

[Top of page](#)

Table of contents

1. [Mid-year HR compliance check: Is your business ready for the rest of 2026?](#)
2. [What happens if my employee dies? Why every employer should have a completed UI-53 on file](#)
3. [The hidden cost of not managing employee performance](#)
4. [If the CCMA called today, would you be ready?](#)
5. [The Legal Sector BBBEE court case: What employers and HR leaders should be paying attention to](#)
6. [Why controlled recruitment is becoming essential for modern businesses](#)
7. [This month's highlights](#)

Should you need any further information on these topics, please contact us at info@hrtorque.co.za.

1. Mid-year HR compliance check: Is your business ready for the rest of 2026?

Author: Candice Zulu

Editor's note: why don't you try our free [HR risk questionnaire](#) to see how your HR practices stack up.

As we reach the halfway mark of 2026, many employers are focused on operational targets, budgets, and business growth. However, mid-year is also the ideal time to assess whether your HR practices remain compliant and fit for purpose.

Employment legislation continues to evolve, and even well-managed businesses can find themselves exposed to unnecessary risk if employment contracts, policies, payroll records, or disciplinary procedures have not been recently reviewed.

Conducting a mid-year HR compliance check can help identify gaps before they become costly problems. Here are the key areas to review:

1. Employment contracts

Many employers continue to use outdated contracts that do not reflect current legislation, workplace practices, or business requirements. Contracts should clearly outline terms and conditions of employment, remuneration structures, working hours, leave entitlements, notice periods, and any company-specific requirements. A contract review can help ensure your business remains legally compliant while protecting both employer and employee interests.

2. Company policies and procedures

Policies provide consistency and guidance within the workplace. Employers should review whether their policies remain relevant and aligned with current legislation and workplace realities. Areas often requiring attention include:

- Disciplinary procedures
- Grievance procedures
- Harassment policies
- Leave management
- Social media usage
- Remote or hybrid work arrangements
- POPIA compliance

Outdated policies can create confusion and increase legal risk when disputes arise.

3. Employee records

Accurate employee records are essential for compliance, while incomplete records can create significant challenges during audits, disputes, or CCMA proceedings. Employers should ensure that employee files contain:

- Signed employment contracts
- Copies of identity documents
- Emergency contact information
- Performance records
- Disciplinary records
- Leave records
- Payroll documentation

4. Leave management

Mid-year is an excellent time to assess employee leave balances and ensure leave records are up to date. Questions employers should consider include:

- Are annual leave balances being monitored?
- Have employees been encouraged to take leave?
- Are leave records accurately maintained?
- Are leave policies being applied consistently?

Effective leave management helps reduce operational disruptions and compliance concerns later in the year.

5. Payroll compliance

Payroll compliance remains one of the most critical areas of business administration, as small errors can quickly become costly if left unresolved. Employers should review:

- Tax calculations
- UIF contributions
- SDL contributions
- Fringe benefit treatment
- Employee classifications
- Record keeping

6. Performance management practices

Many organisations wait until year-end to address performance concerns. However, by reviewing performance management processes now, employers can identify development needs, address performance challenges early, and support employees in achieving business objectives before the end of the year.

Why a mid-year review matters

Addressing compliance concerns proactively is significantly easier and less costly than managing disputes, audits, or legal proceedings after problems arise. A mid-year HR review allows employers to:

- Identify compliance risks
- Improve workplace practices
- Strengthen employee relations
- Prepare for year-end requirements
- Support organisational growth

How HRTorQue can help

HRTorQue assists businesses with comprehensive HR compliance reviews, policy development, employment contracts, payroll compliance, labour relations support, and performance management solutions. Whether you require a once-off compliance audit or ongoing HR support, our team can help ensure your business is prepared for the remainder of 2026 and beyond.

[Contact HRTorQue](#) today to discuss your HR compliance requirements.

[Top of page](#)

2. Why every employer should have a completed UI-53 on file

Author: Karen van den Bergh

Many employers only become aware of the importance of the UI-53 form when faced with the unfortunate death of an employee. A recent client enquiry highlighted this common concern: "What should we do if an employee dies and we do not have a completed UI-53 form on file?"

What is the UI-53 form?

