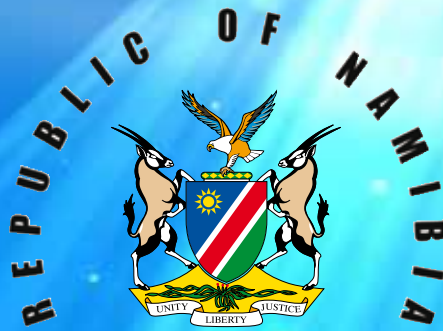




EMPLOYMENT EQUITY COMMISSION



Annual Report

2014-2015

TABLE OF CONTENTS

1.	Foreword	3
2.	Vision & Mission Statement	5
3.	Customer Service Charter	6
4.	Executive Summary	7
5.	Members of the Employment Equity Commission	8
6.	Staff Members of the Employment Equity Commission	9
7.	Introduction	10
8.	Activities of the year under review	10 - 12
9.	Affirmative Action Reports – Facts and Figures	15

CUMULATIVE FIGURES

(a)	Workforce Profile	16
(b)	Recruitments	32
(c)	Promotions	33
(d)	Terminations	36
(e)	Termination Categories	38
(f)	Training	40

SECTORAL FIGURES

(a)	Agricultural Sector	43-48
(b)	Construction Sector	49-54
(c)	Education, Training and Development Practices	55-60
(d)	Financial Intermediation	61-66
(e)	Fishing Sector	67-72
(f)	Health and Welfare Sector	73-78
(g)	Information Systems, Electronics and Telecommunications Technologies	79-84
(h)	Local Government, Water and Related Services	85-90
(i)	Manufacturing	91-96
(j)	Mining Sector	97-102
(k)	Private Security, Legal and Correctional Services	103-108
(l)	Public Service Sector	109-114
(m)	Services Sector	115-120
(n)	Tourism and Hospitality	121-126
(o)	Transport Sector	127-132
(p)	Wholesale and Retail	133-138
10.	Conclusion	139
11.	EEC Registry	140-148
12.	Notes	149-150

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.

FOREWORD



I have the honour and privilege, on behalf of the Employment Equity Commission, to present the 16th Annual Report of the commission to the Minister of Labour, Industrial Relations and Employment Creation, in terms of Section 16 of the Affirmative Action (Employment) Act, No. 29 of 1998.

The Employment Equity Commission has an oversight function of the implementation of affirmative action in employment and an obligation to report on its activities and progress made with regards to the affirmation of persons in designated groups. The Affirmative Action (Employment) Act requires all employers to ensure that all Namibians enjoy equal employment opportunities. The goal of equal employment opportunity is not likely to be attained unless designated employers move a step further to foster a culture which is primarily concerned with interpersonal and inter-group communication and relationships at the workplace. They should promote mutual respect and actively confront prejudice, stereotyping and discriminatory practices. It is therefore important that employers realise and understand it is fundamentally important that their human resource development strategies are inspired by the goals of diversity management, transformation and efficiency. Employers should be encouraged to make every effort to promote diversity in the workplace and that the working environment is free from racial stereotypes and any forms of prejudice. This is the only way our country can hope to achieve an all-inclusive society which values the principles of equity and diversity.

The workforce profile statistics gleaned from employers' affirmative action reports during the period under review do not show a significant improvement in the representations of persons in designated groups at decision-making levels, i.e. the top echelons of their respective personnel structures. The composition of the top echelons of business continues to be proportionally skewed in favour of white employees and there appears to be no real commitment to transforming the workforce profile into one more representative and reflective of Namibian demographics. Racial stereotypes and prejudice continue

to influence the employment decisions of management in employers' organisations, especially in the private sector, as evidenced by an increase of white foreign nationals at senior levels of some organisations, creating the impression that businesses are prepared to recruit beyond the borders if they cannot find white managers locally. It is in light of these realities that I believe that unless there is a total change in mind-set with regard to recruitment decisions, it will take a while longer before Namibia will witness genuine workforce transformation.

I wish to conclude by acknowledging the commitment and diligence of the administrative staff of the Employment Equity Commission and their positive contribution to the efforts of the commission during the period under review.



VILBARD T. USIKU
EMPLOYMENT EQUITY COMMISSIONER

VISION & MISSION STATEMENT

VISION

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.

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 FUNCTIONS 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.

CUSTOMER SERVICE CHARTER:

- Sets the standards of service to be expected from the Employment Equity Commission;
- Articulates the commitment of the Employment Equity Commission to providing quality, effective, efficient and fair service;
- Outlines the plans, methods and procedures to deliver quality service;
- Outlines customer service expectations.

OUR COMMITMENT:

- To provide the necessary information, assistance and guidance to employers, designated groups and employees, in furtherance of the principles of equity and equality in the workplace;
- To take all necessary measures to encourage and urge all employers to effect good employment practices;
- To ensure that all employers adopt and implement affirmative action plans consistent with the Affirmative Action (Employment) Act.

WE 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 submission to the Employment Equity Commission;
- We shall provide feedback, on the state of a report, when applicable, within thirty (30) days after the review by the Employment Equity 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) working days.

OUR EXPECTATIONS FROM RELEVANT EMPLOYERS:

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

EXECUTIVE SUMMARY

The annual report covers the review period, 1 April 2014 to 31 March, 2015. A total of 691 employers submitted their affirmative action reports to the Employment Equity Commission, covering 168 288 employees. However, the Employment Equity Commission is seriously concerned about the increasing number of offices, ministries and agencies who failed to submit affirmative action reports to the Commission as required by law. The Namibian government has approximately 130 000 civil servants in its employ, but the affirmative action reports received from a few offices, ministries and agencies during the period under review, covered only 23,703 civil servants, representing a sharp decline of 65% in the number of employees covered by reports from public service institutions during previous corresponding review periods.

The Affirmative Action (Employment) Act, No 29 of 1998 provides for the Office of the Prime Minister to co-ordinate with offices, ministries and agencies and to submit affirmative action reports to the Commission, on their behalf. Government institutions are supposed to set an example to the rest of the employer community and their lack of cooperation in this regard is therefore, extremely disappointing. The Commission is therefore required to engage the Office of the Prime Minister in order to ensure that the government give its full cooperation in this regard.

An analysis of the workforce profile figures gleaned from the affirmative action reports as submitted by employers across all industrial sectors during the 2014/2015 review period, did not show a significant improvement in the representation of persons in designated groups at decision-making levels, the top echelons of employment. Although persons in designated groups – women, previously racially disadvantaged and persons with disabilities comprised 87% of the total number employees reported on, they accounted for only 37% of executive director positions. The previously racially disadvantaged accounted for 63% of positions at management level

during the previous corresponding review period, but that percentage declined by 7% and only 56% of managers were reported to be previously racially disadvantaged during the 2014/2015 review period; 39% were women, 9% were non-Namibians and a mere 1% were persons with disabilities.

The staff members of the Employment Equity Commission engaged the stakeholders – employers and employees, on matters relating to the implementation of affirmative action measures and the promotion of employment equity in the workplace. Even though the Commission interacted with employers with the view to assisting them to fulfil their obligation under the law, some employers failed to comply with the provisions of the Act and were consequently charged and convicted by the courts.

The members of the fourth Employment Equity Commission discussed policy related matters and identified certain provisions in the Affirmative Action (Employment) Act, No 29 of 1998, which they felt required legislative redress in order to counter loopholes which they believed impeded effective enforcement of the law. The term of office of the fourth Employment Equity Commission, appointed in March 2012, came to an end on 31 March, 2015. The fifth Employment Equity Commission, to be appointed, would no doubt, further pursue the process and advise the Minister on the need for possible amendments to the Act.

The Commission received a number of complaints during the period under review; most alleged unfair discrimination in terms of remuneration and employment opportunities. Persons with disabilities also lodged complaints with the Commission, citing unfair discrimination on the grounds of disability. The under-representation of persons with disabilities at all levels of employment must be understood against that background. The complaints were attended to by the Commission and feedback was provided to the complainants.

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 (Late)



Ms. Ramons Wittsack
Employers



Mr. Terence Makari
Employers



Ms. E C Gideon
State



Ms. Jennifer Coerecius
Women



Ms. Margeret Sezuni
State



Ms. Annel Endjala
State

STAFF MEMBERS OF THE EMPLOYMENT EQUITY COMMISSION



Mr. P. Kapule
Deputy Director



Mr. K. Kaurivi
Senior Review Officer



Ms. C. Tjaveondja
Review Officer



Ms. G. Hokai
Cleaner



Ms. B. Nakashole
Administrative Officer



Mr. J. Somaeb
Detective Warrant Officer - NAMPOL



Ms. P. Matengu
Administrative Officer



Mr. G. Mufalali
Review Officer



Ms. E. Ngwangwama
Review Officer



Ms. J. Shailemo
Review Officer



Mr. P. Sheehama
Chief Review Officer



Ms. E. Mukotola
Senior Private Secretary



Ms. O. Kanyangela
Control Administrative Officer



Mr. M. Mulekesa
Administrative Officer



Mr. G. Brinkmann
Review Officer



Ms. D. Manuel
Review Officer

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 16th Annual Report covers the period 1 April 2014 to 31 March 2015 and provides detailed information about the workforce distribution across all industrial sectors. It is therefore a detailed account of the analysis of the workforce profile trends reflecting the representation, workforce movement and training of employees in designated groups. Sight should however, not be lost of the fact that failure by some employers, in any sector or industry, to submit affirmative action reports to the Employment Equity Commission, as required by law, impacts adversely on the accuracy of actual figures of employees, in terms of race, gender and disability status. The composition of employees and representation trends of persons in designated groups, especially at the top three occupational levels, must be understood within this limited context. Notwithstanding this reality, the disproportionate lack of representation of persons in designated groups at the top three occupational levels remains unchanged.

This report also highlights the activities of the Commission during the period under review. The Commission is however, concerned about the rather high ratio of non-compliance with some provisions of the Act by some relevant employers; a common transgression is the failure to submit reports by the prescribed reporting deadlines. It is even more troubling when institutions in the government, which are supposed to set an example for employers in the private sector, are among the regular offenders. However, it is very important for all employers to know that the Employment Equity Commission will act equitably and decisively against any employer who violates any provision of the affirmative action law.

ACTIVITIES OF THE YEAR UNDER REVIEW

The activities outlined in this 2014-2015 Annual Report were carried out by the Employment Equity Commission while it executed its mandate under the Affirmative Action (Employment) Act, No 29 of 1998.

REPORTS BY EMPLOYERS

The Commission received a total of 691 affirmative action reports from relevant employers, covering 168 288 employees across all industrial sectors. The number of employees obviously fell short of the actual number of employees employed by relevant employers countrywide and is attributable to the failure by some employers to submit their affirmative action reports as required by law. The public service which is the largest employer in the country is the main culprit in this regard. Even though the Namibian government is the largest employer in the country, believed to have approximately 130 000 civil servants in its employ, a few offices, ministries and agencies only submitted their affirmative action reports, covering a mere 23,703 employees. The figure represents a disturbing 65% decline in the number of employees covered by the reports received by the Commission during the previous corresponding review period.

The Commission expects the institutions of the state to set a good example to other employers in the country.

The Office of the Prime Minister has an obligation under the Affirmative Action (Employment) Act, No 29 of 1998, to coordinate with offices, ministries and agencies to submit their affirmative action reports to the Commission. The Commission will therefore take up this matter with the Office of the Prime Minister.

An analysis of the workforce profile figures gleaned from affirmative action reports received from relevant employers across all industrial sectors revealed that the desired levels of equity in employment have not yet been achieved. Even though 84% of employees covered by the reports received

were previously racially disadvantaged, white employees occupied 59% of positions at executive director level, while 34% of managers were also white. The percentage confirmed a proportionally skewed representation in favour of white employees at the levels that matter - the top echelon of employment where decisions are made and where salaries and benefits are better. The under-representation of the previously racially disadvantaged perpetuates the existing income inequality. The figures also showed that only 39% of managers were women and a mere 1% were persons with disabilities. It can be deduced from the workforce profile figures that generally, the higher the occupational level, the whiter it looked. Relative insignificant progress, in terms of transformation, was recorded at the higher occupational levels which explained the slow improvement in the representation of persons in designated groups at the three top levels.

The employment equity trends which emerged through the analysis of the workforce profile figures have to be understood against the background of the fact that quite a number of employers failed to submit their affirmative action reports.

INTERACTION WITH STAKEHOLDERS

The administrative staff of the Office of the Commission interacted with stakeholders, employers and employees, in all 14 regions, with the view to assist them in fulfilling their obligation under the affirmative Action (Employment) Act, No 29 of 1998. The contact sessions with stakeholders covered issues relating to, inter alia:

- what the Act requires from employers
- preparation of an Affirmative Action plan and report
- consultation with employees
- management of the Affirmative Action programme in the workplace
- adherence to reporting deadlines
- non-compliance and penalties
- verification of the accuracy of information contained in the Affirmative Action reports.

Interaction with stakeholders proved to have a positive impact on the quality of affirmative action reports received from employers and the level of compliance in general. The site visits to the regions also provided an excellent opportunity for the stakeholders to seek clarity on a wide range of issues relating to the implementation of affirmative action measures and the role of Affirmative Action and Employment Equity in the inter-personal and inter-racial relationships in the workplace.

END OF THE TERM OFFICE OF THE FOURTH EMPLOYMENT EQUITY COMMISSION

The fourth Employment Equity Commission was appointed by the National Assembly on 31 March 2012 to serve for a three-year period. The term of office of members of the fourth Commission came to an end on the 31st of March 2015, and the fifth Employment Equity Commission would be appointed by the National Assembly soon thereafter.

Members of the fourth Employment Equity Commission discussed policy related matters and identified some provisions in the Affirmative Action (Employment) Act, No 29 of 1998, which they felt, required legislative redress in order to close certain loopholes which they believed impeded effective implementation and enforcement of the Affirmative Action law. Since members of the fourth Commission could not finalise the policy review and submit amendment proposals to the Minister of Labour, Industrial Regulations and Employment Creation before their term of office ended, the fifth Employment Equity Commission would, no doubt, pursue the matter further and advise the Minister on the need for possible amendments to the Act.

COMPLAINTS LODGED WITH EMPLOYMENT EQUITY COMMISSION

The office of the Employment Equity Commission received several complaints during the 2014/2015 period. Most complaints alleged unfair discrimination in terms of remuneration and employment opportunities. Persons with disabilities also lodged complaints with the Commission, citing unfair discrimination

on the grounds of disability. The complaints were investigated but because in some cases complaints of unfair discrimination were based on perception rather than concrete facts, investigations into these complaints proved to be rather complex. However, the under-representation of persons with disabilities at almost all occupational levels could be understood within this context.

Some complainants were able to provide concrete evidence to prove unfair discrimination and the employers concerned were informed that they were in violation of the law. Most unfair discrimination complaints cited racial prejudice as being the main reason for discrimination. These unfair racial discrimination claims had to be understood against the background of Namibia's Apartheid history which continues to sour inter-personal and labour relations in the workplace. (White?) Racists should therefore, understand the adverse impact their prejudice has on the motivation, behaviour and morale of their Black colleagues and ultimately, on the overall productivity of their business enterprises. The management of businesses should ensure they have policies in place which have zero-tolerance for perpetrators of racial discrimination.

CASES OF NON-COMPLAINE

Some employers continued to violate some provisions of the Act. The following were identified as common violations:

- late submission of Affirmative Action reports
- non-submission of Affirmative Action reports
- failure to correct identified shortcomings in the Affirmative Action reports
- failure to give preferential consideration to persons in designated groups and to Namibian citizens who are suitably qualified to fill positions of employment.

The Employment Equity Commission pressed charges against a number of employers who failed to comply with the Affirmative Action (Employment) Act, No 29 of 1998. During the 2014/2015 review period, 53 non-compliant employers appeared before the courts and were convicted. The Namibian Police assigned a police officer, on request of the Commission, to deal with Affirmative Action-related transgressions and this arrangement had a positive impact on the speedy and timely prosecution of offenders.

EMPLOYMENT EQUITY COMMISSION IN ACTION - A PANORAMIC VIEW OF CONTINUOUS CONSULTATION BETWEEN THE EMPLOYMENT EQUITY COMMISSION AND ITS STAKEHOLDERS.





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



A: CUMULATIVE FIGURES

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

B: SECTORAL FIGURES

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

Cumulative
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	177	71	474	92	6	5	108	21	765	189	954
Senior Management	860	505	858	396	31	8	261	67	2010	976	2986
Middle Management	2276	1938	1345	853	49	12	460	111	4130	2914	7044
Specialised/ skilled/ senior supervisory	6463	5765	1281	1171	71	30	14459	203	22274	7169	29443
Skilled	17713	13816	1302	1081	123	85	383	357	19521	15339	34860
Semi-skilled	22882	15193	251	274	177	77	66	8	23376	15552	38928
Unskilled	21621	13760	37	28	137	53	3	1	21798	13842	35640
Total permanent	71992	51048	5548	3895	594	270	15740	768	93874	55981	149855
Casual/ temporary and seasonal	9918	7799	250	210	9	5	215	27	10392	8041	18433
Total	81910	58847	5798	4105	603	275	15955	795	104266	64022	168288

A total of 168 288 employees were reported by 691 employers across all industrial sectors countrywide, representing a slight increase of 0, 5% in the number of employees reported during the 2013/2014 review period. Persons from designated groups comprised 87% of the total number of employees reported, but accounted for only 37% of the executive director positions. Although Black employees comprised 84% of the total number of employees reported during the period under review (2014/2015), they constituted only 56% of the positions at the management levels, representing a regrettable decline of 7%, in the number of managerial positions occupied by Black employees recorded in the 2013/2014 review period. Women constituted 39% of managerial positions, while 9% of managers were non-Namibians and 1% were persons with disabilities.

Figure 1: Cumulative Workforce Profile- Representation by Race, Gender, Disability Status and Expatriate Employees

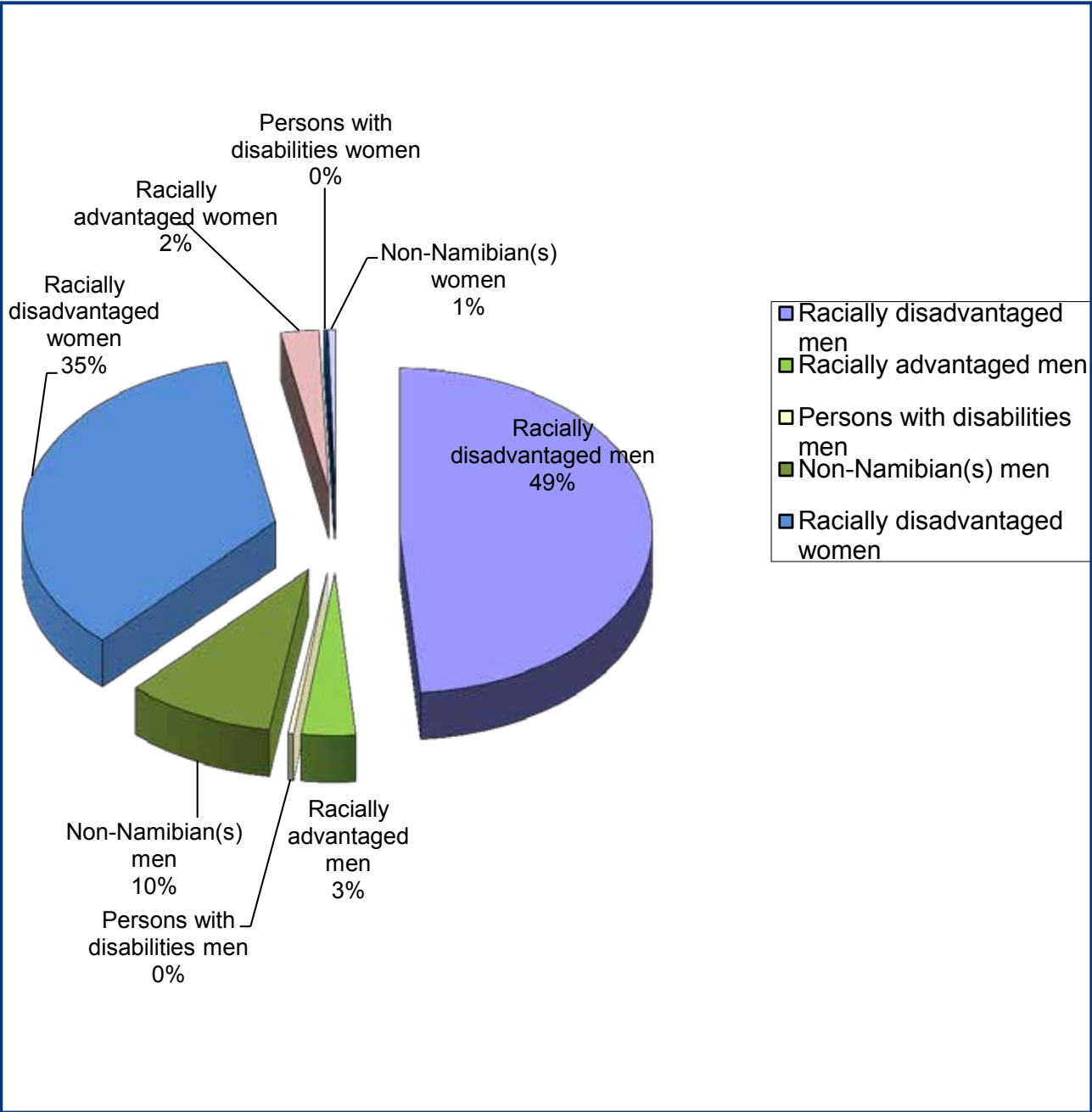


Figure 2: Cumulative Workforce Profile Total Men and Women by job category

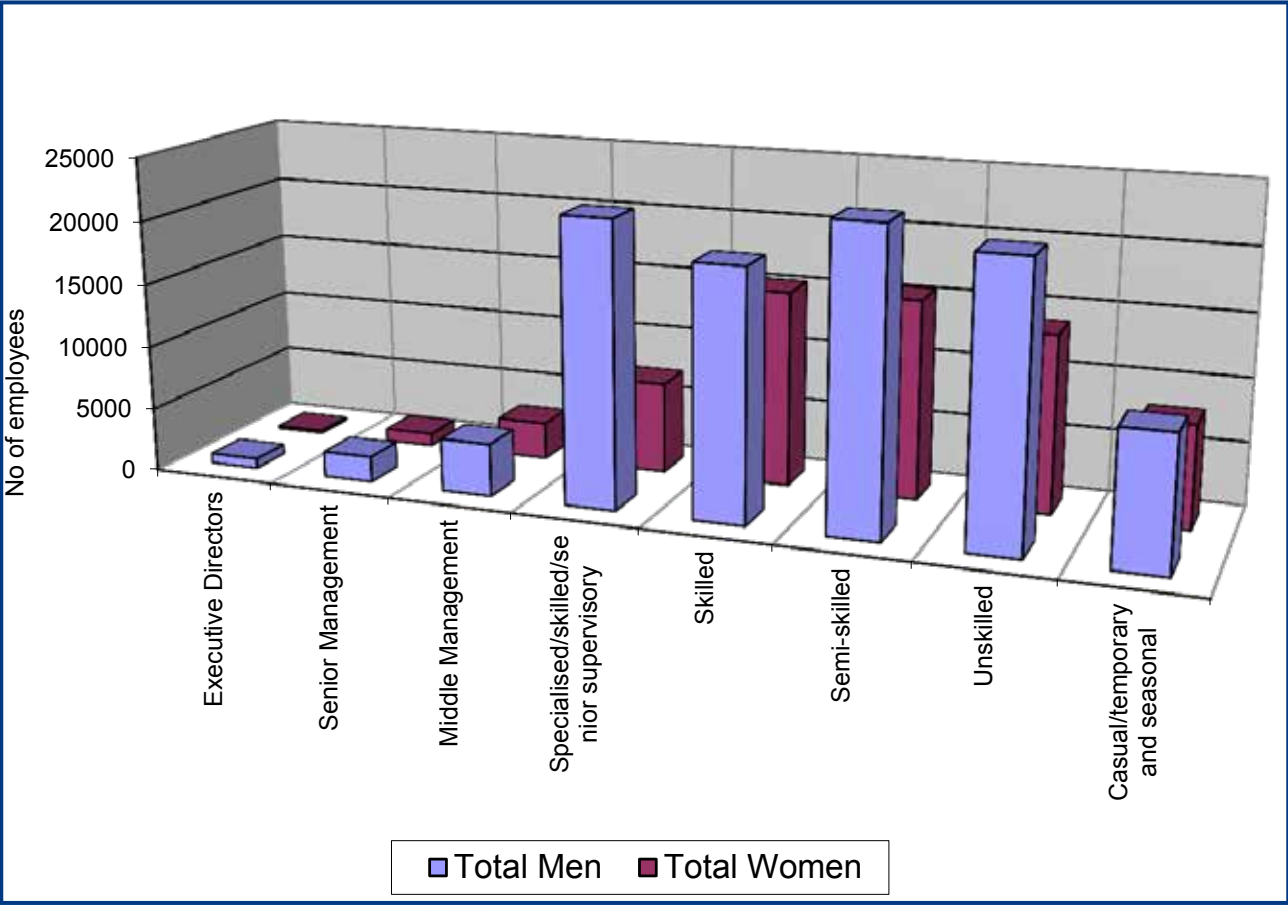


Figure 3: Distribution of Designated Groups by Industry - Senior Management (Cumulative)

