



EMPLOYEE BENEFITS AND
**HUMAN CAPITAL
MANAGEMENT
NATIONAL SURVEY**

2021



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The Employee Benefits and Human Capital Management National Survey is a Tempus Global Group initiative, carried out from July through August 2021, reflecting in its inaugural edition, the Human Resources Leadership's perspective.



TEMPUS
GLOBAL GROUP



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Notes to the Reader

Dear reader,

The Employee Benefits and Human Capital Management National Survey is a Tempus Global Group initiative, carried out from July through August 2021, reflecting in its inaugural edition, the Human Resources Leadership's perspective.

With the arrival of a new generation of professionals in the labour market, we realize that we are living in an era where the priorities of professionals have changed. For many, the benefits package offered are or either as much, or more, important than the salary being offered when they must decide on which organization they prefer to work for.

We live and operate in the data and information era. This transformation is accelerated by organizations that are dependent on more data, and analysis, to catalyse decision-making processes. The constant/continuous transformations/dynamics surrounding the context where companies operate demand, therefore, a change to a data/facts-based decision-making.

Professionals, in diversified fields, including Human Resources, seem to still rely, frequently, on their instinct and experience to support, or guide, their strategic decision making.

In general, these professionals holding decision-making power, base their decisions on global reference data, since specific or local data are difficult to obtain. It was inspired by this market need that the idea to undertake this survey, which captures national reference data, was born.



Background

Tempus Global Group is a company that offers a holistic approach, on employee benefits, organizational strategy, and human capital development, to all its customers/clients.

The essence of our strategy consists in providing support to our customers/clients so that they can fulfill their duty of care to their employees. Our products answer to client's needs with innovative solutions, good customer service, and creativity, when caring for people in the organizations.

We are experts/specialized in people and organizations; we have international presence and market consolidated experience. Our main objective is to offer solutions for organizations that inspire, grow, and excel through their people.

We support our customers/clients in all matters pertaining to employee benefits, surveys, and people development. Our work philosophy is totally and fully human-centred, meaning that our products are tailor made, to suit the needs of each of our customers.

In 2021, largely characterized by the impact of the pandemic of Covid19, after listening to our client's needs, we have decided to conduct a national survey which would allow us to obtain a more in-depth, comprehensive, and wider vision of the market, concerning benefits practices, so that we could be in a much better-informed position to support our clients in attending to their needs. Therefore, this survey is a market demand-driven need which seeks to: identify, in a more systematic way, how Mozambican companies manage their employee benefits, which of these benefits are considered to be the most relevant for the development of their human capital, nationwide, as well as the way companies position themselves in regard to the benefits and to Human Capital Management.

The questionnaire was designed by Dra. Iraci Jane, currently Director of Consultancy at Tempus

Global Group, with the contributions from Dra. Telma Le Guen and Dra. Lee-Ann Dobrescu.

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Objective

It has become vital to know how competitive the employer is, in order to attract, retain and motivate talented personnel. Before, it was the professionals who needed the organizations; now it is the organizations who need talented and well-trained professionals.

The main objective of this survey is to offer a more comprehensive vision on the practices of employee benefits in Mozambique, and invite human resources professionals to reflect, introspectively, on the value proposal they present to the employees.

Qualified professionals are more conscious that the question “Why do I want to work for this organization?” is even more pertinent and relevant, than before. This change in the mindset, impacts the relationship between the employee and the organization.

Inspired by this paradigmatic shift, organizations invest in strategic solutions, to retain their employees, and to attract new talents available in the market. One of the approaches is to focus on the brand, as an added value for the employees, through benefits for them, to generate value so that they can feel more motivated, resulting in higher retention and productivity rates.



Methodology

The Survey was structured to assess human resources and business leadership perspectives on employee benefits and human capital management strategies.

The survey is qualitative in nature, as it aims to present a perspective from an angle of those who are, to a certain extent, responsible for delivering on the people management strategies in organizations.

The survey was guided by the EVP (Employee Value Proposition) line of intervention, and focused on the pillars that follow:

-
- **Compensation and Benefits**
-
- **Workplace environment**
-
- **Career**
-
- **Culture**
-



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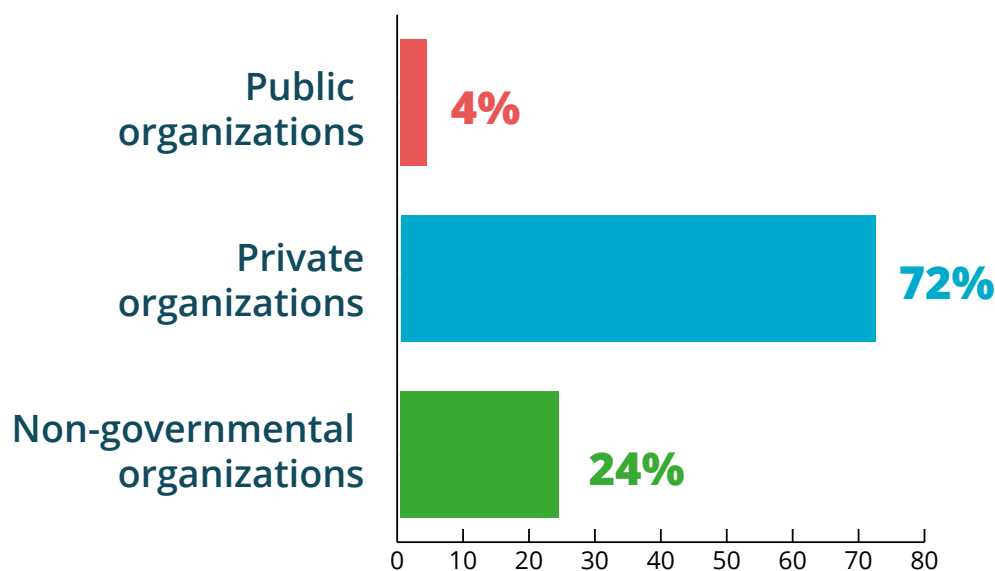
Survey Participating Organizations

A total of 140 organizations, ranging from public sector, private and non-governmental, with nationwide representation, participated in this inaugural edition of the Survey.

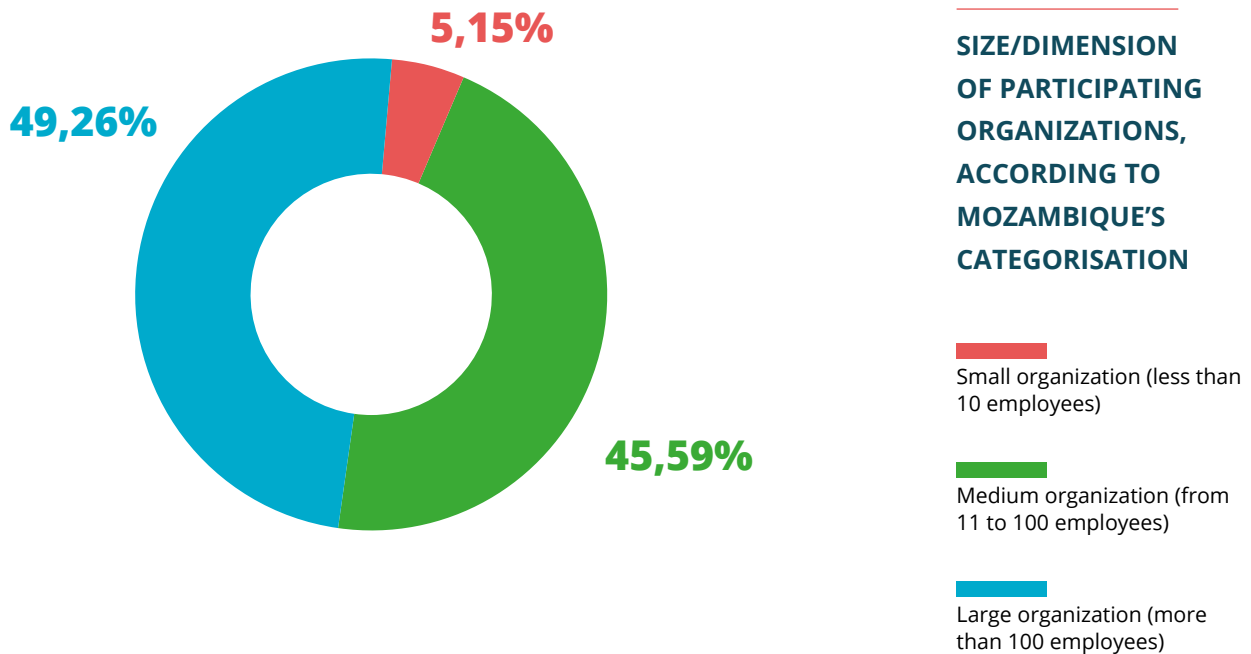
Of these, 4% represent public institutions, 24% represent non-governmental organizations and the remaining 72% represent private companies.

In terms of geographic representation, the participating organizations were based in the majority of Mozambican provinces, with a particular emphasis for Maputo, Sofala, Inhambane and Tete Provinces. No organization based in Zambézia and Cabo Delgado participated in the Survey, though the majority of the participating organizations in the survey have representations in these 2 provinces.

TYPE OF PARTICIPATING ORGANIZATIONS

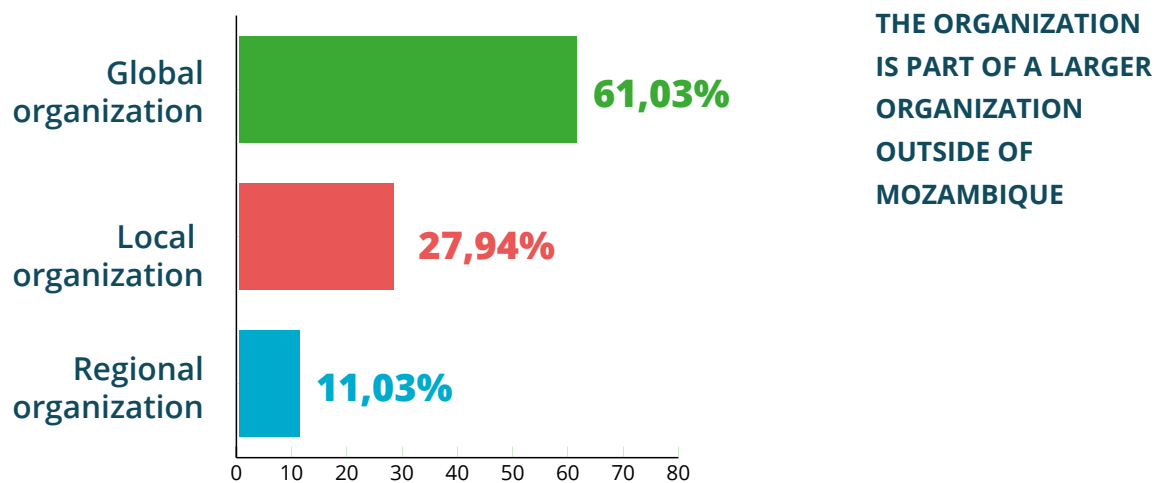


Participating organizations represented diversified business segments, namely: financial services, extractive industry, FMCG, Logistics, Telecommunications and NGO's.



