

ISSUE 2

PHAKISA

BOKAMOSO



**TRANSFORMERS: THE PEOPLE WHO CHALLENGE
NORMS AND CHANGE INDUSTRIES.**

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LETTER FROM THE EDITOR

Melissa Nel

Dear Readers,

Welcome to this edition of the Phakisa magazine, as we celebrate 30 years of excellence and innovation at Phakisa Holdings. It is my great pleasure to reflect on our journey over the past three decades and share the key moments that have shaped who we are today.

When Phakisa was founded, the business world looked very different. Yet, our commitment to delivering exceptional human capital management and workforce solutions has remained unwavering. Over the years, we've navigated a rapidly changing landscape with flexibility and resilience, adapting to the challenges and opportunities that come our way. Our success is rooted in our people, innovation, and the relationships we've built with our clients and stakeholders.

In this issue, you'll discover a range of articles that highlight Phakisa's contributions to the industry, celebrate key milestones, and provide valuable insights for HR professionals, business leaders, and stakeholders. We take a look at the technological advancements shaping TES, particularly our integration of Fourth Industrial Revolution (4IR) technologies, which are transforming how we operate and deliver value to our clients. We also look at the benefits of the recent acquisition of a percentage stake in EmployInsight, a company at the forefront of human risk mapping.

As we reflect on our achievements, we also acknowledge the challenges we've overcome. From economic downturns to shifts in regulatory frameworks, Phakisa has continuously found ways to thrive. Our ability to innovate has been key to our longevity, and today, we are proud to be recognised as a leader in the TES industry.

But it's not just about business—it's about people. Phakisa has always been, and will always be, all about people. Our team is the driving force behind our success, and the sense of unity we share has enabled us to push through tough times and come out stronger. I'm incredibly proud of the talent, dedication, and passion that each member of the Phakisa family brings to the table every day.

As we embark on the next chapter of Phakisa's journey, I'm excited about what the future holds. We will continue to innovate, adapt, and lead the way in the TES industry. Our commitment to our clients, partners, and communities remains as strong as ever, and I'm confident that the next 30 years will bring even greater accomplishments.

Thank you for your continued support and trust in Phakisa Holdings. Together, we will continue to make strides toward excellence, ensuring that Phakisa remains a trusted partner for your business.

Here's to the next 30 years of growth, innovation, and success!

Sincerely,

Melissa Nel
Editor, Phakisa Bokamoso Magazine



PHAKISA'S 30-YEAR TRANSFORMATION

A Journey of Growth and Innovation

As Phakisa Holdings celebrates its 30th anniversary, we reflect on the incredible journey of transformation, growth, and innovation that has shaped the company into the dynamic and values-driven organisation it is today. From its humble beginnings to becoming a leading player in the South African business services landscape, Phakisa's evolution speaks volumes about its adaptability, resilience, and commitment to delivering excellence.

This anniversary is more than just a celebration of longevity; it is a testament to Phakisa's ability to navigate change while staying true to the core values that have always been at the heart of the business. Over the past 30 years, Phakisa has grown into a powerhouse of human resource solutions, driven by a commitment to ethical business practices, social responsibility, and technological advancement.





A Legacy Rooted in Strong Values

Phakisa's foundation is built on the core values of honesty, transparency, loyalty, respect, and integrity. These values, deeply ingrained in the company's culture, have been the driving force behind every decision, partnership, and initiative. What began as a small business has grown into a corporate entity, yet Phakisa has maintained its core ethos: to be good people, provide value, and exceed client expectations. This transformation has been possible because of the people at Phakisa—employees who embody these values and work with dedication and passion.

Adapting to Changing Times

Over the past 30 years, Phakisa has faced significant shifts in the business and economic environment, from market changes to technological advancements and evolving client needs. The company's ability to adapt to these changes has been a key factor in its success.

One of Phakisa's most remarkable transformations has been its focus on becoming a "one-stop people solutions partner." By evolving from a traditional recruitment agency into a full-service provider of human capital solutions, Phakisa has broadened its offerings to meet the diverse needs of its clients. This includes providing flexible staffing solutions, payroll operations management, compliance and litigation support, and risk management services.

Expanding Horizons

Phakisa's growth has not only been in its service offerings but also in its geographical footprint and client base. Today, Phakisa employs 25,000 workers on a contractual basis across various industries, supported by a corporate team of 250 professionals. This reach allows Phakisa to serve a wide array of sectors, including logistics, manufacturing, and more.

Navigating the Future with Innovation

As Phakisa looks ahead to the next 30 years, the company remains committed to innovation and growth. The vision for the future is clear: Phakisa aims to continue evolving as a one-stop people solutions partner, providing businesses with the tools they need to thrive in an increasingly complex and competitive global marketplace. This future will be driven by a combination of cutting-edge technology, strategic partnerships, and a deep understanding of client needs. Phakisa's focus on offering value-added services, such as risk management, compliance support, and advanced human capital solutions, positions the company as a leader in the business services industry.

The key to Phakisa's continued success will be its ability to stay agile, adapting to changes in the business environment while remaining true to its core values of honesty, transparency, and respect. Whether it's through expanding its service offerings, entering new markets, or continuing to invest in technology, Phakisa is well-positioned to remain a trusted partner for businesses across South Africa and beyond.



A Milestone Worth Celebrating

Phakisa's 30-year journey is a testament to its resilience, adaptability, and unwavering commitment to innovation. From its values-driven culture to its expansive service offerings, Phakisa has proven that success lies in the ability to evolve while staying true to your roots. As we look to the future, Phakisa's continued focus on providing strategic, technologically advanced solutions will ensure its place as a leader in the business services industry.

As we celebrate this milestone, we look forward to many more years of delivering excellence, driving innovation, and making a positive impact on the lives of our employees, clients, and communities. Here's to Phakisa—30 years strong, and just getting started.

CONVERSATION WITH OUR LEADERS

Reflections on 30 Years of Phakisa

Dear Readers,

As we commemorate Phakisa Holdings' 30th anniversary, I find myself reflecting on the extraordinary journey we've undertaken together. It's been three decades of perseverance, adaptability, and growth. The world has changed dramatically since we began, but our commitment to our people, our clients, and our values has remained constant. Over the years, Phakisa has evolved from a humble venture into a leader within the TES sector, navigating the complexities of an ever-changing business landscape. This success didn't happen by accident—it's a direct result of the dedication, resilience, and hard work of every Phakisa employee. Your contributions have helped us overcome challenges and seize opportunities, and for that, I am deeply grateful.

