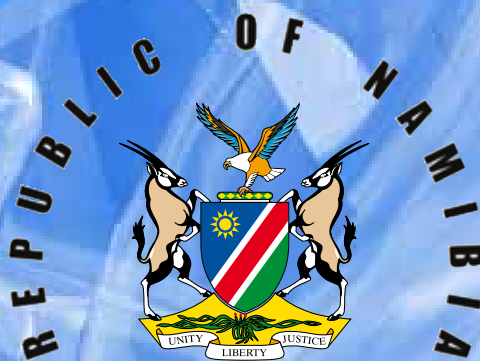




Employment Equity Commission

2013-2014

EEC015

TABLE OF CONTENTS

Page

1.	Foreword	2
2.	Vision & Mission Statement	4
3.	Customer Service Charter	5
4.	Executive Summary	6
5.	Staff Members of the Employment Equity Commission	7
6.	Members of the Employment Equity Commission	8
7.	Introduction	9
8.	Activities of the year under review	10 - 14
9.	Affirmative Action Reports – Facts and Figures	15

Cumulative Figures

(a)	Workforce Profile	16
(b)	Recruitments	30
(c)	Promotions	33
(d)	Terminations	36
(e)	Termination Categories	38
(f)	Training	40

Sectoral Figures

(a)	Agricultural Sector	44 - 49
(b)	Construction Sector	50 - 55
(c)	Education, Training and Development Practices	56 - 61
(d)	Financial Intermediation	62 - 67
(e)	Fishing Sector	68 - 73
(f)	Health and Welfare Sector	74 - 79
(g)	Information Systems, Electronics and Telecommunications Technologies	80 - 85
(h)	Local Government, Water and Related Services	86 - 91
(i)	Manufacturing	92 - 97
(j)	Mining Sector	98 - 103
(k)	Private Security, Legal and Correctional Services	104 - 109
(l)	Public Service Sector	110 - 112
(m)	Services Sector	116 - 121
(n)	Tourism and Hospitality	122 - 127
(o)	Transport Sector	128 - 133
(p)	Wholesale and Retail	134 - 139
10.	Conclusion	140
11.	EEC Registry	141 - 152

FOREWORD



In terms of section 16 of the Affirmative Action (Employment) Act, No 29 of 1998, I share the honour and privilege with fellow members of the Commission to present the 15th Annual Report of the Employment Equity Commission, to the Minister of Labour and Social Welfare.

The Employment Equity Commission has an oversight function of the implementation of affirmative action in the workplace in accordance with the Affirmative Action (Employment) Act, No 29 of 1998. The objective of the Act is to guide employers through the process of the elimination of employment barriers against persons in designated groups in order to ensure their equitable representation at all occupational levels of employment. The ultimate objective of the Act is to ensure that the workforce profile of every employer reflects the demographics of Namibia at all levels.

This Annual Report presents a statistical review of employment equity trends being a result of the analysis of the statistical data gleaned from the af-

firmative action reports submitted by relevant employers, those employing 25 or more employees, during the period 01 April 2013 and 31 March 2014. The report outlines the development of employment equity as it relates to persons in designated groups as identified in the Act: the previously racially disadvantaged, women and persons with disabilities. The findings detail the progress and achievements made by the respective designated groups for the period under review.

The data collected for this report was submitted by 664 designated employers, with a combined workforce of 167 502. The main findings of this Annual Report indicate that overall results have been encouraging. However, results achieved for persons with disabilities were a cause for concern compared to the other designated groups. This indicates the need for further effort and focused attention to improve their representation as they are under-represented at virtually all occupational levels.

The Commission, however notes with appreciation the encouraging progress made by some employers through their willing cooperation and support for the principles of employment equity and the elimination of employment barriers against women and the previously racially disadvantaged. The Commission would like therefore, to commend those deserving employers for the commitment they have shown to the cause of employment equity and to encourage the less performing employers to emulate their example.

Fairness in the workplace makes good business sense. A diverse workforce not only improves competitiveness, it can also mean a better standard of living for persons in designated groups who were marginalized by the discriminatory policies of the previous dispensation. Employment equity can only bolster Namibia's ability to make use of all its many and diverse talents in order to push back the frontiers of poverty and under development. Various industrial sectors can benefit from fair employment practices by attracting individuals who can give fresh impetus to productivity and operational efficiency.

In conclusion, I wish to thank the fellow Commissioners for their commitment and hard work during the period under review. I would like also to thank the dedicated colleagues in the office for their professional contribution to the work of the Commission. In the similar vein, I would like to acknowledge the collegial support by the staff of the Ministry of Labour and Social Welfare.



VILBARD T. USIKU
EMPLOYMENT EQUITY COMMISSIONER

VISION

The Employment Equity Commission's Vision is -

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

MISSION

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

OUR OPERATIONAL VALUES

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

Transparency

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

Confidentiality

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

Objectivity

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

Justice

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

Quality

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

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 with the Affirmative Action (Employment) Act.

WE SHALL STRIVE TO PROVIDE THE FOLLOWING STANDARDS OF SERVICE:

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

OUR EXPECTATIONS FROM RELEVANT EMPLOYERS:

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

EXECUTIVE SUMMARY

The Employment Equity Commission received 664 affirmative action reports from employers across the country, covering an aggregate total number of 167 502 employees during the 2013/2014 review period. Reports were then reviewed and analysed. Persons in designated groups comprised 96% of employees across all employment sectors, but Black employees accounted only for 22% of Executive Directors positions and 66% of managerial positions respectively. Workforce profile figures for the review year 2013/2014 also revealed that women accounted for 45% of managerial positions, while only 19% of Executive Directors were women. Persons with disabilities comprised a mere 0,9% of managerial positions, while 6% of managers were non-Namibians. Although the representation of the previously racially disadvantaged at the management level showed a steady improvement of 2% compared to the previous corresponding review period, their representation was still proportionally skewed in favour of the previously racially advantaged employees, who constituted a mere 5% of the workforce during the period under review.

The Commission received several complaints during the period under review which, among other things, alleged racial discrimination in terms of pay, promotion and other employment opportunities. The Commission conducted investigations into the alleged cases of affirmative action related violations and provided feedback to the complainants. Individual members of the public and community groups also raised affirmative action and employment equity related grievances, alleging violations of the provisions of the Affirmative Action (Employment) Act and the complaints were investigated accordingly.

In order to enhance the dialogue with employers and workers and to monitor the implementation of affirmative action at the workplace, staff members of the Employment Equity Commission held regu-

lar contacts with employers and workers, through regional visits, across the country. The interactions with employers and workers served a useful purpose as information regarding employment equity best practices was shared with these important stakeholders in furtherance of employment equity at the workplace.

Regrettably, some employers continued to violate the affirmative action law, common transgressions being: failure to submit affirmative action reports by the deadline, failure to advertise vacant positions in order to ensure that suitably qualified Namibians were given an opportunity to apply before expatriates were appointed, failure to adhere to the guidelines under the Affirmative Action (Employment) Act and failure to correct identified shortcomings in the employer's affirmative action report being reviewed by the Review Officers. The Act provides for penalties against offenders and the Commission invoked the relevant provisions against the offending employers. Charges were pressed against a number of employers and they were eventually convicted and fined. The Commission was however, of the view that the lenient fines imposed on offending employers did not serve as effective deterrent to defaulters and trusted that the courts would review the fines exacted with a view to sending a clear message to the would be defaulters.

During its planning sessions, the Commission discussed the importance of exchange visits in order to share information about employment equity best practices, challenges relating to the oversight function encountered by affirmative action and employment equity monitoring institutions with a view to learning from their success stories. To this end, the Commission planned to visit some countries which have affirmative action legislation in place during the following review year and would extend invitation for them to reciprocate.

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

MEMBERS OF THE EMPLOYMENT EQUITY COMMISSION



Mr. Vilbard Usiku
Chairman



Ms. Veno V Kauaria
Deputy Chairperson



Mr. Gert Jansen
Previously Racially Disadvantaged



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
(Late)*



Ms. E C Gideon
State



Ms. Jennifer Coerecius
Women



Ms. Margeret Sezuni
State



Ms. Annel Endjala
State

INTRODUCTION

The Employment Equity Commission is a statutory body established in terms of Section 3 of the Affirmative Action (Employment) Act, No 29 of 1998. The financial year 2013-2014 has ended and it is time to take stock of the progress made, or otherwise, towards equity in employment. This Annual Report, covering the period 01 April 2013 to 31 March 2014, is therefore a detailed account of the activities carried out by the Commission, the statistical analysis of the cumulative and sectoral figures gleaned from employers' affirmative action reports and a comprehensive description of the sectoral figures and workforce profile trends.

The purpose of the affirmative action law is to achieve equality of opportunity in the workplace for persons in designated groups. Employers are required to address and correct disadvantages in employment that are experienced by members of designated groups. The affirmative action programme is not limited to the removal of employment barriers only, but it also requires employers to take special measures to encourage greater fairness and adjusting the workplace to accommodate workers who have been disadvantaged in the past.

Employers have four main obligations in implementing affirmative action:

- To conduct a human resource audit in order to determine the representation of persons in designated groups at all occupational levels and salary distribution, their share of hirings, promotions and terminations.
- To carry out an analysis of under-representation of persons in designated groups,
- To review their employment systems, policies and practices in order to identify and remove employment barriers.
- To prepare a three year plan outlining how they propose to remove barriers and introduce correctional policies and practices. The plan must also include a complete timetable with three year numerical goals.

The information presented in the Annual Report describes the employment situation of the three designated groups and the progress that employers made toward achieving equitable representation during the review period 2013-2014.

ACTIVITIES OF THE YEAR UNDER REVIEW

INTRODUCTION

The following is a brief overview of the activities carried out by the Employment equity Commission during the review period 2013/2014 in furtherance of the objectives of affirmative action and employment equity across the country.

AFFIRMATIVE ACTION REPORTS

The Commission received and reviewed 664 affirmative action reports from employers across all employment sectors, covering a workforce of 167 502 employees. Persons in designated groups constituted 96% of employees across all employment sectors, but the previously racially disadvantaged accounted only for 22% of positions at the Executive Directors level. However, 66% of managers were Black, while women constituted 45% of the managerial position, but only 19% of women were Executive Directors. The Commission was gravely

concerned about the apparent under-representation of persons with disabilities at almost every level of employment, as they constituted only 0,9% of the workforce. The Commission, however, did not have reliable data on the national demographics of persons with disabilities and their proportional representation could therefore, not be determined on the basis of the empirical demographic data. There was national consensus, nonetheless, that they did not enjoy their fair share of employment opportunities and the Commission would continue to champion their cause.

Note should however, be taken of the fact that even though the representation of the previously racially disadvantaged at the management level improved by 2%, compared to the previous corresponding review period, their representation was still proportionally skewed in favour of White employees who constituted a mere 5% of the national workforce, but comprised 27% of managerial positions.

REPORTS REVIEWED BY THE COMMISSION FOR THE PERIOD 1 APRIL 2013 TO 31 MARCH 2014

AA reports received from the Private Sector during the period under review (1 April 2013– 31 March 2014)	
1.Approved without shortcomings	528
2.Approved after correction of shortcomings	35
3.Not yet approved pending rectification of shortcomings	13
4.Not yet approved pending application for exemption	10
5.Reporting period lapsed	07
TOTAL	593
AA reports received from the Public Sector during the period under review (1 April 2013– 31 March 2014)	
1.Approved without shortcomings	12
2.Approved after correction of shortcomings	00
3.Not yet approved pending rectification of shortcomings	04
4.Not yet approved pending application for exemption	03
5.Reporting period lapsed	00
TOTAL	19

AA reports received from Local Authorities during the period under review (1 April 2013– 31 March 2014)	
1.Approved without shortcomings	24
2.Approved after correction of shortcomings	02
3.Not yet approved pending rectification of shortcomings	00
4.Not yet approved pending application for exemption	05
5.Reporting period lapsed	00
TOTAL	31
AA reports received from Parastatals during the period under review (1 April 2013– 31 March 2014)	
1.Approved without shortcomings	06
2.Approved after corrections of shortcomings	00
3.Not yet approved pending rectification of shortcomings	00
4.Not yet approved pending application for exemption	00
5.Reporting period lapsed	00
TOTAL	06
AA reports received from Regional Councils during the period under review (1 April 2013– 31 March 2014)	
1.Approved without shortcomings	13
2.Approved after correction of shortcomings	02
3.Not yet approved pending rectification of shortcomings	00
4.Not yet approved pending application of for exemption	00
5.Reporting period lapsed	00
TOTAL	15
GRAND TOTAL	664

COMPLAINTS LODGED WITH COMMISSION

The Commission received several complaints during 2013/2014, citing the following:

- Racial and gender discrimination in terms of pay and employment opportunities.
- Failure to advertise vacant positions in order to ensure that suitably qualified Namibians were given preferential consideration before expatriates were appointed.
- Failure by employers to adhere to the guidelines under the Affirmative Action (Employment) Act, No 29 of 1998.
- Inaccurate or false information provided to the Commission through employers' affirmative action reports.
- Failure by employers to submit reports to the Commission.
- Victimisation of employees who lodged complaints with the Commission.

The Commission also pressed charges against employers who made themselves guilty of, amongst other things:

- Failure to submit affirmative action reports by reporting dates.
- Failure to correct shortcomings identified in the affirmative action reports being reviewed by Review Officers.

The Affirmative Action (Employment) Act, No 29 of 1998, provides for penalties against offenders and the Commission invoked the relevant provisions against the offending employers. Charges were pressed against a number of employers during the 2013/2014 review period and they were eventually convicted and fined by the courts.

The Commission was however, of the view that the lenient fines imposed on offending employers did not serve as effective deterrent against defaulters. The Commission would seek audience with the relevant court authorities in order to convey its concerns about the lenient fines. The enabling legislation does also provide for imprisonment, courts should therefore, consider imprisonment op-

tions for habitual offenders in order to drive the strong message home that the affirmative action law would not be violated with impunity.

EXCHANGE VISITS

As part of its strategic plan of action, the Employment Equity Commission decided to undertake exchange visits to some countries that have affirmative action legislation in place, in order to share information about:

- Employment equity and affirmative action best practices.
- Challenges relating to the oversight function encountered by affirmative action and employment equity monitoring institutions.
- Administrative as well as their operational challenges.

To this end, the Commission planned to visit some countries which have affirmative action legislation in place, in order to learn from their successes and experiences, starting during the following financial year.

INTERACTION WITH STAKEHOLDERS

In order to enhance the dialogue with employers and workers and to monitor the implementation of affirmative action at the workplace, staff members of the Employment Equity Commission conducted regular visits to workplaces across the country aimed at assisting employers to fulfil their obligation under the Act. The interaction with employers and employees served a useful purpose as information regarding employment equity best practices was shared with these important stakeholders in furtherance of employment equity at the workplace. During these visits, some employers and workers implored the Commission to open regional offices throughout the country in order to make it relatively easy for them to access the Employment Equity Commission's services. The Commission would consult with the portfolio Minister and other authorities on the possibility of opening regional offices for the Office of the Employment Equity Commission.

A PANORAMIC PHOTOS OF CONTINUOUS CONSULTATION BETWEEN THE EMPLOYMENT EQUITY COMMISSION STAFF AND ITS STAKEHOLDERS.



**COMMISSIONER USIKU OFFICIATING AT THE WORKSHOP ORGANIZED BY PERSONS WITH DISABILITIES
AND REGIONAL COUNSELLORS AT OSHAKATI.**



AFFIRMATIVE ACTION REPORTS – FACTS AND FIGURES

A: CUMULATIVE FIGURES

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

**Table 1: Workforce Profile
Cumulative**

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Wom-en	Men	Wom-en	Men	Women	Men	Women	Men	Wom-en	
Executive Directors	110	37	339	77	3	1	96	12	548	127	675
Senior Management	634	341	653	298	19	5	195	49	1501	693	2194
Middle Management	2705	3122	1079	732	39	38	337	90	4160	3982	8142
Specialised/skilled/senior supervisory	5721	4683	1055	941	52	21	330	126	7158	5771	12929
Skilled	20590	21428	843	952	5066	75	189	64	26688	22519	49207
Semi-skilled	17213	10319	183	237	119	82	76	69	17591	10707	28298
Unskilled	18385	11823	32	17	92	26	1	1	18510	11867	30377
Total Permanent	65358	51753	4184	3254	5390	248	1224	411	76156	55666	131822
Casual/temporary and seasonal	16343	18745	226	197	5	16	138	10	16712	18968	35680
Total	81701	70498	4410	3451	5395	264	1362	421	92868	74634	167502

An aggregate total of 167 502 employees across all employment sectors was recorded for the review period 2013/2014, representing a slight decrease of 1% in the number of employees reported on during the 2012/2013 review period. Persons in designated groups comprised 96% of employees across all economic sectors. Black employees occupied only 63% of managerial positions even though they account for 91% of the total number of employees reported on. Non-Namibian employees accounted for 7% of managers, while only 0,9% of managers were persons with disabilities. Women comprised 44% of managerial positions.

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

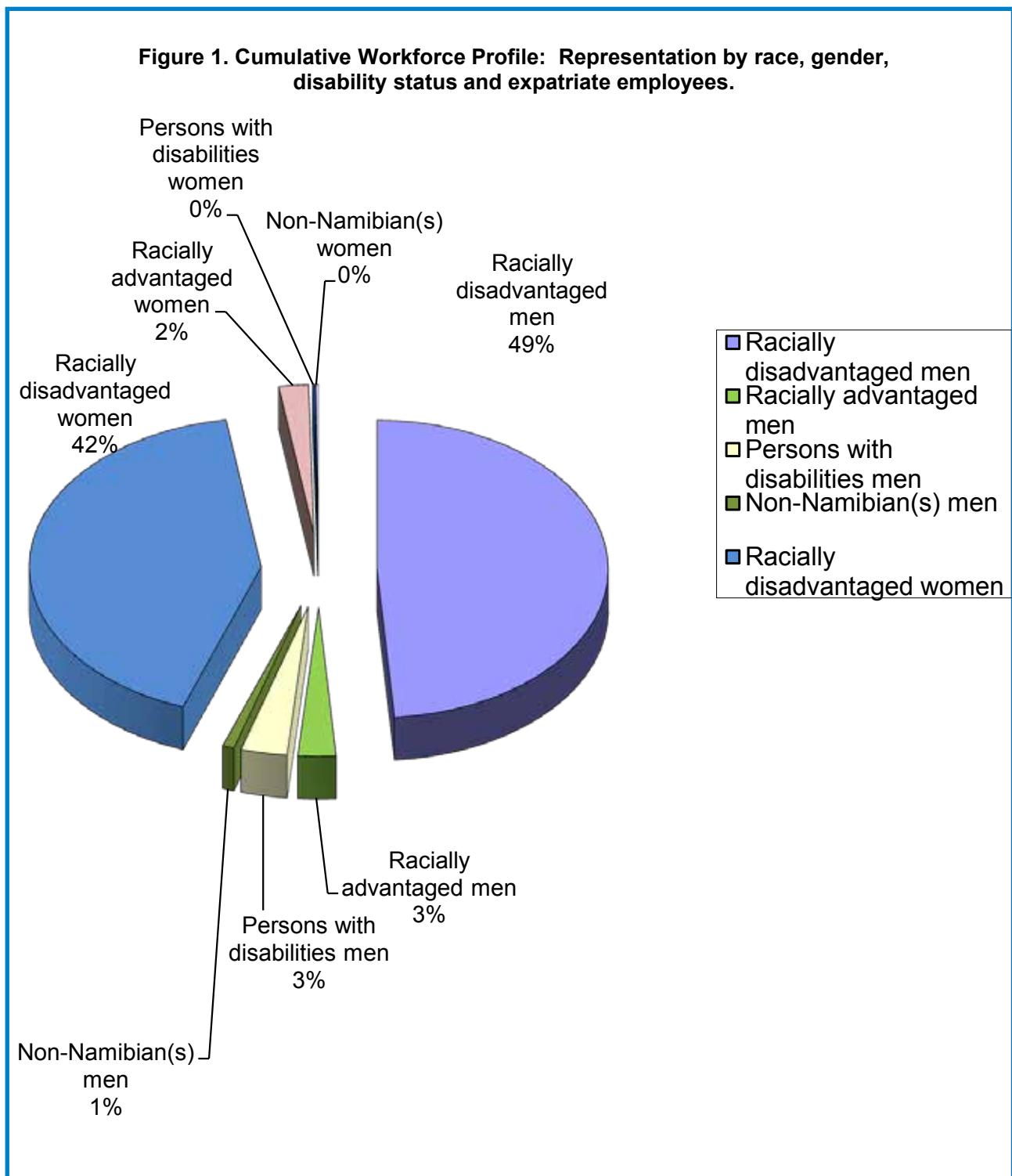


Figure 2: Cumulative Workforce Profile Total Men and Women by job category

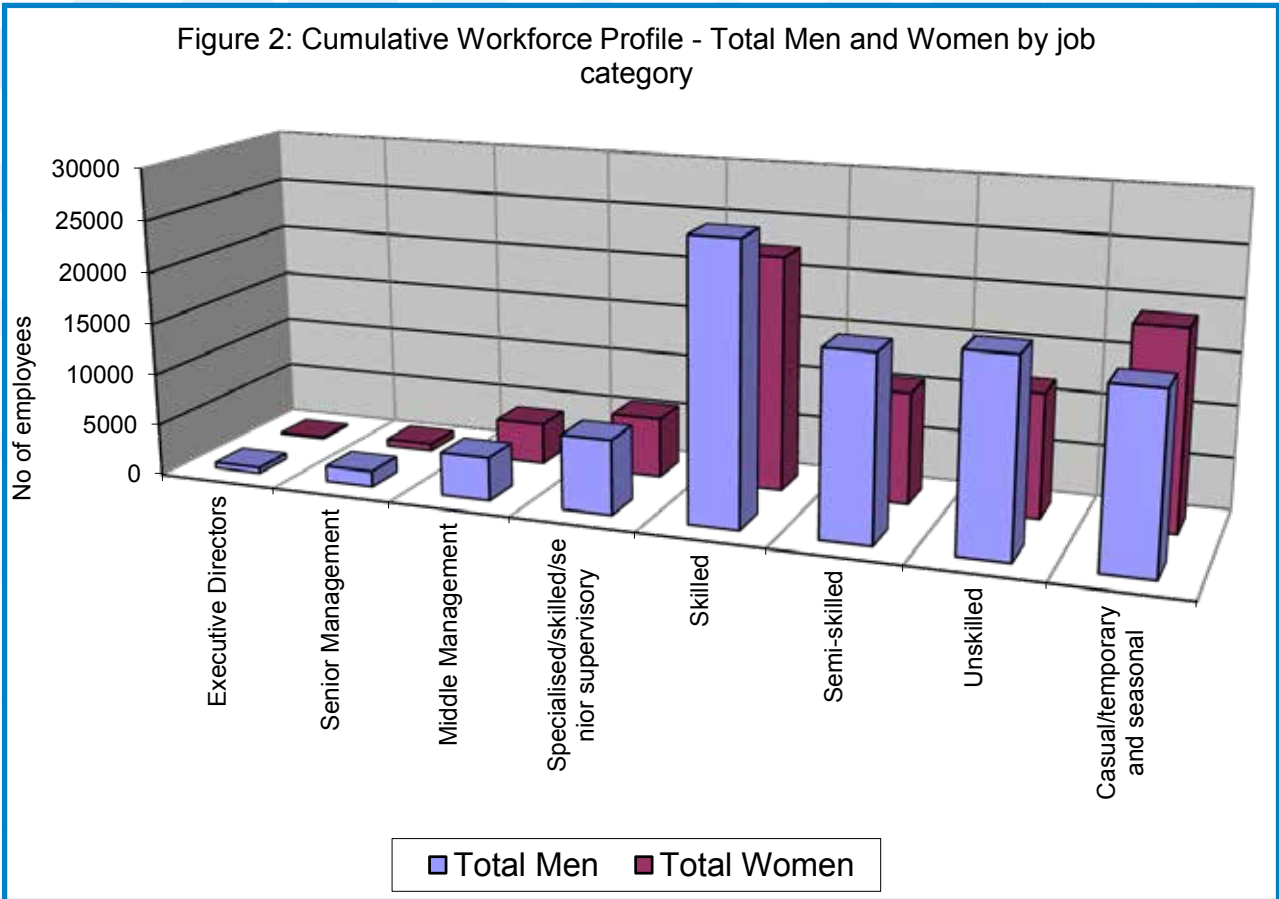


Figure 3: Distribution of Designated Groups by Industry - Senior Management (Cumulative)