49,26% of participating organizations has more that 100 employees/staff.

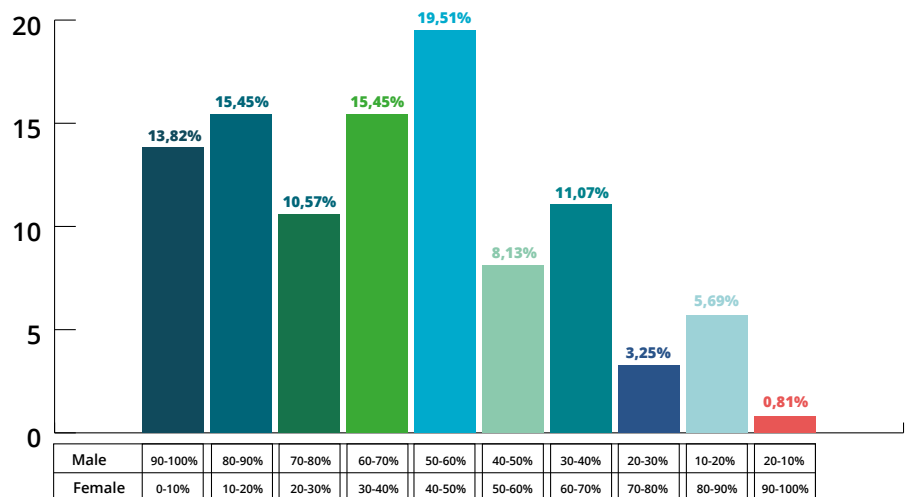
Of the participating organizations, 61,03% comprise Global Organizations, meaning based overseas/outside Mozambique. This may suggest that the people management strategy in the participating organizations is, mostly, designed/defined abroad and only implemented locally.



Participating organizations' workforce profile

The majority of the workforce of the participating organizations is distributed in intervals that range between 50-60% for men, and 40-50% for women, which shows a good balance of women inclusion, as part of gender equity in these organizations. However, 9,56% do not have proper statistical data with the purpose of maintaining a gender balance.

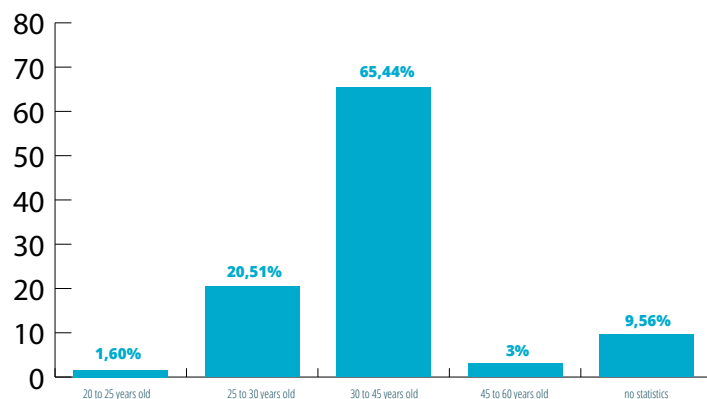
THE PROFILE OF THE WORKFORCE OF THE PARTICIPATING ORGANIZATIONS



In terms of age groups, 65,44% of the workforce in the participating organizations are between 30 to 45 years of age. This is an interesting data to analyze the type of employee benefits professionals seek, or prioritize, according to their age group. According to the research, about 9.56% of participating organizations do not carry out any type of statistics with regard to people management.



AVERAGE AGE OF THE WORKFORCE

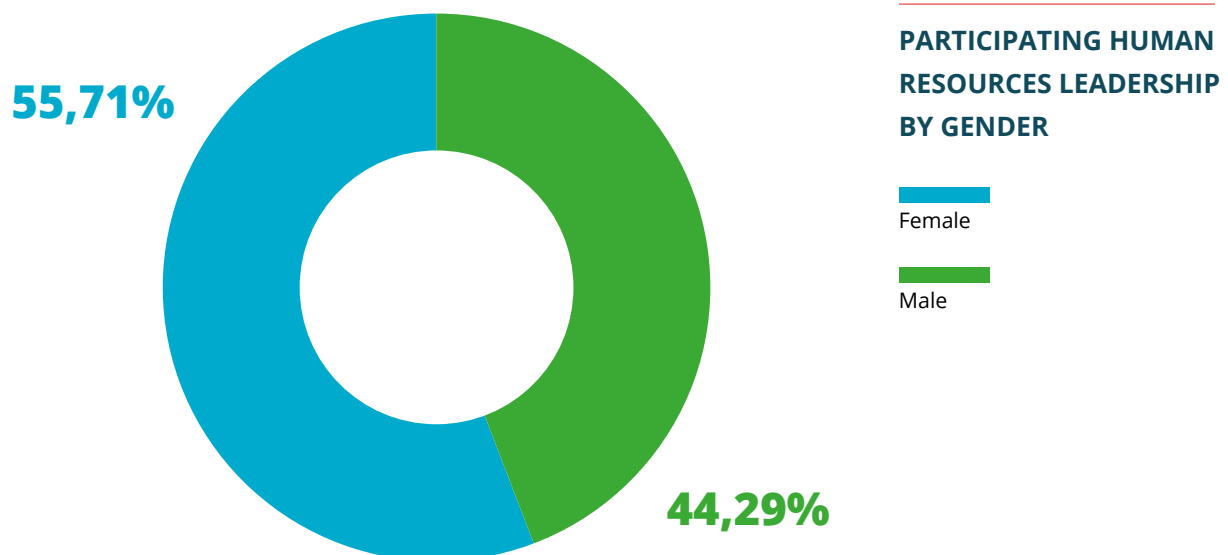


Profile of HR leaders who responded to the survey

The professionals that participated in the survey hold a vast experience in the field of Human Resources. In fact, around 45% have more than 10, or more years experience in the field. A 1/3 of the professionals possess at least 16 years of human resources experience, which illustrates the calibre of their expertise. Nevertheless, some may have already started strategically thinking about their retirement cycle.

Of the total of HR leaders of organizations that participated in the survey, 55,71% are women, and 44,29% are men, which shows a gender balance in the sample.

52,86% have studied to the bachelor's degree and 7,86% have completed university.





UNIHEALTH is the property of the company Sociedade Moçambicana de Gestão de Planos de Saúde (SMGPS), which is in the business of managing healthcare plans, operating in corporate welfare programs, with national and international scope. These services are aimed at targeting all kinds of corporate entities, both public and private, with commercial as well as social scope, operating within the Mozambican territory. And the incorporation of personal solutions is planned for 2022. As time goes by, UNIHEALTH intends to increase its range of services with diligence and professionalism, in order to better meet the increasing demand of the healthcare service market.

Mission and Vision

Our major mission is ensuring that access to healthcare services is in real time and that the services we offer fully meet the expectations and needs of each member.

Our ambition is to build a stable and functional network of healthcare service providers and become a reference at both national and international levels in the provision of healthcare plans and medical solutions.

Differential

We always seek the best treatment options and are open to hearing suggestions from our members, in order to adapt to their healthcare needs and provide a better assistance and healthcare to them.

We have an advantage of counting on flexibility in contracting healthcare service providers as well as in the provision of vitamins, supplements, and outpatient services 24h a day, in order to ensure a healthier routine to all of our members.

Challenges

A new era, new challenges, and new priorities.

Over the last days, there is an increased concern about the individual health condition across all age groups, which results in the increased interest in investing in solutions to safeguard this precious asset. That's a very positive move, as it represents a large step towards the increase in awareness on the priorities of the human life.

However, although that's a positive aspect, there is a challenging issue in the background, which dictates the good or bad relationship between the healthcare plan providers and their members.

Knowledge on how to use the healthcare plan is essential for a good relationship between the provider and the members.

Members should be aware that the ceiling of each benefit is on an annual basis. In other words, it should be well managed, under the penalty of the member not enjoying the benefits if something happens throughout the year. It's the responsibility of the healthcare plan provider to how to use plan to best use the plan. This way, both parties contribute to a long-lasting relationship.

Survey focus Areas

We believe that EVP (Employee Value Proposition) of any organization is its ID, the main assumption for attracting, retaining, and motivating talents.

Though, often, organizations do not yet have their EVP structured, their staff can give explanations as to why they prefer to work for that specific organization, or why they have chosen that particular organization. Because we are an employee benefits focused company, we understood it would be methodologically appropriate to adopt the EVP logic to build this survey. Therefore, based on this assumption, we have elected 4 pillars of EVP to develop the survey, whose strategy is presented in the schematic representation below:

The pillars are:

- **Compensation and Benefits**
- **Working environment**
- **Career**
- **Culture**



SURVEY FOCUS AREAS

Live with confidence

It's more than a new motto. **It's our promise to you.**



Sanlam launches repositioning campaign in Mozambique

Sanlam Moçambique Vida Companhia de Seguros S.A. launched, on July 08, 2021, in Maputo, the Repositioning Campaign that is being developed in the markets where it operates, at a global level. From now on, the Insurer has adopted a new motto - 'Living with Confidence' -, believing that tomorrow will always be better.

Prepared to keep up with all the changes in the lives of men, women, and children, Sanlam believes it can make a difference in people's lives, helping to open up possibilities and stimulate its customers' potential.

In addition to Mozambique, the campaign is being implemented in Zambia, Angola, Namibia, Zimbabwe, South Africa, Kenya, Morocco and Tanzania. With this repositioning process, the brand wants to reach all Africans, passing, above all, a message of confidence.

Sanlam provides life insurance and financial solutions, investing in innovative and high quality products. The goal is to strengthen itself as a brand that is attentive to the evolution of markets, focusing on growth and standing out from its competitors for the quality of the services it offers, always with a better future in mind.

"For us, what counts is not how much money the customer makes but what he can do with his money, because we believe that everyone deserves to live the best life possible," this is one of Sanlam's mottos, which with this Repositioning Campaign aims to gain, even greater visibility, while maintaining its essence as a company focused on the well-being and prosperity of its customers.

