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july 2026

Sea to sea

Airlink to launch direct
Cape Town-Zanzibar route

AI agents • Introducing: Bloemfontein • Fishermen saving sharks • Time for tea • **Diving in Mozambique** • Career resilience

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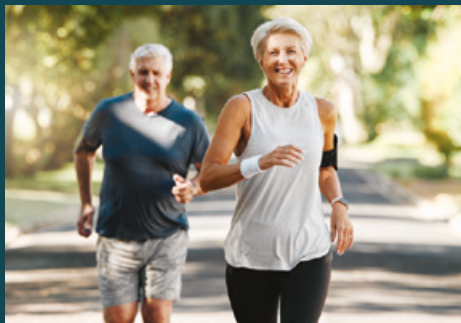
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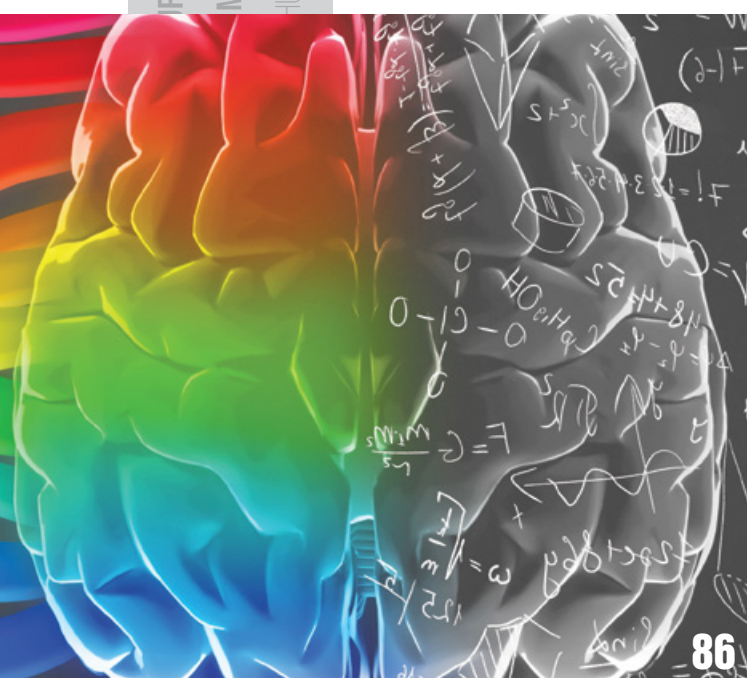
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Airlink has launched a direct Cape Town to Zanzibar route.



Skyways is kind to the environment

Logistics for life

On page 38 of this issue, we delve a little deeper into details worth considering when booking a safari holiday, and, if you want a trip that ultimately ends up being relaxing, there's a fair bit of work to do in preparation. Much of that involves ensuring that you have space – to rest, to process, to appreciate your surroundings – rather than a long list of commitments to activities, however enjoyable.

That's good advice in advance of a week or two away, but it's arguably better counsel for life in general. On safari, you'll want a good guide, someone who knows the territory and is confident about winding their way through it. In life, such people don't wear uniforms and name badges and so are more difficult to identify, but they – mentors; close friends; religious leaders; bosses, if you're lucky – may be able to point out smarter, not harder ways to work, more meaningful ways to connect with others and to help smooth out the complexities of truly productive living.

Safe travels!

Bruce Dennill
Editor



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skyways

insight for executives on the move

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The number of sweat glands on a person's feet.

99

The world record for 'most bananas snapped in half in a minute', held by American Ashrita Furman.



Get inline!

Airlink support transforms **grassroots skaters** into continental champions

South Africa's inline speed skating team made history at the 2026 African Inline Speed Skating Championship in Cairo, Egypt, held from 1-5 May 2026. Despite strong competition, the team delivered a remarkable performance, securing 23 medals, including seven gold, seven silver and nine bronze medals across both track and road events.

This success story is deeply tied to Airlink's support. In August 2025, the airline's Socio-Economic Development grant reignited Roller Sport South Africa's mission 'From Grassroots to Excellence'. The funding provided the resources needed to elevate training, nurture young talent and transform the team into a continental champion.

For Roller Sport South Africa (RSSA), the federation overseeing speed and artistic skating, rink hockey and skateboarding, the turning point came in October 2025, when Colombian coach Camilo Acosta led a national training camp. His international expertise reshaped athletes' techniques and boosted their confidence.

RSSA President Wendy Gila reflected, "From the second day of the training camp, there was a visible change in the technique and commitment of the skaters." That momentum carried through to Cairo, where the team showcased both speed and endurance.

Among the standout champions were Omphehmetse Ramoshaba,

who claimed gold in the 5,000m Senior Men Track, 1 Lap Senior Men Road and 10,000m Senior Men Road; Samuel Ramohlokoane, who won the 10,000m Senior Men Track and 15,000m Senior Men Road; and Tiisetso Mohube, who secured victories in the 5,000m and 10,000m Junior Men Track. Their performances were not just individual triumphs but proof of South Africa's rising presence in roller sport.

Putting wheels in motion

Ultimately, Airlink's involvement reflects a broader commitment to community development. By investing in roller sport, the airline has shown that corporate partnerships can extend beyond business to deliver social impact. Airlink's support helped the Federation unlock the potential of young athletes. The team's triumph in Cairo is not only a celebration of medals but also a testament to the power of partnership, resilience and vision.

The Department of Sport, Arts and Culture's annual funding ensured the Federation's survival and enabled its participation in the African championship. Looking ahead, RSSA is determined to build on this momentum. Gila commented on the road ahead: "Competing in the World Championships with more than 70 countries present is much more challenging, but we are on the right path. Serious fundraising will be needed, though, to participate with our Speed and Artistic teams in Paraguay in October this year."

The 2026 African Inline Speed Skating Championship was not just a competition; it was a celebration of perseverance. With Airlink's support and the collective determination of the skating community, South Africa's journey from grassroots to continental champions is only the beginning of a much larger story.

Text | **Keamogetswe Masango** Photography | **Supplied**
For more information, go to rollersportsa.co.za.



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It's what's led us to invest in three new island routes. The first is between Johannesburg and Zanzibar, which we inaugurated on 3 June. Then, on 3 October, Airlink will start the first-ever direct non-stop service between Cape Town and Zanzibar.

Both 'spice routes' have been met with a phenomenal response, so much so that we'll be adding a third weekly Johannesburg-Zanzibar flight between 15 December 2026 and 13 January 2027, for the peak summer holidays.

And that's not all! We're also launching a new twice-weekly Cape Town-Mauritius service that will be ideal for holidaymakers and corporate travellers.

Our new Zanzibar and Mauritius services are scheduled to optimise your time on the islands. They also provide for convenient Airlink connections through our Johannesburg and Cape Town hubs or, if travelling from further afield, with our intercontinental long-haul partner airlines.

We're serving both destinations with our brand new, state-of-the-art Embraer E195-E2 flagship aircraft. Our first three of these aircraft went into service last December. We'll take delivery of another four in the second half of this year and another three in 2027.

In another bold move for Airlink, we have put Airlink's flight codes on Qatar Airways flights from Johannesburg, Cape Town and Durban to Doha, creating more connections and added value for you. It complements the tie-in between Airlink's Skybucks and Qatar Airways' Privilege Club frequent flyer programmes and is another good reason to become a Skybucks member. All you have to do is scan the QR code on page 13 of this magazine.

And in sports news, Airlink is proud to be the official domestic airline for Rugby's Greatest Rivalry Tour, which sees New Zealand's All Blacks and South Africa's Springboks face each other in what promises to be a thrilling test match series. The tour also includes the Black Ferns vs Springbok Women test and four elite franchise matches pitting the All Blacks against the DHL Stormers, the Hollywoodbets Sharks, the Vodacom Bulls and the Lions at some of rugby's most iconic stadia in South Africa.

Thank you again for choosing Airlink. Enjoy your flight today and let us welcome you onboard again soon.

Best wishes,

de Villiers Engelbrecht
Chief Executive Officer



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TRAVEL

Airlink to launch direct Cape Town-Zanzibar route

Airlink will launch the first-ever non-stop Cape Town-Zanzibar route in October 2026 with its brand new Embraer E195-E2 jets. Bookings

are now open for flights on the route, which will operate weekly to and from the Indian Ocean island renowned for its spices, beaches, marine life, resorts and historical, UNESCO-listed Stone Town, which dates back

hundreds of years to the island's historical role in the spice trade.

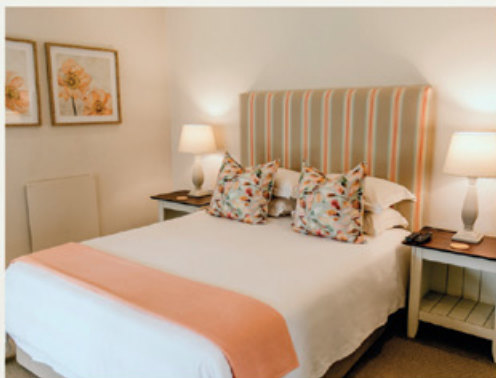
This will be Airlink's second route to the increasingly popular destination and follows the start of its Johannesburg-Zanzibar services on 3 June 2026.

Customers currently holding Airlink tickets for Cape Town-Johannesburg-Zanzibar flights will be able to switch their bookings to the non-stop direct flight at no extra charge, irrespective of the fare class booked, provided it's in the same cabin. For bookings made on Airlink's website, customers should contact Airlink Reservations. Travel agents who wish to change their customers' bookings should call the Airlink Contact Centre.

"The introduction of our new flagship aircraft, the E195-E2, with its innovative business class and comfortable economy seats, enables Airlink to bring destinations such as Zanzibar within convenient non-stop reach of Cape Town, which is an important source market for travel to the island. Cape Town is also our second hub and a popular connecting point for long-haul, regional and local customers travelling with

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90,000

The number of guitar strings turned out by the Fender factory on a daily basis.

Airlink or any of our partner airlines from around the world,” said de Villiers Engelbrecht, Airlink CEO.

With a flying time of just over six hours, flights will operate on Saturdays from 3 October 2026.

Source: flyairlink.com

ENVIRONMENT



Gannet population flies higher

Bird Island is alive with the sounds and spectacle of seabirds, with an estimated over 43,000 Cape gannets making the island their home in the most recent

breeding season. The thriving colony reinforces Bird Island, Lambert’s Bay, as one of South Africa’s most important gannet breeding sites and highlights the impact of ongoing marine conservation work.

Work is currently underway to enhance population monitoring and improve the accuracy of long-term data. The Cape gannet is listed as Endangered on the IUCN Red List and Vulnerable on the SANBI Red List.

Restoring and maintaining the gannet colony has not been without challenges. In December 2005, on-land seal predation caused the entire colony to abandon the island. Through careful management by CapeNature, mitigation measures were implemented to manage predators and bird decoys were used to lure the birds back, enabling the colony to rebuild.

Over the past year, the population

READER'S LETTER

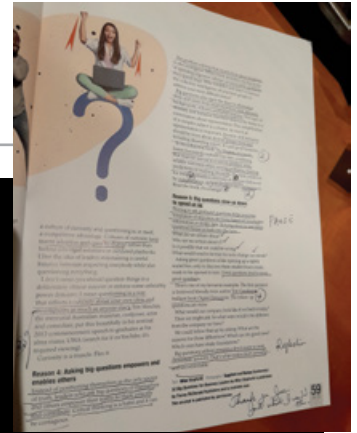
Second time around

Dear Editor,

I'm writing to commend you for compiling the most interesting in-flight magazine I have ever received. I flew to Johannesburg from Nairobi aboard Airlink on 9 April. I had to get my pen out and make notes!

I particularly enjoyed reading "Investing in insight", page 58, and will be looking for all three recommended books when I get back home. I also found "A wild ride" intriguing. Seeing the struggle to get Skukuza built and to build it so uniquely inspired me never to give up on my dreams.

has increased, with this growth not only the result of local breeding success but also suggesting that gannets from other colonies



Well done on a good job. I am subscribing to my online copy. I'll be on Airlink again tomorrow, returning to Nairobi. In faith,
Mercy M Njue

PS: You probably haven't met someone who takes notes on the physical copy. See mine!

are selecting Bird Island as a preferred breeding site.

Source: capenature.co.za

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Kareem Abdul-Jabbar during his NBA career.

605g

The per capita daily consumption of bananas in Uganda
– the largest consumer of the fruit worldwide.



YOUR QUESTIONS ANSWERED

Have questions around your booking or travelling experience?
Here are some solutions to pressing queries



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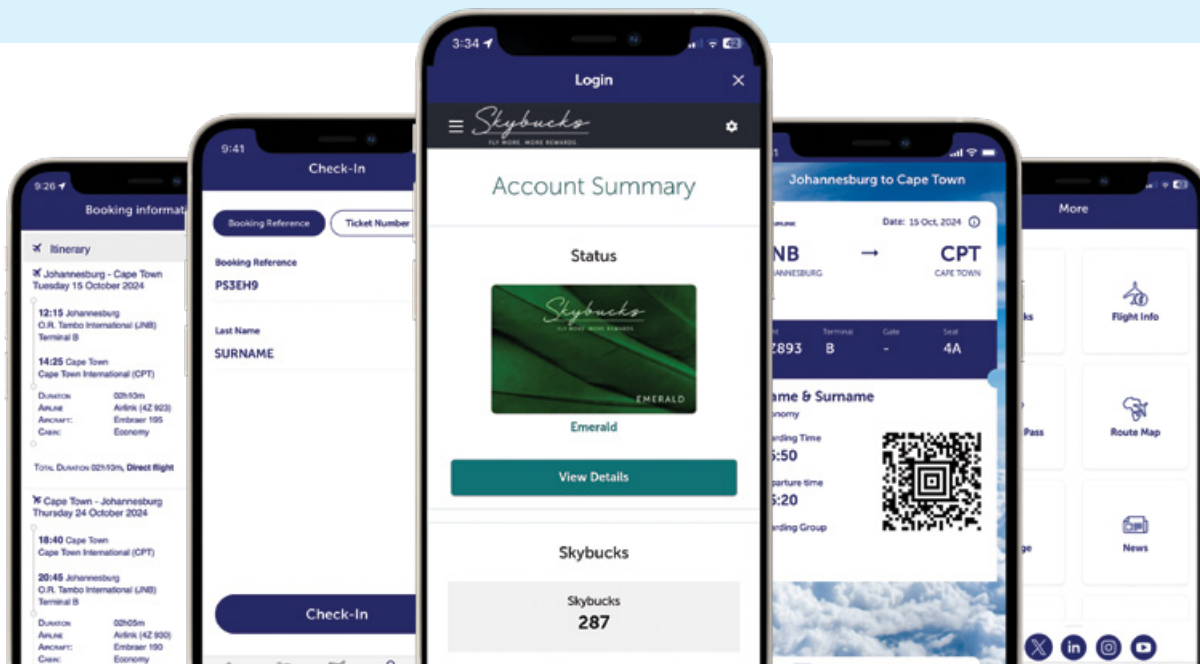
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House on the **C**orner

Lodge on the end of a Mozambican peninsula is a gateway to **marine adventure** and spectacular seclusion

A short drive north of Nacala, the road ends at the Fernão Veloso beach, where an informal market welcomes boats and trucks exchanging fish and other stocks and supplies. To one side, a *bizarre* architectural curiosity – turrets and onion domes and surfaces encrusted with quartz mosaics, big enough to be a hotel or even a theme park – speaks of the abandoned vision of a once-successful businessman who ran out of cash. Perhaps it will be resurrected as a working venue one day.

The next part of the all-adventure transfer to diving haven Nuarro Lodge involves a wide-bowed boat made from local trees – you can actually see the captain's next investment taking shape under expert carvers' hands when you're deposited in the shallows of a second beach. Here, Tim – co-manager of the lodge – brings a Toyota Hilux down to the rocks to begin the last stage of the journey, across a peninsula now dotted with farms and villages that used to be home to prides of lions

and other wildlife. At that time, it was protected forest, though that conservation focus sadly, if understandably, fell by the wayside during Mozambique's civil war.

Now, Nuarro Lodge, on the point of the peninsula, is in the centre of the remaining forested area, which they help to protect. The lodge also functions as an NGO, educating the surrounding communities in agriculture techniques and building schools and clinics. And if that sounds like an outfit that needs a boardroom, the lodge's common area, above the beach, cooled by the breeze and offering a view of the whole spread of the bay, could hardly set the bar higher.

Learning the landscape

The villas are lined up along the beach, each in its own clearing hacked out of the coastal bush and each with a private path down to the sand. The key chains include torches for night-time walks, through bowered vegetation, from the dining area.

Large, airy rooms have double beds facing the beach and standing floor fans that can be moved around to



where they're most needed – useful when the air is still and the heat and humidity press in and a ceiling fan can only stir that around. And as a completely off-the-grid venue, the plumbing involves spooning a bit of ash into a luxury long drop to help the bugs at the bottom do their brilliant job.

There is good snorkelling more or less anywhere you walk into the sea, with options for reefs and then the most exciting feature: the edge of the continental shelf just a couple of hundred metres out, where the seabed just disappears into indigo darkness and the water temperature drops noticeably.

Before enjoying all of that, a walk along the beach involves alert company as squadrons of pink-white crabs gather to face newcomers, waiting for walkers to get close before sneaking past in the surf and forming up in formation on the other side. Treasures include gorgeous, fragile sea urchin shells.

Later, a beach bonfire feels appropriately frontier-ish, with guests appreciating the moon on the water and the rich trail of stars overhead. Hilarious and often bizarre



tales of local personalities and previous visitors are told – a cheerful bonding experience before moving to the deck for dinner. Here, between mouthfuls of delicious food, more stories and much laughter, tempered with musings about disturbing changes in ocean ecosystems due to global warming and the uncontrolled activities of long-established industries (over-fishing, for one).

Real depth

The chalets face north, and foliage protects the east side, so it's possible to sleep to a reasonable time before being woken by the sun. A leisurely breakfast later, a fitting session in the dive centre means being properly equipped to board a rubber duck for the short ride out to the reef.

Rolling backwards off the boat, it's immediately possible to follow sand channels towards the deeper water. The sea floor goes down in stages, with small canyons between coral cliffs, marked in places by the bleaching and algae that result from global water warming, before, in the deeper water, the colour range and variety of coral increase exponentially. A mysterious rose-like structure turns out to be a nudibranch egg strip, a glorious distraction before reaching the edge of the continental shelf.

**ABOVE LEFT AND
ABOVE: Facing the
beach from the
lodge - or the lodge
from the beach.**



Bright colours and spectacular surroundings keep visitors' senses engaged.

The awareness of *everything* being suddenly beyond your control could induce panic, but instead, it's just poetically, profoundly beautiful. Appreciating it alongside divers are large shoals of small fish still preferring easy access to the shelter of the reefs, alongside luminous gems – young angelfish, cowfish, needlefish and more. With plenty to see and superb visibility, the dive lasts until the oxygen doesn't, ending right back at the boat, which has been keeping tabs on our progress.

By now, the sun is in full control and getting out of the oppressive heat means choosing to do less. This will likely translate into traveller's guilt, but it's lovely to look forward to an activity later in the day – lunch first, then perhaps a sundowner.

As it happens, just before lunch, a heavy, brief rain shower changes the whole *feeling* of the air. Encouraged by the moisture, giant land snails come out in force, some so large that if you accidentally stood on one, it'd probably just keep going, carrying you with it.

Sunset seclusion

At the end of the day, a short drive through the indigenous forest ends at a string of sheltered, empty beaches facing Memba Bay. Razor-sharp outcrops of volcanic rock protect each pristine curve of white sand, meaning whichever one you pick – perhaps based on the beauty of a tree trunk worn smooth by waves, wind and sand.

The shallow water is flat, peaceful and clear as gin, which allows you to see the black bristles of sea urchins as you venture in. Here, discretion is definitely the better



part of valour – watch where you walk and take the gap, soon, to lie on a blanket and raid the cooler box that was packed for you. If you're lucky, the humpback whales that use the bay as a breeding site might join you as the sun goes down...

Text | **Bruce Dennill** Photography | **Bruce Dennill** and supplied

For more information or to book a stay, go to nuarro.com. Check ahead of your trip for travel insurance conditions.



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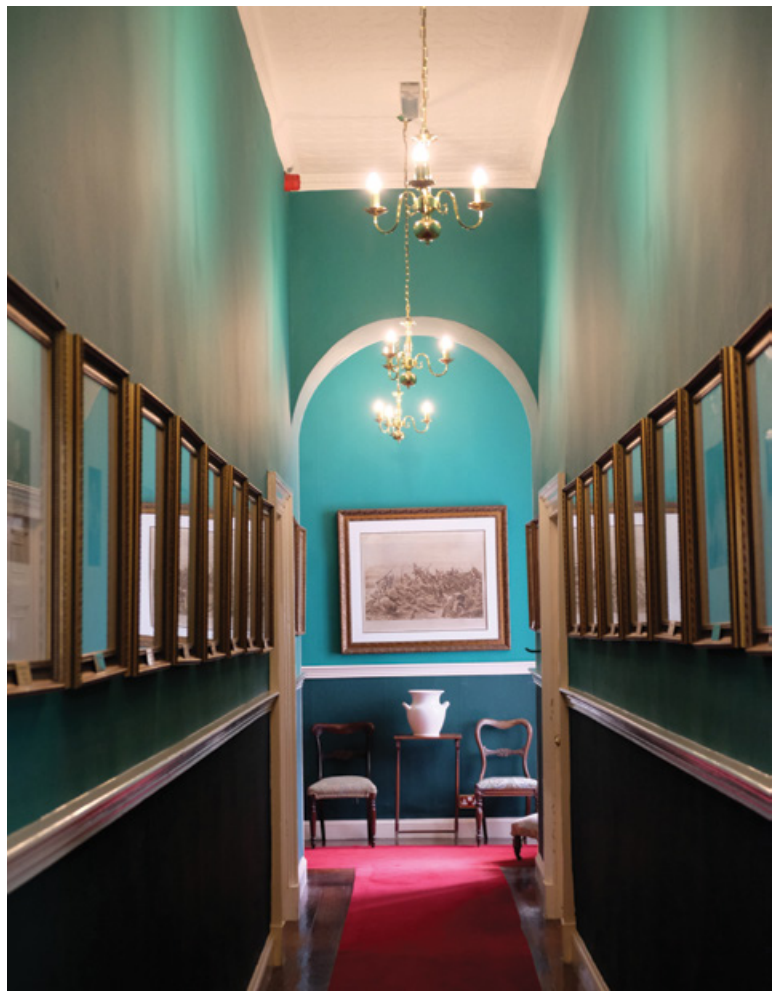
Plantation House. It sounds, initially, like a bit of a throwback to the Confederate South in the US, but in the context of St Helena, the plantation was originally a farm for the growing of food. Then, in the late 17th and early 18th Centuries, the Governor of the island lived in The Castle, the building that remains the gateway from the sea to the settlement in Jamestown.

The first iteration of the building, now long occupied by a succession of governors, was built in 1792 and, post many modifications and refurbishments, is now a 35-room mansion. Guide Debbie is also the house manager, so there is an added layer of intimacy in

the way she interacts with the space – she's not just someone who studied some pamphlets. She also ensures that, though tourists might be inside as museum visitors, this is also a functioning family home for the Governor and his family.



In any historic building of this vintage, the furnishings come with fascinating stories, and in any properly maintained institution like this, restoration of what past residents brought with them and left behind as part of their legacy is an ongoing programme towards which a good portion of the visitors' fee is directed. Incredible pieces from all over the world were imported by resident officials or presented as gifts, such as a doll and a painting from Angola.



A right royal offering

In the entrance area, visitors are placed under scrutiny as royalty from Queen Victoria to the present peer down from portraits lining the room. Notably, scandals and their consequences extend to the middle of the Atlantic Ocean, so a painting of the former Prince Andrew has been removed and placed somewhere out of sight.

In one of the passageways, all of the island's previous governors look down from the walls, with the change in prevailing fashions and styling evident as time passes. There are certainly not as many full moustaches and mutton chops anymore!

In the dining room, a giant table with a number of different segments can be easily modified according to the number of guests on the invitation list. That's where contemporary residents eat. Visitors can enjoy snacks in a coffee shop occupying what used to be the old playroom, where coffee, tea, scones and banana bread are included in the tour.

The library is well stocked with volumes old and new – hundreds of years of history plus a number of modern novels; natural history to whodunits – and all with plenty of light to read by, thanks to a large skylight. Alongside the books, there is a range of geographically- and era-specific bric-a-brac, including

LEFT: Jonathan on the lawn in front of Plantation House.

