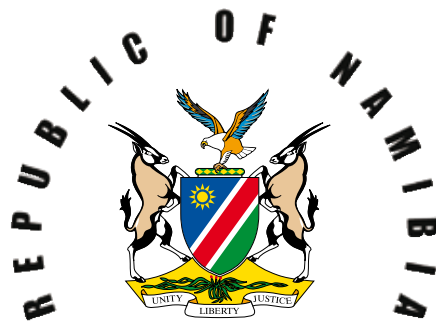


Annual Report



Employment Equity Commission

2012-2013
EEC014

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FOREWORD

On behalf of the fellow members of the Commission, I have the honour and privilege to submit in terms of Section 16 of the Affirmative Action (Employment) Act, 29 of 1998, the 14th Annual Report of the Employment Equity Commission, to the Minister of Labour and Social Welfare.

Overall, the purpose of the Affirmative Action (Employment) Act, 29 of 1998, is to achieve equity and eliminate barriers in the workplace so that no person shall be denied employment opportunities for reasons unrelated to ability. Furthermore, the Act seeks to ensure progress towards a more representative workforce.

The Affirmative Action (Employment) Act requires all employers, in both the Public and Private Sectors, who employ 25 employees or more, to develop and implement affirmative action plans in an effort to achieve a fair and representative workforce, which reflects the demographics of Namibia.

This report outlines the development of employment equity as it relates to persons in designated groups: women, the previously racially disadvantaged and persons with disabilities. The Report details the progress and achievements made by persons in designated groups for the review period 2012-2013.

The data collected for this report was gleaned from the affirmative action reports submitted by 686 employers in terms of the affirmative action law, with a combined workforce of 169 359. The analysis of the data revealed employment equity trends which indicate some slow but steady progress towards the equitable representation of persons in designated groups. However, results achieved for persons with disabilities were less satisfactory compared to the other groups. This indicates the need for concrete effort to improve their representation at all levels of employment.

Employers are encouraged to realize that fairness in the workplace is a business imperative. A diverse workforce does not only improve competitiveness, it also bolster the country's ability to make use of all its many talents to stimulate economic growth and

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prosperity for Namibian citizens across all cultural and racial divide. Employers are therefore, required to address and correct disadvantages in employment that are experienced by persons in designated groups. Affirmative action should not only be limited to the removal of employment barriers, measures should also be taken to encourage greater fairness and adjusting workplace to accommodate workers who were disadvantaged in the past.



VILBARD T. USIKU
EMPLOYMENT EQUITY COMMISSIONER

HIGH LEVEL STATEMENTS

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:

Objectivity

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

Transparency

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

Justice

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

Confidentiality

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

Quality

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

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EMPLOYMENT EQUITY COMMISSION - CUSTOMER SERVICE CHARTER

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 the 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

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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 meet all requirements of the Act.
- To comply with the provisions of the Act.

EXECUTIVE SUMMARY

The 2012/2013 Annual Report of the Employment Equity Commission presents an overview of the activities of the Commission. It describes, in outline, a comprehensive account of the statistical review of data gleaned from the 686 affirmative action reports, covering a total of 169 359 employees across the broad spectrum of the employment sector.

In general, the representation of persons in designated groups showed some steady improvement at the three topmost levels of employment, namely, the Executive Directors, the Senior Management and Middle Management levels. The Public Service recorded a noticeable improvement in the representation of women at the three topmost levels of employment. During the 2012/2013 review period, women occupied 64% of positions in the Executive Directors and Management occupational categories, compared to 58% reported on during the previous corresponding period. Women accounted also for 60% of employees in the Public Service. However, in many other sectors, especially in the private sector, women were under-represented at the higher echelon of employment as on aggregate, only 44% of Managers across all sectors were women.

The cumulative statistics across all sectors showed that 93% of the national workforce were previously racially disadvantaged, but

they occupied only 26% of positions at the Executive Directors level while 59% of Executive Directors across all sectors were White and 15% were non-Namibians. However, Black employees improved their share of positions at the Management levels as 64% of Managers were Black, but only 0.8% were persons with disabilities.

Although the total number of economically active persons with disabilities nationwide was not known, persons with disabilities appeared to have been under-represented at all levels, across all sectors, as they comprised only 0.4% of the national workforce reported on during the 2012/2013 review period.

During the period under review, the Mining sector recorded an increase of 63% in the number of employees reported on during the 2011/2012 review period. However, women accounted only for a mere 17% of the total number of employees in the male dominated Mining sector. The Health and Welfare sector was also one of the sectors which recorded an increase in the number of employees during the 2012/2013 review period, viz. 30%. Women, however, comprised 78% of the workforce in the Health sector, but accounted for 63% of positions at the three topmost levels of employment in that sector. Steady improvement on the representation of persons in designated groups was also recorded in a number of other sectors.

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The Commission pressed charges against a number of employers who breached the affirmative action law. Several of such employers were convicted and fined by the courts. The prompt action against employers who violated the law sent a clear message that no employer would be allowed to violate the law with impunity.

The Commission received a number of complaints from employees and some members of the public citing unfair discrimination in terms of pay and equal employment opportunities. Complaints were also received alleging employers' preference of non-Namibians at the expense of suitably qualified Namibians. Fishing companies and Mining houses were singled out for criticism as employees claimed that fishing companies, especially, imported Spanish workers who did not have skills that were not locally available. The complaints were valid, because the Affirmative Action

(Employment) Act, 29 of 1998, provides for preferential treatment of Namibian citizens when positions of employment are filled. The complaints were investigated and appropriate action was taken where wrong-doing was proven.

The Commission undertook site visits across all thirteen regions to monitor and evaluate the implementation of affirmative action programmes at workplaces and to assist employers and employees to fulfil their obligation under the Affirmative Action (Employment) Act, no 29 of 1998.

In order to give effect to the section that provides for the Employment Equity Commission to establish awards recognising achievements in furtherance of the objects of the Act, the Commission presented awards to deserving employers who walked the extra mile in furtherance of employment equity objectives.

STAFF MEMBERS OF THE EMPLOYMENT EQUITY COMMISSION



Standing back L-R: Samuel Ntelamo, Chuma Chizabulyo, Gillian Hokai, Inge Koujo (Deputy Director), Diana Kaitjizemine, Eva-Liisa Mukotola, Moses Mulekesa

Seated L-R : Lucia Amupadhi, Paulus Sheehama, Michelle Pieters, Vilbard Usiku (Commissioner), Olivia Kanyangela, Gino Brinkmann

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MEMBERS OF EMPLOYMENT EQUITY COMMISSION



Mr. V T Usiku
*Employment Equity
Commissioner Chairman*



Ms. Veno V Kauaria
Deputy Chairperson



Mr. Gert Jansen
Previously Racially Disadvantaged



Ms. Annel Endjala
State



Ms. Rosalia Ndakola
Women



Mr. Natangwe Ithete
Previously Racially Disadvantaged



Mr. Ujama J Kaahangoro
Trade Union



Mr. Moses Shiikwa
Trade Union



Ms. Meriam C Jefta
Persons with Disabilities



Ms. Ramons Wittsack
Employers



Mr. Terence Makari
Employers



Mr. Gerson G Mutendere
Persons with Disabilities



Ms. E C Gideon
State



Ms. Joyce Mukubi
State



Ms. Jennifer Coerecius
Women

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INTRODUCTION

This Annual Report describes, in outline, activities of the Commission that were carried out during the review period, 1 April 2012 to 31 March 2013. The report presents a detailed assessment of the employment equity levels during the review period. It sets out comparative demographic trends in the current and previous employment figures with regard to the level of compliance, the workforce demographic profiles, workforce mobility – recruitment, promotion, dismissal, training and skills development statistics.

The Report outlines further, the Commission's continuous interaction with all stakeholders aimed at assisting them, especially employers, to fulfil their obligation under the law. The Report also gives a brief account of the measures taken to ensure compliance, by employers, with the affirmative action law.

The analysis of the workforce profile figures confirmed that the representation of persons in designated groups at the first three occupational levels remains a challenge which must continue to enjoy the priority attention of the Commission. In as much as it is understood that the transformation of the Namibian workforce into a representative and equitable one, is likely to be a long drawn-out process,

the willing cooperation of employers could fast-track our national programme of affirmative action. Employers must realise that the longer they continue to pay lip service to the cause of affirmative action, the longer the relevance of the affirmative action law will remain. The Commission is, of course, aware of some employers who make commendable effort in furtherance of the employment equity cause, but it is concerned about the number of complaints lodged with this office, citing cases of unfair discrimination and disregard of the provisions of the Affirmative Action (Employment) Act, 29 of 1998. The Commission commits itself to attending to all complaints lodged with it and shall ensure that all employers comply with the enabling law.

Unfair discrimination can cause tension and labour unrest at any workplace which our country can ill afford. Industrial tension has a potential to disrupt productivity and service delivery which can ultimately impede progress and economic development. All employers have therefore, a legal and moral responsibility to guard against employment practices that are incompatible with the principles of employment equity for the sake of fairness and industrial peace.

ACTIVITIES OF THE YEAR UNDER REVIEW

REPORTS REVIEWED BY THE COMMISSION FOR THE PERIOD 1 APRIL 2012 TO 31 MARCH 2013

AA REPORTS RECIEVED DURING THE PERIOD UNDER REVIEW (1 APRIL 2012 – 31 MARCH 2013)	
AA reports received from the Private Sector during the period under review (1 April 2012– 31 March 2013)	
1.Approved without shortcomings	493
2.Approved after correction of shortcomings	18
3.Not yet approved pending rectification of shortcomings	46
4.Not yet approved pending application for exemption	09
5.Reporting period lapsed	03
6.Not tabled before the Commission for consideration during the review period	44
TOTAL	613

AA reports received from the Public Sector during the period under review (1 April 2012– 31 March 2013)	
1.Approved without shortcomings	10
2.Approved after correction of shortcomings	02
3.Not yet approved pending rectification of shortcomings	02
4.Not yet approved pending application for exemption	03
5.Reporting period lapsed	00
6.Not tabled before the Commission for consideration during the review period	02
TOTAL	19

AA reports received from Local Authorities during the period under review (1 April 2012– 31 March 2013)	
1.Approved without shortcomings	16
2.Approved after correction of shortcomings	00
3.Not yet approved pending rectification of shortcomings	01
4.Not yet approved pending application for exemption	00
5.Reporting period lapsed	00
6.Not tabled before the Commission for consideration during the review period	00
TOTAL	17

AA reports received from Parastatals during the period under review (1 April 2012– 31 March 2013)	
1.Approved without shortcomings	24
2.Approved after corrections of shortcomings	02
3.Not yet approved pending rectification of shortcomings	01
4.Not yet approved pending application for exemption	03
5.Reporting period lapsed	00
6.Not tabled before the Commission for consideration during the review period	01
TOTAL	31

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AA reports received from Regional Councils during the period under review (1 April 2012– 31 March 2013)	
1.Approved without shortcomings	06
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.Reporting period lapsed	00
6.Not tabled before the Commission for consideration during the review period	00
TOTAL	06
GRAND TOTAL	686

SITE VISITS

The Commission regarded site visits as being crucial to the verification of information contained in employers' affirmative action reports and to the enforcement of compliance. The Commission identified a number of employer organizations, both in the Public and Private sectors, for site visits. Since the Commission had only an office in Windhoek, it was important that regional visits were undertaken on regular basis in order to make it visible in all thirteen regions.

While on regional visits the Commission:

- Monitored the implementation of affirmative action plans at workplaces.
- Assessed compliance with the provisions of the Act.
- Assisted employers and employees to fulfil their obligation under the law.
- Shared information with stakeholders.
- Identified problem areas and discussed possible solutions.

- Shared information on matters pertaining to employment equity best practices.

NON-COMPLIANT EMPLOYERS

The Commission identified some employers who failed to comply with some provisions of the Act. The majority of non-compliant employers failed to submit affirmative action reports by the reporting date and to apply for extension of the reporting date. The Commission laid charges against them and they appeared in court to answer the charges against them. Employers in default were eventually convicted by the courts and fined. Charges were also brought against employers who disregarded the Commission's directives to rectify the defects identified in their affirmative action reports.

COMPLAINTS LODGED WITH THE EMPLOYMENT EQUITY COMMISSION

The Commission received complaints lodged by employees citing unfair discrimination in terms

of recruitment, promotions and pay practices. Employees also complained about the alleged disregard of the provisions of the affirmative action law. Complaints were also received alleging some employers' preference of non-Namibians at the expense of suitably qualified Namibians, especially by fishing companies and mining houses. The Commission visited several fishing companies at Lüderitz and Walvis Bay to investigate the companies that were alleged to have imported expatriates, especially from Spain, at the expense of suitably qualified Namibians. Similar investigations were also conducted at uranium mines in the Erongo Region in order to establish the facts. Appropriate action was taken where wrongdoing, on the part of employers, was proven.

REVIEW OF AFFIRMATIVE ACTION REPORTS

The review of affirmative action reports formed the integral part of the Commission's activities. During the 2012/2013 review period, the Commission received and reviewed 686 affirmative action reports from relevant employers, covering 169 359 employees. As mentioned in the previous paragraphs, some employers failed to submit affirmative action reports, resulting in the slight drop in the number of reports submitted. However, those employers who failed to submit reports were called to account.

In general, the Commission was relatively satisfied with the progress made in the representation of persons in designated groups at the first three critical occupational levels where decision-making and policy formulation took place. Moreover, employees at the first three occupational levels received better pay and benefits. However, despite the relative progress in the representation of persons in designated groups at the aforementioned levels, persons with disabilities remained under-represented at all levels of employment and their marginalization would enjoy the undivided attention of the Commission.

PRESENTATION OF AWARDS TO DESERVING RELEVANT EMPLOYERS

Sections 5(a) of the Affirmative Action (Employment) Act, no 29 of 1998, provides for the Employment Equity Commission to establish awards recognizing achievements in furtherance of the objects of the Act.

As a way of giving effect to the section referred to above, the Employment Equity Commission presented awards to deserving relevant employers who made concerted effort and walked the extra mile in furtherance of the objectives of the affirmative action law. The deserving employers identified were the ones who did more than the minimum required by law, in order to extend employment equity to fellow

citizens who were previously disadvantaged or discriminated against on grounds of gender, race or disability.

The Commission made it a point to ensure that the process of identifying deserving employers for achievement awards was fair

and transparent. Employers were scored against ten criteria on a scale of 1 to 10 and then ranked according to points scored. The following were employers who were given achievement awards during the 2012/2013 review period:

1 st Category: Best Performers 2012	
Gondwana	Trophy - 1 st Prize
Deloitte and Touche	Trophy - 2 nd Prize
Ohlthaver and List Group of Companies	Trophy - 3 rd Prize
Gondwana	Floating Trophy – Best Overall

2 nd Category: Good Performers 2012	
Lorentz Angola Inc	Trophy - 1 st Prize
Premier Construction	Trophy - 2 nd Prize
Kilimandjaro Trading	Trophy - 3 rd Prize

3 rd Category: Average Performers 2012	
Santam Namibia	Trophy - 1 st Prize
Trustco Group Holdings	Trophy - 2 nd Prize
Seawork Group of Companies	Trophy - 3 rd Prize

4 th Category: Best Performer – Private Sector 2012	
Gondwana	Trophy

5th Category: Good Intentions 2012

Van der Merwe-Greeff Inc	Certificate
Debmarmine	Certificate
Fourways Total Otavi	Certificate
Dunlop Tyres Services	Certificate
Murray and Roberts	Certificate
Namibian Broadcasting Corporation	Certificate
Jensen Transport	Certificate
Blum's Garage	Certificate
Helao Nafidi Town Council	Certificate

The Commission trusted that the employers who received awards would continue to build on their achievements and would guard against complacency. The Commission believed that the awards would inspire other employers to make greater effort in furtherance of employment equity objectives.

CHALLENGES

The Employment Equity Commission's oversight function of the process of affirmative action implementation has, essentially, inherent challenges. The following were identified as challenges which would enjoy the priority attention of both the Commission members and the administrative staff:

- The persistent complaints about the alleged appointment of expatriates at the expense of suitably qualified Namibians.

- Effective enforcement of compliance with the understudy provisions by relevant employers and challenges related to exemption applications.
- Failure by some relevant employers to observe mandatory reporting dates.
- Infrequent consultations or non-compliance with the Act's provision on consultations.

The Commission had already put some measures in place to ensure that the identified challenges were dealt with and that all employers comply with all the provisions of the law.



Deserving employers presented with employment equity achievement awards by the Labour and Social Welfare Minister, Immanuel Ngatjizeko, while the keynote speaker at the event, Old Mutual Managing Director for Africa Operations, Mr Johannes Gawaxab and the Employment Equity Commissioner, Vilbard Usiku, looked on.

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The Minister of Labour and Social Welfare, Immanuel Ngatjizeko, flanked by the Employment Equity Commissioner and Deputy Commissioner.



The Minister of Labour and Social Welfare, Immanuel Ngatjizeko and Deputy Minister, Alpheus V Muheua, posing for the photo, before members of the newly inaugurated Commission received induction for the task ahead.

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AFFIRMATIVE ACTION REPORTS – FACTS AND FIGURES

A: CUMULATIVE FIGURES

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

B: SECTORAL FIGURES

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

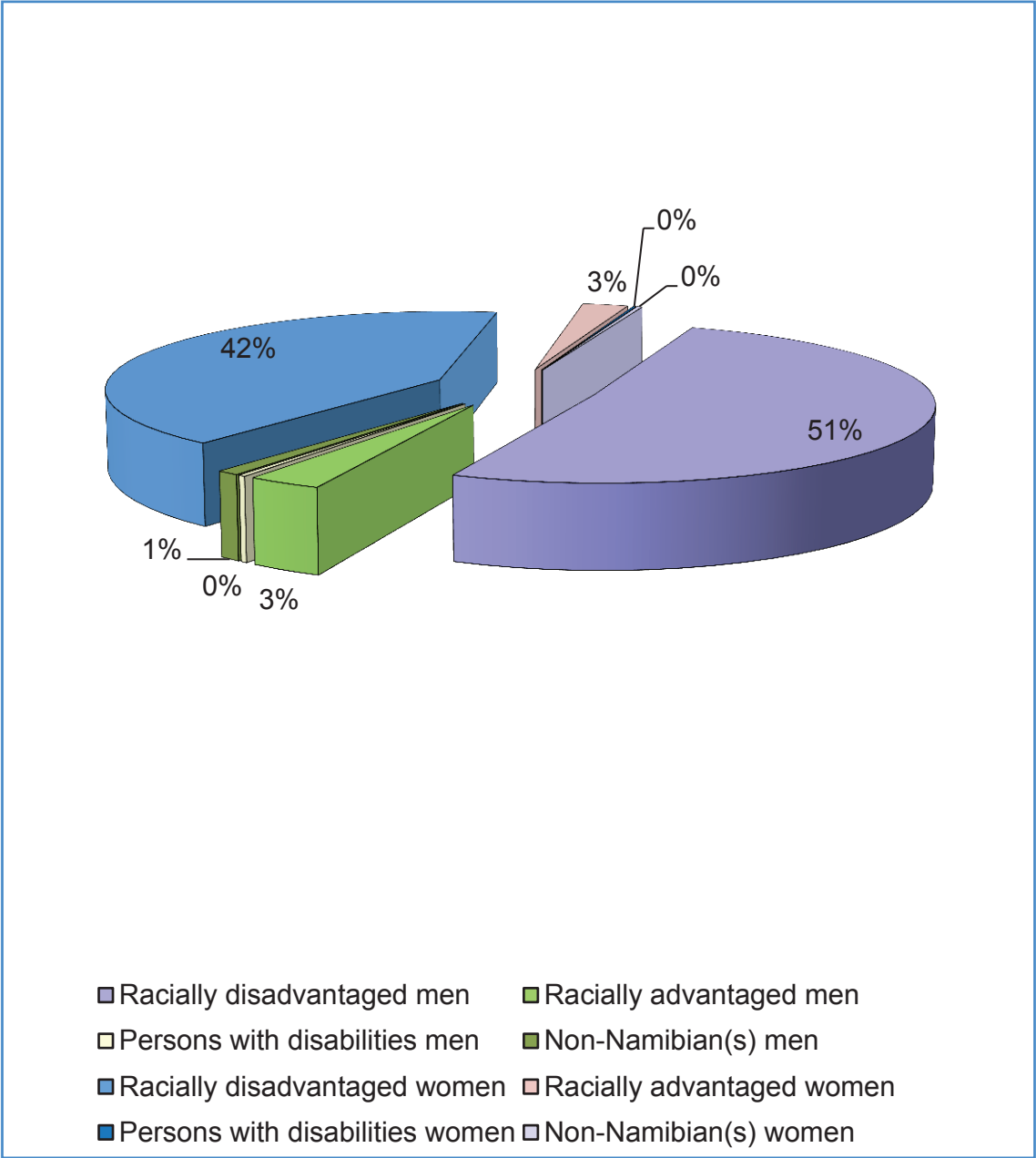
Table 1: Workforce Profile**Cumulative**

	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	157	58	399	87	4	1	94	26	654	172	826
Senior Management	748	388	778	285	19	4	200	55	1745	732	2477
Middle Management	2916	3130	1213	985	46	21	314	105	4489	4241	8730
Specialised/skilled/senior supervisory	5651	4851	1294	1071	56	22	496	146	7497	6090	13587
Skilled	20879	21059	1139	1114	122	60	254	102	22394	22335	44729
Semi-skilled	18083	10698	313	357	97	77	159	33	18652	11165	29817
Unskilled	20881	12655	80	22	107	28	3	3	21071	12708	33779
Total permanent	69315	52839	5216	3921	451	213	1520	437	76502	57443	133945
Casual/temporary and seasonal	16977	17705	236	235	47	29	135	50	17395	18019	35414
Total	86292	70544	5452	4156	498	242	1655	487	93897	75462	169359

A total of 169 359 employees were reported on by relevant employers across all industrial sectors, representing a slight increase of 3% in the number of employees (163 992), reported on during the 2011/2012 review period. The previously racially disadvantaged accounted for 93%, but comprised only 26% of positions at the Executive Directors level. 59% of Executive Directors were White and 15% were non-Namibians. However, the representation of Black employees improved at the Management levels as 64% of Managers were Black, while 29% were White, 6% were non-Namibians and 0.8% were persons with disabilities. Male workers comprised 55% of the total number of employees across all sectors, 45% were women, while only 0.4% were persons with disabilities and 1% were non-Namibians. Women accounted only for 21% of positions at the Executive Directors level and comprised 44% of managers.

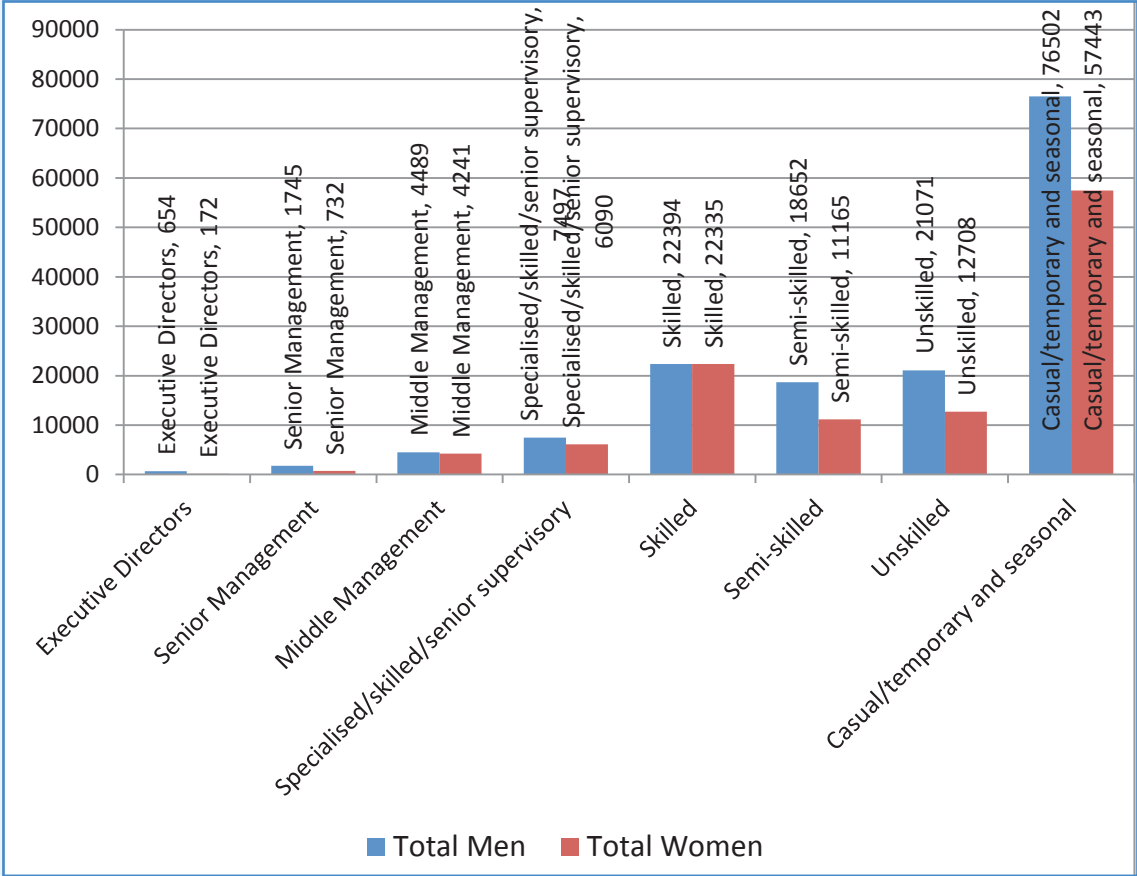
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Figure 1: Cumulative Workforce Profile- Representation by Race, Gender, Disability status and Expatriate employees



