

Staff model for 2020-2025 Employment Equity Plan

14 October 2020

Centre for Business Intelligence

1 Background

An Employment Equity Plan for the next five years (1 October 2020 to 30 September 2025) has to be submitted to the Department of Employment and Labour.

To increase the percentage of African black, coloured and Indian (ACI) employees from 48% in 2020 to 55% in 2025, approximately half of all appointments previously held by white employees should be from the ACI groupings.

The projections in this report is based on the low turnover of the past two years, and expected retirements over the next five years. Changes in turnover patterns, the creation of new positions or freezing of current positions would all have an influence on the estimates.

The EE plan requires detail estimates by population group, gender and population group. Estimates in this report are based on past trends, but could differ in practice.

Therefore it is advised that the projections be adjusted annually, based on the actual changes.

2 Current employment

Table 1 shows the staff employment data on 1 October 2020, and Table 2 the distribution.

Note that for top and senior management levels, the fixed appointments were grouped with the permanent appointments. The grouping of occupational level by job level is tabulated in Table 29 (Annexure).

Table 1: Staff count October 2020

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	M	F	
Top management	0	1		4	0		0	1	0	0	6
Senior management	3	7	2	24	1	2	1	16	5		61
Prof Qual & Mid mgmt	23	61	14	377	18	66	9	313	51	25	957
Skilled & Acad & Junior mgmt	67	286	14	202	96	455	17	582	9	18	1 746
Semiskilled	24	185	0	7	34	153	0	25	1	0	429
Unskilled	3	24	0	0	6	27	0	1	0		61
Total Permanent	120	564	30	614	155	703	27	938	66	43	3 260
Temporary employees (Fixed term contracts)	58	124	15	163	132	217	27	425	62	59	1 282
Grand Total	178	688	45	777	287	920	54	1 363	128	102	4 542

Table 2: Staff distribution October 2020

Occupational Levels	Male				Female				Foreign Nationals		Total	Overall
	A	C	I	W	A	C	I	W	M	F		
Top management	0.0%	16.7%	0.0%	66.7%	0.0%	0.0%	0.0%	16.7%	0.0%	0.0%	100%	16.7%
Senior management	4.9%	11.5%	3.3%	39.3%	1.6%	3.3%	1.6%	26.2%	8.2%	0.0%	100%	26.2%
Prof Qual & Mid mgmt	2.4%	6.4%	1.5%	39.4%	1.9%	6.9%	0.9%	32.7%	5.3%	2.6%	100%	20.0%
Skilled & Acad & Junior mgmt	3.8%	16.4%	0.8%	11.6%	5.5%	26.1%	1.0%	33.3%	0.5%	1.0%	100%	53.6%
Semiskilled	5.6%	43.1%	0.0%	1.6%	7.9%	35.7%	0.0%	5.8%	0.2%	0.0%	100%	92.3%
Unskilled	4.9%	39.3%	0.0%	0.0%	9.8%	44.3%	0.0%	1.6%	0.0%	0.0%	100%	98.4%
Total Permanent	3.7%	17.3%	0.9%	18.8%	4.8%	21.6%	0.8%	28.8%	2.0%	1.3%	100%	49.0%
Temporary employees (Fixed term contracts)	4.5%	9.7%	1.2%	12.7%	10.3%	16.9%	2.1%	33.2%	4.8%	4.6%	100%	44.7%
Grand Total	3.9%	15.1%	1.0%	17.1%	6.3%	20.3%	1.2%	30.0%	2.8%	2.2%	100%	47.8%

3 Staff turnover

3.1 Terminations

Terminations of appointments, 2018 to 2020, was divided into three categories

- Retirements
- Other reasons (end of contract, voluntary resignations, retrenchment etc)

Comparison of 2020 with previous years

The monthly terminations of permanent appointments (excluding retirements) by white employees during 2018 to 2020 are provided in Table 3 below. The cumulative terminations is graphically illustrated in Figure 1 below.