As we look to the future, the world is moving faster than ever, driven by the rapid pace of technological change. The rise of automation, artificial intelligence, and the 4IR presents new challenges, but also vast opportunities. Phakisa

is well-prepared to embrace these advancements. We have laid a strong foundation, built on innovative thinking and strategic investments that will position us as a forward-thinking, agile player in our industry for years to come.

Our vision for the future is clear: we aim to not only meet but exceed the expectations of our clients, constantly pushing the boundaries of what's possible. This means investing in cutting-edge technologies, nurturing the talent within our organisation, and fostering a culture of continuous improvement. Together, we will ensure that Phakisa remains a pioneer, driving positive change and creating value for all.

Thank you for your trust and unwavering support over the past 30 years. I look forward to the exciting future we will build together.

Sincerely,
Msuthu Matshani
CEO, Phakisa Holdings





Dear Phakisa Team,

It is with great pride that I reflect on the past 30 years of Phakisa Holdings, a journey that has been defined by hard work, innovation, and an unwavering commitment to excellence. As Chief Operations Officer, I have had the privilege of witnessing the incredible transformations that have taken place, both within our company and in the broader industries we serve.

What sets Phakisa apart is our ability to turn challenges into opportunities. In an ever-changing business environment, we have not only adapted but thrived. Our operational strategies are built on a foundation of collaboration, agility, and a shared vision for the future. This has enabled us to deliver consistently high-quality service to our clients, while also making a positive impact on the communities in which we operate.

As we look to the future, I see a company that is poised for even greater success. Our focus will remain on innovation and sustainability, ensuring that Phakisa continues to lead in the TES sector and beyond. We are committed to harnessing the latest technologies, optimising our operations, and maintaining our reputation for excellence. But more than that, we are committed to fostering a workplace where every team member feels empowered to contribute to our shared success.

Thank you to each and every member of the Phakisa family. Your passion, resilience, and ingenuity are the driving forces behind everything we have achieved. Together, we will continue to write the story of Phakisa—a story of determination, growth, and a relentless pursuit of excellence.

Sincerely,
Christof Prins
COO, Phakisa Holdings



Dear Phakisa Family,

It is a true honour to write this letter as we celebrate Phakisa's 30th anniversary. Reaching this milestone is no small feat, especially in a business environment that is constantly evolving. As Chief Financial Officer, I've witnessed first-hand the challenges we've faced, but also the extraordinary resilience and strategic foresight that have allowed us to overcome them and thrive.

Over the past three decades, Phakisa has built a reputation for financial stability and growth, which is a testament to our disciplined fiscal management. This solid foundation has given us the ability to navigate economic uncertainties while continuing to invest in our people and our future. Our journey has not been without its hurdles, but through prudent decision-making and a clear strategic direction, we have not only maintained our stability but achieved significant growth.

Our success is shared by everyone at Phakisa. I want to extend my heartfelt thanks to each member of the Phakisa family for their hard work, commitment, and belief in our vision. It is through your dedication that we continue to build a company that is resilient, forward-thinking, and financially sound.

As we move into the next chapter of Phakisa's story, I am excited about the opportunities that lie ahead. Together, we will continue to build a legacy of innovation, excellence, and financial strength.

Sincerely,
Phillip van Rensburg
CFO, Phakisa Holdings

EMPLOYINSIGHT

Leading the way in Human Risk Mapping



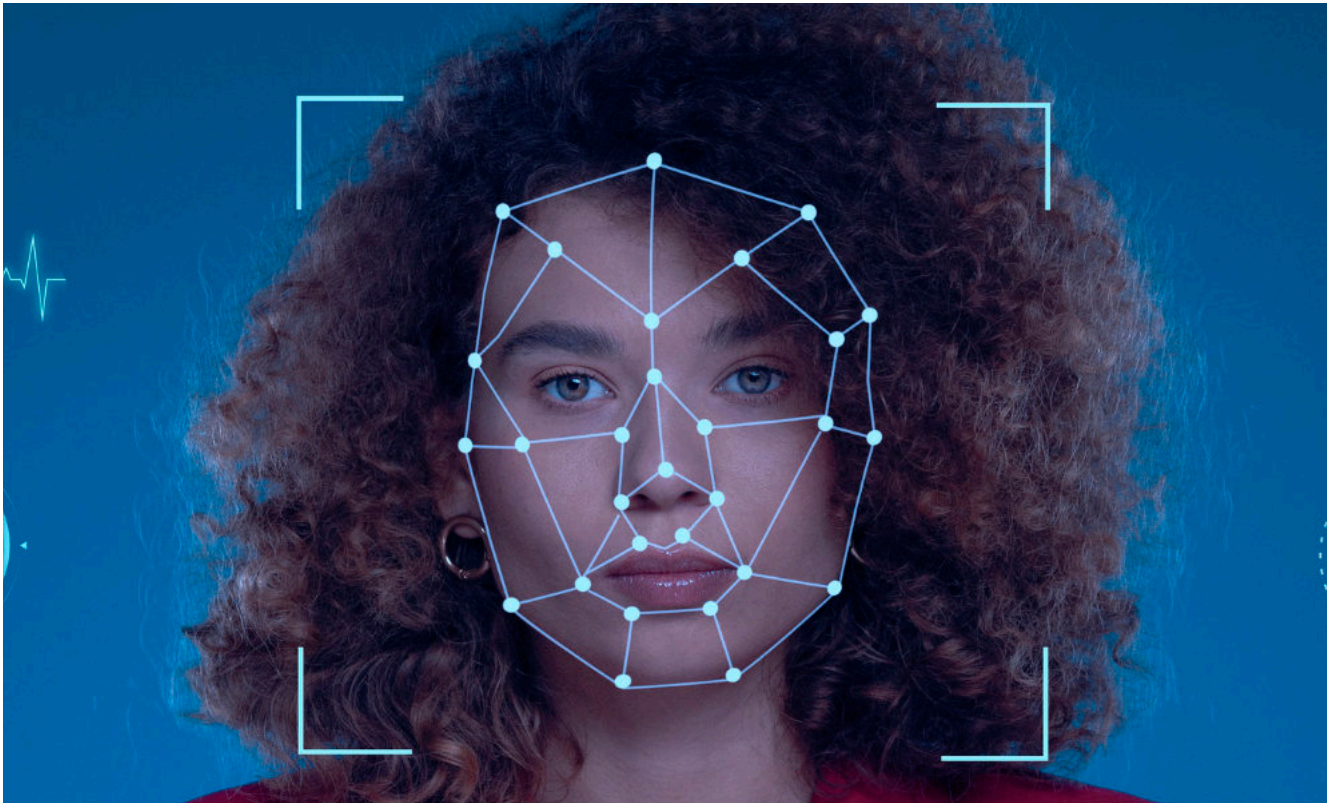
Phakisa Holdings is proud to announce its recent acquisition of a percentage stake in EmployInsight, a company at the forefront of human risk mapping. With roots firmly planted in background screening and assessments for high-risk, high-profile positions, EmployInsight is revolutionising how businesses manage human capital risk.

