

EMPLOYMENT EQUITY COMMISSION

EMPLOYMENT EQUITY COMMISSION

ANNUAL
REPORT

2017/2018

EEC 019

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FOREWORD



I take much pleasure in presenting the 19th Annual Report, for the period 2017-2018, to the minister of Labour, Industrial Relations and Employment Creation, in terms of Section 16 of the Affirmative Action (Employment) Act, No. 29 of 1998.

It is now 28 years since Namibia attained its independence from the South African Apartheid administration and 19 years since the promulgation of the Affirmative Action (Employment) Act, No. 29 of 1998, which is aimed at transforming the workforce that, at the time, mirrored the marginalisation of employees other than Whites. The Namibian workforce was then characterised by a disproportionate distribution of jobs, incomes and occupations along racial lines. However, the employee statistics gleaned from the employers' affirmative action reports during the period under review, revealed that the objective of transforming the Namibian workforce into an equitable and a demographically representative one, has not yet been achieved. There is therefore, a need for a thorough reflection and deliberate refocus on new implementation strategies of affirmative action programmes at every workplace for better results. It is not acceptable that after 19 years of affirmative action implementation that White employees, who constitute a mere 4% of the workforce, occupy 56% of positions at the Executive Director level and 26% of management positions.

This fundamental failure to transform the disproportionate share of positions at the three topmost occupational levels, should be squarely placed on the management of mostly white owned businesses in the private sector. The White management takes employment decisions that are

influenced by racial prejudice and by so doing, they deliberately maintain the management profile that is skewed towards the White race. The challenge therefore, is that even though the employment equity legislation seeks to achieve the total transformation of the workforce composition that mirrors the White dominated management, the racial bigots do not appear to be ready to embrace the government's transformation agenda of an inclusive and racially diverse workforce.

Another challenge the Commission has to grapple with since the inception of this oversight body, is the apparent lack of goodwill on the part of employers to afford persons with disabilities equal opportunity. They are underrepresented at almost every occupational level despite the Commission's rigorous effort to sensitize employers to the apparent discrimination against persons with disabilities. The Affirmative Action (Employment) Act, provides for the preferential consideration of persons with disabilities as is the case with other designated groups when employment opportunities become available. However, employment and promotion statistics continue to show marginal improvement in the representation of this vulnerable group. Even though the Commission could, in terms of the law, press charges against any employer who, through their employment decision, discriminates against any person, it is relatively difficult to prove a case of discrimination unless a complainant comes forward to lodge a complaint of discrimination against a specific employer.

I must however, hasten to point out that even though the statistical figures gleaned from employers' affirmative action reports during the 19 years of affirmative action implementation have shown slow progress toward the desired level of equity in employment, it is not all doom and gloom for our national programme of affirmative action. The country needs only transformational leaders and transformational management that will give fresh impetus to Namibia's agenda of transformation in employment.

VILBARD T. USIKU

EMPLOYMENT EQUITY COMMISSIONER

VISION

The Employment Equity Commission's Vision is -

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

MISSION

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

OUR OPERATIONAL VALUES

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

Transparency

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

Confidentiality

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

Objectivity

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

Justice

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

Quality

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

EMPLOYMENT EQUITY COMMISSION-CUSTOMER SERVICE CHARTER

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

CORE FUNCTION OF THE EMPLOYMENT EQUITY COMMISSION

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

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

THIS CHARTER:

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

WE COMMIT OURSELVES TO:

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

WE SHALL STRIVE TO PROVIDE THE FOLLOWING STANDARDS OF SERVICE:

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

- We shall attend to any complaint brought to our attention within twenty (20) days.

OUR EXPECTATIONS FROM RELEVANT EMPLOYERS:

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

EXECUTIVE SUMMARY

This 19th Annual Report of the Employment Equity Commission covers the review period 1 April 2017 to 31 March 2018.

The Commission was pleased to record yet another improved rate of compliance by relevant employers, as the number of affirmative action reports received by the Office and the number of employees covered by affirmative action programmes at workplaces countrywide showed an upward trend during the 2017-2018 review period.

A total of 923 relevant employers submitted their reports to the Commission during the period under review, an increase of 5% in the number of affirmative action reports received during the previous corresponding review period. Similarly, the number of employees covered by affirmative action reports received by the Office increased by 5% compared to the 263 720 employees reported on during the previous corresponding review period. Only 0,4% employees reported on were persons with disabilities, while 46% of the workforce were women and 1% were non-Namibians. White employees accounted for 56% of positions at the Executive Directors level, unchanged from the percentage of Executive Directors recorded during the previous corresponding review period.

Even though the previously racially disadvantaged comprised 94% of the total workforce reported on during the 2017-2018 review period, they accounted only for 30% of Executive Directors, while 21% were women and 13% non-Namibians. The previously racially disadvantaged accounted for 63% of managerial positions. However, White employees who comprised only 4% of the workforce accounted for 29% of positions at the management levels. This disproportionate racial composition of managers has been consistent over the years and is therefore, a

cause for serious concern as it became apparent that racial prejudice continues to influence employment decisions in favour of White candidates and thus perpetuating White controlled management.

We are pleased to report that the Case Management System has improved the communication link between the Office of the Commission and the designated employers. Registration of affirmative action reports that are submitted annually by employers is now done through the computerized system and the appointment of review officers assigned to review the employers' reports is now done online. The online communication with employers has made the administration, accessing and retrieval of data and records very efficient and convenient. The manual system the Office had used before the roll-out of the computerized Case Management System has now been phased out.

Due to limited funds, the Commission scaled down the frequency of its workplace visit in order to reduce costs. The Office encouraged employers and workers to visit the Commission's website: www.eec.gov.na, in order to access the information which would enable them to fulfil their obligation under the law. The online communication through the Case Management System made it also possible for the Office to address employers' queries online, thus making on site visits less necessary.

The Commission has identified some provisions of the Affirmative Action (Employment) Act that need legislative redress and submitted the proposed amendments to the line Minister for his consideration. The proposed amendments, if approved by Parliament, would close the identified loopholes and strengthen the Act's capacity to enforce employer compliance with the law.

MEMBERS OF THE EMPLOYMENT EQUITY COMMISSION



Vilbard Usiku
Chairperson



Eveline T. Nsinano
Deputy Chairperson



Elizabeth M. Ndura



Eline Nghitwikwa



Bernhard Kukuri



Amber-Ivana Coerecius



Josephine Sifani



Nehemia Nghishekwa



Ramona Wittsack



Beans V. Ngatjizeko



Johannes Kangandjera



Raphael Shipulwa



Ujama J. Kaahangoro

STAFF MEMBERS OF THE EMPLOYMENT EQUITY COMMISSION



Vilbard Usiku
Chairperson



Mr. P Kapule
Deputy Director



Ms. O Kanyangela
Control Administrative Officer



Ms. O Bengela
Administrative Officer



Ms. C Tjaveondja
Administrative Officer



Ms. B Nakashole
Administrative Officer



Mr. G Mufalali
Senior Review Officer



Ms. E Ngwangwama
Review Officer



Ms. J Shailemo
Review Officer



Mr. P Sheehama
Chief Review Officer



Ms. E Mukotola
Senior Private Secretary



Ms. O Tjirutue
Administrative Officer



Mr. M Mulekesa
Administrative Officer



Mr. G Brinkmann
Review Officer



Ms. D Manuel
Review Officer



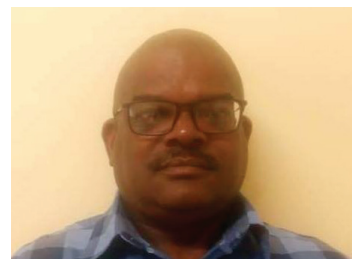
Ms. J Mathews
Institutional Worker



Mr. A Mungendje
Institutional Worker



Mr. J Hausiku
Messenger



Mr. R Garoeb
Detective Warrant Officer (1)
– NAMPOL

MEMBERS OF THE EMPLOYMENT EQUITY COMMISSION INTRODUCTION

The Employment Equity Commission is a statutory body established in terms of section 3 of the Affirmative Action (Employment Act, No. 29 of 1998). The Commission has a statutory obligation, in terms of Section 16 of the Act, to submit an annual report to the Minister responsible for Labour. The core mandate of the Commission is to have oversight of the implementation of affirmative action at the workplace.

This 19th Annual Report of the Commission is therefore, a descriptive account of the activities carried out by the Commission and the statistical analysis of the workforce profile data gleaned from the employers' affirmative action reports received during the 2017-2018 review period. The analysis of these statistical data would establish trends that emerged during the period under review which eventually, would determine as to whether there has been an improvement in the representation of persons in designated groups, especially at the top and decision-making levels of employment.

The success of the affirmative action programme is mainly determined by the level of compliance by employers. Compliance by employers is normally measured through evidence of the employers' efforts to meet the requirements of the Act. Chief amongst the requirements is the preparation of a three year Affirmative Action Plan in close consultation with employees, which is submitted to the Commission annually, as part of the employers' annual affirmative action report.

The Commission is relatively satisfied that a significant measure of employers showed their willing cooperation to comply with their legal obligation in terms of the Act, by submitting affirmative action reports that meet the requirements of the Act. However, statistical analysis of the workforce profile figures revealed that a satisfactory level of equity has not yet been achieved. It is especially the private sector that has yet to demonstrate its goodwill to bring about meaningful change in the workforce demographic distribution, especially at the three top occupational levels that continue to mirror the legacy of marginalization along the lines of race, gender and disability. The Commission should

therefore, not relent in its efforts of driving the transformation agenda in the employment sector.

ACTIVITIES OF THE YEAR UNDER REVIEW

COMMISSION MEETINGS

While executing its oversight mandate, the Commission held eight (8) meetings during the 2017-2018 review period. The Commission usually meets to, among other things, consider recommendations from review officers in respect of affirmative action reports assigned to them in terms of the Act. In addition to the Commission meetings, five (5) Committee meetings were also held to perform delegated functions in terms of the enabling legislation.

A total of 923 affirmative action reports were received from relevant employers during the 2017-2018 review period, covering 263 720 employees. The figures represented an increase of 5% in both the number of reports received and the number of employees covered by the affirmative action reports received during the period under review as compared to the figures recorded during the previous corresponding review period. However, the representation of persons with disabilities in virtually all industrial sectors countrywide, is still very disappointing as only 0,4% of employees covered by the reports received during the 2017-2018 review period, were persons with disabilities. The under-representation of persons with disabilities confirmed the assertions by bodies representing persons with disabilities that they were discriminated against. Women accounted only for 46% of the number of employees reported on during the 2017-2018 review period, while 1% of the workforce were expatriates. White employees occupied 56% of positions at the Executive Directors level, even though they comprised only 4% of the workforce. The figures confirmed that real transformation was not taking root at the top levels that matter in terms of decision making and improved levels of income and benefit.

Workforce profile statistics countrywide indicate that White employees are dominant at the three upper occupational levels in most sectors. This disproportionate racial composition of managers has been consistent over the years and is therefore, a cause for serious concern as it became apparent that racial prejudice continues to influence employment

decisions in favour of White candidates, thus perpetuating the skewed distribution of positions in favour of White employees. This unfair and unequal distribution of jobs at the top occupational levels must be confronted by all stakeholders. The workplace Affirmative Action Committee should be the structure which should advise management on the steps to be taken in order to take the necessary steps that would translate into the equitable representation of all racial groups and all designated groups. Such advice should essentially be informed by the employers' three year affirmative action plan and the set numerical goals.

CASE MANAGEMENT SYSTEM

THE Office of the Employment Equity Commission completed its migration from the manual handling of reports and documents to the computerized case management system. The new electronic system has improved the communication link between the Office of the Commission and the designated employers. Registration of employers' annual affirmative action reports is done through the electronic system and the appointment of review officers who review the affirmative action reports, is also done on line with the simultaneous online posting of a copy of the review officer so appointed, to the employer concerned. The online communication with employers, has made the administration and retrieval of data and records, efficient and easily accessible. The manual system the Office had used before the roll-out of the case management system has now been phased out.

WORKPLACE VISITS

Due to the budgetary constraints, the Commission scaled down the frequency of its workplace visits in order to reduce costs. The Office, instead encouraged employers and workers to visit the Commission's website: www.eec.gov.za, in order to access the information which would enable them to fulfil their obligation under the law. The online communication, through the case management system, made it also possible for the Office to attend to employers' queries and requests online, thus making workplace visits less necessary.

POLICY REFORM – AMENDMENTS TO THE ACT

The Commission identified some provisions in the Affirmative Action (Employment) Act, No. 29 of 1998, which need legislative redress and submitted proposed amendments to the line Minister for his consideration. The proposed amendments, if approved by Parliament, would close the identified loopholes and strengthen the Act's capacity to enforce employer compliance with the law.

COMPLAINTS RECEIVED BY THE OFFICE

The Office of the Employment Equity Commission received several complaints, mainly from workers, alleging unfair discrimination. The complaints lodged with the Commission alleged unfair discrimination relating to the following:

1. Racial bias in employment decision towards White candidates, whereby white controlled management were alleged not to consider candidate impartially and without bias when adjudicating on applications for appointment or promotion.
2. Complainants also alleged discrimination in terms of pay and service benefits. Employees cited examples of remuneration practices whereby white employees were alleged to enjoy service benefits such as housing allowance, transport or car allowance, which their black counterparts did not enjoy even though they belonged to the same or equivalent occupational level. They further alleged that some employers did not comply with the principle of pay equity as employees doing work of equal value were not paid in terms of the provisions of the Labour Act governing the principle of pay equity.
3. Some workers also complained about unfair discrimination in terms of disciplinary action taken against offending employees. They alleged that the misconduct cases of white employees were deliberately overlooked, while black employees were disciplined and even dismissed for what they termed "trivial misdemeanour" and worse even, trumped-up charges.
4. Persons with disabilities lodged complaints with the Commission alleging unfair discrimination on grounds of disability. They claimed that employers sometimes placed advertisements in newspapers

encouraging persons with disabilities to apply, while they had no genuine intention to hire them, as they did not even shortlist them for interviews to give them a reasonable chance to present their case for the employer's consideration.

5. Some employees also lodged complaints with the Commission citing verbal abuse at the workplace by what they referred to as white racists who hurled racial insults at them without any provocation.
6. The Commission also received complaints about unfair discrimination and gender stereotyping at the workplace in particular and on the labour market in general. They alleged that they were overlooked when they applied for positions or promotion opportunities. Women therefore, alleged that they did not enjoy equal employment opportunities enjoyed by their male counterparts.

The complaints enumerated above confirmed that Namibian citizens do not enjoy equal employment opportunities as envisaged by labour and employment laws. The complaints also confirmed that the scourge of racism continued to influence

employment decisions in the white owned corporates in Namibia, while the verbal abuse and racial insults to black employees fermented racial and industrial tensions at the workplace. These conclusions were drawn from the investigations the Office conducted into the complaints lodged with the Commission. Even though some discrimination allegations were found to be premised on perceptions rather than on facts and hard evidence, the majority of reported cases of discrimination was found to be credible and warranted action in terms of the law.

TERM OF OFFICE OF THE 5TH COMMISSION

The term of office of the 5th Employment Equity Commission came to an end on 31 March 2018. The process of appointing the 6th Employment Equity Commission was already put in motion. The Office of the Commission would like to commend the tremendous contribution made by individual members in furtherance of the objectives of affirmative action and employment equity and wish them well in their future endeavours, while it looked forward to the appointment of the new members of the Commission.



The Minister of Labour, Industrial Relations and Employment Creation, Erkki Nghimtina, inaugurated the 6th Employment Equity Commission and called upon Commission members to hit the ground running.



CASES REGISTERED BY THE COMMISSION AGAINST DEFAULTING RELEVANT EMPLOYERS

Nature of complaint	Status of complaint				Total
	Still under investigation	Charged	Charged and finalized	Withdrawn	
Failure to submit AA report	1	0	8	1	10
Late submission of further AA report	43	15	15	9	82
Failure to rectify identified shortcomings	0	0	0	1	1
Total	44	15	23	11	93

In total, 62 cases were registered during the 2017-2018 review period, of which 14 relevant employers were charged, 2 charges were withdrawn, 1 relevant employer paid an admission of guilt fine and 45 of the registered cases are still under investigation. During the 2017-2018 review period, 32 cases registered in the previous corresponding review period were finalized, 22 relevant employers paid admission of guilt fines and 10 charges were withdrawn. The average admission of guilt fine paid by relevant employers is N\$ 4 000.00, with the highest admission of guilt fine recorded being N\$ 12 000.00.

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



A: CUMULATIVE FIGURES

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

Cumulative

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	294	92	579	129	7	3	128	36	1008	260	1268
Senior Management	1039	699	992	512	24	6	351	88	2406	1305	3711
Middle Management	4274	3655	1404	976	35	27	526	155	6239	4813	11052
Specialised/skilled/senior supervisory	9400	8804	1292	1113	75	37	1056	426	11823	10380	22203
Skilled	34951	34222	1163	1168	157	103	432	495	36703	35988	72691
Semi-skilled	40809	29087	256	322	220	120	53	30	41338	29559	70897
Unskilled	28508	22574	52	43	184	86	3	6	28747	22709	51456
Total permanent	119275	99133	5738	4263	702	382	2549	1206	128264	105014	233278
Casual/temporary and seasonal	20226	23338	300	229	55	38	216	65	20797	23670	44467
Total	139501	122471	6038	4492	757	420	2765	1271	149061	128684	277745

Relevant employers reported on an aggregated total of 277 745 employees across all industrial sectors during the 2017-2018 review period, representing an increase of 5% in the number of employees recorded during the previous corresponding review period. Persons with disabilities comprised only 0,4% of employees reported on during the period under review, while 46% were women and 1% were non-Namibians. White employees accounted for 56% of positions at the Executive Directors level, unchanged from the percentage of Executive Directors recorded during the previous corresponding review period. Even though the previously disadvantaged comprised 94% of the total workforce reported on during the period under review, they accounted only for 30% of Executive Directors, while 21% were women and 13% of Executive Directors were non-Namibians. The previously racially disadvantaged accounted for 63% of managerial positions, however White employees who comprised only 4% of the total workforce, accounted for 29% of positions at management levels. This disproportionate racial composition of managers has been consistent over the years and should be redressed.

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

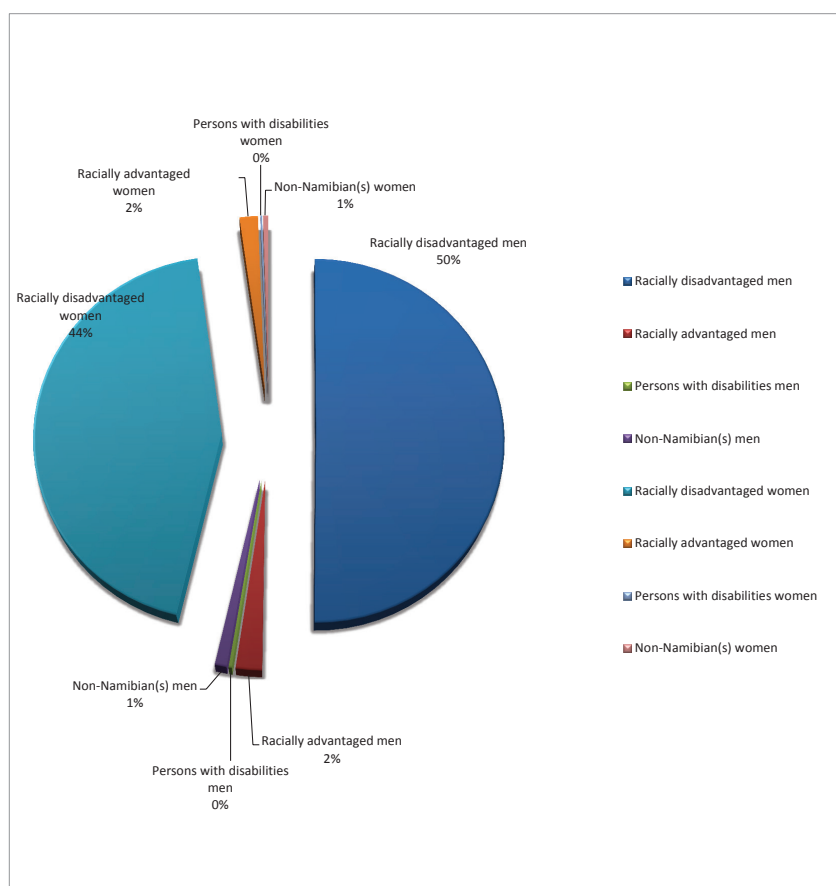
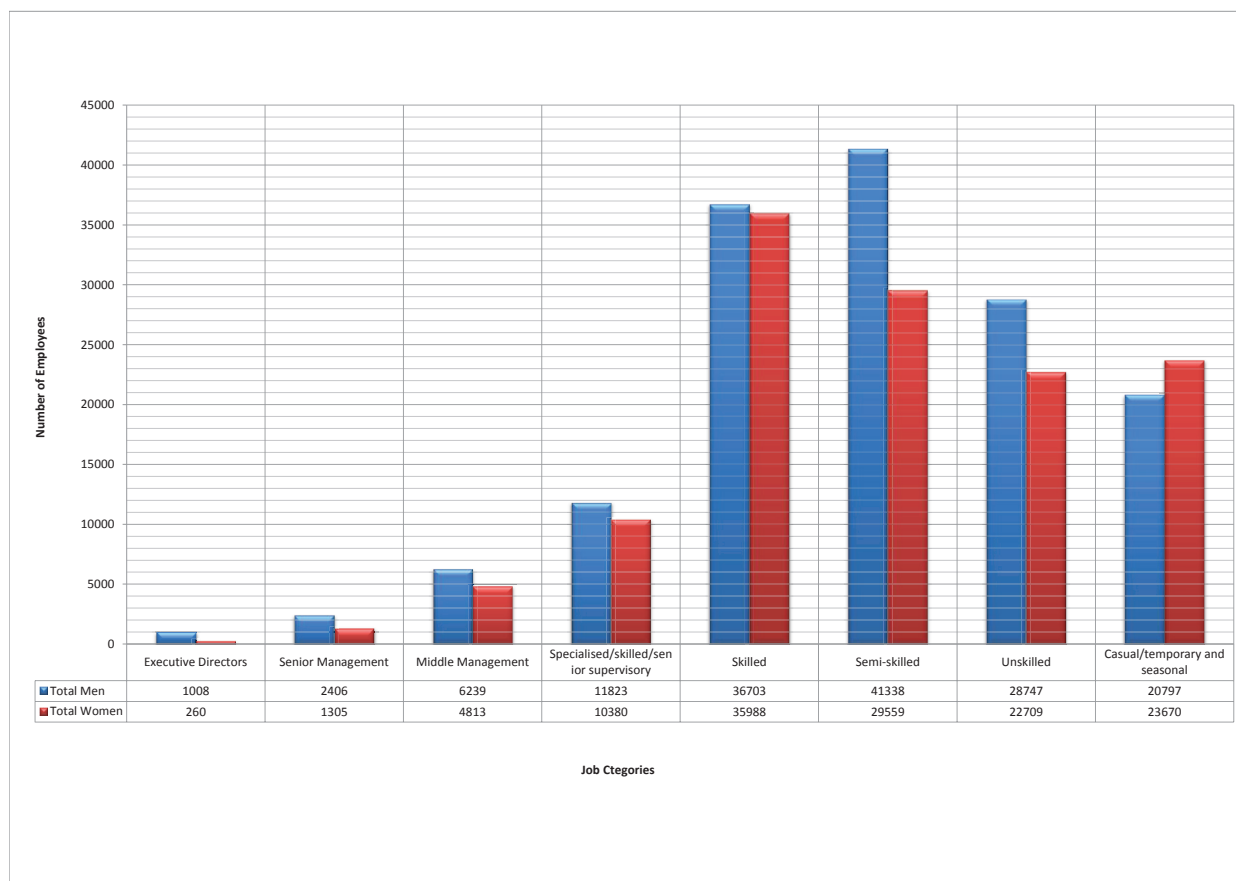


Figure 2: Cumulative Workforce Profile Total Men and Women by job category



Distribution of Designated Groups by Industry: Senior Management/Middle Management

Industry	Senior Management				Middle Management			
	RDM	Namibian Women*	PWD	Total	RDM	Namibian Women*	PWD	Total
Agriculture	10	4	0	14	79	52	1	132
Construction	51	47	1	99	117	84	3	204
Education, Training and Development Sector	84	85	0	169	194	276	0	470
Financial Intermediation	113	173	1	287	379	594	6	979
Fishing Industry	29	25	1	55	103	52	4	159
Health and Welfare Sector	10	22	0	32	20	84	0	104
Information Systems, Electronics and Telecommunications Technologies	42	43	1	86	98	78	0	176
Local Government, Water and Related Services	29	9	1	39	56	34	0	90
Manufacturing	32	48	1	81	155	152	3	310
Mining	36	36	1	73	289	193	8	490
Private Security, Legal and Correctional Services	45	42	1	88	63	57	0	120
Public Service	237	158	6	401	1642	1512	8	3162
Services Sector	187	259	11	457	545	545	18	1108
Tourism and Hospitality	34	90	1	125	123	218	1	342
Transport Sector	19	22	0	41	54	66	1	121
Wholesale and Retail	81	148	4	233	357	634	9	1000
Total	1039	1211	30	2280	4274	4631	62	8967

Footnote: * Namibian Women Category does not include women of persons with disabilities.

