

**Steel and Engineering Industries Federation
of Southern Africa**

**Annual
Review
2014**



SEIFSA

Steel and Engineering Industries Federation of Southern Africa

OUR PASSION, YOUR SUCCESS

THE STEEL AND ENGINEERING INDUSTRIES FEDERATION OF SOUTHERN AFRICA (SEIFSA) IS A NATIONAL FEDERATION REPRESENTING 27 INDEPENDENT EMPLOYER ASSOCIATIONS IN THE METALS AND ENGINEERING INDUSTRIES, WITH A COMBINED MEMBERSHIP OF OVER 2 000 COMPANIES EMPLOYING OVER 210 000 EMPLOYEES. THE FEDERATION WAS FORMED IN 1943 AND COMPANIES IN ASSOCIATIONS FEDERATED TO IT RANGE FROM GIANT STEEL-MAKING CORPORATIONS TO MICRO-ENTERPRISES EMPLOYING FEWER THAN 50 PEOPLE.

CORE BUSINESS

SEIFSA's Core Business is to represent and promote the interests of business in Southern Africa, in particular the metals and engineering industries, through lobbying and capacity building, provision of related services and building of good relations with key stakeholders.

SEIFSA's management team represents employers' associations on a number of organisations that are critical to the success of the industry. At industry level, SEIFSA negotiates collective agreements covering wages and conditions of employment with the trade unions.

SEIFSA provides a comprehensive range of products and services of direct benefit to Associations and their members. The SEIFSA divisions specialise in industrial relations, skills development and human capital, economic and commercial, health, safety, environment and quality and legal services. SEIFSA's range of services and products include advice, assistance, consultancy (covering labour, commercial and environmental legislation, dispute resolution, employment conditions, health and safety, broad-based black economic empowerment, contract price adjustment and skills development), publications, training courses, seminars and conferences.

INDEX

INTRODUCTION	2
CHAIRMAN'S REPORT	4
CEO REPORT	8
CFO REPORT	10
ANNUAL REVIEW	12
ADMINISTRATION AND ACCOUNTING SERVICES	16
ECONOMIC AND COMMERCIAL SERVICES	18
INDUSTRIAL RELATIONS SERVICES	22
LEGAL SERVICES	28
SKILLS DEVELOPMENT AND HUMAN CAPITAL SERVICES	30
SEIFSA TRAINING CENTRE	36
HEALTH AND SAFETY SERVICES	38
MARKETING AND COMMUNICATION SERVICES	42
SEIFSA REPRESENTATION ON EXTERNAL BODIES	46
ASSOCIATIONS	50
SEIFSA ORGANOGRAM	54

CHAIRMAN'S REPORT

The metals and engineering sector is something of a micro-cosmos of the general South African economy. This sector has important direct linkages with both the primary and tertiary sectors of the economy. The Steel and Engineering Industries Federation of Southern Africa (SEIFSA), through its representation of more than 20 Industry Associations in this sector, has played a key role over the years and continues to do so.

I joined SEIFSA in November 2013 in my capacity as President, a few weeks before the new Chief Executive Officer. On behalf of the Federation, I welcome Kaizer Nyatumba, who has been tasked with taking SEIFSA to a new level.

The CEO and I quickly realized that the metals and engineering sector is in a state of flux and is faced with too many challenges – all at the same time. A lot of effort and planning would be needed to navigate the Federation through the deteriorating socio- economic, political and regulatory environment and, indeed, the generally unfavorable business landscape.

For this SEIFSA needed to have a strong and united Board, an effective and supportive Council as well as Associations that engage with their members. Significant milestones have been achieved on all these fronts.



BUSINESS AND ECONOMIC ENVIRONMENT

- It is generally understood that South African policymakers are faced with four classical dilemmas:
- economic growth has slowed down and needs to be stimulated;
- inflation has been accelerating and measures to curb that may slow growth further;
- Government tax collections have underperformed, thus curtailing its fiscal scope to stimulate growth through spending; and
- the country imports too much, resulting in a widening balance of payments shortfall – yet we need the imports to accelerate infrastructure spending.

On top of these dilemmas, instability in the industrial relations sphere has spilled over into serious volatility and long periods of disrupted production.

The result is that, as Reserve Bank Governor Gill Marcus has so aptly put it, harm to the economy is largely self-inflicted. Paradoxically, the international environment has turned out to be benign. Slower recovery in the large economies means continued stimulation or the postponement of interest rate increases there – and, hopefully, higher demand for our exports in future. Capital keeps on flowing out of the large economies into emerging markets, on top of oil prices slowing down, decreasing pressure on imported inflation. The result of the previous two trends has probably halted the cycle of interest rate hikes due to softening domestic inflation.

The metals and engineering sector faced numerous challenges in the year under review. There were disruptions due to energy constraints, administered prices drove cost escalation, competition from imports grew and, of course, there was that month-long strike in July. The short-term impact is well known: about R6 billion's worth of production was lost. The medium-term impact on employment, exports and the ability to rebuild confidence as secure suppliers to domestic and international customers remains to be seen.

On the employment front, the most recent official employment data highlight the fact that the South African labour market is probably in for a particularly rough time. According to Statistics South Africa, very few jobs were created in the formal sector of the economy during the second quarter of this year – with employment creeping up by only 0,3% (and mainly in households and the informal sector).

However, I am pleased to report that, notwithstanding the fragility of the recovery, the metals and engineering sector managed to experience a slow recovery in employment levels since the devastation of the recession a few years ago. In fact, employment in our sector grew by just over 2% over the 19 months from January 2013 to June this year, representing around 7500 recovered jobs, which is much better than the national experience.

The Challenge of De-industrialization remains. Over the past two decades we have experienced a steady decline in the contribution of manufacturing to the economy. In the early 1990s manufacturing accounted for more than 20% of the country's nominal GDP. By the second quarter of this year, this contribution had fallen to a paltry 11%, according to the latest manufacturing production figures.

However, there is a misconception regarding the actual size of the sector versus its contribution to the economy. According to the South African Reserve

Bank, the manufacturing sector is 29% larger today than 10 years ago, 66% larger than 20 years ago and 71% larger than 30 years ago.

This does not detract from the fact that manufacturing and the metals and engineering sector experienced massive and painful structural changes. Members of the SEIFSA negotiating team and the trade union negotiators, during the course of the recent industry wage negotiations, focused extensively on these significant challenges, including the urgent need to create and sustain competitive manufacturing capability in the domestic and global markets.

Consequently, one of the key elements of the final deal was the unanimous agreement by the Federation and the union leadership to ensure that concrete progress takes place in discussions in the Industry Policy Forum.

THE 2014-17 WAGE NEGOTIATIONS

Our members will be painfully aware, following a particularly difficult round of negotiations and a violent, four-week strike, that SEIFSA eventually reached agreement with all the industry's trade unions on the terms and conditions of employment for the coming three-year period.



Although this final settlement agreement did not meet all the goals and objectives set by ourselves, we believe that, nevertheless, it does contain the following direct benefits to the membership:

- We managed to secure a three-year wage deal. This guarantees industrial peace, certainty and stability for all member companies from now until June 2017.
- The agreed wage increases for next year and the following year are clear and not dependent on any further negotiations. Therefore, strike action on the increases is not possible, and there are no other changes to employment conditions over these three years.
- Notwithstanding considerable pressure being brought to bear by the unions, we managed to avoid a ban on labour brokers and the youth wage subsidy, and succeeded in protecting the right of all our members to continue to use the services provided by the labour broker community in the industry.

LABOUR DISPENSATION CHANGES

As industry observers and participants will know, the Minister of Labour published a range of proposed amendments to our labour legislation towards the end of 2010.

The detailed negotiations at NEDLAC between representatives of Government, organized business and labour are well advanced. SEIFSA, together with other key business groups, is doing everything possible to ensure a regulated model that seeks to retain the status quo in the face of a concerted Government and labour onslaught on labour flexibility.

The pieces of legislation on which the Minister of Labour published proposed amendments towards the end of 2010, are:

- The Labour Relations Amendment Bill;

- The Basic Conditions of Employment Amendment Bill;
- The Employment Equity Amendment Bill; and
- An Employment Services Bill.

Following the conclusion of detailed negotiations at NEDLAC between representatives of government, organised business and labour and the referral of the Bills to Parliament, the Basic Conditions of Employment Act was gazetted on 9 December 2013 and promulgated on 1 September 2014.

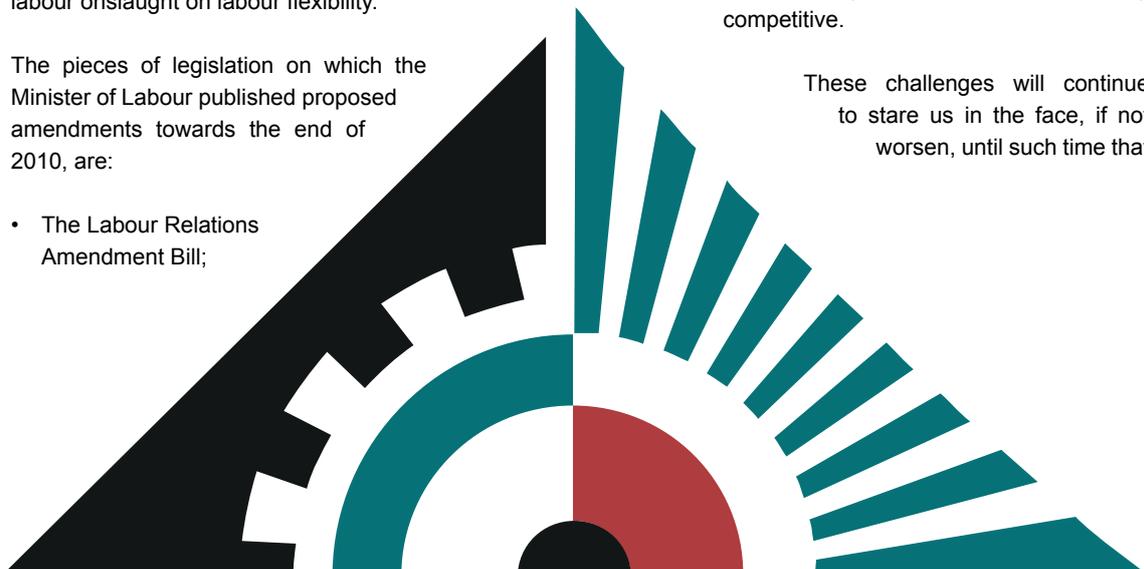
The Employment Equity Act was gazetted on 16 January 2014 and promulgated on 1 August 2014. The Employment Equity Regulations were also published on 1 August 2014. Gazetted on 7 April 2014, the Employment Services Act has yet to be promulgated, while the Labour Relations Amendment Bill was assented to on 18 August 2014 and is expected to be promulgated in October 2014.

There is little doubt that these legislative changes are complex and fundamental in nature. Through its new Legal Division and the well-known Industrial Relations Division, SEIFSA will do everything possible to ensure that the broad-ranging implications of these pieces of legislation are understood fully by our members and anybody who avails him/herself for the invaluable services that the Federation offers.

SEIFSA'S SUSTAINABILITY

Although we have every reason to be relieved that we do not face another round of negotiations in 2014/15, challenges of different kinds remain. At the top of the list is our country's lackluster economic performance, followed by the flood of imports and our manufacturing sector's inability to be internationally competitive.

These challenges will continue to stare us in the face, if not worsen, until such time that



South Africa Incorporated – Government, business and labour – gets together to discuss things openly and constructively, putting the country's interests above all else. To this end, SEIFSA welcomes the Labour Relations Indaba that will be convened by Deputy President Cyril Ramaphosa later this year.

Internally, we have to ensure that SEIFSA continues to be equal to the challenges that confront it, including on our approach to collective bargaining and the mandating process. The Federation will have to demonstrate concretely that it has the interests of all players, big and small, in the metals and engineering sector and that it represents or speaks for all of them.

As a Board, we will continue to work with and support the Chief Executive Officer and his team as they continue to implement the three-year strategy approved early this year.

APPRECIATION

I wish to express my thanks to the SEIFSA Council, which represents our shareholders, the Associations; to my fellow Directors on the SEIFSA Board, and to the Chief Executive Officer and the Executive Team.

In particular, I would like to thank my predecessor, Henk Duys, for having stood in for me in the first two months of the financial year when I was not able to attend some meetings. My thanks also go to the entire SEIFSA team for its energy, enthusiasm and passion for the Federation.

Your dedication and your contributions are greatly appreciated.

Ufikile Khumalo
President and Chairman



CEO REPORT

The 2013/14 Financial Year was a very busy one for SEIFSA. It was a year in which the Federation reviewed its strategy and developed a 2014-17 Corporate Strategy that was approved by the Board in February 2014.

Building firmly on SEIFSA's solid foundation, the new, three-year Corporate Strategy involved extending the Federation's reach to the rest of the Southern African Development Community (with the "SA" at the end of our name now standing for "Southern Africa"), ensuring that we have a national profile and introducing a suite of new products and services and promoting and leveraging our asset, the SEIFSA Training Centre.

We have adopted a new positioning statement, "Our Passion, Your Success", to indicate that we exist to add value to our Associations and their members, and clarified our Core Business as being "to represent and promote the interests of business in Southern Africa, in particular the metals and engineering industries, through lobbying and capacity building, provision of related services and building of good relations with key stakeholders."

We also revised our Vision and Mission statements and adopted Integrity, Diversity, Excellence, Stewardship, Passion and Innovation as our Corporate Values which every member of staff – from the most junior to the most senior – is expected to live. We will assess the degree to which we live these values through a 360% survey of each one of us.

A very important part of our 2014-

17 Strategy involves raising SEIFSA's public profile and ensuring that its voice is heard loudly in national discourse not only on the metals and engineering sector, but also on the economy in general. Concomitant with raising our public profile has been the need to increase our lobbying efforts substantially.

To this end, we have:

- held a very important meeting with Trade and Industry Minister Rob Davies,
- participated in a Portfolio Committee on Trade and Industry Colloquium on Beneficiation,
- commented on a bill affecting the building sector,
- hosted a Pre-Election Briefing Session where the main political parties presented their Economic Plans for the country for the next five years,
- participated as one of the major players in the Inaugural Manufacturing Indaba
- and presented a number of Public Briefings on the State of the Metals and Engineering Sector.

We have, therefore, successfully created a public profile for SEIFSA, well beyond the relatively narrow confines of the metals and engineering sector, in the process ensuring that the 71-year Federation is recognised and accepted as one of the main economic players whose involvement in economic debates is vital. We have made these strides despite considerable challenges that have faced us, among them the Federation's history of reticence when it came to publicly expressing its views.

