

Deloitte.

Spotlight on Africa
HR and Global Mobility
trends and approaches
in Africa

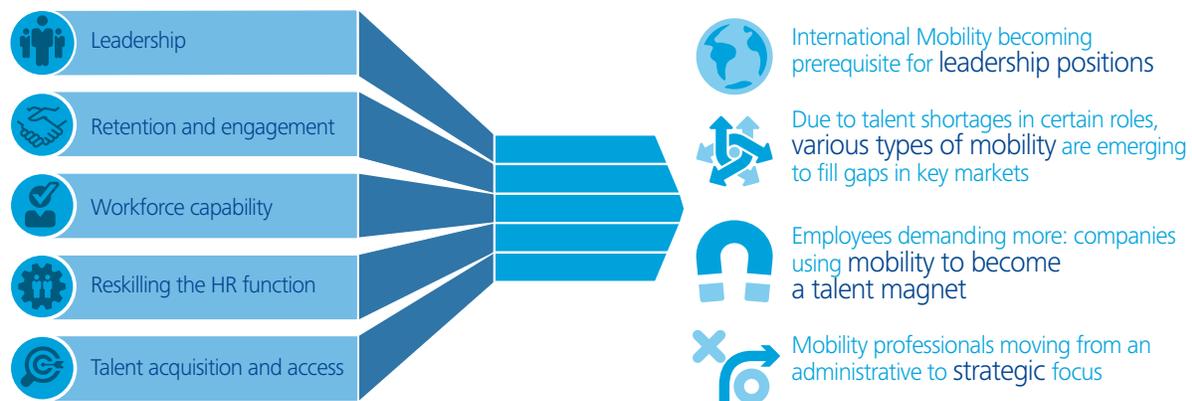
Economic trends in Africa

New investment amongst South African corporations is overwhelmingly directed towards expanding into other, higher-growth parts of the continent. Of those South African companies with no presence elsewhere in Africa, 80% reported that they wanted to build such a presence within the next year.



HR trends in Africa

Deloitte conducted an additional survey in 2014 with over 2,500 respondents from 90 countries. The key HR African-specific trends are:



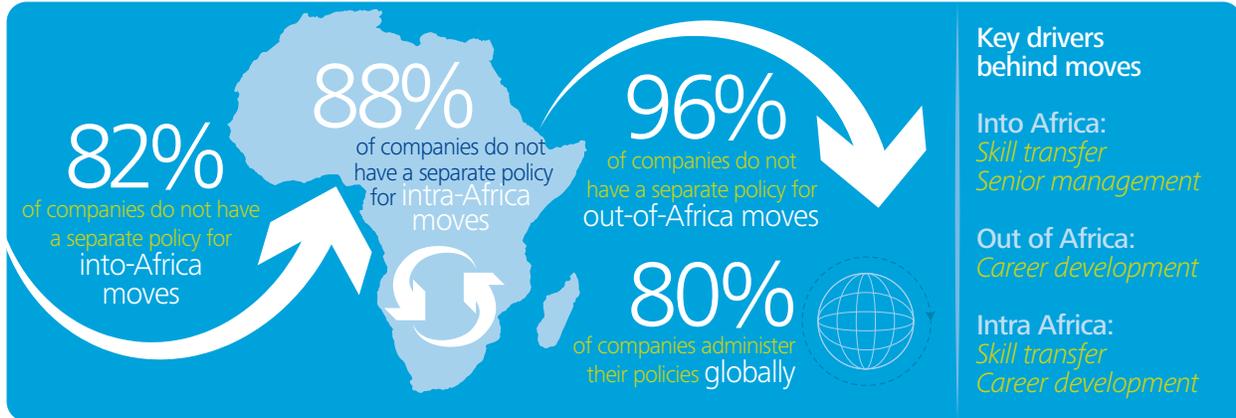
Policy approaches



- Very few families accompany the assignee when relocating within Africa
- It is most common for the family to accompany the assignee on an outbound assignment from Africa



50%
of companies reported that the majority of their assignees into Africa were single



