

Your free take-home copy - exclusive to Airlink customers



AIRLINK

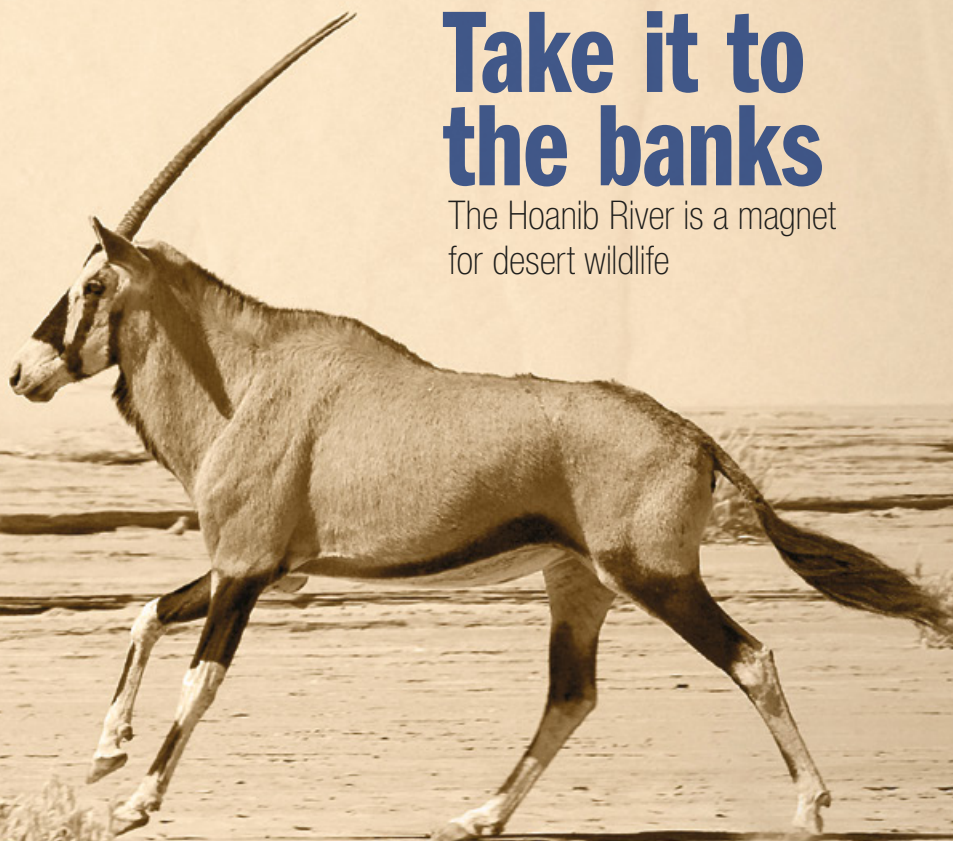
skyways™

insight for executives on the move

october 2022

Take it to the banks

The Hoanib River is a magnet for desert wildlife







LIFESTYLE TRAVEL

FOR THE 99% WHO CAN'T GET THE 75%

We know how you feel. All that hopping, skipping and jumping, and you are still stuck with the blues. Stop sweating. Sit back and relax.

No Beans, no Bucks, no Miles, no Points.
Just Cash-Back.



Scan the QR Code or book online today
www.lifestyletravel.co.za
or call us on **0861 872 835**

BARON
LONDON
MASEP
MABU
PIETEP
VANDHOE
MILANKULOS



WhatsApp the word **SKYWAYS** to +27 78 093 4990 and receive the digital version of the magazine.



50



40



37

ANTANANARIVO
BEIRA
BLOEMFONTEIN
GEORGE
MAUN
POLOKWAN

TAKE-OFF

10 Forecast

The future is now

14 Travel queries

Your questions about pandemic protocols answered

15 News in brief

Bite-size bulletin

79 Sky Café

Accommodation and services directory

BUSINESS, TRADE AND INDUSTRY

37 The cost of costs

Understand where your money goes along the way as you invest

38 Equal partners

Emotional intelligence is an ever more important part of workplace leadership

40 Vexed by vaccines

Decisions in cases involving dismissals of anti-vaxxers are not yet consistent

42 Trying to B-BBEE better

Making empowerment strategies more effective may require a change in mindset

44 Licence to succeed

Franchising offers exciting opportunities, but also requires wise relationship decisions

46 Community values

Localisation is an important part of reaching new markets

48 Getting personal

Post-pandemic leadership involves increased understanding and responsiveness

50 A journey to success

Customers want to travel again, and the hospitality industry must note their needs

54 All in the timing

Giving input on projects and conversations at different times can aid, not hinder, productivity

56 Ongoing education

Closing skills gaps involves a mindset that embraces ongoing learning



Paradise is a short flight away!

Why fly further than you have to? Experience your Indian Ocean Island Holiday with Airlink, direct flights from Johannesburg to Vilanculos, gateway to the Benguerra and Bazaruto islands

flyairlink.com

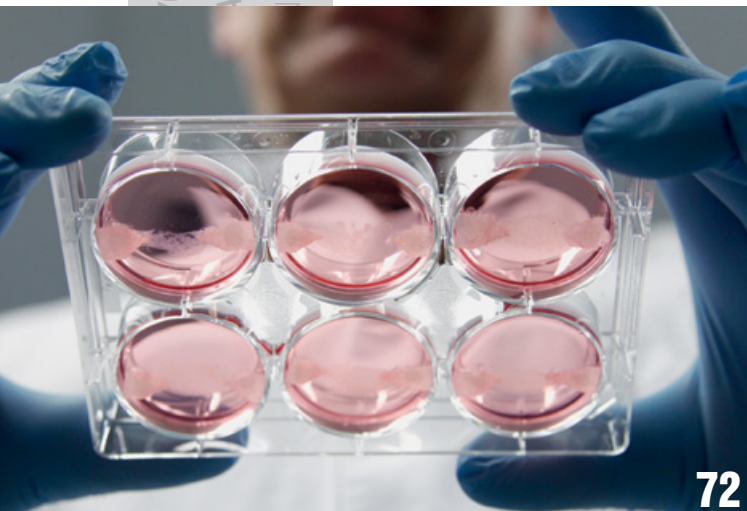


AIRLINK
Freedom of the African Sky

JOHANNESBURG
 GEORGE HARARE
 GABARONE
 EAST LONDON
 DURBAN
 CAPE TOWN
 NAMPULA
 NDOLA
 NELSPRUIT
 NOBLES
 PEMBROKE
 PINGTONG
 VILANKULO
 WINDHOEK



18



72

ANTANANARIVANA
 KASANE
 PHALABORWA

TRAVEL, LEISURE AND LIFESTYLE

18 Take it to the banks

Much of the action around a Skeleton Coast camp happens in a riverbed

22 Take the long way round

Country estate makes going for a lengthy walk as attractive as enjoying warmth and luxury

26 Sweet deal

Neighbouring resorts on island's west coast have complementary charms

28 Top of the rock

Luxury bush lodge proves to be a big cat hotspot

58 Going mental

Mentalism is a relatively less understood area of magic that requires discipline and focus

60 Towards the summit

Mind Over Mountain is a journey from the seat of a wheelchair to the top of Everest



WhatsApp the word **SKYWAYS** to +27 78 093 4990 and receive the digital version of the magazine.



94

62 A Gray area

Irish singer-songwriter brings his hits and a celebration of his best-known album to South Africa

66 High flyers

New book explores the thrills – and the hard work – involved in being a pilot

70 Going with the flow

Activist Mina Guli has run thousands of kilometres to raise awareness about water issues

72 Lab-grown meat

Everything you need to know about a future where you can have your steak and eat it...

76 Sea them all

Beneath the waves, there are a number of species for wildlife fans to look out for

92 Media

This issue: Innovation, bombs, law and cycling

94 Recipes

Imtiyaz Hart's chocolate chip cookies

98 Talespin

Receiving mixed massages

A FINE TRADITION OF LUXURY IN TRUE 'OUT OF AFRICA' STYLE.



SET WITHIN A 10 000-HECTARE PRIVATE CONCESSION THIS IS TRULY THE "GEM OF KRUGER". HAMILTONS TENTED CAMP WAS NAMED AFTER COLONEL STEPHENSON HAMILTON, WHO WAS INSTRUMENTAL IN ESTABLISHING THE WORLD-FAMOUS KRUGER NATIONAL PARK.

All the style and elegance of a typical explorer's camp of the early 1900's has been observed at Hamiltons Tented Camp, this intimate tented camp is the epitome of old-world style and follows the traditions of the Grande safari.

Guests will experience absolute privacy within their luxury elevated tented suites, set on the banks of the N'watswitsontso river. Each of the six sumptuous spaces have picture windows and spacious timber decks from which one can enjoy the riverine forest positioning. The recent addition of exclusive Sala lounges for each tent boasts leather couches and hospitality cabinets and include mini bars, tea and coffee making facilities. Private plunge pools are suspended upon the extended teak decks which have been positioned to enjoy the breath-taking views.

SKYWAYS READERS CAN ENJOY A 10% DISCOUNT OFF YOUR NEXT STAY WHEN QUOTING THE CODE SKYWAYS/HAM22 ON BOOKING.

Valid until 16 December 2022. T&Cs Apply.



RESERVATIONS:

TEL +27 (0)11 516 4367

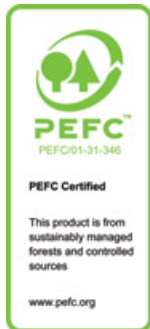
RES@EXTRAORDINARY.CO.ZA

WWW.HAMILTONSTENTEDCAMP.CO.ZA





It's difficult to believe that anything can live in the Namibian desert, but wildlife finds a way.



Skyways is kind to the environment

Equal opportunities

There's a lot under the 'being woke' banner that seems just a little too out-there to take seriously – the sort of thinking that tells you that, if you choose the wrong essential oil for a massage, somebody's kitten will run away.

But the rise of the awareness of the importance of EQ is widely regarded as a hugely positive outcome of these past pandemic years, which accelerated the process of workplaces evolving from simple profit factories to places peopled by employees with different needs, skills and behaviour patterns.

It was certainly *easier* to be a boss in an age when you could fire someone for simply missing a deadline or skipping a meeting. But that might have left you with a few too many empty desks at a time when employee retention and happiness, more than ever, formed the foundation for a productive, efficient business space.

Driving improvement through mature, caring leadership? Let's all try that. Happy travels.

Bruce Dennill
Editor

PUBLISHER Urs Honegger

EDITOR Bruce Dennill
SENIOR SUB-EDITOR Claire Rencken
SUB-EDITOR Gina Hartoog

OPERATIONS AND PRODUCTION MANAGER Paul Kotze
SENIOR DESIGNER Annie Fraser
DESIGNER Perpetua Chigumira-Wenda

ADVERTISING sales@panorama.co.za +27 11 468 2090

SALES MANAGER Gillian Johnston

MEDIA SALES EXECUTIVES

Arlene Sanford
+27 83 473 5002 arlene@panorama.co.za
Lara Terblanche (Cape Province and KZN)
+27 83 324 6002 lara@skywaysmagazine.co.za
Janine van der Merwe (Namibia)
+264 81 122 4833 Janine@skywaysmagazine.co.za

ENGLAND/WALES/SCOTLAND: Interactive

Airline Partnerships, James Rolls.
13 Brook Business Centre, Cowley Mill Road, Uxbridge UB8 2FX
Tel: +44-1895-258008 Fax: +44-1895-258009

SWITZERLAND/GERMANY: IMM Inflight Media Marketing

Marcel Wernli, Gellertstrasse 18, 4052 Basel
Tel: +41-61-3199090 Fax: +41-61-3199095

SUBSCRIPTIONS subscriptions@panorama.co.za

Tel: 011 468 2090 Fax: 011 468 2091

Digital ezine available from skywaysmagazine.co.za

COMMENTS AND SUGGESTIONS

skyways@panorama.co.za

We value reader feedback. Please get in touch.

FINANCE accounts@panorama.co.za

ISSN 1025-2657

Printed by **novus print**, a division of Novus Holdings



Oct to Dec 2021
26 468
Print copies only.

Skyways magazine is published monthly and distributed via Airlink. All rights reserved. Reproduction of this magazine in whole or in part is prohibited without prior written permission of Panorama Media Corp (Pty) Ltd. Copyright © 1994-2022 Panorama Media Corp (Pty) Ltd. The views expressed in Skyways magazine are not necessarily those of Panorama Media Corp or Airlink, and the acceptance and publication of editorial and advertising material in Skyways magazine does not imply any endorsement or warranty in respect of goods or services therein described, whether by Skyways magazine or the publishers. Skyways magazine will not be held responsible for the safe return of unsolicited editorial contributions. The Editor reserves the right to edit material submitted and in appropriate cases to translate into another language. Skyways magazine reserves the right to reject any advertising or editorial material, which may not suit the standard of the publication, without reason given. Editorial material accepted for publication in Skyways becomes the property of Panorama Media Corp. Executive Briefs, Corporate Briefs and Knowledge Profiles™ are solicited and paid for advertorial features in this magazine. Skyways magazine is published by Panorama Media Corp on behalf of Airlink.

Your complimentary copy to take away!

HEAD OFFICE: Tel: 011 451 7300 / 010 590 3170 Fax: 011 451 7367 AIRLINK CARGO: Tel: 010 880 3646 Fax: 0860 914 75	Antananarivo Beira Bloemfontein Bullawayo Cape Town Dar Es Salaam Dar Es Salaam Democratic Republic Of Congo Durban East London Entebbe Gaborone George Harare Kasane Kimberley Livingstone Luanda- Airport Office Lubumbashi Lusaka Maputo Maseru Maun Mthatha Nampula Nelspruit KMIA Ndola Nosy Be Perriba Polokwane Port Elizabeth Pietmaritzburg Richards Bay Skukuza Sikhuphe – Eswatini Sishen St Helena Tete Upington Victoria Falls Vilanculos Walvis Bay Windhoek	(Ario Town office) 00261-20 223 5990 (Ario Airport) 00261-20 224 5734 00258-2 330 1570 051 408 3139 00263-971 337/8/9 021 936 2810 (City Office) 00255 679 360 036 (Airport Office) 00255 685 224 004 (+243 81 999 1101) +243 81 215 6149 031 880 1315 043 880 0040 +256716170277 00267 395 1820/800 044 868 0261/2 +263 780045663 00267 625 2354 053 838 2171 +260 979 48190 +244 932 430 052 +243900929605 +260976 313356 00258 214 65487 00266-22-350 418/9 00267 686 5230 047 536 0024 00258 262 16770 013-750 2531/2/3/4 00260 2126 122 06 +261 34 252 5117 00258-2722 1700 015 288 0166 041 880 0813/4 033 386 9286 035 880 0003/035 880 0004 +27 13 735 5074/ 5076 00268 233 50100/101/102/103 079 519 4606 00290 22523 00258-2522 0394 054 332 2161 00263 772 129 437 00258 29382482 00264 64 220 906/7 +264 62 540 983
--	--	--

COMMENTS AND SUGGESTIONS:
karinmurray@flyairlink.com

CUSTOMER RELATIONS:
customercare@flyairlink.com

Book ahead and secure your festive holiday!



You snooze, you lose - our hotels are filling up fast.

Don't be salty when you see other people living their best lives at **The Capital**. Stay ahead of the pack and **secure your Festive Season stay now**.



We have the best locations, rooms & apartments **PLUS** great vibes in Gauteng, Durban, Cape Town and Mbombela. Pinky promise, your greatest difficulty will be checking out.

Save up to 20% off your stay when you join our family.

Book now at thecapital.co.za



THE CAPITAL
Hotels | Apartments

RIGHT, WHERE YOU NEED TO BE

JOHANNESBURG | PRETORIA | DURBAN | CAPE TOWN | MBOMBELA

13

The number of letters in the Hawaiian alphabet.

20,000

The population of the town of Ganvie, Benin, which is built entirely on stilts.



forecast

The future is now

A local abroad

The Nal'ibali reading-for-enjoyment campaign has expanded its reach beyond South African borders. Its latest collaboration with international language-learning platform, Duolingo, will offer nearly 50 million active monthly language learners across the globe the opportunity to learn isiZulu for free.

The addition of isiZulu forms part of Duolingo's efforts to bring cultural awareness and exposure of lesser-known languages to a wider audience.

"At Duolingo, our mission is to develop the best education in the world and make it universally available. We're proud to partner with Nal'ibali, an organisation also devoted to improving access to education, to launch this course and help teach isiZulu in a fun and engaging way," said Emily Moline, senior curriculum designer at Duolingo.

isiZulu is spoken by more than 12 million people, making it the most widely spoken African language in South Africa. The course will introduce learners to the language's click sounds and familiarise new speakers with isiZulu's many noun classes. In



addition to learning how to speak isiZulu for free, users will learn how to appreciate music like *amapiano* and *gqom*, communicate with family members, talk about eating *amasi* and, of course, navigate

the South African taxi system.

Nal'ibali (isiXhosa for 'here's the story') is known for its advocacy for the use of South African languages in literacy. The campaign seeks to address the literacy problems

in South Africa by helping adults and children to fall in love with reading and hearing stories in their mother languages.

Source: nalibali.org

Turning water into mine

Coal mines were the beating heart of Britain's industrial revolution. Their sooty, energy-dense output gave life to new-fangled factories and shipyards, fuelling the nation's march towards modernity. They helped shape a carbon-intensive economy, one that took little notice of the natural world around it. But what if, in a serendipitous circle of history, our extractive past could be repurposed for a greener, cleaner future?

What if the vast maze of coal mines, now filled with naturally warm water, could help decarbonise the UK's – and the world's – herculean heating needs?

That's the question Adam Black, a renewable energy enthusiast employed by one of Britain's largest bottling firms, asked himself a decade ago.

"I had about 37,000m² of warehouse that needed heating," says Black, director of energy

projects at Durham-based Lanchester Wines. "And it was right over four layers of mine workings, which had naturally flooded over time."

With the help of a few geothermal experts from Iceland, Black sunk a borehole into the murky depths of the old High Main coal seam in Gateshead, Tyne and Wear, England. Warmed by natural geological processes, the water they pumped to the surface was a pleasant 15°C.

With a little help from an electrical heat pump – "a bit like a fridge in reverse" – it was perfect for keeping the company's warehouse, and the millions of wine bottles within, at the right temperature.

"Nowadays, we're heating a couple of warehouses, a distribution depot, a local bakery, and soon a nearby car showroom too," says Black.

Source: bbc.com

Print. It's alive!

Reasons why print is thriving

Despite the naysayers, print survives – and is a great option for those who want to go green. Here's why.

Research the world over points to a resurgence of paper and print, yet the Paper Manufacturers Association of South Africa (PAMSA) still has to counter the perceptions that print is dead (or dying), or that it's not 'green'.

Print is not dead – it's different. In this age of digital-everything, it still has the power to reach people in a way no other medium can, and has many purposes – some hidden in plain sight and many that we take for granted.

When you have to buy medicine, imagine the inconvenience of having to search online for the dosage instructions. Print empowers us as consumers – by reading the 'fine print' on packaging, we can shop with discernment.

Print unplugs

We live in an always-on, device-driven era. While the world is at our fingertips, we are also at arm's length from anyone and anything that demands our time and attention.

When we don't unplug, our stress and anxiety surge, and as if the news itself weren't bad enough, we also have to deal with an onslaught of fake news – which a study by three MIT scholars found spreads faster on Twitter than true stories do. Print news, however, has authority and integrity.

We also enjoy print. A 2019 survey of 1,070 UK adults found that 64% agreed that reading a printed book is more enjoyable than reading on an e-device.

Besides, early contact with books doesn't only inspire a love of

reading – it teaches children to respect and care for them. Turning the pages also creates engagement, which contributes towards auditory, sequencing and memory skills.

Print is green

Digital communication is often greenwashed, touted as saving trees. Except, it doesn't. In South Africa, paper, timber and cellulose products come from sustainably managed plantations. Our country has 850 million trees planted over 676,000ha for the manufacture of pulp and paper products. Plus, trees are harvested and replanted – like any other crop – with only a small portion harvested annually and then replanted in the same year.

Wood, and by extension paper, is a carbon storage mechanism – it locks up the carbon, absorbed as carbon dioxide by the tree. The carbon is only released if the paper decays or is incinerated. Paper is also recyclable, which keeps those carbon atoms locked up for longer!

While mobile phones and digital communication bring convenience and connectivity, they also consume energy. Our multi-megabyte emails, WhatsApps and tweets all have a carbon footprint. We just don't see it.

Finally, print has tenacity. It has survived for centuries and it's not going to die anytime soon.

Text and photography | **Supplied**

www.thepaperstory.co.za

PAPER
MANUFACTURERS ASSOCIATION
OF SOUTH AFRICA (PAMSA)



COME HOME TO EXTRAORDINARY

2022 – RANKED AMONG TOP 10 RESIDENTIAL
ESTATES IN SOUTH AFRICA BY NEW WORLD WEALTH

NWWealth



Steyn City - A haven where you and your family will enjoy a lifestyle like no other. Get your adrenaline pumping on the 50km mountain bike trail or jog on the 45km promenade. Enjoy the crystal waters of the 300m lagoon, take a scenic flight to your weekend getaway from the Ultimate Helistop or play a round of golf on our Nicklaus design championship golf course all nestled in our 2000 acres of indigenous parkland. This piece of paradise has 24/7 security to provide peace of mind while you enjoy all the amenities you could ever wish for.

Luxury Residences | Stands | Apartments

Book your exclusive property viewing at www.steyncity.co.za
or email sales@steyncity.co.za

Come and experience the ultimate luxurious lifestyle in Gauteng.
Everyday Extraordinary.



STEYNCITY
PARKLAND RESIDENCE

840

The number of languages spoken in Papua New Guinea.

30

The number of the top 100 tallest statues in the world that are of Buddha.



YOUR QUESTIONS ANSWERED

As regulations are updated, knowing what to do and who to ask for help can be tricky: here are some solutions to pressing queries

WHAT IS THE VALIDITY OF MY AIRLINK TICKET?

Tickets purchased are valid for one year from the date on which transportation commences at the point of origin as designated on the original Electronic Ticket.

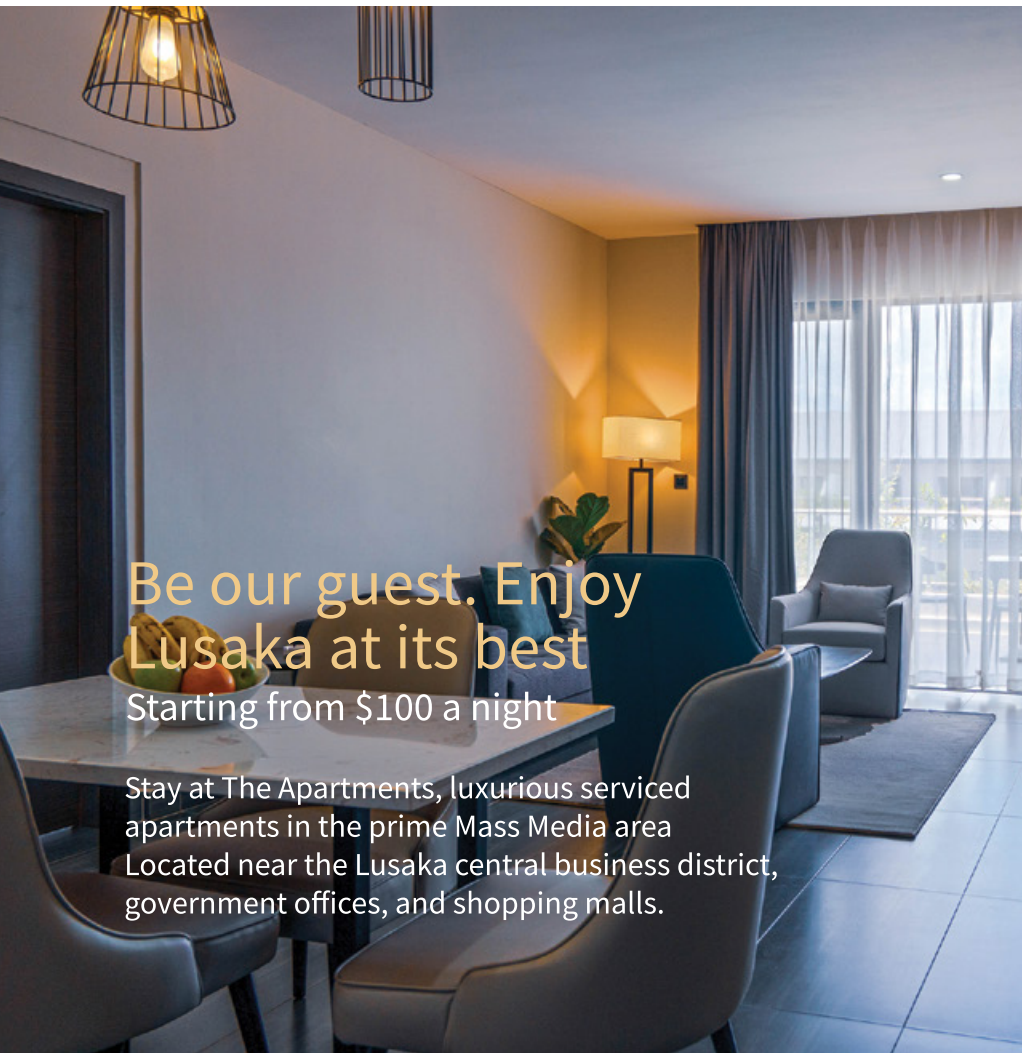
CAN ALL AIRLINK PASSENGERS ACCESS THE SLOW LOUNGE?

Only Airlink's premium and qualifying (full economy) passengers travelling on its Domestic and Regional flights have access to the SLOW Lounges at Johannesburg, Cape Town and Durban International Airport.

CAN I CHANGE THE NAME ON MY TICKET?

Name changes are permitted. The cost for each name change is R690 inclusive of VAT in South Africa.