The 2019 terminations were significantly lower than in 2018, with the 2020 terminations from May to September even lower than in 2019.

Table 3: Terminations of permanent appointments by month by white employees, 2018 to 2020

Month	Monthly			Cumulative		
	2018	2019	2020	2018	2019	2020
Jan	4	2	5	4	2	5
Feb	5	3	1	9	5	6
Mar	8	3	4	17	8	10
Apr	2	3	5	19	11	15
May	6	6	1	25	17	16
Jun	5	2	2	30	19	18
Jul	8	5	3	38	24	21
Aug	3	2	1	41	26	22
Sep	4	3	4	45	29	26
Oct	3	5		48	34	?
Nov	2	3		50	37	?
Dec	10	11		60	48	?
Grand Total	60	48	26			

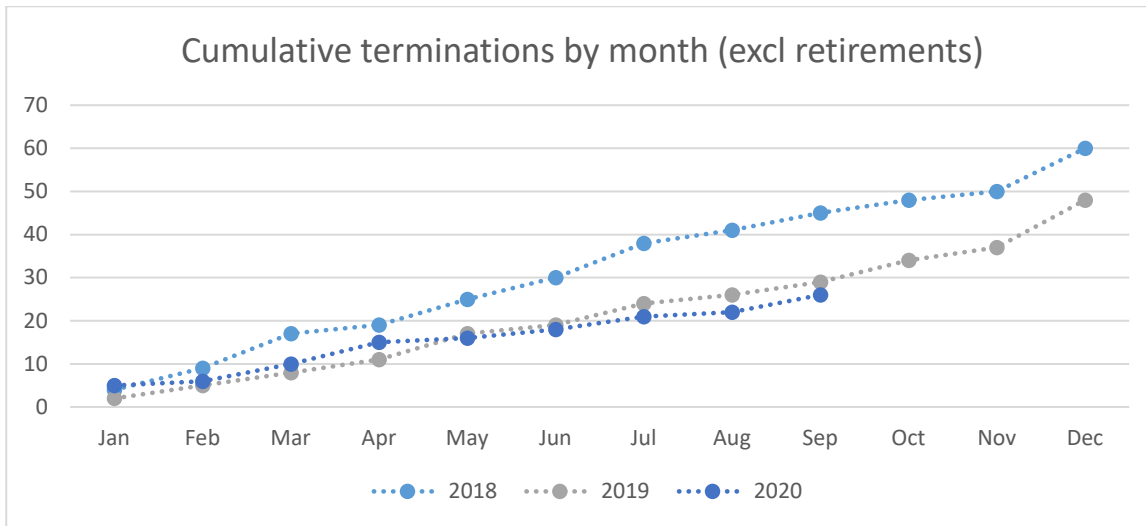


Figure 1: Cumulative terminations of permanent appointments of white employees, 2018 to 2020 (excluding retirements)

The terminations by occupational level is shown in Table 4 below (Unskilled terminations excluded)

Table 4: Termination of permanent appointments by occupational level (white employees)

Occupational level	Total for year			Jan – Sept		
	2018	2019	2020 (to Sept)	2018	2019	2020
Senior management	1	2		1	1	
Prof Qual & Mid mgmt	24	13	12	17	7	12
Skilled & Acad & Junior mgmt	31	32	14	24	21	14
Semiskilled	4			3		
Grand Total	60	47	26	45	29	26

The terminations by gender are as follow:

Table 5: Termination of permanent appointments by occupational level and gender (white employees)

Occupational level	Female			Male		
	2018	2019	2020	2018	2019	2020
Senior management		1		1	1	
Prof Qual & Mid mgmt	14	3	4	10	10	8
Skilled & Acad & Junior mgmt	25	18	7	6	14	7
Semiskilled	2			2		
Grand Total	41	22	11	19	25	15

As the table above shows, the trends vary from year to year among the different the occupational levels and gender. For modelling purposes the following terminations were used, taking into account the decline in terminations from 2018 to 2019 – especially among female employees. However, it is expected that the current economic climate would improve in 2-3 years and therefore a higher turnover was used in the model for 2023 to 2025.