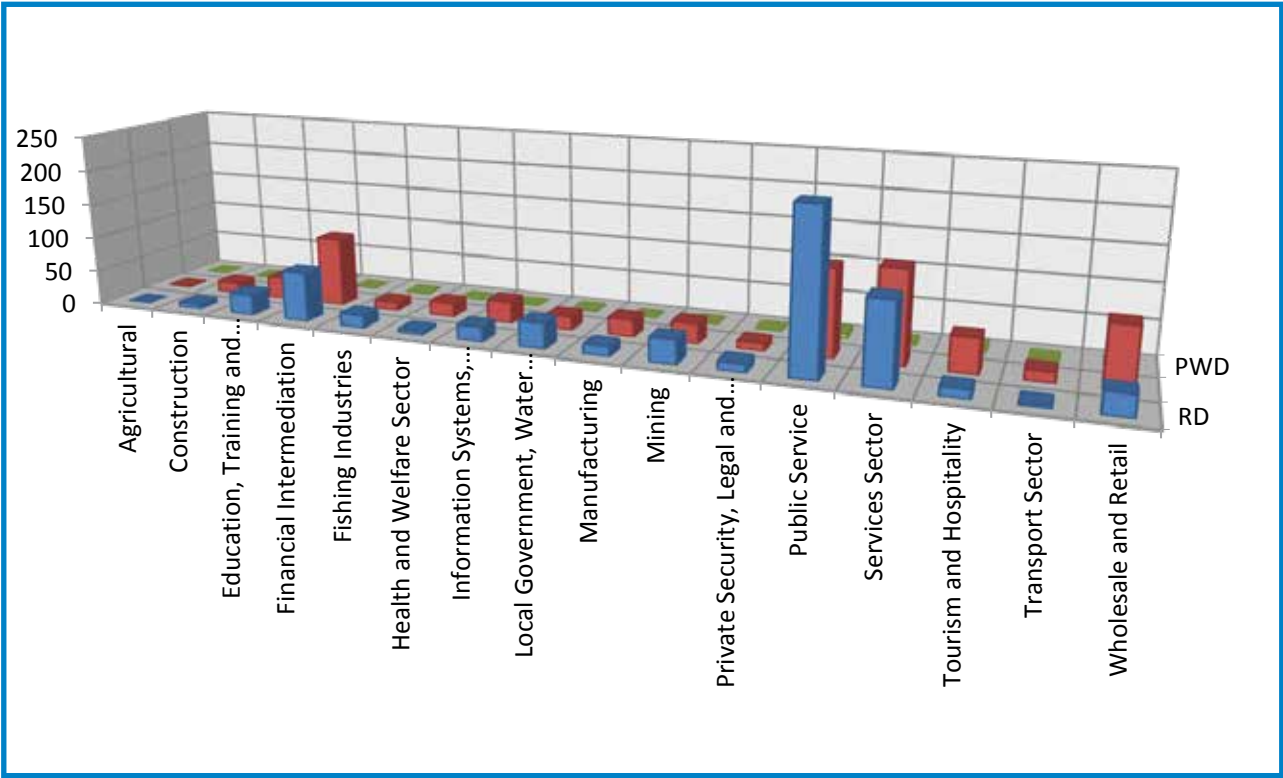


Figure 4: Distribution of Designated Groups by Industry – Middle Management (Cumulative)

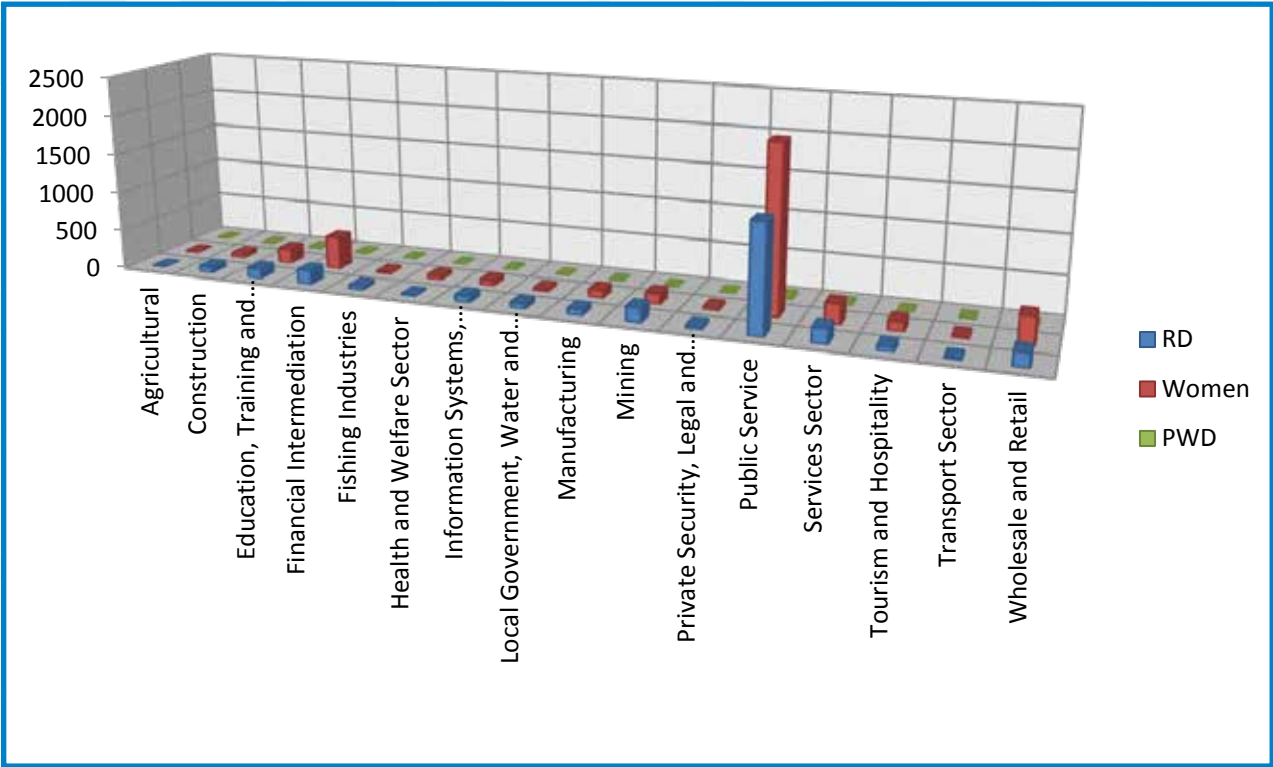
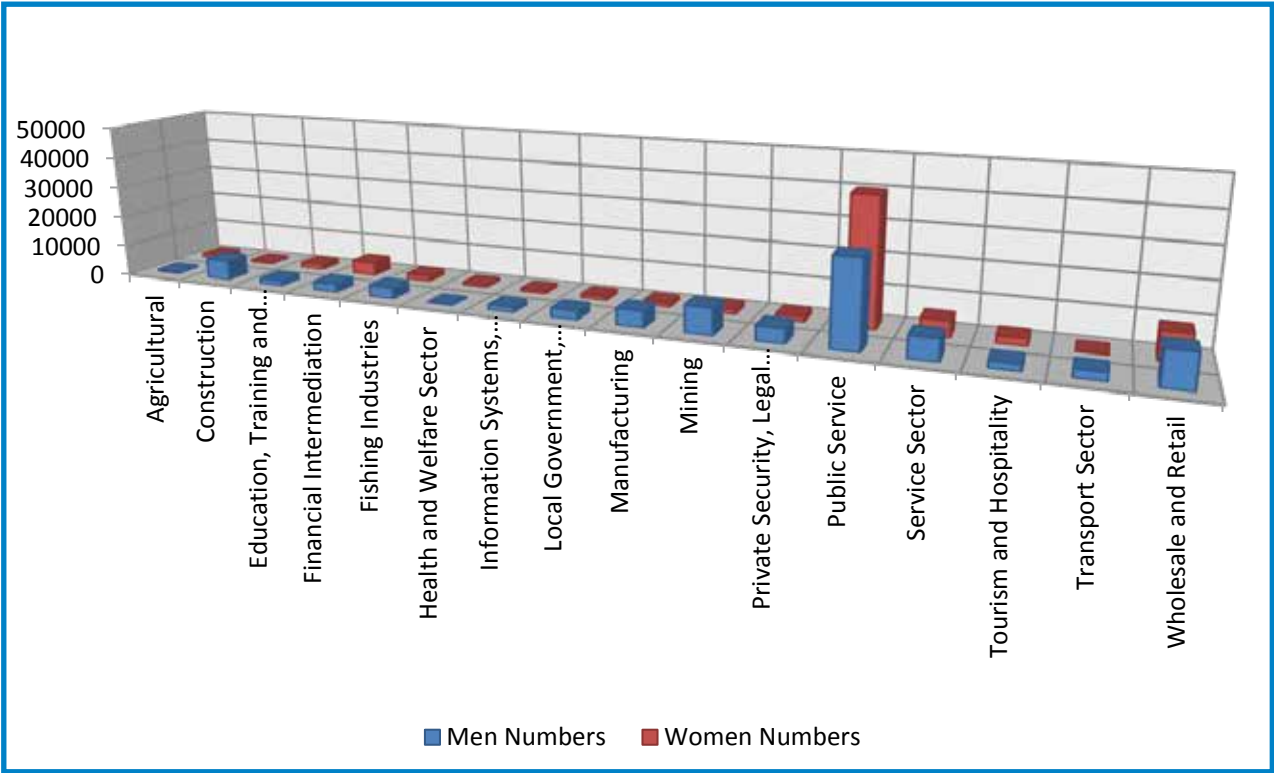


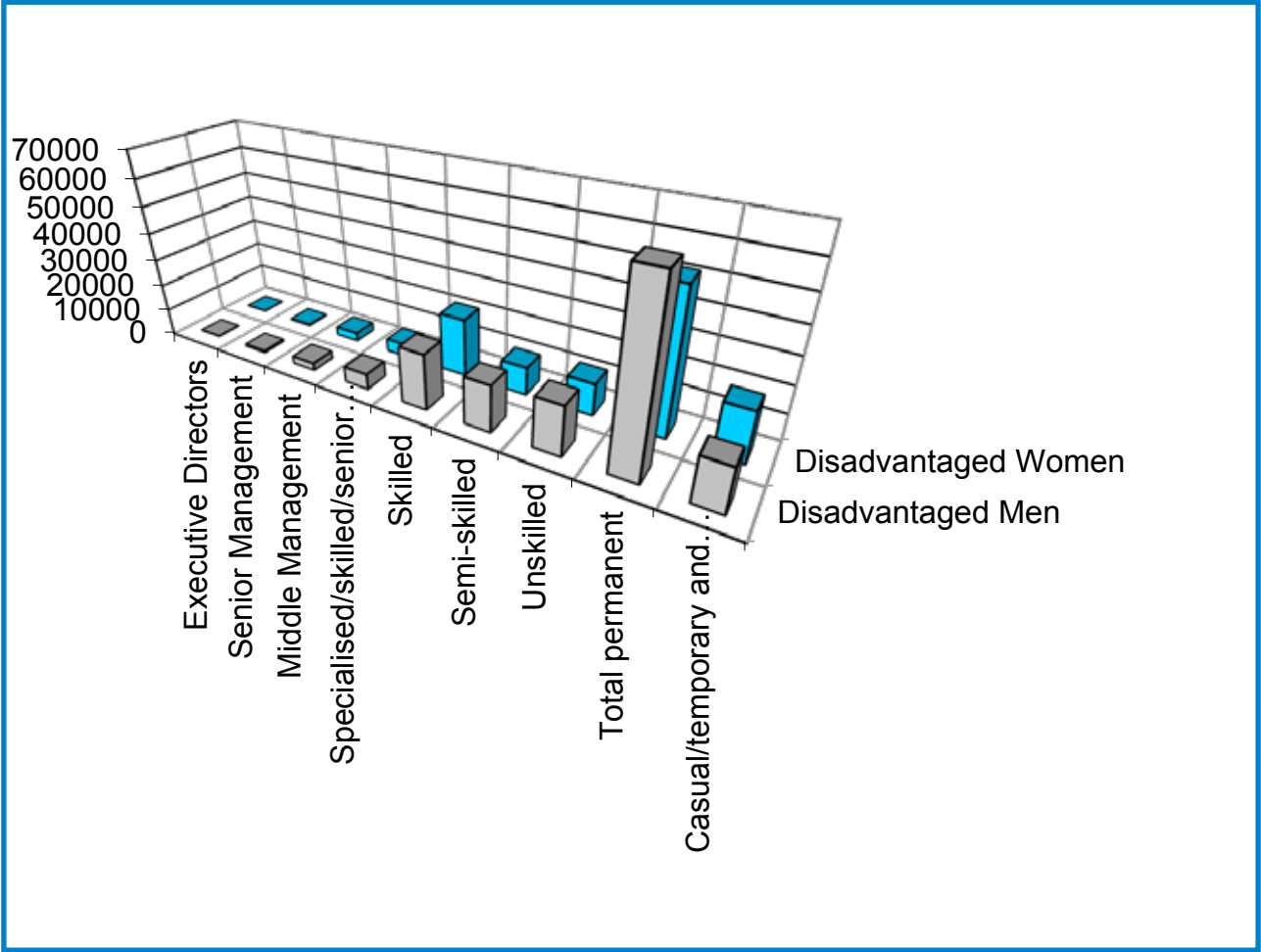
Figure 5: Distribution of Men and Women by Industry (Cumulative)



Disadvantaged Men and Women by Job Category (Cumulative)

	Disadvantaged Men	Disadvantaged Women
Executive Directors	110	37
Senior Management	634	341
Middle Management	2705	3122
Specialised/skilled/senior supervisory	5721	4683
Skilled	20590	21428
Semi-skilled	17213	10319
Unskilled	18385	11823
Total permanent	65358	51753
Casual/temporary and seasonal	16343	18745

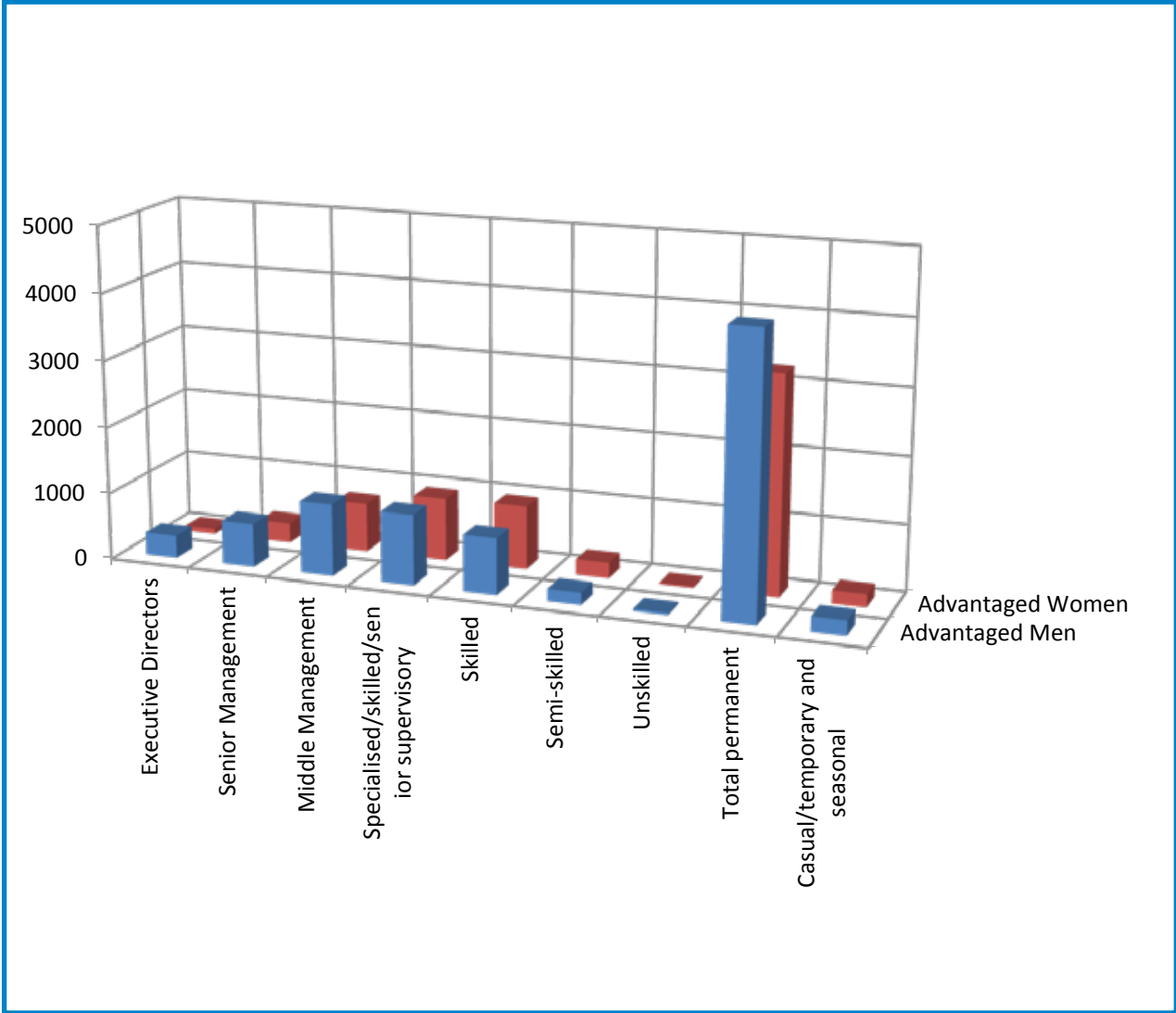
Figure 6: Disadvantaged Men and Women by Job Category



Advantaged Men and Women by Job Category (Cumulative)

	Advantaged Men	Advantaged Women
Executive Directors	339	77
Senior Management	653	298
Middle Management	1079	732
Specialised/skilled/senior supervisory	1055	941
Skilled	843	952
Semi-skilled	183	237
Unskilled	32	17
Total permanent	4184	3254
Casual/temporary and seasonal	226	197

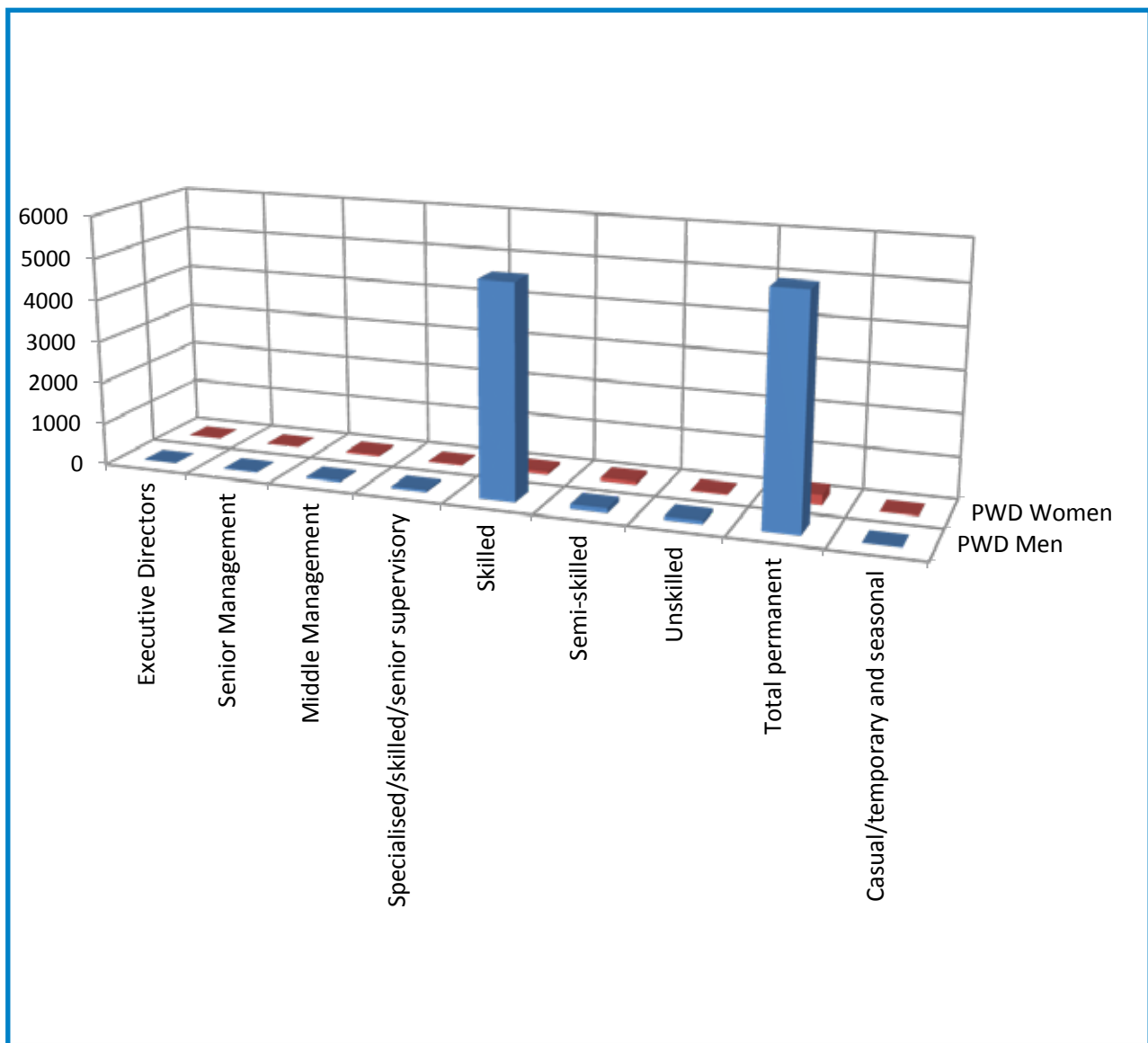
Figure 7: Advantaged Men and Women by Job Category



Persons with Disabilities by Job Category (Cumulative)

	PWD Men	PWD Women
Executive Directors	3	1
Senior Management	19	5
Middle Management	39	38
Specialised/skilled/senior supervisory	52	21
Skilled	5066	75
Semi-skilled	119	82
Unskilled	92	26
Total permanent	5390	248
Casual/temporary and seasonal	5	16

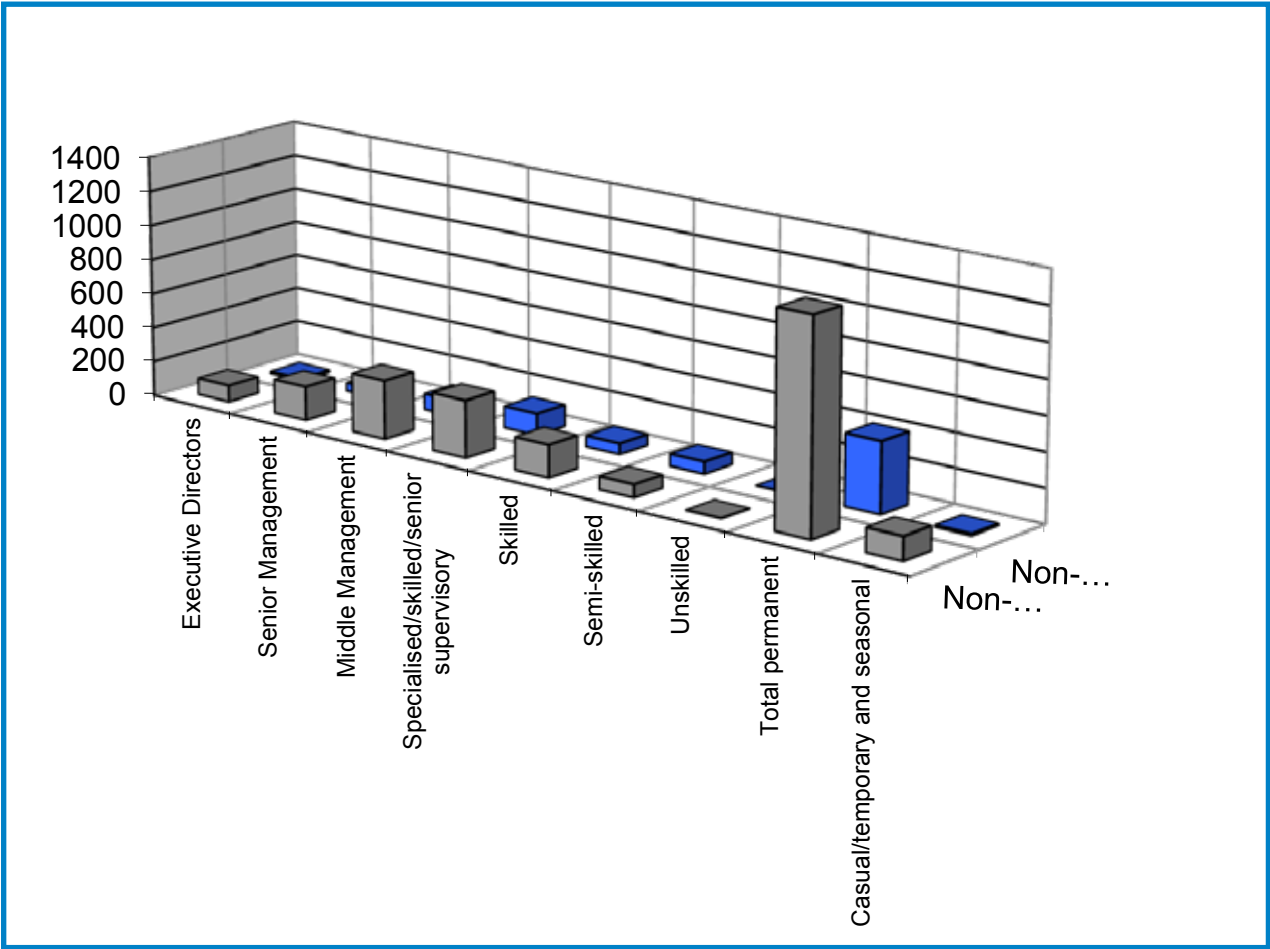
Figure 8: Persons with Disabilities by Job Category



Non Namibian Men and Women by Job Category (Cumulative)

	Non-Namibian Men	Non-Namibian Women
Executive Directors	96	12
Senior Management	195	49
Middle Management	337	90
Specialised/skilled/senior supervisory	330	126
Skilled	189	64
Semi-skilled	76	69
Unskilled	1	1
Total permanent	1224	411
Casual/temporary and seasonal	138	10

