

**INTEGRATED
ANNUAL REPORT
2023/24**





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Chairperson's report



On behalf of the Board of Directors of the Public Servants Association (PSA), I am honoured to present the *2023/24 Integrated Annual Report* for the consideration and approval by the 2024 Annual General Meeting.

This Report provides a comprehensive overview of the PSA's strategic activities over the period under review.

Election of structure leaders

In compliance with section 30(3) of the *PSA Statute*, the Board is pleased to report that all structures conducted their elections by 31 March 2024, except for the newly established branches such as National Lotteries and Border Management Agency.

About 65% of Chairpersons of Branches and Committees were re-elected, whilst about 35% are newly elected Chairpersons. This bodes well in strengthening democracy in the organisation, whilst at the same time also ensuring stability and continuity.

The Board is looking forward to cooperating with the leadership of the structures during their term of office.

Finance and corporate governance

After being restated from R87 935 929, as previously reported in the 2023 financial statements, to R36 521 543, the PSA's reserves have grown to R44 167 955 in 2024, with a deficit of R19 559 875. The growth of the reserves was owing to market adjustments of investments and revaluation of PSA properties. The main cost drivers for the deficit in this report period were internal labour matters, increased legal costs, increased social responsibility, and increased training. Considering that for the past four consecutive years there was no membership fee increase, the Board appreciates management and all role players in their efforts to ensure that expenditure is managed carefully.

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

Marketing and communication

The PSA maintained a strong media presence during the report period and issued media statements resulting in 1 028 media clips with an advertising value equivalent of more than R35 million. In addition, 763 newsletters were issued to members. Effective communication with stakeholders supported the visibility and stature of the Union.

Collective bargaining

The strategic focus of the PSA in collective bargaining centres on enhancing the quality of working life for public-service workers through effective negotiations aimed at improving conditions of service. During the 2023/24-financial year, the PSA actively engaged in negotiations, particularly in the Public Service Coordinating Bargaining Council (PSCBC), and other fora.

The PSA's participation in PSCBC-salary negotiations for the 2023/24-financial year resulted in the adoption of a two-term wage agreement under PSCBC Resolution 1/2023. The agreement included a 7.5%-salary increase for the first term, effective from 1 April 2023.

Subsequently, for the second term, an anticipated Consumer Price Index increase of 4.7% was projected, with implementation scheduled for 25 April 2024, as announced by the employer in March 2024.

Achievements at State-Owned Entities

The PSA continues to expand its organisational presence and influence across various state-owned entities, achieving significant milestones in enhancing conditions and securing fair remuneration for members.

Members' rights

The Members' Rights and Litigation Section commits to have members represented in individual and collective disputes. These disputes with employers may arise at the workplace, at the relevant public-sector bargaining councils, and/or the Commission for Conciliation, Mediation, and Arbitration (CCMA).

The disputes that have been handled on behalf of members relate to grievances, unfair labour practices, interpretation and application disputes, unfair dismissal disputes, and unfair discrimination disputes. In the event the outcomes of the disputes not being in favour of members, the PSA embarks on reviewing these unfavourable arbitration awards if there is justifiable cause to do.

There are also tribunals that require legal representation for members and the PSA has provided the required legal representation at no additional costs to members.

Membership

Throughout the report period, a comprehensive range of activities was initiated to both retain existing members and attract new members, aiming to strengthen the Union's foundation and expand its influence. PSA employees, union representatives, and dedicated members collaborated tirelessly to implement these initiatives, reflecting a collective commitment to the Union's growth.

The expanded membership base enables the Union to better advocate for the rights and interests of its members, ensuring their voices are heard and their needs are met in negotiations and decision-making processes.

Training

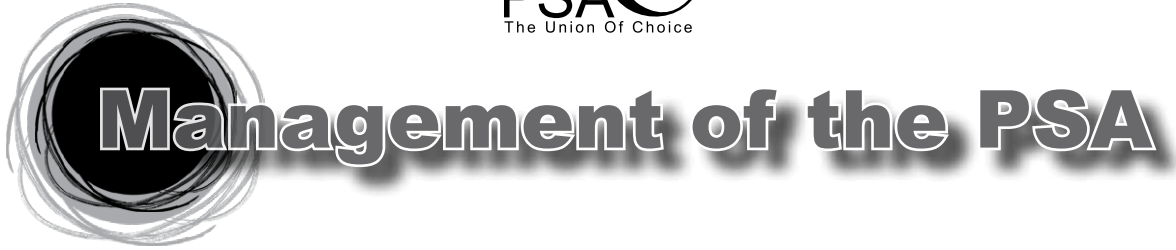
During the report period, training interventions by the PSA's Training Section of the Members' Affairs Directorate resulted in 1 385 shop stewards being trained in case law (Annual Labour Law Perspective); the legislative framework and resolutions governing the rights, responsibilities, and obligations of full-time shop stewards; amended CCMA rules; disciplinary hearings; arbitrations; grievances and basic case-handling and case-management skills; labour disputes mechanisms and processes in South Africa; and functions and responsibilities of trade union representatives.

Federation of Unions of South Africa (Fedusa)

The PSA is one of the 21 affiliates of Fedusa, the second largest labour federation in South Africa, with a massive membership of more than 600 000 members of which 41% is attributed to the PSA. The PSA's participation in Fedusa is in accordance with the objectives of the Union in terms of strategic collaboration to champion the rights and welfare of workers through relentless advocacy, and strategic partnerships with relevant national and international stakeholders. The PSA's leadership is strategically represented on the Federation's structures, with two vice-presidents in the portfolios of Public Sector and Social Justice respectively, two members of the National Executive Committee, and various representations at Committee levels. The PSA will continue to make positive contribution in growing Fedusa for the strategic purpose of being a vanguard of workers' rights across all sectors of the economy.



Ncedisa Mahala
CHAIRPERSON



Management of the PSA

Board of Directors

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

Mr Justice Shiburi (President) - appointed as Interim-President by the Board on 7 March 2023 and elected as President on 18 September 2023.

Mr Noah Bodiba (Interim Vice-President) - appointed as Interim Vice-President by the Board of Directors on 1 March 2024.

Mr Pierré Snyman (former Chairperson) - Office of Chairperson ended on 18 September 2023.

Mr Ncedisa Mahala (Chairperson) - elected on 19 September 2022 and elected as Chairperson on 18 September 2023.

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

Ms Anadele Coetzee (Director) - re-elected on 20 September 2021.

Mr Refithile Baloyi (Director) - elected on 19 September 2022.

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

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

Administration

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

Board Committees of the PSA

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

Director	Board	ARC	STIC	Remco	SEC	HRDC	SAC	SC	Burco	CC	FTSS/FTOB
Justice Shiburi	7							1			
Noah Bodiba	9	1	3		3	7	1	5		2	
Ncedisa Mahala	8	6		4	2	2		5	3	1	
Mosala Seelamo	8	7	3				1		3		
Refithile Baloyi	9	7		4		7		2			2
Anadele Coetzee	9			4	3	7			2	4	2
Adv Jenó Singh	7	7	3	3				4		2	
Dimakatso Makhetha	3		1		1						
Nondumiso Mvubu	5		1		1		1		2	2	
Pierré Snyman	5					5	1				1
Total meetings	9	7	3	4	3	7	1	5	3	4	2

Board meetings

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

Audit and Risk Committee (ARC)

The ARC oversees the Finances of the organisation. 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
 - Asset Management
 - Provincial Offices Audit:
The following offices were audited during the current financial year: Cape Town, Gqeberha, Nelspruit and Polokwane.
 - Membership Management
 - Internal Control Review
 - Information Technology General Control Review
 - Procurement
 - Follow-up Review
 - Internal Audit Charter Review
- Annual and Revised Budget
- Financial Policies

PSA Short-Term Insurance Committee (STIC)

The 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

Remuneration Committee (Remco)

The 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.

Members representing structures

(Appointed by the Annual General Meeting to serve on the Committee for a period of four years)

- **Chris Krüger** - attended four meetings - re-elected on 20 September 2021.
- **Dimakatso Tsutsubi** - attended four meetings - elected on 11 January 2021.
- **Solomon Mokoane** - attended four meetings - elected on 11 January 2021.
- **Mahlitse Ditle** - attended four meetings - elected on 11 January 2021.

Social and Ethics Committee (SEC)

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

Human Resource Development Committee (HRDC)

The HRDC's primary role is to supplement, support, advise and provide guidance to the Board on matters related to the appointment, duties and responsibilities and performance management of the General Manager and to recommend Human Resource and Develop-

ment Management policies, procedures, best practices to the Board and monitor their implementation.

Stabilisation Committee (SC)

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

Ad-hoc Statute Amendment Committee (SAC)

The SAC was established to amend the *Statute*.

Ad-hoc Bursary Committee (Burco)

The Committee was established to investigate the possibility to create a bursary fund for members and/or their beneficiaries.

Members representing structures

(Appointed by structures to serve on the ad-hoc Committee until such time Committee successfully concludes its work)

- **Sibongile Mathibela** - attended three meetings.
- **Linge Pheko** - attended three meetings.
- **Nkosinathi Thwala** - attended three meetings.

The Board of Directors took a decision to officially dissolve the Burco on 28 February 2024.

Ad-hoc Centenary Organising Committee

The Committee was established to successfully plan and host the 2020 AGM/Congress and gala event and to coordinate Provincial Organising Committees to successfully execute projects and events in provinces in commemoration of the PSA centenary. The Board of Directors took a decision to officially dissolve the COC on 14 March 2024.

Credentials Committee

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

Members representing structures

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

- **Mfundzeni Budeli** - attended four meetings - re-appointed on 8 February 2024.
- **Jabu Moche** - attended one meeting - appointed on 8 February 2024.

Full-Time Shop Stewards/ Full-Time Office Bearers Task Team

The Task Team was established to ensure the optimal utilisation of FTSSs and FTOBs elected to assist the PSA.

Organisational Redesign

The Committee was established to redesign and align the PSA's structure, processes, and people with its strategic intentions.

PSA Fedusa affiliation

The Federation of Unions of South Africa (Fedusa) remains committed to growing the Federation through support measures and collaborative efforts with affiliates. Advocacy work has delivered results, and co-operation will accelerate growth for affiliates.

Through Fedusa's increased membership strength, it can influence policies to benefit members and workers. Campaigns are an important tool for unions to build awareness and advance the decent-work agenda. Capacity building and training remain key priorities for Fedusa, with the PSA being a loyal supporter in this regard.

PSA delegates undertook the following international travel during the report period:

- Anadele Coetzee: ITUC Africa - Fifth Congress, 26 to 30 November 2023 in Kenya.
- Anadele Coetzee: ITUC WC, 5 to 10 February 2024 in Belgium.
- Anadele Coetzee, Pierré Snyman, and Refitlhile Baloyi: ILO Conference in Geneva.

Training and Education Committee

Empowering members and ensuring that they can improve conditions in workplaces remained a driving force. The PSA's presence and uptake of the extended Fedusa training were remarkable as figures documented year-on-year improved and the ability to foster closer relations with other Fedusa affiliates and recruit new members for the PSA were testament to the positive power of education and training.

Attendance and outreach in rural and urban areas in the country proved to be successful and the process of monitoring and evaluation with the intent of driving capacity building and development will follow as Fedusa strives for life-long learning. Fedusa is proud of the accomplishments and the transition to digital certification has allowed mutual relations to embrace the ambitions of the Fourth Industrial Revolution.

Fedusa, in partnership with the CCMA, hosted a series of nationwide training sessions for affiliates on case preparation and handling. The training focused on addressing sexual harassment as workplace discrimination, including defining harassment, its treatment under the *EEA*, dispute resolution, relevant case law, and remedies.

It also covered the preparation and conduct of disciplinary hearings, with insights into CCMA Rule 25 on representation and the role of unions in combating workplace corruption and poor management. Additionally, the sessions addressed managing incapacity owing to ill health, injury, and poor performance, with a comprehensive overview of incapacity management and CCMA dispute-resolution processes.

Fedusa, in partnership with *Atleha-edu*, hosted training sessions on the two-pot system and investment fundamentals for affiliates. Training covered the two-pot retirement system, investment fundamentals, and the roles of retirement industry stakeholders. Key topics included an overview of the financial system, the responsibilities of retirement-fund stakeholders, active ownership, trustee responsibilities, etc.

PSA representation on Fedusa structures

Fedusa National Executive Committee (NEC)

The management of Fedusa between National Congresses vests in this Committee. All affiliates are represented in this structure, which is the highest decision-making body in the Federation between congresses and is convened approximately once every two months.

The PSA representatives are Reuben Maleka, Pierré Snyman, Anadele Coetzee, Madelain Muller, Nondumiso Mvubu, Refitlhile Baloyi, and Mosala Seelamo.

Fedusa Management Committee

This Committee consists of ten persons, namely the elected National Office Bearers, the General Secretary, the Deputy General Secretary, and four persons appointed by the National Executive Committee.

This Committee oversees the day-to-day affairs of Fedusa and meets between NEC meetings and reports to the NEC.

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

Fedusa Financial Committee

This Committee assists the Management Committee with technical work on Fedusa's finances. The Committee is chaired by the Vice-President: Finance and the secretariat function is shared by the General Secretary and the Financial Officer.

The PSA is represented by Anadele Coetzee.

Fedusa Training and Education Committee

This Committee is a constitutional structure that deals with all issues regarding trade-union education, and education in South African society. All affiliates are represented on the Committee by worker leaders or officials concerned with education and training in their respective unions.

The PSA is represented by Fredre Fouche.

Fedusa Social Justice Committee

This Committee is an active constitutional structure of Fedusa and is actively engaged in dealing with socio-developmental issues. It stands for freedom, dignity, and equality in the workplace, the development of men and women in South Africa, transparency, fair labour practices, and upward mobility for all.

The PSA is represented by Anadele Coetzee (Vice-President: Social Justice and Gender) and Nondumiso Mvubu.

Fedusa Development Committee

This Committee is the champion of Fedusa's youth struggles.

The PSA is represented by Ncedisa Mahala.

Fedusa Public Sector Committee

This Committee is a constitutional structure that deals with all issues and developments affecting the Fedusa membership in the public sector. All affiliates organising in the public sector are represented on the Committee by worker leaders or officials.

The PSA is represented by Pierré Snyman (Vice-President: Public Sector), Justice Shiburi, and Jannie Oosthuizen.

Provincial Executive Committee

In terms of the Fedusa Constitution, the NEC shall establish Provincial Executive Committees to assist Fedusa in its provincial co-ordination and activities. Each Provincial Executive Committee elects a Provincial Chairperson, Provincial Vice-Chairperson, Provincial Secretary, Provincial Training Co-ordinator and Gender and HIV/Aids Co-ordinator. Office bearers of the Provincial Executive Committee hold office for three years.

The PSA is represented as follows:

Eastern Cape

David King (Chairperson), Lihle Mlungwana (Training Co-ordinator), and Louis Basson.

Free State

Fredre Fouche (Training Co-ordinator), Lizzy Melesi (Gender Co-ordinator), Matau Molelekoa, Kagisho Lebohang Mothlale, and Shadrack Mothlale.

Gauteng

Solomon Mokoane (Chairperson), Peter Moloji (Secretary), and Ernest Phaladi.

KwaZulu-Natal

Sithembile Nngcobo (Youth Co-ordinator), Phindile Buthelezi, and Nkosinathi Thwala (Training Co-ordinator).

Limpopo

Cornelius Sebothoma (Chairperson), Pudiamakwa Thotse, and Ngwanakgati Malepe.

Mpumalanga

Johnny Nwaila (Chairperson) and Benedict Mdluli (Gender Co-ordinator).

Northern Cape

Keamoghtse Ntuane (Deputy Chairperson), Kagisho Seshuane (Secretary), Gaya Xolani (Youth Co-ordinator), Lulu Hlophe, Victor Selabe, and Rodger Scholtz.

North West

Japhta Moate (Secretary) and Daniel Sekhu.

Western Cape

Carel Roestorff (Chairperson), Natalie Adams (Secretary), and Lwellyn Fuller.

Fedusa looks forward to many more fruitful and progressive relations with the PSA in collective efforts to drive the power of members and the working class.

Fedusa is proud to be associated with the PSA.



Marketing and communication

Communication

The PSA experienced major events during the report period. These include the appointment of a new General Manager whose biggest priority has been providing uncompromised consistent service, including communication, to PSA members. A revitalised PSA entered 2024, backed by a strong Board of Directors, management, employees, and representatives to face new challenges presented by an ever-changing labour space.

The PSA's electronic newsletter, *Informus*, remained the main medium for informing and updating members on workplace-specific, labour-related and Union news as stipulated by the PSA's norms and standards. In total, 763 editions were published during the report period. The graph below reflects the volume of this newsletter for the past three report periods.

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

The *PSA magazine* remains an important platform for sharing detailed information with members and promoting the benefits of a PSA membership, whilst also actively supporting the recruitment of new members. Four editions of this publication were produced during the report period and were distributed electronically by means of email, and SMS, with hard copies being distributed by PSA Provincial Offices.

PSA magazine recruitment competitions remain popular with members and resulted in a considerable number of new members being recruited during the report period.

SMSs were also used to disseminate targeted information to members in addition to issuing welcome messages to new members and congratulating members on their birthdays.

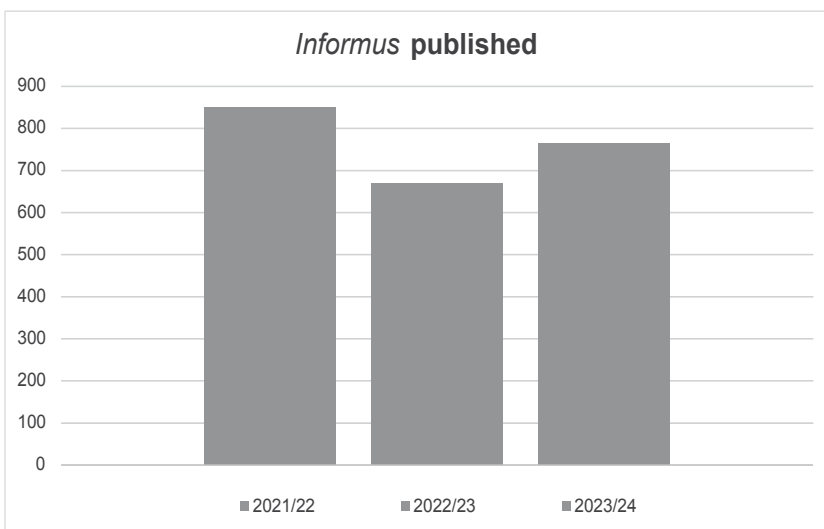
To ensure the efficiency of communication with members, a variety of ongoing efforts were undertaken during the report period to support the updating of members' contact details.

