CFC Africa Insights

Human resources trends in Africa

Understanding local practices to apprehend the complexity

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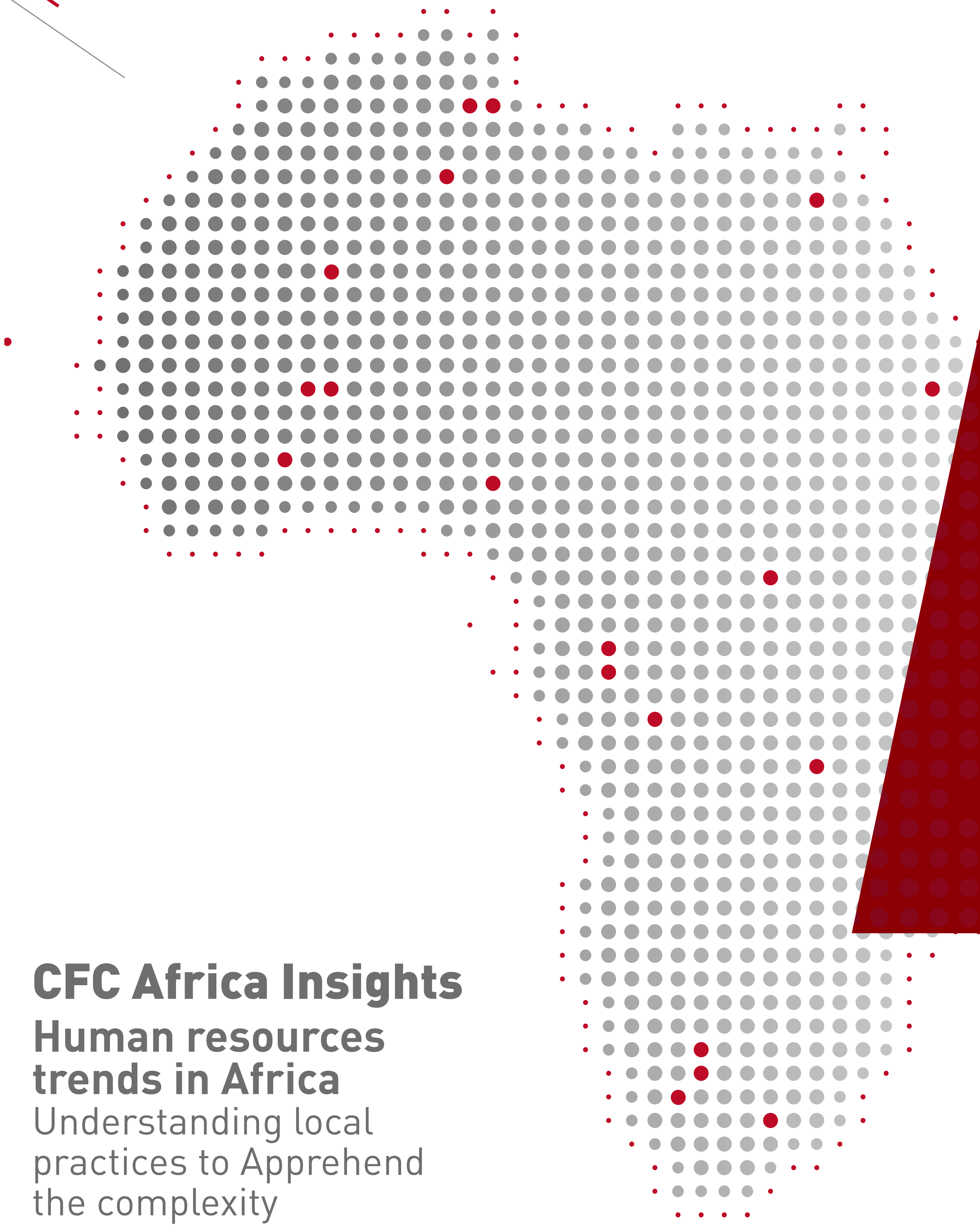

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Foreword

Saïd **IBRAHIMI**
CEO, Casablanca Finance City

In 1577, Jean Bodin wisely stated: "Only mankind warrants true wealth".

This observation, still valid today, applies perfectly to Africa's development.

In a context where the Africa is portrayed as the land of all promises, and generating increasing interest from investors around the world, the need to invest in human capital remains a key issue in overcoming the challenges of sustainable and inclusive growth.

With an exceptional demographic dividend on the one hand, and human capital that remains to be built in growth sectors on the other, it is more than ever essential to better grasp human resources dynamics in Africa. To develop pragmatic human resources management strategies, investor need to take into consideration detailed local insights, which ultimately help determine their investment decisions.

As part of Casablanca Finance City's (CFC) mission to support companies willing to develop their businesses in Africa, this report marks the launch of a new series of publications co-produced by CFC with members of our business community, thus providing useful and relevant information to investors in Africa.

This report produced with Mercer Financial services, titled "HR trends in Africa, understanding local practices to apprehend the complexity", follows this objective. It aims to raise awareness on the vast potential of African markets, from a human capital perspective.

By offering multiple insights into human resources management in Africa, in terms of compensation, benefits and international mobility, this report presents concrete cases from six countries of the different sub-regions: Morocco, Ivory Coast, Nigeria, Kenya, Angola and South Africa.

It is the result of this joint work by Mercer, a CFC community member since 2017, and CFC, that we can hereby offer investors and stakeholders operating in Africa, some key takeaways to better prepare their development on the continent.

Peter **BOTHA,**
CEO Africa, Mercer

It gives me great pleasure to write this foreword to this very important report, which highlights the HR trends in Africa. It is particularly relevant as we have now established our footprint in Morocco and aligned to the objectives of the CFC.

I can't recall a time that I was more excited about the prospects that behold us than right now. We have seen significant changes and opportunities across our continent as we are now solidly facing what is commonly referred to as the fourth industrial revolution. As an African, I am of the firm view that this opens the door for innovation and lateral thinking. It presents us with the opportunity to ensure that we can continue to contribute to the world stage.

As the Human Resources profession evolves, it will require us to take a step up and ensure that we not only contribute to the future, but that we, in fact, become part of the conversation and provide direction on how organizations should react to it. Business leaders will be looking to us to support and provide them with guidance as we unpack the prevailing issues and its impact on people. If there was ever an opportunity for HR to show its steel, it is now.

Talent is right at the forefront of the people agenda. As the leaders in the people professions we need to ensure we understand the trends and its impact on talent. I would encourage you to study the report in detail, and to extract what you believe will be the key themes for your own organization.

Introduction

Amine LAZRAK

Mercer Managing Director,
Northern and Francophone Africa

As organizations rethink their business models - redesigning work to harness the power of technology and adjust to a fast and changing world - it's clear they can't succeed without making people a priority.

Attracting the right talent is crucial to capitalize on the economic boom in Africa. Growth trends in the African continent are expected to reach unprecedented levels. Indeed, by 2050, the region will have a larger and younger workforce than China or India.

Employers need to reshape their current approaches on human resources and pivot their business models in the changing landscape.

Is Africa ready to pivot to a human-centric model?

While the world is embracing a shared and on-demand economy, many countries in Africa are still grappling with an old world order. Ultimately, many African countries prefer familiarity over change. As such, a number of legacy issues are acting as barriers to African labor trends including culture historical influence, legislative influence, political influence and economic influence.

Africa offers an attractive economic potential due to, amongst other things, the diversity of its natural resources, its young demographic profile, the emergence of a middle class with greater purchasing power and increasing urbanization. It is for these various reasons that multinationals are hastily trying to penetrate this market; but in doing so; they are often misled into considering Africa as a perfectly homogenous region or even a single country.

In reality, it is a geographical group of 54 countries with as many cultures, languages, currencies, and economic profiles, and whose surface area exceeds that of the United States, China, India and all of Europe combined.

It is therefore essential to understand the economic, demographic, political and cultural context of the various African countries in order to better apprehend human resources issues and stay abreast of emerging trends; this is the key to success!

Interestingly, culture and legislation drive a big portion of influence where factors such as employee reward compensation is largely determined by individual nationalities and countries. Within Africa there are two distinct payment structures - Francophone (which involves multiple cash allowances) and Anglophone (which is a consolidated approach including a salary, bonus and benefits).

Africa's unique labor market

How does this affect the labor market? Ultimately it is vital for employers to take cultural nuances into account in order to hire with purpose. According to our 2018 Talent Trends study, embedding a higher sense of purpose into the Employee Value Proposition (EVP) unlocks individual potential and spurs people to be change agents. To find purpose, employees crave movement, learning, and experimentation. If not received, they will look for it elsewhere. For example, 39% of South African employees satisfied in their current job still plan to leave due to a perceived lack of career opportunity.

Africa is VUCA

In light of the recent financial crises (intervention of the International Monetary Fund in Mozambique and the high volatility and devaluation of certain currencies) as well as the political crises namely in DRC, Angola, Kenya or even Zimbabwe, Africa is perceived to be VUCA: Volatile, Uncertain, Complex, and Ambiguous. However, with the right level of support and guidance and a hint of optimism, we can revamp the perception to a new definition of VUCA: Versatile, Unique, Competitive, and Ambitious.

When placing a lens of focus on the continent, it is clear that there are some countries that are embracing the disruption wave better than others. For example, Ethiopia has seen massive growth over the last twenty-five years since they opened their borders, allowing for increased investment opportunities.

As the second most populous country in Africa, foreign direct investors have recognized the great potential that lies within the consumer market, along with the lower labor costs within the country. Rwanda is another example, with significant investments in technology and a transition towards smarter cities.

