NATIONAL ECONOMIC DEVELOPMENT AND LABOUR COUNCIL

ANNUAL REPORT

2024/25

"Advancing solidarity, equality and sustainability in the economy and the labour market"

NATIONAL ECONOMIC
DEVELOPMENT AND
LABOUR COUNCIL

ANNUAL REPORT 2024/25

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PART A: GENERAL INFORMATION

1. PUBLIC ENTITY'S GENERAL INFORMATION

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2. LIST OF ABBREVIATIONS/ACRONYMS

AARTO	Administrative Adjudication of Road Traffic Offences
AFCFTA	African Continental Free Trade Area
AGSA	Auditor-General South Africa
AMCU	Association of Mineworkers and Construction Union
AMSA	ArcelorMittal South Africa
APP	Annual Performance Plan
ARC	Audit and Risk Committee
AU	African Union
B-BBEE	Broad-Based Black Economic Empowerment
BCEA	Basic Conditions of Employment Act
BELA Act	Basic Education Laws Amendment Act
BMA	Border Management Authority
CBAM	Carbon Border Adjustment Mechanism
CCMA	Commission for Conciliation, Mediation and Arbitration
CF	Compensation Fund
CBS	Citrus Black Spot
COSATU	Congress of South African Trade Unions
CTC	Command Train Centre
DC	Development Chamber
DCoG	Department of Cooperative Governance
DCSPS	Department of Civilian Secretariat for Police Service
DEL	Department of Employment and Labour
DHET	Department of Higher Education and Training
DLRRD	Department of Land Reform and Rural Development
DoA	Department of Agriculture
DoT	Department of Transport
DP	Development Partner (inferred contextually)
DPME	Department of Planning, Monitoring, and Evaluation
DSB	Dispute Settlement Body
DSBD	Department of Small Business Development
DWCP	Decent Work Country Programme
EDI	Electricity Distribution Industry
EDRS	Electronic Deeds Registration System / Systems
EEA	Employment Equity Act
EPWP	Expanded Public Works Programme

ESOPS	Employee Share Ownership Schemes / Plans
ESW	Energy Security Workstream
EU	European Union
Exco	Executive Council (of Nedlac)
FCM	False Codling Moth
G20	Group of Twenty
GFECRA	Gold and Foreign Exchange Contingency Reserve Account
GDP	Gross Domestic Product
GITT	Government Incentives Task Team
GNP	Gross National Product
GRAP	Generally Recognised Accounting Practice
GTI	Guided Trade Initiative
HR	Human Resources
HRSD	Human Resource and Skills Development
ILO	International Labour Organisation
IRP	Integrated Resource Plan
IT	Information Technology
JCC	Joint Cooperation Council
LGSETA	Local Government Sector Education and Training Authority
LLR	Labour Law Reform Task Team
LMC	Labour Market Chamber
MISTRA	Mapungubwe Institute for Strategic Reflection
MTBPS	Medium-Term Budget Policy Statement
NDC	Nationally Determined Contribution
NDoH	National Department of Health
NECOM	National Energy Crisis Committee
NEET	Not Engaged in Education, Employment, or Training
NEDLAC	National Economic Development and Labour Council
NLCC	National Logistics Crisis Committee
NLMP	National Labour Migration Policy
NMWA	National Minimum Wage Act
NRCS	National Regulator for Compulsory Specifications
NT	National Treasury
NPP	National Policing Policy
NPTSP	National Public Transport Subsidy Policy
OHS Act	Occupational Health and Safety Act
PCC	Presidential Coordinating Council (inferred common usage)
PFMPC	Public Finance and Monetary Policy Chamber

PMO	Project Management Office
PRASA	Passenger Rail Agency of South Africa
PSA	Proudly South African
RAS	Regulatory Accounting System (in Petroleum)
RLA	Registration, Licensing, and Accreditation
RMTCC	Rail Management and Train Control Centre
RTIA	Road Traffic Infringement Agency
SABS	South African Bureau of Standards
SACU	Southern African Customs Union
SACUM-UK EPA	Southern African Customs Union and Mozambique–United Kingdom Economic Partnership Agreement
SARB	South African Reserve Bank
SARS	South African Revenue Service
SETA	Sector Education and Training Authority
SSP	Social Services Practitioners
TERS	Temporary Employer/Employee Relief Scheme
TP&EDSC	Tobacco Products and Electronic Delivery Systems Control
TIC	Trade and Industry Chamber
TESELICO	Technical Sector Liaison Committee
UIF	Unemployment Insurance Fund
WABU	Workers Affected by the Unrest
WPLG	White Paper on Local Government
WSIG	Water Services Infrastructure Grants
WTO	World Trade Organization

FOREWORD BY THE MINISTER

> "Through NEDLAC, we must ensure that our G20 priorities are grounded in the realities of our people and shaped by the voices of our social partners."

MS NOMAKHOSAZANA METH
MINISTER OF EMPLOYMENT AND LABOUR

It is with great pride and optimism that I extend my heartfelt congratulations to the National Economic Development and Labour Council (Nedlac) for its outstanding performance in the 2024/25 financial year. Achieving 88% of its Annual Performance Plan targets and successfully delivering on 14 out of 16, are a clear indication of Nedlac's central role in our democracy. It reaffirms the importance of social dialogue in addressing the country's most pressing economic and labour challenges.

Equally commendable is Nedlac's clean audit for the third consecutive year, an achievement that reflects a culture of integrity, sound financial management, and institutional discipline. In a time when public accountability is essential, Nedlac continues to stand as a model of responsible governance and partnership-driven leadership.

Yet, as we celebrate these achievements, we must also confront the serious challenges our country faces. Unemployment, particularly among young people, women, and Black South Africans, remains persistently high. Deep structural inequality and skills mismatches hinder our ability to build a truly inclusive economy. The National Development Plan's targets remain ambitious, but they are only achievable through stronger implementation, bold leadership, and an unwavering commitment to transformation.

South Africa operates in a volatile global context. Trade tensions, tariff threats, and geopolitical shifts threaten our export markets and foreign investment. At the same time, we hold an important global responsibility. As the incoming Chair of the G20 in 2025, and the first African country to do so, South Africa has a historic opportunity to advance a global agenda rooted in inclusion, decent work, fair trade, and climate justice. Through Nedlac, we must ensure that our G20 priorities are grounded in the realities of our people and shaped by the voices of our social partners.

Our participation in BRICS, SADC, and the African Union reinforces our commitment to regional solidarity and South-South cooperation. Within BRICS, we are building partnerships on skills development, social protection, and labour migration. In SADC, we are contributing to the harmonisation of employment standards and expanding regional employment strategies. Through the African Continental Free Trade Area, we are laying the foundation for a future in which Africa becomes a centre of industrial production, innovation, and inclusive growth. For South Africa to benefit from these platforms, our labour force must be skilled, protected, and supported, work that lies squarely within the mandate of the Department of Employment and Labour and the mission of Nedlac.

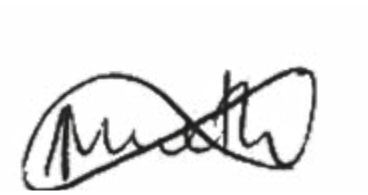
Domestically, the green economy and industrial policy offer major opportunities. The Just Energy Transition Investment Plan (JET IP), renewable energy projects, the Climate Change Bill, and the South African Automotive Masterplan (SAAM) all have the potential to drive large-scale, inclusive job creation. The Presidential Employment Stimulus has already demonstrated the power of state intervention, with over 1.5 million opportunities created. But we must go further, ensuring that emerging sectors do not reproduce inequality, and that every South African has a fair chance to contribute to and benefit from economic growth. With recent labour reforms, we intend to stimulate employment, particularly through amendments designed to enable small businesses to thrive and create jobs.

Nedlac's role in shaping and implementing these transitions cannot be overstated. Through collaboration, policy alignment, and active dialogue, Nedlac must help ensure that transformation is not only possible but inevitable. I call on Nedlac to deepen its efforts in building consensus on skills development, supporting distressed industries, promoting employment equity, and driving a just transition.

In conclusion, I wish to express my sincere appreciation to my colleagues across all Nedlac constituencies, government, labour, business, and the community sector, for their ongoing commitment to tackling issues in the national interest. I also thank the Government Overall Convenor, Mr Thembinkosi Mkalipi and officials who work tirelessly within Nedlac structures. Your work is critical to building a better, more inclusive South Africa.

A special word of thanks goes to Ms Lisa Seftel, whose term as Executive Director came to an end in February 2025. Under her leadership, Nedlac reached new heights in institutional performance, transparency, and relevance. I congratulate and welcome the incoming Executive Director, Mr Makhukhu Mampuru, and express my confidence in his ability to lead Nedlac into a new era of innovation and impact. To the Nedlac secretariat, thank you for your continued dedication and professionalism.

As we rise to meet the opportunities and challenges of our time at home, on the continent, and on the global stage, let this report serve not only as a record of achievement but as a call to action.



Ms Nomakhosazana Meth
Minister of Employment and Labour

BUSINESS OVERALL CONVENOR

"With our persistent high unemployment rates, it is only logical to explore all reasonable measures to address the problem, including removing blockages from our employment laws if that will stimulate investment and job creation in our economy."

MR KAIZER MOYANE
BUSINESS OVERALL CONVENOR

Last year we reflected on a huge milestone in the existence of National Economic Development and Labour Administration Council ("Nedlac") – the 30 years of democracy project, and looked back with pride on some very significant achievements that positively impacted the labour market. Of course, we also lamented the moments where things could have been done differently or better. However, what stood out in those reflections was Nedlac's central role as a stabilising force in society, through its structured design as a social dialogue platform. This distinguishing feature is what continues to make Nedlac relevant today, even as the country continues to grapple with old and emerging problems besetting the economy and the labour market.

The year under review saw some notable achievements. Working people facing financial distress are now able to access part of their retirement savings under the two-pot retirement system which went live on 1 September 2024. The Nedlac social partners were able to negotiate reforms that would see relief for workers in financial distress, while allowing for preservation of the majority of their savings for their eventual retirement.

The latest round of labour law reforms, which started in 2022, finally concluded towards the end of 2024. Although the proposed amendments are yet to be introduced in Parliament, they have already generated a lot of public interest. Some of the reforms are intended to address rigidities in our labour laws that hinder investment and job creation, especially in relation to small businesses. With our persistent high unemployment rates, it is only logical to explore all reasonable measures to address the problem, including removing blockages from our employment laws if that will stimulate investment and job creation in our economy.

It was also heartening for Nedlac to be recognised as a worthy example of social dialogue on the Continent. Partnering with the International Labour Organization (ILO), Nedlac held a successful information-sharing symposium on social dialogue, drawing participants from Algeria, Senegal and the SADC countries. This validation also speaks of relevance and impact beyond the borders of our country.

Nevertheless, in spite of its obvious and celebrated relevance, Nedlac also faces challenges. For example, it was with great reluctance that the Department of Health eventually agreed to submit the Tobacco Products and Electronic Delivery Systems Control Bill for engagement in Nedlac, despite the obvious socio-economic impacts of the draft legislation. Similarly, problems with the administration of the Unemployment Insurance Fund (UIF) persisted despite the social partners' and Nedlac' willingness and readiness to address them. One can only hope that political commitments made to resolve the inefficiencies will be followed through.

With respect to the institution's administration, it is pleasing that Nedlac continued to implement sound financial controls and to observe good governance, resulting in a third successive clean audit. This result is particularly pleasing at a time of financial constraints and budget cuts. The institution also managed to achieve most of its performance goals, especially those that are core to its mandate. Credit goes to the entire secretariat staff, ably led for almost the entire period under review by Ms Lisa Seftel. Ms Seftel retired from Nedlac in February 2025 but left behind a solid foundation that should continue to serve Nedlac and its social partners well. Under the leadership of the new Executive Director, Mr Makhukhu Mampuru, I am certain that Nedlac will continue to play a meaningful role in shaping the labour market and society at large.

In conclusion, I wish to express my gratitude to the people who ensure that Nedlac continues to deliver on its mandate. First, the secretariat. Whether it is task teams or the governance structures, the secretariat diligently prepared all the necessary documentation to assist in the smooth running of meetings. They faithfully facilitated the negotiations between social partners to achieve maximum areas of agreement in the matters considered by Nedlac, as evidenced by the various Nedlac reports produced. Second, my colleagues in Labour, Government and Community. While we did not always agree, we were never disagreeable.

The spirit of mutual respect was always evident, even when considering matters where we had diverging interests and views. Third, the committees and assurance providers. Whether it was considering the institution's governing policies or financial matters, Nedlac's governance structures always received reasonable assurance from the committees that risks had been considered. The clean audit opinion is in part a result of these committees' oversight. Last but not least, my colleagues in business. I am proud of their dedication to the work of Nedlac and protecting the interests of all businesses and employers. With the collaboration of all social partners, I am confident that Nedlac will continue to be a trusted premier social dialogue institution.

Mr Kaizer Moyane
Overall Convenor - Business

COMMUNITY OVERALL CONVENOR

"We believe that social dialogue will be a crucial currency if national dialogue processes are to be meaningful."

MR THULANI TSHEFUTA
COMMUNITY OVERALL CONVENOR

On behalf of the Civil Society Constituency, we welcome the opportunity to reflect on the performance of Nedlac for the 2024/25 financial year.

The 30th Nedlac Annual Summit takes place against the backdrop of the 70th anniversary of the Freedom Charter since the Congress of the People on 26 June 1955 in Kliptown. This is a significant milestone for our society because the Freedom Charter has been the defining pinnacle of our policy both pre- and post 1994.

What is of greater relevance to the work of Nedlac is that the thrust of our economic policies and programmes must be foregrounded and buttressed on the injunction of the Freedom Charter that "The People Shall Share on the Country's Wealth". This clause on "The People Shall Share on the Country's Wealth" highlights a persistent challenge of giving economic meaning to the content of our freedom, more so when the agenda for economic transformation is under siege. All our endeavours must seek to place the people at the centre of economic activity to participate, contribute and benefit.

The 30th Nedlac Annual Summit also takes place within the volatility, uncertainty, complexity, and ambiguity (VUCA) context of the ever-shifting global geo-political dynamics. At the very least, the volatile geo-political developments reflect the vulnerabilities of our economies to external shocks, almost instantly finding expression on the daily lives and experiences of the people. The ever-dynamic emerging geo-political developments have a significant disruptive impact on our global economic landscape. The turmoil in the global trade must be viewed as an opportunity in crisis for the African continent to expedite the full-scale implementation of the African Continental Free Trade Area (AfCFTA).

The Summit is proposed to be convened under the theme "Advancing solidarity, equality and sustainability in the economy and the labour market".

The essence of the theme of the South African G20 Presidency on Solidarity, Equality, and Sustainability is about co-existence, collaborations and partnerships. You cannot be in solidarity with yourself. You cannot be equal to yourself. Measures of sustainability outlive oneself. This further suggests that as Social Partners we can play different, but complementary, roles.

Over the 2024/25 reporting period, the Nedlac social partners engaged in the with the successful conclusion of legislative and policy engagements, the facilitation of strategic dialogues, research outputs, and institutional reviews.

These covered a range of substantive issues, including, amongst others:

- Tobacco Products Bill
- Amendment to the Immigration Regulations (Immigration Act of 2002)
- National Labour Migration Policy
- Expanded Public Works Programme (EPWP) Policy
- White Paper on Local Government (WPLG)
- Gas Amendment Bill and Integrated Resource Plan
- Government Budget Planning

Nedlac also processed proposed amendments on the Labour Law Reform on a range of legislative instruments, his sentence is very harsh - might I suggest: which revealed outdated and regressive thinking, at times undermining the spirit of progress.

The social partners finalised a report on the Review of 30 Years of Democracy Project, reflecting on the achievements and lessons learned over the past 30 years of democracy, and proposed recommendations for consideration by Nedlac social partners and the 7th Administration.

In this reporting period, we witnessed the 6th National and Provincial Elections that marked 30 years of democracy, resulting into the establishment of the Government of National Unity (GNU). The disruptive elements of coalition governments that we have seen in municipalities have also started to show in the provincial and national spheres of the GNU. The delayed approval of the National Budget (Appropriation Bill) is a clear demonstration of the case in point. We believe that the priorities of the GNU as encapsulated in the Medium-Term Development Plan (MTDP) are aligned to the most pressing needs of our society. The work of the GNU will need more active citizen participation on governance structures and processes to safeguard the plight of the people and communities.

The Civil Society Constituency once again convened a very successful Annual Civil Society Policy School and Dialogue as a platform to report and account back to our constituency on the progress of the work we do at Nedlac. The platform is also used to consult and source mandate on issues that will constitute our policy advocacy agenda for the year ahead.

In addition to other broad consultative platforms of engagement, the annual Civil Society Policy School and Dialogue welcomed the incorporation of Civil Society South Africa as a national apex body for better coordination of civil society in South Africa. The organisation will be officially launched in the second semester of 2025.

We wish to reiterate our commitment to meaningful Social Dialogue in our national discourse. We believe that all social partners different, but complementary, roles in addressing our national development. Admittedly, we still have as long way to go in leading structures and processes of social dialogue that are genuinely inclusive, representative, meaningful, and truly democratic. The completion of the review of the Nedlac Founding Documents is a welcome progress and development towards repositioning Nedlac to be for purpose.

We also wish to state our unwavering support for the South African National Dialogue. We believe that social dialogue will be a crucial currency are to be meaningful. If anything, the first National Convention has laid bare the glaring trust deficit that is growing into questions of legitimacy, which on its own should be a reason for a deeper dialogue. When the supposed roleplayers become the subjects of debate, the real issues are suffocated. The impatience of the people with the dialogue should be understood to be a clarion call to ACTION.

The Transformation agenda is under-siege. The anti-transformation voice is emboldened and organised without any shame: SETAs, Employment Equity, NHI, B-BBEE, Transformation Fund. In addition to other instruments, we should support the establishment of the Transformation Fund as we believe it can play a strategic and catalytic role in addressing several economic imperatives. Equality cannot be achieved without raising the base of marginalised people through deliberate implementation of measures that support empowerment and transformation.

The G20, or Group of Twenty, is an international forum of the world's major economies—both developed and emerging—that collectively represent approximately 85% of global Gross Domestic Product (GDP), 75% of international trade, and about two-thirds of the world's population. Over time, G20 has evolved into a central forum for addressing a wide range of global challenges, including climate change, poverty, digital transformation, food security, and inclusive development. In 2023, the African Union (AU) was admitted as a permanent member of the G20 during the Leaders' Summit in Delhi, India.

This historic development, following the inclusion of the European Union as a regional bloc, underscores Africa's growing importance in global governance and provides the continent with a unique opportunity to influence the world's most powerful economic agenda-setting body. South Africa, as the sole African G20 member state and now the host of the 2025 G20 Presidency, plays a crucial role in facilitating and amplifying African agency in this forum. South Africa's presidency is particularly important because it offers a platform to re-centre the G20's focus on development outcomes for the Global South, particularly Africa.

In order to yield collective ownership of the outcomes of G20, its structures, processes, and outcomes should promote active citizenry through People-to-People diplomacy, emphasising the role of ordinary citizens and non-state actors in promoting mutual respect, cultural exchanges, and international cooperation. Ours must be a truly people centred and driven process of meaningful engagements. At its best, the focus of our deliberations and policy proposals must help us to create public value. In essence, the notion of "Creating Public Value" as championed by Mark Moore (a seminal figure in the field of public management) is about creating value for the citizens and placing the people at the centre of all development. In order to mitigate the trust deficit and build confidence, the G20 member countries should consider implementing "Legacy Projects" that are linked to the outcomes of G20 – 2025.

The Nedlac Civil Society Constituency is leading a broad base of civil society organisations under the #CivilSociety20 (C20) official engagement group. This will represent the voice of the people and communities in all structures and processes of G20 including the Social Summit and the Leaders Summit through thoughtful policy proposals.

In conclusion, we wish to congratulate and welcome the new Executive Director of Nedlac, Mr Makhukhu Mampuru and wish him well in the leadership and management of the Nedlac Secretariat.

In the occasion of this 30th anniversary and Annual Summit of Nedlac, we also wish to acknowledge that one of our fountains of wisdom, Mam Laura Nondwe Joyce Kganyago, was there from the beginning of Nedlac. We appreciate her wisdom and leadership in the work of civil society and society at large.

Mr Thulani Tshefuta
Overal Convenor - Community

LABOUR OVERALL CONVENOR

"Over the past year Nedlac has been on a learning curve as we navigate in an era where there is no single majority party in government."

MR GERALD TWALA
LABOUR OVERALL CONVENOR

2024/25 marks an important year for the working class and labour market institutions that workers look to improve their labour rights, working conditions and lives.

It is often said that workers are under siege and indeed there is no more accurate way to discuss the dire socio-economic challenges facing the working class, from a 43.1% overall and 72% youth unemployment, to struggling public and municipal services, to weak economic growth stuck at 1% since 2008 and resulting levels of poverty, inequality, crime and corruption.

It is precisely to overcome these challenges that Nedlac exists. On many fronts Nedlac has done very well, risen to the occasion and provided the leadership society requires. It was through this Nedlac collective that we were able to help government to manage the COVID-19 pandemic, saving lives and livelihoods, including releasing over R65 billion to help 5.7 million workers.

It is precisely that spirit of action that needs to be revived if we are to overcome our many challenges as a nation. We must all collectively move from our comfort zones to find the solutions needed. We dare not continue to normalise the many abnormal socio-economic ticking time bombs facing the working class and society at large.

Over the past year Nedlac has been on a learning curve as we navigate in an era where there is no single majority party in government. It is important that the state remains biased towards working class struggles and anchored upon the needs of the poor.

Extensive negotiations have taken place over the labour law reforms with much remaining to be done to ensure that not only are workers' hard-won rights protected but that we also ensure that these rights are extended to all workers.

More must be done and with greater urgency to ensure that our critical labour market institutions, in particular the Unemployment Insurance and the Compensation of Occupational Injuries and Diseases Funds, as well as the CCMA and the Labour Courts are overhauled and adequately resourced to enable them to ensure workers are able to exercise the rights they are entitled to under law.

As we navigate unpredictable international trade relations, we must intensify work to protect local industries, value chains and jobs, and open up new trade opportunities. The African Continental Free Trade Area remains a strategic focus to open up new trade, investment and job opportunities and protect fragile sectors from unfair competition.

We need to initiate discussions on a new and aggressive financing model for SMMEs, industrial and export sectors, mobilising capital from both the public and private sectors. The state on its own will never have enough funds to take growth to the 3% level we need to tackle unemployment.

Similar discussions are needed about a ramped up public employment programmes that provides a path for young persons to enter the labour market, to earn above the National Minimum Wage and to acquire the skills and experience necessary to find permanent work.

2025 will go down in South Africa's democratic history as a milestone where government was compelled to listen and respond to workers' anger about the now abandoned VAT hike. This is a positive moment where government and Parliament recognise the need to listen and address society's grievances.

Nedlac needs to play a greater role in ensuring meaningful engagements on the Budget, to identify the acceptable and unacceptable revenue and expenditure options. The Budget must uplift the poor, capacitate the state to deliver the quality public services the working class and businesses depend upon, and stimulate inclusive economic growth.

The state of our municipalities must be a matter that concerns us all deeply and should continue to be elevated to one of the key focal points for Nedlac in the coming year.

Nedlac has played an important role in fostering social dialogue and helped craft consensus and many progressive interventions over the year, including the historic introduction of the Two Pot Pension Reforms in 2024 releasing over R57 billion into the pockets of more than 3.5 million workers whilst simultaneously boosting long-term savings.

It is important that we not only invest in Nedlac and its work but also defend this critical institution.

We have been fortunate over the past 5 years to have worked with the former Executive Director of Nedlac, Lisa Seftel and indeed over many decades given her long years in the liberation and labour movement.

Lisa entered Nedlac at a difficult time when none amongst us could have imagined the global pandemic we would face in a matter of months. Under her leadership, Nedlac not only stablised but in fact thrived.

None can doubt today that Nedlac is the institution for social dialogue, a centre of progressive leadership and a place where solutions are found.

Mr Gerald Twala
Overall Convenor - Organised Labour

GOVERNMENT OVERALL CONVENOR

"As economic uncertainty, structural inequality, and global turbulence continue to influence the national agenda, Nedlac's accomplishments stand as a strong testament to its relevance and resilience."

MR THEMBINKOSI MKALIPI
GOVERNMENT OVERALL CONVENOR

The National Economic Development and Labour Council (Nedlac) remains a cornerstone of South Africa's democratic architecture, a space where voices converge, perspectives are contested, and consensus is forged.

In the 2024/25 financial year, Nedlac once again demonstrated its commitment to social dialogue, transparency, and inclusive governance. As economic uncertainty, structural inequality, and global turbulence continue to influence the national agenda, Nedlac's accomplishments stand as a strong testament to its relevance and resilience.

Since its establishment in 1995, Nedlac has served as a critical forum where the government, labour, business, and community constituencies deliberate on policies with wide-ranging implications for the country's socio-economic development. The institution's strength lies not in uniformity, but in its capacity to harness divergent viewpoints in pursuit of shared national goals.

In achieving 88% of its annual performance targets, Nedlac has not only demonstrated operational excellence but also reaffirmed its strategic importance to South Africa's development trajectory. Key among its achievements was its instrumental role in finalising engagements on seven critical legislative and policy matters, including the Tobacco Products and Electronic Delivery Systems Control Bill, the Gas Amendment Bill, and the National Labour Migration Policy. These engagements highlight Nedlac's enduring role in shaping South Africa's legal and regulatory framework, ensuring that such developments are grounded in inclusive dialogue and broad-based consensus.

The Labour Law Reform Task Team's successful finalisation of 47 amendments to the Labour Relations Act and 13 to the Basic Conditions of Employment Act by November 2024 signals a bold step forward in aligning South Africa's labour laws with contemporary economic realities and international best practice.

The institution's governance and financial discipline remain exemplary. For the second consecutive year, Nedlac received a clean audit, an affirmation of its adherence to sound financial management practices, legal compliance, and effective oversight. Its sustained record of unqualified audit opinions over the past three years speaks to a robust internal control environment and a high level of institutional integrity.

Nonetheless, it would be remiss not to acknowledge the fiscal and operational pressures. Irregular expenditure, largely tied to donor budget shortfalls and legacy contractual obligations, amounted to R2.1 million, and challenges related to negative operating cash flows and a net current liability position underscore the need for sustained financial vigilance. Nedlac continued to establish itself as a regional and international thought leader in 2024/25.

The 29th Annual Nedlac Summit, highlighted by the launch of the 30 Years of Democracy report, provided a deep reflection on South Africa's socio-economic development while outlining a path for the 7th Administration. The institution's partnership with the International Labour Organisation to host the Information Sharing Symposium on Social Dialogue marked a significant milestone for international cooperation, enabling peer learning among delegates from Algeria, Senegal, and SADC countries. Complementing these initiatives were research reports on Employee Share Ownership Plans and the inclusion of social clauses in trade agreements, showcasing a forward-looking approach and a dedication to evidence-based policymaking.

Yet, the challenges facing South Africa's labour market remain deeply entrenched. Structural unemployment, inequality, and stagnant economic growth continue to cast a long shadow. South Africa's GDP growth, which averaged just 0.7% over the past decade, has failed to generate sufficient employment or reduce poverty. A Gini coefficient of 0.67 underscores the dual economy that persists, one marked by wealth accumulation on one end, and widespread exclusion on the other. Infrastructure constraints, unreliable energy supply, and inefficiencies in logistics networks further hamper productivity and economic expansion.

Compounding these domestic challenges are global winds. Modest global growth projections, alongside heightened geopolitical tensions, policy uncertainty, and climate-related disruptions, threaten to deepen inequality and slow South Africa's developmental progress. It is in this context that Nedlac's mandate becomes vital. Its ability to convene diverse actors, facilitate difficult conversations, and produce actionable outcomes offers a model of governance that is both democratic and developmental.

The future calls for an even more agile, innovative, and integrated Nedlac, one that can respond to the challenges of a transitioning energy economy, rising government debt, and persistent youth unemployment. A greater alignment of vocational education with labour market needs, strengthened public employment services, and an expansion of active labour market policies will be essential to address systemic mismatches and unlock economic opportunity. Nedlac must play a catalytic role in ensuring a just transition that leaves no community behind.

As we chart the course toward a more inclusive and sustainable future, Nedlac remains not only a custodian of dialogue but a driver of change. Its 2024/25 performance is a testament to what is possible when collaboration, integrity, and purpose converge. This is not merely a celebration of targets achieved, but an affirmation of values upheld, partnerships honoured, and progress made. In the face of daunting odds, Nedlac has proven that constructive dialogue and collective action remain South Africa's most powerful tools for transformation.

In conclusion, I extend my sincere thanks to the outgoing Nedlac Executive Director, Ms. Seftel, for her steadfast leadership during challenging times. I also welcome and wish every success to the incoming Executive Director, Mr. Mampuru. My appreciation goes to the entire Nedlac secretariat for their unwavering dedication to serving our social partners.

I remain deeply grateful to Nedlac's social partners and my colleagues in government for their ongoing commitment to addressing critical issues in pursuit of a better future for South Africa and its people.

Mr Thembinkosi Mkalipi

Overall Convenor - Government

EXECUTIVE DIRECTOR'S OVERVIEW

MR MAKHUKHU MAMPURU
Executive Director, National Economic Development and Labour Council

MS DORAH MODISE
Executive Director, Presidential Climate Commission

We have chosen to present this as a joint executive statement in part because we joined both Nedlac and the PCC during the fourth and final quarter of the 2024/25 financial year. Building on a solid foundation, we are well positioned to carry forward our shared commitment to inclusive socio-economic development and the facilitation of a just transition.

Thirty years of the National Economic Development and Labour Council

Nedlac continues to assert its critical role as South Africa's pre-eminent social dialogue institution, bringing together government, labour, business, and community constituencies in constructive engagement to address the country's pressing economic, social, and labour market challenges. Nedlac achieved 88% of its Annual Performance Plan targets and received a clean audit opinion for the second consecutive year. These milestones reflect Nedlac's unwavering commitment to excellent institutional performance, sound governance, and financial discipline.

Key achievements include the successful conclusion of engagements on seven important pieces of legislation, regulations, and policies focused on enhancing energy security, job creation, and regulating tobacco products and electronic delivery systems. Additionally, of particular significance was the finalisation of engagements on labour law reforms, resulting in extensive amendments to the Labour Relations Act (LRA) and Basic Conditions of Employment Act (BCEA). These reforms aim to protect workers' rights while easing rigidities to stimulate investment and fostering job creation, especially among small and medium enterprises. Moreover, Nedlac played a pivotal role in the implementation of the "Two-Pot" retirement savings system, which has provided vital relief to financially distressed workers while safeguarding long-term retirement savings.

The reflective process marking 30 Years of Democracy provided social partners with a valuable platform to assess achievements, confront challenges, and propose recommendations to address current socio-economic issues. The resulting report was well received by Deputy President, Paul Mashatile, during the 29th Nedlac Summit in September 2024. These achievements affirm Nedlac's steadfast dedication to promoting economic growth, equity, and social cohesion in alignment with the National Development Plan and Government of National Unity priorities.