With regards to innovation, we have added more indices to our popular Price and Index Pages Handbook, which has become a sine qua non for all companies that participate or wish to participate in public tendering. In addition, we have ensured that the indispensable publication is priced appropriately and marketed heavily through an advertising campaign which continues to run on radio and in the country's premier business newspapers.

More importantly, however, we made two critical additions to our executive team: we brought on board the very experienced Rajendra Rajcoomar as Chief Financial Officer and the equally experienced Bridgette Mphuthi as Legal Executive and Company Secretary.



These colleagues have fortified our executive team and so far proven to be invaluable assets to SEIFSA. I wish them a long, happy stay with the Federation.

The appointment of the Legal Executive has enabled us to offer a series of new services in the legal space, including a monthly seminar, offered jointly with our Economics and Commercial Division, on "How To Tender Successfully, Untainted by Corruption", as well as a Business Rescue Seminar. This is in addition to helping our members and customers in chairing Disciplinary Hearings and representing them at the CCMA and the Labour Court.

I hope that more of our members and companies inside and outside the metals and engineering industries will come forward to avail themselves of our valuable, new legal services.

Just as importantly, Ms Mphuthi's appointment in her other capacity has signalled concretely our determination to improve corporate governance at SEIFSA. This follows our clear delineation of responsibilities between the Executive Management, under the leadership of the CEO, and the Board, with the latter previously inappropriately called the Executive Committee. Our amended Memorandum of Incorporation and our new Board Charter indicate clearly the levels of authority required by the Companies Act of 2008.

However, the year under review was also a very challenging one. Not only have we continued to operate without the Collective Bargaining Levy, which has been vital for our work in representing our various Associations in the important work of the Metal and Engineering Industries Bargaining Council, of which we have been a member throughout its existence, but we have also had to contend with a tough round of wage negotiations.

Regrettably, the negotiations could not be concluded in the financial year under review. It was only a month into the strike, at the end of July, that a settlement was reached based on a Ministerial Proposal that did not meet with everybody's approval. While the wage increases finally agreed upon were marginally above the three-year mandate given to us by our Associations through the SEIFSA Council, nevertheless we welcome the fact that we were able to secure a three-year agreement – to which the unions were initially vehemently opposed

– and a compromise on the critical Section 37 of the Main Agreement, which protects companies from shop-floor bargaining on matters with an impact on the cost of employment.

In the 2014/15 Financial Year we will focus on ensuring that those matters deferred during the negotiations for discussion in the Industry Policy Forum (IPF) receive our priority. It is important that, unlike in the aftermath of the 2011 negotiations, real progress is registered in the work of the IPF, especially those for which definite timelines were agreed upon.

The year ahead should also be a very busy one for SEIFSA. Not only will we register SEIFSA in Botswana, Zambia and Mozambique as a starting point towards having a presence throughout the SADC region so that we can service our members with a presence in those countries, but we will also introduce the SEIFSA Awards and host our inaugural, two-day regional Metals and Engineering Conference.

These are very important strategic developments in the Federation's history. Both the SEIFSA Awards and the SADC Metals and Engineering Conference will take place in Johannesburg annually. They present us with wonderful opportunities respectively to recognize and award excellence in the metals and engineering sector (award categories include Most Innovative Company of the Year, Health and Safety Award of the Year, Best Corporate Social Responsibility Programme Award, Customer Service Award, Most Transformed Company Award and Decade of the Artisan Award) and to have matters of critical importance in the metals and engineering sector discussed with a wide array of stakeholders, including Southern African Governments.

Both the SEIFSA Awards and the Metals and Engineering Conference present great opportunities for interested companies to come on board as sponsors. For companies with foresight, both within and outside the metals and engineering sector, a great opportunity exists to strike a long-term contract as a strategic partner to SEIFSA over the next few years. The person to contact is Marketing and Communications Executive Adelia Pimentel, who can be reached on the e-mail address adelia@seifsa.co.za.

Kaizer Nyatumba
Chief Executive Officer

CFO REPORT



OVERVIEW OF FINANCIAL RESULTS

Income generated from Associations and Divisions has increased by 5% from FY2012/13 and income generated by the SEIFSA Training Centre has increased by 69.8% when compared to FY2012/13. However, excluding the Collective Bargaining Levy, overall income has increased by 10.4%. The Collective Bargaining Levy decreased by R5.3m from FY2012/13.

Total expenses increased by 7.6% over FY2012/13, which is slightly above inflation. Legal fees incurred in the course of the year impacted negatively on the above-average increase. Excluding the abnormal legal fees incurred, a 4.2% increase in expenditure is noted, which is well within the inflation index.

Unfortunately, the year closed with a deficit, as indicated above. The absence of the Collective Bargaining Levy has severely impacted on SEIFSA's financial performance.

On a positive note, the balance sheet remains in a healthy position, with a current ratio of 3.9 (FY2012/13: 4.6). Gearing has increased from 19% in FY2012/13 to 26% in the current year. The increase in gearing is attributable to R8.3m being utilized for operating activities. For FY2014/15 the Council has approved a Special Levy to recover the legal costs incurred to date.

OVERVIEW OF OPERATIONS

During the year under review, the Federation continued to operate as it did over the past few years. The main source of income was generated from fees levied to Associations, with the other revenue being generated from products and services offered by the following Divisions:

- Industrial Relations;
- Skills Development and Human Capital;
- Economics and Commercial;
- Health, Safety, Environment and Quality; and
- Legal Division.

SEIFSA has also continued to offer accounting, administration and management services to 21 of its affiliated Associations. The SEIFSA Training Centre has received much attention over the year and has been rebranded in an effort to create awareness and bolster its performance, in keeping with addressing the skills shortage in artisan development.

With the suspension of the Collective Bargaining Levy in December 2012, the adverse financial effects of this decision were felt in the year under review.

INTERNAL CONTROL

SEIFSA's system of internal control is designed to provide reasonable assurance that, inter alia, assets are safeguarded and that liabilities and working capital are managed efficiently.

RISK STRATEGY

SEIFSA has a risk management strategy in place and actively monitors and takes appropriate action against the risks identified and captured in the Risk Register.

FRAUD AND CORRUPTION

SEIFSA has committed itself to actively combat fraud and all other acts of dishonesty on a zero-tolerance basis.

DISCONTINUED ACTIVITIES/ ACTIVITIES TO BE DISCONTINUED

SEIFSA has no discontinued activities or activities to be discontinued.

NEW OR PROPOSED ACTIVITIES

SEIFSA has no new or proposed activities, besides setting up offices in Botswana, Zambia and Mozambique during FY2014/15, in pursuit of its strategy, approved by the Board in February 2014, to extend its reach throughout Southern Africa over the next three years.

Gifts and donations received in kind from non-related parties

No gifts and donations were received in kind from non-related parties.

EVENTS AFTER REPORTING DATE

Failure to reach a wage settlement before 30 June 2014 resulted in employees in the steel and engineering

manufacturing sector embarking on a strike. The strike was resolved in the last week of July 2014. The strike did not have any impact on the financial performance of SEIFSA for the year under review.

FUTURE PLANS

In February 2014, a three-year strategy for FY2014-17 was approved by the Board. By the close of the financial year the necessary infrastructure has been put in place to deliver on the budget for FY2014/15. The Legal Division created to fill a gap in SEIFSA's product offerings will certainly enhance the overall service delivery to its clients. With the emphasis placed on new and innovative products throughout the operating Divisions, I have no doubt that this will bear fruit in the year ahead and deliver on the approved budget for the year.

Rajendra Rajcoomar
Chief Financial officer



ANNUAL REVIEW

THE STEEL AND ENGINEERING INDUSTRIES FEDERATION OF SOUTHERN AFRICA (SEIFSA) IS A NATIONAL EMPLOYER FEDERATION WHICH HAS REPRESENTED THE METALS AND ENGINEERING INDUSTRY SINCE 1943.



SEIFSA

Steel and Engineering Industries Federation of Southern Africa

OUR PASSION, YOUR SUCCESS

For 71 years, SEIFSA has provided active support for Employer Associations and lobbied for policies that have improved the business environment in which its members operate. SEIFSA's key focus has always been on building strong employer associations reflecting the views of their respective membership and in supporting the needs, interests and transformation objectives of responsible employers in the industry.

SEIFSA represents the views and interests of its 27 independent registered employer associations on the various structures and committees of the Metal and Engineering Industries Bargaining Council (MEIBC) and other institutions and bodies, currently including Business Unity South Africa (Busa), the Manufacturing, Engineering and Related Services Seta (merSETA), Metal Industries Benefit Funds' Administrators (Mibfa) and the National Economic, Development and Labour Council (Nedlac), and has been doing so for many years.

The 27 associations have chosen to seek membership of the Federation in order to ensure that SEIFSA and its appointed officials represent them directly in promoting the needs, interests and transformation objectives of responsible employers in the industry.

Since 1943, SEIFSA has delivered service to the affiliated employer associations (and indirectly to their respective membership), participated in the affairs of the bargaining council, established very successful industry wide pension and provident funds. It has also established a very extensive range of other social security benefit fund arrangements, including a sick pay fund, a disability fund, funeral benefit schemes and a bursary scheme; concluded terms and conditions of employment agreements; introduced agreements permitting the introduction of short-time working arrangements, as well as the development, negotiation and introduction of small business wage exemptions and multi-year wage deals.

It has also been at the forefront of artisan training and skills development promotion in the industry and in South Africa today. SEIFSA, for example, devised and introduced the very first innovative industry-wide levy/grant scheme to promote artisan training over 40 years ago which resulted in substantial growth in artisan numbers to the benefit of the industry and the wider economy.

SEIFSA's executive and management team represents employers on a number of organisations that are critical to the success of the industry, including Busa and Nedlac. They have, over the years, positively influenced legislation and national policy affecting

labour relations, employment law, skills development and economic and trade matters.

SEIFSA has a dual purpose: to operate at national level as the recognised voice of the metals and engineering industry and at member company level by providing a comprehensive range of services and products of direct benefit to employers in the industry.

At industry level, SEIFSA negotiates collective agreements covering wages, conditions of employment and social security benefit arrangements with the trade unions. The Federation also represents employers on the boards and management committees of the bargaining council, the merSETA, Mibfa, the Engineering Industries Pension Fund, the Metal Industries Provident Fund, the Metal and Engineering Industries Permanent Disability Scheme and the industry's Sick Pay Fund.

Communication is an important aspect of the Federation's relationship with its members. There are seven main channels of communication:

- Association meetings;
- SEIFSA's website (www.seifsa.co.za);
- Electronic mails and membership messages;
- SEIFSA News;
- The Annual SEIFSA Conference;
- Direct personal contact with the SEIFSA staff.

SEIFSA is a non-profit-making body. Its main source of income derives from annual per capita levies on members. The balance of the Federation's income derives from payment for services rendered and products sold to companies in the industry.

Since its inception in 1943, SEIFSA has helped to promote a business environment in which its members can successfully run their businesses. SEIFSA's functional operations comprise the following five specialist divisions:

- Industrial relations services
- Economics and commercial services
- Skills development and human capital services
- Health, safety, environment and quality services
- Legal services

SEIFSA's range of products and services include consultancy (covering legal matters, labour legislation, employment conditions, health and safety, broad-based black economic empowerment, contract price adjustment, legal and skills development), publications, training courses, seminars and conferences.

SEIFSA has left a noteworthy legacy over the past 71 years and will continue to play a leadership role in the industry in the years ahead.

MEMBERSHIP

SEIFSA is the umbrella body for the following 27 independent employer associations, each representing one or more of the diverse sectors constituting today's metals and engineering industry:

- Association of Electric Cable Manufacturers of South Africa
- Association of Metal Service Centres of South Africa
- Cape Engineers and Founders Association (CEFA)
- Constructional Engineering Association (South Africa)
- Eastern Cape Engineering and Allied Industries Association
- Electrical Engineering and Allied Industries Association
- Electrical Manufacturers' Association of South Africa (EMASA)
- Ferro Alloy Producers' Association
- Gate and Fence Association
- Hand Tool Manufacturers' Association (HATMA)
- Hot Dip Galvanizers Association of Southern Africa
- Iron and Steel Producers' Association of South Africa (ISPA)
- KwaZulu-Natal Engineering Industries Association
- Lift Engineering Association of South Africa
- Light Engineering Industries Association of SA
- Non-Ferrous Metal Industries Association of South Africa
- Plumbers and Engineers Brassware Manufacturers' Association
- Pressure Equipment Manufacturers' Association of SA
- Refrigeration and Air Conditioning Manufacturers' and Suppliers' Association (RAMSA)
- SA Electroplating Industries Association
- SA Reinforced Concrete Engineers' Association (SARCEA)
- SA Valve and Actuator Manufacturers' Association (SAVAMA)
- South African Engineers and Founders' Association
- South African Fasteners Manufacturers' Association (SAFMA)
- South African Post Tensioning Association (SAPTA)
- South African Pump Manufacturers' Association (SAPMA)
- South African Refrigeration and Air-conditioning Contractors' Association (SARACCA)

Three of these associations are regionally based - located in Cape Town, Durban and Port Elizabeth.

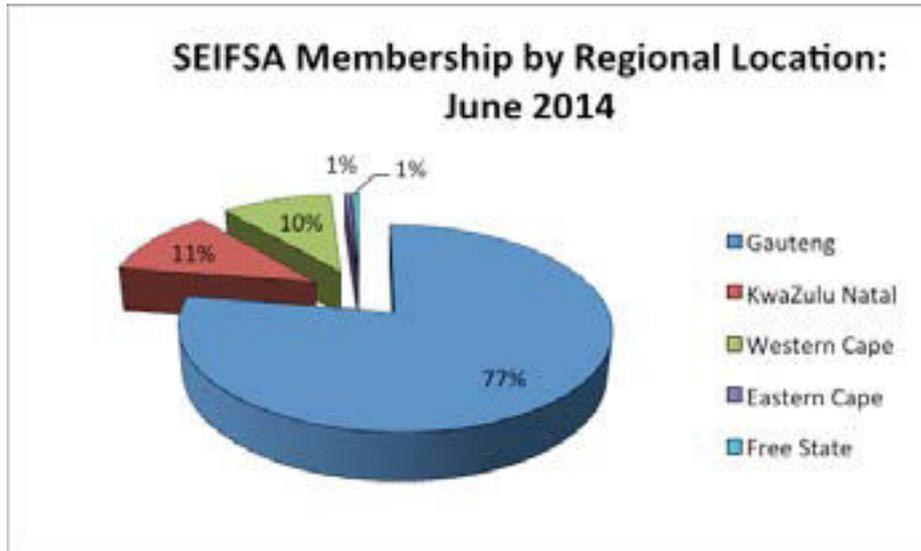
The associations currently have a combined membership of over 2 000 companies employing over 200 000 workers. The SEIFSA membership employs 56% of the industry's workforce and over 78% of all scheduled employees represented by the employer organisations party to the Metal and Engineering Industries Bargaining Council. This

makes SEIFSA one of the largest and most influential employer federations in South Africa.