Table 6: Proposed values of appointment terminations to be used in modelling

Occupational level	For turnover 2021 - 2022			For turnover 2023 - 2025		
	Female	Male	Total	Female	Male	Total
Senior management	*	1	1	1	1	2
Prof Qual & Mid mgmt	6	10	16	7	11	18
Skilled & Acad & Junior mgmt	16	10	26	18	11	29
Semiskilled						
Grand Total	22	21	43	26	23	49

* 1 every second year

3.2 Retirements

The number of expected retirements of white permanent staff members was calculated from their age on 1 October 2020. It was assumed that staff members would retire at the end of the year in which they turn 65. The retirements of current employees with age >65 were not taken into account (unsure when they would retire, and if their positions would be filled when they retire).

The expected retirements of permanently employed white employees are shown below:

Table 7: Expected retirements of permanent white employees

Occup level	2020		2021		2022		2023		2024	
	M	F	M	F	M	F	M	F	M	F
Top management	1	0	0	0	0	0	1	0	1	0
Senior management	1	0	2	0	1	0	3	0	2	2
Prof Qual & Mid mgmt	11	7	8	5	17	12	16	5	19	9
Skilled & Acad & Junior mgmt	2	7	6	6	3	16	5	17	2	13
Semiskilled		1	1	2		2				
Grand Total	15	15	17	13	21	30	25	22	24	24

4 Total turnover

The total turnover is calculated as the sum of the retirement plus other terminations. In the modelling is assumed that 50% of the white turnover would be replaced by African black, coloured or Indian employees. It is also assumed that new positions held previously by African black, coloured, or Indian employees would again be filled from these population groups.

The current distribution among the African black, coloured and Indian population groups (from Table 1) were used to model the replacement of current white retirements or resignments. Actual appointments could differ from this distribution.

Table 8 shows the current distribution by among African black, coloured and Indian employees, grouped by occupational level.

Table 8: Distribution of African black, coloured, and Indian employees, October 2020

Occupational Levels	Male				Female			
	A	C	I	count	A	C	I	count
Top management	0%	100%	0%	1				0
Senior management	25%	58%	17%	12	25%	50%	25%	4
Prof Qual & Mid mgmt	23%	62%	14%	98	19%	71%	10%	93
Skilled & Acad & Junior mgmt	18%	78%	4%	367	17%	80%	3%	568
Semiskilled	11%	89%	0%	209	18%	82%	0%	187
Unskilled	11%	89%	0%	27	18%	82%	0%	33
Total Permanent	17%	79%	4%	714	18%	79%	3%	885
Temporary employees (Fixed term contracts)	29%	63%	8%	197	35%	58%	7%	376
Grand Total	20%	75%	5%	911	23%	73%	4%	1261

For modelling purposes the overall distribution was used as guideline, with a slight increase in African black and Indian employees and a corresponding decrease in coloured employees. It was aimed to achieve a distribution of 24% African black, 70% coloured and 6% Indian in new appointments. However, it was not possible to achieve this distribution in all occupational levels and gender groupings.

4.1 October 2021

The positions available by October 2021 are shown in Table 9. The 50% replacement values are shown, as well as the actual values used (

Table 9: Total turnover by Oct 2021 of white permanent employees

Occup level	Retirement		Other		Total		50% replacement		Values used	
	M	F	M	F	M	F	M	F	M	F
Top management	1	0			1	0	0.5	0	1	0
Senior management	1	0	1	0	2	0	1	0	1	0
Prof Qual & Mid mgmt	11	7	10	6	21	13	10.5	6.5	11	7
Skilled & Acad & Junior mgmt	2	7	10	16	12	23	6	11.5	6	11
Semiskilled	0	1	0	0	0	1	0	0.5	0	0
Grand Total	15	15	21	22	36	37	18	18.5	19	18

For fixed contract appointments was aimed to decrease % white appointments by approximately 1.5 percentage points per year (to achieve the 2025 targets). This translated to approximately 5 male and 11 female appointments by year. The following distribution was used:

	Male				Female			
	A	C	I	Total	A	C	I	Total
Fixed contract	1	4	0	5	3	10	1	14

Table 10 shows the turnover, as provided in Table 9, distributed by population group.

