PSA
The Union Of Choice

Integrated Annual Report 2025/26



Vision

Be the leading politically non-aligned trade union of choice, in the public sector and globally.

Mission

Ensure the sustainability of the PSA through dynamic stakeholder management to protect the rights and to promote the interests of members. The following values guide our conduct aimed at achieving the PSA's mission: Loyalty, transparency, respect, ethical conduct, consistency, and service excellence.

PSA
The Union Of Choice

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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 *2025/26 Integrated Annual Report* for consideration and approval by the 2026 Annual General Meeting.

This *Report* provides an overview of the PSA's strategic activities during the report period of 1 April 2025 to 31 March 2026.

Finance and corporate governance

The PSA's deficit has decreased from R30 107 840 in 2025 to R27 532 108 in 2026. The main cost drivers for the deficit in this period were as a result of increased communication costs, increased municipal expenses, and increased buildings rentals, training and an increase in the compensatory allowance of full-time shop stewards. The PSA also had to pay an *ex*-employee a settlement of R12 m. 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. This is a result of a collective effort of the Board and the Administration, which resulted in achieving this outcome.

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's media footprint continued to expand across regional and national platforms throughout the report period with an extensive media-contact database.

A total of 480 media statements were issued, generating 4 703 media clips representing an advertising value equivalent of R97 886 558. In addition, 1 029 editions of the electronic newsletter, *Informus*, were issued to members in support of effective communication and visibility of the Union. The PSA also strengthened the Union's digital communication offering and social-media presence through the introduction of *PSAToday* podcasts, which explored key topics. In total, 19 *PSAToday* podcast episodes were produced during the report period.

Collective bargaining

The PSA's collective-bargaining function remained firmly focused on advancing members' quality of work life through strategic, evidence-based engagement across all bargaining structures. During the report period, the PSA sustained a strong presence in key councils, including the Public Service Coordinating Bargaining Council (PSCBC), General Public Service Sectoral Bargaining Council (GPSSBC), Public Health and Social Development Sectoral Bargaining Council, Education Labour Relations Council, and various state-owned entities, ensuring that members' interests were effectively represented. The scale and intensity of engagement were significant. The PSA participated in 1 098 meetings, deliberated on 3 749 agenda items, concluded 26 collective agreements, and declared 14 mutual-interest disputes to defend members' rights. These figures reflect a highly active and responsive bargaining environment.

The PSA contributed to the conclusion of several critical agreements, including the PSCBC-levy agreement to ensure Council sustainability and multiple GPSSBC agreements enhancing governance, dispute resolution, and labour relations frameworks. Across sectors, the PSA secured salary adjustments and improved conditions of service, including agreements at state-owned entities and provincial structures, despite ongoing fiscal constraints.

The PSA further successfully advanced key positions on limiting unnecessary legal representation in disciplinary processes, exposing excessive state expenditure exceeding R372 million, and reinforcing fair labour practices through ongoing policy reviews. In addition, the PSA continued to grow the Union's organisational footprint, achieving recognition and strengthening bargaining positions at multiple entities, thereby extending protection and representation to a broader membership base.

The report period presented various challenges. Persistent increases in medical-aid contributions, particularly by the Government Employees Pension Fund, placed significant financial strain on members, with increases implemented despite unified labour opposition.

Ambiguities arising from the Essential Services Committee's rulings on Minimum Service Level Agreements created confusion across sectors, highlighting the need for clearer regulatory alignment. In addition, delays and inconsistencies in implementing agreements such as housing schemes, statutory-fee payments, and workforce reforms continued to undermine progress and required sustained oversight. Ongoing disputes in areas such as health-sector allowances, employee transfers, and role classifications indicated unresolved structural challenges requiring continued negotiation and, where necessary, legal recourse.

Despite a complex and constrained labour environment, the PSA demonstrated resilience, strategic influence, and measurable impact in protecting and advancing members' interests. The Union is committed to strengthening collective bargaining as a critical instrument for achieving fair labour practices and improved working conditions across the public service and beyond.

Members' rights and litigation

The Members' Rights and Litigation Section is committed to ensuring that members are represented in individual and collective disputes. These disputes may arise in the workplace, at the relevant public sector bargaining councils, or at the Commission for Conciliation, Mediation, and Arbitration. On behalf of members, the PSA handled disputes related to grievances, unfair labour practices, interpretation and application disputes, unfair dismissal disputes, and unfair discrimination disputes. Where outcomes were not in members' favour, the PSA considered reviewing unfavourable arbitration awards where there was justifiable cause to do so.

During the report period, the PSA attended grievance meetings, conciliations, and arbitrations. These interventions resulted in favourable awards for members. These outcomes were made possible through collaboration and cooperation between PSA employees and elected representatives across the various branches. In addition, the PSA provided legal representation for members before the Labour Court. Where legal representation was required in tribunals, the PSA also provided such support at no additional cost to members.

Organising and structures

During the report period, the Organising and Structures (previously Liaison) functional area made a meaningful contribution to strengthening the Union's organisational presence and advancing its membership objectives. Through coordinated engagement between PSA staff, trade-union representatives, and members, sustained efforts were undertaken to retain existing members whilst expanding the Union's footprint across key sectors.

These efforts yielded positive results, with active membership increasing from 250 003 on 1 January 2025 to 252 176 on 31 December 2025, reflecting a net growth of 2 173 members. This achievement further strengthened the PSA's representation and reinforced the Union's position in various bargaining forums.

Key achievements in this functional area included targeted recruitment drives, stakeholder engagement initiatives, and outreach activities aimed at promoting the value of PSA membership. These interventions were implemented strategically across regions and sectors, supported by improved communication channels, strengthened member support, and enhanced service delivery measures that contributed to member satisfaction, retention, and continued growth.

Learning and development

A comprehensive overview of the PSA's initiatives aimed at strengthening capability, enhancing performance, and promoting overall organisational effectiveness through structured learning and development programmes for members, office bearers, and employees is provided. Key learning interventions implemented are highlighted with an analysis of participation levels, training outcomes, and the utilisation of development resources. The overview serves as a performance assessment and strategic resource to inform decision-making, ensuring that learning and development initiatives contribute effectively to employee development and the achievement of organisational objectives.

Federation of Unions of South Africa

(Fedusa)

During the report period, Fedusa provided the PSA with practical value through bargaining coordination, policy and legislative advocacy, provincial representation, training, social justice platforms, international labour participation, and national media visibility. This impact was most visible in the public-sector bargaining environment and the GEMS affordability campaign, where Fedusa helped convert member frustration into organised pressure through PSCBC engagements, media advocacy, mass mobilisation, National Economic Development and Labour Council (Nedlac) Section-77 processes, and direct engagement with relevant institutions. Fedusa's contribution also extended to worker education, gender and health platforms, occupational health and safety, provincial labour forums, policy submissions, and public-service defence campaigns.

The PSA's participation across these structures confirms that Fedusa affiliation continues to provide strategic leverage, visibility, protection, and institutional support to PSA members and leaders.



Refitlhile Baloyi
CHAIRPERSON

Management of the PSA

Board of Directors

The PSA's Board of Directors, in the absence of the 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 Director on 16 September 2019. Elected as Vice-President on 19 September 2022 to 6 March 2023. Interim President from 7 March 2023 to 18 September 2023. Elected as President from 18 September 2023.

Mr Noah Bodiba (Vice-President) – Elected as Director on 19 September 2022. Interim Vice-President from February 2024 to 15 September 2024. Elected as Vice-President on 16 September 2024. Term of Office was terminated on 4 August 2025.

Mr Tladi Rakaki (Director) – Elected on 16 September 2024. Appointed as Interim Vice-President on 25 February 2026.

Mr Refitlhile Baloyi (Chairperson) – Elected as Director on 19 September 2022. Appointed as Interim Chairperson on 3 March 2025 and duly elected as Chairperson of the Board on 22 September 2025.

Mr Mosala Seelamo (Vice-Chairperson) – Elected as Vice-Chairperson on 16 September 2019. Re-elected on 19 September 2022. Term of office ended on 22 September 2025.

Adv Jeno Singh (Vice-Chairperson) – elected as Director on 19 September 2022. Elected as Vice-Chairperson on 22 September 2025.

Ms Anadele Coetzee (Director) – Elected in September 2018. Re-elected on 20 September 2021. Re-elected on 16 September 2024.

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

Ms Natalie Adams (Director) – elected on 22 September 2025.

Ms Dalinda Swart-Mocke (Director) – elected on 22 September 2025.

Ms Nkhensani Maluleke (Director) – elected on 22 September 2025.

Administration

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

Director	Board	ARC	CC	HRDC	ORD	Remco	STIC	SEC	SC
Justice Shiburi	8				1				1
Noah Bodiba	1	1	2						1
Tladi Rakaki	8	6	2			4	3	3	
Mosala Seelamo	3	2					1	1	1
Refitlhile Baloyi	8			5	1				3
Adv Jeno Singh	8	6		5		5	3		3
Anadele Coetzee	8			5	1	5		3	
Dimakatso Makhetha	5		1			5	3	3	
Natalie Adams	4	3	1						
Nkhensani Maluleke	5		1	1				1	2
Dalinda Swart-Mocke	5	4							2
TOTAL	**8**	**6**	**3**	**5**	**1**	**5**	**3**	**3**	**3**

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 Audit and Risk Committee meetings in an *ex-officio* capacity.

The members who serve/served on the different Board Committees of the PSA and attendance at Board and Committee Meetings are reflected in the table on page 3.

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

The Audit and Risk Committee (ARC) oversees the finances of the PSA. This Committee 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
    - Annual and Revised Budget
    - Financial Policies
    - Charter Review
    - Subsistence and Travel Reports
    - Information Technology Policies
    - Holiday Resort Status Report

Short-term Insurance Committee

The Short-term Insurance Committee (STIC) 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

The Remuneration Committee (REMCO) 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 Kruger: Attended four meetings - elected on 20 September 2021.

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

Mpho Mandlazi - attended five meetings – elected on 16 September 2024.

Andry Mnisi - attended one meeting – elected on 22 September 2025.

Craig Jansen - attended one meeting – elected on 22 September 2025.

Social and Ethics Committee

The Social and Ethics Committee (SEC) is responsible for monitoring the activities on social and ethical development, good corporate citizenship, the environment, health and public safety, consumer relationships, labour and employment.

Human Resource Development Committee

The purpose of this Human Resource Development Committee (HRDC) 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, 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. In addition, the HRDC has ensured that the PSA is represented at labour tribunals for cases overseen by the Board, with feedback relayed to the Board of Directors. The HRDC also contributed to the development and review of human-resource policies and secured their approval by the Board of Directors.

Stabilisation Committee

The Stabilisation Committee (SC) was established to address issues that threaten the stability and sustainability of the organisation.

Ad-hoc Statute Amendment Committee

The Statute Amendment Committee (SAC) was established to amend the *PSA Statute*. The PSA was awaiting the outcome from the Registrar.

Credentials Committee

The Credentials Committee (CC) plays a crucial role in verifying eligibility in various contexts, ensuring the smooth functioning of the organisation's Board of Director's nomination process. The following Board members were removed from the CC by the Board during its meeting held on 3 to 7 November 2025 owing to their term on the Board ending at the 2026 Annual General Meeting/Congress:

- Mr Justice Shiburi
- Ms Dimakatso Makhetha

The following Board members were added to the CC by the Board during its meeting held on 3 to 7 November 2025 owing to Mr Shiburi and Ms Makhetha's terms on the Board ending at the 2026 Annual General Meeting/Congress:

- Ms Natalie Adams
- Ms Nkhensani Maluleke

Members representing structures
(Appointed by the Board on 8 February 2024 to serve on the Committee for a period of three years)
Mpfunzeni Budeli - attended three meetings.

(Appointed by the Board on 9 June 2025 to serve on the Committee for a period of three years)
Mosiua Kali - attended two meetings.

Organisational redesign

The objective of the organisational redesign initiative is to align the PSA human-capital structure with strategic goals and operational needs. The strategic objectives of the organisational redesign project include:

- Supports structure redesign to help define the shape and layers of the organisation.
- Improves internal equity to ensure that similar roles are graded and paid fairly.
- Enables workforce planning to support talent development, succession, and retention.
- Provides a basis for salary benchmarking to ensure comparison to market data is done accurately by grade.

PSA Fedusa affiliation

The Federation of Unions of South Africa's (Fedusa) value to the PSA during the report period can be demonstrated through five connected areas of work: Public-sector bargaining and representation through the Public Sector Committee, social justice and international solidarity work, training and worker education, provincial participation through Provincial Executive Committees, and media and research support through public advocacy, legislative submissions, and policy positioning.

Public Sector Committee (PSC): Bargaining, institutional access, and GEMS campaign

The PSC remained the most direct Fedusa platform through which the PSA received value as a major public-sector affiliate. Its work linked collective bargaining, implementation monitoring, health-affordability campaigning, essential services representation, and strategic engagement with public institutions. The following represent highlights:

- **26 February 2025**: The PSC engaged the Public Service Commission on the state of the public service, policy implementation, social dialogue, and partnership opportunities with strategic institutional access for PSA issues.
- **April 2025**: PSC affiliates secured and tracked implementation of a multi-year public service agreement, including salary increases, housing allowance, GEHS matters, medical-aid subsidy, and allowances (PSCBC Resolutions 1/2025 and 2/2025) with direct material value for PSA members in the public service.
- **April 2025**: The PSA and other affiliates made representations and the Essential Services Committee found that primary school services rendered by educators and support staff should not be designated as essential services in protection of organising and industrial-action space.
- **September 2025**: In terms of Fedusa PSC chief negotiator arrangements, PSC principals adopted that Mr Joseph Mashigo from the PSA would lead technocrats for the 2025/26 cycle offering PSA leadership influence in bargaining technocrat work.
- **November 2025 to April 2026**: In the GEMS strategy and campaign, the PSC resolved to confront exceptional GEMS increased through media strategy, regulator correspondence, ministerial engagement, review of PSCBC Resolution 1/2006, protest action, legal processes, and Section-77 preparation in visible, organised defence of PSA members' take-home pay and healthcare affordability.

Social Justice Committee (SJC), international solidarity, and social-justice platforms

The social-justice contribution strengthened the PSA's participation in gender equality, health, occupational health and safety (OHS), women's representation, and international labour solidarity. Highlights include:

- **ITUC Youth Conference**, Togo, Lome (attended by Xolani Gaya) ensured PSA participation in international youth labour movement engagement, with exposure to youth organising, global labour solidarity and future of work priorities.
- **National Gender Conference**, Gauteng (attended by Jabu Moche, Lizzy Mashilela, Justice Shiburi, Benedict Mdluli, Dalinda Swart-Mocke, and Martha Chauke) was a Fedusa review of Gender Policy and Resolutions in preparation for Congress, strengthening PSA participation in equality, representation, and anti-discrimination work.
- **World Aids Day**, Free State (attended by Lizzy Mashilela) offered participation as organised government, linking health, workplace rights, public health awareness, and social protection.
- **G20 engagement**, Gauteng (attended by Jabu Moche and Lizzy Mashilela) offered PSA participation in G20 labour and policy discourse, expanding affiliate visibility in macro-economic and labour-policy spaces.
- **OHS Workshop for Health Workers**, Gauteng (attended by Peter Moloi) provided OHS engagement focused on health workers, risk, compliance, safe staffing, and workplace protection.
- **ITUC Women Committee Meeting**, Brussels (attended by Anadele Coetzee) provided international women workers' representation and participation in ITUC women's structures.

TEC and training: PSA worker education and capacity-building

Training activity recorded for April 2025 to March 2026 demonstrated measurable impact for the PSA through direct delegate development. The training programme reached a total of 448 PSA delegates across three core areas:

- **Financial Empowerment Training** (392 delegates) with 15 sessions across Ladysmith, Newcastle, Port Elizabeth, Mthatha, Thulamahashe, George, Elukwatini, Bloemfontein, Upington, Rustenburg, Kimberley, Vaal, Pretoria, Cape Town, Pietermaritzburg, Johannesburg, Durban, and Potchefstroom.

- **Basic Shop Steward Training** (16 delegates) in Durban, Johannesburg, and Polokwane.
- **Labour Law Arbitration** (40 delegates) in Durban, Roodepoort, Polokwane, and Johannesburg.

Provincial Executive Committees: PSA representation across provinces

The PSA held meaningful representation across Fedusa Provincial Executive Committees. This ensured that the PSA was present in provincial organising spaces, public-sector forums, training platforms and provincial policy engagements.

Province	PSA representative(s) and role(s)
Eastern Cape	David King (Chairperson), Lihle Mlungwana (Training).
Free State	Lizzy Melesi (Chairperson), Fredre Fouche (Training).
Gauteng	Solomon Mokoane (Chairperson), Peter Moloi (Secretary).
KwaZulu-Natal	Sithembile Ngcobo (Youth), Phindile Buthelezi, Nkosinathi Thwala (Training Coordinator).
Limpopo	Joseph Matlala (Chairperson).
Mpumalanga	Benedict Mdluli (Gender Coordinator).
Northern Cape	Lulu Hlope (Chairperson), Keamoghtse Ntuane (Deputy Chairperson)
North West	Daniel Sekhu, Tumelo Morebudi.
Western Cape	Carel Roestorff (Chairperson), Natalie Adams (Secretary), Lewellyn Fuller (Youth Coordinator).

PEC and provincial major events

On 21 January 2026, a Commission for Concilaition, Mediation, and Arbitration (CCMA) User Forum took place in Klerksdorp, offering PSA/Fedusa participation in provincial labour dispute-resolution engagement. On 24 February 2026, a Ditsela Trainer of the Trainer Workshop took place in the Free State, offering training capacity for union education and worker leadership development. On 26 February 2026 and 17 March 2026, CCMA User Forum events took place in Rustenburg respectively dealing with representation in CCMA user engagement and provincial labour forum participation; and continued PSA/Fedusa participation in dispute-resolution system engagement. During the report period, Workers Parliament was attended in KwaZulu-Natal, ensuring provincial worker voice and policy participation. The Western Cape State of the Province Address was attended by Carel Roestorff.

Media and research: Public positioning, submissions, and policy support

Media and research provided direct and indirect value to the PSA through public statements, media alerts, policy framing, campaign messaging, and legislative or regulatory input.

The clearest example is the Government Employees Medical Scheme (GEMS) campaign, where public advocacy supported bargaining, legal, regulatory, and mobilisation work. Fedusa rejected the proposed 9.8% annual increase for 2026 and argued that workers should not pay more for stagnant benefits whilst consultation and accountability remained weak. On 21 February 2026, Fedusa unions in the PSCBC and other unions led protest action after the 9.5% increase implemented from 1 February 2026. This mobilised public servants and secured media visibility for member demands. On 3 March 2026, Fedusa confirmed the late request by GEMS for more time and granted a limited final extension to 6 March 2026 whilst maintaining affordability demands. This maintained pressure, discipline, and strategic credibility. On 20 April 2026, Fedusa highlighted the Minister of Health's confirmation at Nedlac that the healthcare financing model was too expensive and unsustainable, thus placing GEMS in broader healthcare affordability and social protection agenda.

Media and research also strengthened PSA-aligned public-service issues, including corruption, public health, public services, provincial education matters, and PSA governance visibility. In other examples, on 9 October 2025, Fedusa congratulated the PSA on the Union's 2025 AGM, recognising the election of three women to the PSA Board and affirming the PSA's role as a major force in the labour movement. In October 2025, Fedusa echoed the PSA's call for investigations into corruption across public hospitals and government institutions in the wake of the exposure of Tembisa Hospital corruption. This amplified the PSA anti-corruption position in public service delivery.

Media and research also contributed to legislation and policy work, including labour-law reforms, CCMA rules, and other policy proposals affecting workers and collective thus proving a policy voice for the PSA as a Fedusa affiliate.

During the report period, Fedusa provided the PSA with practical value through bargaining coordination, policy and legislative advocacy, provincial representation, training, social justice platforms, international labour participation, and national media visibility. This impact was most visible in the public-sector bargaining environment and the GEMS affordability campaign, where Fedusa helped convert member frustration into organised pressure through PSCBC engagements, media advocacy, mass mobilisation, Nedlac Section-77 processes, and direct engagement with relevant institutions.

Fedusa's contribution also extended to worker education, gender and health platforms, OHS, provincial labour forums, policy submissions and public-service defence campaigns.

The PSA's participation across these structures confirms that Fedusa affiliation continues to provide strategic leverage, visibility, protection, and institutional support to PSA members and leaders.

Marketing and communication

Communication

During the report period, the South African labour movement continued to operate in an increasingly complex and constrained economic environment. Despite these conditions, the PSA sustained the Union's resilience, growth trajectory, and strategic relevance. With the PSA approaching its 106th year in service of members in 2026, the Union remains anchored in a long-standing legacy of service excellence, whilst continuing to advance and protect the rights and interests of public-sector employees with renewed purpose and determination. In enforcing the PSA as a vibrant brand, the re-branding of most PSA Offices was completed during the report period.

In the broader labour landscape, the PSA further consolidated the Union's position as a credible and influential voice. This was demonstrated through the joint national mobilisation on 21 February 2026, held in response to the 9.5% increase in membership contributions to the Government Employees Medical Scheme (GEMS), implemented against a backdrop of limited wage growth for public servants. The PSA, in collaboration with the Federation of Unions of South Africa and other labour partners, participated in coordinated successful nationwide protest action. These interventions reaffirmed the PSA's position as a trusted champion of public servants and underscored the importance of unity.

This campaign also underscored the strength and effectiveness of the PSA's Marketing and Communication function. A blended communications approach, integrating traditional and digital platforms, was deployed to drive the GEMS campaign, advance recruitment efforts, and strengthen member engagement.



Established channels such as the PSA's electronic newsletter, *Informus*, and the *PSA magazine* were complemented with digital platforms including *PSAToday*, *PSALive* broadcasts, and the PSA's website.

The *Informus* remains a critical communication tool providing, amongst others, consistent updates on labour-related developments affecting members and the broader public service. During the report period, 1 029 editions were produced, compared to 920 editions in the previous report period. The graph on page 7 below illustrates publication trends over the past three reporting cycles.

The Marketing and Communication function also played a targeted internal engagement role by supporting shop stewards through the publication of 13 editions of *PSALink*, compared to 14 editions in the previous report period.

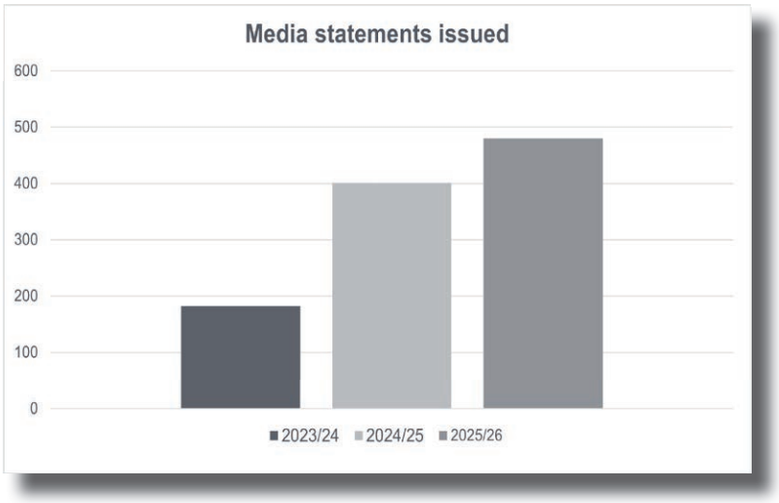
The *PSA magazine* continues to serve as a key engagement and recruitment platform, delivering in-depth content on labour issues and reinforcing the value of Union membership. It remains an important driver of recruitment by consistently highlighting the benefits of belonging to the PSA. During the reporting period, four editions were produced and distributed electronically *via* email and SMS, whilst printed copies were circulated by PSA Provincial Offices to extend reach. In addition, SMS communication remained an important supplementary channel during the report period to disseminate key messages, welcome new members, and extend birthday wishes to members, thereby strengthening member connection and engagement.