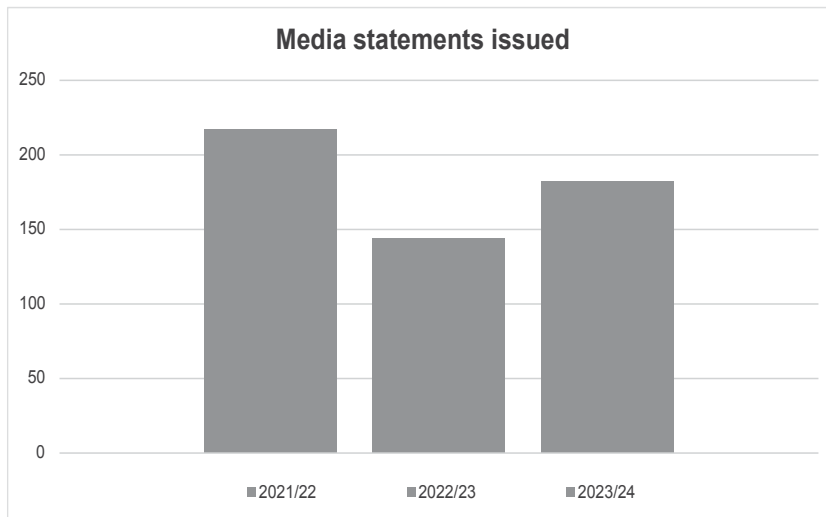
The PSA maintained a strong media presence during the report period, with a media database of 443 contacts by the end of the report period. The PSA issued 182 media statements during the report period, which resulted in a media presence, including various national and provincial-level interviews. These resulted in 1 028 clips (print, broadcast, and on-line) with an advertising value equivalent (AVE) of R35 363 699.77.

The graph on page 8 reflects the PSA's media coverage (number of clips) for the past three report periods.

In addition, the PSA recorded a further 669 clips on social media platforms with an AVE of R25 928 675.20, bringing the total AVE for all media coverage during the report period to R61 292 374.97.

The PSA website (www.psa.co.za), remains a valuable source of comprehensive information on the PSA.





The website continues to provide updated information on the PSA's work, including all PSA publications, video productions, contact information for PSA offices, and detailed fringe benefit listings for PSA business partners. In total, 134 141 unique visitors were recorded during the report period.

The PSA Member Portal, launched in November 2022, has become a vital part of enhancing the PSA's service delivery to members. This online facility allows members to view and update important membership information, generate PSA membership certificates, electronic membership cards, request proof on indemnity insurance (for relevant occupational groups), submit and view cross-transfer requests and lodge enquiries, amongst others. The portal had recorded 6 742 successful registrations by members by the end of the report period.

The PSA has profiles in the social-media space on *Facebook*, *X*, *Instagram*, *YouTube*, and *TikTok*. The *Facebook* page remains the most-followed PSA social-media page with 41 535 followers by the end of the report period. All PSA social media pages continue to grow and remain a vital part of the PSA's communication initiatives.

PSA Provincial Offices further use *WhatsApp* groups to ensure swift sharing of information with member structures, shop stewards, and members.

The PSA produced 16 in-house topical video clips. In addition, three *PSALive* productions were issued to share emerging news with members. These videos were all published on the PSA website and social media platforms.

The PSA's electronic helpdesk (*ask@psa.co.za*), received and administered 7 932 enquiries during the report period, compared to 10 308 enquiries during the previous report period. This facility is incorporated into the membership management system to enhance service delivery to members and support accurate reporting.

In continued support of national and provincial brand promotion, PSA Provincial Offices in Limpopo, Gauteng (Johannesburg), Western Cape, Eastern Cape (Mthatha and Gqeberha), Mpumalanga, and North West participated in the second round of radio advertising campaigns through major radio stations in the country.

PSA marketing advertisements were aired on radio stations such as *Thobela FM*, *Tru FM*, *Ligwalagwala FM*, *Kaya FM*, *Munghana Lonene*, *Phalaphala FM*, *Mafikeng FM*, *You FM*, and *Good Hope FM*, reaching more than three million listeners in the process.

Fringe benefits

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

The PSA has a close relationship with its business partners nationally and at a provincial level, where they are also actively involved in many PSA activities, including the PSA's inter-sectoral members' meetings, as well as providing support during the PSA's corporate social investment initiatives.

During the report period, the PSA through its Training Division, entered into a partnership with *Stadio University* to provide PSA members with access to higher-education training at a discounted rate. *Stadio University* offers PSA members relevant qualifications for professional advancement, flexible learning options catering to professionals, tailored short courses to meet sector-specific needs as well as fostering a community of like-minded professionals.

Additional PSA fringe benefits include:

PSAClub: During the report period, the following new products were added to the *PSAClub*:

Retailers: *Concours Motors Midrand*, *Healthy Owl*, *Big*, *August's Cycles*, *Nutri8*, *Urban Roast*, *Elevated Aesthetics*, *CSN Karien*, *Willem's Bait & Tackle*, and *Caltex Garsfontein*.

Accommodation: 47 additional venues were added, i.e., *Brooklyn Guesthouses, Barringtons Small hotel, Bushvillas on Kruger, Die Skilpadjie, Dio Dell'Amore, Dolphin Beach Hotel, Drakensberg Retreat, Ezulweni Game Lodge, Hathaway House, Hog Hollow Horse Trails, Kudu Ridge, Lethabong Lodge & Waterpark, Montusi Mountain Lodge, Rare Earth – Ekhuthuleni, -Pels Post, -The Old Factory, -The Outpost & Tshewene, Sea-Rendipity Guesthouse, Sediba Luxury Safari Lodge, Selfcatering@Union, SleepOver – Beitbridge, -Komatipoort, -Kruger Gate, -Lanseria, -Matoks, -Moria, -Orpen Gate and Phabeni, St Micheals Sands Hotels, Sun Rock Hotel, Sundown Country Estate, The Bannister Hotel, The Living Journey Collection -The Tree House, -Zest Boutique Hotel, -River Manor Boutique Hotel, -Chapter House, -One Marine Drive & The Roberston Small, etc.*

Benefits: Store your loyalty cards in one place on *PSAClub.mobi*; Login problems: ID-Lookup feature to find loyalty number; and colour coded all transaction types on the platform for convenience to navigate.

Other benefits

The PSA also has a contract for the provision of discounted financial products and services with *Indwe Risk Services (Pty) Ltd*, which is one of South Africa's largest brokers, in the provision of expert solutions for personal and business **insurance** as well as financial needs.

Funeral schemes are available through *Assupol, Dignity, Hollard, Old Mutual, Metropolitan, Zisekele, and Sanlam*.

Assurance and other products are available from *Old Mutual, Metropolitan, Assupol, Optivest, Zisekele, AIG, Hollard-TBFS, and Sanlam*.

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

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

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

Legal services are provided by *Lifesaver Legal, Community Legal Clinic, Legalex, and Lipco Law*.

Emergency rescue services with the *Automobile Association* are provided at a discount.

Lifesaver Legal not only offers legal benefits at a special PSA Family rate, but also includes emergency roadside assistance, home emergency assistance and tax and financial assistance services for its policy holders.

Financial services, assistance, and education are provided by the following companies:

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

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

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

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

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

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

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

PSA Short-Term Insurance Scheme

The PSA Short-Term Insurance Scheme for motor, homeowners', and household insurance is insured by *Guardrisk* and administered by *PSG Insure Short-Term Administration*. The Scheme had 2 436 policyholders by the end of the report period. *PSA Assist* is available to clients on a dedicated line 24/7, for emergency and assistance services.

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.

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

- **Supporter** - Included benefits: 24/7 Medical Advice, 24/7 Legal Advice, Tutor Assist, and Stokvel Lotto Benefit.
- **Guardian Angel** - Included benefits: M-Travel, Digital Vault, Road Secure Assistance, Panic SOS, Home Assist, Crime Assist, Quarterly Cash Prize, Legal Assist, Medical Assist, and Tutor Assist.
- **For Family** - Included benefits: Stay Benefit, Meals Benefit, Transport Benefit, and Drinks Benefit.
- **Protect** - Included benefits: Airtime Benefit, Prepaid Power Benefit, Grocery Benefit, Butcher, Benefit, Flower Benefit, and Three-Day Car-Hire Benefit.

In total, more than 18 714 products and services were utilised by members.

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** where, in the event of a member's death, the dependents or next-of-kin can approach the PSA (within six months of the death) for financial assistance with funeral costs. During the report period, this benefit amounted to R4 500.

By the end of the report period, a total of 771 claims, to the value of R3 469 500 were paid.

The **PSA's professional indemnity cover** for certain medical practitioners is unique in the trade union industry, as cover has been secured up to a limit of R1 million per member, per annum, with an aggregate limit of R35 million, at no additional cost to the member.

The PSA also has **public liability accident insurance cover** for its office bearers or their substitutes who serve the PSA in an official capacity, e.g., to assist in representation of members in labour matters, or when attending official PSA meetings. This policy offers cover for death and permanent or temporary disability, as well as limited medical expenses.



Collective bargaining

The main strategic objective of the PSA's collective bargaining unit is improving the quality of the working life of workers by effectively negotiating the improvement of conditions of service. The PSA represents members in the Public Service Coordinating Bargaining Council (PSCBC), General Public Service Sectoral Bargaining Council (GPSSBC), Education Labour Relations Council (ELRC), and the Public Health and Social Development Sectoral Bargaining Council (PHSDSBC), as well as relevant sub-structures and in various state-owned entities.

During the report period, the Collective Bargaining Section participated in various Council meetings, Departmental Chamber meetings, State-owned Entity Bargaining Forum meetings, teams meetings, and bi-lateral meetings. The following statistics were recorded for the period of 1 April 2023 to 31 March 2024:

- Number of meetings: 921
- Agenda points discussed: 3 046
- Collective agreements signed: 37
- Interest disputes declared: 13

Public Service Coordinating Bargaining Council

Wage negotiations: 2023/24

The PSA participated in PSCBC salary negotiations for the 2023/24-financial year, which resulted in a two-term wage agreement (PSCBC Resolution 1/2023).

The agreement provided for a 7.5%-salary increase for the first term and a projected Consumer Price Index (CPI) increase for the second term. The first term was implemented on 1 April 2023 and in March 2024, the employer announced that the projected CPI increase would be 4.7%, to be implemented on 25 April 2024.

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

During the report period, the employer a tabled draft negotiation protocol agreement for 2024/25-wage negotiations. The employer tabled the draft agreement with the aim and purpose of aligning salary negotiations to the planning and budget process of government.

The draft agreement also contained the following proposed timetable for the draft wage protocol agreement:

- Mandating process of parties: 1 May to first week of June
- Pre-negotiations process: 1 June to 30 June
- Negotiation process: 1 July to 30 September
- Debriefing sessions: 1 October to 30 November

The draft agreement was still under discussion at the Council by the end of the report period.

Presentation: Professionalisation of Public Service

In the previous report period, the employer tabled a draft framework developed by Cabinet on the professionalisation of the Public Service, aiming to remove political influence from the recruitment and selection process. This framework was also presented at the Public Service Summit in 2022. Implementation was delayed owing to wage negotiations. The employer subsequently convened a Labour Relations Forum to discuss the framework's implementation.

The directive on Professionalisation of the Public Service was issued on 6 March 2024.

Draft Minimum Service Level Agreement (MSLA) in Public Service

At a Special Council on 19 June 2023, the employer introduced a draft MSLA to establish baseline services for essential public services during a protected strike. On 6 December 2023, labour requested additional time to consult with the Essential Services Committee (ESC) and relevant departments.

The ESC emphasized the urgency of this matter and recommended that the Council should draft a framework for sector-specific MSLA development. This matter was still under discussion by the end of the report period.

**Status report:
Government Employees
Housing Scheme (GEHS)**

During the Public Service Summit, labour expressed concerns regarding the slow implementation of the GEHS, affecting public servants' dignity. It was agreed to develop a roadmap for the GEHS and explore funding models with the Government Employees Pension Fund and Public Investment Corporation to assist public servants to either own or afford decent homes. On 6 December 2023, most unions disagreed with the employer's proposal for the Department of Human Settlements to manage the funding model, preferring the Department of Public Service and Administration as custodian. This matter was still under discussion by the end of the report period and the PSA demanded that it be expedited.

**General Public Service
Sectoral Bargaining
Council**

**Transfer of Agricultural
Colleges from Department
of Agriculture to Department
of Higher Education and
Training**

Government embarked on a re-configuration of departments owing to the introduction of the sixth Administration. This resulted in the transfer of many employees between departments. The employer reported that lecturers at agricultural colleges were to be transferred and placed under the jurisdiction of the Department of Higher Education and Training. A task team was formed to facilitate this transfer process and was expected to report to Council regularly. However, on 6 December 2023, the employer withdrew the matter from the agenda, citing a lack of progress.

It indicated that the matter would be re-tabled once all preliminary issues had been finalised.

**GPSSBC Resolution 2/2024
(Improvement in Conditions
of Service: Special Leave)**

The majority of parties at the GPSS-BC signed a Resolution on Special Leave Provisions in the Sector. The new special leave dispensation makes provision for leave for examination purposes, research, attendance of classes for study purposes, practical work, sport, religious, cultural events, disasters, resettlement, rehabilitation, sexual harassment, protests, and court appearances.

**Review: Full-Time Shop
Steward Agreement
(GPSSBC Resolution 3/2001
and 1/2004)**

On 23 September 2023, the employer tabled a draft agreement to review Resolution 3/2001 and Resolution 1/2004 pertaining to the release of full-time shop stewards (FTSSs). The new agreement aimed to improve and enhance the provisions and requirements for appointing and releasing FTSSs. Additionally, the new agreement introduced a new dispensation for the release of office bearers at both national and provincial levels in the GPSSBC sector. During deliberations, labour raised concerns about implications that the draft agreement would have on the current agreement in the Department of Correctional Services.

Labour further requested that a minimum threshold of eleven FTSSs be included in the agreement. The employer noted labour's input and requested to engage its principals, promising to report back at the next Council meeting. The agreement was still under discussion by the end of the report period.

**Transfer of employees:
Department of Forestry,
Fisheries, and Environmental
Affairs**

Stakeholders in the commercial forestry sector and government developed a Commercial Forestry Sector Masterplan in 2020. The plan focuses on tree farming, through pulp, paper, and sawn timber. The aim of the project was to provide investment and job creation in the commercial forestry sector. Government approved the transfer and leasing of existing plantations. As a result, employees at those plantations were to be transferred to other provincial government departments. A task team was established to facilitate the placement process. The matter was still under discussion by the end of the report period. A special task team meeting for the employer to present draft terms of reference was scheduled for 10 April 2024.

**Public Health and Social
Development Sectoral
Bargaining Council**

Token of appreciation

This matter relates to PHSDSBC Resolution 2/2023. Parties signed this agreement on the provision of a token of appreciation to all employees who rendered services during the COVID-19 pandemic. The agreement states that the employer shall provide all qualifying employees five days special leave as a token of appreciation. The period of applying for special leave lapses on 7 November 2024. It was discovered later that the Resolution excluded some categories of employees. Parties agreed to defer the matter to the Collective Bargaining Committee to discuss the inclusion of employees excluded in the resolution. The matter was still under discussion at the Council by the end of the report period.

Education Labour Relations Council

Conditions of service: Grade-R Educators

During the previous report period, the Council was engaging on conditions of service for Grade-R Educators. A task team was established. A decision was taken that all Grade-R Educators would be consulted to be transferred from the Department of Social Development to the Department of Basic Education. The employer collected data from all provinces on unqualified and under-qualified practitioners. A task team meeting was held on 14 April 2023 to discuss the information received. On 6 March 2024, the task team reported that it was still reconciling the information from the investigation processes and would report on progress later.

Educator well-being/ Safety in schools

The employer embarked on a programme to educate teachers on school safety and teacher well-being. The advocacy training programmes were approved. Provincial education departments were requested to submit constant status reports on how many teachers were trained. The training programme was an ongoing process.

Scope of Community Education and Training (CET)

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

Public Administration Measures (PAM) task team

A task team was established to populate a PAM document that would manage conditions of service for teachers. The task team was tasked to investigate the issue of public examination and surrogacy leave for teachers. The task team further investigated the creation of new categories of employees to perform examination-related work. Developments on this matter will be reported in the next report period.

State-owned entities

South African Health Products Regulatory Authority

Salary negotiations: 2023/24: The PSA negotiated an increase for members where the employer effected 6% for employees on salary levels 5 to 8 and 5.5% for employees on salary levels 9 to 12, with a R10 000 once-off *ex-gratia* to all employees on salary levels 5 to 12.

Industrial Development Corporation

Payment of incentive bonuses for 2022/23: The PSA declared a dispute at the CCMA in respect of a 10% reduction on the payment of performance bonuses for employees who qualified for a short-term incentive (STI) and non-pensionable allowance (NPA) for the period 2022/23. The IDC Board of Directors confirmed that the corporate score reached for the period mentioned was 3.6, which qualified employees to receive both the STI and NPA if they had achieved the required scores in their individual performance. However, the Board approved the payment of bonuses with a deduction of 10% for each employee.

The PSA found the decision of the Board to be irrational and engaged in a mandated process to declare a dispute and challenge the decision. A dispute was filed with the CCMA. Conciliation took place on 14 February 2024 where the matter remained unresolved and was submitted for arbitration. Developments on this matter will be reported in the next report period.