Table 10: Total turnover by Oct 2021 of permanent employees, distributed by population group

Occup level	Male				Female			
	A	C	I	Total	A	C	I	Total
Top management	0	0	1	1	0	0	0	0
Senior management	1	0	0	1	0	0	0	0
Prof Qual & Mid mgmt	3	8	0	11	2	5	0	7
Skilled & Acad & Junior mgmt	2	4	0	6	3	7	1	11
Semiskilled	0	0	0	0	0	0	0	0
Grand Total	6	12	1	19	5	12	1	18
Distribution	32%	63%	5%		28%	67%	6%	
Fixed contracts	1	4	0	5	3	10	1	14

The 2020 employment figures (Table 1) were adjusted, by adding the values in Table 10 to the African black, coloured and Indian numbers, and subtracting the values from the white employees. Table 11 shows the adjusted figures for October 2021.

Table 11: Estimated staff count October 2021

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	M	F	
Top management	0	1	1	3	0	0	0	1	0	0	6
Senior management	4	7	2	23	1	2	1	16	5		61
Prof Qual & Mid mgmt	26	69	14	366	20	71	9	306	51	25	957
Skilled & Acad & Junior mgmt	69	290	14	196	99	462	18	571	9	18	1746
Semiskilled	24	185	0	7	34	153	0	25	1	0	429
Unskilled	3	24	0	0	6	27	0	1	0	0	61
Total Permanent	126	576	31	595	160	715	28	920	66	43	3260
Temporary employees (Fixed term contracts)	59	128	15	158	135	227	28	411	62	59	1282
Grand Total	185	704	46	753	295	942	56	1331	128	102	4542

Table 12: Estimated Staff distribution October 2021

Occupational Levels	Male				Female				Foreign Nationals		Total	overall %CBIA
	A	C	I	W	A	C	I	W	M	F		
Top management	0.0%	16.7%	16.7%	50.0%	0.0%	0.0%	0.0%	16.7%	0.0%	0.0%	100%	33.3%
Senior management	6.6%	11.5%	3.3%	37.7%	1.6%	3.3%	1.6%	26.2%	8.2%	0.0%	100%	27.9%
Prof Qual & Mid mgmt	2.7%	7.2%	1.5%	38.2%	2.1%	7.4%	0.9%	32.0%	5.3%	2.6%	100%	21.8%
Skilled & Acad & Junior mgmt	4.0%	16.6%	0.8%	11.2%	5.7%	26.5%	1.0%	32.7%	0.5%	1.0%	100%	54.5%
Semiskilled	5.6%	43.1%	0.0%	1.6%	7.9%	35.7%	0.0%	5.8%	0.2%	0.0%	100%	92.3%
Unskilled	4.9%	39.3%	0.0%	0.0%	9.8%	44.3%	0.0%	1.6%	0.0%	0.0%	100%	98.4%
Total Permanent	3.9%	17.7%	1.0%	18.3%	4.9%	21.9%	0.9%	28.2%	2.0%	1.3%	100%	50.2%
Temporary (Fixed term contracts)	4.6%	10.0%	1.2%	12.3%	10.5%	17.7%	2.2%	32.1%	4.8%	4.6%	100%	46.2%
Grand Total	4.1%	15.5%	1.0%	16.6%	6.5%	20.7%	1.2%	29.3%	2.8%	2.2%	100%	49.1%