For more information, go to flyairlink.com



Be our guest. Enjoy Lusaka at its best
Starting from \$100 a night

Stay at The Apartments, luxurious serviced apartments in the prime Mass Media area. Located near the Lusaka central business district, government offices, and shopping malls.



THE APARTMENTS

- 1 & 2 ensuite bedrooms
- Lounge
- Balcony
- Fully equipped kitchen
- Satellite TV
- Fibre optic internet
- 24/7 security
- Laundry facilities

Email: reservations@theagoravillage.com
Tel: +260 211 311123
www.theagoravillage.com



3.25kg

The mass of the Goliath frog, the world's largest.

25%

The percentage of the world's unspoiled forests that grow in Russia.



TRAVEL

Deeply satisfying

Rated one of the world's top 10 diving sites, Aliwal Shoal attracts visitors from across the globe looking for some of the best big game diving among its deep reefs and fossilised sand dunes. Accommodating every level of diver, the site is particularly popular when migrating humpback whales serenade divers as they explore the two shipwrecks on

the ocean floor. There's also the chance of spotting these mammoth mammals as they swim along, often breaching to put on a show. Playful dolphins also like to make an appearance, as do many of the local shark species – ragged-tooth, tiger and blacktip sharks. In addition to being a home to a variety of marine life – and a cleaning station for the highly-endangered shortfin devil rays – Aliwal Shoal has also

been identified as a Hope Spot by Mission Blue – scientific recognition that this space is critical to the health of the ocean.

Source: marineprotectedareas.org.za

CULTURE

Get winded

Fly your dreams at this year's Cape Town Kite Festival. One is never too old to dream, and this year Cape Mental Health is



encouraging children and youth to fly a kite in support of mental health awareness. Young, old, and everyone in-between are invited to view kites at Melkbosstrand beach in Cape Town on 9 October in support of World Mental Health Day (on 10 October) or visit the Cape Town Kite Festival website for real-life and online activities such as community flies, an inclusive EduKite competition for learners from mainstream primary and special schools, interviews, activities for the little ones, an online store, and more! Invest in your mental health – invest in our future. All proceeds go to Cape Mental Health to provide essential free mental healthcare services.

Source: capementalhealth.co.za

Thermal Solutions for Africa

IWC is Africa's leading Cooling Tower and Heat Exchanger solution provider.

We supply factory assembled 'package' cooling towers, large field erected cooling towers, bulk air coolers and heat exchangers plus a comprehensive range of spare parts for both cooling towers and plate heat exchangers. We also supply associated equipment like filters, chemical dosing, pumps etc.



IWC | Industrial Water Cooling (Pty) Ltd

www.iwc.co.za

+27 (0)11 466 0699

mail@iwc.co.za

2

The number of people living in each square kilometre in Mongolia.

181

The number of islands that make up the country of Bermuda.



TOURISM

Best in show

Kirstenbosch National Botanical Garden has received a TripAdvisor Travellers' Choice Best of the Best award for 2022. This prestigious award places the popular Cape Town-based Garden attraction in the top 1% of 'things to do' worldwide.

The Travellers' Choice Best of the Best award is the highest achievement of excellence the travel industry recognises. Accommodations, destinations and experiences that are honoured within this category are determined by the most recent reviews on TripAdvisor in the last 12 months, and the quality and quantity of these reviews. The Botanical Garden is celebrated both nationally and internationally as one of the Cape Town Big 6 – a marketing collaboration of six iconic tourist attractions in and around Cape Town. These attractions include Cape Point, Table Mountain Aerial Cableway, Robben Island Museum, Groot Constantia, V&A Waterfront, and Kirstenbosch National Botanical Garden.

Source: [sanbi.org](https://www.tripadvisor.com)

TOURISM

Flower power

Stellenbosch once again pulls out the stops for gardeners and lovers of the great outdoors



in a 10-day long festival that transforms its streets and the surrounding countryside from 20 to 30 October. Garden Town Stellenbosch, inspired by the world-famous flower festival of Girona, Spain, encompasses everything from horticultural tours to flower art, dining to hiking, and guest garden specialists, all in a majestic setting. DIY vegetable gardening, wine tasting, painting, guided bird walks, wreath crafting, moss educationals, drawing with thread, honey sampling and much more – it's all on the programme this year. During the festival, the Stellenbosch CBD will be decorated with a flower theme and prominent installations. Famous gardens of the region have naturally been dressed up to show their best during the event, including Old Nectar, Babylonstoren, Hawksmoor, Schoongezicht at Rustenberg, and Aspidistra and Bonne Esperance. Check the programme for respective opening times.

Source: [gardentown.visitstellenbosch.org](https://www.gardentown.visitstellenbosch.org)

SLOW and AIRLINK

**Indulge and relax before you fly**

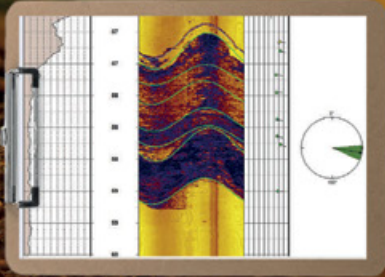
Airlink customers booked in Business (C, J, Z and D class) or Full Fare Economy (Y Class) departing from Johannesburg (domestic and international flights), Durban (domestic flights) and Cape Town (domestic flights) can now enjoy a unique experience in SLOW Lounges as they embark on their journeys with Airlink.

Enjoy complimentary luxury snacks, light meals, dessert, fresh coffee, premium beverages, wine, private rooms and restrooms, free WiFi, media publications and a spa offering: a perfect way to relax before your flight. Create extraordinary, relaxing and memorable experiences. Discover more about SLOW at [slow.co.za](https://www.slow.co.za).





NEED YOUR STRATIGRAPHY ANALYSED?



DID YOU KNOW?

Stratigraphy provides a basis for historical geology, and its principles and methods have found application in such fields as petroleum, geology and archaeology.



INFERNO-ATTAC

The ultimate mobile fire defense system



DID YOU KNOW?

More people die from SMOKE INHALATION than the fire itself.

(+27)10 449 2051 | info@ritestand.com
Jamala Business Park | Plot 84 | MooiNooi | North West | South Africa





Take it to the banks

Perhaps unsurprisingly in a desert, much of the action around a Skeleton Coast camp happens in a riverbed

The view out of the window on a flight north from Windhoek to the Skeleton Coast underscores the brutality of the landscape. There's a red sand ocean with rolling dune breakers; then black rock slabs radiating heat before dropping into a ragged gorge; all joined by vast flatlands in yellow or brown. These plains are sliced – improbably in context – by the occasional riverbed. One or two of them are emerald green; evidence of a small but precious water source.

For more information or to book a stay, go to wilderness-safaris.com.

The Hoanib Skeleton Coast Camp airstrip is a slightly lighter brown strip on darkish brown soil connecting outcrops of rock that are a darker brown. It's a bleak, arresting landscape.

It all makes you feel a little like you're on the moon, a sensation compounded by the look of the camp, where all structures are covered by taut tent roofs made of canvas stretched over tall poles. It creates the sense of a futuristic research camp – and there *is* a research component, with a scientist studying hyenas and other desert dwellers – on another planet.

The prevailing wind stirs up clouds of dust at the end of the valley, which can be seen from the luxury safari tents. In camp, there's not a breath until the wind changes direction, in which case, the sound of the gale against the canvas reminds visitors of their place in the world – city folks reminded of the power of the wilderness. The tents offer a wonderful refuge, though, each with an outside patio, a spacious bedroom and huge picture facing a small manmade waterhole. Water is an ever-present concern here, so a bucket in the shower in which to direct the flow until you achieve the right temperature is a sensible extra.

Playing hard to get

Embarking on a game drive seems like an exercise in optimism in this Martian landscape (yes, we've swapped celestial bodies; close up, the soil has a reddish tinge), and as we move out of the shelter of the valley, our vehicle – fortunately not the open-sided variety – is enveloped in a howling wind blowing sand sideways and obscuring *everything*. Occasionally, our guide is forced to stop for fear of hitting rocks he knows are in there somewhere, and his ability to spot the faintest of old tyre tracks bodes well for our chances of seeing wildlife in this murk.







Finding the area's elusive elephant herd is a real thrill.

The animals are there, too. Stoic giraffe and springbok continue to browse and graze as the maelstrom whirls around them, visible in short lulls and then little more than differently shaped gloom. The windows of the vehicle keep most of the dust out, although it's still necessary to keep your camera inside a bag to avoid it getting coated in a fine film of tiny sand particles.

In the Hoanib Riverbed, we find lion tracks – singular. There are few enough lions in this vast area that it's possible for the guides to know which one is where, and between our guide and another in another truck nearby, we find the big cat just as the wind starts to die. Alone and smaller than her plains-dwelling counterparts, the lioness's hunting prospects aren't particularly high – she has no back-up, and her target is a nippy springbok. But she tries anyway, using the cover of the riverbank, which obscures her from the antelope, further up the slope. She uses a clump of bushes to get close enough for a final rush but, when she goes, she lacks the smaller creature's acceleration, and the springbok gets away. It's a thrilling episode in the odd, dust-tinted orange light.

In such a game-scarce region, the big-ticket items gain even more cachet to seeing them than in a Big Five reserve. The following day is 'elephant day'. We're searching for the desert-adapted ecotype, and there are only 19 of them in the massive area we need to traverse. Also, the only lead we have is that they're "east of the camp". As is most of Africa...

The nature of the terrain and the behaviour of the animals dictate that driving in the riverbed offers the best chance of seeing wildlife. Springbok, giraffe, baboons and gemsbok (called 'oryx' here, perhaps in deference to foreigners' discomfort with the guttural 'g') are all in early evidence, but there are no elephants. The only strategy is to keep going. Where the spoor diverges from the riverbed, the guide goes a

little cross-country, and where the trail gets dropped, it takes time to manoeuvre through the bushes and rocky outcrops. This takes time. The needles we're looking for are *enormous*, but so is the haystack.

Eventually, they are spotted, heading downriver as we drive the opposite way, with 13 in one herd, one with markings on her back legs that suggest a miscarriage, a sad addendum in such a limited population. We head to a high vantage point to keep an eye on the herd as they move, where we are joined by a *National Geographic* film crew investigating the behaviour and culture of elephants, including those in unlikely habitats.

Shared twilight

An evening nature walk across the open ground in front of the safari tents reveals a surprisingly complex mish-mash of information, with scat and tracks showing that everything from lion to giraffe has passed by just in front of our rooms.

We aim for a peak at the end of the valley, which is relatively easy to walk up, and which affords 360° views – back towards the lodge, down the river valley and over the nearby hills. Near the river, close by, the lioness is reclining and at ease. Between us and her, a table with a white tablecloth is set up alongside a game vehicle and laden with drinks and snacks for sundowners. We sit and enjoy our favourite tipples. There's a warm breeze and an overwhelming desire to stay there until nightfall and to count the stars as they come out. Except... lion.

Almost as good is standing around a fire back at camp, sharing stories of daft people we've travelled with or hosted – including the previous Hoanib guests who used the emergency siren to summon a refill for their gin and tonic!

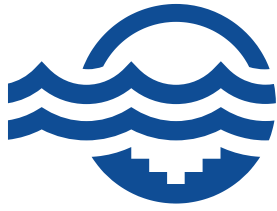
Text and photography | Bruce Dennill



How to get there

Airlink connects both Cape Town and Johannesburg with Walvis Bay and Windhoek. Go to page 85 for schedules. www.flyairlink.com/flightschedule





WALVIS BAY SALT

a  Bud Group Company

PRODUCING, PROCESSING, MARKETING Salt at its Best

Walvis Bay Salt, a subsidiary of the Bud Group, is a proudly Namibian operation and the largest producer of solar sea salt in sub-Saharan Africa.

Our location on the west coast of Africa is strategically placed to distribute salt in various grades and pack sizes either by ship or road to a range of international markets.

Ongoing investments in **infrastructure, technology** and **human capacity** ensure the ability to exceed ever – changing market demands.

info@wbsalt.com | www.wbsalt.com



Take the long way round

Country estate makes going for a long walk as attractive as enjoying warmth and luxury



Central Dullstroom in the busiest part of the day can, for all of its interesting attractions, be a bit of a tourist scrum. So when the hunt for a touch of downtime takes you through town and up into the hills a little, you might be forgiven for feeling a moment of relief.

Walkerson Hotel & Spa is close by, accessed via a steep descent into a valley dotted with small bodies of water off a winding river and populated with stylish modern homes. It's estate living, but with trout dams rather than a golf course.

The hotel itself is at once old-fashioned and up to date. There are dark wood beams and log fires in the dining rooms, lounges and rooms, but everything from the cuisine to the spa offering is contemporary. The food, available at either The Terrace or The Flying Scotsman restaurants, is superb: melt-in-the-mouth steaks; tangy, textured desserts and creatively presented salads. And the space in the spa is notable – it feels somehow easier to relax when the plinth you're on is not closely encircled by walls. Add to that an aromatherapy treatment designed to make toxins take a longer holiday than you're on and you're off to a great start.

Stretch your legs

Staying on a healthy bent – and it may be necessary, depending on how much you've had at lunch – the property is magnificently set up for walking. You can slalom between the trout dams or follow the picturesque watercourse past waterfalls, designer architecture and trees perfectly mirrored in the water. Birds descend and fish rise and, if you're lucky, you might bump into some of the zebra or antelope that share the estate with the residents.

The grounds are big enough to try several different routes during your stay, along the river or up onto the peaks of the hills, to take in all the views. In the middle of the valley, there's a private airstrip. It's not flat and it's as narrow as a road, but it's hugely convenient if you live close to it: you could step out of your Cessna into your driveway. On a slightly less James Bond level,

For more information or to book a stay, go to walkersons.co.za.



A bench at the top of a trail provides a welcome resting place for tired hikers.



How to get there

Dullstroom is an easy drive from Johannesburg and Nelspruit, both popular Airlink destinations. For schedules, go to page 85.

www.flyairlink.com/flightschedule



you can book a lunchtime picnic on the banks of a large pool above an unexpectedly large waterfall that tumbles down the escarpment near the hotel.

Heading up the mountain at the far end of the estate, anyone of average fitness or below will quickly discover that Dullstroom is at a higher altitude than they'd thought. For the record, the town sits at 2,100m above sea level, about 400m higher than Johannesburg, which already feels like a base camp experience for Capetonians and Durbanites. Thankfully, there's a well-kept path up to a lookout point with a bench right at the peak, and it'd be rude to the folks who'd lugged it all the way up there to not sit for five minutes or an hour and drink in the view, which encompasses the whole valley. This perspective also allows you to grade the positioning of the room you are in and its view relative to those of your travelling companions, and to perhaps make notes for future bookings.

If you're feeling adventurous on the way down, it's possible to follow a game path down the flank of the mountain, though you should keep in mind that even a baby zebra has better balance and stamina than your city-dwelling body (and yes, that includes you, smug trail-runners).

The zebras, at least, choose not to rub this in, being very calm and allowing you quiet passage as you wheeze past.

Inside knowledge

The Wi-Fi is so-so, but if the weather is good, you can and should be out fishing, horse-riding, walking or cycling, and if it's bad, the lounge or your room offers the chance to catch up on your favourite sports tournament or sit through a *whole* movie without the kids interrupting you. And the rooms are lovely – *massive* bed, a fireplace, two comfy wingback chairs, a TV and a minibar: everything you need in a refuge from cold, rain or busyness.

A four-course dinner with wine tasting sounds like a recipe for snootiness, but pretentiousness is not on the menu here: a host simply presents a handful of wine options lined up on a table and lets you choose according to your taste, rather than some lab-determined tasting notes. The waiting staff are similarly easygoing regarding guests' offbeat dining preferences – if the desired titbit exists in some form in the area, they'll track it down for you.

Outside, there's a sweet domestic drama unfolding. One of the resident ducks from a dam across from the hotel entrance has a clutch of eggs and they've just hatched. She's stashed the little ducklings behind some arum lilies in the garden along the side of the reception parking lot, and now, provided visitors are careful and respectful, popping out to see the new little family has become an unscheduled itinerary option.

Text and photography | Bruce Dennill

CONNECTING BUSINESS IN AFRICA KEEP MOVING FORWARD



13 COUNTRIES, 45 DESTINATIONS AND COUNTING...

Airlink Cargo. Moving forward.

When time is of the essence, you need a reliable partner you can trust. As a company with 30 years' experience, you can trust us with your freighting requirements – from perishables and parts to personal parcels and private documents.

We deliver anywhere, any shape, on time.

Choose Airlink Cargo for the widest network and choice of flights within sub-Saharan Africa.

**Book your consignment now on: +27 (0) 10 880 3631/2/3 or
email us at customer@airlinkcargo.co.za**



**AIRLINK
CARGO**

Sweet deal

Neighbouring resorts on island's west coast have complementary charms

Refurbished during COVID-19, Sugar Beach has added a layer of elegance to its design concept – revisiting the concept of a sugar plantation, with one set of rooms designated the ‘Manor House’, another a ‘village for the workers’ and so on. Note: these would be very happy workers were that the case – everything here offers a degree of luxury, starting at ‘high’ and extending to ‘extraordinary’.

For more information, go to sunresortshotels.com.

In that latter vein, the resort’s main pool offers an adventure before you even reach the beach. It’s centrepiece is a large banyan tree on an island, with bridges criss-crossing the warm water and the Buddha-Bar Beach Restaurant at one end ensuring that drinks and snacks are always on tap.

Sip and stay

La Pirogue, the adjacent property, has a completely different look and feel to Sugar Beach, with its architectural theme built around the curves of the traditional boats after which it is named.

A newish addition to an always excellent offering is the Van Der Stel Wine Bar, in its own room off one side of the main restaurant. It’s a wonderful concept, a kind of super-sophisticated vending machine that allows guests to pick their own 10ml tasters or 100ml or 150ml glasses of wine from a choice of 60 vintages from around the world. The machines work off a pre-loaded card, and buying and tasting like this works out cheaper than by the bottle in the restaurant, and the experience is fun and interesting. And if you don’t fancy blundering around experimentally, there is an in-house sommelier to fill you in on all the facts.

Close out the day with a beach dinner – ultra-fresh seafood plus chicken and lamb espetada and a range of delicious sides. Afterwards, stay out on the sand for a drink and a chat with friends you made around the pool or over a glass of wine. A breeze off the sea provides air conditioning and the soft sand beneath your feet provides a gentle, constant massage.

Text and photography | **Bruce Dennill**



How to get there

Choose Airlink to connect you from major hubs and an extensive southern African network to your international flight. For flight schedules, go to page 85. www.flyairlink.com/flightschedule



Child’s play

There’s often a strange disconnect when it comes to kids’ facilities at resorts – particularly for families who actually enjoy each others’ company. While it might be great to have the option, as parents, to guarantee a couple of hours of downtime without the little ones, it also seems weird to take them all the way to a different country only to abandon them with a group of strangers.

However, the children’s area here is essentially a fairy tale made real, a set in which your offspring – or you, if you’re in the mood – can be the stars of their own imaginary stories.

Come in off the beach, shower outside under what looks like a giant ice cream cone, make your own meal under the guidance of a hotel chef on a counter that looks like a cake, and then head into the forest cottage (not the witch-sheltering version, happily) to play with the toys and computers there, or watch a film projected onto a large screen. All things considered, there *might* realistically be some competition for the beach and the pool...

A Tide of Pure Style



Experience...

*the best classical &
contemporary cuisine,
rare wine vintages,
breathtaking views,
unsurpassed service,
the finest cultivars...*



*A combination so
refreshingly satisfying,
it should be savoured,
every day...*

Baía Seafood Restaurant is upstairs at the Victoria Wharf • V&A Waterfront • Cape Town

Tel: 021 421-0935/6/7 • baiarestaurant@wol.co.za

www.baiarestaurant.co.za



Baía
SEAFOOD RESTAURANT



Top of the rock

Luxury bush lodge proves to be a big cat hotspot

It isn't every day that you can enjoy a five-star, three-course vegetarian dinner on the banks of the Sand River. Paraffin lamps have been lit, a sommelier is pouring wine and the starter of fig salad with chevin, rocket, pecan, pomegranate and balsamic dressing has just been served.

For more information or to book a stay, please visit www.singita.com.

This is Singita Boulders Lodge in the Sabi Sands Game Reserve and, before even arriving at the lodge, senior field guide Marc Eshenlohr has taken us on a short game drive and showed us our first leopard.

The subsequent check-in included a delightful washing-of-the-hands ritual, rather than a simple spraying with hand sanitiser, followed by a superb welcome drink. Access to the glass-fronted, ultra-spacious suite involves crossing a lily pond! Inside, the lounge area, bedroom, dressing area and bathroom, all offering magnificent views over the Sand River, provide a semblance of the natural elements with contemporary African design, using natural materials and fabrics.

Outside, the private deck with its sitting area, heated plunge pool and outdoor shower wraps around the suite, creating space and light and a seamless connection to the wilderness. That Singita takes its commitment to preserve wilderness areas for future generations seriously is evident in the use of sustainable practices, such as using glass rather than plastic bottles; offering guests refillable water bottles; using paper bags in waste bins; providing tote bags in which visitors can store personal belongings on game drives; and focusing on locally sourced food.

At the lodge, we soon discover, virtually anything is possible. Everything is about individuality, personal



preference and providing a tranquil experience while tapping into the energy of nature. A personalised brunch menu (vegetarian at our request) changes daily and offers a smorgasbord of tantalising, modern-day classic dishes. We are unable to make a choice, and enthusiastically go with a recommendation to order small portions of every option.

High tea is yet another feast of beautifully presented sweet and savoury delights. And then it is time to venture out on the afternoon drive.

The lion's share

The landscape is varied, offering everything from spectacular river crossings and tall trees to open clearings and undulating, rolling areas with plenty of plains game. The highlight comes in the form of a slumbering pride of lions, sprawled across the dirt track. Three lionesses are lying close together, touching each other with heavy paws. A dark-maned male and another lioness are sleeping on a patch of grass a little to the side of the road. A young male – sporting a light-

Wildlife both big and small are part of each visitor's experience.



Great food and better views make the dining area a wonderful place to spend time.



How to get there

Airlink connects Johannesburg and Cape Town with Skukuza. Go to page 85 for schedules. www.flyairlink.com/flightschedule



brown tuft of a beard – stirs, gets up, yawns and shakes his head from side to side a number of times before walking up to an adult female that he rubs his head against affectionally. Another female rises and, after performing a luxurious stretch, she walks a few paces before flopping down beside the group of three.

The following morning, we find more lions in the magical golden hour, followed by a lot of elephants. That theme continues through the morning as we come across yet more lions and, close to a beautiful mountain of rocky boulders, another huge herd of elephants. Two youngsters are playfully running around, while a tiny baby zig-zags below its mummy's tummy.

We follow the herd to a waterhole that is visible from the last of the lodge's suites and, surprised to see them moving past the water, watch them head straight to the suite's private deck to dip their trunks in the plunge pool there.

Treetop treasure

Saving the best for last, we are treated to three sightings of a beautiful leopard, known to the field guides as Nkuwe. Marc had told us about her – she had given birth to two cubs a few months earlier, but had barely been seen since. Despite everyone's best efforts, Nkuwe remained elusive.

Then, just as we had given up actively searching for leopards the day before leaving, we jolted in our seats as Marc suddenly slammed on the brakes beside a patch of thick bush with tall grass. "Leopard!"

There she was, raising her head, emerging from the vegetation and moving to a small tree to scrape her nails on the bark. Afterwards, she slowly strolled forward to climb a termite mound to use as a lookout point. Our sighting didn't last long before she slunk back into the tall grass and we lost sight of her. That same afternoon, however, we found her again, actively surveying her surroundings from the fork of a marula tree. Our third – and best – sighting occurred the following morning. She had obviously successfully hunted and was resting, with a full tummy, on a limb of a jackalberry tree. At the top of the tree canopy was one of her cubs, almost entirely camouflaged.

The exclusivity of this large private concession introduces a new type of luxury and the incredible game viewing of threatened species is a testament to the commitment of the guides, trackers and anti-poaching teams in this area.

The name Singita means 'Place of Miracles'. Now we knew why.

Text | Fransje van Riel Photography | Supplied

DID YOU KNOW?

Those mid-40s reading spectacles can be avoided with laser vision correction.

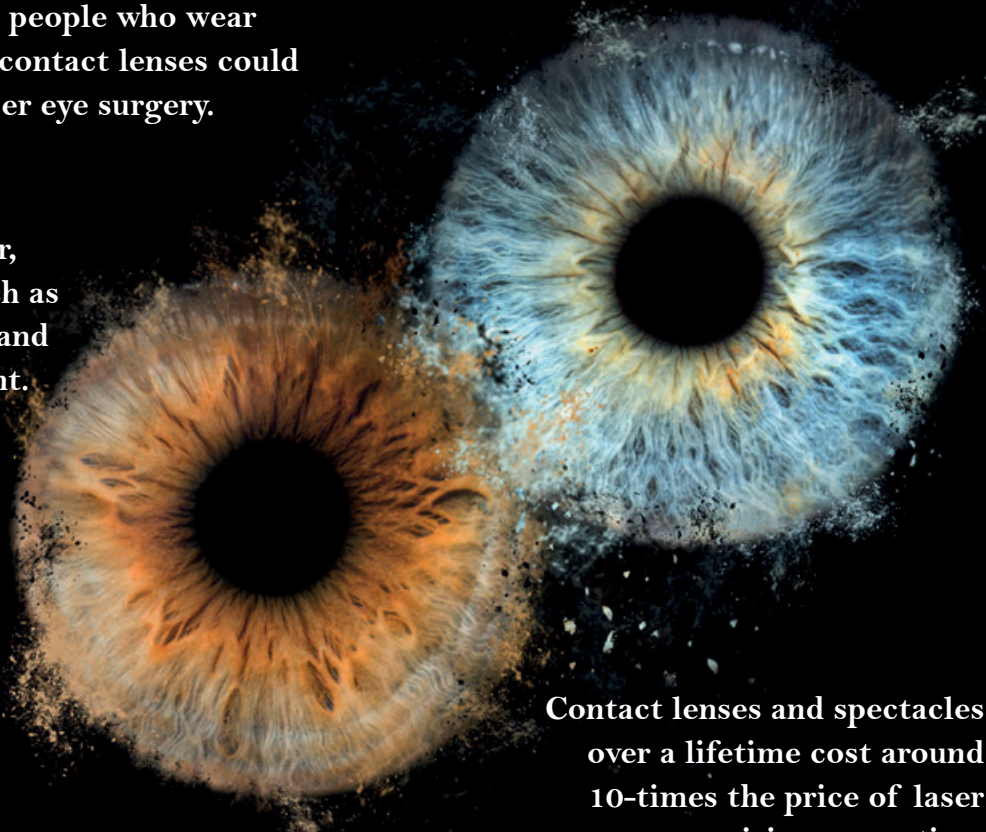
Up to 98% of people who wear spectacles or contact lenses could qualify for laser eye surgery.

