



WorldLink

Linking people management professionals around the globe

Can Africa 'Win' the Next Industrial Revolution?

By Martha J. Frase

The World Economic Forum (WEF) has predicted that 65 percent of children entering primary school today will, as adults, work in jobs that do not even exist right now.

According to the WEF's new *Future of Jobs Report*, a "fourth industrial revolution" unfolding over the next five years will cause widespread disruption to business models and labor markets, and huge proportions of the jobs people do today will not be needed a decade from now. The report, released in January, is based on a global survey of chief human resources officers and top strategy executives in more than 350 of the largest companies in the world across nine broad industry categories. Respondents represented 15 of the world's largest economies, which together account for 65 percent of the global workforce.

Researchers say we are moving out of the third industrial revolution—which began around 1969 with the ascendancy of electronics, information technology and automated production—and into the next "smart" revolution, marked by systems that blend cybertechnologies and physical technologies. It is being driven by society's continued desire to simplify things, remove bottlenecks and do more with less. It will bring together previously disjointed fields such as artificial intelligence, robotics,

nanotechnology, 3-D printing, and genetics and biotechnology—all building on and amplifying one another.

As a consequence, more than 7 million jobs could be lost over the next five years through redundancy, automation, and the removal of intermediary systems and processes, with the greatest losses (two-thirds) in white-collar office and administrative roles. This loss may

be partially offset by the creation of 2.1 million new jobs, mainly in more-specialized job families like computer/mathematical and architecture/engineering. Manufacturing and production jobs are expected to decline further, but they have relatively good potential for "upskilling," redeployment and productivity enhancement through next-wave technology.

Two new and emerging job types are expected to become critically important by 2020, according to the WEF. The first is data analysts, because companies will need help making sense of the torrent of data generated by the anticipated technological changes. The second is specialized sales representatives,

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because practically every industry will need to become skilled in commercializing and explaining their offerings to clients.

There will be major employment potential in transformative technologies such as “big data” analytics, mobile Internet, the “Internet of things” and robotics. However, the biggest drivers of employment creation for countries will be the youthfulness of their workforce and the growth rate of their middle class—both of which put African countries at an advantage. In addition, employment equity and economic empowerment of women will be significant factors in riding this fourth industrial wave.



Opportunities for Africa

So can Africa “win” the next industrial revolution? It depends on how its leaders and industries act now. It could mean huge opportunities to leapfrog redundant technologies and infrastructure that “old” economies will be saddled with, or it could mean massive loss of livelihoods that will perpetuate poverty and increase inequality.

According to Paul Clark, portfolio manager and Africa specialist at South Africa’s Ashburton Investments, Africa’s success will come down to adaptability and affordability.

“By adaptability, we mean ... the ability of the technology to adapt to the specific needs of people on the continent, as well as how quickly the continent adapts to the new environment,” he explained.

A young workforce—half of the sub-Saharan population is under the age of 25—bodes well for Africa, as they bring flexibility and a desire for entrepreneurship that kindle new products and markets. Africa’s young people want to do it their own way and are well-suited to the growing “gig economy.” New technologies make “anytime, anywhere” work possible, fragmenting jobs across many industries and bringing about new models of entrepreneurship. The rise of mobile Internet and cloud technology is also driving new Internet-based service models.

Technology must be affordable to Africa’s growing middle class, who are key consumers of one of Africa’s most important and ubiquitous pieces of technology: the smartphone.

A new survey by Djembe Communications and Forbes Insights found that 72 percent of young Africans would prefer to start their own small business than look for work in an existing organization. This is one of the most visible disruptions seen in the current labor market. (See “Being the Boss: Young Africans See Entrepreneurial Future” on page 4 of this issue.)

Affordability of innovation will be a tipping point for Africa in the fourth industrial revolution. Technology must be affordable to Africa’s growing middle class, who are key consumers of one of Africa’s most important and ubiquitous pieces of technology: the smartphone. Bypassing the landline era almost completely, Africa saw mobile


technology grow quickly and launch new consumer uses, such as mobile money. Sub-Saharan Africa is leading the globe in rolling out financial products to millions who were previously excluded from this area of the formal economy.