4.2 October 2022

Table 13: Total turnover by October 2022

Occup level	Retirement		Other		Total		50% replacement		Values used	
	M	F	M	F	M	F	M	F	M	F
Top management	0	0			0	0	0	0	0	0
Senior management	2	0	1	1	3	1	1.5	0.5	1	1
Prof Qual & Mid mgmt	8	5	10	6	18	11	9	5.5	9	6
Skilled & Acad & Junior mgmt	6	6	10	16	16	22	8	11	8	11
Semiskilled	1	2			1	2	0.5	1	1	1
Grand Total	17	13	21	23	38	36	19	18	19	19

Table 14: Total turnover by Oct 2022 of permanent employees, distributed by race

Occup level	Male				Female			
	A	C	I	Total	A	C	I	Total
Top management	0	0	0	0	0	0	0	0
Senior management	1	0	0	1	1	0	0	1
Prof Qual & Mid mgmt	3	6	1	9	2	4	0	6
Skilled & Acad & Junior mgmt	2	6	0	8	2	7	1	11
Semiskilled	0	1	0	1	0	1	0	1
Grand Total	6	13	1	19	5	12	1	19
Distribution	30%	65%	5%		28%	67%	6%	
Fixed	1	4	0	5	3	10	1	14

Adjust the employment data of October 2021 (Table 11) by adding the values of Table 14 to the CAI appointments and subtracting from white appointments.

Table 15: Estimated staff count October 2022

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	M	F	
Top management	0	1	1	3	0	0	0	1	0	0	6
Senior management	5	7	2	22	2	2	1	15	5	0	61
Prof Qual & Mid mgmt	29	75	15	356	22	75	9	300	51	25	957
Skilled & Acad & Junior mgmt	71	296	14	188	101	469	19	561	9	18	1746
Semiskilled	24	186	0	6	34	154	0	24	1	0	429
Unskilled	3	24	0	0	6	27	0	1	0	0	61
Total Permanent	132	589	32	575	165	727	29	902	66	43	3260
Temporary employees (Fixed term contracts)	60	132	15	153	138	237	29	397	62	59	1282
Grand Total	192	721	47	728	303	964	58	1299	128	102	4542

Table 16: Estimated Staff distribution October 2022

Occupational Levels	Male				Female				Foreign Nationals		Total	overall %CBIA
	A	C	I	W	A	C	I	W	M	F		
Top management	0.0%	16.7%	16.7%	50.0%	0.0%	0.0%	0.0%	16.7%	0.0%	0.0%	100%	33.3%
Senior management	8.2%	11.5%	3.3%	36.1%	3.3%	3.3%	1.6%	24.6%	8.2%	0.0%	100%	31.1%
Prof Qual & Mid mgmt	3.0%	7.8%	1.6%	37.2%	2.3%	7.8%	0.9%	31.3%	5.3%	2.6%	100%	23.5%
Skilled & Acad & Junior mgmt	4.1%	17.0%	0.8%	10.8%	5.8%	26.9%	1.1%	32.1%	0.5%	1.0%	100%	55.6%
Semiskilled	5.6%	43.4%	0.0%	1.4%	7.9%	35.9%	0.0%	5.6%	0.2%	0.0%	100%	92.8%
Unskilled	4.9%	39.3%	0.0%	0.0%	9.8%	44.3%	0.0%	1.6%	0.0%	0.0%	100%	98.4%
Total Permanent	4.0%	18.1%	1.0%	17.6%	5.1%	22.3%	0.9%	27.7%	2.0%	1.3%	100%	51.3%
Temporary employees (Fixed term contracts)	4.7%	10.3%	1.2%	11.9%	10.8%	18.5%	2.3%	31.0%	4.8%	4.6%	100%	47.7%
Grand Total	4.2%	15.9%	1.0%	16.0%	6.7%	21.2%	1.3%	28.6%	2.8%	2.2%	100%	50.3%

4.3 October 2023

Table 17: Total turnover by Oct 2023

Occup level	Retirement		Other		Total		50% replacement		Values used	
	M	F	M	F	M	F	M	F	M	F
Top management	0	0	0	0	0	0	0	0	0	0
Senior management	1	0	1	1	2	1	1	0.5	1	1
Prof Qual & Mid mgmt	17	12	11	7	28	19	14	9.5	14	10
Skilled & Acad & Junior mgmt	3	16	11	18	14	34	7	17	7	17
Semiskilled	0	2	0	0	0	2	0	1	0	1
Grand Total	21	30	23	26	44	56	22	28	22	29