If you don't qualify for laser, there are other options, such as implantable contact lenses and customized lens replacement.

Your vision does not have to be stable to consider laser vision correction.

Laser vision correction can correct astigmatism.

Contact lenses and spectacles over a lifetime cost around 10-times the price of laser vision correction.



WHY WAIT TO **OWN YOUR VISION?**

LIVE YOUR LIFE, LOVE IT, SEE IT!



Advanced Surgical Centre, 4 Barracuda Street, Knysna

Tel: 044 150 0085

Email: info@drdylanjoseph.com

www.drdylanjoseph.com

Dr Dylan Joseph is a consultant ophthalmic surgeon who has been fellowship trained in refractive, lens and cataract surgery at a world-leading clinic in Dublin, Ireland.

Screening centres are available in Cape Town, Johannesburg, Nelspruit and Port Elizabeth.



2·1·9·6

SANDTON



THE ULTIMATE ADDRESS

Live, Work and Play in the heart of Sandton



Secure Residences
Urban Resort
Spa

**Own your own piece of real estate
in Africa's richest square mile for
under R2 million.**

Whether you're a discerning business traveler or a success fueled executive requiring a permanent city residence 2196 is a first-class experience extending way beyond the walls of your luxury apartment.

Meticulously planned from the inside out, 2.1.9.6's incomparable collection of one and two bedroom apartments and 4 bed penthouses set the benchmark in chic city living and lock-up-and-go convenience.

A world class project with an acre of greenery within 3 acres of life-style, providing an exclusive oasis in the heart of Sandton's Financial District.

Striving towards providing for the personal security of both guests and residents – attention to detail that is evident throughout the development.



The moment you walk through the grand entrance to 2.1.9.6, your status is elevated...

Vast and voluminous, the ultra-sleek reception area is a dramatic statement in minimalist chic. Its proportions alone force you to breathe more easily, while smooth surfaces and clean modern design instill an instant sense of order and calm.

Here, your comings and goings (and those of your guests) will be politely noted by the permanently staffed front desk and concierge: on hand with all the professional assistance you need, whenever you need it.

The signature restaurant guarantees a fine dining experience to be savored. The Cigar Bar or Private Lounge is the perfect place to conclude business – or for the more casual rendezvous, there's always the designer deli. As for quality quiet time, that can be found in the intimate library with its comfy armchairs and cozy fireplace.

Relax under covered terraces leading onto outdoor pools with gazebos and deck chairs in a spacious garden setting. Where you can swim and socialise – in comfort and safety. Rejuvenate your body at the wellness spa and meditation gardens or get into shape in the fitness center and yoga studios.



//

A benchmark in chic city living and lock up and go convenience.





High quality finishes and exquisite design put these apartments in a league of it's own.

Besides the convenient integrated desk in your apartment, your work space also extends to 2.1.9.6 's executive Business Centre.

As an out-of-town business person, the benefits of conducting your affairs in one central venue are obvious: You can avoid time in traffic and the expense of operating such facilities when not in use. You can also wine and dine colleagues and acquaintances, hold presentations and conduct meetings within steps of your front door.



2196 is the ultimate investment where you can build your property portfolio assured of delivering high rental returns & increasing capital appreciation. For under R2 million, your projected monthly income is ±R18 500 - R20 000 per month.

Situated within the beating heart of Sandton, 2.1.9.6 puts you within easy reach of the city's many attractions. Book an exclusive viewing with us today.





- Concierge
- Porte cochère
- Executive meeting rooms
- Cigar bar & wine cellar
- Cocktail bar & lounge
- Library with fireplace
- High speed fibre
- Fine dining & trendy restaurant
- Delicatessen
- Outdoor dining at pool area
- Covered terraces leading onto outdoor pool with gazebos and deck chairs in a spacious garden setting
- Yoga studio & meditation garden
- Fitness centre
- Wellness spa
- Salon
- Room service
- Housekeeping & laundry
- 24hr high security



The cost of costs

Understand where your money goes along the way as you invest

I recently took my car in to address a rather uncomfortable shudder at the left rear. This was particularly noticeable on the freeway. At first glance the professionals were flummoxed – none of the usual culprits were an issue. They then removed the wheel to discover a netting bag firmly wrapped around the left rear axle. This had been picked up at some point and was interfering with the correct operation of the vehicle.

In a similar vein, there are other things we are unaware of that impact our ability to build a retirement pool. Costs are one of them. I would argue that costs are probably the most misunderstood aspect of investing. This largely stems from our formal education and the understanding of percentages. Where did we learn and get conditioned in the use of percentages? Well, largely through our regular test results – so in our minds 1%, 2%, or even 3% is minuscule.

Let me illustrate this with an example. Over the long term, a portfolio of equities (shares listed on a stock exchange) should provide you with an inflation-beating return, what investment professionals call a ‘real return’. To invest and get an inflation equivalent return doesn’t make you any wealthier, it only keeps your buying power equivalent. So, investors should be concerned with the return above inflation.

Stay ahead of the curve

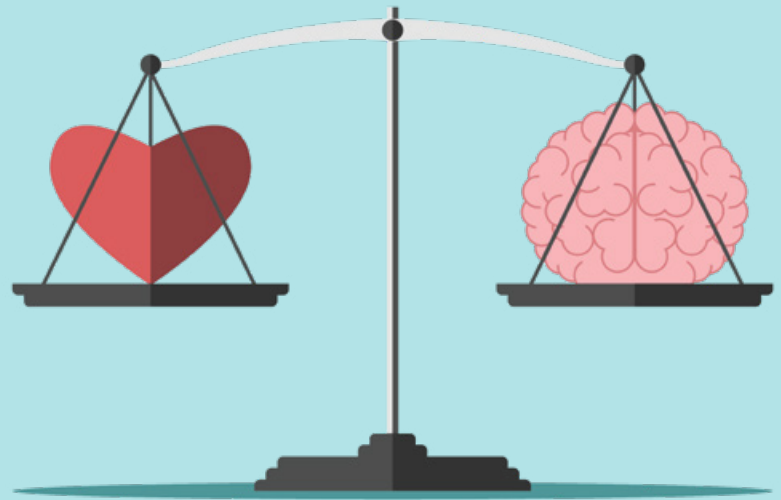
Over the long term, a portfolio of equities may deliver 4% to 6% greater than inflation – let’s assume 5% better than inflation to illustrate our point. Now consider my

1%, 2%, and 3% – these are minuscule in our psyche, but do we need to look at it a different way?

If I pay away 3% in costs on a real return of 5% per annum, then I am giving away 60% of my wealth growth. Now that’s significant! When I look at this calculation, half a percent cost difference can adjust my end return by as much as 10%.

There is a much more sinister part to this, and that is what it costs you due to the lack of compounding. Many studies demonstrate that the reinvestment of dividends creates more than half the long-term return, if not more. This is particularly important in volatile or down markets where dividends offer the cash to buy shares at deep discounts which will unlock significant returns later. Locally, dividends average a 3% yield level (calculated as dividend income divided by share price) while overseas this is probably closer to a 2% yield. Consider the effect of taking that income to pay a fee rather than reinvest and that *must* have a long-term effect.

Robin Gibson is Director at Harvard House Investment Management. For more information, go to hhgroup.co.za.



EQual partners

Emotional intelligence is an ever more important part of workplace leadership

It's often said that culture is the competitive edge for any organisation. Culture is also referred to as the personality or character of the business, so it leaves us with the question: "Where does emotional intelligence (EQ) fit in?"

Anja van Beek is an agile talent strategist, leadership and HR expert and executive coach. For more information, go to anjavanbeek.co.za

When working with people in a workplace or any setting, for example, people respond differently. How they respond to a specific situation or matter is what sets the tone for what can be seen as acceptable behaviour. This will drive the culture of the business – the unwritten rules driving behaviours.

The organisation, the culture, and ultimately the bottom line will suffer when executives and team members act and respond in a less than emotionally mature manner in the workplace.

Gaining intelligence

The term 'emotional intelligence' was coined in the 1990s and popularised by psychologist and author Daniel Goleman in his book *Emotional Intelligence: Why It Can Matter More Than IQ*.

EQ, in short, involves better recognising and managing emotions. It can provide insight into triggers and importantly, it is the ability to not only recognise, name and understand the emotion but also to manage the impact of emotions on behaviour. It's also the ability to use this awareness to manage your behaviour, relationships and interactions with others.

TalentSmart tested emotional intelligence alongside 33 other important workplace skills and found that emotional intelligence is the strongest predictor of performance, explaining 58% of success in all types of jobs.

Emotional intelligence has an impact on all interactions among groups, friends, and family. When these encounters are founded on emotionally mature behaviours, better outcomes, improved performance, or greater team traditions can emerge, all of which contribute to the development of a stronger culture.

Daniel Goleman divides EQ into:

- Self-awareness – the competency to understand the impact of your emotions.
- Self-regulation – the ability to manage your emotions in a healthy way.
- Social awareness – to have empathy and awareness of others.
- Social skills – to build strong relationships, inspire and motivate people.

In the technology-driven world that we live in, workplaces must have the following main ingredients:

- Having a (strong) sense of belonging.
- Vulnerability to building a psychologically safe workplace.
- Having a shared purpose.
- Humans are hard-wired for connection. We're also triggered by internal or external sources – some conscious and others subconscious, many times during the day.

Self-leadership is essential for the workplace of the future. Through our interactions and the development of any company's culture, we all contribute to the development of these unwritten norms – and we should ensure it is positive.

Provide an example

For team members to excel, be challenged, and feel like they have a purpose in their jobs, leaders must foster an environment and culture that allows them to bring their best selves to the table. Leaders must constantly remember that the way they lead, the things they do and say, affect how others feel on the inside. Empathy in the workplace is taking on a new level of significance and necessity.

EQ becomes crucial. What do you say when a co-worker has missed a deadline three times in a row? What should you do if the team feels unmotivated because you decided to go back to the office full-time? Or when they are waiting for someone else to act rather than taking responsibility for improving a client's situation? Do you acknowledge the team's modest gains and not just focus on the big stuff?



So, instead of reacting to a certain moment or heated argument, what should you do? Take a pause. Never underestimate the impact of taking a few deep breaths to slow your heartbeat and be able to evaluate what is happening and what the best way to respond to this situation will be.

Think of the '4 Fs'

When you are triggered, you are in fight, flight, freeze or fawn state. A chemical reaction results in our neocortex (the thriving, problem-solving part of the brain) not functioning optimally. Instead of allowing an unconscious habit to drive your reaction, reactivate the neocortex and be mindful in choosing your response. To reactivate your neocortex, ask yourself a question (What is the real issue for me? What might support a different explanation? What if this was someone else behaving in this way? What is my behaviour communicating?) to understand what is really going on in the moment.

Reframe your thinking

We often jump to a conclusion and take things personally. Reframe your thinking by considering what other possible reasons may be for the person to act the way they are behaving. A level of self-awareness is also beneficial. Ask questions like: 'What is my role in this scenario? How has my behaviour impacted the other person's view – without my being aware of it?'

Name the emotion

It is helpful to be able to name the emotion you are experiencing and consider what it is trying to tell you. Instead of being angry, perhaps you are disappointed with how your idea wasn't developed, despite you being told that your idea was the best idea.

Tactfully share what you are experiencing

Remember, an experience is made up of four elements – what am I observing, thinking, feeling and wanting. When sharing your experience, a good start is to start with 'I'. For example, when the project's team leader did not schedule sufficient time on the agenda, say: "I noticed that this is the third time that we didn't have sufficient time allocated to the brainstorming topic. I feel disappointed that my idea wasn't heard after the request to make the research a priority. How can we ensure we have sufficient time allocated to this agenda point moving forward?"

Remain curious

Ask questions to truly understand the other person's perspective: "Help me understand why do you want to achieve XYZ? What is the real issue for you? If you choose X, what are you saying no to?"

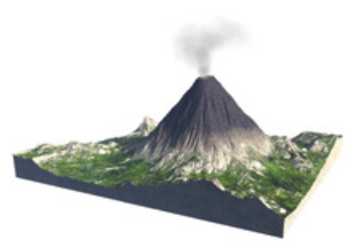
Take a pause. Never underestimate the impact of taking a few deep breaths to slow your heartbeat and be able to evaluate what is happening and what the best way to respond to this situation will be.

1524

The year in which the letter 'J' was added to the English alphabet.

173

The number of volcanoes in the USA.



Vexed by vaccines

Decisions in cases involving dismissals of anti-vaxxers are not yet consistent

Earlier this year, a Ms Mulderij was dismissed after refusing to be vaccinated. The CCMA found that her dismissal was fair because the employer's mandatory vaccination policy had followed all the crucial steps and she had refused to participate in keeping the workplace safe. Several arbitration decisions followed, upholding the dismissal of anti-vaxxer employees.

Ivan Israelstam is Chief Executive of Labour Law Management Consulting. Contact him on 011 888 7944, 082 852 2973 or at ivan@labourlawadvice.co.za. For more information, go to labourlawadvice.co.za.

However, the CCMA more recently found against the retrenchment of an anti-vaxxer. In the case of Kgomotso Tshatshu vs Baroque Medical, Ms Tshatshu refused to be vaccinated because she had previously suffered an adverse reaction to the flu vaccine. She provided the employer with two medical certificates confirming this claim.

I understand the reasoning for the arbitrator's unfair dismissal ruling and for awarding the applicant 12 months' severance pay to be as follows:

- The employer did not provide evidence that a blanket mandatory vaccination policy had ever been effective.
- Mandatory vaccination policies are illogical because employees are frequently exposed, outside of the workplace, to many unvaccinated people.
- The employer did not submit evidence relating to the risk assessment that it had claimed to have conducted prior to implementing its vaccination policy.
- The employer's policy document did not deal with the reasonableness of the mandatory vaccination requirement.
- No alternative to retrenchment, other than getting vaccinated, had been offered to the applicant.

A change in outlook?

The question now arises as to whether the previous CCMA decisions on the issue of anti-vaxxer dismissal could be reversed due to this latest decision. Legally, it is possible for an employee who is dissatisfied with an arbitration award to take it on review to the Labour Court. However, the Court will normally only be willing to consider overturning an award if it is satisfied that the arbitrator materially breached the rules of arbitration. In my view, the fact that a CCMA arbitrator has now found in the employee's favour would not be sufficient grounds for overturning a different award previously made against another employee.

It appears that some of the reasons for this divergent Tshatshu decision could be the following:

- The arbitrator may have a different attitude to forced vaccination as compared to the commissioners in the other cases.
- The employer failed to prove, by submitting a risk assessment report, that the employee's vaccination was necessary to avoid a health risk.
- It does not appear that the employer, in this case, tried to accommodate the employee.
- The employee submitted two medical certificates in support of her case.

The Tshatshu decision acts as a warning that dismissals of anti-vaxxers will not always be upheld, and that employers must take proper cognisance of medical certificates; prove, via proper risk assessments, that vaccinations are essential; and try to accommodate anti-vaxxers before considering dismissing them.

Text | [Ivan Israelstam](#) Photography | [Anishka Rozhkova](#)

LEADING MANUFACTURER OF COPPER SULPHATE



ChemiCorp
SUPPLIER OF CHEMICAL RAWS

Contact Us:

Tel: +27 (0)13 712 2025

Email: info@chemicorp.co.za

Address: 19 Elsasser Street
Barberton, 1300



www.chemicorp.co.za



Trying to B-BBEE better

Making empowerment strategies more effective may require a change in mindset

Few businesses are forced by legislation to participate in Broad-Based Black Economic Empowerment (B-BBEE). It's a voluntary process and, for most small business owners, the decision about whether or not to do it is primarily a financial one. The reality is, however, that if you choose not to be BEE compliant, some clients can equally choose not to do business with you. Some companies avoid it on the assumption that ownership is the only way to achieve a good enough rating to really leverage the benefits of having a good BEE level of compliance.

Deon Oberholzer is CEO at Gestalt Growth Strategies. For more information, go to gestaltconsult.com.

What's needed is a shift in mindset around B-BBEE. It's not a tax. Neither is it a legal obligation on all companies, yet. Nor is it only about selling out to a BEE shareholder or giving shares away. In fact, small companies can achieve a Level 1 with 10-12% black ownership. And, the benefits of compliance can far outweigh the costs, if you do it right.

Transformation is at the top of the government's agenda, and should be a priority for any company that wants to do business with public sector organisations or companies that are subject to B-BBEE compliance. The recently gazetted ICASA regulations enforcing 30% black ownership and Level 4 for ICASA licensees are a case in point. Companies prefer to partner with businesses in their supply chain that are compliant, because they can earn points on their own scorecards for doing so. This means that compliance is a major factor in winning or losing business. Rather than

viewing B-BBEE compliance as another tax or expense, it should be seen as an economic enabler and a passport for participating in South Africa's formal economy.

Many companies set out minimum requirements for businesses to tender or become registered or approved suppliers. Often, they want a minimum BEE compliance of Level 3 or higher. There are also preferences built into the preferential procurement regulations to favour companies with higher levels.

Benefits for all

It is important for companies to understand what their industry and their clients want. While the expectation from certain organisations and industries is a Level 1, a Level 4 may just be good enough to get a foot in the door. Level 1 is the ideal but, for many companies, it is viewed as a prohibitively expensive ambition. The benefit, however, may significantly exceed the cost/investment.



12

The number of time zones in France – thanks to its overseas territories.

So, it is critical. But, it is also expensive, so don't waste it. Skills development should be undertaken wisely according to a proper strategy.

The most leveraged approach would be to place employees on learnships, internships or apprenticeships. In these cases, you can count the cost-to-company salary of an employee for the period on the course towards your skills development target. There are many companies that have invested 20-25% of their skills target that get close to full points on this element on the BEE scorecard.

Only spending on short courses would not stack up points as effectively as leveraged training programmes, which are recognised as Category B, C or D in the Learning Matrix of the Amended BEE Codes. There are numerous short courses that do qualify in these categories, so it is important to do your homework when choosing short courses, to ensure that they align with a leveraged approach to training. This allows for the salaries of participants to be recognised as part of Skills Development Expenditure. Your skills development approach should include people with disabilities as well as programmes that allow for salary inclusion, tax breaks, subsidies and Sector Education and Training Authority (SETA) funding. In fact, including people with disabilities is especially tax efficient.

Companies prefer to partner with businesses in their supply chain that are compliant, because they can earn points on their own scorecards for doing so.

Look at the long term

You can also optimise your skills development by up-skilling people outside of your business. Focus on developing scarce skills as defined with the SETA within which your business industry operates.

Another point is that participating in the Youth Employment Services (YES) Initiative allows you to earn points for hiring and training previously disadvantaged young people. It can be almost free to participate in YES if you need people anyway.

It is also important to recruit wisely, based on your long-term business needs, matched to B-BBEE needs, to ensure that you get the best talent on board. If you have a long-term view of recruitment that is aligned with your business strategy, you can meaningfully improve both the skills development and management control measures on your scorecard to improve your B-BBEE rating over time, while saving you money on your skills development budget.

Consider B-BBEE as a long-term business strategy. Though a high rating may seem unattainable, never believe it to be impossible to achieve. The important thing is to get started with a plan to optimise the elements that will get you the best scores in the most cost-effective way. Small, strategic changes gather momentum and can build a decent scorecard in three to five years, when, undoubtedly, more companies are going to be more discerning about choosing partners and suppliers that are compliant.

When you realistically weigh up the advantages each point on the scorecard brings against its associated costs, it is possible to see where the benefits are and how they can be realised most efficiently and cost effectively. Have a view of what you can do with a Level 1 B-BBEE status to understand your competitive position and what you need to do to stand out amongst your competition. For instance, a sound Level 3 could be the cost/benefit sweet spot that delivers the most value for your business.

Companies should have a plan and sweat their B-BBEE strategies. Don't view compliance as a checklist process where you simply tick off your actions. Sweat the big stuff, the small stuff and everything in between. Make sure you understand where every point on the scorecard comes from, what you could do with it and how it would benefit your business. Every single B-BBEE expense you incur should benefit your business.

Develop skills

For example, one of the elements measured on the scorecard is skills development. The codes measure the amount of money invested in training black employees, as well as those who are not employed by the business. Skills development is one of the priority elements and can earn a company up to 30 points on their scorecard.

Text | Deon Oberholzer Photography | fizkes

Licence to succeed

Franchising offers exciting opportunities, but also requires wise relationship decisions



Many people, during their lifetime, consider making a go of it on their own by buying a franchise. What some of those people don't realise is that buying a franchise is more like choosing a life partner than falling for a short-lived crush. It's a long-term partnership where both franchisee and franchisor can win. But just like any long-term relationship, it may have a rocky start as both partners try to find their place in the union.

*Ricardo Maio is
CEO of Infinity
Brands. For more
information, go to
infinitybrands.co.za.*

Choose wisely

Just like franchisees want to find the perfect franchise to match their own skills and passions, the franchisor needs to assess franchisees for their fitness to run a business before embarking on a life-long journey of give and take. Potential franchisees must be sifted through to find the candidates who will make a perfect match. This is a difficult phase because you need to look for someone who is a leader and a good salesperson, and who has exceptional operational skills. The challenge is that good leaders are often entrepreneurial mavericks. They can't help but clash with the need for them to align with the franchised business's rules and boundaries.

Be consistent

There are many important aspects that contribute to a perfect partnership. One of these is setting boundaries up front and sticking to them. Successful franchises are built on consistency. Customers learn to trust that consistency. It is so important for all the franchisees to know the boundaries and respect them. As an example, a chicken franchisee who decides to buy his chicken at a different supplier may still be producing delicious chicken, but it won't taste the same – from a customer's perspective – as the chicken sold at the other franchises. It breaks the brand consistency and affects customer loyalty.



Respect boundaries

The franchise owner needs to be respected as an individual by the franchisor, while the franchisee also needs to see the whole brand as one big picture that he or she fits into.

In relationships and in business, this is where most of the challenges start. It's a fine balance to find individuality within a partnership. It is important for franchise owners to be strong enough to succeed on their own, but within the processes and policies of the bigger brand. It affects the greater whole if one goes rogue. For instance, a few years back, there was a fast-food outlet that took a major dip in revenue because one rogue franchisee decided to clean chickens in the public eye instead of following the brand's procedures.

Support each other

The franchisor's role is to support, guide and consult. They are not meant to 'take the wheel'. In this relationship, the franchise owner should be the driver and the franchisor the co-pilot, giving directions to get to the desired destination: success. This definitely works both ways. It is incredibly crippling when franchisees expect too much from franchisors. It is just as crippling if the franchisor wants more than a franchisee can give. Both parties need to focus on their roles and responsibilities, so that they can complement each other. The franchisee is in charge of the individual business; the franchisor must take care of the brand – the collective.

Keep talking

As the two partners go about their own business, there will come a time when opinions clash. It's old advice, but still stands today: have an open-door policy. Respectful communication is key. See it as an opportunity to grow both sides of the partnership. It is so important for franchisees to remember that franchisors are not a democracy – they are a business with a core leadership team. It is equally important for franchisors to listen to franchisees who have picked up ways to improve business operations. Franchisees can't dictate and franchisors can't be rigid.

Perspective is key

The franchisee must respect the whole and understand his or her role in the bigger picture. Similarly, franchisors need to understand that each franchise owner will be unique and will have different needs and wants. This truly is a fine balancing act of people who are, at best, vastly different. Franchise owners can't go off on a tangent. They will be going against a winning formula that has been proven to work. They need to take an internal view and see themselves as one cog in a finely tuned machine. Bucking the system can cause untold damage to the bigger picture. If each entity sees the other as different but equally important, the formula will thrive.

In a nutshell, the franchise owner's vision is to grow a franchise into a successful business. The franchisor's vision is to keep the customer happy and the product consistent. They can find their 'happily ever after' if they understand this difference in vision and keep working towards a common goal.

Text | Ricardo Maio Photography | Ekkrin Rasadonyindee

Spend less time moving & more time housewarming.



MAKE YOUR NEXT MOVE YOUR BEST MOVE

- ▶ Local & Long Distance Relocations
- ▶ International Relocations
- ▶ Business & Office Relocations
- ▶ Commercial Distribution
- ▶ Palletised Storage
- ▶ 24/7 Self Storage Facilities
- ▶ Motor Vehicle & Pet Transport



Community values

Localisation is an important part of reaching new markets

Any organisation that aspires to make its mark in a new region needs to have a strong localisation strategy to help them ingratiate themselves with the locals, earn their trust, and eventually build brand loyalty.

Andrew Bourne is Regional Manager of Zoho. For more information, go to zoho.com.

It's critical for these organisations to understand that localisation entails more than just providing pricing in local currencies. It has to be a holistic approach that involves customers, employees and other stakeholders.

Localisation refers to the adaptation of a product or a marketing strategy to meet the needs of a specific locale through language, culture or other relevant factors. It can be achieved in a number of ways. For example, a product company can offer a local language user experience (UX) and provide vernacular customer support. However, if a company simply uses a translation tool that doesn't take into account local nuances, it will create a negative brand perception.

A holistic approach can have major benefits for an organisation, including easier entry into new markets, increased customer satisfaction and brand loyalty, and, ultimately, improved revenue.