Headquartered in Cape Town (South Africa), Sanlam was founded in 1918 and has been present in Mozambique since 2012. It has a global presence with offices throughout South Africa and business interests in the rest of Africa, Malaysia, USA, UK, India and Australia.

About Sanlam

Sanlam is a pan-African financial services group listed on the Johannesburg, Namibian and A2X stock exchanges. Through its five business groups - Sanlam Personal Finance, Sanlam Emerging Markets, Sanlam Investment Group, Sanlam Corporate and Santam - the Group provides comprehensive and customized financial solutions to clients and institutional customers across all market segments. Sanlam's areas of expertise include life and general insurance, financial planning, retirement, investments and wealth. Founded in 1918 as a life insurance company, Sanlam has evolved into Africa's largest non-banking financial services group through its diversification strategy. Headquartered in South Africa, Sanlam has direct holdings in financial services entities in Namibia, Botswana, Swaziland, Zimbabwe, Mozambique, Mauritius, Malawi, Zambia, Tanzania, Rwanda, Uganda, Kenya and Nigeria. The Group owns Saham Finance, with a presence in insurance operations in Morocco, Angola, Algeria, Tunisia, Ghana, Niger, Mali, Senegal, Guinea, Burkina Faso, Ivory Coast, Togo, Benin, Cameroon, Gabon, and Republic of Congo, Madagascar, Burundi and Lesotho. Sanlam also has insurance business interests in India, Malaysia and the UK and has business interests in the US, Australia, the Philippines and Lebanon.

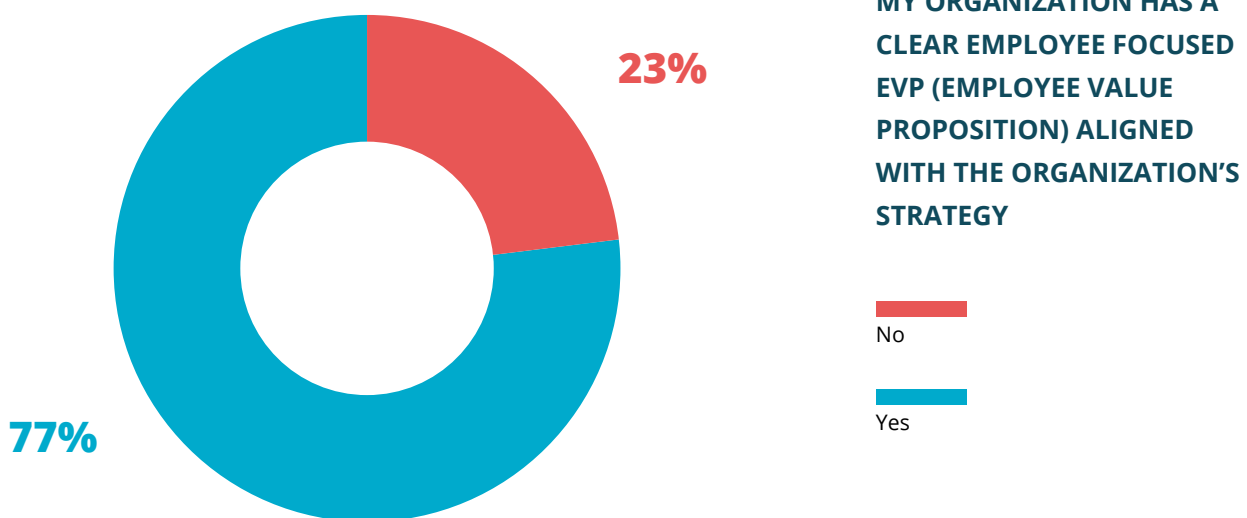
For more information about Sanlam, visit the website at www.sanlam.com

On the Employee Value Proposition

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In the survey, we have assessed the level of understanding organizations have on their value proposition to the employee, in order to comprehend the context in which each of the pillars described above were considered.

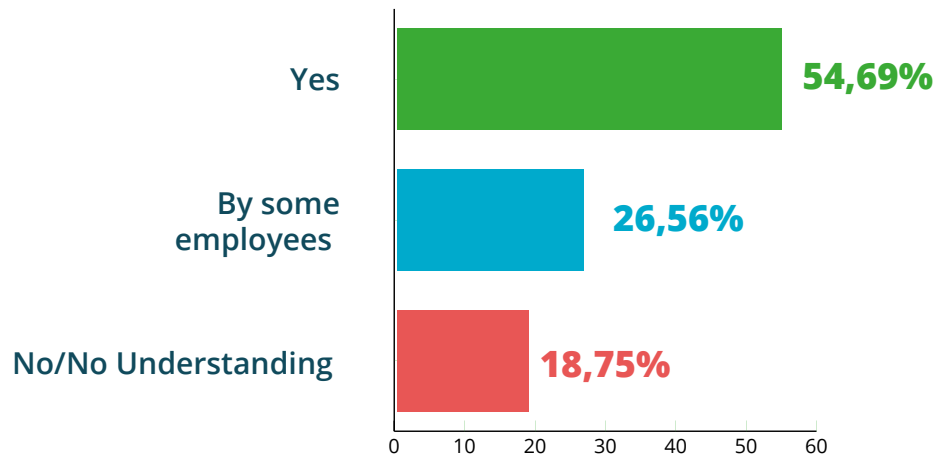
For organizations which have a structured EVP, 77% responded that the EVP is aligned, whereas 23% consider that the EVP is not aligned with the organization's strategy and their values, according to HR leadership's perspective.



How is the EVP perceived by the leadership?

More than half (54.69%) of HR directors and leadership, who responded to the survey, believe that the leaders understand the organization's EVP very well.

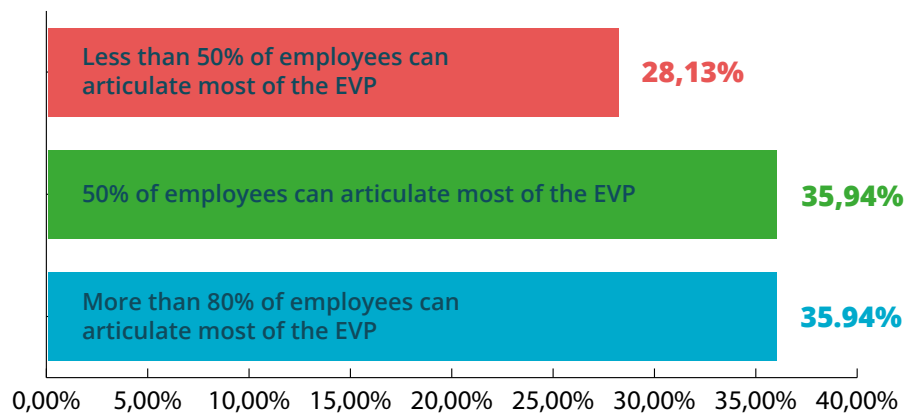
ORGANIZATION'S EVP (EMPLOYEE VALUE PROPOSITION) IS WELL UNDERSTOOD BY THE LEADERSHIP



Employees/staff understanding of the EVP

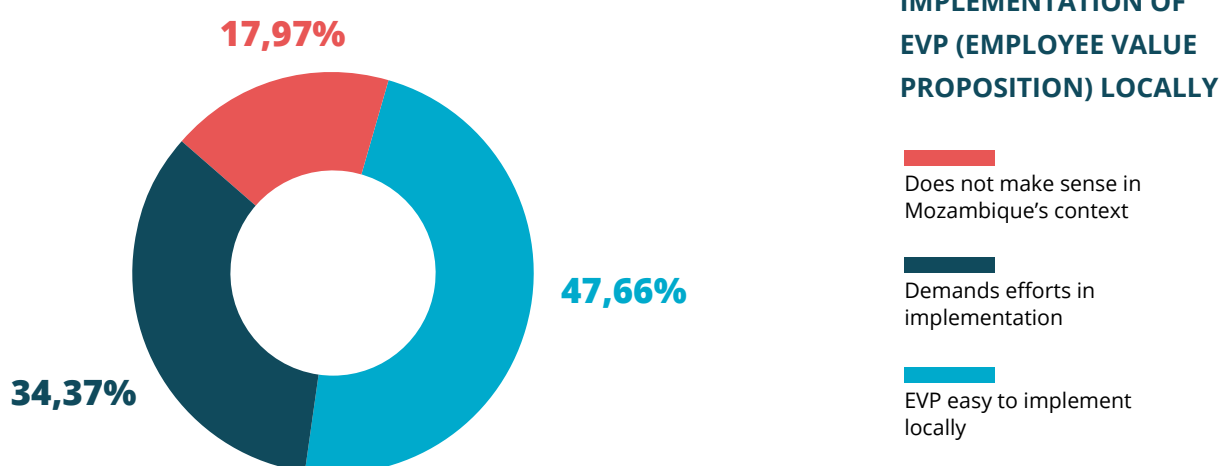
According to HR leadership, only 35.94% of staff would understand organizational EVP above the 80% threshold. The understanding of the remainder would be either equal or below the 50%. This signals the need for internal actions to strengthen and/or augment teams understanding regarding value proposition to the employee. This, in turn could be a very cost-effective path towards increasing the motivation and talent retention, who at times need “to be reminded” that what is actually being offered by the current employer is, in fact, an attractive package overall.

EMPLOYEES UNDERSTANDING OF ORGANIZATION'S EVP (EMPLOYEE VALUE PROPOSITION)



Implementation of EVP (Employee Value Proposition) locally

47.66% consider that their organization's EVP is easy to implement, whereas 34,37% stated that its implementation demands some effort, and that they are unsure about the process. About 17.97% prefer not to implement it because it does not make sense in light of the reality of the organization given the country context.



ABOUT US

NAIMA+, formerly known as NAIMA (network of AIDS Mitigation Associations) was created in 2000 as a coordination mechanism for INGOs working in the area of emergencies and HIV. NAIMA extended its mandate to health in general in 2005, changing its name to NAIMA+ (a network of international NGOs working in the area of health and HIV & AIDS). It was registered as a Mozambican association in 2008.

MISSION

To promote an effective dialogue and permanent coordination between international and national NGOs, MISAU, bilateral and multilateral cooperation partners for the improvement of health services provided to the population in the country.

VISION

To be a representative network of international NGOs working in the area of health and HIV & AIDS, which permanently and systematically leads the interests of its members in a practical, dynamic and relevant way, with wide and total recognition and credibility on the part of the government, cooperation agencies and bi- and multilateral partners.

TASK

NAIMA+ is a network of NGOs that constitutes a mechanism for information, coordination, lobbying and advocacy, and currently has 40 Effective Members, international NGOs and 11 Observer Members, national NGOs.