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

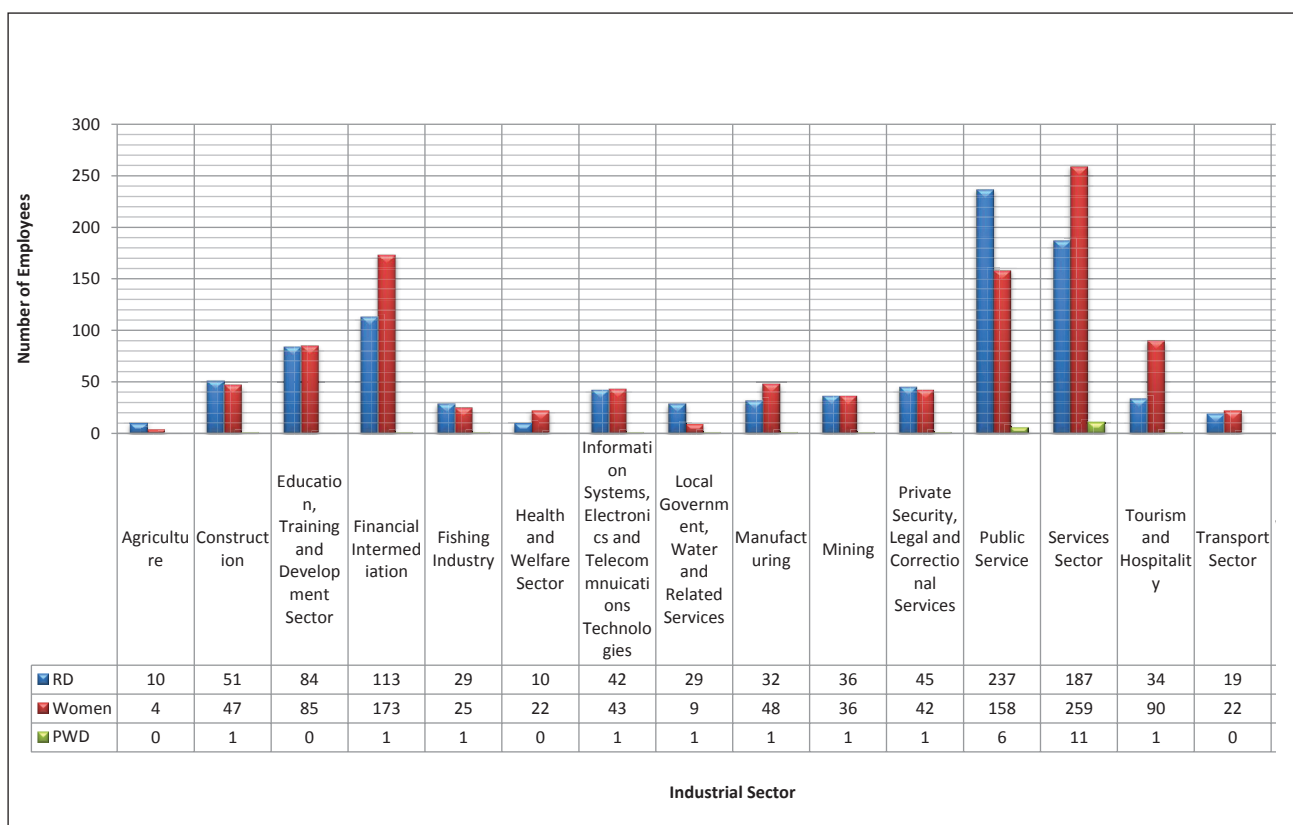
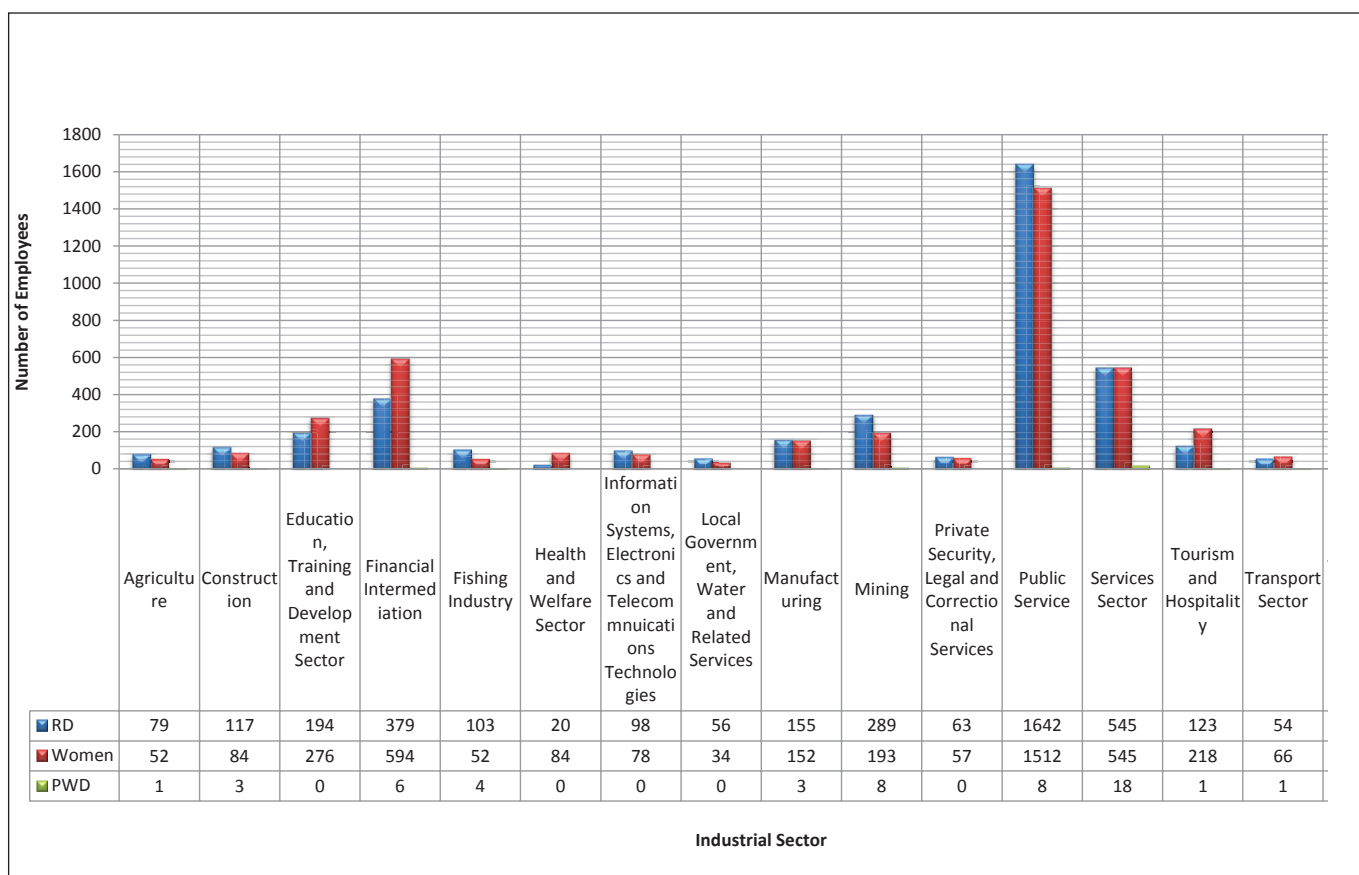


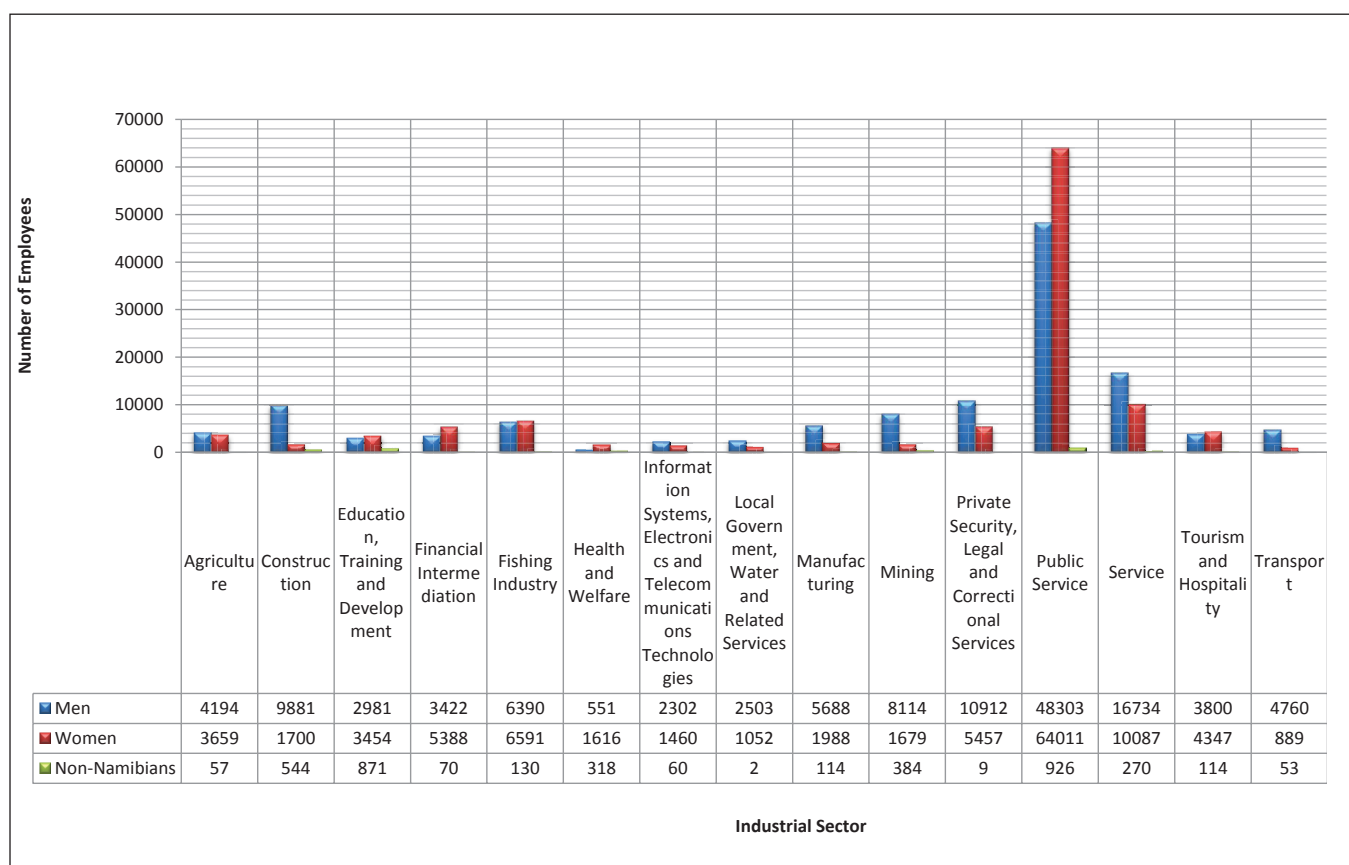
Figure 4: Distribution of Designated Groups by Industry – Middle Management (Cumulative)



Distribution of Men and Women by Industry

Industry	Employees						
	Men Numbers	Women Numbers	Non-Namibians	Total	Men %	Women %	Non-Namibians%
Agriculture	4194	3659	57	7910	53.02	46.26	0.72
Construction	9881	1700	544	12125	81.49	14.02	4.49
Education, Training and Development	2981	3454	871	7306	40.80	47.28	11.92
Financial Intermediation	3422	5388	70	8880	38.54	60.68	0.79
Fishing Industry	6390	6591	130	13111	48.74	50.27	0.99
Health and Welfare	551	1616	318	2485	22.17	65.03	12.80
Information Systems, Electronics and Telecommunications Technologies	2302	1460	60	3822	60.23	38.20	1.57
Local Government, Water and Related Services	2503	1052	2	3557	70.37	29.58	0.06
Manufacturing	5688	1988	114	7790	73.02	25.52	1.46
Mining	8114	1679	384	10177	79.73	16.50	3.77
Private Security, Legal and Correctional Services	10912	5457	9	16378	66.63	33.32	0.05
Public Service	48303	64011	926	113240	42.66	56.53	0.82
Service	16734	10087	270	27091	61.77	37.23	1.00
Tourism and Hospitality	3800	4347	114	8261	46.00	52.62	1.38
Transport	4760	889	53	5702	83.48	15.59	0.93
Wholesale and Retail	15749	14005	144	29898	52.68	46.84	0.48
Total	146284	127383	4066	277733	52.67	45.87	1.46

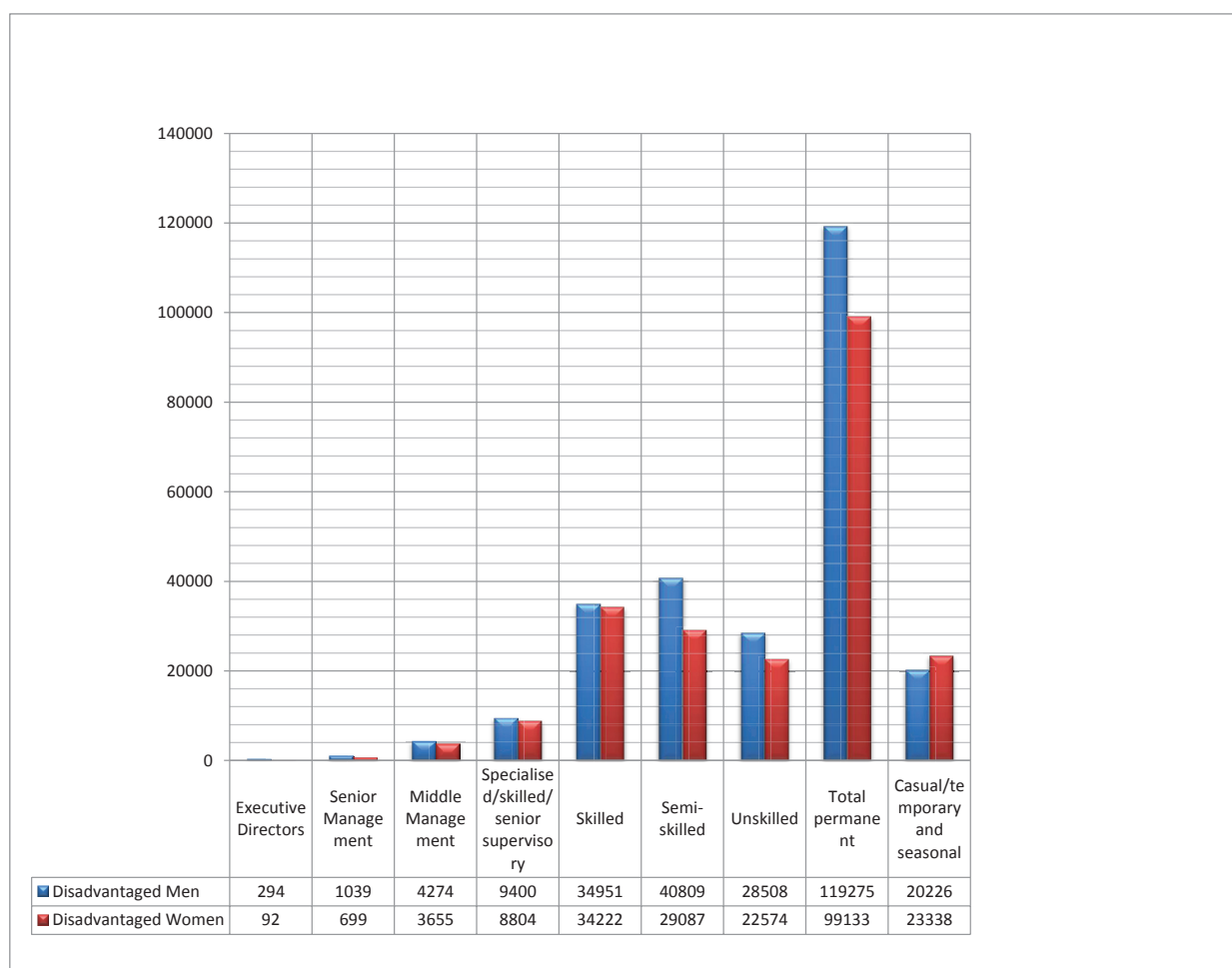
Figure 5: Distribution of Men and Women by Industry (Cumulative)



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

JOB CATEGORY	Previously Racially Disadvantaged Men	Previously Racially Disadvantaged Women
Executive Directors	294	92
Senior Management	1039	699
Middle Management	4274	3655
Specialised/skilled/senior supervisory	9400	8804
Skilled	34951	34222
Semi-skilled	40809	29087
Unskilled	28508	22574
Total permanent	119275	99133
Casual/temporary and seasonal	20226	23338

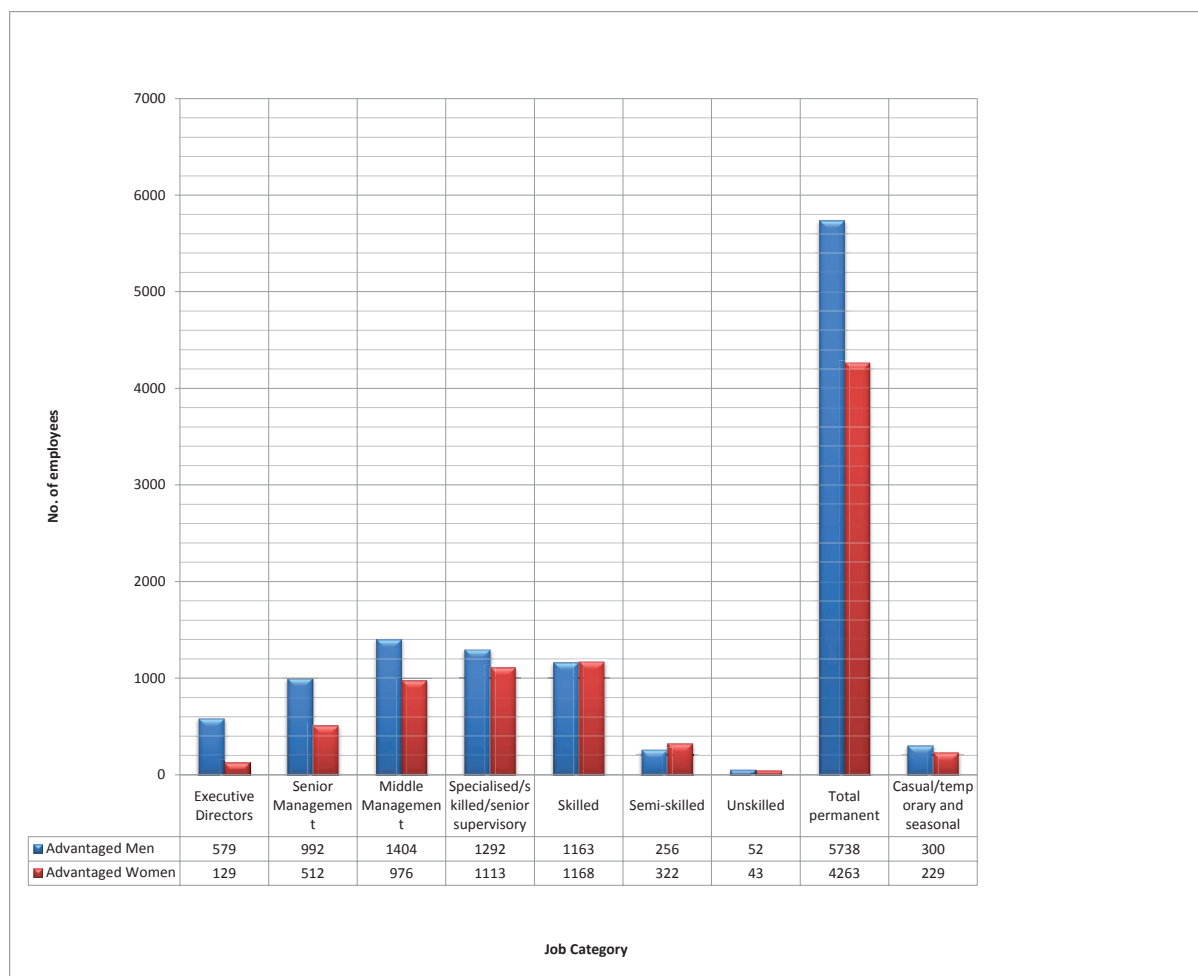
Figure 6: Previously Racially Disadvantaged Men and Women by Job Category



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

JOB CATEGORY	Previously Racially Advantaged Men	Previously Racially Advantaged Women
Executive Directors	579	129
Senior Management	992	512
Middle Management	1404	976
Specialised/skilled/senior supervisory	1292	1113
Skilled	1163	1168
Semi-skilled	256	322
Unskilled	52	43
Total permanent	5738	4263
Casual/temporary and seasonal	300	229

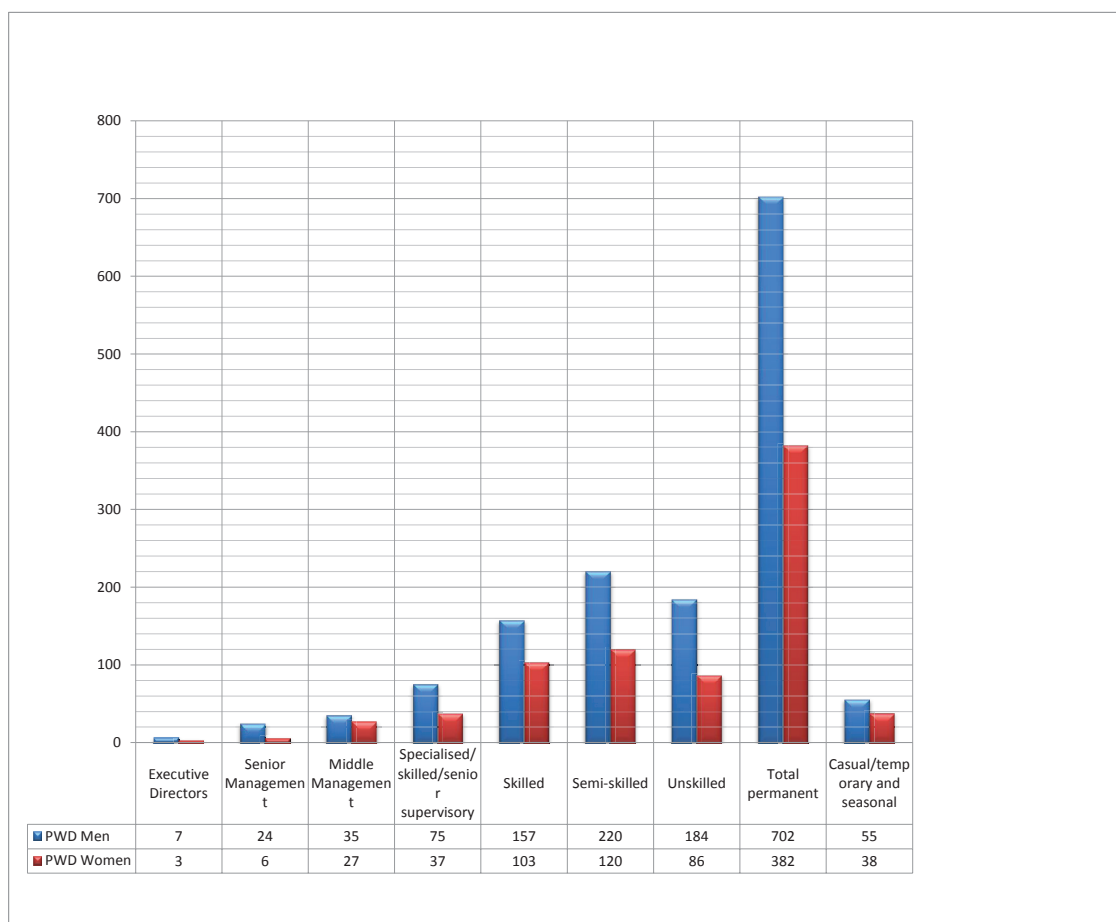
Figure 7: Previously Racially Advantaged Men and Women by Job Category



Persons with Disabilities by Job Category (Cumulative)

JOB CATEGORY	PWD Men	PWD Women
Executive Directors	7	3
Senior Management	24	6
Middle Management	35	27
Specialised/skilled/senior supervisory	75	37
Skilled	157	103
Semi-skilled	220	120
Unskilled	184	86
Total permanent	702	382
Casual/temporary and seasonal	55	38

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	128	36
Senior Management	351	88
Middle Management	526	155
Specialised/skilled/senior supervisory	1056	426
Skilled	432	495
Semi-skilled	53	30
Unskilled	3	6
Total permanent	2549	1236
Casual/temporary and seasonal	216	65

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

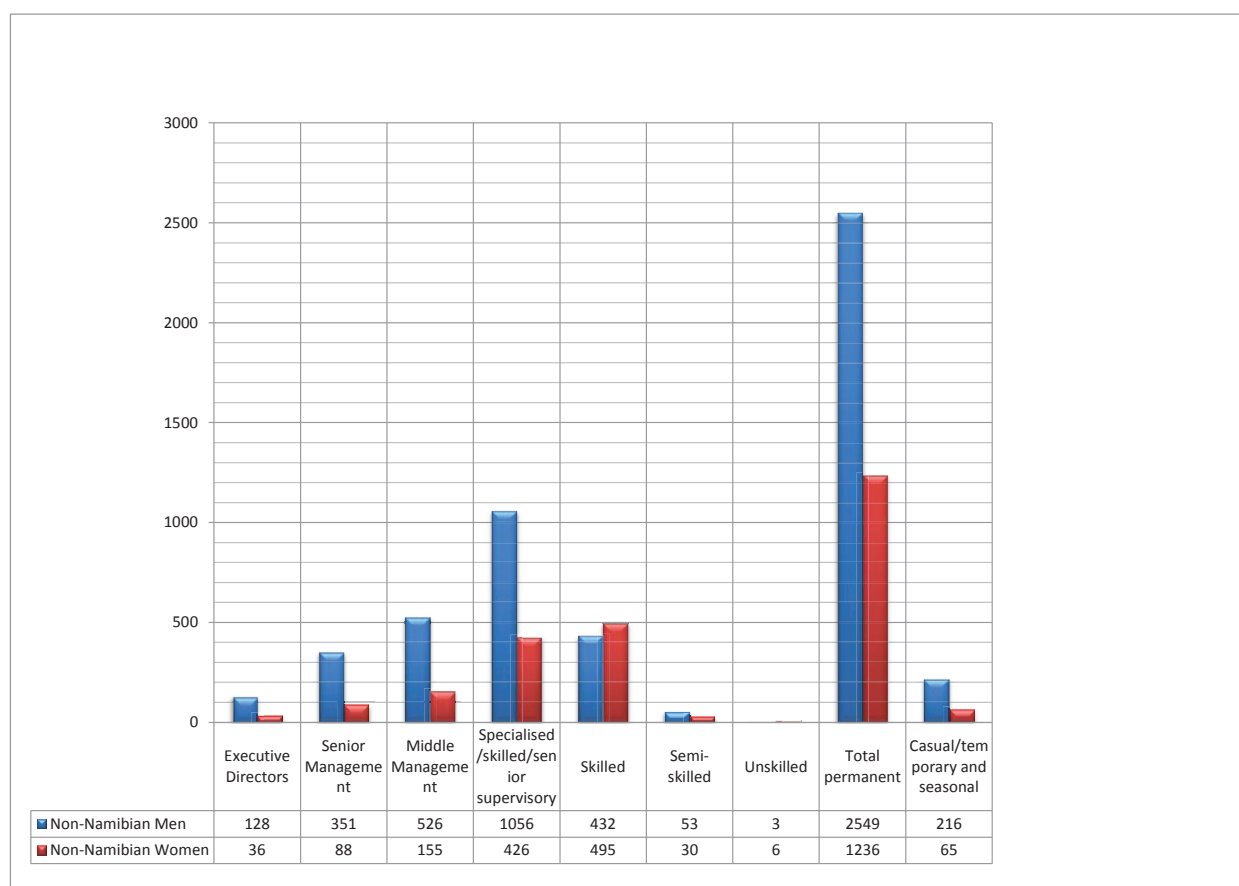
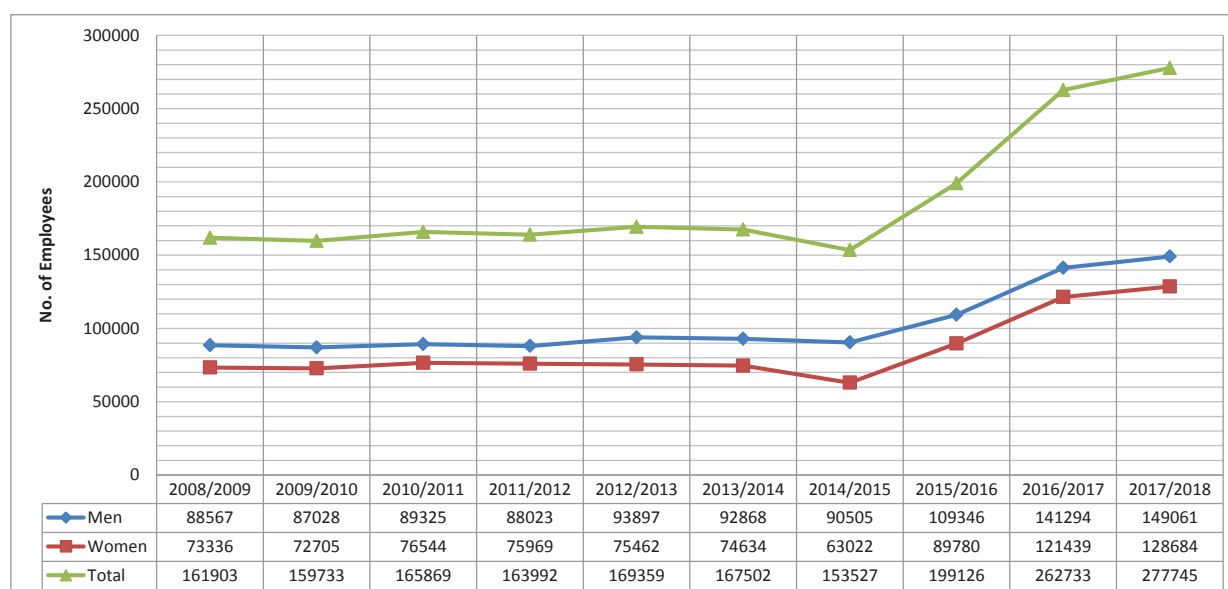


Fig. 10 Workforce Profile Trend over 10 review periods

Year	Men	Women	Total	Difference	Difference in %
2008/2009	88567	73336	161903	0	0
2009/2010	87028	72705	159733	-2170	-1.34
2010/2011	89325	76544	165869	6136	3.84
2011/2012	88023	75969	163992	-1877	-1.13
2012/2013	93897	75462	169359	5367	3.27
2013/2014	92868	74634	167502	-1857	-1.10
2014/2015	90505	63022	153527	-13975	-8.34
2015/2016	109346	89780	199126	45599	29.70
2016/2017	141294	121439	262733	63607	31.94
2017/2018	149061	128684	277745	15012	5.71

Workforce Profile Trend over 100 years



The above Table and accompanying graph indicate the trend in the total number of employees reported on by relevant employers over the last 10 review periods. The graph indicates that from 2008-2009 to 2013-2014, the total number of employees reported on were mostly consistent, with only slight variances. The 2014-2015 review period, however indicates the lowest number of employees reported on over the

10 year period. However, during the 2017-2018 there was an increase of 81% in the number of employees reported on by relevant employers from the number reported on during the 2014-2015 review period. During the 2017-2018 review period, there was a whopping increase of 75% in the number of women reported on during the 2008-2009 review period.