More than words

Making your product or service available in the local language and providing support are the first few steps towards localisation. If you have an online offering, when you localise it to right-to-left (RTL) for languages such as Hebrew, Persian and Arabic, you should also enable a right-to-left oriented UX layout for a better user experience.

Even something as simple as automatically detecting which date format to use in a specific territory (dd/mm/yyyy vs mm/dd/yyyy, for example), or using a comma or a dot when writing a large number, can go a long way towards building brand affinity.

Local pricing is also important, as it allows customers to avoid currency fluctuations. Furthermore, you can integrate your product with local payment gateways and other locally popular third-party apps to increase adoption.

Real localisation, however, goes beyond localised offerings. It should be inculcated into your organisation's culture. That means taking local cultures and ways of working into consideration when you enter new territories.

An approach called 'transnational localism' brings together the best features of global connectivity with local knowledge and insights. You can hire locally in new territories and train new employees, so that they intimately understand offerings and brand values. They, in turn, bring with them a deep understanding of the local markets, and help adapt the offerings. Ultimately, if employees buy into this attitude, they're also more likely to feel empowered to cater to the needs of local customers. This will enable smoother entry into new markets.

Good opportunity

There's never been a better time to take this kind of holistic approach to localisation. The past two years have accelerated digital transformation, and customers are more willing to adopt new products and offerings. Thanks to the rise of remote work, there are a host of workers ideally suited to working for global organisations who can offer their localisation expertise.

The organisations that take advantage of this set of circumstances to build an open culture of localisation will put themselves in the best position to succeed in their expansion plans.

Text | **Andrew Bourne** Photography | **as-artmedia**

OPENCAST MINING

**CRUSHING AND SCREENING
REHABILITATION • BULK EARTHWORKS
PLANT HIRE • MINE INFRASTRUCTURE WORKS**

Trollope Mining Services is a market leading opencast mining contractor that specialises in the execution of medium to large scale mining projects. Alongside the full range of services associated with opencast contract mining, we also provide crushing and screening, mine infrastructure works, bulk earthworks, rehabilitation services, and plant hire.

Established in 1975, the Company boasts one of the largest equipment fleets in Africa and has, over 47 years in operation, gained significant experience in mining a wide range of commodities which includes but is not limited to coal, platinum, copper, andalusite, gold, phosphate, iron ore, manganese, limestone, and diamonds. We are currently operating in South Africa, Botswana and Namibia but have also executed projects in the DRC and Guinea. Our strategic intent is to continue to diversify into other mineral sectors and to grow our geographical footprint in Africa.

At Trollope, we understand what is required to execute sustainable projects in difficult and remote regions. We are adaptable and accessible and enjoy the challenges that this industry brings. If you are looking for a business partner who can help you optimize the economic potential of your project, please feel free to get in touch.




TROLLOPE

Getting personal

Post-pandemic leadership involves increased understanding and responsiveness

Being a good boss is hard. In fact, a study by Gallup revealed that only 10% of people have the innate traits required to become good leaders. Fortunately, these skills can be learned. As we return to the office full time, continue to work remotely, or adopt a hybrid of both approaches, one fact remains – COVID-19 and the restrictions it brought significantly transformed the way we work, where we work, and how we feel about work.

Sarene Nel is Managing Director of Tétris Design and Build South Africa. For more information, go to tetris-db.com.

In what is being labelled the Great Resignation, a record number of employees have resigned in the US amid the COVID-19 pandemic, with more than 19 million workers having quit their jobs since April 2021. This has left many companies in a predicament, with managers and business owners struggling to understand why and how to stop this.

South Africa is also experiencing this phenomenon, albeit at a different rate, with mainly highly skilled workers migrating away from salaried jobs and joining the gig economy or consulting on their own terms.

Leaders need to respond to these changes in order to retain talent, attract new talent and revive a stressed and exhausted workforce in the post-pandemic era. However, managing change is a challenge. Managers play a vital role in keeping employees happy and engaged, but this has become more difficult with employees working remotely or adopting flexible working hours. Fortunately, focusing on a few directions can help.

Be authentic

A good leader is transparent and honest in all relationships in the workplace. Be your true self. Not all managers are the same, and that is fine. Admit to your shortcomings and mistakes – this will go a long way in showing your team that you are willing to grow and learn with them.



Get your hands dirty

The days of sitting in your corner office issuing orders are long gone. The modern leader is an active member of the team and willing to do any job that is required, not just what is in their job spec. By doing this, you reveal your human side, making you more approachable and understanding of the day-to-day challenges and tribulations faced by the team.

Create a welcoming workspace

With the traditional workspace and work hours a thing of the past, there is value in creating an enticing space away from home where people can connect and collaborate, with focus areas for those who are unable to do focused work at home. Incorporate spaces that facilitate working together and those that allow for quiet work. Include comfortable furnishings, quiet booths, relaxation rooms where people can socialise, and conveniences like good coffee to entice employees back. Ultimately, an office must be a space that resonates with people and inspires them professionally.

Provide incentives

While extra remuneration is always appreciated by employees, this is not always possible. Leaders also need to find other ways to show appreciation and strengthen relational ties with people. For instance, offer half-day vouchers after periods of hard work or extreme stress, which employees can cash in whenever they need some me-time to recharge. Time has become extremely important to people and is often seen as equal to monetary rewards.

Make it personal

To retain existing talent, team members need to be seen and heard. The office should be a safe space, where they



33%

The percentage of adults who still sleep with a comfort object.

without fear. Good leaders can be good taskmasters. Good leaders also encourage their team to own their mistakes by failing onward and upward. Perhaps most importantly of all, leaders understand the moment by knowing when to give advice, and when to roll up their sleeves to be part of the solution.

Be flexible and adaptable

Change is a constant, so managers need to be able to adapt to lead their teams successfully. Part of growing as a leader is learning to be humble enough to manage people how they need to be managed, not how you want them to be managed. Rigid management styles no longer serve the current workforce, made up mostly of millennials, who prefer a teamwork approach versus authoritative management.

Be empathetic

The pandemic negatively affected many of us in different ways, and leaders need to be sensitive to this fact as staff return to the workplace. A keen level of sensitivity will help when considering changes to policies and processes post COVID-19 and adapting to our new normal. Spend time with your team to find out what works for them and what kind of workspace or company culture will enable them to perform at their best.

Leaders need to respond to these changes in order to retain talent, attract new talent and revive a stressed and exhausted workforce in the post-pandemic era.

can share ideas and thoughts without being worried about negative feedback, and where they can feel part of the organisation's successes. Create a culture where wins, both big and small, are celebrated with sincere enthusiasm.

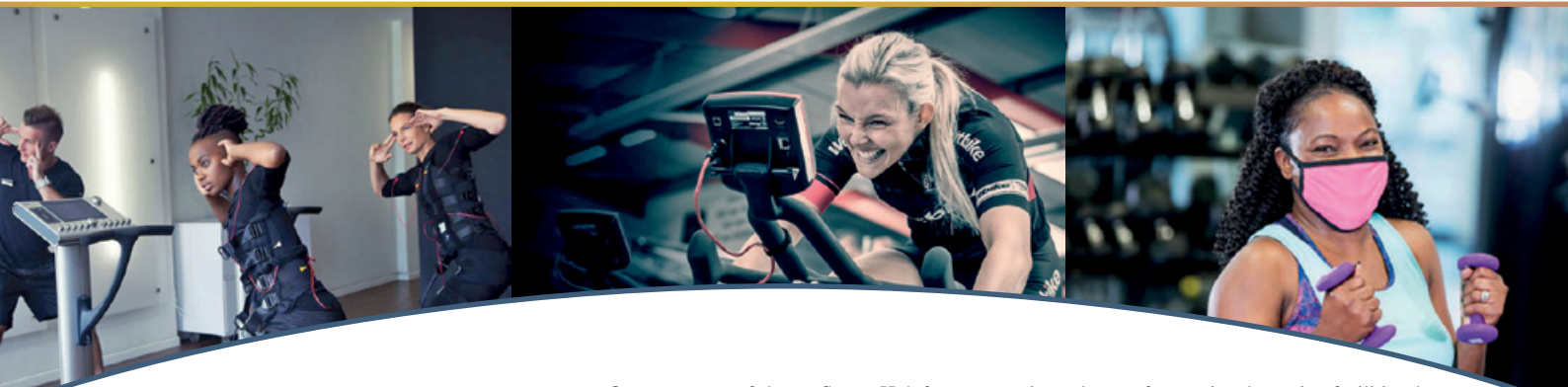
Encourage growth

To encourage personal growth within the company, create opportunities for your staff to learn new skills. Organise internal skills development programmes and encourage staff members to enrol. Support employees who want to take external courses, if relevant to your industry.

Growth also comes from learning from mistakes, and employees need to feel safe enough to admit to these

Empathy shown not only internally but also to the wider community, is the mark of a great leader, who is not only focused on the company's own development but all of South Africa. For bosses, a good support system at home and a great team can help you deal with work challenges when you are away getting much needed rest. Manage yourself to manage people.

Text | **Sarene Nel** Photography | **KeyStock**



Our new, state-of-the-art Sports Hub features a unique cluster of exceptional sporting facilities that include disciplines such as: CrossFit, Wattbikes, Conditioning Classes, Dancing, Gymnastics, and EMS to mention but a few. Whether you're a runner, a cyclist, a gymnast, or a dancer, we've created the ultimate indoor training space for you and your whole family. We tailor our classes and workouts to match your ability, ensuring that you find your fitness, then never stop improving it.

Kalahari

COUNTRY CLUB

053 050 5727
sportshub@kalaharicc.co.za
www.kalaharicc.co.za

A journey to success

Customers want to travel again, and the hospitality industry must note their needs

Tourism in South Africa is recovering, with an increased volume of arrivals for both local residents and foreign travellers. With the removal of the final COVID-19 restrictions, this is expected to increase further, especially in coastal areas, which have become increasingly popular with remote workers, as they offer a better quality of life. To take advantage of this uptick, it's crucial for hoteliers and short-term rental owners to note that guest expectations have changed as a result of the pandemic.

Max Urban is co-founder and Managing Director of Propr. For more information, go to propr.co.za.

As digitisation has accelerated as a result of the COVID-19 lockdowns, consumers' appetites for digital technologies and experiences have grown, but unlike other industries that swiftly adopted tech solutions, the hospitality sector has lagged. The industry needs to innovate and adapt now more than ever to meet consumer demands for accommodation that caters to the changing world of business and leisure, unique stays, instant communication on their preferred platforms, and smarter technologies to enhance their experience.

To ensure growth in the sector, businesses need to pay attention to trends that are shaking up the hospitality space.

Flexibility

The pandemic ushered in the era of offering flexible cancellations. When new travel restrictions can be imposed at a moment's notice, guests may be unwilling to book accommodation with strict or moderate cancellation policies. Accommodation providers have no choice but to embrace the last-minute nature with which guests book. Gone are the days of looking at next year's forward bookings.

Digital nomads are the new business travellers

Telecommuting has exploded since the start of the pandemic, as evidenced by the increase in daily active users on Microsoft Teams from 75 million users in 2020 to 145 million in 2021. Businesses are becoming more accepting of remote workers, which has resulted in an upsurge in digital nomads travelling the globe and staying in places for weeks or months at a time.



Properties that can offer dedicated workspaces and high-speed internet are much more likely to get booked.

Becoming loadshedding proof

With loadshedding being the new normal, properties need to offer solutions that minimise the impact on guests. This ranges from special lamps and bulbs to inverters that can power internet routers. Installing these is a great way to be set apart from other listings at the moment.

Stand out, don't be standard

Today's guests are looking for something special beyond the stock standard hotel room, prompting the hospitality industry to experiment with their offerings. Hotel chains are expected to jump on this trend to make their properties unique and, in doing so, use their assets more efficiently. An example of this could be renting out a hotel room during the day for use as a home office and hiring it out to a traveller at night.

Automate or stagnate

Soon, the days of guests picking up the phone or walking down to reception to speak with staff at



hospitality establishments will be no longer. They are increasingly wanting their communication to be instant and digital, sparking the need to automate processes to assist guests and enhance their experience. Guests nowadays prefer to interact via WhatsApp and chatbots and the industry needs to catch up.

This needs to be done in such a way that communications don't become robotic. Guests still expect a personal touch for certain types of interactions, even if they are automated or executed electronically. Automate highly structured communication, giving teams more opportunities to spend quality time with guests on things that computers don't handle well yet, such as planning a custom itinerary and talking about missed expectations. Use tech to alert yourself to opportunities where you can help guests. For example, automatically flag certain key words like 'anniversary', 'birthday' or 'locked out' and then notify the guest experience team.

The guest experience now starts before arrival, whereas before they would only be focused on once they were in-house. Through automated communication, guests can also be upsold extras like tours, additional cleans or a stocked fridge to enhance their stay even before they

set foot through the door, and these can be handled quickly and seamlessly.

Smarter technology

Advances in technology will not only benefit the guests but property owners and professional hosts too. Pricing algorithms are becoming increasingly sophisticated and can adjust pricing to capitalise on specific demand spikes. For example, a premium could automatically be applied to one-night gaps in the calendar to make those bookings more worthwhile. Internet of Things tech will also be able to synch an establishment's calendar and switch the geyser on or off to save on electricity. Additionally, automatic inventory checks based on photographs will cut down the time it takes to check properties. Some of these technologies are already in existence and others are not too far off.

Over the past six months alone, booking levels have returned to what they were pre-COVID. In a year or two from now, it is anticipated that the hospitality industry will play a big part in helping economies recover, but players in the space need to be ready by responding to guests' changing needs.

Taking care of customers will help ensure the hospitality industry's return to full health.

Text | **Max Urban** Photography | **Jacob Lund**

The Mighty Tigris

WE DO TURNKEY PROJECT
FROM ARCHITECTURAL DRAWINGS
TO THE COMPLETE PRODUCT.



The Mighty Tigris is able to ensure streamlined projects through the availability of a number of services, such as in-house architectural services, an engineering service and building and garden planning. The turnkey service offering allows the home owner to take comfort in knowing that the company has everything covered.

GETTING THE BASICS RIGHT

The biggest challenge in the contracting industry is the miscommunication between the client and the contractor regarding the basic business principles that apply to any form of contractual agreement. Below are a few questions you should be asking when taking on a new build or renovation.

1 Am I choosing the right company?

Does the company you chose suit your building or renovation requirements? Does it deliver the style you are looking for? Does it offer a turnkey building package that includes architectural drawings, council approval and hand-over, or does it specialise in only one area?

2 How much will it cost?

One of the most important factors is to ensure that the project cost was made clear before any work commences, and that what was quoted is delivered. The biggest challenges and disagreements come to light when there are hidden costs or changes to the original cost of the project.

3 Do I have to worry about site safety?

While working on the project, does the company offer public liability on the site's facilities, including the health and safety of the workers on site, as well as site visitors?



4 Who will handle quality control?

Are there staff members on site available to answer the questions and address the needs of the client? Is there a designated staff member who ensures that the project meets the standards of the current building regulations?

5 Will this project keep to the agreed time frames?

It is important to stay within the time frames of the project, and also acknowledge the different building seasons and downtimes.

6 Who will hold the builders accountable?

It is important to take stock and ensure that what was quoted for is delivered, and that all certificates from the relevant parties can be provided when needed.

The Mighty Tigris will be offering a series of features tackling all of your building and renovation matters, so look out for next month's edition. For questions regarding this feature, email info@tigris.co.za.



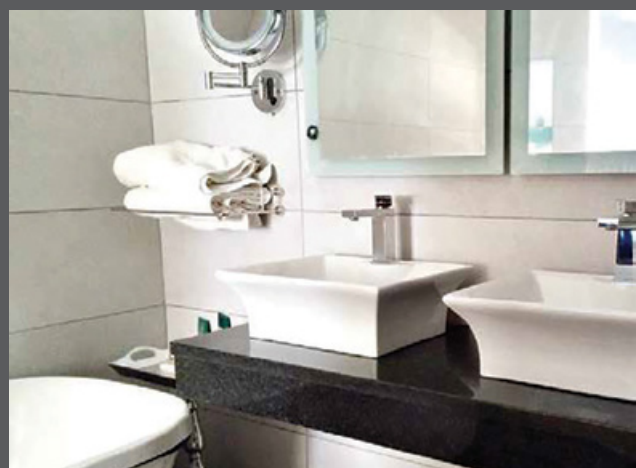
Jaco van Deventer is an expert in the field of construction, and turnkey building projects. As general manager of The Mighty Tigris, Jaco is passionate about delivering high-end services to his clients and ensuring that the vision for each project is fulfilled.

For more information on The Mighty Tigris:

Call us: 071 154 5564

Email us: sales@tigris.co.za

Visit us: www.tigris.co.za.



All in the timing

Giving input on projects and conversations at different times can aid, not hinder, productivity



12,000

The annual number of injuries related to TVs falling on people in the US.

20

The number, out of 30, of the fastest 100m sprint times that were run by athletes who tested positive for performance-enhancing drugs.

By the time South Africa lifted the last of its COVID-19 restrictions in late June 2022, many companies had already returned to the office full time. But not long after the restrictions were lifted, South Africa experienced its worst bout of loadshedding, and those not lucky enough to have generators or battery backups at their workplace had to chase power to keep working. Some companies had to resume their remote or hybrid work policies for employees to ensure business continuity.

While the pandemic necessitated remote work first, it's loadshedding today, and there might arise a different issue tomorrow. With each challenge that comes their way, companies will have to keep adapting to new ways of remote collaboration and communication to sustain team productivity and employee morale. One such aspect of remote working that's gradually becoming prevalent is asynchronous communication.

Andrew Bourne is Regional Manager – Africa for Zoho Corporation. For more information, go to zoho.com.

Same time, different place

Put simply, asynchronous communication is any form of communication that doesn't take place in real time. Things like in-person meetings, phone calls, and video meetings are synchronous communication, while email, instant messaging, and project management tools are all forms of asynchronous communication.

In many ways, we are all already used to the concept of asynchronous communication. The difference now is that it's become increasingly ubiquitous and important. Office productivity tools that supported asynchronous communication started gaining popularity when the pandemic struck and became as crucial as a customer relationship management (CRM) tool for companies, as they allowed organisations with international teams to collaborate on projects even if they weren't in the same time zones.

The real strength of asynchronous communication lies in collaboration. For instance, in real time, you could only have one person at a time working on a document, presentation, or spreadsheet. But with the right tools, you can have someone in India start a project before someone in Cape Town picks it up and adds their input a couple of hours later. From there, a client in Europe or the USA can provide

feedback before it goes back to the original worker in Hyderabad for consolidation. Critically, all of this can happen without any of the parties ever speaking to each other in real time.

Allowing for flexibility

It shouldn't be all that surprising then that asynchronous communication is increasingly seen as a critical aspect of remote and hybrid work. Much of the appeal of these forms of work, after all, is that they allow people to get their work done without worrying about the hours they spend at their desks.

If you need to step away from a project for an hour or two to go to your child's prize-giving function or even just to take a walk around the block, it shouldn't matter. As long as you get your work done on time, why should it matter when or where you do it? There are, of course, times when all members of a team will need to make themselves available for an in-person or video meeting, but in a fully functional remote and hybrid system, this becomes an exception rather than the rule.

In South Africa, the current issue of loadshedding further compounds the need for asynchronous communication. While many individuals and organisations are doing everything they can to make themselves resilient, there are still plenty of people who may not be able to communicate in real-time when the power's out (at least until they get to a coffee shop or a friend's house). But that doesn't mean you can't give them valuable feedback or input on a project. Even companies that are nominally back at the office full-time may find this way of operating beneficial in the face of loadshedding.

Use the right tools

Asynchronous communication has serious benefits for all organisations, particularly in a remote and hybrid world, as well as in a disruptive environment such as that caused by loadshedding. But in order to make the most of it, organisations must ensure that they use business tools that allow them to approach such forms of collaboration and communication in the best way possible. Synchronous and asynchronous communication should complement each other, and software is available that is built with that in mind. People must use tech, but make sure it is secure and has good privacy policies to protect customers info and comply with privacy laws.

The concept of business workplaces was already changing pre-pandemic. The last couple of years have only served to accelerate that change. Organisations everywhere need to understand that and reap the benefits of new approaches, including ones that embrace asynchronous communication.

Asynchronous communication benefits:

- Effective for teams who can be sourced from or work anywhere.
- Having time to think about responses means insights might be better developed.
- Workers have more control over their schedules.
- Interruptions are reduced, as employees can respond when they have completed deadlines rather than while under pressure.
- Knowledge communicated asynchronously is documented as it is sent, so it can be referred to whenever people need it.

Text | **Andrew Bourne** Photography | **Ground Picture**

Ongoing education

Closing skills gaps involves a mindset that embraces ongoing learning

Businesses that don't step up to address the skills gap will be left behind. A McKinsey Global Institute Report indicates that a shortage of skills will push at least 14% of the global workforce away from their current employment by 2030, which will negatively affect business operations and growth. Although the increasing skills gap is an urgent priority for many organisations, the survey indicates that most businesses aren't ready to address this need.

For more information, go to ggadvoc.com.

"As much as lockdown disrupted all industries, it also pushed business executives to rethink how they make learning and training accessible for all employees," said Michael Gullan, CEO of G&G Advocacy. "Businesses that make e-learning a priority will be well-positioned for future disruptions in their industry. In 2020, many businesses didn't have the right solutions to provide much-needed training to their teams. Their inability to pivot to digital training solutions resulted in severe delays in skills development and knowledge transfer. This skills deficit had a significant impact on business," Gullan added.

Technology is a long-term solution that, when deployed correctly, can significantly address the skills gap, across all levels, in an organisation. By implementing learning and training through an e-learning solution, businesses can address their most common concerns, including:

- Budget constraints.
- Lack of employee time to participate in training.
- Lack of employee participation and knowledge retention.
- Lack of appropriate training technology.
- Lack of accurate reporting, data and detailed insights.

1 Identify what skills the business needs

Use a strategic consultation approach to identify what skills are needed in the business, what skills are available, and how to align the business learning objectives to ensure employees receive the right training and remain engaged and motivated to learn.

2 User experience is essential

Smart e-learning solutions should be easy to navigate and convenient for employees, even if they're not digitally savvy. This includes providing them with an engaging and interactive experience, which encourages employees to complete the learning materials.

3 Interactive, bite-sized learning material

Provide content in interactive, bite-sized learning moments that addresses adult learners' attention span. Doing so will also cater to time-strapped employees who struggle to find the time to learn and upskill themselves.

4 Make learning fun and bridge the skills gap

Gamification motivates employees and promotes behaviour change to make learning fun. This includes game mechanics such as badges, achievements, leaderboards, animations, and sound effects to engage your employees and keep them motivated in training.

To address the increasing skills gap and ensure business continuity, relevance and competitive advantage, organisations should prioritise learning and training for all employees. Doing so will ensure that your workforce has the right skills for their roles. Developing a business philosophy of continuous learning and training will develop a pool of exceptional talent, improve job satisfaction, employee productivity and ultimately, an organisation's bottom line.

Text | **Supplied** Photography | **fizkes**

Falling in love with Greece – again

Magical country is beginning to consistently deliver in a previously weak area: wine

Dan Nicholl is the founder and host of *Dan Really Likes Wine*. Dan is a former PICA Magazine Columnist of the Year, and has worked on television, radio, and in print and online journalism.

A decade ago, newly married into a Greek family and vested of a fumbling grasp of the language, I visited Greece for the first time, and fell instantly, hopelessly in love. Warm, liquid turquoise water fringed by miles of bright white beaches. Skies bereft of a whisper of a cloud. Smiling, welcoming people devoted to long lunches and afternoon siestas (I'm not sure there's a Greek word for 'hurried'). Far less Abba than Meryl Streep might have had you expecting. And the food: endless plates of Mediterranean delight, a triumph of freshness, simplicity, and staggering volume. (My mother-in-law follows the standard Greek approach: cater all meals as if every guest will arrive with a dozen unexpected friends.)

The history, the culture, the climate, the warmth of welcome: there was almost nothing to criticise about Greece... except the wine. For a country with an ancient god of wine, Dionysus, the offering I first discovered was underwhelming. The better whites were pleasant, and in some cases rather good; the reds were something of a work in progress. Many restaurants and tavernas only offered village wine in a carafe, not dissimilar to the rustic rosé that my wife's uncles still make in plastic barrels in garages in their village in the Peloponnese, and cheerfully pour from Fanta bottles. It's far more drinkable fare than you might imagine, but no more.

Ten years on, and that's all changed. Led by *assyrtiko* from Santorini, the dry white wine with splendid acidity and crisp minerality (try Vassaltis, popping up on a few of the better South African wine lists), Greek wine has exploded. This year's family pilgrimage allowed conversations with winemakers from across the country, who're taking traditional Greek grapes like *xinomavro* and *agiorgitiko* to new heights – and both of

those varieties are red. London-based South African Master of Wine Greg Sherwood is the latest top critic to fall for the charms of elegant, perfumed Greek red wine that responds well to 10 minutes in the fridge to take the sting out of summer heat. And that's on top of the myriad white varieties, ranging from the *vidiano* that's following in *assyrtiko*'s steps as a star attraction, to slightly fruitier, fuller grapes like *moschofilano* and *malagousia*. Or for some wine trivia, the wonderfully balanced fruit and acidity of *robola* from *Gentilini*, an estate started on the island of Kefalonia 40-odd years ago by a local returning from a spell working in Stellenbosch.

Bewildering variety

Getting your head around what's on offer is a challenge, particularly because Greece has somewhere in the region of 350 domestic grape varieties, almost all of which you'll never hear of. But that challenge is getting easier. Every restaurant and taverna that I visited on this trip had a wine list of sorts, with the most bottles offered being local. Wine bars like Oinoscent in Athens offer considerable options by the glass (plus a surprising number of South African producers). Add that to the care and precision that's clearly going into production, and you have a wine space that's bubbling with excitement.