The commonality between these countries is the speed at which businesses are adopting change. 96% of these companies are planning an organization redesign in the next two years and 46% of HR executives are confident in reskilling current employees for new roles.

The next wave of change

The African Economic Outlook 2018 report published by the African Development Bank highlights that "a first priority for African governments [to stimulate the economic development of the continent] is to encourage a shift toward labor-absorbing growth paths." The report further insists that "a second priority is to invest in human capital, particularly in the entrepreneurial skills of youth, to facilitate the transition to higher-productivity modern sectors.".

Dubai for example, achieved this by moving away from an oil market towards a tourism market, thus generating more opportunities for the labor force and offering a broader job spectrum.

Africa may be facing a number of challenges, but understanding the need for change through shifting to human-centric business model could make the difference between a company that thrives and one that dies.

This publication aims to lay out valuable insights about a selection of countries from the different sub-regions of the continent. It presents the main human resources trends that transpire across:

- Compensation
- Benefits
- Global mobility

Outlook **on Africa**

The May 2000 edition of The Economist titled “The Hopeless Continent” provided little hope for what is now, considered by many, as a continent filled with expectations and grand opportunities.

In the March 2013 edition of the same publication, the title read "A Hopeful Continent". There has been a definite mind shift in the strategic importance Africa has to play in the global economy. There have been significant investments from foreign countries into Africa. Most noticeable is the massive US$75 billion estimated investments from China during 2000 to 2011, predominantly for accessing natural resources and new markets. These foreign investments have driven the need for economic development on the continent. With over 1 billion people on the continent and just 28 percent of the Africa labor force having stable wage jobs (McKinsey Global Institute, 2012), opportunities for job creation require an immense focus – both in the formal and informal labor markets..

Inflation and currency volatility

Inflation, devaluation and depreciation of a currency bring about uncertainty. Uncertainty affects many aspects of business and has a direct impact on productivity. All of the above lead to currency volatility in a specific market. Currency volatility poses a risk to any organization.

Country	Currency	EUR March 17	EUR March 18	% Change
Algeria	DZD	117.0445	141.0422	17.0%
Angola	AOA	176.7120	259.1551	31.8%
DRC	CDF	1366.3796	1965.7473	30.5%
Egypt	EGP	18.2892	21.8360	16.2%
Ethiopia	ETB	24.1502	34.0161	29.0%
Ghana	GHS	4.7294	5.5300	14.5%
Kenya	KES	110.3968	125.2687	11.9%
Madagascar	MGA	3357.8576	3923.5779	14.4%
Morocco	MAD	10.7133	11.3524	5.6%
Nigeria	NGN	334.0993	445.2778	25.0%
Rwanda	RWF	888.0104	1050.8696	15.5%
South Africa	ZAR	14.0633	14.6106	3.7%

Source : 2018 Mercer Talent Trends study

All currencies in the table have fallen compared to the Euro; however some countries have lost around 30% (Angola, DRC, Ethopia) and others have shown more resilience with single-digit volatility (Morocco and South Africa).

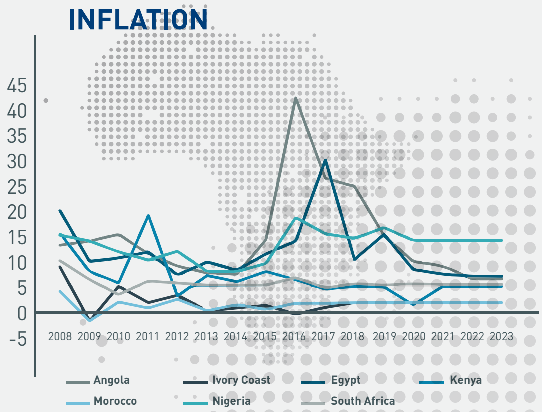
In the HR space, risk can be dealt with in various ways. It can be accepted, monitored, transferred or mitigated.

- Accepting a risk is an option. But when one has limited control over a specific risk, the mere acceptance of it might not be the best decision to make.
- Monitoring through gathering information on market reaction is a second response. But monitoring may expose another risk which is the organization's inability to meet the market reaction due to operational or financial implications.
- Transferring the risk would typically mean stating, calculating and paying salaries in hard currency. This, however, may not be legally possible in all countries and once again the organization may open itself up to the risk of the volatile exchange rate.
- Mitigating the risk is not taking the risk away but, rather, acknowledging the risk and defining the approach to be taken if a specific set of parameters is met. Defining a framework to mitigate currency volatility provides certainty in times of uncertainty.

There is a difference between reacting and responding to risks. A reaction is typically a quick decision driven by emotions in response to a tense situation. Responding, on the other hand, is a well thought through decision based on evidence. To ensure an organization can respond and not react to a problem, the response should be defined in advance when emotions are not dictating decisions. Designing a framework for decision making when there is certainty, clarity and most importantly time, will provide an appropriate response. A proactive approach also provides sufficient time for stakeholder buy-in and sign-off so that the response is clear, concise and considered. Risks will always be present, but how an organization addresses risks in advance makes the difference.

It is vastly covered in the financial literature that high and untamed or volatile inflation harms economic growth. In fact, inflation control is at the heart of policymakers' preoccupations.

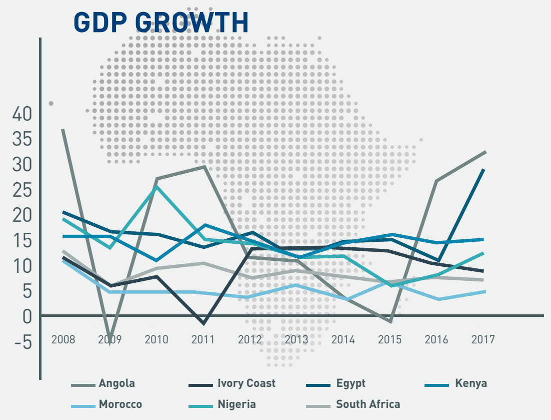
Amidst the tumultuous evolution of the African continent, some countries have witnessed grave levels of inflation; however, a few countries have managed to stay on top of inflation control over the past decade:



Source: International Monetary Fund (World Economic Outlook)

Most countries have "suffered" inflation of over 5% which can be attributed by and large to their political instability and high currency volatility. Morocco and Ivory Coast display the lowest and most stable inflation over the past 10 years, coupled with a positive outlook for the coming years and in the long run, according to the International Monetary Fund.

The negative correlation between inflation and GDP growth is undeniable at this point. Looking at GDP growth within the same peer group should yield a symmetrical pattern to the inflation pattern:



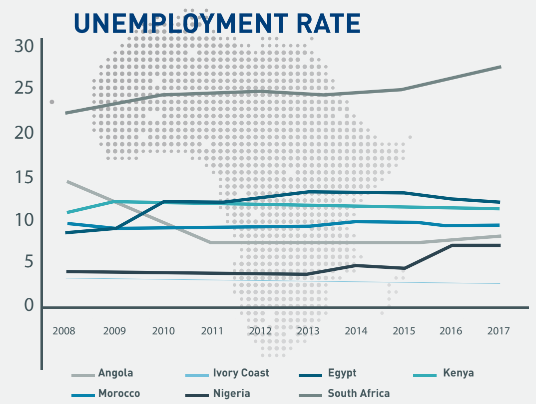
Source: International Monetary Fund (World Economic Outlook)

The Angola pattern leaves no doubt as to how closely and negatively correlated these two economic metrics are. Once again however, it is worth noting that Morocco displays sutainable and stable GDP growth year on year thanks in part to an inflation that is kept in check.

Unemployment and population growth

Despite Africa's grand ambitions and economic aspirations, a gap between skill supply and demand persists, which results in the continent's sempiternal issue of youth unemployment.

The aftermath of the Arab Spring did not spare unemployment. This explains the creep of 5 years from 2011 to 2016. Nigeria also shows noticeable spikes in unemployment in recent years due to economic woes tied to currency devaluation.

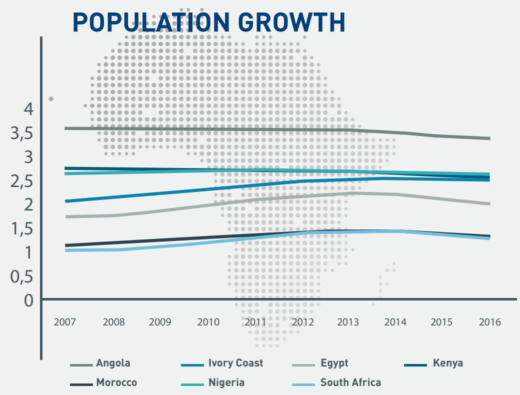


Source: International Labor Organization

Angola is the only country in the peer group showing a markedly decreasing trend in unemployment up to 2011, after which it plateaued at about 7.30%.

Morocco has been immune to the Arab Spring and other political instability in the region thanks to its deeply rooted Monarchy and sane governance guidelines. As such, unemployment has been quite stable albeit on the high side.

The unemployment rates are all the more deplorable when we take into account the fact that the world's 10 youngest populations are all in Africa. These populations have been growing at a steady pace; however in some countries in the peer group we have seen population growth as high as 3.50%.



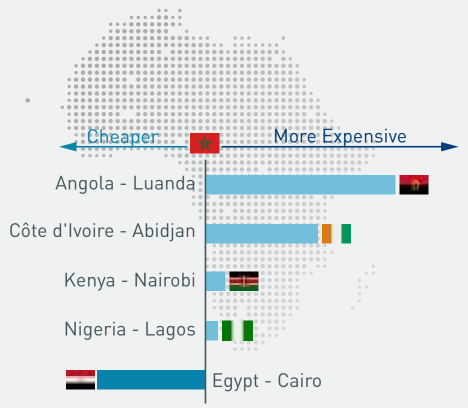
Source: World Bank

Cost and quality of living

To draw a more complete picture of the business context, in regards to the attractiveness of the peer group countries, we also need to take into account both the cost and quality of living.

