



Integrated Annual Report 2024/25



VISION

Enhancing the PSA's position as a politically independent trade union that is recognised and respected in both South Africa and the global labour market for its dominance and professionalism in the broader public sector, distinguished by its organisational agility, innovation, and responsiveness to labour and socio-economic issues.

MISSION

Continue to ensure the sustainability of the PSA as a Union and employer of Choice through ensuring effective member structures, Board, and Administration, expanding value-adding partnerships to protect the rights and to promote the interests of members in the relevant communication platforms.

The following values guide the PSA's conduct aimed at achieving the Union's mission: Loyalty, transparency, respect, ethical conduct, consistency, and service excellence.

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Chairperson's report



On behalf of the Board of Directors of the Public Servants Association (PSA), I am pleased and honoured to present the 2024/25 Integrated Annual Report for the consideration and approval by the 2025 Annual General Meeting.

This Report provides an overview of the PSA's comprehensive strategic activities during the report period of 1 April 2024 to 31 March 2025.

Election of structure leaders

In compliance with section 30(3) of the *PSA Statute*, the Board is pleased to report that all structures conducted their elections by 31 March 2024. Newly established branches such as the Border Management Authority and National Lotteries Commission have also completed the process. About 65% of Chairpersons of Branches and Committees were re-elected, whilst about 35% are newly elected Chairpersons.

This bodes well in strengthening democracy in the organisation, whilst also ensuring stability and continuity. The Board is looking forward to cooperating with the leadership of the structures during their term of office.

Finance and corporate governance

The PSA deficit has grown from R17 754 247 in 2024 to R30 107 840 in 2025. The main cost drivers for the deficit in this period were increased legal costs, increased communication costs, increased municipal expenses, and increased buildings rentals. Considering the decreased interest rate and a minimal membership fee increase, the Board appreciated management and all role players in their efforts to ensure that expenditure was carefully managed.

The PSA champions good corporate governance and financial governance and the Board is also proud to again highlight the unqualified audit opinion.

Marketing and communication

The PSA further increased the Union's strong media presence during the report period and issued 401 media statements, resulting in 4 111 media clips with an advertising value equivalent of R105 595 069. In addition, 920 editions of the electronic newsletter, *In-formus*, were issued to members in support of effective communication and visibility of the Union.

Collective bargaining

The PSA's collective bargaining function remained focused on its core strategic objective of improving the quality of work life for members through the effective negotiation of service conditions across all relevant bargaining structures. During the report period, the PSA actively participated in 1 232 meetings across various forums, including the Public Service Coordinating Bargaining Council (PSCBC), General Public Service Sectoral Bargaining Council, Education Labour Relations Council, Public Health and Social Development Sectoral Bargaining Council, and state-owned entities.

A total of 4 416 agenda items were tabled and deliberated, culminating in the successful conclusion of 20 collective agreements and the declaration of 49 mutual interest disputes.

The PSA's participation in PSCBC salary negotiations for the 2024/25-financial year resulted in the adoption of a three-year wage agreement (2025 to 2028), reflected in PSCBC Resolutions 1/ and 2/2025. Highlights include a 5.5%-salary increase for 2025/26 and CPI-based increases for the subsequent years, increases to the housing allowance and medical-aid subsidy, adjustments to danger allowances, and a commitment to review several workplace policies, including performance bonuses and recruitment. Importantly, employees resigning or dismissed after 1 April 2025 will now have access to their full housing-allowance savings.

The 2024/25-report period underscored the PSA's continued commitment to member advocacy through structured and impactful engagement in all major bargaining forums. Despite progress, challenges remain, notably in areas requiring sustained negotiation and implementation follow through by the employer. The PSA remains committed to leveraging every available platform to protect members' rights and enhance conditions of service.

Members' rights

The Members' Rights and Litigation Section is geared towards assisting members in their grievances, disciplinary hearings, arbitrations, and Labour Court referrals. This is met with resistance by employers at the Labour Court level that have the financial means to do so even where there is no just cause. Albeit constrained by limited financial resources, the PSA has challenged numerous review applications by employers where the Union successfully arbitrated on behalf of members.

The PSA prides itself with having advanced the defence of members' rights and continues to do so consistently. The establishment and the provision of resources to the internal Litigation section brought relief to members' plight to have their matters brought before the Labour Courts if arbitration awards do not meet the requisite standards and are unfairly awarded against members. The team of PSA officials, Full-Time Shop Stewards/shop stewards in their collective effort have created a sense of comfort and assurance on the part of members. The PSA is always there for members in their times of need.

Membership

Numerous initiatives were undertaken during the report period, to retain existing members and expand the Union's membership base.

PSA staff, trade-union representatives, and members diligently worked to recruit new members. As a result, the Union's active membership increased from 245 297 on 1 January 2023 to 250 003 by 31 December 2024. This growth of 4 706 members has further strengthened the PSA's representation in various bargaining forums.

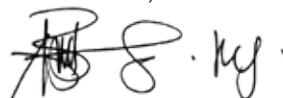
Efforts included targeted recruitment campaigns, engagement events, and outreach programs designed to highlight the benefits of Union membership. These activities were strategically planned and executed, focusing on reaching potential members across various sectors and regions. Additionally, the Union invested in improving member services, enhancing communication channels, and providing valuable resources and support to ensure member satisfaction and retention.

Training

During the report period, the PSA implemented a range of training initiatives to strengthen leadership, representation, and operational capacity across the organisation. These included National Branch induction training for 1 091 newly elected Branch members nationwide between April and May 2024. A total of 94 Full-Time Shop Stewards and Full-Time Office Bearers underwent advanced training in June 2024. PSA Legal Officers participated in the SASLAW Conference in September 2024 to stay informed of legal developments. PSA Organising/Marketing Officers and Labour Relations Officers received training in January 2025. ELRC Branch training was conducted in early 2025 with CTU-ATU funding to enhance shop steward capacity in ELRC representation and case management. The PSA further offered a mentorship programme to 118 shop stewards in support of ongoing leadership development. These and other interventions reflect the PSA's commitment to continuous learning and capacity building across all levels of the organisation.

Federation of Unions of South Africa (Fedusa)

The PSA and Fedusa maintained a strong and principled partnership grounded in democratic trade unionism, social justice, and a commitment to excellence in public service. The PSA, as a major affiliate, contributed to Fedusa's strategic direction and advancement of worker-driven development. Through Fedusa's platform for developmental trade unionism, the PSA expanded its influence, enhanced its organisational reach, and deepened its role in national and international labour-policy discourse. This collaborative effort demonstrated a shared vision to protect workers' rights and drive systemic change across governance, the labour market, and socio-economic frameworks.



Refitlhile Baloyi
INTERIM CHAIRPERSON

Management of the PSA

Board of Directors

The PSA's Board of Directors, in the absence of the General Assembly in session, acts in its stead and is responsible for the strategic direction and oversight of the PSA's business. During the period under review, the following members served on the PSA's Board of Directors:

Mr Justice Shiburi (President) – elected as President on 18 September 2023.

Mr Noah Bodiba (Vice-President) – elected as Vice-President on 16 September 2024.

Mr Ncedisa Mahala (Chairperson) – elected as Director on 19 September 2022 and elected as Chairperson on 18 September 2023. Mr Mahala's term of office was terminated on 17 February 2025.

Mr Refithhile Baloyi (Interim Chairperson) – elected as Director on 19 September 2022. Appointed as Interim Chairperson on 3 March 2025.

Mr Mosala Seelamo (Vice-Chairperson) – re-elected on 19 September 2022.

Ms Anadele Coetzee (Director) – re-elected on 16 September 2024.

Adv Jenó Singh (Director) – elected on 19 September 2022.

Ms Dimakatso Makhetha (Director) – elected on 18 September 2023.

Mr Tladi Rakaki (Director) – elected on 16 September 2024.

Administration

Mr Reuben Maleka was appointed as General Manager on 15 September 2023.

PSA Board Committees

The President of the Board may attend Board Committee meetings in an *ex-officio* capacity. The Chairperson of the Board may attend the Audit and Risk Committee meetings in an *ex-officio* capacity.

The following members serve/served on the different Board Committees of the PSA and attendance at Board and Committee Meetings is reflected in the *table below*:

Director	Board	ARC	CC	FTSS/ FTOB	HRDC	ORD	REMCO	STIC	SEC	SC
Justice Shiburi	9					3				
Noah Bodiba	9	5	1		3		1	2	3	4
Ncedisa Mahala	5				2	2				3
Mosala Seelamo	9	5						3	3	
Refithhile Baloyi	9	5	1	1	3	3	4			4
Anadele Coetzee	9		1	1	3		4		3	
Adv Jenó Singh	9	5	2		1		4	3		4
Dimakatso Makhetha	9		1				3	3	3	
Tladi Rakaki	5							1		
TOTAL	9	5	2	1	3	3	4	3	3	4

Board meetings

The PSA's Board of Directors, in the absence of the General Assembly in session, acts in its stead and is responsible for the strategic direction and oversight of the PSA's business.

Audit and Risk Committee (ARC)

This Committee oversees the finances of the organisation. It is also responsible for overseeing the policies and procedures and audits performed to assist the Board in assurance. The following was presented to the ARC:

- Quarterly Management Reports
- Audited Annual Financial Statements
- External Audit Reports
- Internal Audit Reports
 - Asset Management
 - Membership Management
 - Internal Control Review
 - Information Technology General Control Review
 - Procurement
 - Follow-up Review
 - Internal Audit Charter Review
- Annual and Revised Budget
- Financial Policies

PSA Short-term Insurance Committee (STIC)

This Committee oversees the short-term insurance processes and financials. The following items were presented to the Committee:

- Quarterly Financial Reports
- Quarterly Claims Loss Ratio
- Marketing Plan and Strategies to grow the book

Remuneration Committee (REMCO)

This Committee oversees the remuneration of Senior Management, the Board, and Sitting Fees of Chairpersons and Board members. It recommends Senior Management's salary increases to the Board for approval and recommends increases of the Board Honoraria and Sitting Fees of Chairpersons to the Board for approval by the Annual General Meeting (AGM).

Members representing structures

(Appointed by the AGM to serve on the Committee for a period of four years)

Chris Krüger – attended four meetings – re-elected on 20 September 2021.

Dimakatso Tsutsubi – attended three meetings – elected on 11 January 2021 (Termination date: 16 September 2024).

Solomon Mokoane – attended three meetings – elected on 11 January 2021.

Mahlatse Ditle – attended four meetings – re-elected on 16 September 2024.

Nkosinathi Thwala - attended one meeting – elected on 16 September 2024 (Termination date: 16 September 2024).

Mpho Mandlazi - attended one meeting – elected on 16 September 2024.

Social and Ethics Committee (SEC)

This Committee is responsible for monitoring the activities on social and ethical development, good corporate citizenship, the environment, health and public safety, consumer relationships, and labour and employment.

Human Resource Development Committee (HRDC)

The purpose of this Committee is to set out its role and responsibilities as well as the requirements for its composition and meeting procedures, and to assist the Board of Directors and the HRDC in fulfilling its oversight responsibilities regarding human resources management and development matters relating to the General Manager and the organisation. The HRDC's primary role is to supplement, support, advise, and provide guidance to the Board on matters related to the appointment, duties and responsibilities, and performance management of the General Manager and to recommend Human Resource and Development Management policies, procedures, best practices to the Board and monitor their implementation. The HRDC has ensured that the General Manager's performance is reviewed for the period ending 31 March 2025. In addition, it has made certain that the PSA is represented at labour tribunals for cases overseen by the Board, with feedback relayed to the Board of Directors. The HRDC has also contributed to the development of HRD policies and secured their approval by the Board of Directors.

Stabilisation Committee (SC)

This Committee was established to address issues that threaten the stability and sustainability of the organisation.

Ad hoc Statute Amendment Committee (SAC)

This Committee was established to amend the *PSA Statute*. The PSA is currently awaiting the outcome from the Registrar.

Credentials Committee (CC)

Credentials committees play a crucial role in verifying eligibility in various contexts, ensuring the smooth functioning of the organisation.

The following Board members were removed from the Committee by the Board during its meeting held on 4 to 8 November 2024 owing to their term on the Board ending at the 2025 Annual General Meeting:

- Adv Jenö Singh
- Mr Refithile Baloyi

The following Board members were added to the Committee by the Board during its meeting held on 4 to 8 November 2024 owing to the term on the Board of Directors Adv Jenö Singh and Refithile Baloyi ending at the 2025 Annual General Meeting:

- Mr Noah Bodiba
- Ms Dimakatso Makhetha

Members representing structures

(Appointed by the Board on 8 February 2024 to serve on the Committee for a period of three years)

- Mfundzeni Budeli - attended two meetings.
- Jabu Moche - attended two meetings.

Organisational Redesign Committee (ORD)

The Committee was established to oversee the organisational redesign project, ensuring that the PSA's structure, processes, and personnel align with its strategic objectives. The proposed structure received approval from the Board of Directors in November 2024. After this approval, *Navuno Consulting* developed job descriptions for all positions in the PSA, which were then graded using the Peromnes system by *Deloitte Consulting*. Additionally, salaries were benchmarked with the market as part of the redesign process.

Full-Time Shop Stewards (FTSS)/Full-Time Office Bearers (FTOB) Task Team

The Task Team was established to ensure the effective utilisation of FTSSs and FTOBs appointed to support the PSA. During the Strategic Planning session held from 4 to 8 November 2024, the Board of Directors resolved to dissolve the FTSS/FTOB Task Team as the work of the Committee was successfully completed.

PSA Fedusa affiliation

The Federation of Unions of South Africa (Fedusa) and the PSA maintained a strong and principled partnership grounded in democratic trade unionism, social justice, and a commitment to excellence in public service. As one of Fedusa's largest and most influential affiliates, the PSA continued to contribute meaningfully to the Federation's strategic direction, shaping policies, strengthening international alliances, and advancing worker-driven development.

Through Fedusa's platform for developmental trade unionism, the PSA expanded its influence, enhanced its organisational reach, and deepened its role in national and international labour-policy discourse. This collaborative effort demonstrated a shared vision to protect workers' rights and drive systemic change across governance, the labour market, and socio-economic frameworks.

Strategic collaboration and campaigning

During the report period, Fedusa and the PSA engaged in a series of joint campaigns and advocacy initiatives focused on the following strategic areas:

- **Strengthening collective bargaining institutions:** Advocacy against unilateral austerity measures and support for the sanctity of negotiated agreements.
- **Public sector efficiency and integrity:** Engagement with public-sector stakeholders to promote transparency, accountability, and improved service delivery.
- **Retirement security:** Policy interventions on the proposed Two-Pot Retirement System to ensure member benefits remain protected.
- **Gender equity and GBV response:** Workplace-based gender equality initiatives and campaigns against gender-based violence (GBV).
- **Climate justice and just transition:** Ensuring worker protections are central to climate policy implementation and a transition to a green economy.

The PSA leadership was active in high-level policy and consultation platforms including Nedlac, Parliament, the Presidential Climate Commission, and the International Labour Organisation (ILO). The campaigns adopted an increasingly intersectional approach by integrating issues such as mental health, climate resilience, and occupational safety into the traditional labour agenda.

International engagement and leadership

Fedusa's international affiliations, particularly with the International Trade Union Confederation (ITUC), the ILO, and regional platforms were strengthened through the PSA's robust participation.

Key international engagements are indicated below:

Fedusa's international affiliations, particularly with the International Trade Union Confederation (ITUC), the ILO, and regional platforms were strengthened through the PSA's robust participation. Key international engagements are indicated below:

- 112th Session of the ILC in Geneva with the PSA representatives being Refithile Baloyi, Anadele Coetzee, and Pierré Snyman.
- ILO HIV/Aids training in Gauteng with Jabu Moche being the PSA representative.

- ITUC Global Women's Committee in Brussels with Anadele Coetzee being the PSA representative.
- Black Women's Roundtable in the Western Cape with the PSA being represented by Lizzy Mashilela and Anadele Coetzee.
- HAK-IS/Fedusa training in Turkey with the PSA being represented by Dimakatso Makhetha.

These engagements reflected the PSA's commitment to global solidarity, worker rights advocacy, and inclusive leadership in global labour policy.

PSA representation in Fedusa governance structures

The PSA continued to demonstrate active leadership in Fedusa's governance architecture, ensuring strong public-sector representation and strategic responsiveness as set out below:

Fedusa National Executive Committee

The PSA representatives were: Reuben Maleka, Pierré Snyman, Anadele Coetzee, Refithile Baloyi, and Justice Shiburi.

Fedusa Management Committee

The PSA representatives were: Pierré Snyman (Vice-President: Public Sector), Anadele Coetzee (Vice-President: Social Justice), and Refithile Baloyi.

Fedusa Financial Committee

The PSA was represented by Anadele Coetzee.

Fedusa Training and Education Committee

The PSA remained one of the most active affiliates in advancing worker education and leadership through Fedusa's decentralised training programmes. The PSA was represented by Fedré Fouche. Case handling training was conducted, with 44 delegates across all provinces being trained on workplace dispute resolution and internal processes. A total of 58 PSA members across six provinces also attended Two-Pot Retirement System training and were equipped with insight into pension reforms and member protections.

Fedusa Social Justice Committee

The PSA was represented by Anadele Coetzee. The Committee hosted its inaugural 5 km Cancer Marathon on 18 October 2024 at Alkah Stadium in Rockville, Soweto to raise awareness about the impact and effects of cancer and provide insights on how to cope with the disease. The Committee participated in various national events, including the South African National Aids Council, with the PSA's Jabu Moche and Lizzy Mashilela being actively involved with the Provincial Aids Council in the Free State and Gauteng. They were trained by the ILO on the roles and functions of Provincial Aids Council and how to address issues related to HIV/Aids.

The Committee also participated in the International Lesbian, Gay, Bisexual, Trans, and Intersex Association. Committee members participated in all six pillars of the National Strategic Plan on GBV. The Committee also participated in the Black Women's Round Table (BWR) Chapter launch in Southern Africa in December 2024. The Movember Campaign focused on raising awareness about men's health. Provincial activities included Mandela Month initiatives.

Fedusa Development Committee

Advocacy milestones included alignment of monthly public advocacy with observances such as World Water Day and the proposed joint Climate Change Summit and Youth Conference for 2025. The PSA was represented by Ncedisa Mahala, Lluwellyn Fuller, and Ngcobo Sithembile.

Fedusa Public Sector Committee

The PSA was represented by Pierré Snyman, Justice Shiburi, and Jannie Oosthuizen.

Provincial Executive Committees

The PSA maintained a strong footprint across all nine provinces, with members elected to strategic positions:

Eastern Cape: David King (Chairperson) and Lihle Mlungwana (Training Coordinator)

Free State: Lizzy Melesi (Chairperson) and Fedré Fouche (Training Coordinator)

Gauteng: Solomon Mokoane (Chairperson) and Peter Moloi (Secretary)

KwaZulu-Natal: Sithembile Ngcobo (Youth Coordinator), Phindile Buthelezi, and Nkosinathi Thwala (Training Coordinator)

Limpopo: Cornelius Sebothoma (Chairperson)

Mpumalanga: Johnny Nwaila (Chairperson) and Benedict Mdluli (Gender Coordinator)

Northern Cape: Keamoghtse Ntuane (Deputy Chairperson) and Gaya Xolani (Youth Coordinator)

North West: Daniel Sekhu and Tumelo Morebudi

Western Cape: Carel Roestorff (Chairperson), Natalie Adams (Secretary), and Lewellyn Fuller (Youth Coordinator)

The PSA's affiliation with Fedusa and the strategic partnership between the organisations continued to yield tangible results for organised labour and workers, particularly in the public sector. Through coordinated advocacy, international engagement, leadership development, and active participation in governance structures, the PSA reaffirmed its role as a vital agent of transformation in Fedusa. Fedusa remains committed to supporting the PSA's strategic priorities, ensuring member welfare, promoting social justice, and building a sustainable, equitable future of work for all. The achievements during the report period laid a strong foundation for continued collaboration and leadership in the evolving socio-economic and political landscape of South Africa.

