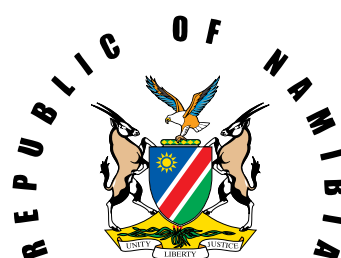




Annual Report

2015-2016



Employment Equity Commission





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FOREWORD



On behalf of the members of the Employment Equity Commission, it is my privilege to present the 17th 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.

Overall, the purpose of the Act is to achieve equality of opportunity in employment and to eliminate employment barriers against persons in designated groups so that no person should be denied employment opportunity for reasons unrelated to ability to perform. Furthermore, the Act seeks to ensure progress towards a more diverse and representative workforce that is reflective of the demographics of Namibia at all occupational levels.

The Affirmative Action (Employment) Act compels all relevant employers, those employing 25 or more employees, to conduct an analysis of their workforce in order to determine as to whether persons in designated groups are equitably represented at all occupational levels. The under representation of persons in designated groups should then inform the employer's three year affirmative action plan with specific reference to the plan's numerical goals. The three year affirmative action plan should serve as an employer's roadmap towards workplace transformation through the elimination of employment barriers against persons in designated groups.

The number of reports received from relevant employers during the period under review increased by 10% and the number of employees covered by the affirmative action reports also increased by 18%, compared to figures recorded during the previous corresponding review period. However, no significant improvement in the representation of persons in designated groups at the top three occupational levels was recorded. The Commission is however, relatively happy to notice some improvement in the women representation at the management level from 39% during the previous corresponding review period, to 43% during the period under review. The report revealed further that gender discrimination continued to manifest itself at the decision making

levels as at all levels of management, men outnumbered women. A balanced and equitable racial representation at the decision making levels would only be meaningful if it were complemented by greater gender equity. For this to happen, there is a need for focused transformational management to drive the employment equity agenda in all sectors of our economy and across all designated groups. A diverse workforce provides a requisite multidisciplinary skills and knowledge that could have a positive impact on the productivity levels and overall business performance, thus making diversity at the workplace a business imperative.

Despite the fact that we are not there yet, in terms of workforce transformation into an all-inclusive one that reflects the country’s demographics, the Commission is confident that our national programme of affirmative action is well on course and the objectives of employment equity are within reach. The Commission is therefore, proud to present this report to the Minister of Labour, Industrial Relation and Employment Creation.



VILBARD T. USIKU
EMPLOYMENT EQUITY COMMISSIONER

HIGH LEVEL STATEMENTS

VISION

The Employment Equity Commission’s Vision is -

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

MISSION

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

OUR OPERATIONAL VALUES

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

Transparency

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

Confidentiality

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

Objectivity

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

Justice

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

Quality

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

EMPLOYMENT EQUITY COMMISSION - CUSTOMER SERVICE CHARTER

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

CORE FUNCTION OF THE EMPLOYMENT EQUITY COMMISSION

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

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

THIS CHARTER:

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

WE COMMIT OURSELVES TO:

- Provide the necessary advice, assistance and guidance to relevant employers, designated groups and employees, in furtherance of the principles of equity and equality in the workplace.
- Taking all necessary measures to encourage and urge all relevant employers to effect good employment practices.
- Ensuring that all relevant employers adopt and implement affirmative action plans consistent with Affirmative Action (Employment) Act.

WE SHALL STRIVE TO PROVIDE THE FOLLOWING STANDARDS OF SERVICE:

- We shall appoint a Review Officer within ten (10) days after submission of an affirmative action report.
- We shall finalise the review of an affirmative action report within ninety (90) days of its submission to the Commission.

- We shall give you feedback, on the state of your report, when it is applicable, within thirty (30) days after the review by the Commission.
- We shall acknowledge receipt of, and respond to all correspondence within 10 (ten) working days.
- We shall attend to any complaint brought to our attention within twenty (20) days.

OUR EXPECTATIONS FROM RELEVANT EMPLOYERS:

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

EXECUTIVE SUMMARY

This 17th Annual Report of the Employment Equity Commission covers the review period 1 April 2015 to 31 March 2016.

A total of 763 relevant employers submitted their affirmative action reports to the Commission during the period under review, 10% more than the number of reports submitted during the previous corresponding review period. The affirmative action reports received from employers covered 199 126 employees across all industrial sectors countrywide, representing an increase of 18% in the number of employees covered by affirmative action reports during the previous corresponding review period. The previously racially disadvantaged comprised 93% of employees covered by the reports during the period under review, but women constituted only 45% of employees, while persons with disabilities accounted only for a mere 0,4% of the workforce and 1% were non-Namibians. Even though the previously racially disadvantaged constituted 93% of the workforce, only 28% of them occupied positions at the Executive Directors level compared to 58% occupied by Whites. However, they improved their representation at the Management level by 10% during the 2015-2016 review period, as 66% of Managers were Black compared to 56% the previously racially disadvantaged accounted for during the previous corresponding review period. Women comprised only 44% of management positions.

The Government of the republic of Namibia and the Republic of South Africa, represented by their respective Ministers of Labour, signed a Memorandum of Understanding on Cooperation in the field of labour and employment in November 2014. In order to give effect to the signed Memorandum of Understanding, the Namibian Employment Equity Commission, represented by seven members, paid an exchange visit to the South African Commission for Employment Equity in Pretoria, in November 2015. The purpose of the exchange visit was to share information and experiences on matters relating to affirmative action implementation, enforcement and monitoring. The exchange visit was a resounding success and the South African counterparts promised to reciprocate.

The Employment Equity Commission presented Employment Equity Achievement Awards to deserving employers who went that extra mile in furtherance and advancement of employment equity objectives. The identification of deserving employers was done in accordance with set criteria in order to make the process fair, objective and with absolute no bias. The Employment Equity Achievement Awards were presented to deserving employers in terms of the provisions of the Affirmative Action (Employment) Act, No 29 of 1998, seeking to encourage and motivate employers to do the best they could in furtherance of the objectives of the Act.

Some employers were found to have contravened the provisions of the Affirmative Action (Employment) Act, No 29 of 1998 and charges were pressed against the non-compliant employers. The Office of the Employment Equity Commission took the necessary steps to encourage compliance with the law and to assist employers to fulfil their obligation under the law.

The Commission received several complaints from employees during the period under review, citing unfair discrimination, alleged violation of some provisions of the Act and non-adherence to the provisions of the Act requiring employers to give preferential treatment to persons from designated groups when filling positions of employment. The allegations were investigated and feedback given to complainants.

MEMBERS OF THE EMPLOYMENT EQUITY COMMISSION



Mr. Vilbard Usiku



Ms. Eveline Nsinano



Mr. Ujama Kaahangoro



**Ms. Amber-Ivana
Coerecius**



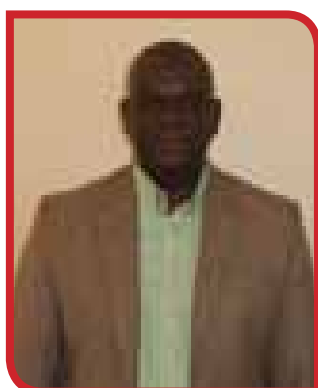
Mr. Beans Ngattjizeko



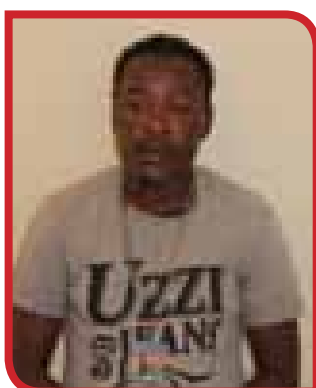
Mr. Bernard Kukuri



Ms. Elizabeth Ndura



**Mr. Johannes
Kangandjera**



Mr. Rafeal Shipulwa



Ms. Ramona Wittsack

STAFF MEMBERS OF THE EMPLOYMENT EQUITY COMMISSION

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 main function of the Commission is to have oversight of the implementation of affirmative action in the workplace by guiding employers to eliminate unfair discrimination and to implement affirmative action measures that are consistent with the objects of the Act.

This 17th Annual Report of the Commission covers the period 1 April 2015 to March 2016 and outlines information and statistical data extracted from relevant employers’ affirmative action reports which were received during the period under review. The Report is a comprehensive analysis of the employers’ statistical data in order to establish the progress or otherwise, towards the desired equitable representation of persons in designated groups, especially at the top three occupational levels. The report also provides a detailed analysis of trends with regard to workforce distribution in terms of race, gender and disability status across all economic sectors as well as levels of compliance or otherwise.

The Report also gives a full account of the Commission’s activities during the period under review, chief among others being:

- The Commission’s Achievement Awards,
- interaction with employers and workers and,
- the exchange visit to the South African Commission for Employment Equity.

The Commission believes that there is now greater awareness on the part of employers and workers as well as the public in general about the policy objectives of affirmative action and employment equity. However, awareness of the policy alone does not guarantee buy-in from all employers who are key to the successful transformation of the workforce. This is therefore, the most important challenge the Commission faces.

In order to overcome this challenge, the Commission continues to engage employers in an interactive dialogue with a view to changing their mind-set with specific emphasis on racial and gender prejudice and all forms of stereotyping.



Some members of the Employment Equity Commission posing for a photo at break during a Commission meeting.

ACTIVITIES OF THE YEAR UNDER REVIEW

The activities outlined in this 2015-2016 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.

The Commission continued its interaction with employers, employees and the general public in order to raise awareness about the objectives and principles of affirmative action. The engagement with the stakeholders took the form of training employers and employees on their roles, responsibilities and obligation under the Act. While visiting workplaces, staff members in the Office of the Commission also verified information contained in the affirmative action reports received by the Office in order to ascertain its accuracy.

The Commission received several complaints from workers, alleging unfair discrimination on grounds of race and in some cases, sex, non-adherence to section 19 of the Affirmative Action (Employment) Act, 29 of 1998. The aforementioned section provides for preference to be given to persons from designated groups and to Namibian citizens, in filling positions of employment. Members of the public also lodged complaints with the Commission, alleging unfair discrimination and thus denial, by employers, of equal employment opportunities to applicants, because of their race or sex. The Commission investigated the complaints and gave feedback to complainants. In some instances, the Commission investigations established that racial and gender prejudice influenced the employment decision of some employers even though it was not easy to find concrete evidence to support these conclusions. Gender and racial stereotypes therefore, remained challenges in post independent Namibia. Education and training on diversity management, equal employment opportunities and unfair discrimination should therefore, be provided to employers, specifically targeting racial and sexist bigots. Education and training interventions could bring about changed mindset and policy shift which could ultimately facilitate workplace transformation and equity in employment.

The Commission pressed charges against a number of employers who violated some provisions of the Affirmative Action (Employment) Act, 29 of 1998. Failure to adhere to reporting dates and to submit reports by the deadline was a common offence. The Commission would introduce a case management system in due course to remind employers online about the pending submission dates which it hoped, would reduce cases of non-adherence to reporting deadlines.



Employment Equity Commission staff members providing training and assistance to Affirmative Action Committee members at workplaces countrywide.

EXCHANGE VISIT TO THE SOUTH AFRICAN COMMISSION FOR EMPLOYMENT EQUITY (SACEE)

The Government of the Republic of Namibia and the Government of the Republic of South Africa, represented by the respective Ministers of Labour, signed a Memorandum of Understanding on Cooperation in the field of Labour and Employment in November 2014.

The Memorandum of Understanding provides for the two countries to cooperate, among other things, in the following areas of labour and employment:

- Employment Equity
- Social Dialogue
- Research and development
- International Relations.

In order to give effect to the signed Memorandum of Understanding, the Employment Equity Commission (EEC) of the Republic of Namibia represented by seven (7) members of the Commission paid an exchange visit to the South African Commission for Employment Equity. The purpose of the exchange visit was to share information and experience on matters relating to, among other things:

- Administration of Affirmative Action Programme and support personnel
- Challenges relating to the Commission's oversight function of the implementation of affirmative action in the work place.
- Employment Equity Achievement Awards.
- Progress towards employment equity objectives both countries have made so far.
- Employers level of compliance with the employment equity law.
- Challenges relating to the enforcement of the Act.
- Review of affirmative action reports.

The South African Commission for Employment Equity prepared a comprehensive study programme for the Namibian EEC delegation. The presentations by the South African EEC and the ensuing discussions made it apparent that the challenges faced by both Commissions were similar in many respects because both countries were ruled by the same Apartheid Government which pursued policies of racial discrimination. The South African Commission for Employment Equity confirmed, during the discussions, that the pace of workforce transformation was slow, especially at the top four occupational levels where the previously racially disadvantaged were still under represented..

The exchange visit coincided with the South African Commission for Employment Equity’s Achievement Award presentation. The South African Deputy President, Cyril Ramaphosa was the keynote speaker at the event and acknowledged the presence of the Namibian Employment Equity Commission delegation. Their Achievement Awards was the first since the Employment Equity Act came into effect in 1998. Even though the Namibia Employment Equity Commission has had four Employment Equity Achievement Awards already since it was established, the Namibian EEC delegation drew some important lessons from the South African CEE’ experience. The chairperson of the South African Commission for Employment Equity explained the procedures and processes followed in the identification of deserving employers who qualified for Employment Equity Achievement Awards. She explained that the identification process was guided by the virtues of transparency, objectivity, honesty and fairness.

The Namibian delegation also shared information with the South African counterparts regarding the Namibian Employment Equity Commission’s administrative mechanisms and processes in place, progress made so far towards equity in employment and challenges encountered. In general, the Namibian delegation expressed the view that the exchange visit was a resounding success. The South African counterparts promised a reciprocating visit to Namibia.



The South African Deputy President, Cyril Ramaphosa, South African Minister of Labour, Mildred Oliphant, Chairperson of the South African Commission for Employment Equity, Ms. Tabea Kabinda, Chairperson of the Namibian Employment Equity Commission, Vilbard Usiku and members of the Namibian EEC delegation during the exchange visit to SACEE, posing for a photo at the SACEE Achievement Awards function.

A panoramic view of continuous consultations between the Employment Equity Commission and its stakeholders.



ACHIEVEMENT AWARDS 2015

The Affirmative Action (Employment) Act, No 29 of 1998, provides for the Employment Equity Commission to recognise employers’ who had gone the extra mile in furtherance and advancement of employment equity objectives.

The fourth Achievement Awards presentation was held on 19 November 2015 and was presided over by the Minister of Labour, Industrial Relations and Employment Creation, the Hon. Erkki Nghimtina.

The process of identifying deserving employers was carried out with absolutely no bias. The employers on the registry of the Employment Equity Commission were measured against ten (10) criteria and were scored accordingly. Deserving employers were supposed to have met the following criteria:

1. Consistently compliant with the requirements of the Act.
2. Should have achieved set numerical goals.
3. Workforce profile should have reasonably reflected the national demographics.
4. Realistic targets set to affirm persons from designated groups.
5. Three year affirmative action plan should have met all requirements of the Act.
6. If the employer employed non-Namibians, training programme and report on progress made, or otherwise, in respect of individual understudies should have been part of the employer’s annual affirmative action report.
7. Records or minutes of consultations with employees provided.
8. Employer should have shown evidence of total ownership of the Affirmative Action Programme, not just plans compiled by consultants.
9. Employer should have consistently observed reporting deadlines.
10. Accuracy of employers’ information should have been verified and confirmed.

The following relevant employers received Employment Equity Achievement Awards:

First Category: Best Performers

1. Namibia Breweries
2. Taleni/ Sossusvlei Lodge
3. Cymot

Second Category: Good Performers

1. Distell Namibia
2. Model Pick ‘n Pay
3. Nedbank Namibia

Third Category: Average Performers

1. Obeco
2. Deloitte & Touche
3. FNB Namibia
4. Diesel Electric
5. Langer Heinrich Uranium
6. Pena Manufacturing
7. Trustco
8. LIC Pool Centre
9. Khomas medical Centre
10. Oshana Regional Council
11. Gondwana

The aforementioned employers distinguished themselves from the rest by creating a work environment, through deliberate human resources policies that promote the spirit of non-discrimination. It is trusted therefore, that other employers would emulate their good example.



Relevant Employers receiving Achievement Awards from Hon. Erkki Nghimtina, Minister of Labour, Industrial Relations and Employment Creation, while Vilbard Usiku, Employment Equity Commissioner, looks on.





AFFIRMATIVE ACTION REPORTS – FACTS AND FIGURES

A: CUMULATIVE 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	211	80	499	93	1	2	119	19	830	194	1024
Senior Management	945	583	947	432	18	7	285	70	2195	1092	3287
Middle Management	3618	4009	1423	908	54	23	418	105	5513	5045	10558
Specialised/skilled/senior supervisory	6852	6355	1205	1121	64	30	622	245	8743	7751	16494
Skilled	26274	24771	1084	1154	152	95	340	134	27850	26154	54004
Semi-skilled	21101	14247	256	277	152	80	64	19	21573	14623	36196
Unskilled	21853	12712	43	26	120	49	0	0	22016	12787	34803
Total permanent	80854	62757	5457	4011	561	286	1848	573	88720	67646	156366
Casual/temporary and seasonal	20121	22000	267	85	9	22	229	27	20626	22134	42760
Total	100975	84757	5724	4096	570	308	2077	600	109346	89780	199126

A total of 199 126 employees were reported by 763 employers across all industrial sectors countrywide, representing an increase of 18% in the number of employees covered by affirmative action reports during the period under review compared to the previous corresponding review period. The previously racially disadvantaged accounted for 93% of employees covered by the reports during the period under review, but women comprised 45%, while persons with disabilities accounted only for a mere 0,4% of the workforce and 1% were non-Namibians. The previously racially disadvantaged accounted only for 28% of positions at the Executive Directors level, while 58% were White and 13% were non-Namibians. The previously racially disadvantaged accounted for 66% of managerial positions, an increase of 10% in the percentage of Black managers recorded during the previous corresponding period.

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

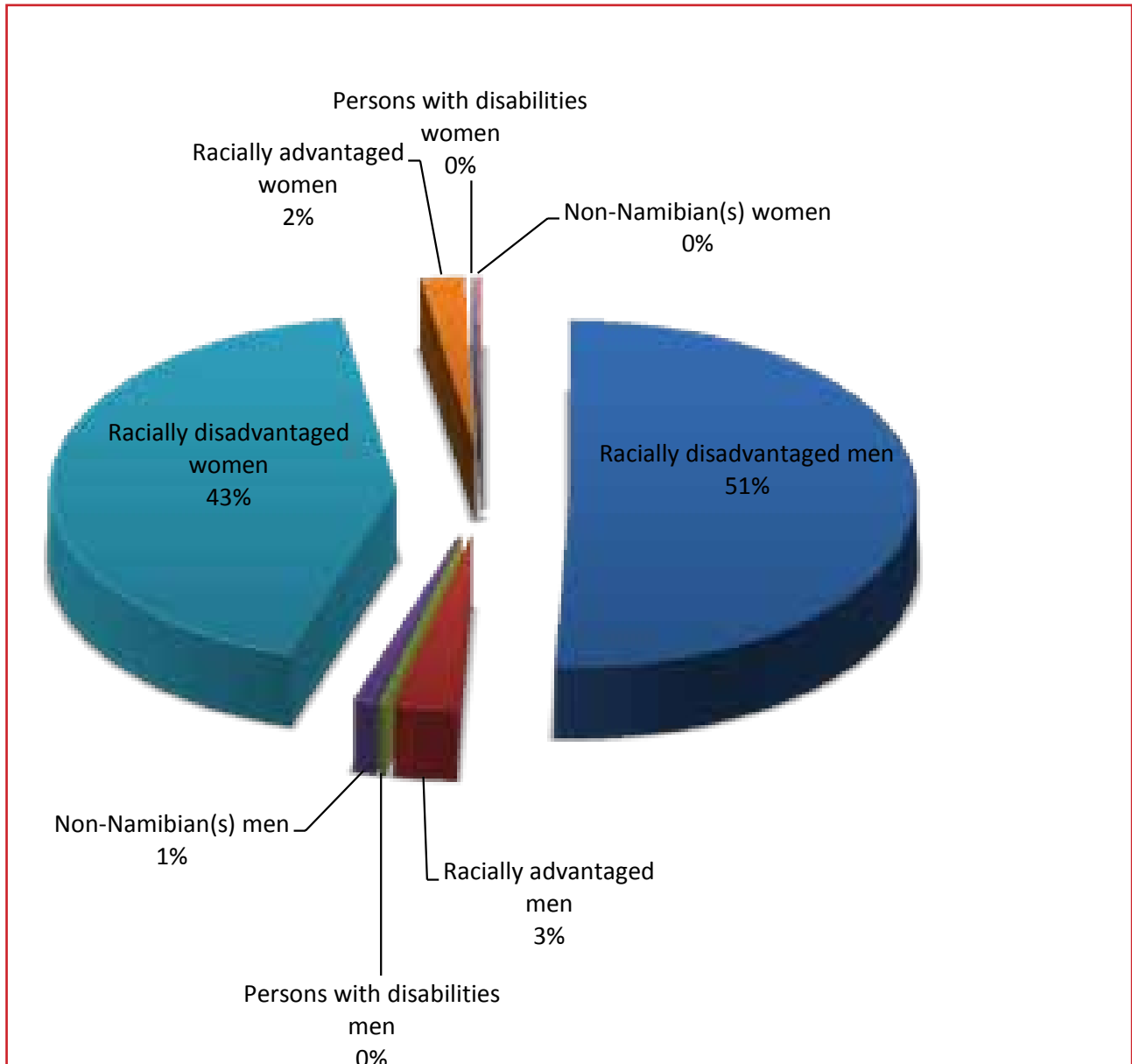


Figure 2:
Cumulative Workforce Profile Total Men and Women by job category

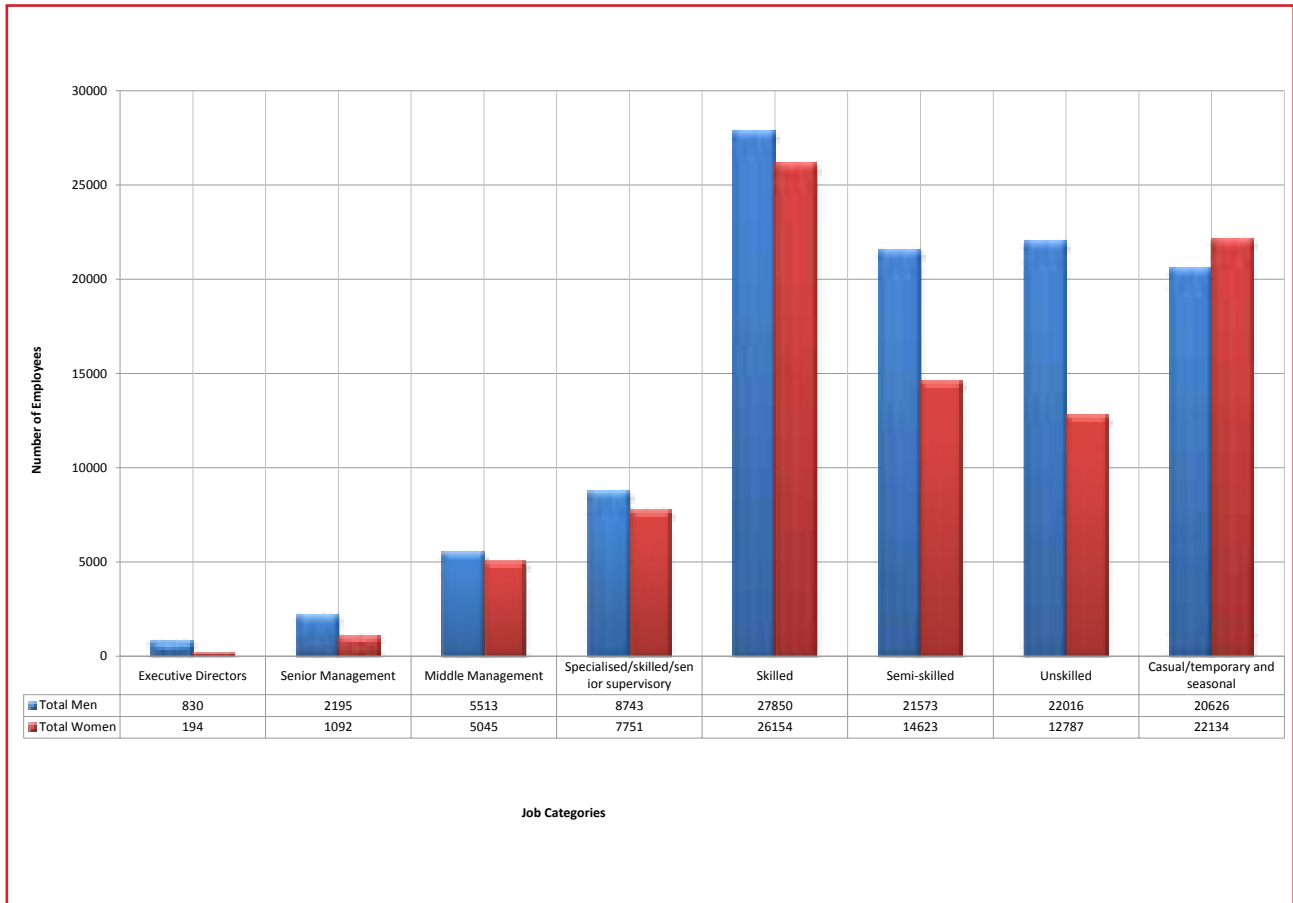


Figure 3:
Distribution of Designated Groups by Industry - Senior Management (Cumulative)