Compensation approaches

Most common allowances



International medical

Home leave

Housing allowance



Children's education allowance

Home pension contribution

Relocation allowance

Least common allowances



Club membership

Relaxation trips

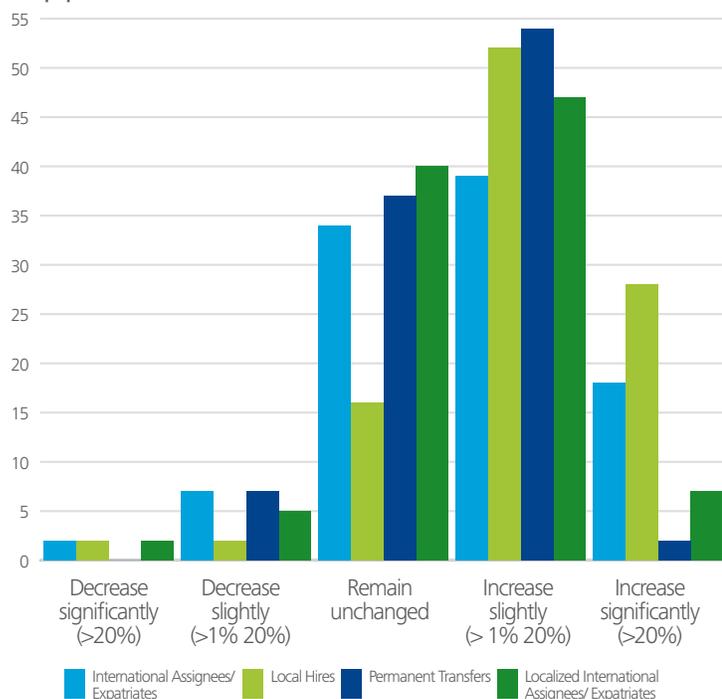
50%

of moves are currently on a home-based compensation approach

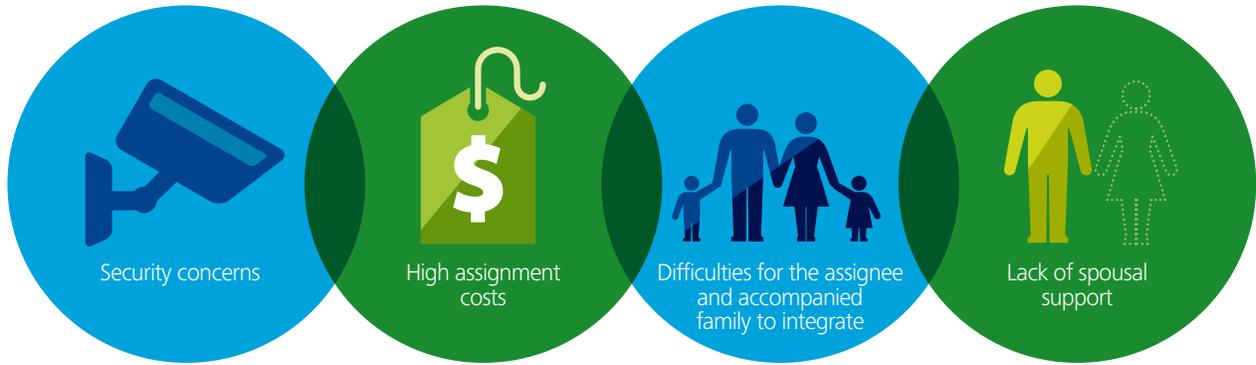
80%

of respondents think that employees on local terms and conditions will increase in the next two years, whilst formal assignments are less likely to increase significantly suggesting a shift from the traditional expat approach