A variety of posters, flyers, brochures, and related support material was produced in support of driving PSA messages to target audiences during the report period.

The PSA's media footprint continued to expand across regional and national platforms throughout the report period with an extensive media-contact database. A total of 480 media statements were issued, compared to 401 such statements during the previous report period, generating 4 703 media clips across print, broadcast, online and social-media platforms, compared to 4 111 clips in the previous report period.

This coverage translated into an advertising value equivalent of R97 886 558. The graph on page 8 reflects the number of media statement issued over the past three report periods.

The PSA website (*www.psa.co.za*) continues to function as a central information hub for members and stakeholders. In addition to news content, the platform provides, amongst others, access to publications, multimedia content, contact information for PSA Offices, and a range of member benefits offered through business partners. In total, four successful web-based ballots of members were conducted during the report period. The website recorded 143 111 unique visitors during the report period, reflecting sustained engagement and strong public interest in the PSA's work and services.



A youth survey was conducted in June 2025 to enable the PSA to gain insights into this important sector of the South African society. The Provincial Office in the Free State was assisted with conducting a survey amongst ELRC district representatives in July 2025.

The PSA Member Portal enhanced seamless, direct interaction between members and the Union by providing access to essential self-service functionality. These services include updating personal details, downloading membership certificates and digital cards, requesting proof of indemnity insurance, and submitting enquiries in real time. By the end of the report period, the portal reach 13 281 successful registration, compared to 11 147 by the end of the previous report period.

The PSA's digital presence continued to expand, supported by consistent growth across all social-media platforms and strengthened by the introduction of the Union's *WhatsApp* channel, which had a total of 8 783 followers by the end of the report period, compared to 6 663 followers by the end of the previous report period.

The PSA's mobile application was launched as part of the PSA's 105th birthday celebrations in July 2025. The application can be downloaded from the *Play Store* or *Apple Store* and enables a streamlined and responsive membership experience. It enables members to access the latest media and stay informed through real-time updates on PSA campaigns, media releases, events, and news. It also allows members to receive and respond to meeting invitations for PSA-related engagements *via* the platform. The application further includes an integrated online PSA gear store, where official PSA-branded merchandise can be purchased. In addition, a comprehensive contact directory provides quick access to PSA support staff and enquiry channels. Members can also view detailed information on all available fringe benefits and access their digital membership card, which is linked to their unique membership number and reflects their membership status. This innovation underscores the PSA's commitment to enhancing service delivery and modernising Union operations.

The Union maintains an active presence on *Facebook* with 50 633 followers, *X* with 1 346 followers, *Instagram* with 1 418 followers, *YouTube* with 1 349 subscribers, and *TikTok* with 3 550 followers, ensuring sustained engagement across diverse digital audiences.

These platforms form an integral part of the PSA's communication strategy, enabling rapid information sharing across all levels of the organisation. They also play a critical role in bridging communication gaps, particularly for members who may not be reached through workplace-based channels. PSA Provincial Offices further continued to rely on *WhatsApp* groups as an efficient and reliable mechanism for distributing urgent updates to shop stewards, members, and organisational structures.

During the report period, the PSA further strengthened the Union's digital communication offering through the introduction of *PSAToday* podcasts, which explored key topics such as unfair dismissal and dispute resolution, whilst also providing updates on issues including GEMS, featuring expert guests from the PSA and other sectors. In total, 19 *PSAToday* podcast episodes were produced during the report period. In addition, the Union produced 14 *PSALive* broadcasts and more than 58 additional in-house video productions, covering unfolding key developments as well as commemorating and celebrating public servants. All content was distributed *via* the PSA website and amplified across social-media platforms to ensure maximum reach and accessibility.

The PSA's electronic helpdesk (*ask@psa.co.za*) processed and responded to 9 802 enquiries during the reporting period, compared to 9 281 enquiries in the previous period. Fully integrated into the membership management system, the platform continues to enhance service delivery efficiency whilst strengthening the accuracy and reliability of reporting.

Member 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 general public. The PSA has a close relationship with the Union's business partners nationally and at a provincial level, where they are 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 the report period, the PSA through its Strategic Partnerships and Member Benefits unit (previously referred to as Business Administration unit) concluded partnership agreements with *Clientele Legal*, *Wisetax*, *Home Assist*, and *Phil & Ken Leather Collection*.

Additional benefits

- **PSA Short-term Insurance**: *Santam* provides a diverse range of short-term (general) insurance products and services.
- **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 10% discount.
- **Funeral insurance**: 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**: 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*, *Welltec*, *Octogen*, *Optivest*, *Thuthukani*, *Fundi*, and *Zisekele*.

PSA business partners and their offerings

AA: Roadside rescue and emergency solutions.
AIG: Property casualty insurance, personal lines insurance, business travel, accident solutions, and other financial services.
Assupol: Funeral, life, savings, and retirement products.
Clientele Legal: Insurance for professional legal support at affordable rates for members.
Dignity: Support service to arrange, support, advise, and assist clients with funeral arrangements.
Esurity: Personalised and innovative financial solutions designed to enhance the dignity and financial well-being of members and their loved ones.
Finwell: Debt mediation, debt counselling, and assistance with a home-ownership program with SA *Home Loans*.
Fundi: Access to education loans tailored to members' needs.
Hollard-TBFS: Products tailor-made to suit clients' specifications.
Home Assist: Cover for home maintenance support such as plumbing, electrical, locksmith, *etc*.
Liberty (subsidiary of *The Standard Bank Group*): Comprehensive range of insurance, investment, and asset management services.
Lifesaver Legal: Legal benefits at a special PSA family rate, including emergency roadside assistance, home emergency assistance, as well as tax and financial assistance services for policy holders.
Metropolitan: Life Cover Plan bridges gap between funeral and life cover.
Octogen: Financial assessment, debt counselling, debt management, budget repair, and financial education.
Old Mutual: Funerals plans that include a cash-back benefit.
Old Mutual Finance: 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: Quotations and broker appointments for medical schemes and healthcare-related products. *Optivest* also liaises with medical schemes regarding unpaid claims and assists to register chronic medication. *Optivest* further provides gap cover.
Phil & Ken Leather: Leather products such as bags, wallets, *etc*.
Sanlam: Insurance, personal finance, and investment solutions.
Santam: Diverse range of short-term (general) insurance products and services.
Thuthukani: 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: 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 with a joining fee of R199 for all facility types.
Welltec (previously known as *Credit Gateway*): Financial services and products - free credit report, report fix, debt negotiation, and credit life insurance consolidation.
Wisetax: Tax consulting services, which include assistance will tax submissions using their technology.
Zisekele: Funeral covers and assists members with Road Accident Fund claims.

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 694 claims (compared to 721 during the 2024/25-financial year), to the value of R2 893 500 (compared to R3 244 500 during the 2024/25-financial year) 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. *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:

- *Zapmed* (on-line doctor with 20% discount)
- *Kingdom Resort*
- *Sleepover*
- *Quickbus* (73 bus services)
- *PG Glass*
- Cellular (*M-Cell*)
- *Gym Company* (Renewed deal - 20% off joining fee)
- *Run Walk for Life* (Renewed deal – 25% discount)

PSAClub provides the following four 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, Prepaid 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 the *Google Play Store* and *Apple App Store*.

In total, more than 28 044 points transactions on products and services were utilised by members during the report period (compared to 19 123 used during the 2024/25-financial year). Overall, there were 59 561 interactions from members and unique visitors on the platform.

Accessing *PSAClub* benefits

Members can download the PSA App and register for a loyalty number or *via* the *PSAClub* mobi (*https://psaclub.mobi/*). Once the profile is active, members 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.

PSA
The Union Of Choice

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 the Union's members in key bargaining structures, including the Public Service Coordinating Bargaining Council, General Public Service Sectoral Bargaining Council, Education Labour Relations Council, and the Public Health and Social Development Sectoral Bargaining Council, along with their respective sub-structures, and at various state-owned entities.

During the report 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 2025 to 31 March 2026, the PSA recorded significant activity across collective bargaining structures. A total of 1 098 meetings were attended, with 3 749 agenda items tabled and deliberated. The PSA successfully concluded and signed 26 collective agreements during the reporting period. Additionally, 14 mutual-interest disputes were declared in response to unresolved matters affecting members.

Public Service Coordinating Bargaining Council (PSCBC)

Draft Minimum Service Level Agreement in Public Service

Following the non-resolution at conciliation, the Essential Services Committee (ESC) scheduled a two-day hearing, where parties presented arguments on establishing a framework agreement to facilitate the finalisation of the Minimum Service Level Agreements (MSLAs). The ESC issued a ruling, directing parties to conclude MSLAs 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.

Subsequent engagements with the ESC clarified that no uniform minimum service ratio would be prescribed across the public service owing to varying functions of departments. Instead, sectoral and provincial structures are responsible for determining appropriate minimum service levels, with the ESC providing overarching guidance. Despite this clarification, concerns were raised, particularly at the Western Cape Department of Social Development, that the ESC may have exceeded its facilitative role by pressuring parties to conclude MSLAs, with indications that it could impose Minimum Service Determinations if agreements were not reached. Whilst the PSCBC sought clarity from the ESC, the response received did not fully address these concerns. The situation was further complicated by ongoing deliberations in the PSCBC Executive Committee on implementation modalities, whilst the ESC appeared to proceed independently. This created confusion in provincial chambers, uncertainty amongst employees, and ambiguity regarding institutional roles.

As a way forward, although a joint PSCBC-ESC workshop and sectoral engagement were proposed, labour, through Fedusa, opted to establish a legal task team to analyse the ESC ruling. The PSA aligned with this position and participated in the initiative. Subsequently, the Council resolved to convene a workshop with the ESC, scheduled for 2 June 2026, to advance clarity and implementation.

Status Report: Government Employees Housing Scheme (GEHS)

During the 2025/26-financial year, the PSA continued to participate actively in governance and oversight processes of the GEHS. As reported in the previous period, the PSA served on the GEHS Working Committee and attended meetings that focused on updates regarding the implementation of the GEHS roadmap.

The DPSA reported progress in the administration of the housing allowance and in finalising the dissolution agreement with *SA Home Loans*.

Whilst these developments were noted, concerns were formally raised regarding the current in house GEHS model operating in the Department of Public Service and Administration (DPSA). The model was found to be inconsistent with the provisions of the *Public Service Act* and lacking the necessary regulatory authority to provide financial services to beneficiaries.

A revised 2019 Feasibility Study and Business Case was revisited during the report period. The study recommends a multi stakeholder approach involving the National Treasury, Government Employees pension Fund (GEPF), the Public Investment Corporation (PIC), and *First Home Finance* as a more viable and sustainable model to achieve the objectives of the GEHS. In line with this recommendation, the PIC adjusted its procurement strategy from a Request for Proposals to an Expression of Interest (EoI) to better align with the scope and complexity of the project. The EoI process was completed, and an open tender process was initiated and supported by a Bid Evaluation Committee (BEC).

The PSCBC was requested to urgently nominate two labour representatives and one National Treasury representative to serve on the BEC. Organised labour raised serious concerns about the allocation of only two labour seats, despite representing eight unions in the PSCBC. To avoid undue delays, the Vice Chairperson of Labour submitted interim nominations, whilst the GEPF undertook to formally communicate labour's concerns regarding representation to the PIC.

In parallel, the GEPF benchmarked the GEHS against the Transport Sector Retirement Fund's housing project. This exercise identified significant gaps in the current GEHS approach, particularly the absence of professional market research and spatial planning. These elements were identified as critical to the development of a credible supply and demand strategy and the identification of optimal locations for housing development. Consequently, the GEPF committed to initiating a procurement process to appoint suitably qualified experts to undertake market research and spatial-planning work.

Following these developments, all parties agreed to suspend the activities of the GEHS Working Committee. It was further agreed that a workshop involving all principals would be convened to comprehensively assess progress, realign the project with its original mandate, and strengthen oversight, governance, and accountability mechanisms. The GEHS process will only proceed once this workshop has been held and consensus reached on the way forward.

Disclosure of information: Cost of legal representation

Organised labour reiterated its opposition to the use of legal representatives in internal disciplinary proceedings and requested disclosure on the expenditure incurred by the state for such legal services. In response, the employer indicated that the matter was receiving attention and confirmed that the DPSA had issued a directive to departments on the matter.

Organised labour formally requested to be furnished with a copy of the said Directive to understand the policy position and implementation requirements. Labour further reminded the employer that the original demand was for detailed information regarding the actual cost of legal representation in disciplinary cases across departments. The employer acknowledged this request and committed to consulting with the relevant principals before providing feedback.

The employer reverted with a concession and shared the requested information on the cost of legal representation. The information, broken down by national and provincial departments, confirms excessive expenditure on legal representation:

- Provincial departments: R82 871 863.12
- National departments (partial submission): R289 264 350.47
- Total reported expenditure: R372 136 213.59

Importantly, the Council also considered a recent Labour Court judgement on PSCBC Resolution 1/2003, which reaffirmed that legal representation was not an automatic right, but might only be permitted in exceptional circumstances at the discretion of the chairperson. This strengthens the PSA's long-standing position against the unnecessary use of legal practitioners. The Council noted that the judgement highlighted the urgent need to review and modernise PSCBC Resolution 1/2003, including addressing capacity challenges and regulating external appointments. The PSA will participate in this process to ensure that members' rights are protected. By the end of the report period, the matter remained on the Council agenda for further engagement.

Government Employees Medical Scheme (GEMS)
In November 2025, GEMS formally communicated a proposed 9.8% membership-contribution increase for the 2026-benefit year. This proposal was discussed at the PSCBC/GEMS Working Committee meeting on 11 November 2025. The PSA, together with all other unions, rejected the proposed increase on the basis that it was unaffordable and unjustifiable, particularly in light of the expected salary adjustments for public-service employees. This rejection was formally recorded and reported at the PSCBC meeting on 12 November 2025. At a special PSCBC meeting on 12 December 2025, GEMS persisted in justifying the proposed 9.8% increase, citing high use of benefits, healthcare inflation, and the cost of providing prescribed and essential benefits. GEMS further advised that the Council for Medical Schemes had approved the increase. Various alternative options were presented by GEMS, however, none were regarded as viable. GEMS subsequently proposed a reduced increase of 9.5%, which was also rejected by labour.

Subsequent to further engagements, the DPSA issued a circular advising departments of a delay in the implementation of the adjusted medical subsidy for employees on GEMS. The subsidy adjustment would be implemented from 1 February 2026 and backdated to 1 January 2026.

The practical effect of this delay was that, although the 9.8%-contribution increase took effect from January 2026, members would only receive the adjusted subsidy in February 2026, with the January 2026 subsidy remaining at the previous year's level. This resulted in an immediate financial impact on members.

The fourth quarter of 2025 was marked by intensive and contentious engagements on GEMS matters at the PSCBC. Despite unified opposition by organised labour, GEMS proceeded with a unilateral contribution increase, highlighting ongoing challenges relating to consultation, affordability, and governance.

PSCBC collective agreement concluded in 2025/26-report period

PSCBC Resolution 1/2026

PSCBC Resolution 1/2026 is a collective agreement concluded to secure the financial sustainability of the PSCBC by adjusting the levy that funds its operations. The agreement applies to the employer and all employees in the registered scope of the Council, including union members and non members. It provides for an increase of R1 per employee per month, matched by an equal R1-employer contribution, implemented from 1 December 2025, with subsequent annual increases linked to the projected Consumer Price Index (CPI). The objective is to ensure that the PSCBC can continue to fulfill its mandate in collective bargaining, dispute resolution and prevention, and overall Council operations, with the agreement subject to review after five years. The collective agreement was signed on 4 March 2026.

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.

The NMOG process was later finalised and closed. However, challenges remained in the Department of Agriculture, Land Reform, and Rural Development, which was separated into the Department of Agriculture (DOA) and the Department of Land Reform and Rural Development. The dispute centred on the placement of the Chief Directorate: Cooperatives and Enterprise Development (CED), which was allocated to the DOA. Affected employees argued that their functions aligned more closely with Rural Development and rejected the employer's proposal to split the Directorate, with 70% allocated to Agriculture and 30% to Rural Development. The PSA intervened and requested that the employer should conduct a survey to determine how many CED employees wished to remain under Agriculture and how many preferred to move to Rural Development.

The employer acknowledged the differing preferences and agreed to conduct the survey, with engagements between parties ongoing to resolve the matter amicably. By the end of the report period, the employer reported that the survey was conducted and concluded with the results reported to Council. The NMOG process was subsequently finalised and officially closed. Former chambers were disestablished, new chambers established, and all residual matters referred to the respective chambers. A task team was created to assess progress in finalising fit-for-purpose structures and to specifically monitor the resolution of the outstanding CED matter.

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 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 emphasises 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 consolidated and replaced 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.

Transfer of employees in Department of Forestry, Fisheries, and Environmental Affairs

The Council previously established a task team to address the placement of affected employees following the departmental restructuring process. The task team held several meetings and terms of reference for the task team were concluded.

Site inspections were conducted at various plantations across provinces from September to the end of October 2024. Engagement sessions were held in the Eastern Cape, Limpopo, KwaZulu-Natal, and Mpumalanga to ensure proper consultation. Initial task-team findings indicated that 37 employees opted for early retirement, 34 for reskilling opportunities, and 179 for placement in alternative roles, whilst 188 employees had not yet made a formal choice. Additionally, 238 employees were identified as potentially being accommodated under the Working for Integrated Forest Management Directorate. However, it was later established that the report submitted to the Executive Committee contained discrepancies. The task team was instructed to revise its findings and resubmit. The updated report was presented to Council, with the employer confirming that all affected employees would be placed in the Department. The Council regarded the matter as finalised and retained it on the agenda only for purposes of receiving final feedback from the employer once all placements have been completed.

Transfer of remaining staff members from Department of Home Affairs to BMA

The employer requested the transfer of 27 remaining employees from the Department of Home Affairs (DHA) to the Border Management Authority (BMA), as part of efforts to fully implement the provisions of the *Border Management Authority Act*. These employees, who were based in the Operational Support and Airline Liaison directorates, were not included in the initial transfer of 1 225 DHA officials to the BMA in 2023. To facilitate this process, the employer suggested that the same principles and approach used in the implementation of PSCBC Resolution 1/2023 be applied. It was proposed that the transfer be affected through the conclusion of a collective agreement under the GPSSBC.

The PSA did not object to consultations on the proposed transfer. The Union, however, made it clear that it would not support the conclusion of a transfer agreement until critical challenges facing employees already transferred to the BMA had been resolved. Amongst key concerns raised were ongoing issues related to incorrect tax deductions, unilateral implementation of workplace policies, delays in awarding of bursaries, and insufficient support for employees required to relocate. In view of these unresolved issues, organised labour emphasised that the well-being and rights of affected employees must be prioritised. To address these concerns, the Council convened several engagement sessions with the BMA National Consultative Bargaining Forum. Following these engagements, all parties agreed to hold a direct session with the 27 employees still based at the DHA. This session was successfully convened, where employees were provided with detailed information about the proposed transfer and an opportunity to raise concerns. It was widely acknowledged that proceeding with a collective agreement without consulting affected employees could negatively affect morale and well-being. The outcomes of the session would be formally reported at the next Council meeting, which was still to be scheduled by the end of the report period.

During the current report period, the employer indicated that it considered consultations to be finalised and presented a collective agreement, which it proceeded to sign. In line with Council rules, organised labour had 21 days to either sign the agreement or reject it. After this period, the employer is entitled to proceed with implementation regardless of labour's position. The PSA consulted members on the proposed agreement, and the majority provided a mandate in favour of signing. PSA management was by the end of the report period considering the members' mandate, and once approval is granted, the agreement will be signed on behalf of members.

Review: GPSSBC levy

The GPSSBC tabled a proposal to increase monthly levy contributions for consideration and mandating. As a non-profit organisation, the GPSSBC relies exclusively on levy income to fulfil its mandate, which includes collective bargaining, dispute resolution, dispute prevention, and both strategic and operational functions. Levies were last adjusted in terms of GPSSBC Resolution 1/2017 and have remained unchanged since its implementation. However, the Council indicated that the contribution of R8.73 per month, matched equally by the employer, was no longer sufficient to sustain operations amidst rising costs and expanded responsibilities. To ensure the Council's continued financial viability and ability to deliver on its core functions, an increase to R9.73 per month per party was proposed. In addition, it was proposed that the levy amount be subject to annual adjustments in line with the CPI, to avoid long-term stagnation and the need for infrequent but substantial increases. The agreement included a provision for review every five years and, if adopted, the revised levy was supposed to come into effect on 1 April 2025. Following consultations with all parties, including two newsletters issued by the PSA to solicit member input and engagements with GPSSBC Sector Chairpersons, the agreement was concluded. During the report period, the levy agreement was signed by most parties in Council, and the increase was implemented.

Review: GPSSBC Governance Rules for Chambers and Constitution

The GPSSBC initiated a review of Resolution 1/2012, which outlines the Governance Rules for Chambers. This review process commenced in 2024 and involved thorough consultations across various Departmental Bargaining Chambers. Inputs received from chambers were assessed and consolidated to inform the revised draft. The draft agreement would be tabled in Council for formal consideration by parties through their respective mandating processes. Further inputs were sourced from members. A meeting was convened with GPSSBC Sector Chairpersons representing the PSA to provide an opportunity for further contributions, but no submissions were made during this engagement.

The amended draft documents for amended Governance Rules and Constitution were tabled in Council for formal consideration. Parties were required to indicate at the subsequent Council meeting whether they were ready to adopt and sign the amended Governance Rules and Constitution.

During the report period, parties completed their consultation and mandating processes. Both the Constitution of the GPSSBC and the Governance Rules for Chambers enjoyed majority signing bringing the process to finality.

GPSSBC collective agreements concluded in 2025/26-report period

Resolution 1/2025: Agreement on increase of levies of GPSSBC

This Resolution amended the levy contributions payable to the GPSSBC by the employer and employees in the registered scope of the Council. With effect from 1 April 2025, the levy payable by each side was increased by R1, bringing the total monthly levy contribution to R9.73 per party, to ensure adequate funding for the Council's core functions including collective bargaining, dispute resolution, and operational activities. The agreement further provides for annual levy adjustments linked to the projected CPI as announced by National Treasury, a five year review period, payment *via* government salary systems, and application of the Council's dispute-resolution procedures in the event of disputes. The collective agreement was signed on 28 July 2025.

Resolution 2/2025: Constitution of GPSSBC

This Resolution adopts a comprehensive constitution governing the establishment, composition, powers, and functioning of the GPSSBC. It defines the Council's scope, objectives, governance structures, voting arrangements, dispute resolution mechanisms, financial management, and procedures for meetings, resolutions, and amendments. The Constitution regulates admission and termination of trade-union membership, determination of voting rights, establishment of chambers and committees, and the roles of office bearers including the Chairperson, Vice Chairpersons, Executive Committee, and General Secretary. It also sets out processes for collective bargaining, financial accountability, and interaction with the PSCBC, providing the legal and institutional framework underpinning the work of the GPSSBC. The collective agreement was signed on 26 September 2025.

