

# CAREERS IN AFRICA EMPLOYER OF CHOICE

## 2015 SNAPSHOT



### Overview

The 2015 Careers in Africa Employer of Choice Study represents the first time a Pan-African talent pool covering all experience levels has spoken on the subject of what defines a great employer and who among the continent's employers are leading the way.

The nature of the Study, as an external rather than internal engagement view, makes it a uniquely direct method of assessing employer attractiveness and attraction and retention drivers across the continent. It will become a new benchmark in this area.

African markets continue to be viewed optimistically by business leaders, while acquisition, retention and development of the talent remain challenging. In this environment, competing effectively to bring in and bring the best out of talent is imperative. Careers in Africa Employer of Choice, produced in association with Towers Watson, provides findings which will enable employers to do so.

### Fundamentally Different Fundamentals

Surprises are immediately apparent in the findings around the key attraction and retention drivers influencing the talent pool.

The expectation that base pay, job security and career advancement would dominate the most essential factors in the view of the African talent pool, in line with global trends, has not materialised. Instead, two new fundamentals define the feedback from Careers in Africa Employer of Choice, with the opportunity to learn new skills and the

“Learning new skills and making an impact on the organisation are foremost in the minds of the African talent pool.”

ability to make an impact on the business dominating overall. This was consistent among almost all major segments, including among males, females, Diaspora, those in local markets and almost all generations.

The top five (**Figure 01**) overall is rounded out by trust/confidence in senior leadership, healthcare and wellness benefits and job security, making the latter the only factor among the global fundamentals to break the top five among African talent.

Figure 01 - Top Factors Overall

Key Factors	
1	Learn New Skills
2	Make an impact
3	Confidence in Leadership
4	Healthcare Benefits
5	Job Security



CAREERS IN  
AFRICA

A Global Career Company Initiative

EMPLOYER OF  
CHOICE  
2015

in association with  
TOWERS WATSON 

## EVP - To Segment or Not to Segment?

The Study adds a great deal to the debate on EVP segmentation. The conspicuous break with global fundamentals found at a continent wide level makes it difficult to accept the argument that a globally adopted EVP is suitable in an African context.

The data suggests adopting an EVP within the continent, focused on the ability to make an impact and opportunities to learn skills should bring dividends. To segment on a continental basis however would be to overlook the disparate and diverse nature of the 54 individual markets, which the Study highlights by revealing significant differences across markets on a variety of factors.

With the surface scratched only to the layer of individual nationalities, we immediately begin to see significant differences in importance attached to multiple attraction drivers. Not the top two or three factors perhaps, but throughout those which follow (**Figure 02**).

There is support here for those on both sides of the debate when it comes to a segmented EVP. Certainly, there is divergence enough to suggest that segmentation will reap rewards in targeting particular talent pools. Furthermore, the precedence of a different set of fundamentals suggests that even a shift from 'one-size fits all' global approaches would create value in Africa. However, those leading factors, making an impact and learning new skills, support those HR professionals endorsing a focus on the 'making real' of the EVP rather than over-segmentation, as they are both widely preferred by the talent pool and dependent on really walking the walk, rather than excellence in talking the talk via communication of segmentation.