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	25	12	24	7	1	0	14	1	64	20	84
Senior Management	128	98	136	69	2	0	71	18	337	185	522
Middle Management	446	305	232	182	3	1	79	39	760	527	1287
Specialised/skilled/senior supervisory	1216	1097	247	210	4	6	192	86	1659	1399	3058
Skilled	5759	4522	286	270	23	10	93	87	6161	4889	11050
Semi-skilled	8000	5469	85	79	23	13	11	17	8119	5578	13697
Unskilled	7673	4568	29	10	24	9	2	2	7728	4589	12317
Total permanent	23247	16071	1039	827	80	39	462	250	24828	17187	42015
Casual/temporary and seasonal	11288	11114	128	87	49	31	171	51	11636	11283	22919
Total	34535	27185	1167	914	129	70	633	301	36464	28470	64934

Employers across all industrial sectors reported to have hired a total of 64 934 persons during the 2017-2018 review period, 4% less than the number of persons hired during the previous corresponding review period. Women accounted for 44% of persons hired during the period under review, but only 39% were hired to fill positions at the management levels.

Persons with disabilities comprised a mere 0,3% of persons hired during the 2017-2018 review period, while 1% were non-Namibians and 3% were White. Persons in designated groups accounted for 97% of all persons hired across all industrial sectors during the 2017-2018 review period.

Fig. 11 Cumulative figures of the total persons recruited: Representation by race, gender disability status and non-Namibians

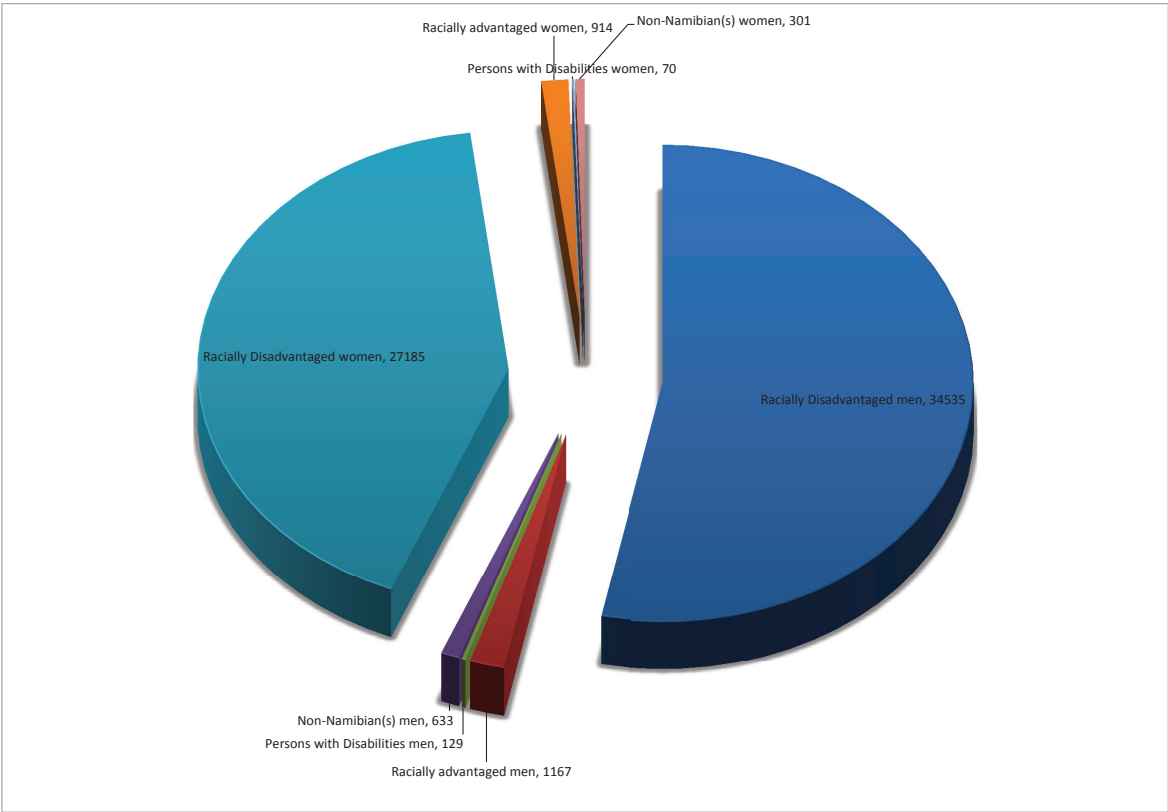
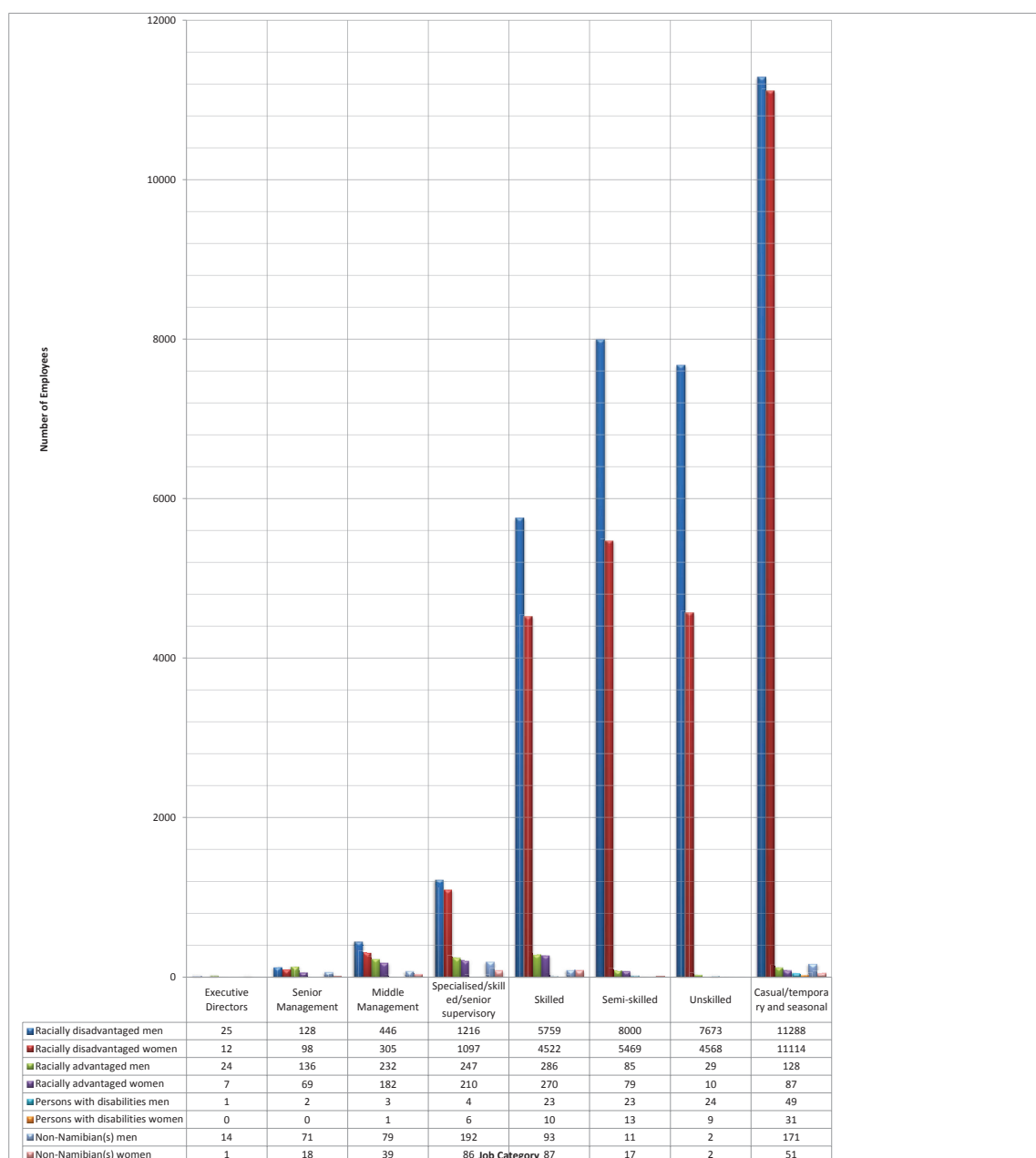


Fig. 12 Cumulative Recruitment figures according to occupational category, race, gender disability status and non-Namibians



Cumulative

Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	6	5	13	8	0	0	3	3	22	16	38
Senior Management	69	70	48	28	0	1	25	4	142	103	245
Middle Management	332	262	58	63	2	2	18	7	410	334	744
Specialised/skilled/ senior supervisory	873	720	62	67	3	2	18	10	956	799	1755
Skilled	1318	873	40	47	4	2	8	5	1370	927	2297
Semi-skilled	1694	787	9	20	3	2	1	1	1707	810	2517
Unskilled	1017	154	3	0	1	0	1	0	1022	154	1176
Total permanent	5309	2871	233	233	13	9	74	30	5629	3143	8772
Casual/temporary and seasonal	423	270	3	2	0	0	2	0	428	272	700
Total	5732	3141	236	235	13	9	76	30	6057	3415	9472

Relevant employers across all industrial sectors recorded an aggregated 9 472 promotions during the 2017-2018 review period, 36% of whom were women and a mere 0,2% were persons with disabilities, while 96% were persons in designated groups. Persons in designated groups accounted for 83% of employees promoted to positions at management levels, but only 44% appointed to positions at the management levels were women.

Fig. 13 Cumulative Promotion by Representation

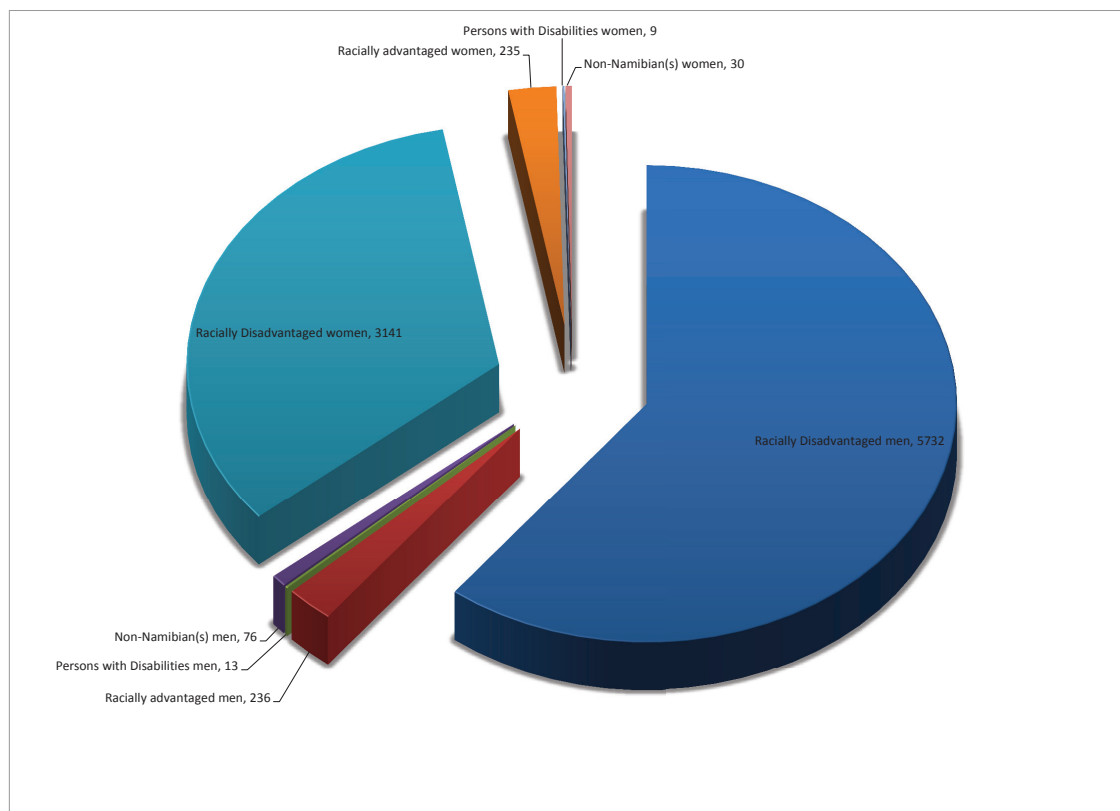
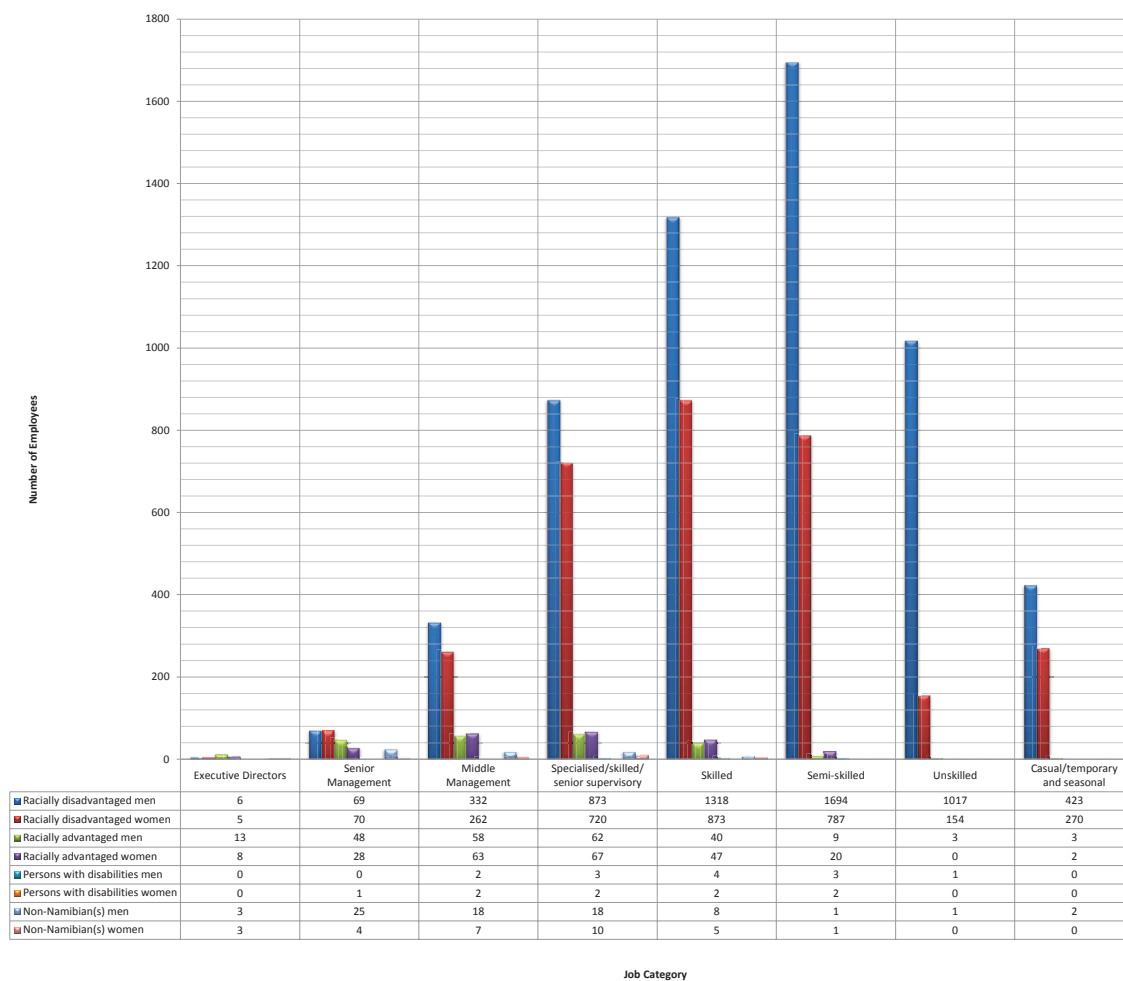


Fig. 14 Cumulative Promotion figures according to occupational category, race, gender, disability status and Non-Namibian



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	15	7	35	16	2	0	26	0	78	23	101
Senior Management	150	82	161	75	3	0	75	24	389	181	570
Middle Management	437	375	236	152	7	5	85	20	765	552	1317
Specialised/skilled/ senior supervisory	1226	804	244	181	6	5	267	72	1743	1062	2805
Skilled	4644	2739	271	265	9	9	95	96	5019	3109	8128
Semi-skilled	7200	4243	94	90	32	9	9	6	7335	4348	11683
Unskilled	6986	3627	26	6	16	3	3	0	7031	3636	10667
Total permanent	20658	11877	1067	785	75	31	560	218	22360	12911	35271
Casual/temporary & seasonal	10562	8345	79	63	20	4	139	46	10800	8458	19258
Total	31220	20222	1146	848	95	35	699	264	33160	21369	54529

A total of 54 529 employees parted company with their employers across all industrial sectors during the 2017-2018 review period, 96% of whom were persons in designated groups and 39% were women, while 0,2% were persons with disabilities and 2% were non-Namibians. Persons in designated groups accounted for 67% of the managers whose contracts of were terminated during the period under review.

Fig. 15 Cumulative Termination representation by race, gender, disability status and expatriate employees

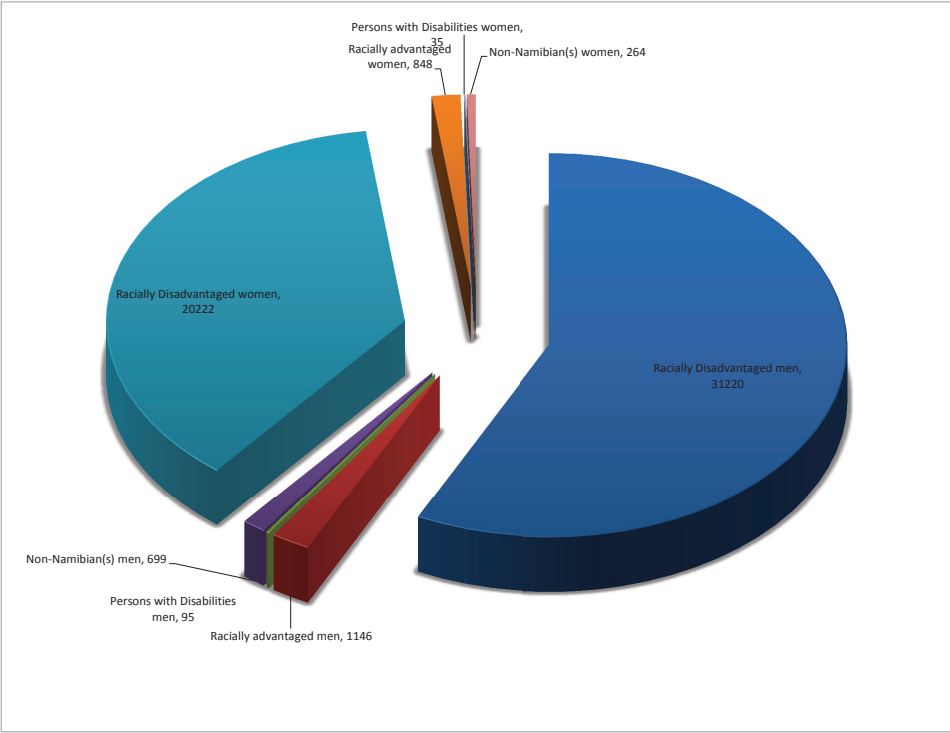
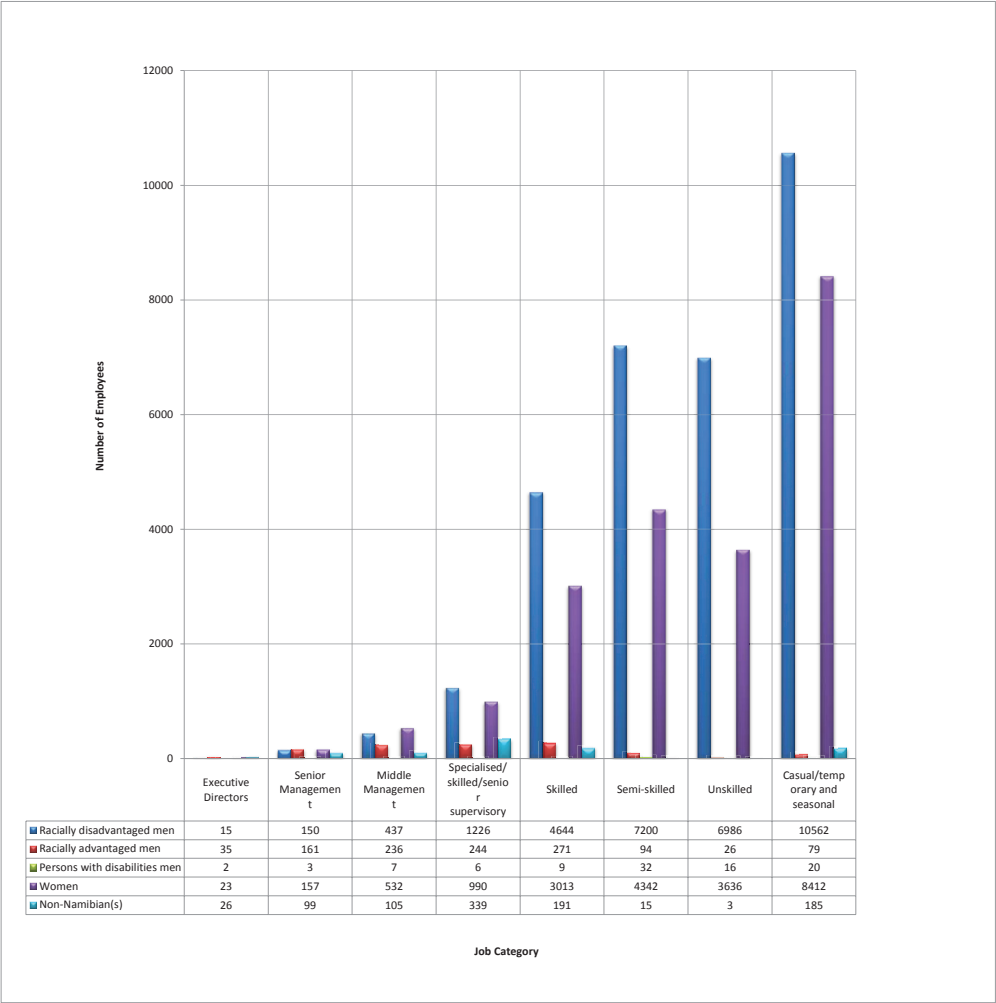


Fig. 16 Termination by Category



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	9522	6754	759	633	30	20	225	113	10536	7520	18056
Non-renewal of contract	9034	4819	112	66	16	2	340	126	9502	5013	14515
Dismissal - Retrenchment	1831	566	62	28	3	5	13	4	1909	603	2512
Dismissal - Misconduct	4715	2639	41	27	11	1	14	5	4781	2672	7453
Dismissal - incapacity	182	109	12	3	4	1	0	0	198	113	311
Other	5936	5335	160	91	31	6	107	16	6234	5448	11682
Total	31220	20222	1146	848	95	35	699	264	33160	21369	54529

Most employees' contract of employment ended due to resignations, namely 33%, followed by non-renewal of employment contracts, 27% and unspecified reasons (other), 21%

Fig. 17 Cumulative Termination Reasons

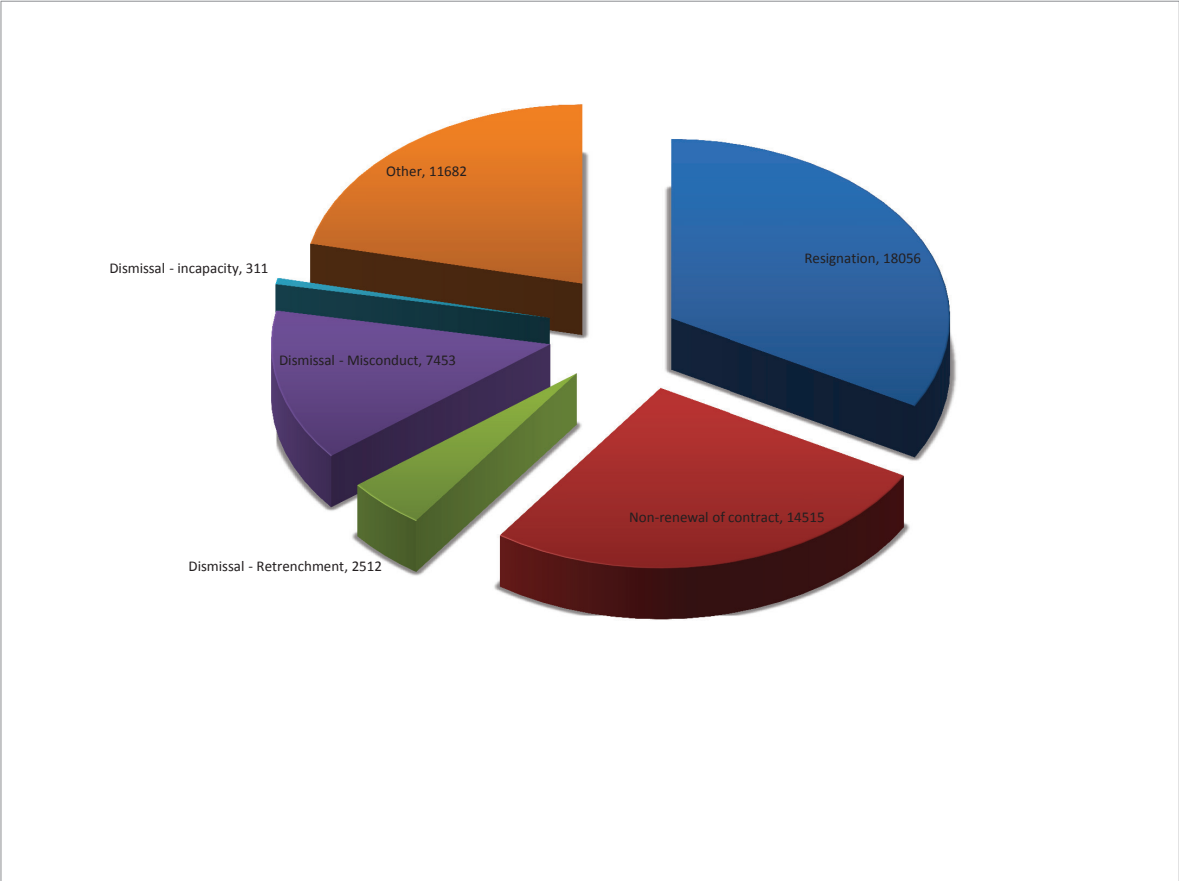
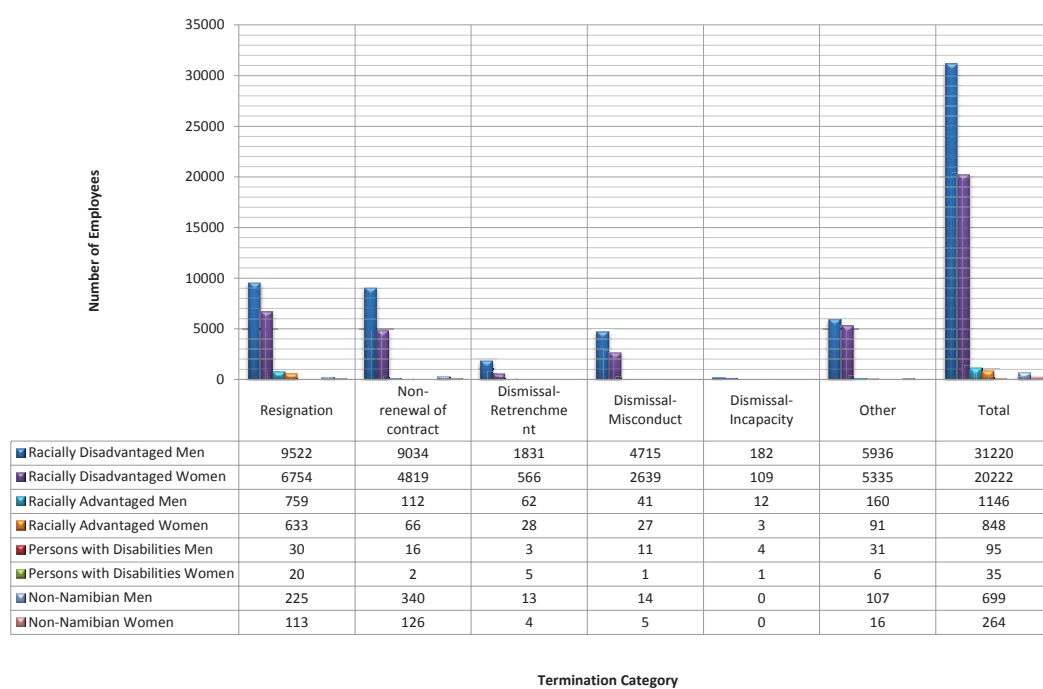


Fig. 18 Termination Categories per Designated Group



Cumulative

Table 6: Training

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	77	28	104	26	2	0	34	9	217	63	280
Senior Management	445	325	369	190	10	2	97	33	921	550	1471
Middle Management	1539	1496	543	415	9	11	135	50	2226	1972	4198
Specialised/skilled/ senior supervisory	3878	3437	513	452	13	4	207	171	4611	4064	8675
Skilled	9079	6503	447	423	25	21	76	63	9627	7010	16637
Semi-skilled	9625	6492	117	99	47	23	67	5	9856	6619	16475
Unskilled	7203	4108	19	16	30	14	4	3	7256	4141	11397
Total permanent	31846	22389	2112	1621	136	75	620	334	34714	24419	59133
Casual/temporary and seasonal	4482	5554	55	18	2	2	20	8	4559	5582	10141
Total	36328	27943	2167	1639	138	77	640	342	39273	30001	69274

An aggregated 69 274 employees were recorded as having been trained across all industrial sectors during the 2017-2018 review period, 10% less than the number recorded for training during the

previous corresponding review period. Persons in designated groups accounted for 95% of employees trained during the period under review and only 43% were women, while 1% were non-Namibians.