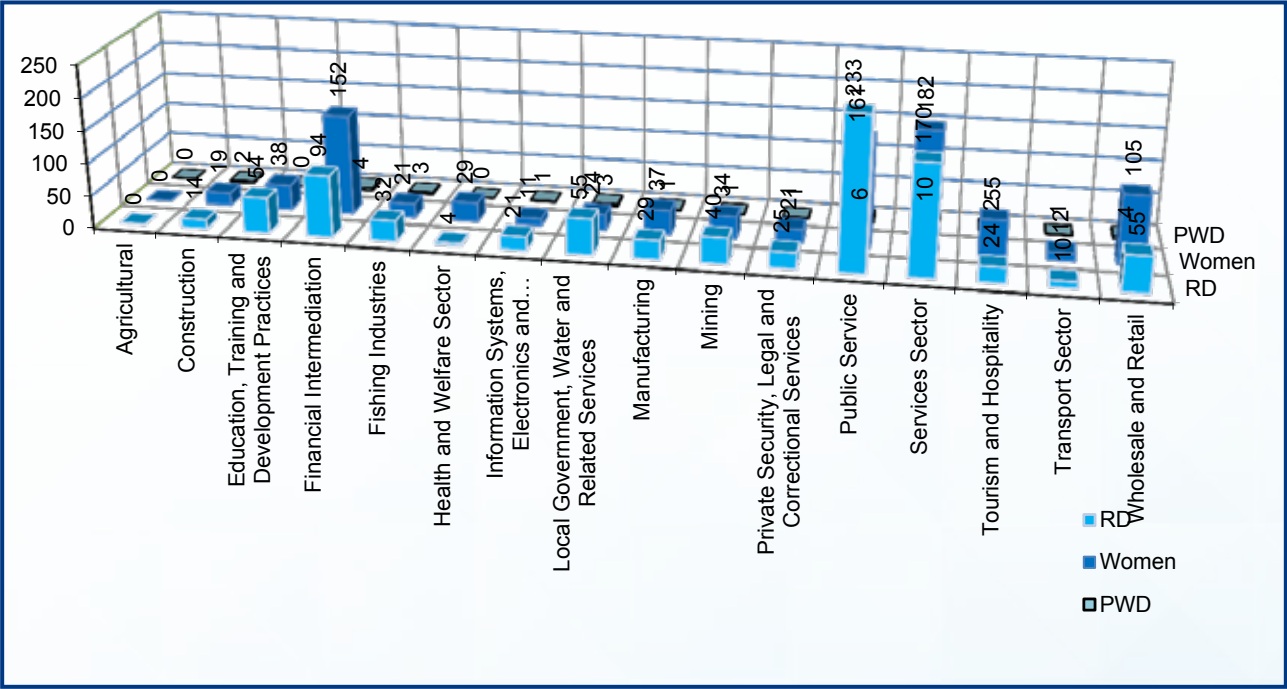


Figure 4: Distribution of Designated Groups by Industry – Middle Management (Cumulative)

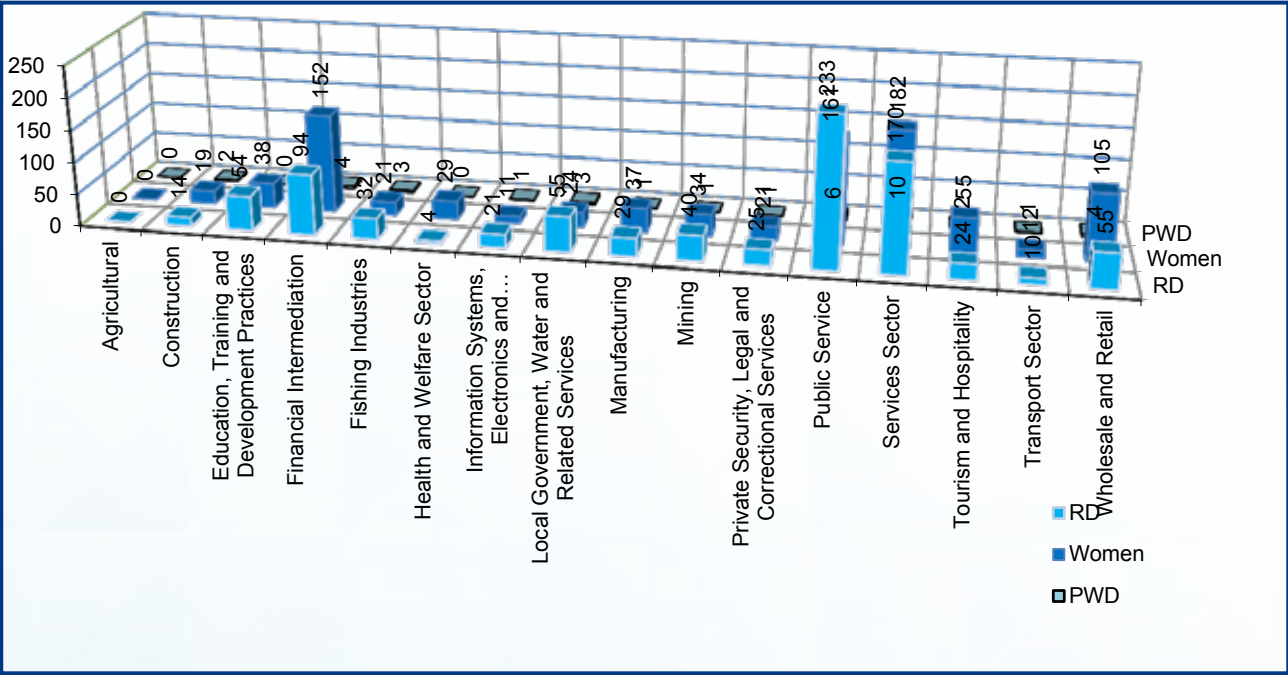
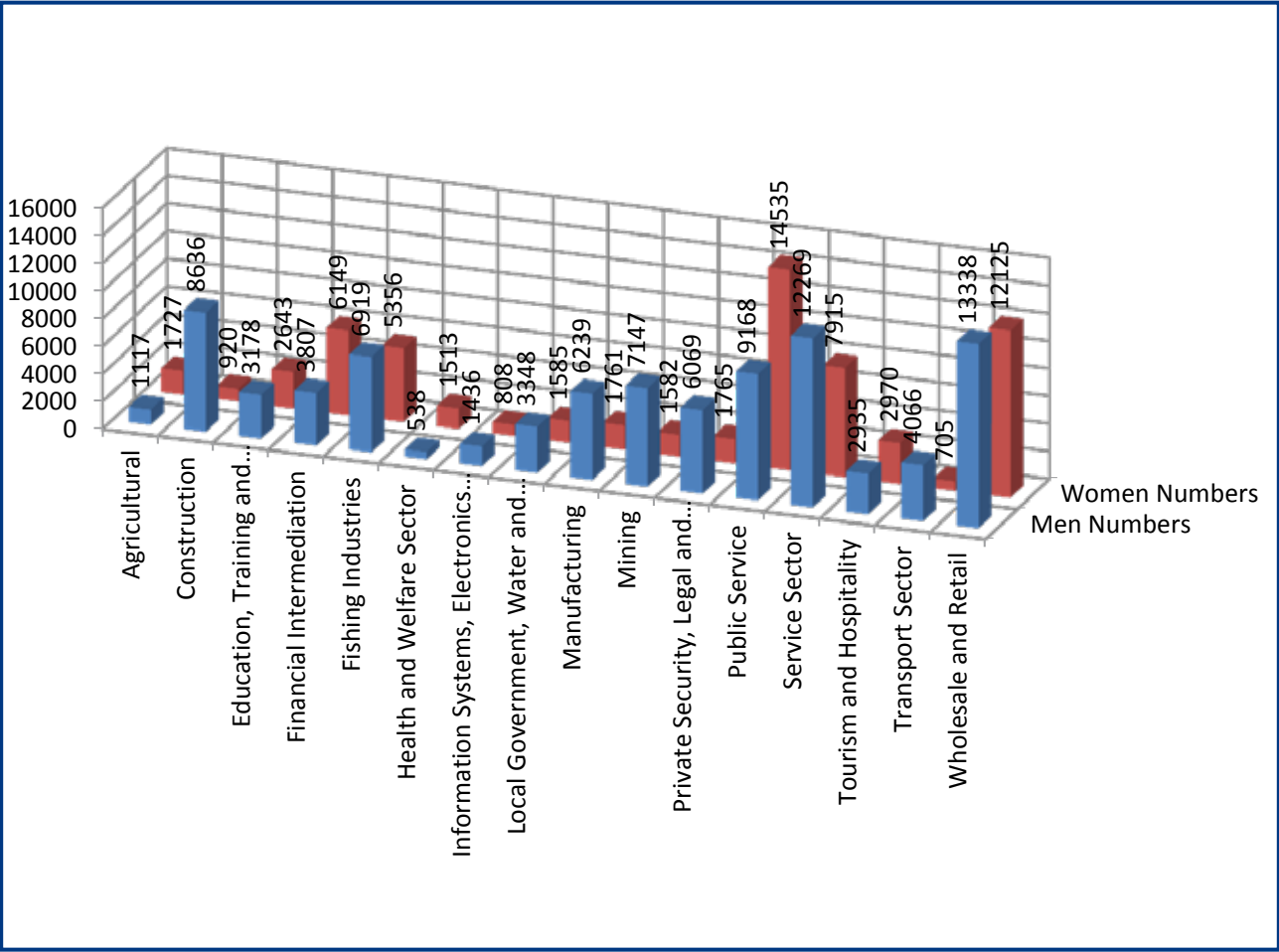


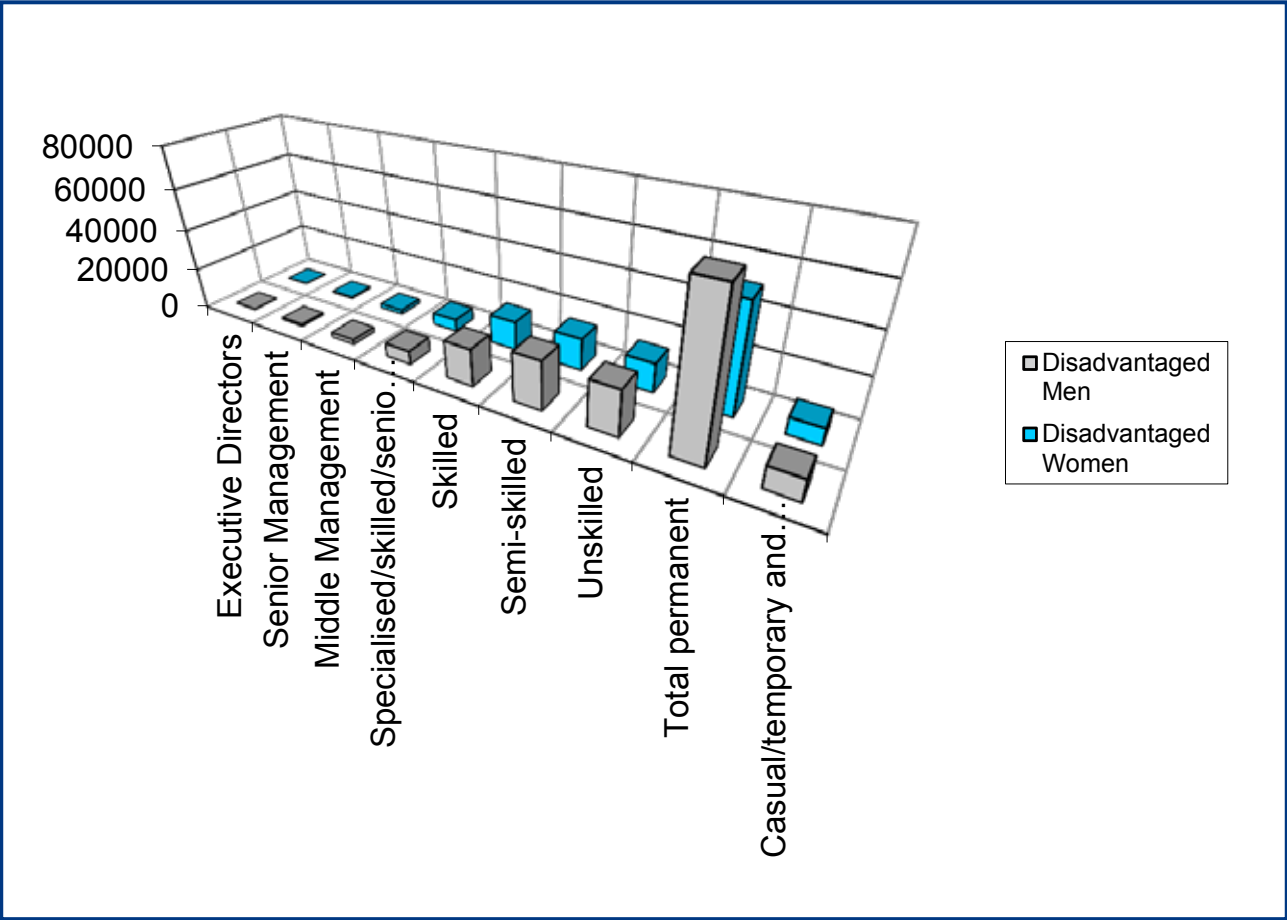
Figure 5: Distribution of Men and Women by Industry (Cumulative)



Previously Racially Disadvantaged Men and Women by Job Category (Cumulative)

	Previously Racially Disadvantaged Men	Previously Racially Disadvantaged Women
Executive Directors	177	71
Senior Management	860	505
Middle Management	2276	1938
Specialised/skilled/senior supervisory	6463	5765
Skilled	17713	13816
Semi-skilled	22882	15193
Unskilled	21621	13760
Total permanent	71992	51048
Casual/temporary and seasonal	9918	7799

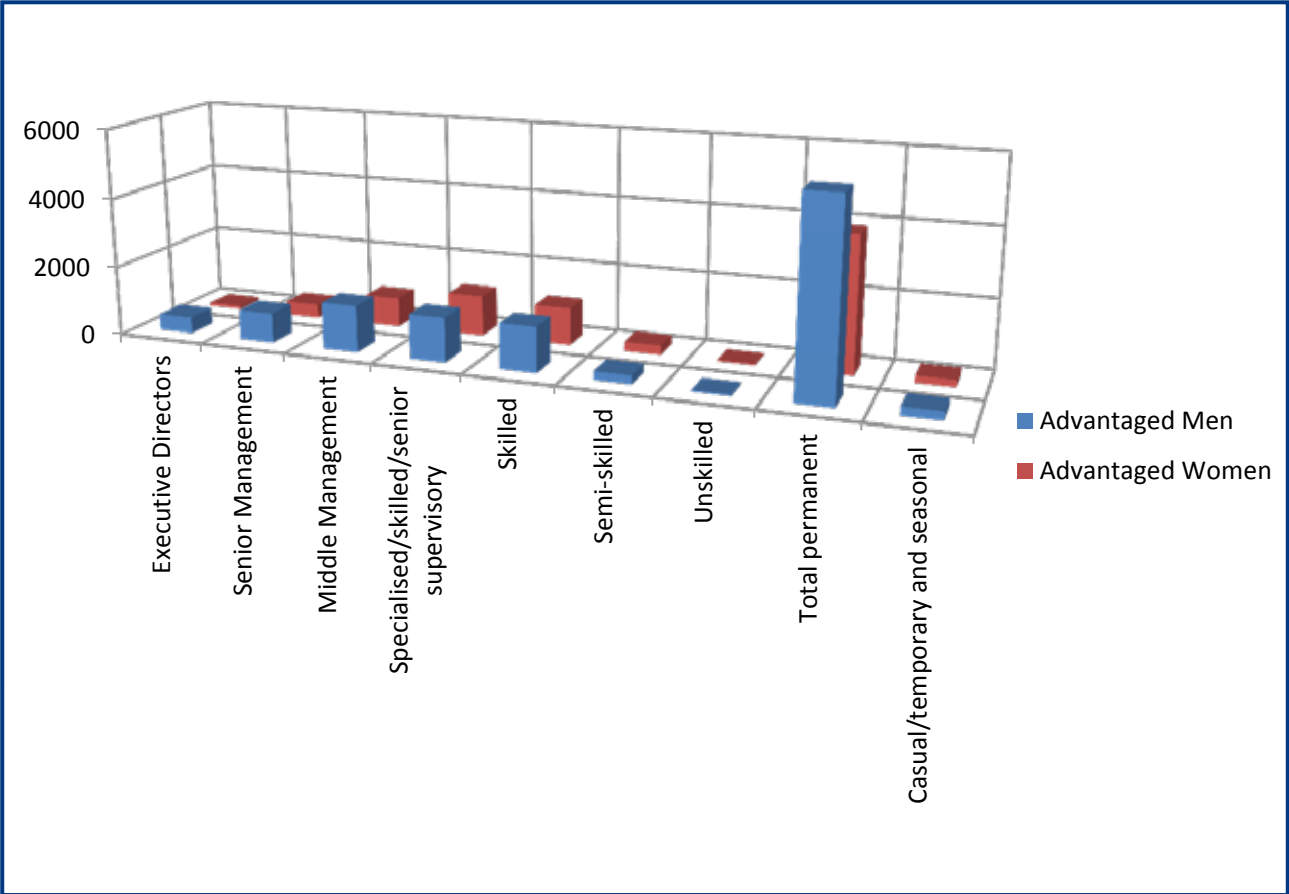
Figure 6: Previously Racially Disadvantaged Men and Women by Job Category



Previously Racially Advantaged Men and Women by Job Category (Cumulative)

	Previously Racially Advantaged Men	Previously Racially Advantaged Women
Executive Directors	474	92
Senior Management	858	396
Middle Management	1345	853
Specialised/skilled/senior supervisory	1281	1171
Skilled	1302	1081
Semi-skilled	251	274
Unskilled	37	28
Total permanent	5548	3895
Casual/temporary and seasonal	250	210

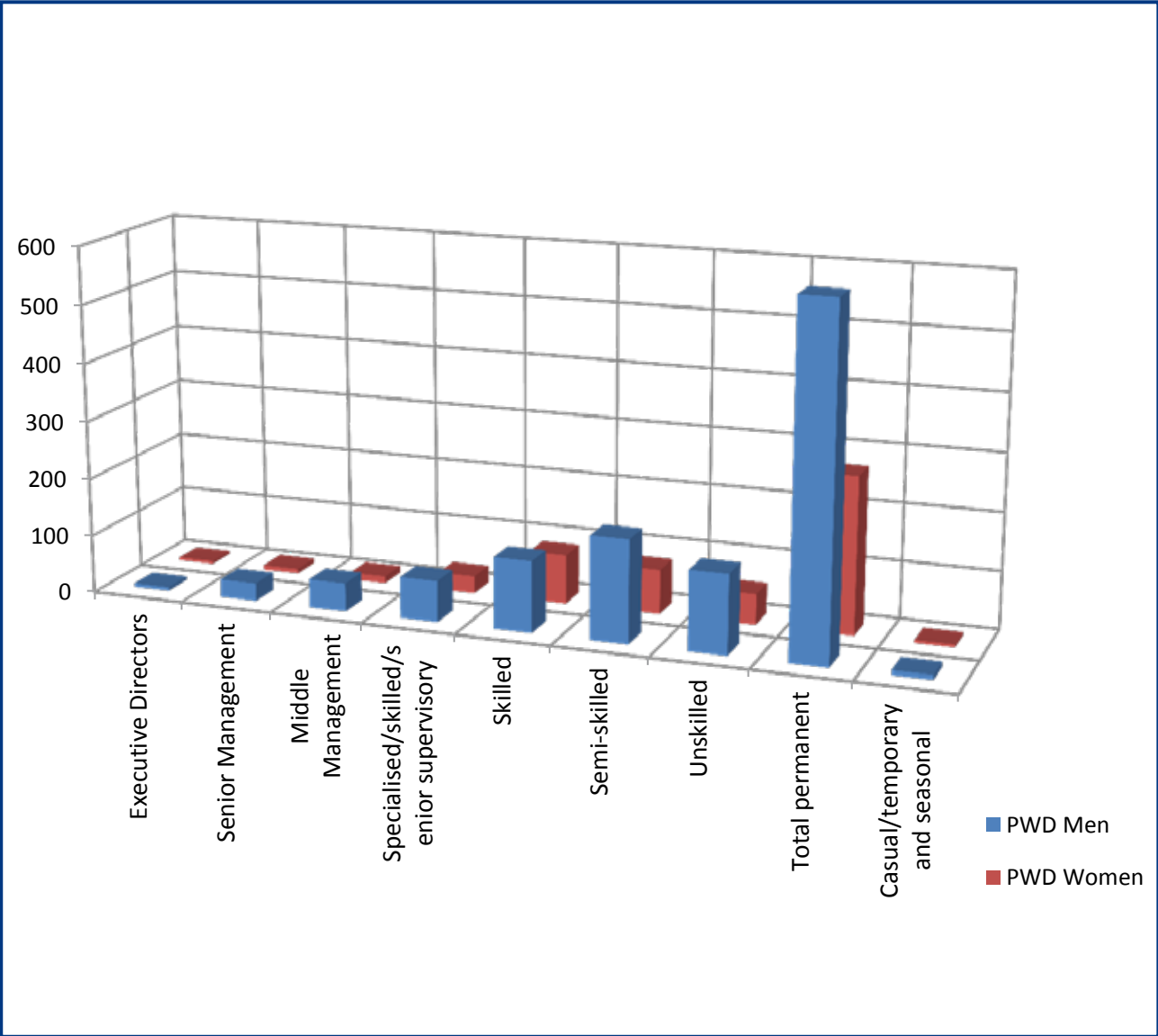
Figure 7: Previously Racially Advantaged Men and Women by Job Category



Persons with Disabilities by Job Category (Cumulative)

	PWD Men	PWD Women
Executive Directors	6	5
Senior Management	31	8
Middle Management	49	12
Specialised/skilled/senior supervisory	71	30
Skilled	123	85
Semi-skilled	177	77
Unskilled	137	53
Total permanent	594	270
Casual/temporary and seasonal	9	5

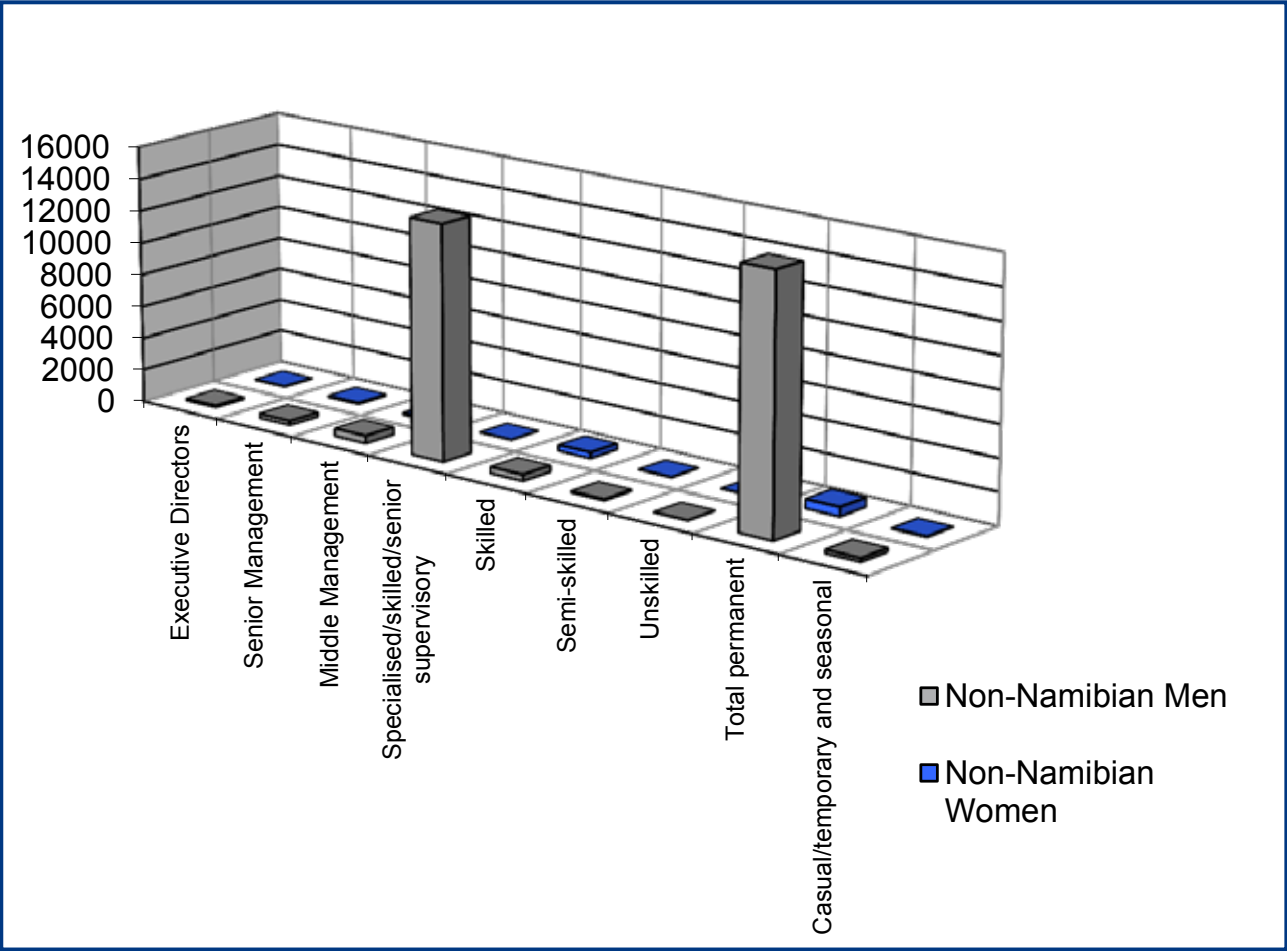
Figure 8: Persons with Disabilities Men and Women by Job Category



Non Namibian Men and Women by Job Category (Cumulative)

	Non-Namibian Men	Non-Namibian Women
Executive Directors	108	21
Senior Management	261	67
Middle Management	460	111
Specialised/skilled/senior supervisory	14459	0
Skilled	383	357
Semi-skilled	66	8
Unskilled	3	1
Total permanent	15740	565
Casual/temporary and seasonal	215	27

