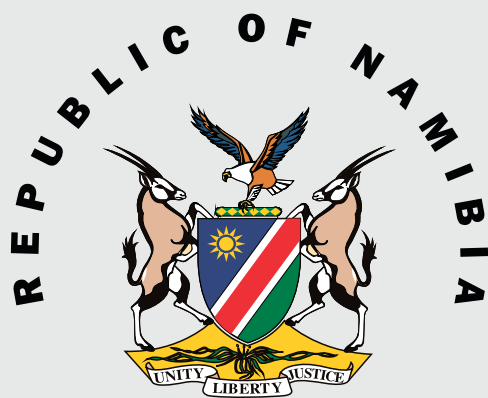




EMPLOYMENT EQUITY COMMISSION



ANNUAL REPORT
2016 - 2017
EEC018

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1. FOREWORD



I share the privilege with fellow members of the Employment Equity Commission, of presenting the 18th Annual Report of the Commission to the Minister of Labour, Industrial Relations and Employment Creation.

It is now 18 years down the line since the commissioning of the national programme of affirmative action whose objective it is to drive the workplace transformation agenda. The Employment Equity Commission is relatively satisfied with the modest progress made during the 18 years of affirmative action implementation with specific reference to the

number of employees covered by the affirmative action programme and the improved representation of persons in designated groups at key employment levels. By way of a background, for the review period 2001-2002, only 306 employers submitted affirmative action reports to the Commission covering a total of 18 174 employees. However, for the review period 2016-2017, that is 15 years ago, 877 employers submitted their reports to the Commission, an increase of 187% in the number of affirmative action reports received after the 15 year period. Similarly, the number of employees covered by the reports submitted, increased by 122% after a period of 15 years.

I would like to single out the Public Service, in particular, the Office of the Prime Minister, for a special word of commendation for the improved level of compliance. The Human Resources Division in the Office of the Prime Minister made special efforts in ensuring that Offices, Ministries and Agencies prepared and submitted their affirmative action reports in accordance with the provisions of the Affirmative Action (Employment) Act, No 29 of 1998. The number of reports received from the Public Service increased by 15% compared to the number of reports received during the 2015-2016 review period. Similarly, the number of

employees covered by the reports received from the Public Service during the period under review, also increased by a whopping 68% compared to the number of employees recorded during the previous corresponding review period.

The improved level of compliance is significant not only because the Public Service is the largest employer in the country, but also as an organ of the State, it should be seen to be a pacesetter, taking the lead for the rest of employers in the private sector to follow.

Even though the main findings of this review period indicate that overall results have been positive, results achieved for persons with disabilities were rather still disappointing compared to other groups. This, once again, calls for concerted effort to bring about equitable representation of the apparent marginalisation of the persons with disabilities in order to attain the social inclusion objective.

The Commission has undertaken to give priority attention to the cause of persons with disabilities in their interaction with employers and other stakeholders. It is in our best interest as a country to transform our workplace so that all citizens enjoy equal employment opportunity and have equal access to

employment, thereby ensuring full utilization of the country's human capital.



VILBARD T. USIKU

EMPLOYMENT EQUITY COMMISSIONER

2. 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.

3. EMPLOYMENT EQUITY COMMISSION-CUSTOMER SERVICE CHARTER

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

CORE FUNCTION OF THE EMPLOYMENT EQUITY COMMISSION

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

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

This Charter:

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

WE COMMIT OURSELVES TO:

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

WE SHALL STRIVE TO PROVIDE THE FOLLOWING STANDARDS OF SERVICE:

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

4. EXECUTIVE SUMMARY

This Annual Report covers the activities carried out by the Employment Equity Commission during the review period 1 April 2016 to 31 March 2017, in the execution of its mandate.

The Commission noted, with satisfaction, an improved rate of employer compliance with specific reference to the number of affirmative action reports received during the period under review. A total of 877 employers submitted affirmative action reports during the 2016-2017 review period, an increase of 15% in the number of affirmative action reports received by the Commission during the preceding corresponding review period.

The 877 reports received covered a total of 263 720 employees, a whopping increase of 32% in the number of employees covered by employers' reports across all sectors during the previous corresponding review period. The previously racially disadvantaged accounted only for 29% of positions at the Executive Directors level, while 56% of Executive Directors were White, even though the previously racially disadvantaged comprised 94% of the workforce countrywide.

However, the previously racially disadvantaged accounted for 64% of positions at the top three occupational levels, but 2% less than the 66% recorded during the previous corresponding review period. Persons with

disabilities accounted only for 0,4% of the number of employees covered by the reports received. The Commission noted with appreciation the improved level of compliance by the Public Service, as affirmative action reports received from Offices, Ministries, Agencies and Regional Councils covered a record number of 102 142 civil servants, a whopping increase of 68% in the number of employees covered by the reports received during the preceding corresponding review period. The Office of the Prime Minister's efforts to urge the Public Service institutions to comply with the law is applauded and is encouraged to keep up the good work.

During the period under review and before, the Commission was made to believe that employers did not consult employees in accordance with the letter and spirit of the Act. The minutes of consultation meetings showed that a number of employers just held one meeting shortly before the report was submitted to the Commission, whereas they were required by law to hold regular meetings to consult employees on matters relating to the preparation, implementation and revision of the affirmative action plan. The Commission therefore, prepared Guidelines on Consultation aimed at guiding employers to engage employee representatives every step of the affirmative action implementation process.

The Commission continued the ongoing interaction with stakeholders in order to assist them in meeting their obligations under the Affirmative Action (Employment) Act, No 29 of 1998. Even though resources constraints during the year under review impacted adversely on the frequency of the Office's outreach efforts, preferential visits were given to identified workplaces which needed such interventions the most.

The Employment Equity Commission managed to roll-out the Case Management System during the 2016-2017 review period, marking a new dawn of computerised administration and management of data. The Case Management System replaced the manual system the Commission made use of since its inception and communication with employers would from then on be online.

5. MEMBERS OF THE EMPLOYMENT EQUITY COMMISSION



Mr. Vilbard Usiku
Chairman



Ms. E Nsinano
Deputy Chairperson (Previously
Disadvantaged)



Mr. U Kaahangoro
(Union)



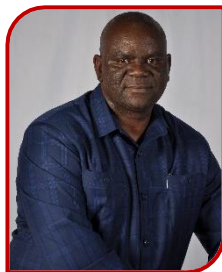
Ms. A Coerecius
(Women)



Mr. B Ngattjizeko
(State)



Ms. E Ndura
(Union)



Mr. J Kangandjera
(Employers)



Ms. R Wittsack
(Employers)



Mr. D Trum
(Persons with Disabilities)



Ms. E Nghitwikwa
(Women)



Mr. N Nghishekwa
(State)



Mr. R Shipulwa
(Persons with Disabilities)



Ms. J Sifani
(State)



Mr. B Kukuri
(State)

6. STAFF MEMBERS OF THE EMPLOYMENT EQUITY COMMISSION



Mr. P Kapule
Deputy Director



Ms. C Tjaveondja
Review Officer



Ms. B Nakashole
Administrative Officer



Ms. E Ngwangwama
Review Officer



Ms. O Tjirutue
Administrative Officer



Mr. G Mufalali
Senior Review Officer



Ms. J Shailemo
Review Officer



Mr. P Sheehama
Chief Review Officer



Ms. E Mukotola
Senior Private Secretary



Ms. O Kanyangela Control
Administrative Officer



Mr. M Mulekesa
Administrative Officer



Mr. G Brinkmann
Review Officer



Ms. D Manuel
Review Officer



Ms. O. Benguela
Administrative Officer



Ms. J Mathews
Institutional Worker



Mr. A Mungendje
Institutional Worker



Mr. J Hausiku
Messenger

7. 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 mandate of the Commission is the oversight function of the implementation of affirmative action in employment aimed at ensuring workplace transformation. Employers are required by the Act to eliminate employment barriers against persons in designated groups so as to ensure that all persons enjoy equal employment opportunities. The affirmative action law further requires employers to take affirmative action measures consistent with the objects of the Act in furtherance of employment equity objectives.

The then Minister of Labour and Social Welfare, Alpheus Ntshongwe, repealed the Government Gazette No. 2161, Notice No. 158, of 6 August 1999, on 1 July 2006. He identified, in terms of Section 20 (1) of the Affirmative Action (Employment) Act, No. 29 of 1998, through the Government Gazette No. 3568, Notice No. 95, of 1 July 2006, all employers who employ 25 employees or more, as relevant employers who shall comply with the Act.

There has been a noticeable increase in the number of employers reporting to the Commission during the recent years as evident in the records of reports received by the Commission. Furthermore, the quality of reports has also improved concomitantly as a result of continuous guidance by the administrative staff of the Office of the Commission.

The Report highlights the activities of the Employment Equity Commission for the period under review and outlines the development of employment equity as it relates to members of the designated groups identified in the Affirmative Action (Employment) Act: the previously racially disadvantaged, women and persons with disabilities. The report further provides a picture of the workforce distribution across all industrial sectors in terms of gender, race, disability and non-Namibian employees. A detailed analysis is also provided in the report on the representation, workforce movements and training of employees in terms of race, gender, disability and expatriates. The report also provides an analysis of employee statistics in order to establish trends of employees at the top three occupational levels, in terms of race, gender, disability and non-Namibian employees.

The Employment Equity Commission is proud to continue the Government's commitment to achieving a fair, inclusive and representative work force that reflects the demographics of our Republic.

8. ACTIVITIES OF THE YEAR UNDER REVIEW

COMMISSION MEETINGS

The Employment Equity Commission carried out several activities during the period 01 April 2016 to 31 March 2017, in furtherance of the objects of the Affirmative Action (Employment) Act, No. 29 of 1998. The Commission held eight (8) meetings during the period under review to consider recommendations from Review Officers in respect of affirmative action reports assigned to them. Members of the Commission deliberated, during scheduled meetings, on strategies that could bring about improved and effective administration of the Act and efficient exercise of the oversight function by the Commission.

The Commission noted, with satisfaction, an improved rate of employer compliance with specific reference to the number of affirmative action reports received during the period under review. A total of 877 employers submitted affirmative action reports during the 2016-2017 review period, an increase of 15% in the number of affirmative action reports received by the Commission during the preceding corresponding review period. The 877 reports received covered a total of 263 720 employees, a whopping increase of 32% in the number of

employees covered by employers' reports across all sectors during the previous corresponding review period. The previously racially disadvantaged accounted only for 29% of positions at the Executive Directors level, while 56% of Executive Directors were White, even though the previously racially disadvantaged comprised 94% of the workforce countrywide. However, the previously racially disadvantaged accounted for 64% of positions at the top three occupational levels, but 2% less than the 66% recorded during the previous corresponding review period. Women accounted for 42% of managers at the three top occupational levels. Persons with disabilities accounted only for 0,4% of the number of employees covered by the reports received. The Commission noted with appreciation the improved level of compliance by the Public Service, as affirmative action reports received from Offices, Ministries, Agencies and Regional Councils covered a record number of 102 142 civil servants, a whopping increase of 68% in the number of employees covered by the reports received during the preceding corresponding review period. The Office of the Prime Minister's efforts to urge the Public Service institutions to comply with the law is applauded and is encouraged to keep up the good work.

The Commission's appointed Committee also met six (6) times during the period under review, to perform tasks assigned to it. Members of the Committee were particularly assigned to preliminary review affirmative action reports and to make recommendations for approval, or otherwise, of such reports to the Commission.

EMPLOYERS' GUIDELINES ON CONSULTATIONS

Section 24 of the Affirmative Action (Employment) Act, No. 29 of 1998, requires employers to carry out consultations with the representatives of their employees concerning the preparation, implementation and revision of the employers' affirmative action plan.

However, in recent years, some employers' affirmative action reports showed that they only held one (1) meeting shortly before the reports were submitted to the Commission as the reports contained only one set of minutes of the Affirmative Action Committee meeting. It would not be possible to consult representatives of employees on the preparation, implementation and revision of the employers' affirmative action plan in one single meeting, shortly before the submission of such plan and report. It therefore, became imperative for the Commission to issue Guidelines on Consultations with employees which set out minimum standards that had to

be met in the process of employee consultations. That includes, among other things, frequency of consultation meetings, the role of Affirmative Action Committee members and that of the management in the process of consultations, etc. The Guidelines on Consultations would be distributed as soon as they were printed. The Commission would then demand strict compliance with the guidelines on consultations.

ONGOING INTERACTION WITH STAKEHOLDERS

The Commissioner and the administrative staff at the Office continued the ongoing interaction with stakeholders in furtherance of employment equity objectives. Even though resources constraints during the year under review, somehow impacted adversely on the frequency of the Office's outreach efforts, priority attention was given to identified workplaces which needed such intervention the most.

The interaction with employers and employees proved to have a positive impact on the better understanding of the purpose and objectives of the affirmative action law as well as on the quality of the affirmative action reports. Due to the limitation of the Commission's capacity to visit all employers and stakeholder across the country, the office encouraged them to visit the Commission's website: www.eec.gov.na. By

doing so, employers would access useful information in the most cost effective manner and could download documents which they need for training purposes or for the compilation of affirmative action reports. The feedback received was most encouraging as most employers found the information on the Commission's website most enlightening.

CASE MANAGEMENT SYSTEM

The Employment Equity Commission secured the services of IT experts to assist it with the development of a case management system, which would facilitate the computerised management of data, replacing the rather cumbersome manual system which was used since the inception of the office. Through the usage of this case management system, the office would be able to keep record of each affirmative action report submitted and also to monitor its progress more efficiently. The computerised system was designed to replace the manual management of reports and data and also replaced the old and often ineffective means of communicating with employers, through the use of facsimile, as all communication with relevant employers would be directly sent from the system by means of e-mail. This in turn, would minimise time between the submission of the affirmative action report and the receipt of the letter of

appointment of the Review Officer by the relevant employer. The system would also be able to assist the Commission in identifying relevant employers who are not in compliance with the affirmative action law, through early detection, in terms of Section 27 (1), (2) (a) and (b) and other contraventions as set out in Section 47 of the Act.

The system was developed and finalised during the period under review and the roll out, implementation and use of the system had already started.

CASES OF NON-COMPLIANCE

During the 2016-20217 review period, the Commission identified several employers who were found not to be in compliance with several provisions of the affirmative action law. The Commission provided statements to this effect to the Namibian Police for investigation and subsequent charges.

The reasons of alleged contraventions were:

1. Failure to submit the 1st report,
2. Late submission of a further report,
3. Non-submission of a further report,
4. Failure to rectify the identified shortcomings in a report,

5. Failure to carry out consultations with employee representatives.

The following table below sets out the number of complaints laid by the Commission with the Namibian Police and also the status of these complaints:

Nature of complaint	Status of complaint				Total
	Still under investigation	Charged	Charged and finalized	Withdrawn	
Failure to submit the 1 st report	3	0	0	0	3
Late submission of further report	15	7	0	3	25
Non-submission of further report	12	4	3	0	19
Failure to rectify identified shortcomings	4	0	0	2	6
Failure to carry out consultations	2	0	0	0	2
Total	36	11	3	5	55

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



Members of the Workplace Affirmative Action Committee during training sessions



9. AFFIRMATIVE ACTION REPORTS – FACTS AND FIGURES

CUMULATIVE FIGURES

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

A. CUMULATIVE FIGURES

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	247	88	537	117	8	3	135	23	927	231	1158
Senior Management	1089	655	1011	479	25	7	352	98	2477	1239	3716
Middle Management	4247	4543	1466	980	56	35	580	147	6349	5705	12054
Specialised/skilled/senior supervisory	9021	8732	1320	1229	73	40	1015	373	11429	10374	21803
Skilled	34098	32437	1147	1181	148	86	468	438	35861	34142	70003
Semi-skilled	36772	28486	266	331	220	101	72	17	37330	28935	66265
Unskilled	25311	19816	54	44	165	76	4	0	25534	19936	45470
Total permanent	110785	94757	5801	4361	695	348	2626	1096	119907	100562	220469
Casual/temporary and seasonal	20371	21925	298	232	58	35	261	71	20988	22263	43251
Total	131156	116682	6099	4593	753	383	2887	1167	140895	122825	263720

A total of 877 employers submitted affirmative action reports during the 2016-2017 review period, representing an increase of 15% in the number of affirmative action reports received by the Commission during the previous corresponding review period. The reports submitted by 877 employers during the year under review covered 263 720 employees, a whopping increase of 32% in the number of employees covered by employers across all sectors during the previous corresponding review period. White employees accounted for 56% of Executive Directors during the 2016-2017 review period, a 2% decline in the figure recorded during the previous corresponding review period, while 14% of Executive Directors were non-Namibians and only 29% were previously racially disadvantaged. Male employees comprised 54% of the total workforce and non-Namibians accounted for 6% of the workforce. The previously racially disadvantaged accounted for 64% of positions at the top three occupational levels, 2% less than the figure recorded during the previous corresponding review period. Women accounted for 42% of employees at the three top occupational levels. Whites accounted for 27% and 8% were non-Namibians. Persons with disabilities accounted only for 0,4% of the workforce and only 0,8% of them were managers.

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

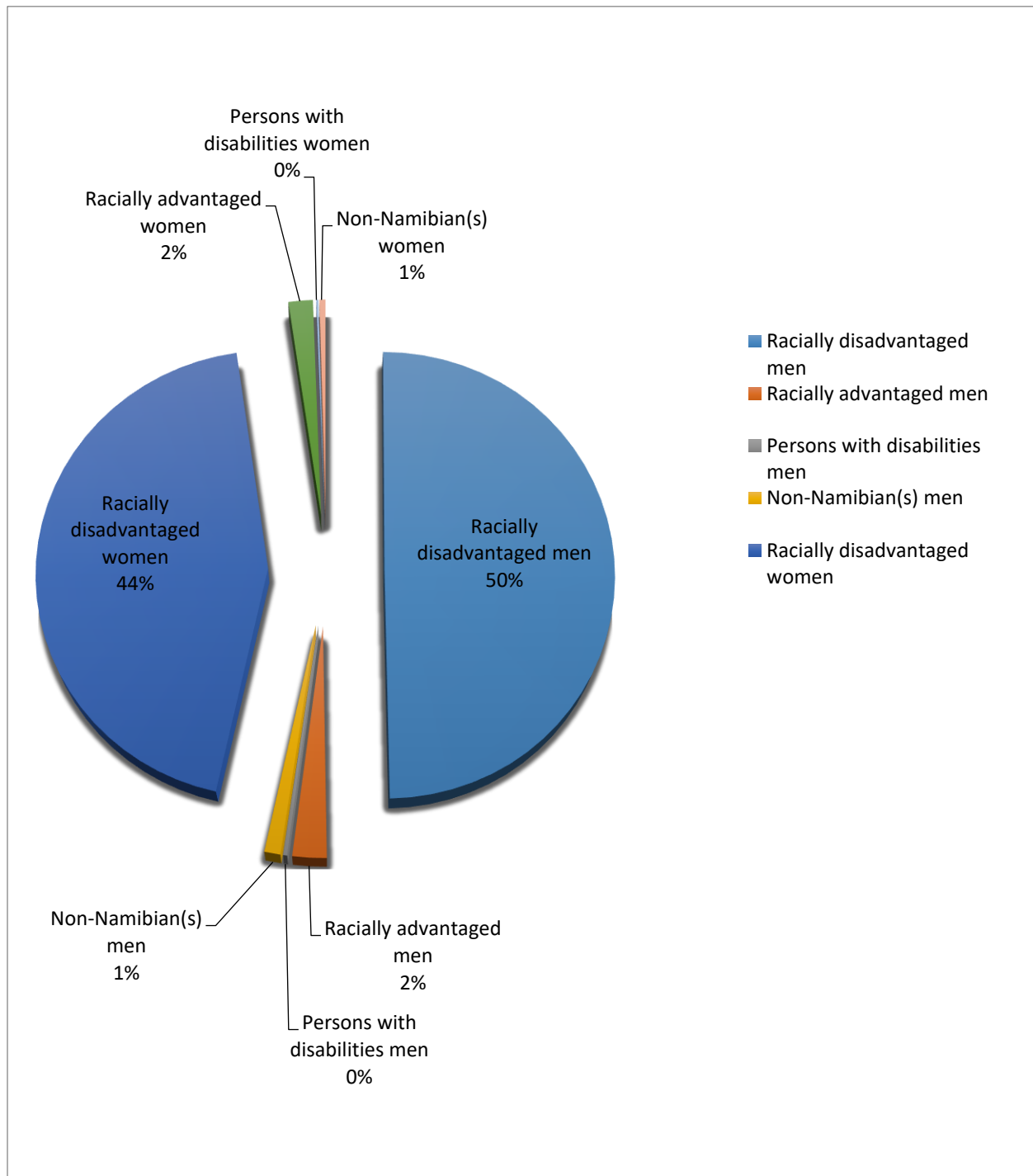


Figure 2: Cumulative Workforce Profile Total Men and Women by job category

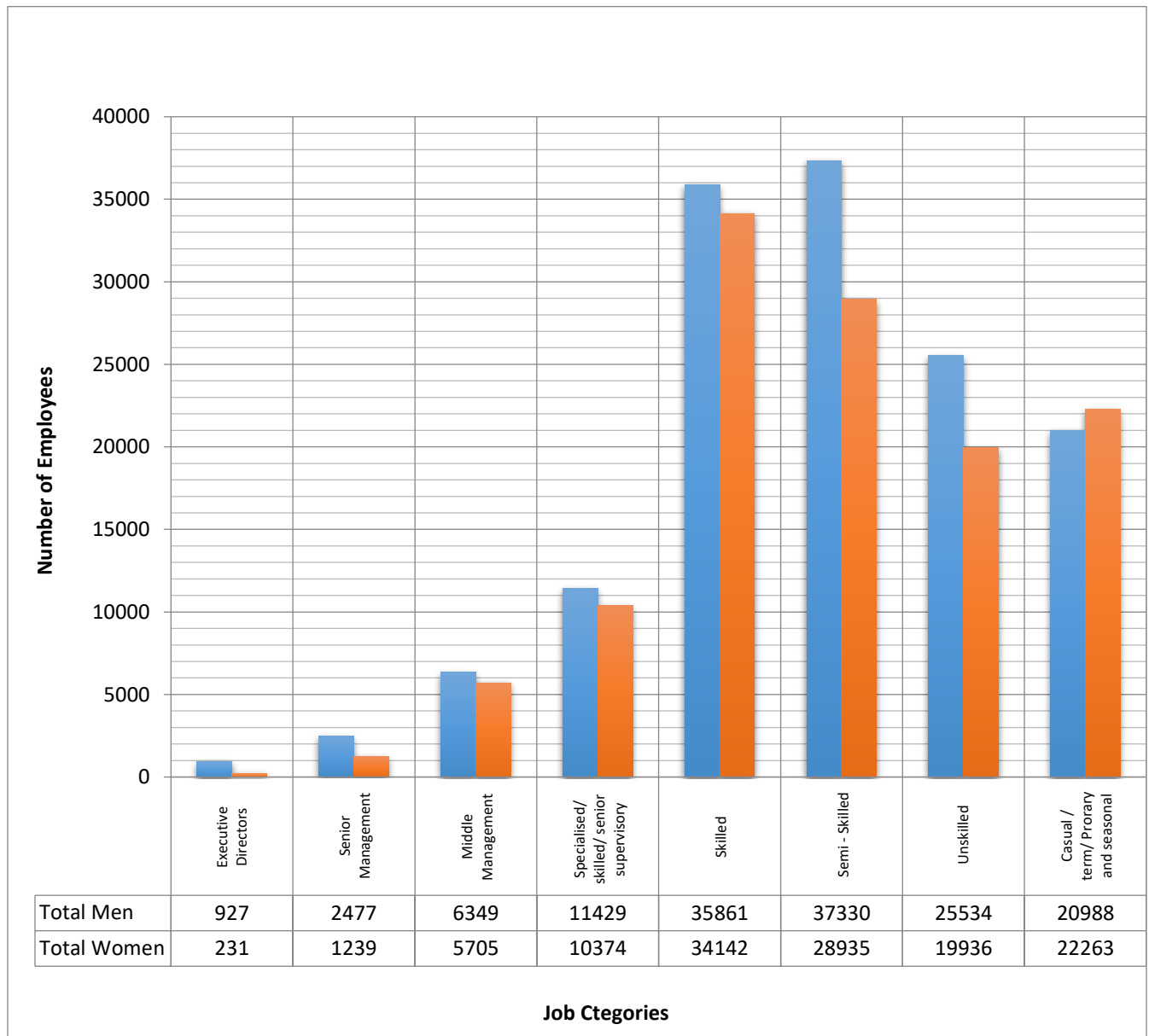


Figure 3: Distribution of Designated Groups by Industry - Senior Management (Cumulative)

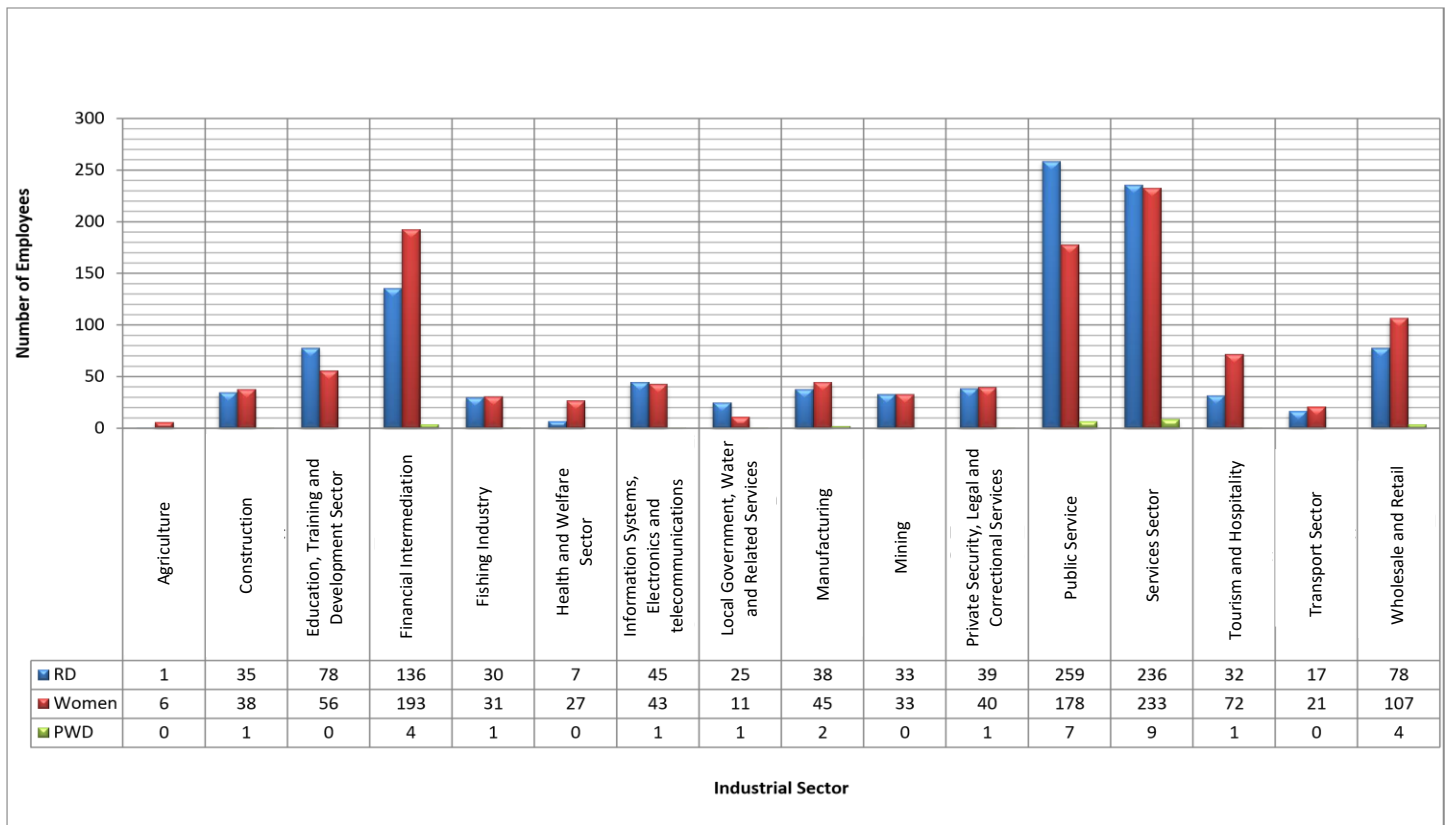


Figure 4: Distribution of Designated Groups by Industry – Middle Management (Cumulative)