ABOVE: A hallway lined with portraits of past governors.



Plantation House is both a private home and a fascinating museum.

a preserved giant tortoise egg placed in its own presentation box.

Upstairs, the 'General's Room' is said to be haunted, with a handful of reports from guests over several decades telling of items flying around the room and drawers opening and closing on their own. One man in the touring group looks particularly perturbed by Debbie's input in this area. Turns out he is a friend of the Governor and his wife and has been invited to stay over for a few nights – in that room!

A shell of his former self

Outside, on the lawns adjoining a tennis court where losing a point because of being distracted by the views is entirely accessible, is another resident who is undeniably Plantation House's most famous – and most long-term – resident. Governors come and go – in his time, there have been 31 of them passing through – but Jonathan, a Seychelles giant tortoise now estimated to be 193 years old, abides.

Jonathan has three other giant tortoises for company (David, Emma and Fred), but such is the elder animal's celebrity that he is swamped with photo opportunities while the trio get to go about their business, cropping mouthfuls of lawn or wandering away from visitors and into the longer grass at the fringes of the garden. Jonathan responds with reasonable grace, though he's not averse to a muted hiss when he feels that he'd rather feed than deal with the paparazzi. To be fair, he's probably had just about enough input in his life: in his birth year, Charles Darwin was sailing the world on the Beagle (the naturalist popped in at St Helena, actually); Chicago, population 350, was recognised as a village; Tsar Nicholas I banned the public sale of serfs in Russia; and the Paris Evangelical Missionary Society



got permission from Moshoeshoe, King of the Basotho, to build a mission station in what would become Lesotho.

Once you've read Jonathan's signals and elected to give him some space, a public path through the surrounding forest takes visitors to a viewing platform, a place to assimilate all you have seen and learnt during your exploration and the culmination of an outing as good as any to an English stately home.

Text and photography | **Bruce Dennill**

For more information, go to sthenatourism.com.



Getting there

Airlink connects you to St Helena from Johannesburg.
For flight schedules, go to page 113.
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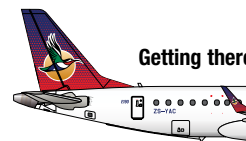


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Bloemfontein is home to South Africa's National Museum.

Mining, trade and agriculture are major industries in and around **Bloemfontein**.

A plaque commemorating *Lord of the Rings* author JRR Tolkien's birth in **Bloemfontein** can be found at the Hobbit Hotel – the home where his family lived was destroyed in a flood.

Supreme Court of Appeal, Bloemfontein



Bloemfontein's Sesotho name, Mangaung, means 'place of cheetahs'.

South Africa's Supreme Court of Appeal is situated in **Bloemfontein**.

Franklin Game Reserve is a conservation area within the city limits of **Bloemfontein**.

One of the reasons for **Bloemfontein** being specifically located where it is was the absence of horse sickness there in the mid-1800s.

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Safari destination offers mystery, luxury and connection

Is it wine o'clock somewhere? Probably. But when you arrive at Sausage Tree Safari Camp, nestled within the Balule Nature Reserve in Limpopo, the first thing you're offered isn't a chilled chenin blanc but a non-alcoholic welcome drink that tastes suspiciously like joy. This homemade, non-alcoholic brew was served with a smile and the kind of warm hospitality that South African lodge staff perfected long ago.

An impressively calm dog and a coffee machine that clearly wants to serve guests provide further welcome. The lodge reception area exudes a kind of understated safari chic – think *Out of Africa* but with better lighting. Shelves hold handpicked curios and souvenirs, including a pair of carved fish that are apparently part of the decor and most definitely not for sale. A T-shirt, then!

Arriving here feels a bit like stepping back to a slower, gentler time, updated with WiFi and indemnity forms. There's a whimsical sense of magic woven into the fabric of the place. Co-owners James and Sonja offer several explanations about the sign alluding to little people, none of them definitive. Fairies? Spirits of

past visitors? Either way, none are spotted, though it's comforting to think that someone might be keeping an eye on you while you nap.

Comfort and company

Although billed as a tented camp, guests should erase any mental images of Boy Scout-era canvas nightmares. These are luxury safari units, with the only connection to an old-fashioned tent being the fact that they have canvas walls. Think aircon, en-suite bathrooms, comfortable beds with crisp linen and electrical outlets to power every gadget the modern traveller cannot be without. This accommodation erases any trauma from



a camping youth where tents smelt of mildew and 'creature comforts' meant your dog could nap with you.

An outdoor shower is always a highlight. There's something unforgettable about standing beneath cascading water, looking up at the star-filled African night sky, that humbles even the most jaded traveller. One of the tents has already been upgraded to 'luxury' status, with sliding glass doors replacing zips and extra space for families included in the layout.

The covered deck, where breakfast and lunch are served, became the social epicentre of the visit. Food will do that to guests! Aside from the three meals a day that await guests, there is also cake in the afternoon before heading out on a drive.

Conversations with fellow guests were so engaging, it made it genuinely difficult to say goodbye to them when it was time to leave. There were laughs, debates and rounds of *Tic-Tac-Toe* – known to South Africans as *Noughts and Crosses* and with some versions dating back to 1300 BCE.

When the Lowveld sun shines (which is often), the pool sparkles invitingly, though the water might bite back with a brisk chill. It's ideal in summer, perhaps less so in cooler months. Nevertheless, the poolside loungers are perfect for reading, daydreaming or just watching the bushveld exhale. And as night falls, the camp transforms. Hidden lighting casts inviting shadows and the traditional boma dinner under the stars is less a meal and more a celebration of place and presence. Think flickering firelight, the smell of wood smoke and the gentle hum of the wild beyond the fence.

Full cast list

Game drives here aren't checklist safaris; they're bushveld choreography – unpredictable, raw and at times breathtaking. On one drive, elephants took a dust bath, coating themselves in the Earth's sunscreen. Moments later, a lone bull splashed into the river for a drink, carefully avoiding the strong current. Not far off, a Nile crocodile lay in wait – prehistoric, patient and terrifyingly still. Trumpeter hornbills announced

Wildlife of all shapes and sizes abound around the lodge.





themselves with their strange baby-cry calls. White-fronted bee-eaters hawked flying insects with aerial finesse and hooded vultures filled the trees near a lion kill, their presence revealing more than their silence ever could.

Then, there were the lions. As the vehicle came to a halt, a young male flopped down in its shade, so close guests could have reached out and stroked his mane. The dominant male kept a recently dispatched kudu carcass close while the rest of his pride waited their turn to join in the feast. One female lay apart from the group, her camouflaged presence almost missed. It's a reminder that in the wild, the drama unfolds not just in the open, but also in the periphery.

Then, there was a moment when time stood still. One of the pride stared directly at me and in that brief, breathless exchange, the illusion of control we humans carry evaporated. It's not fear. It's reverence. You are no longer the observer. You are seen. And it changes you. Stopping on a nearby riverbank, a hippo yawned wide in a show of dominance – part intimidation, part digestive protest. When one adult appeared to pass gas in the face of its young, it wasn't clear whether it was appropriate to laugh or look away. Discipline or flatulence? Nature doesn't always explain herself.

As the sun dipped below the horizon, the sky melted into amber and lilac and a hush settled over the landscape. African sunsets aren't just beautiful – they're transcendent. They turn even the most talkative traveller into a poet, or at least into someone who



knows when to keep quiet and simply absorb. Sausage Tree Safari Camp left an indelible mark. Perhaps it was the people. Perhaps it was the wildlife. Perhaps it was the cup of coffee sipped slowly while watching the day unfold from the deck. Whatever it was, it's worth going back for.

Text and photography | **David Batzofin**

For more information or to book a stay at Sausage Tree Safari Camp, go to sausagetree.co.za.



Getting there

Airlink connects Johannesburg and Cape Town with Hoedspruit.

For flight schedules, go to page 113.

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Delight is in the details

Booking a trip to see wildlife is made better with **added attention** to arrangements

More travellers are choosing African safaris for their next holiday and, while AI tools and online sites can assist travellers in planning a trip, there are many overlooked details that can drastically impact the overall experience. The best journeys are designed on lived experiences rather than travel templates.

Safari isn't static. Landscapes, wildlife movement, service standards and access rules shift constantly. This means what worked last year – or even last month – may not be right for the traveller today.

Many travellers immediately opt for peak season without understanding how rainfall, water levels and grass height change week by week. These variables affect wildlife behaviour, visibility and access when on safari. Green and shoulder seasons are often

dismissed, yet, for the right traveller, there are fewer vehicles, richer landscapes, exceptional birdlife and a more relaxed safari rhythm.

The best timing depends on what you want to experience. Peak season is busy for a reason, but it's not automatically better. Birdlife viewing, animal activity and flowers all differ from season to season and it depends on what you want to experience most.

A lodge's setting matters as much as its luxury. Concession areas and national parks operate under different rules, and this can influence off-road driving, night safaris, walking permissions and crowd density. Unfortunately, travellers often only discover these limitations once they arrive.

It's vital to verify access in person because knowing exactly what's allowed, and what isn't, throughout the year prevents disappointment and shapes expectations from the start.

Look at logistics

Wildlife sightings depend heavily on the guiding skill of those leading the safari. Specialist abilities such as tracking, birding or photography, as well as staying with the same guide throughout a visit, significantly deepen the experience.

Every transfer costs time and this can often be an entire morning. Overly ambitious routing can reduce time in nature and increase fatigue. The safari itinerary must minimise moves while ensuring more seamless transfers at intentional pacing. This will ensure that guests spend more time experiencing Africa rather than moving through it.

Not all rooms within a lodge are equal and this is often something a traveller only learns once they've checked in. Wind exposure, proximity to shared areas, waterhole orientation and privacy all affect comfort, especially over longer stays. These aren't details you can find online, but they can significantly impact your overall experience.

Safari adventures are incredible, but they can be tiring. Early starts, heat and sensory intensity can be exhausting for travellers and without protected rest days, even exceptional wildlife encounters can lose their impact. Modern safari luxury is about balance. Movement creates awe; recovery allows it to land.

There are hidden details in the logistics that can derail a safari experience. Light aircraft weight limits, private vehicle policies, children's rules, walking permissions and connectivity vary widely between regions and lodges. It's important to establish any limitations ahead of time. When logistics are handled honestly, the experience feels effortless.

Text | Sam Wenger Photography | PeopleImages

Sam Wenger is founder of RefinedRoutes. For more information, go to refinedroutes.travel.

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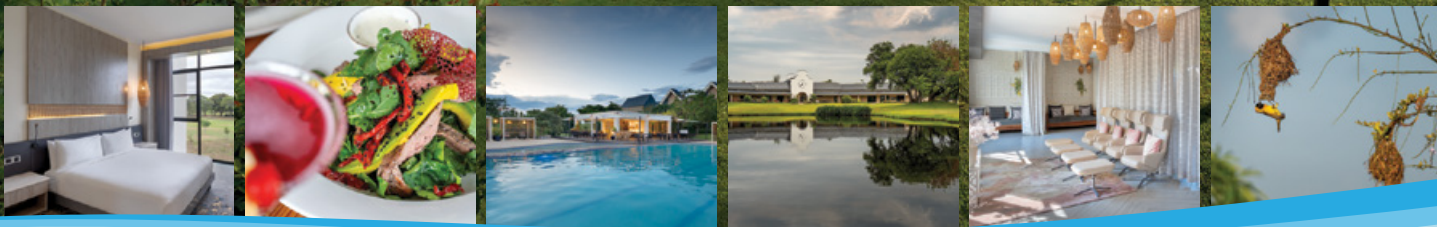
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From campfire meals to contemporary cuisine

How South African safari food
has moved from **nostalgia to
innovation**

Meals now mirror the land: earthy, fresh, sun-ripened and shaped by season rather than nostalgia. Safari dining has become less about replicating European dining rooms in the wilderness and more about expressing where you actually are.

Culture on a plate

The result is a form of cuisine that is distinctly South African – not fine dining for its own sake, not rustic for the sake of theatre, but an intersection of heritage, sustainability and creativity. Chefs draw from local stories and ingredients while using contemporary techniques: open-fire cooking meets fermentation; veld herbs meet modern plating; ancient grains being treated with the kind of attention once reserved for imported pasta and pastry.

This evolution has created lodges where the dining experience is no longer an afterthought. For many travellers, exploring a flavour has become as meaningful as spotting an animal.

Sashwa River of Stars, a small safari outfit in the Greater Kruger region, reflects this new direction through an almost singular focus on food and wellness. Long before ‘plant-based’ became a trend, they had already committed to building menus around vegetables, grains and locally grown produce – a choice shaped more by ecology than fashion. While game drives still set the rhythm of the day, the centre of gravity lies elsewhere: in the kitchen, the garden, the yoga deck and the quiet sensory rituals woven through daily life.

Menus here centre on plant-forward cooking, but not in the sparse or minimalist sense. The dishes are vivid with vegetables grown in the lodge’s organic garden, tended by the head gardener, Believe.

For decades, South African safari food followed a familiar script. Mornings began with continental spreads; evenings revolved around roast meats, starch-heavy sides and dishes that could have been served just as easily in British country houses as in the Lowveld. The landscape was wild, but the menus leaned heavily on colonial comfort – predictable, filling and rarely reflective of the surrounding environment.

That era is slowly fading. Across the country’s reserves and private concessions, a quiet culinary shift is underway. Chefs are trading imported ingredients for African grains, heritage vegetables, wild herbs and flavours long rooted in regional food traditions. The safari kitchen – once a logistical challenge to be solved – has become a creative frontier.

This change is driven partly by logistics and partly by philosophy. As more lodges invest in gardens, soil regeneration and local supply networks, the menu becomes naturally tied to its environment. Sorghum and millet return to the plate. Baobab lends its bright tang. Mopane, marula and indigenous greens appear not as curiosities but as everyday elements of modern cooking.



41

The number of red cards awarded to Colombian footballer Gerardo Bedoya – a world record.

10 million

The number of acorns an oak tree can produce during its lifetime.

Aubergines glow under the sun, kale gathers its own sheen and tomatoes release the herbal sweetness of warm Lowveld afternoons.

Supplementing the garden are farmers near Hoedspruit, whose produce arrives weekly. Even the wine list is built with intention, featuring Painted Wolf Wines, a producer known for supporting African wild dog conservation.

Focus on wellness

Culinary direction comes from Cape Town-based chef Arabella Parkinson, whose seasonal residencies shape the lodge's food identity. She works closely with resident chefs Koketso and Agree, weaving African ingredients into dishes inspired by classical technique and Ayurvedic principles. Everything is made from scratch: cashew sauces, romesco, saffron-tinted mayo.

The results are quietly inventive – cucumber carpaccio with saffron-tamari, cauliflower steak over butter-bean purée, tomato broth scented with African basil, poached pear with rooibos ice cream. Familiar and new at the same time and unmistakably rooted in their surroundings.

Their wellness offering mirrors its approach to food: attentive, calm and shaped by nature. Days can begin with sunrise yoga on a raised deck while impalas graze below, or wind down with meditation beneath a sprawling nyala tree as mopane leaves smoulder gently, sending thin ribbons of smoke into the dusk. A small riverside spa adds another layer – marula oils, wild rosemary scents and quiet treatments that feel shaped by the same ethos as the food: grounding, not grandstanding.

The evolution of South African safari cuisine reflects a broader change in how lodges understand place and purpose. Food is no longer a neutral backdrop to wildlife viewing; it has become part of the narrative, interpreting landscape, season and culture as vividly as any guided walk.

In this new chapter, the wild is not merely something to observe. It's something to taste – and, in the case of places like this, something to breathe and move through as well.

Text | **Cindy-Lou Dale** Photography | **Supplied**

For more information, go to sashwa.org.



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Not trying to do it all
yourself can mean freeing up
weeks of downtime over the
course of a year

Reclaim the invisible

We tend to think burnout arrives with drama – a breakdown, a missed deadline, a moment where everything collapses. In reality, it creeps in quietly, disguised as productivity.

It's the early morning emails answered before you've had coffee. The late-night kitchen reset that happens after a full workday. The weekends consumed by errands, admin and housework – leaving little room for rest, joy or the people you actually want to be present for.

Most of us don't feel overwhelmed because we're doing nothing. We feel overwhelmed because we're doing everything. What if the answer isn't learning to juggle better but deciding what no longer deserves to be in your hands?

Time isn't just lost in big chunks. It leaks out in small, exhausting increments. Thirty minutes here preparing meals for the week. Forty minutes there cleaning up after a long day. An hour spent catching up on laundry instead of resting, exercising or simply relaxing. By the end of the week, these moments quietly add up to five hours – sometimes more – spent maintaining life rather than living it.

Research supports this toll: A study on household labour found that the time mothers spend on domestic tasks is associated with reduced flourishing and overall

wellbeing, highlighting how these 'invisible' hours contribute to emotional depletion. Similarly, women often bear a disproportionate share of cognitive household labour – planning and managing chores – which correlates with higher levels of depression, stress and feelings of burnout. After childbirth, women's domestic workloads can rise sharply while men's remain stable, exacerbating health impacts and contributing to burnout.

And yet, we often treat this exhaustion as a personal failure, "If I were more organised, more disciplined, more efficient, I could handle it all." But the truth is simpler: modern life wasn't designed to be managed alone.

Sharing the load

Somewhere along the way, self-sufficiency became synonymous with strength. Outsourcing help was framed as indulgent, something reserved for other people with more money, fewer values or less resilience. But that narrative is increasingly outdated.

In the same way businesses outsource accounting, IT or logistics to function better, individuals also benefit from recognising where their energy is best spent – and where it isn't. Domestic labour is real labour. It requires time, physical effort and mental load. When it's piled on top of demanding careers, caregiving responsibilities and emotional labour, something



eventually gives. More often than not, it's personal wellbeing. A study in *The Lancet* medical journal showed that women are more likely to spend double the amount of time than men caregiving, tackling chores and doing housework – all tasks that can lead to a greater impact on mental health and burnout. Even returning home to more chores after a workday can cause mental and physical exhaustion from lack of recovery.

Outsourcing domestic tasks isn't about shirking duties; it's about reallocating energy to what truly fuels your life. We often think of outsourcing as a luxury when in reality it's a form of self-preservation. When people reclaim even a few hours a week by getting help at home, that time almost always goes back into rest, relationships or personal growth. It's not about doing less – it's about protecting your energy so that you can show up fully in the parts of life that matter most.

Outsourcing isn't about avoiding responsibility. It's about making deliberate choices. When you delegate certain tasks – whether that's cleaning, meal prep or grocery shopping – you're not paying for convenience. You're reclaiming time to rest without guilt, show up more present with your family, invest in your health or simply breathe.

Backing this up, a Harvard study found that outsourcing chores can boost happiness levels equivalent to a significant raise by freeing up time for more fulfilling activities. Other research indicates that outsourcing housework improves family happiness and even increases the likelihood of having additional children by easing time pressures. It serves as a key strategy for balancing family and work demands, allowing for career growth and better stress management.

By handing off routine tasks, you're investing in your mental resilience and long-term joy. Five hours a week doesn't sound revolutionary until you realise what it could become over a year – weeks of regained life, redistributed towards the things that actually replenish you.

Make it personal

Numerous studies underscore the benefits of this reclaimed personal time. For instance, regular rest and downtime are essential for mental health, improving concentration, memory, immune function and mood while reducing stress. Micro-breaks and vacations enhance wellbeing, vigour and performance, with even short naps refreshing the brain and preventing long-term fatigue. Activities like spending time in nature or on hobbies provide transformative benefits for both mental and physical health and breaks throughout the day maintain performance, reduce stress and improve attention. And a US study has even shown that taking time off to achieve deep rest and restoration improves our chances for healthy longevity.

Work-life balance has always been a flawed concept. Life doesn't arrive in neat compartments and neither does fatigue. A more useful question is, "Where is my energy being spent and is it aligned with what matters most to me?"

Perhaps the most radical idea of all is this: success isn't how much you can carry. It's how wisely you choose what to put down. In a culture that glorifies busyness, choosing ease can feel uncomfortable. But getting five hours of your life back isn't about escaping responsibility – it's about creating space for the people, moments and experiences that make responsibility worth carrying in the first place.

Text | **Rishka Matthews** Photography | **Aliaksandra Post**
Rishka Matthews is Head of Marketing at Sweepsouth.
For more information, go to sweepsouth.com.

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Swimming against the current

Conservation pioneer Madison Pip Stewart allies with career fishermen in Indonesia **to save sharks**

What is it like – with your organisation Project Hiu – partnering with the people usually deemed the villains in a conservation scenario?

Madison Pip Stewart It was a foreign concept when I started the project. It wasn't just conservation that villainised these men – *I* did! Anyone with a love for the ocean had a negative attitude towards communities like this. The idea of going in and becoming friends with them was, at first, nothing more than a manipulation tactic on my end. I'm commended for my ability to work with these men, but it was the *fishermen* who made that possible. They were open with their stories and friendship; they made the project focus on people and sharks; and they taught me the most effective way to approach it.

What is the current state (value, legality, cultural importance) of the shark fin market?

The global shark fin trade is still worth billions of rands annually. Most modern estimates place

it roughly around R6.6–R9.1 billion per year, though older estimates have been much higher. Culturally, it still holds a significant place in Asian culture, despite trends to move away from it in younger communities. At one point in history, the shark fin trade was second only to the drug trade.

Relating to the above, what is the scale of the challenge to make any sort of significant impact on that trade from a conservation perspective?

From a conservation perspective, every impact is significant. Since starting Project Hiu in 2018, we've been able to estimate how many sharks we've saved by repurposing boats and stopping fishing trips; that number has exceeded 8,000 sharks now.

Even if it were lower, our connection to the fishermen has opened doors to the first shark research to occur with tiger sharks in Indonesia, as well as scholarships for children who were in line to inherit shark fishing boats. Numbers are important, but the smallest changes can have a ripple effect, and even if we only slow down a small part of this trade, we've shown the world the men behind it, and that itself is an achievement.

How does the changing of generational models or breaking of established cycles help to make the work you're doing both sustainable and meaningful?

We're not just trying to stop shark fishing temporarily but trying to change what the next generation believes is possible for their future. In many of these communities, shark fishing has existed for generations – not because people don't care about conservation, but because it has historically been one of the only reliable ways to survive.

If a child grows up believing their only path is to follow the same cycle, conservation efforts become fragile and temporary. But when communities begin to see tourism, education, marine stewardship, research, guiding, hospitality and conservation as viable livelihoods, the entire model shifts from extraction to protection.

That makes the work sustainable. The ocean becomes more valuable alive than depleted. Local people become leaders and beneficiaries of conservation, rather than being excluded from it. Young people begin to imagine futures that include higher education, stable employment, international collaboration and pride in protecting their marine ecosystems rather than exploiting them out of necessity.

Text | **Bruce Dennill** Photography | **Supplied**

For more information about Project Hiu, go to projecthiu.com.

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Returning car brand offers
accessible hybrid option
and intriguing details

New beginnings

After 16 years away, Geely returned to the South African market and one of their current offerings is the new E5 EM-i plug-in hybrid electric vehicle (PHEV) – an experience that unfolds not as a conventional car test, but as a continuation of movement between destinations.

Like travel itself, mobility reveals its true character only when it becomes part of one's routine – early morning departures, long highway stretches, unplanned detours and the quiet moments that exist between arrival and rest. Cars, much like journeys, are not proven under spotlights. They are proven in lived moments.

Geely's re-entry into South Africa arrives with expectation and history. Much like a seasoned traveller returning to a familiar city after years away, the brand returned prepared and assured, as you'd expect from the parent company of Volvo, the force behind Lotus and a strategic partner to Daimler and Renault Group.

From mid-December 2025 to early January 2026, this test drive covered just over 4,000km across Gauteng, Limpopo and the North West. It was a quintessential South African summer journey: long highways dissolving into distant horizons, uneven rural roads

and wide skies that invite reflection. The kind of travel that rewards patience and values comfort.

Settling into systems

What became apparent early on was how naturally the E5 EM-i integrated into the rhythm of travel. Charging stops felt less like interruptions and more like planned pauses; coffee breaks rather than compromises. From urban fast-charging stations at the likes of The Pantry in Rosebank and Anew Hotel Roodepoort to mall-based chargers and even Zero Carbon Charge's off-grid solar charging site near Wolmaransstad in the North West, the process was seamless and reassuring.

