FOR PSA MEMBERS: **INDUSTRIAL DEVELOPMENT CORPORATION (IDC)**

05-11-2026

Feedback: IDC Bargaining Forum

SAP Ariba implementation and impact on employees

Management presented on the implementation of *SAP Ariba*, which will automate and decentralise procurement and invoice-processing activities. Approximately 70% of current invoice management activities are expected to transition to *SAP Ariba* in two phases, while 30%, including sundry invoices and bursaries, will remain with the team. These percentages relate to work activities and do not represent a confirmed reduction in posts. The PSA raised concerns regarding the impact on employees' roles, workloads, performance targets, training, remuneration and accountability for irregular transactions. Management confirmed that affected employees had been engaged and that training and change-readiness measures were being developed. The PSA proposed the establishment of a dedicated task team to assess the impact of *SAP Ariba*, review the suitability of the existing role-impact principles, and recommend necessary amendments. The parties agreed that the task team will operate under Terms of Reference approved by the Bargaining Forum and report regularly to the Forum.

Establishment of the Continental Strategic Business Unit

Management presented on the establishment of the Continental Strategic Business Unit, aimed at expanding the IDC's activities across Africa, strengthening partnerships, and improving transaction origination and execution. Management reported that 14 positions had been approved, seven filled, and that the unit had a business pipeline of approximately R6.7 billion. Management indicated that the initiative would not negatively affect existing employees and undertook to prioritise suitably qualified internal candidates. The PSA welcomed the opportunities but expressed concern about late consultation, particularly as substantial implementation had already taken place. The PSA reminded management that, when the previous unit with a similar mandate was dissolved, the PSA had opposed the decision and affected employees were required to move into alternative roles against their preference. The subsequent re-establishment of a similar unit therefore raised concerns about the sustainability of the new model and the risk of future restructuring. The PSA reiterated that internal candidates should be prioritised and will continue to monitor developments.

Hybrid working arrangements

In March, the PSA raised concerns about increased office-attendance requirements, inconsistent application of hybrid working arrangements and the financial impact on employees and called for a properly consulted hybrid-work policy. At the recent meeting, management announced that, with effect

from 2 January 2027, employees will be required to report to the office four days per week, with only one day of remote work. The PSA expressed its strong disappointment and objection to the unilateral decision, particularly as there had been no meaningful consultation with organised labour. The PSA submitted that this approach undermines collective bargaining and disregards employees' interests, especially given the high cost of living and fuel costs. The PSA rejected management's justification for the change, reserved its members' rights, and indicated that it would seek a mandate from members on the appropriate course of action.

Quarterly employee relations reports: Delays in finalising cases

The employee relations reports for 1 March to 31 May 2026 and 1 June to 31 August 2026 reflect disciplinary matters, grievances, and incapacity cases at various stages of completion. The reports record grievances concerning performance assessments, alleged bullying, harassment, and victimisation. The PSA raised concerns about the prolonged periods taken to finalise disciplinary matters and grievances. The March–May report recorded disciplinary cases that remained unresolved after periods of up to ten months, whilst two grievances were finalised after four and seven months, respectively. Although the June–August report recorded the closure of several longstanding disciplinary matters, some had recorded durations of between seven and ten months, and other matters remained outstanding. Such delays prolong uncertainty for affected employees and can undermine employee wellbeing, workplace relationships, and confidence in internal dispute-resolution processes. The PSA maintains that disciplinary matters and grievances must be addressed fairly and promptly, with due regard to applicable procedures and employees' rights.

Employees who wish to join the PSA can visit the PSA website or contact the nearest PSA Provincial Office for assistance.

Reuben Maleka
GENERAL SECRETARY