



**Statistics Sierra Leone**



## **Employment Survey Report 2013**

**December, 2014**

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## ABBREVIATIONS

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<b>AfC</b>	Agenda for Change
<b>AML</b>	African Mineral Limited
<b>FDI</b>	Foreign Direct Investment
<b>ISIC-Rev.3.1</b>	International Standard Industrial Classification Revision 3.1
<b>LMC</b>	London Mining Company
<b>MOFED</b>	Ministry of Finance and Economic Development
<b>PRSP</b>	Poverty Reduction Strategy Paper
<b>PHC</b>	Population and Housing Census
<b>SLIHS</b>	Sierra Leone Integrated Household Survey
<b>SSL</b>	Statistics Sierra Leone

## ACKNOWLEDGEMENTS

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This Employment Survey was carried out so as to provide snapshot information on the employment situation of the country. Such information was required in order to inform the process of developing interventions for job creation in the country. The survey was a nationwide survey, targeting large and medium scale establishments operating in the mining, banking, insurance, agriculture, government and other services sectors in the country.

The Management of Statistics Sierra Leone extends special thanks and appreciation to all SSL staff who have immensely contributed to the success of the survey, especially Abu Bakarr Turay, Director of the Economic Statistics Division, Samuel Turay, Principal Statistician and Head of Price and Labour Statistics Section, and Sahr K. Davowah, Statistician attached to the Ministry of Labour and Social Security for contributing to the conceptual framework of the survey, designing of the data entry forms and for coordinating all aspects of the survey including the preparation of this annual report.

We acknowledge the immense contribution of Staff in the Price and Labour Statistics Section and all other SSL staff who took part in the field work as well as in the data entry of the completed questionnaires.

We also appreciate the sacrifices of our valued data providers who took time off to respond to our questionnaires.

We thank the Sierra Leone Government very much for their continued support to Statistics Sierra Leone to conduct such important surveys for the monitoring of our economy.

Finally, we thank God for everything we have been able to accomplish with this survey.

**Mohamed King Koroma**  
**Statistician General**

## EXECUTIVE SUMMARY

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Sierra Leone has been making steady progress since 2002 towards rejuvenating the economy after the end of the 10-year devastating war. However, a major gap in the development efforts of the country has been the absence of comprehensive, reliable and up-to-date data on labour and employment indicators in the country. This means that there is a shortage of information on the labour and employment indicators which prevents a realistic assessment of the number of jobs being created under the Agenda for Prosperity (AfP).

Taking account of the chronic shortage of comprehensive and reliable employment statistics in the country, this survey 2013, which builds upon the achievements of the Employment Survey, 2012 was designed to capture information about the employment levels of establishments operating in the country. The establishment survey covered economic activities that are of significance to the Sierra Leone economy, namely, mining, trade, other business services, manufacturing; construction, communication, finance and insurance, and parastatals, public commissions and agencies. The information collected from these establishments was employment data from 2013-2014 by sex and cadre and projections for the next five years.

### From the survey exercise the following conclusions are drawn:

- ◆ That trading establishments canvassed account for the highest percentages (19.4%), this is followed by construction (15.1%), and manufacturing (14.0%). The share of mining is 7.5, which lied behind banking (9.7%) and public administration (8.6%).
- ◆ That 91,636 Sierra Leones were employed in 2009 in the various establishments canvassed during the survey; the number of nationals employed increased steadily to 124,769 in 2012 and 131,512 in 2013. This shows a continues expansion of employment opportunities in the country since 2009.
- ◆ That the number of foreigners employed in these establishments has risen considerably from 695 in 2009 to 1,217 in 2012 and 1,717 persons in 2013. This increase could be due to the improvement in doing business environment, which is attracting foreign direct investment (FDI) in agriculture, mining and services industries, which in turn comes with foreign workers into the country.
- ◆ That the highest growth in employment of non-Sierra Leoneans

was recorded in 2009 at the rate of 81.5% compared with 3.7 percent in 2011; this could be a reflection of the beginning of iron ore mining activities since 2009 was the year main iron ore mining companies such as African Mineral Ltd (AML) and London Mining Company (LMC) commenced operation in Sierra Leone.

- ◆ That the slowdown in employment in 2011 could be due to the fact mining companies had already employed the majority of their staff in 2010; whereas the growth of 41.1 percent in foreign workers could be as a result of expansionary activities of the mining and trading companies in 2013. On the other hand the employment of Sierra Leonean nationals improved from 1.6 percent in 2009 to 9.2% in 2011 and 15.5% in 2012, which could be due to the expansion of mining activities, especially iron ore mining, in the country since 2010.
- ◆ That of the total annual employment figures reported, majority were Sierra Leonean nationals, accounting for about 99% of such figures. This means that only about 1% of employed persons were foreigners working in the establishments canvassed during the survey.
- ◆ That the proportion of female nationals employed increased from 17.3 percent in 2012 to 17.9 percent in 2013. This shows that female

workers have had more job opportunities since 2009. On the other hand, proportion of female foreign workers has averaged around 5 percent between 2012 and 2013.

- ◆ That the Public Administration (which includes parastatals, commission and agencies) is the major employer of Sierra Leonean workers as the industry employed over 75% of employees since 2009. Banking and insurance industries each employed about 3% of nationals, while hotels and restaurants employed about 0.4%. Although the contribution of mining industry was around 1% from 2009-2010, the contribution increased rapidly to 5.4% in 2011, 6.9% in 2012 and 7.9% in 2013. This reflects the expansion of mining activities in those years in the country, especially with the commencement of iron ore mining in the Northern Region.
- ◆ That majority of the foreign workers are working in the mining, construction, banking and trading industries.
- ◆ The data shows that employment is projected to reach 151,850 employed persons by the year 2017, with 2014 being lower than 2013 due to the impact of Ebola Virus Disease (EVD). These projections are underpinned mainly by the recovery from the Ebola Various Disease (EVD), which has affected economic activities in the country.

### The following recommendations are made:

- ◆ There is need to continue the business reforms in order to attract more foreign direct investment (FDI) thereby expanding employment opportunities in the country.
- ◆ There is need for the Ministry of Labour to monitor the employment cadres of Sierra Leoneans in establishments so as to enhance the status of Sierra Leoneans in these establishments.
- ◆ Ministry of Labour should ensure that all foreign workers have valid working permit, as that could be a viable source of information and revenue to government.

## CHAPTER 1: SURVEY DESIGN AND METHODOLOGY

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### 1.0 Introduction

Sierra Leone has been making steady progress since 2002 towards rejuvenating the economy after the end of the 10-year devastating war. With a population of about 6 million and with huge deposits of minerals, Sierra Leone has been described as a country of great potentials for growth and development. The discovery and commencement of mining of iron ore in the North, has added new impetus to the government development effort as the economy grew by 20.1 percent in real terms in 2013 on account of the production and export of this ore, which started in 2011.

However, a major gap in the development efforts of the country has been the absence of comprehensive, reliable and up-to-date data on labour and employment indicators in the country. Although the available data on the growth rate of the gross domestic product (GDP) has indicated improvement in economic growth of about 10% annually between 2009 and 2013, little or no information is available on the employment level associated with such growth. This means that there is a shortage of information on the labour and employment indicators which prevents a realistic assessment of the number of jobs generated during over the period. It is thus obvious that there are data gaps that limit any assessment of the employment situation in the country since the last labour forces survey was conducted in the 1980s. The situation is compounded by the lack of employment information exchange offices to record those searching for Jobs, which should have gathered information on job-seekers, and employment and other market information.

Moreover, there is also a dearth of information on important elements of the labour market such as informal employment, child labour, skills availability, employability, gender disparity, skills demand and the ability of the economy and training institutions to meet these demands and to anticipate future requirements. Some other statistics required for measuring progress towards the achievement of decent work, defined as productive work for women and men in conditions of freedom, equity, security and human dignity are lacking. These include statistics on social protection, adequate incomes, safe work, equity and other conditions of work. Decent work is an essential component of poverty reduction strategy, as it is the sustainable way to break the vicious cycle of poverty.

