	1	1	0	0	0	0	8	1	9
Non-renewal of contract	714	2168	0	0	0	0	0	0	714	2168	2882
Dismissal - Retrenchment	0	0	6	0	0	0	0	0	6	0	6
Dismissal - Misconduct	1	0	0	0	0	0	0	0	1	0	1
Dismissal - incapacity	1	0	0	0	0	0	0	0	1	0	1
Other	12	0	0	0	0	0	0	0	12	0	12
Total	735	2168	7	1	0	0	0	0	742	2169	2911

Non-renewal of employment contracts accounted for 99% of all employment terminations during the period under review, followed by unspecified reasons, 0,4%, resignations, 0,3% and dismissals, 0,2%.

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	2	0	2	0	2
Middle Management	2	1	0	0	1	0	1	1	4	2	6
Specialised/skilled/ senior supervisory	12	2	0	0	0	0	0	0	12	2	14
Skilled	39	13	0	0	0	0	0	0	39	13	52
Semi-skilled	94	10	0	0	0	0	0	0	94	10	104
Unskilled	35	35	0	0	0	0	0	0	35	35	70
Total permanent	182	61	0	0	1	0	3	1	186	62	248
Casual/temporary and seasonal	115	506	0	0	0	0	0	0	115	506	621
Total	297	567	0	0	1	0	3	1	301	568	869

The Agricultural sector reported having trained 869 employees in total, comprising 33% of the total number of employees in the sector. Women accounted for the majority of those trained during the period under review and 99% of the total employees trained, were from the designated groups.

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	4	1	31	4	0	0	6	1	41	6	47
Senior Management	6	1	43	15	0	0	12	0	61	16	77
Middle Management	58	5	56	19	1	0	23	1	138	25	163
Specialised/skilled/ senior supervisory	151	9	67	14	2	0	41	6	261	29	290
Skilled	648	25	47	35	1	0	93	1	789	61	850
Semi-skilled	1114	61	17	5	9	0	7	1	1147	67	1214
Unskilled	1631	123	1	0	10	6	0	0	1642	129	1771
Total permanent	3612	225	262	92	23	6	182	10	4079	333	4412
Casual/temporary and seasonal	1485	216	18	0	5	0	4	0	1512	216	1728
Total	5097	441	280	92	28	6	186	10	5591	549	6140

The Construction sector recorded a total number of 6 140 employees during the period under review, representing a decrease of 5% in the total staff complement in the sector. Only 9% of employees in the sector were women, reflecting an apparent domination of the Construction industry by men. Persons with disabilities comprised only 0,6% of the total workers employed in the Construction sector, while 3% were non-Namibians.

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	2	2	0	0	2	0	4	2	6
Senior Management	1	0	6	2	0	0	2	0	9	2	11
Middle Management	9	0	7	2	0	0	5	0	21	2	23
Specialised/skilled/ senior supervisory	33	1	13	4	0	0	12	4	58	9	67
Skilled	87	9	18	19	0	0	30	1	135	29	164
Semi-skilled	189	16	4	6	0	0	0	1	193	23	216
Unskilled	448	22	1	0	2	0	0	0	451	22	473
Total permanent	767	48	51	35	2	0	51	6	871	89	960
Casual/temporary and seasonal	1452	214	13	0	0	0	9	0	1474	214	1688
Total	2219	262	64	35	2	0	60	6	2345	303	2648

The Construction sector recruited 2 648 persons during the period under review, reflecting an increase of 99% in the number of persons recruited the previous review period. 84% of the total recruits were men and only 0,07% were persons with disabilities. 94% of all new employees were from designated groups, but only 28% of them were appointed to positions at the Executive Directors and Management levels.

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	0	0	0	0	0	0	0	0	0
Senior Management	0	0	2	1	0	0	1	0	3	1	4
Middle Management	13	2	4	0	0	0	4	0	21	2	23
Specialised/skilled/ senior supervisory	22	1	2	1	0	0	9	0	33	2	35
Skilled	60	4	1	1	0	0	1	0	62	5	67
Semi-skilled	116	3	0	0	0	0	0	0	116	3	119
Unskilled	29	0	0	0	0	0	0	0	29	0	29
Total permanent	240	10	9	3	0	0	15	0	264	13	277
Casual/temporary & seasonal	6	2	0	0	0	0	0	0	6	2	8
Total	246	12	9	3	0	0	15	0	270	15	285

The Construction sector promoted a total of 285 employees. 5% of these were non-Namibians and 91% were from designated groups, but none from persons with disabilities group. Only 4% of the employees promoted 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	2	0	2	0	0	0	0	0	4	0	4
Senior Management	1	1	9	0	0	0	3	1	13	2	15
Middle Management	9	1	10	3	0	0	6	2	25	6	31
Specialised/skilled/ senior supervisory	14	1	10	1	0	0	9	3	33	5	38
Skilled	176	10	7	5	0	0	19	0	202	15	217
Semi-skilled	253	20	9	7	4	0	1	0	267	27	294
Unskilled	373	50	2	0	0	0	0	0	375	50	425
Total permanent	828	83	49	16	4	0	38	6	919	105	1024
Casual/temporary and seasonal	1197	141	10	1	1	0	8	0	1216	142	1358
Total	2025	224	59	17	5	0	46	6	2135	247	2382

A total of 2 382 employees' contracts of employment ended during this review period, which represented 39% of the total number of employees reported. 95% of the employees who vacated their jobs were from the designated groups.

Construction

Table 5: Termination Categories

Termination 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	349	56	45	16	3	0	8	5	405	77	482
Non-renewal of contract	1153	132	5	1	1	0	33	1	1192	134	1326
Dismissal - Retrenchment	204	9	2	0	0	0	0	0	206	9	215
Dismissal - Misconduct	181	11	4	0	1	0	0	0	186	11	197
Dismissal - incapacity	18	3	0	0	0	0	0	0	18	3	21
Other	120	13	3	0	0	0	5	0	128	13	141
Total	2025	224	59	17	5	0	46	6	2135	247	2382

Non-renewal of employment contracts accounted for 56% of all employment contract terminations, followed by resignation (20%) and dismissals (9%). 97% of employees whose contracts of employment ended due to non-renewal of contract were from designated groups.

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	0	0	3	0	3
Senior Management	4	0	7	4	0	0	3	0	14	4	18
Middle Management	16	3	10	5	0	0	5	0	31	8	39
Specialised/skilled/ senior supervisory	38	3	14	2	0	0	8	2	60	7	67
Skilled	134	8	12	5	1	0	13	1	160	14	174
Semi-skilled	203	26	2	3	1	0	0	0	206	29	235
Unskilled	296	21	0	0	0	0	0	0	296	21	317
Total permanent	693	61	46	19	2	0	29	3	770	83	853
Casual/temporary and seasonal	96	19	4	0	3	0	0	0	103	19	122
Total	789	80	50	19	5	0	29	3	873	102	975

The Construction sector trained only 975 employees, comprising 16% of the total workforce during the period under review. Only 8% of those trained were women and 0,5% were persons with disabilities.

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	4	3	0	0	0	4	4	12	8	20
Senior Management	40	27	14	11	0	0	33	13	87	51	138
Middle Management	135	103	44	41	1	1	79	23	259	168	427
Specialised/skilled/senior supervisory	369	344	35	115	1	2	103	38	508	499	1007
Skilled	201	360	6	19	0	2	2	7	209	388	597
Semi-skilled	120	91	0	2	3	3	0	1	123	97	220
Unskilled	78	63	0	0	0	0	0	0	78	63	141
Total permanent	948	992	102	188	5	8	221	86	1276	1274	2550
Casual/temporary and seasonal	750	639	118	126	2	0	89	38	959	803	1762
Total	1698	1631	220	314	7	8	310	124	2235	2077	4312

The Education and Training sector registered a total of 4 312 employees, an increase of 12% from the 3 851 total number of employees reported on the previous review period. Persons in designated groups comprised 85% of the total number of employees in the Sector. Women accounted for 48% of the total number. 10% of the workforce were non-Namibians.

Education, Training & Development 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	9	3	1	3	0	0	8	3	18	9	27
Middle Management	33	18	4	1	0	1	16	2	53	22	75
Specialised/skilled/senior supervisory	111	94	5	23	0	1	29	11	145	129	274
Skilled	55	72	3	6	0	1	0	1	58	80	138
Semi-skilled	23	20	0	0	1	0	0	0	44	20	64
Unskilled	8	5	0	0	0	0	0	0	8	5	13
Total permanent	239	212	13	33	1	3	53	17	306	265	571
Casual/temporary and seasonal	265	249	43	34	2	0	16	4	326	287	613
Total	504	461	56	67	3	3	69	21	632	552	1184

The Education sector recruited 1 184 employees during the review period, 11% less than the number of employees hired the previous review period. Women accounted for 47% of the total number of persons recruited during the period under review. Only 0,5% were persons with disabilities, while non-Namibians comprised 8% of the total recruited during the review period.

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	0	0	0	0	0	0	0	0	0
Senior Management	5	0	0	1	0	0	3	0	8	1	9
Middle Management	4	9	0	2	0	0	1	3	5	14	19
Specialised/skilled/ senior supervisory	8	9	1	0	0	0	4	1	13	10	23
Skilled	7	18	0	0	0	0	0	0	7	18	25
Semi-skilled	2	5	0	0	0	0	0	0	2	5	7
Unskilled	0	0	0	0	0	0	0	0	0	0	0
Total permanent	26	41	1	3	0	0	8	4	35	48	83
Casual/temporary and seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	26	41	1	3	0	0	8	4	35	48	83

Only 83 employees were promoted in the Education and Training sector, a little less than the 93 employees promoted in this sector the previous review period. Women accounted for 58% of the total number of employees promoted and for 50% of those promoted to positions at the Executive Directors and Management levels. No person with disabilities was promoted during the review period.

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	0	0	0	0	0	0	0	0	0
Senior Management	3	1	1	0	0	0	6	0	10	1	11
Middle Management	6	5	7	3	0	0	4	5	17	13	30
Specialised/skilled/ senior supervisory	7	14	7	9	0	0	4	3	18	26	44
Skilled	13	8	2	3	0	0	2	5	17	16	33
Semi-skilled	2	2	0	0	0	0	0	0	4	2	6
Unskilled	1	5	0	0	0	0	0	0	1	5	6
Total permanent	32	35	17	15	0	0	16	13	65	63	128
Casual/temporary and seasonal	196	168	27	21	2	0	3	0	228	189	417
Total	228	203	44	36	2	0	19	13	293	252	545

The Education, Training and Development sector terminated 13% of the employees working for the sector during the 2011/2012 review period, 8% of the total number of employees trained were managers and 6% were non-Namibians, while 37% were women and 0,4% were persons with disabilities.

Education, Training & Development Sector

Table 5: Termination Categories

Termination 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	30	34	11	14	0	0	11	8	52	56	108
Non-renewal of contract	140	123	22	13	2	0	8	4	172	140	312
Dismissal - Retrenchment	0	0	2	0	0	0	0	0	2	0	2
Dismissal - Misconduct	1	2	0	0	0	0	0	0	1	2	3
Dismissal - incapacity	0	0	0	0	0	0	0	1	0	1	1
Other	57	44	9	9	0	0	0	0	66	53	119
Total	228	203	44	36	2	0	19	13	293	252	545

Non-renewal of employment contract accounted for the majority of termination cases, namely 57%, followed by “other” (unspecified reasons, 22%) and resignations, (20%). Interestingly, the only two (2) persons from the persons with disabilities group who lost their jobs, did so because their contracts of employment were not renewed.

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	4	0	0	0	0	2	4	4	8	12
Senior Management	18	20	2	2	0	0	15	6	35	28	63
Middle Management	35	54	1	4	0	1	24	1	60	60	120
Specialised/skilled/ senior supervisory	71	70	0	9	1	0	11	9	83	88	171
Skilled	35	103	2	8	0	0	0	2	37	113	150
Semi-skilled	14	12	0	0	0	0	0	0	14	12	26
Unskilled	5	3	0	0	0	0	0	0	5	3	8
Total permanent	180	266	5	23	1	1	52	22	238	312	550
Casual/temporary and seasonal	57	41	1	0	2	0	0	0	60	41	101
Total	237	307	6	23	3	1	52	22	298	353	651

The Education, Training and Development sector sent 651 employees for training during the 2011/2012 review year, a 19% drop in the number trained during the previous review period. Women accounted for 54% of the total number of employees trained. Interestingly, an equal number of men and women employees were trained at the Management levels, namely 60%, comprising 62% of the total number of employees trained during the period under review.

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	16	6	19	6	0	0	6	1	41	13	54
Senior Management	83	68	113	40	0	0	12	4	208	112	320
Middle Management	196	267	163	172	4	1	12	6	375	446	821
Specialised/skilled/ senior supervisory	539	1072	91	293	6	5	6	8	642	1378	2020
Skilled	845	1566	58	178	6	8	10	3	919	1755	2674
Semi-skilled	532	597	24	31	2	4	0	0	558	632	1190
Unskilled	112	92	0	0	0	1	0	0	112	93	205
Total permanent	2323	3668	468	720	18	19	46	22	2855	4429	7284
Casual/temporary and seasonal	106	232	4	21	0	0	3	0	113	253	366
Total	2429	3900	472	741	18	19	49	22	2968	4682	7650

The Financial Intermediation sector reported to have in its employment 7 650 workers, representing an increase of 13% in the number of employees reported by the sector in the previous review period. Women accounted for 61% of the total number of employees working in the sector and comprised 37% of all the managers, while only 0,5% of the employees employed in the sector were persons with disabilities.

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	2	1	2	0	0	0	2	1	6	2	8
Senior Management	8	7	10	4	0	0	1	1	19	12	31
Middle Management	23	25	16	10	0	0	2	1	41	36	77
Specialised/skilled/ senior supervisory	58	54	9	19	2	0	0	1	69	74	143
Skilled	190	315	16	27	0	1	4	0	210	343	553
Semi-skilled	156	110	2	5	0	0	0	0	158	115	273
Unskilled	24	14	0	0	0	0	0	0	24	14	38
Total permanent	461	526	55	65	2	1	9	4	527	596	1123
Casual/temporary and seasonal	76	151	3	16	0	0	0	0	79	167	246
Total	537	677	58	81	2	1	9	4	606	763	1369

The Financial Intermediation sector recruited 1 369 employees during the 2011/2012 review year, an increase of 25% of the total. 57% of Executive Directors and Managers were Black, but none from the persons with disabilities group. 56% of all new employees during the year under review were women.

