

# Management Report

For Craies Johannesburg



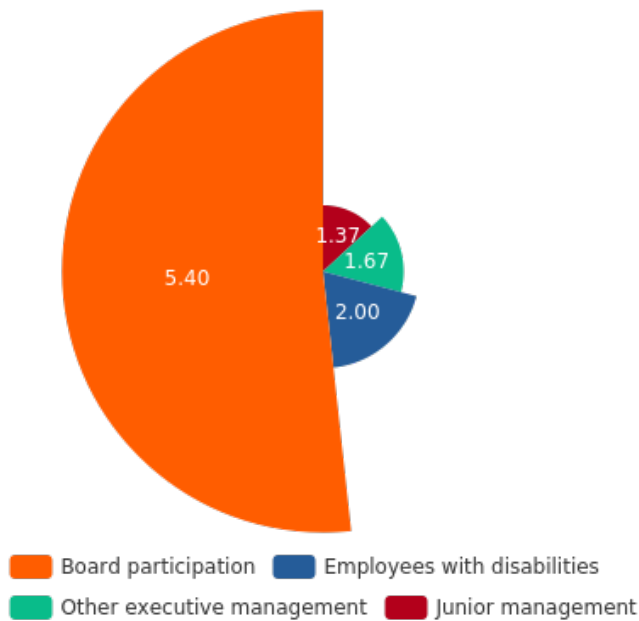
## Scorecard Details

Description	FY 2017	Charter	Revised CoGP
Start Date	01 Jan '17	Size	Large Enterprise
End Date	31 Dec '17	Level	Level 7