Clark notes that the price of an entry-level smartphone has dropped to below US\$50 in Africa, and usage is expected to double over the next four years. “Affordability is therefore improving access significantly, and this will enable Africa to be part of this new economic revolution,” he said.

Skills Catch-Up

With such a focus on technology, Africa’s labor force must also transform. Most HR professionals who responded to the WEF survey believe the best way of dealing with these sweeping changes is by investing in “reskilling” current employees. Other practices, such as supporting mobility and job rotation, attracting female and foreign talent, and offering apprenticeships, also scored highly, according to the report.

Whether Africa can provide the workers needed to be a force in the fourth industrial revolution comes down to how fast countries can redesign their education systems, adopt new technologies, and engage women in the workforce and as entrepreneurs. In part, the report notes, this will entail businesses taking more responsibility for upskilling, reskilling and collaborating rather than competing for talent. At the same time, governments must enact rapid and fundamental changes in education systems. The goal is to make Africa a continent of producers, not just consumers.

The WEF’s report can be found online at <http://reports.weforum.org/future-of-jobs-2016>. 

Martha J. Frase is Managing Editor of *WorldLink*.

Top 10 Skills for a Transforming Workforce

	in 2015	in 2020
1.	Complex Problem Solving	1. Complex Problem Solving
2.	Coordinating with Others	2. Critical Thinking
3.	People Management	3. Creativity
4.	Critical Thinking	4. People Management
5.	Negotiation	5. Coordinating with Others
6.	Quality Control	6. Emotional Intelligence
7.	Service Orientation	7. Judgment and Decision Making
8.	Judgment and Decision Making	8. Service Orientation
9.	Active Listening	9. Negotiation
10.	Creativity	10. Cognitive Flexibility

Source: *Future of Jobs Report*, World Economic Forum.

10 Things You Need to Know About Africa's Future Workforce

By Peter Pedroncelli

Africa is filled with potential as the population of the continent continues to grow and an increasingly younger demographic begins to take shape—in contrast to many other parts of the world where aging populations are the order of the day.

One of the most important elements Africa must consider involves the future workforce that will carry the continent forward. Here are 10 things you need to know about that workforce and the continent's potential to adapt to the changing landscape:

1

Africa's Population Is Booming

Africa is experiencing a population boom, which is both exciting and challenging. UNICEF forecasts suggest that the continent's population will reach 2.5 billion by 2050 and that by 2100, Africa will be home to 40 percent of the world's people.

2

Africa Has the Youngest Workforce

The population boom means that the vast majority of Africa's people will be young, vibrant and ready to contribute to the workforce of a continent with ripe prospects. The fact that other parts of the world are now struggling with aging workers and a population that is imbalanced between young and old puts Africa at an advantage, as 50 percent of the African population is currently under 20 years old.

3

Africa Will Have the Largest Workforce

The fastest-growing and youngest workforce also translates into Africa producing the largest workforce in the near future. Some 122 million people are expected to be added to employment rolls within the next five years, according to forecasts. The advantage of this is clear, as long as jobs are available and the skills needed are being developed among this massive working population.

4

Africa Has the Fastest-Growing Economies

According to recent statistics, 16 out of the 26 fastest-growing economies in the world are in Africa, making an excellent case for investors to put their money into a workforce that will be young and plentiful enough to produce results and make the most out of economies that are consistently expanding on the backs of Africa's people.

5

Africa Expects Excellent GDP Growth

In tandem with African economies growing well when most of the world is struggling to sustain any growth—and some are falling into recession—African gross domestic product (GDP) growth will also increase, thanks to an ever-expanding workforce. GDP growth of between 6 and 7 percent is expected within sub-Saharan Africa by 2020, which is impressive by any standard. South Africa is expected to experience GDP growth between 2 and 3 percent as one of the more developed African nations.

6

Africa's Middle Class Is Exploding

The middle class in Africa will experience great growth during this period of population expansion. As more money is produced in growing economies, more people are pulled upward into the middle class. In 2010, it was estimated that 150 million people in Africa formed the middle class, and these numbers are set to increase to 210 million by 2020 and to 490 million by 2040.

7

The Skills Mismatch Must Be Addressed

Most African countries face a severe skills mismatch today, meaning that the skills being learned do not correspond to the job opportunities that are available. With about 10 million young

people entering the labor force each year, the current youth workforce across 36 African countries displays a 54 percent mismatch between the skills of job seekers and employers' requirements, according to research from African Economic Outlook. With the looming population and economics booms in mind, this mismatch needs to be rectified fast in order to fill the new available jobs.