20 YEARS

A Solid Foundation for Better Futures



As Hollard celebrates its 20th year in Mozambique, we take what we've learnt to pave the way for better futures for Mozambicans.

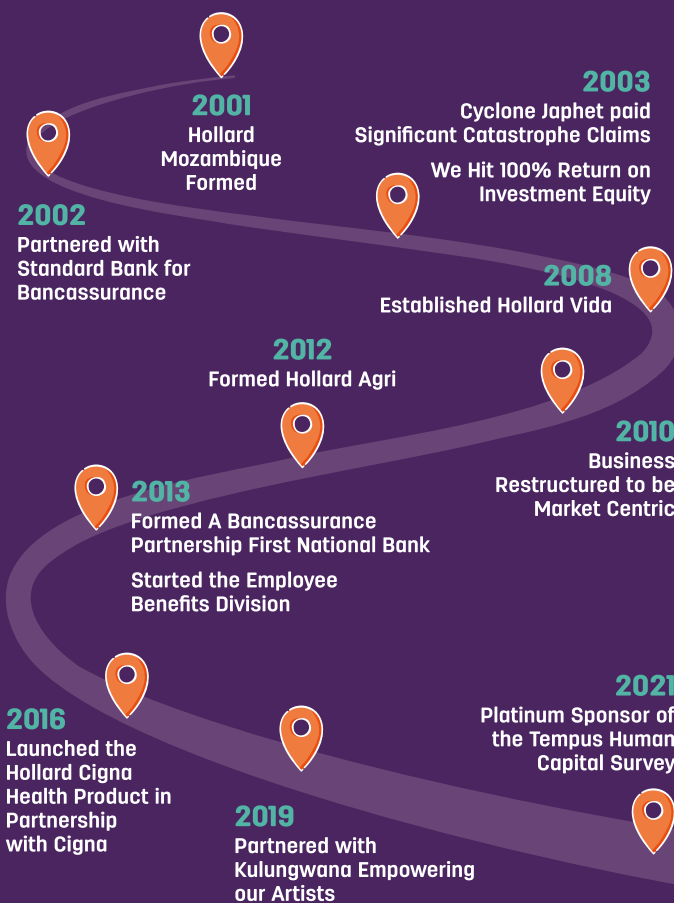
Our journey began in 2001 with a partnership opportunity that would allow us to bring the Hollard vision, of offering African designed insurance solutions to those living in Africa, to life. With the deep understanding that Africa herself is a diverse continent requiring unique solutions for each country, we started out in Maputo with three spirited employees, and 'Mozambican-ised' the Hollard Way, quickly becoming the independent preferred insurer we are today.

From our initial offering in the south of the country, we grew a nationwide network dedicated to the diverse needs of our customers. We built regional offices, forged distribution partners and secured agents on the ground to best serve the whole country. We set up 'purple agents' located in all key border posts, ensuring visitors/tourists could easily get insurance for travel in the country.

Our complete range of corporate, commercial and personal insurance solutions has consistently empowered our community – no matter who they are or where they are in the country. We will continue to focus on Mozambique's growth aspirations through our deep engagement with the LNG sector, as well as the developing small farmers providing the much-needed access to insurance – enabling access to finance.

In sponsoring the Tempus Human Capital Survey, we cement our desire to drive expertise in this space and to unlock the insights needed for employees and companies to reach their full potential, so that Mozambique can too.

Our Milestones:



This fruitful road could not have been walked without the greatest partnership of all, **the one with Mozambicans themselves**, who fuel our passion. We stand proud as one of the top three insurers in the country and look forward to the next 20 years of delivering better solutions that sustainably support better futures. Our future is about your future.

Hollard.
seguros

CIGNA COVID-19 GLOBAL IMPACT STUDY



People around the world have been living through unprecedented times. As the COVID-19 pandemic moved across the world, lives have changed dramatically, and everyone has been forced to rethink how they would manage their lives going forward. At Hollard and Cigna, we wanted to understand how people are responding to the crisis.

We embarked on a special research project to prove the insights needed to better appreciate and respond to the needs of our customers and clients during this period and beyond.

The survey examines five themes that influence well-being: physical, family, social, financial and work, and engaged 25,000 people across 11 countries.

HEALTH FATIGUE

At the beginning of the pandemic, when countries imposed a lockdown to curb the spread of the virus, results from earlier editions of the study showed that people were interested in their physical health, which resulted in many choosing to exercise while staying at home due to lockdowns.

By December 2020, enthusiasm for exercise seemed to wane which reflected in a decline in a number of regions.

VIRTUAL HEALTH

Since the beginning of 2020, different models of care have become embedded in our new normal.

Notably, virtual health is now a widely accepted part of mainstream healthcare in many regions across the world.

59% of people say they would choose to have a diagnosis virtually, compared to only 41% pre-pandemic.

MENTAL HEALTH

We also see strong interest in virtual health for mental health support, such as therapy and counseling.

69% of people globally say they would consider or prefer virtual consultations, opening up the potential to rapidly expand mental health provision across the world.

THE HOLLARD CIGNA HEALTH EMOTIONAL WELLBEING SUITE



EMPLOYEE ASSISTANCE

- › Counselling
- › Online Cognitive Behavioural Therapy
- › Mindfulness programmes
- › Work life balance services
- › Seminars



ONLINE PROGRAMMES

- › Online Stress Risk Assessment
- › Make One Small Change Resilience
- › Ideal for remote environments
- › Access to LVL Wellbeing, a digital & physical ecosystem



TELEHEALTH

- › Speak with a certified GP about mental health concerns
- › Receive a working diagnosis and advice on next steps



VALIDATED CONTENT

- › Health and wellbeing library
- › Condition guides
- › COVID-19 focused articles on topics ranging from healthy working from home to dealing with isolation and loneliness

8

8.1 Compensation And Benefits

For the purpose of this survey, compensation was defined as any remuneration that, systematically, provides a monetary value to employees in exchange for the work performed.

Therefore, compensation and benefits were divided into four basic categories as follows:

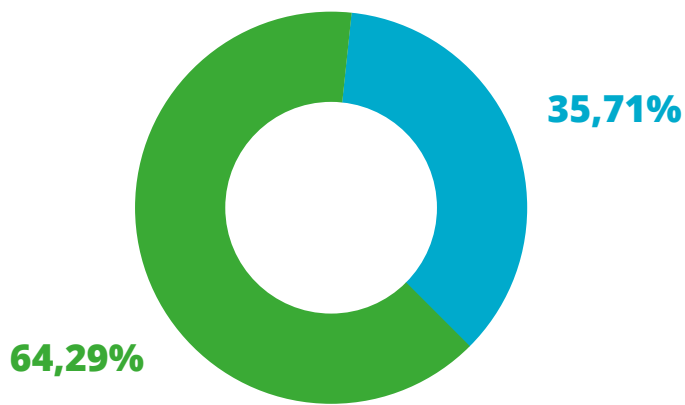
- **Fixed pay** - monetary fixed compensation (in cash): base salary + cash subsidies (Ex: accommodation and transport allowances, etc.).
- **Variable pay** - monetary non-fixed compensation (in cash performance bonuses, incentives etc.).
- **Benefits** - programs to supplement compensation (paid time off, medical insurance, company car, fuel assistance).
- **Long term remuneration/compensation** - programs or actions that an employer uses to provide real or perceived sense of ownership of the organization, that links an employee's compensation to the organization's long-term results (Ex. Stock/share purchase).

All the questions on this pillar are related only to staff of these organizations that are based in Mozambique.

Remuneration (fixed pay)

Most organizations remunerate their employees with a guaranteed salary (base salary), variable pay and variable incentives. Only 35.71% of organizations possess long term compensation policies. This can reflect local staff cultural practices, which gives primacy to short term and immediate benefits, not seeing advantages on medium/long term compensation. This is also reflected in the benefits package offered, the way they are structured by the surveyed organizations.



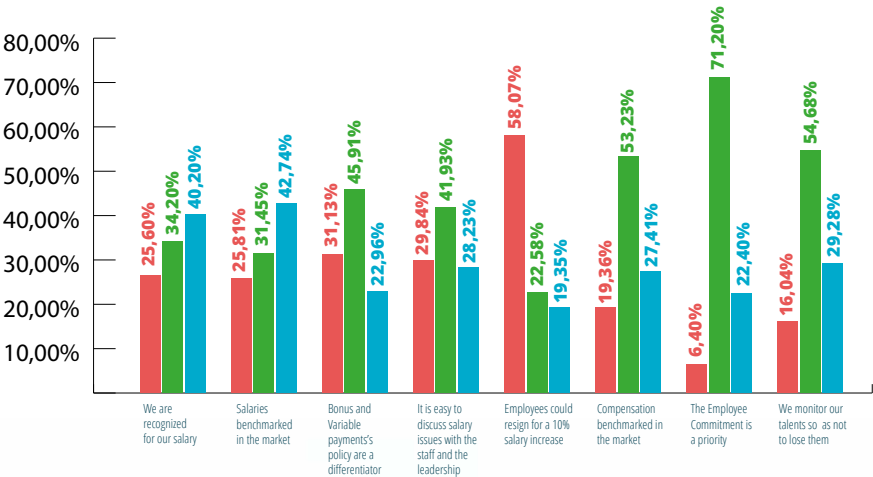


STRUCTURE OF REMUNERATION AND BENEFITS

Basic Salary, guaranteed cash, variable income, variable incentives and long-term incentive.

Basic Salary, guaranteed cash, variable benefits and variable incentives.

This shows that many HR managers do not have any position regarding whether their organization is, or is not, aligned with salaries being offered by the market.



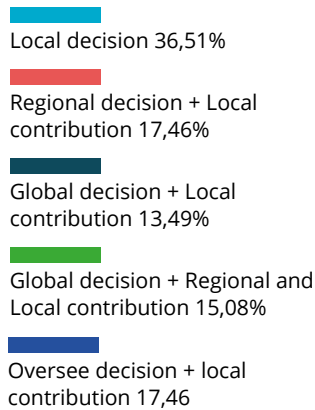
HOW DOES THE LEADERSHIP DESCRIBE YOUR ORGANIZATION REGARDING COMPENSATION

Disagrees

Agrees

Indifferent

WHERE THE DECISION ON COMPENSATION AND BENEFITS STRATEGY IS MADE



Note: International - Organizations with origin abroad, represented in Mozambique but are not global.

36.51% of those making decisions about compensation and benefits strategy are made locally. The remaining 63.49% of HR leaders influence decisions, but they are made outside the country. This result is quite in line with the percentage of international organizations that participated in the survey.

