

PHAKISA

BOKAMOSO

FEBRUARY 2024

TOP 10
REASONS
TO CHOOSE
PHAKISA

WHAT IS
THE CCMA?

WORKFORCE
DIVERSITY

Unlocking the power of workforce
Diversity in South Africa

EMPOWERING
SUCCESS

Celebrating women in
Phakisa Holdings



PHAKISA
...the human resources solution.

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LETTER FROM THE EDITOR

Welcome to the Phakisa Holdings company magazine:
Phakisa Bokamoso

We are proud to introduce our in-house magazine – a rich and diverse source of knowledge, inspiration, and expert guidance tailored for business owners and executives.

I am thrilled to be the editor of this new magazine, which is designed to be a platform for Phakisa to share stories, ideas, and insights. We want this magazine to be a place where you can learn more about our team, our company, and the industry in which we operate.

This magazine is for all of us at Phakisa Holdings, including our clients and stakeholders. As you delve into the pages of our magazine, you'll discover a wide variety of articles and features that cover a broad spectrum of topics crucial for business success. From human resource management to workforce diversity, legal procedures to personal life stories, and much more. Our magazine offers a 360-degree view of the intricacies of running a successful business.

Knowledge is power, and our magazine empowers you with the tools, insights, and expertise to steer your business toward unprecedented success. Here's why you should engage with our magazine:



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Expert Insights: Our magazine is a repository of industry experts' wisdom. Explore articles like "Ways IR Specialists Assist with Business Success" and "The Benefits of Having a Level 1 BBEEE-Rated Supplier in South Africa" for valuable insights to drive your business forward.

Inspiration: Discover inspiring stories of success, leadership, and personal growth in articles like "Making a Difference Together" and "Personal Life Stories." These stories remind us that greatness is achievable and motivates us to strive for it.

Industry Trends: Stay at the forefront of industry trends with articles like "Workforce Diversity" and "In Conversation with Leaders." The business world is ever-evolving, and understanding these trends is critical for making informed decisions.

Legal Know-How: Navigate the complexities of legal procedures and industrial relations with our "Legal Talk" section. This knowledge can save your business from costly mistakes and legal disputes.

Practical Advice: Gain practical advice on various aspects of business, from "Top Ten Reasons to Choose Phakisa" to "Mitigating Poor Employee Management." These articles offer actionable strategies that you can implement in your organisation.

Lifestyle and Leisure: Life is not just about business. Our magazine also delves into lifestyle topics like food, travel, and executive style, providing a well-rounded reading experience.

Engaging with our in-house magazine is more than just reading; it's a journey to enhance your business acumen, embrace innovation, and connect with a community of like-minded individuals striving for excellence. Phakisa Holdings has been a trusted partner for countless businesses, and our magazine is an extension of our commitment to your success.

Take advantage of this opportunity to enrich your business knowledge and explore the many facets of Phakisa Holdings. Whether you're a business owner, executive, or decision-maker, our magazine offers something valuable.

We are excited to get to know you better and to share your stories with the rest of the Phakisa Holdings family. Please feel free to contact me at melissan@phakisahldg.co.za with any questions or suggestions.

Join us in discovering the insights, strategies, and stories that can reshape your business and drive it toward unprecedented success. Phakisa Holdings is not just a service provider; we are your partner in progress. Start your journey with us today. Your success story begins here.

Thank you for reading!

Sincerely,

Melissa Nel
Editor, Phakisa Bokamoso Magazine



PHAKISA BOKAMOSO: BUILDING THE FUTURE, TOGETHER

This exciting magazine you hold in your hands, aptly named "Phakisa Bokamoso", is a recollection of everything that makes us who we are.

In Sesotho, this translates to "to hurry along the future", or to bring it closer. It's a powerful name, brimming with possibility and the promise of a bright tomorrow. And it's not just a catchy title; it's the very essence of who we are at Phakisa.

The name "Phakisa" itself is not accidental. It speaks to our drive, our relentless pursuit of progress. We are not content with the status quo; we want and intend to propel our businesses forward, pushing the boundaries of innovation, and bringing the future to the present. It is not just about accelerating growth for Phakisa, but for the nation as a whole. We believe in empowering our people, unlocking their potential, and paving the way for a prosperous and fulfilling life for all.

"Bokamoso" on the other hand, isn't just a destination; it's a vision. It's the future we're actively shaping, not passively waiting for. We envision a future brimming with opportunity, where ingenuity thrives, sustainability reigns, and our rich cultural heritage flourishes.

By combining these two powerful words, "Phakisa Bokamoso", we declare our unwavering commitment. We choose to be the architects of a better tomorrow, not just for ourselves, but for the world around us.

This magazine, "Phakisa Bokamoso", serves as a beacon on this journey. It is a platform to showcase the inspiring stories of our people, their triumphs and challenges, their unwavering spirit and



relentless pursuit of excellence. It is a celebration of our innovation, a chronicle of our progress, and a canvas to paint the vibrant landscape of our future.

Within these pages, you will meet the various pioneers, the changemakers, the dreamers, and the doers who are shaping Phakisa's destiny. You will discover groundbreaking ideas, cutting-edge technologies, and heartwarming stories of human connection and collaboration. Through it all, you will also witness the unwavering spirit of "Phakisa Bokamoso" in action.

So, turn the page, delve into the stories, and let yourself be inspired. Together, let's join hands, embrace the spirit of "Phakisa Bokamoso", and build the future we dream of, one bold step at a time.

**THE FUTURE IS OURS
FOR THE TAKING.**

**LET'S HURRY ALONG,
TOGETHER!**

LETTER FROM THE CEO:

NAVIGATING GROWTH AND INNOVATION

Dear Reader,

I am writing to you today to share some thoughts on the past year and to look ahead to the future of our company.

I am proud to say that Phakisa Holdings has performed well over the past year. We have continued to grow our business, and we have maintained our profitability despite the challenges we face within the South African economy and the wider world economy.

This is thanks to all the hard work and dedication of our employees. Each and every one of you has played an important role in our success. I am grateful for your commitment to our company and to our customers.

As we look ahead to the future, I am confident that Phakisa Holdings is well positioned for continued growth. We have a strong foundation in place, and we are investing in new technologies and products that will help us to meet the needs of our customers in the years to come.

I am excited about the future of Phakisa Holdings. We have a bright future ahead of us, and I am confident that we will continue to achieve great things together.

Thank you for your continued support.

Sincerely,

Msuthu Matshani
CEO, Phakisa Holdings



IN CONVERSATION WITH LEADERS

PHILLIP JANSE VAN RENSBURG *CHIEF FINANCIAL OFFICER*

Dear Phakisa Team,

I trust this message finds you in good health and high spirits. As we navigate the dynamic landscape of the business world, I am delighted to share some insights and reflections as the Chief Financial Officer of Phakisa.

At Phakisa Holdings, our commitment to excellence is unwavering. In the past year, we have faced challenges head-on, demonstrating resilience and adaptability in the face of uncertainty. Together, we have not only weathered storms but emerged stronger, with a renewed focus on our strategic objectives.

Our financial journey has been marked by significant milestones. The prudent fiscal management and strategic investment decisions made by our team have paved the way for sustained growth. It is gratifying to witness the positive impact of our financial initiatives on the overall health and stability of Phakisa.

As we move forward, our focus remains on innovation and efficiency. The financial landscape is evolving rapidly, and we are committed to staying at the forefront of industry trends. By leveraging cutting-edge financial technologies and fostering a culture of continuous improvement, we position ourselves for long-term success.

I would like to express my gratitude to each



member of the Phakisa family for their dedication and hard work. Our success is a collective achievement, and I am proud to be part of a team that is not only driven by financial acumen but also by a shared commitment to our core values.

Sincerely,

Phillip Janse van Rensburg
CFO, Phakisa Holdings

**"...OUR COMMITMENT
TO EXCELLENCE
IS UNWAVERING."**

CHRISTOF PRINS *CHIEF OPERATIONS OFFICER*

Dear Phakisa Family,

I am honoured to address you as the COO of Phakisa and share our collective journey through the pages of our company magazine. As we reflect on our achievements and set our sights on the future, I am filled with pride for what we have accomplished together.

In the spirit of innovation and collaboration, we have embraced challenges and turned them into opportunities. Phakisa's success is not just a testament to our business acumen but a reflection of the dedication and hard work of each member of our team.

This edition serves as a chronicle of our milestones, the embodiment of our shared values, and a showcase of the remarkable talent we have within our organisation. From groundbreaking projects to community initiatives, our impact goes beyond the balance sheet, touching lives and creating lasting impressions.

As we navigate an ever-evolving business landscape, our commitment to excellence remains unwavering. We are not only building a company; we are shaping a legacy.