The institution continued to enhance the capacity of the Secretariat and social partners, strengthen the operational environment, and governance. The stakeholder satisfaction survey undertaken for 2024/25 revealed that social partners were very satisfied with the support they receive from the Secretariat, as well as the Nedlac work programme. The The Parliamentary Monitoring Tracker survey, which monitors progress on the consideration of Bills by Parliament, which were concluded at Nedlac, showed a positive shift on the consideration of the Bill, with 54 percent of the Bills having been signed into law by the President in the reporting period, as compared to only 8% of Bills which were assented to in the 2023/24 Nedlac Parliamentary Monitoring Tracker Report.

While noting accomplishments, considerable challenges remain both within the organisation and nationally. Internally, budget reductions, capacity constraints, and ageing technology infrastructure have posed obstacles. Externally, persistent high unemployment, poverty, economic inequality, structural inefficiencies, and heightened global economic uncertainties, exacerbated by climate change continue to demand urgent attention.

PCC-rising steadily

In June 2024, President Ramaphosa signed into law the country's first Climate Change Act, 22 of 2024 (CCA) which paved the way for the establishment of the PCC as a schedule 3 entity, which was proclaimed on 17 March 2025. Aligned with its transition, the PCC has been operating on an interim basis under Nedlac providing a stable institutional base. In line with this, the PCC continues to account jointly to Nedlac through all Nedlac's governance structures. The Commission's unique model of inclusive, multi-stakeholder engagement ensures that all voices – across business, labour, communities, civil society and government – are heard in shaping South Africa's climate future.

In the period under review, the PCC has continued to undertake extensive research and development on climate change and a just transition. Some of the policy recommendations that the PCC has adopted to advance just transition include: (1) the National Climate Change Response Fund (2) the first Climate Finance Landscape Report (3) Youth outreach and Awareness, by Co-Hosting the Annual Green Youth Indaba and (4) Higher Education Symposium with the Vaal University of Technology. Furthermore, the PCC provided comprehensive recommendations for disaster management reforms aimed at bolstering resilience and adaptive capacity, especially for vulnerable communities.

South Africa's transition to a more sustainable energy future must not only reduce harmful emissions but also create new opportunities for growth, jobs and innovation. Bolstered by enhanced institutional capacity, clear legislative authority, multi-sectoral partnerships, and growing public and political support, the PCC is well-positioned to lead South Africa's climate transition during this pivotal phase. With enhanced institutional capacity, a clear legislative mandate, multi-sectoral partnerships, and growing public and political support, the PCC stands ready to lead South Africa's climate transition through the next critical phase.

The commitment to "leave no one behind" speaks to our goal of ensuring that all communities benefit from development, and that their human rights are fully realised in the process. Guided by the principles of procedural, distributive, and restorative justice, the PCC remains part of the broader ecosystem of social compacting and consensus building.

Our collective critical priorities include, among others, bridging skills gaps, reforming labour market institutions, enhancing state and local government capacity, improved access to social security, revitalising local industries, ensuring energy security, improving port performance, promoting small, medium and micro enterprises (SMMEs), and advancing a just transition. Addressing these complex challenges requires a strengthened social compact, underpinned by broad collaboration and innovative, evidence-based policy responses.

Proud of our past, confident of our future

Nedlac and the PCC will continue to function as catalytic platforms for dialogue, coordination, and consensus-building ensuring that no community or sector is left behind as South Africa pursues inclusive growth, decent work, and environmental sustainability.

We extend our sincere gratitude to all social partners, government departments, civil society organisations, and international collaborators whose dedication and expertise have been indispensable in fulfilling our mandates. We also appreciate the Nedlac and PCC staff, Commissioners, and leadership team for their tireless dedication, which forms the foundation of our collective impact.

The firm guidance and oversight provided by Nedlac and PCC governance structures is highly appreciated. We further extend our gratitude to our predecessors for the PCC and Nedlac, respectively, Dr Crispian Oliver, and Ms Lisa Seftel, whose term of office came to an end in the last quarter of the financial year. We appreciate their contribution and leadership. As we take the reigns of these institutions, we are confident that, the PCC and Nedlac will grow from strength to strength.

Looking ahead, we reaffirm our commitment to working with social partners and all our stakeholders, to intensify efforts to develop solutions that authentically reflect the aspirations of our country, rooted in social justice, economic transformation, and climate resilience. Together, we remain committed to advance inclusive socio-economic development and facilitate a just transition to a sustainable economy.

Makhukhu Mampuru
Executive Director, National Economic Development and Labour Council
Date: 21 August 2025

Dorah Modise
Executive Director, Presidential Climate Commission
Date: 21 August 2025

6. STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF ACCURACY FOR THE ANNUAL REPORT

6.1 To the best of my knowledge and belief, I confirm the following:

6.1.1 All information and amounts disclosed in the Annual Report are consistent with the annual financial statements audited by the Auditor General of South Africa.

6.1.2 The Annual Report is complete, accurate and is free from any omissions.

6.1.3 The Annual Report has been prepared in accordance with the guidelines on the Annual Report as issued by National Treasury.

6.1.4 The Annual Financial Statements (Part F) have been prepared in accordance with the Generally Recognised Accounting Practice (GRAP) standards applicable to the public entity.

6.1.5 The Accounting Authority is responsible for the preparation of the Annual Financial Statements and for the judgements made in this information.

6.1.6 The Accounting Authority is responsible for establishing and implementing a system of internal control that has been designed to provide reasonable assurance as to the integrity and reliability of the performance information, the human resources information and the annual financial statements.

6.1.7 The external auditors are engaged to express an independent opinion on the annual financial statements.

6.1.8 In our opinion, the Annual Report fairly reflects the operations, the performance information, the human resources information and the financial affairs of the public entity for the financial year ended 31 March 2025.

Yours faithfully

Makhukhu Mampuru
Executive Director
Date: 19 August 2025

7. STRATEGIC OVERVIEW

Nedlac is "the vehicle by which government, labour, business and community organisations will seek to cooperate, through problem-solving and negotiation, on economic, labour and development issues and related challenges facing the country". Nedlac is established in law through the National Economic Development and Labour Council Act, No. 35 of 1994, and operates in terms of its own constitution.

7.1 VISION

To promote growth, equity and participation through social dialogue

7.2 MISSION

To give effect to the Nedlac Act by ensuring effective public participation in labour market and socio-economic policy and legislation, and to facilitate consensus and cooperation between government, labour, business and the community in dealing with South Africa's socio-economic challenges.

7.3 VALUES

We respect and promote:

- Accountability;
- Transparency;
- Integrity and ethical conduct;
- A spirit of partnership;
- Problem-solving; and
- Consensus-seeking.

8. LEGISLATIVE AND OTHER MANDATES

- ***Nedlac Act, No. 35 of 1994***

  Nedlac is a statutory body established through the Nedlac Act No. 35 of 1994. The Act sets out the objectives, powers and functions of Nedlac.

- ***Nedlac Constitution***

  The Nedlac Constitution sets out the composition of Nedlac which shall include an executive council, four chambers, a management committee and a secretariat. It further details the composition and powers of these structures, as well as admission criteria for members.

- ***Labour Relations Act, No. 66 of 1995***

  Section 77 of the Labour Relations Act sets out a role for Nedlac to give disputing parties, who seek to protest to promote or defend socio-economic interests of workers, an opportunity to find resolution.

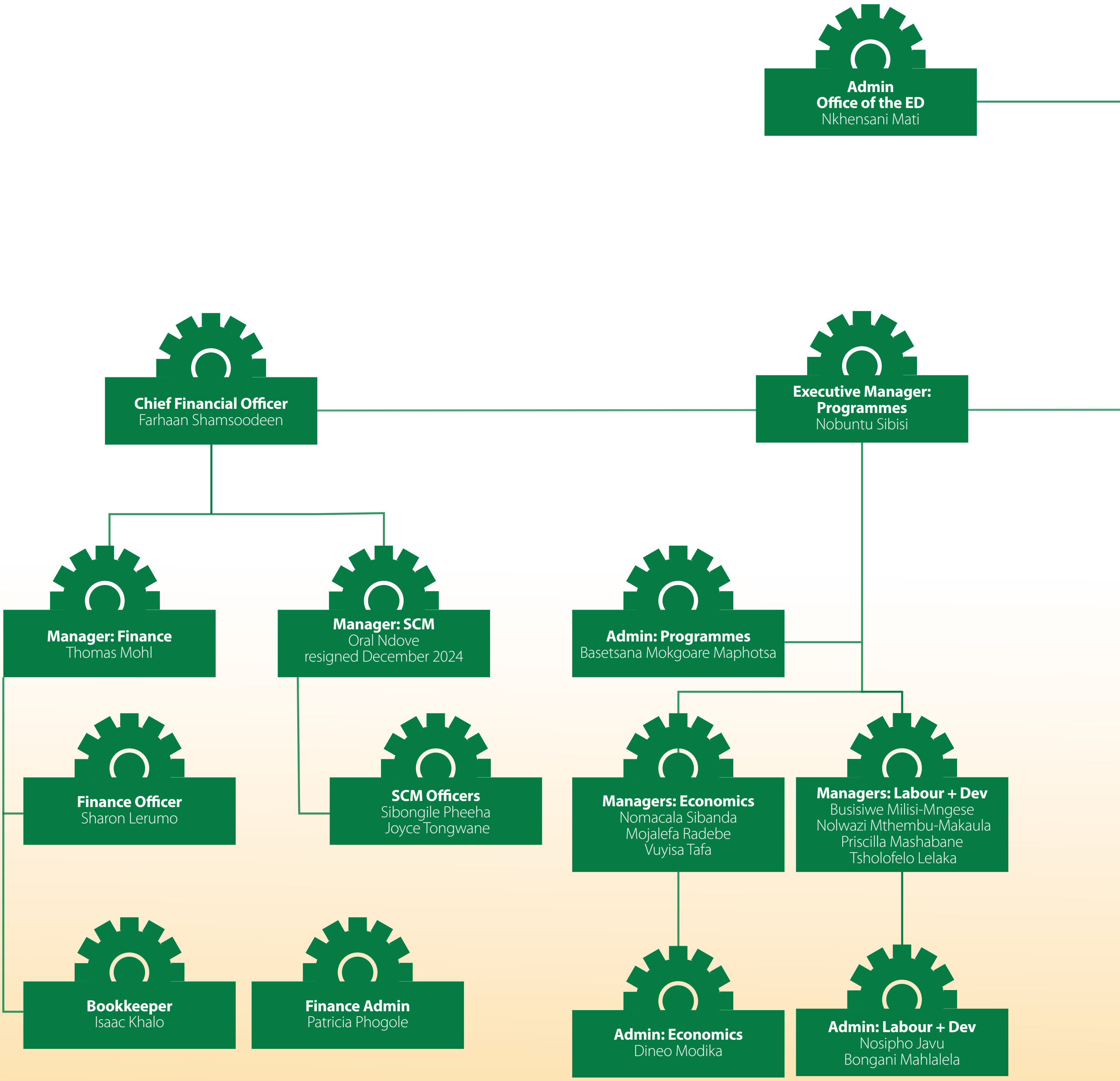
- ***Public Finance Management Act, No. 1 of 1999***

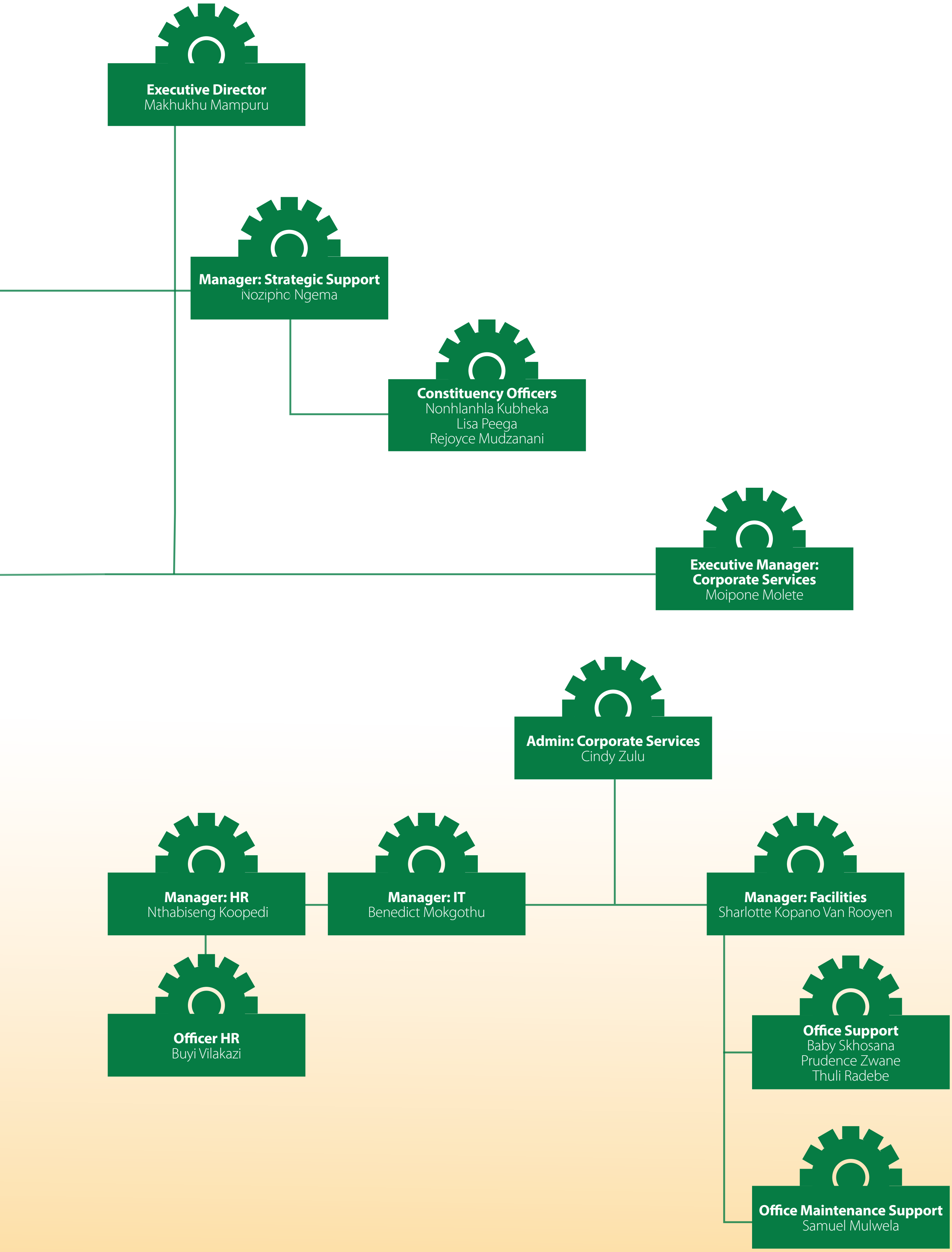
  Nedlac is a Schedule 3(a) public entity and is required to follow the prescripts of the Public Finance Management Act.

- ***Climate Change Act, 2024***

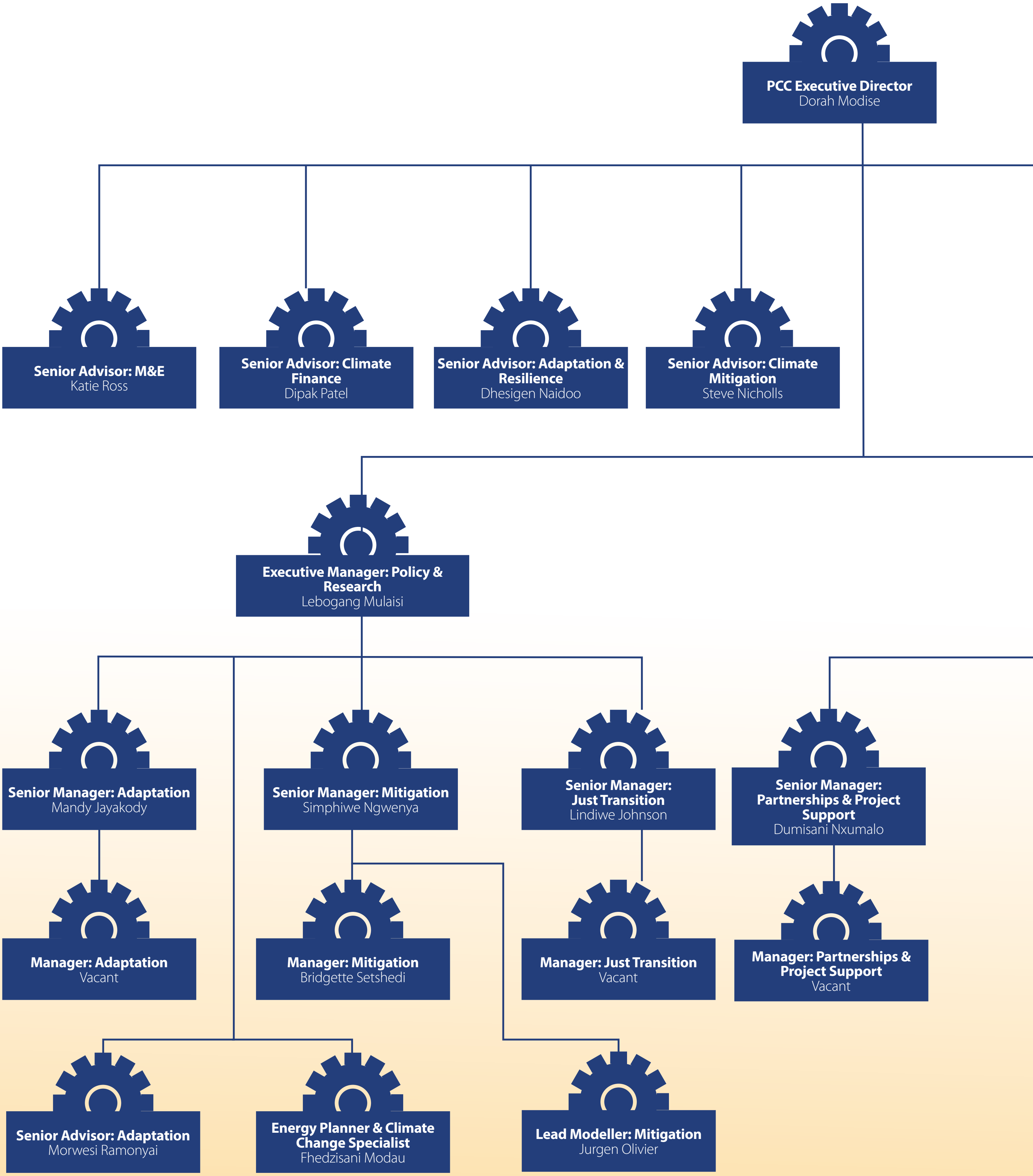
  The Climate Change Act (Act No. 22 of 2024) was signed into law by the President on 18 July 2024 and gazetted on 23 July 2024. The Act establishes a legal framework to enable South Africa's effective climate change response and a long-term just transition to a low-carbon and climate-resilient economy and society. It formalises institutional arrangements, including the Presidential Climate Commission, and introduces key provisions such as sectoral emission targets, carbon budgets, a national greenhouse gas emissions trajectory, and obligations for national, provincial, and municipal climate change planning and implementation.

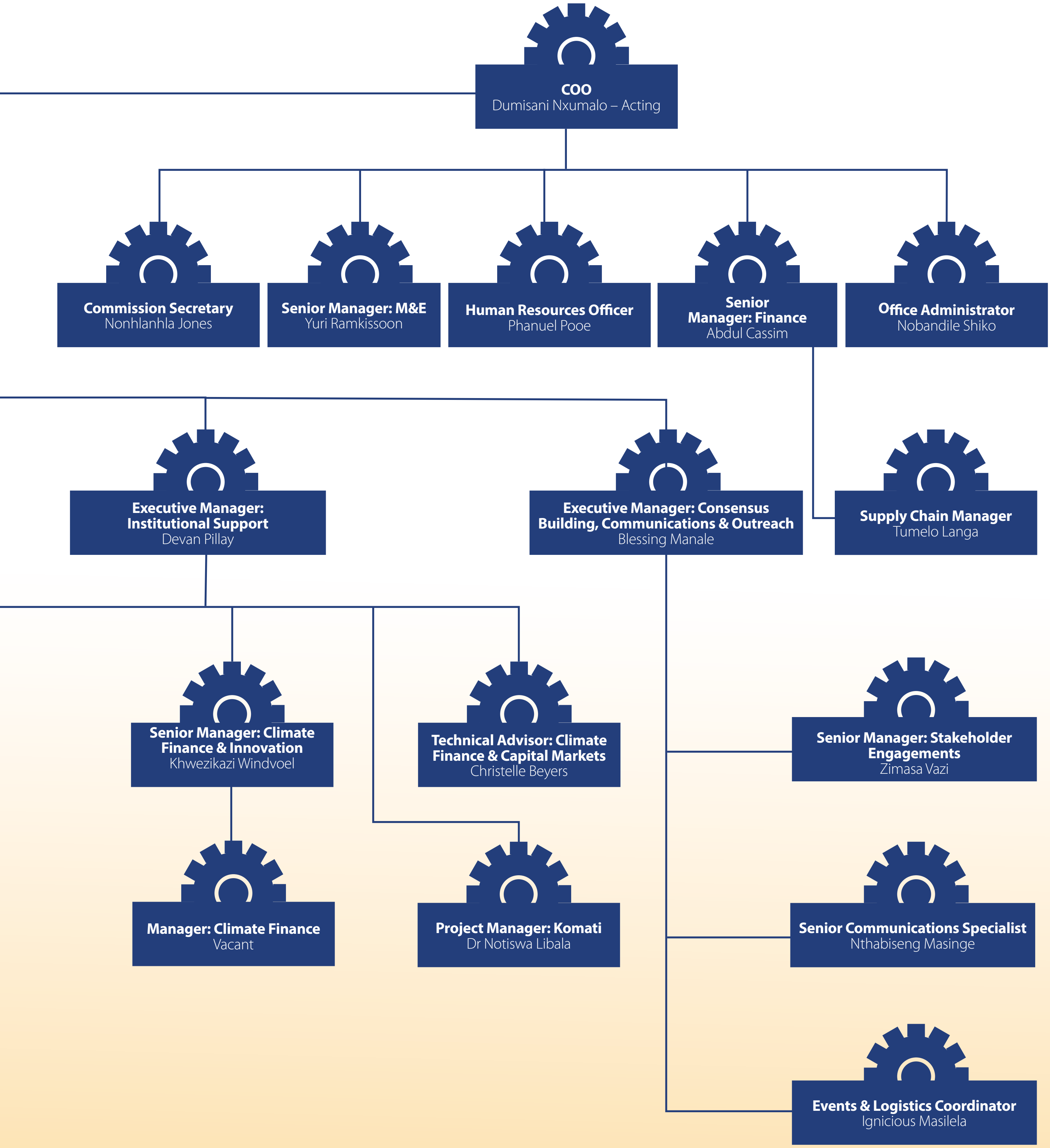
9. ORGANISATIONAL STRUCTURE




Executive Director
Makhukhu Mampuru
Manager: Strategic Support
Noziphc Ngema
Constituency Officers
Nonhlanhla Kubheka
Lisa Peega
Rejoyce Mudzanani
Executive Manager: Corporate Services
Moipone Molete
Admin: Corporate Services
Cindy Zulu
Manager: HR
Nthabiseng Koopedi
Manager: IT
Benedict Mokgothu
Manager: Facilities
Sharlotte Kopano Van Rooyen
Officer HR
Buyi Vilakazi
Office Support
Baby Skhosana
Prudence Zwane
Thuli Radebe
Office Maintenance Support
Samuel Mulwela

PCC ORGANOGRAM




COO
Dumisani Nxumalo – Acting
Commission Secretary
Nonhlanhla Jones
Senior Manager: M&E
Yuri Ramkissoon
Human Resources Officer
Phanuel Pooe
Senior Manager: Finance
Abdul Cassim
Office Administrator
Nobandile Shiko
Executive Manager: Institutional Support
Devan Pillay
Executive Manager: Consensus Building, Communications & Outreach
Blessing Manale
Supply Chain Manager
Tumelo Langa
Senior Manager: Climate Finance & Innovation
Khwezikazi Windvoel
Technical Advisor: Climate Finance & Capital Markets
Christelle Beyers
Senior Manager: Stakeholder Engagements
Zimasa Vazi
Manager: Climate Finance
Vacant
Project Manager: Komati
Dr Notiswa Libala
Senior Communications Specialist
Nthabiseng Masinge
Events & Logistics Coordinator
Ignicious Masilela

PART B: PERFORMANCE INFORMATION

1. AUDITOR'S REPORT: PREDETERMINED OBJECTIVES

The Auditor-General South Africa (AGSA) performs the necessary audit procedures on the performance information to provide reasonable assurance in the form of an audit conclusion. The audit conclusion on the performance against predetermined objectives is included in the report to management, with material findings being reported under the Predetermined Objectives heading in the Report on other legal and regulatory requirements section of the auditor's report.

Refer to page 97 of the Report of the Auditors Report, published as Part F: Financial Information.

2. OVERVIEW OF PERFORMANCE

2.1. Service Delivery Environment

To assist users of the Annual Report to gain an understanding of the challenges, successes and other factors that might impact a public entity's performance, it is necessary to provide the users with an overview of the context within which the public entity operated and sought to implement its Strategic Plan and Annual Performance Plan.

The public entity should seek to give a balanced overview of the environment in which it operated during the reporting period and not merely focus on factors that might be offered as 'mitigating circumstances' to support the public entity's delivery record.

The overview should include:

- commentary on the public entity's overall performance, outlining its key outputs, particularly relating to services rendered directly to the public;
- commentary on the challenges encountered by the public entity when providing the relevant services, and the corrective steps to be taken in dealing with such challenges; and
- a description of any significant developments, external to the public entity, that may have impacted either the demand for the public entity's services or on the public entity's ability to deliver those services.

2.2. Organisational Environment

The organisational environment of Nedlac is very stable. This is reflected in the feedback from social partners and staff in our fourth Annual Stakeholder Survey set out below.

Nedlac received an 84% satisfaction rating from social partners, reflecting confidence in the organisation's operational efficiency. The survey results highlight the strong performance of Nedlac staff, which contributed to the level of satisfaction among stakeholders.

At the end of the period, Nedlac had a staff compliment of 57, including 49 Blacks, 3 Whites, 5 Indians, 40 women, 17 men, and two persons with a disability.

Placement of staff in line with the Organisational alignment undertaken in 2023/24 financial year and moving affected managers to the midpoint of the salary scale.

The following appointment were made:

- Nedlac Executive Director
- PCC Executive Directors
- Human Resource Officer
- Administrator: Labour and Development

Improvements made to Nedlac offices include conversion of all lights in the building into energy efficient LED lighting and undertaking occupational health and safety (OHS) compliance audit.

The following new policies introduced:

- Remuneration Policy
- Training and Development Policy
- Employment Equity Policy
- Records Management and Retention Policy

The following policies were reviewed:

- HR Policy
- Performance Management Policy
- Code of Ethics
- Occupational Health and Safety Policy
- Asset Management Policy
- Petty Cash Policy
- Revenue and Debtors Policy
- Travel, Accommodation and Catering Policy
- Constituency Capacity Building Policy
- Performance Information Policy

2.3. Key Policy Developments and Legislative Changes

Nedlac concluded engagements on seven key pieces of legislation, regulations and policies, including the following:

- Second Amendment to the Immigration Regulations (Immigration Act of 2002)
- National Labour Migration Policy
- Expanded Public Works Programme (EPWP) Policy
- Tobacco Products and Electronic Delivery Systems Control (TP&EDSC) Bill
- Gas Amendment Bill
- Social Services Practitioners (SSP) Bill
- Electronic Deeds Registration Systems Amendment Bill (EDRS)

Labour Law Reforms

The Labour Law Reforms Task Team concluded its work in November 2024, finalising extensive amendments to four key labour statutes, these included:

- 47 amendments to the Labour Relations Act (LRA)
- 13 amendments to the Basic Conditions of Employment Act (BCEA)
- 2 amendments to the National Minimum Wage Act (NMWA)
- 3 amendments to the Employment Equity Act (EEA)

2.4. Progress towards achievement of institutional Impacts and Outcomes

Each public entity is expected to report on its impacts and outcomes as outlined in its Strategic Plan, including progress made toward achieving the five-year targets linked to the outcome indicators. Entities must also highlight key achievements in contributing to the 2019–2024 Medium Term Strategic Framework and, where relevant, the Provincial Growth and Development Strategy. Any amendments to the Strategic Plan should also be noted and explained, where applicable.

3. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Nedlac is reporting on 16 targets in alignment with the Annual Performance Plan (APP) for 2024/25 financial year. A total of 14 targets were achieved, representing an 88% overall performance for this period. A summary is displayed in the table below:

Programme	Indicators	Achieved	Not Achieved	Overall Achievement (%)
Administration	8	8	0	100%
Core Operations	4	2	2	50%
Capacity Building	1	1	0	100%
Presidential Climate Commission	3	3	0	100%
Summary	16	14	2	88%

Indicators that were not achieved. The reasons for non-achievement are as follows:

3.1 The target of circulating 100% of dialogue reports to participants within 14 working days was not fully achieved, with only 90% of reports distributed on time. This shortfall was due to a miscalculation of the circulation dates for the CBAM Dialogue Session by the secretariat.

3.2 The target of concluding 100% of Section 77 reports within five working days following the resolution of notices was not met, with only 33% achieved—one out of three reports was concluded within the specified timeframe. Capacity constraints faced by the responsible manager affected timely completion. To prevent similar challenges in future, control measures will be implemented.

3.3 As a result, the overall performance for Programme 2 was 50%.

3.1. Programme 1: Administration

This programme aims to build an organisation with competent competencies, capabilities, and resources to deliver on the organisation's strategy successfully.

3.1.1 Receiving an Unqualified Audit

This target relates to Nedlac obtaining an unqualified audit opinion for the 2023/24 financial year by 31 March 2025. This was achieved in quarter two after Nedlac received the 2023/24 audit report from the Auditor-General of South Africa

3.1.2 Stakeholder Satisfaction Survey

The Nedlac APP includes an indicator with a target of receiving 75% or more positive annual feedback from social partners, confirming satisfaction with Nedlac's operational efficiency by 31 March each year. In the fourth quarter, the survey was conducted, and the average positive response received was 84%.

3.1.3 Facilities Management

- Conversion of all lights in the building into energy efficient LED lighting.
- The overall maintenance of Nedlac House facilities was effectively managed, with all targets met except for the re-paving of the grounds, which could not be undertaken due to budget constraints. All planned routine maintenance was conducted.
- Planned periodic maintenance (servicing of power generator, HVAC system, gas suppression system, fire safety equipment, and elevator) was conducted.
- Occupational Health and Safety (OHS) activities undertaken during this financial year were as follows:
  - o The OHS Committee undertook training on Basic Firefighting and the OHS ACT.
  - o An OHS audit and emergency evacuation drill was conducted.

3.1.4 Information Technology (IT) systems and performance

The following can be reported:

- 97.4% of IT incidents reported during the financial year 2024–2025 were successfully resolved within the defined timelines of the Service Level Agreement (SLA).
- The transition from Vox to Telkom was completed successfully.
- All servers that did not meet the new minimum requirements for Microsoft's Operating System lifecycle, including non-compliant servers, were decommissioned.
- Gatekeeper was implemented across all workstations to enable automatic patching.
- Veeam Backup for Microsoft 365 was successfully implemented to handle backups of user data, including OneDrive accounts. A notification and alert system were also set up to monitor backup status and ensure data protection continuity.
- An additional layer of Wi-Fi connectivity was implemented through the installation of extra access points.
- A Fortinet Analyser was installed to monitor firewall traffic and support advanced reporting. This enhances the organisation's ability to detect, analyse, and respond to potential security threats in real-time.