Positioning of HR leaders on compensation indicators

Only 31.45% of HR leaders are concerned with the alignment of the organization's salaries with the market and only 34.20% believe that the organization is recognized by the salary offers.

Benefits (Variable Pay)

The variable benefits with the greatest impact on organizations participating in the survey are: health insurance, life insurance, funeral insurance, transport and fuel subsidy, and the 13th month salary/ bonus. The flexibility offered by remote work is also highlighted, but it is due to the conjuncture dictated by the Covid-19 pandemic. It is interesting to note, however, that school or day-care assistance is almost non-existent in the national market.



Health Insurance

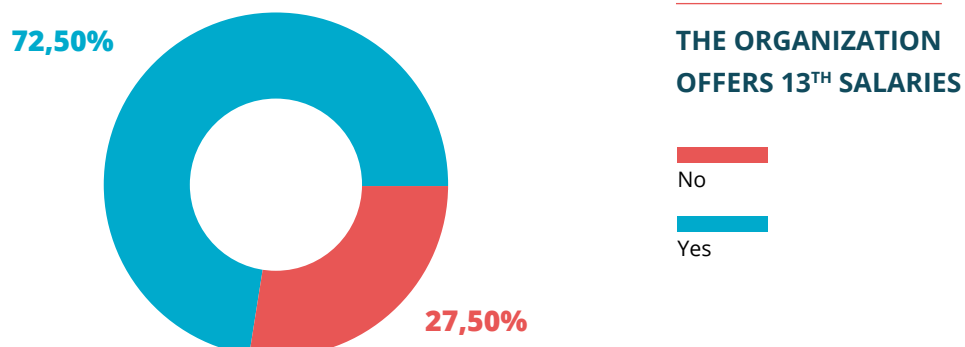
Health Insurance is the most common benefit among the participating organizations. Only 10% of these organizations do not offer this benefit. Considering that the high impact benefits influence the EVP (Employee Value Proposition), directly, it becomes imperative to present the findings on what are the current practices in the organizations.

INDICATOR OF BENEFITS OFFERED BY THE ORGANIZATIONS

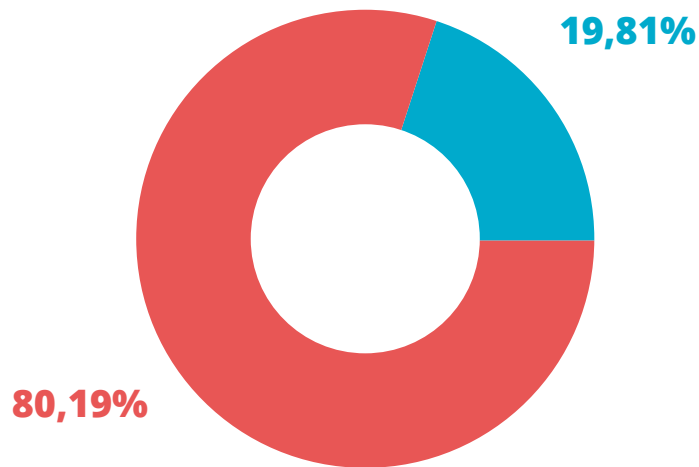


13th and 14th salaries

Although the 13th salary is not legally mandatory in Mozambique, 72.50% of the organizations do pay this benefit, while the 14th salary, which is considered a holiday allowance (paid leave), is paid by only 19.81% of the participating organizations.



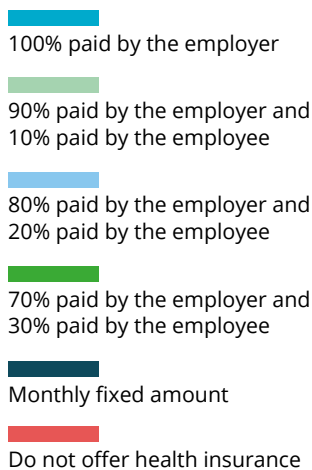
THE ORGANIZATION OFFERS 14TH SALARIES



Medical/Health Insurance

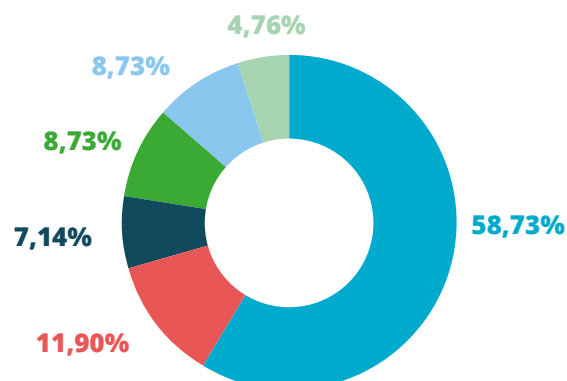
88.10% of participating organizations offer medical/health insurance whereas 11.90% do not. This pattern is, somehow, aligned with the fact that most of the participating organizations are part of other international organizations, where offering medical/health insurance is a common practice in their countries of origin. Nevertheless, in the sample used for the survey we have found out that there are local (national) organizations offering the medical/health insurance, as well as some international organizations that do not offer this benefit.

HOW THE ORGANIZATION COVERS THE HEALTH INSURANCE PREMIUM



Eligibility to benefit from health insurance

More than half of organizations cover, up to 100%, the costs for offering health insurance to their staff. Other organizations, on the other end, proportionally support the cost of this benefit with the employee. A small number of organizations of our sample cushion the costs through a monthly fixed amount, as depicted in the graphic below.



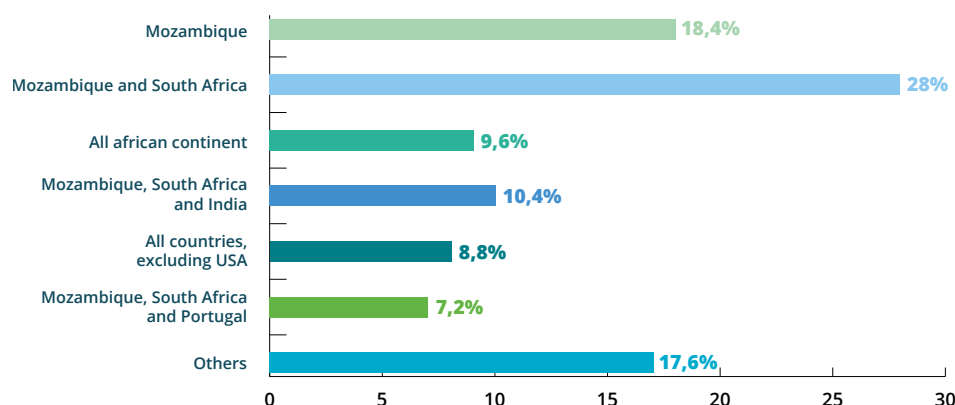
Eligibility to health insurance – Staff and Managers

Most of the organizations (58.73%) offer Health insurance to all staff, without any distinction in terms of hierarchical level.

Eligibility to health insurance to staff dependents/relatives - From the total of organizations that extend the usufruct of Medical/Health insurance to dependents/relatives, 70% include spouse and children, and only 7,96% extend this benefit to staff parents.


Health insurance geographic coverage in case of emergency evacuation


55,65% of the medical/health insurance offered provide for total coverage in case of emergency evacuation, whereas 20,97% offer partial coverage, and the remaining 23,39% do not offer any benefit for this specific component.

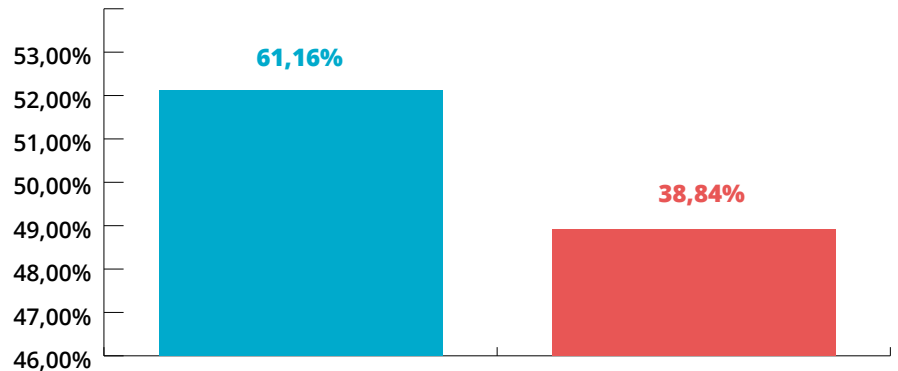
**REGION OF
INSURANCE
COVERAGE****Life insurance and funeral insurance**


48.25% of participating organizations do not offer life insurance, even though the majority are international organizations. Comparing this data with funeral insurance, we have found out that the latter can be considered more relevant for the organizations in Mozambique, as represented in the graphics below. 33.73% of organizations contribute with a certain in-kind value, in spontaneous solidarity to the bereaved employee's family.