Fig. 19 Cumulative: Training by Group Representation

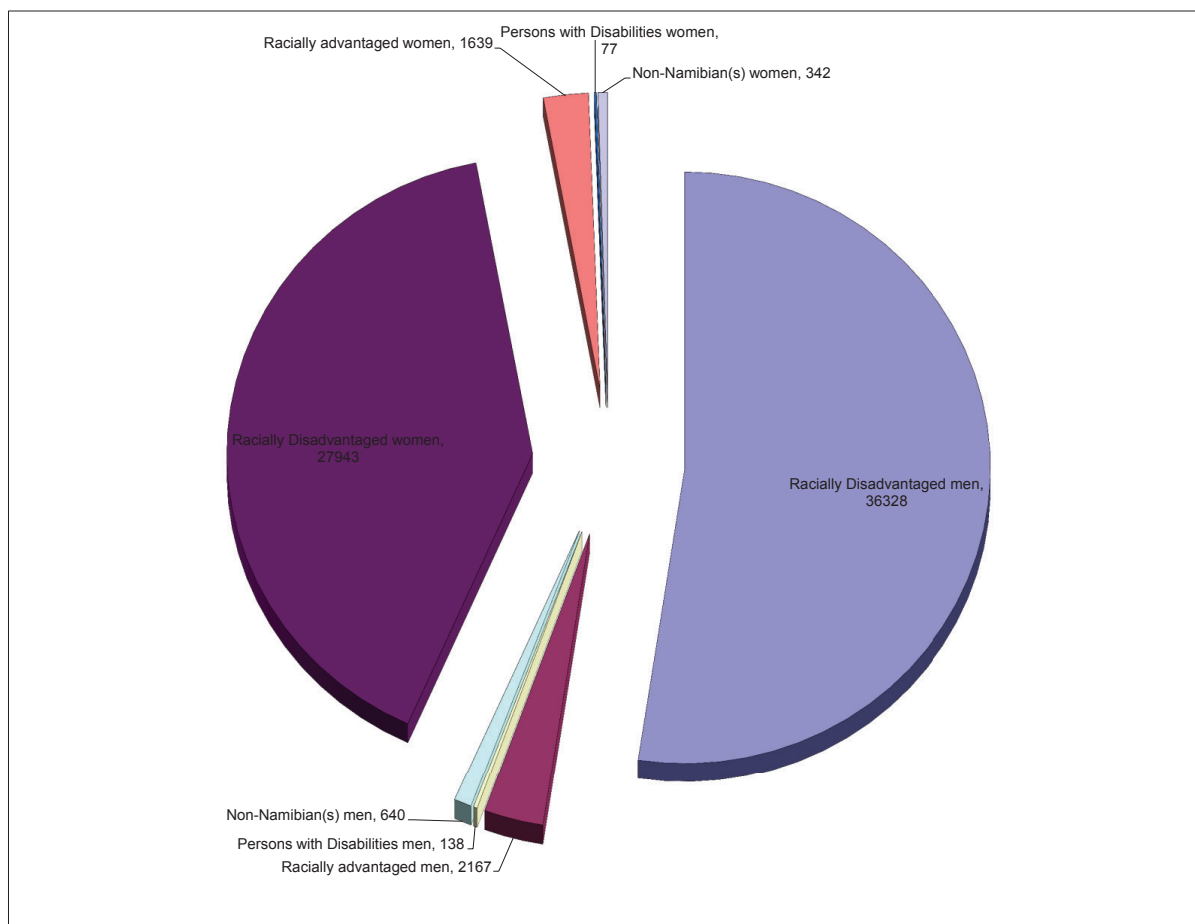
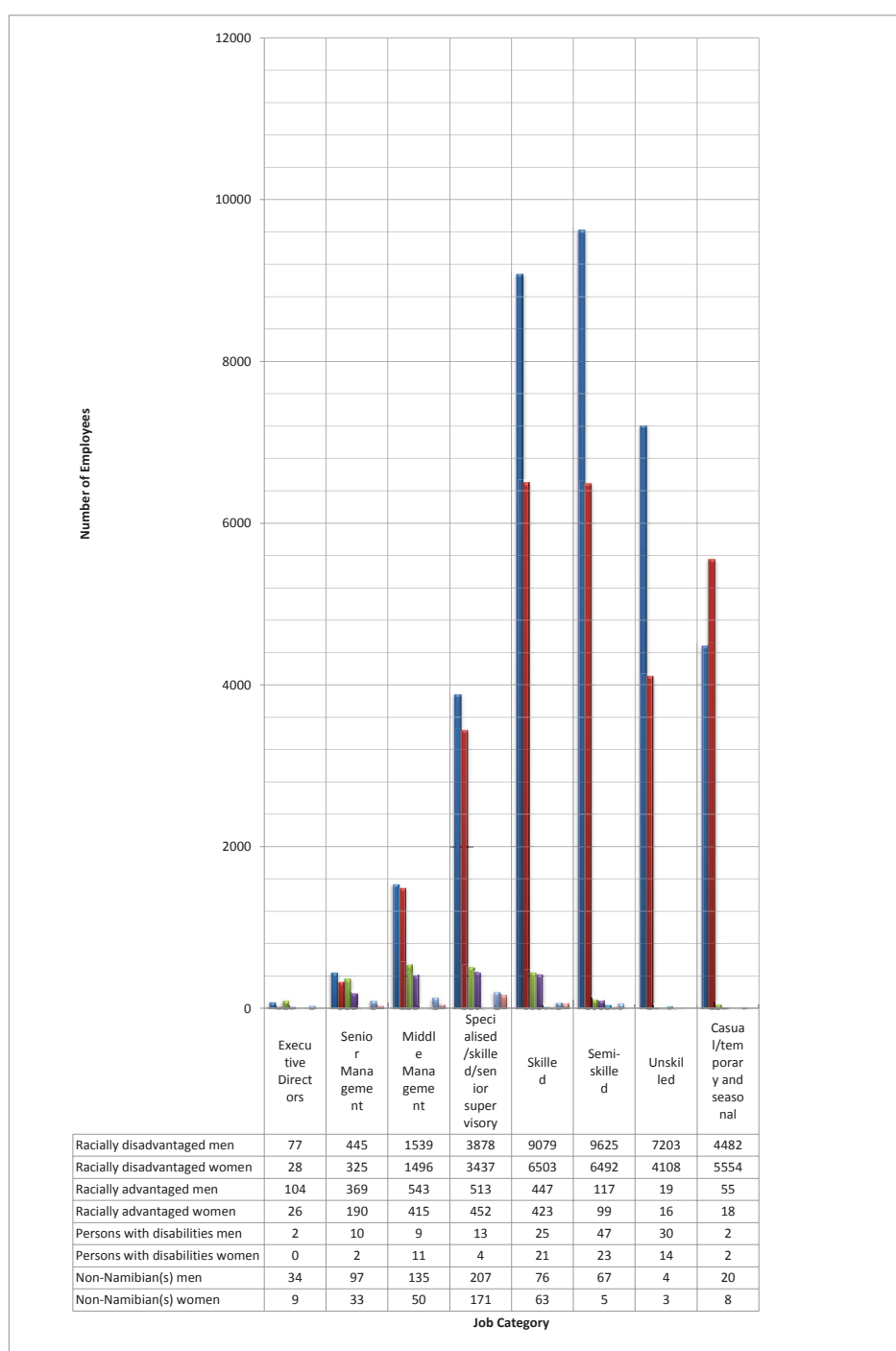


Fig. 20 Cumulative Training figures according to occupational category, race, gender, disability status and non-Namibian workers



B: SECTORAL FIGURES

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

Agriculture

Table 1: Workforce Profile

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	5	1	0	0	2	0	7	1	8
Senior Management	10	2	13	2	0	0	9	1	32	5	37
Middle Management	79	49	9	3	1	0	9	5	98	57	155
Specialised/skilled/ senior supervisory	217	146	35	19	0	0	10	5	262	170	432
Skilled	552	151	45	36	3	0	6	6	606	193	799
Semi-skilled	754	358	2	3	1	2	0	1	757	364	1121
Unskilled	534	204	8	14	0	0	0	0	542	218	760
Total permanent	2146	910	117	78	5	2	36	18	2304	1008	3312
Casual/temporary and seasonal	1922	2664	4	5	0	0	3	0	1929	2669	4598
Total	4068	3574	121	83	5	2	39	18	4233	3677	7910

The Agricultural Sector registered 7 910 employees during the 2017-2018 review period, a whopping 57% increase in the number of employees reported on by relevant employers in the Agricultural Sector during the previous corresponding review period. Persons in designated groups comprised 98% of the workforce in the Agricultural Sector and 74% of managers were also from designated groups. Women accounted for 46% of employees in the Sector, while 0,7% were non-Namibians.

Agriculture

Table 2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	0	0	0	0	0	0	0	0	0
Senior Management	1	0	1	0	0	0	3	1	5	1	6
Middle Management	0	0	0	1	0	0	2	2	2	3	5
Specialised/skilled/ senior supervisory	21	1	10	5	0	0	2	1	33	7	40
Skilled	47	2	5	6	1	0	3	1	56	9	65
Semi-skilled	83	15	4	4	0	0	0	0	87	19	106
Unskilled	308	86	2	0	0	0	0	0	310	86	396
Total permanent	460	104	22	16	1	0	10	5	493	125	618
Casual/temporary and seasonal	2280	2848	0	0	0	0	1	0	2281	2848	5129
Total	2740	2952	22	16	1	0	11	5	2774	2973	5747

The Agricultural Sector, on aggregate, hired 5 747 persons, 14% more than the number of persons hired across the sector during the previous corresponding review period. Women comprised 52% of the recruitments, compared to the 38% recorded during the previous corresponding review period. White employees accounted only for 0,7% of those hired, while 99% were previously racially disadvantaged.

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	1	0	1	0	0	0	1	0	3	0	3
Middle Management	51	37	2	3	0	0	0	0	53	40	93
Specialised/skilled/ senior supervisory	42	32	2	4	0	0	0	0	44	36	80
Skilled	12	9	2	2	0	0	0	2	14	13	27
Semi-skilled	67	18	1	1	0	0	0	0	68	19	87
Unskilled	31	4	0	0	0	0	0	0	31	4	35
Total permanent	204	100	8	10	0	0	1	2	213	112	325
Casual/temporary and seasonal	5	1	0	0	0	0	0	0	5	1	6
Total	209	101	8	10	0	0	1	2	218	113	331

The Agricultural Sector recorded 331 promotions during the 2017-2018 review period, 22% less than the number of promotions recorded during the previous corresponding review period. Men accounted for 66% of the number of employees promoted in the sector and no person with disabilities was 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	7	3	1	1	1	0	3	0	12	4	16
Middle Management	4	2	1	2	0	0	1	0	6	4	10
Specialised/skilled/senior supervisory	22	12	5	2	0	0	3	0	30	14	44
Skilled	64	8	5	3	0	0	12	2	81	13	94
Semi-skilled	98	47	3	3	0	0	3	0	104	50	154
Unskilled	275	69	1	0	0	0	2	0	278	69	347
Total permanent	470	141	16	11	1	0	24	2	511	154	665
Casual/temporary and seasonal	2057	2745	2	0	0	0	0	0	2059	2745	4804
Total	2527	2886	18	11	1	0	24	2	2570	2899	5469

The Agricultural Sector recorded a puzzling 69% of the workforce who parted company with their employers during the period under review, 53% of whom were women, while 99% were the previously racially disadvantaged.

Agriculture

Table 5: Termination Categories

Termination Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Resignation	235	230	12	8	0	0	5	0	252	238	490
Non-renewal of contract	724	807	2	1	0	0	1	0	727	808	1535
Dismissal - Retrenchment	25	20	0	0	0	0	0	0	25	20	45
Dismissal - Misconduct	354	104	1	0	1	0	0	0	356	104	460
Dismissal - incapacity	4	2	0	0	0	0	0	0	4	2	6
Other	1185	1723	3	2	0	0	18	2	1206	1727	2933
Total	2527	2886	18	11	1	0	24	2	2570	2899	5469

Most employees, 54%, left their jobs for unspecified reasons ("Other"), followed by 28% and resignation, 9%.

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	1	0	0	0	0	0	1	0	1
Senior Management	8	0	2	2	1	0	7	0	18	2	20
Middle Management	46	26	12	12	0	0	2	1	60	39	99
Specialised/skilled/senior supervisory	29	35	13	1	0	0	0	0	42	36	78
Skilled	39	5	1	6	0	0	0	1	40	12	52
Semi-skilled	63	16	0	0	1	0	0	0	64	16	80
Unskilled	114	80	0	0	0	0	0	0	114	80	194
Total permanent	299	162	29	21	2	0	9	2	339	185	524
Casual/temporary and seasonal	911	1199	0	0	0	0	0	0	911	1199	2110
Total	1210	1361	29	21	2	0	9	2	1250	1384	2634

The Agricultural Sector reported to have trained 2 634 employees during the 2017-2018 review period, a mere 1% more than the number of employees reported trained during the previous corresponding review period. Women accounted for 53% of employees trained and 98% were previously racially disadvantaged, while only 0,08% were persons with disabilities.

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	43	7	58	3	0	0	27	3	128	13	141
Senior Management	51	18	67	29	1	0	76	7	195	54	249
Middle Management	117	44	88	40	3	0	94	8	302	92	394
Specialised/skilled/senior supervisory	446	66	80	23	1	0	218	13	745	102	847
Skilled	1730	201	56	38	3	0	60	5	1849	244	2093
Semi-skilled	2699	327	14	12	17	3	0	1	2730	343	3073
Unskilled	2590	526	2	2	16	2	0	0	2608	530	3138
Total permanent	7676	1189	365	147	41	5	475	37	8557	1378	9935
Casual/temporary and seasonal	1777	356	16	1	6	2	30	2	1829	361	2190
Total	9453	1545	381	148	47	7	505	39	10386	1739	12125

The Construction Sector, in aggregate, recorded 12 125 people employed in the sector (across the industry), representing a further drop in employee number of 6% compared to those recorded during the previous corresponding review period. The drop in the number of employees in the sector might be attributed to the drop in building activities due to economic challenges. Persons in designated groups comprised 93% of the workforce in the Construction Sector, while only 14% were women and 0,4% 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	43	1	1	0	0	0	3	0	9	1	10
Senior Management	6	4	7	4	1	0	19	0	33	8	41
Middle Management	18	3	15	9	0	0	24	1	57	13	70
Specialised/skilled/senior supervisory	62	14	13	10	0	0	50	2	125	26	151
Skilled	438	56	18	4	1	0	15	3	472	63	535
Semi-skilled	594	116	8	3	2	0	0	1	604	120	724
Unskilled	742	171	1	0	5	0	0	0	748	171	919
Total permanent	1865	365	63	30	9	0	111	7	2048	402	2450
Casual/temporary and seasonal	1386	220	3	1	3	1	32	1	1424	223	1647
Total	3251	585	66	31	12	1	143	8	3472	625	4097

The Construction Sector reported to have hired, in aggregate, 4 097 persons, a slump of 26% in the number of persons hired during the previous corresponding review period. Women comprised only 15% of persons hired during the period under review in this male dominated industry, while only 0,3% were persons with disabilities and 4% were non-Namibians. Of the managers hired during the period under review in the Construction Sector, only 18% were women, while 39% 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	1	1	0	0	0	0	1	2	2	4
Senior Management	2	2	2	3	0	0	1	0	5	5	10
Middle Management	5	3	1	1	0	0	1	1	7	5	12
Specialised/skilled/ senior supervisory	41	4	1	2	0	0	0	1	42	7	49
Skilled	91	13	1	4	0	0	0	0	92	17	109
Semi-skilled	158	20	2	0	0	1	0	0	160	21	181
Unskilled	71	13	0	0	0	0	0	0	71	13	84
Total permanent	369	56	8	10	0	1	2	3	379	70	449
Casual/temporary and seasonal	29	5	0	0	0	0	0	0	29	5	34
Total	398	61	8	10	0	1	2	3	408	75	483

The Construction Sector effected 483 promotions during the 2017-2018 review period, a decline of 42% in the number of employees promoted during the previous corresponding review period. Persons in designated groups accounted for 69% of employees promoted to positions at the management levels, 46% of whom were women. The previously racially disadvantaged accounted for 95% of employees promoted during the period under review.

Construction

Table 4: Termination

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	1	0	1	1	0	0	3	0	5	1	6
Senior Management	6	1	19	4	0	0	20	2	45	7	52
Middle Management	28	5	18	5	0	0	25	1	71	11	82
Specialised/skilled/ senior supervisory	94	13	26	12	0	0	63	3	183	28	211
Skilled	627	64	23	10	0	0	16	0	666	74	740
Semi-skilled	883	109	9	2	2	3	1	1	895	115	1010
Unskilled	1186	135	2	0	2	1	0	0	1190	136	1326
Total permanent	2825	327	98	34	4	4	128	7	3055	372	3427
Casual/temporary and seasonal	1661	275	8	1	0	1	9	1	1678	278	1956
Total	4486	6021	106	35	4	5	137	8	4733	650	5383

The Construction Sector recorded a total of 5 383 employment contract terminations during the 2017-2018 review period, 95% of whom were persons from designated groups and 12% were women, while 3% were non-Namibians. Persons in designated groups accounted for 36% of the managers who parted company with their employers across the Construction Sector.

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	670	156	66	25	0	2	46	3	782	186	968
Non-renewal of contract	2312	208	19	5	1	0	68	2	2400	215	2615
Dismissal - Retrenchment	651	155	8	2	1	3	1	0	661	160	821
Dismissal - Misconduct	482	33	3	1	1	0	7	2	493	36	529
Dismissal - incapacity	33	7	1	0	0	0	0	0	34	7	41
Other	338	43	9	2	1	0	15	1	363	46	409
Total	4486	602	106	35	4	5	137	8	4733	650	5383

Non-renewal of employment contracts accounted, by far, 48%, for the majority of employment contract terminations, followed by resignations, 18% and dismissal through retrenchments, 15%.

Construction

Table 6: Training

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	1	0	5	0	0	0	4	0	10	0	10
Senior Management	4	8	13	6	1	0	8	1	26	15	41
Middle Management	31	19	19	5	0	0	24	1	74	25	99
Specialised/skilled/ senior supervisory	98	28	29	7	0	0	4	1	131	36	167
Skilled	336	43	6	10	0	0	1	0	343	53	396
Semi-skilled	530	90	2	2	4	0	0	0	536	92	628
Unskilled	685	115	0	1	5	0	0	2	690	118	808
Total permanent	1685	303	74	31	10	0	41	5	1810	339	2149
Casual/temporary and seasonal	251	40	1	0	0	0	6	0	258	40	298
Total	1936	343	75	31	10	0	47	5	2068	379	2447

The Construction Sector reported to have trained 2 447 employees across the industry, 28% less than the number of employees trained during the previous corresponding review period. Only 15% of employees trained were women, while only a mere 0,4% were persons with disabilities. Persons in designated groups accounted for 95% of employees trained across the Construction Sector during the period under review.

Education, Training & Development Sector

Table 1: Workforce Profile

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	20	7	4	2	0	0	4	3	28	12	40
Senior Management	84	64	14	21	0	0	46	13	144	98	242
Middle Management	194	206	31	70	0	0	127	41	352	317	669
Specialised/skilled/ senior supervisory	556	640	38	166	4	2	209	130	807	938	1745
Skilled	332	555	24	139	2	4	28	70	386	768	1154
Semi-skilled	201	236	7	23	3	3	0	1	211	263	474
Unskilled	130	127	1	2	1	0	0	0	132	129	261
Total permanent	1517	1835	119	423	10	9	414	258	2060	2525	4585
Casual/temporary and seasonal	1151	1019	182	167	2	1	145	54	1480	1241	2721
Total	2668	2854	301	590	12	10	559	312	3540	3766	7306

The Education, Training and Development Sector reported on a combined workforce of 7 306 employees, 12% fewer than the number of employees recorded by employers during the previous corresponding review period. Persons in designated groups comprised 84% of employees in the sector, while 12% were non-Namibians. Although Black employees accounted for 76% of employees in the sector, only 60% of them were managers.

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	2	1	1	0	0	0	0	0	3	1	4
Senior Management	10	14	1	0	0	0	12	6	23	20	43
Middle Management	14	24	0	1	0	0	16	13	30	38	68
Specialised/skilled/ senior supervisory	51	93	2	12	0	0	29	30	82	135	217
Skilled	32	53	7	37	0	0	3	14	42	104	146
Semi-skilled	23	38	1	7	1	0	0	0	25	45	70
Unskilled	14	7	3	1	0	0	0	0	17	8	25
Total permanent	146	230	15	58	1	0	60	63	222	351	573
Casual/temporary and seasonal	539	488	69	38	1	1	117	45	726	572	1298
Total	685	718	84	96	2	1	177	108	948	923	1871

The Education, Training and Development Sector hired, in aggregate, 1 871 persons during the period under review, representing a decline of 11% in the number of persons hired during the previous corresponding review period. The previously racially disadvantaged accounted only for 67% of persons hired to fill management positions even though they comprised 75% of the total number of persons hired in the sector, while 51% of persons hired to fill positions at the management levels 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	1	1	0	0	0	0	0	0	1	1	2
Senior Management	5	4	0	0	0	0	6	1	11	5	16
Middle Management	3	8	2	0	0	0	3	1	8	9	17
Specialised/skilled/ senior supervisory	22	29	2	5	0	1	4	6	28	41	69
Skilled	5	13	0	0	0	0	1	0	6	13	19
Semi-skilled	2	1	0	0	0	0	0	0	2	1	3
Unskilled	0	3	0	0	0	0	0	0	0	3	3
Total permanent	38	59	4	5	0	1	14	8	56	73	129
Casual/temporary and seasonal	2	5	0	0	0	0	0	0	2	5	7
Total	40	64	4	5	0	1	14	8	58	78	136

The Education, Training and Development Sector effected only 136 promotions during the 2017-2018 review period, a slump of 34% in the number of employees promoted in the previous corresponding review period. Women had the largest share (58%) of employees trained, while 81% of employees trained in the sector were from designated groups.

Education, Training & Development Sector

Table 4: Termination

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	0	0	0	0	2	0	2	0	2
Senior Management	10	5	1	6	0	0	7	3	18	14	32
Middle Management	13	14	3	5	0	0	3	2	19	21	40
Specialised/skilled/ senior supervisory	27	36	1	10	0	0	30	22	58	68	126
Skilled	46	55	4	22	0	0	3	10	53	87	140
Semi-skilled	46	42	1	3	0	0	0	0	47	45	92
Unskilled	20	19	2	0	0	0	0	0	22	19	41
Total permanent	162	171	12	46	0	0	45	37	219	254	473
Casual/temporary and seasonal	624	511	16	22	2	0	87	34	729	567	1296
Total	786	682	28	68	2	0	132	71	948	821	1769

A total of 1 769 employees parted company with their employers in the Education, Training and Development Sector, an increase of 10% in the number of employees whose contracts of employment were terminated during the previous corresponding review period. The majority of employees (87%) who vacated their positions in the sector were persons in designated groups, while 46% were women and 11% were non-Namibians.

Education, Training & Development Sector

Table 5: Termination Categories

Termination Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Resignation	97	109	7	39	0	0	18	24	122	172	294
Non-renewal of contract	237	143	18	20	0	0	100	44	355	207	562
Dismissal - Retrenchment	27	11	0	1	0	0	0	0	27	12	39
Dismissal - Misconduct	18	12	0	0	0	0	0	0	18	12	30
Dismissal - incapacity	0	1	0	1	0	0	0	0	0	2	2
Other	407	406	3	7	2	0	14	3	426	416	842
Total	786	682	28	68	2	0	132	71	948	821	1769

Most contracts of employment (48%) were terminated through unspecified reasons ("other"), followed by non-renewal of employment contracts, 32%, and resignation, 17%.

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	1	1	1	0	0	3	1	10	3	13
Senior Management	22	20	2	2	0	0	7	5	31	27	58
Middle Management	31	63	2	3	0	0	6	7	39	73	112
Specialised/ skilled/ senior supervisory	151	200	3	54	2	0	26	49	182	303	485
Skilled	81	174	4	24	1	2	18	25	104	225	329
Semi-skilled	21	20	1	4	0	0	0	0	22	24	46
Unskilled	9	2	0	0	0	0	0	0	9	2	11
Total permanent	321	480	13	88	3	2	60	87	397	657	1054
Casual/ temporary and seasonal	14	49	0	2	0	0	2	5	16	56	72
Total	335	529	13	90	3	2	62	92	413	713	1126

The Education, Training and Development Sector reported to have 1 126 employees trained during the 2017-2018 review period, 16% of whom were managers and 63% were women. Only a mere 0,4% of employees trained were persons with disabilities, while 14% were non-Namibians. The previously racially disadvantaged accounted for 77% of employees trained across the sector.

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	25	5	21	13	0	0	2	3	48	21	69
Senior Management	113	98	123	75	1	0	16	8	253	181	434
Middle Management	379	421	144	173	4	2	9	12	536	608	1144
Specialised/skilled/ senior supervisory	845	1527	55	200	5	1	7	4	912	1732	2644
Skilled	839	1749	33	96	7	3	1	3	880	1851	2731
Semi-skilled	574	721	33	27	4	2	0	2	611	752	1363
Unskilled	114	106	1	7	0	1	0	1	115	115	230
Total permanent	2889	4627	410	591	21	9	35	33	3355	5260	8615
Casual/temporary and seasonal	94	156	7	4	1	1	2	0	104	161	265
Total	2983	4783	417	595	22	10	37	33	3459	5421	8880

The Financial Intermediation Sector reported to have had a total workforce of 8 880 employees, representing a decline of 17% in the number of employees recorded during the previous corresponding review period. Women accounted for 61% of the workforce, however only 49% of managers were women, but 63% of managers were previously racially disadvantaged and persons with disabilities comprised a mere 0,4% of the workforce in the sector.

Financial Intermediation

Table 2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	4	0	1	0	0	0	0	0	5	0	5
Senior Management	17	12	17	9	0	0	3	2	37	23	60
Middle Management	59	47	20	32	0	0	4	5	83	84	167
Specialised/skilled/ senior supervisory	138	170	14	42	0	1	3	3	155	216	371
Skilled	148	264	7	19	2	0	0	0	157	283	440
Semi-skilled	133	139	8	7	0	0	0	0	141	146	287
Unskilled	20	23	1	2	0	0	0	1	21	26	47
Total permanent	519	655	68	111	2	1	10	11	599	778	1377
Casual/temporary and seasonal	78	133	5	9	0	0	1	0	84	142	226
Total	597	788	73	120	2	1	11	11	683	920	1603

The Financial Intermediation Sector hired 1 603 persons across the sector during the 2017-2018 review period, a drop of 43% in the number of persons hired by the sector in the previous corresponding review period. Even though the previously racially disadvantaged comprised 86% of the persons hired during the period under review, only 56% were hired as managers, while only 46% of women hired occupied management positions.