Companies and Intellectual Property Commission

Cost-of-living adjustment for 2023/24: Members were awarded a salary increase of 6.25% for employees earning less than R1 million and 3.25% for employees earning above R1 million. The increase was implemented from 1 April 2023. Further, the PSA successfully achieved the demand of the provision of power inverters for employees. The employer procured and distributed power back-up systems to all employees to mitigate the challenge of load shedding whilst working from home. The PSA also demanded that the employer should allocate laptops to all employees who ask for these instead of desktops. The employer was by the end of the report period rolling out the allocation of laptops for all employees.

South African Social Security Agency

Business Process Re-engineering (BPR) project: The employer initiated a business process re-engineering, which was still under consultation with labour and other stakeholders. A presentation on the positional structure was made, which created new positions. The structure indicated that there would be a need to redeploy some employees from local offices, district offices, and Records Management Centres to regional offices to accommodate them.

The PSA raised concerns about how the structure would have more impact on lower positions, particularly Grant Administrators, and emphasised its position that it would not allow the employer to re-trench any employee. The employer further proposed draft migration principles, which the PSA did not accept as these created a lot of uncertainty and could result in the abuse of power by some managers. Developments on this matter will be reported in the next report period.

South African Local Government Agency

Absorption of Interns into Advisor positions: The employer decided to absorb interns on twelve-month contracts as Advisors, which resulted in most employees feeling aggrieved. Members' concern was based on the employer's deviation from recruitment processes where the minimum requirements for the Advisor position were relaxed. Advisor roles are regarded as specialised roles that perform the core function of the organisation and employees in junior positions aspire to be promoted into those roles. As a result of the absorption, the opportunity for promotion for Administrators and other junior employees would be blocked for twelve months. The PSA engaged the employer and the employer indicated that owing to the organisation's intention to re-engineer itself, Exco decided to appoint interns on a short-term contract instead of filling those positions with a long-term obligation to the employer. Developments on this matter will be reported in the next report period.

Municipal Infrastructure Support Agency

Review of organisational structure: The employer brought the structure for consultation and indicated that it was merely addressing the concerns raised by the DPSA in 2019.

The PSA rejected the proposed structure mainly because of the structure being bloated at the top and other concerns that were not addressed satisfactorily. Parties reached a deadlock, and the matter was at facilitation by the end of the report period.

Local Government Sector Education and Training Authority

Salary negotiations - 2023/24-financial year: The PSA tabled a demand for a 10%-salary increase across-the board, one day remote working in a week, and implementation of a performance management and development system. Salary negotiations were concluded on 9 October 2023 and parties agreed as follows:

- Salary increase of 5.5% for 2023/24-financial year.
- The employer agreed to implement the PMDS policy, which will enable employees who meet their targets to receive 1% pay progression and for those who exceed the target to receive performance bonuses.

Cross-Border Road Transport Agency (CBRTA)

The PSA obtained organisational rights at the CBRTA on 6 February 2023. After following the mandating process on salary negotiations, the PSA and the employer concluded salary-increment negotiations as follows:

- Parties agreed on the following sliding scale of normal increase plus 3% pay progression that would be received on anniversary month of the employee (not performance based): Level A to B: 10% increase (7% + 3%), Level C1 to C5: 9% increase (6% + 3%), and Level D1 to D2: 8% increase (5% + 3%).

Public Protector South Africa

Non-upgrade: Dispute - Investigators: Investigators at the Public Protector lodged a complaint, claiming that they were not correctly upgraded. The PSA tabled the matter in the bargaining forum and the employer stated that Investigators were correctly upgraded. The PSA advised the Investigators that there was no evidence to support their case. The Investigators lodged a dispute with the CCMA without informing the PSA. The dispute was later withdrawn at the CCMA by Investigators.

Outstanding pay progression: Senior employees: The PSA, on behalf of senior managers, lodged grievances that they did not receive outstanding pay progressions since the 2019-performance cycle. The senior managers were assessed but not paid accordingly. The matter was investigated, and it was resolved that outstanding pay progression payments for affected employees would be implemented in December. The PSA, however, noted that the employer did not implement the payments as committed. The PSA engaged the employer and indicated that failure to implement would leave the PSA with no option but to declare a dispute. Members subsequently received payments.

Pan South African Language Board (PANSALB)

Long-service recognition: The PSA tabled the matter following complaints from members that PANSALB did not recognise employees who had long service with the institution. The HR component was subsequently tasked to develop a long-service awards document to recognise long-serving employees. In March 2024, PANSALB implemented a ten-year service reward for annual leave to increase from 22 to 30 days.

The cash amount rewards R10 899 for employees who have completed 20 years of continuous service, and a certificate of service for ten and 20 years respectively.

Recognition of improved qualifications: The PSA tabled the matter following complaints from members that PANSALB did not recognise employees who attained improved qualifications. Following numerous engagements, the employer finally resolved to recognise employees who attained qualifications as follows:

- Employees on salary level 1 to 12, excluding SMS members.
- Qualification attained relates to employee's job.
- Once-off cash bonus amounting to 10% of the employee's annual salary notch if it did not exceed the minimum notch of salary level 8.
- Cash bonus can only be paid for one completed qualification.
- Upon attainment of an improved qualification, an employee must submit a certified copy of the improved qualification and academic record.
- Awarding of the reward to qualifying employees to be budgeted and effected retrospectively from the 2024/25 cycle.

Grade progression and accelerated grade progression: The PSA tabled the matter following complaints from members that PANSALB did not recognise employees who had completed twelve years of service with satisfying scores and those who had completed 15 years of continuous uninterrupted service in terms of grade progression. After numerous engagements with PANSALB, it decided to recognise employees in that the incentive would apply to employees on salary levels 4, 5, 6, 7, 9 and 11 only as per PSCBC Resolution 3/2009. Employees on salary levels 3, 8, 10, 12 and SMS members would be excluded.

National Library of South Africa

The PSA in 2023-salary negotiations demanded a 10%-salary increment across-the-board, a housing allowance increase from R1 400 to R2 000, continuation of the cash gratuity, and re-instatement of the 1%-notch increase. Following numerous persuasions with the employer, parties agreed on the following offer:

- Once-off payment of R15 000 for employees on levels 2 to 9.
- Once-off payment of R12 000 for employees on levels 10 and above.

South African Revenue Service (SARS)

2021-salary increase dispute: The employer failed to implement the third year of the 2019-wage agreement. The PSA declared a dispute at the Pretoria High Court. The Court ruled in favour of the PSA, directing SARS to pay the outstanding 2.3%-salary increase, backdated from 1 April 2021. SARS applied to appeal the judgement and at the same time presented labour with a settlement offer. The offer included a 2.3%-cash payment for historical debt and a 1%-salary increase on all employees' guaranteed total cost-to-company packages with effect from 1 April 2024. The PSA received an outright majority mandate from members to accept the settlement offer.

Wage agreement: During the report period, the PSA tabled wage demands for the 2023/24-financial year. Parties settled on a 7.5%-salary increase for all employees on total cost-to-company packages.

Employee Value Proposition (EVP): During the report period, parties consulted on various non-monetary benefits for employees. These benefits were implemented under a pilot projected, called EVP.

Benefits included working from home, reporting to the closest SARS office, and structuring of working hours to accommodate personal circumstances. The pilot project allowed parties to evaluate the impact of EVP on revenue collection and each employee. Parties agreed to engage in further consultation during the next report period to find a manner to implement the EVP permanently.

Integrated career framework: Parties started consultations on an integrated career framework model. Under the model, employees would be able to progress to higher salary grades based on the successful completion of additional training. Progression to higher salary levels would no longer be vacancy-driven but rather competency-based. Successful completion of additional training and an increase in output would progress employees from entry-level to the mastery level. The matter remained on the agenda by the end of the report period.

Border Management Authority (BMA)

The PSA is the majority Union at this entity, which came into effect after the transfer of employees from the Departments of Home Affairs, Agriculture, Environmental Affairs and Health on 1 April 2023. The employer moved employees from Persal, which presented several challenges on payment of third parties, high taxation of employees, and non-payment of overtime and allowances. The PSA assisted employees with these challenges after it called for the dismissal of a consultant who was responsible for the payroll challenges. The matter remained on the agenda by the end of the report period.

Ranking of officials: The employer embarked on the process of ranking officials without consulting labour.

Upon receiving various concerns, labour intercepted the process and demanded that it be kept on hold until proper consultation had taken place through the Bargaining Forum. Labour was also able to prevent the employer from using the BMA draft Regulations that were yet to be approved by parliament.

Uniform Task Team: Labour pushed for the formation of a Uniform Task Team after members complained about inconsistent issuing of uniforms. The matter remained on the agenda by the end of the report period.

National Consultative and Bargaining Forum Constitution: The Constitution of the BMA Bargaining Forum was still under discussion by the end of the report period. Developments will be reported in the next report period.

State Information Technology Agency

The PSA tabled demands early in February 2023 for the 2023/24-wage increment and secured a 5% increase, backdated to April 2023 and an *ex-gratia* once-off payment of R8 325.45 for each employee. The 2023/24-wage agreement was concluded and signed into a collective agreement on 2 November 2023.

Human Sciences Research Council (HSRC)

Salary-increment demands - 2023/24: The PSA participated in salary negotiations at the HSRC wherein, amongst others, it demanded a 10%-salary increase across-the-board, introduction of a R2 500 housing allowance to encourage home ownership (since most employees struggled to build or buy their own homes until retirement), and funeral cover to be increased from R20 000 to R30 000 for both main member and spouse.

Following numerous persuasions with the employer, parties agreed on a 10.24%-salary adjustment for the 2023/24-financial year.

Provincial notes

Eastern Cape

The Provincial Office in Mthatha was active at the PHSDSBC, Coordinating Chamber for the PSC-BC of the Eastern Cape Province (CCPECP), GPSSBC, SASSA Regional Consultative Forum and the Eastern Cape Parks and Tourism Agency (ECPTA) during the report period. Security measures at Eastern Cape Departments are compromised and the Office was engaging Heads of Departments, with possible escalation to the Chamber. The Office established a labour forum at Ikhala TVET College. The forum is still new but was functional under the guidance of PSA Labour Relations Officers.

The Office, through its involvement at the PHSDSBC Bargaining Chamber ensured full functioning of the Chamber and its established committees. The Office was active on the Skills Development Committee for the Department of Social Development where training of officials was given key attention.

The Provincial Office in Gqeberha was active in all Chambers (PHSDSBC, CCPECP, and GPSSBC) and the ECPTA. Identifying agenda items improved with the involvement and training of shop stewards. The Office was involved in all tasks team of the Chambers with the participation of shop stewards. Structures meetings were conducted on a regular basis in line with the *PSA Statute*. Members' interests were well represented in all collective bargaining forums by tabling agenda items (mostly received from structures) and engaging on existing agenda items.

The Office lodged a complaint with the Department of Employment and Labour (DEL) in terms of section 8 of the *OHS Act* regarding health and safety issues at the Department of Environment, Forestry and Fisheries. The DEL assigned inspectors to investigate the complaint and the report was being awaited by the end of the report period. After the GPSSBC Chamber was revived owing to the PSA's intervention, members were well represented in the Chamber. Various provincial task teams were formed, *i.e.*, Provincial Transport Task Team, Provincial OHS Task Team, and Provincial Task Team for Provincial Restructuring). The PSA declared a dispute relating to the unilateral change in conditions of service against the Office of the Public Protector, for trying to unilaterally move the offices from Bhisho to East London. The dispute was ongoing at the Commission for Conciliation, Mediation, and Arbitration (CCMA) by the end of the report period.

The CCPECP, the PHSDSBC Chamber of the Eastern Cape and SASA had regular meetings, with the PSA as dominant role player and stakeholder in addressing members' matters. A new provincial labour forum was established for STATSSA.

At the ECPTA, the PSA as part of joint labour, secured a 7.5% COLA increase for members with effect from 1 April 2023. The 2024/25-COLA negotiations were underway by the end of the report period.

Free State

The Provincial Office guaranteed representation in every collective bargaining platform during the report period, with both the Office and provincial structures consistently advocating for the welfare of members. Collective bargaining statistic for the 2023/24-financial year include 30 collective bargaining forum meetings, with 108 items being discussed.

Gauteng

During the report period, the Provincial Office in Johannesburg participated in Chamber meetings at the GPSSBC, PHSDSBC, and the Coordinating Chamber for the PSCBC of the Gauteng Province (CCPGP). Provincial steering committee meetings, various task teams meetings, and bilateral meetings contributed to resolving issues raised by members during the report period. Statistics, such as 66 bargaining forum meetings attended with 278 items being discussed, are evidence of the Office's involvement and continuous growth in the collective bargaining environment.

The Office also negotiated at the Gauteng Enterprise Propeller, a semi-state institution that functions from Johannesburg. Wage negotiations for the 2023/24-financial year were not concluded by the end of the report period. The PSA demanded an increase of 8%, whilst the employer only offered 6%. The matter remained on the agenda by the end of the report period.

The PSA was fully functional at the Industrial Development Corporation and SARS in the province, pursuing the rights and interests of members through Labour Relations Officers stationed at the PSA Head Office as PSA Chief Negotiators.

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

Financial Intelligence Centre (FIC): Owing to a decline in PSA membership, the FIC withdrew the rights accorded in terms of the recognition agreement. The PSA referred a dispute to the CCMA.

The Commissioner ruled that a meeting must be held with both parties and statistics must be shared as this would indicate the bargaining status of the PSA at the FIC. This was done and according to the membership list, the PSA met the threshold, and the FIC must bargain with the PSA. During this period, the FIC sent a letter to employees, informing them that a 5%-salary increase was approved and would be implemented. The PSA and the FIC were in process to finalise organisational rights. The PSA forwarded a letter to the FIC to discuss the promotion policy, salary increase following promotions, and long-serving employees. These matters were still under discussion by the end of the report period.

Financial Sector Conduct Authority (FSCA): Owing to a decline in membership and having no access to members as they were still working remotely, the PSA did not meet the threshold to bargain. The FSCA, however, as a courtesy extended invitations to the PSA to Labour Forum meetings during which the PSA was consulted on matters affecting members.

Safety and Security Sector Education and Training Authority: The PSA negotiated and secured a 9.5%-salary increase for employees falling under the bargaining unit for the 2023/24-financial year.

South African Nursing Council (SANC): The PSA concluded an agreement for a 6%-salary increase for the 2023/24-financial year. The PSA further declared a dispute at the CCMA regarding the SANC's failure to effect pay progression for the 2021/22 and 2022/23-financial years. By the end of the report period, the dispute was at arbitration stage and parties were waiting for the CCMA to set down the matter before a Commissioner.

South African Pharmacy Council (SAPC): An agreement was signed in November 2023 for a salary increase of 4.25% together with a pay-progression payment of 1.5%. This was implemented in January 2024. The following policies were to be reviewed: Harassment, Work from Home, and introduction of a medical-aid allowance. The SAPC in 2023 conducted a benchmarking exercise through *Emergence Group*. The PSA declared a dispute at the CCMA when the SAPC failed to share the final report. The SAPC failed to attend the conciliation session, and the matter was referred for arbitration. These matters were still to be concluded by the end of the report period.

South African National Biodiversity Institute (SANBI): Salary increases are linked to salary increases negotiated in the public service and during the 2023/24-financial year members received a 7.5%-salary increase. The PSA entered into a recognition agreement with SANBI and met the 15% minimum threshold. A letter was sent to SANBI, requesting a bilateral meeting to discuss certain policies that must be reviewed. Developments will be reported in the next report period.

Onderstepoort Biological Products (OBP): A total of 154 employees resorted under the bargaining unit. The PSA met the threshold of 30% for bargaining processes. For the 2023/24-financial year, a salary-increase agreement was reached between parties that was paid as follows: 6% for all employees below the 50th percentile, 5% for employees between the 51th to 74th percentile, and 4% to all employees above the 75th percentile. All employees remunerated below the 50th percentile would first be placed on the 50th percentile and then receive a 6%-salary increase. The following policies were being reviewed: Remuneration Policy, and Contract of Chairperson.

A benchmarking exercise was conducted and concluded by *Emergence Group*. The OBP did not make the results available, and the PSA subsequently declared a dispute at the CCMA. A date in this regard was being awaited from the CCMA by the end of the report period.

National Lotteries Commission (NLC): The NLC was approved and recognised by the Board as a Provincial Committee. A salary increase of 7.5% for the 2023/24-financial year was concluded between the PSA and the NLC. A dispute was referred to the CCMA for the payment of performance bonuses. The arbitration date was being awaited by the end of the report period.

Water Research Commission (WRC): The PSA recruited the majority of employees, and a meeting was held with the WRC to discuss and finalise the recognition agreement. The matter remained on the agenda by the end of the report period.

KwaZulu-Natal

The Provincial Offices in Durban and Pietermaritzburg actively participated in the promotion of members' interests by attending various bargaining chambers of the GPSSBC, PHSDSBC, and ELRC as well as task teams established in the province. The PSA had bilateral meetings with the province's MECs and heads of institutions. The various branches and provincial committees held meetings in accordance with the *PSA Statute*. Branches actively participated in identifying agenda items for discussion/negotiation in the relevant bargaining forums. Since collective bargaining is an important strategic objective, both Offices closely monitored performance in this regard and applied corrective measures where necessary.

In addition to attending the various bargaining forums meetings, staff and shop stewards of both Offices also attended labour-forum and task-team meetings, amounting to approximately 30 meetings during the report period. Approximately 400 agenda items for the various chambers and labour forums were sponsored by the PSA. Through strategic picketing and advocacy, the PSA influenced the advertisement of vacancies in the Department of Health, resulting in 120 positions being advertised.

Limpopo

The PSA was active in the Limpopo Chambers of the PSCBC, PHSDSBC, and GPSSBC during the report period. It was also active at the SASSA Regional Consultative Forum and Limpopo Gambling Board (LGB). There was a high activity level for collective bargaining during the report period, which included 54 collective bargaining forum meetings and 147 items that were discussed. One collective agreement was signed and one interest dispute pertaining to overtime was declared at the PHSDSBC. The following are examples of matters that were handled during the report period:

- In the PHSDSBC, the PSA enforced the implementation of grade progression for Social Services Professionals in terms of Resolution 1/2009 (OSD for Social Services Professionals), resulting in the payment of R9 760 928 to 21 employees for the 2012/22-financial year.
- In the Coordinating Chamber of the PSCBC of the Limpopo Province, the PSA tabled the issue of penalties suffered by officials underutilising their subsidised vehicles owing to restrictions imposed during COVID-19.

