



GENDER	Number	%
Male	8 451	52
Female	7 909	48

RACE	Number	%
Black (African, Coloured and Indian)	10 364	63
White	5 746	35
Other (mainly Asian)	250	2

EDUCATION	Number	%
Up to grade 11	2 854	17
Grade 12	7 500	46
Post-grade 12 (e.g. diploma/certificate)	2 327	14
University degree	2 415	15
Postgraduate university degree or professional qualification	1 264	8

HIERARCHY	Number	%
Executive directors	95	1
Senior management	376	2
Middle/junior management	1 174	7
Operational	10 833	66
Support	3 882	24

TOTAL NUMBER OF EMPLOYEES	16 360
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Statistics relate to permanent employees of subsidiaries as at 28 February 2017 and exclude employees of associates and joint ventures.