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	2	0	0	0	1	1	3	4
Senior Management	6	5	9	2	0	0	6	0	21	7	28
Middle Management	33	40	8	14	0	0	4	1	45	55	100
Specialised/skilled/ senior supervisory	111	155	9	21	0	0	3	1	123	177	300
Skilled	79	123	5	8	0	0	1	0	85	131	216
Semi-skilled	24	47	1	2	0	0	0	1	25	50	75
Unskilled	2	5	0	0	0	0	0	0	2	5	7
Total permanent	255	375	33	49	0	0	14	4	302	428	730
Casual/temporary and seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	255	375	33	49	0	0	14	4	302	428	730

The Financial Intermediation Sector recorded 730 promotions across the sector during the period under review, a 24% drop in the number of promotions recorded during the previous corresponding review period. Persons in designated groups constituted 77% of employees promoted to positions at the management levels, while only 49% of employees promoted to management positions were women and none from the persons with disabilities group was promoted to management levels.

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	1	0	5	4	0	0	0	0	6	4	10
Senior Management	23	12	18	13	2	0	2	4	45	29	74
Middle Management	73	97	8	14	0	0	4	1	85	112	197
Specialised/skilled/ senior supervisory	73	99	5	17	0	0	0	2	78	118	196
Skilled	143	200	10	17	0	1	2	1	155	219	374
Semi-skilled	87	81	1	11	0	1	0	1	88	94	182
Unskilled	15	9	1	2	0	1	0	0	16	12	28
Total permanent	415	498	48	78	2	3	8	9	473	588	1061
Casual/temporary and seasonal	159	223	4	6	2	0	0	0	165	229	394
Total	574	721	52	84	4	3	8	9	638	817	1455

The Financial Intermediation Sector recorded 1 455 termination of employment contracts during the 2017-2018 review period, however, fewer employees, 28%, parted company with their employers in the sector than those who did so during the previous corresponding review period. Women accounted for the majority (56%) of employees who vacated their positions in the sector, while 95% of employees whose contracts of employment ended were persons in designated groups.

Financial Intermediation

Table 5: Termination Categories

Termination Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Resignation	338	458	37	66	1	3	7	9	383	536	919
Non-renewal of contract	154	215	5	7	2	0	0	0	161	222	383
Dismissal - Retrenchment	3	1	0	0	0	0	0	0	3	1	4
Dismissal - Misconduct	41	24	3	2	0	0	0	0	44	26	70
Dismissal - incapacity	1	0	0	0	1	0	0	0	2	0	2
Other	37	23	7	9	0	0	1	0	45	32	77
Total	574	721	52	84	4	3	8	9	638	817	1455

Most employees, 63%, left their jobs in the Financial Intermediation Sector due to resignation, followed by non-renewal of contracts, 26% and the unspecified reasons ("other"), 5%.

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	16	4	4	7	0	0	0	1	20	12	32
Senior Management	74	66	72	45	1	0	9	4	156	115	271
Middle Management	275	339	49	87	1	1	5	5	330	432	762
Specialised/skilled/ senior supervisory	514	771	34	112	0	0	4	2	552	885	1437
Skilled	460	943	27	68	0	1	1	1	488	1013	1501
Semi-skilled	255	321	6	9	1	0	1	3	263	333	596
Unskilled	30	33	0	7	0	0	0	1	30	41	71
Total permanent	1624	2477	192	335	3	2	20	17	1839	2831	4670
Casual/temporary and seasonal	12	23	0	0	1	1	0	0	13	24	37
Total	1636	2500	192	335	4	3	20	17	1852	2855	4707

The Financial Intermediation Sector reported to have, in aggregate, trained 4 707 employees during the period under review, 12% less than the number of employees trained during the previous corresponding review period. Women accounted for 61% of employees who received training in the sector, while 95% were persons in designated groups, but only a mere 0,1% were persons with disabilities.

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	2	14	0	0	0	1	0	16	2	18
Senior Management	29	14	37	11	1	0	18	0	85	25	110
Middle Management	103	26	50	26	3	1	19	5	175	58	233
Specialised/skilled/ senior supervisory	380	181	36	27	3	0	66	1	485	209	694
Skilled	592	814	19	32	0	1	15	0	626	847	1473
Semi-skilled	1773	1447	1	2	9	4	0	0	1783	1453	3236
Unskilled	1415	1359	0	0	2	3	0	0	1417	1362	2779
Total permanent	4293	3843	157	98	18	9	119	6	4587	3956	8543
Casual/temporary and seasonal	1909	2637	6	1	7	3	5	0	1927	2641	4568
Total	6202	6480	163	99	25	12	124	6	6514	6597	13111

The Fishing Sector reported on a combined workforce of 13 111, 50% of whom were women, but only 0,3% were persons with disabilities. Even though the previously racially disadvantaged comprised 97% of the total number of employees, only 48% of them occupied positions at the top three occupational levels, while women accounted only for 24% of management positions.

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	0	1	0	0	0	0	0	2	0	2
Senior Management	3	0	5	2	0	0	0	0	8	2	10
Middle Management	10	2	6	3	0	0	4	4	20	9	29
Specialised/skilled/senior supervisory	41	7	6	3	0	0	10	0	57	10	67
Skilled	72	94	3	2	0	0	2	0	77	96	173
Semi-skilled	415	121	0	0	2	1	0	0	417	122	539
Unskilled	339	118	0	0	0	2	0	0	339	120	459
Total permanent	881	342	21	10	2	3	16	4	920	359	1279
Casual/temporary and seasonal	500	1193	4	0	6	2	0	0	510	1195	1705
Total	1381	1535	25	10	8	5	16	4	1430	1554	2984

The Fishing Sector reported to have hired 2 984 persons, 6% more than the number of persons hired during the previous corresponding review period. Women accounted for the majority of persons hired during the 2017-2018 review period, as they comprised 57% of the recruits, while only 0,49% were persons with disabilities and 0,7% were non-Namibians. Whites accounted for 41% of managers hired during the period under review, while only 39% were Black. Persons in designated groups accounted for 98% of persons hired during the 2017-2018 review period.

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	2	0	3	0	0	0	0	0	5	0	5
Middle Management	9	2	0	0	0	0	0	0	9	2	11
Specialised/skilled/senior supervisory	10	6	1	1	1	0	0	0	12	7	19
Skilled	27	39	0	1	0	0	0	0	27	40	67
Semi-skilled	17	8	0	0	0	0	0	0	17	8	25
Unskilled	35	7	0	0	0	0	0	0	35	7	42
Total permanent	100	62	5	2	1	0	0	0	106	64	170
Casual/temporary and seasonal	1	0	0	0	0	0	0	0	1	0	1
Total	101	62	5	2	1	0	0	0	107	64	171

The Fishing Sector effected only 171 promotions during the 2017-2018 review period, a decline of 82% in the number of employees promoted during the previous corresponding review period. Person in designated groups accounted for 97% of employees promoted across the Fishing Sector during the 2017-2018 review period, but only 37% were women.

Fishing

Table 4: Termination

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	1	3	0	0	0	0	0	3	1	4
Senior Management	1	0	1	3	0	0	3	1	5	4	9
Middle Management	5	1	9	3	0	0	3	0	17	4	21
Specialised/skilled/ senior supervisory	58	31	8	1	0	0	22	1	88	33	121
Skilled	90	57	5	9	0	1	0	1	95	68	163
Semi-skilled	199	75	4	0	0	2	0	0	203	77	280
Unskilled	91	50	2	0	0	0	0	0	93	50	143
Total permanent	444	215	32	16	0	3	28	3	504	237	741
Casual/temporary and seasonal	1359	400	0	1	9	0	0	0	1368	401	1769
Total	1803	615	32	17	9	3	28	3	1872	638	2510

The Fishing Sector reported that 2 510 employees' contracts of employment were terminated during the 2017-2018 review period, 25% more than the number of employees who parted company with the Fishing Sector during the 2016-2017 review period. Persons in designated groups accounted for 97% of employees whose contracts of employment were terminated during the period under review and 25% were women, while 0,5% were persons with disabilities.

Fishing

Table 5: Termination Categories

Termination Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Resignation	214	163	24	12	0	2	0	0	238	177	415
Non-renewal of contract	1209	319	0	0	8	0	23	1	1240	320	1560
Dismissal - Retrenchment	34	18	3	2	0	0	0	1	37	21	58
Dismissal - Misconduct	189	35	1	0	0	0	0	0	190	35	225
Dismissal - incapacity	7	29	0	1	0	0	0	0	7	30	37
Other	150	51	4	2	1	1	5	1	160	55	215
Total	1803	615	32	17	9	3	28	3	1872	638	2510

Most employees, 62%, left the Fishing industry due to non-renewal of employment contracts, followed by resignation, 16% and dismissal on account of misconduct, 9%.

Fishing

Table 6: Training

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	1	5	0	0	0	0	0	5	1	6
Senior Management	21	11	18	4	0	0	5	0	44	15	59
Middle Management	43	15	15	16	1	1	8	0	67	32	99
Specialised/ skilled/ senior supervisory	200	97	14	17	1	0	2	0	217	114	331
Skilled	323	559	4	17	0	0	2	0	329	576	905
Semi-skilled	1004	772	1	1	5	3	0	0	1010	776	1786
Unskilled	557	256	0	0	0	0	0	0	557	256	813
Total permanent	2148	1711	57	55	7	4	17	0	2229	1770	3999
Casual/ temporary and seasonal	953	1788	0	0	1	1	0	0	954	1789	2743
Total	3101	3499	57	55	8	5	17	0	3183	3559	6742

The Fishing Sector reported that 6 742 employees were trained during the 2017-2018 review period, 4% more than the number of employees recorded trained across the sector during the previous corresponding review period. Women comprised 53% of employees trained during the 2017-2018 review period, while only 0,2% 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	3	4	10	2	0	1	6	6	19	13	32
Senior Management	10	11	9	11	0	0	4	5	23	27	50
Middle Management	20	57	5	27	0	0	4	11	29	95	124
Specialised/skilled/ senior supervisory	58	258	7	43	1	2	46	146	112	449	561
Skilled	169	571	5	39	0	2	34	49	208	661	869
Semi-skilled	181	430	2	10	1	2	0	1	184	443	627
Unskilled	54	112	0	0	1	0	0	0	55	112	167
Total permanent	495	1443	38	132	3	7	94	218	630	1800	2430
Casual/temporary and seasonal	15	31	0	3	0	0	3	3	18	37	55
Total	510	1474	38	135	3	7	97	221	648	1837	2485

Welfare Sector reported on a workforce comprising 2 485 employees across the industry, an increase of 23% in the number of employees reported on during the previous corresponding review period. The Health and Welfare Sector is naturally the preferred career choice of women, it was no surprise that women made up 74% of the workforce in the sector, however only 0,4% of employees in that sector were persons with disabilities and 13% were non-Namibians. Even though women accounted for 74% of employees, only 66% of managers were women in the Health and Welfare Sector.

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	2	0	2	0	2
Senior Management	2	3	1	1	0	0	0	0	3	4	7
Middle Management	2	10	0	0	0	0	0	1	2	11	13
Specialised/skilled/ senior supervisory	8	58	1	8	0	0	14	19	23	85	108
Skilled	75	120	1	3	0	0	11	4	87	127	214
Semi-skilled	48	80	2	2	0	0	0	0	50	82	132
Unskilled	13	7	0	0	1	0	0	0	14	7	21
Total permanent	148	278	5	14	1	0	27	24	181	316	497
Casual/temporary and seasonal	12	65	2	5	0	0	3	2	17	72	89
Total	160	343	7	19	1	0	30	26	198	388	586

The Health and Welfare Sector hired a total of 586 persons only during the 2017-2018 review period, a slump of 21% in the number of recruits reported on during the previous corresponding review period. Women accounted for 66% of persons hired during the period under review, but only one person with disability was hired, while 10% 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	0	1	0	2	0	0	0	0	0	3	3
Middle Management	0	4	0	4	0	0	0	1	0	9	9
Specialised/skilled/ senior supervisory	2	7	0	1	0	0	2	1	4	9	13
Skilled	5	11	0	0	0	0	0	0	5	11	16
Semi-skilled	4	11	0	0	0	0	0	0	4	11	15
Unskilled	0	0	0	0	0	0	0	0	0	0	0
Total permanent	11	34	0	7	0	0	2	2	13	43	56
Casual/temporary and seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	11	34	0	7	0	0	2	2	13	43	56

The Health and Welfare Sector recorded only 56 promotions, across the industry, during the period under review, an 18% drop in the number of employees promoted during the previous corresponding review period. Note has to be taken however, that only 21% of employees promoted advanced to management levels, 100% of whom were women, but none from the persons with disabilities group.

Health & Welfare Sector

Table 4: Termination

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	1	0	0	0	0	0	1	0	1
Senior Management	3	3	4	1	0	0	0	2	7	6	13
Middle Management	0	2	1	3	0	0	0	2	1	7	8
Specialised/skilled/ senior supervisory	11	42	2	5	0	1	13	15	26	63	89
Skilled	48	118	0	6	0	0	4	17	52	141	193
Semi-skilled	17	40	0	3	0	0	0	0	17	43	60
Unskilled	8	19	0	0	0	0	0	0	8	19	27
Total permanent	87	224	8	18	0	1	17	36	112	279	391
Casual/temporary and seasonal	25	59	3	3	0	0	0	0	28	62	90
Total	112	283	11	21	0	1	17	36	140	341	481

The Health and Welfare Sector recorded 481 employment contracts terminations during the 2017-2018 review period, a 22% surge in the number of employment contracts that ended during the previous corresponding review period. Women accounted for 71% of employees who parted company with the Health and Welfare Sector, while 37% were non-Namibians and 5% were managers.

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	63	206	6	16	0	1	13	17	82	240	322
Non-renewal of contract	27	37	2	4	0	0	4	17	33	58	91
Dismissal - Retrenchment	9	13	0	0	0	0	0	0	9	13	22
Dismissal - Misconduct	8	15	0	0	0	0	0	2	8	17	25
Dismissal - incapacity	0	0	0	0	0	0	0	0	0	0	0
Other	5	12	3	1	0	0	0	0	8	13	21
Total	112	283	11	21	0	1	17	36	140	341	481

Most employees, 67%, vacated their employment positions in the Health and Welfare Sector through resignation, followed by non-renewal of contracts, 19%, and dismissal due to misconduct, 5%.

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	2	2	0	0	0	7	0	10	2	12
Senior Management	5	5	2	10	0	0	0	4	7	19	26
Middle Management	9	43	3	15	0	0	1	8	13	66	79
Specialised/skilled/ senior supervisory	28	161	2	21	0	0	31	98	61	280	341
Skilled	84	252	2	21	0	1	8	11	94	285	379
Semi-skilled	42	105	1	2	0	1	0	0	43	108	151
Unskilled	8	51	0	0	0	0	0	0	8	51	59
Total permanent	177	619	12	69	0	2	47	121	236	811	1047
Casual/temporary and seasonal	0	8	0	0	0	0	0	0	0	8	8
Total	177	627	12	69	0	2	47	121	236	819	1055

The Health and Welfare Sector reported, in aggregate, to have trained 1 055 employees during the 2017-2018 review period, a drop of 26% in the number of employees trained across the industry during the previous corresponding review period. Women had the largest share of employees trained, namely 78%, but surprisingly employers across the sector spent money to train 34% non-Namibians who were supposed to have been hired because they had skills which Namibians did not possess.

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	17	6	23	3	0	0	2	1	42	10	52
Senior Management	42	28	42	15	1	0	12	2	97	45	142
Middle Management	98	56	40	22	0	0	4	0	142	78	220
Specialised/skilled/ senior supervisory	390	255	69	23	1	0	14	0	474	278	752
Skilled	724	502	84	39	2	3	17	4	827	548	1375
Semi-skilled	355	317	12	15	2	5	0	0	369	337	706
Unskilled	99	60	1	0	1	0	0	0	101	60	161
Total permanent	1725	1224	271	117	7	8	49	7	2052	1356	3408
Casual/temporary and seasonal	292	109	7	2	0	0	4	0	303	111	414
Total	2017	1333	278	119	7	8	53	7	2355	1467	3822

The Information Systems, Electronics and Communication Technology Sector registered a 21% drop in the number of employees that were employed in the sector during the previous corresponding review period. Only 39% of employees in the sector were women, while they accounted only for 32% positions at the management levels. Persons with disabilities comprised only 0,4% of the workforce, while 2% were non-Namibians.

Information Systems, Electronics and Telecommunications Technologies Sector

Table 2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	1	1	1	0	0	0	0	0	2	1	3
Senior Management	2	2	4	0	0	0	1	0	7	2	9
Middle Management	12	5	1	2	0	0	1	0	14	7	21
Specialised/skilled/senior supervisory	28	28	6	4	0	0	2	0	36	32	68
Skilled	96	76	6	6	0	0	4	3	106	85	191
Semi-skilled	96	57	6	3	1	0	0	0	103	60	163
Unskilled	28	17	1	0	0	0	0	0	29	17	46
Total permanent	263	186	25	15	1	0	8	3	297	204	501
Casual/temporary and seasonal	56	46	4	0	0	0	2	0	62	46	108
Total	319	232	29	15	1	0	10	3	359	250	609

The sector hired 609 employees during the 2017-2018 review period, a whopping 58% drop in the number of persons hired during the previous corresponding review period. Persons in designated groups accounted for 93% of persons hired during the period under review, while only 41% of persons hired by the Information Systems, Electronics and Communication Technology Sector were women.

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	1	2	0	1	0	0	0	0	1	3	4
Senior Management	3	2	1	2	0	0	2	1	6	5	11
Middle Management	6	1	2	1	0	0	1	0	9	2	11
Specialised/skilled/ senior supervisory	25	15	3	1	0	0	1	0	29	16	45
Skilled	3	11	1	0	0	0	0	0	4	11	15
Semi-skilled	5	4	0	0	0	0	0	0	5	4	9
Unskilled	0	0	0	0	0	0	0	0	0	0	0
Total permanent	43	35	7	5	0	0	4	1	54	41	95
Casual/temporary and seasonal	0	2	0	0	0	0	0	0	0	2	2
Total	43	37	7	5	0	0	4	1	54	43	97

The Information Systems, Electronics and Communication Technology Sector promoted only 97% employees during the 2017-2018 review period, 44% less than the number of employees promoted during the previous corresponding review period. Persons in designated groups accounted for 88% of employees promoted in the sector during the period under review, while 44% were women and no one from the persons with disabilities group was promoted.

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	0	0	1	0	0	0	4	0	5	0	5
Senior Management	3	2	2	4	0	0	1	0	6	6	12
Middle Management	15	6	5	1	0	0	2	0	22	7	29
Specialised/skilled/ senior supervisory	44	23	12	5	0	0	6	0	62	28	90
Skilled	111	46	14	4	0	0	1	1	126	51	177
Semi-skilled	71	31	6	4	1	0	0	0	78	35	113
Unskilled	32	7	0	0	0	0	0	0	32	7	39
Total permanent	276	115	40	18	1	0	14	1	331	134	465
Casual/temporary and seasonal	69	21	6	1	1	0	4	0	80	22	102
Total	345	136	46	19	2	0	18	1	411	156	567

The sector recorded 567 employment contract terminations during the period under review, 31% less than the number of employees who parted company with the sector during the previous corresponding review period. Persons in designated groups accounted for 98% of employees who left their jobs across the sector during the period under review.

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	158	87	33	15	1	0	10	0	202	102	304
Non-renewal of contract	87	19	6	1	1	0	6	1	100	21	121
Dismissal - Retrenchment	17	8	2	2	0	0	1	0	20	10	30
Dismissal - Misconduct	29	4	0	0	0	0	0	0	29	4	33
Dismissal - incapacity	1	0	0	0	0	0	0	0	1	0	1
Other	53	18	5	1	0	0	1	0	61	19	80
Total	345	136	46	19	2	0	18	1	411	156	567

Most employees, 54%, vacated their employment positions during the 2017-2018 review period, through resignation, followed by non-renewal of employment contracts, 21% and unspecified reasons ("Other"), 14%.

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	6	1	7	1	0	0	1	1	14	3	17
Senior Management	32	28	29	6	0	0	5	1	66	35	101
Middle Management	57	43	19	14	0	0	3	0	79	57	136
Specialised/skilled/ senior supervisory	164	81	35	10	0	0	7	0	206	91	297
Skilled	387	255	40	23	0	0	5	3	432	281	713
Semi-skilled	111	95	10	2	0	0	0	0	121	97	218
Unskilled	12	4	0	0	0	0	0	0	12	4	16
Total permanent	769	507	140	56	0	0	21	5	930	568	1498
Casual/temporary and seasonal	38	10	2	0	0	0	0	0	40	10	50
Total	807	517	142	56	0	0	21	5	970	578	1548

The Information Systems, Electronics and Communication Technology Sector reported to have trained 1 548 employees during the 2017-2018 review period, an increase of 9% in the number of employees trained during the previous corresponding review period. Women accounted only 37% of persons trained during the period under review, while 89% were persons in designated groups.

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	7	1	0	0	0	0	0	0	7	1	8
Senior Management	29	9	5	0	1	0	0	0	35	9	44
Middle Management	56	33	7	1	0	0	0	0	63	34	97
Specialised/skilled/ senior supervisory	141	92	20	16	0	0	1	0	162	108	270
Skilled	564	302	26	8	6	0	0	0	596	310	906
Semi-skilled	834	335	8	4	9	2	0	0	851	341	1192
Unskilled	698	206	1	0	15	1	0	0	714	207	921
Total permanent	2329	978	67	29	31	3	1	0	2428	1010	3438
Casual/temporary and seasonal	75	42	0	0	1	0	1	0	77	42	119
Total	2404	1020	67	29	32	3	2	0	2505	1052	3557

The Local Government, Water and Related Services Sector reported to have a workforce of 3 557 employees across the industry, 4% less than the number of employees reported on during the previous corresponding review period. Persons with disabilities comprised 1% of the total workforce, while 30% were women.

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	1	0	0	0	0	0	0	0	1	0	1
Middle Management	4	4	1	0	0	0	0	0	5	4	9
Specialised/skilled/ senior supervisory	14	7	2	0	0	0	0	0	16	7	23
Skilled	23	10	0	1	0	0	0	0	23	11	34
Semi-skilled	30	7	0	0	0	0	0	0	30	7	37
Unskilled	39	9	0	0	1	0	0	0	40	9	49
Total permanent	111	37	3	1	1	0	0	0	115	38	153
Casual/temporary and seasonal	54	40	0	0	0	0	0	0	54	40	94
Total	165	77	3	1	1	0	0	0	169	78	247

The Local Government, Water and Related Services Sector hired only 225 persons during the 2017-2018 review period, but 10% more than the number of persons hired during the previous corresponding review period. The sector appointed only 4% of the number hired to fill positions at the management levels.

Local Governments, Water and Related Services Sector

Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	0	0	0	0	0	0	0	0	0
Senior Management	1	0	0	0	0	0	0	0	1	0	1
Middle Management	1	0	0	0	0	0	0	0	1	0	1
Specialised/skilled/ senior supervisory	10	2	0	1	0	0	0	0	10	3	13
Skilled	26	15	0	0	0	0	0	0	26	15	41
Semi-skilled	26	5	0	0	0	0	0	0	26	5	31
Unskilled	12	2	0	0	0	0	0	0	12	2	14
Total permanent	76	24	0	1	0	0	0	0	76	25	101
Casual/temporary and seasonal	23	17	0	0	0	0	0	0	23	17	40
Total	99	41	0	1	0	0	0	0	99	42	141

The Local Government, Water and Related Services Sector recorded 141 promotions across the industry, 23% less than the number of employees promoted during the previous corresponding review period. Male employees accounted for 70% of employees promoted in the industry and no employee from the persons with disabilities group was promoted during the period under review.

Local Governments, Water and Related Services Sector

Table 4: Termination

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	1	0	0	0	0	0	0	0	1	0	1
Senior Management	2	2	2	0	0	0	1	0	5	2	7
Middle Management	3	2	1	0	0	0	0	0	4	2	6
Specialised/skilled/ senior supervisory	9	6	2	0	0	0	0	0	11	6	17
Skilled	43	17	3	1	0	0	0	0	46	18	64
Semi-skilled	56	11	0	0	1	0	0	0	57	11	68
Unskilled	44	7	0	0	0	0	0	0	44	7	51
Total permanent	158	45	8	1	1	0	1	0	168	46	214
Casual/temporary and seasonal	25	32	0	0	0	0	2	1	27	33	60
Total	183	77	8	1	1	0	3	1	195	79	274

The Local Government, Water and Related Services Sector registered 274 terminations of employment contracts during the 2017-2018 review period, 9% more than the number of employment contract terminations recorded during the previous corresponding review period. Men accounted for 71% of employees who parted company with their employers in the industry.

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	73	31	4	1	0	0	0	1	77	33	110
Non-renewal of contract	21	28	0	0	0	0	2	0	23	28	51
Dismissal - Retrenchment	31	4	1	0	1	0	0	0	33	4	37
Dismissal - Misconduct	12	0	0	0	0	0	0	0	12	0	12
Dismissal - incapacity	3	0	0	0	0	0	0	0	3	0	3
Other	43	14	3	0	0	0	1	0	47	14	61
Total	183	77	8	1	1	0	3	1	195	79	274

The majority, 40%, vacated their employment positions through resignation, followed by unspecified reasons ("Other"), 22% and non-renewal of employment contract, 19%.

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	5	1	0	0	0	0	0	0	5	1	6
Senior Management	20	7	3	0	1	0	0	0	24	7	31
Middle Management	71	43	12	3	0	0	0	0	83	46	129
Specialised/skilled/ senior supervisory	77	55	14	7	0	0	0	0	91	62	153
Skilled	164	96	5	4	0	1	0	0	169	101	270
Semi-skilled	77	34	2	2	0	0	0	0	79	36	115
Unskilled	66	30	0	0	0	0	0	0	66	30	96
Total permanent	480	266	36	16	1	1	0	0	517	283	800
Casual/temporary and seasonal	4	2	0	0	0	0	0	0	4	2	6
Total	484	268	36	16	1	1	0	0	521	285	806

The Local Government, Water and Related Services Sector reported to have trained 806 employees, 65% of whom were male employees. Managers accounted for 21% of employees trained across the sector, while 96% of employees trained were from designated groups.

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	9	2	49	8	0	0	9	1	67	11	78
Senior Management	32	22	87	26	1	0	34	3	154	51	205
Middle Management	155	89	123	63	2	1	27	3	307	156	463
Specialised/skilled/senior supervisory	482	266	78	40	1	1	25	4	586	311	897
Skilled	1022	402	38	57	11	8	4	1	1075	468	1543
Semi-skilled	1747	326	6	8	10	2	1	0	1764	336	2100
Unskilled	1281	514	0	0	15	2	0	0	1296	516	1812
Total permanent	4728	1621	381	202	40	14	100	12	5249	1849	7098
Casual/temporary and seasonal	534	151	5	0	0	0	2	0	541	151	692
Total	5262	1772	386	202	40	14	102	12	5790	2000	7790

The Manufacturing Sector reported to have, in aggregate, 7 790 employees, a whopping 74% of whom were male employees and 1% were non-Namibians. The total number of employees reported on during the 2017-2018 review period represented a decrease of 11% in the number of employees recorded during the previous corresponding review period. Even though White employees comprised only 8% of the workforce in the Manufacturing Sector, they occupied 48% of management positions in the sector, while 10% of managers were non-Namibians.

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	0	0	0	2	0	4	0	4
Senior Management	6	5	10	5	0	0	3	2	19	12	31
Middle Management	26	12	15	22	0	0	2	1	43	35	78
Specialised/skilled/senior supervisory	102	55	22	12	0	0	0	0	124	67	191
Skilled	153	66	13	16	2	0	2	0	170	82	252
Semi-skilled	308	51	8	3	0	3	0	0	316	57	373
Unskilled	307	159	0	0	6	0	0	0	313	159	472
Total permanent	902	348	70	58	8	3	9	3	989	412	1401
Casual/temporary and seasonal	386	92	4	3	0	0	1	0	391	95	486
Total	1288	440	74	61	8	3	10	3	1380	507	1887

The Manufacturing Sector reported to have hired 1 887 persons during the 2017-2018 review period, 27% less than the number reported hired during the previous corresponding review period. Whites accounted for 48% of managers hired during the 2017-2018 review period, while only 42% of managers hired during the 2017-2018 review period were women and no person with disabilities was hired as manager during the period under review.