In terms of cost of living, Angola is a clear outlier in the region. In fact, Mercer's 23rd annual cost of living survey found Luanda to be the single most expensive city in the world for expatriates. This dreaded position has been persistently coming out of the survey results for quite a few years

The graphs below display relative cost and quality of living index differentials using Morocco as a benchmark.



Source: Mercer 2017 Cost of Living Survey

and is mostly driven by cost of goods and security.

At the opposite, Egypt, offers the lowest cost of living in the peer group right after Morocco. Some market sectors in Cairo have seen slight decreases in rental values. A lot of high-end properties have been released onto the market in some areas of the city, making the stock bigger and leaving tenants with more options to choose from.

In terms of quality of living assessment for the same countries, the picture is different.

Morocco is significantly more appealing mainly due to a stable political and social environment coupled with favorable economic conditions.

In fact, the Global Competitiveness Report 2017-2018 published by the World Economic Forum ranks Morocco fifth out of about 25 African countries included in the study in terms of growth and development, inclusion, as well as intergenerational equity and sustainability.

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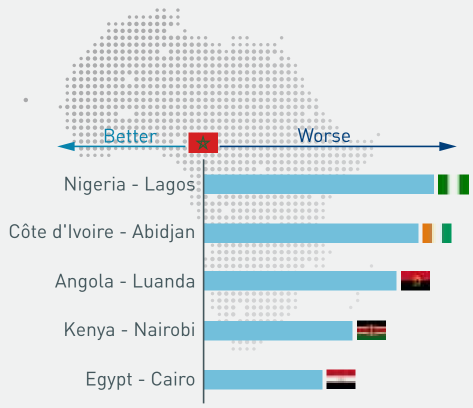


Source: International Monetary Fund (World Economic Outlook)

In light of the social and economic context of the different countries in the peer group, we can conclude that Africa displays uneven talent attractiveness profiles in its different countries. Morocco stands out as an ideal and intuitive gateway into Africa, especially, given its geopolitical situation. This position has been reinforced from within by offering numerous incentives for foreign companies to invest in Morocco and has successfully driven incremental foreign direct investment over the past decade.

Compensation **trends**

The supply and demand of para-professional, professional, managerial and executive employees in many African markets has a direct impact on employment costs. The presence in Africa of multinationals like British American Tobacco, Nestlé, Unilever from the Consumer Goods Industry to Shell, ExxonMobil and Chevron in the Oil & Gas Sector has given rise to various philosophies regarding the optimal pay mix for their workforce. This section aims to provide insight into the pay mix trends in several African Countries across three of the four predefined career streams.

Finding the optimal pay mix for different career streams is a key question that is asked in many boardrooms around the world to attract, motivate and retain employees. Africa is by no means a homogenous region, but a region of contrasts, with various cultural, political, religious and historical divisions. With the focus of economic development in the region, it is an attractive investment opportunity for many multinationals and local employers. There is significant growth potential specifically for all who are willing to take a risk. It provides an area of new expansion outside of the previously traditionally explored markets. There is a paucity of reward specific information for the African continent despite many questions raised around prevalent reward practices.

Mercer conducts Total Remuneration Surveys (TRS) globally and more specifically in several countries in southern part of Africa. Surveys conducted focus on employment practices applicable to local national employees.

Total rewards

The total rewards model or framework evolves from an organization's reward strategy and is defined as the combination of all types of rewards, namely financial and non-financial, as well as intrinsic and extrinsic rewards that are made available to employees. Total rewards combine what is referred to as transactional rewards (tangible rewards including pay and benefits) and relational rewards (referring to intangible rewards for example learning and development, recognition and status; challenging work).

The mix of different types of transactional rewards is known as pay mix e.g. salary, short-term incentive, long-term incentive, company allowances and contributions to funds and insurance plans. Pay mix depends on the nature, strategy and maturity of the organization. There is no 'one size fits all' approach. Many organizations tend to follow 'best practice' (as opposed to 'best fit' approach) and as a result, there is often little variety in the pay mix offered.

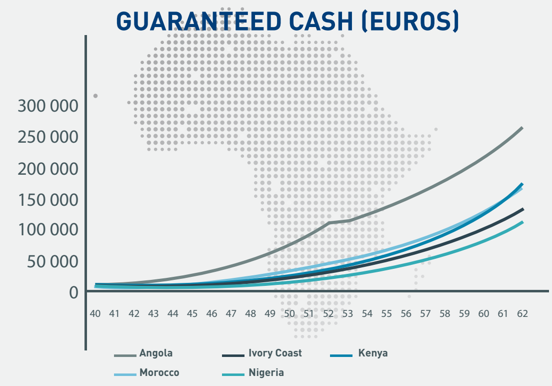
The data used in this section is collected through Mercer's TRS results for the African region.

The practice to provide long-term incentives in the region is typically observed in global multinationals and South African companies that have operations in other countries in Africa.

Deployed to key executive talent on a case-by-case basis, at this stage it does not constitute market practice, but certainly exists within companies which have the ability to provide long-term incentives either in the form of long-term cash or equity. For this reason, long-term incentives are excluded from the pay mix analysis.

The pay mix consists of two main elements namely Cash and Benefits (non-cash). Cash remuneration can be divided into a guaranteed cash component and a non-guaranteed component. Guaranteed cash consists of Basic Salary and the "Sursalaire" in Northern and Francophone Africa. "Sursalaire" is the additional "over-and-above" salary that is paid by companies. The combination of the "Salaire de base" and "Sursalaire" is known as Basic Salary and often forms the base of employer contributions to

Morocco is in the middle of the herd, which is in line with the cost of living ranking presented in the previous section. Salary increases in Morocco have been quite stable in the last few years at a median level of about 4.0% to 4.5%.



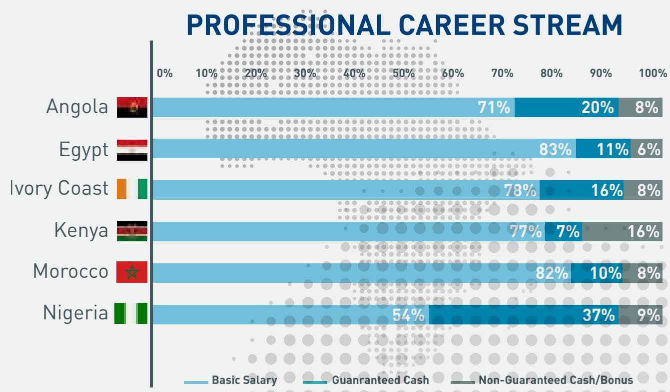
Source: Mercer Total Remuneration Survey 2017

certain benefit plans such as Social Security or Private Retirement. In addition to the basic salary there are various cash allowances that are paid in the market specifically in Francophone Africa. These cash allowances are either legislated or paid based on historical practice.

In addition to the cash allowances certain employers would also pay a guaranteed 13th to 14th cheque in certain markets. The final component of cash is the non-guaranteed short-term incentive element and or Sales Incentives for Sales employees that are commission earners.

Before looking into the pay mix, the following chart shows the salary progession of certain countries in the peer group by position grade, converted into Euros for the sake of comparison. It serves to mention that salaries compared in the below graph represent the guaranteed cash; i.e., Basic Salary and Cash Allowances.

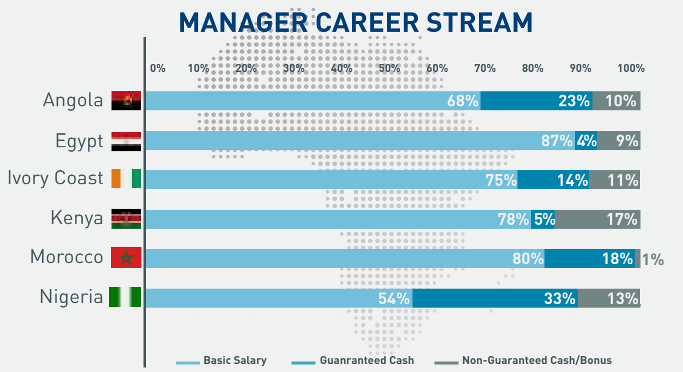
Regarding, the pay mix by career stream and more specifically for the professional profiles, Morocco and Egypt stand out with the highest Basic Salary ratio in the peer group. On the other hand, Nigeria has traditionally adopted a multiple cash allowance model which transpires in the above graph with allowances representing more than a third of the total cash received.



Source: Mercer Total Remuneration Survey 2017

However, in terms of non-guaranteed cash and bonus payments, with the exception of Kenya, peer group countries are about at par.

At manager level, we notice great disparity across all three cash categories. This reflects the different approaches adopted by these countries to tackle the issue of skill scarcity and attract/retain talent. In Morocco for example, we can see that a heavier weight is placed on guaranteed cash compared to bonus.