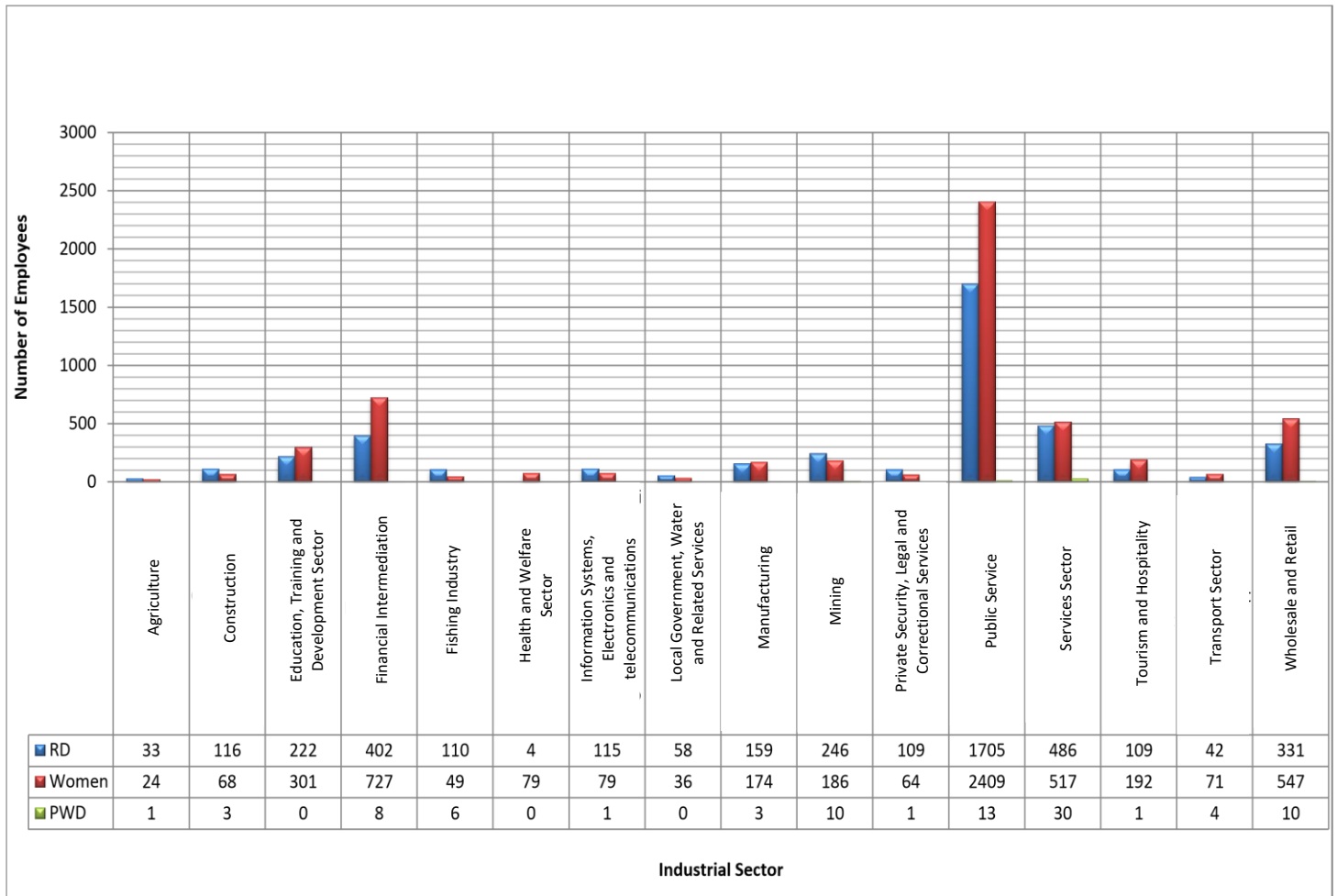
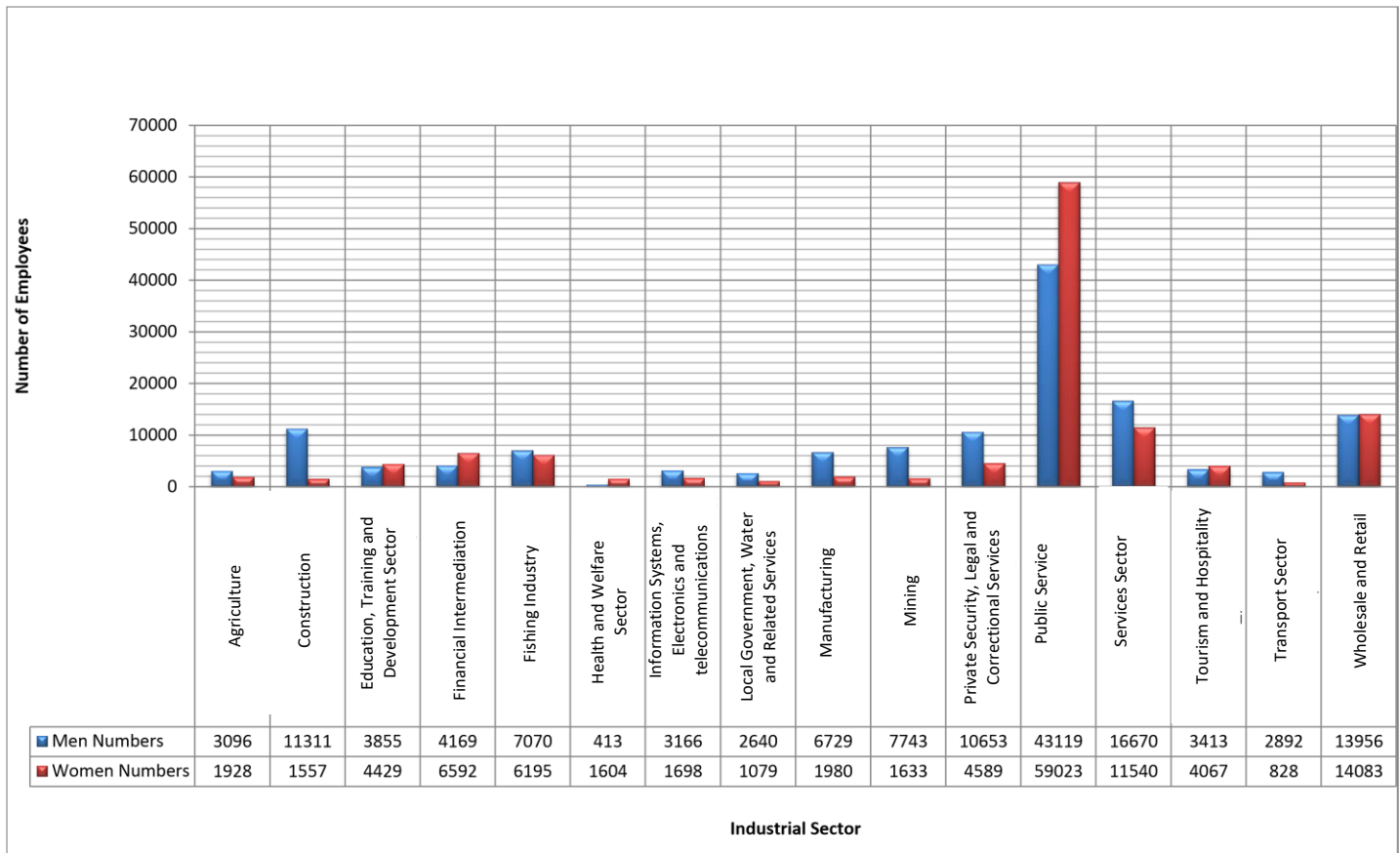


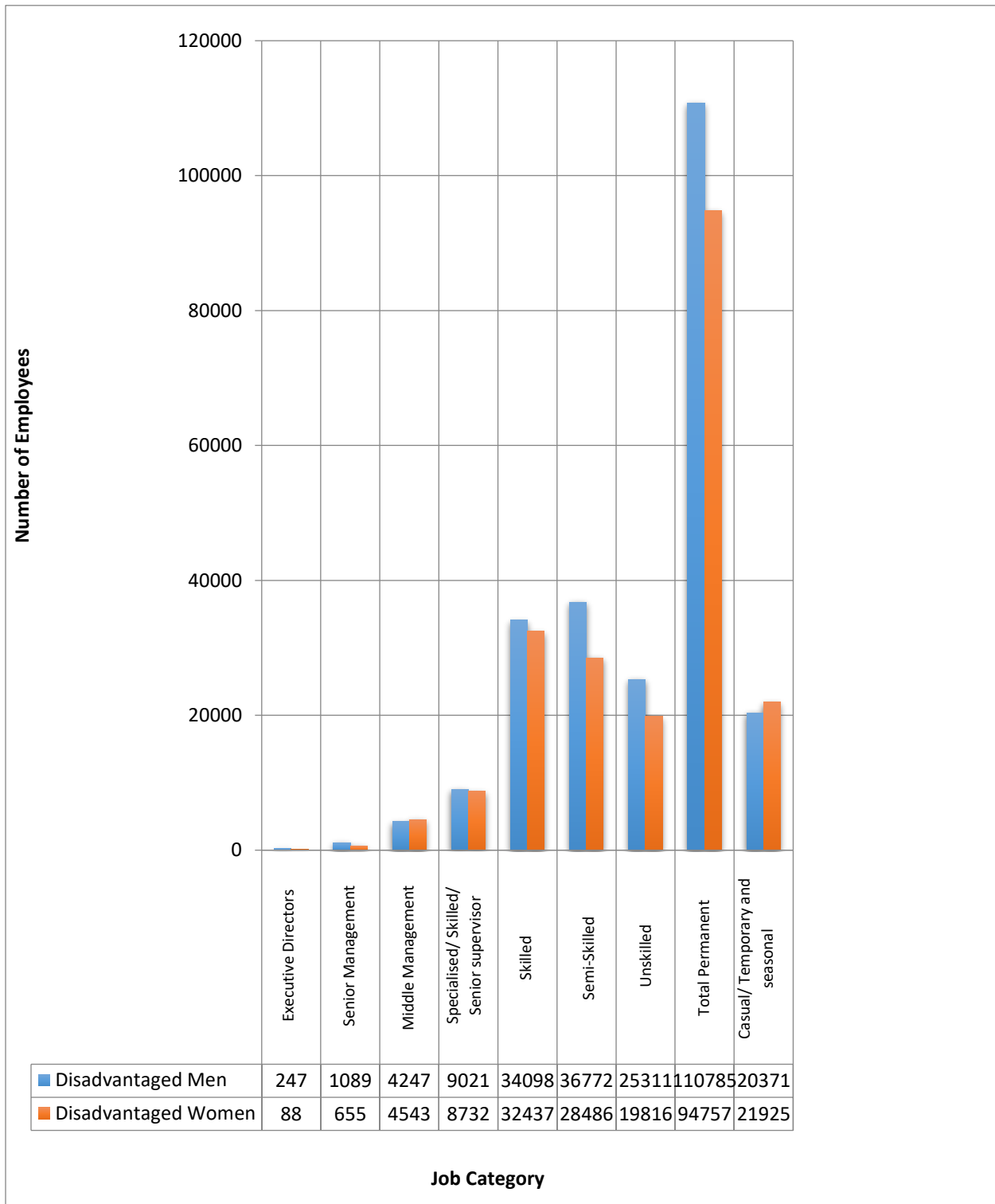
Figure 5: Distribution of Men and Women by Industry (Cumulative)



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

JOB CATEGORY	Previously Racially Disadvantaged Men	Previously Racially Disadvantaged Women
Executive Directors	247	88
Senior Management	1089	655
Middle Management	4247	4543
Specialised/skilled/senior supervisory	9021	8732
Skilled	34098	32437
Semi-skilled	36772	28486
Unskilled	25311	19816
Total permanent	110785	94757
Casual/temporary and seasonal	20371	21925

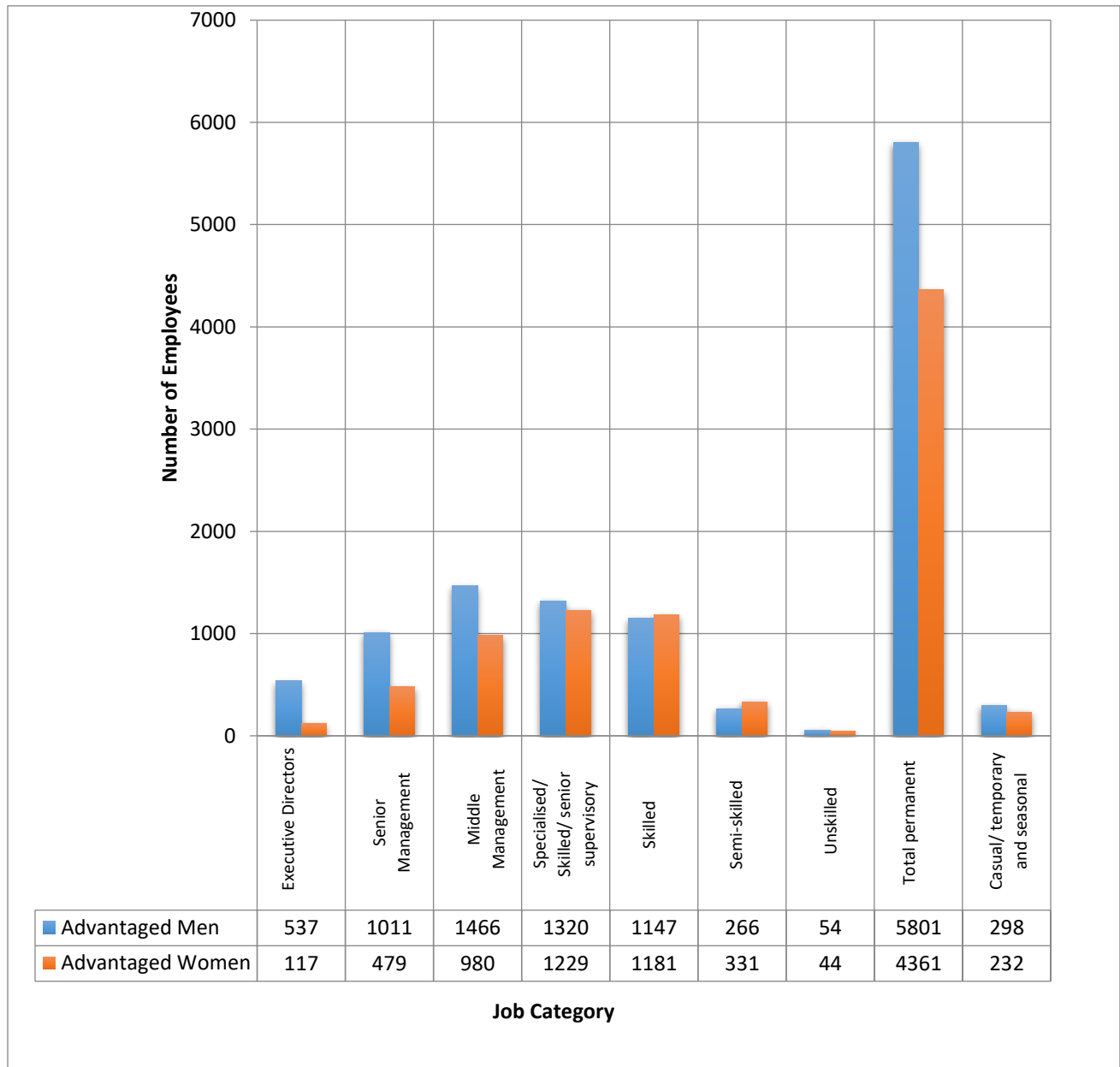
Figure 6: Previously Racially Disadvantaged Men and Women by Job Category



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

JOB CATEGORY	Previously Racially Advantaged Men	Previously Racially Advantaged Women
Executive Directors	537	117
Senior Management	1011	479
Middle Management	1466	980
Specialised/skilled/senior supervisory	1320	1229
Skilled	1147	1181
Semi-skilled	266	331
Unskilled	54	44
Total permanent	5801	4361
Casual/temporary and seasonal	298	232

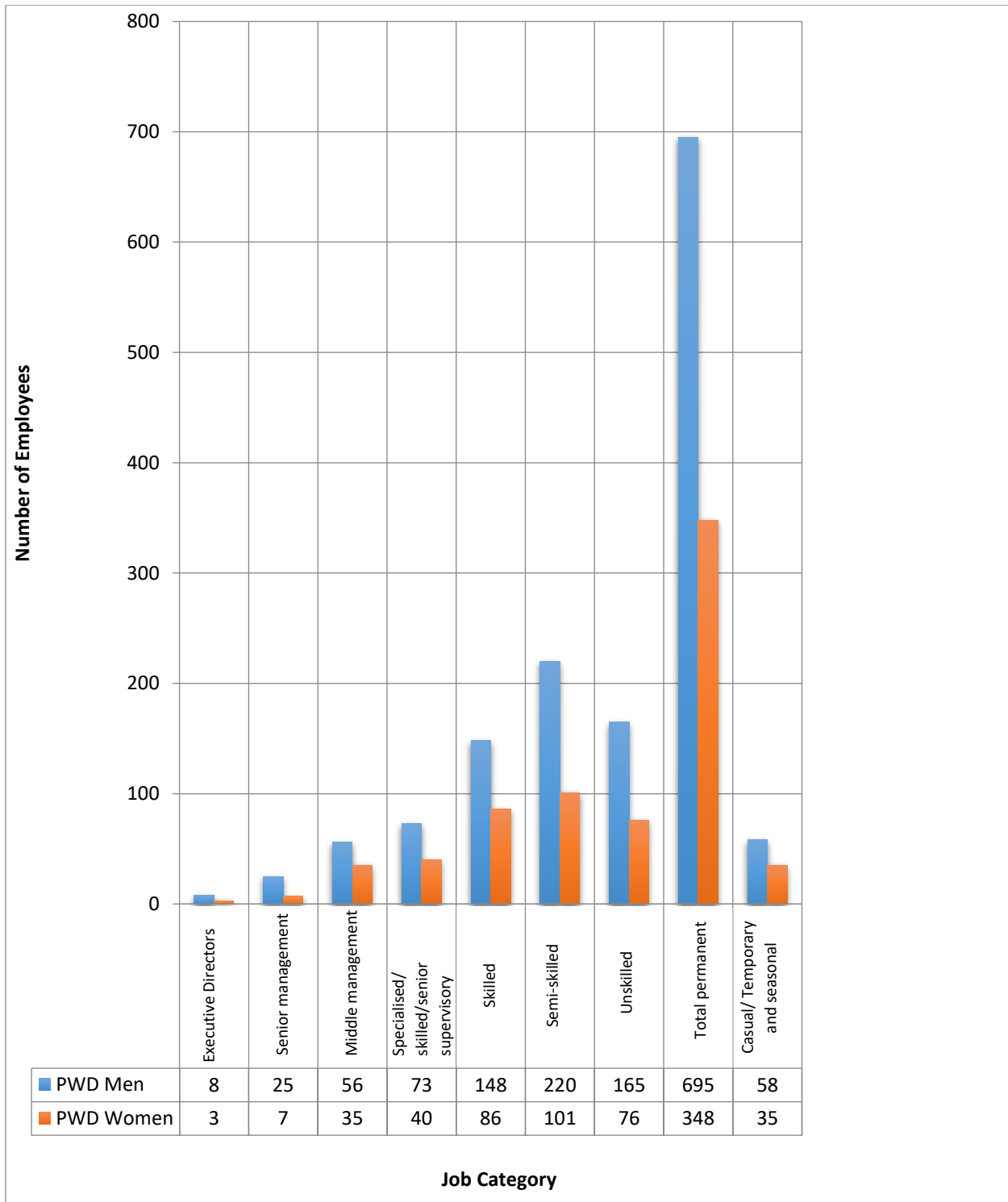
Figure 7: Previously Racially Advantaged Men and Women by Job Category



Persons with Disabilities by Job Category (Cumulative)

JOB CATEGORY	PWD Men	PWD Women
Executive Directors	8	3
Senior Management	25	7
Middle Management	56	35
Specialised/skilled/senior supervisory	73	40
Skilled	148	86
Semi-skilled	220	101
Unskilled	165	76
Total permanent	695	348
Casual/temporary and seasonal	58	35

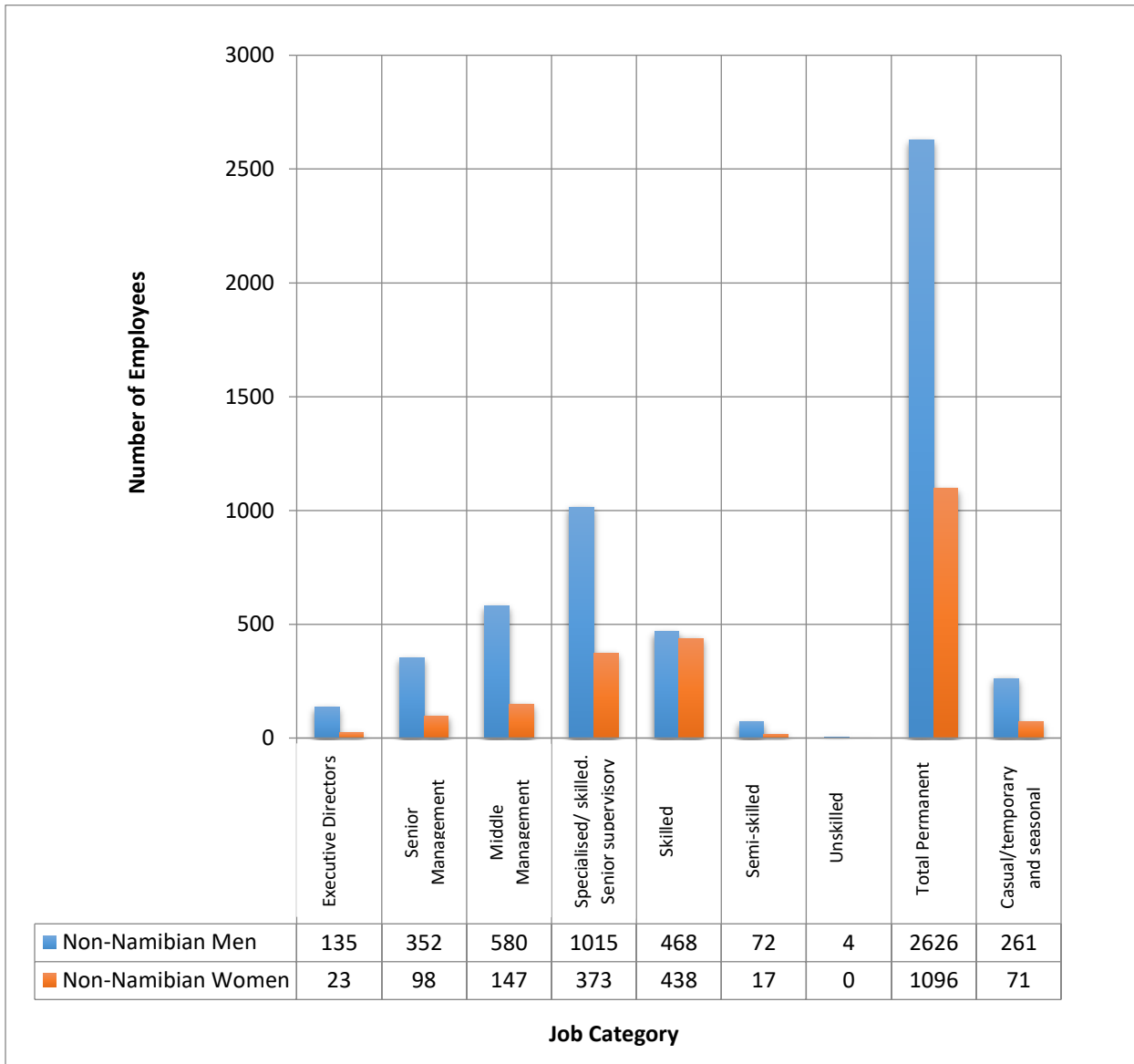
Figure 8: Persons with Disabilities Men and Women by Job Category



Non Namibian Men and Women by Job Category (Cumulative)

JOB CATEGORY	Non-Namibian Men	Non-Namibian Women
Executive Directors	135	23
Senior Management	352	98
Middle Management	580	147
Specialised/skilled/senior supervisory	1015	373
Skilled	468	438
Semi-skilled	72	17
Unskilled	4	0
Total permanent	2626	1096
Casual/temporary and seasonal	261	71

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



Cumulative

Table 2: Recruitment

	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
Job Category	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	18	10	16	8	1	0	14	2	49	20	69
Senior Management	123	95	179	83	3	3	90	26	395	207	602
Middle Management	613	432	259	168	2	5	86	42	960	647	1607
Specialised/skilled/ senior supervisory	1901	1870	278	217	5	4	260	143	2444	2234	4678
Skilled	6343	4404	383	345	7	6	125	87	6858	4842	11700
Semi-skilled	9284	7025	97	128	24	5	17	19	9422	7177	16599
Unskilled	7976	5227	36	29	20	19	5	1	8037	5276	13313
Total permanent	26258	19063	1248	978	62	42	597	320	28165	20403	48568
Casual/temporary and seasonal	10438	8353	164	98	53	31	162	55	10817	8537	19354
Total	36696	27416	1412	1076	115	73	759	375	38982	28940	67922

Employers reported to have hired a total of 67 922 employees across all industrial sectors country wide during the 2016-2017 review period, representing an increase of 23% in the number of persons hired during the previous corresponding review period. Women accounted for 43% of the total number of employees hired during the period under review, but only 38% of positions at the management levels were filled by women, while 11% of managers hired were non-Namibians. Only 0,3% of the total number of persons hired were persons with disabilities, 0,6% of whom were hired to fill positions at the management levels.

