



## Group employee statistics

<b>GENDER</b>	<b>Number</b>	<b>%</b>
Male	11 711	53
Female	10 204	47

  

<b>RACE</b>	<b>Number</b>	<b>%</b>
Black (African, Coloured and Indian)	15 186	69
White	6 480	30
Other (mainly Mozambican)	249	1

  

<b>EDUCATION</b>	<b>Number</b>	<b>%</b>
Up to grade 11	5 022	23
Grade 12	9 910	45
Post-grade 12 (e.g. diploma/certificate)	2 719	12
University degree	2 627	12
Postgraduate university degree or professional qualification	1 637	8

  

<b>HIERARCHY</b>	<b>Number</b>	<b>%</b>
Executive directors	127	1
Senior management	577	3
Middle/junior management	2 364	11
Operational	13 942	64
Support	4 905	21

  

<b>TOTAL NUMBER OF EMPLOYEES</b>	<b>21 915</b>
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Statistics relate to permanent employees of subsidiaries as at 28 February 2018 and exclude employees of associates and joint ventures.