It's also one that has an exciting South African offshoot. Earlier this year, Swartland super producers Andrea and Chris Mullineux released South Africa's first *assyrtiko*; Jordan in Stellenbosch aren't far behind, with the great Eben Sadie and brilliant young winemaker Kiara Scott from Brookdale also joining the *assyrtiko* adventure. Haut Espoir's Gwen Marais and Stellenbosch compatriot Lehandri Bothma, meanwhile, are the latest young winemakers to have spent the northern hemisphere summer working on Greek vineyards. As warmer, drier conditions persist, seeing more Greek varieties in South Africa would be no surprise – and would offer a glimpse of what now makes Greece, for me, more perfect than ever.

Text | Dan Nicholl Photography | Shutterstock/photog's name



Going mental

Mentalism is a relatively less understood area of magic that requires discipline and focus

When Larry Soffer tells people he is a mentalist, they immediately think he spends his days unravelling crimes and putting offenders in prison, just like the lead character in the American drama television series *The Mentalist*.

For more information, go to larrysoffer.com.

The truth is the only likeness Soffer has to Simon Baker's character Patrick Jane is their passion for entertainment. "Although I have been approached several times to help crack a crime, this is not something I feel comfortable doing. My aim has always been to entertain and inspire," he says.

The misperception generally stems from the fact that people simply do not know what mentalism really is.

We all know that magic encompasses a whole range of different things, from illusions on stage to close-up magic tricks, among others. It's a performing art in which audiences are entertained by seemingly impossible feats using natural powers.

Mentalism comes under the 'magic' umbrella and could perhaps be best described as the magic of the mind. It is a sophisticated practice and an incredible skill that takes years to develop.

"A mentalist uses specialist techniques to demonstrate their art and skill of mind reading, metal bending, second sighting and predicting the thoughts of others. In truth, it involves anything that reveals the power of the mind and requires the ability to read body language and micro facial expressions. It basically utilises each of the five human senses to create the impression of a sixth sense," explains Soffer.

Done well, mentalism can positively impact the person watching the performance unfold. Not only does it allow the audience to step outside their mundane, everyday life, but it also transports them to a different reality, and inspires them to believe in the impossible to create a better future for themselves.

After witnessing his fair share of mentalists and magicians perform all over the world, Soffer believes the following five qualities are what sets apart the good ones from the not so good.

Focus on the audience

Some mentalists perform so that they can feel great, validated, and admired, but this makes their performance a one-sided affair. A great performer is able to focus on the audience's experience and how it will connect with them emotionally. He always tries to give the audience the best experience they can have. The focus should always be on them and the feelings and emotions they will walk away with.

Have great intuition

You can spend years studying mentalism, but nothing quite compares to being born with amazing intuition. Even as a child, Soffer perceived things that other people didn't, which is probably what drew him to mentalism when he was studying magic.

Don't be afraid to take risks

Pulling off scary stunts like putting a spike through your hand, making spoons and forks bend, lightbulbs burst, or broken watches come back to life can be tricky. Imagine having millions of listeners to a radio station for you to predict the incorrect newspaper headlines! But always push yourself to do risky things, as this has the biggest payoff.

Eat, sleep and breathe mentalism

Mentalism requires you to successfully blur the lines between reality and the supernatural. To do this well, you need to be more than just good at your craft. Only then will audiences believe that what you did was something impossible. You need to get even the biggest cynics to walk away in awe.

Create a memorable impression

People must remember the experience they had with you for years and years. Only then will you have impacted them with your performance and skill. Soffer performed at the J&B Met years ago and ran into someone that saw him there a few years later. The gentleman came up to Soffer to tell him that he kept a spoon that he bent for him for all these years because it reminded him that there was more to life, and this kept him rehabilitated from drugs.

Text | Supplied
Photography | Vluce



Towards the summit

Mind Over Mountain by Robby Kojetin is a journey from the seat of a wheelchair to the summit of the highest mountain on Earth

A simple mistake left Robby Kojetin in a wheelchair with severely broken ankles, ruptured tendons and permanent damage to both feet, sentencing him to a year in a wheelchair, and bringing his dreams and aspirations as mountaineer and business owner to an abrupt end.



Mind Over Mountain
by Robby Kojetin,
published by Jonathan
Ball Publishers, is
available now.

When, and under what circumstances, did the idea for the book come to you?

Robby Kojetin The book is largely a biography, telling the story of what happened to me. In 2006, I had an accident at an indoor climbing gym, breaking both ankles, rupturing tendons and destroying cartilage. This left me in a wheelchair for close on a year and began an unravelling as I watched my life disintegrate. I had an unconventional recovery process that people found most inspiring, and that became the core that I structured the story around.

Did it initially feel like something to commit to, or was that something that took time to develop?

As a first-time author, the book evolved from various pieces I had written for different reasons. Some were trip reports from expeditions; others were journal entries with more of a cathartic purpose. From the first few bits to be put onto paper until I had a complete manuscript, it took approximately seven years.

How did you conduct your research or other preparation before writing – was it more experiential or more academic or desk-based?

The research process varied for the different parts of the story. There was a lot of forensic research using time codes on images and email conversations and examining photos to link faces to places. Some of the research regarding my father and his suicide was both traumatic and quite healing as well. Working through the documents and artifacts he left behind, and speaking to relatives and friends, gave me not only information about him as a person, but also helped me make sense of his actions and mannerisms throughout my childhood.





If resources (money, time, whatever) were no object, what additional groundwork would you like to have completed?

I was lucky enough to revisit the places in the story like Nepal and Russia, which was useful recounting some of the details. But, given the opportunity, I would have loved to have gone to visit my father's hometown in Austria and spoken to his close family.

When considering influence, do you find yourself wanting to write like someone (in terms of their style, tone or use of language), or aiming for a kind of perspective or storytelling approach you admire or enjoy?

In all honesty, I don't believe I have read enough to pinpoint an influence. My intention was to convey the story in the same raw and authentic way that I tell my story in speaking contexts. I try to take people with me into the story, as if they are standing beside me, whether it was a whiteout on Mount Everest or reading my father's eulogy. People who have read my book who know me have remarked that they

can definitely hear my voice in the writing, and that's something I am proud of.

What's in your to-read pile – and what upcoming book (other than yours!) are you most looking forward to?

Considering what is happening currently in my life, all the reading I am doing at present is focused on the mountain we are planning to climb next year. I don't enjoy fiction and most of my reading is research. But right now, I am reading *Buried In The Sky* by Peter Zuckerman and Amanda Padoan.

What is it about climbing that you find endlessly fascinating or compelling?

Possibly the hardest question to ask a mountaineer. Why do people climb mountains? I believe that there's something within a person that drives them to these places for these adventures, and for unique reasons. I have always been drawn to stories and photos of high places, like the legend of the Yeti, snowy peaks and extreme environments. Some find joy in fast cars; others dive to the bottom of the sea and some collect porcelain figurines! George Mallory said he liked to climb a mountain "because it's there". I'd beg to differ. I think it is because *I* am here.

A training accident left climber Robby Kojetin in a wheelchair.

Text | Bruce Dennill Photography | Supplied, oleksboiko

A Gray area

Popular Irish singer-songwriter brings his hits and a celebration of his best-known album to South Africa

David Gray's White Ladder: The 20th Anniversary Tour comes to Cape Town on 1 December and Pretoria on 3 December. For more details and to buy tickets, go to bigconcerts.co.za.

Your current tour celebrates 25 years since the release of your *White Ladder* album. How does it feel to have been the soundtrack to listeners living on the other side of the world?

David Gray That's what you're in the game for. You can never tell the scale of the connection. Sometimes you get the breaks and it hits. *White Ladder* brought me money and success, but it also brought me stress.

And *White Ladder* as a soundtrack to your life? It was the career enabler and the calling card: how is your relationship with the album and how it affects people's expectations of you?

Until it came out, we'd [Gray and his band] always been struggling; wearing Kevlar body armour against the world. But that record had a strong emotional centre, so we were all able to drop the armour – we didn't need it.

I've never gone back and embraced the nostalgia in any way, but it seemed timely to celebrate it. Also, the technology wasn't there at the time when the album came out: now we can play it as it sounds on the record, with all the handmade, genuine sounds and the crackly samples. Now, we can create the scale we wanted to live, but also connect to our lo-fi roots.

A big anniversary is a wonderful reason to embark on a big tour. Was there a different headspace, though, to doing so as the world came out of a pandemic?

Happily, we all have our sea legs. We're all long in the tooth and have experience with big shows. It's usually more about drawing the right line between the new songs and the old ones. That's a negotiation between the audience and myself.

On this tour, I'm my own support act. The first half of the show is kind of a greatest hits and popular stuff, and then the second half we do all the tracks from *White Ladder* in order. I probably won't do something like this again. I'd rather play small shows for fans wanting new music that a big show for people who only want the old.

I think one of the reasons *White Ladder* succeeded was because it wore its heart on its sleeve. It goes as deep as it can; it was never about being cool. It's a perfect record to resume activity after this weird time. People haven't yet glued themselves together again. Ukraine, for one thing, is awful – it feels like the world's gone backwards.

During the pandemic, what was work, music and inspiration like for you? You brought out an album called *Skellig*, which was a relatively stripped down and serious affair, and it'd been dreamed up before COVID-19 arrived...

By my own standards, I experienced very low creativity in that time. I released the *Skellig* material, respecting the original live recordings. It was amazing that it came out with the world in that state. When I wrote the title track, I knew it was powerful, and then accumulated more music around it. The timing around it coming out was a great coincidence.

I may make another record like that, where I write songs and record them in a specific place. It's a special experience, so different to the studio experience. We had a really laid-back producer – he recorded my guitar with a broken microphone but helped me listen to my vocal and really get under the skin of it. I learned to not be superstitious about ruining the purity of the moment.

It's good to be reminded about making 'straight-to-camera' music, and having emotional availability. Knowing that I had to go on tour unleashed a creative hot streak like I've never had. I wrote 20 songs in a few months. They're about letting a narrative tell you where the music is going – it's probably the most full-throttle emotional stuff since *White Ladder*.

You output generally fits the old-fashioned definition of folk music as 'storytelling music'. What are the stories you want to tell on this tour or in your next set of songs?

I've resisted storytelling for some time. It's a narrow window to have to try and squeeze through. I'm more interested in the sound and rhythm of the music and hanging words in that space. At the moment, my writing is often a response to a piece of poetry. I start there and then add ideas to it, and then return to the poems. It's about being human and alive. And often what's most important is what's happening between the lines. That technique of letting the listener fill in the details is important. I'm less confident about how genuine more *direct* storytelling songs are.

The bottom line to being alive is not necessarily about having a story to tell. I'm struggling like everyone else, and I'm awed and horrified at the same time. "The mind is new snow falling on old snow" is a line I'm building on. I'm figuring out how the words want to figure *themselves* out.

Text | Bruce Dennill Photography | Supplied



Welcome to the
EAR INSTITUTE



Where excellent hearing begins



It is also hard to stay connected with family and friends when you have hearing loss, as this sense forms a vital part of the communication process. “It is thus also a major cause of stress in intimate relationships, as it leads to a loss of spontaneity and normal everyday interactions, as well as a sense of isolation for both partners,” says Van Dijk. People who experience hearing loss often feel excluded, disconnected, lonely, and exhausted. It is also quite interesting to note that research shows that hearing loss plays a role in developing early-onset dementia.”

How can the Ear Institute help?

According to Van Dijk, the Ear Institute is a family-owned business that has been helping people with hearing loss since 1975. “The Ear Institute understands the physical, psychological, and social impact of impaired hearing. For the past almost 50 years, we have helped thousands of people get back their lives. Our clients travel from all over the African continent to have their hearing evaluated and receive the best possible advise.

Text and photography | **Supplied**

Did you know that hearing is the fastest sense? A person can hear between 20 and 100 times faster than they can see. This means that everything we hear impacts our perceptions and even our thoughts, which in turn influences how we act or react to, for example, unexpected loud sounds.

Hearing is not only vital for our personal safety, according to Dr Catherine van Dijk, head of the cochlear implant unit at the Ear Institute, but it also plays an important role in the quality of our relationships and our life in general.

“If we cannot hear well, it is frustrating to follow a conversation. This often results in people missing out on enriching and important experiences and events, such as the laughter of a grandchild.

Do the self-test

You might have a hearing problem if any of the below apply to you:

- People seem to mumble when they talk.
- You often ask people to repeat themselves.
- You have a family history of hearing loss.
- You have had COVID-19.
- Cellphone conversations are difficult to follow.
- Children’s and ladies’ voices are often difficult to follow.
- You don’t always know which direction sound is coming from.

EAR INSTITUTE
where excellent hearing begins

For more about the Ear Institute, visit earinstitute.co.za

High flyers

New book explores the thrills – and the hard work – involved in being a pilot

Demystifying by Kine A Paulsen is available now. For more information, go to demystifying.com. The excerpt published by permission.

Blue skies

Beyond being known as the pilot amongst your friends or being able to nonchalantly say, “Yeah, I fly airplanes,” at a dinner party, what are some of the rewards of getting your pilot license?

Freedom

“Once you have tasted flight, you will forever walk the earth with your eyes turned skyward, for there you have been, and there you will always long to return.” – Leonardo da Vinci, Italian polymath during the High Renaissance.

Think back to that first time you drove a car after you got your license. Personally, I drove straight to a nearby fast-food joint to buy burgers for my friends. I remember that overwhelming feeling that the world

was mine. I could go everywhere. If I could learn to drive a car, what could I accomplish next? (I also managed to kill the engine on a red light when waving at my friend’s dad due to stick shift troubles, but that’s beside the point.) The freedom was real. It was the beginning of an adventure. I still love driving. But I have come to learn that I’m not alone on the streets, especially not in Los Angeles, where I currently reside. If only I could get around faster without being stopped by traffic. Cue airplanes.

That feeling of freedom is multiplied, exponentially, by being up in the skies. You’re not constrained by roads but can make your own (sort of). With the right plan and resources, you can really go anywhere your heart desires. And faster than by car. Imagine seeing some of the world’s most beautiful places from the air. But also landing in remote spots that you wouldn’t get to by foot or by car.

This perk of ultimate freedom was a repeated topic in my interviews. Mike Krass, the curious entrepreneur turned pilot located in New Orleans, told me: “I continue to fly because any place that is further than three hours away will inevitably be faster and more fun to fly to than to drive there!” Or as long-time pilot Roger Noble enthusiastically shared with me: “Your local area becomes smaller. You can fly over the freeways during rush hour.” Andy Christopher, US Navy Reserve pilot, shares the same sentiment, “There is just that pure joy of flying.” Even though Christopher is no longer active-duty military, he feels grateful that he still gets paid to fly frequently in the reserves.

There is an enormous sense of freedom knowing that, if you wanted to, you could eat lunch in a different city and be home for dinner. Or that you have the opportunity to offer to pick something or someone up from a completely different area in a time of need. You can be that person.

A craft that will take a lifetime to master

“One of the things I teach my children is that I have always invested in myself, and I have never stopped learning, never stopped growing.” – Chesley Sullenberger, airline captain of infamous US Airways Flight 1549 that landed in the Hudson River in New York.

Most pilots would say that the day you think you’ve accomplished everything as a pilot, you are overconfident and shouldn’t be flying anymore.





This opportunity to always be a student is something that so many pilots talk so fondly about. There is always a new skill or aircraft to learn. No matter what type of aircraft you start flying in, there will always be new challenges to face. Even without learning anything new, most pilots are still trying to improve their techniques and procedures whenever they get into the cockpit.

This never-ending journey to get the perfect flight was often mentioned in my interviews. Randy Brooks, Vice President at Aviation Performance Solutions and pilot of many years, will proudly admit he has never had a perfect flight. "I've had close to perfect flights, but never a perfect flight. A perfect flight isn't possible." Experienced pilots like Brooks will agree: there is always something you can improve, whether it is the take-off, the flying, or the landing, or all the many things in between. Some would say the day they land feeling they've had a perfect flight, will be the day they quit. Like so many other things in life, but especially true in aviation, safety and overconfidence go together like olive oil and water.

Another seeker of continuous learning is California-based serial entrepreneur and hobby pilot, Gary

Paquette. Even though he started taking lessons in 1976, he is about to embark on another challenge in his training through loss of control, so-called upset classes. Simply explained, these classes are designed training environments that put the pilot out of control of aircraft and will teach him to recover in an emergency situation. Paquette has throughout his pilot journey consistently taken classes to become a better, but more importantly, safer pilot.

A good pilot is often characterised as someone who is self-aware of when he or she needs more training. There are required hours to get your license and additional hours required to stay current with your license once you get it, but a good pilot will know when he or she needs to spend some extra time getting familiar with flying again. If you love learning, you'll love that aspect of flying. There is always going to be a new learning opportunity. There are always going to be new certifications, new aircraft, and of course, new destinations. Becoming a pilot, you will have a craft that will take a lifetime to master.

Pilot Kine A Paulsen shares her experiences in her book, Demystifying.

Text | **Kine A Paulsen** Photography | **Supplied, Natalia Bostan**



Made slowly. Made to last.

When it comes to quality pyjamas and loungewear, sometimes the old-fashioned way is the best way.



CREATED FROM THE HEART. MADE BY THE HANDS

Since 2016, Dylan Rothschild has been a man on a mission. Having taken over the 43-year-old family clothing business in Woodstock, Cape Town, the plan was to help reinvigorate the district's once-thriving clothing manufacturing industry. The strategy was to go back to their roots: to be the designers, makers, and masters of their newly named Woodstock Laundry.

It hasn't always been easy, but Dylan stuck to his ethos. "Time has taught us that making special handcrafted garments in limited numbers takes exactly that – time. To this day we still draw and cut patterns the good old-fashioned way – with pencils and sharp knives."

A HOME AWAY FROM HOME

When you enter the workplace, you immediately sense you are in a pleasant place with happy faces. The design,

the pattern, the cutting, the sewing, the finishing, the quality checking – everything is done by a small team of highly skilled artisans, many of whom have been part of the family for more than two decades. Says Dylan, "We've tried to keep everything as local as we can. We commission local artists and designers to create our prints, our fabrics are printed in South Africa, and all the manufacturing is done in our factory."

SEE IT. TOUCH IT. FEEL IT.

While the range has expanded from pyjamas to include loungewear, boxer shorts and T-shirts, you will always find the same things in every garment that catches your eye. According to Dylan, "You see unique designs, printed on 100% organic cotton. Summer fabrics are light but substantial. Winter flannels are warm but breathable. We're not about being trendy, we want to be timeless."





TREADING LIGHTLY

From the managers to those who deliver, all are committed to reducing their impact on the environment. They avoid waste and repurpose it whenever possible, including packaging. Looking after machinery means much of them have long lifespans.

WHERE CAN YOU TRY THEM ON

You can take a leisurely trip through their website. If you are in Cape Town, you are welcome to visit their factory shop (see website for details) and their store in the Watershed in the V&A Waterfront.

www.woodstocklaundry.co.za

Woodstock Laundry is offering all Airlink customers a **20% DISCOUNT** online from 01 October to 30 October with free delivery. Use code **AIRLINK20** at checkout.



Going with the flow

Activist Mina Guli has run thousands of kilometres to raise awareness about water issues

Mina Guli is the CEO of Thirst Foundation. For more information, go to thirstfoundation.org. For more information on the UN 2023 Water Conference, go to sdgs.un.org.

Please tell us a bit about yourself?

Mina Guli Right now, I am running 200 marathons over the next year in the lead up to the first United Nations summit on water in over 50 years. I am running to raise awareness about the global water crisis, to show the urgency of the problem we are facing, and to drive action to solve it.

We need action from governments: they have the capacity to set the agenda and drive meaningful change. We need action from companies: they represent almost 90% of the world's freshwater use either directly or indirectly. And we need action from me: I want to show the urgency of the problem, and why we have to act. And ultimately, it takes action from all of us – every single one of us, as a consumer, a voter or just as an individual.

What are you most passionate about?

Easy – water! I want to see a world where there is enough water for everyone forever. I want to see a world where the children of today are not limited by their ability to access water, and where they are not skipping school

to wait at their gates for water to be delivered because their town has run dry. I want a world where women or girls don't need to walk 6km or more in extremely risky conditions to fetch water for their families.

These are all real-life situations that I have seen with my own eyes, and they are not a future that I want for us now, or future generations.

Tell us about the Run Blue campaign, and why you are doing it?

The world is experiencing a water crisis. Drought, flooding or pollution is how most of us will experience this climate emergency – yet water is often missing from global conversations.

The Run Blue campaign aims to inspire companies and connect people to take meaningful action on water in the lead up to the first conference on water at the United Nations (UN) in almost 50 years – the UN 2023 Water Conference in New York City on World Water Day (22 March 2023).

The campaign asks that no matter what you run in your life – your household, your company, your daily decisions – you 'run it blue', putting water front-of-mind.



You have set what some may call an audacious goal – why 200 marathons?

I didn't do this because I'm a runner. I didn't do this because I'm an athlete. I did this because I wanted to harness the energy that brings us together – water.

I realised that I needed to do more. I took on a challenge issued by me to the Young Global Leaders Community – create a stunt that would capture the world's attention about the global water crisis. My ultra-running campaign for water was born.

In 2016, I ran The 7 Deserts Run (40 marathons across seven deserts in seven weeks); in 2017, I undertook The River Run (40 marathons across six rivers in 40 days); and in 2018, I tackled Running Dry (100 runs in 100 days across the globe).

To do something that no-one has done before requires enormous passion, belief and commitment.

How was your recent time in South Africa?

I have had so many experiences in South Africa over the last few years that have shaped me as a person, but equally, have shaped our campaign.

The power of purpose: I stood on the bank of the Orange River in the Richtersveld desert and realised for the first time, the sheer enormity of the water crisis that we are facing, and realised at that moment, that I would dedicate the rest of my life to solving it, no matter what it took, however long it took.

The power of water: I have seen this in many different ways, on so many trips not only through South Africa, but around the world. In South Africa, I met Christian, a 24-year-old farmer, who told me, "What hope do I have to pray for rain, or leave my farm," and it showed me the importance of water, not only for this generation, but for future generations, as well as the impact the lack of water has on people's lives.

The power of community: In Cape Town, on my last expedition, I was diagnosed with a stress fracture on my femur and I could no longer run. For the first time, people really started to turn up and took on my miles, and that movement, that build of community, not only the people of Cape Town, turned out to say that water isn't someone *else's* business; water is everyone's business. This made me realise that individually, we can make an impact, but collectively, we can change the world. Being able to come back to South Africa meant everything to me. I was excited and honoured to return to a country that I, in many ways, call home.

Text and photography | **Supplied**

psst,
psst,
PSST...!

Have a look at the passenger across the aisle, two rows up... Yes, her. Just the person you would like to promote your product or services to, not so? Or him, three rows back?

Contact us for a free, tailor-made proposal.



Contact – Gill Johnston
gill@panorama.co.za

Lab-grown meat

Everything you need to know about a future where you can have your steak and eat it. . .

Amy Fleming (@amy_fleming) is a freelance science writer.

It wasn't long ago that the idea of the meat on our plates coming from vast stainless steel bioreactors, rather than farmed animals, seemed like science fiction. The notion has gone through numerous rebrands since its early positing as 'vat meat', which triggered unappealing visions of high-tech Spam. 'Lab meat' came next, as scientists perfected the recipe in small beakers in laboratories. Then came the more appetising-sounding 'cultured meat', as investment from high-profile individuals rocketed and producers positioned these products as having been brewed, just like beer. Now, 'cultured meat' has evolved to 'cultivated meat', which is the preferred term used by CEOs in the industry.

Whatever you choose to call it, with the future of global food security in question, and farmed meat a key culprit in climate breakdown, slaughter-free meat is starting to look increasingly like the future of food.

How is the meat made?

Rather than being part of a living, breathing, eating and drinking animal, cultivated meat is grown in anything from a test tube to a stainless steel bioreactor.

CEO of GOOD Meat,
Josh Tetrick.



Meat grown in the lab at the University of Maastricht in 2011. Two years later, the world's first cultured burger was created by the scientists.

The process is borrowed from research into regenerative medicine, and in fact Prof Mark Post of Maastricht University, who cultured the world's first burger in 2013, was previously working on repairing human heart tissue. Cells are acquired from an animal by harmless biopsy, then placed in a warm, sterile vessel with a solution called a growth medium, containing nutrients including salts, proteins and carbohydrates. Every 24 hours or so, the cells will have doubled.

How different is cultivated meat from the real thing?

Cellular farming doesn't grow cuts of meat, with bone and skin, or fat marbled through it like a succulent ribeye steak. Muscle cells require different conditions and nutrients to fat cells, so they must be made separately. When the pure meat or fat is harvested, it is a formless paste of cells. This is why the first cultivated meat products served up have been chicken nuggets or burgers.

The flavours, however, are of real meat. As they are produced in a sterile environment, there is less risk of contamination from disease and chemicals. This is in



Cultivated chicken and beef from UPSIDE Foods.

contrast to conventional agriculture where, says San-Francisco based Josh Tetrick, CEO of GOOD Meat, “you have a live animal slaughtered on the floor. If you look at the *Salmonella*, *E. coli*, faecal contamination that’s part of animal agriculture, it looks much better from a cultivated meat perspective than it does from a conventional meat perspective.”

Is it as nutritious as regular meat?

A spokesperson for UPSIDE Foods, a San Francisco-based leader in the cultivated meat arena, says that the nutrient profile will be similar, but it will also be possible to enhance or even personalise it. “We are exploring ways to improve the nutrient profiles of our products. Whether that’s less saturated fat and cholesterol, or more vitamins or healthy fats,” they said. “For instance, imagine if we could produce a steak with the fatty acid profile of salmon?”



Or what if consumers could customise the nutrient profile in their products to meet their dietary needs?”

As there are so few cultivated meat products on the market requiring food labelling, we’ll have to wait to get a better understanding of the nutritional value.



YOU GOT IT...?