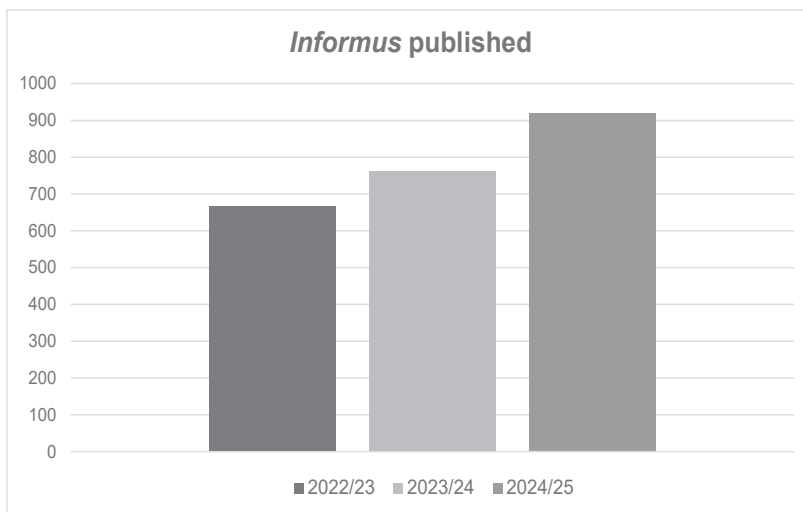
Marketing and communication

Communication

During the 2024/25-financial year, the PSA continued to assert its influence as a leading force in the labour movement. Through consistent dedication and strategic efforts, the Union continued to expand its membership, despite prevailing challenges.

In addition to growing its membership, the PSA has strengthened its credibility amongst key stakeholders. The Union is widely recognised as an authoritative source of current labour-related information. As the PSA in 2025 enters its 105th year in service of public-sector employees, the Union continues to uphold a proud legacy of service excellence and unwavering advocacy in the labour movement.

In ensuring updated and relevant communication with members, the *Informus*, the PSA's trusted electronic newsletter remained the main instrument for sharing labour-related developments and Union matters. In total, 920 editions were published to various groupings of members during the report period, compared to 763 editions during the previous report period. The *graph below* reflects the volume of this newsletter for the past three report periods.



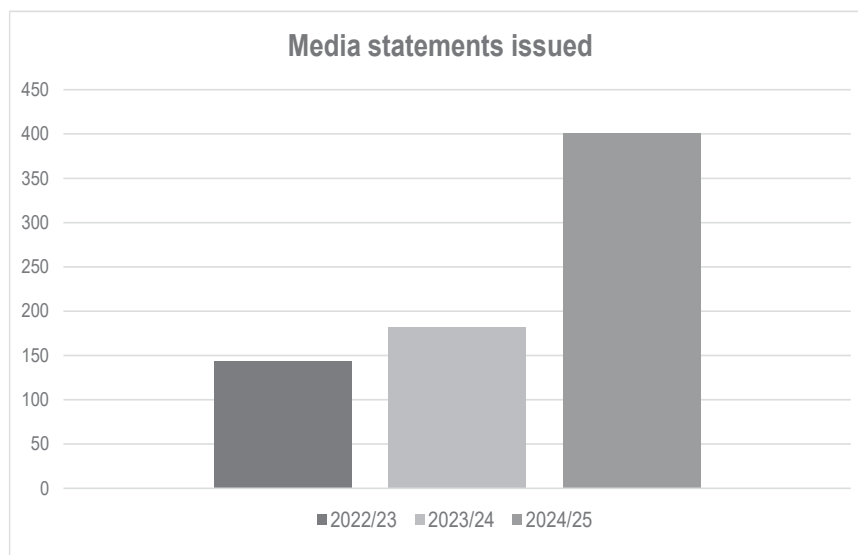
In total, 14 editions of the PSA's newsletter for shop stewards, *PSALink*, were published during the report period.

The *PSA magazine* continues to serve as a vital communication tool for disseminating in-depth information to members and highlighting the value of PSA membership. It also plays a key role in supporting recruitment efforts. During the report period, four editions were produced and distributed electronically via email and SMS, whilst printed copies were circulated by PSA Provincial Offices. The magazine's recruitment competitions remain well-received by members and contributed significantly to the growth and retention of membership during the report period.

SMSs were further used to spread PSA's messages as well as issuing welcome messages to new members and congratulating members on their birthdays.

The PSA's strong media footprint continued to expand during the report period, supported by an extensive media database. A total of 401 media statements were issued, compared to 182 such statements in the previous report period. These resulted in 4 111 media clips across print, broadcast, online, and social-media platforms being monitored. This coverage generated an advertising value equivalent of R105 595 069. The *graph on page 8* illustrates the number of PSA media statements issued over the past three report periods.

The PSA website (www.psa.co.za) remains a key platform for providing comprehensive and up-to-date information about the Union's activities. It features a wide range of resources, including PSA publications, video content, office contact details, and detailed listings of fringe benefits offered by PSA business partners. The website further serves as platform to host member ballots, with five such interventions being undertaken during the report period.



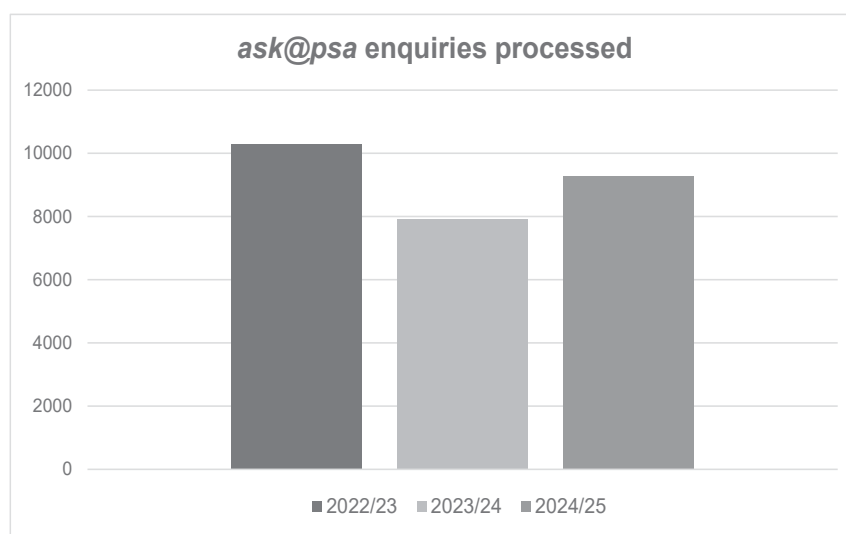
During the report period, the PSA produced 55 in-house video clips, highlighting key developments across various sectors in the public service. These included twelve *PSALive* productions, designed to share important emerging news with a national impact with members. In addition, 25 *psa@work* clips, reflecting members' testimony on the PSA's service excellence, were published during the report period. These videos were published on the PSA's website and shared across the Union's social media platforms to maximise reach and engagement.

The 206 313 unique visitors to the PSA's website during the report period (compared to 134 141 during the previous report period) reflect a sustained interest in the PSA's work and services.

The PSA Member Portal enables members to access and update their personal membership details, generate membership certificates and electronic membership cards, request proof of indemnity insurance (for applicable occupational groups), submit and track cross-transfer requests, and lodge enquiries, amongst other functions. By the end of the report period, member registrations on the Portal reached 11 147 successful registrations, compared to 6 742 by the end of the previous report period, reflecting an increase of 4 405 new registrations.

The PSA's social media presence continues to grow and was enhanced by the launch of the Union's official *WhatsApp* channel in January 2025. This channel had 6 663 followers by the end of the report period. The PSA maintains an active and engaged following across multiple platforms, including *Facebook*, *X* (formerly *Twitter*), *Instagram*, *YouTube*, and *TikTok*. *Facebook* remains the Union's most prominent platform, with 42 921 followers by the end of the report period. These platforms play a critical role in the PSA's communication strategy, ensuring that members, particularly those without direct access to workplace updates, remain informed and connected. PSA Provincial Offices also continue to rely on *WhatsApp* groups to ensure swift sharing of information with shop stewards, members, and members structures.

The PSA's electronic helpdesk (*ask@psa.co.za*) processed 9 281 enquiries during the report period, compared to 7 932 in the previous period. This service is integrated into the membership management system, ensuring professional service delivery to members and facilitating accurate reporting. The *graph below* reflects the volume of enquiries administered for the past three report periods:



The PSA is committed to serve members by means of effective communication interventions.

Fringe benefits

The PSA in being more than a Union, provides members with a range of national and provincial fringe benefits. These benefits are in the form of group or other products at discounted rates to place members in a better bargaining position than the public.

The PSA has a close relationship with the Union's business partners nationally and at a provincial level. Business partners are also actively involved in many PSA activities, including the PSA's Intersectoral meetings as well as providing support during the PSA's corporate social investment initiatives.

During this report period, the PSA through its Business Administration unit, concluded a national partnership and provincial agreements with *Esurity*, *Santam*, *Liberty*, and *Virgin Active*.

Additional benefits

- **Short-term insurance:** *Santam* provides a diverse range of short-term (general) insurance products and services, catering for individuals and businesses.
- **Health and wellness:** *Virgin Active* offers a wide range of fitness and wellness services through its gym facilities, promoting healthy lifestyles for people of all age groups. PSA members and their spouses receive a 10% discount.
- **Funeral schemes:** Available through *Assupol*, *Dignity*, *Esurity*, *Hollard*, *Liberty*, *Old Mutual*, *Metropolitan*, *Zisekele*, and *Sanlam*.
- **Assurance and other products:** Available from *Old Mutual*, *Metropolitan*, *Assupol*, *Optivest*, *Zisekele*, *AIG*, *Hollard-TBFS*, and *Sanlam*.
- **Legal services** are provided by *Lifesaver Legal*, *Community Legal Clinic*, and *Legalex*.
- **Emergency rescue services** with the *Automobile Association (AA)* are provided at a discount.
- **Financial services, assistance, and education:** Available from *Old Mutual Finance*, *Finwell*, *Credit Gateway*, *Octogen*, *Optivest*, *Thuthukani*, and *Zisekele*.

PSA business partners and their offerings

AA provides roadside rescue and emergency solutions.

AIG provides property casualty insurance, personal lines insurance, business travel and accident solutions, and other financial services.

Assupol provides funeral, life, savings, and retirement products to South Africans from all walks of life.

Credit Gateway provides the following financial services and products: free credit report, report fix, debt negotiation, and credit life insurance consolidation.

Dignity offers a support service that helps to arrange, support, advise, and assist clients with funeral arrangements.

Esurity offers personalised and innovative financial solutions designed to enhance the dignity and financial well-being of individuals and their loved ones.

Finwell assists with debt mediation, debt counselling, and assistance with a home-ownership program with *SA Homeloans*.

Hollard-TBFS provides products that are tailor-made to suit the client's specifications.

Liberty, a subsidiary of the *Standard Bank Group*, offers a comprehensive range of insurance, investment, and asset management services.

Lifesaver Legal offers legal benefits at a special PSA Family rate, which includes emergency roadside assistance, home emergency assistance, and tax and financial assistance services for its policy holders.

Metropolitan's Life Cover Plan bridges the gap between funeral and life cover.

Octogen assists members with financial assessment, debt counselling, debt management, budget repair, and financial education.

Old Mutual offers funeral plans that include a cash-back benefit.

Old Mutual Finance provides consolidations, unsecured personal loans, and a fully transactional account known as a Money Account. *Old Mutual Finance* pays a cash-back bonus every twelve months.

Optivest provides quotations and broker appointments for medical schemes and healthcare related products to PSA members. *Optivest* also liaises with medical schemes regarding unpaid claims and assists to register chronic medication. *Optivest* further provides gap cover.

Sanlam offers insurance, personal finance, and investment solutions.

Santam provides a diverse range of short-term (general) insurance products and services, catering for individuals and businesses.

Thuthukani provides home-improvement finance and a cash pay-out benefit of 20% of the total loan amount for labour-related cost in relation to home improvements.

Virgin Active offers a wide range of fitness and wellness services through its gym facilities, promoting healthy lifestyles for individuals of all age groups. PSA members and their spouses receive a 10% discount with a joining fee of R199 for all facility types

Zisekele offers funeral cover and assists members with Road Accident Fund claims.

PSA Short-Term Insurance Scheme

The PSA Short-Term Insurance Scheme for motor, homeowners', and household insurance is insured by *Guardrisk* and administered by *PSG Insure Short-Term Administration*. The Scheme had 2 143 policyholders by the end of the report period.

PSA Assist is available to clients on a dedicated line 24/7, for emergency and assistance services.

The **PSA Holiday Resort**, near East London, offers equipped chalets and camping facilities at discounted rates for PSA members.

Other exclusive benefits administered by the PSA include the **PSA Funeral Benefit**, which in the event of a member's death, a dependent or next-of-kin can submit a funeral claim to the PSA (within six months of the death) for financial assistance with funeral costs. This benefit amounted to R4 500. By the end of the report period, a total of 721 claims, to the value of R3 244 500, were paid out.

The **PSA professional indemnity cover** for certain medical practitioners, such as nurses, pharmacists, medical technologists, etc., is unique in the trade-union industry, as cover has been secured at R1 million per member, per year, at no additional cost to the member. The scheme is administered by *Garrun Insurance Brokers*.

The **PSA's insurance cover for its office bearers** offers such members, or their substitutes who serve the PSA in an official capacity, e.g., to assist members in labour matters, or when attending official PSA meetings, limited insurance cover on medical expenses, death, and permanent or temporary disability.

PSAClub

All PSA members are automatically enrolled and *PSAClub* deals consist of four categories, namely:

- **EARN POINTS:** Accumulate points from points shops and accumulate points in the member's e-wallet.
- **DISCOUNT:** Discount when purchasing from discount-shop partners.
- **COUPONS:** Get discount on items in store by presenting a coupon at the point of sale.
- **STAMPS:** Collect stamps from participating shops and earn a free product.

Fringe benefits that were added to *PSAClub* during the report period, include:

- **MCell:** 40% savings on airtime and data with the *MCell* SIM card.
- **Big Joe's Pies:** Buy five pies for the price of four.
- **PG Glass:** 10% off on micro film, special deals on various car types.
- **USAVE:** Coupons (Rands off selected items).
- **The Garage SA:** Various discount deals.
- **Franchise Co:** *Mike's Kitchen*, *Yumi*, and *Nyamali-cious* – Month-to-month special deals.

PSAClub provides the following insurance products to add points to the *PSAClub* e-wallet:

- **PSA Member Funeral Plan** - Comprehensive Family Funeral Cover up to R75 000 and for extended family members
- **Short-Term Insurance** - *Mahala Direct* has 14 contracts with underwriters and finds the best solution for PSA members.
- **For Family** - Included benefits: Stay Benefit, Meals Benefit, Transport Benefit, and Drinks Benefit - benefits delivered when there is death in the family.
- **Protect** - Included benefits: Airtime Benefit, Pre-paid Power Benefit, Grocery Benefit, Butcher Benefit, Flower Benefit, and Three-Day Car-Hire Benefit - benefits delivered when there is death in the family.

The *PSAClub* App is available on *Google Play Store* and *Apple App Store* and is also in the process of being registered for *Huawei* devices.

In total, more than 19 123 products and services were utilised by members during the report period.

Accessing PSAClub benefits

Members can download the PSA App and register for a loyalty number or *via* the *PSAClub* mobi site (<https://psaclub.mobi/>). Once the profile is active, they can also store their retail loyalty cards in one place on the virtual wallet.

Provincial fringe benefits

Provincial fringe benefits are listed and regularly updated on the PSA website under the 'Fringe Benefits' tab. These include discounts on a wide range of local products and services negotiated for members, including car-related services and products, properties and home loans, attorneys, financial services, beauty treatments, home improvements, plumbing and electrical services, holiday accommodation, groceries, clothing, restaurants, and funerals.

Collective bargaining

The primary strategic objective of the PSA's Collective Bargaining function remains the improvement of members' quality of work life through the effective negotiation of conditions of service. The PSA continues to represent its members in key bargaining structures, including the Public Service Coordinating Bargaining Council (PSCBC), General Public Service Sectoral Bargaining Council (GPSSBC), Education Labour Relations Council (ELRC), and the Public Health and Social Development Sectoral Bargaining Council (PHSDSBC), along with their respective sub-structures and various state-owned entities.

During the reporting period, the Collective Bargaining Section actively participated in council meetings, departmental chamber sessions, parastatal bargaining forums, task team engagements, and bilateral meetings to advance the interests of members.

For the period 1 April 2024 to 31 March 2025, the PSA recorded significant activity across collective bargaining structures. A total of 1 232 meetings were attended, with 4 416 agenda items tabled and deliberated. The PSA successfully concluded and signed 20 collective agreements during the report period. Additionally, 49 mutual-interest disputes were declared in response to unresolved matters affecting members.

Public Service Coordinating Bargaining Council (PSCBC)

2025/26-Salary negotiations

The PSA participated in salary negotiations with the employer from 3 September 2024. Organised labour submitted 16 demands, with the employer providing its response on 10 September 2024. Negotiations concluded on 20 January 2025, when the employer tabled a final offer. The PSA secured a mandate to accept this offer and signed two collective agreements, namely PSCBC Resolution 1/2025 - Agreement on payment of salary adjustments and improvement of conditions of service in the public service, and PSCBC Resolution 2/2025 - Agreement on matters referred to a further process for research investigations negotiations 2025/26-financial year.

The agreements include the following key outcomes:

- Salary increases: 5.5% increase for 2025/26 and CPI-based increases (capped at 4% to 6%) for 2026/27 and 2027/28.
- Agreement term: Three-year agreement covering 2025/26 to 2027/28.
- Housing allowance: Increase to R1 900 from 1 April 2025, with CPI-based increases from July 2025 and amendment of PSCBC Resolution 7/2015 to allow payout of housing savings upon exit.
- Medical-aid subsidy: Adjusted by MPI in 2025/26 with MPI + 0.5% for 2026/27 and 2027/28.
- Danger allowance: Danger and Special Danger allowances increased with further CPI-based adjustments and Police Service Allowance increased from R700 to R950 from 1 April 2025.
- Death grant: Committee to develop standardisation framework within nine months.
- Breastfeeding facilities: Readiness research to be completed in six months.
- Recruitment Policy: Review and union observer role to be assessed within six months.
- Bursary scheme: Funding model for dependents to be explored within twelve months.
- Uniform Policy: Resolution 3/1999 to be reviewed for relevance within six months.
- Performance Bonus: Employer to present revised performance recognition framework within six months.

Amendment: PSCBC Resolution 3/2017 - Negotiation Protocol Agreement - Wage negotiation process

In the previous report period, it was reported that the employer tabled a draft negotiation protocol agreement at the PSCBC for 2024/25-wage negotiations. The purpose was to align salary negotiations to the planning and budget process of government. In July 2024, parties at the PSCBC concluded and adopted PSCBC Resolution 2/2024, which replaced PSCBC Resolution 3/2017. This marked another important achievement for unions in the ongoing mission to protect and promote the rights and interests of public servants. This Resolution builds on years of deliberate efforts by labour representatives to professionalise and strengthen the collective bargaining process in the public service.