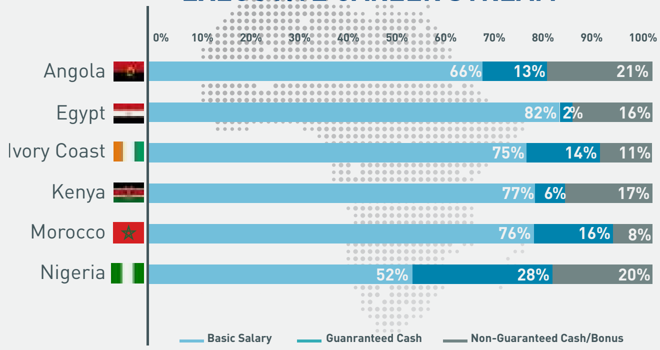
Source: Mercer Total Remuneration Survey 2017

The salary policies are quite disparate within the continent and vary greatly at least from one sub-region to another, if not from one country to another. From Nigeria's multiple cash allowances that have historically been paid, to Kenya's relatively consolidated basic salary approach it is clear that Africa reward structures are different from country to country.

To unpack and understand the intricacies of pay mix in Africa, a significant time must be spent on conducting in-depth analysis and information gathering to gain market insights.

At executive and senior management level, the average non-guaranteed cash ratio is higher than the other two categories to reflect performance-based compensation as a measure to drive accountability for positive results at higher levels. This is usually coupled with short- and long-term incentive plans offered to executives to fully deploy key talent retention strategies at the senior management level.

EXECUTIVE CAREER STREAM



Source: Mercer Total Remuneration Survey 2017

The success of applying global reward principles and philosophies lies within the understanding of the local market factors that drive reward practices. As reward professionals, change can be driven by decisions taken globally, acting locally to drive home the mind shift change of what was known as a hopeless continent to what is now described as the hopeful continent. One should acknowledge that salary policies will remain quite disparate and vary to some extent from one country to another on account that each country is uniquely influenced by their respective legislation, historical factors and in-country market practice. You need to understand the country; understand the company, and design a 'best fit' approach for your pay mix.

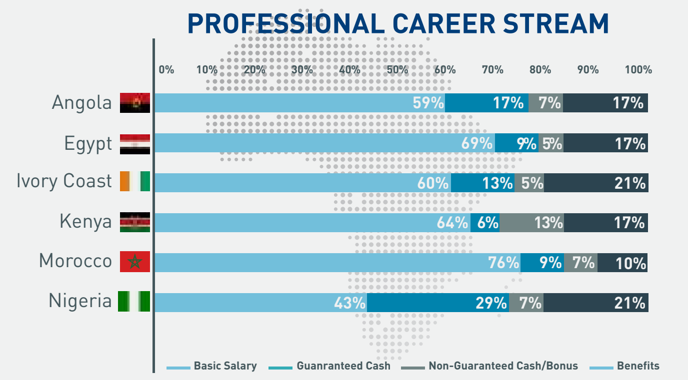
Benefits
trends

In addition to the cash components addressed in the previous section, there is another component of total rewards that warrants further analysis and understanding: Benefits. This component can be overlooked or written off as immaterial; however, Mercer's Total Remuneration Survey results prove otherwise. In fact, companies are bearing everincreasing costs stemming from onerous private insurance programs and hidden defined benefit obligations that put a strain on the employers' balance sheet and hamper their financial performance.

As a result, this section aims to raise awareness around the different practices in terms of employee benefits whether they are mandated by local labor laws or historically adopted and grandfathered over time.

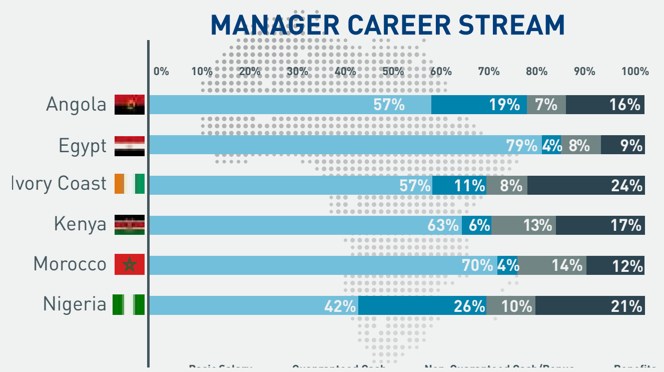
Data provided in this section is extracted from the " 2017 Worldwide Benefit & Employment Guidelines – Middle East and Africa " report published par Mercer (https://www.imercer.com/products/wbeg.aspx).

The next section deals with the predominance of benefits as a ratio of total rewards by career stream.

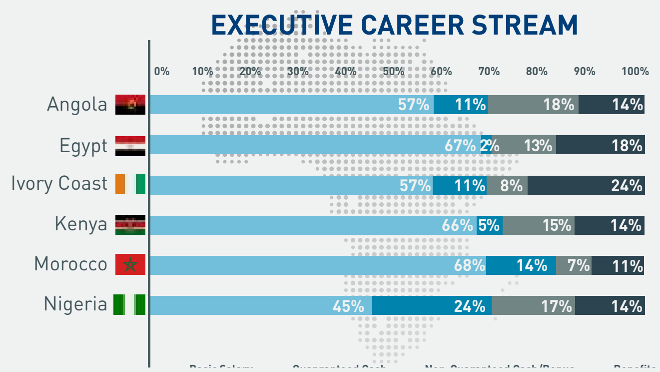


Source: Mercer Total Remuneration Survey 2017

With the exception of Morocco, benefits tend to represent about one fifth of total rewards paid by employers. The lower ratio of benefits in Morocco can be partly attributed to the fact that some social security charges; namely old age pension, are capped at a low salary level. This pattern persists throughout higher career streams as can be seen in the following two graphs.



Source: Mercer Total Remuneration Survey 2017



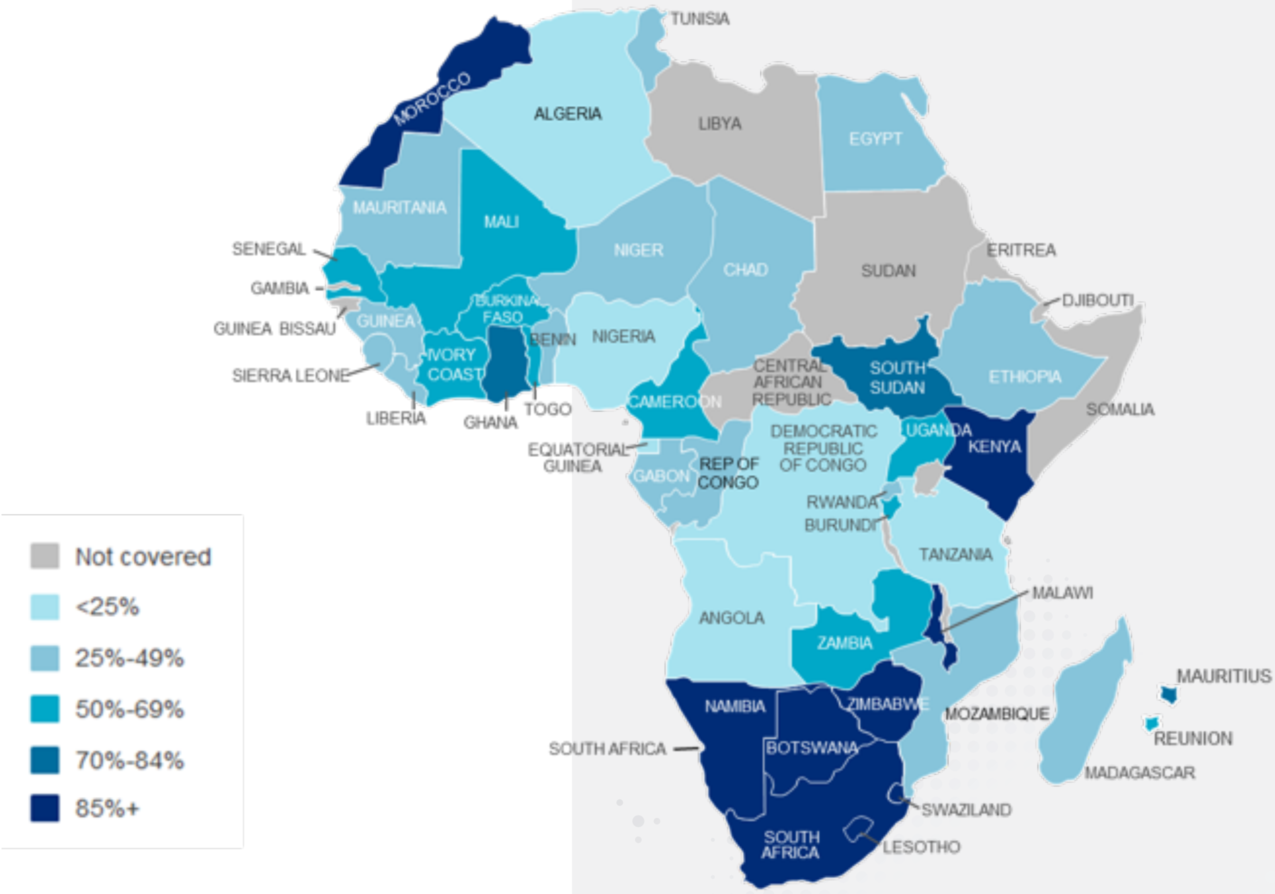
Source: Mercer Total Remuneration Survey 2017