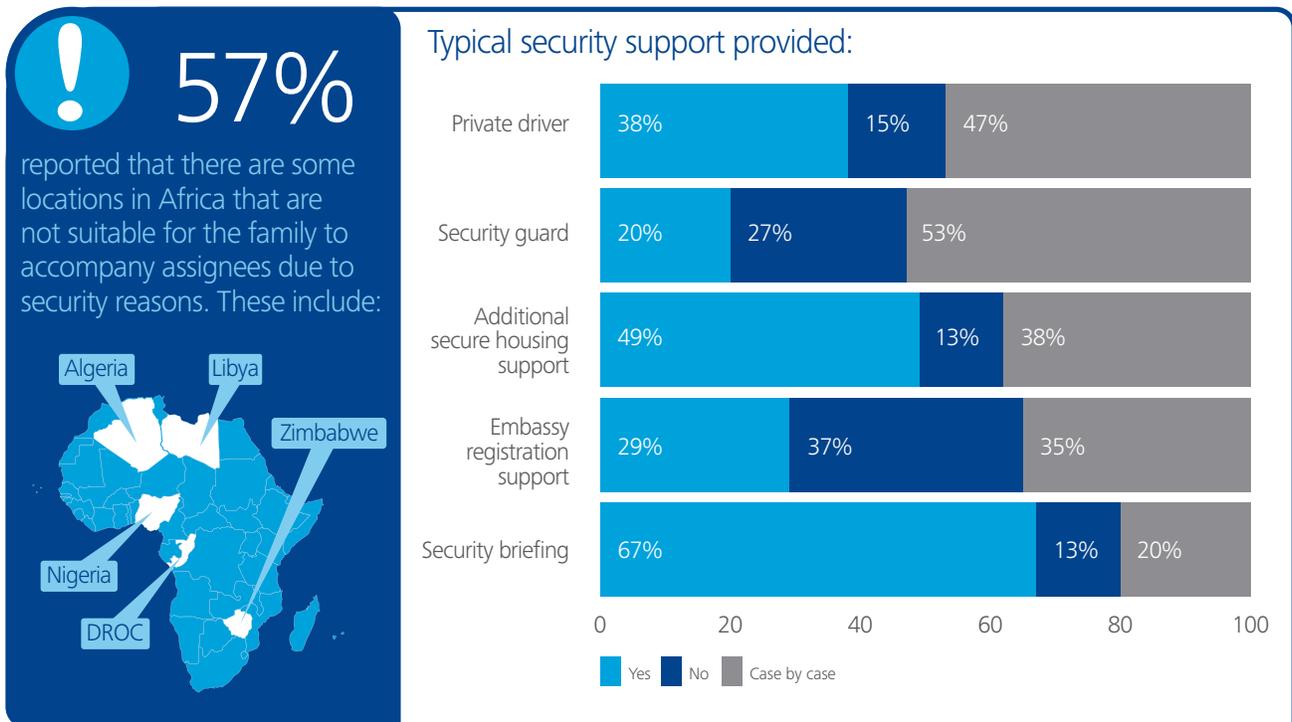
Changes in overall policy and compensation approach