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

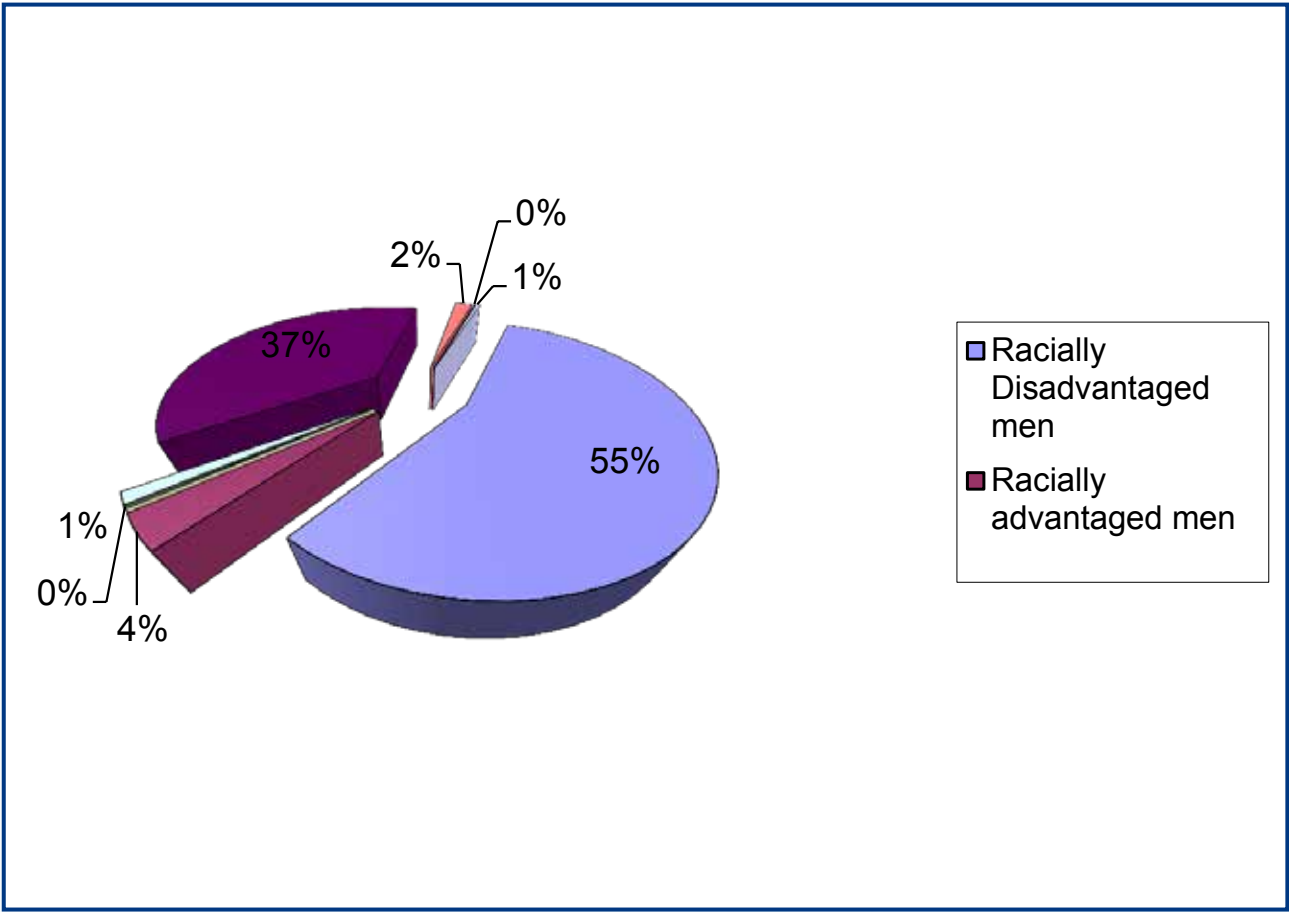


Cumulative
Table 2: Recruitment

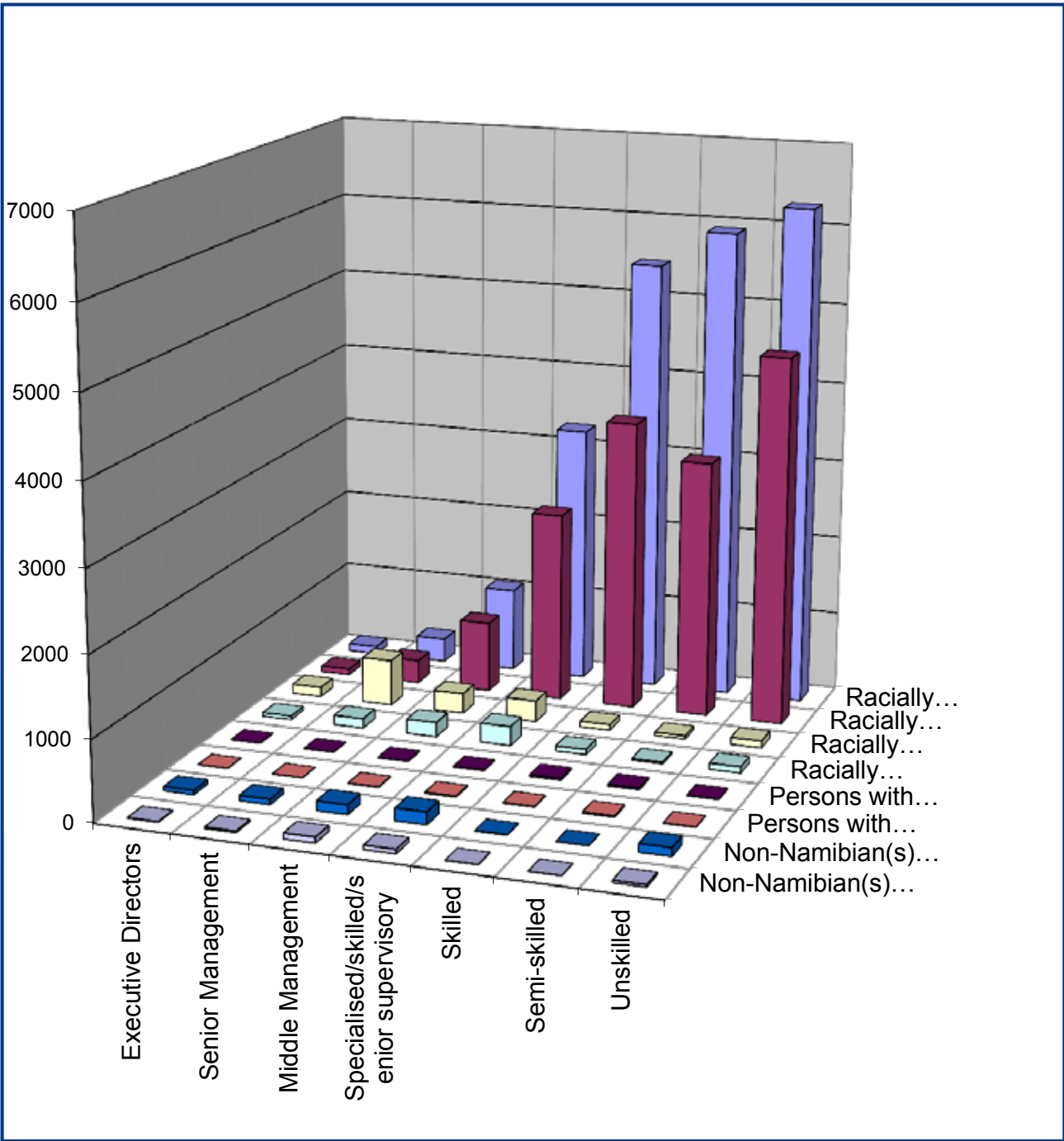
	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
Job Category	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	13	4	18	1	0	0	8	0	39	5	44
Senior Management	96	72	120	43	2	2	51	7	269	124	393
Middle Management	301	293	580	120	3	2	64	17	948	432	1380
Specialised/skilled/ senior supervisory	1059	895	253	182	6	6	119	70	1437	1153	2590
Skilled	3257	2397	267	242	8	11	154	52	3686	2702	6388
Semi-skilled	5453	3649	71	65	24	7	5	2	5553	3723	9276
Unskilled	5918	3233	40	20	18	14	0	1	5976	3268	9244
Total permanent	16097	10543	1349	673	61	42	401	149	17908	11407	29315
Casual/temporary and seasonal	6274	4621	87	78	4	4	103	28	6468	4731	11199
Total	22371	15164	1436	751	65	46	504	177	24376	16138	40514

Employers reported to have recruited a total of 40 514 employees during the 2014/2015 review period, representing a 15% increase in the number recruited during the previous corresponding review period. White employees accounted for 59% of people recruited at the top three occupational levels, while only 43% were previously racially disadvantaged, 0, 5% were persons with disabilities and 8% were non-Namibians. Women's share of employees recruited at the three top occupational levels was 31%. Overall, 57% of employees recruited were men, but only 0, 3% were persons with disabilities.

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



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

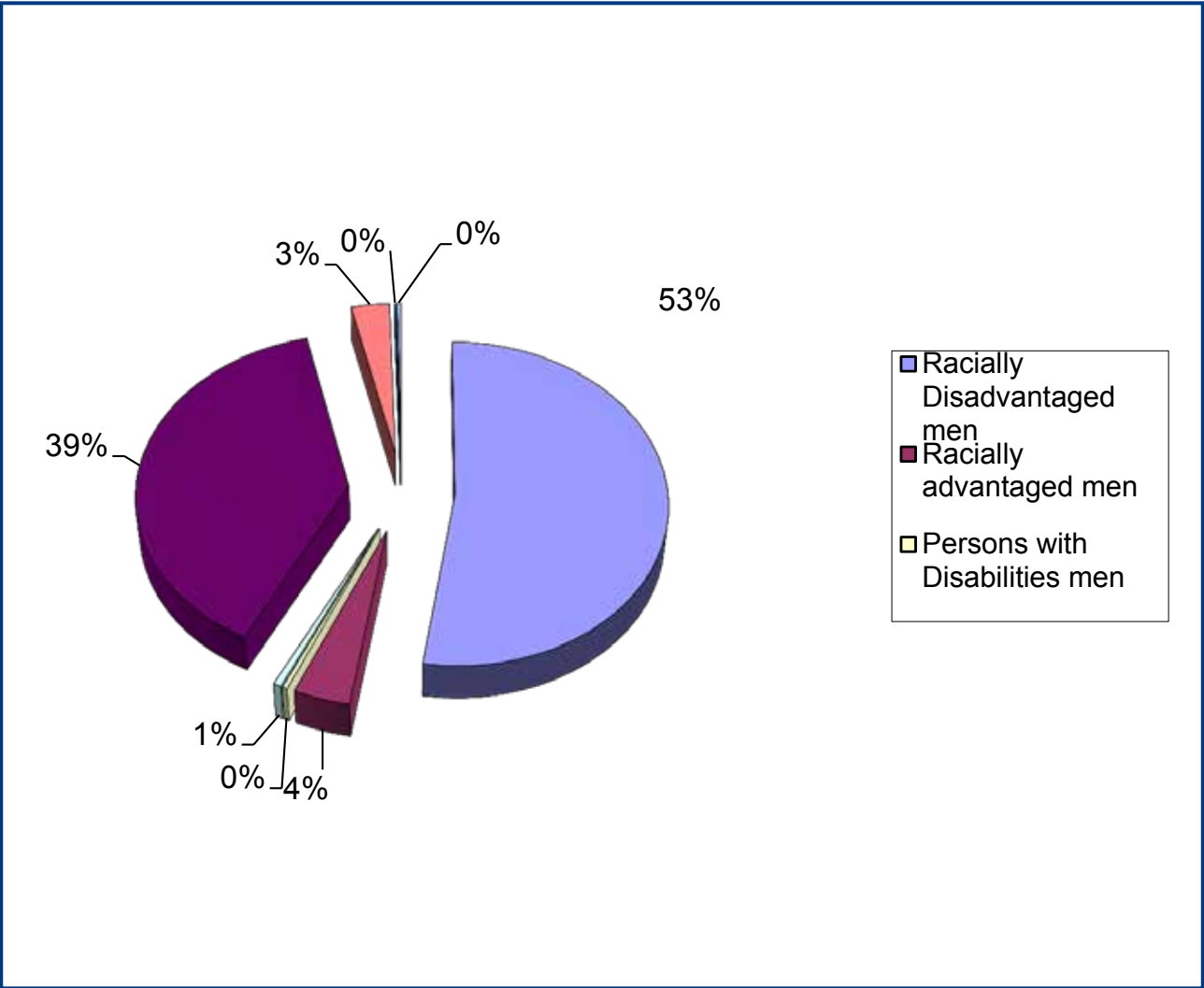


Cumulative
Table 3: Promotions

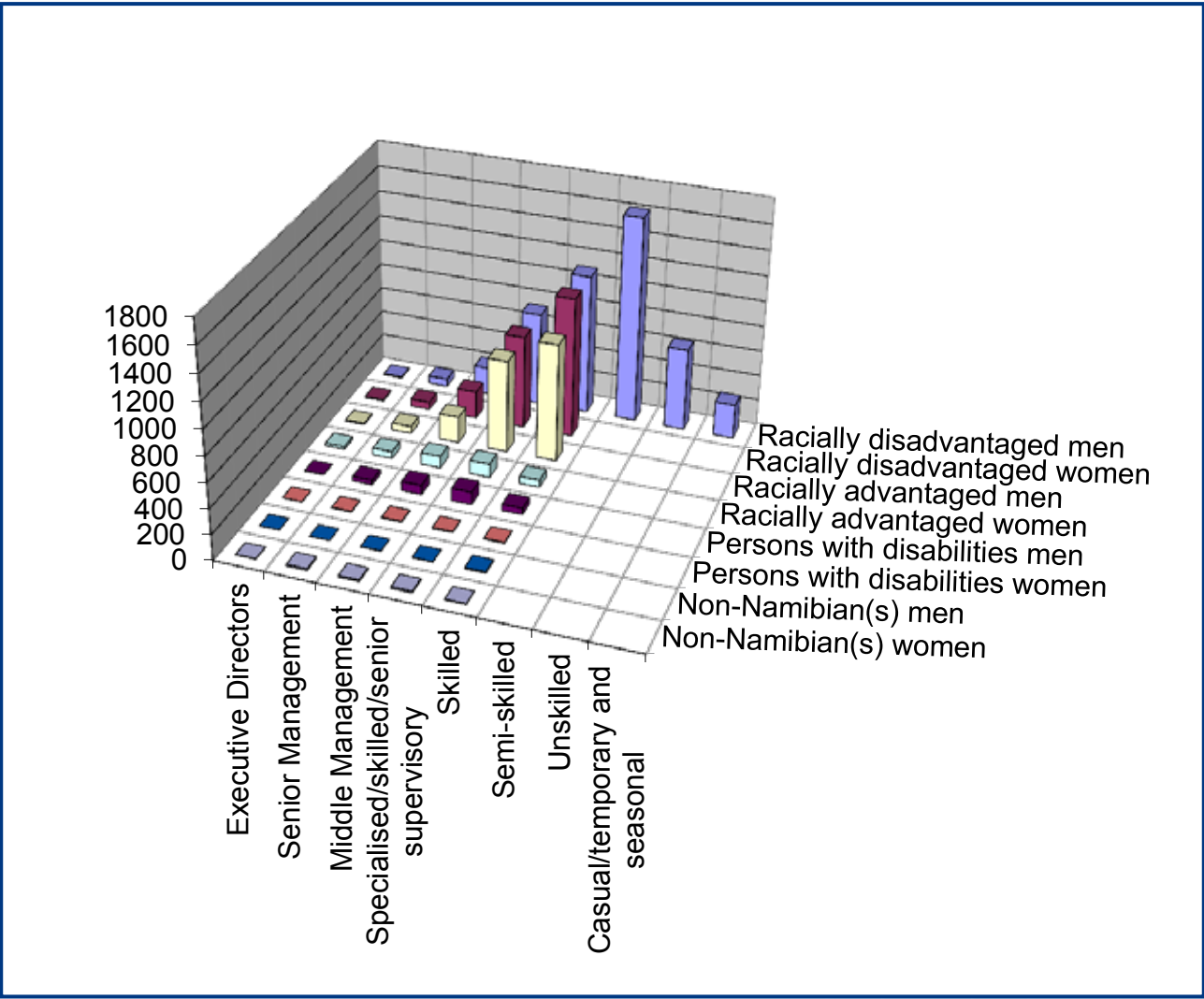
	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
Job Category	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	8	9	21	2	1	0	3	1	33	12	45
Senior Management	59	57	55	35	4	0	12	3	130	95	225
Middle Management	216	207	93	73	6	1	11	11	326	292	618
Specialised/skilled/ senior supervisory	734	731	107	97	6	1	12	6	859	835	1694
Skilled	1104	930	56	49	5	8	4	1	1169	988	2157
Semi-skilled	1622	679	17	11	9	4	1	1	1649	695	2344
Unskilled	647	315	1	0	1	0	0	0	649	315	964
Total permanent	4390	2928	350	267	32	14	43	23	4815	3232	8047
Casual/temporary & seasonal	271	530	9	8	0	0	8	5	288	543	831
Total	4661	3458	359	275	32	14	51	28	5103	3775	8878

8 878 employees were reported to have been promoted during the 2014/2015 review period, representing an increase of 39% in the number of employees promoted during the previous corresponding review period. Women accounted only for 43% of employees promoted during the 2014/2015 review period, while only a mere 0, 5% of employees promoted, were persons with disabilities. The previously racially disadvantaged accounted for 63% of employees promoted to positions at the top three occupational levels, while 5% were non-Namibians and 45% were women.

Cumulative Promotion Representation by designated group



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

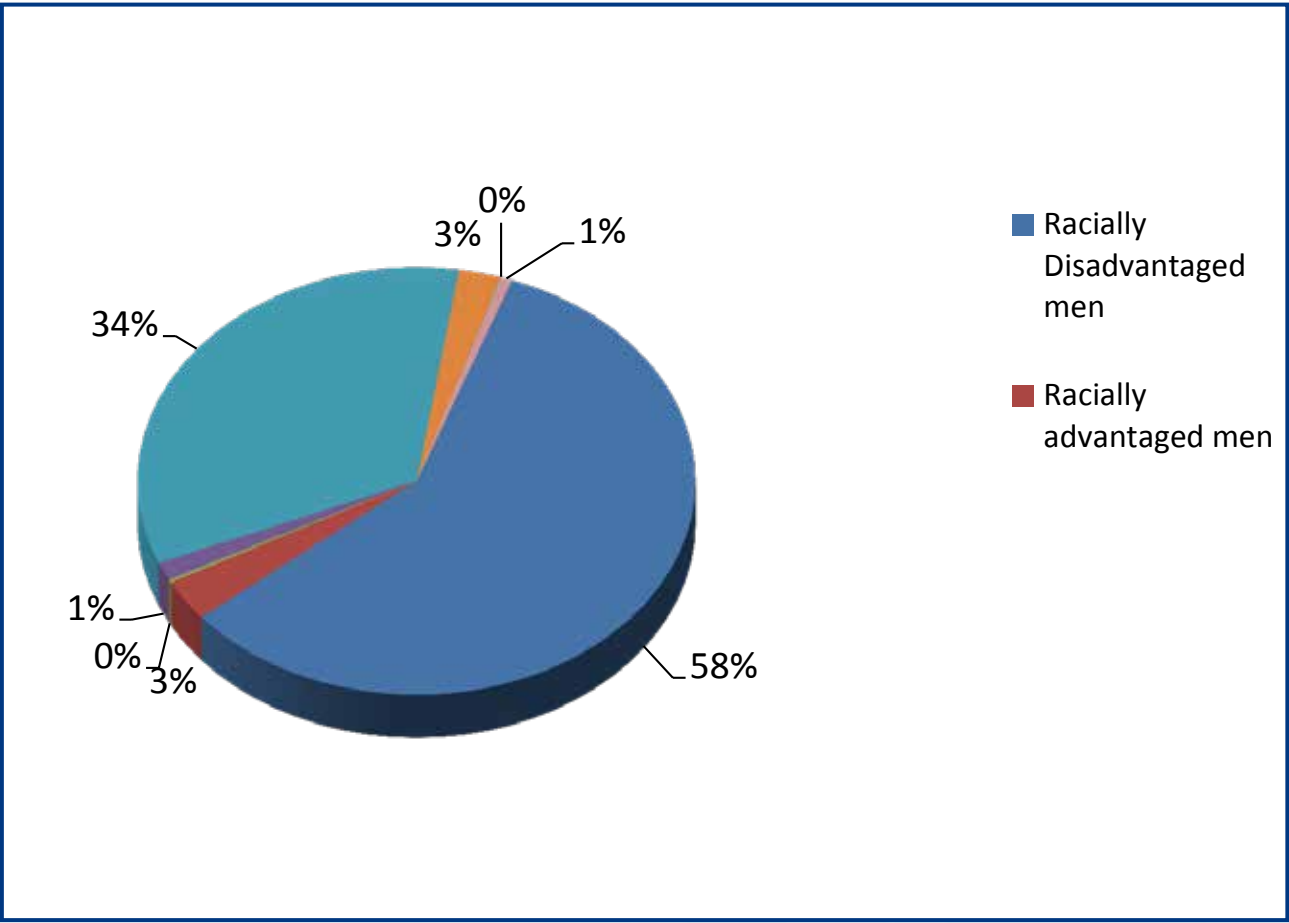


Cumulative
Table 4: Termination

	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	17	6	29	7	1	0	16	7	63	20	83
Senior Management	100	71	105	59	4	0	41	6	250	136	386
Middle Management	273	226	196	136	4	2	57	16	530	380	910
Specialised/skilled/ senior supervisory	1009	697	247	211	6	4	89	71	1351	983	2334
Skilled	3058	1872	294	268	15	12	136	19	3503	2171	5674
Semi-skilled	4948	2873	93	102	22	4	14	3	5077	2982	8059
Unskilled	5739	2287	34	15	20	7	0	1	5793	2310	8103
Total permanent	15144	8032	998	798	72	29	353	123	16567	8982	25549
Casual/temporary & seasonal	5633	3952	108	87	12	5	136	73	5889	4117	10006
Total	20777	11984	1106	885	84	34	489	196	22456	13099	35555

35 555 employees were reported to have vacated their positions of employment during the 2014/2015 review period, representing an increase of 39% in the number of employees reported to have vacated their jobs during the previous corresponding review period. Male employees accounted for 63% of employees whose contracts of employment ended during the 2014/2015 review period, while 2% of the employees who left their jobs during the period under review were non-Namibians.

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

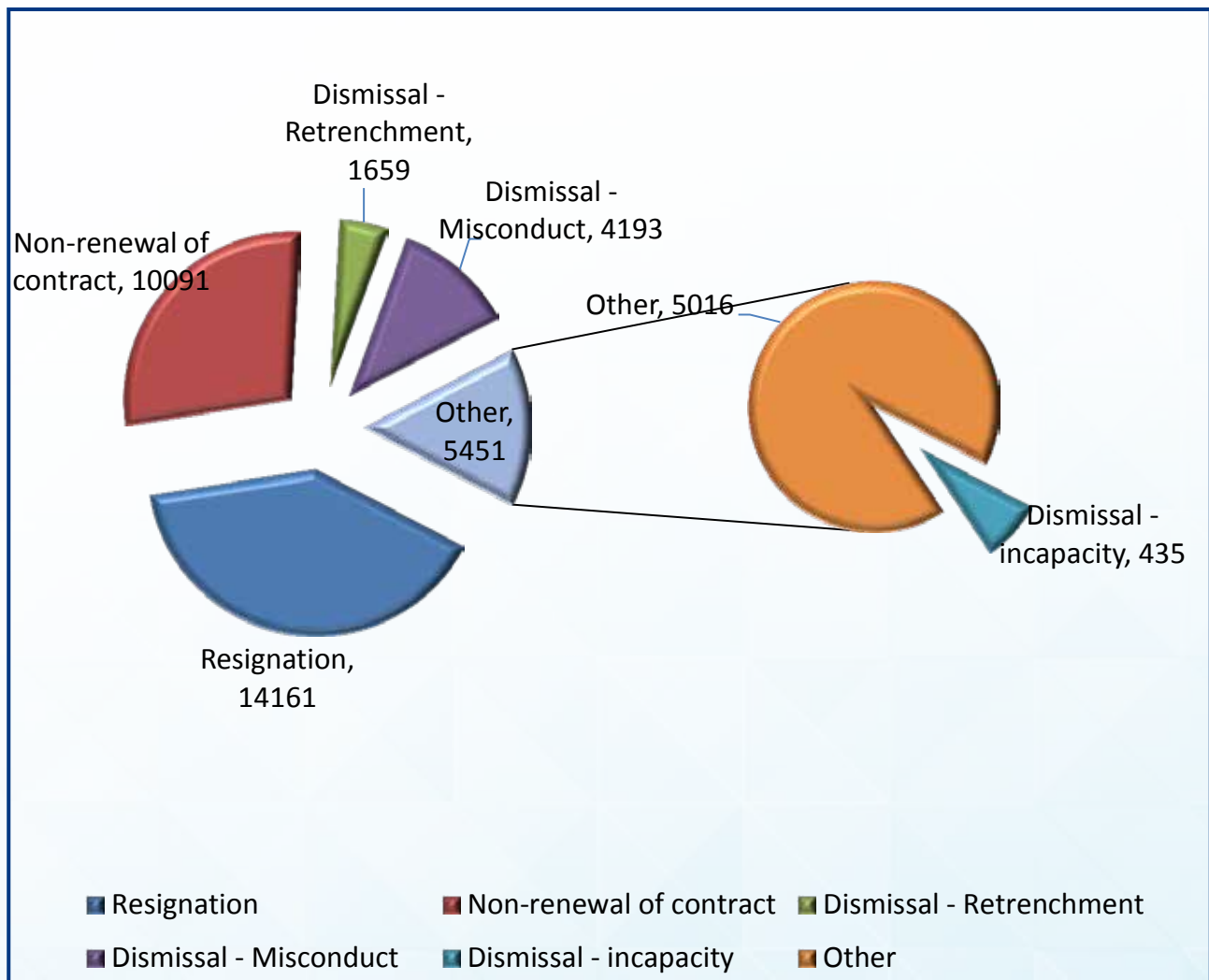


Cumulative
Table 5: Termination Categories

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	7289	5155	746	664	41	21	180	65	8256	5905	14161
Non-renewal of contract	6315	3218	131	68	12	2	235	110	6693	3398	10091
Dismissal - Retrenchment	1283	298	28	27	4	0	17	2	1332	327	1659
Dismissal - Misconduct	2741	1356	52	19	6	3	9	7	2808	1385	4193
Dismissal - incapacity	318	103	8	4	0	1	1	0	327	108	435
Other	2831	1854	141	103	21	7	47	12	3040	1976	5016
Total	20777	11984	1106	885	84	34	489	196	22456	13099	35555

Most employees (40%) terminated their contract of employment through resignation, followed by non-renewal of contracts, 28%, and unspecified reasons ("other"), 14%.