Resolution 3/2025: GPSSBC Governance Rules for Chambers

This Resolution establishes uniform governance rules regulating the operation of provincial and national departmental chambers of the GPSSBC. It outlines the purpose, jurisdiction, composition, powers, and administrative procedures of chambers, including rules on meetings, decision making, voting, collective agreements, task teams, and dispute prevention. The resolution provides for the election and roles of chairpersons and vice chairpersons, the responsibilities of chamber administrators, and procedures for consultation, negotiation, and information sharing. These rules are intended to promote labour peace, ensure procedural consistency, enhance accountability, and support effective collective bargaining and dispute prevention within departmental and provincial chambers. The collective agreement was signed on 26 September 2025.

Resolution 4/2025: Agreement on transfer and integration of staff into BMA

This Resolution regulates the transfer and integration of identified employees from the Department of Home Affairs to the Border Management Authority (BMA) in accordance with the *Border Management Authority Act, 2020* and section 197 of the *Labour Relations Act*. It provides for the transfer of specific functions and occupational categories, guarantees employment security, and ensures that affected employees retain their existing salaries, conditions of service, pension benefits, and continuity of employment. The agreement emphasises fairness, transparency, consultation with trade unions, and the principle that staff follow function, whilst prohibiting retrenchments, automatic promotions, and voluntary severance packages. It further establishes oversight structures, reporting requirements, and dispute resolution processes to manage and monitor the implementation of the transfer. The collective agreement was signed on 7 October 2025.

Public Health and Social Development Sectoral Bargaining Council (PHSDSBC)

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

Labour tabled the agenda item to review PHSDSBC Resolution 4/2017, which regulates the payment of a special allowance and danger allowance to Forensic Pathology Officers (FPOs) and other employees performing the same functions. The rationale for tabling this agenda item was that although the collective agreement provided for a standard danger allowance of R397 and special allowance for R594, it did not provide for annual increase and thus the employer has paid the same allowance without increase for the past seven years. Following the signing of Resolution 4/2017, parties committed to finalising the professionalisation of FPOs, but that did not materialise.

Labour demanded that the Resolution should be amended to increase the payment of special allowance from R594 to R5 000 per month. The employer initially undertook to engage its principals for a mandate, however, then advanced that the matter did not fall within the competency of the Council. Seeing that the employer was confused about the applicability of PHSDSBC Resolution 4/2017 and PSCBC Resolution 4/2015, labour committed to tabling the draft agreement. Subsequently, labour presented the draft document, and the employer was seeking a mandate from its principals.

The matter escalated to a facilitation meeting before a senior Commissioner on 27 March 2026 after parties failed to reach agreement. Labour argued that the employer's failure to negotiate and finalise a sustainable model for FPOs within six months, as required by clause 4.5.2, rendered the clause invalid. It was contended that clause 4.5 must be read together with 4.5.2, as it provided for a provisional special danger allowance pending finalisation of the sustainable model.

Consequently, labour maintained that employees were entitled to refuse dissection duties and reiterated the demand for the allowance to be increased to R5 000.

The employer countered that the agreement related to standard and special danger allowances, which are governed by the PSCBC Resolution, and expressed no willingness to negotiate the proposed increase. Labour argued that the provisional special allowance was distinct from the PSCBC-regulated special danger allowance and applied specifically to FPOs in the Department of Health. Disagreement also persisted regarding whether dissection duties were mandatory or discretionary. As the dispute shifted to interpretation and application of clauses 4.5 and 4.5.2, parties remained deadlocked. Labour was given until 7 April 2026 to decide whether to seek extended facilitation or declare a formal dispute.

Salary disparities: Forensic Pathology Managers

The PSA tabled the matter upon receiving complaints from members that Forensic Pathology Managers are not paid equally across the Health Sector and called upon the employer to ensure that "equal pay for equal work" is achieved. 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 subsequent Departmental Bargaining Chamber meeting. 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 awaiting 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.

The employer secured an expert for a meeting on 17 November 2025 to address the matter. The expert pointed out that salary disparity of Forensic/Mortuary Managers was owing to categorisation of mortuaries from M1 to M6, depending on body storage and management capacity. According to the presentation, categorisations are as follows: M1 - up to 250 bodies, M2 - up to 500 bodies, M3 - up to 1 000 bodies, M4 - up to 1 500 bodies, M5 - up to 2 000 bodies, and M6 - more than 2 000 bodies. The expert could, however, not engage further owing to prior work commitment. The matter remained on the agenda of Council by the end of the report period. The PSA will continue to engage to find a suitable solution.

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

Labour tabled the matter, calling for amendment of PHSDSBC Resolution 2/2010 to include categories that were not benefiting from the agreement although falling in the categories of Therapeutic, Diagnostic, and Allied Professionals. Labour submitted that FPOs should be removed from the occupation-specific dispensation 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 employer was yet to receive the guideline from the DPSA although there were engagements for clarity and exchange of information. The matter could thus not be discussed by parties. The DPSA's response was still awaited to enable further engagement.

Permanent appointment of Community Health Workers: Department of Health

The employer reported that it had embarked on a process to ensure standardisation of remuneration for Community Health Workers (CHWs) following constant complaints about the 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 the modalities as prescribed by the agreement. Labour raised displeasure at the task team's non-finalisation of the Standard Operating Procedures 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 disbanded. The employer reported that Expert Working Groups (EWGs) with about 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 the same duties across provinces. The EWGs were established without inputs and involvement of labour. Labour demanded to serve in the EWGs, which was acceded to by the employer, and each union submitted the names of representatives. Engagement through the EWGs was underway, however, the issue of permanent appointments of CHWs was put on hold at the level of the Council to allow the employer to consider the impact of the court decision pertaining to the matter although the matter was previously tabled at the PSCBC. The matter remained on the agenda at the Council.

The employer initiated a process to permanently appoint CHWs, introducing a matric requirement, which labour opposed. In total, 27 000 CHWs were identified as meeting the minimum criteria, pending verification. Labour welcomed this as significant progress on a long-standing issue but requested a detailed progress report on these appointments. It also urged the employer to urgently table a draft collective agreement to address the remaining 16 781 CHWs. The employer indicated that a task team had been established to manage the process. However, labour objected, insisting that such work should occur under the Council's auspices rather than an external or independent structure, and demanded the suspension of the task team. Employer representatives stated they lacked the mandate to suspend. In subsequent engagements, the employer reported that its internal mandating process was still underway, and it could not yet respond on the task team.

Labour maintained that the task team was illegitimate and its decisions non-binding and reiterated that the matter must be tabled before the Council. Feedback remained outstanding 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 said Resolution, which led to the deregistration of employees. The Resolution provided that the employer must facilitate payment of annual statutory fees or all professionals in the Health and Social Development Sector. The presentation of deregistered employees owing to the payment of statutory fees caused disturbance to labour as the conclusion of the agreement sought to address this 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 and the report received contradicted the employer's assertions. Further, the employer indicated that some of these were historical deregistration and where there was wrong by the Department, corrective measures would ensue. Subsequently, parties agreed to hold roadshows together with statutory bodies to ensure that this matter was resolved.

A meeting was arranged with all five statutory bodies after identifying challenges pertaining to challenges of implementing the said Resolution, as the employer was blaming these bodies for non-compliance. The meeting was held on 25 April 2025, involving the South African Nursing Council, South African Dental Technicians Council, South African Council for Social Service Professions (SACSSP), South African Pharmacy Council, and Health Professions Council of South Africa.

Although the employer reported that the majority of debts was historical, *i.e.*, before conclusion of the Resolution, labour indicated that the impact of deregistered employees was that the performance of their work could be deemed illegal as they would not have a license and authority to practice in their various professions. The reporting template was amended to include reasons for deregistration. A webinar between statutory bodies and all provinces was held on 13 May 2025. Noting the high number of deregistered cadres at the SACSSP, Council directed the Office of the General Secretary (OGS) to engage with the Registrar in an endeavour to resolve the matter. The OGS would liaise with provinces to verify information before engaging the Registrar with accurate information. The matter remained on the Council agenda by the end of the report period.

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 were 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 ARVs 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. Labour reserved is rights and would explore the ways to resolve the matter within the legal framework. The PSA was by the end of the report period exploring possible legal remedies pertaining to this matter.

Education Labour Relations Council (ELRC)

During the 2025/26-financial year, parties at the ELRC engaged extensively on policy reform, labour relations, and sector-wide governance matters affecting Educators and College personnel. Key focus areas included the review and alignment of employment policies such as promotion requirements, qualification recognition, and administrative measures (PAM and PCAM), as well as the resolution of irregular Grade-R Practitioners appointments and the implementation of Collective Agreement 2/2025 to support qualification upgrading. The Council also addressed systemic challenges such as recruitment integrity, the investigation into the selling of posts, and standardisation of disciplinary processes, whilst advancing skills-development and digital-readiness initiatives, including lecturer training and laptop distribution. Although several matters were concluded or progressed, a number of complex issues, including CET scope, funding of Grade-R norms and standards, and outstanding policy frameworks, remained under active negotiation, with parties continuing to balance regulatory compliance, employee welfare, and sector sustainability.

State-owned entities

South African Health Products Regulatory Authority (SAHPRA)

The PSA negotiated and concluded an agreement for 2025/26 with SAHPRA on 16 October 2025. The agreement provided for a 5.5%-salary adjustment. The PSA also negotiated and concluded an agreement on the Constitution of the Bargaining Forum as well as a Levy Agreement during the report period.

South African Social Security Agency (SASSA)

During the 2025/26-financial year, parties at the SASSA National Bargaining Forum actively engaged on a range of labour-relations, policy-reform, and organisational-transformation matters. Key discussions included the development of SASSA-specific collective agreements on disciplinary and grievance procedures, progress on the review of the organisational structure, and oversight of the SOCPEN fraud investigation report. The Forum also deliberated on policy-related matters such as asset management, remote-working arrangements, and the implications of SASSA's digital transition on employees, particularly in Regional Management Centres. Whilst notable progress was made in initiating policy development and strengthening consultation processes, several matters remained under negotiation, with organised labour continuing to advocate for timely implementation, employee impact assessments, and job-security assurances.

Public Protector of South Africa (PPSA)

During the 2025/26-financial year, parties at the PPSA Bargaining Forum engaged on a range of employee-relations and organisational-support matters. Key discussions included the unilateral suspension of the cell-phone allowance and subsequent engagements on reimbursement measures and policy review, as well as delays in the implementation of Performance Management and Development System (PMDS) payments, which were later partially resolved. The Forum also considered the proposed organisational restructuring aimed at aligning the PPSA to its strategic vision, with consultations to follow once internal processes were finalised. In addition, progress was noted in the rollout of workplace initiatives, including the deployment of security personnel across PPSA offices and the procurement and distribution of laptops to improve employee productivity. Whilst some matters progressed, several issues remained under ongoing consultation between the employer and organised labour.

South African Revenue Service

During the 2025/26-financial year, organised labour-initiated preparations for 2026/27-wage negotiations by tabling a comprehensive set of demands. These included a proposed single-term wage agreement and an across-the-board salary increase of 9.5%, alongside key non-core demands aimed at improving transparency, job security, and employee welfare. Such demands encompassed the disclosure of salary pay bands, provision of organisational assets including laptops, the permanent appointment of contract workers, and enhanced medical-aid subsidies for lower-income employees. These engagements marked the commencement of formal collective bargaining processes, with further negotiations expected to continue into the next financial period.

Border Management Authority (BMA)

During the 2025/26-financial year, engagements at the BMA Bargaining Forum were characterised by a combination of collective bargaining, policy reform, and labour-relations challenges. Key developments included the conclusion of the inaugural wage agreement, which provided for a 6%-salary increase and improvements to allowances and leave benefits. The period was also marked by a dispute over the unilateral implementation of the ranking of junior officials, resulting in mediation and an agreement to develop a formal vetting policy prior to implementation.

Progress was made in refining workplace policies, including amendments to leave provisions, finalisation of an agency-fee agreement, and ongoing negotiations regarding the release of full-time shop stewards. Additional focus areas included operational matters such as transport arrangements, OHS compliance, regulatory amendments, and the absorption of security personnel into operational roles. Whilst notable progress was achieved, several issues remained under active engagement to ensure alignment with collective agreements, regulatory compliance, and the protection of employee interests.

State Information Technology Agency (SITA)
During the 2025/26-financial year, engagements at the SITA Bargaining Forum focused on regulatory compliance, collective bargaining, and employee conditions of service. A key development was the CCMA Essential Services Committee ruling, which partially designated specific SITA services as essential and directed parties to conclude a minimum-service agreement, although differing interpretations necessitated further facilitation by the CCMA. Additional discussions centred on the review of salary bands following the implementation of a 5.5% increase, ongoing wage negotiations for the 2026/27-financial year, and proposals to enhance benefits for fixed-term contract employees. The Forum also addressed policy matters, including the proposed adjustment of the retirement age, which remains contested, and broader remuneration transparency issues. Whilst progress was made in advancing negotiations and policy discussions, several matters remained unresolved, requiring continued engagement to ensure alignment between organisational objectives and employee interests.

National Library of South Africa (NLSA)
During the 2025/26-financial year, engagements at the NLSA Bargaining Forum centred on wage negotiations, employee benefits, and labour-relations governance. Parties successfully concluded a collective agreement in August 2025, providing for differentiated salary increases across salary levels following initial disagreements on the employer's offer. In preparation for the 2026/27-financial year, organised labour tabled comprehensive demands aimed at improving salaries, allowances, and employee benefits. Negotiations, however, remained ongoing, with the employer citing affordability constraints. In addition, discussions were initiated on the review of the recognition agreement, particularly regarding union participation in bargaining structures, although these engagements were deferred pending the outcome of wage negotiations. These processes reflect continued efforts to address cost-of-living pressures and strengthen labour relations in the NLSA.

Special Investigating Unit (SIU)
The PSA 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.

The PSA submitted a Section-21 recognition request in January 2025.

The SIU responded positively and provided a draft agreement. Negotiations on the draft agreement commenced on 25 August 2025 and the majority of the input submitted by the PSA was accommodated by the employer. Negotiations were concluded and parties signed the recognition agreement on 24 November 2025. The PSA was by the end of the report period the majority Union at the SIU.

Safety and Security Sector Education and Training Authority (SASSETA)
The PSA was the only recognised Union in this SETA but had yet to finalise the process of electing shop stewards. Salary negotiations commenced, and a demand for a 7%-salary increase across-the-board was tabled. A follow-up meeting was to be held once the employer obtained a mandate on the tabled salary demand.

National Lotteries Commission (NLC)
During the 2025/26-financial year, parties at the NLC Bargaining Forum successfully concluded a three-year wage agreement. The agreement provided for a 7%-salary increase for 2025/26 and introduced a structured adjustment framework of CPI plus 1.5% for the outer years, thereby enhancing predictability and stability in employee compensation. It further reinforced employee development through the continued provision of bursaries for qualifying staff. In addition, parties engaged on key labour-relations governance matters, including the proposed levy agreement and the agency-fee agreement. Whilst the levy proposal was withdrawn owing to its limited organisational impact, meaningful progress was made towards the adoption of an agency-fee, with parties reaching agreement in principle. These engagements underscore ongoing efforts to strengthen collective bargaining frameworks and promote equitable contribution towards negotiated benefits in the NLC.

Companies and Intellectual Property Commission (CIPC)
During the 2025/26-financial year, parties at the CIPC engaged in ongoing negotiations for the 2026/27-cost-of-living adjustment. Organised labour tabled a comprehensive set of demands aimed at improving employee remuneration and welfare, including an across-the-board salary increase, introduction of a monthly data allowance, enhancement of leave-encashment benefits, increased medical-aid subsidies for retired employees, and the provision of bursaries for employees' dependents. These discussions reflect continued efforts to address cost-of-living pressures and enhance employee benefits, with negotiations remaining in process by the end of the report period.

Development Bank of Southern Africa (DBSA)
During the period under review, the PSA recruited 329 members and formally submitted a request for a recognition agreement to the CEO on 22 May 2025, followed by a reminder on 3 June 2025. No response was received at that stage. On 5 September 2025, DBSA management confirmed in writing that the PSA had achieved sufficient representativity, with membership at 38.5%, and accordingly granted recognition and organisational rights.

A draft recognition agreement was subsequently circulated for input and approval. The PSA raised concerns regarding specific provisions in the draft agreement, particularly those relating to access to the workplace, leave for office bearers, and conditions pertaining to industrial action. These concerns were addressed at a on 14 October 2025. On 29 October 2025, the DBSA and the PSA formally signed a recognition agreement on organisational rights. The agreement confirmed minority rights for the PSA, including access to the workplace, deduction of trade union subscriptions, and leave for trade-union activities. Following several engagements, parties convened on 18 February 2026, where it was agreed to increase the allocated time for PSA members' meetings from 30 minutes to one hour. It was further resolved that rules of engagement would be developed and presented at a subsequent meeting scheduled for 23 April 2026.

Health Professions Council of South Africa

The PSA recruited some 167 members, which granted the Union majority status. The employer was informed of the PSA's endeavour to enter into an organisational rights agreement (ORA). By the end of March 2026, after three meetings discussing the draft ORA, both parties indicated their intention to sign the agreement. It was agreed that once the principals of both parties had confirmed, the draft agreement would be signed at the beginning of April 2026.

Onderstepoort Biological Products

A wage agreement was concluded on 29 September 2025, with parties agreeing to defer outstanding demands to a secondary process. These included matters relating to the medical-aid subsidy, housing allowance, and birthday bonus (13th cheque). A follow-up meeting was convened on 10 December 2025, where parties agreed to develop a remuneration policy aimed at transitioning bargaining-unit employees from a total cost-to-company remuneration model to the DPSA salary framework. By the end of the report period, the policy was undergoing consultation.

South African Pharmacy Council (SAPC)

During the 2025/26-financial year, engagements at the SAPC focused on employee welfare, policy reform, and strengthening of labour-relations processes. Key developments included the resolution of concerns regarding labour representation in the OHS Committee, ensuring improved compliance, and inclusivity. The Forum also addressed employee-benefit matters, including requests to review medical-aid subsidies in view of rising healthcare costs, as well as proposals for work-from-home arrangements to mitigate the impact of increasing fuel prices, with further engagements underway by the end of the report period. In addition, the employer initiated the review of several key human-resource policies, including remuneration, leave, flexitime, disciplinary procedures, and grievance processes, inviting organised labour to provide inputs. These engagements reflect ongoing efforts to enhance working conditions and align organisational policies with employee needs.

Small Enterprise Development and Finance Agency (SEDFA)

During the 2025/26-financial year, developments at SEDFA were characterised by the merger of SEDA and SEFA, marking a significant organisational transition. Whilst the integration resulted in a unified leadership structure under a single Chief Executive Officer and a common institutional identity, operational and structural alignment remained in progress, with both entities continuing to function separately on the same premises. Organised labour raised concerns regarding the limited consultation and the absence of formal organisational rights, emphasising the need for employee representation during the transition process. Engagements continued, with labour advocating for inclusion in consultations to safeguard employee interests during the ongoing integration.

South African National Biodiversity Institute (SANBI)

During the 2025/26-financial year, engagements at SANBI were marked by a dispute regarding Union representativity, following the employer's decision to withdraw recognition of the PSA based on reported membership thresholds. The PSA disputed the employer's figures and, after unsuccessful engagement, referred the matter to the CCMA for resolution. The dispute was successfully resolved through conciliation in November 2025, with parties confirming that the PSA met the required threshold and retained full organisational rights in terms of the existing agreement. This outcome reaffirmed the importance of accurate representation of data and effective dispute-resolution mechanisms in maintaining stable labour relations.

Water Research Commission (WRC)

During the 2025/26-financial year, engagements at the WRC were marked by a dispute relating to the unilateral approval of key human-resource policies, including leave, working hours, performance management, and remuneration, without adequate consultation with organised labour. The PSA raised concerns that the implementation of these policies constituted a unilateral change to employees' conditions of service and subsequently referred the matter to the CCMA. The dispute was resolved through conciliation, with the employer undertaking to re-engage the PSA and allow further input on the approved policies. This process reaffirmed the importance of meaningful consultation and adherence to collective labour practices in policy development.

Provincial notes

Eastern Cape

The Provincial Office in Gqeberha remained actively involved in all relevant bargaining forums with the Provincial Office Mthatha and was responsible for the GPSSBC, the Eastern Cape Parks and Tourism Agency (ECPTA), the SASSA Regional Consultative Forum and DCS Labour Forum. During the report period, the Office attended 21 collective bargaining meetings where 68 agenda items were discussed in efforts to improve members' working conditions.

The Office also successfully participated in salary negotiations at the ECPTA, securing a 6% cost-of-living adjustment, comprising a 4.5% salary increase and a 1.5% pay progression. Furthermore, the Office effectively addressed OHS violations in several departments with success as a result of shop stewards being vigilant and escalating such violations to the Office without delay.

The Provincial Office in Mthatha remained actively involved in collective bargaining structures, including the PHSDSBC, Coordinating Chamber of the PSCBC for the Eastern Cape Province (CCPECP) and the Department of Home Affairs Labour Forum. The Office attended 22 Chamber meetings where 75 agenda items were deliberated. Although limited tangible progress was achieved on several long-standing matters, employers were consistently held accountable for delays and unresolved issues. In this regard, the Office of the Premier also participated in CCPECP engagements to account for outstanding matters and to ensure timely submission of accurate reports.

The Office played a proactive role in advancing members' interests through bilateral engagements, particularly on OHS matters, which remained prevalent across departments. These interventions resulted in the issuance of contravention notices, with some matters being escalated to statutory authorities for further investigation and prosecution. In certain instances, the South African Human Rights Commission was engaged, particularly in relation to Emergency Medical Services institutions. These interventions attracted positive media coverage and resulted in tangible improvements, including at Meje Clinic in Bizana, where new boreholes were installed, restoring water-supply services.

Following the Botha Sigcau inferno, the Office actively participated in OHS interventions relating to the relocation of affected members. The Office engaged in processes aimed at ensuring that temporary and alternative workspaces complied with applicable OHS standards. These interventions were intended to safeguard employee wellbeing and ensure continuity of service delivery under safe working conditions. The matter was ongoing by the end of the report period with continued monitoring through relevant structures.

The Office also continued to advocate for employee rights through bilateral engagements with the Department of Social Development. Progress was noted in the implementation of OSD grade and salary progression payments. However, implementation remained partial owing to allegations that certain employees were indebted to the Department, as well as instances where some employees did not receive backpay. These matters were escalated to individual dispute-resolution processes.

The Office issued various media statements, highlighting concerns regarding Community Education and Training (CET) institutions, including non-renewal of contracts, financial mismanagement, certification failures, unresolved subsistence and travel (S&T) claims, and delays in the recognition of employee qualifications. This served to raise awareness and escalate matters for attention by relevant stakeholders for further intervention.

Gauteng

The Provincial Office in Johannesburg continued to play an active and strategic role in collective bargaining structures in Gauteng. Participation in Chamber meetings at the GPSSBC, the PHSDSBC, and the Coordinating Chamber for the Public Service (CCPGP) ensured that the Office remained at the centre of policy engagement, dispute resolution, and labour-management negotiations in the Province. Further, the Office's involvement in provincial steering committee meetings, task teams, and bilateral engagements with employers strengthened its ability to address members' concerns effectively and timeously. These platforms provided an opportunity to influence labour-policy implementation, monitor compliance with collective agreements, and ensure that employees' interests were adequately represented across sectors. The following statistics demonstrate the scale, consistency, and growth of the Office's bargaining activities during the report period:

- Number of collective bargaining forum meetings: 197
- Number of items discussed: 810
- Number of collective agreements signed: 9
- Number of interest disputes declared: 11

These figures reflect a maturing bargaining environment, characterised by increased engagement, improved communication with members, and the successful conclusion of key agreements.

