

## Industry negotiations concluded



*Attended by over 500 delegates, the 2011 industry negotiations began on 4 May 2011 at the Turffontein racecourse in Johannesburg, at which the employer and trade unions parties formally tabled their proposals.*

# Focus

FEATURE

**In this edition of FirstHand, we focus on the key issues recently concluded in the industry wage agreement.**

Please turn to page 4 for an analysis of the talks by the CEO and details of the new deal.

# CDR workshops

The council's Centre for Dispute Resolution will hold regional workshops in **September 2011** for employers and employees involved in the metal and engineering industries. If you are a business owner, human resources or industrial relations practitioner, shop steward or employee representative and are involved in dispute resolution matters, you should consider registering for the workshop.

|                       |                     |
|-----------------------|---------------------|
| <b>East London</b>    | <b>19 September</b> |
| <b>Cape Town</b>      | <b>20 September</b> |
| <b>Durban</b>         | <b>21 September</b> |
| <b>Port Elizabeth</b> | <b>22 September</b> |
| <b>Johannesburg</b>   | <b>29 September</b> |

To book your space, send an email to [info@meibc.co.za](mailto:info@meibc.co.za)

## Extension of agreements

The Minister of Labour has extended the periods of operation of the following agreements for a further period of five years, as follows:

### **Engineering Industries Pension Fund Agreement**

Government Notice R.408 under Government Gazette 34272 dated 13 May 2011.

### **Metal Industries Provident Fund**

Government Notice R.409 under Government Gazette 34272 dated 13 May 2011.

The updated agreements are available from the MEIBC's website at [www.meibc.co.za](http://www.meibc.co.za).

## AMENDMENTS TO MEIBC CONSTITUTION

The Registrar of Labour Relations at the Department of Labour has approved some administrative amendments to the MEIBC Constitution in terms of section 57(3) of the Labour Relations Act.

The amendments include the deletion of the Plastic Convertors' Association of South Africa (PCASA) from the Constitution, following the association's resignation as a party to the council.

All employer associations and labour organisations, which have been admitted as parties to the council, have been updated in the Constitution.

## Mpumalanga office relocated

In order to better service the industry in Mpumalanga and Limpopo provinces, the council's Mpumalanga office has moved to Witbank.

### **MEIBC Mpumalanga Office**

Physical address: Msele Hosken Building, 1st Floor, 68 Arras Street, Witbank 1035

Postal address: PO Box 3787, Witbank 1035

Tel: 013 656 6336

Fax: 086 636 8695

## MEIBC hosts Nigerian Labour Court Judges

Following the introduction of new unfair labour practice legislation in Nigeria, a delegation of Labour Court Judges visited the MEIBC's Centre for Dispute Resolution as part of a best practice study tour of South Africa.



(left to right) Hon. Justice Oluseun Adefolake Shogbola, Hon. Justice Benedict Bakwaph Kanyip, Grahame Matthewson (Tokiso), Dave Smith (CDR), Hon. Justice Faustina Iyabode Kola-Olalere, Hon. Justice James Terseer Agbadu Fishim, Nick Faasen (MEIBC)

# NEASA's claims about the MEIBC

The council was forced to set the record straight in response to a media campaign by NEASA concerning a number of claims that this employer's organisation was making recently about its representivity in the industry and the integrity of the recent collective bargaining process.

As required by the Labour Relations Act, the council conducts an annual audit of the employers, trade unions and workforce which fall within the scope of the council. The most recent audit confirmed that NEASA represents about 907 employers (or 10%) of all the registered employers in the industry. The NEASA affiliated firms employ approximately 22 000 (or 7%) of the workforce in the industry. On the other hand, SEIFSA and its affiliated employer associations represent 2254 employers (or 25%), which employ approximately 159 000 (or 53%) of all scheduled workers in the industry. At the time of the audit, the total number of workers employed in the metal and engineering industry was approximately 320 000.

Despite participating in the industry negotiations, NEASA called into question the legitimacy of the process. The council is satisfied that the industry negotiations were conducted in a legitimate and constitutional manner. Through the efforts of the majority parties, supported by the council, a settlement agreement ended the industry strike thus avoiding further damage and disruption and losses to employers and employees in the industry. At the MEIBC Management Committee held on 18 July 2011 all parties to the council, with the exception of NEASA and FEOSA, voted in favour of the industry agreement and for the extension of the agreement to non-parties.