## Performance Summary

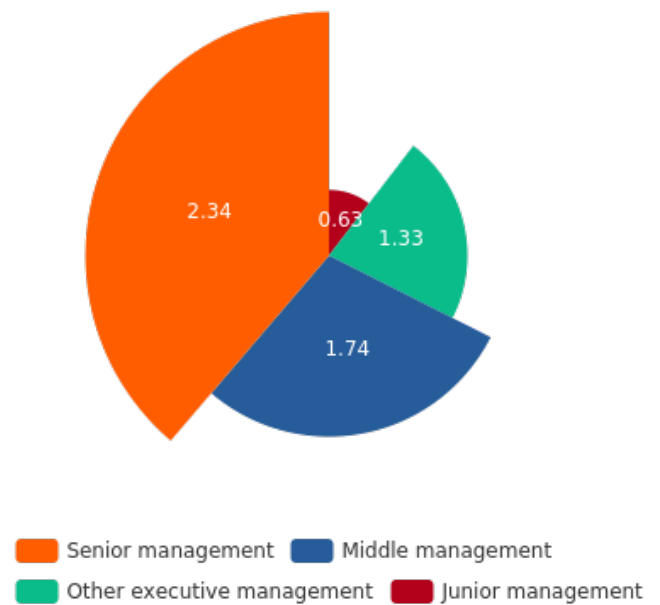
### Best Indicators

by points achieved



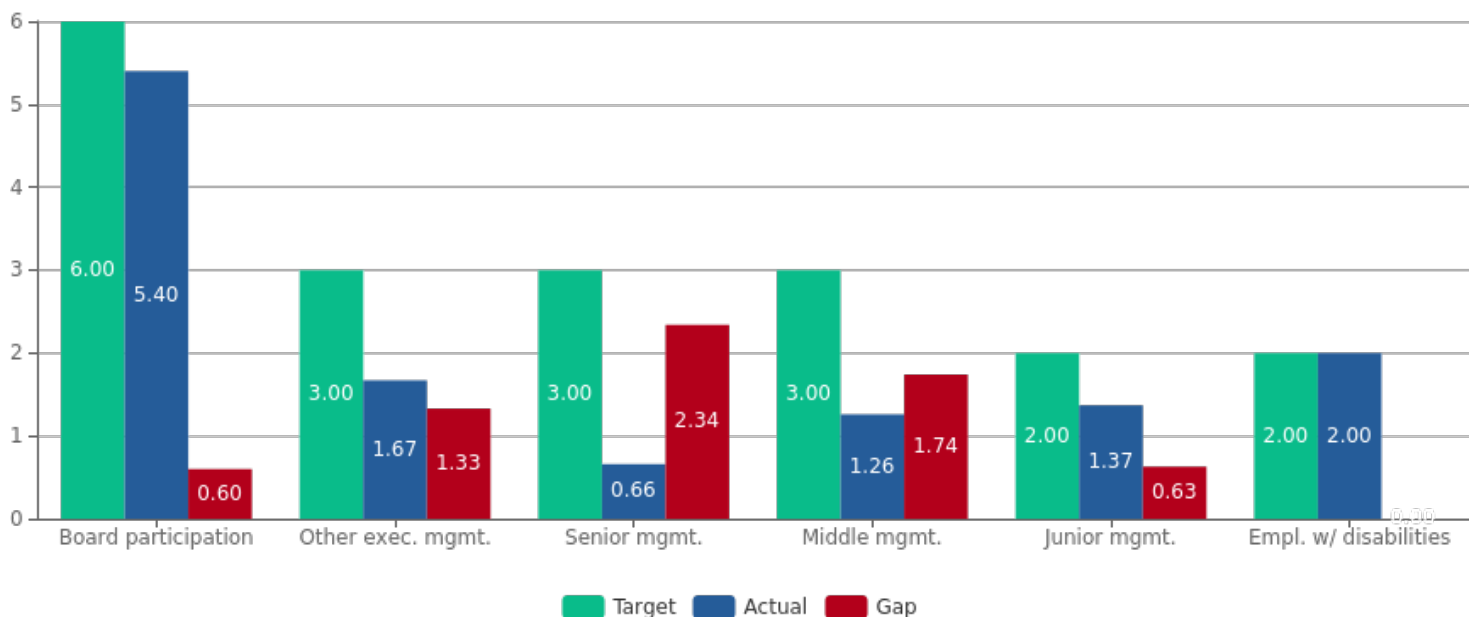
### Worst Indicators

by points missed



## Performance Summary

by target, actual and missed points

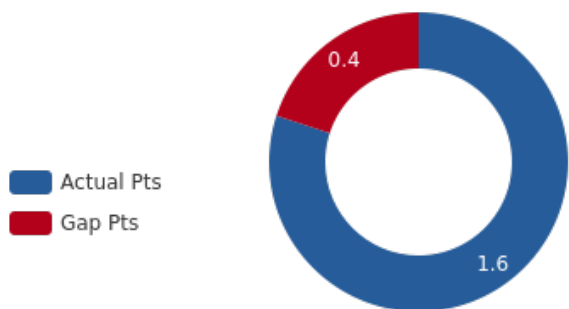


## Summary Management Scorecard

	Max	Actual	Gap
<b>Board participation</b>			
Exercisable voting rights of black board members	2	1.60	0.40
Exercisable voting rights of black female board members	1	0.80	0.20
Black executive directors	2	2	0
Black female executive directors	1	1	0
<b>Other executive management</b>			
Black other executive management	2	1.67	0.33
Black female other executive management	1	0	1
<b>Senior management</b>			
Black employees in senior management	2	0.51	1.49
Black female employees in senior management	1	0.16	0.84
<b>Middle management</b>			
Black employees in middle management	2	0.92	1.08
Black female employees in middle management	1	0.34	0.66
<b>Junior management</b>			
Black employees in junior management	1	0.77	0.23
Black female employees in junior management	1	0.60	0.40
<b>Employees with disabilities</b>			
Black employees with disabilities	2	2	0
<b>Total</b>	<b>19</b>	<b>12.36</b>	<b>6.64</b>

Exercisable voting rights of black board members

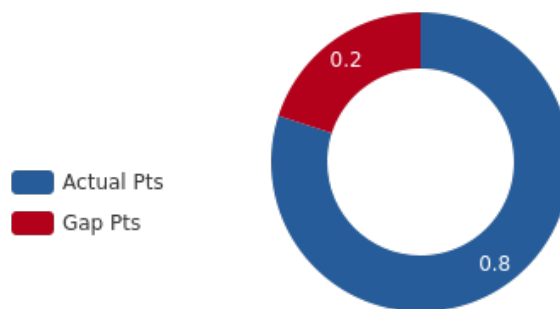
Board participation



	Max	Actual	Gap
Points	2	1.60	0.40
Percent	50.00%	40.00%	10.00%
Total voting rights	100.00%	100.00%	100.00%
Voting rights of black board members	50.00%	40.00%	10.00%