EmployInsight's vision is clear: To help build ethical and resilient institutions by connecting them with ethical, competent, and resilient people. This is done through their comprehensive screening process, which not only creates productive teams but also helps mitigate risks such as fraud, corruption, embellishment of CV's, any dysfunctional behaviour as well as employee turnover. EmployInsight's proactive approach ensures that businesses are equipped with the right people to drive success while safeguarding against the significant financial and operational losses caused by poor hiring decisions.

The Importance of Human Risk Mapping

EmployInsight's services encompass a broad range of screening and assessment tools designed to give businesses confidence in their hiring processes. Their methodology ensures accuracy and reliability, particularly in high-stakes roles, where the wrong hire could lead to dire consequences. By conducting pre-employment and post-employment screening, psychometric tests inter alia ethical behaviour tests, EmployInsight helps businesses verify a candidate's work history, performance, capabilities, and ethics in the work place, allowing them to make informed decisions.





EmployInsight offers a range of services designed to cover all aspects of human risk management:

Background Screening:

EmployInsight's comprehensive background screening solutions help employers verify previous work experience, conduct psychometric assessments, and check for discrepancies in work history and positions occupied, CV's, qualifications and criminal records.

Psychometric Testing: These tests provide predictive insights into a candidate's future performance, ensuring that businesses hire individuals who are not only competent but also aligned with company values and culture.

Verification Services: From criminal and credit checks to qualification verifications and social media screening, EmployInsight ensures that every aspect of a candidate's

background is thoroughly assessed.

Training: To further enhance business safety, EmployInsight offers cutting-edge training services that combine social and human behavioural sciences with traditional pre-employment screening tools. This training equips businesses to better manage human risk.

In addition to its suite of screening and verification services, EmployInsight provides clients with access to INSIGHTS, a technology platform designed to streamline the pre-and post-employment screening process. This web-based system ensures consistency, helping businesses reduce human risk while mitigating fraud, theft, and corruption.

With EmployInsight's expertise now part of the Phakisa Holdings family, clients of both companies stand to benefit immensely. By addressing human risk, businesses can

ensure stronger, more efficient teams while avoiding costly mistakes that could negatively impact their bottom line.

EmployInsight's integration into Phakisa Holdings represents a strategic step forward for both organisations, positioning them as leaders in the human risk management space. As HR professionals and business leaders become more aware of the financial and operational risks associated with poor hiring decisions, the importance of comprehensive, technology-driven human risk mapping will continue to grow.

Phakisa Holdings is excited about the opportunities this partnership brings and looks forward to seeing EmployInsight's impact on the industry grow. Together, we are committed to building ethical, competent, and resilient teams that will drive businesses toward a more secure and successful future.

The Human Risk Solution That Provides Peace of Mind.



For more information about EmployInsight and how their services can help mitigate your company's human risk, visit

www.employinsight.co.za

TRANSFORMING TES

Phakisa's Innovative Use of 4IR Technology

In today's rapidly evolving business environment, staying ahead of technological advancements is essential for maintaining a competitive edge. As industries shift toward more digital and automated processes, the impact of the Fourth Industrial Revolution (4IR) is being felt across sectors. Temporary Employment Services (TES) are no exception, and Phakisa, a leader in this space, is harnessing 4IR technology to revolutionise how TES operates. In this article, we explore how 4IR technology is transforming the TES industry, with Phakisa leading the charge.



What is 4IR Technology?

The Fourth Industrial Revolution, represents a fusion of advanced technologies that blur the lines between the physical, digital, and biological worlds. This includes advancements in artificial intelligence (AI), machine learning, robotics, blockchain, and data analytics, all of which have the potential to transform industries. In the TES sector, these technologies enable more efficient and intelligent management of human resources, fostering a dynamic shift in how businesses approach temporary staffing.

4IR in the TES Space

The TES industry has traditionally relied on manual processes, such as sourcing, interviewing, and managing temporary staff. These time-consuming tasks are now being streamlined through the integration of 4IR technologies, making it easier to match the right candidates with the right roles, optimise scheduling, and ensure compliance with labour laws.

Benefits of 4IR Technology in TES

The integration of 4IR technology into the TES sector offers numerous benefits for businesses, HR professionals, and temporary workers alike.

Enhanced Efficiency:

Automating repetitive processes such as candidate screening, onboarding, and compliance tracking saves time and reduces administrative overhead. This allows HR teams to focus on more strategic tasks.

Improved Decision-Making:

Data-driven insights from real-time workforce analytics empower business leaders to make informed decisions about staffing levels, productivity, and performance.

Better Candidate Experience:

Talent matching and a digital platform create a smoother, more personalised experience for job seekers, which enhances engagement and retention rates.

As Phakisa continues to innovate in the TES space, the impact of 4IR technology will only grow.

By embracing these advancements, HR professionals and business leaders can navigate the complexities of managing a dynamic workforce with greater agility and confidence. Phakisa's forward-thinking approach sets a new standard for TES, demonstrating that the future of staffing is digital, efficient, and innovative.

In an increasingly competitive market, staying ahead requires adopting technologies that enhance operational efficiency and improve employee experience. Through its strategic use of 4IR technology, Phakisa is not just adapting to the future of work—it's shaping it.





PHAKISA CYCLE TOUR 2023

A Journey of Team Spirit and Community Engagement



The breathtaking Outeniqua mountains played host to the Phakisa Cycle Tour 2023, a four-day event filled with camaraderie, challenge, and community spirit. Spanning 360 kilometres, the tour embodied Phakisa Holdings' commitment to team-building and community engagement, bringing together employees, communities, and cycling enthusiasts for an unforgettable experience.

The Route: A Test of Endurance and Unity

The journey began on March 20th, with participants setting off from George on a scenic yet demanding route. Covering ten mountain passes, riders faced a total ascent of 4,500 meters and a descent of 4,300 meters, testing their physical and mental endurance across some of South Africa's most picturesque landscapes.



Day 1 (March 20th): George to Oudtshoorn

The first leg saw riders traversing 110 kilometres, climbing an elevation of 1800 meters. The crisp morning air and expansive views set the tone for the tour, with participants quickly bonding over shared goals and a mutual sense of adventure.

Day 3 (March 22nd): Uniondale to Knysna

Perhaps the most demanding day, cyclists navigated 94 kilometres with a significant climb of 1,600 meters. The gruelling ascent was balanced by spectacular views of the Knysna forests, and participants were met with cheers and support as they neared their destination.