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



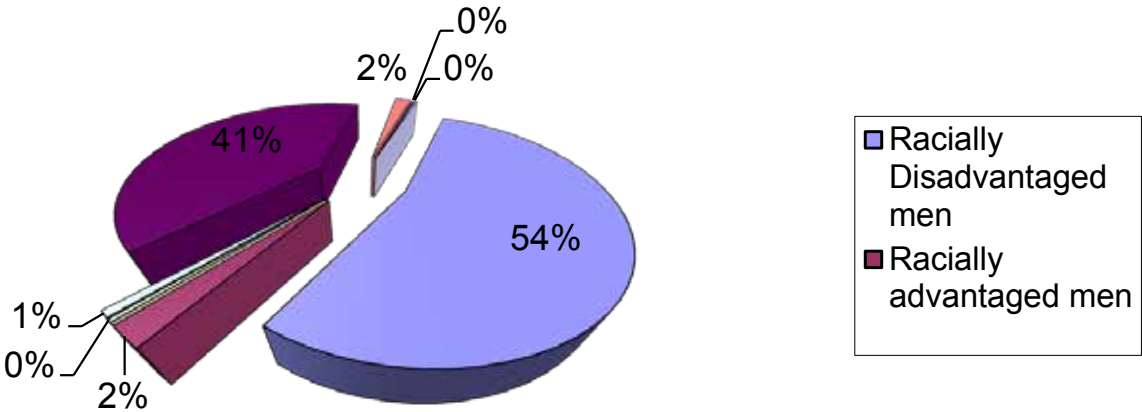
**Table 2: Recruitment
Cumulative**

	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	13	8	24	3	0	0	12	0	49	11	60
Senior Management	79	47	94	60	2	0	42	9	217	116	333
Middle Management	304	263	160	100	2	1	74	9	540	373	913
Specialised/skilled/ senior supervisory	972	905	204	146	4	2	72	34	1252	1087	2339
Skilled	3196	2620	192	207	8	0	51	12	3447	2839	6286
Semi-skilled	3741	2604	69	85	17	5	16	0	3843	2694	6537
Unskilled	4466	2269	21	11	7	3	5	1	4499	2284	6783
Total permanent	12771	8716	764	612	40	11	272	65	13847	9404	23251
Casual/temporary and seasonal	6170	5659	57	59	79	52	0	19	6306	5789	12095
Total	18941	14375	821	671	119	63	272	84	20153	15193	35346

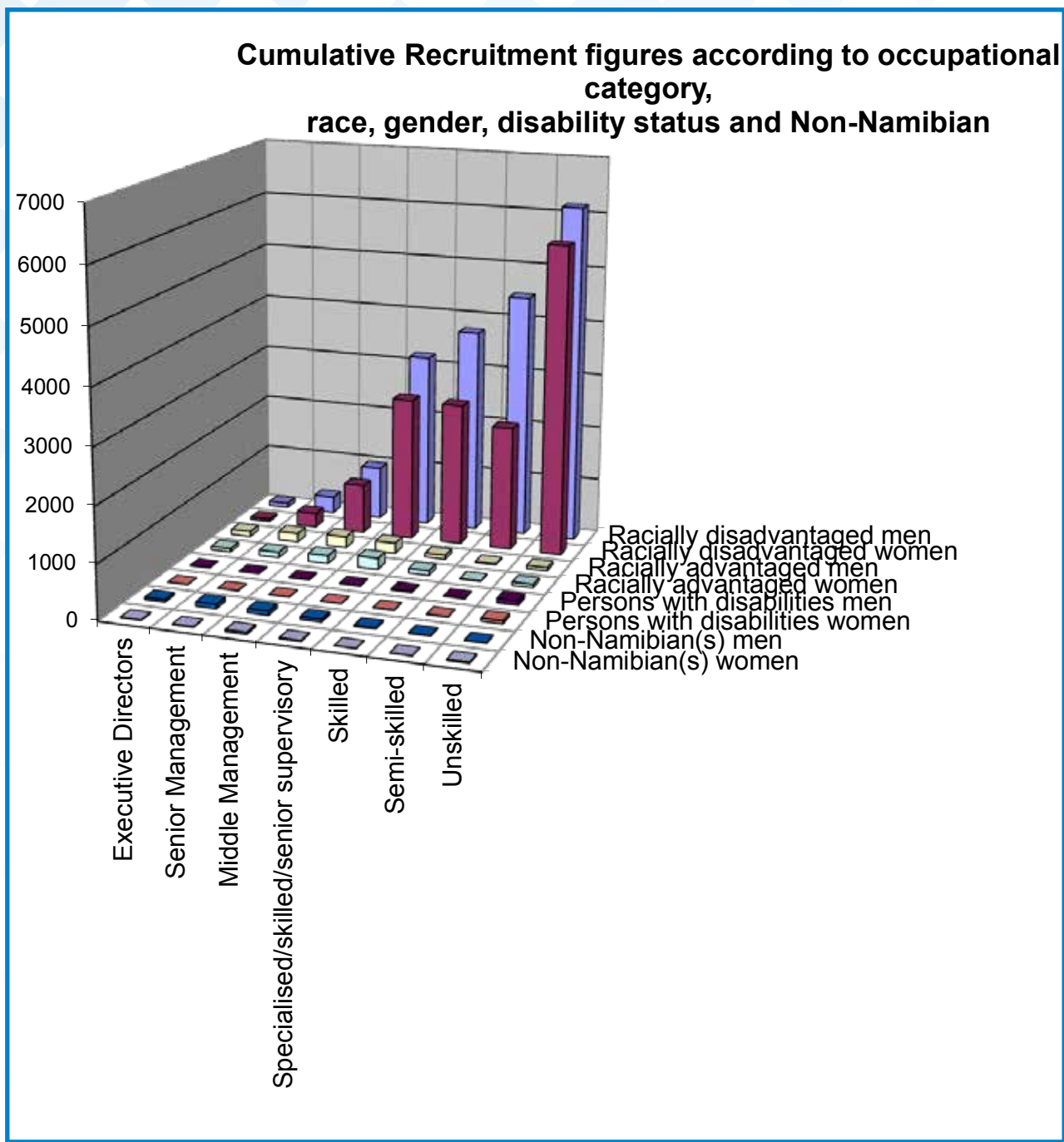
A total of 35346 persons were hired across industrial sectors during the review period 2013/2014, representing a staggering increase of 65% in the number of persons hired during the period under review. 43% of the people hired were women, but only 0,5% were persons with disabilities and 1% were non-Namibians. 55% of the managers hired were Black, 34% were White and 11% were non-Namibians, but only 0,4% were persons with disabilities.

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

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



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

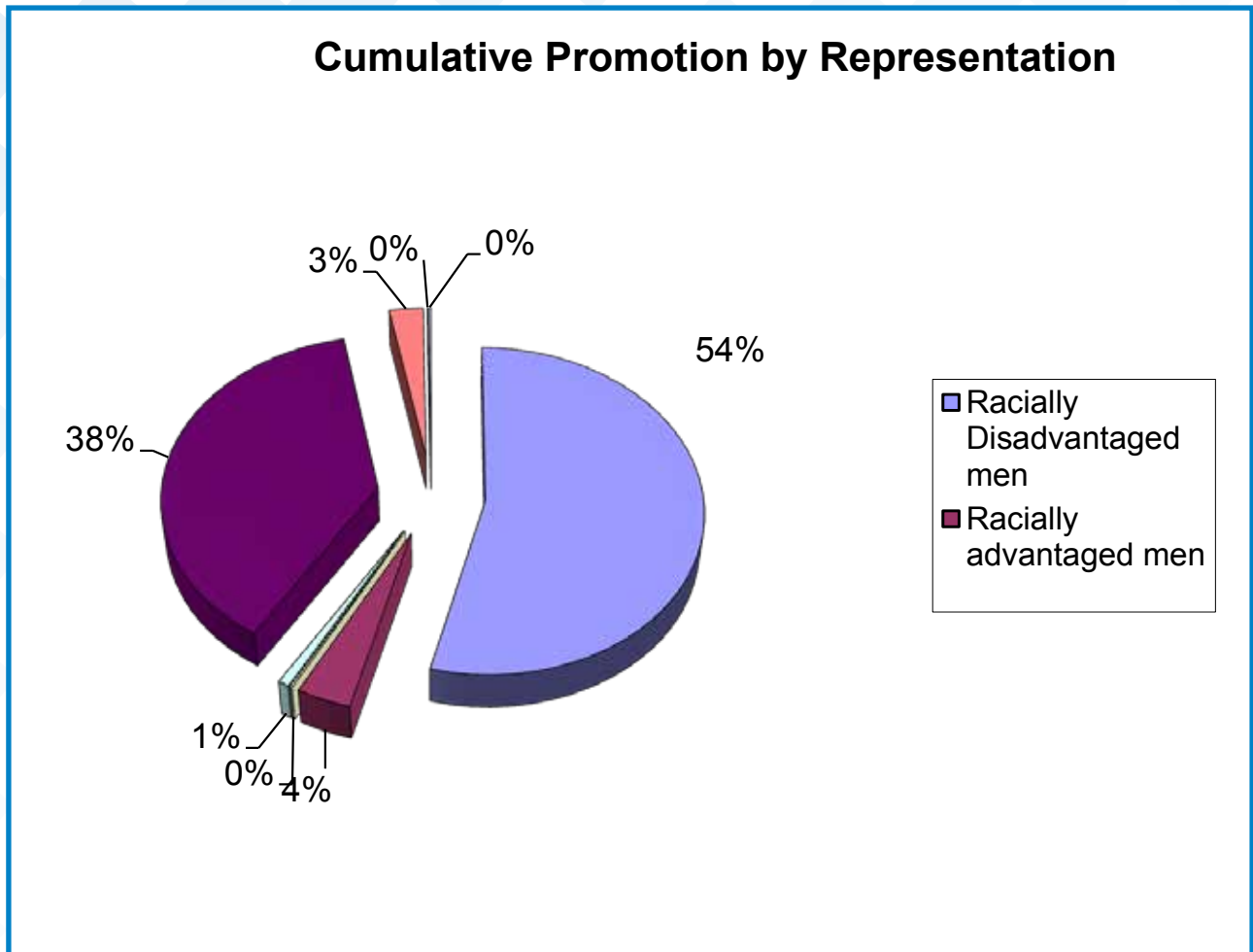


**Table 3: Promotions
Cumulative**

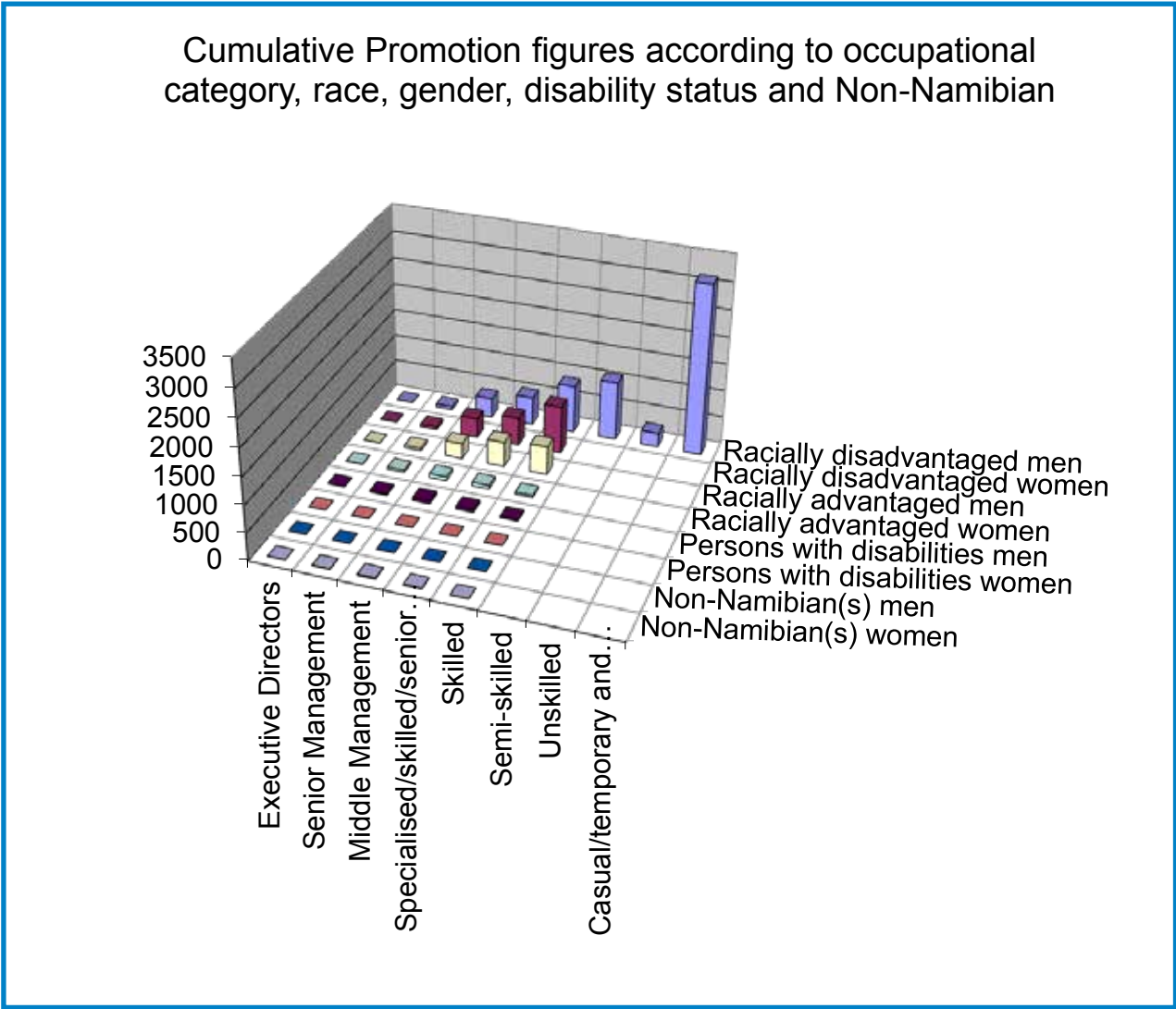
	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
Job Category	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	4	0	8	3	0	0	3	2	15	5	20
Senior Management	56	42	42	24	2	0	8	2	108	68	176
Middle Management	359	283	69	55	3	2	20	4	451	344	795
Specialised/skilled/ senior supervisory	517	458	63	51	1	0	11	2	592	511	1103
Skilled	873	524	35	25	3	1	0	1	911	551	1462
Semi-skilled	1082	502	13	10	2	1	7	0	1104	513	1617
Unskilled	258	64	3	3	0	0	0	0	261	67	328
Total permanent	3149	1873	233	171	11	4	49	11	3442	2059	5501
Casual/temporary & seasonal	314	574	9	3	0	0	1	1	324	578	902
Total	3463	2447	242	174	11	4	50	12	3766	2637	6403

A total of 6403 employees were promoted during the 2013/2014 review period, representing an increase of 121% in the number of employees promoted in the previous corresponding review period, when only 640 employees were promoted. 95% of the employees promoted were persons in designated groups and 1% were non-Namibians.

Cumulative Promotion by Representation



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

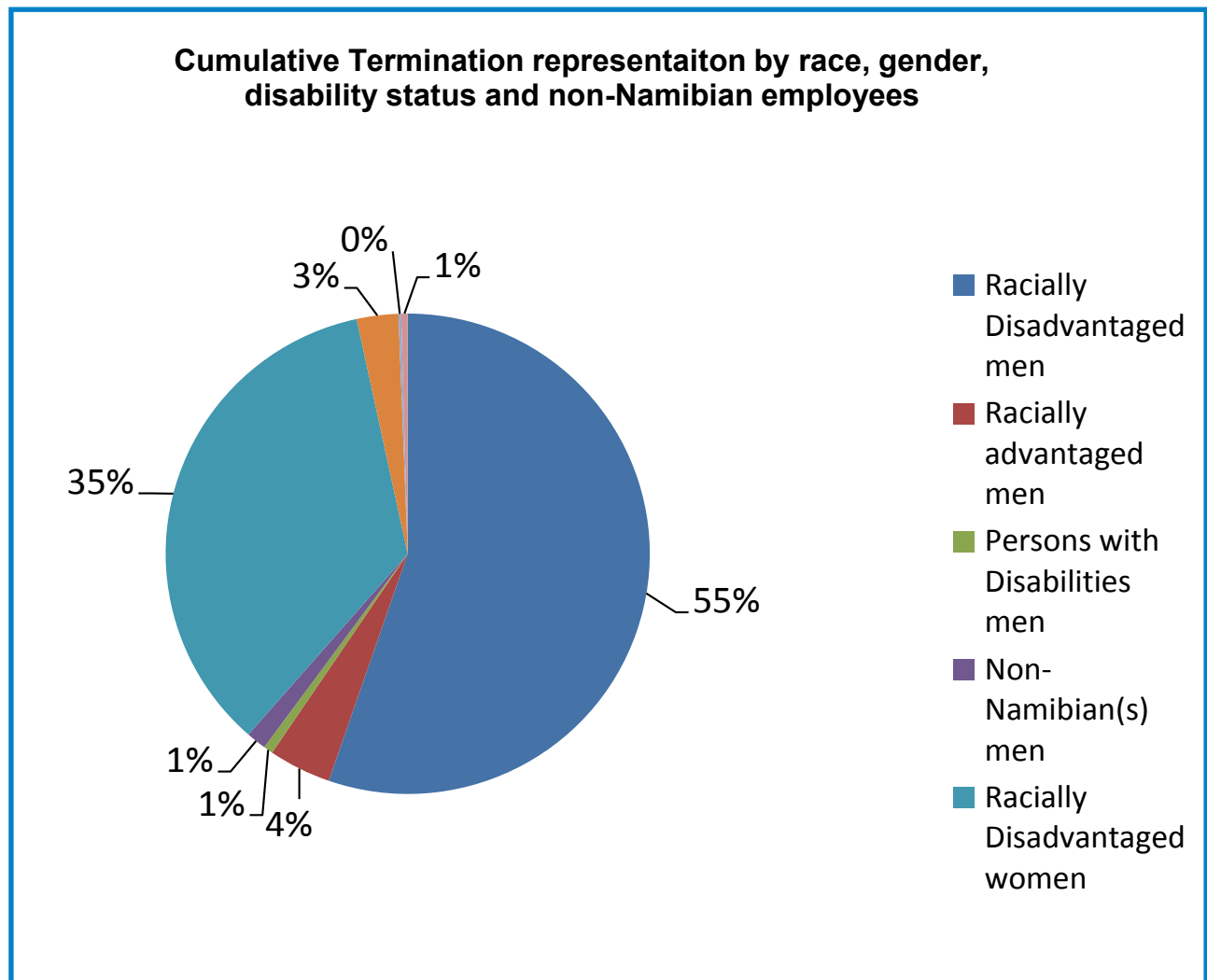


**Table 4: Termination
Cumulative**

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	14	3	21	11	1	0	11	1	47	15	62
Senior Management	54	35	112	50	2	0	42	8	210	93	303
Middle Management	273	200	184	107	1	0	56	15	514	322	836
Specialised/skilled/ senior supervisory	751	638	226	149	7	2	73	34	1057	823	1880
Skilled	2247	1461	245	218	9	2	58	13	2559	1694	4253
Semi-skilled	2832	1627	79	84	58	11	7	2	2976	1724	4700
Unskilled	3303	1693	32	16	24	4	7	4	3366	1717	5083
Total permanent	9474	5657	899	635	102	19	254	77	10729	6388	17117
Casual/temporary & seasonal	4715	3371	172	77	60	27	88	34	5035	3509	8544
Total	14189	9028	1071	712	162	46	342	111	15764	9897	25661

25 661 employees vacated their employment positions across all sectors, during the 2013/2014 review period, showing a decline of 7% in the number of employment contract terminations recorded during the previous corresponding review period. The majority of employees whose contracts of employment ended, were men, viz, 61% and 2% were non-Namibians, while 0,8% were persons with disabilities. 5% of employees whose contracts of employment ended were managers, 36% of whom were women.

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

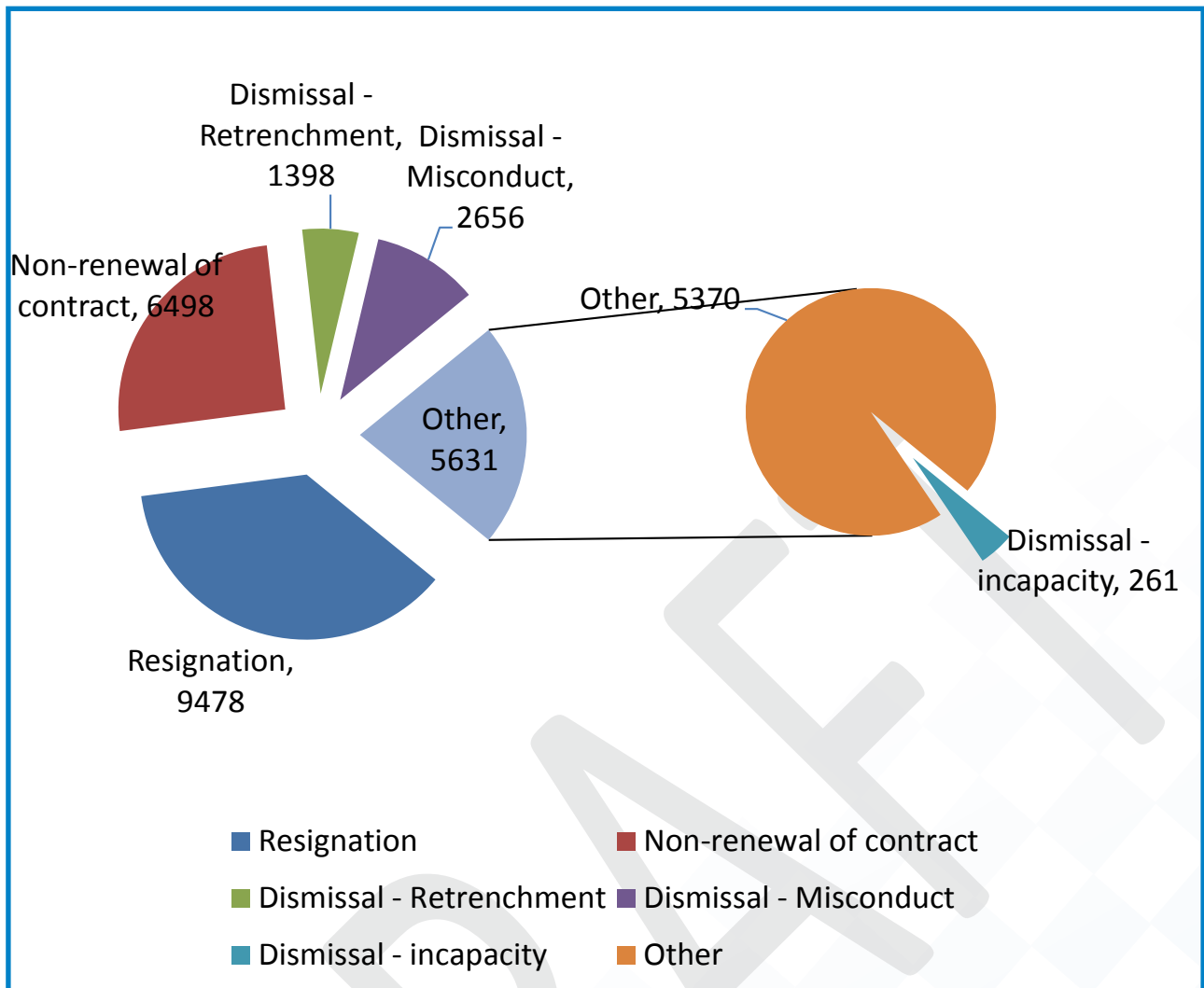


**Table 5: Termination Categories
Cumulative**

Termination Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Resignation	4544	3609	619	502	40	11	104	49	5307	4171	9478
Non-renewal of contract	3810	2165	175	69	59	26	149	45	4193	2305	6498
Dismissal - Retrenchment	860	392	57	29	38	0	22	0	977	421	1398
Dismissal - Misconduct	1865	653	105	16	9	0	7	1	1986	670	2656
Dismissal - incapacity	163	80	4	5	7	0	1	1	175	86	261
Other	2947	2129	111	91	9	9	59	15	3126	2244	5370
Total	14189	9028	1071	712	162	46	342	111	15764	9897	25661

Resignation accounted for the majority of contract terminations, namely 37%, followed by the non-renewal of contracts, 25% and unspecified reasons("Other"), 21%. Male employees comprised the majority of employees who resigned their positions during the 2013/2014 review year, namely 56%

Cumulative Termination Reasons



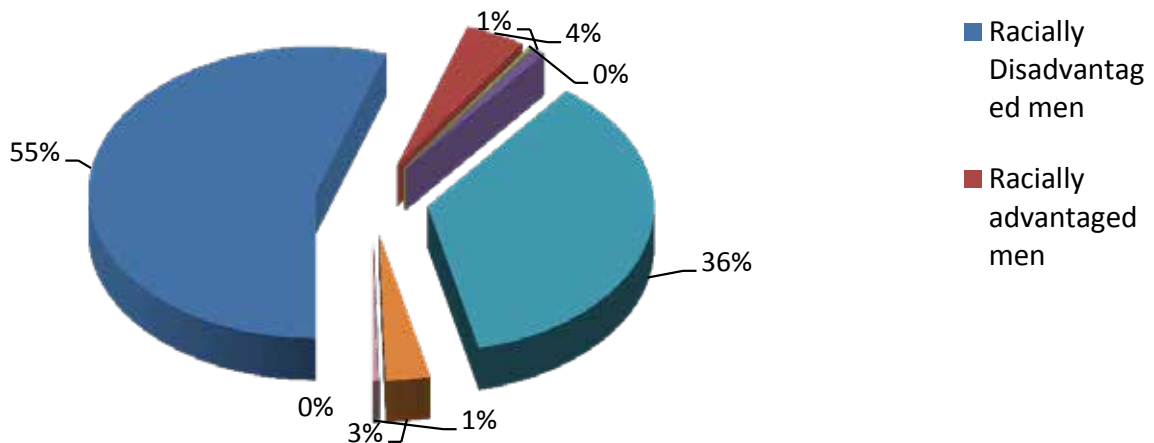
**Table 6: Training
Cumulative**

	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
Job Category	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	43	18	69	16	0	0	24	4	136	38	174
Senior Management	317	194	318	162	5	2	71	26	711	384	1095
Middle Management	1068	858	512	351	12	9	110	46	1702	1264	2966
Specialised/skilled/senior supervisory	2878	2530	545	480	23	6	137	65	3583	3081	6664
Skilled	7562	4115	443	377	30	12	51	23	8086	4527	12613
Semi-skilled	6634	3826	98	91	26	9	44	1	6802	3927	10729
Unskilled	6069	2593	19	17	6	1	4	1	6098	2612	8710
Total permanent	24571	14134	2004	1494	102	39	441	166	27118	15833	42951
Casual/temporary & seasonal	1606	2913	36	27	4	0	10	4	1656	2944	4600
Total	26177	17047	2040	1521	106	39	451	170	28774	18777	47551