Figure 10: Cumulative figures of the total persons recruited: Representation by race, gender disability status and non-Namibians

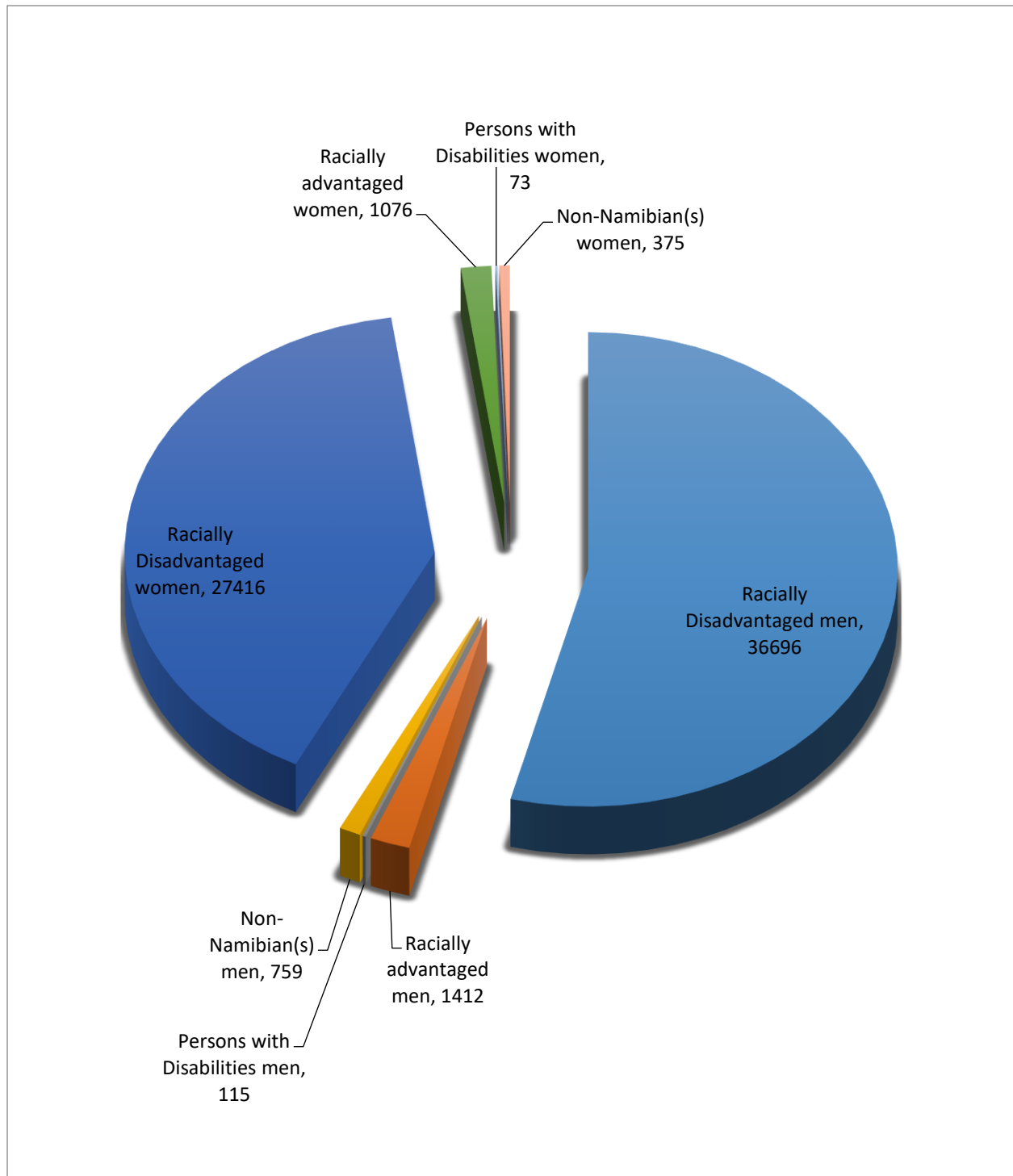
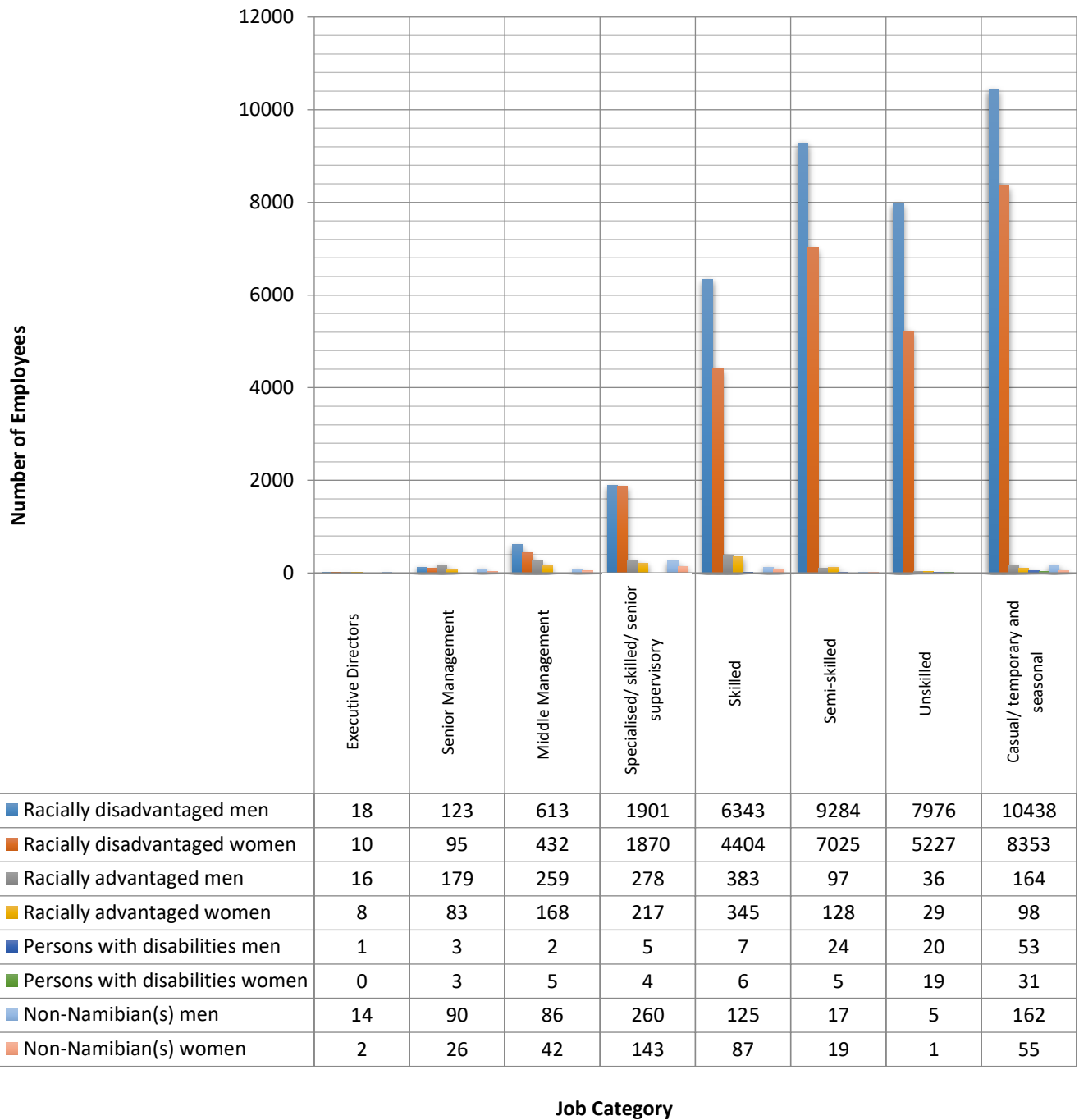


Figure 11: Cumulative Recruitment figures according to occupational category, race, gender disability status and non-Namibians



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	12	6	13	4	1	0	1	2	27	12	39
Senior Management	80	80	59	30	0	1	16	7	155	118	273
Middle Management	386	411	84	62	2	1	15	7	487	481	968
Specialised/skilled/senior supervisory	921	949	70	83	1	1	29	11	1021	1044	2065
Skilled	1564	1131	34	47	4	2	38	25	1640	1205	2845
Semi-skilled	3356	2001	18	16	3	5	4	0	3381	2022	5403
Unskilled	645	326	0	1	1	0	0	0	646	327	973
Total permanent	6964	4904	278	243	12	10	103	52	7357	5209	12566
Casual/temporary & seasonal	135	83	3	2	0	0	2	1	140	86	226
Total	7099	4987	281	245	12	10	105	53	7497	5295	12792

Employers reported to have promoted a total of 12 792 employees across all industrial sectors countrywide. A whopping 56% increase in the number of employees promoted by employers during the previous corresponding review period. Only 48% of employees promoted to positions at the management levels during the 2016-2017 review period, were women, while 20% were White employees and 0,4% were persons with disabilities.

Figure 12: Cumulative Promotion by Representation

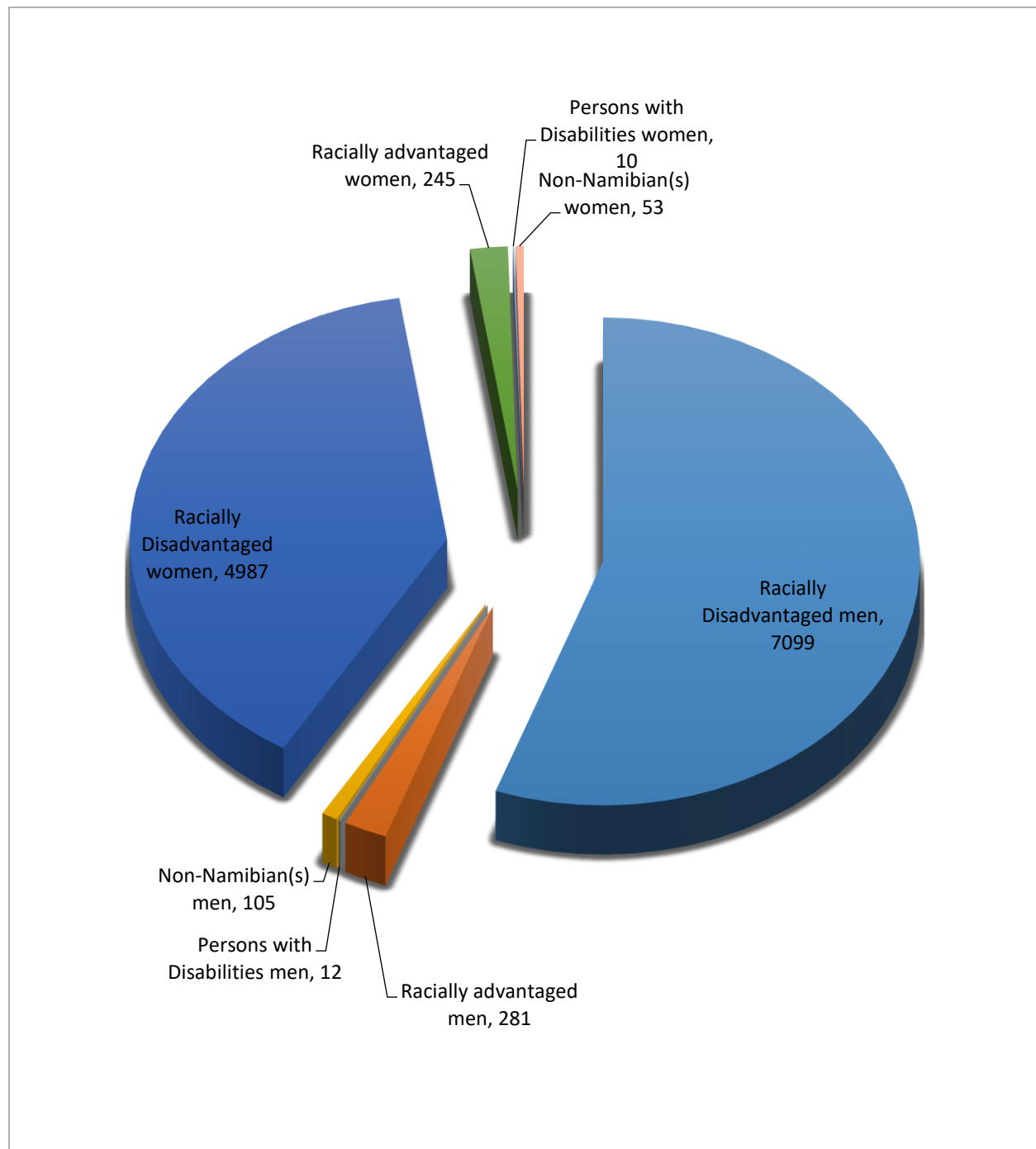
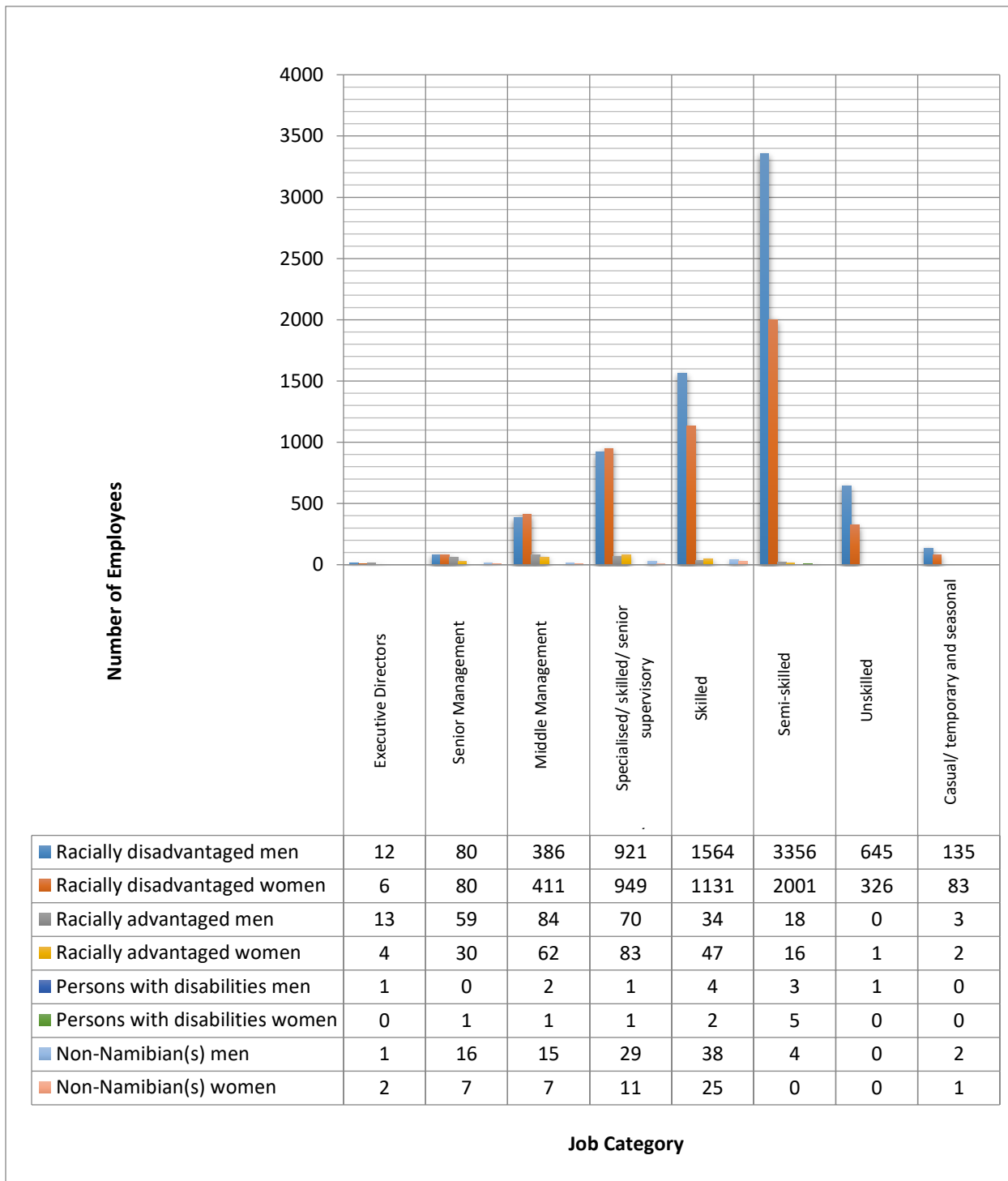


Figure 13: Cumulative Promotion figures according to occupational category, race, gender, disability status and Non-Namibian



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	26	15	45	9	1	1	17	3	89	28	117
Senior Management	136	98	207	85	0	2	86	13	429	198	627
Middle Management	441	369	320	177	12	0	90	38	863	584	1447
Specialised/skilled/ senior supervisory	1640	1333	332	233	10	5	207	73	2189	1644	3833
Skilled	4868	2596	300	297	20	15	167	43	5355	2951	8306
Semi-skilled	7021	3916	84	108	28	11	12	3	7145	4038	11183
Unskilled	8777	4231	13	6	24	14	2	3	8816	4254	13070
Total permanent	22909	12558	1301	915	95	48	581	176	2886	13697	38583
Casual/temporary & seasonal	11185	9776	153	106	85	43	115	47	11538	9972	21510
Total	34094	22334	1454	1021	180	91	696	223	36424	23669	60093

A total of 60 093 were reported to have left their jobs during the 2016-2017 review period, 47% more than the number of employees whose contracts of employment ended during the previous corresponding review period. The previously racially disadvantaged accounted for 94% of employees whose contracts of employment were terminated and 39% were women, while 0,5% were persons with disabilities.

Figure 14: Cumulative Termination representation by race, gender, disability status and Non-Namibian employees

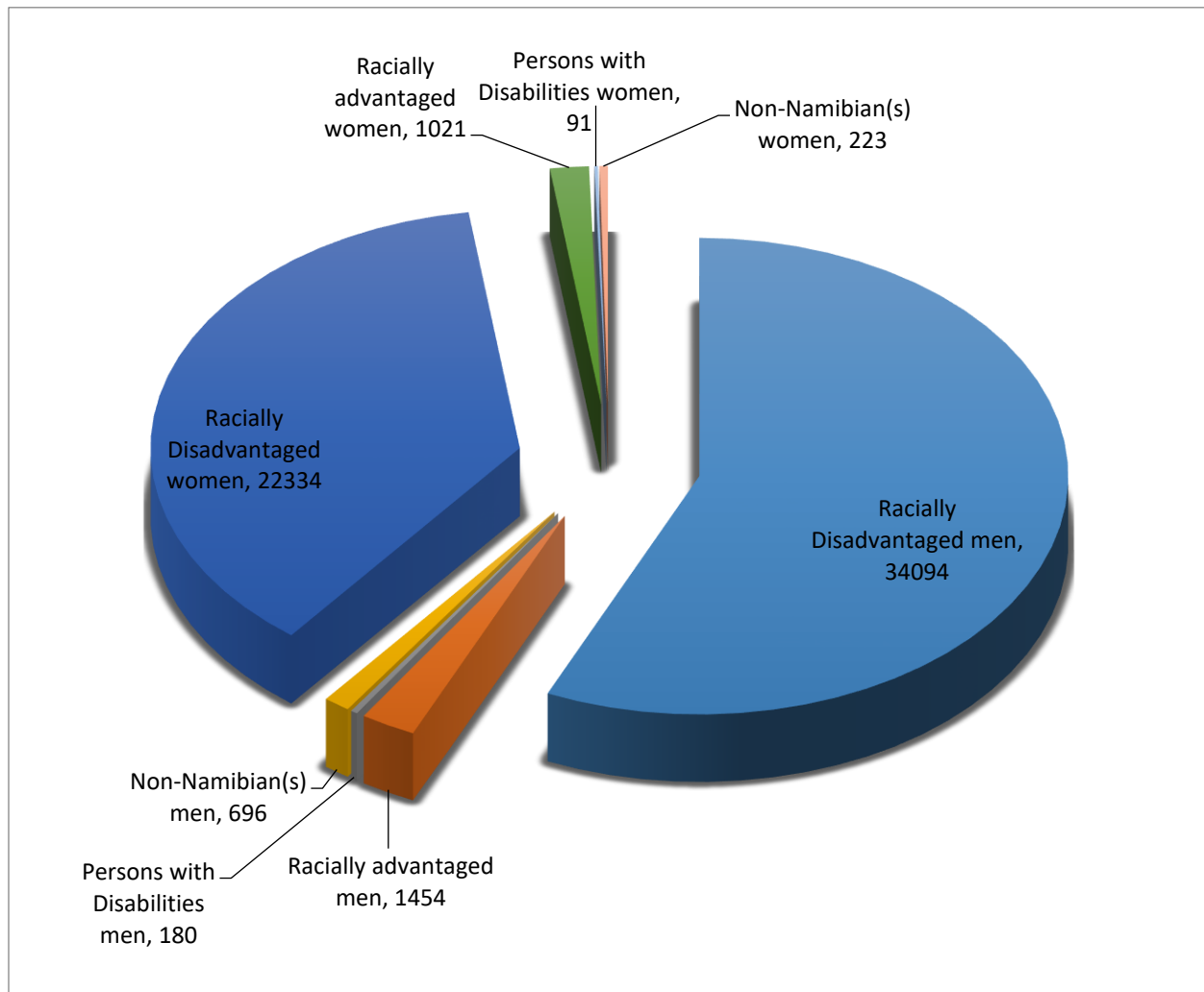
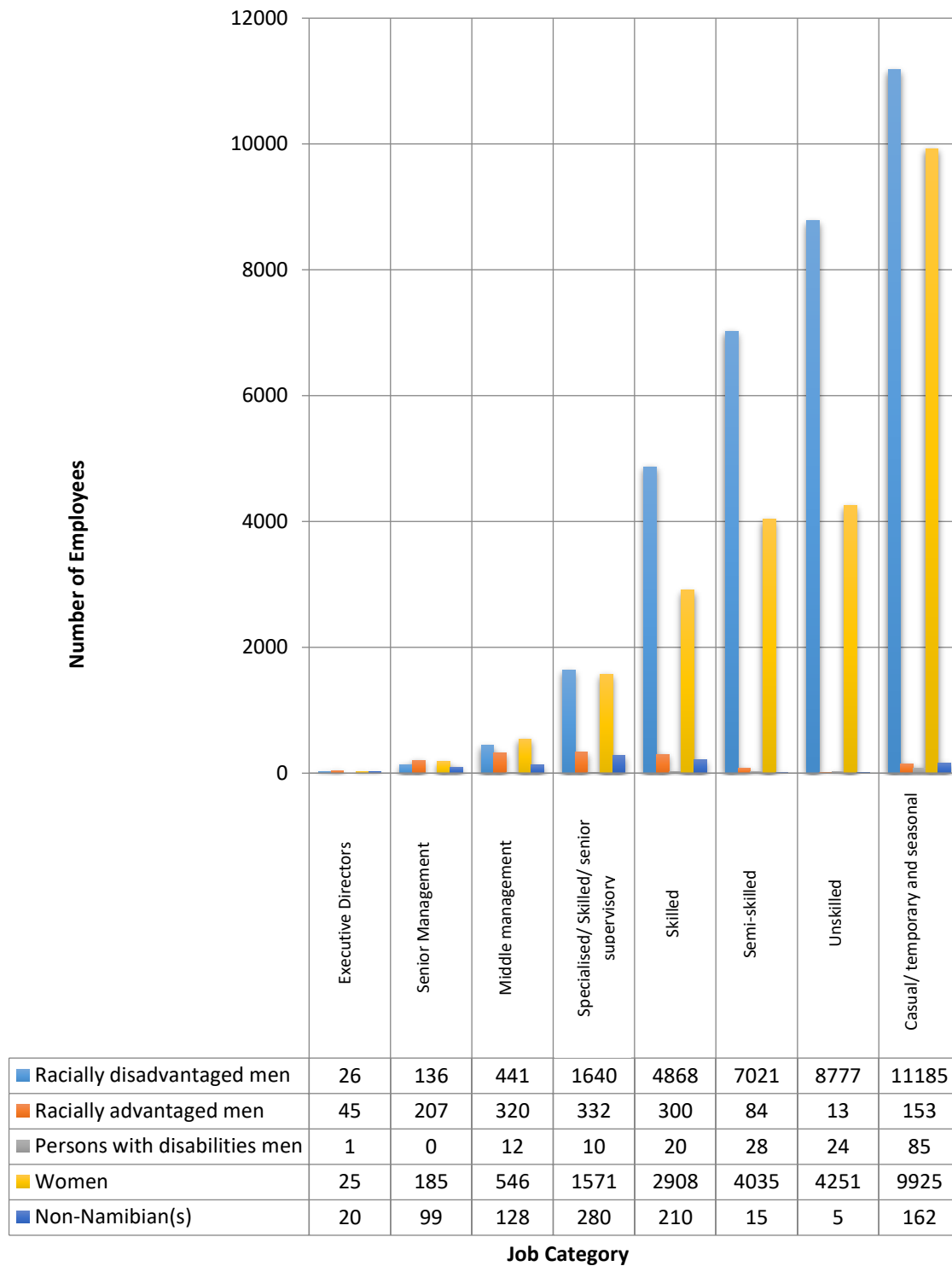


Figure 15: Termination by Category



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	10285	7728	943	696	53	26	215	111	11496	5861	20057
Non-renewal of contract	9279	4274	146	102	38	30	342	80	9805	4486	14291
Dismissal - Retrenchment	1998	464	35	21	6	1	30	0	2069	486	2555
Dismissal - Misconduct	5731	2620	53	24	16	8	15	0	5815	2652	8467
Dismissal - incapacity	197	124	7	4	2	1	3	0	209	129	338
Other	6604	7124	270	174	65	25	91	32	7030	7355	14385
Total	34094	22334	1454	1021	180	91	696	223	36424	23669	60093

The majority of employees, 33%, left their jobs through resignations, followed by unspecified reasons ("Other") 23%, and non-renewal of contract, 24%. Most non-Namibians, 46%, left their jobs due to the non-renewal of their contracts of employment, followed by resignation, 35%.

Figure 16: Cumulative Termination Reasons

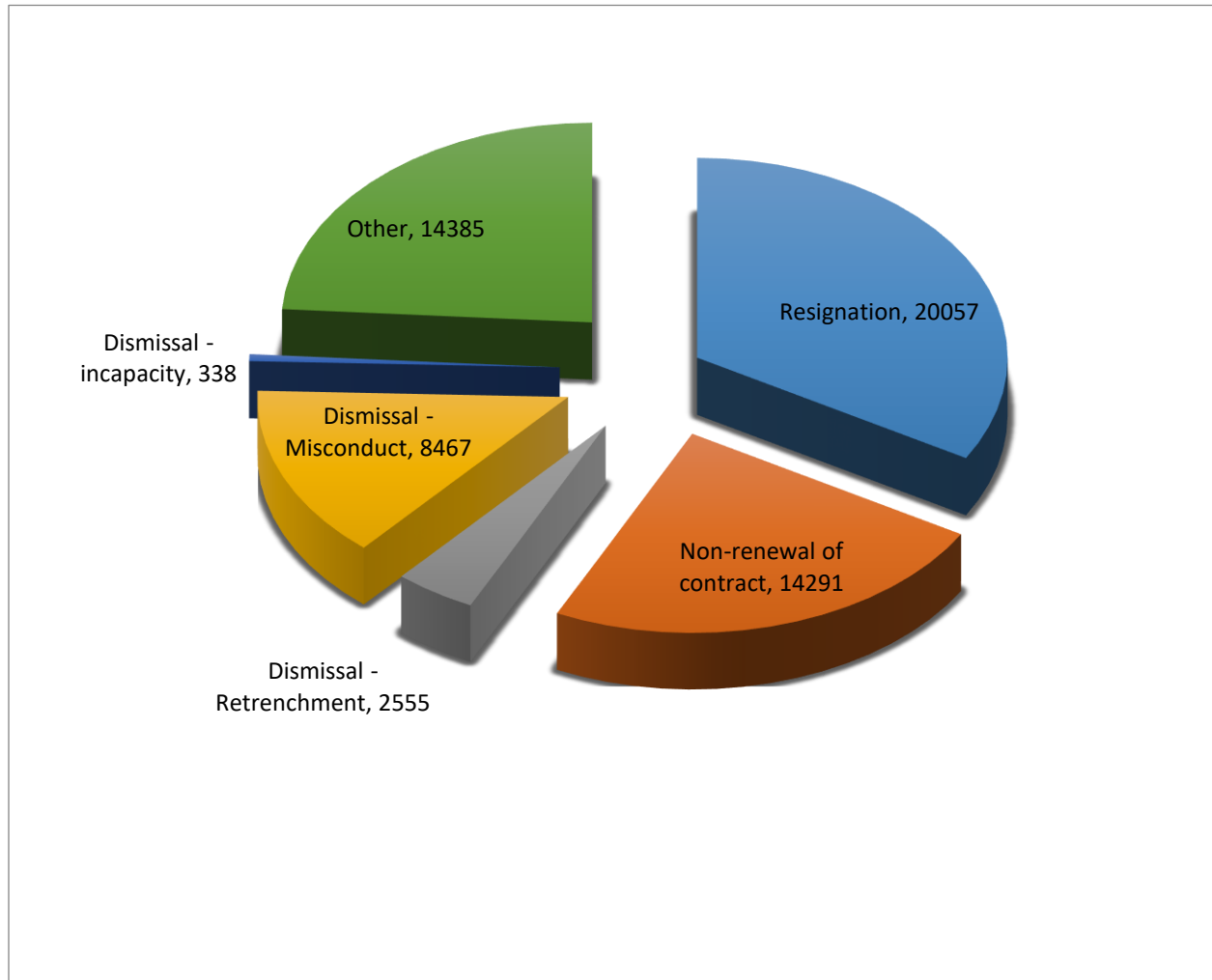
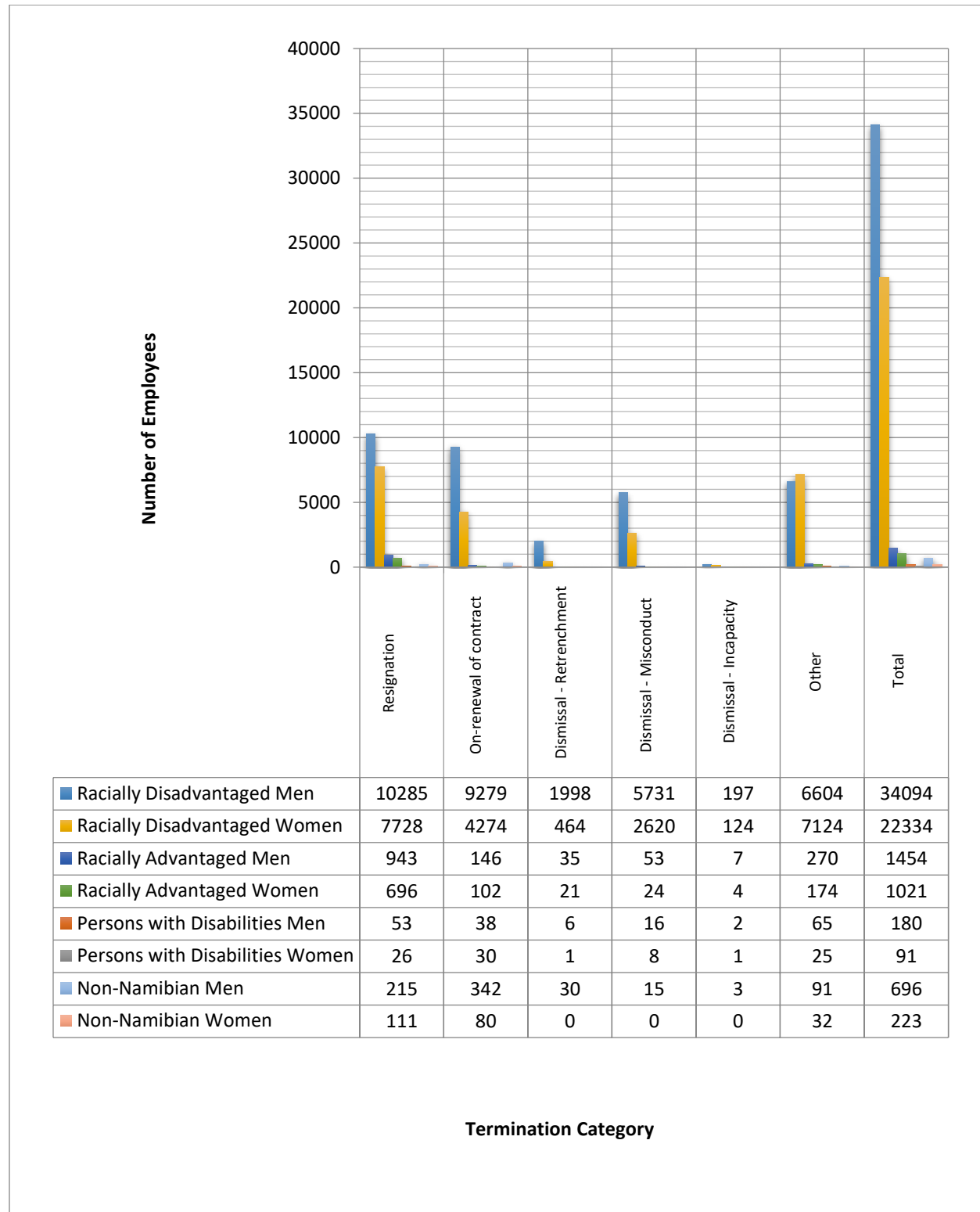


Figure 17: Termination Categories per Group



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	85	27	100	23	4	0	34	8	223	58	281
Senior Management	555	338	394	187	10	2	95	36	1054	563	1617
Middle Management	2121	1758	747	423	17	14	184	57	3069	2252	5321
Specialised/skilled/ senior supervisory	4640	4955	653	531	22	12	233	193	5548	5691	11239
Skilled	11610	7647	592	495	42	32	116	62	12360	8236	20596
Semi-skilled	10685	7912	155	165	46	17	42	6	10928	8100	19028
Unskilled	7264	4228	19	20	25	11	0	0	7308	4259	11567
Total permanent	36960	26865	2660	1844	166	88	704	362	40490	29159	69649
Casual/temporary & seasonal	3936	3484	83	18	18	4	11	10	4048	3516	7564
Total	40896	30349	2743	1862	184	92	715	372	44538	32675	77213

Employers reported to have trained a total of 77 213 employees during the 2016-2017 review period, 6% more than the number trained during the previous corresponding review period. Women comprised 42% of employees trained, while 92% were previously racially disadvantaged and only 0,4% were persons with disabilities. The previously disadvantaged accounted for 68% of the managers trained, but only 40% of managers trained during the period under review were women and only a mere 0,7% of managers who were reported trained were from the persons with disabilities group.