The Provincial Office also expanded its footprint beyond traditional public-service departments by actively engaging with state-owned entities and public institutions operating in Gauteng.

Gauteng Enterprise Propeller (GEP)
The Office participated in 2025/26-wage negotiations at the GEP. The GEP is a provincial government agency mandated to support, finance, and develop small, medium, and micro enterprises in Gauteng, thereby contributing to economic growth and job creation. The involvement of the Office in GEP-wage negotiations highlighted its growing role in economic-sector institutions. These negotiations progressed to an advanced stage and were anticipated to be finalised by the end of May 2026, signalling constructive engagement between labour and the employer.

A notable achievement for the report period was the Office's successful penetration of emerging and regulatory entities, broadening representation into sectors that have historically been under-organised.

Property Practitioners Regulatory Authority (PPRA)
The PPRA is a national regulatory authority responsible for regulating the property industry, including estate agents, property practitioners, and related services. Its mandate includes ensuring compliance, transformation, and consumer protection in the property sector.

During the 2025/26-financial year, the Provincial Office in Johannesburg made significant strides in establishing a presence at the PPRA. Key developments include:

- Engagements on the conclusion of a recognition agreement were in the finalisation stage between the PSA and the employer by the end of the report period.
- Establishment of a bargaining forum to formalise engagement structures between labour and management.
- Ongoing negotiations on the cost-of-living adjustment for 2026/27, indicating early participation in substantive conditions of service negotiations.

Gauteng Gambling Board (GGB)
The GGB is a provincial regulatory body tasked with oversight and regulation of the gambling industry in Gauteng, including licensing, compliance enforcement, and responsible gambling initiatives. The Provincial Office in Johannesburg achieved a significant milestone with the signing of a recognition agreement in August 2025, formally establishing the PSA as a recognised bargaining agent in the GGB. By the end of the report period, cost-of-living adjustment negotiations were at an advanced stage, with finalisation expected by the end of May 2026. This engagement underscores the Office's ability to secure organisational rights and advance members' socio-economic interests in regulatory institutions.

Information Regulator (IR)
The IR is an independent statutory body responsible for monitoring and enforcing compliance with data protection and access to information legislation, including the *Protection of Personal Information Act* and the *Promotion of Access to Information Act*. Initially managed at provincial level, the IR transitioned to the PSA Head Office in April 2026, reflecting its national mandate and growing strategic importance. By the end of the report period, a recognition agreement was to be signed shortly, marking the formal establishment of labour relations between the PSA and the employer. This development represents a critical step in extending representation into the information-governance and data-protection sector, an area of increasing relevance in the digital economy.

The Provincial Office in Johannesburg also made notable progress in expanding the PSA's organisational footprint into institutions of higher learning, with particular focus on the Vaal University of Technology (VUT). The VUT, located in Vanderbijlpark, is one of Gauteng's prominent universities of technology, employing a diverse workforce comprising academic staff, administrative personnel, technical support staff, and service employees. The PSA's penetration into the VUT represents a strategic effort to extend representation beyond traditional public-service departments into the higher-education sector, which presents unique labour-relations dynamics, including differentiated employment conditions, evolving funding pressures, and institutional transformation imperatives. During the 2025/26-financial year, the Provincial Office undertook various organising and engagement initiatives aimed at establishing the PSA as a credible and representative Union at the VUT to increase the Union's visibility and support base.

During the report period, the Provincial Office in Johannesburg demonstrated significant growth, strategic expansion, and strengthened influence in the collective bargaining landscape. The Office's ability to sustain high levels of engagement in established bargaining councils, enter and organise in emerging entities, conclude recognition agreements, and participate in wage negotiations reflected a proactive and forward-looking approach to labour representation. The Office increasingly positioned itself as a key player in traditional public-service bargaining structures and specialised regulatory and economic entities, thereby broadening the PSA's impact and ensuring that a wider range of workers benefit from structured collective bargaining processes.

Free State

During the 2025/26-financial year, the Provincial Office in the Free State continued to advance the PSA's strategic objective of promoting and sustaining effective social dialogue. The Office ensured consistent representation at all relevant collective bargaining forums to safeguard and advance the interests of members. Despite operational challenges, including unplanned staff turnover and limited agenda items at certain forums, the Office, in collaboration with provincial structures, remained committed to maintaining meaningful participation and engagement across all bargaining platforms. A total of 120 collective bargaining meetings were attended during the report period, where 137 agenda items were deliberated upon. The Office also successfully concluded negotiations at Vanderkloof Water User Association, resulting in a 4%-salary increase for employees.

KwaZulu-Natal

During the report period, the PSA Provincial Office in Pietermaritzburg successfully secured organisational rights at AMAFA and Research Institute, an entity reporting to the Department of Sports, Arts, and Culture and primarily responsible for museum services in KwaZulu-Natal. Collective bargaining engagements commenced, with members expressing satisfaction with PSA representation at the Entity.

The PSA Provincial Offices in KwaZulu-Natal continued to actively participate in collective bargaining structures, including the Provincial Chambers of the PSCBC, GPSSBC, and PHSDSBC, as well as Institutional Management and Labour Committees (IMLCs). These IMLCs, which are established in most hospitals, bring together management and organised labour representatives. PSA Labour Relations Officers (LROs), acting as chief negotiators, together with structures and FTSS, represented the PSA in these forums. During the report period, a total of 26 meetings were attended, with 156 agenda items sponsored by the Durban Office.

Both Offices engaged regularly with Members of the Executive Council and Heads of Department, either upon invitation or on their own initiative, particularly on matters relating to collective bargaining and labour relations. In addition, the PSA successfully facilitated the merger of the former Departments of Arts and Culture into a single entity, now known as the Department of Sports, Arts, and Culture.

A collective agreement was concluded as part of this process, which included the provision of resettlement benefits of R170 000 payable to employees affected by the amalgamation.

Limpopo

As part of the PSA's strategic objectives, the Provincial Office in Limpopo was active in the GPSSBC Chamber, where seven meetings were attended, including special sessions. In total, 32 agenda items were discussed, with 80% of these items submitted by the PSA. The PSA held a 45.02% vote weight by the end of the report period, leaving room for improvement.

The Office finalised the provision of uniforms at Nature Reserves, ensuring that Rangers in Limpopo were properly equipped. Traffic Officers are now working on a 24/7-shift system owing to the PSA's intervention.

In the Coordinating Chamber of the PSCBC of Limpopo Province (CCPLP), the Office submitted an agenda item regarding OHS and dilapidated buildings. The PSA participated in the task team mandated to visit all districts in the Province to assess the condition of these buildings.

At the PHSDSBC, the PSA actively participated in all meetings with the support of shop stewards. In total, 33 items were tabled, of which 18 were successfully resolved.

The PSA was also active in Management and Labour Forum Meeting for Public Works, Roads and Infrastructure, where irregular appointments were identified and successfully resolved in the Department of Public Works, Roads, and Infrastructure. The PSA submitted a list of positions affected by maladministration and irregularity, leading to corrective action.

The PSA also successfully negotiated with the Limpopo Gambling Board, resulting in an across-the-board salary increase of 4.14% as well as the introduction of a danger allowance.

Mpumalanga

The Provincial Office in Mpumalanga actively participated in all Chamber meetings and task-team engagements, particularly in matters involving disputes or unresolved issues that required further intervention. The PHSDSBC convened seven meetings, with the PSA submitting six agenda items. In addition, the Office attended 19 task-team meetings aimed at addressing matters that could not be resolved at Chamber level. The GPSSBC held five meetings, whilst the PSCBC convened four ordinary meetings and two special meetings.

The Office remained proactive in ensuring that workers' rights were protected and that employers complied with labour legislation and OHS standards. The PSA raised serious concerns regarding the dilapidated condition of health facilities, particularly at Mapulaneng Hospital and Witbank Hospital, highlighting the safety risks posed to employees, patients, and communities. The matter received extensive media attention.

The Department of Employment and Labour became involved in the investigation and monitoring of compliance. As a result of sustained PSA intervention, the employer-initiated processes to improve safety measures at hospitals across the Province, whilst renovation work at Mapulaneng Hospital commenced.

The PSA further continued to advocate for improved OHS compliance in offices of the Department of Social Development, where many facilities were found to be operating under poor hygienic conditions. A bilateral meeting was convened with the Head of Department, who responded positively to the concerns raised and committed to securing a budget allocation for the 2026/27-financial year to address OHS compliance challenges in the Department.

In the GPSSBC, the PSA consistently raised the issue of staff shortages across government departments, emphasising the negative impact of understaffing on service delivery, employee wellbeing, and increased workloads for existing employees. Engagements on this matter were ongoing as the PSA continued to advocate for the filling of vacant posts and improved workforce planning in the public service.

The PSA also raised concerns at Chamber level regarding the severe impact of load shedding on government departments throughout the Province. It was highlighted that many government offices were unable to function effectively during power outages, which negatively affected service delivery and employees' ability to assist members of the public. Following continuous engagements and pressure by the PSA, the employer implemented intervention measures, including the construction of steel support structures and the installation of solar systems in various departments. Phase A of the project was completed, whilst Phase B1 was underway and expected to be completed by 5 June 2026. The PSA welcomed the progress but continued to advocate for the expansion of these interventions to all government institutions in Mpumalanga.

The PSA further raised concerns regarding unfairness, perceived biasness, and favouritism in the administration of bursaries under the previously centralised bursary system managed by the Department of Education. Employees across provincial departments were reportedly prejudiced in accessing study opportunities. Following engagements at the Chamber, the Office of the Premier resolved to decentralise the bursary function, allowing individual departments to administer their own bursary policies and processes. This intervention was intended to promote fairness, transparency, and equal access to bursary opportunities for all employees in provincial departments. As part of this process, the Chamber established a Decentralisation of Bursary Function Task Team to develop standard operating procedures and compliance mechanisms to guide departments in the implementation of bursary administration processes. The Task Team will continue to report to the Chamber on progress towards establishing uniform procedures to ensure accountability, transparency, and equitable access to bursary opportunities across Mpumalanga.

The PSA also successfully opposed the implementation of *Circular 51 of 2025* issued by the Department of Education, which required employees to resubmit documentation and reapply afresh for housing-allowance benefits. The PSA, supported by organised labour, strongly objected to this process on the basis that it unfairly burdened employees and created unnecessary administrative obstacles. Following these interventions, the *Circular* was withdrawn, and the matter was subsequently removed from the Chamber.

The PSA furthermore achieved a significant organisational milestone at SANParks, where the Union is now formally recognised. Quarterly meetings were held with management to discuss matters affecting PSA members and strengthen labour-relations.

Northern Cape

The Provincial Office in the Northern Cape 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 SASSA Provincial Forum through PSA officials, FTSS, and shop stewards.

The Office negotiated five days off during the 2025-festive season with the Department of Provincial Treasury, where members would not use their leave days whilst departmental offices were closed. The PSA also participated in salary negotiations at Sol Plaatje University where an agreement was concluded for a 4.5%-salary adjustment.

North West

The Provincial Office in North West ensured consistent representation at all 34 collective bargaining forum meetings, during which 168 agenda items were addressed. The PSA actively promoted members' interests and played a key role in enforcing compliance with OHS regulations. The Office further ensured negotiation of salary increases and improved conditions of service at the North West Development Corporation, thereby advancing members' interests. A multi-term agreement, covering the 2025/26- to 2027/28-financial years, was successfully concluded following a member mandate.

The PSA intervened through the GPSSBC after the Department of Community Safety failed to provide Traffic Officers with the necessary tools of trade, placing their safety at risk. Following the PSA's intervention, the Department provided the required tools and submitted a comprehensive plan, outlining measures to ensure sustainable compliance going forward.

The PSA successfully assisted members at the Provincial Department of Social Development in Makapanstad, where employees had been accommodated in a building without water and electricity.

At the Department of Agriculture and Rural Development, working conditions were not conducive and the PSA approached the Department of Employment and Labour to intervene. Following this, a prohibition notice was issued, ordering the immediate closure of the building. The building was closed, and employees were provided with alternative accommodation.

At the Department of Defence and Military Veterans in Mmabatho, employees performed duties without personal protective equipment (PPE) for a long period. The employees approached the PSA for assistance. The PSA approached the Department of Employment and Labour for intervention. Following an inspection, the Department purchased PPE for employees. The PSA's action made employees' work environment conducive.

Western Cape

The Provincial Office in the Western Cape actively participated in the Coordinating Chamber of the PSCBC for the Western Cape Province (CCPWCP), PHSDSBC, and GPSSBC. LROs represented the PSA on various task teams and consultative forums, including the Health and Social Development task team. A total of seven CCPWCP meetings and nine consultative forum meetings were held. The Annual General Meeting was held on 4 September 2025, during which the PSA's Aileen Mosetic was elected Vice-Chairperson: Labour. Key matters included employee safety, working-from-home challenges, and finalisation of the parking task team. A total of ten Traffic Multilateral meetings and four GPSSBC Provincial Chamber meetings were held during the report period.

The PSA remained the outright majority Union in the Western Cape with a 51.29%-vote weight. Issues addressed included OHS forums, Elsenburg working hours, Police Oversight and Community Safety leave and overtime, Department Cultural Affairs and Sport contracts, and Elsenburg Farm Aids.

The Office also participated in salary negotiations at the Western Cape Blood Service, where parties concluded an agreement for a 6%-salary increase consisting of a 4.5%-base increase and 1.5%-performance increase for which 96% of employees qualified.

Members' rights

The PSA protects and promotes the Union's members' rights through workplace representation and legal litigation. Union officials and representatives support members during day-to-day workplace disputes, disciplinary hearings, grievances, conciliations, and arbitrations. This assistance is provided directly at individual workplaces, public-sector councils, and the CCMA. Furthermore, when cases escalate to the Labour Court or specialised tribunals, the PSA provides advanced litigation support through the Union's internal Legal Officers and external legal-service providers. This is what distinguishes the PSA from other public-sector trade unions and makes it the Union of Choice for public servants.

Provincial notes

Eastern Cape

The Provincial Office in Gqeberha continued to render excellent service to members. A PSA Office was established in Bisho in July 2025, with an official launch on 29 January 2026. This brought PSA services closer to members as this is where most Provincial Departments are located.

The Provincial Office actively represented members in all types of work-related challenges and prevented unfair dismissals. In addition, it represented members in many unfair labour-practice cases with success. These include grievances, disciplinary hearings, conciliations, and arbitrations, addressing issues such as recognition of long service, post-grading, unfair dismissals, and miscalculations of overtime.

Cases finalised

- Grievances: 7
- Disciplinary hearings: 39
- Conciliations: 31
- Arbitrations: 43
- Monetary value of awards: R1 375 973.47

The total value of awards in compensation to members reflects excellent representation during the report period by dedicated LROs supplemented by a strong team of full-time shop stewards (FTSSs), full-time office bearers (FTOBs), and shop stewards.

The Office had twelve cases that were still in the Labour Court by the end of the report period. Of those, six cases were done internally saving vast amounts in external legal costs.

Successful arbitration awards concerning unfair dismissals were, however, being reviewed by the employer.

Through the mentioned successes, the PSA Offices in Gqeberha and Bisho significantly strengthened the Union's profile in the Eastern Cape, ensuring that members' rights were protected and workplace injustices addressed with professionalism and determination.

In protecting the rights of members, the Provincial Office in Mthatha recorded significant achievements in disciplinary hearings, grievances, arbitrations, and litigation at the Labour Court during the report period. A major success was achieved in a dismissal dispute where, following arbitration proceedings handled by an appointed attorney, a member received backpay amounting to R4 321 261 in May 2025. The arbitration award was issued in 2023 and the PSA pursued contempt of court proceedings after the employer failed to implement the award and refused reinstatement. This intervention resulted in the employer settling the backpay claim. In a landmark matter involving the Department of Social Development, the PSA successfully pursued the implementation of occupational-specific dispensation grade progression after threatening a writ of execution. This resulted in benefit payments of more than R1 852 207 to affected members. Additional successes included the recovery of PMDS-related payments amounting to R14 223 for members. Overall, the Office secured financial benefits amounting to approximately R6.19 million for members during the report period, demonstrating the PSA's continued commitment to protecting members' rights and advancing fair labour practices.

Several disputes were successfully resolved through proactive engagements and negotiations, preventing prolonged litigation and ensuring timely resolution for members. These interventions contributed to broader departmental compliance and improved labour relations in workplaces.

A total of six legal matters were handled during the year, with one finalised and three managed internally through legal-support structures. This process provided practical mentorship to the LRO in Mthatha who possesses legal qualifications, thereby strengthening internal legal capacity in the Office.

Capacity building of shop stewards remained a priority.

More than ten shop stewards were mentored and exposed to case-handling processes despite initial resistance and lack of confidence. This ongoing mentorship programme contributed to the development of sustainable internal representation capacity, with several shop stewards independently assisting with disciplinary hearings, whilst three progressed to handling arbitration matters.

Close collaboration between LROs, attorneys, shop stewards, and organisational structures strengthened the Office's ability to deliver quality representation and positive outcomes for members. Successful rights interventions enhanced member confidence in the PSA and contributed positively to recruitment and retention efforts across the region.

Cases finalised
- Grievances: 3
- Disciplinary hearings: 13
- Conciliations: 13
- Arbitrations: 19
- Monetary value of awards: R2 031 877.22

Free State

During the report period, the Provincial Office continued to provide extensive labour-relations and member-support services through shop stewards, FTSSs, and LROs. The Office secured direct financial recoveries amounting to R1 186 937.28 on behalf of members. This excludes interpretation and application matters where awards cannot be quantified in monetary terms.

Cases finalised
- Grievances: 29
- Disciplinary hearings: 31
- Conciliations: 29
- Arbitrations: 11
- Monetary value of awards: R1 186 937.28

The Office remained committed to protecting and advancing members' rights through effective representation, dispute resolution, and workplace interventions. The volume of matters handled across all structures demonstrated the Office's continued commitment to ensuring access to labour justice and quality service delivery to members.

Gauteng

The Provincial Office in Johannesburg saw an increase in membership in 2025 by 966 members, having signed recognition agreements with new public entities. This resulted in an influx in the number of cases that come to the Office. During the report period, the number of hearings and arbitrations increased from the previous report period. The influx of matters for the Office was related to grievances and hearings.

Cases finalised
- Grievances: 75
- Disciplinary hearings: 55
- Conciliations: 31
- Arbitrations: 44
- Monetary value of awards: R825 246.85

With the growth in numbers in the Johannesburg area, there was a need to increase the number of shop stewards to assist the Office with cases. This resulted in the enlisting of 19 shop stewards who were fully capacitated and able to assist with cases. The eight FTSSs released to the Office contributed significantly to growth and in doing cases for the Office in the public service and parastatals during the report period. FTSSs concluded more than 25 cases during the report period.

The Office reported several victories through PSA newsletters during the report period, showing an increase in successes in misconduct cases. There was still, however, a lack of appetite by the state as employer to implement arbitration outcomes. High levels of unfair suspensions of managers were consistently challenged by the PSA in the councils. The Office experienced an increase in the number of harassment/bullying/victimisation cases, which were addressed through the code on harassment, bullying, and victimisation.

The increase in grievances signalled a challenge when coming to relationships between managers and subordinates. The PSA called on employers (public service and state-owned entities) to attend to these relational issues as these challenges translate into disputes regarding bullying, harassment, and victimisation.

The Provincial Office in Pretoria saw an increase in the number of cases registered as a continuous trend on a year-on-year basis. The Office registered 905 new matters and completed 474 matters on behalf of members, which included grievances, disciplinary hearings, conciliations, and arbitrations. The Office increased the use of shop stewards to assist in matters, as per the provisions of section 14 of the *Labour Relations Act (LRA*). The Office actively participated in the mentoring and shadowing process, where shop stewards accompanied experienced representatives to assist them in being excellent representatives.

The PSA noted that disciplinary hearings were being conducted with a mandate already given to the various chairpersons. Disciplinary hearings were thus not conducted in a fair, impartial manner. Conciliations failed to resolve disputes early as employer representatives attended proceedings without mandates to settle matters.

Regarding the granting of legal assistance, there was a reduction on case referrals with only 25 cases referred for legal assistance. A total of nine cases dealt with opposing review applications of successful arbitration awards. Doing cases before the Labour Court with internal PSA capacity of Legal Officers has led to a huge saving on legal costs.

Cases finalised
- Grievances: 177
- Disciplinary hearings: 114
- Conciliations: 163
- Arbitrations: 94
- Monetary value of awards: R15 271 177.96

KwaZulu-Natal

The Provincial Office in Durban continued to implement an ongoing mentorship programme in which shop stewards and FTSS accompany LROs on complex cases, including arbitration proceedings. This initiative strengthened their practical knowledge and enhanced their ability to provide effective and professional service to members, ensuring that cases were handled in a timely and dignified manner. The effective management of members' cases remained critical to retention and organisational growth. The Office also placed strong emphasis on OHS compliance across government institutions. Through active monitoring and intervention, several offices were identified as non-compliant, leading to their closure until required standards were met. This demonstrated the Union's firm commitment to safeguarding the health, safety, and well-being of its members.

Cases finalised

- Grievances: 81
- Disciplinary hearings: 127
- Conciliations: 12
- Arbitrations: 60
- Monetary value of awards: R400 000.00

The Provincial Office in Pietermaritzburg experienced a significant increase in the number of cases received and registered. Matters received were serious in nature, involving allegations of fraud, corruption, maladministration, and gross dishonesty, which could result in dismissal if employees were found guilty. This placed considerable strain on the Office, as not all shop stewards were adequately equipped to handle such complex matters. For this reason, the Office intensified the shadowing and mentoring programme. The two FTSSs released from the Department of Correctional Services and the Department of Education came in handy and greatly enhanced the Office's capacity to service approximately 22 500 members.

A tendency was observed by departments to fail in resolving grievances at workplace level owing to a lack of mandate to settle even simple grievances. As a result, the Office was often left with no alternative but to declare disputes with the relevant bargaining councils so that the disputes could either be settled or proceed before commissioners for rulings on frivolous matters. This placed unnecessary pressure on the Office and resulted in PSA resources being utilised unnecessarily.

Cases finalised

- Grievances: 167
- Disciplinary hearings: 145
- Conciliations: 54
- Arbitrations: 83
- Monetary value of awards: R216 638.50

Limpopo

During the report period, the Provincial Office in Limpopo was at the forefront of enforcing the implementation of the *OHSA* to ensure that employees were provided safe and healthy workplaces.

The Office recorded a major victory when it represented 179 applicants relating in the Limpopo Department of Environment and Tourism when it decided to stop paying a danger allowance to Field Rangers. The employer was ordered to pay each applicant what was due. The Office also successfully assisted a member in a promotion dispute, whereby an Educator member was awarded R50 000 compensation after not being shortlisted despite complying with requirements. It was found that the employer's conduct was procedurally unfair when the member was not considered for promotion.

Mentoring and shadowing were implemented to build capacity amongst shop stewards. A total of 16 trained shop stewards provided excellent representation to members across various departments in all five districts of the Province, contributing to the effective resolution of disputes and workplace challenges. The Office took pride in representing members at SANParks, where the PSA secured organisational rights.

During the report period, disciplinary sittings that were attended put considerable strain on organisational resources. Hearings were often postponed by the employer, necessitating further sittings.