Retirement

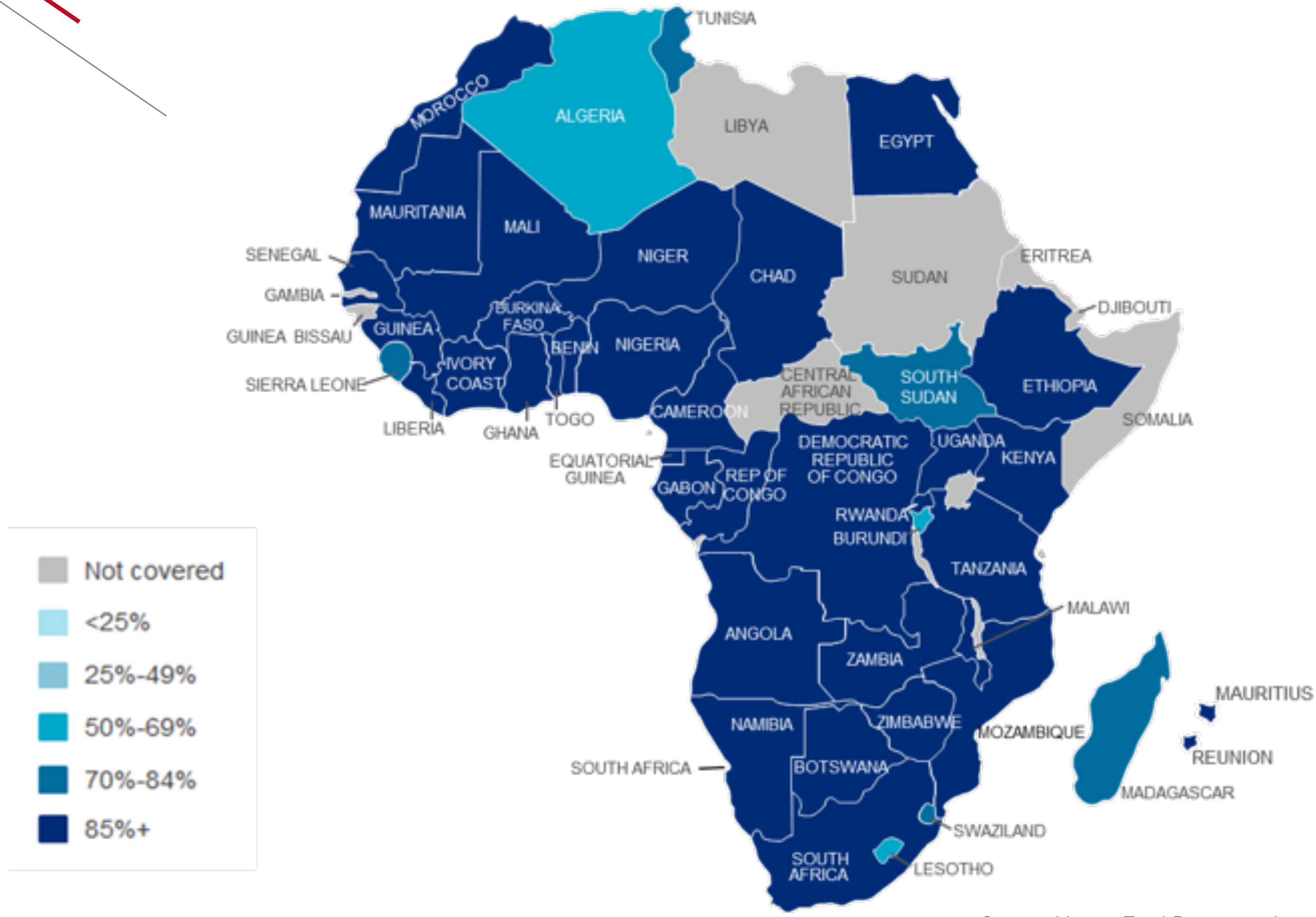
On account of having the youngest populations in the world, Africa has not yet begun to experience the negative impact of ageing on old-age pensions. However, that day will inevitably come especially considering the low ratio of active contributors due to the size of the informal sector which is not covered by social security, and we ought to be prepared for it.

Some countries like Nigeria, Africa's most populous country, have legislated in favor of mandatory second-pillar pensions in order to mitigate the risk of inadequate income at retirement. Unfortunately, other countries have succumbed to complacency and passive reactiveness with outdated social security systems dating back to the colonial era.

Mercer has surveyed employers across the continent to establish prevalence trends of retirement benefits above and beyond social security mandatory programs the below heat map illustrates the results:



Source: Mercer Total Remuneration Survey 2017



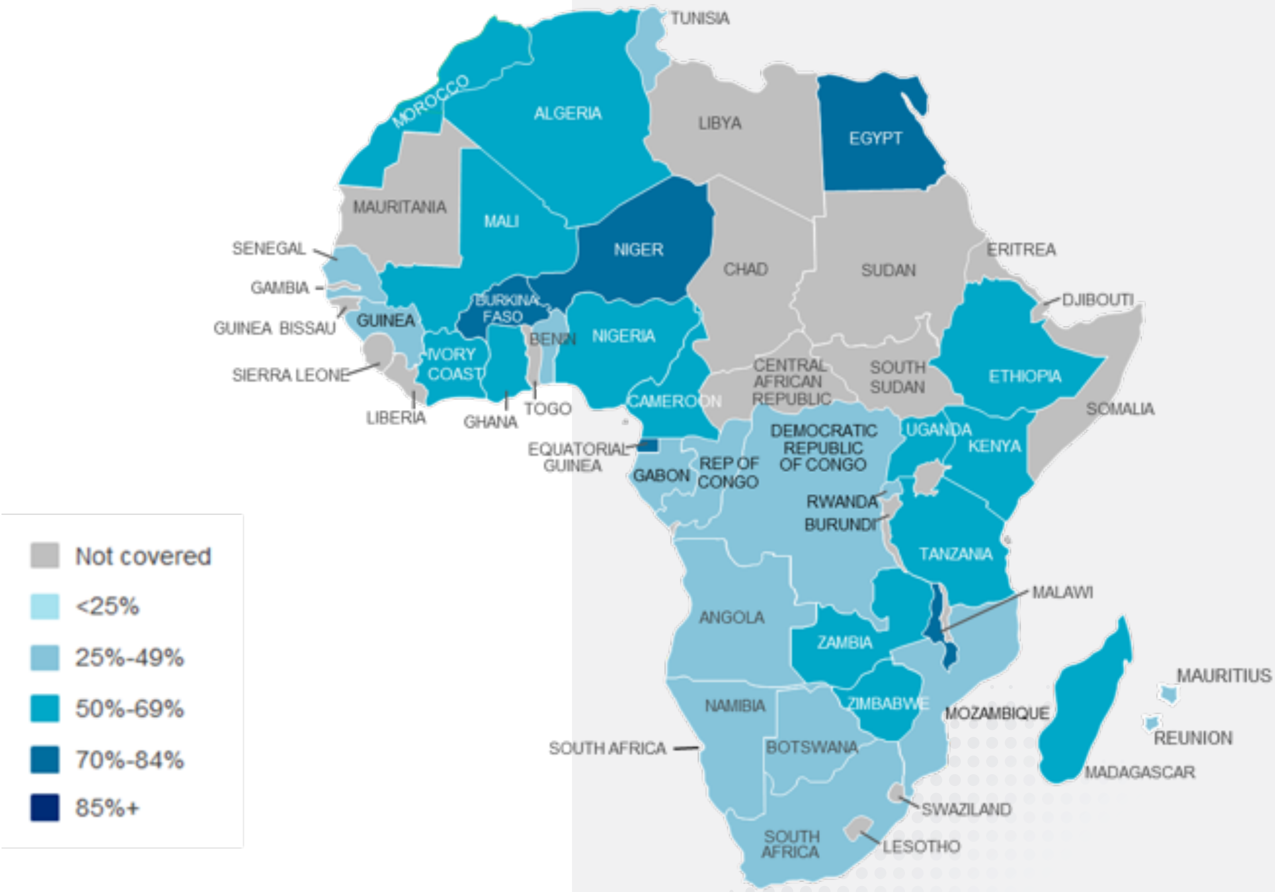
Source: Mercer Total Remuneration Survey 2017

Prevalence is driven by the regulatory requirements surrounding first-pillar pensions. For example, Nigeria has undergone first-pillar pension refort that ensures a proper-enough income replacement at retirement that employers do not feel the need to supplement it with any additional pension schemes. On the other hand, old-age pension in Morocco is deemed insufficient given that it applies to a salary that is capped at a low level. Hence, it is expected by the workforce that employers will be offering a complementary pension program and, as a result, about 9 out of 10 surveyed employers do offer a complementary scheme with a median employer contribution of about 8%.

First-pillar pensions have traditionally been viewed as a financial burden on the government, but what if we were to challenge this paradigm by shifting our vantage point to considering that these very pension systems could be (or become) major economic drivers in sectors of the government's choosing depending on punctual needs and strategic objectives? The most prominent example is the provision of universal healthcare, which was enacted by a few countries across the continent.

To that end, proper governance structures must be established to ensure sound processes and organization. Furthermore, a pension fund must balance in-house asset management and delegated solutions in order to optimize costs and performance. Lastly, opportunities must be sought after with a particular focus on the local economy.

Given the inadequacy of retirement income in the vast majority of African countries, complementary pension schemes are on the rise in Africa and employers are adopting global paternalistic approaches ensuring that their employees have access to pension savings at retirement. A key lesson to drive from this subsection is that companies establishing presence in Africa should think global but act local.



Source: Mercer Total Remuneration Survey 2017

In order to control costs and facilitate administration and allow financial predictability, employers are steering clear of defined benefit plans in favor of defined contribution plans that allow participants to retire on a cash lump sum at retirement, a certain annuity or life annuity reversible to surviving spouse and beneficiaries, at their discretion.

Despite this upward trend, a lot remains to be done. In order to further drive prevalence of such schemes, the available products should involve members in more engaging ways; e.g., instantaneous access to account balances, asset allocation flexibility, range of available investment vehicles including lifecycle funds, retirement income simulations, retirement readiness assessment, retirement planning, all-around financial wellness profiles. A tech breakthrough can materially reshape the pension landscape in Africa.