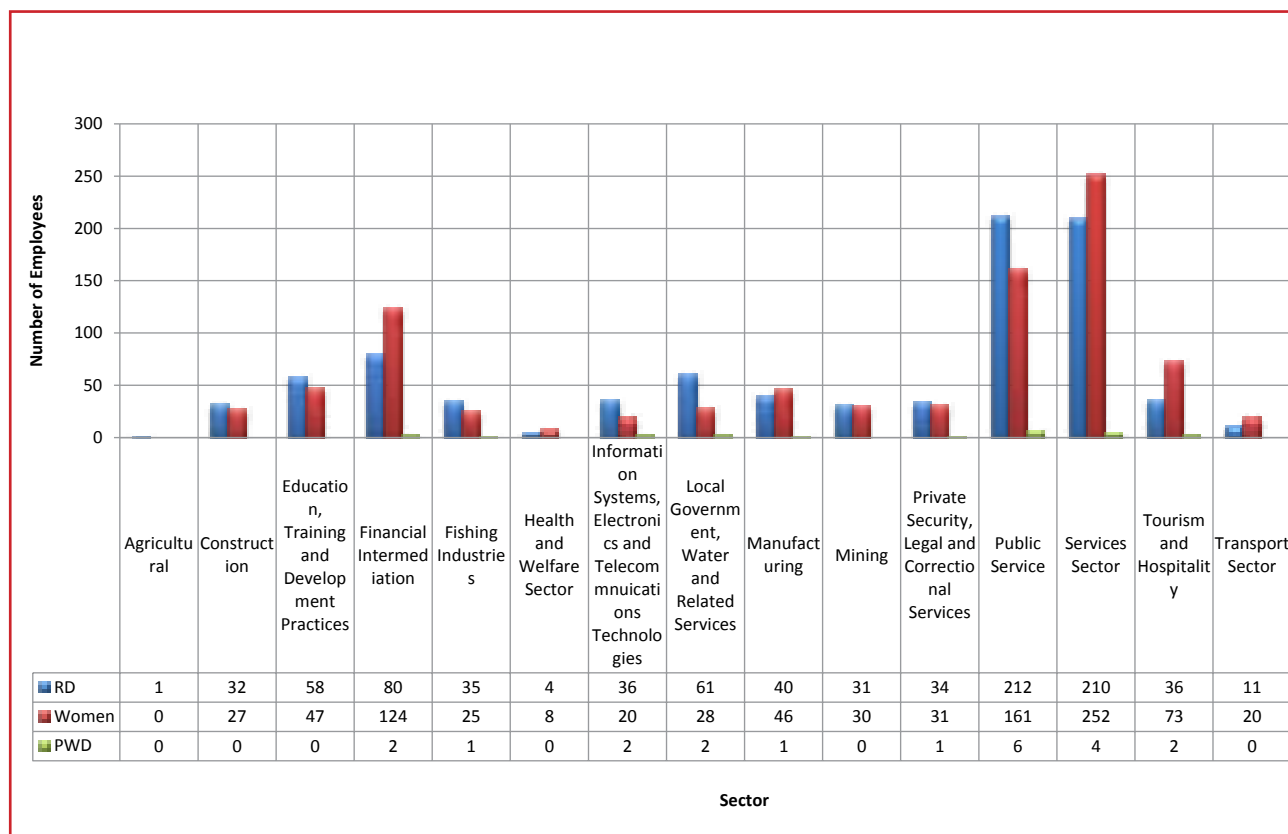


Figure 4:
Distribution of Designated Groups by Industry – Middle Management (Cumulative)

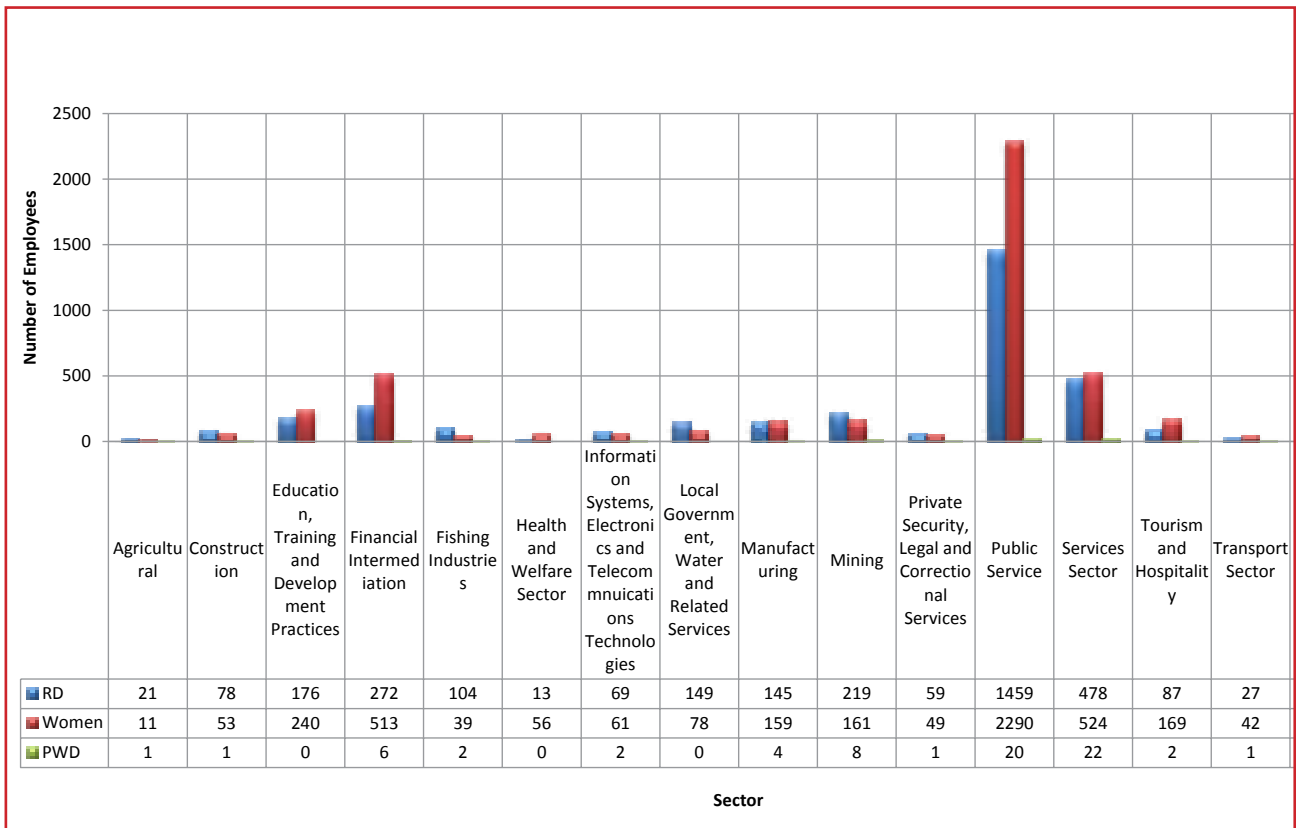
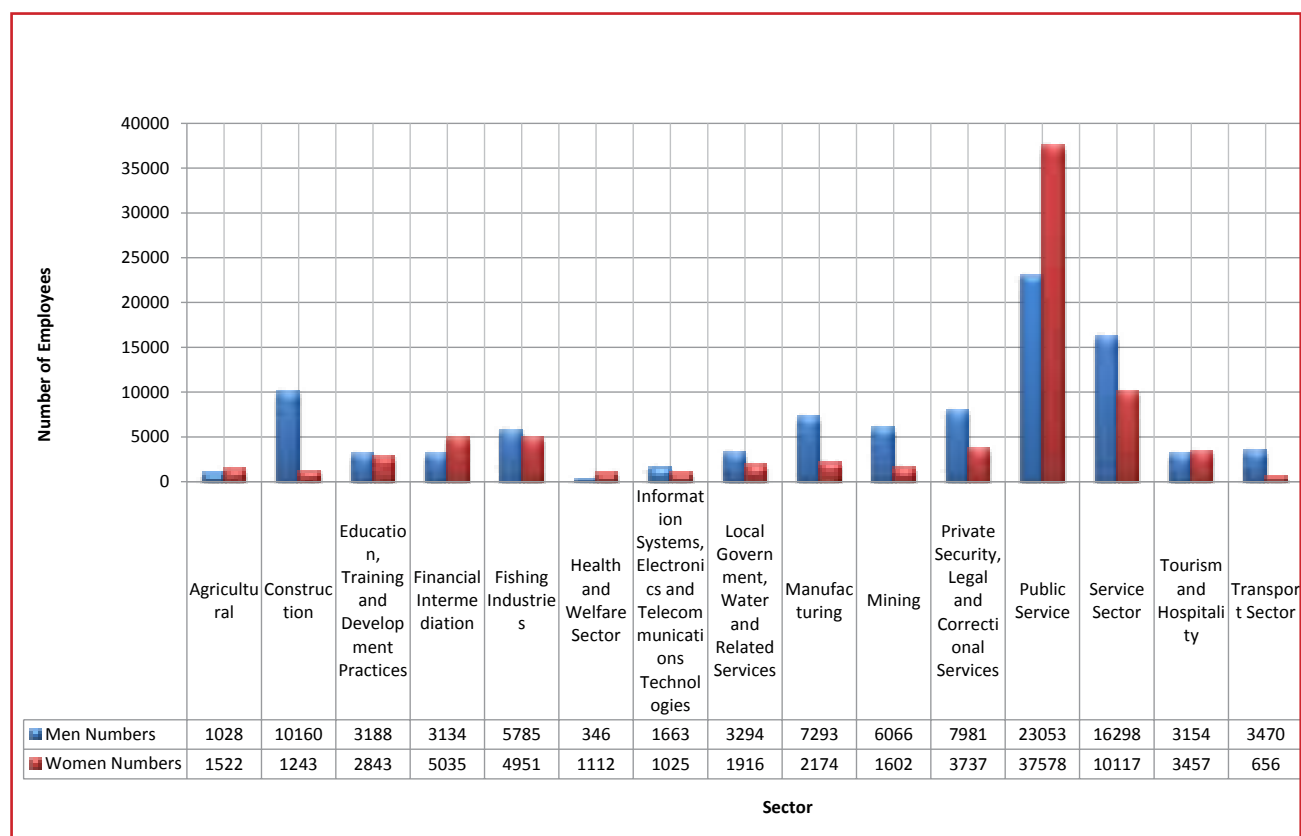


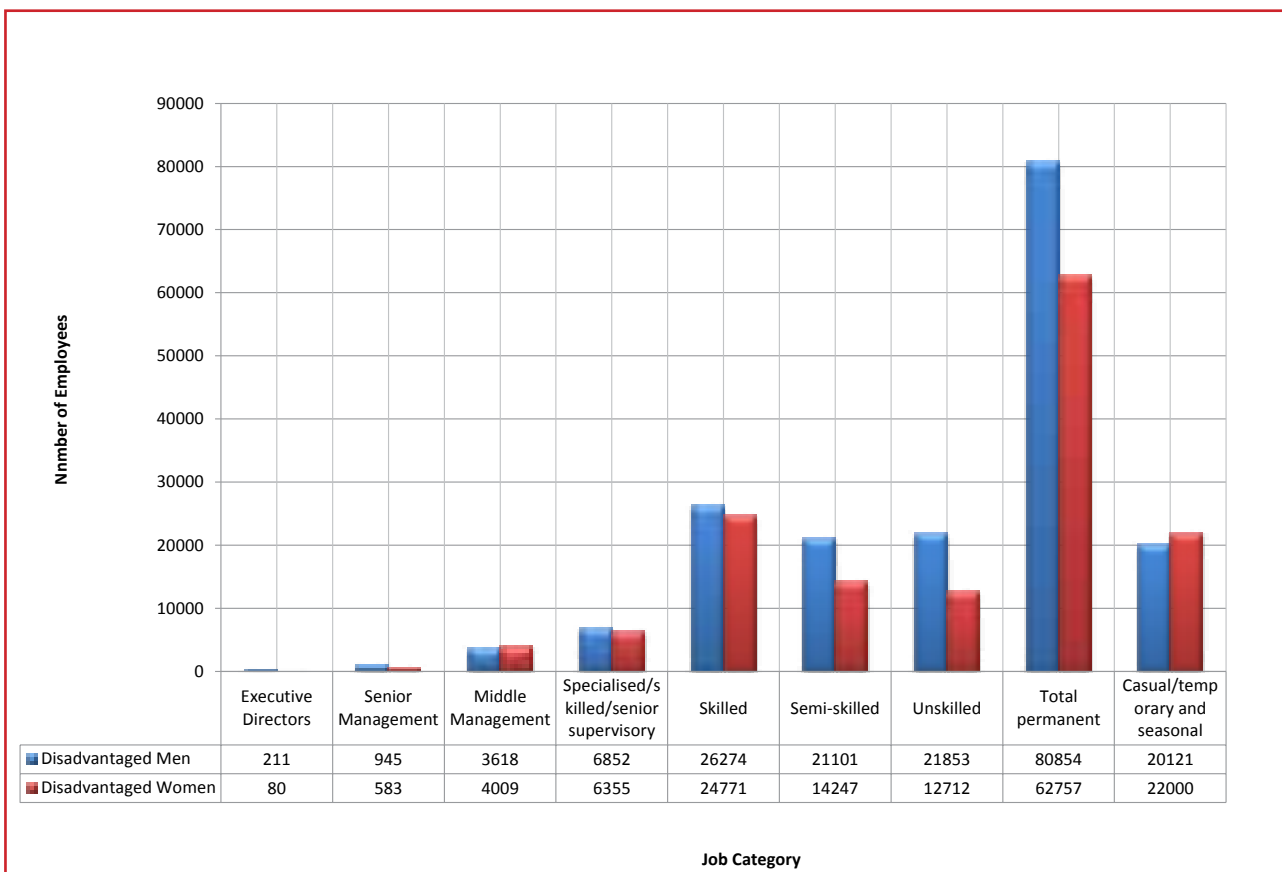
Figure 5:
Distribution of Men and Women by Industry (Cumulative)



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

JOB CATEGORY	Previously Racially Disadvantaged Men	Previously Racially Disadvantaged Women
Executive Directors	211	80
Senior Management	945	583
Middle Management	3618	4009
Specialised/skilled/senior supervisory	6852	6355
Skilled	26274	24771
Semi-skilled	21101	14247
Unskilled	21853	12712
Total permanent	80854	62757
Casual/temporary and seasonal	20121	22000

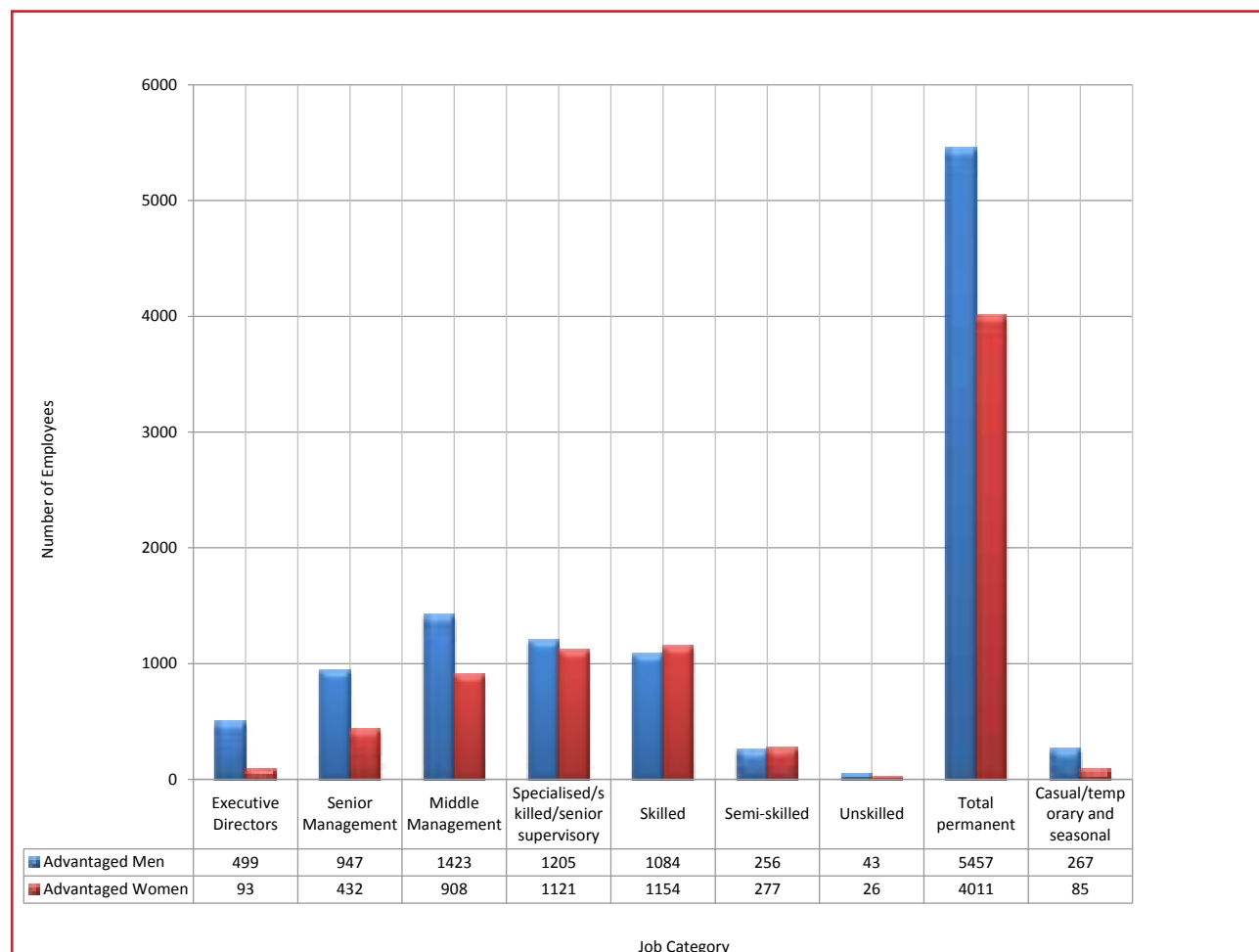
Figure 6:
Previously Racially Disadvantaged Men and Women by Job Category



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

JOB CATEGORY	Previously Racially Advantaged Men	Previously Racially Advantaged Women
Executive Directors	499	93
Senior Management	947	432
Middle Management	1423	908
Specialised/skilled/senior supervisory	1205	1121
Skilled	1084	1154
Semi-skilled	256	277
Unskilled	43	26
Total permanent	5457	4011
Casual/temporary and seasonal	267	85

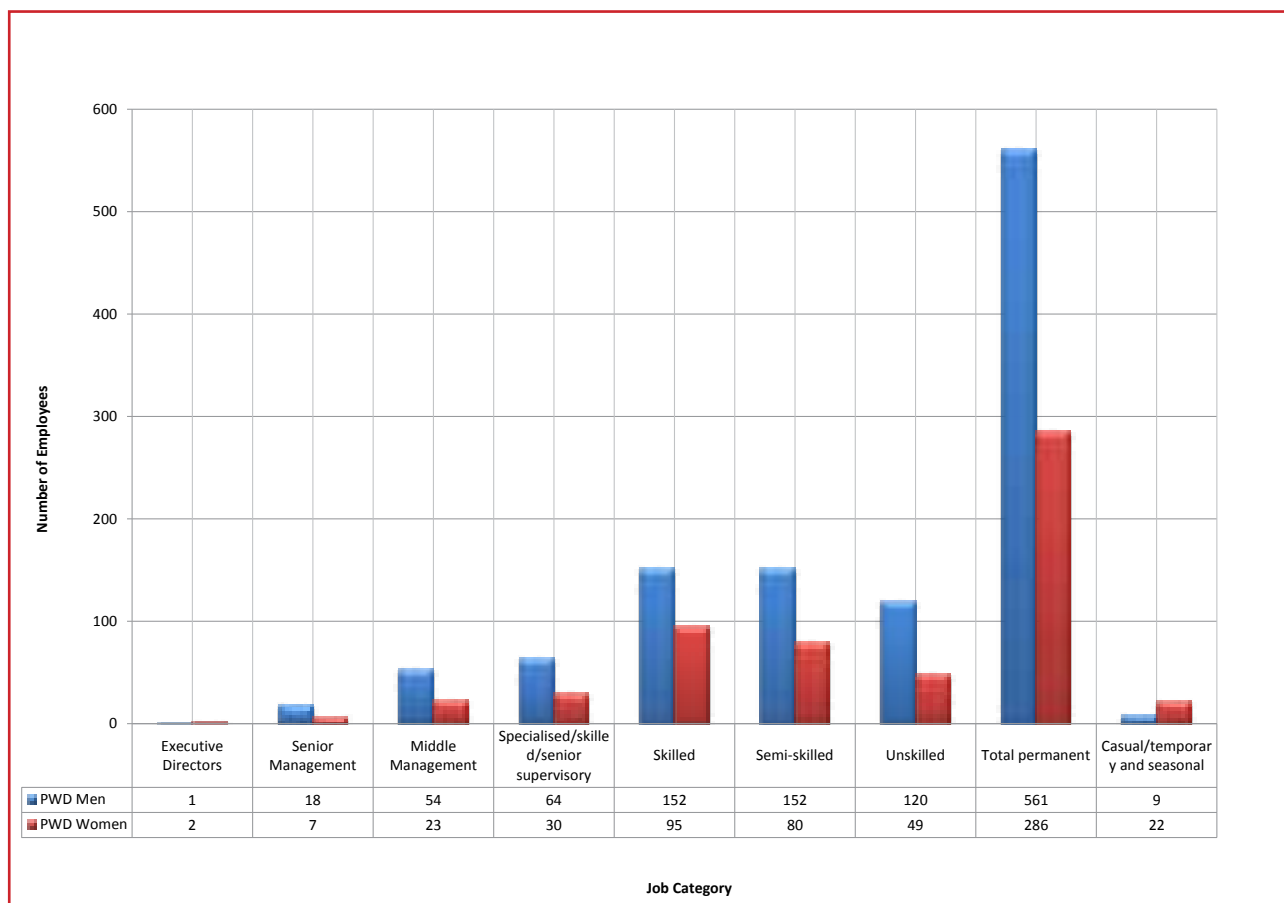
Figure 7:
Previously Racially Advantaged Men and Women by Job Category



Persons with Disabilities by Job Category (Cumulative)

JOB CATEGORY	PWD Men	PWD Women
Executive Directors	1	2
Senior Management	18	7
Middle Management	54	23
Specialised/skilled/senior supervisory	64	30
Skilled	152	95
Semi-skilled	152	80
Unskilled	120	49
Total permanent	561	286
Casual/temporary and seasonal	9	22

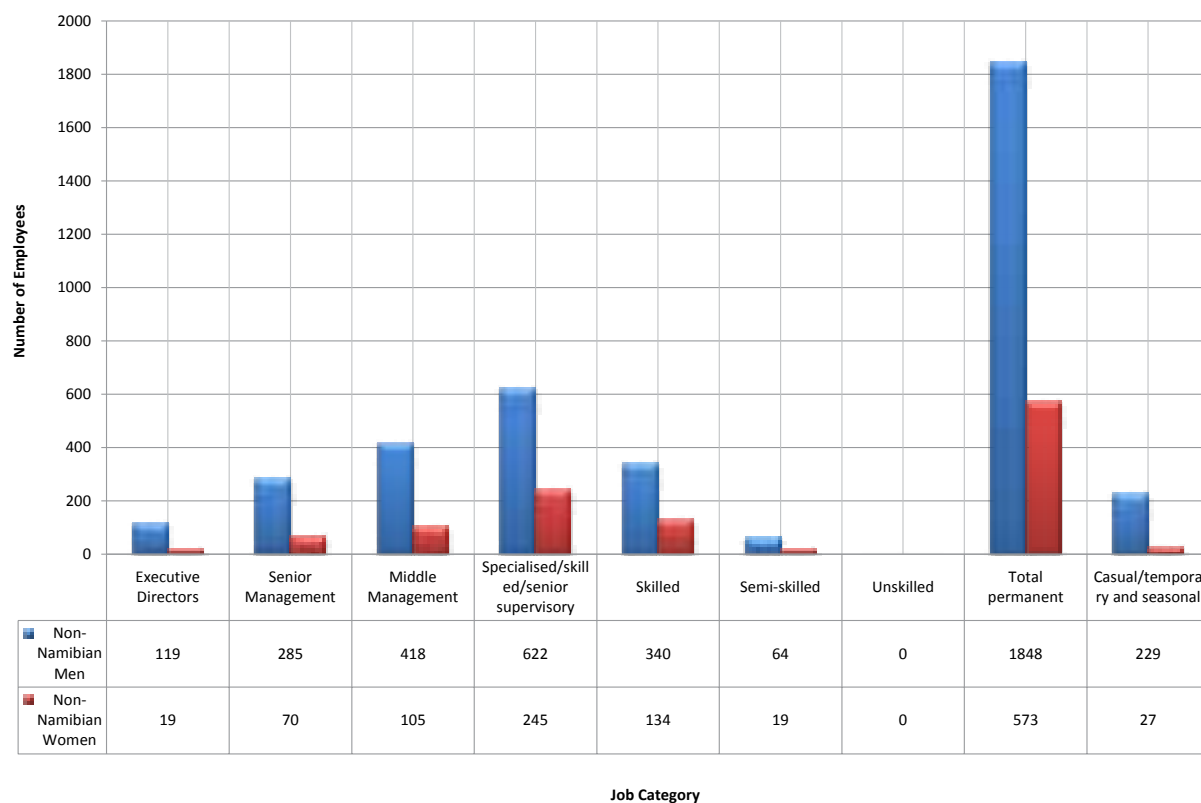
Figure 8:
Persons with Disabilities Men and Women by Job Category



Non Namibian Men and Women by Job Category (Cumulative)

JOB CATEGORY	Non-Namibian Men	Non-Namibian Women
Executive Directors	119	19
Senior Management	285	70
Middle Management	418	105
Specialised/skilled/senior supervisory	622	245
Skilled	340	134
Semi-skilled	64	19
Unskilled	0	0
Total permanent	1848	573
Casual/temporary and seasonal	229	27

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



Cumulative

Table 2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	19	11	26	7	0	0	16	6	61	24	85
Senior Management	124	108	154	58	0	1	81	17	359	184	543
Middle Management	484	507	278	149	5	2	83	20	850	678	1528
Specialised/skilled/senior supervisory	1545	1582	287	209	4	2	155	86	1991	1879	3870
Skilled	5223	3809	262	255	13	11	84	39	5582	4114	9696
Semi-skilled	5784	3940	109	89	20	9	18	10	5931	4048	9979
Unskilled	6626	3183	26	12	18	8	0	0	6670	3203	9873
Total permanent	19805	13140	1142	779	60	33	437	178	21444	14130	35574
Casual/temporary and seasonal	10917	8148	133	78	46	47	128	54	11224	8327	19551
Total	30722	21288	1275	857	106	80	565	232	32668	22457	55125

Employers across all industrial sectors reported to have hired 55 125 during the period under review, 36% more than the number hired during the previous corresponding review period. Persons in designated groups accounted for 96% of persons hired during the period under review and 41% were women, while only 0,3% were persons with disabilities. The previously racially disadvantaged accounted for 58% of managers hired during the period under review, 31% were White and 10% were non-Namibians, while 42% were women.