Figure 18: Cumulative: Training by Group Representation

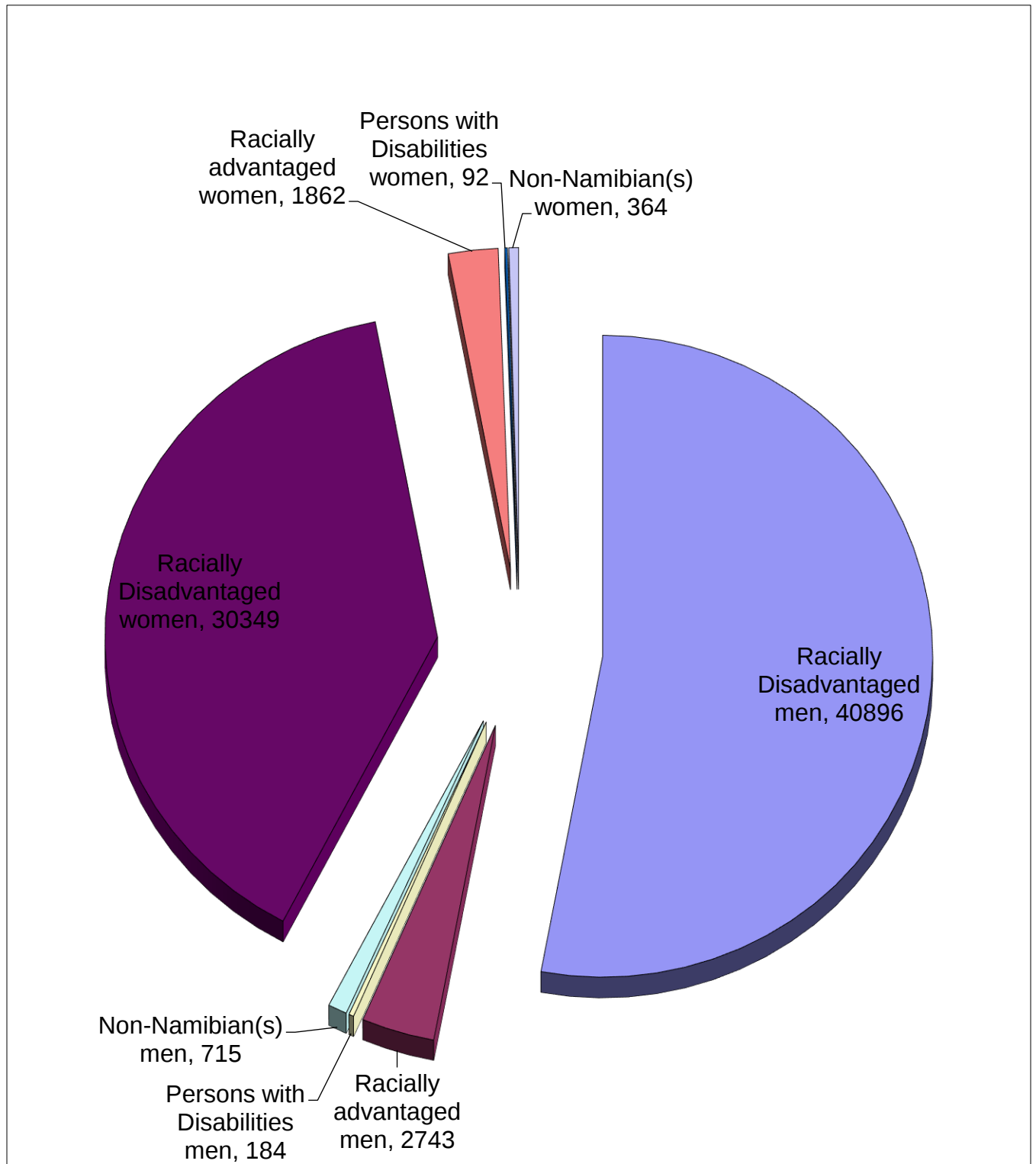
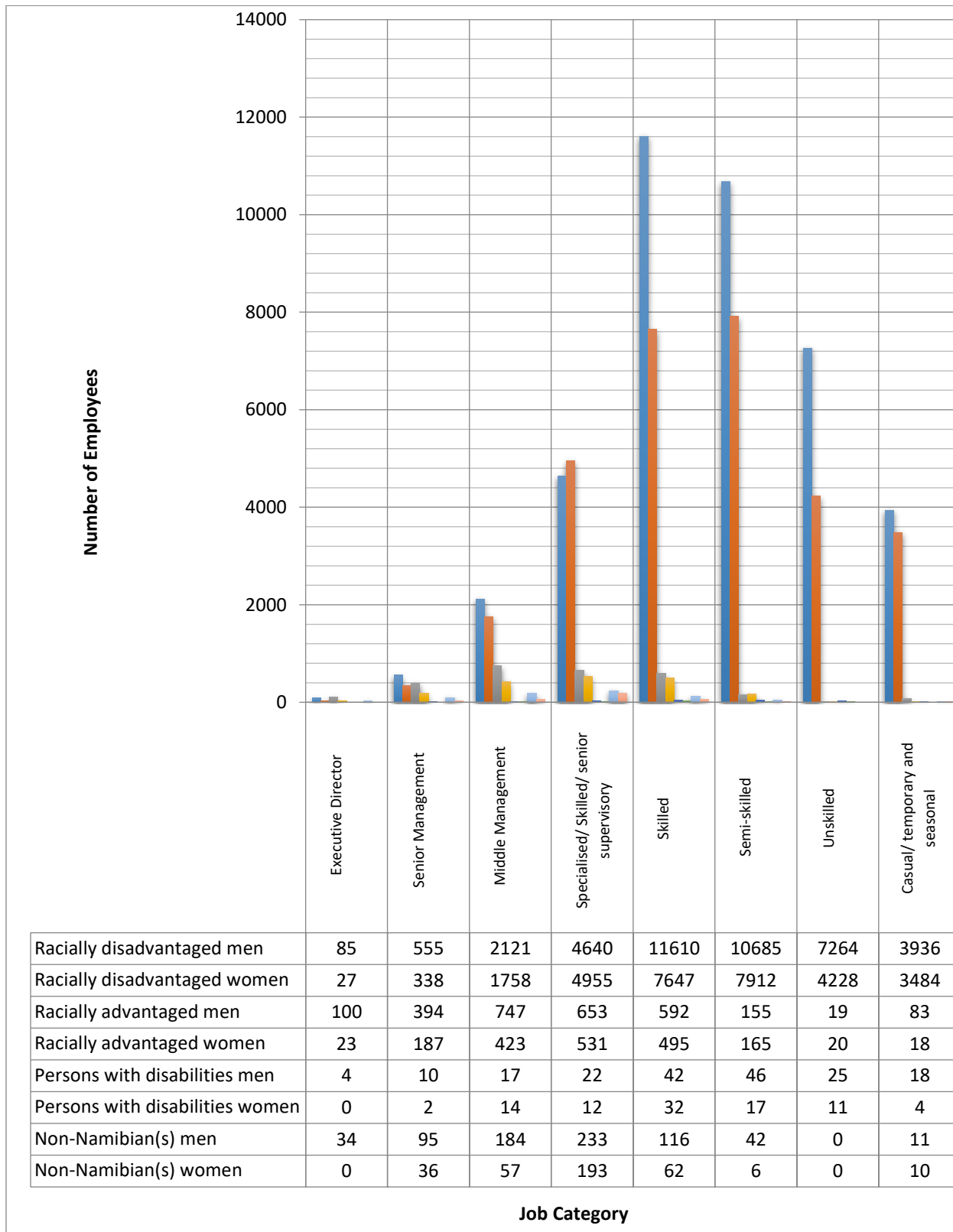


Figure 19: Cumulative Training figures according to occupational category, race, gender, disability status and non-Namibian workers



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	1	0	8	0	0	0	2	0	11	0	11
Senior Management	1	3	14	3	0	0	4	0	19	6	25
Middle Management	33	10	34	14	1	0	8	3	76	27	103
Specialised/skilled/ senior supervisory	85	53	44	38	0	0	11	3	140	94	234
Skilled	571	216	47	34	1	1	12	6	631	257	888
Semi-skilled	1000	405	1	3	2	2	3	1	1006	411	1417
Unskilled	656	180	7	14	2	0	2	0	667	194	861
Total permanent	2347	867	155	106	6	3	42	13	2550	989	3539
Casual/temporary and seasonal	536	934	8	5	0	0	2	0	546	939	1485
Total	2883	1801	163	111	6	3	44	13	3096	1928	5024

The Agriculture Sector registered a workforce totalling 5 024 employees across the industry, an increase of 97% in the number of employees reported on during the preceding corresponding review period. The majority, 62%, of employees were men, while only 0,2% were persons with disabilities and 1% were expatriates. Whites accounted for 53% of positions at the management levels.

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	1	0	0	0	0	0	1	0	1
Senior Management	1	0	2	2	0	0	0	0	3	2	5
Middle Management	14	0	13	6	0	0	1	0	28	6	34
Specialised/skilled/ senior supervisory	21	17	12	14	0	0	1	0	34	31	65
Skilled	644	201	45	36	0	0	12	6	701	243	944
Semi-skilled	432	271	3	8	1	2	3	1	439	282	721
Unskilled	189	73	7	14	0	2	3	1	199	90	289
Total permanent	1301	562	83	80	1	4	20	8	1405	654	2059
Casual/temporary and seasonal	845	1038	7	8	0	0	3	0	855	1046	1901
Total	2146	1600	90	88	1	4	23	8	2260	1700	3960

The Agriculture Sector reported to have hired 3 960 people during the period under review, a whopping 193% increase in the number of persons hired during the previous corresponding review period.

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	1	2	1	0	0	1	0	3	2	5
Middle Management	5	3	1	0	0	0	0	0	6	3	9
Specialised/skilled/senior supervisory	11	10	5	3	0	0	3	0	19	13	32
Skilled	84	32	6	1	0	0	2	0	92	33	125
Semi-skilled	71	16	2	0	0	0	0	0	73	16	89
Unskilled	53	4	0	0	0	0	0	0	53	4	57
Total permanent	224	66	16	5	0	0	6	0	246	71	317
Casual/temporary & seasonal	58	45	2	0	0	0	0	0	60	45	105
Total	282	111	18	5	0	0	6	0	306	116	422

A total of 422 employees were reported to have been promoted across the sector during the 2016-2017 review period, 73% of whom were male employees and none from the persons with disabilities group. Persons in designated groups accounted for 94% of employees who were promoted during the period under review.

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	1	0	2	1	0	0	4	1	7	2	9
Middle Management	9	2	37	19	1	0	4	3	51	24	75
Specialised/skilled/senior supervisory	37	20	11	18	0	0	3	1	51	39	90
Skilled	358	96	19	15	1	0	0	1	378	112	490
Semi-skilled	149	24	6	15	1	0	0	0	156	39	195
Unskilled	475	294	0	0	2	2	1	1	478	297	775
Total permanent	1029	436	75	68	5	2	12	7	1121	513	1634
Casual/temporary and seasonal	702	1026	0	3	0	2	1	0	703	1031	1734
Total	1731	1462	75	71	5	4	13	7	1824	1544	3368

The Agriculture Sector registered 3 368 cases of employment contract terminations during the 2016-2017 review period, a whopping 114% increase in the number of employees who parted company with the Agriculture Sector during the previous corresponding review period. Persons in designated groups accounted for 97% of employees whose employment contracts ended.

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	184	83	25	18	1	1	7	2	217	104	321
Non-renewal of contract	468	155	2	3	0	1	4	1	474	160	634
Dismissal - Retrenchment	78	23	1	0	0	0	0	0	79	23	102
Dismissal - Misconduct	308	29	3	0	1	0	2	0	314	29	343
Dismissal - incapacity	5	2	0	0	0	0	0	0	5	2	7
Other	688	1170	44	50	3	2	0	4	735	1226	1961
Total	1731	1462	75	71	5	4	13	7	1824	1544	3368

The majority, 58% left their jobs due to unspecified reasons ("Other"), followed by non-renewal of employment contracts, 19%. Dismissal due to incapacity accounted for the least cases of employment contract terminations, 0,2%.

Agriculture

Table 6: Training

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	0	0	0	0	0	0	0	0	0
Senior Management	1	2	2	1	0	0	3	1	6	4	10
Middle Management	30	10	57	25	1	0	3	1	91	36	127
Specialised/skilled/ senior supervisory	47	28	54	42	0	0	2	3	103	73	176
Skilled	151	105	17	19	0	0	1	1	169	125	294
Semi-skilled	304	60	15	6	2	0	0	0	321	66	387
Unskilled	243	127	0	0	2	0	0	0	245	127	372
Total permanent	776	332	145	93	5	0	9	6	935	431	1366
Casual/temporary and seasonal	316	927	1	0	0	0	0	0	317	927	1244
Total	1092	1259	146	93	5	0	9	6	1252	1358	2610

The Agriculture Sector reported to have trained 2 610 employees during the period under review, 87% more than the number of employees trained during the preceding corresponding review period. Female employees accounted for 52% of employees trained in the sector, while 94% of employees trained were from designated groups.

Construction

Table 1: Workforce Profile

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	27	5	52	4	0	0	32	2	111	11	122
Senior Management	35	12	73	26	1	0	67	7	176	45	221
Middle Management	116	33	92	35	3	0	88	8	299	76	375
Specialised/skilled/senior supervisory	417	47	97	27	1	0	249	18	764	92	856
Skilled	1816	147	74	52	2	0	85	3	1977	202	2179
Semi-skilled	2732	257	16	12	15	5	0	1	2763	275	3038
Unskilled	2960	436	5	2	11	4	0	0	2976	442	3418
Total permanent	8103	937	409	158	33	9	521	39	9066	1143	10209
Casual/temporary and seasonal	2212	408	24	3	2	1	7	2	2245	414	2659
Total	10315	1345	433	161	35	10	528	41	11311	1557	12868

The Construction Sector registered a total workforce of 12 868 during the 2016-2017 review period, 13% more than the number of employees recorded during the preceding corresponding review period. Women comprised a small percentage of 12% of the workforce in this male dominated industry and only 18% of managers were women. Non-Namibians accounted for 4% of the workforce, while 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	1	1	1	0	0	0	2	0	4	1	5
Senior Management	11	2	21	3	0	0	16	2	48	7	55
Middle Management	29	10	15	7	0	0	25	3	69	20	89
Specialised/skilled/senior supervisory	108	17	33	9	0	0	100	5	241	31	272
Skilled	675	59	46	22	0	0	23	1	744	82	826
Semi-skilled	1049	90	6	5	2	0	0	2	1057	97	1154
Unskilled	879	123	4	0	2	1	0	0	885	124	1009
Total permanent	2752	302	126	46	4	1	166	13	3048	362	3410
Casual/temporary and seasonal	1808	310	12	4	3	1	3	2	1826	317	2143
Total	4560	612	138	50	7	2	169	15	4874	679	5553

The Construction Sector hired a total of 5 553 persons during the 2016-2017 review period, 19% less than the number of employees hired in the sector during the preceding corresponding review period. Only 12% of persons hired during the period under review were women and 3% were non-Namibians.

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	1	0	0	0	1	0	3	0	3
Senior Management	3	4	3	0	0	0	5	0	11	4	15
Middle Management	9	8	5	1	0	0	4	0	18	9	27
Specialised/skilled/senior supervisory	43	7	3	1	0	0	1	0	47	8	55
Skilled	182	16	0	1	0	0	0	0	182	17	199
Semi-skilled	291	37	1	0	0	0	0	0	292	37	329
Unskilled	140	27	0	1	0	0	0	0	140	28	168
Total permanent	669	99	13	4	0	0	11	0	693	103	796
Casual/temporary & seasonal	34	1	0	0	0	0	0	0	34	1	35
Total	703	100	13	4	0	0	11	0	727	104	831

The Construction Sector recorded 831 promotions across the industry during the 2016-2017 review period, a whopping 87% increase in the number of promotions reported on during the preceding corresponding review period. Only 13% of employees promoted in the Construction Sector were women, while none from the persons with disabilities group was promoted at all and 1% of employees promoted were non-Namibians.

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	3	0	2	0	0	0	1	0	6	0	6
Senior Management	11	2	23	3	0	0	21	0	55	5	60
Middle Management	21	14	27	8	0	0	18	5	66	27	93
Specialised/skilled/senior supervisory	71	12	36	12	0	0	74	3	181	27	208
Skilled	850	47	26	11	1	0	18	1	895	59	954
Semi-skilled	921	59	3	3	2	0	0	0	926	62	988
Unskilled	1451	125	0	0	5	2	0	0	1456	127	1583
Total permanent	3328	259	117	37	8	2	132	9	3585	307	3892
Casual/temporary and seasonal	2255	321	31	6	3	0	2	0	2291	327	2618
Total	5583	580	148	43	11	2	134	9	5876	634	6510

The Construction Sector registered 6 510 cases of employment contract terminations during the period under review, an increase of 44% in the number of employees who parted company with the Construction Sector during the preceding corresponding review period. Persons with disabilities accounted for 0,2% of persons whose contract of employment ended during the period under review.

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	920	104	93	29	4	1	61	8	1078	142	1220
Non-renewal of contract	2978	325	36	9	2	0	60	1	3076	335	3411
Dismissal - Retrenchment	823	85	2	1	1	0	1	0	827	86	913
Dismissal - Misconduct	400	22	3	0	3	0	7	0	413	22	435
Dismissal - incapacity	43	0	0	0	0	0	0	0	43	0	43
Other	419	44	14	4	1	1	5	0	439	49	488
Total	5583	580	148	43	11	2	134	9	5876	634	6510

Non-renewal of employment contracts accounted for the majority, 52%, of cases of employment contract terminations, followed by resignations, 19% and dismissal/retrenchment, 14%, while dismissal due to incapacity represented the least cases of employment contract terminations, namely, 0,7%. Most non-Namibians' contract of employment terminated through resignations, 48%, followed by non-renewal of employment contracts, 43%.

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	5	1	2	1	0	0	3	0	10	2	12
Senior Management	19	6	16	8	1	0	4	0	40	14	54
Middle Management	46	22	10	3	0	0	3	0	59	25	84
Specialised/skilled/senior supervisory	102	19	18	8	0	0	18	1	138	28	166
Skilled	488	47	19	12	0	0	1	0	508	59	567
Semi-skilled	1011	100	11	8	1	0	0	0	1023	108	1131
Unskilled	860	141	1	0	3	1	0	0	864	142	1006
Total permanent	2531	336	77	40	5	1	29	1	2642	378	3020
Casual/temporary and seasonal	351	26	15	0	1	0	2	0	369	26	395
Total	2882	362	92	40	6	1	31	1	3011	404	3415

The Construction Sector reported to have trained 3 415 employees during the 2016-2017 review period, 24% less than the number of employees reported trained during the previous corresponding review period. Expatriates accounted for 1% of employees trained during the period under review, while only 0,2% of employees trained were from the designated groups and 12% were women.

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	13	4	5	3	0	0	3	2	21	9	30
Senior Management	78	38	14	18	0	0	45	14	137	70	207
Middle Management	222	231	30	70	0	0	132	42	384	343	727
Specialised/skilled/senior supervisory	563	592	40	209	4	2	190	109	797	912	1709
Skilled	361	598	13	75	2	5	31	52	407	730	1137
Semi-skilled	365	709	4	10	7	3	10	6	386	728	1114
Unskilled	170	156	0	0	1	0	0	0	171	156	327
Total permanent	1772	2328	106	385	14	10	411	225	2303	2948	5251
Casual/temporary and seasonal	1255	1283	160	143	3	0	134	55	1552	1481	3033
Total	3027	3611	266	528	17	10	545	280	3855	4429	8284

The Education, Training and Development Sector recorded a workforce totalling 8 284 employees across the country, representing an increase of 27% in the number of employees recorded during the preceding corresponding review period. Women accounted for the majority, 53%, in the sector and only 0,3% were persons with disabilities. Even though persons in designated groups comprised 87% of the workforce, only 69% of them occupied positions at management levels.

Education, Training & Development Sector

Table2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	1	0	0	0	0	0	2	0	3	0	3
Senior Management	6	2	0	1	0	0	9	5	15	8	23
Middle Management	29	28	1	0	0	0	15	13	45	41	86
Specialised/skilled/senior supervisory	65	89	6	18	1	0	39	40	111	147	258
Skilled	49	84	2	7	0	0	4	9	55	100	155
Semi-skilled	111	181	0	0	2	0	0	2	113	183	296
Unskilled	10	5	0	0	0	0	0	0	10	5	15
Total permanent	271	389	9	26	3	0	69	69	352	484	836
Casual/temporary and seasonal	564	492	47	13	1	0	105	42	717	547	1264
Total	835	881	56	39	4	0	174	111	1069	1031	2100

The Education, Training and Development Sector reported to have hired 2 100 persons across the industry during the 2016-2017 review period, 42% more than the number of employees hired during the preceding corresponding review period. Non-Namibians accounted for 14% of persons hired during the period under review and only a mere 0,2% persons hired were persons with disabilities, while 49% were women.

Education, Training & Development Sector

Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	0	0	0	0	0	0	0	0	0
Senior Management	2	2	0	0	0	0	3	0	5	2	7
Middle Management	4	8	0	0	0	0	3	1	7	9	16
Specialised/skilled/senior supervisory	24	19	5	19	0	0	5	2	34	40	74
Skilled	9	18	0	0	0	0	2	3	11	21	32
Semi-skilled	15	61	0	0	0	0	0	0	15	61	76
Unskilled	1	0	0	0	0	0	0	0	1	0	1
Total permanent	55	108	5	19	0	0	13	6	73	133	206
Casual/temporary and seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	55	108	5	19	0	0	13	6	73	133	206

The sector recorded 206 promotions of employees during the 2016-2017 review period, a whopping increase of 58% in the number of employees reported to have been promoted in the Education, Training and Development Sector during the preceding corresponding review period. Non-Namibians accounted for 9% of employees promoted in the sector, while no person with disabilities was promoted. Employees promoted to management positions comprised 11% of the workforce in the sector.

Education, Training & Development Sector

Table 4: Termination

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	0	0	0	0	0	1	0	1	1
Senior Management	5	0	1	1	0	0	5	3	11	4	15
Middle Management	9	13	3	2	0	0	6	5	18	20	38
Specialised/skilled/senior supervisory	53	51	5	22	0	0	28	15	86	88	174
Skilled	33	51	2	4	0	0	1	1	36	56	92
Semi-skilled	57	180	0	3	0	1	0	0	57	184	241
Unskilled	11	2	0	0	0	0	0	0	11	2	13
Total permanent	168	297	11	32	0	1	40	25	219	355	574
Casual/temporary and seasonal	504	374	16	19	2	0	86	36	608	429	1037
Total	672	671	27	51	2	1	126	61	827	784	1611

The Education, Training and Development Sector reported to have parted company with 1 611 employees, 43% more than the number of employees who vacated their positions during the previous corresponding review period. Persons in designated groups accounted for 87% of employees who left their jobs in the sector and 49% were women.

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	123	222	4	24	0	1	27	25	154	272	426
Non-renewal of contract	233	171	16	19	0	0	93	35	342	225	567
Dismissal - Retrenchment	2	4	0	0	0	0	1	0	3	4	7
Dismissal - Misconduct	21	7	1	0	0	0	2	0	24	7	31
Dismissal - incapacity	0	3	0	1	0	0	0	0	0	4	4
Other	293	264	6	7	2	0	3	1	304	272	576
Total	672	671	27	51	2	1	126	61	827	784	1611

Most employees parted company with the Education, Training and Development Sector due to unspecified reasons, ("Other"), 36%, followed by non-renewal of employment contract, 35% and resignation, 26%. Dismissal due to incapacity represented the least cases of employment contract terminations, 0,2%.

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	6	2	0	2	0	0	1	0	7	4	11
Senior Management	33	16	4	3	0	0	6	3	43	22	65
Middle Management	62	80	2	16	0	0	15	13	79	109	188
Specialised/skilled/senior supervisory	193	199	6	91	1	1	54	40	254	331	585
Skilled	115	198	3	22	0	2	20	18	138	240	378
Semi-skilled	189	496	0	0	2	0	4	4	195	500	695
Unskilled	35	9	0	0	0	0	0	0	35	9	44
Total permanent	633	1000	15	134	3	3	100	78	751	1215	1966
Casual/temporary and seasonal	23	40	0	1	2	0	2	9	27	50	77
Total	656	1040	15	135	5	3	102	87	778	1265	2043

The Education, Training and Development Sector reported to have trained 2 043 employees during the period under review, a whopping increase of 177% in the number trained during the preceding corresponding review period. Women accounted for the majority of employees trained, 62%, but only 0,3% of persons with disabilities were trained and 9% were expatriates.

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	22	11	24	7	1	0	4	1	51	19	70
Senior Management	136	104	165	89	4	0	22	15	327	208	535
Middle Management	402	537	194	190	7	1	22	12	625	740	1365
Specialised/skilled/senior supervisory	953	1891	89	250	6	4	12	10	1060	2155	3215
Skilled	1025	1972	48	137	6	6	3	4	1082	2119	3201
Semi-skilled	621	836	27	37	2	1	1	3	651	877	1528
Unskilled	138	138	0	6	4	1	0	0	142	145	287
Total permanent	3297	5489	547	716	30	13	64	45	3938	6263	10201
Casual/temporary and seasonal	212	322	11	6	5	1	3	0	231	329	560
Total	3509	5811	558	722	35	14	67	45	4169	6592	10761

The Financial Intermediation Sector recorded a total workforce of 10 761 across the country during the 2016-2017 review period, 32% more than the number reported on during the previous corresponding review period. Women comprised 61% of the workforce in the sector, but only 49% of women were managers, while 4% of managers were expatriates and 34% were White.

Financial Intermediation

Table 2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	2	1	1	1	0	0	0	0	3	2	5
Senior Management	18	13	14	8	0	0	2	3	34	24	58
Middle Management	60	46	22	23	0	0	4	4	86	73	159
Specialised/skilled/senior supervisory	135	198	19	18	1	0	3	2	158	218	376
Skilled	282	432	20	27	1	1	2	1	305	461	766
Semi-skilled	260	308	8	11	0	0	1	1	269	320	589
Unskilled	24	22	0	3	0	0	0	0	24	25	49
Total permanent	781	1020	84	91	2	1	12	11	879	1123	2002
Casual/temporary and seasonal	297	448	20	20	4	0	1	0	322	468	790
Total	1078	1468	104	111	6	1	13	11	1201	1591	2792

The Financial Intermediation Sector hired 2 792 persons during the period under review, a slight increase of 25% in the number of personnel hired during the preceding corresponding review period. Women constituted the majority, 57%, of new intake, but only 5% of them were hired to fill positions at management levels. Persons in designated groups accounted for 95% of persons hired during the 2016-2017 review period and 9% were expatriates.