## **Application for extending the agreement to non-parties**

The MEIBC has complied with its Constitution and the LRA in applying to the Minister of Labour to extend the industry agreement to non-parties, at whose discretion a decision will be made in terms of section 32 of the LRA.

The decision by NEASA and FEOSA not to become party to the agreement does not affect the credibility and legal standing of the industry agreement. Non-party employers are, however, not legally bound to implement the wage settlement until such time as the minister extends the agreement. The council nonetheless wishes to urge all non-party employers in the interests of sound labour relations to consider implementing the wage increases. Non-party employers will be legally obliged to implement these increases as soon as it is gazetted and extended by the Minister of Labour.

## **NEASA's dispute**

On 14 June 2011 NEASA lodged a dispute with the council concerning the interpretation and application of the MEIBC Constitution. NEASA has also challenged the legal standing of SEIFSA. The parties have agreed that this dispute will be handled in terms of a Con-Arb process. It is anticipated that this process will be finalised before the end of September 2011.

The MEIBC is intent to defend any actions brought by NEASA against the council.

## Status of PCASA

On 1 February the Plastics Converters' Association of South Africa (PCASA) tendered its resignation as a party to the council. Although the MEIBC and the PCASA agreed to attempt to resolve issues through an independent mediator, the PCASA withdrew from the process.

The council has received many enquiries from plastics firms regarding the impact of the PCASA's resignation on their status as registered firms in the industry. All plastics firms continue to be registered under the council's scope and must continue to adhere to the terms of the council's collective agreements.

On 18 July, the majority parties of the MEIBC signed a landmark three-year wage agreement. This marked the end of a long and tough journey which started on 4 May 2011 and culminated in a two-week long strike action which brought the industry to a near standstill.

Although most of the negotiating parties did not expect this year's wage talks to be a walk in the park, it is fair to say this was one of the most difficult and trenchant negotiations that the industry has experienced in a long while. In many ways it reflected the highly adversarial and positional forms of engagement that characterised the large scale industrial action experienced in other sectors. The strike action was accompanied by much negative publicity regarding the levels of violence and intimidation.

Overall the agreement represents a fair deal for workers while guaranteeing that employers have certainty and stability over the next three years. In particular, the agreement gives employers much needed predictability of labour costs over the three-year period.

Rather than banning labour brokers the parties have taken a more practical approach to the question of labour brokers and have opted for tighter monitoring and enforcement of employment standards and rules to ensure that employees enjoy the basic protection of our agreements.

**Alistair Smith, MEIBC CEO**, provides his thoughts following a marathon round of negotiations.

# Analysis of the 2011 industry negotiations

### **What were your expectations going into the 2011 wage negotiations?**

As the industry approached the end of a four-year wage agreement, there was a strong sense of pent up frustration against the backdrop of a fragile recovery from the recession. There was an expectation, not only from the council's point of view, but also from our stakeholders, that this year's talks would be difficult.

### **How much has the strike affected productivity and security of jobs?**

The reality of the situation was that the industry virtually came to a standstill and there is no doubt that a two-week long strike resulted in lost production for employers and lost income for workers.

### **Can the industry recover from the strike?**

There were a number of nuances to the state of the industry before the strike began. We need to recognise that we were already in a slow period of economic activity where many workers were already working short-time and some firms may have used the strike period to run down stock levels. In short, some firms can recover and some cannot, and this is not necessarily dependant on the size of the enterprise. Having said



Vusi Shumba, MEWUSA



Alistair Smith

that, our statistics indicate that the July 2011 employment figures increased slightly to 360 000 workers – the highest level reached since the start of the year. Over the next three years, I am cautiously optimistic that the industry will regain strength provided we don't see another global recession.

### **Now that a deal has been struck, what is the upside of the terms of agreement for employers and employees?**

For employees, the major benefit is attaining a fair wage increase which is significantly above inflation for the first year. In addition, workers will be provided with greater protection from abuses in labour broker practices. Some additional benefits in terms of worker rights and small improvements in sick leave provisions were also agreed.

For employers, the most significant benefit is a three-year deal which will provide for greater stability, predictability and certainty in terms of labour costs.

At a more strategic level of engagement, the parties have agreed to form an Industry Policy Forum (IPF) to have constructive dialogue and find solutions to some of the challenges facing industry growth and employment. Our industry is sizeable and diverse and, as a result, is faced by a wide range of needs. The parties' willingness to participate in this Forum is a constructive and

welcome move which will hopefully contribute to steering the industry onto a more positive growth path.