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	0	1	2	0	0	0	0	0	2	1	3
Senior Management	9	12	12	4	0	0	0	0	21	16	37
Middle Management	25	42	18	13	0	0	1	0	44	55	99
Specialised/skilled/ senior supervisory	106	156	11	20	0	0	0	0	117	176	293
Skilled	77	173	2	8	0	0	0	0	79	181	260
Semi-skilled	6	30	1	0	0	0	0	0	7	30	37
Unskilled	0	0	0	0	0	0	0	0	0	0	0
Total permanent	223	414	46	45	0	0	1	0	270	459	729
Casual/temporary and seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	223	414	46	45	0	0	1	0	270	459	729

The Financial Intermediation sector promoted 58% of persons from designated groups, but none from the persons with disabilities group were promoted. Persons in designated groups accounted for 58% of employees promoted to positions at the Executive Directors and Management levels. Women comprised 63% of all employees promoted during the year under review.

Financial Intermediation

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	5	2	9	0	0	0	4	1	18	3	21
Senior Management	11	4	17	9	0	0	0	1	28	14	42
Middle Management	23	12	19	18	0	0	1	0	43	30	73
Specialised/skilled/ senior supervisory	71	90	8	50	0	0	0	0	79	140	219
Skilled	162	167	19	31	0	2	4	0	185	200	385
Semi-skilled	58	53	1	4	0	0	0	0	59	57	116
Unskilled	8	7	0	0	0	0	0	0	8	7	15
Total permanent	338	335	73	112	0	2	9	2	420	451	871
Casual/temporary and seasonal	50	119	3	19	0	0	1	0	54	138	192
Total	388	454	76	131	0	2	10	2	474	589	1063

The Financial Intermediation sector parted ways with 1 063 employees, 15% less than the number who left during the previous review year. Women constituted 55% of employees whose contracts of employment ended during the year under review, 79% of all persons whose contracts of employment ended were Black. 19% White and 1% were non-Namibians.

Financial Intermediation

Table 5: Termination Categories

Termination 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	242	255	46	75	0	1	4	0	292	331	623
Non-renewal of contract	39	99	5	15	0	0	2	0	46	114	160
Dismissal - Retrenchment	10	5	1	1	0	0	0	0	11	6	17
Dismissal - Misconduct	59	28	3	3	0	0	1	0	63	31	94
Dismissal - incapacity	1	0	0	0	0	0	0	0	1	0	1
Other	37	67	21	37	0	1	3	2	61	107	168
Total	388	454	76	131	0	2	10	2	474	589	1063

Resignations constituted 59% of all employment contracts terminated, followed by unspecified reasons (other), 16% and non-renewal of employment contract, 15%.

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	9	6	12	4	0	0	4	0	25	10	35
Senior Management	78	53	84	31	0	0	2	3	164	87	251
Middle Management	192	257	140	141	1	0	3	3	336	401	737
Specialised/skilled/ senior supervisory	538	1193	77	212	2	1	6	5	623	1411	2034
Skilled	933	1218	114	167	2	3	0	1	1049	1389	2438
Semi-skilled	348	242	61	106	0	0	0	1	409	349	758
Unskilled	127	59	10	6	0	0	0	0	137	65	202
Total permanent	2225	3028	498	667	5	4	15	13	2743	3712	6455
Casual/temporary and seasonal	52	74	1	4	0	0	1	0	54	78	132
Total	2277	3102	499	671	5	4	16	13	2797	3790	6587

The Financial Intermediation sector sent 6 587 employees for training during the review period, an increase of 4% in the number of employees trained during the previous review period. Although Black employees accounted for 82% of all employees trained during the review year, they comprised only 44% of employees trained at the Executive Directors and Management levels. Women commanded the majority of all employees trained during the year under review, namely 58%.

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	2	13	2	0	0	2	0	18	4	22
Senior Management	23	7	30	4	1	0	14	0	68	11	79
Middle Management	86	20	46	24	0	1	17	2	149	47	196
Specialised/skilled/ senior supervisory	198	64	53	28	0	0	17	1	268	93	361
Skilled	577	228	25	59	4	1	11	1	617	289	906
Semi-skilled	716	415	3	3	3	0	0	1	722	419	1141
Unskilled	1289	1136	0	0	6	0	0	0	1295	1136	2431
Total permanent	2892	1872	170	120	14	2	61	5	3137	1999	5136
Casual/temporary and seasonal	2400	1360	12	1	4	1	0	0	2416	1362	3778
Total	5292	3232	182	121	18	3	61	5	5553	3361	8914

The Fishing sector registered a total of 8 914 employees during the year under review, reflecting an increase of 32% in the number of employees the sector recorded the previous review period. However, women who constituted the majority of employees the previous year, their number declined by 20% and accounted only 38% of the workforce in the Fishing Sector, while only 0,2% of employees were from the persons with disabilities group. The previously racially disadvantaged constituted only 47% of Executive Directors and Management level, while 40% were White and 12% were expatriates.

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	0	0	0	0	0	0	0	0	0	0	0
Senior Management	3	2	1	0	0	0	0	0	4	2	6
Middle Management	8	3	8	4	0	0	0	0	16	7	23
Specialised/skilled/ senior supervisory	19	8	4	6	0	0	0	0	23	14	37
Skilled	60	35	5	13	0	0	0	1	65	49	114
Semi-skilled	58	113	0	0	0	0	0	0	58	113	171
Unskilled	137	68	0	0	0	0	0	0	137	68	205
Total permanent	285	229	18	23	0	0	0	1	303	253	556
Casual/temporary and seasonal	335	184	2	0	0	0	1	1	338	185	523
Total	620	413	20	23	0	0	1	2	641	438	1079

The Fishing sector recruited 1 079 employees during the 2011/2012 reporting period, slightly less than the 1098 hired the previous review year. Only 3% of the employees recruited were appointed to positions in the Executive Directors and Management occupational categories. The sector did not hire anyone from the persons with disabilities group.

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	1	0	0	0	0	0	0	0	1	0	1
Senior Management	1	0	0	0	0	0	0	0	1	0	1
Middle Management	3	1	0	1	0	0	0	0	3	2	5
Specialised/skilled/ senior supervisory	21	8	2	2	0	0	0	0	23	10	33
Skilled	16	16	0	1	0	0	0	0	16	17	33
Semi-skilled	11	8	0	0	0	0	0	0	11	8	19
Unskilled	6	1	0	0	0	0	0	0	6	1	7
Total permanent	59	34	2	4	0	0	0	0	61	38	99
Casual/temporary and seasonal	33	28	0	0	0	0	0	0	33	28	61
Total	92	62	2	4	0	0	0	0	94	66	160

Only 160 employees were promoted in the Fishing sector, comprising 2% of the workforce. No person with disabilities was promoted.

Fishing

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	3	0	0	3	0	0	0	0	3	3	6
Middle Management	10	4	5	2	0	0	5	2	20	8	28
Specialised/skilled/ senior supervisory	31	11	3	7	0	0	0	0	34	18	52
Skilled	62	19	7	9	0	0	2	1	71	29	100
Semi-skilled	76	33	1	0	0	0	0	0	77	33	110
Unskilled	131	45	0	0	0	0	0	0	131	45	176
Total permanent	313	112	16	21	0	0	7	3	336	136	472
Casual/temporary and seasonal	384	222	2	2	1	0	1	1	388	225	613
Total	697	334	18	23	1	0	8	4	724	361	1085

Altogether 1 085 (12%) employees left the Fishing sector during the 2011/2012 review period. 97% were from designated groups. 3% of employees who vacated their posts were managers and 33% were women.

Fishing

Table 5: Termination Categories

Termination 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	155	66	10	15	0	0	1	2	166	83	249
Non-renewal of contract	388	208	4	2	0	0	3	1	395	211	606
Dismissal - Retrenchment	27	9	2	3	1	0	4	0	34	12	46
Dismissal - Misconduct	45	10	0	1	0	0	0	1	45	12	57
Dismissal - incapacity	8	3	0	1	0	0	0	0	8	4	12
Other	74	38	2	1	0	0	0	0	76	39	115
Total	697	334	18	23	1	0	8	4	724	361	1085

Non-renewal of employment contract constituted 56% of employment contract terminations, followed by resignations (23%), and unspecified reasons (other).

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	8	1	4	0	0	0	0	0	12	1	13
Senior Management	22	7	8	1	0	0	11	0	41	8	49
Middle Management	40	11	24	13	0	0	9	0	73	24	97
Specialised/skilled/ senior supervisory	66	46	29	24	0	0	4	0	99	70	169
Skilled	198	218	17	41	2	0	6	0	223	259	482
Semi-skilled	318	306	0	2	0	0	0	0	318	308	626
Unskilled	256	95	0	0	0	0	0	0	256	95	351
Total permanent	908	684	82	81	2	0	30	0	1022	765	1787
Casual/temporary and seasonal	265	498	0	0	0	0	0	0	265	498	763
Total	1173	1182	82	81	2	0	30	0	1287	1263	2550

The Fishing sector reported having trained 2 550 employees during the period under review, 6% of whom were Executive Directors and Managers. Women accounted for 49,5% of the employees trained, while 96% of these trained were from designated groups.

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	3	3	12	1	0	1	2	5	17	10	27
Senior Management	2	8	8	10	0	0	1	1	11	19	30
Middle Management	11	34	12	16	0	0	1	2	24	52	76
Specialised/skilled/ senior supervisory	26	187	11	25	0	0	8	19	45	231	276
Skilled	134	389	11	49	1	2	19	20	165	460	625
Semi-skilled	106	321	2	8	0	1	0	4	108	334	442
Unskilled	43	51	0	0	0	0	0	0	43	51	94
Total permanent	325	993	56	109	1	4	31	51	413	1157	1570
Casual/temporary and seasonal	16	26	0	12	0	0	0	4	16	42	58
Total	341	1019	56	121	1	4	31	55	429	1199	1628

The Health and Welfare sector reported that it had 1 628 employees during the year under review. A 9% increase in the number of employees recorded the previous review period. This being a traditionally women domain, women comprised 74% of the entire workforce and occupied 61% of positions at the Executive Directors and Management levels. The sector only employed 5 persons with disabilities, 0,3%.

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	2	0	0	0	0	0	2	0	2
Senior Management	0	1	1	1	0	0	0	0	1	2	3
Middle Management	1	4	7	4	0	0	0	1	8	9	17
Specialised/skilled/ senior supervisory	11	41	2	5	0	0	2	5	15	51	66
Skilled	56	106	10	23	0	0	1	6	67	135	202
Semi-skilled	29	38	0	0	0	0	0	1	29	39	68
Unskilled	17	18	0	0	0	0	0	0	17	18	35
Total permanent	114	208	22	33	0	0	3	13	139	254	393
Casual/temporary and seasonal	14	24	1	1	0	0	0	1	15	26	41
Total	128	232	23	34	0	0	3	14	154	280	434

The Health and Welfare sector improved their recruitment figures, 434, by 49% compared to 291 employees hired during the previous review period. Women comprised 65% of the number of employees hired during the review period 2011/2012 and no person with disability was recruited in the sector during the same time.

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	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	3	0	0	0	0	0	0	0	3	3
Specialised/skilled/ senior supervisory	1	14	0	2	0	0	0	0	1	16	17
Skilled	1	3	0	0	0	0	0	0	1	3	4
Semi-skilled	2	7	0	0	0	0	0	0	2	7	9
Unskilled	0	0	0	0	0	0	0	0	0	0	0
Total permanent	4	28	0	2	0	0	0	0	4	30	34
Casual/temporary and seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	4	28	0	2	0	0	0	0	4	30	34

The sector promoted only (2%) 34 employees during the period under review. 82% of whom were women. Only 12% of the promotions effected were at the Management levels.

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	5	1	0	0	0	1	0	2	5	7
Senior Management	0	3	1	4	0	0	1	0	2	7	9
Middle Management	4	7	0	3	0	0	0	0	4	10	14
Specialised/skilled/ senior supervisory	11	54	4	6	0	0	5	8	20	68	88
Skilled	11	47	1	11	1	1	6	6	19	65	84
Semi-skilled	24	53	2	2	0	0	0	0	26	55	81
Unskilled	12	13	0	1	0	0	0	0	12	14	26
Total permanent	62	182	9	27	1	1	13	14	85	224	309
Casual/temporary and seasonal	11	26	2	1	0	0	0	0	13	27	40
Total	73	208	11	28	1	1	13	14	98	251	349

The Health and Welfare sector parted ways with 349 employees during the 2011/2012 review period, 72% of whom were women and 89% were from designated groups.

Health & Welfare Sector

Table 5: Termination Categories

Termination 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	47	141	9	27	0	1	7	7	63	176	239
Non-renewal of contract	12	30	2	1	0	0	6	7	20	38	58
Dismissal - Retrenchment	3	22	0	0	0	0	0	0	3	22	25
Dismissal - Misconduct	5	5	0	0	0	0	0	0	5	5	10
Dismissal - incapacity	0	0	0	0	0	0	0	0	0	0	0
Other	6	10	0	0	1	0	0	0	7	10	17
Total	73	208	11	28	1	1	13	14	98	251	349

Resignation accounted for 68% of employment contract termination cases, followed by non-renewal of contract of employment (17%) and dismissals/ retrenchment (7%).

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	1	2	0	0	0	0	0	2	1	3
Senior Management	0	5	3	6	0	0	0	1	3	12	15
Middle Management	0	19	3	4	0	0	0	1	3	24	27
Specialised/skilled/ senior supervisory	13	147	1	22	0	0	4	11	18	180	198
Skilled	69	249	12	31	0	0	5	2	86	282	368
Semi-skilled	62	176	1	4	0	0	0	0	63	180	243
Unskilled	10	24	0	0	0	0	0	1	10	25	35
Total permanent	154	621	22	67	0	0	9	16	185	704	889
Casual/temporary and seasonal	4	7	0	0	0	0	2	0	6	7	13
Total	158	628	22	67	0	0	11	16	191	711	902

The Health and Welfare sector trained 902 (55%) employees during the 2011/2012 review year, 95% of whom were from designated groups. However, none were from the persons with disabilities group.

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	13	4	19	1	0	0	6	0	38	5	43
Senior Management	34	11	28	9	1	0	10	2	73	22	95
Middle Management	82	39	44	24	0	0	8	1	134	64	198
Specialised/skilled/ senior supervisory	324	155	82	30	4	0	14	0	424	185	609
Skilled	563	344	102	40	4	2	10	2	679	388	1067
Semi-skilled	269	240	17	16	2	4	0	0	288	260	548
Unskilled	46	39	1	1	0	0	0	0	47	40	87
Total permanent	1331	832	293	121	11	6	48	5	1683	964	2647
Casual/temporary and seasonal	183	107	8	1	0	0	2	0	193	108	301
Total	1514	939	301	122	11	6	50	5	1876	1072	2948

The Information Systems, Electronic and Telecommunications Technology sector recorded a slight decline in the number of employees working in the sector, namely 8%, and reported to have 2 948 people working in that sector. Persons in designated groups constituted 51% of Executive Directors and Managers' composition compared to 29% occupied by Whites.