Challenges



Security



Returning nationals

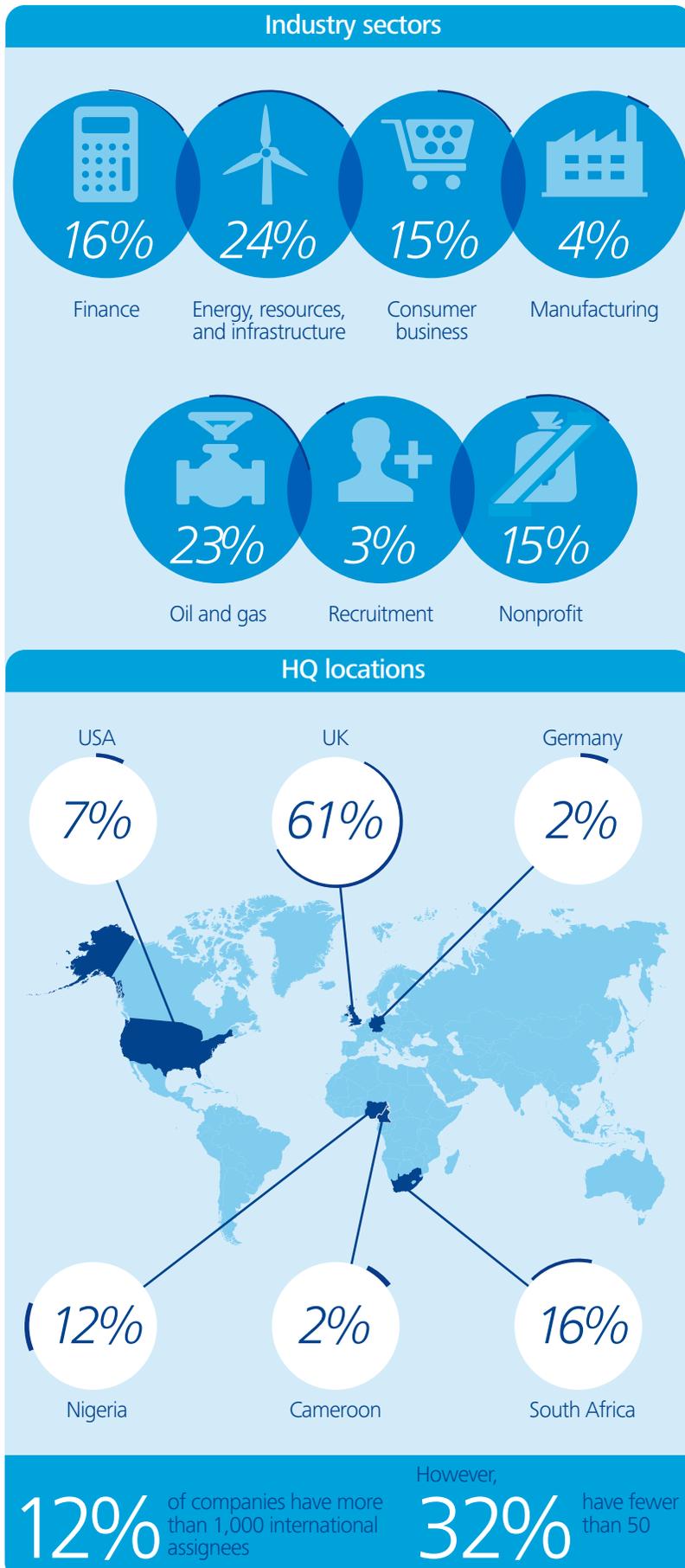


56% of companies reported significant trends in hiring African nationals who are returning to Africa following a period of studying or working overseas

However, only **18%** of companies make special provisions to encourage their return

Typical provisions provided for returning nationals include: flights, shipment of household goods, and 30-60 days temporary accommodation

Who took the survey?