3.1.5 Staff Training and Development

The following training and development was implemented during the reporting period:

- Coaching for all levels of staff.
- Eleven study support applications were approved for the year.
- The second cohort of the leadership development programme concluded.
- The overall training and development achievement was 80.26%.

3.1.6 Revised Governance Documents

The Nedlac Bill was approved by Exco in 2023, however, its submission to Cabinet has been delayed. The delay was due to three sets of comments from the Office of the Chief State Law Advisor, which needed to be addressed before the Bill could proceed. These comments focused on clarifying the definition of "socio-economic policy," the order in which definitions are presented, the powers and functions of Nedlac, and the process for how Nedlac Reports will be considered by Parliament. In response, Nedlac has revised the Bill in the reporting period to address these concerns and submitted the updated version to the Office of the Chief State Law Advisor for further review.

3.1.7 Monitoring and Evaluation Products

A comprehensive report tracking the status of 26 Bills engaged at Nedlac over the past five years was developed. The analysis showed that 14 Bills were signed into law, two are currently under parliamentary consideration, and ten are yet to be introduced to the National Assembly.

Programme 1: Administration

Purpose: This programme aims to build an organisation with competencies, capabilities, and resources to deliver on the organisation's strategy successfully.

Administration									
Outcome		**Output**	**Output Indicator**	**Audited Actual Performance 2022/23**	**Audited Actual Performance 2023/24**	**Planned Annual Target 2024/25**	**Actual Achievement for 2024/25**	**Deviation from planned target to actual achievement 2024025**	**Reasons for deviation**
1.1	Nedlac accounts for the use of its financial resources	Unqualified Auditor General Report obtained	Unqualified audit opinion obtained by 31 March each year	Unqualified audit opinion for 2021/22 financial year obtained by 31 March 2023	Unqualified audit opinion for 2022/23 financial year obtained by 31 March 2024	Unqualified audit opinion for 2023/24 financial year obtained by 31 March 2025	Unqualified audit opinion for 2023/24 financial year obtained by 31 March 2025	Not applicable	Not applicable
1.2	Nedlac is efficient	Annual stakeholder satisfaction survey completed	Percentage of positive responses achieved on the satisfaction of social partners in relation to the effective functioning of Nedlac	73% positive responses achieved on the satisfaction of social partners in relation to the effective functioning of Nedlac	78% feedback received from social partners indicating that they are satisfied that Nedlac performs its work efficiently by 31 March 2024	75% or more positive feedback received per annum from social partners indicating, they are satisfied that Nedlac performs its work efficiently by 31 March each year	84% positive responses achieved on the satisfaction of social partners in relation to the effective functioning of Nedlac by 31 March 2025	The percentage of social partners satisfied was 9% higher than the target	This is indicative that social partners' level of satisfaction with the efficiency of Nedlac continues to increase.
1.3.	Nedlac is efficient	Well managed building	Percentage of annual facilities maintenance plan implemented	80% of Facilities Management Plan implemented	100% of annual Facilities Maintenance Plan implemented	80% of facilities maintenance plan implemented by the end of the financial year.	92.3%	The achievement was 12.3% higher than planned.	Improved procurement planning and project management.
1.4.	Nedlac is efficient	Well managed IT facilities	Percentage of IT related incidents resolved within agreed timeframes	96.5% of IT-related incidents resolved withinagreed time frames	94.93% of IT-related incidents resolved within agreed time frames	90% of IT-related incidents resolved within agreed timeframes	95.33%	The achievement was 5.33% higher than planned	Corrective measures were put in place to improve support
1.5	Nedlac is efficient	Procurement processes completed timeously	Percentage of awards over R500 000 issued to suppliers within two months from the closing date of adverts	100% of awards over R500 000 issued to suppliers within two months from the closing date of adverts	85% of awards over R500 000 issued to suppliers within two months from the closing date of adverts.	100% of awards over R500 000 issued to suppliers within two months from the closing date of adverts	100% of awards over R500 000 issued to suppliers within two months from the closing date of adverts	N/A	Not applicable
1.6.	Nedlac is efficient	Staff developed through training interventions	Percentage of training initiatives set out in the training plan implemented	80% of the training budget spent by the end of the financial year	83% of training initiatives set out in the training plan implemented	80% of training plan initiatives implemented	80% of training plan initiatives implemented	N/A	Not Applicable

Administration									
Outcome		**Output**	**Output Indicator**	**Audited Actual Performance 2022/23**	**Audited Actual Performance 2023/24**	**Planned Annual Target 2024/25**	**Actual Achievement for 2024/25**	**Deviation from planned target to actual achievement 2024025**	**Reasons for deviation**
1.7	Governance is effective	Revised governance documents	Percentage of milestones of the Governance Task Team implementation plan implemented	80% of milestones for the 2022/23 year met	100% of the milestones for the 2023/24 year met	70% of milestones of Governance Task Team implementation plan implemented	100% of milestones of the Governance Task Team implementation plan implemented. (2 out of two milestones)	The set target was exceeded as all milestones plans reporting this period were concluded. This resulted in 100% milestones being concluded instead of 70%.	Not applicable
1.8	Monitoring and evaluation processes enables effective decision making	Monitoring and evaluation products	Number of monitoring and evaluation product produced	Two monitoring products produced	1 monitoring and evaluation product was produced, namely the Parliamentary Tracker	1 monitoring product and/or evaluation produced by 31 March each year	A Parliamentary Tracker Monitoring Report was produced by 31 March 2025.	Not applicable	Not applicable

3.2. Programme 2: Programmes (Core Operations)

The programme's objective is to ensure that the leadership of business, community, government, and labour cooperate to identify and implement ways to address relevant and important social and economic issues. The programme manages engagement processes on policies and legislation, dialogues, and other activities, which are set out below.

3.2.1 Public Finance and Monetary Policy Chamber (PFMPC)

The Public Finance and Monetary Policy Chamber seeks to reach consensus and make agreements for placing before Exco all matters pertaining to financial, fiscal, monetary and exchange rate policies, the coordination of fiscal and monetary policy, related to elements of macroeconomic policy and the associated institutions of delivery.

3.2.1.1 Processes Undertaken

The table below reports on the process undertaken in the PFMPC. One process was ongoing by the end of the financial year:

Policy or Bill	Originating Government Department	Nedlac Structure where Matter was Considered	Summary of Matter and Deliberations at Nedlac	Timelines for Considering the Matter
National State-Owned Entities Bill	Department of Monitoring and Evaluation	PFMPC	The Bill aims to improve the operational efficiency and governance of national commercial state-owned enterprises by establishing a centralised holding company, the State Asset Management SOC Ltd. This is intended to support the State's developmental goals and ensure commercial sustainability.	Tabled: 28 January 2025 Status: Ongoing

3.2.1.2 Dialogue Sessions

One dialogue session was convened by the Chamber as follows:

Dialogue	Originating Government Department	Nedlac Structure, where a Matter was Considered	Summary of Deliberations	Timelines for Preparing a Report
Government Budget Planning	National Treasury	PFMPC and Special Exco	The session focused on South Africa's economic performance and fiscal priorities, with presentations delivered by the South African Reserve Bank (SARB) and National Treasury (NT), alongside contributions from social partners. The discussions underscored the importance of aligning the new Government of National Unity's objectives to achieve inclusive growth, poverty alleviation, and the development of a capable state.	Session convened: 26 July 2024 Report submitted to participants: 15 August 2024

3.2.1.3 *Other Activities*

Issue	Performance
Implementation of the Two-Pot System	A Task Team was set up to support the implementation of the Two-Pot Retirement System, which was rolled out on 01 September 2024. The task team convened nine meetings to address and mitigate potential risks, ensuring the successful implementation of the Two-Pot System.
Update on the progress to address the recommendations by the Financial Action Task Force (FATF) on Grey Listing	On 13 November 2024, National Treasury presented a progress report on measures undertaken by the country to address the recommendations of the Financial Action Task Force on the country's grey listing. The report outlined eight areas addressed through the action plan and highlighted that 38 out of 40 recommendations had been addressed.
Medium-Term Budget Policy Statement	The Minister of Finance, Mr Enoch Godongwana, presented the Medium-Term Budget Policy Statement (MTBPS) on 01 November 2024, followed by input from social partners. The discussions concluded with broad agreement on the following priorities for integration into Nedlac's work: • Revitalising the freight and logistics sector • Reforming local government frameworks • Exploring the future of state-owned enterprises (SOEs) • Reviewing early retirement modalities for public service
Budget Priorities	Professor Michael Sachs presented budget and expenditure choices on 26 June 2024**.** His presentation outlined the key budget priorities facing the Government of National Unity. The National Treasury presented on the Gold Foreign Exchange Contingency Reserve Account (GFECRA) on 26 June 2024. The GFECRA seeks to track the gains or losses made from fluctuations in the value of the South African Rand against other currencies. It is a financial instrument that helps balance out the gains and losses caused by changes in exchange rates. The proceeds from GFECRA will be used to reduce government borrowing. Social partners provided input on the discussions.

3.2.1.4 *The Energy Security Workstream (ESW).*

Processes Undertaken

The table below reports on the process undertaken by the ESW. One process was concluded, and one process was ongoing by the end of the financial year.

Policy or Bill	Originating Government Department	Nedlac Structure where Matter was Considered	Summary of Matter and Deliberations at Nedlac	Timelines for Considering the Matter
Integrated Resource Plan (IRP)	Department of Mineral Resources and Energy	ESW	The IRP aims to ensure electricity security, diversify the energy mix, reduce environmental impacts, support socio-economic development, and enhance power system flexibility. Engagements were ongoing by the end of the financial year.	Tabled: 11 March 2025 Status: Ongoing
The Gas Amendment Bill	Department of Mineral Resources and Energy.	Trade and Industry Chamber, and the Energy Security Workstream	The Bill aims to streamline regulatory processes, foster transparent pricing mechanisms, enhance compliance frameworks, and empower the Energy Regulator.	Tabled: 28 October 2024 Concluded: 25 February 2025

3.2.1.5 Dialogue Sessions

Two dialogue sessions were convened by the ESW as follows:

Dialogue	Originating Government Department	Nedlac Structure, where a Matter was Considered	Summary of Deliberations	Timelines for Preparing a Report
Gas Amendment Bill (Dialogue)	Department of Mineral Resources and Energy (DMRE)	TIC, ESW, and PCC	Social partners received a briefing on the Gas Amendment Bill and discussed its implications in the context of the proposed long-term energy mix of the country. The Industrial Gas Users Association of Southern Africa provided a comprehensive overview of the gas sector followed by input from the Presidential Climate Commission.	Session convened: 26 September 2024 Report submitted to participants: 16 October 2024
Dialogue session on Energy and Electricity Issues.	DMRE Minister of Energy and Electricity	Energy Security Workstream.	The Minister of Energy and Electricity provided an update on key developments within the electricity and energy sector, highlighting the following: • Plans to address load shedding, enhance transmission and distribution networks and improve electricity affordability • Progress on the Integrated Resource Plan (IRP2030) • An outline of the country's approach to nuclear energy	Session convened: 13 September 2024 Report submitted to participants: 04 October 2024

3.2.1.5 Other Activities

Issue	Performance
Energy Security Workstream	The workstream received the following presentations: • On 07 May 2024, National Treasury presented the Independent Assessment of Eskom's Operational Situation Report. The report seeks to assist in strengthening Eskom's corporate plan and support the turnaround at Eskom. • On 03 February 2025, The National Energy Crisis Committee (Necom) presented the Reform Roadmap for the Electricity Distribution Industry (EDI). The reform of the EDI aims to address industry fragmentation, grid infrastructure backlogs, and tariff disparities to create a more equitable and sustainable energy system, with the Roadmap set for Cabinet submission in the second half of 2025. • On 03 February 2025, Eskom and National Treasury presented on the economic impact of municipal debt to Eskom. The presentations highlighted the progress being made to address the municipal debt owed to Eskom, and measures to address the identified challenges. Social partners provided inputs to ensure that the interventions were practical to address municipal debt.

3.2.1.6 Trade and Industry Chamber

Processes Undertaken

The table below reports on the process undertaken by the TIC. One process was concluded by the end of the financial year:

Policy or Bill	Originating Government Department	Nedlac Structure where Matter was Considered	Summary of Matter and Deliberations at Nedlac	Timelines for Considering the Matter
Tobacco Products and Electronic Delivery System Control (TP&EDSC) Bill	Department of Health (NDoH)	Trade and Industry Chamber (TIC) and Development Chamber (DC)	The Bill aims to regulate smoking, the sale and advertising of tobacco products and electronic delivery systems and establish manufacturing and export standards. The engagement process was undertaken by social partners and the Nedlac Report on the Bill was subsequently concluded.	Tabled: 19 November 2024 Concluded: 14 March 2025

3.2.1.7 TIC Dialogue Sessions

Two dialogue session was convened by the Chamber as follows:

Dialogue	Originating Government Department	Nedlac Structure, where a Matter was Considered	Summary of Deliberations	Timelines for Preparing a Report
Tobacco Products and Electronic Delivery Systems Control (TP&EDSC) Bill Dialogue Session	National Department of Health (NDoH)	Trade and Industry Chamber, Development Chamber and the TP&EDSC Bill Task Team	The session sought to enable social partners to better understand the Bill's objectives and implications. Additionally, it provided a platform for social partners to share information to improve engagement on the Bill. The key themes emerging from the dialogue session included the following: • Enforcement and enforceability • Harm reduction strategies. • Tobacco consumer behavioural changes • The Bill's impact on job creation and income opportunities for informal traders • Tobacco product differentiation	Convened: 03 and 12 December 2024 Report submitted to participants: 19 December 2024

Dialogue	Originating Government Department	Nedlac Structure, where a Matter was Considered	Summary of Deliberations	Timelines for Preparing a Report
TIC Strategic Dialogue Session	Department of Trade, Industry and Competition	Trade and Industry Chamber	The primary objective of the session was to introduce the Minister of Trade, Industry and Competition to Nedlac and to establish a working relationship under the 7th administration. The Department of Trade, Industry and Competition (**dtic**) and the Department of Agriculture presented key strategic focus areas. Social partners provided inputs on issues including industrial policy master plans, localisation, competition policy, economic transformation, and international trade. The issues arising from the session will contribute into the workplan of the TIC and that of **the dtic**.	Session convened: 27 March 2025 Status: Report was under development by the end of the financial year, and was still within the set reporting timelines

3.2.1.8 Other Activities

Issue	Performance
Critical Minerals for Beneficiation and Decarbonisation Plans	The TIC meeting held on 30 January 2025 engaged on the Critical Mineral and Decarbonisation Plans with a focus on the following: • Progress made by the Department of Mineral Resources on the development of critical minerals for beneficiation industrial master plan. • Progress made by Government to address challenges of the ArcelorMittal South Africa (AMSA) and SASOL decarbonisation.
South African Revenue Service (SARS) Presentation	On 24 October 2024, the South African Revenue Service (SARS) presented on the following: a. **Customs Fraud and Illegal Imports –** the presentation focused on various measures undertaken by SARS in managing porous borders and illicit trade. SARS outlined a phased implementation plan of the Registration Licensing Accreditation (RLA) System, which is an online self-service system that features several key functionalities to ensure compliance in customs. The Chamber agreed to revive the Customs Fraud and Illegal Imports Task Team. b. **Single Window Pilot Project –** the presentation focused on the Single Window Project, a SARS programme in collaboration with the Border Management Authority (BMA) and the Department of Agriculture (DoA). The programme seeks to create a Single Window facility that allows parties involved in international trade and transport to lodge standardised information and documents once at a single-entry point to fulfil all import, export, and transit-related regulatory requirements.
South African Bureau of Standards (SABS)	On 24 October 2024, the South African Bureau of Standards (SABS) presented its turnaround strategy to the Chamber and provided an update on its implementation. Social partners provided input on the discussion to enhance the functioning of the institution.
National Regulatory Compulsory Specification (NRCS)	On 24 October 2024, the National Regulatory Compulsory Specification (NRCS) presented its legislative mandate, encompassing the NRCS Strategy, Delivery Model, and Intervention and Compliance Behavior Framework. The presentation highlighted the industries regulated by the NRCS, its funding model, strategic enablers, and international participation. Social partners raised concerns about the importation of second-hand motorcycles. In response, a one-aside task team, which included representatives for the NRCS, was established to engage further on the identified concerns.
Government Incentives Task Team (GITT)	The Government Incentive Task Team concluded its report which was approved by Manco on 29 November 2024. The report outlines key issues relating to South Africa's government incentives, including proposing a single register and single window, types of incentives, monitoring and evaluation, conditions, and additional sources of funding.
Border Management Authority (BMA)	On 25 July 2024, the BMA presented the control measures it has undertaken to facilitate and manage legitimate movement of goods and persons within the border law enforcement area and at ports of entry across South Africa.
Ashton Canning Factory	On 25 July 2024, the CCMA Commissioner presented the status update on the closure of the Ashton Canning Factory, a challenge that had been raised by social partners. The presentation highlighted that parties agreed to stop the closure of the factory as the factory explored means of saving the company and retaining over 6000 jobs within the factory, and the business was stable. No further Section 189A applications were received since the closure and the retrenchment process was put on hold in August 2024.
Industrial Parks Revitalisation Plans	On 25 April 2024, National Treasury presented on the Industrial Parks and Revitalisation Plan which was supported by the Chamber. The Plan outlined the essential mandate, roles and responsibilities of the public sector concerning municipal planning and land-use management. It emphasised that Metropolis Industrial Spaces should be regarded as national economic assets, which must be managed strategically to optimise value creation. On 27 June 2024, the World Bank presented the toolkit model that guides the revitalisation of Industrial Parks.
Competition Commission	On 29 August 2024, the Competition Commission presented on its interventions to address business exclusions and inequalities in markets. The presentation focused on alleviating barriers to market entry for new businesses, particularly to enable the SMMEs to contribute effectively to economic growth and job creation.

Issue	Performance
Cannabis Re-industrialisation	On 29 August 2024, Business presented on the Industrialisation of the cannabis sector. The presentation focused on the market overview, the value chain opportunities and the potential impact of the sector for South Africa's industrial economy. The presentation further outlined challenges pertaining to the slow progress on the implementation of the master plan. Subsequently, Government reported on 26 September 2024, on the prioritisation and commitments made by the Master Plan Project Steering Committee to fast-track the implementation of the Cannabis Master Plan.
Employee Share Ownership (ESOPS) Research	TIC commissioned a research study on ESOPS. The purpose of the study was to explore forms of ESOPS in South Africa, understand ESOPS models, and financing approach. The research study was approved by the task team on 20 September 2024. Furthermore, a Nedlac Report on ESOPS was developed and approved by the Overall Convenors on 10 February 2025.
Proudly South African (PSA)	On 26 September 2024, the PSA presented the progress made to influence local procurement in the public and private sectors, increase local production, and influence consumers to buy local products and services to stimulate job creation and promote localisation. The presentation also provided proposals on how social partners could be involved in fostering support of local content production and to ensure access to markets for SMMEs.

3.2.1.9 Trade and Industry Workstreams

Processes Undertaken

The table below reports on the process undertaken by the Freight and Public Transport Workstream. One process was ongoing by the end of the financial year.

Policy or Bill	Originating Government Department	Nedlac Structure where Matter was Considered	Summary of Matter and Deliberations at Nedlac	Timelines for Considering the Matter
National Public Transport Subsidy Policy (NPTSP)	Department of Transport (DoT)	Freight and Public Transport Workstream	The policy seeks to enhance public transport implementation in South Africa by clarifying government roles, fostering a supportive environment, particularly at the local level, and improving grant consolidation and performance accountability in the built environment. Engagements were ongoing by the end of the quarter.	Tabled: 3 October 2024 Status: Ongoing

3.2.1.10 Dialogue Sessions

One dialogue session was convened by the workstream as follows:

Dialogue	Originating Government Department	Nedlac Structure, where a Matter was Considered	Summary of Deliberations	Timelines for Preparing a Report
Dialogue Session on Transnet's Localisation Strategy	Department of Transport (DoT)	Freight and Public Transport Workstream	This session focused on enhancing localisation through Transnet's procurement systems and supplier development framework. Social partners contributed practical insights on strengthening local manufacturing capacity capabilities of the SMMEs and promoting inclusive economic participation.	Session convened: 25 March 2025. Status: Report was being developed by the end of the year and was still within the set reporting timelines.

3.2.1.11 *Other Activities*

Issue	Performance
Freight and Public Transport Workstream	On 19 November 2024, the workstream received the following presentations: • The National Logistics Crisis Committee (NLCC) reported on the progress made in addressing operational performance at South Africa's Ports, including measures implemented by Transnet on Port Congestion and Third-Party Access. • The Department of Transport (DoT) provided feedback on the implementation of the National Rail Policy. The feedback particularly focused on the devolution of Commuter Rail Strategy, draft High-Speed Rail Framework, Draft Private Sector Participation Framework and Development of National Rail Master Plan. • Business provided an update on progress made in addressing the Lebombo Border Challenges following the Mozambique unrest. On 01 and 16 August 2024, the workstream undertook study tours and visited the PRASA facilities in Gauteng and Western Cape, respectively. • The Gauteng study visits involved trips to the Gibela Rail Transport Consortium, Command Train Centre (CTC) and the Rolling Stock Wolmerton Train Depot. It was attended by both the Nedlac Freight and Public Transport Workstream and Trade and Industry Chamber (TIC) members. • In the Western Cape, social partners were taken on a train ride from Cape Town Station to Mandalay Station and the modernised Rail Management and Train Control Centre (RMTCC) which is responsible for controlling and authorising the movements of trains in the Western Cape. The study tours provided critical, first-hand insight into the progress and implementation of PRASA's rail modernisation programme. These visits enabled social partners to move beyond theoretical briefings and observe the operationalisation of key components, including the manufacturing and localisation efforts at Gibela Rail Transport Consortium, the upgraded rolling stock, and the functionality of the modernised Command and Train Control Centres. The value of the study tours included the following: • Verification of progress: Social partners were able to validate PRASA's reported progress, including the resumption of train services, enhanced reliability, and improved passenger experience resulting from the upgraded infrastructure and technology. • Understanding of localisation and job creation impact: By witnessing local manufacturing operations at Gibela and learning about associated skills development programmes, stakeholders gained a deeper appreciation of the localisation efforts and their socio-economic impact. • Strengthening collaboration: The tours fostered better understanding and trust among stakeholders by creating shared experiences and aligning perspectives on national rail priorities.
SMME Workstream	On 05 August 2024, the Department of Small Business Development (DSBD) presented on the SMME & Cooperatives Funding Policy for South Africa. Social partners provided input and articulated their support for the Policy.

3.2.1.12 *Technical Sector Liaison Committee (TESELICO)*

One dialogue session was convened by the Teselico as follows:

Dialogue	Originating Government Department	Nedlac Structure, where a Matter was Considered	Summary of Deliberations	Timelines for Preparing a Report
Dialogue Session on Carbon Border Adjustment Mechanism (CBAM) and other Protectionist Measures	The **dtic**	Teselico and PCC	The session examined the implications and potential mechanisms to mitigate the effects of CBAM and other protectionist measures, such as Deforestation Regulations, the Inflation Reduction Act, Green Protectionism and Decarbonisation, on the South African economy. The session agreed to establish a workstream to formulate a proposed strategy for the country, in response to these measures.	Session convened: 21 August 2024 Report submitted to participants: 16 September 2024

3.2.1.13 Other Activities

Issue	Performance
Updates on Trade Matters	Teselico received updates from the Department of Trade, Industry and Competition (the **dtic**), as well as engaged on the ongoing negotiations and existing agreements concerning international trade. These include the following: • **Group of 20 (G20):** Trade and inclusive growth, responsive trade agenda, G20 Framework to promote sustainable development; and World Trade Organization (WTO) Reform as key priorities for the G20 Summit. • **Trade in Services:** The convening of the SADC Inaugural meeting of the multi-stakeholder group on services. • **South Africa's Trade Relations with EU:** South Africa's (SA) outcomes of the European Union (EU) Joint Cooperation Council (JCC) meeting that took place in Brussels, Belgium, on 14-15 January 2025. • **SACUM-UK EPA:** Outcomes of the SACUM-UK EPA Joint Council (JC) meeting convened on 28 January 2025 in Gaborone, Botswana. • **African Continental Free Trade Area (AfCFTA):** Implementation of the Guided Trade Initiative (GTI). The report outlined that since the launch of the GTI on 7 October 2022, a facilitation mechanism to fast track the implementation of the AfCFTA tariff preferences was gazetted by 19 countries, of which eight were SADC countries. • **Digital Protocol:** The adoption of the Protocol on Digital Trade by the 2024 AU Summit. • **WTO Dispute Settlement Mechanism:** On 3 July 2024, Teselico held a special engagement with the dtic which focused on establishment of the two panels for the WTO Dispute Settlement Body (DSB) on the Citrus Black Spots (CBS) and False Codling Moth (FCM). An update was received on the report regarding the dispute settlement mechanism. The report highlighted that the limited progress in the negotiations on dispute settlement mechanism posed an existential crisis for the WTO. • **Southern African Customs Union (SACU):** A progress report made by the dtic to Teselico highlighted that the SACU Member States engaged in discussions to finalise a long-term mechanism for sugar trade in SACU in order to facilitate for non-SACU member states to buy sugar from SACU sugar producers. Discussions to finalise the long-term mechanisms were ongoing. Social partners noted and welcomed the reports presented by government and requested that Teselico members be included in the Trade and Investment Committee delegated to prepare for the convening of the G20, with a particular focus on investment and trade.
Research Study on the Inclusion of Social Clauses in South Africa's Trade Agreements	Teselico commissioned a research study on the inclusion of social clauses in South Africa's Trade Agreements. The purpose of the study was to explore possibility/viability of, and pathways leading to the, inclusion of Social Clauses in trade agreements entered into between South Africa and its trade partners. The final research report was approved by the task team on 28 March 2025, and Teselico will consider further actions to implement the recommendations contained in the Report.

NOTES ON PERFORMANCE: LABOUR AND DEVELOPMENT UNIT

The Labour and Development Unit is responsible for the work conducted at Nedlac pertaining to labour market, social and broader development issues, as well as emerging issues.

3.2.2 Labour Market Chamber (LMC)

3.2.2.1 Processes undertaken

The table below reports on the process undertaken in the LMC. Two processes were concluded by the end of the financial year:

Policy or Bill	Originating Government Department	Nedlac Structure where Matter was Considered	Summary of Matter and Deliberations at Nedlac	Timelines for Considering the Matter
National Labour Migration Policy (NLMP)	Department of Employment and Labour (DEL)	Labour Market Chamber (LMC)	The policy aims to enable a safe, orderly, and regular migration for employment of highly, semi and low-skilled workers to and from South Africa in pursuit of the country's national priorities.	Tabled 24 January 2024 Concluded: 19 July 2024
Second Amendment of the Immigration Regulations on the Immigration Act of 2002	Department of Home Affairs	Labour Market Chamber and Development Chamber	The regulations seek to introduce remote work visas and a points-based system for the Department of Home Affairs. This matter was finalised in the first quarter, but the report was only concluded and tabled at Manco in August 2024.	Tabled: 04 April 2024 Concluded: 23 August 2024

3.2.2.2 *LMC Dialogue Sessions*

Two dialogue sessions were convened by the Chamber as follows:

Dialogue	Originating Government Department	Nedlac Structure, where a Matter was Considered	Summary of Deliberations	Timelines for Preparing a Report
Workshop on legislative and regulatory changes to address rising temperature and heat stress in the workplace	Nedlac and PCC	LMC	The purpose of the workshop was to discuss the implications of heat stress on the health and safety of workers, and mechanisms to address such. Ms. Debbie Collier presented a heat stress paper and recommendations for labour law reform. The presentation highlighted the ongoing regulatory and practical efforts to address heat stress and other climate-related risks in the workplace.	Convened: 16 July 2024 Report submitted to participants: 05 August 2024
Workshop on enabling a Just Transition: Optimising Labour Law and Labour Market Regulations for a Just Transition	Nedlac and PCC	LMC	The purpose of the workshop was to deliberate on the adequacy of existing labour law mechanisms to support a Just Transition. Presentations were made by Professor Haroon Bhorat, followed by Ms. Debbie Collier. The presentations emphasised the need for coordination across levels of government and labour market sectors and the importance of developing existing labour law mechanisms aligned which are with the Just Transition objectives of climate change law	Convened: 22 August 2024 Report submitted to participants: 11 September 2024

3.2.2.3 *Section 77 notices concluded*

The Section 77 Standing Committee concluded three Section 77 notices by the end of the reporting period. One issue was ongoing. The table below sets out the details:

Section 77 Notices	Date of the Notice	Nedlac Structure where Matter was Considered	Summary of Matter and Deliberations at Nedlac	Timelines for Considering the Matter
Congress of South African Trade Unions Free State (COSATU) Section 77(1)(b) notice of the Labour Relations Act (LRA) 66 of 1995	02 July 2022	Section 77 Standing Committee	COSATU submitted a Section 77(1)(b) on the unreliable supply of water and electricity to various workplaces and households in the Maluti Phofung Municipality in Qwaqwa. The Standing Committee had not made a resolution on the matter. Response from the Applicant is awaited.	Status: Ongoing
The Association of Mineworkers and Construction Union (AMCU) Section 77(1)(b) notice of the Labour Relations Act (LRA) 66 of 1995	19 September 2024	Section 77 Standing Committee	AMCU submitted a Section 77(1)(b) on the Unjust Transition from coal imposed on workers and communities leading to job losses and socio-economic impact. The meetings to consider the notice were held on 01 October, 22 October and 26 November 2024. The Standing Committee agreed that the issues raised by AMCU could not be resolved and deemed this notice as having been considered. The Section 77 Certificate was issued, which provides that any protest action arising from this notice, in line with the provisions of the LRA, would be protected.	Resolution by the Standing Committee: 26 November 2024 Certificate issued: 06 December 2024
Congress of South African Trade Unions Western Cape (COSATU WC) Section 77(1)(b) notice of the Labour Relations Act (LRA) 66 of 1995	30 September 2024	Section 77 Standing Committee	COSATU Western Cape submitted a Section 77(1)(b) on pending job losses in the Western Cape Department of Education. The meetings to consider the notice were held on 16 October and 04 December 2024. The Standing Committee agreed that the issues raised by COSATU Western Cape could not be resolved and, therefore, deemed this notice as having been considered. The Section 77 Certificate was issued, which provides that any protest action arising from this notice, in line with the provisions of the LRA, would be protected.	Resolution by the Standing Committee: 04 December 2024 Certificate issued: 06 December 2024

Section 77 Notices	Date of the Notice	Nedlac Structure where Matter was Considered	Summary of Matter and Deliberations at Nedlac	Timelines for Considering the Matter
Solidarity Section 77(1)(b) notice of the Labour Relations Act (LRA) 66 of 1995	01 October 2024	Section 77 Standing Committee	Solidarity submitted a Section 77(1)(b) notice on the unintended consequences caused by the Basic Education Laws Amendment (BELA Act). The meetings to consider the notice were held on18 October, 13 November and 27 November 2024. The Standing Committee agreed that the issues raised by Solidarity were resolved. A report was issued to reflect the outcomes of the consideration of this notice.	Resolution by the Standing Committee: 27 November 2024 A Report was issued: 12 December 2024

3.2.2.4 Other Activities

Issue	Performance
Labour Law Reform	The Labour Law Reforms Task Team was established to engage and amend labour law legislation with a focus on dismissal procedures, retrenchment procedures, review of unfair labour practice definition, and improved efficiency of bargaining councils. The task team finalised a Code of Good Practice on dismissal that included, 47 amendments to the Labour Relations Act (LRA), 13 amendments to the Basic Conditions of Employment Act (BCEA), two amendments to the National Minimum Wage Act (NMWA), and three amendments to the Employment Equity Act (EEA). The Nedlac Report was approved by the Overall Convenors for Labour, Business, and Government on 10 December 2024, and the Overall Convenor for Community Constituency approved on 11 February 2025.
Demarcations Standing Committee	The Standing Committee considered 24 demarcation awards from the Commission for Conciliation, Mediation and Arbitration (CCMA), in line with Section 62 (9) of the Labour Relations Act. These were resolved within 21 working days from the date of receipt by Nedlac.
Issue	**Performance**
Unemployment Insurance	On 12 August 2024, the Department of Employment and Labour briefed Nedlac on the establishment of a Project Management Office (PMO), intended to oversee the restructuring of the Unemployment Insurance Fund (UIF) and Compensation Fund (CF). This includes a reconfiguration of the Funds' governance architecture and proposed legislative amendments to ensure clearer separation between the Funds and the Department. Despite this progress, social partners raised serious concerns about delays in the payments of the CCMA Temporary Employer/ Employee Relief Scheme (TERS) and COVID 19 TERS, as well as persistent inefficiencies in UIF and CF operations. They called for accelerated negotiations on broader labour market reforms. To address these issues, a Special Labour Market Chamber meeting was held on 28 October 2024. The meeting agreed on key areas for further consideration, including: • Unbundling and reform of the UIF and CF • Stabilisation of the CCMA TERS and Labour Activation Programme • Finalisation of legacy backlogs (COVID-19 TERS, Workers Affected by the Unrest (WABU) • Development of amendments to the UI Bill Agreed actions included written submissions from business to the Acting DG, the establishment of bilateral meetings between Government and Labour, and three structured focus discussions between October 2024 and April 2025. Further deliberations at the Labour Market Chamber on 14 November 2024 led to a consensus on forming a task team. Business and labour later expressed their intention to recommend placing the UIF under administration, pending further discussions. By December 2024, the Acting DG committed to providing regular updates to the task team. Additionally, the DG had developed a monitoring tool to track progress and provide quarterly updates to the task team, on the above-mentioned issues relating to the work of the PMO, UI and CF. The task team, however, had not convened by the end of the year, as some nominations from social partners were still awaited.
Just Transition Code of Good Practice	The draft Code of Good Practice and Framework Agreement for the Coal Sector, which was drafted by the secretariat in collaboration with the Presidential Climate Commission (PCC), was discussed by the Chamber on 03 March 2025. The Chamber established a task team to engage further on the nature of the just energy transition.
Skills Development Technical Working Group (sub-committee of the DWCP)	On 24 May 2024, the working group received a report from the International Labour Organisation (ILO) reviewing the methodology and tools used to develop the Critical Skills List. This is a collaborative process between the ILO and Nedlac to support skills development in South Africa.