Figure 10:

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

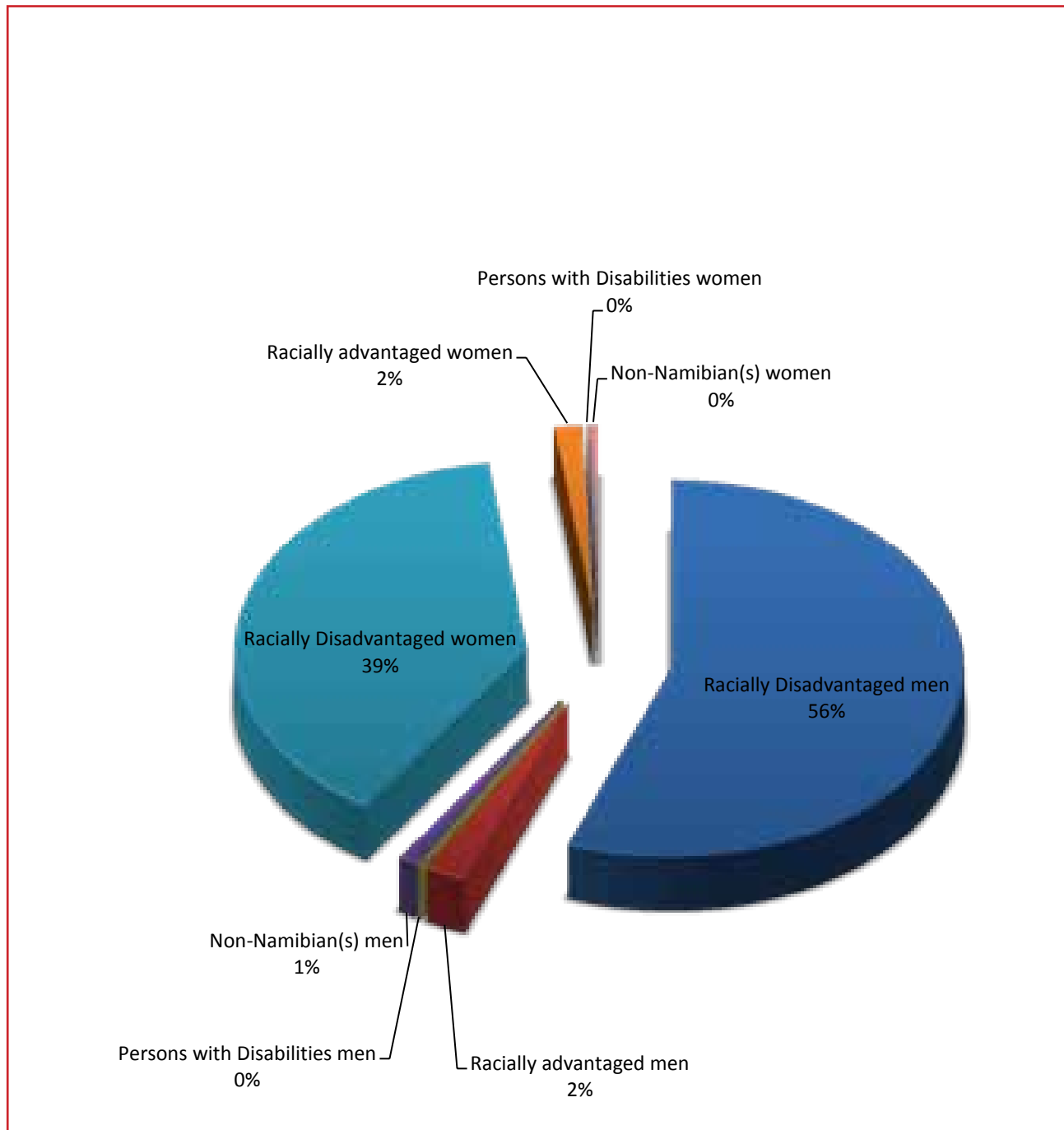
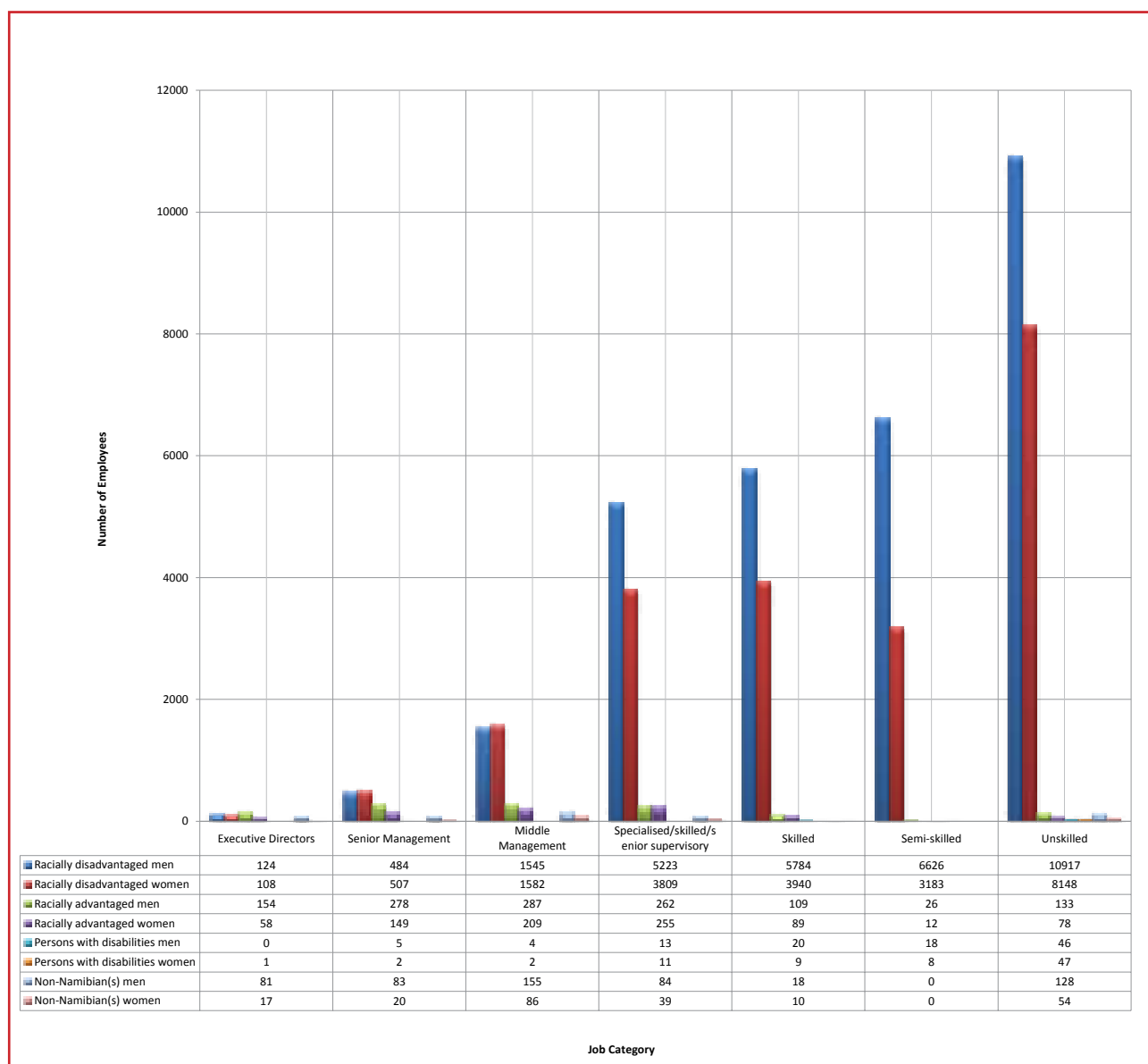


Figure 11:
Cumulative Recruitment figures according to occupational category, race, gender disability status and non-Namibians



Cumulative
Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	6	5	17	2	0	0	1	0	24	7	31
Senior Management	74	64	76	41	0	0	8	3	158	108	266
Middle Management	401	393	73	60	2	0	14	12	490	465	955
Specialised/skilled/senior supervisory	743	665	62	82	5	3	20	6	830	756	1586
Skilled	1190	766	53	59	5	1	7	4	1255	830	2085
Semi-skilled	1090	561	13	13	3	1	5	0	1111	575	1686
Unskilled	359	118	1	0	0	0	0	0	360	118	478
Total permanent	3863	2572	295	257	15	5	55	25	4228	2859	7087
Casual/temporary & seasonal	330	770	11	2	0	0	5	5	346	777	1123
Total	4193	3342	306	259	15	5	60	30	4574	3636	8210

Employers across all industrial sectors reported to have promoted a total of 8 210 employees during the period under review, a slight decrease of 8% in the number of employees reported to have been promoted during the previous corresponding review period. Employees in designated groups accounted for 84% of promotions effected at the management level and only 46% of promotions at the management level were women, while a mere 0,2% were persons with disabilities.

Figure 12:
Cumulative Promotion by Representation

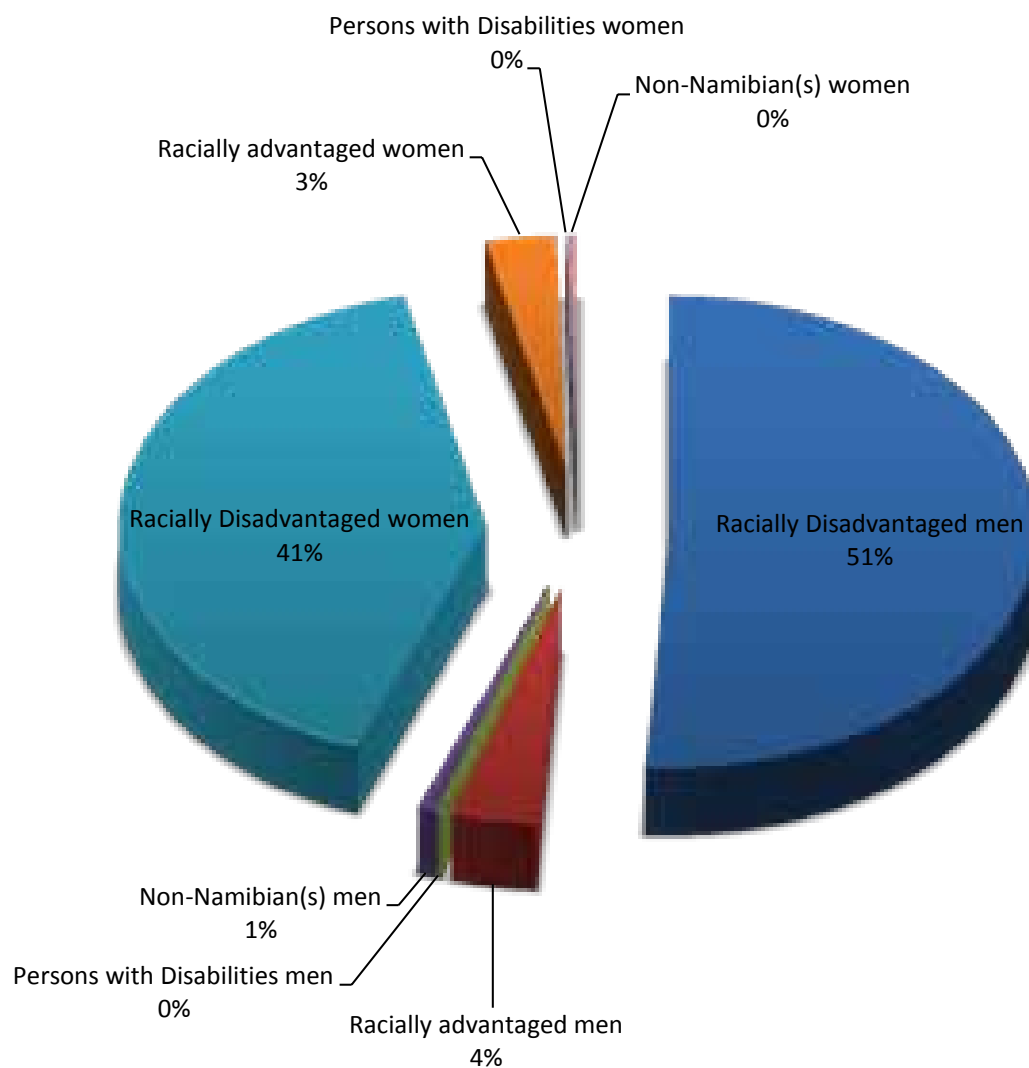
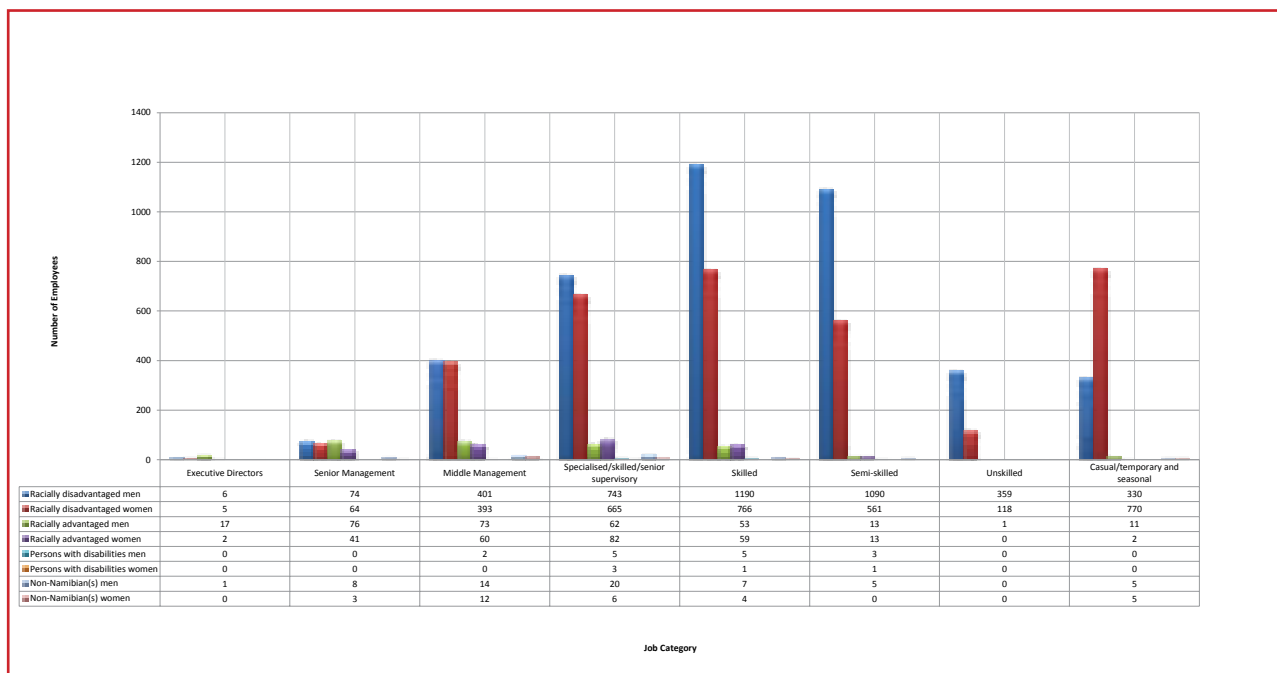


Figure 13:
Cumulative Promotion figures according to occupational category, race, gender, disability status and Non-Namibian



Cumulative

Table 4: Termination

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	22	8	29	11	0	0	19	2	70	21	91
Senior Management	116	90	135	67	4	0	60	19	315	176	491
Middle Management	386	277	246	135	2	1	68	26	702	439	1141
Specialised/skilled/senior supervisory	1111	982	274	229	4	3	105	50	1494	1264	2758
Skilled	3556	2107	306	290	11	5	68	18	3941	2420	6361
Semi-skilled	4382	2523	82	89	14	7	11	2	4489	2621	7110
Unskilled	5198	1726	16	11	14	1	0	0	5228	1738	6966
Total permanent	14771	7713	1088	832	49	17	331	117	16239	8679	24918
Casual/temporary & seasonal	9161	6482	105	73	8	5	135	25	9409	6585	15994
Total	23932	14195	1193	905	57	22	466	142	25648	15264	40912

A total of 40 912 employees vacated their positions during the 2015 –2016 review period, 15% more than the number recorded during the previous corresponding review period. 96% of employees who left their jobs were persons from designated groups and 37% were women, while 0,2% were persons with disabilities. Non-Namibians comprised 11% of managers who vacated their positions during the 2015-2016 review period.

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

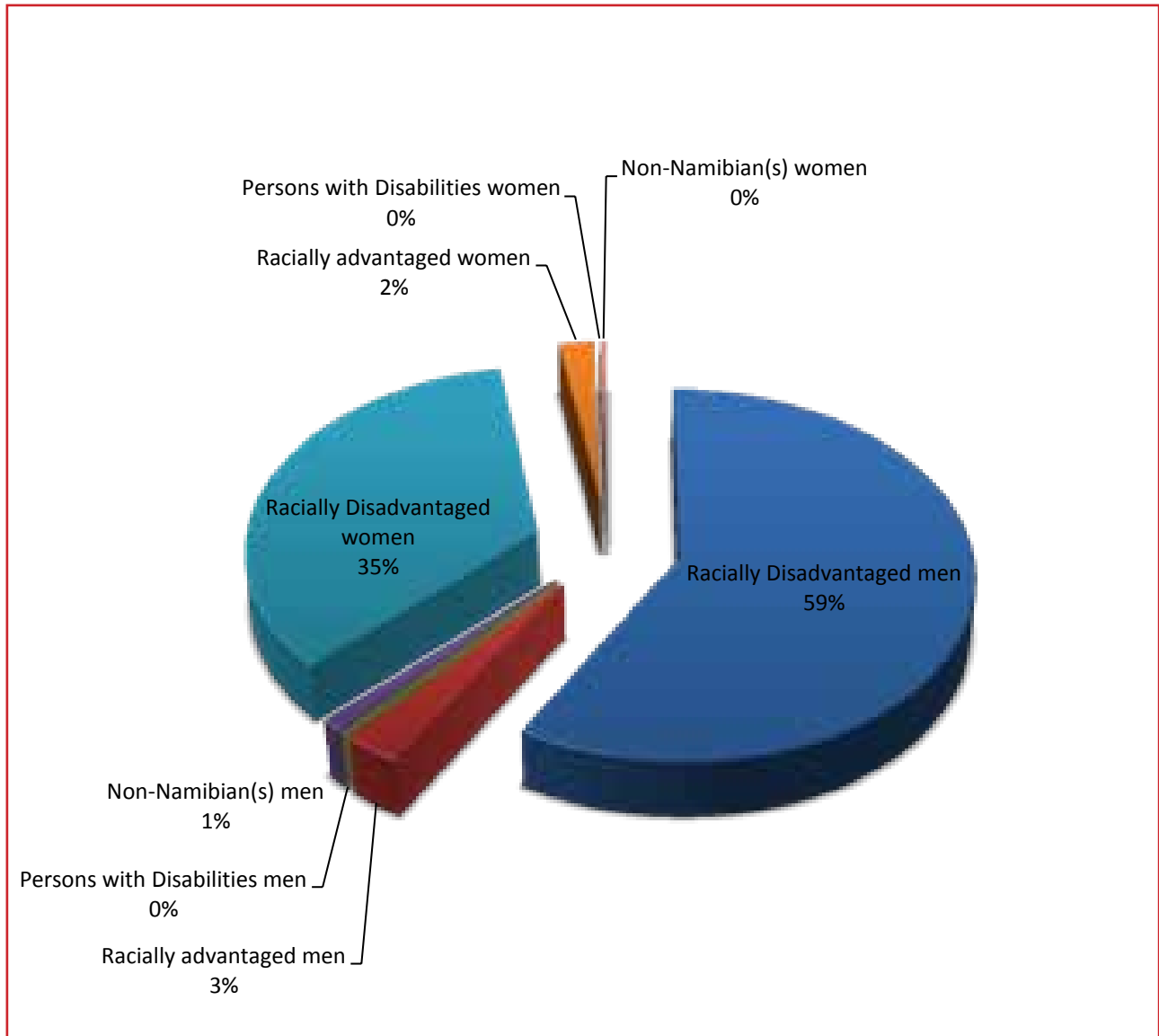
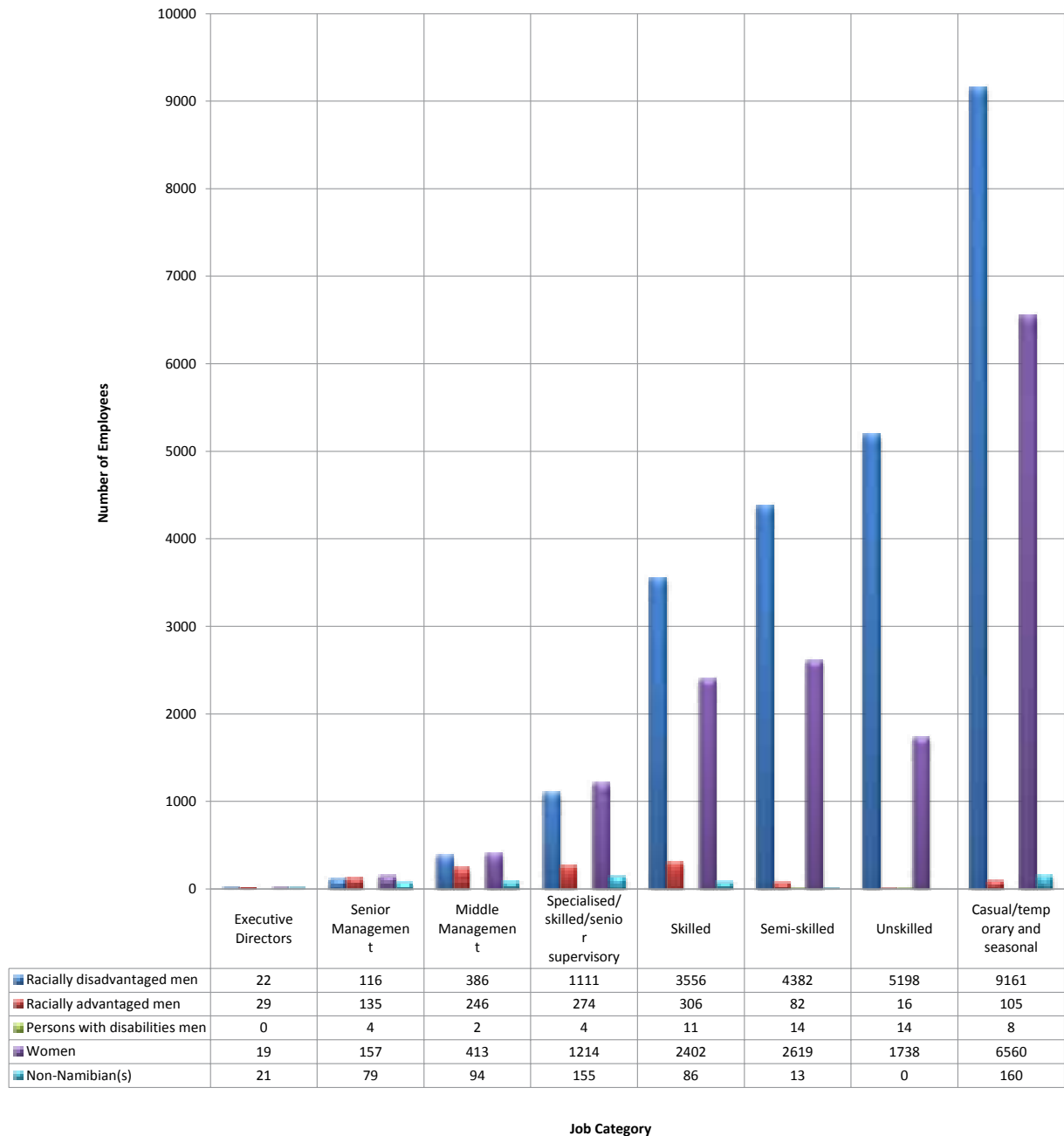


Figure 15:
Termination by Category



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	7642	5308	838	691	32	12	153	76	8665	6087	14752
Non-renewal of contract	8122	4068	109	69	5	3	199	48	8435	4188	12623
Dismissal - Retrenchment	1219	345	55	17	2	2	19	4	1295	368	1663
Dismissal - Misconduct	2958	1404	43	17	2	1	12	2	3015	1424	4439
Dismissal - incapacity	248	147	4	7	4	3	9	0	265	157	422
Other	3743	2923	144	104	12	1	74	12	3973	3040	7013
Total	23932	14195	1193	905	57	22	466	142	25648	15264	40912

Resignation accounted for the majority of employment contract terminations (36%), followed by non-renewal of employment contract, (31%) and dismissals due to misconduct, (11%).