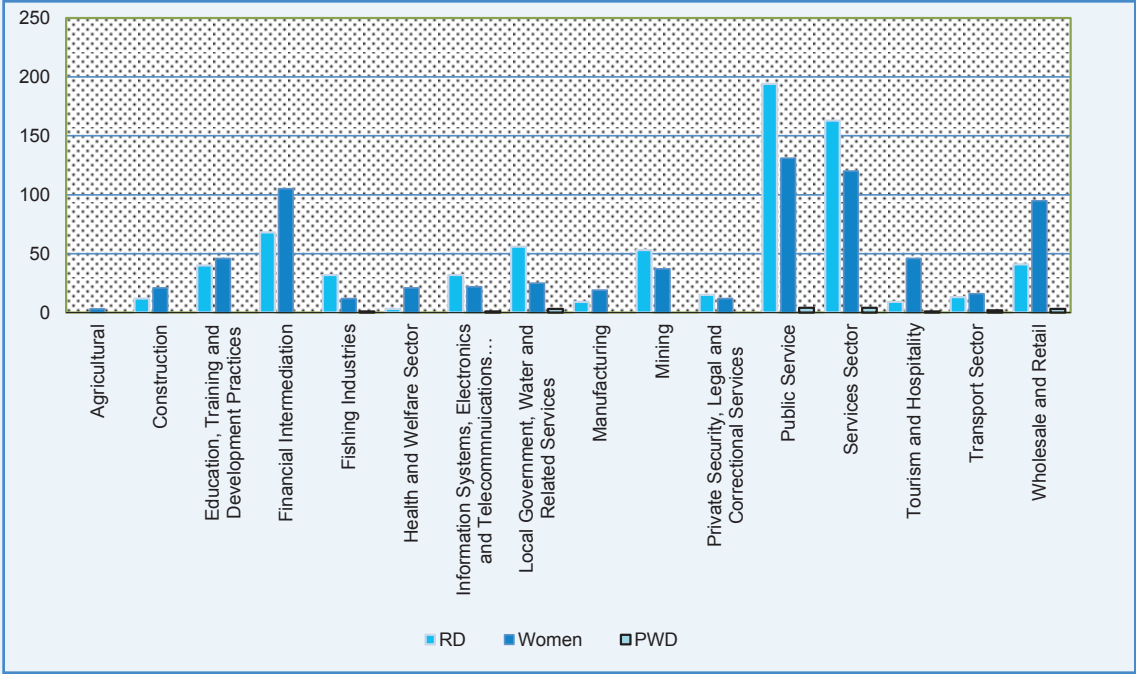
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Figure 2: Cumulative Workforce Profile Total Men and Women by job category



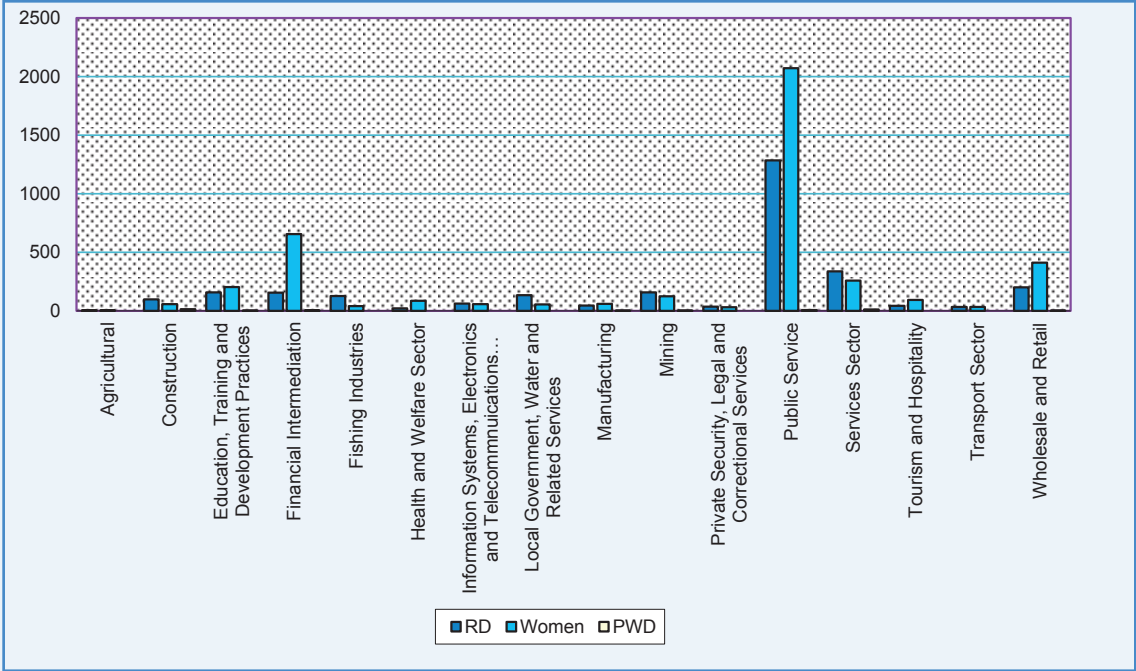
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Figure 3: Distribution of Designated Groups by Industry - Senior Management (Cumulative)



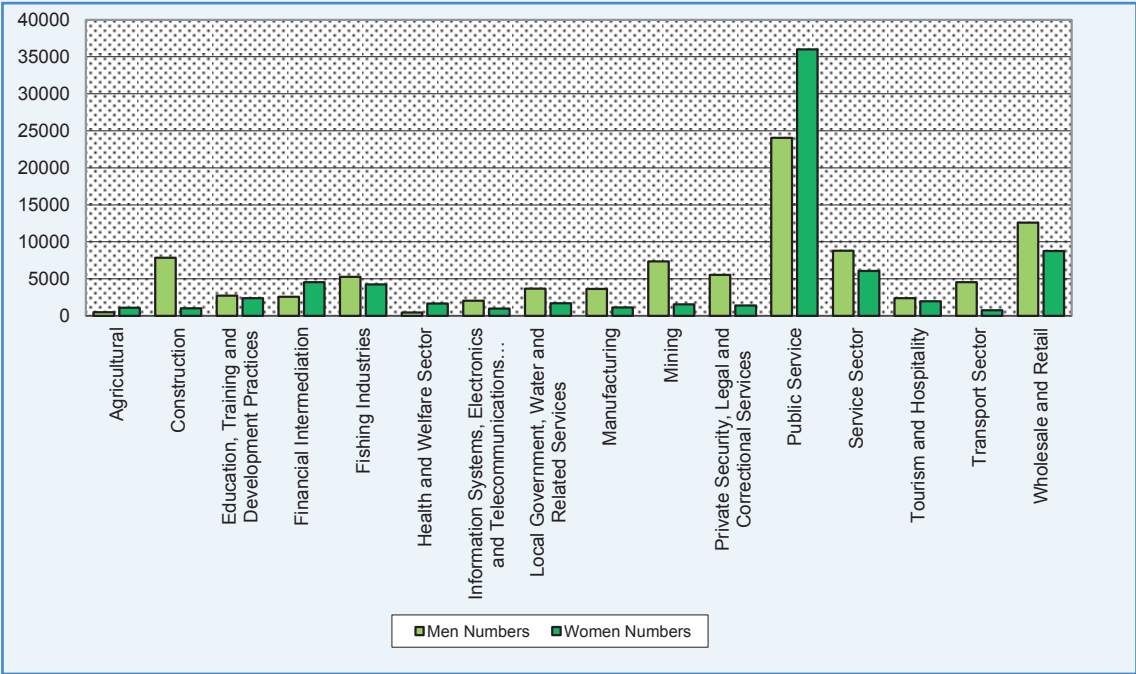
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Figure 4: Distribution of Designated Groups by Industry – Middle Management (Cumulative)



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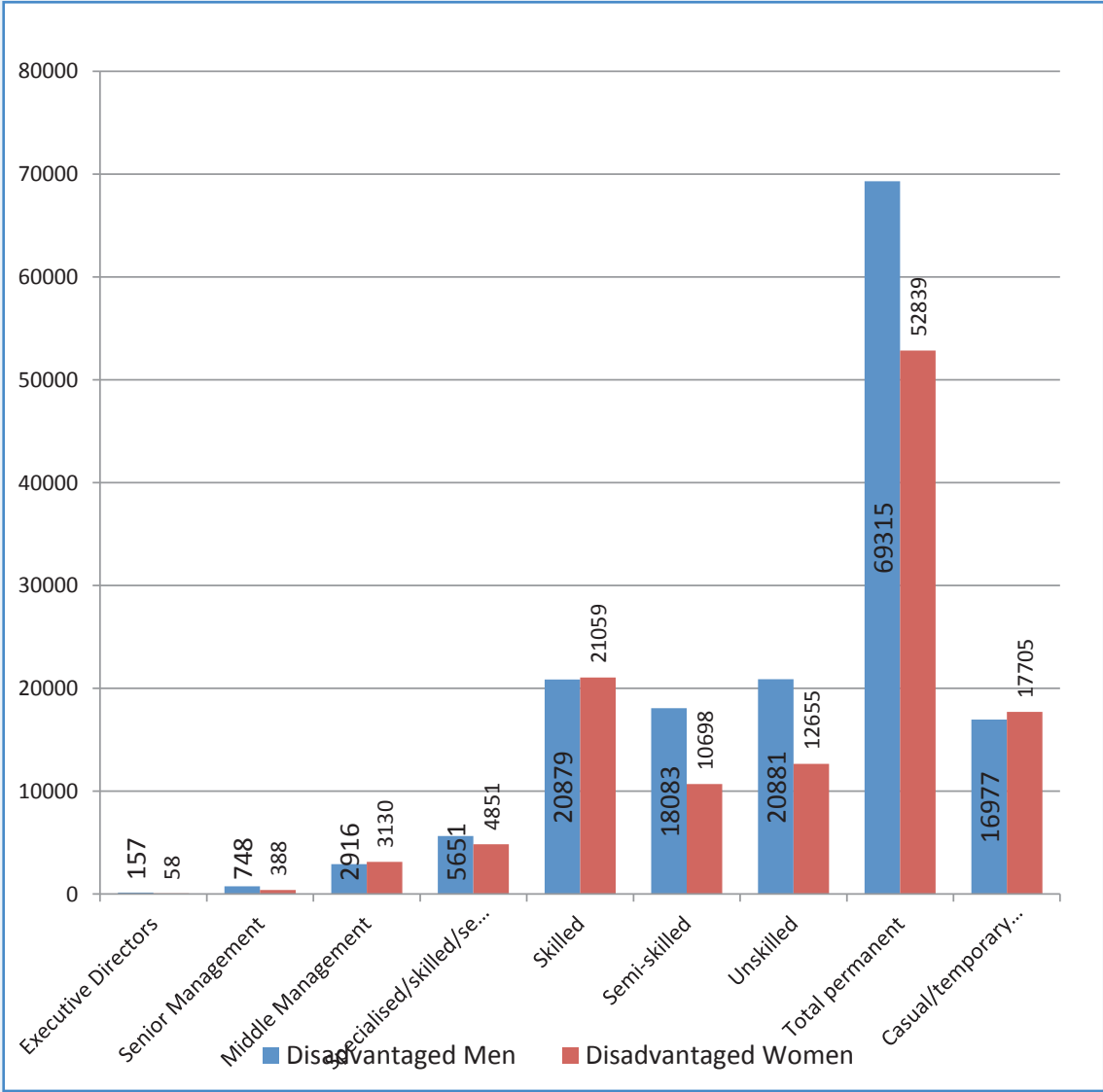
Figure 5: Distribution of Men and Women by Industry (Cumulative)



Disadvantaged Men and Women by Job Category (Cumulative)

	Disadvantaged Men	Disadvantaged Women
Executive Directors	157	58
Senior Management	748	388
Middle Management	2916	3130
Specialised/skilled/senior supervisory	5651	4851
Skilled	20879	21059
Semi-skilled	18083	10698
Unskilled	20881	12655
Total permanent	69315	52839
Casual/temporary and seasonal	16977	17705

Figure 6: Disadvantaged Men and Women by Job Category

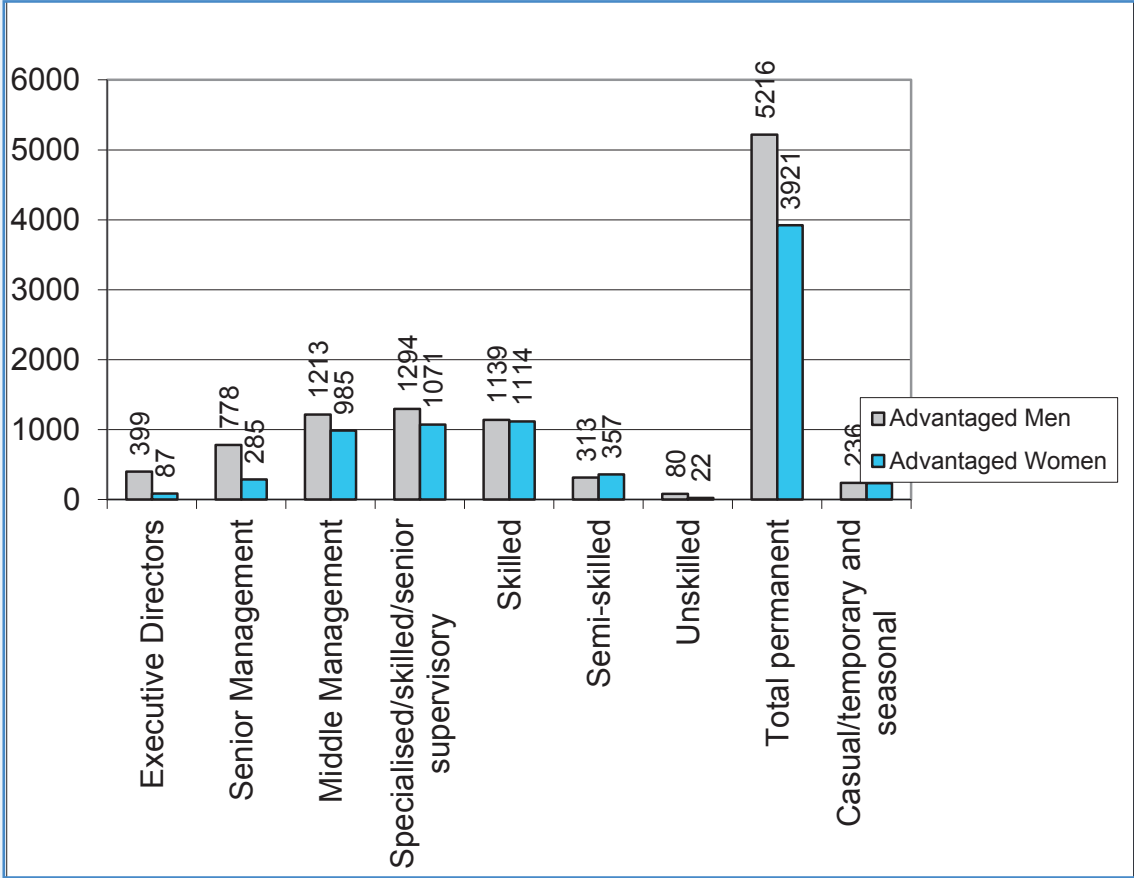


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Advantaged Men and Women by Job Category (Cumulative)

	Advantaged Men	Advantaged Women
Executive Directors	399	87
Senior Management	778	285
Middle Management	1213	985
Specialised/skilled/senior supervisory	1294	1071
Skilled	1139	1114
Semi-skilled	313	357
Unskilled	80	22
Total permanent	5216	3921
Casual/temporary and seasonal	236	235

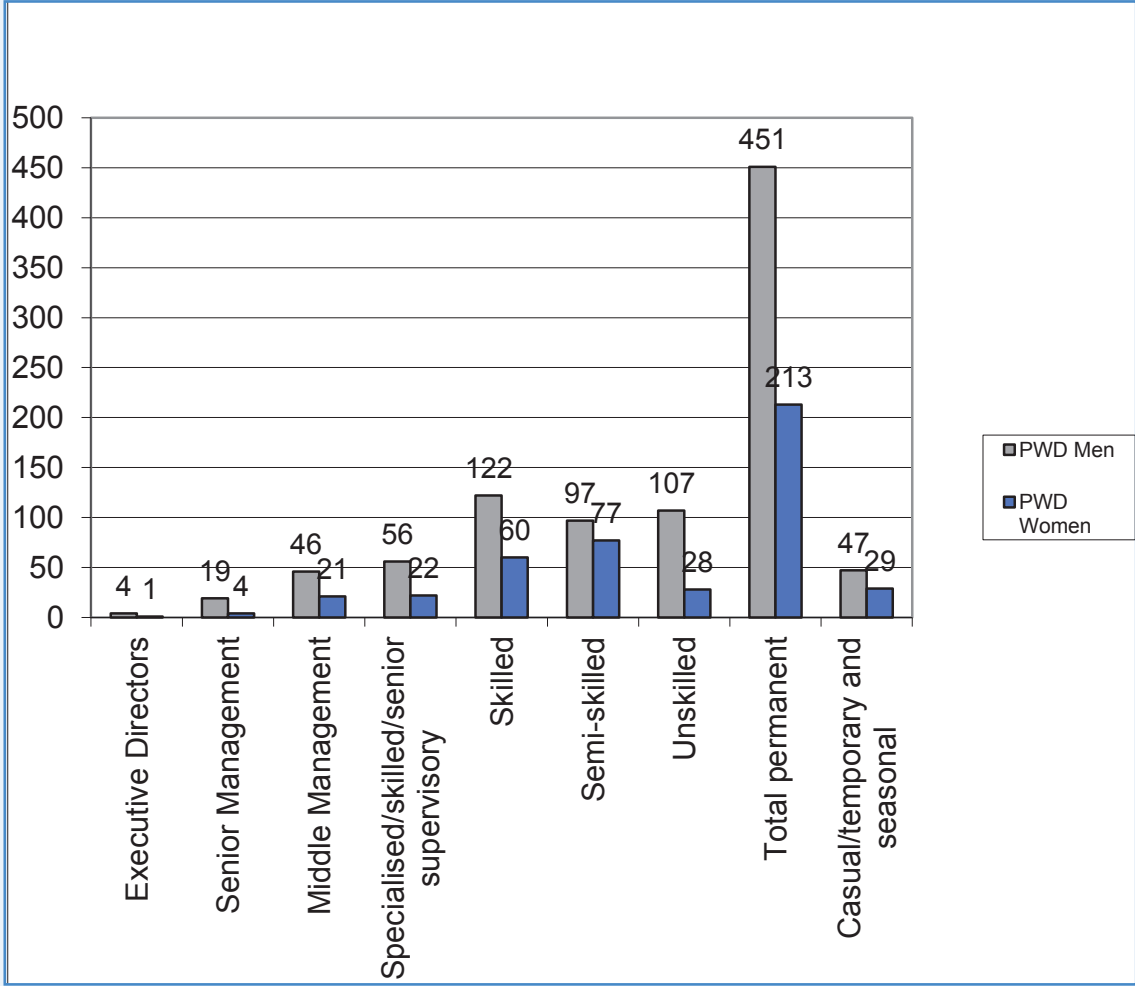
Figure 7: Advantaged Men and Women by Job Category



Persons with Disabilities by Job Category (Cumulative)

	PWD Men	PWD Women
Executive Directors	4	1
Senior Management	19	4
Middle Management	46	21
Specialised/skilled/senior supervisory	56	22
Skilled	122	60
Semi-skilled	97	77
Unskilled	107	28
Total permanent	451	213
Casual/temporary and seasonal	47	29

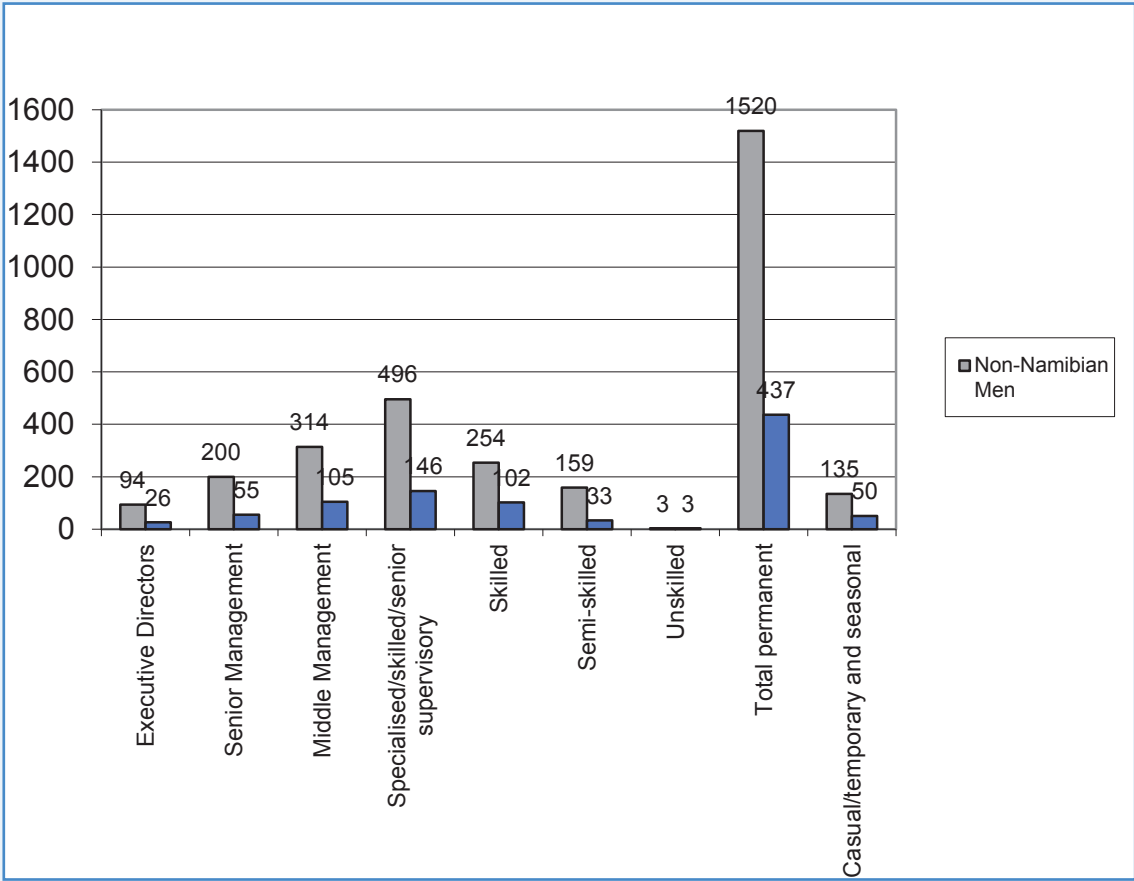
Figure 8: Persons with Disabilities by Job Category



Non Namibian Men and Women by Job Category (Cumulative)

	Non-Namibian Men	Non-Namibian Women
Executive Directors	94	26
Senior Management	200	55
Middle Management	314	105
Specialised/skilled/senior supervisory	496	146
Skilled	254	102
Semi-skilled	159	33
Unskilled	3	3
Total permanent	1520	437
Casual/temporary and seasonal	135	50

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

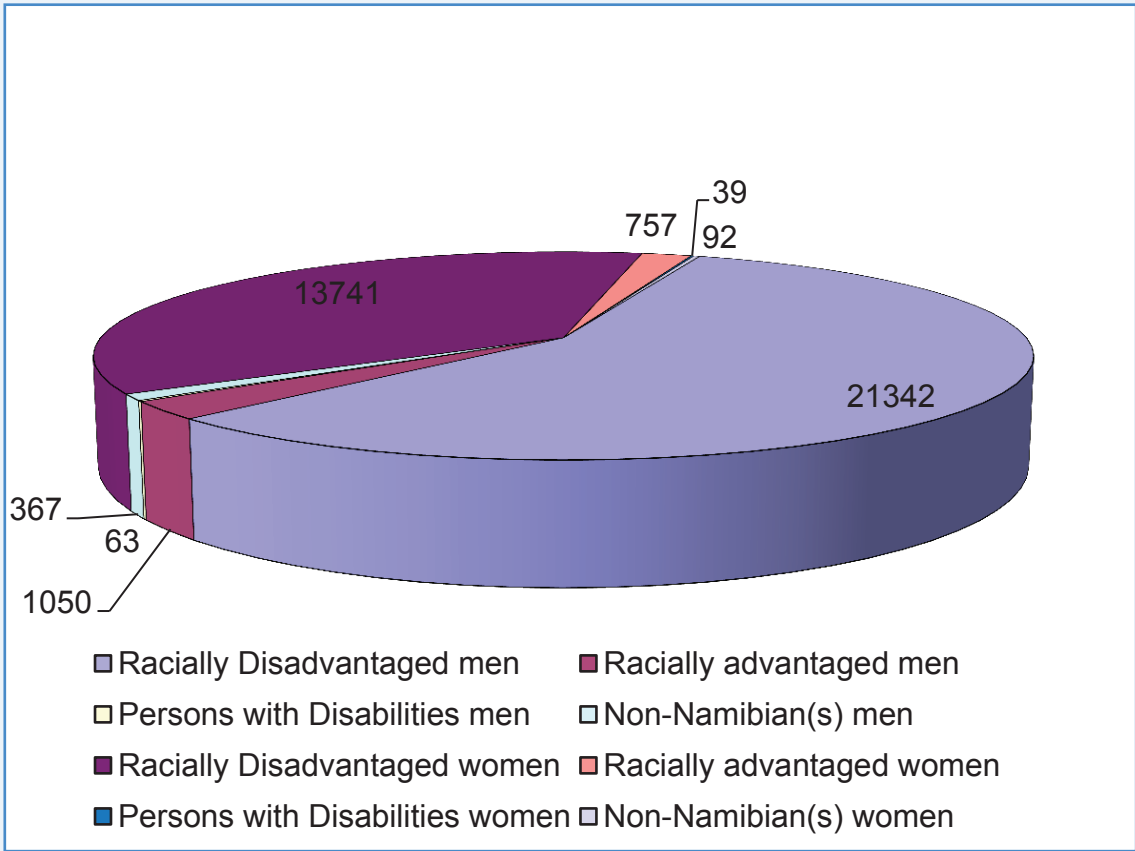


**Table 2: Recruitment
Cumulative**

	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	11	4	24	3	0	0	10	3	45	10	11
Senior Management	93	46	127	50	0	0	33	8	253	104	93
Middle Management	279	233	171	83	5	3	58	18	513	337	279
Specialised/skilled/senior supervisory	995	900	240	155	7	2	134	29	1376	1086	995
Skilled	4414	2809	267	251	16	8	36	20	4733	3088	4414
Semi-skilled	3813	2342	81	98	20	12	58	5	3972	2457	3813
Unskilled	5430	2660	17	8	13	13	0	0	5460	2681	5430
Total permanent	15035	8994	927	648	61	38	329	83	16352	9763	15035
Casual/temporary and seasonal	6307	4747	123	109	2	1	38	9	6470	4866	6307
Total	21342	13741	1050	757	63	39	367	92	22822	14629	21342

The number of people hired during the 2012/2013 review period increased by 8% compared to those recruited during the previous corresponding review period. Persons in designated groups accounted for 96% of people hired during the period under review, but only 39% of those hired were women and only 0.3% were persons with disabilities. Men accounted for 64% of the Executive Directors and Managers hired during the period under review.