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	1	0	1	0	0	0	0	3	2	5
Senior Management	0	0	2	0	0	0	3	0	5	0	5
Middle Management	1	0	5	1	0	0	1	0	7	1	8
Specialised/skilled/ senior supervisory	24	9	5	3	1	0	3	0	33	12	45
Skilled	80	39	8	7	0	0	0	0	88	46	134
Semi-skilled	15	12	5	0	1	0	0	0	21	12	33
Unskilled	3	3	1	0	0	0	0	0	4	3	7
Total permanent	126	64	26	12	2	0	7	0	161	76	237
Casual/temporary and seasonal	128	59	5	1	0	0	0	1	133	61	194
Total	254	123	31	13	2	0	7	1	294	137	431

The ICT sector hired 431 employees during the period under review, reflecting a 28% drop in the number of employees hired the previous review period. Men accounted for 68% of the persons hired during the 2011/2012 review period. Only 2 persons with disabilities were hired.

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	4	0	1	0	0	0	0	0	5	0	5
Senior Management	3	0	0	0	0	0	0	1	3	1	4
Middle Management	2	5	5	1	0	0	3	0	10	6	16
Specialised/skilled/ senior supervisory	15	14	5	1	0	0	2	0	22	15	37
Skilled	14	19	1	0	0	0	0	0	15	19	34
Semi-skilled	0	1	2	1	0	0	0	0	2	2	4
Unskilled	1	2	0	1	0	0	0	0	1	3	4
Total permanent	39	41	14	4	0	0	5	1	58	46	104
Casual/temporary and seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	39	41	14	4	0	0	5	1	58	46	104

The ICT sector effected 104 promotions during the review year, 81% of whom were from designated groups with the persons with disabilities group being an exception.

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	0	0	4	0	0	0	0	0	4	0	4
Senior Management	5	0	2	0	0	0	3	0	10	0	10
Middle Management	8	0	8	3	1	0	1	0	18	3	21
Specialised/skilled/ senior supervisory	40	11	20	3	0	0	1	0	61	14	75
Skilled	73	63	15	9	0	0	0	0	88	72	160
Semi-skilled	18	13	1	3	0	0	0	0	19	16	35
Unskilled	13	0	1	0	1	0	0	0	15	0	15
Total permanent	157	87	51	18	2	0	5	0	215	105	320
Casual/temporary and seasonal	104	68	2	3	0	0	0	1	106	72	178
Total	261	155	53	21	2	0	5	1	321	177	498

Altogether 498 persons left their jobs in the ICT sector, the majority of them being men (64%). The employment contract terminations this review year, reflected a surge of 17% compared to the figure recorded the previous review year.

Information Systems, Electronics and Telecommunications Technologies Sector

Table 5: Termination Categories

Termination 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	114	76	46	12	1	0	5	0	166	88	254
Non-renewal of contract	86	57	2	3	0	0	0	1	88	61	149
Dismissal - Retrenchment	13	3	3	1	0	0	0	0	16	4	20
Dismissal - Misconduct	16	4	0	0	0	0	0	0	16	4	20
Dismissal - incapacity	0	0	0	0	0	0	0	0	0	0	0
Other	32	15	2	5	1	0	0	0	35	20	55
Total	261	155	53	21	2	0	5	1	321	177	498

Once again, as was the case in the Health sector, resignation topped the list of reasons for employment contract terminations, 51%, followed by non-renewal of contract of employment (30%). Unspecified reasons (other 11%).

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	0	1	3	0	0	0	0	0	3	1	4
Senior Management	22	10	11	3	0	0	0	0	33	13	46
Middle Management	52	26	27	15	0	0	2	0	81	41	122
Specialised/skilled/ senior supervisory	150	61	36	13	1	0	1	0	188	74	262
Skilled	836	445	91	32	1	1	0	0	928	478	1406
Semi-skilled	133	262	12	26	0	0	0	0	145	288	433
Unskilled	3	4	0	0	0	0	0	0	3	4	7
Total permanent	1196	809	180	89	2	1	3	0	1381	899	2280
Casual/temporary and seasonal	22	31	0	0	0	0	0	0	22	31	53
Total	1218	840	180	89	2	1	3	0	1403	930	2333

The ICT sector sent 79% of its workforce for training during the period under review, 92% of whom were from designated groups. Men employees comprised 60% of the trained during the review year 2011/2012.

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	16	9	0	0	0	0	0	0	16	9	25
Senior Management	52	19	10	0	3	0	1	0	66	19	85
Middle Management	81	51	20	2	1	0	1	0	103	53	156
Specialised/skilled/ senior supervisory	179	95	40	16	2	0	1	2	222	113	335
Skilled	571	400	47	32	4	0	0	0	622	432	1054
Semi-skilled	881	308	13	9	9	3	0	0	903	320	1223
Unskilled	1044	442	1	0	19	7	0	0	1064	449	1513
Total permanent	2824	1324	131	59	38	10	3	2	2996	1395	4391
Casual/temporary and seasonal	290	132	3	1	0	0	4	0	297	133	430
Total	3114	1456	134	60	38	10	7	2	3293	1528	4821

With a workforce of 4 821, the Local Government, Water and Related Services sector recorded a slight surge in the number of employees employed in the sector (2%) compared to the 4 704 employees reported on during the previous review period. Men employees constituted the majority of employees in the sector, 68%, but persons with disabilities represented only 1% of the entire workforce in the sector.

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	0	0	0	0	0	0	0	0	0	0	0
Senior Management	1	1	1	0	0	0	1	0	3	1	4
Middle Management	10	7	0	0	0	0	0	0	10	7	17
Specialised/skilled/ senior supervisory	19	16	3	0	0	0	0	0	22	16	38
Skilled	55	34	1	2	1	0	0	0	57	36	93
Semi-skilled	61	22	0	0	0	1	0	0	61	23	84
Unskilled	144	18	1	0	0	0	0	0	145	18	163
Total permanent	290	98	6	2	1	1	1	0	298	101	399
Casual/temporary and seasonal	375	229	0	2	0	0	3	0	378	231	609
Total	665	327	6	4	1	1	4	0	676	332	1008

The Sector recruited 1 008 employees, 99% of whom were from the designated groups, but women accounted only for 33% of the workforce in the industry during the current review year.

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	0	0	0	0	0	0	0	0	0	0	0
Senior Management	4	2	0	0	0	0	0	0	4	2	6
Middle Management	11	4	0	0	0	0	0	0	11	4	15
Specialised/skilled/ senior supervisory	9	10	0	1	0	0	0	0	9	11	20
Skilled	26	19	2	1	0	0	0	0	28	20	48
Semi-skilled	39	15	0	0	1	0	0	0	40	15	55
Unskilled	6	1	0	0	0	0	0	0	6	1	7
Total permanent	95	51	2	2	1	0	0	0	98	53	151
Casual/temporary and seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	95	51	2	2	1	0	0	0	98	53	151

The Sector promoted only 151 employees, 14% of whom were at the Management levels. 3% of the employees promoted were from the designated groups.

Local Governments, Water and Related 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	0	0	0	0	0	0	0	0	0
Senior Management	3	1	0	0	0	0	0	1	3	2	5
Middle Management	3	2	0	0	0	0	1	0	4	2	6
Specialised/skilled/ senior supervisory	9	12	5	2	0	0	0	0	14	14	28
Skilled	29	20	4	1	0	0	0	0	33	21	54
Semi-skilled	35	7	1	0	0	1	0	0	36	8	44
Unskilled	53	12	0	0	0	0	0	0	53	12	65
Total permanent	132	54	10	3	0	1	1	1	143	59	202
Casual/temporary and seasonal	273	197	0	2	0	0	0	0	273	199	472
Total	405	251	10	5	0	1	1	1	416	258	674

The Sector reported that a total of 674 employees vacated their positions during the year under review, 62% of whom were male employees. Only 2% of employees who left the sector were managers.

Local Governments, Water and Related Services Sector

Table 5: Termination Categories

Termination 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	46	32	4	0	0	1	1	1	51	34	85
Non-renewal of contract	272	194	0	1	0	0	0	0	272	195	467
Dismissal - Retrenchment	6	2	0	0	0	0	0	0	6	2	8
Dismissal - Misconduct	4	2	0	0	0	0	0	0	4	2	6
Dismissal - incapacity	2	1	0	0	0	0	0	0	2	1	3
Other	75	20	6	4	0	0	0	0	81	24	105
Total	405	251	10	5	0	1	1	1	416	258	674

The majority of employees left their jobs due to non-renewal of their employment contracts (69%), followed by “other” or unspecified reasons (16%) and resignations (13%).

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	21	0	0	0	0	0	0	0	21	0	21
Senior Management	39	19	2	0	2	0	0	0	43	19	62
Middle Management	45	33	4	1	1	0	0	0	50	34	84
Specialised/skilled/ senior supervisory	77	51	17	13	0	0	0	1	94	65	159
Skilled	105	103	5	11	0	0	0	0	110	114	224
Semi-skilled	63	34	2	1	1	0	0	0	66	35	101
Unskilled	110	90	0	0	2	1	0	0	112	91	203
Total permanent	460	330	30	26	6	1	0	1	496	358	854
Casual/temporary and seasonal	1	3	0	0	0	0	0	0	1	3	4
Total	461	333	30	26	6	1	0	1	497	361	858

The Sector sent 858 (18%), employees for training during the period under review. 19% of the employees trained were Executive Directors and Managers respectively.

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	3	0	25	5	2	0	8	1	38	6	44
Senior Management	6	3	51	12	1	0	13	3	71	18	89
Middle Management	54	21	107	41	2	0	19	4	182	66	248
Specialised/skilled/ senior supervisory	224	96	90	53	3	0	8	2	325	151	476
Skilled	634	200	46	54	3	3	1	0	684	257	941
Semi-skilled	1221	226	8	25	10	2	1	0	1240	253	1493
Unskilled	1556	284	0	0	13	2	0	0	1569	286	1855
Total permanent	3698	830	327	190	34	7	50	10	4109	1037	5146
Casual/temporary and seasonal	460	76	5	3	0	1	0	0	465	80	545
Total	4158	906	332	193	34	8	50	10	4574	1117	5691

The Manufacturing sector reported employing 5 691 people during the 2011/2012 review period, 33% more than the 4 280 employees the industry employed during the previous review year. At 80% of the workforce, men were, by far, in the majority, 80%. Only 0.7% were persons with disabilities and 1% were non-Namibians. Persons in designated groups accounted only for 40% of the Executive Directors and Managers.

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	1	0	2	0	2
Senior Management	0	0	9	2	1	0	1	0	11	2	13
Middle Management	8	2	13	5	0	1	0	0	21	8	29
Specialised/skilled/ senior supervisory	51	14	18	20	2	0	8	10	79	44	123
Skilled	115	43	21	12	0	1	0	0	136	56	192
Semi-skilled	252	35	4	10	1	0	1	0	302	45	347
Unskilled	337	97	1	0	0	0	0	0	338	97	435
Total permanent	763	191	67	49	4	2	11	10	845	252	1097
Casual/temporary and seasonal	538	74	10	4	0	2	0	0	548	80	628
Total	1301	265	77	53	4	4	11	10	1393	332	1725

The Sector hired 1 725 employees during the review year in question, 81% of whom were males. 94% of the people hired during the 2011/2012 review period were from designated groups, but only 0,5% of the persons hired were persons with disabilities.

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	0	0	2	0	0	0	0	1	2	1	3
Middle Management	11	5	11	4	1	0	1	2	24	11	35
Specialised/skilled/ senior supervisory	19	13	3	5	1	0	0	0	23	18	41
Skilled	50	19	1	1	0	0	0	0	51	20	71
Semi-skilled	41	32	0	5	0	1	1	0	79	38	117
Unskilled	33	2	0	0	0	0	0	0	33	2	35
Total permanent	154	71	17	15	2	1	2	3	175	90	265
Casual/temporary and seasonal	1	3	0	0	0	0	0	0	1	3	4
Total	155	74	17	15	2	1	2	3	176	93	269

269 employees were promoted in the Manufacturing industry during the year under review, 14% of who were promoted to positions at the Management levels. Once again, male employees enjoyed the largest share of the number promoted, 65%.

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	2	0	0	0	0	0	1	0	3	0	3
Senior Management	2	1	5	2	0	0	1	0	8	3	11
Middle Management	9	4	5	8	0	0	3	0	17	12	29
Specialised/skilled/ senior supervisory	24	13	22	19	1	0	3	1	50	33	83
Skilled	76	23	11	9	0	0	0	1	87	33	120
Semi-skilled	128	32	7	12	0	0	0	0	179	44	223
Unskilled	192	29	0	0	1	1	0	0	193	30	223
Total permanent	433	102	50	50	2	1	8	2	493	155	648
Casual/temporary and seasonal	548	45	9	4	0	1	1	2	558	52	610
Total	981	147	59	54	2	2	9	4	1051	207	1258

Altogether, 1 258 employees vacated their posts during year under review. 90% of those who left their posts in the industry were Black, while 84% were male employees.

Manufacturing Sector

Table 5: Termination Categories

Termination 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	204	56	41	46	2	0	7	2	254	104	358
Non-renewal of contract	416	32	2	1	0	1	2	2	420	36	456
Dismissal - Retrenchment	12	15	0	0	0	0	0	0	12	15	27
Dismissal - Misconduct	205	5	5	1	0	0	0	0	210	6	216
Dismissal - incapacity	6	2	0	0	0	0	0	0	6	2	8
Other	138	37	11	6	0	1	0	0	149	44	193
Total	981	147	59	54	2	2	9	4	1051	207	1258

Non-renewal of employment contracts accounted for 36% of termination cases, followed by resignation, 28% and dismissals/ misconduct, 17%.

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	0	0	9	3	0	0	4	1	13	4	17
Senior Management	7	7	35	11	0	0	8	2	50	20	70
Middle Management	41	26	78	25	1	0	12	5	132	56	188
Specialised/skilled/ senior supervisory	160	63	51	44	1	0	0	2	212	109	321
Skilled	313	97	24	24	1	2	0	0	338	123	461
Semi-skilled	531	90	5	10	2	0	0	0	638	100	738
Unskilled	589	128	1	0	3	1	0	0	593	129	722
Total permanent	1641	411	203	117	8	3	24	10	1876	541	2417
Casual/temporary and seasonal	137	54	3	2	0	0	0	0	140	56	196
Total	1778	465	206	119	8	3	24	10	2016	597	2613

The Manufacturing sector trained 2 613 employees, 11% of whom were drawn from the Executive Directors and Managers occupational categories. 77% of the employees trained during the review period were men, while only 0,4% were from the persons with disabilities group.