At the end of June this year, 77% of the companies engaged in the metals and engineering industry throughout South Africa under the membership of the 27 Associations federated to SEIFSA were located in Gauteng.

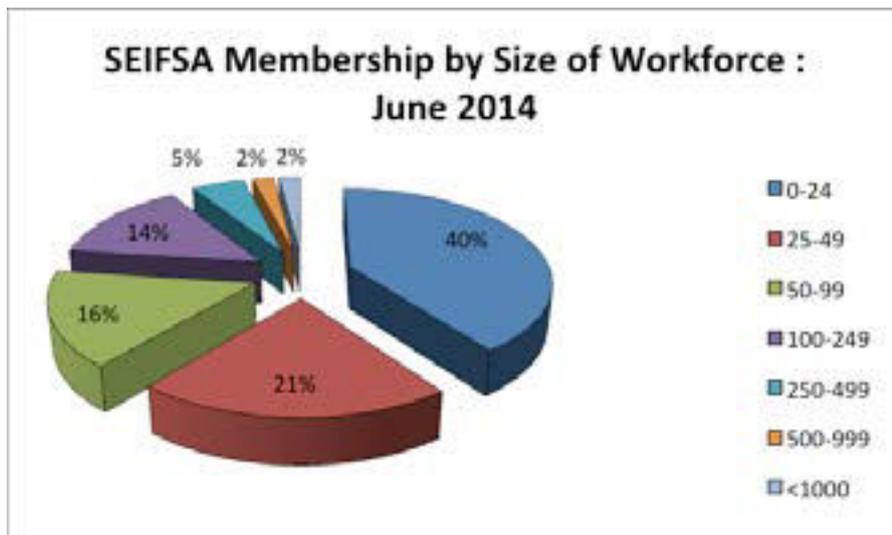
The regional location of the SEIFSA membership is illustrated below.

SEIFSA MEMBERSHIP BY REGIONAL LOCATION: JUNE 2014



Member companies of the federated Associations, range from giant steelmaking corporations to micro-enterprises. Of these member companies, 61% employ fewer than 50 employees.

SEIFSA MEMBERSHIP BY SIZE OF WORKFORCE: JUNE 2014



ADMINISTRATION AND ACCOUNTING SERVICES

IN ADDITION TO THE INDUSTRY SERVICES OFFERED BY SEIFSA, THE FEDERATION ALSO PROVIDES AN EXTENSIVE SECRETARIAL AND ACCOUNTING SERVICE TO THE MAJORITY OF THE FEDERATED ASSOCIATIONS. THE MAJORITY OF THE ASSOCIATIONS HAVE ENTERED INTO A SERVICE LEVEL AGREEMENT WITH SEIFSA IN ORDER TO FORMALISE THE RELATIONSHIP.

ASSOCIATIONS

In order to ensure that the Associations federated to SEIFSA are aligned to SEIFSA's Corporate Strategy for 2014 – 17, the following broad objectives have been implemented:

- Strengthen the relationship between SEIFSA and the Associations
- Strengthen the relationship between SEIFSA, the Association and other stakeholders
- Members of the Associations report accurate billing information
- Accuracy of the membership data
- All the Associations are active and compliant
- Consolidate and merge Associations representing common/similar sectors

Following various consultation processes with members of various Associations federated to SEIFSA, it was recognised that there was a need to establish a dedicated Association to represent the needs of members of the various Associations involved in manufacturing and supplying automotive components. On 3 March 2014, the South African Automotive Component Suppliers Association's (SAACSA) application to become members of SEIFSA was approved by the SEIFSA Board, subject to the approval of their registration as an Employers' Organisation.

The Port Elizabeth Engineers Association's officially changed their name to the Eastern Cape Engineering and Allied Industries Association (ECEAIA), effective 14 May 2014.

REPRESENTATION

The Associations are encouraged to participate in the various structures and/or forums within SEIFSA, which includes:

- SEIFSA Council (each Association is entitled to appoint 2 representatives and 1 alternate)
- SEIFSA Economics Forum
- Industry Policy Forum (Main Agreement Challenges Committee and National Trade and Policy Committee)
- Chairpersons Forum (which was established on 15 May 2013 whereby the Associations would be able to participate and play an active role in and make a meaningful contribution in the formulation of strategy on a variety of important challenges facing the industry)

MEMBERSHIP

As acknowledgement of the loyalty of individual member companies to the federated associations, the following membership recognition structure has been in effect:

- Platinum member companies.....70 plus years' membership
- Gold member companies.....50 to 69 years' membership
- Silver member companies.....25 to 49 years' membership
- Bronze member companies.....10 to 24 years' membership
- Standard member companies.....1 to 9 years' membership

For the 2013/2014 financial year the number of companies in the above loyalty structure were as follows:

- | | |
|-------------------|---------------|
| • Platinum member | 2 companies |
| • Gold member | 26 companies |
| • Silver member | 427 companies |
| • Bronze member | 653 companies |



ECONOMICS AND COMMERCIAL SERVICES

THE DIVISION PROVIDES IN DEPTH RESEARCH AND COMMUNICATES INDUSTRY INTELLIGENCE ABOUT MARKET CONDITIONS TO ASSOCIATIONS FEDERATED TO SEIFSA AND THE GREATER PUBLIC.

WE AIM TO POSITIVELY INFLUENCE THE BUSINESS ENVIRONMENT THROUGH DEEPENING UNDERSTANDING INTO THE ECONOMY, PRICE ESCALATION, TRANSFORMATION DYNAMICS AND ENVIRONMENTAL SUSTAINABILITY. OUR OBJECTIVE IS TO CONTRIBUTE TO A RESILIENT METALS AND ENGINEERING SECTOR AND THE SOUTH AFRICAN ECONOMY.



It is the Economics and Commercial division's mission to raise the profile of SEIFSA in the national discourse on economic, industrial and trade policies. To achieve this, the division continually pursue the following three objectives:

- Continuous research to understand and communicate industry market intelligence to the associations, members and the general public.
- To influence the business environment positively for our members and associations.
- Deepening the understanding of the metals and engineering sector

The metals and engineering sector represents 30% of the broader manufacturing sector and 6% of the gross domestic product of the country. The economic division continuously strives to position SEIFSA as the reference point in the country regarding the dynamics of the sector, both as a resource to members and as a tool for advocacy.

An important step was the publication of the first authoritative 'State of the Metals and Engineering Sector' Report in January 2014. This has been done by utilising different data sources in a unique way to produce an overview of the international and domestic environment, showing the state of the sector in terms of production, employment, capital formation, international trade etc, highlighting the important drivers of growth and concluding with an outlook for 2014 and 2015.

The data presented in this sector report has been leveraged to put the case of the sector in several forums, such as NEDLAC, interaction with the department of Trade and Industry, Parliament and at Business Unity South Africa, to name but a few. The Report has been supplemented by monthly updates of relevant data releases from Statistics South Africa (e.g. production, capacity utilisation, and employment), the South African Reserve Bank (gross domestic production), and the Bureau for Economic Research (manufacturing surveys and Kagiso purchasing managers' index). These have been made available to members.

Our next objective is to regularly produce sub industry reports of the metals and engineering sector. Once such an application was done for a company in the electrical machinery and equipment industry, specifically cable manufacturing. The data for this specific sub industry has been disaggregated to give the company a holistic view of its specific environment regarding the international and domestic market, which was then used as background in its own budgetary/strategic planning exercise. Huge benefits are to be derived from this type of work for individual companies in future.

SEIFSA's understanding of price escalation trends in the sector has expanded in orders of magnitude with significant investments in the scope and depth of the Price and Index Pages (PIPS) publication, and services.

The service is all about tracking and controlling costs on projects. To this effect, several new indices have been added to the publication. A new service to compile (simple) escalation statements for clients in writing, carrying the SEIFSA mark of credibility, has taken off well. This sometimes included impartial views on disputes between clients and suppliers. Demand for training to strengthen and re-introduce knowledge on how to use the indices optimally, have also been strong, country-wide.

Understanding escalation trends in the planning phase of a project or supply contract is of equal, if not higher importance than tracking it after commencement. To raise awareness and draw attention to the benefits of understanding these patterns, the division launched short monthly overviews of escalation trends in the sector. This is slowly starting to attract attention from project and contract managers (company tendering/estimating experts).

The sector exports 60% of its production to the international market and are in competition for 60% of the domestic market with external suppliers importing their products to South Africa. Tracking import and export trends are therefore crucial. During the year, the division started to track SARS Customs and Excise data to this end. Overviews of these trends have been produced, linking trade patterns to the different sub industries and marketing managers are starting to show interest in this data.

The division's standing in the market has attracted ad hoc research in the form of an economic impact assessment for the Catalytic Converter Industry Group. The study modelled the impact of a doubling of the world market share of this group from 15% to 30% of world supply. The study was well received by the group and used in its advocacy process with the policy makers. It confirmed SEIFSA's research capabilities.

The division has also been able to support the industrial relations and negotiation team in the run-up to and during this year's wage negotiations. A presentation sketching the economic backdrop of the process was made at the pre-negotiation conference and data processing support was provided to calculate the details of the final settlement. A detailed analysis of the impact of the strike was published shortly after the conclusion of the agreement between employers and the unions.

Transformation in the metals and engineering sector is an important objective for SEIFSA and in our view, a business imperative for our members. SEIFSA has appointed a transformation expert during the year. We now have the in-house capacity not only to raise awareness about the subject, but also conduct training and provide consultancy. SEIFSA offers a full service to help prepare a company for B-BBEE verification.

The bulk of SEIFSA's membership is small to medium size companies. It was therefore decided to appoint a commercial manager to provide support to such members. The services are in a development stage and may vary from advice on setting up businesses, developing bankable business plans to compliance with legislation and legal advice.

One such offering is on tendering with the objective to guide companies to benefit from public procurement spending. These steps take them from understanding where and how to monitor tenders offered by public entities, through to the actual process ending with successful procurement of the work or rectification/adjustment of their procedures to improve their chances of success. Government offers a wide range of business incentives and the objective is to guide companies, in collaboration with service providers, to access such incentives. The potential of creating a SEIFSA B-BBEE pooled fund for companies to commit their Corporate Social Investments for B-BBEE verification is also under investigation.

INTERACTION WITH SEIFSA MEMBERS AND ASSOCIATIONS

Empowering SEIFSA membership with data and trends about their own industries has been paramount. Association meetings have been conducted throughout the year to keep members abreast of trends in the economic environment. At least one member of the division attended each and every Association meeting during the year. Associations had the benefit of being personally informed about trends by staff members discussing the latest reports and documentation provided to them.

WIDENING SEIFSA'S INFLUENCE THROUGH THE NATIONAL DISCOURSE ON INDUSTRIAL, TRADE AND ECONOMIC POLICY

Advocating SEIFSA members' views to policy makers of importance to the metals and engineering sector is

important. This occurred through many institutions:

- SEIFSA has directly approached and had discussions with the Minister of Trade and Industry Rob Davies, Eskom, the Industrial Development Corporation and others.
- Cooperation with metals related private sector institutions (AFSA, SAISC, SASSDA, the Downstream Development Committee of SAISI, etc.) continued during 2014 and has been expanded to a wider group of organisations representing manufacturing in general. The objective is to facilitate more coordinated policy inputs, on a variety of subjects with others.
- Participation in BUSA initiatives continued while the organisation went through substantial restructuring during the year. Due to the relatively subdued BUSA activities and often general issues under discussion, SEIFSA embarked on more direct interaction with relevant organisations and the policy makers, as mentioned above.
- SEIFSA's permanent seat on the Trade and Industry Chamber of Nedlac has been useful and provided opportunities to contribute input on draft legislation and network with other business organisations.
- Direct interaction with the Department of Trade and Industry has started during the year under review. Follow-up sessions with the senior leadership in the department (as a group) have not been successful, but meetings did take place with some of the Chief Directors (basic metals and capital equipment).
- SEIFSA representatives continue to attend South African Reserve Bank discussions on monetary policy and the economy.

SUBJECTS UNDER DISCUSSION THIS YEAR INCLUDED:

- SEIFSA commented on government's budget for 2014/15. The budget speech represented a pleasant reassurance that the South African economy has weathered the danger of a 'double dip' downturn and that there is resolve to shape government finances in a prudent way for future growth. The National Development Plan has clearly become the roadmap for guiding government finances and spending plans for the future. The long term vision and proposed actions to achieve this, is welcome. The world economic environment is still uncertain but on balance. It seemed as if South Africa has weathered the storms and that the South African economy has adapted sufficiently to allow government to 'change gear' and set a new course in government financial focus. The bold step

was taken to set a ceiling on nominal expenditure growth. The danger was always that spending would be difficult to reign in and high deficits would continue with the resultant mushrooming of government debt. Both have been arrested. Whereas consumption expenditure was contra cyclical up to now, the outlook is for this to slow down and make room for continued and accelerated capital expenditure. The Minister's forecast of 2,7% growth for the economy looked more realistic at the time, but with recurrent labour unrest, has since been adjusted downward several times.