Phakisa's vision extends far beyond profit margins to encompass sustainability and social responsibility as well as a lasting positive influence on the industries we serve.

I extend my gratitude to every Phakisa team member. Your passion, resilience, as well as innovation are the driving forces behind our success. Together, we are not just writing the next chapter; we are creating a narrative of enduring success.

I invite you to delve into the pages of this magazine, celebrate our achievements, and envision the limitless possibilities that lie ahead. Phakisa's story is one of determination, collaboration, and a relentless pursuit of excellence. Let this magazine be a testament to the remarkable journey we are on together.

Thank you for being an integral part of the Phakisa family.

Sincerely,

Christof Prins
COO, Phakisa Holdings



SEVEN WAYS IR SPECIALISTS ASSIST WITH BUSINESS SUCCESS

In South Africa, having a trusted partner like Phakisa Holdings, with a team of dedicated Industrial Relations (IR) specialists can be a game-changer for your business.

With their expertise as well as their in-depth knowledge of labour laws and regulations, Phakisa's IR specialists provide invaluable support in navigating employee relations, mitigating risks, and ensuring compliance.

Mitigating Risks and Ensuring Compliance

Phakisa Holdings is well-versed in the intricate web of labour laws and regulations in South Africa. By partnering with them, your organisation can confidently navigate the complex legal landscape.

Phakisa's specialists stay current with the latest labour legislation, monitor industry-specific requirements, and ensure that your policies and practices align with legal standards. Their expertise helps mitigate risks, avoid costly disputes, and ensure compliance, providing a solid foundation for your business operations.



Effective Employee Relations

Maintaining positive employee relations is essential for a thriving and productive work environment. IR specialists excel in fostering open and effective communications between management and employees.

They act as trusted advisors, mediators, and facilitators in resolving disputes and improving employee engagement. Your organisation can cultivate a culture of transparency, trust, and collaboration with their guidance, thus increasing employee satisfaction and enhancing productivity.



Expertise in Collective Bargaining and Negotiations

Collective bargaining and negotiations are critical aspects of labour relations in South Africa. Phakisa Holdings bring extensive experience in handling these complex processes. They understand the nuances of collective bargaining agreements, negotiation strategies, and dispute-resolution mechanisms.

With their expertise, they can effectively represent your organisation's interests, ensuring fair and mutually beneficial outcomes. By leveraging their skills, your business can build strong labour relationships while safeguarding your interests.

Conflict Resolution and Grievance Handling

Various conflicts and grievances are inevitable in any workplace. Hence, IR specialists are adept at resolving disputes and handling grievances fairly and impartially. Their expertise in conflict resolution techniques and knowledge of grievance-handling processes enable them to address issues promptly and effectively.

By implementing sound dispute resolution practices, they help create a harmonious work environment that fosters employee satisfaction and reduces disruptions.

Proactive Risk Management

Phakisa ventures beyond reactive measures by actively engaging in risk management. They proactively identify potential labour-related risks and devise strategies to minimise their impact on your organisation.

Whether it is ensuring compliance with health and safety regulations, managing the disciplinary processes, or preventing discrimination and harassment, their expertise provides invaluable guidance in protecting your business from legal and reputational risks.

Restructuring and Redundancy Expertise

During organisational restructuring or redundancies, Phakisa Holdings become a trusted partner. They navigate the legal requirements and obligations associated with such transitions, offering guidance on consultation procedures, retrenchment laws, and employee support.

Their expertise ensures the process is managed sensitively and efficiently, minimising the impact on your employees and business.



Strategic Insight and Adaptation

Staying ahead in the ever-evolving labour landscape requires strategic insight and adaptability. IR specialists remain at the forefront of industry trends, emerging best practices, and changes in legislation.

By partnering with them, your organisation gains access to their knowledge and insights, enabling you to adapt your practices proactively. Their strategic guidance empowers your business to navigate labour challenges effectively and remain competitive in the dynamic marketplace of South Africa.



Phakisa's Value

Phakisa Holdings bring immense value to organisations in South Africa by providing expert support in navigating labour relations, mitigating risks, and ensuring compliance.

With their in-depth knowledge, experience, and proactive approach, Phakisa's specialists empower businesses to cultivate positive employee relations, resolve conflicts, and adapt to changing labour dynamics.

Unlock the power of Phakisa's IR specialists and elevate your organisation towards sustainable success in South Africa's complex labour landscape. Contact Phakisa.



**"PROVIDING EXPERT
SUPPORT IN
NAVIGATING
LABOUR RELATIONS,
MITIGATING RISKS,
AND ENSURING
COMPLIANCE"**



**YOUR FLEXIBLE AND SEMI-FLEXIBLE
EMPLOYMENT SERVICE PROVIDER**

PHAKISA
...the human resources solution

UNLOCKING THE POWER OF WORKFORCE DIVERSITY IN SOUTH AFRICA

In today's business landscape, workforce diversity has emerged as a critical driver of success and innovation. South Africa, a vibrant and multicultural nation, stands at the forefront of this movement, providing businesses with a unique opportunity to leverage the power of diversity.

By embracing and effectively managing workforce diversity, businesses can tap into various perspectives, experiences, and talents that fuel growth, foster innovation, and create a competitive advantage. Phakisa Holdings, a leading expert in workforce management, is here to support business owners in South Africa as they navigate this transformative journey.

Embrace Inclusion and Celebrate Diversity

At Phakisa, we understand that embracing inclusion is essential for managing workforce diversity effectively. We encourage business owners to foster an inclusive work environment that celebrates diversity and promotes open dialogue.

By valuing different perspectives and nurturing a culture of respect, you can create a strong sense of belonging, encourage employee engagement, and unleash the full potential of your workforce.



Build a Diverse Talent Pipeline with Phakisa

Building a diverse talent pipeline from the recruitment stage is crucial to effectively managing workforce diversity. Phakisa Holdings is your trusted partner in attracting candidates from various backgrounds and ensuring unbiased selection processes.

Our extensive network and expertise in recruiting talent from diverse communities will help you build a dynamic and inclusive workforce representing South African society's rich tapestry.

Develop Inclusive Leadership

Leadership plays a critical role in fostering an inclusive culture. Phakisa advises on training programs to develop your team's cultural intelligence and inclusive leadership skills. Investing in these programs can empower your leaders to lead by example, drive positive change, and inspire employees at all levels to embrace diversity and inclusion.

Promote Cultural Sensitivity and Awareness

Understanding and appreciating all the different cultures is essential to managing workforce diversity effectively. Phakisa Holdings therefore encourages cultural sensitivity training programs that enable your employees to navigate cross-cultural interactions respectfully.

By fostering an environment where employees feel comfortable discussing cultural differences and learning from one another, you can promote understanding, reduce bias, and improve collaboration within your organisation.

Establish Employee Resource Groups (ERGs)

Phakisa also encourages forming employee resource groups (ERGs) to support and empower employees from different backgrounds. These groups create a sense of community, provide networking opportunities, and offer platforms for employees to share their experiences. With our guidance and support, you can establish ERGs that enhance employee engagement, foster a sense of belonging, and drive innovation.

Implement Flexible Work Policies

Recognise and accommodate the diverse needs of your workforce by implementing flexible work policies. Phakisa Holdings can assist you in designing policies that consider different socioeconomic backgrounds, family structures, and abilities. By offering flexible work hours, remote work options, and tailored benefits, you can create an inclusive environment that supports the diverse needs of your employees.

Continuously Evaluate, Adapt, and Thrive

Managing workforce diversity is an ongoing process that requires continuous evaluation and adaptation. With Phakisa by your side, you can regularly review your policies, practices, and procedures to ensure they promote inclusivity.

We can help your business thrive in today's interconnected and multicultural business landscape.

"LEADERSHIP PLAYS A CRITICAL ROLE IN FOSTERING AN INCLUSIVE CULTURE"



Phakisa Holdings is a leading business services provider in South Africa that offers a comprehensive range of solutions to help businesses enhance their operations and achieve their goals.

With over 20 years of experience, the company has built a reputation for providing reliable, efficient, and effective services. Phakisa describes its services as “solutions that make business sense,” perfectly encapsulating its client-centric approach. We discover the top ten reasons to partner with Phakisa.

1 - Wide Range of Services:

Phakisa Holdings provides a comprehensive range of business services, including staffing solutions, training, consulting, and recruitment. These services help businesses enhance their operational efficiency and improve their bottom line. With a wide range of services, companies can access tailored solutions to their unique needs.

These services include risk management, contract management and operational supervision.

2- Experience:

With over 20 years of experience, Phakisa has established itself as a business service leader. Over the years, the company has built a reputation for providing reliable, efficient, and effective services. Experience is invaluable in helping businesses navigate complex business challenges and achieve their goals.