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	7	1	5	1	0	0	10	0	22	2	24
Senior Management	29	8	40	6	0	0	35	1	104	15	119
Middle Management	124	61	79	27	3	1	64	7	270	96	366
Specialised/skilled/ senior supervisory	531	134	120	46	6	2	79	13	736	195	931
Skilled	1163	246	75	24	7	3	6	1	1251	274	1525
Semi-skilled	1568	224	0	18	4	4	8	1	1580	247	1827
Unskilled	233	124	0	0	2	0	0	0	235	124	359
Total permanent	3655	798	319	122	22	10	202	23	4198	953	5151
Casual/temporary and seasonal	256	37	10	4	0	0	4	1	270	42	312
Total	3911	835	329	126	22	10	206	24	4468	995	5463

The Mining sector's employment figures slumped by 29% compared to 7 696 employees who worked in the sector during the previous review period. Only 18% of employees in the Mining sector were women, 0,6% were persons with disabilities and 4% were non-Namibians.

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	2	0	2	0	0	0	6	0	10	0	10
Senior Management	2	1	2	1	0	0	3	0	7	2	9
Middle Management	16	8	4	6	1	0	12	0	33	14	47
Specialised/skilled/ senior supervisory	44	23	8	5	2	0	6	2	60	30	90
Skilled	196	70	3	3	0	1	0	0	199	74	273
Semi-skilled	314	39	0	3	1	1	0	0	358	43	401
Unskilled	115	110	0	0	1	1	0	0	116	111	227
Total permanent	689	251	19	18	5	3	27	2	740	274	1014
Casual/temporary and seasonal	186	37	9	2	0	0	2	1	197	40	237
Total	875	288	28	0	5	3	29	3	937	314	1251

The Mining sector recruited 1 251 employees during the year under review, 95% of whom were from designated groups, 3% were non-Namibians and 25% were women.

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	2	0	4	1	0	0	4	0	10	1	11
Senior Management	3	0	4	1	0	0	1	0	8	1	9
Middle Management	19	10	6	4	0	0	3	0	28	14	42
Specialised/skilled/ senior supervisory	52	26	5	1	1	0	2	0	60	27	87
Skilled	62	31	1	1	0	0	0	0	63	32	95
Semi-skilled	84	28	0	1	0	1	0	0	84	30	114
Unskilled	3	2	0	0	0	0	0	0	3	2	5
Total permanent	225	97	20	9	1	1	10	0	256	107	363
Casual/temporary and seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	225	97	20	9	1	1	10	0	256	107	363

The Mining sector reported promoting 7% of its workforce during the 2011/2012 review period. 89% of those promoted were Black.

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	1	0	0	0	0	0	1	0	2	0	2
Senior Management	1	0	5	0	0	0	11	0	17	0	17
Middle Management	23	4	4	3	1	1	14	1	42	9	51
Specialised/skilled/ senior supervisory	36	10	23	3	0	0	11	4	70	17	87
Skilled	106	27	5	1	0	0	14	0	125	28	153
Semi-skilled	238	30	1	5	0	0	1	1	275	36	311
Unskilled	24	27	0	0	0	0	0	0	24	27	51
Total permanent	429	98	38	12	1	1	52	6	520	117	637
Casual/temporary and seasonal	121	29	2	5	1	0	0	1	124	35	159
Total	550	127	40	17	2	1	52	7	644	152	796

The Mining sector parted ways with 796 of its employees during the year under review, 86% of whom were male employees. The number of employees who left the sector is however, 24% less than the number recorded the previous review year, 2010/2011.

Mining Sector

Table 5: Termination Categories

Termination 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	232	57	25	11	0	1	17	3	274	72	346
Non-renewal of contract	69	18	8	3	0	0	27	2	104	23	127
Dismissal - Retrenchment	50	10	1	0	1	0	1	0	53	10	63
Dismissal - Misconduct	77	6	0	0	0	0	3	0	80	6	86
Dismissal - incapacity	3	2	0	0	0	0	0	0	3	2	5
Other	119	34	6	3	1	0	4	2	130	39	169
Total	550	127	40	17	2	1	52	7	644	152	796

As it is the trend in other sectors, most people left employment for reasons related to resignation (43%), followed by other (unspecified reasons 29%), and non-renewal of employment contracts (16%).

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	1	0	0	0	0	0	1	0	2	0	2
Senior Management	18	6	23	8	0	0	17	2	58	16	74
Middle Management	93	51	72	16	0	0	47	5	212	72	284
Specialised/skilled/ senior supervisory	378	79	60	16	3	1	44	3	485	99	584
Skilled	446	142	33	7	1	1	4	3	484	153	637
Semi-skilled	807	110	3	10	1	1	8	0	932	121	1053
Unskilled	289	116	0	0	1	1	0	0	290	117	407
Total permanent	2032	504	191	57	6	4	121	13	2350	578	2928
Casual/temporary and seasonal	55	6	9	1	0	0	2	0	66	7	73
Total	2087	510	200	58	6	4	123	13	2416	585	3001

3 001 employees were trained by the Mining sector during the 2011/2012 review period. Male employees accounted for a whopping 81% of the employees who were trained in the sector, while only 0,3% were persons with disabilities and 5% were non-Namibians.

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	13	2	23	5	0	0	1	0	37	7	44
Senior Management	12	9	12	11	2	2	0	1	26	23	49
Middle Management	45	39	31	19	1	1	0	0	77	59	136
Specialised/skilled/ senior supervisory	150	69	6	14	2	1	1	4	159	88	247
Skilled	1062	228	1	37	5	3	0	2	1068	270	1338
Semi-skilled	1429	361	4	2	21	1	0	0	1454	364	1818
Unskilled	2120	353	2	0	4	2	0	0	2126	355	2481
Total permanent	4831	1061	79	88	35	10	2	7	4947	1166	6113
Casual/temporary and seasonal	97	83	1	4	0	0	0	0	98	87	185
Total	4928	1144	80	92	35	10	2	7	5045	1253	6298

The Private Security, Legal and Correctional Services employed 6 298 employees, 6% less than the sector employed in the previous review period. The previously racially disadvantaged occupied 53% of positions at the Executive Directors and Management Levels, while women's share of positions at the aforementioned levels was 39%.

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	3	0	0	1	0	0	0	0	3	1	4
Senior Management	1	0	1	4	2	1	0	0	4	5	9
Middle Management	13	6	4	3	0	1	0	0	17	10	27
Specialised/skilled/ senior supervisory	14	18	2	6	2	1	1	0	19	25	44
Skilled	250	118	1	5	5	2	0	0	256	125	381
Semi-skilled	510	84	2	0	0	0	0	0	512	84	596
Unskilled	908	77	1	0	2	1	0	0	911	78	989
Total permanent	1699	303	11	19	11	6	1	0	1722	328	2050
Casual/temporary and seasonal	0	0	1	4	0	0	0	0	1	4	5
Total	1699	303	12	23	11	6	1	0	1723	332	2055

2 055 employees were recruited during the period under review, 33% less than the number hired during the previous review period. Men constituted, by far, the majority of employees hired (84%), while only 2% of persons hired during the 2011/2012 review period 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	1	0	0	0	0	0	0	0	1	0	1
Senior Management	2	1	2	2	0	0	0	1	4	4	8
Middle Management	7	0	2	1	0	0	0	0	9	1	10
Specialised/skilled/ senior supervisory	19	12	0	2	0	0	0	0	19	14	33
Skilled	62	23	0	0	0	0	0	0	62	23	85
Semi-skilled	195	33	0	0	0	0	0	0	195	33	228
Unskilled	0	0	0	0	0	0	0	0	0	0	0
Total permanent	286	69	4	5	0	0	0	1	290	75	365
Casual/temporary and seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	286	69	4	5	0	0	0	1	290	75	365

The sector promoted 365 employees during the year under review, 79% of whom were males. Only 21% were women, none were from the persons with disabilities group.

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	0	0	0	0	2	0	2	0	2
Senior Management	5	1	2	3	0	0	0	0	7	4	11
Middle Management	4	7	3	10	0	0	0	1	7	18	25
Specialised/skilled/ senior supervisory	20	11	3	5	0	0	0	0	23	16	39
Skilled	39	18	0	8	0	0	0	0	39	26	65
Semi-skilled	413	24	0	0	2	1	0	0	415	25	440
Unskilled	980	107	1	0	0	0	0	0	981	107	1088
Total permanent	1461	168	9	26	2	1	2	1	1474	196	1670
Casual/temporary and seasonal	6	15	0	0	0	0	0	0	6	15	21
Total	1467	183	9	26	2	1	2	1	1480	211	1691

The sector parted with 1 691 employees during the year under review, 46% less than the number who left their jobs during the previous review period. 87% of employees who vacated their posts were men.

Private Security, Legal and Correctional Services Sector

Table 5: Termination Categories

Termination 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	588	92	8	25	1	1	2	1	599	119	718
Non-renewal of contract	280	38	0	1	0	0	0	0	280	39	319
Dismissal - Retrenchment	77	7	1	0	0	0	0	0	78	7	85
Dismissal - Misconduct	352	35	0	0	1	0	0	0	353	35	388
Dismissal - incapacity	70	2	0	0	0	0	0	0	70	2	72
Other	100	9	0	0	0	0	0	0	100	9	109
Total	1467	183	9	26	2	1	2	1	1480	211	1691

Most employees who left their jobs (42%) did so through resignation, followed by dismissal/ misconduct (23%), and non-renewal of employment contract (19%).

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	1	0	1	0	0	0	0	0	2	2
Senior Management	2	1	1	2	0	0	0	0	3	3	6
Middle Management	13	10	5	4	0	0	0	0	18	14	32
Specialised/skilled/ senior supervisory	60	48	2	1	0	0	0	0	62	49	111
Skilled	352	54	1	6	0	0	0	0	353	60	413
Semi-skilled	463	67	1	0	6	0	0	0	470	67	537
Unskilled	981	157	1	0	0	1	0	0	982	158	1140
Total permanent	1871	338	11	14	6	1	0	0	1888	353	2241
Casual/temporary and seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	1871	338	11	14	6	1	0	0	1888	353	2241

The sector trained a total of 2 241 employees, 36% of the workforce, but only 16% of employees trained were women and 0,3% were persons with disabilities. Only 2% of the employees trained were managers.

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	4	2	0	0	0	0	0	0	4	2	6
Senior Management	164	110	18	4	5	1	5	0	192	115	307
Middle Management	1256	2006	90	55	11	3	57	6	1414	2070	3484
Specialised/skilled/ senior supervisory	751	861	20	19	11	3	131	37	913	920	1833
Skilled	7977	13676	68	97	52	25	167	183	8264	13981	22245
Semi-skilled	1446	3624	9	11	12	21	0	0	1467	3656	5123
Unskilled	4243	6398	2	2	30	16	0	0	4275	6416	10691
Total permanent	15841	26677	207	188	121	69	360	226	16529	27160	43689
Casual/temporary and seasonal	7161	10802	10	17	4	0	0	0	7175	10819	17994
Total	23002	37479	217	205	125	69	360	226	23704	37979	61683

The Public Service reported employing 61 683 civil servants in its employment, a decline of 1% in the 62 562 workforce reported on the previous review period. The figure did not reflect the accurate number of people employed in the Public Service due to the failure of some Offices, Ministries and Agencies to submit their affirmative action reports. Defaulters were known, and appropriate measures were taken to call them to account. Women comprised 62% of the entire workforce and accounted for 58% of positions at the Executive Directors and Management levels. Persons with disabilities constituted only 0,3% of the workforce, while only 0,7% of employees in the Public Service were White and 1% were non-Namibians.

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	0	0	0	0	0	0	0	0	0	0	0
Senior Management	10	5	0	0	0	0	2	0	12	5	17
Middle Management	77	95	1	1	0	0	1	2	79	98	177
Specialised/skilled/ senior supervisory	175	221	4	0	0	0	37	7	216	228	444
Skilled	794	1078	0	4	3	0	15	19	812	1101	1913
Semi-skilled	196	217	0	0	0	0	0	0	196	217	413
Unskilled	343	412	0	0	1	1	0	0	344	413	757
Total permanent	1595	2028	5	5	4	1	55	28	1659	2062	3721
Casual/temporary and seasonal	869	1395	0	1	0	0	0	0	869	1396	2265
Total	2464	3423	5	6	4	1	55	28	2528	3458	5986

The Public Service hired 5 986 persons, 4% down from the number recruited the previous review period. Women comprised 58% of the number of persons hired. However, only 0,1% of new employees were persons with disabilities. 53% of all managers hired during the 2011/2012 review year were women.

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	0	0	0	0	0	0	0	0	0	0	0
Senior Management	12	15	1	0	0	0	1	0	14	15	29
Middle Management	139	183	1	0	0	0	0	1	140	184	324
Specialised/skilled/ senior supervisory	38	35	1	1	0	0	5	0	44	36	80
Skilled	43	115	1	0	0	0	2	1	46	116	162
Semi-skilled	18	32	0	0	0	0	0	0	18	32	50
Unskilled	1	1	0	0	0	0	0	0	1	1	2
Total permanent	251	381	4	1	0	0	8	2	263	384	647
Casual/temporary and seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	251	381	4	1	0	0	8	2	263	384	647

During the 2011/2012 review period, the Public Service promoted 647 employees, representing 0,1% of the workforce. No persons with disabilities were promoted during the review period, while 2% of the employees promoted were non-Namibians. Women accounted for 59% of the promotions effected.

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	0	0	0	0	0	0	0	0	0	0	0
Senior Management	9	2	3	1	0	1	1	0	13	4	17
Middle Management	102	94	3	0	0	0	0	0	105	94	199
Specialised/skilled/ senior supervisory	89	118	15	1	0	0	31	11	135	130	265
Skilled	194	405	1	0	0	0	1	16	196	421	617
Semi-skilled	80	82	0	0	0	0	0	0	80	82	162
Unskilled	326	179	2	0	0	0	0	0	328	179	507
Total permanent	800	880	24	2	0	1	33	27	857	910	1767
Casual/temporary and seasonal	612	501	5	0	0	0	0	0	617	501	1118
Total	1412	1381	29	2	0	1	33	27	1474	1411	2885

The Public Service recorded 2 885 termination cases during the period under review. The majority of the civil servants whose contract of employment ended were men (51%), while 8% of the employees who left occupied management positions. Only one person from the persons with disabilities group left the Public Service.