The UI-53, also known as the Employee's Declaration of Dependants form, is used by the Department of Employment and Labour to identify the employee's dependants and beneficiaries for Unemployment Insurance Fund (UIF) purposes.

The form records important information regarding spouses or life partners, children and other dependants, next-of kin-details, and beneficiaries who may be entitled to claim UIF benefits in the event of the employee's death.

What happens when an employee dies?

The death of an employee is an emotionally challenging time for both the family and the employer. From an administrative perspective, several steps must be completed, including:

- Processing the employee's final remuneration
- Paying out accrued leave where applicable
- Issuing the necessary tax and employment documentation

- Assisting dependants with UIF death benefit claims

If no UI-53 form is available, employers may face delays in identifying dependants or providing information required for UIF claims. Family members may also struggle to provide all the information required by the Department of Employment and Labour.

While the absence of a UI-53 form does not prevent a claim from being lodged, having a completed form readily available can significantly simplify the process and help ensure that the correct beneficiaries are identified.

Although there is no specific legislative requirement compelling employers to include the UI-53 form in their onboarding documentation, it is considered a best-practice HR and payroll process. Including the form during onboarding offers several benefits:

- **Improved record keeping**
Employers have access to up-to-date dependant and next-of-kin information should an emergency arise.
- **Faster UIF administration**
Relevant information is readily available if dependants need to submit a UIF death benefit claim.
- **Better employee care**
Employers can support employees' families more effectively during difficult periods.
- **Reduced administrative delays**
Important information does not need to be gathered after the employee's death, when family members may already be dealing with significant emotional and administrative burdens.

We recommend that employers:

- Include the UI-53 form as part of the onboarding process.
- Request employees to review and update the form whenever their personal circumstances change.
- Store completed forms securely as part of the employee's personnel records.
- Review onboarding documentation periodically to ensure all required employee records are maintained.

How we can help

Managing employee records, onboarding documentation, payroll compliance, and UIF administration can be time-consuming and complex. Our HR and payroll specialists assist businesses with:

- Employee onboarding processes
- HR administration and record keeping
- Payroll administration
- UIF and statutory compliance
- Employee lifecycle management

Whether you require support with your onboarding documentation or ongoing HR and payroll administration, our team will ensure your business remains compliant while reducing administrative risk.

For more information regarding our HR and Payroll Outsourcing Services, [contact us today](#).

What information is captured on a UI-53 Form?

The UI-53 (Employee's Declaration of Dependents) records important information that may be required when an employee passes away and UIF death benefits need to be claimed. The form typically includes:

- Employee details
- Marital status
- Spouse or life partner information
- Children's details
- Other dependants supported by the employee
- Beneficiary information
- Next-of-kin contact details
- Employee declaration and signature

Employers should encourage employees to update this information whenever there is a significant life event, such as marriage, divorce, the birth of a child, or the death of a dependant.

[Top of page](#)

3. The hidden cost of not managing employee performance

Author: Candice Zulu

Editor's note: in practice we find employer's either wish to use performance appraisals for underperforming employees or because they are concerned that their remuneration policies result in overpaying in some areas and underpaying in others – whatever your reason why don't you try out the HRTorQue performance appraisal tool – available at <https://people360.hrtorque.com> .

When businesses look at ways to improve profitability and productivity, the focus often falls on sales, operations, or reducing expenses. Yet one of the most significant factors affecting business performance is often overlooked – that of employee performance management.

Many employers only address performance when a problem becomes impossible to ignore. An employee repeatedly misses deadlines, customer complaints begin to increase, or other team members start expressing frustration. By the time the issue reaches this point, the business has often already absorbed months of lost productivity and additional management time.

Poor performance rarely affects only one individual. It has a ripple effect across teams, departments, and, ultimately, the organisation as a whole. Work may need to be redone, deadlines may be missed, and managers may find themselves spending an increasing amount of time dealing with issues that could have been addressed much earlier through regular feedback and performance discussions.

What many employers fail to realise is that high-performing employees notice these situations too. When strong performers consistently see underperformance being tolerated, they may begin to question whether accountability exists within the organisation. Over time, this can affect morale and engagement, and in some cases, contribute to valuable employees seeking opportunities elsewhere.