Financial Intermediation

Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	1	1	0	0	0	0	1	1	2
Senior Management	15	14	8	7	0	0	0	0	23	21	44
Middle Management	50	61	9	11	0	0	0	0	59	72	131
Specialised/skilled/senior supervisory	150	226	9	18	0	0	0	0	159	244	403
Skilled	102	175	1	11	0	0	0	0	103	186	289
Semi-skilled	24	50	1	1	0	0	0	0	25	51	76
Unskilled	1	2	0	0	0	0	0	0	1	2	3
Total permanent	342	528	29	49	0	0	0	0	371	577	948
Casual/temporary and seasonal	1	6	1	1	0	0	0	0	2	7	9
Total	343	534	30	50	0	0	0	0	373	584	957

The Financial Intermediation Sector registered 957 promotions during the 2016-2017 review period, an increase of 26% in the number of employees promoted during the preceding corresponding review period. Neither any person from the persons with disabilities group nor from the non-Namibian employees, was promoted during the period under review. Women accounted for 61% of employees promoted in the Financial Intermediation Sector during the period under review.

Financial Intermediation

Table 4: Termination

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	2	1	5	0	1	0	1	0	9	1	10
Senior Management	12	13	19	17	0	0	8	2	39	32	71
Middle Management	55	48	26	23	1	0	5	4	87	75	162
Specialised/skilled/senior supervisory	146	222	12	33	0	0	8	3	166	258	424
Skilled	164	233	8	25	0	1	14	0	186	259	445
Semi-skilled	163	160	8	13	0	0	3	0	174	173	347
Unskilled	11	13	0	0	0	2	0	0	11	15	26
Total permanent	553	690	78	111	2	3	39	9	672	813	1485
Casual/temporary and seasonal	269	216	18	22	2	0	0	0	289	238	527
Total	822	906	96	133	4	3	39	9	961	1051	2012

The Financial Intermediation Sector reported to have parted company with 2 012 employees during the period under review, an increase of 27% in the number of employees who vacated their positions of employment during the preceding corresponding review period. The majority, 52%, of employees who parted company with the sector were women, while 2% were expatriates.

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	477	606	69	98	2	1	9	4	557	709	1266
Non-renewal of contract	97	206	13	22	1	0	22	2	133	230	363
Dismissal - Retrenchment	3	27	0	2	0	0	1	0	4	29	33
Dismissal - Misconduct	45	30	0	1	0	0	0	0	45	31	76
Dismissal - incapacity	2	2	0	0	0	0	0	0	2	2	4
Other	198	35	14	10	1	2	7	3	220	50	270
Total	822	906	96	133	4	3	39	9	961	1051	2012

Resignation was by far, 63%, the reason for the termination of employment contracts, followed by non-renewal of employment contracts, 18%. Most, 50%, expatriates' contract of employment ended because of non-renewal of contracts.

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	3	9	7	1	0	1	1	21	11	32
Senior Management	71	44	70	33	0	0	7	6	148	83	231
Middle Management	285	434	88	73	1	1	14	10	388	518	906
Specialised/skilled/senior supervisory	536	1046	50	93	2	1	6	7	594	1147	1741
Skilled	500	989	33	73	0	3	3	1	536	1066	1602
Semi-skilled	234	311	8	14	0	0	1	0	243	325	568
Unskilled	32	36	0	3	0	1	0	0	32	40	72
Total permanent	1668	2863	258	296	4	6	32	25	1962	3190	5152
Casual/temporary and seasonal	90	102	2	2	3	1	0	1	95	106	201
Total	1758	2965	260	298	7	7	32	26	2057	3296	5353

The Financial Intermediation Sector reported to have trained 5 353 employees countrywide during the period under review, 23% more than the employees trained during the preceding corresponding review period. Again female employees constituted the majority, 62%, of employees trained during the period under review, however, only 0,3% of employees trained in the sector were persons with disabilities while 1% were expatriates.

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	1	3	14	1	0	0	1	0	16	4	20
Senior Management	30	19	34	12	1	0	19	1	84	32	116
Middle Management	110	23	50	26	5	1	17	2	182	52	234
Specialised/skilled/senior supervisory	387	220	37	24	2	0	74	1	500	245	745
Skilled	692	1153	18	28	1	2	15	1	726	1184	1910
Semi-skilled	1540	1516	7	2	9	5	0	0	1556	1523	3079
Unskilled	1237	1266	4	0	2	1	0	0	1243	1267	2510
Total permanent	3997	4200	164	93	20	9	126	5	4307	4307	8614
Casual/temporary and seasonal	2703	1884	4	3	9	1	47	0	2763	1888	4651
Total	6700	6084	168	96	29	10	173	5	7070	6195	13265

The Fishing Sector reported on a workforce totalling 13 265 employees, but significantly less, by 24%, than the number of workers employed by the industry during the preceding corresponding review period. Even though the previously racially disadvantaged constituted 96% of the workforce, only 50% of them occupied positions at the management levels, white employees occupied 39% of management positions and 11% were expatriates. Persons with disabilities constituted only 0,3% of the workforce in the Fishing industry.

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	1	1	0	0	0	0	0	0	1	1	2
Senior Management	2	1	5	1	0	0	2	0	9	2	11
Middle Management	12	5	9	3	0	0	4	1	25	9	34
Specialised/skilled/senior supervisory	65	45	3	5	0	0	10	0	78	50	128
Skilled	93	51	1	10	0	1	1	0	95	62	157
Semi-skilled	597	654	2	0	4	0	0	0	603	654	1257
Unskilled	333	195	2	0	0	1	0	0	335	196	531
Total permanent	1103	952	22	19	4	2	17	1	1146	974	2120
Casual/temporary and seasonal	1373	424	3	3	8	0	4	0	1388	427	1815
Total	2476	1376	25	22	12	2	21	1	2534	1401	3935

The Fishing Sector hired 3 935 persons during the 2016-2017 review period, an increase of 35% in the number of persons hired by the sector during the preceding corresponding review period. Male workers accounted for 64% of persons hired in the Fishing Sector, but persons in designated groups comprised 99% of those hired. The previously racially disadvantaged accounted for 47% of persons hired to fill positions at management levels, but no persons with disabilities was hired as managers and only 26% of women were hired as managers in the Fishing Sector during the period under review.

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	5	2	5	1	0	0	0	0	10	3	13
Middle Management	3	3	3	7	1	0	0	0	7	10	17
Specialised/skilled/senior supervisory	42	31	2	2	0	0	1	0	45	33	78
Skilled	9	28	0	0	0	0	0	0	9	28	37
Semi-skilled	19	18	0	1	0	0	0	0	19	19	38
Unskilled	1	0	0	0	0	0	0	0	1	0	1
Total permanent	79	82	11	11	1	0	1	0	92	93	185
Casual/temporary and seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	79	82	11	11	1	0	1	0	92	93	185

The Fishing Sector recorded 185 promotions during the period under review, an increase of 76% in the number of employees promoted during the preceding corresponding review period. Women constituted the majority, 50%, of employees promoted during the 2016-2017 review period, but only 42% of them were promoted to positions at the management levels.

Fishing

Table 4: Termination

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	2	0	0	0	1	0	3	0	3
Senior Management	8	5	2	1	0	1	2	0	12	7	19
Middle Management	17	9	3	3	0	0	4	1	24	13	37
Specialised/skilled/senior supervisory	97	12	2	3	0	0	4	2	103	17	120
Skilled	132	109	5	3	0	0	1	0	138	112	250
Semi-skilled	465	96	0	0	1	1	0	0	466	97	563
Unskilled	586	92	0	1	1	0	0	0	587	93	680
Total permanent	1305	323	14	11	2	2	12	3	1333	339	1672
Casual/temporary and seasonal	1710	1416	4	4	1	0	4	0	1719	1420	3139
Total	3015	1739	18	15	3	2	16	3	3052	1759	4811

The Fishing Sector reported that 4 811 employees parted company with the Fishing Sector, a whopping increase of 104% in the number of employees whose contracts of employment ended during the previous corresponding review period. Male employees comprised 63% of workers who parted company with the Fishing Sector and 99% of employees whose contracts of employment ended were persons in 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	214	222	9	10	0	0	0	1	223	233	456
Non-renewal of contract	1515	1333	4	3	1	0	14	2	1534	1338	2872
Dismissal - Retrenchment	142	28	1	0	0	0	0	0	143	28	171
Dismissal - Misconduct	734	49	2	1	1	0	0	0	737	50	787
Dismissal - incapacity	3	8	0	0	0	1	0	0	3	9	12
Other	407	99	2	1	1	1	2	0	412	101	513
Total	3015	1739	18	15	3	2	16	3	3052	1759	4811

Most employees, 60%, vacated their positions of employment due to non-renewal of employment contracts, followed by dismissal due to misconduct, 16%. The least employees, 0,2%, parted company with the Fishing Sector, due to dismissal on grounds of incapacity. The majority of expatriates' contract of employment terminated because of the non-renewal of such 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	2	6	1	0	0	0	0	6	3	9
Senior Management	23	16	19	8	0	0	5	1	47	25	72
Middle Management	74	14	27	15	1	1	5	1	107	31	138
Specialised/skilled / senior supervisory	242	138	11	14	0	0	2	1	255	153	408
Skilled	235	156	3	10	1	0	2	1	241	167	408
Semi-skilled	675	780	2	0	3	4	0	0	680	784	1464
Unskilled	736	470	1	0	0	0	0	0	737	470	1207
Total permanent	1985	1576	69	48	5	5	14	4	2073	1633	3706
Casual/temporary and seasonal	1647	1142	1	2	9	1	0	0	1657	1145	2802
Total	3632	2718	70	50	14	6	14	4	3730	2778	6508

The Fishing Sector reported to have trained 6 508 employees during the 2016-2017 review period, a whopping 90% increase in the number of employees trained by the Fishing Sector during the preceding corresponding review period. The previously racially disadvantaged constituted 96% of employees trained during the period under review, but only a mere 0,3% of employees trained were persons with disabilities.

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	4	4	20	3	0	1	6	6	30	14	44
Senior Management	7	9	13	18	0	0	2	2	22	29	51
Middle Management	4	48	9	31	0	0	1	10	14	89	103
Specialised/skilled/senior supervisory	49	256	10	46	0	3	31	127	90	432	522
Skilled	88	521	2	51	0	3	11	58	101	633	734
Semi-skilled	102	296	3	16	1	1	0	2	106	315	421
Unskilled	25	31	0	0	0	0	0	0	25	31	56
Total permanent	279	1165	57	165	1	8	51	205	388	1543	1931
Casual/temporary and seasonal	23	58	2	1	0	0	0	2	25	61	86
Total	302	1223	59	166	1	8	51	207	413	1604	2017

The Health and Welfare Sector reported to have a combined workforce of 2 017, an increase of 30% in the number of employees recorded by the Sector during the previous corresponding review period. Women accounted for 80% of the workforce and 67% of managers in the Health and Welfare Sector were women. Only 0'4% of employees in the Health and Welfare Sector were persons with disabilities, while 13% were non-Namibians. The previously racially disadvantaged comprised 76% of the workforce, but 47% managers were White.

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	0	0	0	0
Senior Management	1	1	3	4	0	0	0	1	4	6	10
Middle Management	0	6	2	2	0	0	0	4	2	12	14
Specialised/skilled/senior supervisory	22	79	3	10	0	2	13	71	38	162	200
Skilled	48	170	0	11	0	0	1	15	49	196	245
Semi-skilled	22	89	1	11	0	0	0	0	23	100	123
Unskilled	21	68	0	0	0	0	0	0	21	68	89
Total permanent	114	413	9	38	0	2	14	91	137	544	681
Casual/temporary and seasonal	25	32	1	2	0	0	1	2	27	36	63
Total	139	445	10	40	0	2	15	93	164	580	744

The Health and Welfare Sector hired 744 persons during the 2016-2017 review period. Representing a whopping increase of 111% in the number hired during the previous review period. Persons in designated groups constituted 84% of persons hired in the Health and Welfare Sector during the period under review, however only 0,3% of those hired were persons with disabilities, while 15% were non-Namibians.

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	1	3	0	0	0	0	0	0	1	3	4
Middle Management	1	1	0	4	0	0	0	2	1	7	8
Specialised/skilled/senior supervisory	2	18	0	3	0	0	0	0	2	21	23
Skilled	7	9	0	1	0	0	0	0	7	10	17
Semi-skilled	5	6	0	0	0	0	0	0	5	6	11
Unskilled	3	2	0	0	0	0	0	0	3	2	5
Total permanent	19	39	0	8	0	0	0	2	19	49	68
Casual/temporary and seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	19	39	0	8	0	0	0	2	19	49	68

The Health and Welfare Sector recorded 68 promotions only during the 2016-2017 review period, just a little less than the number of employees promoted during the previous corresponding review period. Women accounted for 72% of the employees promoted, while none from the persons with disabilities group was promoted and 3% were non-Namibians.

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	1	0	3	0	3
Senior Management	1	6	0	2	0	0	1	0	2	8	10
Middle Management	1	9	1	4	0	0	1	0	3	13	16
Specialised/skilled/senior supervisory	10	52	0	1	0	0	1	23	11	76	87
Skilled	26	83	0	5	0	0	3	2	29	90	119
Semi-skilled	34	43	0	2	0	0	0	1	34	46	80
Unskilled	10	12	0	0	0	0	0	0	10	12	22
Total permanent	83	205	2	14	0	0	7	26	92	245	337
Casual/temporary and seasonal	2	52	0	2	0	0	0	0	2	54	56
Total	85	257	2	16	0	0	7	26	94	299	393

A total of 393 employees left their jobs in the Health and Welfare Sector, 17 % more than the number of employees whose contracts of employment ended during the previous corresponding review period. Persons in designated groups accounted for 91% of employees whose contracts of employment were terminated, while 76% of employees who left their jobs in the sector were women, but none from the persons with disabilities group.

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	58	176	1	10	0	0	3	21	62	207	269
Non-renewal of contract	8	34	1	3	0	0	4	3	13	40	53
Dismissal - Retrenchment	1	2	0	0	0	0	0	0	1	2	3
Dismissal - Misconduct	14	11	0	0	0	0	0	0	14	11	25
Dismissal - incapacity	1	0	0	0	0	0	0	0	1	0	1
Other	3	34	0	3	0	0	0	2	3	39	42
Total	85	257	2	16	0	0	7	26	94	299	393

Most employees, 68%, left their jobs through resignation, followed by non-renewal of contracts, 13% and unspecified reasons, "other", 11%.

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	1	1	5	0	0	0	5	0	11	1	12
Senior Management	5	11	9	10	0	0	1	2	15	23	38
Middle Management	9	34	3	27	0	0	0	6	12	67	79
Specialised/skilled/senior supervisory	32	153	6	42	0	1	19	108	57	304	361
Skilled	85	386	2	27	0	3	1	11	88	427	515
Semi-skilled	60	244	0	11	0	0	0	0	60	255	315
Unskilled	22	76	0	0	0	0	0	0	22	76	98
Total permanent	214	905	25	117	0	4	26	127	265	1153	1418
Casual/temporary and seasonal	1	3	0	0	0	0	0	0	1	3	4
Total	215	908	25	117	0	4	26	127	266	1156	1422

The Health and Welfare Sector reported to have trained 1 422 employees during the 2016-2017 review period, an overwhelming majority, 81%, of whom were women and 87% were persons in designated groups. The number of employees trained during the period under review represented an increase of 120% compared to the number trained during the previous corresponding review period.

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	18	5	28	2	0	0	9	1	55	8	63
Senior Management	45	30	45	13	1	0	14	2	105	45	150
Middle Management	115	59	47	20	1	0	10	1	173	80	253
Specialised/skilled/senior supervisory	432	259	87	24	2	1	19	1	540	285	825
Skilled	750	551	102	41	1	3	20	1	873	596	1469
Semi-skilled	428	345	15	15	3	5	7	0	453	365	818
Unskilled	288	119	0	0	3	1	0	0	291	120	411
Total permanent	2076	1368	324	115	11	10	79	6	2490	1499	3989
Casual/temporary and seasonal	647	190	7	4	1	0	21	5	676	199	875
Total	2723	1558	331	119	12	10	100	11	3166	1698	4864

The Information Systems, Electronics and Communication Technology Sector recorded a combined workforce of 4 864, an increase of 81% in the number of employees reported on during the previous corresponding review period. Persons in designated groups accounted for 91% of the workforce, while only 35% were women and 0,4% were persons with disabilities. Although White employees constituted only 9% of the workforce in that sector, 33% of managers were White, while women accounted only for 28% of management positions.

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	1	2	0	0	0	1	0	5	1	6
Senior Management	4	4	8	0	0	0	7	1	19	5	24
Middle Management	11	9	11	1	1	0	4	0	27	10	37
Specialised/skilled/senior supervisory	41	35	16	5	1	0	5	0	63	40	103
Skilled	145	96	19	13	0	0	36	0	200	109	309
Semi-skilled	122	67	9	5	0	0	9	0	140	72	212
Unskilled	141	46	0	1	0	1	0	0	141	48	189
Total permanent	466	258	65	25	2	1	62	1	595	285	880
Casual/temporary and seasonal	412	114	2	4	0	0	20	5	434	123	557
Total	878	372	67	29	2	1	82	6	1029	408	1437

The Information Systems, Electronics and Communication Technology Sector hired 1 437 employees during the 2016-2017 review period, 89% of whom were persons in designated groups, but only 28% of persons hired in the sector were women and 0,2% were persons with disabilities. Whites accounted for 33% of managers hired, while 19% of managers hired were non-Namibians.

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	1	0	0	0	0	0	1	0	2	2
Senior Management	1	3	2	2	0	0	1	0	4	5	9
Middle Management	3	3	2	0	0	0	0	0	5	3	8
Specialised/skilled/senior supervisory	27	21	1	1	0	0	2	0	30	22	52
Skilled	25	20	2	0	0	0	9	0	36	20	56
Semi-skilled	32	8	0	1	0	0	0	0	32	9	41
Unskilled	3	2	0	0	1	0	0	0	4	2	6
Total permanent	91	58	7	4	1	0	12	1	111	63	174
Casual/temporary and seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	91	58	7	4	1	0	12	1	111	63	174

The Information Systems, Electronics and Communication Technology Sector reported to have effected only 174 promotions during the 2016-2017 review period, but that represented a whopping increase of 163% in the number of promotions recorded in the sector during the previous corresponding review period. Persons in designated groups accounted for 89% of employees promoted during the period under review, but only 21% of employees promoted 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	3	2	2	1	0	0	1	1	6	4	10
Senior Management	6	1	3	2	0	0	7	1	16	4	20
Middle Management	4	10	13	4	0	0	6	1	23	15	38
Specialised/skilled/senior supervisory	44	26	14	8	1	0	5	2	64	36	100
Skilled	117	65	20	7	1	0	40	1	178	73	251
Semi-skilled	57	33	9	0	1	0	2	0	69	33	102
Unskilled	49	10	0	1	1	0	0	0	50	11	61
Total permanent	280	147	61	23	4	0	61	6	406	176	582
Casual/temporary and seasonal	151	71	3	3	1	0	8	3	163	77	240
Total	431	218	64	26	5	0	69	9	569	253	822

The Information Systems, Electronics and Communication Technology Sector reported to have parted company with 822 employees during the period under review, an increase of 102% in the number of employees who parted company with the sector during the previous corresponding review period. Of those whose contract of employment ended, 69% were men and 9% were non-Namibians. Persons in designated groups accounted for 83% of employees whose contracts of employment were terminated.

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	207	130	54	18	1	0	5	3	267	151	418
Non-renewal of contract	137	61	2	3	1	0	55	6	195	70	265
Dismissal - Retrenchment	14	4	0	0	0	0	6	0	20	4	24
Dismissal - Misconduct	23	5	1	1	1	0	0	0	25	6	31
Dismissal - incapacity	12	1	0	0	0	0	0	0	12	1	13
Other	38	17	7	4	2	0	3	0	50	21	71
Total	431	218	64	26	5	0	69	9	569	253	822

Most employees, 51%, left their jobs through resignations, followed by non-renewal of employment contracts, 32% and unspecified reasons ("Other"), 9%.

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	7	0	8	0	0	0	1	1	16	1	17
Senior Management	32	20	37	9	0	0	2	0	71	29	100
Middle Management	55	40	21	13	0	0	2	0	78	53	131
Specialised/skilled/senior supervisory	192	94	43	6	1	0	4	0	240	100	340
Skilled	284	147	48	23	0	0	0	0	332	170	502
Semi-skilled	128	118	7	2	3	0	0	0	138	120	258
Unskilled	28	6	0	1	0	0	0	0	28	7	35
Total permanent	726	425	164	54	4	0	9	1	903	480	1383
Casual/temporary and seasonal	36	5	1	0	0	0	0	0	37	5	42
Total	762	430	165	54	4	0	9	1	940	485	1425

The Information Systems, Electronics and Communication Technology Sector reported to have trained 1 425 employees during the 2016-2017 review period, 9% less than the number of employees reported trained during the previous corresponding review period. Persons in designated groups accounted for 88% of the employees trained during the period under review, but only 34% of employees trained were women, while only a mere 0,3% were persons with disabilities.

Local Governments, Water and Related Services Sector

Table 1: Workforce Profile

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	9	1	0	0	0	0	0	0	9	1	10
Senior Management	25	11	7	0	1	0	0	0	33	11	44
Middle Management	58	36	9	0	0	0	1	0	68	36	104
Specialised/skilled/senior supervisory	127	91	18	11	0	0	0	0	145	102	247
Skilled	593	314	31	9	5	0	0	0	629	323	952
Semi-skilled	896	361	8	4	10	2	0	0	914	367	1281
Unskilled	782	200	2	0	13	1	1	0	798	201	999
Total permanent	2490	1014	75	24	29	3	2	0	2596	1041	3637
Casual/temporary and seasonal	40	37	1	0	0	0	3	1	44	38	82
Total	2530	1051	76	24	29	3	5	1	2640	1079	3719

The Local Government, Water and Related Services Sector recorded a workforce which totalled 3 719 employees, a decline of 29% in the number reported on during the previous corresponding review period. However, the decline was mainly attributed to the fact that the Office decided to de-link the Regional Councils from the Local Government, Water and Related Services Sector and placed them under the Public Service. Women comprised only 29% of employees in the sector and occupied only 30% of positions at management levels, while only a mere 0,8% of employees in the sector were persons with disabilities. Persons in designated groups accounted for 98% of the workforce in the Local Government, Water and Related Services Sector, while only 3% of employees were White.

Local Governments, Water and Related Services Sector

Table 2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	0	0	0	0	0	0	0	0	0
Senior Management	2	1	0	0	0	0	0	0	2	1	3
Middle Management	2	2	1	0	0	0	0	0	3	2	5
Specialised/skilled/senior supervisory	14	12	0	1	0	0	0	0	14	13	27
Skilled	17	15	0	0	0	1	0	0	17	16	33
Semi-skilled	36	15	0	0	1	0	0	0	37	15	52
Unskilled	33	25	1	0	1	0	1	0	36	25	61
Total permanent	104	70	2	1	2	1	1	0	109	72	181
Casual/temporary and seasonal	20	22	1	0	0	0	1	0	22	22	44
Total	124	92	3	1	2	1	2	0	131	94	225

The Local Government, Water and Related Services Sector hired 225 people during the period under review, representing a decline of 68% in the number of persons hired during the previous corresponding review period, the reasons of which were attributable to the de-linking of the Regional Councils from this sector. Men accounted for 58% of people hired during the period in question, but only 1% were persons with disabilities.

Local Governments, Water and Related Services Sector

Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	1	0	0	0	0	0	0	0	1	0	1
Senior Management	1	2	0	0	0	0	0	0	1	2	3
Middle Management	3	0	0	0	0	0	0	0	3	0	3
Specialised/skilled/senior supervisory	8	2	0	0	0	0	0	0	8	2	10
Skilled	20	9	0	0	0	0	0	0	20	9	29
Semi-skilled	84	51	0	0	0	0	0	0	84	51	135
Unskilled	2	0	0	0	0	0	0	0	2	0	2
Total permanent	119	64	0	0	0	0	0	0	119	64	183
Casual/temporary and seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	119	64	0	0	0	0	0	0	119	64	183

The Local Government, Water and Related Services Sector recorded a total of 183 promotions during the 2016-2017 review period, but only 35% of them were women and none from the persons with disabilities group. Only 4% of the promotions effected during the period under review were at the management levels.

Local Governments, Water and Related Services Sector

Table 4: Termination

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	0	0	0	0	0	0	0	0	0
Senior Management	3	0	5	0	0	0	0	0	8	0	8
Middle Management	4	0	1	0	0	0	0	0	5	0	5
Specialised/skilled/senior supervisory	7	4	6	1	0	0	0	1	13	6	19
Skilled	30	17	5	4	2	0	0	0	37	21	58
Semi-skilled	63	10	0	2	1	1	0	0	64	13	77
Unskilled	57	5	0	0	0	0	0	0	57	5	62
Total permanent	164	36	17	7	3	1	0	1	184	45	229
Casual/temporary and seasonal	13	5	4	0	0	0	1	0	18	5	23
Total	177	41	21	7	3	1	1	1	202	50	252

The Local Government, Water and Related Services Sector parted company with 252 workers, the majority of them being persons in designated groups, namely 91% and 87% were previously racially disadvantaged.

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	68	26	3	1	2	0	0	1	73	28	101
Non-renewal of contract	10	1	4	0	0	0	1	0	15	1	16
Dismissal - Retrenchment	3	5	0	4	1	0	0	0	4	9	13
Dismissal - Misconduct	8	1	0	1	0	0	0	0	8	2	10
Dismissal - incapacity	3	0	0	0	0	0	0	0	3	0	3
Other	85	8	14	1	0	1	0	0	99	10	109
Total	177	41	21	7	3	1	1	1	202	50	252

Unspecified reasons, ("Other") constituted the largest percentage, 43%, of employees whose contract of employment ended, followed by resignation, 40% and non-renewal of employment contract, 6%.

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	4	1	0	0	0	0	0	0	4	1	5
Senior Management	12	8	1	0	1	0	0	0	14	8	22
Middle Management	68	40	12	2	0	0	0	0	80	42	122
Specialised/skilled/senior supervisory	52	43	7	1	0	0	0	0	59	44	103
Skilled	166	100	6	3	0	1	0	0	172	104	276
Semi-skilled	55	18	3	2	1	0	0	0	59	20	79
Unskilled	34	19	0	0	0	0	0	0	34	19	53
Total permanent	391	229	29	8	2	1	0	0	422	238	660
Casual/temporary and seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	391	229	29	8	2	1	0	0	422	238	660

The Local Government, Water and Related Services Sector reported to have trained 660 employees during the period under review, 36% of whom were women and 0,5% were persons with disabilities. Person in designated groups accounted for 96% of the employees trained during the period under review and 94% were previously racially disadvantaged.

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	7	1	45	9	0	0	9	1	61	11	72
Senior Management	38	19	95	26	2	0	29	3	164	48	212
Middle Management	159	109	156	65	2	1	24	4	341	179	520
Specialised/skilled/senior supervisory	579	287	91	56	2	2	25	1	697	346	1043
Skilled	1339	527	48	66	13	8	3	1	1403	602	2005
Semi-skilled	2025	291	11	8	16	1	3	0	2055	300	2355
Unskilled	1462	389	0	1	10	5	0	0	1472	395	1867
Total permanent	5609	1623	446	231	45	17	93	10	6193	1881	8074
Casual/temporary and seasonal	515	93	19	6	0	0	2	0	536	99	635
Total	6124	1716	465	237	45	17	95	10	6729	1980	8709

The Manufacturing Sector had 8 709 workers in its employ, 93% of whom were persons in designated groups, but only 0,7% were persons with disabilities. Women accounted only for 22% of employees in the Manufacturing Sector. The Manufacturing Sector showed a decline of 8% in the number of employees reported on during the previous corresponding review period, but registered an increase of 21% in the number of non-Namibians in the sector.

Manufacturing Sector

Table 2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	2	1	0	0	1	1	3	2	5
Senior Management	3	4	18	8	1	0	6	0	28	12	40
Middle Management	24	23	29	15	0	1	1	1	54	40	94
Specialised/skilled/senior supervisory	100	65	28	13	0	0	1	1	129	79	208
Skilled	338	96	24	17	0	0	2	1	364	114	478
Semi-skilled	401	65	8	2	0	0	0	0	409	67	476
Unskilled	518	111	0	0	2	1	0	0	520	112	632
Total permanent	1384	364	109	56	3	2	11	4	1507	426	1933
Casual/temporary and seasonal	543	92	16	7	0	0	2	0	561	99	660
Total	1927	456	125	63	3	2	13	4	2068	525	2593

The Manufacturing Sector hired 2 593 people during the 2016-2017 review period, 8% less than the number hired during the previous corresponding review period. Only 20% of the persons hired during the period under review were women and a mere 0,2% were persons with disabilities. Although Whites comprised only 7% of the total of employees hired, they filled 53% of positions at the three top levels of employment, while only 39% of managers hired were women.

