



Careers in Africa Employer of Choice Study 2015

Overview

November, 2015

Question — Which picture doesn't fit?



In the world of EVP, employees are investors/customers, NOT assets



Employers of choice have a superior Employee Value Proposition. (EVP) Why? Because a superior EVP predicts superior performance.

A superior Employee Value Proposition drives desired outcomes

Companies with a highly evolved employment deal are:

3x

as likely to report
their employees are
highly engaged

1.5x

as likely to report **achieving
financial performance**
significantly above their peers

And less likely to report
having difficulty attracting
and retaining employees
— particularly those in key
employee segments

Source: 2014 Towers Watson Global Talent Management and Rewards Study

What an Employee Value Proposition is not.....

An EVP *is not about* using flowery language in an attempt to make things sound better than they are....

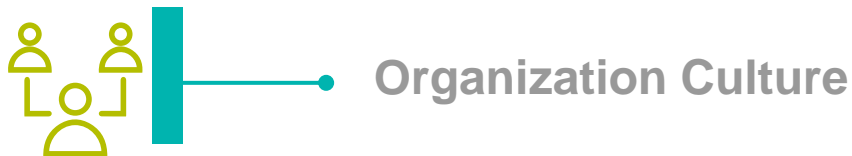
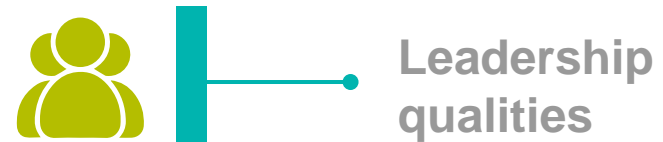
“Here at Enron we hold ourselves to the highest standards of, ethics and unrivalled client service...”



You can put lipstick on a frog, but in the end... it is still a frog

About the Careers in Africa Employer of Choice Study

This study is designed to help organisations better understand the **attraction** factors for potential employees, both outside and within Africa. It is the largest study of its kind, comprising views of over 13,000 people in all 54 markets across Africa. The results are segmented by key demographic variables. Topics include views on:



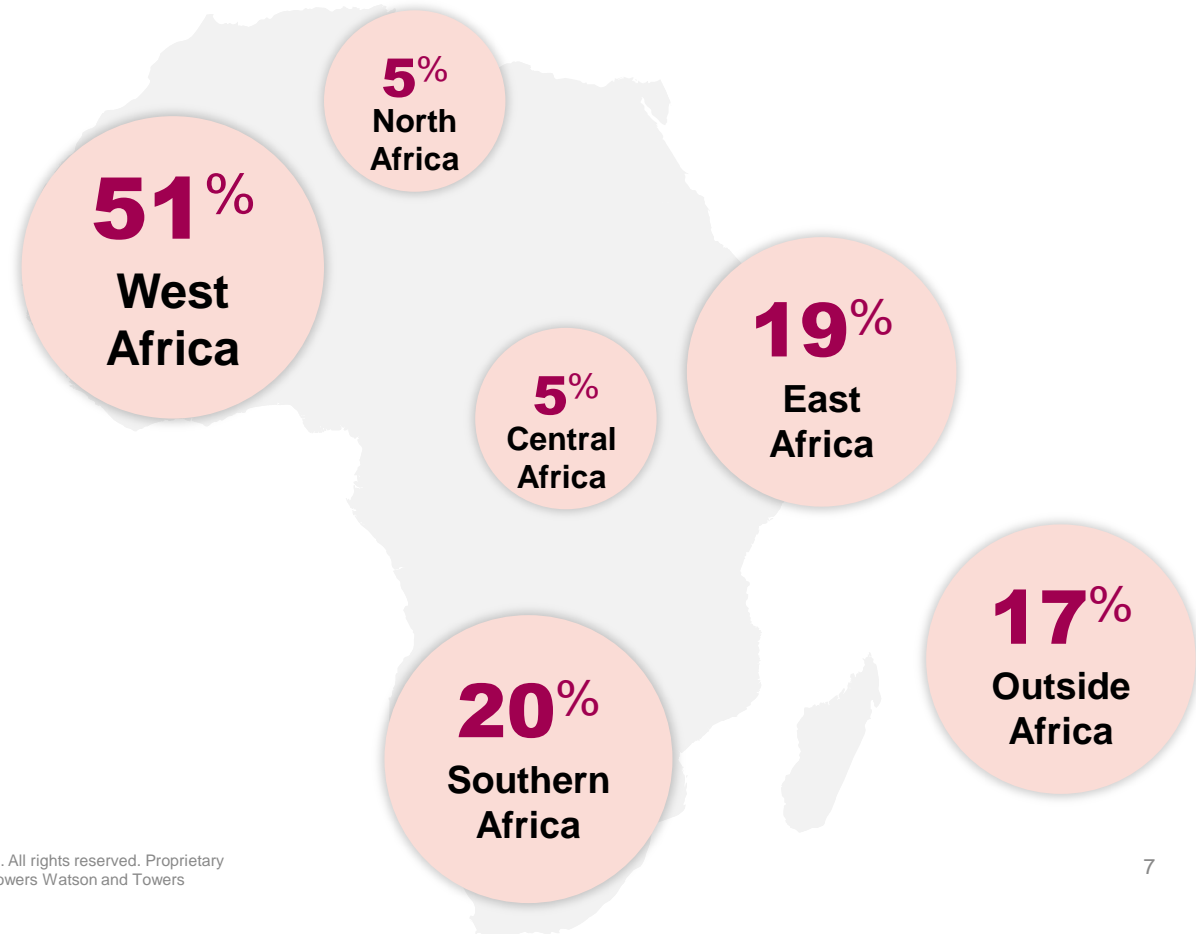
About the study

The 2015 Careers in Africa Employee of Choice Study

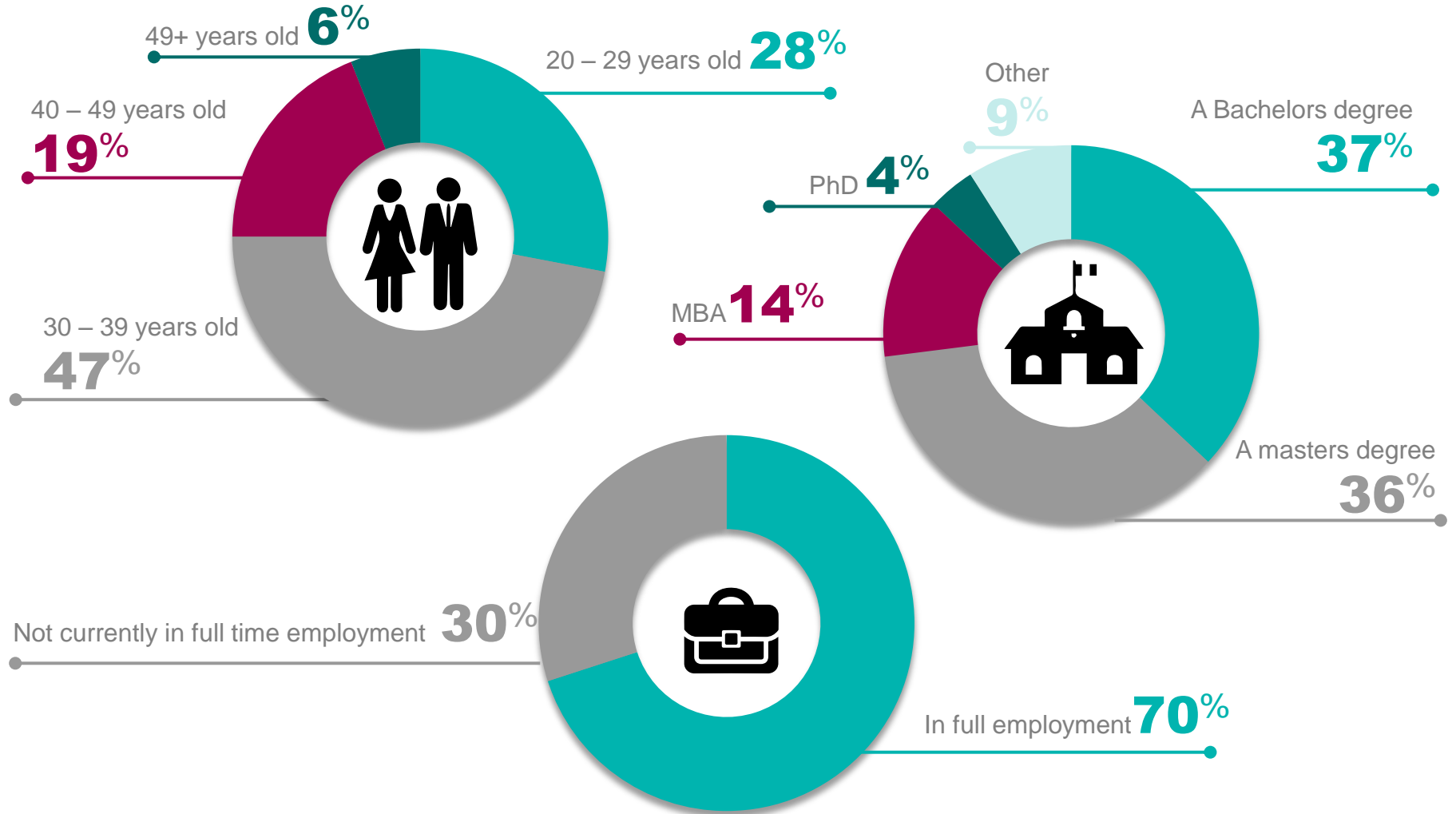
- 1st annual study on attraction drivers for potential employees
- 54 markets across Africa
- Fielded August-September 2015
- 13,214 respondents