Exercisable voting rights of black female board members

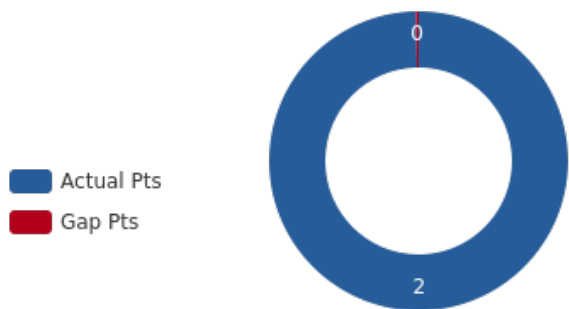
Board participation



	Max	Actual	Gap
Points	1	0.80	0.20
Percent	25.00%	20.00%	5.00%
Total voting rights	100.00%	100.00%	100.00%
Voting rights of black female board members	25.00%	20.00%	5.00%

Black executive directors

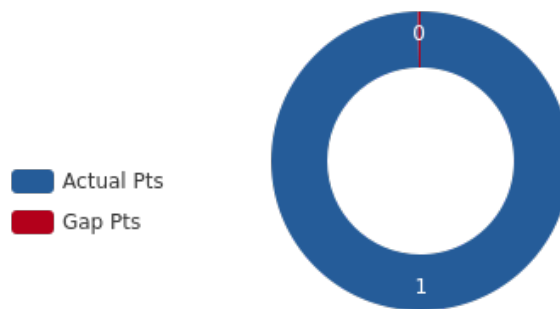
Board participation



	Max	Actual	Gap
Points	2	2	0
Percent	50.00%	66.67%	0.00%
Total executive directors	3.00	3.00	3.00
Black executive directors	1.50	2.00	0.00

Black female executive directors

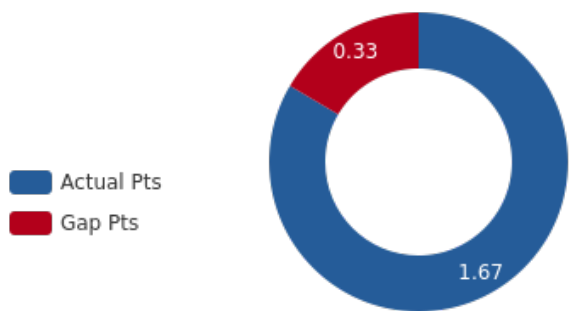
Board participation



	Max	Actual	Gap
Points	1	1	0
Percent	25.00%	33.33%	0.00%
Total executive directors	3.00	3.00	3.00
Black female executive directors	0.75	1.00	0.00

### Black other executive management

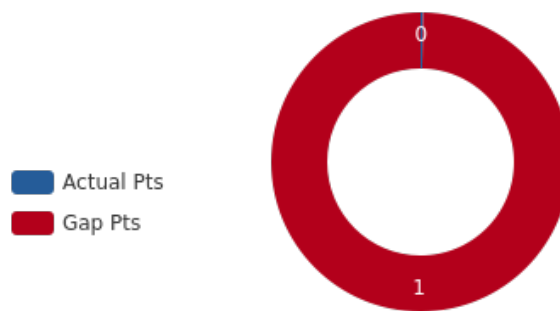
Other executive management



	Max	Actual	Gap
Points	2	1.67	0.33
Percent	60.00%	50.00%	10.00%
Total other executive managers	6.00	6.00	6.00
Black other executive managers	3.60	3.00	0.60

### Black female other executive management

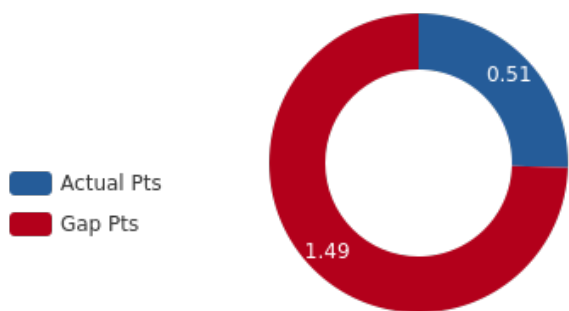
Other executive management



	Max	Actual	Gap
Points	1	0	1
Percent	30.00%	0.00%	30.00%
Total female other executive managers	6.00	6.00	6.00
Black female other executive managers	1.80	0.00	1.80