Cases finalised

- Grievances: 115
- Disciplinary hearings: 81
- Conciliations: 22
- Arbitrations: 34
- Monetary value of awards: R1 650 851.21

Mpumalanga

The Provincial Office in Mpumalanga recorded successful cases for 2025/26 that covered a wide range of labour-related matters, including unfair dismissals, disciplinary hearings, unfair labour practices, salary disputes, promotion disputes, unlawful deductions, workplace victimisation, restoration of benefits, policy disputes, and Labour Court litigation. Through effective representation, grievance management, arbitration processes, and Labour Court interventions, the PSA continued to secure favourable outcomes for members.

A significant achievement was recorded at the Department of Home Affairs, where a member who had been dismissed for allegedly unlawfully endorsing passports was retrospectively reinstated after the Labour Court ruled in the member's favour following an extensive legal process. The Department's attempts to overturn the arbitration award were unsuccessful. In another major victory involving the Department of Home Affairs, the PSA successfully protected a member's rights after the Department failed to implement an arbitration award ordering reinstatement. The Labour Court upheld the arbitration ruling, dismissed the Department's application for leave to appeal, and also awarded costs against the Department.

During the report period, members at various departments faced a range of disciplinary charges, including misconduct, absenteeism, theft, negligence, insubordination, intimidation, sexual harassment allegations, procurement-related allegations, and irregular processing of official documents.

Through effective representation and successful presentation of mitigating factors during disciplinary hearings, many members achieved favourable outcomes. These included full acquittals, referrals for rehabilitation instead of dismissal, and the imposition of lesser sanctions such as final written warnings or suspension without pay in place of termination of employment.

Notable victories included the following:

- Department of Education: A member was acquitted on procurement-related charges involving laptops purchased for senior officials.
- Department of Home Affairs: A member was acquitted on allegations relating to irregular processing of foreign nationals' identity and passport applications.
- Department of Education: A member who faced 18 counts of absenteeism linked to substance dependency was referred for rehabilitation and counselling instead of harsher disciplinary action.
- Department of Culture, Sports, and Recreation: A member avoided dismissal despite facing five serious misconduct charges, including allegations of sexual harassment, unacceptable behaviour, and carrying a firearm on the employer's premises.

In relation to unfair labour practices disputes, the PSA successfully represented members in several matters involving promotions, transfers, suspensions, and demotions. One of the most significant victories involved the Department of Education, where the PSA challenged an unfair promotion process after an unqualified candidate was appointed as State Accountant. The Commissioner ruled in favour of the PSA member, who had been ranked second during the interview process, and ordered retrospective appointment with backpay.

The Office achieved significant victories during the report period by consistently defending members against unfair treatment, protecting negotiated benefits, enforcing labour rights, and promoting fairness in the public service.

Cases finalised
- Grievances: 169
- Disciplinary hearings: 42
- Conciliations: 44
- Arbitrations: 23
- Monetary value of awards: R1 214 395.82

Northern Cape

A PSA member secured R1 730 000 when her dispute was concluded. In relation to *OHSA* compliance, the Provincial Office successfully ensured that a part of the Kimberley Office of the Department of Water and Sanitation was closed by means of prohibition order after asbestos was discovered in the roofing. This office was repaired to fully functionality owing to the PSA's intervention.

Cases finalised
- Grievances: 9
- Disciplinary hearings: 10
- Conciliations: 68
- Arbitrations: 57
- Monetary value of awards: R2 136 339.79

North West

The Provincial Office in North West experienced an increase in the number of cases registered. The Labour Relations team continued to build a strong relationship with employers, which resulted in many settlement agreements. It was pleasing that members were eager to show their appreciation for the Office's excellent services by participating in PSA success stories. With regards to the granting of legal assistance, there was a reduction as all cases were referred to the PSA Internal Legal Office, with only two matters being handled by external attorneys. The Office finalised two Labour Court cases and obtained two cost orders against employers. The Office had many successes that were handled by Labour Relations staff and shop stewards, with the following cases being worth mentioning:

- A member at the Department of Education was accused of administering corporal punishment to learners. Despite legal representation, the member was found guilty and sanctioned with three months' unpaid suspension. An appeal was submitted but the outcome remained unchanged. As a result of the suspension, the member lost policy benefits and experienced severe financial strain. The member then approached the PSA for assistance and lodged a dispute for an unfair labour practice in terms of section 186(2) of the *LRA*. Procedural and substantive fairness were challenged. During arbitration, it was found that the Department had committed an unfair labour practice in relation to discipline. The member suffered financial loss and reputational damage owing to the Department's actions. The arbitrator ordered the Department to compensate the member with five months' remuneration, amounting to R189 976.25. This amount included the three months' salary that had been unlawfully deducted.
- Three members at the Department of Education were appointed as acting Centre Managers. They performed in this acting capacity for 15 months without receiving the required acting allowance. A dispute relating to an unfair labour practice was referred to the CCMA. The applicants approached the PSA for assistance and representation. A default award was subsequently issued in favour of the PSA members, ordering the Department to pay each applicant the full outstanding amount owed to them.

Cases finalised
- Grievances: 143
- Disciplinary hearings: 79
- Conciliations: 74
- Arbitrations: 143
- Monetary value of awards: R1 027 223.04

Western Cape

Excellent representation services by the Provincial Office's four LROs and eleven FTSSs was central to the service offering to members.

Cases finalised
- Grievances: 173
- Disciplinary hearings: 151
- Conciliations: 22
- Arbitrations: 71
- Monetary value of awards: R3 436 972.00

The Office experienced an increase in the number of cases registered, especially from new entities where the PSA had not organised before.

The Office experienced an increased tendency by employers not to deal with grievances, and when this was taken further, they frustrated the dispute-resolution process by not implementing awards and instead take these on review. The state as employer even ignored court orders, and the PSA had to enforce such awards. As a result, the cases stayed open for much longer, with new cases flowing in.

The Office experienced a further downward trend with PILIR-application disputes during the report period, which was attributed to the new sick-leave cycle that was implemented.

PSA Internal Legal Office

Established in 2023, the Legal Office has become an important strategic support structure in the PSA, providing specialised legal services aimed at protecting the rights and interests of the Union and its members. The Office contributed significantly towards strengthening the PSA's legal capacity and ensuring that labour-related disputes and legal matters were handled efficiently and professionally. During the report period consisted of four Legal Officers, who successfully handled a wide range of litigation and dispute-resolution matters. These included the prosecution and management of review applications, contempt applications, and urgent applications before the Labour Court. The Office also provided legal representation and support in complex disciplinary hearings, grievance matters, and arbitration proceedings before bargaining councils and the CCMA.

In addition, the Office continued to guide and support provincial structures and labour-relations practitioners in managing escalated and high-risk disputes.

The Legal Office also assisted the PSA by providing legal opinions and urgent legal advice on matters affecting the Union and its members. This support enabled leadership and operational structures to make informed decisions within short turnaround times, particularly in matters requiring immediate intervention. The availability of in-house legal expertise ensured that members received prompt assistance and that legal risks facing the PSA were identified and managed proactively. The Legal Office has reduced reliance on external legal counsel, resulting in considerable cost savings whilst ensuring quicker turnaround times in the provision of legal opinions, litigation management, and urgent legal interventions.

The Legal Office continued to provide strategic guidance to management on labour-law compliance, collective agreements, employment-related disputes, and litigation strategy. Through ongoing legal research and analysis, the Office assisted in interpreting labour legislation, collective agreements, and judicial developments relevant to the PSA's operations. This support contributed to improved governance, compliance, and risk management in the Union.

Cases finalised
- Disciplinary hearings: 4
- Labour Court cases: 11
- Arbitrations: 8
- Legal opinions: 43
- Monetary value of Court orders: R1 200 000.00

PSA
The Union Of Choice

Organising and structures

The PSA's total audited membership increased from **250 003** on 1 January 2025 to **252 176** on 31 December 2025, representing a **growth of 2 173 members**.
Note: Growth and recruitment figures are based on annual audited membership figures, whilst all other activities reflect the financial year from 1 April 2025 to 31 March 2026.

This achievement was made possible through the unwavering dedication and sustained efforts of PSA chairpersons, shop stewards, full-time shop stewards, and office bearers, whose commitment to the PSA and the Union's members remains invaluable.

This growth is a numerical milestone and an indication of the confidence and trust that public-sector employees continue to place in the PSA, driven largely by the Union's efforts on the ground.

The professional manner in which these stakeholders continued to operate in demanding environments is duly recognised. Their capacity to address workplace challenges with integrity and resilience reflected the core values of the PSA.

The Organising team, together with the Membership Administration and Income teams, delivered noteworthy results in a highly competitive and challenging environment.

In addition, the automation of follow-up processes for non-paying members contributed meaningfully to the increase in paying members.

Membership distribution

The table below reflects the PSA's membership distribution per Provincial Office as on 31 December 2025:

PSA Provincial Office	Membership
Eastern Cape: Gqeberha	13 801
Eastern Cape: Mthatha	13 532
Free State	24 109
Gauteng: Johannesburg	25 056
Gauteng: Pretoria	47 708
KwaZulu-Natal: Durban	26 300
KwaZulu-Natal: Pietermaritzburg	22 018
Limpopo	19 199
Mpumalanga	13 681
North West	14 868
Northern Cape	9 676
Western Cape	22 228

Provincial notes

Eastern Cape

The Provincial Office in Gqeberha, inclusive of the new Bisho Satellite Office, increased membership from 13 714 at the end of January 2025 to 13 801 members on 31 December 2025. Both Offices successfully recruited 1 189 new members, thus contributing to the growth of 87 in the Eastern Cape. The growth is attributed to the strategic implementation of open days, mass information-sharing meetings, and recruitment competitions supported by the PSA's business partners. The involvement of FTSSs, FTOBs, and shop stewards ensured that the PSA grew in their institutions.

The establishment of the Bisho Satellite Office close to where most provincial departments are located, boosted recruitment as reflected in individual results of the Organising/Marketing Officers (OMOs) in that area.

Member structures in the Eastern Cape were fully functional with the support of staff, who played a pivotal role in ensuring that structures were meeting in line with *PSA Statute* requirements. The Office in Gqeberha achieved cost savings by conducting some of meetings at the Bisho Office thus saving on venue costs whilst also holding two physical meetings and one virtual meeting. When travelling to attend structure meetings, transport was coordinated.

Compliance with the submission of minutes within 30 days, as required by the *PSA Statute*, was maintained.

The Office held an Intersectoral Members' Meeting in Gqeberha, attended by almost 400 members, indicating that this event was gaining momentum.

During the report period, the Provincial Office in Mthatha secured remarkable results with the national DCS recruitment drive, *Project Khula*. Such initiatives contributed to membership growth whilst serving to recognise the Province's top recruiters. The official announcement of results and recognition of winners took place at the Intersectoral meeting.

The Office recruited 1 054 new members despite staffing challenges arising from the retirement of an OMO during the year. Recruitment efforts were strengthened through open days, competitions, one-on-one member engagements, collaboration with HR units, and targeted campaigns in rural areas supported by shop stewards. The Department of Education bulletin system was effectively utilised to identify and recruit newly appointed employees.

Efforts to retain members included engagement on reasons for cancellation and educating members on misconduct-related consequences, including fraud, absenteeism, and workplace misconduct. Recruitment was further supported by awareness campaigns on member rights, benefits, and successful organisational victories relating to OSD and grade-progression matters.

The Office maintained functional branches and committees in compliance with statutory requirements, supported by effective administrative coordination. Cost-saving measures included the use of virtual meetings and carpooling for structure meetings. Compliance with governance requirements, including the submission of minutes within prescribed timelines, was maintained.

Significant attention was given to OHS matters, with LROs, OMOs, and FTSSs actively identifying and addressing workplace OHS concerns across departments. Several matters were escalated for statutory intervention by the Department of Employment and Labour.

Member engagement remained a priority throughout the year. The Office successfully hosted an Intersectoral Members' Meeting in Maclear, which was attended by more than 400 members, demonstrating strong mobilisation and organisational visibility. Participation in PSA Day celebrations further strengthened member cohesion, staff relations, and organisational visibility across departments.

Consistent communication through meetings and digital platforms, including *WhatsApp* groups, ensured ongoing member engagement and feedback. The PSA's values and a culture of service excellence continued to be promoted across structures and amongst shop stewards.

Free State

The Provincial Office in the Free State recorded an opening membership balance of 23 746 members during the first quarter in 2025. During the report period, the Office recruited 2 814 new members, consisting of new recruits and reinstated/reappointed members. Total negative movements amounted to 2 222 members, resulting in a net positive membership growth of 363 members for the period under review. Recruitment performance, however, remained positive during the period under review, with the Office demonstrating strong organising capacity and effective recovery of former members through reinstatement initiatives. A notable contribution to recruitment figures originated from reinstated and reappointed members, indicating successful re-engagement efforts. The Office continued focusing on increasing the number of new members to ensure sustainable long-term growth.

Gauteng

Membership of the Provincial Office in Johannesburg continued to show steady growth during the period under review and grew by 966 members. The increase in membership was owing to OMOs who held various recruitment drives and initiatives in the Gauteng Department of Health, National Health Laboratory Services, South African Social Security Agency, and the Department of Labour and Employment. These initiatives saw the Office attaining new members and brought several members back to the PSA. The Office also ventured into the South African Police Service, with visible changes and results being apparent.

OMOs took on the challenge of recruitment and retention during the report period, and all made their way into the national top ten recruiters for 2025. This is achievement underlined improved service, retention, and ground recovered.

FTSSs and teams of shop stewards in the Johannesburg area were part of successes achieved in 2025 as they were engaged in recruitment drives, their own recruitment in workplaces, and servicing of workplaces, which resulted in member retention.

Several role players and stakeholders formed part of the value chain in the organising and marketing space as reflected by support received from PSA business partners, especially during major PSA events such Workers' Day and the Intersectoral Members' Meeting, which hosted some 1 000 members in Germiston in 2025.

The Provincial Office in Johannesburg was involved in training initiatives for various departments in addition to training provided by the PSA Head Office. The Office arranged for shop stewards to be trained by Fedusa-headed initiatives throughout the year. The empowerment of member structures through these initiatives by the Office resulted in strengthened collective bargaining capability, improved case quality and compliance, and positioned the Office as a knowledge hub in Gauteng. Collaboration with Fedusa reflected alignment with national labour-federation priorities, including governance and leadership strengthening.

Membership of the Provincial Office in Pretoria continued to show steady growth during the report period, recording a net growth of 1 331 members. The Office once again demonstrated exceptional performance in recruitment, with several OMOs ranking amongst the top recruiters nationally. The Office continued to play a leading role in contributing towards the PSA's overall membership growth and organisational sustainability.

FTSSs assigned to the Office made significant contributions towards recruitment efforts and member servicing. Their ongoing commitment to organising, visibility, and workplace representation continued to strengthen the PSA's presence in workplaces.

Business partners remained an integral part of the Office's recruitment and marketing strategy. Their continued support and participation at mass meetings, open days, and workplace visits, assisted in enhancing the visibility of the PSA and contributed valuable recruitment and promotional material during these engagements.

During the report period, the Office continued to prioritise the development and empowerment of shop stewards and branch leadership structures through ongoing training and mentorship initiatives. Training interventions were arranged continuously for shop stewards and newly elected branch management members to strengthen organisational capacity and improve representation of members. In addition, the Office successfully provided basic shop steward training to 41 shop stewards, whilst a further 18 shop stewards received specialised financial empowerment training processes through programmes presented by Fedusa. The Office actively embraced the mentoring and practical development of shop stewards by pairing them with LROs to observe and participate in various proceedings, including arbitrations, disciplinary hearings, consultations, and labour-related processes. This practical exposure contributed significantly to enhancing the confidence, competence, and effectiveness of shop stewards in executing their responsibilities in the PSA.

KwaZulu-Natal

Membership growth remained a key strategic priority. During the report period, the Provincial Office in Durban focused extensively on recruitment initiatives, achieving a net growth of over 155 members. This growth was driven by combined efforts of OMOs, FTSSs, shop stewards, and office-based staff. Together, they visited more than 5 000 workplaces across the Province, with a strong focus on rural areas and locations situated more than 300 km from the Office.

To strengthen recruitment, the Office introduced targeted programmes aimed at attracting members and non-members. One such initiative was a financial-awareness programme conducted in partnership with *Old Mutual*. This programme provided valuable insight into financial wellness, including an overview of the two-pot retirement system. The initiative was well received and appreciated by members and non-members.

The *Imvuselelo* recruitment drive was implemented in collaboration with business partners. Helpdesks were established at hospitals and affiliated clinics with high recruitment potential, operating for a full week at each institution. In addition, the *Sesifikile* recruitment drive focused on various government institutions. OMOs, FTSSs, shop stewards, and office-based staff were deployed across Durban to increase visibility in workplaces. These helpdesks operated for two days per institution. Both the *Sesifikile* and *Imvuselelo* initiatives contributed significantly to membership growth. To further enhance recruitment capacity, OMOs and shop stewards received comprehensive training from the PSA Training Officer, equipping them with essential marketing and engagement skills.

Membership retention remained a priority and was supported through improved service delivery and strengthened communication. This included the use of newsletters and media statements to demonstrate the PSA's commitment to protecting members' rights and promoting their interests. Members were also educated on the PSA's digital platforms and assisted with registering on the PSA member portal and downloading the PSA mobile application, improving access to information and services.

Membership trends across all sectors were closely monitored to ensure that the PSA retained majority representation in most departments. To minimise voluntary resignations, the Office consistently followed up with members who had resigned, with the aim of retaining as many members as possible. Office-based staff, including an intern, played an active role in the *Bring-Them-Back* project and in updating member information.

The Office prioritised the empowerment of organisational structures to support recruitment and service delivery. As key stakeholders in the operations of the Office, structures received training on assisting members with grievances and disciplinary hearings, obtaining mandates, and identifying issues for collective bargaining.

The Office continued to implement an ongoing mentorship programme in which shop stewards and FTSSs accompany LROs in complex cases, including arbitration proceedings. This initiative strengthened their practical knowledge and enhanced their ability to provide effective and professional service to members, ensuring that cases were handled in a timely and dignified manner. The effective management of members' cases remained critical to both retention and organisational growth.

The Provincial Office in Pietermaritzburg identified membership growth as one of the core priorities. In ensuring success in this regard, a recruitment team consisting of chairpersons, shop stewards, FTSS, and FTOBs was established. This team was led by OMOs. The strategy focused on identifying departments where the PSA was not dominant. Through the assistance of shop stewards, structure members, and chairpersons, pressing issues affecting employees at those institutions were identified and practical solutions provided.

Open days and mass meetings that were arranged, contributed significantly to the successful recruitment of new members. In September 2025, the Office's recruitment team responded to the call to recruit at universities. After the University of KwaZulu-Natal was approached, an internal recruitment team was established, which assisted in marketing the PSA at the University. This team worked tirelessly, demonstrating enthusiasm and passion. As a result, 502 new members were recruited. The Pietermaritzburg Office recorded a final membership figure of 22 224 members, citing a slight loss of 105 members compared to the previous period.

Member structures and shop stewards continued to play a pivotal role in recruitment at workplaces. They assisted with the visibility of the PSA, attended institutional meetings, and reported all matters requiring further intervention.

With regard to member retention, the Office effectively retained members and significantly reduced the cancellation rate in the Province through dedicated efforts by the recruitment team.

In respect of training and development, 100 shop stewards were trained, with 50 being trained on case handling and 50 on rights matters. PSA staff continued to mentor and develop shop stewards through shadowing programmes by including them in case-handling processes for observation and practical learning.

Limpopo

The Provincial Office in Limpopo demonstrated strong performance in recruitment and retention during the report period. Growth of PSA membership in Limpopo remained a strategic priority, aligned with the PSA's overall strategy. Membership retention was strengthened through successful case outcomes and immediate follow-ups on resignations, ensuring a minimal loss of members.

Thanks to the commitment of OMO, FTOB, and FTSS, the Office increased visibility across departments, district offices, and clinics. Their ongoing efforts in organising, workplace representation, and visibility continued to reinforce the PSA's presence. The hosting of an intersectoral members' meeting further enhanced the PSA's profile. A focused effort on reducing membership terminations also contributed positively to overall figures. A total of 16 shop stewards were trained to assist with case management and recruitment.

OMOs conducted twelve tours across districts during the report period, addressing an average of 1 480 members per month.

Business partners such as *Metropolitan*, *Dignity,* and *Assupol* were invited to events and open days across the Province. A special recruitment drive in partnership with *Metropolitan* yielded excellent results, with attendees receiving sponsored items. These partnerships proved mutually beneficial.

Overall, membership grew from 18 217 in 2024 to 19 199 at the end of 2025.

Mpumalanga

The Provincial Office in Mpumalanga continued to prioritise recruitment, organisational visibility, and member servicing, throughout the report period. Focused recruitment campaigns, workplace visits, open days, and intersectoral engagements contributed positively towards organisational growth and member retention across the Province. A net growth of 186 members is indicative of the effectiveness of ongoing recruitment campaigns, open days, workplace visits, and retention strategies.

Coordinated efforts by shop stewards, FTSSs, FTOBs, and member structures ensured increased visibility in workplaces, particularly in deep-rural areas, whilst strengthening relationships with members and stakeholders.

In total, six recruitment drives were successfully conducted during the report period. These recruitment campaigns covered the following areas: Ehlanzeni, SANParks, Tonga, Shongwe, Ermelo, Elukwatini, Amsterdam, Mkhondo, Standerton, Evander, Bohlabela, Bushbuckridge, Belfast, Middelburg, and Kwamhlanga. These recruitment drives significantly contributed towards organisational visibility and membership growth in the Province. The active participation of member structures and workplace representatives ensured that employees were reached effectively in various sectors and remote areas. The Office also successfully coordinated and participated in 24 open days at various institutions and workplaces.

The following structures actively conducted and participated in several recruitment drives during the report period: Department of Water and Sanitation, Department of Correctional Services, and Department of Health. Their contribution strengthened recruitment efforts and supported organisational growth initiatives.

A total of eleven shop stewards actively participated in recruitment activities and workplace campaigns throughout the report period. The continued involvement of shop stewards remained critical in advancing recruitment, servicing members, and strengthening workplace representation. Their visibility and commitment contributed positively towards organisational growth and stability.

An Intersectoral Members' Meeting was held in Ermelo where more than 500 members attended the event. The engagement was successful and achieved the intended objectives of strengthening organisational cohesion, member participation, and intersectoral collaboration.

Several training interventions across the Province contributed to a figure of more than 100 shop stewards being equipped with advanced labour-related skills.

North West

The Provincial Office in North West recorded a growth of more than 269 members during the report period and reduced cancellations significantly. The optimum utilisation of shop stewards and FTSSs contributed to recruitment successes.

OMOs undertook three successful tours, which enhanced the PSA's visibility across the Province. FTSSs undertook two tours, which yielded successful results, especially in recruitment and visibility.

The Office showed significant growth in the GPSSBC, CET, and ELRC sector. A recruitment competition was initiated where the FTSS, shop stewards, and members showed their commitment towards the growth of the Union.

A successful Intersectoral Members' Meeting was held where the best recruiter amongst committees was acknowledged with more than 200 new members being recruited. The Office was amongst the top ten recruiters nationally and obtained fourth place in the national DCS recruitment drive, *Project Khula*.

The Office retained administration members at the Department of Education who had joined another union back to the PSA. Business partners were involved in open days and structure meetings, which further contributed to the growth and retention of membership.

The Office conducted shop steward training at different institutions, where more shop stewards were encouraged to assist members.