- We continued to attend the Governor of the SA Reserve Bank's 'economic round table' discussions every second month. The turmoil in the mining sector and its impact on the economy was discussed several times.
- Trade policy issues remained foremost in forums like BUSA's Trade Policy Committee (TradePol) and the TESLICO subcommittee of the Trade and Industry Chamber of NEDLAC. Apart from the India tariff reduction negotiations that have still not been concluded, broader issues were on the agenda this year. Of over-arching importance was the announcement that all bilateral trade agreements with countries (reciprocal safeguarding of foreign investment) will not be renewed when they expire. Government announced that the Promotion and Protection of Investment Bill will govern all such relationships in future. This Bill is now under intense discussion at NEDLAC.
- One of the instruments to stimulate domestic demand from general government procurement and the large infrastructure projects is designation. SEIFSA alerted the Minister and the Department of Trade and Industry of the 'slippage' in adhering to this prescript by state owned enterprises and local authorities. This was so serious that the award of large tenders for transformers to foreign companies resulted in the Department re-opening the investigation into the designation of transformers, whereas the initial application was turned down. It is hoped that this will be successful this time round.
- In contrast to the designation example above, the building of the first ships for Transnet has commenced in Durban, after the large tender was indeed awarded to a South African company. Ship repair activities have also expanded at the country's harbours.
- The efforts to improve the availability of ferrous and non-ferrous scrap metal to local manufacturers has been largely frustrated and proved to be ineffective. Several adjustments were made to the regulations issued by IPAP in close cooperation with the affected parties in the metals and engineering sector.
- The debate about the beneficiation of mineral resources within South African borders is continuing. The legislation governing this, the Mineral and Petroleum Resources Development Act (MPRDA) and the Amendment Bill of 2013, has stirred heated debate. The Department of Mineral Resources is involved together with the Trade and Industry Department. Whereas the Chamber of Mines welcomed the amendments, deliberations are continuing as to the appropriateness of the amendments. Much uncertainty exists as a result. SEIFSA's views have been articulated at a recent session of the Standing Committee on Trade and Industry to the effect that a holistic support programme for beneficiation has a better chance of success than one based on stages of production, entailing taxing producers of minerals or declaring such minerals strategic and prohibiting exports.
- The question of E-tolling has been settled in the courts and SANRAL successfully resumed their treasury initiatives to fund the project. However, the premier of Gauteng announced yet another review process on the matter and BUSA's submission recently can be summarised to the effect that it supports the funding of roads, but through the fuel levy.

Henk Langenhoven
Chief Economist

INDUSTRIAL RELATIONS SERVICES

SEIFSA IR SERVICES' QUALIFIED AND EXPERIENCED STAFF OFFER A SERVICE TO COMPANIES THAT ENCOMPASSES CONSULTANCY ON ALL INDUSTRIAL RELATIONS AND LABOUR LEGISLATION ISSUES, INCLUDING THE RESOLUTION OF COMPANY-LEVEL DISPUTES OVER ALLEGATIONS OF UNFAIR DISMISSALS, UNFAIR RETRENCHMENTS AND UNFAIR LABOUR PRACTICES.



INDUSTRY WAGE AND EMPLOYMENT NEGOTIATIONS

SEIFSA signed an agreement with all the trade unions in our industries on Tuesday, 29 July 2014 on the terms and conditions of employment for a three-year period ending 30 June 2017.

This agreement followed a difficult negotiation and dispute-resolution process which comprised over 60 formal, informal and bilateral meetings, commencing on 26 March this year and ending when all the trade unions signed the Settlement Agreement on 29 July, following a four-week strike predominantly by members of Numsa.

Although the final settlement agreement did not meet all the goals and objectives set by the employer parties, SEIFSA believes that the agreement contains the following direct benefits to the membership:

- The employer negotiating team managed to secure a three-year wage deal. This guarantees industrial relations peace, certainty and stability for all member companies from now until 30 June 2017. Crucially, it is only the third time in SEIFSA's 71-year history that a three-year agreement has been concluded with the trade union parties.
- The actual wage increases for next July and again in 2016 are clear and unambiguous – they are not dependent on further negotiations, and strike action on the increases is not possible. Member companies now know precisely what their employment costs will be for the coming three years, and have an opportunity to manage these appropriately.
- Notwithstanding considerable pressure brought to bear by the unions (in particular, Numsa), SEIFSA succeeded in securing satisfactory wording on clause 37 of the Main Agreement. This wording is critical since clause 37 of the Main Agreement is the one which provides protection against a compulsion to bargain at company level.
- Finally, SEIFSA and all the trade unions have, as a fundamental element of the agreement, committed to taking immediate steps to continue discussions in the Industry Policy Forum to provide senior industry leadership and engage at Ministerial level on a number of crucial and urgent challenges facing the metals and engineering industries.

In view of the continuing difficult trading conditions, the Federation embarked on a comprehensive campaign

to provide assistance to those member companies requiring relief from the nationally applicable increases. This campaign and the industry wage increase exemption process appears to have functioned well and affected employers were authorised by the bargaining council to implement lesser increases than those prescribed in the Main Agreement.

INDUSTRY POLICY FORUM

SEIFSA and the trade unions spent a considerable amount of time during the wage negotiations analysing and examining the significant challenges facing the metals and engineering industry, including the urgent need to create and sustain decent jobs and competitive manufacturing capability in the domestic and global markets.

Discussions have been underway at the level of the Industry Policy Forum where senior industry and union leadership have been engaging on a number of crucial challenges, including the following:

- The identification of the factors which have contributed to the decline of the metal industry in terms of output, employment, contribution to GDP, and to design strategies and implementation plans to grow investment, skills, jobs and markets.
- The development of strategies aimed at securing the long-term future of the employer parties, including a dispensation for small business, some form of regional dispensation, wage exemptions and other relevant policies.
- The formulation and implementation of appropriate strategies to promote job retention and employment creation; and
- The development of strategies on such matters as trade and tariff policies, the importation of steel products by parastatals, export opportunities and demand side measures.

While the challenges are formidable, unlocking stakeholder understanding on the following key areas as agreed to during this year's industry wage and employment negotiations, namely:

- Regional, sectoral and distressed area dispensation;
- Small business;
- Exemptions policy;
- Productivity and flexibility; and
- A review of the current industry job grading model.

would provide a platform for the re-engineering of the industry to meet the key challenges of the retention and creation of jobs as well as the enhanced competitiveness of the industry to the immense benefit of all the stakeholders.

BARGAINING COUNCIL SEAT ALLOCATION DISPUTE

The commencement of arbitration proceedings between the SEIFSA affiliated Associations versus Neasa commenced on 23 to 27 September and continued on 7 to 10 October 2013.

The basis of the dispute is founded in arriving at an agreed formula for the allocating of employer seats (or votes) on the National Bargaining Council.

The SEIFSA Associations' position on the matter is informed by the following key principles:

- That the formula for the allocation of seats be based on employee strength (i.e. number of employees employed by individual member companies);
- That the allocation of seats on the bargaining council be populated in accordance with the current bargaining council constitution; and
- That the current voting arrangement is not amended to require a majority vote amongst the combined employer vote before any motion is tabled for adoption i.e. retaining the current constitutional requirement of a simple majority vote of all the management committee representatives on the bargaining council to adopt a resolution.

SEIFSA, on behalf of the Associations, has presented its case and has been cross-examined by the Neasa legal team. With the matter now being part-heard the continuation of the arbitration is scheduled to take place from the 27 October to 14 November 2014.

In the interim, the status quo informed by the Interim Agreement entered into between SEIFSA on behalf of the Associations and Neasa remains in force and affect the work of the Bargaining Council, Industry Policy Forum and related Bargaining Council forums and structures continues unhindered.

LABOUR LAW AMENDMENT BILLS

In December 2010, the Department of Labour published the following labour law amendment Bills and presented these to the National Economic Development and Labour Council (Nedlac) for negotiation by representatives from organised business, labour and government:

- The Labour Relations Amendment Bill;
- The Basic Conditions of Employment Amendment Bill;
- The Employment Equity Amendment Bill; and
- An Employment Services Bill.

The Basic Conditions of Employment Act, no. 20 of 2013 was assented to on 4 December 2013. The Act was gazetted on 9 December 2013 and was promulgated on 1 September 2014.

The Employment Equity Act, no. 47 of 2013 was assented to on 14 January 2014. The Act was gazetted on 16 January 2014 and was promulgated on 1 August 2014. The Employment Equity Regulations were also published on 1 August 2014.

The Employment Services Act, no. 4 of 2014 was assented to on 3 April 2014. The new Act was gazetted on 7 April 2014 and a promulgation date is awaited.

The Labour Relations Amendment Bill, 2012 was assented to on 18 August 2014. The promulgation of the Act is anticipated in October 2014.

There is little doubt that the legislative changes are complex and fundamental in nature. SEIFSA will be doing everything possible to ensure that the broad ranging implications are understood by the membership through the publishing of various articles in SEIFSA News and the conducting of a series of informative and practical Labour Law Workshops and Seminars around the country.

INDUSTRIAL RELATIONS SERVICES

The Federation continues to provide a comprehensive and professional range of services to member companies. These include:

INDUSTRY JOB GRADING SERVICE

SEIFSA provides a comprehensive job grading service - in terms of which a grading specialist is available to observe all the operations and jobs performed at individual member companies and then grade these in accordance with the Main Agreement technical schedules.

This has proved to be a valuable service to members in countering the pressure exerted by shop stewards and employees to have workers' jobs graded.

ARBITRATION REPRESENTATION SERVICE

The SEIFSA member company arbitration representation service continues to provide a professional and cost-effective benefit to member companies. This service includes evaluating and preparing management's case prior to arbitration, interviewing and preparing witnesses for the hearing, presenting management's case, cross-examining witnesses, preparing legal arguments, and formulating and presenting the opening and closing statements at the formal arbitration hearings at the industry's Centre for Dispute Resolution and at the CCMA.

CHAIRING DISCIPLINARY ENQUIRIES AND APPEALS

SEIFSA continues to provide qualified and experienced persons to chair, manage and conduct in-company disciplinary enquiries and disciplinary appeal proceedings.

ASSISTANCE IN DEALING WITH THE BARGAINING COUNCIL

SEIFSA provides advice and assistance to member companies on a range of issues related to the bargaining council, including the following:

- The interpretation, application and implementation of the bargaining council's collective agreements;
- The formulation and processing of wage exemption applications;

- The formulation and processing of leave enhancement pay exemption applications; and
- The formulation and processing of any other exemption applications.

GENERAL INDUSTRIAL RELATIONS SERVICES

SEIFSA's IR staff continue to provide advice and assistance to member companies on a comprehensive range of industrial relations issues, including:

- Dispute resolution;
- Industrial relations advice and assistance;
- Application of employment conditions;
- Formulation of employment equity plans and reports;
- Dealing with strike action;
- Advising on the legitimacy of medical certificates; and
- The interpretation and application of all labour legislation.

INDUSTRIAL RELATIONS PUBLICATIONS

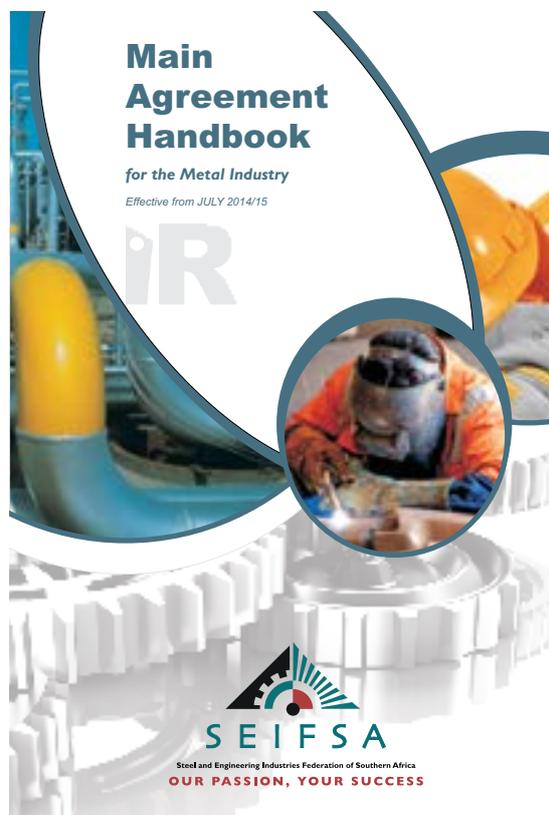
A range of industrial relations publications is available to the SEIFSA membership. These include the following general management guideline publications:

- A Summary of the Key Elements of the Labour Relations Act.
- A Practical Guide to Implementing Retrenchment Law at the Workplace.
- HIV and Aids in the Metals and Engineering Industry.
- Reduce and Manage Absenteeism in your Workplace.
- Disciplinary Policy and Code.
- Dealing with E-mail and Internet Abuse at the Workplace.
- Employment Contracts and Labour Broking Arrangements.
- Dealing with Sick Leave and Sick Leave Abuse at the Workplace.
- Dealing Effectively with Theft, Unauthorised Possession and the Searching of Employees.

MAIN AGREEMENT PUBLICATIONS

SEIFSA released the latest version of the publication: The Main Agreement Handbook for the Metal Industry, 2014/15 in September. This annual publication is an easy-to-read summary of the industry's Main Agreement.

The latest edition of the associated Main Agreement Wall Chart was also published in September. It summarises the key sections of the Main Agreement in a poster format.



MAIN AGREEMENT PORTAL

The Main Agreement portal, hosted on the SEIFSA website (www.seifsa.co.za), provides a unique on-line service for member companies. The portal facility is available to guide management on the detailed terms and conditions of employment in the industry. The key features of this portal include:

- A word search facility which enables members to access specific information in a simple and expedited manner;

- Downloadable pro-forma letters, employment contracts and other documentation related to the Main Agreement and employment provisions;
- An interactive forum where members can pose questions directly to the SEIFSA industrial relations staff and view questions and answers from other subscribers;
- Direct access to SEIFSA's industrial relations case study library and database; and
- Links to various relevant websites.

INDUSTRIAL RELATIONS TRAINING

SEIFSA continues to present a comprehensive range of practical industrial relations training courses, seminars and workshops, including:

- Effective Industrial Relations on the Shopfloor.
- Understanding the New Main Agreement.
- The A-Z of the Main Agreement.
- Managing Sick Leave at the Workplace.
- Current Labour Law.
- Amendments to Labour Law.
- Conducting Fair and Effective Discipline at the Workplace.
- Understanding Employment Contract Law.
- How to Prepare for and Conduct a Disciplinary Hearing.

BUSA STANDING COMMITTEE ON SOCIAL POLICY AND TRANSFORMATION

SEIFSA is represented on the Busa Standing Committee on Social Policy and Transformation. Regular meetings of the committee were held during the course of the year and matters discussed included the following:

- The on-going Nedlac labour market policy review programme;
- The proposed social security and retirement reform review; and
- The formulation of a proposed business engagement strategy on National Health Insurance.

NEDLAC LABOUR MARKET CHAMBER

SEIFSA's Operations Director serves as a business representative on Nedlac's Labour Market Chamber (LMC). The LMC provides a forum where senior government representatives (from the Department of Labour), organised labour (from Cosatu and Fedusa) and organised business (from Busa) are able to engage on proposed amendments to labour legislation and planned changes to the country's labour market policy.