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	0	1	0	0	0	0	0	3	0	3
Senior Management	9	4	5	1	0	0	0	0	14	5	19
Middle Management	17	12	7	8	0	0	0	0	24	20	44
Specialised/skilled/senior supervisory	64	29	13	3	0	0	0	1	77	33	110
Skilled	70	27	2	2	3	1	0	0	75	30	105
Semi-skilled	130	16	1	0	0	0	1	0	132	16	148
Unskilled	29	7	0	0	0	0	0	0	29	7	36
Total permanent	321	95	29	14	3	1	1	1	354	111	465
Casual/temporary and seasonal	3	0	0	0	0	0	0	0	3	0	3
Total	324	95	29	14	3	1	1	1	357	111	468

The Manufacturing Sector recorded a total of 468 promotions during the period under review, but 20% less than the number promoted during the previous corresponding review period. Women accounted only for 38% of promotions made to positions at the management levels, while no person with disabilities group was promoted to any management position. Persons in designated groups accounted for 93% of employees promoted during the 2016-2017 review period.

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	1	3	0	0	0	1	0	4	1	5
Senior Management	6	4	16	7	0	0	4	0	26	11	37
Middle Management	19	17	23	14	0	0	3	2	45	33	78
Specialised/skilled/ senior supervisory	129	63	18	22	0	0	2	0	149	85	234
Skilled	327	104	16	18	5	5	3	0	351	127	478
Semi-skilled	326	35	10	1	9	0	0	1	345	37	382
Unskilled	474	76	0	0	3	0	0	0	477	76	553
Total permanent	1281	300	86	62	17	5	13	3	1397	370	1767
Casual/temporary and seasonal	460	61	12	7	1	0	1	0	474	68	542
Total	1741	361	98	69	18	5	14	3	1871	438	2309

During the 2015-2016 review period, 2 309 employees parted company with the Manufacturing Sector, 5% less than the number of employees who vacated their positions of employment during the previous corresponding review period. 95% of employees who left their job were from the designated groups and 19% were women while 1% 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	Women	
Resignation	513	187	77	52	9	2	10	1	609	242	851
Non-renewal of contract	464	49	6	3	1	2	3	2	474	56	530
Dismissal - Retrenchment	66	9	4	3	0	0	0	0	70	12	82
Dismissal - Misconduct	344	33	4	2	3	0	0	0	351	35	386
Dismissal - incapacity	7	3	1	0	0	0	0	0	8	3	11
Other	347	80	6	9	5	1	1	0	359	90	449
Total	1741	361	98	69	18	5	14	3	1871	438	2309

Most employees, 37%, left their jobs due to resignations, followed by non-renewal of contracts, 23% and unspecified reasons, "Other", 19%. 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	0	1	9	2	0	0	2	0	11	3	14
Senior Management	19	10	29	16	0	1	7	2	55	29	84
Middle Management	98	67	75	25	1	0	10	3	184	95	279
Specialised/skilled/senior supervisory	280	114	46	25	1	0	6	2	333	141	474
Skilled	436	177	22	11	6	6	2	0	466	194	660
Semi-skilled	794	141	2	3	3	1	0	0	799	145	944
Unskilled	497	175	0	0	0	0	0	0	497	175	672
Total permanent	2124	685	183	82	11	8	27	7	2345	782	3127
Casual/temporary and seasonal	99	20	10	4	1	0	0	0	110	24	134
Total	2223	705	193	86	12	8	27	7	2455	806	3261

The Manufacturing Sector reported to have trained 3 261 employees during the 2016-2017 review period, a decline of 4% in the number of employees reported trained during the previous corresponding review period. Persons in designated groups comprised 93% of employees trained during the 2016-2017 review period, but only 25% of those trained were women, while only a mere 0,6% 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	11	2	8	2	0	0	17	0	36	4	40
Senior Management	33	17	43	16	0	0	47	4	123	37	160
Middle Management	246	138	137	48	8	2	90	7	481	195	676
Specialised/skilled/senior supervisory	675	252	135	59	11	4	96	9	917	324	1241
Skilled	1846	421	122	28	14	1	88	4	2070	454	2524
Semi-skilled	2607	337	12	30	22	4	41	1	2682	372	3054
Unskilled	1081	142	4	0	1	1	0	0	1086	143	1229
Total permanent	6499	1309	461	183	56	12	379	25	7395	1529	8924
Casual/temporary and seasonal	313	95	7	5	0	1	28	3	348	104	452
Total	6812	1404	468	188	56	13	407	28	7743	1633	9376

The Mining Sector reported to have 9 376 employees in its employ during the 2016-2017 review period, representing an increase of 22% in the number of employees reported on in the previous corresponding review period. There was an increase of 15% in the number of women employed in the Mining Sector during the 2016-2017 review period, compared to the previous corresponding review period, but only 0,7% of employees in the sector were persons with disabilities and 5% were non-Namibians. Persons in designated groups comprised 90% of the workforce, but only 60% of them were managers.

Mining Sector

Table 2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	2	0	1	1	0	0	3	0	6	1	7
Senior Management	18	11	24	6	0	0	19	2	61	19	80
Middle Management	47	11	12	4	1	0	7	1	67	16	83
Specialised/skilled/senior supervisory	101	35	20	12	0	0	13	2	134	49	183
Skilled	512	74	27	8	0	0	14	0	553	82	635
Semi-skilled	591	78	4	7	1	0	2	0	598	85	683
Unskilled	365	54	2	0	0	0	0	0	367	54	421
Total permanent	1636	263	90	38	2	0	58	5	1786	306	2092
Casual/temporary and seasonal	381	109	12	5	0	1	16	1	409	116	525
Total	2017	372	102	43	2	1	74	6	2195	422	2617

The Mining Sector hired 2 617 people during the 2016-2017 review period, an increase of 22% in the number hired during the previous corresponding review period. Women however, comprised only a mere 16% of persons hired during the period under review and only 0,1% of people hired were from the persons with disabilities group. Women accounted only for 21% of the managers who were hired during the 2016-2017 review period, while 19% of managers appointed were non-Namibians.

Mining Sector

Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	1	1	0	0	0	0	0	0	1	1	2
Senior Management	3	2	7	0	0	0	0	0	10	2	12
Middle Management	26	7	12	3	1	0	1	0	40	10	50
Specialised/skilled/senior supervisory	78	44	2	3	0	0	5	0	85	47	132
Skilled	119	29	1	2	1	1	0	0	121	32	153
Semi-skilled	120	6	2	1	0	0	3	0	125	7	132
Unskilled	12	0	0	0	0	0	0	0	12	0	12
Total permanent	359	89	24	9	2	1	9	0	394	99	493
Casual/temporary and seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	359	89	24	9	2	1	9	0	394	99	493

The Mining Sector effected 493 promotions during the 2016-2017 review period, 24% less than the number of employees promoted during the previous corresponding review period. Persons in designated groups constituted 93% of employees during the 2016-2017 review period. The previously racially disadvantaged accounted for 63% of promotions at the management levels.

Mining Sector

Table 4: Termination

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	3	1	3	0	0	0	5	0	11	1	12
Senior Management	18	9	26	6	0	0	11	1	55	16	71
Middle Management	47	16	23	5	6	0	15	0	91	21	112
Specialised/skilled/ senior supervisory	125	33	28	11	3	0	19	4	175	48	223
Skilled	405	65	23	6	5	0	13	0	446	71	517
Semi-skilled	391	38	4	4	1	0	3	0	399	42	441
Unskilled	136	35	1	0	0	0	0	0	137	35	172
Total permanent	1125	197	108	32	15	0	66	5	1314	234	1548
Casual/temporary and seasonal	413	101	12	0	9	0	3	1	437	102	539
Total	1538	298	120	32	24	0	69	6	1751	336	2087

The Mining Sector registered 2 087 employment contract terminations during the period under review, 2% more than the termination cases recorded during the previous corresponding review period. 91% of employees who vacated their positions of employment were from designated groups and only 16% were women. 33% 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	550	116	50	16	10	0	28	1	638	133	771
Non-renewal of contract	526	139	32	11	0	0	17	1	575	151	726
Dismissal - Retrenchment	264	23	12	2	3	0	3	0	282	25	307
Dismissal - Misconduct	94	7	7	0	0	0	1	0	102	7	109
Dismissal - incapacity	15	4	0	0	0	0	0	0	15	4	19
Other	89	9	19	3	11	0	20	4	139	16	155
Total	1538	298	120	32	24	0	69	6	1751	336	2087

Resignation constituted the majority, 37%, of employment contract termination cases, followed by non-renewal of employment contracts, 35% and dismissal/retrenchment, 15%. 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	5	2	5	0	0	0	8	0	18	2	20
Senior Management	33	15	22	10	0	0	18	2	73	27	100
Middle Management	241	86	181	30	1	1	76	4	499	121	620
Specialised/skilled/senior supervisory	647	159	130	30	4	0	81	0	862	189	1051
Skilled	2168	218	137	30	4	0	49	3	2358	251	2609
Semi-skilled	2263	294	32	18	1	1	36	0	2332	313	2645
Unskilled	881	72	3	0	1	0	0	0	885	72	957
Total permanent	6238	846	510	118	11	2	268	9	7027	975	8002
Casual/temporary and seasonal	354	30	40	3	0	0	0	0	394	33	427
Total	6592	876	550	121	11	2	268	9	7421	1008	8429

The Mining Sector reported to have trained a total of 8 429 employees during the 2016-2017 review period, representing a whopping increase of 69% in the number of employees trained during the previous corresponding review period. Only 12% of employees trained during the year under review were women and a mere 0,2% were persons with disabilities. Persons in designated groups accounted for 90% of employees trained in the Mining Sector during the period under review.

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	10	4	11	4	1	0	1	1	23	9	32
Senior Management	39	28	14	12	0	1	0	0	53	41	94
Middle Management	109	54	25	10	1	0	0	2	135	66	201
Specialised/skilled/senior supervisory	188	154	9	11	4	2	0	0	201	167	368
Skilled	4943	1617	4	3	25	20	0	0	4972	1640	6612
Semi-skilled	1956	1535	1	2	25	7	0	0	1982	1544	3526
Unskilled	3040	947	1	2	13	4	0	0	3054	953	4007
Total permanent	10285	4339	65	44	69	34	1	3	10420	4420	14840
Casual/temporary and seasonal	233	169	0	0	0	0	0	0	233	169	402
Total	10518	4508	65	44	69	34	1	3	10653	4589	15242

The Private Security, Legal and Correctional Services Sector reported to have a workforce of 15 242 employees countrywide, an increase of 30% in the number of employees covered by employers' reports in the previous corresponding review period. Only 30% of the total workforce in the Private Security, Legal and Correctional Services industry were women and 0,7% were persons with disabilities. Persons in designated groups accounted for 99,5% and 99% were previously racially disadvantaged.

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	0	1	0	0	0	0	0	1	0	1
Senior Management	2	3	0	2	0	0	0	0	2	5	7
Middle Management	3	1	6	1	0	0	0	0	9	2	11
Specialised/skilled/senior supervisory	39	15	2	2	0	0	0	0	41	17	58
Skilled	1005	454	3	0	0	0	0	0	1008	454	1462
Semi-skilled	652	481	1	1	0	0	0	0	653	482	1135
Unskilled	1073	483	1	1	2	2	0	0	1076	486	1562
Total permanent	2774	1437	14	7	2	2	0	0	2790	1446	4236
Casual/temporary and seasonal	3	3	0	0	0	0	0	0	3	3	6
Total	2777	1440	14	7	2	2	0	0	2793	1449	4242

The Private Security, Legal and Correctional Services Sector hired a total of 4 242 persons, 17% more than the number of people hired during the previous corresponding review period. Persons in designated groups accounted for 99,9% of persons hired during the 2016-2017 review period and only 34% were women. Although 99% of persons hired in the Private Security, Legal and Correctional Services Sector were previously racially disadvantaged 53% of managers hired were White.

Private Security, Legal and Correctional Services Sector

Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	1	0	0	0	0	0	1	0	1
Senior Management	1	0	1	1	0	0	0	0	2	1	3
Middle Management	2	4	0	0	0	0	0	0	2	4	6
Specialised/skilled/senior supervisory	131	77	0	0	0	0	0	0	131	77	208
Skilled	253	128	0	0	0	0	0	0	253	128	381
Semi-skilled	88	18	0	0	0	0	0	0	88	18	106
Unskilled	10	3	0	0	0	0	0	0	10	3	13
Total permanent	485	230	2	1	0	0	0	0	487	231	718
Casual/temporary and seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	485	230	2	1	0	0	0	0	487	231	718

The Private Security, Legal and Correctional Services Sector recorded 718 promotions during the period under review, representing a whopping increase of 88% in the number of employees promoted during the 2015-2016 review period. No promotion of employees from the persons with disabilities group, or non-Namibian, was recorded. Only 32% of employees promoted were women, but 99,7% of persons promoted were from designated groups.

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	1	0	0	0	0	0	0	0	1	1
Senior Management	4	0	2	0	0	0	0	0	6	0	6
Middle Management	5	3	2	1	0	0	0	0	7	4	11
Specialised/skilled/senior supervisory	77	14	4	2	0	2	0	0	81	18	99
Skilled	307	135	0	2	1	3	0	0	308	140	448
Semi-skilled	666	229	3	2	1	0	0	0	670	231	901
Unskilled	1231	260	0	0	2	0	0	0	1233	260	1493
Total permanent	2290	642	11	7	4	5	0	0	2305	654	2959
Casual/temporary and seasonal	226	36	0	0	0	0	0	0	226	36	262
Total	2516	678	11	7	4	5	0	0	2531	690	3221

The Private Security, Legal and Correctional Services Sector recorded 3 221 termination of employment contracts during the 2016-2017 review period, 18% more than the contracts of employment reported terminated during the previous corresponding review period. Male employees accounted for 79% of employees who parted company with the sector, while 0,3% were persons with disabilities.

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	1202	384	10	4	3	3	0	0	1215	391	1606
Non-renewal of contract	254	38	0	0	0	0	0	0	254	38	292
Dismissal - Retrenchment	55	31	0	0	0	0	0	0	55	31	86
Dismissal - Misconduct	768	180	0	0	0	2	0	0	768	182	950
Dismissal - incapacity	4	9	0	0	0	0	0	0	4	9	13
Other	233	36	1	3	1	0	0	0	235	39	274
Total	2516	678	11	7	4	5	0	0	2531	690	3221

Resignation accounted for most cases of employment contracts termination, 50%, followed by dismissal due to misconduct, 29% and non-renewal of contract, 9%.

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	1	1	2	0	0	0	0	1	3	2	5
Senior Management	3	4	0	1	0	0	0	0	3	5	8
Middle Management	41	31	3	0	0	0	0	1	44	32	76
Specialised/skilled/senior supervisory	203	112	2	1	0	0	0	0	205	113	318
Skilled	2024	436	2	0	10	0	0	0	2036	436	2472
Semi-skilled	507	467	1	1	0	0	0	0	508	468	976
Unskilled	687	205	1	1	2	0	0	0	690	206	896
Total permanent	3466	1256	11	4	12	0	0	2	3489	1262	4751
Casual/temporary and seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	3466	1256	11	4	12	0	0	2	3489	1262	4751

The Private Security, Legal and Correctional Services Sector have trained 4 751 employees during the 2016-2017 review period, 75% more than the number of employees trained by the sector during the previous corresponding review period. Even though persons in designated groups accounted for 99,8% of employees trained, women comprised only 27% of the number of employees trained and a mere 0,3% were persons with disabilities.

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	26	5	1	1	1	0	1	0	29	6	35
Senior Management	259	166	24	12	6	1	10	4	299	183	482
Middle Management	1705	2343	103	66	9	4	75	14	1892	2427	4319
Specialised/skilled/senior supervisory	1983	2378	51	43	17	9	154	51	2205	2481	4686
Skilled	12363	19209	83	94	42	22	151	268	12639	19593	32232
Semi-skilled	12055	11639	18	21	54	41	0	0	12127	11701	23828
Unskilled	5897	9907	4	3	54	28	0	0	5955	9938	15893
Total permanent	34288	45647	284	240	183	105	391	337	35146	46329	81475
Casual/temporary and seasonal	7926	12644	9	24	33	26	5	0	7973	12694	20667
Total	42214	58291	293	264	216	131	396	337	43119	59023	102142

The Public Service reported on a record number of civil servants during the 2016-2017 review period, totalling 102 142, representing a whopping increase of 68% in the number of employees reported on during the previous corresponding review period. The Office of the Prime Minister's efforts to urge OMA's to submit reports to the Commission, no doubt, contributed to the improved rate of reporting and is thus commended for the improved level of compliance in the Public Service. Women comprised 58% of the workforce covered by the reports submitted and occupied 54% of positions at the management levels. Only 0,3% of employees covered by the reports received from the Public Service during the 2016-2017 review period, were persons with disabilities, while only 0,4% of them were managers. White employees accounted only for 0,5% of employees in the Public Service and 4% of managers were White, while 2% of managers were non-Namibians.

Public Service Sector

Table 2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	1	1	0	1	0	0	0	0	1	2	3
Senior Management	3	5	21	17	0	0	12	4	36	26	62
Middle Management	40	42	20	37	0	0	10	8	70	87	157
Specialised/skilled/senior supervisory	75	82	7	12	0	0	1	3	83	97	180
Skilled	236	248	14	20	0	0	0	1	250	269	519
Semi-skilled	454	545	1	10	1	0	0	1	456	556	1012
Unskilled	315	383	1	1	1	0	1	0	318	384	702
Total permanent	1124	1306	64	98	2	0	24	17	1214	1421	2635
Casual/temporary and seasonal	115	171	1	4	0	0	0	2	116	177	293
Total	1239	1477	65	102	2	0	24	19	1330	1598	2928

The Public Service hired 2 928 persons during the 2016-2017 review period, 60% less than the number of people hired during the previous corresponding review period. Women accounted for 55% of persons hired during the 2016-2017 review period, and 52% of women hired filled positions at the management levels. Persons with disabilities accounted only for 0,1% of persons hired by the Public Service during the period under review and 1% were non-Namibians, while only 6% were White. Persons in designated groups accounted for 96% of the total number of persons hired during the 2016-2017 review period.

Public Service Sector

Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	3	1	0	0	0	0	0	0	3	1	4
Senior Management	17	20	1	0	0	0	0	0	18	20	38
Middle Management	156	187	1	0	0	1	0	0	157	188	345
Specialised/skilled/senior supervisory	77	90	1	0	0	0	7	5	85	95	180
Skilled	204	234	0	1	0	0	10	17	214	252	466
Semi-skilled	1932	1204	0	0	0	1	0	0	1932	1205	3137
Unskilled	12	27	0	0	0	0	0	0	12	27	39
Total permanent	2401	1763	3	1	0	2	17	22	2421	1788	4209
Casual/temporary and seasonal	0	16	0	1	0	0	0	0	0	17	17
Total	2401	1779	3	2	0	2	17	22	2421	1805	4226

The Public Service recorded 4 226 promotions during the 2016-2017 review period, a whopping 360% increase in the number of promotions reported on during the previous corresponding review period. Women accounted for 43% of employees promoted during 2016-2017, 12% of whom were promoted to positions at the management levels.

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	2	2	1	0	0	0	0	0	3	2	5
Senior Management	23	15	3	1	0	0	2	0	28	16	44
Middle Management	97	73	2	3	0	0	2	0	101	76	177
Specialised/skilled/senior supervisory	289	376	2	4	0	1	27	10	318	391	709
Skilled	349	495	1	9	0	0	51	21	401	525	926
Semi-skilled	452	215	0	1	0	0	2	0	454	216	670
Unskilled	245	290	0	0	3	0	0	0	248	290	538
Total permanent	1457	1466	9	18	3	1	84	31	1553	1516	3069
Casual/temporary and seasonal	1777	4229	2	2	61	36	0	0	1840	4267	6107
Total	3234	5695	11	20	64	37	84	31	3393	5783	9176

The Public Service recorded a total of 9 176 cases of employment contract terminations, a whopping 224% increase in the number of civil servants who left their jobs during the previous corresponding review period. The increase would have to be understood against the improved and thus increase in the number of reports received from the Public Service during the period under review. Women accounted for 63% of civil servants whose contracts of employment ended, while 1% were persons with disabilities and 1% were non-Namibians.

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	487	499	3	8	0	0	11	8	501	515	1016
Non-renewal of contract	331	757	2	1	30	24	45	13	408	795	1203
Dismissal - Retrenchment	16	21	0	1	0	0	0	0	16	22	38
Dismissal - Misconduct	107	24	0	0	0	0	0	0	107	24	131
Dismissal - incapacity	35	48	0	1	0	0	0	0	35	49	84
Other	2258	4346	6	9	34	13	28	10	2326	4378	6704
Total	3234	5695	11	20	64	37	84	31	3393	5783	9176

The majority, 73%, of civil servants left their jobs for unspecified reasons, "Other", followed by non-renewal of employment contract, 13% and resignations, 11%. The majority of non-Namibians, 50%, left their jobs due to non-renewal of their employment contracts.

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	7	0	0	0	0	0	0	0	7	0	7
Senior Management	140	88	7	13	4	0	4	3	155	104	259
Middle Management	531	399	14	12	4	1	19	4	568	416	984
Specialised/skilled/senior supervisory	833	1669	15	22	6	2	7	10	861	1703	2564
Skilled	1852	2366	8	1	12	9	9	13	1881	2389	4270
Semi-skilled	677	769	4	5	7	5	0	0	688	779	1467
Unskilled	412	585	0	0	10	6	0	0	422	591	1013
Total permanent	4452	5876	48	53	43	23	39	30	4582	5982	10564
Casual/temporary and seasonal	252	444	0	0	0	1	0	0	252	445	697
Total	4704	6320	48	53	43	24	39	30	4834	6427	11261

The Public Service reported to have trained 11 261 employees countrywide, a whopping increase of 191% in the number of employees reported to have been trained during the previous corresponding review period. Women accounted for 57% of employees trained during the period under review, but only 0,6% of the civil servants trained were persons with disabilities, while 1% were previously racially advantaged (White).

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	73	32	173	42	5	2	28	6	279	82	361
Senior Management	236	127	192	106	6	3	45	24	479	260	739
Middle Management	486	370	215	147	12	18	42	15	755	550	1305
Specialised/skilled/senior supervisory	1223	876	293	195	13	6	108	24	1637	1101	2738
Skilled	3518	2348	268	224	23	5	34	25	3843	2602	6445
Semi-skilled	4069	2980	82	84	22	15	3	3	4176	3082	7258
Unskilled	3085	1542	21	11	24	8	0	0	3130	1561	4691
Total permanent	12690	8275	1244	809	105	57	260	97	14299	9238	23537
Casual/temporary and seasonal	2340	2280	24	18	4	4	3	0	2371	2302	4673
Total	15030	10555	1268	827	109	61	263	97	16670	11540	28210

The Service Sector recorded a workforce totalling 28 210 employees across the industry, an increase of 7% in the number of employees reported on during the previous corresponding review period. Women comprised 41% of the workforce in the Services Sector, while persons with disabilities accounted for a mere 0,6% of employees in the sector and 1% were non-Namibians. White employees accounted for 38% of positions at the management levels and 7% of managers were non-Namibians, while the previously racially disadvantaged who constituted 91% of workforce only accounted for 57% of managers positions.

Services Sector

Table 2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	4	4	2	3	0	0	1	1	7	8	15
Senior Management	32	28	27	17	1	1	6	6	66	52	118
Middle Management	93	64	33	24	0	1	7	2	133	91	224
Specialised/skilled/senior supervisory	228	208	50	44	0	2	33	3	311	257	568
Skilled	777	507	64	70	3	1	9	9	853	587	1440
Semi-skilled	909	584	22	27	7	1	1	2	939	614	1553
Unskilled	1105	663	13	7	1	2	0	0	1119	672	1791
Total permanent	3148	2058	211	192	12	8	57	23	3428	2281	5709
Casual/temporary and seasonal	1296	452	17	7	3	4	2	0	1318	463	1781
Total	4444	2510	228	199	15	12	59	23	4746	2744	7490

The Services Sector hired a total of 7 490 persons during the 2016-2017 review period, 15% less than the number of persons hired during the previous corresponding review period. Men accounted for 63% of people hired during the period under review and 58% managers hired were men. Only 0,4% of persons hired in the Services Sector were persons with disabilities, while 1% were non-Namibians.

Services Sector

Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	4	3	4	2	1	0	0	1	9	6	15
Senior Management	14	14	9	11	0	1	0	4	23	30	53
Middle Management	58	42	19	11	0	0	5	1	82	54	136
Specialised/skilled/senior supervisory	102	86	16	12	1	0	5	1	124	99	223
Skilled	188	107	7	13	0	0	15	5	210	125	335
Semi-skilled	160	68	6	7	1	2	0	0	167	77	244
Unskilled	40	7	0	0	0	0	0	0	40	7	47
Total permanent	566	327	61	56	3	3	25	12	655	398	1053
Casual/temporary and seasonal	30	7	0	0	0	0	1	1	31	8	39
Total	596	334	61	56	3	3	26	13	686	406	1092

The Services Sector recorded 1 092 promotions for the review year 2016-2017, 31% less than the promotions effected during the previous corresponding review period. The previously racially disadvantaged accounted for 66% of employees promoted to positions at the management levels. Only 0,5% of employees promoted in the Services Sector during the period under review were persons with disabilities and 37% 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	10	3	13	3	0	1	3	1	26	8	34
Senior Management	20	24	34	17	0	1	9	2	63	44	107
Middle Management	62	64	63	31	3	0	9	6	137	101	238
Specialised/skilled/senior supervisory	238	139	84	34	1	1	20	4	343	178	521
Skilled	750	477	70	78	2	1	17	10	839	566	1405
Semi-skilled	882	395	20	29	6	1	1	0	909	425	1334
Unskilled	1029	550	9	2	1	1	0	1	1039	554	1593
Total permanent	2991	1652	293	194	13	6	59	24	3356	1876	5232
Casual/temporary and seasonal	932	266	24	15	3	4	2	2	961	287	1248
Total	3923	1918	317	209	16	10	61	26	4317	2163	6480

The Services Sector reported that 6 480 employees parted company with the sector across the industry during the 2016-2017 review period, 12% less than the number recorded during the previous corresponding review period. Male employees accounted for the majority, 67%, of employees whose contract of employment ended during the 2016-2017 review period and 1% were non-Namibians.

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	1573	1072	216	158	9	5	28	17	1826	1252	3078
Non-renewal of contract	885	373	9	9	1	2	11	7	906	391	1297
Dismissal - Retrenchment	296	108	6	2	1	1	16	0	319	111	430
Dismissal - Misconduct	476	183	12	7	1	0	1	0	490	190	680
Dismissal - incapacity	31	17	3	0	2	0	0	0	36	17	53
Other	662	165	71	33	2	2	5	2	740	202	942
Total	3923	1918	317	209	16	10	61	26	4317	2163	6480

Most employees, 48%, left their jobs through resignations, followed by non-renewal of employment contracts, 20%. The majority of non-Namibians, 52%, also left their jobs through resignation.

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	10	36	7	3	0	9	4	82	21	103
Senior Management	102	63	90	43	3	1	19	12	214	119	333
Middle Management	344	236	102	70	5	7	21	9	472	322	794
Specialised/skilled/senior supervisory	660	563	116	88	4	6	28	18	808	675	1483
Skilled	1408	1034	119	112	6	3	19	11	1552	1160	2712
Semi-skilled	1385	1124	43	55	16	4	1	2	1445	1185	2630
Unskilled	1029	480	11	13	1	2	0	0	1041	495	1536
Total permanent	4962	3510	517	388	38	23	97	56	5614	3977	9591
Casual/temporary and seasonal	481	418	11	2	1	1	3	0	496	421	917
Total	5443	3928	528	390	39	24	100	56	6110	4398	10508

The Services Sector reported to have trained 10 508 employees during the period under review, a 10% decline in the number of employees trained during the preceding corresponding review period. Only 0,6% of employees trained were from the persons with disabilities group, while 1% were non-Namibian. Of the employees trained in the Services Sector during the 2016-2017 review period, 12% were managers and 42% 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	7	6	23	14	0	0	7	3	37	23	60
Senior Management	32	21	60	51	1	0	16	13	109	85	194
Middle Management	109	126	48	66	1	0	18	15	176	207	383
Specialised/skilled / senior supervisory	229	250	14	34	3	1	7	4	253	289	542
Skilled	698	671	20	45	5	1	2	6	725	723	1448
Semi-skilled	1155	1470	4	23	9	0	1	0	1169	1493	2662
Unskilled	715	901	1	3	4	2	0	0	720	906	1626
Total permanent	2945	3445	170	236	23	4	51	41	3189	3726	6915
Casual/temporary and seasonal	220	336	2	3	0	0	2	2	224	341	565
Total	3165	3781	172	239	23	4	53	43	3413	4067	7480

The Tourism and Hospitality Sector reported to have a combined workforce of 7 480 employees across the industry, an increase of 13% in the number of employees recorded for the preceding corresponding review period. Persons in designated groups accounted for 68% of positions at the management levels and 49% of managers were women, while 11% of managers in the Tourism and Hospitality Sector were non-Namibians.