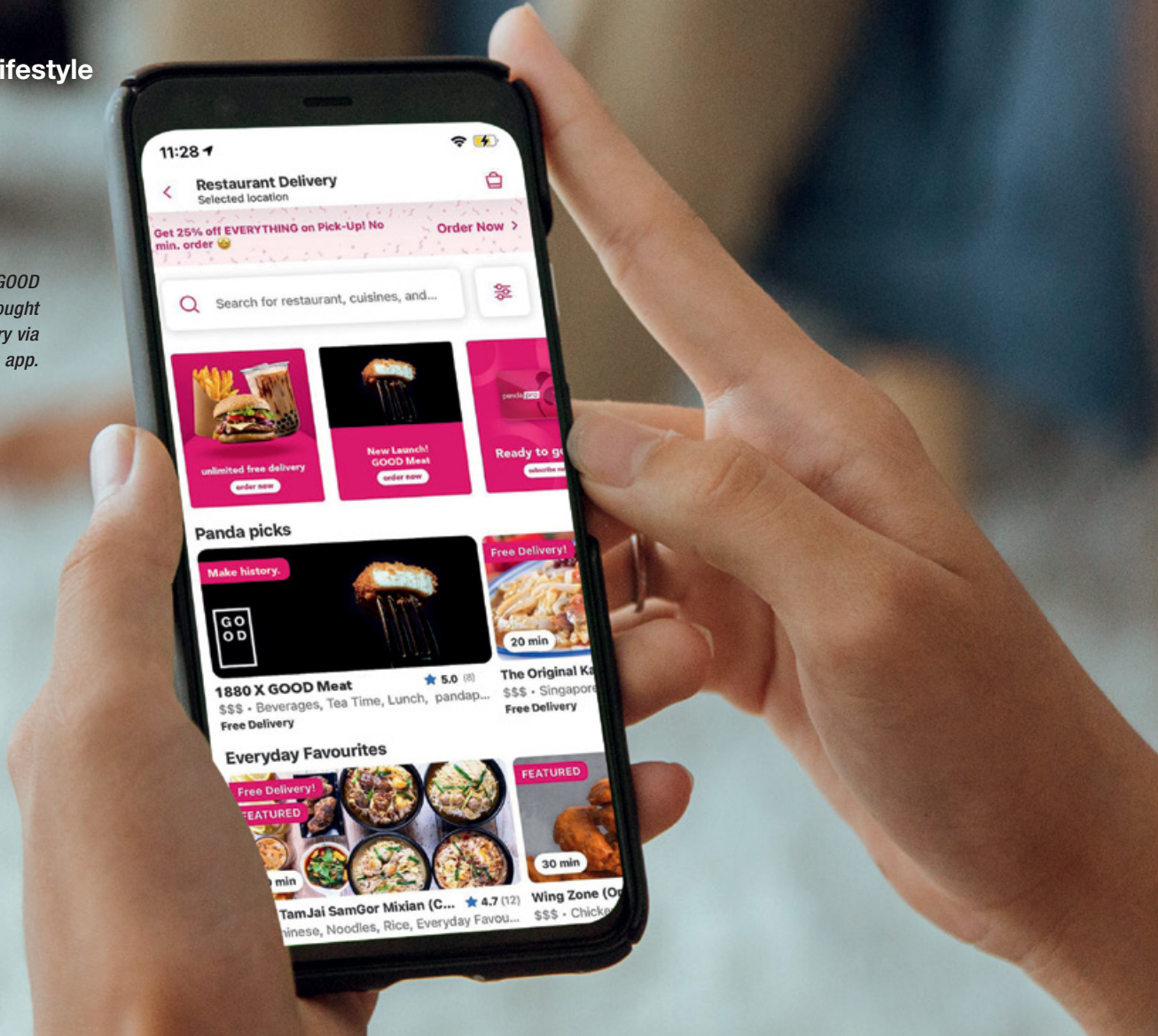
Put your brand directly into the hands of one of the most affluent audiences in the world today. **Simple!**

This inflight magazine delivers an unrivalled quality of audience on a mass scale. We are a positive, trusted and established media platform that can make your brand visible and relevant in today’s world.

Contact us for a free, tailor-made proposal.

Contact – Gill Johnston
gill@panorama.co.za

In Singapore, GOOD Meat can be bought for home delivery via the Foodpanda app.



Muslims can only eat meat that has been slaughtered in a particular way. There is some disagreement on whether cultivated meat is halaal.

When can people buy it?

People in Singapore already can. Tetrick's company, GOOD Meat, has been producing and selling its chicken in Singapore since December 2020 at special events, both in an upscale hotel restaurant and the legendary Mr Loo's hawker stall. Breaded chicken and shredded chicken have both gone down well. Tetrick

says the company has applied to the US Food and Drug Administration (FDA) for approval in the US, but no timescale has been given. Other producers say that Western countries are still ironing out the details of how regulatory approval will work, but say they'll be ready to scale up as soon as approval is given in the coming years.

Ethically, can everyone eat it?

Vegetarians could, ethically speaking, eat this meat – if they have an appetite for it.

The religious element is a little trickier. For meat to be permissible under Islamic and Jewish laws, there are strict rules on how animals are slaughtered and how the meat is prepared. Cultivated meat is set to trigger lively debates among religious leaders around the world (interpretations of scriptures vary geographically) and has already started doing so in some zones. Would cultivating meat from kosher or halaal meat cells solve the problem? In Indonesia, which has the world's largest Muslim population, the influential Muslim organisation Nahdlatul Ulama has reportedly given a statement putting cultivated meat in "the category of carcass that is legally unclean and forbidden to be consumed."

In contrast, the Muslim-majority country Qatar is heavily investing in the technology and building a production plant with GOOD Meat.





Meanwhile, in the London Beth Din (Court of the Chief Rabbi), there's excitement at the prospect of a meat that could be a neutral food, under kosher law. Foods in milk or meat categories must be kept separate, so to have a neutral meat could provide a convenient loophole. And it could eventually provide cheaper kosher meat, which traditionally tends to be expensive. As Rabbi Conway says: "This is an extraordinary breakthrough and potentially an exciting development for the kosher consumer. If the meat was available on a commercial scale, we would need full details of the manufacturing process and the ingredients used to rule whether it was kosher, but potentially this could make life easier and cheaper for kosher consumers."

Is it better for the environment?

The truth is, we can't know until mass production is happening. Modelling the potential impacts of a fast-moving biotech industry that's still in development is subject to many ifs and buts. One 2019 study from the University of Oxford warned that the energy used to make cultivated meat could release more greenhouse gases than traditional farming.

Pelle Sinke, researcher at Netherlands-based sustainability consultancy CE Delft, who was not involved in the research, says the part of the study that assumed use of electricity generated by a large proportion of fossil fuels highlighted the importance of renewable energy for cultivated meat production.

"In some scenarios, cultivated meat had a higher global warming effect, and in some scenarios a lower effect, depending on consumption levels, expected energy use for cultivated meat and the beef cattle system it was compared to," he says. Sinke adds that the study doesn't, however, take into account the lower land use of cultivated meat. "[There's] the possibility to use that land for plant-based protein production, nature and extra renewable energy production, which in turn influences the CO₂ emissions of cultivated meat," he says.

His own team has also been investigating the environmental impact and he says that while cultivated meat is no silver bullet to solve all the world's problems, "it certainly has a lot of potential because it directly offers a more sustainable alternative to conventional meats. It is a more efficient way of converting crops into meat, and therefore much less land is needed to produce these crops.

But it does use more energy. For a lower carbon footprint than conventional meats, it is crucial that renewable energy sources are used in its production, including in the supply chain – importantly for the production of nutrients and other ingredients needed for the culture medium."

All of the companies contacted for this article – Mosa Meat, GOOD Meat and UPSIDE Foods – understand that building sustainable energy into production is essential.

Text | **Amy Fleming** Photography | **Reuters, Getty Images, Upside Foods, Good Meat, Alamy**

At *Skyways*, we could have a huge part to play in communicating your brand message and influencing this highly sought-after and affluent audience.

In today's economy, you can't waste a cent; your efforts have to be on target.

If you make financial decisions and influence how your business grows, perhaps so do the other passengers on this plane – sitting next to, in front of and behind you – and you are currently reading this... Need any more convincing?

Contact us to find out more about the innovative, tailor-made services we offer.

Contact – Gill Johnston
gill@panorama.co.za





Sea them all

Beneath the waves, there are a number of species for wildlife fans to look out for

While many visitors to South Africa are familiar with 'The Big 5' of the African bush, few are aware of the many important undersea ambassadors that inhabit the coastal waters. South Africa's Marine Protected Areas (MPAs) also feature many interesting and exciting animals – the MPA Big 5!

For more information, go to marineprotectedareas.org.za.

African penguins

These iconic birds are loved for their comical waddle and the bonds that they form with a partner for life. They are also sentinels for the environment, and today African penguins are telling us that something is very wrong in our oceans. Their numbers are decreasing at a rapid rate because their food sources are running out. Our MPAs can protect penguins, but they really need more fish in the sea to survive.

Sunfish

Ocean sunfish are graceful, charismatic fish. Their strange shape and enormous size make them perfect ocean ambassadors, igniting interest and intrigue.

Meet the MPA Tiny 5

- **Knysna Seahorse** The Knysna seahorse is now very rare, residing in only three estuaries in the Western Cape.
- **Anemones** Anemones are predators that look like pretty flowers and are often found in intertidal rock pools.
- **Bluebottle** Each bluebottle is in fact a colony of highly specialised animals. One

individual forms the float, others are for feeding, and others for reproduction.

- **Sea urchins** Sea urchins graze on algae covering the rocks by using chisel-like mouth parts.
- **Cleaner shrimp** These busy little shrimp bustle around removing parasites and infected bacterial growths from bigger fish.

They are wide ranging and visit many South African MPAs, especially those around the Western Cape.

Leatherback turtles

These enormous ocean wanderers nest on the beaches of the iSimangaliso MPA. Lugging their huge bodies up the beach, the females carefully dig a nest in which they lay their precious eggs. After two to three months the tiny turtle hatchlings emerge from the nests, and scurry down the beach to start their slow and dangerous journey to adulthood.

Humpback whales

These whales are unmistakable, with their enormous flippers, deep grooves along their throats and tiny dorsal fins. They delight people with their spectacular leaps as they cruise the southern African coast between May and November each year. Humpbacks head up to warm, tropical waters to calve in winter before heading back down to feed in the plankton-rich Southern Ocean during summer.

Whale sharks

Whale sharks are the largest fish in the ocean, reaching lengths of over 14m. These enormous fish eat plankton and occur in most tropical and sub-tropical waters. They can cover vast distances across ocean basins and will sometimes undertake dives to great depths. These gentle giants are threatened with many being killed due to ship strikes in busy shipping lanes.

Text | **Supplied** Photography | **wildestanimal**

Anton Smit SCULPTURES



BE PART OF ANTON SMIT'S NEW **LET THERE BE LIGHT CAMPAIGN!**

An Anton Smit initiative in support of **children and the elderly** in our community who are **severely affected by poverty**.

10% of the proceeds go to **Ubuhle Christian School** focusing on **education and providing food to the children**.

PUBLIC EXHIBITIONS:

NELSON MANDELA SQUARE
SANDTON, JOHANNESBURG
GRANDE PROVENCE
FRANSCHHOEK, CAPE TOWN
MENLYN MAINE
PRETORIA
CENTURY CITY
CAPE TOWN

ALSO VISIT THE

**ANTON SMIT SCULPTURE PARK,
GALLERY & ART CAFÉ**
BRONKHORSTSPRUIT, GAUTENG



www.antonsmits.co.za

antonsmitsculpturepark

anton_smit_sculptor

roelien@antonsmitsculptures.co.za

(+27) (0)82 653 7659



A Great Escape

Joe's Beerhouse Shuttle Service

- Available from 12pm-11pm daily
- Rates available on www.joesbeerhouse.com
- Airport Shuttle upon request

**So much more than just another restaurant.
For people who still dream of a truly great escape.**



+264 61 232 457 | info@joesbeerhouse.com | www.joesbeerhouse.com

**We make getting connected to Internet
in a new country easy...**

- We install your Internet connectivity in a few days. We also have local teams close to your business in all countries.
- We offer Industry leading pricing, which is possible because of our large footprint, this enables cost savings.
- Some of the largest businesses in Africa trust us as their Internet Service Provider.

Contact us for Dedicated or Broadband Internet connectivity.



www.Jenny.africa • Connecting Africa to Information



**100% WORK VISA SUCCESS RATE
WITH EXPEDITED DELIVERY**

contact@xpatweb.com | +27 11 467 0810 | www.xpatweb.com

- EXPATRIATE & INTERNATIONAL TAX
- INTRA-COMPANY TRANSFER VISAS
- PERMANENT RESIDENCY PERMITS
- CRITICAL SKILLS WORK VISAS
- GENERAL WORK VISAS
- CORPORATE VISAS

- IMMIGRATION TRACKING SYSTEM
- IMMIGRATION AUDIT SERVICES
- SHORT TERM WORK VISAS
- AFRICA & GLOBAL VISAS



The largest independent immigration provider in South Africa.

TOTAL BLASTING Est. 2006

YOUR WATER JETTING TECHNOLOGIES PARTNER

FOR THE LOVE OF THE POWER OF WATER

WE DO 2800 BAR

ULTRA HIGH PRESSURE PUMPS • RENTALS • EQUIPMENT • SOLUTIONS • TECHNICAL • SAFETY • TRAINING

sales@totalblasting.co.za + 27 11 452 3292 www.totalblasting.co.za

ORYX CLEARING

COMPLETE CUSTOMS CLEARING SOLUTIONS

OUR SERVICES

- **IMPORTS & EXPORTS**
Fast track bulk clearing of any consignment incl. mining commodities, bulk fuel, fresh produce, live stock, consolidated loads.
- **VAT DEFERMENT**
Our VAT Deferment facility reduces waiting times of up to 48hrs.
- **RELEASE AGENT**
On site release of other port entries enable hassle free imports & exports.
- **CUSTOMS PROBLEM SOLVING**
Complex problem solving related to any customs and logistical issues.
- **PROJECT LOGISTICS**
Professional Project Management for project import/export & logistical requirements.

Lebombo Dry Port, Komatipoort
Call: 013 793 7149 / 084 563 6869
margit@oryxclearing.com

MUKWA LODGE
KITWE

Marigold
RESTAURANT

📍 26/28 Mpezeni Avenue, Kitwe, Zambia
☎ +260 962 682 587 | +260 954 987 921
✉ reservations@mukwalodge.com
🌐 www.mukwalodge.com

HANSA HOTEL

AFFORDABLE QUALITY IN THE HEART OF SWAKOPMUND, NAMIBIA.

WWW.HANSAHOTEL.COM.NA
reservations@hansahotel.com.na | Tel +264 64 414 200

This is your complimentary copy of Skyways. Should you wish to hang on to any information, please take this copy of the magazine with you.



Extensive National Footprint



Dedicated Team



No Joining Fees



The **trusted** legislative compliance partner to **employers**

A complement to your HR function!

LabourNet pro-actively instils best practices and procedures throughout the entire employee life cycle, all within the required legislative frameworks.

Our service offering makes understanding and implementing seamless compliance by taking care of:

- Industrial Relations Solutions
- Payroll Solutions
- Health & Safety Solutions
- POPI, PAIA & CPA Solutions
- Skills Development Solutions
- Employment Equity Solutions
- B-BBEE Solutions
- Training Management Solutions

Contact Imraan Ismail Today!

082 739 3829

www.labournet.com


iismail@labournet.com



More than just a park...

www.knysnaelephantpark.co.za | info@knysnaelephantpark.co.za | +27 (0)44 532 7732

St Francis Links,
where both you and
the Pros feel at home...



3-6 NOVEMBER 2022



Enquiries: +27 (0)42 200 4500
E-mail: golf@stfrancislinks.com
Website: www.stfrancislinks.com
 St Francis Links



St Francis Links

JACK NICKLAUS SIGNATURE LINKS GOLF COURSE | RESTAURANT | ACCOMMODATION | WEDDING & FUNCTION VENUE

This is your complimentary copy of Skyways. Should you wish to hang on to any information, please take this copy of the magazine with you.

DANOHER

unearthing natural potential



COMMERCIAL QUARRY OPERATIONS

Kgale | Mokolodi | Francistown | Bloemfontein



Supplying the construction and mining industries with quality and reliable material handling and processing solutions throughout Sub-Saharan Africa

Highly skilled and experienced people with technical knowledge accumulating for nearly 5 decades.

Large fleet of advanced equipment technology capable of delivering any solution.

Johannesburg +27 10 312 6050

Gaborone +267 316 1381

Francistown +267 247 0056

Bloemfontein +27 51 012 5003

www.danoher.com



MINROM

CONSULTING

YOUR GEOLOGICAL PARTNER IN MINING AND MINERAL AND WATER RESOURCE MANAGEMENT



MINING

On-site mineral resource management



HYDROGEOLOGY

Water resource detection, quantification, filtration plants and management



EXPLORATION

Geological and geo-metallurgical risk interpretation and mitigation



GEOLOGICAL TRAINING

Mineral resource management training for graduates and mining operators


THE MINROM DIFFERENCE

Global footprint | Maximum value | Expert advice | Zero harm


✉ info@minrom.co.za

☎ +27 (0) 82 940 1583


TOTAL BLASTING



ultra high pressure pumps



concrete demolition



heat exchanger cleaning

FOR THE LOVE OF THE POWER OF WATER

WATER JETTING @ 2800 BAR

HEAT EXCHANGER CLEANING • TUBE CLEANING • PIPE CLEANING • CONCRETE DEMOLITION • SHIP HULL CLEANING • SURFACE PREPARATION • CRUDE TANK CLEANING

sales@totalblasting.co.za +27 11 452 3292 www.totalblasting.co.za



THESE MACHINES HAVE BEEN ENGINEERED TO ENDURE

WORLDWIDE

Condra cranes and hoists are without equal in their quality, performance, reliability and overall lifetime cost. The endurance of all Condra products has been proven around the globe in highly corrosive and abrasive environments, and under wide extremes of temperature, humidity and altitude. Technical support and service are guaranteed worldwide.




conda
Cranes & Hoists

11 Indianapolis Boulevard, Raceway Industrial Park, Gosforth Park Ext 4, Germiston, Gauteng, P O Box 752639, Gardenview, 2047, South Africa
Tel: +27 11 776-6000 | Fax: +27 86 669 2372
e-mail: sales@conda.co.za | www.conda.co.za





CONDRA G-04/2019



portal cranes | bridge cranes | cantilever cranes | hoists | end-carriages
single & double-girder overhead travelling cranes | crane components



RAINBOW RESERVOIRS

ALUZINC® steel, sectional tanks

Industry / Mining / Agriculture / Fire-fighting / Municipal / Food-processing / Emergency water

BULK POTABLE WATER & LIQUID STORAGE THROUGHOUT AFRICA

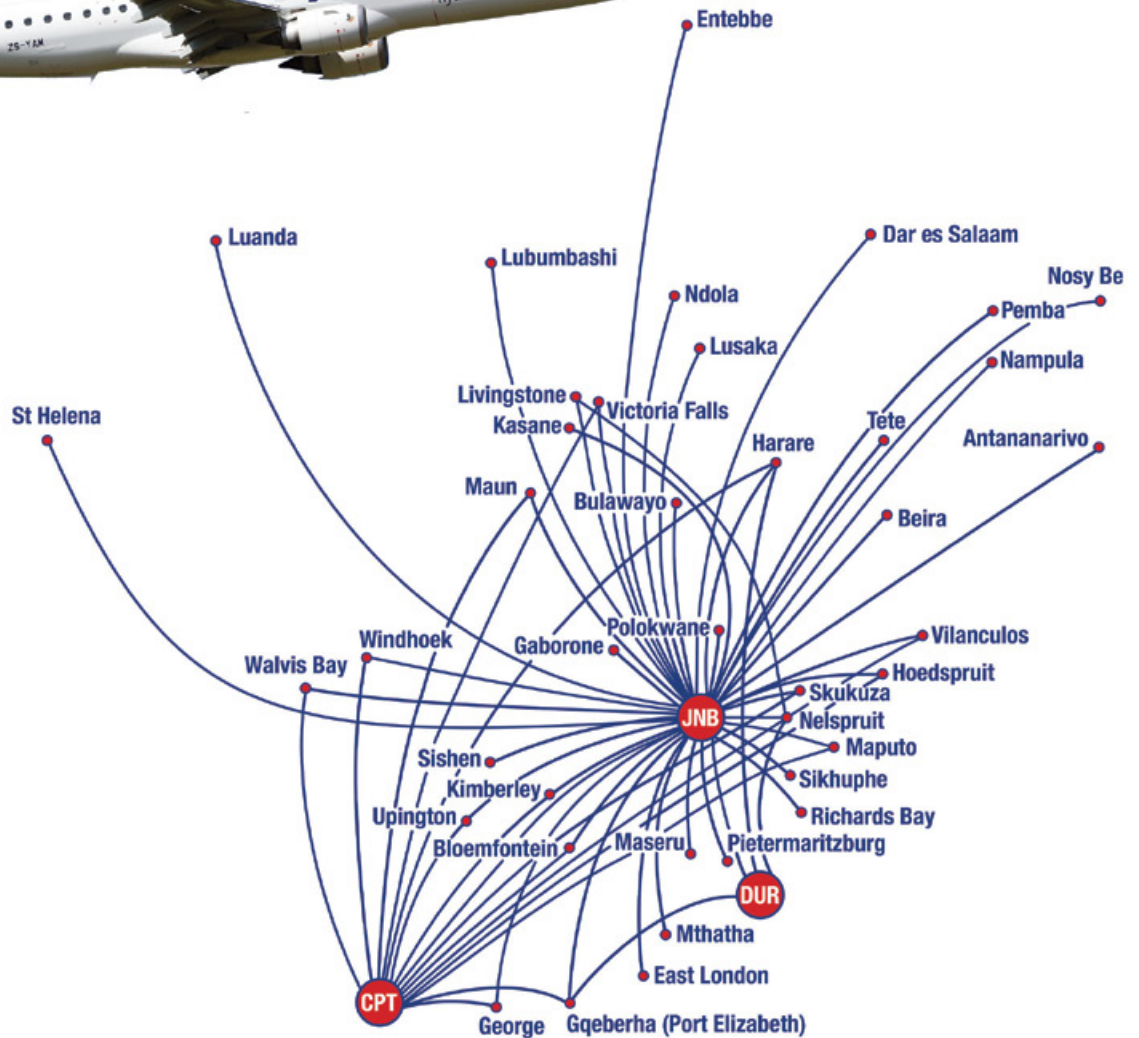
- Potability certified liners • On-site assembly... anywhere
- Versatile – any capacity • Rapid installation
- Low maintenance

sales@rainbowres.com
011 965 6016

www.rainbowtanks.co.za
083 226 8572

This is your complimentary copy of Skyways. Should you wish to hang on to any information, please take this copy of the magazine with you.

More destinations, Seamless connectivity.



Our Fleet.

Embraer E190 E-Jet - 98 seats
6 Business Class | 1-by-2 seat config.
92 Economy Class | 2-by-2 seat config.

Embraer E170 E-Jet - 74 seats
6 Business Class | 1-by-2 seat config.
68 Economy Class | 2-by-2 seat config.

Embraer 135 - 37 seats
Embraer 140 - 44 seats

Creating memorable experiences.

Search.
flyairlink.com

Connect.

Download.