Cumulative figures of the total persons recruited: Representation by race, gender disability status and non-Namibians



“Achieving employment equity through the elimination of employment barriers”

Cumulative Recruitment figures according to occupational category, race, gender disability status and non-Namibians

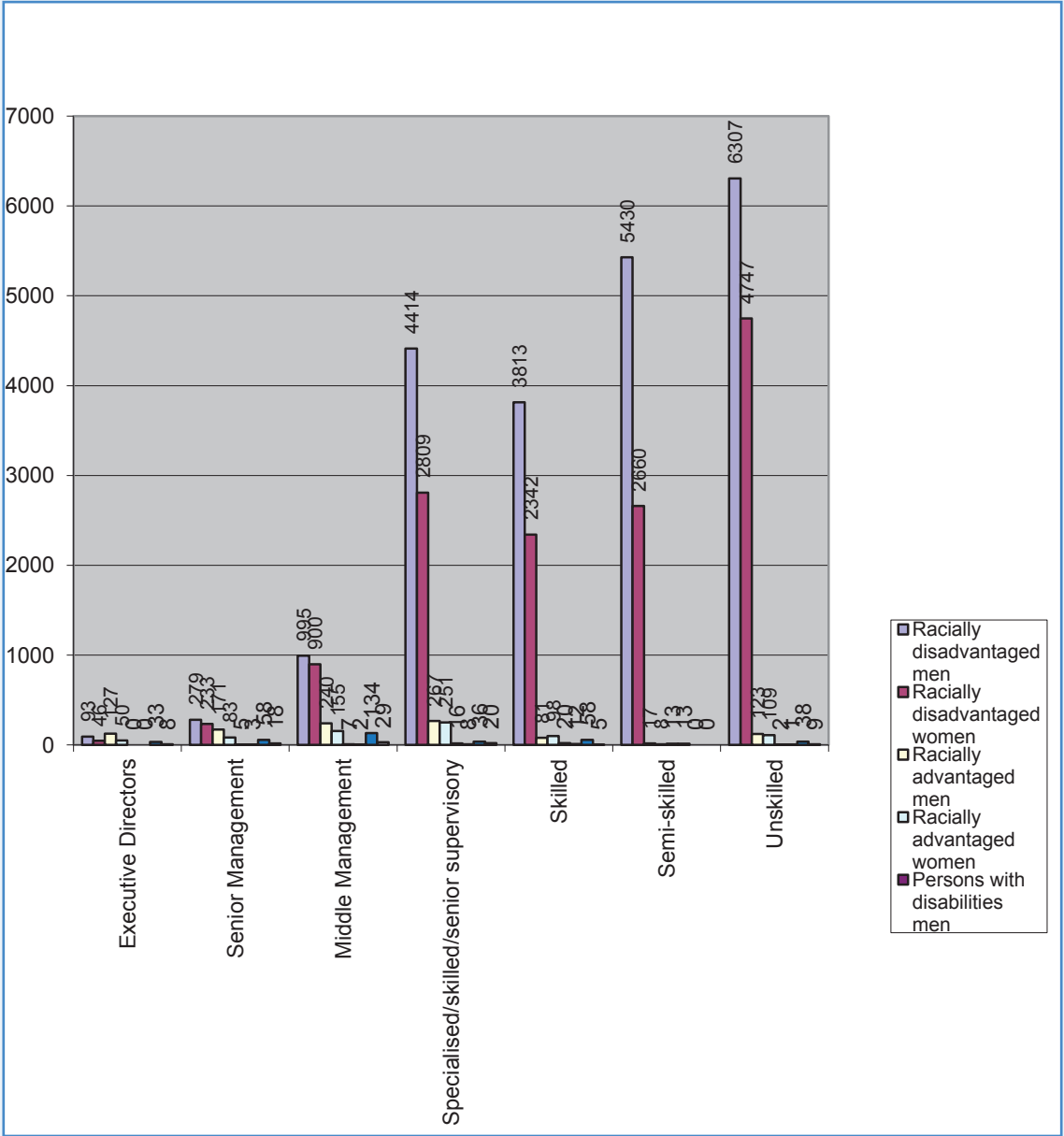
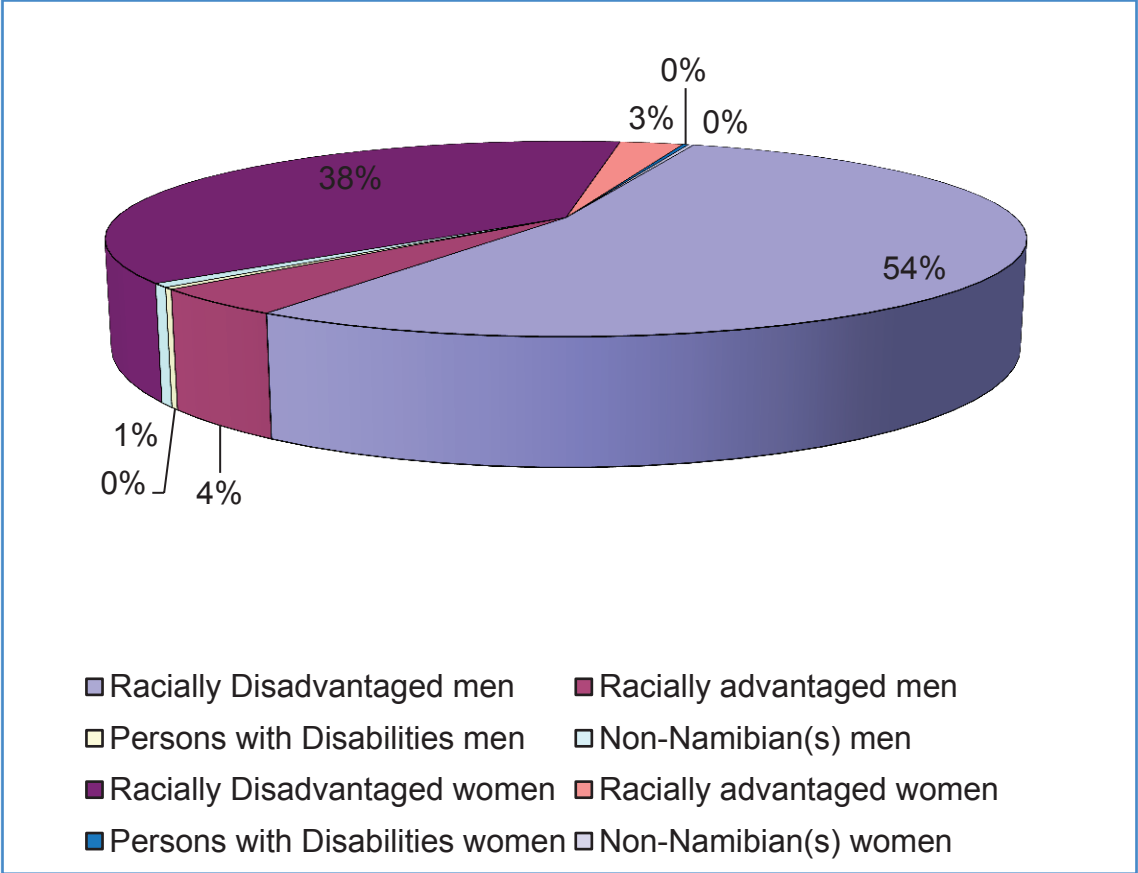


Table 3: Promotions**Cumulative**

	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	8	2	16	2	0	0	1	2	25	8	2
Senior Management	75	36	41	22	4	0	12	4	132	75	36
Middle Management	454	364	75	58	5	0	19	5	553	454	364
Specialised/skilled/ senior supervisory	511	448	115	61	3	0	14	5	643	511	448
Skilled	1166	806	51	43	4	1	1	1	1222	1166	806
Semi-skilled	1083	523	24	19	8	17	1	0	1116	1083	523
Unskilled	400	92	8	1	2	0	0	0	410	400	92
Total permanent	3697	2271	330	206	26	18	48	17	4101	3697	2271
Casual/temporary & seasonal	405	624	4	4	0	0	1	1	410	405	624
Total	4102	2895	334	210	26	18	49	18	4511	4102	2895

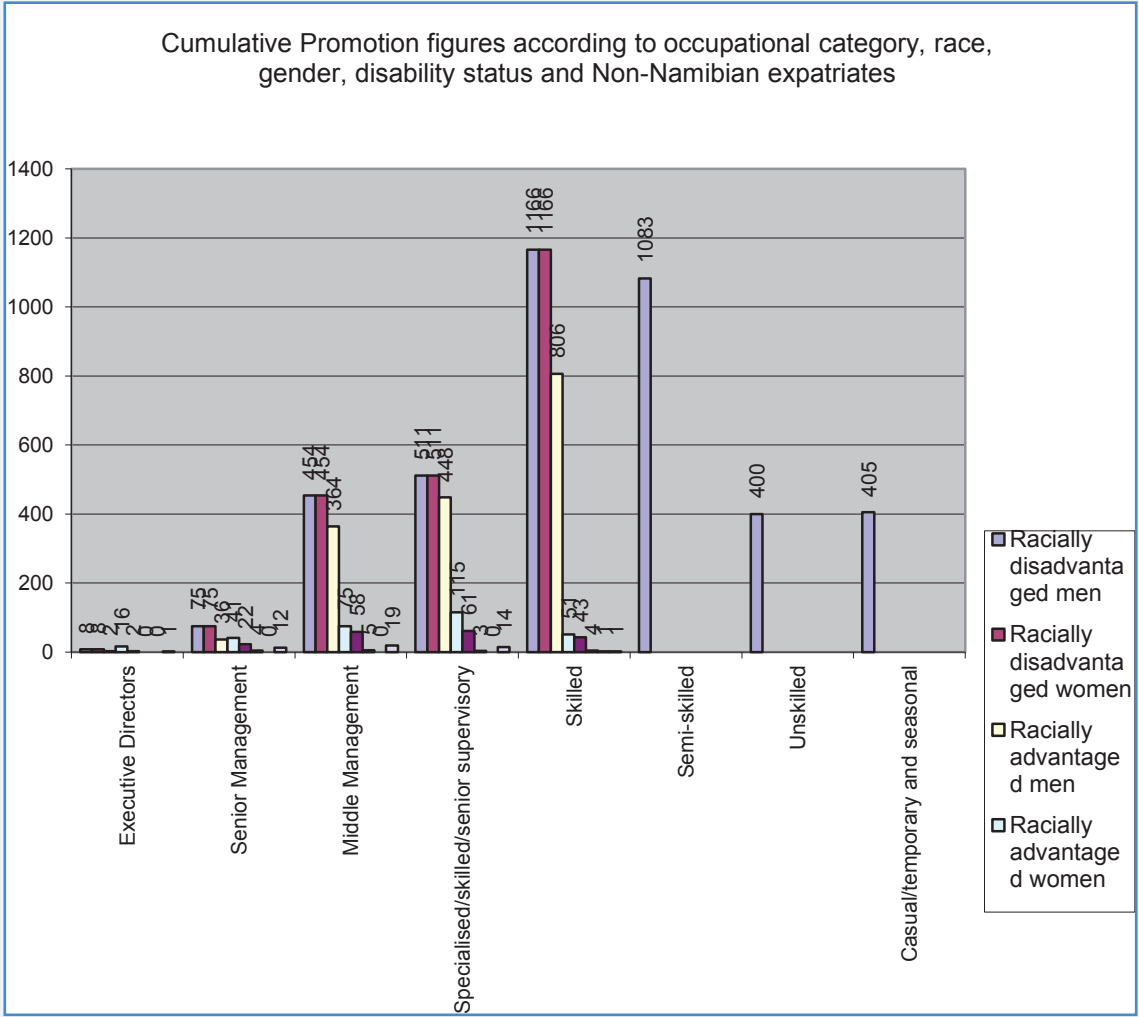
An increase of 19% in the number of employees promoted was recorded during the 2012/2013 review period, compared to the number promoted the previous review period. 57% of employees promoted were men, but only 0.6% were persons with disabilities and 0.9% were non-Namibians. 95% of the employees promoted were from designated groups.

Cumulative Promotion by Representation



“Achieving employment equity through the elimination of employment barriers”

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

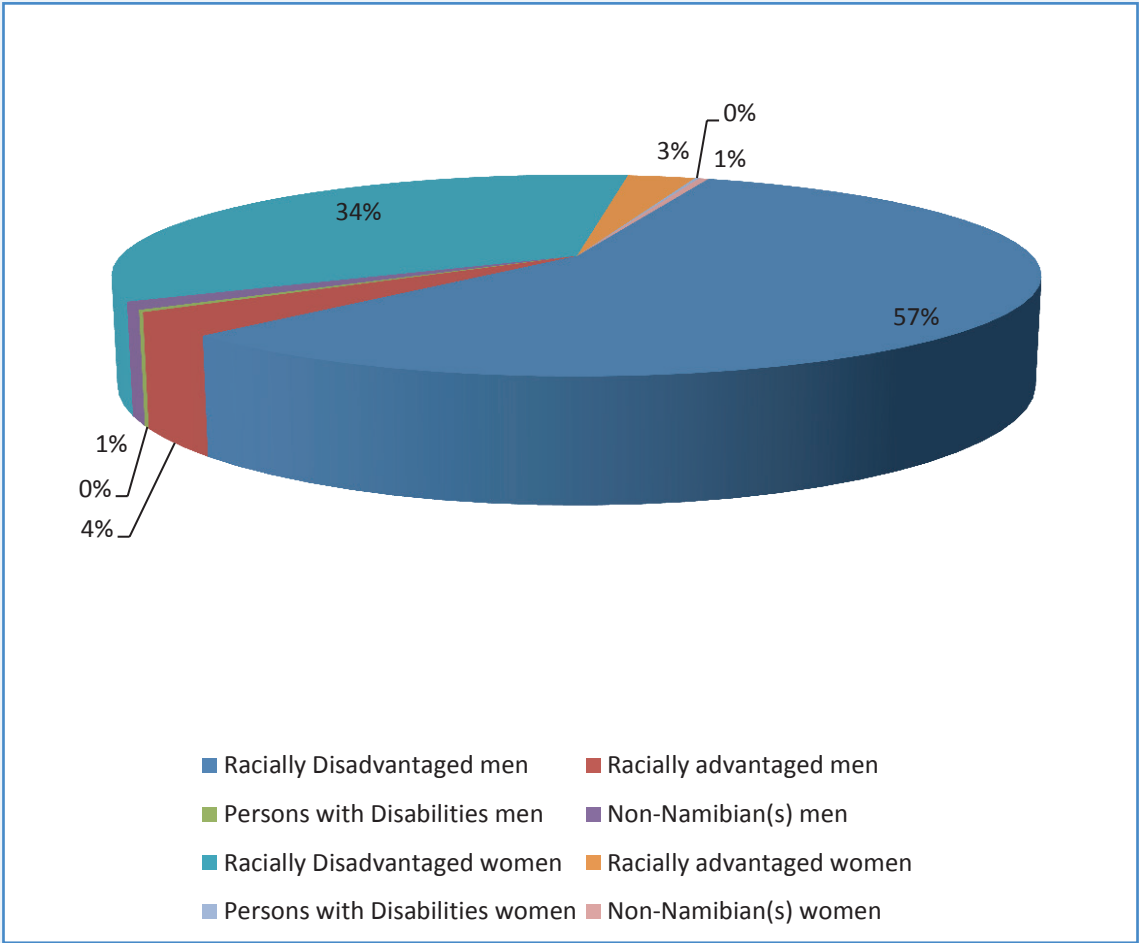


**Table 4: Termination
Cumulative**

	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	14	6	36	2	0	0	16	2	66	10	76
Senior Management	64	50	112	32	1	0	68	16	245	98	343
Middle Management	266	210	178	100	2	1	69	15	515	326	841
Specialised/skilled/senior supervisory	821	647	261	200	7	1	94	47	1183	895	2078
Skilled	2204	1615	221	265	7	5	62	17	2494	1902	4396
Semi-skilled	2876	1553	70	86	21	2	5	3	2972	1644	4616
Unskilled	3919	1828	24	22	16	14	0	1	3959	1865	5824
Total permanent	10164	5909	902	707	54	23	314	101	11434	6740	18174
Casual/temporary & seasonal	5621	3578	152	80	44	26	38	11	5855	3695	9550
Total	15785	9487	1054	787	98	49	352	112	17289	10435	27724

27 724 employees vacated their positions across all industrial sectors countrywide, representing a negligible drop of 0.2% in the number reported on during the previous corresponding review period. Male employees accounted for 62% of employees whose contracts of employment ended countrywide and 2% were non-Namibians. 95% employees who left their jobs were from designated groups, while 0.5% were persons with disabilities.

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



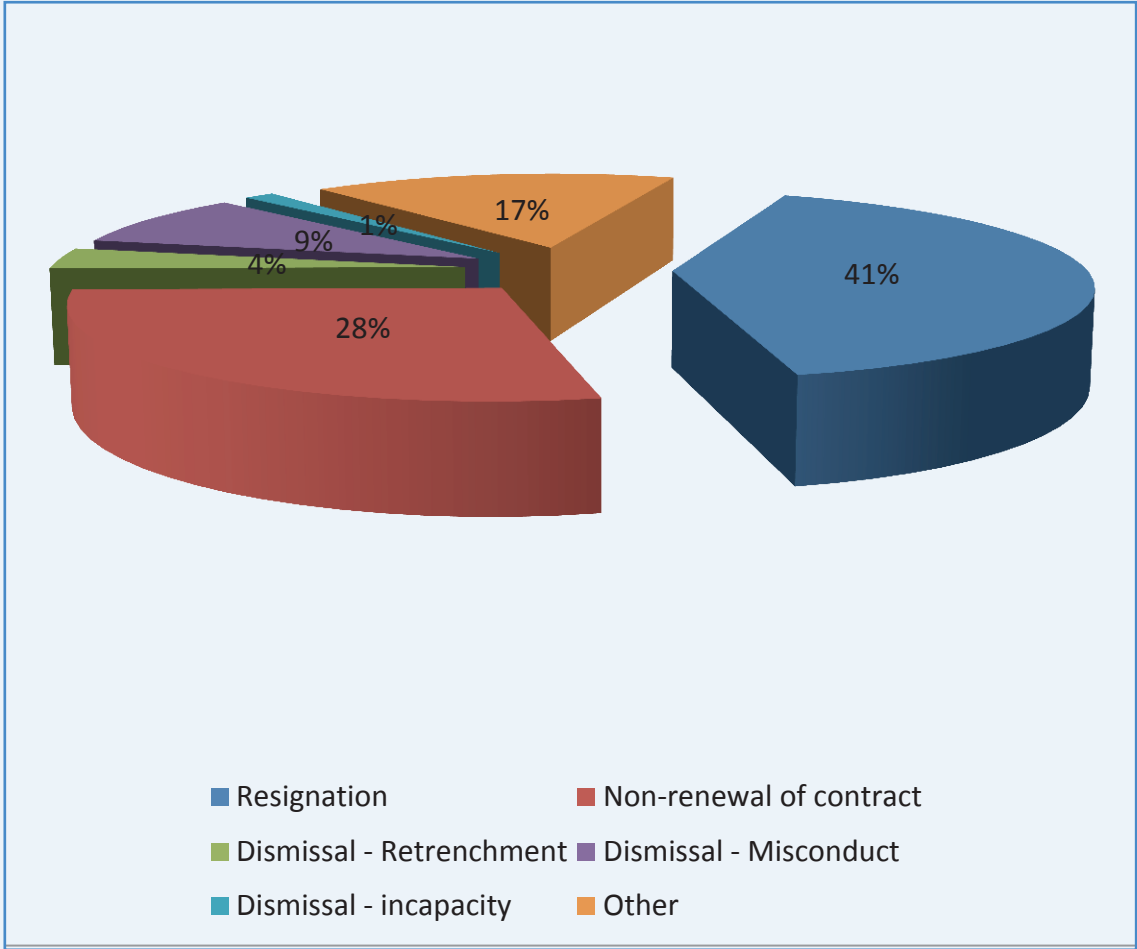
“Achieving employment equity through the elimination of employment barriers”

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	5900	3856	759	614	30	9	105	62	6794	4541	11335
Non-renewal of contract	4697	2796	101	71	11	10	127	40	4936	2917	7853
Dismissal - Retrenchment	670	265	42	21	3	0	12	2	727	288	1015
Dismissal - Misconduct	1803	647	28	20	3	0	12	1	1846	668	2514
Dismissal - incapacity	274	101	9	3	1	1	1	0	285	105	390
Other	2441	1822	115	58	50	29	95	7	2701	1916	4617
Total	15785	9487	1054	787	98	49	352	112	17289	10435	27724

Resignation accounted for the lion share of employment contract termination cases, viz. 41%, followed by non-renewal of contracts, 28%. Dismissal due to incapacity comprised the least of employment contract termination cases, viz. 1%. 97% of employees who were dismissed because of misconduct were Black, while 95% Black employees' contract of employment were not renewed.

Cumulative Termination Reasons

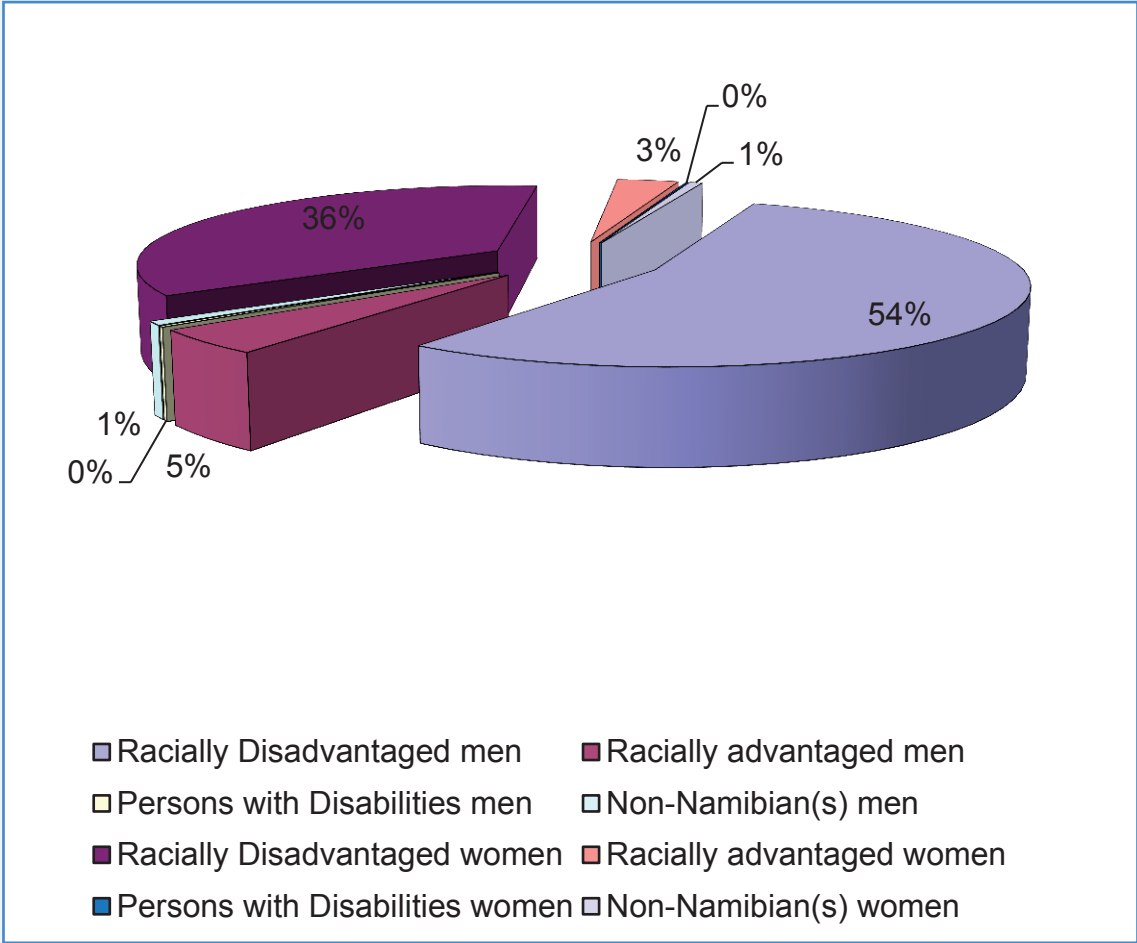


**Table 6: Training
Cumulative**

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	78	35	93	19	1	0	27	6	199	60	259
Senior Management	399	210	400	124	9	0	81	30	889	364	1253
Middle Management	1229	902	606	374	13	4	95	26	1943	1306	3249
Specialised/skilled/ senior supervisory	3129	2877	569	559	18	7	99	40	3815	3483	7298
Skilled	7033	4904	519	432	20	11	50	28	7622	5375	12997
Semi-skilled	6688	3808	166	109	26	24	45	7	6925	3948	10873
Unskilled	6989	3600	49	9	16	2	1	202	7055	3813	10868
Total permanent	25545	16336	2402	1626	103	48	398	339	28448	18349	46797
Casual/temporary & seasonal	2138	1847	40	30	4	3	5	4	2187	1884	4071
Total	27683	18183	2442	1656	107	51	403	343	30635	20233	50868

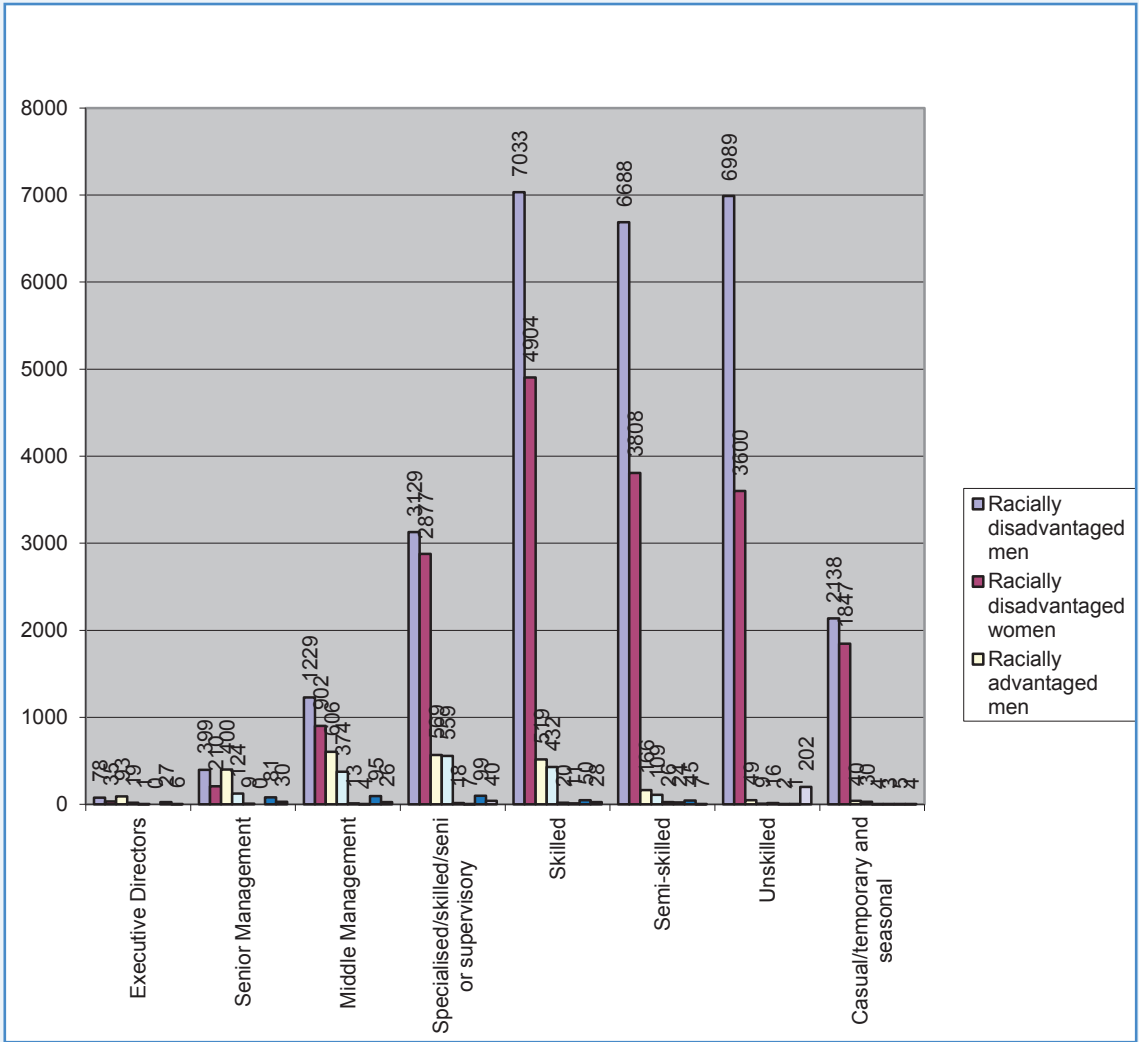
An aggregate of 50 868 employees were trained across all sectors during the 2012/2013 review period, representing an increase of 7% in the number of employees trained during the previous corresponding review period. Women accounted only for 40% of employees trained and 1% of employees trained was non-Namibians.