Day 2 (March 21st): Oudtshoorn to Uniondale

The second day brought a steeper challenge, as cyclists covered 88 kilometres with an elevation gain of 1,400 meters. This leg proved to be both physically demanding and mentally rewarding, as riders worked together to push through tough climbs and celebrated their achievements as a united team.

Day 4 (March 23rd): Knysna to George

The final leg of the tour was an 100 kilometre ride back to George, where a 1,800-meter climb tested the cyclists' stamina one last time. Though tired, the sense of accomplishment was palpable as the riders crossed the finish line together, marking the end of a remarkable journey.



More Than a Cycle Tour: Community and Charity at the Heart

The Phakisa Cycle Tour was not just about the physical challenge; it was an opportunity to give back. Phakisa Holdings partnered with several charitable organisations, such as ODIN, local schools, and the Working on Fire initiative. Riders and supporters alike raised funds to assist these causes, underscoring the company's strong ties to community upliftment.

In addition to fundraising efforts, the tour fostered relationships between Phakisa employees, stakeholders, and the broader community. The event provided an environment where team spirit thrived, as individuals from different walks of life came together with a common purpose — to complete the tour and make a positive impact.

The 2023 Phakisa Cycle Tour exemplified the power of teamwork, resilience, and community engagement. It wasn't just a test of endurance but also an opportunity for participants to connect with the communities they passed through. The event successfully reinforced Phakisa's core values of collaboration and social responsibility, while celebrating the strength of its workforce.

As the cyclists returned home, they took with them not only memories of breathtaking scenery and personal achievement but also a renewed sense of purpose and unity. The Phakisa Cycle Tour 2023 was a triumph, showcasing the very best of what the company stands for: team spirit, community support, and a drive to make a difference.

Healthy Living

Three Recipes to Keep You Energised



ITALIAN SHRIMP SALAD

SERVES: 6

PREP TIME: 20 MINUTES

COOKING TIME: 0 MINUTES

Ingredients

- 600 grams cooked, peeled and deveined jumbo shrimp, tails-off and halved
- 1 cup sliced celery
- 1/4 cup chopped red onion
- 5 cloves garlic, minced
- 1/4 cup chopped parsley
- 1/4 cup extra virgin olive oil
- The juice of 2 small lemons
- 1 1/3 cups good quality mixed Italian pitted olives, such as Castelvetrano and Kalamata Olives, halved lengthwise
- 1/2 teaspoon kosher salt
- Black pepper, to taste

Cooking Instructions

This easy Italian shrimp salad only takes a few minutes to make.

Step 1:

Combine all the ingredients in a large bowl and mix.

Step 2:

Refrigerate the bowl for at least a few hours or overnight to let the flavours meld.



CHICKEN FLORENTINE

SERVES: 4

PREP TIME: 20 MINUTES

COOKING TIME: 35 MINUTES

Ingredients

- 60 grams reduced fat cream cheese Neufchatel
- $\frac{3}{4}$ cup half-and-half
- 4 small boneless, skinless chicken breasts
- $\frac{3}{4}$ teaspoon kosher salt plus a few pinches
- $\frac{1}{2}$ teaspoon black pepper plus a few pinches
- $\frac{1}{4}$ cup all-purpose flour
- 2 tablespoons extra-virgin olive oil plus additional as needed
- 2 tablespoons unsalted butter
- 1 shallot finely chopped
- 4 cloves garlic minced, about 4 teaspoons
- $\frac{1}{2}$ cup dry white wine or chicken broth
- 280 –340 grams of baby spinach
- $\frac{1}{4}$ cup grated Parmesan cheese
- $\frac{1}{4}$ cup chopped sun-dried tomatoes optional
- Pinch red pepper flakes optional



Cooking Instructions

STEP 1:

Preheat the oven to 190°C. Dice the cream cheese into a few pieces and measure out the half-and-half. Let sit at room temperature while you start the recipe.

STEP 2:

Place each chicken breast on a cutting board and cover with plastic wrap to keep things tidy. With a meat mallet, rolling pin, or the base of a skillet, lightly pound to an even thickness (they don't need to be paper thin, you just don't want the middle thicker than the ends so that they cook evenly). Season all over with the $\frac{3}{4}$ teaspoon kosher salt and $\frac{1}{4}$ teaspoon black pepper.

STEP 3:

Place the flour in a shallow bowl (a pie plate works well). With tongs, lightly dredge each piece of chicken on both sides with flour, then transfer to a plate.

STEP 4:

In a large, sturdy ovenproof skillet, heat 2 tablespoons oil over medium to medium-high heat. Add 2 tablespoons of the butter. Once the butter has melted, carefully lower 2 of the chicken breasts into the skillet (angle the chicken away from you to guard against spatters), ensuring they do not touch. Cook on both sides until golden brown, about 3 minutes per side.

Transfer to a plate and cover to keep warm. The chicken will not be cooked through. Repeat with remaining chicken.

STEP 5:

Reduce the pan heat to medium-low. Add the shallot to the now-empty pan. Cook, stirring occasionally, until the shallot is lightly caramelised, about 2 to 3 minutes.

STEP 6:

Add the garlic and wine. Cook and simmer, scraping along the bottom of the pan, until the wine reduces by approximately half, about 1 minute.

STEP 7:

Add the spinach by large handfuls, stirring so it wilts. Cook and stir until the spinach completely cooks down, about 4 to 5 minutes.

STEP 8:

Turn off the heat. Add the diced cream cheese and half-and-half, stirring so that everything melts together smoothly. Stir in the Parmesan and sun-dried tomatoes. Stir in a pinch each of salt and black pepper, and the red pepper flakes (if using)

STEP 9:

Return the chicken to the skillet, nestling it into the sauce. Transfer to the oven and bake until the chicken reaches 74°C on an instant read thermometer (I remove mine a few degrees early as the temperature will rise as it rests), about 10 to 15 minutes depending upon the size of your chicken breasts. Serve the chicken hot with sauce spooned over the top.



LEMON CHEESECAKE YOGHURT CUPS

SERVES: 12

PREP TIME: 10 MINUTES

COOKING TIME: 25 MINUTES

Ingredients

- 12 reduced fat vanilla wafers
- 230 grams less fat cream cheese, softened
- 1/4 cup sugar
- 1 tsp vanilla
- 170 grams fat-free vanilla Greek yoghurt.
- 2 large egg whites
- 3 tbsp lemon juice
- 1 tbsp lemon zest
- 1 tbsp all purpose flour
- 24 blackberries

Cooking Instructions

- Preheat the oven to 175°C.
- Line cupcake tin with liners. Place a vanilla wafer at the bottom of each liner.
- Gently beat cream cheese, sugar and vanilla until smooth using an electric mixer.
- Gradually beat in fat free yoghurt, egg whites, lemon juice, lemon zest and flour. Do not over beat.
- Pour into cupcake liners filling half way.
- Bake 25 minutes or until centre is almost set.
- Cool to room temperature. Chill a few hours in the refrigerator.
- Top with fresh berries and powdered sugar if desired.