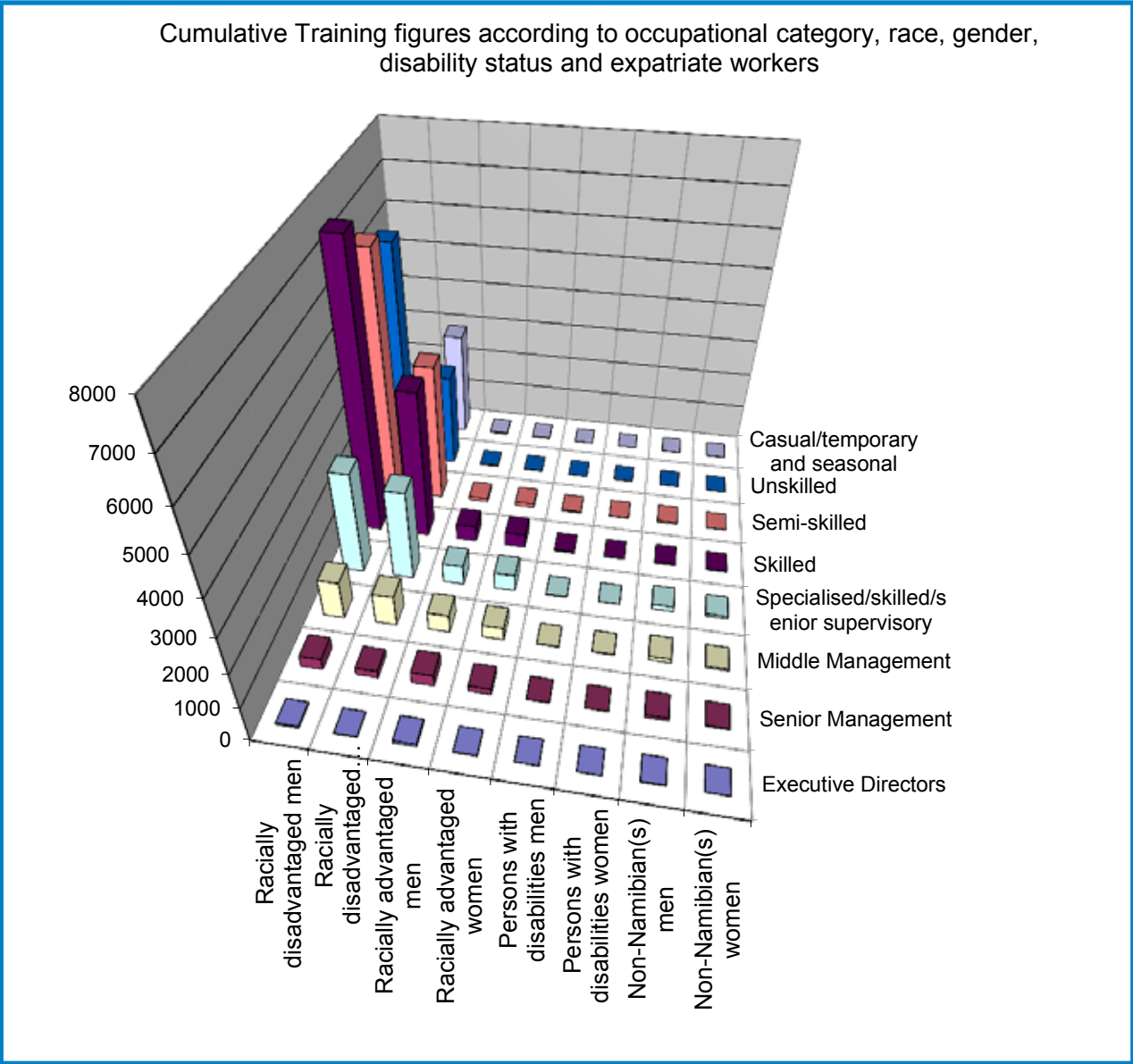
A total of 47551 employees were trained across all sectors, 61% of whom were men and 1% were non-Namibians, while only a mere 0,3% were persons with disabilities. 34% of the managers trained were White, 59% were Black and 7% were non-Namibian Managers.

Cumulative: Training by Group Representation

Cumulative: Training by Group Representation



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



B: SECTORAL FIGURES

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

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	1	0	1	0	1
Senior Management	0	0	2	0	0	0	7	1	9	1	10
Middle Management	6	4	2	4	0	0	11	3	19	11	30
Specialised/skilled/ senior supervisory	34	9	2	5	0	0	4	2	40	16	56
Skilled	74	41	1	1	0	0	0	0	75	42	117
Semi-skilled	89	45	0	1	1	0	1	0	91	46	137
Unskilled	280	233	0	0	1	0	0	0	281	233	514
Total permanent	483	332	7	11	2	0	24	6	516	349	865
Casual/temporary and seasonal	220	917	0	1	0	0	4	5	224	923	1147
Total	703	1249	7	12	2	0	28	11	740	1272	2012

The Agriculture Sector registered a workforce totalling 2012 employees during the 2013/2014 review period, representing an increase of 25% in the number of employees reported on during the previous corresponding review period. The increase was encouraging as the Agricultural Sector, believed to be one of the largest employers in the country, had been reporting low employee figures which were not commensurate with its potential employing capacity. Women accounted for a whopping 63% of the workforce in the Agriculture Sector and 2% of employees in the sector were non-Namibians. 50% of Managers in the Agriculture Sector were also non-Namibians.

Agriculture

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	0	0	0	0	0	0	0	0	0
Senior Management	0	0	1	0	0	0	0	1	1	1	2
Middle Management	2	3	0	1	0	0	3	0	5	4	9
Specialised/skilled/ senior supervisory	15	3	1	0	0	0	2	0	18	3	21
Skilled	30	12	0	3	0	0	0	0	30	15	45
Semi-skilled	17	5	1	1	0	0	0	0	18	6	24
Unskilled	175	74	2	0	0	0	5	1	182	75	257
Total permanent	222	97	5	5	0	0	10	2	237	104	358
Casual/temporary and seasonal	215	912	0	1	0	0	6	6	221	919	1140
Total	437	1009	5	6	0	0	16	8	458	1023	1498

The Agriculture Sector hired 1498 persons during the 2013/2014 review year, an increase of a whopping 119% in the number of persons hired by the sector during the previous corresponding review period. Women accounted for 65% of the persons hired during the period under review, and 2% of the persons hired were non-Namibians.

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	0	3	0	0	0	4	1	8	1	9
Specialised/skilled/ senior supervisory	8	4	0	4	0	0	0	0	8	8	16
Skilled	21	8	1	3	0	0	0	0	22	11	33
Semi-skilled	39	10	0	3	0	0	1	0	40	13	53
Unskilled	12	3	0	0	0	0	0	0	12	3	15
Total permanent	81	25	4	10	0	0	5	1	90	36	126
Casual/temporary & seasonal	118	506	0	0	0	0	1	1	119	507	626
Total	199	531	4	10	0	0	6	2	209	543	752

The Agriculture Sector promoted 752 employees during the 2013/2014 review period, 72% of whom were women, but no one from the persons with disabilities group.

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	0	0	0	0	0	0	0	0	0
Middle Management	0	0	0	0	0	0	1	0	1	0	1
Specialised/skilled/ senior supervisory	1	2	0	1	0	0	0	1	1	4	5
Skilled	11	3	0	2	0	0	0	1	11	6	17
Semi-skilled	18	3	1	0	0	0	1	0	20	3	23
Unskilled	118	26	1	1	1	0	5	2	125	29	154
Total permanent	148	34	2	4	1	0	7	4	158	42	200
Casual/temporary and seasonal	121	516	0	0	0	0	2	4	123	520	643
Total	269	550	2	4	1	0	9	8	281	562	843

The Agriculture Sector parted ways with 843 employees during the 2013/2014 review period, 24% less than the number of employees who left their jobs during the previous corresponding review period. 67% of the employees who vacated their posts were women and 2% were non-Namibians.

Agriculture

Table 5: Termination Categories

Termination Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Resignation	43	24	0	3	1	0	3	1	47	28	75
Non-renewal of contract	5	6	0	0	0	0	2	4	7	10	17
Dismissal - Retrenchment	0	0	0	0	0	0	0	0	0	0	0
Dismissal - Misconduct	2	0	1	0	0	0	0	0	3	0	3
Dismissal - incapacity	0	1	0	0	0	0	0	0	0	1	1
Other	219	519	1	1	0	0	4	3	224	523	747
Total	269	550	2	4	1	0	9	8	281	562	843

The majority of employment contract terminations during the 2013/2014 review period were attributed to unspecified reasons, "Other", viz, 89%, followed by resignation, 9%.

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	0	0	0	0	0	0	0	0	0	0
Senior Management	0	0	1	0	0	0	2	0	3	0	3
Middle Management	5	4	0	0	1	0	1	1	7	5	12
Specialised/skilled/ senior supervisory	25	6	1	0	0	0	2	0	28	6	34
Skilled	51	27	0	0	0	0	0	0	51	27	78
Semi-skilled	82	22	0	0	0	0	0	0	82	22	104
Unskilled	248	236	1	0	0	0	1	0	250	236	486
Total permanent	411	295	3	0	1	0	6	1	421	296	717
Casual/temporary and seasonal	212	887	0	0	0	0	0	0	212	887	1099
Total	623	1182	3	0	1	0	6	1	633	1183	1816

The Agriculture Sector sent 1816 employees for training during the 2013/2014 review period, representing an increase of 121% in the number of employees trained across the sector during the corresponding review period. Women accounted for 65% of employees trained during the period under review.

Construction

Table 1: Workforce Profile

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	5	1	30	3	0	0	9	1	44	5	49
Senior Management	7	4	56	10	0	0	23	1	86	15	101
Middle Management	78	28	92	19	4	0	9	5	183	52	235
Specialised/skilled/ senior supervisory	196	37	60	24	2	0	33	0	291	61	352
Skilled	824	87	26	23	3	0	31	2	884	112	996
Semi-skilled	1406	75	13	4	6	0	9	0	1434	79	1513
Unskilled	1922	206	3	0	8	1	0	0	1933	207	2140
Total permanent	4438	438	280	83	23	1	114	9	4855	531	5386
Casual/temporary and seasonal	1582	189	16	0	1	0	3	0	1602	189	1791
Total	6020	627	296	83	24	1	117	9	6457	720	7177

The Construction Sector recorded a workforce of 7177 employees across the industry during the 2013/2014 review period, the overwhelming majority of whom were male employees, viz. 90%, but only 0,3% were persons with disabilities. Although 93% of the workforce was Black, White employees accounted for 55% of positions at the Management level, a proportionally skewed representation in favour of White employees at the management level in the Construction Sector.

Construction

Table 2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	1	0	2	0	0	0	3	0	6	0	6
Senior Management	2	3	14	1	0	0	8	0	24	4	28
Middle Management	17	9	25	6	1	0	7	1	50	16	66
Specialised/skilled/ senior supervisory	77	18	17	7	0	0	9	0	103	25	128
Skilled	178	14	5	6	0	0	1	1	184	21	205
Semi-skilled	294	16	7	2	1	0	4	0	306	18	324
Unskilled	558	34	3	0	0	0	0	0	561	34	595
Total permanent	1127	94	73	22	2	0	32	2	1234	118	1352
Casual/temporary and seasonal	1313	54	4	0	0	0	0	0	1317	54	1371
Total	2440	148	77	22	2	0	32	2	2551	172	2723

The Construction Sector hired 2723 persons during the 2013/2014 review year, 18% less than the number hired during the previous corresponding review period. The Construction Sector, being male dominated, 94% of the people hired during the period under review, were men and 80% of Managers hired were men.

Construction

Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	2	0	0	0	0	0	2	0	2
Senior Management	1	0	0	0	0	0	1	0	2	0	2
Middle Management	7	4	12	0	1	0	1	0	21	4	25
Specialised/skilled/ senior supervisory	10	1	4	1	0	0	2	0	16	2	18
Skilled	50	6	1	0	0	0	0	0	51	6	57
Semi-skilled	142	26	0	0	1	0	0	0	143	26	169
Unskilled	29	0	0	0	0	0	0	0	29	0	29
Total permanent	239	37	19	1	2	0	4	0	264	38	302
Casual/temporary & seasonal	11	1	1	0	0	0	0	0	12	1	13
Total	250	38	20	1	2	0	4	0	276	39	315

The Construction Sector promoted 315 employees during the period under review, 88% of whom were male employees, but only 0,6% were persons with disabilities and 1% were non-Namibians. 9% of the promotions effected, were at the Management level.

Construction

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	7	2	0	0	4	0	11	2	13
Senior Management	2	1	19	5	1	0	0	0	22	6	28
Middle Management	21	4	31	6	1	0	3	0	56	10	66
Specialised/skilled/ senior supervisory	35	6	22	7	2	0	4	3	63	16	79
Skilled	244	21	28	8	3	0	9	0	284	29	313
Semi-skilled	301	7	25	3	18	5	2	0	346	15	361
Unskilled	632	69	19	0	7	0	0	0	658	69	727
Total permanent	1235	108	151	31	32	5	22	3	1440	147	1587
Casual/temporary and seasonal	801	63	79	0	12	0	6	0	898	63	961
Total	2036	171	230	31	44	5	28	3	2338	210	2548

2548 employees vacated their posts during the 2013/2014 review year, 13% less than the number of employment contract terminations recorded during the previous corresponding review year. 92% of those whose contract of employment ended were men, 2% were persons with disabilities and 1% were non-Namibians.

Construction

Table 5: Termination Categories

Termination Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Resignation	356	36	25	14	8	0	13	3	402	53	455
Non-renewal of contract	1184	93	84	0	3	0	2	0	1273	93	1366
Dismissal - Retrenchment	181	26	21	0	33	0	18	0	253	26	279
Dismissal - Misconduct	132	1	83	1	0	0	0	0	215	2	217
Dismissal - incapacity	23	0	0	0	0	0	1	0	24	0	24
Other	160	15	17	16	0	5	8	0	185	36	221
Total	2036	171	230	31	44	5	42	3	2352	210	2562

The majority of employees who left the Construction Sector did so through non-renewal of contracts, 54%, followed by resignation, 18% and dismissal as a result of retrenchment, 11%.

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	3	0	3	0	0	0	0	0	6	0	6
Senior Management	3	0	10	1	0	0	1	0	14	1	15
Middle Management	18	0	21	4	0	0	1	1	40	5	45
Specialised/skilled/senior supervisory	48	0	19	7	0	0	1	1	68	8	76
Skilled	234	0	13	6	0	0	4	0	251	6	257
Semi-skilled	339	0	5	3	1	0	0	0	345	3	348
Unskilled	539	0	3	0	0	0	0	0	542	0	542
Total permanent	1184	0	74	21	1	0	7	2	1266	23	1289
Casual/temporary and seasonal	299	0	4	0	0	0	0	0	303	0	303
Total	1483	0	78	21	1	0	7	2	1569	23	1592

The Construction Sector reported to have trained 1592 across the industry during the 2013/2014 review period, representing a decrease of 43% in the number of employees trained during the previous corresponding review period. Only 1% of employees trained were women, while 4% were Managers.

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	2	0	2	0	0	0	1	0	5	0	5
Senior Management	30	18	10	7	0	0	26	6	66	31	97
Middle Management	124	109	44	41	3	1	104	36	275	187	462
Specialised/skilled/ senior supervisory	159	161	8	92	2	0	28	42	197	295	492
Skilled	124	217	3	12	0	1	21	15	148	245	393
Semi-skilled	113	96	0	1	0	1	3	0	116	98	214
Unskilled	43	42	0	0	0	0	0	0	43	42	85
Total permanent	595	643	67	153	5	3	183	99	850	898	1748
Casual/temporary and seasonal	804	638	114	143	0	0	0	0	918	781	1699
Total	1399	1281	181	296	5	3	183	99	1768	1679	3447

The Education, Training and Development Practices Sector reported on a total workforce of 3 447 employees, representing a sharp decline of 33% in the number of employees recorded during the previous corresponding review period. Persons in designated groups accounted for 87% of the workforce, women 49% and persons with disabilities comprised a mere 0,2% of the workforce while 8% were non-Namibians.

Education, Training & Development Sector

Table2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	0	0	0	0	0	0	0	0	0
Senior Management	2	0	0	0	0	0	10	2	12	2	14
Middle Management	31	20	6	4	1	0	16	0	54	24	78
Specialised/skilled/ senior supervisory	29	37	3	9	0	0	8	11	40	57	97
Skilled	34	25	1	4	0	0	4	8	39	37	76
Semi-skilled	16	17	0	0	0	0	0	0	16	17	33
Unskilled	10	3	0	0	0	0	0	0	10	3	13
Total permanent	122	102	10	17	1	0	38	21	171	140	311
Casual/temporary and seasonal	289	312	17	16	0	0	0	0	306	328	634
Total	411	414	27	33	1	0	38	21	477	468	945

The Sector recruited 945 people during the 2013/2014 review period, 21% less than the number hired during the previous corresponding review period. 30% of the managers hired during the 2013/2014 review period were non-Namibians, but only 28% were women. Persons in designated groups accounted for 91% of all persons hired by the Education, Training and Development Sector during the period under review.

Education, Training & Development Sector

Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	0	0	0	0	0	0	0	0	0
Senior Management	2	4	0	0	0	0	1	0	3	4	7
Middle Management	6	3	0	0	0	0	3	1	9	4	13
Specialised/skilled/ senior supervisory	1	3	0	1	0	0	0	0	1	4	5
Skilled	1	3	0	0	0	0	0	0	1	3	4
Semi-skilled	0	1	0	0	0	0	0	0	0	1	1
Unskilled	0	0	0	0	0	0	0	0	0	0	0
Total permanent	10	14	0	1	0	0	4	1	14	16	30
Casual/temporary and seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	10	14	0	1	0	0	4	1	14	16	30

The Education, Training and Development sector effected only 30 promotions during the period under review. With exception of 5 non-Namibians, all employees promoted were from designated groups. 53% of the employees promoted were women.

Education, Training & Development Sector

Table 4: Termination

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	0	0	0	0	0	0	0	0	0
Senior Management	2	0	3	0	0	0	4	2	9	2	11
Middle Management	9	5	7	2	0	0	10	1	26	8	34
Specialised/skilled/ senior supervisory	9	13	3	2	0	1	14	6	26	22	48
Skilled	18	23	1	3	0	0	3	4	22	30	52
Semi-skilled	10	9	0	0	0	0	1	0	11	9	20
Unskilled	4	4	0	0	0	0	0	0	4	4	8
Total permanent	52	54	14	7	0	1	32	13	98	75	173
Casual/temporary and seasonal	234	265	17	1	2	0	58	21	311	287	598
Total	286	319	31	8	2	1	90	34	409	362	771

The Education, Training and Development Sector parted ways with 771 employees during the 2013/2014 review period. Persons in designated groups accounted for 81% of the employees who vacated their posts and 16% were non-Namibians.

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	41	41	7	3	0	0	12	13	60	57	117
Non-renewal of contract	137	196	24	2	0	0	74	20	235	218	453
Dismissal - Retrenchment	1	2	0	0	0	0	0	0	1	2	3
Dismissal - Misconduct	3	4	0	0	0	0	2	0	5	4	9
Dismissal - incapacity	0	0	0	0	0	0	0	0	0	0	0
Other	104	76	0	3	2	1	2	1	108	81	189
Total	286	319	31	8	2	1	90	34	409	362	771

Non-renewal of employment contracts accounted for the majority of employment contract terminations, namely, 59%, followed by unspecified reasons, "Other", 25% and resignations, 15%.

Education, Training & Development Sector

Table 6: Training

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	1	0	0	0	0	0	1	0	2	0	2
Senior Management	8	10	2	2	0	0	4	2	14	14	28
Middle Management	40	48	17	13	2	1	5	9	64	71	135
Specialised/skilled/ senior supervisory	54	56	7	50	1	0	13	32	75	138	213
Skilled	41	56	0	4	0	1	15	11	56	72	128
Semi-skilled	44	50	0	0	0	0	2	0	46	50	96
Unskilled	3	4	0	0	0	0	0	0	3	4	7
Total permanent	191	224	26	69	3	2	40	54	260	349	609
Casual/temporary and seasonal	134	87	0	1	0	0	0	0	134	88	222
Total	325	311	26	70	3	2	40	54	394	437	831

The Education, Training and Development Sector recorded a total of 831 employees who were sent for training during the 2013/2014 review period, 53% of whom were women and 16% were non-Namibians. 65% of the Managers trained during the period under review were Black.

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	9	3	16	5	0	0	8	0	33	8	41
Senior Management	71	47	102	45	0	0	10	7	183	99	282
Middle Management	178	246	145	158	6	0	10	8	339	412	751
Specialised/skilled/ senior supervisory	492	949	69	229	2	5	4	5	567	1188	1755
Skilled	898	1633	40	153	7	8	12	2	957	1796	2753
Semi-skilled	383	515	14	24	1	3	1	0	399	542	941
Unskilled	95	89	5	4	0	1	0	1	100	95	195
Total permanent	2126	3482	391	618	16	17	45	23	2578	4140	6718
Casual/temporary and seasonal	124	263	2	10	0	0	1	0	127	273	400
Total	2250	3745	393	628	16	17	46	23	2705	4413	7118

The Financial Intermediation Sector recorded 7 118 employees across the Financial Industry, a slight decrease of 0,2% in the number of employees reported on during the previous corresponding review period. Women accounted for 62% of employees employed in the Financial Intermediation Sector. Although Black employees comprised 84% of the total workforce in the sector, White employees occupied 44% of the Managerial positions, while 4% of managers were non-Namibians. Persons with disabilities constituted only 0,5% of the workforce in the Financial Intermediation Sector.

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	1	0	0	0	0	0	0	1	1	2
Senior Management	5	3	9	9	0	0	1	0	15	12	27
Middle Management	19	20	10	9	0	0	0	2	29	31	60
Specialised/skilled/ senior supervisory	59	60	5	10	0	0	0	0	64	70	134
Skilled	201	306	11	26	1	0	5	0	218	332	550
Semi-skilled	139	147	1	5	0	0	0	0	140	152	292
Unskilled	13	17	3	0	0	0	0	0	16	17	33
Total permanent	437	554	39	59	1	0	6	2	483	615	1098
Casual/temporary and seasonal	220	347	8	17	0	0	0	1	228	365	593
Total	657	901	47	76	1	0	6	3	711	980	1691

The Financial Intermediation Sector hired 1 691 persons during the 2013/2014 review period, representing an increase of 14% in the number hired during the previous corresponding period. Women constituted the majority of the people hired by the Financial Intermediation sector, viz. 58% and 97% of the total number of persons hired were from designated groups.

Financial Intermediation

Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	1	0	0	0	0	0	1	0	2	0	2
Senior Management	11	4	10	8	0	0	0	0	21	12	33
Middle Management	26	35	11	8	0	0	0	0	37	43	80
Specialised/skilled/ senior supervisory	60	164	3	18	0	0	1	0	64	182	246
Skilled	40	67	3	6	0	0	0	0	43	73	116
Semi-skilled	11	16	1	0	0	0	0	0	12	16	28
Unskilled	2	1	0	0	0	0	0	0	2	1	3
Total permanent	151	287	28	40	0	0	2	0	181	327	508
Casual/temporary and seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	151	287	28	40	0	0	2	0	181	327	508

The Financial Intermediation Sector promoted 508 employees during the 2013/2014 review period, 64% of whom were women, but none from the persons with disabilities group. 74% of the Manager promoted were from the designated groups and 48% were women.

Financial Intermediation

Table 4: Termination

Job Category	Racially disadvantaged		Racially dvantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	3	0	0	1	0	0	0	0	3	1	4
Senior Management	7	5	5	0	0	0	1	0	13	5	18
Middle Management	26	26	7	18	0	0	1	1	34	45	79
Specialised/skilled/ senior supervisory	60	116	12	24	0	1	1	2	73	143	216
Skilled	125	216	22	27	1	1	2	2	150	246	396
Semi-skilled	82	69	1	6	0	0	0	0	83	75	158
Unskilled	15	5	1	3	0	0	0	0	16	8	24
Total permanent	318	437	48	79	1	2	5	5	372	523	895
Casual/temporary and seasonal	164	256	9	23	1	0	0	0	174	279	453
Total	482	693	57	102	2	2	5	5	546	802	1348

1 348 employees vacated their posts across the Financial Intermediation Sector during the 2013/2014 review year, 59% of whom were women. 94% of the employees who left their jobs in the Financial Intermediation Sector were from designated groups and 0,7% were non-Namibians.

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	242	397	46	73	1	2	4	3	293	475	768
Non-renewal of contract	169	259	6	17	1	0	1	2	177	278	455
Dismissal - Retrenchment	2	2	0	3	0	0	0	0	2	5	7
Dismissal - Misconduct	46	18	0	2	0	0	0	0	46	20	66
Dismissal - incapacity	2	0	0	0	0	0	0	0	2	0	2
Other	21	17	5	7	0	0	0	0	26	24	50
Total	482	693	57	102	2	2	5	5	546	802	1348

Resignation constituted the majority of employment contract terminations in the Financial Intermediation Sector, namely 57%, followed by non-renewal of employment contracts, 34%.