Cumulative: Training by Group Representation

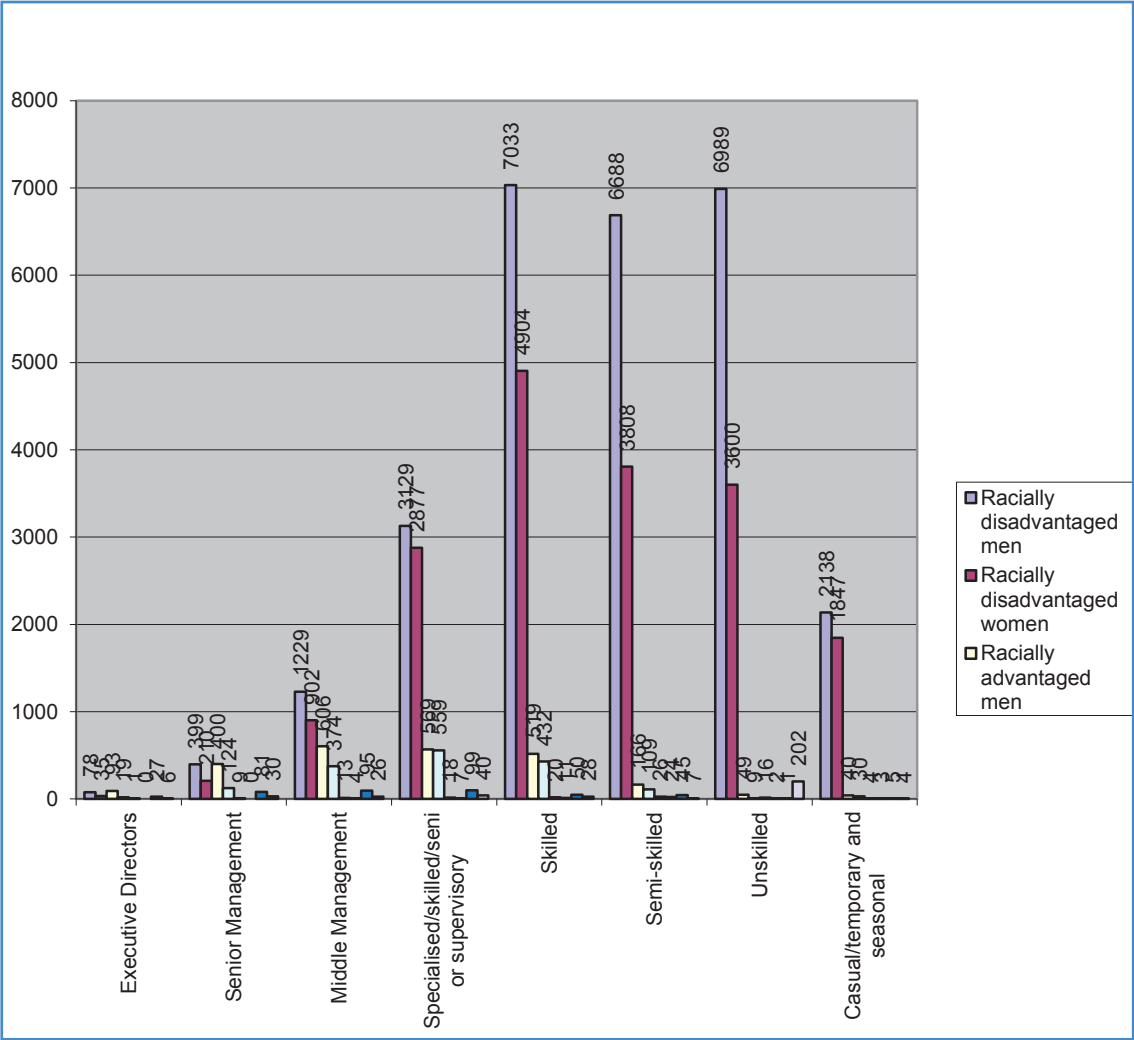


“Achieving employment equity through the elimination of employment barriers”

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



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



“Achieving employment equity through the elimination of employment barriers”

Agriculture

Table 1: Workforce Profile

	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	0	0	0	0	0	0	0	0	0	0	0
Senior Management	0	0	3	1	0	2	1	0	4	3	7
Middle Management	4	1	2	3	0	1	2	0	8	5	13
Specialised/skilled/ senior supervisory	21	5	0	3	0	0	0	0	21	8	29
Skilled	74	35	0	0	0	0	0	0	74	35	109
Semi-skilled	89	46	0	0	0	1	0	0	89	47	136
Unskilled	57	53	0	0	0	0	0	0	57	53	110
Total permanent	245	140	5	7	0	4	3	0	253	151	404
Casual/temporary and seasonal	259	952	0	0	0	0	0	0	259	952	1211
Total	504	1092	5	7	0	4	3	0	512	1103	1615

The Agriculture sector recorded a total of 1 615 employees, representing a decline of 38.6% in the number of employees reported on the previous review period. 99% of employees reported on, were previously racially disadvantaged but only 32% were women. The Agriculture sector was believed to be one of the largest employers, but the rather small number of employees reported on raised some questions about the representativity of the number of employees reported on in this sector. The small number could be attributed to the fact that many employers in the sector might not be relevant employers in terms of the law.

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	1	0	0	0	0	0	1	0	1
Middle Management	1	1	0	0	0	0	1	0	2	1	3
Specialised/skilled/ senior supervisory	3	1	0	1	0	0	0	0	3	2	5
Skilled	27	8	0	0	0	0	0	0	27	8	35
Semi-skilled	3	1	0	0	0	0	0	0	3	1	4
Unskilled	5	4	0	0	0	0	0	0	5	4	9
Total permanent	39	15	1	1	0	0	1	0	41	16	57
Casual/temporary and seasonal	115	513	0	0	0	0	0	0	115	513	628
Total	154	528	1	1	0	0	1	0	156	529	685

The Agriculture sector recruited 685 persons during the 2012/2013 review period, 99% of whom were from designated groups. Women accounted for 77% of those hired during the period under review. Only 0.3% of people hired were White and none from the persons with disabilities group.

Agriculture

Table 3: Promotions

	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	0	0	0	0	0	0	0	0	0	0	0
Senior Management	0	0	0	0	0	0	0	0	0	0	0
Middle Management	1	1	0	0	0	0	0	0	1	1	2
Specialised/skilled/ senior supervisory	5	5	0	0	0	0	0	0	5	5	10
Skilled	3	0	0	0	0	0	0	0	3	0	3
Semi-skilled	4	0	0	0	0	0	0	0	4	0	4
Unskilled	0	0	0	0	0	0	0	0	0	0	0
Total permanent	13	6	0	0	0	0	0	0	13	6	19
Casual/temporary & seasonal	115	506	0	0	0	0	0	0	115	506	621
Total	128	512	0	0	0	0	0	0	128	512	640

The Agriculture sector recorded 640 promotions during the 2012/2013 review period, 613 more than the 27 employees promoted during the previous corresponding period. Only 0.3%, of employees promoted were at managerial level.

Agriculture

Table 4: Termination

	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	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	1	1	0	0	0	0	2	1	3
Specialised/skilled/ senior supervisory	4	1	1	0	0	0	1	0	6	1	7
Skilled	4	0	0	0	0	0	0	0	4	0	4
Semi-skilled	6	9	0	0	0	0	0	0	6	9	15
Unskilled	27	4	0	0	0	0	0	0	27	4	31
Total permanent	42	14	3	1	0	0	1	0	46	15	61
Casual/temporary and seasonal	271	773	0	0	0	0	0	0	271	773	1044
Total	313	787	3	1	0	0	1	0	317	788	1105

The Agriculture sector recorded that a total of 1 105 employees left their posts during the review period 2012/2013, 99.5% of whom were previously racially disadvantaged. The large majority of workers who vacated their posts in the Agriculture sector were women, namely 71%.

Agriculture

Table 5: Termination Categories

	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
Termination Category	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Resignation	17	4	2	1	0	0	1	0	20	5	25
Non-renewal of contract	168	273	1	0	0	0	0	0	169	273	442
Dismissal - Retrenchment	1	2	0	0	0	0	0	0	1	2	3
Dismissal - Misconduct	2	0	0	0	0	0	0	0	2	0	2
Dismissal - incapacity	1	0	0	0	0	0	0	0	1	0	1
Other	124	508	0	0	0	0	0	0	124	508	632
Total	313	787	3	1	0	0	1	0	317	788	1105

Most employees, 57%, in the Agriculture sector left their jobs because of the unspecified reasons (“other”), followed by no-renewal of contracts, 40% and resignations, 2%.

Agriculture

Table 6: Training

	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	0	1	0	0	0	0	0	0	0	1	1
Senior Management	0	0	1	0	0	0	0	0	1	0	1
Middle Management	3	1	0	0	0	0	0	0	3	1	4
Specialised/skilled/ senior supervisory	16	3	0	0	0	0	0	0	16	3	19
Skilled	52	27	0	0	0	0	0	0	52	27	79
Semi-skilled	21	13	0	0	0	0	0	0	21	13	34
Unskilled	30	31	0	0	0	0	0	0	30	31	61
Total permanent	122	76	1	0	0	0	0	0	123	76	199
Casual/temporary and seasonal	115	506	0	0	0	0	0	0	115	506	621
Total	237	582	1	0	0	0	0	0	238	582	820

Altogether 820 employees were reported as having received training during the 2012/2013 review period, representing a decline of 6% in the number reported trained in the previous corresponding period. 71% of the employees trained were women and 99.8% were from 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	12	1	36	6	0	0	13	2	61	9	70
Senior Management	12	5	68	15	0	0	26	1	106	21	127
Middle Management	97	32	93	22	13	0	35	3	238	57	295
Specialised/skilled/ senior supervisory	232	37	75	25	4	0	83	5	394	67	461
Skilled	1181	124	67	35	6	0	74	4	1328	163	1491
Semi-skilled	1627	108	18	11	10	5	7	0	1662	124	1786
Unskilled	2139	326	7	0	10	1	0	0	2156	327	2483
Total permanent	5300	633	364	114	43	6	238	15	5945	768	6713
Casual/temporary and seasonal	1882	273	16	2	0	0	1	0	1899	275	2174
Total	7182	906	380	116	43	6	239	15	7844	1043	8887

The Construction Sector had a workforce complement of 8 887, representing an increase of 45% in the number of employees reported on during the 2011/2012 review period. Men employees constituted, by far, the majority of workers in the Construction Sector, namely 88%, but only 0.5% of workers in the Construction Sector were persons with disabilities.

Construction

Table 2: Recruitmen

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	2	1	4	1	5
Senior Management	3	1	8	0	0	0	7	0	18	1	19
Middle Management	20	7	15	3	1	0	11	3	47	13	60
Specialised/ skilled/ senior supervisory	33	3	21	10	3	0	13	4	70	17	87
Skilled	196	23	23	5	1	0	14	2	234	30	264
Semi-skilled	385	37	6	5	4	0	3	0	398	42	440
Unskilled	660	72	2	0	2	1	0	0	664	73	737
Total permanent	1298	143	76	23	11	1	50	10	1435	177	1612
Casual/ temporary and seasonal	1591	118	5	0	1	0	2	0	1599	118	1717
Total	2889	261	81	23	12	1	52	10	3034	295	3329

The Construction Sector recruited 3 329 employees, 91% of whom were men and 0.4% were persons with disabilities. Persons in designated groups accounted for 96% of the persons hired during the period under review.

Construction

Table 3: Promotions

	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	0	0	1	0	0	0	0	1	1	1	2
Senior Management	0	0	0	0	0	0	4	0	4	0	4
Middle Management	8	5	4	1	0	0	6	0	18	6	24
Specialised/skilled/ senior supervisory	26	5	6	3	0	0	6	0	38	8	46
Skilled	63	8	4	0	0	0	0	0	67	8	75
Semi-skilled	171	14	1	0	0	0	0	0	172	14	186
Unskilled	35	1	0	0	0	0	0	0	35	1	36
Total permanent	303	33	16	4	0	0	16	1	335	38	373
Casual/temporary & seasonal	38	6	0	0	0	0	0	0	38	6	44
Total	341	39	16	4	0	0	16	1	373	44	417

The Construction Sector promoted 417 employees during the period under review, but none of employees promoted belonged to the persons with disabilities group. 89% of employees promoted were men and 92% were from designated groups.

Construction

Table 4: Termination

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	0	0	0	0	1	0	1	0	1
Senior Management	1	0	7	0	0	0	5	1	13	1	14
Middle Management	24	7	10	3	0	0	8	1	42	11	53
Specialised/skilled/ senior supervisory	53	4	20	5	0	0	17	4	90	13	103
Skilled	156	14	15	4	0	0	37	1	208	19	227
Semi-skilled	229	15	3	4	2	0	3	0	237	19	256
Unskilled	424	39	1	2	1	0	0	0	426	41	467
Total permanent	887	79	56	18	3	0	71	7	1017	104	1121
Casual/temporary and seasonal	1595	182	17	2	0	0	18	0	1630	184	1814
Total	2482	261	73	20	3	0	89	7	2647	288	2935

The Construction Sector recorded 2 935 employment contract terminations during the period under review, an increase of 23% in the number of employment contract terminations recorded during the previous review period. 94% of employees who left their jobs were from designated groups.

Construction

Table 5: Termination Categories

	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
Termination Category	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Resignation	576	64	50	18	2	0	20	1	648	83	731
Non-renewal of contract	1423	143	4	1	0	0	57	6	1484	150	1634
Dismissal - Retrenchment	71	5	4	1	0	0	0	0	75	6	81
Dismissal - Misconduct	197	12	3	0	0	0	6	0	206	12	218
Dismissal - incapacity	23	1	0	0	0	0	0	0	23	1	24
Other	192	36	12	0	1	0	6	0	211	36	247
Total	2482	261	73	20	3	0	89	7	2647	288	2935

Non-renewal of employment contracts accounted for the largest number of employment contract terminations, 56%, followed by resignations, 25%, while the least employees left their jobs due to dismissal as a result of incapacity.

Construction

Table 6: Training

	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	7	1	6	1	0	0	0	0	13	2	15
Senior Management	5	2	14	3	0	0	8	2	27	7	34
Middle Management	44	21	27	7	1	0	2	0	74	28	102
Specialised/skilled/ senior supervisory	108	27	26	7	0	0	0	0	134	34	168
Skilled	401	57	40	11	1	1	3	2	445	71	516
Semi-skilled	521	50	4	7	1	0	0	0	526	57	583
Unskilled	854	113	1	0	1	0	0	0	856	113	969
Total permanent	1940	271	118	36	4	1	13	4	2075	312	2387
Casual/temporary and seasonal	381	31	3	0	0	0	0	0	384	31	415
Total	2321	302	121	36	4	1	13	4	2459	343	2802

2 802 employees were sent for training during the 2012/2013 review period, 88% of whom were men. 94% of employees trained occupied positions below the Management level.

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	3	3	0	0	0	3	3	11	6	17
Senior Management	40	25	18	11	0	0	26	10	84	46	130
Middle Management	157	124	44	50	3	1	85	29	289	204	493
Specialised/skilled/ senior supervisory	422	378	41	174	2	3	141	47	606	602	1208
Skilled	327	439	7	32	1	2	15	6	350	479	829
Semi-skilled	152	88	0	2	3	3	0	1	155	94	249
Unskilled	111	75	0	0	0	0	0	1	111	76	187
Total permanent	1214	1132	113	269	9	9	270	97	1606	1507	3113
Casual/temporary and seasonal	907	712	124	134	0	0	96	41	1127	887	2014
Total	2121	1844	237	403	9	9	366	138	2733	2394	5127

The Education sector recorded a total of 5 127 employees during the 2012/2013 review year, an increase of 19% in the number recorded during the previous corresponding review period. Women accounted for 47% of employees in the Education sector and occupied 40% of positions at Management levels while 24% of managers were non-Namibians. 86% of employees in the Education sector were persons from designated groups and only a mere 0.4% were persons with disabilities.

Education, Training & Development Sector

Table2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	1	0	0	0	0	0	1	0	1
Senior Management	4	1	2	1	0	0	3	3	9	5	14
Middle Management	21	21	3	4	2	0	15	7	41	32	73
Specialised/skilled/ senior supervisory	38	36	2	17	1	0	34	8	75	61	136
Skilled	105	97	2	4	0	0	1	0	108	101	209
Semi-skilled	24	22	0	0	0	0	0	0	46	22	68
Unskilled	26	8	0	0	0	0	0	0	26	8	34
Total permanent	218	185	10	26	3	0	53	18	284	229	513
Casual/temporary and seasonal	377	209	37	27	0	0	18	8	432	244	676
Total	595	394	47	53	3	0	71	26	716	473	1189

During the 2012/2013 review period, the Education sector hired 1 189 people, 5 people more than it hired during the previous review period. 88% of the people hired were from designated groups and 40% were women, while only 0.3% were persons with disabilities and 8% were non-Namibians. 48% of managers hired were Black and 42% were non-Namibians.

Education, Training & Development Sector

Table 3: Promotions

	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	0	0	0	0	0	0	0	0	0	0	0
Senior Management	3	1	1	2	0	0	3	1	7	4	11
Middle Management	11	17	0	3	0	0	1	2	12	22	34
Specialised/skilled/ senior supervisory	19	8	4	5	0	0	0	1	23	14	37
Skilled	34	11	0	1	0	0	0	0	34	12	46
Semi-skilled	7	6	0	1	0	0	0	0	7	7	14
Unskilled	37	24	0	0	0	0	0	0	37	24	61
Total permanent	111	67	5	12	0	0	4	4	120	83	203
Casual/temporary and seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	111	67	5	12	0	0	4	4	120	83	203

The Education sector's number of employees promoted increased by a whopping 145% compared to the promotion figure reported during the corresponding review period. 71% of managers promoted were Black and women comprised 41% of all employees promoted, while none from the persons with disabilities group was promoted.

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	1	1	0	0	0	1	1	2	2	4
Senior Management	5	2	0	0	1	0	11	6	17	8	25
Middle Management	14	6	6	2	0	0	8	3	28	11	39
Specialised/skilled/ senior supervisory	3	8	3	16	2	0	7	15	15	39	54
Skilled	29	28	2	4	0	0	1	5	32	37	69
Semi-skilled	4	2	0	0	0	0	0	0	4	2	6
Unskilled	1	1	0	0	0	0	0	0	1	1	2
Total permanent	56	48	12	22	3	0	28	30	99	100	199
Casual/temporary and seasonal	224	205	31	20	2	0	13	6	270	231	501
Total	280	253	43	42	5	0	41	36	369	331	700

The Education sector reported that a total of 700 employees left their jobs during the period under review, 8% more than the number reported during the previous corresponding review period. 11% of those who vacated their positions were non-Namibians and 83% were persons from designated groups.

Education, Training & Development Sector

Table 5: Termination Categories

	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
Termination Category	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Resignation	46	43	10	18	3	0	10	22	69	83	152
Non-renewal of contract	106	77	26	11	0	0	21	10	153	98	251
Dismissal - Retrenchment	0	0	0	2	0	0	0	1	0	3	3
Dismissal - Misconduct	2	0	0	0	0	0	1	0	3	0	3
Dismissal - incapacity	0	0	1	0	0	0	1	0	2	0	2
Other	126	133	6	11	2	0	8	3	142	147	289
Total	280	253	43	42	5	0	41	36	369	331	700

Unspecified reasons (“other”) accounted for the majority of employment contract terminations, 41%, followed by non-renewal of employment contracts, 36% and resignation, 22%. Dismissals accounted for the least of employment contract termination cases.

Education, Training & Development Sector

Table 6: Training

	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	2	2	0	0	0	0	3	3	5	5	10
Senior Management	9	13	6	2	0	0	3	3	18	18	36
Middle Management	42	62	6	11	0	0	1	4	49	77	126
Specialised/skilled/ senior supervisory	185	210	4	63	1	0	3	10	193	283	476
Skilled	56	87	0	17	0	2	0	0	56	106	162
Semi-skilled	15	21	0	0	0	0	0	0	15	21	36
Unskilled	9	0	0	0	0	1	0	0	9	1	10
Total permanent	318	395	16	93	1	3	10	20	345	511	856
Casual/temporary and seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	318	395	16	93	1	3	10	20	345	511	856

The Education sector reported to have trained 856 of its employees during the period under review, 31% more than the number trained during the previous corresponding period. Women accounted for 59% of employees trained and only 0.5% employees trained were from the persons with disabilities group.

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	20	10	21	7	0	0	9	2	50	19	69
Senior Management	68	49	105	47	0	0	16	9	189	105	294
Middle Management	154	230	158	412	5	0	17	12	334	654	988
Specialised/skilled/ senior supervisory	472	987	97	255	3	3	4	9	576	1254	1830
Skilled	738	1531	54	121	5	9	10	2	807	1663	2470
Semi-skilled	450	567	22	35	0	2	2	0	474	604	1078
Unskilled	72	80	2	1	0	1	0	0	74	82	156
Total permanent	1974	3454	459	878	13	15	58	34	2504	4381	6885
Casual/temporary and seasonal	57	149	12	27	0	0	1	1	70	177	247
Total	2031	3603	471	905	13	15	59	35	2574	4558	7132

The Financial Intermediation sector reported to have 7 132, representing a decline of 7% in the number of employees reported on by the sector in the previous corresponding review period. Women constituted the majority of employees in the sector, namely 64% while only 0.4% of employees were persons with disabilities and 1% was non-Namibians.

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	1	0	2	0	0	0	2	0	5	0	5
Senior Management	9	4	9	4	0	0	1	1	19	9	28
Middle Management	24	22	13	10	0	0	6	2	43	34	77
Specialised/skilled/ senior supervisory	123	139	18	25	0	0	0	1	141	165	306
Skilled	185	334	14	23	0	0	2	0	201	357	558
Semi-skilled	110	109	1	4	0	0	2	0	113	113	226
Unskilled	13	15	0	0	0	0	0	0	13	15	28
Total permanent	465	623	57	66	0	0	13	4	535	693	1228
Casual/temporary and seasonal	58	152	11	27	0	0	1	0	70	179	249
Total	523	775	68	93	0	0	14	4	605	872	1477

Altogether 1 477 were hired by the Financial Intermediation sector, 8% less than the number hired during the previous corresponding review period. Women accounted for the majority of persons hired, namely 59%. 39% of the managers hired were women and 11% were non-Namibians but none from the persons with disability group.

Financial Intermediation

Table 3: Promotions

	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	3	1	3	0	0	0	0	0	6	1	7
Senior Management	8	9	7	7	1	0	1	1	17	17	34
Middle Management	20	27	16	16	1	0	1	1	38	44	82
Specialised/skilled/ senior supervisory	48	94	8	16	0	0	1	2	57	112	169
Skilled	83	150	3	13	0	0	0	0	86	163	249
Semi-skilled	5	11	0	1	0	0	0	0	5	12	17
Unskilled	0	1	0	0	0	0	0	0	0	1	1
Total permanent	167	293	37	53	2	0	3	4	209	350	559
Casual/temporary and seasonal	4	10	2	4	0	0	0	1	6	15	21
Total	171	303	39	57	2	0	3	5	215	365	580

The Financial Intermediation sector recorded 580 promotions, 92% whom were from the persons in designated groups and 63% were women. The previously racially disadvantaged accounted for 55% of promotions at the Executive Directors and Management levels while 40% were White and 30% non-Namibians.