DIGITAL WORK ETIQUETTE

Tips for Professional Success

As the professional world continues to evolve, so too do the ways we interact with one another. In today's increasingly virtual environment, digital work etiquette is the cornerstone of workplace success. For professionals and business leaders, fostering effective digital interactions within their teams is essential to maintaining productivity, collaboration, and professionalism. Mastering digital work etiquette not only enhances day-to-day operations but also plays a pivotal role in shaping your company's culture and reputation.

Here are practical tips for navigating professional interactions in the digital world, focusing on online meetings, email communication, digital interviews, and telephone etiquette.

Online Meetings: The Art of Virtual Presence

Online meetings have become the default mode of communication for many organisations, but they come with their own set of challenges. Ensuring that these meetings run smoothly requires intentional preparation and execution.

Best Practices:

- **Prepare your space:** Ensure your background is clutter-free, well-lit, and professional. A neutral backdrop reduces distractions and maintains focus on the conversation.
- **Mute when not speaking:** Background noise can disrupt the flow of conversation. Muting your microphone when not speaking prevents unnecessary interruptions.
- **Dress appropriately:** While virtual meetings might feel more relaxed, it's important to dress as you would for an in-person meeting. Your appearance affects how you're perceived.
- **Engage actively:** Maintain eye contact by looking at the camera, and use body language (such as nodding) to show you are engaged. Avoid multitasking during the meeting.

Common Pitfalls:

- **Poor time management:** Start on time and stick to the agenda. Running overtime can frustrate participants and diminish engagement.
- **Technical issues:** Test your equipment before the meeting starts. Being prepared avoids wasting time troubleshooting during the call.

Email Communication: Clarity and Brevity are Key

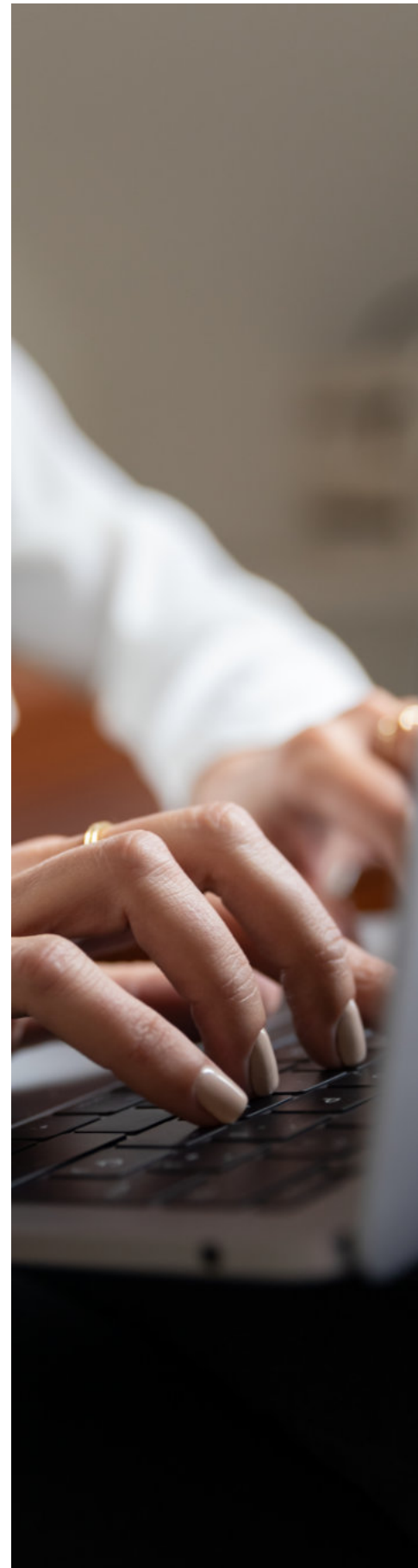
Email remains a critical tool for professional communication, but the sheer volume of messages can lead to misunderstandings if not used effectively. Clear and concise emails help avoid confusion and save time.

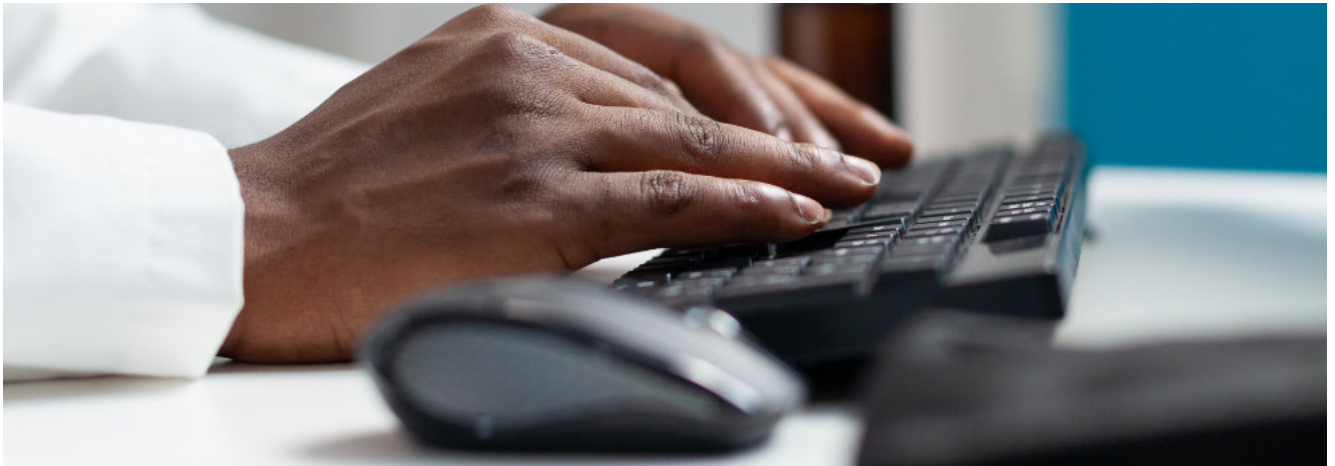
Best Practices:

- **Use clear subject lines:** Ensure your subject line accurately reflects the content of the email. This helps recipients prioritise their inbox and find relevant information quickly.
- **Keep it concise:** Busy professionals appreciate emails that get to the point. Use bullet points, headers, and short paragraphs to convey information succinctly.
- **Proofread before sending:** Spelling or grammar errors can undermine your professionalism. Always proofread your email before hitting send.
- **Use appropriate tone:** Written communication lacks the nuance of voice, so it's crucial to be mindful of tone. Avoid overly casual language, especially in formal or sensitive contexts.