Performance management should not be viewed as a disciplinary process. In fact, the most effective performance management systems focus on development rather than punishment. Employees perform best when they understand what is expected of them, receive regular feedback, and are given opportunities to improve and grow.

This is particularly relevant as we reach the halfway point of the year. June provides an excellent opportunity for managers to reflect on how their teams are progressing against objectives set at the beginning of the year. Rather than waiting for annual reviews, businesses should be asking whether employees understand their goals, if managers are providing meaningful feedback, and whether any performance concerns are being addressed proactively.

A simple mid-year review can often reveal areas that require attention before they develop into bigger challenges. It can also identify opportunities for training, development, and succession planning that may otherwise be overlooked.

Effective performance management creates a culture of accountability, development, and continuous improvement. Employees understand how their contribution supports the organisation's objectives, managers have greater visibility into team performance, and businesses are better positioned to achieve their strategic goals.

At HRTorQue, we assist businesses with performance management frameworks, KPI development, performance improvement plans, and performance appraisal systems that help turn performance discussions into meaningful business outcomes.

If your organisation has not reviewed employee performance this year, now may be the ideal time to start. [Email us](#) for more information.

[Top of page](#)

4. If the CCMA called today, would you be ready?

Author: Jaydene Naidoo

In South Africa's highly regulated labour environment, CCMA disputes are not a matter of if, but when. Every year, thousands of workplace disputes are referred to the Commission for Conciliation, Mediation and Arbitration (CCMA), with unfair dismissal cases making up a significant portion of these referrals. When a dispute arises, preparation can mean the difference between a manageable process and a costly outcome.

A common misconception among employers is that having a valid reason for dismissal or disciplinary action is enough. However, South African labour law requires both substantive fairness (a fair and valid reason) and procedural fairness (a fair and consistent process). Even where misconduct or poor performance is clear, employers who fail to follow the correct procedures may still face reinstatement orders, compensation awards, or reputational damage. Many businesses unknowingly expose themselves to risk through inadequate documentation, inconsistent disciplinary action, poorly conducted hearings, or missed timelines.

With strict CCMA processes and referral periods in place, delays and procedural errors can quickly escalate into formal disputes. In addition to the legal implications, these matters often affect productivity, employee morale, management time, workplace culture, and financial resources. In more complex cases, disputes may proceed to arbitration or even the Labour Court, significantly increasing both the cost and complexity of resolution.

The best defence is proactive preparation. Businesses should ensure they have clear and compliant HR policies, accurate employee records, consistent disciplinary and grievance procedures, and reliable payroll and statutory compliance systems in place. Having strong HR foundations not only reduces risk but also allows employers to manage workplace matters confidently and fairly.

At HRTorQue, we understand that many organisations do not have the time or internal capacity to manage these complexities effectively. Our HR and payroll outsourcing solutions help businesses remain compliant, organised, and prepared. From policy development and disciplinary support to payroll accuracy and compliance management, we help ensure that if the CCMA ever calls, your business is ready to respond with confidence. [Contact us today](#) for more information.

5. The Legal Sector BBEE court case: What employers and HR leaders should be paying attention to

Author: Clerice Singh

South Africa's transformation journey continues to test the balance between constitutional rights, commercial realities, and the need to redress historical inequality. One of the most significant current flashpoints is the constitutional challenge brought by several large firms (including Bowmans, Webber Wentzel, Werksman and Norton Rose Fulbright South Africa) against the Legal Sector Code under Broad Based Black Economic Empowerment (BBBEE).

While this matter directly affects the legal profession, its implications stretch far beyond law firms. For employers and HR leaders across all sectors, this case is an important reminder that transformation is not merely a compliance exercise, it is a strategic workforce issue that can no longer be postponed or approached superficially.

As South Africa continues to grapple with the pace and form of transformation, Nelson Mandela's words remain deeply relevant: *"Transformation does not happen overnight. It is an ongoing process."*

The current legal challenge to the Legal Sector Code is one reflection of that process - complex, contested, and unavoidable.