### **How do you see local and global economic developments and their impact on opportunities for local industry?**

It is a case of adopting a wait and see attitude. Globally, sentiment about an economic recovery is extremely negative and not likely to improve in the short term, particularly in Europe with the sovereign debt crisis. China continues to be a dominant growth engine. Domestically, the consumption-led growth from which the industry had benefited seems to have come to an end. The much talked about infrastructure spend by government presents the most promising opportunity for our industry. Therefore, we hope that the planned inter-ministerial process to unlock this spend and stimulate local manufacturers and suppliers can get underway quickly.

### **Is the above-inflation wage increase sustainable for small employers?**

We cannot pretend that wage increases significantly above inflation do not have an impact on employment. It is a perception that is true in some cases, but not in others, that small firms cannot afford to pay increased wages. It is also important that we do not ignore the arguments that have been

raised around the unequal share of income between workers and shareholders, which drives yet another perception.

We recognise that some small firms involved in the higher value added markets are prepared to pay a premium to retain workers and skills.

**The employer organisations NEASA and FEOSA have decided not to sign the wage agreement. What does this mean to the industry and their employees?**

The council still has sufficient representivity in terms of party employers. On that basis the council has made an application to the Minister of Labour to extend the agreement to the industry.

Until the agreement is extended by the Minister, non-party employers are not obliged to implement the wage increases, but they are encouraged to pay their employees the new agreed increments in order to ensure healthy industrial relations practice. The council anticipates that the agreement will be extended to non-parties.

**Does NEASA's and FEOSA's decision not to sign the agreement in any way threaten to destabilise the MEIBC?**

Bargaining councils provide for voluntary co-regulation of an industry based on represent-



Deon Reyneke, SOLIDARITY

ation in that industry. Parties are free to belong or not to belong to a bargaining council, but this does not necessarily threaten the system.

**What are the challenges to the council in terms of monitoring and compliance of the new agreement?**

We are awaiting the Minister of Labour's approval of the extension of the agreement to non-parties. Once we receive the signal from the Department of Labour, we will need to embark on fairly extensive communication with industry. With the new provisions for increased regulation of labour brokers, the council will focus more energy on building better relationships with labour brokers which is a major factor in

compliance. We also need to continue to improve our systems, such as the review of exemptions with a view to streamlining the applications process and ensuring that it is balanced and fair.



Sipho Mayisela, SAEWA

**Lastly, you have decided to leave the council in pursuit of other career challenges. What legacy will you leave behind after 8 years at the MEIBC helm?**

I have indeed decided that the time has come for me to take up new opportunities elsewhere. Needless to say that I shall be sad to leave the council, but I am very excited about the new prospects that I shall be embarking upon.



UASA's Johan van Niekerk flanked by MEIBC President Abram Hlakudi and Alistair Smith

Upon my arrival at the MEIBC in 2003, it was clear that the institution needed to undergo a major transformation. We focused on three main areas of introducing new technology to improve our systems, on developing our people and of building a healthy financial position. By working on these key areas and gaining a commitment from our staff to our new values, we sought to significantly improve our service delivery to the industry.

Eight years down the line, I am pleased with the progress that we have made. We have a better understanding of our role as a council and what we should be doing. We have increased our profile in the industry and have gained more credibility amongst our stakeholders and other institutions. Notwithstanding the recession, the council is financially sound. Had I remained at the council, my next focus would have been to consolidate our processes and systems and to vigorously promote constructive dialogue between the parties in the Industrial Policy Forum.

Ultimately, I believe that the council is a critical part of our industrial and labour market landscape and that it can make a positive contribution to employment, growth and productivity in our industry.



Dave Carson, SEIFSA



NUMSA's Vusi Mabho (left) Looks on as Secretary General Irvin Jim signs the agreement.

**UPDATED** in the popular pocket format

METAL AND ENGINEERING INDUSTRIES BARGAINING COUNCIL

**CONSOLIDATED MAIN AGREEMENT**

as from 1 July 2011

**Including:**

- Dispute Resolution Agreement
- Registration and Administration Expenses Agreement (Levies)
- Collective Bargaining Levy Agreement

**NEW**

- 2011/12 wage tables
- Explanatory schedule of the Main Agreement and a comprehensive index
- FREE updated wage tables via email for July 2012 and July 2013

**R95\***

ISBN 978-0-2021-0416-0

\*Price valid until 30 June 2012. Incl. VAT, excl. delivery.