Figure 16:
Cumulative Termination Reasons

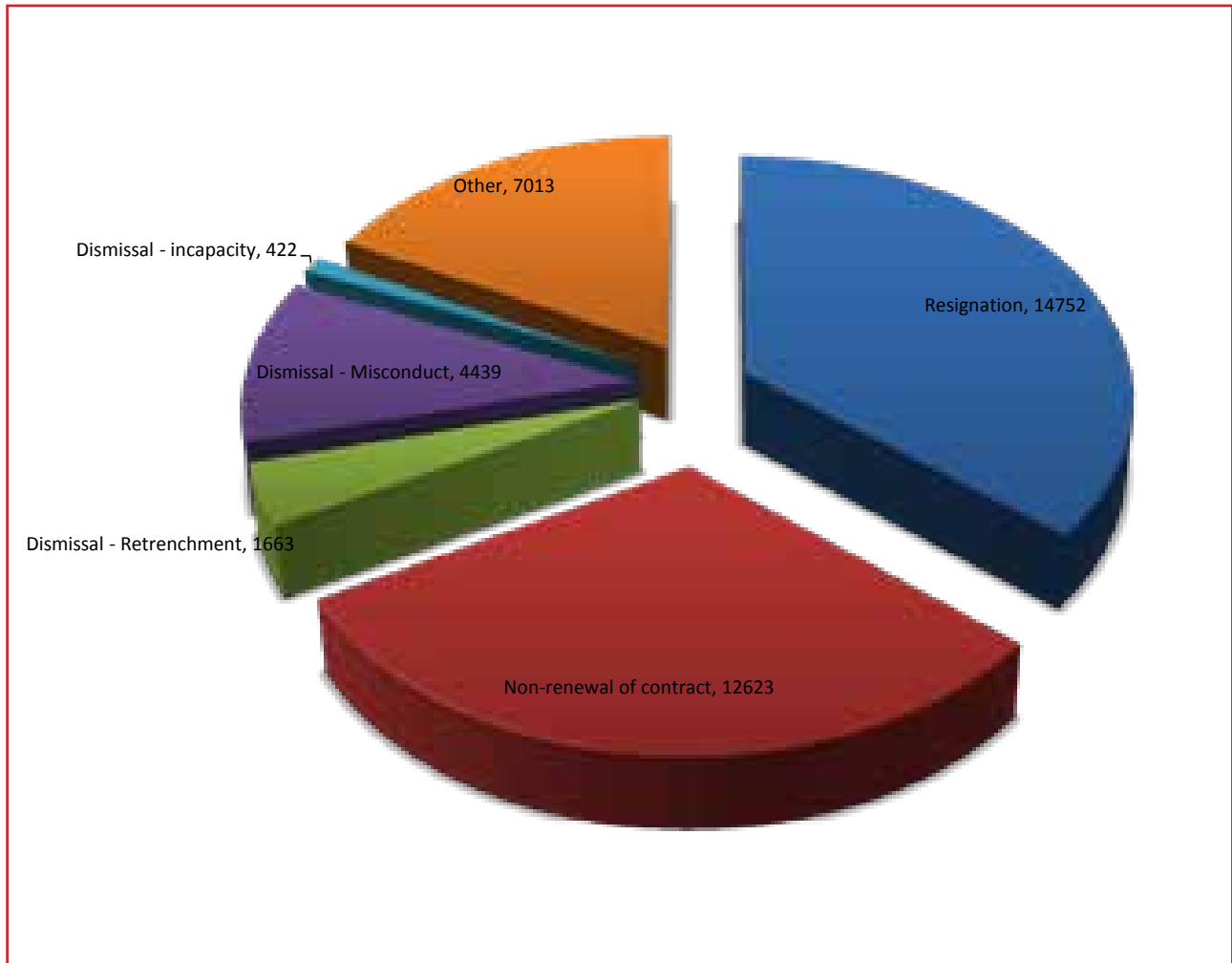
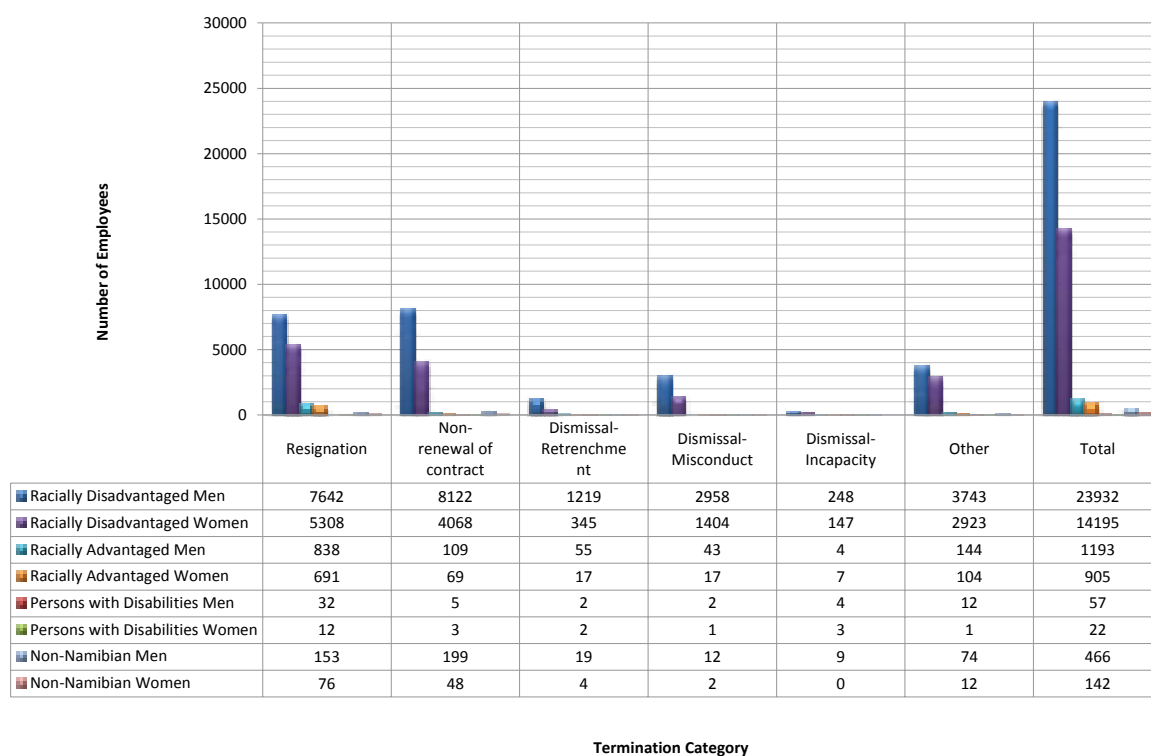


Figure 17:
Termination Categories per Designated Group



Cumulative
Table 6: Training

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	72	13	84	24	0	1	30	6	186	44	230
Senior Management	435	254	375	185	12	3	92	31	914	473	1387
Middle Management	1625	1434	800	432	10	7	156	47	2591	1920	4511
Specialised/skilled/ senior supervisory	3905	3761	649	536	19	6	230	127	4803	4430	9233
Skilled	8880	5568	585	462	32	19	87	33	9584	6082	15666
Semi-skilled	22549	5680	155	106	31	14	102	17	22837	5817	28654
Unskilled	4793	2802	24	14	17	6	0	0	4834	2822	7656
Total permanent	42259	19512	2672	1759	121	56	697	261	45749	21588	67337
Casual/temporary & seasonal	2534	2857	41	21	4	10	45	16	2624	2904	5528
Total	44793	22369	2713	1780	125	66	742	277	48373	24492	72865

Employers across all industrial sectors reported to have trained 72 865 employees, 99% of whom were persons from designated groups, 34% were women, but only a mere 0,3% were persons with disabilities. White employees comprised 31% of managers trained during the period under review and 6% of managers who were trained during the 2015-2016 review period were non-Namibians.

Figure 18:
Cumulative: Training by Group Representation

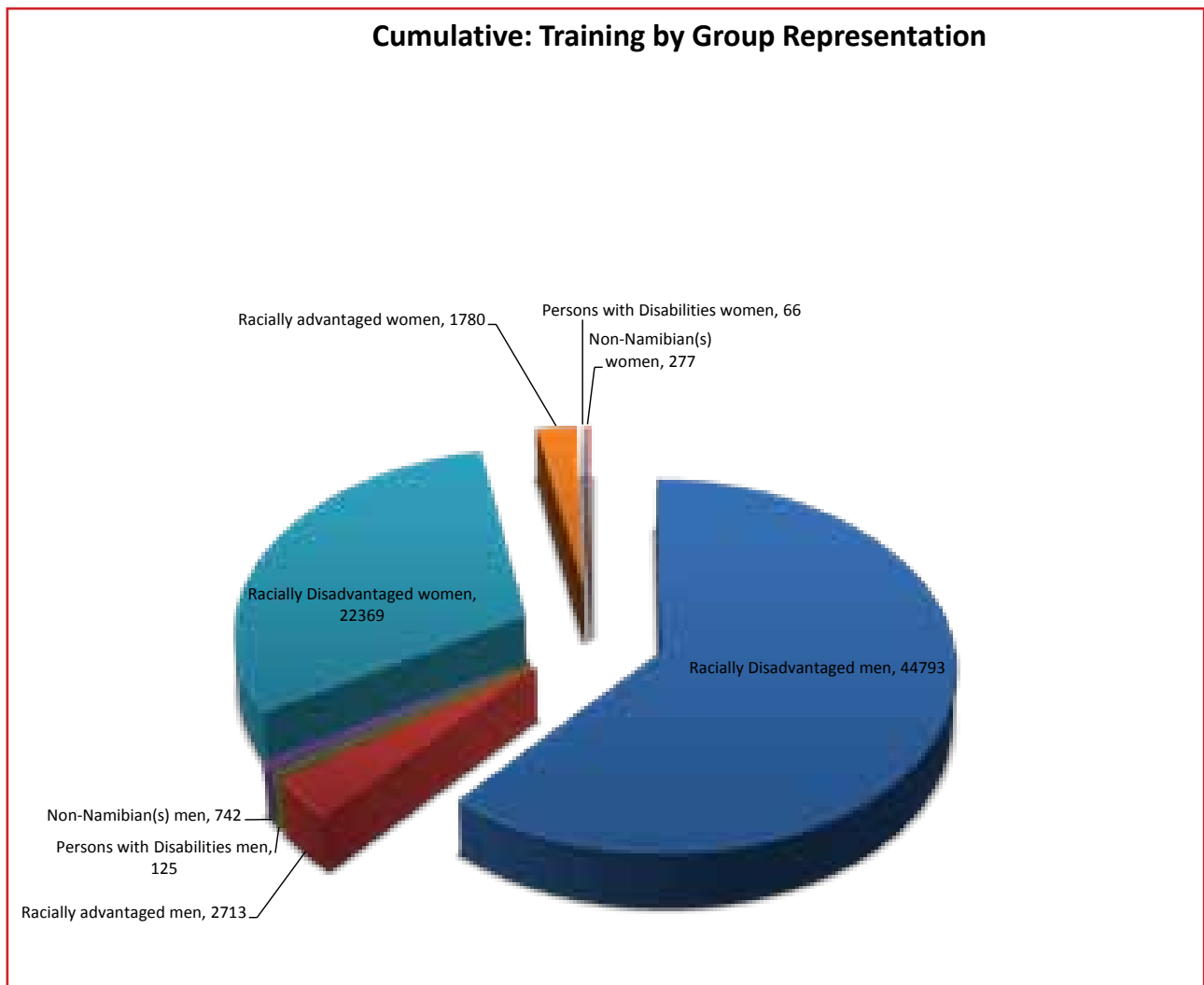
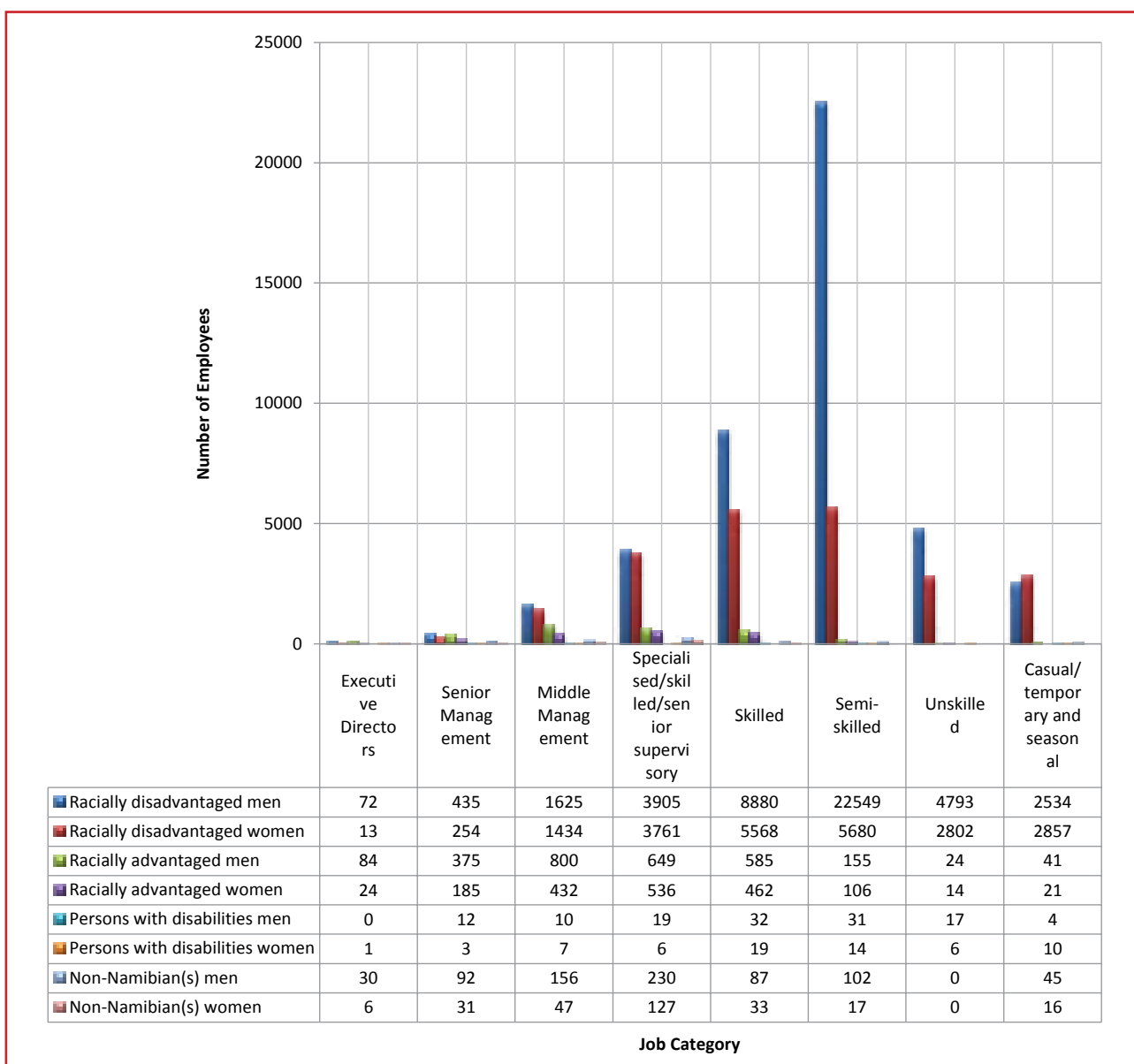


Figure 19:
Cumulative Training figures according to occupational category, race, gender, disability status and non-Namibian workers



B: SECTORAL FIGURES

1. Agriculture Sector
2. Construction Sector
3. Education, Training and Development
4. Financial Intermediation
5. Fishing Sector
6. Health and Welfare Sector
7. Information Systems, Electronics and Telecommunication Technologies Sector
8. Local Government, Water and Related Services Sector
9. Manufacturing Sector
10. Mining Sector
11. Private Security, Legal and Correctional Services Sector
12. Public Service Sector
13. Services Sector
14. Tourism and Hospitality Sector
15. Transport Sector
16. Wholesale and Retail Sector

Agriculture

Table 1: Workforce Profile

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	0	0	0	0	0	0	0	0	0
Senior Management	1	0	5	0	0	0	4	0	10	0	10
Middle Management	21	8	13	3	1	0	2	1	37	12	49
Specialised/skilled/senior supervisory	43	23	13	16	0	0	1	0	57	39	96
Skilled	138	60	1	4	1	1	0	0	140	65	205
Semi-skilled	105	47	0	0	2	1	0	0	107	48	155
Unskilled	123	57	0	0	0	0	0	0	123	57	180
Total permanent	431	195	32	23	4	2	7	1	474	221	695
Casual/temporary and seasonal	554	1301	0	0	0	0	0	0	554	1301	1855
Total	985	1496	32	23	4	2	7	1	1028	1522	2550

The Agriculture Sector reported to have a total of 2 550 employees, a decline of 10% in the number of employees recorded during the previous corresponding review period. Women accounted for 60% of the employees in the Agriculture sector, but only 20% of managers were women, while 12% of managers were non-Namibians. Only 0,2% of employees in the Agriculture sector 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	1	0	3	0	0	0	0	0	4	0	4
Middle Management	1	0	6	0	0	0	0	0	7	0	7
Specialised/skilled/senior supervisory	9	6	6	11	0	0	0	0	15	17	32
Skilled	31	12	0	3	0	1	0	0	31	16	47
Semi-skilled	23	9	0	0	0	0	0	0	23	9	32
Unskilled	38	9	0	0	0	0	0	0	38	9	47
Total permanent	103	36	15	14	0	1	0	0	118	51	169
Casual/temporary and seasonal	385	797	0	0	0	0	0	0	385	797	1182
Total	488	833	15	14	0	1	0	0	503	848	1351

The Agriculture Sector reported to have hired 1 351 persons during the 2015-2016 review period, 63% of whom were women and 2% were White, while 99% were persons from designated groups.

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	1	1	1	0	0	0	0	0	2	1	3
Specialised/skilled/senior supervisory	0	1	1	0	0	0	0	0	1	1	2
Skilled	7	6	0	3	0	0	0	0	7	9	16
Semi-skilled	12	3	0	0	0	0	0	0	12	3	15
Unskilled	7	1	0	0	0	0	0	0	7	1	8
Total permanent	27	12	2	3	0	0	0	0	29	15	44
Casual/temporary & seasonal	115	506	0	0	0	0	0	0	115	506	621
Total	142	518	2	3	0	0	0	0	144	521	665

The Agricultural Sector effected 665 promotions during the review period and 99,7% of employees promoted were from designated groups. The number of persons promoted in the Agriculture sector during the period under review increased by 4% compared to employees promoted during the previous corresponding review period.

Agriculture

Table 4: Termination

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	0	0	0	0	0	0	0	0	0
Senior Management	0	0	0	0	0	0	1	0	1	0	1
Middle Management	2	0	7	3	0	0	1	0	10	3	13
Specialised/skilled/senior supervisory	6	5	7	13	0	0	0	0	13	18	31
Skilled	19	11	1	5	0	0	0	0	20	16	36
Semi-skilled	32	9	0	0	0	0	0	0	32	9	41
Unskilled	42	9	1	0	0	0	0	0	43	9	52
Total permanent	101	34	16	21	0	0	2	0	119	55	174
Casual/temporary and seasonal	239	1158	0	0	0	0	0	0	239	1158	1397
Total	340	1192	16	21	0	0	2	0	358	1213	1571

During the 2015-2016 review period, 1 571 persons left their jobs, 12% less than the number of employees who vacated their positions during the previous corresponding review period. Women accounted for 77% of employees whose contract of employment ended during the 2015-2016 review period and 98% were previously racially disadvantaged.

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	48	19	8	9	0	0	2	0	58	28	86
Non-renewal of contract	124	652	0	0	0	0	0	0	124	652	776
Dismissal - Retrenchment	3	2	1	2	0	0	0	0	4	4	8
Dismissal - Misconduct	22	1	0	0	0	0	0	0	22	1	23
Dismissal - incapacity	0	1	2	0	0	0	0	0	2	1	3
Other	143	517	5	10	0	0	0	0	148	527	675
Total	340	1192	16	21	0	0	2	0	358	1213	1571

Most employees left their jobs due to non-renewal of employment contract, (49%), followed by unspecified reasons, (“other”), (42%) and resignation, (5%).

Agriculture

Table 6: Training

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	0	0	0	0	0	0	0	0	0
Senior Management	1	0	5	0	0	0	2	0	8	0	8
Middle Management	24	7	56	21	1	0	2	1	83	29	112
Specialised/skilled/senior supervisory	54	21	22	25	0	0	0	0	76	46	122
Skilled	103	77	3	7	0	2	0	0	106	86	192
Semi-skilled	92	32	2	0	1	0	0	0	95	32	127
Unskilled	117	62	0	0	0	0	0	0	117	62	179
Total permanent	82	199	88	53	2	2	4	1	176	255	431
Casual/temporary and seasonal	196	772	0	0	0	0	0	0	196	772	968
Total	278	971	88	53	2	2	4	1	372	1027	1399

The Agricultural Sector reported to have trained 1 399 employees during the 2015-2016 review period, 11% less than the number of employees trained during the previous corresponding review period. Women accounted for 73% of employees trained.

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	23	4	49	2	0	0	24	1	96	7	103
Senior Management	32	8	69	19	0	0	77	7	178	34	212
Middle Management	78	28	81	25	1	0	70	8	230	61	291
Specialised/skilled/senior supervisory	304	29	84	22	3	0	150	12	541	63	604
Skilled	1882	110	41	37	2	0	114	6	2039	153	2192
Semi-skilled	1748	176	11	9	9	5	3	0	1771	190	1961
Unskilled	2479	356	0	0	13	2	0	0	2492	358	2850
Total permanent	6546	711	335	114	28	7	438	34	7347	866	8213
Casual/temporary and seasonal	2757	370	38	3	1	0	17	4	2813	377	3190
Total	9303	1081	373	117	29	7	455	38	10160	1243	11403

The Construction Sector reported to have a workforce totalling 11 403 employees, representing an increase of 19% in the number of employees recorded during the previous corresponding review period. Men comprised the overwhelming majority of employees in the sector, 89%, while 4% were non-Namibians and only 0,3% were persons with disabilities.

Construction

Table 2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	3	0	1	0	0	0	5	0	9	0	9
Senior Management	5	3	9	3	0	0	33	6	47	12	59
Middle Management	10	9	15	4	0	0	29	0	54	13	67
Specialised/skilled/senior supervisory	77	12	28	6	1	0	53	9	159	27	186
Skilled	684	32	23	5	2	0	38	3	747	40	787
Semi-skilled	961	50	3	6	4	0	0	0	968	56	1024
Unskilled	921	114	0	0	1	2	0	0	922	116	1038
Total permanent	2661	220	79	24	8	2	158	18	2906	264	3170
Casual/temporary and seasonal	3296	275	55	3	1	0	18	4	3370	282	3652
Total	5957	495	134	27	9	2	176	22	6276	546	6822

The Construction Sector hired 6 822 employees during the period under review, 72% more than the number of persons hired during the previous corresponding review period. Men comprised 92% of persons hired during the 2015-2016 review period and 3% were non-Namibians, while 95% were persons from designated groups. Only 24% appointed to the three top occupational categories in the Construction sector were previously racially disadvantaged.

Construction

Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	1	0	2	0	0	0	0	0	3	0	3
Senior Management	3	1	0	0	0	0	0	0	3	1	4
Middle Management	4	3	4	0	0	0	0	3	8	6	14
Specialised/skilled/senior supervisory	39	2	3	1	0	0	2	2	44	5	49
Skilled	140	12	0	1	0	0	1	0	141	13	154
Semi-skilled	119	12	1	0	0	0	0	0	120	12	132
Unskilled	56	13	0	0	0	0	0	0	56	13	69
Total permanent	362	43	10	2	0	0	3	5	375	50	425
Casual/temporary & seasonal	17	2	0	0	0	0	0	0	17	2	19
Total	379	45	10	2	0	0	3	5	392	52	444

The Construction sector effected 444 promotions during the 2015-2016 review period, 20% less than the number promoted during the previous corresponding review period. Male employees accounted for 67% of appointments on promotion to positions at the top three occupational levels.

Construction

Table 4: Termination

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	1	0	3	0	0	0	4	0	8	0	8
Senior Management	4	2	9	2	0	0	12	1	25	5	30
Middle Management	8	2	16	5	0	0	14	0	38	7	45
Specialised/skilled/senior supervisory	43	2	24	4	0	0	29	4	96	10	106
Skilled	385	19	19	4	0	0	14	2	418	25	443
Semi-skilled	293	12	2	2	0	1	0	0	295	15	310
Unskilled	524	49	0	0	2	1	0	0	526	50	576
Total permanent	1258	86	73	17	2	2	73	7	1406	112	1518
Casual/temporary and seasonal	2620	317	29	0	2	1	31	1	2682	319	3001
Total	3878	403	102	17	4	3	104	8	4088	431	4519

During the period under review, 4 519 employees vacated their positions, 90% of whom were men and 95% were persons from designated groups, while 20% 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	704	72	64	14	0	2	31	6	799	94	893
Non-renewal of contract	2380	246	14	1	3	0	45	2	2442	249	2691
Dismissal - Retrenchment	152	13	5	0	0	1	12	0	169	14	183
Dismissal - Misconduct	163	4	4	0	0	0	5	0	172	4	176
Dismissal - incapacity	14	0	0	0	0	0	7	0	21	0	21
Other	465	68	15	2	1	0	4	0	485	70	555
Total	3878	403	102	17	4	3	104	8	4088	431	4519

Non-renewal of employment contracts accounted for 60% of terminations recorded during the 2015-2016 review period, followed by resignation, 20% and unspecified reasons (“other”), 12%.

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	3	0	3	0	0	0	2	0	8	0	8
Senior Management	13	1	9	3	0	0	11	0	33	4	37
Middle Management	28	12	14	3	0	0	5	1	47	16	63
Specialised/skilled/senior supervisory	107	9	20	4	1	0	13	1	141	14	155
Skilled	368	29	7	13	1	0	14	1	390	43	433
Semi-skilled	441	39	0	0	1	0	0	0	442	39	481
Unskilled	450	30	0	0	1	0	0	0	451	30	481
Total permanent	1410	120	53	23	4	0	45	3	1512	146	1658
Casual/temporary and seasonal	207	18	6	0	0	0	0	0	213	18	231
Total	1617	138	59	23	4	0	45	3	1725	164	1889

The Construction Sector sent 1 889 employees for training during the 2015-2016 review period, a decline of 6% in the number of employees trained by the sector during the previous corresponding review period. Male employees accounted for 91% of employees trained during the period under review, while only 0,2% were persons with disabilities.

Education, Training & Development Sector

Table 1: Workforce Profile

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	12	2	1	1	0	0	1	2	14	5	19
Senior Management	58	34	8	13	0	0	34	9	100	56	156
Middle Management	176	181	31	59	0	0	112	27	319	267	586
Specialised/skilled/senior supervisory	524	531	34	194	3	2	176	79	737	806	1543
Skilled	278	405	6	28	1	4	14	16	299	453	752
Semi-skilled	196	200	0	3	4	5	5	2	205	210	415
Unskilled	113	95	0	0	1	0	0	0	114	95	209
Total permanent	1357	1448	80	298	9	11	342	135	1788	1892	3680
Casual/temporary and seasonal	1155	947	129	3	0	0	116	1	1400	951	2351
Total	2512	2395	209	301	9	11	458	136	3188	2843	6031

The Education Sector reported to have a total workforce of 6 031 employees during the 2015-2016 review period, representing an increase of 4% in the number of employees reported on during the previous corresponding review period. Sight should not be lost of the fact that employees under the two Ministries of Education did not form part of the education sector, but resorted under the Public Service. Male employees accounted for 53% of employees in the Education sector and 87% were persons from designated groups, while only 0,3% were persons with disabilities.

Education, Training & Development Sector

Table2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	1	0	0	0	0	0	0	0	1	1
Senior Management	7	3	1	1	0	0	9	3	17	7	24
Middle Management	28	30	3	4	0	0	15	4	46	38	84
Specialised/skilled/senior supervisory	75	70	4	22	0	0	40	14	119	106	225
Skilled	45	53	1	9	0	0	0	3	46	65	111
Semi-skilled	29	32	0	0	0	1	1	1	63	34	97
Unskilled	29	13	0	0	0	0	0	0	29	13	42
Total permanent	213	202	9	36	0	1	65	25	287	264	551
Casual/temporary and seasonal	414	358	19	11	1	2	73	46	507	417	924
Total	627	560	28	47	1	3	138	71	794	681	1475

The Education Sector hired 1 475 employees across the country, a decline of 11% in the number of persons hired during the previous corresponding review period. The majority of persons hired during the period under review were men, 54% and 80% of those hired were previously racially disadvantaged. Persons from designated groups comprised 68% of new recruits appointed to positions at Executive Director and Management levels respectively.

Education, Training & Development Sector

Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	1	0	0	0	0	0	0	0	1	1
Senior Management	2	1	0	0	0	0	1	0	3	1	4
Middle Management	5	8	0	1	0	0	3	4	8	13	21
Specialised/skilled/senior supervisory	18	28	0	2	0	0	2	1	20	31	51
Skilled	4	4	0	0	1	0	0	1	5	5	10
Semi-skilled	0	0	0	0	0	0	0	0	0	0	0
Unskilled	0	0	0	0	0	0	0	0	0	0	0
Total permanent	29	42	0	3	1	0	6	6	36	51	87
Casual/temporary and seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	29	42	0	3	1	0	6	6	36	51	87

The Education Sector promoted 138 employees during the 2015-2016 review period, 29% more than the number promoted during the previous corresponding review period. Women accounted for 59% of employees promoted during the period under review, while 86% were persons in designated groups.

Education, Training & Development Sector

Table 4: Termination

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	1	1	0	0	0	0	1	1	2	2	4
Senior Management	4	5	3	3	0	0	7	7	14	15	29
Middle Management	20	16	1	2	0	0	9	12	30	30	60
Specialised/skilled/senior supervisory	42	46	5	16	0	0	13	13	60	75	135
Skilled	30	42	1	6	0	0	0	2	31	50	81
Semi-skilled	49	19	0	1	0	0	1	1	70	21	91
Unskilled	5	6	0	0	0	0	0	0	5	6	11
Total permanent	151	135	10	28	0	0	31	36	192	199	391
Casual/temporary and seasonal	335	297	7	15	0	0	65	20	407	332	739
Total	486	432	17	43	0	0	96	56	599	531	1130

The Education Sector recorded 1 130 termination of employment contracts during the period under review, 14% less than the number of employment contracts terminated the previous corresponding review period. The previously racially disadvantaged accounted for 81% of employees who vacated their positions in the Education sector, while 13% were non-Namibians.