Understanding the dispute

In 2024, Government introduced a Legal Sector Code (LSC). The code sets demanding targets for Black ownership, management control, and demographic representation. In response, the law firms have approached the High Court in Pretoria. They are challenging parts of the code on constitutional and administrative grounds, arguing that certain requirements are irrational, unworkable, and incompatible with how law firm partnerships function in practice. As of May 2026, there has been no court ruling yet. Hearings are ongoing, and the matter remains one of the most significant BBBEE-related legal battles in recent years.

Why HR leaders should care, even outside the legal sector

Although this case is specific to the legal profession, it highlights broader issues that every employer should be grappling with.

Firstly, it signals the direction of regulatory thinking. Sector-specific transformation codes demonstrate that Government is willing to impose tailored, and sometimes aggressive, targets where they perceive progress is too slow (Editor's note: we have seen this in some very "interesting" Department of Labour audit findings for Employment Equity). Other professional and skilled sectors may well face similar scrutiny.

Secondly, it reinforces the reality that transformation expectations are no longer optional or symbolic. Courts may ultimately decide on the legality of certain targets, but the social and economic pressure to transform is not going away.

For HR leaders, this means moving beyond reactive compliance towards intentional workforce transformation strategies that make business sense.

Transformation is a people strategy, not a checkbox

One of the core arguments raised by the applicant law firms is that rigid ownership and control targets do not align with long-term partnership models, career progression timelines, and skills development pipelines. This point should resonate strongly with HR professionals. Meaningful transformation cannot be achieved simply by adjusting numbers at the top. It requires sustained investment in:

- Graduate recruitment and bursary programmes
- Structured mentorship and sponsorship
- Succession planning linked to development, not only demographics
- Retention strategies for scarce and high-potential talent

Where employers fail to build strong internal pipelines, transformation targets begin to feel imposed rather than organic, increasing resistance, legal risk, and turnover.

The growing intersection of HR, legal risk, and reputation

Another important lesson from the current court case is that transformation is increasingly tied to constitutional, ethical, and reputational considerations. Employers that are perceived as obstructing transformation, even when raising legitimate legal concerns, may face reputational consequences among clients, employees, and prospective talent. Younger professionals, in particular, are paying close attention to how organisations position themselves on social justice and equity.

HR leaders therefore sit at a critical intersection:

- Supporting lawful and sustainable compliance
- Advising leadership on employee sentiment and talent risk
- Ensuring transformation commitments are genuine and measurable

Planning for uncertainty

Because the Legal Sector Code matter has not yet been finalised, employers are once again reminded of the uncertainty inherent in regulatory transformation frameworks. However, uncertainty is not an excuse for inaction. From an HR perspective, prudent employers should:

- Scenario-plan for stricter transformation requirements
- Review internal employment equity and skills development pipelines
- Strengthen data integrity around BBBEE and workforce demographics
- Engage openly with employees about transformation goals and progress

Organisations that wait for final court judgments before acting often find themselves scrambling to catch up.

A broader lesson for South African employers

Regardless of how the court ultimately rules, the broader message is clear: transformation is no longer a future ambition, it is a present operational reality.

The legal sector's struggle with the BBBEE code reflects what happens when transformation is delayed for too long. For employers across industries, the lesson is to embed transformation early, thoughtfully, and sustainably into people strategies.

For many organisations, the challenge is not a lack of intent, but a lack of capacity, specialist expertise, or internal infrastructure to translate transformation objectives into practical and sustainable people strategies. HR professionals have a unique opportunity to help their organisations move beyond

compliance-driven thinking towards transformation that supports both economic growth and social progress.

By partnering with us, employers are able to access specialist HR support across areas such as employment equity, skills development, workforce analytics, and policy governance, without placing additional pressure on internal teams. This support enables businesses to interpret evolving regulatory requirements, strengthen internal talent pipelines, and align transformation initiatives with operational and commercial realities. In doing so, employers not only manage risk more effectively, but also help build organisations that are resilient, inclusive, and fit for South Africa's future.

We're here to assist you. [Reach out](#) to the team today for more information.

[Top of page](#)

6. Why controlled recruitment is becoming essential for modern businesses

Author: David van den Bergh

Editor's note: if you want to do your own recruitment then try out our amazing [HRTorQue recruitment tool](#) today. If on the other hand you wish to be more strategic then why not reach out to HRTorQue today for ideas. We help you consider: do I need to recruit? What are the alternatives? And if you do decide to recruit well then we can do it for you... making your life far easier.