With around 105km of electric driving range covering daily errands and petrol power range of 845km extending journeys beyond 1,000km, the E5 EM-i offered something increasingly valuable to modern travellers: freedom without anxiety. This is the kind of reassurance that allows one to focus on the journey itself, rather than the logistics behind it.

Long hours on the road demand composure and, here, this model excels quietly. Road imperfections are absorbed with ease, while the cabin remains calm enough for conversation or contemplation. There are



moments when it feels less like piloting a vehicle and more like settling into a thoughtfully designed travel companion.

Driving modes subtly adapt the car's character to suit each leg of the journey – silent electric progress through towns, intelligent hybrid efficiency on open highways and confident power when overtaking requires decisiveness. Nothing feels forced; everything feels considered.

Finished in Jungle Green metallic with an ivory interior, the E5 EM-i test vehicle presents itself with understated confidence. Its lighting signature comes alive after sunset, particularly during late-evening arrivals when the road ahead is quiet and the destination still feels distant.

Inside, the cabin reflects an understanding of modern travel. A panoramic sunroof invites daylight in, ambient lighting softens night drives and technology remains present without being intrusive. Yet, it is a single, thoughtful feature that stands out

above all others: the fully reclining front passenger seat.

With the headrest removed and the seat laid flat, it transforms into something akin to a business-class seat and lounge on wheels – ideal for rest while a co-driver continues the journey. It is a small detail, but one that elevates long-distance travel into something genuinely restorative.

Getting things rolling

In a rapidly evolving mobility landscape, the Geely E5 EM-i feels less like a statement and more like an opening chapter. It suits business travel, family escapes and spontaneous weekend departures with equal ease, offering a rare balance of efficiency, comfort and intuitive technology.

There are minor imperfections – as with any first impression – like the radio stations that couldn't consistently hold onto known frequencies and the almost square steering wheel, but they do little to detract from the overall experience. More importantly, the car makes advanced electrified mobility feel accessible, calm and ready for everyday life.

Ultimately, this is not just a car brand returning to South Africa. It is a companion for the spaces in between, where journeys unfold, thoughts wander and destinations matter just a little less than the road that leads to them.

Text | **Edward Moleke Makwana** Photography | **Supplied**
For more information, go to geelyauto.co.za.



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Mid-term concerns

Women in their forties **may need to** adjust their skincare routines

For younger women, menopause is a distant thought.

When you're in your twenties, thirties and forties, it seems far off. But perimenopause often strikes earlier than you may expect. Perimenopause is the natural transition period leading up to menopause, when the ovaries gradually decrease their production of oestrogen and progesterone. This phase may last for years and marks the body's transition from reproductive years to menopause.

Menopause typically starts between the ages of 45 and 55, with 51-52 being the average age in Western countries. Most women would expect to experience perimenopause in their mid-to-late forties. However, research indicates that many women are experiencing perimenopause much earlier than in previous generations. A significant number of women in their mid-to-late thirties and early forties are reporting moderate to severe symptoms. While the cause of the earlier onset is not conclusive, it is suspected that lifestyle factors, stress and environmental toxins may contribute.

Maintain moisture

Perimenopause has a significant impact on the skin due to the body's declining oestrogen production. When oestrogen decreases, so does the body's natural production of collagen, hyaluronic acid and sebum (oils). A key effect of this hormonal decline is epidermal atrophy – a condition where the epidermis, or top layer of skin, thins due to a reduced number of epidermal cells. This leads to the thinning and sagging of the skin. Perimenopausal women may also experience increased dryness, sensitivity, loss of elasticity, the formation of lines and wrinkles and, in some cases, even hormonal acne.

Dryness is one of the most common skin concerns during perimenopause, as the body produces less of the skin's natural oils. Soap can be very drying on the skin, so swap out foaming cleansers and bar soaps for soap-free, gentle milky cleansers or cleansing oils.

Moisturise skin twice a day with a nourishing moisturiser containing hyaluronic acid, ceramides, glycerine or squalene. Drink lots of water to hydrate your skin from the inside out, and apply a broad-spectrum SPF daily to protect your skin from the sun's UV rays.

Build the barrier

Declining oestrogen levels lead to thinner, more reactive skin. It's important to restore your skin's barrier function. Switch to gentle, fragrance-free products that won't irritate your skin or strip moisture. Apply a serum and moisturiser rich in hyaluronic acid and ceramides to restore moisture, lock it in and rebuild the skin barrier. Wear breathable clothing made from natural fabrics (cotton, linen and the like), stay hydrated, eat a diet rich in fresh, unprocessed foods, take lukewarm showers and apply sunscreen daily.

With the decrease in natural skin oils, hyaluronic acid and collagen, the skin may lose plumpness and elasticity, making wrinkles and fine lines more visible. This may be addressed in several different ways, including professional skincare treatments such as laser resurfacing, chemical peels, injectables and LED light therapy.

Ramp up your home skincare routine with active ingredients like vitamin C (which helps create a more even skin tone and fights environmental damage), retinoids (to boost collagen production and fight wrinkles), and peptides (to stimulate the skin's natural production of collagen and elastin).

Text | **Judey Pretorius** Photography | **Chay Tee**

Dr Judey Pretorius is a biomedical scientist. For more information, go to biomedicaemporium.com.

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More speed, more wisdom

Better WiFi means **more potential** online danger for children

A defining story of 2026 is the introduction of next-generation WiFi technologies. Systems that go beyond speed, promising seamless connectivity, smarter homes and constant access to the digital world. But as we celebrate faster connections, we must ask a far more important question: are we making our children safer or more exposed?

The internet can be one of the most unregulated and unpredictable spaces, especially for children.

Today, danger does not arrive loudly. It does not knock at the door. It comes quietly. Through screens we willingly place in our children's hands, often unsupervised, often unquestioned and increasingly normalised.

Next-generation WiFi means children are online earlier, for longer periods and in more private spaces than ever before. Content loads instantly. Conversations happen in seconds. Exposure is no longer gradual – it is immediate. The internet is also a powerful tool for learning, connection and opportunity. It gives children access to knowledge, support and communities that can enrich their lives. The goal is not to fear technology, it is to ensure that as access grows, guidance and involvement grow with it.

Close the gap

A familiar scene in many homes today is deeply troubling. Parents and children sit together, yet worlds apart. Toddlers watch videos. Teenagers scroll endlessly. Adults respond to messages. Everyone is connected and no one is truly present.

This digital silence is not neutral. It creates a vacuum. And nature – and danger – always fill a vacuum. When adults are distracted, children can become more vulnerable online. Children are curious by nature. The internet knows this. So do predators, traffickers, cyber bullies, scammers and those who exploit innocence for profit, power or pleasure.

While parents are looking elsewhere, often hypnotised by the same devices, children are being groomed, manipulated, exposed to explicit content, pressured into secrecy or taught values that directly contradict those of their homes.

This is not about blaming parents; it's about waking up. Screens are separating our families. Conversations are replaced by scrolling. Eye contact is replaced by notifications. Emotional connection is replaced by constant digital noise.

When children stop talking to their parents, they start talking to strangers. When families stop connecting, children start seeking belonging elsewhere – and the internet is always ready to receive them without the built-in boundaries and care that healthy families provide. We cannot outsource parenting to technology. As adults, we must accept uncomfortable truths. We cannot protect children from dangers we refuse to acknowledge.

We cannot guide them if we are not paying attention. And we cannot correct what we are not willing to confront in ourselves.

If we expect children to use the internet responsibly, we must first model responsible behaviour. This is an urgent call to parents in a hyper-connected world.

Text | **Supplied** Photography | **T.Photo**

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Times for tea

Be refreshed or fuelled, depending on what you're drinking at what time of day

From black and green to rooibos, chai and chamomile, each type of tea carries its own unique properties and benefits. Understanding what each tea offers is key, as is understanding when to drink each type.

Starting the day often calls for alertness without overstimulation, which is why green tea or traditional black tea is recommended. Green tea provides moderate caffeine for a gentler lift than coffee.

It contains antioxidants such as catechins, which help protect cells from oxidative stress and support overall wellness. Black tea is for those who prefer a fuller flavour or slightly stronger caffeine content. Rich in flavonoids and theaflavins, black tea supports heart health while delivering steady focus thanks to its natural combination of caffeine and L-theanine.

As the day progresses, hydration becomes key, especially on hotter days. This means moving away from caffeinated teas to something like rooibos. Rooibos is naturally caffeine-free, antioxidant-rich and gentle on digestion. Its smooth flavour makes it suitable even for those with sensitive stomachs. It's a great alternative to sugary beverages and can be enjoyed hot or iced or even incorporated into lattes and smoothies.

Revved-up or resting?

The mid-afternoon slump is common, but instead of reaching for sugary snacks, this is when you should enjoy a cup of black tea for a more balanced lift.

Its moderate caffeine helps maintain alertness without sharp spikes, while blends like Earl Grey with added bergamot offer a refreshing citrus note. For busy professionals, black tea offers mental clarity with a calmer energy profile than coffee, making it ideal alongside a light lunch or an afternoon break.

As the body shifts toward recovery mode, caffeine-free herbal teas become the smarter choice. An evening tea ritual can also serve as a behavioural cue, signalling to your body that the day is slowing down.

Rooibos and chamomile are excellent evening options, along with decaf options. Peppermint and rooibos may help ease bloating and mild digestive discomfort, while chamomile is widely recognised for its calming properties. Those looking for a more balanced after-dinner treat will also enjoy a delicious chai, which is a rich tea blend combined with distinctive Indian spices.

Sleep plays a critical role in hormone balance, appetite regulation, immune function and overall recovery. Choosing caffeine-free blends at night supports healthy sleep hygiene and complements the body's natural circadian rhythm. A warm cup of chamomile or a calming rooibos blend can gently prepare the nervous system for rest.

Text | **Mbali Mapholi** Photography | **Dragon Images**

Mbali Mapholi is a Specialist Dietitian and Tetley and Laager Partner.
For more information, go to joekels.co.za.

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New book brings together natural history, recovery and **ecosocial reckoning**

After about a week, every walk involved greetings.

The island of Halki was so small that anyone could tell we were visitors. But the social fabric was still intact enough for us to greet one another as we passed. *Kalimera. Kalispera. Kalinychta.* I see you. We make eye contact. We are human beings.

From the back of the café, an elderly man had gestured to us to come and sit near him at a table out of the sun. He was doing his *kombolói*, flicking the dark-blue glass beads around and around as he gazed towards the sea in silence. Beside him was a younger man, also sitting quietly. It was something we saw often: people seated at a table together, looking out at the sea, no words spoken.

The proprietor of the café was a woman with eyes the colour of water. I asked whether she knew anyone who could tell me about the sponge diving days.

"My father," she said. "Cheimonettos. He usually comes around 10."

The next day, we returned to find the old man at an inner table with a bright pink oleander flower tucked behind his left ear. He nodded at my greeting and, after some introductions, agreed to talk. Beside him were his son, Vasilis and his daughter-in-law, Eleni. They offered to translate.

"My father was diving," Cheimonettos said through Vasilis. "He died when he was 94, but until then, he was diving. The money was good."

"Actually, no," Vasilis said to me. "His father was bedridden for the last 10 years."

"My father did have problems with legs and eyes," the old man continued. "He lost one eye and one ear."



One time near Suez, they thought he was dead. They put him back in the sea."

I remembered that this was one of the hopeful remedies for the bends – not always successful, but this time it was.

"When they came back," Cheimonettos said, "he was alive! It's very painful, blood in the legs." His face was grave. The *skafandro*. The excruciating pain.

"For every 20 men who set out in the sponge boats," he went on, "only 10 or 12 returned. There were always more women on the island."

For Cheimonettos – Cheimonettos, a rare name, as Vasilis explained, a name from this island – the stories of diving were part of his family inheritance. But over the years, they seemed to have grown old, worn thin with time.



More vivid were his own memories of goats and honey and a room full of 12 sisters and brothers, all sleeping together.

He was born in 1939, and five of his siblings died as young children. One of them rolled on another in the night, stifling his sibling. In those days, he said, there was no doctor. The family would pay for school with goats and carpentry. They had bees. They ate honey. They fished. They didn't starve.

"But now," he said with a look of distaste, "there are too many sheep! They eat everything."

"We have 18,000 sheep on Halki," Vasilis said, as the conversation shifted to him. "They destroy everything!" "And that's because of the EU subsidy?" I said.

"Yes. They pay for how many sheep and goats you have. It's crazy. An idiot government."

"It sounds like what happened with the sponge beds. Do you think we could compare the overgrazing of the island with overfishing of the sponges?"

"Oh, yes," he said. "If you cut the sponges the wrong way, they won't grow back."

My husband, Michael, found the Greek translation for the phrase 'short-term gain' on his phone: *vrachypróthesmo kárdos*.

Vasilis nodded. "One man can destroy the whole earth!" he said. "They always want more. Now the fishermen catch very small fish and sell them for one euro. It's the same with tourism. Most people here who work with tourists; they just want to make money. Their level is zero. And the tourists, most of them too. They just want to eat, be in the sun..."

"I guess we're also tourists. But we're honoured to meet the elders," I said. "And to meet you."

"No, you're not only a tourist. Our name for you is *periigi-tis*. It's a person who explores everything and communicates with local people."

"Thank you."

Google translated it as traveller. One who peregrinates, perhaps.

"And your father?" I asked. "Can you tell us about the lovely flower?"

Cheimonettos smiled and nodded as I pointed to the pink oleander tucked behind his ear.

"It's because he likes to enjoy," Vasilis explained.

"He wants to celebrate. He is what we call *meraklis*: the one who is full of joy, who celebrates."

As we said goodbye, the old man put his arm around Michael.

"*Filia*," he said. "*Filia*."

Text | Julia Martin Photography | Supplied,

Myroslava Bozhko

On the Sponge Islands by Julia Martin, published by Jonathan Ball, is available now. For more information, go to jonathanball.co.za.



Never Not There

Business insurance feels like a grudge purchase – until ‘suddenly’ strikes...

South Africans are constantly praised for our resilience, riding the rollercoaster of life’s most challenging ‘suddenly’ moments in our personal lives or with our businesses.

It’s hard to separate ‘business’ from ‘personal’ when the business is your own – every challenge your business faces feels personal because of the hard work you’ve put in to build it. Nobody sees the hours of planning, the constant vigilance required to keep things moving and the commitment to continue building something from nothing. For family businesses, the stress is even more intense – being handed the reins of a generational business can put a huge amount of pressure on an owner because of the legacy they’re being entrusted with.

When ‘suddenly’ happens

No matter the size of a business, the impact of an incident that affects operations takes a personal toll on the person everyone looks to, to right the ship. When operations stop, the financial impact extends beyond immediate damage to infrastructure and escalates into lost revenue and ongoing expenses. Everything compounds quickly, potentially threatening both short-term operations and long-term survival.

Small business owners feel this instantly as their day-to-day livelihoods are impacted. For the head of a massive organisation, the impact can affect thousands of people and invite pressure from the board and shareholders as trust – or even the share price – is tested.



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Text | **Supplied** Photography | **Getty images**

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Properly understanding
what cover you've
signed up for is critical

Insured for **wellbeing**

Many South African employees, particularly those in lower income brackets, are excluded from benefits like critical illness cover and disability insurance offered through company provident funds.

Eligibility rules and minimum contribution levels make them inaccessible, and workers who do not qualify for these packages are left vulnerable. While the Compensation for Occupational Injuries and Diseases Act (COIDA) offers basic protection for work-related incidents, it does not cover health risks that occur outside of working hours. Without medical aid, these workers face long queues or delayed treatment at under-resourced public facilities. This is where health insurance becomes essential. While it is not a substitute for formal risk benefits, it offers a vital first layer of protection with access to primary healthcare that can help prevent many health issues from turning into complicated or chronic conditions.

Provident funds and group risk schemes are simply not designed for every income level. Many schemes require mandatory employee contributions, and even modest percentage-based contributions can be unaffordable for workers at the bottom end of the income spectrum. In addition to this, eligibility criteria, minimum premium requirements and employer-specific contribution structures mean that many lower-income employees simply do not qualify or cannot realistically participate in these benefits.

In addition, the risk benefits associated with provident funds, including life cover, dread disease and disability, claims are only instituted after something goes wrong. They offer no form of

preventative care to assist employees in staying healthy and productive at work.

Wider scope

Health insurance, on the other hand, plays a preventative role by covering day-to-day medical expenses at private healthcare facilities. It enables workers to manage chronic conditions like high blood pressure or diabetes before they escalate into hospital admissions or critical illness. Health insurance generally covers GP visits, acute medication and hospitalisation for listed conditions. This, in turn, helps prevent the very events that traditional risk benefits are meant to respond to.

Employees who do not qualify for formal risk cover often also face a lack of preventative care. This makes them more vulnerable to illness or injury, while at the same time less likely to get the treatment they need to recover and return to work. Employers can help address this challenge by offering affordable health insurance plans that are accessible to lower-income staff. Even entry-level products can provide day-to-day healthcare access and limited hospital cover.

Employee benefits need to evolve to become more affordable, inclusive and preventative. For workers who do not earn enough to participate in policies such as provident funds and medical aid schemes, health insurance can provide critical access to care. For employers, it is a tangible way to support employee wellbeing and wellness, while reducing absenteeism, which is a mutually beneficial result.

Text | **Reo Botes** Photography | **Garun .Prdt**

Reo Botes is a Managing Executive at Essential Employee Benefits.
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Beyond the bottom line

Criteria for accepting a job must be about more than **just money**

In South Africa's tough job market, where unemployment is high and opportunities are limited, accepting a job offer is often a necessity. But even when you're relieved to have an offer, it's important to remember that a job is about more than the salary on offer. It affects your financial wellbeing, health, family life and long-term career prospects.

Without a comprehensive understanding of the full value of what you are accepting, you may experience increased stress, risk of burnout, restricted career advancement or potential financial challenges in the future.

A higher salary does not necessarily result in increased take-home pay, as net income is determined after deductions such as taxes, retirement contributions, medical aid, risk premiums and more. It is therefore important to consider a potentially higher-paying position by requesting a sample payslip to accurately understand deductions and assess take-home pay. An increased salary package cannot offset the negative impact of a challenging work environment, ineffective leadership or excessive workloads.

The value of culture

A slightly lower salary can be more valuable if the employer offers strong benefits. Employer-funded medical aid, higher retirement contributions, performance-based bonuses, long-term incentives like shares, flexible work arrangements, learning and development support, generous leave, a healthy culture, supportive managers and reasonable workloads all add value beyond the headline salary.

As an example, a job that pays R3,000 less but offers hybrid work, a supportive manager and a strong performance-based bonus structure may improve both your finances and your wellbeing. Always request a total reward statement and ask about the team's culture, turnover and leadership style. This enables you to get upfront clarity on employer contributions to medical aid and retirement, performance management, incentives, flexible benefits, growth opportunities, turnover and wellbeing support.

Flexibility goes beyond working from home. Time flexibility, benefits flexibility and career-stage flexibility could help reduce commuting and childcare costs, manage family responsibilities, improve long-term financial wellness, balance studies or caregiving, improve mental wellbeing and prevent burnout. A parent, for example, may value flexible hours more than a high salary increase because it may offset aftercare costs and improve family time.

Many costs of working don't appear on a payslip. Commuting, parking, childcare, work attire, meals, technology, relocation, long hours and the emotional strain of a difficult team or poor leadership all add up. A job with a difficult manager in an inflexible environment can result in stress-related health issues, additional travel costs and other hidden costs.

Whenever possible, request to spend time with the people you'll be working with before accepting an offer. Observe how the team functions and interacts to get a sense of the working environment.

Before resigning, calculate the value of what you're leaving behind and compare it with what is being offered in the new role. A job should let you make a meaningful contribution, improve your finances and support your wellbeing.

Text | **Lindiwe Sebesho** Photography | **Zamrznuti tonovi**

Lindiwe Sebesho is a Master Reward Specialist and Executive Committee Member at SARA. For more information, go to sara.co.za.

Ferpinta Mozambique

Quality, innovation and commitment to growth

Founded in 1997, Ferpinta Mozambique has established itself as one of the leading companies in the steel production and distribution sector in Mozambique.

As part of the international expansion strategy of Ferpinta Portugal, the company has built its reputation on quality, technical expertise, integrity and a strong commitment to customer satisfaction.

From the outset, Ferpinta Mozambique recognised the potential of the local market and invested in building a solid operational structure capable of responding to both national and regional demands. Over the years, the company has continuously expanded its product range and strengthened its operational capacity to better serve the construction, industrial and infrastructure sectors.

Nationwide coverage

Today, the company operates strategically across three key locations in Mozambique. The main factory is located in **Beira**, in the centre of the country, allowing efficient distribution throughout the national territory while also serving as an export platform to neighbouring markets such as Zambia, Zimbabwe, Malawi, South Africa, Botswana and Tanzania. In the south, the **Maputo** branch reinforces storage and distribution capacity and facilitates commercial connections with South Africa. In the north, the **Nacala** operation positions the company close to one of Mozambique's most promising economic growth regions.

This decentralised presence is one of Ferpinta Mozambique's greatest strengths, ensuring nationwide coverage, operational efficiency and proximity to customers. By maintaining a strategic presence across the country, the company can provide fast and reliable service while responding effectively to the specific needs of each region.



Solid foundations

A key factor behind the company's success is its strong connection with Ferpinta Portugal. The experience and know-how developed over decades in the European market have been successfully adapted to the African reality, allowing Ferpinta Mozambique to operate according to international standards while remaining responsive to local market needs. This transfer of expertise has been fundamental in maintaining high operational and production standards.

In it for the long haul

In a highly competitive industry, Ferpinta Mozambique differentiates itself through the quality and reliability of its products. The company offers a diversified portfolio designed to meet the demands of the Mozambican market, supported by strict production and quality control processes. This commitment has positioned Ferpinta as a trusted and respected brand within the sector.

Innovation and versatility also play a central role in the company's growth strategy. Continuous investment in operational improvement, efficiency and market adaptation enables Ferpinta Mozambique to remain competitive and prepared for future challenges.

More than a steel manufacturer, Ferpinta Mozambique is a long-term partner in the country's economic and industrial development. Through quality products, strategic infrastructure and a clear vision for sustainable growth, the company continues to contribute to the strengthening of Mozambique and the wider region.

Text and Photography | Supplied

Efficiency pays off

The complexities involved in **paying salaries** can be streamlined

Many payroll employees must deal with persistent and repetitive tasks that drain their schedules. Ensuring that workers are paid accurately and promptly requires complex and time-consuming diligence, where even minor errors can have big consequences. The many manual tasks involved, such as tax calculations or chasing employee information, can be overwhelming.

A recent survey revealed that payroll teams lose around 11 hours each week on inefficient tasks and processes. Their ability to work well also affects other employees, 64% of whom say they experience major stress when there are errors in their pay cheques. Nearly half of businesses are also hit by penalties and fines because of payroll errors.

Such errors are staggeringly common, affecting one out of every five employees. It's a source of stress and disharmony, since 98% of workers regularly look at their payslips and a third notice payroll errors. How companies resolve those errors influences employee attitudes towards their employer. Payroll mistakes may be clerical, but they affect unity, culture and professionalism.

If these errors are so problematic, why do they occur? The simple answer is payroll complexity. Apart from payment calculations and payroll runs, administrators must also keep track of changing legislation and maintain records around timesheets, leave allocation, bonuses, taxes and other data points that determine salaries. Then there are the interruptions from other

people for salary breakdown reports, onboarding and other business tasks that require payroll's involvement.

Move forward

Individual tasks may seem simple, but they combine into various processes and responsibilities that require a lot of time and focus. This is why many payrolls still use outdated systems and manual processes. When you have a system that works, even if it doesn't work well, you don't want to mess with it.

Fortunately, modern payroll systems are helping companies navigate those delicacies and claw back time for their payroll teams. The best strategy is to focus on streamlining and automating repetitive tasks.

Automated processes deliver payslips automatically to employees, and self-service portals let employees get payslips, leave allowances and applications, and other information by themselves. Payroll teams that use cloud-native payroll platforms get automatic updates for legal changes and the affected calculations, pushed by experts who monitor legislative changes in different countries and industries.

By integrating payroll platforms with HR and finance systems, they can share workforce and financial information securely to maintain up-to-date and singular records. The leading payroll platforms include data analytics, machine learning and other types of artificial intelligence to spot errors. Other examples include faster report generation, streamlined onboarding, managing different employee categories, termination calculations and many of the time-consuming moving parts inherent to payroll.