Education, Training & Development Sector

Table 5: Termination Categories

Termination Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Resignation	96	105	5	18	0	0	17	31	118	154	272
Non-renewal of contract	100	88	7	15	0	0	65	20	172	123	295
Dismissal - Retrenchment	12	15	0	0	0	0	4	3	16	18	34
Dismissal - Misconduct	20	8	0	0	0	0	2	1	22	9	31
Dismissal - incapacity	0	0	0	0	0	0	1	0	1	0	1
Other	258	216	5	10	0	0	7	1	270	227	497
Total	486	432	17	43	0	0	96	56	599	531	1130

Unspecified reasons, “Other”, accounted for the majority of employment contract terminations, (44%), followed by non-renewal of employment contract, (26%) and resignation, (24%). Dismissal due to incapacity recorded the least percentage of employment contract terminations, namely, (0,1%).

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	4	1	0	1	0	0	0	0	4	2	6
Senior Management	15	16	2	2	0	0	3	4	20	22	42
Middle Management	39	53	2	14	0	0	8	11	49	78	127
Specialised/skilled/senior supervisory	59	91	4	80	2	0	23	44	88	215	303
Skilled	48	89	2	12	0	1	4	2	54	104	158
Semi-skilled	30	42	1	1	0	0	1	0	32	43	75
Unskilled	0	1	0	0	0	0	0	0	0	1	1
Total permanent	195	293	11	110	2	1	39	61	247	465	712
Casual/temporary and seasonal	6	8	0	1	0	0	0	10	6	19	25
Total	201	301	11	111	2	1	39	71	253	484	737

The Education Sector sent 737 employees for training during the 2015-2016 review period, a whopping 46% less than the number trained during the previous corresponding review period. Female employees accounted for 66% of employees trained during the period under review, while only 0,3% of employees trained were persons with disabilities.

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	12	6	19	1	0	0	6	0	37	7	44
Senior Management	80	57	127	67	2	0	19	8	228	132	360
Middle Management	272	339	172	174	6	0	14	10	464	523	987
Specialised/skilled/senior supervisory	679	1315	72	234	5	3	12	11	768	1563	2331
Skilled	852	1661	32	148	3	6	2	2	889	1817	2706
Semi-skilled	528	594	21	36	1	2	0	0	550	632	1182
Unskilled	57	86	2	4	0	0	0	0	59	90	149
Total permanent	2480	4058	445	664	17	11	53	31	2995	4764	7759
Casual/temporary and seasonal	133	261	4	10	0	0	2	0	139	271	410
Total	2613	4319	449	674	17	11	55	31	3134	5035	8169

The Financial Intermediation Sector reported on a combined workforce comprising of 8 169 employees, 18% less than the number of employees recorded in that sector during the previous corresponding review period. Women accounted for 62% of the workforce in the Financial Intermediation sector, but only 48% of women occupied positions at the top three occupational levels. Persons from designated groups comprised 93% of the workforce in the Financial Intermediation sector, while only 0,3% were persons with disabilities and 1% were non-Namibians.

Financial Intermediation

Table 2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	3	2	5	0	0	0	0	0	8	2	10
Senior Management	12	14	14	7	0	0	1	2	27	23	50
Middle Management	73	75	38	26	1	0	3	1	115	102	217
Specialised/skilled/senior supervisory	159	272	11	16	0	0	3	2	173	290	463
Skilled	230	425	8	25	0	0	1	1	239	451	690
Semi-skilled	111	115	5	10	0	1	0	0	116	126	242
Unskilled	10	9	1	1	0	0	0	0	11	10	21
Total permanent	598	912	82	85	1	1	8	6	689	1004	1693
Casual/temporary and seasonal	174	341	9	15	0	0	0	0	183	356	539
Total	772	1253	91	100	1	1	8	6	872	1360	2232

The Financial Intermediation Sector hired 2 232 persons across the industry, 8% less than the number hired during the 2014-2015 review period. Women accounted for 61% of persons hired by the Financial Intermediation Sector during the period under review and 95% of persons hired during the same period were persons from designated groups.

Financial Intermediation

Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	1	0	2	0	0	0	0	0	3	0	3
Senior Management	12	13	17	13	0	0	0	0	29	26	55
Middle Management	44	57	13	11	0	0	1	1	58	69	127
Specialised/skilled/senior supervisory	113	225	4	30	0	1	2	2	119	258	377
Skilled	57	95	1	8	0	0	0	1	58	104	162
Semi-skilled	12	18	2	2	0	0	0	0	14	20	34
Unskilled	1	2	0	0	0	0	0	0	1	2	3
Total permanent	240	410	39	64	0	1	3	4	282	479	761
Casual/temporary and seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	240	410	39	64	0	1	3	4	282	479	761

The Financial Intermediation Sector recorded 761 promotions during the period under review, 8% less than the number of employees promoted during the previous corresponding review period. The previously racially disadvantaged accounted for 69% of appointments on promotion to positions at the Executive Directors and Management levels respectively.

Financial Intermediation

Table 4: Termination

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	3	0	2	1	0	0	2	0	7	1	8
Senior Management	9	11	13	6	0	0	1	1	23	18	41
Middle Management	28	40	17	17	0	0	4	2	49	59	108
Specialised/skilled/senior supervisory	109	182	29	26	1	1	1	0	140	209	349
Skilled	159	235	11	25	1	0	0	2	171	262	433
Semi-skilled	71	82	5	3	0	0	0	0	76	85	161
Unskilled	3	11	0	1	0	0	0	0	3	12	15
Total permanent	382	561	77	79	2	1	8	5	469	646	1115
Casual/temporary and seasonal	144	294	11	15	0	0	0	1	155	310	465
Total	526	855	88	94	2	1	8	6	624	956	1580

The Financial Intermediation Sector recorded 1 580 employment contract terminations during the period under review, 94% of employees who vacated their positions of employment were from designated groups, 61% were women and 0,2% were persons with disabilities.

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	322	507	70	74	1	0	3	3	396	584	980
Non-renewal of contract	113	256	11	12	0	0	3	1	127	269	396
Dismissal - Retrenchment	2	9	2	2	0	0	1	0	5	11	16
Dismissal - Misconduct	40	36	1	2	0	0	0	0	41	38	79
Dismissal - incapacity	2	6	0	1	1	1	0	0	3	8	11
Other	47	41	4	3	0	0	1	2	52	46	98
Total	526	855	88	94	2	1	8	6	624	956	1580

Resignation accounted for the majority of employment contract terminations, (62%), followed by non-renewal of employment contract, (25%). Dismissal due to incapacity accounted for the least cases of employment contract terminations (1,7%).

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	10	2	5	1	0	0	0	0	15	3	18
Senior Management	70	49	66	41	1	0	9	3	146	93	239
Middle Management	241	291	146	111	1	0	8	6	396	408	804
Specialised/skilled/senior supervisory	373	811	49	139	4	0	9	2	435	952	1387
Skilled	410	867	23	64	0	0	2	1	435	932	1367
Semi-skilled	107	169	7	26	0	0	0	0	114	195	309
Unskilled	3	14	1	2	0	0	0	0	4	16	20
Total permanent	1214	2203	297	384	6	0	28	12	1545	2599	4144
Casual/temporary and seasonal	79	117	0	2	0	0	0	0	79	119	198
Total	1293	2320	297	386	6	0	28	12	1624	2718	4342

The Financial Intermediation Sector reported to have trained 4 342 employees during the period under review, representing a decline of 20% in the number of employees trained during the previous corresponding review period. Women accounted for 63% of employees trained during the 2015-2016 review period, but only 0,1% employees trained were from the persons with disabilities group.

Fishing

Table 1: Workforce Profile

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	1	9	0	0	0	1	0	10	1	11
Senior Management	35	17	24	8	1	0	12	1	72	26	98
Middle Management	104	25	45	14	2	0	17	1	168	40	208
Specialised/skilled/senior supervisory	202	109	24	23	2	0	28	3	256	135	391
Skilled	621	717	17	26	1	1	20	2	659	746	1405
Semi-skilled	1310	923	2	1	6	2	0	0	1318	926	2244
Unskilled	1317	1302	0	0	3	0	0	0	1320	1302	2622
Total permanent	3589	3094	121	72	15	3	78	7	3803	3176	6979
Casual/temporary and seasonal	1938	1764	4	4	1	1	39	6	1982	1775	3757
Total	5527	4858	125	76	16	4	117	13	5785	4951	10736

The Fishing Sector employed a combined workforce of 10 736 employees, 97% of whom were Black. The number of employees in the Fishing Sector declined by 13% compared to the figure recorded during the previous corresponding review period. Men accounted for 54% of the workforce in the Fishing sector and only 0,2% of employees in the Fishing sector were persons with disabilities, while 1% were non-Namibians.

Fishing

Table 2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	0	0	0	0	0	0	0	0	0
Senior Management	2	4	3	0	0	0	3	0	8	4	12
Middle Management	8	3	3	2	0	0	3	0	14	5	19
Specialised/skilled/senior supervisory	33	9	5	5	0	0	6	0	44	14	58
Skilled	101	186	0	8	0	1	3	0	104	195	299
Semi-skilled	264	400	1	1	2	0	0	0	267	401	668
Unskilled	127	192	0	0	0	0	0	0	127	192	319
Total permanent	535	794	12	16	2	1	15	0	564	811	1375
Casual/temporary and seasonal	1096	443	2	3	0	0	6	0	1104	446	1550
Total	1631	1237	14	19	2	1	21	0	1668	1257	2925

The Fishing Sector hired 2 925 persons during the 2015-2016 review period, a whopping 80% more than the persons recruited during the previous corresponding review period. Of the 2 925 persons who were hired during the period under review, only 43% were women and a mere 0,1% were persons with disabilities.

Fishing

Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	1	0	0	0	0	0	1	0	1
Senior Management	3	0	1	0	0	0	0	0	4	0	4
Middle Management	9	2	6	3	0	0	0	0	15	5	20
Specialised/skilled/senior supervisory	12	13	1	3	0	0	0	0	13	16	29
Skilled	8	4	2	0	0	0	0	0	10	4	14
Semi-skilled	27	9	0	0	0	0	0	0	27	9	36
Unskilled	0	0	0	0	0	0	0	0	0	0	0
Total permanent	59	28	11	6	0	0	0	0	70	34	104
Casual/temporary and seasonal	0	0	0	0	0	0	1	0	1	0	1
Total	59	28	11	6	0	0	1	0	71	34	105

The Fishing Sector promoted only 105 employees during the period under review, 78% less than the number of employees promoted during the previous corresponding review period. 89% of employees promoted were from the designated groups and 32% were women, but none from the persons with disabilities group was promoted.

Fishing

Table 4: Termination

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	1	0	0	0	0	0	0	0	1	1
Senior Management	3	0	1	2	0	0	2	0	6	2	8
Middle Management	3	2	6	1	0	0	4	0	13	3	16
Specialised/skilled/senior supervisory	19	9	3	1	0	0	7	0	29	10	39
Skilled	131	230	3	2	0	0	2	0	136	232	368
Semi-skilled	78	49	0	0	1	1	0	0	79	50	129
Unskilled	143	69	0	0	1	0	0	0	144	69	213
Total permanent	377	360	13	6	2	1	15	0	407	367	774
Casual/temporary and seasonal	1103	456	1	2	1	1	19	0	1124	459	1583
Total	1480	816	14	8	3	2	34	0	1531	826	2357

A total of 2 357 employees parted from the Fishing Sector during the 2015-2016 review period, 35% more than the number of employees who vacated their positions during the previous corresponding review period. The majority (65%), of employees who left their jobs were men and 98% were persons from designated groups.

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	182	197	7	2	0	0	0	0	189	199	388
Non-renewal of contract	1081	396	1	4	1	1	18	0	1101	401	1502
Dismissal - Retrenchment	38	3	0	1	0	0	0	0	38	4	42
Dismissal - Misconduct	81	73	0	0	1	0	0	0	82	73	155
Dismissal - incapacity	4	2	0	0	0	1	0	0	4	3	7
Other	94	145	6	1	1	0	16	0	117	146	263
Total	1480	816	14	8	3	2	34	0	1531	826	2357

Most employees (64%), contract of employment ended, because such contracts were not renewed, followed by resignation, 16%. Dismissal due to incapacity accounted for the least of cases that resulted in terminations of employment contracts.

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	0	1	0	0	1	0	0	1	1	2
Senior Management	6	9	3	3	1	0	3	1	13	13	26
Middle Management	40	18	11	12	0	0	11	0	62	30	92
Specialised/skilled/senior supervisory	426	295	2	13	0	0	37	0	465	308	773
Skilled	248	314	8	9	1	0	3	0	260	323	583
Semi-skilled	394	325	0	0	0	1	0	0	394	326	720
Unskilled	290	89	0	0	0	0	0	0	290	89	379
Total permanent	1404	1050	25	37	2	2	54	1	1485	1090	2575
Casual/temporary and seasonal	344	500	1	2	1	1	0	0	346	503	849
Total	1748	1550	26	39	3	3	54	1	1831	1593	3424

The Fishing Sector sent a total of 3 424 employees for training during the period under review, 18% less than the number reported trained during the previous corresponding review period. Persons from designated groups accounted for 98% of employees who were trained during the period under review, but only 47% were women.

Health & Welfare Sector

Table 1: Workforce Profile

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	1	2	8	3	0	1	7	5	16	11	27
Senior Management	4	2	8	6	0	0	1	0	13	8	21
Middle Management	13	33	5	23	0	0	0	3	18	59	77
Specialised/skilled/senior supervisory	23	131	3	24	0	2	19	72	45	229	274
Skilled	107	398	1	32	0	2	25	53	133	485	618
Semi-skilled	79	224	1	3	1	1	0	2	81	230	311
Unskilled	26	36	0	0	0	0	0	0	26	36	62
Total permanent	253	826	26	91	1	6	52	135	332	1058	1390
Casual/temporary and seasonal	13	53	1	1	0	0	0	0	14	54	68
Total	266	879	27	92	1	6	52	135	346	1112	1458

The Health and Welfare Sector had 1 458 employees in its employ during the 2015-2016 review period, 29% less than the number of employees reported on during the previous corresponding review period. Women accounted for 76% of the workforce and comprised 62% of Managers and Executive Directors respectively. Non-Namibian employees accounted for 13% of the workforce, while only 0,4% were persons with disabilities.

Health & Welfare Sector

Table 2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	0	0	0	0	0	5	0	5	5
Senior Management	0	0	1	1	0	0	0	0	1	1	2
Middle Management	1	3	1	0	0	0	1	0	3	3	6
Specialised/skilled/senior supervisory	5	33	1	5	0	0	9	38	15	76	91
Skilled	22	80	0	6	0	0	3	8	25	94	119
Semi-skilled	22	56	1	1	0	0	0	2	23	59	82
Unskilled	4	2	1	0	0	0	0	0	5	2	7
Total permanent	54	174	5	13	0	0	13	53	72	240	312
Casual/temporary and seasonal	5	34	0	1	0	0	0	0	5	35	40
Total	59	208	5	14	0	0	13	53	77	275	352

The Health and Welfare Sector hired only 352 employees during the period under review, 38% less than the number hired during the previous corresponding review period. Women accounted for 78% of employees hired during the 2015-2016 review period and 15% of persons hired were non-Namibians, while no person from the persons with disabilities group was hired.

Health & Welfare Sector

Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	0	0	0	0	0	0	0	0	0
Senior Management	0	1	0	0	0	0	0	0	0	1	1
Middle Management	0	1	0	0	0	0	0	0	0	1	1
Specialised/skilled/senior supervisory	6	22	0	4	0	0	1	0	7	26	33
Skilled	3	2	0	0	0	0	0	0	3	2	5
Semi-skilled	3	29	0	0	0	0	0	0	3	29	32
Unskilled	0	0	0	0	0	0	0	0	0	0	0
Total permanent	12	55	0	4	0	0	1	0	13	59	72
Casual/temporary and seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	12	55	0	4	0	0	1	0	13	59	72

The Health and Welfare Sector promoted only 72 employees during the 2015-2016 review period, 82% of whom were women and 99% were person from designated groups. Only 5% of promotions effected were at the Management level.

Health & Welfare Sector

Table 4: Termination

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	1	0	1	0	0	0	0	0	2	0	2
Senior Management	0	2	0	1	0	0	0	0	0	3	3
Middle Management	0	3	1	1	0	0	0	1	1	5	6
Specialised/skilled/senior supervisory	3	26	1	7	0	1	6	5	10	39	49
Skilled	26	73	0	14	0	0	4	5	30	92	122
Semi-skilled	6	51	0	1	0	0	0	0	6	52	58
Unskilled	15	6	0	0	0	0	0	0	15	6	21
Total permanent	51	161	3	24	0	1	10	11	64	197	261
Casual/temporary and seasonal	27	48	0	0	0	0	0	0	27	48	75
Total	78	209	3	24	0	1	10	11	91	245	336

The Health and Welfare Sector recorded 336 employment contract terminations, 37% less than the number of terminations recorded during the previous corresponding review period. Persons from designated groups accounted for 93% of employees who vacated their positions of employment.

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	49	148	3	24	0	1	5	9	57	182	239
Non-renewal of contract	20	42	0	0	0	0	5	2	25	44	69
Dismissal - Retrenchment	0	0	0	0	0	0	0	0	0	0	0
Dismissal - Misconduct	3	5	0	0	0	0	0	0	3	5	8
Dismissal - incapacity	0	0	0	0	0	0	0	0	0	0	0
Other	6	14	0	0	0	0	0	0	6	14	20
Total	78	209	3	24	0	1	10	11	91	245	336

Most employees vacated their positions through resignation, (71%), followed by non-renewal of contracts of employment, (21%). No employee left the Health sector because of retrenchment or dismissal.

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	3	1	0	0	9	0	12	1	13
Senior Management	2	1	5	9	0	0	0	0	7	10	17
Middle Management	4	19	1	17	0	0	0	1	5	37	42
Specialised/skilled/senior supervisory	12	88	2	20	0	1	16	62	30	171	201
Skilled	45	152	0	14	0	1	7	5	52	172	224
Semi-skilled	16	112	0	1	0	0	0	0	16	113	129
Unskilled	6	10	0	0	0	0	0	0	6	10	16
Total permanent	85	382	11	62	0	2	32	68	128	514	642
Casual/temporary and seasonal	1	2	0	0	0	0	0	0	1	2	3
Total	86	384	11	62	0	2	32	68	129	516	645

During the 2015-2016 review period, 645 employees were trained across the Health and Welfare Sector 46% less than the number of employees trained during the previous corresponding review period. Women accounted for 80% of the employees trained during the period under review and 16% were non-Namibians.

Information Systems, Electronics and Telecommunications Technologies Sector

Table 1: Workforce Profile

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	9	2	16	0	0	0	5	0	30	2	32
Senior Management	36	14	39	6	1	1	5	1	81	22	103
Middle Management	69	35	47	26	0	2	11	1	127	64	191
Specialised/skilled/senior supervisory	207	107	56	36	1	0	7	0	271	143	414
Skilled	569	351	77	51	2	2	6	1	654	405	1059
Semi-skilled	296	289	12	15	0	3	0	0	308	307	615
Unskilled	64	49	2	0	0	0	0	0	66	49	115
Total permanent	1250	847	249	134	4	8	34	3	1537	992	2529
Casual/temporary and seasonal	119	30	5	3	0	0	2	0	126	33	159
Total	1369	877	254	137	4	8	36	3	1663	1025	2688

The Information Systems, Electronics and Communication Technology Sector reported on a workforce complement of 2 688 across the industry. Women accounted only for 38% of employees in the sector, while persons with disabilities comprised only 0,4% of the workforce. Although White employees comprised only 15% of the workforce in the Information Systems sector, they occupied 41% of positions at the Management and Executive Director levels respectively.

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	2	0	0	0	0	0	1	0	3	0	3
Senior Management	12	5	10	3	0	0	1	0	23	8	31
Middle Management	3	4	2	0	0	0	0	0	5	4	9
Specialised/skilled/senior supervisory	13	8	6	3	0	0	1	1	20	12	32
Skilled	73	53	12	13	0	0	0	1	85	67	152
Semi-skilled	32	41	3	3	0	0	0	0	35	44	79
Unskilled	12	7	2	0	0	0	0	0	14	7	21
Total permanent	147	118	35	22	0	0	3	2	185	142	327
Casual/temporary and seasonal	105	36	4	0	0	0	1	0	110	36	146
Total	252	154	39	22	0	0	4	2	295	178	473

The Information Systems Sector hired only 473 persons during the period under review, but 41% more than the number hired during the previous corresponding period. Persons from designated groups accounted for 90% of the number hired, but only 38% of persons hired were women and none from the persons with disabilities group was hired during the period under review.

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	1	0	0	0	0	0	1	0	1
Senior Management	0	0	0	0	0	0	0	0	0	0	0
Middle Management	6	1	2	1	0	0	0	0	8	2	10
Specialised/skilled/senior supervisory	4	2	2	1	0	0	0	0	6	3	9
Skilled	7	12	1	0	0	0	0	0	8	12	20
Semi-skilled	2	3	1	0	0	0	0	0	3	3	6
Unskilled	12	8	0	0	0	0	0	0	12	8	20
Total permanent	31	26	7	2	0	0	0	0	38	28	66
Casual/temporary and seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	31	26	7	2	0	0	0	0	38	28	66

The Information Systems Sector effected 66 promotions only, but 69% more than the promotions reported on during the previous corresponding review period. Persons from designated groups comprised 89% of employees promoted during the 2015-2016 review period, but only 42% were women.

Information Systems, Electronics and Telecommunications Technologies Sector

Table 4: Termination

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	2	1	1	1	0	0	1	0	4	2	6
Senior Management	3	1	6	1	0	0	0	0	9	2	11
Middle Management	7	2	7	5	0	0	2	0	16	7	23
Specialised/skilled/senior supervisory	15	19	6	3	0	0	2	1	23	23	46
Skilled	96	55	26	14	0	0	5	0	127	69	196
Semi-skilled	30	22	5	1	0	0	0	0	35	23	58
Unskilled	7	5	0	1	0	0	0	0	7	6	13
Total permanent	160	105	51	26	0	0	10	1	221	132	353
Casual/temporary and seasonal	35	16	1	0	0	0	1	0	37	16	53
Total	195	121	52	26	0	0	11	1	258	148	406

The Information Systems Sector recorded 406 terminations of employment contracts, 25% less than the terminations reported on during the previous corresponding review period. Men accounted for 64% of employees who vacated their positions of employment, while 84% were employees from designated groups.

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	119	82	39	19	0	0	7	0	165	101	266
Non-renewal of contract	5	16	0	1	0	0	2	1	7	18	25
Dismissal - Retrenchment	15	6	4	1	0	0	0	0	19	7	26
Dismissal - Misconduct	11	3	1	0	0	0	0	0	12	3	15
Dismissal - incapacity	3	2	0	0	0	0	1	0	4	2	6
Other	42	12	8	5	0	0	1	0	51	17	68
Total	195	121	52	26	0	0	11	1	258	148	406

Resignation accounted for most employment contract termination cases, (66%) followed by unspecified reasons “Other”, (17%) and dismissal/retrenchment, (6%).

Information Systems, Electronics and Telecommunications Technologies Sector

Table 6: Training

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	2	0	3	0	0	0	1	0	6	0	6
Senior Management	9	2	21	1	0	0	0	0	30	3	33
Middle Management	27	10	24	15	0	0	1	0	52	25	77
Specialised/skilled/senior supervisory	140	72	47	23	0	0	1	0	188	95	283
Skilled	262	206	37	22	0	0	0	0	299	228	527
Semi-skilled	130	180	8	5	0	0	0	0	138	185	323
Unskilled	35	25	2	0	0	0	0	0	37	25	62
Total permanent	605	495	142	66	0	0	3	0	750	561	1311
Casual/temporary and seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	605	495	142	66	0	0	3	0	750	561	1311

The Information Systems Sector trained 1 311 employees across the industry, representing a whopping decline of 79% in the number of employees trained during the previous corresponding review period. Persons from designated groups comprised 89% of the employees trained during the year under review, but none from the persons with disabilities group was trained during the 2015-2016 review period..

Local Governments, Water and Related Services Sector

Table 1: Workforce Profile

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	22	2	0	0	1	0	0	0	23	2	25
Senior Management	61	28	12	0	2	0	0	0	75	28	103
Middle Management	149	77	9	1	0	0	1	0	159	78	237
Specialised/skilled/senior supervisory	200	181	25	15	1	1	0	0	226	197	423
Skilled	700	453	34	12	10	1	0	0	744	466	1210
Semi-skilled	1072	474	8	6	14	3	0	0	1094	483	1577
Unskilled	843	548	1	0	13	4	0	0	857	552	1409
Total permanent	3047	1763	89	34	41	9	1	0	3178	1806	4984
Casual/temporary and seasonal	109	109	3	0	1	0	3	1	116	110	226
Total	3156	1872	92	34	42	9	4	1	3294	1916	5210

The Local Government, Water and Related Services Sector reported to have a workforce totalling 5 210 during the 2015-2016 review period, an increase of 6% in the number of employees reported on during the previous corresponding review period. Persons from designated groups accounted for 98% of the workforce, but only 37% were women and a mere 1% were persons with disabilities. Black employees occupied 93% of positions at the Executive Directors and Management levels respectively.

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	3	1	0	0	0	0	0	0	3	1	4
Senior Management	2	2	0	0	0	0	0	0	2	2	4
Middle Management	9	6	0	0	0	1	0	0	9	7	16
Specialised/skilled/senior supervisory	25	22	1	0	0	1	0	0	26	23	49
Skilled	51	49	0	1	1	0	0	0	52	50	102
Semi-skilled	138	100	2	0	1	0	0	0	141	100	241
Unskilled	70	16	1	0	0	0	0	0	71	16	87
Total permanent	298	196	4	1	2	2	0	0	304	199	503
Casual/temporary and seasonal	96	107	2	0	0	0	0	0	98	107	205
Total	394	303	6	1	2	2	0	0	402	306	708

The Local Government, Water and Related Services Sector hired 708 employees during the 2015-2016 review period, 20% more than the number of persons hired during the previous corresponding review period. Persons from designated groups accounted for 99% of persons hired during the period under review and 43% of them were women.

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	0	0	0	0	0	0	0	2	0	2
Middle Management	5	2	0	0	0	0	0	0	5	2	7
Specialised/skilled/senior supervisory	7	6	1	0	0	0	0	0	8	6	14
Skilled	34	13	3	0	1	0	0	0	38	13	51
Semi-skilled	44	22	0	0	1	0	0	0	45	22	67
Unskilled	11	1	0	0	0	0	0	0	11	1	12
Total permanent	103	44	4	0	2	0	0	0	109	44	153
Casual/temporary and seasonal	24	20	0	0	0	0	0	0	24	20	44
Total	127	64	4	0	2	0	0	0	133	64	197

The Local Government, Water and Related Services Sector effected 197 promotions during the 2015-2016 review period, 16% more than the number hired during the 2014-2015 review period. Men constituted 68% of employees promoted during the period under review and all employees promoted at the Management levels were previous racially disadvantaged.