Contact the Council's regional offices ([www.meibc.co.za](http://www.meibc.co.za)), or Juta Customer Services (tel 021 659 2300, fax 021 659 2360 or email [cserv@juta.co.za](mailto:cserv@juta.co.za))

[www.jutalaw.co.za](http://www.jutalaw.co.za)



# Summary of the Settlement Agreement

## KEY PROVISIONS

The following pages summarise the key areas of agreement between the parties. The council has drafted the amendments to the relevant sections of the Main Agreement, which have been submitted to the Minister of Labour for her approval and extension to non-parties.

### MAIN AREAS OF SETTLEMENT

#### **Wage increases:**

The three-year wage deal makes provision for increases ranging between 8% for artisans (Rate A) and 10% for workers in the lowest category (Rate H) with effect from 1 July 2011 for the first year. Increases in the second (2012) and third year (2013) of the agreement will range between 7% (Rate A) and 8% (Rate H). These increases will apply, however, if the CPI (April figure published in May) is 8% or above then the actual wage adjustment will be based on the CPI figure plus 2% for the subsequent two years.

#### **Exemption procedure:**

Parties agreed to meet in the Standing Committee of the MEIBC to investigate the causes of delays and perceptions of unfairness in the granting of exemptions with a view to agreeing and making appropriate changes to ensure a balanced and efficient system.

#### **Family responsibility leave:**

The definition in Clause 42 has been expanded to include the death of parents-in-law. The compassionate leave provision of the Sick Pay Fund Agreement will be amended to allow for an accumulation of the existing 3 days per annum compassionate leave over a 3-year cycle. This mechanism in conjunction with the existing provision on family responsibility leave in the Main Agreement will effectively entitle an employee to accumulate up to 18 days family responsibility leave over a 3-year cycle.

#### **Night shift work:**

An employee will only be permitted to perform night work (after 18h00 and before 06h00 the next day) if transportation is available between the employee's place of residence and the workplace at the commencement and conclusion of the employee's shift.

#### **Notice for technological change:**

Section 33 of the Main Agreement will be amended to provide for a 4-month notice period if the company wishes to make technological changes.

#### **Notice period for working of short time:**

Amendments to section 7 (short-time) of the Main Agreement will require an employer to give 5 calendar days' notice of intention to implement short time.

# Other

# Provisions Concluded

A range of other provisions agreed to during negotiations included the following:

**Union facilities (clause 46(b))**

Full time shops stewards and health and safety representatives will be a matter for plant level agreement. The Main Agreement will now include a provision allowing for quarterly union general meetings to take place at plant level (subject to agreement at plant level) and a minimum of 5 days' paid leave per annum per shop steward for shop steward training.

**Sick pay fund:**

The rules of the sick pay fund agreement will be extended to include testing for prostate cancer.

**Continuous employment:**

The parties agreed to amend the Main Agreement to ensure its alignment with the Basic Conditions of Employment Act in respect of the 12-month cycle but excludes severance pay entitlement.

**Inclusion of non-scheduled employees:**

The parties agreed that certain jobs in the

industry must be covered by the scope of the Main Agreement. To this end, the parties will be invited to submit the details of all such jobs to the Standing Committee (which must finalise its work by 31 December 2011) to negotiate and incorporate these into the Main Agreement on a case-by-case basis.

**Training:**

Identified training should, wherever possible, take place during ordinary working hours and the employee shall be paid at normal rates whilst undergoing this training. The time spent on ABET training shall be shared equally between the employer and the employee trainee. For example, if the training lasts 2 hours, one hour will be paid by the employer and the other will be an unpaid employee contribution.

**Medical certificate:**

The medical certificate requirements of section 34 (Paid Sick Leave) of the Main Agreement will be amended, where an employee has been absent from work for more than 2 consecutive days or on more than 2 occasions during an 8-week period, allowing for a medical certificate (clinic or

hospital note) to be signed by any person who is certified to diagnose and treat patients and who is registered with any Professional Council established by an Act of Parliament.

**Job grading:**

The parties have agreed to implement a new grading structure for all scheduled employees on the basis that the parties will use the broad principles of the existing five grade structure and associated technical schedules, updated and modernised wherever necessary. This will involve the following:

- Investigate and agree an associated minimum wage structure, including an appropriate entry level grade and the merging of rate G and H;
- Negotiate and agree all the terms of the new grading structure within 12 months of the signing of the wage agreement.
- The new grade wage structure will be phased in equal increments over a period to be agreed by the parties, which period will depend on the actual differential between the new minima and the actual current rates of employees.