Look for big time sinks and find out what can be done about them. Pick a few, set goals and get approval from those who will benefit from improving those processes. Use off-the-shelf features in payroll software to automate those or work with the payroll vendor to help you design custom processes.

Text | **Heinrich Swanepoel** Photography | **Garun .Prdt**

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Read the room

Career resilience requires rolling with trends and changes as they occur

Professionals both locally and globally are grappling with unprecedented levels of uncertainty in the workplace. From rapid advancements in artificial intelligence and resultant job losses to shifting economic landscapes and evolving job roles, the message is clear: the status quo won't hold. But when deciding which will be more appropriate under the circumstances – fight or flight – the good news is that the power is in the individual's hands.

Forget about job security and worrying about the future – now is the time for proactive preparation for career success. There are five ways in which professionals can now take concrete action to take control over their futures.

Accept that things won't be the same and that you might face new job hunts, promotions, internal shifts or unexpected challenges and responsibilities. The key to taking the anxiety out of the uncertainty is to embark on strategic action to build an insurance policy against unforeseen changes.

There are still many professionals who have not taken action to ensure they have the AI skills that will make a difference in their specific industry and role. Using ChatGPT every now and then doesn't count.

Tune your tools

One of the foundational pillars for 2026 success and beyond is developing AI competency tailored to your role.

Just like developing essential skills for tools in the past – think MS Word and Excel – getting to grips with AI is no longer optional.

However, the landscape can feel overwhelming, with vague expectations from employers. To navigate this, focus on company-specific guidelines, data privacy requirements and regulatory frameworks that dictate what tools can and cannot be used. And rather than piecemeal adoption, start to actively collaborate with AI to enhance your job performance.

Acquiring a level of AI literacy and competency for your job (not just using bits of information) means integrating AI thoughtfully to boost efficiency while ensuring it aligns with your organisation's policies. By doing so, you'll position yourself as adaptable in a tech-driven future.

As AI handles more routine tasks, the 'human parts' of your job will stand out. Future-proofing in this area involves excelling in areas like communication, sales,



influencing, motivation and stakeholder interactions. If feedback from interactions suggests room for improvement, or if conversations aren't going as planned, it's a signal to invest here.

In a world dominated by digital tools like WhatsApp and Slack, many have lost the art of direct communication. As a result, we've become less equipped to handle conflict and receive and provide feedback. Rebuilding these 'atrophied muscles' is crucial. Pairing AI savvy with stronger human skills will create a balanced and increasingly irreplaceable professional profile.

Choose to listen

Organisational dynamics are shifting, with leadership often favouring in-person or hybrid models despite resistance. Now is not the time to dig in your heels. Ignoring subtle preference cues can be career-limiting, particularly early in one's career or during advancement phases. So if you hear a request to be in the office more

frequently, do it. Start saying yes more and saying yes to interactions and invitations you may previously have sidestepped. This builds relationships, social capital and visibility, which are essential for getting noticed and valued.

Even if your skills are in high demand, flexibility here pays off. It might require a bit of reshuffling of your routine, but view it as a choice, not an obligation. In remote or hybrid setups, honing the ability to pick up on cues, whether virtual or in-person, ensures you're aligned with your company's direction.

Connect widely

Networking shouldn't wait for a crisis. It's a strategy that takes time and authenticity if it is going to be of any use at all. Start cultivating relationships when there's no immediate need, adopting a disciplined, structured approach. Set aside calendar time weekly to reconnect with people outside your immediate circle, including those you've lost touch with or new contacts in your field. The focus should be on genuine, reciprocal connections rather than transactional ones.

Building your network organically and over time means you'll have a reliable support system when challenges or opportunities arise, like job loss or career pivots. The best time to build it is when you don't need it.

In tandem with networking, establishing a visible, strong brand online is vital. Find where the discussion is happening between professionals in your field – whether it be on industry sites, social media or LinkedIn. Dip your toes in the water and start small – commenting on others' content, sharing industry insights and writing the occasional article or post. Be selective (quality over quantity) but be consistent. This organic effort creates a reference point for when you apply for jobs or seek opportunities.

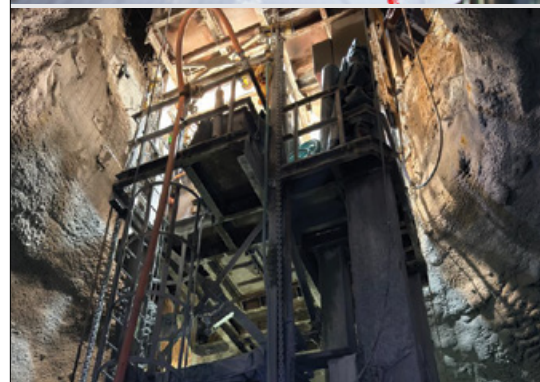
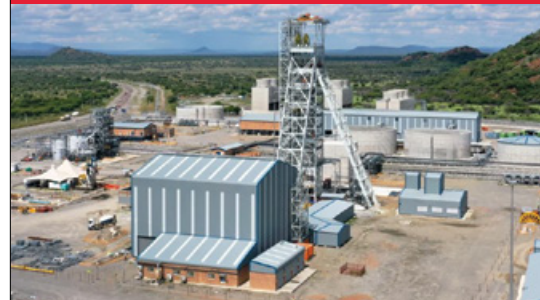
Times are tough, and they are challenging, but you are not powerless. Taking action proactively will both provide the confidence and the foundation you will need to navigate your career in the coming years.

Text | **Advaita Naidoo** Photography | **fizkes**

Advaita Naidoo is Africa MD at Jack Hammer.

For more information, go to jhammerglobal.com.

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Actual advantages

More corporates are realising that employees **need to feel appreciated** – through formal channels

Organisations are increasingly recognising that retaining employees requires more than competitive pay alone. According to the South African Reward Association (SARA), successful retention strategies now integrate reward, development and engagement across the employee lifecycle. Employers are moving away from fragmented initiatives towards more integrated approaches.

Employees are looking for meaning, balance and authenticity in their work. Organisations that understand and respond to these needs are more likely to retain their talent.

Research referenced by SARA from the Academy to Innovate HR (AIHR), Gartner, Achievers and PwC shows retention begins early in the employee journey. Hiring the right people, meaningful onboarding and fair, transparent reward structures form the foundation. Retention is further supported by access to professional development, flexible work arrangements, wellbeing initiatives and a culture of belonging reinforced by leadership and communication.

These approaches are not universal solutions. There is no single formula. Practices are only effective when adapted to an organisation's size, structure, resources and workforce.

More considerations

One South African fintech company employing approximately 500-600 people illustrates this approach. Competing with larger financial institutions offering more lucrative reward packages, the organisation also faces strict compliance requirements, limited promotional opportunities due to a flat structure and higher turnover in telesales and contact-centre roles.

To address these challenges, the company redesigned its retention practices to suit its context. It reduced compulsory retirement fund contributions to increase take-home pay without raising employer costs, introduced formal job rotation to broaden skills and succession opportunities and implemented deferred cash incentives for executives linked to three-year performance periods. Within the telesales division, improved onboarding and revised commission structures helped stabilise early turnover.

The organisation also encourages cross-functional project participation and uses learnership programmes to identify and develop high-potential employees aligned with its culture. Instead of copying a textbook model, the company developed a solution suited to its environment.

Flexibility is expected to play an increasing role in retention practices. A potential 'bouquet' approach to benefits and conditions of service, where employees can select options aligned to their personal and professional needs, could be in the offing. It could be complex to implement, but it reflects how employment relationships are evolving.

Three considerations for organisations are that retention strategies must align with organisational context, engagement is most effective when solutions are co-designed with employees and managers, and providing genuine choice supports long-term commitment.

One size does not fit all. When organisations understand their people and adapt intelligently, retention becomes more sustainable.

Text | **Ronél Camacho** Photography | **Anton Gvozdkov**

Ronél Camacho is a Master Reward Specialist and member of SARA's Thought Leadership Committee. For more information, go to sara.co.za.

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A rounded approach

Centrifugal devices are **helping to increase** coal yields

The Canadian coal mining industry is facing increasing challenges. Tighter environmental regulations, rising operating costs and declining coal grades are testing the resilience of producers from Alberta to British Columbia. At the same time, global buyers are demanding cleaner, higher-quality coal, while investors and regulators expect measurable progress on environmental, social and governance (ESG) commitments.

To stay competitive, coal miners must find ways to extract greater value from every tonne, while reducing their environmental footprint. Increasingly, this balance is being achieved through the use of advanced cyclone technology, an effective tool for cleaner, more efficient and sustainable coal mining operations.

Today's coal processing operations demand precision, specifically in regions where the quality of coal being mined is declining due to the depletion of high-grade resources. High-efficiency dense medium and classification cyclones are key to increasing coal recovery and reducing impurities by ensuring more efficient and sharper separation. This is critical for producing high-quality metallurgical coal, primarily used in steelmaking.

By improving the accuracy of separation, modern cyclones deliver a higher-quality, more consistent product that meets export market specifications. Cyclones are also used to effectively beneficiate coal fines, which would otherwise be lost to the waste streams. For coal miners, this means higher yields, reduced losses and better returns from every tonne processed.

Keep them separated

With some of the world's most stringent environmental policies and regulations, Canadian mines are under pressure to operate responsibly. Modern cyclone systems that benefit from improved design, materials of construction and manufacturing methods are now capable of supporting these objectives directly.

Efficient separation reduces the volume of material reporting to tailings, reducing disposal costs and mitigating environmental risks. Using cyclones in the fines processing sections of a coal plant can improve downstream thickener performance by producing cleaner overflow. This not only reduces fine coal losses but also supports stricter ESG requirements for cleaner discharge water. More efficient classification lessens the energy demands of downstream processes, contributing to both cost savings and emissions reductions.

Cyclones offer a simple yet highly robust solution for modern coal and mineral processing plants. Their design contains no moving parts, making them easy to install, operate and maintain. Despite their simplicity, properly operated cyclones can achieve high separation efficiency. These design advantages translate into longer equipment life, fewer unplanned stoppages and lower maintenance costs, keeping plants running optimally for longer.

This combination of durability and reliability directly supports profitability in an industry with tight margins due to weaker metallurgical coal prices amid ample supply and softening steel production.

Text | **Niel Lourens** Photography | **Supplied**

Niel Lourens is Vice President for Cyclones & Spirals at Multotec.
or more information, go to multotec.com.



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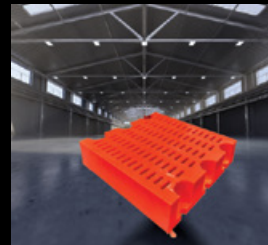
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Sense of **scale**

Good habits can **outperform strategy** when growing a company

How many times have we been told to work harder, grind longer and chase success? Even with all that effort, many still hit invisible walls, plateau or burn out. What if the real key to scaling wasn't working harder, but becoming the person capable of achieving it?

One of the biggest misconceptions in entrepreneurship is believing that a business or income can outgrow selfimage. Real success isn't simply about the goals you set, but whether you truly believe you are capable of achieving them. Without that belief, even the best strategies can falter. You may sabotage yourself, give up too soon, switch tactics too quickly or blame a lack of discipline – ultimately standing in the way of your own success.

Success isn't just strategy, it's identity. Most people chase success like a sprint. They hustle, push hard and rely on sheer discipline, but when their identity hasn't caught up with their results, burnout, stagnation or selfsabotage become inevitable. Real, lasting success isn't luck, but alignment.

Those who are truly destined for success embrace the challenges of the journey. Discipline becomes effortless because taking action isn't a choice, but the only logical next step. The foundation of growth isn't more strategy, but emotional mastery and identity alignment. By reshaping how you think, feel and respond, you create habits that endure, make precise decisions under pressure and scale your business without compromising personal wellbeing.

Embrace routine

There are five steps for success:

- **Fulfilment first:** Rewire scarcity and fear into grounded confidence.
- **Radical control:** Transform reactivity into ownership.
- **Pain into power:** Turn victimhood into gratitude and purpose.
- **Owning greatness:** Convert selfdoubt into certainty.
- **Going all in:** Replace hesitation with unstoppable action.

Success isn't built on pep talks or fleeting inspiration. High performers rely on routines, systems and internal alignment to consistently deliver results. Emotional intelligence is the true competitive edge. Understanding emotions as feedback rather than roadblocks allows you to make clear, strategic choices even under immense pressure.

It can be terrifying to make wrong decisions. When revisiting life experiences and reframing every past failure as a stepping stone, it's possible to stop fearing mistakes entirely. Suddenly, decision making became effortless and growth accelerated.

External wins often plateau when internal alignment is missing. Some people stall because they stop setting the next goal; others plateau because their values shift and what once defined success no longer does. Recognising these shifts allows you to continue thriving across every area of life – business, family and personal growth.

By rewiring identity, mastering emotional patterns and embracing your highest potential, you can not only scale your business, but sustainability scale yourself.

Text | **Grant Sherwood** Photography | **Tete Escape**

Grant Sherwood is a business strategist.

Follow him on Facebook: [grant.sherwood.96](https://www.facebook.com/grant.sherwood.96)



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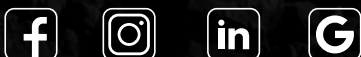
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Play **nice**ly together

If AI is a necessity for your company, it needs to be **incorporated properly**

Artificial Intelligence (AI) is no longer a distant concept; it has become an integral part of modern life and business. The choice for businesses is straightforward: ignore it and risk falling behind or embrace it and stay ahead. The real challenge, however, lies in determining how to successfully integrate AI into existing company systems.

While legal risks are inherent in any AI implementation, when deployed correctly with appropriate safeguards, AI systems can transcend their role as mere tools to become strategic enablers of enhanced operational efficiency and sustainable long-term growth.

The starting point for any AI implementation is defining the fundamental question: why does your organisation require AI integration and what specific role should it fulfil within your operational framework? Whether the goal is to help employees summarise lengthy documents, assist with research or proofread and improve the quality of drafts, defining the 'why' is essential. Only once these objectives are clearly defined can organisations design and implement AI solutions that align with their specific operational requirements.

Regardless of the implementation methodology adopted, integrating AI systems into existing business environments presents exceptional complexity that

extends far beyond basic system integration. While the potential benefits are significant, organisations must navigate numerous challenges before deploying AI systems. Of primary concern, where AI systems are designed to process client documents or generate content summaries, organisations must implement robust safeguards against data breaches and confidentiality violations. This encompasses comprehensive staff training on appropriate handling of sensitive information and ensuring full compliance with applicable data protection legislation, including the Protection of Personal Information Act (POPIA).

Cost considerations represent another critical factor in AI deployment. Implementation typically involves substantial ongoing financial commitments rather than one-time expenditures. Licensing fees, infrastructure upgrades and system integration costs can rapidly escalate into significant recurring operational expenses. Beyond initial deployment, organisations must invest in comprehensive employee training to ensure effective and responsible system utilisation. Additionally, dedicated technical teams are typically required for ongoing system monitoring, troubleshooting and management of operational challenges and emerging risks.

Acknowledge the risks

The deployment of AI systems presents significant legal and regulatory risks, particularly when such systems generate outputs based on external datasets. AI models are typically trained on vast arrays of third-party content, which may include copyrighted, trade-marked or otherwise protected materials. Without firm governance, this can lead to the unintended use or replication of intellectual property, exposing organisations to infringement claims, regulatory scrutiny and reputational harm.

These risks are amplified in high-stakes environments – such as legal drafting, marketing and product innovation – where AI-generated outputs may incorporate or summarise client materials, proprietary datasets or sensitive information. Even unintentional incorporation of protected content can constitute legal infringement, particularly where outputs resemble derivative works.

Some of these pressure points are predictable. Training data is not always transparent. Audit trails may not show what informed a specific passage. It is not always clear whether an output could be treated as a derivative work. Contracts can also be vague about who carries liability for infringement, data breaches or POPIA non-compliance.

The consequences are real – interdicts, damages, takedown demands, regulatory action, contractual disputes and reputational harm. These risks can be effectively managed through the implementation of disciplined practices and robust governance frameworks.

100

The number of years a termite queen can live for – longer than any other insect.



16,000

The number of books in a library created by sanitation workers in Ankara, Turkey – all found in the trash.

Establish comprehensive policies. Implement a written AI-use policy that clearly defines approved use cases, prohibited applications and circumstances requiring human review and oversight. Ensure that confidential or personal data is excluded from consumer-grade tools and implement compliant enterprise solutions with comprehensive logging and access controls.

Implement secure architecture. Utilise retrieval-augmented generation systems that draw exclusively from vetted, licensed sources rather than uncontrolled internet content. Preserve detailed logs of all prompts and outputs to ensure accountability and enable explanation of actions taken and responsible parties.

Play it safe

Secure comprehensive intellectual property indemnities from AI providers. Prohibit training on your data. Require explicit data-processing commitments and data localisation, along with rapid incident notification procedures and flow-down obligations for sub-processors. Establish liability caps that appropriately reflect your risk exposure.

In finance, healthcare or telecommunications, implement enhanced due-diligence procedures, comprehensive record-keeping requirements and robust model-risk governance frameworks. When implemented with these safeguards, AI can be deployed with greater confidence while maintaining appropriate legal and reputational risk management.

Finally, there are the less visible but equally significant opportunity costs. Businesses may invest heavily in AI with the expectation of long-term savings or efficiency gains, only to discover that the solution is misaligned with their strategic objectives or incompatible with their existing technology and infrastructure. If the AI fails to deliver meaningful value or integrate effectively with core operations, the investment becomes a sunk cost. This is why selecting the right AI platform and implementing appropriate controls when doing so, is not merely important but essential.

Text | **Karl Blom and Lamiah Casoo** Photography | **NicoElNino**

Karl Blom is a Partner and Lamiah Casoo is a Candidate Attorney at Webber Wentzel. For more information, go to webberwentzel.com.

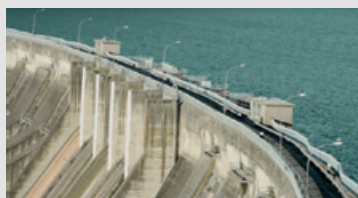
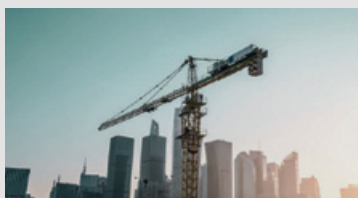


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Ideas and initiative

Imagination and artistic talents can
help to drive good business

Creative entrepreneurship is increasingly recognised as a driver of economic transformation in South Africa, particularly in townships where talent and innovation are abundant but opportunities are often limited. Initiatives such as the Maboneng Township Arts Experience demonstrate how creative enterprise can uplift communities, generate income and foster long-term social impact.

Townships have always been hubs of creativity, from visual arts and music to fashion, crafts, performance and storytelling. However, many creatives struggle to access mainstream markets, funding or professional networks. Creative entrepreneurship programmes that bring markets closer to artists, or position artists in front of wider audiences, help close these gaps. By turning homes into galleries and streets into open-air cultural experiences, initiatives can create platforms for artists to showcase and sell work within their own communities.

This model supports a more equitable creative economy. It reduces the high costs associated with traditional gallery spaces, empowers local artists with agency and makes the arts accessible to audiences who might otherwise never enter formal art institutions. For visitors, it offers an intimate understanding of the cultural landscape that shapes the work.

The economic ripple effects extend beyond individual artists. Visiting art lovers, tourists and collectors support other local service providers, caterers,

guides, performers, artisans and transport operators, stimulating micro-enterprise growth in the community. Many of these small businesses are run by youth and women, groups that are often excluded from mainstream economic participation.

Personality power

Creative entrepreneurship also builds soft skills essential for long-term success: confidence, storytelling, customer engagement, digital marketing and collaborative project design. These skills equip creatives to position themselves in both local and global markets. The rise of online platforms further expands possibilities, enabling township artists to reach international buyers without intermediaries.

What makes creative entrepreneurship particularly powerful is its connection to identity and heritage. When creators express stories rooted in place, they strengthen cultural pride and intergenerational knowledge. This fosters social cohesion and reshapes how township spaces are perceived, not as sites of deficit but as centres of innovation and creativity.

As South Africa looks toward inclusive economic development, the creative sector represents a high-growth opportunity. With support from public and private partners, creative entrepreneurship ideas can scale, formalise more opportunities and deepen their economic footprint. By investing in the creative economy, stakeholders invest in the future of communities where talent thrives and innovation is constantly reimaged.

Text | **Supplied** Photography | **RogerYebuah**
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The substance of control

Make sure to follow the **proper steps** when changing company leadership or outlook

In a South African company law context, a change of control refers to the acquisition or establishment of direct or indirect control over the whole or a part of another company's business. This concept is pivotal in mergers and acquisitions, as a change in control often triggers specific legal and regulatory obligations that must be complied with before the conclusion of a transaction.

The Competition Act 89 of 1998 (Competition Act) defines a merger as occurring "when one firm directly or indirectly acquires or establishes control over the whole or part of the business of another firm". This definition underscores that a change of control can result from various transactions, including:

- **A sale of assets:** Selling all or a significant portion of a company's assets.
- **Mergers and acquisitions:** Combining two companies into one or one company purchasing another.
- **Share purchase agreements:** Purchasing a substantial number of a company's shares.
- **Changes in management structure:** Altering the composition of the company's board of directors or executive management.

Stay regulated

These transactions can lead to a shift in the manner in which a company is controlled, thereby constituting a change of control. When this occurs, various regulatory requirements may necessitate obtaining consent from relevant regulatory authorities or contractual parties. In this regard, key considerations include:

Competition Commission approval: The Competition Act mandates that mergers meeting certain thresholds must be notified to the Competition Commission for approval. This process ensures that the merger does not substantially prevent or lessen competition within the South African market.

Contractual obligations: Commercial agreements often contain change-of-control provisions. These clauses may require a party undergoing a change of control to obtain prior written consent from the other contracting parties. Failure to secure such consent could result in termination of the contract due to breach.

Sector-specific regulations: Certain industries have specific regulatory bodies that oversee changes in control to maintain industry standards and protect public interests. For example, the Independent Communications Authority of South Africa (ICASA) regulates the telecommunications sector and may require notification or approval for changes in control of licensed entities. Similarly, the Department of Mineral and Petroleum Resources requires approval for a change in control of a company that holds a prospecting right or mining right.

The intersection between change-of-control events and regulatory and contractual requirements necessitates careful planning and compliance by transacting parties. Companies must identify potential change-of-control scenarios and understand the associated consent requirements to mitigate legal and operational risks, such as agreements being declared void for failure to obtain the necessary consent or approval.

This process involves conducting a thorough due diligence investigation to identify all contracts and licences that include change-of-control provisions, engaging with relevant regulatory bodies early in the transaction process to understand approval requirements and timelines and consulting and negotiating with stakeholders to obtain the necessary consents.

By addressing these considerations, companies can navigate the complexities of change-of-control events within the South African legal framework effectively.

Text | **Francois Sieberhagen** Photography | **Pressmaster**
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Next strike, you're out

Employers need to **be careful** when dealing with industrial action

By their very nature and purpose, strikes cause damage to the enterprise concerned. As a result, many employers feel the need to crack down on industrial action so as to deter repetitions. Many employers eagerly make full use of their legal right to fire strikers. However, the law does not provide a blanket licence to fire illegal strikers. The employer must still prove that the dismissals were merited in the light of the circumstances.

In the case of Benteler South Africa (Pty) Ltd vs NUMSA (Lex Info, 30 January 2026; Labour Appeal Court case number PA25/24), 30 employees were fired for embarking on an illegal strike. The employer justified the dismissal decision on the basis that the strike had cost the company R400,000; the employees had previously received a final warning for an illegal strike; a formal agreement had been signed with the employees' union that provided that the employees would not embark on strikes; and the reason the employees embarked on the strike was not justified.

The facts of the case are that during COVID, the employees were desperately waiting for their TERS payments. They had been told by the Department of Employment and Labour that their TERS monies had been paid to the employer. As the employer had denied receiving the money, the employees demanded to speak to Mr Rosini to clear up their confusion.

As this demand was refused, the employees embarked on a work stoppage for 40 minutes. Mr Rosini then met with them, and despite not getting their TERS money, the employees went back to work after the meeting. They were later fired at a disciplinary hearing.

Don't rush

The Labour Appeal Court found that the dismissals had been unfair because the employer had failed to prove its claim that the 40-minute strike had cost the company R400,000 or that it had cost the company any

kind of loss at all and that the dismissed employees had not been part of the group who had received the final warning for the previous strike.