The employer argued that it was relying on the National Policy and the matter could not be discussed at provincial level. The matter was removed from the agenda and was with the PSCBC nationally.

- In the GPSSBC, the PSA tabled and successfully negotiated the provision of communication tools for Field Rangers at the Department of Economic Development and Tourism who have been without these tools for the past four years. Field Rangers were subsequently issued with cell phones and can now communicate regarding poachers, fires, and other life-threatening situations. The PSA also persuaded the employer not to deduct overpayments from employees' salaries following a forensic investigation finding that 77 employees were erroneously translated to the occupational-specific dispensation. The PSA realised the severity of the situation since some affected employees were translated as far back in 2009, which would have resulted in huge amounts being recovered from their salaries.
- At SASSA, the PSA successfully negotiated at the Regional Consultative Forum for the standardisation of working hours. Prior to the PSA's intervention, offices were not working the same hours. Working hours of all offices were aligned and all employees at all offices in Limpopo now work from 07:30 to 16:00, with a 30-minute meal interval.

- At the LGB, the PSA recruited a sufficient number of members to conclude an organisational rights agreement on 18 April 2023. Subsequently, the PSA concluded a collective agreement on salaries and other conditions of employment. Employees received above-CPI increases, consisting of a salary increase of 8.5% as well as an increase of 7.1% on all allowances (housing, danger, and cell phone). This was a huge success for employees who did not receive a salary increase in 2022 prior to the PSA becoming a recognised union at the LGB.

Mpumalanga

The PSA successfully intervened regarding the unfairness of the Department of Health in respect of skills development. It used to advertise 70% of opportunities for training as professional nurses for external candidates and only gave internal staff 30% of such opportunities. The PSA reached an agreement that the employer would give external candidates 50% of such opportunities and internal candidates 50%. The Office attended all bargaining chamber meetings and obtained inputs from structures on agenda items for discussion in these meetings.

An organisational rights agreement was signed with SANParks (Kruger National Park).

Northern Cape

The Provincial Office participated in the Coordinating Chamber of the PSCBC of the Northern Cape Province, GPSSBC, and PHSDSBC Chamber meetings in the province.

It also participated in the SASSA provincial forum through a full-time shop steward and shop stewards.

It further continued to participate in Department of Correctional Services (DCS) regional engagements, which took place in the Free State as the Free State and Northern Cape are one DCS region. The PSA Chairperson at the Department of Home Affairs (DHA) and DHA shop stewards continued participation at the DHA Provincial Consultation Forum. The PSA also welcomed and participated in the establishment of the Northern Cape Health Provincial Consultative Forum in February 2024.

The PSA further participated in salary-adjustment negotiations at the Sol Plaatje University where an adjustment of 5.5% across-the-board was agreed to.

North West

The Provincial Office ensured representation at all collective bargaining forums and continuously promoted members' interests. The PSA also played a major role in enforcing compliance with the *Occupational Health and Safety Act* in the PHSDSBC and GPSSBC Chambers, particularly at the Department of Social Development, where workstations did not meet health and safety standards. At the Department of Education, water was not regularly available, and the PSA engaged the Department until the problem was resolved.

The PSA further played a major role in inspections at clinics of the Department of Health and closing of non-compliant workstations. A decisive role was played in ensuring that consultative forums were revived at different workplaces in the province, which successfully resuscitated important committees such as occupational health and safety as well as wellness.

Western Cape

The Provincial Office actively participated at the PHSDSBC, GPSSBC, and Coordinating Chamber of the PSCBC of the Western Cape Province (CCPWCP). PSA Labour Relations Officers served on various task teams of these Chambers, including consultative forums and the Health/Social Development task team. Representatives from the PHSDSBC and GPSSBC Branches were identified and attended these Chambers together with Labour Relations Officers.

During the report period, five CCPWCP meetings were held, as well as many consultative forum meetings. The Annual General Meeting was held on 19 September 2023, where the PSCBC General Secretary presented the PSCBC annual report. The election of the Chairperson and two Vice-Chairpersons was concluded. A PSA Labour Relations Officer was elected as Vice-Chairperson: Labour. The most critical item deliberated in the Chamber was the safety of employees. The matter was placed on the agenda by labour and became a standing item. Statistics were provided at each Chamber meeting by the Department of Community Safety. Labour remained perturbed as members are facing daily challenges. Health Emergency employees, for example, face attacks when responding to calls for emergency assistance. Labour insisted on addressing the Director-General on the matter. After delayed attempts, he finally addressed labour on 20 November 2023. Thereafter he issued a corporate communique to employees, advising of the meeting with labour, and mentioning that the executive and administrative leadership cared about their employees.

Employee safety was also on the agenda of provincial top management meetings, with the emphasis on training, awareness, preventative measures, surveillance, improving infrastructure, and cooperation with law-enforcement agencies. High-risk areas were identified, *e.g.*, where government vehicles were hijacked in hotspot areas.

The PHSDSBC held three meetings during the report period, with various other task team meetings to deal with day-to-day issues that required consultation. These included the micro-design project, which involved aligning the meso and microstructure to the new macro structure of the Department of Health and Wellness and was duly consulted and signed off. It also included a workshop with the Head of Department of the Department Health and Wellness in which parties deliberated crafting the upcoming strategic plan for the remainder of 2020 to 2024 and 2025.

The Provincial Chamber for the GPSSBC held three meetings during the report period. The PSA was the outright majority union in the Western Cape, with a 53.48% vote weight. Although the Chamber was not very active (most issues were being dealt with at the CCP-WCP), it did deal with escalating inputs from members at the Department of Mobility regarding a new shift system introduced by the Department. Members were not satisfied with the shift system and after deliberation, a new, improved shift system was agreed upon.

Western Cape Blood Services (WCBS): The PSA is the only union recognised at the WCBS. The Branch and negotiator were fully engaged in negotiations and a successful 7%- salary increase agreement was signed during the report period.

The PSA also disputed the conditions of service of Blood Bank staff appointed as six-hour workers, working one weekend per month. The employer issued staff with an ultimatum to be either six-hour or eight-hour workers with an impact on working hours, leave days, and salaries. A mutual-interest dispute was lodged at the CCMA, where the employer asked for more time. It finally reverted back to the six-hour contract conditions of service, spreading these six hours over a seven-day week.

Members' rights

The Members' Rights and Litigation Section are a core component of the PSA's product offering and seeks to promote and protect the rights of members through representation by PSA officials and union representatives in all disputes, disciplinary hearings, grievance hearings, conciliations, and arbitrations at workplaces, Public Sector Councils and the Commission for Conciliation, Mediation, and Arbitration (CCMA). In addition to these services, legal assistance from the PSA's internal Legal Officers and external legal firms, when litigation at the Labour Court and/or tribunals, is provided.

Provincial notes

Eastern Cape

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

- Disciplinary hearings: 41 (11 finalised with 5 in favour of members, 6 unsuccessful, 23 awaiting appeal outcomes, and 7 being ongoing by the end of the report period).
- Arbitrations: 28 (12 finalised of which 7 were in favour of members, 5 not in favour of members, 7 with monetary awards totalling R5 462 867.20, and 17 being ongoing by the end of the report period).
- Settlement agreements amounting to R340 000 were paid to members.

- A total of 15 formal grievances was recorded, with 8 finalised at the department and others escalated to conciliation and further dispute-resolution mechanisms as well as the Public Service Commission for investigation. Three cases were allocated to attorneys, one case has a Labour Court set-down date for 1 July 2024. There was effective legal assistance with complex cases to members that were still in process at the Labour Court by the end of the report period.

Cases were monitored effectively to ensure proper registration on the system and compliance. The Office challenged the employer regarding occupational health and safety violations at the Department of Rural Development and Agrarian Reform's offices in Tsomo, Qamata, Ncorha, and Cofimvaba. A task team was appointed to monitor renovation progress. Complaints were partly addressed, and parties would meet with the Department to determine progress by the end of May 2024. The Office was assisted by 16 shop stewards in dealing with rights matters.

The Provincial Office in Gqeberha defended members in all forms of unfair labour practices as well as in grievances, hearings, conciliations, and arbitrations. The bulk of matters related to long-service recognition, grading, calculation of overtime, and supply-chain misconduct. The Office represented members with the following labour-related matters concluded during the report period:

- Disciplinary hearings: 12 (11 successful and 1 unsuccessful)
- Conciliations: 14 (1 successful and 13 unsuccessful)
- Arbitrations: 18 (15 successful and 3 unsuccessful)
- Grievances: 15 (7 successful and 8 unsuccessful)

The Office obtained and implemented one enforcement action in which the Head of Department of the Eastern Cape Department of Social Development paid after the Sheriff started the process of Writ of Execution. By the end of the report period, the Office had two Writ of Execution enforcement actions in process with the Department of Correctional Services and the Eastern Cape Department of Social Development.

Legal assistance was approved to defend a case in terms of the *Labour Relations Act* (section 158), wherein the employer was challenging the Chairperson's ruling. More than R1 868 351 in compensation was won in favour of members during the report period. A notable victory was the matter of *Timmer and others* in the Department of Social Development.

The Office strengthened the PSA profile in the province by successfully challenging workplace-related injustices. It was assisted by 34 shop stewards in dealing with rights matters.

Free State

The Provincial Office successfully upheld the rights of members in the workplace, showing improvement in meeting prescribed turnaround times.

By means of various case-management tools, the Office monitored and provided regular feedback to members throughout dispute-resolution processes. The Office recorded the following statistics for the report period:

- New cases registered: 268 (*i.e.*, conciliations - 81, arbitrations – 8, legal assistance - 11, disciplinary hearings - 91, general enquiries - 62, grievances - 14, and precautionary suspension - 1).
- Matters attended to: Conciliations - 45, arbitrations - 239, disciplinary hearings - 222, grievances - 254, court cases - 18, and members consulted - 654.
- Completed cases: 199: Disciplinary hearings: 31 (22 successful and 9 unsuccessful) Conciliations: 25 (8 successful and 17 unsuccessful) Arbitrations: 28 (17 successful and 11 unsuccessful)
- Grievances: 105 (85 successful and 20 unsuccessful)

The total monetary value of successful cases paid to PSA members for the report period amounted to R3 683 634.70. A total of 14 shop stewards and full-time shop stewards were utilised to assist the Office with rights matters.

Gauteng

The Provincial Office in Johannesburg utilised the skills, experience, and abilities of its labour relations component (consisting of four Labour Relations Officers) to protect and promote the rights and interests of members through attendance of hearings, conciliations, arbitrations, and Labour Court matters. The labour-relations team built relationships with attorneys and ensured that all court matters coming through the Office went through a rigorous process of being weighed against legislation before being referred to any Labour Court forum.

This ensured the continued success of the PSA in court, with very few loses being recorded.

The Office during the report period dealt with 312 cases, as set out below:

- Conciliations: 75 (7 successful and 68 unsuccessful). Unsuccessful conciliations were referred for arbitration where prospects of success were at a healthy diagnostic level.
- Arbitrations: 47 (22 successful and 25 unsuccessful). Cases with good prospects of success were referred to the Labour Court or enforced through Labour Court processes.
- Hearings: 68 (38 successful and 30 unsuccessful). Hearings that were unsuccessful but had good prospects of success were referred to the Labour Court through various processes.
- Grievances: 122 (82 successful and 40 unsuccessful).

The total monetary value that members received from respective employers for the report period amounted to R4 668 981.27.

The Office worked closely with five full-time shop stewards and numerous shop stewards during the report period to ensure that members received exemplary service. A total of ten shop stewards were used to mainly deal with grievances at institutional level to ensure that full-time shop stewards and Labour Relations Officers were available to attend to more serious matters.

The Provincial Office in Pretoria experienced a steady increase in the number of cases recorded during the report period. The Office recorded 712 new matters, which resulted in excessive time being allocated to document perusal.

The Office made use of the allocated full-time shop stewards provided in terms of various agreements. Statistics of cases referred are as follows:

- Conciliations: 117 (24 successful and 93 unsuccessful)
- Arbitrations: 95 (40 successful and 55 unsuccessful)
- Disciplinary hearings: 73 (47 successful and 26 unsuccessful)
- Grievances: 164 (54 successful and 110 unsuccessful)

The Office utilised eleven shop stewards to assist with cases, grievances, and disciplinary hearings.

In comparison with the previous year, there was a decline in the referral of matters for adjudication but an increase in cases reported. The perusal process, although cumbersome, resulted in fewer cases being referred and therefore increasing chances of success in arbitration processes. These cases ensured payment of more than R4 million to members, excluding cases related to interpretation, which amount is normally higher owing to the factor of backpay over extensive periods.

In respect of legal-services provision, approval was granted for 56 new cases during the report period.

National Departments continued to frustrate the process by not implementing awards and reviewing matters. The Office, for example, actioned nine Contempt of Court applications at the Labour Court, which escalated from previous years. The Sheriff actioned three Writs of Execution at various National Departments to the value of more than R1 million.

KwaZulu-Natal

The Provincial Offices in Durban and Pietermaritzburg stepped in to protect members' rights during the report period. PSA Labour Relations Officers and shop stewards were involved in representing members in conciliations, arbitrations, and disciplinary hearings. This representation, in some instances, also produced monetary benefits for members. The Offices secured payment of approximately R2.4 million to members in the form of arbitration awards and settlement agreements during the report period.

The following statistics reflect the assistance rendered to members during the report period:

- Conciliations: 216 (187 successful and 29 unsuccessful)
- Arbitrations: 120 (47 successful and 73 unsuccessful)
- Disciplinary hearings: 200 (112 successful and 88 unsuccessful)
- Grievances: 196 (117 successful and 79 unsuccessful)
- Labour Court judgements: Two in favour of members

Shop stewards also assisted the Offices greatly in stepping in for members, with 32 shop stewards assisting during the report period with labour-related matters.

Limpopo

The Provincial Office continued to serve members in various department and semi-state institutions in the five districts of Limpopo. The Office recorded 326 new cases during the report period. Supported by nine trained shop stewards, members were assisted as follows:

- Conciliations: 8 (1 successful and 7 unsuccessful)
- Arbitrations: 15 (6 successful and 9 unsuccessful)
- Disciplinary hearings: 39 (14 successful and 25 unsuccessful)

- Grievances: 52 (28 successful and 24 unsuccessful)
- Labour Court judgements: Two in favour, one not in favour, and one judgement reserved.

The monetary value secured for members during the report period amounted to R2 134 246.81.

Mpumalanga

The Provincial Office, during the report period, successfully represented members in cases, which resulted in positive outcomes for members with a total monetary value of R889 760 as set out below:

- Contempt of Court taken to Labour Court: R120 000
- Unfair dismissal payments to members: R440 000
- Interpretation and arbitration of policy: R17 200
- Unfair labour practice: R312 560

Cases dealt with by the Office during the report period were as follows:

- Disciplinary hearings: 111 (99 successful and 12 unsuccessful)
- Conciliations: 62 (38 successful and 24 unsuccessful)
- Arbitrations: 51 (38 successful and 13 unsuccessful)
- Grievances: 115 (58 successful and 57 unsuccessful)

The Office also dealt with unfair suspension matters whereby members were placed on precautionary suspension for more than 60 days and departments continuously claiming that investigations were underway. Three of those matters were ruled in favour of members. In one matter, a settlement agreement was reached, and the member returned to work.

The Office concluded one matter related to promotion at the Labour Court, with the ruling in favour of the member.

The employer failed to adhere to the ruling and by the end of the report period, the Office was in process of enforcing the ruling. The Office, by the end of the report period, had 14 cases with legal assistance and was awaiting Labour Court dates.

The Office was assisted by twelve shop stewards in matters ranging from enquiries to arbitrations. It also had one full-time shop steward from the GPSSBC, three full-time office bearers from DCS, and one full-time shop steward who further assisted the Office with cases ranging from grievances to Labour Court matters.

The Office dealt with various occupational health and safety matters. Issues at the South African National Defence Force in Mpumalanga were reported by the structure. After this was reported to the Department of Employment and Labour (DEL), the issue was resolved by the employer. The Department of Health structure reported issues of clinics and hospitals being in contravention of the *Occupational Health and Safety Act*. These were reported by the PSA and resolved. At the Department of Education's district office in Ehlanzeni, shop stewards reported to the PSA that employees were regularly informed to go home at 12:00 owing to water and sanitation problems. The PSA reported this to the DEL, resulting in the problem being resolved. The Department of Justice's regional office had a problem with non-functioning air conditioners that leaked water into offices through the roof. Files, furniture, and carpets were damaged. The PSA reported this to the DEL. The DEL inspectors investigated. A report was sent to the employer and with assistance by the landlord, the issues were resolved.

Northern Cape

The Provincial Office obtained a total amount of R776 129.58 in favourable arbitration awards for members during the report period. The 209 concluded cases are set out below:

- Arbitrations: 91 (44 successful and 47 unsuccessful)
- Disciplinary hearings: 31 (12 successful and 19 unsuccessful)
- Conciliations: 76 (28 successful and 48 unsuccessful)
- Grievances: 11 (5 successful and 6 unsuccessful)

The Office successfully applied for legal aid in six cases during the report period, which were referred to the Labour Court. The Office's success was made possible by continued observance of PSA norms and standards and use of the case-management tool as well as a dedicated team of Labour Relations Officers, full-time shop stewards/full-time office bearers, and other shop stewards. The Office was assisted by 13 shop stewards in handling rights cases.

North West

The Provincial Office effectively assisted members in various departments in grievances, conciliations, arbitrations, hearings, and Labour Court cases, dealing with 227 cases in total during the report period. Statistics reflect a high success rate in addressing disputes at all levels. Related statistics are as follows:

- Conciliations: 27 (26 successful and 1 unsuccessful)
- Arbitrations: 51 (37 successful and 14 unsuccessful)
- Disciplinary hearings: 61 (35 successful and 26 unsuccessful)
- Grievances: 88 grievances (76 successful and 12 unsuccessful)

The Office was assisted by 15 shop stewards in dealing with rights matters such as disciplinary hearings, grievances, and arbitrations.