Public Service Sector

Table 5: Termination Categories

Termination 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	315	425	15	1	0	0	10	11	340	437	777
Non-renewal of contract	511	258	1	0	0	0	23	16	535	274	809
Dismissal - Retrenchment	3	2	0	0	0	0	0	0	3	2	5
Dismissal - Misconduct	30	19	0	0	0	0	0	0	30	19	49
Dismissal - incapacity	7	14	0	0	0	0	0	0	7	14	21
Other	546	663	13	1	0	1	0	0	559	665	1224
Total	1412	1381	29	2	0	1	33	27	1474	1411	2885

At 42%, unspecified reasons (other) accounted for the majority of reasons why civil servants vacated their positions in the Public Service, followed by non-renewal of employment contracts (28%) and resignations (27%). Dismissal/misconduct comprised the least number of termination cases, 0,2%.

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	1	0	0	0	0	0	0	0	1	0	1
Senior Management	46	41	1	0	0	0	0	0	47	41	88
Middle Management	162	168	7	4	0	0	0	0	169	172	341
Specialised/skilled/ senior supervisory	120	173	4	7	2	2	0	0	126	182	308
Skilled	950	1832	0	0	1	4	0	0	951	1836	2787
Semi-skilled	147	177	0	0	2	1	0	0	327	178	505
Unskilled	113	223	0	0	2	0	0	0	115	223	338
Total permanent	1539	2614	12	11	7	7	0	0	1558	2632	4190
Casual/temporary and seasonal	60	66	0	0	0	0	0	0	60	66	126
Total	1599	2680	12	11	7	7	0	0	1618	2698	4316

The Public Service reported having trained 4 316 employees, 3% more than the number trained during the previous review period, 2010/2011. Women accounted for 63% of the civil servants trained, while persons with disabilities accounted for 0,3%. 10% of civil servants who were trained during the period under review were Executive Directors and Managers. Non-Namibians did not receive training.

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	37	22	86	24	1	0	12	1	136	47	183
Senior Management	144	56	109	64	5	2	43	8	301	130	431
Middle Management	306	197	143	100	11	9	26	8	486	314	800
Specialised/skilled/ senior supervisory	691	581	224	127	10	6	42	14	967	728	1695
Skilled	1757	1080	218	204	16	11	23	10	2014	1305	3319
Semi-skilled	2274	1472	29	51	22	5	11	3	2336	1531	3867
Unskilled	1830	1411	8	1	10	4	0	0	1848	1416	3264
Total permanent	7039	4819	817	571	75	37	157	44	8088	5471	13559
Casual/temporary and seasonal	1325	1100	30	23	1	5	5	3	1361	1131	2492
Total	8364	5919	847	594	76	42	162	47	9449	6602	16051

The Services sector recorded a 16 051 strong workforce during the 2011/2012 review period, an increase of 21% in the number of employees reported on the previous review year. 59% of the workforce were males, while 5% were persons with disabilities. 54% of the Executive Directors and Managers were previously racially disadvantaged and 35% were women.

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	3	2	4	2	0	0	1	0	8	4	12
Senior Management	12	18	17	7	0	0	4	1	33	26	59
Middle Management	44	26	15	10	0	0	8	2	67	38	105
Specialised/skilled/ senior supervisory	106	80	42	22	2	2	5	3	155	107	262
Skilled	281	112	67	38	0	8	5	2	353	160	513
Semi-skilled	459	259	12	9	1	0	1	0	473	268	741
Unskilled	536	734	2	1	3	0	0	0	541	735	1276
Total permanent	1441	1231	159	89	6	10	24	8	1630	1338	2968
Casual/temporary and seasonal	447	248	27	42	0	2	2	1	476	293	769
Total	1888	1479	186	131	6	12	26	9	2106	1631	3737

The Services sector hired 3 737 employees during the review period 2011/2012, 5% of whom were appointed to positions at the Executive Director and Management levels. 60% of the Executive Directors and Managers hired were previously racially disadvantaged, while 9% were non-Namibians.

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	2	0	2	2	0	0	1	0	5	2	7
Senior Management	8	5	7	8	2	0	5	0	22	13	35
Middle Management	28	18	9	14	1	1	1	1	39	34	73
Specialised/skilled/ senior supervisory	50	50	9	12	0	1	0	3	59	66	125
Skilled	99	46	11	3	0	2	6	0	116	51	167
Semi-skilled	103	55	3	4	2	0	0	0	108	59	167
Unskilled	87	62	0	0	1	1	0	0	88	63	151
Total permanent	377	236	41	43	6	5	13	4	437	288	725
Casual/temporary and seasonal	26	11	9	20	0	0	0	0	35	31	66
Total	403	247	50	63	6	5	13	4	472	319	791

The Services sector promoted 791 of its employees, comprising 5% of the total workforce. Only 1% of the employees promoted were persons with disabilities, 2% were non-Namibian and 40% were women.

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	2	0	2	1	0	0	2	0	6	1	7
Senior Management	13	11	21	4	0	0	11	3	45	18	63
Middle Management	38	20	18	16	0	0	7	0	63	36	99
Specialised/skilled/ senior supervisory	90	53	51	27	2	0	10	7	153	87	240
Skilled	327	449	40	52	2	1	2	1	371	503	874
Semi-skilled	398	238	17	13	3	1	2	0	420	252	672
Unskilled	228	95	5	2	0	4	0	0	233	101	334
Total permanent	1096	866	154	115	7	6	34	11	1291	998	2289
Casual/temporary and seasonal	726	319	10	15	1	0	2	0	739	334	1073
Total	1822	1185	164	130	8	6	36	11	2030	1332	3362

The Services sector parted ways with 3 362 workers during the period under review, 47% less than the number recorded during the previous review period. 94% of employees who left their jobs in the Services sector were from designated groups, 89% of whom were previously racially disadvantaged.

Services Sector

Table 5: Termination Categories

Termination 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	590	374	121	96	4	3	26	6	741	479	1220
Non-renewal of contract	645	563	12	23	1	1	8	5	666	592	1258
Dismissal - Retrenchment	49	17	4	1	0	2	0	0	53	20	73
Dismissal - Misconduct	178	63	12	3	0	0	1	0	191	66	257
Dismissal - incapacity	26	5	1	1	0	0	0	0	27	6	33
Other	220	106	14	6	3	0	1	0	238	112	350
Total	1708	1128	164	130	8	6	36	11	1916	1275	3191

The majority of employees who vacated their posts (40%), did so because of non-renewal of their employment contracts, followed by reasons related to resignations (37%), and other (unspecified reasons 12%).

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	17	11	18	4	0	0	2	0	37	15	52
Senior Management	77	27	34	23	0	0	22	1	133	51	184
Middle Management	196	123	68	53	5	4	8	5	277	185	462
Specialised/skilled/ senior supervisory	346	288	109	55	4	4	15	13	474	360	834
Skilled	735	602	106	64	9	3	7	3	857	672	1529
Semi-skilled	626	427	13	31	7	3	3	1	649	462	1111
Unskilled	369	152	3	1	2	2	0	0	374	155	529
Total permanent	2366	1630	351	231	27	16	57	23	2801	1900	4701
Casual/temporary and seasonal	140	165	15	20	0	0	0	0	155	185	340
Total	2506	1795	366	251	27	16	57	23	2956	2085	5041

5 041 employees or 31% of the workforce, attended training programmes during the period under review, 41% were women and 91% were from designated groups.

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	8	3	24	12	1	0	5	3	38	18	56
Senior Management	19	8	52	41	1	0	14	8	86	57	143
Middle Management	75	74	40	45	1	2	7	11	123	132	255
Specialised/skilled/ senior supervisory	128	161	27	35	1	1	1	2	157	199	356
Skilled	523	438	23	41	4	1	1	5	551	485	1036
Semi-skilled	551	596	0	10	5	2	0	0	556	608	1164
Unskilled	531	624	1	0	4	5	0	0	536	629	1165
Total permanent	1835	1904	167	184	17	11	28	29	2047	2128	4175
Casual/temporary and seasonal	112	75	0	2	0	0	1	0	113	77	190
Total	1947	1979	167	186	17	11	29	29	2160	2205	4365

The Tourism and Hospitality sector's stood at 4 365 employees, representing a decline of 29% in the total number of the workforce reported on the previous review period. Women commanded the majority of the people employed in the sector (51%), while only 0,6% were persons with disabilities and 1% were non-Namibians.

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	1	0	0	0	0	0	1	0	1
Senior Management	2	3	16	11	0	0	4	2	22	16	38
Middle Management	14	13	12	12	0	1	2	2	28	28	56
Specialised/skilled/ senior supervisory	23	28	14	17	0	1	1	1	38	47	85
Skilled	145	76	4	13	2	0	0	1	151	90	241
Semi-skilled	119	122	1	5	0	0	0	0	120	127	247
Unskilled	149	174	1	0	1	0	0	0	151	174	325
Total permanent	452	416	49	58	3	2	7	6	511	482	993
Casual/temporary and seasonal	85	47	1	4	0	0	0	0	86	51	137
Total	537	463	50	62	3	2	7	6	597	533	1130

The Sector hired 1 130 persons during the review period 2011/2012, 94 % of whom were from designated groups, with 47% of them being women. 8% of persons hired were appointed to positions at the Executive Directors and Management levels.

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	1	0	0	1	0	1	1	2
Senior Management	1	1	1	0	0	0	0	0	2	1	3
Middle Management	3	11	3	9	0	0	0	0	6	20	26
Specialised/skilled/ senior supervisory	10	20	1	0	0	0	0	0	11	20	31
Skilled	27	39	1	2	1	0	0	0	29	41	70
Semi-skilled	49	38	0	0	0	0	0	0	49	38	87
Unskilled	27	23	0	0	0	0	0	0	27	23	50
Total permanent	117	132	6	12	1	0	1	0	125	144	269
Casual/temporary and seasonal	11	15	0	0	0	0	0	0	11	15	26
Total	128	147	6	12	1	0	1	0	136	159	295

The sector promoted 295 employees, 11% of them to positions at the Executive Directors and Management levels. Women accounted for 54% of employees promoted and only 1 person from the persons with disabilities group was promoted.

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	1	0	0	0	0	0	1	0	2	0	2
Senior Management	4	2	10	9	0	0	5	0	19	11	30
Middle Management	13	14	12	11	0	0	0	0	25	25	50
Specialised/skilled/ senior supervisory	31	20	12	15	0	1	0	2	43	38	81
Skilled	124	69	5	24	3	0	1	0	133	93	226
Semi-skilled	129	126	3	3	0	0	3	0	135	129	264
Unskilled	138	77	0	1	1	0	0	0	139	78	217
Total permanent	440	308	42	63	4	1	10	2	496	374	870
Casual/temporary and seasonal	68	65	1	3	1	0	0	0	70	68	138
Total	508	373	43	66	5	1	10	2	566	442	1008

1 008 employees vacated their posts in the Tourism and Hospitality Sector, the majority of them males (56%). 8% of those who left the industry were Executive Directors and Managers respectively.

Tourism & Hospitality Sector

Table 5: Termination Categories

Termination 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	231	214	35	58	2	1	6	2	274	275	549
Non-renewal of contract	89	74	2	5	0	0	3	0	94	79	173
Dismissal - Retrenchment	52	20	4	2	0	0	0	0	56	22	78
Dismissal - Misconduct	83	32	0	0	3	0	0	0	86	32	118
Dismissal - incapacity	6	4	0	1	0	0	0	0	6	5	11
Other	47	29	2	0	0	0	1	0	50	29	79
Total	508	373	43	66	5	1	10	2	566	442	1008

54% of employees who left the Tourism and Hospitality sector did so through resignation, followed by non-renewal of employment contract (17%), and dismissal/misconduct (12%).

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	4	1	4	2	0	0	1	1	9	4	13
Senior Management	9	3	12	13	1	0	5	1	27	17	44
Middle Management	45	38	12	14	0	1	3	3	60	56	116
Specialised/skilled/ senior supervisory	76	93	21	21	1	1	1	0	99	115	214
Skilled	244	170	7	15	2	0	0	2	253	187	440
Semi-skilled	200	238	0	2	1	2	0	0	201	242	443
Unskilled	186	231	2	0	1	2	0	0	189	233	422
Total permanent	764	774	58	67	6	6	10	7	838	854	1692
Casual/temporary and seasonal	48	31	0	0	0	0	0	0	48	31	79
Total	812	805	58	67	6	6	10	7	886	885	1771

1 771 employees were trained in the Tourism and Hospitality sector during the 2011/2012 review period, a 44% decline in the number trained the previous review period. There was a very good balance in the number of men and women trained, 50% and 50% respectively.

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	1	1	15	5	0	0	1	0	17	6	23
Senior Management	9	2	34	7	2	0	8	1	53	10	63
Middle Management	35	20	55	14	0	0	5	0	95	34	129
Specialised/skilled/ senior supervisory	224	68	117	40	1	0	15	3	357	111	468
Skilled	865	259	76	63	4	2	0	1	945	325	1270
Semi-skilled	1130	181	15	13	3	0	0	0	1148	194	1342
Unskilled	795	60	6	1	3	0	0	0	804	61	865
Total permanent	3059	591	318	143	13	2	29	5	3419	741	4160
Casual/temporary and seasonal	230	49	12	1	0	0	27	1	269	51	320
Total	3289	640	330	144	13	2	56	6	3688	792	4480

The Transport sector recorded a total workforce of 4 480 employees, an increase of 17% in the number of employees who were employed in the sector the previous review year. However, only 18% of persons working in the industry were women, 1% were non-Namibians, while 03% were persons with disabilities.

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	1	1	2	0	0	0	0	1	3	4
Senior Management	3	0	7	1	0	0	3	1	13	2	15
Middle Management	2	5	9	2	0	0	0	0	11	7	18
Specialised/skilled/ senior supervisory	50	13	19	8	1	0	1	0	71	21	92
Skilled	293	39	24	10	1	0	0	1	318	50	368
Semi-skilled	180	27	0	1	1	0	0	0	181	28	209
Unskilled	63	14	0	1	1	0	0	0	64	15	79
Total permanent	591	99	60	25	4	0	4	2	659	126	785
Casual/temporary and seasonal	99	33	8	2	0	0	11	1	118	36	154
Total	690	132	68	27	4	0	15	3	777	162	939

The Transport sector hired 939 persons during the review period, 82% of whom were men. Persons in designated groups constituted 91% of persons hired during the 2011/2012 review period.

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	1	0	5	0	0	0	0	0	6	0	6
Middle Management	4	0	0	2	0	0	2	0	6	2	8
Specialised/skilled/ senior supervisory	16	0	12	2	0	0	0	0	28	2	30
Skilled	29	16	1	0	2	0	0	0	32	16	48
Semi-skilled	50	4	2	0	0	0	0	0	52	4	56
Unskilled	37	10	0	0	0	0	0	0	37	10	47
Total permanent	137	30	20	4	2	0	2	0	161	34	195
Casual/temporary and seasonal	5	1	0	0	0	0	0	0	5	1	6
Total	142	31	20	4	2	0	2	0	166	35	201

201 employees (4%), were promoted, but only 17% of the employees promoted were women.