Northern Cape

The Provincial Office registered a growth of 798 new members with a membership total of 9 676 members. The Office developed a recruitment campaign where shop stewards and members were encouraged to recruit members at their workplaces. This campaign led to several liaison tours in the Province by OMOs and FTOBs, where members were visited and attended to. The aim of the campaign was for the PSA to be the majority Union at every departmental office in the Northern Cape. A 30% penetration of the some 36 000 public servants in the Northern Cape was registered.

The Office retained with the cancellation rate significantly been reduced through timeous and consistent intervention strategies.

The Office established fully-fledged BMA and SAPS structures in 2025, assisting with visibility and service to members.

A total of 25 new shop stewards received basic training in Kimberley during the period under review.

Western Cape

The Provincial Office's three OMOs, assisted by FTSSs and shop stewards diligently recruited 1 664 new members, despite challenging circumstances. This resulted in the retention of the membership figure for the Western Cape, with a total of 22 228 members representing a 0.48% net growth for the Province.

In total, eight liaison tours were conducted where OMOs visited members in outlying areas. Other activities included more than 200 open days, where business partners were involved in setting up stalls at events and running competitions.

A recruitment competition, initiated as part of activities at the Intersectoral Members' Meeting in March 2026, resulted in the recruitment of some 26 new members. New recruitment areas were explored, with the biggest being the Western Cape Liquor Authority, where the PSA represents 60% of the workforce at this workplace, and thus enjoying majority status.

All 18 active member structures in the Western Cape, consisting of five branches and 13 provincial departmental committees, held the requisite statutory meetings. Some of these meetings were held virtually to save costs.

In total, three induction-training sessions across the Province for newly elected shop stewards and one advanced-training session to equip shop stewards to assist members were conducted during the report period.

Branch for Associate Members: Public Service Pensioners

The restructured Group Branch Associated Members: Public Service Pensioners has been operational for two years. Minor teething problems became evident but were being managed. The goals previously set by the Branch started to materialise.

Improved visibility in PSA structures
Provincial Committees became actively involved at PSA events such as intersectoral members' meetings, operational planning meetings, *etc*. This interaction with members from other structures enabled the seeds of recruitment to be sown amongst them and facilitated communication of the role and importance of the Branch for members when they retire.

Rebuilding Branch to former strength
In this ongoing matter, an active effort was made in the Branch to draw upon the power of shop stewards in recruiting members going on retirement and with regular communication to members nearing retirement, encouraging them to continue with their PSA membership after retirement. Despite advances made with recruitment of new members, the retention level is unsatisfactory. Statistics for the year under review are as follows:

- Members recruited - 195
- Members deceased - 89
- Members resigned - 60

Recognising the problems in this area, the Branch was by the end of the report period at advanced stages of drawing up a recruitment strategy document.

Provide additional capacity for PSA
With the wealth of institutional knowledge within the ranks of the Branch, it seemed a shame not to use this to the benefit of the PSA. The Branch has provided additional capacity to PSA Provincial Offices for handling cases.

During the report period assistance was provided as follows:

Disciplinary hearings - 17
Conciliations/arbitrations - 12

Additionally, recruitment of working members (not pensioners) was also undertaken with 351 members being recruited.

Motivate for improvements and benefits for pensioners
The Branch extended a fair amount of effort in this area, unfortunately to no avail. Well-researched letters were written by the GM to the Minister of Finance and the Chairperson of the GEPF Board of Trustees to improve on the 2025/26-pensioner increase of the paltry 2.9% and the 2026/27 increase of 3.5%. The loss of membership in the Branch is largely attributed to these poor increases, which did not come near offsetting the increases in medical aid membership fees. The Branch will nevertheless continue pursuing the improvement of benefits for pensioners.

Aid and assistance to pensioner members and their spouses
Over the past financial year, numerous pensioner members and their spouses were assisted in respect of GEPF, medical-aid issues, *etc*. The Branch was by the end of the report period at an advanced stage of rewriting/updating the booklet, *Guiding the Dependent*. The booklet, considered as an invaluable guide to members when losing a loved one, had become dated with various areas no longer being applicable.

Social responsibility
The Pensioner Branch has empathy for vulnerable members of society. The Mpumalanga Committee used the opportunity when the PSA called for nominations for welfare donations and secured a PSA social investment for a child-care centre in Barberton.

Communication
The Branch embarked on an exercise to establish more regular communication and information sharing between Provincial Committees and members. A lack of contact details impacted on this endeavour. The updating of members' contact details was, by the end of the report period, also being addressed by the Branch.

Awards
Awards were presented as follows:

- Western Cape: Stanley Davis for his service as Chairperson of the now disbanded Southern Cape Pensioner Committee.
- Gauteng: Gideon Serfontein for his service as Chairperson of the National Pensioner Branch.

Meetings
During the report period, the Group Branch held three constructive management meetings in Pretoria and a well-attended Members' Meeting in the Western Cape where the guest speaker was award-winning financial journalist, Maya Fisher-French.

Corporate social investment

The PSA, during the report period, commenced with the second phase of the *#Clinic* project, focussing on the Health Sector. In this ongoing project, various clinics across South Africa have been assisted in matters related to OHS aspects. In addition, community enhancement projects continued during the report period.

The second phase of the *#Clinic* project allowed for a budget of R56 250 for each PSA Provincial Office. The following beneficiaries were identified and assisted:

- **Booysen Park Clinic** (Eastern Cape: Gqeberha) was assisted with renovations to the building.
- **Mntwana Clinic** (Eastern Cape: Mthatha) was assisted with building materials, a microwave oven, and a water dispenser.
- **Tshepisong Clinic** and **Cosmo City Clinic** (Gauteng: Johannesburg) were each assisted with a structure to serve as consultation rooms.
- **Mpumelelo Clinic**, **Thuthukani Clinic**, and **Block BB Soshanguve Clinic** (Gauteng: Pretoria) were each assisted with a structure to accommodate Community Health Workers.
- **Tweefontein H Clinic** (Mpumalanga) was assisted with renovations to the building.
- **Warrenton CHC** (Northern Cape) was assisted with a heater, blinds, and paint for walls and ceilings.
- **Sereleng Clinic** and **Karlien Park Clinic** (North West) were each assisted with the supply and installation of a water-storage tank.
- **Worcester Community Health Center**, **New Ceres Clinic**, and **Cloetesville Clinic** (Western Cape) were each assisted with a smart TV, fire extinguishers, first-aid kits, reflective bibs, and safety boards.

For the complementary community enhancement project, an amount of R18 750 was available for each PSA Provincial Office to assist identified beneficiaries as set out below:

- **Sophakama High School** (Eastern Cape: Gqeberha) was assisted with a printer, laminator, fridge, speakers, and a hard drive.
- **Ndamase Senior Secondary School** (Eastern Cape: Mthatha) was assisted with tracksuits, netball kits, water bottles and carrier, and balls.
- **Reabetswe Primary School** and **Corsa Utility Club Mzansi** (Gauteng: Pretoria) were assisted with school shoes for 48 learners.
- **Men's Health Conference Talk** (KwaZulu-Natal: Durban) event support.
- **SANParks** (Limpopo) was assisted with 367 backpacks and sunblock balms for employees.
- **SANParks** and **Barberton Youngsters Football Club** (Mpumalanga) were assisted with 367 backpacks and sunblock balms, and soccer kits with gloves, cones, balls, pumps, bags, whistles, and bibs, respectively.
- **Pescodia Primary School** (Northern Cape) was assisted with paint for walls and ceilings.
- **Sello Primary School**, **Colinda Secondary School**, **Kgosithebe Combined School**, and **Tosca Primary School** (North West) were each assisted with a gas bottle and stove.
- **Dysseldorp High School**, **Hornlee Primary School**, and **Overstrand #Shoe-A-Black-Child-Campaign** (Western Cape) were assisted with a school name board, shoe donations, and stationery items, respectively.

In addition, the PSA reached out to assist communities that were severely affected by floods that impacted on Mpumalanga and Limpopo early in 2026. The following interventions occurred:

- **Landzhuk**, **Kabhokweni**, and **Nkomazi communities** in Mpumalanga were assisted with grocery items and renovations.
- **Mbaula Village** in Giyani in Limpopo, was assisted with grocery items.

On Mandela Day 2025, the PSA embraced the spirit by identifying areas requiring cleanup, with all PSA Offices participating.

As part of the PSA General Manager's donations initiative, **Cheshire Homes South Africa** was assisted with a donation of R10 000. Cheshire Homes South Africa is a registered non-profit organisation providing residential care to persons with physical and mental disabilities. The PSA also donated 96 solar lights and an urn to Mmamoka Secondary School in Limpopo.

The PSA 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. Women's Month is annually celebrated in August, where tribute is paid to the thousands of women who marched on 9 August 1956 to be heard.

In 2025, the PSA hosted a National Women's Day event in Kimberley in the Northern Cape. Event tickets were sold at R10 each and an amount of R3 070 from the ticket sales was used towards the purchase of a printer, heater, and rugs for **Sheila's Soup Kitchen** and **Sunflower Creche**.

The PSA 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 with an amount of R6 250 each: **Verulam Day Care Centre**, Mpumalanga (nominated by Pensioner Branch Committee), **Sinobom Community Centre**, Eastern Cape: Gqeberha (nominated by GPSSBC Branch), **Pelonolo Day Care Centre**, Free State (nominated by PHSDSBC Branch), and **Design26 Foundation**, Western Cape (nominated by Department of Defence Branch).

The PSA reaffirmed the Union's commitment to sustainability and environmental stewardship with tree-planting activities across the country during Arbour Month in September 2025. In the Union's drive to support ecological preservation and community development, PSA employees, members, and shop stewards planted indigenous trees at various locations in South Africa. The selected trees (47 in total) include indigenous species known for their hardiness and environmental benefits, and will provide shade, improve air quality, and enhance biodiversity in communities. The PSA also provided sponsorship boards that were erected at each planting point. The total expense for this initiative (trees and sponsorship boards) amounted to R67 177.30.

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, one qualifying student from the University of the Western Cape received a bursary of R10 000.

PSA
The Union Of Choice

Human resources

Social and ethics

The Social and Ethics Committee was established to assist in overseeing ethical governance, responsible corporate citizenship, and the promotion of a culture of integrity throughout the organisation, in line with applicable legislation and recognised governance frameworks.

The PSA has adopted a Code of Conduct and Ethics, which applies to all members, employees, and Board members. The Code provides guidance on expected standards of ethical behaviour and supports the effective management of organisational ethics.

The PSA Ethics and Fraud Hotline is independently administered by *Vuvuzela* on behalf of the PSA. The Hotline provides a confidential, secure, and independent channel through which employees may report suspected unethical, fraudulent, or corrupt conduct. Reports are managed in accordance with established governance processes and are subject to appropriate oversight by management and the Board, as required. The Hotline is available to PSA employees and supports transparency and ethical conduct in the organisation. For the report period from 1 April 2025 to 31 March 2026, no reports or disclosures were received *via* the Hotline.

Employment equity report

The PSA commenced implementation of the Union's approved Employment Equity Plan (EEP) on 1 September 2025 for the five-year period 1 September 2025 to 31 August 2030.

During the report period of 1 April 2025 to 31 March 2026, the PSA's overall workforce profile continued to reflect a high level of representivity. The percentage of employees from designated groups increased by 0.78%, from 95.77% (249) as at 31 March 2025 to 96.55% (252) at the end of the report period. Employees from non-designated groups decreased from 4.23% (11) to 3.45% (9) during the same period.

The PSA's representivity per occupational level as at 31 March 2026 was as follows:

Occupational level	Designated % (filled positions)	Non-designated % (filled positions)
Top Management	100.00% (6)	0.00% (0)
Senior Management	100.00% (3)	0.00% (0)
Middle Management	87.50% (21)	12.50% (3)
Skilled Technical	94.69% (107)	5.31% (6)
Semi-skilled	100.00% (92)	0.00% (0)
Unskilled	100.00% (23)	0.00% (0)

At the end of the report period, 42.53% (111) of the PSA's workforce consisted of male employees, while 57.47% (150) were female employees. In comparison, the Economically Active Population (EAP) of South Africa comprises 53.9% males and 46.1% females.

From 1 April 2025 to the end of the report period, 100% (14) of employees recruited by the PSA were from designated groups, with no appointments from non-designated groups. Promotions during the same period reflected that 91% (10) of employees promoted from within the PSA were from designated groups, whilst 9% (1) was from a non-designated group.

Terminations during the report period comprised 82% (9) from designated groups, which included one White female employee (9.09% of total terminations). Employees from non-designated groups accounted for 18% (2) of total terminations.

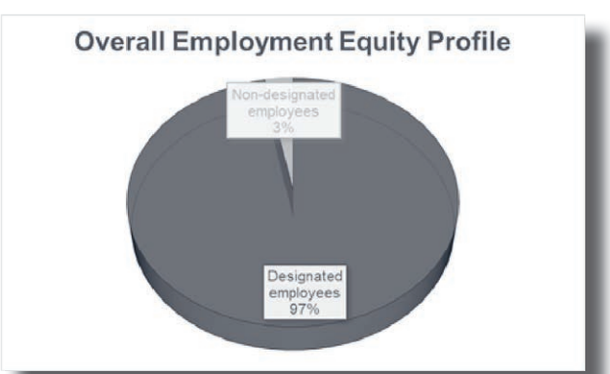
The PSA remains fully committed to achieving and sustaining a fully transformed and representative workplace, aligned with the objectives of the *Employment Equity Act*.

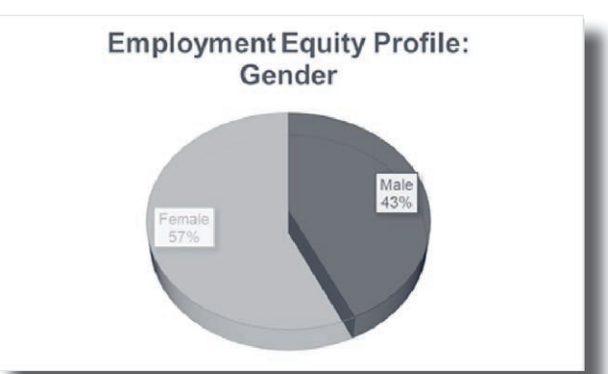
PSA workforce as on 31 March 2026 (including disability)

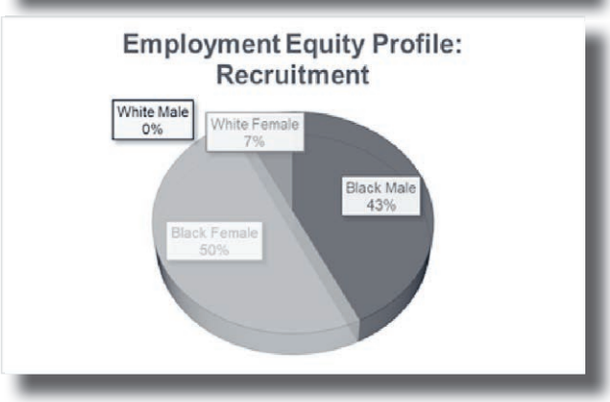
Occupational level		Male				Female				Total
		A	C	I	W	A	C	I	W	
Top management	Value	3	0	1	0	0	0	0	2	6
	%	50	0	17	0	0	0	0	33	100
Senior management	Value	2	0	0	0	1	0	0	0	3
	%	67	0	0	0	33	0	0	0	100
Professionally qualified and experienced specialists and mid-management	Value	11	1	0	3	6	2	0	1	24
	%	46	4	0	13	25	8	0	4	100
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	Value	48	6	3	6	35	4	1	10	113
	%	42	5	3	5	31	4	1	9	100
Semi-skilled and discretionary decision making	Value	21	1	0	0	51	9	3	7	92
	%	23	1	0	0	55	10	3	8	100
Unskilled and defined decision making	Value	5	0	0	0	17	1	0	0	23
	%	22	0	0	0	74	4	0	0	100
TOTAL PERMANENT	Value	90	8	4	9	110	16	4	20	261
	%	34	3	2	3	42	6	2	8	100

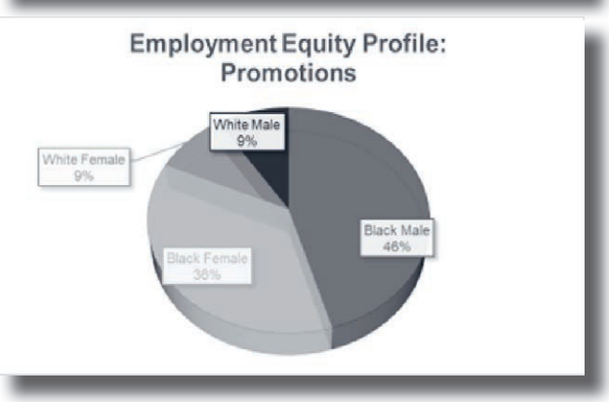
PSA workforce profile as on 31 March 2026 (only disability)

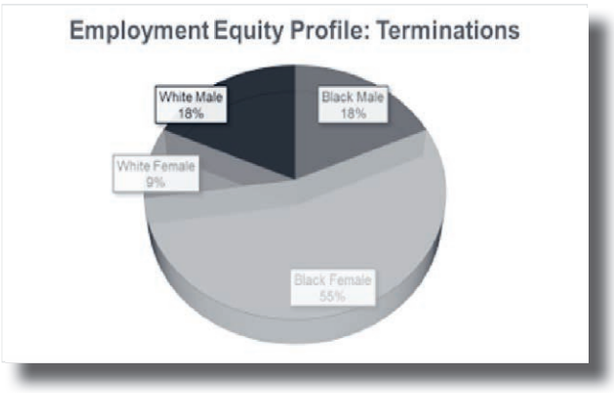
Occupational level		Male				Female				Total
		A	C	I	W	A	C	I	W	
Top management	Value	0	0	0	0	0	0	0	0	0
	%	0	0	0	0	0	0	0	0	0
Senior management	Value	0	0	0	0	0	0	0	0	0
	%	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	Value	0	0	0	1	0	0	0	0	1
	%	0	0	0	100	0	0	0	0	100
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	Value	0	0	1	0	1	0	0	1	3
	%	0	0	33	0	33	0	0	33	100
Semi-skilled and discretionary decision making	Value	0	0	0	0	1	0	0	0	1
	%	0	0	0	0	100	0	0	0	100
Unskilled and defined decision making	Value	0	0	0	0	0	0	0	0	0
	%	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	Value	0	0	1	1	2	0	0	1	5
	%	0	0	20	20	40	0	0	20	100











Organisational development and change management

The introduction of a formal organisational development (OD) and change management capability in the PSA was initiated during the report period. The establishment of this capability represents a strategic shift towards a more structured, coordinated, and collaborative approach in supporting organisational initiatives and strengthening alignment across key stakeholders and strategic partners. Change management will positively impact leadership alignment following structural change in the organisation and identify opportunities for value-adding contributions to the implementation process.

In parallel, work commenced on the development of a standardised Change Management Framework intended to serve as the foundation for a consistent and structured approach to managing organisational change in the PSA, supported by aligned policies, procedures, and capability-building initiatives.

These initiatives reflect a growing emphasis on aligning people, processes, and systems through structured change interventions, whilst also strengthening organisational culture and employee engagement.

Learning and development

The Learning and Development report provides a comprehensive overview of the PSA's initiatives aimed at strengthening capability, enhancing performance, and promoting overall organisational effectiveness through structured learning and development programmes for members, office bearers, and employees. The report highlights key learning interventions implemented during the report period, assesses their impact, and identifies areas for continuous improvement. In addition, the report presents an analysis of participation levels, training outcomes, and the utilisation of development resources. It further reflects on challenges experienced and lessons learned during the implementation of learning initiatives. Collectively, the report serves as a performance assessment and strategic resource to inform decision-making, ensuring that learning and development initiatives contribute effectively to employee development and the achievement of organisational objectives.

Shop steward training

Basic Shop Steward/Intermediary Training

During the report period, the Basic Shop Steward Training programme was revised and repositioned as an Intermediary Training programme, with an increased focus on practical application in representation and organising. The programme further reinforced the roles and responsibilities of shop stewards, whilst providing comprehensive guidance on PSA structures and working methods in accordance with the *PSA Statute*.

The graph on page 39 reflects the number of shop stewards who participated in the Basic/Intermediary Shop Steward Training across PSA Provincial Offices during the report period. In the case of the Bloemfontein Office, the Intermediary Shop Steward Training was extended to include an additional two-day OHS training component.