Financial Intermediation

Table 6: Training

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	5	2	8	2	0	0	2	0	15	4	19
Senior Management	57	40	78	40	0	0	5	0	140	80	220
Middle Management	123	185	89	108	4	0	3	9	219	302	521
Specialised/skilled/ senior supervisory	353	770	44	157	1	1	4	4	402	932	1334
Skilled	543	1051	30	88	4	4	0	1	577	1144	1721
Semi-skilled	214	247	14	15	0	1	0	0	228	263	491
Unskilled	50	34	5	4	0	0	0	1	55	39	94
Total permanent	1345	2329	268	414	9	6	14	15	1636	2764	4400
Casual/temporary and seasonal	85	171	0	5	1	0	0	0	86	176	262
Total	1430	2500	268	419	10	6	14	15	1722	2940	4662

A total of 4 662 employees were trained across the Financial Intermediation Sector during the 2013/2014 review period, 2% short of the number trained during the previous corresponding period. Women employees constituted the majority of employees trained, viz. 63%, while only 0,3% of employees trained were persons with disabilities. Persons in designated groups constituted 94% of the employees trained during the period under review.

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	1	7	1	0	0	1	3	8	5	13
Senior Management	18	7	18	5	1	0	9	0	46	12	58
Middle Management	52	16	24	10	0	1	14	1	90	28	118
Specialised/skilled/ senior supervisory	170	40	18	10	1	0	17	1	206	51	257
Skilled	432	579	6	13	2	1	8	0	448	593	1041
Semi-skilled	664	337	1	2	1	1	0	0	666	340	1006
Unskilled	831	196	1	2	0	0	0	0	832	198	1030
Total permanent	2167	1176	75	43	5	3	49	5	2296	1227	3523
Casual/temporary and seasonal	1192	606	2	1	0	0	123	4	1317	611	1928
Total	3359	1782	77	44	5	3	172	9	3613	1838	5451

The Fishing Sector had reported to have 5 451 employees across the industry for the review period 2013/2014, 66% of whom were male employees, 3% non-Namibians and only 0,1% were persons with disabilities. The figure represented a sharp drop of 43% in the number of employees recorded by the industry during the previous corresponding review period.

Fishing

Table 2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	0	0	0	0	0	0	0	0	0
Senior Management	3	1	0	2	0	0	0	0	3	3	6
Middle Management	2	4	3	3	0	0	2	0	7	7	14
Specialised/skilled/ senior supervisory	19	3	2	1	1	0	0	0	22	4	26
Skilled	23	64	3	1	0	0	0	0	26	65	91
Semi-skilled	123	182	0	0	0	0	0	0	123	182	305
Unskilled	30	10	0	0	0	0	0	0	30	10	40
Total permanent	200	264	8	7	1	0	2	0	211	271	482
Casual/temporary and seasonal	308	119	1	1	1	0	0	0	310	120	430
Total	508	383	9	8	2	0	2	0	521	391	912

The Fishing Sector hired 912 people during the 2013/2014 review period, slightly less (10%) than the number hired during the previous corresponding review period. 57% of the people hired were men and 99% were from designated groups.

Fishing

Table 3: Promotions

	Racially disad- vantaged		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	1	0	0	0	0	0	1	1	2
Middle Management	3	1	3	1	0	1	1	0	7	3	10
Specialised/ skilled/ senior supervisory	7	3	0	0	0	0	0	0	7	3	10
Skilled	6	8	2	0	0	0	0	0	8	8	16
Semi-skilled	5	4	0	0	0	0	0	0	5	4	9
Unskilled	1	0	0	0	0	0	0	0	1	0	1
Total permanent	22	17	6	1	0	1	1	0	29	19	48
Casual/tempo- rary and season- al	0	0	0	0	0	0	0	0	0	0	0
Total	22	17	6	1	0	1	1	0	29	19	48

The Fishing Sector promoted 48 employees during the 2013/2014 review period. Male employees accounted for 60% of employees promoted and only 25% of promotions effected were at the Management level.

Fishing

Table 4: Termination

	Racially disad- vantaged		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	4	0	3	4	0	0	4	0	11	4	15
Middle Management	10	3	1	2	0	0	2	0	13	5	18
Specialised/ skilled/ senior supervisory	33	15	7	1	1	0	4	2	45	18	63
Skilled	30	11	0	2	1	0	0	0	31	13	44
Semi-skilled	201	181	0	1	0	3	0	0	201	185	386
Unskilled	43	5	0	0	2	0	0	0	45	5	50
Total permanent	321	215	12	10	4	3	10	2	347	230	577
Casual/temporary and seasonal	295	37	0	5	3	0	0	0	298	42	340
Total	616	252	12	15	7	3	10	2	645	272	917

917 employees vacated their positions in the Fishing Sector during the 2013/2014 review period, the majority of whom (70%) were males. 97% of employees whose contract of employment ended were from designated groups and 1% were persons with disabilities.

Fishing

Table 5: Termination Categories

Termination Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Resignation	82	49	6	8	1	3	3	1	92	61	153
Non-renewal of contract	297	166	2	4	3	0	4	0	306	170	476
Dismissal - Retrenchment	181	24	1	0	0	0	3	0	185	24	209
Dismissal - Misconduct	14	3	1	0	2	0	0	0	17	3	20
Dismissal - incapacity	1	2	0	0	0	0	0	0	1	2	3
Other	41	8	2	3	1	0	0	1	44	12	56
Total	616	252	12	15	7	3	10	2	645	272	917

The majority (52%) of employees vacated their positions due to non-renewal of their employment contracts, followed by dismissal through retrenchment, 23% and resignation, 17%.

Fishing

Table 6: Training

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	1	0	0	0	0	0	0	0	1	1
Senior Management	9	0	3	7	0	0	7	0	19	7	26
Middle Management	15	5	5	5	0	0	4	3	24	13	37
Specialised/skilled/ senior supervisory	63	12	1	7	0	0	3	0	67	19	86
Skilled	104	47	0	9	0	0	3	0	107	56	163
Semi-skilled	270	261	1	1	0	0	0	0	271	262	533
Unskilled	246	32	0	0	0	0	0	0	246	32	278
Total permanent	707	358	10	29	0	0	17	3	734	390	1124
Casual/temporary and seasonal	178	262	0	0	0	0	3	0	181	262	443
Total	885	620	10	29	0	0	20	3	915	652	1567

The Fishing Sector reported to have trained 1 567 employees during the 2013/2014 review period. The overwhelming number (58%) of the people trained in the sector were male employees, but no one from the persons with disabilities group was trained, while 1% were non-Namibian employees.

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	1	1	18	4	0	1	3	0	22	6	28
Senior Management	5	8	13	11	0	0	0	1	18	20	38
Middle Management	17	37	3	13	0	0	0	4	20	54	74
Specialised/skilled/ senior supervisory	35	153	6	42	0	3	11	7	52	205	257
Skilled	129	330	7	25	0	2	17	12	153	369	522
Semi-skilled	61	205	0	2	0	1	0	0	61	208	269
Unskilled	30	44	0	1	0	0	0	0	30	45	75
Total permanent	278	778	47	98	0	7	31	24	356	907	1263
Casual/temporary and seasonal	15	33	0	0	0	0	0	0	15	33	48
Total	293	811	47	98	0	7	31	24	371	940	1311

The Health and Welfare Sector recorded a workforce of 1 311 employees across the industry during the review year 2013/2014, a decline of 38% in the number of employees reported on during the previous corresponding review year. Women comprised 72% of the workforce and 92% of employees were from designated groups while only 0,5% were persons with disabilities and 4% were non-Namibians. Women comprised 57% of Managers while 44% of Managers were White employees.

Health & Welfare Sector

Table 2: Recruitment

	Racially dis- advantaged		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	3	0	0	0	0	0	3	1	4
Senior Management	2	6	1	6	0	0	0	0	3	12	15
Middle Management	1	3	0	2	0	0	0	0	1	5	6
Specialised/ skilled/ senior supervisory	12	35	1	9	0	0	0	8	13	52	65
Skilled	24	74	4	7	0	0	3	1	31	82	113
Semi-skilled	13	30	0	1	0	0	0	0	13	31	44
Unskilled	5	4	0	0	0	0	0	0	5	4	9
Total permanent	57	153	9	25	0	0	3	9	69	187	256
Casual/tempo- rary and sea- sonal	15	30	0	0	0	0	0	0	15	30	45
Total	72	183	9	25	0	0	3	9	84	217	301

The Health and Welfare Sector hired 301 people during the 2013/2014 review period, 38% less than the number of persons hired during the previous corresponding review period. 72% of the persons hired were women, but no person with disabilities was hired during the period under review.

Health & Welfare Sector

Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	1	0	0	0	0	0	1	0	1
Senior Management	1	4	0	4	0	0	0	0	1	8	9
Middle Management	0	2	1	1	0	0	0	0	1	3	4
Specialised/skilled/ senior supervisory	1	4	1	1	0	0	0	1	2	6	8
Skilled	2	7	0	0	0	0	0	0	2	7	9
Semi-skilled	8	23	0	0	0	0	0	0	8	23	31
Unskilled	0	2	0	0	0	0	0	0	0	2	2
Total permanent	12	42	3	6	0	0	0	1	15	49	64
Casual/temporary and seasonal	1	0	0	0	0	0	0	0	1	0	1
Total	13	42	3	6	0	0	0	1	16	49	65

The Health and Welfare Sector promoted only 65 employees during the 2013/2014 review period, 75% of whom were women. 94% of the persons hired during the review period were from designated groups.

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	1	0	0	0	0	0	0	0	1	1
Senior Management	0	1	1	1	0	0	0	0	1	2	3
Middle Management	3	6	5	10	0	0	0	0	8	16	24
Specialised/skilled/ senior supervisory	2	56	1	2	1	0	3	1	7	59	66
Skilled	8	37	0	6	1	0	3	1	12	44	56
Semi-skilled	8	19	0	0	0	0	0	0	8	19	27
Unskilled	5	6	0	0	0	0	0	0	5	6	11
Total permanent	26	126	7	19	2	0	6	2	41	147	188
Casual/temporary and seasonal	14	29	0	0	0	0	0	0	14	29	43
Total	40	155	7	19	2	0	6	2	55	176	231

231 employees vacated their positions during the 2013/2014 review period, representing a 49% decrease in the number of employees reported to have left their jobs across the Health and Welfare Sector during the 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	19	121	7	15	1	0	3	1	30	137	167
Non-renewal of contract	13	27	0	1	0	0	1	1	14	29	43
Dismissal - Retrenchment	0	2	0	1	0	0	0	0	0	3	3
Dismissal – Misconduct	2	1	0	1	0	0	2	0	4	2	6
Dismissal – incapacity	1	0	0	0	0	0	0	0	1	0	1
Other	5	4	0	1	1	0	0	0	6	5	11
Total	40	155	7	19	2	0	6	2	55	176	231

Most employees, 72%, left their jobs through resignation, followed by non-renewal of contracts, 19%.

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	8	0	0	0	0	0	8	0	8
Senior Management	1	2	4	3	0	0	0	1	5	6	11
Middle Management	12	26	1	11	0	0	1	4	14	41	55
Specialised/skilled/ senior supervisory	21	157	2	18	0	1	7	10	30	186	216
Skilled	30	167	2	7	0	1	8	6	40	181	221
Semi-skilled	30	142	0	0	0	1	0	1	30	144	174
Unskilled	7	8	0	0	0	0	0	0	7	8	15
Total permanent	101	502	17	39	0	3	16	22	134	566	700
Casual/temporary and seasonal	3	5	0	0	0	0	0	0	3	5	8
Total	104	507	17	39	0	3	16	22	137	571	708

The Health and Welfare Sector reported to have trained 708 employees, 10% of whom were managers and 81% were women, while only 0,4% were persons with disabilities.

Information Systems, Electronics and Telecommunications Technologies Sector

Table 1: Workforce Profile

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	10	1	11	2	0	0	6	0	27	3	30
Senior Management	21	18	25	11	0	0	6	2	52	31	83
Middle Management	84	34	40	32	2	2	6	0	132	68	200
Specialised/skilled/ senior supervisory	428	258	71	41	3	0	8	3	510	302	812
Skilled	355	300	52	46	1	1	1	1	409	348	757
Semi-skilled	193	109	16	5	2	2	0	0	211	116	327
Unskilled	79	34	0	1	0	1	0	0	79	36	115
Total permanent	1170	754	215	138	8	6	27	6	1420	904	2324
Casual/temporary and seasonal	237	84	7	6	0	0	0	0	244	90	334
Total	1407	838	222	144	8	6	27	6	1664	994	2658

The Information Systems, Electronics and Telecommunications Technologies Sector recorded a workforce of 2 658 employees during the review period 2013/2014, 12% more than the number reported on during the previous corresponding review period. Although White employees comprised only 14% of the workforce in the sector, they occupied 39% of managerial positions and 6% non-Namibians were Managers. Male employees comprised 67% of managers in the Information, Electronics and Telecommunications Technologies Sector.

Information Systems, Electronics and Telecommunications Technologies Sector

Table 2: Recruitment

Job Category	Racially dis- advantaged		Racially advantaged		Persons with disabilities		Non- Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	2	0	0	0	0	0	1	0	3	0	3
Senior Management	0	3	3	1	0	0	2	0	5	4	9
Middle Management	4	0	3	2	0	0	1	0	8	2	10
Specialised/ skilled/ senior supervisory	24	23	10	6	0	0	3	1	37	30	67
Skilled	33	30	7	3	0	0	0	0	40	33	73
Semi-skilled	63	37	2	8	1	0	0	0	66	45	111
Unskilled	25	8	1	2	0	0	0	0	26	10	36
Total permanent	151	101	26	22	1	0	7	1	185	124	309
Casual/tempo- rary and sea- sonal	105	48	2	2	0	0	0	0	107	50	157
Total	256	149	28	24	1	0	7	1	292	174	466

The sector hired 466 people during the 2013/2014 review period. 92% of the people hired during the period under review were persons from designated groups, but only one (1) person was from the persons with disabilities group. 59% of the persons hired filled positions at the management level.

Information Systems, Electronics and Telecommunications Technologies Sector
Table 3: Promotions

	Racially dis- advantaged		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	1	0	0	0	0	4	2	6
Middle Management	12	2	1	1	0	0	0	0	13	3	16
Specialised/ skilled/ senior supervisory	6	11	6	4	0	0	0	0	12	15	27
Skilled	12	9	5	3	0	0	0	0	17	12	29
Semi-skilled	18	3	2	0	0	0	0	0	20	3	23
Unskilled	0	0	0	1	0	0	0	0	0	1	1
Total permanent	51	26	15	10	0	0	0	0	66	36	102
Casual/tem- porary and seasonal	2	0	0	0	0	0	0	0	2	0	2
Total	53	26	15	10	0	0	0	0	68	36	104

The Information Systems, Electronics and Telecommunications Technologies Sector effected 104 promotions during the period under review, 65% of whom were male employees. The number of employees promoted during the 2013/2014 review period was 29% less than the figure recorded during the previous corresponding review period.

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	3	0	1	1	0	0	0	0	4	1	5
Senior Management	2	1	3	2	0	0	1	0	6	3	9
Middle Management	5	3	6	4	0	0	0	0	11	7	18
Specialised/skilled/ senior supervisory	30	19	8	5	0	0	0	1	38	25	63
Skilled	46	25	15	10	0	0	0	0	61	35	96
Semi-skilled	43	16	4	2	0	0	0	0	47	18	65
Unskilled	21	7	0	0	0	0	0	0	21	7	28
Total permanent	150	71	37	24	0	0	1	0	188	96	284
Casual/temporary and seasonal	102	44	2	1	0	0	1	0	105	45	150
Total	252	115	39	25	0	0	2	1	293	141	434

The Sector recorded 434 terminations of contracts of employment during the 2013/2014 review period, slightly less, 13%, than the number recorded during the previous corresponding review period. Male employees accounted for 67% of employees whose contracts of employment ended during the period under review.

Information Systems, Electronics and Telecommunications Technologies 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	110	51	30	23	0	0	1	1	141	75	216
Non-renewal of contract	79	42	4	1	0	0	0	0	83	43	126
Dismissal - Retrenchment	22	12	2	0	0	0	0	0	24	12	36
Dismissal - Misconduct	19	7	0	0	0	0	0	0	19	7	26
Dismissal - incapacity	0	0	0	0	0	0	0	0	0	0	0
Other	22	3	3	1	0	0	1	0	26	4	30
Total	252	115	39	25	0	0	2	1	293	141	434

50% of employees who left their jobs, did so through resignation, followed by non-renewal of contract, 29% and dismissal due to retrenchment.

Information Systems, Electronics and Telecommunications Technologies Sector

Table 6: Training

Job Category	Racially dis- advantaged		Racially advantaged		Persons with disabilities		Non- Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	1	0	2	0	0	0	0	0	3	0	3
Senior Management	20	11	12	8	0	0	1	2	33	21	54
Middle Management	48	21	31	17	0	2	3	0	82	40	122
Specialised/ skilled/ senior supervisory	162	79	24	24	0	0	3	0	189	103	292
Skilled	142	151	20	21	0	1	1	1	163	174	337
Semi-skilled	22	14	4	2	0	0	0	0	26	16	42
Unskilled	5	3	0	0	0	0	0	0	5	3	8
Total permanent	400	279	93	72	0	3	8	3	501	357	858
Casual/temporary and seasonal	5	1	0	0	0	0	0	0	5	1	6
Total	405	280	93	72	0	3	8	3	506	358	864

The Sector reported to have trained 864 employees, representing 33% of the entire workforce in the Information Systems, Electronics and Telecommunications Technologies Sector. 88% of the employees trained were from the designated groups, but only 41% were women.

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	9	1	0	0	0	0	0	0	9	1	10
Senior Management	36	19	12	0	2	0	0	0	50	19	69
Middle Management	70	36	13	1	0	0	1	0	84	37	121
Specialised/skilled/ senior supervisory	162	100	31	21	0	0	2	0	195	121	316
Skilled	662	343	42	22	8	0	0	0	712	365	1077
Semi-skilled	851	296	13	9	7	6	0	0	871	311	1182
Unskilled	854	284	0	0	10	1	0	0	864	285	1149
Total permanent	2644	1079	111	53	27	7	3	0	2785	1139	3924
Casual/temporary and seasonal	105	98	0	0	0	0	0	0	105	98	203
Total	2749	1177	111	53	27	7	3	0	2890	1237	4127

4 127 were reported to have been employed across the Local Governments, Water and Related Services Sector during the 2013/2014 review period, 23% less than the number reported on during the previous corresponding review period. Male employees comprised 70% of the total workforce and also accounted for 72% of managerial positions in the sector. Persons in designated groups comprised 97% of the workforce, but only 0,8% were persons with disabilities.

Local Governments, Water and Related Services 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	0	0	0	0	0	0	0	0	0
Senior Management	4	1	1	0	0	0	0	0	5	1	6
Middle Management	8	2	1	0	0	0	0	0	9	2	11
Specialised/skilled/ senior supervisory	14	10	0	0	0	0	1	0	15	10	25
Skilled	34	25	2	0	2	0	0	0	38	25	63
Semi-skilled	108	38	0	0	1	0	0	0	109	38	147
Unskilled	73	37	0	0	0	1	0	0	73	38	111
Total permanent	241	113	4	0	3	1	1	0	249	114	363
Casual/temporary and seasonal	82	100	1	0	0	0	0	0	83	100	183
Total	323	213	5	0	3	1	1	0	332	214	546

The Local Government, Water and Related Services Sector hired 546 persons during the period under review, 47% less than the number hired during the previous corresponding period. Persons in designated groups comprised 99% of the entire workforce and 39% were women.

Local Governments, Water and Related Services Sector
Table 3: Promotions

Job Category	Racially disad- vantaged		Racially advantaged		Persons with disabilities		Non- Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	0	0	0	0	0	0	0	0	0
Senior Management	4	2	1	0	0	0	0	0	5	2	7
Middle Management	3	2	1	0	0	0	0	0	4	2	6
Specialised/ skilled/ senior supervisory	5	4	2	0	0	0	0	0	7	4	11
Skilled	76	23	4	0	0	0	0	0	80	23	103
Semi-skilled	84	11	0	0	0	0	0	0	84	11	95
Unskilled	15	6	0	0	0	0	0	0	15	6	21
Total permanent	187	48	8	0	0	0	0	0	195	48	243
Casual/temp- orary and seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	187	48	8	0	0	0	0	0	195	48	243

The Sector promoted only 243 employees during the 2013/2014 review period, 10% more than the number promoted during the previous corresponding review period. Male employees accounted for 69% of employees promoted at the management level.

Local Governments, Water and Related Services Sector

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	3	1	0	0	0	0	0	0	3	1	4
Middle Management	3	4	5	1	0	0	0	0	8	5	13
Specialised/skilled/ senior supervisory	5	11	0	0	0	0	0	0	5	11	16
Skilled	32	17	9	1	0	0	0	0	41	18	59
Semi-skilled	55	11	0	0	0	1	0	0	55	12	67
Unskilled	88	9	0	0	1	1	0	0	89	10	99
Total permanent	186	53	14	2	1	2	0	0	201	57	258
Casual/temporary and seasonal	28	37	0	0	0	0	0	0	28	37	65
Total	214	90	14	2	1	2	0	0	229	94	323

The Local Government, Water and Related Services Sector reported to have recorded 323 employment contract terminations. Persons in designated groups comprised 96% of employees whose contract of employment ended during the year under review and 71% of employees who left their jobs in the sector were men.

Local Governments, Water and Related Services 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	79	36	6	1	1	1	0	0	86	38	124
Non-renewal of contract	16	34	0	0	0	0	0	0	16	34	50
Dismissal - Retrenchment	50	0	5	1	0	0	0	0	55	1	56
Dismissal - Misconduct	11	0	0	0	0	0	0	0	11	0	11
Dismissal - incapacity	5	1	0	0	0	0	0	0	5	1	6
Other	53	19	3	0	0	1	0	0	56	20	76
Total	214	90	14	2	1	2	0	0	229	94	323

As it was the trend in many sectors, the majority of employees, 38%, left their jobs due to resignation, followed by unspecified reasons, "other", 24 % and dismissal through retrenchment, 17%.

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	33	15	12	0	1	2	0	0	46	17	63
Middle Management	56	30	16	2	0	0	0	0	72	32	104
Specialised/skilled/ senior supervisory	86	63	15	14	0	0	0	0	101	77	178
Skilled	306	184	17	6	0	0	0	0	323	190	513
Semi-skilled	129	98	3	0	3	0	0	0	135	98	233
Unskilled	66	50	0	0	3	0	0	0	69	50	119
Total permanent	684	440	63	22	7	2	0	0	754	464	1218
Casual/temporary and seasonal	2	2	0	0	0	0	0	0	2	2	4
Total	686	442	63	22	7	2	0	0	756	466	1222

The Local Governments, Water and Related Services Sector reported to have trained 1 222 employees during the period under review, 22% less than the number of employees trained during the previous corresponding review period. 95% of the employees trained were from the designated group, but only 0,7% were persons with disabilities. Only 28% of the managers trained were women.

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	2	25	5	1	0	8	1	38	8	46
Senior Management	14	7	45	16	0	0	18	1	77	24	101
Middle Management	75	39	107	51	2	1	17	8	201	99	300
Specialised/skilled/ senior supervisory	332	162	86	44	4	0	12	4	434	210	644
Skilled	736	232	32	58	2	1	2	2	772	293	1065
Semi-skilled	1528	292	9	34	16	2	2	0	1555	328	1883
Unskilled	1431	321	0	1	8	0	0	0	1439	322	1761
Total permanent	4120	1055	304	209	33	4	59	16	4516	1284	5800
Casual/temporary and seasonal	585	68	7	3	0	0	1	1	593	72	665
Total	4705	1123	311	212	33	4	60	17	5109	1356	6465

The Manufacturing Sector reported to have 6 465 employees across the industry during the 2013/2014 review period, representing a 35% increase in the number of employees reported on during the previous corresponding review period. Male employees account for 71% of positions at the management level in the sector and 12% of managers were non-Namibian employees. Persons with disabilities comprised only 0,6% of the workforce in the Manufacturing Sector.

Manufacturing Sector

Table 2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	1	0	3	0	0	0	0	0	4	0	4
Senior Management	3	2	6	1	0	0	2	0	11	3	14
Middle Management	10	8	12	11	0	0	2	1	24	20	44
Specialised/skilled/ senior supervisory	67	36	14	6	0	0	2	2	83	44	127
Skilled	115	43	7	15	0	0	1	0	123	58	181
Semi-skilled	285	35	6	8	0	0	1	0	292	43	335
Unskilled	289	75	0	1	1	0	0	0	290	76	366
Total permanent	770	199	48	42	1	0	8	3	827	244	1071
Casual/temporary and seasonal	268	45	2	1	0	0	0	12	270	58	328
Total	1038	244	50	43	1	0	8	15	1097	302	1399

The Manufacturing Sector hired 1 399 persons during the 2013/2014 review year, representing a staggering 55% increase in the number of people hired during the previous corresponding review period. Males comprised 78% of the people hired in the Manufacturing sector although the previously racially disadvantaged comprised 92% of the number of people hired during the 2013/2014 review period, 53% of managers who were hired by the Manufacturing sector were White.

Manufacturing Sector

Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	0	0	0	0	0	0	0	0	0
Senior Management	1	1	2	1	0	0	0	0	3	2	5
Middle Management	8	5	3	3	0	0	0	0	11	8	19
Specialised/skilled/ senior supervisory	48	9	2	0	1	0	1	0	52	9	61
Skilled	68	18	2	1	0	0	0	0	70	19	89
Semi-skilled	107	20	0	0	0	0	0	0	107	20	127
Unskilled	57	0	0	0	0	0	0	0	57	0	57
Total permanent	289	53	9	5	1	0	1	0	300	58	358
Casual/temporary and seasonal	31	1	0	0	0	0	0	0	31	1	32
Total	320	54	9	5	1	0	1	0	331	59	390

The Manufacturing Sector promoted 390 employees during the 2013/2014 review period, 85% of whom were male employees and only one person with disability was hired. Women comprised 42% of the promotions effected at the management level.

