

Fellow SAEPA members and associates

It is with a heavy heart we say goodbye to a legend, friend and mentor of the industry, Garry Marshall, the CEO of SAEPA who has died recently.

Garry's achievements in our industry over his career span of 46 years are too many to mention. He was a pioneer of the courier industry in South Africa and dedicated his life to developing the business. Through the courier association – and from 2004, the South African Express Parcel Association, SAEPA, he brought together players to address the opportunities and challenges the industry faced.

Garry gave us a voice and a seat at government level and represented our business in other forums where we had not previously been heard. He fought tirelessly for the rights of express logistics operators, always striving for what was fair, just and excellent.

He was a proud and dedicated family man and our condolences go out to his loved ones during this difficult time.

As Garry was the pivot of SAEPA, there are many questions being asked about the

future of the Association. Fortunately, he had gathered around him a leadership team with the capability to shoulder the numerous responsibilities of SAEPA. This team will keep the wheels of SAEPA turning.

The Non-Executive Board has stepped in to assist the SAEPA board and team to continue the running of SAEPA and guide it into the next phase. SAEPA as an industry body will continue to represent this dynamic industry and address the issues we face.

Stakeholders may be assured of SAEPA's continuing role in driving future success. We now face the daunting task of identifying a suitable replacement for Garry with the vision, enthusiasm, knowledge and dedication that the role demands.

Garry Marshall may be gone but his will lives on in SAEPA.

(Statement by Nelson Teixeira on behalf of the Non-Executive Board of SAEPA)

A distinguished career

If ever a figure in South African aviation earned his wings, it was Garry Marshall.

He served in the Air Force and held operational positions in various airlines before introducing courier and express services to the Republic. In the 1980s he was joint founder of courier company XPS, which introduced South African companies to the benefits of express movement for urgent and high value cargo.

When the global express giant, FedEx made its debut in South Africa, Garry was appointed CEO, a post he held for 12 years.

Garry later served as CEO of BidAir Cargo, where he managed the acquisition of Imperial Air Cargo. The airline is a prime supplier of intercity airport-to-airport movements for time sensitive cargo. At the same time, he undertook CEO responsibility also for Vericon, a warehouse/logistics centre management service provider in the Bidvest Group.

Internationally too, his expertise was in demand. During the privatisation of Mumbai Airport, he spent a year in India, advising on the development of cargo handling facilities.

Over the years, Garry offered his time and expertise to the Courier Association and in 2004 he became CEO of its successor, the South African Express Parcel Association



Garry Marshall

which we know as SAEPA. Here he gave the express logistics industry its voice and its seat on decision-making forums with the authorities, where he advised on the practicalities of compliance and regulation.

During the Covid era, under his leadership, SAEPA received public recognition for its role in keeping the South African economy pumping.

A prominent speaker, *Continued on page 2*

A distinguished career

Continued from page 1 he was renowned for commitment to education and training for young South Africans seeking a career. In this regard he worked closely with TETA – Transport Education Training Authority – and engaged with external bodies to shape effective learning possibilities for young South Africans. Thanks to his leadership, they were able to embark on career paths supported by customised qualifications from entry to university level.

He added glamour and achievement to the mix through his involvement in industry excellence awards such as The Logistics Achiever Awards and more recently The Africa Supply Chain Excellence Awards where he was active as leader of the panel of judges. Indeed, he received an award in his own right – Life Achievement in Supply Chain – from the Supply Chain Game Changers Awards.

Garry championed fair competition and was protective of the industry's right to resist the attempts of the South African Post Office to encroach on the private sector and its client base. He co-operated with the authorities in terms of regulatory engagement and was instrumental in reaching closer cooperation with government and the customs authorities.

"Few people leave an imprint on an industry and its people as profound as that of Garry Marshall", summarises Martine Maraschin, who heads up Skills Development for SAEPA. "His leadership was kind but firm, grounded in wisdom, and endlessly generous in spirit."

Garry Marshall passed away in August 2026 at the age of 72.