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	1	2	1	0	0	0	0	3	2	5
Senior Management	4	1	5	1	0	0	2	1	11	3	14
Middle Management	5	2	8	8	0	0	0	0	13	10	23
Specialised/skilled/ senior supervisory	45	10	23	6	0	0	2	1	70	17	87
Skilled	211	35	17	16	0	0	0	1	228	52	280
Semi-skilled	172	15	5	1	0	0	0	0	177	16	193
Unskilled	169	14	1	0	0	0	0	0	170	14	184
Total permanent	607	78	61	33	0	0	4	3	672	114	786
Casual/temporary and seasonal	124	25	4	3	0	0	5	0	133	28	161
Total	731	103	65	36	0	0	9	3	805	142	947

21% of the workforce left the Transport industry during the period under review, 85% of whom were male employees. No persons with disabilities left the Transport sector during the 2011/2012 review year.

Transport Sector

Table 5: Termination Categories

Termination 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	226	31	35	23	0	0	1	3	262	57	319
Non-renewal of contract	96	32	8	5	0	0	6	0	110	37	147
Dismissal - Retrenchment	72	10	2	4	0	0	0	0	74	14	88
Dismissal - Misconduct	67	7	3	0	0	0	0	0	70	7	77
Dismissal - incapacity	6	0	0	0	0	0	0	0	6	0	6
Other	264	23	17	4	0	0	2	0	283	27	310
Total	731	103	65	36	0	0	9	3	805	142	947

Most employees left their jobs for reasons related to resignation (34%), followed by other (unspecified reasons) and non-renewal of employment contract (16%).

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	0	0	3	0	0	0	0	0	3	0	3
Senior Management	4	1	11	5	1	0	2	0	18	6	24
Middle Management	12	4	12	3	0	0	3	0	27	7	34
Specialised/skilled/ senior supervisory	108	10	56	11	0	0	15	2	179	23	202
Skilled	430	91	12	15	2	0	4	1	448	107	555
Semi-skilled	262	34	4	1	1	0	0	0	267	35	302
Unskilled	90	7	0	0	0	0	0	0	90	7	97
Total permanent	906	147	98	35	4	0	24	3	1032	185	1217
Casual/temporary and seasonal	49	31	19	4	0	0	19	2	87	37	124
Total	0	178	117	39	4	0	43	5	1119	222	1341

The Transport sector reported that 1 341 employees were trained during the 2011/2012 review year, 8% less than the number trained the previous review year. Only 17% of the employees were women.

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	23	8	71	14	2	0	16	2	112	24	136
Senior Management	39	35	164	44	3	1	19	6	225	86	311
Middle Management	252	203	275	153	4	3	17	6	548	365	913
Specialised/skilled/ senior supervisory	537	657	268	169	1	3	4	10	810	839	1649
Skilled	2717	1363	249	282	22	5	7	7	2995	1657	4652
Semi-skilled	3067	2497	58	56	15	9	0	0	3140	2562	5702
Unskilled	2967	1881	10	2	19	4	0	0	2996	1887	4883
Total permanent	9602	6644	1095	720	66	25	63	31	10826	7420	18246
Casual/temporary and seasonal	1807	1426	22	25	9	3	2	0	1840	1454	3294
Total	11409	8070	1117	745	75	28	65	31	12666	8874	21540

The Wholesale and Retail sector reported having a 21 540 strong workforce, a 16% decline in the number of employees recorded by the sector, the previous review year. 90% of the employees were from the previously racially disadvantaged groups, but comprised only 41% of Executive Directors' and Managers' positions.

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	4	0	2	0	0	0	2	0	8	0	8
Senior Management	10	3	24	3	1	0	6	0	41	6	47
Middle Management	37	35	66	47	0	1	3	0	106	83	189
Specialised/skilled/ senior supervisory	128	108	69	51	0	0	2	2	199	161	360
Skilled	613	770	92	90	5	0	2	2	712	862	1574
Semi-skilled	986	746	40	22	2	3	0	0	1028	771	1799
Unskilled	1010	693	10	2	3	1	0	0	1023	696	1719
Total permanent	2788	2355	303	215	11	5	15	4	3117	2579	5696
Casual/temporary and seasonal	876	923	14	16	4	5	1	1	895	945	1840
Total	3664	3278	317	231	15	10	16	5	4012	3524	7536

The Wholesale and Retail sector recruited 7 536 persons during the 2011/2012 review year, 53% of whom were males, 0,3% were persons with disabilities and 0,3% were non-Namibians. 3% of employees hired were appointed to positions at the Executive Directors and Management levels.

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	1	0	1	0	0	0	0	0	2	0	2
Senior Management	6	1	10	2	0	0	0	1	16	4	20
Middle Management	37	47	18	14	0	0	0	0	55	61	116
Specialised/skilled/ senior supervisory	74	85	23	17	1	0	1	0	99	102	201
Skilled	209	196	35	16	1	0	2	2	247	214	461
Semi-skilled	345	318	24	1	0	0	3	0	372	319	691
Unskilled	69	23	1	3	0	0	0	0	70	26	96
Total permanent	741	670	112	53	2	0	6	3	861	726	1587
Casual/temporary and seasonal	61	280	0	1	0	0	0	0	61	281	342
Total	802	0	112	54	2	0	6	3	922	1007	1929

The sector promoted 1 929 employees, 7% of them to the Executive Directors and Management levels. Women accounted for 51% of employees promoted, but only 0,1% were persons with disabilities.

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	1	0	6	1	0	0	1	0	8	1	9
Senior Management	12	5	19	8	0	0	1	2	32	15	47
Middle Management	39	37	74	25	0	1	3	0	116	63	179
Specialised/skilled/ senior supervisory	116	76	59	46	3	0	4	0	182	122	304
Skilled	566	343	85	94	2	3	0	1	653	441	1094
Semi-skilled	715	737	27	39	2	1	0	0	744	777	1521
Unskilled	788	681	9	3	0	0	0	0	797	684	1481
Total permanent	2237	1879	279	216	7	5	9	3	2532	2103	4635
Casual/temporary and seasonal	852	806	13	19	0	2	1	1	866	828	1694
Total	3089	2685	292	235	7	7	10	4	3398	2931	6329

6 329 employees vacated their posts in the Wholesale and Retail sector during the 2011/2012 review period, 4% more than those who left their jobs during the previous review period. Male employees comprised 54% of those employees whose contracts of employment ended during the 2011/2012 review period.

Wholesale and Retail Sector

Table 5: Termination Categories

Termination 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	1342	1357	222	161	5	7	8	1	1577	1526	3103
Non-renewal of contract	894	755	10	39	0	0	1	1	905	795	1700
Dismissal - Retrenchment	96	52	7	1	0	0	0	0	103	53	156
Dismissal - Misconduct	538	332	24	16	0	0	0	1	562	349	911
Dismissal - incapacity	15	38	1	1	0	0	0	0	16	39	55
Other	204	151	28	17	2	0	1	1	235	169	404
Total	3089	2685	292	235	7	7	10	4	3398	2931	6329

Most employees (49%), left their jobs for reasons related to resignation, followed by non-renewal of employment contracts (27%) and dismissal/misconduct (14%). At 0,9% dismissal/incapacity constituted the least reasons for contract terminations.

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	6	1	8	4	0	0	3	0	17	5	22
Senior Management	23	16	57	10	1	1	5	3	86	30	116
Middle Management	151	146	171	69	2	0	6	4	330	219	549
Specialised/skilled/ senior supervisory	389	490	169	97	0	0	1	3	559	590	1149
Skilled	848	688	148	148	8	2	2	2	1006	840	1846
Semi-skilled	1485	1389	44	18	3	0	0	0	1532	1407	2939
Unskilled	1178	1013	2	0	7	0	0	0	1187	1013	2200
Total permanent	4080	3743	599	346	21	3	17	12	4717	4104	8821
Casual/temporary and seasonal	1384	1251	2	3	5	3	0	0	1391	1257	2648
Total	5464	4994	601	349	26	6	17	12	6108	5361	11469

The Wholesale and Retail sector trained 1 1469 employees during the year under review, representing 53% of the workforce. 95% of the employees trained were from designated groups.

The statistical figures, as gleaned from the affirmative action reports received during the period under review, were analysed and workforce profile trends emerged.

The workforce profile trends reflected the progress, or otherwise, towards the equitable representation of persons in designated groups. The Employment Equity Commission has, therefore, a clear picture of the critical performance areas which need an enhanced focus in order to provide fresh impetus for accelerated progress towards a representative and equitable workforce.

The Commission will reflect on the employment equity levels achieved so far and define remedial strategies for improved results. The Commission is, however, relatively satisfied with the marginal progress made so far and will remain focused on encouraging employers and other stakeholders to strive for better results and

greater equity in employment. The Commission will also intensify its consultations and interaction with employers in order to ensure improved levels of compliance. Failure to submit, and late submission of affirmative action reports, have become common occurrences and will thus have the Commission's priority attention.

There are obvious challenges as we move forward, but we are aware, as a Commission, that the implementation process of affirmative action at the workplace has inherent impediments and challenges. What matters is our strategy and resolve to mitigate their impact on our target results. It is in light of this that the Commission will seek regular consultations with stakeholders, especially employers, to overcome the inherent challenges.

1. AGRICULTURAL SECTOR

- 1.1 Cape Orchard
- 1.2 Exotic International (Pty) Ltd
- 1.3 International Grape Co. (Pty) Ltd
- 1.4 Karas Abattoir, Tannery and Processors (Ostrich Production)
- 1.5 Namibia Grape Company
- 1.6 Namibia Grape Exporters (Pty) Ltd
- 1.7 Nivex Enterprises (Pty) Ltd
- 1.8 W.U.M Properties Ltd. Farming Division.

2. CONSTRUCTION SECTOR

- 2.1 AB Construction
- 2.2 Arandis Services
- 2.3 Barloworld Concrete Industries
- 2.4 BON Okapuka Crusher
- 2.5 Boutegniek cc
- 2.6 Brandberg Construction
- 2.7 Brick and Concrete Industries (Pty) LTD
- 2.8 China Jiangsu International Namibia
- 2.9 China Nanjing International Namibia (Pty) Ltd
- 2.10 Clydon
- 2.11 Decora
- 2.12 Earthwork Building & Civil Contractors
- 2.13 Electro Tech
- 2.14 E. Marks Building Contractors
- 2.15 EMS Contractors
- 2.16 Expo Construction
- 2.17 Grinaker-LTA (Namibia) (Pty) Ltd
- 2.18 Groenewald Properties cc
- 2.19 Group Five Contractors (Namibia) (Pty) Ltd
- 2.20 Guangxi International Contruction Engineering Namibia CC

- 2.21 Henning Crusher
- 2.22 Hero Construction (Pty) Ltd
- 2.23 IM Building & Renovations
- 2.24 Jiangsu Zhengtai Construction Group
- 2.25 JNS Building Contractors
- 2.26 KL Construction
- 2.27 K Neumayer Civil Contractors cc
- 2.28 Kraatz Marine (Pty) Ltd
- 2.29 Le Bau Construction
- 2.30 LIC Pool Centre
- 2.31 Murray and Roberts Namibia Ltd
- 2.32 Namibbeton (Pty) Ltd
- 2.33 Namibia Construction (Pty) Ltd
- 2.34 Namibia Engineering Corporation (NEC)
- 2.35 Namspace Contractors CC
- 2.36 Nangolo Construction (Pty) Ltd
- 2.37 New Era Investments
- 2.38 Nexus Group of Companies
- 2.39 OJ Construction
- 2.40 Patriotic Construction Co.
- 2.41 Premier Construction (Pty) Ltd
- 2.42 Quin Builders
- 2.43 Quingdao Construction (Namibia)
- 2.44 Raylin Engineering CC
- 2.45 Roads Construction Company
- 2.46 RG Construction
- 2.47 Sakka Electric
- 2.48 Salz Gossow
- 2.49 Van Wyngaarden Building Co.
- 2.50 WD Contractors CC
- 2.51 Windhoek Beton and Kunstein Industrie cc
- 2.52 Windhoek Brick Works
- 2.53 Zhen Ziang No. 2 Construction Engineering (Namibia)

3. EDUCATION, TRAINING AND DEVELOPMENT PRACTICES SECTOR

- 3.1 Deutscher Schulverein Windhoek (1949)
- 3.2 Ehafo Trust (WO1)
- 3.3 Golden Maggy Primary School
- 3.4 Highland Christian School
- 3.5 International University of Management (IUM)
- 3.6 Namcol
- 3.7 Namibia National Training Organization (Pty) Ltd t/a Windhoek Vocational Training Centre
- 3.8 NIMT – Namibia Institute of Mining and Technology
- 3.9 Namibian Maritime and Fisheries Institute
- 3.10 Polytechnic of Namibia
- 3.11 Rotary Engineering CC
- 3.12 Rössing Foundation
- 3.13 SOS Children's Village Association Namibia
- 3.14 St. George's Diocesan School
- 3.15 University of Namibia (UNAM)
- 3.16 Windhoek Afrikaans Privaat Skool
- 3.17 Windhoek International School

4. FINANCIAL INTERMEDIATION SECTOR

- 4.1 Agricultural Bank of Namibia
- 4.2 Alexander Forbes Namibia
- 4.3 Bank of Namibia
- 4.4 Bank Windhoek
- 4.5 Bureau Veritas Namibia (Pty) Ltd
- 4.6 Channel Life
- 4.7 Consolidated Financial Services Holdings Ltd
- 4.8 Dynamic Financial Brokers
- 4.9 Finaid Financial Services (Pty) Ltd
- 4.10 Financial Consulting Services
- 4.11 FNB Insurance Brokers Namibia (Pty) Ltd
- 4.12 FNB Namibia (Ltd)
- 4.13 Glenrand MIB Namibia (Pty) Ltd

- 4.14 Global Financial Advisors
- 4.15 Government Institutions Pension Fund
- 4.16 Hollard Insurance Namibia
- 4.17 Medscheme Namibia (Pty) Ltd
- 4.18 Methealth Administrators Namibia
- 4.19 Metropolitan Namibia Ltd
- 4.20 Mutual and Federal Insurance Co.
- 4.21 Namibia Development Corporation (NDC)
- 4.22 Nam-mic Financial Solutions (Pty) Ltd
- 4.23 Namfisa
- 4.24 Namlife
- 4.25 Nedbank
- 4.26 Nedloans
- 4.27 Old Mutual Namibia
- 4.28 Prosperity Health Namibia
- 4.29 Revenue Solution Namibia
- 4.30 Sanlam Namibia Ltd
- 4.31 Santam Namibia
- 4.32 Standard Bank Namibia Ltd
- 4.33 Trustco Group International (Pty) Ltd
- 4.34 Welwitchia Independent Insurance Brokers