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	1	0	2	1	0	0	0	0	3	1	4
Senior Management	0	2	8	2	0	0	4	2	12	6	18
Middle Management	12	5	13	9	0	0	7	4	32	18	50
Specialised/skilled/ senior supervisory	61	13	11	17	0	0	3	0	75	30	105
Skilled	126	26	16	6	0	1	0	0	142	33	175
Semi-skilled	273	38	4	7	0	0	0	0	277	45	322
Unskilled	244	46	2	2	0	0	0	0	246	48	294
Total permanent	717	130	56	44	0	1	14	6	787	181	968
Casual/temporary and seasonal	202	48	3	6	0	0	0	1	205	55	260
Total	919	178	59	50	0	1	14	7	992	236	1228

The Manufacturing Sector recorded 1 228 employment contract terminations for the review period 2013/2014, 81% of whom were male employees. 94% of employees whose contract of employment ended during the period under review were persons in designated groups.

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	268	73	49	33	0	1	6	1	323	108	431
Non-renewal of contract	148	50	2	7	0	0	3	2	153	59	212
Dismissal - Retrenchment	30	15	3	4	0	0	0	0	33	19	52
Dismissal - Misconduct	328	24	1	3	0	0	0	0	329	27	356
Dismissal - incapacity	6	0	0	0	0	0	0	0	6	0	6
Other	139	16	4	3	0	0	5	4	148	23	171
Total	919	178	59	50	0	1	14	7	992	236	1228

The majority of employees left their jobs due to resignation, 35%, followed by dismissal due to misconduct, 29% and non-renewal of contract, 17%. Dismissal due to incapacity represented the least percentage of reasons attributed to employment contract termination, viz.0,5%.

Manufacturing Sector

Table 6: Training

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	1	2	10	2	0	0	5	1	16	5	21
Senior Management	10	5	24	5	0	0	4	2	38	12	50
Middle Management	40	30	70	26	1	0	1	1	112	57	169
Specialised/skilled/ senior supervisory	206	67	41	23	2	0	3	3	252	93	345
Skilled	407	166	27	30	0	0	2	0	436	196	632
Semi-skilled	456	81	19	14	0	0	0	0	475	95	570
Unskilled	456	114	2	3	1	0	0	0	459	117	576
Total permanent	1576	465	193	103	4	0	15	7	1788	575	2363
Casual/temporary and seasonal	60	21	0	1	0	0	0	0	60	22	82
Total	1636	486	193	104	4	0	15	7	1848	597	2445

The Manufacturing Sector reported to have trained 2 445 employees during the period under review, but only 24% were women and 0,2% were persons with disabilities. 71% of the managers trained in the Manufacturing sector were males, while 57% of managers trained across the industry were White.

Mining 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	10	0	12	1	0	0	16	0	38	1	39
Senior Management	34	9	33	16	1	0	42	3	110	28	138
Middle Management	182	87	118	38	1	1	100	9	401	135	536
Specialised/skilled/ senior supervisory	838	249	177	70	10	2	140	16	1165	337	1502
Skilled	1255	382	117	29	9	2	24	3	1405	416	1821
Semi-skilled	2911	322	16	25	26	14	48	1	3001	362	3363
Unskilled	1127	131	4	0	1	0	1	0	1133	131	1264
Total permanent	6357	1180	477	179	48	19	371	32	7253	1410	8663
Casual/temporary and seasonal	1086	169	40	3	0	1	2	0	1128	173	1301
Total	7443	1349	517	182	48	20	373	32	8381	1583	9964

The Mining Sector reported to have a total workforce of 9 964 across the industry, representing an increase of 12% in the number reported on during the previous corresponding review period. In this male dominated Mining sector, male employees comprised 84% of the workforce. Black employees comprised 55% of the managerial positions, Whites accounted for 31%, 24% of managers were non-Namibians while 23% were women. Only 0,7% of the workforce were persons with disabilities.

Mining Sector

Table 2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	2	0	0	0	0	0	1	0	3	0	3
Senior Management	8	2	9	1	0	0	10	0	27	3	30
Middle Management	30	14	14	5	0	0	29	2	73	21	94
Specialised/skilled/ senior supervisory	88	50	17	11	1	0	32	4	138	65	203
Skilled	95	24	6	4	0	0	16	1	117	29	146
Semi-skilled	273	89	6	5	8	0	0	0	287	94	381
Unskilled	173	12	0	0	0	0	0	0	173	12	185
Total permanent	669	191	52	26	9	0	88	7	818	224	1042
Casual/temporary and seasonal	857	125	23	4	0	0	0	0	880	129	1009
Total	1526	316	75	30	9	0	88	7	1698	353	2051

The Mining Sector hired 2 051 persons during the 2013/2014 review period, 9% more than the number of persons hired during the previous corresponding review period. 83% of persons hired during the year under review were men, 5% were non-Namibians and 92% were persons in designated groups. 33% of the managers hired were non-Namibians, 44% were Black and 15% were White.

Mining Sector

Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	2	0	1	0	0	0	0	0	3	0	3
Senior Management	4	1	0	0	1	0	2	0	7	1	8
Middle Management	27	15	5	5	0	0	3	0	35	20	55
Specialised/skilled/ senior supervisory	84	22	11	1	0	0	4	0	99	23	122
Skilled	171	34	4	3	0	0	0	0	175	37	212
Semi-skilled	300	31	1	1	0	1	6	0	307	33	340
Unskilled	39	4	2	0	0	0	0	0	41	4	45
Total permanent	627	107	24	10	1	1	15	0	667	118	785
Casual/temporary and seasonal	70	8	0	0	0	0	0	0	70	8	78
Total	697	115	24	10	1	1	15	0	737	126	863

The Mining Sector reported to have promoted 863 employees, 5% more than the number promoted during the previous corresponding review period. 85% of employees promoted were men, but only two persons from the persons with disabilities group were promoted. 68% of employees promoted at the management level were men, but only 2% 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	3	0	0	0	0	0	3	0	6	0	6
Senior Management	9	1	10	2	0	0	11	0	30	3	33
Middle Management	21	12	9	2	0	0	20	1	50	15	65
Specialised/skilled/ senior supervisory	88	44	30	8	3	0	27	0	148	52	200
Skilled	211	57	20	4	1	0	2	0	234	61	295
Semi-skilled	223	52	2	3	5	0	3	0	233	55	288
Unskilled	130	19	1	1	2	1	0	0	133	21	154
Total permanent	685	185	72	20	11	1	66	1	834	207	1041
Casual/temporary and seasonal	564	60	21	2	0	0	15	2	600	64	664
Total	1249	245	93	22	11	1	81	3	1434	271	1705

1 705 employees vacated their positions across the Mining Sector during the 2013/2014 review period, 6% of whom were managers. 90% of the employees whose contracts of employment ended during the 2013/2014 review period were persons in designated groups.

Mining 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	332	98	42	13	5	1	29	1	408	113	521
Non-renewal of contract	506	69	31	6	3	0	34	1	574	76	650
Dismissal - Re-trenchment	94	56	4	0	0	0	0	0	98	56	154
Dismissal - Misconduct	108	5	3	0	1	0	1	0	113	5	118
Dismissal - incapacity	21	0	0	0	0	0	0	0	21	0	21
Other	188	17	13	3	2	0	17	1	220	21	241
Total	1249	245	93	22	11	1	81	3	1434	271	1705

The non-renewal of employment contracts comprised 38% of employment contract terminations, followed by resignation, 31% and unspecified reasons, "other", 14%.

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	2	0	3	0	0	0	11	0	16	0	16
Senior Management	16	9	27	2	0	0	22	1	65	12	77
Middle Management	187	74	90	28	1	1	63	4	341	107	448
Specialised/skilled/ senior supervisory	750	169	152	37	9	2	85	1	996	209	1205
Skilled	1160	157	118	21	9	1	9	0	1296	179	1475
Semi-skilled	1940	184	13	11	18	3	42	0	2013	198	2211
Unskilled	866	108	6	6	1	0	3	0	876	114	990
Total permanent	4921	701	409	105	38	7	235	6	5603	819	6422
Casual/temporary and seasonal	283	13	15	2	0	0	6	3	304	18	322
Total	5204	714	424	107	38	7	241	9	5907	837	6744

The Mining Sector sent 6 774 employees for training during the 2013/2014 review year, the majority of whom were men, viz. 88%. 8% of the employees trained were managers and 4 % were non-Namibian employees, but only 0,6% were persons with disabilities.

Private Security, Legal and Correctional Services Sector

Table 1: Workforce Profile

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	13	2	20	5	0	0	3	1	44	11	55
Senior Management	12	4	9	6	0	1	1	0	22	11	33
Middle Management	41	24	21	13	0	0	0	0	62	37	99
Specialised/skilled/ senior supervisory	167	72	15	11	3	2	0	0	185	85	270
Skilled	1232	325	2	33	3	3	0	0	1237	361	1598
Semi-skilled	1442	355	3	2	18	4	0	0	1463	361	1824
Unskilled	1581	746	0	0	0	0	0	0	1581	746	2327
Total permanent	4488	1528	70	70	24	10	4	1	4586	1609	6206
Casual/temporary and seasonal	118	90	1	1	0	0	0	0	119	91	210
Total	4606	1618	71	71	24	10	4	1	4705	1700	6416

The Private Security, Legal and Correctional Services Sector reported on a total workforce of 6 416, 8% less than the number of employees recorded during the previous corresponding review period. Male employees comprised 73% of the male dominated sector. Although 98% of employees were previously racially disadvantaged, White employees occupied 40% of positions at the managerial level.

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	1	0	3	0	0	0	0	0	4	0	4
Senior Management	2	0	0	1	0	0	0	0	2	1	3
Middle Management	6	3	0	1	0	0	0	0	6	4	10
Specialised/skilled/ senior supervisory	39	22	5	3	0	0	0	1	44	26	70
Skilled	359	140	2	6	1	0	0	0	362	146	508
Semi-skilled	511	123	0	1	0	0	0	0	511	124	635
Unskilled	517	70	0	0	2	0	0	0	519	70	589
Total permanent	1435	358	10	12	3	0	0	1	1448	371	1819
Casual/temporary and seasonal	11	7	1	0	0	0	0	0	12	7	19
Total	1446	365	1	12	3	0	0	1	1450	378	1838

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	1	0	0	0	0	0	0	0	1	0	1
Senior Management	0	0	0	0	0	0	0	0	0	0	0
Middle Management	0	0	0	3	0	0	0	0	0	3	3
Specialised/skilled/ senior supervisory	51	27	0	0	0	0	0	0	51	27	78
Skilled	104	49	0	0	0	0	0	0	104	49	153
Semi-skilled	35	13	0	0	0	0	0	0	35	13	48
Unskilled	2	1	0	0	0	0	0	0	2	1	3
Total permanent	193	90	0	3	0	0	0	0	193	93	286
Casual/temporary and seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	193	90	0	3	0	0	0	0	193	93	286

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	0	0	1	0	0	0	0	0	1	0	1
Senior Management	1	2	1	2	0	0	0	0	2	4	6
Middle Management	2	2	0	1	0	0	0	1	2	4	6
Specialised/skilled/ senior supervisory	17	8	4	1	0	0	0	0	21	9	30
Skilled	139	55	1	7	0	0	0	0	140	62	202
Semi-skilled	293	80	0	0	0	0	0	0	293	80	373
Unskilled	314	48	0	0	2	0	0	0	316	48	364
Total permanent	766	195	7	11	2	0	0	1	775	207	982
Casual/temporary and seasonal	6	3	3	0	0	0	0	0	9	3	12
Total	772	198	10	11	2	0	0	1	784	210	994

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 during 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	360	103	7	9	2	0	0	0	369	112	481
Non-renewal of contract	71	17	0	0	0	0	0	1	71	18	89
Dismissal - Retrenchment	95	28	0	2	0	0	0	0	95	30	125
Dismissal - Misconduct	173	38	0	0	0	0	0	0	173	38	211
Dismissal - incapacity	51	2	0	0	0	0	0	0	51	2	53
Other	22	10	3	0	0	0	0	0	25	10	35
Total	772	198	10	11	2	0	0	1	784	210	994

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	7	2	1	3	0	0	0	0	8	5	13
Senior Management	5	2	1	2	0	0	0	0	6	4	10
Middle Management	32	21	2	2	0	0	0	0	34	23	57
Specialised/skilled/ senior supervisory	113	79	7	3	1	1	0	0	121	83	204
Skilled	865	229	0	4	2	2	0	0	867	235	1102
Semi-skilled	525	131	1	0	0	0	0	0	526	131	657
Unskilled	1618	164	0	0	0	0	0	0	1618	164	1782
Total permanent	3165	628	12	14	3	3	0	0	3180	645	3825
Casual/temporary and seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	3165	628	12	14	3	3	0	0	3180	645	3825

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	5	8	0	0	0	0	0	0	5	8	13
Senior Management	225	108	19	13	5	2	10	0	259	123	382
Middle Management	1351	2023	84	60	9	17	10	2	1454	2102	3556
Specialised/skilled/ senior supervisory	1234	1278	10	32	9	7	26	9	1279	1326	2605
Skilled	9479	14078	66	95	50	30	35	16	9630	14219	23849
Semi-skilled	1618	2415	5	14	8	27	11	0	1642	2456	4098
Unskilled	4482	6065	2	1	35	9	0	0	4519	6075	10594
Total permanent	18394	25975	186	215	116	92	92	27	18788	26309	45097
Casual/temporary and seasonal	8407	13717	9	17	0	0	4	0	8420	13734	22154
Total	26801	39692	195	232	116	92	96	27	27208	40043	67251

The Public Service Sector reported to have a staff complement of 67 251 employees during the 2013/2014 review period, 12% more than the number of employees reported on during the previous review period. Even though an increase in the number of civil servants was recorded, it was an open secret that the Public Service employed more people than the figure reported on. The Employment Equity Commission (EEC) and Office of the Prime Minister (OPM) were collaborating in an effort to ensure that all Offices, Ministries and Agencies (O/M/A) submit their affirmative action reports annually and without fail. Women comprised 60% of the total workforce in the Public Service and 57% managerial positions were occupied by women. Persons with disabilities accounted only for a mere 0,3% of the workforce in the Public Service, while 0,2% were non-Namibians. White employees comprised only 0,6% of the workforce in the Public Service, but 4% of managers were White.

Public Service Sector

Table 2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	6	0	0	0	0	0	0	0	6	6
Senior Management	26	15	1	0	0	0	2	0	29	15	44
Middle Management	87	81	1	2	0	0	7	0	95	83	178
Specialised/skilled/ senior supervisory	304	404	0	1	1	1	2	5	307	411	718
Skilled	918	1209	0	1	1	0	12	0	931	1210	2141
Semi-skilled	200	315	0	1	1	1	11	0	212	317	529
Unskilled	442	601	0	0	1	0	0	0	443	601	1044
Total permanent	1977	2631	2	5	4	2	34	5	2017	2643	4660
Casual/temporary and seasonal	1239	2405	0	0	78	52	0	0	1317	2457	3774
Total	3216	5036	2	5	82	54	34	5	3334	5100	8434

The Public Service Sector hired 8 434 people during the 2013/2014 review period, representing an increase of 12% in the number of people hired during the previous corresponding review period. Women accounted for 60% of the number of people hired during the 2013/2014 review period and 46% of the managers hired during the same period were women, while only 2% of the total number of persons hired were persons with disabilities and 0,5% were non-Namibians. Persons in designated groups comprised 99,5% of persons hired during the 2013/2014 review period.

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	20	12	0	0	0	0	1	0	21	12	33
Middle Management	200	157	0	0	1	0	2	0	203	157	360
Specialised/skilled/ senior supervisory	47	49	2	1	0	0	3	0	52	50	102
Skilled	46	64	2	0	0	0	0	1	48	65	113
Semi-skilled	10	60	0	0	0	0	0	0	10	60	70
Unskilled	12	10	0	0	0	0	0	0	12	10	22
Total permanent	335	352	4	1	1	0	6	1	346	354	700
Casual/temporary and seasonal	51	48	0	0	0	0	0	0	51	48	99
Total	386	400	4	1	1	0	6	1	397	402	799

The Public Service Sector promoted 799 employees during the period under review, 50% of whom were women. 57% of employees promoted at the management level were men. Only one person with disability was promoted. Persons in designated groups comprised 99% of the employees promoted in the Public Service during the 2013/2014 review period.

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	0	0	0	0	0	0	1	0	1
Senior Management	5	9	5	1	0	0	2	0	12	10	22
Middle Management	74	65	2	0	0	0	1	0	77	65	142
Specialised/skilled/ senior supervisory	154	149	3	1	0	0	3	5	160	155	315
Skilled	314	388	0	1	0	0	34	2	348	391	739
Semi-skilled	61	75	0	0	0	0	0	0	61	75	136
Unskilled	266	259	0	0	1	0	0	0	267	259	526
Total permanent	875	945	10	3	1	0	40	7	926	955	1881
Casual/temporary and seasonal	440	609	0	0	41	26	1	0	482	635	1117
Total	1315	1554	10	3	42	26	41	7	1408	1590	2998

2 998 employees left the Public Service Sector during the 2013/2014 review period, 53% of whom were women and 2% were persons with disabilities. Persons in designated groups comprised 98% of employees whose contract of employment ended during the period under review.

Public Service 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	288	291	2	1	0	0	0	0	290	292	582
Non-renewal of contract	188	280	1	0	42	26	27	4	258	310	568
Dismissal - Retrenchment	18	4	1	0	0	0	0	0	19	4	23
Dismissal - Misconduct	29	12	0	0	0	0	0	0	29	12	41
Dismissal - incapacity	25	43	1	0	0	0	0	0	26	43	69
Other	767	924	5	2	0	0	14	3	786	929	1715
Total	1315	1554	10	3	42	26	41	7	1408	1590	2998

The majority of civil servants left their jobs for unspecified reasons, "other", viz. 57%, followed by resignations, 19% and non-renewal of contract, 19%.

Public Service Sector

Table 6: Training

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	1	3	0	0	0	0	0	0	1	3	4
Senior Management	63	42	5	4	1	0	5	2	74	48	122
Middle Management	241	180	8	6	0	0	8	3	257	189	446
Specialised/skilled/ senior supervisory	269	305	16	7	2	0	2	1	289	313	602
Skilled	1933	708	3	5	3	0	0	0	1939	713	2652
Semi-skilled	147	289	0	1	0	0	0	0	147	290	437
Unskilled	373	424	0	0	0	1	0	0	373	425	798
Total permanent	3027	1951	32	23	6	1	15	6	3080	1981	5061
Casual/temporary and seasonal	107	95	0	0	0	0	0	0	107	95	202
Total	3134	2046	32	23	6	1	15	6	3187	2076	5263

The Public Service Sector sent 5 263 employees for training during the 2013/2014 review period, representing a sharp increase of 103% in the number of employees trained during the previous corresponding review period. Men employees accounted for 61% of the employees trained and 58% of the managers sent for training were men. Persons in designated groups comprised 99% of the employees trained in the Public Service during the year under review.

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	23	14	91	21	1	0	20	1	135	36	171
Senior Management	115	57	108	60	2	1	22	12	247	130	377
Middle Management	194	138	114	100	5	9	15	5	328	252	580
Specialised/skilled/ senior supervisory	617	399	217	122	10	1	26	9	870	531	1401
Skilled	1379	1096	206	172	12	3	28	7	1625	1278	2903
Semi-skilled	1593	1214	27	41	7	3	0	63	1627	1321	2948
Unskilled	1513	716	3	4	11	0	0	0	1527	720	2247
Total permanent	5434	3634	766	520	48	17	111	97	6359	4268	10627
Casual/temporary and seasonal	402	903	16	16	0	0	0	0	418	919	1337
Total	5836	4537	782	536	48	17	111	97	6777	5187	11964

The Services Sector reported to have a total workforce of 11 964 during the 2013/2014 review period, 43% of whom were women, 2% were non-Namibians, but only 0,5% were persons with disabilities. Whites accounted for 44% of the managerial positions, while 48% were Black managers and 7% were non-Namibians. Women accounted only for 37% of managerial positions.

Services Sector

Table 2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	3	0	4	2	0	0	5	0	12	2	14
Senior Management	9	9	18	6	0	0	1	2	28	17	45
Middle Management	32	33	19	14	0	1	2	2	53	50	103
Specialised/skilled/ senior supervisory	105	73	48	24	0	0	3	2	156	99	255
Skilled	355	278	53	48	2	0	6	1	416	327	743
Semi-skilled	367	181	10	14	2	2	0	0	379	197	576
Unskilled	573	261	4	4	0	0	0	0	577	265	842
Total permanent	1444	835	156	112	4	3	17	7	1621	957	2578
Casual/temporary and seasonal	225	108	6	0	0	0	0	0	231	108	339
Total	1669	943	162	112	4	3	17	7	1852	1065	2917

The Services Sector hired 2 917 persons during the 2013/2014 review period, a decline of 24% in the number of persons hired during the previous corresponding review period. Women accounted only for 37% of the number hired across the Services Sector during the review period, while only 0,2% of the persons hired during this review year were persons with disabilities and 0,8% were non-Namibians.

Services Sector

Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	4	1	0	0	2	1	6	2	8
Senior Management	4	9	11	3	0	0	1	1	16	13	29
Middle Management	31	24	11	12	0	1	3	1	45	38	83
Specialised/skilled/ senior supervisory	81	36	20	13	0	0	0	1	101	50	151
Skilled	121	68	3	0	2	1	0	0	126	69	195
Semi-skilled	66	34	0	1	0	0	0	0	66	35	101
Unskilled	61	7	0	0	0	0	0	0	61	7	68
Total permanent	364	178	49	30	2	2	6	4	421	214	635
Casual/temporary and seasonal	6	3	5	2	0	0	0	0	11	5	16
Total	370	181	54	32	2	2	6	4	432	219	651

The Services Sector effected 651 promotions during the 2013/2014 review period, 90% of whom were persons in designated groups and 2% were non-Namibian employees. Only 34% of the employees promoted in the Services Sector were women and only 44% of employees promoted at the management level were women.

Services Sector

Table 4: Termination

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	2	1	5	1	0	0	1	0	8	2	10
Senior Management	10	5	19	8	0	0	5	1	34	14	48
Middle Management	35	21	33	12	0	0	4	1	72	34	106
Specialised/skilled/ senior supervisory	76	46	42	34	0	0	7	9	125	89	214
Skilled	263	177	42	52	0	0	1	0	306	229	535
Semi-skilled	254	145	16	12	3	1	0	2	273	160	433
Unskilled	253	231	2	0	1	0	0	0	256	231	487
Total permanent	893	626	159	119	4	1	18	13	1074	759	1833
Casual/temporary and seasonal	510	186	20	11	0	0	4	3	534	200	734
Total	1403	812	179	130	4	1	22	16	1608	959	2567

2 567 employees vacated their positions in the Services Sector during the 2013/2014 review period, 121% less than the number of employees, who left their jobs during the previous corresponding review period. 63% of the employees whose contract of employment ended were men, 92% were persons in designated groups and 1% were non-Namibians.

Services 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	451	369	139	101	3	1	16	10	609	481	1090
Non-renewal of contract	217	155	8	8	0	0	4	5	229	168	397
Dismissal - Retrenchment	39	95	6	11	0	0	1	0	46	106	152
Dismissal - Misconduct	172	49	3	0	0	0	0	0	175	49	224
Dismissal - incapacity	8	4	1	0	0	0	0	0	9	4	13
Other	516	140	22	10	1	0	1	1	540	151	691
Total	1403	812	179	130	4	1	22	16	1608	959	2567

As it was the trend in other sectors, resignations accounted for the majority of employment contract terminations, namely 42%, followed by unspecified reasons "other", 27% and non-renewal of contracts, 15%.

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	7	13	3	0	0	3	1	24	11	35
Senior Management	55	27	39	28	1	0	11	7	106	62	168
Middle Management	107	87	38	57	1	2	7	3	153	149	302
Specialised/skilled/ senior supervisory	296	197	77	58	7	1	5	6	385	262	647
Skilled	666	565	77	57	5	1	7	4	755	627	1382
Semi-skilled	526	234	6	19	0	2	0	0	532	255	787
Unskilled	435	248	0	3	0	0	0	0	435	251	686
Total permanent	2093	1365	250	225	14	6	33	21	2390	1617	4007
Casual/temporary and seasonal	191	201	15	17	0	0	1	0	207	218	425
Total	2284	1566	265	242	14	6	34	21	2597	1835	4432

The Services Sector recorded a total of 4 432 employees trained across the industry during the 2013/2014 review period, 29% less than the number trained during the previous corresponding review period. 59% of the employees trained were men, but only 0,5% were persons with disabilities. Black employees accounted for 58% of the managers trained, while 6% 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	4	1	18	7	0	0	7	2	29	10	39
Senior Management	12	6	39	32	5	1	8	10	64	49	113
Middle Management	60	67	43	49	3	0	11	5	117	121	238
Specialised/skilled/ senior supervisory	143	164	20	32	1	0	6	2	170	198	368
Skilled	457	423	13	43	6	0	8	2	484	468	952
Semi-skilled	645	740	4	13	6	2	0	0	655	755	1410
Unskilled	635	700	1	0	2	0	0	0	638	700	1338
Total permanent	1956	2101	138	176	23	3	40	21	2157	2301	4458
Casual/temporary and seasonal	37	60	0	0	0	0	0	0	37	60	97
Total	1993	2161	138	176	23	3	40	21	2194	2361	4555

The Tourism and Hospitality Sector recorded a slight rise in the number of people employed by the industry, viz. 4%, during the period under review, the majority of whom were women, namely, 52%. Persons in designated groups accounted for 96% of the total workforce, but constituted only 63% of managers. Persons with disabilities comprised only 0,6% of the workforce in the Tourism and Hospitality industry and non-Namibian employees accounted for 13% of the workforce.