Taking into account of the chronic shortage of comprehensive and reliable employment statistics in the country, this survey, 2013, which builds upon the achievements of the Employment Survey 2012, was designed to capture information about the employment levels of establishments operating in the country. Such establishments were selected both from the private as well as the public sectors of the economy. The establishment survey covers economic activities that are of significance to the Sierra Leone economy, namely, mining, trade, other business services, manufacturing; construction, communication, finance and insurance and public commissions. The information collected from these establishments was employment data from 2013-2014 by sex and cadre and projections for the next five years.

An establishment is generally a single physical location where business is conducted or where services or industrial operations are performed. Establishment-based surveys are thus an important part of assessing the performance of an economy as they provide useful information about the operations of businesses which are essentially the producers of goods and services. As the economy moves away from relief to more concrete development phase, the need to assess the contribution of establishments to employment becomes obvious. As we strive to become a middle income by the year 2035, it becomes necessary to assess the contribution of establishments to national development and employment creation efforts in the country.

## 1.1 Objective of the Survey

The objective of the survey is to obtain the employment data for 2013 and projections for 2014 to 2017 the possible human resources needs of the business establishments from the year 2014 to the year 2017. Some specific objectives of the survey are as follows;

- ◆ Provide timely and reliable information on key employment indicators and meet special data needs for the review of the Sierra Leone employment policy.
- ◆ To provide data on the labour needs of business establishments in terms of skills requirement
- ◆ To provide labour information to enable the government to design appropriate employment strategies to address the job creation issues in the country

- ◆ Provide data to come up with an update of the employment profile for Sierra Leone
- ◆ Derive an independent estimate of total employment.

## 1.2 Rationale of the Survey

Despite some progress, Sierra Leone's recovery remains fragile and the country is still ranked among the least developed countries. While some mile stones have been achieved and recovery appears to be gathering pace in the Country, major challenges remain which are vital for peace consolidation and the march towards development. Among them is the lack of comprehensive data on unemployment, especially among the Youth, Women and Vulnerable Groups in the country. Sierra Leone has enjoyed a decade of peace and stability since the decade long Civil War. Post Conflict recovery and peace Building have re-established the conditions for resumed economic growth and social development. However, the lack of employment data is hindering better assessment of the recovery process of the economy as well as effort to reduce poverty in the country.

It should be noted that while since 2002, an important volume of statistics has been produced, reliable and comprehensive labour statistics against which the above objectives can be measured are still lacking, as no comprehensive Labour Force Survey has been conducted in Sierra Leone since the 1980's. The most complete recent data available on the employment situation in the country have been collected from the Sierra Leone Integrated Household Survey (SLIHS) and the Population and Housing Census (PHC), conducted by the SSL in 2003-2004 and 2004, respectively. Employment and unemployment statistics were however only by-products of the above statistical exercises. Thus the lack of depth of details of these statistics did not make it possible to provide policy makers with comprehensive and reliable information on the situation in the labour market of Sierra Leone. Therefore this survey provide a picture of the employment situation in the country, it is therefore useful for policy-making and implementation.

## 1.3 Sample Design and Coverage

The employment survey had a total sample size of 120 establishments selected both from the private and the public sectors of the economy. Establishments from the

public sector were selected purposively; while those from private sector were selected using various techniques. For example, all the registered mining companies, commercial banks, insurance companies were included in the sample; whereas selection was made for manufacturing, trading and other services establishments based on the size of employees; and all those establishments that employed 50 and above workers were included in the sample. The business register maintained by SSL was used as the main sample frame for the selection of business establishments included in the sample.

The survey was a nationwide survey, covering the regional cities of Freetown, Bo, Kenema and Makeni. The establishments covered were classified according to the International Standard Industrial Classification Revision 3 (ISIC-Rev.3.1), which is based on the economic activities they undertake. This classification is important since it facilitates comparison with other countries. The survey covered business establishments operating in the Four Regional Cities of Freetown, Bo, Kenema and Makeni. These four cities together constitute over 65% of businesses operating in this country. Data was collected on a variety of issues such as employment by sex, employment by cadre and employment by skills of employees. However, the data collection were carried out mainly in Freetown, the capital city since majority of business establishments had their head offices based here in Freetown.

#### **1.4 Questionnaire Development**

The questionnaire was developed through a consultative process, wherein stakeholders were invited to make meaningful input to the proposed questions designed to capture employment information. Some form of pre-testing was done in order to finalize the instrument. The questionnaire captured information such as:

- ◆ Number of employees in your establishment for 2013
- ◆ Employment at different Managerial Levels
- ◆ Expected employment figures from 2014 to 2017
- ◆ Expected Employment by skills of employees
- ◆ Sex of employees
- ◆ Nationality of employees

#### **1.5 Organization of the Survey and Data Collection**

This employment survey was conducted under the Statistics Act 2002, which makes it mandatory for all business establishments operating in Sierra Leone to respond to Statistics Sierra Leone's data requests. The Act also stipulates that the content of individual returns received would be kept confidential and used only for statistical

purposes. An invitation letter signed by the Statistician General of SSL was enclosed with all questionnaires to encourage business owners/executives to provide the relevant data relating to their businesses and to assure them of the confidentiality of the data collected.

Training of enumerators was conducted for two days from May 2013 at the Statistics Sierra Leone Conference Room. A total number of 30 trainees, 2 data entry personnel and 3 supervisors were recruited and trained for the data collection exercise. After the training workshop, the selected list of establishments was distributed to the data collectors; and Freetown was sub-divided into three zones: East, Central and West. Fieldwork commenced on May 2013, and lasted for 4-5 weeks. The survey was designed such that Establishments were visited several times so as to get the requested data from the selected establishments.

The National Coordinators of the Survey monitored the data collection exercise on a daily basis in Freetown as well as in the Provinces through telephone and other means to assist Enumerators to do their work effectively and diligently. In addition visits were made to some establishments in Freetown and in the Provinces to validate the data collected in each of these centers.

## **1.6 Sample Achieved**

The Employment Survey targeted 120 establishments; out of these 120 establishments targeted, 97 (80.8%) establishments were successfully interviewed. The non-responses (19.2%) were largely due to delay in retrieving the questionnaires as well as outright refusal to provide the relevant information.

## **1.7 Data Processing**

Data capturing for the Employment Survey started immediately the data collection was completed in July 2013. Data entry was done within five days after the data collection. The employment data entry centre was centralized at the Statistics Sierra Leone Office headquarters. The information in the completed questionnaires were manually scrutinized, edited and coded before sending them for entry. Computer editing was also done as a way of validating the data as the software provided automatic data checks for acceptable values for the variables and checks between different components of the questionnaires.

## CHAPTER 2: DATA PRESENTATION AND ANALYSIS

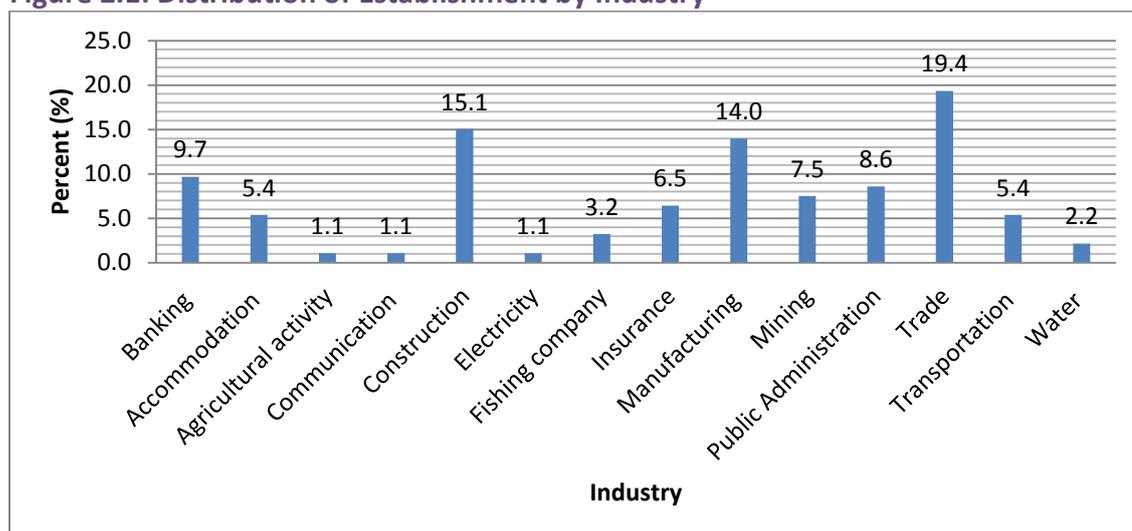
### 2.0 Introduction

The annual economic survey results presented here give an analysis of the employment structure of the business establishments canvassed during the employment survey, providing basic information on employment levels disaggregated by sex and cadre of employees.