5. FISHING INDUSTRIES SECTOR

- 5.1 ABROMA Fishing Industries
- 5.2 Benguella Sea Products (Pty) Ltd
- 5.3 Blue Ocean Production (Pty) Ltd
- 5.4 Blue Sea Fishing
- 5.5 Cadilu Fishing
- 5.6 Corvima Investment (Pty) Ltd
- 5.7 Ekikimbo Trawling (Pty) Ltd
- 5.8 Erongo Group of Companies
- 5.9 Erongo Marine Enterprises
- 5.10 Erundu Stevedoring (Pty) Ltd
- 5.11 Etale Fishing
- 5.12 Etosha Fisheries Holdings Co. (Pty) Ltd
- 5.13 Fisheries Observer Agency
- 5.14 Freddie Fish Processors (Pty) Ltd
- 5.15 Hangana Sea Food (Pty) Ltd
- 5.16 Marco Fishing (Pty) Ltd

- 5.17 Merlus Group
- 5.18 Merlus Seafood Processors (Pty) Ltd
- 5.19 Namibia Fishing Industries
- 5.20 Nova Nam Group of Companies
- 5.21 Overberg Fishing Company
- 5.22 Rainbow Trawling Company (Pty) Ltd
- 5.23 Seaflower White Fish Corporation
- 5.24 Seafresh Investment
- 5.25 Seawork Group of Companies
- 5.26 Stevedoring Service
- 5.27 Supa Packers CC
- 5.28 Talanam Fish Processors
- 5.29 Tunacor Group Limited
- 5.30 United Fishing Enterprises (Pty) Ltd

6. HEALTH AND WELFARE SECTOR

- 6.1 Cottage Private Hospital
- 6.2 Drs Burger Venter and van Greunen
- 6.3 Dr Joggie Briedenhann
- 6.4 Khomas Medical Services
- 6.5 Medfarm Holdings
- 6.6 Medical Imaging
- 6.7 Medipark Group of Companies
- 6.8 Medixx Occupational Health Services
- 6.9 Namibia Institute of Pathology
- 6.10 OCCU- Med
- 6.11 Paramount Healthcare Centre
- 6.12 Pathcare
- 6.13 Roman Catholic Hospital
- 6.14 Walvisbay Medi-Park
- 6.15 Windhoek Medi-Clinic

7. INFORMATION SYSTEMS, ELECTRONICS AND TELECOMMUNICATIONS TECHNOLOGIES SECTOR

- 7.1 Africa Online
- 7.2 AST Namibia
- 7.3 Burmeister & Partners

- 7.4 Business Connection (Pty) Ltd (Comparex)
- 7.5 Bytes Technology
- 7.6 Elektro Blitz
- 7.7 Gijima Ast.
- 7.8 Konica Minolta Namibia (Minolco)
- 7.9 Kriess Electrical CC
- 7.10 MTC
- 7.11 Namibian Broadcasting Corporation
- 7.12 Nashua
- 7.13 One Africa Television
- 7.14 Powercom/ Cell one
- 7.15 Sat-Com Communications Solutions
- 7.16 Schoemans Office Systems (Pty) LTD
- 7.17 Southern Engineering Consultants
- 7.18 Telecom Namibia

8. LOCAL GOVERNMENT, WATER AND RELATED SERVICES SECTOR

- 8.1 Arandis Town Council
- 8.2 City of Windhoek
- 8.3 Hardap Regional Council
- 8.4 Helao Nafidi Town Council
- 8.5 Eenhana Town Council
- 8.6 Katima Mulilo Town Council
- 8.7 Kavango Regional Council
- 8.8 Khomas Regional Council
- 8.9 Khorixas Town Council
- 8.10 Lüderitz Town Council
- 8.11 Municipality of Gobabis
- 8.12 Municipality of Grootfontein
- 8.13 Municipality of Hentiesbay
- 8.14 Municipality of Keetmanshoop
- 8.15 Municipality of Mariental
- 8.16 Municipality of Okahandja
- 8.17 Municipality of Otjiwarongo
- 8.18 Municipality of Outjo
- 8.19 Municipality of Swakopmund
- 8.20 Municipality of Tsumeb
- 8.21 Municipality of Usakos

- 8.22 Municipality of Walvis Bay
- 8.23 Eenhana Town Council
- 8.24 Erongo Regional Council
- 8.25 Ohangwena Regional Council
- 8.26 Okahao Town Council
- 8.27 Ondangwa Town Council
- 8.28 Ongwediva Town Council
- 8.29 Oshakati Town Council
- 8.30 Outapi Town Council
- 8.31 Rundu Town Council
- 8.32 Omusati Regional Council
- 8.33 Oshana Regional Council
- 8.34 Oshikoto Regional Council
- 8.35 Omaheke Regional Council

9. MANUFACTURING SECTOR

- 9.1 Bindeman Enterprises
- 9.2 Bokomo Namibia (Pty) Ltd
- 9.3 Brakwater Enterprises
- 9.4 Capricon Sweets
- 9.5 Castle Brewing Namibia (Pty) Ltd
- 9.6 Cecil Nurse Business Furniture (Pty)
- 9.7 City Sand & Bricks
- 9.8 Eastern Eagle Textile Manufacturers
- 9.9 Elso Holdings CC
- 9.10 Fabupharm
- 9.11 Feedmaster (Pty) Ltd
- 9.12 Guan`s Packaging
- 9.13 H Jensen Bau-und Möbelitschlerei
- 9.14 Hytec Namibia
- 9.15 Kalahari Packaging Distribuion
- 9.16 Kalahari Wire Products
- 9.17 Karakulia Weavers CC
- 9.18 KHW Reiser t/Reiser Taxidermy
- 9.19 Mondipak Namibia (Pty) Ltd
- 9.20 Nakara Leather Tanning & Processing
- 9.21 Namib Foam
- 9.22 Namib Mills (Pty) Ltd
- 9.23 Namibia Beverages

- 9.24 Namibia Breweries
- 9.25 Namibia Dairies
- 9.26 Namibia Plastic Converters (Pty) Ltd
- 9.27 Neo Paint Factory (Pty) LTD
- 9.28 Nirosta (Pty) Ltd
- 9.29 Oranje Soutwerke (Pty) Ltd
- 9.30 Peralin Paints (Pty)
- 9.31 Plascon
- 9.32 Plastic Packaging
- 9.33 Ramatex
- 9.34 Salt and Chemicals (Pty) Ltd and Walvis Bay
Salt Refiners (Pty) Ltd
- 9.35 Salt Company (Pty) Ltd
- 9.36 Scandia Group of Companies
- 9.37 Scania Truck Namibia (Pty) Ltd
- 9.38 Shade Centre
- 9.39 Springer Schokoladenfabrik (Pty) Ltd
- 9.40 Taueber & Corssen SWA (Pty) Ltd
- 9.41 Taurus Maintenance Products
- 9.42 Taxidermy Studio – Otjiwarongo
- 9.43 The Wood Connections CC
- 9.44 Trust Market Protective Clothing
- 9.45 Trophäendienste cc
- 9.46 Windhoek Macschinen Fabriek (1998) Pty
- 9.47 Hardstone Processing (Pty) Ltd

10. MINING SECTOR

- 10.1 AMC – Gemxcel Namibia
- 10.2 Anglogold Namibia (Pty) LTD
- 10.2 Areva Resources Namibia
- 10.3 Bannerman Mining Resources
- 10.4 B&E International Namibia
- 10.5 Craton Mining Expropriation (Pty) Ltd
- 10.6 Diamond Inc.
- 10.7 Diamond Manufacturing
- 10.8 De Beers Marine Namibia
- 10.9 Karibib Mining & Construction Co.
- 10.10 Langer Heinrich Uranium (Pty) Ltd
- 10.11 Major Drilling Namibia (Pty) Ltd

10.12	Namco Namibia Mineral Corporation	11.16	Khaibasen Security Services CC
10.13	Namcot Diamond (Pty) LTD	11.17	Lorentz Angula Incorporated
10.14	Namdeb Diamond Corporation	11.18	Marine Security Services
10.15	Namibia Customs Smelters	11.19	Maxi Security Services
10.16	National Petroleum Corporation	11.20	Mint Master Security (Namibia) (Pty) Ltd
10.17	Namibia Diamond Trading Company (Pty) Ltd (NDTC)	11.21	Namibia Protection Services
10.18	Nu-Diamond Manufacturing	11.22	Njangula Holdings CC.
10.19	Okorusu Fluorspar (Pty) Ltd	11.23	Omega Security
10.20	Otjozundu Mining (Pty) Ltd	11.24	Ongula Security Services
10.21	Reptile Uranium	11.25	Oshana Security
10.22	Rosh Pinah Zinc Corporations (Pty) LTD	11.26	Pongula Security Services
10.23	Rössing Uranium Ltd	11.27	Professional Security Force Service
10.24	Samicor	11.28	Rubbicon Security Services cc
10.25	Scorpion Zinc Mining Co.	11.29	Scorpio Securicor –Omaruru
10.26	Surecast Mining and Construction	11.30	Security 24/7
10.27	Swakop Uranium	11.31	Somaeb Security Service
10.28	Weatherly Mining Namibia	11.32	Southern Cross Security Services
10.29	West African Gold Exploration	11.33	Springbok Patrols Namibia (Pty) Ltd t/a Namibia Protection Services

11. PRIVATE SECURITY, LEGAL AND CORRECTIONAL SERVICES SECTOR

11.1	AH Safety Security Services cc
11.2	Coastal Security Services cc t/a Security School
11.3	Darima Enterprises t/a The Security School Walvis Bay
11.4	Empa Security Services
11.5	Erongo Axis Security
11.6	Falcon Africa Security Holdings
11.7	Fidelity Services Group Namibia
11.8	Guardian Security Services cc
11.9	G4S Security Services Namibia (Pty) Ltd
11.10	H.A.M.S. Security (Pty) LTD
11.11	Jeane Beukes Security Services
11.12	Humphries Security Guard Division
11.13	Independent Security Services
11.14	Kalahari Security Services
11.15	Katima Security Services

11.34	Superior Security Services cc
11.35	Ultra Security CC
11.36	Van der Merwe – Greeff Incorporated CC
11.37	X-Treme Security Services

12. PUBLIC SERVICE SECTOR

12.1	Ministry of Agriculture, Water and Forestry
12.2	Ministry of Education
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 Home Affairs and Immigration
12.11	Ministry of Information and Communication Technology
12.12	Ministry of Justice

12.13	Ministry of Labour and Social Welfare	13.19	Blums Garage
12.14	Ministry of Lands and Resettlement	13.20	Burbridge Glass CC
12.15	Ministry of Mines and Energy	13.21	Capital Press (Pty) Ltd
12.16	Ministry of Regional and Local Government, Housing and Rural Development	13.22	Carlo Upholstery
12.17	Ministry of Safety and Security	13.23	Catholic AIDS Action
12.18	Ministry of Trade and Industry	13.24	Central North Regional Electricity Distribution Company (CENORED)
12.19	Ministry of Veterans Affairs	13.25	Central Technical Supplies (Pty) Ltd
12.20	Ministry of Works and Transport	13.26	Chevron Namibia (Pty) Ltd
12.21	Ministry of Youth, National Service, Sport and Culture	13.27	CJ`S Service Station - Otjiwarongo
12.22	National Assembly	13.28	Coastal Couriers
12.23	National Council	13.29	COLAS Namibia (Pty) Ltd
12.24	National Planning Commission	13.30	Consulting Services Africa
12.25	Office of the Attorney General	13.31	CPP/Suremix
12.26	Office of the Auditor General	13.32	CR van Wyk & Company
12.27	Office of the President (State House)	13.33	CVW Auto Body Repairs
12.28	Office of the Prime Minister	13.34	D. Blaauw t/a Marble – Tech Renovations
13.	SERVICE SECTOR SECTOR	13.35	Development Aid for People to People
		13.36	Deloitte and Touche
		13.37	Democratic Media Holdings
		13.38	Denu Distributors
13.1	ABB (Pty) Ltd	13.39	Desert Research Foundation of Namibia
13.2	Africa Personnel Services	13.40	DF Malherbe & Partners
13.3	Africon Namibia	13.42	Diesel Electric
13.4	Airtime City	13.43	Dimension Data
13.5	Aqua Services & Engineering (Pty) Ltd	13.44	East End Service Centre
13.6	Antonius Residence Trust	13.45	Dirkie`s Electrical & Plumbing Maintenance
13.7	Asco Car Hire	13.46	Tyrepro Namibia (Pty) Ltd)
13.8	Autosueco (Namibia)	13.47	Edu Loan Namibia
13.9	Auctioneering Corporation of Namibia (AUCOR)	13.48	ELCIN
13.10	AVBOB	13.49	ELCRN
13.11	Avis (Zeda Namibia)	13.50	Electro Hinsch Contracting (Pty) Ltd
13.12	Baia Cleaning Services	13.51	Electro Hoon
13.13	BDO Spencer Steward Namibia	13.52	Elgin Brown & Hamer Namibia
13.14	Bejaardesorg Vereniging – Okahandja	13.53	Elwiwa & Edlstahlbau CC
13.15	Benthin African Agencies (Pty) Ltd	13.54	Engen Hochland Service Station
13.16	Berco Cleaning Services (Pty) Ltd	13.55	Engen Namibia
13.17	Bicon Namibia (Pty) Ltd	13.56	Erindi Ranch
13.18	Blood Transfusion Service of Namibia	13.57	Ernst & Young
		13.58	Erongo Contract Services