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	1	0	1	0	0	0	2	0	4	0	4
Senior Management	2	1	10	16	2	1	4	4	18	22	40
Middle Management	14	23	14	14	0	0	1	0	29	37	66
Specialised/skilled/ senior supervisory	17	30	10	20	1	0	1	0	29	50	79
Skilled	94	86	6	17	0	0	3	0	103	103	206
Semi-skilled	160	127	4	10	2	2	0	0	166	139	305
Unskilled	228	222	0	2	1	0	0	0	229	224	453
Total permanent	516	489	45	79	6	3	11	4	578	575	1153
Casual/temporary and seasonal	34	41	0	0	0	0	0	0	34	41	75
Total	550	530	45	79	6	3	11	4	612	616	1228

Altogether 1 228 persons were hired by the Tourism and Hospitality Sector during the 2013/2014 review period, 12% less than the number hired during the 2012/2013 review period. Although Black employees accounted for 88%, 50% of the managers hired by the Tourism and Hospitality Sector were White and 10% were non-Namibians, but only 37% of managers hired were Black.

Tourism & Hospitality Sector

Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	0	0	0	0	0	0	0	0	0
Senior Management	1	1	3	2	0	0	0	0	4	3	7
Middle Management	10	8	4	6	0	0	0	0	14	14	28
Specialised/skilled/ senior supervisory	27	20	2	2	0	0	0	0	29	22	51
Skilled	21	32	2	2	0	0	0	0	23	34	57
Semi-skilled	45	54	0	3	0	0	0	0	45	57	102
Unskilled	7	15	1	2	0	0	0	0	8	17	25
Total permanent	111	130	12	17	0	0	0	0	123	147	270
Casual/temporary and seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	111	130	12	17	0	0	0	0	123	147	270

The Tourism and Hospitality Sector promoted 270 employees during the period under review, representing a decline of 33% in the number of employees promoted during the previous corresponding review period. The majority of the employees promoted were women, viz. 54%. 96% of employees promoted were from persons in designated groups.

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	4	1	0	1	1	3	5	8
Senior Management	1	3	19	19	1	0	3	3	24	25	49
Middle Management	13	12	20	14	0	0	2	6	35	32	67
Specialised/skilled/ senior supervisory	36	38	10	11	0	0	1	1	47	50	97
Skilled	126	110	14	16	0	0	3	2	143	128	271
Semi-skilled	245	215	4	13	3	0	0	0	252	228	480
Unskilled	182	174	1	1	0	0	0	0	183	175	358
Total permanent	603	552	69	78	5	0	10	13	687	643	1330
Casual/temporary and seasonal	30	39	1	7	0	0	0	0	31	46	77
Total	633	591	70	85	5	0	10	13	718	689	1407

A total of 1 407 employees' contracts of employment ended during the 2013/2014 review period, representing an increase of 21% in the number of employees whose contracts of employment ended during the previous corresponding review period. 51% of employees whose contract of employment ended during the 2013/2014 review year were men and 0,3% were persons with disabilities.

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	311	359	57	60	3	0	5	11	376	430	806
Non-renewal of contract	78	75	2	4	1	0	2	2	83	81	164
Dismissal - Retrenchment	89	77	2	2	0	0	0	0	91	79	170
Dismissal - Misconduct	100	42	4	3	0	0	1	0	105	45	150
Dismissal - incapacity	4	5	0	1	0	0	0	0	4	6	10
Other	51	33	5	15	1	0	2	0	59	48	107
Total	633	591	70	85	5	0	10	13	718	689	1407

Resignation accounted for the majority of contract of employment terminations during the 2013/2014 review period, namely, 57%, followed by dismissals due to retrenchment, 12% and non-renewal of contract, 11,6%. 53% of the employees who resigned during the period under review were women.

Tourism & Hospitality Sector

Table 6: Training

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	3	1	0	0	2	0	5	1	6
Senior Management	11	6	18	18	1	0	5	6	35	30	65
Middle Management	37	48	25	24	1	0	4	4	67	76	143
Specialised/skilled/ senior supervisory	101	122	7	20	0	0	1	0	109	142	251
Skilled	212	210	11	25	6	1	0	0	229	236	465
Semi-skilled	304	415	1	6	1	0	0	0	306	421	727
Unskilled	295	354	1	0	0	0	0	0	296	354	650
Total permanent	960	1155	66	94	9	1	12	10	1047	1260	2307
Casual/temporary and seasonal	15	12	0	0	0	0	0	0	15	12	27
Total	975	1167	66	94	9	1	12	10	1062	1272	2334

The Tourism and Hospitality Sector trained a total of 2 334 employees during the 2013/2014 review period, 54% of whom were women and 0,4% were persons with disabilities, while 0,9% were non-Namibian employees. 42% of the managers trained were White, 48% were Black and 1% were non-Namibian managers.

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	0	0	27	2	0	0	0	0	27	2	29
Senior Management	4	0	36	13	0	0	1	2	41	15	56
Middle Management	17	13	30	17	3	1	5	1	55	32	87
Specialised/skilled/ senior supervisory	166	52	79	47	0	0	6	14	251	113	364
Skilled	889	146	83	67	4	2	0	0	976	215	1191
Semi-skilled	574	89	5	4	3	2	1	5	583	100	683
Unskilled	612	64	2	1	2	0	0	0	616	65	681
Total permanent	2262	364	262	151	12	5	13	22	2549	542	3091
Casual/temporary and seasonal	84	10	1	0	0	0	0	0	85	10	95
Total	2346	374	263	151	12	5	13	22	2634	552	3186

The Transport Sector reported to have a workforce totalling 3 186, representing a sharp decline of 40% in the number of employees reported on during the previous corresponding review period. Only 17% of employees in the Transport Sector were women, while a mere 0,5% were persons with disabilities and 1% were non-Namibians. White employees accounted for a whopping 72% of managers, while Blacks comprised 85% of the workforce in the Transport Sector.

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	3	0	0	0	0	0	3	0	3
Senior Management	1	0	7	3	0	0	1	0	9	3	12
Middle Management	0	1	6	3	0	0	1	1	7	5	12
Specialised/skilled/ senior supervisory	21	3	24	11	0	0	5	0	50	14	64
Skilled	365	31	32	31	0	0	0	0	397	62	459
Semi-skilled	104	13	4	0	0	0	0	0	108	13	121
Unskilled	141	24	2	0	0	0	0	0	143	24	167
Total permanent	632	68	78	48	0	0	7	1	717	117	834
Casual/temporary and seasonal	47	2	0	0	0	0	0	0	47	2	49
Total	679	70	78	48	0	0	7	1	764	119	883

The Transport Sector recruited a total of 883 persons during the 2013/2014 review period, 24% less than the number recruited during the previous corresponding review period. 90% of the persons hired during the 2013/2014 review period were from designated groups, however, although 85% of the people hired were Black, 81% of managers hired by the Transport Sector were White and only 7% of managers hired were Black and 11% were non-Namibians.

Transport Sector
Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namib-ian(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	5	2	0	0	0	0	5	2	7
Middle Management	3	1	1	4	1	0	2	0	7	5	12
Specialised/skilled/ senior supervisory	8	8	3	1	0	0	0	0	11	9	20
Skilled	29	9	2	0	0	0	0	0	31	9	40
Semi-skilled	15	6	4	0	0	0	0	0	0	6	6
Unskilled	7	0	0	0	0	0	0	0	7	0	7
Total permanent	62	24	15	7	1	0	2	0	80	31	111
Casual/temporary and seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	62	24	15	7	1	0	2	0	80	31	111

The Transport Sector promoted only 111 employees during the year under review, a decline of 50% in the number of employees promoted during the previous corresponding period. 63% of the managers promoted during the review period were White, while only 21% were Black, 11% were non-Namibian employees and 5% were persons with disabilities.

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	1	1	0	0	0	0	1	1	2
Senior Management	2	0	5	1	0	0	2	0	9	1	10
Middle Management	2	0	8	1	0	0	3	0	13	1	14
Specialised/skilled/ senior supervisory	39	14	25	8	0	0	4	2	68	24	92
Skilled	195	23	13	11	0	0	0	0	208	34	242
Semi-skilled	95	10	6	0	0	0	0	0	101	10	111
Unskilled	74	3	4	0	0	0	0	0	78	3	81
Total permanent	407	50	62	22	0	0	9	2	478	74	552
Casual/temporary and seasonal	13	3	1	1	0	0	0	0	14	4	18
Total	420	53	63	23	0	0	9	2	492	78	570

Altogether 570 employees in the Transport Sector parted ways with their employers, 87% of whom were from designated groups and only 14% were women.

Transport 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	227	37	43	17	0	0	8	1	278	55	333
Non-renewal of contract	19	6	3	1	0	0	0	0	22	7	29
Dismissal - Retrenchment	44	4	9	3	0	0	0	0	53	7	60
Dismissal - Misconduct	85	3	1	0	0	0	0	0	86	3	89
Dismissal - incapacity	1	0	1	0	0	0	0	0	2	0	2
Other	44	3	6	2	0	0	1	1	51	6	57
Total	420	53	63	23	0	0	9	2	492	78	570

Resignation accounted for the majority of employment contract termination in the Transport Sector, viz. 58%, followed by dismissal due to misconduct, 16% and dismissal due to retrenchment.

Transport Sector
Table 6: Training

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	4	0	0	0	0	0	4	0	4
Senior Management	0	1	18	6	0	0	1	0	19	7	26
Middle Management	9	4	11	3	1	0	3	1	24	8	32
Specialised/skilled/ senior supervisory	22	18	42	14	0	0	4	1	68	33	101
Skilled	339	38	16	11	0	0	0	0	355	49	404
Semi-skilled	283	37	3	1	0	0	0	0	286	38	324
Unskilled	62	11	0	0	0	0	0	0	62	11	73
Total permanent	715	109	94	35	1	0	8	2	818	146	964
Casual/temporary and seasonal	10	1	0	0	0	0	0	0	10	1	11
Total	725	110	94	35	1	0	8	2	828	147	975

The Transport Sector trained 975 employees during the 2013/2014 review period, representing a 46% decline in the number of employees trained during the previous corresponding review period. Only 15% of the employees trained in the Transport Sector were women, while only one person with disability was trained during the 2013/2014 review year.

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	15	2	62	21	1	0	13	3	91	26	117
Senior Management	30	29	126	53	3	0	12	3	171	85	256
Middle Management	176	221	199	126	1	5	24	3	400	355	755
Specialised/skilled/ senior supervisory	548	600	186	119	5	4	7	12	746	735	1481
Skilled	1665	1216	147	160	9	9	2	2	1823	1387	3210
Semi-skilled	3142	3214	57	56	17	14	0	0	3216	3284	6500
Unskilled	2870	1952	11	2	14	13	0	0	2895	1967	4862
Total permanent	8446	7234	788	537	50	45	58	23	9342	7839	17181
Casual/temporary and seasonal	1345	900	11	12	4	0	0	0	1360	912	2272
Total	9791	8134	799	549	54	45	58	23	10702	8751	19453

The Wholesale and Retail Sector reported to have 19 453 people employed in this industry during the 2013/2014 review year. The figure represented a decline of 9% in the number of employees reported on during the previous corresponding review period. White employees comprised 52% of managers in this sector even though Black employees accounted for 92% of the workforce in the Wholesale and Retail Sector. Women accounted for 45% of the workforce, while only 0,5% of employees were persons with disabilities and 0,4% were non-Namibians.

Wholesale and Retail Sector

Table 2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	1	0	5	1	0	0	0	0	6	1	7
Senior Management	10	1	14	13	0	0	1	0	25	14	39
Middle Management	41	39	46	23	0	0	3	0	90	62	152
Specialised/skilled/ senior supervisory	82	98	47	28	0	1	4	0	133	127	260
Skilled	338	259	53	35	1	0	0	0	392	294	686
Semi-skilled	1068	1249	28	29	1	2	0	0	1097	1280	2377
Unskilled	1214	917	6	2	2	2	0	0	1222	921	2143
Total permanent	2754	2563	199	131	4	5	8	0	2965	2699	5664
Casual/temporary and seasonal	942	1011	2	17	0	0	0	0	944	1028	1972
Total	3696	3574	201	148	4	5	8	0	3909	3727	7636

7 636 employees were hired by the Wholesale and Retail industry during the period under review, 7% less than the number hired during the previous corresponding review period. 51% of the persons hired were men and only 0,1% were persons with disabilities, while 97% of the total number of persons hired were from designated groups.

Wholesale and Retail Sector

Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	0	2	0	0	0	1	0	3	3
Senior Management	3	2	8	3	1	0	2	1	14	6	20
Middle Management	22	24	13	11	0	0	1	1	36	36	72
Specialised/skilled/ senior supervisory	73	93	7	5	0	0	0	0	80	98	178
Skilled	105	119	4	7	1	0	0	0	110	126	236
Semi-skilled	197	190	5	2	1	0	0	0	203	192	395
Unskilled	14	15	0	0	0	0	0	0	14	15	29
Total permanent	414	443	37	30	3	0	3	3	457	476	933
Casual/temporary and seasonal	24	7	3	1	0	0	0	0	27	8	35
Total	438	450	40	31	3	0	3	3	484	484	968

The Wholesale and Retail promoted 968 employees during the 2013/2014 review period, 54% of employees promoted were Black and 39% were White, while the remaining 7% were persons with disabilities and non-Namibian employees respectively. It was quite an interesting coincidence that the sector promoted an equal percentage of women to that of men during the period under review.

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	1	2	0	0	0	2	0	5	1	6
Senior Management	6	4	11	3	0	0	2	0	19	7	26
Middle Management	37	32	37	25	0	0	2	0	76	57	133
Specialised/skilled/ senior supervisory	105	88	48	27	0	0	2	1	155	116	271
Skilled	359	272	64	62	2	0	1	1	426	335	761
Semi-skilled	670	697	16	37	2	1	0	0	688	735	1423
Unskilled	914	782	0	5	7	2	0	0	921	789	1710
Total permanent	2092	1876	178	159	11	3	9	2	2290	2040	4330
Casual/temporary and seasonal	1191	1176	16	20	1	1	1	3	1209	1200	2409
Total	3283	3052	194	179	12	4	10	5	3499	3240	6739

6 739 employees' contract of employment ended during the 2013/2014 review period in the Wholesale and Retail Sector, 94% of whom were Black, 48% were women, 0,2% were persons with disabilities and 0,2% were non-Namibians. 49% of managers whose contracts of employment ended were Black.

Wholesale and Retail 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	1335	1524	153	128	9	2	3	2	1500	1656	3156
Non-renewal of contract	683	690	8	18	1	0	2	3	694	711	1405
Dismissal - Retrenchment	50	45	3	2	0	0	0	0	53	47	100
Dismissal - Misconduct	641	446	8	6	1	0	1	0	651	452	1103
Dismissal - incapacity	15	22	0	1	0	0	0	0	15	23	38
Other	559	325	22	24	1	2	4	0	586	351	937
Total	3283	3052	194	179	12	4	10	5	3499	3240	6739

The majority of employees who vacated their positions did so through resignations, viz. 46%, followed by non-renewal of employment contracts, 21% and dismissals due to misconduct, 16%. Dismissal due to incapacity represented the least percentage of employment contract terminations, namely 0,6%.

Wholesale and Retail Sector

Table 6: Training

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	6	1	14	5	0	0	0	2	20	8	28
Senior Management	26	24	64	36	1	0	7	2	98	62	160
Middle Management	98	84	88	45	0	3	6	3	192	135	327
Specialised/skilled/ senior supervisory	309	420	90	41	0	0	4	6	403	467	870
Skilled	529	337	109	83	1	0	2	0	641	420	1061
Semi-skilled	1323	1595	28	18	6	2	0	0	1357	1615	2972
Unskilled	800	778	1	1	4	0	0	0	805	779	1584
Total permanent	3091	3239	394	229	12	5	19	13	3516	3486	7002
Casual/temporary and seasonal	222	163	2	1	3	0	0	1	227	165	392
Total	3313	3402	396	230	15	5	19	14	3743	3651	7394

The Wholesale and Retail Sector reported to have trained 7 394 employees during the 2013/2014 review year, 28% less than the number of employees trained during the previous corresponding review period. 94% of the employees were from designated groups and 49% were women, but only 0,3% were persons with disabilities.

CONCLUSION

It is now 16 years since the implementation of the affirmative action came into effect. The Employment Equity Commission is relatively satisfied with the steady progress made so far towards the desired equitable representation of persons in designated groups. There is however, still room for improvement, especially at the three top most occupational levels of employment where persons in designated groups were still not equitably represented.

The three top most occupational levels remain the primary focus of the Commission, because these are the levels where persons in designated groups are disproportionately represented. The under-representation of the previously racially disadvantaged at the top levels of employment where decisions are taken and salaries are better, would essentially perpetuate the income gap along ra-

cial lines. The under-representation or, in some serious cases, the absence of the previously racially disadvantaged at the top echelon of employment structures would also exclude them from the decision making opportunities and would continue to be subjugated to subordinate positions. The Commission would therefore, continue to impress upon employers to promote diversity at the workplace and to see it as a business imperative. A diverse workforce inculcates a sense of belonging in individual employees and can thus serve as a motivational factor, thereby enhancing productivity and a profound sense of duty.

The steady progress made so far towards the equitable representation of persons in designated groups is indeed encouraging and is indicative of the fact that our national programme of affirmative action is well on course.

EEC REGISTRY

1. AGRICULTURAL SECTOR

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

2. CONSTRUCTION SECTOR

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

- 2.21 Guangxi International Contruction Engineering Namibia CC
- 2.22 Henning Crusher
- 2.23 Hero Construction (Pty) Ltd
- 2.24 IM Building & Renovations
- 2.25 Jiangsu Zhengtai Construction Group
- 2.26 JNS Building Contractors
- 2.27 KL Construction
- 2.28 K Neumayer Civil Contractors cc
- 2.29 Kraatz Marine (Pty) Ltd
- 2.30 Le Bau Construction
- 2.31 LIC Pool Centre
- 2.32 M.R. Schmidt Construction
- 2.33 Murray and Roberts Namibia Ltd
- 2.34 NAMCON cc
- 2.35 Namibbeton (Pty) Ltd
- 2.36 Namibia Construction (Pty) Ltd
- 2.37 Namibia Engineering Corporation (NEC)
- 2.38 Namspace Contractors CC
- 2.39 Nangolo Construction (Pty) Ltd
- 2.40 New Era Investments
- 2.41 Nexus Group of Companies
- 2.42 NMC Construction
- 2.43 OJ Construction
- 2.44 Patriotic Construction Co.
- 2.45 Premier Construction (Pty) Ltd
- 2.46 Quarts Construction (Pty) Ltd
- 2.47 Quin Builders
- 2.48 Qingdao Construction (Namibia)
- 2.49 Raylin Engineering CC
- 2.50 RJ Southey (Namibia) (Pty) Ltd
- 2.51 Roads Construction Company
- 2.52 RG Construction
- 2.53 Sakka Electric
- 2.54 Salz Gossow
- 2.55 Stefanutti Stocks Constrtuction Namibia
- 2.56 Strydo Construction
- 2.57 Tau Pele Namibia
- 2.58 Van Wyngaarden Building Co.
- 2.59 Vantage Enterprises

- 2.60 WD Contractors CC
- 2.61 Windhoek Beton and Kunstein Industrie cc
- 2.62 Windhoek Brick Works
- 2.63 Zhen Ziang No. 2 Construction Engineering (Namibia)

3. EDUCATION, TRAINING AND DEVELOPMENT PRACTICES

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

4. FINANCIAL INTERMEDIATION

- 4.1 Agricultural Bank of Namibia
- 4.2 Alexander Forbes Namibia
- 4.3 Bank of Namibia
- 4.4 Bank Windhoek
- 4.5 Bureau Veritas Namibia (Pty) Ltd

- 4.6 Channel Life
- 4.7 Consolidated Financial Services Holdings Ltd
- 4.8 Dynamic Financial Brokers
- 4.9 Finaid Financial Services (Pty) Ltd
- 4.10 Financial Consulting Services
- 4.11 FNB Insurance Brokers Namibia (Pty) Ltd
- 4.12 FNB Namibia (Ltd)
- 4.13 Glenrand MIB Namibia (Pty) Ltd
- 4.14 Global Financial Advisors
- 4.15 Government Institutions Pension Fund
- 4.16 Hollard Insurance Namibia
- 4.17 Medscheme Namibia (Pty) Ltd
- 4.18 Methealth Administrators Namibia
- 4.19 Metropolitan Namibia Ltd
- 4.20 Mutual and Federal Insurance Co.
- 4.21 Namibia Development Corporation (NDC)
- 4.22 Nam-mic Financial Solutions (Pty) Ltd
- 4.23 Namfisa
- 4.24 Namlife
- 4.25 Nedbank
- 4.26 Nedloans
- 4.27 Old Mutual Namibia
- 4.28 Prosperity Health Namibia
- 4.29 Revenue Solution Namibia
- 4.30 Sanlam Namibia Ltd
- 4.31 Santam Namibia
- 4.32 Standard Bank Namibia Ltd
- 4.33 Trustco Group International (Pty) Ltd
- 4.34 Welwitchia Independent Insurance Brokers

5. FISHING INDUSTRIES

- 5.1 ABROMA Fishing Industries
- 5.2 Benguella Sea Products (Pty) Ltd
- 5.3 Blue Ocean Production (Pty) Ltd
- 5.4 Blue Sea Fishing
- 5.5 Cadilu Fishing

- 5.6 Corvima Investment (Pty) Ltd
- 5.7 Ekikimbo Trawling (Pty) Ltd
- 5.8 Erongo Group of Companies
- 5.9 Erongo Marine Enterprises
- 5.10 Erundu Stevedoring (Pty) Ltd
- 5.11 Etale Fishing
- 5.12 Etosha Fisheries Holdings Co. (Pty) Ltd
- 5.13 Fisheries Observer Agency
- 5.14 Freddie Fish Processors (Pty) Ltd
- 5.15 Gendev Group
- 5.16 Hangana Sea Food (Pty) Ltd
- 5.17 Marco Fishing (Pty) Ltd
- 5.18 Merlus Group
- 5.19 Merlus Seafood Processors (Pty) Ltd
- 5.20 Namibia Fishing Industries
- 5.21 Nova Nam Group of Companies
- 5.22 Overberg Fishing Company
- 5.23 Rainbow Trawling Company (Pty) Ltd
- 5.24 Seaflower White Fish Corporation
- 5.25 Seafresh Investment
- 5.26 Seawork Group of Companies
- 5.27 Stevedoring Service
- 5.28 Supa Packers CC
- 5.29 Talanam Fish Processors
- 5.30 Tunacor Group Limited
- 5.31 United Fishing Enterprises (Pty) Ltd

6. HEALTH AND WELFARE SECTOR

- 6.1 Cottage Private Hospital
- 6.2 Drs Burger Venter and van Greunen
- 6.3 Dr Joggie Briedenhann
- 6.4 Khomas Medical Services
- 6.5 Medfarm Holdings
- 6.6 Medical Imaging
- 6.7 Medipark Group of Companies
- 6.8 Medixx Occupational Health Services
- 6.9 Namibia Institute of Pathology
- 6.10 OCCU- Med
- 6.11 Paramount Healthcare Centre

- 6.12 Pathcare
- 6.13 Roman Catholic Hospital
- 6.14 Walvisbay Medi-Park
- 6.15 Windhoek Medi-Clinic

7. INFORMATION SYSTEMS, ELECTRONICS AND TELECOMMUNICATIONS TECHNOLOGIES

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

8. LOCAL GOVERNMENT, WATER AND RELATED SERVICES

- 8.1 Arandis Town Council
- 8.2 City of Windhoek
- 8.3 Hardap Regional Council
- 8.4 Helao Nafidi Town Council
- 8.5 Eenhana Town Council
- 8.6 Katima Mulilo Town Council
- 8.7 Kavango Regional Council
- 8.8 Khomas Regional Council
- 8.9 Khorixas Town Council

8.10	Lüderitz Town Council	9.12	GPT TransNamib Concrete Sleeper
8.11	Municipality of Gobabis	9.13	Guan`s Packaging
8.12	Municipality of Grootfontein	9.14	H Jensen Bau-und Möbelitschlerei
8.13	Municipality of Hentiesbay	9.15	Hytex Namibia
8.14	Municipality of Keetmanshoop	9.16	Interpack Consumable Manufacturers cc
8.15	Municipality of Mariental	9.17	Kalahari Packaging Distribuion
8.16	Municipality of Okahandja	9.18	Kalahari Wire Products
8.17	Municipality of Otjiwarongo	9.19	Karakulia Weavers CC
8.18	Municipality of Outjo	9.20	KHW Reiser t/Reiser Taxidermy
8.19	Municipality of Swakopmund	9.21	Mondipak Namibia (Pty) Ltd
8.20	Municipality of Tsumeb	9.22	Nakara Leather Tanning & Processing
8.21	Municipality of Usakos	9.23	Namib Foam
8.22	Municipality of Walvis Bay	9.24	Namib Mills (Pty) Ltd
8.23	Eenhana Town Council	9.25	Namibia Beverages
8.24	Erongo Regional Council	9.26	Namibia Breweries
8.25	Ohangwena Regional Council	9.27	Namibia Dairies
8.26	Okahao Town Council	9.28	Namibia Plastic Converters (Pty) Ltd
8.27	Ondangwa Town Council	9.29	Neo Paint Factory (Pty) LTD
8.28	Ongwediva Town Council	9.30	Nirosta (Pty) Ltd
8.29	Oshakati Town Council	9.31	Oranje Soutwerke (Pty) Ltd
8.30	Outapi Town Council	9.32	Peralin Paints (Pty)
8.31	Rundu Town Council	9.33	Plascon
8.32	Omusati Regional Council	9.34	Plastic Packaging
8.33	Oshana Regional Council	9.35	Quality Bag Manufacyturing
8.34	Oshikoto Regional Council	9.36	Ramatex
8.35	Omaheke Regional Council	3.37	Rocla Pipes