8

Africa Has the Fastest-Growing Digital Market

Africans will also represent the fastest-growing digital consumer market in the world, taking advantage of growth and improved Internet penetration and access that will allow for 600 million African Internet users by 2025.

9

Smartphones Are Everywhere

Smartphone penetration continues to grow at an astonishing rate throughout the continent as young people become increasingly digitally focused and mobile. This trend will persist in the future, and it is estimated that there will be around 360 million smartphone users in Africa by 2025.

10

Demographic Opportunities Demand Smart Policies

With the incredible growth that Africa will experience, governments need to recognize the advantages of the shifting demographic structure while putting in the hard work to push forward policies that will allow the people of Africa to realize the opportunities available to them as they strategically deploy the world's largest and youngest working population in the coming years. WL

Peter Pedroncelli is a South African freelance journalist. This article appears courtesy of AFK Insider (<http://afkinsider.com>).

Being the Boss: Young Africans See Entrepreneurial Future

By Martha J. Frase

The strength of entrepreneurship culture among young Africans is even greater than experts previously believed, with almost half (43 percent) of Africans ages 16 to 40 agreeing that entrepreneurs will create more jobs than the public sector over the next five years.

The survey of 4,000 teens and young adults in Angola, Ghana, Mozambique and Nigeria during the second half of 2015 reflects the full extent to which they are turning away from traditional sources of employment. The research report, *Job Creation in Sub-Saharan Africa: Entrepreneurs. Governments. Innovation*, was commissioned by pan-African communications consultancy Djembe Communications and conducted by Forbes Insights.



The results show widespread agreement among younger Africans that being employed by the public sector or an established company is not as desirable now as it was in the past. Survey participants said the industries that will create the most entrepreneurs in the next five years are technology (cited by 43 percent of respondents), natural resources (36 percent) and agriculture (33 percent).

The survey garnered the opinions of Africa's future business leaders—in particular, what they consider to be the most important issues facing their countries and what they believe are the biggest barriers to success. “The findings reveal a widespread belief that

job creation is the single most important issue in each of the four countries we surveyed,” said Djembe Communications Managing Director Mitchell Prather. “Moreover, it is clear that advancements in education, technology and innovation will serve as a catalyst for development. This is exciting news in that it reflects a key demographic in Africa that is becoming increasingly entrepreneurial-minded and will play an important role in creating new and sustainable employment opportunities in local markets.”

“What is at stake is job creation for our youth, potential reduction in poverty and, ultimately, the sustainable development of our continent,” said Felix Bikpo, chief executive officer of the African Guaranteed Fund. “There is great value in committing both efforts and resources” to initiatives that support small-business development.

In a region that is progressively looking to overcome the typical challenges of emerging markets—such as issues of transparency, income inequality and corruption—the survey found that young Africans are also looking toward the entrepreneurial sector to advance their countries' economies. Apart from creating jobs, entrepreneurs are seen as the key drivers of innovation, not just in transforming products and services but also in ushering in new management styles and working cultures.

‘What is at stake is job creation for our youth, potential reduction in poverty and, ultimately, the sustainable development of our continent.’

The report also reveals that young Africans in these countries have high expectations of their governments in fueling the African entrepreneurship landscape by fostering a regulatory environment that is conducive to a self-sustaining domestic economy. The right leadership is required to create policies that encourage entrepreneurial ecosystems to thrive.

For more information, visit <http://djembeinsights.com>. 

Martha J. Frase is Managing Editor of *WorldLink*.

Healthy Workforce, Healthy Profits

A new study of South African companies finds that organizations with healthy workforces appear to have a competitive edge in the stock market.

The study, published in the February issue of the *Journal of Occupational and Environmental Medicine* (JOEM), compared the stock market performance of 10 of the “healthiest” companies in South Africa to the performance of the market at large. Nine different investment scenarios were tested, and in all nine scenarios the healthy companies outperformed the Johannesburg Stock Exchange All Share Index.