Common Pitfalls:

- **Unclear calls to action:** Recipients should know exactly what is expected of them after reading your email. Be explicit with your requests and deadlines.
- **Reply-all misuse:** Be mindful of who needs to be involved in the conversation. Overuse of the reply-all function can clutter inboxes and overwhelm colleagues.





Digital Interviews: Impressing from Afar

In a world where remote work is becoming the norm, digital interviews are increasingly common. HR professionals must ensure that both candidates and interviewers are equipped to make the most of these virtual interactions.

Best Practices:

- Test technology in advance: Whether you're the interviewer or interviewee, ensure your camera, microphone, and internet connection are working properly before the scheduled time.
- Maintain professionalism: Just like in-person interviews, digital interviews require professionalism. Dress appropriately, sit in a clean and quiet space, and eliminate distractions.
- Be mindful of body language: Smile, maintain good posture, and look into the camera to simulate eye contact. These cues demonstrate engagement and enthusiasm.
- Ask questions specific to remote work: Given the remote nature of many roles today, interviewers should include questions about the candidate's ability to work independently, communicate effectively online, and manage their time.

Common Pitfalls:

- Interruptions: Make sure you won't be interrupted by household members or pets.
- Failure to follow up: After the interview, always follow up with a thank-you email. This simple gesture reinforces your professionalism and interest in the role.

Telephone Etiquette: Polishing Your Verbal Communication

Despite the rise of digital tools, the telephone remains an important medium for professional communication. The absence of body language or facial cues makes verbal clarity even more crucial.

Best Practices:

- Introduce yourself clearly: Always begin with a brief introduction, even if you think the recipient recognises your voice. State your name and the reason for your call.
- Listen actively: Listening is key to effective phone communication. Allow the other person to finish speaking before responding, and avoid speaking over them.
- Use a polite, professional tone: Tone matters more on the phone, where visual cues are absent. Speak clearly, avoid rushing, and maintain a courteous tone throughout the conversation.
- Leave a detailed voicemail: If you're leaving a voicemail, include your name, reason for calling, and contact details. Keep it brief but informative.

Common Pitfalls:

- Talking too fast: Fast speech can lead to miscommunication, especially if the recipient is taking notes or processing what's being said.
- Poor preparation: Before making an important call, outline the key points you need to cover. This prevents rambling and keeps the conversation focused.

DECADES OF DEDICATION

Employees Share Their Phakisa Experience



Christiaan Masondo

Area Manager (22 years of service):

Phakisa has grown and evolved over the years. What stands out to you as one of the most significant changes or milestones you've witnessed during your time here?

One significant change I've witnessed is Phakisa's expansion into new markets and services, allowing us to reach more customers and make a greater impact. This growth has brought new challenges and opportunities, and I'm proud of how our team has adapted and evolved to meet them.



Mfanukhona Kubheka

Contract Manager (22 years of service):

Phakisa is celebrating 30 years in business. What does being part of this journey mean to you, and what makes Phakisa a great place to work?

It's a great honour to be part of this journey at Phakisa for these past years. Phakisa is a great place to work with its honesty, transparency, respect, and integrity towards the employees. Phakisa management looks after the employees, and by the grace of Almighty God, Phakisa is going to grow more and more.

Thank You to Our Phakisa Team

As we celebrate 30 years of success, we extend our heartfelt gratitude to every Phakisa employee. Your dedication, hard work, and commitment have been the foundation of our growth and achievements. Together, we've built a legacy of excellence, and we look forward to many more years of success with you by our side.

CREATING A THRIVING WORKPLACE

The Power of Organisational Health

Patrick Lencioni famously stated, "The single greatest advantage any company can achieve is organisational health." In today's fast-paced, competitive business landscape, this insight is more relevant than ever, as companies seek sustainable growth and high performance. A recent McKinsey report reinforces the significant impact that organisational health has on driving long-term success and improving employee well-being.

Understanding Organisational Health

Organisational health refers to how effectively a company operates, adapts to change, and achieves its goals through a positive workplace culture. It rests on foundations such as trust, clear communication, alignment, and a shared sense of purpose. McKinsey's research highlights that companies with strong organisational health consistently outperform their competitors, proving that it's not just a trendy term but a crucial element for success.





How Organisational Health Impacts Employees

Well-being and Mental Health

A healthy organisation prioritises its employees' well-being. Companies that promote supportive work environments, open communication, and a balanced approach to work and life create conditions that reduce stress and improve job satisfaction. McKinsey's findings indicate that organisations focusing on health report better mental health outcomes among their workforce.

Collaboration and Innovation

Trust is at the heart of collaborative, innovative environments. Employees in healthy organisations feel comfortable sharing ideas, challenging norms, and contributing to a culture of continuous improvement. A workplace that values diverse perspectives encourages creative problem-solving and innovation.

Employee Engagement

In a healthy organisation, employees feel valued and connected to the company's mission. When individuals find meaning in their work, their motivation and dedication naturally increase, resulting in higher productivity and lower turnover rates.

Fostering a Healthier Workplace

Building a healthy workplace requires a concerted effort across all levels of the organisation. Here are some effective strategies to promote organisational health:

Encourage Open Communication:

Implement systems that foster open dialogue, such as regular check-ins, feedback sessions, and open-door policies. This ensures that employees feel heard and appreciated.

Build Trust:

Trust is crucial for a healthy organisation. Leaders must demonstrate integrity and accountability, creating an environment where employees feel safe to express their thoughts without fear of repercussions.

Promote Work-Life Balance:

Support employee well-being by offering flexible work arrangements, remote work options, and wellness programs. Recognising the importance of personal time boosts both satisfaction and productivity.

Invest in Employee Development:

Providing opportunities for professional growth through

training, mentorship, and career advancement programs shows employees that the organisation is invested in their future. This keeps them engaged and committed to the company's success.

Celebrate Achievements:

Regular recognition of both individual and team accomplishments fosters a sense of belonging and boosts morale. Celebrating successes, no matter the size, positively impacts overall job satisfaction.

Investing in Organisational Health

Both Lencioni's wisdom and McKinsey's research emphasise that organisational health isn't just a competitive advantage—it's a critical factor in creating a positive employee experience. By prioritising organisational health, companies can cultivate a thriving workplace where employees are empowered to succeed, ultimately leading to better performance and long-term success. Investing in organisational health is, at its core, an investment in the people who drive the organisation forward.