Cumulative Termination Reasons

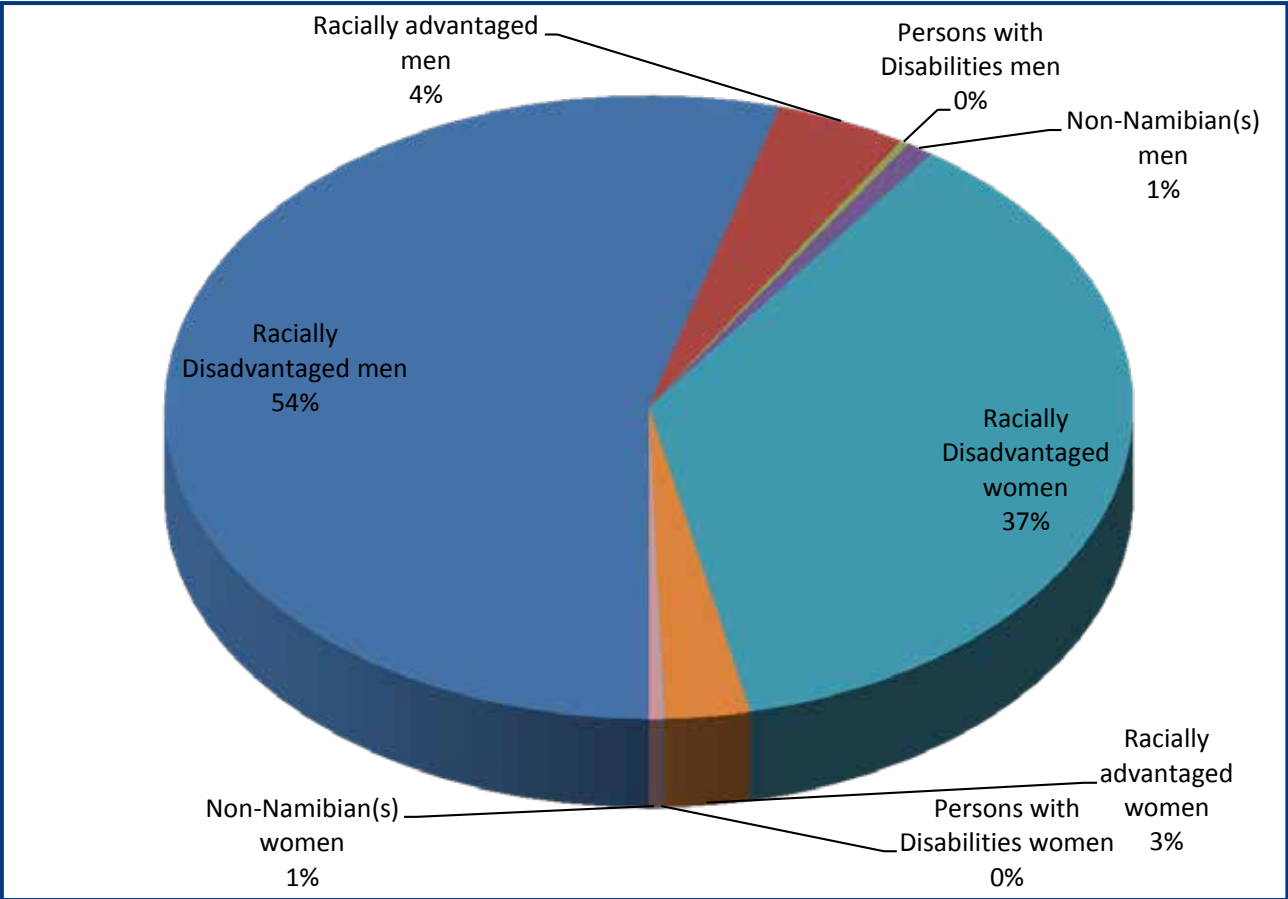


Cumulative
Table 6: Training

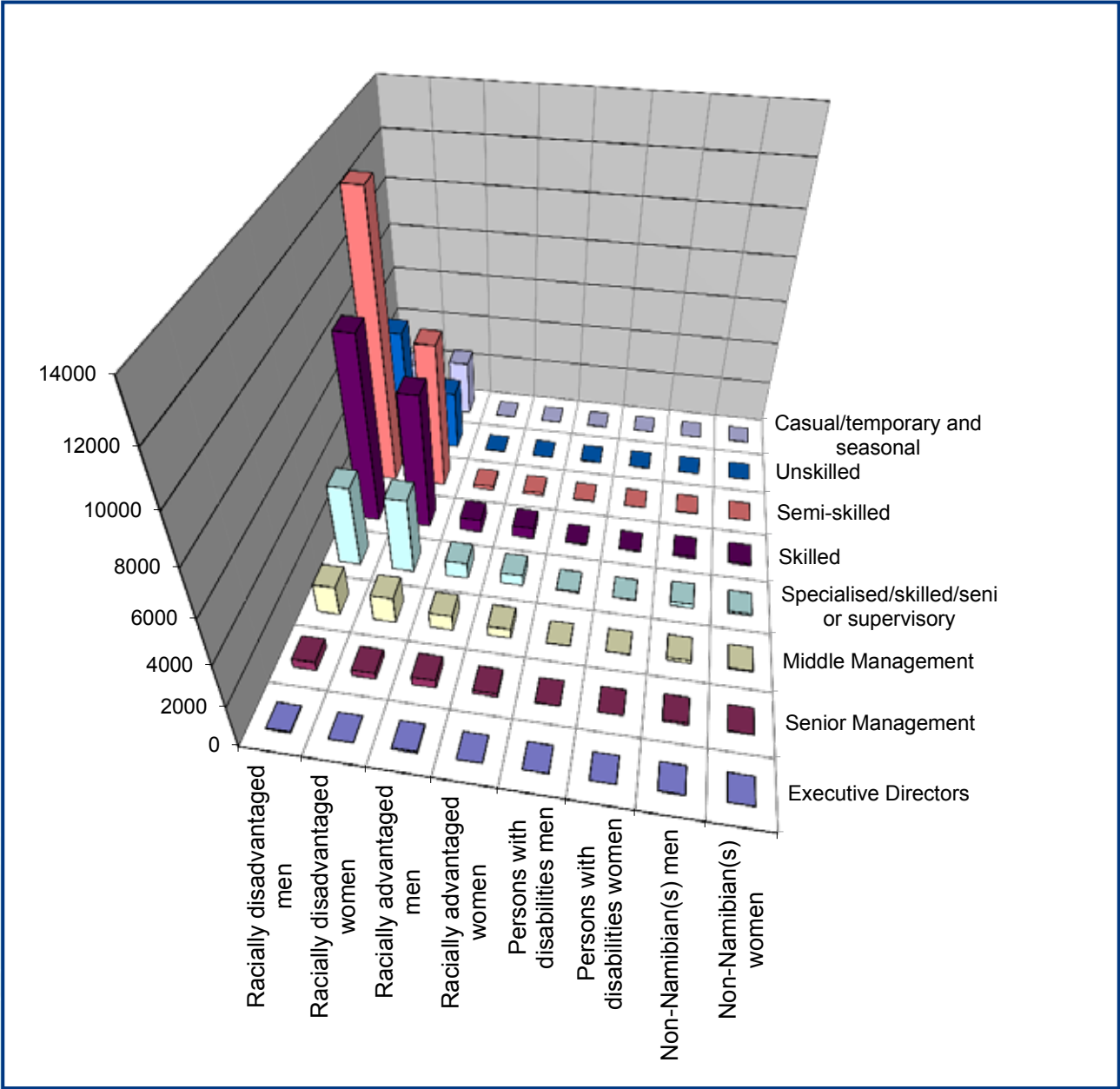
	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
Job Category	Men	Wom-en	Men	Wom-en	Men	Women	Men	Women	Men	Women	
Executive Directors	56	19	76	14	2	4	26	9	160	46	206
Senior Management	407	295	382	163	15	3	94	23	898	484	1382
Middle Management	1370	1202	718	446	20	10	130	47	2238	1705	3943
Specialised/skilled/ senior supervisory	3766	3506	762	515	44	6	179	80	4751	4107	8858
Skilled	8568	6254	607	522	38	15	98	80	9311	6871	16182
Semi-skilled	12684	6709	177	140	40	16	40	2	12941	6867	19808
Unskilled	5433	2753	29	14	19	7	3	0	5484	2774	8258
Total permanent	32284	20738	2751	1814	178	61	570	241	35783	22854	58637
Casual/temporary & seasonal	2242	2588	25	12	3	6	3	3	2273	2609	4882
Total	34526	23326	2776	1826	181	67	573	244	38056	25463	63519

A total of 63 519 employees were reported to have been trained during the 2014/2015 review period, representing an increase of 34% in the number of employees trained across all industry sectors during the previous corresponding review period. 73% of employees in the top three occupational categories who were trained during 2014/2015, were from designated groups, but only 40% were women and a mere 1% were persons with disabilities.

Cumulative: Training by Group Representation



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



Agriculture

Table 1: Workforce Profile

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	1	2	0	0	1	0	2	2	4
Senior Management	0	0	3	0	0	0	5	0	8	0	8
Middle Management	12	5	3	3	1	0	9	2	25	10	35
Specialised/skilled/ senior supervisory	46	19	3	7	0	0	9	1	58	27	85
Skilled	137	41	3	2	0	0	1	0	141	43	184
Semi-skilled	115	59	0	0	0	1	0	0	115	60	175
Unskilled	278	281	0	0	0	0	0	0	278	281	559
Total permanent	588	405	13	14	1	1	25	3	627	423	1050
Casual/temporary and seasonal	488	1300	0	0	0	0	2	4	490	1304	1794
Total	1076	1705	13	14	1	1	27	7	1117	1727	2844

The agriculture sector is reported to have a workforce totalling 2 844 employees during the 2014/2015 review period, representing an increase of 29% in the number of employees reported during the previous corresponding review period. Women accounted for 61% of employees in the agriculture sector, while 1% were non-Namibian and only 0, 07% were persons with disabilities.

Agriculture
Table 2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	0	0	0	0	0	0	0	0	0
Senior Management	0	0	0	0	0	0	0	0	0	0	0
Middle Management	0	0	1	2	0	0	2	0	3	2	5
Specialised/skilled/ senior supervisory	4	7	4	1	0	0	0	0	8	8	16
Skilled	20	3	1	0	0	0	0	0	21	3	24
Semi-skilled	17	3	0	0	0	0	0	0	17	3	20
Unskilled	64	11	0	0	0	2	0	0	64	13	77
Total permanent	105	24	6	3	0	2	2	0	113	29	142
Casual/temporary and seasonal	342	918	3	1	0	0	2	2	347	921	1268
Total	447	942	9	4	0	2	4	2	460	950	1410

The agriculture sector hired 1 410 persons during the 2014/2015 review period, a decline of 6% in the number of persons hired during the previous corresponding review period. Women accounted for 67% of the total number of persons hired during the 2014/2015 review period, but only 2 persons hired were from the persons with disabilities group.

Agriculture
Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	0	0	0	0	0	0	0	0	0
Senior Management	0	0	0	0	0	0	0	0	0	0	0
Middle Management	0	0	0	0	0	0	0	0	0	0	0
Specialised/skilled/ senior supervisory	16	2	1	2	0	0	0	0	17	4	21
Skilled	32	7	0	0	0	0	0	0	32	7	39
Semi-skilled	53	15	0	0	0	0	0	0	53	15	68
Unskilled	5	0	0	0	0	0	0	0	5	0	5
Total permanent	106	24	1	2	0	0	0	0	107	26	133
Casual/temporary & seasonal	125	506	0	0	0	0	0	0	0	506	506
Total	231	530	1	2	0	0	0	0	232	532	639

The agricultural sector promoted a total of 639 employees during the period under review; 83% were women but none were persons with disabilities. All promotions were effected at levels below the managerial occupational categories.

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	1	0	0	0	0	0	1	1
Senior Management	0	0	0	0	0	0	0	0	0	0	0
Middle Management	0	0	2	1	0	0	4	1	6	2	8
Specialised/skilled/ senior supervisory	3	5	4	5	0	0	1	2	8	12	20
Skilled	17	3	0	2	0	0	0	0	17	5	22
Semi-skilled	37	6	0	1	1	0	0	0	38	7	45
Unskilled	95	47	0	0	1	0	0	0	96	47	143
Total permanent	152	61	6	10	2	0	5	3	165	74	239
Casual/temporary and seasonal	427	1103	3	0	0	0	2	2	432	1105	1537
Total	579	1164	9	10	2	0	7	5	597	1179	1776

Employers in the agricultural sector reported the termination of employment contracts of 1 776 employees across the country, a whopping 111% increase in the number of people who left their jobs compared to the previous corresponding review period. Women in the agricultural sector constituted the majority of employees who left their jobs during the period under review at 66%. Review: The majority (66%) of employees in the agricultural sector who left their jobs during the period under review were women.

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	56	43	4	6	0	0	6	2	66	51	117
Non-renewal of contract	294	586	1	0	0	0	0	2	295	588	883
Dismissal - Retrenchment	4	0	0	0	0	0	0	0	4	0	4
Dismissal - Misconduct	4	0	0	0	0	0	0	0	4	0	4
Dismissal - incapacity	4	1	0	0	0	0	0	0	4	1	5
Other	217	534	4	4	2	0	1	1	224	539	763
Total	579	1164	9	10	2	0	7	5	597	1179	1776

The majority of employees in the agriculture sector, 50%, left their jobs during the 2014/2015 review period, due to the non-renewal of employment contracts, followed by unspecified reasons, ("other"), 42%, and resignation, 7%.

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	6	5	0	0	1	0	2	1	9	6	15
Specialised/ skilled/ senior supervisory	39	14	1	2	0	0	2	1	42	17	59
Skilled	107	35	3	0	0	0	0	0	110	35	145
Semi-skilled	35	20	0	0	0	0	0	0	35	20	55
Unskilled	106	106	0	0	0	2	0	0	106	108	214
Total permanent	293	180	5	2	1	2	6	2	305	186	491
Casual/ temporary and seasonal	196	874	0	0	0	0	1	3	197	877	1074
Total	489	1054	5	2	1	2	7	5	502	1063	1565

The agricultural sector reported to have trained 1 565 employees during the 2014/2015 review period, 14% less than the number trained during the previous corresponding review period. 68% of employees trained during the period under review were women and 0, 8% were non-Namibian.

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	16	3	47	2	2	0	15	2	80	7	87
Senior Management	14	10	62	9	2	0	35	2	113	21	134
Middle Management	75	18	100	22	3	0	45	7	223	47	270
Specialised/skilled/ senior supervisory	248	19	87	21	1	0	130	10	466	50	516
Skilled	1368	96	51	30	2	0	33	4	1454	130	1584
Semi-skilled	1594	141	41	15	12	7	1	0	1648	163	1811
Unskilled	2620	206	1	4	10	1	0	0	2631	211	2842
Total permanent	5935	493	389	103	32	8	259	25	6615	629	7244
Casual/temporary and seasonal	1943	291	45	0	2	0	31	0	2021	291	2312
Total	7878	784	434	103	34	8	290	25	8636	920	9556

Employers in the construction industry reported to have a total of 9 556 employees across the industry, during the 2014/2015 review period, representing an increase of 33% in the number of employees recorded during the previous corresponding review period. Male employees constituted, by far, the majority of employees in the construction industry, namely 90%, while 3% were non-Namibians. White employees accounted for 6%, but accounted for 49% of positions at the executive director and management levels.

Construction
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	2	0	2	0	2
Senior Management	2	3	13	2	0	0	8	0	23	5	28
Middle Management	20	7	16	3	0	0	7	1	43	11	54
Specialised/skilled/ senior supervisory	58	10	26	7	1	0	45	5	130	22	152
Skilled	428	15	17	4	1	0	4	1	450	20	470
Semi-skilled	482	33	6	1	3	0	1	0	492	34	526
Unskilled	630	69	3	0	4	1	0	0	637	70	707
Total permanent	2250	137	81	17	9	1	67	7	2407	162	2569
Casual/temporary and seasonal	1227	144	16	1	1	0	2	0	1246	145	1391
Total	3477	281	97	18	10	1	69	7	3653	307	3960

The construction sector reported to have hired 3 960 people during the 2014/2015 review period, an increase of 45% in the number of persons hired during the previous corresponding review period. White persons, who comprised 3,4% of the total people hired, accounted for 40% of the director and managerial positions, which were filled during the period under review, while Black people hired comprised only for 38% of positions at the aforementioned levels and 21% of directors and managers hired were expatriates.

Construction
Table 3: Promotions

	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
Job Category	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	1	2	0	0	0	0	0	2	1	3
Senior Management	2	2	5	0	1	0	3	0	11	2	13
Middle Management	5	0	6	0	1	0	2	0	14	0	14
Specialised/skilled/ senior supervisory	45	3	3	0	1	0	3	0	52	3	55
Skilled	62	7	3	1	0	0	0	0	65	8	73
Semi-skilled	141	31	0	0	2	0	0	0	143	31	174
Unskilled	153	1	0	0	0	0	0	0	153	1	154
Total permanent	408	45	19	1	5	0	8	0	440	46	486
Casual/temporary & seasonal	68	1	0	0	0	0	0	0	68	1	69
Total	476	46	19	1	5	0	8	0	508	47	555

The construction sector reported to have promoted 555 employees, an increase of 76% in the number of employees promoted during the previous corresponding review period. White employees accounted for 43% of those promoted at executive director and managerial levels, while 17% were non-Namibians and only 10% were women, 0, 7% were persons with disabilities, and 95% of employees promoted were from designated groups.

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	1	0	0	0	0	0	1	0	1
Senior Management	4	2	5	3	0	0	0	0	9	5	14
Middle Management	15	6	16	8	1	0	7	0	39	14	53
Specialised/skilled/ senior supervisory	44	6	31	4	2	0	10	1	87	11	98
Skilled	262	17	15	7	1	0	0	1	278	25	303
Semi-skilled	413	21	6	2	0	0	9	0	428	23	451
Unskilled	665	54	12	0	1	0	0	0	678	54	732
Total permanent	1403	106	86	24	5	0	26	2	1520	132	1652
Casual/temporary and seasonal	1468	220	22	4	1	0	5	0	1496	224	1720
Total	2871	326	108	28	6	0	31	2	3016	356	3372

The construction sector reported to have terminated 3 372 employment contracts during the 2014/2015 review period, a 32% increase in the number of employment contracts terminated during the previous corresponding period. 96% of the employees with terminated contracts of employment were from the designated groups 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	567	52	59	19	4	0	14	2	644	73	717
Non-renewal of contract	1622	210	30	2	1	0	11	0	1664	212	1876
Dismissal - Retrenchment	119	26	0	2	0	0	0	0	119	28	147
Dismissal - Misconduct	178	7	1	0	0	0	1	0	180	7	187
Dismissal - incapacity	19	1	1	1	0	0	0	0	20	2	22
Other	366	30	17	4	1	0	5	0	389	34	423
Total	2871	326	108	28	6	0	31	2	3016	356	3372

Most employment contracts, 56%, ended due to non- renewal of contracts, followed by resignations, 21%, and unspecified reasons, ("other"), 13%.

Construction
Table 6: Training

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	1	1	6	0	0	0	1	0	8	1	9
Senior Management	3	5	11	2	1	0	5	0	20	7	27
Middle Management	20	9	19	5	0	0	6	1	45	15	60
Specialised/skilled/ senior supervisory	80	15	29	8	0	0	36	2	145	25	170
Skilled	338	35	9	4	0	0	0	0	347	39	386
Semi-skilled	421	49	10	0	1	0	0	0	432	49	481
Unskilled	517	55	3	0	0	0	0	0	520	55	575
Total permanent	1380	169	87	19	2	0	48	3	1517	191	1708
Casual/temporary and seasonal	276	33	2	0	0	0	0	0	278	33	311
Total	1656	202	89	19	2	0	48	3	1795	224	2019

The construction sector reported to have trained 2 019 employees during the 2014/2015 review period, an increase of 26% in the number of employees trained during the previous corresponding review period. In the construction industry, a traditionally male-dominated sector, 89% of employees trained were male, but only two persons from the persons with disabilities group were trained during the period under review.

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	9	3	4	0	0	0	2	3	15	6	21
Senior Management	54	26	14	12	0	0	33	12	101	50	151
Middle Management	205	169	55	55	3	1	107	32	370	257	627
Specialised/skilled/ senior supervisory	481	454	28	116	2	3	139	60	650	633	1283
Skilled	389	456	9	23	1	5	30	15	429	499	928
Semi-skilled	182	104	1	3	4	3	5	2	192	112	304
Unskilled	106	80	0	0	1	0	0	0	107	80	187
Total permanent	1426	1292	111	209	11	12	316	124	1864	1637	3501
Casual/temporary and seasonal	1089	842	118	152	3	1	104	11	1314	1006	2320
Total	2515	2134	229	361	14	13	420	135	3178	2643	5821

The education sector recorded a workforce complement of 5 821 for the 2014/2015 review period, 69% more than the total number of employees reported on during the 2013/2014 review period. Women accounted for 45% of the workforce across the education sector and for 39% of executive directors and managers, respectively. Non-Namibians constituted 1% of the workforce in the education sector, while 0, 5% were persons with disabilities.

Education, Training & Development Sector
Table2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	1	0	0	0	0	0	0	0	1	0	1
Senior Management	2	2	2	0	0	0	11	2	15	4	19
Middle Management	36	23	8	6	0	0	10	1	54	30	84
Specialised/ skilled/ senior supervisory	65	81	0	4	0	2	28	11	93	98	191
Skilled	62	81	3	2	0	0	7	6	72	89	161
Semi-skilled	22	26	0	1	1	0	0	0	23	27	50
Unskilled	15	16	0	0	0	0	0	0	15	16	31
Total permanent	203	229	13	13	1	2	56	20	273	264	537
Casual/ temporary and seasonal	528	452	0	20	1	1	91	19	620	492	1112
Total	731	681	13	33	2	3	147	39	893	756	1649

The education sector reported to have hired 1 649 employees during the 2014/2015, 46% of whom were women and 11% non-Namibians. The 2014/2015 recruitment number represented a 74% increase in the number of people hired during the previous corresponding period. Only 0, 3% of persons hired during the period under review were persons with disabilities. Blacks comprised 62% of the executive directors and managers hired during the 2014/2015 review period, while 23% were non-Namibians and none were persons with disabilities.

Education, Training & Development Sector
Table 3: Promotions

	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
Job Category	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	0	0	0	0	0	0	0	0	0
Senior Management	3	1	1	0	0	0	0	0	4	1	5
Middle Management	14	13	0	0	0	0	0	1	14	14	28
Specialised/skilled/ senior supervisory	17	27	1	0	0	0	0	3	18	30	48
Skilled	5	16	0	0	0	0	0	0	5	16	21
Semi-skilled	2	3	0	0	0	0	0	0	2	3	5
Unskilled	0	0	0	0	0	0	0	0	0	0	0
Total permanent	41	60	0	0	0	0	0	4	41	64	107
Casual/temporary and seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	41	60	0	0	0	0	0	4	41	64	107

The education sector promoted only a mere 107 employees during the 2014/2015, however the number of employees promoted during the period under review represented a significant increase of 257% in the number of employees promoted during the previous corresponding period. Women constituted 60% of employees promoted during the period under review, and none from the persons with disabilities group.

Education, Training & Development 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	1	0	0	0	0	0	1	0	2	0	2
Senior Management	3	1	1	0	0	0	5	1	9	2	11
Middle Management	14	10	4	0	0	0	12	4	30	14	44
Specialised/skilled/ senior supervisory	30	25	6	4	0	0	13	8	49	37	86
Skilled	31	30	0	3	0	0	0	6	31	39	70
Semi-skilled	16	6	0	1	0	0	0	0	16	7	23
Unskilled	4	2	0	0	0	0	0	0	4	2	6
Total permanent	99	74	11	8	0	0	31	19	141	101	242
Casual/temporary and seasonal	440	411	30	21	1	1	108	54	579	486	1065
Total	539	485	41	29	1	1	139	73	720	588	1308

A total of 1 308 employees vacated their positions during the period under review, a 70% increase in the number of employment contracts terminated during the previous corresponding review period. Male employees accounted for 55% of those who left their jobs, while 16% were non-Namibian and 81% were persons from designated groups.

Education, Training & Development Sector
Table 5: Termination Categories

	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
Termination Category	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Resignation	79	69	8	6	0	0	19	17	106	92	198
Non-renewal of contract	132	158	20	9	0	0	115	55	267	222	489
Dismissal - Retrenchment	2	1	0	0	0	0	0	0	2	1	3
Dismissal - Misconduct	13	2	0	0	0	0	4	0	17	2	19
Dismissal - incapacity	0	0	0	0	0	0	0	0	0	0	0
Other	313	255	13	14	1	1	1	1	328	271	599
Total	539	485	41	29	1	1	139	73	720	588	1308

Most employees in the education sector, 46%, left their jobs due to unspecified reasons, ("other"), followed by non- renewal of employment contracts, 37%, 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	5	2	1	0	0	0	2	2	8	4	12
Senior Management	18	19	4	4	2	0	3	2	27	25	52
Middle Management	53	68	7	13	0	1	8	10	68	92	160
Specialised/skilled/ senior supervisory	166	162	2	26	4	0	21	13	193	201	394
Skilled	192	241	0	11	2	1	13	11	207	264	471
Semi-skilled	71	94	1	1	0	0	2	0	74	95	169
Unskilled	27	15	0	0	0	0	0	0	27	15	42
Total permanent	532	601	15	55	8	2	49	38	604	696	1300
Casual/temporary and seasonal	27	32	0	0	0	0	1	0	28	32	60
Total	559	633	15	55	8	2	50	38	632	728	1360

The education sector sent 1 360 employees for training during the 2014/2015 review year, a 64% increase in the number trained across the education sector during the previous corresponding period. Women accounted for 54% of the number of employees trained, while only 0, 7% were persons with disabilities. Persons in designated groups constituted 82% of the number of employees trained during the 2014/2015 review period.