3- Highly Qualified Team:

Highly qualified professionals with extensive industry experience. The team includes experts in human resources, management consulting, training, and recruitment. A highly-qualified team means businesses can access diverse expertise to help them achieve their goals.

The team assists with HR administration, staff recruitment and the full spectrum of employee relations management.

4 - Innovative Solutions:

Phakisa is committed to providing innovative solutions to meet the evolving needs of businesses. The company leverages cutting-edge technology and best practices to provide solutions tailored to each client’s needs. Their solutions ensure companies can stay ahead of the curve and adapt to changing market dynamics.

5 - Commitment to Quality:

Providing high-quality services that meet the highest standards. The company is ISO 9001:2015 certified, which means it adheres to strict quality management practices. This commitment to quality ensures businesses can rely on Phakisa Holdings to deliver services that meet their expectations.

Health and safety systems, consulting services, and employee screening and loss investigation are included.

6 - Client-Centric Approach:

Dedicated to providing services tailored to each client’s needs. The company takes a client-centric approach, which means it works closely with clients to understand their unique challenges and goals. The client-centric system ensures clients receive relevant, practical, and effective solutions.

7 - Strong Industry Relationships:

Phakisa has established strong relationships with industry players, including government agencies, trade associations, and private sector organisations. These relationships enable the company to stay abreast of industry trends and best practices and access valuable resources and networks that benefit its clients.

8 - Commitment to Diversity and Inclusion:

Phakisa Holdings is committed to promoting diversity and inclusion in the workplace. The company recognises the importance of creating a work environment that is welcoming, inclusive, and respectful of different backgrounds and perspectives. Commitment is reflected in the company’s policies, practices, and culture.

Excellent employee relations are important to Phakisa. They have expertise in worker representative meetings, disciplinary enquiries and grievance procedures.

Employee relations include employee wellness through financial services, provident funds and funeral cover.

9 – Social Responsibility:

A company committed to positively impacting the communities where it operates. The company supports various social responsibility initiatives, including education and skills development programs, environmental sustainability, and community outreach. By working with Phakisa Holdings, businesses can contribute to these initiatives and demonstrate their commitment to social responsibility.

10 – Competitive Pricing:

Phakisa offers competitive pricing for its services, meaning businesses can access high-quality solutions without breaking the bank. The company is transparent about its pricing structure and works closely with clients to ensure that services are affordable and within their budget.

With a commitment to quality, innovation, and social responsibility, Phakisa Holdings is a trusted partner for businesses looking to optimise their operations and drive growth. Phakisa leverages intimate knowledge of labour law to avoid unnecessary disruptions caused by frivolous litigation.

**“COMMITMENT TO QUALITY,
INNOVATION, AND
SOCIAL RESPONSIBILITY”**



**YOUR STRATEGIC PARTNER IN
HUMAN CAPITAL MANAGEMENT**



HUMAN RESOURCE MANAGEMENT IN SOUTH AFRICA

Human Resource Management (HRM) is a critical function within modern organisations. HRM is responsible for managing and coordinating of the activities and processes related to the most valuable resource of a company – its employees.

It encompasses various responsibilities, including recruitment and selection, training and development, compensation and benefits, performance management, and employee relations.

The Essential Function of Modern Organisations:

The primary goal of HRM is to create an environment where employees can thrive and perform at their best. This is achieved through practices, policies, and processes designed to meet employees' needs and expectations while supporting the organisation's objectives.

Recruitment:

One of the critical components of HRM is the recruitment and selection process. This involves identifying the need for new employees, advertising job vacancies, reviewing and shortlisting applications, and conducting interviews to determine the best candidate for the role.

The selection process is crucial in ensuring that organisations hire particular individuals with the skills, experience, and motivation to succeed and contribute to the company's success.



Training and Development:

Training and development are also essential aspects of HRM. Effective training programs help employees develop new skills, improve their abilities, and advance their careers. On-the-job training, workshops, and mentoring programs are standard methods of providing training and development opportunities.

Organisations that invest in developing their employees will likely experience improved productivity, employee engagement, and job satisfaction.

Compensation and benefits are critical in attracting, retaining, and motivating employees. A competitive salary and benefits package is essential in ensuring employees are motivated and engaged in their work and feel valued and appreciated by their employers.

This can also help organisations attract the best talent and retain employees critical to success.

Performance Management:

Performance management is another vital aspect of HRM. This involves setting goals and objectives for employees, evaluating their performance against these targets, and providing feedback and coaching to help them improve.

Performance management aims to ensure that employees perform at their best and have the tools and resources to achieve their goals and contribute to the company's success.

Human Resources has developed strategies to help supervise employees' work. It is suggested that employees receive feedback on their performance at regular intervals throughout the year, performing goal-setting at the beginning and a review of the employee's accomplishments at the end of the evaluation period. These meetings include.

Talent Management:

Finally, employee relations are an essential aspect of HRM. This involves creating a positive and supportive work environment, addressing employee concerns and grievances, and promoting open and effective communication between employees and management. A positive work environment is critical in ensuring employees feel valued and engaged and are motivated to perform at their best.



Talent Management encompasses various responsibilities, including recruitment, training and development, compensation and benefits, performance management, and employee relations.

For an effective talent management program, the following needs to be considered.



“..CREATE AN ENVIRONMENT WHERE EMPLOYEES CAN THRIVE..”



Select Suitable Candidates:

The recruitment procedure requires applicants to demonstrate their aptitude through written assessments, personal interviews, and careful consideration of their qualifications.

Transparency and experience should be considered when assessing potential candidates for open roles. Remember that being dynamic and having creative capabilities are just as essential to filling a position.

Individuals with specific expertise help to drive your company towards a forward-thinking, diversified future.

Develop Candidates:

Ensuring potential hires have the required skills is critical to any talent management program. Cultivating your staff's abilities to move between organisational roles is essential. With the correct development, you can ensure your employees have the versatility to adapt to different positions.

Retain Employees:

Having the right people in the right roles is essential to success. It helps retain resources, minimises employee turnover, and allows employees to reach their potential by being placed in positions suited to their skills and abilities.

HRM aims to create an environment where employees can thrive, perform at their best, and support the organisation's objectives.

The Phakisa Way:

Phakisa fosters a stable and sustainable workforce using a composite staffing module. We add value to our service offering by moving people to where they are needed, ensuring they are trained and fit to perform their duties, along with managing their administration and wellness.

Phakisa supports customers with selected HR functions that pick up where your in-house skills leave off, by actively engaging with clients to support their talent management strategy.



Plan According to Needs:

Before starting a talent management program, you must focus on your company's needs. Plan defining vision, values, and goals supporting your business objectives.

- Identifying human capital recruitment
- Accurate job descriptions
- Proposals for top recruitment

Attract Top Talents:

A workforce comprising a balance of individuals with different skill sets and backgrounds is essential for success. This diverse environment can lead to an increase in networking opportunities, spark innovation, and attract top-tier talent.

“INDIVIDUALS WITH SPECIFIC EXPERTISE HELP TO DRIVE YOUR COMPANY TOWARDS A FORWARD-THINKING, DIVERSIFIED FUTURE”

THE BENEFITS OF HAVING A LEVEL 1 BBEE-RATED SUPPLIER IN SOUTH AFRICA

In the highly competitive landscape of South Africa's business environment, organisations must collaborate with suppliers who meet their operational needs and contribute to broader socio-economic goals. The Broad-Based Black Economic Empowerment (BBBEE) rating system is essential for promoting inclusivity and transformation within the country.

In this article, we will explore the benefits of partnering with a BBBEE Level 1-rated supplier, specifically focusing on how Phakisa Holdings can assist business owners in achieving their objectives.

Enhanced Compliance and Market Opportunities

South African legislation emphasises the importance of BBBEE compliance for companies. Businesses can significantly boost compliance efforts by partnering



with a Level 1 BBBEE-rated supplier like Phakisa Holdings.

A high BBBEE rating demonstrates a commitment to diversity, equity, and inclusion, which can unlock new market opportunities and attract customers who prioritise working with socially responsible organisations.

Access to a Diverse and Skilled Supplier Network

Collaborating with a Level 1 BBBEE-rated supplier expands the potential business partners and suppliers pool.

This expanded network allows businesses to tap into specialised expertise and gain a competitive edge. Therefore working with a diverse supplier fosters innovation and creativity, as different perspectives and experiences can lead to unique solutions.



Support for Socio-economic Development

BBBEE Level 1-rated suppliers are vital in advancing socio-economic development in South Africa. By engaging with such suppliers, businesses actively contribute to the empowerment and development of historically disadvantaged individuals and communities.