A case worth mentioning relates to a member who went on retirement. The employer refused to grant her capped leave as she had transferred her pension from the Government Employees Pension Fund, which the employer regarded as amounting to resignation. The decision was challenged, and the matter was taken to arbitration. The Commissioner awarded the member R253 567.90.

Western Cape

Excellent representation by the Provincial Office's four Labour Relations Officers and nine full-time shop stewards was central to the service offering to members. During the report period, the following cases were finalised:

- Conciliations: 23 (7 successful and 16 unsuccessful)
- Arbitrations: 85 (54 successful and 31 unsuccessful)
- Disciplinary hearings: 132 (113 successful and 19 unsuccessful)
- Grievances: 197 (138 successful and 59 unsuccessful)

Total monetary value of awards for members during the report period amounted to R1 447 414.86.

The Office also had 17 cases before court during the report period, where members were assisted with legal representation.

Office bearers from the province's 23 structures, assisted by shop stewards, dealt with numerous enquiries from members as well as less serious disciplinary, incapacity, and counselling matters. Disciplinary charges varied from matters related to assault, absenteeism, and failure to report sexual harassment.

Some members were found not guilty on all charges, whilst others received lesser sanctions than expected, leaving them satisfied with the outcomes. For all serious sanctions, appeals were submitted and where unsuccessful, those with arguable merits were referred as disputes. Arbitrations included matters related to unfair labour practices (promotion and benefits), precautionary suspensions, and dismissals. In total, 45 ordinary shop stewards were utilised in rights matters.

PSA Internal Legal Section

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

Month	Cost
April 2023	R99 500.00
May 2023	R169 870.00
June 2023	R87 860.00
July 2023	R34 100.00
August 2023	R157 080.00
September 2023	R61 119.91
October 2023	R78 382.39
November 2023	R78 364.10
December 2023	R78 452.12
January 2024	R210 286.23
February 2024	R155 003.20
March 2024	R183 681.14

PSA Internal Legal finalised matters 1 April 2023 to 31 March 2024	
Forum	Number
Labour Court	6
Council	2
Disciplinary	1

Active matters	
Forum	Number
Labour Court	34
Arbitrations	13
Disciplinary hearings	6
Internal	3
Total	56



Liaison

The PSA's total audited membership figure increased from 241 842 on 1 January 2023 to 245 298 on 31 December 2023, representing a growth of 3 456 members (1.4% on total membership).

**Note: Growth and recruitment figures are based on annual audited membership figures, whilst all other activities reflect the financial year from 1 April 2023 to 31 March 2024.*

This growth is attributed to the PSA's focused liaison operations. The liaison team, along with Membership Administration and Income teams, achieved significant results in a competitive environment with various challenges. Automating the follow-up process for non-paying members also significantly contributed to an increase in paying members.

Membership distribution

The following table reflects the PSA's membership distribution per Provincial Office as at 31 December 2023:

Provincial Office	Membership
Eastern Cape: Gqeberha	13 578
Eastern Cape: Mthatha	13 590
Free State	23 782
Gauteng: Johannesburg	23 152
Gauteng: Pretoria	44 779
KwaZulu-Natal: Durban	26 475
KwaZulu-Natal: Pietermaritzburg	22 439
Limpopo	19 573
Mpumalanga	13 081
North West	14 284
Northern Cape	8 713
Western Cape	21 851

Provincial notes

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

Eastern Cape

The Provincial Office in Mthatha, despite a net loss of 181 members, achieved positive recruitment with 1 348 new members. Challenges included resignations, retirements, and service terminations. The Provincial Office in Gqeberha achieved a net growth of 236 members through open days, mass meetings, and business partners' support. Structures and shop stewards were encouraged to recruit members whilst being vigilant in respect of policy implementation and compliance with occupational health and safety (OHS) measures. Labour Relations Officers and Organising/Marketing Officers, assisted by full-time shop stewards, ensured proper identification and handling of OHS matters at workplaces. These included, but

were not limited to, decaying buildings, expired fire extinguishers, emergency doors locked and no access to keys, as well as electricity and water challenges.

Both Offices in the Eastern Cape ensured fully functional branches and committees with the assistance of Members' Affairs Coordinators who ensured that structures met according to *PSA Statute* requirements.

Submission of minutes within 30 days, as required by the *PSA Statute*, was complied with. Standing agenda items relating to rights, collective bargaining, and liaison assisted in reminding structure members of their responsibilities. Structure elections were completed within the required time frames.

Structures and shop stewards were encouraged to attend the Fedusa advocacy training and the OHS training. This assisted the Provincial Offices as shop stewards are relied on to handle OHS-related challenges at their institutions.

Free State

The Provincial Office maintained and empowered member structures, experiencing steady growth despite an increase in public-service member terminations. Provincial structures demonstrated strong commitment to implementing the knowledge and skills gained from various training programs. This dedication significantly contributed to the effective maintenance and empowerment of member structures and PSA shop stewards.

Despite the challenges posed by an increase in the number of public-service employees leaving employment owing to natural attrition, the province continued to mitigate the severe impact these terminations had on growth during the report period. This can be attributed to the efforts by Organising/Marketing Officers supported by the full-time shop stewards/full-time office bearers.

Gauteng

The Provincial Office in Johannesburg reported a significant net growth of 1 072 members, whilst maintaining a low number of voluntary cancellations by means of various communication channels and recruitment drives.

The Provincial Office in Pretoria almost reached the 45 000-membership mark with all four Organising/Marketing Officers ranking amongst the top-ten recruiters nationally. The identification of new recruitment areas, such as the Special Investigating Unit, was an important factor in this success. Business partners formed an integral part of both Offices' recruitment strategy and were utilised at all mass meetings and open days. They also assisted with recruitment material during such visits.

Full-time shop stewards assigned to the Provincial Office in Pretoria made valuable contributions to recruitment, with three of them being recognised amongst the top-ten shop steward recruiters.

Branch management elections took place during the report period. Only one branch under the Provincial Office in Pretoria still had to conclude its election process by the end of the report period.

KwaZulu-Natal

The Provincial Offices focused on marketing and membership growth, achieving significant media coverage, and visiting over 6 000 workplaces. The PSA welcomed approximately 4 800 new members and retained 48 000 members in the province because of robust marketing efforts that gained significant media coverage across prominent outlets, reaching a wide audience.

One of the Provincial Office in Pietermaritzburg's Organising/Marketing Officers was rewarded as the third-best recruiter, having recruited some 1 180 members.

The various structures in KwaZulu-Natal were actively involved in the achievement of operational objectives. Branches and provincial committees held meetings in accordance with the *PSA Statute*. Branches actively participated in identifying agenda items for discussion/negotiation at the relevant bargaining forums.

Structures furthermore rendered assistance to the Provincial Offices in the form of individual assistance to members in a variety of matters, including workplace enquiries, conciliations, arbitrations, and disciplinary hearings.

Limpopo

The Provincial Office, supported by shop stewards, recruited 1 961 members despite challenges related to Community Health Workers' non-absorption.

Continuous efforts by the Office to represent members in their individual matters and ensure that their interests are promoted assisted in creating brand awareness and expanding the membership base. Visibility at workplaces further supported recruitment and retention of members.

Structures remained active and held all statutory meetings. These meetings assisted to address members' issues and ensured that the Office achieved objectives and goals.

Engagement with structures assisted the PSA in terms of visibility as many media statements and newsletters were generated from such endeavours.

Although many shop stewards were not able to deal with rights matters, particularly disciplinary hearings and arbitrations, their constant engagement with the respective employers resulted in the reduction of matters escalated to the Provincial Office as they prevented disputes at workplaces. Two full-time shop stewards and one full-time office bearer for Health and Correctional Services assisted in visiting workplaces, thus expanding the Office's capacity and reach.

Mpumalanga

The Provincial Office achieved recruitment targets through shop steward utilisation, business partner collaboration, and provincial competitions despite retention remaining a concern owing to cancellations. The Office, with assistance from both full-time shop steward and full-time office bearers and structures continuously strived to retain those members. The Office also concluded an organisational rights agreement with SANParks where employees joined the PSA as their Union of Choice.

The optimal utilisation of shop stewards and business partners further contributed to the Office's success. The declaration of every Friday as a recruitment day and provincial competitions contributed significantly in terms of visibility and recognition of structures as they participated in all activities.

Northern Cape

The Provincial Office registered a net growth of 254 members and reduced cancellations significantly. Regular liaison visits and several liaison tours were conducted with success.

The NPA Provincial Committee was revived to ensure representation at national level. Organising/Marketing Officers developed groups of shop stewards in districts who accompanied them during liaison tours. Further to this approach, the inclusion of full-time shop stewards/full-time office bearers during liaison tours during the report period yielded positive results, as did the fact that the item of “recruitment” was a standing item on the agendas of all structures in the province.

North West

A net growth of 185 members in the province was recorded through optimised utilisation of shop stewards, full-time shop stewards, and collaboration with business partners to ensure successful execution of open days, structure meetings, and the annual Inter-sectoral Members’ Meeting in October 2023. Successful member retention was a main contributing factor. Liaison tours to the province’s outskirts contributed to increased visibility whereby the significant growth at the Departments of Health and Home Affairs in Zeerust resulted in recording a 100% membership representation.

Good relationships between structures and the Provincial Office ensured the timeous finalisation of elections of all structures.

Western Cape

The Provincial Office recruited 2 158 new members despite challenging circumstances, resulting in a net growth of 154 members by conducting ten liaison tours and open days with business-partner participation. The Office’s “Battle of the Committees” competition again enjoyed enthusiastic participation by Western Cape structures, with huge success and more than 600 members being recruited between October and November 2023.

The Western Cape had 18 active structures during the report period, consisting of five Branches and 13 Provincial Departmental Committees. All structures held the requisite statutory meetings, whilst a very successful Inter-sectoral Members’ Meeting was hosted in March 2024.

Branch for Associate Members: Public Service Pensioners

The Group Branch Associate Members: Public Service Pensioners was established more than 60 years ago on 25 July 1962. Owing to inevitable changes over time, the Branch underwent a major restructuring exercise during the report period and emerged as a fully-fledged National Branch with a democratically elected Chairperson in each of the nine provinces.

Outgoing Management Committee

The restructured Branch Management Committee gives thanks to outgoing structure Management Members who loyally served the interests of pensioner members with dedication and diligence. They are: Gideon Serfontein (Chairperson), Gerrie Malan (Vice-Chairperson), Dries du Plessis (Secretary), Buks Jordaan (Deputy Secretary), Hannes Botha, Rita Bessenger, Rienie van Blerk, Pietie Botes, and Stella Morrow.

Appreciation is also expressed for office bearers of Regional Committees, namely:

- **Cape Peninsula Regional Committee**, chaired by Rob Moody, with Faldela Martin as Vice-Chairperson and Basil May as Secretary;
- **Southern Cape Regional Committee**, chaired by Stan Davis, with Joan Booysen as Secretary;

- **Free State Regional Committee**, chaired by Eben Fischer, with Karel van den Berg as Vice-Chairperson and Giel Marais as Secretary; and
- **Waterberg Regional Committee**, chaired by Jakkie van Dyk, with Johan Wessels as Vice-Chairperson and Johan Els as Secretary.

During the report period, the Branch held three Management Meetings and one Annual Members’ Meeting on 19 October 2023, where the former structure was formally dissolved and a new Management structure for Gauteng was elected. Unfortunately, the restructuring saw the demise of the smaller regional committees, which were absorbed into Provincial Committees. The outstanding work done by the outgoing structure over the past year included, amongst others, assistance to pensioners regarding issues relating to pension, funeral claims, and medical-aid related matters.

New Management Committees

The newly elected Provincial Chairpersons are:

- **Eastern Cape**: Bulelani Nqeke-to, with Lodie du Plessis as Vice-Chairperson and Anton Saayman as Secretary;
- **Free State**: Gert Malan, with Lebeko Ntesia as Vice-Chairperson and Lindelwa Bono as Secretary;
- **Gauteng**: Gideon Serfontein, with Hannes Botes as Vice-Chairperson and John Ganger as Secretary;
- **KwaZulu-Natal**: Logan Naidu, with Dudu Buthelezi as Vice-Chairperson and Nesta Sibisi as Secretary;
- **Limpopo**: Peter Tlowana, with Ronnie Maepa as Vice-Chairperson and Girly Maredi as Secretary.

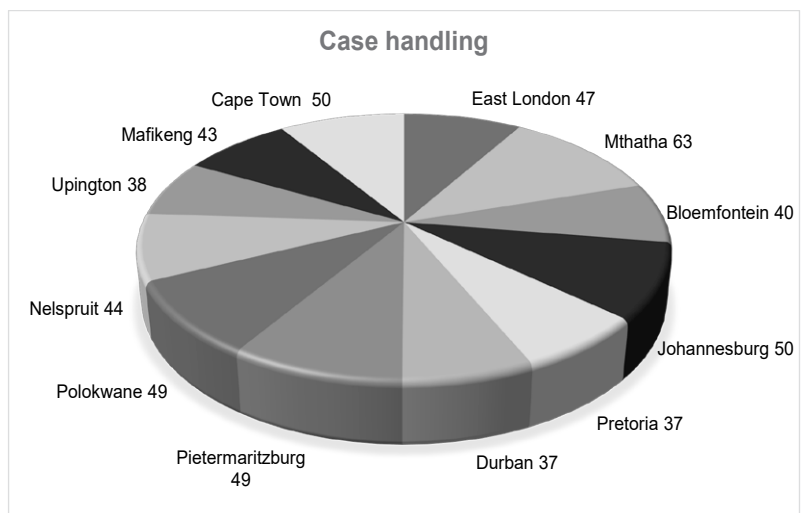
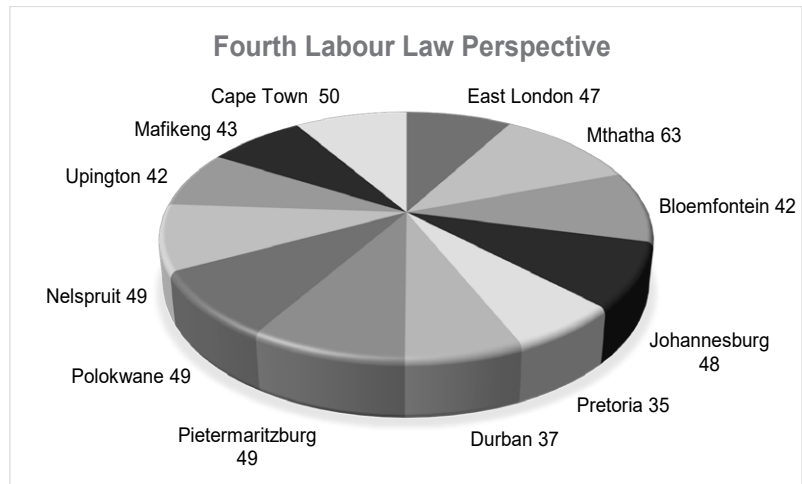
- **Mpumalanga:** Reuben Makhubedu, with Nathi Nkosi as Vice-Chairperson and Stella Mnisi as Secretary;
- **Northern Cape:** Willem Nyl, with Philemon Maobela as Vice-Chairperson and Nocawe Seleka as Secretary;
- **North West:** Boitumelo Nkgodi, with Goitshasiwang Maiketwane as Vice-Chairperson and Esther Magano as Secretary; and
- **Western Cape:** Rob Moody, with Stan Davis as Vice-Chairperson and Basil May as Secretary.

The office bearers of the restructured National Pensioner Branch are Rob Moody (National Chairperson), Logan Naidu (National Vice-Chairperson), and Reuben Makhubedu (National Secretary).

The restructured Pensioner Branch contains more than just a modicum of institutional knowledge, with the re-election of many of the former structure members into new roles. The restructured Branch held its first Management Meeting on 27 March 2023, where the office bearers were elected. The Committee did not waste time and unanimously decided at this meeting that as one of its first goals, the Branch should pursue an amendment to the *GEP Law* regarding pension increases. Further, that motivation for this should be ready to be placed on the agenda of the PSA National Chairpersons' Forum. The Branch was picking up and following through on all existing agenda items and new matters to enable a seamless transition and ensure that all issues relating to pensioners are addressed in the most efficient and expeditious manner.

Training

This report focuses on key training-related activities for the report period.



Reported activities include training facilitated internally by the PSA Training Section and external facilitators directed at PSA members and shop stewards, administrative and coordinating activities by the Training Section for Fedusa training, SETA training, training in partnership with labour-service organisations such as the Workers' College of South Africa, and administration and coordination activities for other training in the PSA, as well as funding activities.

Training interventions by PSA Training Section ***Fourth Labour Law Perspective*** **(April to June 2023)**

Owing to the dynamic environment and changes and developments in South African legislature, it became a requirement to continuously empower the ground workforce of the PSA to ensure effective and efficient labour relations services to members.

The *Labour Law Perspective* project is rolled out annually, with an updated jurisprudence and developments in the field of labour law. The project is a specialised service and therefore training was conducted by an external service provider. A total of 554 delegates were trained nationally, with statistics per province as indicated in the relevant graph above.

Case Management/Handling **(April to June 2023)**

The training is aimed at empowering shop stewards with the necessary skill set to attend to workplace disputes, arbitrations, conciliations, and grievances. Training was conducted by the PSA Training Officer, with a total of 474 shop stewards being trained nationally. Statistics per province are reflected in the relevant graph above.

National Full-time Shop Steward (FTSS) and Full-time Office Bearer (FTOB) training needs analysis

A training needs analysis was conducted to determine the training needs of FTSSs and FTOBs. The charts below indicate the training needs per process (basic/intermediate/advanced).