This year the Chamber's work programme included debate and discussion on the following key focus areas:

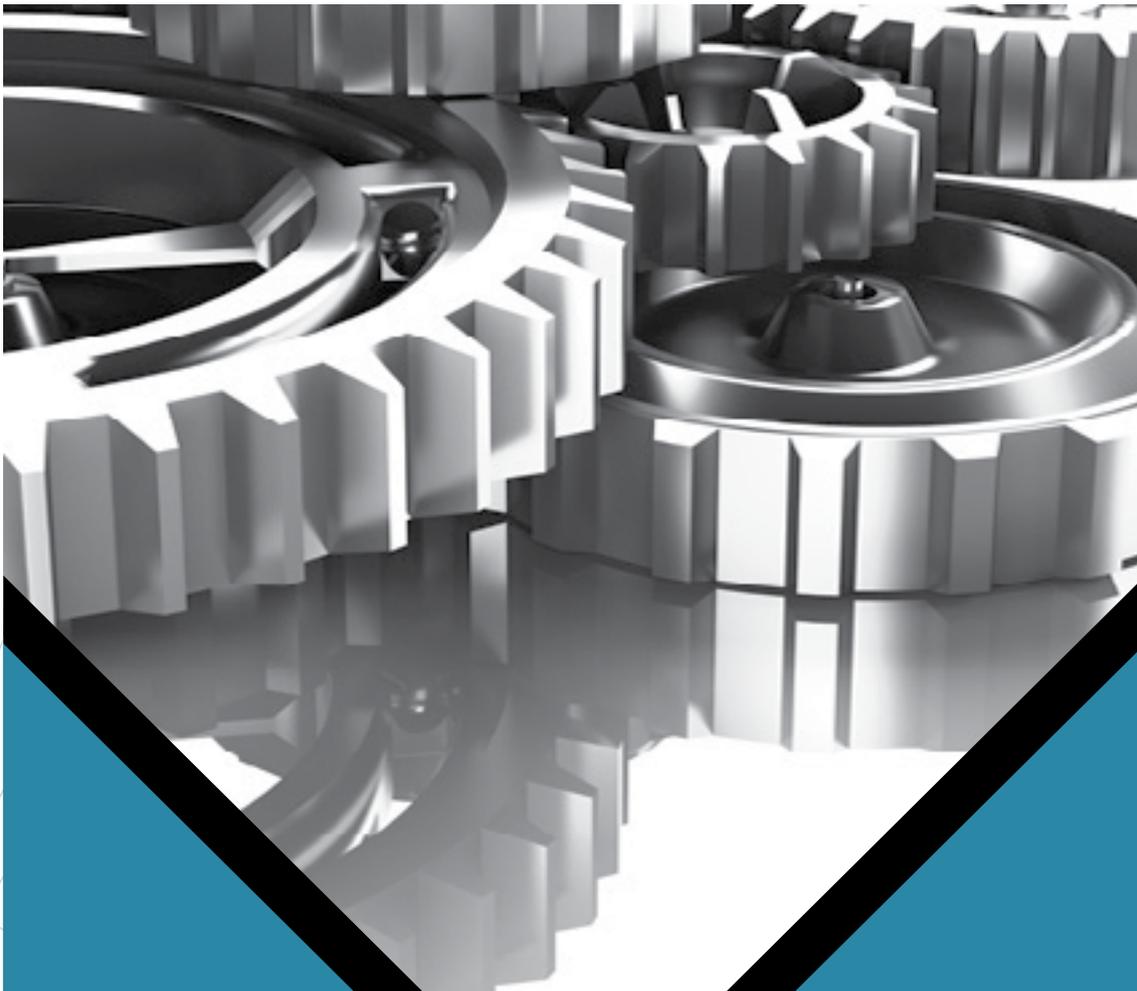
- The labour market policy review programme;
- Proposed policy on appointment of insolvency practitioners by the master of the High Court;

- Proposed introduction of a national disability policy; and
- Proposed amendments to the COIDA Act.

NEDLAC NATIONAL DEMARCATION COMMITTEE

The SEIFSA Operations Director serves as a business representative on Nedlac's National Demarcation Committee. This committee is a national forum where applications for the registration and variation of scope of bargaining and statutory councils are considered and determined, and draft arbitration awards related to demarcation disputes are reviewed.

Gordon Angus
Industrial Relations Executive



LEGAL SERVICES

THE LEGAL SERVICE OFFERINGS INCLUDE ADVISORY AND TRAINING SERVICES IN ALTERNATIVE DISPUTE RESOLUTION, COMMERCIAL LAW, CONTRACT LAW, CORPORATE GOVERNANCE, EMPLOYMENT LAW, AS WELL AS ENVIRONMENTAL LAW.

WITH REGARD TO EMPLOYMENT LAW, THE SERVICES INCLUDE LEGAL REPRESENTATION IN THE METAL AND ENGINEERING INDUSTRIES BARGAINING COUNCIL, THE COMMISSION FOR CONCILIATION, MEDIATION AND ARBITRATION AND THE LABOUR COURT.

PART OF THE FUNCTIONS PERFORMED BY THE LEGAL EXECUTIVE HAS BEEN TO ASSIST THE COMPANY IN COMPLIANCE WITH ALL LEGISLATION RELEVANT TO THE OPERATING ENVIRONMENT.



ROLE AS A COMPANY SECRETARY

Section 86 of the Companies Act, 2008 requires the appointment of a Company Secretary with the requisite knowledge, skills and relevant experience. The duties include, amongst others:

- Providing the Directors of the company with guidance as to their duties, responsibilities and powers;
- Making the Directors aware of any laws relevant to or affecting the organisation;
- Ensuring that minutes of all Council, Board, Audit Committee and Remuneration Committee meetings are properly recorded in accordance with the Companies Act, 2008.

With the appointment of the Company Secretary, corporate governance has been strengthened and enhanced in accordance with the corporate governance rules set out in the Companies Act and in the King III Report on Corporate Governance.

COMPLIANCE WITH LAWS AND REGULATIONS

SEIFSA operates within the ambit of South African laws. The most important ones are:

- The Companies Act;
- The Labour Relations Act;
- The Basic Conditions of Employment;
- Employment Equity Act;
- Income Tax Act.

During the year under review, there have been no transgressions of the above cited laws within the organisation.

In the forthcoming year the Legal Services Division will play an active role in influencing policy making in the national structures by commenting on proposed legislative amendments and by participating in the relevant colloquiums.

SERVICE OFFERINGS

SEMINARS AND WORKSHOPS

Throughout the year the Legal Division hosted a number of seminars which are immensely informative

and cover topical issues and the application of legal principles in the various fields of law. These include, but are not limited to, Employment law, Commercial law, Environmental law, legislative changes, the impact of legislation on the business of the employer and a practical application and interpretation of statutes and judgments.

CONSULTANCY

Consultancy is a customised legal advisory service offering to meet the client's needs in respect of its business operations to achieve compliance with various statutes. The Legal Division deals with disputes arising out of the employment relationship. Many of these disputes culminate in litigation in the CCMA, the MEIBC, the Labour Court, the Pension Fund Adjudicator and / or Private Arbitration. We assist and represent parties throughout the process of dispute resolution. These disputes include issues regarding dismissals (including retrenchments), discrimination, unfair labour practices, strikes, the review of CCMA/ MEIBC arbitration awards, wages and collective bargaining, executive incentive schemes and medical and retirement benefit funds.

IN-HOUSE TRAINING

This training is customised to suit the client's requirements based on its operational requirements. This type of training is suited to larger organisations with multiple operating sites and divisions spread over a wide geographical area and is aimed at standardising business practices and up-skilling the organisation's personnel with the appropriate compliance knowledge and skills.

EXPANSION OF SEIFSA'S FOOTPRINT TO SOUTHERN AFRICAN DEVELOPMENT COUNTRIES (SADC)

As part of the corporate Strategic Plan for the FY2014-17, in 2014/15 offices will be established in Botswana, Mozambique and Zambia. As part of its core responsibilities, the Legal Division will be instrumental in the registration of SEIFSA in these SADC countries.

Bridgette Mphuthi

LLB, Admitted Attorney

Legal Executive and Company Secretary

SKILLS DEVELOPMENT AND HUMAN CAPITAL SERVICES

SEIFSA'S SKILLS DEVELOPMENT & HUMAN CAPITAL SERVICES TEAM PLAYS A MAJOR ROLE IN CO-ORDINATING THE VIEWS OF BUSINESS AND LOBBYING FOR EMPLOYER-FRIENDLY POLICIES AT NATIONAL STRATEGIC LEVEL THROUGH BUSINESS UNITY SOUTH AFRICA (BUSA). SEIFSA IS ALSO ACTIVE IN THE MANAGEMENT OF THE MANUFACTURING, ENGINEERING AND RELATED SERVICES EDUCATION AND TRAINING AUTHORITY (merSETA).



CHANGES TO LEGISLATION AND SKILLS DEVELOPMENT POLICY

The period 2013 to 2014 continues to be one of consistent legislation and policy change within the skills development environment. The intention of the legislation which has been introduced or proposed by the Department of Higher Education and Training (DHET) demonstrates an intention to address inefficiencies and issues of ineffectiveness across the system. A consistent theme from the DHET is to combat the challenges of youth employability, issues of skills shortages as well as the need for alignment to labour market needs.

Perhaps the most significant policy introduction in the year has been the introduction of the White Paper from DHET, which was approved by cabinet in November 2013 and published in the Government Gazette No: 37229, on 15 January 2014. The White Paper for Post-school Education and Training which is titled Building an Expanded, Effective and Integrated Post-school Education System sets out strategies to improve the capacity of the post-school education and training system to meet South Africa's skills needs.

A. The main policy objectives of the White Paper are:

- A post-school system that can assist building a fair, equitable, non-racial, non-sexist and democratic South Africa;
- A single, co-ordinated post-school education and training system;
- Expanded access, improved quality and increased diversity of provision;
- A stronger and more co-operative relationship between education and training institutions and the workplace;
- A post-school education and training system that is responsive to the needs of individual citizens, employers in both the public and private sectors, as well as broader societal and development objectives.

The intention of the white paper is to drive several objectives to create a single integrated post-school education system but perhaps the strongest message has been in the environment of increasing the throughput of our colleges and the importance of work integrated learning.

The white paper sets a framework for mobilising the FETs, now known as Technical and Vocational

Education and Training (TVET) colleges to increase annual learner throughput from the current 500 000 learners to 2,5 million learners by 2030.

The importance of work integrated learning (WIL) (i.e. structured learning in real workplaces linked to formal theory in an institution) is a message which will resonate with employers and workplace learning practitioners and hopefully impact positively on employment creation by improving the work readiness of new entrants to the labour market. WIL is one of the largest "stumbling blocks" in ensuring that we are able to employ skilled and experienced individuals into our workplaces.

The Human Resource Development Council (HRDC) remains active and continues to meet regularly. It is chaired by the Deputy President and intends to provide strategic guidance on all education, training and skills development matters. Seven task teams have been established to conduct work in specific areas including a review of the skills sector, foundational learning and further education and training amongst other topics.

SEIFSA remains an active participant into the HRDC through the Technical Working Group of the HRDC and is also represented on the technical task teams.

The Quality Council for Trades and Occupations (QCTO) has overall responsibility for all workplace learning, including the process of developing unit standards and registration of qualifications to meet the needs of industry. In the latter half of 2013, a moratorium had been placed on the submission of applications to develop qualifications due to the enormity of the tasks to register current qualifications. It is fair to assume that this moratorium would delay the approval of qualifications going forward. However, it is pleasing to note that a number of qualifications, many of which are relevant to the metals and manufacturing sector, have been approved by the QCTO over the last year. SEIFSA will continue to monitor the progress in this environment and will ensure that our member interest remains at the forefront of our discussions with the QCTO.

The approval of the National Development Plan (NDP) in 2012, as the primary policy for growth and development in the country has offered industry an opportunity to engage in the alignment and focus of skills development matters as a cornerstone for the strategy.

The NDP incorporates the New Growth Path (NGP) and also builds on the employment creation focus of the Industrial Policy Action Plan (IPAP) with a goal of

five million jobs to be created by 2030. It is intended that the employment creation focus will be achieved through the promotion of labour absorption across all industries as well as collaboration across all sectors to support the vision. In particular, the NDP highlights the fact that labour intensive manufacturing is good for both economic growth and employment creation. Furthermore, economic growth must be supported by improving the national skills base through improving education and vocational training.

The National Skills Accord, which was implemented in July 2011, through multi-stakeholder approval remains in place.

merSETA is one of the few SETAs to have achieved the targets laid out in the National Skills Accord and the participation of the merSETA Metal Chamber employers in contributing to the achievement of the targets must be noted and commended.

The following regulations still remain in draft form, awaiting finalisation and promulgation:

- Recognition of Prior Learning (RPL)
- Draft Trade Test regulations
- Draft Learning Programme regulations

Education and Training Advisory Committee (ETAC)

The SEIFSA Education and Training Advisory Committee continued to meet regularly during the year where both strategic and operational matters relating to policy issues, the changing skills development landscape and the impact on the business environment are addressed. Key issues remain the implementation of the National Skills Development Strategy (NSDS III), the National Skills Accord, matters relating to the skills supply, apprentice training, technician training and higher education matters.

Industry participation remains high and the ETAC forum is regarded as a valuable platform in terms of building understanding, sharing experiences and improving implementation of skills development matters within the respective companies involved.

ACCREDITATION BY MERSETA

SEIFSA underwent a stringent evaluation process and is now offering accredited high quality health and safety training. SEIFSA is also currently extending the scope of its accreditation to progressively include accredited training in all service areas of the organisation.

SEIFSA has always realised the importance of quality training in this increasingly important sector and accreditation gives us the official standing required. SEIFSA's extensive experience and continuous involvement in the industry ensured that the accreditation was a natural step easily attained. This step gives our members the assurance that the quality of our training is above reproach. Further to this, attending accredited training contributes significantly to the B-BBEE scorecard of companies.