Table 18: Total turnover by Oct 2023 of permanent employees, distributed by race

Occup level	Male				Female			
	A	C	I	Total	A	C	I	Total
Top management	0	0	0	0	0	0	0	0
Senior management	0	1	0	1	1	0	0	1
Prof Qual & Mid mgmt	4	9	1	14	3	6	1	10
Skilled & Acad & Junior mgmt	2	5	0	7	4	12	1	17
Semiskilled	0	0	0	0	0	1	0	1
Grand Total	6	15	1	22	8	19	2	29
Distribution	27%	68%	5%		28%	66%	7%	
Fixed	1	4	0	3	10	1	1	4

Adjust the October 2022 employment data (Table 15) by adding / subtracting the values of Table 18.

Table 19: Estimated staff count October 2023

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	M	F	
Top management	0	1	1	3	0	0	0	1	0	0	6
Senior management	5	8	2	21	3	2	1	14	5	0	61
Prof Qual & Mid mgmt	33	84	16	342	25	81	10	290	51	25	957
Skilled & Acad & Junior mgmt	73	301	14	181	105	481	20	544	9	18	1746
Semiskilled	24	186	0	6	34	155	0	23	1	0	429
Unskilled	3	24	0	0	6	27	0	1	0	0	61
Total Permanent	138	604	33	553	173	746	31	873	66	43	3260
Temporary employees (Fixed term contracts)	61	136	15	148	141	247	30	383	62	59	1282
Grand Total	199	740	48	701	314	993	61	1256	128	102	4542

Table 20: Estimated Staff distribution October 2023

Occupational Levels	Male				Female				Foreign Nationals		Total	overall %CBIA
	A	C	I	W	A	C	I	W	M	F		
Top management	0.0%	16.7%	16.7%	50.0%	0.0%	0.0%	0.0%	16.7%	0.0%	0.0%	100%	33.3%
Senior management	8.2%	13.1%	3.3%	34.4%	4.9%	3.3%	1.6%	23.0%	8.2%	0.0%	100%	34.4%
Prof Qual & Mid mgmt	3.4%	8.8%	1.7%	35.7%	2.6%	8.5%	1.0%	30.3%	5.3%	2.6%	100%	26.0%
Skilled & Acad & Junior mgmt	4.2%	17.2%	0.8%	10.4%	6.0%	27.5%	1.1%	31.2%	0.5%	1.0%	100%	56.9%
Semiskilled	5.6%	43.4%	0.0%	1.4%	7.9%	36.1%	0.0%	5.4%	0.2%	0.0%	100%	93.0%
Unskilled	4.9%	39.3%	0.0%	0.0%	9.8%	44.3%	0.0%	1.6%	0.0%	0.0%	100%	98.4%
Total Permanent	4.2%	18.5%	1.0%	17.0%	5.3%	22.9%	1.0%	26.8%	2.0%	1.3%	100%	52.9%
Temporary employees (Fixed term contracts)	4.8%	10.6%	1.2%	11.5%	11.0%	19.3%	2.3%	29.9%	4.8%	4.6%	100%	49.1%
Grand Total	4.4%	16.3%	1.1%	15.4%	6.9%	21.9%	1.3%	27.7%	2.8%	2.2%	100%	51.8%

4.4 October 2024

Table 21: Total turnover by Oct 2024

Occup level	Retirement		Other		Total		50% replacement		Values used	
	M	F	M	F	M	F	M	F	M	F
Top management	1	0	0	0	1	0	0.5	0	1	0
Senior management	3	0	1	1	4	1	2	0.5	2	1
Prof Qual & Mid mgmt	16	5	11	7	27	12	13.5	6	13	6
Skilled & Acad & Junior mgmt	5	17	11	18	16	35	8	17.5	8	17
Semiskilled	0	0	0	0	0	0	0	0	0	0
Grand Total	25	22	23	26	48	48	24	24	24	24