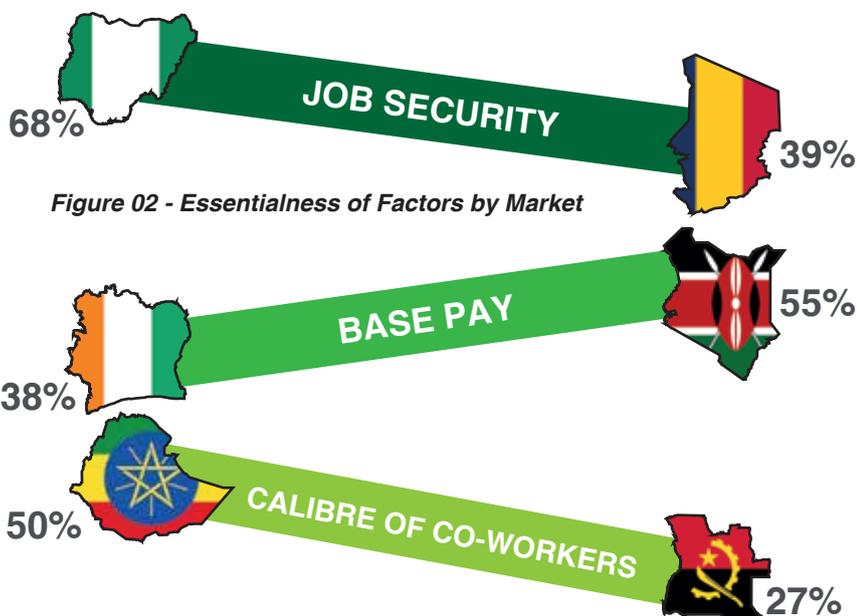


Figure 02 - Essentialness of Factors by Market

## Generation Where?

Millennials/Generation Y have become a key target for talent acquisition teams as their eldest cohorts hit a third decade. Vaunted for their uniqueness when it comes to what motivates them in the workplace, they are expected to stand out from previous generations in demanding quick advancement, more of a work-life balance, international careers, great environments and benefits. The Study suggests though that these differences might be overstated in the area of employer attractiveness. The traditional Millennial profile here (**Figure 03**) is conspicuous by its absence, with Generations X and Y merging their drivers and a greater difference actually seen between the 49+ age group and

**“The findings suggest that segmenting EVP to a continental or country level within Africa should create valuable differentiators for employers if they can back them up in reality.”**

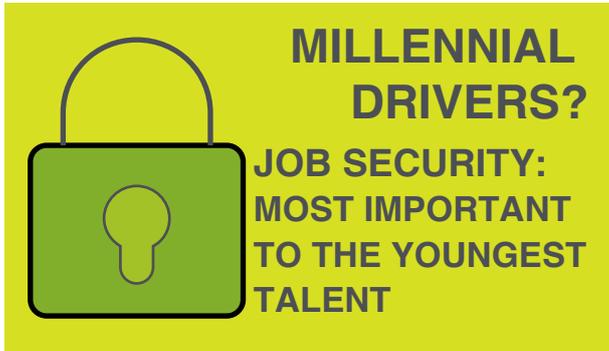
Figure 03 - Key Factors by Age Segment

	20-29	30-39	40-49	49+
1	Learn New Skills	Learn New Skills	Make an impact	Make an impact
2	Make an impact	Make an impact	Confidence in Leadership	Confidence in Leadership
3	Job Security	Healthcare Benefits	Learn New Skills	Mission, Vision, Values
4	Healthcare Benefits	Job Security	Mission, Vision, Values	Challenging Work
5	Confidence in Leadership	Confidence in Leadership	Healthcare Benefits	Learn New Skills

everyone else. This is not to say that Millennials will not appreciate a different work environment or develop differently, but rather that not all Millennial attraction drivers are equal, and the Study suggests that those at the top of their priority list are shared with most other generations. Indeed, if any generation of African talent is choosing an employer based on challenging work or the organisation's vision, mission and values, it's actually the equivalent of the Baby Boomers.

low importance on expatriate packages for the Diaspora, while the importance attached rises as professionals gain experience, except among local talent where it is predictably flat. Indeed, both the Diaspora within (those on the continent, but outside their country of citizenship) and beyond Africa place similar importance on expatriate packages.

When employers are considering strategies for replacing expatriates in their organisations, they should not automatically expect to make a cost saving by replacing one internationally experienced professional with another, irrespective of their passport. Equally, when recruiting young talent in local markets, around the continent or beyond it, the data suggests that expectations will be broadly aligned.



### Reaching the Diaspora

Increasing numbers of African employers look to the Diaspora to help close the talent gap and provide a source of internationally experienced professionals. A key concern, along with cultural fit, is whether the expectations of Diaspora talent, particularly in



terms of salary, benefits and speed of promotion will throw them out of step with local talent. Should we be offering the Diaspora an expatriate package?

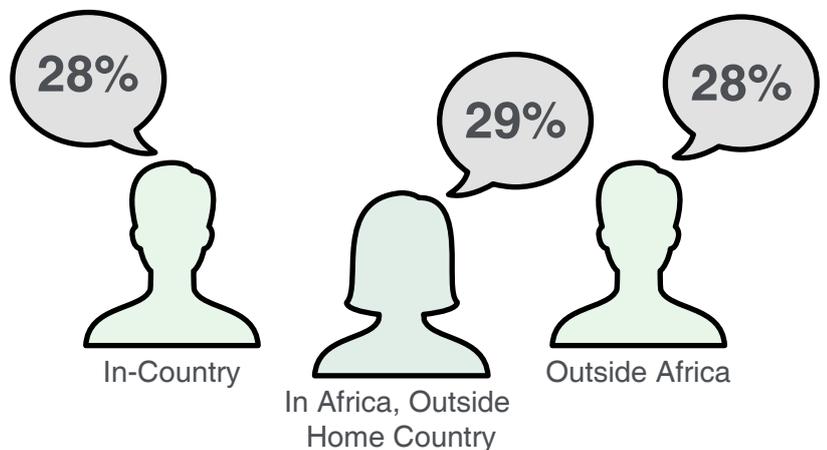
Diaspora attraction drivers (Figure 04) lay some of these concerns to rest, with the same key drivers present for the Diaspora as for anyone else, and a mixed overall response to the idea of expatriate packages for the Diaspora (no more than 45% of any age group viewed them as essential, even within the Diaspora). However, another key takeaway from the data is the need to segment further when looking at the Diaspora, by their country of citizenship, experience and even location to understand the attraction drivers which are more and less important. The Study shows considerable differences between various segments typically banded into a homogenous Diaspora.