Addressing striking workers on 4 July, Dave Carson from SEIFSA stands next to NUMSA's Irvin Jim.

# Temporary Employment Services

Construction of the Medupi Power Station that engages the engineering sector

The parties agreed to amend clause 20 of the Main Agreement by firstly deleting sub section 11 and replacing it with a new provision. This integrates a number of provisions from Annexure A of the Main Agreement which deals with Limited Duration Contracts of Employment with respect to temporary services in the industry.

A preamble to the clause was inserted stipulating that the parties would seek to minimise the use of TES and employers would seek to enter into permanent employment relationships.

The clause includes provisions (already in practice) that a TES who has undergone a verification audit conducted by the council and who has successfully met all the requirements of the checklist may be permitted to operate as temporary employment services providers in industry.

In terms of the changes to sub-clause 11, the following now applies:

- A TES is obligated to utilise the same terms and conditions of employment that would be applicable to a company when

engaging an employee on a fixed term or limited duration contract of employment in relation to site work/turn-around work/ship repair work.

- All employees including those employed on a limited duration contract will have access at plant level to social facilities including canteens, toilet and ablution facilities.
- An employer can only procure employees from a Temporary Employment Service for a period not beyond that which is envisaged in the limited duration contract of employment provisions, which is four months. (A model contract to be used by a TES in relation to limited duration contracts has been included in clause 20.) Where a worker works for a period beyond the terms of the contract such workers shall become permanent.
- All workers procured through a temporary employment service will enjoy all existing terms and conditions of employment outlined in the Main Agreement and may not be granted a package rate exemption, which takes into account all benefits payable to employees as an hourly rate of

pay, other than overtime and Sunday time.

- Procured workers may not elect the option of choice in becoming members of the retirement schemes offered to employees in the metal and engineering industries.
- To better monitor the prevalence of employees procured by a temporary employment service, a separate monthly return to the Metal Industries Fund Administrators must be endorsed by a client in the industry whose workers have been procured through a temporary employment service to confirm the period for which employees are procured and the number thereof in each instance of procurement.
- Where an employer intends to use temporary employment service workers in scheduled occupations in the direct production process on a permanent basis, then clause 37 (ie the no-strike clause) should not be construed to limit the parties' right to take industrial action in accordance with the provisions of the Labour Relations Act.

# Industry Policy Forum (IPF)

The parties agreed to set up the IPF in view of the challenges facing the industry in relation to creating and sustaining jobs and to ensure its competitiveness in view of both the domestic and global market. The parties will be required to reach agreement on changes required to promote the growth and viability of the industry. Hence, the forum will seek to provide leadership and ensure a range of goals and objectives are met including:

- Development of an industry view on trade and industrial policy;
- Formulation of strategies to ensure job retention and job creation;

- Being a leading role-player in the national discourse on national economic policy;
- Promotion of international trade and provision of assistance to neighbouring states as they develop their industrial policies;
- Optimisation of industry funds to ensure improvements in employee housing, training and skills development, healthcare, bursaries, pensions any other relevant institution;
- Promotion of the well-being of all employees and employers in the industry;
- Implementation of programmes and strategies aimed at reducing the cost of

living for employees, improving their standard of living and reducing the costs of business in the industry;

- Formulation of strategies to secure the increased allocation of Merseta funds for skills training and bursaries and mechanisms to secure access to funds from the National Skills Fund;
- Identification of industry challenges and threats and formulation of appropriate strategies to positively address these; and
- Development of strategies to modernise and transform the MEIBC to ensure its long term viability.

## CIRCULARS ISSUED

### New Technological Fund contributions

The Technological Fund contributions, payable by SEIFSA affiliated firms, have increased to R1.37 with effect from 1 July 2011. The Tech Fund provides tertiary financial assistance to selected candidates.

### New wage rates for lift engineering

The parties have agreed to a one-year settlement agreement from 1 July 2011 to 30 June 2012, whereby wages will increase by 6.2% for the lift engineering industry.