In Africa outside country of citizenship **70%**

In Africa outside country of citizenship **10%**

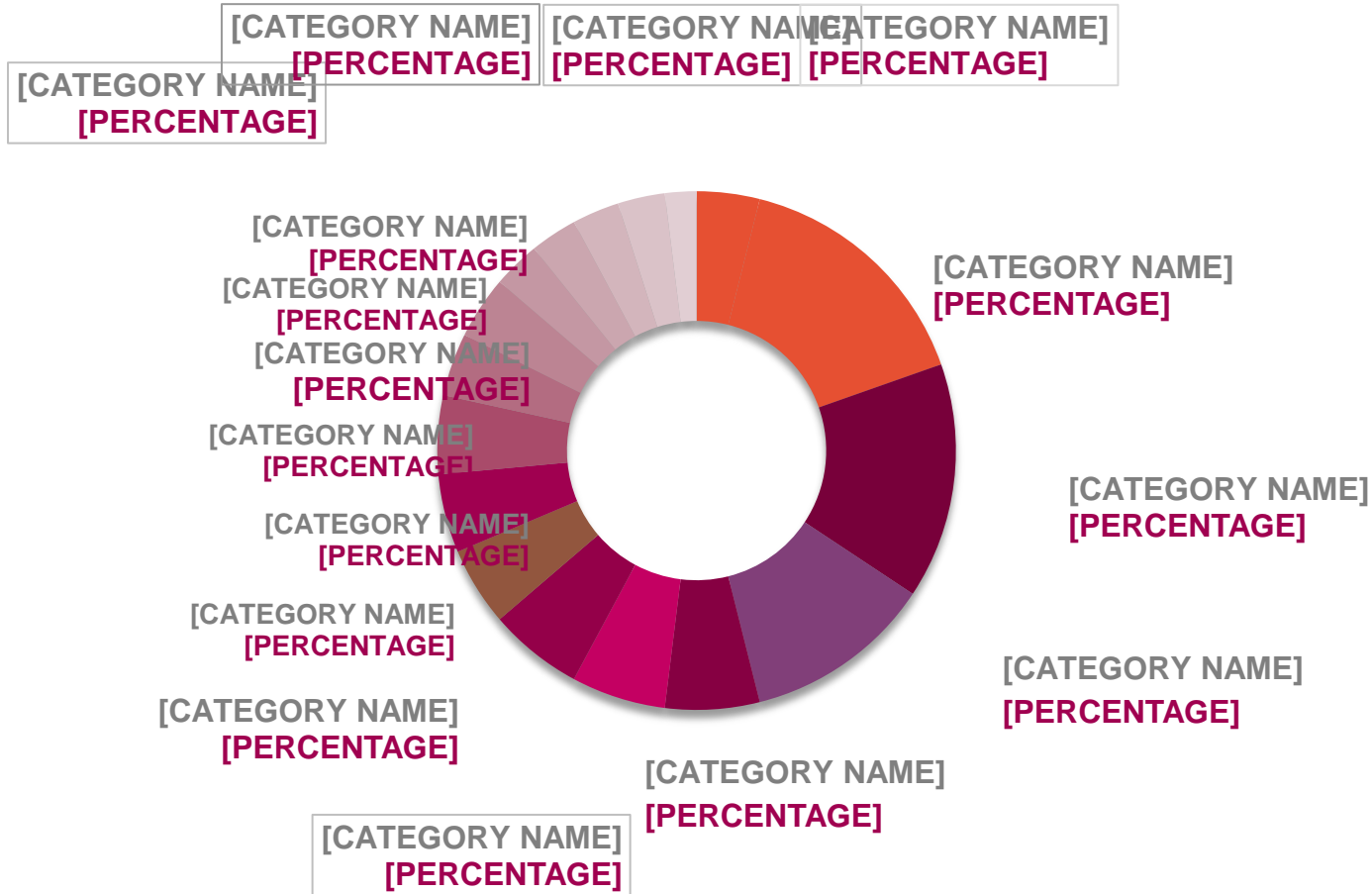


Other Demographics

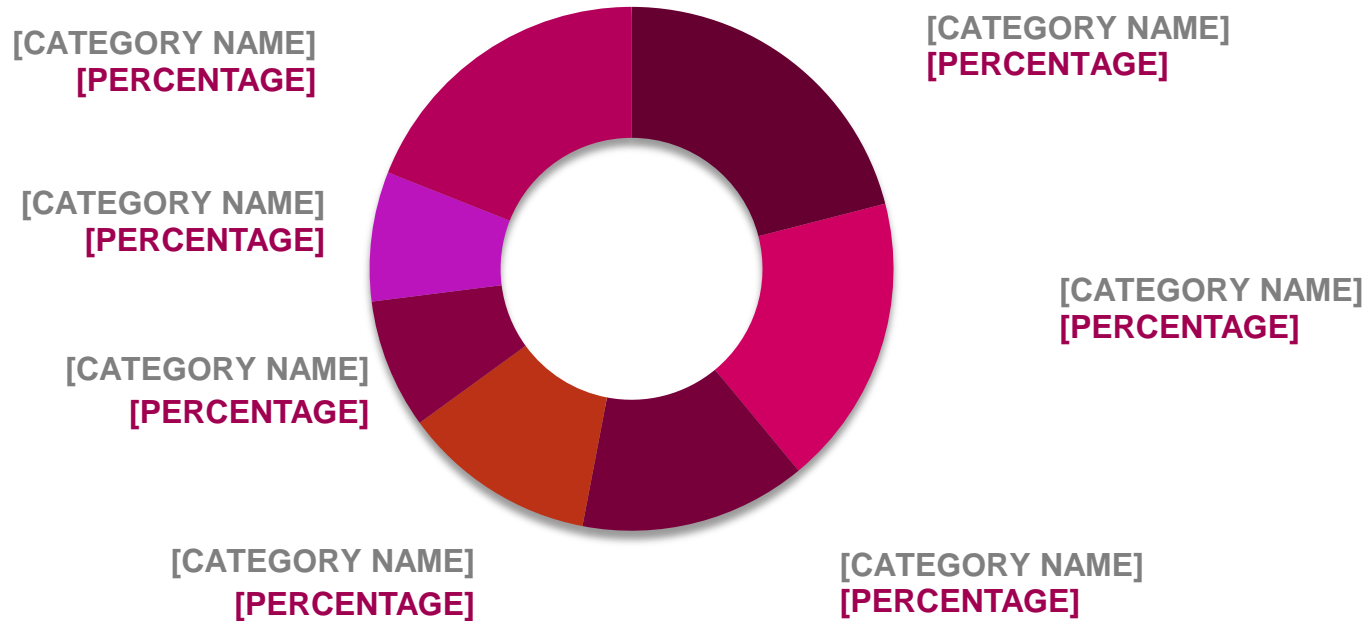


Source: *Careers in Africa Employer of Choice Study 2015* in association with Towers Watson.
Note: Proportions may not sum up to 100% due to rounding.

Which sector do they want to work in?



What are their salary expectations?



Source: *Careers in Africa Employer of Choice Study 2015 in association with Towers Watson.*
Note: Proportions may not sum up to 100% due to rounding.

Salary expectation versus reality (based on median salary data by country for entry level professionals)

Most likely to be disappointed

Morocco

Tunisia

Algeria

Egypt

Ghana

Most likely to be pleased

Angola

Botswana

Republic of Congo (Brazzaville)


Republic of the Congo (Kinshasa)

Lesotho

Mozambique

Source: *Careers in Africa Employer of Choice Study 2015 in association with Towers Watson.*

What are most important factors when considering joining an organization:



| Attraction Drivers | Position | % saying absolutely essential |
|---|----------|-------------------------------|
| Learning new skills | 1 | 67% |
| Impact on organisation's performance | 2 | 67% |
| Trust/confidence in senior leadership | 3 | 59% |
| Health care and wellness benefits | 4 | 58% |
| Job security | 5 | 58% |
| Mission, vision, and values | 6 | 56% |
| Reputation of organisation for career advancement | 7 | 54% |
| Base Pay/Salary | 11 | 48% |