Table 22: Total turnover by Oct 2024 of permanent employees, distributed by population group

Occupational level	Male				Female			
	A	C	I	Total	A	C	I	Total
Top management	1	0	0	1	0	0	0	0
Senior management	0	0	1	2	1	0	0	1
Prof Qual & Mid mgmt	3	10	1	13	1	4	1	6
Skilled & Acad & Junior mgmt	2	6	0	8	4	12	1	17
Semiskilled	0	0	0	0	0	0	0	0
Grand Total	6	16	2	24	6	16	2	24
Distribution	25%	67%	8%		25%	67%	8%	
Fixed	1	4	0	5	3	10	1	14

Adjust the October 2023 employment figures (Table 19) by adding / subtracting Table 22.

Table 23: Estimated staff count October 2024

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	M	F	
Top management	1	1	1	2	0	0	0	1	0	0	6
Senior management	5	8	3	20	4	2	1	13	5	0	61
Prof Qual & Mid mgmt	36	94	17	328	26	85	11	284	51	25	957
Skilled & Acad & Junior mgmt	75	307	14	173	109	493	21	527	9	18	1746
Semiskilled	24	186	0	6	34	155	0	23	1	0	429
Unskilled	3	24	0	0	6	27	0	1	0	0	61
Total Permanent	144	620	35	529	179	762	33	849	66	43	3260
Temporary employees (Fixed term contracts)	62	140	15	143	144	257	31	369	62	59	1282
Grand Total	206	760	50	672	323	1019	64	1218	128	102	4542

Table 24: Estimated Staff distribution October 2024

Occupational Levels	Male				Female				Foreign Nationals		Total	overall %CBIA
	A	C	I	W	A	C	I	W	M	F		
Top management	16.7%	16.7%	16.7%	33.3%	0.0%	0.0%	0.0%	16.7%	0.0%	0.0%	100%	50.0%
Senior management	8.2%	13.1%	4.9%	32.8%	6.6%	3.3%	1.6%	21.3%	8.2%	0.0%	100%	37.7%
Prof Qual & Mid mgmt	3.8%	9.8%	1.8%	34.3%	2.7%	8.9%	1.1%	29.7%	5.3%	2.6%	100%	28.1%
Skilled & Acad & Junior mgmt	4.3%	17.6%	0.8%	9.9%	6.2%	28.2%	1.2%	30.2%	0.5%	1.0%	100%	58.4%
Semiskilled	5.6%	43.4%	0.0%	1.4%	7.9%	36.1%	0.0%	5.4%	0.2%	0.0%	100%	93.0%
Unskilled	4.9%	39.3%	0.0%	0.0%	9.8%	44.3%	0.0%	1.6%	0.0%	0.0%	100%	98.4%
Total Permanent	4.4%	19.0%	1.1%	16.2%	5.5%	23.4%	1.0%	26.0%	2.0%	1.3%	100%	54.4%
Temporary employees (Fixed term contracts)	4.8%	10.9%	1.2%	11.2%	11.2%	20.0%	2.4%	28.8%	4.8%	4.6%	100%	50.6%
Grand Total	4.5%	16.7%	1.1%	14.8%	7.1%	22.4%	1.4%	26.8%	2.8%	2.2%	100%	53.3%

4.5 By 2025

Table 25: Total turnover by Oct 2025

Occupational level	Retirement		Other		Total		50% replacement		Values used	
	M	F	M	F	M	F	M	F	M	F
Top management	1	0	0	0	1	0	0.5	0	0	0
Senior management	2	2	1	1	3	3	1.5	1.5	2	2
Prof Qual & Mid mgmt	19	9	11	7	30	16	15	15	15	15
Skilled & Acad & Junior mgmt	2	13	11	18	13	31	6.5	15.5	7	16
Semiskilled	0	0	0	0	0	0	0	0	0	0
Grand Total	24	24	23	26	47	50	23.5	32	24	33