Financial Intermediation
Table 1: Workforce Profile

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	20	8	25	9	1	0	9	2	55	19	74
Senior Management	94	73	152	79	4	0	25	8	275	160	435
Middle Management	258	403	198	195	5	2	17	13	478	613	1091
Specialised/skilled/ senior supervisory	849	1655	111	287	6	2	16	11	982	1955	2937
Skilled	1004	1886	46	169	4	7	16	3	1070	2065	3135
Semi-skilled	668	879	26	43	4	1	0	1	698	924	1622
Unskilled	105	131	2	4	0	0	0	0	107	135	242
Total permanent	2998	5035	560	786	24	12	83	38	3665	5871	9536
Casual/temporary and seasonal	136	270	5	8	0	0	1	0	142	278	420
Total	3134	5305	565	794	24	12	84	38	3807	6149	9956

The financial intermediation sector reported to have 9 956 workers employed across the industry, representing a 40% increase in the number reported during the previous corresponding review period. Women accounted for 62% of the workforce in this sector, but occupied only 50% of positions at the executive director and managerial levels. 41% of executive directors and managers were White and 12% were non-Namibian. 0, 4% of the workforce were persons with disabilities and 1% were non-Namibian.

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	3	2	3	1	0	0	0	0	6	3	9
Senior Management	8	9	24	9	1	0	4	1	37	19	56
Middle Management	44	60	34	21	0	0	4	2	82	83	165
Specialised/skilled/ senior supervisory	170	230	25	19	0	0	0	1	195	250	445
Skilled	229	400	21	28	0	0	6	3	256	431	687
Semi-skilled	203	262	3	8	1	0	0	0	207	270	477
Unskilled	17	24	0	3	0	0	0	0	17	27	44
Total permanent	674	987	110	89	2	0	14	7	800	1083	1883
Casual/temporary and seasonal	184	334	9	20	0	0	0	1	193	355	548
Total	858	1321	119	109	2	0	14	8	993	1438	2431

The financial intermediation sector hired 2 431 people during the 2014/2015 review period, representing a 44% increase in the number hired during the corresponding review period. Women accounted for 60% of persons hired during the 2014/2015. 95% of the number hired were persons in designated groups, but only two persons of the number hired were persons with disabilities. Whites accounted for 40% of executive directors and managers hired, even though they comprised only 9% of the number of persons hired during the period under review.

Financial Intermediation

Table 3: Promotions

	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
Job Category	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	3	4	4	1	0	0	0	0	7	5	12
Senior Management	8	12	10	10	2	0	1	0	21	22	43
Middle Management	35	44	11	18	0	0	2	1	48	63	111
Specialised/skilled/ senior supervisory	137	266	17	21	1	1	0	0	155	288	443
Skilled	62	99	0	10	0	3	0	0	62	112	174
Semi-skilled	12	25	0	3	0	0	0	0	12	28	40
Unskilled	0	2	0	0	0	0	0	0	0	2	2
Total permanent	257	452	42	63	3	4	3	1	305	520	825
Casual/temporary and seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	257	452	42	63	3	4	3	1	305	520	825

The financial intermediation sector promoted 825 employees during the 2014/2015 review period, a 62% increase in the number promoted during the previous corresponding review period. Women comprised 63% of the total number of employees promoted and 54% of executive directors and managers promoted were women, while only 1% were persons with disabilities. Persons in designated groups accounted for 94% of the number of employees promoted during the 2014/2015 review period.

Financial Intermediation

Table 4: Termination

	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
Job Category	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	4	3	4	0	0	0	3	2	11	5	16
Senior Management	16	16	11	7	0	0	1	0	28	23	51
Middle Management	36	50	7	21	1	0	1	2	45	73	118
Specialised/skilled/ senior supervisory	176	181	9	32	0	1	4	1	189	215	404
Skilled	223	319	7	27	0	1	3	1	233	348	581
Semi-skilled	144	129	1	6	0	0	1	0	146	135	281
Unskilled	23	15	0	1	0	0	0	0	23	16	39
Total permanent	622	713	39	94	1	2	13	6	675	815	1490
Casual/temporary and seasonal	201	361	3	22	2	0	1	0	207	383	590
Total	823	1074	42	116	3	2	14	6	882	1198	2080

2 080 employees in the financial intermediation sector vacated their positions during the 2014/2015, representing a 54% increase in the number of employees whose contracts of employment ended during the previous corresponding review period. Women accounted for 58% of employees whose contracts of employment ended during the period under review, while 97% of employees who left their jobs, were persons in designated groups.

Financial Intermediation
Table 5: Termination Categories

Termination Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Resignation	471	618	31	76	0	1	7	2	509	697	1206
Non-renewal of contract	199	332	2	19	2	0	2	1	205	352	557
Dismissal - Retrenchment	7	20	0	7	1	0	0	0	8	27	35
Dismissal - Misconduct	74	36	3	0	0	0	0	0	77	36	113
Dismissal - incapacity	10	6	1	0	0	0	0	0	11	6	17
Other	62	62	5	14	0	1	5	3	72	80	152
Total	823	1074	42	116	3	2	14	6	882	1198	2080

Most employees, 58%, left their jobs in the financial intermediation sector during the 2014/2015 review period due to resignation, followed by the non-renewal of contract of employment, 27%, and unspecified reasons ("other"), 7%.

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	7	2	9	5	0	0	2	0	18	7	25
Senior Management	62	55	79	64	2	0	20	4	163	123	286
Middle Management	232	263	145	155	0	0	4	3	381	421	802
Specialised/skilled/ senior supervisory	428	942	32	140	3	0	22	12	485	1094	1579
Skilled	574	1049	43	104	1	1	7	0	625	1154	1779
Semi-skilled	289	468	7	6	0	0	0	1	296	475	771
Unskilled	22	34	0	3	0	0	0	0	22	37	59
Total permanent	1614	2813	315	477	6	1	55	20	1990	3311	5301
Casual/temporary and seasonal	48	69	1	3	0	0	0	0	49	72	121
Total	1662	2882	316	480	6	1	55	20	2039	3383	5422

The financial intermediation sector reported to have trained 5 422 employees during the 2014/2015 review period, 16% more than the number trained during the previous corresponding review period. Women accounted for 62% of the number of employees trained, while a mere 0,1% of employees trained were persons with disabilities, and 1% were non-Namibian employees.

Fishing

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	2	12	1	0	0	2	0	14	3	17
Senior Management	32	14	22	7	1	2	15	0	70	23	93
Middle Management	104	22	46	18	2	0	19	0	171	40	211
Specialised/skilled/ senior supervisory	392	171	26	22	1	0	67	1	486	194	680
Skilled	669	830	8	26	3	1	10	1	690	858	1548
Semi-skilled	1467	1078	1	1	5	4	0	0	1473	1083	2556
Unskilled	1339	1214	0	0	4	0	0	0	1343	1214	2557
Total permanent	4003	3331	115	75	16	7	113	2	4247	3415	7662
Casual/temporary and seasonal	2616	1936	2	4	2	1	52	0	2672	1941	4613
Total	6619	5267	117	79	18	8	165	2	6919	5356	12275

The fishing sector reported to have 12 275 employees across the industry, a 125% increase in the number reported on by the fishing sector during the previous corresponding review period. However, sight should not be lost of the fact that failure by some employers in any industry to submit reports during any given review period, distorts the reliability of the progressive annual trends and any increase in the workforce profile figures of any industry should be understood against this background. Persons in the designated groups comprised 99% of the workforce reported during the 2014/2015 review year. Women comprised 64% of the workforce in the fishing sector, while 1% were non-Namibian and a mere 0, 2% were persons with disabilities. Although 97% of employees in the fishing sector were Blacks, White employees comprised 33% of positions at executive directors and managerial levels.

Fishing
Table 2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Wom-en	
Executive Directors	0	0	0	0	0	0	0	0	0	0	0
Senior Management	2	4	5	2	0	0	0	0	7	6	13
Middle Management	0	3	3	2	0	0	2	0	5	5	10
Specialised/skilled/ senior supervisory	77	83	6	3	0	0	1	0	84	86	170
Skilled	40	31	2	2	0	0	10	0	52	33	85
Semi-skilled	104	372	1	0	2	2	1	0	108	374	482
Unskilled	103	24	0	0	0	0	0	0	103	24	127
Total permanent	326	517	17	9	2	2	14	0	359	528	887
Casual/temporary and seasonal	473	265	1	3	0	0	0	0	474	268	742
Total	799	782	18	12	2	2	14	0	833	796	1629

The fishing sector recorded a recruitment of 1 629 persons during the 2014/2015 review period, 79% more than the number hired during the previous corresponding review period. Persons in designated groups comprised 98% of the persons hired during the period under review; 49% of were women and only 0, 2% were persons with disabilities. Whites comprised 52% of executive directors, directors and managers hired during the period under review; only 39% were Black and 9% were expatriates.

Fishing
Table 3: Promotions

	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
Job Category	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	0	0	0	0	0	0	0	0	0
Senior Management	3	0	1	0	0	0	0	0	4	0	4
Middle Management	4	2	0	1	0	1	0	0	4	4	8
Specialised/skilled/ senior supervisory	59	77	4	5	0	0	0	0	63	82	145
Skilled	47	233	0	0	0	1	0	0	47	234	281
Semi-skilled	9	34	0	0	0	0	0	0	9	34	43
Unskilled	2	0	0	0	0	0	0	0	2	0	2
Total permanent	124	346	5	6	0	2	0	0	129	354	483
Casual/temporary and seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	124	346	5	6	0	2	0	0	129	354	483

The fishing sector reported to have promoted 483 employees during the 2014/2015 review period, 434 employees more than the number promoted during the previous corresponding review period. Women comprised 73% of employees promoted during the review period, and only 0, 4% were persons with disabilities.

Fishing

Table 4: Termination

	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
Job Category	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	1	0	0	0	2	0	3	0	3
Senior Management	5	2	4	3	1	0	2	0	12	5	17
Middle Management	18	4	7	1	0	0	2	0	27	5	32
Specialised/skilled/ senior supervisory	30	22	9	8	1	1	7	0	47	31	78
Skilled	272	92	7	4	4	4	0	0	283	100	383
Semi-skilled	356	355	0	0	0	0	0	0	356	355	711
Unskilled	154	58	0	0	2	0	0	0	156	58	214
Total permanent	835	533	28	16	8	5	13	0	884	554	1438
Casual/temporary and seasonal	237	71	1	0	0	0	0	0	238	71	309
Total	1072	604	29	16	8	5	13	0	1122	625	1747

The fishing sector parted ways with 1 747 employees during the 2014/2015 review period, 91% more than the number of employees whose contracts of employment ended during the previous corresponding review period. Male employees comprised 64% of employees who vacated their positions; 96% were Black and 0,7% 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	275	396	13	13	4	5	5	0	297	414	711
Non-renewal of contract	387	125	4	0	1	0	7	0	399	125	524
Dismissal - Retrenchment	176	11	7	0	0	0	0	0	183	11	194
Dismissal - Misconduct	66	25	2	0	0	0	0	0	68	25	93
Dismissal - incapacity	85	3	0	0	0	0	1	0	86	3	89
Other	83	44	3	3	3	0	0	0	89	44	133
Total	1072	604	29	16	8	5	13	0	1122	625	1747

The majority, 41%, of employees vacated their posts through resignation, followed by non-renewal of contracts, 30%, and dismissal and retrenchment, 11%.

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	2	0	0	0	0	0	2	1	3
Senior Management	13	4	12	5	0	0	7	0	32	9	41
Middle Management	47	8	15	10	0	1	7	0	69	19	88
Specialised/skilled/ senior supervisory	149	69	27	10	1	0	0	0	177	79	256
Skilled	202	126	2	11	1	1	0	0	205	138	343
Semi-skilled	878	471	0	0	2	4	0	0	880	475	1355
Unskilled	380	129	0	0	0	0	0	0	380	129	509
Total permanent	1669	808	58	36	4	6	14	0	1745	850	2595
Casual/temporary and seasonal	613	967	0	0	1	1	3	0	617	968	1585
Total	2282	1775	58	36	5	7	17	0	2362	1818	4180

The fishing sector reported to have trained 4 180 employees across the industry during the period under review, a 167% increase in the 1 567 employees trained during the previous corresponding review period. Women accounted for 43% of employees trained during the review period, while 0, 3% only were persons with disabilities and 0, 4% were non-Namibian male 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	2	1	20	2	0	1	6	0	28	4	32
Senior Management	4	17	14	12	0	0	1	1	19	30	49
Middle Management	17	41	8	20	0	0	2	5	27	66	93
Specialised/skilled/ senior supervisory	41	218	6	45	0	2	20	40	67	305	372
Skilled	194	595	4	52	1	3	16	52	215	702	917
Semi-skilled	108	258	3	6	0	1	0	0	111	265	376
Unskilled	31	38	0	0	0	0	0	0	31	38	69
Total permanent	397	1168	55	137	1	7	45	98	498	1410	1908
Casual/temporary and seasonal	38	101	2	2	0	0	0	0	40	103	143
Total	435	1269	57	139	1	7	45	98	538	1513	2051

The health and welfare sector reported to have a workforce of 2 051 across the industry, a 56% increase in the number of employees reported during the previous corresponding review period. Persons in designated groups comprised 90% of the workforce in the health and welfare sector, but constituted only 67% of positions at executive director and managerial levels. Only 0, 4% of employees were persons with disabilities while 7% were non- Namibian and 74% were women.

Health & Welfare Sector
Table 2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	1	0	0	0	0	0	1	0	1
Senior Management	2	0	1	2	0	0	0	0	3	2	5
Middle Management	0	4	2	5	0	0	0	1	2	10	12
Specialised/skilled/ senior supervisory	16	40	5	3	0	0	4	41	25	84	109
Skilled	57	132	6	10	0	0	9	29	72	171	243
Semi-skilled	10	30	0	2	0	0	0	0	10	32	42
Unskilled	1	2	0	0	0	0	0	0	1	2	3
Total permanent	86	208	15	22	0	0	13	71	114	301	415
Casual/temporary and seasonal	38	111	2	2	0	0	0	0	40	113	153
Total	124	319	17	24	0	0	13	71	154	414	568

The health and welfare sector hired 568 persons during the 2014/2015 review period, 73% of whom were women, none from the persons with disabilities group, while 15% were non-Namibians. 71% of the managers hired during the 2014/2015 review period, were women.

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	2	0	2	0	0	0	0	1	4	5
Middle Management	0	0	0	2	0	0	0	0	0	2	2
Specialised/skilled/ senior supervisory	4	8	1	1	0	0	1	1	6	10	16
Skilled	9	25	0	0	0	0	0	0	9	25	34
Semi-skilled	4	9	0	1	0	0	0	0	4	10	14
Unskilled	0	0	0	0	0	0	0	0	0	0	0
Total permanent	18	44	2	6	0	0	1	1	21	51	72
Casual/temporary and seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	18	44	2	6	0	0	1	1	21	51	72

Seventy-two (72) employees in the health and welfare sector were promoted during the 2014/2015 review period, 71% of whom were women, none from the persons with disabilities group, while 3% of employees promoted were non-Namibian.

Health & Welfare 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	3	1	0	0	0	5	3	6	9
Senior Management	2	1	6	2	0	0	1	1	9	4	13
Middle Management	5	8	2	1	0	0	0	0	7	9	16
Specialised/skilled/ senior supervisory	29	53	3	9	0	0	0	32	32	94	126
Skilled	50	124	6	15	0	0	4	2	60	141	201
Semi-skilled	12	44	1	8	0	0	0	0	13	52	65
Unskilled	3	0	0	0	0	0	0	1	3	1	4
Total permanent	101	230	21	36	0	0	5	41	127	307	434
Casual/temporary and seasonal	27	61	1	6	0	0	1	3	29	70	99
Total	128	291	22	42	0	0	6	44	156	377	533

533 employees left their jobs across the health and welfare sector during the 2014/2015 review period, representing a 130% increase in the number of employees whose contracts of employment ended during the previous corresponding review period. Persons in designated groups accounted for 86% of employees whose contracts of employment were terminated.

Health & Welfare Sector
Table 5: Termination Categories

Termination Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Resignation	50	202	11	32	0	0	3	5	64	239	303
Non-renewal of contract	26	62	0	5	0	0	2	37	28	104	132
Dismissal - Retrenchment	1	1	1	0	0	0	0	0	2	1	3
Dismissal - Misconduct	5	9	0	0	0	0	0	0	5	9	14
Dismissal - incapacity	0	0	0	0	0	0	0	0	0	0	0
Other	46	17	10	5	0	0	1	2	57	24	81
Total	128	291	22	42	0	0	6	44	156	377	533

Most employees, 57%, in the health and welfare sector, left their jobs due to resignation, followed by non-renewal of contracts, 25%.

Health & Welfare Sector

Table 6: Training

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	8	0	0	0	12	0	20	0	20
Senior Management	1	7	8	7	0	0	1	0	10	14	24
Middle Management	5	28	6	22	0	0	0	5	11	55	66
Specialised/skilled/ senior supervisory	41	224	2	29	0	1	9	38	52	292	344
Skilled	99	338	4	42	1	4	7	9	111	393	504
Semi-skilled	31	134	1	5	0	0	0	0	32	139	171
Unskilled	13	25	0	0	0	0	0	0	13	25	38
Total permanent	190	756	29	105	1	5	29	52	249	918	1167
Casual/temporary and seasonal	4	30	0	1	0	0	0	0	4	31	35
Total	194	786	29	106	1	5	29	52	253	949	1202

The health and welfare sector reported to have trained 1 202 employees during the 2014/2015 review period, a 70% increase in the number of employees trained during the previous corresponding review period. Women comprised 79% of employees trained during the period under review, 91% were persons from designated groups, while only 0,5% 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	8	3	13	0	0	0	4	0	25	3	28
Senior Management	21	5	28	6	1	0	5	1	55	12	67
Middle Management	57	24	34	22	0	0	4	0	95	46	141
Specialised/skilled/ senior supervisory	191	108	56	24	1	0	5	2	253	134	387
Skilled	575	313	68	30	1	1	9	0	653	344	997
Semi-skilled	222	219	8	8	1	2	0	0	231	229	460
Unskilled	33	20	0	0	0	0	0	0	33	20	53
Total permanent	1107	692	207	90	4	3	27	3	1345	788	2133
Casual/temporary and seasonal	77	18	13	2	0	0	1	0	91	20	111
Total	1184	710	220	92	4	3	28	3	1436	808	2244

The information systems sector recorded a workforce of 2 244 employees during the 2014/2015 review period, a 16% decline in the number of employees reported on during the previous corresponding review period. Women constituted only 36% of the workforce in the sector and occupied only 26% of positions at the executive director and managerial levels. Persons with disabilities comprised 0, 3 of the workforce in the sector, while 1% of employees in that sector were non-Namibian. 95% were persons from designated groups. 50% of executive directors were Black, 44% were White, while 6% were non-Namibian.

Information Systems, Electronics and Telecommunications Technologies Sector
Table 2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	2	0	0	0	0	0	2	0	2
Senior Management	0	3	0	0	0	0	0	0	0	3	3
Middle Management	8	1	5	5	0	0	1	0	14	6	20
Specialised/skilled/ senior supervisory	20	23	3	2	0	0	0	0	23	25	48
Skilled	89	51	7	13	0	0	0	0	96	64	160
Semi-skilled	29	11	2	0	0	0	0	0	31	11	42
Unskilled	6	3	0	0	0	0	0	0	6	3	9
Total permanent	152	92	19	20	0	0	1	0	172	112	284
Casual/temporary and seasonal	25	17	10	0	0	0	0	0	35	17	52
Total	177	109	29	20	0	0	1	0	207	129	336

The sector hired 336 persons during the period under review, 28% less than the number hired during the previous corresponding review year. Only 38% of persons hired were women and none were persons with disabilities.

Information Systems, Electronics and Telecommunications Technologies Sector

Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	0	0	0	0	0	0	0	0	0
Senior Management	1	1	0	1	0	0	0	0	1	2	3
Middle Management	2	0	0	0	0	0	0	0	2	0	2
Specialised/skilled/ senior supervisory	7	4	2	1	0	0	0	1	9	6	15
Skilled	7	7	1	0	0	0	0	0	8	7	15
Semi-skilled	4	0	0	0	0	0	0	0	4	0	4
Unskilled	0	0	0	0	0	0	0	0	0	0	0
Total permanent	21	12	3	2	0	0	0	1	24	15	39
Casual/temporary and seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	21	12	3	2	0	0	0	1	24	15	39

The sector recorded 39 promotions only during the 2014/2015 review period, representing a decline of 63% in the number of employees promoted during the previous corresponding review period. Black employees comprised 85% of employees promoted, while 49% of those promoted were women and none were persons with disabilities, during the period under review.

Information Systems, Electronics and Telecommunications Technologies 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	1	1	0	0	0	0	0	1	1	2
Senior Management	5	2	2	0	0	0	0	0	7	2	9
Middle Management	5	1	5	3	0	0	1	0	11	4	15
Specialised/skilled/ senior supervisory	11	13	8	5	0	0	1	2	20	20	40
Skilled	33	16	14	6	1	0	0	0	48	22	70
Semi-skilled	44	38	0	3	0	0	1	0	45	41	86
Unskilled	3	5	0	0	0	0	0	0	3	5	8
Total permanent	101	76	30	17	1	0	3	2	135	95	230
Casual/temporary and seasonal	68	26	1	1	0	0	0	0	69	27	96
Total	169	102	31	18	1	0	3	2	204	122	326

The sector recorded 326 terminations of employment contracts during the period under review, 25% less than the number of employees reported to have their contracts of employment terminated during the previous corresponding review period. 89% of employees who vacated their jobs in the sector during the period under review were from designated groups and 2% were non-Namibian.

Information Systems, Electronics and Telecommunications Technologies Sector
Table 5: Termination Categories

Termination Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Resignation	58	42	23	13	0	0	2	2	83	57	140
Non-renewal of contract	61	25	1	0	0	0	1	0	63	25	88
Dismissal - Retrenchment	27	22	1	1	0	0	0	0	28	23	51
Dismissal - Misconduct	6	1	1	0	0	0	0	0	7	1	8
Dismissal - incapacity	2	1	0	0	0	0	0	0	2	1	3
Other	15	11	5	4	1	0	0	0	21	15	36
Total	169	102	31	18	1	0	3	2	204	122	326

Most employees, 43%, left their jobs as the result of resignations, followed by non-renewal of contracts, 27%, and dismissal or retrenchment, 16%.

Information Systems, Electronics and Telecommunications Technologies Sector

Table 6: Training

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	3	0	4	0	0	0	0	0	7	0	7
Senior Management	18	12	16	2	0	0	1	0	35	14	49
Middle Management	74	47	26	15	0	0	1	0	101	62	163
Specialised/skilled/ senior supervisory	267	144	82	29	1	0	3	0	353	173	526
Skilled	924	570	94	49	0	1	1	0	1019	620	1639
Semi-skilled	3155	549	37	39	0	0	0	0	3192	588	3780
Unskilled	11	4	0	0	0	0	0	0	11	4	15
Total permanent	4452	1326	259	134	1	1	6	0	4718	1461	6179
Casual/temporary and seasonal	4	0	1	0	0	0	0	0	5	0	5
Total	4456	1326	260	134	1	1	6	0	4723	1461	6184

The sector recorded an increase of 616% in the number of employees trained during the review year 2014/2015, compared to the previous corresponding review period, but only 24% of employees trained were women. Persons in designated groups accounted for 96% of employees who were trained during the year under review.

Local Governments, Water and Related Services Sector
Table 1: Workforce Profile

	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
Job Category	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	12	1	0	0	1	0	0	0	13	1	14
Senior Management	55	22	16	2	3	0	1	0	75	24	99
Middle Management	103	54	15	1	0	0	3	0	121	55	176
Specialised/skilled/ senior supervisory	208	151	37	21	1	0	1	0	247	172	419
Skilled	731	431	37	24	9	1	0	0	777	456	1233
Semi-skilled	1026	359	11	6	14	0	0	0	1051	365	1416
Unskilled	965	455	0	0	20	2	1	0	986	457	1443
Total permanent	3100	1473	116	54	48	3	6	0	3270	1530	4800
Casual/temporary and seasonal	74	53	4	2	0	0	0	0	78	55	133
Total	3174	1526	120	56	48	3	6	0	3348	1585	4933

The Local Government, Water and Related Services Sector reported a workforce of 4 933, an increase of 20% in the number of employees reported on during the previous corresponding review period. Male employees comprised 68% of the workforce, and only 1% was persons with disabilities. White employees accounted for only 4% of the workforce in that sector.

Local Governments, Water and Related Services Sector
Table 2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	2	0	0	0	0	0	0	0	2	0	2
Senior Management	1	2	0	0	0	0	0	0	1	2	3
Middle Management	7	8	1	0	0	0	0	0	8	8	16
Specialised/skilled/ senior supervisory	37	25	0	0	0	0	0	0	37	25	62
Skilled	46	33	1	0	0	0	0	0	47	33	80
Semi-skilled	69	43	0	1	4	0	0	0	73	44	117
Unskilled	69	29	0	0	0	0	0	0	69	29	98
Total permanent	231	140	2	1	4	0	0	0	237	141	378
Casual/temporary and seasonal	127	80	3	1	0	0	0	0	130	81	211
Total	358	220	5	2	4	0	0	0	367	222	589

The Local Government, Water and Related Services Sector hired 589 persons during the period under review, a slight increase of 8% in the number of people hired during the previous corresponding review period. Previously racially disadvantaged persons comprised 98% of the persons hired during the 2014/2015 review period, 37% of whom were women, and only 0,7% persons with disabilities.

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

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	0	0	0	0	0	0	0	0	0
Senior Management	2	4	0	0	0	0	0	0	2	4	6
Middle Management	3	4	0	0	0	0	0	0	3	4	7
Specialised/skilled/ senior supervisory	12	10	1	0	0	0	0	0	13	10	23
Skilled	27	27	1	1	0	0	0	0	28	28	56
Semi-skilled	43	15	0	0	1	0	0	0	44	15	59
Unskilled	16	3	0	0	0	0	0	0	16	3	19
Total permanent	103	63	2	1	1	0	0	0	106	64	170
Casual/temporary and seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	103	63	2	1	1	0	0	0	106	64	170

The Local Government, Water and Related Services Sector promoted 170 employees, 98% of whom were from the previously racially disadvantaged group, 60% were women, while only one person with a disability was promoted. The number of employees promoted during the 2014/2015 review period represented a decline of 30% in the number of promotions recorded during the previous corresponding review period.