### 2.1 Distribution of Establishments by Industry

Figure 2.1 below shows the distribution of Establishments by Industry. The result shows that trading establishments canvassed account for the highest percentages (19.4%), this is followed by construction (15.1%), and manufacturing (14.0%). The share of mining is 7.5, which lied behind banking (9.7%) and public administration (8.6%).

**Figure 2.1: Distribution of Establishment by Industry**

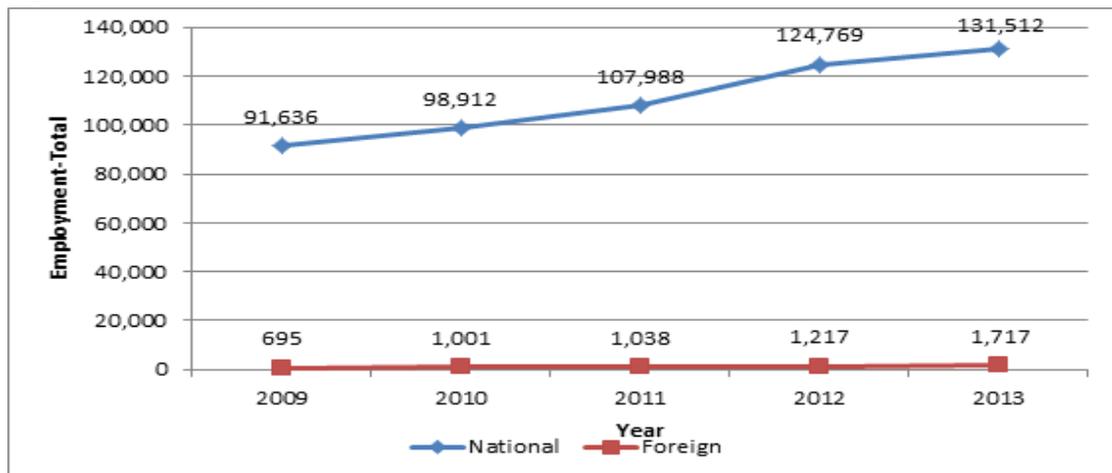


The high proportion of establishments operating in the manufacturing sector could be due to the highly selective sampling technique, which was skewed towards capturing only those large private establishments that employed at least 50 employees.

### 2.2 Employment Totals for the Period 2009 – 2013

The survey collected data on the number of employees working for various establishments canvassed during the survey, and the result is shown in Figure 2.2

**Figure 2.2: Employment Totals For The Period 2007 - 2012**



The data in Figure 2.2 shows that 91,636 Sierra Leones were employed in 2009 in the various establishments canvassed during the survey; the number of nationals employed increased steadily to 124,769 in 2012 and 131,512 in 2013. This shows a continuous expansion of employment opportunities in the country since 2009. Figure 2.2 also shows that the number of foreigners employed in these establishments has risen considerably from 695 in 2009 to 1,217 in 2012 and 1,717 persons in 2013. This increase could be due to the improvement in doing business environment, which is attracting foreign direct investment (FDI) in agriculture, mining and services industries, which in turn comes with foreign workers into the country.

**Figure 2.2.1 Growth rate in Employment (2009-2013)**

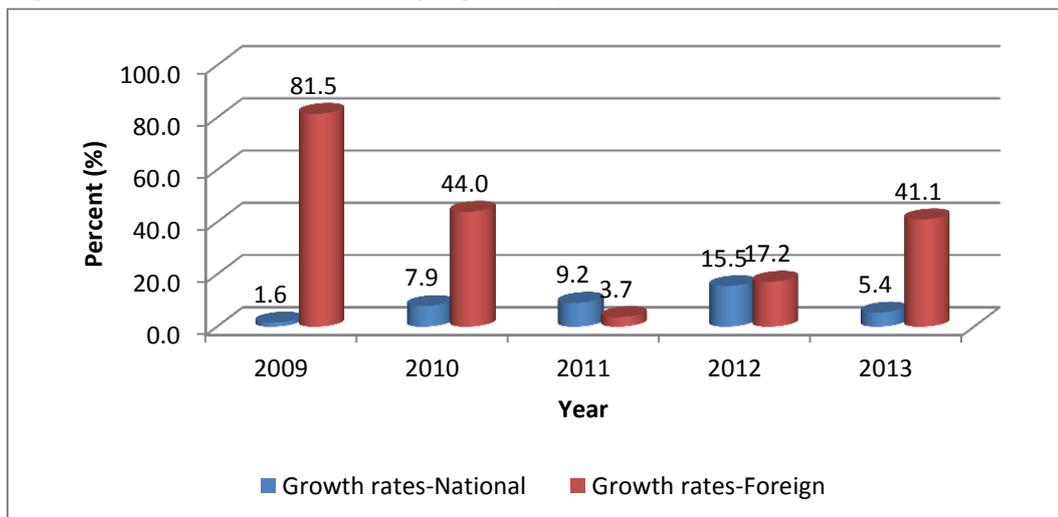


Figure 2.2.1 shows the highest growth in employment of non-Sierra Leoneans was recorded in 2009 at the rate of 81.5% compared with 3.7 percent in 2011; this could be a reflection of the beginning of iron ore mining activities since 2009 was the year main iron ore mining companies such as African Mineral Ltd (AML) and London Mining Company (LMC) commenced operation in Sierra Leone. The slowdown in

employment in 2011 could be due to the fact mining companies had already employed the majority of their staff in 2010; whereas the growth of 41.1 percent in foreign workers could be as a result of expansionary activities of the mining and trading companies in 2013. On the other hand the employment of Sierra Leonean nationals improved from 1.6 percent in 2009 to 9.2% in 2011 and 15.5% in 2012, which could be due to the expansion of mining activities, especially iron ore mining, in the country since 2010. However the decline to 5.4 percent in the growth rate of employment of nationals in 2013 could be due to the slow implementation of the Local Content Policy of the Ministry of Trade, which aims at encouraging business executives to employ more Sierra Leoneans in their businesses than foreigners.

### 2.3 Employment by Nationality

The survey obtained data on employment by nationality of workers in the various establishments covered in the survey and the results are shown in Table 2.3.