Draft Minimum Service Level Agreement in the Public Service

Following the non-resolution at conciliation the Essential Services Committee (ESC) scheduled a two-day hearing on 2 and 3 December 2024, where parties presented their arguments on establishing a Framework Agreement to facilitate the finalisation of the Minimum Service Level Agreement (MSLA). The ESC issued a ruling directing parties to conclude Minimum Services Agreements and provided guidelines to assist parties with the process. However, the ruling issued proved to be unclear and confusing, leaving both parties uncertain about its interpretation and application. As a result, parties mutually agreed that the ESC should be invited to provide clarity on the ruling, specifically regarding its interpretation and practical implementation. The General Secretary of the PSCBC was tasked with facilitating the invitation to the ESC.

Status Report: Government Employees Housing Scheme (GEHS)

During the previous report period, parties agree to develop a roadmap and explore funding levels. During this report period, the Public Investment Corporation (PIC), in collaboration with the Government Employees Pension Fund (GEPF), the Department of Public Service and Administration (DPSA), and National Treasury, embarked on a medium-term project aimed at improving access to housing for government employees. This initiative, set to roll out by March 2028, is part of a broader strategy to support the financial wellbeing of public servants.

To advance the implementation of this project, the PIC issued a request for proposals in late 2024, inviting financial institutions to submit innovative housing finance solutions. This process marks a significant milestone in ensuring that the financial sector plays a pivotal role in expanding homeownership amongst public servants. As part of the governance and transparency of the process, key stakeholders including the GEPF, the DPSA, Treasury, and organised labour were invited to nominate two representatives each to serve on the Bid Evaluation Committee (BEC). However, trade unions raised a concern that the current arrangement did not adequately reflect the diversity of union representation in the PSCBC. Unions reiterated their call for the number of labour representatives on the BEC to be increased from two to eight, ensuring equitable representation across all unions in the PSCBC. Following discussions, all parties agreed that the General Secretary of the PSCBC would engage the PIC on the matter and provide feedback within 14 days.

The PSA will continue to monitor developments closely and is committed to ensuring that the housing initiative is implemented fairly and inclusively.

Access to Housing Allowance (savings) upon resignation

The matter was tabled as one of the demands during wage negotiations for 2025/26. The employer acceded to the demand. The collective agreement will be amended to allow employees who resign or are dismissed to withdraw the full value of their saving as of 1 April 2025.

General Public Service Sectoral Bargaining Council (GPSSBC)

National Micro-Organisation of Government (NMOG) process

The implementation of the NMOG process was introduced on 3 September 2024, following the President's announcement on departmental reconfiguration under the 7th Administration. A key milestone was the signing of a collective agreement on 5 December 2024, after which a National Implementation Task Team was formed to manage the matching and placement of affected employees.

GPSSBC Resolution 1/2024: Charter of GPSSBC Collective Bargaining

During the report period, parties adopted Resolution 1/2024, establishing a Charter on Collective Bargaining to strengthen the Council's collective bargaining framework. The Charter outlines key principles and objectives to ensure that bargaining processes are inclusive, efficient, and aligned with the public interest. It reaffirms a collective commitment to centralised bargaining as a tool for promoting economic development, social justice, and labour peace. The Charter also emphasizes the importance of reviewing past agreements to inform future strategies and reinforces the role of collective bargaining in supporting a developmental state and fair labour relations in the public service.

GPSSBC Resolution 3/2024: Agreement on Full-Time Shop Stewards

The GPSSBC concluded Resolution 3/2024, introducing a streamlined framework for appointing Full-Time Shop Stewards and releasing Trade Union Office Bearers. This new agreement consolidates and replaces Resolutions 3/2001 and 1/2004, strengthening labour relations by formalising union roles without compromising public service delivery.

GPSSBC Resolution 4/2024: Rules for conduct of proceedings before GPSSBC

During the report period, parties concluded and adopted revised rules to regulate proceedings before the Council, replacing GPSSBC Resolution 3/2017. The updated rules aim to improve clarity, efficiency, and consistency in dispute resolution processes.

GPSSBC Resolution 5/2024: NMOG 2024

Parties adopted an agreement to implement the National Executive Order announced by the President for the 7th Administration, which called for the reconfiguration of National Departments to align with the new Administration's priorities. This Resolution serves as a framework to guide the alignment of Cabinet portfolios with administrative structures to ensure effective governance, service delivery, and a smooth transition.

Public Health and Social Development Sectoral Bargaining Council (PHSDSBC)

Token of appreciation

The PSA registered frustration and disappointment with the employer for failing to provide a token of appreciation to frontline health workers who delivered essential services during the COVID-19 pandemic. The pandemic brought about unprecedented challenges to government services, particularly in the Public Health and Social Development Sector. Despite these challenges, frontline workers continued to demonstrate commitment to combat the pandemic to assist government in meeting its mandate and responsibility. Frontline workers sacrificed several rest days and family time in the line of duty. Their dedication and continued service ensured that service delivery was not interrupted during the pandemic. Subsequently, after much debate, parties concluded a collective agreement, PHSDSBC Resolution 2/2023, which provided that employees would be offered five days' special leave as a token of appreciation for providing service during the COVID-19 period.

Upon conclusion of this agreement, the PSA was alerted of implementation challenges in that the certain categories of employees were denied special leave though they worked during the pandemic. The matter was subsequently tabled at the Council for further engagement, which necessitated the need to amend the Resolution owing to the time lapse for employees to take leave as the agreement lapsed on 7 November 2024. Further, parties concluded a collective agreement, PHSDSBC Resolution 1/2024 on 23 October 2024, which amended the Resolution 2/2023 by extending the period of taking leave to 31 March 2025.

Again, the agreement ensured that categories of employees that were unfairly excluded by the employer enjoyed the benefit. The special leave applied only to qualifying employees who rendered services between 27 March 2020 and 4 April 2022.

Amendment: Resolution 4/2017 - Agreement on payment of special allowance and danger allowance

Labour tabled the agenda items to review PHSDSBC Resolution 4/2017, which regulates the payment of both a special allowance and danger allowance to Forensic Pathology Officers (FPOs) and other employees performing the same functions. The rationale for tabling this item was that although the collective agreement provided for a standard danger allowance of R397 and a special allowance for R594, it did not provide for an annual increase. The employer had thus paid the same allowance without increase for the past seven years. Following the signing of Resolution 4/2017, parties had committed to finalise the professionalisation of FPOs, but that had not materialised. Labour demanded that the Resolution should be amended to increase the payment of a special allowance from R594 to R5 000 per month. The employer initially undertook to engage with its principals for a mandate, however, later advanced that the matter did not fall within the competency of the Council. Seeing that the employer was confused about the applicability of both PHSDSBC Resolution 4/2017 and PSCBC Resolution 4/2015, labour committed to table the draft agreement. Subsequently, labour presented the draft document, and the employer was still seeking mandate from its principals by the end of the report period.

Salary disparities: Forensic Pathology Managers

The PSA tabled the matter upon receiving complaints from members that Forensic Pathology Managers were not paid equally across the Health Sector and called upon the employer to ensure that equal work for equal pay was ensured. Although the employer acknowledged the disparities, it provided an unacceptable explanation attributing the disparity to the size of facilities without referring to any approved document for categorisation of facilities as well as job evaluation results. Upon pressure by labour, the employer promised to reflect on the matter and report in the next Departmental Bargaining Chamber. The employer was urged to prioritise the matter and ensure that documents and the report would be provided prior to the meeting to allow for proper preparation and engagement. Labour was by the end of the report period waiting for the submission of the supporting documents and detailed reports pertaining to remuneration of Forensic Pathology Managers to allow for proper engagement that should lead to the correction of the disparity.

Amendment of Resolution 2/2010: OSD for Therapeutic, Diagnostic and Allied Professionals

Labour tabled the matter, calling for the amendment of PHSDSBC Resolution 2/2010 to include categories that are not benefiting from the agreement despite falling in the categories of Therapeutic, Diagnostics and Allied Professionals. Labour submitted that FPOs should be removed from the occupational-specific dispensation (OSD) owing to the absence of a sustainable model as sought from Resolution 4/2017. FPOs cannot progress as they have reached the ceiling. The employer reported that engagement with the DPSA was underway and once the report was received, the employer would be able to engage on the matter. The DPSA's response was thus by the end of the report period being awaited to enable further engagement.

Standardisation of remuneration: Community Health Workers (CHWs) - Department of Health

The employer reported that it had embarked on a process to ensure the standardisation of remuneration for CHWs, following constant complaints about inconsistent remuneration of CHWs, and endeavour to implement clause 5.5 of PSCBC Resolution 1/2018. A task team that was established to finalise a sustainable model to absorb CHWs did not conclude its work during the report period. A collective agreement was signed by the majority of parties, extending the lifespan of the agreement until 10 July 2025 to allow parties to conclude on modalities as prescribed by the agreement. Labour raised displeasure regarding the task team's non-finalisation of the standard operational procedure in compliance with clause 5.5 of PHSDSBC Resolution 1/2018. Labour demanded that the task team be disbanded, and this matter be dealt with by the PHSDSBC. The task team was subsequently disbanded. The employer further reported that Expert Working Groups (EWGs), with three working streams, had been established to look at the scope, conditions, and requirements of CHWs as well as concluding universal job descriptions as CHWs were not performing same duties across provinces. EWGs were established without the inputs and involvement of labour. Labour demanded to serve in the EWGs which was acceded to by the employer and each union submitted names of representatives. Engagement through the EWGs were underway, however, the issue of permanent appointments of the CHWs had been put on hold at the level of the Council to allow the employer to consider the impact of the Court decision, although the matter was previously tabled at the PSCBC. The matter was still on the agenda at the Council by the end of the report period.

Current CHWs contract of employment

Parties signed a collective agreement extending the lifespan of PHSDSBC Resolution 1/2018 for two consecutive terms. The purpose for this extension was to afford parties the opportunity to conclude on the outstanding matters as per clause 5.5 of the agreement. Clause 5.5 of the Resolution stipulated that, parties must ensure the development of Standard Operational Procedure for the recruitment, selection, appointment, placement, remuneration, skills development, dispute resolution, occupational health and safety processes and the absorption in the health system for CHWs and the subsequent process that may follow in line with policy framework and strategy for ward-based outreach. The agreement lifespan had come to an end. Whilst parties were considering further options, another recognised union approached the Labour Court where it was ruled that contracts of employment for CHWs were deemed to be of indefinite duration. The Labour Court judgement echoed the long-held position that the Department should employ CHWs permanently. The employer reported that it was still considering the impact and the implementation of the Court Order although labour maintained that CHWs must be appointed permanently and that the Labour Court judgement vindicated labour in the ruling. Subsequently, the National Department of Health issued instruction to all provinces to extend the contracts of CHWs for one year to allow them to receive a stipend until a way forward was established. The matter remained on the agenda of the PHSDSBC by the end of the report period.

Implementation: PHSDSBC Resolution 3/2019 - Amendments to agreement on payment of annual statutory registration fees in respect of Health and Social Development Professionals

Labour tabled the agenda item upon realising that the employer was failing to implement the above-mentioned collective agreement, which led to the deregistration of employees. The Resolution provided that the employer must facilitate payment of annual statutory fees for all professionals in the Health and Social Sector. The presentation of deregistered employees owing to the non-payment of statutory fees thus caused disturbance to labour as the conclusion of the agreement sought to address the said problem. The employer, however, apportioned the blame on statutory bodies, which led to the Council directing the Council Secretary to write letters to all five bodies. The employer further indicated that some of these were historical deregistration and where the Department erred, corrective measures would ensue.

Subsequently, parties agreed to undertake roadshows together with statutory bodies to ensure that this matter was resolved. The scheduling of the roadshows was by the end of the report period yet to be concluded.

Child and Youth Care Workers (CYCW) performing duties not within their scope

Labour tabled the matter upon receiving complaints from members who were uncomfortable doing duties that were beyond their scope. The employer reported that the Department of Social Development conducted an audit and maintained that CYCWs are performing work that was within their scope and did not agree with labour's submission. Labour reiterated that accompanying children to hospital, providing doctors' reports to nurses, and administering medication (including anti-retro virals as well as Schedule -4 and -5 medications) could not fall within the scope of CYCWs. After extensive engagement, parties could not find each other. Labour reserved its rights on the matter although the Chairperson endeavoured to arrange a meeting in January 2025 with a view to resolving the impasse. Subsequently, parties had a facilitation meeting but still could not find each other. Labour remained adamant that CYCWs were not authorised to administer Schedule-4 and -5 medication. By the end of the report period, labour had reserved its rights and was exploring legal options.

Education Labour Relations Council (ELRC)

Scope of Community Education and Training (CET)

Discussions were underway to determine under which bargaining council the CET should resort. The ELRC Secretary confirmed that the discussion should take place at the PSCBC, and all parties agreed. The matter was still pending at the PSCBC by the end of the report period.

Eastern Cape Collective Agreement 1/2024: Guidelines for advertising and filling of Educator posts at education institutions

The Eastern Cape Provincial ELRC concluded Collective Agreement 1/2024, dealing with guidelines for advertising and filling of educators' posts at education institutions. The rationale for the collective agreement was to address irregularity and inconsistency pertaining to the recruitment process in the province. Different education institutions used to apply different practices and rules, which disadvantaged qualifying employees and necessitated unnecessary disputes, thus affecting efficiency.

Subsequently, the collective agreement was submitted to the Council for ratification. The Council subjected the collective agreement to legal requirements and thus ratified it as it complied with legal framework. PSA shop stewards and members were urged to familiarise themselves with the agreement to ensure compliance.

Public Administrative Measures (PAM) document

The employer tabled the intention to amend the PAM document, and subsequently upon tabling of the document, the matter was referred to the task team. The task team was mandated to consolidate inputs from various parties and develop a working document that will guide the administration of benefits and conditions of employment for educators. Subsequently, the employer had tabled proposed amendments to the PAM and *Government Gazette No 38249*, where the employer requested two weeks to submit its inputs. The employer reported that labour inputs were received and would be considered, thus paving the way for the submission to the Minister for signature before the amended PAM would be gazetted. The final document would be shared with labour before being gazetted.

State-owned Entities

South African Health Products Regulatory Authority (SAHPRA)

Salary negotiations 2024/25

The PSA negotiated and concluded an agreement with SAHPRA on 4 October 2024. The wage agreement provided for a 6.5% increment in salaries of all SAHPRA employees from salary level 5 to 12, which was backdated to 1 April 2024.

ESC ruling in favour of PSA - Case Number ES779

The PSA successfully challenged the application to the ESC to designate services at SAHPRA as essential services. The hearing was set for 13 December 2024. On 31 January 2025, the ESC ruled in favour of the PSA.

Industrial Development Corporation (IDC)

Parties concluded a three-year wage agreement covering the 2023/24- to 2025/26-financial years. In line with the agreement, the salary adjustment for the second year (2024/25) was implemented. As stipulated in the agreement, a salary increase of CPI plus 1% was applied for this period. Parties agreed that the CPI for the applicable period was 6.1%, resulting in a total salary adjustment of 7.1%.

The increase was applied on a sliding scale, benefiting all employees in the bargaining unit as per the terms of the collective agreement.

South African Social Security Agency (SASSA)

Draft Overtime Collective Agreement

During the report period, parties concluded the above-mentioned agreement, which allowed employees to work overtime beyond the provision of the *Basic Conditions of Employment Act* and also ensured that such employees were compensated for the additional hours worked.

Public Protector of South Africa (PPSA)

Cell phone allowance

The PPSA unilaterally halted the said allowance during contractual periods. The PSA engaged with the PPSA without success. During the process of referring the matter to the CCMA, the PSA had an urgent meeting with the CEO, demanding continuation of the allowance and that employees should not be negatively affected by changes. The CEO highlighted the entity's financial challenges and clarified that reimbursement would be limited to actual expenses incurred by employees, rather than the maximum allowable amount, had the full amount not been utilised. Employees who utilised their money for cell phones were requested to provide proof for reimbursement.

Performance Management Development System (PMDS)

It was reported that the PPSA delayed paying the 2022/23 PMDS. Only after pressure from the PSA, did it commit to implement payments on 25 October 2024. The PPSA could not meet the deadline in October, but payments were implemented in November 2024.

Office closure between Christmas and New Year

The PSA consistently raised concerns regarding the insufficient office closure period during the festive season, particularly between Christmas and New Year. These concerns centred around the unwavering dedication of employees, many of whom continued to perform duties under challenging conditions such as staff shortages and even worked on weekends without additional compensation. Following sustained advocacy by the PSA, the PPSA acceded to the demand and extended the office closure period. Offices would now close on 20 December 2024 and reopen on 6 January 2025, allowing employees additional and much-needed rest during this period. Members commended the PSA for this achievement and welcomed the recognition of their commitment and contributions.

Salary adjustment: 2024/25 cycle

The PPSA reported that the 4.7% cost-of-living adjustment would be implemented with effect from 1 April 2024 and that an internal circular would be issued to all employees.

South African Revenue Service

Parties concluded wage negotiations in June 2024, which resulted in the signing of a wage agreement, securing a 4.7% salary adjustment for the 2024/25 financial year. In March 2025, the PSA tabled the following demands for 2025/26-financial year: Cost-of-living adjustment - 10%, single-term agreement, and review of the Recruitment Policy and Remuneration policy.

Border Management Authority (BMA)

Salary increase: 2024/25-financial year

The BMA implemented a salary increase of 4.7% in terms of PSCBC Resolution 2/2023 as it had not yet started negotiating its own salaries.

Establishment: National Consultative and Bargaining Forum

The PSA remained the majority Union at the BMA and during the report period parties concluded and signed the Constitution of the BMA Bargaining Forum. Subsequent to that, parties formally established the National Consultative and Bargaining Forum (NCBF), which would allow parties to negotiate and conclude their own salary agreement. An independent chairperson was appointed, and the Forum has been fully operational since its inception. During the report period the PSA tabled demands for wage negotiations for the 2025/26-financial year. These demands, amongst others, included a 12% cost-of-living adjustment, a housing allowance of R3 500, and open medical schemes.

Uniform Task Team undermined by parallel structure

Following the establishment of the Uniform Task Team, the employer appointed a parallel structure that is effectively duplicating the functions of the Task Team. This undermined the purpose and effectiveness of the Uniform Task Team, rendering it redundant. As a result, employees continued to face serious challenges related to uniform shortages, particularly following their transfer to the BMA. Officials were not issued with adequate uniforms, and many were expected to wash their uniforms whilst on shift owing to the limited number of items issued. This situation is unacceptable and placed an unnecessary burden on employees.

The PSA is committed to resolving these issues and by the end of the report period continued to engage the employer at the NCBF to ensure that a lasting and practical solution is found to address uniform shortages and restore the integrity of the established Task Team.

Ranking Officials

Despite an agreement reached at the NCBF to suspend the implementation of ranking at the BMA, the employer continued to enforce rankings unilaterally. The suspension was agreed upon owing to the absence of a formally adopted ranking policy, the lack of training on saluting procedures, and unresolved challenges related to grade progression. These outstanding issues pose serious implications for fairness, uniformity, and operational clarity at the BMA. In view of continued non-compliance with the NCBF resolution, the PSA formally requested the intervention of the BMA Commissioner, calling for the immediate suspension of ranking processes until all concerns have been adequately addressed. The PSA was by the end of the report period awaiting a response from the Commissioner.

State Information Technology Agency (SITA)

Leave encashment

During the report period, the PSA and SITA concluded an agreement on leave encashment wherein it provided for employees to encash three days accumulated leave per financial year.