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	4	0	0	0	0	0	0	0	4	0	4
Senior Management	0	1	1	0	0	0	0	0	1	1	2
Middle Management	5	4	3	0	0	0	0	0	8	4	12
Specialised/skilled/ senior supervisory	19	13	2	2	0	0	0	0	21	15	36
Skilled	33	23	3	0	0	0	0	0	36	23	59
Semi-skilled	48	11	2	4	2	0	0	0	52	15	67
Unskilled	44	12	0	0	0	0	0	0	44	12	56
Total permanent	153	64	11	6	2	0	0	0	166	70	236
Casual/temporary and seasonal	46	43	1	0	0	0	0	0	47	43	90
Total	199	107	12	6	2	0	0	0	213	113	326

The sector recorded a total of 326 terminations of employment contracts, a 1 % increase in the number of terminations recorded the previous corresponding period. Persons in designated groups accounted for 96% of employees who left their jobs during the period under review; 35% were women.

Local Governments, Water and Related Services Sector
Table 5: Termination Categories

Termination Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Resignation	60	39	6	2	0	0	0	0	66	41	107
Non-renewal of contract	28	40	1	0	0	0	0	0	29	40	69
Dismissal - Retrenchment	30	3	3	1	0	0	0	0	33	4	37
Dismissal - Misconduct	17	3	0	1	0	0	0	0	17	4	21
Dismissal - incapacity	6	2	1	0	0	0	0	0	7	2	9
Other	58	20	1	2	2	0	0	0	61	22	83
Total	199	107	12	6	2	0	0	0	213	113	326

Resignations accounted for the majority of employment contract terminations, at 33%, followed by unspecified reasons ("other"), at 25%, and non-renewal of contracts, 21%. 62% of employees who resigned were men.

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	10	0	0	0	0	0	0	0	10	0	10
Senior Management	44	17	15	1	3	0	0	0	62	18	80
Middle Management	77	41	16	2	0	0	0	0	93	43	136
Specialised/skilled/ senior supervisory	108	89	15	13	0	0	0	0	123	102	225
Skilled	324	213	33	11	0	0	0	0	357	224	581
Semi-skilled	130	75	3	0	1	0	0	0	134	75	209
Unskilled	82	84	0	0	2	0	0	0	84	84	168
Total permanent	775	519	82	27	6	0	0	0	863	546	1409
Casual/temporary and seasonal	4	4	0	0	0	0	0	0	4	4	8
Total	779	523	82	27	6	0	0	0	867	550	1417

The Local Government, Water and Related Services Sector recorded 1 417 employees to have undergone training during the 2014/2015 review period across the country. 94% were persons in designated groups and 16% were executive directors and managers, respectively. Women accounted only for 39% of employees trained during the period under review.

Manufacturing 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	9	4	43	11	1	0	11	1	64	16	80
Senior Management	29	19	74	18	1	0	24	2	128	39	167
Middle Management	106	80	144	61	2	0	20	2	272	143	415
Specialised/skilled/ senior supervisory	394	194	116	87	5	2	7	2	522	285	807
Skilled	887	300	44	85	7	6	1	1	939	392	1331
Semi-skilled	2092	399	7	16	11	2	2	2	2112	419	2531
Unskilled	1588	312	0	0	12	1	0	0	1600	313	1913
Total permanent	5105	1308	428	278	39	11	65	10	5637	1607	7244
Casual/temporary and seasonal	594	145	7	7	0	2	1	0	602	154	756
Total	5699	1453	435	285	39	13	66	10	6239	1761	8000

The manufacturing sector employed 8 000 workers across the industry during the 2014/2015 review period, an increase of 24% in the number of employees recorded during the previous corresponding review period. White employees occupied 53% of positions at executive director and managerial levels, even though they only constituted 9% of the workforce in the manufacturing industry, and 9% were non-Namibian. Only 22% of employees in the manufacturing sector were women and 0, 7% were persons with disabilities.

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	1	0	0	0	0	0	2	0	2
Senior Management	0	3	7	3	0	0	3	1	10	7	17
Middle Management	19	18	31	19	0	0	7	0	57	37	94
Specialised/skilled/ senior supervisory	48	29	18	19	0	2	2	0	68	50	118
Skilled	188	78	16	24	0	0	0	1	204	103	307
Semi-skilled	346	130	2	6	1	0	0	0	349	136	485
Unskilled	396	61	1	0	0	0	0	0	397	61	458
Total permanent	998	319	76	71	1	2	12	2	1087	394	1481
Casual/temporary and seasonal	526	272	11	4	0	2	2	1	539	279	818
Total	1524	591	87	75	1	4	14	3	1626	673	2299

The manufacturing sector hired 2 299 persons during the 2014/2015 review period, an increase of 64% in the number of persons hired during the previous corresponding review period. 71% of the persons recruited in the manufacturing sector were male, but only 0, 2% were persons with disabilities. 54% of persons hired to fill positions at the executive directors and managerial levels were White, 10% were non-Namibian and only 36% were from the previously racially disadvantaged group.

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	7	2	4	2	0	0	0	0	11	4	15
Middle Management	18	7	7	2	1	0	0	1	26	10	36
Specialised/skilled/ senior supervisory	69	22	4	6	1	0	0	0	74	28	102
Skilled	96	16	2	0	1	0	1	0	100	16	116
Semi-skilled	120	31	1	0	0	1	0	0	121	32	153
Unskilled	43	1	0	0	0	0	0	0	43	1	44
Total permanent	353	79	18	10	3	1	1	1	375	91	466
Casual/temporary and seasonal	4	2	0	0	0	0	0	0	4	2	6
Total	357	81	18	10	3	1	1	1	379	93	472

The manufacturing sector recorded 472 promotions during the 2014/2015 review period, an increase of 21% in the number of employees promoted during corresponding review period. Only 20% of employees promoted during the year under review were women and 0, 8% were persons with disabilities.

Manufacturing 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	1	0	2	0	1	0	2	0	6	0	6
Senior Management	5	7	9	1	1	0	6	0	21	8	29
Middle Management	19	13	18	14	0	0	4	1	41	28	69
Specialised/skilled/ senior supervisory	75	30	21	15	0	1	4	1	100	47	147
Skilled	196	44	17	15	0	0	1	0	214	59	273
Semi-skilled	353	79	8	20	4	1	0	0	365	100	465
Unskilled	217	86	2	2	3	0	0	0	222	88	310
Total permanent	866	259	77	67	9	2	17	2	969	330	1299
Casual/temporary and seasonal	494	233	10	4	0	0	4	0	508	237	745
Total	1360	492	87	71	9	2	21	2	1477	567	2044

The manufacturing sector parted ways with 2 044 employees during the 2014/2015 review period, 72% of whom were male, 1% were non-Namibian, while 0,5% were persons with disabilities. The previously racially disadvantaged accounted for 43% of executive directors and managers whose contracts of employment ended.

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	358	135	53	51	5	1	10	1	426	188	614
Non-renewal of contract	245	43	2	1	0	0	1	1	248	45	293
Dismissal - Retrenchment	46	20	1	4	0	0	2	0	49	24	73
Dismissal - Misconduct	200	18	3	1	0	0	1	0	204	19	223
Dismissal - incapacity	38	10	1	1	0	0	0	0	39	11	50
Other	473	266	27	13	4	1	7	0	511	280	791
Total	1360	492	87	71	9	2	21	2	1477	567	2044

Most employees, 39%, left their jobs in the sector for unspecified reasons, ("other"), followed by resignations, 30%, and non-renewal of employment contracts, 14%.

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	1	3	0	0	0	3	0	7	1	8
Senior Management	12	6	43	7	0	0	1	1	56	14	70
Middle Management	35	49	66	30	0	0	7	1	108	80	188
Specialised/skilled/ senior supervisory	203	72	52	38	1	2	2	0	258	112	370
Skilled	352	148	17	26	2	0	0	0	371	174	545
Semi-skilled	791	365	1	19	5	2	0	0	797	386	1183
Unskilled	456	39	0	0	1	0	0	0	457	39	496
Total permanent	1850	680	182	120	9	4	13	2	2054	806	2860
Casual/temporary and seasonal	149	53	3	1	0	2	0	0	152	56	208
Total	1999	733	185	121	9	6	13	2	2206	862	3068

The manufacturing sector trained 3 068 employees across the sector, 25% more than the number trained during the previous corresponding review period. 95% of employees trained during the 2014/2015 review period were from designated groups, 0, 5% were persons with disabilities and 0,5% were non-Namibian. 56% of executive directors and managers trained were White, and 5% were non-Namibian.

Mining Sector
Table 1: Workforce Profile

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	13	1	12	1	0	0	11	0	36	2	38
Senior Management	40	16	47	18	1	0	47	3	135	37	172
Middle Management	208	114	121	44	5	1	80	7	414	166	580
Specialised/skilled/ senior supervisory	696	233	143	55	12	3	96	13	947	304	1251
Skilled	1688	453	109	33	21	11	50	6	1868	503	2371
Semi-skilled	2363	336	6	22	25	2	46	2	2440	362	2802
Unskilled	1030	136	4	0	1	1	0	1	1035	138	1173
Total permanent	6038	1289	442	173	65	18	330	32	6875	1512	8387
Casual/temporary and seasonal	255	64	9	3	1	0	7	3	272	70	342
Total	6293	1353	451	176	66	18	337	35	7147	1582	8729

The mining sector recorded a workforce totalling 8 729 employees during the review period 2014/2015, a 12% decline in the 9 964 employees reported on during the previous corresponding review period. In mining , traditionally a male dominated industry, 82% of workers are men who also comprised 74% of executive directors and managers in the sector.

Mining 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	2	0	2	0	2
Senior Management	8	2	9	0	0	0	8	0	25	2	27
Middle Management	21	16	16	3	2	0	12	2	51	21	72
Specialised/skilled/ senior supervisory	54	18	28	11	0	0	9	4	91	33	124
Skilled	269	56	12	7	0	0	10	1	291	64	355
Semi-skilled	225	43	2	1	3	0	2	1	232	45	277
Unskilled	229	17	1	0	1	1	0	0	231	18	249
Total permanent	806	152	68	22	6	1	43	8	923	183	1106
Casual/temporary and seasonal	303	93	4	2	0	0	3	3	310	98	408
Total	1109	245	72	24	6	1	46	11	1233	281	1514

The mining sector hired 1 514 persons during the 2014/2015 review period, 26% less than the number recruited during the previous corresponding review period. Persons in designated groups accounted for 95% of persons recruited; only 19% were women and 0, 5% were persons with disabilities.

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	3	0	4	0	0	0	2	0	9	0	9
Senior Management	8	1	4	2	0	0	3	2	15	5	20
Middle Management	18	11	13	5	0	0	3	0	34	16	50
Specialised/skilled/ senior supervisory	74	24	14	6	2	0	5	0	95	30	125
Skilled	194	37	5	3	1	4	1	0	201	44	245
Semi-skilled	286	29	0	2	3	2	1	0	290	33	323
Unskilled	36	9	0	0	0	0	0	0	36	9	45
Total permanent	619	111	40	18	6	6	15	2	680	137	817
Casual/temporary and seasonal	31	4	5	1	0	0	4	1	40	6	46
Total	650	115	45	19	6	6	19	3	720	143	863

863 employees promoted during the 2014/2015 review period were from designated groups; 16% were women, 1% were persons with disabilities, while 3% were non-Namibian.

Mining Sector
Table 4: Termination

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	2	0	0	0	3	0	5	0	5
Senior Management	21	5	10	3	0	0	9	1	40	9	49
Middle Management	33	13	21	4	0	0	15	3	69	20	89
Specialised/skilled/ senior supervisory	187	42	24	11	0	0	11	4	222	57	279
Skilled	361	78	27	8	2	4	10	0	400	90	490
Semi-skilled	341	40	18	5	0	0	2	0	361	45	406
Unskilled	171	24	2	2	0	0	0	0	173	26	199
Total permanent	1114	202	104	33	2	4	50	8	1270	247	1517
Casual/temporary and seasonal	228	62	9	2	3	0	9	1	249	65	314
Total	1342	264	113	35	5	4	59	9	1519	312	1831

The mining sector reported the termination of 1 831 contracts of employment during the period under review. Persons in designated groups comprised 90% of employees who left their jobs across the mining sector; 17% were women, while 4% were expatriates.

Mining Sector

Table 5: Termination Categories

Termination Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Resignation	383	111	48	15	0	2	21	2	452	130	582
Non-renewal of contract	423	66	39	9	3	0	12	2	477	77	554
Dismissal - Retrenchment	341	55	4	6	0	0	4	2	349	63	412
Dismissal - Misconduct	84	13	6	1	0	1	1	0	91	15	106
Dismissal - incapacity	16	2	0	0	0	0	0	0	16	2	18
Other	95	17	16	4	2	1	21	3	134	25	159
Total	1342	264	113	35	5	4	59	9	1519	312	1831

Most employees, 32%, vacated their posts as a result of resignation, followed by non-renewal of contracts, 30%, and dismissal or retrenchment, 23%.

Mining 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	4	1	2	0	0	0	3	3	9	4	13
Senior Management	31	13	52	11	0	0	26	2	109	26	135
Middle Management	253	108	178	48	0	0	48	2	479	158	637
Specialised/skilled/ senior supervisory	824	214	225	74	4	1	45	2	1098	291	1389
Skilled	1963	262	143	45	7	2	39	6	2152	315	2467
Semi-skilled	2681	294	43	16	7	1	37	0	2768	311	3079
Unskilled	956	115	12	0	0	0	3	0	971	115	1086
Total permanent	6712	1007	655	194	18	4	201	15	7586	1220	8806
Casual/temporary and seasonal	410	53	2	2	0	0	0	0	412	55	467
Total	7122	1060	657	196	18	4	201	15	7998	1275	9273

The mining sector trained 9 273 employees during the 2014/2015 review period, an increase of 38% in the number of employees trained during the previous corresponding review period. Male employees constituted the bulk of those workers who were trained during the 2014/2015 review period, 86%, 0,2% from the persons with disabilities group were trained and 2% were non-Namibian.

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	16	3	28	3	0	0	2	2	54	10	64
Senior Management	25	15	14	6	0	1	0	0	39	22	61
Middle Management	48	23	29	11	1	0	0	1	78	35	113
Specialised/ skilled/ senior supervisory	202	93	10	16	3	2	0	1	215	112	327
Skilled	298	154	3	31	4	3	0	2	305	190	495
Semi-skilled	3057	784	5	5	21	9	0	0	3083	798	3881
Unskilled	2285	588	0	1	3	2	0	0	2288	591	2879
Total permanent	5931	1660	89	73	32	17	2	6	6054	1756	7820
Casual/ temporary and seasonal	15	9	0	0	0	0	0	0	15	9	24
Total	5946	1669	89	73	32	17	2	6	6069	1765	7844

The Private Security, Legal and Correctional Services sector had 7 844 workers employed across the industry during the 2014/2015 review period, representing an increase of 22% in the number of employees reported during the previous corresponding review period. Men constituted 77% of the workforce in the sector; only 0,6% of employees in the sector were from the persons with disabilities group. 64% of executive directors and managers were persons from designated groups, of which 28% were women.

Private Security, Legal and Correctional 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	1	0	0	0	0	0	1	0	1
Senior Management	8	1	3	0	0	0	0	0	11	1	12
Middle Management	17	3	6	1	0	0	0	0	23	4	27
Specialised/skilled/ senior supervisory	79	31	3	10	0	0	1	0	83	41	124
Skilled	82	46	1	4	0	0	0	0	83	50	133
Semi-skilled	1042	272	2	2	0	0	0	0	1044	274	1318
Unskilled	1106	277	1	0	0	0	0	0	1107	277	1384
Total permanent	2334	630	17	17	0	0	1	0	2352	647	2999
Casual/temporary and seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	2334	630	0	17	0	0	1	0	2335	647	2999

The sector hired 2 999 persons during the 2014/2015 review period, 63% more than the number of persons reported to have been hired during the previous corresponding review period. The Private Security, Legal and Correctional Services sector did not hire any person with disabilities during the period under review, but hired one expatriate. Men constituted 78% of people hired by the sector during the period under review.

Private Security, Legal and Correctional Services Sector
Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	0	0	0	0	0	0	0	0	0
Senior Management	1	2	1	0	0	0	0	0	2	2	4
Middle Management	10	5	0	1	0	0	0	1	10	7	17
Specialised/skilled/ senior supervisory	10	3	0	0	0	0	0	0	10	3	13
Skilled	30	20	0	1	0	0	0	0	30	21	51
Semi-skilled	408	101	0	0	0	0	0	0	408	101	509
Unskilled	3	4	0	0	0	0	0	0	3	4	7
Total permanent	462	135	1	2	0	0	0	1	463	138	601
Casual/temporary and seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	462	135	1	2	0	0	0	1	463	138	601

The sector affected 601 promotions during the 2014/2015 review period, an improvement of 110% in the number of employees reported to have been promoted during the previous corresponding period. Only 23% of employees promoted were women, none 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	1	0	0	0	0	1	1	2
Senior Management	1	0	1	1	0	0	0	0	2	1	3
Middle Management	6	3	1	2	0	0	0	1	7	6	13
Specialised/skilled/ senior supervisory	38	8	5	7	0	0	1	1	44	16	60
Skilled	28	14	1	5	0	0	0	0	29	19	48
Semi-skilled	577	82	1	1	4	0	0	0	582	83	665
Unskilled	1292	86	0	0	0	0	0	0	1292	86	1378
Total permanent	1942	193	10	17	4	0	1	2	1957	212	2169
Casual/temporary and seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	1942	193	10	17	4	0	1	2	1957	212	2169

2 169 employee contracts of employment were terminated during the period under review across the sector, a 118% increase in the number of employees whose contracts of employment ended during the previous corresponding period. 90% of employees whose contracts of employment ended were men and 99,4% were persons from designated groups.

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	1140	107	10	16	4	0	1	2	1155	125	1280
Non-renewal of contract	240	39	0	0	0	0	0	0	240	39	279
Dismissal - Retrenchment	170	2	0	0	0	0	0	0	170	2	172
Dismissal - Misconduct	313	32	0	0	0	0	0	0	313	32	345
Dismissal - incapacity	36	7	0	0	0	0	0	0	36	7	43
Other	43	6	0	1	0	0	0	0	43	7	50
Total	1942	193	10	17	4	0	1	2	1957	212	2169

Most employees, 59%, in the Private Security, Legal and Correctional Services sector, vacated their posts via resignation, followed by dismissals due to misconduct, 16%, and non-renewal of contracts, 13%. Dismissal due to incapacity constituted the least cases of employment contract terminations, namely, 20%.

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	5	0	5	2	0	0	0	1	10	3	13
Senior Management	0	1	0	0	0	0	0	0	0	1	1
Middle Management	7	2	5	2	0	0	0	1	12	5	17
Specialised/skilled/ senior supervisory	19	18	4	8	0	0	1	0	24	26	50
Skilled	57	44	0	6	0	0	0	0	57	50	107
Semi-skilled	717	220	2	1	0	0	0	0	719	221	940
Unskilled	703	121	0	0	0	0	0	0	703	121	824
Total permanent	1508	406	16	19	0	0	1	2	1525	427	1952
Casual/temporary and seasonal	15	9	0	0	0	0	0	0	15	9	24
Total	1523	415	16	19	0	0	1	2	1540	436	1976

The sector reported to have trained 25% of its workforce during the 2014/2015 review period, significantly less than the number of employees reported to have been trained during the previous corresponding review period, as a decline of 48% in the number of employees was recorded during the period under review. Only 22% of the employees trained were women, and none from the persons with disabilities group.

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	1	6	0	0	0	0	0	0	1	6	7
Senior Management	233	148	17	13	5	1	7	3	262	165	427
Middle Management	354	319	38	11	9	0	70	12	471	342	813
Specialised/skilled/ senior supervisory	741	845	22	33	11	5	121	30	895	913	1808
Skilled	2370	4519	23	12	33	26	146	249	2572	4806	7378
Semi-skilled	1412	2949	6	5	24	19	2	0	1444	2973	4417
Unskilled	3293	5077	0	1	39	18	0	0	3332	5096	8428
Total permanent	8404	13863	106	75	121	69	346	294	8977	14301	23278
Casual/temporary and seasonal	185	234	0	0	2	0	4	0	191	234	425
Total	8589	14097	106	75	123	69	350	294	9168	14535	23703

The number of employees reported in affirmative action reports originating from Ministries, Offices and Agencies in the public service, showed a disturbing decline of 65% in the number of employees covered by affirmative action reports received from Offices, Ministries and Agencies (O/M/As) during the previous 2013/2014 review period. The public service is believed to have a workforce in excess of 130 000, however, the number of employees reported for this review period constituted a mere 18% of the total workforce. The Affirmative Action (Employment) Act, No 29 of 1998, provided for the Office of the Prime Minister to coordinate and to ensure compliance by the O/M/As, with the affirmative action law. The Employment Equity Commission would therefore have to engage the Office of the Prime Minister in order to ensure the public service give its full cooperation with the Commission. Even though the employee figures in the few reports received were not an accurate reflection of the public services' total workforce, women accounted for 61% of the workforce, but occupied only 41% of positions at executive director and managerial levels. Persons with disabilities accounted for only 0, 8% of the workforce in the public service and 3% were non-Namibian.

Public Service Sector
Table 2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	0	0	0	0	0	0	0	0	0
Senior Management	17	16	0	3	0	0	2	0	19	19	38
Middle Management	16	31	2	1	0	0	2	0	20	32	52
Specialised/skilled/ senior supervisory	82	82	4	0	0	1	1	0	87	83	170
Skilled	285	604	0	0	2	1	0	0	287	605	892
Semi-skilled	82	95	2	0	0	0	0	0	84	95	179
Unskilled	98	159	0	0	2	2	0	0	100	161	261
Total permanent	580	987	8	4	4	4	5	0	597	995	1592
Casual/temporary and seasonal	173	157	0	0	2	0	0	0	175	157	332
Total	753	1144	8	4	6	4	5	0	772	1152	1924

The few O/M/A's which submitted affirmative action reports to the Employment Equity Commission during the 2014/2015 review period, reported to have recruited 1 924 persons, 77% less than the number hired during the previous corresponding review period. Women accounted for 60% of persons hired during the period under review, only 0, 5% were persons with disabilities and only 0, 3% were expatriates.

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	9	19	0	0	0	0	0	0	9	19	28
Middle Management	44	54	0	0	1	0	0	0	45	54	99
Specialised/skilled/ senior supervisory	50	73	0	0	0	0	0	0	50	73	123
Skilled	59	103	0	0	0	0	0	0	59	103	162
Semi-skilled	3	2	0	0	0	0	0	0	3	2	5
Unskilled	8	11	0	0	0	0	0	0	8	11	19
Total permanent	173	262	0	0	1	0	0	0	174	262	436
Casual/temporary and seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	173	262	0	0	1	0	0	0	174	262	436

The O/M/As which reported during the 2014/2015 review period recorded 436 promotions in the public service, a decline of 45% in the number of employees promoted during the previous corresponding review period. Women comprised 60% of employees promoted during the 2014/2015 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	0	0	0	0	0	0	0	0	0	0	0
Senior Management	13	9	4	3	0	0	2	0	19	12	31
Middle Management	25	24	2	2	0	0	3	0	30	26	56
Specialised/skilled/ senior supervisory	54	59	2	2	0	0	16	11	72	72	144
Skilled	162	334	0	0	0	0	30	6	192	340	532
Semi-skilled	35	122	0	0	0	0	0	0	35	122	157
Unskilled	76	80	0	0	0	1	0	0	76	81	157
Total permanent	365	628	8	7	0	1	51	17	424	653	1077
Casual/temporary and seasonal	146	152	0	0	0	0	0	0	146	152	298
Total	511	780	8	7	0	1	51	17	570	805	1375

The public service recorded 1 375 terminations of employment contracts during the 2014/2015 review period, a 54% decline in the number of employees reported to have left their jobs in the, public service during the previous corresponding review period. Women accounted for 59% of employees who vacated their posts during the period under review and 5% were non-Namibian.

Public Service Sector
Table 5: Termination Categories

Termination Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Resignation	123	292	2	5	0	0	32	10	157	307	464
Non-renewal of contract	199	177	4	0	0	0	19	7	222	184	406
Dismissal - Retrenchment	19	8	0	0	0	0	0	0	19	8	27
Dismissal - Misconduct	15	55	0	0	0	0	0	0	15	55	70
Dismissal - incapacity	20	23	0	0	0	1	0	0	20	24	44
Other	135	225	2	2	0	0	0	0	137	227	364
Total	511	780	8	7	0	1	51	17	570	805	1375

Most employees, 34%, vacated their posts due to resignations, followed by the non-renewal of employment contracts, at 30%, and unspecified reasons, ("other"), at 26%.

Public Service Sector
Table 6: Training

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	0	0	0	0	0	0	0	0	0
Senior Management	99	96	6	5	1	0	3	2	109	103	212
Middle Management	183	205	2	1	2	0	12	3	199	209	408
Specialised/skilled/ senior supervisory	468	653	8	9	4	0	13	4	493	666	1159
Skilled	740	1438	2	3	4	1	19	48	765	1490	2255
Semi-skilled	288	583	0	0	7	3	0	0	295	586	881
Unskilled	136	283	0	0	3	2	0	0	139	285	424
Total permanent	1914	3258	18	18	21	6	47	57	2000	3339	5339
Casual/temporary and seasonal	0	2	0	0	0	0	0	0	0	2	2
Total	1914	3260	18	18	21	6	47	57	2000	3341	5341

The public service reported to have trained 5 341 employees, representing 23% of the total number of employees covered by the O/M/A's reports submitted during the 2014/2015 review period. Women accounted for 63% of employees trained during the period under review, while 4% were expatriates, and only 0, 5% were persons with disabilities.