Local Governments, Water and Related Services Sector

Table 4: Termination

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	3	0	0	0	0	0	0	0	3	0	3
Senior Management	7	7	3	0	1	0	0	0	11	7	18
Middle Management	8	2	1	0	0	0	1	0	10	2	12
Specialised/skilled/senior supervisory	19	9	2	2	0	0	0	0	21	11	32
Skilled	40	23	3	4	1	0	0	0	44	27	71
Semi-skilled	52	16	5	1	1	0	0	0	58	17	75
Unskilled	54	13	0	0	1	0	0	0	55	13	68
Total permanent	183	70	14	7	4	0	1	0	202	77	279
Casual/temporary and seasonal	32	31	1	1	0	0	0	0	33	32	65
Total	215	101	15	8	4	0	1	0	235	109	344

The Local Government, Water and Related Services Sector reported to have recorded 344 employment contract terminations during the period under review, a whopping increase of 102% in the number of employment contracts that ended during the previous corresponding review period. Persons from designated groups comprised 95% of employees whose contract of employment ended and 32% 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	74	29	6	2	0	0	1	0	81	31	112
Non-renewal of contract	27	31	0	1	0	0	0	0	27	32	59
Dismissal - Retrenchment	31	1	8	2	0	0	0	0	39	3	42
Dismissal - Misconduct	7	1	0	0	0	0	0	0	7	1	8
Dismissal - incapacity	9	3	0	2	0	0	0	0	9	5	14
Other	67	36	1	1	4	0	0	0	72	37	109
Total	215	101	15	8	4	0	1	0	235	109	344

Resignation constituted the largest percentage, (33%), of employees whose contract of employment ended, followed by unspecified reasons, “Other”, (31 %) and non-renewal of employment contract, (17%).

Local Governments, Water and Related Services Sector

Table 6: Training

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	8	0	1	0	0	0	0	0	9	0	9
Senior Management	53	24	8	0	2	0	1	0	64	24	88
Middle Management	115	68	12	3	0	0	2	0	129	71	200
Specialised/skilled/senior supervisory	127	144	26	5	1	0	0	0	154	149	303
Skilled	366	249	33	11	6	0	0	0	405	260	665
Semi-skilled	151	126	2	0	2	1	0	0	155	127	282
Unskilled	105	131	0	0	3	0	0	0	108	131	239
Total permanent	925	742	82	19	14	1	3	0	1024	762	1786
Casual/temporary and seasonal	6	4	0	0	0	0	0	0	6	4	10
Total	931	746	82	19	14	1	3	0	1030	766	1796

The Local Government, Water and Related Services Sector reported to have trained 1 796 employees during the period under review, a whopping increase of 351% on the 326 employees trained by the sector in the previous corresponding review period. Persons from designated groups constituted the largest percentage (95%) of employees trained during the period under review.

Manufacturing Sector

Table 1: Workforce Profile

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	8	3	33	4	0	0	7	0	48	7	55
Senior Management	40	20	84	26	1	0	26	4	151	50	201
Middle Management	145	104	145	55	4	0	15	6	309	165	474
Specialised/skilled/senior supervisory	589	255	99	62	3	2	19	3	710	322	1032
Skilled	988	325	50	61	4	2	0	1	1042	389	1431
Semi-skilled	2083	345	13	14	15	2	1	1	2112	362	2474
Unskilled	2240	726	0	0	16	5	0	0	2256	731	2987
Total permanent	6093	1778	424	222	43	11	68	15	6628	2026	8654
Casual/temporary and seasonal	659	138	4	5	1	2	1	3	665	148	813
Total	6752	1916	428	227	44	13	69	18	7293	2174	9467

The Manufacturing Sector recorded a workforce complement of 9 467, 18% more than the number of employees reported on during the previous corresponding review period. Only 23% of employees in the Manufacturing sector were women, but 95% of employees in the industry were from designated groups and 0,6% were persons with disabilities. Non-Namibians occupied 6% of positions at the Executive Directors and Management levels respectively.

Manufacturing Sector

Table 2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	3	0	0	0	1	0	4	0	4
Senior Management	6	3	19	5	0	0	10	1	35	9	44
Middle Management	27	26	29	9	1	0	3	1	60	36	96
Specialised/skilled/senior supervisory	135	66	34	13	0	0	1	0	170	79	249
Skilled	223	115	17	18	0	0	0	0	240	133	373
Semi-skilled	361	62	3	3	2	0	0	0	431	65	496
Unskilled	520	208	0	0	3	1	0	0	523	209	732
Total permanent	1272	480	105	48	6	1	15	2	1398	531	1929
Casual/temporary and seasonal	506	368	1	4	2	0	3	0	512	372	884
Total	1778	848	106	52	8	1	18	2	1910	903	2813

The Manufacturing Sector hired 2 813 persons during the 2015-2016 review period, 22% more than the number of persons hired during the previous corresponding review period. Whites comprised 45% of persons appointed to positions at the Executive Directors and Management level, even though they only constituted 6% of the number of persons hired during the period under review. Women accounted for 31% of the managers hired in the Manufacturing sector during the period under review.

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	2	1	1	0	0	0	0	0	3	1	4
Senior Management	7	6	5	5	0	0	0	0	12	11	23
Middle Management	20	15	4	4	0	0	0	1	24	20	44
Specialised/skilled/senior supervisory	85	37	7	3	1	1	0	0	93	41	134
Skilled	88	21	2	1	0	0	0	0	90	22	112
Semi-skilled	156	28	0	1	0	0	0	0	185	29	214
Unskilled	58	13	0	0	0	0	0	0	58	13	71
Total permanent	416	121	19	14	1	1	0	1	436	137	573
Casual/temporary and seasonal	6	5	0	0	0	0	0	0	6	5	11
Total	422	126	19	14	1	1	0	1	442	142	584

The Manufacturing Sector promoted 584 employees during the period under review, 23% more than the number of employees promoted during the previous corresponding review period. Persons from designated groups accounted for 97% of all employees promoted during the period under review, but only 24% were women and 0,3% were persons with disabilities.

Manufacturing Sector

Table 4: Termination

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	1	0	0	0	1	0	2	0	2
Senior Management	3	5	13	6	0	0	3	0	19	11	30
Middle Management	15	15	23	5	0	0	2	0	40	20	60
Specialised/skilled/senior supervisory	105	38	34	20	0	1	1	0	140	59	199
Skilled	146	88	7	8	3	1	0	0	156	97	253
Semi-skilled	251	36	4	2	2	0	0	0	295	38	333
Unskilled	565	177	0	0	1	0	0	0	566	177	743
Total permanent	1085	359	82	41	6	2	7	0	1180	402	1582
Casual/temporary and seasonal	492	344	3	3	0	0	1	1	496	348	844
Total	1577	703	85	44	6	2	8	1	1676	750	2426

During the 2015-2016 review period, 2 426 employees parted from the Manufacturing Sector, 19% more than the number of employees who vacated their positions of employment during the previous corresponding review period. 96% of employees who left their job were from the designated groups and 31% were women while 0,3% were persons with disabilities.

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	445	202	62	29	3	2	6	0	516	233	749
Non-renewal of contract	357	68	3	2	0	0	0	1	360	71	431
Dismissal - Retrenchment	46	1	5	0	0	0	0	0	51	1	52
Dismissal - Misconduct	343	81	3	1	0	0	0	0	346	82	428
Dismissal - incapacity	12	1	0	0	2	0	0	0	14	1	15
Other	374	350	12	12	1	0	2	0	389	362	751
Total	1577	703	85	44	6	2	8	1	1676	750	2426

Most employees, (31%), left their jobs due to unspecified reasons, “Other”, followed by resignation, (23%) and dismissal due to misconduct, (18%). Dismissal due to incapacity constituted the least of employment contract termination cases.

Manufacturing Sector

Table 6: Training

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	2	1	1	1	0	0	3	0	6	2	8
Senior Management	20	8	28	16	0	2	12	3	60	29	89
Middle Management	109	69	55	13	1	0	9	1	174	83	257
Specialised/skilled/senior supervisory	290	136	42	21	2	0	6	1	340	158	498
Skilled	389	86	21	13	0	0	7	2	417	101	518
Semi-skilled	848	140	4	3	1	2	93	14	1012	159	1171
Unskilled	442	243	0	0	2	1	0	0	444	244	688
Total permanent	2100	683	151	67	6	5	130	21	2387	776	3163
Casual/temporary and seasonal	152	49	0	2	1	2	35	0	188	53	241
Total	2252	732	151	69	7	7	165	21	2575	829	3404

The Manufacturing Sector trained 3 404 employees across the industry during the 2015-2016 review period, 11% more than the number of employees trained during the previous corresponding review period. Employees at the Executive Directors and Management levels comprised 10% of the number of employees trained during the period under review and only 24% of all employees trained were women, while 0,4% were persons with disabilities.

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	8	0	15	1	0	0	12	0	35	1	36
Senior Management	31	15	37	15	0	0	23	2	91	32	123
Middle Management	219	117	128	44	6	2	62	3	415	166	581
Specialised/skilled/senior supervisory	554	250	101	61	12	4	99	14	766	329	1095
Skilled	1557	522	111	25	16	3	49	0	1733	550	2283
Semi-skilled	1607	261	11	20	19	2	42	1	1679	284	1963
Unskilled	941	148	4	0	1	1	0	0	946	149	1095
Total permanent	4917	1313	407	166	54	12	287	20	5665	1511	7176
Casual/temporary and seasonal	363	84	7	2	0	0	31	5	401	91	492
Total	5280	1397	414	168	54	12	318	25	6066	1602	7668

The Mining Sector reported to have 7 668 employees across the industry during the period under review, 12% less than the number of employees recorded during the previous corresponding review period. Mining being a men domain, 79% of employees in the Mining sector were men and only 24% of Executive Directors and Managers respectively, were women. Persons with disabilities constituted only 0,9% of the workforce, while 4% were non-Namibians.

Mining Sector

Table 2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	0	0	0	0	1	0	1	0	1
Senior Management	3	1	5	0	0	0	6	0	14	1	15
Middle Management	30	15	17	1	0	0	10	1	57	17	74
Specialised/skilled/senior supervisory	60	28	26	14	0	0	13	2	99	44	143
Skilled	493	77	29	6	2	1	15	1	539	85	624
Semi-skilled	493	60	6	2	0	0	1	1	562	63	625
Unskilled	171	54	1	1	0	0	0	0	172	55	227
Total permanent	1250	235	84	24	2	1	46	5	1382	265	1647
Casual/temporary and seasonal	390	85	2	4	0	0	13	1	405	90	495
Total	1640	320	86	28	2	1	59	6	1787	355	2142

The Mining Sector hired 2 142 persons during the 2016-2016 review period, an increase of 41% in the number hired by the industry during the previous corresponding review period. The Mining sector hired more men (83%) than the number of women hired (17%) during the period under review. Non-Namibians accounted for 20% of Executive Directors and Managers hired during the 2015-2016 review period, but none from the persons with disabilities group.

Mining Sector

Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	0	0	0	0	0	0	0	0	0
Senior Management	3	2	3	0	0	0	1	0	7	2	9
Middle Management	34	10	6	5	0	0	3	0	43	15	58
Specialised/skilled/senior supervisory	72	28	5	5	0	0	1	0	78	33	111
Skilled	113	47	2	1	1	0	0	0	116	48	164
Semi-skilled	243	25	1	2	0	0	5	0	244	27	271
Unskilled	11	0	0	0	0	0	0	0	11	0	11
Total permanent	476	112	17	13	1	0	10	0	504	125	629
Casual/temporary and seasonal	10	1	4	1	0	0	3	2	17	4	21
Total	486	113	21	14	1	0	13	2	521	129	650

The Mining Sector effected 650 promotions across the industry during the period under review, 25% less than the number of employees promoted during the previous corresponding review period. Persons from designated groups constituted 94% of employees promoted during the period under review, but only 20% were women.

Mining Sector

Table 4: Termination

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	1	0	1	0	0	0	2	0	4	0	4
Senior Management	8	1	4	1	0	0	6	0	18	2	20
Middle Management	33	12	17	2	1	0	12	0	63	14	77
Specialised/skilled/senior supervisory	100	31	14	7	0	0	11	3	125	41	166
Skilled	305	56	15	4	1	0	4	0	325	60	385
Semi-skilled	228	41	2	1	0	0	5	0	272	42	314
Unskilled	259	28	1	0	0	0	0	0	260	28	288
Total permanent	934	169	54	15	2	0	40	3	1030	187	1217
Casual/temporary and seasonal	694	118	9	4	0	1	12	0	715	123	838
Total	1628	287	63	19	2	1	52	3	1745	310	2055

The Mining Sector registered 2 055 employment contract terminations during the period under review, 12% less than the termination cases recorded during the previous corresponding review period. 94% of employees who vacated their positions of employment were from designated groups and only 15% were women. 54% of Executive Directors and Managers who vacated their positions were previously racially disadvantaged.

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	318	92	33	13	2	0	14	0	367	105	472
Non-renewal of contract	728	137	18	3	0	1	22	0	768	141	909
Dismissal - Retrenchment	341	27	5	0	0	0	2	0	348	27	375
Dismissal - Misconduct	84	1	2	0	0	0	2	0	88	1	89
Dismissal - incapacity	16	4	0	0	0	0	0	0	16	4	20
Other	141	26	5	3	0	0	12	3	158	32	190
Total	1628	287	63	19	2	1	52	3	1745	310	2055

Non-renewal of employment contracts constituted the majority (44%), of employment contract termination cases, followed by resignation, (23%) and dismissal/retrenchment, (18%). Dismissal due to incapacity constituted the least percentage of employment contract termination cases, (1%).

Mining Sector

Table 6: Training

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	4	0	3	1	0	0	4	0	11	1	12
Senior Management	19	5	16	7	3	0	13	1	51	13	64
Middle Management	206	75	171	32	0	0	75	3	452	110	562
Specialised/skilled/senior supervisory	341	117	99	33	2	1	93	2	535	153	688
Skilled	1691	186	92	24	5	1	34	3	1822	214	2036
Semi-skilled	1013	114	27	17	0	1	4	0	1172	132	1304
Unskilled	344	48	1	0	0	0	0	0	345	48	393
Total permanent	3618	545	409	114	10	3	223	9	4260	671	4931
Casual/temporary and seasonal	54	11	1	0	0	0	1	0	56	11	67
Total	3672	556	410	114	10	3	224	9	4316	682	4998

The Mining Sector reported to have trained 4 998 employees during the 2015-2016 review period, 87% of whom were from the designated groups, but only 14% were women and 0,3% were persons with disabilities.

Private Security, Legal and Correctional Services Sector

Table 1: Workforce Profile

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	22	6	19	4	0	0	1	1	42	11	53
Senior Management	34	23	10	8	0	1	0	0	44	32	76
Middle Management	59	38	21	11	1	0	0	2	81	51	132
Specialised/skilled/senior supervisory	184	96	10	12	4	2	0	0	198	110	308
Skilled	2310	975	1	29	25	22	0	0	2336	1026	3362
Semi-skilled	1797	955	3	1	17	9	0	0	1817	965	2782
Unskilled	3292	1445	0	1	5	2	0	0	3297	1448	4745
Total permanent	7698	3538	64	66	52	36	1	3	7815	3643	11458
Casual/temporary and seasonal	166	94	0	0	0	0	0	0	166	94	260
Total	7864	3632	64	66	52	36	1	3	7981	3737	11718

The Private Security, Legal and Correctional Services Sector had a combined workforce totalling 11 718 employees across the industry, representing an increase of 49% in the number reported on during the previous corresponding review period. The previously racially disadvantaged constituted 98% of the workforce in the sector and only 32% of employees were women, while 0,8% were persons with disabilities. White employees occupied 28% of positions at Executive Directors and Management levels respectively.

Private Security, Legal and Correctional Services Sector

Table 2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	1	0	1	0	0	0	0	0	2	2
Senior Management	3	2	0	1	0	0	0	0	3	3	6
Middle Management	7	2	4	1	0	0	0	1	11	4	15
Specialised/skilled/senior supervisory	56	21	4	3	1	0	0	0	61	24	85
Skilled	524	257	0	2	2	1	0	0	526	260	786
Semi-skilled	567	309	2	0	2	0	0	0	571	309	880
Unskilled	1342	455	1	0	0	0	0	0	1343	455	1798
Total permanent	2499	1047	11	8	5	1	0	1	2515	1057	3572
Casual/temporary and seasonal	46	1	0	0	0	0	0	0	46	1	47
Total	2545	1048	11	8	5	1	0	1	2561	1058	3619

The Private Security, Legal and Correctional Services Sector hired 3 619 persons during the 2015-2016 review period, 21% more than the number of employees hired during the previous corresponding review period. Persons from designated groups constituted 99,7% of persons hired during the period in question, but only 29% of those hired were women.

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	2	0	0	0	0	0	0	0	2	2
Senior Management	0	2	0	0	0	0	0	0	0	2	2
Middle Management	4	3	0	1	0	0	0	0	4	4	8
Specialised/skilled/senior supervisory	67	37	0	0	0	0	0	0	67	37	104
Skilled	93	52	0	0	0	0	0	0	93	52	145
Semi-skilled	51	40	0	0	0	0	0	0	51	40	91
Unskilled	11	19	0	0	0	0	0	0	11	19	30
Total permanent	226	155	0	1	0	0	0	0	226	156	382
Casual/temporary and seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	226	155	0	1	0	0	0	0	226	156	382

The sector promoted 382 employees during the period under review, 36% less than the number promoted during the previous corresponding review period. Men constituted 59% of those promoted during the 2015-2016 review period and none from the persons with disabilities group was promoted.

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	3	1	0	0	0	1	3	2	5
Senior Management	5	0	0	2	0	0	0	0	5	2	7
Middle Management	14	3	3	1	0	0	0	0	17	4	21
Specialised/skilled/senior supervisory	46	24	2	4	0	0	2	0	50	28	78
Skilled	256	121	0	3	0	0	0	0	256	124	380
Semi-skilled	641	173	0	0	0	0	0	0	641	173	814
Unskilled	1194	222	0	0	0	0	0	0	1194	222	1416
Total permanent	2156	543	8	11	0	0	2	1	2166	555	2721
Casual/temporary and seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	2156	543	8	11	0	0	2	1	2166	555	2721

The Private Security, Legal and Correctional Services Sector reported that 2 721 contracts of employment were terminated during the 201-2016 review period, a surge of 25% in the number of employment contract terminations recorded during the previous corresponding review period. Men accounted for the majority of those employees who vacated their positions of employment (80%).

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	864	266	7	9	0	0	1	1	872	276	1148
Non-renewal of contract	423	48	0	0	0	0	0	0	423	48	471
Dismissal - Retrenchment	74	37	0	1	0	0	0	0	74	38	112
Dismissal - Misconduct	482	119	0	0	0	0	0	0	482	119	601
Dismissal - incapacity	51	12	0	0	0	0	0	0	51	12	63
Other	262	61	1	1	0	0	1	0	264	62	326
Total	2156	543	8	11	0	0	2	1	2166	555	2721

The majority (42%), of employment contract termination cases were attributed to resignation, followed by dismissals due to misconduct, (22%) and non-renewal of employment contracts, (17%).

Private Security, Legal and Correctional Services Sector

Table 6: Training

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	2	1	1	0	0	0	0	1	3	2	5
Senior Management	2	2	0	0	0	0	0	0	2	2	4
Middle Management	33	23	6	1	0	0	0	0	39	24	63
Specialised/skilled/senior supervisory	125	78	3	2	0	0	0	0	128	80	208
Skilled	967	209	0	1	0	0	0	0	967	210	1177
Semi-skilled	437	294	0	0	0	0	0	0	437	294	731
Unskilled	706	295	0	0	0	0	0	0	706	295	1001
Total permanent	2272	902	10	4	0	0	0	1	2282	907	3189
Casual/temporary and seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	2272	902	10	4	0	0	0	1	2282	907	3189

The Private Security, Legal and Correctional Services Sector reported to have trained 3 189 employees during the 2015-2016 review period, a whopping 61% increase in the number of employees trained during the previous corresponding review period. As it had been the trend in many sectors, men constituted the majority of employees trained, namely 72%. The previously racially disadvantaged accounted for 99,5% of employees trained, but none from the persons with disabilities group was trained during the 2015-2016 review period.

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	2	1	0	2	0	0	0	0	2	3	5
Senior Management	212	146	21	15	5	1	4	4	242	166	408
Middle Management	1459	2232	70	58	16	4	15	5	1560	2299	3859
Specialised/skilled/senior supervisory	997	1405	6	12	5	6	2	11	1010	1434	2444
Skilled	8589	13977	51	87	38	18	36	21	8714	14103	22817
Semi-skilled	791	2001	5	11	6	20	8	6	810	2038	2848
Unskilled	2302	3916	2	2	20	11	0	0	2324	3929	6253
Total permanent	14352	23678	155	187	90	60	65	47	14662	23972	38634
Casual/temporary and seasonal	8378	13573	9	20	0	13	4	0	8391	13606	21997
Total	22730	37251	164	207	90	73	69	47	23053	37578	60631

The Public Service showed a good improvement in the number of employees covered by affirmative action reports during the 2015-2016 review period, but still fell short of the number reflective of the full complement of the Public Service. Personnel statistics gleaned from the affirmative action reports received from Offices, Ministries and Agencies during the period under review, revealed that there were 60 631 employees employed in the Public Service, a whopping increase of 156% in the number of employees reported on during the previous corresponding review period. Women accounted for 62% of the number of employees reported on and occupied 58% of positions at the top three occupational levels. Persons from designated groups comprised 99,5% of employees in the Public Service, but only 0,3% were persons with disabilities.

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	2	0	0	0	0	0	0	0	2	0	2
Senior Management	18	15	0	0	0	0	1	0	19	15	34
Middle Management	96	126	1	1	0	0	0	0	97	127	224
Specialised/skilled/senior supervisory	411	638	3	1	0	0	8	2	422	641	1063
Skilled	440	837	0	1	2	3	11	6	453	847	1300
Semi-skilled	75	117	0	0	0	1	11	5	75	123	198
Unskilled	158	238	0	0	2	1	0	0	160	239	399
Total permanent	1200	1971	4	3	4	5	31	13	1239	1992	3231
Casual/temporary and seasonal	1293	2753	0	5	37	39	1	0	1331	2797	4128
Total	2493	4724	4	8	41	44	32	13	2570	4789	7359

The Public Service reported to have hired 7 359 employees during the 2015-2016 review period, 282% more than the number recruited during the previous corresponding review period. Women accounted for 65% of persons hired during the period under review, but only 1% of persons hired during that period were persons with disabilities and 0,5% were non-Namibians.

Public Service Sector

Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	1	0	0	0	0	0	0	0	0	0	0
Senior Management	13	13	1	3	0	0	0	1	14	17	31
Middle Management	169	210	1	0	1	0	2	1	173	211	384
Specialised/skilled/senior supervisory	37	29	0	0	0	0	0	0	37	29	66
Skilled	25	55	0	0	0	1	0	0	25	56	81
Semi-skilled	7	26	0	0	0	0	0	0	7	26	33
Unskilled	4	8	0	0	0	0	0	0	4	8	12
Total permanent	256	341	2	3	1	1	2	2	261	347	608
Casual/temporary and seasonal	109	201	0	0	0	0	0	0	109	201	310
Total	365	542	2	3	1	1	2	2	370	548	918

The Public Service recorded 918 promotions during the 2015-2016 review period, 111% more than the number of civil servants promoted during the previous corresponding review period. 45% of promotions effected during the period under review, were at the top three occupational levels. Women accounted for (60%) of employees promoted during the 2015-2016 review period, but only 0,2% of employees promoted were persons with disabilities.

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	1	0	0	0	0	0	0	0	1	1
Senior Management	25	13	0	0	1	0	0	0	26	13	39
Middle Management	77	80	5	2	0	0	0	0	82	82	164
Specialised/skilled/senior supervisory	149	236	1	5	1	0	12	12	163	253	416
Skilled	104	151	1	3	1	0	21	1	127	155	282
Semi-skilled	35	56	0	1	0	0	3	0	35	57	92
Unskilled	69	139	0	0	0	0	0	0	69	139	208
Total permanent	459	676	7	11	3	0	36	13	505	700	1205
Casual/temporary and seasonal	469	1152	0	2	0	0	1	0	470	1154	1624
Total	928	1828	7	13	3	0	37	13	975	1854	2829

The Public Service recorded 2 829 termination of employment contract cases during the 2015-2016 review period, 106% more than the number of employees who vacated their positions of employment in the Public Service during the 2014-2015 review period. Women constituted the majority (66%) of employees whose contract of employment ended in the Public Service during the period under review.

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	227	265	4	8	0	0	3	0	234	273	507
Non-renewal of contract	224	582	0	0	0	0	33	13	257	595	852
Dismissal - Retrenchment	0	1	0	0	0	0	0	0	0	1	1
Dismissal - Misconduct	20	9	0	0	1	0	0	0	21	9	30
Dismissal - incapacity	44	79	0	0	0	0	0	0	44	79	123
Other	413	892	3	5	2	0	1	0	419	897	1316
Total	928	1828	7	13	3	0	37	13	975	1854	2829

Most civil servants vacated their employment positions due to unspecified reasons, "Other", presumably retirement, namely 47%, followed by non-renewal of employment contract, 30% and resignation, 18%.

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	82	51	4	5	2	0	2	2	90	58	148
Middle Management	303	328	5	7	5	0	2	1	315	336	651
Specialised/skilled/senior supervisory	508	837	0	3	0	0	2	2	510	842	1352
Skilled	338	525	0	1	3	2	0	0	341	528	869
Semi-skilled	95	151	0	0	1	0	0	0	247	151	398
Unskilled	193	274	0	0	1	1	0	0	194	275	469
Total permanent	1519	2166	9	16	12	3	6	5	1546	2190	3736
Casual/temporary and seasonal	38	92	0	0	0	0	0	0	38	92	130
Total	1557	2258	9	16	12	3	6	5	1584	2282	3866

The Public Service sent 3 866 civil servants for training during the 2015-2016 review period, representing a decline of 28% in the number of employees who were trained during the previous corresponding review period. Persons from designated groups accounted for 99,5% of employees trained during the period under review and 59% were women.