Recruitment has always been one of the most important functions within any business. After all, the people you hire directly influences productivity, culture, customer service, innovation, and ultimately profitability.

Yet despite its importance, recruitment remains one of the most inefficient and expensive business processes in many organisations.

Vacancies are advertised across multiple platforms, applications arrive through various channels, CVs need to be manually reviewed, interviews scheduled through endless emails and phone calls, and unsuccessful candidates often never hear back. The result? A process that consumes significant time, stretches HR resources, delays hiring decisions, and often creates a poor experience for candidates. [Research](#) consistently shows that the average time-to-hire can range from 30 to 45 days, with some positions taking considerably longer. The longer a position remains vacant, the greater the impact on productivity, customer service, and team morale.

In today's fast-moving business environment, organisations can no longer afford slow, manual recruitment processes.

What is controlled recruitment?

Controlled recruitment refers to a structured, automated, and measurable recruitment process where every stage is managed through a central system. Rather than relying on spreadsheets, email chains, paper forms, and manual follow-ups, controlled recruitment ensures that:

- Every applicant follows the same process
- Candidate information is collected consistently
- Communication is automated and professional
- Hiring managers have visibility into every stage
- Recruitment data can be measured and improved

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- Compliance and record keeping becomes significantly easier

The result is a faster, more professional hiring process that delivers better candidates while reducing administrative workload.

Why businesses need to put applicants in control

One of the biggest bottlenecks in recruitment is administration. Many HR teams spend hours answering application queries, scheduling and rescheduling interviews, sending reminders, chasing missing information, and following up on documentation.

Modern recruitment technology turns this model on its head by placing much of the administrative process in the hands of the applicant. Instead, candidates can submit applications online, upload supporting documents, complete screening questionnaires, select available interview slots, update their information, and receive automated updates throughout the process.

This self-service approach dramatically reduces the amount of administrative work required from HR and recruitment teams while creating a more convenient experience for applicants. And instead of managing diaries and sending countless emails, recruiters can focus on what actually matters: evaluating talent and making hiring decisions.

The growing role of AI in recruitment

Like everything, artificial intelligence is rapidly changing the recruitment landscape. According to [multiple industry studies](#), recruiters spend up to 40% of their hiring time on repetitive administrative tasks. AI and automation are now capable of handling many of these activities faster and more accurately than manual processes, assisting with:

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- Screening large volumes of applications
- Matching candidates against job requirements
- Ranking applicants
- Identifying suitable talent pools
- Reducing manual data capture
- Accelerating shortlisting decisions

While AI should never replace human judgment, it can significantly reduce the time required to identify suitable candidates. This allows businesses to fill vacancies faster while reducing recruitment costs.

Moving away from expensive recruitment agencies

Recruitment agencies undoubtedly play an important role in certain specialised hiring situations. However, many businesses continue using agencies for routine recruitment simply because they lack the internal tools to manage hiring effectively.

Agency fees can range from 10% to 25% of annual salary, making recruitment one of the largest hidden operational costs within a business. With modern recruitment technology, organisations can now manage much of the recruitment process internally, at a fraction of the cost.

By automating advertising, applicant screening, interview scheduling, candidate communication, and onboarding, businesses can significantly reduce their reliance on external recruiters while maintaining control over their hiring process.

The often forgotten importance of regret letters

One area frequently overlooked by employers is candidate communication. Most applicants who are unsuccessful never receive any feedback or acknowledgement. While this may seem insignificant, it can have a lasting impact on employer brand and company reputation. Today's candidates are tomorrow's customers, suppliers, business partners, or future applicants. A professional regret letter demonstrates respect for the applicant's time, professionalism, strong employer branding, and a positive candidate experience.

Automated recruitment workflows make it easy to ensure every candidate receives timely communication throughout the process. Interview invitations, reminders, status updates, and regret letters can all be generated automatically, creating a professional experience without adding the administrative burden.