Services Sector

Table 1: Workforce Profile

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	53	30	133	25	1	3	23	5	210	63	273
Senior Management	170	78	170	104	7	3	41	22	388	207	595
Middle Management	361	280	175	164	13	5	41	15	590	464	1054
Specialised/skilled/ senior supervisory	901	596	330	174	18	7	49	10	1298	787	2085
Skilled	3282	1344	293	238	12	7	60	11	3647	1600	5247
Semi-skilled	2833	2358	67	65	21	11	3	1	2924	2435	5359
Unskilled	1874	963	24	15	15	5	0	0	1913	983	2896
Total permanent	9474	5649	1192	785	87	41	217	64	10970	6539	17509
Casual/temporary and seasonal	1263	1306	23	24	1	1	12	8	1299	1339	2638
Total	10737	6955	1215	809	88	42	229	109	12269	7915	20147

The Service sector employed 20 147 workers during the 2014/2015 review period, representing a whopping 68% in the number of employees reported on during the previous corresponding review period. Women comprised only 39% of the workforce, while only 0,6% were persons with disabilities and 2% were non-Namibians. Even though the previously racially disadvantaged comprised 89% of the workforce, they occupied only 51% of positions at the Executive Directors and Management levels, while 40% of Executive Directors and Managers were White and 8% were expatriates and 2% were persons with disabilities.

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	6	1	3	0	0	0	4	0	13	1	14
Senior Management	26	15	28	11	1	2	13	2	68	30	98
Middle Management	56	42	37	30	0	0	13	2	106	74	180
Specialised/skilled/ senior supervisory	182	101	73	43	3	0	22	3	280	147	427
Skilled	538	306	71	52	1	0	99	2	709	360	1069
Semi-skilled	693	438	24	16	7	0	0	1	724	455	1179
Unskilled	607	214	14	8	3	0	0	1	624	223	847
Total permanent	2108	1117	250	160	15	2	151	11	2524	1290	3814
Casual/temporary and seasonal	838	478	8	7	0	0	3	2	849	487	1336
Total	2946	1595	258	167	15	2	154	13	3373	1777	5150

The services sector hired a total of 5 150 persons during the 2014/2015 review period, 77% more than the number recruited during the previous corresponding review period. Previously racially disadvantaged persons constituted 50% appointments to positions at executive director and managerial levels, although 36% only of the executive directors and managers appointed were women, 1% were persons with disabilities, and 12% were expatriates.

Services Sector
Table 3: Promotions

	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
Job Category	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	2	2	5	1	0	0	1	1	8	4	12
Senior Management	5	3	16	11	1	0	3	0	25	14	39
Middle Management	37	30	16	28	3	0	4	5	60	63	123
Specialised/skilled/ senior supervisory	116	80	43	37	0	0	1	0	160	117	277
Skilled	137	89	19	7	1	0	2	1	159	97	256
Semi-skilled	89	46	9	2	1	1	0	1	99	50	149
Unskilled	43	13	0	0	0	0	0	0	43	13	56
Total permanent	429	263	108	86	6	1	11	8	554	358	912
Casual/temporary and seasonal	15	9	4	7	0	0	4	4	23	20	43
Total	444	272	112	93	6	1	15	12	577	378	955

The services sector recorded 955 promotions during the 2014/2015 review period, 47% more than the number reported to have been trained during the previous corresponding review period. Persons in designated groups accounted for 84% of employees promoted during the period under review; 40% of those promoted were women and 0, 7% were persons with disabilities.

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	3	1	7	2	0	0	3	0	13	3	16
Senior Management	14	13	22	15	0	0	8	3	44	31	75
Middle Management	42	29	53	29	0	0	3	3	98	61	159
Specialised/skilled/ senior supervisory	111	75	61	32	2	1	16	6	190	114	304
Skilled	472	260	98	73	4	1	80	2	654	336	990
Semi-skilled	889	343	16	22	5	0	1	2	911	367	1278
Unskilled	793	406	5	1	1	0	0	0	799	407	1206
Total permanent	2324	1127	262	174	12	2	111	16	2709	1319	4028
Casual/temporary and seasonal	398	146	8	13	0	3	4	7	410	169	579
Total	2722	1273	270	187	12	5	115	23	3119	1488	4607

The services sector recorded 4 607 terminations of employment contracts during the period under review, an increase of 54% in the number of employment contracts terminated during the previous corresponding review period. Persons in designated groups accounted for 91 % of employees who vacated their posts during the period under review; 32% were women, and 0, 4% were persons with disabilities.

Services Sector

Table 5: Termination Categories

Termination Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Resignation	936	589	236	168	9	4	40	17	1221	778	1999
Non-renewal of contract	1042	494	6	7	0	0	59	4	1107	505	1612
Dismissal - Retrenchment	143	55	3	4	0	0	10	0	156	59	215
Dismissal - Misconduct	270	75	5	1	2	0	0	0	277	76	353
Dismissal - incapacity	32	6	1	0	0	0	0	0	33	6	39
Other	299	54	19	7	1	1	6	2	325	64	389
Total	2722	1273	270	187	12	5	115	23	3119	1488	4607

The majority of employees, 89%, left their jobs due to unspecified reasons, ("other"), followed by dismissal due misconduct, 58%, and dismissal or retrenchment, 5%.

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	14	7	27	3	2	4	1	1	44	15	59
Senior Management	76	36	66	20	1	3	17	9	160	68	228
Middle Management	199	135	75	61	4	5	24	12	302	213	515
Specialised/skilled/ senior supervisory	405	320	157	82	1	1	23	6	586	409	995
Skilled	1122	747	132	99	3	4	12	3	1269	853	2122
Semi-skilled	1005	590	39	31	8	2	1	1	1053	624	1677
Unskilled	409	169	13	9	0	2	0	0	422	180	602
Total permanent	3230	2004	509	305	19	21	78	32	3836	2362	6198
Casual/temporary and seasonal	261	331	7	2	0	2	1	0	269	335	604
Total	3491	2335	516	307	19	23	79	32	4105	2697	6802

The services sector reported to have sent 6 802 employees for training across the industry, 53% more than the number of employees trained during the previous corresponding review period. Persons in designated groups accounted for 91% of employees trained; 40% were women and 0,6% were persons with disabilities.

Tourism & Hospitality 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	8	3	21	8	0	0	10	5	39	16	55
Senior Management	24	15	46	40	1	1	9	9	80	65	145
Middle Management	78	74	43	60	2	0	12	12	135	146	281
Specialised/skilled/ senior supervisory	174	168	11	29	1	0	5	3	191	200	391
Skilled	753	595	26	48	9	1	8	9	796	653	1449
Semi-skilled	792	888	4	9	10	2	1	0	807	899	1706
Unskilled	804	913	2	1	3	3	0	0	809	917	1726
Total permanent	2633	2656	153	195	26	7	45	38	2857	2896	5753
Casual/temporary and seasonal	77	74	1	0	0	0	0	0	78	74	152
Total	2710	2730	154	195	26	7	45	38	2935	2970	5905

The tourism and hospitality sector had a combined workforce comprising 5 905 employees, 50% of whom were women. The number of employees reported showed an increase of 30% in the number reported by the sector during the previous corresponding review period. Only 0, 6% of employees were persons with disabilities, and 1% of the totals were non-Namibian. Even though persons in designated groups comprised 96% of the workforce, they occupied 35% only of positions at the executive director and managerial levels; 12% of executive directors and managers in the sector were non-Namibian.

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		
Executive Directors	0	1	0	1	0	0	0	0	0	2	2
Senior Management	7	2	8	9	0	0	0	1	15	12	27
Middle Management	15	13	12	20	0	0	1	6	28	39	67
Specialised/skilled/ senior supervisory	29	23	0	7	0	0	2	1	31	31	62
Skilled	165	104	16	25	0	1	1	7	182	137	319
Semi-skilled	215	191	4	3	0	1	1	0	220	195	415
Unskilled	277	288	5	8	0	2	0	0	282	298	580
Total permanent	708	622	45	73	0	4	5	15	758	714	1472
Casual/temporary and seasonal	70	73	1	0	0	0	0	0	71	73	144
Total	778	695	46	73	0	4	5	15	829	787	1616

The tourism and hospitality sector hired 1 616 persons during the 2014/2015 review period, 32% more than the number recruited during the previous corresponding review period. Persons in designated groups accounted for 96% of persons recruited during the 2014/2015 review period; a mere 0, 2% were persons with disabilities and 49% were women.

Tourism & Hospitality Sector
Table 3: Promotions

	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
Job Category	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	1	0	0	0	0	0	0	0	1	1
Senior Management	3	4	4	4	0	0	2	1	9	9	18
Middle Management	5	9	6	6	0	0	0	0	11	15	26
Specialised/skilled/ senior supervisory	13	22	0	3	0	0	1	1	14	26	40
Skilled	70	33	2	2	0	0	0	0	72	35	107
Semi-skilled	53	120	0	0	1	0	0	0	54	120	174
Unskilled	9	28	0	0	0	0	0	0	9	28	37
Total permanent	153	217	12	15	1	0	3	2	169	234	403
Casual/temporary and seasonal	5	1	0	0	0	0	0	0	5	1	6
Total	158	218	12	15	1	0	3	2	174	235	409

The tourism and hospitality sector effected 409 promotions during the 2014/2015 review period, 51% more than the number of employees reported to have been promoted during the previous corresponding review period. Women accounted for 57% of employees promoted during the period under review and 56% of employees promoted to positions at executive director and managerial levels, were women.

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	3	0	1	0	0	0	1	0	5	0	5
Senior Management	7	0	6	9	1	0	5	0	19	9	28
Middle Management	16	15	13	18	0	0	4	0	33	33	66
Specialised/skilled/ senior supervisory	29	51	9	12	0	0	2	0	40	63	103
Skilled	155	131	18	29	1	1	1	0	175	161	336
Semi-skilled	265	196	5	7	1	1	0	0	271	204	475
Unskilled	261	188	6	8	3	0	0	0	270	196	466
Total permanent	736	581	58	83	6	2	13	0	813	666	1479
Casual/temporary and seasonal	48	61	1	0	0	0	0	0	49	61	110
Total	784	642	59	83	6	2	13	0	862	727	1589

1 589 employees left their jobs across the tourism and hospitality sector during the period under review, 13% more than the number of employees whose contracts of employment ended during the previous corresponding review period. Persons in designated groups accounted for 95% of employees whose contracts of employment ended during the year under review.

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	438	393	50	67	3	2	8	0	499	462	961
Non-renewal of contract	45	43	2	1	0	0	2	0	49	44	93
Dismissal - Retrenchment	31	23	0	0	0	0	1	0	32	23	55
Dismissal - Misconduct	120	63	3	3	1	0	2	0	126	66	192
Dismissal - incapacity	4	1	0	0	0	0	0	0	4	1	5
Other	146	119	4	12	2	0	0	0	152	131	283
Total	784	642	59	83	6	2	13	0	862	727	1589

As is the trend in other sectors, most employees, 60%, vacated their positions via resignation, followed by unspecified reasons, ("other"), 18%, and because of dismissal due to misconduct, at 12%.

Tourism & Hospitality Sector
Table 6: Training

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	3	3	1	1	0	0	1	2	5	6	11
Senior Management	8	5	15	17	0	0	4	2	27	24	51
Middle Management	40	58	16	23	0	0	5	4	61	85	146
Specialised/skilled/ senior supervisory	73	91	6	8	0	0	1	0	80	99	179
Skilled	259	231	10	19	4	0	0	1	273	251	524
Semi-skilled	298	353	5	1	3	0	0	0	306	354	660
Unskilled	221	289	1	1	1	0	0	0	223	290	513
Total permanent	902	1030	54	70	8	0	11	9	975	1109	2084
Casual/temporary and seasonal	32	16	0	0	0	0	0	0	32	16	48
Total	934	1046	54	70	8	0	11	9	1007	1125	2132

The tourism and hospitality sector reported to have trained 2 132 employees during the 2014/2015 review period, 9% less than the number of employees trained across the sector during the previous corresponding review period. Persons in designated groups accounted for 97% of employees trained during the period under review; 53% were women.

Transport Sector
Table 1: Workforce Profile

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	1	0	18	4	0	0	1	0	20	4	24
Senior Management	10	4	20	8	1	0	6	0	37	12	49
Middle Management	29	20	42	17	2	1	0	0	73	38	111
Specialised/skilled/ senior supervisory	207	61	79	23	2	0	13	0	301	84	385
Skilled	1200	191	77	68	8	2	0	1	1285	262	1547
Semi-skilled	1037	176	15	7	3	0	5	0	1060	183	1243
Unskilled	1252	104	3	1	4	1	0	0	1259	106	1365
Total permanent	3736	556	254	128	20	4	25	1	4035	689	4724
Casual/temporary and seasonal	29	15	2	0	0	0	0	1	31	16	47
Total	3765	571	256	128	20	4	25	2	4066	705	4771

The transport sector recorded a workforce comprising 4 771 employees, an increase of 50% in the number of employees reported on during the previous corresponding review period. Male employees comprised 85% of the workforce in the transport sector and 94% of employees were from designated groups.

Transport 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	1	0	2	0	0	0	1	0	4	0	4
Middle Management	6	2	6	0	1	0	0	1	13	3	16
Specialised/skilled/ senior supervisory	25	7	16	2	1	0	1	1	43	10	53
Skilled	254	48	7	11	3	0	7	0	271	59	330
Semi-skilled	171	15	2	1	0	0	0	0	173	16	189
Unskilled	171	31	0	1	0	0	0	0	171	32	203
Total permanent	628	94	33	15	5	0	9	2	675	111	786
Casual/temporary and seasonal	61	15	1	0	0	0	0	0	62	15	77
Total	689	109	34	15	5	0	9	2	737	126	863

The transport sector hired 863 persons during the period under review, however, only 15% of them were women, 0, 6% were persons with disabilities, and 1% were expatriates.

Transport Sector
Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	1	0	1	0	0	0	0	0	2	0	2
Senior Management	1	0	1	1	0	0	0	0	2	1	3
Middle Management	3	2	7	1	0	0	0	0	10	3	13
Specialised/skilled/ senior supervisory	30	5	4	3	0	0	1	0	35	8	43
Skilled	148	16	4	11	0	0	0	0	152	27	179
Semi-skilled	64	9	0	0	1	0	0	0	0	9	9
Unskilled	35	4	0	0	0	0	0	0	35	4	39
Total permanent	282	36	17	16	1	0	1	0	301	52	353
Casual/temporary and seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	282	36	17	16	1	0	1	0	301	52	353

The transport sector effected 353 promotions across the industry during the period under review; 15% only were women. The number of employees promoted represented an increase of 218% in the number of employees reported to have been promoted during the 2013/2014 review period.

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	0	0	0	0	0	1	0	1
Senior Management	0	2	5	1	0	0	1	0	6	3	9
Middle Management	6	4	8	0	0	0	0	0	14	4	18
Specialised/skilled/ senior supervisory	42	12	9	8	0	0	1	0	52	20	72
Skilled	298	48	19	10	1	0	7	0	325	58	383
Semi-skilled	108	20	5	3	2	0	0	0	115	23	138
Unskilled	180	13	0	0	2	0	0	0	182	13	195
Total permanent	634	99	47	22	5	0	9	0	695	121	816
Casual/temporary and seasonal	119	25	1	0	0	0	0	0	120	25	145
Total	753	124	48	22	5	0	9	0	815	146	961

The transport sector recorded the departure of 961 employees across the industry, 69% more than the number of employees reported to have left their jobs during the previous corresponding review period. Persons in designated groups comprised 94% of employees who vacated their posts during the period under review.

Transport Sector
Table 5: Termination Categories

Termination Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Resignation	316	78	35	17	4	0	8	0	363	95	458
Non-renewal of contract	112	15	0	0	0	0	1	0	113	15	128
Dismissal - Retrenchment	15	5	3	1	1	0	0	0	19	6	25
Dismissal - Misconduct	141	7	6	2	0	0	0	0	147	9	156
Dismissal - incapacity	16	2	0	1	0	0	0	0	16	3	19
Other	153	17	4	1	0	0	0	0	157	18	175
Total	753	124	48	22	5	0	9	0	815	146	961

Most employees, 48%, vacated their positions via resignation, followed by unspecified reasons ("other"), at 18%, and dismissal or retrenchment accounted for 16% of employment terminations in the sector.

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	0	1	0	0	0	0	0	1	1
Senior Management	1	2	6	5	0	0	0	0	7	7	14
Middle Management	9	7	10	4	0	1	0	0	19	12	31
Specialised/skilled/ senior supervisory	59	15	17	2	0	0	0	0	76	17	93
Skilled	435	44	14	17	2	0	0	0	451	61	512
Semi-skilled	107	12	0	0	0	0	0	0	107	12	119
Unskilled	34	4	0	0	0	0	0	0	34	4	38
Total permanent	645	84	47	29	2	1	0	0	694	114	808
Casual/temporary and seasonal	4	7	2	0	0	0	0	0	6	7	13
Total	649	91	49	29	2	1	0	0	700	121	821

The transport sector had trained 821 employees during the period under review, 16% less than the number trained during the previous corresponding period. Only 15% of employees trained during the 2014/2015 review period were women and 0, 4% were persons with disabilities. Persons in designated groups accounted for 96% of employees trained across the sector.

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	9	3	97	24	0	1	11	1	117	29	146
Senior Management	55	43	159	62	4	0	7	4	225	109	334
Middle Management	261	292	294	149	1	2	31	3	587	446	1033
Specialised/skilled/ senior supervisory	692	780	216	211	7	4	20	19	935	1014	1949
Skilled	2168	1612	204	210	8	11	3	3	2383	1836	4219
Semi-skilled	3914	4206	50	63	22	13	1	0	3987	4282	8269
Unskilled	4018	3242	1	1	25	19	2	0	4046	3262	7308
Total permanent	11117	10178	1021	720	67	50	75	30	12280	10978	23258
Casual/temporary and seasonal	1039	1141	19	6	0	0	0	0	1058	1147	2205
Total	12156	11319	1040	726	67	50	75	30	13338	12125	25463

The wholesale and retail sector employed 25 463 persons during the 2014/2015 review period, registering an increase of 31% in the number reported to have been employed by the sector during the previous corresponding review period. Persons in designated groups accounted for 96% of the workforce in the sector, 48% of whom are women, 0, 5% are persons with disabilities and 0, 4% are non-Namibian. Women accounted for 48% of the workforce, however, only 39% of executive directors and managers in the sector are women.

Wholesale and Retail Sector
Table 2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	7	0	0	0	0	0	7	0	7
Senior Management	11	10	18	10	0	0	1	0	30	20	50
Middle Management	36	62	64	34	0	2	3	1	103	99	202
Specialised/skilled/ senior supervisory	113	105	42	49	1	1	3	3	159	158	317
Skilled	505	409	86	69	1	9	1	2	593	489	1082
Semi-skilled	1713	1685	21	23	2	4	0	0	1736	1712	3448
Unskilled	2129	2008	15	0	8	6	0	0	2152	2014	4166
Total permanent	4507	4279	253	185	12	22	8	6	4780	4492	9272
Casual/temporary and seasonal	1359	1212	18	17	0	1	0	0	1377	1230	2607
Total	5866	5491	271	202	12	23	8	6	6157	5722	11879

The wholesale and retail sector hired 11 879 persons during the 2014/2015 review period, a significant increase of 56% in the number of persons hired during the previous corresponding review period. Even though, previously racially disadvantaged persons comprised 96% of persons hired during the period under review, Whites accounted for 51% of people recruited to fill positions at executive director and managerial levels; 46% were women.

Wholesale and Retail Sector

Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	1	4	0	0	0	0	0	4	1	5
Senior Management	5	4	8	2	0	0	0	0	13	6	19
Middle Management	20	26	27	9	0	0	0	2	47	37	84
Specialised/skilled/ senior supervisory	102	105	12	12	1	0	0	0	115	117	232
Skilled	237	195	19	13	2	0	0	0	258	208	466
Semi-skilled	247	209	7	3	0	0	0	0	254	212	466
Unskilled	265	239	1	0	1	0	0	0	267	239	506
Total permanent	876	779	78	39	4	0	0	2	958	820	1778
Casual/temporary and seasonal	23	7	0	0	0	0	0	0	23	7	30
Total	899	786	78	39	4	0	0	2	981	827	1808

The sector recorded 1 808 promotions during the 2014/2015 review period, 87% more than the number of employees promoted during the previous corresponding review period. Women accounted for 42% of employees promoted to positions at executive director and managerial levels and none were persons with disabilities .

Wholesale and Retail Sector
Table 4: Termination

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	1	1	5	2	0	0	1	0	7	3	10
Senior Management	4	10	18	11	1	0	1	0	24	21	45
Middle Management	28	42	34	32	2	2	1	1	65	77	142
Specialised/skilled/ senior supervisory	131	105	44	55	1	0	2	2	178	162	340
Skilled	465	336	62	64	1	1	0	1	528	402	930
Semi-skilled	1310	1381	30	20	3	2	0	1	1343	1404	2747
Unskilled	1758	1211	7	1	7	6	0	0	1772	1218	2990
Total permanent	3697	3086	200	185	15	11	5	5	3917	3287	7204
Casual/temporary and seasonal	1286	977	17	13	5	1	2	6	1310	997	2307
Total	4983	4063	217	198	20	12	7	11	5227	4284	9511

The wholesale and retail sector recorded 9 511 terminations of employment contracts during the period under review. 55% of employees who left their jobs were women and 98% were persons from designated groups.

Wholesale and Retail Sector
Table 5: Termination Categories

Termination Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Resignation	1979	1989	157	158	8	6	4	3	2148	2156	4304
Non-renewal of contract	1260	803	19	15	5	2	3	6	1287	826	2113
Dismissal - Retrenchment	152	46	5	1	2	0	0	0	159	47	206
Dismissal - Misconduct	1235	1010	22	10	3	2	0	0	1260	1022	2282
Dismissal - incapacity	30	38	3	1	0	0	0	0	33	39	72
Other	327	177	11	13	2	2	0	2	340	194	534
Total	4983	4063	217	198	20	12	7	11	5227	4284	9511

The majority, 45%, vacated their posts through resignation, followed by dismissal-misconduct, 24% and non-renewal of employment contracts, 22%.

Wholesale and Retail Sector

Table 6: Training

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	3	1	8	2	0	0	1	0	12	3	15
Senior Management	21	17	48	13	3	0	3	1	75	31	106
Middle Management	130	169	132	61	1	2	6	4	269	236	505
Specialised/skilled/ senior supervisory	437	464	103	61	2	1	1	2	543	528	1071
Skilled	880	733	101	86	2	0	0	2	983	821	1804
Semi-skilled	1787	2432	28	21	5	4	0	0	1820	2457	4277
Unskilled	1360	1281	0	1	12	1	0	0	1372	1283	2655
Total permanent	4618	5097	420	245	25	8	11	9	5074	5359	10433
Casual/temporary and seasonal	199	108	7	3	2	1	0	0	208	112	320
Total	4817	5205	427	248	27	9	11	9	5282	5471	10753

10 753 employees were trained across the wholesale and retail sector during the 2014/2015 review period, 51% of whom were women, and 0, 3% were persons with disabilities.

CONCLUSION

It is clear from the statistical data sourced from the affirmative action reports received from Namibian employers that the desired levels of equity, especially at the top three occupational levels, are far from being achieved. It is therefore imperative that employers and the management in business, in the private sector especially, be constantly reminded of the importance of promoting the ideal of a diverse and racially representative Namibian workforce that reflects the national demographics at all levels of employment. Namibia can only hope to achieve equitable levels in employment if and when business-owners, employers and the management of organisations put in place recruitment policies which promote and support the Namibian labour force transformation agenda.

The Employment Equity Commission believes however, that in spite of the apparent lack of drive and enthusiasm on the part of some employers to take the necessary measures in order to expedite the rate of reform, there is every reason to believe that with firm guidance from the Commission, employers will ultimately realise that the status quo is indefensible and unsustainable under any circumstances. It should not be the norm that the top echelons

of employment are reserved for Whites while previously racially disadvantaged persons, women and persons with disabilities have to be satisfied with lower level jobs and lower levels of remuneration. It is therefore important that employers address the under-representation of persons in designated groups at the top three occupational levels and in so doing, not only will their workforce profiles appear equitable, but the ascension of the previously racially disadvantaged to improved remuneration positions will result in the reduction of income inequalities and promote inclusive decision-making across the sectors, respectively.

While there is appreciation for the fact that some employees in designated groups might lack the required skills and experience for managerial positions, the Affirmative Action (Employment) Act requires employers to train employees, especially those from the designated groups, so as to prepare them for upward mobility to positions of authority and responsibility. They must be willing to invest in their human capital by developing the desired skill levels of their employees instead of recruiting and searching for “ready-made” or qualified employees from designated groups.