3.2.3 Development Chamber

Processes concluded

The table below reports on the process undertaken in the Development Chamber (DC). Three processes were concluded, and one was ongoing by the end of the reporting period:

Policy or Bill	Originating Government Department	Nedlac Structure where Matter was Considered	Summary of Matter and Deliberations at Nedlac	Timelines for Considering the Matter
Sector Education and Training Authority (SETA) Grants regulations	Department of Higher Education and Training (DHET)	DC	The regulations aim to promote skills development and training across various sectors by aligning them with the country's economic and social priorities. They further seek to regulate the allocation of grants to employers, training providers, and learners to ensure the effective use of resources. In addition, the regulations establish standards and criteria to ensure the quality and relevance of training programmes. Engagements are still ongoing.	Tabled: 11 March 2025 Status: Ongoing
Electronic Deeds Registries Systems (EDRS) Amendment Bill.	Department of Land Reform and Rural Development (DLRRD)	DC	The EDRS Bill seeks to facilitate the transition to electronic processes for property registration, ensuring efficiency, security, and alignment of the Deeds Registries Act and Sectional Titles Act with the Electronic Deeds Registration System (EDRS).	Tabled: 02 October 2024 Concluded: 25 October 2024
Expanded Public Works Programme (EPWP) Policy.	Department of Public Works and Infrastructure	DC	The policy seeks to implement measures to enhance its effectiveness and provide clear, actionable, and enforceable recommendations for the government to empower EPWP participants.	Tabled: 03 April 2024 Concluded: 19 July 2024
Social Services Practitioner's Bill.	Department of Social Development	DC	The Bill seeks to establish the South African Council for Social Service Practitioners and social services' professional and occupational boards.	Tabled: 04 April 2024 Concluded: 19 July 2024

3.2.3.1 Dialogue Sessions

Three dialogue sessions were concluded by the chamber as follows:

Dialogue	Originating Government Department	Nedlac Structure, where a Matter was Considered	Summary of Deliberations	Timelines for Preparing a Report
White Paper on Local Government (WPLG) Policy Dialogue Session	Department of Cooperative Governance (DCoG)	DC	The session served as a platform for social partners to reflect on the challenges facing local government, assess the state of service delivery, and consider proposed reforms. It played a key role in shaping a shared vision for enhanced accountability and developmental local governance, while also fostering collaboration around the review of the 1998 White Paper on Local Government (WPLG). The Department of Cooperative Governance (DCoG), responsible for local government policy, provided an overview of the planned review of the WPLG. Discussions focused on key thematic areas, including infrastructure and service delivery, spatial planning and local economic development, administration and governance, and institutional systems. Following extensive deliberations, a task team was established to drive engagements and collaboration on the WPLG review.	Convened: 27 November 2024 Report submitted to participants: 17 December 2024

Dialogue	Originating Government Department	Nedlac Structure, where a Matter was Considered	Summary of Deliberations	Timelines for Preparing a Report
National Policing Policy Dialogue Session.	Department of Civilian Secretariat for Police Service (DCSPS)	DC	The session provided an opportunity for the DCSPS to present the National Policing Policy (NPP) and for Nedlac social partners and expert organisations specialising in law enforcement and public safety to provide preliminary input to strengthen the provisions of the NPP.	Session convened: 14 August 2024 Report submitted to participants: 03 September 2024
Disaster Preparedness	Nedlac and PCC	DC	The purpose of the dialogue session was to facilitate information exchange among social partners and key stakeholders responsible for disaster management. Participants discussed mechanisms for detecting potential disasters, timely response capabilities, and proposals for enhancing preparedness and responsiveness.	Convened: 19 March 2024 Report submitted to participants: 11 April 2024

3.2.3.2 *Other Activities*

The table below reports on presentations and other activities undertaken by the Development Chamber and sub-committees:

Issue	Performance
Administrative Adjudication of Road Traffic Offences (AARTO) Legislation Training	The Road Traffic Infringement Agency (RTIA), under the Department of Transport, presented the AARTO legislation status update at the Development Chamber meeting held on 29 January 2025. The presentation highlighted the need for constituency-specific training on the implications of the legislation.
The Water Workstream	The Water Workstream received the following presentations: • Local Government Sector Education and Training Authority (LGSETA) presented on the implications of increasing private sector participation in water services. • National Treasury presented on Municipal Grant Review which focused on issues such as merging the Water Services Infrastructure Grants (WSIG). • The Department of Water and Sanitation presented on progress made in relation to the implementation of the Blue, Green and No drop Plan. • The South African Police Services (SAPS) presented on the Critical Infrastructure Act which deals with critical infrastructure security measures. The presentation further outlined the measures taken to protect key national points (critical infrastructure) related to water and sanitation. • The DWS further presented the Climate Change Response Strategy and the Climate Change status quo analysis for water resources. The workstream further engaged on: • The progress made by government on the identification of key water projects that need to be undertaken to work towards resolving the water crisis, and the social partner role in the implementation of these projects. • Skills shortage in the water sector, highlighting the need for capacity building in the sector. The Workstream further developed and approved an action plan which outlined the possible key actions to be undertaken in the next year financial year.

3.2.4 Emerging Issues

The table below reports on presentations and other activities undertaken by the Cost-of-Living Increases Nedlac Rapid Response Task Team (CLRRTT):

Issue	Performance
Fuel price regulation	During the financial year, the Cost-of-Living Rapid Response Task Team received updates on the Regulatory Accounting System in Petroleum (RAS) Formula Review project, by the Department of Mineral Resources and Energy (DMRE). Social partners noted the updates. The Department had not received any information regarding the President's announcement of a Ministerial Committee that would be established to investigate the fuel price review, by the end of the reporting period. As a result, no further discussions were held on this matter.
Competition-related issues	On 20 June 2024, the Task Team received presentations from the Competition Commission on the latest edition of the Essential Food Price Monitoring Report. On 09 September 2024, the Task Team received presentations on the Fresh Produce Market Inquiry Provisional Report by the Competition Commission.
Addressing food insecurity	The Task Team engaged on the following issues in response to addressing food insecurity in the country: • Household food security • School nutrition programmes • Reducing food waste provision to indigent communities, schools, etc. • A 'Ten Best Buys' proposal made by the DG Murray Trust, in response to addressing issues of child malnutrition, poverty, and hunger. • Regulatory review regarding liability for food donations. • Government's response to the proposed pregnancy support grant as proposed by Priceless SA. On 4 July 2024, the task team further received a presentation from the Department of Fisheries, Forestry and Environment on the draft Strategy for Reducing Food Losses and Waste. On 9 September 2024, the task team received a presentation from DG Murray Trust and Krutham on the Evaluation of the Ten Best Buys Campaign. Social partners noted the reports made.

3.2.5 OTHER MATTERS FOR REPORTING

PERFORMANCE REPORT: CROSS-CUTTING PROJECTS

3.2.5.1 Agreements: 30 Years of Democracy Project

The table below reports on the Agreement reached by social partners relating to the 30 Years of Democracy.

30 Years of Freedom and Democracy Project.	The 30-Year Freedom and Democracy Proposal for Nedlac was approved by Manco on 23 February 2024. Social partners agreed to review and reflect on the 30 Years of Democracy and produce a report arising from the deliberations. The process enabled social partners to assess the achievements, lessons learnt over the 30 years of democracy and propose recommendations on priority focus areas going forward for consideration by Nedlac social partners and the 7th Administration. The report was a culmination of a process, where Nedlac Executive Council (Exco) launched the 30 Years of Democracy Project on 10 May 2024, with the Minister in the Presidency, responsible for Planning, Monitoring, and Evaluation (DPME), Minister Maropene Ramakgopa, presenting the government's 30-year review. At this session, the Minister shared a synthesis report on the implementation and impact of government programmes in South Africa from 1994-2024. To align this process with the Government 30-year review, social partners agreed that Nedlac's role should not only involve celebrating SA's democratic gains but must also reflect and draw lessons and plans for the future. Nedlac partnered with institutions such as the Association of Former Director Generals, the Mapungubwe Institute for Strategic Reflection (MISTRA), and various industry experts in facilitating the different themes of the two working sessions on the review process. The first session focused on social, labour and development issues such as labour market policy, health and food security, education and skills development, social protection, building a developmental state and climate change. The second session focused on economic issues such as industrial and trade policy, innovation, localisation, technology, and job creation. The Report was subsequently approved and released to government and the general public during the Nedlac Summit on 06 September 2024.

3.2.5.2 Economic and Employment Indicators & Trends

Eleven Economic and Employment Indicators and Trends Reports were released during the year covering the following sub-topics: Gross Domestic Product (GDP) Trends, Employment Trends, Household Trends, Government Spending, Investments and International Trade, and sector analysis.

a) The April 2024 Report focused on the decline in port activity in South Africa. The report included an in-depth analysis of the employment trends on the African continent versus the rest of the world, showing that countries outside Africa had stronger employment growth.

(i) The May 2024 Report highlighted SARS' collection of R1.741 trillion in net revenues for the 2023/24 financial year, exceeding the revised estimate by nearly R10 billion. The report further discussed the growth outlook for South Africa in 2024 due to a stronger-than-expected recovery in world markets.

(ii) The June 2024 Report examined South Africa's first-quarter unemployment rate of 2024, noting an increase in unemployment rates across all provinces. It further reported that the number of unemployed individuals surpassed those employed in all provinces, with Limpopo experiencing the highest growth in the number of unemployed individuals.

(iii) The July 2024 Report focused on the Education spending per school.

(iv) The August Report highlighted household access to social services, annual general election voter turnout and access to water and electricity.

(v) The September 2024 Report focused on unemployment rate per province, with only Limpopo and Mpumalanga provinces showing a decrease in unemployment over the 12-month period.

(vi) The October 2024 Report focused on fixed investment plans for early 2025 and improvements in power supply and logistical issues.

(vii) The November 2024 Report took a deep dive into the 2024 Medium-Term Budget Policy Statement (MTBPS), and the outlook on African economic growth.

(viii) The December 2024 Report focused on South Africa's trade balance surplus of R34.8 billion in the third quarter.

(ix) The January 2025 Report focused on employment trends from quarter four of 2019 to quarter three of 2024. The report highlighted that Gauteng consistently had the highest share of employment, followed by KwaZulu-Natal and the Western Cape, with relatively stable contributions throughout that period.

(x) The February 2025 Report highlighted that despite recent employment improvements, over half of the population aged 25-34 was not engaged in education, employment, or training (NEET) between 2021 and 2024. The high NEET rates highlight ongoing challenges in youth employment and skills development, indicating barriers to economic opportunities.

(xi) The March 2025 Report focused on how Gross Domestic Product (GDP) measures the value of production in SA, whereas Gross National Product (GNP) measures the income earned by South Africans in SA and other economies. The rise in SA's real GDP relative to real GNP suggests that the value of production by foreign companies in SA is increasing faster than that of SA companies abroad.

b) **Symposium for Social Dialogue Institutions in Africa**

Nedlac, in collaboration with the International Labour Organisation (ILO), successfully convened an Information Sharing Symposium on Social Dialogue on 05 September 2024. The session provided a platform for the social dialogue institutions of South Africa, Algeria and Senegal to share their experiences with other African countries including Botswana, Lesotho, eSwatini, Namibia and Zimbabwe.

c) **Nedlac 29th Annual Summit**

Nedlac successfully convened its 29th Annual Summit on 06 September 2024, under the theme "Celebrating and reflecting on 30 years of Nedlac". The summit honoured former Nedlac leaders, released the 30 Years of Democracy Report agreed by Nedlac social partners and reported on performance in the 2023/24 financial year.

d) **Governance Task Team**

Although the Nedlac Bill was approved by Exco in 2023, its submission to Cabinet has been delayed. The delay was due to three sets of comments from the Office of the Chief State Law Advisor, which needed to be addressed before the Bill could proceed. These comments focused on clarifying the definition of "socio-economic policy", the order in which definitions are presented, the powers and functions of Nedlac, and the process for how Nedlac's reports will be considered by Parliament. In response, Nedlac has revised the Bill in the reporting period to address these concerns and submitted the updated version to the State Law Advisor for further review.

Programme 2: Core Operations

The purpose of this programme is to ensure that business leadership, community, government and labour cooperate to identify and implement ways to address relevant and important social and economic issues.

Core Operations									
Outcome		**Output**	**Output Indicator**	**Audited Actual Performance 2022/2023**	**Audited Actual Performance 2023/2024**	**Planned Annual Target 2024/2025**	**Actual Achievement for the 2024/2025**	**Deviation from planned target to actual achievement**	**Reasons for deviation**
2.1.	Successful social dialogues to enhance engagement	Social dialogues convened and reported on	Percentage of dialogue reports submitted to social partners within 14 working days of convening of dialogue	100% of dialogue reports submitted to social partners within 14 working days of convening dialogue	100% of dialogue reports were submitted to social partners within 14 working days of convening dialogue (15 out of 15)	100% of dialogue reports submitted to social partners within 14 working days of convening dialogue.	90% of dialogue reports were submitted to social partners within 14 working days of convening dialogue. (9 out of 10)	This was an oversight by the secretariat on the timelines for circulating the report.	Not Applicable
2.2.	Agreements on key socio-economic issues reached	Agreements concluded	Percentage of agreements successfully concluded within nine months of an issue being tabled at Nedlac, except where stipulated exclusions apply	No agreements were concluded, as there were no agreements tabled during the financial year	Not applicable. No agreements Were concluded, as there were no agreements tabled during the financial year	100% of agreements successfully concluded within nine months of an issue being tabled at Nedlac, except where stipulated exclusions apply	100% of agreements were successfully concluded within nine months of an issue being tabled at Nedlac, except where stipulated exclusions apply. (1 out of 1)	Not Applicable	Not Applicable
2.3.	Processes successfully enabled	Completed processes	Percentage of reports on processes concluded within six months from the date of tabling at the relevant structure at Nedlac, except where stipulated exclusions apply	100% of processes were concluded within six months from the date of tabling at the relevant structure of Nedlac	100% of processes were concluded within six months of being tabled at Nedlac. (8 out of 8)	80% of reports on processes concluded within six months from the date of tabling at the relevant structure at Nedlac, except where stipulated exclusions apply	100% of reports on processes were concluded within six months from the date of tabling at the relevant structure at Nedlac.	Achievement of this target was exceeded by 20%.	The set target was exceeded as engagements were concluded on all legislative matters that were tabled and reported during this period. This resulted in 100% of processes being concluded instead of the targeted 80%
2.4.	Percentage of Section 77 final Reports produced within five working days from date of the resolution of Section 77 notices	Reports arising out of Section 77 notices prepared expeditiously	Percentage of Section 77 final reports produced within five working days from date of the resolution of Section 77 notices	No Section 77 final reports were concluded in this period, as no Section 77 resolutions were made	Not applicable. No Section 77 final reports were concluded in this period, as no Section 77 resolutions were made. The consideration of the existing Section 77 notice is still underway	100% of Section 77 final reports concluded within five working days from the date of the resolution of Section 77 notices	33% of section 77 final reports were concluded within five working days from the date of the resolution of Section 77 notices. (1 of 3 Reports)	The responsible manager faced capacity constraints, which impacted her ability to finalise the reports within the required timeframe.	Not Applicable

Constituency Representatives in Nedlac Programme 2 Structures

The following section provides a list of Structures in Programme 2 and the names of Constituency representatives who served on the structures.

Public Finance Monetary Chamber

The following table lists the members of the Public Finance Monetary Chamber. The Chamber held two meetings during the 2024/25 financial year.

Business	Government	Labour
Bondi, Paul (Convenor) - resigned on 15 February 2025	Madiba, Lebohang (Convenor)	Lekota, Moses (Convenor)
Brits, Mark	Thela, Alvinah	Parks, Matthew
Smith, Stephen		Mitchell, Barry
Mathobela, Masego		Khoza, Sandra
Mhlanga, Thulebona		Selematsela, Godfrey
Maloyi, Lunga (Lead)		Mahlangu, Jan
Mande, Kyle		Ajam, Riefdah
van der Westhuizen, Yvonne		Malekane, Jeffrey
		Mfoko, Samson
		Shaku, Trevor
		Coleman, Daniel

Two Pot System Task Team

The following table lists the members of the Two Pot System Task Team. The Task Team held fourteen meetings during the 2024/25 financial year.

Business	Government	Labour
Smith, Stephen (Lead)	Thela, Alvinah (Lead)	Ehrenreich, Tony (Lead)
Mosoma, Fikile	Ndzala, Zalisile	Parks, Matthew
Camroodien, Zareena	Kingon, Mark	Mahlangu, Jan
Tsuene, Keabetswe	Thela, Alvinah	Mitchell, Barry
Lukhaimane,Takalani	Moopanar, Vaneshni	Vlok, Etienne
Fild, Lucienne		Malabela, Musawenkosi
Buitendag, Corlia		
Messerschmidt, Adri		

National State-Owned Enterprise Bill

The following table lists the members of the National State-Owned Enterprise Bill Task Team. The Task Team held five meetings during the 2024/25 financial year.

Business	Government	Labour
Constantatos, Olga (Lead)	Makobe, Melanchton (Lead)	Ehrenreich, Tony (Lead)
Mhlanga, Thulebona	Matjila, Denzel	Seitireng, Kamogelo
Raine, Gail	Besa, Edwin	Parks, Matthew
Maloyi, Lunga		Kgara, Sydney
Mofokeng, Gregory		Van Vuuren, Cobus
		Ndhlovu, Sipho
		Viwe, James

Recalcitrant Employers

The following table lists the members of the Recalcitrant Employers Task Team. The Task Team held one meeting during the 2024/25 financial year.

Business	Government	Labour
Smith, Stephen (Lead)	Thela, Alvinah (Lead)	Ehrenreich, Tony (Lead)
Mosoma, Fikile	Ndzala, Zalisile	Parks, Matthew
Camroodien, Zareena	Kingon, Mark	Mahlangu, Jan
Tsuene, Keabetswe	Karidza, Brian	Mitchell, Barry
Lukhaimane,Takalani	Moopanar, Vaneshni	Vlok, Etienne
Fild, Lucienne	Ndaba, Pat	
Buitendag, Corlia	Nemutandani, Fulufhelo	
Messerschmidt, Adri	Buys, Flomi	

Trade and Industry Chamber

The following table lists the members of the Trade and Industry Chamber. The Chamber held nine meetings during the 2024/25 financial year.

Business	Government	Labour
Boshoff, Theo (Convenor)	Gilbert, Adele (Convenor)	Ehrenreich, Tony (Convenor)
Sibanda, Tyson	Kruger, Niki	Eppel, Simon
Lawrence, Michael	Mlangeni, Thembekile	Tengela, Tengo
Maree, Juanita	Mohlala, Bridget	Van Meelis, Tanya
Penfold, Dedre	Ramulungo, Tendani	Benjamin, Ashley
Theron, Paul		Vlok, Etienne

Teselico Sub-Committee

The following table lists the members of the Teselico Sub-Committee. The Committee held four meetings during the 2024/25 financial year.

Business	Government	Labour
Lawrence, Michael (Lead)	Mohlala, Bridget (Lead)	Tengela Tengo (Lead)
Theron, Paul	Kruger, Niki	Eppel, Simom
Grant, Catherine	Gilbert, Adele	Benjamin, Ashely
Maloyi, Lunga	Mlangeni, Thembekile	Elsley, Trenton
Braude, Wolfe		
Sibanda, Tyson		

Freight and Public Transport Workstream

The following table lists the members of the Freight and Public Transport Workstream. The Workstream held one meeting during the 2024/25 financial year.

Business	Community	Government	Labour
Maree, Juanita (Lead)	Zwane, Tumelo (Lead)	Somaru, Mala (Lead)	Ehrenreich, Tony (Lead)
Nhlapo, Mesela	Rakoto, Samuel	Manamela, Lesiba	Parks, Matthew
Magafela, Siganeko	Radebe, Tebello	Dibakwane, Sipho	
Mathobela. Masego	McDonald, Nunu	Kani, Yolisa	
Maloyi, Lunga	Nkosi, Zodwa	Naidoo, Irvindra	
Penfold, Deidre		Moleme, Kagiso	
Pelser, Werner		Malefane, Kagiso	
Sibanda, Tyson		Vijiam, Devina	
Parmanand, Natasha		Eckersley, Charllotte	
Qwabe, Kgauhelo		Peters, Earle	
		Morobane, Lyly	
		Coetzee, Sandra	
		Ligege, Rudzani	
		Motlohi, Moshe	
		Dweba, Mpumi	
		Matlhape, Tshwaelo	
		Shaw, Andrew	
		Khumalo, Nokuthula	
		Modibe, Neo	
		Magenuka, Sandile	
		Mdaki, Jabu	
		Tetyana, Nqabakazi	
		Bagqwaka, Brenda	
		Langa, Fikile	
		Kambule, Nonkululeko	
		Mthembu, Bonginkosi	
		Scharneck, Bronwyn	
		Mkhwanazi, Sihle	
		Khumalo, Nokuthula	

National Public Transport Subsidy Policy Task Team

The following table lists the Task Team members of the National Public Transport Subsidy Policy Task Team. The Task Team held seven meetings during the 2024/25 financial year.

Business	Community	Government	Labour
Madisha, Ofentse (Lead)	Zwane, Tumelo (Lead)	Manamela, Lesiba (Lead)	Ehrenreich, Tony (Lead)
Maree, Jaunita	Radebe, Tebello	Darko, Skrbinsek	Van Vuuren, Cobus
Nhlapo, Malesela	Msiza, Solly	Randeree, Zain	
Pelser, Werner		Mudzielwana, Tshifhiwa	
Sibanda, Tyson		Mwamba, Nenette	
Walters, Jackie		Mosajee, Rehana	
Meyer, Francois		Mkonyama, Mathetha	
Maloyi, Lunga			
Heyn, Thys			
Naidoo, Sharmini			

Energy Security Workstream

The following table lists the members of the Energy Security Workstream. The Committee held four meetings during the financial year 2024/25.

Business	Community	Government	Labour
Khambule, Happy (Lead)	Radebe, Tebello (Lead)	Nkadimeng, Donald (Lead)	Parks, Matthew (Lead)
Melamu, Rethabile	Monyahi, Lawrence	Dicks, Rudi	Mahlangu, Jan
Hamman, Christoff	Peek, Bobby	Currin, Micheal	Shaku, Trevor
Motsa, Bongani	Ngam, Desmond Lizo	Jacobs, David	Klopper, Chris
Dawson, Nic	Ndlovu, Nhlanhla	Pila, Josias	Rondganger, Micardo
Maphalala, Nhlanhla	Ntsinde, Daluxolo	Padayachee, Vally	Reyneke, Deon
Naicker, Mona (Resigned on 30 January 2025)	Mpande, Nomthandazo	Maraba, Joseph	Du Plessis, Gideon
Dlamini, Gilly		Ngidi, Nhlanhla	Molete, Boitumelo
Jevon, Martin		Nhlapo, Gift	
Melamu, Mosid		Mkhize, Welile	
Mondi, Fanele		Poswa, Vuyelwa	
Mphahlele, Nkopodi		Musker, Saul	
Tlale, Carington		Sigaba, Mbulelo	
Human, Jaco		Mantu, Richard	
Dean, Joanne		Mulaudzi, Silas	
Nesegani, Khuliso		Jas, Nontuthuzelo	
Luthuli, Tebele			

SMME Workstream

The following table lists the members of the SMME Workstream. The Committee held one meeting during the 2024/25 financial year.

Business	Community	Government	Labour
Ntseoan, Sandile (Lead)	Litha, Lebohang (Lead)	Mohoto, Mojalefa (Lead)	Parks, Matthew (Lead)
Papo, Lolo	Bale, Lawrence	Masoga, Mhlanganisi	Ndhlovu, Sipho
Muteba, Jonny	Ntsinde, Daluxolo	Mohlala, Bridget	Molete, Boitumelo
Coertzen, André	Nkonka, Ntombi	Gilbert, Adele	Duma, Siphokazi
Theron Paul	Nzimande, Mbusi		De Klerk , Eddie
Gawitjie, Timdon	Kganyago, Laura Joyce		Delport,Eben
Kahle, Mzingaye	Mphelo, Harry		
Maloyi, Lunga	Muller, Rosheda		
Setali, Matlou	Mfulo, Thandiwe		

Gas Amendment Bill

The following table lists the Task Team members of the Gas Amendment Bill. The Task Team held four meetings during the 2024/25 financial year.

Business	Community	Government	Labour
Khambule. Happy (Lead)	Radebe, Tebello (Lead)	Nhlapho, Gift (Lead)	Tengela Tengo (Lead)
Van der Bank, Francois	Ndlovu, Nhlanhla	Phupheli, Milingoni Robert	Lesabe, Tebogo
Human, Jaco	Ntsinde, Daluxolo	Tshibalo, Rudzani	Nkoyiyana, Danial
Jevon, Martine	Monyahi, Lawrence Madambi	Ledwaba, Kamogelo	Tshabalala, Musa
Gopalan, Moganie	Litha, Lebohang	Gilbert, Adele	Ndhlovu, Sipho
Naicker, Mona Arjoon, Shanon	Mpande, Nomasonto Nomasonto Mpande	Mohlala, Bridget	Radebe, Victor

Intergrated Resource Plan Task Team

The following table lists the Task Team members of the Integrated Resource Plan. The Task Team held two meetings during the 2024/25 financial year.

Business	Community	Government	Labour
Khambule Happy (Lead)	Ntsinde, Daluxolo (Lead)	Audat, Thabang (Lead)	Parks, Matthew (Lead)
Mondi, Happy	Radebe, Tebello	Mathe, Titus	Boitumelo Molete
Teffo, Christian	Lukuko, Tandolwethu	Vimbani, Mvumikazi	Khangela Baloyi
Senteni, Bonani	Litha, Lebohang	Nkadimeng, Donald	Ntuli, Lawrence
Nesengani, Khuliso	Mpande, Nomthandazo	Mpofu, Mthokozisi	
Jevon, Martin	Monyahi, Lawrence Madambi	Damba, Sonwabo	
Mackay, James			

Employee Share Ownership Schemes/Plan (ESOPS) Task Team

The following table lists the members of the ESOPS task team. The Task team held four meetings during the 2024/25 financial year.

Business	Government	Labour
Boshoff, Theo (Lead)	Mohlala, Bridget (Lead)	Eppel, Simon (Lead)
Pasque, Duncan (Lead) (Resigned)	Gilbert, Adele	Tengela, Tengo
Sibanda, Tyson	Rozana, Marcia	Benjamin, Ashley
Jagjivan, Divya	Tsatsi, Nomvula	Matsha, Ngoako
Mochine, Moses	Koka, Kwathi	Ehrenreich, Tony
Chauke, Nyiko	Madonsela, Lindiwe Cathrine	Du Plessis, Gideon
Qwelane, Kgolo	Tsotetsi, Kaemete	Molete, Boitumelo
Masindi, Ntungu	Maki, Mzoxolo	Kokela, Joe
Arnold, Margaret	Gwabeni, Andile	Ndhlovu, Sipho
Mhlanga, Thulebona		Sithole, Sinenhlanhla
Qwabe Kgaugelo		
Mathobela, Masego		

Government Incentives Task Team (GITT)

The following table lists the members of the Government Incentives task team. The Task team held one meeting during the 2024/25 financial year.

Business	Government	Labour
Boshoff, Theo (Lead)	Gilbert, Adele (Lead)	Vlok, Etienne (Lead)
Theron, Paul	Mohlala, Bridget	Ehrenreich, Tony
Da Molo, Virgilio (Resigned)	Hanival, Stephen	Rendani Munyai
Maloyi, Lunga	Fourie, Gerhard	Grant, Matthew
Sibanda, Tyson		
Mathobela, Masego		

Development Chamber (DC)

The following table lists the members of the Development Chamber. The Chamber held five meetings during the 2024/25 financial year:

Business	Community	Government	Labour
Jantjies, Sanelisiwe (Convenor)	Kganyago, Laura (Convenor)	Mthombeni, Adam (Convenor)	Parks, Matthew (Convenor)
Ferrao, Vitor	Josopu, Thembinkosi	Mabuda, Phathutshedzo	Malema, Solly
Cowley, Kevin	Bale, Lawrence		Molete, Boitumelo
Muavha, Tsakane	Mponzo, Matthews		Ndhlovu, Sipho
Phasha, Tebogo	Nzimande, Mbusi		Cele, Siyabonga
Qwabe, Kgauhelo	Qakaza, Lucas		Selematsela, Godfrey
Xaba, Fani	Qama, Bongikhaya		Ziervogel, Kurt

Expanded Public Works Programme (EPWP) Task Team

The following table lists the members of the EPWP task team. The task team held four meetings during the 2024/25 financial year.