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	71	35	179	33	0	0	30	6	280	74	354
Senior Management	210	120	249	132	2	2	54	19	515	273	788
Middle Management	478	348	243	176	11	11	48	25	780	560	1340
Specialised/skilled/senior supervisory	1227	879	365	210	18	3	87	23	1697	1115	2812
Skilled	3383	2178	314	250	26	10	64	14	3787	2452	6239
Semi-skilled	3792	2361	74	82	24	9	5	7	3895	2459	6354
Unskilled	2809	1240	19	14	24	6	0	0	2852	1260	4112
Total permanent	11970	7161	1443	897	105	41	288	94	13806	8193	21999
Casual/temporary and seasonal	2441	1892	35	24	5	2	11	6	2492	1924	4416
Total	14411	9053	1478	921	110	43	299	100	16298	10117	26415

The Service Sector reported on a workforce of 26 415 employees across the industry, an increase of 31% in the number of employees reported on in the 2014-2015 review period. Persons with disabilities comprised only 0,6% of the workforce, while 38% were women and 2% were non-Namibians. Even though the previously racially disadvantaged constituted 89% of the workforce, only 51% occupied positions at the Executive Directors and Management levels, while 41% of Managers and Executive Directors were White and 7% were non-Namibians.

Services Sector

Table 2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	3	6	11	5	0	0	7	1	21	12	33
Senior Management	20	30	46	21	0	1	9	1	75	53	128
Middle Management	100	67	58	36	1	0	7	5	166	108	274
Specialised/skilled/senior supervisory	265	167	82	58	1	0	16	14	364	239	603
Skilled	991	655	83	59	1	1	9	7	1084	722	1806
Semi-skilled	999	524	33	21	5	2	5	1	1042	548	1590
Unskilled	1312	593	12	5	7	1	0	0	1331	599	1930
Total permanent	3690	2042	325	205	15	5	53	29	4083	2281	6364
Casual/temporary and seasonal	1456	984	22	16	5	3	8	1	1491	1004	2495
Total	5146	3026	347	221	20	8	61	30	5574	3285	8859

The Services Sector hired 8 859 persons during the period under review, 72% more than the number of employees hired during the previous corresponding review period. Persons from designated groups comprised 95% of persons hired during the year under review, but only 37% were women and a mere 0,3% were persons with disabilities.

Services Sector

Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	1	1	7	0	0	0	1	0	9	1	10
Senior Management	22	14	32	12	0	0	6	2	60	28	88
Middle Management	51	38	19	14	0	0	3	1	73	53	126
Specialised/skilled/senior supervisory	128	93	24	22	3	0	7	1	162	116	278
Skilled	363	243	25	26	2	0	5	2	395	271	666
Semi-skilled	147	110	3	5	1	0	0	0	151	115	266
Unskilled	84	14	0	0	0	0	0	0	84	14	98
Total permanent	796	513	110	79	6	0	22	6	934	598	1532
Casual/temporary and seasonal	18	21	5	0	0	0	1	3	24	24	48
Total	814	534	115	79	6	0	23	9	958	622	1580

During the period under review, 1 580 employees were promoted a whopping 65% increase in the number of employees promoted during 2015-2016 compared to the 955 promotions effected during the previous corresponding review period. Persons from designated groups accounted for 91% of employees promoted, but only 39% were women.

Services Sector

Table 4: Termination

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	9	4	8	5	0	0	3	0	20	9	29
Senior Management	28	25	39	14	0	0	19	4	86	43	129
Middle Management	89	52	49	37	0	0	12	6	150	95	245
Specialised/skilled/senior supervisory	213	154	69	48	1	0	17	8	300	210	510
Skilled	704	353	110	75	3	0	15	3	832	431	1263
Semi-skilled	885	440	26	28	5	1	1	0	917	469	1386
Unskilled	960	326	10	7	6	0	0	0	976	333	1309
Total permanent	2888	1354	311	214	15	1	67	21	3281	1590	4871
Casual/temporary and seasonal	1534	895	24	16	4	1	5	2	1567	914	2481
Total	4422	2249	335	230	19	2	72	23	4848	2504	7352

The Services Sector recorded 7 352 employment contract terminations during the period under review, 60% more than the number reported on during the previous corresponding review period. 94% of employees who vacated their positions of employment were persons from designated groups and 34% were women.

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	1439	859	236	188	14	2	44	14	1733	1063	2796
Non-renewal of contract	1609	902	28	11	1	0	3	4	1641	917	2558
Dismissal - Retrenchment	233	100	20	5	1	0	0	0	254	105	359
Dismissal - Misconduct	435	116	7	1	0	0	2	0	444	117	561
Dismissal - incapacity	20	8	0	1	0	0	0	0	20	9	29
Other	686	264	44	24	3	0	23	5	756	293	1049
Total	4422	2249	335	230	19	2	72	23	4848	2504	7352

The majority of employees left their jobs due to resignations (38%), followed by non-renewal of employment contracts (35%) and unspecified reasons, "Other" (14%), while dismissal due to incapacity accounted for the least cases of employment contract terminations (0,4%).

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	34	8	41	15	0	0	7	5	82	28	110
Senior Management	104	61	124	65	1	1	26	14	255	141	396
Middle Management	262	210	118	87	1	5	22	16	403	318	721
Specialised/skilled/senior supervisory	661	509	204	101	5	2	27	6	897	618	1515
Skilled	1676	1347	172	122	7	5	14	13	1869	1487	3356
Semi-skilled	1674	818	40	35	10	2	4	3	1728	858	2586
Unskilled	693	476	10	7	5	3	0	0	708	486	1194
Total permanent	5104	3429	709	432	29	18	100	57	5942	3936	9878
Casual/temporary and seasonal	926	895	18	10	0	0	7	6	951	911	1862
Total	6030	4324	727	442	29	18	107	63	6893	4847	11740

During the 2015-2016 review period, 11 740 employees were trained in the Services Sector across the industry, 73% more than the number of employees trained during the previous corresponding review period. Persons from designated groups comprised 92% of employees trained during the period under review, but only 41% were women.

Tourism & Hospitality Sector

Table 1: Workforce Profile

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	3	9	25	9	0	0	8	2	36	20	56
Senior Management	36	34	52	39	1	1	6	10	95	84	179
Middle Management	87	108	46	61	1	1	12	13	146	183	329
Specialised/skilled/senior supervisory	177	191	25	19	0	2	8	4	210	216	426
Skilled	779	669	24	36	3	3	5	12	811	720	1531
Semi-skilled	789	999	4	11	6	0	0	0	799	1010	1809
Unskilled	958	1085	1	2	5	0	0	0	964	1087	2051
Total permanent	2829	3095	177	177	16	7	39	41	3061	3320	6381
Casual/temporary and seasonal	90	135	2	2	0	0	1	0	93	137	230
Total	2919	3230	179	179	16	7	40	41	3154	3457	6611

The Tourism and Hospitality Sector recorded a slight increase of 12% in the number of employees employed across the industry compared to the total workforce reported on during the previous corresponding review period. Persons from designated groups accounted for 96% of employees in the sector and only 52% were women.

Tourism & Hospitality Sector

Table 2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	1	0	0	0	0	0	0	0	1	0	1
Senior Management	8	7	8	8	0	0	3	3	19	18	37
Middle Management	17	30	13	17	0	0	3	4	33	51	84
Specialised/skilled/senior supervisory	36	31	10	12	0	1	2	1	48	45	93
Skilled	166	168	8	19	0	2	2	7	176	196	372
Semi-skilled	260	268	3	5	0	2	0	0	263	275	538
Unskilled	374	521	0	1	0	0	0	0	374	522	896
Total permanent	862	1025	42	62	0	5	10	15	914	1107	2021
Casual/temporary and seasonal	72	107	2	1	0	0	1	1	75	109	184
Total	934	1132	44	63	0	5	11	16	989	1216	2205

The Tourism and Hospitality Sector hired 2 205 persons during the 2015-2016 review period, 97% were persons from designated groups, 55% of whom were women and 1% non-Namibians. Women accounted for 57% of managers hired in the sector during the period under review.

Tourism & Hospitality Sector

Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	1	0	0	0	0	0	1	0	1
Senior Management	4	4	1	3	0	0	0	0	5	7	12
Middle Management	17	5	2	1	0	0	0	1	19	7	26
Specialised/skilled/senior supervisory	25	28	0	0	0	0	4	0	29	28	57
Skilled	45	37	1	1	0	0	1	0	47	38	85
Semi-skilled	50	81	0	2	0	0	0	0	50	83	133
Unskilled	8	16	0	0	0	0	0	0	8	16	24
Total permanent	149	171	5	7	0	0	5	1	159	179	338
Casual/temporary and seasonal	1	0	0	0	0	0	0	0	1	0	1
Total	150	171	5	7	0	0	5	1	160	179	339

The Tourism and Hospitality Sector promoted 339 employees during the period under review, a slight decline in the number of employees promoted during the previous corresponding review period. No person with disability was promoted during the 2015-2016 review period, but 53% of employees promoted in the Tourism and Hospitality industry 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	0	0	0	0	0	0	0	0	0	0	0
Senior Management	5	8	10	7	0	0	4	4	19	19	38
Middle Management	21	12	14	18	1	0	5	4	41	34	75
Specialised/skilled/senior supervisory	51	37	3	17	0	0	1	2	55	56	111
Skilled	193	111	6	17	0	0	3	3	202	131	333
Semi-skilled	295	355	4	4	2	2	1	1	302	362	664
Unskilled	275	252	0	0	0	0	0	0	275	252	527
Total permanent	840	775	37	63	3	2	14	14	894	854	1748
Casual/temporary and seasonal	53	55	1	2	0	0	0	0	54	57	111
Total	893	830	38	65	3	2	14	14	948	911	1859

The Tourism and Hospitality sector parted from 1 859 employees during the period under review, 17% more than the number of employment contracts that was terminated during the previous corresponding review period. Persons from designated groups accounted for 96% of employees who vacated their positions of employment in the Tourism and Hospitality industry and 49% were women.

Tourism & Hospitality Sector

Table 5: Termination Categories

Termination Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Resignation	535	556	30	62	3	1	10	9	578	628	1206
Non-renewal of contract	67	74	3	1	0	0	2	3	72	78	150
Dismissal - Retrenchment	10	11	0	0	0	0	0	0	10	11	21
Dismissal - Misconduct	130	111	2	0	0	1	1	1	133	113	246
Dismissal - incapacity	4	3	0	0	0	0	0	0	4	3	7
Other	147	75	3	2	0	0	1	1	151	78	229
Total	893	830	38	65	3	2	14	14	948	911	1859

Most employees left their jobs in the Tourism and Hospitality sector through resignation (65%), followed by dismissal due to misconduct, 13% and unspecified reasons “Other” (12%). Dismissal due to incapacity comprised the least cases of employment contract terminations (0,4%).

Tourism & Hospitality Sector

Table 6: Training

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	1	0	0	0	2	0	3	0	3
Senior Management	10	8	10	19	0	0	3	1	23	28	51
Middle Management	50	74	15	20	0	1	2	3	67	98	165
Specialised/skilled/senior supervisory	96	108	8	6	0	0	1	1	105	115	220
Skilled	296	310	9	14	1	2	0	6	306	332	638
Semi-skilled	357	448	3	2	2	0	0	0	362	450	812
Unskilled	389	585	1	3	1	0	0	0	391	588	979
Total permanent	1198	1533	47	64	4	3	8	11	1257	1611	2868
Casual/temporary and seasonal	12	21	0	0	0	0	0	0	12	21	33
Total	1210	1554	47	64	4	3	8	11	1269	1632	2901

The Tourism and Hospitality Sector reported to have trained 2 901 employees during the 2015/2016 review period, 36% more than the number reported on during the previous corresponding review period. Persons from designated groups accounted for 98% of employees trained during the period under review and 56% 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	2	0	19	2	0	0	3	0	24	2	26
Senior Management	11	5	32	15	0	0	6	0	49	20	69
Middle Management	27	17	47	25	1	0	1	0	76	42	118
Specialised/skilled/senior supervisory	117	47	50	22	1	0	3	1	171	70	241
Skilled	991	191	45	65	8	10	0	2	1044	268	1312
Semi-skilled	902	141	7	9	6	0	0	0	915	150	1065
Unskilled	1126	99	2	0	0	0	0	0	1128	99	1227
Total permanent	3176	500	202	138	16	10	13	3	3407	651	4058
Casual/temporary and seasonal	62	5	1	0	0	0	0	0	63	5	68
Total	3238	505	203	138	16	10	13	3	3470	656	4126

The Transport Sector had a combined workforce of 4 126 employees across the industry, 14% less than the number of employees recorded in the previous corresponding review period. Even though 95% of employees in the Transport sector were persons from designated groups, only 16% were women and 0,6% were persons with disabilities. White employees comprised only 8% of the workforce in the Transport sector, but occupied 65% of positions at the Executive Directors and Management levels respectively, while only 30% of Executive Directors and Managers were women.

Transport Sector

Table 2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	2	0	0	0	0	0	2	0	2
Senior Management	3	2	6	4	0	0	1	0	10	6	16
Middle Management	3	2	15	8	0	0	0	0	18	10	28
Specialised/skilled/senior supervisory	22	10	7	9	0	0	0	1	29	20	49
Skilled	252	63	3	15	0	1	0	1	255	80	335
Semi-skilled	98	15	2	4	0	0	0	0	100	19	119
Unskilled	249	37	0	0	0	0	0	0	249	37	286
Total permanent	627	129	35	40	0	1	1	2	663	172	835
Casual/temporary and seasonal	140	20	1	3	0	0	0	0	141	23	164
Total	767	149	36	43	0	1	1	2	804	195	999

The Transport Sector hired 999 persons during the 2015-2016 review period, 16% less than the number hired during the preceding review period. The Transport sector appeared to be male dominated as only 20% of persons hired during the period under review were women, while women accounted only for 35% of positions at the top three occupational levels.

Transport Sector

Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	0	0	0	0	0	0	0	0	0
Senior Management	1	0	4	2	0	0	0	0	5	2	7
Middle Management	6	5	6	6	1	0	1	0	14	11	25
Specialised/skilled/senior supervisory	32	8	2	4	1	0	0	0	35	12	47
Skilled	56	15	2	2	0	0	0	0	58	17	75
Semi-skilled	43	10	1	0	0	0	0	0	44	10	54
Unskilled	15	2	0	0	0	0	0	0	15	2	17
Total permanent	153	40	15	14	2	0	1	0	171	54	225
Casual/temporary and seasonal	2	1	0	0	0	0	0	0	2	1	3
Total	155	41	15	14	2	0	1	0	173	55	228

During the period under review, 228 employees were promoted in the Transport Sector, 35% less than the number of employees promoted during the preceding review period. 93% of employees promoted were from the designated groups, but only 24% were women and 0,9% were persons with disabilities, while 13% were White.

Transport Sector

Table 4: Termination

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	2	1	0	0	0	0	2	1	3
Senior Management	2	0	6	2	0	0	1	1	9	3	12
Middle Management	4	3	10	2	0	1	1	0	15	6	21
Specialised/skilled/senior supervisory	32	9	15	5	0	0	0	0	47	14	61
Skilled	304	47	19	31	1	1	0	0	324	79	403
Semi-skilled	175	42	7	2	1	0	0	0	183	44	227
Unskilled	265	24	0	0	0	0	0	0	265	24	289
Total permanent	782	125	59	43	2	2	2	1	845	171	1016
Casual/temporary and seasonal	111	19	1	3	0	1	0	0	112	23	135
Total	893	144	60	46	2	3	2	1	957	194	1151

The Transport Sector reported 1 151 cases of employment contract terminations during the 2015-2016 review period, 20% more than the number of employees reported to have left their jobs during the preceding review period. Persons from designated groups comprised 95% of employees who vacated their positions of employment during the 2015-2016 review period and 17% were women.

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	400	90	44	35	1	1	0	1	445	127	572
Non-renewal of contract	189	29	2	4	0	1	1	0	192	34	226
Dismissal - Retrenchment	50	1	2	1	1	0	0	0	53	2	55
Dismissal - Misconduct	132	7	2	4	0	0	0	0	134	11	145
Dismissal - incapacity	0	1	1	0	0	1	0	0	1	2	3
Other	122	16	9	2	0	0	1	0	132	18	150
Total	893	144	60	46	2	3	2	1	957	194	1151

Most employees, 50%, vacated their positions of employment due to resignation, followed by reasons relating to non-renewal of employment contracts, 20% and unspecified reasons “Other”, 13%. Dismissal due to incapacity accounted for the least cases of employment contract terminations, namely 0,3%.

Transport Sector

Table 6: Training

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	5	0	0	0	0	0	5	0	5
Senior Management	1	0	15	2	0	0	0	0	16	2	18
Middle Management	9	2	23	12	0	0	1	0	33	14	47
Specialised/skilled/senior supervisory	189	8	12	4	0	1	0	0	201	13	214
Skilled	379	39	8	11	0	0	0	0	387	50	437
Semi-skilled	175	7	1	0	6	0	0	0	182	7	189
Unskilled	70	19	0	0	0	0	0	0	70	19	89
Total permanent	823	75	64	29	6	1	1	0	894	105	999
Casual/temporary and seasonal	5	3	0	0	0	0	0	0	5	3	8
Total	0	78	64	29	6	1	1	0	899	108	1007

The Transport Sector had trained 1 007 employees during the 2015-2016 review period, 23% more than the number of employee who were trained during the preceding review period. Persons from designated groups constituted the largest number of employees trained, namely 94%, but only 11% were women and 0,6% were persons with disabilities.

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	16	4	107	31	0	1	14	2	137	38	175
Senior Management	64	60	170	63	3	1	14	5	251	129	380
Middle Management	262	319	320	153	4	3	38	6	624	481	1105
Specialised/skilled/senior supervisory	825	806	238	157	6	3	11	10	1080	976	2056
Skilled	2530	1779	265	263	12	10	5	4	2812	2056	4868
Semi-skilled	4096	4257	84	56	22	16	0	0	4202	4329	8531
Unskilled	3163	1524	10	3	19	18	0	0	3192	1545	4737
Total permanent	10956	8749	1194	726	66	52	82	27	12298	9554	21852
Casual/temporary and seasonal	1184	1243	25	8	0	4	2	1	1211	1256	2467
Total	12140	9992	1219	734	66	56	84	28	13509	10810	24319

The Wholesale and Retail Sector reported to have 24 319 employees across the industry, a decline of 4% in the number of employees employed in the industry during the previous corresponding review period. Persons from designated groups comprised 95% of employees in the Wholesale and Retail sector, but occupied only 44% of positions at the top three occupational levels. Women accounted for 39% of positions at the Executive Directors and Management levels respectively. Persons with disabilities constituted only 0,5% of employees in the Wholesale and Retail sector.

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	2	0	4	1	0	0	1	0	7	1	8
Senior Management	22	17	29	4	0	0	4	1	55	22	77
Middle Management	71	109	73	40	2	1	9	3	155	153	308
Specialised/skilled/senior supervisory	164	189	59	31	1	0	3	2	227	222	449
Skilled	897	747	78	65	3	0	2	1	980	813	1793
Semi-skilled	1351	1782	45	33	4	2	0	0	1400	1817	3217
Unskilled	1289	715	7	4	5	3	0	0	1301	722	2023
Total permanent	3796	3559	295	178	15	6	19	7	4125	3750	7875
Casual/temporary and seasonal	1443	1439	14	12	0	3	4	1	1461	1455	2916
Total	5239	4998	309	190	15	9	23	8	5586	5205	10791

The Wholesale and Retail Sector reported to have hired 10 791 employees across the industry, representing a decline of 58% in the number of employees hired during the previous corresponding review period. Women accounted for 48% of persons hired and also accounted for 45% of appointments to positions at the Executive Directors and Management levels. The Wholesale and Retail sector hired only 24 (0,2%) persons with disabilities during the 2015-2016 review period.

Wholesale and Retail Sector

Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	4	2	0	0	0	0	4	2	6
Senior Management	2	6	12	3	0	0	0	0	14	9	23
Middle Management	26	32	9	13	0	0	1	0	36	45	81
Specialised/skilled/senior supervisory	98	106	12	7	0	1	1	0	111	114	225
Skilled	147	148	14	17	0	0	0	0	161	165	326
Semi-skilled	174	145	4	3	1	1	0	0	179	149	328
Unskilled	81	21	1	0	0	0	0	0	82	21	103
Total permanent	528	458	56	45	1	2	2	0	587	505	1092
Casual/temporary and seasonal	28	13	2	2	0	0	0	0	30	15	45
Total	556	471	58	47	1	2	2	0	617	520	1137

During the 2015-2016 review period, 1 137 employees were promoted in the Wholesale and Retail sector, 37% less than the number of employees promoted during the preceding review period. Persons in designated groups constituted 95% of employees promoted during the period under review, but only 46% of employees promoted were women.

Wholesale and Retail Sector

Table 4: Termination

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	1	0	7	2	0	0	5	0	13	2	15
Senior Management	10	10	28	20	2	0	4	1	44	31	75
Middle Management	57	33	69	37	0	0	1	1	127	71	198
Specialised/skilled/senior supervisory	159	155	59	48	1	0	3	2	222	205	427
Skilled	658	492	84	75	0	3	0	0	742	570	1312
Semi-skilled	1261	1120	22	41	2	2	0	0	1285	1163	2448
Unskilled	818	390	4	2	3	0	0	0	825	392	1217
Total permanent	2964	2200	273	225	8	5	13	4	3258	2434	5692
Casual/temporary and seasonal	1273	1282	17	11	1	0	0	0	1291	1293	2584
Total	4237	3482	290	236	9	5	13	4	4549	3727	8276

The Wholesale and Retail Sector recorded 8 276 cases of employment contract terminations during the 2015-2016 review period, 13% less than the number of employees who left their jobs across the sector during the previous corresponding review period. The majority (55%), of employees who vacated their positions of employment were men. Executive Directors and Managers comprised 3% of the total number of employees whose contracts of employment ended during the period under review.

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	1820	1819	220	185	8	3	9	2	2057	2009	4066
Non-renewal of contract	675	501	22	14	0	0	0	1	697	516	1213
Dismissal - Retrenchment	212	118	3	2	0	1	0	1	215	122	337
Dismissal - Misconduct	985	829	21	9	0	0	0	0	1006	838	1844
Dismissal - incapacity	69	25	1	3	1	0	0	0	71	28	99
Other	476	190	23	23	0	1	4	0	503	214	717
Total	4237	3482	290	236	9	5	13	4	4549	3727	8276

Most employees (49%), vacated their positions of employment through resignation, followed by dismissal due to misconduct (22%) and non-renewal of employment contract (15%). Dismissal due to incapacity accounted for the least cases of employment contract terminations (1%).

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	0	16	4	0	0	2	0	21	4	25
Senior Management	28	17	59	12	2	0	7	2	96	31	127
Middle Management	139	175	141	64	1	1	8	3	289	243	532
Specialised/skilled/senior supervisory	405	437	109	57	2	1	2	6	518	501	1019
Skilled	1299	883	164	124	8	5	2	0	1473	1012	2485
Semi-skilled	1601	2007	60	16	7	7	0	0	1668	2030	3698
Unskilled	960	500	9	2	4	1	0	0	973	503	1476
Total permanent	4435	4019	558	279	24	15	21	11	5038	4324	9362
Casual/temporary and seasonal	508	365	15	4	2	7	2	0	527	376	903
Total	4943	4384	573	283	26	22	23	11	5565	4700	10265

The Wholesale and Retail Sector reported to have trained 10 265 employees during the 2015-2016 review period, 5% less than the number reported trained during the preceding review period. Persons in designated groups accounted for 94% of employees trained and 46% were women, while only 0,5% were persons with disabilities.

CONCLUSION

The 17th Annual Report of the Employment Equity Commission for the review period 2015-2016, reflects the state of employment equity in the Republic of Namibia. The analysis of employee statistical data gleaned from employers’ affirmative action reports indicated the level of progress made, or otherwise, towards the desired workforce profile that reflects the demographics of Namibia. The affirmative action law requires employers to effect workforce transformation that would bring about an equitable representation of persons from designated groups at all employment levels.

The pace of progress towards an equitable representation is regrettably slow, especially at the upper levels of management where employment and policy decisions are made. The under representation of the previously disadvantaged employees at the occupational levels where remuneration levels are higher would surely perpetuate income inequality along racial lines. The statistical data also showed the under representation of women at the three top occupational levels and the representation of persons with disabilities remained a concern as they were under represented at virtually all occupational levels. The under representation of these vulnerable groups calls for the Commission’s refocussed attention in order to make a meaningful dent in the continuous disproportionate representation between men and women at the three top occupational levels. The Commission should also engage the public and, especially the representative bodies of persons with disabilities in order to share ideas on how best to advance their cause so as to improve their representation at all levels and across all industrial sectors.