Insurance

Access to good-quality and affordable care is a major concern in Africa. Mercer's 2017 TRS results in terms of private medical insurance program prevalence are as follows:

Although the above diagram may suggest that Africa is in good share in terms of medical coverage; that is not necessarily the case. Just because supplemental cover is offered does not mean it is sufficient or adequate. Medical cover plans available in the market remain limited in terms of scope of benefits and scope of geographical cover.

In order to remedy the above issues, Pan-African Solutions have surfaced and they allow insured members to have access to similar levels of cover to the ones one would expect from an international plan at a reasonable cost. These solutions also allow today's mobile workforce to experience less disruption and administrative hassle when moving from one country to another within the same company.

Although these Pan-African Solutions have been welcomed and adopted by multinational and pan-african companies, local companies may not see great value in these products. Furthermore, there products can be less appealing due to local protectionist regulations in terms of insurance.

Another driver for the prevalence of private medical insurance is the fact that universal healthcare is deemed inadequate in terms of level of cover (percentage of medical cost reimbursed) and scope of cover (breadth of medical acts and services covered under the scheme).

For example, despite the mandatory universal healthcare program offered in Morocco, about 9 out of 10 surveyed employers still offer private medical insurance programs that cover their employees from the first dirham. Be that as it may, we have seen tremendous strides of improvement in universal healthcare in Morocco, both in terms of level and scope of cover, as well as processing time. As a result, traditional medical insurance products will inevitably make way for complementary cover that will seamlessly integrate with AMO (universal healthcare) and allow employers to reduce their medical insurance expenditure.

In parallel, life insurance cover is by no stretch perceived as essential as medical insurance. The fact remains that Africa is significantly undercovered and a lot of families are exposed great financial risk in case of death of their loved ones. Mercer's 2017 TRS results in terms of life insurance program prevalence are as follows:

Life insurance is slowly making its way into the local culture, considering the relatively low premium level, especially in group policies. Having conducted these surveys for a number of years, we definitely see an upward trend.

Global **mobility trends**

Whether to fill a critical vacancy, provide training to newly-established teams, or diagnose a localized issue, globalization regularly forces companies to deploy personnel to foreign countries for short-term and extended periods. Given the high costs and high-profile nature of many such postings, it is imperative that companies be able to design, prepare, and implement successful international assignment programs.

What do you put in place to train your employees?

The main challenge in the hotel industry is to develop a strong business expertise amongst our employees. In this perspective, training our employees is essential within our group. In fact, Accor is one of the 10 companies in the CAC40 to have set up an internal academy to train its employees. Our academy has a strong presence, including in Africa, and provides all of the group's hotel trainings on the continent. Also, our academy tailors its training to the profile of each country.

Finally, our academy's ambition to train employees who will take up management positions within the group.

Testimonial: Sulaymane Khol, VP Sales Marketing Distribution & Revenue management Africa and Indian Ocean, Accor Group

The African continent is very rich in terms of human capital. Nevertheless, training structures are still not in place. That is why we designed an internal training system. We have not opted for an internal academy system, however we are capitalizing on our network of first hotels that serves as our base of expertise. Typically, we deploy our experienced employees to new hotel openings. These serve us as service managers and support the rise of our employees.

Testimonial: Patrick Grossetête, Managing Director, Onomo Hotels.

The movement and management of people is a fundamental human resources concern, and international assignments bring a host of administrative, strategic, financial, and talent concerns. Although many firms may have well-prepared and seasoned HR practices, managing global mobility programs often brings unique challenges. For instance, international assignments often require companies to account for substantial cost-of-living adjustments, offer compensation in multiple currencies, and accommodate the family and spousal concerns of expatriate employees. These matters require companies to adopt complex and sophisticated programs, and the reality that many of these individuals are highly-sought-after employees only heightens the need for best practices. A strong knowledge of these practices and firm understanding of the obstacles ahead can mean the difference between a successful and a failed international assignment.

As such, this section aims to illustrate the difference between the peer group countries on key aspects that drive mobility decisions and costs.

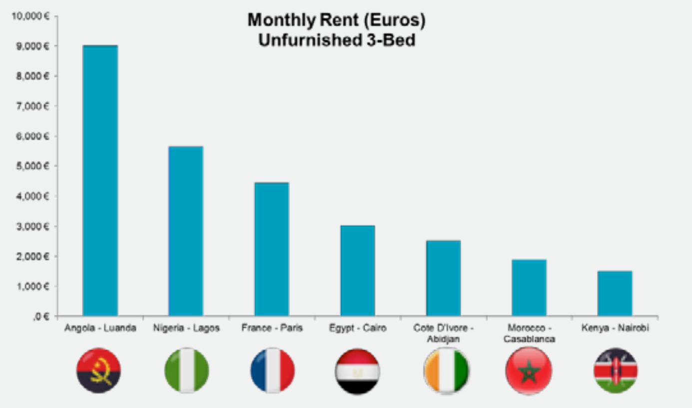
Housing

Housing is arguably the most important aspect driving a mobility decision. Availability, suitability and cost are the main concerns.

People live very differently around the world, and the odds that one can exactly recreate an expatriate's home-country style of living in a brand new place are slim.

In addition, there are very few places around the world where host-country housing costs are lower than those at home. The reason lies in the fact that expatriates often live in formally or informally defined communities with other expatriates or in easily accessible and popular areas. Consequently, landlords in those areas charge accordingly.

The following graph shows average rent prices in the peer group countries for the sake of comparison:



Source: Mercer Cost of Living Survey 2017

In Angola, rent prices have surged due to the shortage of suitable housing for a high number of incoming expatriates. Despite the depreciation of the local currency, Luanda remains the costliest city in Africa ... and the world. This does not come as a surprise when we consider that rent alone sets one back more $10,000 a month.

Lagos also ranked in the top-30 of the costliest cities in Mercer's 23rd Cost of Living Survey; a position that can be partly attributed to housing costs as can be shown in the above graph.

Morocco is well-positioned in Africa, with abundantly available and suitable housing at a reasonable cost.

Education

For families with children, education costs can also be a determining factor in their mobility decision.

Annual Tuition Fee for International / Amencan Schools (2016/2017)		
Location	**Primary School**	**Secondary School**
Angola - Luanda	46229 €	46229 €
Nigeria - Lagos	31 908 €	40279 €
Kenya - Nairobi	29713 €	31872 €
Côte d'Ivoire -Abidjan	20348 €	22212 €
Morocco - Casablanca	13124 €	15254 €
Egypt - Cairo	7253 €	7854 €

Source: Mercer Total Remuneration Survey 2017

In line with previous subsections, Angola and Nigeria top the charts in terms of education costs as well. Although Morocco appears to be more expensive than Egypt in terms of education, it is not as costly as Egypt in terms of housing as the diagram on the previous page suggests.

Expatriate recruitment and compensation

The goal of an expatriate compensation program is to provide equivalent purchasing power abroad to help maintain home lifestyle, which is synonymous with the traditional balance sheet approach. Over the years, other compensation philosophies have emerged as options so that, for example, expatriates can be paid without a link back to their home-country pay structure.

These options include fitting expatriates into the host-country salary structure, using a headquarters-based approach, or developing a unique international compensation structure for global assignees, and others. However, as the balance sheet methodology is still popular, a review of the basic concepts behind this method is worthwhile.

The traditional balance sheet approach develops cost-of-living indexes and differentials that are based on the unique spending patterns in a base (usually, home or headquarters) country. By using different weights for each home country, it ensures that expatriates can retain their expenditure pattern in the host location. The methodology compares prices in the home country from a local-national perspective to prices in the host city from an expatriate perspective.

A variation of the traditional balance sheet approach develops cost-of-living indexes and differentials that are based on a blended international spending pattern, which assumes that one international market basket of goods and services reflects the spending patterns of today's expatriates. In such a variation, weighting of goods and services is the same for all locations, and the comparison of prices is between the home city and host city.

Several advantages of the balance sheet methodology have kept it a popular expatriate compensation philosophy since its introduction in the 1950s. Some of the most important advantages are the following:

- The balance sheet treats all assignees from the same home country consistently
- The methodology promotes mobility between assignment locations
- There is a consistent relationship between the compensation of assignees and their home-country colleagues
- Assignees retain a home-country living standard, continuing to enjoy in the assignment location the standard of living to which they are accustomed at home
- The approach facilitates repatriation and reassignment

What is your salary policy on the African continent in case of expatriation?

At Accor, we try to have a coherent salary policy. Typically, packages offered to employees with equivalent responsibilities are homogenized from one country to another.

Naturally, earnings are adjusted to take into account various factors such as the cost of living. For example, when we offer a sales manager based in Casablanca a package of 2,000 Euros, this same employee is offered a remuneration of 6,000 Euros in Angola.

In the end, the salary policies that we practice at the Accor group are based above all on the merit and performance of the employee.

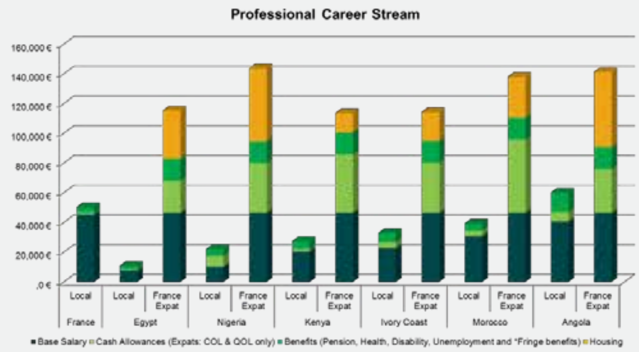
Testimonial: Souleymane Khol, VP Sales, Marketing, Distribution and Revenue Management Africa & Indian Ocean at Accor Group

At DLA Piper, we aim to be completely transparent. Indeed, a young graduate with more diplomas, regardless of his nationality, will receive an additional bonus.