Conclusion

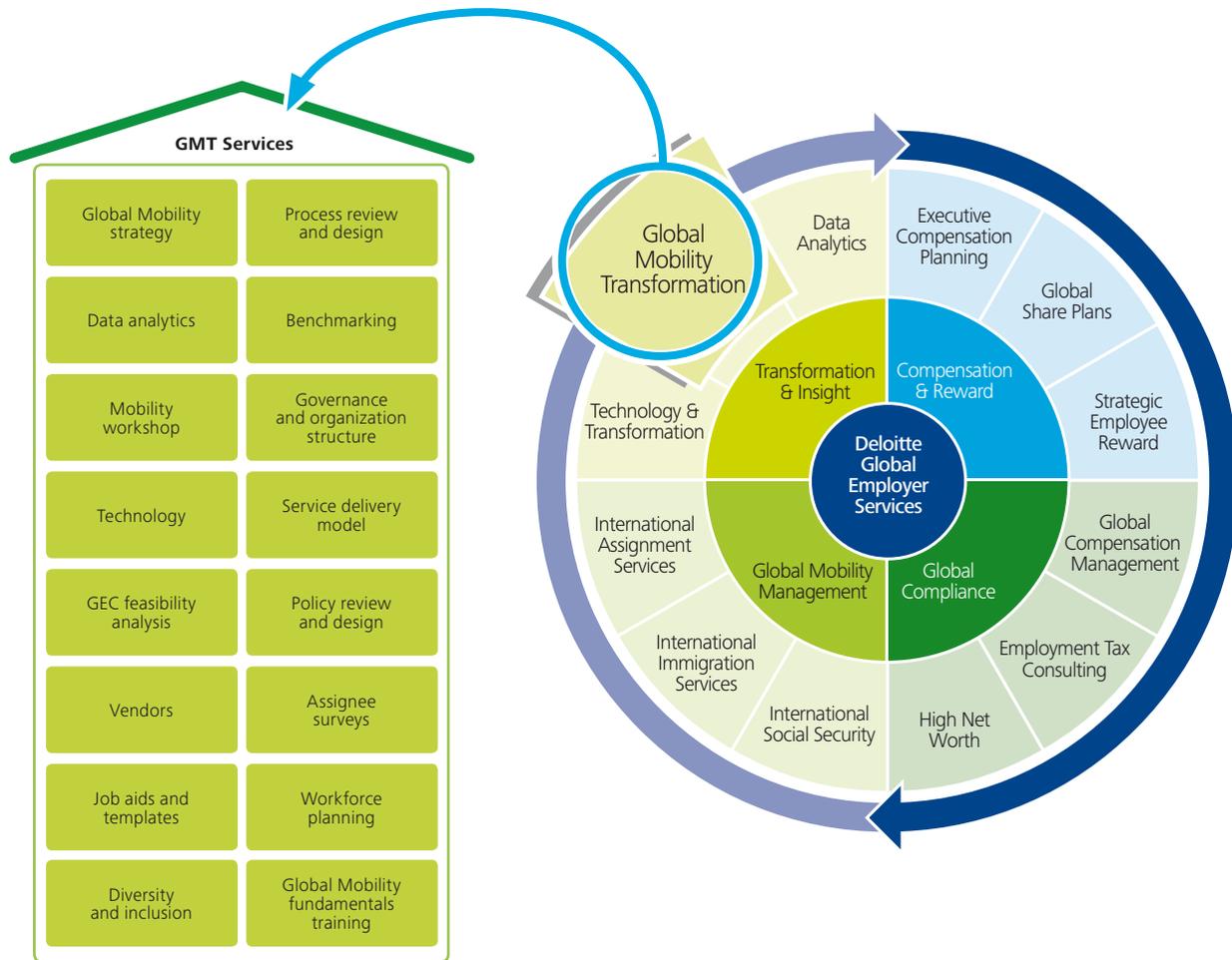
Deloitte embarked upon a survey to investigate the impact of key economic and HR trends on Global Mobility in Africa. More than 60 individuals from organizations across seven industry sectors participated in the survey. All organizations were either headquartered or were considered to have a strong business presence in Africa.

While there is a general view that the number of assignees will increase in the future, a shift is expected in the type of assignment utilized by companies, with 80% of survey respondents indicating that individuals who move to and from Africa on local employment terms will increase in the next two years. However, in more than 82% of cases, companies do not have any type of formalized policy for either moves to, from, or within Africa.

While career development is high on the agenda for the majority of outbound assignments from Africa, skills transfer remains a key reason for companies sending individuals both to and within Africa.

Africa remains a challenging location for assignees and due to this, a range of security allowances and support is typically provided by companies to individuals assigned into Africa. As an emerging market for many industry sectors and with an expected increase in the number of moves, companies should consider how to overcome not only the issue of security, but also rising assignment costs, difficulties for the assignee and family with integrating into the host location, and the lack of spousal support normally provided, in order to improve return on investment both for the business and the assignee.

What we do



The benefits

Organizations that transform their mobility programs have the potential to see significant efficiency gains from clarified service delivery models, business aligned policies, streamlined processes, and the greater automation gained from mobility technology, which can yield efficiency and cost improvement. The real benefit of global mobility transformation will actually be the improved ability to execute the organization's mobility strategies and, in turn, address business needs for growth, globalization, and global talent management.

For more information

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