Table 26: Total turnover by Oct 2025 of permanent employees, distributed by race

Occupational level	Male				Female			
	A	C	I	Total	A	C	I	Total
Top management	0	0	0	0	0	0	0	0
Senior management	1	1	0	2	1	1	0	2
Prof Qual & Mid mgmt	4	10	1	15	4	10	1	15
Skilled & Acad & Junior mgmt	2	5	0	7	4	11	1	16
Semiskilled	0	0	0	0	0	0	0	0
Grand Total	7	16	1	24	9	22	2	33
Distribution	29%	67%	4%		27%	67%	6%	
Fixed	1	4	0	5	3	10	1	14

Adjust October 2024 (Table 23) by adding / subtracting Table 26.

Table 27: Estimated staff count October 2025

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	M	F	
Top management	1	1	1	2	0	0	0	1	0	0	6
Senior management	6	9	3	18	5	3	1	11	5	0	61
Prof Qual & Mid mgmt	40	104	18	313	30	95	12	269	51	25	957
Skilled & Acad & Junior mgmt	77	312	14	166	113	504	22	511	9	18	1746
Semiskilled	24	186	0	6	34	155	0	23	1	0	429
Unskilled	3	24	0	0	6	27	0	1	0	0	61
Total Permanent	151	636	36	505	188	784	35	816	66	43	3260
Temporary employees (Fixed term contracts)	63	144	15	138	147	267	32	355	62	59	1282
Grand Total	214	780	51	643	335	1051	67	1171	128	102	4542

Table 28: Estimated Staff distribution October 2025

Occupational Levels	Male				Female				Foreign Nationals		Total	overall %CBIA
	A	C	I	W	A	C	I	W	M	F		
Top management	16.7%	16.7%	16.7%	33.3%	0.0%	0.0%	0.0%	16.7%	0.0%	0.0%	100%	50.0%
Senior management	9.8%	14.8%	4.9%	29.5%	8.2%	4.9%	1.6%	18.0%	8.2%	0.0%	100%	44.3%
Prof Qual & Mid mgmt	4.2%	10.9%	1.9%	32.7%	3.1%	9.9%	1.3%	28.1%	5.3%	2.6%	100%	31.2%
Skilled & Acad & Junior mgmt	4.4%	17.9%	0.8%	9.5%	6.5%	28.9%	1.3%	29.3%	0.5%	1.0%	100%	59.7%
Semiskilled	5.6%	43.4%	0.0%	1.4%	7.9%	36.1%	0.0%	5.4%	0.2%	0.0%	100%	93.0%
Unskilled	4.9%	39.3%	0.0%	0.0%	9.8%	44.3%	0.0%	1.6%	0.0%	0.0%	100%	98.4%
Total Permanent	4.6%	19.5%	1.1%	15.5%	5.8%	24.0%	1.1%	25.0%	2.0%	1.3%	100%	56.1%
Temporary employees (Fixed term contracts)	4.9%	11.2%	1.2%	10.8%	11.5%	20.8%	2.5%	27.7%	4.8%	4.6%	100%	52.1%
Grand Total	4.7%	17.2%	1.1%	14.2%	7.4%	23.1%	1.5%	25.8%	2.8%	2.2%	100%	55.0%

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5 Annexure

5.1 Occupational levels

Table 29: Occupational level by job level

	Occupational Levels	Job levels
Top management	Top Management	1-2
Senior management	Senior Management	3-4
Prof Qual & Mid mgmt	Prof Qualified and Experienced Specialist and Mid-Management	5-7
Skilled & Acad & Junior mgmt	Skilled, Academic, Jr Mgmt, Supervisors, Foremen and Supts	8-11
Semiskilled	Semiskilled and Discretionary Decision Making	12-15
Unskilled	Unskilled and Defined Decision Making	16-19