**THE ORGANIZATION
OFFERS FUNERAL
INSURANCE**

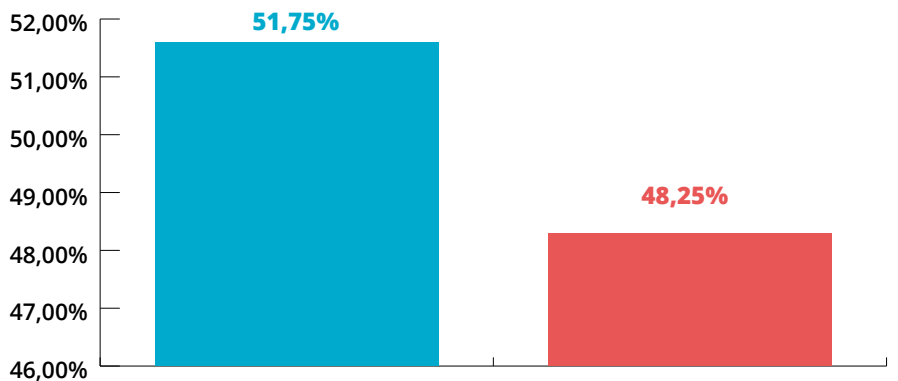
 No, they don't offer

 Yes, they offer

**THE ORGANIZATION
OFFERS LIFE
INSURANCE**

 No, they don't offer

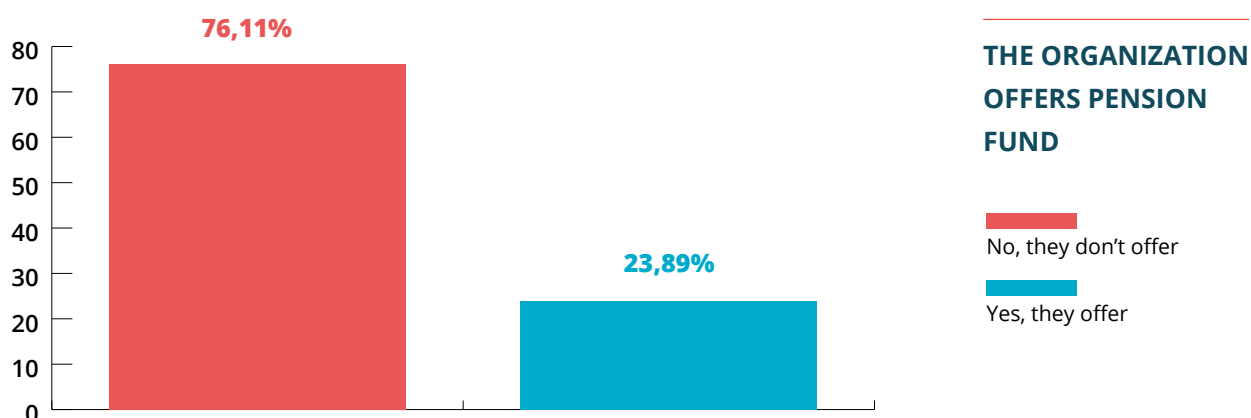
 Yes, they offer

**Pension Funds and long-term benefits**

It is noticeable that long-term benefits, such as pension funds and life insurance, are not offered by a sizable portion of organizations, despite being a highly valued financial benefit, especially by employees in the pre-retirement phase. This is an important finding because, if we analyze the data on the average age of the sample, which show that 65.44% of employees of these organizations are in the interval between 30-45 years of age, we can see that a large part shall be entering retirement age in the next 10-15 years.

76,11% of the organizations do not offer pension funds, or any supplementary retirement program, and 48,25% do not offer life insurance





On the offer of the pension fund:

Of the 26 organizations that do not offer a pension fund, 19.23% are local, 15.38% are regional, and 65.39% are global.

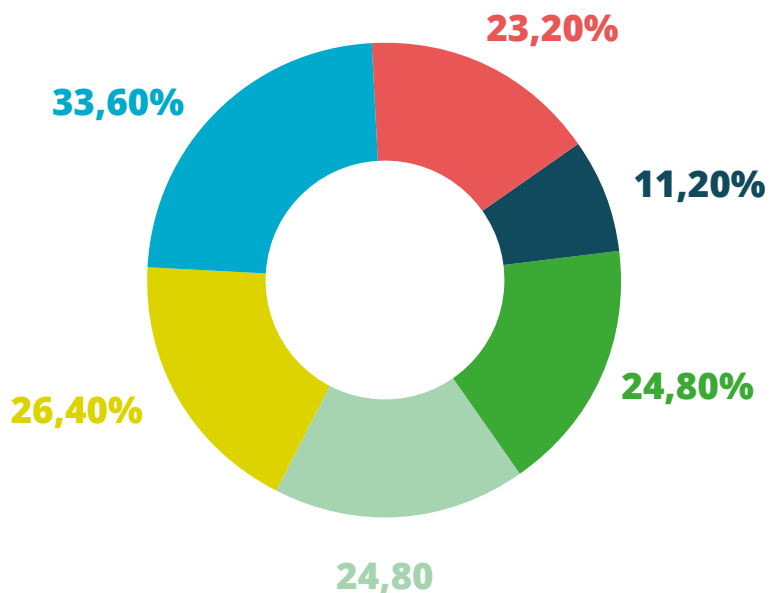


Physical and mental health of Staff

33.60% of the participating organizations do not conduct any form of check-up/control of the physical and mental health of their staff. None of the participating organizations have, in place, any wellbeing, physical activity, weight control program, stress control/management, nor do they conduct any programs related to healthy eating habits. The graphic below depicts the percentages of each program being offered in the participating organizations.

Most modern human capital management practices comprise a more holistic overview of mental health. However, presently, this trend is not being observed, systematically, by the leadership in Mozambique.

HOW THE ORGANIZATION EVALUATES THE LEVEL OF PHYSICAL AND MENTAL HEALTH OF THE EMPLOYEES



Health insurance and Covid19 Test

Of the participating organizations, 71.77% confirmed that they are paying for their staff COVID19 test during the pandemic.

Teleworking

83,87% of participating organizations introduced a teleworking (remote work) policy due to the pandemic of COVID-19. Of these, 40,32% work on a rotational basis in order to ensure that office spaces abide to the social distancing rule. This has become a general trend in the participating organizations – making working hours more flexible.

Regarding remote work, we emphasize the practices adopted by 56,78% of participating organizations, that provided any form of support to their staff, such as, for example: internet connectivity, airtime for mobile phone communication, financing for purchase of workstation equipment, ergonomic office chairs, earphones, and monitors, granting permission for flexible working schedules, and weekly or daily rotational chronogram, to ensure social distancing rules are adhered to.



MozParks invests in, develops and operates industrial parks, free trade zones, agro parks and special economic zones in Mozambique. It is a Public-Private-Partnership between the Mozambican Government Agency for Investment & Export Promotion (APIEX) and Swiss-Mozambican investors and is Mozambique's premier industrial park & free-trade zone developer. We offer industrial property, infrastructure development and business facilitation services. MozParks is developing industrial parks in every province of Mozambique.

Beluluane Industrial Park, managed by MozParks, is widely regarded as the model for industrial development in Mozambique. It is strategically placed on the backbone of the Maputo Economic Corridor, in easy reach of the border to South Africa and Mozambique's largest markets in Maputo, with access to a large labor force. Beluluane Industrial Park offers a range of incentives for its clients including: fiscal benefits; access to infrastructure and utilities, as well as high quality support services.

MozParks proudly manages the Mimi Niko Kazi Youth Employment Programme, a demand-led skills development and training programme aimed at bridging the gap between employers and young graduates.

MozParks is a flagship corporation that facilitates sustainable growth for Mozambique's industrial sector and delivers a positive impact for the people of Mozambique.

8.2 Career

Organizations, nowadays, cannot promise their staff a lifelong career, let alone, a permanent job. The role of organizations, and their leaders, is to support employees in managing their careers and grow professionally, by providing them training, job advancement and increasing their responsibilities.

This pillar of the Survey has been designed with the aim of verifying to which extent organizations, effectively, create this enabling space for professional growth, and what kind of support is offered to the staff to learn and develop professionally.

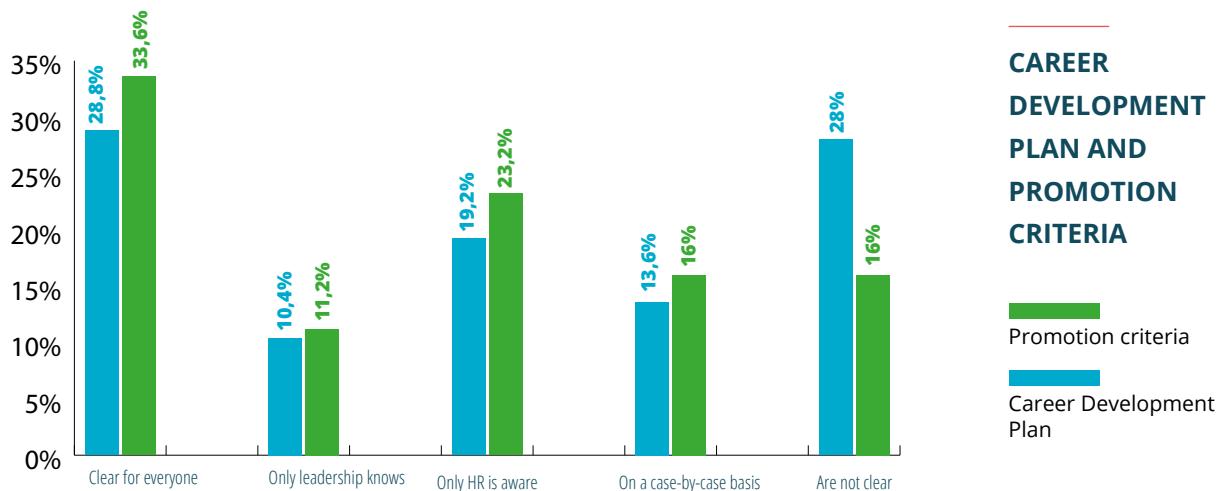
One of the most constructive ways for career development for a professional is taking on increased levels of responsibility, in a logical way, as it helps in skills development as he/she embraces greater responsibilities.

Career Development Plan and Promotion criteria

- 33.60% of HR directors state that the promotion criteria in force in their organizations are clear for every staff working for the organization.
- 11.20% stated that only the leadership knows these criteria.
- 23.20% stated that only the Human Resources departments are knowledgeable about these criteria.
- 16% stated that these criteria are used on a case-by-case basis, when it is time to promote any employee.
- 16% stated that these criteria are unclear.

So, 66.34% of the participating organizations, from the HR director's perspective, should devote an in-depth analysis in the manner in which promotions are done, and 71% indicate that attention should be given to how the career system is designed/built.



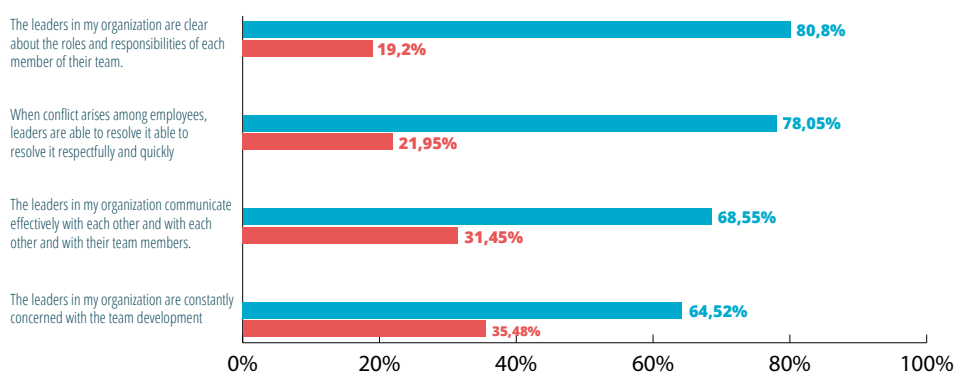


Leadership Perception on Career Development Plan

In HR leadership perspective, 52,80% of the leadership are not happy/satisfied with the way their organization plans staff career development, and 53,72% think that the leaders consider that the organizations they work for could develop a career development plan that is more aligned with the strategic objectives of that same organization.