Honouring the Life and Legacy of Garry Marshall



We warmly invite you to join us as we celebrate the life, achievements, and legacy of Garry Marshall.

Together, let us share cherished memories, reflect on a remarkable journey, and pay tribute to a life that touched so many.

Date: Monday, 7 September 2026
Time: 09:00am – 11:00am
 (Program to start promptly at 09:30 and light snacks to be served)
Venue: FedEx Auditorium
 1-7 Romeo Road
 Hughes
 Boksburg

RSVP: Please confirm your attendance here by 3 September 2026

[https://urldefense.com/v3/___https://forms.cloud.microsoft/r/5mudUxTE53___!!BL9GA0TyTA!Z5HpnfjTgEBUnOaa_ho_-KeFNwe-SfrlPTKdD7dLKkKist8co_scyLnbR88QwMcC_TNU1K1GO1AnAS-l60qijKQ\\$](https://urldefense.com/v3/___https://forms.cloud.microsoft/r/5mudUxTE53___!!BL9GA0TyTA!Z5HpnfjTgEBUnOaa_ho_-KeFNwe-SfrlPTKdD7dLKkKist8co_scyLnbR88QwMcC_TNU1K1GO1AnAS-l60qijKQ$)

Online link: Join Zoom Meeting

Meeting URL: <https://fedex.zoom.us/j/91631465046?pwd=FSd9bjYDv3bfueT367lZWzpdn8M7zP.1&from=addon>

Meeting ID: 916 3146 5046

Passcode: 424245

Editor's Message

Everyone in South Africa who benefits from courier and express logistics is indebted to the recently-deceased Garry Marshall.

It was his vision and determination that brought our industry to South Africa and his firm management that equipped it to expand and develop.

Under his leadership, the Courier Association and later South African Express Parcel Association (SAEPA) and its members flourished. Garry and his team resisted the onslaught by the South African Post Office to curb our operations which would have led to the detriment of users in our growing, fast-moving economy.

Pioneer, motivator, leader, educator, hands-on operator, confidant - all who knew Garry have personal memories, too many to list.

To those working in express logistics and those still developing their skills, to the companies and government departments who rely on us for their supply chains, to the consumers who comfortably shop on-line, we are all impoverished by Garry's passing. Yet his spirit lives on and makes a difference.

We all send our condolences to his family on their loss.

A tribute to Garry Marshall

by Martine Maraschin

Reflecting on the remarkable impact Garry had on the courier industry is a tribute in itself.

Garry had a way of making everyone around him feel comfortable, relevant and important. He took time to speak with people, and more importantly, to listen. It did not matter who you were or where you came from. He could share a laugh with a courier and, a few minutes later, sit across from a senior industry leader discussing vital matters.

As he loved seeing people achieve, the SAEPA graduation ceremonies were close to his heart. He was always genuinely excited to see employees from different member companies persevere to gain their qualifications at all levels. To Garry, their accomplishments signalled progress, opportunity and possibility. Thus he was always ready to find a way in which SAEPA could support personal development for those willing, deserving and ready to work hard.

He helped us build pathways into express logistics for new entrants while helping those already in the industry take advantage of opportunities to advance. He believed they deserved their chance and his belief in them gave them confidence.

Over the years, he joined us many times in research focus groups and always provided current, honest and authentic insight into the

industry. He was a wonderful storyteller, often sharing memories of the early days of express logistics. We could sit and listen to him for hours. He had so many lived experiences that most of us could only wish for in a lifetime.

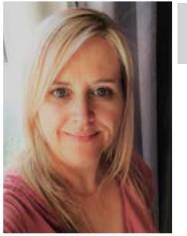
He also always supported, encouraged and attended our SAEPA Junket year-end functions. He showed up because people mattered to him.

Garry was humble. He was fair. He was generous. He was kind. He led by example, and he was remarkably courageous. He exerted influence without arrogance, authority without distance, and strength without ever losing his warmth.

On a personal level, I am going to miss the "hello kiddo" and "hello my girl" calls that I received for the past 25 years. I am going to miss his friendship, his guidance and encouragement, his humour and his support, both personally and professionally. Garry left his mark on our industry, but he also left his mark on the people who were fortunate enough to know him. I am one of those people, and I will always be grateful.