Tourism & Hospitality Sector

Table 2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	1	1	0	1	0	0	0	0	1	2	3
Senior Management	3	5	21	17	0	0	12	4	36	26	62
Middle Management	40	42	20	37	0	0	10	8	70	87	157
Specialised/skilled/senior supervisory	75	82	7	12	0	0	1	3	83	97	180
Skilled	236	248	14	20	0	0	0	1	250	269	519
Semi-skilled	454	545	1	10	1	0	0	1	456	556	1012
Unskilled	315	383	1	1	1	0	1	0	318	384	702
Total permanent	1124	1306	64	98	2	0	24	17	1214	1421	2635
Casual/temporary and seasonal	115	171	1	4	0	0	0	2	116	177	293
Total	1239	1477	65	102	2	0	24	19	1330	1598	2928

The Tourism and Hospitality Sector hired 2 928 persons across the industry, 33% more than the people hired during the preceding corresponding review period. Women accounted for 55% of persons hired in the industry, while only 0,1% were persons with disabilities and 1% were non-Namibians. The previously racially disadvantaged accounted only for 41% of managers hired in the sector and 43% were White.

Tourism & Hospitality Sector

Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	1	0	0	0	0	0	1	0	1
Senior Management	3	3	7	5	0	0	2	3	12	11	23
Middle Management	11	11	2	1	0	0	1	3	14	15	29
Specialised/skilled / senior supervisory	30	47	0	6	0	1	0	2	30	56	86
Skilled	64	81	0	3	0	0	0	0	64	84	148
Semi-skilled	61	98	0	3	0	0	0	0	61	101	162
Unskilled	18	8	0	0	0	0	0	0	18	8	26
Total permanent	187	248	10	18	0	1	3	8	200	275	475
Casual/temporary and seasonal	7	7	0	0	0	0	1	0	8	7	15
Total	194	255	10	18	0	1	4	8	208	282	490

The Tourism and Hospitality Sector promoted 490 employees during the period under review, 45% more than the number of employees promoted during the preceding corresponding review period. Women accounted for 58% of employees promoted in the industry during the period under review and 2% were non-Namibians and 96% were persons in designated groups.

Tourism & Hospitality Sector

Table 4: Termination

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	1	3	2	1	0	0	1	0	4	4	8
Senior Management	4	3	16	14	0	0	6	1	26	18	44
Middle Management	36	33	21	26	1	0	8	9	66	68	134
Specialised/skilled/senior supervisory	54	66	9	14	0	0	1	1	64	81	145
Skilled	220	205	12	21	0	0	2	4	234	230	464
Semi-skilled	363	447	0	0	1	0	0	1	364	448	812
Unskilled	430	371	1	0	1	0	1	1	433	372	805
Total permanent	1108	1128	61	76	3	0	19	17	1191	1221	2412
Casual/temporary and seasonal	111	187	2	3	0	0	0	0	113	190	303
Total	1219	1315	63	79	3	0	19	17	1304	1411	2715

The Tourism and Hospitality Sector reported that a total of 2 715 employees parted company with the Tourism and Hospitality Sector during the period under review, 52% of whom were women and 96% were persons in designated groups, while 1% were non-Namibians.

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	587	632	47	64	3	0	10	12	647	708	1355
Non-renewal of contract	189	132	1	2	0	0	3	3	193	137	330
Dismissal - Retrenchment	32	56	2	1	0	0	0	0	34	57	91
Dismissal - Misconduct	179	168	2	3	0	0	1	0	182	171	353
Dismissal - incapacity	5	8	2	0	0	0	0	0	7	8	15
Other	227	319	9	9	0	0	5	2	241	330	571
Total	1219	1315	63	79	3	0	19	17	1304	1411	2715

Most employees parted company with the Tourism and Hospitality Sector through resignation, 50%, followed by unspecified reasons ("Other"), while dismissal due to incapacity represented the least cases of employment contract termination cases, 0,6%.

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	2	2	4	0	0	0	2	1	8	3	11
Senior Management	14	10	18	15	1	0	8	3	41	28	69
Middle Management	68	72	23	33	0	0	4	3	95	108	203
Specialised/skilled/senior supervisory	115	143	7	5	2	0	0	0	124	148	272
Skilled	290	339	13	22	1	2	0	2	304	365	669
Semi-skilled	511	663	3	14	4	0	0	0	518	677	1195
Unskilled	320	361	1	1	0	0	0	0	321	362	683
Total permanent	1320	1590	69	90	8	2	14	9	1411	1691	3102
Casual/temporary and seasonal	17	64	0	0	0	0	1	0	18	64	82
Total	1337	1654	69	90	8	2	15	9	1429	1755	3184

The Tourism and Hospitality Sector reported to have trained 3 184 employees during the period under review, 55% of whom were women, but only 0,3% were persons with disabilities and 0,8% were non-Namibians. The number of employees trained the Tourism and Hospitality Sector represented an increase of 10% in the number of employees trained during the preceding corresponding review period. Managers accounted for 9% of employees trained.

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	5	1	33	2	0	0	2	0	40	3	43
Senior Management	17	6	43	15	0	0	8	1	68	22	90
Middle Management	42	35	48	36	4	0	8	2	102	73	175
Specialised/skilled/senior supervisory	178	59	99	40	1	0	28	3	306	102	408
Skilled	1079	313	72	67	2	3	4	3	1157	386	1543
Semi-skilled	611	110	10	8	3	0	2	0	626	118	744
Unskilled	439	94	0	0	3	0	0	0	442	94	536
Total permanent	2371	618	305	168	13	3	52	9	2741	798	3539
Casual/temporary and seasonal	147	30	4	0	0	0	0	0	151	30	181
Total	2518	648	309	168	13	3	52	9	2892	828	3720

The Transport Sector reported on a workforce totalling 3 720 employees, 10% less than the number of employees covered by the reports received during the previous corresponding review period. Men, by far, outnumbered women in the Transport Sector, as they accounted for 78% of employees in that industry. Even though White employees comprised only 13% of the workforce in Transport Sector, they occupied 57% of the management positions, while only 34% of managers were previously racially disadvantaged and 9% were non-Namibians. Surprising though, women who only comprised 22% of the workforce, accounted for 32% of positions at the management levels.

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	1	0	0	0	0	0	1	0	1
Senior Management	1	1	7	2	0	0	1	1	9	4	13
Middle Management	4	4	14	7	0	0	1	1	19	12	31
Specialised/skilled/senior supervisory	32	4	23	10	0	0	7	0	62	14	76
Skilled	265	44	37	24	0	1	2	0	304	69	373
Semi-skilled	253	34	8	10	0	0	0	0	261	44	305
Unskilled	279	26	1	0	1	0	0	0	281	26	307
Total permanent	834	113	91	53	1	1	11	2	937	169	1106
Casual/temporary and seasonal	183	39	5	4	0	0	0	0	188	43	231
Total	1017	152	96	57	1	1	11	2	1125	212	1337

The Transport Sector hired 1 337 persons during the period under review, representing an increase of 34% in the number of persons hired during the previous corresponding review period. Only 16% of persons hired during 2016-2017 were women, while 92% of persons hired were from the persons in designated groups.

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	3	1	0	0	0	0	3	1	4
Senior Management	0	2	1	0	0	0	0	0	1	2	3
Middle Management	2	3	7	2	0	0	0	0	9	5	14
Specialised/skilled/senior supervisory	10	1	1	1	0	0	0	0	11	2	13
Skilled	29	7	7	0	0	0	0	0	36	7	43
Semi-skilled	18	9	0	0	1	0	0	0	19	9	28
Unskilled	29	1	0	0	0	0	0	0	29	1	30
Total permanent	88	23	19	4	1	0	0	0	108	27	135
Casual/temporary and seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	88	23	19	4	1	0	0	0	108	27	135

The Transport Sector recorded 135 promotions in the industry countrywide, 80% of whom were men, but only one persons with disabilities was promoted. Persons in designated groups comprised 86% of employees promoted during the 2016-2017 review period.

Transport Sector

Table 4: Termination

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	1	3	0	0	0	1	0	4	1	5
Senior Management	0	2	9	1	0	0	4	1	13	4	17
Middle Management	3	2	18	8	0	0	1	1	22	11	33
Specialised/skilled/senior supervisory	26	8	36	8	1	0	11	1	74	17	91
Skilled	177	30	20	29	0	2	1	0	198	61	259
Semi-skilled	202	39	5	8	0	0	0	0	207	47	254
Unskilled	290	28	1	0	3	0	0	0	294	28	322
Total permanent	698	110	92	54	4	2	18	3	812	169	981
Casual/temporary and seasonal	157	16	4	4	0	0	1	1	162	21	183
Total	855	126	96	58	4	2	19	4	974	190	1164

The Transport Sector recorded 1 164 cases of employment contract terminations during the period under review, and increase of 10% in the number of employees whose contract of employment ended during the previous corresponding review period. Even though women comprised only 22% of employees in the Transport Sector, 16% of employees whose contracts of employment ended in the sector 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	359	68	59	40	2	2	7	1	427	111	538
Non-renewal of contract	165	20	1	4	0	0	1	1	167	25	192
Dismissal - Retrenchment	68	15	5	2	0	0	0	0	73	17	90
Dismissal - Misconduct	196	6	5	1	2	0	0	0	203	7	210
Dismissal - incapacity	3	0	0	1	0	0	0	0	3	1	4
Other	64	17	26	10	0	0	11	2	101	29	130
Total	855	126	96	58	4	2	19	4	974	190	1164

The majority, 46%, of employees' contract of employment ended through resignation, followed by dismissal due to misconduct, 18%. Most women, 58%, left their jobs through resignation.

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	1	0	5	1	0	0	0	0	6	1	7
Senior Management	8	3	14	5	0	0	4	1	26	9	35
Middle Management	20	15	26	12	2	1	3	0	51	28	79
Specialised/skilled/senior supervisory	69	18	53	17	1	0	6	0	129	35	164
Skilled	436	192	40	29	0	2	2	1	478	224	702
Semi-skilled	188	31	9	1	1	0	0	0	198	32	230
Unskilled	131	16	0	0	1	0	0	0	132	16	148
Total permanent	853	275	147	65	5	3	15	2	1020	345	1365
Casual/temporary and seasonal	4	2	0	0	0	0	0	0	4	2	6
Total	857	277	147	65	5	3	15	2	1024	347	1371

The Transport Sector reported to have trained 1 371 employees during the period under review, an increase of 36% in the number of employees trained during the previous corresponding period. Only 25% of employees trained were women and 1% were non-Namibians. Employees at the management levels comprised 9% of employees trained.

Wholesale and Retail Sector

Table 1: Workforce Profile

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	13	4	92	23	0	0	13	0	118	27	145
Senior Management	78	45	175	62	2	2	24	8	279	117	396
Middle Management	331	391	269	156	2	8	44	10	646	565	1211
Specialised/skilled/ senior supervisory	953	1067	206	162	7	6	11	12	1177	1247	2424
Skilled	2416	1859	195	227	6	6	9	6	2626	2098	4724
Semi-skilled	4610	5399	47	56	20	9	1	0	4678	5464	10142
Unskilled	3336	3368	5	2	20	20	1	0	3362	3390	6752
Total permanent	11737	12133	989	688	57	51	103	36	12886	12908	25794
Casual/temporary and seasonal	1049	1162	16	11	1	1	4	1	1070	1175	2245
Total	12786	13295	1005	699	58	52	107	37	13956	14083	28039

The Wholesale and Retail Sector recorded a workforce, totalling 28 039 employees, an increase of 15% in the number reported on during the preceding corresponding review period. Women accounted for 50% of employees in the Wholesale and Retail Sector, but only 0,4% of employees were persons with disabilities and 96% of employees were persons in designated groups, but 44% of managers were White.

Wholesale and Retail Sector

Table 2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	4	1	0	0	4	0	8	1	9
Senior Management	9	7	26	12	1	1	9	1	45	21	66
Middle Management	97	83	69	37	0	2	6	4	172	126	298
Specialised/skilled / senior supervisory	343	259	50	38	1	0	3	2	397	299	696
Skilled	706	489	81	78	0	1	1	3	788	571	1359
Semi-skilled	2070	2397	24	31	4	1	1	0	2099	2429	4528
Unskilled	2253	2130	3	2	6	9	0	0	2262	2141	4403
Total permanent	5478	5365	257	199	12	14	24	10	5771	5588	11359
Casual/temporary and seasonal	1386	1408	19	13	1	0	4	1	1410	1422	2832
Total	6864	6773	276	212	13	14	28	11	7181	7010	14191

The Wholesale and Retail Sector hired 14 191 person during the 2016-2017 review period an increase of 32% in the number of persons hired during the preceding corresponding review period. Whites accounted for 40% of managers hired during the period under review and only 40% of manager hired women. Only 0,2% of persons hired during the 2016-2017 review period were person with disabilities.

Wholesale and Retail Sector

Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	0	0	0	0	0	0	0	0	0
Senior Management	5	4	8	1	0	0	4	0	17	5	22
Middle Management	36	58	16	14	0	0	1	0	53	72	125
Specialised/skilled/senior supervisory	122	241	12	11	0	0	0	0	134	252	386
Skilled	199	211	8	12	0	0	0	0	207	223	430
Semi-skilled	306	335	5	2	1	2	0	0	312	339	651
Unskilled	291	236	0	0	0	0	0	0	291	236	527
Total permanent	959	1085	49	40	1	2	5	0	1014	1127	2141
Casual/temporary and seasonal	2	1	0	0	0	0	0	0	2	1	3
Total	961	1086	49	40	1	2	5	0	1016	1128	2144

The Wholesale and Retail Sector reported to have promoted 2 144 employees during the period under review, 53% of whom were women and 0,1% were persons with disabilities, while 95% were previously racially disadvantaged

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	8	4	0	0	1	0	10	4	14
Senior Management	14	14	46	12	0	0	2	1	62	27	89
Middle Management	52	56	57	26	0	0	8	1	117	83	200
Specialised/skilled/senior supervisory	237	235	65	40	4	1	4	3	310	279	589
Skilled	623	384	73	60	2	3	3	2	701	449	1150
Semi-skilled	1830	1913	16	25	4	7	1	0	1851	1945	3796
Unskilled	2292	2068	1	2	2	7	0	0	2295	2077	4372
Total permanent	5049	4670	266	169	12	18	19	7	5346	4864	10210
Casual/temporary and seasonal	1503	1399	21	16	2	1	6	4	1532	1420	2952
Total	6552	6069	287	185	14	19	25	11	6878	6284	13162

The Wholesale and Retail Sector parted company with 13 162 employees, 48% of whom were women and 0,3 were persons with disabilities. The previously racially disadvantaged accounted for 96% 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	2763	3201	223	146	7	10	9	6	3002	3363	6365
Non-renewal of contract	1019	480	17	10	1	1	9	3	1046	494	1540
Dismissal - Retrenchment	135	23	2	3	0	0	2	0	139	26	165
Dismissal - Misconduct	2014	1865	13	7	4	6	1	0	2032	1878	3910
Dismissal - incapacity	28	19	1	1	0	0	3	0	32	20	52
Other	593	481	31	18	2	2	1	2	627	503	1130
Total	6552	6069	287	185	14	19	25	11	6878	6284	13162

The majority of employees' contracts of employment ended through resignations, 48%, followed by non-renewal of employment contracts, 12%, while dismissal due to incapacity represented the least cases of employment contract terminations, 0,4%.

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	2	1	9	2	0	0	2	0	13	3	16
Senior Management	40	22	56	12	0	0	7	0	103	34	137
Middle Management	149	178	103	67	1	2	9	2	262	249	511
Specialised/skilled/senior supervisory	437	457	89	46	0	1	0	3	526	507	1033
Skilled	972	757	120	101	2	1	7	0	1101	859	1960
Semi-skilled	1704	2296	15	25	2	2	0	0	1721	2323	4044
Unskilled	1317	1450	1	1	5	1	0	0	1323	1452	2775
Total permanent	4621	5161	393	254	10	7	25	5	5049	5427	10476
Casual/temporary and seasonal	265	261	2	4	1	0	3	0	271	265	536
Total	4886	5422	395	258	11	7	28	5	5320	5692	11012

The Wholesale and Retail Sector reported to have trained 11 012 employees during the period under review, 7% less than the number of employees trained during the preceding corresponding review period. Women comprised 52% of employees trained and 96% were persons in designated groups.

10. CONCLUSION

The Commission is relatively satisfied with the improved levels of compliance in terms of annual reporting to the Commission as provided for in the Act and the increased number of employees covered by the affirmative action reports received by the Office. The more employees are covered by the affirmative action programmes at their respective workplaces, the better chance persons in designated groups stand to benefit from the objectives of employment equity.

Even though statistics did not reveal significant improved trends in the representation of persons in designated groups at the top three occupational levels, it was encouraging to note that a number of employers' affirmative action plans reflected measures and numerical goals that were designed to improve the representation of the target groups. The Commission was particularly concerned about the continuous under-representation of persons with disabilities at virtually all levels of employment. The Commission believed that organised groups which represent persons with disabilities should collaborate with the Commission and coordinate efforts aimed at ensuring that this most vulnerable designated group enjoys equal access to employment opportunities. Efforts to champion the cause of persons with disabilities would not achieve the desired results if there were no buy-in and willing cooperation by employers and management of businesses. The Commission would therefore, make every effort to ensure that employers were on board for better expected outcomes.

Overall, the analysis of the figures established positive trends that are real grounds for optimism and the Commission has every reason to believe that the employment equity objectives are within reach.

11. EEC REGISTRY OF REPORTS CONSIDERED FOR THE REVIEW PERIOD 2016 - 2017

AGRICULTURAL SECTOR

1. Cape Orchard Company-Namibia
2. Conservation Agriculture Namibia
3. Frontier Grapes (Pty) Ltd
4. KAAP Agri Namibia
5. Namfo (Pty) Ltd
6. Natural Namibian Meat Producers
7. NMI Namibia (Pty) Ltd
8. Solar Grapes (Pty) Ltd

CONSTRUCTION SECTOR

1. D & M Rail Construction (Pty) Ltd
2. Afrideca Construction Namibia
3. Amupolo Building contractors cc
4. AN Construction Close Corporation
5. Arandis Services
6. Art Construction cc
7. ATMEI Construction Namibia cc
8. Aveng Namibia
9. B & K Civils (Pty) Ltd
10. BON Okapuka Crusher
11. Bothma Road Constructors & Plant Hire
12. Boutegniek cc
13. Brandberg Construction

14. Brumar Construction cc
15. China Henan International Corporation Group (Pty) Ltd
16. China Jiangsu International Namibia
17. China Jiangxi International (Namibia) (Pty) Ltd
18. China Longjian Engineering (Namibia) (Proprietary) Limited
19. China Nuclear Engineering Corporation Namibia Pty Ltd
20. China State Construction
21. CSV Construction Namibia (Pty) Ltd
22. Decora CC
23. Dynamic Concrete Solutions (Pty) Ltd
24. E & S Services
25. Earthwork Building & Civil Contractors
26. Electro Tech
27. Erastus Tuhafeni Nauyoma Technical Services (ETN) cc
28. Expo Construction
29. Forca Construction Namibia
30. Fourways Construction cc
31. GPT TransNamib Concrete Sleepers (Pty) Ltd
32. Guangxi International Construction Engineering Namibia cc
33. Hebei Xinjian Construction cc
34. Hefer Projects Namibia cc

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| 35. Henning Crusher | 64. Plumbco (Pty) Ltd |
| 36. Holm's Premix | 65. Premier Construction (Pty) Ltd |
| 37. Hue-Waldt Electrical & Construction cc | 66. QE Construction cc |
| 38. Indigenous Construction cc | 67. Qingdao Construction (Namibia) cc |
| 39. J. Groenewald Properties cc | 68. Qingjian International Group |
| 40. Jiangsu Zhengtai Construction Group | 69. Quiver Tree Investments One Three cc |
| 41. Jimmey Construction Pty Ltd | 70. RG Construction |
| 42. JNS Building Contractors | 71. Salini Namibia |
| 43. King Mandume Construction | 72. Salz Gossow |
| 44. KL Construction | 73. Schmidtco Property Developers |
| 45. Kneumayer Civil Construction Pty Ltd | 74. Sinohydro Namibia Pty Ltd |
| 46. Kraatz Marine (Pty) Ltd | 75. Stefanutti Stocks Construction (Namibia) (Pty) Ltd |
| 47. LEWCOR | 76. Strauss Group Construction cc |
| 48. LIC Pool Centre | 77. Strydo Construction cc |
| 49. Madawa Investments cc | 78. Tau Pele Construction Namibia [Pty] Ltd |
| 50. Mat Construction | 79. Tecnonam Bridge and Roads (Pty) Ltd |
| 51. MGM Properties (Pty) Ltd | 80. Top International Engineering (Namibia) Corporation (Pty) Ltd |
| 52. Mostart Investment Namibia (Pty) Ltd | 81. Vantage Enterprises |
| 53. MPP Civils Namibia cc | 82. VG Developers cc |
| 54. Namcon cc | 83. Walcon Construction cc |
| 55. Namibbeton (Pty) Ltd | 84. Water Engineering Africa |
| 56. Namibia Construction (Pty) Ltd | 85. WD Contractors cc |
| 57. New Era Investments | 86. Wibeku cc |
| 58. Nexus Group of Companies | 87. Windhoek Brick Works |
| 59. NMC Construction Namibia (Pty) Ltd | |
| 60. OJ Construction | |
| 61. Omatando Construction cc | |
| 62. Oshilongo Investment cc | |
| 63. Otjomuse Construction cc | |

EDUCATION, TRAINING AND DEVELOPMENT PRACTICES

1. Curro Education Namibia (Pty) Ltd t/a Windhoek Gymnasium Private School

2. DAPP Namibia

3. Deutscher Schulverein Windhoek (1949)

4. Highlands Christian School

5. I-Tech International Training & Education Center for Health

6. International University of Management (UIM)

7. Karibib Private School

8. Kayec Trust

9. Namcol

10. Namibia National Training Organization (Pty) Ltd t/a Windhoek Vocational Training Centre

11. Namibia University of Science and Technology

12. Namibian Maritime and Fisheries Institute

13. Namibian Institute of Mining & Technology (NIMT)

14. NIPAM

15. Security Training College of Namibia

16. SOS Children's Village Association Namibia

17. St. George's Diocesan School

18. The International University of Management

19. Triumphant College

20. University of Namibia (UNAM)

21. Windhoek Afrikaans Privaat Skool

22. Windhoek International School

FINANCIAL INTERMEDIATION

1. Agricultural Bank of Namibia

2. Alexander Forbes Namibia

3. AON Namibia (Pty) Ltd

4. Bank of Namibia

5. BDO Namibia

6. Blue Financial Services Namibia (Pty) Ltd

7. Capricorn Investment Holdings

8. Commodity exchange CC

9. Development Bank of Namibia

10. Epupa Investment Technology (Pty) Ltd

11. Finaid Financial Services (Pty) Ltd

12. Financial Consulting Services

13. FNB Namibia Ltd

14. Government Institutions Pension Fund

15. Hollard Insurance Company of Namibia Ltd

16. Magnet Bureau de Change (Pty) Ltd

17. Marsh Namibia (Pty) Ltd

18. Medscheme Namibia (Pty) Ltd

19. Nam-mic Financial Solutions (Pty) Ltd

20. Namclear (Pty) Ltd

21. Namibia Financial Institutions Supervisory Authority (NAMFISA)

22. Namibia Students Financial Assistant Fund (NSFAF)

23. Nedbank

24. Old Mutual Namibia
25. Prosperity Health Namibia
26. Revenue Solution Namibia
27. Sanlam Namibia Ltd
28. Santam Namibia
29. SBV Services Namibia
30. SME Bank LTD
31. Standard Bank Namibia Ltd
32. Trustco Group International (Pty) Ltd

FISHING INDUSTRIES

1. ABROMA Fishing Industries
2. Atlantic Pacific Fishing (Pty) Ltd
3. Benguella Enterprises
4. Benguella Sea Products (Pty) Ltd
5. Castrobro's cc
6. Cavema Fishing (Pty) Ltd
7. Corvima Investments (Pty) Ltd
8. Ekikimbo Trawling (Pty) Ltd
9. Embwiinda Fishing (Pty) Ltd
10. Erongo Marine Enterprises
11. Etosha Fishing Corporation (Pty) Ltd
12. Fisheries Observer Agency
13. Freddie Fish Processors (Pty) Ltd
14. Gendev Group
15. Hangana Sea Food (Pty) Ltd
16. Kuiseb Food Processors (Pty) Ltd
17. Marshall Reef Fishing cc

18. Merlus Group
19. Merlus Seafood Processors (Pty) Ltd
20. Namibia Fishmeal Processors
21. Namibian Fish Consumption Promotion Trust
22. Namsof Fishing Enterprises (Pty) Ltd
23. Nova Nam Group of Companies
24. Omualu Fish Processors
25. Oshimada Fishing (Pty) Ltd
26. Overberg Fishing Company
27. Rainbow Trawling Company (Pty) Ltd
28. Seaflower Group
29. Seagull Fish Processing and Consulting (Pty) Ltd
30. Seawork Group of Companies
31. Tunacor Fisheries Limited
32. United Fishing Enterprises (Pty) Ltd
33. West Coast Fishing cc
34. Westhook Fish Processors

HEALTH AND WELFARE SECTOR

1. Cottage Medi-Clinic
2. Drs Burger Venter and Van Greunen
3. Fresenius Medical Care South Africa (Pty) Ltd
4. I-Care Optometrists cc and Partnership
5. Khomas Medical Centre
6. Lady Pohamba Private Hospital
7. Medfarm Holdings

8. Medical Imaging
9. Medi-Clinic Swakopmund
10. Medixx Occupational Health Services
11. Namibia Oncology Centre Pty Ltd
12. Namibia Rescue Services t/a E-Med Rescue 24
13. Ongwediva Medipark
14. Paramount Healthcare Centre
15. Paramount Healthcare Medical Aid Administrators cc
16. Roman Catholic Hospital
17. Swakopmund Lions Club
18. The Society for Family Health
19. Windhoek Medi-Clinic

INFORMATION SYSTEMS, ELECTRONICS AND TELECOMMUNICATIONS TECHNOLOGIES

1. Actom Energy Namibia
2. Africa Online (Africa) (Pty) Ltd
3. Business Connexion Namibia (Pty) Ltd
4. Bytes Technology
5. Cenored
6. Communications Regulatory Authority of Namibia (CRAN)
7. Cuvelai Electric cc
8. Dimension Data
9. Francois Electrical
10. Gijima AST
11. Green Enterprise Solutions
12. Kriess Electrical cc

13. Mobile Telecommunications Limited (MTC)
14. Multi Solutions cc
15. Multichoice Namibia
16. Namibia Broadcasting Corporation
17. Nashua Namibia
18. Omnitel Namibia (Pty) Ltd
19. One Africa Television
20. Paratus Telecommunication
21. Power Line Africa (Pty) Ltd
22. Salt Essential Information Technology (Pty) Ltd
23. Sat-Com Communications Solutions
24. Schoemans Office Systems (Pty) Ltd
25. Silnam IT Solutions (Pty) Ltd
26. Southern Electricity Company (Pty) Ltd
27. Telecom Namibia
28. Voltelect Namibia cc
29. Voltex Namibia (Pty) Ltd
30. Walfish Electric (Pty) Ltd

LOCAL GOVERNMENT, WATER AND RELATED SERVICES

1. City of Windhoek
2. Eenhana Town Council
3. Helao Nafidi Town Council
4. Karibib Town Council
5. Khorixas Town Council
6. Municipality of Keetmanshoop

7. Municipality of Mariental
8. Municipality of Okahandja
9. Municipality of Otjivarongo
10. Municipality of Outjo
11. Municipality of Swakopmund
12. Municipality of Tsumeb
13. Municipality of Walvis Bay
14. Ongwediva Town Council
15. Opuwo Town Council
16. Oshakati Town Council
17. Outapi Town Council