The new research comes on the heels of a trio of studies published in the January issue of JOEM that examined the stock prices of U.S. companies with high-performing employee health and well-being programs. All three of those studies found that companies with best-in-class workplace health programs outperformed the Standard &

Poor's index by 7 to 16 percent per year.

“Taken together, these four studies add to the growing mountain of evidence that workforce health is an important factor in the financial health of a corporation,” said Daniel Malan, a lecturer at the University of Stellenbosch Business School and an author of the South African study. “Now that the connection has been made, employers can see that the decision to invest in the health of their employees is a decision associated with a healthy bottom line. Not only do employees benefit, but stockholders benefit as well.”

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The authors of all four studies are members of the Vitality Health Metrics Working Group, a group of health experts and corporate leaders that is calling for the voluntary public reporting of aggregated workforce health metrics. The group released a report during the World Economic Forum in January that provides a road map for corporations to include workforce health metrics in existing reporting platforms such as 10-K forms and annual reports.

“In order for corporations to achieve sustained success, they must focus on the day-to-day issues that are critical to progress, such as the

health of their most valuable asset—their employees,” said Derek Yach, chief health officer of Vitality and chair of the working group. “When workforce health metrics are publicly reported, improving the health of employees will become a priority for CEOs and boards of directors. When workforce health is a priority, it will improve.”

A limitation of the research is the possibility of reverse causation, meaning financially successful companies can afford to spend money on programs that improve the health of their workforces. Also, the authors recommend that the studies be reproduced with a larger sample size and over a longer period. **WL**

Who Are Africa’s Best Employers?

By Martha J. Frase

In the first-ever employee-driven survey ranking the 100 best companies to work for in Africa, Procter & Gamble took the top spot, with East African Breweries claiming the runner-up position and Microsoft coming in third in the overall ranking.

This unique research—the first independent survey of all 54 African markets—not only ranks the best companies to work for in Africa but also provides data-driven analysis designed to enable companies to better adapt their talent strategies. It was spearheaded by leading African recruitment specialists Global Career Company, in association with Towers Watson, and published in the January issue of *African Business* magazine.

The survey was based on 29 separate global, local and pan-African “attraction drivers” used to define a great employer. The 13,242 respondents, representing Africa’s employment talent pool, gave their views on organizations they would be interested in working for.

“The lessons to be taken forward from the Employer of Choice study will make a lasting impact on the African talent landscape, as the best [employers] adapt to get better and those who did not make it this time strive to catch up,” said Rupert Adcock, founder and managing director of Global Career Company.

Commenting on the comprehensive ranking, Omar Ben Yedder, publisher of *African Business*, said he was surprised by the ranking of certain companies but overall believed the results made sense. “When the numbers came in, I expected to see a dominance of the bigger companies and the multinationals, and that is the case,” he said. “Some companies did much better than I anticipated, however, and that goes for the top three. It is a credit to them and their policies that they have made the top spots.”

A company’s leadership and management, its corporate social responsibility agenda, and the availability of development opportunities are just as important as rewards and benefits, the study found.

Yedder added that he was happy to see some strong African groups competing with the more established names. “I’m sure that more will reach the top 100 next year,” he noted.

Among the key findings across a range of sectors, the survey results show that African professionals across the continent, and those working or studying abroad, can and do differentiate among the “value propositions” of potential employers. A company’s leadership and management, its corporate social responsibility agenda, and the availability of development opportunities are just as important as rewards and benefits, the study found.

Top 10 Employers of Choice	
1. Procter & Gamble	6. Shell
2. East African Breweries Ltd.	7. JP Morgan
3. Microsoft	8. Visa
4. DSTV Digital Media	9. GE
5. Total	10. Petrobras

Across the globe, pay, job security and career advancement are typical top factors for individuals when considering a new role, according to previous Towers Watson research; however, for the African workforce the opportunity to learn new skills and the ability to make an impact dominate. “It is clear that, unlike many developed economies, base pay isn’t as important a driver [for African employees],” said Yves Duhaldeborde, a director at Towers Watson. “Employers need to look at how to incentivize their workforce through initiatives that encourage new skills and promote opportunities to make a difference to the organization.” He added, “This research adds a great deal to the debate on how we compensate workers in Africa.”

The African Development Bank, the World Bank Group and Nestle were the companies respondents had the most interest in working at, as indicated by the number of times they were reviewed, although these companies’ overall rankings did not place them in the top 10.