Rest in peace, Garry.





Wo(mentoring) in August



In our diverse South African society, August is designated as Women's month. The whole month is dedicated to events celebrating women and their achievements, their roles, their contributions in all avenues of life, from family to business to society overall.

In Express Logistics it has been particularly encouraging to see the increasing number of women with the skills to take on traditionally male-orientated roles such as drivers and warehouse workers.

In my 10 plus years in the aviation sector and express logistics it has been clear that this is an industry that has not stuck by gender roles. If a woman wants to be a truck driver, and she meets the criteria, SAEPA member companies will allow her to take up the position. So,

yes, while I applaud women empowerment there is already equal opportunity to develop a career.

To provide further encouragement from within, we need to identify those who have shown promise, and work on a career plan so they develop to the best of their potential. In addition to formal learning, Mentoring is an important ingredient in guiding both women and men in performing better at their job or striving for advancement.

In my career, the most inspiring mentors for me have been older and wiser women and men, who took the trouble to pass on their skills and experience. This has boosted my performance in my roles both as a Designated Official and as an Instructor.

Garry Marshall was one of those mentors. He empowered and

encouraged all around him to become better at what they do, and to strive for improvement. I was in awe of his gentle, yet firm ways. He leaves behind a legacy of confidence and motivation, an example to all of us.

Having had the privilege of interacting with him and learning from him, I am inspired to carry the baton forward. As I continue in my career journey I will in turn mentor and encourage those whom I meet whether in my classroom or elsewhere.

During women's month, let us remember that we are all in this together. Through sharing, influencing and guiding we will continue to make our people, our industry and our economy secure, stronger and successful.



Transport Education Training Authority (TETA) Discretionary Grants Update

Last month, we reported that Transport TETA was currently reviewing the 2026/27 discretionary grant applications submitted in March 2026. We have since been advised that the Project Management Office and its structures are still being set up by TETA. As this process has not yet been finalised, applications have not yet been reviewed.

It is expected that feedback to stakeholders might be available towards the end of November 2026.

NBCRFLI Wage Negotiations - Statement by National Employers Association of South Africa (NEASA)

The Road Freight Industry concluded its sector negotiations on 20 August 2026. Despite very challenging engagements, the parties were able to reach an in-principle 3-year agreement.

The across the board increases agreed to are:

- 6% in year 1
- 5.5% in year 2 and
- 5% in year 3.

The minimum wages per grade and allowances are also to increase with the same percentages, and two new grades have been introduced that will benefit employers.

Although the sector is operating under very challenging economic conditions, NEASA is of the view that the agreement represent a balanced position catering for the needs of employers and employees alike.

NEASA is currently still in the process of obtaining a final mandate from employer members as to whether the in-principle agreement should be accepted, but we are positive that it will be widely accepted by members in the sector.

Employment Equity (EE): Draft reviewed Code of Good Practice on the preparation and implementation of the Employment Equity Plan

Gazette 55046 No. 7719 issued on 24-07-2026 <https://www.gov.za/documents/notices/employment-equity-act-draft-reviewed-code-good-practice-preparation-and>

The Department has published a draft reviewed Code of Good Practice on EE plan implementation for public comment by 22 September 2026.

SAEPA will be submitting input and encourage stakeholders to submit their inputs directly to the department. The addresses are: christina.lehlokoa@labour.gov.za and tsholofelo.ndlovu@labour.gov.za

Some of the key updates identified by SAEPA already relate to, amongst others:

- * Designated employer definitions
- * Collective agreement interpretation
- * EE plan duration
- * Committee constitution requirement

- * Mandatory committee training
- * Committee representation rules
- * Justifiable reasons for missing targets.

Stakeholders may request a copy of the SAEPA submission from martine@saepa.org.za

Employment Equity Roadshows 2026

Department of Employment and Labour (DEL) have been implementing stakeholder roadshows through the month of August. These were all in-person held by DEL.