NAVIGATING THE EVOLVING LANDSCAPE OF RECRUITMENT IN SOUTH AFRICA

Recruitment is not merely about filling job vacancies; it's about navigating through a dynamic landscape filled with challenges and opportunities. In South Africa, where socio-economic factors, technological advancements, and global trends converge, staying ahead in recruitment requires adaptability, innovation, and a deep understanding of the local context. At Phakisa Holdings, we recognise the complexities of recruitment in South Africa and strive to provide insights and strategies to help businesses thrive in this evolving landscape.

Understanding Recruitment in the South African Context:

To effectively navigate recruitment in South Africa, it's crucial to comprehend the unique context in which businesses operate. South Africa boasts a diverse workforce, encompassing various demographics, cultures, and languages. Additionally, historical inequalities and ongoing socio-economic challenges add layers of complexity to the recruitment process.

One of the significant challenges in South Africa is unemployment, particularly among youth and marginalised communities. Addressing this issue requires proactive measures from both businesses and policymakers. Furthermore, legislative frameworks such as the Employment Equity Act and Broad-Based Black Economic Empowerment (B-BBEE) Act influence HR practices, emphasising the importance of diversity and inclusion.





Embracing Technological Advancements:

In recent years, technology has revolutionised the recruitment landscape, offering innovative solutions to streamline processes and enhance candidate experiences. From applicant tracking systems to AI-powered tools for candidate screening, technology provides invaluable support to recruiters.

At Phakisa Holdings, we leverage cutting-edge technology to identify top talent, optimise candidate matching, and facilitate efficient communication.

Adapting to Remote Work Dynamics:

The COVID-19 pandemic has accelerated the shift towards remote work, transforming traditional office setups and redefining the way organisations approach recruitment. In South Africa, where infrastructure challenges and access to technology vary across regions, remote work presents both opportunities and challenges.

As businesses embrace remote work arrangements, recruiters must adapt their strategies to attract and retain remote talent effectively. This includes leveraging virtual interview tools, implementing remote onboarding processes, and fostering a culture of trust and collaboration within distributed teams.

Prioritising Diversity and Inclusion:

Diversity and inclusion are not just buzzwords; they are essential components of a successful HR strategy. In South Africa, with its rich tapestry of cultures and identities, embracing diversity is not only a moral imperative but also a strategic advantage.

At Phakisa Holdings, we believe in the power of diversity to drive innovation, foster creativity, and enhance organisational performance. Our HR practices prioritise diversity and inclusion, ensuring that candidates from all backgrounds have equal opportunities to succeed. By building diverse teams, businesses can better reflect

the communities they serve and tap into a broader talent pool.

Conclusion:

In the ever-evolving landscape of recruitment in South Africa, adaptability and innovation are key to success. By understanding the local context, embracing technological advancements, adapting to remote work dynamics, and prioritising diversity and inclusion, businesses can navigate the complexities of recruitment with confidence.

At Phakisa Holdings, we are committed to helping businesses thrive in this dynamic environment. Through our expertise, dedication, and cutting-edge solutions, we empower organisations to build high-performing teams that drive sustainable growth and success.

Contact us today to learn more about how Phakisa Holdings can support your HR needs and help you stay ahead in the evolving landscape of recruitment in South Africa.



TRAINING TOMORROW'S LEADERS

**The Crucial Role of Skill
Development in HR Services**

Skill development is paramount as the South African business landscape undergoes significant transformation. Technological advancements, globalisation, and a shifting economic climate demand a new breed of leader. These leaders must be equipped to navigate complexity, embrace innovation, and foster a thriving workforce. In this dynamic environment, the role of Human Resources (HR) takes centre stage.



Why Skill Development in HR Matters

HR professionals play a critical role in shaping the future of any organisation. They are responsible for attracting, developing, and retaining top talent – the cornerstone of any successful business strategy. However, a recent report by the Department of Higher Education and Training (DHET) in South Africa highlights a concerning skills gap. Many HR professionals lack the specialised skills required to address the contemporary challenges faced by organisations.

Here's a breakdown of why investing in HR skill development is crucial:

Leadership and Strategic Thinking: HR professionals need to be strategic partners, aligning HR practices with the organisation's overall goals. This requires strong leadership skills, the ability to think critically, and a deep understanding of the business environment.

Data Analytics and Talent Management: Data-driven decision making is key in today's HR landscape. HR professionals must be adept at using data analytics to identify talent gaps, measure the effectiveness of HR initiatives, and

make informed talent management decisions.

Digital Fluency and Innovation: Technology is rapidly transforming the way HR operates. HR professionals need to be comfortable with digital tools and platforms to effectively source talent, manage performance, and foster a culture of innovation within the organisation.

Building the Skills of Tomorrow's Leaders

Investing in ongoing skill development for HR professionals is essential for South African businesses to thrive. Here are some key strategies to consider:

Skillsets Most in Demand in South Africa

Let's explore some of the top skills in demand in South Africa. This includes expertise in digital literacy and technology, data analysis and interpretation, and artificial intelligence and machine learning. But skills are just one piece of the puzzle. Understanding in-demand job roles in South Africa, like those in building and construction, sales, and business management, will help tailor these skills to meet the specific needs of the South African business landscape.

Strategies for HR Skill Development

| Strategy | Description |
|---|---|
| Leadership Development Programs: Focused training programs can equip HR professionals with the leadership skills and strategic thinking required to excel in their roles. | More effective HR leadership, and improved alignment with business strategy. |
| Mentorship and Coaching: Pairing experienced HR professionals with their less experienced colleagues fosters knowledge transfer and accelerates skill development. | Enhanced knowledge base, and improved problem-solving skills for junior HR professionals. |
| Upskilling and Reskilling Programs: Targeted training programs can address specific skill gaps, ensuring HR professionals stay current with industry trends and best practices. | Data analytics, digital fluency, specialised HR skills development. |
| Professional Certifications: Pursuing professional certifications allows HR professionals to demonstrate their expertise and commitment to the field. | Enhanced credibility, and improved career prospects. |
| Online Learning Platforms: Utilising online learning platforms provides HR professionals with flexible and accessible opportunities to continuously develop their skill sets. | Cost-effective, convenient access to a wide range of learning resources. |



Phakisa:

Your Partner in Building the Future of HR

At Phakisa Holdings, we understand the critical role HR plays in propelling South African businesses forward. The importance of training employees cannot be underestimated. Our Phakisa Training Academy offers the following:

- Skills Development Facilitation
- Facilitation of Machine Operator and Drivers Licenses / Renewals
- Facilitation of Technical Skills Certification

Conclusion

Don't wait to invest in the future of your HR team. Contact Phakisa Holdings today and let's discuss how we can help you develop the skilled and strategic HR leaders your organisation needs to thrive.