Business	Community	Government	Labour
Jantjies, Sanelisiwe (Lead)	Lucas Qhakaza (Lead)	Nkuna, Lindiwe (Lead)	Molete Boitumelo (Lead)
Machaba, Thapelo	Nzimande, Mbusi	Ariyo, Ignatius	Parks, Matthew
Phasha, Tebogo	Qakaza, Lucas	Ntshani, Musa	Ndhlovu, Sipho
Xaba, Fani			

Electronic Deeds Registration Systems Amendment Bill (EDRS) Task Team

The following table lists the members of the EDRS task team. The task team held two meetings during the 2024/25, financial year.

Business	Community	Government	Labour
Crosby, Annelize (Lead)	Qakaza, Lucas (Lead)	Reynolds, Antoinette (Lead)	Parks, Matthew (Lead)
Sethusha, Lebogang	Jimmy Gotyana	Mahlaela, Tshepo	Mitchell, Barry
Bennet, Dave	Ngidi, Dudu	Tsotetsi, George	
Muavha, Tsakane			

Social Services Practitioners (SSP) Bill Task Team

The following table lists the members of the HRSD task team. The task team held two meetings during the financial year 2024/25.

Business	Community	Government	Labour
De Villiers, Jahni (Lead)	Gotyana, Ntobeko (Lead)	Mtshotshisa, Luyanda (Lead)	Parks, Matthew (Lead)
Jantjies, Sanelisiwe	Josopu, Thembinkosi	Legodi, Civil	Mitchelle, Barry
Mathe, Khulekani	Bale, Lawrence	Dladla, Nkosinathi	Molete, Boitumelo
Muavha, Tsakane	Ngidi, Dudu	Ludwaba, Nolitha	Ndhlovu, Sipho
Phasha, Tebogo	Ntsinde, Hamilton	Netshivumbe, Mukhethwa	Mbele, Slindile
	Nzimande, Mbusi	Rapoo, Galeboe	

Social Compact for Social Cohesion and Nation Building Task Team

The following table lists the members of the Social Compact for Social Cohesion and Nation Building task team. The task team held one meeting during the 2024/25 financial year.

Business	Community	Government	Labour
Moyane, Kaizer (Lead)	Qama, Bongikhaya (Lead)	Shongwe, Sizakele (Lead)	Parks, Matthew (Lead)
Mathe, Khulekani	Bale, Lawrence	Bottoman, Likho	Khoza, Sandra
Jantjies, Sanelisiwe		Dlova, Phathiswa	
		Franzman, Daneline	
		Hlophe, Josephilda	
		Lobaka, Tebogo	
		Maduwa, Itumeleng	
		Masombuka, Stella	
		Mfaka, Noxolo	
		Mgcotyelwa, Nwabisa	
		Nkobi, Nhlanhla	
		Sedupane, Aubrey Kgosi	
		Baqwa, Nontsikelelo	
		Tshikwatamba, Mandisa	

Human Resource and Skills Development (HRSD) Task Team

The following table lists the members of the HRSD task team. The task team held two meetings during the 2024/25 financial year.

Business	Community	Government	Labour
Ally, Mustak (Lead)	Josopu, Thembinkosi (Lead)	Mvalo, Zukile (Lead)	Nhlapo, Babsy (Lead)
Blumenthal, Ivor	Jajula, Nomfundo	Gumbi, Nomsa	Angelbrecht, Andre
De Villiers, Jahni	Bale, Lawrence	Mamphokhu, Khuluvhe	Dinwa, Wiseman
Felix, Simone	Matlakala, Conti	Baloyi, Tsundzukani	Small-Caren, Lee
Jack, Bev	Ndlovu, Nhlanhla	Radzilani, Nkhetheni	Mbewana, Boni
Jantjies, Sanelisiwe	Tshefuta, Thulani	Patuleni Vuyokazi	Mdoda, Xolani
Leyden, Siobhan		Sambo, Anicky	Moshoadiba, Lebohang
Naidoo, Tholsia		Sigenu Yolanda	Moshoeshoe, Sekete
Phasha, Tebogo			Ndhlovu, Sipho
			Abrahams, Abieda
			Ndlela, Nonkululeko

Draft Second Amendment of the Immigration Regulations Task Team

The following table lists the members of the Draft Second Amendment of the Immigration Regulations task team. The task team held two meetings during the 2024/25 financial year.

Business	Community	Government	Labour
Jack, Bev (Lead)	Matlakala, Conti (Lead)	Mbhele, Phindiwe (Lead)	Parks, Matthew (Lead)
De Villiers, Jahni	Kganyago, Laura	Malakate, Moses	Benjamin, Ashley
Crosby, Annelize	Mfulo, Thandiwe	Bobani, Mantombi	Mahlangu, Jan
Jacobs, Michael		Mthiyane, Sihle	Grant, Matthew
Jantjies, Sanelisiwe		Masilela, Mmathule	Phanyeko, Lebogang
Machaba, Thapelo		Tloane, Esther	Masiza, Nkosazana
Muavha, Tsakane		Vena, Luvo	
Phasha, Tebogo			

Water and Sanitation Workstream

The following table lists the members of the Water and Sanitation Workstream. The task team held six meetings during the 2024/25 financial year.

Business	Community	Government	Labour
Campbell, Chris (Lead)	Qakaza, Lucas (Lead)	Bofilatos, Eustathia (Lead)	Parks, Matthew (Lead)
Booysen, Heather	Qama, Bongikhaya	Anet, Muir	Molete, Boitumelo
Schmidt, Chris	Kganyago, Laura	Harigobin, Shantal	Ntuli, Lawrence
Crosby, Annelize		Luyaba, Lubabalo	Mitchelle, Barry
Makwela, Matome		Mabulu, Mlamli	
Mohasoa, Peter		Magwaza, Thoko	
Mudau, Stephinah		Mdakane, Phumzile	
Naicker, Mona		Moema, Maponya	
Penfold, Deidre			
Phasha, Tebogo			

Labour Market Chamber (LMC)

The following table lists the members of the Labour Market Chamber. The Chamber held four meetings during the 2024/25 financial year:

Business	Government	Labour
Goldberg, Jonathan (Convenor)	Mamashela, Ntsoaki (Convenor)	Mbongwe, Mduduzi (Convenor)
De Villiers, Jahni	Mkalipi, Thembinkosi	Landman, Philip
Dwayi, Innocent	Lefika, Masilo	Mahlangu, Jan
Cowley, Kevin	Mabunda, Hlukani	Maleka, Reuben
Jantjies, Sanelisiwe	Ramabulana, Unathi	Parks, Matthew
Leyden, Siobhan	Rathai, Stephen	Molete, Boitumelo
Motlhamme, Motsamai		Nett, Louisa
Muavha, Tsakane		Van Meelis, Tanya
Phasha, Tebogo		Wilimiec, Janek
Ranchod, Aruna		
Sethusha , Lebogang		
Trentini, Lucio		

Labour Law Reform Task Team (LLR)

The following table lists the members of the LLR. The Task Team held 13 meetings during the 2024/25 financial year.

Business	Government	Labour
Moyane, Kaizer (Lead)	Mkalipi, Thembinkosi (Lead)	Mbongwe, Mduduzi (Lead)
Goldberg, Jonathan (Lead)	Mabunda, Hlukani	Maleka, Reuben
Dwayi, Innocent	Mamashela, Ntsoaki	Masuku, Newton
De Villiers, Jahni	Lefika, Masilo	Lekota, Moses
Jantjies, Sanelisiwe	Ramabulana, Unathi	Parks, Matthew
Leyden, Siobhan	Rathai, Stephen	Phanyeko, Lebohang
Sethusha, Lebogang		Van Meelis, Tanya
Trentini, Lucio		Van Rooyen, Nick
		Vavi, Zwelinzima
		Wilimiec, Janek

Section 77 Standing Committee

The following table lists the members of the Section 77 Standing Committee. The Standing Committee held eight meetings during the 2024/25 financial year.

Business	Community	Government	Labour
Motlhamme, Motsamai (Lead)	Matsela, Zacharia (Lead)	Mkalipi, Thembinkosi (Lead)	Mbongwe, Mduduzi (Lead)

Decent Work Country Programme Steering Committee (DWCP).

The following table lists the members of the DWCP. The Steering Committee held eight (8) meetings during the 2024/25 financial year.

Business	Community	Government	Labour
Jack, Beverly (Lead)	Horn, Pat (Lead)	Ndebele, Sipho (Lead)	Modise, Brenda (Lead)
De Villiers, Jahni	Matlakala, Conti	Mahlangu, Thabo	Mahlangu, Thabo
Jantjies, Sanelisiwe	Mabuza, Thulani	Petersen, Georgina	Molete, Boitumelo
Muavha, Tsakane	Naudé, Louise		Mtsweni, Gertrude
Phasha, Tebogo	Zwane, Tumelo		Ndhlovu, Sipho

Unemployment Insurance (UI) Modernisation Task Team

The following table lists representatives that attended the two Unemployment Insurance (UI) Modernisation meetings held during the 2024/25 financial year.

Business	Community	Government	Labour
Cowley, Kevin	Kganyago, Laura	Chaskalson, Jerome	Benjamin, Ashley
De Villiers, Jahni	Ndlovu, Nhlanhla	Fakir, Farzana	Mahlangu, Jan
Goldberg, Jonathan	Tshefuta, Thulani	Gounden, Steven	Maleka, Reuben
Jantjies, Sanelisiwe		Lefika, Masilo	Parks, Mathew
Motlhamme, Motsamai		Mamashela, Ntsoaki	Van Meelis, Tanya
Moyane, Kaizer		Mjo, Onke	
Muavha, Tsakane		Mkalipi, Thembinkosi	
Phasha, Tebogo		Mlenzana, Viwe	
Sethusha , Lebogang		Moeketsi, Palesa	
Singer, Natalie		Nape, Maeletse	
		Nkosi, Smiso	
		Ntleki, Malixole	
		Ragavaloo, Allan	
		Ramabulana, Unathi	
		Ramklass, Dhiresh	
		Rathai, Stephen	
		Sigaba, Nolukholo	
		Yawa, Mzi	

Cost of Living Increase Rapid Response Task Team

The following table lists the members of the Cost of Living Increase Rapid Response Task Team. The Task Team held three meetings during the 2024/25 financial year.

Business	Community	Government	Labour
Boshoff, Theo	Horn, Pat	Baloyi, Klaas	Adjam, Riefdah
Du Plessis, Andy	Mabuza, Thulani	Bryer, Megan	Carstens, Sonja
Macingwane, Xoliswa	Mashishi, Phumzile	Gilbert, Adele	Ehrenreich, Tony
Maloyi, Lunga	Mfulo, Thandiwe	Legote, Mpho	Molete, Boitumelo
Mathobela, Masego	Ndlovu, Nhlanhla	Maake, Raphi	Ndhlovu, Sipho
Mhlanga, Thulebona		Makwiramiti, Anthony	Parks, Mathew
Momodu, Neo		Mas, Thandokazi	Tengela, Tengo
Setati, Matlou		Mbhele, Mondli	
Tshifularo, Avhapfani		Mehlomakhulu, Nasele	
Motlhamme, Motsamai		Mogau, Aphane	
Muavha, Tsakane		Pienaar, Elize	
Phasha, Tebogo		Ranenyeni, Khalirendwe	
Ranchod, Aruna		Tuckeldoe, Roger	
		Uriesi, Molebogeng	
		Van Reenen, Natalie	
		Zwane, Kagiso	

3.5. Programme 3: Capacity Building

Purpose: To enhance the ability of social partners to engage on and negotiate on social and economic issues through the provision of tools of the trade, training and technical support.

Outcome		Output	Output Indicator	Audited Actual Performance 2022/2023	Audited Actual Performance 2023/2024	Planned Annual Target 2024/2025	Actual Achievement for the 2024/2025	Deviation from planned target to actual achievement 2024/2025	Reasons for deviation
3.1.	Enhanced constituency capacity building	Constituency capacity building interventions implemented	Percentage Constituency capacity building interventions implemented	The capacity building indicator of 70% of interventions to be implemented was not met. However, more capacity building was delivered this year as compared to the previous year.	100% of the capacity building interventions were implemented	70% of Constituency capacity building interventions implemented	100% of the constituency capacity building interventions were implemented	The achievement was 20% higher than planned.	All capacity building interventions requested by Constituencies were implemented during the year under review.

3.3.1 Programme 3: Capacity Building

The following can be reported:

a) Community Constituency convened a Leadership meeting on GNU Governance, National Dialogue and Elections Outcomes on 22 and 23 June 2024 at Nedlac.

b) Community Constituency members attended an Inaugural Just Energy Transition (JET) Municipal Conference 2024 from 26 to27 August 2024 in Gauteng.

c) On 28 November 2024, five Community Constituency delegates attended the Stakeholders Engagement on Workplace Harassment including Bullying in Gauteng.

d) Community Constituency members attended the Inaugural Just Energy Transition (JET) Municipal Conference 2024 from 26 to27 August 2024 in Gauteng.

e) Labour Constituency convened its Mid-Term Labour School on 07 August 2024 at Nedlac.

f) Labour Constituency members attended the XIII Brics Trade Union Forum in Russia from 06 to 10 September 2024.

g) Labour Constituency convened its 3-day Annual Labour School in January 2025.

3.6. Programme 4: Presidential Climate Commission (PCC)

This programme aims to build a compact between social partners around the just climate transition through an inclusive, transparent, action-oriented process informed by science.

In the 2024/25 financial year, the Presidential Climate Commission (PCC) advanced South Africa's climate policy landscape with critical recommendations and technical reports to steer a just and resilient climate transition. Building on the President's 2024 State of the Nation Address, the PCC developed and adopted the National Climate Change Response Fund (CCRF) concept note, as a flagship mechanism to mobilise, scale and deploy climate finance, in particular for adaptation and resilience needs, positioning it for consideration by the National Treasury and Department of Forestry, Fisheries and the Environment.

This milestone was complemented by a comprehensive policy recommendation on the review of South Africa's disaster management mechanisms, offering actionable insights to enhance preparedness and resilience. The Commission further deepened public understanding through a landmark national survey on climate perceptions, and endorsed pivotal strategies like the Just Transition Financing Mechanism and the Mpumalanga private sector-led employment strategy to unlock new economic pathways in transitioning regions.

Beyond policy, the PCC convened multi-sectoral dialogues and technical workshops, fostering inclusive engagement across water, agriculture, and the built environment sectors. These forums highlighted the urgent need for integrated governance, local capacity building, and climate finance to accelerate adaptation efforts, culminating in a multisector synthesis and technical reports informing national planning.

The Commission's engagement extended internationally, hosting dialogues with global partners to strengthen South Africa's voice in climate finance and just transition debates. Through these interventions, the PCC continues to champion a transition that balances environmental imperatives with socio-economic justice, embedding climate resilience into South Africa's development agenda.

The following tables reflect detailed performance on the individual areas linked to the PCC's APP commitments:

3.4.1 Policy recommendations

Issue	Performance
Climate Change Response Fund Concept Note	Following the President's 2024 State of the Nation Address, the Presidential Climate Commission (PCC) prioritised the conceptualisation of the National Climate Change Response Fund (NCCRF) as a key mechanism to mobilise climate finance. By June 2024, the Adaptation & Resilience Working Group reported progress to the Commission, positioning the NCCRF as central to the Just Adaptation and Resilience Investment Plan. The concept note was tabled and refined through Commissioner inputs at the September 2024 meeting, and formally adopted at the 16th Commission meeting, accompanied by an official response from the Department of Forestry, Fisheries and the Environment.
Disaster Management Review Report	The report delivered a comprehensive review of South Africa's disaster management landscape, combining case studies, literature, and extensive stakeholder input from all government levels. While acknowledging the country's strong legislative framework and early warning systems, the findings spotlight critical gaps in governance, funding, coordination, and community inclusion. Notably, it recommended establishing an independent disaster management entity with executive authority, reforming disaster funding mechanisms for faster, transparent response, and enhancing early warning systems, especially for vulnerable communities. The report was adopted at the 17th Commission meeting, receiving endorsement from the mayors of Tswelopele, Lesedi (SALGA), and the City of Cape Town.

3.4.2 Scientific Briefing Documents

Issue	Performance
Climate Risks Assessment Update 2023	In 2023, South Africa faced yet another year of climate variability, marked by unusually high temperatures and uneven rainfall patterns. Although total rainfall remained near normal, the prevalence of extreme events and regional disparities signalled growing climate risks. In response, the Presidential Climate Commission commissioned an updated National Climate Risk Assessment in 2024, which confirmed a continued warming trend—ranking 2023 as the 8th warmest year since 1951. The study underscored the urgent need for intensified adaptation measures, particularly in water security, agriculture, and disaster risk management. It highlighted the importance of localised adaptation strategies, supported by stronger forecasting and early warning systems, to address increasingly compounded climate shocks. These critical findings were formally adopted by the PCC's Adaptation and Resilience Working Group in February 2025.
Three Sector Study on Water, Agriculture and the Built Environment	During the 2024/2025 financial year, the Presidential Climate Commission (PCC) advanced South Africa's climate adaptation readiness despite persistent challenges such as high vulnerability and inequality across the water, agriculture, and built environment sectors. Through strengthened cooperative governance and strategic partnerships, the PCC facilitated multi-stakeholder collaboration, initiated frameworks to mobilise climate finance, and promoted ecosystem-based approaches (EbA) within the Water-Energy-Food-Ecosystem (WEFE) Nexus to embed resilience across sectors. A key milestone during the year was the ongoing implementation of the Climate Change Act (2024), although further work remains to fully operationalise its provisions. The PCC continued efforts to strengthen institutional capacity, particularly at a municipal level, while advancing initiatives to secure financial resources for adaptation. As climate risks intensify, the PCC's focus on systemic transformation and justice-oriented adaptation policies remains pivotal to safeguarding vulnerable communities. This technical report was considered and formally adopted by the Adaptation and Resilience Working Group at its extended session in March 2025.

3.4.3 Stakeholder Consultation and Engagements

Issue	Performance
Three-Sector Study on Water, Agriculture and Built Environment	During the reporting period, the Presidential Climate Commission (PCC) strengthened South Africa's climate adaptation preparedness by convening a focused series of sectoral workshops. These included sessions on the water value chain (October 2024), agriculture, and the built environment (November 2024), bringing together key stakeholders to tackle issues related to governance, financing, and local capacity. These engagements culminated in a multisector workshop in March 2025, reinforcing the urgent need for integrated, cross-sectoral collaboration. The workshops highlighted critical gaps in financing, monitoring, and institutional capacity, particularly at a municipal level, while underscoring the imperative to strengthen governance and foster inclusive, systemic adaptation responses. The synthesis of these dialogues laid a foundation for more coordinated action to achieve a just and resilient climate transition for South Africa.
Nationally Determined Contribution (NDC) Capacity building Workshops	As South Africa advances toward its Net Zero 2050 goal, the Presidential Climate Commission (PCC) convened a series of sectoral capacity-building workshops to deepen understanding of the Nationally Determined Contribution (NDC), its economic implications, and South Africa's role in shaping the global decarbonisation agenda. These workshops brought together a diverse range of stakeholders, including civil society, faith groups, labour, business, local government, and youth, to engage on key NDC components spanning adaptation, mitigation, and implementation. Discussions emphasised the centrality of a just transition, inclusivity, and prioritising vulnerable communities in climate action. Divergent views surfaced around the ambition of the NDC and the adequacy of current climate finance, alongside calls for strengthened local government capacity. The workshops provided a vital platform for dialogue and feedback, directly informing the PCC's recommendations for South Africa's updated NDC. This process remains ongoing, with additional consultations and final reports anticipated in early 2025.

Programme 4: Presidential Climate Commission (PCC)

This programme aims to build a compact between social partners around the just climate transition through an inclusive, transparent, action-oriented process informed by science.

Outcome		Output	Output Indicator	Audited Actual Performance 2022/2023	Audited Actual Performance 2023/2024	Planned Annual Target 2024/2025	Actual Achievement for the 2024/2025	Deviation from planned target to actual achievement 2024/2025	Reasons for deviation
4.1	Policy recommendations made to advance a just transition	Policy recommendations	Number of documents incorporating policy recommendations adopted by the PCC	Two Policy recommendations completed and adopted by the Commission	Komati Recommendations Report Social Ownership Models in the Energy Transition	Two documents incorporating policy recommendations adopted by the PCC	Two Policy Recommendations adopted by the PCC. • Climate Change Response Fund • Disaster Management Mechanism Review	Not Applicable	Not Applicable
4.2	Scientific knowledge documents produced which informs the planning and implementation of a just transition	Scientific briefing documents	Number of scientific briefing documents released	Two scientific briefing documents completed, signed-off and published on PCC website	The South African Climate Finance Landscape Report PCC Recommendations on the Draft IRP 2023	Two scientific briefing documents released	Two Scientific Briefing Documents released: • Climate Risk Report Update • Three Sector Study Synthesis Report	Not Applicable	Not Applicable
4.3	Increased public awareness on a just transition to improve consensus on the Just Transition Framework	Public dialogues	Number of consolidated reports on identified series of public dialogues produced within 30 days of the last dialogue session	Two public dialogues implemented and reports produced within 30 days of the last dialogue session	Energy Dialogue Series Social Ownership of Renewable Energy Stakeholder Dialogue Report	Two consolidated reports on identified series of public dialogues produced within 30 days of the last dialogue session	Two Consolidated reports on Identified Series of Public Dialogues: • Three Sector Study Consolidated report	Not Applicable	Not Applicable

3.7. Linking performance with budgets

The table below sets out the financial performance of Nedlac per programme. Programme One includes all salaries and general expenditures and is therefore allocated the most funding.

	2023/2024			2024/2025		
Programme	Budget	Actual expenditure	(Over)/Under Expenditure	Budget	Actual expenditure	(Over)/Under Expenditure
	R'000	**R'000**	**R'000**	**R'000**	R'000	**R'000**
Programme 1	48,256	46,394	1,862	41,768	43,813	(2,045)
Programme 2	8,937	11,169	- 2,232	6,108	6,724	(616)
Programme 3	7,500	5,712	1,788	6,000	5,400	600
Programme 4	42,813	30,640	12,173	37,486	37,542	(56)
Total	**107,506**	**93,915**	**13,591**	**91,362**	**93,479**	**(2,117)**

***Excludes the impact of service in kind expenditure**

4. CAPITAL INVESTMENT

The following upgrades were undertaken during the period under review:

1.1 Conversion of all lights in the building into energy efficient LED lighting.

PART C: GOVERNANCE

1. INTRODUCTION

Parliament, the Executive and the Accounting Authority of the public entity are responsible for corporate governance.

2. PORTFOLIO COMMITTEES (if applicable)

- Meetings held:
- 18 September 2024
- 16 October 2024
- 30 October 2024
- 20 November 2024
- 19 March 2025

3. EXECUTIVE AUTHORITY

The Executive Authority of Nedlac is the Minister of Employment and Labour. In terms of statutory requirements, quarterly progress reports are provided to the Minister.

4. THE ACCOUNTING AUTHORITY / BOARD

According to the Nedlac Act, the Accounting Authority of Nedlac is the Executive Council (Exco), which approves Nedlac's annual financial and non-financial performance and all Nedlac policies. Furthermore, the Exco is convened to discuss national social and economic issues.

The following table lists the members of the Executive Council (Exco). The Council held six meetings during the 2024/25 financial year:

Business	Community	Government	Labour
Mgojo, Mxolisi	Tshefuta, Thulani (OC)	Mkalipi, Thembinkosi (OC)	Phetoe, Solly
Gore, Adrian	Kganyago, Laura	Ndebele, Sipho,	Twala, Gerald (OC)
Mathe, Khulekani	Bale, Lawrence	Mthombeni, Adam	Losi, Zingiswa
Moyane, Kaizer (OC)	Radebe, Tebello	Minister Meth, Nomakhosazana	Mbongwe, Mduduzi
Klein, Lisa	Josopu, Thembinkosi	Minister Godongwana, Enoch	Moses Lekota, Moses
Pillay, Anton	Nzimande, Mbusi	Minister Tau, Parks	van Meelis, Tanya
Dludlu, John	Mpanza, Skhumbuzo	Minister: Dean William Macpherson	Parks, Matthew
Kunene, Bongi	Ndlovu, Nhlanhla	Deputy Minister Sibiya, Jomo	Ehrenreich, Anthony
Mavuso, Busi	Ngidi, Duduzile	Deputy Minister Tshabalala	Mahlangu, Jan
Mokoena, Charlotte	Qama, Bongikhaya	DG Molisane Jacqueline	Ajam, Riefdah
Campbell, Chris	Rakoto, Samuel	Mamashela, Ntsooaki	Selematsela, Godfrey
Penfold, Deidre	Mfulo, Thandiwe Alina	Rathai, Sthephen	Kayter, Martle
Constant, Michelle	Sibiya, Tolika	Ramabulana, Unathi	Hoosen, Waheed
Mabasa, Mike	Louw, Oagile	Madiba, Lebohang	Mphela, Pat
Mthenjane, Mzila	Matsela, Zacharia	Gilbert, Adele	Moloto, Narius
Nicolaou, Stavros	Gotyana, Ntobeko Melvin	Mabunda, Hlukani	Thobejane, Edward
Maloyi, Lunga	Ncopo, Hlumelo		Vavi, Zwelinzima
Jantjies, Sanelisiwe	Mkiva, Zolani		Mosima Maredi
Khambule, Happy			Luzipo, Nontembeko
			Molete, Boitumelo
			Cele, Mabutho
			Maile, Modupi,
			Benjamin, Ashley

A Management Committee (Manco) oversees and coordinates Nedlac's operational work. The Manco has two standing committees: The Human Resources and Ethics Committee and the Audit and Risk Committee.

5. MANAGEMENT COMMITTEE

The following table lists the members of the **Management Committee (Manco).** The Committee held seven meetings during the 2024/25 financial year:

Business	Community	Government	Labour
Moyane, Kaizer (OC)	Tshefuta, Thulani (OC)	Mkalipi, Thembinkosi (OC)	Twala, Gerald (OC)
Boshoff, Theo	Kganyago, Laura	Mthombeni, Adam	Phetoe,Solly
Goldberg, Jonathan	Bale, Lawrence	Mamashela, Ntsoaki	Mbongwe, Mduduzi
Jantjies, Sanelisiwe	Radebe, Tebello	Rathai, Stephen	Ehrenreich, Anthony
Maloyi, Lunga	Josopu, Thembinkosi	Ramabulana, Unathi	Mabutho, Cele
Motlhamme, Motsamai	Nzimande, Mbusi	Gilbert, Adele	Lekota, Moses
Khambule, Happy	Mpanza, Skhumbuzo	Madiba, Lebohang	Parks, Matthew
Setladi, Zelda	Ndlovu, Nhlanhla	Mabunda, Hlukani	van Meelis, Tanya
Sethusha, Lebohang			Molete, Boitumelo
			Ajam, Riefda
			Selematsela, Godfrey
			Keyter, Martle
			Hoosen, Waheed
			Moloto, Narius
			Mphila, Pat
			Edward Thobejane, Edward
			Vavi, Zwelinzima
			Luzipo, Nontembeko

Audit and Risk Committee

The following table lists the members of the Audit and Risk Committee. The Committee held four ordinary meetings and three special meetings during the 2024/25 financial year.

Business	Community	Government	Labour
Setladi, Zelda	Pardesi, Juanita	Tsotetsi, Max	Hoosen, Waheed
	Radebe, Tebello		

Human Resource and Ethics Committee

The following table lists the members of the Human Resources and Ethics Committee. The Committee held four meetings and one special meeting during the 2024/25 financial year.

Business	Community	Government	Labour
Motlhamme, Motsamai	Zwane, Tumelo	Mamashela, Ntsoaki	Mahlangu, Jan
Sethusha, Lebohang		Ratai, Stephen	

Presidential Climate Commission

The Commission held four of its ordinary quarterly meetings, as per below:

Meeting	Date
14th Ordinary Meeting of the Presidential Climate Commission	07 June 2024
15th Ordinary meeting of the Presidential Climate Commission	13 September 2024
16th Ordinary meeting of the Presidential Climate Commission	06 December 2024
17th Ordinary meeting of the Presidential Climate Commission	07 March 2025

The members of the PCC are listed below

Name	Portfolio	Status	Resignation Date
Crispian Olver (Dr)	PCC Deputy Chair (from 1 Jan 2025)	Current	n/a
Ayakha Melithafa (Ms)	Youth Activist: Project 90by2030	Current	n/a
Bobby Peek (Mr)	Director: Groundwork	Current	n/a
Boitumelo Molete (Ms)	Social Development Policy Coordinator	Current	10 September 2024
Brandon Abdinor (Mr)	Climate Advocacy Lawyer at CER	Current	10 September 2024
Brian Mantlana (Dr)	Impact Area manager for Holistic Climate Change: CSIR	Current	n/a
Janse Rabie (Mr)	AgriSA, Head: Natural Resources	Current	n/a
Joanne Yawitch (Ms)	Head: Just Energy Transition Project Management Unit	Current	n/a
Kenalemang R Phukuntsi (Cllr)	Mayor of the Tswelopele Local Municipality	Current	n/a
Louise Naude (Ms)	Low-carbon Frameworks Programme Manager: WWF-SA	Current	n/a
Lungisa Fuzile (Mr)	BASA Chair, CEO of Standard Bank, SA	Current	n/a
Mac Chavalala (Mr)	NUMSA Regional Chairperson / SAFTU President	Current	n/a
Makoma Lekalakala (Ms)	Chief Executive Officer: Earthlife Africa	Current	n/a
Malusi Mpumlwana (Bishop)	General Secretary: SA Council of Churches	Current	n/a
Mapaseka Lukhele (Ms)	GM Corporate Sustainability: Transnet	Current	n/a
Mbalenhle Precious Baduza (Ms)	Deputy-Secretary of Climate Justice Coalition	Current	n/a
Mbulaheni Mbodi (Mr)	Eskom Office Bearer: NUMSA	Current	n/a
Mteto Nyati (Dr)	Eskom Chair	Current	10 September 2024
Mzila Mthenjane (Mr)	CEO: Minerals Council South Africa	Current	10 September 2024
Shafick Adams (Dr)	Executive Manager at the Water Research Commission	Current	n/a
Shamini Harrington (Ms)	Chair: BUSA Environment Sub-Committee	Current	n/a
Tsakani Nkambule (Princess)	Executive Chairperson: Black Business Council	Current	n/a
Zama Khanyile (Ms)	Divisional Executive for Venture Capital and Corporate Finance at NEF	Current	n/a

The Following Commissioners tendered their resignation at various periods during the financial year.