Financial Intermediation

Table 4: Termination

	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	3	0	2	0	0	0	0	0	5	0	5
Senior Management	8	11	11	3	0	0	4	0	23	14	37
Middle Management	29	31	12	14	0	0	2	2	43	47	90
Specialised/skilled/ senior supervisory	149	179	9	48	0	0	3	0	161	227	388
Skilled	148	181	11	39	1	0	2	0	162	220	382
Semi-skilled	112	65	0	1	0	1	0	0	112	67	179
Unskilled	15	8	1	0	0	0	0	1	16	9	25
Total permanent	464	475	46	105	1	1	11	3	522	584	1106
Casual/temporary and seasonal	66	139	6	24	0	0	0	1	72	164	236
Total	530	614	52	129	1	1	11	4	594	748	1342

A total of 1 342 employees left their jobs in the Financial Intermediation sector, 95% of whom were from designated groups. Women accounted for 56% of the people who vacated their positions in the Financial Intermediation sector while 85% of employees whose contracts of employment ended were Black.

Financial Intermediation

Table 5: Termination Categories

	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
Termination Category	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Resignation	333	361	31	94	1	1	7	3	372	459	831
Non-renewal of contract	67	141	10	22	0	0	2	1	79	164	243
Dismissal - Retrenchment	7	5	3	2	0	0	0	0	10	7	17
Dismissal - Misconduct	64	30	0	1	0	0	0	0	64	31	95
Dismissal - incapacity	8	2	3	0	0	0	0	0	11	2	13
Other	51	75	5	10	0	0	2	0	58	85	143
Total	530	614	52	129	1	1	11	4	594	748	1342

Resignation accounted for the majority of employment contract terminations in the Financial Intermediation sector, namely 85%, followed by non-renewal of contracts, 18% and unspecified reasons “other”, 11%. Dismissals because of incapacity accounted for the least employment contract terminations, namely, 1%.

Financial Intermediation

Table 6: Training

	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	16	12	18	6	0	0	9	3	43	21	64
Senior Management	65	56	85	41	1	0	10	8	161	105	266
Middle Management	113	156	116	140	3	0	10	6	242	302	544
Specialised/ skilled/ senior supervisory	385	834	58	182	1	1	4	6	448	1023	1471
Skilled	517	1089	27	61	4	2	4	0	552	1152	1704
Semi-skilled	160	235	5	13	0	3	0	0	165	251	416
Unskilled	22	40	0	1	0	0	0	0	22	41	63
Total permanent	1278	2422	309	444	9	6	37	23	1633	2895	4528
Casual/ temporary and seasonal	75	129	15	21	0	0	4	4	94	154	248
Total	1353	2551	324	465	9	6	41	27	1727	3049	4776

The Financial Intermediation sector reported to have trained 4 776 employees during the 201/2013 review period, 27% less than the sector reported to have trained in the previous corresponding review period. Women accounted for 64% of the employees trained while only 0.3% of employees trained were from the disabilities group.

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	0	3	10	1	0	0	2	0	12	4	16
Senior Management	32	7	24	5	1	0	8	0	65	12	77
Middle Management	127	21	46	14	0	1	17	5	190	41	231
Specialised/skilled/ senior supervisory	164	53	27	17	0	0	18	1	209	71	280
Skilled	535	484	11	18	2	0	5	1	553	503	1056
Semi-skilled	728	202	2	4	2	0	1	1	733	207	940
Unskilled	1380	1987	0	0	3	0	0	0	1383	1987	3370
Total permanent	2966	2757	120	59	8	1	51	8	3145	2825	5970
Casual/temporary and seasonal	2135	1410	0	2	6	1	0	0	2141	1413	3554
Total	5101	4167	120	61	14	2	51	8	5286	4238	9524

The Fishing sector reported on a combined workforce comprising 9 524 employees during 2013/2013 review period of which 98% were persons in designated groups and 0, 6% were expatriates. Women accounted for 44% of the total workforce in the Fishing sector and only 0, 2% were persons with disabilities. Black employees accounted for 59% of positions at the Directors and Managers levels while non-Namibians accounted for 10% of positions at those levels.

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	1	0	0	0	2	0	3	0	3
Senior Management	4	1	4	1	0	0	0	0	8	2	10
Middle Management	7	1	5	0	0	0	0	0	12	1	13
Specialised/skilled/ senior supervisory	22	8	9	0	0	0	2	0	33	8	41
Skilled	40	16	4	4	1	0	0	0	45	20	65
Semi-skilled	43	32	0	2	0	0	0	0	43	34	77
Unskilled	132	288	0	0	0	0	0	0	132	288	420
Total permanent	248	346	23	7	1	0	4	0	276	353	629
Casual/temporary and seasonal	192	188	1	0	0	0	0	0	193	188	381
Total	440	534	24	7	1	0	4	0	469	541	1010

Altogether 1 010 persons were hired in the Fishing sector, representing a slight drop of 6% in the number hired during the previous corresponding period. The previously racially disadvantaged persons comprised 96% of the people hired during the period under review, while 3% were White and 0.4% were non-Namibians. Only one person from the person with disabilities group was recruited.

Fishing

Table 3: Promotions

	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	0	0	1	0	0	0	0	0	1	0	1
Senior Management	0	0	1	0	0	0	0	0	1	0	1
Middle Management	4	3	1	0	0	0	0	0	5	3	8
Specialised/skilled/ senior supervisory	7	3	2	0	0	0	1	0	10	3	13
Skilled	11	10	1	0	0	0	0	0	12	10	22
Semi-skilled	44	12	0	0	0	0	0	0	44	12	56
Unskilled	3	0	0	0	0	0	0	0	3	0	3
Total permanent	69	28	6	0	0	0	1	0	76	28	104
Casual/temporary and seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	69	28	6	0	0	0	1	0	76	28	104

The Fishing sector effected 104 promotions, 93 of which affected persons in designated groups. Women accounted only for 27% of employees promoted during the period under review and no one from the disability group was promoted.

Fishing

Table 4: Termination

	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	1	0	4	0	0	0	0	0	5	0	5
Senior Management	1	3	6	1	0	0	0	0	7	4	11
Middle Management	8	1	6	0	0	0	1	0	15	1	16
Specialised/skilled/ senior supervisory	19	4	7	1	0	0	3	0	29	5	34
Skilled	36	23	2	6	0	0	0	0	38	29	67
Semi-skilled	53	15	2	0	2	0	0	0	57	15	72
Unskilled	52	14	2	0	0	0	0	0	54	14	68
Total permanent	170	60	29	8	2	0	4	0	205	68	273
Casual/temporary and seasonal	401	127	4	1	0	0	0	0	405	128	533
Total	571	187	33	9	2	0	4	0	610	196	806

806 people left their jobs in the Fishing sector during the period under review 76% of whom were men. The termination figures represented a whopping increase of 130% in the number of persons who vacated their positions during the corresponding review period.

Fishing

Table 5: Termination Categories

	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
Termination Category	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Resignation	101	47	19	5	0	0	1	0	121	52	173
Non-renewal of contract	236	107	2	0	0	0	3	0	241	107	348
Dismissal - Retrenchment	66	3	7	1	2	0	0	0	75	4	79
Dismissal - Misconduct	25	1	0	0	0	0	0	0	25	1	26
Dismissal - incapacity	3	0	0	0	0	0	0	0	3	0	3
Other	140	29	5	3	0	0	0	0	145	32	177
Total	571	187	33	9	2	0	4	0	610	196	806

Non-renewal of employment contract accounted for 43% of contract termination cases, followed by unspecified reasons ("other"), 22% and resignations, 21%.

Fishing

Table 6: Training

	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	0	3	18	0	0	0	0	0	18	3	21
Senior Management	42	7	57	0	0	0	4	0	103	7	110
Middle Management	173	44	62	18	0	0	0	0	235	62	297
Specialised/skilled/ senior supervisory	166	92	34	77	0	0	0	2	200	171	371
Skilled	425	433	1	7	0	0	0	0	426	440	866
Semi-skilled	298	129	0	0	0	0	0	0	298	129	427
Unskilled	707	586	0	0	0	0	0	0	707	586	1293
Total permanent	1811	1294	172	102	0	0	4	2	1987	1398	3385
Casual/temporary and seasonal	200	88	0	1	0	0	0	0	200	89	289
Total	2011	1382	172	103	0	0	4	2	2187	1487	3674

The Fishing sector reported to have sent 3 474, in total, for training during the period under review, an increase of 44% in the number of employees trained during the previous corresponding period. 67% of Executive Directors and Managers trained during the 2012/2013 were from designated groups and 40% were women while none from the persons with disabilities group.

Health & Welfare Sector

Table 1: Workforce Profile

	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	3	4	17	4	0	1	4	5	24	14	38
Senior Management	3	8	14	12	0	0	0	1	17	21	38
Middle Management	20	49	10	33	0	0	0	3	30	85	115
Specialised/skilled/ senior supervisory	34	378	6	45	0	2	20	22	60	447	507
Skilled	139	469	2	51	1	2	18	22	160	544	704
Semi-skilled	106	414	1	6	0	1	0	4	107	425	532
Unskilled	33	68	0	0	0	0	0	0	33	68	101
Total permanent	338	1390	50	151	1	6	42	57	431	1604	2035
Casual/temporary and seasonal	25	47	1	5	0	0	0	1	26	53	79
Total	363	1437	51	156	1	6	42	58	457	1657	2114

The Health and Welfare sector reported to have a combined workforce of 2 114, an increase of 30% in the number of employees recorded in the previous corresponding review period. 71% of Executive Directors and Managers were persons in designated groups while 63% were women. Women accounted for 78% of the total number of employees in the Health and Welfare sector.

Health & Welfare Sector

Table 2: Recruitment

	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	0	0	1	1	0	0	0	0	1	1	2
Senior Management	0	1	1	4	0	0	0	0	1	5	6
Middle Management	8	7	2	3	0	0	0	2	10	12	22
Specialised/skilled/ senior supervisory	13	99	1	6	0	0	4	13	18	118	136
Skilled	42	106	3	14	0	0	2	11	47	131	178
Semi-skilled	30	43	0	2	0	0	0	4	30	49	79
Unskilled	5	15	0	0	0	0	0	0	5	15	20
Total permanent	98	271	8	30	0	0	6	30	112	331	443
Casual/temporary and seasonal	10	29	0	4	0	0	0	0	10	33	43
Total	108	300	8	34	0	0	6	30	122	364	486

The Health and Welfare sector recruited 486 people during the 2012/2013 review period, 12% more than the number hired during the previous corresponding period. 75% of the persons hired were women but none from the persons with disabilities group was hired during the period under review.

Health & Welfare Sector

Table 3: Promotions

	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	0	0	0	0	0	0	0	0	0	0	0
Senior Management	0	1	0	1	0	0	0	0	0	2	2
Middle Management	2	7	0	0	0	0	0	0	2	7	9
Specialised/skilled/ senior supervisory	3	13	0	1	0	0	0	0	3	14	17
Skilled	7	17	0	0	0	0	0	0	7	17	24
Semi-skilled	5	3	0	0	0	0	0	0	5	3	8
Unskilled	0	0	0	0	0	0	0	0	0	0	0
Total permanent	17	41	0	2	0	0	0	0	17	43	60
Casual/temporary and seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	17	41	0	2	0	0	0	0	17	43	60

The Health and Welfare sector promoted 60 employees during the period under review and all employees promoted were from designated groups. Women comprised 72% of employees promoted.

Health & Welfare Sector

Table 4: Termination

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	3	0	0	0	0	1	3	1	4
Senior Management	0	0	1	3	0	0	0	0	1	3	4
Middle Management	1	1	4	4	0	0	1	1	6	6	12
Specialised/skilled/ senior supervisory	7	59	4	11	0	0	1	9	12	79	91
Skilled	49	85	10	39	0	1	4	6	63	131	194
Semi-skilled	23	58	0	5	0	0	0	0	23	63	86
Unskilled	6	9	0	0	0	0	0	0	6	9	15
Total permanent	86	212	22	62	0	1	6	17	114	292	406
Casual/temporary and seasonal	8	37	1	3	0	0	0	2	9	42	51
Total	94	249	23	65	0	1	6	19	123	334	457

457 people vacated their posts during the period under review, 73% of whom were women and 5% were non-Namibians. Persons in designated groups accounted for 89% employees whose employment contracts ended during 2012/2013 review period.

Health & Welfare Sector

Table 5: Termination Categories

	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
Termination Category	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Resignation	73	175	21	57	0	1	3	13	97	246	343
Non-renewal of contract	4	36	1	0	0	0	3	5	8	41	49
Dismissal - Retrenchment	0	2	0	0	0	0	0	0	0	2	2
Dismissal - Misconduct	3	10	0	4	0	0	0	0	3	14	17
Dismissal - incapacity	0	0	1	0	0	0	0	0	1	0	1
Other	14	26	0	4	0	0	0	1	14	31	45
Total	94	249	23	65	0	1	6	19	123	334	457

Resignations accounted for 75% of employment contract terminations, followed by non-renewal of contract, 11%.

Health & Welfare Sector

Table 6: Training

	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	0	0	2	0	0	0	0	0	2	0	2
Senior Management	1	5	1	8	0	1	1	0	3	14	17
Middle Management	5	27	2	7	0	0	0	1	7	35	42
Specialised/skilled/ senior supervisory	13	171	1	15	0	0	5	9	19	195	214
Skilled	51	214	0	7	0	1	8	13	59	235	294
Semi-skilled	27	77	0	0	0	0	0	0	27	77	104
Unskilled	8	12	0	0	0	0	0	1	8	13	21
Total permanent	105	506	6	37	0	2	14	24	125	569	694
Casual/temporary and seasonal	3	21	0	0	0	0	0	0	3	21	24
Total	108	527	6	37	0	2	14	24	128	590	718

The Health and Welfare sector reported to have trained 718 employees, 82% of whom were women. The number of people trained in this sector represented a decline of 26% in the number of employees trained in the previous corresponding period.

Information Systems, Electronics and Telecommunications Technologies Sector

Table 1: Workforce Profile

	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	12	5	23	1	0	0	8	0	43	6	49
Senior Management	32	10	34	9	1	0	11	3	78	22	100
Middle Management	63	29	47	29	0	0	6	0	116	58	174
Specialised/skilled/ senior supervisory	212	92	130	40	5	0	14	1	361	133	494
Skilled	609	361	131	44	4	3	17	5	761	413	1174
Semi-skilled	366	240	11	18	2	2	0	0	379	260	639
Unskilled	66	45	1	1	0	0	0	0	67	46	113
Total permanent	1360	782	377	142	12	5	56	9	1805	938	2743
Casual/temporary and seasonal	225	46	5	3	0	0	0	0	230	49	279
Total	1585	828	382	145	12	5	56	9	2035	987	3022

The Information Systems, Electronics and Telecommunications Technologies Sector recorded a slight rise of 3%, in the number of people employed in this sector compared to the previous corresponding period. Women appeared to be under-represented in this sector as they comprised only 33% of employees in the sector and persons with disabilities, 0.6%.

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	1	2	1	0	0	0	0	0	2	2	4
Senior Management	0	0	6	2	0	0	1	0	7	2	9
Middle Management	8	3	5	5	0	0	0	0	13	8	21
Specialised/skilled/ senior supervisory	28	14	11	2	0	0	0	0	39	16	55
Skilled	107	62	20	13	1	0	1	0	129	75	204
Semi-skilled	38	22	1	3	0	0	0	0	39	25	64
Unskilled	17	12	1	0	0	0	0	0	18	12	30
Total permanent	199	115	45	25	1	0	2	0	247	140	387
Casual/temporary and seasonal	160	24	4	3	0	0	0	0	164	27	191
Total	359	139	49	28	1	0	2	0	411	167	578

71% of people hired by this sector during the 2012/2013 reporting period were men and 91% were persons from designated groups.

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	2	0	1	0	0	0	0	0	3	0	3
Senior Management	7	0	3	0	0	0	1	0	11	0	11
Middle Management	13	3	2	3	0	0	0	1	15	7	22
Specialised/skilled/ senior supervisory	21	11	5	1	0	0	1	0	27	12	39
Skilled	21	14	10	2	0	0	1	1	32	17	49
Semi-skilled	5	9	2	1	1	0	0	0	8	10	18
Unskilled	1	0	0	0	1	0	0	0	2	0	2
Total permanent	70	37	23	7	2	0	3	2	98	46	144
Casual/temporary and seasonal	1	1	0	0	0	0	0	0	1	1	2
Total	71	38	23	7	2	0	3	2	99	47	146

The Information Systems sector was, by comparison, a small sector and reported to have promoted only 146 employees, 81% of whom were from designated groups.

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	1	0	3	0	0	0	2	0	6	0	6
Senior Management	2	0	3	1	0	0	0	0	5	1	6
Middle Management	4	4	6	3	0	0	2	0	12	7	19
Specialised/skilled/ senior supervisory	27	9	17	9	1	0	1	0	46	18	64
Skilled	78	31	22	7	1	0	2	0	103	38	141
Semi-skilled	37	13	7	2	1	0	0	0	45	15	60
Unskilled	8	7	0	0	0	0	0	0	8	7	15
Total permanent	157	64	58	22	3	0	7	0	225	86	311
Casual/temporary and seasonal	128	50	5	3	0	0	1	0	134	53	187
Total	285	114	63	25	3	0	8	0	359	139	498

The Information Systems, Electronics and Telecommunications Technologies sector recorded 498 employment contracts termination during the period under review, 86% of whom were from designated groups and 28% were women.

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	124	59	47	21	2	0	7	0	180	80	260
Non-renewal of contract	100	35	8	4	0	0	0	0	108	39	147
Dismissal - Retrenchment	12	1	1	0	0	0	0	0	13	1	14
Dismissal - Misconduct	17	2	1	0	0	0	1	0	19	2	21
Dismissal - incapacity	0	0	0	0	0	0	0	0	0	0	0
Other	32	17	6	0	1	0	0	0	39	17	56
Total	285	114	63	25	3	0	8	0	359	139	498

As it was the case with many other sectors, resignations accounted for most employment contracts terminations, namely 52% followed by non-renewal of contracts, 30%. However, the sector recorded no employment terminations due to dismissal because of incapacity.

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	2	0	2	0	0	0	1	0	5	0	5
Senior Management	18	10	25	1	0	0	0	3	43	14	57
Middle Management	34	18	24	17	0	0	1	0	59	35	94
Specialised/skilled/ senior supervisory	102	36	34	14	1	0	1	0	138	50	188
Skilled	580	296	110	32	1	0	2	0	693	328	1021
Semi-skilled	232	169	7	8	1	0	0	0	240	177	417
Unskilled	20	9	1	0	0	0	0	0	21	9	30
Total permanent	988	538	203	72	3	0	5	3	1199	613	1812
Casual/temporary and seasonal	20	12	1	0	0	0	0	0	21	12	33
Total	1008	550	204	72	3	0	5	3	1220	625	1845

The Sector reported to have trained a combined number of 1 845 employees during the 2012/2013 review period, but only 34% of those trained were women and 0.3% was persons with disabilities

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	18	0	0	0	0	0	0	0	18	0	18
Senior Management	56	25	14	0	3	0	1	0	74	25	99
Middle Management	134	50	25	5	0	0	2	0	161	55	216
Specialised/skilled/ senior supervisory	249	134	53	28	1	0	2	1	305	163	468
Skilled	688	489	45	36	8	0	0	0	741	525	1266
Semi-skilled	929	314	13	10	8	4	0	0	950	328	1278
Unskilled	1152	459	0	0	12	7	0	0	1164	466	1630
Total permanent	3226	1471	150	79	32	11	5	1	3413	1562	4975
Casual/temporary and seasonal	255	146	1	0	0	0	0	0	256	146	402
Total	3481	1617	151	79	32	11	5	1	3669	1708	5377

The Local Governments, Water and Related Services sector reported on a workforce of 5 377 across the sector, representing an increase of 12% on the number of employees recorded during the previous corresponding period. Male employees comprised 67% of employees in the sector, while persons with disabilities accounted only for 0.8% of employees.

Local Governments, Water and Related Services Sector

Table 2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	1	0	0	0	0	0	0	0	1	0	1
Senior Management	4	3	1	0	0	0	0	0	5	3	8
Middle Management	13	7	0	0	0	0	1	0	14	7	21
Specialised/skilled/ senior supervisory	31	24	5	2	0	0	0	0	36	26	62
Skilled	54	40	3	4	1	0	0	0	58	44	102
Semi-skilled	76	33	2	0	3	1	0	0	81	34	115
Unskilled	66	25	0	0	0	0	0	0	66	25	91
Total permanent	245	132	11	6	4	1	1	0	261	139	400
Casual/temporary and seasonal	335	294	0	0	0	0	0	0	335	294	629
Total	580	426	11	6	4	1	1	0	596	433	1029

1 029 people were hired during the period under review, a slight increase of 2% in the number hired during the previous corresponding review period. 99% of the people hired were from designated groups, but only 42% were women and 0.5% were persons with disabilities

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	5	3	0	0	0	0	0	0	5	3	8
Middle Management	11	4	1	2	0	0	0	0	12	6	18
Specialised/skilled/ senior supervisory	6	9	2	0	0	0	0	0	8	9	17
Skilled	36	25	0	0	0	0	0	0	36	25	61
Semi-skilled	22	12	0	0	2	0	0	0	24	12	36
Unskilled	76	0	0	0	0	0	0	0	76	0	76
Total permanent	156	53	3	2	2	0	0	0	161	55	216
Casual/temporary and seasonal	3	1	0	0	0	0	1	0	4	1	5
Total	159	54	3	2	2	0	1	0	165	56	221

The sector promoted 221 employees during the 2012/2013 period, but only 25% of those promoted were women. 96% of managers promoted in the Local Governments, Water and Related Services sector during the 2012/2013 were from 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	1	0	0	0	0	0	0	0	1	0	1
Senior Management	4	1	1	0	0	0	0	0	5	1	6
Middle Management	7	0	1	0	1	0	0	0	9	0	9
Specialised/skilled/ senior supervisory	21	4	5	2	0	0	0	0	26	6	32
Skilled	37	26	6	2	0	0	0	0	43	28	71
Semi-skilled	49	10	0	1	2	0	0	0	51	11	62
Unskilled	47	7	0	0	1	0	0	0	48	7	55
Total permanent	166	48	13	5	4	0	0	0	183	53	236
Casual/temporary and seasonal	205	104	2	0	0	0	0	0	207	104	311
Total	371	152	15	5	4	0	0	0	390	157	547

547 employees vacated their positions in this sector during the 2012/2013 review period, 97% of whom were from designated groups and 29% were women.

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	107	33	7	1	2	0	0	0	116	34	150
Non-renewal of contract	160	103	2	0	0	0	0	0	162	103	265
Dismissal - Retrenchment	36	0	4	2	1	0	0	0	41	2	43
Dismissal - Misconduct	14	1	0	0	0	0	0	0	14	1	15
Dismissal - incapacity	6	0	0	0	0	0	0	0	6	0	6
Other	48	15	2	2	1	0	0	0	51	17	68
Total	371	152	15	5	4	0	0	0	390	157	547

Non-renewal of employment contracts accounted for most of employment contract terminations, namely, 48%, followed by resignations, 27% and dismissals due to incapacity accounted for the least termination cases, 1%.

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	8	0	0	0	0	0	0	0	8	0	8
Senior Management	53	21	7	0	3	0	2	1	65	22	87
Middle Management	120	67	31	2	0	0	3	0	154	69	223
Specialised/skilled/ senior supervisory	205	144	35	35	0	0	0	1	240	180	420
Skilled	176	143	10	6	1	2	0	0	187	151	338
Semi-skilled	59	62	4	2	3	1	0	0	66	65	131
Unskilled	240	109	0	0	2	1	0	0	242	110	352
Total permanent	861	546	87	45	9	4	5	2	962	597	1559
Casual/temporary and seasonal	0	1	0	0	0	0	0	0	0	1	1
Total	861	547	87	45	9	4	5	2	962	598	1560

The Local Governments, Water and Related Services sector sent 29% of its workforce for training during the 2012/20163 review period an improvement of 82% on the number trained during the previous corresponding period. 62% of those trained were male employees, 0.8% were persons with disabilities and 80% were below the Management levels,

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	4	1	21	6	0	0	11	2	36	9	45
Senior Management	9	6	41	10	0	0	11	3	61	19	80
Middle Management	44	20	83	33	1	0	27	7	155	60	215
Specialised/skilled/ senior supervisory	206	64	55	39	1	0	13	2	275	105	380
Skilled	591	171	45	49	2	1	17	5	655	226	881
Semi-skilled	1077	214	14	28	9	2	96	15	1196	259	1455
Unskilled	1004	336	0	0	9	1	0	0	1013	337	1350
Total permanent	2935	812	259	165	22	4	175	34	3391	1015	4406
Casual/temporary and seasonal	243	132	4	1	0	0	2	0	249	133	382
Total	3178	944	263	166	22	4	177	34	3640	1148	4788

The Manufacturing sector recorded a combined workforce complement of 4 788 during the 2012/2013 review period, a 16% drop in the number of employees reported on by the sector during the 2011/2012 review period. 76% of employees in the Manufacturing sector were men and only 0.5% were persons with disabilities while 4% were non-Namibians. 57% of Executive Directors and Managers were White and 18% were non-Namibians. Blacks accounted only for 25% of positions at the Executive Directors and Management level even though they comprised 86% of the workforce.

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	0	0	1	0	1
Senior Management	0	1	6	1	0	0	3	0	9	2	11
Middle Management	3	3	4	4	0	0	0	0	7	7	14
Specialised/skilled/ senior supervisory	19	5	10	5	0	0	0	0	29	10	39
Skilled	54	27	12	5	0	0	0	1	66	33	99
Semi-skilled	140	24	6	12	0	1	7	0	183	37	220
Unskilled	232	51	0	0	0	0	0	0	232	51	283
Total permanent	448	111	39	27	0	1	10	1	497	140	637
Casual/temporary and seasonal	163	101	2	0	0	1	0	0	165	102	267
Total	611	212	41	27	0	2	10	1	662	242	904

904 persons were hired by the Manufacturing sector during the 2012/2013 review period, however, the figure showed a significant drop of 48% in the number of persons hired during the previous corresponding period. Persons in designated groups accounted for 94% of the persons hired and women accounted for 27%.