Advanced Shop Steward Training

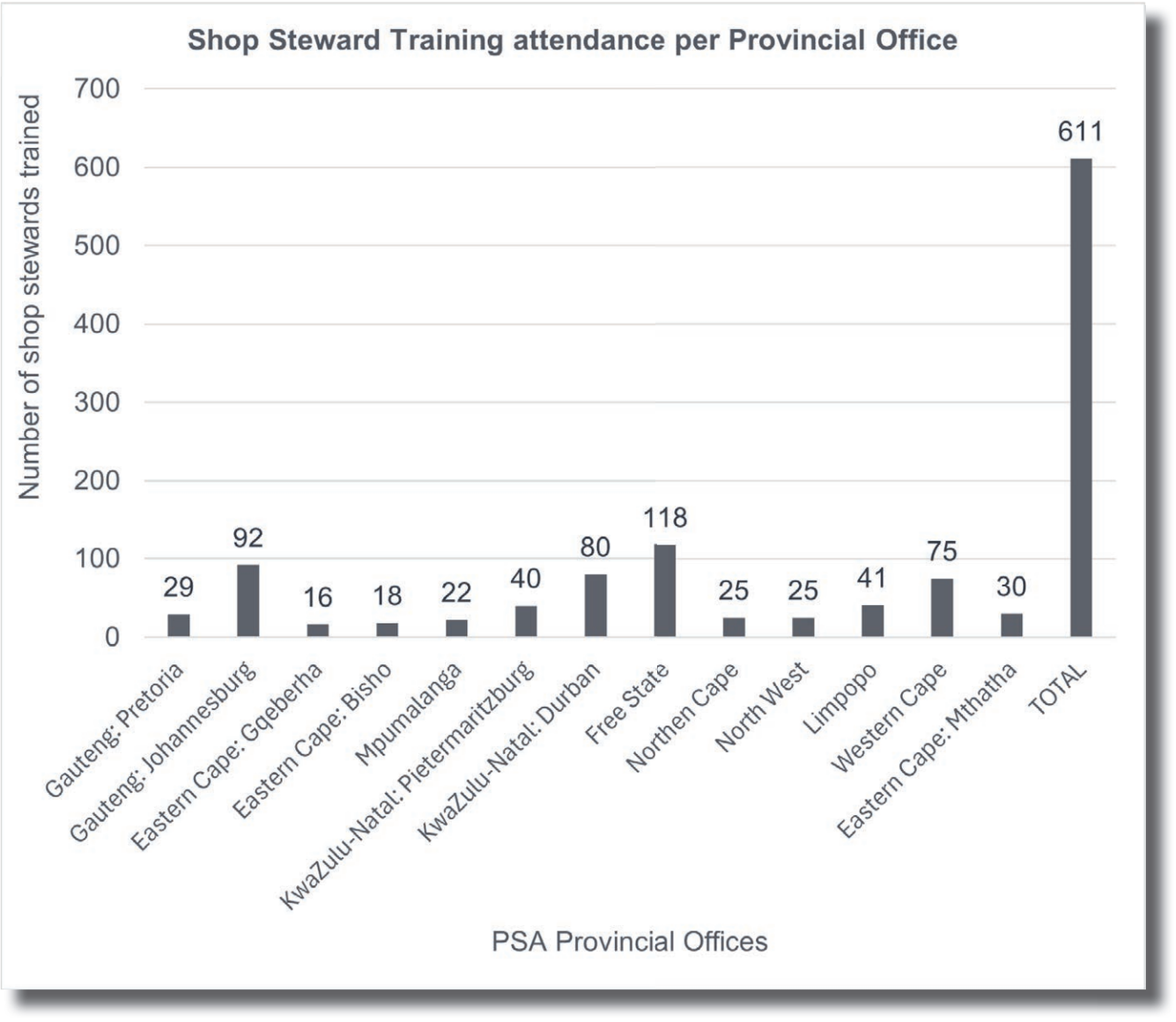
During the report period, the PSA introduced a pilot Advanced Shop Steward Training programme aimed at enhancing the capacity of shop stewards actively involved in member representation, as well as those who had shadowed FTSSs and LROs during disciplinary hearings and CCMA proceedings. The pilot programme was implemented across three regions in Mpumalanga and North West, with the intention to rollout the training in the entire PSA. Participants are monitored to ensure they become actively involved in member representation proceedings providing capacity to Provincial Offices. The training methodology incorporated presentations, role-play activities, simulation exercises, group discussions, and collaborative group work. Key focus areas covered during the training included:

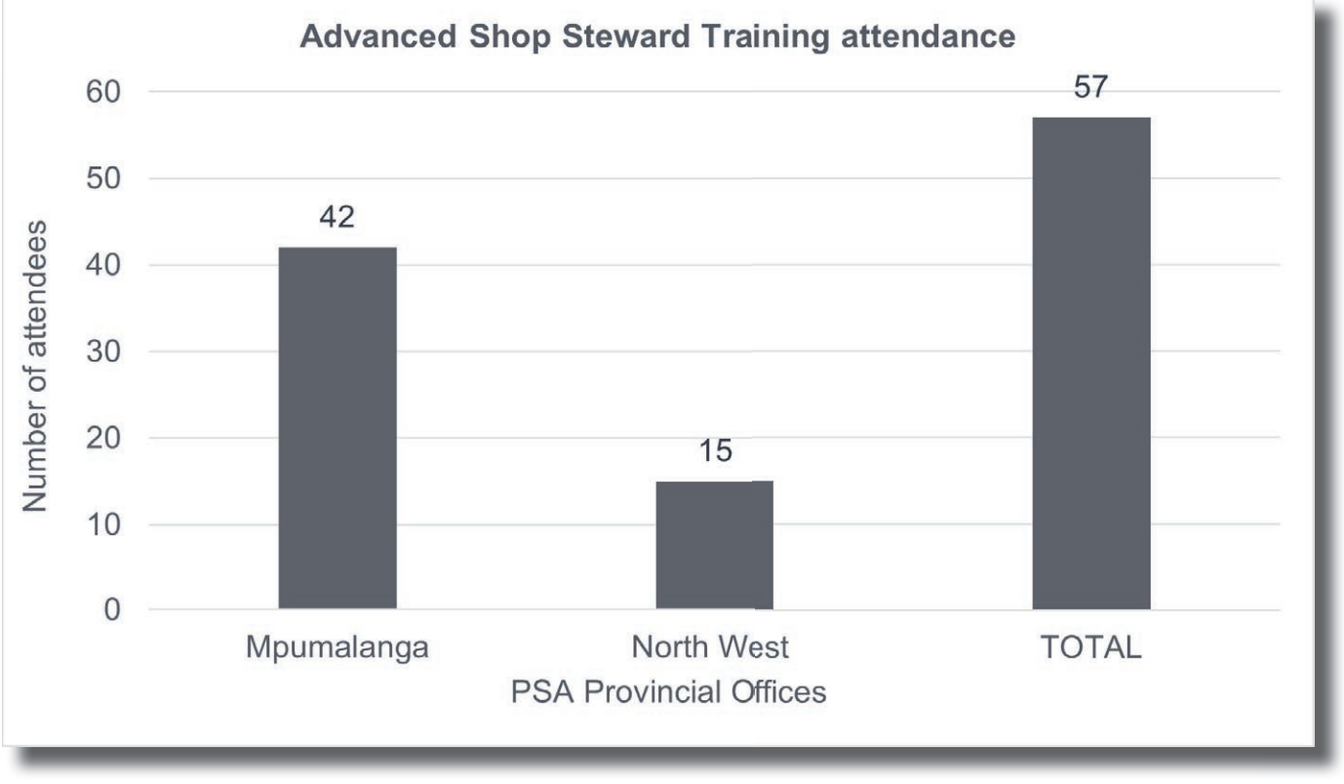
- Legal framework and representation skills
- Grievance handling
- Disciplinary hearing
- Arbitration
- Dispute resolution procedures
- Evidence and case-building
- Legal drafting

Full-time Shop Steward and Full-Time Office-Bearer Training

The PSA organised a successful annual training for 75 FTSSs and FTOBs. The training covered the following topics:

- Amendments to the *LRA*, *EEA*, and *BCEA* and impact on union activities
- Impact of Minimum Service Level Agreements across the Public Service: Role and Function of Essential Services Committee
- Effective recruitment and organising techniques
- Time management and workload planning
- Conflict resolution and mediation skills


Shop Steward Training attendance per Provincial Office
Number of shop stewards trained
700
600
500
400
300
200
100
0
29
92
16
18
22
40
80
118
25
25
41
75
30
611
Gauteng: Pretoria
Gauteng: Johannesburg
Eastern Cape: Gqeberha
Eastern Cape: Bisho
Mpumalanga
KwaZulu-Natal: Pietermaritzburg
KwaZulu-Natal: Durban
Free State
Northen Cape
North West
Limpopo
Western Cape
Eastern Cape: Mthatha
TOTAL
PSA Provincial Offices


Advanced Shop Steward Training attendance
Number of attendees
60
50
40
30
20
10
0
42
15
57
Mpumalanga
North West
TOTAL
PSA Provincial Offices

Accredited full qualifications for shop stewards

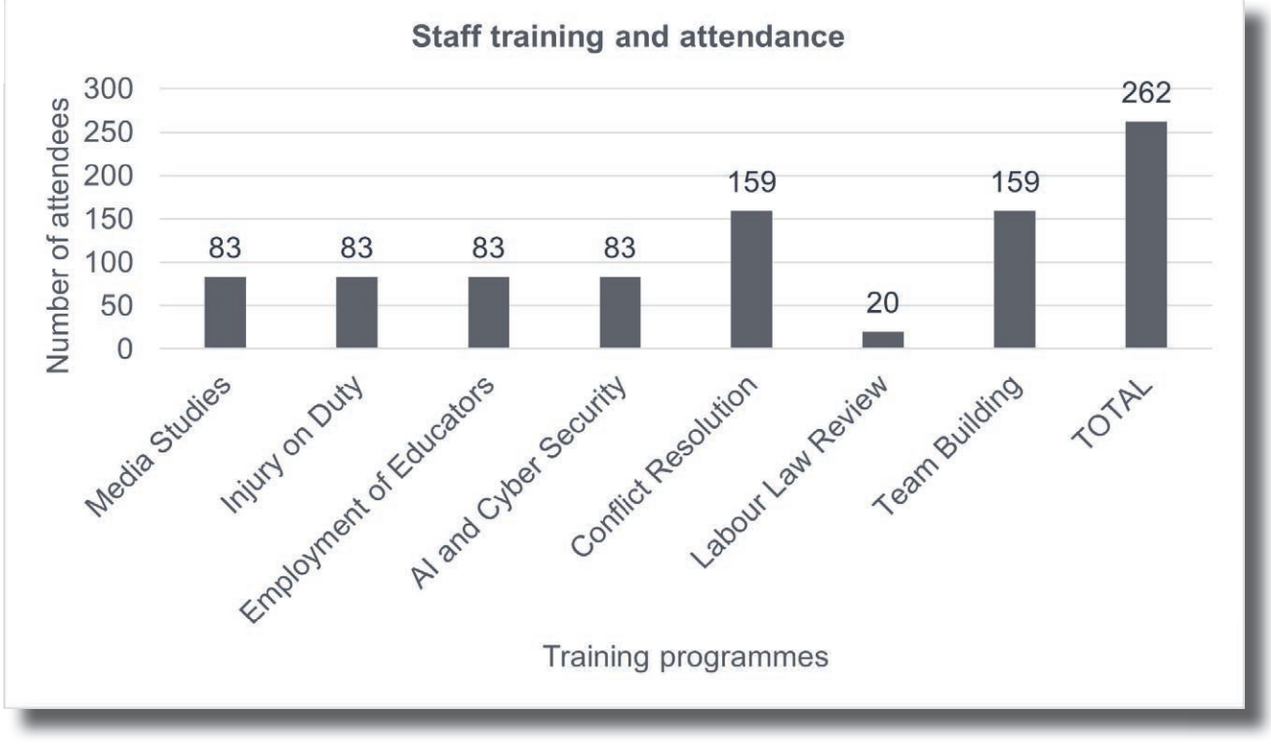
In partnership with the labour service organisations, higher education institutions and Sectoral Education and Training Authorities, the PSA pursues accredited courses and full qualification opportunities for the Union's members. The table below reflects the number of PSA shop stewards who graduated with full qualifications from such partnerships.

Program/Qualification	Institution	Number of PSA graduates
BA in Sociology (Industrial Working Life Project jointly)	University of KwaZulu-Natal and Workers' College	14
Higher Certificate in Labour Economics	Workers College of South Africa	28
TOTAL		**69**

Staff learning and development intervention

As part of a commitment to lifelong-learning and continuous professional development of the Union's staff, the PSA embarked on several learning and development interventions for staff. The graph below captures the skills programmes completed by PSA staff during the report period.

Skills programmes



Full qualification

The PSA sources funding from the SETAs for learning programmes and full qualifications for the Union's staff. During the report period, 49 staff members enrolled for full qualification and seven completed full qualifications. This funding was secured from ETDP SETA.

The details are reflected in the tables below.

Completed qualifications

Qualification	Number
Diploma – NQF 6	2
BA/BCom Degrees – NQF 7	3
Honours – NQF 8	1
Doctorate – NQF 10	1

Enrolled qualification

Qualification	Number
Matric/Senior Certificate	3
Higher Certificate – NQF 5	6
Diploma – NQF 6	9
BA/BCom Degrees – NQF 7	8
Honours – NQF 8	18
Masters – NQF 9	7
Doctorate – NQF 10	1
Others – formal programme	5
TOTAL	57

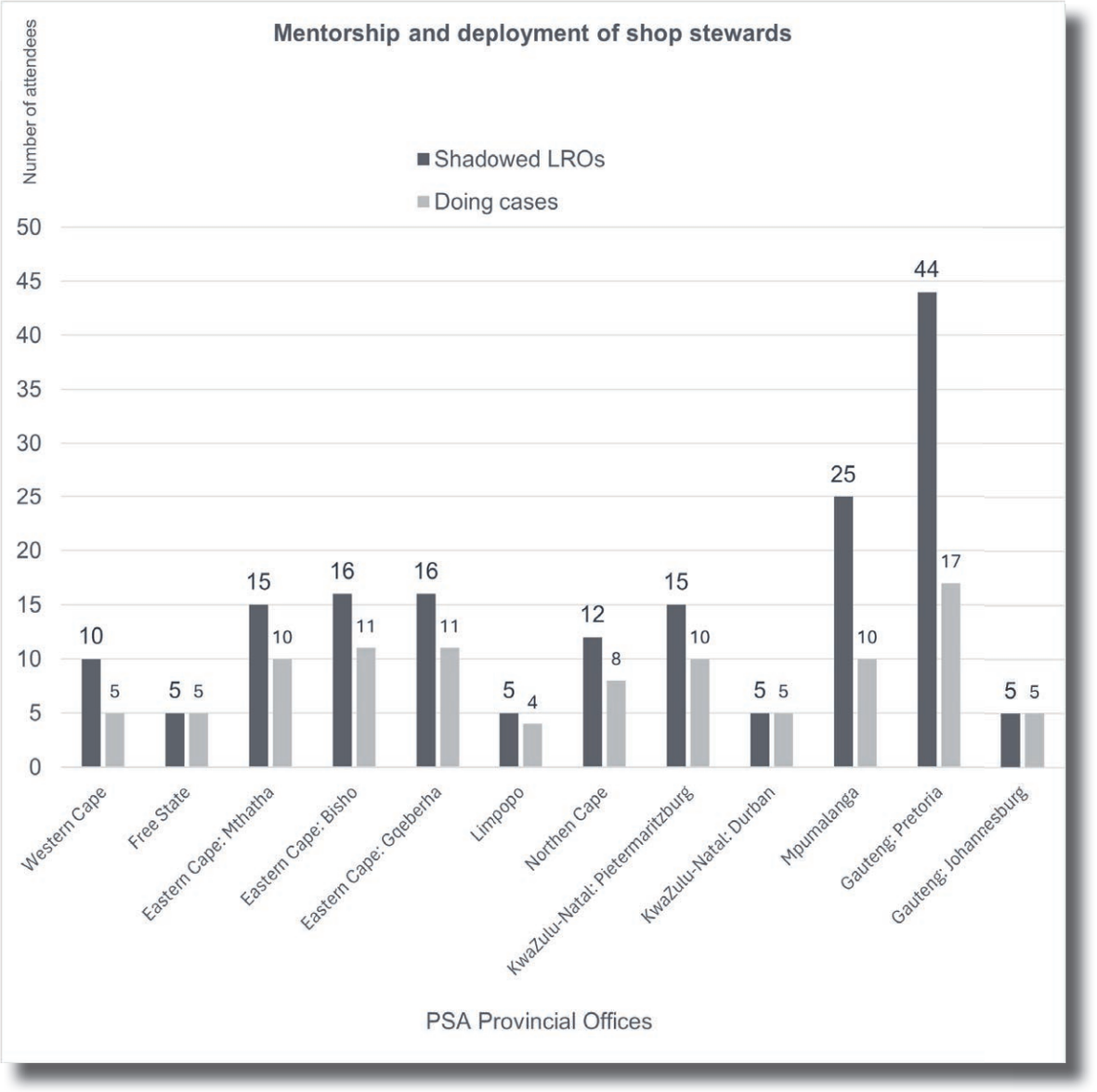
Mentorship and deployment of shop stewards

For return of investment on training and the development of shop stewards, the PSA has a coaching and mentoring program whereby shop stewards shadow LROs in disciplinary hearings and at the CCMA. The shop stewards are then utilised to assist in cases.

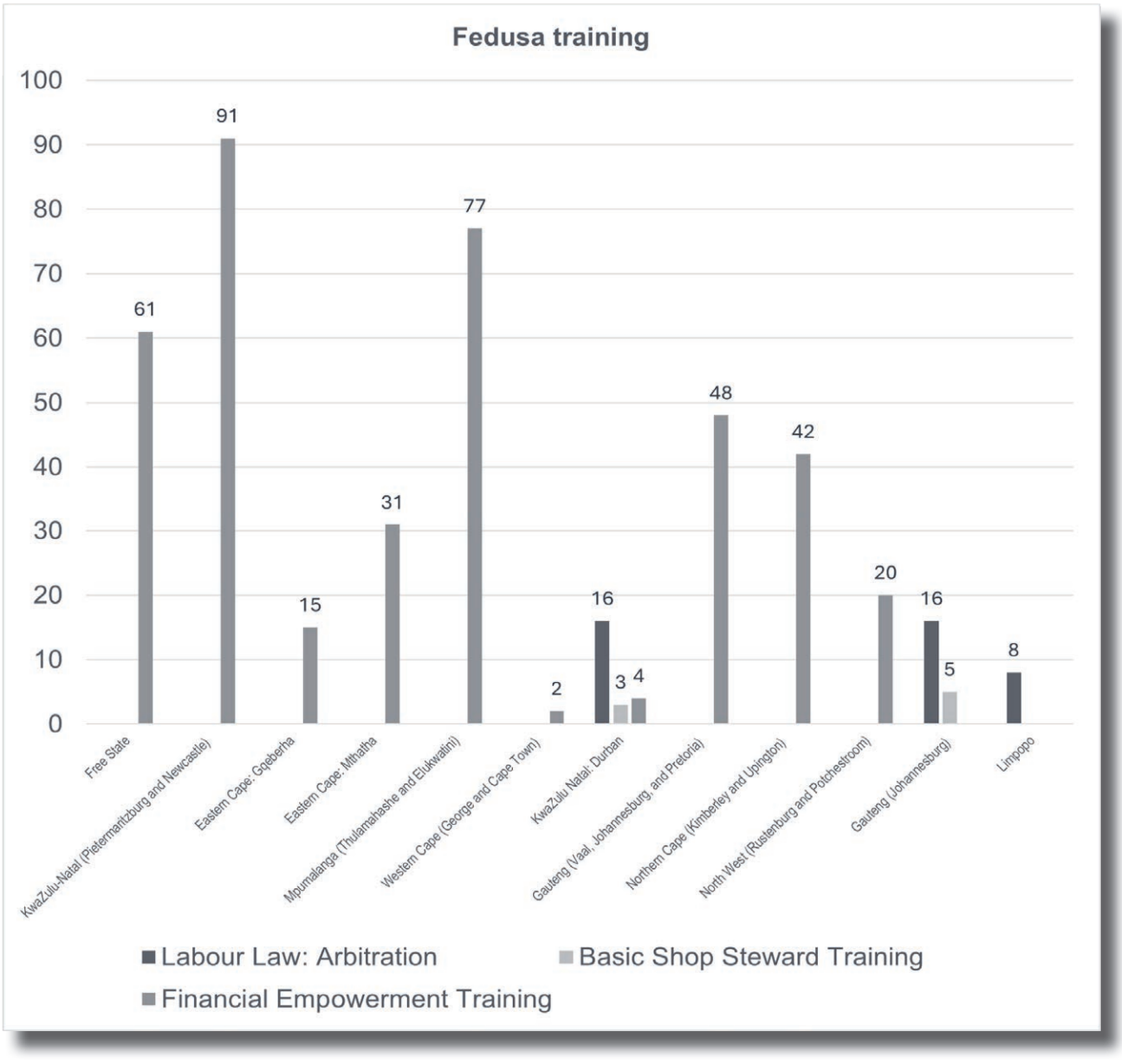
The graph below provides a representation of the coaching and mentoring program for the report period.

Fedusa training

PSA members benefited significantly from structured training interventions facilitated by Fedusa, which played a critical role in strengthening organisational capacity and enhancing overall institutional effectiveness. These interventions contributed to the development of key competencies amongst participants, including improved workplace knowledge, leadership capability, and operational efficiency. The training programmes further supported the advancement of professional skills required to respond effectively to organisational and sectoral demands, thereby reinforcing a culture of continuous learning and development.



The graph on page 42 presents a summary of training interventions conducted during the report period, together with the corresponding number of participants who attended each session, reflecting the extent of engagement and reach across the PSA.



Internship programme

The PSA continues to collaborate with the Sector Education and Training Authority (SETA) to address the gap between theoretical education and practical workplace experience. This partnership enables graduates to apply their academic knowledge in real work environments, thereby strengthening critical competencies such as communication, problem-solving, teamwork, and adaptability.

The programme also plays a key role in developing future talent whilst introducing new perspectives and innovative approaches in the workplace.

The table below reflects the number of graduates enrolled in the Internship Programme.

Funder	Number of recruited Interns	Number of active Interns
ETDP SETA	20	18
PSETA	10	6
TOTAL	**30**	**24**

Information technology

During the period under review, the PSA's Information Technology (IT) Department focused on strengthening the PSA's digital foundation. The IT function is strategically aligned with internationally recognised frameworks and standards, including COBIT, ITIL, and ISO/IEC 27001, ensuring disciplined governance, service excellence, and robust information security practices. This alignment underpins a value driven IT operating model that demonstrably supports organisational strategy, enhances operational efficiency, and strengthens institutional resilience.

Strategic focus

IT initiatives were aligned to the strategic theme of partnering with internal and external stakeholders to create value through digitisation and modernisation. Strategic objectives included:

- Mitigation of technology and information-security risks
- Enablement of productivity from anywhere
- Digitisation and automation of business processes
- Optimisation of infrastructure and cloud readiness
- Introduction of innovative, business-aligned technologies
-

Key achievements

Risk mitigation and cybersecurity

The Department strengthened the PSA's digital-risk posture through a comprehensive digital-risk assessment, completion of critical security upgrades, and implementation of enhanced network monitoring. IT policies were reviewed and aligned with recognised standards, and audit-related activities were successfully concluded. Cybersecurity awareness was reinforced through structured training programmes and phishing simulation exercises.

Mobility and productivity enablement

To support hybrid and remote working models, end-user laptop upgrades were completed, and *Microsoft Teams Voice* replaced the legacy telephony solution. Enhancements were made to the PSA's intranet and mobile application, improving collaboration and access to systems. Tablets were deployed to secretaries to support operational efficiency.

Digitisation and systems modernisation

Progress was achieved in digitising and modernising key business systems. Core ERP components (S&T, *Sage 300*, and *4Flow*) were completed, with HR and Payroll modules continuing into the next cycle. Boardroom video-conferencing technology was implemented at selected offices, enhancing meeting management and collaboration. Membership Management System phase enhancements, including funeral claims and related surveys, were completed.

Infrastructure optimisation and cloud readiness

Network infrastructure upgrades were implemented at identified offices, and disaster-recovery testing across on premise and cloud-hosted environments was successfully completed. Owing to financial constraints, the hosting strategy and printing-support arrangements were placed under review and deferred to the next financial period.

Innovation and digital enablement

Innovation initiatives included progress toward a formal IT strategy aligned with the PSA's business strategy, completion of a database archiving solution, and advancement of optical character recognition (OCR) integration to support digital data capture. End user digital enablement and training initiatives were also initiated to improve adoption of technology platforms.

Operational support and challenges

In parallel with strategic delivery, the IT Department provided extensive operational support, including incident management, change control, user-access management, office IT enablement, governance, and audit support. Operational activities, together with governance and compliance requirements, consumed a significant portion of IT capacity during the report period. Financial constraints further impacted the timing of certain initiatives.

Notwithstanding resource and budgetary constraints, the IT Department achieved sustained progress in enhancing the PSA's digital maturity, cybersecurity posture, and operational resilience, consistent with recognised industry benchmarks and good practice. The forward emphasis will remain on completing priority systems, expanding automation, and delivering secure, resilient, and sustainable technology solutions that support the PSA's strategic objectives.

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 cognisance of all economic, social, and environmental aspects in order to achieve sustainable development of South Africa's mineral resources.

The PSA affirms the Union's commitment 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 environment 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 sign off on these, as required by the DMRE.

Social and ethical conduct

The Board established a Social and Ethics Committee separately 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.

The PSA Ethics and Fraud Hotline is managed by *VuvuZela* since 1 September 2023 on behalf of the PSA. The aim of the Hotline is to enhance an honest work ethic, whilst it provides employees with a method to bring any unethical and/or fraudulent business practices to the attention of management. The Hotline is specifically designed for PSA employees only and serves as an independent platform between management and employees.

During the period 1 April 2025 to 31 March 2026, no protected disclosures were received through the Hotline.

The PSA also has a Whistle Blowing Policy to give effect to the *Protected Disclosures Act*. Any protective disclosure is reported on the PSA Ethics and Fraud Hotline. Protective disclosures can still be reported outside of the Hotline, as the Hotline is not the only reporting method that can be used. However, no protective disclosures were made outside the Hotline during the report period.