Another aspect of our salary policy is to never make a financial engagement that we cannot commit. We are aware of the pay practices and the packages offered across the industry. However, we are also aware that despite an attractive package, the reputation of the company and the proposed missions condition our attractiveness to young graduates. In addition, as part of our recruitment, we prioritize local contracts to expatriate contracts. The package that we offer to expatriates is very attractive; however, we aim to not create a sense of unfairness amongst our team.

Testimonial: Christophe Bachelet, Country Managing Partner, DLA Piper

In order to compare peer group countries in terms of expatriate compensation, let us consider a French employee and compare the salary he gets in France to the salary that a local employee and a French expatriate would earn for the same position in the respective host countries in the peer group for the three main career streams:

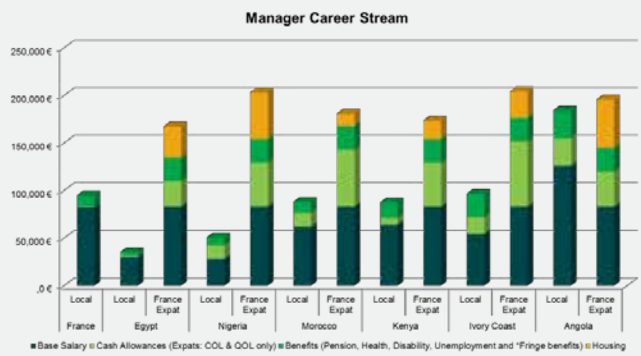


Source: Mercer Cost of Living Survey 2017

It is abundantly clear and obvious that hiring an expatriate is much costlier than hiring a local for the same position; however, it is interesting to see the high variability in the differential cost between the peer group countries (e.g., Egypt vs. Angola). This speaks to the overall attractiveness of the respective countries including the underlying cost of living but also to the local talent scarcity.

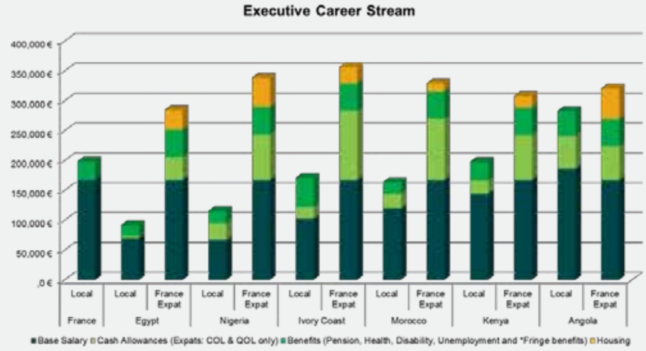
Morocco is once again well-positioned within the peer group in terms of compensation differentials, especially when we focus on basic salary.

Below is the pattern for higher career streams.



Source: Mercer Cost of Living Survey 2017

The pattern dampens as we move up position grades and career streams. It is interesting to notice that in Angola; a local national would receive a higher basic salary than a French expatriate performing the same duties, which signals a market predisposition to hire local nationals for higher-tier positions.



Source: Mercer Cost of Living Survey 2017

In general however, the golden rule is to try to source talent locally as much as possible and train them to the desired standards if necessary. This not only allows to reduce costs related to payroll, but it allows the employer to establish a truly local footprint and make a positive contribution to the host country.

What is your recruitment policy ?

Our teams are composed of a thousand employees and we decided to recruit locally as much as possible. To date, 90% of our employees are local employees.

When we are faced with recruiting a foreign employee, we make sure that this person has a local contract. Overall, all organizations are moving towards this business model.

Testimonial : Patrick Grosse-tête, Managing Director, ONOMO Hotels

At Accor, we favor the recruitment of 'Repat'. A 'Repat' is an employee born or trained abroad who returns to occupy a position in his country of origin. We think that this is a perfect combination of an expatriate and a local. Repats offer two advantages: on one hand, an ease to integrate culturally into the country and on the other hand a level of expertise comparable to that of an expatriate. In this sense, the repats are a true accelerator of expertise for our group as part of the deployment on the continent.

Testimonial: Souleymane Khol, VP Sales, Marketing, Distribution and Revenue Management Africa & Indian Ocean at Accor Groupe

Administration

1. Morocco

Work permit applications are employer-led and work permits may only be granted to candidates who have been offered a specific position with a particular Moroccan company. The company in question must apply on behalf of the foreign national and will be required to demonstrate that the position being offered could not have been filled by a Moroccan citizen or permanent resident. Applications are processed by the Department of Employment in Rabat.

Foreign nationals need to obtain a work permit (attestation de travail) from the Agence nationale de promotion de l'emploi et des competences (National Agency for the Promotion of Employment and Skills — ANAPEC).

The work contracts of all foreign nationals working in Morocco must be assessed by ANAPEC to make sure that they comply with the current employment laws, and that no Moroccan citizen or permanent resident could have filled the vacancy. This procedure is generally carried out by an employer.

FOCUS : INTERNATIONAL MOBILITY ADVANTAGES OFFERED BY THE CFC STATUS

1. RECRUITING FOREIGN EMPLOYEES :

CFC companies benefit from a simplified and accelerated procedure for recruiting foreign employees to salaried positions.

This simplified procedure consists of:

- Exemption from having to produce an ANAPEC certificate, certifying that there are no domestic candidates to fill the position offered to the foreign candidate;

- Exemption for the foreign candidate from having to present certified true copies of their professional credentials for the position offered;

- The granting of a work permit for the foreign employee recruited by the CFC company within a maximum of 3 working days.

In September 2017, CFC in partnership with the Ministry of Labor and Professional Insertion launched the 'Taechir one-stop-shop'. Dedicated to the CFC business community, this window simplifies and speeds up the process for processing foreign work permit applications. CFC members now have the opportunity to apply for and withdraw work permits for their foreign employees directly at Casablanca Finance City Authority headquarters.

2. OBTAINING BUSINESS VISAS AND RESIDENCY PERMITS:

The Ministry of Foreign Affairs and Cooperation (MAEC) and the General Direction of National Security grant several facilitation measures for professionals sponsored by or affiliated to a CFC company as well as to their family members (spouse and dependent children), aimed at relaxing conditions and facilitating procedures for obtaining a "business" visa and residency permit in Morocco..

1. Streamlined procedure for obtaining business visas

Professionals sponsored by a CFC company and their family members (spouse and dependent children) can benefit from an accelerated procedure for short validity and long validity "business" visas:

• Short validity visa with multiple entries and an uninterrupted stay for up to 90 days; application processed within 1 working day;

• Long validity visa with multiple entries. The length of each stay is between one and ninety days. The visa is valid for one year. The application is processed within 3 working days for an initial application and within 24 hours for renewals.

2. Facilitated procedure for obtaining residency permits

Foreign persons already in possession of a work permit with a CFC company and their family members (spouse and dependent children) can benefit from a facilitated procedure :

• Relaxation of residency permit application formalities, namely:

i. Exemption regarding the residency permit application dossier, from having to submit certified true copies

ii. Photocopies are sufficient upon presentation of the original documents

iii. Authorization of room-sharing with someone of the same sex (which is forbidden in common law)

iv. Exemption from having to legalize the lease agreement

• Accelerated procedure for obtaining residency permits; for application dossiers that are complete, the processing time is two weeks.The CFC advantages listed above have proven very useful to member companies and helped streamline their installation process in Casablanca

How did you manage the administrative procedure related to your installation in Casablanca?

Being a member of the CFC community was very beneficial to us. In fact, during a launch, the main goal is to attract customers and not spend countless hours pursuing administrative procedures. In this perspective, CFC has clearly helped us in terms of speeding up the process and attracting new talent, particularly young professionals. As a result, we were able to build an international team of about fifteen lawyers representing 7 different nationalities (France, United Kingdom, Ivory Coast, United States, Egypt ...)

We were pleasantly surprised with the level of the local talent in Morocco. In fact, the training that young graduates receive is of high quality. In addition, there is a certain desire to learn and work in an international context, which allows a rapid rise in skills of employees.

Testimonial: Christophe Bachelet, Country Managing Partner, DLA Piper

Our adventure in Africa started with our installation in Senegal. Despite the country's wealth, we encountered some difficulties operating there, as the logistics platforms were non-existent. We also experienced some integration issues. This first experience in Africa led to our installation in Morocco in 2015 through Casablanca Finance City. We managed to achieve a quick integration in a few weeks thanks to CFC's support. This allowed us to focus on the development of our business on the continent.

Testimonial: Patrick Grossetête,
Managing Director, Onomo Hotels

PEER COUNTRIES BENCHMARK: WORK PROCEDURE

1. Egypt

All Egyptian workers, except part-time or temporary staff, must obtain work certificates. Foreign nationals coming to Egypt for employment have to obtain work permits and follow the corresponding regulations issued by the Ministry of Labor and Immigration. The process can take a long time, more than one year in some cases.

Before foreign workers and their employers can begin the process of applying for a work permit, they will need to get a security clearance from the State Security Service in Egypt and will also need to provide proof of a clean bill of health. This includes undergoing an HIV test.