Phakisa Holdings, as a Level 1 BBBEE-rated company, actively invests in skills growth, job creation, and community upliftment initiatives. Aligning with their mission can help businesses fulfil their corporate social responsibility as well as positively impact South Africans' lives.

Strengthened Supplier Relationships and Reliability

Supplier relationships are critical for smooth business operations. Partnering with a Level 1 BBBEE-rated supplier fosters trust and reliability. These suppliers are committed to meeting quality standards, delivering products or services on time, and providing excellent customer service.

Phakisa Holdings, with its extensive experience and reputation, ensures that businesses receive reliable and consistent support to meet their operational needs.

BBBEE Scorecard Advantages

South African businesses are assessed according to their BBBEE scorecards, which analyses their commitment to transformation and empowerment. Collaborating with a Level 1 BBBEE-rated supplier offers various scorecard benefits, including preferential procurement recognition and enhanced enterprise development.

By choosing Phakisa Holdings as a partner, businesses can boost their BBBEE scores and improve their competitive advantage in tendering processes and government contracts.



Risk Mitigation and Business Continuity

Working with a reliable supplier is crucial for mitigating risks and ensuring business continuity. By selecting a Level 1 BBBEE-rated supplier, businesses reduce the risk of disruptions caused by non-compliance or instability in their supply chain.

Phakisa Holdings endeavours to maintain high ethical standards, financial stability, and regulatory compliance, providing businesses with the peace of mind necessary for sustained success.

Phakisa As Problem Solver

Clients depend on Phakisa to provide flexible human capital as a Level 1 BBBEE-rated supplier, increasing their operations' agility while reliably decreasing operational expenditure.

Phakisa strives to make client operations easier to manage by providing a steady stream of hand-picked and vetted workers waiting to add value to your business.

MITIGATING THE EFFECTS OF POOR EMPLOYEE MANAGEMENT

Effective employee management stands as the cornerstone of a thriving and prosperous organisation. Conversely, poor management practices can cast a shadow over a company's potential, affecting employee morale, productivity, and its bottom line.

We delve into the far-reaching effects of poor employee management and illuminate strategies to steer your organisation away from this pitfall. As a guiding light in human resource management, Phakisa Holdings offers insights to help businesses avoid the pitfalls of inadequate employee management and flourish in the competitive landscape.



Decreased Employee Morale and Engagement

Poor employee management can erode the very essence of a motivated and engaged workforce. Consequently, when employees feel undervalued, unsupported, or disconnected, morale dips and enthusiasm wanes. This decline in morale reverberates through the organisation, resulting in decreased productivity, increased absenteeism, and a higher likelihood of talented individuals seeking opportunities elsewhere.

Phakisa Holdings underscores the significance of fostering a positive work culture where employee well-being is a priority. By nurturing a culture of open communication, recognition, and growth, businesses can enhance employee morale, leading to increased dedication and enthusiasm.

Impaired Productivity and Innovation

Inadequate management practices can stifle productivity and hinder innovation within the workplace. When employees need clear direction, proper guidance, or access to resources, their ability to contribute meaningfully to the

company's goals is maintained. Phakisa Holdings emphasises the value of effective leadership and delegation.

By equipping managers with the tools to communicate goals, provide necessary resources, and empower their teams, businesses can ignite a culture of creativity and innovation, driving the company towards new horizons.

Escalating Turnover Rates

The effects of ineffective employee management can extend to a high turnover rate, disrupting workflow and impacting the bottom line. Talented individuals are more likely to seek opportunities in environments where their skills are acknowledged and developed. Phakisa Holdings recognises the importance of career growth and development in employee retention.

By implementing robust talent management strategies, offering training programs, and providing clear paths for advancement, businesses can reduce turnover rates and retain their best and brightest.

Erosion of Trust and Employee Relations

Trust is the cornerstone of any successful workplace. Poor employee management, characterised by favouritism, lack of transparency, or inconsistent feedback, can erode trust between employees and management. This erosion can lead to a toxic work environment, hampering collaboration and overall performance.

Phakisa Holdings champions transparent communication and conflict resolution. By promoting open dialogue, addressing concerns promptly, and cultivating a culture of fairness, businesses can then strengthen trust, foster healthy employee relations, and promote a harmonious work atmosphere.



Strained Manager-Employee Dynamics

The relationship between managers and employees is pivotal to an organisation's success. Poor management practices can strain this dynamic, leading to possible communication breakdowns and hindered collaboration. Phakisa Holdings recognises the importance of leadership development.

By providing training and support for managers, businesses can equip them with the skills to communicate effectively, provide constructive feedback, and inspire their teams, fostering a more harmonious and productive work environment.

Where Does Phakisa Fit In?

Poor employee management can overshadow an organisation's potential, impacting morale, productivity, and overall success. However, businesses can navigate away from this path by prioritising effective leadership and transparent communication as well as employee well-being.

As a beacon of expertise in human resource management, Phakisa Holdings stands

**"TRUST IS THE
CORNERSTONE OF
ANY SUCCESSFUL
WORKPLACE"**

As a beacon of expertise in human resource management, Phakisa Holdings stands ready to guide businesses towards optimised employee management. By embracing a culture of inclusivity, growth, and ethical practices, companies can mitigate the effects of poor employee management and unlock unprecedented success.



HONOURING PHAKISA'S TALENTS

AWARDS AND COMMENDATIONS THAT INSPIRE

FANTASTIC STAFF

ELNA HARDING

"I would like to give thanks to Khumbulani at Phakisa. Khumbulani makes an impact here at our company. He is very hands-on, readily available and always has a positive attitude, which makes all the difference."

WELL-TRAINED STAFF MEMBERS

ELNA HARDING

"Bronwyn is a positive development for the company's process. I appreciate the time Bronwyn spent here getting everything in line for us and making things happen."

EXTRAORDINARY PROFESSIONALISM

JACQUES CLOETE

"I am writing to express my sincere gratitude and appreciation for the outstanding service you have provided to the Lifting Operations Academy during the last 3 years. Your commitment and dedication to delivering excellent customer service have not gone unnoticed, and I would like to take this opportunity to recognize your efforts."

Your exceptional service in ensuring that the Lifting Operations Academy is catered for, on the hired labour (TES) front, has been invaluable. You have gone above and beyond in your duties to ensure that our needs are met promptly and efficiently. Your attention to detail and willingness to go the extra mile have made a significant difference in our operations. I can still recall the early days when you came to our Academy to learn our processes in person, just to upskill your colleagues and to ensure the bookings for training were done with great success.

Your professionalism and dedication to customer service has been inspirational for me, and I value the strong working relationship we have developed. Your efforts have not only helped us to achieve our goals towards ensuring on time training for the 2022 Shutdown, but has also helped streamline our process, so that future bookings are done in the same manner. I would like to thank you and Phakisa Holdings as a whole for your outstanding service. Your hard work and dedication have not gone unnoticed, and we look forward to continuing to work with you in the future.

I do hope that your company can see your value that you add to your team, and that this will only be a stepping stone to your future success with the company."



FOREVER THANKFUL FOR YOUR GENEROSITY

EE KEKANA (PRINCIPAL)

We would like to sincerely thank you for the donation of 4 laptops. The initiative is beneficial to the school. We as a school are humbled by this act of love and we wish you well. The administrators' work is made easier through your support. We appreciate your constant giving to the school, as we did receive 4 laptops previously. May your empathy for the school increase. Thank you again."

**"OPPORTUNITIES DON'T HAPPEN.
YOU CREATE THEM"**

-CHRIS GROSSER





PHAKISA HOLDINGS – SERVICE DELIVERY PROVES TO BE KING

Phakisa Holdings is proud to share some of the achievements and milestones of our Technical Division in the past year. Our teams have been working hard to deliver excellent service to our clients and partners in the engineering and industrial sectors.

Phakisa Secunda Team: A Force to be Reckoned With

The Phakisa Secunda Team has built on the success of the major shutdown in 2022, where they placed over 1000 employees at a major petrochemical company. They have maintained a customer-centric and quality-focused approach, resulting in increased service request notifications. The team has consistently been placing

200 employees at the company on a monthly basis. They have also organised the placement of 650 employees for the Annual Shutdown in 2023. The team, led by Landie Botha, is motivated and focused to ensure that the Secunda Shut Down is a huge success.

Sasolburg Shutdown: A Breakthrough for Phakisa

The team made significant progress in the Vaal Triangle Area. The team had also received many service requests to place 120 employees for their shutdown. In addition, their efforts greatly contributed to Phakisa securing an order for a placement of 690 employees, that a major construction group needed for their shutdown. New business was also secured in the area.

The Phakisa Team is also in active discussions with a few more big companies in the technical and engineering industries.