Corporate governance

Strong governance remains central to the PSA's sustainability, accountability, and continued service excellence. The PSA remains committed to maintaining the highest standards of corporate governance to support organisational sustainability, operational excellence, and long-term stakeholder value creation. By embedding sound governance principles and ethical leadership practices throughout the Organisation, the PSA continues to strengthen stakeholder confidence, accountability, and institutional legitimacy.

The PSA's governance framework is guided by Board-approved governance principles and practices that provide the structural and ethical foundation within which the Board of Directors and management collectively advance the PSA's strategic objectives. During the report period, the Board discharged its duties and responsibilities in accordance with the Board Charter, which is reviewed annually to ensure continued alignment with evolving governance requirements and best practice.

Governance framework

The Board subscribes to a holistic and integrated approach to corporate governance, taking into consideration all applicable legislative and regulatory requirements governing the PSA. The PSA supports and applies the principles and recommended practices of the Institute of Directors South Africa *King IV Report on Corporate Governance for South Africa (King IV™)*, which advocates ethical and effective leadership to achieve the following governance outcomes:

Governance outcomes

Governance principle	Governance objective
Ethical culture	Promoting integrity, accountability, and responsible leadership
Good performance	Supporting sustainable value creation and organisational effectiveness
Effective control	Strengthening oversight, risk management, and internal controls
Legitimacy	Building stakeholder trust and institutional credibility

The Board remains committed to fostering a culture of ethical leadership, transparency, accountability, and integrity across the organisation. In giving effect to these principles, the Board continues to promote responsible leadership and sound governance practices that support the successful execution of the PSA's strategy and achievement of objectives.

Board leadership and oversight

The Board retains overall accountability for governance whilst delegating specific responsibilities to appropriately constituted committees and management structures. This delegation framework supports effective oversight, informed decision-making, and organisational accountability.

The Board is supported by:

- Board Committees
- Senior management
- Governance structures
- Internal and external assurance functions

Board committees and governance structures are reviewed annually to ensure continued effectiveness and alignment with legislative developments and governance best practices.

Board Committees

Audit and Risk Committee (ARC)
The Audit and Risk Committee assists the Board in fulfilling its oversight responsibilities relating to:

- Internal audit
- External audit
- Enterprise risk management
- Compliance management
- Financial reporting
- Internal control systems

The ARC operates as a statutory Committee of the PSA Board and plays a critical role in safeguarding the integrity of the PSA's governance and financial reporting environment. The ARC provides oversight to strengthen accountability, risk management, and the integrity of financial reporting.

Remuneration Committee (REMCO)
The Remuneration Committee oversees the PSA's remuneration philosophy, policies, and practices to ensure alignment with organisational performance, fairness, and strategic objectives. The Committee further assists the BOD in ensuring compliance with section 30(4) of the *Companies Act* and applicable *King IV*™ recommended practices.

REMCO supports responsible remuneration practices that promote transparency, fairness, and sustainability.

Social and Ethics Committee (SEC)
The Social and Ethics Committee is a mandated Committee responsible for monitoring the PSA's commitment to responsible corporate citizenship and ethical conduct. The Committee oversees the PSA's activities in relation to:

- The *Companies Act*
- *King IV*™
- Committee Terms of Reference
- Social, ethical, and economic development matters
- Applicable governance and legal frameworks

The SEC reinforces the PSA's commitment to ethical conduct, responsible citizenship, and sustainable organisational practices.

Assurance and internal control

Internal Audit function
The PSA has appointed an independent external Internal Audit (IA) function operating in accordance with an approved Internal Audit Charter and annual audit plan.

The IA function provides:

- Independent assurance
- Objective advisory services
- Risk-based audit assessments
- Internal control evaluations

The annual risk-based audit plan is reviewed and approved by the ARC and adjusted where necessary to respond to changes in the PSA's risk profile, operations, systems, and controls. Beyond assurance activities, the IA function continuously identifies opportunities to improve governance processes, operational efficiency, and value creation for members and stakeholders.

External audit and financial integrity
The ARC assessed the performance, effectiveness, and independence of the external audit function and confirmed that the external auditors and lead audit partners remain independent in accordance with section 94(8) of the *Companies Act*.

The external audit process provides stakeholders with independent assurance regarding the integrity and reliability of the PSA's financial reporting processes and controls.

Audit outcome
The PSA obtained an unqualified audit opinion for the report period. This confirms that the annual financial statements fairly present, in all material respects the financial position of the Organisation, financial performance, and cash flows in accordance with International Financial Reporting Standards (IFRS), the *Companies Act 71 of 2008*, as amended, and the *Labour Relations Act 66 of 1995*, as amended.

Board conclusion
The Board is satisfied that it has collectively fulfilled its governance responsibilities in accordance with the Board Charter and applicable governance standards.

Furthermore, the Board is satisfied that:

- The composition of the Board and its committees supports independent judgement;
- Delegation arrangements promote balanced decision-making; and
- Governance structures enable the effective discharge of fiduciary duties and responsibilities.

The PSA remains committed to maintaining a governance environment that supports ethical leadership, effective oversight, and sustainable value creation.

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 its 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 its members.

The Directors are required by the *Companies Act, 2008* to maintain adequate accounting re¬cords 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 2026.

The consolidated net loss of the PSA is **R18 702 210**, comparing to a net loss in the prior year of **R16 837 832**.

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 2026, 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 2026 are fully set out from page 48 of this report, and do not, in our opinion, require further comments.

Annual Financial Statements for the year ended 31 March 2026

PUBLIC SERVANTS ASSOCIATION OF SOUTH AFRICA NPC
(Registration Number 1942/015415/08) (Labour Relations Number LR 2/6/2/1409)

Trading as PSA

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

Issued 05 August 2026

Public Servants Association of South Africa NPC

(Registration number 1942/015415/08) (Labour Relations Number LR 2/6/2/1409)
Trading as PSA
Annual Financial Statements for the year ended 31 March 2026

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 (Chairperson) Mr T Rakaki (Interim Vice President) Adv J Singh (Vice Chairperson) Ms AY Coetzee Ms D Makhetha Ms NM Adams Ms ND Maluleke Ms DC Swart- Mocke
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 Manager: Financial Management

Public Servants Association of South Africa NPC

(Registration number 1942/015415/08) (Labour Relations Number LR 2/6/2/1409)
Trading as PSA
Annual Financial Statements for the year ended 31 March 2026

Index

The reports and statements set out below comprise the annual financial statements presented to the members:

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Preparer

Mr N Mapiloko
Manager: Financial Management

Published

28 July 2026

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 2025/26 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 meetings held during 2025/26 financial year

Audit & Risk Committee Members	MEETING DATES				
	07-May-25	17-Jul-25	20-Oct-25	01-Dec-25	04-Mar-26
Mr MK Seelamo (Chairperson until 22 September 2025)	✔	✔	(term ended)	(term ended)	(term ended)
Mr NL Bodiba	✔	Apology tendered	(terminated)	(terminated)	(terminated)
Adv J Singh (New Chaiperson from 22 September 2025)	✔	✔	✔	✔	✔
Mr T Rakaki	✔	✔	✔	✔	✔
Ms NM Adams	Not Appointed Yet	Not Appointed Yet	✔	✔	✔
Ms ND Maluleke	Not Appointed Yet	Not Appointed Yet	✔	✔	✔
Ms DC Swart-Mocke	Not Appointed Yet	Not Appointed Yet	✔	✔	✔

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, and also have the required knowledge of the Labour Relations Act, of 1995.

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 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:

Adv J Singh
Chairperson Audit and Risk Committee

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) and the requirements of section 98(1) of the Labour Relations Act, 1995.

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 Union received a notice from the Registrar of Labour Relations of the intention to cancel its registration in terms of section 106 of the Labour Relations Act, 1995, and was invited to make representations. The Board disputes the proposed deregistration. The Board has submitted representations, and has instituted legal proceedings, including an application for an interim interdict scheduled for hearing after the reporting date. The Union intends to pursue all available legal remedies should cancellation proceed.

The Board concluded that the Union has sufficient reserves and cash resources to meet its obligations for at least twelve months, that forecast cash flows indicate continued ability to meet liabilities as they fall due, and that there is no intention or necessity to cease operations or enter liquidation. The Board and Management have also developed appropriate operational and financial plans to support continued activities and has received legal advice indicating an arguable basis to challenge any cancellation of registration.

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 10 to 12.

The annual financial statements set out on pages 13 to 68, which have been prepared on the going concern basis, were approved by the Board of Directors on 28 July 2026 and were signed on behalf of the Board by:

Signed on behalf of the Board of Directors by:



Mr RD Baloyi (Chairperson)



Mr MJ Shiburi (President)

Statement on Internal Financial Controls

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

(a) the annual financial statements set out on pages 13 to 68, fairly present in all material respects the financial position, financial performance and cash flows of the company in terms of IFRS Accounting Standards.

(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. 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.

Adv J Singh (Vice Chairperson)

Mr MJ Shiburi (President)

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 organisation also complies with the requirements of the Labour Relations Act.



Mr RM Maleka
Company Secretary

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 2026.

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 of 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 were changes in the nature of the Cell Captive after 28 February 2026.

The following was agreed between PSA management and Guardrisk

The cell is currently in a run-off period of up to three years following termination;

1) PSA remains responsible for ensuring that the cell remains sufficiently capitalised to settle valid claims arising from policies written prior to termination;

2) Reserves attributable to the former cell arrangement remain within the cell structure during the run-off period;

3) Ownership of the reserves remains with PSA, subject to the completion of the run-off process and satisfaction of applicable regulatory and solvency requirements; and

4) Only amounts in excess of the required solvency capital requirement may be released to PSA during the run-off period.

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.

Directors' Report

4. Directorate

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

Directors	Date of Appointment	Designation	Changes
Mr MJ Shiburi (President)	16 September 2019	Non-executive	
Mr R Baloyi (Chairperson)	19 September 2022	Non-executive	Appointed as Chairperson from 22 September 2025
Mr NL Bodiba (Vice President)	16 September 2024	Non-executive	Board Member Terminated on 04 August 2025
Mr MK Seelamo (Vice Chairperson)	16 September 2019	Non-executive	Term as Board Member ended Monday, 22 September 2025
Ms AY Coetzee	17 September 2018	Non-executive	
Adv J Singh (Vice Chairperson)	19 September 2022	Non-executive	Appointed as Vice Chairperson from 22 September 2025
Ms D Makhetha	18 September 2023	Non-executive	
Mr T Rakaki (Interim Vice President)	16 September 2024	Non-executive	Appointed as Interim Vice President on 25 February 2026
Ms NM Adams	22 September 2025	Non-executive	Appointed Monday, 22 September 2025
Ms ND Maluleke	22 September 2025	Non-executive	Appointed Monday, 22 September 2025
Ms DC Swart- Mocke	22 September 2025	Non-executive	Appointed Monday, 22 September 2025

Resignation of director				
Mr NL Bodiba (Vice President)	Resignation	Director	Non-Executive	04 August 2025
Mr MK Seelamo (Vice Chairperson)	Resignation	Director	Non-Executive	22 September 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. On the 29th of June 2026 the PSA received a notice from the Registrar of Labour, informing PSA that the Registrar intends to cancel the registration of the Public Servants Association of South Africa (PSA)(LRA2/6/2/1409) for the following reasons:

The organisation is not a genuine trade union as envisaged in the LRA.
The organisation cannot function in terms of a constitution as per the LRA
The organisation failed to comply with the provisions of section 98, 99 and 100 of the Act.

Written representations must be lodged to the Registrar within 60 days of the date of notice.

On the 15th of July 2026 The PSA lodged an application at the Labour Court to interdict the Registrar.

The interdict is to suspend the notice of intention by the Registrar to deregister PSA as a Union pending the appeal process we initiated on the reasons for refusal to register our amendment of the PSA Constitution.

The hearing of the interdict is set to be heard on the 11th of August 2026 at the Labour Court.

6. Going concern

The annual financial statements have been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business

Directors' Report

6. Going concern (continued)

The directors believe that the company has adequate financial resources to continue in operation for the foreseeable future and accordingly the annual financial statements have been prepared on a going concern basis. The directors have satisfied themselves that the company is in a sound financial position and that it has access to sufficient borrowing facilities to meet its foreseeable cash requirements.

The Directors have assessed the Union's ability to continue as a going concern for at least twelve months from the date of approval of these annual financial statements.

The Union received a notice from the Registrar of Labour Relations of the intention to cancel its registration in terms of section 106 of the Labour Relations Act, 1995, and was invited to make representations. The Board disputes the proposed deregistration. The Board has submitted representations, and has instituted legal proceedings, including an application for an interim interdict scheduled for hearing after the reporting date. The Union intends to pursue all available legal remedies should cancellation proceed.

In assessing going concern, management considered the Union's financial position, forecast cash flows, accumulated reserves, available cash resources, expected expenditure, contractual obligations, legal advice received, and its ability to continue operations pending the outcome of the legal process.

Management concluded that the Union has sufficient reserves and cash resources to meet its obligations for at least twelve months, that forecast cash flows indicate continued ability to meet liabilities as they fall due, and that there is no intention or necessity to cease operations or enter liquidation. Management has also developed appropriate operational and financial plans to support continued activities and has received legal advice indicating an arguable basis to challenge any cancellation of registration.

Management acknowledges that the notice of intended cancellation, together with the pending legal proceedings and uncertainty regarding the Registrar's final decision, represent a material uncertainty that may significantly impact the Union's future statutory status and operations, the outcome of which cannot presently be determined.

Notwithstanding this uncertainty, the Board is satisfied that the Union has adequate resources and plans to continue operating for the foreseeable future and for at least twelve months from the date of approval of these financial statements. Accordingly, the financial statements have been prepared on the going concern basis.

7. Auditors

Nexia SAB&T continued in office as auditors for the company for 2025/ 2026 Financial Year.

8. Secretary

The company secretary is Mr RM Maleka.

9. Date of authorisation for issue of financial statements

The annual financial statements have been authorised for issue by the Board of Directors on Tuesday, 28 July 2026. No authority was given to anyone to amend the annual financial statements after the date of issue.

Nexia SAB&T

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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 13 to 68 which comprise the statement of financial position as at 31 March 2026, 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 material accounting policy information.

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 2026, 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.

Material Uncertainty Related to Going Concern

We draw attention to Note 37 to the financial statements, which describes the notice received by the Union from the Registrar of Labour Relations of the Registrar's intention to cancel the Union's registration in terms of section 106 of the Labour Relations Act, 1995. As disclosed in Note 37, the Union disputes the basis for the proposed cancellation, has submitted representations to the Registrar and has instituted legal proceedings seeking appropriate relief, including an interim interdict.

The outcome of the Registrar's decision and the related legal proceedings cannot presently be determined. These events and conditions indicate that a material uncertainty exists that may cast significant doubt on the Union's ability to continue as a going concern. Our opinion is not modified in respect of this matter.

Chairperson: Mrs A Zaloga
Chief Executive Officer: Mr MF Suleman
SAB&T Chartered Accountants Incorporated t/a Nexia SAB&T
Company Registration Number: 1997/018869/21 : IRBA Registration Number: 921257
Offices at: 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.

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 2026", 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

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.

Report on Other Legal and Regulatory Requirements

As required by Section 98 of the Labour Relations Act No 66 of 1995, we report that:

- The Public Servants Association of South Africa NPC has complied with those provisions of it's Constitution relating to the financial matters.
- The Public Servants Association of South Africa NPC is party to agency shop agreements referred to in Section 25 of the Act and has complied with provisions in those sections.

We draw attention to the matter described in the "Material Uncertainty Related to Going Concern" section of this report concerning the dispute between Public Servants Association of South Africa NPC ("PSA") and the Registrar of Labour Relations regarding the PSA's status as an Employers' Organisation. Our reporting in terms of section 98 of the Labour Relations Act No 66 of 1995 is limited to the matters required by that section and should not be interpreted as expressing any conclusion regarding the outcome of that dispute or the determination of PSA's registration status.

NexiaSAB&T

Nexia SAB&T
Caroline Chigora
Director
Registered Auditor
Date 05 August 2026

Public Servants Association of South Africa NPC

(Registration number 1942/015415/08) (Labour Relations Number LR 2/6/2/1409)
Trading as PSA
Annual Financial Statements for the year ended 31 March 2026

Statement of Financial Position as at 31 March 2026

	Note(s)	2026 R	2025 R
Assets			
Non-Current Assets			
Property, plant and equipment	2	57 304 125	54 100 439
Intangible assets	3	3 776 115	2 975 675
Right-of-use assets	4	19 311 283	8 673 512
Investments	5	44 532 763	80 406 852
Motor Vehicle Loans	6	8 277 466	7 734 322
PSA Short-term insurance contracts	39	18 370 724	39 373 446
Motor Vehicle Loans - Prepaid Benefits	6	1 740 519	1 718 665
		153 312 995	**194 982 911**
Current Assets			
Inventories	9	225 012	264 978
Trade and other receivables	7	10 288 920	13 149 941
Investments	5	35 340 582	20 616 598
Motor Vehicle Loans	6	5 149 009	5 405 916
Motor Vehicle Loans - Prepaid Benefits	6	1 219 446	1 239 484
Staff Study Loans		38 033	21 844
Cash and cash equivalents	8	35 399 476	26 380 735
		87 660 478	**67 079 496**
Non-current assets held for sale - Polokwane building	10	3 280 363	3 040 000
Non-current assets held for sale - Disposal group	10	24 286 309	22 902 622
		27 566 672	**25 942 622**
Total Assets		**268 540 145**	**288 005 029**
Equity and Liabilities			
Equity			
Reserves		45 772 226	45 875 461
Retained income		151 958 864	194 178 507
		197 731 090	**240 053 968**
Liabilities			
Non-Current Liabilities			
Borrowings	12	1 804 583	2 599 884
Lease liabilities	17	15 775 301	5 272 343
Retirement benefit obligation	13	2 645 000	2 182 000
		20 224 884	**10 054 227**
Current Liabilities			
Trade and other payables	16	32 822 498	22 129 934
Borrowings	12	790 072	708 869
Retirement benefit obligation	13	239 000	200 000
Leave Accrual	11	9 087 564	8 638 806
Lease Liabilities	17	5 009 755	3 736 792
		47 948 889	**35 414 401**
Liabilities of disposal groups	10	2 635 282	2 482 433
Total Liabilities		**70 809 055**	**47 951 061**
Total Equity and Liabilities		**268 540 145**	**288 005 029**

Statement of Profit or Loss and Other Comprehensive Income

	Note(s)	2026 R	2025 R
Revenue	18	373 922 482	362 982 442
Cost of sales	19	(187 218)	(289 774)
Gross profit		**373 735 264**	**362 692 668**
Other operating income	20	27 042 584	3 431 425
Movement in credit loss allowances	21	(154 932)	20 152
Other operating expenses	22	(430 681 750)	(401 035 277)
Operating loss		**(30 058 834)**	**(34 891 032)**
Investment income	23	2 214 212	3 460 598
Finance costs	24	(2 766 857)	(1 297 625)
Changes to amortised cost - Motor Vehicle Loans		(1 502 274)	(1 416 100)
Deemed interest - Motor Vehicle Loans		1 524 866	1 267 037
Profit from PSA Short Term insurance contracts	39	3 056 779	2 769 282
Loss before taxation		**(27 532 108)**	**(30 107 840)**
Loss from continuing operations		**(27 532 108)**	**(30 107 840)**
Discontinued operations			
(Loss) profit from discontinued operations	10	(781 329)	(403 074)
Loss for the year		**(28 313 437)**	**(30 510 914)**
Other comprehensive income:			
Items that will not be reclassified to loss:			
Remeasurements on net defined benefit liability		451 000	(188 000)
Gains on revaluation property plant & equipment		-	5 070 420
Financial assets - FVOCI adjustment		9 530 007	9 263 461
Total items that will not be reclassified to profit or loss		**9 981 007**	**14 145 881**
Items that may be reclassified to profit or loss:			
Stighling fund interest capitalisation		9 553	10 588
Transfer of revaluation reserve to retained income		(379 333)	(483 387)
Total items that may be reclassified to loss		**(369 780)**	**(472 799)**
Other comprehensive income for the year	33	**9 611 227**	**13 673 082**
Total comprehensive loss for the year		**(18 702 210)**	**(16 837 832)**

Public Servants Association of South Africa NPC

(Registration number 1942/015415/08)
Trading as PSA
Annual Financial Statements for the year ended 31 March 2026

Statement of Changes in Equity

	Stighling Fund	Revaluation reserve	Mark-to-market reserve	Total reserves	Retained income	Total equity
	R	R	R	R	R	R
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	-	-	-	-	483 387	483 387
Adjustments	-	-	-	-	(168 281)	(168 281)
Transfer of Mark-to-Market to Retained Income	-	-	(8 208 972)	(8 208 972)	8 208 972	-
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 01 April 2025	**629 383**	**35 982 617**	**9 263 461**	**45 875 461**	**194 178 507**	**240 053 968**
Loss for the year	-	-	-	-	(28 313 437)	(28 313 437)
Other comprehensive income	9 553	(379 333)	9 530 007	9 160 227	451 000	9 611 227
Total comprehensive Loss for the year	**9 553**	**(379 333)**	**9 530 007**	**9 160 227**	**(27 862 437)**	**(18 702 210)**
Transfer from Revaluation reserve to retained income - PPE	-	-	-	-	379 333	379 333
Transfer of Mark-to-Market to Retained income	-	-	(9 263 461)	(9 263 461)	9 263 461	-
Dividend paid from PSA Short-term insurance contract	-	-	-	-	(24 000 000)	(24 000 000)
Total contributions by and distributions to owners of company recognised directly in equity	-	-	**(9 263 461)**	**(9 263 461)**	**(14 357 206)**	**(23 620 667)**
Balance at 31 March 2026	**638 936**	**35 603 284**	**9 530 007**	**45 772 226**	**151 958 864**	**197 731 090**
Note(s)	33	27&33	26		33	

Statement of Cash Flows

	Note(s)	2026 R	2025 R
Cash flows from operating activities			
Cash receipts from customers		407 975 778	368 547 269
Cash paid to suppliers and employees		(410 027 437)	(392 950 376)
Cash used in operations	32	(2 051 659)	(24 403 107)
Interest income	23	1 062 649	954 635
Finance costs	24	(2 766 857)	(1 297 625)
Net cash from operating activities		**(3 755 867)**	**(24 746 097)**
Cash flows from investing activities			
Purchase of property, plant and equipment	2	(10 671 061)	(6 558 858)
Proceeds from sale of property, plant and equipment	2	43 461	6 343
Movement in Stiighling Fund (capitalised)		9 553	10 588
Purchases of intangible assets	3	(1 681 187)	(628 256)
Inflows from investments		131 500 000	119 090 000
Outflows from investments		(99 717 700)	(77 497 000)
Study loans granted		(666 069)	(620 430)
Study loans repaid		628 036	598 586
Motor vehicle loans granted		(8 243 596)	(8 922 336)
Motor vehicle loans repaid		8 085 895	8 040 160
Net cash from investing activities		**19 287 332**	**33 518 797**
Cash flows from financing activities			
Repayments of borrowings	12	(714 098)	(636 521)
Lease payments	29	(5 590 319)	(4 269 017)
Post employment benefit liability	13	(208 308)	(189 226)
Net cash from financing activities		**(6 512 725)**	**(5 094 764)**
Total cash movement for the year		**9 018 741**	**3 677 936**
Cash and cash equivalents at the beginning of the year		26 380 735	22 702 799
Cash and cash equivalents at the end of the year	8	**35 399 476**	**26 380 735**