Work permits can only be issued in Egypt, so applicants must apply for a multiple-entry business visa, which will entitle them to a maximum of 90 days stay in Egypt and six-month visa validity. Once in Egypt, they can approach the local authorities under the jurisdiction of the Labor Ministry, together with representatives of the employer, to apply for a work permit.

If a foreign national comes to Egypt on a tourist visa, looking for work, once a job and the necessary work permit are obtained, the foreign national's tourist visa is converted into a work visa, with the same duration as the work permit.

Work permits are easier to obtain for technical staff than for unskilled or semi-skilled workers. Work permits are usually granted to foreign nationals for a period of one year or less. It may however be issued for a period exceeding one year, if the necessary fees for this time are paid.

2. Nigeria

Temporary Work Permit (TWP) is required for foreign experts invited by corporate bodies to provide specialized skilled services, such as after sales installation maintenance, repairs of machines and equipment.

A foreign national entering Nigeria with an STR visa can be issued with a residence permit. On arrival in Nigeria, there will be a process of further verification and investigations, including screening by the State Security Service (SSS). This is necessary before the permit can be issued.

3. Kenya

Those seeking to work in Kenya must ensure that their prospective employers have secured the appropriate entry/ work permit before entering Kenya. These are only granted to foreign nationals if the company in Kenya can prove a Kenyan citizen cannot fill the position adequately.

This stipulation can be difficult to prove, and Kenya is known for protecting its workforce. The permit is valid for two years. The permits are not issued by embassies or consulates. The fees for all classes of permit are payable annually. Fees range from KES 5,000 to KES 250,000, depending on the type of permit.

A Resident Permit must be obtained if the person intends to stay for a period exceeding six months. It can only be obtained during the first visit and is valid for one year. It can be renewed each time the work contract is renewed; and can be valid for five years at a time.

4. Angola

For foreign nationals who wish to work in the oil and gas sector, the sponsor or Angolan employing entity must file a temporary work visa application with the Ministry of Petroleum in Luanda.

Other work visa applications are available through obtaining the relevant approvals from the Ministry of Public Administration, Employment and Social Security and/or the Ministry of Migration and Foreigners Services (SME) in Luanda.

To work in Angola, the work permit must be initiated in the country of origin. The Consular office must send the work visa request to the Angolan Migration Services and Aliens (SME) in Angola for approval. The permit is valid for up to three years and multiple entries are permitted during that time. The validity of the visa cannot exceed the period of the work contract.

The processing time for a work visa takes at least two or three months.

5. South Africa

Work visas are issued only to foreign nationals where South African citizens with the relevant skills are not available for appointment. These visas are issued for a set duration, which depends on the type of work visa being applied for.

Applications are lodged through Visa Facilitation Services Centers (VFS) across the country or nearest South African embassy, mission or consulate abroad.

General work visas are valid for the duration of the contract of employment, or a period not exceeding five years.

All foreign workers are required to apply for a temporary work permit. An offer of employment must be secured before beginning the application process and the employer must complete and sign part of the application form. The applications must be submitted from outside the country and the applicant must receive approval before entering South Africa. This process requires between six and eight weeks. Usually the employer must prove that there were no South African citizens available to perform the task required.

Administration requirements vary from one country to another, however Morocco's competitive edge lies in the CFC sponsorship that relieves employers from numerous tasks, reduces the amount of paperwork required and thereby streamlines the installation process from legal entity creation to talent acquisition.

What is your feedback regarding your installation in Africa?

Comparing our experience in Morocco with the one in other countries, we realize that we are privileged in Morocco. There is an ease of doing business offered in Casablanca that we cannot find elsewhere. For example, the procedures for obtaining visas in Morocco are more straightforward and efficient than in Egypt. In addition, as we operate in a regulated profession, we have faced some difficulties in certain African countries due to the differences in local labor rights.

Testimonial: Christophe Bachelet, Country Managing Partner, DLA Piper

Key
Takeaways

This report has laid out the main trends in compensation, benefits and global mobility within the African continent based on numerous studies that were conducted by Mercer, as well as field insights from CFC companies and economic and demographic data published by international organizations with the hope that the findings herein will prove useful to your HR organization.

Key takeaways

This report has laid out the main trends in compensation, benefits and global mobility within the African continent based on numerous studies that were conducted by Mercer, as well as field insights from CFC companies and economic and demographic data published by international organizations with the hope that the findings herein will prove useful to your HR organization.

We would summarize key takeaways as follows:

AFRICA IS VUCA

With the right level of ad hoc support, Africa can evolve from VUCA (Volatile, Uncertain, Complex, Ambiguous) to VUCA (Versatile, Unique, Competitive, Ambitious)

DISPARATE SALARY POLICIES

Base salary alone is not a relevant benchmark, we need to factor in total remuneration as well as cost/quality of living considerations

SOURCE TALENT LOCALLY

Employers have to strike the right balance of skill and cost, as hiring expats can be significantly more onerous than hiring locals, depending on the country

There is a wide spread between African countries. Morocco is well positioned in terms of overall attractiveness

Existing pension systems generally provide insufficient retirement income, complementary pensions are key

Global mobility policies have to take into account local HR practices (mandatory benefits, local labor laws and wide spread market practices)

CONCLUSION

Although Africa has arguably come a long way by becoming one the fastest growing regions in the world, Africa's best days are yet to come. As multinationals race to establish presence and conquer the African market, they face some debilitating challenges that could hinder their chances to meet their strategic objectives and ultimately succeed in this market. Human resource management is unfailingly in the top 3 of these challenges.

As globalization dictates to a certain extent the standardization of human resource management practices, companies in Africa must now more than ever embrace this globalization albeit on their own terms. This means rejecting the 'one size fits all' premise altogether and developing bespoke HR management strategies that seamlessly blends local culture and philosophy with the classical (Western) theories and ultimately best suit the developing economies in the region.

As such, the HR function must transition out of the administrative box it has been caged in for decades and play a more strategic role by fully integrating with the business imperatives of the company. In order to do so, HR professionals need to stay ahead of the curve in terms of market data and labor legislations in order to anticipate trends and properly forecast future needs so as to deploy talent acquisition/retention strategies that cater to these specific needs.

One of the key drivers of talent acquisition and retention is undoubtedly compensation and benefits.

Compensation

The success of applying global reward principles and philosophies lies within the understanding of the local market factors that drive reward practices. As such, salary policies are expected to remain quite disparate and vary to some extent from one country to another on account that each country is uniquely influenced by their respective legislation, historical factors and in-country market practice. Nevertheless, market practice should not be blindly adopted but rather judiciously used to design a 'best fit' pay mix.

Benefits

Given the inadequacy of retirement income in the vast majority of African countries, complementary pension schemes are on the rise in Africa and employers are adopting global paternalistic approaches ensuring that their employees have access to pension savings at retirement.

In order to control costs and facilitate administration and allow financial predictability, employers are steering clear of defined benefit plans in favor of defined contribution plans. However, the available products should involve members in more engaging ways; a tech breakthrough can materially reshape the pension landscape in Africa.

On the other hand, medical cover plans available in the market remain limited in terms of scope of benefits and scope of geographical cover. In order to address these very issues, Pan-African Solutions have surfaced and they allow insured members to have access to similar levels of cover to the ones one would expect

from an international plan at a reasonable cost. These solutions also allow today's mobile workforce to experience less disruption and administrative hassle when moving from one country to another within the same company.

Another driver for the prevalence of private medical insurance is the fact that universal healthcare is deemed inadequate in terms of level of cover (percentage of medical cost reimbursed) and scope of cover (breadth of medical acts and services covered under the scheme).

Mobility

The movement and management of people is a fundamental human resources concern, and international assignments bring a host of administrative, strategic, financial, and talent concerns. Although many firms may have well-prepared and seasoned HR practices, managing global mobility programs often brings unique challenges.

The goal of an expatriate compensation program is to provide equivalent purchasing power abroad to help maintain home lifestyle, which usually means that hiring an expatriate is much costlier than hiring a local for the same position. As such, the golden rule is to try to source talent locally as much as possible and train them to the desired standards, as necessary. This not only allows employers to reduce costs related to payroll, but it also allows them to establish a truly local footprint and make a positive contribution to the host country.

Finally, administration requirements vary from one country to another, however Morocco's competitive edge lies in the CFC sponsorship that relieves employers from numerous tasks, reduces the amount of paperwork required and thereby streamlines the installation process from legal entity creation to talent acquisition.

MERCER

About **MERCER**

Mercer delivers advice and technology-driven solutions that help organizations meet the health, wealth and career needs of a changing workforce. Mercer's more than 23,000 employees are based in 44 countries and the firm operates in over 130 countries.

Mercer is a wholly owned subsidiary of Marsh & McLennan Companies (NYSE: MMC), the leading global professional services firm in the areas of risk, strategy and people.

With nearly 65,000 colleagues and annual revenue over $14 billion, through its market-leading companies including Marsh, Guy Carpenter and Oliver Wyman, Marsh & McLennan helps clients navigate an increasingly dynamic and complex environment.

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About **CFC**

Casablanca Finance City (CFC) is an African financial and business hub located at the crossroad of continents.

Recognized as the leading financial center in Africa, and partner of the largest financial centers, CFC has built a strong and thriving community of members across four major categories: financial companies, regional headquarters of multinational companies, service providers and holding companies.

CFC offers its members an attractive value proposition and a premium "Doing Business" support that fosters the deployment of their activities in Africa.

Driven by the ambition to cater to its community, CFC is committed to promoting its members expertise across the continent, while enabling fruitful business and partnership synergies through its networking platform.

Amine Lazrak
Directeur | Afrique du Nord et Francophone

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