Salary negotiations: 2024/25

The PSA participated in wage negotiation for the 2024/25-financial year and secured a 5.2%-salary increase across-the-board.

SITA CCMA ESC investigation

The PSA participated in a CCMA ESC investigation where SITA wanted to designate all services rendered by SITA as essential. Several meetings took place where parties argued for and against the designation, which also included site inspections at some of SITA's client premises, e.g., the Department of Home Affairs and SASSA. The ESC, in its ruling, considered evidence led by both parties during the consultation and concluded that the following services would be designated as essential:

- Hosting and data centre services,
- Wide-area network service line,
- End-user computing services, and
- Security service line services.

The ESC, however, dismissed the application in respect of Government ICT ecosystem and related SITA consulting services, training line service line, architecture, research and standard service lines, and supply-chain management services.

Parties were ordered to negotiate and conclude a minimum service agreement covering the above-mentioned and previously designated services, which are the Persal system, social pension system, hospital system, and floods systems by no later than 30 July 2025.

National Library of South Africa

Members mandated the PSA to submit the following demands for the 2025/26-financial year, which were tabled in March 2025:

- Single-term agreement
- Cost-of-living adjustment: 10% across-the-board
- Housing allowance increase from R1 400 to R2 000
- Reinstatement of 1%-notch increase
- Performance bonus
- Recognition of improved qualifications

The demands were submitted on 18 November 2024. The employer reported that it presented the demands to the board on 29 January 2025, where the board approved a 4.5% offer. The first Joint Bargaining Forum meeting for 2025 took place on 18 February 2025. Labour rejected the offer and proposed a sliding scale and offered to provide the formula that would assist the employer with the calculation of the sliding scale. The employer was to convene a meeting after consulting with the mandate giver.

Human Sciences Research Council (HSRC)

The PSA participated in salary negotiations at the HSRC, where it, amongst other demands, called for a 7.5% across-the-board salary increase. Following protracted negotiations, parties agreed on a 4% salary increase. The employer also acceded to the PSA's request to extend the office-closure period during the December holiday season. It further agreed to extend the travel allowance for employees who relocated from the Durban Office to Sweetwaters for an additional twelve months.

Special Investigating Unit (SIU)

The PSA successfully obtained organisational rights at the SIU in June 2024. By the end of the report period, parties were in the process of concluding a recognition agreement, which would enable the PSA to engage with the SIU on all matters affecting members.

Provincial notes

Eastern Cape

The Provincial Office in Mthatha remained actively involved at the PHSDSBC and the Coordinating Chamber of the PSCBC in the Eastern Cape (CCPECP), having attended 16 Chamber meetings where 115 items were discussed. However, progress in the Chamber was slow, with the employer frequently deferring items. The PSA emphasized the importance of the employer respecting the Chamber and adhering to resolutions as commitment from all parties is essential to ensure productive and meaningful engagements.

The Provincial Office in Mthatha actively participated in the PHSDSBC and its committees, particularly the Skills Development Committees for the Departments of Social Development and Health, with a focus on training. Whilst the Department of Health did not fund any training owing to austerity measures, some sessions were conducted through donations. The PSA also aimed to streamline the Chamber's agenda by removing items without legal standing and introducing more relevant, substantive matters.

The Provincial Office in Gqeberha remained actively involved in all relevant bargaining forums, including the GPSSBC, and the Eastern Cape Parks and Tourism Agency. There was a noticeable improvement in tabling agenda items, driven by enhanced shop steward participation and training.

The office ensured full representation in all Chamber task teams, with shop stewards playing a key role in raising and addressing workplace concerns. Structure meetings were held regularly to elevate grassroots issues to formal bargaining forums. Key achievements included:

- Proactive tabling and engagement on agenda items sourced from member structures.
- A formal occupational health and safety complaint lodged with the Department of Employment and Labour, resulting in inspections and temporary closure of non-compliant institutions.
- Revitalisation of the GPSSBC, re-establishing strong PSA representation, and formation of new provincial task teams on transport, occupational health and safety, and restructuring.

Regular meetings across platforms such as the CCPECP, PHSDSBC, GPSSBC, and SASSA ensured continued PSA leadership in advocating for member rights and holding employers accountable.

The PSA, as part of the joint labour forum, successfully secured a 7.5% cost-of-living adjustment for members at the Eastern Cape Parks and Tourism Agency, effective 1 April 2024. This achievement reflected the PSA's continued commitment to improving the financial well-being of members.

Free State

In alignment with the PSA's strategic objective to foster and sustain effective social dialogue, the Provincial Office in the Free State ensured consistent and dedicated representation at all relevant collective bargaining forums. Despite challenges such as unplanned staff turnovers and a shortage of agenda items, the Office, in collaboration with provincial structures, remained steadfast in promoting and protecting members' interests. Ongoing efforts were made to enhance participation and engagement across all platforms. In total, 34 collective bargaining meetings were attended, with 112 agenda items discussed.

The Office also successfully negotiated at Vanderkloof Water User Association and secured a 5.5%-salary increase.

Gauteng

The Provincial Office in Johannesburg participated in Chamber meetings at the GPSSBC, PHSDSBC and the Coordinating Chamber Province for Gauteng Province (CCPGP). Provincial steering committee meetings, various task teams meetings, and bi-lateral meetings contributed to resolving issues raised by members during the report period. The following statistics are evidence of the Office's involvement and continuous growth in the collective bargaining environment: Collective bargaining meetings attended - 59, Items discussed - 263, and one mutual-interest dispute declared.

The Office also participated in wage negotiations for 2024/25 at the Gauteng Enterprise Propeller, a state-owned entity that functions from Johannesburg, and in August 2024 concluded a 4%-salary increase across all occupations and a 7.5% medical allowance increase.

The Provincial Office in Pretoria is responsible for negotiations at semi-state institutions in Pretoria. The following institutions were serviced by the Office during the report period:

Financial Intelligence Centre (FIC)

Following the PSA membership verification exercise during the previous report period, the PSA and the FIC initiated a process to conclude an organisational rights agreement.

This process was not finalised by the end of the report period. Despite the pending conclusion of this agreement, the PSA and the FIC engaged in various discussions on matters of mutual interest, including consultations on internal policies. The following issues were still under the discussion and had not been concluded by the end of the report period: Promotion and job evaluation policy; and Call Centre and Data Capturers job descriptions.

During the 2024/25-financial year, employees at the FIC received a 5%-salary increase.

Safety and Security Sector Education and Training Authority (SASSETA)

The PSA negotiated and secured a 6.5%-salary increase at SASSETA for the year 2024/25-financial year.

South African Nursing Council (SANC)

The PSA remains the only Union representative at the SANC. During the 2023/24-financial year, parties concluded an agreement that resulted in a 6%-salary increase. The PSA previously declared a dispute at the CCMA relating to pay progression for the 2021/22- and 2022/23-financial years. The arbitration hearing was scheduled by the CCMA for 19 May 2025. Developments will be communicated in the next report period.

South African Pharmacy Council (SAPC)

During the previous report period, it was reported that the PSA declared a dispute at the CCMA after the SAPC failed to share a report of the benchmark exercise. At the CCMA, a settlement agreement was signed for the SAPC to make the benchmarking report available to the PSA. The SAPC complied and made the report available to the PSA.

During the report period, the PSA negotiated and secured a 4.25% cost-of-living adjustment and a R2 700 medical allowance for the 2024/25-financial year.

South African National Biodiversity Institute

During 2024/25, employees received a 4.7%-salary adjustment. Parties met regularly to discuss policies that affected members.

Onderstepoort Biological Products (OBP)

It was previously reported that the PSA declared a dispute on the benchmarking exercise conducted by the OBP. The dispute was withdrawn after the OBP made the report available to the PSA. The report resulted in the occupational categories of employees under categories A, B, and C to be upgraded to the 50th percentile.

The PSA successfully negotiated a 5.9%-salary adjustment for the 2024/25-financial year at OBP.

National Lotteries Commission (NLC)

The PSA declared a mutual-interest dispute at the CCMA following the NLC's refusal to reach an agreement during 2024/25-salary negotiations, and the subsequent unilateral implementation of a 4.4%-salary increase and a 2.6%-monthly allowance. At the CCMA, parties were unable to reach an agreement, resulting in a certificate of non-resolution being issued. Picketing rules were concluded and signed by both parties. By the end of the report period, the PSA was in the process of serving the employer with a notice to commence picketing and initiate strike action.

Water Research Commission

The PSA and employer concluded and signed a Recognition/Organisational Rights Agreement during the report period. During 2024/25-financial year, employees received a 4.7%-salary adjustment. The Remuneration and Performance Management policies were still under discussion by the end of the report period.

KwaZulu-Natal

In compliance with the Provincial Offices in KwaZulu-Natal's operational plans, both Offices actively participated in the promotion of members' interests by attending the various bargaining chambers of the GPSSBC, PHSDSBC, and PSCBC as well as the various task teams established in the province. The promotion of members' interests was not limited to participation in bargaining chambers and tasks teams. Staff members of the Offices also had bilateral meetings with MECs and heads of institutions. Member structures demonstrated their interest by holding meetings in accordance with the *PSA Statute*. PSA branches actively participated in identifying agenda items for discussion/negotiation in the relevant bargaining forums. Both Provincial Offices closely monitored the performance of the relevant bargaining forums and applied corrective measures where necessary. Labour forums and task teams meetings play an important role in the promotion of members' interests in KwaZulu-Natal and, in addition to the various bargaining forum meetings, PSA staff and shop stewards of both Offices also attended 91 such meetings during the report period. Approximately 301 agenda items for the various chambers and labour forums were sponsored by the PSA. Members structures identified contraventions of the *OHS Act* by several departments. Examples where the PSA successfully intervened include the Department of Justice's Verulam and Durban Magistrate's Courts as well as the Ulundi Complex housing several KwaZulu-Natal government departments. The PSA also successfully intervened collectively on behalf of members when the KwaZulu-Natal Emergency Medical Services refused to pay several months of outstanding overtime payments to employees. Following successful engagement with the employer, outstanding overtime payments for the period from November 2023 to 31 March 2024 were affected.

Limpopo

During the report period, the PSA demonstrated a high level of activity in the Limpopo chambers of the PSC-BC, GPSSBC, PHSDSBC, and the Limpopo Gambling Board, tabling 199 items for discussion and negotiation. This was achieved through active participation by branches and provincial committees, which operated in line with the *PSA Statute* and played a vital role in identifying issues for engagement. The PSA effectively addressed OHS violations reported at several departments, participating in a dedicated OHS task team under the Limpopo Coordinating Chamber of the PSC-BC, and contributed to related investigations. The PSA also engaged in various task teams and bilateral meetings to promote members' interests. The Provincial Office closely monitored collective bargaining activities as part of the PSA's strategic objectives, implementing corrective measures where needed. The following were key achievements during the report period:

- Following the PSA being alerted regarding irregular recruitment processes at the Department of Public Works, Roads, and Infrastructure, the PSA submitted a list of positions that were embroiled in maladministration and irregularity. The Department subsequently agreed to the PSA's call for a forensic investigation into maladministration.
- The PSA successfully stopped the Department of Transport and Community Safety from implementing a 24/7-shift system for Traffic Officers, which was supposed to be implemented from 1 April 2025, because of Department's failure to consult the PSA and affected employees.
- The PSA successfully negotiated at the Limpopo Gambling Board. An across-the-board salary increase of 6.3% and a 5.3% increase on the housing subsidy, cell phone allowance, and danger allowance for the 2023/24-financial year were implemented on 1 April 2024. During the report period the PSA was furthermore engaged in wage negotiations for the 2025/26-financial year, resulting in an across-the-board salary increase of 5.7% as well as a 5.7% increase in the housing allowance, cell phone allowance, and danger allowance as from 1 April 2025.

Mpumalanga

The PSA succeeded in negotiations regarding the unfairness of the employer in the Department of Health related to skills development. The employer used to advertise 70% of positions for the training of professional nurses for external candidates and only awarded internal staff 30%. The PSA negotiated and reached an agreement that employer would award external candidates 50% and internal 50%.

A total of 27 collective bargaining meetings were attended, with 104 agenda items being discussed.

The sudden cancellation of an organisational rights agreement between the PSA and SANParks by SANParks owing to the PSA allegedly not complying with the required membership threshold, resulted in the PSA actively engaging with SANParks to restore the agreement as a result of the PSA proving sufficient membership.

Northern Cape

The Provincial Office participated in the Coordinating Chamber of the PSCBC of the Northern Cape Province, GPSSBC, and PHSDSBC Chamber meetings. It also participated in the Department of Home Affairs Provincial Consultative Forum, Health Labour Management Forum, the Department of Correctional Services Regional Labour Management Forum, and SASA Provincial Forum through PSA officials, Full-Time Shop Stewards, and shop stewards.

The PSA further participated in salary negotiations at Sol Plaatje University where an agreement was concluded for a 4.5%-salary adjustment.

North West

The Provincial Office ensured consistent representation at all 24 collective bargaining forum meetings, during which 171 agenda items were addressed. The PSA actively promoted members' interests and played a key role in enforcing compliance with OHS regulations. Notably, PSA interventions led to the closure of a departmental farm near Potchefstroom and the Department of Public Works in Moretele owing to OHS violations. The Department of Employment and Labour in Klerksdorp received a prohibition notice, resulting in employees being placed on flexible working hours.

At the Department of Health, the Office participated in various committees. In the Nurses' Uniform Committee, it was ensured that all nurses were paid allowances. The Committee also assisted with the procurement of nurses' uniforms. At the North West Emergency College Council, the PSA was influential in ensuring that the College was accredited by the South African Qualifications Authority to offer a Higher Certificate course in Emergency Medical Care. Furthermore, the PSA participated in the Finance Committee and also dealt with outstanding overtime, ensuring that outstanding overtime over 30% was paid to all qualifying employees.

At SASSA, the PSA participated in a task team, which ensured that employees who qualified in terms of PSCBC Resolution 3/2009 were upgraded accordingly.

Western Cape

The Provincial Office actively participated in the PHSDSBC, GPSSBC, and the Coordinating Chamber of the PSCBC in the Western Cape (CCPWCP), with the PSA holding majority status in the GPSSBC. Labour Relations Officers and branch representatives contributed to various task teams and forums. During the report period, five CCPWCP and five consultative forum meetings were held, with the Annual General Meeting convened on 28 November 2024. A key focus was staff safety, which labour successfully placed as a standing item on the agenda. Regular statistics were presented by the Department of Police Oversight and Community Safety. In response to escalating safety concerns, particularly for emergency personnel and educators, the Director-General initiated a workshop with unions to develop collaborative solutions.

The Western Cape Provincial Chamber of the GPSSBC convened four meetings during the report period. The Annual General Meeting took place on 27 September 2024, during which elections for the Chairperson and two Vice-Chairpersons were successfully concluded. The PSA remained the outright majority Union in the Province, holding a vote weight of 50.29%.

The following key issues were discussed in the Chamber:

- The PSA raised concerns regarding the irregular application of overtime regulations. The Department of Cultural Affairs and Sport limited overtime claims to 20 hours per month, which contradicted the *BCEA* and PSCBC and DPSCA directives. Additionally, employees were required to take time off after exceeding 20 hours, without relief from their usual duties, further breaching PSCBC Resolution 1/2007. The employer committed to clarifying that the 20-hour limit was merely a guideline and agreed to investigate individual discrepancies.
- Progress was reported regarding the establishment of OHS forums at the Department of Mobility. A service provider was identified to facilitate training, and a list of marshals to undergo the training was submitted.

These engagements reflect the PSA's commitment to promoting and protecting members' interests and rights, whilst also ensuring compliance with labour legislation in the Western Cape.

Western Cape Blood Services (WCBS)

The PSA remained the sole recognised Union at the WCBS. The Branch and negotiator maintained active participation in collective bargaining processes. A wage agreement (1/2024) was successfully concluded on 9 May 2024, securing a 4.5% baseline salary increase and an additional 1.5% performance-based adjustment for the 2024/25-financial year. Additionally, another agreement was concluded on 23 October 2024 to alter the working hours/shift system for Blood Banks, Donor Collection, Clinics, Transport and Processing. Negotiations for 2025/26-salary adjustments were underway by the end of the report period.

Members' rights

The Members' Rights and Litigation Sections are core components of the PSA's product offering and seek to promote and protect the rights of members through representation by PSA officials and Union representatives in all disputes, disciplinary hearings, grievance hearings, conciliations, and arbitrations at workplaces, Public Sector Councils and the Commission for Conciliation, Mediation and Arbitration (CCMA).

In addition to these services, legal assistance from the PSA's internal Legal Officers and, in some instances, external legal service providers is provided to members when litigation at the Labour Court and/or tribunals is required.

Provincial notes

Eastern Cape

The PSA firmly asserted the Union's role in the Eastern Cape by effectively defending members against various forms of unfair labour practices. The Provincial Office in Gqeberha actively represented members in grievances, disciplinary hearings, conciliations, and arbitrations, addressing issues such as recognition of long service, post-grading disputes, unfair labour practices, unfair dismissals, miscalculations of overtime, and alleged misconduct in supply-chain processes.

Labour-related matters concluded during the report period are set out below:

- Disciplinary hearings: 15 (all successful)
- Conciliations: 32 (6 successful)
- Arbitrations: 16 (10 successful)
- Grievances: 5 (3 successful)

The Office obtained and implemented six enforcement actions, including one where the Head of Department of the Eastern Cape Department of Social Development and Health had assets attached by the Sheriff following a writ of execution. An additional six writs of execution were in process with the Sheriff against the same Departments by the end of the report period.

Legal assistance was approved for members in the following cases:

- One *Labour Relations Act* section-158 case, in which the employer contested a chairperson's ruling
- Two unfair dismissal cases
- One remuneration dispute pending before the Labour Court

A total of R828 042 was awarded in compensation to PSA members during the report period. Through these successes, the Provincial Office in Gqeberha significantly strengthened the Union's profile in the Province, ensuring that members' rights were protected, and workplace injustices were addressed with professionalism and determination.

In protecting the rights of members and offering optimal member representation, the following statistics on cases handled were recorded by the Provincial Office in Mthatha:

- Disciplinary hearings: 17 (15 successful)
- Arbitrations: 21 (12 successful with monetary awards amounting to R2 480 097.21)
- Grievances: 12 (9 successful)
- Conciliations: 12 (3 successful)
- Legal assistance cases approved: Three (one successful with the member being reinstated, and two cases were still at the Labour Court by the end of the report period)

The Office challenged the employer regarding OHS violations at the Department of Public Works (PRD Building, Mthatha), the Department of Health (Mpozolo Clinic), and the Department of Home Affairs (Cofimvaba). Some of the complaints were partially addressed and members were updated by means of newsletters. Structure members and shop stewards were encouraged to report and submit any OHS concerns encountered in the respective workplaces.

Free State

The Free State Provincial Office remained committed to safeguarding the workplace rights of members.

Notable progress was made compared to the previous year, particularly in improving adherence to prescribed turnaround times for case handling and member support. The Office effectively utilised available case-management tools to track and monitor progress with member disputes, ensuring that consistent and timely feedback was provided at every stage of the process.

Labour Relations Officers, supported by Members' Affairs Coordinators, were encouraged to prepare thoroughly for each case. This included detailed consultations with members to explain the rationale behind selected strategies or approaches, ensuring transparency and member confidence. Regular engagements with shop stewards continued to play a vital role in identifying and addressing workplace challenges. This collaborative approach resulted in many issues being resolved at institutional level. Matters that remained unresolved were escalated to the relevant bargaining chambers for further intervention.