Also making the top 100 list were DSTV, Total, Shell, JP Morgan, Ecobank, GE and Dangote. The results also highlight an additional list of companies, including Ethiopian Airlines and Nissan, that did not make this year’s overall ranking but that emerged as employers to watch in the future.

For the full survey and list of winners in the latest issue of *African Business*, visit www.exacteditions.com/africanbusiness. The report is also available digitally and via the Apple and Android app stores. **WL**

Martha J. Frase is Managing Editor of *WorldLink*.

African Talent Rewarded with Expanded Benefits

A new study shows that employees in Africa are increasingly being rewarded with nonmonetary benefits in addition to traditional salary packages.

The Netherlands-based Top Employers Institute, which ranks and certifies top companies on their employment practices, has released a new report on employee compensation and benefits at top organizations in Africa and around the world. It shows that employees are becoming more mobile and that job stability is no longer as important as it was during the years following the 2008 economic downturn.



The institute's 2015 *Compensation and Benefits Report*, published in October, shows that the best employers are actively trying to make the working experience more pleasant for employees in an attempt to retain staff and attract top talent. The report is based on the larger findings of the institute's global HR Best Practices Survey, which recorded the responses of 600 certified Top Employers in 96 countries across the globe, including Angola, Botswana, Cameroon, Cote d'Ivoire, Democratic Republic of Congo, Egypt, Ethiopia, Gambia, Ghana, Kenya, Madagascar, Morocco, Namibia, Nigeria, South Africa, Tunisia, Uganda and Zambia.

"While salary is still hugely important, nonmonetary elements like flexible hours, catering to changing life-stage needs, learning and development, and recognition have become decisive factors in job offers and employee retention," says David Plink, CEO of the Top Employers Institute. "Noncash-related benefits have a history of increasing and decreasing relevance, but the recent growth in importance suggests it is an irreversible trend."

Johanna Mapharisa, talent leader at Ernst & Young Africa, a Top Employer for 2015, says that at her organization, "We focus on the overall employee experience. Our way of working goes beyond the borders of compensation and benefits [and is] designed to foster the building of a better working world."

A total of 93 percent of Top Employers from around the world said they attach different compensation and benefits packages to specific job roles—indicating more-individualized employment packages. Medical technology company BD is another African Top Employer that believes in offering more benefits and compensational elements. "An example is our learning and development initiatives," says Catherine Karue, human resource manager, Africa, corporate/shared services. "BD's commitment to learning and development is driven by our pursuit of being a great place to work and our strategic objective of building organizational and individual capabilities. Learning and development at BD is achieved through various methods such as a

coaching partnership, enriching job experiences and challenges, and formal training provided by BD University. This greatly enhances our employees' work experience."

The report also shows that some sectors and regions prefer a pay-for-performance model, with 96 percent of organizations giving salary increases based on performance. Other popular recognition incentives among participants include performance awards (used by 91 percent of organizations), showcasing individual successes (83 percent), values awards (70 percent) and innovation awards (61 percent), with the most popular being recognition for length of service (98 percent).

‘While salary is still hugely important, nonmonetary elements like flexible hours, catering to changing life-stage needs, learning and development, and recognition have become decisive factors in job offers and employee retention.’

Mapharisa says Ernst & Young Africa offers the nonmonetary benefit of flexible working arrangements. "It is based on our recognition that employees do not have to be in the office at their desks to be productive," she remarked. "They may be most productive at a coffee shop, at the beach, on a balcony, or wherever and whenever they choose to be productive. This contributes to work/life balance and a wholesome feeling of being in control." **WL**

Ethiopia Fashion-forward



With support from the Swedish government and fashion giant H&M, Ethiopia has launched a new industrial relations project aiming to develop a robust, socially sustainable textile and garment industry in the country. The three-year project will work to improve labor relations, wages, productivity and working conditions for the trade. H&M has pledged that all of its Ethiopian supplier factories will have democratically elected and functional workplace representation in place by 2018 at the latest.