Recruitment shouldn't end at hiring

Many businesses treat recruitment and onboarding as separate processes, but in reality, they are two parts of the same journey. The moment a candidate accepts an offer, the onboarding process should begin automatically. A fully integrated recruitment process can seamlessly transition candidates into:

- New employee onboarding
- Document collection
- Employment contracts
- Policy acknowledgements
- Compliance documentation
- Employee record creation

This removes duplication, reduces errors, and ensures a smoother experience for both employees and employers alike.

A different approach to recruitment technology

One of the biggest frustrations businesses have with recruitment software is paying monthly subscription fees regardless of whether they are actively hiring. Many organisations recruit only occasionally yet continue paying for platforms each and every month.

A more practical approach is a credit-based recruitment model. Rather than committing to ongoing monthly costs, businesses purchase credits and use them when they need them. This creates several advantages, such as lower overall costs, no wasted subscriptions, greater flexibility, better scalability, and predictable recruitment spending.

For businesses with occasional hiring requirements, this ensures they only pay when they recruit. For recruitment firms and organisations processing high applicant volumes, the efficiencies gained through automation can translate into substantial savings in time, labour, and operating costs.

Making recruitment faster, smarter, and more affordable

The future of recruitment is not about replacing people. Rather, it is about eliminating unnecessary administration so HR professionals, recruiters, and hiring managers can focus on finding and engaging the right talent. By combining automation, AI-powered screening, applicant self-service, integrated onboarding, and automated communication workflows, businesses can dramatically reduce recruitment time and costs while improving candidate experience.

This results in a recruitment process that is faster, more professional, cost-effective, and scalable, easier to manage, and better for candidates.

Introducing the HRTorQue Recruitment App

The HRTorQue Recruitment App was developed specifically to address the challenges that make recruitment slow, expensive, and administrative-heavy.

From job requisitions and candidate applications through to interview scheduling, automated communications, onboarding, and contract generation, the platform provides a complete recruitment ecosystem designed to save time and reduce costs.

Its credit-based subscription model means businesses only pay when they recruit, making enterprise-level recruitment technology accessible to organisations of all sizes.

Whether you are hiring occasionally or managing hundreds of applicants every month, the HRTorQue Recruitment App helps transform recruitment from an administrative burden into a streamlined business process. Because finding the right people shouldn't take weeks of administration, excessive agency fees, or countless hours of manual work.

Start saving today, [try it for free](#).

7. This month's highlights

Author: Candice Zulu

1. The SA Reserve Bank's Monetary Policy Committee (MPC) has increased the **Repo Rate** by 25 basis points with effect from 29 May 2026. This increase of 0.25% will now bring the Repo Rate to 7.00%. The prime lending rate of commercial banks will increase to 10.50%.

The SARS '**official rate of interest**' is defined in section 1(1) of the Income Tax Act 58 of 1962 (the Act). Where a loan is obtained by an employee from his or her employer in terms of which no interest is payable or where the interest payable is less than the 'official rate of interest', the difference between the amount which would have been payable if the loan was granted at the official rate and the amount actually paid by the employee is taxed as a fringe benefit. This 'official rate of interest' is the rate of interest that is equal to the Repo Rate, plus 100 basis points (1%). This rate will therefore be adjusted to 8.00% as of 1 June 2026.

2. Navigating the complexities of HR can be confusing, even for the experts. That is why we put together our **HR Managers' Pocket Guide**, a powerful resource designed to simplify your HR journey. [Find it here](#).
3. **Income tax numbers:** We can assist you with the registration of your employees for income tax purposes, managing the process from start to finish. Our consultants will obtain your employees' personal information from your payroll administrator and complete the necessary applications. The turnaround time for this process is 24 hours and the cost per application is R300 plus VAT per employee. A volume discount will be negotiated in cases where there are more than 20 applications at a time. Should you need assistance please contact Dave Beattie on 031 564 1155 or dave@hrtorque.co.za

4. HRTorQue hosts weekly, online **HR-focused mini workshops**, assisting and guiding your managers to perform better. [Email us](#) for more information or [subscribe](#) to receive details and invites to our 2026 calendar.
5. For the latest recordings from our **Wednesday webinars** take a look at our [YouTube channel](#), filled with informative HR, payroll, and legislation tips and tricks. If you are not receiving our weekly invites, please subscribe [here](#).

[Contact us today](#) for all your HR, payroll, tax, and accounting needs.

[Top of page](#)

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