Relationship between the leadership and staff

In general, it is the HR director's opinion that the leadership has a good relationship with their teams. Nonetheless, they acknowledge that there is still room for improvement in terms of their ability to follow up and develop their teams.



Performance Review

In the opinion of 93,60% of HR directors, the managers are incentivized to provide feedback in the form of performance appraisal of their supervisees. Thus, 36,80% stated that the managers hold formal Performance Appraisal discussions, on a semiannual basis, whereas 25,60% stated that they conduct a yearly Performance review with their teams. These percentages are aligned with the best practices of human capital management.

The incentive to independence and to embrace challenges have been elected by 47,86% of organizations as relevant factors for employees' career development.

Training

89,60% of participating organizations invest in professional training. Of this percentage, 61.61% stated that there is a balance between technical and leadership training. Around 33.93% indicate that they make greater investment in technical training, whereas 4.46% indicate that their greater investment is focused on training leaders.

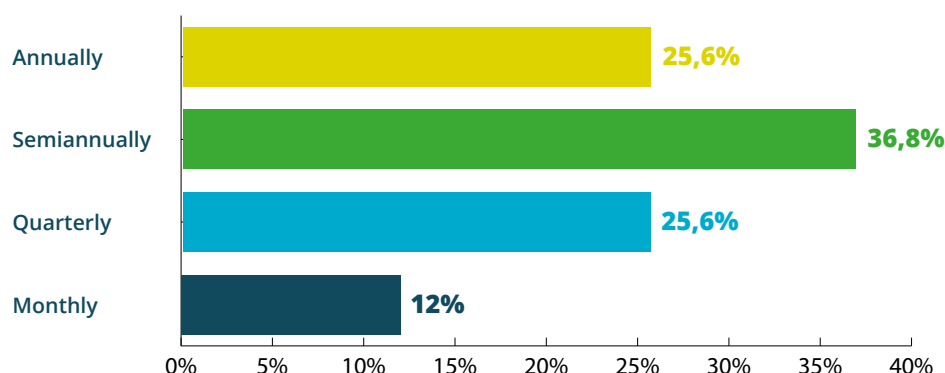
THE ORGANIZATION INVESTS IN TRAINING



Career Development Model

The career development model that most organizations follow, involves technical and leadership training, and follow-up, through performance appraisal, coaching and feedback training sessions.

- 36.80% of participating organizations do semiannual performance appraisals.
- 25.60% of participating organizations do annual performance appraisals.
- 25.60% conduct quarterly performance review.
- 12% conduct monthly performance review.



**FREQUENCY OF
PERFORMANCE
APPRAISALS IN
ORGANIZATIONS**



Imperial Insurance Moçambique, S.A

"We are an incorporated Mozambican company with the aim of offering a wide range of insurance products, with innovative risk solutions for the market we operate.

We promote mutual benefits and guarantee an unparalleled quality of service for all stakeholders, and acting in accordance with the best practices of ethics and honesty.

We are committed to continually develop and maximize the creation of customer-relevant insurance values and solutions.

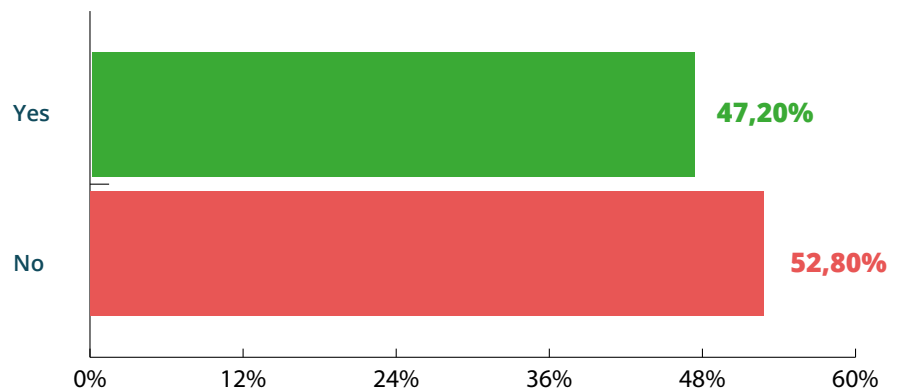
The Company's reinsurance program is managed and led by a carefully selected panel of reputable AA-rated reinsurers.

These reinsurers have solid financial balance sheets with in-depth knowledge and experience of African insurance markets."

Level of satisfaction with existing organization's career development model

52.80% of HR directors and leaders who responded to the survey indicated that they are not satisfied with the existing organization's career development model.

SATISFACTION WITH EXISTING ORGANIZATION'S CAREER DEVELOPMENT MODEL



Recruitment

Most (83.60%) organizations recruit professionals from all career levels in the external market/internationally, while 16.80% recruit graduates directly from local universities. We can see that there is very little room for internal mobility among organizations.

Performance

70% of organizations have some sort of methodological approach to discuss performance and establish a correlation with the performance merit of employees, and 30% of these do not have any tool, in place, that allows them to assess employee performance.



8.3 Workplace Environment

Creating a healthy workplace environment should be one of the key priorities of organizational leaders and human capital managers. The reasons and benefits are countless and unquestionable. There are several studies that evidenced that happy people are more productive, sell more and are more creative.

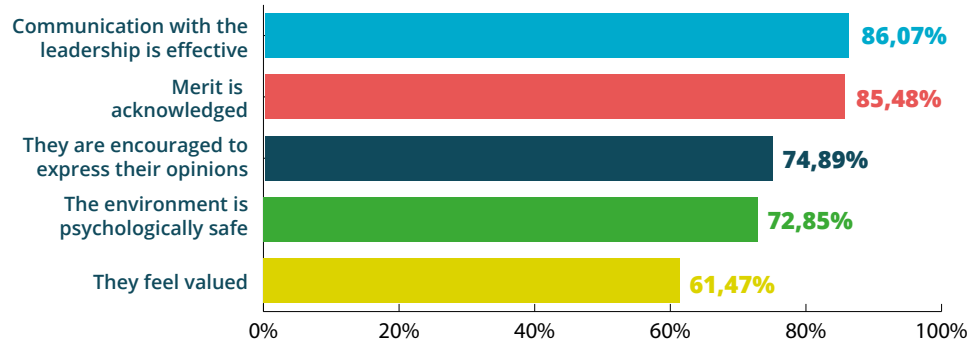
Organizations that want to meet their targets must carefully look at their work routines, their own structure, as well as at their organizational culture. To maintain a healthy and attractive workplace environment, it is necessary to think about processes, decisions, and benefits, that are conducive to shaping a culture that promotes satisfaction, whilst encouraging team proactivity. It was based on these assumptions that the questions for this pillar were designed.

Employee Commitment

- 61.29% of organizations believe their staff are highly committed to the organization and
- 38.71% consider that employees need to improve their level of commitment to the organization and towards their own responsibilities.

How the organization promotes inclusion?

HOW DOES THE ORGANIZATION PROMOTE INCLUSION



How organizations celebrate small achievements/successes?

Most organizations celebrate small achievements/successes:

- 63.71% during meetings or when they hold all staff meetings for the entire organization.
- 62.90% celebrate during team meetings.

You can't wait for something great to celebrate. Small victories are fuel to increase the motivation and commitment of the teams. By celebrating small daily progress, leaders help increase the productivity and creativity of human capital.



During all staff meetings in the organization	63.71%
During team meetings	62.90%
Publication in company emails/Newsletters	47.58%
Certificates are awarded to employees /teams	27.42%
Trophies are given to the employees/teams	7.26%
Cash recognition awards are given to employees /teams	21.77%
Employees /teams are rewarded with Vouchers	16.94%
Other (specify)	4.84%

Anonymous channel for addressing compliance issues

37,10% of participating organizations do not possess any channel that gives the employees the possibility to anonymously place their complaints, raise concerns or make suggestions without fear of retaliation, particularly in cases where they have issues that they feel uncomfortable to raise, either with HR, or with the organization's leadership.

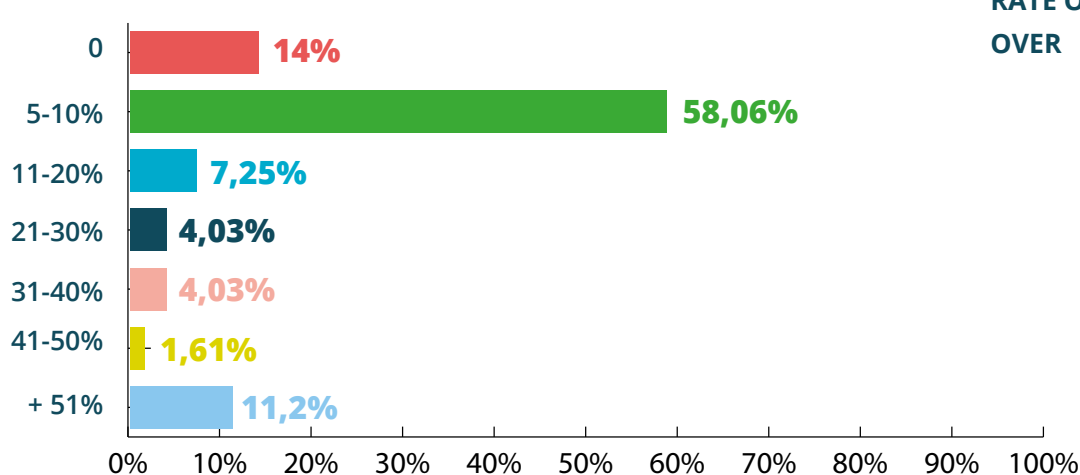
In the table below the most common channels in the participating organizations:

Discrimination (religion, politics, origins, etc.)	54.84%
Harassment	58.06%
Fraud	58.87%
Theft, corruption	58.87%
Unfair labor practice	51.61%
Retaliation	42.74%
My organization does not have this channel in place	37.10%

Exit interview

75% of participating organizations conduct exit interviews to the employees when they leave the organization.

Of all the participating organizations, around 58% indicate an annual turnover rate between 5-10%.



**APPROXIMATE
RATE OF TURN
OVER**

Are employees' personal life events celebrated by the organization?

- 17.74% is the percentage of organizations, nationwide, that celebrate or recognizes all events in their employee's life cycle.
- 16.13% indicate that only part of the organizations celebrate a few employee's life events. This is symbolized by offering the employee with a small gift card or by making reference to that specific event through internal communications.

Celebrating all, or any event in employee's personal life, is part of one of the decisive factors for organizational success, as the quality of life at work is a motivating agent for employees and constitutes a competitive advantage for the organization.