**Table 2.3: Employment by Nationality**

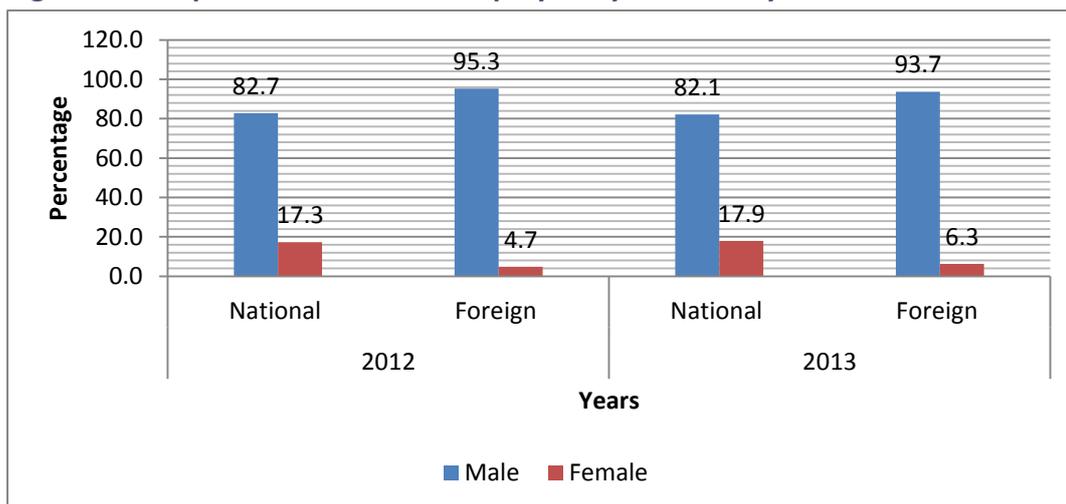
Year	National	Foreign	Total	National (%)	Foreign (%)	Total
2009	91,636	695	92,331	99.2	0.8	<b>100.0</b>
2010	98,912	1,001	99,913	99.0	1.0	<b>100.0</b>
2011	107,988	1,038	109,026	99.0	1.0	<b>100.0</b>
2012	124,769	1,217	125,986	99.0	1.0	<b>100.0</b>
2013	131,512	1,717	<b>133,229</b>	98.7	1.3	<b>100.0</b>

Table 2.3 shows that of the total annual employment figures reported, majority were Sierra Leonean nationals, accounting for about 99% of such figures. This means that only about 1% of employed persons were foreigners working in the establishments canvassed during the survey.

### 2.4 Proportion of Females Employed by Nationality

The survey also collected data on the sex of both national and foreign workers work for the establishments canvassed, and the responses are shown in Figure 2.4

**Figure 2.4 Proportion of Females employed by Nationality**



From Figure 2.4, the proportion of female nationals employed increased from 17.3 percent in 2012 to 17.9 percent in 2013. This shows that female workers have had more job opportunities since 2009. On the other hand, proportion of female foreign workers has averaged around 5 percent between 2012 and 2013.

## 2.5 Employment - National - by Industry

The survey collected data on the industry of work of the establishments canvassed, and the results are shown in Table 2.5

**Table 2.5 Employment-national - by industry**

Industry	2009		2010		2011		2012		2013	
	Number	Percent (%)	Number	Percent (%)	Number	Percent (%)	Number	Percent (%)	Number	Percent (%)
Banking	3,820	4.2	4,223	4.3	4,187	3.9	4,116	3.3	4,119	3.1
Communication	913	1.0	924	0.9	1,036	1.0	1,070	0.9	1,167	0.9
Construction	2,567	2.8	2,184	2.2	2,356	2.2	1,944	1.6	1,951	1.5
Electricity	778	0.8	704	0.7	679	0.6	776	0.6	780	0.6
Fishing	397	0.4	404	0.4	420	0.4	351	0.3	363	0.3
Hotel & Restaurant	321	0.4	433	0.4	472	0.4	577	0.5	623	0.5
Health	409	0.4	2,242	2.3	2,934	2.7	2,992	2.4	3,008	2.3
Insurance	1,959	2.1	3,113	3.1	3,728	3.5	4,439	3.6	4,463	3.4
Manufacturing	1,619	1.8	2,120	2.1	2,355	2.2	2,765	2.2	2,803	2.1
Mining	989	1.1	1,394	1.4	5,824	5.4	8,661	6.9	9,174	7.0
Public Administration	75,424	82.3	78,244	79.1	80,870	74.9	93,742	75.1	99,573	75.7
Trade	859	0.9	1,074	1.1	1,319	1.2	1,585	1.3	1,703	1.3
Transport	1,101	1.2	1,375	1.4	1,339	1.2	1,281	1.0	1,304	1.0
Water	481	0.5	478	0.5	469	0.4	470	0.4	481	0.4
<b>Total</b>	<b>91,637</b>	<b>100.0</b>	<b>98,912</b>	<b>100.0</b>	<b>107,988</b>	<b>100.0</b>	<b>124,769</b>	<b>100</b>	<b>131,512</b>	<b>100.0</b>

The data in Table 2.5 show that the Public Administration is the major employer of Sierra Leonean workers as the industry employed over 75% of employees since 2009. Banking and insurance industries each employed about 3% of nationals, while hotels and restaurants employed about 0.4%. Although the contribution of mining industry was around 1% from 2009-2010, the contribution increased rapidly to 5.4% in 2011, 6.9% in 2012 and 7.9% in 2013. This reflects the expansion of mining activities in those years in the country, especially with the commencement of iron ore mining in the Northern Region.

**Table 2.5.1 Employment-Foreign-by industry**

Industry	2009		2010		2011		2012		2013	
	Number	Percent (%)	Number	Percent (%)	Number	Percent (%)	Number	Percent (%)	Number	Percent (%)
Banking	92	13.2	118	11.8	137	13.2	161	13.2	182	10.6
Communication	21	3	20	2	15	1.4	14	1.2	23	1.3
Construction	146	21	264	26.4	323	31.1	323	26.5	433	25.2
Electricity	0	0	0	0	0	0	0	0	0	0.0
Fishing	29	4.2	29	2.9	26	2.5	28	2.3	37	2.2
Hotel & Restaurant	16	2.3	16	1.6	16	1.5	18	1.5	21	1.2
Health	0	0	0	0	0	0	0	0	0	0.0
Insurance	4	0.6	3	0.3	6	0.6	6	0.5	12	0.7
Manufacturing	48	6.9	40	4	42	4	43	3.5	48	2.8
Mining	214	30.8	378	37.8	351	33.8	478	39.3	718	41.8
Public Administration	1	0.1	1	0.1	1	0.1	1	0.1	5	0.3
Trade	111	16	120	12	109	10.5	130	10.7	203	11.8
Transport	13	1.9	12	1.2	12	1.2	15	1.2	35	2.0
Water	0	0	0	0	0	0	0	0	0	0.0
<b>Total</b>	<b>695</b>	<b>100</b>	<b>1001</b>	<b>100</b>	<b>1038</b>	<b>100</b>	<b>1217</b>	<b>100</b>	<b>1717</b>	<b>100.0</b>

The data in Table 2.5.1 shows that majority of the foreign workers are working in the mining, construction, banking and trading industries.

## 2.6 Employment of Nationals by – Cadre

The survey collected data on the cadre of employees of establishments canvassed, and the responses are shown in Figure 2.6

**Figure 2.6 Employment of nationals by - cadre**

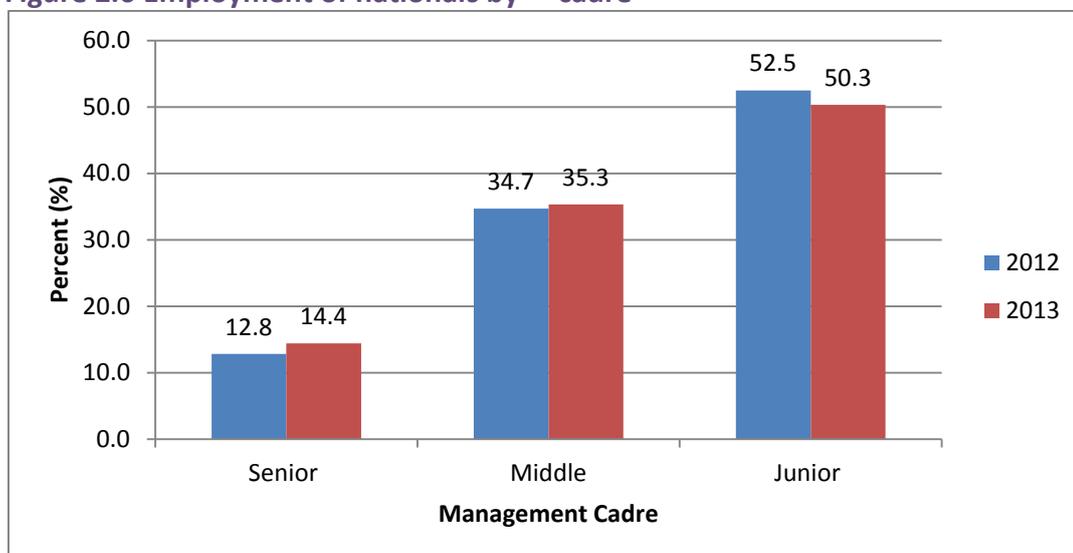


Figure 2.6 shows that more than half of Sierra Leoneans nationals covered in the survey employed were working as junior level workers in 2012 and 2013, while about 35 percent were middle level workers. This means that only about 12.8 percent and 14.4 percent were senior level workers in their respective industries in 2012 and 2013 respectively.