Name	Portfolio	Status	Resignation Date
Bantu Holomisa (General)	Non-Exec Chairperson: Champions of the Environment Foundation	Resigned	3 July 2024
Bongani Mwale (Dr)	Head of Project Management for the Sci-Bono Discovery Centre	Resigned	28 January 2025
Crispian Olver (Dr)	PCC Executive Director and Ex-Officio Commissioner	Retired Formal employment	31 December 2024
Jacques Hugo (Mr)	Vice President Youth & Development: FEDUSA	Resigned	3 September 2024
Joanne Bate (Ms)	Chief Operations Officer: IDC	Resigned	27 January 2025
Melissa Fourie (Ms)	Climate Justice Advocate and Environmental Lawyer	Resigned	22 August 2024
Nikisi Lesufi (Mr)	NEC Member: SANCO	Resigned	1 September 2024
Geordin Hill-Lewis (Alderman)	Mayor of Cape Town	Resigned	11 March 2024
Valli Moosa (Mr)	Commission Deputy Chair	Resigned	6 December 2024

1.1 Remuneration of board members

1.1.1 Manco and Exco

Members of Manco and Exco are not remunerated for their meeting attendance. However, they are allowed to claim travel and related costs under Nedlac's Travel, Accommodation, and Catering Policy.

1.2 Audit Committee

1.2.1 Audit and Risk Committee (ARC)

Only the chairperson of the ARC is remunerated. Members can claim for travel and related costs in terms of Nedlac's Travel, Accommodation and Catering Policy. The ARC Chairperson is remunerated for meeting attendance and preparation in line with the National Treasury-approved rates as follows:

No.	Name	Remuneration
1	V Pangwa	R51 793.00
Total		**R51 793.00**

1.3 Presidential Climate Commission

Commissioners of the PCC are remunerated for meeting attendance and preparation in line with the National Treasury-approved rates.

The table below sets out the remuneration paid in respect of the PCC Commissioners and Finance & Governance Committee members eligible for remuneration:

No.	Surname	Full Names	Total Paid
1	Mbodi	Mbulaheni	114,258.00
2	Melithafa	Ayakha	60,282.00
3	Lekalakala	Phillipine	91,393.00
4	Harrington	Shamini	45,093.00
5	Hugo	Jacques de Vos	60,288.00
6	Chavalala	Risimati	44,061.00
7	Fourie	Melissa	44,725.00
8	Nkambule	Beatrice	54,975.00
9	Naudé	Louise	135,095.00
10	Yawitch	Joanne	94,740.00
11	Rabie	Nicholaas	55,366.00
12	Baduza	Mbalenhle	69,699.00
13	Serfontein	Gideon	39,981.00
14	PEEK	Sven	45,162.00
15	Moosa	Valie	19,526.00
16	Abdinor	Brandon	69,501.00
17	Molete	Boitumelo	47,160.00
Total paid			**1,091,305.00**

6. RISK MANAGEMENT

1.4 A Risk Register was in place, which was presented to the ARC that monitored significant risks.

1.5 Key strategic risks focused on mitigating budget constraints impacting employment of staff members, Nedlac's ability to carry out its mandate, ineffective social dialogue and social compacting, the inability to achieve consensus between social partners and/or conclude processes, and insufficient clarity in the minds of public on the role of Nedlac and the PCC.

1.6 Operationally, the entity focused on the risk of cyber security, insufficient IT tools of trade, digitisation of processes, and ineffective management of assets.

7. INTERNAL AUDIT

The scope of Internal Audit is to provide an independent and objective assessment on the adequacy of the system of internal controls, recommend improvements in controls, assess compliance with policies and procedures, and evaluate sound business practices. Nedlac outsources the Internal Audit function, with an internal audit firm appointed on a three-year contract.

1.7 The responsibilities of the Internal Audit function are to:

- 1.7.1 Review the reliability and integrity of financial and operating information and the means used to identify, measure, classify and report such information;
- 1.7.2 Review the systems established by management to ensure compliance with the policies, plans, procedures, laws and regulations that could have a significant impact on operations, and determine whether the organisation is complying;
- 1.7.3 Review the means of safeguarding assets and verifying the existence of assets;
- 1.7.4 Appraise the economy and efficiency with which resources are employed and identifying opportunities to improve operating performance;
- 1.7.5 Review operations or programmes to ascertain whether results are consistent with established objectives and goals and whether the operations or programmes are being carried out as planned; and
- 1.7.6 Review compliance of the entity to the ICT Governance Framework, including assessing the ICT general controls.

1.8 The following internal audits were completed during the 2024/25 financial year:

- 1.8.1 Annual Financial Statements review;
- 1.8.2 Annual audit of performance information;
- 1.8.3 Review of APP/SP;
- 1.8.4 Audit of Performance Information;
- 1.8.5 Information Technology: Cyber Security Review;
- 1.8.6 Governance Review;
- 1.8.7 Tips Offs;
- 1.8.8 Follow Ups; and
- 1.8.9 Adhoc Reviews.

8. AUDIT AND RISK COMMITTEE

The primary role of the Audit and Risk Committee is to ensure the integrity of the financial reporting and audit process and to oversee the maintenance of sound internal control and risk management systems. key responsibilities of this Committee are to:

1.9 Ensure Nedlac's financial statements and performance reporting are understandable and reliable

1.10 Ensure that Nedlac establishes a thorough risk management process and has effective internal controls;

1.11 Review the organisation's policies and

1.12 Review all internal and external audit findings.

The table below discloses relevant information on the audit committee members.

Name	Qualifications	Internal or external	If internal, position in the public entity	Date appointed	Date Resigned	No. of Meetings attended
Velile Pangwa (Independent Chair)	• B. Com Honours in • Accounting • Management • Financial Accounting • Diploma • B. Com in Accounting	External	N/A	1 January 2024	N/A	07
Zelda Setladi	• B. Com in Accounting • Management Accounting and Finance Diploma • Financial Accounting Diploma • Bookkeeping Diploma • Certificate in Executive Management Programme on Industrial Relations (IR) and HRM	External	N/A	1 January 2024	N/A	06
Waheed Hoosen	Computer Operations Diploma Dos Introduction Certificate Diploma in N5: Wordperfect 5.1 Lotus 1-2-3 Version 2, MSDOS Version 5, Database Version 4 Labour Law Certificate Bachelor of Law Masters (LLM) With Specialisation in Labour Law	External	N/A	1 January 2024	N/A	07
Juanita Pardesi	• Master of Business Administration • Diploma in Accounting & Financial Management • Executive Development Programme • IWFSA Executive Development Programme • Management Development Programme • Microsoft Certified System Engineer	External	N/A	1 January 2024	12 August 2024	02
Max Tsotetsi	• B. Com Accounting • B. Com (Hons) • HC: Insurance	External	N/A	9 April 2024	N/A	07
Tebello Radebe	• Journalism Diploma • Public Relations Diploma • Economic Modelling Academy Certificate	External	N/A	1 June 2024	N/A	03

9. COMPLIANCE WITH LAWS AND REGULATIONS

Nedlac complies with all relevant laws and regulations, including, but not limited to, labour laws, Occupational Health and Safety laws, and the PFMA.

10. FRAUD AND CORRUPTION

8.1.1 Nedlac has a Fraud Prevention Policy and Fraud Prevention Plan that set out how the institution will prevent, detect, investigate, and address fraud and corruption.

8.1.2 One case was reported through Nedlac's independent fraud hotline and the HREC, acting as an Ethics Committee, considered it. The Ethics Committee's report was tabled at the ARC, and the case has been finalised.

8.1.2 Mechanisms are in place to report fraud and corruption, including an independent fraud hotline. Awareness is undertaken at least once per annum amongst staff.

11. MINIMISING CONFLICT OF INTEREST

All staff are required to sign annual declarations of interest. Disclosures of conflict of interest are requested in governance meetings and for procurement processes. The Code of Conduct (see below) also regulates conflict of interest.

12. CODE OF CONDUCT

10.1 The Nedlac Manco approved a Revised Code of Ethics in the year under review. The Code of Ethics defines Nedlac's values-based behaviours and regulates the conduct of the constituencies and the secretariat across all governance structures. The Code of Ethics is based on the Public Service Code of Conduct and the King Codes on Corporate Governance and covers the performance of staff in the work environment, the protection of Nedlac's assets and how to address conflicts of interest. It makes provision for a process to be followed when there is a breach or an allegation of a breach.

10.2 All staff are required to sign annual Declarations of Interest. Disclosures of conflict of interest are requested in governance meetings and for procurement processes.

13. HEALTH SAFETY AND ENVIRONMENTAL ISSUES

a) The OHS Committee is functioning and an OHS awareness session was convened. The OHS Committee undertook training in contractor and process Management.

b) An OHS audit was undertaken in the fourth quarter of the year under review.

14. SOCIAL RESPONSIBILITY

Through the asset management process, items of property, plant and equipment with a zero-book value (which were no longer in use) were identified and disposed of in terms of the Asset Management Policy to a school within the Gauteng Department of Education.

15. AUDIT COMMITTEE REPORT

13.1 *We are pleased to present our report for the financial year ended 31 March 2025*

13.2 **Audit Committee Responsibility**

13.2.1 The Audit Committee reports that it has complied with its responsibilities arising from Section of the Public Finance Management Act and Treasury Regulation 3.1.13. The Audit Committee also reports that it has adopted appropriate formal terms of reference as its Audit Committee Charter, has regulated its affairs in compliance with this charter and has discharged all its responsibilities as contained therein, except that we have not reviewed changes in accounting policies and practices.

13.3 **The Effectiveness of Internal Control**

13.3.1 Our review of the findings of the Internal Audit work, which was based on the risk assessments conducted in the public entity revealed certain weaknesses, which were then raised with the public entity.

The following internal audit work was completed during the year under review:

NEDLAC AUDIT AND RISK COMMITTEE REPORT: 2024-25 FINANCIAL YEAR

The Nedlac Audit and Risk Committee (ARC) is pleased to present its report for the financial year ended 31 March 2025.

Audit and Risk Committee responsibility

The Audit and Risk Committee (ARC) is a Standing Committee of the Executive Council and is therefore accountable to and assist the Executive Council in fulfilling its oversight responsibilities. In line with its responsibilities arising from Section 51(1)(a)(ii); 76(4)(d) of the Public Finance Management Act, 1999 and Treasury Regulation 27.1, the ARC is required to produce a record of its engagements and deliberations reports to its supporting structure, the Management Committee and Executive Council of the institution. The ARC has adopted appropriate formal terms of reference outlined in its Audit and Risk Committee Charter. The Charter set out the principles upon which the ARC will fulfil its oversight responsibilities. It is in this light that during the year under review, the ARC has regulated its affairs in compliance with this Charter and has discharged all its responsibilities as contained therein and the related accounting policies and practices.

Audit and Risk Committee members and attendance

The Audit and Risk Committee consists of the members from each of the Nedlac Constituencies made up of Business, Community, Government, Labour and an independent Chairperson as listed hereunder.

The ARC is required to meet quarterly as per the approved Audit and Risk Committee Charter of Nedlac. During the 2024/25 financial year, four (4) ordinary and three (3) special meetings were held as follows:

Ordinary meetings	Special meetings
16 May 2024	17 July 2024
13 August 2024	18 October 2024
13 November 2024	14 January 2025
11 February 2025	

Alternate members were appointed during the 2024/2025 financial year. One ARC member tendered their resignation and the vacancy was duly filled by the alternate member. The membership period and number of meetings of the ARC for the 2024/25 financial year is as follows:

No	Name of Member	Membership Status	Period of membership	Number of
1.	Velile Pangwa (Independent Chair)	Active	January 2024 - December 2026	7
2.	Mr. Waheed Hoosen (Labour)	Active	January 2024 - December 2026	7
3.	Ms. Juanita Pardesi (Community)	Resigned-Aug 2024	January 2024 - December 2026	2
4.	Ms. Zelda Setladi (Business)	Active	January 2024 - December 2026	6
5.	Mr. Max Tsotetsi (Government)	Active	April 2024 – December 2026	7
6.	Mr. Tebello Radebe (Community Alternate)	Active	April 2024 – December 2026	3

Stakeholder Engagements

The Committee has in its engagement been able to engage with the following Nedlac stakeholders and structures:

- Management Committee (Manco)
- Nedlac Management
- Internal Audit
- Auditor-General of South Africa

The Effectiveness of Internal Control

Our review of the findings of the Internal Audit work, which was based on the risk assessments conducted in Nedlac and reported to both the Manco and Exco of Nedlac, reveals that, as in the previous year, some control weaknesses remain from the previous reporting periods which requires management attention, although improvement has been made.

The following internal audit work was completed during the year under review:

No.	Audit Project
1.	Review of the AFS
2.	Annual audit of performance information
3.	Review of APP/SP
4.	Audit of Performance Information
5.	Information Technology: Cyber Security Review
6.	Governance Review
7.	Tips Offs
8.	Follow-up Review
9.	Adhoc Reviews

We acknowledge that during the year under review, management has made efforts to identify and address the control weakness that have been consistent over the past few financial years.

The Audit and Risk Committee acknowledges and appreciates, once again, efforts underway by management and the governance structures of Manco and Exco, to address areas of concern raised by combined assurers.

Risk Management

Management ensured that a risk register was in place throughout the financial year which was presented to the Audit and Risk committee. To ensure oversight, the significant risks were monitored by the Audit and Risk Committee and EXCO regularly. Emerging risks were also identified and responded to during the period.

Management is encouraged to keep track of the identified risks as recorded in the Strategic Plan and Annual Performance Plans to ensure that all these areas are addressed in the 2025/26 financial year.

In-Year Management and Quarterly Report

Management has reported quarterly as required by the PFMA. In addition, at all Audit and Risk Committee meetings management has presented quarterly reports for review and or consideration by the Audit and Risk Committee.

Evaluation of Financial Statements

The Audit and Risk Committee reviewed the Annual Financial Statements prepared by management and recommended them for audit subject to recommended refinements of the Audit Committee being implemented.

Evaluation of Performance Information

The Audit and Risk Committee further evaluated the performance information and recommended it for audit subject to recommended refinements of the Audit Committee being implemented.

Auditor General's Report

The Audit and Risk Committee notes with appreciation, the Unqualified Audit Opinion issued by the Auditor General of South Africa. This marks the second consecutive financial year that Nedlac has achieved a Clean Audit Opinion, reflecting consistent improvement in governance, financial management and compliance processes. Management is commended for the sterling work done in achieving this milestone once again. The Audit and Risk Committee is also comforted by the Auditor General, the Internal Auditors and management's commitment to addressing the findings raised from the 2024/25 financial year's audit.

The Audit and Risk Committee therefore appreciates the work of the Auditor-General on the Annual Financial Statements as well as the performance Information and is of the opinion that the Audited Annual Financial Statements together with Performance Information be accepted and read together with the report of the Auditor-General.

In conclusion, the Audit and Risk Committee Chairperson expresses his gratitude to all the members of the Audit and Risk Committee. We would also like to thank all the stakeholders who participated in the audit processes by both the Internal Audit and the Auditor General, the efforts and team effort has paid off and we wish to see a stronger and more compliant Nedlac in the future.

The Audit and Risk Committee also bid farewell to the former Executive Director, Ms Lisa Seftel and we would like to extend our sincere appreciation for her dedicated service, strategic leadership and valuable contributions to the organisation. We warmly welcomed the new appointed Executive Director, Mr Makhukhu Mampuru and are looking forward to a collaborative and productive working relationship as we remain committed to upholding the highest standards of accountability and ensuring compliance within Nedlac.

Velile Pangwa
Chairperson of the Audit and Risk Committee Nedlac NEDLAC
Date 25/07/25

16. B-BBEE COMPLIANCE PERFORMANCE INFORMATION

The following table has been completed in accordance with B-BBEE compliance requirements of the B-BBEE Act of 2013 and as determined by the Department of Trade, Industry and Competition.

Has the Department / Public Entity applied any relevant Code of Good Practice (B-BBEE Certificate Levels 1 – 8) with regards to the following:		
Criteria	**Response Yes / No**	**Discussion (include a discussion on your response and indicate what measures have been taken to comply)**
Determining qualification criteria for the issuing of licences, concessions or other authorisations in respect of economic activity in terms of any law?	Not applicable	
Developing and implementing a preferential procurement policy?	Yes	A Supply Chain Management (SCM) Policy has been developed and approved and includes clauses in respect of preferential procurement
Determining qualification criteria for the sale of state-owned enterprises?	Not applicable	
Developing criteria for entering into partnerships with the private sector?	Yes	The SCM Policy refers to Treasury Regulation 16, which must be complied with.
Determining criteria for the awarding of incentives, grants and investment schemes in support of Broad Based Black Economic Empowerment?	Not applicable	

PART D: HUMAN RESOURCE MANAGEMENT

1. INTRODUCTION

The organisational alignment was implemented as follows:

- Placement of affected staff; and
- Moving affected managers to the mid-point and senior managers to the lower guide

The following recruitment and selection activities were undertaken:

- Appointment of the HR Officer, Administrator: Labour and Development, Nedlac Executive Director and PCC Executive Director
- The recruitment process to fill the vacant Supply Chain Manager position due to resignation in the third quarter was initiated. An appointment will be made in Q1 of 2025/26 financial year.

Training and Development

- 80% of training interventions were implemented in line with the training plan

Three HR policies were approved in the year under review.

- Remuneration Policy
- Training and Development Policy
- Employment Equity Policy

Two HR policies were reviewed in the year under review.

- HR Policy
- Performance Management Policy

Labour Relations

- One CCMA case of unfair dismissal is ongoing.

2. HUMAN RESOURCE OVERSIGHT STATISTICS

2.2 Personnel-related expenditure

Personnel Cost by programme/ activity/ objective

Programme/ activity/objective	Total Expenditure for the entity (R'000)	Personnel Expenditure (R'000)	Personnel exp. as a % of total exp. (R'000)	No. of employees	Average personnel cost per employee (R'000)
Programme 1&2	63 067	38 814	31.16%	34	1 142
Programme 3	4 023	1 803	1.49%	3	601
Programme 4	53 593	18 322	15.34%	20	1 451

Personnel cost by salary band

Level	Personnel Expenditure (R'000)	% of personnel exp. to total personnel cost (R'000)	No. of employees	Average personnel cost per employee (R'000)
Top Management	17 189	29%	10	1 643
Senior Management	10 711	18%	8	1 244
Professional qualified	16 616	28%	16	991
Skilled	7 745	13%	10	775
Semi-skilled	5 627	10%	11	512
Unskilled	1 051	2%	4	263
TOTAL	56 649	100%	59	5 426

Performance Rewards

Programme//activity/ objective	Performance rewards	Personnel Expenditure (R'000)	% of performance rewards to total personnel cost (R'000)
Top Management	4	174	0.31%
Senior Management	6	80	0.14%
Professional qualified	8	148	0.26%
Skilled	3	52	0.09%
Semi-skilled	7	72	0.13%
Unskilled	4	20	0.04%
TOTAL	32	546	0.96%

Training Costs

Personnel Expenditure (R'000)	Training Expenditure (R'000)	Training Expenditure as a % of Personnel Cost.	No. of employees trained	Avg training cost per employee
56649	1225	2.16%	51	4.16%

Employment and vacancies

Programme/activity/ objective	20242025 No. of Employees	2024/25 Approved Posts	2024/25 No. of Employees	2024/25 Vacancies	% of vacancies
Top Management	10	11	10	1	9.09%
Senior Management	8	11	8	3	27.27%
Professional qualified	16	20	16	4	20%
Skilled	10	10	10	0	0%
Semi-skilled	11	11	11	0	0%
Unskilled	4	4	4	0	0%
TOTAL	59	67	59	8	56.36%

Employment changes

Salary Band	Employment at beginning of period	Appointments	Terminations	Employment at end of the period
Top Management	8	2	2	10
Senior Management	8	0	0	8
Professional qualified	16	0	1	16
Skilled	10	0	0	10
Semi-skilled	11	0	0	11
Unskilled	4	0	0	4
TOTAL	**57**	**2**	**3**	**59**

Reasons for staff leaving

Reason	Number	% of total no. of staff leaving
Death	0	0
Resignation	2	40%
Dismissal	0	0
Retirement	1	20%
Ill health	0	0
Expiry of contract	0	0
Other	0	0
Total	**3**	60%

Labour Relations: Misconduct and disciplinary action

Nature of disciplinary Action	Number
Verbal Warning	0
Written Warning	1
Final Written warning	0
Dismissal	0
	1

Equity Target and Employment Equity Status

Levels	MALE							
	African		Coloured		Indian		White	
	Current	Target	Current	Target	Current	Target	Current	Target
Top Management	2	0	0	0	2	0	1	0
Senior Management	1	0	0	0	1	0	0	0
Professional qualified	5	0	0	0	0	0	1	0
Skilled	2	0	0	0	0	0	0	0
Semi-skilled	2	0	0	0	0	0	0	0
Unskilled	1	0	0	0	0	0	0	0
TOTAL	13	0	0	0	3	0	2	0

Levels	FEMALE							
	African		Coloured		Indian		White	
	Current	Target	Current	Target	Current	Target	Current	Target
Top Management	4	0	0	0	0	0	1	0
Senior Management	4	0	0	0	2	0	0	0
Professional qualified	10	0	0	0	0	0	0	0
Skilled	7	0	1	0	0	0	0	0
Semi-skilled	9	0	0	0	0	0	0	0
Unskilled	3	0	0	0	0	0	0	0
TOTAL	37	0	1	0	2	0	1	0

Levels	Disabled Staff			
	Male		Female	
	Current	Target	Current	Target
Top Management	1	0	0	0
Senior Management	0	0	1	0
Professional qualified	0	0	0	0
Skilled	0	0	0	0
Semi-skilled	0	0	0	0
Unskilled	0	0	0	0
TOTAL	1	0	1	0

PART E: PFMA COMPLIANCE REPORT

1. IRREGULAR, FRUITLESS AND WASTEFUL EXPENDITURE AND MATERIAL LOSSES

1.1. Irregular expenditure

a) Reconciliation of irregular expenditure

Description	2024/25	2023/24
	R'000	R'000
Opening balance	918	251
Add: Irregular expenditure confirmed	2 116	667
Less: Irregular expenditure condoned	-	-
Less: Irregular expenditure not condoned and removed	-	-
Less: Irregular expenditure recoverable[1]	-	-
Less: Irregular expenditure not recoverable and written off	-	-
Closing balance	3 034	918

Reconciling notes

Description	2024/2025	2023/2024
	R'000	R'000
Irregular expenditure that was under assessment	918	251
Irregular expenditure that relates to the prior year and identified in the current year	-	-
Irregular expenditure for the current year	2 116	667
TOTAL	**3 034**	**918**

b) Details of irregular expenditure (under assessment, determination, and investigation)

Description[2]	2024/2025	2023/2024
	R'000	R'000
Irregular expenditure under assessment	918	251
Irregular expenditure under determination	-	-
Irregular expenditure under investigation	2 116	667
TOTAL	**3 034**	**918**

c) Details of irregular expenditure condoned

Description	2024/2025	2023/2024
	R'000	R'000
Irregular expenditure condoned	-	-
TOTAL	**-**	**-**

e) Details of irregular expenditure removed - (not condoned)

Description	2024/2025	2023/2024
	R'000	R'000
Irregular expenditure NOT condoned and removed	-	-
TOTAL	**-**	**-**

f) Details of irregular expenditure recoverable

Description	2024/2025	2023/2024
	R'000	R'000
Irregular expenditure recoverable	-	-
TOTAL	-	-

g) Details of current and previous year irregular expenditure written off (irrecoverable)

Description	2024/25	2023/24
	R'000	R'000
Irregular expenditure written off	-	-
TOTAL	-	-

1.2. Fruitless and wasteful expenditure

a) Reconciliation of fruitless and wasteful expenditure

Description	2024/25	2023/24
	R'000	R'000
Opening balance	1 449	1 453
Add: Fruitless and wasteful expenditure confirmed	-	-
Less: Fruitless and wasteful expenditure recoverable	-	4
Less: Fruitless and wasteful expenditure not recoverable and written off	-	-
Closing balance	1 449	1 449

Reconciling notes

Description	2024/25	2023/2024
	R'000	R'000
Fruitless and wasteful expenditure that was under assessment	-	-
Fruitless and wasteful expenditure that relates to the prior year and identified in the current year	-	-
Fruitless and wasteful expenditure for the current year	-	-
TOTAL	-	-

b) Details of fruitless and wasteful expenditure (under assessment, determination, and investigation)

Description	2024/25	2023/2024
	R'000	R'000
Fruitless and wasteful expenditure under assessment	-	-
Fruitless and wasteful expenditure under determination	-	-
Fruitless and wasteful expenditure under investigation	-	-
TOTAL	-	-

c) Details of fruitless and wasteful expenditure recoverable

Description	2024/2025	2023/2024
	R'000	R'000
Fruitless and wasteful expenditure recoverable	-	-
TOTAL	-	-

d) **Details of fruitless and wasteful expenditure not recoverable and written off**

Description	2023/2024	2022/2023
	R'000	R'000
Fruitless and wasteful expenditure written off	-	-
TOTAL	-	-

1.3. Additional disclosure relating to material losses in terms of PFMA Section 55(2)(b)(i) &(iii))[1]

a) **Details of material losses through criminal conduct**

Material losses through criminal conduct	2024/2025	2023/2024
	R'000	R'000
Theft	-	-
Other material losses	-	-
Less: Recoverable	-	-
Less: Not recoverable and written off	-	-
TOTAL	-	-

2. LATE AND/OR NON-PAYMENT OF SUPPLIERS

Description	Number of invoices	Consolidated Value
		R'000
Valid invoices received	2 783	38 596
Invoices paid within 30 days or agreed period	2 735	35 698
Invoices paid after 30 days or agreed period	48	2 898
Invoices older than 30 days or agreed period (*unpaid and without dispute*)	0	0
Invoices older than 30 days or agreed period (*unpaid and in dispute*)	0	0

3. SUPPLY CHAIN MANAGEMENT

3.1. Procurement by other means

Project description	Name of supplier	Type of procurement by other means	Value of contract
Caseware Annual License	Adapt IT	Caseware Annual License	R105,095.22
Caseware Training	Adapt IT	Caseware Training	R49,839.53
TOTAL			R154,934.75

1

3.2. Contract variations and expansions

Project description	Name of supplier	Contract modification type (Expansion or Variation)	Original contract value	Value of current contract expansion or variation
Annual report design and print	Creative Harvest	Additional services	R283,521.00	R90,505.00
Fire Safety services	Gobodla Risk	Extension of the service	R42,842.28	R4,025.00
Cooling system for Generator	Buwesi Geberators	Exension of the service	R43,332.00	R6,694.00
Legal drafters of Labour law reforms	Cheadle Thomson and Haysom	Additional services	R1,908,172.00	R285,800.00
Centre for Transformative Regulation on Work (CENTROW)	UWC	Contract expansion	R1,776,000.00	R0
Mimecast management	Telkom SA	Migration of mimecast management	R6,281,529.65	R552,231.09
Backup	Vox telecommunications	Extension of the service	R46,496.80	R48,980.80
Sage support services and maintanance	Phuthumani IT solutions	Contract expansion	R69 000	R0.00
Security Alarm services	24/7 Security services	Call out fee	R44,740.90	R831.45
O356 Licence	Liquid Telecom	Extension of the service	R312,627.96	R25,259.52
Fire Safety services	Gobodla Risk	Emergency call out fee	R42,842.28	R862.50
TOTAL				**R1,015,189.36**

PART F: FINANCIAL INFORMATION

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

1. I have audited the financial statements of the National Economic Development and Labour Council set out on pages 105 to 142, which comprise the statement of financial position as at 31 March 2025, statement of financial performance, statement of changes in net assets, cash flow statement and of comparison of budget and actual amounts for the year then ended, as well as notes to the financial statements, including a summary of significant accounting policies.

2. In my opinion, the financial statements present fairly, in all material respects, the financial position of the National Economic Development and Labour Council as at 31 March 2025 and its financial performance and cash flows for the year then ended in accordance with the Standards of Generally Recognised Accounting Practice (GRAP) and the requirements of the Public Finance Management Act 1 of 1999 (PFMA).

Basis for opinion

3. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the responsibilities of the auditor-general for the audit of the financial statements section of my report.

4. I am independent of the public entity in accordance with the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA code) as well as other ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.

5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibilities of the accounting authority for the financial statements

6. The accounting authority is responsible for the preparation and fair presentation of the financial statements in accordance with the GRAP and the requirements of the PFMA and for such internal control as the accounting authority determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

7. In preparing the financial statements, the accounting authority is responsible for assessing the public entity's ability to continue as a going concern; disclosing, as applicable, matters relating to going concern; and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the public entity or to cease operations, or has no realistic alternative but to do so.

Responsibilities of the auditor-general for the audit of the financial statements

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

9. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report. This description, which is located at page 101, forms part of my auditor's report.

REPORT ON THE ANNUAL PERFORMANCE REPORT

10. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, I must audit and report on the usefulness and reliability of the reported performance information against predetermined objectives for the selected material performance indicators presented in the annual performance report. The accounting authority is responsible for the preparation of the annual performance report.

11. I selected the following material performance indicators related to programme 2: core operations presented in the annual performance report for the year ended 31 March 2025. I selected those indicators that measure the public entity's performance on its primary mandated functions and that are of significant national, community or public interest.

- Percentage of dialogue reports submitted to social partners within 14 working days of convening of the dialogue.
- Percentage of agreements successfully concluded within nine months of an issue being tabled at Nedlac, except where stipulated exclusions apply.
- Percentage of reports on processes concluded within six months from the date of tabling at the relevant structure, except where stipulated exclusions apply.
- Percentage of section 77 final reports produced within five working days from date of the resolution of section 77 notices.

12. I evaluated the reported performance information for the selected material performance indicators against the criteria developed from the performance management and reporting framework, as defined in the general notice. When an annual performance report is prepared using these criteria, it provides useful and reliable information and insights to users on the public entity's planning and delivery on its mandate and objectives.

13. I performed procedures to test whether:

- the indicators used for planning and reporting on performance can be linked directly to the public entity's mandate and the achievement of its planned objectives
- all the indicators relevant for measuring the public entity's performance against its primary mandated and prioritised functions and planned objectives are included
- the indicators are well defined to ensure that they are easy to understand and can be applied consistently, as well as verifiable so that I can confirm the methods and processes to be used for measuring achievements
- the targets can be linked directly to the achievement of the indicators and are specific, time bound and measurable to ensure that it is easy to understand what should be delivered and by when, the required level of performance as well as how performance will be evaluated
- the indicators and targets reported on in the annual performance report are the same as those committed to in the approved initial or revised planning documents
- the reported performance information is presented in the annual performance report in the prescribed manner
- there is adequate supporting evidence for the achievements reported and for the reasons provided for any over- or underachievement of targets.

14. I performed the procedures to report material findings only and not to express an assurance opinion or conclusion.

15. I did not identify any material findings on the reported performance information for the selected indicators.

Other matter

16. I draw attention to the matter listed below.

Achievement of planned targets

17. The annual performance report includes information on reported achievements against planned targets and provides explanations for over- or under achievements. This information should be considered in the context of the material findings on the reported performance information.

18. The table that follows provides information on the achievement of planned targets and lists the key indicators that were not achieved as reported in the annual performance report. The reasons for any under achievement of targets are included in the annual performance report on pages 36 to 69.

Core operations

Targets achieved: 50% *Budget spent: 41%*		
Key indicator not achieved	**Planned target**	**Reported achievement**
Percentage of dialogue reports submitted to social partners within 14 working days of convening of the dialogue	100%	90%
Percentage of section 77 final reports produced within five working days from date of the resolution of section 77 notices	100%	33%

Material misstatements

19. I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were in the reported performance information for core operations. Management subsequently corrected all the misstatements, and I did not include any material findings in this report.