### Black employees in senior management

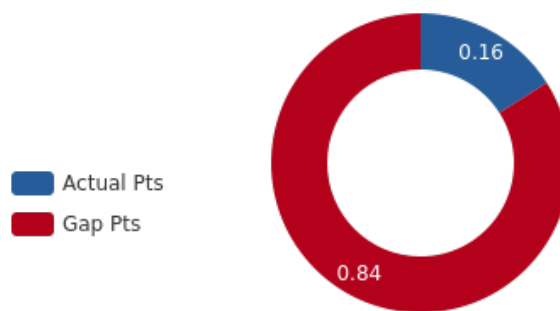
Senior management



	Max	Actual	Gap
Points	2	0.51	1.49
Percent	60.00%	15.23%	44.77%
Total senior managers	72.00	72.00	72.00

### Black female employees in senior management

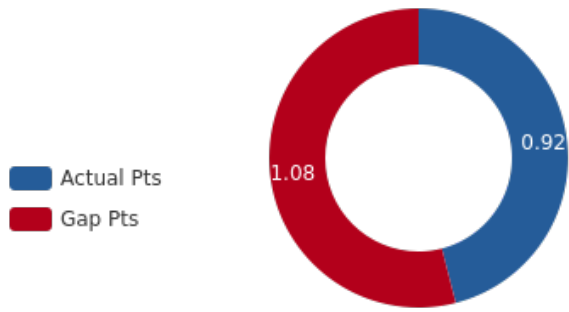
Senior management



	Max	Actual	Gap
Points	1	0.16	0.84
Percent	30.00%	4.69%	25.31%
Total senior managers	72.00	72.00	72.00

### Black employees in middle management

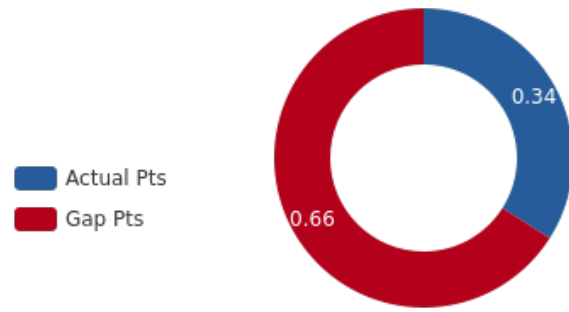
Middle management



	Max	Actual	Gap
Points	2	0.92	1.08
Percent	75.00%	34.60%	40.40%
Total middle managers	180.00	180.00	180.00

### Black female employees in middle management

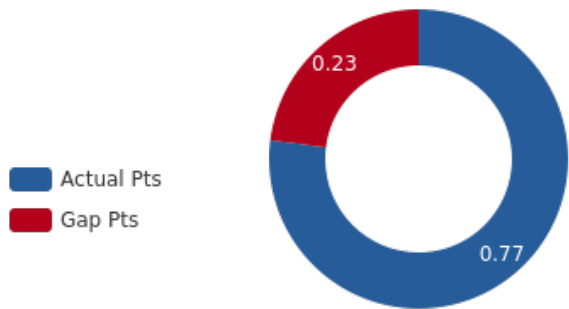
Middle management



	Max	Actual	Gap
Points	1	0.34	0.66
Percent	38.00%	12.98%	25.02%
Total middle managers	180.00	180.00	180.00

### Black employees in junior management

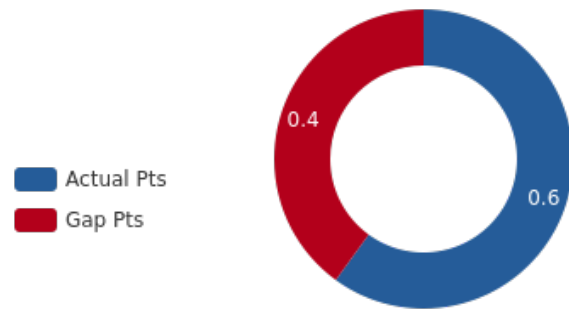
Junior management



	Max	Actual	Gap
Points	1	0.77	0.23
Percent	88.00%	67.81%	20.19%
Total junior managers	34.00	34.00	34.00