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	1	0	0	0	0	0	1	0	1
Senior Management	11	1	3	0	0	0	1	0	15	1	16
Middle Management	52	2	3	4	2	0	0	0	57	6	63
Specialised/skilled/ senior supervisory	36	9	7	1	1	0	0	0	44	10	54
Skilled	30	1	0	1	0	0	0	0	30	2	32
Semi-skilled	34	2	0	0	0	0	0	0	36	2	38
Unskilled	6	0	0	0	0	0	0	0	6	0	6
Total permanent	169	15	14	6	3	0	1	0	187	21	208
Casual/temporary and seasonal	27	5	0	0	0	0	0	0	27	5	32
Total	196	20	14	6	3	0	1	0	214	26	240

The Manufacturing sector promoted 240 employees during the period under review. 83% of employees promoted to the Management positions were Black and 14% were White, while 3% were persons with disabilities.

Manufacturing Sector

Table 4: Termination

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	1	0	0	0	2	0	3	0	3
Senior Management	1	0	7	0	0	0	3	0	11	0	11
Middle Management	4	2	11	2	0	0	1	0	16	4	20
Specialised/ skilled/ senior supervisory	14	6	8	3	0	0	3	0	25	9	34
Skilled	53	15	9	9	0	0	0	0	62	24	86
Semi-skilled	126	28	2	10	1	0	0	0	167	38	205
Unskilled	105	19	1	0	2	1	0	0	108	20	128
Total permanent	303	70	39	24	3	1	9	0	354	95	449
Casual/ temporary and seasonal	123	19	1	0	0	0	0	0	124	19	143
Total	426	89	40	24	3	1	9	0	478	114	592

592 employees parted ways with the Manufacturing sector during the period under review. Male employees accounted for the majority of those who left their jobs in the sector, namely 81%.

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		
Resignation	164	36	30	18	2	1	2	0	198	55	253
Non-renewal of contract	118	27	1	1	0	0	3	0	122	28	150
Dismissal - Retrenchment	4	15	0	0	0	0	0	0	4	15	19
Dismissal - Misconduct	85	5	4	2	0	0	2	0	91	7	98
Dismissal - incapacity	5	0	0	0	0	0	0	0	5	0	5
Other	50	6	5	3	1	0	2	0	58	9	67
Total	426	89	40	24	3	1	9	0	478	114	592

Resignations accounted for 43% of the employment contract termination, followed by non-renewal of contracts, 25% and dismissals due to incapacity accounted for the least contract terminations, 0.8%.

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	2	1	7	2	1	0	5	0	15	3	18
Senior Management	7	3	25	3	0	0	4	2	36	8	44
Middle Management	28	16	56	14	2	0	15	5	101	35	136
Specialised/skilled/ senior supervisory	95	40	24	19	0	0	5	1	124	60	184
Skilled	244	89	25	21	0	0	13	1	282	111	393
Semi-skilled	534	72	10	12	1	0	20	7	636	91	727
Unskilled	611	124	0	0	3	0	0	0	614	124	738
Total permanent	1521	345	147	71	7	0	62	16	1737	432	2169
Casual/temporary and seasonal	40	90	1	0	0	0	0	0	41	90	131
Total	1561	435	148	71	7	0	62	16	1778	522	2300

2 300 employees were sent for training by the Manufacturing sector during the period under review, 23% less than the number trained during the previous corresponding review period. Male employees accounted for the overwhelming majority of the employees trained, namely, 77%.

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	13	1	11	1	0	0	10	0	34	2	36
Senior Management	53	16	57	18	0	0	48	3	158	37	195
Middle Management	157	87	112	29	2	1	87	7	358	124	482
Specialised/skilled/ senior supervisory	869	258	177	60	12	4	135	12	1193	334	1527
Skilled	1616	387	117	23	14	4	29	9	1776	423	2199
Semi-skilled	2251	342	8	21	18	20	51	1	2328	384	2712
Unskilled	1021	184	5	0	5	1	2	0	1033	185	1218
Total permanent	5980	1275	487	152	51	30	362	32	6880	1489	8369
Casual/temporary and seasonal	434	56	8	7	0	0	34	5	476	68	544
Total	6414	1331	495	159	51	30	396	37	7356	1557	8913

The Mining sector reported to have a combined workforce complement totalling 8 913 employees, representing an increase of 63% in the number of employees reported on the previous corresponding period. Women accounted for a mere 17% of the total number of workers in this male dominated sector and persons with disabilities comprised only 1% of workers in the Mining sector, while 5% of workers 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	0	0	2	0	0	0	1	0	3	0	3
Senior Management	8	5	12	3	0	0	10	2	30	10	40
Middle Management	25	11	17	2	0	0	16	1	58	14	72
Specialised/skilled/ senior supervisory	94	45	19	4	0	0	70	0	183	49	232
Skilled	275	91	11	4	1	1	9	4	296	100	396
Semi-skilled	304	72	1	5	0	0	46	1	383	78	461
Unskilled	223	34	0	0	1	7	0	0	224	41	265
Total permanent	929	258	62	18	2	8	152	8	1145	292	1437
Casual/temporary and seasonal	368	52	6	6	1	0	18	1	393	59	452
Total	1297	310	68	0	3	8	170	9	1538	351	1889

The Mining sector hired 1 889 persons during the period under review, a 51% increase in the number of people hired during the 2011/2012 review period. Blacks accounted for 43% of the Executive Directors and Managers hired, White 31% and 26% of Executive Directors and Managers hired were non-Namibians.

Mining Sector

Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	2	0	0	0	1	0	3	0	3
Senior Management	6	1	5	2	0	0	1	1	12	4	16
Middle Management	22	12	9	5	0	0	9	0	40	17	57
Specialised/skilled/ senior supervisory	102	35	29	3	0	0	3	0	134	38	172
Skilled	221	44	2	1	2	0	0	0	225	45	270
Semi-skilled	131	52	4	1	5	17	1	0	140	70	210
Unskilled	88	4	0	0	0	0	0	0	88	4	92
Total permanent	570	148	51	12	7	17	15	1	643	178	821
Casual/temporary and seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	570	148	51	12	7	17	15	1	643	178	821

The Mining sector promoted 821 employees during the period under review. Male employees accounted for 78% of employees promoted while only 22% of women employees were promoted and 2% of employees promoted were persons with disabilities.

Mining Sector

Table 4: Termination

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	1	4	0	0	0	6	0	10	1	11
Senior Management	4	1	12	0	0	0	17	1	33	2	35
Middle Management	19	8	10	5	0	1	17	5	46	19	65
Specialised/skilled/ senior supervisory	85	25	22	7	1	0	25	15	133	47	180
Skilled	172	34	26	9	1	0	6	1	205	44	249
Semi-skilled	235	43	6	5	1	0	2	2	292	50	342
Unskilled	146	52	0	0	6	11	0	0	152	63	215
Total permanent	661	164	80	26	9	12	73	24	823	226	1049
Casual/temporary and seasonal	279	41	12	2	0	0	6	1	297	44	341
Total	940	205	92	28	9	12	79	25	1120	270	1390

1 390 (16%) employees vacated their posts in the Mining sector during the period under review, 86% of whom were from designated groups, representing an increase of 75% in the number of employees whose contracts of employment ended during the previous corresponding period.

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	317	108	52	17	4	1	26	6	399	132	531
Non-renewal of contract	254	39	17	3	5	10	26	15	302	67	369
Dismissal - Retrenchment	133	18	6	2	0	0	12	2	151	22	173
Dismissal - Misconduct	89	11	1	2	0	0	0	0	90	13	103
Dismissal - incapacity	7	2	0	1	0	0	0	0	7	3	10
Other	140	27	16	3	0	1	15	2	171	33	204
Total	940	205	92	28	9	12	79	25	1120	270	1390

Resignations accounted for the majority of employment contracts termination cases, 38% followed by non-renewal of employment contracts termination cases, 27%. Dismissal due to incapacity accounted for the least of contract termination cases, namely 0.2%.

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	4	1	3	1	0	0	3	0	10	2	12
Senior Management	39	12	36	14	0	0	22	1	97	27	124
Middle Management	124	54	53	22	1	0	46	5	224	81	305
Specialised/skilled/ senior supervisory	618	181	71	21	2	2	66	2	757	206	963
Skilled	881	178	44	11	2	0	11	6	938	195	1133
Semi-skilled	1057	176	35	2	6	13	24	0	1289	191	1480
Unskilled	748	111	33	0	0	0	1	0	782	111	893
Total permanent	3471	713	275	71	11	15	173	14	3930	813	4743
Casual/temporary and seasonal	145	8	5	1	0	0	0	0	150	9	159
Total	3616	721	280	72	11	15	173	14	4080	822	4902

The Mining sector reported to have trained 4 902 employees during the period under review. Only 17% of the employees trained were women, although their lower percentage had to be understood against the background of the proportion of men to women in the Mining sector. 90% of employees trained were from designated groups.

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	11	2	24	7	0	0	1	1	36	10	46
Senior Management	15	5	13	7	0	0	0	0	28	12	40
Middle Management	35	21	16	9	0	0	0	1	51	31	82
Specialised/skilled/ senior supervisory	102	44	2	12	0	0	0	0	104	56	160
Skilled	1099	202	4	33	0	0	0	1	1103	236	1339
Semi-skilled	1103	485	2	2	1	0	0	0	1106	487	1593
Unskilled	3004	478	3	1	3	1	0	0	3010	480	3490
Total permanent	5369	1237	64	71	4	1	1	3	5438	1312	6750
Casual/temporary and seasonal	110	83	2	0	0	0	0	0	112	83	195
Total	5479	1320	66	71	4	1	1	3	5550	1395	6945

The Private Security, Legal and Correctional Services sector's workforce complement was reported as being 6 945 and male employees comprised 80% of the workforce in the sector. Black employees accounted for 98% of the workforce, but constituted only 55% of Executive Directors and Managers' positions.

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	2	1	1	1	0	0	0	2	3	4	7
Senior Management	3	1	3	4	0	0	0	1	6	6	12
Middle Management	11	9	5	4	0	0	0	1	16	14	30
Specialised/skilled/senior supervisory	29	17	2	2	0	0	0	0	31	19	50
Skilled	323	119	1	7	3	3	0	0	327	129	456
Semi-skilled	810	264	1	2	4	3	0	0	815	269	1084
Unskilled	1186	134	0	0	0	0	0	0	1186	134	1320
Total permanent	2364	545	13	20	7	6	0	4	2384	575	2959
Casual/temporary and seasonal	5	0	1	0	0	0	0	0	6	0	6
Total	2369	545	14	20	7	6	0	4	2390	575	2965

The sector hired 2 965 people, up by 44%, compared to the number of people hired during the previous corresponding period. Men made up 81% of the workforce complement across the Private Security, Legal and Correctional Service sector.

Private Security, Legal and Correctional Services Sector

Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	1	0	0	0	0	1	1	1	2
Senior Management	4	0	0	0	0	0	0	0	4	0	4
Middle Management	2	3	0	0	0	0	0	0	2	3	5
Specialised/skilled/ senior supervisory	27	21	0	0	0	0	0	0	27	21	48
Skilled	57	32	0	0	1	1	0	0	58	33	91
Semi-skilled	148	26	0	0	0	0	0	0	148	26	174
Unskilled	5	2	0	0	0	0	0	0	5	2	7
Total permanent	243	84	1	0	1	1	0	1	245	86	331
Casual/temporary and seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	243	84	1	0	1	1	0	1	245	86	331

The sector promoted only 331 employees, slightly down by 9% compared to employees promoted during the previous corresponding period. 74% of employees promoted were men and 0.6% were persons with disabilities.

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	1	2	0	0	0	0	0	0	1	2	3
Senior Management	3	7	2	2	0	0	0	1	5	10	15
Middle Management	11	2	5	4	0	0	0	0	16	6	22
Specialised/skilled/ senior supervisory	14	16	2	6	0	0	0	0	16	22	38
Skilled	85	36	0	4	0	0	0	2	85	42	127
Semi-skilled	454	96	0	1	1	0	0	0	455	97	552
Unskilled	1145	118	1	1	3	0	0	0	1149	119	1268
Total permanent	1713	277	10	18	4	0	0	3	1727	298	2025
Casual/temporary and seasonal	58	11	0	4	0	0	0	0	58	15	73
Total	1771	288	10	22	4	0	0	3	1785	313	2098

2 098 employees, across the Private Security, Legal and Correctional Services sector, vacated their positions during the 2012/2013 review period, 24% more than the number reported on the previous corresponding review period. Men accounted for 85% of those whose contracts of employment ended.

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	1029	154	7	19	3	0	0	2	1039	175	1214
Non-renewal of contract	96	25	2	2	0	0	0	1	98	28	126
Dismissal - Retrenchment	113	38	1	0	0	0	0	0	114	38	152
Dismissal - Misconduct	264	38	0	0	0	0	0	0	264	38	302
Dismissal - incapacity	46	9	0	0	0	0	0	0	46	9	55
Other	223	24	0	1	1	0	0	0	224	25	249
Total	1771	288	10	22	4	0	0	3	1785	313	2098

Resignation made up 57% of employment contract termination cases, followed by dismissals due to misconduct, 14 %, while dismissals due to incapacity accounted for the least of contract termination cases.

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	2	1	1	1	0	0	0	1	3	3	6
Senior Management	5	1	1	1	0	0	0	0	6	2	8
Middle Management	16	9	4	1	0	0	0	0	20	10	30
Specialised/skilled/ senior supervisory	45	22	1	3	1	1	0	0	47	26	73
Skilled	875	155	1	3	1	1	0	0	877	159	1036
Semi-skilled	937	398	0	0	1	0	0	0	938	398	1336
Unskilled	1273	164	0	0	0	0	0	0	1273	164	1437
Total permanent	3153	750	8	9	3	2	0	1	3164	762	3926
Casual/temporary and seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	3153	750	8	9	3	2	0	1	3164	762	3926

The sector reported that 3 926 employees were trained during the 2012/2013 review period, a whopping 75% increase in the number reported trained during the previous corresponding period. Again, male employees accounted for the lion share of the employees trained, viz. 81%.

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	3	3	1	0	0	0	0	0	4	3	7
Senior Management	194	124	19	6	4	1	1	0	218	131	349
Middle Management	1285	2006	83	57	8	3	4	4	1380	2070	3450
Specialised/skilled/ senior supervisory	856	991	43	30	9	4	23	11	931	1036	1967
Skilled	8503	13016	64	96	45	21	46	16	8658	13149	21807
Semi-skilled	1366	2347	23	22	7	19	0	0	1396	2388	3784
Unskilled	3787	5211	2	2	32	6	0	0	3821	5219	9040
Total permanent	15994	23698	235	213	105	54	74	31	16408	23996	40404
Casual/temporary and seasonal	7606	11960	9	17	37	26	0	0	7652	12003	19655
Total	23600	35658	244	230	142	80	74	31	24060	35999	60059

The Public Service Sector reported on a combined workforce of 60 059 employees, representing a decline of 3% in the number reported on the previous corresponding review period. The decline in the number of employees employed in the Public Service Sector did not mean that there were fewer people employed in that sector than there were in the previous year, but the decline in the employment figures was attributable to the failure by some Ministries, Offices and Agencies to submit their affirmative action report during the period under review. Women continued to dominate the Public Service Sector, as 60% of employees were women and 64% of Executive Directors and Managers were women. White employees accounted only for 0.8% of employees and for 8% of positions at the Executive Directors and Managers levels, while persons with disabilities comprised a mere 0.4% of civil servants. 99% of Public Service employees were from designated groups.

Public Service Sector

Table 2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	1	0	0	0	0	0	0	0	1	0	1
Senior Management	18	11	0	0	0	0	0	0	18	11	29
Middle Management	63	72	2	2	0	0	2	0	67	74	141
Specialised/skilled/ senior supervisory	203	303	1	6	0	0	3	3	207	312	519
Skilled	1915	1138	0	2	2	2	0	2	1917	1144	3061
Semi-skilled	226	277	0	0	0	0	0	0	226	277	503
Unskilled	449	490	0	0	1	1	0	0	450	491	941
Total permanent	2875	2291	3	10	3	3	5	5	2886	2309	5195
Casual/temporary and seasonal	841	1483	1	0	0	0	0	0	842	1483	2325
Total	3716	3774	4	10	3	3	5	5	3728	3792	7520

The Public Service Sector hired 7 520 employees during the period under review, representing an increase of 26% in the number hired during the previous corresponding period. Women held a slight lead of over 50% over their male counterparts in the number of persons hired during the 2012/2013 review period. Only 6 persons with disabilities were hired during the period under review.

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	13	7	0	1	1	0	0	0	14	8	22
Middle Management	237	206	2	3	0	0	0	0	239	209	448
Specialised/skilled/ senior supervisory	43	62	1	2	0	0	0	0	44	64	108
Skilled	43	65	1	0	0	0	0	0	44	65	109
Semi-skilled	18	50	0	0	0	0	0	0	18	50	68
Unskilled	11	24	0	0	2	0	0	0	13	24	37
Total permanent	365	414	4	6	3	0	0	0	372	420	792
Casual/temporary and seasonal	15	32	0	0	0	0	0	0	15	32	47
Total	380	446	4	6	3	0	0	0	387	452	839

The Public Service Sector effected 839 promotions during the 2012/2013 review period with women having a 54% lead over their male counterparts. 99.5% of employees promoted in the Public Service were from designated groups.

Public Service Sector

Table 4: Termination

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	1	0	1	0	0	0	0	0	2	0	2
Senior Management	10	13	4	0	0	0	1	0	15	13	28
Middle Management	65	73	2	1	0	0	0	0	67	74	141
Specialised/skilled/ senior supervisory	155	152	5	1	0	0	1	0	161	153	314
Skilled	251	260	2	0	0	1	0	0	253	261	514
Semi-skilled	87	79	1	0	0	0	0	0	88	79	167
Unskilled	268	245	0	0	1	0	0	0	269	245	514
Total permanent	837	822	15	2	1	1	2	0	855	825	1680
Casual/temporary and seasonal	365	312	2	0	41	26	0	0	408	338	746
Total	1202	1134	17	2	42	27	2	0	1263	1163	2426

2 426 employees left the Public Service Sector during the 2012/2013 review period, 3% of whom were persons with disabilities. The number employment contract terminations, however, declined by 16% compared to the 2 885 reported on the previous corresponding review period. 52% of the civil servants who left employment were men and 99% were persons in designated groups.

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	254	287	6	1	0	0	0	0	260	288	548
Non-renewal of contract	313	248	2	0	1	0	2	0	318	248	566
Dismissal - Retrenchment	24	12	0	0	0	0	0	0	24	12	36
Dismissal - Misconduct	45	15	0	0	0	0	0	0	45	15	60
Dismissal - incapacity	22	35	0	0	0	0	0	0	22	35	57
Other	544	537	9	1	41	27	0	0	594	565	1159
Total	1202	1134	17	2	42	27	2	0	1263	1163	2426

The majority of civil servants left their jobs due to unspecified reasons ("other"), viz., 48%, followed by non-renewal of employment contract and resignations which accounted for 23% respectively.

Public Service Sector

Table 6: Training

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	0	0	0	0	0	0	0	0	0
Senior Management	38	36	3	3	2	0	0	0	43	39	82
Middle Management	168	162	2	0	0	0	0	0	170	162	332
Specialised/skilled/ senior supervisory	276	260	3	0	4	0	0	0	283	260	543
Skilled	330	425	1	0	0	1	0	0	331	426	757
Semi-skilled	123	239	0	0	0	2	0	0	364	241	605
Unskilled	141	211	0	0	3	1	0	0	144	212	356
Total permanent	1076	1333	9	3	9	4	0	0	1094	1340	2434
Casual/temporary and seasonal	81	81	0	0	0	0	0	0	81	81	162
Total	1157	1414	9	3	9	4	0	0	1175	1421	2596

2 596 civil servants were sent for training during the period under review, representing 4% of the Public Service workforce. 55% of civil servants who were sent for training were women, but only 0.5% were persons with disabilities.

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	27	19	98	23	2	0	13	1	140	43	183
Senior Management	163	55	99	56	4	1	25	8	291	120	411
Middle Management	338	161	135	80	12	10	13	7	498	258	756
Specialised/skilled/ senior supervisory	746	531	219	118	13	0	27	22	1005	671	1676
Skilled	1627	1323	252	205	12	5	16	26	1907	1559	3466
Semi-skilled	1896	1450	61	79	16	8	2	0	1975	1537	3512
Unskilled	1864	1289	14	13	3	2	1	2	1882	1306	3188
Total permanent	6661	4828	878	574	62	26	97	66	7698	5494	13192
Casual/temporary and seasonal	1078	550	28	15	0	0	2	1	1108	566	1674
Total	7739	5378	906	589	62	26	99	67	8806	6060	14866

The Services sector recorded a slightly reduced staff complement, by 7%, compared to the 16 051 reported on during the 2011/2012 review period. 93% of employees in the Services sector were from designated groups, 1% were non-Namibians and only 0.6% were persons with disabilities. Women accounted only for 31% of positions at the Executive Directors' and Management levels.

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	4	1	6	0	0	0	0	0	10	1	11
Senior Management	21	7	17	5	0	0	3	0	41	12	53
Middle Management	28	17	19	6	2	1	2	0	51	24	75
Specialised/skilled/ senior supervisory	154	67	47	21	1	0	5	0	207	88	295
Skilled	305	167	61	37	2	2	5	0	373	206	579
Semi-skilled	458	311	25	29	2	4	0	0	485	344	829
Unskilled	597	424	7	6	0	1	0	0	604	431	1035
Total permanent	1567	994	182	104	7	8	15	0	1771	1106	2877
Casual/temporary and seasonal	608	366	14	11	0	0	0	0	622	377	999
Total	2175	1360	196	115	7	8	15	0	2393	1483	3876

3 876 persons were hired during the 2012/2013 review period in the Services sector, a slight increase of 4%, compared to the number hired during the previous corresponding period. 62% of employees hired were men, but only 0.4% were persons with disabilities.

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	1	2	1	0	0	0	0	3	2	5
Senior Management	14	4	6	1	2	0	1	1	23	6	29
Middle Management	31	12	11	4	1	0	1	1	44	17	61
Specialised/skilled/ senior supervisory	40	26	16	9	0	0	2	2	58	37	95
Skilled	124	103	6	4	0	0	0	0	130	107	237
Semi-skilled	60	45	6	4	0	0	0	0	66	49	115
Unskilled	22	5	6	1	0	0	0	0	28	6	34
Total permanent	292	196	53	24	3	0	4	4	352	224	576
Casual/temporary and seasonal	28	4	2	0	0	0	0	0	30	4	34
Total	320	200	55	24	3	0	4	4	382	228	610

The Services sector reported that 610 employees were promoted during the 2012/2013 review period, 90% of whom were from designated groups, 37% were women and 1% were non-Namibians.

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	5	0	9	2	0	0	3	0	17	2	19
Senior Management	15	7	9	4	0	0	0	2	24	13	37
Middle Management	36	26	26	16	1	0	3	1	66	43	109
Specialised/skilled/ senior supervisory	86	37	34	29	1	1	6	0	127	67	194
Skilled	260	229	16	41	2	1	3	0	281	271	552
Semi-skilled	374	209	18	27	5	1	0	1	397	238	635
Unskilled	418	581	5	14	2	2	0	0	425	597	1022
Total permanent	1194	1089	117	133	11	5	15	4	1337	1231	2568
Casual/temporary and seasonal	487	262	36	1	0	0	0	1	523	264	787
Total	1681	1351	153	134	11	5	15	5	1860	1495	3355

Altogether 3 355 employees vacated their positions in the Services sector during the 2012/2013 review period, 95% of whom were from designated groups and 0.5% were from persons with disabilities.

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	740	494	131	122	5	3	7	4	883	623	1506
Non-renewal of contract	398	611	3	3	5	0	6	1	412	615	1027
Dismissal - Retrenchment	103	121	4	0	0	0	0	0	107	121	228
Dismissal - Misconduct	175	31	6	4	0	0	0	0	181	35	216
Dismissal - incapacity	90	3	1	0	1	1	0	0	92	4	96
Other	175	91	8	5	0	1	2	0	185	97	282
Total	1681	1351	153	134	11	5	15	5	1860	1495	3355

Resignation accounted for 45% of employment contract terminations followed by non-renewal of employment contracts, 31% and dismissal due to incapacity comprised the least employment contract terminations, namely, 2%.

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	13	10	16	1	0	0	1	0	30	11	41
Senior Management	75	26	39	12	1	0	11	4	126	42	168
Middle Management	172	90	53	35	5	2	6	1	236	128	364
Specialised/skilled/ senior supervisory	350	253	104	46	4	2	8	4	466	305	771
Skilled	912	754	112	88	1	1	7	2	1032	845	1877
Semi-skilled	723	412	32	18	4	1	1	0	760	431	1191
Unskilled	556	600	8	5	0	2	0	1	564	608	1172
Total permanent	2801	2145	364	205	15	8	34	12	3214	2370	5584
Casual/temporary and seasonal	456	211	10	2	0	0	2	0	468	213	681
Total	3257	2356	374	207	15	8	36	12	3682	2583	6265

6 265 employees were sent for training across the Services sector during the period under review. The figure represented an increase of 24% in the number trained during the 2011/2012 review period. As it was the trend in most sectors, male employees accounted for the largest share of employees trained, namely, 41%, but only 0.4% of employees sent for training were persons with disabilities and 0.8% were non-Namibians.

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	7	1	15	9	1	0	6	4	29	14	43
Senior Management	9	8	41	28	1	0	6	10	57	46	103
Middle Management	43	50	33	36	0	1	5	7	81	94	175
Specialised/skilled/ senior supervisory	123	121	21	13	0	0	0	0	144	134	278
Skilled	371	303	34	29	3	1	2	0	410	333	743
Semi-skilled	1040	698	46	4	4	2	0	0	1090	704	1794
Unskilled	509	616	33	0	2	1	0	0	544	617	1161
Total permanent	2102	1797	223	119	11	5	19	21	2355	1942	4297
Casual/temporary and seasonal	34	45	1	6	0	0	0	0	35	51	86
Total	2136	1842	224	125	11	5	19	21	2390	1993	4383

The Tourism and Hospitality sector reported to have a total workforce complement of 4 383, representing a slight increase of 0.4%, in the number of employees reported on in the previous corresponding review year. Although White employees comprised only 8% of the workforce, they accounted for 50% of the positions at Executive Directors and Managers level. The proportionally skewed distribution of positions at the three topmost levels of employment in the sector confirmed the assertion of White dominance of the Tourism and Hospitality sector, especially if one took into account that 12% of positions at the aforementioned levels were occupied by non-Namibians, who most probably would be White.