A Bright Future for Phakisa Technical Division

The revival of our technical business is very encouraging in the challenging economic conditions.

We are grateful to our clients, partners and employees for their trust and support. We are confident that we can continue to provide high-quality service and solutions to meet their needs.

Teamwork makes the dream work!

Major electrics supply and renewable energy group

Our new client has directly employed 55 new employees, with the help of our assistance.

Major clothing outlet

Phakisa has successfully provided 23 new pickers to assist on site.

Major vehicle group

We are proud to announce that we have been assisting and supporting a major vehicle group's Distribution Centre in South Africa for the past 6 months.

Reporting to senior role players in Germany and London, Phakisa staff have been manning the 20000M2 distribution centre in Isando.

Our team has been tasked with running the night shift operation from 7 pm to 6 am. The purpose and responsibility of the Phakisa "Bomb Squad" is to ensure the accuracy and integrity of the WMS (Warehouse Management System).

Due to the highly competent Phakisa site team, the value add has been significant and allows our clients to focus on their core business.



EMPOWERING SUCCESS: CELEBRATING WOMAN IN PHAKISA HOLDINGS

In the bustling world of corporate dynamism, Phakisa Holdings stands tall as an exemplary model of empowerment and diversity. At the heart of this success story are the remarkable women who have played pivotal roles in shaping the company's journey. From leadership positions to innovative roles, these women have not only broken through the glass ceiling but also paved the way for others to follow suit.

Championing Leadership

One of the most inspiring aspects of Phakisa Holdings is its commitment to fostering women in leadership. Women hold influential positions across various departments, steering the company towards new horizons. Their drive, resilience, determination, and strategic vision have become the driving force behind the company's growth and success.

Driving Innovation

Innovation is the lifeblood of any successful enterprise, and Phakisa Holdings understands the importance of diverse perspectives in the creative process. Women in the company have been instrumental in bringing fresh ideas to the table, leading to groundbreaking solutions and services. Their innovative spirit has not only enhanced the company's offerings but has also set industry standards.

Supportive Work Environment

Phakisa Holdings takes pride in its inclusive work environment that encourages collaboration and supports the personal and professional growth of its employees. The company's commitment to fostering an atmosphere of equality has empowered women to excel in their respective fields. By providing equal opportunities, Phakisa Holdings has created a workplace where talent and dedication are the only criteria for success.



Mentorship and Skill Development

Recognizing the importance of mentorship, Phakisa Holdings has implemented a comprehensive mentorship program aimed at nurturing young talents, especially women, within the organisation. Experienced women leaders serve as mentors, guiding and inspiring the next generation of professionals. Moreover, the company invests in skills development initiatives, ensuring that women have access to continuous learning and training opportunities, thus enhancing their expertise and confidence.

Community Engagement

Beyond the boardroom, women in Phakisa Holdings actively engage with local communities, embodying the company's commitment to social responsibility. Through various outreach programs, these women contribute to education, healthcare, and empowerment initiatives, making a positive impact on the lives of those around them. Their dedication to giving back showcases their compassion and leadership beyond the workplace.

Celebrating Achievements

Phakisa Holdings recognizes and celebrates the achievements of its female workforce. From Employee of the Month awards to special recognition events, the company ensures that the hard work and dedication of these women are acknowledged and appreciated. By doing so, Phakisa Holdings not only boosts morale but also sets an example for other organisations to follow.

**"WOMAN IN THE COMPANY HAVE BEEN
INSTRUMENTAL IN BRINGING FRESH
IDEAS TO THE TABLE..."**

EMPOWERING SUCCESS: THE INSIDERS PERSPECTIVE



UNATHI SKOSANA
STAKEHOLDER RELATIONS EXECUTIVE

Coming from a different, smaller recruitment company, Valorim, there was a lot of cultural change in the sense that a lot of the senior roles were more male-dominated. Trying to fit in and find my space took a little bit of an adjustment.

Eventually, I managed to secure my space in the company, and I could thrive in my role and be successful. Due to my role, I deal with a lot of communities – especially impoverished communities, to be involved in changing and contributing to economic improvement – this has been an absolute privilege. I love being a part of making a difference and giving back to the community.

Leadership and Management:
As a successful woman in a leadership position, what leadership style do you believe has contributed to your success at Phakisa Holdings?

I believe that people are individuals, and they should not try and conform to specific environments to suit the entity, but rather be themselves so that they can thrive.

Innovation and Adaptability:
Can you share an example of how your team embraced innovation to achieve a business goal?

We have created systems that enable us to be competitive in the market, in the sense that it would take you 3 days to be able to onboard employees. With technology that has advanced, we can get the right person at the right time, which has been great.

Background and Journey:
Can you share your background and how you started your journey with Phakisa Holdings?

I was always in marketing, studied marketing, and worked for blue chip companies like MTN. A friend and I joined forces after that, and we started a boutique recruitment company, where we did a lot of work in the financial services sector for companies like Absa.

We then got an opportunity to partner with Eskom. Valorim, which means value, was acquired by Phakisa. I joined Phakisa and have been in the role of the Stakeholder Relations Executive since the acquisition in 2019.

Challenges and Triumphs:
What were the major challenges you faced in your career at Phakisa Holdings, and how did you overcome them?

Community Engagement:
How is Phakisa Holdings involved in community development and social initiatives in the region?

We believe that we can only offer the communities we are doing business in if we involve the community. There is a saying: “There is nothing for us, without us”. In all areas that we do business in, we try to involve the community as much as possible. We employ individuals and locals from those communities. We contribute to the well-being of individuals and families to ensure that households have food on the table and kids can go to school. You can almost say we are agents for community development. Bringing social change, and improving the quality of individuals’ lives.

Skills Development and Education:
In your opinion, how important is continuous learning and skill development in the success of individuals within the company?

One of our focus areas in terms of social development and skills development is up-skilling our employees. We make conscious efforts to find programs to enable us to do that. We are in the business of recruitment. Many of our clients require skills. If we don’t upskill us as a corporate, we are lacking, and we won’t be able to offer quality candidates. The opportunities are there, and we do encourage our employees to make use of these opportunities for development and growth.

Balancing Work and Personal Life:
Are there specific strategies or practices that have helped you maintain your well-being while excelling in your career?

It is very important to maintain a stable mental well-being. That for me involves eating healthy, exercising, and bringing in positivity and being intentional about that. It is very easy to consume all the negativity in the world around us, so I make a conscious effort to not become negative. Seeing good and doing good.

Diversity and Inclusion:
How does Phakisa Holdings promote diversity and inclusion within the workplace, and what impact do you think it has on the company’s success?

There has been a lot of change in recent years in showing that we are diverse and accommodate all individuals. I am in a leadership position, and I am a black female.

In terms of inclusion, I have been embraced and I have been allowed to excel in my career. We have also applied the same in our workforce. A strong element of inclusion and background has been to not lose your individuality, and Phakisa has enabled us to be that.

Future Vision:
Are there any upcoming projects or expansions that you are particularly excited about?

We’ve taken in a lot of business within various sectors, so the business is growing, containing lots of positive change.

Advice for Aspiring Professionals:
What advice would you offer to young women aspiring to succeed in the business world, particularly in industries traditionally dominated by men?

To not conform to industry norms and standards. Because we operate in the engineering industry, it is a male-dominated industry. Be proud that you are a woman and do not lose yourself, follow your passion and what you love.

To try and empower themselves and to educate themselves about the industry – Not everyone knows everything, which goes back to educating yourself and asking questions to empower yourself.

**“BE PROUD THAT YOU
ARE A WOMAN”**

SONIA DOS SANTOS
SALES AND MARKETING EXECUTIVE

Background and Journey:

Can you share your background and how you started your journey with Phakisa Holdings?

I started off in Recruitment once I had completed my studies at RAU. I then worked as an HR Manager for several years prior to joining Phakisa.

What inspired you to become a part of Phakisa Holdings, and what motivated you to succeed in this industry?

I joined Phakisa in 2004 as a Sales Consultant. The diversity of the clientele and the ever changing landscape of Human Resources is what intrigues me the most. My passion for the Brand and my passion for people.

Challenges and Triumphs:

Can you recount a specific success story or achievement in your role that you are particularly proud of?

Increase in Sales and most definitely the rebranding of the group.

Leadership and Management:

How do you foster a positive and inclusive work environment for your team members?

Each member of the team brings a specific skill set to the table which contributes to the Phakisa success story. Allowing each team member to be themselves and room to think outside the box.

Innovation and Adaptability:

In a rapidly changing business landscape, how does Phakisa Holdings encourage innovation, and how do you adapt to new market trends and technologies?

HR is a dynamic field – in order to be successful we are continuously adapting

and innovating to new trends in the market and to new legislation.