Manufacturing Sector

Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	1	0	1	0	0	0	0	0	2	0	2
Senior Management	5	4	4	3	0	0	1	0	10	7	17
Middle Management	32	13	7	6	0	0	0	1	39	20	59
Specialised/skilled/ senior supervisory	58	16	7	0	1	0	0	0	66	16	82
Skilled	93	16	3	3	0	0	0	0	96	19	115
Semi-skilled	119	45	0	0	0	0	0	0	119	45	164
Unskilled	76	11	0	0	0	0	0	0	76	11	87
Total permanent	384	105	22	12	1	0	1	1	408	118	526
Casual/temporary and seasonal	86	21	3	2	0	0	0	0	89	23	112
Total	470	126	25	14	1	0	1	1	497	141	638

The Manufacturing Sector recorded 638 promotions during the period under review, 96% of whom were persons in designated groups, but only 22% were women. The number of employees promoted during the 2017-2018 review period, decreased by 36% compared to the number of employees promoted during the previous corresponding review period. Employees promoted to positions at the management level accounted for 12% of the total number of employees promoted, 4% of whom were women.

Manufacturing Sector

Table 4: Termination

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	1	1	0	0	3	0	4	1	5
Senior Management	5	4	10	1	0	0	5	3	20	8	28
Middle Management	28	16	23	12	0	0	2	1	53	29	82
Specialised/skilled/ senior supervisory	84	39	18	9	1	0	7	1	110	49	159
Skilled	320	103	7	21	0	0	0	0	327	124	451
Semi-skilled	398	71	7	3	4	1	0	0	409	75	484
Unskilled	390	233	0	0	4	0	0	0	394	233	627
Total permanent	1225	466	66	47	9	1	17	5	1317	519	1836
Casual/temporary and seasonal	295	59	6	6	0	0	0	0	301	65	366
Total	1520	525	72	53	9	1	17	5	1618	584	2202

The Manufacturing Sector recorded 2 202 employment contract terminations during the 2017-2018 review period, but 5% less than the number of employees who were reported to have parted company with their employers during the previous corresponding review period. Regrettably, 96% of employees whose contracts of employment ended were persons from designated groups, while 0,5% were persons with disabilities and 27% were women.

Manufacturing Sector

Table 5: Termination Categories

Termination Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men		
Resignation	526	198	44	39	6	1	14	4	590	242	832
Non-renewal of contract	249	46	2	2	0	0	1	0	252	48	300
Dismissal - Retrenchment	194	62	2	3	0	0	0	0	196	65	261
Dismissal - Misconduct	240	23	8	2	1	0	0	0	249	25	274
Dismissal - incapacity	40	3	4	0	1	0	0	0	45	3	48
Other	271	193	12	7	1	0	2	1	286	201	487
Total	1520	525	72	53	9	1	17	5	1618	584	2202

Most employees, 38%, parted company with their employers across the sector through resignations, followed by unspecified reasons ("Other"), 22% and non-renewal of employment contracts, 14%.

Manufacturing Sector

Table 6: Training

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	1	1	6	1	0	0	0	0	7	2	9
Senior Management	10	6	26	8	0	0	5	1	41	15	56
Middle Management	93	58	54	33	1	0	4	1	152	92	244
Specialised/skilled/senior supervisory	148	65	34	19	0	0	1	1	183	85	268
Skilled	327	128	11	14	5	4	0	0	343	146	489
Semi-skilled	583	121	4	3	2	4	0	0	589	128	717
Unskilled	559	223	0	0	7	0	0	0	566	223	789
Total permanent	1721	602	135	78	15	8	10	3	1881	691	2572
Casual/temporary and seasonal	78	13	2	0	0	0	0	0	80	13	93
Total	1799	615	137	78	15	8	10	3	1961	704	2665

The Manufacturing Sector reported that 2 665 employees were trained during the 2017-2018 review period, but 18% less than the number of employees trained across the sector during the previous corresponding review period. Women accounted only for 26% of employees trained during the period under review, while only a mere 0,9% were persons with disabilities. Persons in designated groups, however accounted for the largest share of employees trained during the period under review.

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	7	0	0	0	18	0	36	2	38
Senior Management	36	19	38	17	1	0	38	2	113	38	151
Middle Management	289	140	149	53	6	2	67	7	511	202	713
Specialised/skilled/ senior supervisory	738	282	147	60	12	4	140	8	1037	354	1391
Skilled	1875	412	89	24	15	1	50	2	2029	439	2468
Semi-skilled	2941	362	13	21	24	3	37	1	3015	387	3402
Unskilled	1157	149	3	0	1	1	0	0	1161	150	1311
Total permanent	7047	1366	446	175	59	11	350	20	7902	1572	9474
Casual/temporary and seasonal	551	117	11	9	0	1	13	1	575	128	703
Total	7598	1483	457	184	59	12	363	21	8477	1700	10177

The Mining Sector had a combined workforce of 10 177 employees across the country, an increase of 9% in the number of employees who were employed in the industry during the previous corresponding review period. Persons in designated groups accounted for the largest share of employees in the Mining Sector, a whopping 92%, however women accounted only for 17% of the workforce, while only 0,7% were persons with disabilities. Black employees comprised 68% of managers in the Mining Sector during the 2017-2018 review period.

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	0	0	0	1	0	4	0	4
Senior Management	4	4	2	1	0	0	4	0	10	5	15
Middle Management	43	20	8	8	0	0	9	1	60	29	89
Specialised/skilled/ senior supervisory	103	42	21	6	0	0	32	2	156	50	206
Skilled	320	63	15	1	1	0	3	1	339	65	404
Semi-skilled	268	72	4	2	4	0	2	0	278	74	352
Unskilled	155	12	1	0	0	0	1	0	157	12	169
Total permanent	895	213	52	18	5	0	52	4	1004	235	1239
Casual/temporary and seasonal	627	93	6	10	0	0	9	2	642	105	747
Total	1522	306	58	28	5	0	61	6	1646	340	1986

The Mining Sector hired an aggregated number of 1 986 persons, but 24% less than the number of employees hired during the previous corresponding review period. Women accounted only for a tiny number of employees hired during the 2017-2018 review period, as only 17% of persons hired were women and 0,3% were persons with disabilities. Women comprised only 31% of managers hired in the Mining Sector during the 2017-2018 review period.

Mining Sector

Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	0	0	0	0	1	0	1	0	1
Senior Management	4	6	4	0	0	0	1	0	9	6	15
Middle Management	26	9	7	3	0	0	3	0	36	12	48
Specialised/skilled/ senior supervisory	61	17	7	3	0	0	4	0	72	20	92
Skilled	116	23	4	2	0	0	4	1	124	26	150
Semi-skilled	361	29	0	0	0	0	0	0	361	29	390
Unskilled	116	6	2	0	1	0	1	0	120	6	126
Total permanent	684	90	24	8	1	0	14	1	723	99	822
Casual/temporary and seasonal	16	6	0	0	0	0	2	0	18	6	24
Total	700	96	24	8	1	0	16	1	741	105	846

A total of 846 employees were promoted in the mining Sector, 8% of whom were promoted to positions at the management level. However, it is satisfying to note that the number of employees promoted in the Mining Sector increased by 72% compared to the number of employees promoted during the previous corresponding review period. Women accounted only for 12% of employees promoted during the period under review.

Mining Sector

Table 4: Termination

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	1	0	3	1	0	0	8	0	12	1	13
Senior Management	7	4	9	1	0	0	8	0	24	5	29
Middle Management	33	14	11	6	1	0	22	2	67	22	89
Specialised/skilled/ senior supervisory	75	21	20	10	0	0	24	5	119	36	155
Skilled	192	62	14	3	0	0	14	2	220	67	287
Semi-skilled	262	70	2	1	1	1	3	0	268	72	340
Unskilled	76	11	0	0	0	0	0	0	76	11	87
Total permanent	646	182	59	22	2	1	79	9	786	214	1000
Casual/temporary and seasonal	395	61	4	2	0	0	22	3	421	66	487
Total	1041	243	63	24	2	1	101	12	1207	280	1487

The Mining Sector recorded a total of 1 487 employment contract terminations during the 2017-2018 review period, 29% less than the number of employees reported to have parted company with their employers across the Mining Sector during the previous corresponding review period. Persons in designated groups accounted for 88% of employees who vacated their employment positions during the period under review and 19% were women.

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	475	139	22	16	1	1	33	5	531	161	692
Non-renewal of contract	326	67	21	3	0	0	25	4	372	74	446
Dismissal - Retrenchment	28	13	9	0	0	0	8	1	45	14	59
Dismissal - Misconduct	88	3	1	0	1	0	2	0	92	3	92
Dismissal - incapacity	4	0	2	0	0	0	0	0	6	0	6
Other	120	21	8	5	0	0	33	2	161	28	190
Total	1041	243	63	24	2	1	101	12	1207	280	1487

The majority, 47%, of employment contract terminations were due to resignations, followed by non-renewal of employment contracts, 30% and unspecified reasons ("Other"), 13%.

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	7	0	5	0	0	0	2	0	14	0	14
Senior Management	29	13	19	7	1	0	14	2	63	22	85
Middle Management	197	67	67	23	0	1	36	2	300	93	393
Specialised/skilled/ senior supervisory	580	146	80	22	3	2	82	2	745	172	917
Skilled	1654	216	76	7	5	1	25	2	1760	226	1986
Semi-skilled	1893	276	10	8	3	1	65	0	1971	285	2256
Unskilled	1440	130	3	0	0	0	4	0	1447	130	1577
Total permanent	5800	848	260	67	12	5	228	8	6300	928	7228
Casual/temporary and seasonal	192	44	10	1	0	0	9	0	211	45	256
Total	5992	892	270	68	12	5	237	8	6511	973	7484

The Mining Sector reported to have trained a total of 7 484 employees across the industry, but 11% less than the number of employees reported trained during the previous corresponding review period. Persons in designated groups accounted for 93% of employees trained in the Mining Sector during the 2017-2018 review period, but only 13% were women and 0,2% were persons with disabilities.

Private Security, Legal and Correctional Services Sector

Table 1: Workforce Profile

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	20	8	28	7	2	0	2	1	52	16	68
Senior Management	45	32	16	10	0	1	0	1	61	44	105
Middle Management	63	44	22	13	0	0	0	3	85	60	145
Specialised/skilled/senior supervisory	196	128	29	35	4	3	0	0	229	166	395
Skilled	4170	1979	15	42	23	19	0	2	4208	2042	6250
Semi-skilled	3059	1862	1	8	9	6	0	0	3069	1876	4945
Unskilled	3060	1155	4	2	9	2	0	0	3073	1159	4232
Total permanent	10613	5208	115	117	47	31	2	7	10777	5363	16140
Casual/temporary and seasonal	137	100	0	1	0	0	0	0	137	101	238
Total	10750	5308	115	118	47	31	2	7	10914	5464	16378

The Private Security, Legal and Correctional Services Sector had a combined workforce of 16 378 employees across the industry, an increase of 7% in the number reported on during the previous corresponding review period. The previously racially disadvantaged constituted 98% of the workforce in the sector and only 33% of employees were women, while 0,5% were persons with disabilities. White employees occupied 30% of positions at Executive Directors and Management levels respectively.

Private Security, Legal and Correctional Services Sector

Table 2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	1	2	2	3	0	0	0	0	3	5	8
Senior Management	10	3	5	0	0	0	0	0	15	3	18
Middle Management	10	1	15	1	0	0	0	0	25	2	27
Specialised/ skilled/ senior supervisory	34	29	18	14	2	3	0	0	54	46	100
Skilled	1383	843	13	16	2	0	0	0	1398	859	2257
Semi-skilled	1598	715	1	2	0	0	0	0	1599	717	2316
Unskilled	1457	325	4	0	1	0	0	0	1462	325	1787
Total permanent	4493	1918	58	36	5	3	0	0	4556	1957	6513
Casual/ temporary and seasonal	15	3	0	1	0	0	0	0	15	4	19
Total	4508	1921	58	37	5	3	0	0	4571	1961	6532

The Private Security, Legal and Correctional Services Sector hired 6 532 persons during the 2017-2018 review period, 54% more than the number of employees hired during the previous corresponding review period. Persons from designated groups constituted 99 % of persons hired during the period in question, but only 30% of those hired were women and 0.1% were persons with disabilities.

Private Security, Legal and Correctional Services Sector

Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	0	0	0	0	0	0	0	0	0
Senior Management	0	2	0	0	0	0	0	0	0	2	2
Middle Management	2	2	0	1	0	0	0	0	2	3	5
Specialised/skilled/ senior supervisory	85	35	0	0	0	0	0	0	85	35	120
Skilled	131	70	0	1	0	0	0	0	131	71	202
Semi-skilled	233	80	0	0	0	0	0	0	233	80	313
Unskilled	531	32	0	0	0	0	0	0	531	32	563
Total permanent	982	221	0	2	0	0	0	0	982	223	1205
Casual/temporary and seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	982	221	0	2	0	0	0	0	982	223	1205

The sector promoted 1 205 employees during the period under review, a whopping 68% more than the number promoted during the previous corresponding review period. Men constituted 81% of those promoted during the 2017-2018 review period, while 19% were women and none from the persons with disabilities group was promoted. A total of 7 people only were promoted to management levels across the sector

Private Security, Legal and Correctional Services Sector

Table 4: Termination

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	2	3	0	0	0	0	2	3	5
Senior Management	2	1	0	0	0	0	0	0	2	1	3
Middle Management	6	12	7	5	1	0	0	1	14	18	32
Specialised/skilled/ senior supervisory	55	21	2	3	0	0	0	2	57	26	83
Skilled	377	113	3	12	0	0	0	0	380	125	505
Semi-skilled	1011	494	2	1	14	1	0	0	1027	496	1523
Unskilled	1183	199	1	0	0	0	0	0	1184	199	1383
Total permanent	2634	840	17	24	15	1	0	3	2666	868	3534
Casual/temporary and seasonal	25	0	0	0	0	0	0	0	25	0	25
Total	2659	840	17	24	15	1	0	3	2691	868	3559

The Private Security, Legal and Correctional Services Sector reported that 3 559 contracts of employment were terminated during the 2017-2018 review period, a surge of 10% in the number of employment contract terminations recorded during the previous corresponding review period. Men accounted for the majority of those employees who vacated their positions of employment (76%).

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	1413	422	12	21	0	0	0	3	1425	446	1871
Non-renewal of contract	214	71	0	0	0	0	0	0	214	71	285
Dismissal - Retrenchment	284	110	0	0	0	0	0	0	284	110	394
Dismissal - Misconduct	351	148	1	0	1	0	0	0	353	148	501
Dismissal - incapacity	4	2	0	0	0	0	0	0	4	2	6
Other	393	87	4	3	14	1	0	0	411	91	502
Total	2659	840	17	24	15	1	0	3	2691	868	3559

The majority (53%), of employment contract termination cases were attributed to resignation, followed by unspecified reasons ("Other"), (14,1%) and Dismissal due to Misconduct, (14%).

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	1	0	0	0	0	1	2	2	4
Senior Management	13	5	0	0	0	0	0	1	13	6	19
Middle Management	32	23	1	4	0	0	0	2	33	29	62
Specialised/skilled/ senior supervisory	152	87	4	12	0	0	0	0	156	99	255
Skilled	1147	293	2	6	0	0	0	0	1149	299	1448
Semi-skilled	560	223	7	0	0	0	0	0	567	223	790
Unskilled	896	230	1	0	0	0	0	0	897	230	1127
Total permanent	2801	862	16	22	0	0	0	4	2817	888	3705
Casual/temporary and seasonal	0	0	0	1	0	0	0	0	0	1	1
Total	2801	862	16	23	0	0	0	4	2817	889	3706

The Private Security, Legal and Correctional Services Sector reported to have trained 3 706 employees during the 2017-2018 review period, a decrease of 28% in the number of employees trained during the previous corresponding review period. As it had been the trend in many sectors, men constituted the majority of employees trained, namely 76%. The previously racially disadvantaged accounted for 99 % of employees trained, but none from the persons with disabilities group was trained during the 2017-2018 review period.

Public Service Sector

Table 1: Workforce Profile

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	27	9	0	0	1	0	0	0	28	9	37
Senior Management	237	150	23	8	6	0	18	5	284	163	447
Middle Management	1642	1495	108	17	3	5	73	16	1826	1533	3359
Specialised/skilled/ senior supervisory	2363	2543	82	33	18	9	208	75	2671	2660	5331
Skilled	13462	20525	88	30	44	29	177	313	13771	20897	34668
Semi-skilled	13457	13159	35	25	61	56	12	20	13565	13260	26825
Unskilled	7788	11551	5	2	72	44	2	5	7867	11602	19469
Total permanent	38976	49432	341	115	205	143	490	434	40012	50124	90136
Casual/temporary and seasonal	8736	14294	10	0	35	27	1	1	8782	14322	23104
Total	47712	63726	351	115	240	170	491	435	48794	64446	113240

The Public Service showed an improvement of 11% in the number of employees covered by affirmative action reports during the 2017-2018 review period, Personnel statistics gleaned from the affirmative action reports received from Offices, Ministries and Agencies during the period under review, revealed that there were 113 240 employees employed in the Public Service. Women accounted for 57% of the number of employees reported on and occupied 44% of positions at the top three occupational levels. Persons from designated groups comprised 99% of employees in the Public Service, but only 0,4% were persons with disabilities.

Public Service Sector

Table 2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	2	0	0	0	0	0	0	0	2	2
Senior Management	10	9	1	0	0	0	1	0	12	9	21
Middle Management	32	12	3	2	0	0	1	0	36	14	50
Specialised/skilled/ senior supervisory	121	163	3	2	0	0	29	20	153	185	338
Skilled	710	1388	0	0	2	1	40	52	752	1441	2193
Semi-skilled	500	757	0	0	1	1	7	16	508	774	1282
Unskilled	431	545	0	0	1	3	0	0	432	548	980
Total permanent	1804	2876	7	4	4	5	78	88	1893	2973	4866
Casual/temporary and seasonal	1795	3890	2	0	34	26	0	0	1831	3916	5747
Total	3599	6766	9	4	38	31	78	88	3724	6889	10613

The Public Service reported to have hired 10 613 employees during the 2017-2018 review period, 262% more than the number recruited during the previous corresponding review period. Women accounted for 65% of persons hired during the period under review, but only 0,7% of persons hired during that period were persons with disabilities and 1,6% were non-Namibians.

Public Service Sector

Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	0	0	0	0	0	0	0	0	0
Senior Management	12	12	0	0	0	0	1	0	13	12	25
Middle Management	34	26	2	0	0	1	1	0	37	27	64
Specialised/skilled/senior supervisory	111	119	6	1	0	0	2	1	119	121	240
Skilled	155	105	0	0	0	0	0	0	155	105	260
Semi-skilled	74	70	0	0	0	1	0	0	74	71	145
Unskilled	13	19	0	0	0	0	0	0	13	19	32
Total permanent	399	351	8	1	0	2	4	1	411	355	766
Casual/temporary and seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	399	351	8	1	0	2	4	1	411	355	766

The Public Service recorded 766 promotions during the 2017-2018 review period, 82% less than the number of civil servants promoted during the previous corresponding review period. 11% of promotions effected during the period under review, were at the top three occupational levels. Women accounted for (46%) of employees promoted during the 2017-2018 review period, but only 0,3% of employees promoted were persons with disabilities.

Public Service Sector

Table 4: Termination

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	3	0	0	0	0	0	0	0	3	0	3
Senior Management	21	12	1	0	0	0	2	2	24	14	38
Middle Management	28	21	2	0	1	0	5	0	36	21	57
Specialised/skilled/ senior supervisory	126	118	9	3	2	1	71	13	208	135	343
Skilled	559	696	3	2	3	4	33	52	598	754	1352
Semi-skilled	581	479	1	0	0	0	1	3	583	482	1065
Unskilled	324	339	1	0	1	0	0	0	326	339	665
Total permanent	1642	1665	17	5	7	5	112	70	1778	1745	3523
Casual/temporary and seasonal	809	1990	1	0	1	0	2	2	813	1992	2805
Total	2451	3655	18	5	8	5	114	72	2591	3737	6328

The Public Service recorded 6 328 termination of employment contract cases during the 2017-2018 review period, 30% Less than the number of employees who vacated their positions of employment in the Public Service during the 2016-2017 review period. Women constituted the majority (59%) of employees whose contract of employment ended in the Public Service during the period under review.

Public Service Sector

Table 5: Termination Categories

Termination Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Resignation	570	564	6	4	1	2	17	16	594	586	1180
Non-renewal of contract	590	1184	0	0	1	0	93	55	684	1239	1923
Dismissal - Retrenchment	7	15	0	0	0	1	0	0	7	16	23
Dismissal - Misconduct	101	29	0	0	1	0	0	0	102	29	131
Dismissal - incapacity	31	32	0	0	0	0	0	0	31	32	63
Other	1152	1831	12	1	5	2	4	1	1173	1835	3008
Total	2451	3655	18	5	8	5	114	72	2591	3737	6328

Most civil servants vacated their employment positions due to unspecified reasons ("Other"), namely 48%, followed by non-renewal of employment contract, 30% and resignation, 19%.

Public Service Sector

Table 6: Training

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	6	5	0	0	0	0	0	0	6	5	11
Senior Management	77	55	3	3	3	0	2	1	85	59	144
Middle Management	121	140	9	4	0	0	8	1	138	145	283
Specialised/skilled/ senior supervisory	502	421	4	3	4	0	0	0	510	424	934
Skilled	901	1415	2	1	4	4	0	0	907	1420	2327
Semi-skilled	559	592	0	2	4	2	0	0	563	596	1159
Unskilled	198	306	0	0	6	6	0	0	204	312	516
Total permanent	2364	2934	18	13	21	12	10	2	2413	2961	5374
Casual/temporary and seasonal	62	43	0	0	0	0	0	0	62	43	105
Total	2426	2977	18	13	21	12	10	2	2475	3004	5479

The Public Service sent 5 479 civil servants for training during the 2017-2018 review period, representing a decline of 51% in the number of employees who were trained during the previous corresponding review period. Persons from designated groups accounted for 9 % of employees trained during the period under review and 55% were women.

Services Sector

Table 1: Workforce Profile

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	82	31	169	34	4	2	26	9	281	76	357
Senior Management	187	141	204	118	8	3	35	18	434	280	714
Middle Management	545	373	184	172	8	10	37	15	774	570	1344
Specialised/skilled/ senior supervisory	1107	837	298	183	6	5	59	19	1470	1044	2514
Skilled	3758	2633	250	208	18	16	22	21	4048	2878	6926
Semi-skilled	4789	2526	70	76	28	13	1	3	4888	2618	7506
Unskilled	3377	1722	11	7	10	4	0	0	3398	1733	5131
Total permanent	13834	8263	1185	798	82	53	180	85	15281	9199	24480
Casual/temporary and seasonal	1598	945	33	26	2	2	2	3	1635	976	2611
Total	15432	9208	1218	824	84	55	182	88	16916	10175	27091

The Service Sector reported on a workforce of 27 091 employees across the industry, 4% less than the number of employees reported on in the 2016-2017 review period. Persons with disabilities comprised only 0,5% of the workforce, while 38% were women and 1% were non-Namibians. Even though the previously racially disadvantaged constituted 91% of the workforce, only 56% occupied positions at the Executive Directors and Management levels, while 36% of Managers and Executive Directors were White and 6% were non-Namibians.

Services Sector

Table 2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	7	3	6	0	1	0	1	0	15	3	18
Senior Management	21	20	26	11	1	0	5	1	53	32	85
Middle Management	84	56	22	25	2	1	5	5	113	87	200
Specialised/skilled/ senior supervisory	155	118	50	32	1	0	7	4	213	154	367
Skilled	714	532	50	35	1	4	3	4	768	575	1343
Semi-skilled	968	570	14	16	5	1	1	0	988	587	1575
Unskilled	710	455	5	2	1	1	0	0	716	458	1174
Total permanent	2659	1754	173	121	12	7	22	14	2866	1896	4762
Casual/temporary and seasonal	1820	1187	12	13	4	0	1	1	1837	1201	3038
Total	4479	2941	185	134	16	7	23	15	4703	3097	7800

The Services Sector hired 7 800 persons during the period under review, 4% more than the number of employees hired during the previous corresponding review period. Persons from designated groups comprised 97% of persons hired during the year under review, but only 40% were women and a mere 0,3% were persons with disabilities.

Services Sector

Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	2	1	1	2	0	0	0	0	3	3	6
Senior Management	15	11	8	5	0	1	2	1	25	18	43
Middle Management	56	28	12	13	0	1	3	2	71	44	115
Specialised/skilled/ senior supervisory	111	64	3	8	0	0	1	0	115	72	187
Skilled	137	92	10	13	1	1	1	2	149	108	257
Semi-skilled	119	72	4	7	2	0	0	0	125	79	204
Unskilled	35	3	0	0	0	0	0	0	35	3	38
Total permanent	475	271	38	48	3	3	7	5	523	327	850
Casual/temporary and seasonal	6	4	0	0	0	0	0	0	6	4	10
Total	481	275	38	48	3	3	7	5	529	331	860

During the 2017-2018 review period, 860 employees were promoted, a 21% decrease in the number of employees promoted compared to the 1 092 promotions effected during the previous corresponding review period. Persons from designated groups accounted for 94% of employees promoted, but only 38% 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	5	5	11	5	2	0	4	0	22	10	32
Senior Management	27	14	28	11	0	0	12	5	67	30	97
Middle Management	74	51	46	34	2	3	8	7	130	95	225
Specialised/skilled/ senior supervisory	160	99	48	40	1	1	17	4	226	144	370
Skilled	613	363	59	40	2	0	7	5	681	408	1089
Semi-skilled	867	466	17	20	3	0	0	1	887	487	1374
Unskilled	613	328	6	1	3	0	0	0	622	329	951
Total permanent	2359	1326	215	151	13	4	48	22	2635	1503	4138
Casual/temporary and seasonal	1520	1000	5	10	4	2	8	3	1537	1015	2552
Total	3879	2326	220	161	17	6	56	25	4172	2518	6690

The Services Sector recorded 6 690 employment contract terminations during the period under review, 3% more than the number reported on during the previous corresponding review period. 96% of employees who vacated their positions of employment were persons from designated groups and 38% were women.

Services Sector

Table 5: Termination Categories

Termination Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Resignation	1198	854	158	115	11	4	32	21	1399	994	2393
Non-renewal of contract	1411	993	10	8	2	1	9	0	1432	1002	2434
Dismissal - Retrenchment	173	50	17	11	0	1	3	1	193	63	256
Dismissal - Misconduct	509	125	8	6	1	0	3	0	520	131	651
Dismissal - incapacity	23	13	1	0	1	0	0	0	25	13	38
Other	565	291	26	21	2	0	9	3	602	315	917
Total	3879	2326	220	161	17	6	56	25	4172	2518	6690

The majority of employees left their jobs due to non-renewal of employment contracts, 36,8%, followed by resignation, 35,7% and unspecified reasons ("Other"), 13,7%, while dismissal due to incapacity accounted for the least cases of employment contract terminations, 0,6%.