**Figure 2.6.1 Employment of Foreigners by - Cadres**

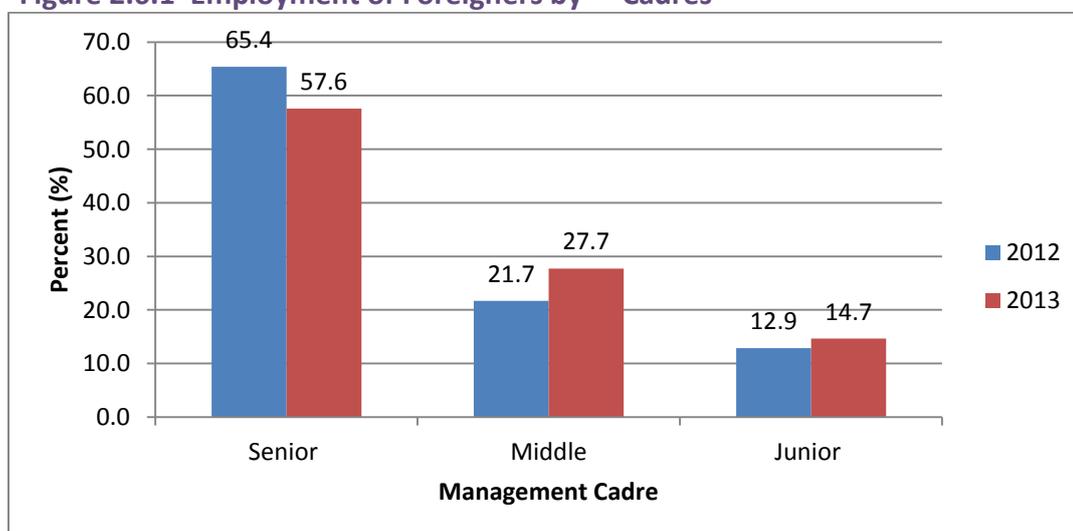
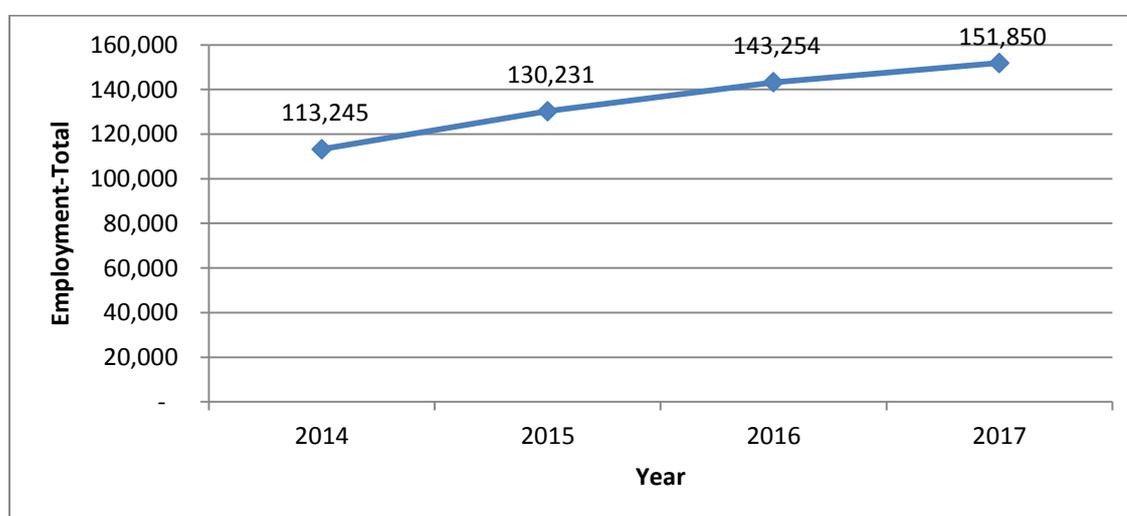


Figure 2.6.1 shows that majority of Foreign worker in Sierra Leone (65.4 percent in 2012 and 57.6 percent in 2013) were working as senior level workers, while 27.9% were middle level workers in 2013. This means that less than 15 percent were junior level workers in their respective industries.

## 2.7 Projections

The survey collected data on future employment levels of establishments; however, the data provided was not comprehensive enough to be presented without adjustments. So given the current growth rate of employment for both nationals and foreign nationals, extrapolation was made to get a meaning projections of future employment figure for 2014-2017, given the impact of the Ebola Virus Disease, which is current ravaging the country, with more than 3,000 people already effected with the various. The figures are presented in Figure 2.7.

**Figure 2.7: Projections (2014-2017)**



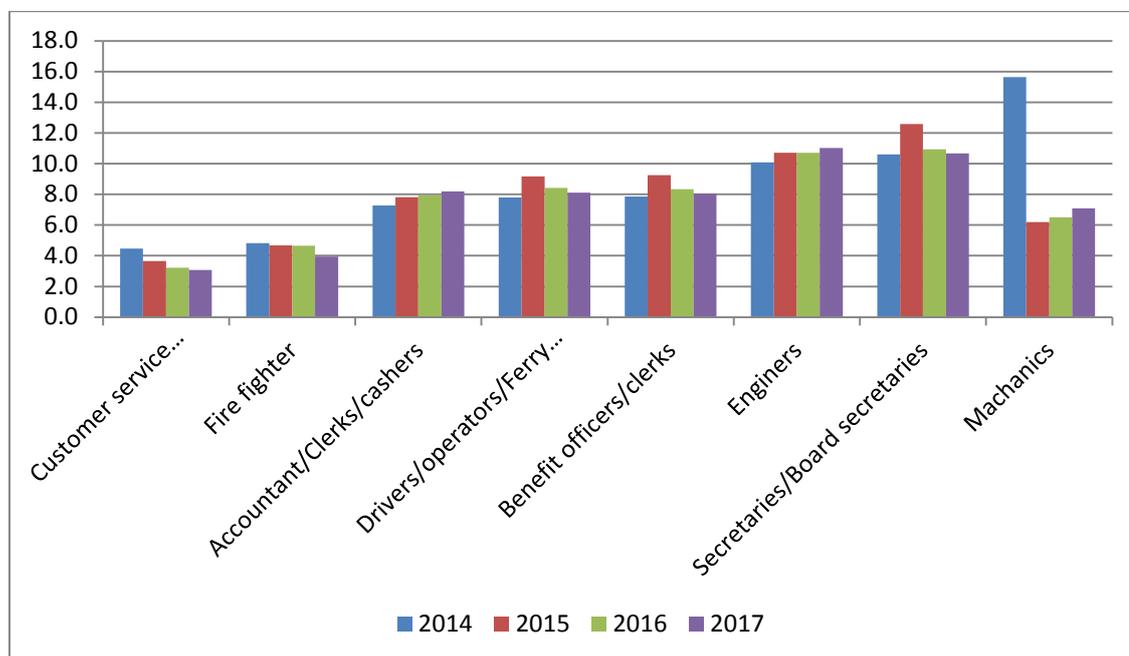
The data in Figure 2.7 shows that employment figures will reach 151,850 employed persons by the year 2017, with 2014 being lower than 2013. These projections are underpinned mainly by the recovery from the Ebola Virus Disease (EVD) has affected economic activities in the country; this is supported by scaled up government budget, especially capital expenditure.