13.59	Fedics Food Services Namibia (Pty) Ltd	13.97	Namib Marine Services
13.60	Fourway Total Otavi	13.98	Namibia Airports Company Ltd
13.61	Gammamsburg/ Okuryangava Service Station	13.99	Namibia Building Cleaners
13.62	Global Food Services	13.100	Namibia Ship Chandlers
13.63	Grant Thornton Neuhaus	13.101	Namibia Post Ltd
13.64	HAW Retailers t/a Ark Traiding	13.102	Namibia Press Agency
13.65	H. & H. Furniture Removers	13.103	Namibia Red Cross Society
13.66	Huis Deon Louw Old Age Home	13.104	Namibia Technical Services (NTS)
13.67	Huis Palm Old Age Home- Walvisbay	13.105	Namibian Press and Tools International
13.68	Hydroweld Walvis Bay	13.106	Nampower
13.69	Industrial Cleaning Services	13.107	Namwater Corp. Ltd
13.70	JB Cooling & Refrigeration CC	13.108	National Housing Enterprises (NHE)
13.71	John Meinert Printing (1999)	13.109	National Society for Human Rights (NSHR)
13.72	Joseph & Snyman (Pty) Ltd	13.120	National Youth Service
13.73	Kalahari Wire Products (Pty) Ltd	13.121	New Era Publications Corporation
13.74	Kotze Body Repairs	13.122	Nored
13.75	Khori Cleaning Services	13.123	Northern Fuel Distributors CC
13.76	KPMG Chartered Accountants	13.124	North Gate Service Station
13.77	Kuehne & Nagel	13.125	Nova Tyre (Trentyre) (Pty) LTD
13.78	Laundry for Africa	13.126	Ohlthaver & List
13.79	LEWCOR	13.127	Okahandja Service Station
13.80	Lida Cleaning Services	13.128	Omaruru Engineering Works cc
13.81	Lida Outsourcing Services CC	13.129	Oranjemund Cleaning Services cc
13.82	Lifeline Childline Namibia	13.130	Oshakati Premier Electric (OPE)
13.83	Lund Consulting Engineering	13.131	Oude Rust Oord
13.84	Macmillan Education Namibia	13.132	Paragon Investment
13.85	Maersk Namibia (Pty) Ltd	13.133	Parcel Force Courier
13.86	Magnola Investments two t/a Monte Christo Convenience Centre	13.134	Pioneerspark Service Centre CC
13.87	Marc's Auto Service Station	13.135	Pricewaterhouse Coopers
13.88	Mariental Fuel Centre	13.136	Prime Press
13.89	Maxes Office Machines	13.137	Prinzessin Rupprecht Heim
13.90	Meatboard of Namibia	13.138	Project Hope
13.91	Move-a-Mess CC	13.139	Puma Namibia
13.92	MRZ Cleaning Services	13.140	PZN Panelbeaters
13.93	Multichoice Namibia	13.141	Quality Tyres (Pty) LTD
13.94	Multiventures cc t/a Tacoma Service Station	13.142	Radio Electronic CC
13.95	MVA Fund	13.143	Rennies Travel Namibia
13.96	Namib Diesel CC	13.144	Rent – A – Drum CC
		13.145	RexQuip (Pty) Ltd
		13.146	Roads Authority

13.147 Roads Contractor Company Ltd
 13.148 Roynam Catering Services
 13.149 Rundu Truck Stop
 13.150 Ruppung Body Works
 13.151 Salute Enterprises
 13.152 Seelinbinder Consulting Engineers
 13.153 Servisair
 13.154 SGA Chartered Accountant & Auditors
 13.155 Shell Namibia Ltd
 13.156 Social Marketing Association
 13.157 Social Security Commission
 13.158 Sodexo
 13.159 Solitaire Press
 13.160 SOS International
 13.161 Springs Car Wholesalers T/A Dollar Thrifty
 Car Rental & Kea Campers & Kea Campers
 13.162 Star Body Works
 13.163 Susan Cleaning Service
 13.164 Swakopmund Service Station
 13.165 Swart Grant Angola
 13.166 The Clean Master
 13.167 The Free Press of Namibia - The Namibian
 (Pty) Ltd
 13.168 The Social Market Association
 13.169 Thiel's Autobody Repairs
 13.170 Three-Way Shell Okahandja
 13.171 Trans Caprivi
 13.172 Transman Windhoek
 13.173 Trentyres
 13.174 Trio Data
 13.175 Tyger & Wheel Tyre
 13.176 United Africa Group
 13.177 Vantage Enterprises
 13.178 Van der Walt Motors
 13.179 Vineta Shell
 13.180 Walters Electrical
 13.181 Walters Motors
 13.182 Welwitschia Fuel- Khorixas
 13.183 Welwitschia Rural Caterers (Pty) Ltd
 13.184 Wesco Holdings (Pty) Ltd

13.185 Windhoek Auto Body Repairs
 13.186 Windhoek Consulting Engineers
 13.187 Windhoek Hire, Sales and Services
 13.188 Windhoek Supertyres (Pty) Ltd
 13.189 Windhoek Upholstery Service
 13.190 Zimmerman Garage (Pty) Ltd

14. TOURISM AND HOSPITALITY SECTOR

14.1 African Extravaganza
 14.2 Alpine Caterers CC
 14.3 Anib Lodge (Pty) Ltd
 14.4 Arebusch Travel Lodge
 14.5 Canyon Hotel Keetmanshoop
 14.6 Catering Contract Management
 14.7 C'Esti Bon Lodge
 14.8 Chameleon Safaris Namibia
 14.9 De Duine Country Hotel
 14.10 Epacha Game Lodge
 14.11 Famous Butcher's Grill
 14.12 Hansa Hotel Swakopmund
 14.13 Heja Game Lodge
 14.14 Hotel Eropahof
 14.15 Independence Caterers Namibia
 14.16 IRDNC (Integrated Rural Development and
 Nature Conservation)
 14.17 Joe's Beer House
 14.18 Kalahari Sands Hotel and Casino
 14.19 Keetmanshoop One Stop, Wmpy and Maritz
 Country Lodge
 14.20 Klein Aus Vista
 14.21 Leading Lodges of Africa
 14.22 Lüderitz Nest Hotel
 14.23 Meal Management Services
 14.24 Mount Etjo Safari Lodge
 14.25 Namashasha Country Lodge
 14.26 Namib Sun Hotels
 14.27 Namibia Desert Investment (Pty) Ltd
 14.28 Namibia Tourism Board
 14.29 Namibia Wildlife Resorts

- 14.30 Nature Investments (Pty) Ltd
- 14.31 Okonjima Lodge
- 14.32 Ongava Game Reserve
- 14.33 Opuwo Country Hotel
- 14.34 Oshakati Country Lodge
- 14.35 O Portuga Restaurant
- 14.36 Out of Africa
- 14.37 Protea Hotel- Ondangwa
- 14.38 Protea Hotel- Pelican Bay
- 14.39 Prothatch Namibia
- 14.40 Safari Hotels (Pty) Ltd
- 14.41 Santorinni Inn
- 14.42 Seaside Hotel and Spa
- 14.43 Sense of Africa
- 14.44 Solitaire Country Lodge
- 14.45 Sossusvlei Lodge (Pty) Ltd
- 14.46 Sunshine Tours CC
- 14.47 Swakopmund Hotel and Entertainment Centre
- 14.48 The Gourmet Restaurant
- 14.49 The Lighthouse Group
- 14.50 Twyfelfontein Country Lodge (Pty) Ltd
- 14.51 Ububele Alphine Inflight (Pty) LTD
- 14.52 Vietor & Raaf- Aranos
- 14.53 Wild Dog & Crazy Kudu Safaris Namibia
- 14.54 Wilderness Safaris
- 14.55 Windhoek Country Club Resort and Casino

15. TRANSPORT SECTOR SECTOR

- 15.1 Absolute Logistics
- 15.2 Air Freight Road Services
- 15.3 Air Namibia
- 15.4 Barloworld Equipment
- 15.5 Blaauw's Transport (Pty) LTD
- 15.6 Boshoff Transport
- 15.7 Coleman Transport
- 15.8 Cross Country Couriers
- 15.9 Dreyer Logistics Solutions CC
- 15.10 EC Jensen Transport (Pty) Ltd

- 15.11 Etosha Transport (Pty) LTD
- 15.12 FP du Toit Transport (Pty) Ltd
- 15.13 Jowels Transport
- 15.14 Namib Toyota CC
- 15.15 Namport
- 15.16 Okalindi Superliner
- 15.17 Snyman Transport
- 15.18 TransNamib Holdings LTD
- 15.19 Trans Hex Marine (Namibia) (Pty) Ltd
- 15.20 Transworld Cargo (Pty) Ltd
- 15.21 Unitrans Namibia (Pty) Ltd
- 15.22 Van der Walt Transport (Pty) Ltd
- 15.23 Wesbank Transport (Pty) LTD
- 15.24 West Air Maintenance
- 15.25 WP Transport (Pty)Ltd

16. WHOLESALE AND RETAIL SECTOR

- 16.1 Ashlee Distributors CC
- 16.2 A & A Meat Namibia LTD
- 16.3 A Wutow Trading Company
- 16.4 ADCON CC
- 16.5 African Marketing
- 16.6 Afrox Namibia
- 16.7 Agra Co-operative LTD
- 16.8 Atlantic Meat Market
- 16.9 Auas Motors
- 16.10 Audacity Clothing
- 16.11 Baard Group
- 16.12 Bears
- 16.13 Beimah Agencies
- 16.14 Beira Investment (Pty) Ltd
- 16.15 Beukes Spar
- 16.16 Builders Warehouse
- 16.17 CB Enterprises (Pty) Ltd
- 16.18 CIC Holdings Ltd.
- 16.19 Charney Spar Mariental
- 16.20 Closwa Biltong Factory
- 16.21 Club Motors

16.22	Coastal Cellular	16.62	Herco Marketing (Pty) Ltd
16.23	Commercial Cold Storage (Namibia) (Pty) Ltd	16.63	Hidas OK Foods
16.24	Consolidated Sugar Industries (Namibia) (Pty) LTD	16.64	Hochland Super Spar
16.25	Continental Enterprises	16.65	Hyundai Automotive Namibia
16.26	Crown Build-It	16.66	Independent Business Systems (Pty) Ltd (IBS)
16.27	Cymot (Pty) LTD	16.67	International Commercial (Pty) Ltd
16.28	Danric Auto	16.68	Invictus Trading CC
16.29	Delhi Mini Market & Bakery	16.69	Jacobus Hendrik Oosthuizen
16.30	Die Plaaskombuis	16.70	Joshua Doore Group Namibia (Pty) LTD
16.31	Diroyal Motors	16.71	J& P Group International
16.32	Distell Namibia	16.72	Kai Graser t/a SMIG Supermarket & Wholesale
16.33	DRG Supermarket	16.73	Karnic Distributors
16.34	Dunns Stores	16.74	Katapi Trading CC
16.35	Edgars Consolidated Stores Ltd (Edcon)	16.75	Katelynn Trading t/a Gobabis Spar
16.36	Edumeds	16.76	Kavango Supermarket & Bottle Store
16.37	Elao Fifty two cc t/a Fysal Import & Export	16.77	Keetmanshoop 1- Stop
16.38	Ellerine Furnishers Namibia (Pty) LTD	16.78	Khorixas Multisave CC
16.39	Erongo Agencies	16.79	Kierie Spar
16.40	Erongo Trading t/a Omaruru Spar	16.80	Kilimandjaro Trading
16.41	Farmers Meat Market Holding (Pty) LTD	16.81	King Pie
16.42	Fashaf (Pty) Ltd	16.82	Klein Windhoek Schlachtereij
16.43	Ferreira's Garden Centre and Landscaping	16.83	Lewis Stores
16.44	Ford Novel	16.84	Luderitz Smokeries CC (Spar Inc.)
16.45	Foschini Group (Fashion Retailers)	16.85	Lyeeta Shopping Centre
16.46	Fountain Friendly OK Supermarket	16.86	Manica Group Namibia (Pty) Ltd
16.47	Freeworld Plascon Namibia (Pty) Ltd	16.87	Manzani Enterprise cc
16.48	Fresh Mark Namibia	16.88	Marina Toyota
16.49	Fruit and Veg City	16.89	Meatco Namibia
16.50	Furniture Mart (Pty) Ltd	16.90	Metcash Trading (Namibia) (Pty) LTD
16.51	Fysal Fresh Produce	16.91	Metje and Ziegler Limited
16.52	Game Discount World Namibia (Pty) Ltd	16.92	MGC Transport
16.53	Gamsberg Mcmillan Publishers (Pty) Ltd	16.93	Model Pick & Pay Family Supermarket(s)
16.54	Geka Pharma (Pty) Ltd	16.94	Mr. Price
16.55	Gift Supermarket CC	16.95	Nagel Group of Companies
16.56	Global Textiles	16.96	Namib Roses
16.57	Greg's Motor Spares	16.97	Namibia Fish Consumption Promotion Trust
16.58	Hartlief Continental Meat Products (Pty) LTD	16.98	Namibia Press & Tools International (Pty) Ltd
16.59	Haw Retailers t/a Ark Trading	16.99	Namica Supermarket
16.60	Hentiesbay Spar	16.100	Nampharm (Pty) Ltd

16.101	Nandos Independence	16.141	Steeldale Reinforcing & Trading Namibia
16.102	Napolitana	16.142	Street House Clothing
16.103	National Namibian Meat Producers	16.143	Subway Service Station
16.104	Netwood (Pty) Ltd	16.144	Supra Sales
16.105	Nictus Furnishers	16.145	Supreme Furnishers
16.106	Nuwe Welkom Spar Keetmanshoop	16.146	Swaco Group of Companies
16.107	O. Behrens & Co. (Pty) LTD	16.147	Swakopmund Super Spar
16.108	Ocean View Spar	16.148	The Atlantic Chicken Company (KFC)
16.109	OK Foods – Outjo	16.149	The Gambler
16.110	OK Grocer Opuwo	16.150	The Raft Restaurant, Bar & Bistro
16.111	OK Grocer Keetmanshoop	16.151	The Sign Shop
16.112	OK Mini Market Karibib	16.152	Theo's Spar Otjiwarongo cc
16.113	OK Supermarket	16.153	Tre Sentra Supermarket
16.114	Okalindi Group Market	16.154	Truworths
16.115	Omaheke Megasave	16.155	Volkswinkel Spar
16.116	Omayob Starlite Wholesale	16.156	Von Baum's Motors
16.117	Onamagongwa Trading Enterprises	16.157	Waltons Namibia
16.118	Onawa Wholesalers	16.158	Wecke & Voigts (Pty) LTD
16.119	Oranjemund Spar	16.159	Windhoek Cash & Carry
16.120	Okahandja Spar	16.160	Windhoek Shclachtere (Pty) LTD
16.121	O.Save Mini Market	16.161	Wispeco Namibia
16.122	Oshakati Spar	16.162	Woerman Brock & Co. (Swakopmund) (Pty) LTD
16.123	Outjo Bakerei	16.163	Woerman Brock & Co. (Windhoek) (Pty) LTD
16.124	PEP Namibia Holdings	16.164	WB Hardware & Building Supplies
16.125	Punyu Group of Companies	16.165	Woolworth's Namibia
16.126	Pupkewitz Megabuild	16.166	XL Spar Karasburg
16.127	Pupkewitz Motor Division		
16.128	Relyant Retail		
16.129	Ritter's Toyota		
16.130	Rocky Crest Supermarket		
16.131	Rundu Spar		
16.132	Scrap Salvage		
16.133	Shoprite Checkers		
16.134	Simpex (Pty) Ltd		
16.135	SMC Brands Namibia		
16.136	Southwest Bakeries		
16.137	Spes Bona Motors Company		
16.138	Stampriet Farmers Market		
16.139	Starlite Wholesale Prepaids		
16.140	Steel Force CC		

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