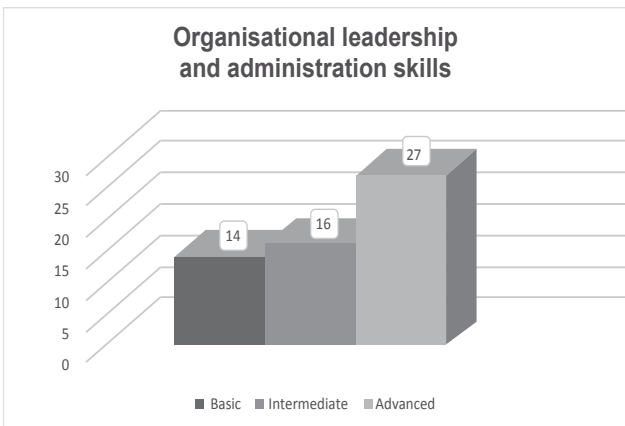
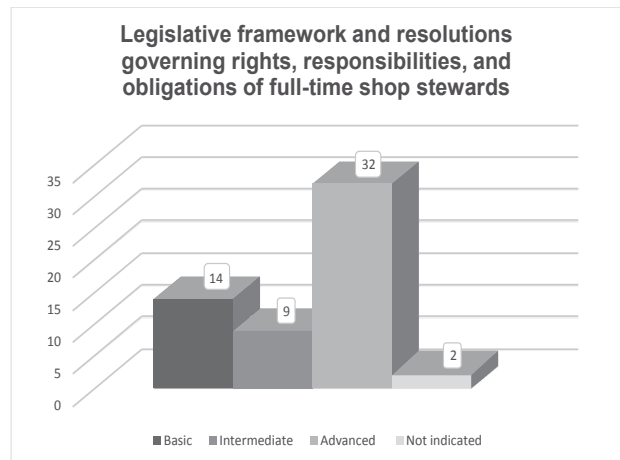
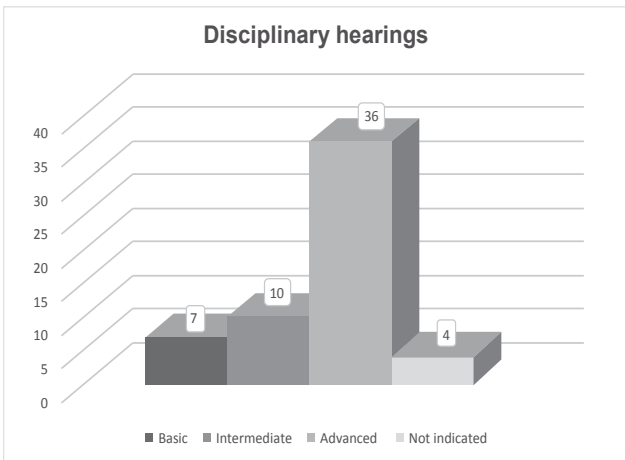
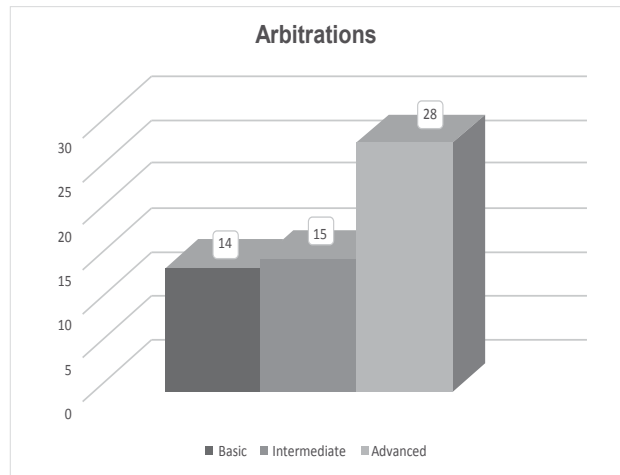
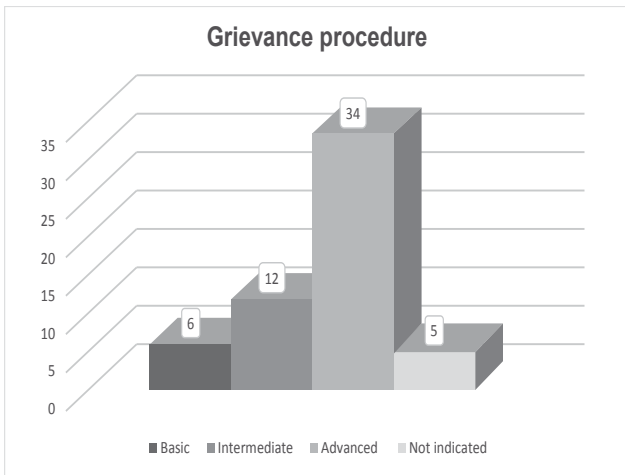
Statistics were collated on information submitted by 57 participants.

FTTS and FTBO training (18 to 20 June 2023)

A total of 85 delegates were trained by an external service provider. Adv Luvuyo Bono was appointed to conduct the first day of training.

The following subject matters were covered:

- Legislative framework and resolutions governing the rights, responsibilities and obligations of full-time shop stewards
- Amended CCMA rules
- Disciplinary hearings
- Arbitrations



The second day of training was conducted by the PSA Training Officer, covering the following subjects:

- Basic case handling
- Organisational leadership and administration skills
- Collective bargaining

TVET training (20 to 21 July 2023)

The PSA Training Officer conducted training on misconduct, hearings, conciliations and arbitrations for 21 delegates of the TVET Branch.

Follow-up Collective Bargaining Workshop

(23 August 2023)

Collective bargaining training was conducted by a PSA Labour Relations Officer for ten delegates of the SASSA National Branch.

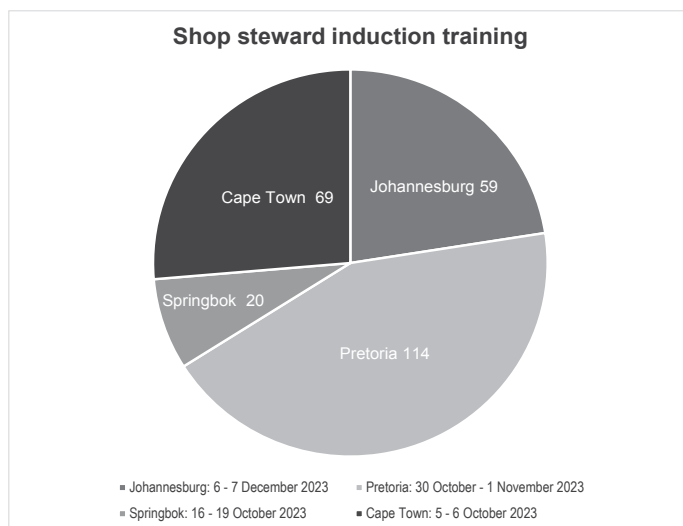
Basic Shop Steward Training

(October to December 2023)

The training was facilitated by the PSA Training Officer with the aim to empower newly elected shop stewards with the following skills/knowledge:

- Functions and responsibilities of trade union
- Shop steward as a representative
- Introduction to case handling:
 - Labour disputes mechanisms and processes in South Africa
 - Handling grievances and disputes
 - Arbitration and Law of Evidence

The chart below reflects statistics per Provincial Office.



Coaching and mentoring of shop stewards by PSA Labour Relations Officers

A pilot project, focusing on Pretoria, Bloemfontein, and Kimberley was initiated during the report period. A guideline document was provided to PSA Provincial Offices.

Though the pilot focussed on the mentioned Offices, all PSA Provincial Offices are doing coaching and mentoring of shop stewards by Labour Relations Officers. The graph on page 31 reflects the number of trained shop stewards who were being utilised by Provincial Offices during the report period.

Building training facilitation capacity at provincial level

Basic shop steward training material resources were shared with PSA Provincial Offices and guidance was provided by the PSA Training Officer to provincial staff with capacity and interest to facilitate training at provincial level. By the end of the report period, the Provincial Office in North West had conducted provincially facilitated training for 29 shop stewards.

Fedusa training

The following training was conducted by Fedusa, with a total of 32 delegates being trained:

- Preparing and case handling (Johannesburg): 27 and 28 February 2024 (2 PSA representatives)
- Preparing and case handling (East London): 20 to 22 February 2024 (11 PSA delegates)
- Preparing and case handling (Kimberley): 13 to 15 February 2024 (18 PSA delegates)

- CCMA preparing and case handling (Mahikeng): 23 to 25 January 2024 (1 PSA delegate).

Funding activities

The following funding was secured for upcoming training interventions:

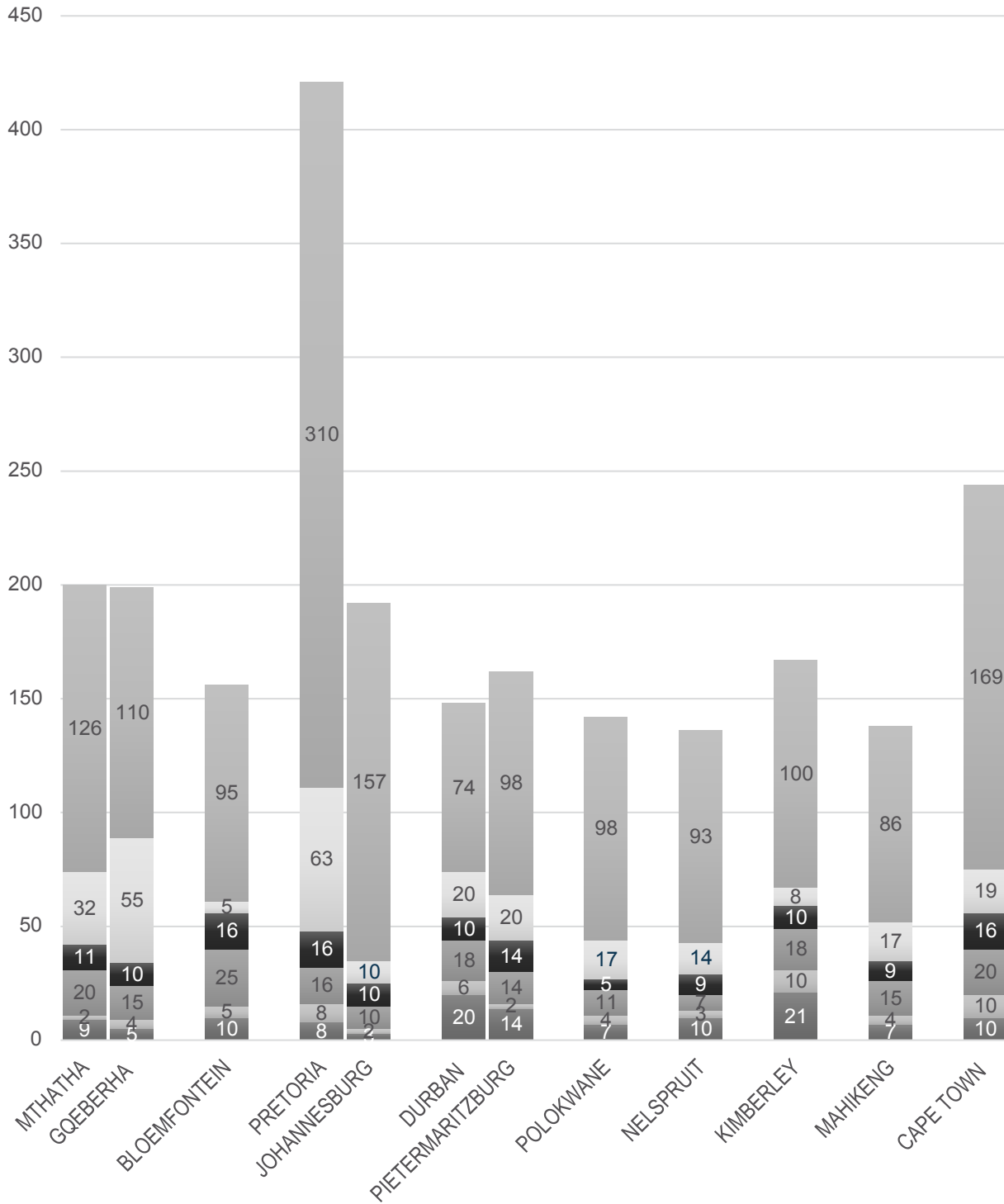
- FTSS/FTOB – Collective bargaining: R500 000 from ETDP Seta (training envisaged in June 2024).
- *Annual Labour Law Updates*: Discretionary funding from PSETA (training envisaged in June and August 2024).

Administration and coordination support for other training in PSA

PSA Provincial Manager Planning, Organising/Marketing Officers and Labour Relations Officers training (5 to 8 February 2024): This intervention included training on collective bargaining/negotiation skills and was facilitated by external service provider, *Meridian*. Procedural aspects in respect of reviews/contempt proceedings/opposed reviews were facilitated by PSA Legal Officers to 101 delegates.

PSA Members' Affairs Coordinators, Receptionists and Office Assistants (10 to 12 March 2024): This intervention provided training on the grievance procedure, disciplinary hearings, and arbitration, the role and jurisdiction of the various sectoral councils, the importance of timeframes of awards and unfair labour practice, as well as the role of departmental/provincial chambers. The training was facilitated by PSA managers. Internal finance training was facilitated by the PSA Finance Section and training regarding the membership management system and operational changes was facilitated by the external service provider, *Business Engineering*, to 112 delegates. Business Writing Skills training was facilitated by an external service provider to 108 delegates.

Utilisation of trained shop stewards



- NUMBER OF SHOP STEWARDS TRAINED (1 516)
- RECRUITMENT (280)
- DISCIPLINARY HEARINGS (136)
- GRIEVANCES (189)
- ARBITRATIONS (60)
- CONCILIATIONS (124)



Corporate social investment

The PSA continued during the report period with phase three of the #SchoolSafety project, which commenced in 2020. This project has assisted schools across the country, with the aim to create a safe, caring schooling environment in support of quality teaching and learning. The PSA also assisted by addressing some of the identified schools' most pressing needs. A budget of R40 000 per PSA Provincial Office was allocated to assist the identified schools as set out below:

- **Eastern Cape: Gqeberha**
Carel du Toit Centre: Calculators, paper; projector; stove, and soccer gear. The initiative in Steytlerville was supported by PSA shop stewards from the Department of Education and Health. The Department of Education, SA Police Service and business partners are thanked for their support and contribution to a successful event. On the day of this event, 50 school bags donated by *Eduloan/Fundi* were also handed to learners at Dale View Higher Primary and Tom Khasibe Lower Primary School.
- **Eastern Cape: Mthatha**
Ikhwezi Lokusa Special School: Adult nappies and school uniform (shirts, shoes, all-weather jackets, jersey shoes, and pants).
- **Eastern Cape: PSA Head Office initiative**
Mzamowethu Public School and Vanani Farm School: School uniforms (shoes, socks, jerseys, ties, pants, shirts, skirts, and tunics).

- **Gauteng: Johannesburg**
Aha-Thuto Secondary School: Health checks (eyes, teeth, and general health) for 171 learners by the *Mobile Health Clinics Foundation*. As a part of the screening, glasses were donated to learners found to have poor sight.
- **Gauteng: Pretoria**
Leeuwfontein Primary Farm School: Security system, laptop, and printer.
- **Limpopo**
Ulando Combined School: Fridge, two gates, and 24 mattresses.
- **Mpumalanga**
Mbusini Primary School: School uniforms and paving of schoolyard.
- **North West**
Mosiami Mildred Mogapi Primary School: Tiling and library books.
- **Western Cape**
Engelbrecht Primary School: Lawn mower, whiteboards, printer, chair bags, maths sets, and books.

During these initiatives, the PSA also emphasised the campaign against drug and alcohol abuse, bullying, and the drive against weapons in schools. The PSA provided durable awareness posters to schools in this regard. Dignity packs, sponsored by PSA business partner, *Old Mutual*, were provided to learners. In addition, PSA-branded medals were also handed to learners.

In addition to the #SchoolSafety project, complementary community enhancement projects continued during the report period. An amount of R35 000 was available to each PSA Provincial Office to assist identified beneficiaries as set out below:

- **Eastern Cape: Gqeberha**
Masibambane Service Centre: Renovations, building materials, printer, and catering equipment.
- **Eastern Cape: Mthatha**
Kheth'impilo (non-profit organisation): Fridge, microwave, gas heater, fireplace, sandwich maker, laptop, water dispenser, trolley, coffee table, kettle, and sleeper couch.
- **Limpopo**
Segopye Youth Football Club: Sports kits, 12 soccer balls, and medals.
- **North West**
Thusanang Centre: Tiling of veranda, wheelchair ramp and handrail.
- **Western Cape**
Tiny Tods Early Childhood Development Centre: Gas stove and cylinder, generator, carpets, and blankets.

On International Nelson Mandela Day, the PSA embraced the spirit by recognising the selfless services rendered by Community Health Workers. PSA Provincial Offices pledged a total of R146 615 towards procuring 3 500 PSA-branded backpacks, each containing a clipboard, pen, and *Bramley*-sponsored products, which were distributed to these members.

In the Western Cape, the PSA Provincial Office's staff supported the Kuils River Soup Kitchen by supplying ingredients and assisting with the preparation of soup on the day.

The PSA has been actively supporting South African communities through various interventions. In the 2023, the PSA's Workers' Month project supported a conducive teaching and learning environment. The PSA donated 3 042 solar LED lights to Grade-11 and -12 learners to assist them in studying, despite loadshedding. The following beneficiaries were identified and assisted in this project:

- **Eastern Cape**
Iqonce Secondary School, Ikhwezi Lokusa Senior Secondary, and Isivivane Senior Secondary.
- **Free State**
Kgololosego Senior Secondary School and Repholositwe Secondary School.
- **Gauteng**
Hans Kekana Secondary.
- **KwaZulu-Natal**
Nqamana Junior Secondary School and Hamu High School.
- **Limpopo**
Hlovani High School, Kgolakaleleme High School, and Mahwibitswane Secondary School.
- **Mpumalanga**
Emjindini Secondary School, Mkhutshwa Secondary School, and Ngilandi Secondary School.
- **Northern Cape**
Lesedi High School.
- **North West**
Letlopi Secondary School and Alabama Secondary School.

- **Western Cape**
Langa Secondary School.