Report on compliance with legislation

20. In accordance with the PAA and the general notice issued in terms thereof, I must audit and report on compliance with applicable legislation relating to financial matters, financial management and other related matters. The accounting authority is responsible for the public entity's compliance with legislation.

21. I performed procedures to test compliance with selected requirements in key legislation in accordance with the findings engagement methodology of the Auditor-General of South Africa (AGSA). This engagement is not an assurance engagement. Accordingly, I do not express an assurance opinion or conclusion.

22. Through an established AGSA process, I selected requirements in key legislation for compliance testing that are relevant to the financial and performance management of the public entity, clear to allow consistent measurement and evaluation, while also sufficiently detailed and readily available to report in an understandable manner. The selected legislative requirements are included in the annexure to this auditor's report.

23. I did not identify any material non-compliance with the selected legislative requirements.

Other information in the annual report

24. The accounting authority is responsible for the other information included in the annual report. The other information referred to does not include the financial statements, the auditor's report and those selected material indicators in the scoped-in programme presented in the annual performance report that have been specifically reported on in this auditor's report.

25. My opinion on the financial statements and my reports on the audit of the annual performance report and compliance with legislation do not cover the other information included in the annual report and I do not express an audit opinion or any form of assurance conclusion on it.

26. My responsibility is to read this other information and, in doing so, consider whether it is materially inconsistent with the financial statements and the selected material indicators in the scoped-in programme presented in the annual performance report or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

27. I did not receive the other information prior to the date of this auditor's report. When I do receive and read this information, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the other information be corrected. If the other information is not corrected, I may have to retract this auditor's report and re-issue an amended report as appropriate. However, if it is corrected, this will not be necessary.

Internal control deficiencies

28. I considered internal control relevant to my audit of the financial statements, annual performance report and compliance with applicable legislation; however, my objective was not to express any form of assurance on it.

29. I did not identify any significant deficiencies in internal control.

Auditor-General

AUDITOR-GENERAL
SOUTH AFRICA

Auditing to build public confidence

Pretoria
31 July 2025

ANNEXURE TO THE AUDITOR'S REPORT

The annexure includes the following:

- The auditor-general's responsibility for the audit
- The selected legislative requirements for compliance testing

AUDITOR-GENERAL'S RESPONSIBILITY FOR THE AUDIT

Professional judgement and professional scepticism

As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the financial statements and the procedures performed on reported performance information for selected material performance indicators and on the public entity's compliance with selected requirements in key legislation.

Financial statements

In addition to my responsibility for the audit of the financial statements as described in this auditor's report, I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the public entity's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made
- conclude on the appropriateness of the use of the going concern basis of accounting in the preparation of the financial statements. I also conclude, based on the audit evidence obtained, whether a material uncertainty exists relating to events or conditions that may cast significant doubt on the ability of the public entity to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify my opinion on the financial statements. My conclusions are based on the information available to me at the date of this auditor's report. However, future events or conditions may cause a public entity to cease operating as a going concern
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Communication with those charged with governance

I communicate with the accounting authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide the accounting authority with a statement that I have complied with relevant ethical requirements regarding independence and communicate with them all relationships and other matters that may reasonably be thought to bear on my independence and, where applicable, actions taken to eliminate threats or safeguards applied.

COMPLIANCE WITH LEGISLATION – SELECTED LEGISLATIVE REQUIREMENTS

The selected legislative requirements are as follows:

Legislation	Sections or regulations
Public Finance Management Act 1 of 1999 (PFMA)	Section 51(1)(a)(iv);51(1)(b)(ii); 51(1)(e)(iii) Section 53(4) Section 54(2)(c'); 54(2)(d) Section 55(1)(a); 55(1)(b); 55(1)(c)(i) Section 56(1); 56(2) Section 57(b);
Treasury Regulations for departments, trading entities, constitutional institutions and public entities (TR)	Treasury Regulation 8.2.1; 8.2.2 Treasury Regulation 16A 3.1; 16A 3.2; 16A 3.2(a); 16A 6.1; 16A6.2(a) & (b); 16A6.2(e);16A 6.3(a); 16A 6.3(a)(i); 16A 6.3(b); 16A 6.3(c); 16A 6.3(d); 16A 6.3(e); 16A 6.4; 16A 6.5; 16A 6.6; TR 16A.7.1; 16A.7.3; 16A.7.6; 16A.7.7; 16A 8.2(1); 16A 8.2(2); 16A 8.3; 16A 8.3(d); 16A 8.4; 16A9.1 16A9; 16A9.1(b)(ii); 16A9.1(c); 16A 9.1(d); 16A 9.1(e); 16A9.1(f); 16A 9.2; 16A 9.2(a)(ii); TR 16A 9.2(a)(iii) Treasury Regulation 30.1.1; 30.1.3(a); 30.1.3(b); 30.1.3(d); 30.2.1 Treasury Regulation 31.1.2(c) Treasury Regulation 31.2.1; Treasury Regulation 31.3.3 Treasury Regulation 33.1.1; 33.1.3
Public service regulation	Public service regulation 13(c);18; 18 (1) and (2);
Prevention and Combating of Corrupt Activities Act No.12 of 2004 (PRECCA)	Section 34(1)
CIDB Regulations	CIDB regulation 17; 25(1); 25 (5) & 25(7A)
PPPFA	Section 1(i); 2.1(a); 2.1(b); 2.1(f)
PPR 2017	Paragraph 4.1; 4.2 Paragraph 5.1; 5.3; 5.6; 5.7 Paragraph 6.1; 6.2; 6.3; 6.5; 6.6; 6.8 Paragraph 7.1; 7.2; 7.3; 7.5; 7.6; 7.8 Paragraph 8.2; 8.5 Paragraph 9.1; 9.2 Paragraph 10.1; 10.2 Paragraph 11.1; 11.2 Paragraph 12.1 and 12.2
PPR 2022	Paragraph 3.1 Paragraph 4.1; 4.2; 4.3; 4.4 Paragraph 5.1; 5.2; 5.3; 5.4
PFMA SCM Instruction no. 09 of 2022/2023	Paragraph 3.1; 3.3 (b); 3.3 (c); 3.3 (e); 3.6
National Treasury Instruction No.1 of 2015/16	Paragraph 3.1; 4.1; 4.2

Legislation	Sections or regulations
NT SCM Instruction Note 03 2021/22	Paragraph 4.1; 4.2 (b); 4.3; 4.4; 4.4 (a); 4.4 (c) -(d); 4.6 Paragraph 5.4 Paragraph 7.2; 7.6
NT SCM Instruction 4A of 2016/17	Paragraph 6
NT SCM Instruction Note 03 2019/20	Paragraph 5.5.1(vi); Paragraph 5.5.1(x);
NT SCM Instruction Note 11 2020/21	Paragraph 3.1; 3.4 (a) and (b); 3.9; 6.1;6.2;6.7
NT SCM Instruction note 2 of 2021/22	Paragraph 3.2.1; 3.2.2; 3.2.4(a) and (b); 3.3.1; 3.2.2 Paragraph 4.1
PFMA SCM Instruction 04 of 2022/23	Paragraph 4(1); 4(2); 4(4)
Practice Note 5 of 2009/10	Paragraph 3.3
PFMA SCM instruction 08 of 2022/23	Paragraph 3.2 Paragraph 4.3.2; 4.3.3
Competition Act	Section 4(1)(b)(ii)
NT instruction note 4 of 2015/16	Paragraph 3.4
Second amendment of NTI 05 of 2020/21	Paragraph 4.8; 4.9 ; 5.1 ; 5.3
Erratum NTI 5 of 202/21	Paragraph 1
Erratum NTI 5 of 202/21	Paragraph 2
Practice note 7 of 2009/10	Paragraph 4.1.2
Practice note 11 of 2008/9	Paragraph 3.1 Paragraph 3.1(b)
NT instruction note 1 of 2021/22	Paragraph 4.1
Public Service Act	Section 30(1)

National Economic Development and Labour Council

Annual Financial Statements for the year ended March 31, 2025

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The reports and statements set out below comprise the annual financial statements presented to the Parliament of the RSA:

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National Economic Development and Labour Council

Annual Financial Statements for the year ended March 31, 2025

Statement of Financial Position as at March 31, 2025

Figures in Rand		2025	2024
Assets			
Current Assets			
Receivables from exchange transactions	4	441,913	418,506
Cash and cash equivalents	3	2,692,712	7,927,182
		3,134,625	**8,345,688**
Non-Current Assets			
Property, plant and equipment	5	15,460,559	17,045,536
Intangible assets	6	559	79,931
		15,461,118	**17,125,467**
Total Assets		**18,595,743**	**25,471,155**
Liabilities			
Current Liabilities			
Payables from exchange transactions	7	4,763,301	5,897,620
Provisions	8	-	575,047
		4,763,301	**6,472,667**
Total Liabilities		**4,763,301**	**6,472,667**
Net Assets		**13,832,442**	**18,998,488**
Accumulated surplus	9	13,832,442	18,998,488
Total Net Assets		**13,832,442**	**18,998,488**

National Economic Development and Labour Council

Annual Financial Statements for the year ended March 31, 2025

Statement of Financial Performance

Figures in Rand	Note(s)	2025	2024
Revenue			
Revenue from exchange transactions			
Other revenue		140,583	47,544
Interest received	10	1,568,712	2,623,237
Profit on disposal of assets		750	-
Total revenue from exchange transactions		**1,710,045**	**2,670,781**
Revenue from non-exchange transactions			
	11	75,839,000	73,610,000
Transfers from other government entities			
Service in kind	12	35,335,808	27,022,494
Donor funding	13	10,695,598	-
Total revenue from non-exchange transactions		**121,870,406**	**100,632,494**
Total revenue	13	**123,580,451**	**103,303,275**
Expenditure			
Employee related costs	18	(58,938,639)	(59,130,303)
Depreciation and amortisation	14	(2,034,826)	(1,764,914)
Impairment of receivables	15	-	(4,295)
Lease rentals on operating lease	16	(8,062)	(44,081)
Bad debt written off		-	(67,213)
Loss on disposal of assets		-	(13,168)
Operating expenses	17	(67,764,970)	(59,659,565)
Total expenditure		**(128,746,497)**	**(120,683,539)**
Deficit for the year		**(5,166,046)**	**(17,380,264)**

National Economic Development and Labour Council

Annual Financial Statements for the year ended March 31, 2025

Statement of Changes in Net Assets

Figures in Rand	Accumulated surplus / deficit	Total net assets
Restated Balance at April 1, 2023	**36,378,749**	**36,378,749**
Changes in net assets		
Deficit for the year	(17,380,261)	(17,380,261)
Total changes	(17,380,261)	(17,380,261)
Restated Balance at April 1, 2024	**18,998,488**	**18,998,488**
Changes in net assets		
Deficit for the year	(5,166,046)	(5,166,046)
Total changes	(5,166,046)	(5,166,046)
Balance at March 31, 2025	**13,832,442**	**13,832,442**

National Economic Development and Labour Council

Annual Financial Statements for the year ended March 31, 2025

Cash Flow Statement

Figures in Rand	Note(s)	2025	2024
Cash flows from operating activities			
Receipts			
Grants	11	75,839,000	73,610,000
Interest income	10	1,568,712	2,623,237
Donor funding	13	10,695,598	-
Other revenue	13	140,583	47,544
		88,243,893	**76,280,781**
Payments			
Employee costs		(58,384,718)	(49,579,184)
Suppliers		(34,795,472)	(41,014,596)
		(93,180,190)	(90,593,780)
Net cash flows from operating activities	20	**(4,936,297)**	**(14,312,999)**
Cash flows from investing activities			
Purchase of property, plant and equipment	5	(298,923)	(2,397,237)
Proceeds from sale of property, plant and equipment	5	750	20,879
Net cash flows from investing activities		**(298,173)**	**(2,376,358)**
Net increase/(decrease) in cash and cash equivalents		(5,234,470)	(16,689,357)
Cash and cash equivalents at the beginning of the year		7,927,182	24,616,539
Cash and cash equivalents at the end of the year	3	**2,692,712**	**7,927,182**

National Economic Development and Labour Council

Annual Financial Statements for the year ended March 31, 2025

Statement of Comparison of Budget and Actual Amounts

Budget on Cash Basis

Figures in Rand	Approved budget	Adjustments	Final Budget	Actual amounts on comparable basis	Difference between final budget and actual	Reference
Statement of Financial Performance						
Revenue						
Revenue from exchangetransactions						
Other revenue	-	-	-	140,583	140,583	
Interest received	3,000,000	(1,450,000)	**1,550,000**	1,568,712	18,712	
Profit on disposal of assets	-	-	-	750	750	
Total revenue from exchangetransactions	**3,000,000**	**(1,450,000)**	**1,550,000**	**1,710,045**	**160,045**	
Revenue from non-exchange transactions						
Transfer revenue						
Government grants & subsidies	75,838,000	1,000	75,839,000	75,839,000	-	
Donor Funding	16,423,000	(4,323,000)	12,100,000	10,695,598	(1,404,402)	21.A1
Service in kind	-	-	-	35,335,808	**35,335,808**	21.A2
Surplus fund retention	-	1,873,321	**1,873,321**	-	**(1,873,321)**	21.A3
Total revenue from non-exchange transactions	**92,261,000**	**(2,448,679)**	**89,812,321**	**121,870,406**	**32,058,085**	
Total revenue	**95,261,000**	**(3,898,679)**	**91,362,321**	**123,580,451**	**32,218,130**	
Expenditure						
Employee related costs	(60,436,000)	1,515,250	(58,920,750)	(58,938,639)	(17,889)	21.A4
Depreciation and amortisation	-	-	-	(2,034,826)	(2,034,826)	21.A5
Lease rentals on operating lease	-	-	-	(8,062)	(8,062)	
Operating expenses	(34,825,000)	2,383,429	(32,441,571)	(67,764,970)	(35,323,399)	21.A6
Total expenditure	(95,261,000)	3,898,679	(91,362,321)	128,746,497)	(37,384,176)	
Surplus / (Shortfall)	-	-	-	**(5,166,046)**	**(5,166,046)**	
Actual Amount on Comparable Basis as Presented in the Budget and Actual Comparative Statement	-	-	-	**(5,166,046)**	**(5,166,046)**	

National Economic Development and Labour Council

Annual Financial Statements for the year ended March 31, 2025

Accounting Policies

Figures in Rand	2025	2024

1. Presentation of Annual Financial Statements

The annual financial statements have been prepared in accordance with the Standards of Generally Recognised Accounting Practice (GRAP), issued by the Accounting Standards Board in accordance with Section 91(1) of the Public Finance Management Act (Act 1 of 1999).

These annual financial statements have been prepared on an accrual basis of accounting and are in accordance with historical cost convention as the basis of measurement, unless specified otherwise. They are presented in South African Rand.

These accounting policies are consistent with the previous period.

1.1 Presentation currency

These annual financial statements are presented in South African Rand, which is the functional currency of the entity.

1.2 Going concern assumption

These annual financial statements have been prepared based on the expectation that the entity will continue to operate as a going concern for at least the next 12 months.

1.3 Significant judgements and sources of estimation uncertainty

In preparing the annual financial statements, management is required to make estimates and assumptions that affect the amounts represented in the annual financial statements and related disclosures. Use of available information and the application of judgement is inherent in the formation of estimates. Actual results in the future could differ from these estimates which may be material to the annual financial statements. Significant judgements include:

Receivables from exchange transactions

The entity assesses its trade receivables, held to maturity investments and loans and receivables for impairment at the end of each reporting period. In determining whether an impairment loss should be recorded in surplus or deficit, the surplus makes judgements as to whether there is observable data indicating a measurable decrease in the estimated future cash flows from a financial asset.

The impairment for trade receivables, held to maturity investments and loans and receivables is calculated on a portfolio basis, based on historical loss ratios, adjusted for national and industry-specific economic conditions and other indicators present at the reporting date that correlate with defaults on the portfolio.

Impairment testing

The entity reviews and tests the carrying value of non-cash assets when events or changes in circumstances suggest that the carrying amount may not be recoverable. If there are indications that impairment may have occurred, the remaining service potential of the asset is determined. The most appropriate approach selected to determine the remaining service potential is dependent on the availability of data and the nature of the impairment.

Provisions

A provision is a liability of uncertain timing or amount.

A provision shall be recognised when an entity has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Provisions were raised and management determined an estimate based on the information available. Additional disclosure of these estimates of provisions are included in the provisions note.

National Economic Development and Labour Council

Annual Financial Statements for the year ended March 31, 2025

Accounting Policies

Allowance for doubtful debts

On debtors an impairment loss is recognised in surplus and deficit when there is objective evidence that it is impaired. The impairment is measured as the difference between the debtors carrying amount and the present value of estimated future cash flows discounted at the effective interest rate, computed at initial recognition.

Bad debts must only be written off in line with the Revenue and Debtors Policy, after all reasonable steps have been taken to recover the debt and it is satisfied that:

The debtor cannot be traced;

- All legal and other measures have been exhausted;
- Recovery of the debt would be uneconomical;
- Recovery would cause undue hardship to the debtor or his/her departments; and
- It would be an advantage to Nedlac to effect a settlement of its own claim or to waive the claim.

Depreciation and Amortisation

Property, plant and equipment and intangible assets are carried at cost less accumulated depreciation and amortisation and any impairment losses. Property, plant and equipment and intangible assets are depreciated and amortised on the straight-line basis over their expected useful lives to their estimated residual value.

Other significant judgements, sources of estimation uncertainty and/or related information, have been disclosed in the related notes.

1.4 Property, plant and equipment

The cost of an item of property,plant and equipment is recognised as an asset when:

- it is probable that future economic benefits or service potential associated with the item will flow to the entity; and
- the cost of the item can be measured reliably.

Property, plant and equipment is initially measured at cost.

The cost of an item of property,plant and equipment is the purchase price and other costs attributable to bring the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Trade discounts and rebates are deducted in arriving at the cost.

Where an asset is acquired through a non-exchange transaction, its cost is its fair value as at date of acquisition.

National Economic Development and Labour Council

Annual Financial Statements for the year ended March 31, 2025

Accounting Policies

Where an item of property, plant and equipment is acquired in exchange for a non-monetary asset or monetary assets, or a combination of monetary and non-monetary assets, the asset acquired is initially measured at fair value (the cost). If the acquired item's fair value was not determinable, its deemed cost is the carrying amount of the asset(s) given up.

When significant components of an item of property,plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

The initial estimate of the costs of dismantling and removing the item and restoring the site on which it is located is also included in the cost of property, plant and equipment, where the entity is obligated to incur such expenditure, and where the obligation arises as a result of acquiring the asset or using it for purposes other than the production of inventories.

Recognition of costs in the carrying amount of an item of property,plant and equipment ceases when the item is in the location and condition necessary for it to be capable of operating in the manner intended by management.

Items such as spare parts, standby equipment and servicing equipment are recognised when they meet the definition of property, plant and equipment.

Major inspection costs which are a condition of continuing use of an item of property,plant and equipment and which meet the recognition criteria above are included as a replacement in the cost of the item of property, plant and equipment. Any remaining inspection costs from the previous inspection are derecognised.

Property, plant and equipment is carried at cost less accumulated depreciation and any impairment losses.

Property, plant and equipment are depreciated on the straight-line basis over their expected useful lives to their estimated residual value (with exception to Land).

The useful lives of items of property, plant and equipment have been assessed as follows:

Item	Depreciation method	Useful life period
Land	Not depreciated	Infinite
Buildings	Straight-line	35 Years
Furniture and fixtures	Straight-line	5 - 20 Years
Motor vehicles	Straight-line	15 Years
Office equipment	Straight-line	1 - 10 Years
IT equipment	Straight-line	1 - 20 Years

The depreciable asset is allocated on a systematic basis over its useful life.

Each part of an item of property,plant and equipment with a cost that is significant in relation to the total cost of the item is depreciated separately.

The depreciation method used reflects the pattern in which the asset's future economic benefits or service potential are expected to be consumed by the entity. The depreciation method applied to an asset is reviewed at least at each reporting date and, if there has been a significant change in the expected pattern of consumption of the future economic benefits or service potential embodied in the asset, the method is changed to reflect the changed pattern. Such a change is accounted for as a change in an accounting estimate.

The entity assesses at each reporting date whether there is any indication that the entity expectations about the residual value and the useful life of an asset have changed since the preceding reporting date. If any such indication exists, the entity revises the expected useful life and/or residual value accordingly. The change is accounted for as a change in an accounting estimate.

National Economic Development and Labour Council

Annual Financial Statements for the year ended March 31, 2025

Accounting Policies

The depreciation charge for each period is recognised in surplus or deficit unless it is included in the carrying amount of another asset. Depreciation is calculated on a monthly basis.

Items of property,plant and equipment are derecognised when the asset is disposed of or when there are no further economic benefits or service potential expected from the use of the asset.

The gain or loss arising from the derecognition of an item of property,plant and equipment is included in surplus or deficit when the item is derecognised. The gain or loss arising from the derecognition of an item of property, plant and equipment is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item.

1.5 Intangible assets

An asset is identifiable if it either:

- is separable, i.e. is capable of being separated or divided from an entity and sold, transferred, licensed, rented or exchanged, either individually or together with a related contract, identifiable assets or liability, regardless of whether the entity intends to do so; or
- arises from binding arrangements (including rights from contracts), regardless of whether those rights are transferable or separable from the entity or from other rights and obligations.

A binding arrangement describes an arrangement that confers similar rights and obligations on the parties to it as if it were in the form of a contract.

An intangible asset is recognised when:

- it is probable that the expected future economic benefits or service potential that are attributable to the asset will flow to the entity; and
- the cost or fair value of the asset can be measured reliably.

The entity assesses the probability of expected future economic benefits or service potential using reasonable and supportable assumptions that represent management's best estimate of the set of economic conditions that will exist over the useful life of the asset.

Where an intangible asset is acquired through a non-exchange transaction, its initial cost at the date of acquisition is measured at its fair value as at that date.

Intangible assets are carried at cost less any accumulated amortisation and any impairment losses.

The amortisation period and the amortisation method for intangible assets are reviewed at each reporting date.

Reassessing the useful life of an intangible asset with a finite useful life after it was classified as indefinite is an indicator that the asset may be impaired. As a result the asset is tested for impairment and the remaining carrying amount is amortised over its useful life.

Amortisation is provided to write down the intangible assets, on a straight-line basis, to their residual values as follows:

Item	Depreciation method	Useful life period
Computer software, other	Straight-line	1 - 10 Years

Intangible assets are derecognised:

- on disposal; or
- when no future economic benefits or service potential are expected from its use or disposal.

National Economic Development and Labour Council

Annual Financial Statements for the year ended March 31, 2025

Accounting Policies

The gain or loss arising from the derecognition of intangible assets is included in surplus or deficit when the asset is derecognised.

1.6 Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or a residual interest of another entity.

The amortised cost of a financial asset or financial liability is the amount at which the financial asset or financial liability is measured at initial recognition minus principal repayments, plus or minus the cumulative amortisation using the effective interest method of any difference between that initial amount and the maturity amount, and minus any reduction (directly or through the use of an allowance account) for impairment or uncollectibility.

Cash equivalents are held for the purpose of meeting short-term cash commitments rather than for investment or other purposes. For an investment to qualify as a cash equivalent it must be readily convertible to a known amount of cash and be subject to an insignificant risk of changes in value.

A concessionary loan is a loan granted to or received by an entity on terms that are not market related.

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation.

Derecognition is the removal of a previously recognised financial asset or financial liability from an entity's statement of financial position.

The effective interest method is a method of calculating the amortised cost of a financial asset or a financial liability (or group of financial assets or financial liabilities) and of allocating the interest income or interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial instrument or, when appropriate, a shorter period to the net carrying amount of the financial asset or financial liability. When calculating the effective interest rate, an entity shall estimate cash flows considering all contractual terms of the financial instrument (for example, prepayment, call and similar options) but shall not consider future credit losses. The calculation includes all fees and points paid or received between parties to the contract that are an integral part of the effective interest rate (see the Standard of GRAP on Revenue from Exchange Transactions), transaction costs, and all other premiums or discounts. There is a presumption that the cash flows and the expected life of a group of similar financial instruments can be estimated reliably. However, in those rare cases when it is not possible to reliably estimate the cash flows or the expected life of a financial instrument (or group of financial instruments), the entity shall use the contractual cash flows over the full contractual term of the financial instrument (or group of financial instruments).

Fair value is the amount for which an asset could be exchanged, or a liability settled, between knowledgeable willing parties in an arm's length transaction.

National Economic Development and Labour Council

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Accounting Policies

A financial asset is:

- cash;
- a residual interest of another entity; or
- a contractual right to:
  - receive cash or another financial asset from another entity; or
  - exchange financial assets or financial liabilities with another entity under conditions that are potentially favourable to the entity.

A financial liability is any liability that is a contractual obligation to:

- deliver cash or another financial asset to another entity; or
- exchange financial assets or financial liabilities under conditions that are potentially unfavourable to the entity.

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

Liquidity risk is the risk encountered by an entity in the event of difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset.

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk.

Other price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market.

A financial asset is past due when a counterparty has failed to make a payment when contractually due.

Financial instruments at amortised cost are non-derivative financial assets or non-derivative financial liabilities that have fixed or determinable payments, excluding those instruments that:

- the entity designates at fair value at initial recognition; or
- are held for trading.

Classification

The entity has the following types of financial assets (classes and category) as reflected on the face of the statement of financial position or in the notes thereto:

National Economic Development and Labour Council

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Accounting Policies

Class	Category
Cash and Cash Equivalent	Financial asset measured at amortised cost
Trade and Other Receivables	Financial asset measured at amortised cost

The entity has the following types of financial liabilities (classes and category) as reflected on the face of the statement of financial position or in the notes thereto:

Class	Category
Payables from exchange transactions	Financial liability measured at amortised cost

Initial recognition

The entity recognises a financial asset or a financial liability in its statement of financial position when the entity becomes a party to the contractual provisions of the instrument.

The entity recognises financial assets using trade date accounting.

Initial measurement of financial assets and financial liabilities

The entity measures a financial asset and financial liability initially at its fair value plus transaction costs that are directly attributable to the acquisition or issue of the financial asset or financial liability.

Subsequent measurement of financial assets and financial liabilities

The entity measures all financial assets and financial liabilities after initial recognition using the category:

- Financial instruments at amortised cost.

All financial assets measured at amortised cost are subject to an impairment review.

Impairment and uncollectibility of financial assets

The entity assesses at the end of each reporting period whether there is any objective evidence that a financial asset or group of financial assets is impaired.

Financial assets measured at amortised cost:

If there is objective evidence that an impairment loss on financial assets measured at amortised cost has been incurred, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the financial asset's original effective interest rate. The carrying amount of the asset is reduced directly OR through the use of an allowance account. The amount of the loss is recognised in surplus or deficit.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the previously recognised impairment loss is reversed directly OR by adjusting an allowance account. The reversal does not result in a carrying amount of the financial asset that exceeds what the amortised cost would have been had the impairment not been recognised at the date the impairment is reversed. The amount of the reversal is recognised in surplus or deficit.

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Accounting Policies

Derecognition

Financial assets

The entity derecognises financial assets using trade date accounting.

The entity derecognises a financial asset only when:

- The contractual rights to the cash flows from the financial asset expire, are settled or waived;
- The entity transfers to another party substantially all of the risks and rewards of ownership of the financial asset; or
- The entity, despite having retained some significant risks and rewards of ownership of the financial asset, has transferred control of the asset to another party and the other party has the practical ability to sell the asset in its entirety to an unrelated third party, and is able to exercise that ability unilaterally and without needing to impose additional restrictions on the transfer. In this case, the entity :

Financial liabilities

The entity removes a financial liability (or a part of a financial liability) from its statement of financial position when it is extinguished - i.e. when the obligation specified in the contract is discharged, cancelled, expires or waived.

Presentation

Interest relating to a financial instrument or a component that is a financial liability is recognised as revenue or expense in surplus or deficit.

Losses and gains relating to a financial instrument or a component that is a financial liability is recognised as revenue or expense in surplus or deficit.

A financial asset and a financial liability are only offset and the net amount presented in the statement of financial position when the entity currently has a legally enforceable right to set off the recognised amounts and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

In accounting for a transfer of a financial asset that does not qualify for derecognition, the entity does not offset the transferred asset and the associated liability.

1.7 Leases

A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership. A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership. When a lease includes both land and buildings elements, the entity assesses the classification of each element separately. Nedlac leases photocopier machines which are classified as operating leases, the risks and rewards incidental to the ownership does not transfer to the entity.

Operating leases - lessee

Operating lease payments are recognised as an expense on a straight-line basis over the lease term. The difference between the amounts recognised as an expense and the contractual payments are recognised as an operating lease asset or liability.

1.8 Classification of cash and non-cash generating assets

An entity determines the designation on initial recognition, based on the objective of using the asset (i.e. whether it is used to generate a commercial return for the entity).When it is not clear if the objective to use an asset is to generate commercial return, it is designated as non-cash-generating (to deliver services). A redesignation occurs only when there is clear evidence that such redesignation is appropriate.

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Accounting Policies

An entity recognise impairment immediately in surplus / deficit unless the asset is carried at revalued amount, which is regarded as a revaluation increase/decrease. Adjust the depreciation / amortisation based on revised carrying amount.

1.9 Employee benefits

Short-term employee benefits

Employee benefits are all forms of consideration given by an entity in exchange for service rendered by employees.The cost of short-term employee benefits, (those payable within 12 months after the service is rendered, such as paid vacation leave and sick leave, bonuses, and non-monetary benefits such as medical care), are recognised as an expense in the statement of financial performance in the period in which the service is rendered and are not discounted.

The expected cost of compensated absences is recognised as an expense as the employees render services that increase their entitlement or, in the case of non-accumulating absences, when the absence occurs.

The expected cost of bonus payments is recognised as an expense when there is a legal or constructive obligation to make such payments as a result of past performance and a reliable estimate of their obligation can be made.

Defined contribution plans

Payments to defined contribution retirement benefit plans are charged as an expense as they fall due.

Payments made to industry-managed retirement benefit schemes are dealt with as defined contribution plans where the entity's obligation under the schemes is equivalent to those arising in a defined contribution retirement benefit plan.

1.10 Provisions and contingencies

Provisions are recognised when:

- the entity has a present obligation as a result of a past event;
- it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation; and
- a reliable estimate can be made of the obligation.

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The amount of a provision is the best estimate of the expenditure expected to be required to settle the present obligation at the reporting date.

Where the effect of time value of money is material, the amount of a provision is the present value of the expenditures expected to be required to settle the obligation.

The discount rate is a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability.

Where some or all of the expenditure required to settle a provision is expected to be reimbursed by another party, the reimbursement is recognised when, and only when, it is virtually certain that reimbursement will be received if the entity settles the obligation. The reimbursement is treated as a separate asset. The amount recognised for the reimbursement does not exceed the amount of the provision.

Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. Provisions are reversed if it is no longer probable that an outflow of resources embodying economic benefits or service potential will be required, to settle the obligation.

Where discounting is used, the carrying amount of a provision increases in each period to reflect the passage of time. This increase is recognised as an interest expense.

A provision is used only for expenditures for which the provision was originally recognised. Provisions are not recognised for future operating .

Contingent assets and contingent liabilities are not recognised.

1.11 Commitments

Items are classified as commitments when an entity has committed itself to future transactions that will normally result in the outflow of cash.