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	23	10	44	10	2	0	11	4	80	24	104
Senior Management	78	64	78	45	2	1	15	7	173	117	290
Middle Management	275	223	92	86	3	4	20	12	390	325	715
Specialised/skilled/ senior supervisory	447	410	114	82	1	0	28	8	590	500	1090
Skilled	1254	921	128	92	6	2	11	17	1399	1032	2431
Semi-skilled	1014	654	36	41	11	4	1	2	1062	701	1763
Unskilled	598	283	6	6	1	1	0	0	605	290	895
Total permanent	3689	2565	498	362	26	12	86	50	4299	2989	7288
Casual/temporary and seasonal	1226	1008	25	10	0	0	2	3	1253	1021	2274
Total	4915	3573	523	372	26	12	88	53	5552	4010	9562

During the 2017-2018 review period, 9 562 employees were trained in the Services Sector across the industry, 9% less than the number of employees trained during the previous corresponding review period. Persons from designated groups comprised 93% of employees trained during the period under review, but only 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	6	4	33	20	0	0	10	7	49	31	80
Senior Management	34	27	59	63	1	0	18	13	112	103	215
Middle Management	123	131	60	87	0	1	19	16	202	235	437
Specialised/skilled/ senior supervisory	269	296	25	30	4	3	9	6	307	335	642
Skilled	856	803	31	50	2	3	5	8	894	864	1758
Semi-skilled	1072	1220	4	21	7	1	0	0	1083	1242	2325
Unskilled	1105	1415	0	2	5	2	0	0	1110	1419	2529
Total permanent	3465	3896	212	273	19	10	61	50	3757	4229	7986
Casual/temporary and seasonal	99	164	5	4	0	0	3	0	107	168	275
Total	3564	4060	217	277	19	10	64	50	3864	4397	8261

The Tourism and Hospitality Sector recorded a slight increase of 10% in the number of employees employed across the industry compared to the total workforce of 7 480 reported on during the previous corresponding review period. Persons from designated groups accounted for 96% of employees in the sector and only 53% were women, but only 0,4% were persons with disabilities, while 1,4% 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		
Executive Directors	2	1	2	2	0	0	4	1	8	4	12
Senior Management	10	8	13	16	0	0	3	3	26	27	53
Middle Management	24	27	21	21	0	0	3	5	48	53	101
Specialised/skilled/ senior supervisory	59	73	8	9	0	1	0	2	67	85	152
Skilled	271	262	13	15	0	0	3	2	287	279	566
Semi-skilled	410	367	1	7	0	0	0	0	411	374	785
Unskilled	464	437	0	2	1	1	0	0	465	440	905
Total permanent	1240	1175	58	72	1	2	13	13	1312	1262	2574
Casual/temporary and seasonal	94	118	2	2	0	1	1	0	97	121	218
Total	1334	1293	60	74	1	3	14	13	1409	1383	2792

The Tourism and Hospitality Sector hired 2 792 persons during the 2017-2018 review period, 97% were persons from designated groups, 50% of whom were women and 1% non-Namibians. Women accounted for 51% of managers hired in the sector during the period under review.

Tourism & Hospitality Sector

Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	0	2	0	0	0	0	0	2	2
Senior Management	1	3	2	1	0	0	1	0	4	4	8
Middle Management	17	20	3	6	0	0	0	0	20	26	46
Specialised/skilled/senior supervisory	37	39	0	3	0	0	0	0	37	42	79
Skilled	46	63	0	2	0	0	0	0	46	65	111
Semi-skilled	64	83	0	2	0	0	0	0	64	85	149
Unskilled	15	21	0	0	0	0	0	0	15	21	36
Total permanent	180	229	5	16	0	0	1	0	186	245	431
Casual/temporary and seasonal	5	2	0	0	0	0	0	0	5	2	7
Total	185	231	5	16	0	0	1	0	191	247	438

The Tourism and Hospitality Sector promoted 438 employees during the period under review, a slight decline of 11% in the number of employees promoted during the previous corresponding review period. No person with disability was promoted during the 2015-2016 review period, but 56% of employees promoted in the Tourism and Hospitality industry were women.

Tourism & Hospitality Sector

Table 4: Termination

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	1	1	0	1	0	0	1	0	2	2	4
Senior Management	10	7	19	11	0	0	5	1	34	19	53
Middle Management	37	45	16	18	1	0	2	3	56	66	122
Specialised/skilled/senior supervisory	65	48	11	15	0	0	2	1	78	64	142
Skilled	171	192	11	26	1	0	0	4	183	222	405
Semi-skilled	428	315	1	11	1	0	0	0	430	326	756
Unskilled	324	323	0	1	2	0	1	0	327	324	651
Total permanent	1036	931	58	83	5	0	11	9	1110	1023	2133
Casual/temporary and seasonal	97	113	1	2	0	1	1	2	99	118	217
Total	1133	1044	59	85	5	1	12	11	1209	1141	2350

During the 2017-2018 review period 2 350 employees parted company with the Tourism and Hospitality Sector, 13% less than the number of employment contracts that were terminated during the previous corresponding review period. Persons from designated groups accounted for 97% of employees who vacated their positions of employment in the Tourism and Hospitality industry and 49% were women.

Tourism & Hospitality Sector

Table 5: Termination Categories

Termination Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Resignation	589	658	47	67	2	0	10	6	648	731	1378
Non-renewal of contract	120	106	3	2	0	1	0	2	123	111	234
Dismissal - Retrenchment	8	3	2	3	1	0	0	0	11	6	17
Dismissal - Misconduct	190	127	0	8	2	0	0	1	192	136	328
Dismissal - incapacity	2	3	1	1	0	0	0	0	3	4	7
Other	224	147	6	4	0	0	2	2	232	153	385
Total	1133	1044	59	85	5	1	12	11	1209	1141	2350

Most employees left their jobs in the Tourism and Hospitality sector through resignation, 59%, followed by unspecified reasons ("Other"), 16% and dismissal due to misconduct, 14%. Dismissal due to incapacity comprised the least cases of employment contract terminations, 0,3%.

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	1	0	5	3	0	0	2	1	8	4	12
Senior Management	13	9	14	16	0	0	10	1	37	26	63
Middle Management	57	73	26	25	0	1	12	6	95	105	200
Specialised/skilled/senior supervisory	116	122	4	9	0	0	0	1	120	132	252
Skilled	288	314	8	24	0	3	1	3	297	344	641
Semi-skilled	417	461	2	7	2	0	0	0	421	468	889
Unskilled	424	630	1	1	1	2	0	0	426	633	1059
Total permanent	1316	1609	60	85	3	6	25	12	1404	1712	3116
Casual/temporary and seasonal	18	19	3	4	0	0	1	0	22	23	45
Total	1334	1628	63	89	3	6	26	12	1426	1735	3161

The Tourism and Hospitality Sector reported to have trained 3 161 employees during the 2017-2018 review period, a slight decline in the number reported on during the previous corresponding review period. Persons from designated groups accounted for 97% of employees trained during the period under review and 55% were women, while only 0,2% were persons with disabilities.

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	4	0	35	4	0	0	2	0	41	4	45
Senior Management	19	3	45	19	0	0	6	0	70	22	92
Middle Management	54	29	59	37	1	0	4	0	118	66	184
Specialised/skilled/ senior supervisory	193	77	64	24	4	0	27	4	288	105	393
Skilled	1215	226	99	83	8	4	4	4	1326	317	1643
Semi-skilled	1471	206	11	17	4	2	2	0	1488	225	1713
Unskilled	1344	125	2	0	8	1	0	0	1354	126	1480
Total permanent	4300	666	315	184	25	7	45	8	4685	865	5550
Casual/temporary and seasonal	119	32	1	0	0	0	0	0	120	32	152
Total	4419	698	316	184	25	7	45	8	4805	897	5702

The Transport Sector had a combined workforce of 5 702 employees across the industry, 53% more than the number of employees recorded in the previous corresponding review period. Even though 95% of employees in the Transport sector were persons from designated groups, only 16% were women and 0,6% were persons with disabilities. White employees comprised only 9% of the workforce in the Transport sector, but occupied 62% of positions at the Executive Directors and Management levels respectively, while only 29% of Executive Directors and Managers were women.

Transport Sector

Table 2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	1	1	0	0	0	0	1	1	2
Senior Management	3	1	7	1	0	0	2	0	12	2	14
Middle Management	4	3	21	10	0	0	2	0	27	13	40
Specialised/skilled/ senior supervisory	26	11	6	5	0	0	10	2	42	18	60
Skilled	172	26	34	28	2	2	1	1	209	57	266
Semi-skilled	483	75	6	5	1	1	1	0	491	81	572
Unskilled	459	28	0	0	3	0	0	1	462	29	491
Total permanent	1147	144	75	50	6	3	16	4	1244	201	1445
Casual/temporary and seasonal	62	34	0	1	0	0	0	0	62	35	97
Total	1209	178	75	51	6	3	16	4	1306	236	1542

The Transport Sector hired 1 542 persons during the 2017-2018 review period, 15% more than the number hired during the preceding review period. The Transport sector appeared to be still male dominated as only 15% of persons hired during the period under review were women, while women accounted only for 29% of positions at the top three occupational levels.

Transport Sector

Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	0	0	0	0	0	0	0	0	0
Senior Management	0	0	3	5	0	0	0	0	3	5	8
Middle Management	2	1	1	1	0	0	2	0	5	2	7
Specialised/skilled/ senior supervisory	7	4	5	1	0	0	0	0	12	5	17
Skilled	24	7	0	2	0	0	0	0	24	9	33
Semi-skilled	41	11	0	1	0	0	1	0	42	12	54
Unskilled	8	0	0	0	0	0	0	0	8	0	8
Total permanent	82	23	9	10	0	0	3	0	94	33	127
Casual/temporary and seasonal	0	0	0	0	0	0	0	0	0	0	0
Total	82	23	9	10	0	0	3	0	94	33	127

During the period under review, 127 employees were promoted in the Transport Sector, 6% less than the number of employees promoted during the preceding review period. 91% of employees promoted were from the designated groups, but only 26% were women and none from the persons with disabilities group, while 15% were White.

Transport Sector

Table 4: Termination

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	1	0	0	0	1	0	2	0	2
Senior Management	1	1	6	0	0	0	3	0	10	1	11
Middle Management	7	6	16	7	1	0	1	0	25	13	38
Specialised/skilled/ senior supervisory	31	18	16	8	0	0	9	0	56	26	82
Skilled	414	30	28	15	1	0	0	0	443	45	488
Semi-skilled	276	36	6	4	0	0	0	0	282	40	322
Unskilled	339	31	1	0	0	0	0	0	340	31	371
Total permanent	1068	122	74	34	2	0	14	0	1158	156	1314
Casual/temporary and seasonal	90	17	3	1	0	0	0	0	93	18	111
Total	1158	139	77	35	2	0	14	0	1251	174	1425

The Transport Sector reported 1 425 cases of employment contract terminations during the 2017-2018 review period, 22% more than the number of employees reported to have left their jobs during the preceding review period. Persons from designated groups comprised 94% of employees who vacated their positions of employment during the 2017-2018 review period and 12% 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	426	75	52	28	1	0	9	0	488	103	591
Non-renewal of contract	165	9	3	1	0	0	3	0	171	10	181
Dismissal - Retrenchment	117	26	2	1	0	0	0	0	119	27	146
Dismissal - Misconduct	157	9	0	1	0	0	1	0	158	10	168
Dismissal - incapacity	8	2	0	0	1	0	0	0	9	2	11
Other	285	18	20	4	0	0	1	0	306	22	328
Total	1158	139	77	35	2	0	14	0	1251	174	1425

Most employees, 42%, vacated their positions of employment due to resignation, followed by unspecified reasons ("Other"), 23% and Dismissal due to Misconduct, 12%. Dismissal due to incapacity accounted for the least cases of employment contract terminations, namely 1%.

Transport Sector

Table 6: Training

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	6	0	0	0	0	0	6	0	6
Senior Management	3	0	17	6	0	0	2	0	22	6	28
Middle Management	5	2	8	4	0	0	1	0	14	6	20
Specialised/skilled/ senior supervisory	49	11	25	2	1	0	19	4	94	17	111
Skilled	495	20	22	8	0	0	1	0	518	28	546
Semi-skilled	178	10	2	2	1	0	0	0	181	12	193
Unskilled	71	8	0	0	1	0	0	0	72	8	80
Total permanent	801	51	80	22	3	0	23	4	907	77	984
Casual/temporary and seasonal	19	4	0	0	0	0	0	0	19	4	23
Total	820	55	80	22	3	0	23	4	926	81	1007

The Transport Sector had trained 1 007 employees during the 2017-2018 review period, 27% less than the number of employees trained during the preceding review period. Persons from designated groups constituted the largest number of employees trained, namely 89%, but only 8% were women and 0,3% were persons with disabilities.

Wholesale and Retail Sector

Table 1: Workforce Profile

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	19	4	123	32	0	0	17	2	159	38	197
Senior Management	81	61	210	87	2	2	21	10	314	160	474
Middle Management	357	462	325	172	4	5	33	13	719	652	1371
Specialised/skilled/ senior supervisory	1019	1210	229	191	11	7	17	11	1276	1419	2695
Skilled	3091	2397	261	247	13	10	9	7	3374	2661	6035
Semi-skilled	4902	5255	37	50	31	14	0	0	4970	5319	10289
Unskilled	3762	3243	13	5	28	23	1	0	3804	3271	7075
Total permanent	13231	12632	1198	784	89	61	98	43	14616	13520	28136
Casual/temporary and seasonal	1217	521	13	6	1	1	2	1	1233	529	1762
Total	14448	13153	1211	790	90	62	100	44	15849	14049	29898

The Wholesale and Retail Sector reported to have 29 898 employees across the industry, an increase of 7% in the number of employees employed in the industry during the previous corresponding review period. Persons from designated groups comprised 96% of employees in the Wholesale and Retail Sector and occupied 63% of positions at the top three occupational levels. Women accounted for 42% of positions at the Executive Directors and Management levels respectively. Persons with disabilities still only constituted 0,5% of employees in the Wholesale and Retail sector.

Wholesale and Retail Sector

Table 2: Recruitment

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	1	5	1	0	0	1	0	6	2	8
Senior Management	22	13	36	19	0	0	15	3	73	35	108
Middle Management	104	79	84	45	1	0	6	1	195	125	320
Specialised/skilled/ senior supervisory	253	228	65	46	1	1	4	1	323	276	599
Skilled	1105	667	101	81	9	3	3	2	1218	753	1971
Semi-skilled	2043	2289	22	18	6	6	0	0	2071	2313	4384
Unskilled	2187	2169	11	3	4	2	1	0	2203	2174	4377
Total permanent	5714	5446	324	213	21	12	30	7	6089	5678	11767
Casual/temporary and seasonal	1584	664	15	4	1	0	3	0	1603	668	2271
Total	7298	6110	339	217	22	12	33	7	7692	6346	14038

The Wholesale and Retail Sector reported to have hired 14 038 employees across the industry, representing a decline of 1% in the number of employees hired during the previous corresponding review period. Women accounted for 45% of persons hired and also accounted for 37% of appointments to positions at the Executive Directors and Management levels. The Wholesale and Retail Sector hired only 34 (0,2%) persons with disabilities during the 2017-2018 review period.

Wholesale and Retail Sector

Table 3: Promotions

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	0	0	8	1	0	0	2	1	10	2	12
Senior Management	12	18	11	5	0	0	3	1	26	24	50
Middle Management	55	68	11	10	2	0	0	0	68	78	146
Specialised/skilled/ senior supervisory	140	176	16	15	1	1	1	0	158	192	350
Skilled	368	263	14	9	3	1	1	0	386	273	659
Semi-skilled	380	283	1	7	1	0	0	0	382	290	672
Unskilled	72	28	1	0	0	0	0	0	73	28	101
Total permanent	1027	836	62	47	7	2	7	2	1103	887	1990
Casual/temporary and seasonal	250	207	0	0	0	0	0	0	250	207	457
Total	1277	1043	62	47	7	2	7	2	1353	1094	2447

During the 2017-2018 review period, 2 447 employees were promoted in the Wholesale and Retail Sector, 14% more than the number of employees promoted during the preceding review period. Persons in designated groups constituted 97% of employees promoted during the period under review, but only 45% of employees promoted were women.

Wholesale and Retail Sector

Table 4: Termination

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	2	0	6	0	0	0	0	0	8	0	8
Senior Management	22	11	40	19	0	0	3	1	65	31	96
Middle Management	83	81	69	37	0	2	7	0	159	120	279
Specialised/skilled/ senior supervisory	292	178	59	41	2	2	0	3	353	224	577
Skilled	826	615	82	74	2	3	3	1	913	693	1606
Semi-skilled	1920	1876	34	24	5	0	1	0	1960	1900	3860
Unskilled	2066	1848	9	2	4	1	0	0	2079	1851	3930
Total permanent	5211	4609	299	197	13	8	14	5	5537	4819	10356
Casual/temporary and seasonal	1352	839	19	9	1	0	4	0	1376	848	2224
Total	6563	5448	318	206	14	8	18	5	6913	5667	12580

The Wholesale and Retail Sector recorded 12 580 cases of employment contract terminations during the 2017-2018 review period, 4% less than the number of employees who left their jobs across the sector during the previous corresponding review period. The majority, 55%, of employees who vacated their positions of employment were men. Executive Directors and Managers comprised 3% of the total number of employees whose contracts of employment ended during the period under review.

Wholesale and Retail Sector

Table 5: Termination Categories

Termination Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Resignation	2477	2404	229	161	6	4	11	4	2723	2573	5296
Non-renewal of contract	1188	567	21	12	1	0	5	0	1215	579	1847
Dismissal - Retrenchment	223	57	16	3	0	0	0	1	239	61	300
Dismissal - Misconduct	1946	1948	15	7	2	1	1	0	1964	1956	3920
Dismissal - incapacity	21	15	2	1	0	1	0	0	23	17	40
Other	708	457	35	22	5	2	1	0	749	481	1230
Total	6563	5448	318	206	14	8	18	5	6913	5667	12580

Most employees, 42%, vacated their positions of employment through resignation, followed by dismissal due to misconduct, 31% and non-renewal of employment contract, 15%. Dismissal due to incapacity accounted for the least cases of employment contract terminations, 0,3%.

Wholesale and Retail Sector

Table 6: Training

Job Category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total		Grand Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Executive Directors	3	1	12	3	0	0	4	0	19	4	23
Senior Management	36	28	71	30	0	1	8	5	115	64	179
Middle Management	196	319	155	81	3	3	5	4	359	407	766
Specialised/skilled/ senior supervisory	623	747	104	74	1	2	3	5	731	828	1559
Skilled	1139	869	109	98	4	2	3	0	1255	969	2224
Semi-skilled	2318	2702	33	14	13	8	0	0	2364	2724	5088
Unskilled	1536	1727	8	1	9	5	0	0	1553	1733	3286
Total permanent	5851	6393	492	301	30	21	23	14	6396	6729	13125
Casual/temporary and seasonal	704	1304	12	0	0	0	0	0	716	1304	2020
Total	6555	7697	504	301	30	21	23	14	7112	8033	15145

The Wholesale and Retail Sector reported to have trained 15 145 employees during the 2017-2018 review period, 38% more than the number reported trained during the preceding review period. Persons in designated groups accounted for 96% of employees trained and 53% were women, while only 0,3% were persons with disabilities.

CONCLUSION

The 19th Annual Report of the Employment Equity Commission has not only provided a descriptive account of the activities of the Commission during the 2017-2018 review period, but has also revealed the picture of the ground that has been covered towards the desired level of equity in employment since the Act was promulgated in 1998.

The Affirmative Action (Employment) Act intended, first and foremost, to ensure that no person shall be denied employment opportunity for reasons unrelated to ability. It was enacted to ensure that all persons were entitled to enjoy equal employment opportunities in every respect. The 2017-2018 Annual Report reflects the current workforce demographic distribution which clearly showed a satisfactory departure from the workforce profile demographics that clearly mirrored the past racial, gender and disability discrimination. However, the under-representation of persons in designated groups at the top occupational levels is a stark reminder of the challenges and the hard work that lie ahead before a meaningful level of workforce transformation is achieved. The Commission and all other stakeholders are therefore, called upon to rise to this challenge in furtherance of employment equity objectives.

EEC REGISTRY OF REPORTS CONSIDERED FOR THE REVIEW PERIOD 2017 – 2018

Agriculture

1. Ai-Dhahra Ndc Date Palm Development (Pty) Ltd
2. Aussenkehr Farms (Pty) Ltd
3. Conservation Agriculture Namibia
4. First grape Namibia
5. Frontier Grapes (Pty) Ltd
6. Grape Alliance Management Namibia (Pty) Ltd
7. Karas Mountain Grapes (Pty) Ltd
8. Muller Stud Namibia
9. Namfo (Pty) Ltd
10. NMI Namibia (Pty) Ltd
11. Solar Grapes (Pty) Ltd

Construction

1. D & M Rail Construction (Pty) Ltd
2. Accurate Construction
3. Afrideca Construction Afrikuumba construction Namibia proprietary
4. AN Construction Close Corporation
5. Arandis Services
6. Art Construction cc
7. ATMEI Construction Namibia CC
8. B & E International Namibia North (Pty) Ltd
9. B & K Civils (Pty) Ltd
10. BMR Properties cc
11. BON Okapuka Crusher
12. Bothma Road Constructors & Plant Hire
13. Brandberg Construction
14. Brumar Construction cc
15. Cashbuild (Namibia) (Pty) Ltd
16. China Civil Engineering Construction (Namibia) (Pty) Ltd
17. China henan international cooperation group (pty) ltd
18. China Jiangsu International Namibia
19. China Jiangxi International (Namibia) (Pty) Ltd
20. China Longjian Engineering (Namibia) (Proprietary) Limited
21. China Nuclear Engineering Corporation Namibia Pty Ltd
22. China Railway Seventh Group (Pty) Ltd
23. China State Construction

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24. China Zhen Jiang Construction CC
 25. CJ Aluminium Concepts CC
 26. CSV Construction Namibia (Pty) Ltd
 27. Decora CC
 28. Dynamic Concrete Solutions (Pty) Ltd
 29. Dynamic Plumbing
 30. E & S Services
 31. Earthwork Building & Civil Contractors
 32. Electro Tech
 33. Erastus Tuhafeni Nauyoma Technical Services (ETN) CC
 34. Erongo Quarry & Civil Works (Pty) Ltd
 35. Eyambeko Construction and Maintenance CC
 36. Fourways Construction CC
 37. GI Construction (Pty) Ltd
 38. GPT TransNamib Concrete Sleepers (Pty) Ltd
 39. Guangxi International Construction Engineering Namibia CC
 40. Hebei Xinjian Construction cc
 41. Hefer Projects Namibia cc
 42. Henning Crusher (Pty) Ltd
 43. Hillary Quiver Tree Construction (Pty) Ltd
 44. Holm's Premix
 45. Indigenous Construction cc
 46. J.Groenewald Properties CC
 47. Jimmey Construction Pty Ltd
 48. JN Smit Builders/Bouers
 49. KL Construction
 50. Kneumayer Civil Construction Pty Ltd
 51. Kraatz Marine (Pty) LTd
 52. LEWCOR
 53. LIC Pool Centre
 54. Madawa Investments cc
 55. Mat Construction
 56. MGM Properties (PTY) Ltd
 57. MPP Civils Namibia cc
 58. Namib Building Cleaners
 59. Namibbeton (Pty) Ltd

60. Namibia Civil Engineering Laboratory CC
61. Namibia Construction (Pty) Ltd
62. Namibia Welding Building & Civil Works
63. New Era Investments
64. Nexus Group of Companies
65. NMC Construction Namibia (PTY) LTD
66. OJ Construction
67. Omatando Construction CC
68. Oshilongo Investment CC
69. Otjomusie Construction cc
70. Plumbco (Pty) Ltd
71. Premier Construction (Pty) Ltd
72. QE Construction cc
73. Qingjian International Group
74. Refuse Solutions Civil Contractors
75. Roof of Africa
76. S Negumbo Trading Enterprises cc
77. Salini Namibia
78. Salz Gossow
79. Schmidtco Property Developers
80. Shivute Construction CC
81. Shivute Family Trust t/a Shivute Building Supply CC
82. Shoreljine Construction CC
83. Sigma Trading cc
84. Sinohydro Namibia Pty Ltd
85. Stefanutti Stocks Construction (Namibia) (Pty) Ltd
86. Strauss Group of Construction cc
87. Strydo Construction cc
88. Tau Pele Construction Namibia [Pty] Ltd
89. Tecnonam Bridge and Roads (Pty) Ltd
90. The 6000 Investment cc
91. Tongaat Hulett Namibia [Pty] LTD
92. Top International Engineering (Namibia) Corporation (Pty) Ltd
93. Unik Construction Engineering Namibia (Pty) Ltd
94. United Project CC
95. Vantage Enterprises

96. VG Developers CC
97. Walcon Construction CC
98. Water Engineering Africa
99. WD Contractors CC
100. Wibeku CC
101. Windhoek Brick Works
102. WLD Constructin

Education, Training and Development Practices

1. Curro Education Namibia (Pty) Ltd t/a Windhoek Gymnasium Private School
2. Deutscher Schulverein Windhoek (1949)
3. Highlands Christian School
4. Holy Cross Convent Primary School
5. I-Tech International Training & Education Center for Health
6. International Training Colleague Lingua
7. International University of Management (UIM)
8. Karibib Private School
9. Kayec Trust
10. Namcol
11. Namibia National Training Organisation (Pty) Ltd
12. Namibia University of Science and Technology
13. Namibian Maritime and Fisheries Institute
14. NIPAM
15. Privaatskool Elnatan
16. Pro-ED Akademie
17. Rotary Engineering Services CC
18. Security Training College of Namibia
19. SOS Children's Village Association Namibia
20. St. George's Diocesan School
21. Sunshine Private School (Pty) Ltd
22. Tsumeb Gimnasium (Pty) Ltd
23. University of Namibia (UNAM)
24. 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. Commodity exchange CC
7. Development Bank of Namibia
8. Epupa Investment Technology Pty Ltd
9. Finaid Financial Services (Pty) Ltd
10. Financial Consulting Services
11. FNB Namibia (Ltd)
12. Government Institutions Pension Fund
13. Hollard Insurance Company of Namibia Ltd
14. Letshego Financial Services Namibia
15. Marsh Namibia (pty) Ltd
16. Medscheme Namibia (Pty Ltd
17. Nam-mic Financial Solutions (Pty) Ltd
18. Namclear (Pty)) Ltd
19. Namibia Financial Institutions Supervisory Authority (NAMFISA)
20. Namibia Students Financial Assistant Fund (NSFAF)
21. NAMPOST Financial Brokers (Pty) Ltd t/a POSTFIN
22. Nednamibia Holdings Limited (NNH Group)
23. Old Mutual Namibia
24. Prosperity Health Namibia
25. Revenue Solution Namibia
26. Santam Namibia
27. SBV Services Namibia
28. Standard Bank Namibia Ltd
29. Trustco Group Holdings Ltd

Fishing Industries

1. Abroma fishing industries
2. Benguella Enterprises

3. Benguella Sea Products (Pty) Ltd
4. Castrobro's investment cc
5. Cavema Fishing (Pty) Ltd
6. Corvima Investments (Pty) Ltd
7. Ekikimbo Trawling (Pty) Ltd
8. Embwiinda Fishing (Pty) Ltd
9. Erongo Marine Enterprises
10. Etosha Fishing Corporation Pty [Ltd]
11. Fisheries Observer Agency
12. Freddie Fish Processors (Pty) Ltd
13. Gendev Group
14. Hangana Sea Food (Pty) Ltd
15. Kuiseb Food Processors (Pty) Ltd
16. Marco Fishing (Pty) Ltd
17. Merlus Group
18. Merlus Seafood Processors (Pty) Ltd
19. Namibia Fishmeal Processors
20. Namsof Fishing Enterprises (Pty) Ltd
21. Nova Nam Group of Companies
22. Omualu (Pty) Ltd
23. Oshimada Fishing Pty Ltd
24. Overberg Fishing Company
25. Pavilom Fishing CC
26. Rainbow Trawling Company (Pty) Ltd
27. Seaflower Group
28. Seawork Group of Companies
29. Tunacor Fisheries Limited
30. United Fishing Enterprises (Pty) Ltd
31. West Coast Fishing Co cc
32. Westhook Fish Processors

Health and Welfare

1. Drs Shaw, Roux & Partners
2. I-Care Optometrists CC and Parterhip
3. Lady Pohamba Private Hospital

4. Medfam Holdings t/a Rhino Park Private Hospital
5. Medical Imaging
6. Mediclinic Swakopmund
7. Medixx Occupational Health Services
8. Namibia Institute of Pathology
9. Namibia Rescue Services t/a E-Med Rescue 24
10. Namibian Oncology Centre Pty Ltd
11. Natu Pharmaceuticals cc
12. New Medical Investment Holdings (Pty) Ltd t/a New -Med (Pty) Ltd
13. Ongwediva Medipark
14. Paramount Healthcare Centre
15. Paramount Healthcare Medical Aid Administrators cc
16. Roman Catholic Hospital
17. The Society for Family Health
18. Walvis Bay Medipark (Pty) Ltd t/a Welwitchia Hospital
19. WAP Pharmacare cc