## New council levies

### NEW ADMINISTRATION LEVY with effect from 1 July 2011

| Per Week | Per Month | Monthly Minimum |
|----------|-----------|-----------------|
| R1.72    | R7.45     | R175.00         |

- The Administration Levy is payable by each scheduled employee, with a matching contribution paid by the employer per scheduled employee.
- The employer must make up any shortfall where contributions to the administration levy are less than R175.00 per month.
- Government Notice R.677 in the Government Gazette 34541 dated 26 August 2011 with effect from 5 September 2011

### NEW DISPUTE RESOLUTION LEVY with effect from 1 July 2011

| Per Week | Per Month |
|----------|-----------|
| 62 cents | R2.68     |

- The Dispute Resolution Levy is payable by all employees (including non-scheduled employees), with a matching contribution paid by the employer per employee.

# VISION

Promoting growth,  
employment and  
decent work.

# MISSION

To ensure stable and  
sound relationships  
between labour and  
business in our industry  
by serving all  
stakeholders with  
commitment, fairness  
and integrity.



## EDITORIAL INFORMATION

Editor: Judith Annakie-Eriksen  
Design: The Idea & Craft Collective  
Printing: Colorpress

The MEIBC welcomes comment on and contributions for future stories. All correspondence may be forwarded to the editor. The views expressed by any contributors are not necessarily those of the Metal and Engineering Industries Bargaining Council.

Telephone: +27 (0)11 639 8000  
Facsimile: +27 (0)86 636 8690  
Email: [juditha@meibc.co.za](mailto:juditha@meibc.co.za)  
Website: [www.meibc.co.za](http://www.meibc.co.za)

# MEIBC OFFICES

## NATIONAL OFFICE

PO Box 9381, Johannesburg 2000  
1st Floor, Union Corporation Building  
77 Marshall Street, Johannesburg 2001  
Tel: 011 639 8000 Fax: 086 636 8690

## GAUTENG REGION

PO Box 3998, Johannesburg 2000  
1st Floor, Union Corporation Building  
77 Marshall Street, Johannesburg 2001  
Tel: 011 639 8000 Fax: 086 636 8689

## KWAZULU-NATAL REGION

PO Box 5900, Durban 4000  
Mercury House, 320 Smith Street, Durban 4001  
Tel: 031 305 4761 Fax: 086 636 8693

## BORDER REGION

PO Box 13162, Vincent 5217  
Malcomess Park, Office No 7, St Georges Road, Southernwood, East London 5201  
Tel: 043 743 7747 Fax: 086 636 8691

## MIDLAND REGION

PO Box 12848, Centrahill 6006  
Old Mutual Building, 6th Floor  
64 Govan Mbeki Avenue, Port Elizabeth 6001  
Tel: 041 586 1542 Fax: 086 636 8694

## FREE STATE & NORTHERN CAPE REGION

PO Box 30095, Moreskof 9462  
Wessels & Smith Building, 1st Floor  
26-28 Heeren Street, Welkom 9459  
Tel: 057 352 4142 Fax: 086 636 8697

## CAPE REGION

PO Box 6096, Roggebaai 8012  
1st Floor, Harbour Place, 7 Martin Hammerschlag Way  
Foreshore, Cape Town 8001  
Tel: 021 421 6140 Fax: 086 636 8696

## TSHWANE OFFICE

PO Box 570, Pretoria 0001  
Metro Park Building, 351 Schoeman Street  
Pretoria 0001  
Tel: 012 320 2566 Fax: 086 648 3582

## MPUMALANGA OFFICE

PO Box 3787, Witbank 1035  
1st Floor, Msele Hosken Building, 68 Arras Street  
Witbank 1035  
Tel: 013 656 6336 Fax: 086 636 8695

## RICHARDS BAY OFFICE

PO Box 1563, Richards Bay 3900  
19 Calypso Centre, 2 Kruger Rand, Richards Bay 3900  
Tel: 035 789 2084 Fax: 086 636 8698

## GEORGE OFFICE

PO Box 9165, George 6530  
22 Market Street, (Corner Merriman Street)  
George 6529  
Tel: 044 873 3200 Fax: 086 675 4454

## CENTRE FOR DISPUTE RESOLUTION

PO Box 9381, Johannesburg 2000  
1st Floor, Metal Industries House  
42 Anderson Street, Johannesburg 2001  
Tel: 011 834 4660 Fax: 086 636 8699

Email: [info@meibc.co.za](mailto:info@meibc.co.za)

Website: [www.meibc.co.za](http://www.meibc.co.za)

FIRSTHAND