Together, we can build a future where South African businesses are powered by a highly skilled and innovative HR workforce.

PHAKISA COMMUNITY OUTREACH

Dedicated to Helping the Community

Empowering Employees Through Sport: Phakisa's Soccer Kit Donation Initiative

On 7 November 2024, Phakisa reaffirmed its commitment to employee well-being and team spirit through a special Corporate Social Investment (CSI) initiative in Hammarisdale. Partnering with Rainbow, Phakisa donated soccer kits to employees who share a passion for the sport but face resource limitations in supporting their social team.

The donation supports a group of Phakisa employees based at Rainbow who regularly organise friendly soccer matches against their Rainbow colleagues. Beyond fostering a love for the game, the initiative promotes physical fitness, teamwork, and morale within the workplace, strengthening the bonds between employees across both companies.

Objectives & Implementation

The primary goals of the project were to enhance employee wellness through sports,

build stronger relationships between Phakisa and Rainbow employees, and encourage a culture of motivation and engagement beyond work. The process involved identifying participants, procuring and distributing the kits, and facilitating friendly matches. Interest has also been sparked among Rainbow employees in Cape Town, paving the way for potential expansion.

Impact & Future Prospects

The initiative has already made a tangible impact, equipping 22 Phakisa employees with soccer kits and fostering a culture of teamwork and fitness. It has also strengthened workplace relationships and boosted employee morale. With growing interest, plans are underway to extend the initiative to other Rainbow sites, starting with Cape Town.

Phakisa's soccer kit donation initiative is more than just a sports project—it's a testament to the company's dedication to creating a positive and engaging work environment for its employees.





ABOUT US

- We focus and adapt to your child's unique needs. e.g.
 - ASD
 - Anxiety
 - Dyslexia
 - PDA ect.
- Gr. R – 3
- CAPS curriculum (Impaq)

OPEN ADMISSION

FOR 2025

- We offer an inclusive, home based learning environment.
- Small groups
- One to one attention
- Helping each learner thrive and develop at their own pace.

WHERE YOUR CHILD'S UNIQUE NEEDS ARE SUPPORTED

Diversity Kids ACADEMIC CENTER

Contact:

NORTHERN SUBURBS,
WESTERN CAPE

✉ diversitykids.info@gmail.com

☎ 084 8527 288

Phakisa's 2025 CSI Initiatives: Driving Impact Through Education, Sports & Disability Support

Phakisa remains dedicated to fostering meaningful change through its Corporate Social Investment (CSI) initiatives, with a strategic focus on People with Disabilities, Education, and Sports. Our 2025 projects aim to address critical community needs, ensuring a lasting and positive impact in underprivileged areas.

Supporting Children with Neurodiversity Challenges

As part of our commitment to people with disabilities, Phakisa has made a financial donation to support children with neurodiversity challenges. This initiative ensures these children receive essential resources to enhance their learning and development. (See attachments for further details.)

Enhancing STEM Skills Development

Phakisa is launching a STEM (Science, Technology, Engineering, and Mathematics) education initiative for children in underserved communities. The pilot program will begin in Tembisa before expanding nationwide.

Infrastructure Development – Monato Primary School Ablution Upgrade

After site visits and assessments, Phakisa identified an urgent need for ablution facility upgrades at Monato Primary School in Rustenburg. In collaboration with Rainbow, this initiative will improve sanitation facilities for both boys and girls, creating a safer and more hygienic learning environment.

Golf Day in Support of T-Shad (2025)

Phakisa will host a charity golf day in 2025 to support T-Shad, an NPO focused on empowering individuals with disabilities. This initiative will raise awareness and funds to improve the lives of those in need.

Expansion of CSI Initiatives in Sports – Tzaneen & Cape Town

Phakisa is assessing community needs in Tzaneen and Cape Town to determine potential investments in sports and education for 2025. Engagements with local leadership and stakeholders will guide decisions on the most impactful initiatives.

Through these efforts, Phakisa continues to play a key role in transforming lives, supporting education, promoting inclusivity, and fostering community development across South Africa.

Phakisa Supports Youth Empowerment Through Sport

During the festive season, many young people in disadvantaged communities face risks like idleness and substance abuse. To help, Phakisa partnered with local leaders to support the Zibuyile Emasisisweni Soccer Tournament in Secunda from 16 to 22 December 2024.

Creating Opportunities

Meaning "Let's Get Back to the Roots," the tournament gave children aged 13 to 18 a positive, structured activity. Phakisa contributed by:

- Donating soccer kits, balls, and equipment.
- Sponsoring trophies to inspire competition.
- Encouraging community engagement through sport.

A Lasting Impact

The tournament brought together 44 young players, equipping them with gear and a safe, inspiring experience.



Phakisa's Commitment to Education at Roodebank Farm School

On 18 July 2024, Phakisa reinforced its dedication to education by supporting Roodebank Farm School in Secunda. This initiative provided essential learning materials, school shoes, and upgraded ablution facilities, creating a better learning environment.

Addressing Key Needs

The challenges faced by underprivileged learners:

- Donated school books to enhance literacy and academic development.
- Provided school shoes to ensure comfort and dignity for learners.
- Upgraded ablution facilities to improve hygiene and overall well-being.

Making a Lasting Impact

This initiative benefited over 50 learners, enhancing their education and well-being while strengthening Phakisa's commitment to community development.





Phakisa Recognises Academic Excellence with Stationery Voucher Initiative

Education remains a key pillar of Phakisa's Corporate Social Investment (CSI) initiatives, and in partnership with Rainbow, we took a meaningful step toward supporting young learners. On 29 November 2024, Phakisa launched a stationery voucher program at Nkukise Primary School in Rustenburg, rewarding top-performing students for their academic achievements.

Encouraging Excellence Through Support

The initiative aimed to recognise academic excellence while providing essential learning materials to students from disadvantaged backgrounds. By alleviating financial burdens on families, the program not only celebrated hard work but also empowered students to continue striving for success.

Implementation & Community Engagement

Working closely with Nkukise Primary School, Phakisa and Rainbow identified outstanding students across various grades. Stationery vouchers were procured and presented at a special handover event attended by school representatives, Phakisa team members, and Rainbow representatives.

Positive Impact & Future Outlook

Fifteen students benefited from the initiative, gaining access to much-needed educational supplies. The program inspired motivation among learners, reinforced community relationships, and underscored Phakisa's dedication to educational development.

Through initiatives like this, Phakisa continues to make a lasting impact, ensuring that education remains accessible and rewarding for students in the communities we serve.



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