EEC REGISTRY OF REPORTS CONSIDERED FOR THE REVIEW PERIOD 2015-2016

1. AGRICULTURAL SECTOR

1. Cape Orchard
2. Conservation Agriculture Namibia
3. Exotic International (Pty) Ltd
4. First Grape Namibia (Pty) Ltd
5. Kaap Agri
6. Mariental Piggery
7. Namibia Grape Exporters (Pty) Ltd
8. Nivex Enterprises (Pty) Ltd

2. CONSTRUCTION SECTOR

1. Afrideca Afrikuumba Nam Construction
2. Amupolo Building Contractors
3. An Construction cc
4. Arandis Services
5. Art Construction c
6. Atmei Construction Namibia
7. Aveng Namibia
8. Bon Okapuka Crusher
9. Boutegniek Cc
10. Brandberg Construction
11. Brumar Construction c
12. Buchter Bricks and Blocks cc
13. China Henan International Corporation Group (Pty) Ltd
14. China Jiangsu International Namibia
15. China Jiangxu International (Namibia) (Pty) Ltd
16. China State Construction
17. Clydon Namibia
18. CSV Construction Namibia (Pty) Ltd
19. D & M Rail Construction
20. Decora cc
21. E & S Services
22. Earthwork Building & Civil Contractors
23. Expo Construction

24. Forca Construction
25. Fourways Construction cc
26. Henning Crusher (Pty) Ltd
27. Hue-Waldt Electrical and Construction
28. J. Groenewald Properties cc
29. Jimney Construction (Pty) Ltd
30. Jn Smit Builders (Bouers) Contractors
31. K Neumayer Civil Contractors cc
32. Karibib Mining & Construction
33. King Mandume
34. Kl Construction
35. Lewcor Plant Hire cc
36. Madawa Investment Construction
37. Mat Construction
38. Metallum Fabricatio (Pty) Ltd
39. MGM Properties
40. Mop Architecture and Technical Services
41. Mulyns Investments
42. Murray and Roberts Namibia Ltd
43. Namcon cc
44. Namibbeton (Pty) Ltd
45. Namibia Road Products & Services
46. Namspace Contractors
47. New Era Investments
48. Nexus Group of Companies
49. NMC Construction
50. Omatando Construction
51. Omusati Granite (Pty) Ltd
52. Oshilongo Investment Cc
53. Pan China Group
54. Plumbco Pty Ltd
55. Premier Construction (Pty) Ltd
56. Qingjian International Group (Namibia)
57. Rex Quip Pty Ltd
58. RG Construction
59. Salini Namibia (Pty) Ltd
60. Salz Gossow

61. Stefanutti Stocks Construction
62. Strauss Group Building
63. Strydo Construction cc
64. Taupele Construction Namibia Pty Ltd
65. Tecnonam Bridge & Roads (Pty) Ltd
66. VG Developers cc
67. Walcon Construction cc
68. WD Contractors
69. Zong Mei Engineering Group

3. EDUCATION, TRAINING AND DEVELOPMENT PRACTICES

1. Deutscher Schulverein Windhoek (1949)
2. Highlands Christian School
3. International University of Management
4. I-Tech International Training and Education Center for Health
5. Karibib Private School
6. Kayec Trust
7. Namcol
8. Namibia Institute of Mining and Technology
9. Namibia National Training Organization (Pty) Ltd T/A Windhoek Vocational Training Centre
10. National Commission Research Science and Technology
11. Nipam
12. Namibia Univeristy of Science and Technology (NUST)
13. Rössing Foundation
14. Security Training College of Namibia
15. St. Georges Diocesan School
16. University Of Namibia (Unam)
17. Windhoek Afrikaans Private School
18. Windhoek International School

4. FINANCIAL INTERMEDIATION

1. Agriculture Bank of Namibia
2. Alexander Forbes Namibia
3. Bank of Namibia
4. Bank Windhoek
5. Blue Financial Services
6. Bureau De Change
7. Commodity Exchange Financial
8. Development Bank of Namibia
9. Finaid Financial Services (Pty) Ltd
10. Financial Consulting Services Cc
11. First National Bank of Namibia
12. Hollard Insurance Company of Namibia
13. Namibia Financial Institutions Supervisory Authority
14. Nammic
15. Old Mutual Namibia
16. Sanlam
17. Santam Namibia
18. Small and Medium Enterprises Bank
19. Standard Bank Namibia Ltd

5. FISHING INDUSTRIES

1. Atlantic Pacific Fishing
2. Benguella Sea Products (Pty) Ltd
3. Cadilu Fishing Pty Ltd
4. Castrobro's Investment cc
5. Cavema Fishing (Pty) Ltd
6. Corvima Group of Companies
7. Ekikimbo Trawling Company
8. Etosha Fishing Corporation
9. Fisheries Observer Agency
10. Freddie Fish Processors (Pty) Ltd
11. Gendev Group
12. Hangana Sea Food (Pty) Ltd
13. Merlus Group
14. Nam Sov Fishing Enterprises

15. Namibia Fish Consumption Promotion Trust
16. Namibia Maritime Fisheries
17. Omualu Fish Processor
18. Oshimada Fishing Pty Ltd
19. Overberg Fishing Company
20. Rainbow Trawling Pty Ltd
21. Seaflower
22. Seagull Fish Processor & Consulting Pty Ltd
23. Seawork
24. Tunacor Group Limited
25. United Fishing Enterprises (Pty) Ltd

6. HEALTH AND WELFARE SECTOR

1. Drs Buger, Venter and Van Greunen
2. I-Care Optometrists
3. Khomas Medical Centre
4. Medfam Rhino Park
5. Medical Imaging
6. Mediclinic Swakopmund
7. Medixx Occupational Health Services
8. Namibia Institute of Pathology
9. New-Med
10. Paramount Healthcare Centre
11. Roman Catholic Hospital

7. INFORMATION SYSTEMS, ELECTRONICS AND TELECOMMUNICATIONS TECHNOLOGIES

1. Africa Online
2. Business Connection (Pty) Ltd (Comporex)
3. Bytes Technology Group Namibia
4. Gijima Ast
5. Green Enterprise Solutions
6. Independent Business Systems (Pty) Ltd

7. Konica Minolta Namibia
8. Mobile Telecommunications Limited
9. Multichoice Namibia
10. Namibia Media Holding
11. Namibia Media Holdings
12. Namibian Press Agency
13. Nashua
14. New Era Publications Corporation
15. Omnitel Namibia
16. One Africa Television
17. Paratus Telecom
18. Radio Electronic
19. Salt Essential Information Technology (Pty) Ltd
20. Schoemans
21. Telecom Namibia
22. The Free Press of Namibia -The Namibian (Pty) Ltd

8. LOCAL GOVERNMENT, WATER AND RELATED SERVICES

1. Arandis Town Council
2. City of Windhoek
3. Eenhana Town Council
4. Erongo Regional Council
5. Helao Nafidi Town Council
6. Karibib Town Council
7. Katima Mulilo Town Council
8. Kavango Regional Council
9. Keetmanshoop Municipal Council
10. Kharas Regional Council
11. Khomas Regional Council
12. Municipality of Grootfontein
13. Municipality of Mariental
14. Municipality of Okahandja
15. Municipality of Otjiwarongo
16. Municipality of Outjo
17. Municipality of Swakopmund

18. Ohangwena Regional Council
19. Omusati Regional Council
20. Ongwediva Town Council
21. Oshakati Town Council
22. Oshana Regional Council
23. Oshikoto Regional Council
24. Outapi Town Council

9. MANUFACTURING

1. Actom Energy Namibia (Pty) Ltd
2. Alutech Namibia
3. August Twenty Six Industries Pty Ltd
4. B-zers
5. Bokomo Foods Namibia
6. Brick Works
7. Capricorn Sweets
8. City Sand & Bricks
9. Clover Namibia
10. Coastal Paver and Precast/Suremix
11. Coca-Cola Namibia Bottling Company
12. Coral Superior Coating (Pty) Ltd
13. Dinapama Manufacturing & Supplies
14. Elso Namibia Manufacturing
15. GPT Transnamib Concrete Sleepers
16. H Jensen Bau-Und Mobelitschlerei
17. Hytech Namibia (Pty) Ltd
18. Interpac Consumable Manufacturers cc
19. Kansai Plascon Namibia
20. Kavango Mills
21. Kochas Industrail T/A Super Sand
22. Mello Foods c
23. M-Pact Corrugated (Pty) Ltd
24. Nakara
25. Nambrick & Concrete cc
26. Namib Foam
27. Namib Wood
28. Namibia Dairies
29. Namibia Quality Beverages
30. Neo Paint Factory (Pty) Ltd

31. Nirosta (Pty) Ltd
32. Ohorongo Cement
33. Omhalanga Mills
34. Pena Manufacturing cc
35. Peralin Paints
36. Plastic Packaging
37. Rocla Pipes (Pty) Ltd
38. Rosh Pinah Bricks & Sand cc
39. Sabmiller Namibia
40. Steel Force Cc
41. Taurus Maintenance Products
42. The Wood Connection cc
43. Tongaat Hulett Namibia
44. Walvis Bay Salt Holding (Pty) Ltd
45. Wispeco Namibia (Pty) Ltd

10. MINING

1. Almod Diamonds Namibia
2. Ankit Gems Namibia (Pty) Ltd
3. Areva Resources Namibia
4. B&E International Namibia
5. B2 Gold
6. Bannerman Minning Resources
7. Best Cheer Investments
8. Craton Mining Exploration
9. De Beers Marine Namibia
10. Dream Land Investment cc
11. Dundee Precious Metals
12. Langer Heinrich Uranium (Pty) Ltd
13. Laurelton Diamonds Inc
14. Major Drilling Namibia (Pty) Ltd
15. Namcot Diamonds (Pty) Ltd
16. Namdeb
17. Namgem Diamond Manufacturing
18. Navachab Gold Mine
19. Northern Namibia Development Company (Pty) Ltd
20. Nu-Diamond Manufacturing
21. Rössing Uranium Ltd

22. Schachter & Namdar Namibia (Pty) Ltd
23. Sure Cast Mining & Construction
24. Swakop Uranium
25. Trau Bros Diamond Namibia
26. Weatherly Mining

11. PRIVATE SECURITY, LEGAL AND CORRECTIONAL SERVICES

1. Airop Trading Enterprises cc
2. Bullet G Security Operations
3. C.I.S Security Services
4. Castle Security Services cc
5. DF Malherbe & Partners
6. Eagle Night Watch Security
7. ENS Africa Namibia Incorporated
8. Erongo Axis Security
9. Falcon Africa Security Holdings
10. G4S Security Services
11. Independent Security Services cc
12. Khaibasen Security Services cc
13. Mburu Security Services
14. Namibia Protection Services
15. Nkasa Security Service
16. Omega Security Services
17. Oshana Security cc
18. Royal Security Services cc
19. Seena Legal Consult Blitz Security cc
20. Shilimela Security & Debt Collections cc
21. Shimwe Trading Enterprises
22. Stacks Properties Investment 118 cc t/a Securisol Namibia
23. Star Protection Services (Pty) Ltd
24. Triple One Investments
25. ULTRA Security cc
26. Van Der Merwe Greeff Inc
27. Vizmac Security Services
28. Welwitschia Labour Commercial Consultant

12. PUBLIC SERVICE

1. Anti-Corruption Commission
2. Ministry of Education, Arts and Culture
3. Ministry of Finance
4. Ministry of Gender Equality and Child Welfare
5. Ministry of Home Affairs
6. Ministry of Industrialisation, Trade and SME Development
7. Ministry of Information and Communication Technology
8. Ministry of International Relations
9. Ministry of Justice
10. Ministry of Mines and Energy
11. Ministry of Urban and Rural Development
12. Ministry of Veterans Affairs
13. National Assembly
14. National Council
15. National Planning Commission
16. Office of the Auditor General
17. Office of the President
18. Office of the Prime Minister

13. SERVICE SECTOR

1. ABB (Pty) Ltd
2. Adforce Namibia
3. Africa Personnel Services
4. Air Cool
5. Alpine Caterers cc
6. Antonius Residence Trust
7. Aon Namibia (Pty) Ltd
8. Aqua Services & Engineering
9. Asco Car Hire
10. Atlas Copco Namibia
11. Aurecon Namibia
12. Auto Exec
13. Auto Sueco Namibia (Pty) Ltd
14. Avbob

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| 15. B & K Civils (Pty) Ltd | 50. Electro Blitz |
| 16. Baywash Cleaning Services | 51. Elektro Hinsch |
| 17. BDO Namibia | 52. Element Consulting Engineers |
| 18. Bejaardesorg Vereniging - Okahandja | 53. Elgin Brown & Hamer Namibia |
| 19. Bicon Namibia (Pty) Ltd | 54. Ellen Number Three Properties T/A Swakop Truck Post |
| 20. Bio Dynamics | 55. Elwiwa & Edelstahlbau cc |
| 21. Blood Transfusion Service of Namibia | 56. Ener Tech Cc T/A Electro Tech |
| 22. Blum`s Garage | 57. Engen One Stop Usakos |
| 23. BP Consulting Engineers | 58. Eopaleko Cleaning Services cc |
| 24. Burbridge Glass cc | 59. Epupa Cleaning Services cc |
| 25. Canocopy (Pty) Ltd | 60. Epupa Investment Technology |
| 26. Carlo Upholding cc | 61. Ernst & Young |
| 27. Catholic Aids Action | 62. Erongo Regional Electricity Distributor Company |
| 28. Central North Regional Electricity Distribution Company (Cenored) | 63. Eureka Service Station |
| 29. Chiappini Trading Enterprises Cc T/A Pioneers Park Service Station | 64. Europcar |
| 30. CJ Service Station cc | 65. Flamingo In-Flight |
| 31. Coastal Couriers | 66. Forensic Security Services |
| 32. Colas Namibia (Pty) Ltd | 67. Formula Courier Services |
| 33. Collecting & Delivering Services Namibia (Pty) Ltd | 68. Four Ways Total Otavi |
| 34. Commercial Cold Storage | 69. Francois Electrical |
| 35. Commercial Cold Storage (Namibia) (Pty) Ltd | 70. Free Namibia Catering |
| 36. Communications Regulatory Authority of Namibia | 71. Gateway Service Center (Pty) Ltd |
| 37. Consulting Services Africa | 72. Government Institutions Pension Fund |
| 38. CR Van Wyk & Company | 73. Grant Thornton Neuhaus |
| 39. Cvw Auto Repairs and Transport | 74. Hefer Projects Namibia |
| 40. Danric Auto | 75. Highway Filling Station |
| 41. DB Audio | 76. Hope Consultants cc |
| 42. DHL | 77. Howard & Chamberlain |
| 43. Diesel Electric | 78. Huis Deon Louw |
| 44. Dimension Data | 79. Huis Palm Old Age Home- Walvisbay |
| 45. Dry Tex Namibia (Pty) Ltd | 80. Hupa Moukohoke Cleaning Services cc |
| 46. Dynamic Plumbing | 81. Hydro Weld Walvis Bay |
| 47. East End Service Station Centre cc | 82. Industrial Building Supplies & Plant Hire cc |
| 48. Eastern One Stop Service Station | 83. Industrial Cleaning Services |
| 49. ELCIN | 84. Inter Africa Security Services |
| | 85. Intergrated Rural Development and Nature Conservation |

86. International Catering Pty Ltd
87. J.M Hoon T/A Electro Hoon Electrical Contractors
88. Jakaranda Service Station
89. JB Cooling & Refrigeration cc
90. John Meinert Printing (1999)
91. Joseph & Snyman (Pty) Ltd
92. JPK Electrical Contractors cc
93. Karas Spar & Fuel Station
94. Karibib Engen
95. Kavehepa Cleaning Services Cc
96. Knight Piesold Consulting
97. Kotze Body Repairs and Rebuild cc
98. KPMG Services Providing Audit Tax
99. Kraatz Marine
100. LIC-Pool
101. Lida Cleaning Services
102. Lida Outsourcing Services
103. Lifeline Childline Namibia
104. Lithen Project Consultants
105. Logistics Support Services
106. LSC Labour Supply Chain Namibia
107. Lund Consulting Engineering cc
108. Lynx Investigations
109. Magnolia Investments Two T/A Monte Christo Convenience Centre
110. Maqui Duty Free
111. Mariental Abattoir
112. Mariental Fuel Centre, Wimpy and Quick Shop
113. Marsh Namibia
114. Master Alarms cc
115. Maxes Office Machines
116. MCC Equipment Rental
117. Meatboard of Namibia
118. Medscheme
119. Mega Shade Namibia
120. Mosmart Investment Namibia
121. Motor Vehicle Accident Fund
122. Multi Solutions Cc
123. Multi Ventures Cc T/A the Tacoma Service Station
124. Namcot
125. Namib Diesel
126. Namib Marine Services
127. Namibia Building Cleaners
128. Namibia Competition Commission
129. Namibia Diamond Trading Company
130. Namibia Funeral Supply
131. Namibia Joinery Supplies
132. Namibia Qualification Authority
133. Namibia Red Cross Society
134. Namibia Rescue Services T/A E-Med Rescue
135. Namibia Ship Chandlers (Pty) Ltd
136. Namibia Statistics Agency
137. Namibia Stevedoring Services
138. Namibia Students Financial Assistance Fund
139. Namibia Technical Services
140. Namibia Tourism Board
141. Namibia Training Authority
142. Namport
143. Nampost Limited
144. Nampower
145. Namwater
146. National Housing Enterprises (NHE)
147. National Youth Services
148. Noordoewer One Stop Service Station
149. Northern Fuel Distributors cc
150. Northern Regional Electricity Distributor Company - Nored
151. Ns Electric
152. Ohlthaver & List Centre
153. Olympia Enterprises
154. Omaruru Engineering Works Cc
155. Oude Rust Oord
156. Paco Engineering Pty Ltd
157. Panel to Panel
158. Panther Express cc

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| 159. Paramount Healthcare Medical Aid Administrators | 197. The Maritz Business Trust T/A Keetmanshoop One Stop, Wimpy & Maritz Lodge |
| 160. Power Line Africa (Pty) Ltd | 198. Three-Way Service Station |
| 161. Price Waterhouse Coopers | 199. Tjiuee Cleaning Services |
| 162. Prime Press | 200. Top International Engineering (Namibia) Corp (Pty) Ltd |
| 163. Prinzessin Rupprecht Heim | 201. Total Hakahana |
| 164. Prosperity Health | 202. Total Namibia |
| 165. Quiver Tree Investment One Tree cc | 203. Trans Caprivi Service Centre -Total |
| 166. Radail Trust Industries | 204. Trio- Data Business |
| 167. Rennies Travel Namibia (Pty) Ltd | 205. Trusco Groups Holdings Ltd |
| 168. Rent A Plant | 206. Tulipamwe Caterers Services cc |
| 169. Rent A Toilet | 207. Tulipamwe Consulting Engineers |
| 170. Rent-A-Drum | 208. Van Der Walt Motors Quick Fill |
| 171. Retirement Fund Solution Namibia | 209. Vineta Shell |
| 172. Revenue Solution Namibia | 210. VMK Investment cc |
| 173. Roads Authority | 211. Voltex Namibia |
| 174. Rotary Engineering Services Cc | 212. W.S Dippenaar T/A Pzn Panelbeaters |
| 175. RPH Full Cc T/A Subway Service Station | 213. Walters Electrical Services |
| 176. Rundu Truck Stop | 214. Walters Motors |
| 177. Ruppig Body Works | 215. WBM |
| 178. Saager Aircool cc | 216. Welwitschia Fuel- cc |
| 179. Scania Truck Namibia | 217. Wesco Engineering Services (Pty) Ltd |
| 180. Seasonaire Namibia Pty Ltd | 218. Wesco Waste Management |
| 181. Seelenbinder Consulting Engineers | 219. Westair Maintenance (Pty) Ltd and Westair Wing |
| 182. Servest Multi Service Group | 220. Windhoek Consulting Engineers (Pty) Ltd |
| 183. SGA Chartered Accountants & Auditors | 221. Windhoek Hire, Sales and Services |
| 184. Social Security Commission | |
| 185. Society for Family Health | |
| 186. Solar Game Company | |
| 187. Solitaire Press | |
| 188. SOS Children's Village Namibia | |
| 189. Southern Namibia | |
| 190. Southgate Services Centre | |
| 191. Sripp Namibia Trading cc | |
| 192. Star Body Works (Pty) Ltd | |
| 193. Star Manufacturing & Air Conditioning | |
| 194. Steel and Industrial Supplies | |
| 195. Susan Cleaning | |
| 196. Swaco Group | |
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- 14. TOURISM AND HOSPITALITY**
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| 1. Antigua Island Investment T/A Palmwag Lodge |
| 2. Arebbush Travel Lodge |
| 3. Atlantic Chicken Company (KFC) |
| 4. Bahnhof Hotel |
| 5. Bandits Gambling |

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| 6. Beach Hotel Swakop | 47. Protea Hotel- Zambezi River Lodge |
| 7. Bennies Entertainment Park & Lodge | 48. Reiser Taxidermy cc |
| 8. C'est Si Bon Hotel | 49. Roof of Africa |
| 9. Cabo Diego T/A Cape Cross Lodge | 50. Safari Hotels |
| 10. Casa Forno Country Hotel Cc | 51. Seal Caterers (Pty) Ltd |
| 11. Chiwani Business Trust | 52. Sense of Africa |
| 12. Erindi Private Game Reserve | 53. Sun Karros Lifestyle |
| 13. Foodzone | 54. Sunshine Tours |
| 14. Gondwana Collection | 55. Swakopmund Hotel & Entertainment Centre |
| 15. Hansa Hotel | 56. Swakopmund Lions Club |
| 16. Heja Game Lodge | 57. Taleni Africa Tourism |
| 17. Hilton Windhoek Hotel | 58. Taxidermy Studio – Tannery |
| 18. Hotel Deutsches Haus | 59. The Gourmet Restaurant |
| 19. Hotel Europahof | 60. The Tug Restaurant |
| 20. Hotel Thule | 61. Tona Trade Holdings cc |
| 21. Invictus Trading cc - Tsumeb | 62. Trophäendienste cc |
| 22. Joe`S Beer House | 63. Tsepo Catering Pty Ltd |
| 23. Kalahari Sands Hotel and Casino | 64. Twyfelfontein Country Lodge |
| 24. Klein Aus Vista cc | 65. VDV Holdings |
| 25. Kubata Restaurant | 66. W.B Hanssen T/A Okanjima |
| 26. Kupferquelle Resort | 67. Wild Dog Safaris Namibia |
| 27. Lüderitz Nest Hotel | 68. Wilderness Safaris |
| 28. Mushara Lodge | 69. Wimpy Maerua Mall |
| 29. N/A'an Ku Se Wildlife Experience | 70. Wimpy Wernhill |
| 30. Namib Rose | 71. Windhoek Country Club Resort and Casino |
| 31. Nandos Independence | |
| 32. Nandos Klien Windhoek | |
| 33. Nedbel Holdings Company | |
| 34. Ngandu Safari Lodge | |
| 35. O&L Leisure | |
| 36. Ocean Food | |
| 37. Okahandja Country Hotel | |
| 38. Olympia Foods Nandos Olympia | |
| 39. Ongombe Safaris & Logistics | |
| 40. Opuwo Country Hotel | |
| 41. Out of Africa Town Lodge | |
| 42. Plaza Casino | |
| 43. Protea Hotel- Furstenhoff | |
| 44. Protea Hotel Ondangwa | |
| 45. Protea Hotel Pelican Bay (Pty) Ltd | |
| 46. Protea Hotel- Walvis Bay | |
| | 15. TRANSPORT SECTOR |
| | 1. Absolute Logistics |
| | 2. Andre Van Der Walt Transport |
| | 3. Boshof Transport |
| | 4. Coleman Transport |
| | 5. Corridor Logistics |
| | 6. Cross Road Namibia |
| | 7. Dreyer Logistics Solutions Cc |
| | 8. Epic Transport |
| | 9. FP Du Toit Transport |
| | 10. Imperial Managed Logistics |
| | 11. Intercap Namibia |

12. Logistix International (Pty) Ltd
13. Maritz Transport
14. MGC Transport
15. Snyman Transport
16. South African Airways
17. TransNamib
18. Transworld Cargo (Pty) Ltd
19. Unitrans Namibia (Pty) Ltd
20. W.P Transport

16. WHOLESALE AND RETAIL

1. A Wutow Trading
2. ADCON
3. Africa Glass Namibia (Pty) Ltd
4. African Marketing
5. Agra
6. Airtime City
7. AMTA
8. Asfred Suppliers CC T/A Probst Will Bakery
9. Awas Motors
10. AVI Distributors Namibia
11. B & B and Spares Gobabis CC
12. B H Spare & Hardway
13. Baard Group
14. Beefcor Meat Suppliers
15. Benthin Africa Agencies (Pty) Ltd
16. Beukes Spar
17. Botlo World
18. Brukarros Meat Processors
19. CB Enterprises (Pty) Ltd
20. Cecil Nurse
21. Charney Spar Mariental
22. CIC and Supra Sales (Pty) Ltd
23. Closwa Biltong
24. Crown Build-It
25. Cymot (Pty) Ltd
26. Delhi Mini Market & Bakery
27. Denu Stationers CC
28. Die Plaaskombuis

29. Diroyal Motors (Pty) Ltd Novel Motor
30. Distell Namibia Ltd
31. Dorgeloh Group
32. Dunlop Tyre Services
33. Dunns Stores
34. Ellerine Retail Bears
35. Ellerines Furnitures
36. Erongo Agencies T/A Erongomed
37. Erongo Trading T/A Omaruru Spar
38. Fabu Pharm
39. Fashion Retailers Namibia
40. Ferreira's Nursery Garden
41. Forklift and Allied Equipment
42. Fountain OK Foods Supermarket
43. Fruit & Veg City
44. Game Discount World Namibia (Pty) Ltd
45. Geka Pharmacy
46. Gift Supermarket
47. Gobabis Spar
48. Gobabis Toyota
49. Greg Motors Spares
50. Hartlief Corporation
51. Haw Retailers CC T/A Ark Trading
52. I.A Bell Equipment Co. Namibia
53. IGL (Pty) Ltd Afrox
54. ILT Properties No16 CC T/A Lüderitz Spar
55. Indongo Motors (Pty) Ltd
56. International Commercial (Pty) Ltd
57. J&P Group International
58. Karnic Distributors CC
59. Kavango Supermarket & Bottle Store Cc
60. Klein Windhoek Schlachtereij
61. Kuiseb Food Processors (Pty) Ltd
62. La Croix Du Sud Holdings (Pty) Ltd
63. Lewis Stores
64. Manica Group Namibia (Pty) Ltd
65. Martins Enterprises CC
66. Meatco
67. Metje and Ziegler Holdings
68. Mr. Price Group Limited

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| 69. Multi Tyre (Pty) Ltd | 109. SMC Brands Namibia |
| 70. Namibia Sales & Marketing | 110. South West Bakeries CC |
| 71. Nampharm (Pty) Ltd | 111. Spar Okahandja |
| 72. National Namibian Meat Producers | 112. Spes Bona Motors Company |
| 73. Netwood Kitchens Atmosphere | 113. Spot on Shopping Centre |
| 74. Nictus | 114. Stampriet Farmers Market |
| 75. NMI Namibia | 115. Swakopmund Building Supplies CC T/A Built It |
| 76. Nutrifood | 116. Swakopmund Super Spar |
| 77. Nuwe Welkom Spar | 117. Taeuber & Corssen SWA (Pty) Ltd |
| 78. Obeco | 118. The Sign Shop |
| 79. Ocean Atlantico Superstore | 119. Theo's Spar Otjiwarongo Cc |
| 80. Ocean Foods Groove Mall | 120. Trentyre Namibia |
| 81. Ocean View Spar | 121. Trust Market Ship Chandelers and Bakery |
| 82. OK Foods - Outjo | 122. Truworths |
| 83. Ok Grocer - Opuwo | 123. Tyrepo |
| 84. OK Mini Market (Karibib) | 124. Vietor & Raaf |
| 85. Omaheke Megasave | 125. Volkswinkel Spar |
| 86. Onawa Wholesalers | 126. Waldschmidt Eggs CC |
| 87. Ongwediva Spar | 127. Waltons Stationery Namibia |
| 88. Oranjemund Spar | 128. Walvisbay Buildt It |
| 89. Organization Selling Medication | 129. WB Hardware & Building Supplies |
| 90. Oshakati Pharmacy | 130. Wecke & Voigts (Pty) Ltd |
| 91. Oshana Built It | 131. West Coast Joinery Suppliers |
| 92. PEP Namibia Holdings | 132. Wibeku CC |
| 93. Pick 'N Pay | 133. Windhoek Super Tires |
| 94. Portuguese Market Garden T/A OK Grocer Walvis Bay | 134. Woerman Brock & (Windhoek) (Pty) Ltd |
| 95. Protea Spar | 135. Woerman Brock & Co. (Swakopmund) (Pty) Ltd |
| 96. Pupkewitz & Sons (Pty) Ltd | 136. Woolworth's Namibia |
| 97. Pupkewitz Megatech | 137. Zeda Namibia |
| 98. Pupkewitz Motor | 138. Zimmerman Garage |
| 99. Quality Tyres (Pty) Ltd | |
| 100. Ritter's Toyota | |
| 101. Rocky Crest Supermarket | |
| 102. Rosh Pinah Spar CC | |
| 103. Rundu Built It | |
| 104. Rundu Spar | |
| 105. Scrap Metal Sales cc | |
| 106. Sea Pride | |
| 107. Seapride Foods | |
| 108. Simpex (Pty) Ltd | |

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