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	0	1	0	0	3	0	3	1	4
Senior Management	3	2	14	11	0	0	3	1	20	14	34
Middle Management	10	8	14	14	0	0	2	2	26	24	50
Specialised/skilled/ senior supervisory	32	24	4	2	0	0	0	0	36	26	62
Skilled	118	74	6	19	0	0	2	0	126	93	219
Semi-skilled	271	200	2	2	0	0	0	0	273	202	475
Unskilled	235	226	1	0	1	0	0	0	237	226	463
Total permanent	669	534	41	49	1	0	10	3	721	586	1307
Casual/temporary and seasonal	34	58	1	4	0	0	0	0	35	62	97
Total	703	592	42	53	1	0	10	3	756	648	1404

The Tourism and Hospitality sector hired 1 404 persons during the period under review, 96% of whom were persons in designated groups, but only one person with disability. 46% of the persons hired were women. 57% of persons appointed to positions at the three topmost levels were White.

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	1	0	0	0	0	0	0	0	1	0	1
Senior Management	0	1	1	2	0	0	0	0	1	3	4
Middle Management	7	17	2	5	0	0	0	0	9	22	31
Specialised/skilled/ senior supervisory	15	29	0	1	0	0	0	0	15	30	45
Skilled	46	62	0	1	1	0	0	0	47	63	110
Semi-skilled	113	55	0	2	0	0	0	0	113	57	170
Unskilled	24	12	0	0	0	0	0	0	24	12	36
Total permanent	206	176	3	11	1	0	0	0	210	187	397
Casual/temporary and seasonal	1	6	0	0	0	0	0	0	1	6	7
Total	207	182	3	11	1	0	0	0	211	193	404

The Tourism and Hospitality sector promoted 404 employees during the period under review, representing an increase of 37% in the number promoted during the previous corresponding review period. Male employees accounted for 52% of the employees 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	0	0	1	1	0	0	1	0	2	1	3
Senior Management	1	1	15	7	0	0	2	4	18	12	30
Middle Management	6	17	11	12	0	0	3	1	20	30	50
Specialised/skilled/ senior supervisory	23	28	12	8	0	0	1	2	36	38	74
Skilled	140	91	8	16	0	0	0	1	148	108	256
Semi-skilled	183	131	6	6	1	0	0	0	190	137	327
Unskilled	145	131	0	3	0	0	0	0	145	134	279
Total permanent	498	399	53	53	1	0	7	8	559	460	1019
Casual/temporary and seasonal	78	67	0	0	0	0	0	0	78	67	145
Total	576	466	53	53	1	0	7	8	637	527	1164

1 164 employees vacated their jobs in the Tourism and Hospitality sector, 94% of whom were persons in designated groups and 45% were women.

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	308	284	40	41	1	0	6	6	355	331	686
Non-renewal of contract	64	59	0	5	0	0	0	0	64	64	128
Dismissal - Retrenchment	10	12	5	5	0	0	0	0	15	17	32
Dismissal - Misconduct	73	41	3	0	0	0	1	1	77	42	119
Dismissal - incapacity	10	10	3	1	0	0	0	0	13	11	24
Other	111	60	2	1	0	0	0	1	113	62	175
Total	576	466	53	53	1	0	7	8	637	527	1164

Resignation, by far, accounted for most of the employment contract terminations in the Tourism and Hospitality sector, namely, 59%, followed by unspecified reasons ("other"), 15% and non-renewal of contracts, 11%. Dismissal due to incapacity comprised the least employment contracts termination cases, 2%.

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	1	0	0	0	4	1	9	2	11
Senior Management	4	5	17	13	1	0	8	5	30	23	53
Middle Management	27	27	13	7	0	1	4	3	44	38	82
Specialised/skilled/ senior supervisory	62	56	6	4	0	0	0	0	68	60	128
Skilled	230	142	7	17	2	1	2	0	241	160	401
Semi-skilled	387	273	1	4	1	0	0	0	389	277	666
Unskilled	212	180	1	3	1	0	0	0	214	183	397
Total permanent	926	684	46	48	5	2	18	9	995	743	1738
Casual/temporary and seasonal	18	31	0	4	0	0	0	0	18	35	53
Total	944	715	46	52	5	2	18	9	1013	778	1791

The Tourism and Hospitality sector reported to have sent 1 791 employees for training, 9% of whom were from designated groups and 0.4% were persons with disabilities. 57% of employees trained were men and 2% were non-Namibians.

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	3	1	25	2	0	0	1	0	29	3	32
Senior Management	13	5	41	11	2	0	2	0	58	16	74
Middle Management	34	18	45	14	0	1	5	0	84	33	117
Specialised/skilled/ senior supervisory	276	62	111	37	2	0	6	2	395	101	496
Skilled	954	165	98	71	5	1	0	0	1057	237	1294
Semi-skilled	1404	182	35	22	3	0	0	11	1442	215	1657
Unskilled	1154	83	7	3	4	0	0	0	1165	86	1251
Total permanent	3838	516	362	160	16	2	14	13	4230	691	4921
Casual/temporary and seasonal	311	57	2	2	0	0	0	0	313	59	372
Total	4149	573	364	162	16	2	14	13	4543	750	5293

The Transport sector had 5 293 employees in its employment during 2012/2013, an increase of 18% in the number reported on during the previous corresponding period. Male workers comprised 86% of the workforce and accounted for 77% of positions at the Executive Directors' and Management levels respectively. Persons with disabilities comprised only 0.3% of the workforce, while 0.5% of the workers in the Transport sector were non-Namibians.

Transport Sector

Table 2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	4	0	0	0	0	0	4	0	4
Senior Management	1	0	7	4	0	0	1	0	9	4	13
Middle Management	1	6	6	1	0	0	0	0	7	7	14
Specialised/skilled/ senior supervisory	45	15	27	6	1	0	1	0	74	21	95
Skilled	210	29	19	22	0	0	0	0	229	51	280
Semi-skilled	226	21	10	1	1	0	0	0	237	22	259
Unskilled	214	30	3	1	1	0	0	0	218	31	249
Total permanent	697	101	76	35	3	0	2	0	778	136	914
Casual/temporary and seasonal	203	40	5	2	0	0	0	0	208	42	250
Total	900	141	81	37	3	0	2	0	986	178	1164

1 164 persons were hired in the Transport sector during the 2012/2013 review year, 24% more than the number hired during the previous corresponding review period. Of the people hired during the period under review, men comprised 85%. The sector hired only 3 persons with disabilities.

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	2	0	0	0	0	0	2	0	2
Senior Management	1	0	7	1	0	0	0	0	8	1	9
Middle Management	2	3	4	2	0	0	0	0	6	5	11
Specialised/skilled/ senior supervisory	13	7	3	0	0	0	0	0	16	7	23
Skilled	44	9	8	2	0	0	0	0	52	11	63
Semi-skilled	85	7	1	1	0	0	0	0	86	8	94
Unskilled	13	0	0	0	0	0	0	0	13	0	13
Total permanent	158	26	25	6	0	0	0	0	183	32	215
Casual/temporary and seasonal	5	1	0	0	0	0	0	0	5	1	6
Total	163	27	25	6	0	0	0	0	188	33	221

Only 221 employees were promoted during the 2012/2013 review period, representing 4% of the total workforce in the sector. Only 15% of employees promoted were women and none from the persons with disabilities group was promoted during the period under review.

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	0	0	2	0	0	0	0	0	2	0	2
Senior Management	4	0	13	2	0	0	4	0	21	2	23
Middle Management	6	3	12	3	0	0	4	0	22	6	28
Specialised/skilled/ senior supervisory	49	11	32	8	1	0	5	1	87	20	107
Skilled	171	47	26	25	0	0	0	1	197	73	270
Semi-skilled	191	18	5	4	3	0	0	0	199	22	221
Unskilled	108	14	0	0	0	0	0	0	108	14	122
Total permanent	529	93	90	42	4	0	13	2	636	137	773
Casual/temporary and seasonal	42	20	1	1	0	0	0	0	43	21	64
Total	571	113	91	43	4	0	13	2	679	158	837

837 employees vacated their positions in the Transport sector, 87% of whom were from designated groups. 94% of the employees whose contracts of employment ended during the 2012/2013 review period, occupied positions below the Management level.

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	233	55	74	37	2	0	10	1	319	93	412
Non-renewal of contract	125	18	4	1	0	0	2	1	131	20	151
Dismissal - Retrenchment	39	9	5	3	0	0	0	0	44	12	56
Dismissal - Misconduct	128	28	2	0	2	0	1	0	133	28	161
Dismissal - incapacity	20	1	0	1	0	0	0	0	20	2	22
Other	26	2	6	1	0	0	0	0	32	3	35
Total	571	113	91	43	4	0	13	2	679	158	837

The majority, 49%, of the employment contract terminations was attributable to resignations, followed by dismissal due to misconduct, 19% and non-renewal of contracts, 18%. Dismissals due to incapacity accounted for the least of contract termination cases, viz. 3%.

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	3	1	5	0	0	0	1	0	9	1	10
Senior Management	15	3	17	4	0	0	2	0	34	7	41
Middle Management	36	10	11	6	0	0	4	0	51	16	67
Specialised/skilled/ senior supervisory	152	39	41	12	1	0	6	0	200	51	251
Skilled	625	63	31	27	3	0	0	0	659	90	749
Semi-skilled	448	33	25	6	0	0	0	0	473	39	512
Unskilled	153	17	3	0	1	0	0	0	157	17	174
Total permanent	1432	166	133	55	5	0	13	0	1583	221	1804
Casual/temporary and seasonal	6	6	1	0	0	0	0	0	7	6	13
Total	0	172	134	55	5	0	13	0	1590	227	1817

The Transport sector reported to have trained 1 817 employees, representing 34% of the workforce. Only 12% of the employees trained were women and 0.3% were persons with disabilities. Executive Directors and Managers comprised 6% of the employees trained.

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	20	4	97	22	1	0	13	6	131	32	163
Senior Management	41	37	189	51	3	0	18	7	251	95	346
Middle Management	200	226	282	162	2	2	10	20	494	410	904
Specialised/skilled/ senior supervisory	653	698	269	175	4	6	10	11	936	890	1826
Skilled	1838	1557	211	275	14	11	5	5	2068	1848	3916
Semi-skilled	3540	3003	58	102	14	8	0	0	3612	3113	6725
Unskilled	3428	1373	9	6	25	8	0	0	3462	1387	4849
Total permanent	9720	6898	1115	793	63	35	56	49	10954	7775	18729
Casual/temporary and seasonal	1613	987	23	14	4	2	0	1	1640	1004	2644
Total	11333	7885	1138	807	67	37	56	50	12594	8779	21373

The Wholesale and retail sector reported on a workplace complement of 21 373 employees, representing a slight decline of 0.7%, in the number of employees reported on during the previous corresponding review period. 90% of employees were from the previously racially disadvantaged group, but accounted only for 37% of the number of Executive Directors and Managers. Women comprised 41% of employees in the Wholesale and Retail sector, while only 0.5% were persons with disabilities.

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	0	0	3	0	0	0	0	0	3	0	3
Senior Management	13	8	36	11	0	0	1	0	50	19	69
Middle Management	36	38	62	25	0	0	3	0	101	63	164
Specialised/skilled/ senior supervisory	129	99	64	40	1	0	4	0	198	139	337
Skilled	457	477	88	86	4	2	2	0	551	565	1116
Semi-skilled	976	929	26	32	6	3	0	0	1008	964	1972
Unskilled	1407	841	5	4	7	3	0	0	1419	848	2267
Total permanent	3018	2392	284	198	18	8	10	0	3330	2598	5928
Casual/temporary and seasonal	1157	1039	35	25	0	0	1	0	1193	1064	2257
Total	4175	3431	319	223	18	8	11	0	4523	3662	8185

The Wholesale and Retail sector hired 8 185 persons during the 2012/2013 review period, 9% more than the number hired during the corresponding review period. Women comprised 45% of the persons hired, while the previously racially advantaged accounted for 75%. Only 40% of Blacks were appointed to positions at the Management level and none at the Executive Directors level, while 58% of Executive Directors and Managers appointed during the period under review were White.

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	2	1	0	0	0	0	3	1	4
Senior Management	2	8	7	5	0	0	0	0	9	13	22
Middle Management	31	42	20	10	1	0	0	0	52	52	104
Specialised/skilled/ senior supervisory	103	111	32	19	2	0	0	0	137	130	267
Skilled	343	255	16	18	0	0	0	0	359	273	632
Semi-skilled	231	218	10	8	1	0	0	0	242	226	468
Unskilled	79	18	2	0	0	0	0	0	81	18	99
Total permanent	790	652	89	61	4	0	0	0	883	713	1596
Casual/temporary and seasonal	168	52	0	0	0	0	0	0	168	52	220
Total	958	0	89	61	4	0	0	0	1051	765	1816

The Wholesale and Retail sector effected 1 816 promotions during the 2012/2013 review period, 6% less than the number promoted during the 2011/2012 review period. Women comprised only 42% of the number of employees promoted.

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	2	5	0	0	0	0	0	6	2	8
Senior Management	5	4	20	9	0	0	21	1	46	14	60
Middle Management	31	29	55	30	0	0	19	1	105	60	165
Specialised/skilled/ senior supervisory	112	104	80	46	1	0	20	2	213	152	365
Skilled	535	515	66	59	2	2	7	0	610	576	1186
Semi-skilled	713	762	20	20	2	0	0	0	735	782	1517
Unskilled	1004	579	13	2	0	0	0	0	1017	581	1598
Total permanent	2401	1995	259	166	5	2	67	4	2732	2167	4899
Casual/temporary and seasonal	1291	1229	34	19	1	0	0		1326	1248	2574
Total	3692	3224	293	185	6	2	67	4	4058	3415	7473

7 473 employment contract terminations were recorded during the review period 2012/2013, 95% of whom were from designated groups and 46% were women. 3% of those whose contracts of employment ended, were Executive Directors and Managers respectively.

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	1478	1652	232	144	3	2	5	4	1718	1802	3520
Non-renewal of contract	1065	854	18	18	0	0	2	0	1085	872	1957
Dismissal - Retrenchment	51	22	2	3	0	0	0	0	53	25	78
Dismissal - Misconduct	620	422	8	7	1	0	0	0	629	429	1058
Dismissal - incapacity	33	38	0	0	0	0	0	0	33	38	71
Other	445	236	33	13	2	0	60	0	540	249	789
Total	3692	3224	293	185	6	2	67	4	4058	3415	7473

Resignations accounted for the majority of employment contract terminations, namely 47%, followed by non-renewal of contracts, 26% and dismissal due to misconduct, 14%.

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	15	1	14	7	0	0	0	1	29	9	38
Senior Management	21	9	67	19	1	0	6	2	95	30	125
Middle Management	122	135	147	87	1	1	3	1	273	224	497
Specialised/skilled/ senior supervisory	334	489	127	61	3	0	2	5	466	555	1021
Skilled	687	754	110	124	4	3	0	4	801	885	1686
Semi-skilled	1177	1448	43	37	8	4	0	0	1228	1489	2717
Unskilled	1416	1306	2	0	5	0	0	200	1423	1506	2929
Total permanent	3772	4142	510	335	22	8	11	213	4315	4698	9013
Casual/temporary and seasonal	601	632	4	1	4	3	0	0	609	636	1245
Total	4373	4774	514	336	26	11	11	213	4924	5334	10258

The Wholesale and Retail sector sent 10 258 employees for training, 11% less than the number of employees trained during the 2011/2012 review period. 52% of the employees trained were women, while only 0.4% were persons with disabilities. 93% of employees trained occupied positions below the Management level.

CONCLUSION

The data gleaned from employers' affirmative action reports, for the review period 2012/2013, revealed that there were some improvements in the representation of persons in designated groups at the management and decision-making levels in some industrial sectors. The significant improvement in the representation of women at the top three levels in the Public Service, was indeed encouraging and commendable. Marginal improvements in the representation of persons in designated groups at the management and supervisory levels were also noticed in some sectors of the economy. Some industrial sectors, however, recorded a decrease in the representation of persons in designated groups at the higher echelon of employment. Ideally, it is at the top levels at which there should be more aggressive and concerted efforts aimed at recruiting,

developing, advancing and retaining persons in designated groups.

Employers, especially in the private sector, are therefore, encouraged to embrace the employment equity agenda and to adopt diversity management strategies in order to accelerate the pace of reform and the achievement of employment equity objectives. This can only be achieved through the elimination of employment barriers and unfair discrimination against persons in designated groups.

The Commission is also concerned about the number of employers that fail to comply with the provisions of the Affirmative Action (Employment) Act, 29 of 1998. The Commission will however, not relent in its efforts to call the non-compliant employers to account.

EEC REGISTRY

1.	AGRICULTURAL SECTOR	2.14	Earthwork Building & Civil Contractors
1.1	Cape Orchard	2.15	Electro Tech
1.2	Exotic International (Pty) Ltd	2.16	E. Marks Building Contractors
1.3	International Grape Co. (Pty) Ltd	2.17	EMS Contractors
1.4	Karas Abattoir, Tannery and Processors (Ostrich Production)	2.18	Expo Construction
1.5	Namibia Grape Company	2.19	Grinaker-LTA (Namibia) (Pty) Ltd
1.6	Namibia Grape Exporters (Pty) Ltd	2.20	Groenewald Properties cc
1.7	Nivex Enterprises (Pty) Ltd	2.21	Group Five Contractors (Namibia) (Pty) Ltd
1.8	W.U.M Properties Ltd. Farming Division.	2.22	Guangxi International Contruction Engineering Namibia CC
2.	CONSTRUCTION SECTOR	2.23	Henning Crusher
2.1	AB Construction	2.24	Hero Construction (Pty) Ltd
2.2	Arandis Services	2.25	IM Building & Renovations
2.3	Barloworld Concrete Industries	2.26	Jiangsu Zhengtai Construction Group
2.4	BON Okapuka Crusher	2.27	JNS Building Contractors
2.5	Boutegniek cc	2.28	KL Construction
2.6	Brandberg Construction	2.29	K Neumayer Civil Contractors cc
2.7	Brick and Concrete Industries (Pty) LTD	2.30	Kraatz Marine (Pty) Ltd
2.8	China Jiangsu International Namibia	2.31	Le Bau Construction
2.9	China Nanjing International Namibia (Pty) Ltd	2.32	LIC Pool Centre
2.10	Clydon	2.33	Murray and Roberts Namibia Ltd
2.11	CPP/ Suremix	2.34	Namibbeton (Pty) Ltd
2.12	D. Blaauw t/a Marble Tech Renovations	2.35	Namibia Construction (Pty) Ltd
2.13	Decora	2.36	Namibia Engineering Corporation (NEC)
		2.37	Namespace Contractors CC
		2.38	Nangolo Construction (Pty) Ltd
		2.39	New Era Investments
		2.40	Nexus Group of Companies

2.41	OJ Construction	3.8	NIMT – Namibia Institute of Mining and Technology
2.42	Patriotic Construction Co.		
2.43	Premier Construction (Pty) Ltd	3.9	Namibian Maritime and Fisheries Institute
2.44	Quin Builders		
2.45	Qingdao Construction (Namibia)	3.10	Polytechnic of Namibia
2.46	Raylin Engineering CC	3.11	Rotary Engineering CC
2.47	Roads Construction Company	3.12	Rössing Foundation
2.48	RG Construction	3.13	SOS Children's Village Association Namibia
2.49	Sakka Electric		
2.50	Salz Gossow	3.14	St. George's Diocesan School
2.51	Tau Pele	3.15	University of Namibia (UNAM)
2.52	Van Wyngaarden Building Co.	3.16	Windhoek Afrikaans Privaat Skool
2.53	WD Contractors CC	3.17	Windhoek International School
2.54	Windhoek Beton and Kunstein Industrie cc		
2.55	Windhoek Brick Works		
2.56	Zhen Ziang No. 2 Construction Engineering (Namibia)		
3.	EDUCATION, TRAINING AND DEVELOPMENT PRACTICES	4.	FINANCIAL INTERMEDIATION
3.1	Deutscher Schulverein Windhoek (1949)	4.1	Agricultural Bank of Namibia
3.2	Ehafo Trust (WO1)	4.2	Alexander Forbes Namibia
3.3	Golden Maggy Primary School	4.3	Bank of Namibia
3.4	Highland Christian School	4.4	Bank Windhoek
3.5	International University of Management (IUM)	4.5	Bureau Veritas Namibia (Pty) Ltd
3.6	Namcol	4.6	Channel Life
3.7	Namibia National Training Organization (Pty) Ltd t/a Windhoek Vocational Training Centre	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	5.7	Ekikimbo Trawling (Pty) Ltd
4.17	Medscheme Namibia (Pty) Ltd	5.8	Erongo Group of Companies
4.18	Methealth Administrators Namibia	5.9	Erongo Marine Enterprises
4.19	Metropolitan Namibia Ltd	5.10	Erundu Stevedoring (Pty) Ltd
4.20	Mutual and Federal Insurance Co.	5.11	Etale Fishing
4.21	Namibia Development Corporation (NDC)	5.12	Etosha Fisheries Holdings Co. (Pty) Ltd
4.22	Nam-mic Financial Solutions (Pty) Ltd	5.13	Fisheries Observer Agency
4.23	Namfisa	5.14	Freddie Fish Processors (Pty) Ltd
4.24	Namlife	5.15	Hangana Sea Food (Pty) Ltd
4.25	Nedbank	5.16	Marco Fishing (Pty) Ltd
4.26	Nedloans	5.17	Merlus Group
4.27	Old Mutual Namibia	5.18	Merlus Seafood Processors (Pty) Ltd
4.28	Prosperity Health Namibia	5.19	Namibia Fishing Industries
4.29	Retirement Fund Solution	5.20	Nova Nam Group of Companies
4.30	Revenue Solution Namibia	5.21	Overberg Fishing Company
4.31	Sanlam Namibia Ltd	5.22	Rainbow Trawling Company (Pty) Ltd
4.32	Santam Namibia	5.23	Sea Pride
4.33	Standard Bank Namibia Ltd	5.24	Seaflower White Fish Corporation
4.34	Trustco Group International (Pty) Ltd	5.25	Seafresh Investment
4.35	Welwitchia Independent Insurance Brokers	5.26	Seawork Group of Companies
5.	FISHING INDUSTRIES	5.27	Stevedoring Service
5.1	ABROMA Fishing Industries	5.28	Supa Packers CC
5.2	Benguella Sea Products (Pty) Ltd	5.29	Talanam Fish Processors
5.3	Blue Ocean Production (Pty) Ltd	5.30	Tunacor Group Limited
5.4	Blue Sea Fishing	5.31	United Fishing Enterprises (Pty) Ltd
5.5	Cadilu Fishing	6.	HEALTH AND WELFARE SECTOR
5.6	Corvima Investment (Pty) Ltd	6.1	Cottage Private Hospital
		6.2	Drs Burger Venter and van Greunen

6.3	Dr Joggie Briedenhann	7.12	Nashua
6.4	Khomas Medical Services	7.13	Nicmav Electronic
6.5	Medfarm Holdings	7.14	One Africa Television
6.6	Medical Imaging	7.15	Powercom/ Cell one
6.7	Medipark Group of Companies	7.16	Sat-Com Communications Solutions
6.8	Medixx Occupational Health Services	7.17	Schoemans Office Systems (Pty) LTD
6.9	Namibia Institute of Pathology	7.18	Southern Engineering Consultants
6.10	New Med	7.19	Telecom Namibia
6.11	OCCU- Med		
6.12	Paramount Healthcare Centre		
6.13	Pathcare	8.	LOCAL GOVERNMENT, WATER AND RELATED SERVICES
6.14	Roman Catholic Hospital		
6.15	Walvisbay Medi-Park		
6.16	Windhoek Medi-Clinic	8.1	Arandis Town Council
		8.2	City of Windhoek
7.	INFORMATION SYSTEMS, ELECTRONICS AND TELECOMMUNICATIONS TECHNOLOGIES	8.3	Hardap Regional Council
		8.4	Helao Nafidi Town Council
7.1	Africa Online	8.5	Eenhana Town Council
7.2	AST Namibia	8.6	Katima Mulilo Town Council
7.3	Burmeister & Partners	8.7	Kavango Regional Council
7.4	Business Connection (Pty) Ltd (Comparex)	8.8	Khomas Regional Council
7.5	Bytes Technology	8.9	Khorixas Town Council
7.6	Elektro Blitz	8.10	Lüderitz Town Council
7.7	Gijima Ast.	8.11	Municipality of Gobabis
7.8	Konica Minolta Namibia (Minolco)	8.12	Municipality of Grootfontein
7.9	Kriess Electrical CC	8.13	Municipality of Hentiesbay
7.10	MTC	8.14	Municipality of Keetmanshoop
7.11	Namibian Broadcasting Corporation	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	9.13	Guan`s Packaging
8.21	Municipality of Usakos	9.14	H Jensen Bau-und Mobelitschlerei
8.22	Municipality of Walvis Bay	9.15	Hardstone Processing (Pty) Ltd
8.23	Eenhana Town Council	9.17	Hytec Namibia
8.24	Erongo Regional Council	9.18	Kalahari Packaging Distribuion
8.25	Ohangwena Regional Council	9.19	Kalahari Wire Products
8.26	Okahao Town Council	9.20	Karakulia Weavers CC
8.27	Ondangwa Town Council	9.21	KHW Reiser t/Reiser Taxidermy
8.28	Ongwediva Town Council	9.22	Mondipak Namibia (Pty) Ltd
8.29	Oshakati Town Council	9.23	MPact Corrigated
8.30	Outapi Town Council	9.24	Nakara Leather Tanning & Processing
8.31	Rundu Town Council	9.25	Namib Foam
8.32	Omusati Regional Council	9.26	Namib Mills (Pty) Ltd
8.33	Oshana Regional Council	9.27	Namib Wood
8.34	Oshikoto Regional Council	9.28	Namibia Beverages
8.35	Omaheke Regional Council	9.29	Namibia Breweries
9.	MANUFACTURING	9.30	Namibia Dairies
9.1	Bindeman Enterprises	9.31	Namibia Plastic Converters (Pty) Ltd
9.2	Bokomo Namibia (Pty) Ltd	9.32	Neo Paint Factory (Pty) LTD
9.3	Brakwater Enterprises	9.33	Nirosta (Pty) Ltd
9.4	Capricon Sweets	9.34	Oranje Soutwerke (Pty) Ltd
9.5	Castle Brewing Namibia (Pty) Ltd	9.35	Peralin Paints (Pty)
9.6	Cecil Nurse Business Furniture (Pty)	9.36	Plascon
9.7	City Sand & Bricks	9.37	Plastic Packaging
9.8	Commodity Exchange	9.38	Ramatex
9.9	Eastern Eagle Textile Manufacturers	9.39	Salt and Chemicals (Pty) Ltd and Walvis Bay Salt Refiners (Pty) Ltd
9.10	Elso Holdings CC	9.40	Salt Company (Pty) Ltd
9.11	Fabupharm	9.41	Scandia Group of Companies
9.12	Feedmaster (Pty) Ltd	9.42	Scania Truck Namibia (Pty) Ltd