Legal assistance was pursued as last resort after all internal avenues had been exhausted. Despite a high turnover of Labour Relations Officers during the report period, the team - supported by six Full-Time Shop Stewards and five shop stewards - successfully delivered critical support and representation to members. The following table reflect members' rights-related activities undertaken during the report period:

- Conciliations: 65 (29 successful)
- Arbitrations: 14 (11 successful)
- Disciplinary hearings: 8 (5 successful)
- Grievances: 66 (56 successful)
- Total: 153 (101 successful)

The monetary value secured in favour of members amounted to R775 025.10.

Gauteng

The Provincial Office in Johannesburg utilised the skills, experience, and abilities of its labour relations component (consisting of four Labour Relations Officers) to protect and promote the rights and interests of members in the province, through attendance of hearings, conciliations, arbitrations and Labour Court matters. The Labour Relations Officer team built relationships with attorneys and ensured that all court matters that came through the Office underwent a rigorous process of being weighed against legislation before being referred to any Labour Court forum. This ensured the continued success of the PSA in court with very few losses recorded.

A total of 633 cases were recorded by the Office during the report period as follows:

- Grievances: 291 (some were referred as conciliations and arbitrations)
- Hearings: 192 (some were referred as conciliations and arbitrations)
- Enquiries: 150

The Office concluded the following cases:

- Conciliations: 74 (eight successful, noting that the 66 unsuccessful cases were referred for arbitration, but only 30 were completed with 15 being successful).
- Hearings: 39 (27 successful, noting that unsuccessful cases with good prospects of success were referred to the Labour Court through various processes).
- Grievances: 80 (44 successful).

The Office worked closely with five Full-Time Shop Stewards and numerous shop stewards during the report period to ensure that members received exemplary service. Shop stewards were mainly used to deal with grievances at institutional level to ensure that Full-Time Shop Stewards and Labour Relations Officers were available to attend to more serious matters.

In three cases, cost orders were obtained in favour of members. All of these were by the end of the report period in the process of taxation through the taxing master.

The Johannesburg Office during the report period had 30 approved cases being addressed by attorneys and the PSA legal team. An amount of R382 269.49 was spent on legal-aid cases allocated to external attorneys during the report period.

The Provincial Office in Pretoria continued to experience a steady increase in cases recorded during the report period, placing pressure on resources. The Office recorded 747 new matters, which resulted in an excessive amount of time allocated to perusal of documents. This was an increase from 712 cases reported in the previous report period (5% increase). The statistics below reflect a general increase in cases reported, with the spike in disciplinary hearings being concerning. The assessment was that even less serious misconduct cases were approached as formal disciplinary actions.

- Conciliations: 106 (29 successful)
- Arbitrations: 82 (43 successful)
- Disciplinary hearings: 108 (70 successful)
- Grievances: 122 (66 successful)

The Office made use of seven Full-Time Shop Stewards provided as per various agreements and all Labour Relations Officer vacancies were filled.

During the report period, the Office experienced a seasonal rise in policy and procedure in incapacity leave and ill-health retirement applications submitted by members of which many were declined owing to a lack of evidence of incapacity or, in some instances, medical practitioners not completing forms diligently. The increase in incapacity applications was owing to the sick-leave cycle ending in December 2024.

Grievances and conciliations were mostly unsuccessful as the employer had no willingness to investigate and resolve grievances or to settle matters at conciliation phase.

There was a further decline in the number of cases approved for legal assistance on a year-on-year basis. A total of 28 cases were approved for legal assistance and 22 cases were assigned to the PSA's internal Legal Services, which assisted in reducing expenses. A total of nine matters were approved to oppose review applications at the Labour Court as the employer, specifically National Departments, referred almost all matters to the Labour Court, if such matters were not in its favour. It was noted that the implementation of awards was not a priority for government, with a significant increase in contempt proceedings. This remained a persistent and frustrating problem as matters take years to finalise, with no speedy resolve for members who were disadvantaged during such processes. A total amount of R6 882 995.16 was, however, secured on behalf of members.

KwaZulu-Natal

The Provincial Offices in Durban and Pietermaritzburg regarded the protection of members' rights as an important strategic objective and actively participated in stepping in for members. PSA Labour Relations Officers together with shop stewards represented members in conciliations, arbitrations, and disciplinary hearings.

Assistance to members at the Provincial Office in Pietermaritzburg during the report period is reflected by the following statistics:

- Conciliations: 77 (40 successful)
- Arbitrations: 58 (33 successful)
- Disciplinary hearings: 119 (59 successful)
- Grievances: 120 (61 successful)
- A total of three Labour Court judgements were delivered during the report period.

The monetary value attached to instances where awards and agreements were made in favour of members, amounted to R654 809.97. A total of 23 trained shop stewards assisted the Office during the report period with labour-related matters.

Labour Relations Officers and shop stewards at the Provincial Office in Durban were committed to putting in extra efforts in protecting members' rights. A total of 37 trained shop stewards assisted the Office during the report period with labour-related matters. A Full-Time Shop Steward at the Office was awarded as being the best performing shop steward nationally during the report period.

Assistance to members by the Office during the report period is reflected by the following statistics:

- Conciliations: 29 (7 successful)
- Arbitrations: 49 (12 successful)
- Disciplinary hearings: 100 (27 successful)
- Grievances: 175 (36 successful)
- No final resolution of Labour Court cases took place during the report period

The monetary value attached to instances where awards and agreements were made in favour of members, amounted to R29 959.75.

Limpopo

The Provincial Office in Limpopo took pride in representing members in rights matters in various departments in the five districts of the Province. The Office dealt with 451 new cases during the report period. The Labour Relations Officers and Members' Affairs Coordinators utilised the PSA's case management system to communicate with members and provide regular feedback on cases. The Office was assisted during the report period with labour-related matters by eleven trained shop stewards.

The monetary value awarded to members during arbitration and settlement proceedings amounted to approximately R1.5 million.

Members were assisted as follows:

- Conciliations: 12 (2 successful)
- Arbitrations: 42 (22 successful)
- Disciplinary hearings: 130 (110 successful)
- Grievances: 267 (230 successful)
- No final resolution of Labour Court cases took place during the report period.

Mpumalanga

The Provincial Office successfully represented members in cases as listed:

- Unfair dismissal payments to members: R440 400
- Interpretation and arbitration of policy: R302 937
- Unfair labour practice: R1 116 491.17

The total monetary value secured for members amounted to R1 859 828.17.

The Office did not have any contempt proceedings before the Labour Court.

The following cases were dealt with during the report period:

- Disciplinary hearings: 88 (42 successful)
- Conciliations: 50 (10 successful)
- Arbitrations: 51 (27 successful)
- Grievances: 260 (50 successful)

Northern Cape

The Provincial Office successfully obtained a collective amount of R223 245.31 in arbitration awards for members. All concluded cases for the report period are reflected below:

- Disciplinary hearings: 38 (16 successful)
- Conciliations: 54 (15 successful)
- Arbitrations: 84 (18 successful)
- Grievances: 4 (2 successful)

The Office successfully applied for legal assistance in four cases in 2024, which were referred to the Labour Court.

The Office objected to the use of dilapidated offices and ensured that the Department of Transport, Safety and Liaison's Ocean Buscett Office was closed by means of a prohibition notice as the office was not compliant with *Occupational Health and Safety Act*.

The Provincial Office's success was supported by continued observance of the PSA's norms and standards, use of the case-management tool, and a dedicated team of Labour Relations Officers, Full-Time Shop Stewards/Office Bearers, and shop stewards.

North West

The Provincial Office effectively assisted members in various Departments in grievances, conciliations, arbitrations, hearings, and Labour Court cases, dealing with 250 cases in total. Statistics reflect a high success rate in addressing disputes at all levels.

Related statistics are as follows:

- Conciliations: 38 (36 successful)
- Arbitrations: 53 (34 successful)
- Disciplinary hearings: 76 (37 successful)
- Grievances: 83 grievances (72 successful).

The Office had many successes and received a number of rulings related to compensation in members' favour. One such case involved a member who applied for a post of Deputy Director and met the requirements but was not shortlisted. The Commissioner found the employer's conduct to have been unfair and awarded the member compensation for R151 845. In another matter, two members were appointed to acting positions on level seven without remuneration. A settlement agreement was entered into at arbitration and the members received letters appointing them to level seven.

In another matter a member was unfairly suspended. A dispute was referred in terms of the relevant section. It was found that the suspension was procedurally unfair and had to be uplifted with immediate effect, with compensation for the member amounting to R407 192.

The total value of awards secured for members during the report period amounted to R631 501.61.

Western Cape

Excellent representation by the Provincial Office's four Labour Relations Officers and eleven Full-Time Shop Stewards was central to the service offering to members. During the report period, the following cases were finalised:

- Conciliations: 18 (3 successful)
- Arbitrations: 79 (41 successful)
- Disciplinary hearings: 159 (112 successful)
- Grievances: 212 (117 successful)

The Office also had 14 cases before the Labour Court during the report period, where members were assisted with legal representation from a panel of lawyers and internal legal representatives.

Office bearers from the province's 23 structures, assisted by shop stewards, also dealt with numerous enquiries from members as well as less serious disciplinary hearings, incapacity hearings, and grievances. Disciplinary charges varied from matters related to assault, absenteeism and harassment/ bullying. Some members were found not guilty on all charges, whilst others received lesser sanctions than expected, leaving the members satisfied with the outcomes.

For all serious sanctions, appeals were submitted and where unsuccessful, those with arguable merits were referred as unfair dismissal disputes. Arbitrations included matters related to unfair labour practices related to promotion, benefits, precautionary suspensions, and unfair dismissals.

The Provincial Office further embraced the issue of mentoring. Labour Relations Officers and Full-Time Shop Stewards were accompanied by shop stewards to arbitrations and disciplinary hearings on a regular basis.

PSA internal Legal Section

The *table below* reflects legal-cost savings effected during the report period by means of the PSA internal Legal Section:

Month	Cost
April 2024	R135 824.36
May 2024	R165 325.13
June 2024	R345 190.67
July 2024	R380 205.78
August 2024	R203 729.15
September 2024	R246 573.87
October 2024	R630 954.25
November 2024	R468 609.07
December 2024	R84 785.65
January 2025	R258 195.98
February 2025	R232 239.53
March 2025	R519 498.55

PSA internal Legal Section finalised matters (1 April 2024 to 31 March 2025)	
Forum	Number
Council	2
Departmental disciplinary hearing (Magistrate Commission)	1

Active matters	
Forum	Number
Labour Court	73
Arbitrations	11
Internal	9

Liaison

The PSA's total, audited membership figure increased from 245 297 on 1 January 2024 to 250 003 on 31 December 2024, representing a growth of 4 706 members.

**Note: Growth and recruitment figures are based on annual audited membership figures, whilst all other activities reflect the financial year from 1 April 2024 to 31 March 2025.*

This growth would not have been possible without Chairpersons', shop stewards', Full-Time Shop Stewards', and Office Bearers' consistent efforts and deep-rooted commitment to the PSA and the Union's members. The growth figure is not merely a numerical achievement, but a reflection of the trust and confidence that public servants place in the PSA, thanks to a large extent to hard work on the ground. The professionalism with which this group of stakeholders conduct themselves in challenging environments does not go unnoticed. Their ability to navigate workplace issues with integrity and resilience exemplifies the values that define the PSA.

The liaison team also, along with membership administration and income teams, achieved significant results in a competitive environment with various challenges. Automating the follow-up process for non-paying members also significantly contributed to an increase in paying members.

Membership distribution

Provincial Office	Membership
Eastern Cape: Gqeberha	13 714
Eastern Cape: Mthatha	13 634
Free State	24 121
Gauteng: Johannesburg	24 175
Gauteng: Pretoria	46 377
KwaZulu-Natal: Durban	26 719
KwaZulu-Natal: Pietermaritzburg	22 329
Limpopo	19 490
Mpumalanga	13 495
North West	14 776
Northern Cape	9 011
Western Cape	22 162

The *accompanying table* reflects the PSA's membership distribution per PSA Provincial Office as on 31 December 2024.

Provincial notes

Detailed information on each province's achievements, challenges, and initiatives is provided below.

Eastern Cape

With only two Organising/Marketing Officers, the Gqeberha Office successfully recruited 1 023 new members. This accomplishment is attributed to the strategic implementation of open days and mass information-sharing meetings, supported by PSA's valued business partners. During the report period, the Gqeberha Office proudly secured the position of the second-highest recruiting office in the Department of Correctional Services national competition. Such initiatives contributed to membership growth and served to recognise and honour the province's top recruiters.

The Mthatha Office membership figure closed at 13 634 members for the 2024-recruitment year. The Office capitalised on open days, competitions, and member one-on-one engagements in maximising recruitment efforts. Business partners were taken along, leading to successful collaborations.

The Offices in the Eastern Cape ensured fully functional branches and committees with the assistance of support staff, who played a key role in ensuring that structures met in line with the *PSA Statute* requirements. Notably, the Offices achieved cost savings by conducting two virtual meetings and one physical meeting, as well as by encouraging carpooling when attending structure meetings, thereby reducing travel costs associated with members using individual vehicles. Compliance with the submission of minutes within 30 days, as required by the *PSA Statute*, was maintained. The inclusion of standing agenda items related to rights, collective bargaining, and liaison served as consistent reminders of shop steward responsibilities to structure members.

Several critical OHS-related issues were identified during the report period, resulting in significant developments across various departments and facilities.

Structures and shop stewards were encouraged to continue recruitment efforts whilst maintaining vigilance in the implementation of policies and adherence to OHS measures. Labour Relations Officers and Organising/Marketing Officers, assisted by Full-Time Shop Stewards, ensured proper identification and handling of OHS matters in the departments. This co-ordinated approach demonstrated the commitment of all involved to uphold health and safety standards in workplaces.

The report period was marked by vibrant activity and a strong commitment to member service across the province. The Mthatha Office hosted a successful Workers' Day celebration, with more than 1 600 members attending.

In addition, a sports day in celebration of PSA Day brought together PSA employees and members from various departments, strengthening relationships and fostering teamwork. Another notable highlight was the successful hosting of Intersectoral Members' meetings, which demonstrated the province's capacity to mobilise and engage members across sectors, reinforcing the PSA's role as a unified force.

Consistent communication with members was prioritised, providing feedback through general meetings and staying connected *via* active *WhatsApp*-group participation. A healthy and values-driven environment was fostered for PSA employees and shop stewards with the PSA values upheld and embraced across structures.

Free State

The Free State Provincial Office continued to effectively support, empower, and maintain strong relationships with member structures and union representatives. These efforts were central to advancing member engagement and strengthening the PSA's visibility across the province. Despite sector-wide challenges, including an increase in public service employees exiting the workforce owing to natural attrition, the province experienced a steady membership growth of some 339 members during the 2024-recruitment year. This positive trend is largely attributed to the dedication of Organising/Marketing Officers who drove targeted recruitment efforts through special campaigns and continuous outreach initiatives.

This sustained growth and retention highlighted the value that members continue to place on PSA representation and support.

Gauteng

In the recruitment of members, Organising/Marketing Officers ensured that they employed all modes and mediums of communication, such as *WhatsApp* groups, newsletters, media statements, mass meetings, open days and recruitment drives to reach members throughout the province. This ensured constant communication between the Offices and members in the province, thus promoting visibility and accessibility. Recruitment drives were held in various institutions in the Johannesburg region such as DCS, EMS, Education, and SARS, which saw an overall growth in membership of 1 023 members.

The Organising/Marketing Officer portfolio did not limit functions to recruitment but ensured that it created awareness around members' rights in respect of buildings that are not compliant with OHS standards as set out in the *OHS Act*.

Business partners formed and integral part of the Office's recruitment strategy and were utilised at all mass meetings and open days. They also assisted with providing recruitment material during such visits.

Training in the Johannesburg region was a vital part of empowering newly elected shop stewards and also facilitated the renewal of knowledge and skills for shop stewards. The Office initiated its own office training conducted by its Labour Relations Officers in various departments where training was done on the grievance procedure and rights matters as regulated in PSCBC Resolution 1/2003. Other initiatives were initiated by the training division and Fedusa in which shop stewards in the Johannesburg region participated. The Office understands that a shop steward without knowledge is unable to assist those who have issued a mandate. For this reason, training will remain a central part of the PSA and the Union's operations.

The Pretoria Provincial Office membership showed a net growth of 1 598 members during the 2024-recruitment year, with the Office's membership standing at 46 377 members on 31 December 2024. Full-Time Shop Stewards assigned to the Office made valuable contributions to recruitment, with two of them being recognised amongst the top ten as recruiters.

Business partners formed an integral part of the Office's recruitment strategy and were utilised at all mass meetings and open days. They also assisted with recruitment material during such visits.

Training interventions were arranged on an ongoing basis for shop stewards and newly elected branch management members. Close on 100 newly elected committee members were trained during the report period.

Shop stewards were also identified to attend Fedusa and Workers' College training during the report period.

The Office further actively embraced the mentoring of shop stewards by pairing them with Labour Relations Officers to observe proceedings, including arbitrations, disciplinary hearings, *etc.* Identified shop stewards also attended the arbitration process course, presented by Fedusa.

KwaZulu-Natal

Since membership growth is an important strategic objective, the Provincial Offices in KwaZulu-Natal focused on recruitment of new members and reported a net growth of over 134 members during the 2024-recruitment year. To achieve this recruitment, Organising/Marketing Officers and shop stewards assisting with recruitment and visited more than 6 500 workplaces. Organising/Marketing Officers and shop stewards received extensive training offered by the PSA's Training Officer to empower them in marketing skills. Membership was retained by means of service delivery and intensified communication in the form of newsletters and media statements, illustrating the Offices' commitment to protect members' rights and to promote their interests.

Growth in all sectors was monitored to ensure that the PSA remained to have the majority of membership in most departments in the province. Recruitment drives were prioritised at the South African Police Service, the Department of Correctional Services, and the Department of Education. Both Offices regularly followed up on members who resigned their membership of the PSA with the objective to retain as many as possible members and minimise resignations.

The Offices also focused on member structure empowerment to assist with recruitment and servicing of members. Since structures are important stakeholders in the operations of Provincial Offices, training was provided to structures in dealing with assistance to members in relation to grievances and disciplinary hearings, obtaining mandates, and identifying of matters for collective bargaining.

Limpopo

The growth of PSA membership in Limpopo remained a strategic priority. Organising/Marketing Officers together with committed shop stewards recruited 2 186 members and visited more than 2 500 workplaces. The commitment of shop stewards in growing PSA membership was illustrated by a Limpopo shop steward being named as the top recruiter for 2024.

The retention of members is equally important, and the Provincial Office continued with its campaign of no tolerance for OHS non-compliance by various departments and to reflect visibility in all parts of the province. The Office furthermore continued with an intensified communication strategy in reaching as many as possible public servants with regular media statements and newsletters, ensuring that members' interests were promoted and creating brand awareness. The Office also prioritised immediate follow up of member resignations to retain as many members as possible.

The various member structures of the province were active and held the required statutory meetings. Training was provided to structure members by Fedusa to empower them to assist the Office in its operations. Structures also assisted the Office by identifying matters that gave rise to media statements and newsletters.

Constant engagement by active shop stewards with respective employers resulted in a reduction of matters escalated to the Provincial Office as workplace disputes were prevented. Full-Time Shop Stewards and the Provincial Office Bearers also contributed greatly with recruitment and servicing of members.

Mpumalanga

The Provincial Office focused on marketing and membership growth, visiting more than 700 workplaces and recording a net growth of 414 members added to the membership total in the province of 13 495. The optimal use of shop stewards, Full-Time Shop Stewards, and business partners contributed to the success of recruitment in the province. The declaration of every Friday as a recruitment day and provincial competitions supported visibility and recognition of member structures that participated in all activities. Recruitment drives also assisted in boosting the visibility and servicing of members in deep-rural areas.