DEL have set two dates for employers to participate online on 8 and 9 September 2026 but links for these two meetings have not yet been shared.

Sector Skills Plan (SSP)

- 2027/2028

An Invitation:
Online Feedback Sessions for Transport Stakeholders

Sub-sector	Date & Time	Zoom Meeting Link
Maritime	08 September 2026 (10.00 - 11.30)	Join meeting
Forwarding & Clearing, Freight Handling and Road Freight	08 September 2026 (14.00 - 16.00)	Join meeting
Aerospace	09 September 2026 (10.00 - 11.30)	Join meeting
Road Passenger and Taxi	09 September 2026 (14.00 - 16.00)	Join meeting
Rail	10 September 2026 (10.00 - 11.30)	Join meeting

Enquiries: Ms Kudsiya Cassim of The Renaissance Network: consult@renaissancenetwork.co.za
(Mobile: 0837868605) [Kindly log in 10 minutes before the scheduled meeting time]

TETA Sector Skills Plan (SSP) 2027/28 Feedback Sessions

TETA stakeholders are invited to attend the forthcoming online feedback sessions on the updated SSP (2027/28) by The Renaissance Network. Details for all sessions left.

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MARTINE ON SKILLS DEVELOPMENT

PAILA Founding Governor: Maxeen Bharath

Congratulations to Maxeen Bharath from Skynet on her recent appointment as a Founding Governor of the Pan-African Independent Logistics & Trade Alliance (PAILA).

PAILA was established in response to the need for greater alignment and a more coordinated approach to mobilising and standardising intra-African trade. Maxeen's appointment ensures that the express logistics industry will be represented on this important platform.

Her portfolio will focus on the following areas:

- Customs compliance
- Freight forwarding
- Skills development
- Training and mentorship

PAILA aims to build a collaborative ecosystem within the customs clearing and freight forwarding environment, bringing industry participants together as partners rather than competitors. Its vision is to create a trusted network where members can:

- Connect with credible partners
- Access business and referral opportunities
- Develop skills and future leaders
- Improve standards and professional credibility
- Collaborate across Africa and global trade corridors
- Help shape the future of African logistics and trade.



Integrated Transport Sector B-BBEE Council (ITSB-BBEE)

SAEPA's nominees for the Transport Sector Charter Council have been officially accepted by the Department of Transport (DoT) & The Department of Trade, Industry and Competition (dtic).

Natiesha Karim and Nicole Pillay have been appointed to represent Disabled People and Road Freight constituencies respectively. Both will serve a 3-year term of office.

IATA Cargo Experts Conference

**Budapest, Hungary,
on 23–24 September 2026.**

The International Air Transport Association (IATA) has announced that the conference will focus on practical ways to improve day-to-day air cargo operations through global standards, technology, and data.

RFA and SAFLA Sign Memorandum of Understanding

The Road Freight Association (RFA) and the South African Freight and Logistics Association (SAFLA) have formalised a strategic partnership through the signing of a Memorandum of Understanding (MoU), thereby creating a broader advocacy framework into the freight forwarding and logistics space.

The agreement establishes a framework for structured collaboration across customs modernisation, border digitalisation, trade facilitation and capacity building, with the shared goal of reducing friction and costs throughout the supply chain.

SPEED IS THE NEW CURRENCY

The Supply Chain Management Community, SAPICS, is hosting its Supply Chain Leaders Forum as part of the Retail Summit at Leaderex on 3 September 2026 at the Sandton Convention Centre from 09h00 to 13h00.

This brings together retailers, suppliers and manufacturers to explore the future of retail, with dedicated focus

areas including supply chain, logistics and fulfilment, technology and AI.

As part of the programme, SAPICS is convening a focused morning forum under the theme: "Speed Is the New Currency". The programme will include presentations and a panel discussion.

This may be of interest to members involved in serving retail.

Attendance is free of charge.

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The Africa Supply Chain Excellence Awards - Gala Dinner 19 August, Time Square Pretoria. Full story in next month's edition of *News Delivery*."



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