### Black female employees in junior management

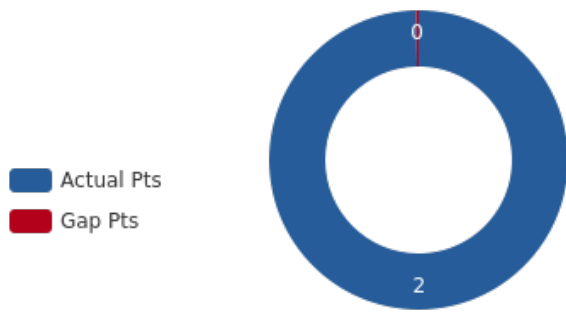
Junior management



	Max	Actual	Gap
Points	1	0.60	0.40
Percent	44.00%	26.34%	17.66%
Total junior managers	34.00	34.00	34.00

## Black employees with disabilities

Employees with disabilities



	Max	Actual	Gap
Points	2	2	0
Percent	2.00%	3.76%	0.00%
Total employees	399.00	399.00	399.00
Black employees with disabilities	7.98	15.00	0.00

## Detailed Gap Margin

	Target			Actual			Gap			Gap Margin
	%	Amount	Pts	%	Amount	Pts	%	Amount	Pts	
<b>Board participation</b>										
Exercisable voting rights of black board members	50.00%	50.00%	2.00	40.00%	40.00%	1.60	10.00%	10.00%	0.40	
Exercisable voting rights of black female board members	25.00%	25.00%	1.00	20.00%	20.00%	0.80	5.00%	5.00%	0.20	
Black executive directors	50.00%	1.50	2.00	66.67%	2.00	2.00	-16.67%	-0.50	0.00	
Black female executive directors	25.00%	0.75	1.00	33.33%	1.00	1.00	-8.33%	-0.25	0.00	
<b>Other executive management</b>										
Black other executive management	60.00%	3.60	2.00	50.00%	3.00	1.67	10.00%	0.60	0.33	
Black female other executive management	30.00%	1.80	1.00	0.00%	0.00	0.00	30.00%	1.80	1.00	
<b>Senior management</b>										
Black employees in senior management	60.00%	43.20	2.00	15.23%	26.00	0.51	44.77%	17.20	1.49	
African males	31.29%	22.53	1.04	8.33%	6.00	0.28	22.96%	16.53	0.77	
African females	24.59%	17.70	0.82	2.78%	2.00	0.09	21.81%	15.70	0.73	
Indian males	1.26%	0.91	0.04	13.89%	10.00	0.04	-12.63%	-9.09	0.00	
Indian females	0.77%	0.55	0.03	1.39%	1.00	0.03	-0.62%	-0.45	0.00	
Coloured males	1.19%	0.85	0.04	8.33%	6.00	0.04	-7.15%	-5.15	0.00	
Coloured females	0.91%	0.65	0.03	1.39%	1.00	0.03	-0.48%	-0.35	0.00	
Black female employees in senior management	30.00%	21.60	1.00	4.69%	4.00	0.16	25.31%	17.60	0.84	
African females	28.09%	20.22	0.94	2.78%	2.00	0.09	25.31%	18.22	0.84	
Indian females	0.88%	0.63	0.03	1.39%	1.00	0.03	-0.51%	-0.37	0.00	
Coloured females	1.04%	0.75	0.03	1.39%	1.00	0.03	-0.35%	-0.25	0.00	
<b>Middle management</b>										
Black employees in middle management	75.00%	135.00	2.00	34.60%	108.00	0.92	40.40%	27.00	1.08	
African males	39.12%	70.41	1.04	18.89%	34.00	0.50	20.23%	36.41	0.54	
African females	30.73%	55.32	0.82	10.56%	19.00	0.28	20.18%	36.32	0.54	
Indian males	1.57%	2.83	0.04	11.67%	21.00	0.04	-10.10%	-18.17	0.00	
Indian females	0.96%	1.73	0.03	5.00%	9.00	0.03	-4.04%	-7.27	0.00	
Coloured males	1.48%	2.67	0.04	10.00%	18.00	0.04	-8.52%	-15.33	0.00	
Coloured females	1.14%	2.04	0.03	3.89%	7.00	0.03	-2.75%	-4.96	0.00	
Black female employees in middle management	38.00%	68.40	1.00	12.98%	35.00	0.34	25.02%	33.40	0.66	