The employees had embarked on the stoppage because they were desperate to get their money; they had been told by the Department of Employment and Labour that their money had been paid over to the employer and that the employer had unreasonably failed to grant them the meeting they needed with Mr Rosini.

While the employees ought not to have embarked on the stoppage, the dismissal had been too harsh a penalty under the circumstances. The Court ordered the employer to reinstate all 30 of the employees and to pay each of them 58 months' back pay.

Despite the prevailing case law, employers still fire strikers too hastily. The immense cost of such rash decisions can be avoided if employers educate their decision-makers as to the heavy protections given to employees in general and to striking employees in particular.

While such training can be costly, money- and time-wise, excellent training products are now available and affordable.

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

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Perk or punishment?

Travellers must retain the right **to choose** when it comes to constant WiFi

Airlines are investing billions to keep passengers connected at 35,000 feet. For business travellers, this revolution raises an unexpected question: is this the perk they've been waiting for or a boundary that's just been lost?

The next frontier in 'always-on' connectivity has arrived. Across the aviation industry, airlines are racing to eliminate one of travel's last disconnected spaces by integrating free WiFi into their loyalty programmes.

The momentum is remarkable. Delta Air Lines recently expanded its free WiFi service to South Africa, offering complimentary high-speed internet to SkyMiles members flying between South Africa and the US. American Airlines rolled out free high-speed WiFi to AAdvantage members from January 2026. Turkish Airlines offers complimentary internet service to business and first-class passengers as well as Miles&Smiles members, while Starlink is in talks with Middle Eastern airlines, like Emirates, to grow their in-flight WiFi business.

Free in-flight WiFi has shifted from a premium perk to a baseline expectation. It's become a routine part of the passenger experience. A 2024 Passenger Experience Survey by global tech and communications company Viasat shows that one in three airline passengers believe having no WiFi is one of the most frustrating things about flying today. According to Viasat, these elevated expectations are prompting airlines to think of connectivity as a strategic asset – one that can drive loyalty more than any other.

Varied perspectives

But this is where things get interesting: digital detox travel was booming last year. Hilton's *2025 Trends Report* acknowledged this paradox (calling it 'High Tech Travel Meets Digital Detox'), saying technology can be the hero or the villain in a travel story. In other words, digital tools, including online check-in and digital keys, have never been more popular while, simultaneously,

nearly one in four travellers now actively avoid answering work calls, texts or emails while on vacation. The Global Wellness Summit identified 'analogue travel' as a defining trend for 2025, with travellers seeking old-school, pre-digital experiences (think physical books, board games, retro cameras) as an antidote to digital fatigue.

Business travellers aren't a monolith. They're a spectrum, with different views.

The Always-On Executive celebrates this development. For them, the 15-hour flight from Atlanta just became prime working time. They'll clear their inbox before landing, eliminating the post-flight email avalanche. Research shows this group actually experiences less anxiety when they can stay connected, maintaining control over their work rather than dreading what awaits them upon touchdown.

The Digital Detoxer, meanwhile, has mixed feelings. For years, they've treasured long-haul flights as enforced digital sabbaticals – guilt-free zones where being unreachable wasn't a choice – it was physics. Now, that excuse has evaporated. The pressure to be available has followed them into the stratosphere.

The Reluctant Connector has their laptop open, but their heart's not in it. They'd prefer to binge TV or read the in-flight magazine, but company culture dictates that availability is expected.

And then there's The Streamer, blissfully untroubled by these existential dilemmas, just delighted they can finally stream their favourite movie without panic downloads in the lounge – or paying huge amounts for dodgy bandwidth.

Wellness first

Research on digital overload is sobering. Excessive screen time is linked to heightened stress, disrupted sleep patterns and burnout – precisely what business travel already exacerbates. Yet simultaneously, some studies suggest that staying connected during travel can reduce anxiety by preventing the dreaded 'return to office' inbox shock.



15-20

The number of times a mouse has to eat every day, because of its high metabolism.

45 minutes

The time it took for athlete Jesse Owens to break four world records in 1935.

The issue isn't the WiFi itself – it's a genuinely impressive technological achievement and step forward for passenger convenience. The question is what it represents: the further erosion of boundaries between work and life.

Speaking at the 2025 Global Business Travel Association's Southern Africa Conference, Prof Anneli Douglas explained that while traveller wellness focuses on the physical and mental health aspects of travel, like healthy food, fitness, jet lag management, access to quiet spaces for rest and well-designed workstations for productivity, traveller wellbeing is different. Here, the focus falls on emotional health, including work-life balance.

And it really matters. True luxury in 2026 isn't just having WiFi on your flight; it's having WiFi available without the expectation that you'll use it for work. It's about employers respecting that a flight might be for rest, not productivity. It's the difference between 'you *can* connect' and 'you *must* connect'.

Traveller wellbeing should be an important part of a travel policy.

The most forward-thinking companies are designing healthy travel policies. This could include 'right to disconnect' clauses that explicitly prohibit work expectations during flights and layovers. Business travel can be exhausting. Frequent travellers are at risk of burnout – and travel managers need to respect the need for genuine downtime, regardless of WiFi availability.

Of course, the benefits of free WiFi are real. For truly urgent situations (like family emergencies or critical business decisions), having the option to connect is invaluable. For travellers who genuinely enjoy productivity at altitude (they do exist!), free WiFi is transformative. Technology enables genuine flexibility in how we work and travel.

Free WiFi can be a win for passenger choice and connectivity. But choice only matters when it's genuinely optional.

Text | Mummy Mafojane Photography | GaudiLab

Mummy Mafojane is GM of FCM South Africa. For more information, go to tofcmttravel.co.za.

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Make **sure** it's a **good** deal

Online shopping sales provide **easy pickings** for phishing and malware operators

New research from Kaspersky reveals that 66% of online shoppers surveyed in South Africa believe they can detect fraud on their own, while 57% actually use security software to protect their payments and block malicious links.

Experts consider this a major risk for online buyers. Over the past year, nearly 6.7 million phishing attacks globally impersonating online stores, payment systems and banks have been identified, with 55.6% targeting online shoppers.

When it comes to online sales, a survey to examine consumer cyber-security practices employed during online shopping found that 97% of respondents in South Africa demonstrate a substantial level of awareness of online security risks and implement at least some measures to safeguard their digital transactions.

However, the survey also found that just over half of the participants locally (57%) use dedicated security software to block phishing attempts and protect payment transactions. This concerning trend is particularly pronounced among the 55+ year-old generation, with only 32% of all survey respondents in this age group actually using security software when making online purchases.

Multiple steps

The most commonly adopted security protocols include being vigilant about potential warning signs,

such as suspicious hyperlinks or unusual website design (66%) and verifying seller authenticity (66%). Experts emphasise that while these practices are essential protective measures for online shopping, they constitute only foundational protection strategies rather than the comprehensive fraud prevention provided by a security solution.

Other steps that could protect online shoppers, like using a separate credit card for digital purchases or using a separate email address to register with unfamiliar online shops, were chosen by 40% and 25% of local survey participants, respectively. Meanwhile, 31% claimed to consult with friends and relatives before making a purchase. Interestingly, this option is highly popular among the younger generation.

Sales seasons are peak times for scammers. To protect yourself against emerging threats, implement the following security practices:

- Don't save your full credit card details on websites unless absolutely necessary.
- Consider using a separate debit card specifically for online purchases and set up transaction alerts on your bank and credit card accounts.
- Be extra cautious of 'flash sales' that seem too good to be true. Watch out for websites that pressure you into making quick decisions, and be wary of sellers who refuse returns or exchanges.
- Use different passwords for each online account and enable two-factor authentication wherever possible.
- Apply a security solution with a strong anti-phishing component.

Scammers constantly evolve their methods, so staying informed about new phishing techniques can help you recognise and avoid them.

Text | **Olga Altukhova** Photography | **VGv MEDIA**

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For more information, go to kaspersky.co.za.

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Universities need to
make the most of
teachable moments
when it comes to
online security



Securing **knowledge**

Higher education institutions face cyber-security challenges unlike those faced in many other sectors. The major threats faced by South African universities include prevalent ransomware, phishing, data breaches, insider threats, reliance on third parties and a significant skills gap. These are amplified by the shift to digital learning and insufficient budgets, demanding better policies, awareness and investment.

In South Africa and across the globe, open networks designed to facilitate collaboration, student populations that come and go and budget constraints can all broaden the opportunity for cyber attacks. What's more, institutions are homes to research data, personally identifiable information, financial information and intellectual property that make them attractive targets.

In some ways, the problem is cultural. Academic institutions are built on openness, shared governance and intellectual freedom. The strict security access control, monitoring and response protocols that work in the corporate world may not be appropriate for colleges and universities, so what can they do to stay secure?

Collaborate for effectiveness

To counter these challenges, leaders in higher education are adopting strategies that move beyond simple prevention to build comprehensive resilience that enables them to withstand and quickly recover from an incident.

Many institutions lack the in-house resources for 24/7 threat monitoring and choose to outsource portions of their security operations to external partners that can provide expertise and 24/7 coverage. This is a practical and efficient way for colleges and universities to approach

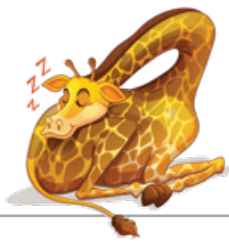
security, and it gives institutions the opportunity to build relationships with technology partners that understand their environments and constraints.

Another effective strategy involves creating a layered defence of interlocking security tools that protect different parts of the network. This approach requires more internal capability but gives institutions greater control. The University of Miami Health System, for example, manages a complex blend of patient data, research and student information. It implemented a zero-trust architecture and deployed multiple firewalls to protect different parts of its network. This multi-layered strategy helps ensure that even if one layer is breached, others stand ready to protect critical assets.

When the Universidad Autonoma de Barcelona (UAB) was hit with a ransomware attack over a long holiday weekend in 2021, it was able to ignore the ransom demand and recover quickly. The university's success came from preparation. It had a response plan in line with Spain's National Security Framework and a team of specialists trained to execute that plan.

Its relationships with government security agencies, law enforcement and technology partners meant it could restore operations without paying attackers.

That preparedness didn't come overnight. It was the result of leadership, investment and the discipline to



2

The number of hours a giraffe sleeps per day, in five- or 10-minute sessions.

1799

The year in which Jeanne Geneviève Garnerin became the first female parachutist – jumping out of a hot air balloon.

run regular exercises and test assumptions before an attack occurred. Government guidance, too, like South Africa's National Cybersecurity Policy Framework (NCPF) and stricter requirements from cyber insurers, are also driving positive change. These standards encourage institutions to adopt best practices and improve their overall security posture.

Look ahead

Technology, preparedness and partnerships are important, but colleges and universities also need to develop people who understand the cyber-security world. South Africa's higher education landscape offers diverse cyber-security training. Top universities like University of Johannesburg, University of Cape Town, Wits University and Stellenbosch University provide MScs and short courses in areas such as cryptography, ethical hacking and digital forensics, while institutions like Eduvos and Berea Technical College offer certificates and occupational qualifications.

For higher education technology leaders trying to figure out where to focus, there are some aspects that arguably matter more. Get clear on what needs

protecting and why. Not everything is equally critical. Identify the most valuable assets, whether that's research data, student records or financial systems, and prioritise protecting them.

Build relationships early on. Whether it's with trusted technology partners, law enforcement or peer institutions, the time to establish those connections is before a crisis, not during one. Test assumptions. Run tabletop exercises. Simulate an attack. Find out where plans break down before an incident occurs.

Have a cultural conversation. Security isn't just an IT problem. It requires buy-in from academic leadership, faculty and students. Make the case for why it matters and involve people in the solution.

Cyber security in higher education will always be challenging. But institutions that are willing to think differently about the problem and to invest in technology and people, are building resilience.

Text | Musa Masungwini Photography | VZ_Art

Musa Masungwini is a Data Protector and Cyber Defender at Dell Technologies South Africa. For more information, go to dell.com.



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Blur the lines

Integrating
different aspects
of learning
encourages
critical thinking

Traditional academic disciplines have long served as the foundation of undergraduate qualifications, offering students the depth of knowledge required in specific fields such as business, engineering or the arts. However, the growing complexities of global challenges, technological advancements and the evolving nature of work have amplified the urgent need for an interdisciplinary approach to undergraduate education.

While a discipline-specific focus remains essential for expertise and professional competence, integrating an interdisciplinary approach enhances critical thinking, fosters innovation and ensures that graduates are equipped to evolve along with their roles in future.

The real world does not operate in silos. Challenges such as climate change, healthcare and economic inequality are multifaceted, requiring insights from multiple disciplines to develop comprehensive solutions. By embracing an interdisciplinary approach, students gain a holistic perspective and are better prepared to tackle such complex problems.

Innovation often happens at the intersection of different fields. When students are exposed to ideas from various disciplines, they develop the ability to think outside the box and connect seemingly unrelated concepts. In a world inundated with information and diverse perspectives, the ability to analyse problems through various lenses is invaluable. It helps students move beyond a one-dimensional understanding of issues, making them more adaptable and capable of making informed decisions.

Review curricula

The current and future job markets demand professionals who can adapt and collaborate across disciplines. An interdisciplinary education prepares students for careers that may not yet exist by fostering the versatility needed to adapt to shifting roles.

Employers value graduates who can work in diverse teams, think critically across disciplines and solve complex problems, making interdisciplinary education a key advantage in career development.

While the benefits of an interdisciplinary approach are clear, it remains essential to maintain a discipline-specific focus in undergraduate education. Specialisation allows students to develop a deep understanding of their chosen field, providing the expertise necessary for professional success. A successful higher education curriculum, however, should aim to strike a balance between these two approaches.

There are a number of practical ways to integrate interdisciplinarity without losing the focus on discipline-specific expertise. In some instances, this will require a curriculum design review and, in others, simply thinking differently.

A business management course can integrate a project on sustainability, requiring students to apply principles from economics, environmental science and ethics. This allows students to explore interdisciplinary ideas while grounding their work in the context of their major.

While this will require a curriculum design rethink, institutions can encourage students to take elective courses from outside their major, broadening their academic experience.

Good universities will provide optional courses that cut across disciplines, allowing students to add an interdisciplinary dimension to their degree. These programmes allow students to diversify their expertise without sacrificing depth in their core discipline. Creating opportunities for students from different disciplines to work together on group projects encourages the sharing of ideas across disciplines.

Text | **Peter Kriel** Photography | **Prostock-studio**

Peter Kriel is Operations Executive at the Independent Institute of Education (IIE) and ADvTECH's Academic Centre of Excellence (ACE).
For more information, go to groupadvtech.com.



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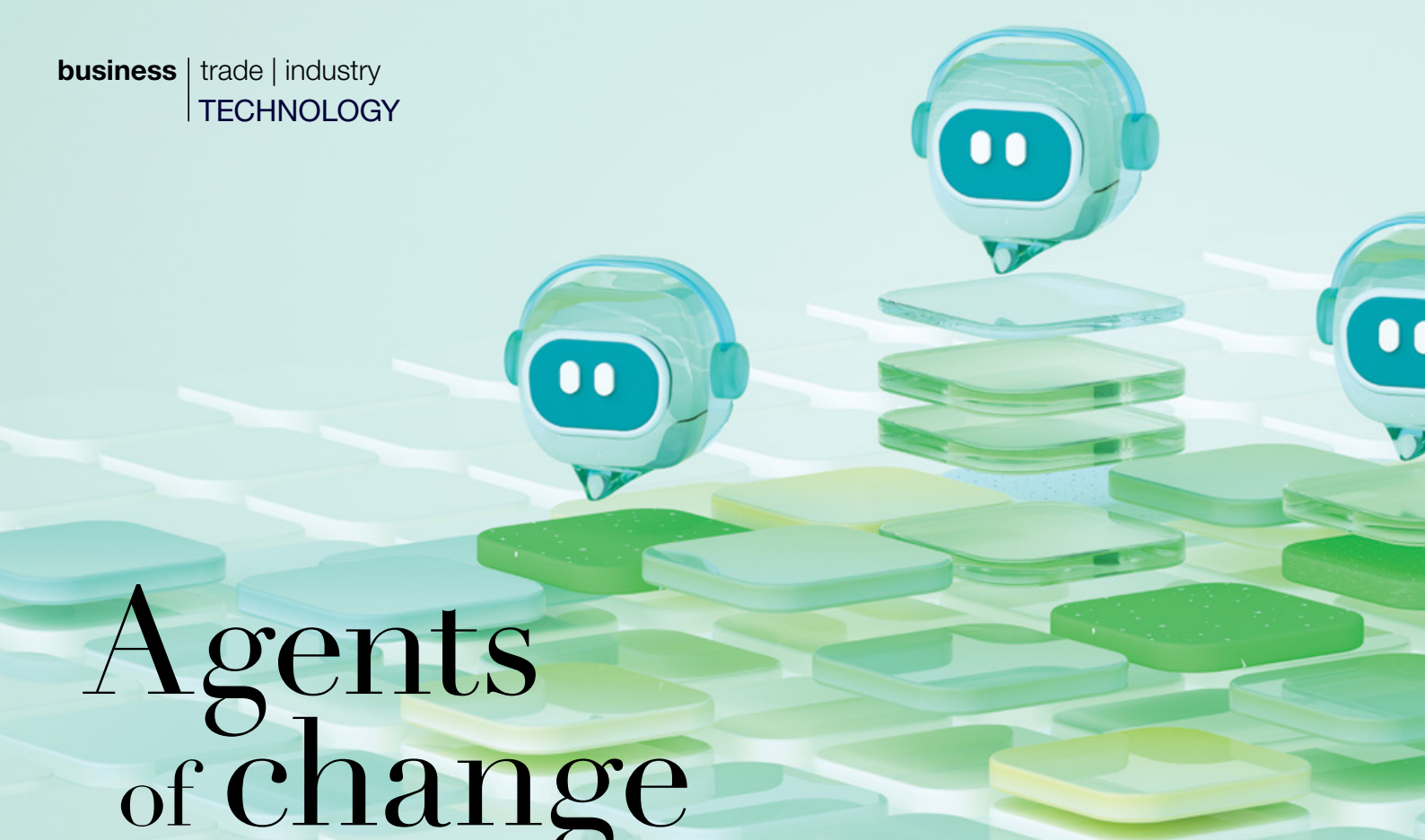
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Agents of change

New digital tools add extra **layers of complexity** to the AI conversation

The conversation about artificial intelligence in South Africa has shifted rapidly recently. What was once the stuff of conferences and pilot projects is now embedding itself in boardrooms and back offices.

Among the technologies changing the pace of business are AI agents – autonomous, task-driven systems designed to operate with limited human input. For local firms under pressure from high operating costs, loadshedding disruptions and tightening margins, these agents promise both relief and risk. The promise is efficiency and scale. The risk is exposure, particularly in the realm of cyber security.

AI agents are not chatbots in the traditional sense. They represent a new class of digital worker, capable of making decisions, adapting as they learn and interacting with human colleagues and other systems. For South African companies, this shift carries particular urgency. A *Tech Vision 2025* study shows that nearly all executives globally – 96% – expect to deploy AI agents more extensively within three years, and over three-quarters believe these systems will reinvent the way organisations build and manage digital environments.

The question is not whether local businesses will adopt AI agents, but how they can do so securely. Cyber crime remains a significant cost to the South African economy, with the country ranking among the

most targeted in Africa for phishing and ransomware attacks. Introducing millions of autonomous agents into this already fragile digital ecosystem without robust safeguards would be reckless. The task at hand is ensuring that AI agents are treated with the same rigour as human employees when it comes to identity and access management.

Who is this?

Identity management is the cornerstone of trust in digital systems. For people, it involves credentials, permissions and role-based access. For AI agents, it becomes more complex. These systems do not operate in fixed ways – they learn, adjust and sometimes find unanticipated paths to achieve their goals. Traditional methods of granting access and managing privileges are insufficient. Standing privileges – permanent rights assigned to a system or user – pose a particular danger, as they open the door to privilege creep and potential exploitation. Instead, South African organisations will need to adopt more modern approaches rooted in the principles of Zero Trust: trust nothing, verify everything.

Zero Trust models demand continuous validation of every request within a network, regardless of whether it originates from a human or an AI agent.

This approach is not abstract theory. South African banks have already begun applying adaptive identity verification in mobile channels, adjusting permissions dynamically based on context such as device, location and behaviour. The same thinking must extend to AI agents operating within corporate systems. Context-aware access, just-in-time permissions and lifecycle



management – from creation through to deprovisioning – will become essential to ensure these agents remain both useful and accountable.

Credential management will be another sticking point. AI agents will need multiple keys, tokens and certificates to function effectively. In practice, this means companies must implement systems that can rotate, revoke and refresh these credentials at scale without human error slowing the process down. In a South African setting, where resource constraints in IT departments are common, automation will be key. Tools that can handle credential lifecycles seamlessly will reduce vulnerabilities while freeing up scarce human expertise for higher-level oversight.

Tighter control

Another dimension is regulatory. While South Africa does not yet have dedicated laws for AI agents, it is only a matter of time before global trends shape local frameworks. The EU's AI Act, which categorises AI applications by risk, is already influencing thinking worldwide. Locally, the Protection of Personal Information Act (POPIA) sets a precedent for data privacy, and it is easy to imagine future amendments or complementary regulations extending to autonomous digital systems. Firms that pre-empt

this direction by putting governance frameworks in place – covering fairness, accountability, risk management and transparency – will be better positioned when legislation catches up. Auditors, too, may soon require organisations to demonstrate how they manage AI agent access and activity, just as they do with human employees.

This regulatory anticipation has a practical side. South African firms that trade internationally or work with multinational partners may already face compliance demands that include AI governance. Multinationals are unlikely to tolerate gaps in local subsidiaries that could expose them to global risk. In this sense, securing AI agents is not only a defensive measure but also a strategic necessity for companies seeking to remain integrated in global value chains.

The scale of the challenge cannot be underestimated. Experts predict millions of AI agents could be operating across networks in the near future, creating an explosion of identities to be managed. Within a South African organisation, this landscape already spans employees, contractors, outsourced partners and now increasingly autonomous systems. Each identity requires secure, efficient management. Without it, the attack surface widens and the cost of breaches escalates. For businesses already grappling with economic pressures, such lapses could be crippling.

Yet this is not purely a risk narrative. Handled correctly, identity management for AI agents can unlock business acceleration. Dynamic access controls allow agents to be deployed flexibly, scaling up or down as demand fluctuates – a significant advantage in sectors like retail and logistics, where seasonal spikes can strain resources. Ephemeral access, where agents receive temporary permissions to complete specific tasks, ensures agility without long-term exposure. And as AI agents begin to operate in external marketplaces – where organisations may even 'rent out' their digital agents to others – strong identity and access management will be the only way to enable trust across boundaries.

Text | **Boland Lithebe** Photography | **Krot_Studio**

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For more information, go to [accenture.com](https://www.accenture.com).

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Large and **NOT** in charge

New trend sees employees choosing **job satisfaction** over leadership positions

South African companies are facing an unexpected plot twist: a generation of high performers who would rather stay exactly where they are than step into leadership. And honestly? They might be onto something.

The numbers tell an interesting story: 80% of HR professionals globally lack confidence in their leadership pipelines, according to DDI's *Global Leadership Forecast 2025*. Meanwhile, 57% of Gen Z professionals are intentionally swerving management positions, with 67% viewing middle management as high-stress and low-reward. This isn't about laziness or a lack of ambition. It's about protecting what matters most.

Here's where things get intriguing. The same generation turning down promotions is also job hugging, holding onto roles that no longer light them up, simply because economic uncertainty makes any shift feel risky. Studies show that 45% of professionals are currently staying put out of caution rather than genuine satisfaction. Among Gen Z-ers, that number climbs even higher.

In South Africa, this makes even more sense when you zoom out. Youth unemployment sits above 43%. Mass retrenchments and rising inflation have turned stability into something precious. An Old Mutual study found that 61% of employed South Africans would quit tomorrow if they could afford to, citing overwhelming stress, inadequate mental health support and rigid work arrangements. Yet they stay. Now, picture asking these already stretched employees to take on even more responsibility. Suddenly, the reluctance doesn't seem so mysterious.

Knowing choice

Gen Z is 1.7 times more likely than other generations to step away from leadership roles to protect their wellbeing. This trend, now called 'conscious unbossing', reveals something important about how leadership is structured.

Remote and hybrid work gave younger employees breathing room early in their careers. When return-to-office mandates brought back rigid structures, many started questioning why traditional hierarchical management was even necessary.