FLIGHTS – Domestic

FLIGHT	ROUTE	DEPARTURE	ARRIVAL	FREQUENCY	AIRCRAFT	SEATS
Cape Town - Bloemfontein - Cape Town						
4Z600	Cape Town - Bloemfontein	06:00	07:35	1 2 3 4 5	Embraer 140	44
4Z604	Cape Town - Bloemfontein	10:35	12:10	1 2 3 4 5 6 7	Embraer 135	37
4Z606	Cape Town - Bloemfontein	16:40	18:15	1 2 3 4 5 7	Ejet 190	98
4Z601	Bloemfontein - Cape Town	08:10	09:55	1 2 3 4 5	Embraer 140	44
4Z605	Bloemfontein - Cape Town	12:40	14:25	1 2 3 4 5 6 7	Embraer 135	37
4Z607	Bloemfontein - Cape Town	18:40	20:25	1 2 3 4 5 7	Ejet 190	98
Cape Town - George - Cape Town						
4Z621	Cape Town - George	07:15	08:10	1 2 3 4 5	Embraer 140	44
4Z623	Cape Town - George	09:00	09:55	6	Embraer 135	37
4Z627	Cape Town - George	10:55	11:50	7	Embraer 135	37
4Z633	Cape Town - George	12:05	13:05	6	Embraer 140	44
4Z637	Cape Town - George	15:15	16:10	1 2 3 4 5 7	Embraer 135	37
4Z635	Cape Town - George	17:20	18:15	1 2 3 4 5 7	Embraer 140	44
4Z622	George - Cape Town	08:35	09:35	1 2 3 4 5	Embraer 140	98
4Z624	George - Cape Town	10:20	11:20	6	Embraer 135	37
4Z628	George - Cape Town	12:15	13:15	7	Embraer 135	37
4Z634	George - Cape Town	13:30	14:30	6	Embraer 140	42
4Z638	George - Cape Town	16:35	17:35	1 2 3 4 5 7	Embraer 135	37
4Z636	George - Cape Town	18:50	19:50	1 2 3 4 5 7	Embraer 140	42
Cape Town - Gqeberha (Port Elizabeth) - Cape Town						
4Z520	Cape Town - Gqeberha	06:15	07:50	1 2 3 4 5	Embraer 135	37
4Z528	Cape Town - Gqeberha	16:10	17:45	1 2 3 4 5 7	Embraer 135	37
4Z521	Gqeberha - Cape Town	08:15	09:40	1 2 3 4 5	Embraer 135	37
4Z529	Gqeberha - Cape Town	18:25	19:50	1 2 3 4 5 7	Embraer 135	37
Cape Town - Hoedspruit - Cape Town						
4Z657	Cape Town - Hoedspruit	10:50	13:20	1 2 3 4 5 6 7	Ejet 190	98
4Z658	Hoedspruit - Cape Town	13:50	16:35	1 2 3 4 5 6 7	Ejet 190	98
Cape Town - Kimberley - Cape Town						
4Z611	Cape Town - Kimberley	06:30	08:00	1 2 3 4 5	Embraer 135	37
4Z613	Cape Town - Kimberley	08:00	09:30	6	Embraer 135	37
4Z617	Cape Town - Kimberley	15:25	16:55	1 2 3 4 5 7	Embraer 135	37
4Z612	Kimberley - Cape Town	08:25	10:00	1 2 3 4 5	Embraer 135	37
4Z614	Kimberley - Cape Town	09:55	11:30	6	Embraer 135	37
4Z618	Kimberley - Cape Town	17:20	18:55	1 2 3 4 5 7	Embraer 135	37
Cape Town - Mbombela (Nelspruit) - Cape Town						
4Z663	Cape Town - Mbombela	10:25	12:50	1 2 3 4 5 6 7	Ejet 190	98
4Z664	Mbombela - Cape Town	13:25	16:10	1 2 3 4 5 6 7	Ejet 190	98
Cape Town - Skukuza - Cape Town						
4Z651	Cape Town - Skukuza	10:35	13:05	1 2 3 4 5 6 7	Embraer 135	37
4Z652	Skukuza - Cape Town	11:40	14:25	1 2 3 4 5 6 7	Embraer 135	33
Cape Town - Upington - Cape Town						
4Z645	Cape Town - Upington	06:45	08:05	1 2 3 4 5	Embraer 135	37
4Z646	Upington - Cape Town	08:30	09:50	1 2 3 4 5	Embraer 135	37
Durban - Gqeberha (Port Elizabeth) - Durban						
4Z520	Durban - Gqeberha	06:15	07:50	1 2 3 4 5	Embraer 135	37
4Z528	Durban - Gqeberha	16:10	17:45	1 2 3 4 5 7	Embraer 135	37
4Z521	Gqeberha - Durban	08:15	09:40	1 2 3 4 5	Embraer 135	37
4Z529	Gqeberha - Durban	18:25	19:50	1 2 3 4 5 7	Embraer 135	37
Durban - Mbombela (Nelspruit) - Durban						
4Z505	Durban - Mbombela	10:30	11:40	1 3 5	Embraer 135	37
4Z506	Mbombela - Durban	14:00	15:10	1 3 5	Embraer 135	37
Johannesburg - Bloemfontein - Johannesburg						
4Z701	Johannesburg - Bloemfontein	06:20	07:20	1 2 3 4 5	Ejet 170	74
4Z707	Johannesburg - Bloemfontein	08:30	09:30	7	Embraer 135	37
4Z703	Johannesburg - Bloemfontein	09:25	10:25	1 2 3 4 5 6	Embraer 140	44
4Z709	Johannesburg - Bloemfontein	14:00	15:00	6	Embraer 140	44
4Z705	Johannesburg - Bloemfontein	17:05	18:05	1 2 3 4 5 7	Ejet 190	98
4Z702	Bloemfontein - Johannesburg	07:50	08:50	1 2 3 4 5	Ejet 170	74
4Z708	Bloemfontein - Johannesburg	10:00	11:00	7	Embraer 135	37
4Z704	Bloemfontein - Johannesburg	11:05	12:20	1 2 3 4 5 6	Embraer 140	44
4Z710	Bloemfontein - Johannesburg	15:25	16:25	6	Embraer 140	44
4Z706	Bloemfontein - Johannesburg	18:35	19:35	1 2 3 4 5 7	Ejet 190	98
Johannesburg - Cape Town - Johannesburg						
4Z893	Johannesburg - Cape Town	06:20	08:30	1 2 3 4 5	Ejet 190	98
4Z905	Johannesburg - Cape Town	10:25	12:35	1 2 3 4 5 6	Ejet 190	98
4Z903	Johannesburg - Cape Town	12:10	14:20	1 2 3 4 5 6 7	Ejet 190	98
4Z901	Johannesburg - Cape Town	14:55	17:05	1 2 3 4 5 6 7	Ejet 190	98
4Z909	Johannesburg - Cape Town	18:10	20:20	1 2 3 4 5 7	Ejet 190	98
4Z923	Johannesburg - Cape Town	18:35	20:45	5 7	Ejet 190	98
4Z892	Cape Town - Johannesburg	06:50	08:55	1 2 3 4 5	Ejet 190	98
4Z902	Cape Town - Johannesburg	09:15	11:20	1 2 3 4 5 6 7	Ejet 190	98
4Z896	Cape Town - Johannesburg	14:00	16:05	1 2 3 4 5 6	Ejet 190	98
4Z920	Cape Town - Johannesburg	15:15	17:20	1 2 3 4 5 6 7	Ejet 190	98
4Z898	Cape Town - Johannesburg	17:55	20:00	1 2 3 4 5 7	Ejet 190	98
4Z910	Cape Town - Johannesburg	18:35	20:40	5 7	Ejet 190	98

Flight Schedule Guide subject to change – latest updates available at <https://www.flyairlink.com/flightschedule>.

Complimentary 20kg Checked in Bag and 7kg Hand Baggage
Day 1 = Monday, Day 7 = Sunday

FLIGHTS – Domestic

FLIGHT	ROUTE	DEPARTURE	ARRIVAL	FREQUENCY	AIRCRAFT	SEATS
Johannesburg - Durban - Johannesburg						
4Z551	Johannesburg - Durban	06:00	07:05	1 2 3 4 5 6	Ejet 170	74
4Z553	Johannesburg - Durban	09:35	10:40	1 2 3 4 5 6 7	Ejet 190	98
4Z569	Johannesburg - Durban	17:35	18:45	1 2 3 4 5 7	Ejet 190	98
4Z552	Durban - Johannesburg	07:40	08:50	1 2 3 4 5 6	Ejet 170	74
4Z554	Durban - Johannesburg	11:15	12:25	1 2 3 4 5 6 7	Ejet 190	98
4Z570	Durban - Johannesburg	19:15	20:25	1 2 3 4 5 7	Ejet 190	98
Johannesburg - East London - Johannesburg						
4Z913	Johannesburg - East London	06:20	07:50	1 2 3 4 5 6	Embraer 135	37
4Z915	Johannesburg - East London	10:30	12:00	1 2 3 4 5 6 7	Embraer 140	44
4Z917	Johannesburg - East London	16:10	17:40	1 2 3 4 5 7	Embraer 140	44
4Z914	East London - Johannesburg	08:20	09:55	1 2 3 4 5 6	Embraer 135	37
4Z916	East London - Johannesburg	12:35	14:10	1 2 3 4 5 6 7	Embraer 140	44
4Z918	East London - Johannesburg	18:10	19:45	1 2 3 4 5 7	Embraer 140	44
Johannesburg - George - Johannesburg						
4Z691	Johannesburg - George	06:15	08:15	1 2 3	Ejet 170	74
4Z693	Johannesburg - George	11:15	13:15	1 2 3 4 5 6 7	Ejet 170	74
4Z697	Johannesburg - George	16:15	18:15	4 5 7	Ejet 170	74
4Z692	George - Johannesburg	08:45	10:30	1 2 3	Ejet 170	74
4Z694	George - Johannesburg	13:45	15:30	1 2 3 4 5 6 7	Ejet 170	74
4Z698	George - Johannesburg	18:45	20:30	4 5 7	Ejet 170	74
Johannesburg - Gqeberha (Port Elizabeth) - Johannesburg						
4Z793	Johannesburg - Gqeberha	06:00	07:45	1 2 3 4 5 6	Ejet 190	98
4Z797	Johannesburg - Gqeberha	10:10	11:55	1 2 3 4 5 6 7	Ejet 190	98
4Z795	Johannesburg - Gqeberha	17:15	19:00	1 2 3 4 5 7	Ejet 190	98
4Z799	Johannesburg - Gqeberha	18:15	20:00	1 2 3 4 5 7	Ejet 190	98
4Z792	Gqeberha - Johannesburg	06:30	08:15	1 2 3 4 5 6	Ejet 190	98
4Z794	Gqeberha - Johannesburg	08:15	10:00	1 2 3 4 5 6	Ejet 190	98
4Z798	Gqeberha - Johannesburg	12:35	14:20	1 2 3 4 5 6 7	Ejet 190	98
4Z796	Gqeberha - Johannesburg	19:35	21:20	1 2 3 4 5 7	Ejet 190	98
Johannesburg - Hoedspruit- Johannesburg						
4Z871	Johannesburg - Hoedspruit	10:30	11:25	1 2 3 4 5 6 7	Ejet 190	98
4Z873	Johannesburg - Hoedspruit	12:50	13:45	1 2 3 4 5 6 7	Embraer 140	44
4Z872	Hoedspruit - Johannesburg	12:00	13:05	1 2 3 4 5 6 7	Ejet 190	98
4Z874	Hoedspruit - Johannesburg	14:20	15:25	1 2 3 4 5 6 7	Embraer 140	44
Johannesburg - Kimberley - Johannesburg						
4Z721	Johannesburg - Kimberley	07:00	08:05	1 2 3 4 5 6	Embraer 140	44
4Z723	Johannesburg - Kimberley	09:10	10:15	1 2 3 4 5 6 7	Embraer 135	37
4Z727	Johannesburg - Kimberley	16:15	17:20	1 2 3 4 5 7	Ejet 170	74
4Z722	Kimberley - Johannesburg	08:30	09:35	1 2 3 4 5 6	Embraer 140	44
4Z724	Kimberley - Johannesburg	10:45	11:50	1 2 3 4 5 6 7	Embraer 135	37
4Z728	Kimberley - Johannesburg	17:45	18:50	1 2 3 4 5 7	Ejet 170	74
Johannesburg - Mbombela (Nelspruit) - Johannesburg						
4Z823	Johannesburg - Mbombela	07:00	07:55	1 2 3 4 5	Embraer 140	44
4Z827	Johannesburg - Mbombela	09:20	10:15	1 3 5 7	Embraer 135	37
4Z829	Johannesburg - Mbombela	10:05	11:00	1 2 3 4 5 6 7	Embraer 140	44
4Z841	Johannesburg - Mbombela	11:05	12:00	1 2 3 4 5 6 7	Embraer 135	37
4Z845	Johannesburg - Mbombela	15:55	16:50	1 2 3 4 5 6 7	Embraer 135	37
4Z847	Johannesburg - Mbombela	17:15	18:10	1 3 4 5	Embraer 140	44
4Z837	Johannesburg - Mbombela	18:10	19:05	1 2 3 4 5 7	Embraer 140	44
4Z838	Mbombela - Johannesburg	06:55	07:50	1 2 3 4 5	Embraer 140	44
4Z824	Mbombela - Johannesburg	08:20	09:15	1 2 3 4 5	Embraer 140	44
4Z836	Mbombela - Johannesburg	08:30	09:25	6	Embraer 140	44
4Z842	Mbombela - Johannesburg	12:25	13:20	1 2 3 4 5 6 7	Embraer 135	37
4Z822	Mbombela - Johannesburg	16:15	17:10	1 2 3 4 5 6 7	Embraer 140	44
4Z846	Mbombela - Johannesburg	17:15	18:10	1 2 3 4 5 6 7	Embraer 135	37
4Z848	Mbombela - Johannesburg	18:30	19:25	1 3 4 5	Embraer 140	44
Johannesburg - Mthatha- Johannesburg						
4Z751	Johannesburg - Mthatha	06:15	07:35	1 2 3 4 5 6	Embraer 135	37
4Z757	Johannesburg - Mthatha	12:15	13:35	1 2 3 4 5 6 7	Embraer 135	37
4Z759	Johannesburg - Mthatha	15:10	16:30	4 5	Embraer 135	37
4Z755	Johannesburg - Mthatha	16:00	17:20	1 2 3 4 5 7	Embraer 135	37
4Z752	Mthatha - Johannesburg	08:00	09:20	1 2 3 4 5 6	Embraer 135	37
4Z758	Mthatha - Johannesburg	14:00	15:20	1 2 3 4 5 6 7	Embraer 135	37
4Z760	Mthatha - Johannesburg	17:00	18:20	4 5	Embraer 135	37
4Z756	Mthatha - Johannesburg	17:45	19:05	1 2 3 4 5 7	Embraer 135	37
Johannesburg - Pietermaritzburg- Johannesburg						
4Z733	Johannesburg - Pietermaritzburg	06:50	07:55	1 2 3 4 5 6	Embraer 135	37
4Z735	Johannesburg - Pietermaritzburg	12:35	13:40	1 2 3 4 5 6 7	Embraer 135	37
4Z743	Johannesburg - Pietermaritzburg	16:35	17:40	1 2 3 4 5 7	Ejet 190	98
4Z739	Johannesburg - Pietermaritzburg	18:30	19:30	1 2 3 4 5 7	Embraer 135	37
4Z730	Pietermaritzburg - Johannesburg	06:45	07:45	1 2 3 4 5	Embraer 135	37
4Z732	Pietermaritzburg - Johannesburg	07:00	08:05	6	Embraer 135	37
4Z734	Pietermaritzburg - Johannesburg	08:30	09:35	1 2 3 4 5 6	Embraer 135	37
4Z736	Pietermaritzburg - Johannesburg	14:05	15:10	1 2 3 4 5 6 7	Embraer 135	37
4Z744	Pietermaritzburg - Johannesburg	18:10	19:15	1 2 3 4 5 7	Ejet 190	98

Flight Schedule Guide subject to change – latest updates available at <https://www.flyairlink.com/flightschedule>.

FLIGHTS – Domestic

FLIGHT	ROUTE	DEPARTURE	ARRIVAL	FREQUENCY	AIRCRAFT	SEATS
Johannesburg - Richards Bay - Johannesburg						
4Z881	Johannesburg - Richards Bay	06:15	07:45	1 2 3 4	Jetstream 41	29
4Z889	Johannesburg - Richards Bay	08:15	09:45	6	Jetstream 41	29
4Z883	Johannesburg - Richards Bay	11:00	12:30	1 3 4 5 7	Jetstream 41	29
4Z885	Johannesburg - Richards Bay	15:30	17:00	1 2 3 4 5 7	Jetstream 41	29
4Z882	Richards Bay - Johannesburg	08:15	09:50	1 2 3 4	Jetstream 41	29
4Z890	Richards Bay - Johannesburg	10:15	11:50	6	Jetstream 41	29
4Z884	Richards Bay - Johannesburg	12:55	14:30	1 3 4 5 7	Jetstream 41	29
4Z886	Richards Bay - Johannesburg	17:30	19:05	1 2 3 4 5 7	Jetstream 41	29
Johannesburg - Polokwane - Johannesburg						
4Z801	Johannesburg - Polokwane	06:35	07:30	1 2 3 4 5	Embraer 135	37
4Z813	Johannesburg - Polokwane	12:50	13:45	6	Embraer 135	37
4Z815	Johannesburg - Polokwane	16:15	17:10	1 2 3 4 5 7	Embraer 135	37
4Z802	Polokwane - Johannesburg	07:55	08:50	1 2 3 4 5	Embraer 135	37
4Z814	Polokwane - Johannesburg	14:10	15:05	6	Embraer 135	37
4Z816	Polokwane - Johannesburg	17:40	18:35	1 2 3 4 5 7	Embraer 135	37
Johannesburg - Sishen - Johannesburg						
4Z773	Johannesburg - Sishen	05:45	07:00	1 2 3 4 5	Embraer 135	37
4Z771	Johannesburg - Sishen	06:30	07:45	1 2 3 4 5	Embraer 135	37
4Z779	Johannesburg - Sishen	15:25	16:40	1 2 3 5	Embraer 135	37
4Z777	Johannesburg - Sishen	16:00	17:15	1 3 4 5	Embraer 135	37
4Z774	Sishen - Johannesburg	07:25	08:40	1 2 3 4 5	Embraer 135	37
4Z772	Sishen - Johannesburg	08:15	09:30	1 2 3 5	Embraer 135	37
4Z780	Sishen - Johannesburg	17:15	18:30	1 2 3 5	Embraer 135	37
4Z778	Sishen - Johannesburg	17:45	19:00	1 3 4 5	Embraer 135	37
Johannesburg - Skukuza- Johannesburg						
4Z861	Johannesburg - Skukuza	10:05	11:05	1 2 3 4 5 6 7	Embraer 135	37
4Z865	Johannesburg - Skukuza	13:05	14:05	1 2 3 4 5 6 7	Embraer 135	37
4Z866	Skukuza - Johannesburg	14:35	15:40	1 2 3 4 5 6 7	Embraer 135	37
4Z862	Skukuza - Johannesburg	13:35	14:40	1 2 3 4 5 6 7	Embraer 135	37
Johannesburg - Upington- Johannesburg						
4Z761	Johannesburg - Upington	07:10	08:40	1 2 3 4 6	Embraer 135	37
4Z763	Johannesburg - Upington	11:00	12:30	1 3 4 5 6 7	Embraer 135	37
4Z769	Johannesburg - Upington	15:45	17:15	1 2 3 4 5 7	Embraer 135	37
4Z762	Upington - Johannesburg	09:05	10:30	1 2 3 4 6	Embraer 135	37
4Z764	Upington - Johannesburg	13:00	14:25	1 3 4 5 6 7	Embraer 135	37
4Z770	Upington - Johannesburg	17:40	19:05	1 2 3 4 5 7	Embraer 135	37

FLIGHTS – Regional

FLIGHT	ROUTE	DEPARTURE	ARRIVAL	FREQUENCY	AIRCRAFT	SEATS
Cape Town - Harare - Cape Town						
4Z382	Cape Town - Harare	10:30	13:40	1 2 3 4 5 6 7	Ejet 190	98
4Z383	Harare - Cape Town	14:30	17:50	1 2 3 4 5 6 7	Ejet 190	98
Cape Town - Maputo - Cape Town						
4Z489	Cape Town - Maputo	17:10	19:40	3 5 7	Embraer 140	44
4Z490	Maputo - Cape Town	06:10	09:00	1 4 6	Embraer 140	44
Cape Town - Maun - Cape Town						
4Z314	Cape Town - Maun	10:35	13:10	1 2 3 4 5 6 7	Embraer 140	40
4Z315	Maun - Cape Town	13:40	16:20	1 2 3 4 5 6 7	Embraer 140	40
Cape Town - Victoria Falls - Cape Town						
4Z390	Cape Town - Victoria Falls	09:45	12:40	1 2 3 4 5 7	Embraer 140	44
4Z391	Victoria Falls - Cape Town	13:15	16:20	1 2 3 4 5 7	Embraer 140	37
Cape Town - Walvisbay - Cape Town						
4Z346	Cape Town - Walvisbay	12:05	14:20	6	Embraer 135	37
4Z348	Cape Town - Walvisbay	14:00	16:15	1 2 3 4 5 7	Embraer 135	37
4Z347	Walvisbay - Cape Town	14:55	17:05	6	Embraer 135	37
4Z349	Walvisbay - Cape Town	16:50	19:00	1 2 3 4 5 7	Embraer 135	37
Cape Town - Windhoek - Cape Town						
4Z320	Cape Town - Windhoek	06:20	08:35	1 2 3 4 5	Embraer 135	37
4Z326	Cape Town - Windhoek	10:40	12:55	1 2 3 4 5 6 7	Ejet 190	98
4Z328	Cape Town - Windhoek	17:10	19:25	4 5 7	Embraer 140	43
4Z329	Windhoek - Cape Town	07:00	09:10	1 5 6	Embraer 140	44
4Z321	Windhoek - Cape Town	09:25	11:35	1 2 3 4 5	Embraer 135	37
4Z327	Windhoek - Cape Town	13:40	15:50	1 2 3 4 5 6 7	Ejet 190	98

Flight Schedule Guide subject to change – latest updates available at <https://www.flyairlink.com/flightschedule>.

FLIGHTS – Regional

FLIGHT	ROUTE	DEPARTURE	ARRIVAL	FREQUENCY	AIRCRAFT	SEATS
Durban - Harare - Durban						
4Z410	Durban - Harare	10:30	12:40	2 4 6 7	Embraer 135	37
4Z411	Harare - Durban	13:20	15:35	2 4 6 7	Embraer 135	37
Johannesburg - Beira - Johannesburg						
4Z214	Johannesburg - Beira	11:05	12:45	1 2 4 6 7	Embraer 135	37
4Z215	Beira - Johannesburg	13:10	15:10	1 2 4 6 7	Embraer 135	37
Johannesburg - Bulawayo - Johannesburg						
4Z110	Johannesburg - Bulawayo	10:40	11:55	1 2 3 4 5 6 7	Ejet 190	98
4Z114	Johannesburg - Bulawayo	14:25	15:40	1 2 3 4 5 7	Embraer 135	37
4Z111	Bulawayo - Johannesburg	12:35	14:05	1 2 3 4 5 6 7	Ejet 190	98
4Z115	Bulawayo - Johannesburg	16:15	17:45	1 2 3 4 5 7	Embraer 135	37
Johannesburg - Dar es Salaam - Johannesburg						
4Z036	Johannesburg - Dar es Salaam	22:00	02:25	1 3 4 5 7	Ejet 190	98
4Z037	Dar es Salaam - Johannesburg	03:25	06:10	1 2 4 5 6 7	Ejet 190	98
Johannesburg - Entebbe - Johannesburg						
4Z190	Johannesburg - Entebbe	10:50	16:05	1 3 5 7	Ejet 190	98
4Z191	Entebbe - Johannesburg	17:05	20:35	1 3 5 7	Ejet 190	98
Johannesburg - Gaborone - Johannesburg						
4Z172	Johannesburg - Gaborone	06:20	07:15	1 2 3 4 5	Ejet 190	98
4Z174	Johannesburg - Gaborone	09:15	10:10	1 2 3 4 5	Embraer 135	37
4Z170	Johannesburg - Gaborone	09:20	10:15		Embraer 135	37
4Z176	Johannesburg - Gaborone	11:00	11:55		Embraer 140	44
4Z180	Johannesburg - Gaborone	15:25	16:20	1 2 3 4 5 6 7	Embraer 135	37
4Z178	Johannesburg - Gaborone	17:00	17:55	1 2 3 4 5 7	Ejet 190	98
4Z173	Gaborone - Johannesburg	07:45	08:40	1 2 3 4 5	Ejet 190	98
4Z175	Gaborone - Johannesburg	10:35	11:30	1 2 3 4 5	Embraer 135	37
4Z171	Gaborone - Johannesburg	10:40	11:35		Embraer 135	37
4Z177	Gaborone - Johannesburg	12:40	13:35		Embraer 140	44
4Z181	Gaborone - Johannesburg	16:50	17:45	1 2 3 4 5 6 7	Embraer 135	37
4Z179	Gaborone - Johannesburg	18:25	19:20	1 2 3 4 5 7	Ejet 190	98
Johannesburg - Harare - Johannesburg						
4Z100	Johannesburg - Harare	06:20	08:00	1 2 3 4 5 6	Ejet 190	98
4Z104	Johannesburg - Harare	10:55	12:35	1 2 3 4 5 6 7	Ejet 190	98
4Z102	Johannesburg - Harare	16:10	17:50	1 2 3 4 5 7	Ejet 190	98
4Z101	Harare - Johannesburg	08:40	10:35	1 2 3 4 5 6	Ejet 190	98
4Z105	Harare - Johannesburg	13:25	15:20	1 2 3 4 5 6 7	Ejet 190	98
4Z103	Harare - Johannesburg	18:30	20:25	1 2 3 4 5 7	Ejet 190	98
Johannesburg - Kasane - Johannesburg						
4Z306	Johannesburg - Kasane	11:50	13:35	1 2 3 4 5 6 7	Embraer 140	44
4Z307	Kasane - Johannesburg	14:05	15:45	1 2 3 4 5 6 7	Embraer 140	44
Johannesburg - Livingstone - Johannesburg						
4Z482	Johannesburg - Livingstone	11:00	12:50	1 2 3 4 5 6 7	Ejet 190	98
4Z483	Livingstone - Johannesburg	13:25	15:20	1 2 3 4 5 6 7	Ejet 190	98
Johannesburg - Luanda - Johannesburg						
4Z44	Johannesburg - Luanda	13:30	16:15	2 4 5 7	Ejet 170	74
4Z45	Luanda - Johannesburg	17:10	21:45	2 4 5 7	Ejet 170	74
Johannesburg - Lubumbashi - Johannesburg						
4Z021	Johannesburg - Lubumbashi	10:25	13:00	1 2 3 4 5 6 7	Ejet 190	98
4Z022	Lubumbashi - Johannesburg	13:45	16:35	1 2 3 4 5 6 7	Ejet 190	98
Johannesburg - Lusaka - Johannesburg						
4Z160	Johannesburg - Lusaka	06:15	08:15	1 2 3 4 5 6	Embraer 140	44
4Z162	Johannesburg - Lusaka	11:30	13:30	1 2 3 4 5 6 7	Ejet 190	98
4Z164	Johannesburg - Lusaka	16:35	18:35	1 2 3 4 5 7	Embraer 140	44
4Z161	Lusaka - Johannesburg	08:50	11:05	1 2 3 4 5 6	Embraer 140	44
4Z163	Lusaka - Johannesburg	14:15	16:30	1 2 3 4 5 6 7	Ejet 190	98
4Z165	Lusaka - Johannesburg	19:05	21:20	1 2 3 4 5 7	Embraer 140	44
Johannesburg - Maputo - Johannesburg						
4Z270	Johannesburg - Maputo	06:10	07:10	1 2 3 4 5	Embraer 140	44
4Z272	Johannesburg - Maputo	13:45	14:40	1 2 3 4 5 6 7	Ejet 190	98
4Z274	Johannesburg - Maputo	17:05	18:05	1 2 3 4 5 7	Embraer 140	44
4Z271	Maputo - Johannesburg	07:40	08:50	1 2 3 4 5	Embraer 140	44
4Z273	Maputo - Johannesburg	15:35	16:50	1 2 3 4 5 6 7	Ejet 190	98
4Z275	Maputo - Johannesburg	18:40	19:55	1 2 3 4 5 7	Embraer 140	44
Johannesburg - Maseru - Johannesburg						
4Z050	Johannesburg - Maseru	06:40	07:40	1 2 3 4 5	Embraer 135	37
4Z052	Johannesburg - Maseru	09:35	10:35		Embraer 135	37
4Z062	Johannesburg - Maseru	15:00	16:00	1 2 3 4 5 6 7	Embraer 135	37
4Z051	Maseru - Johannesburg	08:10	09:15	1 2 3 4 5	Embraer 135	37
4Z053	Maseru - Johannesburg	11:00	12:05		Embraer 135	37
4Z063	Maseru - Johannesburg	16:25	17:30	1 2 3 4 5 6 7	Embraer 135	37
Johannesburg - Maun - Johannesburg						
4Z302	Johannesburg - Maun	10:55	12:35	1 2 3 4 5 6 7	Embraer 135	37
4Z300	Johannesburg - Maun	12:05	13:45	1 2 3 4 5 6 7	Ejet 190	98
4Z303	Maun - Johannesburg	13:05	14:45	1 2 3 4 5 6 7	Embraer 135	37
4Z301	Maun - Johannesburg	14:30	16:10	1 2 3 4 5 6 7	Ejet 190	98

Flight Schedule Guide subject to change – latest updates available at <https://www.flyairlink.com/flightschedule>.