PSA Provincial Offices further supported community upliftment by means of various interventions. During the report period, the following beneficiaries were assisted:

- The Provincial Offices in Johannesburg and Pretoria donated groceries and clothes valued at some R4 300 to the Marshalltown fire-victim drive that was initiated by the PSCBC.
- An elderly resident of Buntingville in the Eastern Cape was assisted by the Provincial Office in Mthatha with the completion of his house. Donations by *Old Mutual* (water tank worth R5 000), *Sanlam* (four-burner gas stove worth R5 000); *Mayfair* and *Garden Court Hotels* (bed linen and kitchen accessories), *Savoy Hotel*, *Spur*, and *Pavarotti's* (groceries) greatly enhanced the project.
- The Provincial Office in Mthatha also finalised the SAPS Crime Prevention project where 200 school bags and medals as well as nine trophies were donated towards awarding community members actively involved in sports with the aim of maximising crime prevention.
- The Provincial Office in Pretoria donated sanitary pads, toiletry items, soup, and bread to the value of R32 345 to Tswelopele Secondary School during a Youth Day intervention.

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. August is annually celebrated by marking Women's Month, where tribute is paid to the role women in society. In 2023, the PSA hosted a National Women's Day event in North West, where tickets were sold at R20 per person. The R2 000 proceeds of the 100 tickets sold were used towards providing cleaning material and ten blankets to *Coverdale Interim Home for Cancer Patients*.

The PSA also annually offers **financial assistance to welfare and charity organisations** based on nominations by PSA Branches. During the report period, the PSA assisted the following organisations with an amount of R8 333 each:

- *President Kruger Kinderhuis Reddersburg Orphanage*, Free State (nominated by the PSA Group Branch Public Service Pensioners).
- *Mapheto Day Care Centre*, Limpopo (nominated by Limpopo GPSSBC Branch).
- *SAVF Queenswood Daycare* (nominated by National Treasury Branch).

The PSA awards the **Stiglingh Memorial Bursary** annually to students engaged in medical or natural sciences studies from funds allocated by a late member, JH Stiglingh. During the report period, two qualifying students from the University of Cape Town and Nelson Mandela University respectively each received a bursary of R10 000.

Human resources

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

During the report period of 1 April 2023 to 31 March 2024, the PSA's overall workforce profile reflected a decrease of 0.05% from 95.60% (239) as on 31 March 2023 to 95.55% (236) at the end of the period under review in respect of employees from designated groups.

At the end of the report period, 42.11% (104) of the PSA's workforce consisted of male employees, whilst 57.89% (143) of its workforce constituted female employees. The Economically Active Population of South Africa consists of 55.3% males and 44.7% females.

Since 1 April 2023 until the end of the period under review, 100% (14) of employees recruited by the PSA came from the designated groups and 0% (0) from the non-designated group.

Hundred percent (100%) of employees (ten employees) promoted from within the PSA came from the designated groups and 0% (0) from the non-designated group.

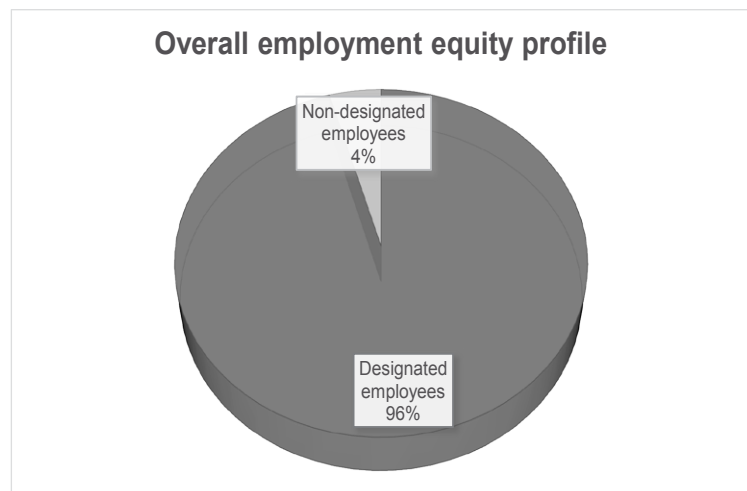
Employees from the non-designated groups increased in percentage from 4.40% (11) to 4.45% (11) at the end of the report period.

The PSA's representivity statuses in the respective occupational levels as on 31 March 2024 were as follows:

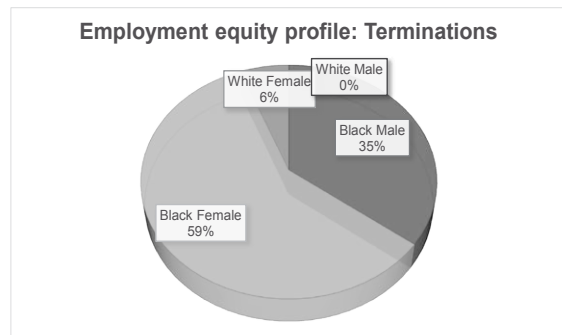
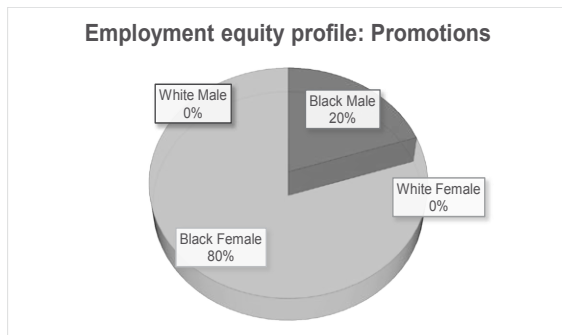
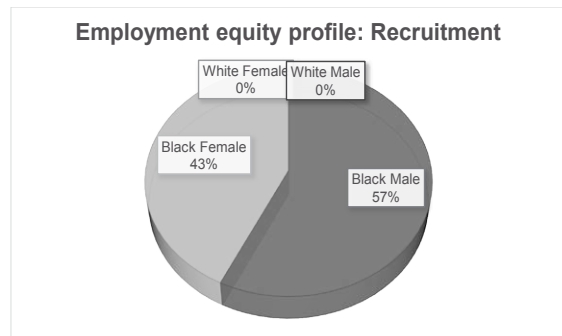
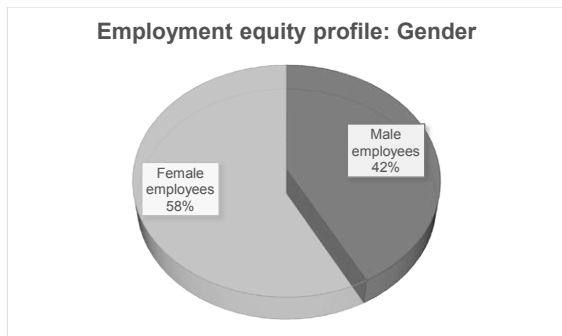
Occupational level	Overall designated target % (95.10% = EAP)	Current designated % (filled positions)	Current non-designated % (filled positions)
Top Management	95.10%	100.00% (1)	0.00% (0)
Senior Management	95.10%	83.33% (5)	16.67% (1)
Middle Management	95.10%	90.00% (18)	10.00% (2)
Skilled Technical	95.10%	92.98% (106)	7.02% (8)
Semi-skilled	95.10%	100.00% (89)	0.00% (0)
Unskilled	95.10%	100.00% (17)	0.00% (0)

Terminations for the said period constituted 100% (17) from the designated groups, of which 5.88% (one) was a white female. The non-designated group constituted 0% (0) of the terminations.

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



Occupational Levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top management	1	0	0	0	0	0	0	0	1
Senior management	1	0	1	1	1	0	0	2	6
Professionally qualified and experienced specialists and mid-management	13	1	0	2	2	1	0	1	20
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	44	6	4	8	37	5	0	10	114
Semi-skilled and discretionary decision making	19	1	0	0	47	9	3	10	89
Unskilled and defined decision making	2	0	0	0	14	1	0	0	17
Total permanent	80	8	5	11	101	16	3	23	247





Information technology

For the Information Technology (IT) Section, 2023 was a year of consolidation, going back to basics and ensuring a focus on specific fundamental drivers of the PSA's digital real estate. The key drivers were:

- Service delivery
- Efficiencies
- People
- Risk mitigation
- Governance
- Accountability

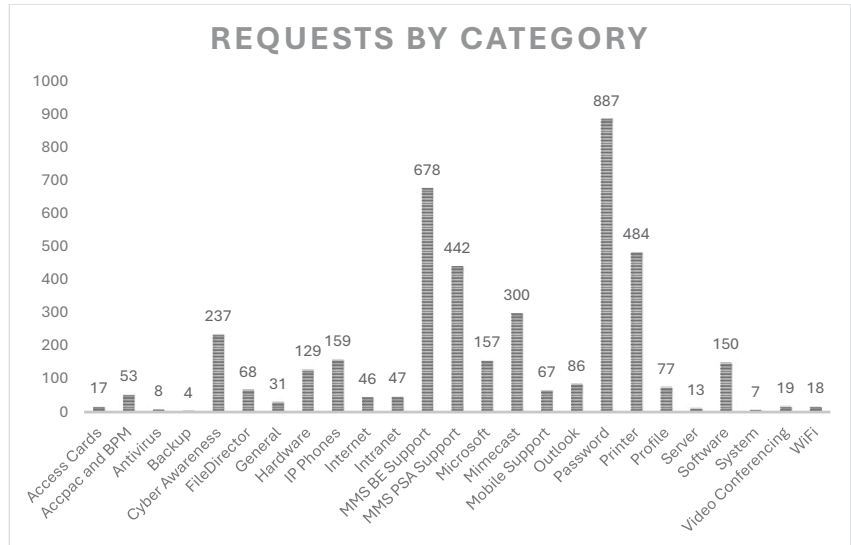
Strong relationships were maintained with internal and external stakeholders to foster stronger collaboration. To this end the IT Section extended its efforts in the following sphere.

Risk mitigation

An independent penetration test and risk assessment exercise were conducted to identify potential vulnerabilities and areas of improvement. As in previous years, the PSA continued to maintain an impenetrable PSA digital fortress that has yet to be breached by any outsider using benchmark hacking methods.

Digital real estate support service

The IT Section is accountable for digital landscape support. This includes but is not limited to infrastructure, network, solutions, and devices. The Section offers first, second, and third-line support to the PSA's digital landscape. This, in certain instance, is in collaboration with external stakeholders.



The figure above illustrates the successful support provided during 2023 for various solution categories.

Passwords remain the highest calls and new interventions were set to circumvent this, such as multifactor authentication and password self-service to allow users to remedy an incident when it occurred without waiting for IT assistance. Core-applications calls on the Membership Management System, as to be expected, attracted a sizeable volume of calls. Limited escalations and violation of the service-level agreement associated with call resolution were experienced.

Cyber security

An ever-present risk for any digital real estate is cyber security attacks. These attacks have potential to disrupt operations and compromise the integrity of the organisation's intellectual property (IP).

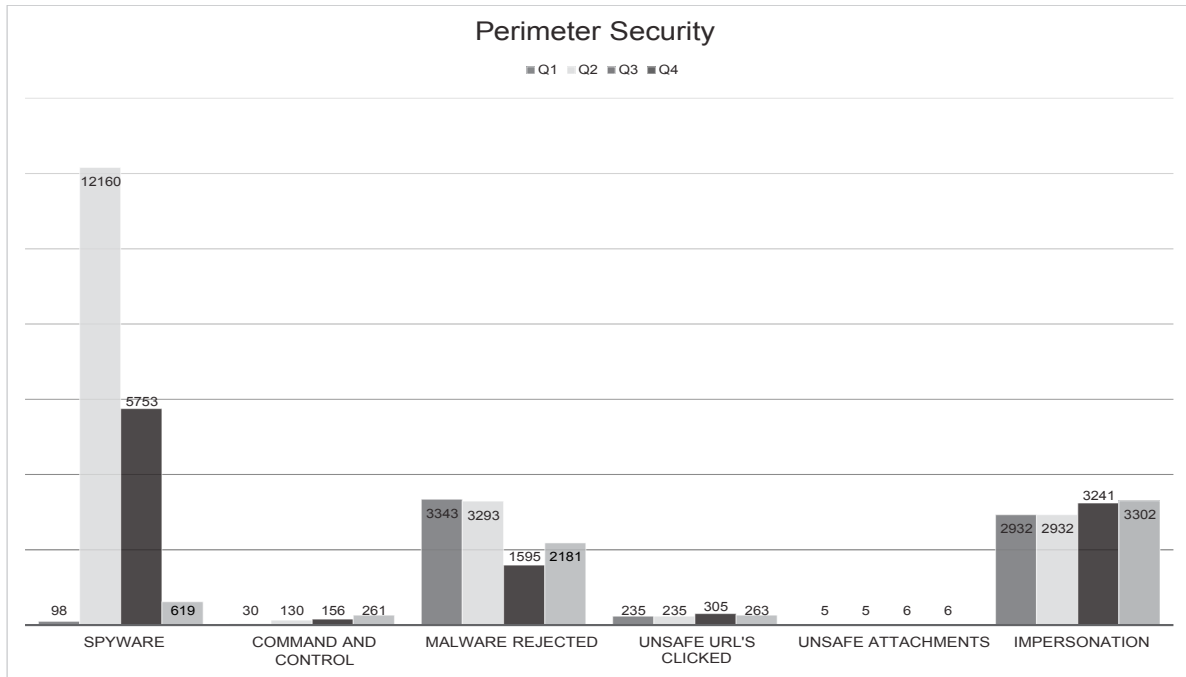
The PSA encountered a growing array of technological threats that posed potential disruptions to organisational functioning. In response, the PSA bolstered its defences through several measures by launching a specialised cyber-training platform, enhancing the security infrastructure by introducing consolidated monitoring platforms, and implementing physical firewall policy upgrades.

Perimeter security

The figure on page 37 indicates the various attacks on the PSA for 2023 (*Brute Force not indicated in graph as it is an outlier at figures 3 936, 235 652, and 950 932*). All these attacks were successfully blocked by security protocols.

Preserving PSA intellectual property

The PSA has over more than a century built an invaluable array of intelligence around the business of labour rights and interests protection and promotion in the public-sector space.



Building this, has involved substantial investment by the PSA. This intelligence is gradually lost if not collected, stored, and disseminated and employees have to relearn what the organisation already learned. The IT Section implemented the IP HUB that is intended to allow staff to capture, store, protect, and disseminate critical IP to promote reuse and minimise relearning.

BoardCloud Board Management Solution

The Board process automation solution, *BoardCloud*, was implemented during the report period to further digitise internal business processes. The solution allows for efficiencies in the highest office in the PSA and reduces reliance on manual, printed packs. *BoardCloud* solution implementation meant that the PSA drastically reduced the onerous and costly printing of Board packs.

Back-up electricity

Rolling loadshedding during the report period affected PSA Provincial Offices severely. Stage-6 loadshedding was experienced regularly, leaving Offices without electricity for extended periods, ranging from eight to twelve hours and more. This affected Offices' ability to operate as servers would be off and lights, printers, and other equipment would not be functional.

The IT Section implemented power backup for all approved Offices to ensure a reasonable uptime for these Offices.

Member Management System Solution enhancement

The Member Management System solution plays a crucial role in supporting the PSA's fundamental business operations. Ensuring its stability stands as a paramount concern for the IT Section. This system facilitates streamlined execution of business processes and fosters productivity enhancements, enabling end users to deliver exceptional service to members. To achieve this objective, the following measures were undertaken:

- Identified and rectified processes that impeded processing and transaction speeds adversely, affecting user experience.
- Redirected functionalities unrelated to core processes away from the system.
- Successfully completed the implementation of the following enhancements to better fortify core processes: Reduced backup process times, case management, member management, management reporting, and end-user portal.

The report highlights the PSA ongoing commitment to enhance operational efficiency throughout the value chain via digitisation of business processes. Embracing the digital realm comes with inherent risks, yet the PSA has demonstrated adeptness in mitigating these risks. The PSA successfully thwarted attempts by hackers and disrupters, a testament to its robust security measures. The PSA remains vigilant and proactive, recognizing the evolving nature of threats. Continuous improvement remains a core tenet and is dedicated to bolstering digital and physical security measures across all facets of operations.

Digitising business processes hold immense importance in modern operations. By transitioning PSA business processes from manual to digital processes, the PSA streamlines operations, reduces costs, and enhances competitiveness. This shift allows for greater efficiency, as digital processes often require less time and resources compared to traditional methods. Additionally, automation can minimise errors and increase accuracy, leading to improved productivity and customer satisfaction. This allows the PSA to operate more efficiently and effectively, ultimately providing better services to stakeholders whilst maintaining cost-effectiveness and a competitive edge.



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 the mining rights, and holder of the mining authorisation 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 opencast mine and the material being mined by means of extraction by an excavator is primarily building sand.

The PSA, as a responsible mining owner, approaches the mining operations as a holistic cradle-to-grave undertaking by taking cognisance of all economic, social and environmental aspects to achieve sustainable development of South Africa's mineral resources.

The PSA affirms the commitments to the *Mineral and Petroleum Resources Development Act* to, amongst others, protect the environment for the benefit of present and future generations.

In order for the PSA to comply with the prescripts of the *Act* and to attain the commitment to the ecological impact of mining operations, the PSA has appointed *Aurecon* to, amongst others, act as environmental consultant to monitor and minimise the ecological impact the mining operations might have on the environment.

The PSA recognises the need for economic growth in conjunction with social development and the protection of the environment. With this in mind, the PSA appointed the service provider as environmental consultant to execute services taking into consideration statutory as well as common-law provisions, which acts as a liaison between contracted parties, governing bodies, and the PSA.

In line with the above, *Aurecon* 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. It also acts as liaison between the PSA and the Department of Mineral Resources to finally sign off all areas previously mined and fully rehabilitated.



Social and ethical conduct

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

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

The PSA Ethics and Fraud Hotline is managed by *Vuvuzela* 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 and the Board.

The Hotline is specifically designed for PSA employees only and serves as an independent platform between the Board, Management, and employees. During the period 1 April 2023 to 31 March 2024, no fraud cases were reported 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. No protective disclosures were made outside of the Hotline during the report period.



Corporate governance

Good governance is essential for the effective administration of a business. The management of the PSA is acutely conscious of good governance principles and seeks to implement these principles, which promote disclosure and transparency on financial, operational, and other information.