F. EEC REGISTRY

1. AGRICULTURAL SECTOR

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

2. CONSTRUCTION SECTOR

- 2.1 AB Construction
- 2.2 Arandis Services
- 2.3 Barloworld Concrete Industries
- 2.4 BON Okapuka Crusher
- 2.5 Boutegniek cc
- 2.6 Brandberg Construction
- 2.7 Brick and Concrete Industries (Pty) LTD
- 2.8 China Jiangsu International Namibia
- 2.9 China Nanjing International Namibia (Pty) Ltd
- 2.10 Clydon
- 2.11 Decora
- 2.12 Earthwork Building & Civil Contractors
- 2.13 Electro Tech
- 2.14 E. Marks Building Contractors
- 2.15 EMS Contractors
- 2.16 Expo Construction
- 2.17 Grinaker-LTA (Namibia) (Pty) Ltd
- 2.18 Groenewald Properties cc
- 2.19 Group Five Contractors (Namibia) (Pty) Ltd
- 2.20 Guangxi International Construction Engineering Namibia CC
- 2.21 Henning Crusher
- 2.22 Hero Construction (Pty) Ltd
- 2.23 IM Building & Renovations
- 2.24 Jiangsu Zhengtai Construction Group
- 2.25 JNS Building Contractors
- 2.26 KL Construction
- 2.27 K. Neumayer Civil Contractors cc
- 2.28 Kraatz Marine (Pty) Ltd
- 2.29 Le Bau Construction
- 2.30 LIC Pool Centre
- 2.31 Murray and Roberts Namibia Ltd
- 2.32 Namibbeton (Pty) Ltd
- 2.33 Namibia Construction (Pty) Ltd
- 2.34 Namibia Engineering Corporation (NEC)

- 2.35 Namespace Contractors CC
- 2.36 Nangolo Construction (Pty) Ltd
- 2.37 New Era Investments
- 2.38 Nexus Group of Companies
- 2.39 OJ Construction
- 2.40 Patriotic Construction Co.
- 2.41 Premier Construction (Pty) Ltd
- 2.42 Quin Builders
- 2.43 Qingdao Construction (Namibia)
- 2.44 Raylin Engineering CC
- 2.45 Roads Construction Company
- 2.46 RG Construction
- 2.47 Sakka Electric
- 2.48 Salz Gossow
- 2.49 Van Wyngaarden Building Co.
- 2.50 WD Contractors CC
- 2.51 Windhoek Beton and Kunstein Industrie cc
- 2.52 Windhoek Brick Works
- 2.53 Zhen Ziang No. 2 Construction Engineering (Namibia)

3. EDUCATION, TRAINING AND DEVELOPMENT PRACTICES

- 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 Hangana Sea Food (Pty) Ltd

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

6. HEALTH AND WELFARE SECTOR

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

7. INFORMATION SYSTEMS, ELECTRONICS AND TELECOMMUNICATIONS TECHNOLOGIES

- 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-Corn 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
- 8.11 Municipality of Gobabis
- 8.12 Municipality of Grootfontein
- 8.13 Municipality of Hentiesbay
- 8.14 Municipality of Keetmanshoop
- 8.15 Municipality of Mariental
- 8.16 Municipality of Okahandja
- 8.17 Municipality of Otjiwarongo
- 8.18 Municipality of Outjo
- 8.19 Municipality of Swakopmund
- 8.20 Municipality of Tsumeb
- 8.21 Municipality of Usakos
- 8.22 Municipality of Walvis Bay
- 8.23 Eenhana Town Council
- 8.24 Erongo Regional Council
- 8.25 Ohangwena Regional Council
- 8.26 Okahao Town Council
- 8.27 Ondangwa Town Council
- 8.28 Ongwediva Town Council
- 8.29 Oshakati Town Council
- 8.30 Outapi Town Council
- 8.31 Rundu Town Council
- 8.32 Omusati Regional Council
- 8.33 Oshana Regional Council
- 8.34 Oshikoto Regional Council
- 8.35 Omaheke Regional Council

9. MANUFACTURING

- 9.1 Bindeman Enterprises
- 9.2 Bokomo Namibia (Pty) Ltd
- 9.3 Brakwater Enterprises
- 9.4 Capricorn Sweets
- 9.5 Castle Brewing Namibia (Pty) Ltd
- 9.6 Cecil Nurse Business Furniture (Pty)
- 9.7 City Sand & Bricks

- 9.8 Eastern Eagle Textile Manufacturers
- 9.9 Elso Holdings CC
- 9.10 Fabupharm
- 9.11 Feedmaster (Pty) Ltd
- 9.12 Guan`s Packaging
- 9.13 H Jensen Bau-und Möbelitschlerei
- 9.14 Hytec Namibia
- 9.15 Kalahari Packaging Distribuion
- 9.16 Kalahari Wire Products
- 9.17 Karakulia Weavers CC
- 9.18 KHW Reiser t/Reiser Taxidermy
- 9.19 Mondipak Namibia (Pty) Ltd
- 9.20 Nakara Leather Tanning & Processing
- 9.21 Namib Foam
- 9.22 Namib Mills (Pty) Ltd
- 9.23 Namibia Beverages
- 9.24 Namibia Breweries
- 9.25 Namibia Dairies
- 9.26 Namibia Plastic Converters (Pty) Ltd
- 9.27 Neo Paint Factory (Pty) LTD
- 9.28 Nirosta (Pty) Ltd
- 9.29 Oranje Soutwerke (Pty) Ltd
- 9.30 Peralin Paints (Pty)
- 9.31 Plascon
- 9.32 Plastic Packaging
- 9.33 Ramatex
- 9.34 Salt and Chemicals (Pty) Ltd and Walvis Bay Salt Refiners (Pty) Ltd
- 9.35 Salt Company (Pty) Ltd
- 9.36 Scandia Group of Companies
- 9.37 Scania Truck Namibia (Pty) Ltd
- 9.38 Shade Centre
- 9.39 Springer Schokoladenfabrik (Pty) Ltd
- 9.40 Taueber & Corssen SWA (Pty) Ltd
- 9.41 Taurus Maintenance Products
- 9.42 Taxidermy Studio – Otjiwarongo
- 9.43 The Wood Connections CC
- 9.44 Trust Market Protective Clothing
- 9.45 Trophäendienste cc
- 9.46 Windhoek Macschinen Fabriek (1998) Pty
- 9.47 Hardstone Processing (Pty) Ltd

10. MINING

- 10.1 AMC – Gemxcel Namibia
- 10.2 Anglogold Namibia (Pty) LTD
- 10.2 Areva Resources Namibia
- 10.3 Bannerman Mining Resources
- 10.4 B&E International Namibia
- 10.5 Craton Mining Expropriation (Pty) Ltd
- 10.6 Diamond Inc.
- 10.7 Diamond Manufacturing

- 10.8 De Beers Marine Namibia
- 10.9 Karibib Mining & Construction Co.
- 10.10 Langer Heinrich Uranium (Pty) Ltd
- 10.11 Major Drilling Namibia (Pty) Ltd
- 10.12 Namco Namibia Mineral Corporation
- 10.13 Namcot Diamond (Pty) LTD
- 10.14 Namdeb Diamond Corporation
- 10.15 Namibia Customs Smelters
- 10.16 National Petroleum Corporation
- 10.17 Namibia Diamond Trading Company (Pty) Ltd (NDTC)
- 10.18 Nu-Diamond Manufacturing
- 10.19 Okorusu Fluorspar (Pty) Ltd
- 10.20 Otjozondou Mining (Pty) Ltd
- 10.21 Reptile Uranium
- 10.22 Rosh Pinah Zinc Corporations (Pty) LTD
- 10.23 Rössing Uranium Ltd
- 10.24 Samicor
- 10.25 Scorpion Zinc Mining Co.
- 10.26 Surecast Mining and Construction
- 10.27 Swakop Uranium
- 10.28 Weatherly Mining Namibia
- 10.29 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 Angola 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 Security 24/7
- 11.31 Somaeb Security Service
- 11.32 Southern Cross Security Services
- 11.33 Springbok Patrols Namibia (Pty) Ltd t/a Namibia Protection Services
- 11.34 Superior Security Services cc
- 11.35 Ultra Security CC
- 11.36 Van der Merwe – Greeff Incorporated CC
- 11.37 X-Treme Security Services

12. PUBLIC SERVICE

- 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 Africa Personnel Services
- 13.3 Africon Namibia
- 13.4 Airtime City
- 13.5 Aqua Services & Engineering (Pty) Ltd
- 13.6 Antonius Residence Trust
- 13.7 Asco Car Hire
- 13.8 Autosueco (Namibia)
- 13.9 Auctioneering Corporation of Namibia (AUCOR)
- 13.10 AVBOB
- 13.11 Avis (Zeda Namibia)
- 13.12 Baia Cleaning Services
- 13.13 BDO Spencer Steward Namibia
- 13.14 Bejaardesorg Vereniging – Okahandja
- 13.15 Benthin African Agencies (Pty) Ltd
- 13.16 Berco Cleaning Services (Pty) Ltd
- 13.17 Bicon Namibia (Pty) Ltd
- 13.18 Blood Transfusion Service of Namibia
- 13.19 Blums Garage
- 13.20 Burbridge Glass CC
- 13.21 Capital Press (Pty) Ltd
- 13.22 Carlo Upholstery
- 13.23 Catholic AIDS Action
- 13.24 Central North Regional Electricity Distribution Company (CENORED)
- 13.25 Central Technical Supplies (Pty) Ltd
- 13.26 Chevron Namibia (Pty) Ltd
- 13.27 CJ`S Service Station - Otjiwarongo
- 13.28 Coastal Couriers
- 13.29 COLAS Namibia (Pty) Ltd
- 13.30 Consulting Services Africa
- 13.31 CPP/Suremix
- 13.32 CR van Wyk & Company
- 13.33 CVW Auto Body Repairs
- 13.34 D. Blaauw t/a Marble – Tech Renovations
- 13.35 Development Aid for People to People
- 13.36 Deloitte and Touche
- 13.37 Democratic Media Holdings
- 13.38 Denu Distributors
- 13.39 Desert Research Foundation of Namibia
- 13.40 DF Malherbe & Partners
- 13.42 Diesel Electric
- 13.43 Dimension Data
- 13.44 East End Service Centre
- 13.45 Dirkie`s Electrical & Plumbing Maintenance
- 13.46 Tyrepro Namibia (Pty) Ltd)
- 13.47 Edu Loan Namibia
- 13.48 ELCIN
- 13.49 ELCRN
- 13.50 Electro Hinsch Contracting (Pty) Ltd
- 13.51 Electro Hoon
- 13.52 Elgin Brown & Hamer Namibia
- 13.53 Elwiwa & Edelstahlbau CC
- 13.54 Engen Hochland Service Station
- 13.55 Engen Namibia
- 13.56 Erindi Ranch
- 13.57 Ernst & Young
- 13.58 Erongo Contract Services
- 13.59 Fedics Food Services Namibia (Pty) Ltd
- 13.60 Fourways Total Otavi
- 13.61 Gammamsburg/ Okuryangava Service Station
- 13.62 Global Food Services
- 13.63 Grant Thornton Neuhaus
- 13.64 HAW Retailers t/a Ark Trading
- 13.65 H. & H. Furniture Removers
- 13.66 Huis Deon Louw Old Age Home
- 13.67 Huis Palm Old Age Home- Walvisbay
- 13.68 Hydroweld Walvis Bay
- 13.69 Industrial Cleaning Services
- 13.70 JB Cooling & Refrigeration CC
- 13.71 John Meinert Printing (1999)
- 13.72 Joseph & Snyman (Pty) Ltd
- 13.73 Kalahari Wire Products (Pty) Ltd
- 13.74 Kotze Body Repairs
- 13.75 Khorl Cleaning Services
- 13.76 KPMG Chartered Accountants
- 13.77 Kuehne & Nagel
- 13.78 Laundry for Africa
- 13.79 LEWCOR
- 13.80 Lida Cleaning Services
- 13.81 Lida Outsourcing Services CC
- 13.82 Lifeline Childline Namibia
- 13.83 Lund Consulting Engineering
- 13.84 Macmillan Education Namibia
- 13.85 Maersk Namibia (Pty) Ltd
- 13.86 Magnolia Investments two t/a Monte Christo Convenience Centre
- 13.87 Marc`s Auto Service Station
- 13.88 Mariental Fuel Centre
- 13.89 Maxes Office Machines
- 13.90 Meatboard of Namibia
- 13.91 Move-a-Mess CC
- 13.92 MRZ Cleaning Services
- 13.93 Multichoice Namibia
- 13.94 Multiventures cc t/a Tacoma Service Station
- 13.95 MVA Fund
- 13.96 Namib Diesel CC
- 13.97 Namib Marine Services
- 13.98 Namibia Airports Company Ltd
- 13.99 Namibia Building Cleaners

- | | | | |
|--------|---|--------|---|
| 13.100 | Namibia Ship Chandlers | 13.162 | Star Body Works |
| 13.101 | Namibia Post Ltd | 13.163 | Susan Cleaning Service |
| 13.102 | Namibia Press Agency | 13.164 | Swakopmund Service Station |
| 13.103 | Namibia Red Cross Society | 13.165 | Swart Grant Angola |
| 13.104 | Namibia Technical Services (NTS) | 13.166 | The Clean Master |
| 13.105 | Namibian Press and Tools International | 13.167 | The Free Press of Namibia -
The Namibian (Pty) Ltd |
| 13.106 | Nampower | 13.168 | The Social Market Association |
| 13.107 | Namwater Corp. Ltd | 13.169 | Thiel's Autobody Repairs |
| 13.108 | National Housing Enterprises (NHE) | 13.170 | Three-Way Shell Okahandja |
| 13.109 | National Society for Human Rights
(NSHR) | 13.171 | Trans Caprivi |
| 13.120 | National Youth Service | 13.172 | Transman Windhoek |
| 13.121 | New Era Publications Corporation | 13.173 | Trentyres |
| 13.122 | Nored | 13.174 | Trio Data |
| 13.123 | Northern Fuel Distributors CC | 13.175 | Tyger & Wheel Tyre |
| 13.124 | North Gate Service Station | 13.176 | United Africa Group |
| 13.125 | Nova Tyre (Trentyre) (Pty) LTD | 13.177 | Vantage Enterprises |
| 13.126 | Ohlthaver & List | 13.178 | Van der Walt Motors |
| 13.127 | Okahandja Service Station | 13.179 | Vineta Shell |
| 13.128 | Omaruru Engineering Works cc | 13.180 | Walters Electrical |
| 13.129 | Oranjemund Cleaning Services cc | 13.181 | Walters Motors |
| 13.130 | Oshakati Premier Electric (OPE) | 13.182 | Welwitschia Fuel- Khorixas |
| 13.131 | Oude Rust Oord | 13.183 | Welwitschia Rural Caterers (Pty) Ltd |
| 13.132 | Paragon Investment | 13.184 | Wesco Holdings (Pty) Ltd |
| 13.133 | Parcel Force Courier | 13.185 | Windhoek Auto Body Repairs |
| 13.134 | Pioneerspark Service Centre CC | 13.186 | Windhoek Consulting Engineers |
| 13.135 | Pricewaterhouse Coopers | 13.187 | Windhoek Hire, Sales and Services |
| 13.136 | Prime Press | 13.188 | Windhoek Super Tyres (Pty) Ltd |
| 13.137 | Prinzessin Rupprecht Heim | 13.189 | Windhoek Upholstery Service |
| 13.138 | Project Hope | 13.190 | Zimmerman Garage (Pty) Ltd |
| 13.139 | Puma Namibia | | |
| 13.140 | PZN Panelbeaters | | |
| 13.141 | Quality Tyres (Pty) LTD | | |
| 13.142 | Radio Electronic CC | | |
| 13.143 | Rennies Travel Namibia | | |
| 13.144 | Rent – A – Drum CC | | |
| 13.145 | Rex-Quip (Pty) Ltd | | |
| 13.146 | Roads Authority | | |
| 13.147 | Roads Contractor Company Ltd | | |
| 13.148 | Roynam Catering Services | | |
| 13.149 | Rundu Truck Stop | | |
| 13.150 | Rupping Body Works | | |
| 13.151 | Salute Enterprises | | |
| 13.152 | Seelinbinder Consulting Engineers | | |
| 13.153 | Servisair | | |
| 13.154 | SGA Chartered Accountant & Auditors | | |
| 13.155 | Shell Namibia Ltd | | |
| 13.156 | Social Marketing Association | | |
| 13.157 | Social Security Commission | | |
| 13.158 | Sodexo | | |
| 13.159 | Solitaire Press | | |
| 13.160 | SOS International | | |
| 13.161 | Springs Car Wholesalers T/A Dollar
Thrifty Car Rental & Kea Campers &
Kea Campers | | |

14. TOURISM AND HOSPITALITY

- | | |
|-------|---|
| 14.1 | African Extravaganza |
| 14.2 | Alpine Caterers CC |
| 14.3 | Anib Lodge (Pty) Ltd |
| 14.4 | Arebbusch Travel Lodge |
| 14.5 | Canyon Hotel Keetmanshoop |
| 14.6 | Catering Contract Management |
| 14.7 | C'Esti Bon Lodge |
| 14.8 | Chameleon Safaris Namibia |
| 14.9 | De Duine Country Hotel |
| 14.10 | Epacha Game Lodge |
| 14.11 | Famous Butcher's Grill |
| 14.12 | Hansa Hotel Swakopmund |
| 14.13 | Heja Game Lodge |
| 14.14 | Hotel Europahof |
| 14.15 | Independence Caterers Namibia |
| 14.16 | IRDNC (Integrated Rural Development
and Nature Conservation) |
| 14.17 | Joe's Beer House |
| 14.18 | Kalahari Sands Hotel and Casino |
| 14.19 | Keetmanshoop One Stop, Wimpy and
Maritz Country Lodge |

- 14.20 Klein Aus Vista
- 14.21 Leading Lodges of Africa
- 14.22 Lüderitz Nest Hotel
- 14.23 Meal Management Services
- 14.24 Mount Etjo Safari Lodge
- 14.25 Namushasha Country Lodge
- 14.26 Namib Sun Hotels
- 14.27 Namibia Desert Investment (Pty) Ltd
- 14.28 Namibia Tourism Board
- 14.29 Namibia Wildlife Resorts
- 14.30 Nature Investments (Pty) Ltd
- 14.31 Okondjima Lodge
- 14.32 Ongava Game Reserve
- 14.33 Opuwo Country Hotel
- 14.34 Oshakati Country Lodge
- 14.35 O Portuga Restaurant
- 14.36 Out of Africa
- 14.37 Protea Hotel- Ondangwa
- 14.38 Protea Hotel- Pelican Bay
- 14.39 Prothatch Namibia
- 14.40 Safari Hotels (Pty) Ltd
- 14.41 Santorinni Inn
- 14.42 Seaside Hotel and Spa
- 14.43 Sense of Africa
- 14.44 Solitaire Country Lodge
- 14.45 Sossusvlei Lodge (Pty) Ltd
- 14.46 Sunshine Tours CC
- 14.47 Swakopmund Hotel and Entertainment Centre
- 14.48 The Gourmet Restaurant
- 14.49 The Lighthouse Group
- 14.50 Twyfelfontein Country Lodge (Pty) Ltd
- 14.51 Ububele Alpine Inflight (Pty) LTD
- 14.52 Vietor & Raaf- Aranos
- 14.53 Wild Dog & Crazy Kudu Safaris Namibia
- 14.54 Wilderness Safaris
- 14.55 Windhoek Country Club Resort and Casino

15. TRANSPORT SECTOR

- 15.1 Absolute Logistics
- 15.2 Air Freight Road Services
- 15.3 Air Namibia
- 15.4 Barloworld Equipment
- 15.5 Blaauw's Transport (Pty) LTD
- 15.6 Boshoff Transport
- 15.7 Coleman Transport
- 15.8 Cross Country Couriers
- 15.9 Dreyer Logistics Solutions CC
- 15.10 EC Jensen Transport (Pty) Ltd
- 15.11 Etosha Transport (Pty) LTD
- 15.12 FP du Toit Transport (Pty) Ltd
- 15.13 Jowels Transport
- 15.14 Namib Toyota CC
- 15.15 Namport
- 15.16 Okalindi Superliner
- 15.17 Snyman Transport
- 15.18 TransNamib Holdings LTD
- 15.19 Trans Hex Marine (Namibia) (Pty) Ltd
- 15.20 Transworld Cargo (Pty) Ltd
- 15.21 Unitrans Namibia (Pty) Ltd
- 15.22 Van der Walt Transport (Pty) Ltd
- 15.23 Wesbank Transport (Pty) LTD
- 15.24 West Air Maintenance
- 15.25 WP Transport (Pty)Ltd

16. WHOLESALE AND RETAIL

- 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 Baard Group
- 16.12 Bears
- 16.13 Beimah Agencies
- 16.14 Beira Investment (Pty) Ltd
- 16.15 Beukes Spar
- 16.16 Builders Warehouse
- 16.17 CB Enterprises (Pty) Ltd
- 16.18 CIC Holdings Ltd.
- 16.19 Charney Spar Mariental
- 16.20 Closwa Biltong Factory
- 16.21 Club Motors
- 16.22 Coastal Cellular
- 16.23 Commercial Cold Storage (Namibia) (Pty) Ltd
- 16.24 Consolidated Sugar Industries (Namibia) (Pty) LTD
- 16.25 Continental Enterprises
- 16.26 Crown Build-It
- 16.27 Cymot (Pty) LTD
- 16.28 Danric Auto
- 16.29 Delhi Mini Market & Bakery
- 16.30 Die Plaaskombuis
- 16.31 Diroyal Motors
- 16.32 Distell Namibia
- 16.33 DRG Supermarket
- 16.34 Dunns Stores
- 16.35 Edgars Consolidated Stores Ltd (Edcon)
- 16.36 Edumed
- 16.37 Elao Fifty two cc t/a Fysal Import & Export

16.38	Ellerine Furnishers Namibia (Pty) LTD	16.89	Meatco Namibia
16.39	Erongo Agencies	16.90	Metcash Trading (Namibia) (Pty) LTD
16.40	Erongo Trading t/a Omaruru Spar	16.91	Metje and Ziegler Limited
16.41	Farmers Meat Market Holding (Pty) LTD	16.92	MGC Transport
16.42	Fashaf (Pty) Ltd	16.93	Model Pick ☐ Pay Family Supermarket(s)
16.43	Ferreira's Garden Centre and Landscaping	16.94	Mr. Price
16.44	Ford Novel	16.95	Nagel Group of Companies
16.45	Foschini Group (Fashion Retailers)	16.96	Namib Roses
16.46	Fountain Friendly OK Supermarket	16.97	Namibia Fish Consumption Promotion Trust
16.47	Freeworld Plascon Namibia (Pty) Ltd	16.98	Namibia Press & Tools International (Pty) Ltd
16.48	Fresh Mark Namibia	16.99	Namica Supermarket
16.49	Fruit and Veg City	16.100	Nampharm (Pty) Ltd
16.50	Furniture Mart (Pty) Ltd	16.101	Nandos Independence
16.51	Fysal Fresh Produce	16.102	Napolitana
16.52	Game Discount World Namibia (Pty) Ltd	16.103	National Namibian Meat Producers
16.53	Gamsberg Mcmillan Publishers (Pty) Ltd	16.104	Netwood (Pty) Ltd
16.54	Geka Pharma (Pty) Ltd	16.105	Nictus Furnishers
16.55	Gift Supermarket CC	16.106	Nuwe Welkom Spar Keetmanshoop
16.56	Global Textiles	16.107	O. Behrens & Co. (Pty) LTD
16.57	Greg's Motor Spares	16.108	Ocean View Spar
16.58	Hartlief Continental Meat Products (Pty) LTD	16.109	OK Foods – Outjo
16.59	Haw Retailers t/a Ark Trading	16.110	OK Grocer Opuwo
16.60	Hentiesbay Spar	16.111	OK Grocer Keetmanshoop
16.62	Herco Marketing (Pty) Ltd	16.112	OK Mini Market Karibib
16.63	Hidas OK Foods	16.113	OK Supermarket
16.64	Hochland Super Spar	16.114	Okalindi Group Market
16.65	Hyundai Automotive Namibia	16.115	Omaheke Megasave
16.66	Independent Business Systems (Pty) Ltd (IBS)	16.116	Omayob Starlite Wholesale
16.67	International Commercial (Pty) Ltd	16.117	Onamagongwa Trading Enterprises
16.68	Invictus Trading CC	16.118	Onawa Wholesalers
16.69	Jacobus Hendrik Oosthuizen	16.119	Oranjemund Spar
16.70	Joshua Doore Group Namibia (Pty) LTD	16.120	Okahandja Spar
16.71	J& P Group International	16.121	O.Save Mini Market
16.72	Kai Graser t/a SMIG Supermarket & Wholesale	16.122	Oshakati Spar
16.73	Karnic Distributors	16.123	Outjo Bakerei
16.74	Katapi Trading CC	16.124	PEP Namibia Holdings
16.75	Katelynn Trading t/a Gobabis Spar	16.125	Punyu Group of Companies
16.76	Kavango Supermarket & Bottle Store	16.126	Pupkewitz Megabuild
16.77	Keetmanshoop 1- Stop	16.127	Pupkewitz Motor Division
16.78	Khorixas Multisave CC	16.128	Relyant Retail
16.79	Kierie Spar	16.129	Ritter's Toyota
16.80	Kilimandjaro Trading	16.130	Rocky Crest Supermarket
16.81	King Pie	16.131	Rundu Spar
16.82	Klein Windhoek Schlachtereie	16.132	Scrap Salvage
16.83	Lewis Stores	16.133	Shoprite Checkers
16.84	Luderitz Smokeries CC (Spar Inc.)	16.134	Simpex (Pty) Ltd
16.85	Lyeeta Shopping Centre	16.135	SMC Brands Namibia
16.86	Manica Group Namibia (Pty) Ltd	16.136	Southwest Bakeries
16.87	Manzani Enterprise cc	16.137	Spes Bona Motors Company
16.88	Marina Toyota	16.138	Stampriet Farmers Market
		16.139	Starlite Wholesale Prepaids
		16.140	Steel Force CC

16.141	Steeldale Reinforcing & Trading Namibia	16.155	Volkswinkel Spar
16.142	Street House Clothing	16.156	Von Baum's Motors
16.143	Subway Service Station	16.157	Waltons Namibia
16.144	Supra Sales	16.158	Wecke & Voigts (Pty) LTD
16.145	Supreme Furnishers	16.159	Windhoek Cash & Carry
16.146	Swaco Group of Companies	16.160	Windhoek Shclachtereit (Pty) LTD
16.147	Swakopmund Super Spar	16.161	Wispeco Namibia
16.148	The Atlantic Chicken Company (KFC)	16.162	Woerman Brock & Co. (Swakopmund) (Pty) LTD
16.149	The Gambler	16.163	Woerman Brock & Co. (Windhoek) (Pty) LTD
16.150	The Raft Restaurant, Bar & Bistro	16.164	WB Hardware & Building Supplies
16.151	The Sign Shop	16.165	Woolworth's Namibia
16.152	Theo's Spar Otjiwarongo cc	16.166	XL Spar Karasburg
16.153	Tre Sentra Supermarket		
16.154	Truworthis		

NOTES

[illegible]

NOTES

[illegible]

NOTES

[illegible]

NOTES

[illegible]

An abstract background featuring a deep blue gradient. From the top left, several bright, glowing light rays or beams of light extend diagonally across the frame towards the bottom right. These rays have a soft, ethereal quality. In the upper right corner, a large, curved, light blue shape resembling a planet or a celestial body is visible. The overall composition is dynamic and futuristic.

CONTACT DETAILS

No. 8 Hoogenhout Str. Private Bag 19003

Khomasdal, WINDHOEK, Namibia

Tel. (061) 379150 | Fax: (061) 258267

E-mail: vusiku@eec.gov.na | Web address: www.eec.gov.na