Kenya The new Nairobi



Nairobi is the most innovative city in Africa and is among the top 20 cities in the world in terms of its innovation, livability and capacity to reinvent itself. The City Momentum Index, compiled by global professional services firm JLL, looked at 10 key areas, including demographics, connectivity, technology and R&D, education, economic output, and corporate activity. The study notes Nairobi's position as the center of technology in Africa and its growing number of tech incubators and venture capital funds based in the city as factors contributing to the city's expanding influence in the world. The start of construction of Konza Techno City and devolution "is laying a solid foundation for the future," the report noted.

Namibia Early retirement



The Namibian government is looking into reducing the civil-service retirement age from 55 to 50. Currently, Namibia's 100,000 civil servants are costing the government more than US\$1.5 billion in salaries per year—one-third of the national budget. The Prime Minister proposed this idea along with 10 others, including one for a reduction in the hiring of private consultants and temporary workers, as ways to cut costs. The government said it would offer attractive retirement benefits for those who take early retirement packages.

Nigeria Startup spur



The Nigerian government will introduce incentives for startup companies in the information communication and technology (ICT) industry to help meet a national job creation target of 3 million by 2018. The incentives range from tax holidays to rebates for qualifying tech startups so that they can employ more people and grow the entrepreneurial sector of the economy. The government has also proposed an ICT innovation fund and an incubation program to drive the sector's growth. Governors of Oyo State and Katsina State have agreed to provide facilities for the establishment of regional innovation hubs.

Rwanda E-cruiting boost



Rwanda's Ministry of Public Service and Labour will introduce electronic recruitment to its public-service hiring process in an effort to improve and streamline hiring for both the government and applicants. E-cruiting will benefit new graduates in particular, saving them time and money on typing, printing and delivering multiple application documents to the hiring ministry. The new system will also enable public-service job openings to reach a much broader pool of potential candidates, improving the chances of finding the right employee. Also, as Rwanda pushes toward a greener economy in all sectors, e-cruiting's ability to compile and store data, consolidate administrative tasks, and generate less paperwork is a step toward those goals.

South Africa 'Cafeteria' plans



Top employers in South Africa are increasingly offering employees a larger, personalized selection of benefits and nonmonetary rewards. New research from the Netherlands-based Top Employers Institute shows that they are doing this to augment traditional financial remuneration. The report shows a clear trend toward "cafeteria"-style plans, signaling a fundamental change in how HR is designing compensation and benefits policies to attract and retain talent. The report also shows that South African professionals with specialized skills can earn even greater rewards as companies respond to global skills shortages and greater competition.

Tanzania Expert expats



The Tanzanian government has confirmed that it does not intend to expel foreign experts under the new Non-Citizen Employment Act of 2015 but that it will need to realign the employment regulatory framework to implement the new legislation. The government said it hopes to iron out misunderstandings and address specific concerns that have arisen among private employers. The Ministry for Home Affairs has assured business leaders that the government is committed to supporting the private sector and would not put forward constraining laws, policies and regulations. Since the enactment of the new law, its implementation has resulted in a number of challenges for the private sector, with some workers forced to leave the country and others failing to return after Christmas leave.

Sources: Just-Style.com, CapitalFM, *The Namibian*, *Daily Trust*, *The New Times*, Independent Online, *Tanzania Daily News*.

Calendar

June 19–22, 2016

SHRM Annual Conference & Exposition

Washington, D.C.

Website: annual.shrm.org

June 21–22, 2016

IPM Sri Lanka National HR Conference: “HR Eco-System for Competitiveness”

Bandaranaike Memorial International Conference Hall (BMICH), Colombo, Sri Lanka

Website: www.ipmlk.org/nhrc2016/nhrc/

August 3–5, 2016

Australian Human Resources Institute National Convention

Brisbane Convention and Exhibition Center, Brisbane

Website: www.ahri.com.au/national-convention/home

September 7–8, 2016

AMEDIRH 51st International Human Resources Congress

Centro Banamex, Mexico City

E-mail: contacto@amedirh.com.mx

October 20–21, 2016

WFPMA 16th World Congress on Human Resource Management

Istanbul, Turkey

Website: www.wfpma2016istanbul.org

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WORLDLINK

welcomes news stories, announcements of events and ideas for articles. These should be accompanied by a telephone number and e-mail address.

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NEXT ISSUE

The next issue of *WorldLink* will be published in May 2016 and will feature the Asia Pacific Federation of HRM and HR news from the Asia-Pacific region.

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