SKILLS DEVELOPMENT AND HUMAN CAPITAL TRAINING

SEIFSA continues to present a comprehensive range of skills development training courses, seminars and workshops, including:

- Introduction to Skills Development
- Skills Development Update
- Skills Planning and Reporting
- Creating an Effective Training Committee
- Supervisory training (unit standard based)
- Supervisory training II – Problem Solving (unit standard based)
- Skills Development Facilitator training (unit standard based)
- Training Needs Analysis and Skills Audit programme
- Overview of Skills Development for Training Committees
- Claiming your Discretionary Grant
- Tax rebates for skills development

Further to the above offerings SEIFSA has expanded its product offering to include the following Human Capital programmes:

- Performance Management
- Talent Management
- Succession Planning
- Diversity and Employment Equity
- HR Standards
- Employee Tax Incentives

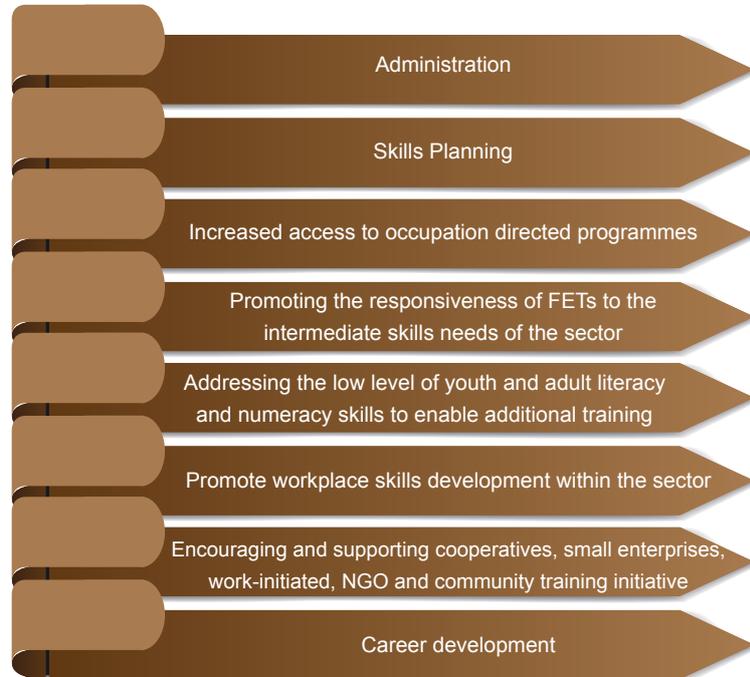
SKILLS DEVELOPMENT AND HUMAN CAPITAL CONSULTANCY

SEIFSA's skills development and human capital team offers a consultancy service on a range of, including:

- Introduction to skills development
- Maximising discretionary grants

- Maximising skills development on your B-BBEE scorecard
- Preparing workplace skills plans and annual training reports (including PIVOTAL plans) to claim mandatory grants
- Linking skills development initiatives to the company's employment equity, B-BBEE objectives and the organisation's strategic objectives
- Assistance and guidance on registering apprentices and learners
- Identifying available industry learning interventions
- Human Capital strategy formulation
- Incentive and reward strategies for organisations
- Workforce planning and staff optimisation
- Human Capital consultancy in respect of Performance Management, Talent and Succession Management and other areas of the human capital value chain

and a regular review of the programme areas by the Accounting Authority (Governing Board) takes place in order to ensure responsiveness and effectiveness of initiatives in the sector. The eight key programme areas which the merSETA will focus on for the period April 2011 to March 2016 are as follows:



MATTERS RELATING TO THE MANUFACTURING, ENGINEERING AND RELATED SERVICES SETA (MERSETA)

merSETA continues to actively achieve progress against the skills development imperatives for the manufacturing sector. Mustak Ally replaced Nazrene Mannie as the sector representative on the merSETA Accounting Authority (Governing Board) with effect from May 2014.

The vision, mission and related objectives of the merSETA are guided by the National Skills Development Strategy (NSDSIII)

The Metal Chamber of the merSETA remains the largest chamber in terms of number of companies as well as levy contribution. Both employer and labour stakeholders remain actively engaged in a range of important initiatives including the review of the chamber in order to ensure more cooperation and participation within the merSETA structures and skills development matters in general.

Apprentice intake in the metal chamber of the merSETA for the period July 2013 to June 2014 remains the highest across the merSETA chambers. SEIFSA is monitoring the apparent downward trend in apprentice statistics since April 2013 in order to understand the reasons impacting on the shift.

SEIFSA has actively project managed the Metal Chamber research project, Phase 1, focusing on supply and demand of skills in the metals and engineering sector during the year. The project was funded by a research grant from the merSETA. These funds were made available to all five Chambers in the merSETA in order to ensure that research is able to respond to the needs of individual sectors.

SEIFSA was again awarded project management of the Phase 2 of the Metal Chamber research project in the 2013/2014 year. This partnership with the merSETA is directing research on skills shortages in our industry. The research service provider has used a variety of triangulation methods and sources to gather evidence and corroborate the findings in order to





obtain expert opinion and insights on skills shortages in our industry. The findings are expected to feed into the merSETA Sector Skills Plan and provide valuable intelligence on sector skills planning.

SCHOLARSHIPS AND BURSARIES

In order to align to the national and sectorial objectives of skills development and to create a skills pipeline for our member companies, we embarked on an initiative of awarding bursaries to learners who want to pursue an Apprenticeship, University of Technology or University qualification in the steel and engineering sector.

Annually SEIFSA utilizes funds from the Technological Fund and its Metal and Engineering Industries Education and Training Fund (MEIETF) to provide bursaries to Higher Education and Artisan bursars respectively.

SEIFSA is proud to announce that we have a total of 24 bursars in our current bursary skills pipeline.

The statistics are as follows:

- a) 10 Learners in the apprenticeship bursary programme in the fields of Boilermaker, Electrician and Fitter& Turner
- b) Two Learners in Diploma studies at Vaal University of Technology and Cape Peninsula University of Technology in the field of electrical engineering.
- c) 12 Bursars in B.Eng studies at various Universities in the various fields of engineering

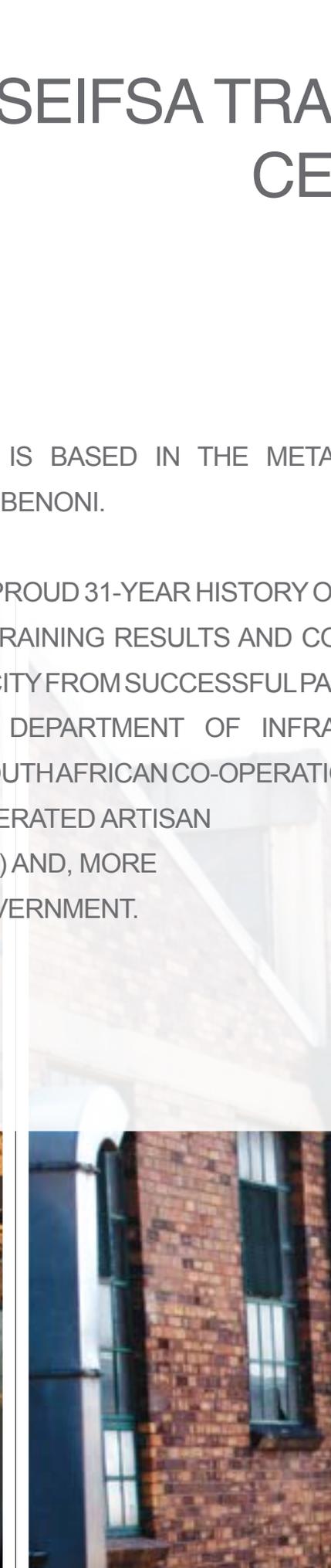
Mustak Ally

Skills Development & Human Capital Executive

SEIFSA TRAINING CENTRE

SEIFSA'S TRAINING CENTRE IS BASED IN THE METAL INDUSTRY HEARTLAND OF EKURHULENI, BENONI.

THE TRAINING CENTRE HAS A PROUD 31-YEAR HISTORY OF PROVIDING OUTSTANDING APPRENTICE TRAINING RESULTS AND CONTINUES TO ATTRACT FAVOURABLE PUBLICITY FROM SUCCESSFUL PARTNERSHIPS AND PROJECTS WITH THE DEPARTMENT OF INFRASTRUCTURE DEVELOPMENT, THE SWISS-SOUTHAFRICAN CO-OPERATION INITIATIVE (SSACI), THE MERSETA ACCELERATED ARTISAN TRAINING PROGRAMME (AATP) AND, MORE RECENTLY, THE NIGERIAN GOVERNMENT.



SEIFSA TRAINING CENTRE

In 2013 the SEIFSA Training Centre marked its thirty year anniversary. In line with this the centre has undergone a strategic name-change from Fundi Training Centre to the now SEIFSA Training Centre.

The Centre provides high-quality competency and unit standard based training, preparing employees to meet the demands of industry. SEIFSA Training Centre's strategy of long-term partnerships with clients allows it to address scarce, technical skills and deal with industry on issues like employability of learners and customising training to company needs, including the below listed training, assessment and testing facilities.

The training centre remains competitive with ten registered apprenticeship trades, and trade test accreditation with both the merSETA and the CHIETA. Core products for the centre have been established as the six and nine months apprentice institutional training programmes and trade testing for single and dual trades. Short courses are derivatives of the core training programmes. The centre employs 16 staff members and has a full capacity of 250 trainees per day.

SEIFSA TRAINING CENTRE OFFERINGS

The SEIFSA training centre offers training in the following disciplines (at basic, intermediate or advanced level):

APPRENTICESHIPS:

- Boilermaker
- Electrician
- Fitter
- Fitter and Turner
- Instrument Mechanician
- Millwright
- Tool, Jig and Diemaker
- Turner
- Welder
- Pipe Fitter

LEARNERSHIPS (NQF 2 - 4):

- Machining
- Fitting
- Fabrication

ADVANCED AND SPECIALISED COURSES

- Trade test preparation
- Electrical fault diagnostics
- Control and instrumentation
- High speed machining
- Advanced fitting and turning
- Hydraulics

- Pneumatics
- MIG and TIG welding and industrial safety
- Industrial safety.

TRAINING CENTRE PERFORMANCE FOR THE YEAR 2013-2014

The training centre ran at 73% capacity utilization for the 12 to 24 week training programmes and a total of 316 candidates attended this training for the year.

361 candidates were trade tested under merSETA for the year, whilst 122 candidates were trade tested under CHIETA for the same period. This represents 483 the number of candidates tested between the two SETAS and an average of 40 candidates per month. Trade test pass rate for the period July 2013 - June 2014 was calculated at 70% for merSETA and 60% for CHIETA.

From the above the Kusile project with Murray and Roberts had contributed 85 trainees in September 2013. Trade testing was also done in May/June 2014. A total number of 51 candidates were tested.

In April 2014, SEIFSA sponsored 10 high caliber young trainees who on completion of their 24 week training will be made available to industry. These trainees completed their institutional training on 12 September 2014 and are available to be indentured as apprentices for the balance of their training up to trade test. The trainees were recruited with an average age of 28 years and younger, and a minimum of an N4 qualification. The group consists of three Electricians, four Fitter and Turners and three Boilermakers. Trainees are attending interviews for placement and have exited the programme on 12 September and two Fitter and Turner trainees will exit on 5 December 2014.

GENERAL

The training centre partnership with Ana-digi Systems has seen them install and commission three PLC units for use in the Instrumentation training section. Radio interviews were conducted with Eastrand Radio to promote the centre.

The SEIFSA Training Centre continues to demonstrate its excellence in the field of artisan and other technical related training. It boasts an impressive record of an above 75% trade test pass rate. It has also managed, in a declining economic sector, to run at capacities above 70%. This further emphasises the confidence of companies to continue supporting the training centre. Going forward the training centre has a key role to play in the delivery of artisans, not only for our sector but the broader economy as well.

HEALTH, SAFETY, ENVIRONMENT AND QUALITY SERVICES

SEIFSA'S HEALTH, SAFETY, ENVIRONMENT AND QUALITY SERVICES PROVIDES ADVICE, TRAINING AND SUPPORT TO COMPANIES ON ALL HEALTH, SAFETY AND ENVIRONMENTAL MATTERS TO COMPLY WITH THE OCCUPATIONAL HEALTH AND SAFETY ACT (85 OF 1993). WE ALSO OFFER CONSULTING ON ALL HEALTH AND SAFETY-RELATED ISSUES, INCLUDING COMPENSATION CLAIMS.



COMPENSATION OF OCCUPATIONAL INJURIES AND DISEASES: MIGRATION TO ELECTRONIC SYSTEM

In August 2014 the Umehluko Claim Submissions portal was launched making it possible to submit claims online. In November 2013, the Fund launched the Letter of Good Standing Website to enable employers to print their Letters of Good Standing online and also to verify their validity. From 2012, the Compensation Fund has been migrating the Return of Earnings process to an electronic system. These are welcome developments and will solve most of the administrative hurdles that employers have faced for years in dealing with Compensation Fund issues.

HEALTH AND SAFETY LEGISLATION REVIEW

After consideration by the State Law Advisors, the Occupational Health Safety Amendment Bill has been sent to Labour Market Chamber of Nedlac on 30 June 2014. This process ensures consensus between the social partners on policy and legislation before the Amendment Bill is sent to Parliament.

On 15 August 2014, SEIFSA HSEQ Executive Nonhlalo Mphofu was nominated, together with five other business experts, to represent BUSA at the Nedlac deliberations on the Occupational Health and Safety Amendment Bill. The Chairpersons of associations are urged to actively engage in the public comment phase once the Amendment Bill has been gazetted.

The purpose of the Occupational Health and Safety Act is to provide for the health and safety of employees at work and to protect other persons that may be affected by hazards arising from work activities.

New Construction Regulations were promulgated on 7 February 2014, resulting in significant changes to the legal obligations of “contractors” and “clients”. The requirements for a Permit System and professional registration of health and safety personnel will come into effect on 7 August 2015.

HEALTH AND SAFETY SERVICES

AUDITS

a. Health and Safety Audit Programme

The SEIFSA health and safety Audit Programme (AP)

was developed to provide direct assistance to member companies in complying with their health and safety obligations in terms of the Occupational Health and Safety and the Compensation for Occupational Injuries and Diseases Acts – whilst also protecting them from vicarious liability, criminal liability and prosecution charges.

The twelve-month compliance programme encompasses the following key services and elements:

- An annual health and safety baseline audit
- The supply of the necessary documentation and policy instruments required in order to properly observe the various mandatory administrative requirements of the Acts
- The provision of a written report for participating companies, identifying any specific areas of non-compliance and recommendations for addressing each of these; and
- The formulation, in conjunction with the member company, of an implementation plan aimed at achieving and maintaining full compliance of the applicable health and safety legislation.

b. Legal Compliance Support Programme

The new health and safety Legal Compliance Support Programme (LCSP) has been designed to assist small businesses with compliance to the occupational health and safety legal compliance. The LCSP aligns with SEIFSA's strategic objective to support small businesses. It consists of an initial audit, followed by administrative support and technical advice. It is offered exclusively to organisations with 20 or less employees, who are not legally required to establish internal self regulatory systems.