Yes, all employee life events are recognized by the organization.	17.74%
Yes, some employee life events are recognized by the organization (small gift, card, internal circuit reference, etc.).	16.13%
Yes, some employee life events are recognized by the organization (card or email).	9.68%
Only birthdays are acknowledged by the organization.	32.26%
Recognition will depend on the line manager (it is not a formal process).	10.48%
Personal life events are not systematically recognized/celebrated by the organization.	13.71%

Of all employee's life events, the celebration of the birthday is the only one that is commonly commemorated by the organizations.

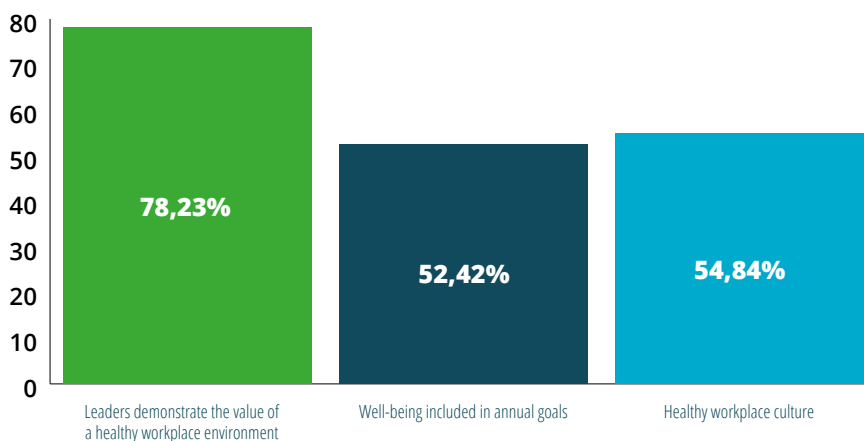


8.4 Culture

A good organizational culture is key for the development of the necessary characteristics of a successful organization. Organizational culture is a set of values, expectations and practices that guide and mold the actions of all team members.

We think of culture as a set of characteristics that make an organization what it is. A good culture exemplifies/exudes positive traits or attributes that lead to improved performance, while a dysfunctional business culture has qualities that can harm even the most successful of the organizations. It was based on this perspective that the pillar of culture was assessed in this survey

Culture of a healthy workplace environment/How the organization communicates its values

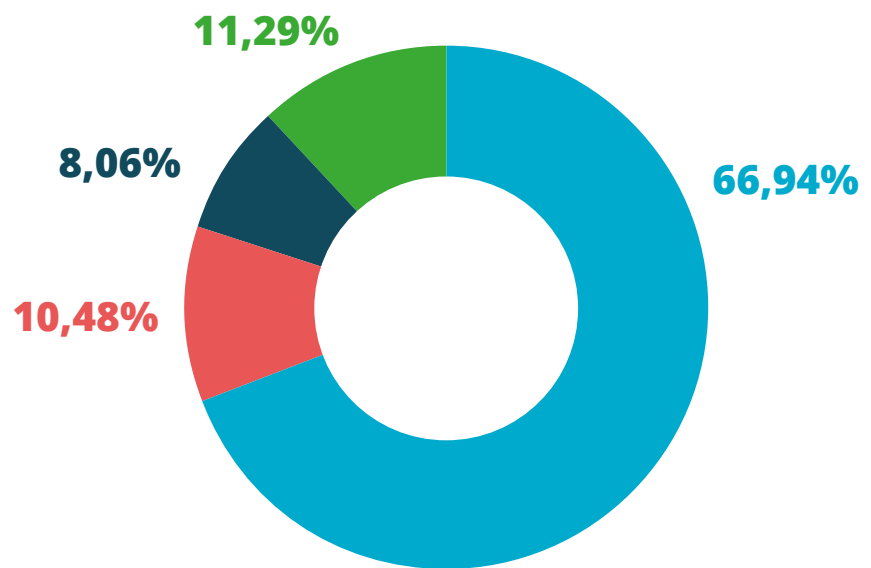
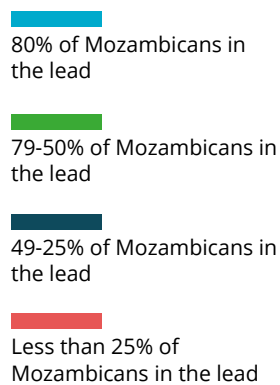


HOW THE
ORGANIZATION
COMMUNICATES
ITS VALUES

Inclusion of Mozambican employees in the leadership positions

Only 10.48% of organizations have less than 25% of Mozambicans in leadership positions.

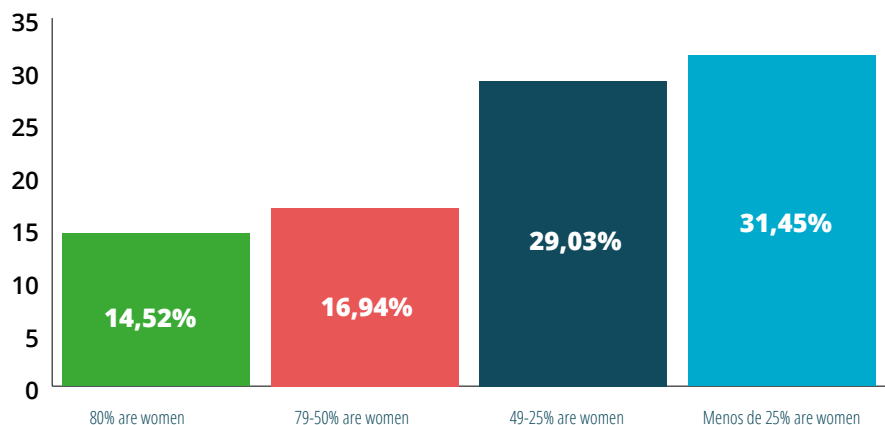
PERCENTAGE OF MOZAMBIKAN EMPLOYEES IN THE LEADERSHIP OF THE ORGANIZATION



Inclusion

Only 14.52% of organizations have more than 80% of women holding leadership positions.

PERCENTAGE OF FEMALE EMPLOYEES IN THE SENIOR LEADERSHIP OF ORGANIZATIONS



Years of service awards

Only 46.77% of participating organizations offer any type of recognition award to their employees for the years they have served in the organization.

Taking risks as a development method

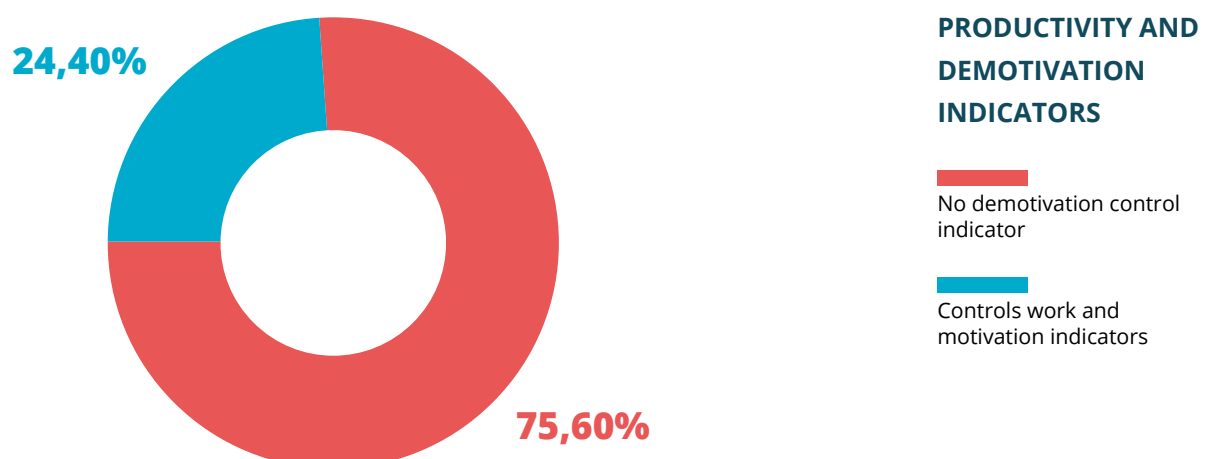
Employees are encouraged to freely express their opinion about work processes (59.84%), and are also encouraged to be creative and take risks (77.42%), as part of their developmental process.



**THE ORGANIZATION
ENCOURAGES
EMPLOYEES TO BE
CREATIVE AND TO
HAVE OPINIONS
ABOUT WORK
PROCESS**

Productivity and demotivation indicators

75.60% of organizations participating in the survey do not have a mechanism/system that allows them to exercise a sort of control over the employee productivity and demotivation.



**PRODUCTIVITY AND
DEMOTIVATION
INDICATORS**

No demotivation control
indicator

Controls work and
motivation indicators

9

Final Remarks

This Survey was conducted with the overarching aim of collecting/gathering a set of elements/data for the bibliographic representation of the human capital management strategy at a local level, so that human resources professionals can make data based informed decisions based on real and current data available.

We believe that this inaugural edition, besides providing us with a moment for reflecting on current employee benefits practice, also offers a new perspective to organizations that do not have a structured value proposition for their employees (EVP).

Often organizations do not structure an EVP for cost retention reasons, however the employee value proposition can be implemented with benefits and without too many financial costs, attracting and motivating employees.

As this survey report in the inaugural edition is quite generic, it may have left out some important aspects of the indicators. However, organizations that would like further details by business sector/segment may contact us.

We will be happy to tailor a report to meet your organisation's needs.



Acknowledgement

We take the opportunity to express our acknowledgement to all organizations for participating in the Survey, for collaborating with Tempus Global Group and for sharing their data. A vote of thanks is extensive to the Consultants who worked on this project, for their knowledge, contributions in improving the results. These are, namely: Dr. Iraci Jane e Dr. Lilian Quevedo.

Our sincere appreciation goes equally to all who, directly or indirectly, participated in this project, including Dr. Samuel Maputso, Dr. Vânia Lázaró, Dr. Marco Pimentel, Dr. Israel Muchena and our partners/sponsors: Hollard-Cigna, Uni-health, Sanlam, Imperial Seguros and media partners, Club of Mozambique.

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- **Layout:** Go Nomad



I-Benefits management

- Health insurance
- Life insurance
- Workmen's compensation
- Pension Funds

II-Surveys

- Salary surveys
- Cost of Living Survey
- Compensation and Benefits Survey

III-Human Resources Consultancy

- Leadership Training
- Well-Being Training
- Coaching and Mentoring
- Development Training
- Organizational development
- Human resources processes
- Organizational restructuring
- Change management

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Elite Employer was created from the factual information provided on the Employee Benefits and Human Capital Management National Survey results.

If your organization has not yet participated, please contact us, there is still time.

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