### 2.7.1 Projections of Expected skills

Projections of expected skills were also made to help determine the area of need for businesses. The figures are presented in Figure 2.7.1 and Table 2.7.

**Figure 2.7.1: Projections of Skills (2014-2017)**

The 8 frequently anticipated skills needs of businesses include Customer service officers/clerks, Fire fighter, Accountant/Clerks/cashers, Benefit officers/clerks, Drivers/operators/Ferry captains, Engineers, Secretaries/Board secretaries, Mechanics



Each of these skills has as share of at least 3.5 percent of the total projected work force for each of the years.

## **CHAPTER 3: CONCLUSION AND RECOMMENDATIONS**

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### **3.0 Conclusion**

Sierra Leone has been making steady progress since 2002 towards rejuvenating the economy after the end of the 10-year devastating war. The discovery and commencement of mining of iron ore in the North, has added new impetus to the government development effort as the economy grew by 20.1 percent in real terms in 2013 on account of mainly the production and export of this iron ore, which started in 2011.

However, a major gap in the development efforts of the country has been the absence of comprehensive, reliable and up-to-date data on labour and employment indicators in the country. This means that there is a shortage of information on the labour and employment indicators which prevents a realistic assessment of the number of jobs generated as we implement the Agenda for Prosperity.

Taking account of the chronic shortage of comprehensive and reliable employment statistics in the country, this survey was designed to obtain information on employment levels from 2012-2013. This 2014 Employment Survey was designed to capture information about the employment levels of establishments operating in the country. Such establishments were selected both from the private as well as the public sectors of the economy. The establishment survey covered economic activities that are of significance to the Sierra Leone economy, namely, mining, trade, other business services, manufacturing; construction, communication, finance and insurance, parastatals and public commissions and corporations. The information collected from these establishments was employment data from 2012-2013 by sex and cadre and projections for 2014-2017.

#### **From the survey exercise the following conclusions are drawn:**

That trading establishments canvassed account for the highest percentages (19.4%), this is followed by construction (15.1%), and manufacturing (14.0%). The share of mining is 7.5, which lied behind banking (9.7%) and public administration (8.6%).

That 91,636 Sierra Leones were employed in 2009 in the various establishments canvassed during the survey; the number of nationals employed increased steadily to 124,769 in 2012 and 131,512 in 2013. This shows a continus expansion of employment opportunities in the country since 2009.

That the number of foreigners employed in these establishments has risen considerably from 695 in 2009 to 1,217 in 2012 and 1,717 persons in 2013. This increase could be due to the improvement in doing business environment, which is attracting foreign direct investment (FDI) in agriculture, mining and services industries, which in turn comes with foreign workers into the country.

That the highest growth in employment of non-Sierra Leoneans was recorded in 2009 at the rate of 81.5% compared with 3.7 percent in 2011; this could be a reflection of the beginning of iron ore mining activities since 2009 was the year main iron ore mining companies such as African Mineral Ltd (AML) and London Mining Company (LMC) commenced operation in Sierra Leone.

That the slowdown in employment in 2011 could be due to the fact mining companies had already employed the majority of their staff in 2010; whereas the growth of 41.1 percent in foreign workers could be as a result of expansionary activities of the mining and trading companies in 2013. On the other hand the employment of Sierra Leonean nationals improved from 1.6 percent in 2009 to 9.2% in 2011 and 15.5% in 2012, which could be due to the expansion of mining activities, especially iron ore mining, in the country since 2010.

That of the total annual employment figures reported, majority were Sierra Leonean nationals, accounting for about 99% of such figures. This means that only about 1% of employed persons were foreigners working in the establishments canvassed during the survey.

That the proportion of female nationals employed increased from 17.3 percent in 2012 to 17.9 percent in 2013. This shows that female workers have had more job opportunities since 2009. On the other hand, proportion of female foreign workers has averaged around 5 percent between 2012 and 2013.

That the Public Administration (which includes parastatals, commission and agencies) is the major employer of Sierra Leonean workers as the industry employed over 75% of employees since 2009. Banking and insurance industries each employed about 3% of nationals, while hotels and restaurants employed about 0.4%. Although the contribution of mining industry was around 1% from 2009-2010, the contribution increased rapidly to 5.4% in 2011, 6.9% in 2012 and 7.9% in 2013. This reflects the expansion of mining activities in those years in the country, especially with the commencement of iron ore mining in the Northern Region.

That majority of the foreign workers are working in the mining, construction, banking and trading industries.

The data employment is projected to reach 151,850 employed persons by the year 2017, with 2014 being lower than 2013 due to the impact of Ebola Virus Disease (EVD). These projections are underpinned mainly by the recovery from the Ebola Various Disease (EVD), which has affected economic activities in the country;

### **3.1 Recommendation**

The following recommendations are made:

- ◆ There is need to continue the business reforms in order to attract more foreign direct investment (FDI) thereby expanding employment opportunities in the country.
- ◆ There is need for the Ministry of Labour to monitor the employment cadres of Sierra Leoneans in establishments so as to enhance the status of Sierra Leoneans in these establishments
- ◆ Ministry of Labour should ensure that all foreign workers have valid working permit, as that could be a viable source of revenue to government.

## 4.0: APPENDIXES

## Appendix 1 - QUESTIONNAIRE



### QUESTIONNAIRE FOR THE EMPLOYMENT STATISTICS SURVEY – 2013

**Authority:** This survey is conducted by Statistics Sierra Leone in collaboration with the Ministry of Finance and Economic Development under the authority of the Statistics Act of 2002. Administration and completion of this questionnaire is a legal requirement under this Act. The main aim of this survey is to provide an insight into the employment situation in various sectors of the Sierra Leone economy to enable the government to design appropriate employment strategies to address the mismatch between labour demand and labour supply.

**Confidentiality:** The information/data obtained on this questionnaire will be treated in strict confidence, and would be published in aggregate form and used for statistical purposes only.

**Coverage:** This survey will cover various sectors of the Sierra Leone economy in the country.

#### A. General Information on Establishment Characteristics:

1. Name of Establishment:
2. Address of Establishment:
3. Name and Signature of Respondent/Date:
4. Designation of Respondent:
5. Respondent Cell Phone Number:
6. E-mail Address of Respondent:
7. Type of Economic Activity/Nature of Work:
8. Year of Establishment:
9. Ownership: a) Government, b) Private, c) Other (specify)

*For Office Use Only:*

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Interviewer's Name/Signature/Date

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Supervisor's Name/Signature/Date

1. Number of employees in your establishment for the period 2013 to 2014.

Employees	2013		2014	
	National	Foreign	National	Foreign
a) Number of Male employees				
b) Number of Female employees				
<b>Total</b>				

2. Employment at different Managerial Levels

No of Employees at	2013		2014	
	National	Foreign	National	Foreign
Senior Management				
Middle Management				
Junior Management				
<b>Total</b>				

3. Expected employment figures for the following years:

Employees	2014	2015	2016	2017
a) Number of Male				
b) Number of Female				
<b>Total Number of Employees</b>				

3. Expected Employment by skills examples; Engineers, Accountants, Lawyers etc. (Expected figures for various occupations in your establishment; e.g. No. of Engineers, secretaries, mechanic, electricians, plumbers etc.)