HEALTH AND SAFETY CONSULTANCY

SEIFSA provides a comprehensive range of health and safety services, including:

- Advice and assistance on occupational health and safety policies, provisions and employer obligations
- Interpretation of occupational health and safety legislation
- The formulation and customisation of company level health and safety management policies, systems and procedures

- The identification of occupational health and safety hazards
- The conducting of risk assessments
- Incident investigations and reporting.

HEALTH AND SAFETY TRAINING

SEIFSA continues to present a comprehensive range of practical health and safety training courses, seminars and workshops, including the following:

- The Compensation for Occupational Injuries and Diseases Act (COIDA)
- Incident investigation
- Health and safety representative training
- Basic health and safety induction for employees
- HIV/AIDS awareness programmes
- HIV/AIDS peer educators training
- Introduction to the Occupational Health and Safety Act for management
- Hazard identification and risk assessment.

HEALTH AND SAFETY PUBLICATIONS

SEIFSA publishes a range of health and safety publications, including the following:

- Recording and Investigating Incidents – A Management Guideline and Register
- COIDA Act Basics - A wall chart summarising the key provisions of the Compensation for Occupational Injuries and Diseases Act
- COIDA Awareness Posters - A set of three posters addressing the most common myths held by employees regarding COIDA.

OCCUPATIONAL HEALTH SUPPORT

SEIFSA recognises employee health as an important factor in promoting sustainable growth in the iron and steel sector. In order to promote employee health, the following services are offered:

a. SEIFSA HIV/AIDS Wellness Programme

SEIFSA, in conjunction with an alliance partner, offers member companies a comprehensive HIV/AIDS Wellness Programme. The purpose of the programme is to:

- Empower industry employees to make better life decisions

- Reduce the stigma and discrimination around HIV/AIDS and to focus on the person with the disease
- Provide an opportunity for employees to establish their HIV status through onsite voluntary counselling and testing
- Develop a partnership between employers, employees and trade unions to fight the pandemic in a cohesive and effective manner and
- Empower companies to manage HIV/AIDS effectively.

SEIFSA's appointed alliance partner continues to assist member companies in developing and revising their HIV/AIDS workplace policy and programmes to ensure support for employees who are either infected or affected by the disease and to minimise the impact of the disease on the company's productivity and profitability.

It is encouraging to note that the government has made HIV/AIDS a top priority and member companies are encouraged to do likewise as HIV/AIDS is a health issue with a direct impact on the workplace. By implementing HIV/AIDS programmes, member companies could save the lives of their workers and their families.

b. Medical Surveillance

Employers are obliged to ensure that the working environment has no detrimental effects to the health of employees. The Health and Safety division, through an alliance partner assists organisations with identifying and controlling health risks arising out of their activities. The medical surveillance services include:

- Health Risk Assessment
- Medical Examinations i.e. baseline and exit medicals
- Special tests such as audiometric tests, vision screening and spirometry.

NATIONAL REPRESENTATION

ADVISORY COUNCIL FOR OCCUPATIONAL HEALTH AND SAFETY (ACOHS)

The Federation is represented on the Advisory Council for Occupational Health and Safety (ACOHS) by the health and safety manager. The council's primary function is to advise the Minister of Labour on matters of policy arising out of or in connection with the application of provisions of the Occupational Health and Safety Act or any other matter relating to health and safety in South Africa.

**ADVISORY COMMITTEE FOR COMPENSATION
COMMISSIONER FOR OCCUPATIONAL DISEASES**

SEIFSA is also represented in the Advisory Council for Compensation for Occupational Diseases. The committee was established in accordance with the Occupational Diseases in Mines and Works Act 78 of 1973, administered by the Department of Health.

The committee advises the Commissioner on matters related to compensation for occupational diseases in mines and works and carries out duties assigned to it by the Minister of Health.

Nonhlalo Mphofu
Health, Safety, Environment & Quality Executive



MARKETING AND COMMUNICATION SERVICES



THE MAIN STRATEGIC OBJECTIVE OF THE SEIFSA MARKETING DIVISION IS POSITIONING THE ORGANISATION AS THE PRIMARY REPRESENTATIVE AND VOICE OF BUSINESSES – BOTH LARGE AND SMALL – THAT ARE INVOLVED IN MANUFACTURING.

SEIFSA'S MARKETING AND COMMUNICATIONS FUNCTION IS RESPONSIBLE FOR DEVELOPING, IMPLEMENTING AND MONITORING THE FEDERATION'S MARKETING STRATEGIES AND MAINTAINING EFFECTIVE CHANNELS OF COMMUNICATION BETWEEN SEIFSA AND ITS MEMBERSHIP.

ELECTRONIC COMMUNICATIONS

ELECTRONIC NEWSLETTERS

SEIFSA issued regular electronic newsletters to members during the course of the year. These covered up to date information on breaking news, latest industry developments and upcoming events and workshops.

SEIFSA NEWS ONLINE

SEIFSA News, the Federation's official publication and main channel of communication to the membership, can also be viewed online. This electronic version affords easy accessibility to the latest industry news.

WEBSITE (WWW.SEIFSA.CO.ZA)

SEIFSA's website continues to perform an important communications role for membership. Many industry relevant articles, including the latest developments and news in the industry, have been posted on the website and covered a range of topics including:

- The 2014 wage negotiations and industry strike,
- Details of the industry wage increase arrangements and exemption applications procedure,
- Developments pertaining to the Industry Policy Forum,
- The merSETA mandatory and discretionary grant application process,
- Employment equity requirements,
- Busa, the bargaining council, industry funds and merSETA related announcements,
- Industrial policy developments, and
- The ongoing developments in the industry funds' surplus apportionment scheme.

The website also hosts the association web pages. These provide a brief overview on the activities of the respective associations, their chairpersons, contact details and a list of upcoming meetings and events. A link has also been provided to the SEIFSA Buyers' Guide to enable members to view details of companies belonging to the associations and their respective range of products and service offerings.

WEBSITE PORTALS

The following portals are housed within the SEIFSA website:

- An electronic subscription to SEIFSA's Price and Index Pages (PIPS). This includes direct access to

the indices - essential for the immediate completion of contracts, tenders and escalation claims;

- An electronic buyers' guide, comprising a detailed list of all the products and services available from SEIFSA's members. It also enables members to update their details and data online; and
- A Main Agreement online subscription service – providing a number of additional benefits over and above the published version.

PUBLICATIONS

SEE WHAT'S HAPPENING AT SEIFSA

A quarterly publication providing a comprehensive overview of scheduled workshops and seminars at SEIFSA.

SEIFSA NEWS

SEIFSA News is published on a monthly basis from February to December each year and is now in its thirty second year of publication. It is regarded as the authoritative voice on industrial relations, skills development, trade, B-BBEE, legal and health, safety and environment issues in the metals and engineering industry. It has a distribution of 3,000 copies.

EVENTS

PRESIDENTIAL BREAKFAST AND ANNUAL GENERAL MEETING

SEIFSA's 70th Annual General Meeting was held last year on 11 October 2013 at The Venue in Melrose Arch. SEIFSA celebrated its 70th anniversary with a special breakfast. Dr Graeme Codrington gave an inspiring and motivational talk on futurism. The Annual General Meeting was followed by the Federation's annual Presidential Breakfast.

This year's Annual General Meeting and Presidential Breakfast will take place on 10 October 2014 at the Crowne Plaza in Rosebank.

GOLF DAY

One hundred and thirty six golfers and nine sponsors participated in SEIFSA's 63rd Golf Day at Randpark Golf Club on 23 August 2013. The winning team, from Mitek, was awarded the SL Hodgson Memorial Floating Trophy.



NATIONAL ROADSHOW

The 14th National Roadshow took place in November 2013. Over 200 delegates attended the sessions held around the country. The Roadshow provided an opportunity for SEIFSA's executive team to meet with and address member companies on topical industry issues.

The presentations at the Roadshow included:

- Skills Development – Engineering the SIPS skills pipeline
- Achievements and prospects in economics
- OHS: The pro-active approach
- SMMEs: Survival tactics
- 2014 Wage negotiations: What should we expect?

INDUSTRY EVENTS:

SEIFSA holds regular briefing sessions to keep members updated on topical and relevant matters.

Some of the interventions that took place include:

- Prospects in the Steel and Engineering Industry
- Analysis of the implications of the 2014/15 budget for the metals and engineering industries
- South Africa 2014-19: An economy on the move, a slumbering giant or a downward spiral?
- Five main political parties address business community
- SEIFSA Media Breakfast

Adelia Pimentel

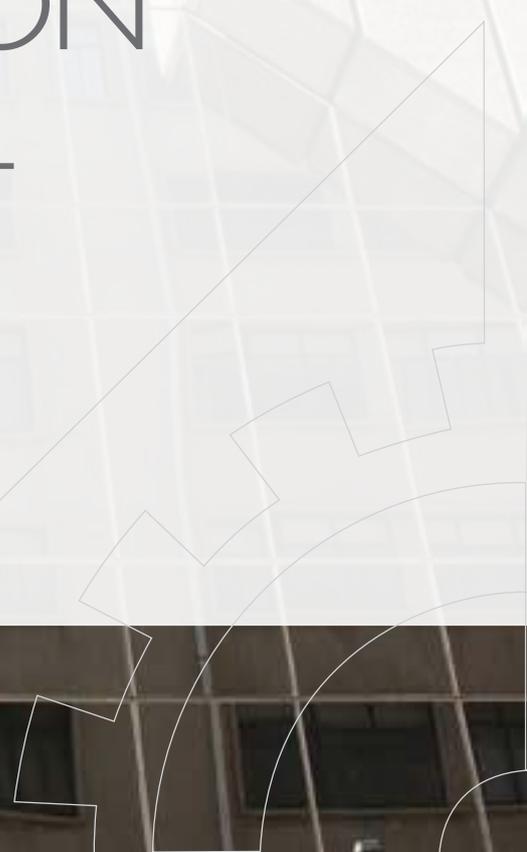
Marketing and Communications Executive

SEIFSA PAST PRESIDENTS

• 1943-1944	HC Gearing	• 1980	RT Shaw
• 1945	MNW Napier	• 1981	L Boyd
• 1946	JM Osborne	• 1982	JED Bramwell
• 1947	HJ van der Bijl	• 1983	PE Streicher
• 1948	BG Twycross	• 1984	JW Nelson
• 1949	LHL Badham	• 1985	FP Kotzee
• 1950	JM Russell	• 1986	R Mason
• 1951	JS Sinton	• 1987	KN Jenkins
• 1952	AG Williams	• 1988	RB Savage
• 1953	D Lion-Cachet	• 1989	W van Wyk
• 1954	JM Osborne	• 1990	DB Mostert
• 1955	CM Kruger	• 1991	RA Barbour
• 1956	WF Boustred	• 1992	DC Brink
• 1957	JS Sinton	• 1993	CJM Prinsloo
• 1958	AG Williams	• 1994	PA Watt
• 1959	JA Black	• 1995	TE Jones
• 1960	JM Russell	• 1996	J Trotskie
• 1961	HK Roseveare	• 1997	DCG Murray
• 1962	WE Kirkwood	• 1998	CV Campbell
• 1963	CM Kruger	• 1999	WW Cooper
• 1964	JED Greenhorn	• 2000	LL van Niekerk
• 1965	JM Russell	• 2001	C Grim
• 1966	LB Knoll	• 2002	A Harris
• 1967	WL Morrison	• 2003	D Keet
• 1968	AB Anderson	• 2004	HW Duys
• 1969	WE Kirkwood	• 2005	HH Fischer
• 1970	WG Boustred	• 2006	M Pimstein
• 1971	GA MacWhirter	• 2007	M Pimstein
• 1972	RC Throssell	• 2008	J Fourie
• 1973	LB Knoll	• 2009	J Fourie
• 1974	JP Coetzee	• 2010	N Claussen
• 1975	TM King	• 2011	N Claussen
• 1976	AL Charles	• 2012	HW Duys
• 1977	JP Kearney	• 2013	HW Duys
• 1978	WN Randell	• 2014	U Khumalo
• 1979	CD Ellis		

REPRESENTATION

SEIFSA REPRESENTATION ON EXTERNAL BODIES



SEIFSA REPRESENTATION

SEIFSA is represented on the following industry, sectoral and national structures and bodies:

- Business Unity South Africa (Busa)
- Manufacturing, Engineering and Related Services Seta (merSETA)
- Metal and Engineering Industries' Bargaining Council (MEIBC)
- Metal Industries' Benefit Funds' Administrators (Mibfa)
- National Economic, Development and Labour Council (Nedlac)
- Eskom Task Group on Electricity
- Nedlac's Fund for Research into Industrial Development, Growth and Equity Committee
- South African Institute of Iron and Steel Downstream Development Committee
- Technical Sectoral Liaison Committee on Trade Agreements of Nedlac
- Advisory Council for Occupational Health and Safety

Advisory Council for the Compensation Commissioner for Occupational Diseases in Mines and Works (CCOD) and Medical Bureau for Occupational Diseases (MBOD) Technical Working Group of HRDC

SEIFSA, through its direct participation in these national bodies, is able to influence policy makers at the highest level and to represent the interests of members. This is aligned to the Federation's vision: To add value to our members as the recognised voice of the metals and engineering industry.

BUSINESS UNITY SOUTH AFRICA (BUSU)

SEIFSA is a founder member of Business Unity South Africa (Busa) and, as such, participates fully in a wide range of forums and structures that shape the nature of the South African regulatory environment. SEIFSA plays an active role in the following Busa activities and initiatives:

STANDING COMMITTEE ON ECONOMIC AND TRADE POLICY

SEIFSA is represented on the Busa Standing Committee on Economic Policy. The committee serves mainly as the employer caucus for Nedlac's Trade and Industry Chamber, Public Finance and Monetary Policy Chamber and the Development Chamber.

SUB-COMMITTEE ON EDUCATION AND TRAINING

SEIFSA is represented on the Busa Sub-committee on Education and Training. The committee acts as a joint employer body to examine and make recommendations on policy matters to the Standing Committee on Social Policy (Socpol) in the field of skills development.

STANDING COMMITTEE ON SOCIAL AND TRANSFORMATION POLICY

SEIFSA serves on the Busa Standing Committee on Social Policy. The committee examines and makes recommendations on policy matters in the field of social and transformation policy and serves as the employer caucus for Nedlac's Labour Market Chamber.

MANUFACTURING, ENGINEERING AND RELATED SERVICES SETA (MERSETA)

SEIFSA is represented on the merSETA Accounting Authority.