The Office collectively, and with assistance from Full-Time Shop Stewards/Full-Time Office Bearers and member structures, contributed to the retention of members.

Capacity-building workshops were conducted in all four districts of the province. Training of 200 shop stewards in all four districts was conducted, emphasising basic shop stewards training and members' rights. Secretaries and Chairpersons of member structures also received induction training.

When Labour Relations Officers and the Full-Time Shop Stewards/Full-Time Office Bearers attended to workplace matters, local shop stewards were invited to observe as part of capacity building, which yielded positive results for the PSA's growth and visibility in workplaces.

Northern Cape

The Provincial Office registered a growth of 298 new members during the 2024-recruitment year. The two Organising/Marketing Officers conducted several liaison tours in the province during which members were serviced. The Office retained members, with the cancellation rate being significantly reduced through timeous and consistent intervention strategies.

North West

The Provincial Office recorded a growth of close on 500 members during the 2024-recruitment year and reduced cancellations significantly. The optimum use of shop stewards and Full-Time Shop Stewards contributed to recruitment successes. Organising/Marketing Officers undertook four successful tours and enhanced the PSA's visibility across the province.

These interventions yielded good results whereby membership representation levels at the South African Revenue Service, the Department of Correctional Services, the Department of Water and Sanitation, and the Department of Employment of Labour recorded significant improvements ranging from above 75% to 100% membership representation.

Business partners were involved in open days and structured meetings, which further contributed to growth and the retention of membership.

The Provincial Office conducted shop steward training at Mahikeng Provincial Hospital for different departments, where more shop stewards were encouraged to assist members.

Western Cape

The Provincial Office's three Organising/Marketing Officers assisted by Full-Time Shop Stewards and shop stewards diligently recruited 2 533 new members. This resulted in a positive membership growth of 311 for the Western Cape, adding to a total of 22 162 members.

A total of eight liaison tours were conducted where Organising/Marketing Officers visited members in outlying areas. Other activities included open days, with business partners being involved at events and running competitions. After a recruitment competition was initiated, shop stewards showed their commitment to grow the Union by submitting 83 application forms during the hosting of the annual Intersectoral meeting.

Recruitment of CS-Educators gained momentum and the ELRC Branch gained more than 250 new members.

All structures in the Western Cape held the requisite statutory meetings and a successful Intersectoral meeting was hosted in March 2025.

The Provincial Committee for Pensioners in the province grew the Western Cape pensioner membership through the adoption of a recruitment campaign focused on members who were about to retire.

Branch for Associate Members: Public Service Pensioners

The restructured Group Branch Associate Members: Public Service Pensioners, with representation in all nine provinces, has been operational for a full year. The Branch set itself a number of goals, which it was actively working towards, namely:

- Improved visibility in PSA structures. In the provinces, provincial pensioner committees started becoming actively involved with PSA events, thus gradually advancing the Branch's visibility.
- Rebuild Branch to former strength. The last decade saw the Branch's membership decline through natural attrition and other causes faster than recruitment occurred. To turn this around, the active effort by the Branch to draw upon the power of shop stewards in recruiting members going on retirement was starting to bear fruit.
- Provide additional capacity to the PSA. With the wealth of institutional knowledge in the ranks of the Pensioner Branch, it seemed a shame not to use this to the benefit of the PSA by providing the Union with additional capacity. Particularly so, in respect of assisting with training, handling of cases, recruitment, *etc.* A start was made in the Free State with assistance in cases and in the Western Cape, where positive recruitment of working members occurred.
- Motivate for improvements and benefits for pensioners. This continued objective was taken on with a better understanding of issues. According to the *Government Employees Pension (GEP) Law*, pension benefits can only be changed by negotiation at the PSCBC. Pension benefits are a matter of mutual interest, and any changes sought need to get a buy-in from structures. The Branch successfully motivated for support for the amendment of Rule 23.2.1 at the PSA National Chairpersons' Forum.

The proposed amendment seeks to change the basic pension increase from at least 75%, as stipulated in the GEP rules to at least 100%. This would prevent trustees from reverting to the minimum 75% increase in years when the Consumer Price Index (CPI) was higher than average. The matter was ongoing by the end of the report period.

A new matter that arose at the end of the report period was that of the interpretation of the CPI used for determining pension increases, *i.e.*, Year-on-Year *versus* Yearly Average. The Branch considered the present Year-on-Year index used as unsuitable and too erratic, allowing extreme highs and lows. The Branch was by the end of the report period following up on how to deal with the matter.

- Aid and assistance to pensioner members and their spouses. In thus continued objective, over the past year numerous pensioner members and their spouses were assisted in respect of the GEPF, medical-aid issues, etc. The Gauteng Committee also provided assistance to members of the League of Former Police Officials. To assist with handling this objective, fruitful interactions took place with representatives from the GEPF and GEMS during various National Management meetings during the report period.
- Social responsibility. The Branch's Western Cape Provincial Committee used the opportunity when PSA called for nominations for welfare donations and successfully nominated Elim Night Shelter to be assisted.

Changes in management structure

Mr Gideon Serfontein stepped down from the position as Chairperson of the Gauteng Provincial Committee for health reasons, whilst remaining a member of the Committee. Mr Serfontein was elected as Secretary of the Group Branch Pensioners in 2006 and in 2014 was elected as Chairperson. With the restructuring of the Group Branch, he was elected as the Chairperson of the Gauteng Committee. His loyal service over the years as an office bearer in the Branch is recognised and appreciated. Mr Frik Bell was welcomed as the new Gauteng Provincial Chairperson.

Meetings

During the report period, the Branch held four constructive management meetings in Pretoria. Members' meetings were held in Pretoria (Gauteng) and in Cape Town (Western Cape). The Western Cape meeting saw a sharp increase in participation, undoubtedly fuelled by frustration and unhappiness regarding the 2.9%-pension adjustment announced a few weeks earlier.

It is the intention to pursue the possibility of holding members' meetings in all provinces in future.

Communication

Communication with retired members brings its own challenges, also owing to technological reasons. The Western Cape, however, has a fairly successful *WhatsApp* group and it is hoped to expand this to other provinces.

Training

This report covers key interventions during the report period of 1 April 2024 to 31 March 2025.

National Branch Induction training

The National Branch training was conducted by the PSA Training Officer in conjunction with the respective Provincial Managers. A total of 1 091 Branch members were trained nationally during April and May 2024. The training was aimed at empowering newly elected Branch members in their role and responsibilities in their capacity as Branch member. The *graph* on *page 32* reflects the number of delegates trained per province nationally.

National Full-Time Shop Steward and Full-Time Office Bearer training

The training was held from 9 to 12 June 2024 in Johannesburg, conducted by an external service provider and the PSA internal Legal team, with 94 delegates being trained. Subject matters covered in the training included advanced negotiation skills, also incorporating notions of political intelligence, cross-cultural communication, and persuasion theory.

SASLAW Annual National Conference Programme: 11 and 12 September 2024

PSA Legal Officers together with the Senior Clerk attended the SASLAW Conference in KwaZulu-Natal.

PSA Organising/Marketing Officers and Labour Relations Officers training: 29 to 30 January 2025

Annual training was conducted for 108 participants on the various topics including the Strategic plan 2025, taking recruitment to a higher level, Policy and Procedure on Incapacity Leave and Ill-Health Retirement Training, a sharing and learning session, and essential services.

PSA Members' Affairs Coordinators and Office Assistants training

Annual training was conducted for 103 employees on topics such as brand awareness, diversity, the new S&T system, and labour relations/communications.

ELRC training

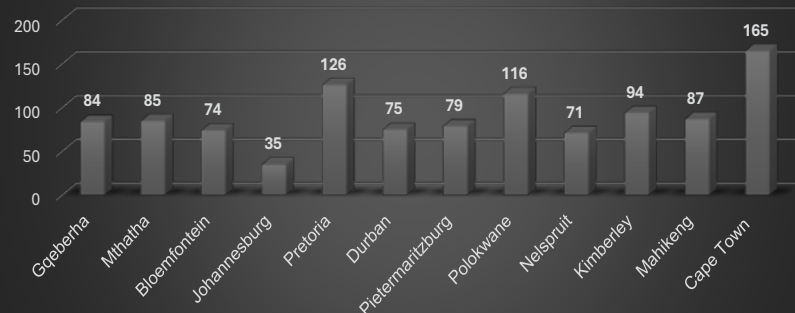
ELRC Branch training was conducted in February and March 2025. This workshop was rolled with funding received from the CTU-ATU and was aimed at building the capacity of PSA shop stewards in the ELRC to improve PSA visibility, activism, and effective representation of members in the ELRC. Participants were provided with a resource book with all policies, procedures and collective bargaining agreements applicable to the ELRC. The PSA Training Officer covered various topics including unfair dismissals, unfair labour practices and unfair discrimination; grievance and disciplinary procedures in public service; Grievance Procedure for Educators Policy; Procedure on Incapacity Leave and Ill-Health Retirement; Department of Education Policy on Temporary Incapacity Leave and Permanent Disability; and case handling/management and disciplinary hearing.

Fedusa training

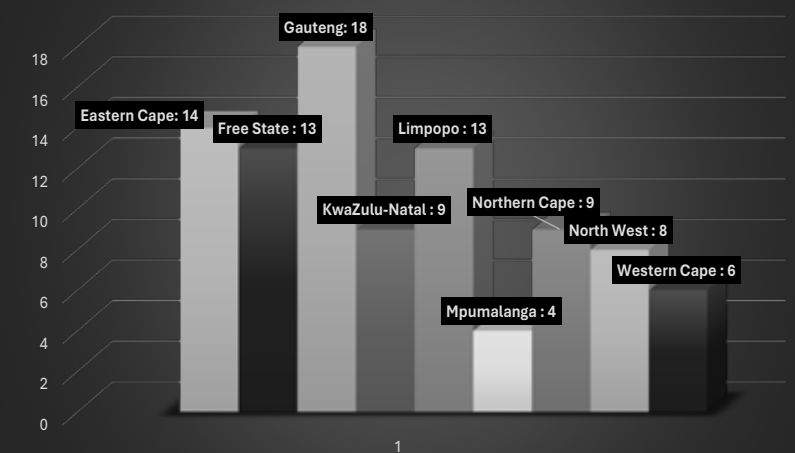
As an affiliate of Fedusa, the PSA receives invitations to send members and employees to training programs and seminars. During the report period, the PSA sent participants to the following programs:

- Ditsela National Labour Law: Arbitration Course - 25 to 27 October 2025 (Johannesburg) - 2 PSA participants.
- Training: Illicit Financial Flows, Profit, Shifting, and Wage Evasion - 29 to 30 October 2024 (Johannesburg) - 13 PSA participants.
- Ditsela National Occupational Health and Safety Course - 3 to 6 September 2024 - 2 PSA participants.
- Two-pot system and death-benefit training - 12 November 2024 (Potchefstroom) - 2 PSA participants.

National Branch Induction



ELRC Branch training



Mentored shop stewards vs utilisation



Mentorship

A mentorship programme for shop stewards under the guidance of the PSA Training Officer resulted in 118 shop stewards being mentored in this ongoing the project.

Corporate social investment

The PSA, during the report period, launched the first phase of the #Clinic project, aimed at providing support to the South African Health Sector by assisting clinics across the country with identified needs related to health and safety. Various clinics serving communities were assisted with long-term solutions such as critical renovations, cleaning equipment, fencing, water tanks, purified water, first-aid kits, fire extinguishers, solar lights, shelters, *etc.*

The following clinics were assisted:

- **Park Centre Clinic** (Eastern Cape – Gqeberha area): Renovations, branded sign board, and solar lights.
- **Mjanyana Hospital** (Eastern Cape – Mthatha area): Brush cutters, vacuum cleaner, water purifier, branded sign board and solar lights.
- **Makoane Clinic, Monontsha Clinic, and Makateng Clinic** (Free State): Water tanks, installation of water pumps, and branded sign boards.
- **Chaiwelo Clinic, Magagula Clinic, and PJ Maree Clinic** (Gauteng - Johannesburg area): Renovations, benches, shelter, structure, solar lights, and branded sign boards.
- **Suuruman Clinic, Gazankulu Clinic, and Maria Rantho Clinic** (Gauteng – Pretoria area): Structures to serve as consulting rooms, office desks, chairs, and branded sign boards.
- **K Clinic Umlazi and Glebe Clinic Inanda** (KwaZulu-Natal - Durban area): Guard huts and branded sign boards.
- **Sangonzima Clinic, Northdale Clinic, Montbelo Gateway Clinic, Gugwini Clinic, Ibisi Clinic, Osizweni Clinic 2, Rosary Clinic, Osizweni 1, Appelsbosch Hospital, and Khan Road Clinic** (KwaZulu-Natal: Pietermaritzburg area): Water tanks, trees, and branded sign boards.
- **Shongoane Clinic, Dr MMM Health Care Centre, Lebaka Clinic, Nkhensani Clinic, Matiyani Clinic, and Gateway Clinic** (Limpopo): Chainsaws, solar lights, and branded sign boards.
- **Doornkop Clinic** (Mpumalanga): Renovations.

- **Kimberley City Clinic** (Northern Cape): Fencing, furniture, pedestrian gate, motor for vehicle gate, and branded sign board.
- **Motlhabeng Clinic** (North West): Renovations, solar lights, and branded board.
- **Retreat Community Health Centre, Hanover Park Community Health Clinic, Dr Abdurahman Clinic, Vanguard Community Health Clinic, Khayelitsha Site B CDC, and Macassar CDC** (Western Cape): Generator, gate, fire extinguishers, first-aid kits, reflector bibs, safety awareness boards, and branded sign boards.

The PSA's total investment in these interventions amounted to R774 435.20.

In addition, PSA Provincial Offices undertook various projects in support of communities as set out below:

- **Eastern Cape – Gqeberha area:** Klippaat Senior Secondary School was assisted with a printer and paper.
- **Eastern Cape – Mthatha area:** A community member was assisted with a wheelchair, commode chair, and other medical items.
- **Eastern Cape - Co-branded marketing materials** were donated to Duncan Village Youth Developmental Initiative, initiated by the PSA's Business Administration Section.
- **Free State:** The Kidz Care Trust was assisted with 18 mattresses.
- **Gauteng – Pretoria area:** Rodney Mokoena Prep School was assisted with school shoes for learners. A member who lost his belongings in a house fire was assisted with a gas stove and a gas cylinder. A member in severe need was assisted with school fees and stationery.
- **KwaZulu-Natal – Durban area:** Gobhogobho Primary School was assisted with painting of the school building and a branded sign board.
- **KwaZulu-Natal – Pietermaritzburg area:** Nhlanzadolo High School and Bulwer Secondary School were assisted with 20 bicycles for learners.

- **Limpopo:** Mahubahube Clinic was assisted with a shelter for patients.
- **Mpumalanga:** KwaManala Secondary School was assisted with replacing broken window panes and a branded sign board.
- **North West:** Doornhoek Farm School was assisted with school shoes for learners.
- **Western Cape:** Movement Championing Change NPO was assisted with banners and six schools from disadvantaged communities were assisted with stationery and pencil cases.

The PSA's total investment in these provincial interventions amounted to R278 993.27.

In the PSA's active support of South African communities and to address the creation of a conducive teaching and learning environment, the PSA completed the donation of 3 223 solar LED lights to Grade 11- and -12 learners to assist them with studying during load-shedding.

As part of the General Manager's donations initiative, Action for Blind and Disabled Children was assisted with a donation of R5 000.

In the spirit of International Nelson Mandela Day, the PSA reached out to identified police stations. PSA employees donated funds, and the PSA, in partnership with business partner, Dignity, donated dignity packs to identified police stations aimed at providing essential items to those in need.

The Union has, since its inception in 1920, been committed to diversity, especially related to the rights of women. The PSA's commitment to equal treatment of women, for example, led to the amendment of section 14(7) of the *Public Service Act, 1957*. The PSA's track record in opposing discriminatory laws and practices is impressive, yet its role in empowering women extends further. August is annually celebrated by marking Women's Month, where tribute is paid to the thousands of women who marched on 9 August 1956 to be heard. In 2024, the PSA hosted a National Women's Day event in KwaZulu-Natal. An amount of R2 000 from the ticket sales was used towards the purchase of blankets for uMlazi Hostel floods victims in Durban.

The PSA further annually supports welfare and charity organisations. PSA Branches are invited to nominate needy institutions to benefit from this financial assistance.

During the report period, the PSA assisted the following organisations, based on nomination by Branches as indicated, with an amount of R6 250 each:

Bana Pele Children's Home, Gauteng (nominated by Industrial Development Corporation of South Africa), Elim Night Shelter, Western Cape (nominated by Western Cape Pensioners), Game Changers 4 Life, Western Cape (nominated by Department of Defence), and the Eastern Cape Braille and Print Institute, Eastern Cape (nominated by GPSSBC Eastern Cape).

The PSA awards the Stiglingh Memorial Bursary annually to students engaged in medical or natural sciences studies from funds allocated by the late JH Stiglingh. During the report period, three qualifying students from the University of the Western Cape, the University of Cape Town, and the University of Stellenbosch respectively, each received an award of R10 000.

Human resources

On 1 January 2023, the PSA commenced with the implementation of its approved Employment Equity Transformation Plan and Procedures (EETPP) for the five-year period 1 January 2023 to 31 December 2027.

During the reporting period of 1 April 2024 to 31 March 2025, the PSA's overall workforce profile reflected an increase of 0.22% from 95.55% (236) as at 31 March 2024 to 95.77% (249) at the end of the period under review in respect of employees from designated groups. Employees from the non-designated groups decreased in percentage from 4.45% (11) to 4.23% (11) at the end of the report period. The PSA's representivity statuses in the respective occupational levels as at 31 March 2025 were as follows:

Since 1 April 2024 until the end of the period under review, 100% (22) of employees recruited by the PSA came from the designated groups and 0% (0) from the non-designated group. Hundred percent (100%) of employees (seven employees) promoted from within the PSA came from the designated groups and 0% (0) from the non-designated group. Terminations for the said period constituted 100% (nine) from the designated groups, of which 22% (two) were white females. The non-designated group constituted 0% (0) of the terminations.

The PSA remains fully committed to achieving a fully transformed workplace.

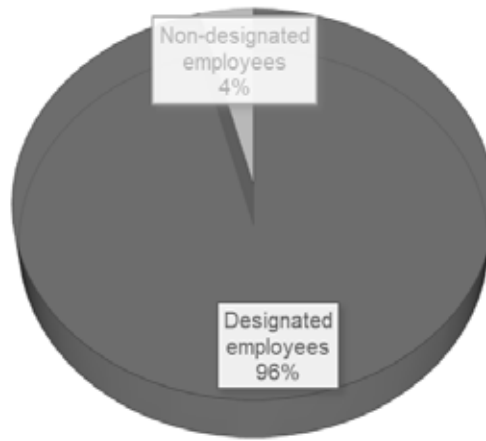
Occupational level	Overall designated target % (95.10% = EAP)	Current designated % (filled positions)	Current non-designated % (filled positions)
Top Management	95.10%	100.00% (1)	0.00% (0)
Senior Management	95.10%	85.71% (6)	14.29% (1)
Middle Management	95.10%	90.48% (19)	9.52% (2)
Skilled Technical	95.10%	92.73% (102)	7.27% (8)
Semi-skilled	95.10%	100.00% (97)	0.00% (0)
Unskilled	95.10%	100.00% (24)	0.00% (0)

PSA workforce profile as on 31 March 2025

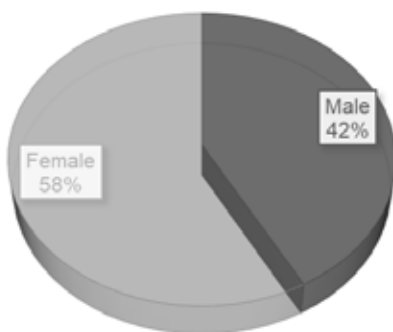
At the end of the report period, 41.54% (108) of the PSA's workforce consisted of male employees, whilst 58.46% (152) of its workforce constituted female employees. The Economically Active Population of South Africa consists of 55.3% males and 44.7% females.