Community Engagement:

How is Phakisa Holdings involved in community development and social initiatives in the region?

Phakisa has a strong CSI Program and giving back to the communities that we draw most of our temporary staff from has been part of our tapestry since I can remember. We have been involved in the upliftment of schools, sporting organisations, churches, homes for disabled individuals and the list goes on.

Skills Development and Education:

What initiatives does Phakisa Holdings undertake to enhance the skills and education of its employees, especially women?

Phakisa promotes a culture of learning within the organisation especially within the HR sphere.

In your opinion, how important is continuous learning and skill development in the success of individuals within the company?

Human Resources is a dynamic field and a



very competitive industry. In order to stay in the game you need to keep up with current trends and familiarise yourself with HR Legislation specific to our clients core business.

Balancing Work and Personal Life:

Achieving work-life balance can be challenging, especially in demanding roles. How do you manage to balance your professional commitments with your personal life?

Phakisa has a strong view when it comes to family – this makes it easier to balance the challenges.

Diversity and Inclusion:

How does Phakisa Holdings promote diversity and inclusion within the workplace, and what impact do you think it has on the company's success?

Leadership commitment. We have created policies that are inclusive, diverse hiring practices, performance evaluation and recognition.

Future Vision:

What is your vision for the future of Phakisa Holdings, and how do you plan to contribute to its growth and development?

My vision is that we become a key player in

Human Resource Solutions to the industry. To position Phakisa as a Strategic Partner to future clients.

Are there any upcoming projects or expansions that you are particularly excited about?

We have some exciting strategies that will strengthen the brand in the industry. Some really exciting prospect clients in our sales pipeline.

Advice for Aspiring Professionals:

What advice would you offer to young women aspiring to succeed in the business world, particularly in industries traditionally dominated by men?

Knowledge is power. Focus on your education (that is the one thing that nobody can ever take away from you).

Based on your experience, what key qualities or skills do you believe are essential for aspiring professionals to cultivate?

Integrity and Honesty

"KNOWLEDGE IS POWER"

CONCLUSION

The women of Phakisa Holdings are not just employees; they are trailblazers, innovators, mentors, and community champions. Their contributions go far beyond the workplace, leaving a lasting legacy of empowerment and inspiration.

As we celebrate these remarkable women, let their stories serve as a beacon of hope and encouragement for aspiring professionals, proving that with determination, talent, and a supportive environment, women can achieve anything they set their minds to.

Phakisa Holdings stands as a testament to the power of diversity and the invaluable contributions of women in the corporate world.



LEGAL TALK: WHAT IS THE CCMA?

The CCMA can be a scary place for employers and navigating disputes alone can be challenging. Business owners must comply with labour laws and regulations, and the legalities are not always a business owner's forte.

Organisations are encouraged to turn to service providers like Phakisa to ensure their employment standards follow the labour laws. Phakisa complies with employment laws and regulations so that you enjoy their compliance by association.

The CCMA

The Commission for Conciliation, Mediation and Arbitration (CCMA) is a South African dispute resolution body established by the Labour Relations Act, No. 66 of 1995 as amended. Its primary function is to provide a fast, efficient, and cost-effective means of resolving disputes between employers and employees.

Promoting Labour Peace

The CCMA is designed to promote labour peace and stability in the workplace. It provides a forum where parties can engage in conciliation and mediation efforts to resolve disputes rather than resorting to more costly and time-consuming legal proceedings. If these efforts fail, the CCMA may then refer the matter to arbitration, where a neutral third party, known as an arbitrator, will hear the evidence and make a binding decision on the dispute.

Employment Equity

The CCMA has jurisdiction over a wide range of disputes, including unfair dismissal, unfair labour practices, disputes over retrenchments, disputes over the interpretation or application of collective agreements, disputes over the adjustment of conditions of employment, disputes over the payment of compensation for occupational injuries or diseases, and disputes over employment equity where employees earn below the threshold.

The CCMA operates through a network of regional offices throughout South Africa, making it accessible to employees and employers in all parts of the country.

The CCMA's services are free of charge to both parties, and either party doesn't need to be represented by an attorney or an advocate, unless they apply for representation in terms of Rule 25 of the CCMA rules. However, a trade union can represent an employee without having to make such an application.

The CCMA is well-regarded for its expertise, impartiality, and efficiency in resolving labour disputes. The process of conciliation is informal; however, the arbitration process is likely to be formal. The CCMA's goal is to reach a mutually acceptable resolution in a timely and cost-effective manner.

Phakisa's Role

Phakisa's legal experts are here to guide you past the major pitfalls you face when employing people in South Africa.

Customers enjoy peace of mind because they implement the Basic Conditions of Employment Act, all registered Bargaining Council Main Agreements and the Labour Relations Act to the letter of the law.

Phakisa leverages intimate knowledge of the labour law to avoid unnecessary disruptions caused by frivolous litigation.



LEGAL TALK: WHAT TO DO IF YOU ARE REPORTED TO THE CCMA?

The Commission for Conciliation, Mediation and Arbitration (CCMA) is crucial to South Africa's labour landscape. The CCMA was established under the Labour Relations Act, No. 66 of 1995, to provide a fast, efficient, and cost-effective means of resolving disputes between employers and employees.

If you have been reported to the CCMA, it is important to understand the steps you must take to ensure your rights and interests are protected

Gather Information

The first step in preparing for a CCMA hearing is gathering all the relevant information about the dispute. This will include any documents, correspondence, or notes related to the matter. You should also review the dispute and consider the arguments you will make supporting your position.

Consider Conciliation

If the dispute is related to unfair dismissal, the CCMA will first offer the parties the opportunity to attend a conciliation meeting. This voluntary process can be a good opportunity to resolve the dispute without the need for arbitration.

During the conciliation process, a CCMA conciliator will facilitate a discussion between the parties to reach a mutually acceptable resolution. If conciliation is successful, the matter will be resolved, and no further action will be required.

Prepare for the Hearing

If conciliation is unsuccessful or the dispute is unrelated to unfair dismissal, the matter may be referred to arbitration. In preparation for the hearing, consider the evidence you will present and the arguments you will make. This may include witness statements, documents, and any other relevant information. You may also seek legal advice if you are unsure of your rights or the dispute involves complex legal issues.



Attend the Hearing

The CCMA hearing is a formal process; it is important to be prepared and professional in your conduct. You should arrive at the hearing on time and dress appropriately. During the hearing, you can present your case and respond to the other party's arguments. The CCMA arbitrator will listen to the evidence presented by both parties and will make a binding decision on the dispute.

Comply with the Decision

If the CCMA decides in your favour, the other party must comply with the decision. You may have the right to appeal if the decision is not in your favour. The CCMA's decisions are binding and enforceable in the same way as a court order. It is important to comply with the decision promptly to avoid any potential legal consequences.

Phakisa's Helping Hand

One area where Phakisa Holdings can offer significant support is in CCMA disputes. Phakisa has a team of experienced consultants who specialise in CCMA dispute resolution. These consultants can provide various services to help companies navigate the CCMA process and minimise risk.

For example, they can assist with preparing and presenting a case at the CCMA and guiding how to negotiate a settlement or agreement with the other party. They can also help companies to develop policies and procedures that can help to prevent CCMA disputes from arising in the first place.

Another way in which Phakisa can alleviate risk for companies is by providing training and development programs for employees and management. These programs can help improve communication and understanding between employees and



employers, reducing the likelihood of disputes arising. They can also help companies comply with the South African labour laws and regulations, reducing their risk of facing CCMA disputes.

Organisations are encouraged to turn to service providers like Phakisa to ensure their employment standards follow labour laws. Phakisa complies with employment laws and regulations so that you enjoy their compliance by association. Phakisa Holdings knows how to support better health at work and to improve health outcomes.

If you have been reported to the CCMA, it is in your best interest to engage in the process and make every effort to resolve the dispute timely and cost-effectively.

**"PHAKISA HAS A TEAM OF
EXPERIENCED CONSULTANTS
WHO SPECIALISE IN CCMA
DISPUTE RESOLUTION"**



PERSONAL LIFE STORIES

CHRISTOF PRINS CHIEF OPERATING OFFICER / MUSICIAN

I am fortunate and thankful for the gift of music. I was raised in a musical family. My Father being able to play guitar as well as the accordion. My Mom was a classically trained music teacher. I had an avid passion for music as-long-as I can remember.

Although I had some Piano Lessons from my Mom and completed Unisa Grade 1 exams in music, classical training in music did not resonate with me at all. I picked up the guitar at age 13 and then could not put it down again. In my late teens I returned to the piano and started mainly playing by heart and ear. During that time, melodies and tunes popped into my head. Some I remember to this day, others faded over time.