A SEIFSA representative is currently chair deputy to the Metal Chamber of the merSETA, the largest chamber in the organisation as well as the Innovation, Research and Development Committee.

METAL AND ENGINEERING INDUSTRIES BARGAINING COUNCIL (MEIBC)

The Metal and Engineering Industries Bargaining Council is the forum created by SEIFSA and the industry trade unions to facilitate the industry wage and terms and conditions of employment negotiations and to administer and enforce the various collective agreements arising from this process.

SEIFSA serves the employer interests on the following bargaining council structures and committees:

MANAGEMENT COMMITTEE

This committee controls the activities of the bargaining council and determines its strategic direction and focus.

NATIONAL FINANCE AND ADMINISTRATION COMMITTEE

This committee controls the council's administrative and financial functions and responsibilities.

NATIONAL STANDING COMMITTEE

This committee is responsible for negotiating various issues arising from the industry's Settlement Agreement and other technical issues which arise relating to the industry's Main Agreement.

REGIONAL COUNCILS

SEIFSA's regional managers and appointed employer representatives serve on the council's regional structures. These regional councils are responsible for the administration of the bargaining council's functions in the regions falling under the scope of jurisdiction of the council.

INDUSTRY POLICY FORUM

This strategic forum is a platform where SEIFSA leadership, the unions' presidents and general secretaries and government ministers engage on a range of national and strategic challenges facing industry.

METAL INDUSTRIES BENEFIT FUNDS ADMINISTRATORS (MIBFA)

SEIFSA is represented on the Mibfa board of directors and on the boards of Management of the four industry benefit funds, namely:

- Engineering Industries Pension Fund (EIPF);
- Metal Industries Provident Fund (MIPF);
- Metal and Engineering Industries Permanent Disability Scheme (PDS); and
- Metal and Engineering Industries Bargaining Council Sick Pay Fund

SEIFSA represents 50% of the membership of each of these bodies, with the industry's trade unions making up the balance.

NATIONAL ECONOMIC, DEVELOPMENT AND LABOUR COUNCIL (NEDLAC)

Nedlac provides a national forum for government, organised business, labour and community groups to meet and engage on issues of social and economic policy.

Nedlac's aim is to make economic decision-making more inclusive and to promote the goals of economic growth and social equity. Organised business is represented on Nedlac by representatives appointed by Business Unity South Africa (Busa).

SEIFSA serves the organised business and Federation's interests on the following Nedlac committees:

NATIONAL DEMARCATION STANDING COMMITTEE

SEIFSA's operations director is a business representative on Nedlac's National Demarcation Standing Committee. This committee provides a forum where all formal applications for registration, variation of registration and demarcation applications between bargaining councils and statutory councils are considered. In addition, all CCMA demarcation awards are reviewed.

LABOUR MARKET CHAMBER

SEIFSA's operations director serves on Nedlac's Labour Market Chamber. The chamber provides a forum where the social partners are able to engage in meaningful debate around proposed amendments to labour legislation and planned changes to the country's labour market policy.

TRADE AND INDUSTRY CHAMBER

SEIFSA's chief economist is a business representative on the Trade and Industry Chamber of Nedlac. The chamber provides a forum where the social partners are able to engage in meaningful debate around various industrial policy options and alternatives.

THANKS

SEIFSA would like to thank the numerous senior executives from the industry who contributed to its work by representing the Federation on various forums and bodies.

In particular, the office would like to thank the SEIFSA president, Mr Ukifile Khumalo, the members of SEIFSA's Executive Committee and SEIFSA Council and all of the Association representatives for their positive contribution to the work and success of the Federation over a particularly difficult year.

A special note of thanks to SEIFSA's loyal staff for their commitment and dedication during this challenging year.



SEIFSA EXECUTIVE COMMITTEE

FRONT: *Left to right:* Adelia Pimentel, Kaizer Nyatumba (CEO)*
Elsa Venter*, Nonhlalo Mphofu

BACK: *Left to right:* Henk Langenhoven, Rajendra Rajcoomar,
Bridgette Mphuti, Lucio Trentini*, Mustak Ally
and Gordon Angus

* *Executive Directors*

ASSOCIATIONS

ASSOCIATION OF ELECTRIC CABLE MANUFACTURERS OF SOUTH AFRICA

Employers engaged in the manufacture of electric cables.

- Chairperson: K Edmond
- Vice-chairperson: Vacant
- Executive Director: M Dames

ASSOCIATION OF METAL SERVICE CENTRES OF SOUTH AFRICA

Employers engaged in the industry comprised of service centres concerned exclusively with the cutting and/or forming of metal products for sale, to order or to customer requirements.

- Chairperson: V Sanders
- Vice-chairperson: J Cloete
- Administrator: C Smith

CAPE ENGINEERS AND FOUNDERS ASSOCIATION (CEFA)

Employers engaged within the scope of the Metal and Engineering Industries Bargaining Council in the Cape region.

- Chairperson: B Ashlin
- Vice-chairperson: J Raad
- Executive Director: C Boyes

CONSTRUCTIONAL ENGINEERING ASSOCIATION (SOUTH AFRICA)

Employers engaged in the construction engineering industry, operating in the structural, mechanical, electrical, instrumentation, piping and project management fields. In addition to its own activities, the CEA has two active divisions: the Labour Broking Division and the Temporary Employment Services Division. The association has close ties to the SA Institute of Steel Construction and the SA Institute of Welding.

- Chairperson: N Penson
- Vice-chairperson: J Doorasamy
- Vice-chairperson: K Cowley
- Executive Director: L Breckenridge
- Administrator: C Smith

ELECTRICAL ENGINEERING AND ALLIED INDUSTRIES ASSOCIATION

Employers engaged in the manufacture of electrical equipment such as generators, motors, converters, switch and control gear (including relays, contractors, electrical instruments and equipment associated therewith), electrical lighting, heating and cooling equipment, primary and secondary cells and batteries (other than motor car batteries), transformers, furnace equipment, signalling and electronic equipment, electric cables comprising insulated and uninsulated conductors, or incandescent lamps and/or the installation, maintenance, alteration and repair of electrical equipment including the wiring of or for such equipment.

- Chairperson: P Flint
- Vice-chairperson: L Viljoen
- Vice-chairperson: R Melaia
- Administrator: C Smith

ELECTRICAL MANUFACTURERS' ASSOCIATION OF SOUTH AFRICA

Employers engaged in electrical manufacturing in the Republic of South Africa.

- Chairperson: J Ellis
- Vice-chairperson: S Mokgehele
- Administrator: C Smith

FERRO ALLOY PRODUCERS' ASSOCIATION

Employers engaged in the production of ferro alloys.

- Chairperson: J Zaayman
- Vice-chairperson: H Bouwer
- Administrator: C Smith

GATE AND FENCE ASSOCIATION

Employers engaged in the manufacture and erection of gates and fencing materials and operating a workshop.

- Chairperson: G Harrop-Allin
- Vice-chairperson: M Perreira
- Administrator: C Smith

HAND TOOL MANUFACTURERS' ASSOCIATION (HATMA)

Employers engaged in the manufacture of edge hand and small tools in the Republic of South Africa.

- Chairperson: E Klein
- Vice-chairperson: O Moser
- Administrator: T Crowley

HOT DIP GALVANIZERS ASSOCIATION SOUTHERN AFRICA

Employers engaged in hot dip galvanizing.

- Chairperson: A de Wit
- Vice-chairperson: N Pienaar, P Nicoll
- Vice-chairperson:
- Executive Director:

IRON AND STEEL PRODUCERS' ASSOCIATION OF SOUTH AFRICA

Employers engaged in the basic production of iron and/or steel and/or their alloys or rolling and/or drawing and/or finishing processes when associated and performed conjointly with the basic production of iron and steel and/or their alloys.

- Chairperson: B Khumalo
- Vice-chairperson: A Jansen v Vuuren
- Administrator: C Smith

LIFT ENGINEERING ASSOCIATION OF SA

Employers engaged in lift and/or escalator manufacture and/or assembly and/or installation and/or repair and/or maintenance.

- Chairperson: K Scholtz
- Vice-chairperson: T Baker
- Administrator: C Smith

LIGHT ENGINEERING INDUSTRIES ASSOCIATION OF SA

Employers engaged in the manufacture by repetitive methods of light metal products by forging, stamping, rolling, pressing, bending, welding, cutting and/or casting.

- Chairperson: E v Ryneveld
- Vice-chairperson: L May
- Administrator: C Smith

KWAZULU NATAL ENGINEERING INDUSTRIES ASSOCIATION

Employers engaged in the engineering industry, including general, structural and foundry operations in the KwaZulu-Natal region.

- Chairperson: I Moodley
- Vice-chairperson: H Duys
- Administrator: K Griffin

NON-FERROUS METAL INDUSTRIES ASSOCIATION OF SOUTH AFRICA

Employers engaged in the manufacture of non-ferrous metals and alloys including the smelting of scrap metal in connection with such manufacture.

- Chairperson: B Stone
 - Vice-chairperson: J v Heereden
 - Administrator: C Smith
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PLUMBERS AND ENGINEERS BRASSWARE MANUFACTURERS' ASSOCIATION

Employers engaged within the scope of the Metal and Engineering Industries Bargaining Council in the Midlands region.

- Chairperson: F v Zanten Solleveld
 - Vice-chairperson: L vd Venter
 - Administrator: C Smith
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EASTERN CAPE ENGINEERING AND ALLIED INDUSTRIES ASSOCIATION (ECEAIA)

Employers engaged within the scope of the Metal and Engineering Industries Bargaining Council in the Midlands region.

- Chairperson: M Putigna
 - Vice-chairperson: P Marais
 - Administrator: K Vosloo
-

PRESSURE EQUIPMENT MANUFACTURERS' ASSOCIATION OF SA

Employers engaged in the manufacture of pressure vessels.

- Chairperson: Gary Crawford
- Vice-chairperson: W Hollingsworth
- Executive Director: K Dewar

REFRIGERATION AND AIR-CONDITIONING MANUFACTURERS' AND SUPPLIERS' ASSOCIATION

Employers engaged in the manufacture and/or supply of refrigeration and/or air-conditioning equipment and/or products.

- Chairperson: N la Vita
 - Vice-chairperson: A van der Merwe
 - Administrator: C Smith
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SA ELECTROPLATING INDUSTRIES ASSOCIATION

Employers engaged in the decorating, protecting and building up of metals by means of electrode position processes, including the grinding, polishing, anodizing, pickling and preparation of such metals and other operations incidental thereto.

- Chairperson: T Joseph
 - Vice-chairperson: A Zalk
 - Administrator: C Smith
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SA ENGINEERS' AND FOUNDERS' ASSOCIATION

Employers engaged in the business of general engineering or founding or jobbing or machine tool manufacturing. "General engineering, founding, jobbing" means, other than its all embracing meaning, repetitive production of metal or abrasive products by precision methods on machine tools designed or adapted to this end or the manufacture of metal castings or the performance of engineering processes or the undertaking of engineering work in connection with articles which, owing to the heavy nature thereof, cannot be handled otherwise than by use of large power driven plant or machinery. "Abrasive products" means grinding media such as grinding wheels, bricks, sticks, segments and other devices designed for the purpose of removing by mechanical abrasion metal or other surplus material from other products and in which the abrasive is composed wholly or mainly of some mineral

substance embedded in a matrix of ceramic, resin, rubber, shellac or other binding material."Machine tool manufacturing industry" means the industry in which employers and employees are associated for the manufacture of mechanical and hydraulic tools/articles and such other activities which are incidental thereto or consequent thereon.

- Chairperson: D Symondson
- Vice-chairperson: G Hartley
- Vice-chairperson: A Nxumalo
- Vice-chairperson: Vacant
- Administrator: C Smith

SA FASTENERS MANUFACTURERS' ASSOCIATION

Employers engaged in the manufacture of metal fasteners and allied products.

- Chairperson: R Pietersma
- Vice-chairperson: I Cerrai
- Administrator: C Smith

SA POST TENSIONING ASSOCIATION

Employers engaged in the design, assembly, supply and fixing of tendons and anchorages for the post tensioning of concrete.

- Chairperson: D Lambert
- Vice-chairperson: C Goerge
- Executive Director: J Thomas

SA PUMP MANUFACTURERS' ASSOCIATION

Employers engaged in the manufacture and/or fabrication and/or assembly of pumps.

- Chairperson: T Wehmeyer
- Vice-chairperson: G Doran
- Administrator: F Knell

SA REINFORCED CONCRETE ENGINEERS' ASSOCIATION

Employers engaged in the cutting, bending, supply, and/or fixing in position of steel bar the reinforcement of concrete for all types of building and civil engineering structures.

- Chairperson: I Broderick
- Vice-chairperson: D Maritz
- Executive Director: J Thomas

SA VALVE AND ACTUATORS MANUFACTURERS' ASSOCIATION

Employers engaged in the manufacture of valves and actuators.

- Chairperson: M Hedtrich
- Vice-chairperson: P Thompson
- Administrator: C Smith

SOUTH AFRICAN REFRIGERATION AND AIR-CONDITIONING CONTRACTORS' ASSOCIATION

- Chairperson: M Botha
- Vice-chairperson: R Futter
- Executive Director: B Richardson



- Compliance health and safety auditing
- Consultation service covering all health and safety matters
- Environment Impact Assessments
- Quality and Environment Awareness training



- General industrial relations and labour law issues
- Bargaining council agreements and exemption applications
- Company-level IR policies, procedures and practices
- Company-level disciplinary enquiries and appeal hearings
- Dispute resolution
- Conciliation and arbitration proceedings
- Employee job grading



- Management briefings on strategic skills development matters
- Customised training interventions
- Consultancy services on a range of skills development initiatives including merSETA grant matters
- Skills auditing and training needs analysis
- Talent and succession management
- Performance management



- Promotes the interests of members in various national forums i.e. Busa, Nedlac
- Provides information and advice on various matters, including:
 - o Black Economic Empowerment (BBBEE)
 - o Contract Price Adjustment (CPA)
 - o Tender conditions and international trade issues
- Publishes updated SEIFSA Price and Index Pages (PIPS) tables monthly
- Economic Impact Assessments



SEIFSA Legal's objective is to resolve legal problems as quickly and as cost effectively as possible, minimising legal risks and achieving practical outcomes which make the best financial and commercial sense for the client.

- Labour Law Services
- Information and Training
- Commercial Law Services
- Policy drafting and review
- Environmental Law Services



Steel and Engineering Industries Federation of Southern Africa
OUR PASSION, YOUR SUCCESS

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