An example is the evidence of the need to segment the Diaspora based on experience, linking this to remuneration. Younger talent (Figure 05) in all locations places an equally

Figure 04 - Top Diaspora Drivers

Diaspora Attraction Drivers	
1	Make an impact
2	Learn New Skills
3	Confidence in Leadership
4	Healthcare Benefits
5	Mission, Vision, Values
17	Expatriate Package for Diaspora

Figure 05 - Views on Essentialness of Expatriate Salaries for Diaspora



### AMONG 20-29 AGE-GROUP

## Careers in Africa Employer of Choice Key Findings

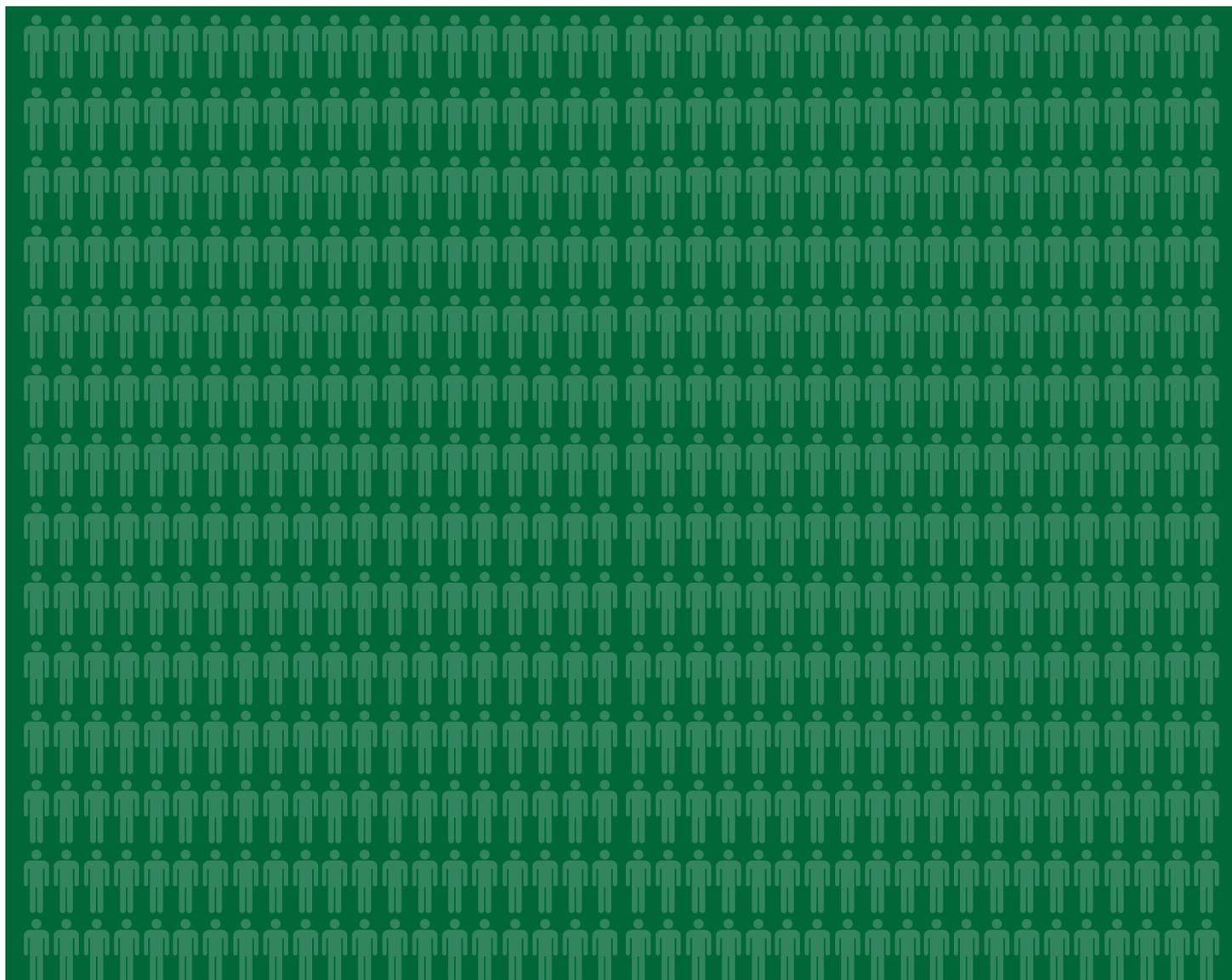
- The most essential factors in selecting an employer differ in Africa when compared with other markets around the world. Employers should consider whether their global EVPs are competitive in an African context and whether they are effectively communicating and delivering the opportunity to make an impact and learn new skills.