Types of Skills/Occupation	2014	2015	2016	2017

## APPENDIX 2: DATA

**Table 1: Employment of Nationality by Industry (2009-2013)**

	2009	2010	2011	2012	2013
Industry	Number	Number	Number	Number	Number
Banking	3,820	4,223	4,187	4,116	4,119
Communication	913	924	1,036	1,070	1,167
Construction	2,567	2,184	2,356	1,944	1,951
Electricity	778	704	679	776	780
Fishing	397	404	420	351	363
Hotel & Restaurant	321	433	472	577	623
Health	409	2,242	2,934	2,992	3,008
Insurance	1,959	3,113	3,728	4,439	4,463
Manufacturing	1,619	2,120	2,355	2,765	2,803
Mining	989	1,394	5,824	8,661	9,174
Public Administration	75,424	78,244	80,870	93,742	99,573
Trade	859	1,074	1,319	1,585	1,703
Transport	1,101	1,375	1,339	1,281	1,304
Water	481	478	469	470	481
<b>Total</b>	<b>91,637</b>	<b>98,912</b>	<b>107,988</b>	<b>124,769</b>	<b>131,512</b>

**Table 2: National Workers by Sex (2009-2013)**

No	Industry	2009		2010		2011		2012		2013	
		Total (number)	Female (%)	Total (number)	Female (%)	Total (number)	Female (%)	Total (number)	Female (%)	Total (number)	Female (%)
1	Banking	3,820	19.7	4,223	22.9	4,187	22.5	4,116	21.3	4,119	22.2
2	Communication	913	42.1	924	42.1	1,036	39.9	1,070	40.3	1,167	39.9
3	Construction	2,567	3.3	2,184	4.1	2,356	3.9	1,944	2.4	1,951	3.9
4	Electricity	778	8.6	704	8.7	679	8.7	776	8.6	780	8.5
5	Fishing	397	4.8	404	4.2	420	6.7	351	4.8	363	6.7
6	Hotel & Restaurant	321	34.6	433	37.6	472	37.3	577	36.7	623	37.3
7	Health	409	41.9	2,242	45.8	2,934	46.6	2,992	46.2	3,008	47.2
8	Insurance	1,959	26.3	3,113	35	3,728	34.7	4,439	36.1	4,463	34.7
9	Manufacturing	1,619	33.6	2,120	32.3	2,355	32.5	2,765	34.9	2,803	32.5
10	Mining	989	10.9	1,394	15.3	5,824	25.7	8,661	21.4	9,174	26.1
11	Public Administration	75,424	6.9	78,244	7.6	80,870	8.4	93,742	8.7	99,573	8.7
12	Trade	859	40.3	1,074	41.1	1,319	44.2	1,585	45.9	1,703	44.8
13	Transport	1,101	10.6	1,375	12.9	1,339	11.9	1,281	18.7	1,304	11.9
14	Water	481	7.9	478	7.5	469	7.7	470	7.7	481	7.7
	<b>Total</b>	<b>91,636</b>	<b>9.2</b>	<b>98,912</b>	<b>11.4</b>	<b>107,988</b>	<b>13.1</b>	<b>124,770</b>	<b>13.3</b>	<b>131,512</b>	<b>13.5</b>

**Table 3: Foreign Workers by Sex (2009-2013)**

No	Industry	2009		2010		2011		2012		2013	
		Total (number)	Female (%)	Total (number)	Female (%)	Total (number)	Female (%)	Total (number)	Female (%)	Total (number)	Female (%)
1	Banking	92	27.2	118	25.4	137	29.9	161	36.6	182	35.3
2	Communication	21	14.3	20	5	15	6.7	14	7.1	23	8.1
3	Construction	146	3.4	264	5.7	323	9.3	323	6.5	433	6.5
4	Electricity	0	..	0	..	0	..	0	..	0	..
5	Fishing	29	10.3	29	10.3	26	3.8	28	10.7	37	11.7
6	Hotel & Restaurant	16	18.8	16	18.8	16	12.5	18	11.1	21	11.3
7	Health	0	..	0	..	0	..	0	..	0	..
8	Insurance	4	25	3	0	6	16.7	6	16.7	12	16.3
9	Manufacturing	48	6.3	40	7.5	42	7.1	43	0	48	0
10	Mining	214	9.3	378	7.4	351	6.3	478	7.3	718	7.8
11	Public Administration	1	0	1	0	1	0	1	0	5	0
12	Trade	111	3.6	120	3.3	109	0	130	0	203	0
13	Transport	13	30.8	12	25	12	25	15	26.7	35	27.2
14	Water	0	..	0	..	0	..	0	..	0	..
	<b>Total</b>	<b>695</b>	<b>10.2</b>	<b>1001</b>	<b>9</b>	<b>1038</b>	<b>10</b>	<b>1217</b>	<b>10.4</b>	<b>1717</b>	<b>11.2</b>

**Table 4: Number of Workers by Nationality (2009-2013)**

No	Industry	2009			2010			2011			2012			2013		
		National	Foreign	Total	National	Foreign	Total	National	Foreign	Total	National	Foreign	Total	National	Foreign	Total
1	Banking	3,820	92	3,912	4,223	118	4,341	4,187	137	4,324	4,116	161	4,277	4,119	182	4,301
2	Communication	913	21	934	924	20	944	1,036	15	1,051	1,070	14	1,084	1,167	23	1,190
3	Construction	2,567	146	2,713	2,184	264	2,448	2,356	323	2,679	1,944	323	2,267	1,951	433	2,384
4	Electricity	778	-	778	704	-	704	679	-	679	776	-	776	780	-	780
5	Fishing	397	29	426	404	29	433	420	26	446	351	28	379	363	37	400
6	Hotel & Restaurant	321	16	337	433	16	449	472	16	488	577	18	595	623	21	644
7	Health	409	-	409	2,242	-	2,242	2,934	-	2,934	2,992	-	2,992	3,008	-	3,008
8	Insurance	1,959	4	1,963	3,113	3	3,116	3,728	6	3,734	4,439	6	4,445	4,463	12	4,475
9	Manufacturing	1,619	48	1,667	2,120	40	2,160	2,355	42	2,397	2,765	43	2,808	2,803	48	2,851
10	Mining	989	214	1,203	1,394	378	1,772	5,824	351	6,175	8,661	478	9,139	9,174	718	9,892
11	Public Administration	75,424	1	75,425	78,244	1	78,245	80,870	1	80,871	93,742	1	93,743	99,573	5	99,578
12	Trade	859	111	970	1,074	120	1,194	1,319	109	1,428	1,585	130	1,715	1,703	203	1,906
13	Transport	1,101	13	1,114	1,375	12	1,387	1,339	12	1,351	1,281	15	1,296	1,304	35	1,339
14	Water	481	-	481	478	-	478	469	-	469	470	-	470	481	-	481
	<b>Total</b>	<b>91,636</b>	<b>695</b>	<b>92,331</b>	<b>98,912</b>	<b>1,001</b>	<b>99,913</b>	<b>107,988</b>	<b>1,038</b>	<b>109,026</b>	<b>124,770</b>	<b>1,217</b>	<b>125,987</b>	<b>131,512</b>	<b>1,717</b>	<b>133,229</b>