Occupational levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top Management	1	0	0	0	0	0	0	0	1
Senior Management	2	0	1	1	1	0	0	2	7
Professionally qualified and experienced specialists and mid-management	13	1	0	2	3	1	0	1	21
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	41	6	4	8	37	5	0	9	110
Semi-skilled and discretionary decision making	22	1	0	0	52	9	4	9	97
Unskilled and defined decision making	5	0	0	0	18	1	0	0	24
TOTAL PERMANENT	84	8	5	11	111	16	4	21	260

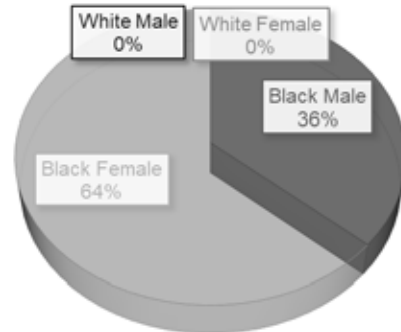
Overall Employment Equity Profile



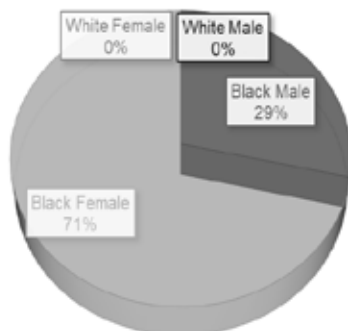
Employment Equity Profile: Gender



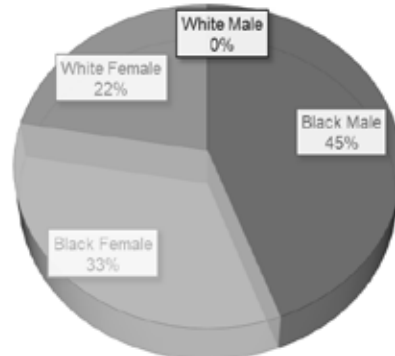
Employment Equity Profile: Recruitment



Employment Equity Profile: Promotions



Employment Equity Profile: Terminations



Information technology

Under the prevailing economic climate and ongoing financial constraints, pressure had to be alleviated. With that in mind, the theme for the PSA's 2024 Information Technology (IT) was "Do more with less".

This approach challenged the IT Department to identify inefficiencies, potential reduction in the cost of operation, innovation without sacrificing service delivery, and digital landscape security.

Primary to these endeavours were the review and consolidation of solutions, removal of inefficiencies, operating with a reduced budget, secured digital assets, and improved service delivery. The efforts were crafted to ensure that the PSA remained within the ambit of delivering on the five-year strategy goal sets.

The PSA IT Strategy Goal set was categorised as Risk mitigation, Mobility, Infrastructure management, Digitisation, and Innovation.

To this end, the IT Department collaborated with internal and external stakeholders to create value through digitisation and modernisation. The following work packets represent some of the stand-out initiatives that added value to the organisation:

Digital security

The key business processes of the PSA have been migrated to digital platforms. The operative risks, as a consequence, also moved to the digital realm. Having physical security at entrances and around the office perimeters is no longer adequate in securing the operations of the organisation. Even though digital security protocols are in place, prevailing financial constraints encouraged the PSA to review some of the mechanisms for a reduction in cost and increased efficiency. To this end, the IT Department implemented a number of initiatives.

Biometric access management

- **Numberplate recognition:** PSA employees with registered vehicles can gain access to the parking area without using physical access cards.

- **Facial recognition:** PSA employees and contractors can use biometrics to gain access to specified areas.

Applications access management

Users' access to application/digital solutions means that licences for those specific users need to be acquired at cost. In 2024, together with the application access reviews, an exercise was conducted to identify specific users' usage of the solution. At the same time, less costly and more efficient alternatives were identified. In the core solution, MMS, a considerable number of user licenses were discontinued as part of this initiative, primarily because the requirements for access were migrated to mail. This achieved a reduction in cost and an efficient solution.

Laptop upgrades

Desktop devices or laptops are key digital productivity tools for all PSA users. To ensure productivity, the IT Department initiated upgrades based on asset depreciation, manufacturer warranty, and three-year support tenure. Meeting these requirements, the PSA successfully rolled out newer, upgraded, and efficient devices to employees. The new devices offer better performance, security, reliability, and extended battery life, enabling employees to work remotely for longer periods.

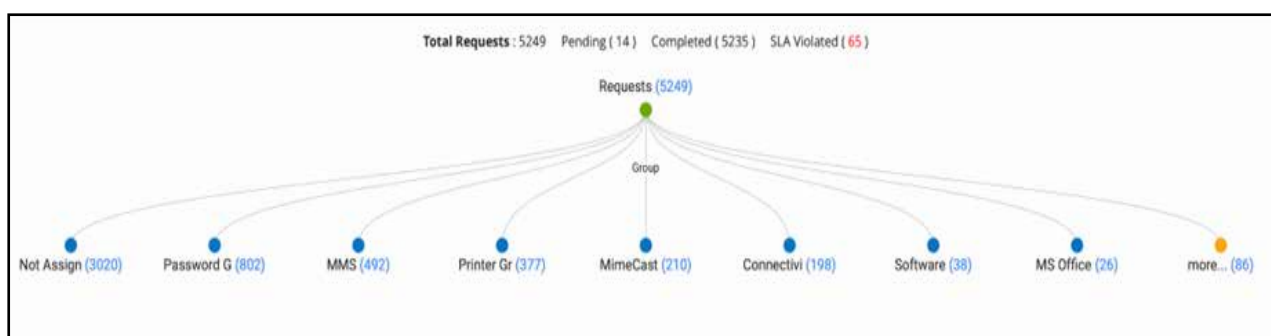
PSA Application

In 2023, the PSA IT Department introduced the PSA App as part of moving information dissemination, management of meetings and collaboration from top-heavy websites, intranet, and mails to a much more efficient handheld solution with a high level of end-user penetration. To further build on this solution, a second phase was crafted to entrench the App's value proposition by introducing digital voting and balloting, re-vamping of the information page, and updated meetings module, management of artifact, and integration to the member database.

The App will continue to drive value by reducing the need for competing and less efficient legacy solutions.

Solutions support

Providing technological support to the PSA is a fundamental responsibility of the IT Department, offering first-, second-, and third-line support for the organisation's digital landscape. The *figure below* illustrates the successful support provided during the year for various solution categories.



S&T solution upgrade

To further enhance and put in place controls that target areas of the highest financial exposure and creating digital controls to help mitigate the said risks, the Finance Department and the IT Department initiated a process to implement an end-to-end solution that targeted management of the S&T process. This solution will put in place controls around duplicate claims, multiple claims in a single trip, and excessive claims. This solution will reduce the cost associated with travel claims and enhance the travel-claim process.

Cyber security

In response to the growing number of threats in the technology landscape that could disrupt the PSA's operations, proactive steps were taken to strengthen the PSA's defences across multiple fronts including:

Cybersecurity training and user engagement: A new solution was launched to track individual user progress regarding cyber-security knowhow. This cost-effective solution assesses and creates a learning path per individual user.

VPN: With users working remotely and VPN being the cornerstone of device and traffic security, the performance of VPN was bolstered to being always ON and allowing for dynamic connectivity that promotes its efficiency and network traffic flow.

These measures bolster the PSA's resilience, reduce exposure to risk, and ensure a more secure operational environment.

Boardrooms technology

Training is the cornerstone of productivity and effectiveness for any role. Various training initiatives are conducted in the organisation for shop stewards and employees.

Such training account for a big cost with respect to accommodation and travel claims, venue hire, and food. To reduce the cost associated with this activity it was proposed that the PSA Boardroom become a hub for online training. To achieve this, the various key boardrooms were equipped with digital visual and voice communication tools that allowed for content sharing and delivery of online training. These tools also allowed for seamless online meetings.

Commitment to IT service excellence and cyber resilience

The PSA's IT Department is committed to delivering reliable, secure, and efficient IT services to PSA employees and members. The critical importance of risk management in the evolving threat landscape, particularly in addressing the growing risks posed by cyber threats, is recognised. In response, the PSA will continue to strengthen its cyber-security posture and enhance the ability to detect, respond to, and recover from such threats.

The IT Department is dedicated to the ongoing digitisation of business processes and prioritising areas where these add strategic value and operational efficiency.

Environmental footprint

The PSA is the owner of Farm 803, Quenera Mouth East, which is 184.2059 ha in extent.

The PSA is also the holder of a mining right and is actively mining on the property. The mine is approximately 15 km north of East London on the main road to Gonubie, close to the N2. The mine is an open-cast mine and the material being mined by means of extraction by an excavator is primarily building sand.

The PSA, as a responsible sand-mine owner, approaches the mining operations as a holistic optimal undertaking by being cognisant of all economic, social, and environmental aspects to achieve sustainable development of South Africa's mineral resources.

The PSA affirms the commitments to the *Mineral and Petroleum Resources Development Act* to, amongst others, protect the environment for the benefit of present and future generations. In order for the PSA to comply with the prescripts of the *Act* and to attain the commitment to the ecological impact of mining operations, the PSA works with *Zutari (Pty) Ltd (Zutari)*, which is an appointed environmental consultancy company, to monitor and minimise the ecological impact the mining operations might have on the environment.

Zutari is an internationally recognised consultancy company that specialises in co-creating enduring impact through infrastructure, enabling communities, economies, and environments to thrive, for over 90 years. As an environmental consultancy, *Zutari* takes into consideration statutory as well as common-law provisions, and acts as a liaison between the PSA and contracted stakeholders as well as statutory bodies, specifically the Department of Mineral Resources and Energy (DMRE).

In line with the above, *Zutari* performs various functions associated with environmental protection such as frequent environmental audits to determine top-soil protection, removal and relocation of various plant species, and the introduction of specific indigenous plants. *Zutari* also ensures that previously mined areas are fully rehabilitated and signs off on these, as required by the DMRE.

Social and ethics

The Board established a Social and Ethics Committee separate from the Audit and Risk Committee to ensure that due diligence in this regard is performed.

The Charter of this Committee was reviewed and approved by the Board of Directors. A Code of Conduct and Ethics exists and is applicable to all members, employees, and Board members to address ethical behaviour.

The PSA Ethics and Fraud Hotline is independently administered by *Vuvuzela* on behalf of the PSA. Its primary objective is to promote a culture of integrity and ethical conduct in the organisation. The Hotline provides PSA employees with a confidential and secure channel to report any suspected unethical or fraudulent activities directly to Management and the Board.

Exclusively available to PSA employees, the Hotline serves as an impartial communication platform that bridges the gap between employees, Management, and the Board. For the report period from 1 April 2024 to 31 March 2025, one disclosure was made. This disclosure concerned the conduct of a PSA employee in the workplace. The General Manager provided feedback to *Vuvuzela*, which in turn, provided feedback to the reporter.

Corporate governance

Good governance is the cornerstone of the PSA's continuous service excellence and sustainability. Embedding principles of good governance has assisted the PSA in gaining trust and respect from all of the Union's stakeholders. The PSA's corporate governance is directed by the Board of Directors' (BOD) adopted guidelines. These guidelines provide structural direction within which the BOD and management effectively and efficiently advance the aspirations of the organisation. The BOD discharged its duties and responsibilities in conformance with the *BOD Charter* that is reviewed on an annual basis.

The BOD of the PSA endorses a holistic approach to corporate governance, taking cognisance of all legislative requirements within which the organisation operates, and supports the implementation of the *King IV Report on Corporate Governance for South Africa (King IV)*, which states that corporate governance is the exercise of ethical and effective leadership by the BOD towards the achievement of the following outcomes:

- Ethical culture
- Good performance
- Effective control
- Legitimacy

In implementing good governance in the PSA, the BOD also acknowledges and commits to inculcate a culture of ethical and effective leadership, to drive the strategy of the organisation towards achievement of set objectives.

In discharging its duties and responsibilities, the BOD is empowered to delegate its responsibilities to committees and management. As such, the BOD is supported by BOD committees, senior management, and other governance forums. BOD committees and their processes are reviewed annually to ensure that developments are considered and implemented in line with corporate governance best practice.

The BOD established the following committees to ensure compliance with the relevant legislative and governance requirements:

Audit and Risk Committee (ARC)

The ARC assists the BOD in fulfilling its oversight responsibilities in areas of internal audit, external audit, risk and compliance management, financial reporting, and internal control systems. This Committee is constituted as a statutory committee of the PSA BOD.

Remuneration Committee (REMCO)

The PSA's remuneration practices are governed by REMCO. The Committee assists the BOD in ensuring that the PSA meets the requirements of section 30(4) of the *Companies Act* disclosure requirements and the recommended practices of *King IV*, where appropriate.

Social and Ethics Committee (SEC)

The SEC is a mandated committee of the BOD. The Committee assists the BOD with ensuring responsible social and ethical business practices in the PSA, and to monitor the PSA's activities regarding the *Companies Act*, *King IV*, the Committee terms of reference, and other legal requirements or prevailing codes of best practice in respect of social, ethics, and economic development matters.

The PSA has appointed an independent and external internal audit (IA) that operates in terms of an approved IA Charter and Plan. The IA function provides proactive, risk-based, objective assurance, and related advisory services. The IA function provides independent and objective assurance on the PSA's internal control systems. The IA function's risk-based annual plans are presented at and approved by the ARC. The IA Plan is reviewed and adjusted, as necessary, throughout the year in response to changes to the PSA's risks, operations, systems, and controls. The PSA's IA function strives to constantly identify areas where management can improve the PSA as a business and providing value for money to members and stakeholders.

The ARC assessed and is satisfied with the performance and quality of the external audit function, and the independence of the external auditors and lead partners of the group as set out in section 94(8) of the *Companies Act*. The performance of external auditors is a legislative requirement, and it gives reasonable assurance on the financial health of the PSA to the Union's internal and external stakeholders. The PSA is pleased to report that the PSA has achieved an unqualified audit opinion from the external auditors. This means that the auditors are of the opinion that the financial statements fairly present the financial position and its financial performance and cash flows are in accordance with the Internal Financial Reporting Standards and the requirements of the *Companies Act, 71 of 2008*, as amended.

The BOD therefore concludes that it has collectively satisfied and fulfilled duties and responsibilities in line with the BOD Charter. It is satisfied that the composition of the BOD and that of its committees as well as their delegation arrangements within their structures, promote independent judgement and assist with the balance of power and effective and efficient discharge of their duties and responsibilities.

Financial governance and performance highlights

As an employee organisation, the PSA is registered in terms of the *Labour Relations Act, 1995* as a trade union. The PSA is recognised and admitted to the various relevant bargaining councils to protect and promote the individual and collective rights and interests of the Union's members.

The PSA conducts its business operations as a "Not-for-Profit Company" (NPC) under the *Companies Act, 2008* and in terms of its Memorandum of Incorporation (MOI). It has no share capital with limited liability for its members in the event of dissolution.

The trade-union activities of the PSA are the core business, whilst it also operates a holiday resort, sand mine, and a cell captive insurance scheme under licence from *Guardrisk Insurance Company Limited* for the benefit of the Union's members.

The Directors are required by the *Companies Act, 2008* to maintain adequate accounting records and are responsible for the content and integrity of the Annual Financial Statements. The Directors acknowledge that they are ultimately responsible for the system of internal control established by the PSA and place considerable importance on maintaining a strong internal control environment. To assist the Directors in discharging the responsibility in this regard, the Audit and Risk Committee has oversight over financial governance and risk to assist the Board with its financial responsibility.

The Board also established an Internal Audit function to provide oversight to obtain reasonable assurance regarding Management's assertions that objectives are achieved for effectiveness and efficiency of operations, reliability of financial information, and compliance with laws and regulations.

The external auditors are engaged to express an independent opinion on the presentation of financial statements of the PSA. The PSA's external auditor is *Nexia SAB&T* that was appointed during the Annual General Meeting held in September 2023 for a three-year term.

Nexia SAB&T issued an unqualified audit opinion regarding the financial affairs of the PSA for the year ending 31 March 2025.

The consolidated net loss of the PSA is **R16 837 832**, comparing to a net loss in the prior year of **R7 747 188**.

The statement of cash flows indicates positive cash flows as at the end of the financial year.

According to the Board of Directors' report for the financial year ended 31 March 2025, the financial statements support the financial viability of the PSA and reflect the view that the PSA will be a going concern in the foreseeable future based on its potential to raise adequate revenue to meet its obligations.

The audited detailed financial statements of the PSA for the year ended 31 March 2025 are fully set out from *page 44* of this report, and do not, in our opinion, require further comments.

Annual Financial Statements for the year ended 31 March 2025

PUBLIC SERVANTS ASSOCIATION OF SOUTH AFRICA NPC
(Registration number 1942/015415/08)

Trading as PSA

**These annual financial statements
have been audited in compliance with
the applicable requirements
of the *Companies Act* of South Africa**

Issued 04 August 2025

Public Servants Association of South Africa NPC

(Registration number 1942/015415/08)

Trading as PSA

Annual Financial Statements for the year ended 31 March 2025

General Information

Country of incorporation and domicile	South Africa
Nature of business and principal activities	Trade Union
Directors	Mr MJ Shiburi (President) Mr RD Baloyi (Interim Chairperson) Mr NL Bodiba (Vice President) Mr MK Seelamo (Vice Chairperson) Ms AY Coetzee Adv J Singh Ms D Makhetha Mr T Rakaki
Registered office	563 Belvedere Street Arcadia Pretoria 0007
Business address	563 Belvedere Street Arcadia Pretoria 0007
Postal address	PO Box 40404 Arcadia Pretoria 0007
Auditors	Nexia SAB&T Registered Auditors
Secretary	Mr RM Maleka
Company registration number	1942/015415/08
Tax reference number	9009987166
Preparer	The annual financial statements were internally compiled by: Mr N Mapiloko Chief Accountant

Public Servants Association of South Africa NPC

(Registration number 1942/015415/08)

Trading as PSA

Annual Financial Statements for the year ended 31 March 2025

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Preparer

Mr N Mapiloko
Chief Accountant

Published

23 July 2025

Public Servants Association of South Africa NPC

(Registration number 1942/015415/08)

Trading as PSA

Annual Financial Statements for the year ended 31 March 2025

Audit Committee Report

This report is provided by the Audit and Risk Committee (Committee) of Public Servants Association of South Africa NPC in respect of the 2024/25 financial year.

1. Members of Audit and Risk Committee and Meetings held

The Committee performs the duties laid upon it by Section 94(7) of the Companies Act of South Africa, number 71 of 2008 by holding meetings with the key role players on a regular basis and by the unrestricted access granted to the auditors.

The members of the Committee are all independent non-executive directors. Below is the schedule of meeting held during 2024/25 financial year:

Audit & Risk Committee Members	MEETING DATES			
	02-May-24	04-Jul-24	16-Oct-24	06-Mar-25
Mr MK Seelamo (Chairperson)	✓	✓	✓	✓
Mr NL Bodiba	✓	✓	✓	✓
Mr RD Baloyi	✓	✓	✓	✓
Adv J Singh	✓	✓	✓	✓

The Committee is satisfied that the members thereof have the required knowledge and experience as set out in Section 94(5) of the South African Companies Act, 71 of 2008 and Regulation 42 of the Companies Regulation, 2011.