- African Millennials share the same core attraction drivers as previous generations and organisations may be better served in aligning their EVP and communication strategies to the variations by market, or in targeting the Diaspora.



- The Diaspora merits further segmentation, firstly by experience level, citizenship and location. Concerns about remuneration and cultural fit should be reconsidered once this segmentation has been done, as there are myths to be busted on the Diaspora.

- Regional and local employers are able to compete favourably with multinationals in top employer ratings. Therefore, communication, reach and process should also be considered when studying any advantage multinationals may have in enticing and landing top talent versus regional and local competition.



## PARTICIPANTS

**13,242**  
AFRICAN NATIONALS

## DIVERSITY

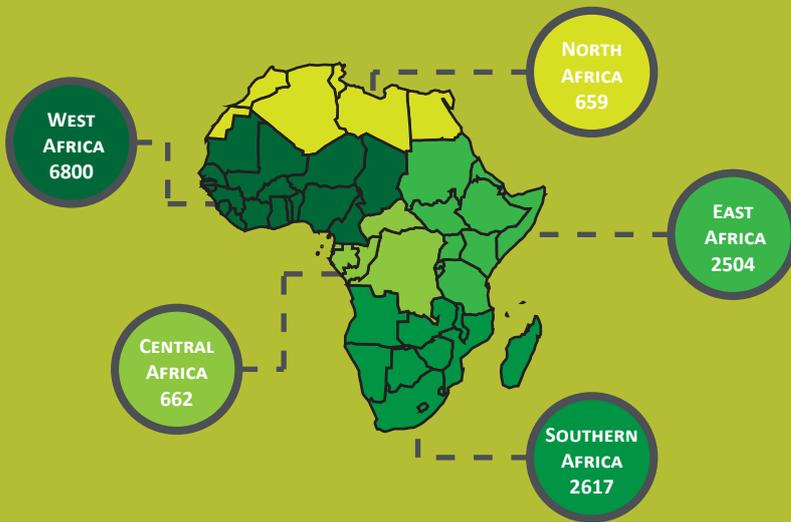
### LOCATION



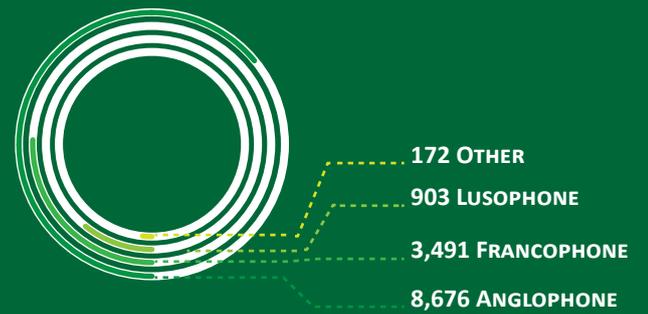
10,519 AFRICAN BASED

2,723 NON-AFRICAN BASED

## REGIONAL UNDERSTANDING



### LANGUAGE



## HIGHEST RESPONSE RATES

AMONG RESPONSES FROM **54** MARKETS



**NIGERIA**



**KENYA**



**CAMEROON**



SOUTH AFRICA



GHANA



ANGOLA



ZIMBABWE



TANZANIA



COTE D'IVOIRE



UGANDA

“The first Pan-African employer attractiveness study combining the views of experienced and graduate talent across all 54 markets, both in the Diaspora and based locally.”



## GLOBAL CAREER COMPANY

Global Career Company is a specialist recruitment consultancy focused on recruiting excellence for Africa. Established more than 12 years ago, the Company delivers a range of recruitment services through a diverse team of sector and market specialists and a range of well-known regional brands, including the highly successful Careers in Africa and Careers in Maghreb initiatives.

By maintaining relationships with key partners worldwide, by building on a track record of credibility through successful outcomes for clients and candidates, by continuing to extend our leadership of knowledge in this market and by offering excellence across a diverse mix of industry, function and market requirements, we have become, and will remain, the consultancy of choice for more than 550 leading employers across Africa.

**550+**

Multinational, regional and local clients

**8,500+**

Alumni recruited into Emerging Markets

**13**

Years as the market leader in Emerging Markets

## TOWERS WATSON

Towers Watson is a leading global professional services company that helps organisations improve performance through effective people, risk and financial management.

Offering practical, tailored solutions in the areas of benefits, talent management and rewards, risk and capital management, and M&A, they are the survey and data powerhouse supporting Global Career Company’s unique market insight in this initiative.