In my early twenties, I dabbled in a bit of songwriting, but I had always been too shy to play any of them to anyone. I mainly kept playing guitar in the Church Youth Band.

"I DARED TO DREAM BIGGER AND DECIDED TO TAKE A CHANCE"

I nonetheless proceeded with the "Day-dreaming in my room" . I mostly left the songs on my drawer. As I was working in the company and building my career, time did not always allow me to maintain my musical acumen.

Fast Forward to 2020 and all the trauma and drama that came with Covid and other challenges, I turned back to music as an outlet. I took a bold decision to start playing my songs to family and friends and ultimately decided to venture into recording some of my songs.

I stumbled across Martin Van Staden, a very gifted musician and producer. Covid and the ban on musical performances and gatherings necessitated him to focus on recording and production. We met online and worked remotely on my music until the lockdown was lifted. During this process, I dared to dream bigger and decided to take a chance and publish the songs I recorded. It was daunting to say the least.

We thereafter produced the project concept of M * O * U – (Memorandum of Understanding). This eluding to the partnership between Martin and I. We released our first single "Still Dreaming" in July 2022, followed by "My Camino" in August 2022. I was pleasantly surprised with the positive feedback we received.

I then learned of the South African Independent Music Awards from Weco Van Basten (Victor Bravo) and his wife (Annelien) and him encouraged me to participate. So I took a chance, and consequently we were fortunate enough to be nominated, which ultimately lead to us winning the Category for Best Single Overall (Male).

This was the highlight of my year in 2023.

JAFTA NGULELE aka MR NGHUZA CLIENT LIAISON OFFICER / MUSICIAN

I am Jafta Ngulele, otherwise known by my stage persona Mr Nghuza. I started my music career on 2019

I had released my first album in 2019, named "Dream Big", and since then I have released an album every year up until 2023. I have also just released a single track earlier this year in June, named "Gaza Kiss".

Looking ahead to the future of my music career, I will be busy, working hard on my 5th album, which will be released early next year 2024.

I am proud to say that I have won an award for multilingualism, where I came third, at an event held at Sandton City.

My music is a dedication to, as well as a representation of, the Xitsongo tradition.

My music is available on all music digital platforms and including Youtube and Tik Tok.



WECO VAN BASTEN BUSINESS INTELLIGENCE AND INFORMATION SYSTEMS MANAGER / MUSICIAN

As one of the members of a 2 piece act named Victor Bravo we made our debut in 2018.

In the short time we have been performing together, we have enjoyed various career highlights, including several awards, two tours and performances on some of the biggest music stages in the country, such as Aardklop in 2019.

We are a versatile duo that wants our music to be whatever the listener needs it to be at that particular moment when they hear it. "It must be jet fuel for the guys who want to party and enjoy it, but it must also be a gentle source of comfort to anyone looking for a shoulder to cry on at any given moment," adds Weco.

PHILLIP JANSE VAN RENSBURG
CHIEF FINANCIAL OFFICER / CYCLIST

Phillip is an avid cyclist and he has competed in many a cycling event and this year has been no exception.

He bravely completed the Race to the Sea event that entails a gruelling yet scenic 160km cycle from Franschoek to Hermanus . He has also completed a Cape Town Cycling tour where they covered many kilometres from George to Cape Town in 5 days.



MELISSA NEL
DIGITAL COMMUNICATIONS CONSULTANT
/ THE IRONWOMAN

Melissa completed her first Ironman in March 2023 in PE.

An Ironman consists of swimming 3.8km in the ocean, cycling 180km and running a marathon (42.2km). She managed to also qualify for the Ironman World Championships.

She went on to do two more Ironman 70.3 (half the distance) this year to get her African Tour Series Medal

**HAVE AN INTERESTING
STORY TO TELL?**

**SEND AN EMAIL TO
MELISSAN@PHAKISAHLDG.CO.ZA
TO BE FEATURED IN THE 2024
RENDITION OF BOKAMOSO!!!**



THE HUMAN RESOURCE SOLUTION





FROM OUR KITCHEN TO YOURS:

**EASY AND DELICIOUS RECIPES
FOR A SUNDAY LUNCH
WITH THE FAMILY**

APPETISER CAPRESE BRUSCHETTA SALAD

SERVES

8

PREP TIME

15 minutes

COOKING TIME

5 minutes

INGREDIENTS

400g ciabatta loaf
4 ripe tomatoes, sliced
400g cherry tomatoes, halved
1 Tbsp extra virgin olive oil
2 Tbsp balsamic vinegar
1/2 cup torn fresh basil leaves
2 x 110g tubs buffalo mozzarella,
drained, torn

COOKING INSTRUCTIONS

1. Preheat the grill on high. Trim and discard ends from bread. Cut bread into 1.5cm thick slices. Place onto a baking tray. Grill bread until golden on both sides. Arrange bread in a single layer on a large serving plate.
2. Place tomatoes in a large bowl. Add oil, vinegar and half the basil. Season. Toss to coat. Spoon half the tomato mixture over bread. Top with half the mozzarella. Repeat with remaining tomato mixture, then mozzarella.
3. Sprinkle with remaining basil. Season with pepper.
4. Cover, refrigerate for 1 hour to allow bread to soak up dressing.
5. Remove salad from the fridge 15 minutes before serving. Serve.

**"MAKE IT JUST
LIKE OUMA USED TO"**



MAINS

HARISSA YOGHURT SLOW-ROASTED LAMB SHOULDER

SERVES

4

DIETARY CONSIDERATIONS

Wheat and gluten free

PREP TIME

1 hour + 1 hour or overnight marinating time

COOKING TIME

4 hours 40 minutes

WINE / SPIRIT PAIRING

Hartenberg Shiraz Reserve

INGREDIENTS

For the harissa-and-yoghurt marinade:

750g full-cream plain yoghurt

1 x 150g tub fresh harissa paste

2 Tbsp olive oil

For the lamb:

2.5kg bone-in lamb shoulder, scored

3 red onions

2 carrots, chopped

2 bulbs fresh fennel with fronds, chopped

1 head garlic, halved

2 x 400 g cans whole tomatoes

3 cups red wine or lamb/vegetable stock

1 x 800g mixed butternut, pumpkin and sweet potato

Fresh mint and/or chilli, for serving

COOKING INSTRUCTIONS

1. To make the marinade, combine the yoghurt and harissa paste. Set aside 250g of the marinade in the fridge. Add 2 handfuls chopped fennel fronds and the olive oil to the remaining marinade and massage into the lamb. Set aside for an hour or place in a Ziploc bag and marinate in the fridge overnight.

2. Preheat the oven to 200°C. Remove the lamb from the fridge an hour before cooking. Place in a large ovenproof dish or shallow cast-iron skillet.

3. Add 2 quartered red onions, the carrots, 1 bulb chopped fennel, garlic, tomatoes, wine or stock and seasoning.

4. Cover tightly with a double layer of tinfoil and reduce the oven's temperature to 170°C. Cook for 3 1/2–4 hours until the lamb is soft and you can pull it with a fork.

5. Remove the lamb from the oven and from the dish and allow to rest for 40 minutes,

covered. You can blend the remaining pan juices to make a smooth sauce to shred the meat into or leave it as is. Once you have decided which you prefer, add the butternut, pumpkin and sweet potato to the pan with the sauce and roast for 30–40 minutes while the lamb rests. Shred the lamb and add to the sauce and vegetables. Serve with the reserved yoghurt and the fennel salad.

6. To make the fennel salad, toss the remaining fennel and red onion. Dress with olive oil, a generous squeeze of lemon juice and season. Garnish with mint and chilli.

**"YUMMY YUMMY YUMMY
I'VE GOT LOVE IN
MY TUMMY"**

DESSERT

TIRAMISU PAVLOVA

**"GET IN MY BELLY YOU
SWEET SWEET THING"**

SERVES

12

PREP TIME

40 minutes

COOKING TIME

1 hour 30 minutes

INGREDIENTS

For the coffee syrup:

2 Tbsp instant coffee
1 cup boiling water
200g sugar
1t vanilla extract

For the meringue:

9 free-range egg whites
330g castor sugar
200g macadamia nut flour
(or almond flour)
150g desiccated coconut
1/4t salt
2t vanilla extract

For the filling:

250ml cream
100g icing sugar, sifted
1 x 250g tub mascarpone
2 Tbsp instant coffee
2 Tbps boiling water

COOKING INSTRUCTIONS

1. To make the coffee syrup, place all the ingredients in a saucepan and simmer for 15 minutes or until syrupy.
2. Preheat the oven to 150°C. Line two baking trays with baking paper, then draw two 15cm squares on each tray. Lightly grease with cooking spray.
3. Using an electric mixer, beat egg whites until the soft peak stage. Then gradually add sugar while beating until you reach the stiff peak stage. Gently fold in the macadamia nut flour, coconut, salt and vanilla. Divide the mixture evenly among the trays, filling in the hand-drawn squares and spreading to the edges. Bake for 1 hour until set and dry.
4. To make the filling, mix together the coffee and water then set aside. In a large bowl, beat the cream until soft peak stage. Gradually add the icing sugar and beat until the stiff peak stage. Whisk in the mascarpone and coffee mixture until incorporated.
5. To assemble, spread a quarter of the mascarpone mixture on one of the cooled meringue squares, then drizzle with a quarter of your coffee syrup. Top with another meringue square then repeat the layering. Top with the remaining mascarpone mixture and a final drizzle of coffee syrup.
6. Serve immediately.