1,800

The approximate number of languages spoken in New York – the most linguistically diverse city in the world.

Only 13% of Gen Z workers prefer traditional hierarchies. Meanwhile, 72% would happily choose an individual progression route over managing others.

The workplace worry has evolved. Once upon a time, employers fretted about job hopping, with millennials changing roles roughly every 2.8 years on average. Now the concern centres on employees who won't budge at all, either sideways or upwards. Both patterns point to the same truth: workplaces have become places people tolerate rather than spaces where they flourish.

Here's the silver lining. When talented people reject leadership roles, they're actually offering valuable feedback about what needs fixing. The answer isn't talking them into accepting roles that will drain them. It's making leadership genuinely sustainable.

Smart companies are already rethinking what leadership can look like. Some are flattening hierarchies so decision-making spreads more naturally throughout the workplace. Others are discovering that when people actively choose leadership rather than fall into it, they bring more energy, empathy and genuine commitment.

For South African employers specifically, addressing conscious unbossing means tackling what drives both trends at once. Financial stress and psychological uncertainty create presenteeism, where employees are physically present but mentally elsewhere. These same pressures make additional responsibility feel overwhelming rather than exciting.

Refine the system

The way forward needs more than quick fixes. Employers can begin by:

- **Making growth energising**, not exhausting. Offer upskilling and mentoring that makes staying feel like genuine progression. Leadership development should emphasise wellbeing and healthy boundaries alongside performance and results.
- **Creating space for real conversations**. Regular check-ins about goals, capacity and energy levels can ease fear-based loyalty. Give employees room to be honest about their bandwidth without jeopardising their security.

- **Connecting work to meaning**. Link everyday tasks to the bigger picture. South African Gen Z-ers especially value purpose and community. Show them how their contributions matter without requiring management titles to feel significant.
- **Supporting the whole person**. Worry often has practical sources. Addressing financial concerns through thoughtful benefits, comprehensive wellness programmes and accessible mental health support can shift workplace dynamics entirely. When employees feel secure, possibilities open up again.

Conscious unbossing isn't about rejecting ambition. It's about rejecting systems that demand too much for too little return. In a country as dynamic as South Africa, where economic shifts amplify global workplace trends, employees are making thoughtful choices about what they can realistically handle. The leadership pipeline won't fill by pushing reluctant people into management roles. It will fill when organisations make leadership genuinely appealing again. When moving upward doesn't mean sacrificing peace of mind. When authority comes with real support rather than isolation. When progression actually means growth instead of grinding through overwhelm.

Gen Z lived through a pandemic, political turbulence, the rise of workplace AI and shifting employer loyalties. These experiences shaped their view of what leadership should be. They're not asking for less responsibility. They're asking for responsibility that's actually manageable.

For employers ready to evolve, this moment is genuinely exciting. The generation consciously unbossing today could become tomorrow's most thoughtful leaders. But only if we create workplaces where leadership serves the people doing it, not just the organisation it benefits.

When employees feel genuinely cared for, secure and energised, everyone comes out ahead. The real question isn't how to convince Gen Z to climb the corporate ladder. It's whether we're ready to reimagine what that ladder could become.

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Driven differently

The South African automotive landscape is **clearly evolving**, not only through technology or electrification but in the mindset of the customer behind the purchase

The modern buyer is moving away from a transactional interaction and toward a more personal, purpose-driven relationship with mobility. They're not just shopping for a vehicle; they're choosing a brand that understands their life, their pressures and their aspirations. In this environment, automotive organisations, from manufacturers and dealerships to finance and mobility service providers, can no longer default to old engagement models. Relevance depends on a deeper connection to the customer's lived experience.

Where a purchase once centred mostly on reliability, affordability and resale value, today there is an emotional dimension that carries equal weight. A customer still cares about practicality but now also wants a vehicle aligned with identity and values: sustainability, social responsibility, personal safety and lifestyle.

Buying used to be a linear experience: walk into a dealership, ask a few questions, inspect the car. That has been replaced by a more informed and autonomous journey. Customers arrive having already watched user reviews, compared multiple quotes digitally, read online forums and even engaged AI tools for recommendations. The car decision is more than a technical choice – it's a reflection of self. As electric vehicles, plug-in hybrids and increasingly intelligent onboard technology edge into mainstream availability, mobility expectations are shifting from product-first to purpose-first. Brands are expected to engage with authenticity, not merely sales scripts.

Answer the questions

Questions that customers pose today reveal this blend of emotional and analytical thinking: Is the car safe

for my family? Does it meet environmental concerns? Can I afford ongoing ownership, not just the purchase price? How will I be treated when service intervals come up? The answers to these questions call for more than a spec sheet – they require a human-centred interaction.

Digital touchpoints are now central to this journey. South Africans have embraced digital services across retail and financial sectors, and automotive has followed naturally. Researching online, booking test drives, receiving service notifications, comparing insurance and funding options – these digital steps are now embedded in the path to purchase. Yet full automation is not the goal. The customer still seeks reassurance when committing to a high-value asset. This has created the rise of the 'phygital' customer journey: the convenience of digital information with the reassurance of human contact. The website or platform acts as the gateway – but the in-person consultation remains a decisive moment. Digital assists exploration; human interaction secures trust.

Financing has become another space where expectations have accelerated. South Africans want transparency, flexibility and solutions that



reflect real-world financial rhythms. The conversation is no longer confined to credit approval. Customers are equally focused on long-term affordability: service costs, balloon payments, interest volatility and running expenses. Automotive financing has begun to diversify, with subscription models, alternative financing structures, mobile-led credit assessments, integrated insurance and accommodation for irregular income streams. Instead of one-size-fits-all, the trend is toward adaptive finance that reflects the variability of South African household economics.

New ecosystem

Parallel to these developments is the transformation of the car itself. A modern vehicle integrates software as fundamentally as hardware. Features such as adaptive cruise control, lane assist, cloud-linked navigation and even semi-autonomous functionality have increasingly become standard. Vehicles are evolving into mobile computing environments where software experiences can be upgraded, expanded and personalised. This raises important questions regarding lifecycle and value: if a laptop becomes obsolete after a few years of software evolution, how does long-term car ownership adapt to code-driven capability?

The automotive ecosystem – manufacturers, finance providers and service networks – must grapple with the reality that future value will be determined as much by digital functionality as by mechanical performance. For South Africa, where longevity and affordability are

essential, any solution must be grounded in human-centred thinking.

Another critical shift is visible in after-sales expectations. The service experience has always mattered, but it now sits at the core of loyalty and advocacy. Customers increasingly expect proactive engagement: service reminders, transparent communication, recall campaigns and a streamlined booking process. Trust is earned through operational reliability – clear scheduling, fair pricing and convenient mobility support while a vehicle is in service. A brand's reputation is shaped not only in showrooms but also in interactions months and years after purchase. A follow-up message, a clear explanation or an easy digital service touchpoint becomes the quiet differentiator that sustains loyalty.

A further element shaping the local market is the importance of context. While global automotive trends offer valuable insight, South Africa presents distinct conditions. Customers expect vehicles that accommodate local realities, from infrastructure and road terrain to security considerations. Digital tools should reflect linguistic and cultural diversity. Insurance models need to consider geographic risk factors as well as financial ones. Engagement strategies must account for how customers live and travel, not just how they browse or buy. The brands that succeed will be those that blend international innovation with local intimacy, cultural awareness and master the physical customer moments that matter. Real connection happens when we design for real life, not just for the trend report.

Micromobility must deliver affordable, accessible transport solutions for South Africans across the two-, three- and light four-wheeler segments. This enables businesses to solve last-mile delivery challenges nationwide while building an EV and battery ecosystem that meaningfully reduces cost per drop. Through inclusive growth, mobility becomes a practical, scalable enabler of economic participation for every South African.

Text | **Adheesh Ori** Photography | **FaceStock**

Adheesh Ori is a Senior Director at Accenture Song, South Africa.

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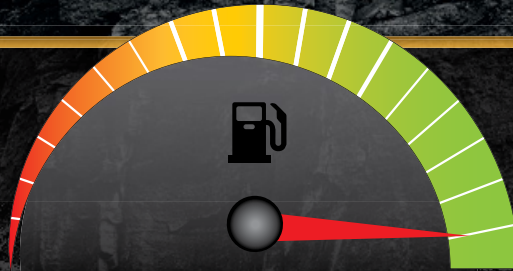
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SCAN ME



Safety information for passengers

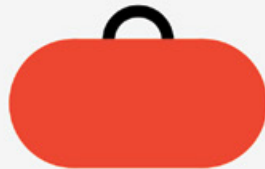


Electronic devices and lithium batteries.

**THESE ITEMS CAN BE A FIRE RISK IF NOT PROPERLY PACKED OR USED SAFELY.
CHECK YOUR AIRLINE'S WEBSITE FOR ANY RESTRICTIONS ON WHAT CAN BE CARRIED.**



Try to reduce the amount you carry and **only bring those that you need.**



We recommend that you only **pack them in carry-on baggage.**



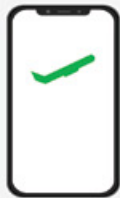
Switch them off completely when you are not using them.



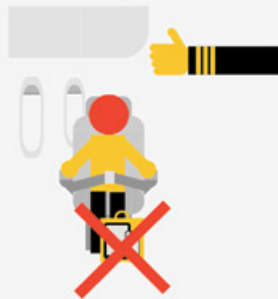
These items **MUST NOT** be packed in your suitcase:

- Power Banks
- Spare batteries
- Electronic cigarettes

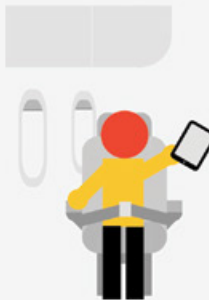
Using your electronic devices safely.



Always **activate Flight Mode** before departure.



Occasionally the Captain may require that **ALL** electronic devices are switched off.



Small devices, like phones or tablets, can **usually be held** for taxi take-off and landing.

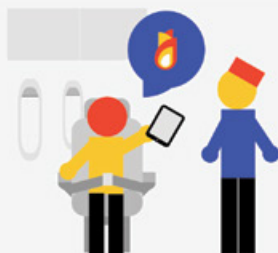


Larger devices like laptops must be safely **put away during taxi take-off and landing.**

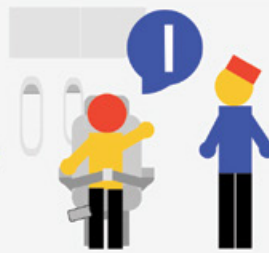
Keeping your electronic devices safe.



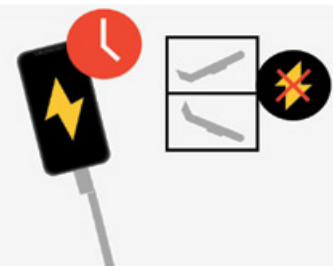
We recommend that you keep them near you, i.e. **not in your checked baggage.**



If they become unusually hot, call a cabin crew member immediately



If you drop them into your seat, **do not move the seat** and call a cabin crew member immediately.



Do not leave anything to charge unattended, or while sleeping.

Charging is not usually permitted during take-off and landing.

Safety information for passengers

Alcohol and intoxication.



Only consume alcohol in **moderation**.



Avoid alcohol completely if you are taking medication for anxiety, or to help you sleep.

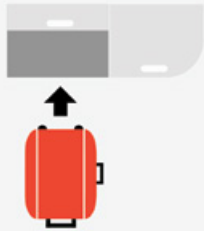


You are only permitted to consume alcohol **served to you onboard by cabin crew**.



Cabin crew will refuse to serve alcohol to passengers who show signs of possible intoxication

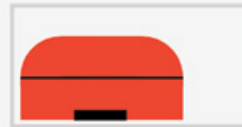
Storing your wheeled bag correctly.



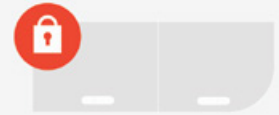
Wheels go in first.



If possible, turn on its side.



If not possible, lay on its back.



Make sure the locker closes before taking your seat.

Essential safety information.



If told to evacuate, **DO NOT take any bags with you**.



Keep your **seatbelt fastened at all times** while in your seat.



Do **not smoke anything, anywhere** onboard the aircraft.



Disruptive, violent or **abusive behavior is not tolerated**. Please be patient, be calm and be kind.

A black Airlink aircraft is shown in flight against a bright orange and yellow sunset sky. The aircraft features the Airlink logo on the tail and the text "AIRLINK" and "flyairlink.com" on the fuselage. The registration "23-TX" is visible on the front fuselage.



*Cape Town – Mauritius direct from 02 October 2026

Embraer E195-E2 E-Jet – 3 Aircraft
136 Seats
Economy Class – 136 | 2-2 configuration

Embraer E190 E-Jet – 28 Aircraft
98 to 106 seats.
Business Class – 6 to 11 | 1-2 configuration.
Economy Class – 88 to 106 | 2-2 configuration.

Embraer E140 ERJ – 11 Aircraft
44 seats.
Economy Class – 44 | 1-2 configuration.

Embraer E135 ERJ – 16 Aircraft
37 seats.
Economy Class – 37 | 1-2 configuration.

FLIGHTS – Domestic

FLIGHT	ROUTE		DEPARTURE	ARRIVAL	FREQUENCY	AIRCRAFT	SEATS
Cape Town - Bloemfontein - Cape Town							
4Z606	Cape Town	- Bloemfontein	16:50	18:20	1 2 3 4 5 7	Ejet 295	136
4Z607	Bloemfontein	- Cape Town	19:00	20:40	1 2 3 4 5 7	Ejet 295	136
Cape Town - George - Cape Town							
4Z621	Cape Town	- George	07:00	07:55	1 2 3 4 5	Ejet 295	136
4Z633	Cape Town	- George	12:55	13:50	6 7	Embraer 135	37
4Z637	Cape Town	- George	15:20	16:15	1 2 3 4 5 7	Ejet 190	98
4Z635	Cape Town	- George	17:20	18:15	1 2 3 4 5 7	Embraer 140	44
4Z622	George	- Cape Town	08:25	09:20	1 2 3 4 5	Ejet 295	136
4Z634	George	- Cape Town	14:20	15:15	6 7	Embraer 135	37
4Z638	George	- Cape Town	16:45	17:40	1 2 3 4 5 7	Ejet 190	98
4Z636	George	- Cape Town	18:45	19:40	1 2 3 4 5 7	Embraer 140	44
Cape Town - Gqeberha (Port Elizabeth) - Cape Town							
4Z671	Cape Town	- Gqeberha	06:10	07:25	1	Ejet 295	136
4Z675	Cape Town	- Gqeberha	17:10	18:25	1 2 3 4 5 7	Ejet 295	136
4Z672	Gqeberha	- Cape Town	08:00	09:20	1	Ejet 295	136
4Z676	Gqeberha	- Cape Town	19:00	20:20	1 2 3 4 5 7	Ejet 295	136
Cape Town - Hoedspruit - Cape Town							
4Z655	Cape Town	- Hoedspruit	08:35	11:05	1 2 3 4 5 6 7	Ejet 190	98
4Z657	Cape Town	- Hoedspruit	10:15	12:45	1 2 3 4 5 6 7	Ejet 295	136
4Z658	Hoedspruit	- Cape Town	13:25	16:10	1 2 3 4 5 6 7	Ejet 295	136
4Z656	Hoedspruit	- Cape Town	14:10	16:55	1 2 3 4 5 6 7	Ejet 190	98
Cape Town - Kimberley - Cape Town							
4Z611	Cape Town	- Kimberley	06:15	07:50	1 2 3 4 5 6	Embraer 140	44
4Z617	Cape Town	- Kimberley	16:15	17:50	1 2 3 4 5 7	Embraer 135	37
4Z612	Kimberley	- Cape Town	08:20	09:55	1 2 3 4 5 6	Embraer 140	44
4Z618	Kimberley	- Cape Town	18:20	19:55	1 2 3 4 5 7	Embraer 135	37
Cape Town - Mbombela (Nelspruit) - Cape Town							
4Z661	Cape Town	- Mbombela	07:50	10:10	1 2 3 4 5 6 7	Ejet 190	98
4Z663	Cape Town	- Mbombela	10:25	12:45	1 2 3 4 5 6 7	Ejet 295	136
4Z664	Mbombela	- Cape Town	13:30	16:05	1 2 3 4 5 6 7	Ejet 295	136
4Z662	Mbombela	- Cape Town	15:10	17:50	1 2 3 4 5 6 7	Ejet 190	98
Cape Town - Skukuza - Cape Town							
4Z651	Cape Town	- Skukuza	10:30	12:55	1 2 3 4 5 6 7	Ejet 190	98
4Z652	Skukuza	- Cape Town	11:45	14:35	1 2 3 4 5 6 7	Ejet 190	98
Cape Town - Upington - Cape Town							
4Z641	Cape Town	- Upington	06:45	08:00	1	Embraer 140	44
4Z645	Cape Town	- Upington	12:40	13:55	1 2 3 4 5	Embraer 135	37
4Z642	Upington	- Cape Town	08:35	09:50	1	Embraer 140	44
4Z646	Upington	- Cape Town	14:25	15:40	1 2 3 4 5	Embraer 135	37
Durban - Gqeberha (Port Elizabeth) - Durban							
4Z520	Durban	- Gqeberha	06:15	07:40	1 2 3 4 5	Embraer 140	44
4Z528	Durban	- Gqeberha	16:20	17:45	1 2 3 4 5 7	Embraer 140	44
4Z521	Gqeberha	- Durban	08:15	09:35	1 2 3 4 5	Embraer 140	44
4Z529	Gqeberha	- Durban	18:25	19:45	1 2 3 4 5 7	Embraer 140	44
Durban - Mbombela (Nelspruit) - Durban							
4Z505	Durban	- Mbombela	09:40	10:45	1 2 3 4 5 6 7	Embraer 140	44
4Z506	Mbombela	- Durban	16:20	17:25	1 2 3 4 5 6 7	Embraer 140	44
Johannesburg - Bloemfontein - Johannesburg							
4Z701	Johannesburg	- Bloemfontein	06:10	07:15	1 2 3 4 5	Ejet 170	74
4Z707	Johannesburg	- Bloemfontein	08:30	09:35	7	Embraer 135	37
4Z703	Johannesburg	- Bloemfontein	09:15	10:20	1 2 3 4 5 6	Embraer 135	37
4Z711	Johannesburg	- Bloemfontein	12:40	13:45	1 2 3 4 5 6 7	Embraer 140	44
4Z709	Johannesburg	- Bloemfontein	14:05	15:10	6	Embraer 140	44
4Z705	Johannesburg	- Bloemfontein	17:10	18:15	1 2 3 4 5 7	Ejet 190	98
4Z702	Bloemfontein	- Johannesburg	07:50	08:40	1 2 3 4 5	Ejet 170	74
4Z708	Bloemfontein	- Johannesburg	10:10	11:00	7	Embraer 135	37
4Z704	Bloemfontein	- Johannesburg	10:55	11:45	1 2 3 4 5 6	Embraer 135	37
4Z712	Bloemfontein	- Johannesburg	14:20	15:10	1 2 3 4 5 6 7	Embraer 140	44
4Z710	Bloemfontein	- Johannesburg	15:40	16:30	6	Embraer 140	44
4Z706	Bloemfontein	- Johannesburg	18:50	19:40	1 2 3 4 5 7	Ejet 190	98
Johannesburg - Cape Town - Johannesburg							
4Z921	Johannesburg	- Cape Town	07:30	09:45	1 2 3 4 5 6 7	Ejet 190	98
4Z927	Johannesburg	- Cape Town	10:25	12:40	1 2 3 4 5 6	Ejet 190	98
4Z923	Johannesburg	- Cape Town	12:20	14:35	1 2 3 4 5 6 7	Ejet 190	98
4Z931	Johannesburg	- Cape Town	15:05	17:20	1 2 3 4 5 6 7	Ejet 190	98
4Z951	Johannesburg	- Cape Town	16:20	18:35	1 2 3 4 5 6 7	Ejet 190	98
4Z929	Johannesburg	- Cape Town	17:40	19:55	1 2 3 4 5 6 7	Ejet 190	98
4Z937	Johannesburg	- Cape Town	20:35	22:50	1 2 3 4 5 7	Ejet 190	98
4Z926	Cape Town	- Johannesburg	06:05	08:10	1 2 3 4 5 6 7	Ejet 190	98
4Z920	Cape Town	- Johannesburg	07:00	09:05	1 2 3 4 5 6 7	Ejet 190	98
4Z922	Cape Town	- Johannesburg	09:00	11:05	1 2 3 4 5 6 7	Ejet 190	98
4Z950	Cape Town	- Johannesburg	09:55	12:00	1 2 3 4 5 6 7	Ejet 190	98
4Z928	Cape Town	- Johannesburg	14:00	16:05	1 2 3 4 5 6	Ejet 190	98
4Z924	Cape Town	- Johannesburg	15:20	17:25	1 2 3 4 5 6 7	Ejet 190	98
4Z932	Cape Town	- Johannesburg	18:25	20:30	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 - Durban - Johannesburg														
4Z553	Johannesburg	-	Durban	09:25	10:40	1	2	3	4	5	6	7	Ejet 295	136
4Z555	Johannesburg	-	Durban	15:05	16:20	1	2	3	4	5	6	7	Ejet 295	136
4Z569	Johannesburg	-	Durban	18:35	19:50	1	2	3	4	5		7	Ejet 190	98
4Z552	Durban	-	Johannesburg	07:00	08:10	1	2	3	4	5	6		Ejet 190	98
4Z554	Durban	-	Johannesburg	11:15	12:25	1	2	3	4	5	6	7	Ejet 295	136
4Z556	Durban	-	Johannesburg	17:00	18:10	1	2	3	4	5	6	7	Ejet 295	136
Johannesburg - East London - Johannesburg														
4Z915	Johannesburg	-	East London	10:30	12:00	1	2	3	4	5	6	7	Embraer 135	37
4Z917	Johannesburg	-	East London	18:05	19:30	1	2	3	4	5		7	Embraer 135	37
4Z914	East London	-	Johannesburg	07:30	09:00	1	2	3	4	5	6		Embraer 135	37
4Z916	East London	-	Johannesburg	12:35	14:05	1	2	3	4	5	6	7	Embraer 135	37
Johannesburg - George - Johannesburg														
4Z693	Johannesburg	-	George	11:45	13:45	1	2	3	4	5	6	7	Ejet 190	98
4Z694	George	-	Johannesburg	14:20	15:55	1	2	3	4	5	6	7	Ejet 190	98
Johannesburg - Gqeberha (Port Elizabeth) - Johannesburg														
4Z789	Johannesburg	-	Gqeberha	13:20	15:05	1	2	3	4	5	6	7	Ejet 295	136
4Z797	Johannesburg	-	Gqeberha	10:10	11:55	1	2	3	4	5	6	7	Ejet 190	98
4Z799	Johannesburg	-	Gqeberha	18:15	20:00	1	2	3	4	5	6	7	Ejet 295	136
4Z792	Gqeberha	-	Johannesburg	07:00	08:35	1	2	3	4	5	6	7	Ejet 295	136
4Z798	Gqeberha	-	Johannesburg	12:40	14:15	1	2	3	4	5	6	7	Ejet 190	98
4Z790	Gqeberha	-	Johannesburg	15:45	17:20	1	2	3	4	5	6	7	Ejet 295	136
Johannesburg - Hoedspruit - Johannesburg														
4Z871	Johannesburg	-	Hoedspruit	10:30	11:30	1	2	3	4	5	6	7	Ejet 190	98
4Z875	Johannesburg	-	Hoedspruit	12:30	13:30	1	2	3	4	5	6	7	Ejet 190	98
4Z873	Johannesburg	-	Hoedspruit	12:50	13:50	1	2	3	4	5	6	7	Ejet 190	98
4Z876	Hoedspruit	-	Johannesburg	11:45	12:50	1	2	3	4	5	6	7	Ejet 190	98
4Z872	Hoedspruit	-	Johannesburg	12:10	13:10	1	2	3	4	5	6	7	Ejet 190	98
4Z874	Hoedspruit	-	Johannesburg	14:30	15:30	1	2	3	4	5	6	7	Ejet 190	98
Johannesburg - Kimberley - Johannesburg														
4Z721	Johannesburg	-	Kimberley	07:00	08:05	1	2	3	4	5	6		Ejet 190	98
4Z723	Johannesburg	-	Kimberley	09:15	10:20	1	2	3	4	5	6	7	Embraer 140	44
4Z727	Johannesburg	-	Kimberley	16:25	17:30	1	2	3	4	5		7	Ejet 190	98
4Z722	Kimberley	-	Johannesburg	08:40	09:35	1	2	3	4	5	6		Ejet 190	98
4Z724	Kimberley	-	Johannesburg	10:55	11:50	1	2	3	4	5	6	7	Embraer 140	44
4Z728	Kimberley	-	Johannesburg	18:10	19:05	1	2	3	4	5		7	Ejet 190	98
Johannesburg - Mbombela (Nelspruit) - Johannesburg														
4Z823	Johannesburg	-	Mbombela	07:00	07:55	1	2	3	4	5			Embraer 135	37
4Z829	Johannesburg	-	Mbombela	10:05	11:00		2		4		6	7	Embraer 140	44
4Z827	Johannesburg	-	Mbombela	10:25	11:20	1						7	Embraer 135	37
4Z841	Johannesburg	-	Mbombela	11:05	12:00	1	2	3	4	5	6	7	Embraer 140	44
4Z839	Johannesburg	-	Mbombela	13:35	14:30	1	2	3	4	5	6	7	Ejet 190	98
4Z845	Johannesburg	-	Mbombela	15:55	16:50	1	2	3	4	5	6	7	Embraer 140	44
4Z837	Johannesburg	-	Mbombela	18:10	19:05	1	2	3	4	5		7	Embraer 140	44
4Z838	Mbombela	-	Johannesburg	07:15	08:10	1	2	3	4	5			Embraer 140	44
4Z824	Mbombela	-	Johannesburg	08:25	09:20	1	2	3	4	5	6		Embraer 135	37
4Z840	Mbombela	-	Johannesburg	10:50	11:45	1	2	3	4	5	6	7	Ejet 190	98
4Z842	Mbombela	-	Johannesburg	12:40	13:35	1	2	3	4	5	6	7	Embraer 140	44
4Z822	Mbombela	-	Johannesburg	16:15	17:10		2		4		6	7	Embraer 140	44
4Z846	Mbombela	-	Johannesburg	17:20	18:15	1	2	3	4	5	6	7	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	12:25	13:45	1	2	3	4	5	6	7	Embraer 135	37
4Z759	Johannesburg	-	Mthatha	14:10	15:30					5		7	Embraer 135	37
4Z755	Johannesburg	-	Mthatha	15:50	17:10	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	14:15	15:35	1	2	3	4	5	6	7	Embraer 135	37
4Z760	Mthatha	-	Johannesburg	16:00	17:20					5		7	Embraer 135	37
4Z756	Mthatha	-	Johannesburg	17:40	19:00	1	2	3	4	5		7	Embraer 135	37
Johannesburg - Pietermaritzburg - Johannesburg														
4Z733	Johannesburg	-	Pietermaritzburg	07:00	08:05	1	2	3	4	5	6		Ejet 190	98
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	18:15	19:20	1	2	3	4	5		7	Embraer 135	37
4Z730	Pietermaritzburg	-	Johannesburg	07:05	08:10	1	2	3	4	5	6		Embraer 135	37
4Z734	Pietermaritzburg	-	Johannesburg	08:45	09:50	1	2	3	4	5	6		Ejet 190	98
4Z736	Pietermaritzburg	-	Johannesburg	14:05	15:10	1	2	3	4	5	6	7	Embraer 135	37
4Z744	Pietermaritzburg	-	Johannesburg	18:20	19:25	1	2	3	4	5		7	Ejet 190	98
Johannesburg - Polokwane - Johannesburg														
4Z801	Johannesburg	-	Polokwane	06:10	07:05	1	2	3	4	5			Embraer 135	37
4Z803	Johannesburg	-	Polokwane	09:35	10:30	1	2	3	4	5	6	7	Embraer 135	37
4Z813	Johannesburg	-	Polokwane	14:20	15:15						6		Embraer 135	37
4Z815	Johannesburg	-	Polokwane	16:20	17:15	1	2	3	4	5		7	Embraer 135	37
4Z802	Polokwane	-	Johannesburg	07:35	08:30	1	2	3	4	5			Embraer 135	37
4Z804	Polokwane	-	Johannesburg	11:00	11:55	1	2	3	4	5	6	7	Embraer 135	37
4Z814	Polokwane	-	Johannesburg	15:40	16:35						6		Embraer 135	37
4Z816	Polokwane	-	Johannesburg	17:45	18:40	1	2	3	4	5		7	Embraer 135	37