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. Communications Regulatory Authority of Namibia (CRAN)
6. Cuvelai Electric cc
7. Dimension Data
8. Green Enterprise Solutions
9. Kriess Electrical Cc
10. M.E.S. Staninless Engineering cc
11. Mobile telecommunications Limite (MTC)
12. Multichoice Namibia
13. Namibia Broadcasting Corporation
14. Nashua Namibia
15. Omnitel Namibia (Pty) Ltd
16. One Africa Television
17. Paco Engineering Pty (Ltd)

18. Paratus Telecommunication
19. Peri Formwork Scaffolding Engineers (Pty) Ltd
20. Power Line Africa (Pty) Ltd
21. Sat-Com Communications Solutions
22. Schoemans Office Systems (Pty) LTD
23. Shine Technologies Solutions (Pty) Ltd
24. Silnam IT Solutions (Pty) Ltd
25. Telecom Namibia
26. Veya Information Communication Technology (Pty) Ltd
27. Vivo Energy 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. Keetmanshoop Municipality
6. Municipality of Grootfontein
7. Municipality of Okahandja
8. Municipality Of Otjiwarongo
9. Municipality of Swakopmund
10. Municipality of Tsumeb
11. Ongwediva Town Council
12. Opuwo Town Council
13. Oshakati Town Council
14. Outapi Town Council
15. Ruacana Town Council

Manufacturing

1. Southey Namibia Pty Ltd
2. Almod Diamond Namibia

3. Ankit Gems Namibia 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 Namibia (Pty) Ltd
11. City Sand & Bricks (Pty) Ltd
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. Cotton On (Namibia) (Pty) Ltd
19. Crushco Trading CC
20. Dinapama Manufacturing & Supplies
21. Elso Holdings CC
22. Etosha Charcoal Pty Ltd
23. Guan's Packaging
24. H Jensen Bau-und Möbelitschlerei
25. Interpack Consumables Manufactures CC
26. Jumbo Charcoal Pty Ltd
27. Kachas Industrial Trut t/a Supersand
28. Kansai Plascon Namibia (Pty) Ltd
29. Mello Foods CC
30. Metallum Fabrication Pty Ltd
31. Mpact Corrugated Pty Ltd
32. Mr Cronje t/a Soetwater Produkte
33. Nakara CC
34. Nambrick & Concrete cc
35. Namclay Bricks and Pavers
36. Namib Foam
37. Namib Wood
38. Namibia Breweries

39. Namibia Dairies
40. Namibia Plastic Converters (Pty) Ltd
41. Neo Paint Factory (Pty) LTD
42. Nirosta (Pty) Ltd
43. Pena Manufacturing cc
44. Peralin Paints (Pty)
45. Plastic Packaging
46. Q-Crete Ready Mix CC
47. Rocla Pipes Pty Ltd
48. Rosh Pinah Bricks & Sand cc
49. Sabmiller Namibia
50. Schachter & Namdar Namibia (Pty) Ltd
51. Shilongo Leather Works
52. Starke Manufacturing & Airconditioning CC
53. Steel Force cc
54. Taurus Maintenance Products (Pty) Ltd
55. Taxidermy Studio - Otjiwarongo
56. The Wood Connections CC
57. Trophaendienste cc
58. Tutungeni Namibia Wholesale and Manufacturing cc
59. TVD Parreira t/a Kavango Mills
60. Walvis Bay Salt Holdings Pty Ltd
61. West Coast Joinery Suppliers
62. Windhoek Macschinen Fabriek (1998) Pty

Mining

1. Areva Resources Namibia
2. B & E International (Namibia) (Pty) Ltd
3. B2 Gold mine
4. BC Stone Products (Namibia) (Pty) Ltd
5. Beifang Mining and Technology Services (Namibia) (Pty) Ltd
6. Best Cheer Investments Pty Ltd
7. De Beers Marine Namibia
8. Diacore Diamond Namibia (Pty) Ltd
9. Dundee Precious Metal Tsumeb (Pty) Ltd

10. Karibib Mining & Construction Co.
11. Langer Heinrich Uranium (Pty) Ltd
12. NAMDEB
13. Namibia Diamond Trading Company (Pty) Ltd (NDTC)
14. Namibian Institute of Mining & Technology (NIMT)
15. National Petroleum Corporation
16. Nu-Diamond Manufacturing
17. Omusati Granite (Pty) Ltd
18. QKR Namibia Navachab Gold Mine
19. Rosh Pinah Zinc Corporations (Pty) LTD
20. Rossing Uranium Ltd
21. Skorpion Zinc Mining Co.
22. Surecast Mining and Construction
23. Swakop Uranium
24. Trau Bros Diamond Namibia

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
5. Castle Security Services CC
6. Crown Security CC
7. Dr Weder Kauta & Hoveka Inc
8. Eagle Night Watch Security CC
9. ENSAFRICA/Namibia Incorporated
10. Erongo Axis Security
11. Etena Security Service CC
12. Fisher Quarmby & Pfeifer
13. Forensic Security Solution
14. G4S Security Services Namibia (Pty) Ltd
15. Independent Security Services
16. Inter Africa Security Services
17. Katima Security Services cc
18. Khaibasen Security Services CC

19. Mburu Security Services
20. Mpungu Security cc
21. Namibia Protection Services
22. Nkasa Security Services
23. Ombandje Security Services Close Corporation
24. Omeya Investments
25. Oshana Security CC
26. Royal Security Services
27. Rubbicon Security Services cc
28. Seena Legal Consult (Pty) Ltd
29. Shilimela Security and Debt collections cc
30. Shimwe Trading Enterprise
31. Triple One Investment CC
32. Tulikumo Security Services
33. Ultra Security CC
34. Van der Merwe - Greeff Incorporated CC
35. Vicmac Security Services

Public Service

1. //Karas Regional Council
2. Anti-Corruption Commission
3. Electoral Commission of Namibia
4. Erongo Regional Council
5. Hardap Regional Council
6. Kavango East Regional Council
7. Kavango West Regional Council
8. Khomas Regional Council
9. Kunene Regional Council
10. Ministry of Agriculture, Water and Forestry
11. Ministry of Defence
12. Ministry of Education
13. Ministry of Environment and Tourism
14. Ministry of Finance
15. Ministry of Fisheries and Marine Resources
16. Ministry of Gender Equality and Child Welfare

17. Ministry of Health and Social Services
18. Ministry of Higher Education Training and Innovation
19. Ministry of Home Affairs and Immigration
20. Ministry of Industrialisation, Trade and SME Development
21. Ministry of Information and Communication Technology
22. Ministry of Justice
23. Ministry of Labour, Industrial Relations and Employment Creation
24. Ministry of Lands Reform
25. Ministry of Mines and Energy
26. Ministry of Public Enterprises
27. Ministry of Safety and Security
28. Ministry of Sport, Youth and National Service
29. Ministry of Urban and Rural Development
30. Ministry Of Works and Transport
31. National Council
32. National Planning Commission
33. Office of the Auditor-General
34. Office of the Judiciary
35. Office of the President (State House)
36. Office of the Prime Minister
37. Office of the Vice-President - Veterans Affairs
38. Ohangwena Regional Council
39. Omaheke Regional Council
40. Omusati Regional Council
41. Oshana Regional Council
42. Oshikoto Regional Council
43. Otjozondjupa Regional Council

Service Sector

1. I.A Bell Equipment co Namibia (Pty) Limited
2. Africa Personnel Services
3. ABB (pty) Ltd
4. Access Laboratory Services (Pty) Ltd
5. Adforce Namibia
6. Advanced Truck Repairs cc

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7. Africa Glass Namibia PTY Ltd
 8. Africa Personnel Services (Pty) Ltd
 9. AIJ Cost Consultants
 10. Air Cool cc
 11. Airtime City
 12. Alternative Energy Systems CC T/A Alensy CC
 13. AMTA-Agro Marketing And Trade Agency
 14. Antonius Residence Trust
 15. Aqua Services & Engineering (Pty) Ltd
 16. Asco Car Hire
 17. ASS Investments 98 (Pty) Ltd
 18. August Twenty Six Logistics (Pty) Ltd
 19. Aurecon Namibia
 20. Auto Exec
 21. AVBOB
 22. Barnard Mutua Architects
 23. Baywash Cleaning Services
 24. Bejaardesorg Vereniging - Okahandja
 25. Benthin African Agen,cie_s(pty) Ltd
 26. Bicon Namibia (pty) Ltd
 27. Blood Transfusion Service of Namibia
 28. Blums Garage
 29. Buhrmann & Partners
 30. Bulk Mining Explosives Namibia (Pty) Ltd
 31. Burgers Equipoment & Spares Namibia CC
 32. Burmeister & Partners
 33. Business and Intellectual Property Authority (BIPA)
 34. C. Bothma Trading t/a Megasave
 35. Catholic AIDS Action
 36. Central North Regional Electricity Distribution Company (CENORED)
 37. Central Technical Supplies (pty) Ltd
 38. Central Import & Export Corporation cc
 39. Channel Seven Media Network for Christ
 40. Chiappini Trading Enterprise CC
 41. CJ' S Service Station - Otjiwarongo
 42. Claud Bosch Architect Inc

43. Coastal Couriers
44. CR van Wyk & Company
45. CVW Auto Body Repairs
46. Deloitte and Touche
47. DHL Namibia (Pty) Ltd
48. Diesel Electric
49. Dust- A- Side Namibia Pty Ltd
50. Eastern Once Stop Service Station
51. Edelstahlbau cc
52. Electro Hinsch Contracting (pty) Ltd
53. Elektro Blitz
54. ELEMENT Consulting Engineers
55. Elgin Brown & Hamer Namibia
56. Ellen Number Three Properties CC t/a Swakop Truckport
57. Ellis Shilengudwa Incorporated t/a ESI
58. Engen Hochland Service Station
59. Epupa Cleaning Services
60. Ernst & Young
61. Erongo Industrial Supply & Services
62. Erongo Regional Electricity distributor Comapny (Pty) Ltd
63. Fedics Food Services Namibia (pty) Ltd
64. Forklift and Allied Equipment CC
65. Formula Courier Services Namibia
66. Fourways Total Otavi CC
67. Global Material Testing Services cc
68. Global Polymer Industries CC
69. Grand Namibia Chartered Accountants and Auditors
70. Grant Thornton Neuhaus
71. Hallies Investment 246 CC t/a Oasis Shell
72. Haritage Caterers
73. Highway Filling Station
74. Hihibird Investment Six cc t/a Gammamsburgl Okuryangava Service Station
75. Howard & Chamberlain Archites
76. Huis Deon Louw Old Age Home
77. Huis Palm Old Age Home- Walvisbay
78. Hydroweld Walvis Bay CC

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79. Imperial Managed Logistics (Namibia) (Pty) Ltd
 80. Industrial Building Supplies & Plant Hire CC
 81. Industrial Cleaning Services CC
 82. Inexma Electrical Namibia (Pty) Ltd
 83. J. M. Hoon t/a Electro Hoon
 84. Jakaranda Service Station
 85. JB Cooling & Refrigeration CC
 86. JJ Opperman t/a Northern Auto Body Repairs
 87. John Meinert Printing (1999)
 88. John & Penny Group (pty) Ltd
 89. JPK Electrical Contractors CC
 90. Karibib Engen
 91. Kavehepa Cleaning Services CC
 92. Kotze Bobby Repairs and Rebuilds cc
 93. KPMG Chartered Accountants
 94. Lida Cleaning Services
 95. Lida Outsourcing Services CC
 96. Lifeline Childline Namibia
 97. Lithon Project Consultants (Pty) Ltd
 98. Logistics Support Services Pty Ltd
 99. Lynx Investigations
 100. M Pupkewitz & Sons Pty Ltd
 101. MacNam Caterbake cc
 102. Magnolia Investments two tla Monte' Christo Convenience Centre
 103. Mariental Piggery
 104. Martin Enterprises cc
 105. Maxes Office Machines
 106. Meatboard of Namibia
 107. Ministry of International Relation and Cooperation
 108. Minolco Namibia [Pty] Ltd
 109. MMI Holdings Namibia
 110. Morse Investments Pty Ltd
 111. MVA Fund
 112. Namib Diesel CC
 113. Namib Marine Services
 114. Namibia Press Agency

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115. Namibia Red Cross Society
 116. Namibia Technical Services (NTS)
 117. Namibia Collecting and Delivery Services (Namibia) Pty(Ltd)
 118. Namibia Competition Commission
 119. Namibia Funeral Supply
 120. Namibia Media Holding
 121. Namibia Stastics Agency
 122. Namibia Training Authority
 123. Namibian Qualification Authority
 124. Namibian Standards Institute (NSI)
 125. Nampower
 126. Namwater Corp. Ltd
 127. National Housing Enterprises (NHE)
 128. National Youth Service
 129. Ndilimani Stones Carving CC
 130. NEC Power and Pumps (Pty) Ltd
 131. New Era Publications Corporation
 132. Nicmar Electrical Services cc t/a NS ELECTRIC
 133. Noordoewer One Stop Service station
 134. North Gate Service Station
 135. Northern Fuel Distributors CC
 136. Northern Namibia Development Company Pty Ltd
 137. Northern Regional Electricity Distribution Company (NORED)
 138. Nutrifood [Pty] Ltd
 139. Ohlthaver & List Centre (Pty) Ltd
 140. Okahandja Service Station
 141. Okapana Service Station
 142. Omaruru Engineering Works cc
 143. Omega Service Station CC
 144. Omhalanga Mills Pty Ltd
 145. Omidi Trading cc
 146. Onyofi Catering Supplies CC
 147. Opperman-Thiels Auto Body Repairs (Pty) Ltd
 148. Oude Rust Oord
 149. Paragon Investment Holdings (Pty) Ltd
 150. Plaza Casino Pty Ltd

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151. Premier Signs Africa CC
 152. Pricewaterhouse Coopers
 153. Prime Press
 154. Prinzessin Rupprecht Heim
 155. Project Hope
 156. Protea Chemicals Namibia
 157. Puma Energy Namibia
 158. Quiver Tree Investments 13 cc
 159. Radial Truss Industries [Pty] Ltd
 160. Radio Electronic CC
 161. Raino's Truck & Auto Repairs cc
 162. Rennies Travel Namibia
 163. Rent - A - Drum CC
 164. Rent a Plant
 165. Retirements Fund Solutions Namibia Pty Ltd
 166. Road Fund Administration
 167. Roads Authority
 168. RPH Fuel CC T/A Subway Services Station
 169. Rundu Service Centre
 170. Rundu Truck Stop
 171. Rugging Body Works
 172. Saager Aircool
 173. Sandworx CC
 174. Schenker Namibia (Pty) LTD
 175. Seal Caterers (Pty) Ltd
 176. Seasonire Pty Ltd
 177. Seelinbinder Consulting Engineers
 178. SGA Chartered Accountant & Auditors
 179. Social Security Commission
 180. Solitaire Press (Pty) Ltd
 181. Spraytech Bodyworks CC
 182. Spring Clean Services
 183. Sripp Namibia Trading cc
 184. Star Body Works

185. Steel and Industrial Supplies (Pty) Ltd
186. Taeuber & Corssen SWA (PTY) LTD
187. The Free Press of Namibia - The Namibian (Pty) Ltd
188. The Document Warehouse Pty Ltd
189. Three Way Service Staton Truck Stop
190. Three-Way Service Station cc
191. Tjiuee Cleaning Services CC
192. Total Namibia
193. Trans Caprivi
194. Trio-Data Business Risk Consultant
195. Trust Market Ship Chandlers and Bakery
196. Tulipamwe Consulting Engineers
197. Tyrepro Namibia (Pty) Ltd
198. Value Logistics Namibia Pty Ltd
199. Van der Walt Motors
200. Van Dyk Petroleum
201. Vector Logisticssolutions Namibia (Pty) Ltd
202. VeriCred Collections (Pty) Ltd
203. Vineta Shell
204. VMK Investment CC
205. Voorslag Steelworks cc
206. VSV Enterprises 87 cc t/a Mariental Fuel Centre
207. W.S Dippenaar t/a PZN Panelbeaters
208. Walters Electrical
209. Walters Motors
210. Walvis Bay Convenience Centre CC
211. Walvis Bay Marine Engineering CC
212. WBM
213. Welwitschia Labour and Commercial Consultant(WELACO)
214. Wesco Engineering Services (Pty) Ltd
215. Wesco Waste Management (Pty) Ltd
216. Windhoek Consulting Engineers
217. Windhoek Hire, Sales and Services
218. Wings Distributors CC
219. WO13 Swakopmund Lions Club
220. Zeda Namibia (Pty) Ltd

Tourism and Hospitality

1. Abenteuer African Safari cc
2. Alpine Caterers CC
3. Antigua Island Investments t/a Palmwag Lodge
4. Atlantic Chicken Company (Pty) Ltd
5. Avani Windhoek Hotel & Casino
6. Bahnhof Hotel CC
7. Bandits Gambling
8. BB Coetzee t/a Mukusi Cabins
9. Beach Hotel Swakopmund CC
10. Bennies Entertainment Park & Lodge
11. C'est Si Bon Hotel cc
12. Cabo Diego Properties (Pty) Ltd t/a Cape Cross Lodge and Campsite
13. Casa Forno Country Hotel
14. Chiwanie Business Trust
15. Desert Creek Spur
16. Epacha Game Lodge
17. Erindi Private Game Reserve
18. Fish River Lodge
19. Flamingo In-flight Services Pty Ltd
20. Free Namibia Caterers cc
21. Gondwana Collection Namibia
22. Grootberg Lodge
23. Hansa Hotel Swakopmund
24. Heja Game Lodge
25. Hickory Creek Spur
26. Hilton Windhoek
27. Hotel Deutsches Haus
28. Hotel Thule CC
29. Independence Catering (Pty) Ltd
30. intu Afrika Reserve and Lodges (Pty) Ltd
31. Joe's Beer House
32. Kambaku Lodge and Safaris cc
33. Klein Aus Vista

34. Kubata Restaurant
35. Kupfer Quelle Resort
36. Losange Lodges t/a Camp Kwando
37. Luderltz Nest Hotel
38. Marula Game Ranch
39. Minen Hotel
40. Mushara Lodge
41. Namibrand Safaris (Pty) Ltd
42. Nedbel Holdings Company
43. Ngandu Safari Lodge
44. Nikea-Pireas Investments cc t/a Makalani Hotel
45. Norothama River Resort CC
46. Nyime Private Law Enforcement CC
47. O&L Leisure (Pty) Ltd Hotels/Lodges
48. Ocean Foods Town Square cc t/a Ocean Basket - Town Square
49. Ocean Foods Windhoek cc t/a Ocean Basket - The Grove Mall
50. Okahandja Country Hotel
51. Okonjima Lodge CC
52. Omashare Hotel
53. Omujeve Hunting Safaris Namibia
54. Ongava Game Reserve
55. Ongombe Safaris & Logistics
56. Opuwo Country Hotel
57. Out of Africa
58. Protea Hotel - Ondangwa
59. Protea Hotel Furstenhoff (Pty) Ltd
60. Protea Hotel Zambezi River Lodge Pty Ltd
61. Protea Hotel- Pelican Bay
62. Q Liebenberg t/aThe Lighthouse Group
63. Safari Hotels (pty) Ltd
64. Seaside Hotel and Spa
65. Sense of Africa
66. Silver Wolf Spur
67. Sun Karros Lifestyle Safaris (Pty) Ltd
68. Swakopmund Hotel and Entertainment Centre
69. Taleni Africa Tourism Holdings (Pty) Ltd

70. The Raft Restaurant, Bar & Bistro
71. The Tug Restaurant
72. Tsepo Catering Pty Ltd
73. Tulipamwe Catering Services cc
74. Twyfelfontein Country Lodge (Pty) Ltd
75. Village Bouatique Hotel
76. Wild Dog Safaris Namibia
77. Wilderness Safaris
78. Wimpy Wernhil
79. Windhoek Country Club Resort and Casino

Transport

1. A Van Der Walt Transport (Namibia)
2. Absolute Logistics Pty Ltd
3. Airfreight Courier Transport Lostics (ACT)
4. Alert Engine Parts Namibia (Pty) Ltd
5. Bezer's
6. Coleman Transport
7. Corridor Logistics
8. Crossroad Distribution Namibia (Jowells Transport Namibia (Pty) Ltd)
9. Europcar Namibia
10. FP du Toit Transport (Pty) Ltd
11. Henred Fruehauf Trailers (Pty) Ltd
12. In Touch Cargo Namibia Pty Ltd
13. Intercape Namibia (Pty) Ltd
14. La Croix du Sud Holdings (Truck & Cab)
15. Maritz Transport
16. Namibia Stevedoring Services
17. Namport
18. Panel to Panel CC
19. Redco Motors Pty Ltd t/a Gobabis Toyota
20. Rix Transport CC
21. Snyman Transport
22. South African Airways (Namibia)
23. Sunshine Tours (Pty) Ltd

24. TransNamib Holdings LTD
25. Transworld Cargo (Pty) Ltd
26. Unitrans Namibia (Pty) Ltd
27. West Coast Motors cc t/a Steckels Toyota
28. Westair Aviation (Pty) Ltd
29. Westair Maintenance
30. WP Transport (Pty)Ltd

Wholesale and Retail

1. A Wutow Trading Co (Pty) Ltd
2. ADCON CC
3. Africa Commercial Vehicles
4. African Marketing (Pty) Ltd
5. African Meat Supplies
6. African Packaging PTY LTD
7. Afrox Namibia
8. Agra Co-operative LTO
9. Ark Trading (Pty) Ltd
10. Asfred Supplies cc t/a Probst Willi Bakery
11. Associated Motor Holdings Namibia (Pty) Ltd
12. Auas Motors
13. Autosueco (Namibia)
14. AVI Distributors Namibia
15. Beefcor Meat Suppliers (Pty) Ltd
16. Benguella Butchery CC
17. Benz Building Supplies
18. Beukes Spar
19. BH Spares & Hard Wares
20. BIO DYNAMICS (PTY) LTD
21. Build It Walvis Bay cc
22. Burbridge Glass CC
23. C&G Morors - Mariental
24. Cadet Investments CC
25. Camelthorn Distributors t/a Oshakati Build It
26. Canocopy Pty Ltd

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27. CB Enterprises (pty) Ltd
 28. Closwa Biltong Factory
 29. Commercial Cold Storage (Namibia) (Pty) Ltd
 30. Complete Lifestyle Warehouse cc
 31. Crown Build-It
 32. Cymot (pty) LTD
 33. Danric Auto
 34. De Wet Oosthuizen Fast Foods CC
 35. Die Plaaskombuis
 36. Diroyal Motors t/a Novel Motor Company
 37. Distell Namibia
 38. Diverse Distribution and Marketing Service (Pty) Ltd t/a SMC Brands Namibia
 39. Doug's Bakery
 40. Dunns Stores
 41. Eastern Super Store t/a Foodzone
 42. Eloff Service Station t/a Total Swakopmund
 43. Erongo Agencies (Pty) Ltd t/a Erongomed
 44. Erongo Trading t/a Omaruru Spar
 45. Fabupharm (Pty) Ltd
 46. Fashion Retailers Pty Ltd
 47. Feist Investment 84 CC T/A OMWANDI SHELL
 48. Ferreira's Nursery Garden Centre and Landscaping
 49. Fontaine Trading CC T/A Fontein OK grocer
 50. Fountain Friendly OK Supermarket
 51. Fruit and Veg City
 52. Game Discount World Namibia (Pty) Ltd
 53. Geka Pharma (Pty) Ltd
 54. Gene De Jager t/a Grootfontein Spar
 55. Genmed cc
 56. Gift Supermarket CC and Lyeeta Supermarket CC
 57. Gobabis Spar
 58. Greg's Motor Spares
 59. H. Charney & Co. CC
 60. H.H Simon t/a Mariental Toyota
 61. Hartlief Continental Meat Products (Pty) LTD
 62. Herco Marketing (Pty) Ltd

63. HOMBE Supermarket
64. ILT Properties t/a Luderitz Spar
65. Independent Business Systems (Pty) Ltd (IBS)
66. Indongo Auto (Pty) Ltd t/a Indongo Toyota Windhoek
67. Indongo Toyota
68. International Commercial (Pty) Ltd
69. International Facilities Services
70. Invictus Trading CC
71. Kambwa Trading cc
72. Karas Spar & Fuel Station
73. Karnic Distributors cc
74. Kavango Supermarket & Bottle Store
75. Klein Windhoek Schlachtereij
76. Komatsu Namibia Mining Equipment (Pty) Ltd
77. L.M Nel t/a Auto Mech
78. Lewis Stores
79. Luderitz Retailers CC T/A OK Grocer Luderitz
80. Luso Investments T/A Build It
81. Luxury Investment Sixty Nine (Pty) Ltd T/a Stampriet Farmers Market (Pty) Ltd
82. Manica Group Namibia (Pty) Ltd
83. Manmar Investments One Hundred Twelve (Pty) Ltd t/a Autozone
84. Maqui Duty Free (Pty) Ltd
85. Mariental Abattoir
86. Matrix 1-2-1 Commodity Marketing (Pty) Ltd
87. Mbusha Trading Enterprises CC
88. Meatco Namibia
89. Mega Shade Namibia
90. Metje and Ziegler Limited
91. MGC Transport
92. Model Pick & Pay Family Supermarket
93. Moruti Traders and Enterprises CC
94. Motovac Namibia
95. Mr. Price Group Limited
96. Multi-Tyre (Pty) Ltd
97. Nambil Meat Supplies CC
98. Namib Roses

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99. Namibia Fish Consumption Promotion Trust
 100. Namibia Joinery Suppliers (NJS)
 101. Nampharm (Pty) Ltd
 102. NAS Investments Thirty Five cc t/a OK Foods Otavi
 103. Natural Namibian Meat Producers
 104. Netwood Kitchens/ Atmosphere
 105. Nictus Furnishers
 106. Nuwe Welkom Spar Keetmanshoop
 107. O. Behrens & Co. (Pty) LTD
 108. Ocean View Spar
 109. Oceano Atlantico Superstore
 110. OK Foods CC Karibib
 111. OK Foods Services - Outjo
 112. Ok Value Khorixas
 113. Okahandja Spar
 114. Olympia Enterprises cc
 115. Omaheke Megasave
 116. Ondangwa Hardware CC t/a Build It
 117. Ongwediva Spar
 118. Oranjemund Spar
 119. Orban Investment 375 Pty Ltd T/a CTM
 120. Oshana Hardware CC t/a Build It
 121. Otjiwanda Meat Market
 122. Portuguese Market Garden T/A Ok Grocer
 123. Protea Spar Walvis Bay
 124. Pupkewitz Catering Supplies Pty Ltd
 125. Pupkewitz Mega Tech
 126. Pupkewitz Motor Division
 127. Quality Tyres (Pty) LTD
 128. Retailabiity (Pty) Ltd
 129. Rosh Pinah Spar cc
 130. RTT Logistics Namibia (Pty) Ltd
 131. Rundu Spar
 132. Scania Namibia (Pty) Ltd
 133. Scrap Metal Sales cc
 134. Scrap Salvage (Pty) Ltd t/a Epic Transport CC

135. Sea Pride Food Services (Pty) Ltd
136. Seapride Foods Services (Pty) Ltd
137. Shamshir Investments cc t/a Kamunu Wholesalers & Mills
138. Shetweni Wholesale and Investment
139. Shoprite Checkers
140. Simag Logistics (Pty) Ltd Namibia
141. Simpex (Pty) Ltd
142. Southgate Service Centre
143. Southwest Bakeries
144. Spes Bona Motors Company
145. Spot-On Shopping Centre
146. Subway Service Station
147. Swaco Group of Companies
148. Swakopmund Building suppliers CC t/a Built It
149. Swakopmund Super Spar
150. The Buildhard Services (Pty) Ltd t/a E Hard-Build Centre
151. The Maritz Business Trust t/a Keetmanshoop One Stop, Wimpy and Maritz Country Lodge
152. The Sign Shop CC
153. Theo's Spar Otjiwarongo cc
154. Tree Supermarket t/a OK Foods Independence Avenue
155. Trentyre Namibia
156. Truworths
157. Vietor & Raaf - Aranos
158. Waldschmidt Eggs cc
159. Waltons Namibia
160. Wecke & Voigts (Pty) LTD
161. Welwitchia Fuel CC
162. West Coast Aluminium & Glass
163. Windhoek Super Tyres (pty) Ltd
164. Windhoek Cash & Carry
165. Woerman Brock & Co. (Swakopmund) (Pty) LTD
166. Woermann Brock Hardware & Building Supplies (Pty) Ltd
167. Woolworths Namibia [Pty] Ltd
168. Zimmerman Garage (Pty) Ltd

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