Good governance means promoting values for the whole of the PSA and demonstrating the values of good governance through behaviour.

Corporate governance is the exercise of ethical and effective leadership by the Board of Directors towards the achievement of the following outcomes:

- Ethical culture
- Good performance
- Effective control
- Legitimacy

Ethical and effective leadership should complete and reinforce each other.

The Board of Directors established the following Committees to assist the Board with its responsibility and ensure compliance with the relevant legislation:

- Audit and Risk Committee
- Remuneration Committee
- Social and Ethics Committee

By implementing an internal audit function, the PSA strives to constantly identify areas where management can improve the PSA as a business and providing value for money to its members. The PSA has appointed new internal auditors to ensure that the internal audit function remains independent.

The performance of external audits is a legislative requirement and gives some comfort to internal and external stakeholders.

The PSA is pleased to report that the Union has always received an unqualified audit opinion from its external auditors. This means that the auditors are of the opinion that the financial statements fairly present the financial position, and its financial performance and cash flows are in accordance with the Internal Financial Reporting Standards and the requirements of the *Companies Act, 71 of 2008*, as amended.

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 records and are responsible for the content and integrity of the Annual Financial Statements. The Directors acknowledge that they are ultimately responsible for the system of internal control established by the PSA and place considerable importance on maintaining a strong internal control environment.

To assist the Directors in discharging the responsibility in this regard, the Audit and Risk Committee has oversight over financial governance and risk to assist the Board with its financial responsibility.

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

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

Nexia SAB&T issued an unqualified audit opinion regarding the financial affairs of the PSA for the year ending 31 March 2024.

The consolidated net loss of the PSA is R7 747 188, comparing to a net profit in the prior year of R9 381 921.

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 2024, 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 2024 are fully set out from page 42 of this report, and do not, in our opinion, require further comments.



Annual Financial Statements for the year ended 31 March 2024

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

Trading as PSA



**These annual financial statements
have been audited in compliance with
the applicable requirements
of the *Companies Act, 71 of 2008***

Issued 06 August 2024

Public Servants Association of South Africa NPC

(Registration number 1942/015415/08)

Trading as PSA

Annual Financial Statements for the year ended 31 March 2024

General Information

Country of incorporation and domicile	South Africa
Nature of business and principal activities	Trade Union
Directors	Mr MJ Shiburi (President) Mr N Mahala (Chairperson) Mr NL Bodiba (Interim Vice President) Mr MK Seelamo (Vice Chairperson) Ms AY Coetzee Mr RD Baloyi Adv J Singh Ms D Makhetha
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: N Ndlela Chief Accountant

Public Servants Association of South Africa NPC

(Registration number 1942/015415/08)

Trading as PSA

Annual Financial Statements for the year ended 31 March 2024

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

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Preparer

N Ndlela
Chief Accountant

Published

24 July 2024

Public Servants Association of South Africa NPC

(Registration number 1942/015415/08)

Trading as PSA

Annual Financial Statements for the year ended 31 March 2024

Audit and Risk Committee Report

This report is provided by the Audit & Risk Committee of Public Servants Association of South Africa NPC in respect of the 2023/24 financial year.

1. Members of the Audit and Risk Committee and Meetings

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

The members of the Committee are all independent non-executive directors. Below is schedule of the meetings:

Audit & Risk Committee Members	MEETING DATES						
	03-May-23	12-Jul-23	26-Jul-23	16-Aug-23	18-Oct-23	26-Oct-23	06-Mar-24
Mr MK Seelamo (Chairperson)	✓	✓	✓	✓	✓	✓	✓
Mr N Mahala	✓	✓	✓	✓	✓	✓	Resigned from ARC after appointment as Chairperson of Board
Mr RD Baloyi	✓	✓	✓	✓	✓	✓	✓
Adv J Singh	✓	✓	✓	✓	✓	✓	✓
Mr NL Bodiba	Not yet appointed to Committee	Not yet appointed to Committee	Not yet appointed to Committee	Not yet appointed to Committee	Not yet appointed to Committee	Not yet appointed to Committee	✓

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

Mr MJ Shiburi resigned from the Committee after being appointed as acting President during March 2023. Mr Shiburi was subsequently appointed as President during the Annual General Meeting of September 2023.

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 Annual General Meeting.

3. The Effectiveness of Internal Control and Risk Management

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

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

On behalf of the Audit and Risk Committee.



Mr MK Seelamo
Chairperson Audit and Risk Committee

Public Servants Association of South Africa NPC

(Registration number 1942/015415/08)

Trading as PSA

Annual Financial Statements for the year ended 31 March 2024

Directors' Responsibilities and Approval

The Directors are required in terms of the Companies Act, 71 of 2008 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 International Financial Reporting Standards (IFRS). The external auditors are engaged to express an independent opinion on the presentation of annual financial statements.

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

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.

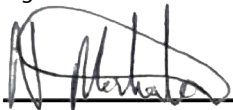
The Directors are of the opinion, based on the information and explanations given by management, that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the annual financial statements. However, any system of internal financial 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 year to 31 March 2025 and, in light of this review and the current financial position, they are satisfied that the company has or had access to adequate resources to continue in operational existence for the foreseeable future.

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 pages 8 to 10.

The annual financial statements set out on pages 11 to 62, which have been prepared on a going concern basis, were approved by the Board of Directors on 24 July 2024.

Signed on behalf of the Board of Directors By:



Mr N Mahala (Chairperson)



Mr MJ Shiburi (President)

Public Servants Association of South Africa NPC

(Registration number 1942/015415/08)

Trading as PSA

Annual Financial Statements for the year ended 31 March 2024

Statement on Internal Financial Controls

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

(a) the annual financial statements set out on pages 11 to 62, fairly present in all material respects the financial position, financial performance and cash flows of the company in terms of IFRS;

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

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

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



Mr MK Seelamo (Vice Chairperson)



Mr MJ Shiburi (President)

Company Secretary's Certification

In terms of Section 88(2)(e) of the Companies Act, 71 of 2008, as amended, I certify that the company has lodged with the Commissioner all such returns and notices as are required of a company in terms of the Act and that all such returns and notices are true, correct and up to date.

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



Mr RM Maleka
Company Secretary

Public Servants Association of South Africa NPC

(Registration number 1942/015415/08)

Trading as PSA

Annual Financial Statements for the year ended 31 March 2024

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 2024.

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

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

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

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

- **Short Term Insurance Services:** This is operated via a Cell Captive, under the licence from Guardrisk Insurance Company Ltd. According to the agreement, the company shares in profits and losses of the Cell Captive. The risk attached to the liability of losses is neutralised by 100% reinsurance taken out against any risk of losses.

- **Holiday Resort:** This is operated at the company's property in East London, wherein accommodation and camping facilities are booked out to holiday makers.

- **Sand Mine:** This involves mining of building sand which is sold to builders or building contractors. This also operates at the same property that the holiday resort is based.

There have been no material changes to the nature of the company's business operations since the last annual financial report, except the fact that the East London property (Holiday Resort and Sand Mine) is currently held for sale and are reported under discontinued operations on the financial statements.

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.

3. Insurance and risk management

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

4. Directorate

Mr MJ Shiburi was officially appointed as President with effect from 18 September 2023. Mr Mahala was appointed as Chairperson with effect from 18 September 2023. Ms D Makhetha was appointed as the new director with effect from 18 September 2023. Mr NL Bodiba was appointed as Interim Vice President with effect from 28 February 2024.

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

Public Servants Association of South Africa NPC

(Registration number 1942/015415/08)

Trading as PSA

Annual Financial Statements for the year ended 31 March 2024

Directors' Report

Directors	Date of Appointment	Designation
Mr MJ Shiburi (President)	16 September 2019	Non-executive
Mr N Mahala (Chairperson)	19 September 2022	Non-executive
Mr NL Bodiba (Interim Vice President)	19 September 2022	Non-executive
Mr MK Seelamo (Vice Chairperson)	16 September 2019	Non-executive
Ms AY Coetzee	17 September 2018	Non-executive
Mr RD Baloyi	19 September 2022	Non-executive
Adv J Singh	19 September 2022	Non-executive
Ms D Makhetha	18 September 2023	Non-executive

Resignations of directors

Directors	Cause of change	Designation	Date of resignation
Mr P Snyman	Resignation	Non-executive	18 September 2023
Ms NN Mvubu	Resignation	Non-executive	18 September 2023

The terms of office for both Mr Snyman and Ms Mvubu came to an end at the Annual General Meeting of September 2023.

Changes in responsibilities

Mr RM Maleka became the Company Secretary taking over from Ms M Muller, by virtue of being permanently appointed in the position of General Manager with effect from 15 September 2023.

5. Events after the reporting period

The Directors are not aware of any material event which occurred after the reporting date and up to the date of this report.

6. Auditors

Nexia SAB&T were appointed as external auditors for a period of three (3) years during the Annual General Meeting of September 2023.

7. Secretary

The company secretary role is defaulted to the General Manager. Thus Ms M Muller ceased to be acting Secretary after Mr RM Maleka was permanently appointed as the General Manager with effect from 15 September 2023.

8. Date of authorisation for issue of financial statements

The annual financial statements have been authorised for issue by the Board of Directors on Wednesday, 24 July 2024. No authority was given to anyone to amend the annual financial statements after the date of issue.

INDEPENDENT AUDITOR'S REPORT

To the Shareholders of Public Servants Association of South Africa NPC, trading as PSA

Opinion

We have audited the financial statements of Shareholders of Public Servants Association of South Africa NPC, trading as PSA, set out on pages 11 to 62 which comprise the statement of financial position as at 31 March 2024, 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, trading as PSA, as at 31 March 2024, and its financial performance and cash flows for the year then ended in accordance with the IFRS Accounting Standards as issued by the International Accounting Standards Board and the requirements of the Companies Act of South Africa.

Basis for Opinion

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

Other Information

The directors are responsible for the other information. The other information comprises the information included in the document titled "Public Servants Association of South Africa NPC, trading as PSA, Annual Financial Statements for the year ended 31 March 2024", which includes the Directors' Report as required by the Companies Act of South Africa. The other information does not include the financial statements and our auditor's report thereon.

Audit. Tax. Advisory.

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

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

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

Responsibilities of the Directors for the Financial Statements

The directors are responsible for the preparation and fair presentation of the financial statements in accordance with the IFRS Accounting Standards 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 significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Nexia SAB&T

Nexia SAB&T

Caroline Chigora

Director

Registered Auditor

06 August 2024

Public Servants Association of South Africa NPC

(Registration number 1942/015415/08)

Trading as PSA

Annual Financial Statements for the year ended 31 March 2024

Statement of Financial Position as at 31 March 2024

	Note(s)	2024 R	2023 Restated R
Assets			
Non-Current Assets			
Property, plant and equipment	2	52,825,726	50,291,661
Intangible assets	3	4,145,911	4,089,764
Right-of-use assets	38	4,870,745	5,563,941
Investments	5	130,385,762	150,930,199
Motor Vehicle Loans	12	7,129,385	9,122,756
Motor Vehicle Loans - Prepaid Benefits	12	1,538,197	1,786,787
PSA Short-term insurance contracts	11	36,772,447	31,637,783
		237,668,173	253,422,891
Current Assets			
Inventories	8	209,512	755,114
Trade and other receivables	6	8,220,084	16,147,057
Investments	5	610,000	602,000
Motor Vehicle Loans	12	5,264,679	5,275,730
Motor Vehicle Loans - Prepaid Benefits	12	1,105,756	1,048,312
Staff Study Loans		67,437	7,746
Cash and cash equivalents	7	22,702,799	21,266,697
		38,180,267	45,102,656
Non-current assets held for sale	9	25,332,237	21,105,347
Total Assets		301,180,677	319,630,894
Equity and Liabilities			
Equity			
Reserves		44,167,955	36,521,543
Retained income		212,408,739	227,233,575
		256,576,694	263,755,118
Liabilities			
Non-Current Liabilities			
Borrowings	13	3,319,944	3,888,494
Right of use - Liabilities	38	1,873,819	3,037,073
Retirement benefit obligation	14	2,249,000	2,210,665
		7,442,763	9,136,232
Current Liabilities			
Trade and other payables	17	21,949,024	32,305,309
Borrowings	13	625,330	573,527
Retirement benefit obligation	14	206,000	186,335
Provisions	10	8,083,226	8,330,603
Right of use - Liabilities	38	3,864,119	3,069,159
		34,727,699	44,464,933
Liabilities of disposal groups	9	2,433,521	2,274,611
Total Liabilities		44,603,983	55,875,776
Total Equity and Liabilities		301,180,677	319,630,894

Public Servants Association of South Africa NPC

(Registration number 1942/015415/08)

Trading as PSA

Annual Financial Statements for the year ended 31 March 2024

Statement of Profit or Loss and Other Comprehensive Income

	Note(s)	2024 R	2023 Restated R
Revenue	19	356,041,817	353,671,448
Cost of sales	20	(545,602)	(873,106)
Gross profit		355,496,215	352,798,342
Other operating income	21	4,366,677	1,344,037
Expected credit loss		(3,531)	(17,783)
Operating expenses	22&41	(385,339,862)	(364,951,604)
Operating loss		(25,480,501)	(10,827,008)
Investment income	23	4,236,535	4,470,046
Finance costs	24	(1,486,539)	(869,032)
Changes to amortised cost - Motor Vehicle Loans		(1,403,908)	(984,058)
Deemed interest - Motor Vehicle Loans		1,440,908	1,159,911
Profit from PSA Short-term insurance contracts	11	4,939,258	4,972,280
Loss from continuing operations		(17,754,247)	(2,077,861)
Discontinued operations			
Loss from discontinued operations	9	(1,805,628)	(1,277,972)
Loss for the year		(19,559,875)	(3,355,833)
Other comprehensive income:			
Items that will not be reclassified to loss:			
Actuarial loss on defined benefit liability		(31,000)	(93,000)
Gain on revaluation of property plant & equipment		67,252	2,498,921
Gain on revaluation of assets held for sale		3,944,604	6,261,867
Financial Assets - FVOCI adjustment		8,208,972	4,197,275
Total items that will not be reclassified to loss		12,189,828	12,865,063
Items that may be reclassified to loss:			
Stighling fund interest capitalisation		8,922	8,303
Transfer of revaluation reserve to retained income		(386,063)	(135,612)
Total items that may be reclassified to loss		(377,141)	(127,309)
Other comprehensive income for the year	34	11,812,687	12,737,754
Total comprehensive income / (loss) for the year		(7,747,188)	9,381,921

Public Servants Association of South Africa NPC

(Registration number 1942/015415/08)

Trading as PSA

Annual Financial Statements for the year ended 31 March 2024

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 2022	601,570	23,089,218	8,218,894	31,909,682	223,383,988	255,293,670
Loss for the year	-	-	-	-	(3,355,833)	(3,355,833)
Other comprehensive income	8,303	8,760,789	4,197,275	12,966,367	(93,000)	12,873,367
Total comprehensive Loss for the year	8,303	8,760,789	4,197,275	12,966,367	(3,448,833)	9,517,534
Transfer from Revaluation reserve to Retained income	-	(135,612)	-	(135,612)	135,612	-
Prior year adjustments	-	-	-	-	(1,056,086)	(1,056,086)
Transfer of Mark-to-Market to Retained Income	-	-	(8,218,894)	(8,218,894)	8,218,894	-
Total recognised directly in equity	-	(135,612)	(8,218,894)	(8,354,506)	7,298,420	(1,056,086)
Balance at 01 April 2023	609,873	31,714,395	4,197,275	36,521,543	227,233,575	263,755,118
Loss for the year	-	-	-	-	(19,559,875)	(19,559,875)
Other comprehensive income	8,922	4,011,856	8,208,972	12,229,750	(31,000)	12,198,750
Total comprehensive Loss for the year	8,922	4,011,856	8,208,972	12,229,750	(19,590,875)	(7,361,125)
Transfer from Revaluation reserve to Retained income	-	(386,063)	-	(386,063)	386,063	-
Prior year adjustments	-	-	-	-	182,701	182,701
Transfer of Mark-to-Market to Retained Income	-	-	(4,197,275)	(4,197,275)	4,197,275	-
Total recognised directly in equity	-	(386,063)	(4,197,275)	(4,583,338)	4,766,039	182,701
Balance at 31 March 2024	618,795	35,340,188	8,208,972	44,167,955	212,408,739	256,576,694
Note	34	28&34	27&41		34&41	

Public Servants Association of South Africa NPC

(Registration number 1942/015415/08)

Trading as PSA

Annual Financial Statements for the year ended 31 March 2024

Statement of Cash Flows

	Note(s)	2024 R	2023 Restated R
Cash flows from operating activities			
Cash receipts from members and customers		366,877,549	347,329,684
Cash paid to suppliers and employees		(383,536,307)	(345,282,658)
Cash (used in)/generated from operations	33&41	(16,658,758)	2,047,026
Interest income	23	(1,486,538)	(869,032)
Finance costs	24	579,680	411,338
Net cash from operating activities		(17,565,616)	1,589,332
Cash flows from investing activities			
Purchase of property, plant and equipment	2&41	(8,084,996)	(6,764,835)
Proceeds from sale of property, plant and equipment		76,779	35,224
Movement on funds (capitalised)		8,922	8,303
Purchases of intangible assets	3	(625,057)	(1,507,663)
Inflows from investments		124,500,000	117,000,000
Outflows from investments		(92,270,000)	(102,000,000)
Study loans granted		(560,722)	(454,264)
Study loans repaid		493,284	446,517
Motor vehicle loans granted		(5,910,833)	(10,096,585)
Motor vehicle loans repaid		8,203,354	6,288,469
Net cash from investing activities		25,830,731	2,955,166
Cash flows from financing activities			
Repayment of borrowings	13	(516,747)	(580,196)
Office lease payments	41	(5,286,247)	(6,181,975)
Post employment benefit payments	41	(189,294)	(185,294)
Printer machines lease payments		(836,725)	-
Net cash from financing activities		(6,829,013)	(6,947,465)
Total cash movement for the year		1,436,102	(2,402,967)
Cash and cash equivalents at the beginning of the year		21,266,697	23,669,664
Cash and cash equivalents at the end of the year	7	22,702,799	21,266,697