Source: *Careers in Africa Employer of Choice Study 2015 in association with Towers Watson.*

When we look at markets outside of Africa, we see a different driver set. Africans place more emphasis on, *Learning, Impacting Company Performance and Quality of Leadership*. Africans value health and wellness benefits higher than base pay

| Attraction Drivers outside of Africa | Position |
|--|----------|
| Base pay/salary | 1 |
| Job security | 2 |
| Career advancement opportunities | 3 |
| Learning new skills | 4 |
| Challenging work | 5 |
| Organization's reputation as good employer | 6 |
| Vacation/paid time off | 7 |

Source: GWS

What are the least important factors when considering a job opportunity?

| Attraction Drivers | Position | % saying absolutely essential |
|---|----------|-------------------------------|
| Flexibility or choice in benefits | 23 | 34% |
| Career across multiple African locations | 24 | 33% |
| Work location | 25 | 32% |
| Expatriate packages for Diaspora employees | 26 | 32% |
| Long-term incentives (for example, stock awards) | 27 | 31% |
| Organisation's commitment to localising workforce | 28 | 29% |
| Career in locations outside Africa | 29 | 27% |

Source: *Careers in Africa Employer of Choice Study 2015 in association with Towers Watson.*

What is most important in terms of the Total Reward offering? Designing, presenting and packaging “Total Reward” is key.

| Reward Element | % saying very important |
|--|-------------------------|
| Training and Development opportunities | 82% |
| Medical Benefits | 65% |
| Retirement Benefits | 57% |
| Incentive based pay | 57% |
| Competiveness of pay versus competitors | 43% |
| Other Benefits (help with loans, mortgages etc.) | 33% |

Source: *Careers in Africa Employer of Choice Study 2015 in association with Towers Watson.*

We asked people what type of organizational culture do they want to work in?



Source: *Careers in Africa Employer of Choice Study 2015* in association with Towers Watson.

Some representative quotes: Are you articulating and delivering on these in your EVP?

Working together as a team where everybody matters and selflessly dedicated to achieving organisational goals and objectives.

Transparency, collective responsibility, decisions to be made by the entire team.

Respect, Integrity, Customer centric, Employee growth (development & welfare), Excellence

Teamwork, honesty, openness, inclusiveness

Employees are a great source of information and ideas so these should be encouraged and fostered.

Delegation of duties is important as it helps employees grow and tackle new challenging tasks

Openness, mutual respect, tolerance, appreciation of performance



Trust and confidence in Leadership is a top 3 attractor.

What do they want from Leadership?.... Inspiring leaders with a clear sense of direction and commitment to developing themselves

| Behaviour | % saying very important |
|--|-------------------------|
| Leaders who inspire employees to give their best | 88% |
| Leaders who communicate a clear and compelling vision for the future | 81% |
| Leaders who seek out feedback to identify opportunities to learn and grow | 79% |
| Leaders who truly understand the factors that drive business success | 78% |
| Leaders who strongly believe that respecting individual and cultural differences is important for success | 77% |
| Leaders who are very flexible in their approach to new situations | 66% |
| Leaders who consistently make rational, data-driven decisions that benefit the organisation in the long term | 64% |

What do they want from their future Manager? Clarity of goals, respectful treatment, authenticity, and enablement

| Behaviour | % saying very important |
|--|-------------------------|
| A manager who clearly communicates goals/assignments | 89% |
| A manager who treats employees with respect | 88% |
| A manager who does what he/she says | 73% |
| A manager who helps remove obstacles | 65% |
| A manager who differentiates between high and low performers | 47% |



Key messages for attracting and retaining talent:

Tell me how you will develop my skill set and develop me professionally.

Tell me how I will have an impact on this organization, articulate exactly how this role will drive success of this organization and how I can be part of something bigger.

Give me confidence that the leaders of this company will inspire its people and put them on a path to success, with a clear vision, mission, values.

Look after me in terms of job security, health and wellness benefits.

Articulate how the culture of the organization will match my need for an open, trusting, respectful environment where I will thrive

Deliver on the above and keep me engaged by focusing on the key drivers of Engagement in my organization (typically Training & Development, Leadership, Integrity)

Source: Careers in Africa Employer of Choice Study 2015 in association with Towers Watson.

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Further Reading

Closing the Engagement Gap

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<http://vantage.internal.towerswatson.com/communities/segments/tr/dst/osi/Pages/Sustainably-Engaged.aspx>

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