2. ANNUAL FINANCIAL STATEMENTS

Following the review of the annual financial statements the Audit and Risk Committee recommends approval by the Board of Directors and ultimately by the delegates at the upcoming Annual General Meeting.

3. Accounting practices and internal control

The system of controls is designed to provide cost effective assurance that the assets are safeguarded and that the liabilities and working capital are efficiently managed in line with the Companies Act and the King IV Report on Corporate Governance requirements. Internal audit which has been outsourced, provides the Audit and Risk Committee as well as Management with assurance that the internal controls are appropriate and effective. This is achieved by means of the risk management process as well as regular internal audits and ultimately the external audits (interim and final), with the reports being presented to the Audit and Risk Committee at least on a quarterly basis. It was noted that no significant or material non-compliance with the prescribed legislation as well as internal policies and procedures have been reported. Accordingly, we can report that the system of internal control for the period under review was efficient and effective.

The Audit and Risk Committee is also directly responsible for the recommendation to the Board and approval at the Annual General Meeting of the appointment of auditors.

On behalf of the Audit and Risk Committee:



Mr MK Seelamo
Chairperson Audit and Risk Committee

Public Servants Association of South Africa NPC

(Registration number 1942/015415/08)

Trading as PSA

Annual Financial Statements for the year ended 31 March 2025

Directors' Responsibilities and Approval

The Directors are required in terms of the Companies Act of South Africa to maintain adequate accounting records and are responsible for the content and integrity of the annual financial statements and related financial information included in this report. It is their responsibility to ensure that the annual financial statements fairly present the state of affairs of the company as at the end of the financial year and the results of its operations and cash flows for the period then ended, in conformity with IFRS Accounting Standards as issued by the International Accounting Standards Board (IASB). The external auditors are engaged to express an independent opinion on the presentation of annual financial statements.

The annual financial statements are prepared in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board (IASB) and the requirements of the Companies Act of South Africa.

The Directors acknowledge that they are ultimately responsible for the system of internal financial control established by the company and place considerable importance on maintaining a strong control environment. To enable the Directors to meet these responsibilities, the Board of Directors sets standards for internal control aimed at reducing the risk of error or loss in a cost-effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the company and all employees are required to maintain the highest ethical standards in ensuring the company's business is conducted in a manner that in all reasonable circumstances is above reproach. The focus of risk management in the company is on identifying, assessing, managing and monitoring all known forms of risk across the company. While operating risk cannot be fully eliminated, the company endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

The Directors are of the opinion, based on the information and explanations given by management, that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the annual financial statements. However, any system of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement or loss.

The Directors have reviewed the company's cash flow forecast for the next 12 months and, in light of this review and the current liquidity and solvency position of the Company, they are satisfied that the company has adequate financial resources to continue in operation for the next 12 months.


The external auditors are responsible for independently auditing and reporting on the company's annual financial statements. The annual financial statements have been examined by the company's external auditors and their report is presented on page 9 to 11.

The annual financial statements set out on pages 12 to 69, which have been prepared on the going concern basis, were approved by the Board of Directors on 23 July 2025 and were signed on behalf of the Board by:

Signed on behalf of the Board of Directors By:



Mr RD Baloyi (Interim Chairperson)



Mr MJ Shiburi (President)

Public Servants Association of South Africa NPC

(Registration number 1942/015415/08)

Trading as PSA

Annual Financial Statements for the year ended 31 March 2025

Statement on Internal Financial Controls

The directors, whose names are stated below, hereby confirm that:

(a) the annual financial statements set out on pages 12 to 69, fairly present in all material respects the financial position, financial performance and cash flows of the company in terms of IFRS;

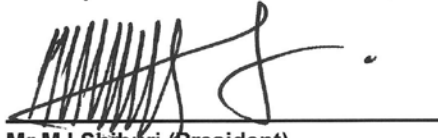
(b) no facts have been omitted or untrue statements made that would make the annual financial statements false or misleading

(c) internal financial controls have been put in place to ensure that material information relating to the company has been provided to effectively prepare the annual financial statements of the company; and

(d) the internal financial controls are adequate and effective and can be relied upon in compiling the annual financial statements, having fulfilled our role and function within the combined assurance model pursuant to principle 15 of the King Code. Where we are not satisfied, we have disclosed to the audit committee and the auditors the deficiencies in design and operational effectiveness of the internal financial controls and any fraud that involves directors, and have taken the necessary remedial action.



Mr MK Seelamo (Vice Chairperson)



Mr MJ Shiberi (President)

Public Servants Association of South Africa NPC

(Registration number 1942/015415/08)

Trading as PSA

Annual Financial Statements for the year ended 31 March 2025

Company Secretary's Certification

In terms of Section 88(2)(e) of the Companies Act of South Africa, as amended, I certify that the company has lodged with the Commissioner all such returns and notices as required of a company in terms of the Act and that all such returns are true, correct and up to date.

I also declare that, to the best of my knowledge, the company / trade union also complies with the requirements of the Labour Relations Act.



Mr RM Maleka
Company Secretary

Public Servants Association of South Africa NPC

(Registration number 1942/015415/08)

Trading as PSA

Annual Financial Statements for the year ended 31 March 2025

Directors' Report

The Directors have pleasure in submitting their report on the annual financial statements of Public Servants Association of South Africa NPC for the year ended 31 March 2025.

1. Nature of Operations

Public Servants Association of South Africa NPC (PSA) is a Non Profit Company incorporated in South Africa in terms of the Companies Act of South Africa 71 of 2008 and in terms of Section 96 of the Labour Relations Act of South Africa 66 of 1995. It operates in terms of its Memorandum of Incorporation (MOI). It has no share capital and the liability of its members is limited to the amount of the membership fees due by them to the PSA in terms of the MOI, as at the date of dissolution. The company operates only in South Africa.

The principal activity of the company is operating as a **trade union** representing members who are employed in the public service within South Africa.

As an employee representative organisation, the company is recognised and admitted to the various relevant bargaining councils to protect and promote the individual and collective rights and interests of its members.

The company is also involved in secondary activities as listed below:

- **Short Term Insurance Services:** This is operated via a Cell Captive, under the licence from Guardrisk Insurance Company Ltd. According to the agreement, the company shares in profits and losses of the Cell Captive. The risk attached to the liability of losses is neutralised by 100% reinsurance taken out against any risk of losses.
- **Holiday Resort:** This is operated at the company's property in East London, wherein accommodation and camping facilities are booked out to holiday makers.
- **Sand Mine:** This involves mining of building sand which is sold to builders or building contractors. This also operates at the same property that the holiday resort is based.

There have been no material changes to the nature of the company's business operations since the last annual financial report.

2. Review of financial results and activities

The operating results and state of affairs of the company are fully set out in the attached annual financial statements and do not, in our opinion require further comment.

Full details of the financial position, results of operations and cash flows of the PSA are set out in these annual financial statements.

3. Insurance and risk management

The company follows a policy of reviewing the risks relating to assets and possible liabilities arising from business transactions with its insurers on an annual basis. Wherever possible assets are automatically included. There is also a continuous asset risk control programme, which is carried out in conjunction with the company's insurance brokers. All risks are considered to be adequately covered, except for political risks, in the case of which as much cover as is reasonably available has been arranged.

4. Directorate

The Directors in office at the date of this report are as follows:

Public Servants Association of South Africa NPC

(Registration number 1942/015415/08)

Trading as PSA

Annual Financial Statements for the year ended 31 March 2025

Directors' Report

4. Directorate (continued)

Directors	Date of Appointment	Designation	Changes
Mr MJ Shiburi (President)	16 September 2019	Non-executive	
Mr R Baloyi (Interim Chairperson)	19 September 2022	Non-executive	Appointed as Interim Chairperson from 03 March 2025
Mr NL Bodiba (Vice President)	16 September 2024	Non-executive	Appointed as Vice President on 16 September 2024
Mr MK Seelamo (Vice Chairperson)	16 September 2019	Non-executive	
Ms AY Coetzee	17 September 2018	Non-executive	
Adv J Singh	19 September 2022	Non-executive	
Ms D Makhetha	18 September 2023	Non-executive	
Mr T Rakaki	16 September 2024	Non-executive	Appointed on 16 September 2024

Resignation of director

Director	Cause of change	Designation	Date of resignation
Mr N Mahala	Resignation	Non-executive	17 February 2025

5. Events after the reporting period

The Directors are aware of a material event which occurred after the reporting date and up to the date of this report. The PSA having considered a decline in the performance of the cell captive insurance business, decided after year end, that it will exit its agreement that it had entered into with Guardrisk, relating to the cell captive insurance business. The PSA is in the process of identifying an alternative business partner for its insurance business. The alternative business partner will replace the current cell captive insurance business partner arrangement.

6. Auditors

Nexia SAB&T continued in office as auditors for the company for 2025.

At the AGM, the members will be requested to reappoint Nexia SAB&T as the independent external auditors of the company and to confirm Caroline Chigora as the designated lead audit partner for the 2026 financial year.

7. Secretary

The company secretary is Mr RM Maleka.

8. Date of authorisation for issue of financial statements

The annual financial statements have been authorised for issue by the Board of Directors on Wednesday, 23 July 2025. No authority was given to anyone to amend the annual financial statements after the date of issue.

INDEPENDENT AUDITOR'S REPORT

To the Members of Public Servants Association of South Africa NPC.

Opinion

We have audited the financial statements of Public Servants Association of South Africa NPC set out on pages 12 to 69 which comprise the statement of financial position as at 31 March 2025, and the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the financial statements present fairly, in all material respects, the financial position of Public Servants Association of South Africa NPC as at 31 March 2025, and its financial performance and cash flows for the year then ended in accordance with the IFRS Accounting Standard as issued by the International Accounting Standards Board and the requirements of the Companies Act of South Africa.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the company in accordance with the *Independent Regulatory Board for Auditors' Code of Professional Conduct for Registered Auditors* (IRBA Code) and other independence requirements applicable to performing audits of financial statements in South Africa. We have fulfilled our other ethical responsibilities in accordance with the IRBA Code and in accordance with other ethical requirements applicable to performing audits in South Africa. The IRBA Code is consistent with the corresponding sections of the International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants (including International Independence Standards)*. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The directors are responsible for the other information. The other information comprises the information included in the document titled "Public Servants Association of South Africa NPC Annual Financial Statements for the year ended 31 March 2025", which includes the Directors' Report as required by the Companies Act of South Africa. The other information does not include the financial statements and our auditor's report thereon.

Audit. Tax. Advisory.

Chairperson: Mrs A Zange
Chief Executive Officer: Mr MF Sulamani
SAB&T Chartered Accountants Incorporated t/a Nexia SAB&T
Company Registration Number: 1997/018869/21 | IRBA Registration Number: 921297
Offices in: Bloemfontein, Cape Town, Centurion, Durban, Johannesburg, Kimberley, Nelspruit, Polokwane, Port Elizabeth, Rustenburg
B-BBEE rating: Level 1 Contributor in terms of Generic Scorecard - B-BBEE Codes of Good Practice
SAB&T Chartered Accountants Incorporated is a member of Nexia, a leading, global network of independent accounting and consulting firms.
Please see the "Member firm disclaimer, <https://nexia.com/member-firm-disclaimer/>" for further details.
SAB&T Chartered Accountants Incorporated is an authorised financial services provider.
* A full list of directors is available for inspection at the company's registered office or on request.

Our opinion on the financial statements does not cover the other information and we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Directors for the Financial Statements

The directors are responsible for the preparation and fair presentation of the financial statements in accordance with the IFRS Accounting Standard as issued by the International Accounting Standards Board and the requirements of the Companies Act of South Africa, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.

- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and there were no significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Nexia SAB&T

Caroline Chigora

Director

Registered Auditor

05 August 2025

Public Servants Association of South Africa NPC

(Registration number 1942/015415/08)

Trading as PSA

Annual Financial Statements for the year ended 31 March 2025

Statement of Financial Position as at 31 March 2025

	Note(s)	2025 R	2024 R
Assets			
Non-Current Assets			
Property, plant and equipment	2	54 100 439	52 825 726
Intangible assets	3	2 975 675	4 145 911
Right-of-use assets	4	8 673 512	4 870 745
Investments	5	80 406 852	130 385 762
Motor Vehicle Loans	6	7 734 322	7 129 385
PSA Short-term insurance contracts	38	39 373 446	36 772 447
Motor Vehicle Loans - Prepaid Benefits	6	1 718 665	1 538 197
		194 982 911	237 668 173
Current Assets			
Inventories	9	264 978	209 512
Trade and other receivables	7	13 149 941	8 220 084
Investments	5	20 616 598	610 000
Motor Vehicle Loans	6	5 405 916	5 264 679
Motor Vehicle Loans - Prepaid Benefits	6	1 239 484	1 105 756
Staff Study Loans		21 844	67 437
Cash and cash equivalents	8	26 380 735	22 702 799
		67 079 496	38 180 267
Non-current assets held for sale and assets - Polokwane building	10	3 040 000	-
Non-current assets held for sale and assets - Disposal group	10	22 902 622	25 332 237
		25 942 622	25 332 237
Total Assets		288 005 029	301 180 677
Equity and Liabilities			
Equity			
Reserves		45 875 461	40 223 351
Retained income		194 178 507	216 353 343
		240 053 968	256 576 694
Liabilities			
Non-Current Liabilities			
Borrowings	12	2 599 884	3 319 944
Lease Liabilities	17	5 272 343	1 873 819
Retirement benefit obligation	13	2 182 000	2 249 000
		10 054 227	7 442 763
Current Liabilities			
Trade and other payables	16	22 129 934	21 949 024
Borrowings	12	708 869	625 330
Retirement benefit obligation	13	200 000	206 000
Accruals	11	8 638 806	8 083 226
Lease Liabilities	17	3 736 792	3 864 119
		35 414 401	34 727 699
Liabilities of disposal groups	10	2 482 433	2 433 521
Total Liabilities		47 951 061	44 603 983
Total Equity and Liabilities		288 005 029	301 180 677

Public Servants Association of South Africa NPC

(Registration number 1942/015415/08)

Trading as PSA

Annual Financial Statements for the year ended 31 March 2025

Statement of Profit or Loss and Other Comprehensive Income

	Note(s)	2025 R	2024 R
Revenue	18	362 982 442	356 041 817
Cost of sales	19	(289 774)	(545 602)
Gross profit		362 692 668	355 496 215
Other operating income	20	3 431 425	4 366 677
Movement in credit loss allowances		20 152	(3 531)
Other operating expenses	21	(401 035 277)	(385 339 862)
Operating loss		(34 891 032)	(25 480 501)
Investment income	22	3 460 598	4 236 535
Finance costs	23	(1 297 625)	(1 486 539)
Changes to amortised cost - Motor Vehicle Loans		(1 416 100)	(1 403 908)
Deemed interest - Motor Vehicle Loans		1 267 037	1 440 908
Profit from PSA Short Term insurance contracts	38	2 769 282	4 939 258
Loss from continuing operations		(30 107 840)	(17 754 247)
Discontinued operations			
(Loss) profit from discontinued operations	10	(403 074)	2 138 976
Loss for the year		(30 510 914)	(15 615 271)
Other comprehensive income:			
Items that will not be reclassified to loss:			
Remeasurements on net defined benefit liability		(188 000)	(31 000)
Gains on revaluation property plant & equipment		5 070 420	67 252
Financial Assets- FVOCI adjustment		9 263 461	8 208 972
Total items that will not be reclassified to profit or loss		14 145 881	8 245 224
Items that may be reclassified to profit or loss:			
Stighling fund interest capitalisation		10 588	8 922
Transfer of revaluation reserve to retained income		(483 387)	(386 063)
Total items that may be reclassified to loss		(472 799)	(377 141)
Other comprehensive income for the year	32	13 673 082	7 868 083
Total comprehensive loss for the year		(16 837 832)	(7 747 188)

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Statement of Changes in Equity

	Stighling Fund R	Revaluation reserve R	Mark-to-market reserve R	Total reserves R	Retained income R	Total equity R
Balance at 01 April 2023	609 873	31 714 395	4 197 275	36 521 543	227 233 575	263 755 118
Loss for the year	-	-	-	-	(15 615 271)	(15 615 271)
Other comprehensive income	8 922	67 252	8 208 972	8 285 146	(31 000)	8 254 146
Total comprehensive Loss for the year	8 922	67 252	8 208 972	8 285 146	(15 646 271)	(7 361 125)
Transfer from Revaluation reserve to retained income	-	(386 063)	-	(386 063)	386 063	-
Prior year adjustments	-	-	-	-	182 701	182 701
Transfer of Mark-to-Market to Retained Income	-	-	(4 197 275)	(4 197 275)	4 197 275	-
Total contributions by and distributions to owners of company recognised directly in equity	-	(386 063)	(4 197 275)	(4 583 338)	4 766 039	182 701
Balance at 01 April 2024	618 795	31 395 584	8 208 972	40 223 351	216 353 343	256 576 694
Loss for the year	-	-	-	-	(30 510 914)	(30 510 914)
Other comprehensive income	10 588	4 587 033	9 263 461	13 861 082	(188 000)	13 673 082
Total comprehensive Loss for the year	10 588	4 587 033	9 263 461	13 861 082	(30 698 914)	(16 837 832)
Transfer from Revaluation reserve to retained income - PPE Adjustments	-	-	-	-	483 387	483 387
Transfer of Mark-to-Market to Retained income	-	-	(8 208 972)	(8 208 972)	8 208 972	(168 281)
Total contributions by and distributions to owners of company recognised directly in equity	-	-	(8 208 972)	(8 208 972)	8 524 078	315 106
Balance at 31 March 2025	629 383	35 982 617	9 263 461	45 875 461	194 178 507	240 053 968
Note(s)	32	26&32	25		32	

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Statement of Cash Flows

	Note(s)	2025 R	2024 R
Cash flows from operating activities			
Cash receipts from customers		368 547 269	366 877 549
Cash paid to suppliers and employees		(392 950 376)	(383 536 307)
Cash used in operations	31	(24 403 107)	(16 658 758)
Interest income	22	(1 297 625)	(1 486 538)
Finance costs	23	954 635	579 680
Net cash from operating activities		(24 746 097)	(17 565 616)
Cash flows from investing activities			
Purchase of property, plant and equipment	2	(6 558 858)	(8 084 996)
Proceeds from sale of property, plant and equipment	2	6 343	76 779
Movement in Stiighling Fund (capitalised)		10 588	8 922
Purchases of intangible assets	3	(628 256)	(625 057)
Inflows from investments		119 090 000	124 500 000
Outflows from investments		(77 497 000)	(92 270 000)
Study loans granted	5	(620 430)	(560 722)
Study loans repaid	5	598 586	493 284
Motor vehicle loans granted		(8 922 336)	(5 910 833)
Motor vehicle loans repaid		8 040 160	8 203 354
Net cash from investing activities		33 518 797	25 830 731
Cash flows from financing activities			
Repayments of borrowings	12	(636 521)	(516 747)
Lease payments	4	(4 269 017)	(6 122 972)
Post employment benefit liability	13	(189 226)	(189 294)
Net cash from financing activities		(5 094 764)	(6 829 013)
Total cash movement for the year		3 677 936	1 436 102
Cash and cash equivalents at the beginning of the year		22 702 799	21 266 697
Cash and cash equivalents at the end of the year	8	26 380 735	22 702 799