Tip:

Remove the mascarpone from the fridge for 30 minutes before using.

Dust with cocoa powder for an optional extra bit of colour. Use a serrated knife to slice.



**"TIRAMISU IS LIKE A WARM HUG
FOR YOUR TASTEBUDS"**



EXPLORE TOP BUSINESS TRAVEL DESTINATIONS WITH JENNY'S



WISH YOU WERE HERE?

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JENNY'S TOP 3 TRAVEL DESTINATIONS FOR 2024

As we soon enter 2024, the landscape of business travel is evolving rapidly, with new destinations emerging as key hubs for commerce and innovation. In this article, we'll explore our top three business travel destinations for 2024, offering insights into what makes these cities essential stops for professionals seeking growth and success

Singapore – Asia's Financial Powerhouse

Singapore, a city-state nestled in South-east Asia, has long been a magnet for business travellers. In 2024, it continues to solidify its position as a global financial and technology hub. Singapore boasts a strategic location at the crossroads of international trade routes and an open, business-friendly environment that welcomes foreign investment.

Why Singapore?

A. Financial Centre: Singapore's status as a financial centre rivals that of traditional giants like London and New York. It is home to numerous multinational corporations, financial institutions, and fintech startups. The Singapore Exchange (SGX) is a leading

stock exchange in Asia, making it an ideal destination for professionals in finance and investment.

B. Tech and Innovation: The city-state's commitment to innovation is exemplified by its ambitious Smart Nation initiative. Singapore is fostering the growth of tech startups, with government support and a thriving ecosystem. It's a hub for AI, biotech, and blockchain companies, making it a hotbed for tech-related business ventures.

C. Connectivity: Changi Airport consistently ranks as one of the world's best airports, offering seamless connections to major global destinations. Singapore's efficient public transportation system makes it easy for business travellers to move around the city and attend meetings.



Austin, Texas – The Tech Boomtown

Austin, Texas, is not only known for its vibrant music scene and cultural festivals but also for its burgeoning tech industry. In 2024, Austin is taking center stage as a major business travel destination, attracting professionals from various fields, especially tech and innovation.

Why Austin?

A. Tech Hub: Dubbed "Silicon Hills," Austin has rapidly grown into a tech powerhouse. Companies like Tesla, Apple, Google, and Amazon have established a significant presence in the city. The growth of the

tech sector has created a plethora of opportunities for networking, collaboration, and investment.

B. Business-Friendly Environment: Texas's pro-business policies and favourable tax environment are attractive to companies and entrepreneurs. This encourages startups and established businesses alike to choose Austin as their base of operations.

C. Networking Events: Austin hosts numerous industry conferences, trade shows, and tech-related events throughout the year, providing ample opportunities for professionals to connect and learn.



Dubai – The Gateway to the Middle East

Dubai has long been known as a global business and tourism hub, but in 2024, it's becoming even more essential for business travellers looking to tap into the Middle East market and beyond.

Why Dubai?

A. Strategic Location: Situated at the crossroads of Europe, Asia, and Africa, Dubai is an ideal location for businesses looking to access emerging markets. Its world-class infrastructure, including the Dubai International Airport and Jebel Ali Port, facilitates trade and connectivity.

B. Diverse Economy: Dubai's economy is diverse, with thriving sectors in finance, real estate, tourism, and technology. The city's focus on innovation and sustainability makes it an attractive destination for professionals from various industries.

c. Expo 2020: Dubai hosted the delayed Expo 2020, a world-class event that showcases innovation, sustainability, and opportunity. The expo attracted businesses, entrepreneurs, and investors from around the globe, further boosting Dubai's appeal as a business travel destination.

Conclusion

In 2024, the top three business travel destinations offer a blend of economic opportunity, innovation, and connectivity.

Singapore, Austin, and Dubai stand out as essential stops for professionals seeking to expand their networks, explore new markets, and stay ahead of their industries.

Whether you're in finance, tech, or any other field, these cities offer the perfect backdrop for business success in the dynamic landscape of 2024.



DRESSING FOR SUCCESS IN 2024

The way you dress has a big impact on how others perceive you, both professionally and personally. Dressing well can help you to make a good first impression, build confidence, and command respect.

When it comes to dressing for success, there are a few key things to keep in mind:

- Dress for the occasion. What you wear to a job interview or meeting is going to be different from what you wear to a company picnic. Be sure to dress appropriately for the setting and the people you will be meeting.
- Choose clothes that are clean, pressed, and well-fitting. Avoid anything that is too tight, too loose, or too revealing.
- Opt for classic styles and neutral colours. These pieces will be versatile and timeless, and they will never go out of style.
- Accessorise wisely. A few well-chosen accessories can add personality to your outfit, but too many can be overwhelming.

Here are some specific tips for dressing for success in 2024:

For women:

- Tailored suits are always a good choice for professional occasions. Pair your suit with a blouse or sweater in a neutral colour, and add a scarf or necklace to accessorise.
- If you prefer the casual look, try a pair of slacks or a skirt with a nice blouse or sweater. You can also add a blazer or cardigan for extra warmth.
- For more formal occasions, such as a gala or awards ceremony, you could wear a cocktail dress or evening gown. Choose a style that flatters your figure and that is appropriate for the occasion.



For men:

- A dark-coloured suit is a must-have for any man's wardrobe. Pair your suit with a white or light-coloured dress shirt and a tie.
- For a more casual look, try a pair of khakis or chinos with a button-down shirt. You can also add a polo shirt or sweater if it's cold outside.
- For more formal occasions, such as a wedding or fundraising event, you could wear a tuxedo or dinner jacket. Be sure to choose a style that fits you well and that is appropriate for the occasion.



No matter what your personal style is, there is a way to dress for success. By following the tips above, you can put together outfits that will make you look and feel your best.

Here are some additional tips for dressing for success in 2024:

- Pay attention to the details. Make sure your shoes are polished, your hair is neat, and your nails are clean.
- Be yourself. Don't try to dress like someone you're not. The best way to look and feel your best is to wear clothes that you feel comfortable and confident in.
- Don't be afraid to experiment. Try new styles and trends, and see what works best for you.

Remember, dressing for success is not about being the most fashionable person in the room. It's about dressing in a way that makes you look and feel your best, and that projects a professional image.



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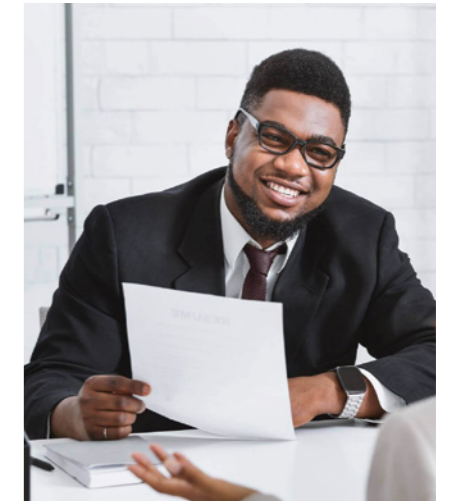
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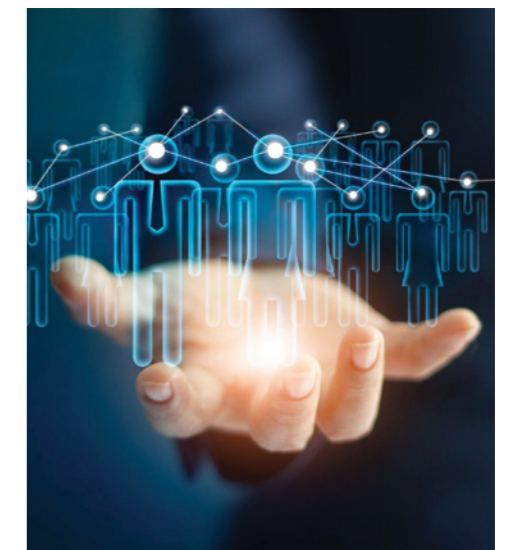
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