MANUFACTURING

1. Almod Diamond Namibia
2. Alutech Namibia Close Corporation
3. August 26 Holding Company (Pty) Ltd
4. August 26 Textile & Garment Factory
5. Baard Group
6. Bokomo Foods Namibia
7. Brukarros Meat Processors (Pty) Ltd
8. Buchter Bricks & Blocks cc
9. Capricorn Sweets
10. Cecil Nurse Business Furniture (Pty)
11. City Sand & Bricks
12. Clover Namibia (Pty) Ltd
13. Coastal Cement Works cc
14. Coastal Pavers and Precast/ Suremix

15. Coca-Cola Namibia Bottling Company (Pty) Ltd
16. COLAS Namibia (Pty) Ltd
17. Coral Superior Coatings
18. Crushco Trading cc
19. Dinapama Manufacturing & Supplies
20. Dream-Land Investments cc
21. Elso Holdings cc
22. Etosha Charcoal Pty Ltd
23. Guan's Packaging
24. H Jensen Bau-und Mobelitschlerei
25. Jumbo Charcoal Pty Ltd
26. Kachas Industrial Trust t/a Supersand
27. Kansai Plascon Namibia (Pty) Ltd
28. KHW Reiser t/Reiser Taxidermy
29. Mello Foods CC
30. Metallum Fabricatio Pty Ltd
31. Mpact Corrugated Pty Ltd
32. Nakara CC
33. Nambrick & Concrete cc
34. Namcot Diamond (Pty) Ltd
35. NAMGEM Diamond Manufacturing Company (Pty)Ltd
36. Namib Foam
37. Namib Wood
38. Namibia Quality Beverages Pty Ltd
39. Namibia Breweries
40. Namibia Dairies
41. Namibia Plastic Converters (Pty) Ltd
42. Nirosta (Pty) Ltd

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| 43. Ohorongo Cement [Pty] Ltd | 4. Best Cheer Investments Pty Ltd |
| 44. P. Operman t/a Katima Brickmaking | 5. Craton Mining Expropriation (Pty) Ltd |
| 45. Pena Manufacturing cc | 6. De Beers Marine Namibia |
| 46. Peralin Paints (Pty) | 7. Dundee Precious Metal Tsumeb (Pty) Ltd |
| 47. Plastic Packaging | 8. Karibib Mining & Construction Co. |
| 48. Q-Crete Ready Mix cc | 9. Langer Heinrich Uranium (Pty) Ltd |
| 49. Rocla Pipes (Pty) Ltd | 10. NAMDEB |
| 50. Rosh Pinah Bricks & Sand cc | 11. Namibia Diamond Trading Company (Pty) Ltd (NDTC) |
| 51. Sabmiller Namibia | 12. National Petroleum Corporation |
| 52. Schachter & Namdar Namibia (Pty) Ltd | 13. Nu-Diamond Manufacturing |
| 53. Southey Namibia Pty Ltd | 14. Omusati Granite (Pty) Ltd |
| 54. Starke Manufacturing & Airconditioning cc | 15. Otjozondou Mining (Pty) Ltd |
| 55. Steel Force cc | 16. QKR Namibia Navachab Gold Mine |
| 56. Taurus Maintenance Products Namibia (Pty) Ltd | 17. Quant Maintenance Service Namibia (Pty) Ltd |
| 57. Taxidermy Studio - Otjiwarongo | 18. Rosh Pinah Zinc Corporations (Pty) Ltd |
| 58. The Wood Connections cc | 19. Rossing Uranium Ltd |
| 59. Trophaendienste cc | 20. Scorpion Zinc Mining Co. |
| 60. Tutungeni | 21. Surecast Mining and Construction |
| 61. TVD Parreira t/a Kavango Mills | 22. Swakop Uranium |
| 62. West Coast Joinery Suppliers | 23. Trau Bros Diamond Namibia |
| 63. Windhoek Macschinen Fabriek (1998) (Pty) | |

MINING

1. Areva Resources Namibia
2. B2 Gold mine
3. Beifang Mining and Technology Services (Namibia) (Pty) Ltd

PRIVATE SECURITY, LEGAL AND CORRECTIONAL SERVICES

1. African King Security Services cc
2. Baobab Security
3. Blitz Security cc
4. C.I.S Security Services

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| 5. Castle Security Services cc | 2. Anti-Corruption Commission |
| 6. Crown Security CC | 3. Electoral Commission of Namibia |
| 7. Dr Weder Kauta & Hoveka Inc | 4. Erongo Regional Council |
| 8. Eagle Night Watch Security cc | 5. Hardap Regional Council |
| 9. ENSAFRICA/Namibia Incorporated | 6. Kavango East Regional Council |
| 10. Erongo Axis Security | 7. Khomas Regional Council |
| 11. Falcon Africa Security Holdings | 8. Kunene Regional Council |
| 12. G4S Security Services Namibia (Pty) Ltd | 9. Ministry of Defence |
| 13. Katima Security Services cc | 10. Ministry of Education |
| 14. Mburu Security Services | 11. Ministry of Environment and Tourism |
| 15. Mpungu Security cc | 12. Ministry of Finance |
| 16. Namibia Protection Services | 13. Ministry of Fisheries and Marine Resources |
| 17. Omega Security | 14. Ministry of Gender Equality and Child Welfare |
| 18. Oshana Security cc | 15. Ministry of Health and Social Services |
| 19. Royal Security Services | 16. Ministry of Higher Education Training and Innovation |
| 20. Rubbicon Security Services cc | 17. Ministry of Home Affairs and Immigration |
| 21. Seena Legal Consult (Pty) Ltd | 18. Ministry of Industrialisation, Trade and SME Development |
| 22. Shilimela Security and Debt collections cc | 19. Ministry of Information and Communication Technology |
| 23. Shimwe Trading Enterprise | 20. Ministry of International Relation and Cooperation |
| 24. Triple One Investment cc | 21. Ministry of Justice |
| 25. Ultra Security cc | 22. Ministry of Labour and Social Welfare |
| 26. Van der Merwe - Greeff Incorporated cc | 23. Ministry of Lands and Reform |
| 27. Vicman Security Services | 24. Ministry of Mines and Energy |
| | 25. Ministry of Poverty Eradication and Social Welfare |
- PUBLIC SERVICE**
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| 1. //Karas Regional Council |
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| 26. Ministry of Safety and Security | 9. Alternative Energy Systems CC T/A Alensy cc |
| 27. Ministry of Urban and Rural Development | 10. AMTA-Agro Marketing And Trade Agency |
| 28. Ministry of Youth, National Service, Sport and Culture | 11. Andreas Armas Stevedoring |
| 29. National Assembly | 12. Antonius Residence Trust |
| 30. National Council | 13. Asco Car Hire |
| 31. National Planning Commission | 14. Atlas Copco Namibia |
| 32. Office of the Auditor-General | 15. Aurecon Namibia |
| 33. Office of the President (State House) | 16. Auto Exec |
| 34. Office of the Prime Minister | 17. AVBOB |
| 35. Office of the Vice-President - Veterans Affiars | 18. Barnard Mutua Architects |
| 36. Ohangwena Regional Council | 19. Baywash Cleaning Services |
| 37. Omaheke Regional Council | 20. Bejaardesorg Vereniging - Okahandja |
| 38. Omusati Regional Council | 21. Benthin African Agencies (Pty) Ltd |
| 39. Oshana Regional Council | 22. Bicon Namibia (Pty) Ltd |
| 40. Oshikoto Regional Council | 23. Blood Transfusion Service of Namibia |
| 41. Otjozondjupa Regional Council | 24. Blums Garage |
| | 25. Bossies Outdoor Products |
| | 26. Bulk Mining Explosives Namibia (Pty) Ltd |
| | 27. Bureau Veritas Namibia Pty Ltd |
| | 28. Burmeister & Partners |
| | 29. Business and Intellectual Property Authority (BIPA) |
| | 30. Carlo Upholstery |
| | 31. Catholic AIDS Action |
| | 32. Central Technical Supplies (Pty) Ltd |
| | 33. Central Import & Export Corporation cc |

SERVICE SECTOR

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|-------------------------------|--|
| 1. AAA Trading Enterprises cc | |
| 2. ABB (Pty) Ltd | |
| 3. Adforce Namibia | |
| 4. Advanced Truck Repairs cc | |
| 5. Africa Personnel Services | |
| 6. Air Cool cc | |
| 7. Airtime City | |
| 8. Alpine Caterers cc | |

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| 34. Channel Seven Media Network for Christ | 62. Erongo Contract Services |
| 35. Chiappini Trading Enterprise cc | 63. Erongo Industrial Supply & Services |
| 36. CJ ' S Service Station - Otjiwarongo | 64. Fedics Food Services Namibia (Pty) Ltd |
| 37. Claud Bosch Architect Inc | 65. Forklift and Allied Equipment cc |
| 38. Coastal Couriers | 66. Formula Courier Services Namibia |
| 39. Consulting Services Africa | 67. Fourek Investment Nine cc |
| 40. CR van Wyk & Company | 68. Fourways Total Otavi cc |
| 41. CVW Auto Body Repairs | 69. Gateway Service Center (Pty) Ltd |
| 42. Deloitte and Touche | 70. Gecko Namibia Pty Ltd |
| 43. DHL Namibia (Pty) Ltd | 71. Grant Thornton Neuhaus |
| 44. Diesel Electric | 72. Haritage Caterers |
| 45. Dry Tex Namibia (Pty) Ltd | 73. Highway Filling Station |
| 46. Dust- A- Side Namibia (Pty) Ltd | 74. Howard & Chamberlain Architects |
| 47. East End Service Centre | 75. Huis Deon Louw Old Age Home |
| 48. Eastern Once Stop Service Station | 76. Huis Palm Old Age Home - Walvisbay |
| 49. ELCIN | 77. Hydroweld Walvis Bay cc |
| 50. Electro Hinsch Contracting (Pty) Ltd | 78. Hytec Namibia |
| 51. Electro Hoon | 79. I.A Bell Equipment co Namibia (Pty) Limited |
| 52. Elektro Blitz | 80. Industrial Building Supplies & Plant Hire cc |
| 53. ELEMENT Consulting Engineers | 81. Industrial Cleaning Services cc |
| 54. Elgin Brown & Hamer Namibia | 82. Inexma Electrical Namibia (Pty) Ltd |
| 55. Ellen Number Three Properties cc t/a Swakop Truckport | 83. Interpack Consumables Manufactures cc |
| 56. Elwiwa & Edelstahlbau cc | 84. J.G Enslin t/a C. Bothma Trading |
| 57. Engen Hochland Service Station | 85. Jakaranda Service Station |
| 58. Engen Namibia (Pty) Ltd | 86. JB Cooling & Refrigeration cc |
| 59. Engen One stop Usakos cc | 87. JJ Opperman t/a Northern Auto Body Repairs |
| 60. Epupa Cleaning Services | |
| 61. Ernst & Young | |

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| 88. John Meinert Printing (1999) | 116. Namib Diesel cc |
| 89. John & Penny Group (Pty) ltd | 117. Namib Marine Services |
| 90. Joseph & Snyman (Pty) Ltd | 118. Namibia Post Ltd |
| 91. JPK Electrical Contractors cc | 119. Namibia Press Agency |
| 92. Karibib Engen | 120. Namibia Red Cross Society |
| 93. Kavehepa Cleaning Services cc | 121. Namibia Ship Chandlers |
| 94. Kleen Tek Waste Management cc | 122. Namibia Technical Services (NTS) |
| 95. Knight Piesold Consulting | 123. Namibia Collecting and Delivery Services (Namibia) (Pty) Ltd |
| 96. Kotze Bobby Repairs and Rebuilds cc | 124. Namibia Competition Commission |
| 97. KPMG Chartered Accountants | 125. Namibia Funeral Supply |
| 98. Lida Cleaning Services | 126. Namibia Media Holding |
| 99. Lida Outsourcing Services cc | 127. Namibia Standards Institute (NSI) |
| 100. Lifeline Childline Namibia | 128. Namibia Statics Agency |
| 101. Lithon Project Consultants (Pty) Ltd | 129. Namibia Training Authority |
| 102. Logistics Support Services (Pty) Ltd | 130. Namibian Ports Authority (NAMPORT) |
| 103. Lynx Investigations | 131. Namibian Qualification Authority |
| 104. M Pupkewitz & Sons (Pty) Ltd | 132. Nampower |
| 105. Magnolia Investments two t/a Monte' Christo Convenience Centre | 133. Namwater Corp. Ltd |
| 106. Mariental Fuel Centre | 134. National Housing Enterprises (NHE) |
| 107. Mariental Piggery | 135. National Youth Service |
| 108. Martins Enterprises cc | 136. NEC Power and Pumps (Pty) Ltd |
| 109. Master Alarms cc | 137. New Era Publications Corporation |
| 110. Maxes Office Machines | 138. Nicmar Electrical Services cc t/a NS ELECTRIC |
| 111. Meatboard of Namibia | 139. Noordoewer One Stop Service station |
| 112. Millenium Investment Holdings (Pty) Ltd | 140. Nored Electricity (Pty) Ltd |
| 113. Minolco Namibia (Pty) Ltd | 141. Northern Fuel Distributors cc |
| 114. Morse Investments (Pty) Ltd | |
| 115. MVA Fund | |

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| 142. Northern Namibia Development Company (Pty) Ltd | 170. schenker Namibia (Pty) Ltd |
| 143. Nutrifood (Pty) Ltd | 171. Seal Caterers (Pty) Ltd |
| 144. Ohlthaver & List | 172. Seasonire Pty Ltd |
| 145. Okapana Service Station | 173. Seelinbinder Consulting Engineers |
| 146. Omaruru Engineering Works cc | 174. Servest Multi Services group (Pty) Ltd |
| 147. Omhalanga Mills Pty Ltd | 175. SGA Chartered Accountant & Auditors |
| 148. Omidi Trading cc | 176. Social Security Commission |
| 149. Onyofi Catering Supplies cc | 177. Solitaire Press (Pty) Ltd |
| 150. Oude Rust Oord | 178. Southgate Service Centre |
| 151. Paragon Investment Holdings (Pty). | 179. Spraytech Bodyworks cc |
| 152. PKF Namibia | 180. Spring Clean Services |
| 153. Prime Press | 181. Sripp Namibia Trading cc |
| 154. Prinzessin Rupprecht Heim | 182. Stacks Properties Investment 118 cc t/a Securisol Namibia |
| 155. Project Hope | 183. Star Body Works |
| 156. Puma Energy Namibia | 184. Steel and Industrial Supplies (Pty) Ltd |
| 157. Radil Truss Industries (Pty) Ltd | 185. Susan Cleaning Service |
| 158. Radio Electronic cc | 186. Taeuber & Corssen SWA (Pty) Ltd |
| 159. Raino's Truck & Auto Repairs cc | 187. The Free Press of Namibia - The Namibian (Pty) Ltd |
| 160. Rennies Travel Namibia | 188. The Document Warehouse (Pty) Ltd |
| 161. Rent - A - Drum cc | 189. Three-Way Shell Okahandja |
| 162. Rent - A -Toilets cc | 190. Tjiuee Cleaning Services cc |
| 163. Rent a Plant | 191. Total Namibia |
| 164. Retirements Fund Solutions Namibia (Pty) Ltd | 192. Trans Caprivi |
| 165. Roads Authority | 193. Trentyre Namibia |
| 166. Rundu Truck Stop | 194. Trio-Data Business Risk Consultant |
| 167. Ruppig Body Works | 195. Trust Market Ship Chandlers and Bakery |
| 168. Saager Aircool | 196. Tulipamwe Consulting Engineers |
| 169. Sandworx cc | |

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| 197. Uibasen Services | 6. B One City Foods cc T/A Nando's Katutura Restaurant |
| 198. Value Logistics Namibia (Pty) Ltd | 7. Bahnhof Hotel cc |
| 199. Van der Walt Motors | 8. Bandits Gambling |
| 200. Vector Logisticssolutions Namibia (Pty) Ltd | 9. BB Coetzee t/a Mukusi Cabins |
| 201. Vineta Shell | 10. Beach Hotel Swakopmund cc |
| 202. VMK Investment cc | 11. C'est Si Bon Hotel cc |
| 203. Voorslag Steelworks cc | 12. Cape Cross Lodge |
| 204. W.S Dippenaar t/a PZN Panelbeaters | 13. Casa Forno Country Hotel |
| 205. Walters Electrical | 14. Chiwani Business Trust |
| 206. Walters Motors | 15. Desert Creek Spur |
| 207. Walvis Bay Marine Engineering cc | 16. Epacha Resorts (Pty) Ltd |
| 208. Wenela Service Station cc | 17. Fish River Lodge |
| 209. Wesco Engineering Services (Pty) Ltd | 18. Free Namibia Caterers cc |
| 210. Wesco Waste Management (Pty) Ltd | 19. Goba Lodge & Rest Camp |
| 211. Windhoek Consulting Engineers | 20. Gondwana Collection Namibia |
| 212. Windhoek Hire, Sales and Services | 21. Grootberg Lodge |
| 213. Wings Distributors cc | 22. Hansa Hotel Swakopmund |
| 214. Wispeco Aluminium & Glass (Pty) Ltd | 23. Heja Game Lodge |
| 215. Zeda Namibia (Pty) Ltd | 24. Hickory Creek Spur |
| 216. Zimmerman Garage (Pty) Ltd | 25. Hilton Windhoek |
| | 26. Hotel Deutsches Haus |
| | 27. Hotel Thule cc |
| | 28. Independence Catering (Pty) Ltd |
| | 29. Intergrated Rural Development and Nature Conservation |
| | 30. intu Afrika Reserve and Lodges (Pty) Ltd |
| | 31. Joe's Beer House |
| | 32. Kambaku Lodge and Safaris cc |
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- TOURISM AND HOSPITALITY**
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|---|--|
| 1. Erindi Ranch Game Reserve | |
| 2. Abenteuer African Safari cc | |
| 3. Antigua Island Investments t/a Palmwag Lodge | |
| 4. Atlantic Chicken Company (Pty) Ltd | |
| 5. Avani Windhoek Hotel & Casino | |

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| 33. Klein Aus Vista | 59. Protea Hotel- Pelican Bay |
| 34. Kubata Restaurant | 60. Roof of Africa |
| 35. Kupfer Quelle Resort | 61. Safari Hotels (Pty) Ltd |
| 36. Luderltz Nest Hotel | 62. Seaside Hotel and Spa |
| 37. Macnam Caterbake cc | 63. Sense of Africa |
| 38. Minen Hotel | 64. Silver Wolf Spur |
| 39. Mushara Lodge | 65. Sun Karros Lifestyle Safaris (Pty) Ltd |
| 40. Namibia Wildlife Resorts | 66. Swakopmund Hotel and Entertainment Centre |
| 41. Nandos Klein Windhoek | 67. Taleni Africa Tourism Holdings (Pty) Ltd |
| 42. Nedbel Holdings Company | 68. The Farm Bed & Breakfast & Restaurant |
| 43. Ngandu Safarie Lodge | 69. The Lighthouse Group |
| 44. Nikea-Pireas Investments cc t/a Makalani Hotel | 70. The Tug Restaurant |
| 45. Norothama River Resort cc | 71. Tsepo Catering Pty Ltd |
| 46. O&L Leisure (Pty) Ltd Hotels/Lodges | 72. Tulipamwe Catering Services cc |
| 47. Ocean Foods Town Square cc t/a Ocean Basket - Town Square | 73. Twyfelfontein Country Lodge (Pty) Ltd |
| 48. Ocean Foods Windhoek cc t/a Ocean Basket - The Grove Mall | 74. Village Boutique Hotel |
| 49. Okahandja Country Hotel | 75. Wild Dog Safaris Namibia |
| 50. Olympia Foods t/a Nando's Olympia | 76. Wilderness Safaris |
| 51. Ongava Game Reserve | 77. Wimpy Wernhill |
| 52. Ongombe Safaris & Logistics | 78. Windhoek Country Club Resort and Casino |
| 53. Opuwo Country Hotel | |
| 54. Out of Africa | |
| 55. Protea Hotel - Ondangwa | |
| 56. Protea Hotel Furstenhoff (Pty) Ltd | |
| 57. Protea Hotel Thuringerhof (Pty) Ltd | |
| 58. Protea Hotel Zambezi River Lodge Pty Ltd | |
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- TRANSPORT SECTOR**
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| 1. A Van Der Walt Transport (Namibia) |
| 2. Absolute Logistics |
| 3. Air Namibia |
| 4. Barloworld Equipment |
| 5. Coleman Transport |

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| 6. Corridor Logistics | 9. Asfred Supplies cc t/a Probst Willi Bakery |
| 7. Crossroad Distribution Namibia (Jowells Transport Namibia (Pty) | 10. Associated Motor Holdings Namibia (Pty) Ltd |
| 8. Europcar Namibia | 11. Auas Motors |
| 9. FP du Toit Transport (Pty) Ltd | 12. Autosueco (Namibia) |
| 10. In Touch Cargo Namibia Pty Ltd | 13. AVI Distributors Namibia |
| 11. Intercape Namibia (Pty) Ltd | 14. B & B Trucks and Spares Gobabis |
| 12. La Croix du Sud Holdings (Truck & Cab) | 15. Beefcor Meat Suppliers (Pty) Ltd |
| 13. Logistix International (Pty) Ltd | 16. Benguella Butchery cc |
| 14. Maritz Transport | 17. Beukes Spar |
| 15. Namibia Stevedoring Services | 18. BIO DYNAMICS (Pty) Ltd |
| 16. Panel to Panel cc | 19. Burbridge Glass cc |
| 17. Snyman Transport | 20. C G Morors - Mariental |
| 18. South African Airways (Namibia) | 21. Cadet Investments cc |
| 19. Transworld Cargo (Pty) Ltd | 22. Canocopy Pty Ltd |
| 20. Trip Travel (Pty) Ltd | 23. CIC and Supra Sales (Pty) Ltd |
| 21. West Air Maintenance | 24. Closwa Biltong Factory |
| 22. WP Transport (Pty)Ltd | 25. Commercial Cold Storage (Namibia) (Pty) Ltd |

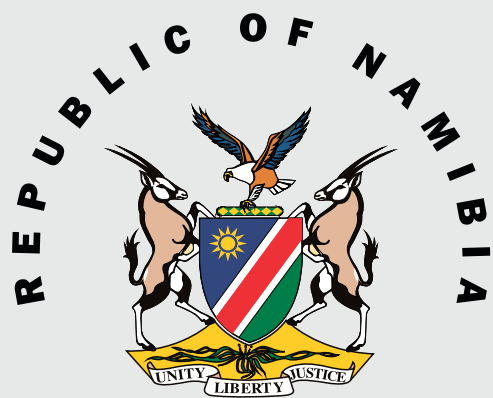
WHOLESALE AND RETAIL

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|-----------------------------------|-------------------------------------|
| 1. A Wutow Trading Co (Pty) Ltd | 26. Complete Lifestyle Warehouse cc |
| 2. ADCON cc | 27. Crown Build-It |
| 3. Africa Commercial Vehicles | 28. Cymot (Pty) Ltd |
| 4. Africa Glass Namibia (Pty) Ltd | 29. Danric Auto |
| 5. African Marketing | 30. Delhi Mini Market & Bakery |
| 6. African Packaging (Pty) Ltd | 31. Denu Distributors |
| 7. Afrox Namibia | 32. Die Plaaskombuis |
| 8. Agra Co-operative Ltd | 33. Diroyal Motors |
| | 34. Distell Namibia |
| | 35. Dorgeloh Group |

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| 36. Doug's Bakery | 61. Herco Marketing (Pty) Ltd |
| 37. Dunns Stores | 62. HOMBE Supermarket |
| 38. Eastern Super Store t/a Foodzone | 63. ILT Properties t/a Luderitz Spar |
| 39. Edcon (Pty) Ltd | 64. Indongo Toyota |
| 40. Eloff Service Station t/a Total Swakopmund | 65. International Commercial (Pty) Ltd |
| 41. Engen Enterprises | 66. International Facilities Services |
| 42. Erongo Agencies | 67. Invictus Trading cc |
| 43. Erongo Trading t/a Omaruru Spar | 68. Jan Japan Motors cc |
| 44. Fabupharm | 69. Kambwa Trading cc |
| 45. Fashion Retailers Pty Ltd | 70. Karas Spar & Fuel Station |
| 46. Feist Investment 84 cc t/a Omwandi Shell | 71. Karnic Distributors cc |
| 47. Fonteine Trading cc T/A Fontein OK grocer | 72. Klein Windhoek Schlachtereij |
| 48. Fountain Friendly OK Supermarket | 73. Komatsu Namibia Mining Equipment (Pty) Ltd |
| 49. Fruit and Veg City | 74. L.M Nel t/a Auto Mech |
| 50. Game Discount World Namibia (Pty) Ltd | 75. Lewis Stores |
| 51. Geka Pharma (Pty) Ltd | 76. Lewis Stores |
| 52. Genmed cc | 77. Luderitz Retailers cc T/A OK Grocer Luderitz |
| 53. Gift Supermarket cc and Lyeeta Supermarket cc | 78. Luso Investments T/A Build It |
| 54. Gobabis Spar | 79. Luxury Investment Sixty Nine (Pty) Ltd T/a Stampriet Farmers Market (Pty) Ltd |
| 55. Greg's Motor Spares | 80. Manica Group Namibia (Pty) Ltd |
| 56. Grootfontein Spar | 81. Manmar Investments One Hundred Twelve (Pty) Ltd t/a Autozone |
| 57. H. Charney & Co. cc | 82. Maqui Duty Free (Pty) Ltd |
| 58. H.H Simon t/a Mariental Toyota | 83. Mariental Abattoir |
| 59. Hartlief Continental Meat Products (Pty) Ltd | 84. Meatco Namibia |
| 60. Hentiesbay Spar | 85. Mega Shade Namibia |
| | 86. Metje and Ziegler Limited |

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| 87. MGC Transport | 114. Protea Spar Walvis Bay |
| 88. Model Pick & Pay Family Supermarket(s) | 115. Pupkewitz Catering Supplies Pty Ltd |
| 89. Motovac Namibia | 116. Pupkewitz Mega Tech |
| 90. Multi-Tyre (Pty) Ltd | 117. Pupkewitz Motor Division |
| 91. Nambil Meat Suupplies cc | 118. Quality Tyres (Pty) Ltd |
| 92. Namib Roses | 119. Ritter's Toyota |
| 93. Namibia Joinery Suppliers (NJS) | 120. Rocky Crest Supermarket |
| 94. Nampharm (Pty) Ltd | 121. Rosh Pinah Spar cc |
| 95. Nandos Independence | 122. Rundu Spar |
| 96. Netwood (Pty) Ltd | 123. Scania Namibia (Pty) Ltd |
| 97. Nictus Furnishers | 124. Scrap Metal Sales cc |
| 98. Nuwe Welkom Spar Keetmanshoop | 125. Scrap Salvage (Pty) Ltd t/a Epic Transport cc |
| 99. O. Behrens & Co. (Pty) Ltd | 126. Sea Pride Food Services (Pty) Ltd |
| 100. Ocean View Spar | 127. Seapride Foods |
| 101. Oceano Atlantico Superstore | 128. Shetweni Wholesale and Investment |
| 102. OK Foods - Outjo | 129. Shoprite Checkers |
| 103. OK Mini Market Karibib | 130. Simpex (Pty) Ltd |
| 104. Ok Value Khorixas | 131. SMC Brands Namibia |
| 105. Okahandja Spar | 132. Southwest Bakeries |
| 106. Olympia Enterprises cc | 133. Spes Bona Motors Company |
| 107. Omaheke Megasave | 134. Spot-on Shopping Centre |
| 108. Ongwediva Spar | 135. Subway Service Station |
| 109. Oranjemund Spar | 136. Swaco Group of Companies |
| 110. Orban Investment 375 Pty Ltd T/a CTM | 137. Swakopmund Super Spar |
| 111. Oshana Hardware cc t/a Build It | 138. The Maritz Business Trust t/a Keetmanshoop One Stop, Wimpy and Maritz Country Lodge |
| 112. PEP Namibia Holdings | 139. The Sign Shop cc |
| 113. Portuguese Market Garden T/A Ok Grocer | 140. Theo's Spar Otjiwarongo cc |

141. Tongaat Hulett Namibia (Pty) Ltd
142. Truworths
143. Tyrepro Namibia (Pty) Ltd
144. Vietor & Raaf - Aranós
145. Volkswinkel Spar
146. Waldschmidt Eggs cc
147. Waltons Namibia
148. WAP PHAMACARE cc
149. Wecke & Voigts (Pty) Ltd
150. Welwitchia Fuel cc
151. West Coast Aluminium & Glass
152. Windhoek Super Tyres (Pty) Ltd
153. Windhoek Cash & Carry
154. Wispeco Namibia [Pty] Ltd
155. Woermann Brock & Co.
(Swakopmund) (Pty) Ltd
156. Woermann Brock Supermarket
157. Woermann Brock Hardware &
Building Supplies (Pty) Ltd
158. Woolworths Namibia (Pty) Ltd



EMPLOYMENT EQUITY COMMISSION