Day 1 = Monday, Day 7 = Sunday

FLIGHTS – Domestic

FLIGHT	ROUTE	DEPARTURE	ARRIVAL	FREQUENCY	AIRCRAFT	SEATS
Johannesburg - Richards Bay - Johannesburg						
4Z881	Johannesburg - Richards Bay	06:30	07:40	1 2	Ejet 170	74
4Z883	Johannesburg - Richards Bay	10:35	11:45	1 2 3 4 5 6 7	Ejet 170	74
4Z885	Johannesburg - Richards Bay	16:00	17:10	3 4 5 6 7	Ejet 170	74
4Z882	Richards Bay - Johannesburg	08:20	09:30	1 2	Ejet 170	74
4Z884	Richards Bay - Johannesburg	12:25	13:35	1 2 3 4 5 6 7	Ejet 170	74
4Z886	Richards Bay - Johannesburg	17:50	19:00	3 4 5 6 7	Ejet 170	74
Johannesburg - Sishen - Johannesburg						
4Z771	Johannesburg - Sishen	06:30	07:45	1 2 3 4 5	Embraer 135	37
4Z773	Johannesburg - Sishen	07:00	08:15	1	Embraer 135	37
4Z779	Johannesburg - Sishen	15:30	16:45	1 2 3 4 5	Embraer 135	37
4Z777	Johannesburg - Sishen	16:00	17:15	3 4 5	Embraer 135	37
4Z772	Sishen - Johannesburg	08:15	09:30	1 2 3 4 5	Embraer 135	37
4Z774	Sishen - Johannesburg	08:45	10:00	1	Embraer 135	37
4Z780	Sishen - Johannesburg	17:15	18:30	1 2 3 4 5	Embraer 135	37
4Z778	Sishen - Johannesburg	17:45	19:00	3 4 5	Embraer 135	37
Johannesburg - Skukuza - Johannesburg						
4Z861	Johannesburg - Skukuza	10:05	11:05	1 2 3 4 5 6 7	Ejet 190	98
4Z865	Johannesburg - Skukuza	13:05	14:05	1 2 3 4 5 6 7	Embraer 135	37
4Z862	Skukuza - Johannesburg	13:35	14:40	1 2 3 4 5 6 7	Ejet 190	98
4Z866	Skukuza - Johannesburg	14:35	15:40	1 2 3 4 5 6 7	Embraer 135	37
Johannesburg - Upington - Johannesburg						
4Z761	Johannesburg - Upington	07:05	08:40	1 2 3 4 5	Embraer 135	37
4Z763	Johannesburg - Upington	10:15	11:50	1 2 3 4 5 6 7	Embraer 135	37
4Z769	Johannesburg - Upington	15:55	17:30	1 2 3 4 5 6 7	Embraer 135	37
4Z762	Upington - Johannesburg	08:50	10:10	1 2 3 4 5	Embraer 135	37
4Z764	Upington - Johannesburg	12:20	13:40	1 2 3 4 5 6 7	Embraer 135	37
4Z770	Upington - Johannesburg	17:55	19:15	1 2 3 4 5 6 7	Embraer 135	37

FLIGHTS – Regional

FLIGHT	ROUTE	DEPARTURE	ARRIVAL	FREQUENCY	AIRCRAFT	SEATS
Cape Town - Gaborone - Cape Town						
4Z364	Cape Town - Gaborone	10:50	13:00	2 4 6	Embraer 140	44
4Z365	Gaborone - Cape Town	13:45	16:00	2 4 6	Embraer 140	44
Cape Town - Harare - Cape Town						
4Z382	Cape Town - Harare	13:50	17:00	1 3 5 7	Ejet 190	98
4Z383	Harare - Cape Town	09:25	12:40	1 2 4 6	Ejet 190	98
Cape Town - Maputo - Cape Town						
4Z375	Cape Town - Maputo	10:35	13:05	1 3 5 7	Embraer 140	44
4Z376	Maputo - Cape Town	13:40	16:30	1 3 5 7	Embraer 140	44
Cape Town - Maun - Cape Town						
4Z314	Cape Town - Maun	10:35	13:05	1 2 3 4 5 6 7	Ejet 170	74
4Z315	Maun - Cape Town	13:50	16:20	1 2 3 4 5 6 7	Ejet 170	74
Cape Town - Victoria Falls - Cape Town						
4Z390	Cape Town - Victoria Falls	09:45	12:40	1 2 3 4 5 7	Ejet 190	98
4Z391	Victoria Falls - Cape Town	13:25	16:30	1 2 3 4 5 7	Ejet 190	98
Cape Town - Walvis Bay - Cape Town						
4Z341	Cape Town - Walvis Bay	10:50	13:05	1 2 3 4 5 6 7	Ejet 190	98
4Z342	Walvis Bay - Cape Town	13:50	15:55	1 2 3 4 5 6 7	Ejet 190	98
Cape Town - Windhoek - Cape Town						
4Z320	Cape Town - Windhoek	07:00	09:10	1 2 3 4 5 6	Embraer 135	37
4Z326	Cape Town - Windhoek	10:40	12:50	1 2 3 4 5 6 7	Ejet 190	98
4Z328	Cape Town - Windhoek	18:15	20:25	1 2 3 4 5 7	Ejet 190	98
4Z329	Windhoek - Cape Town	07:05	09:10	1 2 3 4 5 6	Ejet 190	98
4Z321	Windhoek - Cape Town	09:50	11:55	1 2 3 4 5 6	Embraer 135	37
4Z327	Windhoek - Cape Town	13:40	15:45	1 2 3 4 5 6 7	Ejet 190	98
Cape Town - Zanzibar - Cape Town (Start Date 03-Oct-2026)						
4Z356	Cape Town - Zanzibar	08:15	14:30	6	295	124
4Z357	Zanzibar - Cape Town	15:15	19:4	6	295	124
Durban - Harare - Durban						
4Z410	Durban - Harare	10:35	12:40	1 2 3 4 5 6 7	Embraer 140	44
4Z411	Harare - Durban	13:25	15:35	1 2 3 4 5 6 7	Embraer 140	44
Johannesburg - Antananarivo - Johannesburg						
4Z252	Johannesburg - Antananarivo	10:00	14:00	1 3 4 5 6 7	Ejet 190	98
4Z253	Antananarivo - Johannesburg	14:45	17:05	1 3 4 5 6 7	Ejet 190	98
Johannesburg - Beira - Johannesburg						
4Z214	Johannesburg - Beira	10:45	12:35	1 2 3 4 5 6 7	Embraer 135	37
4Z215	Beira - Johannesburg	13:05	14:55	1 2 3 4 5 6 7	Embraer 135	37
Johannesburg - Blantyre - Johannesburg						
4Z450	Johannesburg - Blantyre	11:15	13:35	1 2 3 4 5 6 7	Embraer 135	37
4Z451	Blantyre - Johannesburg	14:10	16:35	1 2 3 4 5 6 7	Embraer 135	37

Day 1 = Monday, Day 7 = Sunday

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 - Bulawayo - Johannesburg															
4Z112	Johannesburg	-	Bulawayo	07:15	08:30	1	2	3	4	5	6	7	Embraer 140	44	
4Z110	Johannesburg	-	Bulawayo	10:30	11:50	1	2	3	4	5	6	7	Ejet 190	98	
4Z114	Johannesburg	-	Bulawayo	14:20	15:35	1	2	3	4	5	6	7	Embraer 140	44	
4Z113	Bulawayo	-	Johannesburg	09:15	10:45	1	2	3	4	5	6	7	Embraer 140	44	
4Z111	Bulawayo	-	Johannesburg	12:35	13:55	1	2	3	4	5	6	7	Ejet 190	98	
4Z115	Bulawayo	-	Johannesburg	16:10	17:40	1	2	3	4	5	6	7	Embraer 140	44	
Johannesburg - Dar es Salaam - Johannesburg															
4Z036	Johannesburg	-	Dar es Salaam	22:00	02:30	1				4	5	7	Ejet 190	98	
4Z037	Dar es Salaam	-	Johannesburg	03:25	06:10	1	2			4	5	6	Ejet 190	98	
Johannesburg - Gaborone - Johannesburg															
4Z172	Johannesburg	-	Gaborone	06:20	07:15	1	2	3	4	5	6		Embraer 140	44	
4Z174	Johannesburg	-	Gaborone	08:45	09:40	1	2	3	4	5	6	7	Ejet 170	74	
4Z176	Johannesburg	-	Gaborone	11:00	11:55	1	2	3	4	5	6	7	Embraer 135	37	
4Z180	Johannesburg	-	Gaborone	15:25	16:20	1	2	3	4	5	6	7	Ejet 190	98	
4Z178	Johannesburg	-	Gaborone	16:50	17:45	1	2	3	4	5	6	7	Embraer 135	37	
4Z184	Johannesburg	-	Gaborone	18:05	19:00	1	2	3	4	5	7		Ejet 190	98	
4Z185	Gaborone	-	Johannesburg	07:25	08:15	1	2	3	4	5	6	7	Ejet 190	98	
4Z173	Gaborone	-	Johannesburg	07:55	08:45	1	2	3	4	5	6		Embraer 140	44	
4Z175	Gaborone	-	Johannesburg	10:15	11:05	1	2	3	4	5	6	7	Ejet 170	74	
4Z177	Gaborone	-	Johannesburg	12:35	13:25	1	2	3	4	5	6	7	Embraer 135	37	
4Z181	Gaborone	-	Johannesburg	17:00	17:50	1	2	3	4	5	6	7	Ejet 190	98	
4Z179	Gaborone	-	Johannesburg	18:20	19:10	1	2	3	4	5	7		Embraer 135	37	
Johannesburg - Harare - Johannesburg															
4Z100	Johannesburg	-	Harare	06:20	08:05	1	2	3	4	5	6		Ejet 190	98	
4Z098	Johannesburg	-	Harare	08:20	10:05	1				4	5	7	Ejet 190	98	
4Z104	Johannesburg	-	Harare	10:55	12:40	1	2	3	4	5	6	7	Ejet 190	98	
4Z106	Johannesburg	-	Harare	14:40	16:25	1	2	3	4	5	6	7	Ejet 190	98	
4Z102	Johannesburg	-	Harare	16:10	17:55	1	2	3	4	5	6	7	Ejet 190	98	
4Z108	Johannesburg	-	Harare	18:45	20:30	1	2	3	4	5	7		Ejet 190	98	
4Z109	Harare	-	Johannesburg	07:10	08:55	1	2	3	4	5	6		Ejet 190	98	
4Z101	Harare	-	Johannesburg	08:50	10:35	1	2	3	4	5	6	7	Ejet 190	98	
4Z099	Harare	-	Johannesburg	10:50	12:35	1				4	5	7	Ejet 190	98	
4Z105	Harare	-	Johannesburg	13:30	15:15	1	2	3	4	5	6	7	Ejet 190	98	
4Z107	Harare	-	Johannesburg	17:05	18:50	1	2	3	4	5	6	7	Ejet 190	98	
4Z103	Harare	-	Johannesburg	18:40	20:25	1	2	3	4	5	7		Ejet 190	98	
Johannesburg - Kasane - Johannesburg															
4Z306	Johannesburg	-	Kasane	11:50	13:40	1	2	3	4	5	6	7	Ejet 170	74	
4Z307	Kasane	-	Johannesburg	14:15	15:55	1	2	3	4	5	6	7	Ejet 170	74	
Johannesburg - Lilongwe - Johannesburg															
4Z460	Johannesburg	-	Lilongwe	10:50	13:10	1			3		5	6	7	Ejet 190	98
4Z461	Lilongwe	-	Johannesburg	14:00	16:30	1			3		5	6	7	Ejet 190	98
Johannesburg - Livingstone - Johannesburg															
4Z482	Johannesburg	-	Livingstone	10:50	12:35	1	2	3	4	5	6	7	Ejet 190	98	
4Z483	Livingstone	-	Johannesburg	13:15	15:00	1	2	3	4	5	6	7	Ejet 190	98	
Johannesburg - Luanda (Dr Antonio Agostinho Neto) - Johannesburg															
4Z044	Johannesburg	-	Luanda	09:40	12:30				2		4	5	7	Ejet 190	98
4Z045	Luanda	-	Johannesburg	13:25	17:50				2		4	5	7	Ejet 190	98
Johannesburg - Lubumbashi - Johannesburg															
4Z021	Johannesburg	-	Lubumbashi	10:40	13:15	1	2	3	4	5	6	7	Ejet 190	98	
4Z022	Lubumbashi	-	Johannesburg	13:55	16:35	1	2	3	4	5	6	7	Ejet 190	98	
Johannesburg - Lusaka - Johannesburg															
4Z166	Johannesburg	-	Lusaka	07:40	09:40	1	2	3	4	5	6		Embraer 135	37	
4Z162	Johannesburg	-	Lusaka	11:30	13:30	1	2	3	4	5	6	7	Ejet 190	98	
4Z168	Johannesburg	-	Lusaka	14:25	16:25						5	7	Embraer 135	37	
4Z164	Johannesburg	-	Lusaka	17:00	19:00	1	2	3	4	5	7		Embraer 135	37	
4Z161	Lusaka	-	Johannesburg	07:30	09:35	1	2	3	4	5	6		Embraer 135	37	
4Z167	Lusaka	-	Johannesburg	10:20	12:25	1	2	3	4	5	6		Embraer 135	37	
4Z163	Lusaka	-	Johannesburg	14:15	16:20	1	2	3	4	5	6	7	Ejet 190	98	
4Z169	Lusaka	-	Johannesburg	17:05	19:10						5	7	Embraer 135	37	
Johannesburg - Maputo - Johannesburg															
4Z276	Johannesburg	-	Maputo	08:05	09:15	1	2	3	4	5	6	7	Ejet 190	98	
4Z272	Johannesburg	-	Maputo	13:55	15:05	1	2	3	4	5	6	7	Ejet 190	98	
4Z274	Johannesburg	-	Maputo	18:10	19:20	1	2	3	4	5	6	7	Ejet 190	98	
4Z271	Maputo	-	Johannesburg	07:20	08:25	1	2	3	4	5	6	7	Ejet 190	98	
4Z277	Maputo	-	Johannesburg	09:55	11:00	1	2	3	4	5	6	7	Ejet 190	98	
4Z273	Maputo	-	Johannesburg	15:45	16:50	1	2	3	4	5	6	7	Ejet 190	98	
Johannesburg - Maseru - Johannesburg															
4Z050	Johannesburg	-	Maseru	06:25	07:25	1	2	3	4	5	6	7	Embraer 135	37	
4Z052	Johannesburg	-	Maseru	09:45	10:45	1	2	3	4	5	6	7	Embraer 135	37	
4Z062	Johannesburg	-	Maseru	15:00	16:00	1	2	3	4	5	6	7	Embraer 135	37	
4Z051	Maseru	-	Johannesburg	07:55	09:00	1	2	3	4	5	6	7	Embraer 135	37	
4Z053	Maseru	-	Johannesburg	11:15	12:20	1	2	3	4	5	6	7	Embraer 135	37	
4Z063	Maseru	-	Johannesburg	16:25	17:30	1	2	3	4	5	6	7	Embraer 135	37	
Johannesburg - Maun - Johannesburg															
4Z300	Johannesburg	-	Maun	12:05	13:45	1	2	3	4	5	6	7	Ejet 195	107	
4Z302	Johannesburg	-	Maun	10:55	12:35	1	2	3	4	5	6	7	Embraer 135	37	
4Z301	Maun	-	Johannesburg	14:30	16:00	1	2	3	4	5	6	7	Ejet 195	107	
4Z303	Maun	-	Johannesburg	13:15	14:45	1	2	3	4	5	6	7	Embraer 135	37	
Johannesburg - Nacala - Johannesburg															
4Z236	Johannesburg	-	Nacala	10:30	13:25	1					5		ER3	37	
4Z237	Nacala	-	Johannesburg	14:00	16:50	1					5		ER3	37	

Day 1 = Monday, Day 7 = Sunday

FLIGHTS – Regional

FLIGHT	ROUTE	DEPARTURE	ARRIVAL	FREQUENCY	AIRCRAFT	SEATS
Johannesburg - Nairobi - Johannesburg						
4Z070	Johannesburg - Nairobi	13:30	18:30	1 2 3 4 5 6 7	Ejet 190	98
4Z071	Nairobi - Johannesburg	06:30	09:40	1 2 3 4 5 6 7	Ejet 190	98
Johannesburg - Nampula - Johannesburg						
4Z230	Johannesburg - Nampula	10:30	13:05	2 4 6	Embraer 135	37
4Z231	Nampula - Johannesburg	13:40	16:30	2 4 6	Embraer 135	37
Johannesburg - Ndola - Johannesburg						
4Z150	Johannesburg - Ndola	10:15	12:35	1 2 3 4 5 6 7	Ejet 190	98
4Z152	Johannesburg - Ndola	16:20	18:40	1 3 5	Embraer 135	37
4Z153	Ndola - Johannesburg	07:00	09:35	2 4 6	Embraer 135	37
4Z151	Ndola - Johannesburg	13:20	15:45	1 2 3 4 5 6 7	Ejet 190	98
Johannesburg - Nosy Be - Johannesburg						
4Z246	Johannesburg - Nosy Be	09:40	14:10	2	Ejet 190	98
4Z247	Nosy Be - Johannesburg	14:55	17:45	2	Ejet 190	98
Johannesburg - Pemba - Johannesburg						
4Z202	Johannesburg - Pemba	07:30	10:30	1 3 5	Embraer 135	37
4Z204	Johannesburg - Pemba	11:30	14:30	1 2 3 4 5 6 7	Embraer 135	37
4Z203	Pemba - Johannesburg	11:15	14:20	1 3 5	Embraer 135	37
4Z205	Pemba - Johannesburg	15:05	18:10	1 2 3 4 5 6 7	Embraer 135	37
Johannesburg - St Helena - Johannesburg						
4Z131	Johannesburg - St Helena	09:00	13:35	6	Ejet 190	98
4Z132	St Helena - Johannesburg	14:30	21:15	6	Ejet 190	98
Johannesburg - Sikhuphe - Johannesburg						
4Z084	Johannesburg - Sikhuphe	13:10	14:00	1 2 3 4 5 6 7	Ejet 190	98
4Z085	Sikhuphe - Johannesburg	14:30	15:35	1 2 3 4 5 6 7	Ejet 190	98
Johannesburg - Tete - Johannesburg						
4Z220	Johannesburg - Tete	10:25	12:35	1 2 3 4 5	Embraer 135	37
4Z221	Tete - Johannesburg	13:15	15:25	1 2 3 4 5	Embraer 135	37
Johannesburg - Victoria Falls - Johannesburg						
4Z492	Johannesburg - Victoria Falls	10:00	11:45	1 2 3 4 5 6 7	Ejet 195	107
4Z494	Johannesburg - Victoria Falls	11:35	13:20	1 2 3 4 5 6 7	Ejet 195	107
4Z493	Victoria Falls - Johannesburg	12:25	14:10	1 2 3 4 5 6 7	Ejet 195	107
4Z495	Victoria Falls - Johannesburg	14:00	15:45	1 2 3 4 5 6 7	Ejet 195	107
Johannesburg - Vilanculos - Johannesburg						
4Z260	Johannesburg - Vilanculos	11:15	12:50	1 2 3 4 5 6 7	Ejet 170	74
4Z261	Vilanculos - Johannesburg	13:30	15:15	1 2 3 4 5 6 7	Ejet 170	74
Johannesburg - Walvis Bay - Johannesburg						
4Z141	Johannesburg - Walvis Bay	10:20	12:55	1 2 3 4 5 6 7	Ejet 190	98
4Z143	Johannesburg - Walvis Bay	14:05	16:40	1 2 3 4 5 6 7	Embraer 135	37
4Z142	Walvis Bay - Johannesburg	13:40	15:45	1 2 3 4 5 6 7	Ejet 190	98
4Z144	Walvis Bay - Johannesburg	17:25	19:45	1 2 3 4 5 6 7	Embraer 135	37
Johannesburg - Windhoek - Johannesburg						
4Z120	Johannesburg - Windhoek	06:30	08:40	1 2 3 4 5 6	Ejet 195	107
4Z124	Johannesburg - Windhoek	10:40	12:50	1 2 3 4 5 6 7	Ejet 190	98
4Z126	Johannesburg - Windhoek	15:30	17:40	1 2 3 4 5 7	Ejet 170	74
4Z128	Johannesburg - Windhoek	17:35	19:45	1 2 3 4 5 6 7	Ejet 190	98
4Z129	Windhoek - Johannesburg	07:10	09:00	1 2 3 4 5 6 7	Ejet 190	98
4Z121	Windhoek - Johannesburg	09:20	11:10	1 2 3 4 5 6	Ejet 195	107
4Z125	Windhoek - Johannesburg	13:45	15:35	1 2 3 4 5 6 7	Ejet 190	98
4Z127	Windhoek - Johannesburg	18:20	20:10	1 2 3 4 5 7	Ejet 170	74
Johannesburg - Zanzibar - Johannesburg						
4Z10	Johannesburg - Zanzibar	12:00	16:35	3 7	Embraer 295	136
4Z11	Zanzibar - Johannesburg	12:00	14:55	1 4	Embraer 295	136
Mbombela (Nelspruit) - Victoria Falls - Mbombela (Nelspruit)						
4Z476	Mbombela - Victoria Falls	11:35	13:25	1 2 3 4 5 6 7	Embraer 140	44
4Z478	Mbombela - Victoria Falls	11:35	13:25	2 4 7	Embraer 140	44
4Z477	Victoria Falls - Mbombela	14:00	15:40	1 2 3 4 5 6 7	Embraer 140	44
4Z479	Victoria Falls - Mbombela	14:00	15:40	2 4 7	Embraer 140	44
Mbombela (Nelspruit) - Vilanculos - Mbombela (Nelspruit)						
4Z258	Mbombela - Vilanculos	12:00	13:10	1 3 5 7	Embraer 135	37
4Z263	Vilanculos - Johannesburg	13:40	15:25	1 3 5 7	Embraer 135	37

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



Previous and new livery

For now, Airlink can be recognised by both its previous and its new livery as all their 60 aircraft in the fleet are repainted over the upcoming months. When you spot the new Airlink tail, share your image and tag #FlyAirlink.