**Table 5: National Workers by Cadre**

No	Industry	2009				2010				2011				2012				2013			
		Senior	Middle	Junior	Total	Senior	Middle	Junior	Total	Senior	Middle	Junior	Total	Senior	Middle	Junior	Total	Senior	Middle	Junior	Total
1	Banking	492	2,031	1,297	3,820	544	2,246	1,434	4,223	539	2,227	1,421	4,187	372	785	4,172	5,329	395	767	4,320	5,483
2	Communication	118	486	310	913	119	491	314	924	133	551	352	1,036	81	172	914	1,166	95	184	1,033	1,311
3	Construction	330	1,365	871	2,567	281	1,161	741	2,184	303	1,253	800	2,356	192	406	2,156	2,754	265	516	2,901	3,682
4	Electricity	100	414	264	778	91	374	239	704	87	361	230	679	62	132	695	889	80	156	879	1,116
5	Fishing	51	211	135	397	52	215	137	404	54	223	143	420	36	75	396	507	41	80	450	570
6	Hotel & Restaurant	41	171	109	321	56	230	147	433	61	251	160	472	38	80	428	546	33	65	363	461
7	Health	53	217	139	409	289	1,192	761	2,242	378	1,560	996	2,934	197	417	2,214	2,828	43	82	463	588
8	Insurance	252	1,042	665	1,959	401	1,655	1,057	3,113	480	1,983	1,266	3,728	274	578	3,075	3,927	203	394	2,215	2,811
9	Manufacturing	208	861	550	1,619	273	1,127	720	2,120	303	1,252	799	2,355	186	394	2,095	2,675	167	325	1,832	2,325
10	Mining	127	526	336	989	179	741	473	1,394	750	3,097	1,977	5,824	122	259	1,376	1,757	102	199	1,119	1,420
11	Public Administration	9,711	40,110	25,604	75,424	10,074	41,609	26,561	78,244	10,412	43,006	27,452	80,870	6,884	14,541	77,273	98,698	7,806	15,156	85,278	108,240
12	Trade	111	457	292	859	138	571	365	1,074	170	701	448	1,319	94	200	1,062	1,356	89	173	973	1,235
13	Transport	142	585	374	1,101	177	731	467	1,375	172	712	455	1,339	121	255	1,359	1,735	114	221	1,246	1,581
14	Water	62	256	163	481	62	254	162	478	60	249	159	469	42	89	471	602	50	97	543	690
	<b>Total</b>	<b>11,798</b>	<b>48,731</b>	<b>31,107</b>	<b>91,636</b>	<b>12,735</b>	<b>52,600</b>	<b>33,577</b>	<b>98,912</b>	<b>13,903</b>	<b>57,427</b>	<b>36,658</b>	<b>107,988</b>	<b>8,703</b>	<b>18,382</b>	<b>97,684</b>	<b>124,770</b>	<b>9,483</b>	<b>18,414</b>	<b>103,615</b>	<b>131,512</b>

**Table 6: Foreign Workers by Cadre**

No	Industry	2009				2010				2011				2012				2013			
		Senior	Middle	Junior	Total	Senior	Middle	Junior	Total	Senior	Middle	Junior	Total	Senior	Middle	Junior	Total	Senior	Middle	Junior	Total
1	Banking	56	25	11	92	72	32	14	118	84	37	16	137	105	34	23	162	116	55	33	203
2	Communication	13	7	2	21	12	6	2	20	9	5	1	15	24	10	4	38	19	10	5	34
3	Construction	89	42	15	146	162	75	27	264	198	92	33	323	167	57	31	255	260	127	64	451
4	Electricity	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
5	Fishing	18	8	3	29	18	8	3	29	16	7	3	26	34	11	6	51	29	14	10	53
6	Hotel & Restaurant	10	5	1	16	10	5	1	16	10	5	1	16	19	7	2	28	16	9	2	27
7	Health	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
8	Insurance	2	1	-	4	2	1	-	3	4	2	-	6	4	1	-	5	3	2	-	5
9	Manufacturing	25	14	9	48	21	12	8	40	22	12	8	42	47	19	19	84	34	20	19	73
10	Mining	135	60	20	214	238	106	35	378	221	98	32	351	253	80	41	374	380	180	83	643
11	Public Administration	1	-	-	1	1	-	-	1	1	-	-	1	2	-	-	2	2	-	-	2
12	Trade	68	30	13	111	74	32	14	120	67	29	13	109	127	41	27	195	119	55	33	207
13	Transport	8	3	2	13	7	3	1	12	7	3	1	12	15	4	4	23	11	5	2	19
14	Water	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	<b>Total</b>	<b>425</b>	<b>194</b>	<b>76</b>	<b>695</b>	<b>616</b>	<b>279</b>	<b>106</b>	<b>1,001</b>	<b>638</b>	<b>290</b>	<b>110</b>	<b>1,038</b>	<b>796</b>	<b>264</b>	<b>157</b>	<b>1,217</b>	<b>989</b>	<b>476</b>	<b>252</b>	<b>1,717</b>

**Table 7a: National Employment by Cadre**

Cadre	2012	2013	2012	2013
	Number	Number	Percent (%)	Percent (%)
Senior	8702.8	9483.3	7.0	7.2
Middle	18382.1	18413.8	14.7	14.0
Junior	97684.1	103614.9	78.3	78.8
<b>Total</b>	<b>124769.0</b>	<b>131512.0</b>	<b>100.0</b>	<b>100.0</b>

**Table 7b: Foreign Employment by Cadre**

Cadre	2012	2013	2012	2013
	Number	Number	Percent (%)	Percent (%)
Senior	795.9	989.0	65.4	57.6
Middle	264.1	476.3	21.7	27.7
Junior	157.0	251.7	12.9	14.7
<b>Total</b>	<b>1217.0</b>	<b>1717.0</b>	<b>100.0</b>	<b>100.0</b>

**Table 8: Employment Projections**

Nationality	2014	2015	2016	2017
National	112,151	127,627	139,960	149,116
Foreign	1,094	2,605	3,295	2,733
<b>Total</b>	<b>113,245</b>	<b>130,231</b>	<b>143,254</b>	<b>151,850</b>

**Table 9: Employment Projections by Skills of Workers Required**

Skills Required	2014	Percent (%)	2015	Percent (%)	2016	Percent (%)	2017	Percent (%)
Accountant/ Clerks/cashers	8,246	7.3	10,180	7.8	11,390	8.0	12,423	8.2
Personnel manager	-	0.0	-	0.0	-	0.0	-	0.0
Secretaries/Board secretaries	12,002	10.6	16,376	12.6	15,662	10.9	16,194	10.7
Engineers	11,431	10.1	13,942	10.7	15,333	10.7	16,749	11.0
Mechanics	17,717	15.6	8,077	6.2	9,309	6.5	10,759	7.1
Masons	653	0.6	2,102	1.6	2,629	1.8	3,549	2.3
Carpenters	2,531	2.2	3,983	3.1	5,257	3.7	5,990	3.9
Senior Executives	3,592	3.2	5,975	4.6	7,009	4.9	8,208	5.4
Electricians	1,306	1.2	775	0.6	767	0.5	776	0.5
Directors	3,348	3.0	4,647	3.6	6,024	4.2	6,766	4.5
Heads of department	735	0.6	996	0.8	986	0.7	666	0.4
Inspectors	2,613	2.3	3,541	2.7	3,614	2.5	3,660	2.4
Benefit officers/clerks	8,900	7.9	12,061	9.3	11,938	8.3	12,201	8.0
Investment officers	2,858	2.5	2,766	2.1	5,148	3.6	6,322	4.2
Procurement officers	572	0.5	775	0.6	986	0.7	998	0.7
Lawyers	572	0.5	221	0.2	438	0.3	444	0.3
Admin Officer	816	0.7	996	0.8	1,205	0.8	1,220	0.8
Customer service officers/clerks	5,062	4.5	4,758	3.7	4,600	3.2	4,659	3.1
PRO	3,592	3.2	5,090	3.9	6,133	4.3	6,101	4.0
Office assistant/ dispatch/receptionist	408	0.4	553	0.4	548	0.4	555	0.4
HR	3,919	3.5	5,090	3.9	5,586	3.9	5,435	3.6
IT Technicians	653	0.6	885	0.7	986	0.7	998	0.7
Research officers/data entry clerks	2,694	2.4	2,545	2.0	2,738	1.9	2,773	1.8
Auditors	-	0.0	-	0.0	-	0.0	-	0.0
Record officers	2,041	1.8	2,766	2.1	2,848	2.0	2,884	1.9
project manager	2,041	1.8	2,213	1.7	2,409	1.7	2,440	1.6
Fire fighter	5,470	4.8	6,086	4.7	6,681	4.7	5,990	3.9
Drivers/operators/Ferry captains	8,818	7.8	11,950	9.2	12,047	8.4	12,312	8.1
Printers	572	0.5	885	0.7	986	0.7	776	0.5
Quality and control	82	0.1	-	0.0	-	0.0	-	0.0
<b>Total</b>	<b>113,245</b>	<b>100</b>	<b>130,231</b>	<b>100</b>	<b>143,254</b>	<b>100</b>	<b>151,850</b>	<b>100</b>