African females	35.57%	64.03	0.94	10.56%	19.00	0.28	25.02%	45.03	0.66	
Indian females	1.11%	2.00	0.03	5.00%	9.00	0.03	-3.89%	-7.00	0.00	
Coloured females	1.31%	2.36	0.03	3.89%	7.00	0.03	-2.58%	-4.64	0.00	
<b>Junior management</b>										
<b>Black employees in junior management</b>	<b>88.00%</b>	<b>29.92</b>	<b>1.00</b>	<b>67.81%</b>	<b>26.00</b>	<b>0.77</b>	<b>20.19%</b>	<b>3.92</b>	<b>0.23</b>	
African males	45.90%	15.60	0.52	38.24%	13.00	0.43	7.66%	2.60	0.09	
African females	36.06%	12.26	0.41	23.53%	8.00	0.27	12.53%	4.26	0.14	
Indian males	1.84%	0.63	0.02	2.94%	1.00	0.02	-1.10%	-0.37	0.00	
Indian females	1.13%	0.38	0.01	2.94%	1.00	0.01	-1.81%	-0.62	0.00	
Coloured males	1.74%	0.59	0.02	5.88%	2.00	0.02	-4.14%	-1.41	0.00	
Coloured females	1.33%	0.45	0.02	2.94%	1.00	0.02	-1.61%	-0.55	0.00	
<b>Black female employees in junior management</b>										
African females	41.19%	14.01	0.94	23.53%	8.00	0.53	17.66%	6.01	0.40	
Indian females	1.29%	0.44	0.03	2.94%	1.00	0.03	-1.65%	-0.56	0.00	
Coloured females	1.52%	0.52	0.03	2.94%	1.00	0.03	-1.42%	-0.48	0.00	
<b>Employees with disabilities</b>										
<b>Black employees with disabilities</b>	<b>2.00%</b>	<b>7.98</b>	<b>2.00</b>	<b>3.76%</b>	<b>15.00</b>	<b>2.00</b>	<b>-1.76%</b>	<b>-7.02</b>	<b>0.00</b>	



## Management Data Summary

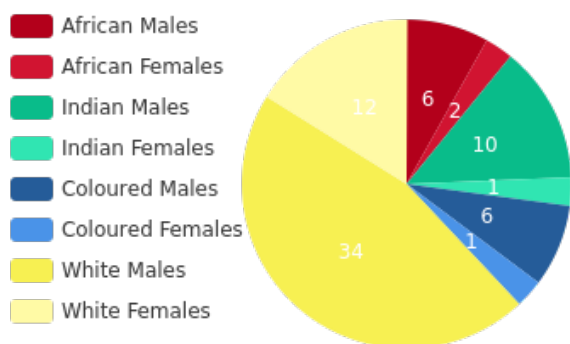
Total number of employees: 399

Total number of black disabled employees: 15

	Black		Black & White
	Males	Females	Males & Females
<b>Board Participation</b>			
Voting Rights	20.00%	20.00%	-
Number of Executive Directors	1	1	3
<b>Other Executive Management</b>			
Total Number of Other Executive Managers	3	0	6

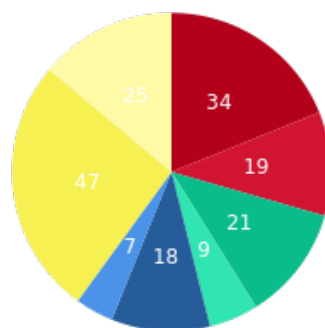
### Senior Managers

by gender



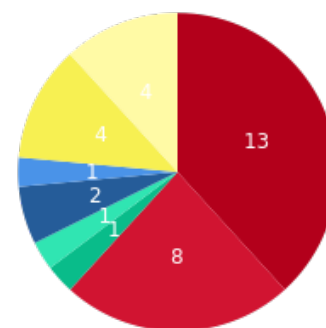
### Middle Managers

by gender



### Junior Managers

by gender



	Male				Female			
	African	Indian	Coloured	White	African	Indian	Coloured	White
Number of senior managers	6	10	6	34	2	1	1	12
Number of middle managers	34	21	18	47	19	9	7	25
Number of junior managers	13	1	2	4	8	1	1	4

# End of Report

*For Craies Johannesburg*

## Report Details

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