Disclosures are required in respect of unrecognised contractual commitments.

Commitments for which disclosure is necessary to achieve a fair presentation should be disclosed in a note to the financial statements, if both the following criteria are met:

- Contracts should be non-cancellable or only cancellable at significant cost (for example, contracts for computer or building maintenance services); and
- Contracts should relate to something other than the routine, steady, state business of the entity – therefore salary commitments relating to employment contracts or social security benefit commitments are excluded.

1.12 Revenue from exchange transactions

Revenue is the gross inflow of economic benefits or service potential during the reporting period when those inflows result in an increase in net assets, other than increases relating to contributions from owners.

An exchange transaction is one in which the entity receives assets or services, or has liabilities extinguished, and directly gives approximately equal value (primarily in the form of goods, services or use of assets) to the other party in exchange.

Fair value is the amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm's length transaction.

National Economic Development and Labour Council

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Accounting Policies

Measurement

Revenue is measured at the fair value of the consideration received or receivable, net of trade discounts and volume rebates.

Interest

Revenue arising from the use by others of entity assets yielding interest, royalties and dividends or similar distributions is recognised when:

- It is probable that the economic benefits or service potential associated with the transaction will flow to the entity, and
- The amount of the revenue can be measured reliably.

Interest is recognised, in surplus or deficit, using the effective interest rate method for financial instruments.

1.13 Revenue from non-exchange transactions

Non-exchange transactions are defined as transactions where the entity receives value from another entity without directly giving approximately equal value in exchange

Revenue comprises gross inflows of economic benefits or service potential received and receivable by an entity, which represents an increase in net assets, other than increases relating to contributions from owners.

Measurement

Revenue is measured at fair value of the consideration received or receivable, net of trade discounts and volume rebates

Transfers from other government entities

Government grants are recognised as revenue when:

- It is probable that the economic benefits or service potential associated with the transaction will flow to the entity;
- The amount of the revenue can be measured reliably; and
- To the extent that there has been compliance with any restrictions associated with the grant.

The entity assesses the degree of certainty attached to the flow of future economic benefits or service potential on the basis of the available evidence. Certain grants payable by one level of government to another are subject to the availability of funds. Revenue from these grants is only recognised when it is probable that the economic benefits or service potential associated with the transaction will flow to the entity. An announcement at the beginning of a financial year that grants may be available for qualifying entities in accordance with an agreed programme may not be sufficient evidence of the probability of the flow. Revenue is then only recognised once evidence of the probability of the flow becomes available.

Restrictions on government grants may result in such revenue being recognised on a time proportion basis. Where there is no restriction on the period, such revenue is recognised on receipt or when the Act becomes effective, whichever is earlier.

When government remits grants on a re-imbursement basis, revenue is recognised when the qualifying expense has been incurred and to the extent that any other restrictions have been complied with.

Donations, including goods in-kind

Donations, including goods in kind, are recognised as assets and revenue when it is probable that the future economic benefits or service potential will flow to the entity and the fair value of the assets can be measured reliably.

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Accounting Policies

Services in-kind

Except for financial guarantee contracts, the entity recognise services in-kind that are significant to its operations and/or service delivery objectives as assets and recognise the related revenue when it is probable that the future economic benefits or service potential will flow to the entity and the fair value of the assets can be measured reliably.

Where services in-kind are not significant to the entity's operations and/or service delivery objectives and/or do not satisfy the criteria for recognition, the entity disclose the nature and type of services in-kind received during the reporting period.

1.14 Comparative figures

Where necessary, comparative figures have been reclassified to conform to changes in presentation in the current year.

1.15 Fruitless and wasteful expenditure

Fruitless expenditure means expenditure which was made in vain and would have been avoided had reasonable care been exercised.

All expenditure relating to fruitless and wasteful expenditure is recognised as an expense in the statement of financial performance in the year that the expenditure was incurred. The expenditure is classified in accordance with the nature of the expense, and where recovered, it is subsequently accounted for as revenue in the statement of financial performance.

1.16 Irregular expenditure

Irregular expenditure as defined in Section 1 of the PFMA is expenditure other than unauthorised expenditure, incurred in contravention of, or that is not in accordance with a requirement of any applicable legislation, including -

(a) This Act; or

(b) The State Tender Board Act, 1968 (Act No. 86 of 1968), or any regulations made in terms of the Act; or

(c) Any provincial legislation providing for procurement procedures in that provincial government.

National Treasury instruction no. 2 of 2019/2020 which was issued in terms of sections 76(1) to 76(4) of the PFMA requires the following (effective from 17 May 2019):

Irregular expenditure that was incurred and identified during the current financial and which was condoned before year end and/or before finalisation of the financial statements must also be recorded appropriately in the irregular expenditure register. In such an instance, no further action is also required with the exception of updating the note to the financial statements.

1.17 Budget information

Entity are typically subject to budgetary limits in the form of appropriations or budget authorisations (or equivalent), which is given effect through authorising legislation, appropriation or similar.

General purpose financial reporting by entity shall provide information on whether resources were obtained and used in accordance with the legally adopted budget.

The approved budget is prepared on a cash basis and presented by economic classification linked to performance outcome objectives.

The approved budget covers the fiscal period from 01 April 2024 to 31 March 2025.

National Economic Development and Labour Council

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Accounting Policies

The budget for the economic entity includes all the entities approved budgets under its control.

The annual financial statements and the budget are on the same basis of accounting - therefore a comparison with the budgeted amounts for the reporting period have been included in the Statement of comparison of budget and actual amounts.

1.18 Related parties

A related party is a person or an entity with the ability to control or jointly control the other party, or exercise significant influence over the other party, or vice versa, or an entity that is subject to common control, or joint control.

Control is the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities.

Related party transaction is a transfer of resources, services or obligations between the reporting entity and a related party, regardless of whether a price is charged.

Significant influence is the power to participate in the financial and operating policy decisions of an entity, but is not control over those policies.

Management are those persons responsible for planning, directing and controlling the activities of the entity, including those charged with the governance of the entity in accordance with legislation, in instances where they are required to perform such functions.

Close members of the family of a person are those family members who may be expected to influence, or be influenced by that person in their dealings with the entity.

The entity is exempt from disclosure requirements in relation to related party transactions if that transaction occurs within normal supplier and/or client/recipient relationships on terms and conditions no more or less favourable than those which it is reasonable to expect the entity to have adopted if dealing with that individual entity or person in the same circumstances and terms and conditions are within the normal operating parameters established by that reporting entity's legal mandate.

Where the entity is exempt from the disclosures in accordance with the above, the entity discloses narrative information about the nature of the transactions and the related outstanding balances, to enable users of the entity's financial statements to understand the effect of related party transactions on its annual financial statements.

A related party transactions or balances outstanding are disclosed in the notes of the financial statements when transfer of resources, services, or obligations between the NEDLAC and a related party has occurred.

Key management comprises those persons responsible for planning, directing, and controlling the activities of the entity, including those charged with the governance of the entity and are regarded as related parties.

1.19 Events after reporting date

Events after reporting date are those events, both favourable and unfavourable, that occur between the reporting date and the date when the financial statements are authorised for issue. Two types of events can be identified:

- those that provide evidence of conditions that existed at the reporting date (adjusting events after the reporting date); and
- those that are indicative of conditions that arose after the reporting date (non-adjusting events after the reporting date).

National Economic Development and Labour Council

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Accounting Policies

The entity will adjust the amount recognised in the financial statements to reflect adjusting events after the reporting date once the event occurred.

The entity will disclose the nature of the event and an estimate of its financial effect or a statement that such estimate cannot be made in respect of all material non-adjusting events, where non-disclosure could influence the economic decisions of users taken on the basis of the financial statements.

1.20 Tax

Nedlac is exempt from paying income tax in terms of Section 10(1)(cA)(i) of the Income Tax Act.

1.21 Transfer of function between entities under common control

Initial recognition and measurement

The difference between the carrying amounts of the assets acquired, the liabilities assumed shall be recognised in accumulated surplus or deficit on the date of transfer.

Subsequent measurements after the date of transfer

The revenue and expenditure incurred subsequent to the transfer was recognised in the statement of financial performance.

National Economic Development and Labour Council

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Notes to the Annual Financial Statements

Figures in Rand	2025	2024

2. New Standards and Interpretations / Amendments and Improvements

2.1 GRAP Pronouncements effective and adopted in the current year.

Not applicable in the current financial year.

2.2 GRAP Pronouncements issued, but not yet effective

The entity has not applied the following GRAP Pronouncements, which have been published and are mandatory for the entity's accounting periods beginning on or after April 1, 2025 or later periods:

GRAP pronouncements:	Effective date: Years beginning on or after	Expected impact:
GRAP 104 - Financial Instruments (amended)	01 April 2025	Unlikely there will be a material impact
IGRAP 22 on Foreign Currency Transactions and Advance Consideration	01 April 2025	Unlikely there will be a material impact

3. Cash and cash equivalents

Cash and cash equivalents consist of:		
Bank balances	806,622	1,718,329
Short-term deposits with the Corporation for Public Deposits	1,886,090	6,208,853
	2,692,712	**7,927,182**

No cash and cash equivalent were pledged as security.

The surplus funds are deposited in line with Treasury regulations 31.3.3 in the Corporate for deposits of public service account.

4. Receivables from exchange transactions

Trade receivables	13,542	9,016
Other receivables	7,920	26,989
Provision for bad debt impairment	-	(4,295)
Prepaid expenses	372,123	338,468
Deposits	48,328	48,328
	441,913	**418,506**

National Economic Development and Labour Council

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Notes to the Annual Financial Statements

Figures in Rand	2025	2024

Receivables Age Analysis

31 March 2025

	180 days	120 Days	90 Days	60 Days	30 Days	Current	Balance
Trade receivables	9918	-	-	-	-	3624	13 542
Other receivables	-	-	-	-	-	7 920	7 920

31 March 2024

	180 days	120 days	90 days	60 days	30 days	Current	Balance
Trade receivables	-	-	-	-	-	9 016	9 016
Other receivables	4 295	-	-	-	-	22 694	26 989

Pledgers and security

No receivables were pledged as security.

Trade and other receivables past due but not impaired

Trade and other receivables which are more than 30 days outstanding are considered to be past due. At March 31, 2025: R9 918, (2024: R0) were past due but not impaired.

Trade and other receivables impaired

As of March 31, 2025, trade and other receivables of R0 (2024: R67 213) were impaired and derecognised.

The amount of the expected credit loss provided for was R0 as of March 31, 2025 (2024: R4 295).

National Economic Development and Labour Council

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Notes to the Annual Financial Statements

Figures in Rand	2025	2024

5. Property, plant and equipment

	2025			2024		
	Cost	Accumulated depreciation and accumulated impairment	Carrying value	Cost	Accumulated depreciation and accumulated impairment	Carrying value
Land	1,500,000	-	1,500,000	1,500,000	-	1,500,000
Buildings	22,182,341	(11,116,733)	11,065,608	22,145,958	(10,526,304)	11,619,654
Furniture and fixtures	3,488,628	(2,633,545)	855,083	3,483,378	(2,560,854)	922,524
Motor vehicles	587,831	(439,784)	148,047	587,831	(410,093)	177,738
Office equipment	2,302,630	(1,215,667)	1,086,963	2,364,428	(971,786)	1,392,642
IT equipment	3,094,037	(2,289,179)	804,858	3,130,970	(1,697,992)	1,432,978
Total	**33,155,467**	**(17,694,908)**	**15,460,559**	**33,212,565**	**(16,167,029)**	**17,045,536**

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Figures in Rand	2025	2024

Reconciliation of property,plant and equipment - 2025

	Opening balance	Additions	Disposals	Depreciation	Total
Land	1,500,000	-	-	-	1,500,000
Buildings	11,619,654	36,383	-	(590,429)	11,065,608
Furniture and fixtures	922,524	5,250	-	(72,691)	855,083
Motor vehicles	177,737	-	-	(29,690)	148,047
Office equipment	1,392,642	31,109	-	(336,788)	1,086,963
IT equipment	1,432,977	297,737	-	(925,856)	804,858
	17,045,534	**370,479**	**-**	**(1,955,454)**	**15,460,559**

Reconciliation of property, plant and equipment - 2024

	Opening balance	Additions	Disposals	Depreciation	Total
Land	1,500,000	-	-	-	1,500,000
Buildings	11,758,216	438,725	-	(577,287)	11,619,654
Furniture and fixtures	994,069	-	-	(71,545)	922,524
Motor vehicles	207,428	-	-	(29,690)	177,738
Office equipment	578,596	1,012,147	-	(198,101)	1,392,642
IT equipment	1,285,267	946,365	(34,047)	(764,607)	1,432,978
	16,323,576	**2,397,237**	**(34,047)**	**(1,641,230)**	**17,045,536**

Figures in Rand	2025	2024

Disposal

The Office Equipment with the cost price of R92 907 and a carrying amount of R0 were scrapped during the current financial year.

The IT Equipment with the cost price of R18 418 and carrying value of R0 was disposed and IT Equipment with cost price of R316 252 and a carrying amount of R0 were scrapped during the current financial year.

Pledged as security

No Property, Plant and Equipment was pledged as security.

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Figures in Rand

6. Intangible assets

	2025			2024		
	Cost	Accumulated depreciation and accumulated impairment	Carrying value	Cost	Accumulated depreciation and accumulated impairment	Carrying value
Computer software, other	33,280	(32,721)	559	492,756	(412,825)	79,931

Reconciliation of intangible assets - 2025

	Opening balance	Disposals	Amortisation	Total
Computer software, other	79,931	-	(79,372)	559

Reconciliation of intangible assets - 2024

	Opening balance	Amortisation	Total
Computer software, other	203,615	(123,684)	79,931

Disposal

The intangible assets with the cost price of R459 476 and a carrying amount of R0 were scrapped during the current financial year.

Pledged as security

No Intangibles assets were pledged as security.

National Economic Development and Labour Council

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Figures in Rand	2025	2024

7. Payables from exchange transactions

Trade payables	1,390,395	2,046,219
Payroll accruals	444,074	370,097
Leave accrual	2,426,545	2,082,257
Accrued expenses	502,287	1,399,047
	4,763,301	**5,897,620**

8. Provisions

Reconciliation of provisions - 2025

	Restated Opening Balance	Utilised during the year	Total
Provision - Bonus	575,047	(575,047)	-

Reconciliation of intangible assets - 2024

	Restated Opening Balance	Utilised during the year	Increased during the year	Total
Provision - Bonus	274,714	(274,714)	575,047	575,047

The provision relates to bonus payments expected to be made to Nedlac staff that qualify in terms of the performance management policy.

The timing and payment of this bonus is subject to approval by the Nedlac Management Committee. Based on budget constraints, no provision for bonus has been made for the year ended 31 March 2025.

9. Accumulated Surplus

Accumulated surplus	13,832,442	18,998,488

10. Interest Received

Interest revenue		
Interest received - cash balances	1,568,712	2,623,237

The amount included in interest received arising from exchange transactions amounted to R1 568 712.

National Economic Development and Labour Council

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Figures in Rand	2025	2024

11. Government grants & subsidies

Operating Grants		
Transfers received from Department of Employment and Labour	75,839,000	73,610,000

12. Service in kind

Service in kind	35,335,808	27,022,494

The service in kind revenue relates to expenditure disbursed on behalf of the Presidential Climate Commission (PCC) by the African Climate Foundation from the period 1 April 2024 to 31 March 2025 and for the prior period, 1 April 2023 to 31 March 2024 for PCC related projects and operational activities. The total of R35 335 808 (2025) and R27 022 494 (2024) has been recognised as revenue. The total of R35 267 715 (2025) and R27 022 494 (2024) has been recognised as an expenditure. In 2025 the ACF purchased assets amounting to R71 556 on behalf of the PCC and the related depreciation has been disclosed below. The following is the detailed expense line items:

Advertising expenses	132 708	300 000
Employee related costs	710 700	8 178 944
Consulting and professional fees	28 691 502	14 751 898
Conferences and seminars	3 947 793	2 981 193
Travel local	1 083 185	234 829
IT Expenses	692 292	469 594
Hosting administration fees	-	65 224
Printing and Stationery	6 072	40 812
Depreciation expense	3 463	-
Total	**35 267 715**	**27 022 494**

13. Revenue

Other revenue	140,583	47,544
Interest received	1,568,712	2,623,237
Donor funding	10,695,598	-
Transfers from other government entities	75,839,000	73,610,000
Service in kind	35,335,808	27,022,494
Profit on disposal of assets	750	-
	123,580,451	**103,303,275**

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Figures in Rand	2025	2024
The amount included in revenue arising from exchanges of goods or servicesare as follows:		
Other revenue	140,583	47,544
Interest received	1,568,712	2,623,237
Profit on disposal of assets	750	-
	1,710,045	**2,670,781**
The amount included in revenue arising from non-exchange transactions is as follows:		
Transfers from other government entities	75,839,000	73,610,000
Services in kind	35,335,808	27,022,494
Donor funding	10,695,598	-
	121,870,406	**100,632,494**

14. Depreciation and amortisation expenses

Buildings	590,429	577,287
Furniture and fixtures	72,691	71,545
Motor vehicles	29,690	29,690
Office equipment	336,788	198,101
IT Equipment	925,856	764,607
Intangible assets	79,372	123,684
	2,034,826	**1,764,914**

15. Impairment loss

Impairments		
Trade and other receivables	-	4,295
	4,295	**8,590**

No provision for bad debts impairment was raised in the current year. In the prior year Nedlac raised a provision for bad bebt impairment amounting to R4 295.

16. Lease rentals on operating lease

Equipment		
Contractual amounts	**8,062**	**44,081**

National Economic Development and Labour Council

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Notes to the Annual Financial Statements

Figures in Rand	2025	2024

17. Operating expenses

Advertising	158,928	300,000
ARC remuneration	51,793	36,434
Auditors remuneration	2,766,798	2,753,021
Bank charges	15,799	14,779
Catering	380,211	260,015
Cleaning	31,447	18,433
Hosting administration fees	-	65,224
Conferences and seminars	5,054,324	4,884,841
Consulting and professional fees	42,111,185	31,722,398
Commissioners Remuneration	1,091,305	1,754,611
Electricity	730,182	758,742
IT expenses	1,103,303	787,283
Licence fees	556,946	393,963
Insurance	164,204	188,993
Levies	21,268	16,830
Motor vehicle expenses	25,011	172,675
Postage and courier	98	7,801
Printing and stationery	555,721	1,098,483
Recruitment fees	26,220	468,450
Repairs and maintenance	505,243	190,022
Security expenses	322,273	301,359
Staff welfare	1,820	5,760
Study grants	96,539	1,295,278
Subscription fees	11,195	63,084
Telephone and fax	2,145,601	1,133,826
Training	1,224,510	881,864
Travel - local	6,321,420	7,051,697
Travel - overseas	2,291,626	3,033,699
	67,764,970	**59,659,565**

18. Employee related costs

Basic	55,368,548	55,355,227
Bonus	45,350	612,191
UIF	121,149	113,701
WCA	149,349	99,727
SDL	524,650	443,088
Group life insurance	434,000	227,818
Leave pay provision charge	729,407	795,509
Medical aid	1,481,678	1,416,252
13th Cheques	84,508	66,790
	58,938,639	**59,130,303**

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Notes to the Annual Financial Statements

Figures in Rand	2025	2024

19. Auditors' remuneration

External audit	2,511,025	2,392,582
Internal Audit	255,773	360,439
	2,766,798	**2,753,021**

20. Cash used in operations

Deficit	(5,166,046)	(17,380,264)
Adjustments for:		
Depreciation and amortisation	2,034,826	1,764,914
(Profit) / Loss on disposal of assets	(750)	13,168
Movements in provisions	(575,047)	300,333
Leave pay accrual charge	344,288	701,745
Service in kind revenue	(35,335,808)	(27,022,494)
Service in kind expenditure	35,264,252	27,022,494
Changes in working capital:		
Receivables from exchange transactions	10,248	822,757
Prepayments	(33,655)	61,109
Payroll Accrual	73,980	370,099
Payables from exchange transactions	(1,552,585)	(966,860)
	(4,936,297)	**(14,312,999)**

21. Budget differences

Material differences between budget and actual amounts

A1 Donor Funding

The donor funding budget amounts to R12.1 million. This relates to amounts budgeted to be received on behalf of the PCC from the African Climate Foundation.

At the end of financial year, donor funds received amounted to R10.6 million.

A2 Service in kind

The service in kind revenue relates to expenditure disbursed on behalf of the Presidential Climate Commission (PCC) by the African Climate Foundation for PCC related projects and operational activities. These were not budgeted for.

A3 Surplus fund retention

The Nedlac applied for retention of its surplus funds from prior financial year, the application was granted by National Treasury and surplus funds of R1.873 million was retained and included in the revised budget.

A4 Employee related costs

Excluding the service in kind expenditure, employee costs as at 31 March 2025 amounts to R58.2 million. The amount of R58.2

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million was within the budget for the year, however after considering the service in kind employee costs, the employee costs expenditure amounts to R58.9 million.

A5 Depreciation and Amortisation

This is a non-cash item which was not taken into consideration when budgeting for the 2024/25 financial year.

A6 Operating expenses

There are two main reasons for the over expenditure on operating expenses, the major one being the recognition of service in kind expenditure on behalf of the PCC. Secondly, contracts were entered into with service providers which resulted in commitments prior to the budget cuts on donor funding for the PCC, resulting on mid-year budget revision.

Figures in Rand	2025	2024

22. Commitments

On 1 May 2023, Nedlac entered into a 24 months usage contract with one of its existing service provider. There will be no monthly rental amounts payable until expiry of this contract on 31 May 2025.

Operating Lease		
Minimum lease payments due		
- within one year	-	12,826

23. Financial instruments disclosure

Categories of financial instruments

2025

Financial assets

	At amortised cost	Total
Receivables from exchange transactions	69,790	69,790
Cash and cash equivalents	2,692,712	2,692,712
	2,762,502	**2,762,502**

Financial liabilities

	At amortised cost	Total
Payables from exchange transactions	2,336,756	2,336,756

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Figures in Rand	2025	2024

Operating Lease

2024

Financial assets

	At amortised cost	Total
Receivables from exchange transactions	80,038	80,038
Cash and cash equivalents	7,927,182	7,927,182
	8,007,220	**8,007,220**

Financial liabilities

	At amortised cost	Total
Payables from exchange transactions	3,815,363	3,815,363

24. Contingencies

Other Contingent liabilities

The former Nedlac employee, Ms Lithebe, has challenged her dismissal through the CCMA. Management's assessment after discussion with its lawyers is that Nedlac's merits to win the case are strong based on factual evidence. If in the unlikely event the Nedlac is unsuccessful, an estimated amount of backpay of up to R2 100 000 would be owing if Ms Lithebe is reinstated.

25. Going concern

We draw attention to the fact that at March 31, 2025, the entity had an accumulated surplus of R13,832,442 and that the entity's total assets exceed its liabilities by R13,832,442.

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

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Figures in Rand	2025	2024

26. Related parties

Relationships

Parent Department	Department of Employment and Labour
Entities under common control	Commission for Conciliation, Mediation and Arbitration Compensation Fund Productivity South Africa Unemployment Insurance Fund Supported Employment Enterprises
Non-profit entity with ED as the common director	Productivity South Africa
Members of key management	L Seftel M Mampuru N Sibisi F Shamsoodeen M Molete C Olver B Manale D Modise D Nxumalo
	Nedlac Executive Council Presidential Climate Commission (PCC) Commissioners

Proudly South African was formed by Nedlac. Some of the Exco members of Nedlac also form part of the board members of Proudly South African. There are no binding arrangements and Proudly South African does not receive a financial interest from Nedlac. Statutory reporting of Proudly South African does not occur through Nedlac.

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Figures in Rand	2025	2024
Related party transactions		
Transfers from other government entities		
Department of Employment and Labour	75,839,000	73,610,000
Remuneration of PCC Commissioners		
Enos Mbodi	114 258	175 231
Ayakha Melithafa	60 282	138 595
Makoma Lekalakala	91 393	137 874
Shamini Harrington	45 093	100 230
Jacques Hugo	60 288	167 824
Mac Chavalala	44 061	90 709
Melissa Fourie	44 725	167 985
Tsakani Nkambule	54 975	100 027
Louise Naude	135 095	189 306
Lebogang Mulaisi (Resigned June 2023)	-	18 528
Joanne Yawitch	94 740	130 675
Janse Rabie	55 366	80 846
Mbali Baduza	69 699	113 763
Gideon Serfontein	39 981	39 475
Sven Peek	45 162	41 050
Moosa Vallie	19 526	62 493
Brandon Abdinor	69 501	-
Boitumelo Molete	47 160	-
	1,091,305	**1,754,611**
Compensation to members of Accounting Authority		
Puleng Herman Tsebe	-	4,516

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Figures in Rand	2025	2024
Lawrence Bale	38,236	48,625
Conti Matlakala	14,636	16,327
Thulani Tshefuta	-	44,440
Tebello Radebe	215	1,596
Thembinkosi Josopu	3,087	12,835
Laura Kganyago	-	167
Mbusi Nzimande	231	9,755
Tumelo Zwane	17,734	34,151
Godfrey Selematsela	6,271	6,584
Malose Pat Mphela	3,568	1,051
Nhlanhla Ndlovu	5,808	42,741
Ntobeko Melvin Gotyana	-	255
Bongikhaya Qama	400	-
Gerald Twala	36,337	-
Narius Moloto	844	-
Nontembeko Luzipo	493	-
Ruth Maredi	2,904	-
Zingiswa Losi	5,076	-
	135,840	**223,043**

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Figures in Rand

Remuneration of management

Management class: Executive management

2025

Name	Basic salary	Bonuses and performance related payments	Salary backpayment	Post-employment benefits	Acting Allowance	Employer and Employee contribution to Pension/ medical Fund/e.t.c.	Total
L. Seftel - Executive Director (Resigned on 14 February 2025)	1,865,050	59,157	17,135	162,947	-	417,116	2,521,405
M. Mampuru - Executive Director (From 17 February 2025)	240,749	-	-	-	-	52,226	292,975
F. Shamsoodeen - Chief Financial Officer	1,814,278	50,109	14,514	-	-	412,987	2,291,888
N. Sibisi - Executive Manager Programs	1,430,422	-	14,813	-	-	335,746	1,780,981
M. Molete - Executive Manager Corporate Services	1,433,765	-	11,470	-	-	335,779	1,781,014
C. Olver - Executive Director PCC (Resigned on 31 December 2024)	1,694,003	26,602	20,002	122,033	-	13,908	1,876,548
B. Manale - Acting Executive Director PCC (From 01 January 2025 to 23 February 2025)	1,702,148	19,488	13,617	-	105,812	13,975	1,855,040
D. Modise - Executive Director PCC (From 24 February 2025)	200,000	-	46,147	-	-	1,642	247,789
D. Nxumalo - Acting Chief Operating Officer PCC (From 01 April 2024 to 31March 2025	1,194,620	13,677	9,557	-	555,380	9,808	1,783,042
	11,575,035	**169,033**	**147,255**	**284,980**	**661,192**	**1,593,187**	**14,430,682**

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Figures in Rand	2025	2024

2024

Name	Basic salary	Bonuses and performance related payments	Salary backpayment	Acting Allowence	Employer and Employee contribution to Pension/ medical Fund/e.t.c.	Total
L. Seftel - Executive Director	2,049,989	22,528	6,194	-	436,444	2,515,155
F. Shamsoodeen - Chief Financial Officer	1,736,461	19,082	5,245	-	376,133	2,136,921
N. Sibisi - Executive Manager	1,353,379	14,860	4,085	-	302,229	1,674,553
M Molete - Senior Manager Corporate Services	934,963	10,275	2,825	-	221,955	1,170,018
L. Mulaisi - Chief Operating Officer PCC (From 01 July 2023)	1,260,000	-	-	-	-	1,260,000
C. Olver - Executive Director PCC	2,217,188	21,500	6,719	-	-	2,245,407
D. Nxumalo - Acting Chief Operating Officer PCC (From01 April 2023 to 30 June 2023)	271,650	-	3,354	206,756	-	481,760
	9,823,630	**88,245**	**28,422**	**206,756**	**1,336,761**	**11,483,814**

27. Fruitless and wasteful expenditure

There were no reported Fruitless and Wasteful expenditure reported for current year (2025) and prior year (2024).

National Economic Development and Labour Council

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Notes to the Annual Financial Statements

28. Risk management

Financial risk management

The entity's activities expose it to the following financial risks:

Cash flow interest rate risk (Market risk) Credit risk and Liquidity risk.

The Accounting Authority and the Executive Director have overall responsibility for the establishment and oversight of Nedlac's risk management framework. Nedlac's risk management policies are established to identify and analyse the risk faced by Nedlac, to set appropriate risk limits and controls and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and Nedlac's activities. Nedlac, through its training and management standards and procedures, aim to develop a disciplined and constructive environment in which all employees understand their roles and obligations.

Figures in Rand	2025	2024

Liquidity risk

The entity's risk to liquidity is a result of the funds available to cover future commitments. The entity manages liquidity risk through an ongoing review of future commitments and credit facilities.

The table below analyses the entity's financial liabilities into relevant maturity groupings based on the remaining period at the statement of financial position to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows. Balances due within 12 months equal their carrying balances as the impact of discounting is not significant.

As at 31 March 2025	Less than 1 year	Between 1 and 2 years	Between 2 and 5 years	Over 5 years
Operating Lease Commitment	-	-	-	-
Payables from exchange transactions	4 763 301	-	-	-
As at 31 March 2024				
Operating Lease Commitment	12 836	-	-	-
Payables from exchange transactions	5 897 620	-	-	-

Credit risk

Credit risk is the risk that the counterparty to a financial instrument will default on its obligation to Nedlac, thereby causing financial loss. Receivable balances are monitored on an ongoing basis with the result that the exposure to bad debts is not significant. As of 31 March 2025, trade and other receivables of R0 (2024: R4 295) were impaired and provided for. The maximum exposure to credit risk is represented by the carrying value of each financial asset in the statement of financial position.

Financial assets exposed to credit risk at year end were as follows:

Financial instruments	2025	2024
Cash and cash equivalent	2,692,712	7,927,182
Receivables from exchange transactions	69,790	80,038

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Figures in Rand		2025	2024

Market risk

Nedlac's exposure to interest risk is managed by investing on a short term basis with the Corporation for Public Deposits (CPD), to ensure maximum interest on surplus funds within the prescribed legislation. The risk arises when there are interest rate changes downward, as this will reduce the interest income on invested funds. The entity manages its interest rate risk by only investing its funds in accounts at financial institutions wherein the accounts accrue interest at market related interest rates. In terms of National Treasury Regulation (section 31.3.3) all surplus funds are deposited in the CPD account.

Nedlac is exposed to interest rate changes in respect of returns on its investments with financial institutions.

29. Irregular expenditure

Irregular Expenditure identified in the current year		**2,116,461**	**666,543**

Details of irregular expenditure - current year

Appointment of a service provider was not according to SCM regulations	Group Life Cover	-	227 818
Non Compliance with CIDB regulations	Construction of emergency entrance	-	438,725
Non Compliance with the PFMA	Over expenditure against the approved budget	2,116,461	-
		2,116,461	**666,543**

30. Events after the reporting date

There were no material events which occured after reporting date and before the approval of the annual financial statements.

33. Date of Authorisation

The annual financial statements were authorised by EXCO on 25 July 2025

NEDLAC

NATIONAL ECONOMIC
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