9. MANUFACTURING

9.1	Bindeman Enterprises	9.38	Salt and Chemicals (Pty) Ltd and Walvis Bay Salt Refiners (Pty) Ltd
9.2	Bokomo Namibia (Pty) Ltd	9.39	Salt Company (Pty) Ltd
9.3	Brakwater Enterprises	9.40	Scandia Group of Companies
9.4	Capricon Sweets	9.41	Scania Truck Namibia (Pty) Ltd
9.5	Castle Brewing Namibia (Pty) Ltd	9.42	Shade Centre
9.6	Cecil Nurse Business Furniture (Pty)	9.43	Springer Schokoladenfabrik (Pty) Ltd
9.7	City Sand & Bricks	9.44	Taueber & Corssen SWA (Pty) Ltd
9.8	Eastern Eagle Textile Manufacturers	9.45	Taurus Maintenance Products
9.9	Elso Holdings CC	9.46	Taxidermy Studio – Otjiwarongo
9.10	Fabupharm	9.47	The Wood Connections CC
9.11	Feedmaster (Pty) Ltd	9.48	Trust Market Protective Clothing
		9.49	Trophäendienste cc
		9.50	Windhoek Macschinen Fabriek (1998) Pty

9.51 Hardstone Processing (Pty) Ltd

10. MINING

10.1 Almond Diamond – Namibia
10.2 AMC – Gemxcel Namibia
10.3 Anglogold Namibia (Pty) LTD
10.4 Areva Resources Namibia
10.5 B2Gold Namibia
10.6 Bannerman Mining Resources
10.7 B&E International Namibia
10.8 Craton Mining Expropriation (Pty) Ltd
10.9 Diamond Inc.
10.10 Diamond Manufacturing
10.11 De Beers Marine Namibia
10.12 Karibib Mining & Construction Co.
10.13 Langer Heinrich Uranium (Pty) Ltd
10.14 Major Drilling Namibia (Pty) Ltd
10.15 Namco Namibia Mineral Corporation
10.16 Namcot Diamond (Pty) LTD
10.17 Namdeb Diamond Corporation
10.18 Namibia Customs Smelters
10.19 National Petroleum Corporation
10.20 Namibia Diamond Trading Company (Pty) Ltd (NDTC)
10.21 Nu-Diamond Manufacturing
10.22 Okorusu Fluorspar (Pty) Ltd
10.23 Otjozondou Mining (Pty) Ltd
10.24 Reptile Uranium
10.25 Rosh Pinah Zinc Corporations (Pty) LTD
10.26 Rössing Uranium Ltd
10.27 Samicor
10.28 Scorpion Zinc Mining Co.
10.29 Surecast Mining and Construction
10.30 Swakop Uranium
10.31 Weatherly Mining Namibia
10.32 West African Gold Exploration

11. PRIVATE SECURITY, LEGAL AND CORRECTIONAL SERVICES

11.1 AH Safety Security Services cc
11.2 Coastal Security Services cc t/a Security School
11.3 Darima Enterprises t/a The Security School Walvis Bay
11.4 Empa Security Services
11.5 Erongo Axis Security
11.6 Falcon Africa Security Holdings
11.7 Fidelity Services Group Namibia
11.8 Guardian Security Services cc
11.9 G4S Security Services Namibia (Pty) Ltd
11.10 H.A.M.S. Security (Pty) LTD
11.11 Jeane Beukes Security Services
11.12 Humphries Security Guard Division
11.13 Independent Security Services
11.14 Kalahari Security Services
11.15 Katima Security Services
11.16 Khaibasen Security Services CC
11.17 Lorentz Angula Incorporated
11.18 Marine Security Services
11.19 Maxi Security Services
11.20 Mint Master Security (Namibia) (Pty) Ltd
11.21 Namibia Protection Services
11.22 Njangula Holdings CC.
11.23 Omega Security
11.24 Ongula Security Services
11.25 Oshana Security
11.26 Pongula Security Services
11.27 Professional Security Force Service
11.28 Rubbicon Security Services cc
11.29 Scorpio Securicor – Omaruru
11.30 Sea Side Security
11.31 Security 24/7
11.32 Seena Legal Consult (Pty) Ltd
11.33 Shilimela Swecurity Services & Debt Collection cc
11.34 Shimwe Trading Enterprises

- 11.35 Somaeb Security Service
- 11.36 Southern Cross Security Services
- 11.37 Springbok Patrols Namibia (Pty) Ltd t/a
Namibia Protection Services
- 11.38 Superior Security Services cc
- 11.39 Tripple One Security Services
- 11.40 Ultra Security CC
- 11.41 Van der Merwe – Greeff Incorporated CC
- 11.42 X-Treme Security Services

12. PUBLIC SERVICE

- 12.1 Ministry of Agriculture, Water and Forestry
- 12.2 Ministry of Education
- 12.3 Ministry of Defence
- 12.4 Ministry of Environment and Tourism
- 12.5 Ministry of Finance
- 12.6 Ministry of Fisheries and Marine Resources
- 12.7 Ministry of Foreign Affairs
- 12.8 Ministry of Gender Equality and Child Welfare
- 12.9 Ministry of Health and Social Services
- 12.10 Ministry of Home Affairs and Immigration
- 12.11 Ministry of Information and Communication Technology
- 12.12 Ministry of Justice
- 12.13 Ministry of Labour and Social Welfare
- 12.14 Ministry of Lands and Resettlement
- 12.15 Ministry of Mines and Energy
- 12.16 Ministry of Regional and Local Government, Housing and Rural Development
- 12.17 Ministry of Safety and Security
- 12.18 Ministry of Trade and Industry
- 12.19 Ministry of Veterans Affairs
- 12.20 Ministry of Works and Transport
- 12.21 Ministry of Youth, National Service, Sport and Culture

- 12.22 National Assembly
- 12.23 National Council
- 12.24 National Planning Commission
- 12.25 Office of the Attorney General
- 12.26 Office of the Auditor General
- 12.27 Office of the President (State House)
- 12.28 Office of the Prime Minister

13. SERVICE SECTOR

- 13.1 ABB (Pty) Ltd
- 13.2 Africon Namibia
- 13.3 Airtime City
- 13.4 Antonius Residence Trust
- 13.5 AON Namibia (Pty) Ltd
- 13.6 Aqua Services & Engineering (Pty) Ltd
- 13.7 Asco Car Hire
- 13.8 Auctioneering Corporation of Namibia (AUCOR)
- 13.9 Autosueco (Namibia)
- 13.10 AVBOB
- 13.11 Aviation Centre
- 13.12 Avis (Zeda Namibia)
- 13.13 Baia Cleaning Services
- 13.14 BDO Spencer Steward Namibia
- 13.15 Bejaardesorg Vereniging – Okahandja
- 13.16 Benthin African Agencies (Pty) Ltd
- 13.17 Berco Cleaning Services (Pty) Ltd
- 13.18 Bicon Namibia (Pty) Ltd
- 13.19 Blood Transfusion Service of Namibia
- 13.20 Blums Garage
- 13.21 Burbridge Glass CC
- 13.22 Capital Press (Pty) Ltd
- 13.23 Carlo Upholstery
- 13.24 Catholic AIDS Action
- 13.25 Central North Regional Electricity Distribution Company (CENORED)
- 13.26 Central Technical Supplies (Pty) Ltd
- 13.27 Chevron Namibia (Pty) Ltd
- 13.28 CJ'S Service Station - Otjiwarongo

13.29	CJ's Service Station – Otjiwarongo	13.67	Global Food Services
13.30	Coastal Couriers	13.68	Grant Thornton Neuhaus
13.31	COLAS Namibia (Pty) Ltd	13.69	H. & H. Furniture Removers
13.32	Consulting Services Africa	13.70	Heritage Caterers
13.33	Consulting Services Africa	13.71	Howard & Chamberlain Architect
13.34	CPP/Suremix	13.72	Huis Deon Louw Old Age Home
13.35	CR van Wyk & Company	13.73	Huis Palm Old Age Home- Walvisbay
13.36	CVW Auto Body Repairs	13.74	Hydroweld Walvis Bay
13.37	D. Blaauw t/a Marble – Tech Renovations	13.75	Industrial Cleaning Services
13.38	Deloitte and Touche	13.76	JB Cooling & Refrigeration CC
13.39	Democratic Media Holdings	13.77	John Meinert Printing (1999)
13.40	Denu Distributors	13.78	Joseph & Snyman (Pty) Ltd
13.41	Desert Research Foundation of Namibia	13.79	Khori Cleaning Services
13.42	Development Aid for People to People	13.80	Kotze Body Repairs
13.43	DF Malherbe & Partners	13.81	KPMG Chartered Accountants
13.44	Diesel Electric	13.82	Kuehne & Nagel
13.45	Dimension Data	13.83	Laundry for Africa
13.46	Dirkie`s Electrical & Plumbing Maintenance	13.84	LEWCOR
13.47	Dynamic Plumbing	13.85	Lida Cleaning Services
13.48	East End Service Centre	13.86	Lida Outsourcing Services CC
13.49	Edu Loan Namibia	13.87	Lifeline Childline Namibia
13.50	ELCIN	13.88	Lund Consulting Engineering
13.51	ELCRN	13.89	Macmillan Education Namibia
13.52	Electro Hinsch Contracting (Pty) Ltd	13.90	Maersk Namibia (Pty) Ltd
13.53	Electro Hoon	13.91	Magnola Investments two t/a Monte Christo Convenience Centre
13.54	Element Consulting Engineers	13.92	Marc's Auto Service Station
13.55	Elgin Brown & Hamer Namibia	13.93	Mariental Fuel Centre
13.56	Elwiwa & Edelstahlbau CC	13.94	Marsh Namibia
13.57	Engen Hochland Service Station	13.95	Maxes Office Machines
13.58	Engen Namibia	13.96	MCC Equipment Rental (Pty) Ltd
13.59	EPUPA Investment Technology (Pty) Ltd	13.97	Meatboard of Namibia
13.60	Ernst & Young	13.98	Mega Shade Namibia
13.61	Erongo Contract Services	13.99	Millborrow Animal Health Namibia (Pty) Ltd
13.62	Fedics Food Services Namibia (Pty) Ltd	13.100	Millennium Investment Holdings (Pty) Ltd
13.63	Forensic Security Solution	13.101	Move-a-Mess CC
13.64	Fourway Total Otavi	13.102	MRZ Cleaning Services
13.65	Gammamsburg/ Okuryangava Service Station	13.103	Multichoice Namibia
13.66	GF Kopplinger	13.104	Multiventures cc t/a Tacoma Service Station

13.105 MVA Fund	13.143 Project Hope
13.106 Namib Diesel CC	13.144 Protrade
13.107 Namib Marine Services	13.145 Puma Namibia
13.108 Namibia Airports Company Ltd	13.146 PZN Panelbeaters
13.109 Namibia Building Cleaners	13.147 Quality Tyres (Pty) LTD
13.110 Namibia Fish Consumption Promotion Trust	13.148 Radio Electronic CC
13.111 Namibia Post Ltd	13.149 Rennies Travel Namibia
13.112 Namibia Press Agency	13.150 Rent – A – Drum CC
13.113 Namibia Qualifications Authority	13.151 RexQuip (Pty) Ltd
13.114 Namibia Red Cross Society	13.152 Roads Authority
13.115 Namibia Ship Chandlers	13.153 Roads Contractor Company Ltd
13.116 Namibia Technical Services (NTS)	13.154 Royale Serve Cleaning Services
13.117 Namibian Press and Tools International	13.155 Roynam Catering Services
13.118 Nampower	13.156 Rundu Truck Stop
13.119 Namwater Corp. Ltd	13.157 Ruppig Body Works
13.120 National Housing Enterprises (NHE)	13.158 Salute Enterprises
13.121 National Society for Human Rights (NSHR)	13.159 Seelinbinder Consulting Engineers
13.122 National Youth Service	13.160 Servisair
13.123 New Era Publications Corporation	13.161 SGA Chartered Accountant & Auditors
13.124 Nicmar Electrical Services	13.162 Shell Namibia Ltd
13.125 Nored	13.163 Social Marketing Association
13.126 North Gate Service Station	13.164 Social Security Commission
13.127 Northern Fuel Distributors CC	13.165 Sodexho
13.128 Nova Tyre (Trentyre) (Pty) LTD	13.166 Solitaire Press
13.129 Ohlthaver & List	13.167 SOS International
13.130 Okahandja Service Station	13.168 South Gate Service Station
13.131 Okahandja Service Station	13.169 Springs Car Wholesalers T/A Dollar Thrifty Car Rental & Kea Campers & Kea Campers
13.132 Omaruru Engineering Works cc	13.170 Star Body Works
13.133 Oranjemund Cleaning Services cc	13.171 Starke Manufacturing & Airconditioner
13.134 Oshakati Premier Electric (OPE)	13.172 Subway Service Station
13.135 Oude Rust Oord	13.173 Susan Cleaning Service
13.136 Paragon Investment	13.174 Swakopmund Service Station
13.137 Parcel Force Courier	13.175 Swart Grant Angola
13.138 Pioneerspark Service Centre CC	13.176 The Clean Master
13.139 PKF Namibia	13.177 The Free Press of Namibia - The Namibian (Pty) Ltd
13.140 Pricewaterhouse Coopers	13.178 The Social Market Association
13.141 Prime Press	13.179 Thiel's Autobody Repairs
13.142 Prinzessin Rupprecht Heim	

13.180 Three-Way Shell Okahandja
 13.181 Trans Caprivi
 13.182 Transman Windhoek
 13.183 Trentyres
 13.184 Trio Data
 13.185 Tsepo Catering
 13.186 Tyger & Wheel Tyre
 13.187 Tyrepro Namibia (Pty) Ltd
 13.188 United Africa Group
 13.189 Van der Walt Motors
 13.190 Vector Logistics
 13.191 Vineta Shell
 13.192 Voltex Namibia
 13.193 Walter Electrical Services
 13.194 Walter Engineering Africa
 13.195 Walters Electrical
 13.196 Walters Motors
 13.197 Welwitschia Fuel- Khorixas
 13.198 Welwitschia Rural Caterers (Pty) Ltd
 13.199 Wesco Holdings (Pty) Ltd
 13.200 Windhoek Auto Body Repairs
 13.201 Windhoek Consulting Engineers
 13.202 Windhoek Hire, Sales and Services
 13.203 Windhoek Supertyres (Pty) Ltd
 13.204 Windhoek Upholstery Service
 13.205 Zimmerman Garage (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 Back to Nature
 14.6 Canyon Hotel Keetmanshoop
 14.7 Cape Cross Lodge
 14.8 Catering Contract Management
 14.9 C'Esti Bon Lodge
 14.10 Chameleon Safaris Namibia
 14.11 De Duine Country Hotel

14.12 Divava Okavango Lodge & Spa
 14.13 Epacha Game Lodge
 14.14 Famous Butcher's Grill
 14.15 Fish river Lodge
 14.16 Hansa Hotel Swakopmund
 14.17 Heja Game Lodge
 14.18 Hilton Hotel Windhoek
 14.19 Hotel Eropahof
 14.20 Hotel Zum Grunen Kranz
 14.21 Independence Caterers Namibia
 14.22 IRDNC (Integrated Rural Development and Nature Conservation)
 14.23 Joe's Beer House
 14.24 Kalahari Sands Hotel and Casino
 14.25 Keetmanshoop One Stop, Wmpy and Maritz Country Lodge
 14.26 Klein Aus Vista
 14.27 Leading Lodges of Africa
 14.28 Lüderitz Nest Hotel
 14.29 Meal Management Services
 14.30 Mount Etjo Safari Lodge
 14.31 Namashasha Country Lodge
 14.32 Namcraft cc
 14.33 Namib Sun Hotels
 14.34 Namibia Desert Investment (Pty) Ltd
 14.35 Namibia Tourism Board
 14.36 Namibia Wildlife Resorts
 14.37 Nature Investments (Pty) Ltd
 14.38 Ngandu Safari Lodge
 14.39 Okonjima Lodge
 14.40 Ongava Game Reserve
 14.41 Ongombe Safari & Logistics
 14.42 Opuwo Country Hotel
 14.43 Oshakati Country Lodge
 14.44 O Portuga Restaurant
 14.45 Out of Africa
 14.46 Protea Hotel- Ondangwa
 14.47 Protea Hotel- Pelican Bay
 14.48 Protea Hotel - Thurstenhoff
 14.49 Prothatch Namibia

- 14.50 Safari Hotels (Pty) Ltd
- 14.51 Santorinni Inn
- 14.52 Seaside Hotel and Spa
- 14.53 Sense of Africa
- 14.54 Solitaire Country Lodge
- 14.55 Sossusvlei Lodge (Pty) Ltd
- 14.56 Sunshine Tours CC
- 14.57 Swakopmund Hotel and Entertainment Centre
- 14.58 The Gourmet Restaurant
- 14.49 The Lighthouse Group
- 14.60 Twyfelfontein Country Lodge (Pty) Ltd
- 14.61 Ububele Alpine Inflight (Pty) LTD
- 14.62 Vietor & Raaf- Aranos
- 14.53 Wild Dog & Crazy Kudu Safaris Namibia
- 14.64 Wilderness Safaris
- 14.65 Windhoek Country Club Resort and Casino

15. TRANSPORT SECTOR

- 15.1 Absolute Logistics
- 15.2 Air Freight Road Services
- 15.3 Air Namibia
- 15.4 Barloworld Equipment
- 15.5 Blaauw's Transport (Pty) LTD
- 15.6 Boshoff Transport
- 15.7 Coleman Transport
- 15.8 Corridor Logistics (Pty) Ltd
- 15.9 Cross Country Couriers
- 15.10 Dreyer Logistics Solutions CC
- 15.11 EC Jensen Transport (Pty) Ltd
- 15.12 Etosha Transport (Pty) LTD
- 15.13 FP du Toit Transport (Pty) Ltd
- 15.14 Jowels Transport
- 15.15 Namib Toyota CC
- 15.16 Namport
- 15.17 Okalindi Superliner
- 15.18 Sunshine Tours
- 15.19 Snyman Transport

- 15.20 TransNamib Holdings LTD
- 15.21 Trans Hex Marine (Namibia) (Pty) Ltd
- 15.22 Transworld Cargo (Pty) Ltd
- 15.23 Unitrans Namibia (Pty) Ltd
- 15.24 Van der Walt Transport (Pty) Ltd
- 15.25 Wesbank Transport (Pty) LTD
- 15.26 West Air Maintenance
- 15.27 WP Transport (Pty)Ltd

16. WHOLESALE AND RETAIL

- 16.1 Ashlee Distributors CC
- 16.2 A & A Meat Namibia LTD
- 16.3 A Wutow Trading Company
- 16.4 ADCON CC
- 16.5 African Marketing
- 16.6 Afrox Namibia
- 16.7 Agra Co-operative LTD
- 16.8 Atlantic Meat Market
- 16.9 Avas Motors
- 16.10 Audacity Clothing
- 16.11 Autozone
- 16.13 Baard Group
- 16.14 Bears
- 16.15 Beimah Agencies
- 16.16 Beira Investment (Pty) Ltd
- 16.17 Beukes Spar
- 16.18 Builders Warehouse
- 16.19 Built It - Swakopmund
- 16.20 CB Enterprises (Pty) Ltd
- 16.21 CIC Holdings Ltd.
- 16.22 Charney Spar Mariental
- 16.23 Closwa Biltong Factory
- 16.24 Clover
- 16.25 Club Motors
- 16.26 Coastal Cellular
- 16.27 Commercial Cold Storage (Namibia) (Pty) Ltd
- 16.28 Comparex
- 16.29 Consolidated Sugar Industries

(Namibia) (Pty) LTD	16.66 Herco Marketing (Pty) Ltd
16.30 Continental Enterprises	16.67 Hidas OK Foods
16.31 Crown Build-It	16.68 Hochland Super Spar
16.27 Cymot (Pty) LTD	16.69 Hyundai Automotive Namibia
16.32 Danric Auto	16.70 Independent Business Systems (Pty) Ltd (IBS)
16.33 Delhi Mini Market & Bakery	16.71 International Commercial (Pty) Ltd
16.34 Die Plaaskombuis	16.72 Invictus Trading CC
16.35 Diroyal Motors	16.73 Jacobus Hendrik Oosthuizen
16.36 Distell Namibia	16.74 Joshua Doore Group Namibia (Pty) LTD
16.37 DRG Supermarket	16.75 J& P Group International
16.38 Dunns Stores	16.76 Kai Graser t/a SMIG Supermarket & Wholesale
16.39 Edgars Consolidated Stores Ltd (Edcon)	16.77 Karnic Distributors
16.40 Edumeds	16.78 Katapi Trading CC
16.41 Elao Fifty two cc t/a Fysal Import & Export	16.79 Katelynn Trading t/a Gobabis Spar
16.42 Ellerine Furnishers Namibia (Pty) LTD	16.80 Kavango Supermarket & Bottle Store
16.43 Erongo Agencies	16.81 Keetmanshoop 1- Stop
16.44 Erongo Trading t/a Omaruru Spar	16.82 Khorixas Multisave CC
16.45 Farmers Meat Market Holding (Pty) LTD	16.83 Kierie Spar
16.46 Fashaf (Pty) Ltd	16.84 Kilimandjaro Trading
16.47 Ferreira's Garden Centre and Landscaping	16.85 King Pie
16.48 Ford Novel	16.86 Klein Windhoek Schlachtereij
16.49 Foschini Group (Fashion Retailers)	16.87 Klein Windhoek Supermarket
16.50 Fountain Friendly OK Supermarket	16.88 Lewis Stores
16.51 Freeworld Plascon Namibia (Pty) Ltd	16.89 Luderitz Smokeries CC (Spar Inc.)
16.52 Fresh Mark Namibia	16.90 Lyeeta Shopping Centre
16.53 Fruit and Veg City	16.91 Manica Group Namibia (Pty) Ltd
16.54 Furniture Mart (Pty) Ltd	16.92 Manzani Enterprise cc
16.55 Fysal Fresh Produce	16.93 Marina Toyota
16.56 Game Discount World Namibia (Pty) Ltd	16.94 Meatco Namibia
16.57 Gamsberg Mcmillan Publishers (Pty) Ltd	16.95 Metcash Trading (Namibia) (Pty) LTD
16.58 Geka Pharma (Pty) Ltd	16.96 Metje and Ziegler Limited
16.59 Gift Supermarket CC	16.97 MGC Transport
16.60 Global Textiles	16.98 Model Pick dPay Family Supermarket(s)
16.61 Gobabis Spar	16.99 Mr. Price
16.62 Greg's Motor Spares	16.100 Nagel Group of Companies
16.63 Hartlief Continental Meat Products (Pty) LTD	16.101 Namib Roses
16.64 Haw Retailers t/a Ark Trading	16.102 Namibia Fish Consumption Promotion Trust
16.65 Hentiesbay Spar	

16.103 Namibia Press & Tools International (Pty) Ltd	16.142 SMC Brands Namibia
16.104 Namica Supermarket	16.143 Southwest Bakeries
16.105 Nampharm (Pty) Ltd	16.144 Spes Bona Motors Company
16.106 Nandos Independence	16.145 Stampriet Farmers Market
16.107 Napolitana Grill & Pizzeria	16.146 Starlite Wholesale Prepaids
16.108 National Namibian Meat Producers	16.147 Steel Force CC
16.109 Netwood (Pty) Ltd	16.148 Steeldale Reinforcing & Trading Namibia
16.110 Nictus Furnishers	16.149 Street House Clothing
16.111 Nuwe Welkom Spar Keetmanshoop	16.150 Subway Service Station
16.112 O. Behrens & Co. (Pty) LTD	16.151 Supra Sales
16.113 O'Save Minimarket	16.152 Supreme Furnishers
16.114 Ocean View Spar	16.153 Swaco Group of Companies
16.115 Oceano Atlantico - Super Store	16.154 Swakopmund Super Spar
16.116 OK Foods – Outjo	16.155 The Atlantic Chicken Company (KFC)
16.117 OK Grocer Opuwo	16.156 The Gambler
16.118 OK Grocer Keetmanshoop	16.157 The Raft Restaurant, Bar & Bistro
16.119 OK Mini Market Karibib	16.158 The Sign Shop
16.120 OK Supermarket	16.159 Theo's Spar Otjiwarongo cc
16.121 Okalindi Group Market	16.160 Tre Sentra Supermarket
16.122 Omaheke Megasave	16.161 Truworths
16.123 Omayob Starlite Wholesale	16.162 Volkswinkel Spar
16.124 Onamagongwa Trading Enterprises	16.163 Von Baum's Motors
16.125 Onawa Wholesalers	16.164 Waltons Namibia
16.126 Oranjemund Spar	16.165 Wecke & Voigts (Pty) LTD
16.127 Okahandja Spar	16.166 Wimpy - Wernhill
16.128 O.Save Mini Market	16.167 Windhoek Cash & Carry
16.129 Oshakati Spar	16.168 Windhoek Shclachtere (Pty) LTD
16.130 Outjo Bakerei	16.169 Wispeco Namibia
16.131 PEP Namibia Holdings	16.170 Woerman Brock & Co. (Swakopmund) (Pty) LTD
16.132 Punyu Group of Companies	16.171 Woerman Brock & Co. (Windhoek) (Pty) LTD
16.133 Pupkewitz Megabuild	16.172 WB Hardware & Building Supplies
16.134 Pupkewitz Motor Division	16.173 Woolworth's Namibia
16.135 Relyant Retail	16.174 XL Spar Karasburg
16.136 Ritter's Toyota	
16.137 Rocky Crest Supermarket	
16.138 Rundu Spar	
16.139 Scrap Salvage	
16.140 Shoprite Checkers	
16.141 Simpex (Pty) Ltd	



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