9.43	Shade Centre	10.17	Namdeb Diamond Corporation
9.44	Springer Schokoladenfabrik (Pty) Ltd	10.18	Namibia Customs Smelters
9.45	Taueber & Corssen SWA (Pty) Ltd	10.19	National Petroleum Corporation
9.46	Taurus Maintenance Products	10.20	Namibia Diamond Trading Company (Pty) Ltd (NDTC)
9.47	Taxidermy Studio – Otjiwarongo	10.21	Nu-Diamond Manufacturing
9.48	The Wood Connections CC	10.22	Okorusu Fluorspar (Pty) Ltd
9.49	Tongaat Hullets	10.23	Otjozondou Mining (Pty) Ltd
9.50	Trust Market Protective Clothing	10.24	Reptile Uranium
9.51	Trophäendienste cc	10.25	Rosh Pinah Zinc Corporations (Pty) LTD
9.52	Windhoek Macschinen Fabriek (1998) Pty	10.26	Rössing Uranium Ltd
		10.27	Samicor Sakawe Mining Co
10. MINING		10.28	Scorpion Zinc Mining Co.
10.1	AMC – Gemxcel Namibia	10.29	Surecast Mining and Construction
10.2	Anglogold Namibia (Pty) LTD	10.30	Swakop Uranium
10.2	Areva Resources Namibia	10.31	Trau Bros Diamonds Namibia
10.3	Bannerman Mining Resources	10.32	Valencia Uramin (Pty) Ltd
10.4	B&E International Namibia	10.33	Weatherly Mining Namibia
10.5	Craton Mining Expropriation (Pty) Ltd	10.34	West African Gold Exploration
10.6	Diamond Inc.	11. PRIVATE SECURITY, LEGAL AND CORRECTIONAL SERVICES	
10.7	Diamond Manufacturing		
10.8	De Beers Marine Namibia	11.1	AH Safety Security Services cc
10.9	Karibib Mining & Construction Co.	11.2	Coastal Security Services cc t/a Security School
10.10	Langer Heinrich Uranium (Pty) Ltd	11.3	Darima Enterprises t/a The Security School Walvis Bay
10.11	Laurenton Diamond Company	11.4	Empa Security Services
10.12	Lev Leviev Diamonds	11.5	Erongo Axis Security
10.13	Lewcor	11.6	Falcon Africa Security Holdings
10.14	Major Drilling Namibia (Pty) Ltd	11.7	Fidelity Services Group Namibia
10.15	Namco Namibia Mineral Corporation	11.8	Forensic Security Solutions
10.16	Namcot Diamond (Pty) LTD		

11.9	Guardian Security Services cc		Incorporated CC
11.10	G4S Security Services Namibia (Pty) Ltd	11.38	X-Treme Security Services
11.11	H.A.M.S. Security (Pty) LTd	12.	PUBLIC SERVICE
11.12	Jeane Beukes Security Services		
11.13	Humphries Security Guard Division	12.1	Anti Corruption Commission
11.14	Independent Security Services	12.2	Ministry of Agriculture, Water and Forestry
11.15	Kalahari Security Services		
11.16	Katima Security Services	12.3	Ministry of Education
11.17	Khaibasen Security Services CC	12.4	Ministry of Defence
11.18	Lorentz Angula Incorporated	12.5	Ministry of Environment and Tourism
11.19	Marine Security Services		
11.20	Maxi Security Services	12.6	Ministry of Finance
11.21	Mint Master Security (Namibia) (Pty) Ltd	12.7	Ministry of Fisheries and Marine Resources
11.22	Namibia Protection Services	12.8	Ministry of Foreign Affairs
11.23	Njangula Holdings CC.	12.9	Ministry of Gender Equality and Child Welfare
11.24	Omega Security		
11.25	Ongula Security Services	12.10	Ministry of Health and Social Services
11.26	Oshana Security		
11.27	Pongula Security Services	12.11	Ministry of Home Affairs and Immigration
11.28	Professional Security Force Service		
11.29	Rubbicon Security Services cc	12.12	Ministry of Information and Communication Technology
11.30	Scorpio Securicor –Omaruru		
11.31	Security 24/7	12.13	Ministry of Justice
11.32	Somaeb Security Service	12.14	Ministry of Labour and Social Welfare
11.33	Southern Cross Security Services		
11.34	Springbok Patrols Namibia (Pty) Ltd t/a Namibia Protection Services	12.15	Ministry of Lands and Resettlement
11.35	Superior Security Services cc	12.16	Ministry of Mines and Energy
11.36	Ultra Security CC	12.17	Ministry of Regional and Local Government, Housing and Rural Development
11.37	Van der Merwe – Greeff	12.18	Ministry of Safety and Security

12.19	Ministry of Trade and Industry	13.16	Berco Cleaning Services (Pty) Ltd
12.20	Ministry of Veterans Affairs	13.17	Bicon Namibia (Pty) Ltd
12.21	Ministry of Works and Transport	13.18	Blood Transfusion Service of Namibia
12.22	Ministry of Youth, National Service, Sport and Culture	13.19	Blums Garage
12.23	National Assembly	13.20	Burbridge Glass CC
12.24	National Council	13.21	Capital Press (Pty) Ltd
12.25	National Planning Commission	13.22	Carlo Upholstery
12.26	Office of the Attorney General	13.23	Catholic AIDS Action
12.27	Office of the Auditor General	13.24	Central North Regional Electricity Distribution Company (CENORED)
12.28	Office of the President (State House)	13.25	Central Technical Supplies (Pty) Ltd
12.29	Office of the Prime Minister	13.26	Chevron Namibia (Pty) Ltd
		13.27	CJ'S Service Station - Otjiwarongo
13.	SERVICE SECTOR	13.28	Coastal Couriers
		13.29	COLAS Namibia (Pty) Ltd
13.1	ABB (Pty) Ltd`	13.30	Consulting Services Africa
13.2	Africa Personnel Services	13.31	CPP/Suremix
13.3	Africon Namibia	13.32	CR van Wyk & Company
13.4	Airtime City	13.33	CVW Auto Body Repairs
13.5	Aqua Services & Engineering (Pty) Ltd	13.34	D. Blaauw t/a Marble – Tech Renovations
13.6	Antonius Residence Trust	13.35	Development Aid for People to People
13.7	Asco Car Hire		
13.8	Autosueco (Namibia)	13.36	Deloitte and Touche
13.9	Auctioneering Corporation of Namibia (AUCOR)	13.37	Democratic Media Holdings
		13.38	Denu Distributors
13.10	AVBOB	13.39	Desert Research Foundation of Namibia
13.11	Avis (Zeda Namibia)		
13.12	Baia Cleaning Services	13.40	DF Malherbe & Partners
13.13	BDO Spencer Steward Namibia	13.42	Diesel Electric
13.14	Bejaardesorg Vereniging – Okahandja	13.43	Dimension Data
		13.44	Dirkie`s Electrical & Plumbing Maintenance
13.15	Benthin African Agencies (Pty) Ltd		

“Achieving employment equity through the elimination of employment barriers”

13.45	East End Service Centre	13.76	Kotze Body Repairs
13.46	Edu Loan Namibia	13.77	Khori Cleaning Services
13.47	ELCIN	13.78	KPMG Chartered Accountants
13.48	ELCRN	13.79	Kuehne & Nagel
13.49	Electro Hinsch Contracting (Pty) Ltd	13.80	Laundry for Africa
13.50	Electro Hoon	13.81	LEWCOR
13.51	Elgin Brown & Hamer Namibia	13.82	Lida Cleaning Services
13.52	Elwiwa & Edelstahlbau CC	13.83	Lida Outsourcing Services CC
15.53	Energy for Future	13.84	Lifeline Childline Namibia
13.54	Engen Hochland Service Station	13.85	Lund Consulting Engineering
13.55	Engen Namibia	13.86	Macmillan Education Namibia
13.56	Erindi Ranch	13.87	Maersk Namibia (Pty) Ltd
13.57	Ernst & Young	13.88	Magnola Investments two t/a Monte Christo Convenience Centre
13.58	Erongo Contract Services		
13.59	Europcar Namibia	13.89	Marc's Auto Service Station
13.60	Fedics Food Services Namibia (Pty) Ltd	13.90	Mariental Fuel Centre
		13.91	Maxes Office Machines
13.61	Forklift Allied Equipment	13.92	Meatboard of Namibia
13.62	Fourway Total Otavi	13.93	Move-a-Mess CC
13.63	Gammamsburg/ Okuryangava Service Station	13.94	MRZ Cleaning Services
		13.95	Multichoice Namibia
13.64	Global Food Services	13.96	Multiventures cc t/a Tacoma Service Station
13.65	Grant Thornton Neuhaus		
13.66	HAW Retailers t/a Ark Trading	13.97	MVA Fund
13.67	H. & H. Furniture Removers	13.98	Namib Diesel CC
13.68	Huis Deon Louw Old Age Home	13.99	Namib Marine Services
13.69	Huis Palm Old Age Home- Walvisbay	13.100	Namibia Airports Company Ltd
		13.101	Namibia Building Cleaners
13.70	Hydroweld Walvis Bay	13.102	Namibia Joinery Supplies
13.71	Industrial Cleaning Services	13.103	Namibia Ship Chandlers
13.72	JB Cooling & Refrigeration CC	13.104	Namibia Post Ltd
13.73	John Meinert Printing (1999)	13.105	Namibia Press Agency
13.74	Joseph & Snyman (Pty) Ltd	13.106	Namibia Red Cross Society
13.75	Kalahari Wire Products (Pty) Ltd	13.107	Namibia Technical Services (NTS)

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13.108	Namibian Press and Tools International	13.138	Rent – A – Drum CC
13.109	Nampower	13.139	RexQuip (Pty) Ltd
13.110	Namwater Corp. Ltd	13.140	Roads Authority
13.111	National Housing Enterprises (NHE)	13.141	Roads Contractor Company Ltd
13.112	National Society for Human Rights (NSHR)	13.142	Roynam Catering Services
13.113	National Youth Service	13.143	Rundu Truck Stop
13.114	New Era Publications Corporation	13.144	Rupping Body Works
13.115	Nored	13.145	Salute Enterprises
13.116	Northern Fuel Distributors CC	13.146	Seelinbinder Consulting Engineers
13.117	North Gate Service Station	13.147	Servisair
13.118	Nova Tyre (Trentyre) (Pty) LTD	13.148	SGA Chartered Accountant & Auditors
13.119	Nutrifood	13.149	Shell Namibia Ltd
13.120	Ohlthaver & List	13.150	Social Marketing Association
13.121	Okahandja Service Station	13.151	Social Security Commission
13.122	Omaruru Engineering Works cc	13.152	Sodexho
13.123	Oranjemund Cleaning Services cc	13.153	Solitaire Press
13.124	Oshakati Premier Electric (OPE)	13.154	SOS International
13.125	Oude Rust Oord	13.155	Springs Car Wholesalers T/A Dollar Thrifty Car Rental & Kea Campers & Kea Campers
13.126	Paragon Investment	13.156	Star Body Works
13.127	Parcel Force Courier	13.157	Susan Cleaning Service
13.128	Pioneerspark Service Centre CC	13.158	Swakopmund Service Station
13.129	Pricewaterhouse Coopers	13.159	Swakopmund Truckport
13.130	Prime Press	13.160	Swart Grant Angola
13.131	Prinzessin Rupprecht Heim	13.161	The Clean Master
13.132	Project Hope	13.162	The Free Press of Namibia - The Namibian (Pty) Ltd
13.133	Puma Namibia	13.163	The Social Market Association
13.134	PZN Panelbeaters	13.164	Thiel's Autobody Repairs
13.135	Quality Tyres (Pty) LTD	13.165	Three-Way Shell Okahandja
13.136	Radio Electronic CC	13.166	Trans Caprivi
13.137	Rennies Travel Namibia		

13.167	Transman Windhoek	14.11	Famous Butcher's Grill
13.168	Trentyres	14.12	Hansa Hotel Swakopmund
13.169	Trio Data	14.13	Heja Game Lodge
13.170	Tyger & Wheel Tyre	14.14	Hotel Eropahof
13.171	Tyrepro Namibia (Pty) Ltd)	14.15	Independence Caterers Namibia
13.172	United Africa Group	14.16	IRDNC (Integrated Rural Development and Nature Conservation)
13.173	Vantage Enterprises		
13.174	Van der Walt Motors		
13.175	Vineta Shell	14.17	Joe's Beer House
13.176	Walters Electrical	14.18	Kalahari Sands Hotel and Casino
13.177	Walters Motors	14.19	Keetmanshoop One Stop, Wmpy and Maritz Country Lodge
13.178	Welwitschia Fuel- Khorixas		
13.179	Welwitschia Rural Caterers (Pty) Ltd	14.20	Klein Aus Vista
13.180	Wesco Holdings (Pty) Ltd	14.21	Leading Lodges of Africa
13.181	Windhoek Auto Body Repairs	14.22	Lüderitz Nest Hotel
13.182	Windhoek Consulting Engineers	14.23	Meal Management Services
13.183	Windhoek Hire, Sales and Services	14.24	Mount Etjo Safari Lodge
13.184	Windhoek Supertyres (Pty) Ltd	14.25	Namashasha Country Lodge
13.185	Windhoek Upholstery Service	14.26	Namib Sun Hotels
13.186	Zimmerman Garage (Pty) Ltd	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. TOURISM AND HOSPITALITY			
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		

14.41	Santorinni Inn	15.13	FP du Toit Transport (Pty) Ltd
14.42	Seaside Hotel and Spa	15.14	Jowels Transport
14.43	Sense of Africa	15.15	Namib Toyota CC
14.44	Solitaire Country Lodge	15.16	Namibia Freight Consolidators
14.45	Sossusvlei Lodge (Pty) Ltd	15.17	Namport
14.46	Sunshine Tours CC	15.18	Okalindi Superliner
14.47	Swakopmund Hotel and Entertainment Centre	15.19	Snyman Transport
14.48	The Gourmet Restaurant	15.20	TransNamib Holdings LTD
14.49	The Lighthouse Group	15.21	Trans Hex Marine (Namibia) (Pty) Ltd
14.50	Twyfelfontein Country Lodge (Pty) Ltd	15.22	Transworld Cargo (Pty) Ltd
14.51	Ububele Alphine Inflight (Pty) LTD	15.23	Unitrans Namibia (Pty) Ltd
14.52	Vietor & Raaf- Aranos	15.24	Van der Walt Transport (Pty) Ltd
14.53	Wild Dog & Crazy Kudu Safaris Namibia	15.25	Wesbank Transport (Pty) LTD
14.54	Wilderness Safaris	15.26	West Air Maintenance
14.55	Windhoek Country Club Resort and Casino	15.27	WP Transport (Pty)Ltd
15.	TRANSPORT SECTOR	16.	WHOLESALE AND RETAIL
15.1	Absolute Logistics	16.1	Ashlee Distributors CC
15.2	Air Freight Road Services	16.2	A & A Meat Namibia LTD
15.3	Air Namibia	16.3	A Bell Equipment Namibia (Pty) Ltd
15.4	Barloworld Equipment	16.4	A Wutow Trading Company
15.5	Blaauw's Transport (Pty) LTD	16.5	ADCON CC
15.6	Boshoff Transport	16.6	African Marketing
15.7	Coleman Transport	16.7	Afrox Namibia
15.8	Corridor Logistics	16.8	Agra Co-operative LTD
15.9	Cross Country Couriers	16.9	Airtime City
15.10	Dreyer Logistics Solutions CC	16.10	Atlantic Meat Market
15.11	EC Jensen Transport (Pty) Ltd	16.11	Auas Motors
15.12	Etosha Transport (Pty) LTD	16.12	Audacity Clothing
		16.13	Baard Group
		16.14	Bears
		16.15	Beimah Agencies

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16.16	Beira Investment (Pty) Ltd	16.44	Erongo Trading t/a Omaruru Spar
16.17	Beukes Spar	16.45	Farmers Meat Market Holding (Pty) LTD
16.18	Builders Warehouse	16.46	Fashaf (Pty) Ltd
16.19	Butchery on Wheels	16.47	Ferreira's Garden Centre and Landscaping
16.20	CB Enterprises (Pty) Ltd	16.48	Ford Novel
16.21	CIC Holdings Ltd.	16.49	Foschini Group (Fashion Retailers)
16.22	Charney Spar Mariental	16.50	Fountain Friendly OK Supermarket
16.23	Closwa Biltong Factory	16.51	Freeworld Plascon Namibia (Pty) Ltd
16.24	Club Motors	16.52	Fresh Mark Namibia
16.25	Coastal Cellular	16.53	Fruit and Veg City
16.26	Commercial Cold Storage (Namibia) (Pty) Ltd	16.54	Furniture Mart (Pty) Ltd
16.27	Consolidated Sugar Industries (Namibia) (Pty) LTD	16.55	Fysal Fresh Produce
16.28	Continental Enterprises	16.56	Game Discount World Namibia (Pty) Ltd
16.29	Crown Build-It	16.57	Gamsberg Mcmillan Publishers (Pty) Ltd
16.30	Cymot (Pty) LTD	16.58	Geka Pharma (Pty) Ltd
16.31	Danric Auto	16.59	Gift Supermarket CC
16.32	Delhi Mini Market & Bakery	16.60	Global Textiles
16.33	Die Plaaskombuis	16.61	Greg's Motor Spares
16.34	Diroyal Motors	16.62	Hartlief Continental Meat Products (Pty) LTD
16.35	Distell Namibia	16.63	Haw Retailers t/a Ark Trading
16.36	Dörgeloh Group	16.64	Hentiesbay Spar
16.37	DRG Supermarket	16.65	Herco Marketing (Pty) Ltd
16.38	Dunns Stores	16.66	Hidas OK Foods
16.39	Edgars Consolidated Stores Ltd (Edcon)	16.67	Hochland Super Spar
16.40	Edumeds	16.68	Hyundai Automotive Namibia
16.41	Elao Fifty two cc t/a Fysal Import & Export	16.69	I Care Partnership
16.42	Ellerine Furnishers Namibia (Pty) LTD	16.70	Independent Business Systems (Pty) Ltd (IBS)
16.43	Erongo Agencies		

16.71	Indongo Toyota	16.99	Mr. Price
16.72	International Commercial (Pty) Ltd	16.100	Nagel Group of Companies
16.73	Invictus Trading CC	16.101	Namib Roses
16.74	Jacobus Hendrik Oosthuizen	16.102	Namibia Fish Consumption Promotion Trust
16.75	Joshua Doore Group Namibia (Pty) LTD	16.103	Namibia Press & Tools International (Pty) Ltd
16.76	J& P Group International	16.104	Namica Supermarket
16.77	Kai Graser t/a SMIG Supermarket & Wholesale	16.105	Nampharm (Pty) Ltd
16.78	Karnic Distributors	16.106	Nandos Independence
16.79	Katapi Trading CC	16.107	Napolitana
16.80	Katelynn Trading t/a Gobabis Spar	16.108	National Namibian Meat Producers
16.81	Kavango Supermarket & Bottle Store	16.109	Netwood (Pty) Ltd
16.82	Keetmanshoop 1- Stop	16.110	Nictus Furnishers
16.83	Khorixas Multisave CC	16.111	Nuwe Welkom Spar Keetmanshoop
16.84	Kierie Spar	16.112	O. Behrens & Co. (Pty) LTD
16.85	Kilimandjaro Trading	16.113	Ocean View Spar
16.86	King Pie	16.114	OK Foods – Outjo
16.87	Klein Windhoek Schlachtereï	16.115	OK Grocer Opuwo
16.88	Lewis Stores	16.116	OK Grocer Keetmanshoop
16.89	Luderitz Smokeries CC (Spar Inc.)	16.117	OK Mini Market Karibib
16.90	Lyeeta Shopping Centre	16.118	OK Supermarket
16.91	Manica Group Namibia (Pty) Ltd	16.119	Okalindi Group Market
16.92	Manzani Enterprise cc	16.120	Omaheke Megasave
16.93	Marina Toyota	16.121	Omayob Starlite Wholesale
16.94	Meatco Namibia	16.122	Onamagongwa Trading Enterprises
16.95	Metcash Trading (Namibia) (Pty) LTD	16.123	Onawa Wholesalers
16.96	Metje and Ziegler Limited	16.124	Oranjemund Spar
16.97	MGC Transport	16.125	Okahandja Spar
16.98	Model Pick 'n Pay Family Supermarket(s)	16.126	O.Save Mini Market
		16.127	Oshakati Spar
		16.128	Outjo Bakerei
		16.129	PEP Namibia Holdings
		16.130	Punyu Group of Companies

16.131	Pupkewitz Megabuild	16.162	Waltons Namibia
16.132	Pupkewitz Motor Division	16.163	Wecke & Voigts (Pty) LTD
16.133	Relyant Retail	16.164	West Coast Aluminium & Glass
16.134	Ritter's Toyota	16.165	Windhoek Cash & Carry
16.135	Rocky Crest Supermarket	16.166	Windhoek Shclachtereï (Pty) LTD
16.136	Rundu Spar	16.167	Wispeco Namibia
16.137	Scrap Salvage	16.168	Woerman Brock & Co. (Swakopmund) (Pty) LTD
16.138	Shoprite Checkers	16.169	Woerman Brock & Co. (Windhoek) (Pty) LTD
16.139	Simpex (Pty) Ltd	16.170	WB Hardware & Building Supplies
16.140	SMC Brands Namibia	16.171	Woolworth's Namibia
16.141	Southwest Bakeries	16.172	XL Spar Karasburg
16.142	Spes Bona Motors Company		
16.143	Stampriet Farmers Market		
16.144	Starlite Wholesale Prepaids		
16.145	Steel Force CC		
16.146	Steeldale Reinforcing & Trading Namibia		
16.147	Street House Clothing		
16.148	Subway Service Station		
16.149	Supra Sales		
16.150	Supreme Furnishers		
16.151	Swaco Group of Companies		
16.152	Swakopmund Super Spar		
16.153	The Atlantic Chicken Company (KFC)		
16.154	The Gambler		
16.155	The Raft Restaurant, Bar & Bistro		
16.156	The Sign Shop		
16.157	Theo's Spar Otjiwarongo cc		
16.158	Tre Sentra Supermarket		
16.159	Truworhs		
16.160	Volkswinkel Spar		
16.161	Von Baum's Motors		

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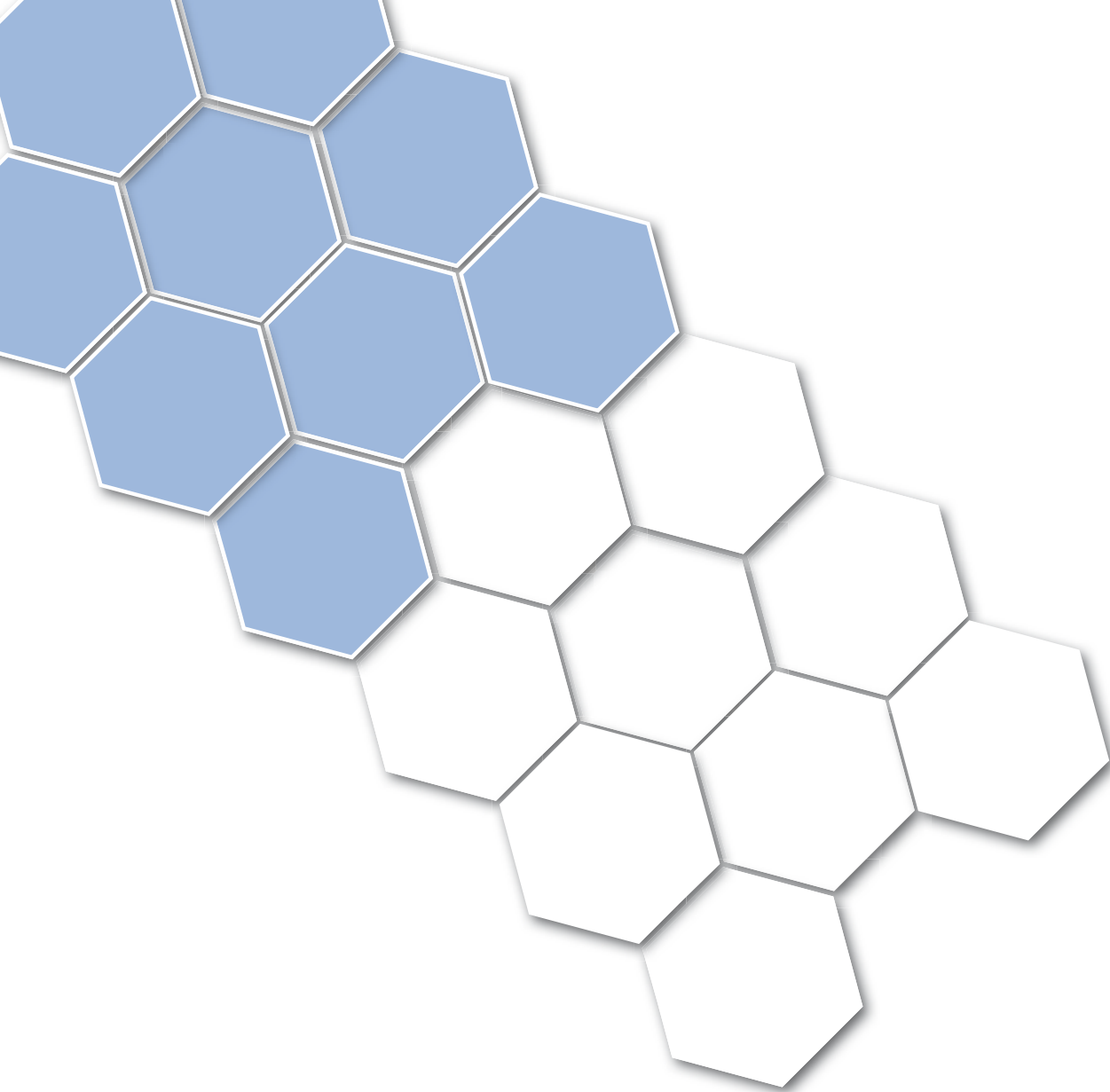
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