FLIGHTS – Operated by FlyNamibia

FLIGHT	ROUTE	DEPARTURE	ARRIVAL	FREQUENCY	AIRCRAFT	SEATS
Eros - Ondangwa - Eros						
WV*4Z8505	Eros - Ondangwa	06:30	07:30	1 2 5	EMBRAER 145	50
WV*4Z8595	Eros - Ondangwa	16:20	17:20	2 3 4 5 7	EMBRAER 145	50
WV*4Z8506	Ondangwa - Eros	08:00	09:00	1 2 5	EMBRAER 145	50
WV*4Z8596	Ondangwa - Eros	17:50	18:50	2 3 4 5 7	EMBRAER 145	50
Windhoek - Victoria Falls - Windhoek						
WV*4Z8135	Windhoek - Victoria Falls	10:15	11:40	2 4 6	EMBRAER 145	50
WV*4Z8136	Victoria Falls - Windhoek	12:45	14:15	2 4 6	EMBRAER 145	50
Windhoek - Maun - Windhoek						
WV*4Z8137	Windhoek - Maun	10:15	11:15	3 5 7	EMBRAER 145	50
WV*4Z8138	Maun - Windhoek	14:15	15:15	3 5 7	EMBRAER 145	50
Windhoek - Mpacha - Windhoek (One stop)						
WV*4Z8137	Windhoek - Mpacha	10:15	12:25	3 5 7	EMBRAER 145	50
WV*4Z8138	Mpacha - Windhoek	13:05	15:15	3 5 7	EMBRAER 145	50

Day 1 = Monday, Day 7 = Sunday



FlyNamibia and Airlink

Airlink franchisee, FlyNamibia, is a strategic partnership that exemplifies a commitment to growth and collaboration. This co-operation not only strengthens FlyNamibia's regional presence but also expands its global reach, enhancing its network through Airlink and its global partners.

Mineral Handling Solutions



Connect

PORT OF BEIRA

Road Distances

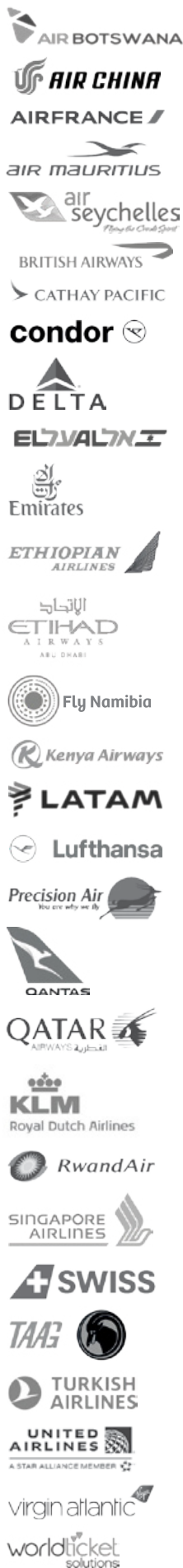
Ports

	Harare ZIMBABWE	Bulawayo ZIMBABWE	Lusaka ZAMBIA	Kitwe ZAMBIA	Lubumbashi DRC	Blantyre MALAWI	Lilongwe MALAWI
BEIRA	359	726	1 054	1 370	1 600	812	950
DURBAN	1 711	1 454	2 380	2 707	2 611	2 323	2 678
DAR ES SALAAM	2 634	3 028	1 985	1 951	2 290	2 031	1 667
WALVIS BAY	2 297	1 856	2 078	2 294	2 480	2 907	2 752

Cornelder
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SUCCESS IN 2026 WITH SKYWAYS

INSIGHT FOR EXECUTIVES ON THE MOVE

Airlink's *Skyways* magazine reaches a highly influential group of local, regional and global business and leisure travellers, second to none in terms of decision making. These are senior executives and professionals – affluent, with **great spending power** and a taste for the finer things in life.

LEVEL 5 BBBEE

AGE GROUP

85%
24-50+ YEARS

58%
35-50+ YEARS



GENDER

44%  **56%** 
PER YEAR

**TOTAL
PASSENGERS**

IN EXCESS

4,200,000

PER MONTH

30,000

DISTRIBUTED MAGAZINES

**SKYWAYS IS AVAILABLE IN THE SEAT POCKETS
AND PASSENGERS ARE ENCOURAGED TO TAKE
THEIR FREE COPY.**

STATUS

70%

- PROFESSIONAL
- MANAGERIAL

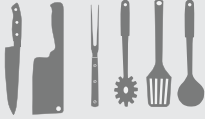
26% SENIOR MANAGEMENT

- CEO
- DIRECTOR
- CHAIRMAN

STATEMENTS BY SKYWAYS READERS

83%

LOVE OR LIKE COOKING



88%

LOVE OR LIKE HOME IMPROVEMENT / DIY PROJECTS



1 in 5

STRONGLY SUPPORT BUYING LOCAL PRODUCTS WHERE POSSIBLE

87%

PREFER TO BUY PRODUCTS THAT ARE KIND TO THE PLANET



1 in 5

OWN ANTIQUES



25%

OWN ARTWORK OR PAINTINGS

Source: BrandMapp and Airlink



73%

Have a diploma, degree or post-grad degree

WEALTH & FINANCES



41%

OF OUR READERS ARE PRIVATE BANKING CLIENTS

59%

HAVE BOUGHT INVESTMENTS

35%

OWN SHARES

63%

EARN ABOVE LSM 10 PERSONAL INCOME

31%

HAVE INVESTED IN RESIDENTIAL PROPERTY IN THE PAST YEAR

AVERAGE PERSONAL INCOME PER MONTH



R86,480



LIFESTYLE ACTIVITIES

44%

Actively walk or hike as an outdoor activity



33%

Are pursuing photography



33%

Actively garden



30%

Spend time on DIY



19%

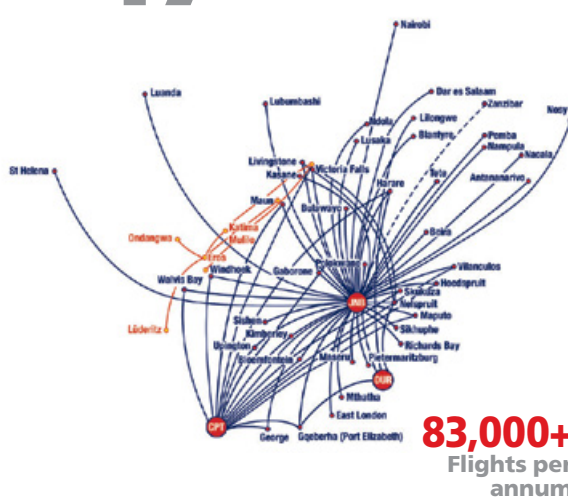
Enjoy fly-fishing and playing golf



70%

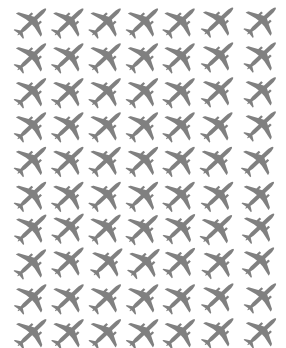
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70

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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

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

medium

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

Easy

	2	1	3	3	2	4	0	4
3			●					
2								
3								
1								
3			◆		■			
0								
5								
2	●							

Medium

	2	2	4	1	2	3	0	5
2			●					
4								
1								
1								
2								
5					~~~~~			
2								
2								



Airlink young storytellers' competition

Do you know of a **budding young writer**?
Airlink wants to hear their stories!

As part of our The Link programme, Airlink invites children between the ages of 10 and 18 to write a story themed 'If I could fly to any Airlink destination in Africa...'

Airlink is calling on businesses, schools, NGOs and community organisations to help inspire the next generation of innovators through its Young Storytellers' Competition. Open to children and teenagers aged 10-18, the competition invites entrants to submit an original aviation-themed short story for the chance to have their work published and win exciting prizes.

More than a creative writing exercise, the initiative encourages young people to explore themes of science, technology, innovation and problem solving through storytelling. Airlink believes that today's imaginative storytellers could become tomorrow's engineers, pilots, scientists and business leaders.

By sharing the competition with employees, customers, learners and community networks, organisations can play a meaningful role in nurturing creativity, literacy and STEM-related thinking among South Africa's youth.

The challenge

Airlink is inviting young people aged 10-18 to write an original short story inspired by air travel in southern Africa.

Participants are encouraged to imagine boarding an Airlink flight and embarking on a journey of discovery. Their stories might explore the region's diverse destinations, cultures, wildlife, people and landscapes, while showcasing creativity, imagination and problem solving.

Young writers can draw inspiration from exciting destinations, unexpected adventures, remarkable wildlife encounters, fascinating fellow travellers or even innovative ideas that could shape the future of aviation and travel.

Eight young writers will have their work published in a printed magazine and win some amazing prizes, too.

Schools and NGOs are
welcome to get involved!
Let's encourage our youth
to use their creativity.

Scan the QR
code for more
information on
how to enter!



The Link is a programme created by Airlink in 2016. It identifies bright young minds that have the potential to become excellent STEM mavericks. This group is mentored by Airlink while in high school for a period of three years and stands a chance of being awarded an Airlink bursary for completion of their tertiary studies.



Cape Malay mushrooms with butter **bean mash** and brown butter sultanas

No meat doesn't mean no flavour!

Serves four.

Method

For the butter bean mash

1. Boil or steam the sweet potatoes until very tender.
2. Add the sweet potatoes, butter beans and garlic powder to a food processor.
3. Pulse until chunky.
4. Pour in the olive oil and lemon juice and season well with salt and pepper.
5. Pulse until smooth.
6. Add a little water if you need more liquid to achieve a nice consistency.
7. Scrape into a saucepan and heat just before serving.

For the brown butter sultanas

1. Cook the butter in a small frying pan over medium heat until the foam subsides and the butter is golden brown.
2. Immediately transfer the butter to a bowl.
3. Add the sultanas and vinegar and mix.
4. Keep in a warm place until serving.

For the curry leaves

1. Heat a drizzle of olive oil in a small frying pan.

2. When hot, add the curry leaves.
3. Swirl them around the oil and cook for about a minute until they crisp at the edges.
4. Remove from the oil with a slotted spoon and place on a paper towel to crisp up for serving.

For the mushrooms

1. Heat a drizzle of olive oil in a large frying pan.
2. Add the oil you cooked the curry leaves in to add flavour and avoid wastage.
3. When hot, add the mushrooms.
4. Sprinkle with curry powder and season with salt and pepper.
5. When the mushrooms are golden brown, add the onion.
6. Cook until the onion is just tender but still has a nice little bite to it.

Serve the mushrooms on a bed of warm butter bean mash. Spoon over some brown butter sultanas. Finish with crispy curry leaves and enjoy!



Ingredients

Butter bean mash

- 2 large (ideally white flesh) sweet potatoes, peeled
- 2 x 400g tins butter beans, drained and rinsed
- 1 tsp garlic powder
- 4 tbsp olive oil
- 2 tbsp lemon juice

Brown butter sultanas

- 4 tbsp butter
- 100g sultanas
- 4 tbsp sherry vinegar

Curry leaves

- Olive oil
- Handful of fresh curry leaves

Mushrooms

- Olive oil
- 500g mixed cultivated mushrooms, sliced
- 1 tbsp Cape Malay curry powder/spice mix
- Salt and pepper, to taste
- 1 red onion, sliced thinly into little petals

To serve

- Store-bought poppadoms

Text and photography | **The South African Mushroom Farmers' Association**
For more information, go to mushroominfo.co.za.



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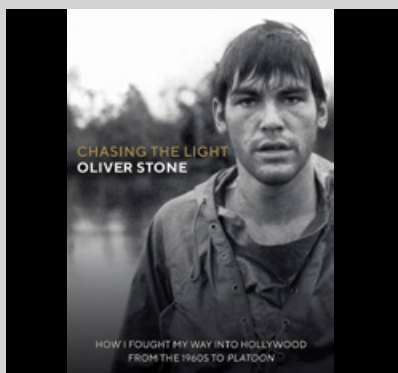
Media

This issue: Movies, mysteries, wildlife and wondering

Chasing the Light by Oliver Stone

Film director Oliver Stone has long been a polarising presence in Hollywood – dedicated to both his craft and his ideals to a degree – that has often alienated the more conservative elements of the industry (think films such as *Born on the Fourth of July*, *JFK* and *W* among many others). This memoir covers the beginning of his career, up until *Platoon* made him, for a while, an almost untouchable A-lister.

Stone began his career as a writer, winning an Oscar for his script for the 1978 film *Midnight Express*, so it probably shouldn't be a surprise that his prose is as incisive, punchy and compelling as it is. Equally, when the storytelling veers into brashness

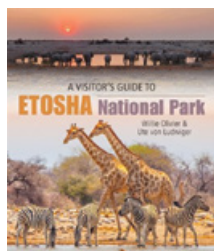


or a commitment to a specific theme or perspective, it remains very much on brand.

You don't need to be an Oliver Stone fan to enjoy this book. The deep dives into his work are incredibly detailed, honest and revealing, but that applies to what readers

learn about filmmaking and Hollywood in general as much as it does to his musings on his day-to-day output. The sheer volume of work involved in making a film, from conception to writing to funding to filming, editing, release and distribution, is unpacked through the lens of Stone's personal experiences – and it's exhausting, underlining the doggedness and drive needed to complete the task.

Stone doesn't deny that he indulged in some dodgy behaviours during this period, but neither does he dip into gossip nor blame others for outcomes that may have turned out differently if he had made different decisions. He combines a powerful emotional self-awareness with intense intellectual processing and the result is engrossing.



A Visitor's Guide to Etosha National Park by Willie Olivier and Ute von Ludwiger
Etosha National Park is a different proposition to most southern African conservation areas, situated in one of the driest areas on the planet and revolving around a huge pan that, in prehistoric times, was a massive lake. This guide packs an enormous amount of information into a compact package, including descriptions of rest camps, picnic spots and other notable sites, the routes connecting them and a good deal of the wildlife species. In addition, there are interesting focuses on the area's history and the projects in place that have an eye on the future.



Send Help (16LV)
Director Sam Raimi, known for his horror catalogue, brings this compact, quirky tale to Disney+ and subverts popular entertainment norms – and attacks misogyny – as he does so. The story involves two colleagues who dislike each other intensely but end up needing to help each other in order to survive. Rachel McAdams is initially almost unrecognisable as the gorgeous romantic lead of *The Notebook* and many other films and, with Raimi's penchant for the dark, mean-spirited and sometimes, frankly, gross, this thriller/drama doesn't follow a path too many viewers will be able to predict.



The Unbelievable with Dan Aykroyd (PG13)
Available on DStv Stream, *The Unbelievable with Dan Aykroyd* is a throwback to series like *Ripley's Believe It Or Not!* in the '80s. Dramatic music, twitchy camera work and deliriously hammy delivery from the host raise a nostalgic smile even before you get to the videos of weird and wonderful phenomena and the analysis from people who profess to be experts in ghosts, UFOs and whatever bonkers plan the CIA had in 1976. There is no science involved and, very often, the questions posed before the clips are aired remain unanswered. But seeing how weird our world and the people in it can be is great escapist entertainment.



Trevor Noah: Joy in the Trenches (PG13)
Trevor Noah's latest Netflix special is a relatively reflective affair. He puts that down to being in a space where President Donald Trump had threatened direct legal action after being the subject of some of Noah's jokes when the latter was hosting the Grammy Awards. From there, the comic wanders through how history will see us as individuals, having fun with woke white friends and the reasons he might be undatable. Typically, the set-ups involve as much insight as they do humour, meaning that, while there are more giggles than belly laughs, viewers may finish the show feeling that they have been intellectually challenged.

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4-5 days

How long it takes for human stomach lining to regenerate itself to avoid it digesting itself.

600

The approximate number of heartbeats per minute in an adult mouse.



Did you know?



Test your general knowledge with this month's quiz

- Which nation, a member of the EU until 1985, has a flag of a red/white sun on a white/red background?
- Who painted the world's then most expensive painting, the post-impressionist 1892 *Nafea Faa Ipoipo* (When Will You Marry?), auctioned for c.\$300m in 2015: Guaglin; Warhol; Turner; or Dali?
- The inclusion of 'C/O' or 'C O' in a postal address means what?
- Febrile refers to what human condition: fevered; weak; senile; or brittle-boned?
- 'Vermicular' refers to patterns or movements like: clouds; worms; fish; or wheels?
- Stratigraphy is a branch of: biology; geology; chemistry; or demography?
- Reggae evolved from what three-letter Jamaican music genre?
- Flint, the rock type, is believed to have formed from sea ...?: sponges; snails; weed; or salt?
- What marketing term derives from the centuries-old practice of burning an owner's mark on a beast?
- Pernio (or perniosis), a human medical condition caused by exposure to cold and humidity, is commonly known as what?
- In mechanical physics, which of these is not among the six basic types of machines: lever, wheel-and-axle, pulley, vacuum, inclined plane, wedge, screw?
- John Ambrose (surname?) devised his eponymous 'left/right hand rules' to deduce motion/current direction in electric motors/generators.
- What fundamental physics term derives from Greek 'not cut' (a *temnein*)?
- Geococcyx*, a ground cuckoo from the southern US and Mexico, is the basis of which popular cartoon (its common name)?
- In physics/math, density is defined as mass divided by: volume; weight; energy; or hardness?
- What common product is named from Greek 'rock oil'?
- The Gini Coefficient (or index or ratio), devised by Italian statistician and sociologist Corrado Gini in 1912, is a common measure of: age distribution; wealth inequality; mental health; or alcohol consumption?
- Pure water is what number on the pH acidity scale?
- Oleic acid is in: volcanic ash/steam; car batteries; animal/vegetable fats; or snow?
- Which famous vehicle has used licence plates SCV 00919 and SCV 1 (through to SCV 9)?
- The colour dun is a shade of: pink; green; brown; or purple?
- Name the dwarf planet, bigger than Pluto, discovered in the solar system in 2005?
- Name the joint US/Europe orbiting telescope launched in 1990?
- Which common element has the highest melting point of all elements?
- What tennis score is called a 'triple-bagel'?

Text | Courtesy of www.businessballs.com

Photography | Shutterstock

Clue to question 12.





5.5 million

The number of vending machines in Japan, selling everything from wine to fish bait.



Clue to question 14.

- Answers**
1. Greenland
 2. Gaughn
 3. Care of
 4. Fevered
 5. Worms
 6. Geology
 7. Ska
 8. Sponges
 9. Brand
 10. Chiliblains
 11. Vacuum
 12. Fleming
 13. Atom
 14. Roadrunner
 15. Volume
 16. Petroleum
 17. Wealth inequality
 18. Seven
 19. Animal/vegetable fats
 20. The Pope mobile
 21. Brown
 22. Eris
 23. Hubble
 24. Carbon
 25. 6-0, 6-0, 6-0

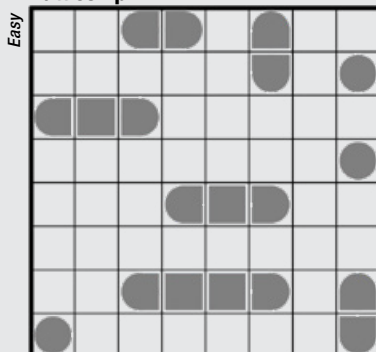
Get the answer

Solutions to sudoku and battleship.
Puzzles on page 122.

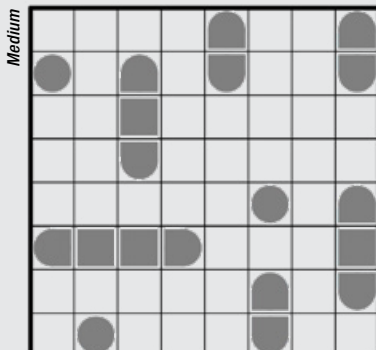
Sudoku

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

Battleship



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



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Elephants **usually** forget

Nature, unlike humans, **moves on** after it's been grumpy

It was many years ago, at a lodge. We were in the middle of a theatrical bush dinner that lodges do so well, long table under the stars, candles flickering, starters arriving, when he suddenly appeared. Angry and aggressive. A large bull, almost certainly in musth, which is essentially elephant testosterone poisoning.

What followed was not, as a family, our finest hour. Mothers grabbed toddlers, dignity was largely abandoned and at least one grandfather made it to safety with a turn of speed that was, under the circumstances, impressive. My 13-year-old son, who to his eternal credit and my lasting pride had actually listened to the safety briefing, found the kitchen, found the radio and called for help while the rest of us were busy catastrophising. When the rangers arrived, they encouraged the bull, with considerable patience, some vehicles and a shotgun just in case, to seek whatever he was looking for elsewhere.

Since that evening, the elephant and I have had an understanding. He would continue to roam southern Africa, enormous and odorous and completely unbothered. I would continue to exist at a safe distance from anything weighing more than a small car. It worked for both of us.

Where this might sound reasonable on paper, for a South African who enjoys the bush, the practical implications are consequential. Which is why I considered revisiting this neurosis this trip round. When our ranger asked if there were any animals we particularly loved or feared, I was quick to answer.

So it was perhaps unsurprising that last night, on a remote dirt road, with no signal, we found ourselves stuck behind a mother and her calf. And she was, if you will excuse me saying, a rather big cow, who refused either to be rushed or step aside. And so, in the dark, without Instagram to distract me, I sat with my discomfort and waited until she decided it was time to move on.

Which she finally did.

It took the rest of the drive home for me to realise that the elephant did not know I was afraid of it. It had no file on me, no memory of that evening, no particular feelings about my presence in its vicinity. And yet, I have spent decades carefully maintaining a fear that exists entirely on my side of the equation. The bull himself was in musth temporarily, chemically not himself. It passed. He moved on. He was, in all likelihood, much like other males, thinking about succulents within the hour.

But watching an animal of genuinely prehistoric indifference finally amble past without a glance in my direction, I found myself wondering: what else am I carrying that has long since forgotten me? What fears, what grudges, what carefully maintained anxieties are still taking up space, while their original cause is somewhere in the bush, eating leaves, thinking about mud baths?

I haven't fully resolved this. I am still, if I'm honest, keeping a watchful eye on the treeline. But this time I was happy to have dinner outside. And I stayed for dessert.

Text | **Howard Feldman** Photography | **Martin Mecnarowski**

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