FLIGHTS – Regional

FLIGHT	ROUTE	DEPARTURE	ARRIVAL	FREQUENCY	AIRCRAFT	SEATS
Johannesburg - Nampula - Johannesburg						
4Z230	Johannesburg - Nampula	10:30	13:00	2 4	Embraer 135	37
4Z231	Nampula - Johannesburg	13:35	16:30	2 4	Embraer 135	37
Johannesburg - Ndola - Johannesburg						
4Z150	Johannesburg - Ndola	10:20	12:40	1 2 3 4 5 6 7	Embraer 140	44
4Z151	Ndola - Johannesburg	13:10	15:45	1 2 3 4 5 6 7	Embraer 140	44
Johannesburg - Pemba - Johannesburg						
4Z204	Johannesburg - Pemba	11:30	14:20	1 2 3 4 5	Embraer 135	36
4Z205	Pemba - Johannesburg	14:50	18:10	1 2 3 4 5	Embraer 135	33
Johannesburg - St Helena - Johannesburg						
4Z131	Johannesburg - St Helena	09:00	13:25	6	Ejet 190	98
4Z132	St Helena - Johannesburg	14:30	21:15	6	Ejet 190	98
Johannesburg - Sikhuphe - Johannesburg						
4Z080	Johannesburg - Sikhuphe	06:50	07:40	1 2 3 4 5 6	Embraer 135	37
4Z082	Johannesburg - Sikhuphe	10:10	11:00	6 7	Embraer 135	37
4Z084	Johannesburg - Sikhuphe	13:15	14:05	1 2 3 4 5 6 7	Embraer 135	37
4Z086	Johannesburg - Sikhuphe	16:20	17:10	1 2 3 4 5 7	Embraer 135	37
4Z081	Sikhuphe - Johannesburg	08:10	09:15	1 2 3 4 5 6	Embraer 135	37
4Z083	Sikhuphe - Johannesburg	11:30	12:35	6 7	Embraer 135	37
4Z085	Sikhuphe - Johannesburg	14:35	15:40	1 2 3 4 5 6 7	Embraer 135	37
4Z087	Sikhuphe - Johannesburg	17:40	18:45	1 2 3 4 5 7	Embraer 135	37
Johannesburg - Tete - Johannesburg						
4Z220	Johannesburg - Tete	10:35	12:35	1 3 4 5	Embraer 140	44
4Z221	Tete - Johannesburg	13:20	15:40	1 3 4 5	Embraer 140	44
Johannesburg - Victoria Falls - Johannesburg						
4Z494	Johannesburg - Victoria Falls	11:30	13:15	1 2 3 4 5 6 7	Ejet 190	98
4Z495	Victoria Falls - Johannesburg	13:55	15:35	1 2 3 4 5 6 7	Ejet 190	98
Johannesburg - Vilanculos - Johannesburg						
4Z260	Johannesburg - Vilanculos	11:35	13:05	1 2 3 4 5 6 7	Ejet 170	74
4Z261	Vilanculos - Johannesburg	13:45	15:30	1 2 3 4 5 6 7	Ejet 170	74
Johannesburg - Walvis bay - Johannesburg						
4Z141	Johannesburg - Walvis bay	10:20	12:45	1 2 3 4 5 6 7	Ejet 190	98
4Z142	Walvis bay - Johannesburg	13:30	15:40	1 2 3 4 5 6 7	Ejet 190	98
Johannesburg - Windhoek - Johannesburg						
4Z120	Johannesburg - Windhoek	06:30	08:40	1 2 3 4 5 6	Ejet 190	98
4Z124	Johannesburg - Windhoek	10:40	12:55	1 2 3 4 5 6 7	Ejet 190	98
4Z126	Johannesburg - Windhoek	15:15	17:30	1 2 3 4 5 7	Ejet 190	98
4Z128	Johannesburg - Windhoek	17:35	19:35	1 2 3 4 5 7	Ejet 190	98
4Z129	Windhoek - Johannesburg	07:10	09:50	1 2 3 4 5 6	Ejet 190	98
4Z121	Windhoek - Johannesburg	09:15	11:15	1 2 3 4 5 6	Ejet 190	98
4Z125	Windhoek - Johannesburg	13:35	15:35	1 2 3 4 5 6 7	Ejet 190	98
4Z127	Windhoek - Johannesburg	18:10	20:10	1 2 3 4 5 7	Ejet 190	98
Mbombela (Nelspruit) - Livingstone - Mbombela (Nelspruit)						
4Z470	Mbombela - Livingstone	11:35	13:30	1 2 3 4 5 6 7	Embraer 135	37
4Z471	Livingstone - Mbombela	14:00	15:40	1 2 3 4 5 6 7	Embraer 135	37
Mbombela (Nelspruit) - Vilanculos - Johannesburg						
4Z258	Mbombela - Vilanculos	11:50	13:00	1 3 5 7	Embraer 135	37
4Z263	Vilanculos - Johannesburg	13:30	15:15	1 3 5 7	Embraer 135	37

Applicable fare rules apply. 20kg checked baggage, soft bag only. 7kg hand baggage, soft bag only. Free luggage storage facilities available at Skukuza Airport and Nelspruit KMIA. These exclusive services are restricted to applicable lodges and their guests.

EXCESS BAGGAGE AND SPORTING EQUIPMENT: Refer to www.flyairlink.com Important information & Conditions of Carriage Clause 10 Baggage 10.3 Whilst every effort has been made to ensure accuracy of content of the published timetable, both operational and strategic issues cause timetable changes. Due to the forward lead time required for publication, these often cannot be duly reflected. Should this occur, Airlink and its agents are not responsible for any errors, omissions, losses or detriments arising from the publication.



Current



New

Current and new livery

For now, Airlink can be recognised by both its current and its new livery as all their 50 aircraft in the fleet are repainted over the upcoming months. When you spot the new Airlink tail, share your image and tag #FlyAirlink.



When planning your next flight, for business or pleasure, this flight schedule will come in handy. Take this FREE copy of Skyways with you.

sudoku

Try the addictive game of sudoku. The aim is to fill each block with a number from 1 to 9. Each number must not appear more than once in each row, column and square.

If you can't finish this puzzle during your flight, please take this free copy of *Skyways* with you. The cabin attendant will make sure that the next passengers get their own magazine, with a clean sudoku for them to puzzle over!

easy

	7	6	4	8	5			
5	9	3	1	7				
	1		3		9	5		
6	2					3		
	4						1	
		1					5	6
		2	9		3		8	
				5	7	6	9	3
			8	6	4	1	7	

medium

	5			6				7
			7				2	8
					2	4	6	
	8		1	9				3
6				4	3			5
	4	2	9					
5	3				1			
1				5				9

battleship

Battleships is a solitaire version of the classic strategy game in which you must locate and sink a hidden fleet.

The numbers indicate the number of squares in each row/column that contain a ship or ship segment. Clues may indicate water, specific ships, or parts of ships.

Circles indicate submarines (one-square ships). Semicircles indicate ends of larger ships. Large squares indicate ship middles. Diamonds are unspecified ship pieces. The complete list of ships is shown on the right side of the puzzle. No ship may touch another ship, even diagonally.

Puzzles supplied by Krazydad, www.krazydad.com

Easy

	2	2	5	0	5	0	0	5
5								
0								
1								⊞
3								
2								
4								
2								
2								
2								

Medium

	0	2	3	4	1	3	0	6
3								
3								
1								⊞
4								⊞
1								
2			◆					
3								⊞
2								

Life's Too **Short** for the Wrong Job.

Is this **you?**

Do you have the confidence and training to sell this advertising space for R40k? Good, we would like to talk to you about a **job opportunity**. Candidates must be: passionate about **ad sales, great communicators, resilient, self-starters and relationship builders.**

Contact us at **gill@panorama.co.za**
Skyways in-flight magazine is looking for COFs –
Chief Opportunity Facilitators

5

The number of countries that employ two-thirds of the world's military.

20%

The global rate for washing hands after going to the toilet.

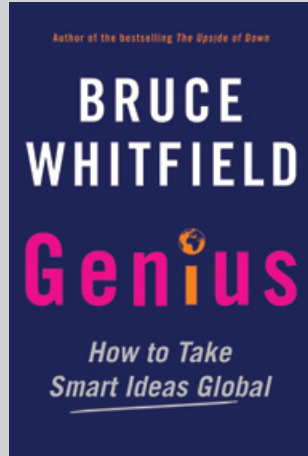


Media

This issue: Innovation, bombs, law and cycling

How to Take Smart Ideas Global by Bruce Whitfield

When David Landes wrote his blockbusting book *The Wealth and Poverty of Nations*, he argued convincingly that nations succeed or fail because of the policy decisions they make, rather than for any other reason, be it natural endowment or climate. Bruce Whitfield argues that, in our country, we are where we are because bad policy decisions have consistently been made in both pre- and post-apartheid



South Africa. In 2020, he made a successful publishing debut with *The Upside Of Down*.

The thrust of that work is how chaos and uncertainty breed opportunity. An accomplished journalist, broadcaster and business analyst, Whitfield features in *The Money Show* on 702 and CapeTalk.

For those who despair about the results of state capture, Whitfield takes the reader through a series of inspiring and uplifting stories that demonstrate what a successful country we might potentially be. We have no shortage of talent and success stories. In mining, engineering and construction, agriculture, the wine industry, fruit and fruit juices, restaurant

chains, jewellery, banking, and medical technology, there is no shortage of extraordinary success stories, with South Africa ranking among the best in the world and, in some respects, being simply *the* best.

The author reminds us, with snippets about individuals, of the phenomenal talent in this country. Like success in an important international sports match, this book reminds us that we are a country of remarkable people. To succeed, we need to make unremarkable but useful policy decisions.



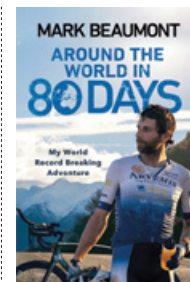
Trigger Point (16LV)
Many British TV dramas generate tension by being serious and slow, but this BritBox thriller, which follows the exploits of a bomb disposal expert (Vicky McClure) as she finds herself in the middle of what seems like a targeted terrorism campaign, is fast-paced, action-packed, occasionally brutal and all the more riveting because of that. There are a number of familiar faces from various BBC shows involved, but the writing allows the characters and the hard-hitting storyline to enjoy much more of the focus than the fame of the performers. Easy to binge-watch, as you get sucked in early and deep.



The Lincoln Lawyer (PG13LV)
Co-created by David E Kelley (*Ally McBeal*, *LA Law*), this Netflix law drama holds back on some of the grittiness that makes some crime shows more authentic but much more difficult to watch, while still offering enough heart and plotting nous to make it compelling viewing. Manuel Garcia-Rulfo is a charming screen presence as Mickey Haller, the so-called Lincoln Lawyer (he likes to work out of his car while being driven around), and the character's mix of book knowledge and street smarts, as well as the challenges of sorting out the complexities of his own life, make this a show you want to go back to as you complete an episode.



Light & Magic (PG)
Available on Disney+, this documentary about the rise to prominence of Industrial Light & Magic, the special effects company founded by George Lucas, is a fascinating deep dive for film enthusiasts in general and *Star Wars* fans in particular. The company itself, and much of the technology its brilliant staff members pioneered, only came into being because there was nothing in the industry at the time that would allow Lucas to get *Star Wars* ideas onto the screen. From that base, though, what has been achieved with passion, ingenuity, intelligence and ego is incredible – and the company continues to be an industry leader today.



Around The World In 80 Days by Mark Beaumont
Mark Beaumont is a professional endurance cyclist, which, frankly, sounds like an exercise in masochism. He is also a broadcaster and, when he saw an opportunity to not only set a world record but to tie it into a marker with its roots in classic literature, he had the beginnings of a challenge that will test even his extraordinary physical qualities. The nature of such an enterprise is that it involves an *enormous* amount of planning and administrative teamwork. As such, the book involves a large amount of the unpacking of the *process* of the ride, rather than as much of the adventure involved as many readers might like. Still, Beaumont effectively conveys the size and intensity of the task.

“

I HAVE NO SPECIAL TALENTS. I AM ONLY PASSIONATELY CURIOUS.

”

Albert Einstein



Let your curiosity loose. Subscribe to *Very Interesting* and *Very Interesting Junior* today!

Cool  Mags
.com
 THERE'S SOMETHING FOR THE WHOLE FAMILY!

2 EASY WAYS TO SUBSCRIBE

- coolmags.com
- subscriptions@panorama.co.za



Imtiyaaz Hart's chocolate chip cookies

A fresh version of a classic snack

In 1938, Ruth Graves Wakefield, owner of the Toll House Inn in Whitman, Massachusetts in the US was mixing a batch of cookies for her guests when she discovered that she was out of chocolate powder. She substituted broken pieces of chocolate, expecting it to melt and absorb into the dough, but that didn't happen, and when she removed the pan from the oven, she realised she had accidentally invented the chocolate chip cookie.

Method:

1. Preheat oven to 190°C.
2. Line a baking pan with parchment paper and set aside.
3. In a large bowl mix the sifted flour, bicarbonate of soda, salt and baking powder and set aside.



Island Café

One of South Africa's most unusual hotels, the Turbine Boutique Hotel and Spa on Thesen Island in Knysna, offers stunning panoramas, luxurious accommodation and exceptional cuisine. The 90-seater Island Café has a terrace overlooking the canals and pool deck perfect for al fresco dining, and an airy interior with avant-garde décor where tables with colourful chairs nestle between refurbished original turbines. There are monthly food and wine, gin, or beer-pairing dinners with featured musicians, and the venue's gourmet cuisine is the responsibility of Executive Chef and Food and Beverage Manager, Chef Greg Coleman, an award-winning culinary professional with more than 20 years' experience.

In a separate bowl, cream together the butter and both sugars until combined. Blend in the eggs and vanilla until fluffy. Mix in the dry ingredients until well combined, then add the chocolate chips and mix well.

4. Roll pieces of dough into balls and place them evenly spaced on your prepared cookie sheets. Do not place them too close together or you will end up with one huge cookie! You can also roll the dough into a log, wrap in clingfilm and place in the fridge for 30 minutes before cutting into portions.
5. Bake for approximately 8-10 minutes or when they are just starting to turn brown and caramelise.
6. Let them sit in the baking pan for a few minutes before removing and placing on a cooling rack. Store in an airtight container and eat within a few days.

Ingredients

- 1 cup softened butter
- 1 cup castor sugar
- 1 cup light brown sugar
- 2 tsp vanilla extract or essence
- 2 large eggs
- 3 cups cake flour
- 1 tsp bicarbonate of soda
- ½ tsp baking powder
- 1 tsp salt
- 2 cups chocolate chips

Text and photography | Supplied

Recipe courtesy of Imtiyaaz Hart, a student at Capsicum Culinary Studio's Cape Town campus. For more information, go to capsicumcooking.com.

Güdnness

Delightfully Plant-Based

Introducing SA's first ready
to eat plant-based deli
sandwich slice.

Try Us! ;)



*Available in the best retailers & plant
based outlets nationwide!*

(011) 827 7644

sales@feinschmecker.co.za

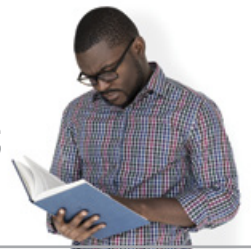
www.gudness.co.za

80%

The percentage of human remains found at Machu Picchu that are female.

10 minutes

The amount of time the average American spends reading for personal interest per day.



Did you know?



Test your general knowledge with this month's quiz

1. Fusilli, farfalle, rigatoni and fettuccine are popular varieties off which foodstuff?
2. Which island nation is home to the largest number of Muslims – about 12.7% of the world's total?
3. Utah, Colorado, Arizona and which other American state meet at the point known as 'The Four Corners'?
4. In 1831, Charles Darwin set sail aboard which ship as their naturalist, during which he would begin to formulate his theory of evolution by natural selection?
5. Which California team won three of the four NBA championships between 2015 and 2018, beating the Cleveland Cavaliers in all but 2016?
6. Despite winning 13 Academy Awards between 2001-2003, which trilogy of films failed to pick up a single acting Oscar?
7. Who, after Queens Victoria and Elizabeth II, is the longest serving British monarch, with a reign of 59 years and 96 days in the 18th and 19th Centuries?
8. In 2013, which small South American country became the first in the world to nationally legalise the use of recreational marijuana?
9. Shane Williams – the 2008 World Rugby Player of the Year – won 87 caps for which nation?
10. At age 29, who was the youngest man to ever win the Best Actor Oscar for his role in Roman Polanski's 2002 film, *The Pianist*?
11. Between 1971 and 1997, the Democratic Republic of the Congo was known by what five-letter name?

Clue to question 12.





6,000

The number of dogs registered to work with Amazon employees at the company's head office.

2.4 billion

The current approximate number of bot calls received by consumers per month.



Clue to question 09.

12. Who was the Greek equivalent of the Roman messenger god, Mercury?
13. In August 2017, which Brazilian footballer broke the all-time transfer record, when he moved from Barcelona to PSG for a reported R3.7 billion?
14. Which London football ground shares its name with a battle in modern-day Yorkshire between the English and Vikings in 1066?
15. Fåltskog, Ulvaeus, Andersson and Lyngstad were the surnames of the singers in which popular pop group of the 1970s and '80s?
16. Which American has received a record 17 Academy Award nominations for Best Actress, winning twice for *The Iron Lady* and *Sophie's Choice*?
17. Which nation was banned from sending a team to the 2018 Winter Olympics, following systematic doping violations at the Olympics they hosted four years earlier?
18. The Jeddah Tower in which Middle Eastern nation is predicted to be the first building to pass 1000m in height upon completion?
19. Lúcio Costa and Oscar Niemeyer were the main architects of which South American capital city, completed in the 1960s, and now the third most-populous settlement in the country?
20. Which man banned Christmas during his time as Lord Protector of England, Scotland and Ireland from 1653-1658?
21. Which island, shared by two independent nations, is the second largest in the world, after Greenland?
22. Pierre Trudeau, Jean Chrétien and Stephen Harper are former leaders of which G20 nation?

23. Which wealthy city-state has been ruled by Princes of the Grimaldi family since the 13th Century?
24. Apart from a brief period with the Washington Wizards, with which team did Michael Jordan remain for the majority of his NBA career?
25. Which iconic volcano in Japan is also the country's tallest peak, at 3776m high?

Text | Courtesy of www.businessballs.com

- Answers**
1. Pasta
 2. Indonesia
 3. New Mexico
 4. HMS Beagle
 5. Golden State Warriors
 6. Lord of the Rings
 7. George III
 8. Uruguay
 9. Wales
 10. Adren Brody
 11. Zaire
 12. Hermes
 13. Neymar
 14. Stamford Bridge
 15. ABBA
 16. Meryl Streep
 17. Russia
 18. Saudi Arabia
 19. Brasilia
 20. Oliver Cromwell
 21. New Guinea
 22. Canada
 23. Monaco
 24. Chicago Bulls
 25. Mt. Fuji

Get the answer

Solutions to sudoku and battleship.

Puzzles on page 90.

Sudoku

Easy

2	7	6	4	8	5	9	3	1
5	9	3	1	7	6	8	2	4
4	1	8	3	2	9	5	6	7
6	2	7	5	9	1	3	4	8
8	4	5	6	3	2	7	1	9
9	3	1	7	4	8	2	5	6
7	6	2	9	1	3	4	8	5
1	8	4	2	5	7	6	9	3
3	5	9	8	6	4	1	7	2

Medium

2	5	8	4	6	9	1	3	7
3	6	4	7	1	5	9	2	8
7	9	1	3	8	2	4	6	5
4	8	5	1	9	6	2	7	3
9	2	3	5	7	8	6	4	1
6	1	7	2	4	3	8	5	9
8	4	2	9	3	7	5	1	6
5	3	9	6	2	1	7	8	4
1	7	6	8	5	4	3	9	2

Battleship

Easy

●	●	●	●	●	●	●	●	●
●	●	●	●	●	●	●	●	●
●	●	●	●	●	●	●	●	●
●	●	●	●	●	●	●	●	●
●	●	●	●	●	●	●	●	●
●	●	●	●	●	●	●	●	●
●	●	●	●	●	●	●	●	●
●	●	●	●	●	●	●	●	●
●	●	●	●	●	●	●	●	●
●	●	●	●	●	●	●	●	●

Medium

●	●	●	●	●	●	●	●	●
●	●	●	●	●	●	●	●	●
●	●	●	●	●	●	●	●	●
●	●	●	●	●	●	●	●	●
●	●	●	●	●	●	●	●	●
●	●	●	●	●	●	●	●	●
●	●	●	●	●	●	●	●	●
●	●	●	●	●	●	●	●	●
●	●	●	●	●	●	●	●	●
●	●	●	●	●	●	●	●	●



Receiving mixed massages

A spa treatment: escape stress,
abandon subtlety

A couple's massage. Sounds lovely. Images of plinths within touching distance; perhaps holding hands while a masseuse prods professionally. We change into our bathrobes – hers long and fluffy; mine one of those thin waffle ones, ending fetchingly mid-thigh. We drink proffered water. We fill out forms, including details such as favoured essential oils and how much pain we'd like to be in (they have it down as “preferred pressure”, but it's the same thing).

My chosen essential oil is sandalwood, so I immediately smell like a woodworker's workshop.

We have chosen a special that includes an ‘express’ pedicure in addition to a full body massage, so, knowing we'll be inside for a while, we decide to (individually) pop to the loo en route. My wife makes do with the very last of the only toilet roll in the room. I don't need any at the time, but both of us mention to staff that restocking is required.

In the massage room, there is looped ambient mall muzak, featuring one phrase that fleetingly suggests it might morph into *Moon River*, though it never does. Our plinths are three or four metres apart – *gibbons* couldn't hold hands here. I ask for a tissue as I settle down. I'm offered a serviette.

My masseuse sounds like *she* could use a tissue herself. Sniff. Sniff. My wife's lady is yawning constantly. Neither knows which oils we've chosen nor what pressure we'd prefer. They begin their treatments on our legs. My chosen essential oil is sandalwood, so I immediately smell like a woodworker's workshop. I'm face-down, so I can't visually confirm it, but there

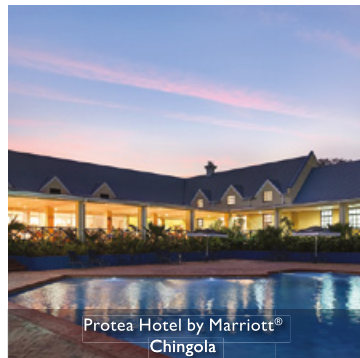
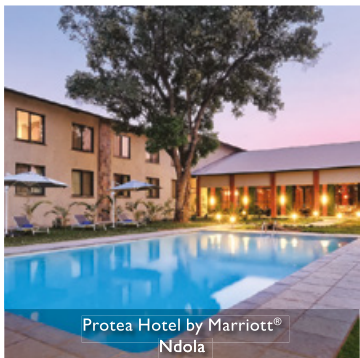
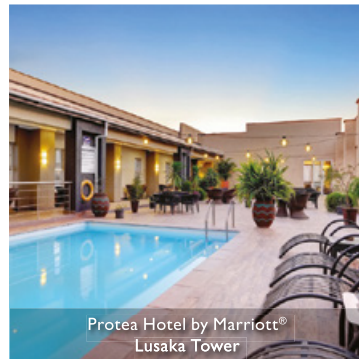
seems to be tension between the colleagues, with one – the senior, attending to my wife – deciding when the following stage (switching to arms, backs, necks and so on) should begin, and my lady picking up the pace to catch up. Mine at least seems to enjoy symmetry, repeating patterns on either side of my body. My wife reveals later that her related muscle groups were not so lucky, subject instead to the whim of a therapist who with no time for predictability and a habit of pressing her stomach into my wife's face every time she leaned over to reach for a distant joint to yank or rotate.

To the pedicure. I hear (my eyes are covered with a towel) the other therapist ask if she can cut my wife's toenails. A reasonable request, in context. By acquiescing, though, my wife apparently agreed to have her nails chopped to the quick. Because what you want is flesh that has never been exposed to air now having to contend with friction from socks and shoes. I escape relatively lightly, only having my skin filed off along with my nails – like too-hard chalk down a blackboard but felt rather than heard.

We're done. We're supposed to feel relaxed rather than relieved, but we'll take what we can get. My wife needs another loo stop. There is still no toilet paper. I hunt for help – there is nobody in sight – until I see my therapist heading down the passage, possibly trying to flee the scene.

She brings us serviettes.

EXPERIENCE ZAMBIA.



For bookings or enquiries, call +260 (0) 211 254 605 (Zambia) / +27 (0) 21 430 5300 (South Africa) or visit protea.marriott.com

UPGRADE YOUR TRAVEL EXPERIENCE



Join Discovery
Bank today

Discovery Bank clients with Vitality can get:

- **10% to 75% off** local and regional Airlink flights
- Up to **25% off** Vitality holiday accommodation and car hire
- Exclusive access to Priority Fast Track and Premium Lounge Access

Vitality Travel