



EMPOWERING A
TRANSFORMATIONAL
high-performance
CULTURE GEARED FOR THE FUTURE

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 A HOLISTIC APPROACH TO AN
 INDUSTRY OF PEOPLE TAKING
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**Could you tell us a bit more about the Tsebo Solutions Group?
 What does the company do and what sets it apart?**

As a leading African Integrated Workplace Management Solutions Provider with over 50-years of experience, Tsebo Solutions Group offers our clients improved workplace productivity that supports their success. From city-based corporate headquarters to hard-to-reach remote sites, we create, manage and maintain environments that are pleasant to be in, easier to work in and ultimately enhance both the employee and customer experience in terms of collaboration, innovation and productivity. For half a century, we have been reimagining the world of work and building a legacy for the businesses, communities and employees of the future.

**How important are people in your line of business and
 how do people contribute to Tsebo business success story
 across Africa?**

We are a People business. At its core, Workplace Management Solutions is a holistic approach to an industry of people taking care of people. Every day our employees touch the lives of thousands of people – as colleagues, clients and communities. The health, safety and wellbeing of all of our stakeholders is our number one priority.

Employees are the most important asset of Tsebo. Without committed and engaged employees, living our values and striving for excellence, any strategy or objective that we embark on as an organisation has the potential to fail. Developing our people – the heart of Tsebo – is the foundation of our purpose. The result is a knowledgeable and experienced workforce of over 32 000 employees across Africa, with an innovative mindset, in touch with every nuance of our clients’ needs.

**What role does culture play in Tsebo and how has it helped to
 organisation navigate the turbulent times of COVID-19?**

A strong company culture encourages engagement, improves productivity, attracts and retains the best talent, and helps an organisation stand together when times are tough. When the pandemic hit in 2020, it seriously impacted our clients, employees, and our business.

What has helped our organisation to steer through these difficult times is that we were able to unite as ‘ONE TSEBO’. We had to

adapt quickly to our clients’ new realities and introduce various innovations to help them sustain business continuity, cut costs and implement health and safety protocols. From implementing new technology and providing ongoing training and wellness support for our employees to intensifying the frequency of our employee communications, implementing financial support initiatives and repositioning our reward and recognition programmes, Tsebo went to great lengths to ensure that our employees were taken care of.

We have learnt a lot from the pandemic. Our ‘can-do’ attitude, resilience and willingness to adopt new ways of doing things, reinforced our values emanating in a high-performance culture where we work with our clients to create healthy and happy experiences in the workplace. Our biennial employee experience questionnaire, currently conducted, provides valuable insights into our employees’ experience of Tsebo as an employer and how we can further enhance and improve the workplace.

**How do you develop and train your people and local resources to
 the Tsebo standard with such a large workforce?**

As part of our high-performance culture, emphasis is placed on managers investing time to have meaningful discussions with employees about their careers. This includes what is expected from them in terms of delivering a service and the development opportunities that exist to perform at your best in your current role, but also to prepare you for your next role in Tsebo. Our in-house Tsebo Learning and Development Academy aims to equip our people with the necessary skills and knowledge to deliver the highest-quality services to our clients. We believe this is a unique differentiator in the market as Tsebo trains more than 40 000 people annually across the continent.

Tsebo’s skills-development initiatives include a range of accredited training programmes aligned with the National Qualifications Framework and registered with the South African Qualifications Authority to bespoke client and business-specific programmes. From our Seta accredited Learnerships and short course programmes for existing employees and youth living with disabilities to our senior development programmes for managers across Africa, skills development is key for us to create a diverse and knowledgeable workforce. We have invested in online development programmes and blended learning, enabling us to reach more employees and create more growth opportunities.



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How does your transformation, diversity, and development initiatives impact your B-BBEEE rating from a South African perspective?

The Department of Trade and Industry has recently notified us that we have managed to not only retain our Level 1 B-BBEEE certification, but we have improved our score year-on-year. We are grateful for achieving a procurement recognition score of 135%, with a growing black ownership component of 53.7% and a 45.9% black female ownership element. For the Tsebo Solutions Group, transformation has never been a compliance requirement; it is part of our DNA and is weaved into our business model, business priorities and processes, culture, values and business strategy.

Tsebo is celebrating its 50th anniversary – a major milestone for any business. What would you say has been key to their success all these years?

I believe there are a couple of factors that have contributed to the sustainability and growth of Tsebo. These include our longstanding transformation journey, relentless focus on people development, community partnerships and upliftment, retaining top talent through caring for our people, and our business's agility to adapt to client needs. What inspires me most and something that I believe has contributed to Tsebo's rich history, is our spirit of unity. When the odds are down, we are always able to stand together and face challenges head-on with a passion and commitment that you can feel.

Tsebo also trains our partners in the communities in which we are active. The Tsebo enterprise and supplier development (ESD) programme provides small businesses with the skills needed to enable growth, viability, and financially sound SMMEs. We recruit and train previously unemployed people from local communities and upskill them for formal employment whilst also providing them with hands-on work experience.

It seems like uplifting communities and transforming people's lives is an important part of what you do? What leadership role does Tsebo play in this regard and what are some of your focus areas?

The Tsebo Solutions Group is a development partner with a transformation ethos dating back to 1983. We equip Africa's unemployed youth with the means to become economically self-reliant. At the same time, our entrepreneurial partnerships create opportunities for vibrant Small/Medium Enterprise marketplaces – especially in rural communities where the greatest thirst for development exists.

In our sector, transformation promotes growth, mobilises investment, creates jobs and empowers people in the local communities in which we operate. It's one of the essential building blocks to achieving sustainable growth.

In our over 50-year-strong quest to build a brighter future for all, we continue to invest heavily in skills development, youth empowerment, community upliftment, job creation, SMMEs and rural enterprise-development efforts. We believe these key focus areas enable people to support themselves, employ others, create economic stability and develop communities. Our focus areas also align with our group purpose statement of developing people, to serve people to uplift society.

Operating across 25 African countries, how do diversity and inclusion contribute to your organisations business success?

We believe that a diverse and inclusive workforce across our countries of operation help Tsebo to learn, innovate and adapt quickly. The skills and talent needed to lead, develop, and grow a sustainable business are found in people from diverse backgrounds. Having an inclusive environment where people can flourish not only increases our levels of employee engagement and productivity, but also accelerates the rate at which we can attract people with the right skills and talent.

With a predominantly female workforce, we strongly emphasise developing women across our business and supporting women empowerment initiatives. We create opportunities for our women – from frontline employees to senior managers - to grow and develop their careers.



CREATING DYNAMIC WORKPLACES OF THE FUTURE

Need an **experienced workplace management solutions provider** that can help you optimise your workplace environment for cost-saving and enhanced employee productivity, safety and wellbeing?



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WE DEVELOP PEOPLE,
TO **SERVE** PEOPLE, TO
UPLIFT SOCIETY

TSEBO
50+1
YEARS
FROM 1971 - 2022